



Dairy Crest Group plc

Chairman's Statement on Board Diversity

Dairy Crest Group has long believed in the benefits which diversity, in its broadest sense, brings to our business. Our values honour diversity and difference and we encourage the advancement of individuals through our organisation irrespective of age, gender or background.

We manage an on-going refreshment and succession planning process for our Board intended to achieve an appropriate balance, amongst other things, of skills, backgrounds, experience and knowledge - all with the aim of providing the best possible leadership.

The Board consists of 3 Executive Directors and 5 Non-executive Directors with 2 of the Non-executive Directors being female. With our recent appointment of a second female Non-executive Director, our current female representation on the Board is 25%. We will maintain a highly pro-active approach to our management of the Board, both Non-executive and Executive Directors.

We seek the best possible people to work in our business. As well as diversity in Non-executive Director appointments, we recognise the need to focus on the longer term task of developing all our diverse talent, within and from outside our business, to ensure that we have not just the best Board but also a management team reflecting our diverse constituency of stakeholders.

The Board will continue to monitor closely our management of the talent pool within Dairy Crest to ensure equality of opportunity as well as diversity which appropriately reflects our business needs. All Board appointments will continue to reflect the need for diversity in its widest sense.

February 2018