

## **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 Policy applies to the Board. A separate policy applies to diversity in relation to employees of the Group.

#### 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 also acknowledges 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.

All appointments will, however, continue to be made on merit against objective criteria, in the context of the overall balance of skills and backgrounds that the Board needs to maintain in order to remain effective.

#### Objectives

The Board does not feel it is appropriate to set formal diversity targets as all appointments must be made on merit and ensure that new appointees embody the culture and values of the Group. However, 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 objectives of this Policy are to set out the process to be followed by the Nomination Committee during the recruitment process in order to ensure that an appropriately diverse pool of candidates is considered to enhance the balance of skills and backgrounds on the Board.

#### *Nomination Committee responsibilities*

- Review regularly the structure, size, and composition of the Board (including the balance of skills, knowledge, and experience), taking into account this Policy, and make recommendations to the Board for any changes.
- In the recruitment process, encourage diversity in the candidates considered by:
  - o engaging an executive search firm that is a signatory 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;
  - o encouraging the search firm to produce long lists which include women and candidates from a diversity of backgrounds, with the skills and experience required;
  - o 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.

**Approved by the Board**

**5 December 2018**