

Whitbread PLC Board Diversity Policy

Purpose

The Whitbread Board believes that diversity in many forms is critical to the effectiveness of the Board and to our continued success, which is why we have made a commitment to put diversity at the core of our business agenda with an aim to become the most inclusive hospitality business.

This Board Diversity Policy is applicable to the PLC Board only but sits alongside the Whitbread Code of Conduct, and our Diversity and Inclusion Policy, which set out Whitbread's broader commitment to Diversity and Inclusion.

Other details relating to the Whitbread Diversity and Inclusion commitments are disclosed in the company's Annual Report.

Policy Statement

The Board believes that:

- It is critical that membership of the Board includes a diverse mixture of skills, professional and industry backgrounds, geographical experience and expertise, gender, tenure, ethnicity, and diversity of thought
- A diverse Board with a range of views, insights, perspectives, and opinions will improve its decision making and be of benefit to the company's shareholders and other stakeholders
- A culture of inclusion is cultivated through clear tone from the top, with the Board championing diversity and inclusion

Board Diversity

The Board is responsible for making hiring decisions, and supports the recommendations set out in the Hampton-Alexander Review on gender diversity and the Parker Review on ethnic diversity:

- A commitment to have at least 33% female representation on the Board
- Representation from ethnic minority backgrounds (as a minimum meeting the Parker Review target of '1 by 21')

while recognising that periods of change in Board composition may result in temporary periods when this balance is not achieved.

These objectives for achieving Board diversity will be reviewed periodically.

Monitoring and Reporting

The Nomination Committee is responsible for ensuring that the Board has the right balance of skills, experience, and knowledge and makes recommendations to the Board accordingly. In accordance with its terms of reference, the Nomination Committee will:

- a) Regularly review Board composition, succession planning, talent development and the broader aspects of diversity.
- b) Ensure that consideration is given to the combination of wide-ranging experience, race, age, gender, educational and professional background and other relevant personal attributes on the Board, as well as the skills and competencies required for the role, to provide the range of perspectives, insights and challenge needed to support good decision making.
- c) Work with executive search firms who understand our approach to diversity, including this Board Diversity Policy, and will comply with these when identifying and proposing suitable candidates for appointment to the Board
- d) Identify suitable candidates for appointment to the Board on merit against objective criteria
- e) Report annually in the corporate governance section of the Annual Report on the implementation of the Board Diversity Policy and other matters as required by the UK Corporate Governance Code and other regulatory and statutory requirements
- f) Review the Board Diversity Policy regularly and recommend any revisions to the Board.

Diversity Targets within Senior Leadership

Whitbread has eight commitments to Diversity and Inclusion, with targets around representation of minority groups in leadership roles as part of these. More detail on these can be found on the Whitbread website.

The Board places high emphasis on ensuring the development of diversity in the senior leadership roles within Whitbread, and supports and oversees the Diversity and Inclusion commitments. Our current diversity targets and commitments can be found on our Whitbread website.

As part of our annual talent cycle, we review the long-term succession plan for our Executive Committee (and other senior leaders) as standard. Considerations with regards to the diversity of our leadership population are part of this analysis. In addition to this, we have robust emergency and medium-term succession plans in place for all our Executive Committee.

Dated January 2022