
BOARD DIVERSITY POLICY

(Approved on 26 April 2022)

United Utilities Group PLC (UUG) and its subsidiary companies are committed to diversity and practising equality of opportunity amongst its employees and its Board members. The Board recognises the benefit and value of diversity and inclusion and the contribution they make towards the effectiveness of the board decision making process.

The Board of UUG will:

1. Ensure that the selection processes for Board appointments facilitates an approach that will provide access to a diverse range of candidates. Any such appointments will be made on merit and objective criteria, and within this context, should promote diversity of gender, social and ethnic backgrounds, cognitive and personal strengths.
2. Ensure that the policies adopted by the group will promote diversity in the broadest sense among senior managers who will in turn aspire to a Board position.
3. Ensure that the Board, led by the Chair, collectively fosters an inclusive and belonging environment in the boardroom enabling open and frank contributions from all Board members.
4. Adopt measurable objectives from time to time for achieving diversity on the Board – which shall be:
 - to maintain at least 40% female representation;
 - to have at least one director from a minority ethnic background¹; and
 - to have at least one of the positions of: chair, chief executive officer, senior independent director or chief financial officer held by a female.
5. Disclose in the Annual Report the gender balance of those in senior management and their direct reports.
6. In selecting candidates for Board positions, only use the services of those executive search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms.
7. Review this policy from time to time and monitor the progress being made with the measurable objectives.
8. Disclose this policy and the progress in achieving its objectives in the Annual Report.

¹ (which is defined by reference to categories recommended by the Office for National Statistics (ONS) excluding those listed, by the ONS, as coming from a white ethnic background).