

**PPHE HOTEL GROUP LIMITED  
BOARD DIVERSITY AND INCLUSION POLICY**

This Policy has been adopted by the Board of Directors (the “Board”) of PPHE Hotel Group Limited (“PPHE” or “Group”) and is reviewed annually. This policy was reviewed and reapproved on 19<sup>th</sup> August 2025.

**Leading the Group**

As a Group, we are inclusive in all respects.

PPHE is committed to a merit-based system for both its Board composition as well as talent recruitment for the Group within a diverse and inclusive culture which solicits multiple perspectives and views and is free of conscious or unconscious bias and discrimination. PPHE believes promotion of diversity is best served through careful consideration of all of the knowledge, experience, skills and backgrounds of each candidate in light of the needs of the Group when selecting new Team Members or appointing directors to the Board. Diversity within leadership creates diversity of perspectives, diversity of thought and diversity of opinion, ensuring robust oversight.

From our service offering, to our portfolio, Team Members and Board; we strive to incorporate our commitment to diversity in everything that we do because we know it is the key to our success. The Group, therefore, sets out as an objective of this Policy, to encourage diversity and continued inclusion across the company in their approach and policies toward recruitment, talent development and governance.

**Our Policy**

Our strategic objectives are best achieved by attracting talented and diverse people.

PPHE brings unique experiences together. We create fresh, creative and innovative approaches to hospitality real estate and succeed by challenging the prosaic template of times past. We know it is our diversity, inclusion and appreciation for all of the voices that make up PPHE that drive our success and will usher us into a continued era of achievement.

Diversity and inclusion throughout the company must start with the face of our strategic leadership, our Board, in championing diversity and inclusion in support of the Group’s values. To that end, this Policy sets our Board Diversity Policy and explains our approach to appointing Directors.

**Our Board**

Our Board recognises that diversity, prudent business sense and enhanced corporate governance amplifies PPHE’s ability to innovate and makes it possible for our Group to reach our full potential.

Our Board is committed to nominate directors-elect who can steer the Group into the next phase of progress and achievement. The Board is a unified voice for PPHE’s strategic growth weaved together by individual directors each with their own experience, skillset, expertise and background. Our Board at all times consists of both men and women and includes talented and committed individuals whose business experience, geography, age, gender, and ethnicity are varied. This applies equally to the various Committees of the Board.

Our Board believes that their collective skills and backgrounds must reflect the diverse nature of the

business environment in which PPHE operates. Diversity at all levels, including at the strategic and oversight level, is a key to ensuring the Group is not at risk of group-think and monotone decision making.

We aspire to meet the targets set for listed businesses for ethnic and gender diversity that are formally set out in the Listing Rules.

#### **How we achieve these objectives**

When assessing the Board's composition, identifying suitable candidates for appointment or re-election to the Board or succession plans the Board's Nomination Committee considers candidates on merit against objective criteria having due regard to the benefits of diversity across a range of characteristics, such as gender, ethnicity, nationality, sexual orientation, disability, cultural background and socio-economic background, and the needs of the Board. As part of this the Board's Nomination Committee shall consider this Policy and any measurable objectives therein.

The Nomination Committee will only engage executive search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms. Executive search firms will be asked to ensure that potential candidate 'long-lists' reflect the Board's diversity commitments as well as consider potential candidates for Non-Executive Director appointments from a wide pool, including those with no listed company Board level experience; and to ensure that any short-list of candidates displays diversity between genders and ethnicities.

Further, we are an organization committed to inclusivity, and have a zero-tolerance attitude towards discrimination on the basis of any of the Protected Characteristics listed in the Equality Act 2010.

We aim wherever possible to develop and promote talent from within. Many of our leadership team from Board level to their direct reports have long and distinguished careers within the organization. The ethos of our Team Members is one of mutual support, and the organization is committed to learning and development.

#### **Review and Report**

It is the responsibility of the Board to implement and deliver this Policy. It is the responsibility of the Nomination Committee to be responsible for reviewing this policy and making recommendations to the Board for approval.

The Board will ensure adherence to this Policy when recruiting, nominating and appointing new directors by PPHE.

This Policy will be reviewed by the Board periodically, but not less than annually, to ensure it is effectively implemented and aligns with the practices and requirements of the UK Corporate Governance Code and any other applicable legislation and rules.

This Policy will be posted on our website and the Nomination Committee will report annually, in the PPHE Annual Report, on the process in relation to Board appointments and the progress it has made towards achieving diversity targets set.

Reviewed and reapproved by the Board on 12<sup>th</sup> August 2025.