

## **Board Diversity Policy and progress relative to diversity targets**

Bank of Ireland views diversity as a strategic and competitive asset that strengthens governance and decision-making. The Board seeks a balanced mix of skills, experience, and personal attributes - including gender, ethnicity, age, and cognitive diversity.

All appointments are made on merit, with careful consideration of the Board's current and future needs, the skills and experience required to support the Bank's strategic priorities, and in alignment with the Group's Diversity Policy.

As of 10 October 2025, female representation stands at 33%, against a target of at least 40% and a medium-term aspiration of gender balance. The Board meets its targets of (i) including at least one Director from an ethnic minority background and (ii) one senior Board role held by a woman, following the appointment of Michele Greene as SID in June 2025.

Succession planning and appointments will continue to support - and where possible, exceed - these diversity objectives.