

Purpose of the policy	The Board Diversity Policy ('the Policy') sets out our approach to diversity on the Board of Directors of Hargreaves Lansdown plc ('the plc Board') and on the Boards of any other relevant subsidiaries within the Group to which non-executive directors may be recruited.
Who the policy applies to	This Policy applies to the plc Board and to the Board of Hargreaves Lansdown Fund Managers Ltd (HLFM). It does not apply to employees of the Group who are covered by the Group's Inclusion and Diversity Policy. It should be noted that external targets apply to the plc Board only at this point.
Principles	<p>The plc Board is committed to maintaining the highest standards of corporate governance. We regard the composition and the effectiveness of the plc Board as a crucial element of our corporate governance.</p> <p>Our objective is simple – to develop a diverse and inclusive culture where colleagues are engaged, empowered, work together and live our values.</p> <p>The tone is set from the top and as such the plc Board's approach to inclusion and diversity is key to the wider Group. Therefore, when assessing new appointments to our Board (both plc and HLFM), we carefully review the combined skills and experience of the existing Board members (at both plc and HLFM level) to determine the characteristics needed when recruiting any new director. Each member of the plc and HLFM Boards must have the skills, experience and character that will enable them to contribute both individually, and as part of the team, to the effectiveness of the Board (both plc and HLFM) and the success of the organisation. We believe that diversity amongst Board members at all levels is of great value but that diversity is a far wider subject than just gender, and we remain committed to inclusion in all its forms.</p> <p>We do not accept inappropriate behaviour or conduct including harassment, racism, discrimination or bullying.</p> <p>We are committed to demonstrating corporate governance best practice and support the recommendations set out in both the Hampton-Alexander Review and Parker Review. As such we are committed to the Board of Hargreaves Lansdown plc having and maintaining:</p> <ul style="list-style-type: none">• at least 33% of Board positions held by women; and• at least one director from an ethnic minority background; <p>Whilst recognising that during periods of transition on the Board, this balance may not, temporarily, be maintained.</p> <p>All appointments to the Board (plc and HLFM) are made on merit against a set of objective criteria, in the context of the skills, experience, independence and knowledge which the Board (plc and HLFM) as a whole requires to be effective.</p>
Roles and responsibilities	The Nomination Committee is responsible for ensuring the Board (plc and HLFM) has the right balance of skills, experience and knowledge.
Process	<p>The Nomination Committee will:</p> <ul style="list-style-type: none">• regularly review plc Board composition, succession planning, talent development and the broader aspects of diversity;• work with executive search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms on diversity and best practice and that aligns with our values and approach to diversity in determining suitable candidates for appointment to the Board (plc and HLFM). Should the Committee receive a candidate list from an executive search firm that is not suitably diverse, without sufficient reason, it will be able to reject the list and ask the search firm to resubmit a more diverse list.• identify suitable candidates for appointment to the Board (plc and HLFM) against an objective criteria with regard to the benefits of diversity on the Board (plc and HLFM) and taking into consideration the skills, experience, independence and knowledge, to advance the Group's strategy for the benefit of all its stakeholders; and• report annually, in the corporate governance section of the Annual Report, on the implementation of the Board Diversity Policy and the process used in relation to plc Board appointments. <p>In addition the Nomination Committee will discuss and agree annually all measurable objectives for achieving diversity on the plc Board and recommend them to the plc Board for approval.</p>

**Review
arrangements**

The Nomination Committee will review the Policy annually, including an assessment of the effectiveness of the Policy and any developments in best practice. The Committee will discuss any revisions that may be required and recommend any such revisions to the plc Board for approval.

Approved by the Hargreaves Lansdown plc Board 22 April 2021.
