

## HOSTMORE PLC (THE “COMPANY”)

### Chairman, Chief Executive Officer and Senior Independent Director responsibilities

#### 1. Responsibilities of the Chairman

The Chairman’s principal responsibility is the leadership of the Board and ensuring its effectiveness in directing the Company and promoting the highest standards of integrity, probity and corporate governance. The Chairman will also have the following responsibilities:

##### 1.1 Meetings

- (a) Set the timetable and agenda for Board meetings, concentrating on strategic matters and taking account of issues raised by Board members.
- (b) Ensure that Board members receive accurate, timely and clear information to enable the Board to take sound decisions, monitor effectively and provide advice to promote the success of the Company.
- (c) Chair the meetings of the Board and general meetings of the shareholders of the Company.
- (d) Ensure sufficient Board and Committee time for discussion of complex or contentious issues, with additional informal meetings for prior discussion if necessary. The Chairman should ensure that the directors have sufficient time to obtain answers to questions or concerns and are not faced with unrealistic deadlines for decision making.
- (e) Direct all discussions towards arriving at a conclusive view and summarise such discussions so that directors understand what has been agreed.
- (f) Promote a culture of openness and debate within the Board by facilitating constructive board relations and the effective contribution of all directors.

##### 1.2 Directors

- (a) Promote constructive relations between non-executive directors and executive directors and facilitate open debate, active engagement and effective contribution by all members of the Board.
- (b) Meet with the non-executive directors without executives present from time to time.
- (c) Ensure that new directors participate in a full, formal and tailored induction programme.
- (d) Provide guidance and mentoring to new directors.

##### 1.3 Performance and Evaluation

- (a) In conjunction with the Nominations Committee, oversee the balance of membership of the Board and appointments to its Committees, and ensure that an appropriate succession planning process is in place.

- (b) Facilitate a formal and rigorous annual Board evaluation process, including the evaluation of Board Committees and individual Board members, and ensure that appropriate actions are taken.
- (c) Consider having a regular externally facilitated Board evaluation, provided that such an evaluation shall be carried out at least every three years, and act on the results of the evaluation by recognising the strengths and addressing any weaknesses of the Board.

#### 1.4 Induction and Development

- (a) Facilitate a comprehensive tailored induction programme for new directors, and Committee members.
- (b) Identify the development needs of individual directors, and of the Board as a whole, to enable them to continually update their skills and their knowledge and familiarity with the Company required to fulfil their roles on the Board and its Committees and facilitate appropriate training.

#### 1.5 Relations with Stakeholders

- (a) Ensure consideration of an appropriate balance between the interests of all stakeholders in the Company.
- (b) Ensure effective communication with shareholders and maintain sufficient contact with major shareholders to understand their issues and concerns including their views on governance and performance against the Company's strategy. Ensure that shareholder views are communicated to the Board so that all members develop an understanding of these.

#### 1.6 Governance

- (a) Lead the Board in establishing and periodically reviewing the Group's culture, values and behavioural standards.
- (b) Ensure the Board has regular training on their duties and obligations under the Listing Rules, Disclosure Guidance and Transparency Rules and the Market Abuse Regulation.
- (c) Ensure that the Board establishes and regularly reviews the Company's strategy.
- (d) Ensure that corporate governance requirements are properly addressed. If full compliance with the UK Corporate Governance Code is not possible, ensure the reasons are fully understood and explained to stakeholders.
- (e) Ensure that the Board determines the nature and extent of the significant risks facing the Company and its subsidiaries (together being the "**Group**"), and receives regular reports in accordance with a process which is regularly reviewed.
- (f) Ensure compliance with the Board's approved policies and procedures, including its Schedule of Matters Reserved to the Board and each Board Committee's terms of reference.

## 2. Responsibilities of the Chief Executive Officer

The Chief Executive Officer's principal responsibility is running the business. The Chief Executive Officer will also have the following responsibilities:

### 2.1 Strategy

- (a) Provide coherent leadership of the Company, including having a thorough understanding of the Company's business sectors, and building connections with, and representing the Group to, stakeholders.
- (b) Ensure the effective communication of the Group's mission, vision and values and the application of behavioural standards.
- (c) Identify new business opportunities and develop Group strategy having regard to the interests of the Group's stakeholders.
- (d) Make proposals to the Board on strategy, annually or as and when required.
- (e) Execute the strategy and other decisions approved by the Board and provide periodic updates to the Board.
- (f) Present proposals on major investments or divestments to the Board and thereafter ensure a periodic Board review.
- (g) Lead the presentation of strategy and financial results to analysts, investors and potential investors.

### 2.2 Operations

- (a) Lead the executive directors and senior executive team in the day-to-day running of the Group's business, ensuring clear delegation authorities. Chair the Executive Board and communicate its decisions and recommendations to the Board.
- (b) Maintain a dialogue with the Chair and the Board on important and strategic issues facing the Group, and propose Board meeting agenda items to the Chair that reflect these issues. Alert the Chair to forthcoming complex, contentious or sensitive issues affecting the Group.
- (c) Present annually to the Board for approval, an annual budget, and ensure that Company performance is reviewed monthly against the budget. Review capital expenditure proposals in line with capital expenditure approval criteria and procedures.
- (d) Ensure that all reasonable measures and processes are in place to protect the health and safety of the Group's employees and third parties who come into contact with the Group's operations.
- (e) Ensure that the company complies with legal and regulatory responsibilities.
- (f) Ensure implementation of, and compliance with, policies and procedures set by the Board and establish other relevant policies and procedures (together with their application and periodic review).

- (g) Optimise the use of the Group's resources.
- (h) Ensure that accurate, timely and clear information is provided to the Board and keep the Chairman informed on all important matters.

## 2.3 Organisation and Systems

- (a) Regularly review the organisational structure of the Company.
- (b) Manage the Group's risk profile in line with the risk appetite and processes approved by the Board.
- (c) Ensure regular review by the Board of major risks affecting the business.
- (d) Ensure appropriate internal controls are in place.
- (e) Ensure that management information systems accurately reflect trading performance and provide appropriate management information.
- (f) Ensure that IT development plans support the Company's activities, including computer disaster recovery arrangements and security of customer data.
- (g) Establish and maintain business continuity plans in the event of a major disaster.

## 2.4 Colleagues

- (a) Set an example to the workforce, communicating to them the Company's expectation in respect of the Company's culture and ensuring the operational policies and practices drive appropriate behaviour.
- (b) Ensure appropriate succession plans are in place for the Group's key managerial positions, including a suitable management trainee programme.
- (c) Ensure effective development and application of appropriate personnel and training policies, including annual appraisals.
- (d) Make recommendations to the Nominations Committee on the role and capabilities required in respect of the appointment of executive directors.
- (e) Make recommendations to the Remuneration Committee on salary and other remuneration elements for senior management.

## 2.5 Risk Management and Governance

- (a) Oversee safety management processes, including the system for reporting incidents and safety training programmes.
- (b) Monitor and maintain high standards of corporate governance.
- (c) Conduct the affairs of the Group with the highest standards of integrity and having regard to the Group's responsibilities. Safeguard the reputation of the Group.

## 3. Responsibilities of the Senior Independent Director

## 3.1 Shareholders

- (a) The Senior Independent Director will be available to and act as an intermediary for the Company's shareholders if they have concerns which contact through the normal channels of the Chairman, the Chief Executive Officer or other executive directors has failed to resolve or for which such contact is inappropriate.
- (b) The Senior Independent Director will attend sufficient meetings with major shareholders and financial analysts to obtain a balanced understanding of the issues and concerns of such shareholders.

## 3.2 Chairman

- (a) The Senior Independent Director will act as a sounding board for the Chairman of the Board, providing support for the Chairman in the delivery of his or her objectives.
- (b) The Senior Independent Director will act as an intermediary for the other directors.
- (c) The Senior Independent Director will, when appropriate, work with the Chairman and other directors and shareholders (as necessary) to resolve any significant issues.
- (d) The Senior Independent Director will chair the Nominations Committee when it is considering the succession to the role of Chairman of the Board.
- (e) The Senior Independent Director will ensure that they maintain their independence.
- (f) The Senior Independent Director will meet with the non-executive directors at least once a year to appraise the Chairman's performance and on such other occasions as are deemed appropriate. The Chairman shall not be present during the appraisal process.

Approved by the Hostmore plc Board on 5 October 2021

## VERSION CONTROL

Version	Date	Comment
1.0	2 November 2021	Original version.