

## **PRIMARY HEALTH PROPERTIES PLC**

### **TERMS OF REFERENCE OF**

#### **THE NOMINATION COMMITTEE (the “Committee”)**

Revised and adopted by Resolution of the Board on 28 November 2018.

Reference to the “Board” shall mean the Board of Directors of Primary Health Properties PLC (the “Company”)

#### **1 ROLE**

The role of the Committee is to lead the process for board appointments, ensure plans are in place for orderly succession and make recommendations to the Board. The Committee is to assist the board in ensuring its composition is regularly reviewed, and refreshed so that it is effective, supports the establishment of a diverse Board and able to operate in the best interests of shareholders; and in doing so, the Committee shall work and liaise with other board committees, as appropriate.

#### **2. DUTIES AND TERMS OF REFERENCE**

The Committee shall carry out the following duties for the Company:

##### **2.1 Composition of the Board:**

- (a) regularly review the structure, size and composition (including the skills, experience, independence, knowledge and diversity) of the board and make recommendations to the board with regard to any changes that are deemed necessary;
- (b) 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;
- (c) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates; and
- (d) adopt a policy to promote board diversity.

##### **2.2 Succession planning**

The Committee shall:

- (a) give full consideration to succession planning for directors 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;
- (b) satisfy itself that plans are in place for orderly succession for appointments to the Board.

##### **2.3 Appointments to the Board**

The Committee shall:

- (a) be responsible for identifying and nominating for the approval of the Board, candidates to fill vacancies as and when they arise.

- (b) 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 shall
  - i. use such methods as it deems appropriate, including the use of open advertising or the services of external advisers to facilitate the search;
  - ii. consider candidates from a wide range of backgrounds; and
  - 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 enough time available to devote to the position.
- (c) for the appointment of a chairman of the Board, 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.
- (d) prior to the appointment of a director, ensure that the proposed appointee discloses 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.
- (e) ensure that on appointment to the Board, all 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.
- (f) ensure the re-election by shareholders of directors under the annual re-election provisions of the Code, 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).
- (g) any matters relating to the continuation in office of any director at any time including the suspension or termination of service of a director subject to the provisions of the law and their letter of appointment or service contract.
- (h) keep under review the number of external directorships held by each director.

### **2.3 Induction and training**

The Committee shall:

- (a) ensure that all new directors undertake an appropriate induction programme to ensure that they are fully informed about strategic and commercial issues affecting the Company and the markets in which it operates as well as their duties and responsibilities as a director; and
- (b) consider any training requirements for the board as a whole.

### **2.4 Board evaluation**

The Committee shall:

- (a) assist the chairman of the board with the implementation of an annual evaluation process to assess the overall and individual performance and effectiveness of the board and its committees, including consideration of 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 the board's effectiveness;
- (b) review the results of the Board performance evaluation process that relate to the composition of the Board;

- (c) review the results of the performance evaluation of the Committee; and
- (d) 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.

## **2.5 Conflicts of interest**

The Committee shall:

- (a) before appointment of a director, require the proposed appointee to disclose any other business interests that may result in a conflict of interest and to report any future business interests that could result in a conflict of interest;
- (b) consider and, if appropriate, authorise situational conflicts of interest of directors and potential directors; and
- (c) keep under review at least annually potential conflicts of interests of directors disclosed to the Company and develop appropriate processes for managing such conflicts if the Committee considers this to be necessary

## **3. MEMBERSHIP**

- 3.1 The Committee shall comprise at least three directors. A majority of the members of the Committee shall be independent non-executive directors.
- 3.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Managing Director, Finance Director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 3.3 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, or longer at the discretion of the Board, provided in any case that the director still meets the criteria for membership of the Committee.
- 3.4 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 Committee members present shall elect one of themselves to chair the meeting, provided that member would otherwise qualify under these terms of reference to be appointed as chairman. The chairman of the Board shall not chair the Committee when it is dealing with the matter of succession to the chairmanship of the Board.

## **4. SECRETARY**

The company secretary or his or her nominee shall act as the secretary of the Committee.

## **5. QUORUM**

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

## **6. FREQUENCY OF MEETINGS**

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

## **7. NOTICE OF MEETINGS**

- 7.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee Chairman.

- 7.2 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.

## **8. MINUTES OF MEETINGS**

- 8.1 The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 8.2 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 it would be inappropriate to do so.

## **9. ANNUAL GENERAL MEETING**

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

## **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 which may 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.

## **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 Rules, Prospectus Rules and Disclosure, Guidance and Transparency Rules and any other applicable Rules, as appropriate; and
- 10.4 arrange for periodic reviews of 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**

11.1 The Committee has the delegated authority of the board in respect of the functions and powers set out in these terms of reference.

11.2 The Committee may sub-delegate any or all of its powers and authority as it thinks fit, including, without limitation, the establishment of sub-committees which are to report back to the Committee.

11.3 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.