

Hollywood Bowl Group plc

Board Diversity Policy

Purpose and application

This Policy sets out the approach to diversity on the Board of Directors of Hollywood Bowl Group plc. The purpose of the Policy is to ensure an inclusive and diverse membership of the Board resulting in optimal decision-making and assisting in the development of a strategy which promotes the success of the Company for the benefit of its members as a whole having regard to the interests of other stakeholders.

The Policy applies to the Board, but sits alongside the Group Diversity Policy, Equal Opportunities Policy, and other associated Group policies that set out our broader commitment to diversity and inclusion.

Policy Statement

The Board acknowledges the benefits of greater diversity, including gender diversity and remains committed to ensuring that the Company's directors bring a wide range of skills, knowledge, experience, backgrounds and perspectives. The Board supports the recommendations of the Davies Review (Women on Boards), the Hampton-Alexander Review and the Parker Review and intends to consider the recommendations when contemplating future appointments to the Board.

Objectives

The Board aspires to maintain a balance such that:

- At least 2 members of the Board are female, with a long term aspiration to achieve no less than 40% female representation on the Board; and
- In the longer-term, at least one director will be from a non-white ethnic minority background

while recognising that:

- This balance may not be achieved through the first cycle of Non-Executive Director succession as the Non-Executive Directors appointed at IPO reach the end of their tenure;
- On an ongoing basis, periods of change in Board composition may result in temporary periods when this balance is not achieved;
- all appointments must continue be made on merit;
- and new appointees embody the culture and values of the Group.

Diversity (including gender and ethnicity) will be taken into consideration when evaluating the skills, knowledge and experience desirable to strengthen the Board, and when making appointments.

The Board supports and monitors management's actions to increase the proportion of senior leadership roles held by women, people from ethnic minority backgrounds and other under-represented groups across the Company in support of the Hampton-Alexander Review and Parker Review recommendations.

Monitoring and reporting

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

- Regularly review the structure, size, and composition of the Board, succession planning, talent development, and the objectives of this Policy, and make recommendations to the Board for any changes.
- In the recruitment process, encourage diversity in the candidates considered by:
 - o only engaging executive search firms that are signatories to the Executive Search Firms' Voluntary Code of Conduct;
 - o ensuring that the search firm engaged is briefed to include an appropriate emphasis on diversity of skills and background, independence of approach and other personal qualities in

- addition to career experience and compatibility with the values and behaviours of existing board members, with a view to enhancing the overall effectiveness of the Board;
- encouraging the search firm to produce long lists which include women and candidates from a diversity of backgrounds, with the skills and experience required;
 - ensure that non-executive short lists include at least 50% female candidates;
 - considering candidates who may not have previous board experience in executive and non-executive directorship roles.
- When considering Board succession planning, have regard to this policy.
 - Review this Policy annually, assessing its effectiveness and recommending any changes to the Board.
 - As required by the UK Corporate Governance Code, report on board diversity in the Annual Report and Accounts, including how the objectives of this Policy, and to promote diversity within the wider business, are being met.
 - Receive summary feedback from the CEO on bi-annual Diversity Workshops held across the business.

First Approved by the Board on 5 December 2018, and amended by the Board on 8 December 2021