



McKAY SECURITIES PLC

Terms of Reference – Nomination Committee

1. Membership

- 1.1. Members of the Committee shall be appointed by the Board. The Committee shall comprise at least two directors. 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 external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 1.3. 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 their nominee or such other board member determined by the Committee shall act as the Secretary of the Committee.

3. Quorum

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

6. Minutes of Meetings

- 6.1. The Secretary shall minute the proceedings and resolutions of all Committee meetings, including 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.

7. Annual General Meeting

The Chairman of the Committee should attend the Annual General Meeting to answer any shareholder questions on the Committee's activities.

8. Duties

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

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 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 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 market 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 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
 - 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

- 8.6.3 consider candidates on merit and against objective criteria and within this context have due regard to the benefits of diversity of gender, social and ethnic background, cognitive and personal strengths, taking care that appointees have enough time available to devote to the position
- 8.7 consider and approve the Group's Equality and Diversity Policy with regard to aspects such as age, gender, ethnicity, education and professional backgrounds, the policy's objectives, implementation and results reported in the Annual Report.
- 8.8 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
- 8.9 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
- 8.10 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
- 8.11 review the results of the board performance evaluation process that relate to the composition of the Board
- 8.12 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
- 8.13 work and liaise as necessary with all other board committees

The Committee shall also make recommendations to the Board concerning

- 8.14 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of Chairman and CEO.
- 8.15 suitable candidates for the role of senior independent director and employee representative non executive director
- 8.16 membership of the Audit and Remuneration Committees, and other Board Committees as appropriate, in consultation with the chairmen of those committees
- 8.17 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 knowledge, skills and experience required

- 8.18 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 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)
- 8.19 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
- 8.20 the appointment of any director to executive or other office.

9. Reporting Responsibilities

- 9.1. the Committee Chairman shall report formally 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 annual report about its activities including:
 - 9.3.1. the process used to make appointments and explain if external advice or open advertising has not been used. Where an external search consultancy 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
 - 9.3.2. the Board's approach to succession planning
 - 9.3.3. how the Board evaluation has been conducted, either externally or internally, the outcomes and actions taken and any impact upon board composition
 - 9.3.4. the policy on diversity and inclusion

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 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 on-going basis for all members
- 10.3. give due consideration to the laws and regulations, the provisions of the Code and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules and any other applicable rules, as appropriate



- 10.4. 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

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.

EQUALITY AND DIVERSITY POLICY (FEBRUARY 2019)

The Company is committed to treating all staff including job applicants equally regardless of their race, racial group, colour, ethnic or national origins, sex, pregnancy and maternity, marriage or civil partnership, disability, sexual orientation, religion or belief, age or gender reassignment. The balance of skills and experience of the candidate is key and therefore all candidates are considered on merit.

The Board takes overall responsibility for the development of equality and diversity and ensures that progress is reviewed and further actions taken as necessary.

1.1 Definitions

Diversity is about understanding, recognising, respecting and valuing differences.

Equality is about managing differences so that everyone has equality of opportunity through a fair and consistent approach to the application of rules, policies and procedures.

1.2 Anti-Discrimination Legislation

The Company is committed to complying with legislation including, but not limited to the Equality Act 2010 (the "Act") that combat discrimination and promote equality and diversity.

1.3 Forms of Discrimination

The Company does not permit discrimination of any kind. Types of discrimination include direct and indirect discrimination, victimisation and harassment.

1.4 Scope of the Policy

Every employee and member has a personal responsibility for the implementation of this policy and for ensuring compliance with it when undertaking their job role and have personal responsibilities to treat everyone with respect, consideration and without prejudice and to promote the same levels of behaviour in colleagues. Failure to comply with this policy may lead to disciplinary action; in serious cases, such behaviour may reasonably be deemed to constitute gross misconduct.

This policy applies to all employment activities including, but not limited to, arrangements for recruitment and selection, terms and conditions of employment, access to training opportunities, access to promotion and transfers, grievance and disciplinary process, demotion, selection for redundancies, dress code, references and work allocation.

The Company does not permit discrimination in relation to services required from outside contractors. All third parties will be instructed on the basis of their skills, qualifications and ability.

1.5 Raising Concerns

Employees who feel they have been unfairly treated contrary to this policy should raise their concerns with managers in order to have them addressed. If matters are not addressed the individual can raise a grievance using the normal grievance procedure set out in the Company's Staff Handbook. All complaints will be investigated thoroughly and without delay.