

NOMINATION COMMITTEE TERMS OF REFERENCE

1. Membership

- 1.1 Members of the Committee shall be appointed by the Board. The Committee shall be made up of at least three members, 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 Chief Executive, the Chief People Officer and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 1.3 Appointments to the Committee shall be for a period of up to three years, which may be extended for two further three-year periods provided the director still meets the criteria for membership of the Committee.
- 1.4 The Board shall appoint the Committee Chair who should be either the Chairman 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 from those who would qualify under these terms of reference to be appointed to that position by the Board. The Chairman of the Board shall not chair the Committee when it is dealing with the matter of succession to the chairmanship.

2. Secretary

The Company Secretary or their nominee shall function as the Secretary of the Committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two, both of whom shall 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

The Committee shall meet at least twice a year and at such other times as the Chairman of the Committee or any member 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 Chairman of the Committee or any member 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 and any other person required or invited to attend, no later than three 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 and once agreed, to all other members of the Board, unless in the opinion of the Committee chairman it would be inappropriate to do so.

7. Annual General Meeting

The Chairman of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities. In addition, the committee chair should seek engagement with shareholders on significant matters related to the committee's areas of responsibility.

8. Duties

The Committee shall:

- 8.1 Regularly review the structure, size, composition, and length of service (including the skills, knowledge, experience, and diversity) of the Board and make recommendations to the Board about any changes.
- 8.2 Give full consideration to succession planning for directors and members of the Group Executive Committee and oversee the development of a diverse pipeline for succession, taking into account the Company's strategic priorities and the main trends and factors affecting the long-term success and future viability of the Company and the skills and expertise needed on the Board in the future.
- 8.3 Keep under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace.
- 8.4 Keep up-to-date and fully informed about strategic issues and commercial changes affecting the company and the market in which it operates.
- 8.5 Be responsible for identifying and nominating for the approval of the board, candidates to fill board vacancies as and when they arise.
- 8.6 Regularly review the policy on multiple appointments
- 8.7 Before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience, and diversity on the Board and considering this evaluation prepare a description of the role and capabilities required for a particular appointment and the time commitment expected. In identifying

suitable candidates, the Committee shall:

- 8.7.1 use open advertising or the services of external advisers to facilitate the search;
 - 8.7.2 consider the candidates from a wide range of backgrounds; and
 - 8.7.3 consider candidates on merit and against the objective criteria and with due regard for the benefits of diversity on the Board, including gender, social and ethnic backgrounds, cognitive and personal strengths and taking care that appointees have enough time available to devote to the position.
- 8.8 Prior to the appointment of a director, other significant time commitments should be disclosed, and any additional future commitments should not be undertaken with approval of the board. The proposed appointee should also 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. These must be authorised by the board prior to the appointment and future business interests that could result in a conflict of interest must not be undertaken without prior authorisation of the board.
- 8.9 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.
- 8.10 Review the results of the Board performance evaluation process that relate to the composition and diversity of the Board.
- 8.11 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.
- 8.12 Work and liaise as necessary with all other Board Committees.

The Committee shall also make recommendations to the Board concerning:

- 8.13 Any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved.
- 8.14 Suitable candidates as new directors and succession for existing directors.
- 8.15 Membership of the Audit and Remuneration Committees, and any other Board Committees as appropriate, in consultation with the Chairman of those Committees.
- 8.16 The re-appointment of any Non-Executive Director at the conclusion of their specified term of office having due regard to their performance and ability to continue to contribute to the Board considering knowledge, skills and experience required.
- 8.17 The re-election by shareholders of directors under the annual re-election provisions of the Code or the retirement by rotation provisions in the Company's

articles of association, having due regard to their performance and ability to continue to contribute to the Board in 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).

- 8.18 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 law and their service contract.
- 8.19 The appointment of any director to executive or other office.

9. Reporting Responsibilities

- 9.1 The Committee Chairman shall report formally to the Board on its proceedings after each meeting on the nature and content of its discussion, recommendations, and action to be taken.
- 9.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where it considers action or improvement is needed and adequate time should be made available for board discussions where necessary.
- 9.3 The Committee shall make a statement in the Annual Report about its activities, including;
- The process used in relation to appointments, its approach to succession planning and how both supports 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 senior management and their direct reports.
- 9.4 The report referred to in 9.3 above should include a statement of the Board's policy on diversity, including gender, any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives.
- 9.5 If an external search consultancy has been engaged, it should be identified in the annual report alongside a statement about any other connection it has with the company or individual directors.

10. Other

The Committee shall:

- 10.1 Have access to sufficient resources to perform its duties, including access to the Company Secretary for assistance as required.
- 10.2 Be provided with appropriate and timely training, both in the form of an

induction programme for new members and on an on-going basis for all members.

- 10.3 Consider laws and regulations, the provisions of the Code and the requirements of the FCAs Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook and any other applicable rules, as appropriate.
- 10.4 The Committee shall, at least once a year, review its own 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.
- 10.5 The Committee shall ensure that the terms of reference of the Committee, including its role and the authority delegated to it by the Board are made available on request, and on the Company's website.

11. Authority

- 11.1 The Committee is authorised to seek any information it requires from any employee of the Company 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.
- 11.3 The Committee is authorised to appoint, at the Company's expense, external search consultants to assist in identifying candidates for appointment to the Board.

References to 'the Committee' shall mean the Nomination Committee.

References to 'the Board' shall mean the Board of Directors.

References to the 'Company' or 'Group' shall mean Inchcape plc or the Inchcape Group.