

Terms of reference (“ToR”)

Nomination Committee

Version No. 1.9

Committee Approval: 8 May 2025

Board Approval: 13 May 2025

Effective date: 13 May 2025

Next review: May 2026

Table of Contents

1. Administration	3
2. Purpose and objective	4
3. Authority	4
4. Membership	6
5. Roles and responsibilities	7
6. Frequency of meetings and quorum.....	7
7. Meeting operations	7
8. Reporting requirements.....	8
9. Committee performance and ToR review	8

1. Administration

- 1.1 The Nomination Committee (the “Committee”) is a committee of the Board of Directors (the “Board”) of The Sage Group plc. (the “Company”) from which it derives its authority and to which it regularly reports.

1.2 Change Control

Version	Author of Change	Effective Date	Details of Change
1.1	Vicki Bradin	6 September 2017	Annual review – no changes recommended
1.2	Vicki Bradin	20 February 2019	Annual review
1.3	Vicki Bradin	11 September 2019	Review to incorporate UK Corporate Governance Code 2018 revisions
1.4	Vicki Bradin	19 February 2020	Annual review – no changes recommended
1.5	Vicki Bradin	17 February 2021	Annual review – document refreshed to align with the Chartered Institute’s model terms of reference. No significant changes suggested.
1.6	Vicki Bradin	9 May 2022	Annual review – minimal changes recommended
1.7	Vicki Bradin	15 May 2023	Annual review – minimum changes recommended
1.8	Vicki Bradin	14 May 2024	Annual review – no changes recommended
1.9	Vicki Bradin	13 May 2025	Annual Review - to incorporate UK Corporate Governance Code 2024 revisions

2. Purpose and objective

- 2.1 A Committee of the Board with delegated authority to review the composition of the Board and its committees; ensure they are comprised of individuals who are best able to discharge the duties and responsibilities of directors and to drive the Company's strategy forward; and maintain effective succession plans for the directors and senior management while being cognisant of the Board and the Company's Diversity, Equity and Inclusion policies.

3. Authority

- 3.1 The Committee shall:

3.1.1 regularly review the structure, size and composition (including the skills, knowledge, experience, diversity and personal attributes) required of the Board and its committees compared to its current position and future requirements and make recommendations to the Board with regard to any changes;

3.1.2 give full consideration to (and ensure plans are in place for) succession planning for directors and other senior management, overseeing the development of a diverse pipeline for succession and (in relation to the Board and its committees) taking into account what skills, expertise, diversity and knowledge are needed;

3.1.3 lead the process for appointments to the Board to fill vacancies as and when they arise, ensuring that appointments to the Board are subject to a formal, rigorous and transparent procedure;

3.1.4 before making an appointment, evaluate the balance of skills, knowledge, independence, experience, personal attributes, background and diversity of the Board, and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment; and

3.1.5 ensure directors and candidates acknowledge that, prior to the appointment of a director, other significant time commitments should be disclosed and any additional future significant commitments should not be undertaken without prior approval of the Board.

- 3.2 In identifying suitable candidates, the Committee shall:

3.2.1 use the services of external advisers to facilitate the search;

3.2.2 consider candidates from a wide range of backgrounds;

3.2.3 consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, in accordance with the Board Diversity, Equity and Inclusion Policy, and taking care that appointees have enough time available to devote to the position;

- 3.2.4 keep under review the leadership needs of the Company, both executive and non-executive, with a view to ensuring the continued ability of the Company to compete effectively in the marketplace;
 - 3.2.5 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
 - 3.2.6 for the appointment of a Chair of the Board, prepare a job specification, including the time commitment expected, and assess the candidates' other significant commitments;
 - 3.2.7 prior to the 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;
 - 3.2.8 review the results of the Board performance review process that relate to the composition of the Board and succession planning;
 - 3.2.9 review annually the time required from non-executive directors and assess whether the non-executive directors are spending enough time to fulfil their duties; and
 - 3.2.10 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.
- 3.3 The Committee shall also make recommendations to the Board concerning:
- 3.3.1 plans for succession for both executive and non-executive directors, and, in particular, for the key roles of Chair and Chief Executive Officer;
 - 3.3.2 suitable candidates for the role of Senior Independent Director;
 - 3.3.3 membership of the Audit & Risk and Remuneration Committees including the technical skills and knowledge required, in consultation with the Chairs of those committees. The Committee shall work and liaise as necessary with all Board committees;
 - 3.3.4 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 light of the knowledge, skills and experience required and the need for progressive refreshing;
 - 3.3.5 the re-election by shareholders of any director under the provisions in the Company's articles of association, having given due regard to their performance and ability to continue to contribute to the Board in light of the knowledge, skills and experience required;

- 3.3.6 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;
 - 3.3.7 any proposed extension of the period of service of the Chair of the Board for a limited time beyond nine years from the date of appointment to the Board, supported by a clear explanation of the good reasons for doing so;
 - 3.3.8 the appointment of any director to executive or other office; and
 - 3.3.9 the educational needs of the Board, to ensure the appropriate skillset and knowledge required to meet the increasing demands on Board members, and how these can be met during induction programmes and ongoing training.
- 3.4 In exercising their rights and duties as the Committee, the Committee and its members shall have regard to the duties of directors set out in the Companies Act 2006 and to the 2024 UK Corporate Governance Code.
 - 3.5 The Committee is authorised to seek any information it requires from any employee of the Company in order to perform its duties.
 - 3.6 The Committee is authorised to obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference.

4. Membership

- 4.1 The Committee shall be appointed by the Board and shall comprise of a Chair and at least two other members.
- 4.2 A majority of members of the Committee shall be non-executive directors who are independent of management and free from any business or other relationship which could interfere with the exercise of their independent judgement.
- 4.3 Appointments to the Committee shall be for a period of up to three years, which may be extended by two further three-year periods or as agreed by the Board, provided that the majority of the Committee members remain independent and subject to limitation of the Chair of the Board's period of service to nine years from the date of appointment to the Board (unless extended for a limited time in accordance with the 2024 UK Corporate Governance Code).
- 4.4 Only members of the Committee have the right to attend Committee meetings. However, other individuals, such as the Chief Executive Officer, other non-executive directors, and external advisors, may be invited to attend for all or part of any meeting, as and when appropriate.

- 4.5 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 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 Committee when it is dealing with the matter of succession of the Chair of the Board.
- 4.6 If a regular member is unable to act due to absence, illness or any other cause, the Chair of the Committee may appoint another director of the Company to serve as an alternate member having due regard to maintaining the required number of members, including independent non-executive directors.
- 4.7 Care should be taken to minimise the risk of any conflict of interest that might be seen to give rise to an unacceptable influence.

5. Roles and responsibilities

- 5.1 The Company Secretary shall act as the Secretary of the Committee.

6. Frequency of meetings and quorum

- 6.1 The quorum necessary for the transaction of business shall be two, both of whom must be non-executive directors. A duly convened meeting of the Committee at which a quorum is present, in person or by electronic means, telephone, or other agreed communication facility, shall be competent to exercise all or any of the authorities, powers and discretions vested or exercisable by the Committee.
- 6.2 The Committee shall meet not less than twice a year at appropriate intervals and at such times as the Chair of the Committee shall require.

7. Meeting operations

- 7.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Chair of the Committee.
- 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 no fewer than five working days prior to the date of the meeting. Supporting papers shall be sent to the Committee members and to other attendees, as appropriate, at the same time.
- 7.3 The Secretary or their nominee shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.

- 7.4 Minutes of Committee meetings shall be circulated promptly to all members of the Committee and to the Chair of the Board and, once agreed, to all other members of the Board, unless a conflict of interest exists or it would be inappropriate to do so.
- 7.5 The Chair of the Committee shall attend the Annual General Meeting and be prepared to respond to any shareholder questions on the Committee's activities.

8. Reporting requirements

- 8.1 The Committee 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.
- 8.3 The Committee shall make a statement in the Company's annual report and accounts about:
- 8.3.1 the process used in relation to appointments, its approach to succession planning, and how both support developing a diverse pipeline;
 - 8.3.2 how the Board performance review has been conducted, the nature and extent of an external reviewer's contact with the Board and individual directors, the outcomes and actions taken, and how it has or will influence future board composition;
 - 8.3.3 the policy and any initiatives on diversity, equity and inclusion, their objectives and link to Company strategy, how they have been implemented and progress on achieving the objectives; and
 - 8.3.4 the gender balance of those in the Executive Leadership Team and their direct reports.

9. Committee performance and ToR review

The Committee shall, at least once a year, review its own performance, 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.

