

## **Board Diversity Policy and progress relative to diversity targets**

Bank of Ireland recognises the benefits of having diversity in the composition of its Board and sees increasing diversity at Board level as an important element in maintaining a competitive advantage. A diverse Board includes and makes good use of differences in the skills (in particular those skills identified as relevant to the business of the Group, including financial services (incorporating retail, corporate and insurance sector experience), strategy development, finance, risk management, business experience, economics, corporate finance, human resources, customer relations, credit and IT skills), regional and industry experience, background, nationality, ethnicity, gender, age, cognitive and personal strengths, and other qualities of directors. These differences are considered in determining the optimum composition of the Board and, when possible, should be balanced appropriately. All Board appointments are made on merit and against objective criteria, in the context of the skills and experience that the Board requires to be effective.

The current target with regard to female representation on the Board is to have a minimum of 40% female representation on the Board, with a medium-term aspiration to have broadly equal gender representation. As at 1 January 2025, female representation on the Board is at 30%. Board changes and succession activities over the coming period will remain mindful of the 40% target and seek to close the gap. The target that the Board will include at least one Director from an ethnic minority has been met.