



Hilton Food Group plc

Board Diversity Policy

1. Purpose

The ambition of Hilton Food Group plc (“The Company”) and its subsidiaries (hereinafter the Company and its subsidiaries are referred to collectively as the “Group”) is to build and sustain an inclusive culture and diverse workforce. The approach of the board of directors of the Company (the “Board”) to achieving a similarly diverse and inclusive Board is reflected in this policy.

2. Policy Statement

- 2.1 The Company recognises the benefits and value that diversity in its broadest sense brings to the Board and its committees (“Committees”). Diversity of skills, experience and backgrounds give organisations competitive advantage. The Company recognises that the Board sets the tone for diversity and inclusion across the Group and believes in promoting a culture of equity and inclusion.
- 2.2 The Board is committed to sustaining a strong balance of diversity, recognising the diverse range of perspective, insight and challenge needed to enable the Board and its Committees to discharge their duties and responsibilities effectively. In their oversight and governance of the business, the Board and all Committees are committed to operating in a way that supports the continued development of a diverse and inclusive culture across the group.

3. Objectives

- 3.1 The Board, through the Nomination Committee, will strive to achieve diversity in all senses in Board and Senior Management¹ appointments. It will provide oversight of the adoption of a consistent approach to diversity in the pipeline for Board and Senior Management roles, and more broadly in the approach which is taken to the recruitment of colleagues at all levels of the Group. The Nomination Committee will regularly review the structure, size and composition of the Board. When reviewing the composition of, and succession plans for, the Board and Senior Management and making recommendations to the Board in respect of changes, the Nomination Committee will have due regard to all aspects of diversity in determining the appropriate balance of skills, experience, knowledge and independence to enable the Board to continue to operate effectively in the best interests of the Company for the benefit of shareholders and wider stakeholders.
- 3.2 The Nomination Committee, on behalf of the Board, will have regard to regulatory requirements and best practice and will be guided by the recommendations and targets set by the FTSE Women Leaders Review, Parker Review, Listing Rules and

¹ “Senior Management” shall bear the meaning given to it at Principle J of the UK Corporate Governance Code January 2024

Disclosure and Transparency Rules when considering changes to Board and Senior Management composition, specifically including the Listing Rules requirements for:

- At least 40% of women on the Board
- At least one woman in the role of Chair, Senior Independent Director, Chief Executive or Chief Financial Officer and
- At least one director from a minority ethnic background

Whilst the Board recognises that there may be occasions when the diversity of the Board and its Committees might fluctuate, the Board reiterates its continuing and long-term aim to meet these targets.

- 3.3 The Board is committed to making appointments and developing succession plans based on merit and objective criteria, having due regard to the benefits of all aspects of diversity including, but not limited to, those of age, gender, ethnicity, sexual orientation, disability, socioeconomic, educational or professional backgrounds or other criteria, reflecting the skills, knowledge and experience needed to ensure a well-rounded, diverse and effective Board.
- 3.4 When using executive search consultants to facilitate the search for Board appointments, The Company will use only those firms that have adopted the Voluntary Code of Conduct in respect of diversity, including in respect of gender and ethnicity.
- 3.5 In overseeing future succession planning requirements, the Nomination Committee will encourage the continuing development of a diverse pipeline of internal candidates.
- 3.6 The Board as a whole will oversee plans for diversity and inclusion across the Group and monitor progress. The Board will ensure that it is made up of an appropriate mix of skills, experience and knowledge required to effectively oversee and support the management of the Company and the Group.

4. Responsibility

- 4.1 The Nomination Committee, on behalf of the Board, will be responsible for the implementation and delivery of this policy.
- 4.2 When recruiting Board candidates, the Nomination Committee shall ensure that long lists contain female candidates and candidates from under represented backgrounds who meet the applicable skills and experience brief.

5. Review and Reporting

- 5.1 This policy will be included on the Group's website.
- 5.2 The Committee will report annually on the implementation of and compliance with this Policy in the Company's annual report.
- 5.3 The Committee will review this Policy annually and make recommendations to the Board in relation to any changes to the Policy.

This Board Diversity Policy was approved by the Board on 3 March 2026.