

SANNE GROUP PLC
Nomination and
Governance Committee
Terms of Reference

28 January 2020

**Service defines us,
empowers you**

Terms of Reference – Nomination and Governance Committee

The board (the **Board**) of Sanne Group plc (the **Company**) has resolved to establish a committee of the Board to be known as the Nomination and Governance Committee (the **Committee**).

1. Membership

- 1.1 The Committee shall comprise at least three members. A majority of the members of the Committee shall 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 Chief Executive Officer (CEO), the Chief Human Resources 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 are 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.
- 1.4 The Board shall appoint the Committee Chairman who should be either the Chairman of the Board or an independent 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 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 his or her nominee, shall act as the secretary of the Committee.

3. Quorum

The quorum necessary for the transaction of business shall be two members, both of whom must be independent non- executive directors.

4. Frequency of meetings

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

5. Notice of meetings

- 5.1 Meetings of the Committee shall be called by the secretary at the request of the Committee Chairman.
- 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, any other person required 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. Notices, agendas and supporting papers can be sent in electronic form where the recipient has agreed to receive documents in this way. Meetings can be called at short notice.

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and decisions of all meetings of the Committee, including recording the names of those present and in attendance.
- 6.2 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 in the opinion of the Committee Chairman it would be inappropriate to do so.
- 6.3 Final signed copies of the minutes of the meetings of the Committee should be maintained for the Company's records, in hard and soft copy where possible.

7. Annual general meeting

The Committee chairman should attend the Company's annual general meeting to answer any shareholder questions on the Committee's activities.

8. Duties - Risk

The Committee should carry out the duties below for the parent Company, major subsidiary undertakings and the group as a whole, as appropriate.

8.1 Nomination and Succession

The Committee shall:

- 8.1.1 regularly review the structure, size and composition (including the skills, knowledge, experience, capacity and diversity) of the Board and make recommendations to the Board with regard to any changes;
- 8.1.2 regularly review the structure, size and composition (including the skills, knowledge, experience, capacity and diversity) of the Board committees and make recommendations to the Board with regard to any changes, in consultation with the chairman of those committees;
- 8.1.3 oversee the development of a diverse pipeline to succession planning for executive directors, non-executive directors and senior management positions, and in particular the roles of Chairman, CEO and Senior Independent Director, and other senior executives, in the course of its work, taking into account the challenges and opportunities facing the Company, and the skills and expertise needed on the Board in the future;
- 8.1.4 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;
- 8.1.5 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- 8.1.6 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;

- 8.1.7 before any appointment is made by the Board, evaluate the balance of skills, knowledge, capacity, 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:
 - 8.1.7.1 use open advertising or the services of external advisers to facilitate the search;
 - 8.1.7.2 consider candidates from a wide range of backgrounds; and
 - 8.1.7.3 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 enough time available to devote to the position;
 - 8.1.8 for the appointment of a Chairman, 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. The Chairman should not remain in post beyond nine years from the date of their first appointment to the Board. To facilitate the effective succession planning and the development of a diverse Board, this period can be extended for a limited time, particularly in instances where the Chairman was an existing non-executive director on appointment, and a clear explanation of these extenuating circumstances should be provided;
 - 8.1.9 prior to the appointment of a director, ensure that the proposed appointee is 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;
 - 8.1.10 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;
 - 8.1.11 make recommendations on the re-election by shareholders of directors under the annual re-election provisions of the UK Corporate Governance Code published by the Financial Reporting Council (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 the light of the knowledge, skills, experience and capacity required and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years). The Committee shall provide specific reasons as to why each director's contribution is, and continues to be, important to the Company's long term sustainable success to accompany their recommendation of re-election. Non-executive directors should scrutinise and hold to account the performance of management and individual executive directors against agreed performance objectives;
 - 8.1.12 make recommendations on 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;
 - 8.1.13 make recommendations on 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.
- 8.2 Board Evaluation and Training The Committee shall:
- 8.2.1 review the results of the Board performance evaluation process that relate to the composition and diversity of the Board and assess how effectively its members work together to achieve objectives;
 - 8.2.2 review annually each director's individual evaluation and report specific reasons why their contribution is, and continues to be, important for the Company's long term sustainable success. Appropriate action should be taken to support directors where individual development needs have been identified;
 - 8.2.3 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

8.2.4 oversee the induction, training and continuous professional development of directors.

8.3 Governance

The Committee shall:

8.3.1 review the corporate governance structure of the Company and compliance with the Code and any other applicable corporate governance legislation and regulations;

8.3.2 make any necessary changes to the corporate governance structure of the Company or Company procedures, in order to comply with prevailing corporate governance regulations, codes or market practice; and

8.3.3 keep up to date and be fully informed of changes in the corporate governance environment.

8.4 The Committee shall work and liaise as necessary with all other Board committees.

9. Reporting responsibilities

9.1 The Committee Chairman shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

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.

9.3 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. 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.

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.

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 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 ongoing basis for all members;

10.3 give due consideration to laws and regulations, the provisions of the Code and the requirements of the UK Listing Authority's Listing, Prospectus, and Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate;

10.4 give due consideration to the interests of, and the impacts on, the workforce and any other key internal and external stakeholders when decision making; and

10.5 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.

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.