

Board, Executive Committee & Leadership Team Diversity Policy

Commitment to Diversity

- We pride ourselves in being a diverse and inclusive business. We are committed to making Morrison's a great place to work where all colleagues are treated with respect and dignity.

Board, Executive Committee and Leadership Team Diversity

- We believe that an effective board requires a broad range of skills, backgrounds, knowledge and experience. Therefore we value diversity amongst our Directors.
- The Company seeks to maintain a Board comprised of talented, dedicated and high performing directors. The skills and backgrounds collectively represented on the Board should reflect the diverse nature of Morrison's and the business environment in which the Company operates.
- For purposes of Board composition, diversity includes, but is not limited to, age, disability, gender, ethnicity, sexual orientation, educational background and professional experience. In particular, the Board should include an appropriate number of women directors.
- The Company is committed to a merit based system for Board composition within a diverse and inclusive culture which solicits multiple perspectives and views and has taken action to reduce conscious or unconscious bias and discrimination. When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, the Company will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board.
- The Chairman leads the diversity agenda of the Morrison's Board. The CEO and People Director lead the diversity agenda of the Executive Committee, the Leadership Team and the wider organisation.
- We believe that measurable objectives are required to drive continuous improvements in diversity including the gender balance.
- This policy seeks to ensure that diversity in its broadest sense continues to remain a significant feature of the Morrison's board, Executive Committee and the leadership team.

Policy Commitments

- Ensure a diverse Board, Executive Committee and Leadership Team that is able to represent our Customers, Colleagues, Suppliers and Shareholders;
- Achieve and maintain a level of at least 33% female directors on the Board, Executive Committee and Leadership Team by 2020;
- Ensure non-executive directors 'long lists' include 50% women candidates;
- Ensure there is sufficient diversity on the non-executive directors recruitment panel;

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- Ensure the Executive Committee and Leadership Team succession plans include a female candidate for each role by 2020;
- Maintain at least one director of Black and Minority Ethnic (BAME) on the board;
- Report annually against these objectives and other initiatives taking place within the Company which promote diversity;
- Report annually on the outcome of the board evaluation, the composition and structure of the board as well as the diversity of the wider company.
- Only engage executive search firms who have signed up to the voluntary Code of Conduct on gender diversity and best practice;
- Assist the development of a pipeline of high-calibre candidates by encouraging a broad range of senior individuals within the business to take on additional roles to gain relevant experience;
- Consider candidates for appointment as non-executive directors from a wider pool including those with little or no previous FTSE board experience.