

## Board Diversity and Inclusion Policy

This Board Diversity and Inclusion Policy (the “Policy”) sets out the approach to diversity of the Board of Croda International Plc (the “Board”). The Policy applies to the Board of Croda International Plc (the “Company”). The Policy does not apply to diversity in relation to employees of the wider Croda Group, which is covered by the Group Policy on Managing Diversity.

### Policy Statement

The Board is committed to greater diversity within our business. The diversity of our people – whether in terms of ideas, skills, knowledge, experience, ethnicity, gender, or any other measure - is very important for the continuing long term success of the Company. This also applies when it comes to the makeup of the Board to ensure that it is well equipped to lead the business effectively, embraces new ideas and makes good use of differences in experiences, backgrounds and perspectives to satisfy all the different stakeholders we have as a global organisation.

In accordance with its terms of reference, our Nomination Committee (the “Committee”) regularly reviews the structure, size and composition of the Board and recommends candidates to fill Board vacancies as they arise. In considering the composition of the Board the Committee will consider, amongst other things, the skills, knowledge, experience and diversity of the Board.

The Board and the Committee consider the size of our Board is appropriate, engendering thorough debate, discussion and challenge at Board meetings and allowing all directors to be fully involved and contribute to Board decisions.

### Measurable objectives

At any given time the Board may seek to improve one or more aspects of its diversity and measure progress accordingly. In identifying suitable candidates for appointment to the Board, the Committee will:

- For all Non-Executive Director appointments, and where appropriate Executive Director appointments, use open advertising or the services of external executive search firms to facilitate the search;

- If using executive search firms, only use firms that have signed up to the Voluntary Code of Conduct for Executive Search Firms;
- Ensure balanced shortlists (in terms of ethnic and gender diversity) for all Non-Executive Director and Executive Director appointments;
- Consider candidates from a wide range of backgrounds, and candidates without public company board experience;
- Consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board; and
- Ensure that no unlawful discrimination occurs at any stage in the selection process on the grounds of age, disability, gender reassignment, marriage and civil partnership, maternity, pregnancy, race, religion or belief, sex or sexual orientation.

The Board is committed to maintaining the current 33% level of female representation and will move towards a gender balanced Board, whilst ensuring that diversity in its broadest sense remains a central feature of the Board.

The Board is committed to meeting the objectives of the Parker review and appointing at least one ethnically diverse Director to the Board by the end of 2021.

The Board recognises the importance on developing diversity in the senior management roles within the Group and supports and oversees the Group's objectives of achieving gender balance in all leadership roles by 2030 and of doubling the number of women in leadership positions. The Board will develop a 2025 target aligned to increasing the number of ethnically diverse employees in leadership positions by 2025. These targets are underpinned by a range of policies and activities within the Group to help provide mentoring and development opportunities for employees from a range of diverse backgrounds to ensure unbiased career progression opportunities.

#### Monitoring and reporting

The Committee will report annually, in the corporate governance section of the Company's Annual Report, on the process it has used in relation to Board appointments. Such report will include a summary of, and progress against, the objectives in the Policy.

## Review of the Policy

The Committee will review the Policy annually, which will include an assessment of the effectiveness of the Policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board for approval.

Approved by the Board on 19 February 2021