

Board Diversity Policy

This document sets out Moonpig Group plc's policy on diversity with respect to the Board of Directors, the Group Leadership Team and their direct reports within the Extended Leadership Team.

The Board considers that diversity is essential for Board effectiveness and business competitive advantage. The Board considers that diversity encompasses a broad range of factors, such as gender, ethnicity, physical abilities, sexual orientation, education and socio-economic background, nationality, country or cultural background, together with diversity of skills, background, knowledge and experience.

The Board, supported by the Nomination Committee, aims to:

- Meet or exceed the FTSE Women Leaders Review recommendation and Listing Rules "comply or explain" target of at least 40% female representation on the Moonpig Group plc Board and its main committees.
- Meet or exceed the Listing Rules "comply or explain" target that at least one of the senior board positions (Chair, Chief Executive Officer (CEO), Chief Financial Officer (CFO) or Senior Independent Director (SID) should be a woman.
- Meet or exceed the Parker Review target to have one or more ethnic minority Directors.
- Meet or exceed the FTSE Women Leaders Review recommendation for at least 40% female representation on the Extended Leadership Team (comprising the Group Leadership Team and their direct reports who are designated as members of the Extended Leadership Team).
- Maintain the combined representation of women and ethnic minorities in the Extended Leadership Team (comprising the Group Leadership Team and their direct reports who are designated as members of the Extended Leadership Team) at around 50%.
- In accordance with the Parker Review recommendations, set voluntary targets for UK and for international ethnic minority representation on the senior leadership team by 2027.
- Encourage and monitor the development of internal high calibre employees, including considering all aspects of diversity, to help support the internal talent pipeline for succession at both Board and senior management level.
- Seek only to engage, in its search for Board candidates, with executive search firms that are signatories to the *Voluntary Code of Conduct for Executive Search Firms*;
- Oversee plans for diversity and inclusion across the business and receive updates from the Group Leadership Team regularly.

- Ensure, in accordance with paragraph 23 of the UK Corporate Governance Code 2024, that the Group's Annual Report sets out the Board's policy and any initiatives on diversity and inclusion, their objectives and link to company strategy, how they have been implemented and progress on achieving the objectives.

The Nomination Committee shall review annually progress made against these policy objectives and report to the Board on the outcome of its review. The Nomination Committee shall also make recommendations to the Board which it considers necessary to achieve these objectives.

Key elements of this policy will be disclosed in the Annual Report.

Approved and adopted by the Board on 20 January 2026.