

## **Glencore plc (the “Company”)**

### **Terms of Reference – Nomination Committee**

Reference to:

- “the Code” means the principles, provisions and recommendations of the UK Corporate Governance Code
- “the Committee” shall mean the Nomination Committee
- “the Board” shall mean the Board of Directors

#### **1. Membership**

- 1.1 The Committee shall comprise at least three 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 the Chief Executive, the head of human resources and external advisers may be invited to attend for all or part of any Committee meeting, as and when appropriate and necessary.
- 1.3 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 up to two additional three year periods, provided the director still meets the criteria for membership of the Committee.
- 1.4 The Board shall appoint the Committee Chair who should be either the Chairman 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 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 his or her nominee shall act as the Secretary of the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

#### **3. Quorum**

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.

#### **4. Frequency of Meetings**

The Committee shall meet not less than once a year and otherwise as required. Meetings should be organised so that attendance is maximised.

#### **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 Chair or any of its members.
- 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, usually 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 of the Committee 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 to all members of the Committee prior to each subsequent meeting.

## **7. Engagement with shareholders**

The Committee Chair shall attend the Annual General Meeting of the Company to:

- 7.1 seek engagement with shareholders on significant matters related to the Committee's areas of responsibility, and
- 7.2 answer any shareholder questions on the Committee's activities.

## **8. Duties**

- 8.1 The Committee should carry out the duties below for the parent Company, major subsidiary undertakings and the group as a whole, as appropriate.
- 8.2 The Committee shall:
  - 8.2.1. regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board compared to its position at the time and make recommendations to the Board with regard to any changes;
  - 8.2.2. ensure plans are in place for orderly succession planning for directors and other senior executives in the course of its work 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;
  - 8.2.3. 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;
  - 8.2.4. keep up-to-date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
  - 8.2.5. be responsible for identifying and nominating, for the approval of the Board, candidates to fill Board vacancies as and when they arise;
  - 8.2.6. 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 and the time commitment expected.

In identifying suitable candidates the Committee shall:

- i. use 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;
- 8.2.7. prior to the appointment of a director, the Committee should prepare a job specification, including the time commitment expected. A proposed director's other significant commitments should be disclosed to the Board before appointment and any changes to a director's commitments should be reported to the Board as they arise;
- 8.2.8. 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;
- 8.2.9. keep under review the independence of the Company's independent non-executive directors;
- 8.2.10. review the results of the Board performance evaluation process that relate to the composition of the Board and succession planning;
- 8.2.11. work and liaise as necessary with other Board Committees, ensuring the interaction between Committees and with the Board is reviewed regularly; and
- 8.2.12. 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.
- 8.3 The Committee shall also make recommendations to the Board concerning:
- 8.3.1. formulating and making plans for succession for both executive and non-executive directors and in particular for the key roles of Chairman and Chief Executive;
  - 8.3.2. suitable candidates as new directors and succession for existing directors;
  - 8.3.3. membership of the Audit and Remuneration Committees and any other Board Committees as appropriate, in consultation with the Chairs of those committees;
  - 8.3.4. the appointment of, or reappointment of non-executive directors 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 being re-elected for a term beyond six years);
  - 8.3.5. the re-election by shareholders of directors under the annual re-election provisions of the Code and the retirement provisions 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 Chairman and the Board as whole;

8.3.6. 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; and

8.3.7. the appointment of any director to executive or other office.

## **9. Reporting Responsibilities**

9.1 The Committee Chair 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 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, its approach to succession planning, its policy on diversity and inclusion, and the gender balance of those in the senior management team and their direct reports.

9.4 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.

## **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 applicable laws and regulations. This shall include the rules and regulations which apply to the Company arising from the listing of its securities on any stock exchange and the Code;

10.4 arrange for periodic reviews of its own performance; and

10.5 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**

11.1 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 to co-operate with any such request made by the Committee.

11.2 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.