



The Nomination Committee Terms of Reference are approved as at 11 December 2025

1. Objectives

- 1.1 The Nomination Committee (Committee) is a Committee of the Board of Capita plc (Company) and has been established by the Board under the Articles of Association.
- 1.2 The purpose of the Committee is to identify and nominate, for the approval of the Board, candidates for Board vacancies as and when they arise and to 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.
- 1.3 The Committee has authority to carry out ad hoc reviews as requested by the Board.

2. Role of the Committee

- 2.1 The Committee shall at all times comply with the Listing Rules issued by the Financial Conduct Authority and the recommendations of the UK Corporate Governance Code. The Committee will be informed of, and its views sought, in relation to nominations to the boards of regulated subsidiaries, but responsibility for nominations in respect of regulated firms resides with their boards or respective nomination committees, as applicable. The Committee will also receive periodic reports from the board or nominations committee of regulated subsidiaries in relation to their work in respect of assessment of board composition, succession planning, board effectiveness and board appointments for the relevant regulated firm.
- 2.2 Subject to paragraph 2.1 above, the Committee should carry out the duties below for the Company, major subsidiary undertakings and the group as a whole, as appropriate. In carrying out these duties, Committee members must comply with their duty under section 172 of the Companies Act 2006 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, whilst having regard to the interests of employees, stakeholders and other matters as required by section 172.
- 2.3 The Committee shall:
 - (a) regularly review the structure, size and composition (including the skills, knowledge, experience, diversity and independence) of the Board and make recommendations to the Board with regard to any changes, having regard to the chair of the Board's vision for achieving the optimal Board composition and assessing periodically whether the desired outcome has been achieved;

- (b) ensure plans are in place for orderly succession to both the Board and senior management positions, conduct a continuous and proactive process of planning and assessment and oversee the development of a diverse pipeline for Board succession, taking into account the challenges and opportunities facing the Company, and the skills and expertise needed on the Board in the future;
- (c) receive reports from the Chief Executive Officer and Chief People Officer on succession planning for senior management positions and proposed changes to the Executive Committee;
- (d) before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and independence 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:
 - (i) use open advertising or the services of external advisers to facilitate the search, whilst having due regard to internal talent and capability;
 - (ii) agree the process to be undertaken to identify, sift and interview suitable candidates, ensuring that the interview process is conducted so that candidates with diverse backgrounds are not disadvantaged;
 - (iii) consider candidates from a wide range of backgrounds;
 - (iv) consider candidates on merit and against objective criteria and with due regard for the benefits of diversity (of gender, social and ethnic backgrounds, and cognitive and personal strengths) on the Board, taking care that appointees have sufficient time available to allocate to the position;
- (e) ensure that each proposed appointee to the Board is required to disclose the time commitments involved in any business or other interests which he has, including any business or other interests which could result in a conflict of interest for him as a member of the Board, and is required to seek prior approval of the Board before taking on any additional external appointments;
- (f) review annually the time required from non-executive directors and evaluate annually whether each non-executive director is spending sufficient time to fulfil his or her duties. Performance evaluation should be used to assess whether the non-executive directors are spending enough time to fulfil their duties;
- (g) consider whether to set limits on the number and scale of other appointments that Board members (and in particular the chair of the Board and other non-executives) may take on without compromising their effectiveness;
- (h) prepare, for the appointment of a chair of the Board, a job specification, including the time commitment expected and require that a proposed chair:
 - (i) is independent (when assessed against the circumstances set out in the UK Corporate Governance Code);
 - (ii) must not be the current or previous chief executive of the Company (save in exceptional circumstances and following prior consultation with major shareholders); and

- (iii) must disclose his or her other significant commitments to the Board before appointment and report any changes to the chair's commitments as they arise;
- (i) 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;
- (j) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- (k) review the results of the Board performance evaluation process that relate to the composition of the Board and succession planning;
- (l) ensure that on appointment to the Board, the chair and non-executive directors receive a formal letter of appointment (which must be made available for inspection) setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside Board meetings;
- (m) ensure that the papers accompanying shareholders resolutions proposing to elect or re-elect each director set out the specific reasons why the contribution of each director is, and continues to be, important to the Company's long-term sustainable success; and
- (n) work and liaise as necessary with all other Board committees.

The Nomination Committee shall also make recommendations to the Board concerning:

- (o) formulating plans for succession for Board positions;
- (p) any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved;
- (q) suitable candidates for Board positions;
- (r) membership of the Audit and Risk Committee, Remuneration Committee and Responsible Business Committee, and any other Board committees as appropriate, in consultation with the chairs of those committees;
- (s) appointment of a designated non-executive director for engagement with colleagues in accordance with the provisions of the UK Corporate Governance Code and defining the responsibilities and duties of this role;
- (t) 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, experience, time commitment and independence required;
- (u) the re-election by shareholders of directors under the annual re-election provisions of the UK Corporate Governance Code or the retirement by rotation provision 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 a whole;

- (v) 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
- (w) the proposed appointment of any director to an executive position or to any other office with any group undertaking.

3. Membership

- 3.1 Appointments to the Committee shall be made by the Board. The Committee shall comprise at least 3 members, all of whom shall be directors of the Company and the majority of whom shall be independent non-executive directors.
- 3.2 Only members of the Committee have the right to attend Committee meetings. However, other directors and other individuals (including representatives of external advisers) may be invited to attend for all or part of any meeting as and when appropriate in the opinion of the chair of the Committee or the majority of its members.
- 3.3 Appointments to the Committee shall be for a period of up to 3 years (subject to the election and re-election provisions in the Company's constitution and in the UK Corporate Governance Code), which may be extended by no more than two further periods of up to 3 years each, provided the director concerned still satisfies the criteria (if he or she was to be a new member) for appointment to the Nomination Committee.¹

4. Chair and Quorum

- 4.1 The Board shall appoint the chair of the Committee 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 Nomination Committee when it is dealing with the matter of succession to the chair of the Board.
- 4.2 The quorum necessary for the transaction of business shall be two both of whom must be independent non-executive directors. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

5. Secretary

- 5.1 The Company Secretary or nominee shall act as the Secretary of the Committee. In conjunction with the Committee chair the Company Secretary will prepare an agenda for each meeting which shall be circulated

¹ Boards will need to justify why they consider a non-executive director independent beyond nine years (from the date of their appointment as a director)

in a timely manner in advance to all members of the Committee and attendees, together with any supporting papers. The Company Secretary shall minute the proceedings and resolutions of all Committee meetings, including recording the names of those present and in attendance.

6. Agenda and Timing

- 6.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Committee chair.
- 6.2 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 5 working days before the date of the meeting.
- 6.3 The Secretary shall ensure that each member of the Committee (and other attendee as appropriate) receives information and papers in a timely manner to enable proper consideration to be given to issues.
- 6.4 The Committee shall meet at least twice a year and otherwise as required.
- 6.5 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 unless, exceptionally, it would be inappropriate to do so.

7. Shareholder engagement

- 7.1 The chair of the Committee should attend the annual general meeting to answer any shareholder questions on the Committee's activities. In addition, the Committee chair should, where appropriate, seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

8. Committee support

- 8.1 The Committee shall:
 - (a) have access to sufficient resources in order to carry out its duties, including access to the Company secretariat for assistance as required;
 - (b) 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;
 - (c) give due consideration to all relevant laws and regulations, the provisions of the UK Corporate Governance 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;
 - (d) 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.

- 8.2 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.
- 8.3 The Committee is authorised by the Board to carry out any investigation relevant to its terms of reference.
- 8.4 The Committee is authorised by the Board to obtain advice from independent search consultants and any other outside legal or professional adviser on matters within its terms of reference.

9. Reporting responsibilities

- 9.1 The chair of the Committee shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 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 about its work. The report shall in particular:
 - (a) describe the process used in relation to appointments, its approach to succession planning and how both support developing a diverse pipeline of talent;
 - (b) describe how the board performance review 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 Board composition;
 - (c) describe the policy and any initiatives on diversity (of gender, social and ethnic backgrounds, and cognitive and personal strengths) and inclusion, its objectives and linkages to company strategy, how it has been implemented and progress on achieving the objectives during the period covered by the report;
 - (d) set out the gender balance of those in the senior management (being the executive committee or first layer of management below Board level, including the Company Secretary) and their direct reports;
 - (e) identify any external search consultancy engaged by the Company for the appointment of the chair and non-executive directors and state whether such party has any other connection with the Company, or individual directors, or explain if external advice or open advertising has not been used (as applicable); and
 - (f) where a director has been authorised by the Board to accept a significant external appointment, explain the reasons for authorising it.

11 December 2025