Whitbread PLC Board Diversity and Inclusion Policy

Purpose

The Whitbread Board believes that diversity and inclusion 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 and inclusion at the core of our business agenda as part of our Force for Good strategy, with long term commitments.

This Board Diversity and Inclusion Policy is applicable to the PLC Board and its committees 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, with extended detail available in the annual Diversity and Inclusion Report.

Policy

The Board believes that:

- It is critical that membership of the Board includes a diverse mixture of skills, professional, social and industry backgrounds, geographical experience and expertise, gender, tenure, and ethnicity, and this should therefore result in 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 and Executive Committee championing diversity and inclusion.

Board Diversity Objectives

The Board, through the Nomination Committee, supports the recommendations set out in the FTSE Women Leaders Review on gender diversity, the Parker Review on ethnic diversity and other best practice recommendations. The Board aims to comprise:

- At least 40% female representation on the Board
- At least one of the senior Board positions (Chair, Chief Executive, Chief

Financial Officer or Senior Independent Director) is a woman, and

- At least one individual on the Board from a minority ethnic background

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, it oversees the development of a diverse pipeline for succession, 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, ethnicity, age, gender, disability, social, 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 and Inclusion 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 and against objective criteria and with due regard for the benefits of diversity on the Board and its committees.
e) Report annually in the corporate governance section of the Annual Report on the implementation of this Board Diversity and Inclusion Policy and the progress it has made towards achieving the objectives set out, and other matters as required by the UK Corporate Governance Code and other regulatory and statutory requirements.
f) Review this Board Diversity and Inclusion 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.

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 March 2024