

Group Board Inclusion Policy Statement.

November 2025

Policy Details

Group Policy Name:	Group Board Inclusion Policy Statement
Group Policy Owner:	Chair of ZIGUP plc
Group Policy Custodian:	HR Director
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Policy Level	1

1. Policy Statement

Who We Are

ZIGUP plc and its group undertakings ('We', 'Us' or 'Group') exist to keep customers mobile. We are the leading supplier of integrated mobility solutions and automotive services to various businesses and customers.

Group Board Inclusion Policy Statement

The Group accepts its legal and moral responsibility and is committed to fostering a diverse, inclusive and equitable environment where all colleagues feel valued, respected and empowered. We believe that diversity of thought, background and experience drives innovation and leads to better decision-making.

The Board considers that its composition needs to be representative of the colleagues we work with, the customers we serve, the stakeholders we partner with and the communities we operate in. It understands the importance of diversity of thought in decision making and driving meaningful change and instilling equitable practices at every level throughout the organisation supporting the Group's strategy. Inclusion is deemed as a strategic focus in ensuring a level playing field for all.

The Group maintains an appropriate inclusion policy which is applicable for all colleagues, including senior management and the Board of Directors.

Group Board Inclusion & Diversity Objectives

- Ensure the composition of the Board reflects inclusion in its broadest sense, to encompass a range of perspectives, insights, and challenges needed to support sound decision-making. Inclusion should consider factors such as gender, ethnicity, age, sexuality, social class, education, experience, ways of thinking, and more.
- To align with the ambition of achieving 10% representation of ethnically diverse groups within the Executive Committee and its members' direct reports, we will take into account the Parker Review's 2023 report. This report requests all FTSE 350 companies to establish a target for ethnic minorities in their senior management team and direct reports by 2027.
- The Board will consider diversity and inclusion in succession planning for senior management and Board positions. Additionally, when using external search firms to fill Board positions, these firms will be required to identify and present a list of qualified potential candidates, with attention to diversity and inclusion.
- To oversee and monitor progress of the Group's wider inclusion agenda.

Group Board Inclusion & Diversity Responsibilities

The Board, together with the Nominations Committee, is accountable for:

- reviewing the balance of skills and future requirements of the Board and senior management;
- setting the Board's diversity ambitions and targets, taking into account regulatory requirements and best practice guidance;
- identifying the training and continual professional development necessary to foster an inclusive culture and demonstrably value the principles of equity and diversity;
- monitoring progress against the Group's chosen targets on an annual basis; and

- oversight of succession planning to ensure it continues to meet the current and future needs of the Group.

Avril Palmer-Baunack

Chair of ZIGUP plc