

BOARD DIVERSITY POLICY

The Board Diversity Policy sets out the approach to diversity on the Board of Directors of Dalata Hotel Group plc ("Dalata" or the "Company").

The Company complies with the provisions of the UK Corporate Governance Code as issued by the Financial Reporting Committee ("the Code") together with the terms of the Irish Corporate Governance Annex published by the Irish Stock Exchange (together the "Codes") in respect of its corporate governance practices.

Scope of the Policy

Option to check-in in advance, followed by discreet communication Under Section B.2 of the Code, *"There should be a formal, rigorous and transparent procedure for appointment of new directors to the Board. The search for board candidates should be conducted, and appointments made, on merit, against objective criteria, and with due regard for the benefits of diversity on the board, including gender."*

Policy Statement

Dalata embraces diversity at all levels in the organization and has developed an Equal Opportunities policy statement which is communicated to all employees through the Dalata Hotel Group Employee Handbook.

This Board Diversity Policy is designed to reflect the Company's commitment to diversity at the Board level.

All Board appointments are made on merit, in the context of the skills, experience, independence, and knowledge that the Board as a whole requires to be effective.

The Company acknowledges that an effective Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender, and other distinctions between Directors. These differences will be considered in determining the optimum composition of the Board and when possible, will be balanced appropriately.

The Nomination Committee ("the Committee") reviews and assesses Board composition on behalf of the Board and recommends the appointment of new directors. The Committee also considers the findings of the annual review of Board effectiveness.

- In reviewing Board composition, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to maintain an appropriate range and balance of skills, experience, and background on the Board.
- In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity of the Board.
- The annual performance evaluation of the effectiveness of the Board, Board Committees, and individual Directors, will consider the balance of skills, experience, independence and knowledge of the Dalata Hotel Group on the Board and the diverse representation of the Board.

Monitoring and Reporting

The Committee will report annually, in the corporate governance section of the Dalata Hotel Group Annual Report, on the process it has used in relation to Board appointments. Such a report will include a summary of the policy, the measurable objectives set for implementing the policy, and progress made towards achieving these objectives.

Review of the Policy

The Committee will review the policy annually, which will include an assessment of the effectiveness of the Policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board for approval.