

DuluxGroup Diversity and Inclusion Policy

Purpose and Vision

To deliver the best outcomes for DuluxGroup and our stakeholders, we will promote a diverse and inclusive culture that harnesses the capabilities and experiences of a diverse workforce. We value, respect and leverage the unique contributions of people with diverse backgrounds, experiences and perspectives to deliver the best customer and consumer experience to an equally diverse market place. Through our values and behaviours, leaders will ensure our inclusive culture enables all employees to be engaged and to realise their full potential.

DuluxGroup recognises that building a diverse and inclusive leadership and employee group is a critical enabler to achieving our strategic goals, through:

- driving innovation and step change growth through diversity of thought;
- enabling a better understanding of the DuluxGroup consumer and customer base; and
- enabling the Company to attract, develop, promote and retain top talent from the widest possible talent pool.

DuluxGroup's approach to reward and promotion is based on capability, performance and potential. We look to create a culture and environment in which all employees can reach their full potential, regardless of gender, cultural background, age etc.

DuluxGroup's commitment to diversity encompasses differences in gender, age and cultural background.

This policy sets out DuluxGroup's diversity objectives and commitment to implementing initiatives to recognise and promote workforce diversity across all areas of the DuluxGroup business and applies in all geographies.

Responsibility

The Board, through the Remuneration and HR Committee, is responsible for establishing this policy and the diversity objectives, and monitoring the overall effectiveness of the policy annually. In addition, the Remuneration and HR Committee monitors performance against objectives quarterly or as often as it considers appropriate.

DuluxGroup has also established a Diversity Council, to assist the Committee in guiding and monitoring the Group's diversity strategy and promoting the diversity initiatives.

The Council is chaired by the Managing Director and CEO and comprises the DuluxGroup Executive Team.

Key objectives

DuluxGroup's key diversity objectives may be broadly categorised as follows:

1. Increase the number of women in DuluxGroup
2. Increase the number of women in leadership positions in DuluxGroup
3. Build a diverse and inclusive workforce in DuluxGroup (including gender, age and cultural background)