

Coffee Day Enterprises Limited

Board Diversity Policy

Purpose:

The Board Diversity Policy ('the Policy') sets out the Company's approach to ensuring adequate diversity in the Board of Directors of **Coffee Day Enterprises Limited** ('the Board')

Scope:

This Policy applies to the Board of Directors of **Coffee Day Enterprises Limited** (CDEL). It does not apply to employees generally.

Policy Statement

1) CDEL recognizes and embraces the importance of a diverse Board in its success. CDEL believes that a truly diverse Board will leverage differences in thought, perspective, knowledge, skill, regional and industry experience, cultural and geographical background, age, ethnicity, race and gender, which will ensure that CDEL retains its competitive advantage.

2) CDEL's policy is to leverage Diversity to contribute to the achievement of CDEL's Mission and objectives. This means using diversity to

- Drive business results
- Enhance Company's reputation and
- Attract, recruit, engage and retain a diverse team of talented people on the Board of CDEL.

3) The Board aims to attract and maintain a Board which has an appropriate mix of Diversity, skills, experience and expertise.

Monitoring

The Nomination and Remuneration Committee ('Committee') is responsible for monitoring and assessing the composition and performance of the Board, as well as identifying appropriately qualified persons to occupy Board positions.

The Committee shall:

- Assess the appropriate mix of diversity, skills, experience and expertise required on the Board and assess the extent to which the required skills are represented on the Board.

- Make recommendations to the Board in relation to appointments, and maintain an appropriate mix of diversity, skills, experience and expertise on the Board, and
- Periodically review and report to the Board requirements, if any, in relation to diversity on the Board.

Responsibility and Review of the Policy

The Committee will review this Policy periodically and recommend appropriate revisions to the Board.