BOARD POLICY

Board Diversity Policy

Approved by the Board of Directors - reviewed March 2026

Measurable objectives for gender, nationality, professional background and tenure, and progress against them.

Policy objective

The Board's diversity policy exists because a management body that is diverse in background, experience and perspective challenges management more effectively. The policy sets measurable objectives, and the Nomination Committee reports progress against them to the Board annually.

Dimension	Objective	Position 2025	Position 2024
Gender - Board	At least 33% of each gender by 2027	28.6%	28.6%
Gender - senior leadership	At least 35% women by 2027	33.0%	29.0%
Independence	At least 40% independent directors	42.9%	33.3%
Nationality	At least 3 nationalities	4	4
Professional background	At least 3 distinct disciplines	5	4
Tenure	No more than 2 directors above 9 years	0	0
Age range	Spread of at least 15 years	22 years	20 years

How the objectives are applied

- Every role specification approved by the Nomination Committee states the diversity characteristics sought, derived from the collective suitability assessment.
- Search firms are instructed to present a shortlist containing candidates of both genders and, where possible, more than one nationality.
- Selection is made on merit against the role specification; the diversity objectives inform the composition of the candidate pool, not the final decision criteria.
- Where an objective is not met, the Nomination Committee explains the reason and the plan to address it in the following cycle.

Progress and the 2026 appointment

The appointment announced in March 2026 will take independent representation to 50 per cent of the Board and gender representation to 37.5 per cent, meeting the gender objective a year ahead of the 2027 target date. The Committee's focus in the next cycle moves to the senior leadership objective, where progress depends on the internal succession pipeline rather than external appointments.

Beyond the Board

The bank employs 214 people of 24 nationalities. Women represent 44 per cent of the workforce and 33 per cent of authorised management and senior leadership. Pay-gap analysis is performed annually on a like-for-like role basis and reported to the Remuneration Committee.

Review and approval

This document is approved by the Board of Directors of China Everbright Bank (Europe) S.A. and is reviewed at least annually, or more frequently where a change in law, regulation, supervisory expectation or the bank's own risk profile requires it. It is maintained by the Company Secretary and forms part of the bank's internal governance framework as required by CSSF Circular 12/552 as amended and the EBA Guidelines on internal governance.

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