

1. Membership

- 1.1. Members of the Committee shall be appointed by the Board and shall be made up of at least three directors, the majority of whom should be independent non-executive directors.
- 1.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Group Human Resources Director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.3. Appointments to the Committee shall be for a period of up to three years, which may be extended for further periods of up to three years, provided that the majority of the Committee members remain independent.
- 1.4. The Board shall appoint the Committee Chair who should be either the Chair of the Board or an independent non-executive director. In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of their number to chair the meeting. The Chair of the Board shall not chair the Committee when it is dealing with the matter of succession to the Chairpersonship.

2. Secretary

- 2.1. The Company Secretary or their nominee shall act as the Secretary of the Committee.

3. Quorum

- 3.1. The quorum necessary for the transaction of business shall be two both of whom must be independent non-executive directors. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

4. Frequency of Meetings

- 4.1. The Committee shall meet at least twice a year and at such other times as the Chair of the Committee shall require.

5. Notice of Meetings

- 5.1. Meetings of the Committee shall be summoned by the Secretary of the Committee at the request of the Chair of the Committee.
- 5.2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, any other person required to attend and all other non-executive directors, no later than five working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time.

6. Minutes of Meetings

6.1. The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.

6.2. Minutes of Committee meetings shall be circulated promptly to all members of the Committee.

7. Annual General Meeting

7.1. The Chair of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities.

8. Duties

8.1. The Committee shall:

8.1.1. regularly review the structure, size and composition (including the skills, knowledge experience and diversity) of the Board and make recommendations to the Board with regard to any changes;

8.1.2. oversee the development of a diverse pipeline for the succession of directors and other senior executives (including the members of the Executive Committee and the Company Secretary) in the course of its work, taking into account the challenges and opportunities facing the company, and the skills and expertise needed on the Board in the future;

8.1.3. be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;

8.1.4. before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board, and, in the light of this evaluation prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates the Committee shall:

8.1.4.1 use open advertising or the services of external advisers to facilitate the search;

8.1.4.2 consider candidates from a wide range of backgrounds; and

8.1.4.3 consider candidates on merit and against objective criteria and within this context should promote diversity of gender, social and ethnic backgrounds, cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;

8.1.5. keep under review the leadership needs of the organisation, both executive, non-executive, with a view to ensuring the continued long-term sustainable success of the organisation and to maintain the ability of the organisation to compete effectively in the marketplace;

8.1.6. keep up to date and fully informed about strategic issues and commercial changes affecting the company and the market in which it operates;

- 8.1.7. review annually the time required from non-executive directors. Performance evaluation should be used to assess whether the non-executive directors are spending enough time to fulfil their duties; and
- 8.1.8. ensure that on appointment to the Board, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside board meetings.
- 8.1.9. for the appointment of a Chair, the committee should prepare a job specification, including the time commitment expected. A proposed Chair's other significant commitments should be disclosed to the Board before appointment and any changes to the Chair's commitments should be reported to the Board as they arise.
- 8.1.10. prior to the appointment of a director, the proposed appointee should be required to disclose any other business interests that may result in a conflict of interest and be required to report any future business interests that could result in a conflict of interest.
- 8.1.11. review the results of the formal and rigorous Board performance evaluation process that relate to the composition of the Board.

8.2. The Committee shall also make recommendations to the Board concerning:

- 8.2.1. formulating plans for succession for both Executive and Non-executive Directors and in particular for the key roles of Chair and Chief Executive Officer;
- 8.2.2. suitable candidates for the role of senior independent director;
- 8.2.3. membership of the Audit and Remuneration Committees and other Board committees as appropriate, in consultation with the chairmen of those committees;
- 8.2.4. the re-appointment of any Non-executive Director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required;
- 8.2.5. the re-election by shareholders of Directors under the annual re-election provisions of the Code having due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years);
- 8.2.6. any matters relating to the continuation in office of any Director at any time including the suspension or termination of service of an Executive Director as an employee of the company subject to the provisions of the law and their service contract; and
- 8.2.7. the appointment of any Director to executive or other office.

9. Reporting Responsibilities

- 9.1. The Committee Chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

- 9.2. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed;
- 9.3. The Committee shall provide a report to be included in the Company's annual report about its activities, including:
- the process used in relation to appointments its approach to succession planning and how both support developing a diverse pipeline;
 - how the Board evaluation has been conducted, the nature and extent of an external evaluator's contact with the Board and individual directors, the outcomes and actions taken, and how it has or will influence Board composition;
 - the policy on diversity and inclusion, its objectives and linkage to company strategy, how it has been implemented and progress on achieving the objectives; and
 - the gender balance of those in the Executive Committee and Company Secretary and their direct reports.

10. Other

The Committee shall:

- 10.1. at least once a year, review its own performance (or arrange for an external evaluation of its performance), constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval;
- 10.2. have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required; and
- 10.3. be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members.

11. Authority

- 11.1. The Committee is authorised to seek any information it requires from any employee of the company in order to perform its duties.
- 11.2. The Committee is authorised to obtain, at the company's expense, outside legal or other professional advice on any matters within its terms of reference.

Reviewed and approved by the Board on 10 December 2018.