



Diversity is a critical component of our strategy. To ensure that our beneficiaries, we are committed to maintaining a minimum of 30% women on the board and at the executive management level.

The purpose of this *Statement of Intent* is to signal the collective voice of the 30% Club Ireland to companies, regulators, policy makers, other investors and the wider marketplace, and to outline the ways in which members may use their influence as an Investor, including through share ownership and undertaking stewardship and engagement activities to encourage greater diversity.

The 30% Club Ireland Investor Group seeks to demonstrate the strong commitment that it has to delivering outcomes on gender representation that are sustainable over the longer term.

The 30% Club Ireland Investor Group fully supports the Balance for Better Business

initiative, an independent business-led Review Group established by the government to improve gender balance in senior leadership in Ireland and aims to integrate its ambitions into investor portfolios.

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This initiative includes improving diversity of the appointments of non-executive directors of boards and in executive management teams and throughout the organisation as a whole.

As part of our overall stewardship responsibilities as investors, we will actively engage with investee companies on corporate governance issues, including the nomination process the board uses to identify suitable candidates for the board and at executive management level.

We require investors to be provided with a comprehensive understanding of an investee company's diversity policies. We expect companies to be transparent regarding the nomination and appointment process for the board, C-Suite roles and other senior management roles, as well as a gender balanced succession plan.

¹ <https://www.betterbalance.ie/>

- Disclosing their diversity policies and processes used to identify diverse board nominees, adopting a professional and structured approach to board director nominations that ensures directors are appointed based on merit, with due regard for the benefits of diversity.
- Adopting best practices² in terms of gathering and disclosing diversity data and targets, to include the number and percentage of women and other underrepresented groups on the board and in executive management positions and for the workplace as a whole.
- Using existing resources and tools to ensure effective consideration of diversity in the hiring and promotion of diverse candidates for executive and other senior management positions while recognising and taking steps to mitigate cognitive bias wherever possible.
- Committing to rigorous assessment of director and executive performance, as well as regular board refreshment and executive pipeline development.
- Committing to best practices and approaches to increase the representation of underrepresented groups on boards and executive management, such as considering adoption of targets appropriate for the business and communities in which it operates and reportin

- Being transparent about their own organisational diversity targets and progress towards these
- To review this Statement of Intent on an annual basis to ensure that it remains both ambitious and relevant.

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