

**1 Membership**

- 1.1 Members of the Committee shall be appointed by the Board. The Committee shall comprise not less than 3 members.
- 1.2 The Board shall appoint the chairperson of the Committee who should be a non-executive director. In the absence of the Committee Chairman and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting. The chairperson of the Company shall not chair the Committee when it is dealing with the matter of succession to the chairpersonship.
- 1.3 Appointments to the Committee shall be for a period of up to 3 years, which may be extended for two further periods of up to 3 years, provided the director still meets the criteria for membership of the Committee.

**2 Attendance at Meetings**

Only members of the Committee have the right to attend Committee meetings. However, other individuals such as executive directors and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.

**3 Secretary**

The Company Secretary shall be the secretary of the Committee.

**4 Quorum**

A quorum is 3 members of the Committee. 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.

**5 Frequency and Notice of Meetings**

- 5.1 The Committee will meet with sufficient frequency to fulfill its responsibilities and will meet as and when required, but no less than once a year.
- 5.2 Meetings of the Committee shall be called by the Secretary of the Committee at the request of any of its members.
- 5.2 Unless otherwise agreed, notice of each meeting confirming venue, time and date, together with an agenda of items to be discussed and, any supporting documents required, shall be forwarded to each member and other attendees as appropriate no fewer than 5 days before the meeting.

**6 Authority**

The Committee is authorised by the Board to:

- 6.1 Seek any information it requires from any employee of the Company in order to perform its duties;
- 6.2 Obtain external legal or independent professional advice at the expense of the Company (within budgetary constraints) on matters within its terms of reference if it considers this necessary.

## 7 Duties and Responsibilities

The primary objective of the Committee is to assist the Chairman in keeping the composition of the Board under review and lead the appointments process for nominations to the Board and other Board Committees, always having regard to best practice in corporate governance standards.

The Committee shall:

- 7.1 Regularly review the structure, size and composition (including the skills, knowledge experience and diversity) required of the Board and make recommendations to the Board with regard to any change;
- 7.2 Give full consideration to succession planning for directors and other senior executives in the course of its work, taking into account the challenges and opportunities facing the Company and what skills and expertise are therefore needed on the Board in the future;
- 7.3 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;
- 7.4 Be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 7.5 Before any appointment is made to the Board, evaluate the balance of skills, knowledge and experience 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:
  - 7.6.1 as far as possible, use open advertising or the services of external advisers to facilitate the search;
  - 7.6.2 consider candidates on merit and against objective criteria, with due regard for the benefits of diversity on the Board, including gender, and taking care that appointees have enough time available to devote to the position;
- 7.7 For the appointment of a Chairman, the Committee should prepare a job specification, including the time commitment expected. A proposed Chairman's other significant commitments should be disclosed to the Board before appointment and any changes to the Chairman's commitments should be reported to the Board as they arise;
- 7.8 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;
- 7.9 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 the Board meetings; and
- 7.10 Review the results of the Board performance evaluation process that relate to the composition of the Board.

The Committee shall also make recommendations to the Board concerning:

- 7.11 Formulating plans for succession for both Executive and Non-Executive Directors and in particular for the key roles of Chairman and Chief Executive;
- 7.12 Suitable candidates for the role of Senior Independent Director, where appropriate;

- 7.13 The reappointment 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;
- 7.14 The re-election by shareholders of directors under 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 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);
- 7.15 Any matters relating to the continuation in office of any director at any time including the suspension or termination of an executive director as an employee of the company, subject to the provisions of the law and their service contract;
- 7.16 The appointment of any director to executive or other office.

## **8 Reporting Procedures**

- 8.1 The proceedings and resolutions of meetings of the Committee, including the names of those present and in attendance, shall be minuted by the Company Secretary.
- 8.2 The Chairman of the Committee shall report to the Board at regular intervals on all matters within its duties and responsibilities.
- 8.3 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 8.4 The Committee shall produce a report to be included in the Company's annual report about its activities, the process used to make appointments and explain if external advice or open advertising has not been used.

## **9 Other Matters**

The Committee shall:

- 9.1 Have access to sufficient resources in order to carry out its duties, including access to the Company Secretariat for assistance required;
- 9.2 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;
- 9.3 Give due consideration to all laws and regulations, and any other applicable rules, as appropriate; and
- 9.4 Arrange for periodic reviews of its own terms of reference and, at least annually, review its 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.

**Approved by the CPPGroup plc Board on 11<sup>th</sup> July 2023**