

**CARCLO PLC
(the Company)**

**TERMS OF REFERENCE
OF THE NOMINATION COMMITTEE**

1 Membership

- 1.1 The Committee shall comprise at least two Directors. The Chair of the Board will be a member of the Committee. A majority of the members of the Committee shall be Non-Executive Directors.
- 1.2 Appointments to the Committee are made by the Board (on the recommendation of the Committee) and shall be for a period of up to three years, which may be extended for two further periods of up to three years, provided the Director still meets the criteria for membership of the Committee.
- 1.3 The Board shall appoint the Committee Chair who should either be 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 succession to the Chair of the Board.

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.

4 Meetings and Notice of meetings

- 4.1 The Committee shall meet at least twice a year and otherwise as required.
- 4.2 The Committee may hold meetings by telephone or using any method of electronic communication and may take decisions without a meeting by unanimous written consent, when the Committee Chair considers this to be necessary or desirable.
- 4.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals may be invited to attend for all or part of any meeting, as and when appropriate.
- 4.4 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.
- 4.5 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 Committee members 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.

5 Minutes of meetings

- 5.1 The Secretary of the Committee shall minute the proceedings and decisions of all Committee meetings, including the names of those present and in attendance.
- 5.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee unless, exceptionally, it would be inappropriate to do so in the opinion of the Committee chair.

6 Annual general meeting

The Committee Chair shall 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.

7 Duties

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

7.2 The Committee shall:

- (a) 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;
- (b) ensure plans are in place for orderly succession to the 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;
- (c) 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;
- (d) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- (e) be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- (f) 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 may:
 - (i) use open advertising or the services of external advisers to facilitate the search
 - (ii) consider candidates from a wide range of backgrounds
 - (iii) consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, taking care that appointees have sufficient time available to devote to the position;
- (g) prior to the appointment of a Director, other significant time commitments should be disclosed, and any additional future commitments should not be undertaken without the prior approval of the Board. 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. 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;

- (h) 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;
- (i) review the results of the Board performance evaluation process that relate to the composition of the Board and succession planning;
- (j) review annually the time required from Non-Executive Directors. Performance evaluation should be used to assess whether the Non-Executive Directors are spending sufficient time to fulfil their duties;
- (k) work and liaise as necessary with all other Board committees, ensuring the interaction between Committees and with the Board is reviewed regularly;
- (l) make recommendations to the Board concerning:
 - (i) any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved;
 - (ii) suitable candidates for the role of Senior Independent Director;
 - (iii) membership of the Audit and Remuneration Committees, and any other Board committees as appropriate, in consultation with the Chair of those committees;
 - (iv) 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 knowledge, skills and experience required;
 - (v) the re-election by Shareholders of Directors under the annual re-election provisions of the UK Corporate Governance 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 knowledge, skills and experience required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chair of the Board and the Board as a whole;
 - (vi) 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;
 - (vii) the appointment of any Director to executive or other office.

8 Reporting responsibilities

- 8.1 The Committee Chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 8.2 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 where necessary.
- 8.3 The Committee shall produce a report to be included in the Company's annual report describing the work of the Committee, including the process used to make appointments and explain if external advice or open advertising has not been used. Where an external search agency has

been used, it shall be identified in the annual report and a statement made as to whether it has any connection with the Company or individual directors.

- 8.4 The report referred to in 8.3 above should include a statement 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.
- 8.5 The report referred to in 8.3 above should include information on 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 influenced or will influence Board composition.
- 8.6 The report referred to in 8.3 above should contain the gender balance of those in the senior management team and their direct reports.

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 Secretary for assistance as 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 laws and regulations, the provisions of the UK Corporate Governance Code and published guidance, the requirements of the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook, and any other applicable rules, as appropriate
- 9.4 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
- 9.5 work and liaise as necessary with all other Board committees ensuring interaction between committees and with the Board is reviewed regularly.

10 Authority

- 10.1 The Committee is authorised by the Board to seek any information it requires from any employee of the Company or Group to perform its duties.
- 10.2 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.
- 10.3 Nothing in these terms of reference will preclude the Board from assuming any of the Committee's duties or responsibilities.

Approved by the Board on 26 March 2025

Version control

Version	Date Approved	Approved By	Description
1	13 November 2019	Board	Annual Review
2	1 February 2021	Board	Annual Review
3	31 January 2022	Board	Annual Review
4	31 January 2023	Board	Annual Review
5	8 February 2024	Board	Annual Review
6	26 March 2025	Board	Annual Review