

BRISTOL WATER PLC - NOMINATION COMMITTEE

TERMS OF REFERENCE

1. Membership

- 1.1 Members of the Nomination Committee (the **Committee**) shall be appointed by the Board in accordance with the Company's articles of association and shall be made up of at least three members, the majority of whom should be independent non-executive directors.
- 1.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals, including the Group Chief Executive 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 shall be for a period of up to three years, which may be extended for two further three-year periods provided that the majority of the Committee members remain independent.
- 1.4 The Board shall appoint the Committee Chair who shall 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 their number to chair the meeting. The Chair of the Board shall not chair the Committee when it is dealing with the matter of their succession.
- 1.5 Each member of the Committee shall disclose to the Committee:
 - a) any personal financial interest (other than as a shareholder) in any matter to be decided by the Committee; or
 - b) any potential conflict of interest arising from a cross-directorship or other business interest.

Any such member shall abstain from voting on resolutions and participating in the discussions concerning such resolutions. Except where he or she has a personal interest, in the event of an equality of votes the Committee Chair shall have a casting vote.

- 1.6 The Committee Chair and members shall be listed each year in the Company's annual report.

2. Secretary

- 2.1 The Company Secretary or their nominee shall act as the secretary of the Committee.

3. Quorum

- 3.1 The quorum necessary for the transaction of the 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.

4. Frequency of Meetings

- 4.1 The Committee shall meet at least twice a year in person or by telephone or video conference and at such other times as the Chair of the Committee shall require.

5. Notice of Meetings

- 5.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Chair of the Committee.
- 5.2 The Secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.
- 5.3 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 unless agreed otherwise in advance. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time and in a timely manner to enable full and proper consideration to be given to the issues.

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 Minutes of Committee meetings shall be circulated promptly to all members of the Committee and the Chair of the Board and, once agreed, to all other members of the Board, unless a conflict of interest exists or if the Committee Chair considers it inappropriate to do so.

7. Duties

- 7.1 The Committee shall:
- 7.1.1 regularly review the structure, size and composition (including the skills, knowledge, independence, diversity and experience) required of the Board compared to its current position and make recommendations to the Board with regard to any changes;
- 7.1.2 give full consideration to succession planning for the Board and Senior Management (as determined by the Committee from time to time) and oversee the development of a diverse pipeline for succession, taking into account the challenges and opportunities facing the Company, and what skills and expertise are therefore needed on the Board in the future;
- 7.1.3 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 7.1.4 before appointment is made by the Board, evaluate the balance of skills, knowledge, independence, diversity and experience 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:

- 7.1.4.1 use open advertising or the services of external advisers to facilitate the search;
- 7.1.4.2 consider candidates from a wide range of backgrounds; and
- 7.1.4.3 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;
- 7.1.5 assist with the annual evaluation process to assess the overall and individual performance and effectiveness of the Board and its committees, including consideration of the balance of skills, experience, independence and knowledge of the Company, its diversity, including gender, how the board works together as a unit, and other factors relevant to its effectiveness;
- 7.1.6 review the results of the Board's annual performance evaluation that relate to the composition and effectiveness of the Board and succession planning
- 7.1.7 keep under review the leadership needs of the Company, both executive and non-executive, with a view to ensuring the continued success of the Company;
- 7.1.8 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the markets in which it operates;
- 7.1.9 review annually the time required from non-executive directors and assess whether they contribute effectively and demonstrate commitment to the role. Performance evaluation shall be used to assess whether the non-executive directors are spending enough time to fulfil their duties. Keep under review the number of external directorships held by each director;
- 7.1.10 apply the policy of Pennon Group plc ("the Group") on diversity, including gender, and the measurable objectives that it has set in implementing the policy, and progress on achieving the objectives;
- 7.1.11 prepare a job specification for the appointment of a Chair of the Board, including an assessment of the time commitment expected, recognising the need for availability in the event of crises and the Committee shall ensure that it is aware of prospective candidates' other significant time commitments. Any additional future commitments should not be undertaken without prior approval of the Board, with the reasons for permitting significant appointments explained in the annual report;
- 7.1.12 ensure, that prior to the appointment of a director, the proposed appointee be required to disclose any other business interests that may result in a conflict of interest which must be authorised by the Board prior to appointment. Any future business interests that could result in a conflict of interest should not be undertaken without prior authorisation of the Board;
- 7.1.13 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.

- 7.2 The Committee shall also make recommendations to the Board concerning:
- 7.2.1 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of Chair, Chief Executive Officer and Finance Director;
 - 7.2.2 suitable candidates for the role of Senior Independent Director;
 - 7.2.3 membership of the Audit and Remuneration Committees and any other board committees as appropriate, in consultation with the Chairmen of those committees;
 - 7.2.4 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 knowledge, skills and experience required and the need for progressive refreshing of the Board (particularly in relation to directors having served for at least six years);
 - 7.2.5 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
 - 7.2.6 the appointment of any director to executive or other office (other than to the position of Chair and the appointment of the Company Secretary, the recommendation for which would be considered at a meeting of the Board).

8. Reporting Responsibilities

- 8.1 The Committee Chair shall report formally 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 when necessary
- 8.3 The Committee shall produce a report to be included in the annual report describing the work of the Committee, including:
 - 8.3.1 the process used to make appointments, its approach to succession planning and how both support the development of a diverse pipeline.
 - 8.3.2 how 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
 - 8.3.3 the policy on diversity and inclusion, its objectives and linkage to company strategy, how it has been implemented and progress on achieving its objectives.
 - 8.3.4 the gender balance of those in senior management and their direct reports.
 - 8.3.5 details of the number of Committee meetings held and attendance over the course of the year.
- 8.4 If an external search consultancy has been engaged, it should be identified in the annual report alongside a statement about any other connection it has with the company or individual directors.

9. Other

The Committee shall:

- 9.1 Arrange for annual reviews of its own performance, 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.
- 9.2 Have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- 9.3 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;
- 9.4 Work and liaise, as necessary, with other board committees, ensuring the interaction between committees and board is reviewed regularly.
- 9.5 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 Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules and any other applicable regulations as appropriate; and
- 9.6 Make available to shareholders these terms of reference by placing them on the Company's website.

10. Authority

- 10.1 The Committee is authorised to seek any information it requires from any employee of the Company in order to perform its duties and all employees are directed by the Board to cooperate with any request made by the Committee.
- 10.2 The Committee is authorised to obtain, at the Company's expense, any external legal or other professional advice on any matters within its terms of reference, including employing search consultants and to secure the attendance of any person with relevant experience and expertise if it reasonably considers this necessary.

11. Approval

These terms of reference are effective from 2 April 2022 and were approved by the Board of Bristol Water plc.