

### 1. Introduction

Primary Health Properties PLC (“PHP”) believes that a company’s culture should promote equal opportunity, integrity and openness, value diversity and be responsive to the views of shareholders and wider stakeholders. PHP supports the principles of the Hampton-Alexander and Parker reports on gender and ethnic diversity and will work to achieve a diverse Board and workforce.

The Board and Senior Management Team are responsible for the implementation of this policy.

### 2. Board and Senior Management Appointments

Members of the Board and its committees should collectively possess a diverse range of skills, expertise, domain knowledge, ethnic and societal backgrounds and cognitive and personal strengths. These are important ingredients for the effective operation of the Board and oversight of the Group.

The Board will always seek to appoint the best qualified candidate, but between two candidates of equal merit the Board will give preference to any gender or background disproportionately under-represented. In order to help achieve these aspirations PHP endeavours to only use the services of executive search firms who have signed up to the Voluntary Code of Conduct on gender diversity. Executive search firms will also be required to ensure non-UK nationals, women and candidates from historically under-represented ethnic groups are represented in the pool of candidates for all Board positions.

In recognition of the value of diversity, the Board will target that no less than 40% of the Board and of each of its committees is comprised of female or historically underrepresented ethnic groups (with at least one Board director being from a minority ethnic background), and otherwise satisfy the requirements of the Listing Rules, subject to the overall requirement to have a Board with the required skills, experience and knowledge.

Mindful of its commitment to be a progressive employer and having regard to the continuing work of the Parker Review, the Company also intends the composition of its senior management cohort to align with Office for National Statistics census data for

overall ethnic diversity in the UK’s wider society, before and beyond the Parker Review’s December 2027 target date, and has accordingly set a target of 10% representation in that regard. The Company will also seek to promote female representation in its senior management cohort.

### 3. Other Appointments

The Group provides modern primary care properties which serve diverse communities across the United Kingdom and Ireland. Developing a workforce which reflects the diversity of our customer base and the communities in which we operate helps our business. We are committed to providing opportunity and a respectful environment for everyone.

Recruitment throughout the Group will be conducted on the basis of merit against objective criteria. We will not discriminate directly or indirectly against any person because of the Equality Act 2010 protected characteristics of age, disability, gender identity or reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex and sexual orientation.

### 3. Commitments

Our objectives are:

- To remove barriers to entry and encourage people from diverse backgrounds to join the Company and consider a career in real estate;
- To maintain a working environment where individual differences and the contributions of our people are recognized and valued equally and where direct or indirect discrimination, bullying and harassment are not tolerated;
- To raise awareness of equality, diversity and inclusion among all our people so that they can recognise and take an active role in contributing towards our goals and objectives;
- To ensure that remuneration, benefits, terms and conditions and recruitment and promotion procedures do not discriminate, discourage or create barriers directly or indirectly;
- To help all employees through training and other opportunities to develop to their full potential;

- To promote and uphold our commitment to equality, diversity and inclusion amongst our stakeholders;
- To ensure we review our policies and approach, updating those when needed and that our people know how to raise any thoughts, issues or concerns;
- To effectively measure and report on our progress on diversity and inclusion; and
- To recognize and celebrate the power of diversity, creating a truly inclusive environment where all our people can always be the best they can be and feel treated as equals.

**Mark Davies**

Chief Executive Officer

Primary Health Properties PLC