

People and Governance Committee – Terms of Reference

Membership

1.1 The Committee shall comprise at least three non-executive directors. A majority of the members of the Committee shall be independent non-executive directors.

1.2 Appointments to the Committee are made by the Board on the recommendation of the People and Governance Committee and shall be for a period of up to three years, which may be extended for up to two additional three-year periods, provided the director still meets the criteria for membership of the Committee.

1.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive, the Chief People and Culture Officer and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.

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 themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board. The Chair of the Board shall not chair the Committee when it is dealing with the matter of their own succession.

2. Secretary

The company secretary, or their nominee, shall act 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 issues.

3. Quorum

The quorum necessary for the transaction of business shall be two non-executive directors.

4. Frequency of meetings

The Committee shall meet at least three times a year and otherwise as required.

5. Notice of meetings

5.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee chair or any of its members.

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 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 decisions of all Committee meetings, including recording the names of those present and in attendance.

6.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board and the company secretary unless, exceptionally, it would be inappropriate to do so.

7. Engagement with shareholders

7.1 The Committee chair should attend the Annual General Meeting to answer 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 should carry out the duties below for the parent company and the group as a whole, as appropriate.

A. Succession & Nominations Planning

The Committee shall:

8.1 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.

8.2 Ensure plans are in place for orderly succession to Board and senior management positions and oversee the development of a diverse pipeline for succession, taking into account the challenges and opportunities facing 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 markets 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 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 and the time commitment expected. In identifying suitable candidates, the Committee shall:

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

8.6.2 consider candidates from a wide range of backgrounds; and

8.6.3 consider candidates on merit and against objective criteria, having due regard to the benefits of diversity on the Board and taking care that appointees have enough time available to devote to the position.

8.7 Prior to the appointment of a director, ensure that other significant time commitments are disclosed and taken into account. In addition:

8.7.1 Any additional future commitments should not be undertaken without prior approval of the Board;

8.7.2 The proposed appointee should be required to disclose any other business interests that may result in a conflict of interest. These must be authorised by the Board prior to appointment and any future business interests that could result in a conflict of interest must not be undertaken without prior authorisation of the Board; and

8.7.3 If the candidate is an executive of another company this will be their sole non-executive appointment in a FTSE-100 company; and in the event that a candidate for Chair is being considered, they cannot be a Chair of more than one FTSE-100 company or equivalent, unless, in exceptional circumstances, specifically approved by the Board as a whole.

8.8 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.

8.9 Make recommendations to the Board concerning:

8.9.1 Any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved;

8.9.2 Suitable candidates as new directors and succession for existing directors;

8.9.3 Membership of the audit and remuneration Committees, and any other Board Committees as appropriate, in consultation with the chair of those Committees;

8.9.4 The re-appointment of non-executive directors 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 knowledge, skills and experience required;

8.9.5 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, and why their contribution is important to the company's long-term sustainable success in the light of the skills, experience and knowledge required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chair and the Board as whole;

8.9.6 The Chair's tenure, which should not be beyond nine years from the date of their first appointment to the Board. This period may be extended to facilitate succession, in which event a clear explanation should be given;

8.9.7 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

8.9.8 The appointment of any director to executive or other office.

B. Governance

The Committee shall:

8.10 Review and develop the Board's corporate governance framework and monitor its compliance with corporate governance standards and practices while ensuring that it remains appropriate to the size, complexity and strategy of the Company. Recommend to the Board any revisions deemed necessary, taking into account any significant developments in the law and practice of corporate governance.

8.11 Review the directors' conflicts of interest policy and recommend any changes the Committee deems appropriate for approval of the Board.

8.12 Review the Board's policy on diversity and inclusion and the effectiveness of its implementation.

8.13 Be responsible for determining the principles of which outside directorships may be accepted by Executive Directors.

8.14 Review the results of the Board performance evaluation process that relate to the Committee.

8.15 At least annually, review the Committee's 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.

8.16 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.

8.17 Work and liaise as necessary with other Board Committees, ensuring the interaction between Committees and with the Board is reviewed regularly.

C. Workforce Engagement

The Committee shall:

8.18 Own of the workforce engagement strategy on behalf of the Board and report to the Board on its recommended approach to workforce engagement and activities undertaken throughout the year.

8.19 Monitor the effectiveness of workforce engagement initiatives and report to the Board on the Group's purpose, vision, behaviours and culture.

8.20 The Committee shall review and report back to the Board the workforce view and priorities in order to strengthen the "employee voice" within the Boardroom.

9. Reporting responsibilities

9.1 The Committee chair shall report to the Board 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 action or improvement is needed, and adequate time should be made available for Board discussion when necessary.

9.3 The Committee shall produce a report to be included in the company's annual report describing the work of the People and Governance Committee in line with the UK Corporate Governance Code

10. Other matters

The Committee shall:

10.1 Have access to sufficient resources in order to carry out its duties, including access to the company secretariat for advice and 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 ongoing basis for all members.

10.3 Give due consideration to all relevant laws and regulations, the provisions of the Code and associated guidance, the requirements of the FCA's Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook and any other applicable rules, as appropriate.

11. Authority

The Committee is authorised by the Board to obtain, at the company's expense, outside legal or other professional advice on any matters within its terms of reference.