

June 2021

SCS Group Plc

Nomination Committee:

Terms of Reference

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SCS GROUP PLC ("COMPANY")

1. **Definitions**

In these terms of reference:

"Board" means the board of directors of the Company;

"Committee" means the nomination committee of the Board; and

"Group" means the Company and its subsidiary undertakings from time to time; and

"Senior Management" means members of the Company's operating board

2. **Introduction**

The primary purpose of the Committee is to lead the process for Board appointments, ensure plans are in place for orderly succession for both the Board and Senior Management and oversee the development of a diverse pipeline for succession.

To achieve the optimal composition of the Board the Committee shall make recommendations to the Board having regard to:

- 2.1. its size and composition;
- 2.2. the extent to which required skills, experience, knowledge or attributes are represented; and
- 2.3. the need to maintain the highest standard of corporate governance,
and ensuring that it consists of individuals who are best able to discharge the responsibilities of directors.

3. **Membership**

- 3.1. The Committee shall comprise at least three directors. A majority of the members of the Committee shall be independent non-executive directors. The Chair of the Board may serve on the Committee as a member or additional member provided they were considered independent on appointment as Chair of the Board. The Chair of the Board may also serve on the Committee as a member in place of one independent non-executive director in circumstances where there is not appointed sufficient number of independent non-executive directors to otherwise satisfy the membership criteria.
- 3.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals (such as the Chief Executive Officer, the Head of Human Resources and external advisers) may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 3.3. Appointments to the Committee shall be made by the Board and shall be for a period of up to three years, which may be extended for further periods of up to three years provided the director still meets the criteria for membership of the Committee.

- 3.4. The Board shall appoint the Chair of the Committee, who shall be either the Chair of the Board or an independent non-executive director. In the absence of the Chair of the Committee 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 Chair of the Board shall not chair the Committee when it is dealing with the matter of succession to the chairmanship.

4. **Secretary**

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

5. **Quorum**

The quorum necessary for the transaction of business shall be two.

6. **Frequency of Meetings**

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

7. **Notice of Meetings**

- 7.1. Meetings of the Committee shall be called by the secretary of the Committee at the request of the Chair of the Committee.

- 7.2. 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 or invited 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.

8. **Minutes of Meetings**

- 8.1. The secretary of the Committee shall ensure that a formal record of the proceedings and decisions of all Committee meetings, including the names of those present and in attendance, is maintained.

- 8.2. The secretary of the Committee shall ascertain, at the beginning of each Committee meeting, the existence of any conflicts of interest and minute them accordingly.

- 8.3. Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board, unless a conflict of interest exists or, in the opinion of the Chair of the Committee, it would otherwise be inappropriate to do so.

9. **AGM**

The Chair of the Committee shall attend the annual general meeting prepared to answer any shareholder questions on the Committee's activities.

10. **Duties**

10.1. The Committee shall carry out the duties below for the Company, major subsidiary undertakings and the Group as a whole, as appropriate.

10.2. The Committee shall:

10.2.1. regularly review the structure, size and composition (including the skills, knowledge, experience and diversity of gender, social and ethnic backgrounds) of the Board and its committees and Senior Management, taking account of the Company's strategic priorities and the matters affecting the Company and make recommendations to the Board with regard to any changes;

10.2.2. set measurable objectives and targets for diversity and inclusion in relation to the Board and Senior Management positions, prepare a policy on the promotion of diversity and inclusion on the Board and in Senior Management and increase the gender balance of those in Senior Management and their direct reports to meet those objectives and targets;

10.2.3. on an annual basis, formally and rigorously review and evaluate the performance of the Board, each Board committee, the Chair of the Board and each individual director. The evaluation of the Board should consider its composition and diversity and how effective members work together to achieve objectives. If appropriate, the chair of the Committee should consider whether any such annual review of overall Board performance should be facilitated by suitable external advisors;

10.2.4. give full consideration to succession planning for directors, Senior Management and the Company Secretary in the course of its work, taking into account the challenges and opportunities facing the Company, and the skills, experience, knowledge, independence and diversity needed on the Board in the future, the length of service of the board as a whole and the need for its membership to be regularly refreshed;

10.2.5. oversee the development of a diverse pipeline for succession, having regard to diversity of gender, social and ethnic backgrounds, cognitive and personal strengths;

10.2.6. 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 market place;

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

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

10.2.9. ensure that appointments to the Board are subject to a formal rigorous and transparent procedure which is based on merit and objective criteria;

10.2.10. 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:

- 10.2.10.1. use open advertising or the services of external advisers to facilitate the search;
 - 10.2.10.2. consider candidates with a diverse range of gender, social and ethnic backgrounds and cognitive and personal strengths; and
 - 10.2.10.3. consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, social and ethnic backgrounds and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;
- 10.2.11. 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 and disclosed in the next annual report;
- 10.2.12. 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;
- 10.2.13. when considering the appointment of both executive and non-executive directors to the Board, review such directors' positions and interests in other companies or firms, in order to identify any conflicts or potential conflicts of interest and make recommendations to the Board as to whether these positions and interests should be authorised;
- 10.2.14. review each director's conflicts authorisations annually to check it is appropriate for the relevant matters to remain authorised and make recommendations to the Board accordingly;
- 10.2.15. 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, service on Board committees and involvement outside Board meetings;
- 10.2.16. review the results of the Board performance evaluation process that relate to the composition of the Board, recognising the strengths and addressing any weaknesses of the Board;
- 10.2.17. 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
- 10.2.18. work and liaise as necessary with all other Board committees.
- 10.3. The Committee shall also make recommendations to the Board concerning:

- 10.3.1. formulating plans for succession for both executive and non-executive directors, Senior Management and the Company Secretary and, in particular, for the key roles of Chair of the Board and Chief Executive Officer (but see paragraph 10.3.7 below). Succession plans should be based on merit and objective criteria and should promote diversity of gender, social and ethnic backgrounds, cognitive and personal strengths;
 - 10.3.2. suitable candidates for the role of senior independent director;
 - 10.3.3. membership of the audit and remuneration committees, and any other board committees as appropriate, in consultation with the chairmen of those committees;
 - 10.3.4. 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 skills, knowledge and experience required;
 - 10.3.5. the re-election by shareholders of any director under the requirements of the UK Corporate Governance Code or "retirement by rotation" provisions in the Company's articles of association, having given due regard to their performance and ability to continue to contribute to the Board in the light of the skills, knowledge 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);
 - 10.3.6. 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 any relevant legal requirements and their service contract); and
 - 10.3.7. the appointment of any director to executive or other office (including, for the avoidance of doubt, the positions of Chair of the Board and Chief Executive Officer).
- 10.4. In carrying out their specific duties set out above, each member of the Committee should also consider their general duties as a director of the Company, including:
- 10.4.1. their duty to act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, having regard to all relevant factors;
 - 10.4.2. their duty to exercise independent judgement;
 - 10.4.3. their duty to exercise reasonable care, diligence and skill;
 - 10.4.4. their duty to avoid conflicts of interest; and
 - 10.4.5. their duty to act in accordance with the Company's constitution and only exercise their powers for the purposes for which they were conferred.

11. **Reporting Responsibilities**

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

- 11.2. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 11.3. The Committee shall produce a report to be included in the Company's annual report including any matters required by the Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and describing its work, including:
 - 11.3.1. its activities, the membership of the Committee, number of meetings and attendance over the course of the year;
 - 11.3.2. the process used in relation to appointments, its approach to succession planning and how both support the development of a diverse pipeline;
 - 11.3.3. identifying in the annual report any external search consultancy that has been engaged, together with a statement about any other connection it has with the Company or individual directors;
 - 11.3.4. 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 on Board composition; and
 - 11.3.5. identifying in the annual report any external evaluator engaged together with a statement about any other connection it has with the Company or individual directors;
 - 11.3.6. a description of the Board's policy on diversity and inclusion, its objectives and linkage to Company strategy, how it has been implemented and progress on achieving the objectives; and
 - 11.3.7. the gender balance of those in the Senior Management and their direct reports.

12. **Other Matters**

The Committee shall:

- 12.1. have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required;
- 12.2. 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;
- 12.3. give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code and the requirements of the Financial Conduct Authority's Listing, Prospectus and Disclosure and Transparency Rules and any other applicable rules, as appropriate;
- 12.4. arrange for periodic reviews of its own performance 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; and
- 12.5. ensure that these terms of reference are made available by placing them on the Company's website.

13. **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.