

Travis Perkins plc Board Diversity Policy

Our ambition is to be the leading partner to the construction industry. Diversity, equity and inclusion help support the delivery of our business strategy through attracting and retaining talent to help drive the strength and diversity of thought that will help us and our industry to innovate and lead change more quickly.

Our values, We Care, We're Better Together and We Give Our Best To Be The Best, underpin our ambition and purpose. They support the ability for everyone to be at their best and be themselves at work. Our businesses are a key part of the local community and it is important that our teams reflect the rich and diverse talent in our local communities in which we serve.

We are committed to equal opportunities and equity and aim to ensure that all our colleagues receive equal treatment, regardless of age, disability, ethnicity, gender, sexual orientation or socioeconomic, educational or professional background.

Scope

This Policy applies to the Board of Travis Perkins plc ("Travis Perkins" or the "Company") and its Committees (including the Nominations, Remuneration, Audit and Stay Safe Committees) and sits alongside the Group's Diversity Equity & Inclusion policy. The Policy sets out the approach to diversity in respect of the Company's Board and Committees.

Policy

The Company recognises the benefits and value that diversity in its broadest sense brings to the Board and its Committees. Diversity of skills, experience and backgrounds give organisations competitive advantage. The Company recognises that the Board sets the tone for diversity and inclusion across the business and believes in promoting a culture of equity and inclusion.

The Board is committed to sustaining a strong balance of diversity, recognising the diverse range of perspective, insight and challenge needed to enable the Board and its Committees to discharge their duties and responsibilities effectively. In their oversight and governance of the business, the Board and all Committees are committed to operating in a way that supports the continued development of a diverse and inclusive culture across the group.

Policy Objectives

The Board, through the Nominations Committee, will strive to achieve diversity in all senses in Board and senior management appointments. It will provide oversight of the adoption of a consistent approach to diversity in the pipeline for Board and senior management roles, and more broadly in the approach which is taken to the recruitment of colleagues at all levels of the Group. The Nominations Committee will regularly review the structure, size and composition of the Board. When reviewing the composition of, and succession plans for, the Board and Senior Management, and making recommendations to the Board in respect of changes, the Nominations Committee will have due regard to all aspects of diversity in determining the appropriate balance of skills, experience, knowledge and independence to

enable the Board to continue to operate effectively in the best interests of the Company for the benefit of shareholders and wider stakeholders.

The Nominations Committee, on behalf of the Board, will have regard to regulatory requirements and best practice, and will be guided by the recommendations and targets set by the FTSE Women Leaders Review, Parker Review, Listing Rules and Disclosure, Guidance and Transparency Rules, when considering changes to Board and Senior Management composition, specifically including the Listing Rules requirements for:

- At least 40% of women on the Board
- At least one woman in the role of Chair, Senior Independent Director, Chief Executive or Chief Financial Officer and
- At least one director from a minority ethnic background

While the Board recognises that there may be occasions when the diversity of the Board and its Committees might fluctuate, the Board reiterates its continuing and long-term aim to meet these targets.

The Board is committed to making appointments and developing succession plans based on merit and objective criteria, having due regard to the benefits of all aspects of diversity including, but not limited to, those of age, gender, ethnicity, sexual orientation, disability, socioeconomic, educational or professional backgrounds or other criteria, reflecting the skills, knowledge and experience needed to ensure a well-rounded, diverse and effective Board.

When using executive search consultants to facilitate the search for Board appointments, Travis Perkins will use only those firms that have adopted the Voluntary Code of Conduct in respect of diversity, including in respect of gender and ethnicity.

In overseeing future succession planning requirements, the Nominations Committee will encourage the continuing development of a diverse pipeline of internal candidates.

The Board as a whole will oversee plans for diversity and inclusion across the business and monitor progress.

Review and Reporting

The Committee will review this Policy annually and make recommendations to the Board in relation to any changes to the Policy.

The Committee will report annually on the implementation of and compliance with this Policy in the Annual Report

Approved by the Travis Perkins plc Board on 21 May 2026