

Nomination Committee – Terms of Reference

1. Constitution

- 1.1 Great Portland Estates plc's Nomination Committee ('the Committee') is established by the Board of Directors.

2. Membership

- 2.1 Members of the Committee shall be appointed by the Board. The Committee shall be made up of a minimum of three members, the majority of which shall be independent Non-Executive Directors.
- 2.2 The Committee Chair shall review membership of the Committee annually, as part of the annual performance review of the Committee.
- 2.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 2.4 The Board shall appoint the Committee Chair 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 their number to chair the meeting. The Chair of the Board ('Chair') shall not chair the Committee when it is dealing with the matter of succession to the Chair of the Board.

3. Secretary

- 3.1 The Company Secretary or their 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 the issues.

4. Quorum

- 4.1 The quorum necessary for the transaction of business shall be two members.

5. Frequency of Meetings

- 5.1 The Committee shall meet not less than twice a year and at such other times as the Chair of the Committee shall require.

6. Notice of Meetings

- 6.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Chair of the Committee.
- 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. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time, and in a timely manner.

7. Minutes of Meetings

- 7.1 The Secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 7.2 Minutes of Committee meetings shall be circulated promptly and agreed with the Committee Chair. Minutes of Committee meetings shall be circulated to all members of the Committee as part of the following Nomination Committee pack for approval at that meeting.

8. **Shareholder Engagement**

- 8.1 The Chair of the Committee, or a deputy chosen from its membership, shall attend the Annual General Meeting to respond to any shareholder questions on the Committee's activities.
- 8.2 In addition to formal general meetings, the Chair of the Committee should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

9. **Duties**

- 9.1 The Committee shall:

Composition of the Board and Senior Management

- 9.1.1 regularly review the structure, size and composition of the Board and its committees (including the skills, experience, independence, knowledge and diversity), taking account of the Company's values, strategic priorities and main trends and factors affecting the long term success and future viability of the Company and the market in which it operates, and make recommendations to the Board with regard to any changes;
- 9.1.2 keep under review the leadership needs of the organisation, relating both to the Board and senior management, with a view to ensuring the continued ability of the organisation to compete effectively in the market place;

Succession Planning

- 9.1.3 in the course of its work, give full consideration to succession planning for directors and senior management and oversee the development of a diverse pipeline for succession based on merit and objective criteria, including promoting diversity, inclusion and equal opportunity. The Committee shall take into account the Company's values, the challenges and opportunities facing the Company, and what skills, experience, independence, knowledge and diversity are needed on the Board / Senior Management team in the future. The Committee shall also monitor the length of service of the Board as a whole and the need for its membership to be regularly refreshed;

Appointments to the Board

- 9.1.4 be responsible for identifying and nominating for the approval of the Board, candidates from diverse backgrounds to fill Board vacancies as and when they arise;
- 9.1.5 before the Board makes any appointment, evaluate, following consultation with the Chief Executive, the balance of skills, experience, independence, knowledge and diversity of the Board, and the future challenges affecting the Company and, in light of this evaluation, prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates, the Committee shall:
 - 9.1.5.1 use such methods as it deems appropriate, including the use of open advertising or the services of external advisers to facilitate the search;

9.1.5.2 consider candidates from diverse backgrounds;

9.1.5.3 consider candidates on merit and against objective criteria, including the Company's values, and with due regard for promoting the benefits of all forms of diversity on the Board, including of gender, social and ethnic backgrounds, and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;

9.1.6 for the appointment of a Chair of the Board, prepare a job specification, including the time commitment expected;

9.1.7 before appointment, require proposed appointees, including the Chair of the Board, to disclose other significant commitments to the Board indicating the time involved. Any changes to those commitments should be reported to the Board as they arise with prior approval sought from the Chair;

9.1.8 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 together with details of the proposed induction process.

Conflicts of Interest

9.1.9 prior to the appointment of a director, require the proposed appointee to disclose any other business interest that may result in a conflict of interest which must be authorised by the Board prior to appointment, and require directors to report and obtain Board approval of any future business interest that could result in a conflict of interest.

Board Performance Review

9.1.10 review the results of the Board performance review process that relate to the composition of the Board, its diversity and how effectively the members of the Board work together to achieve objectives;

9.1.11 review annually the time required from Non-Executive Directors, including the Chair of the Board, the Senior Independent Director and the chairs of Board committees. Performance evaluation should be used to assess whether the Non-Executive Directors are spending enough time to fulfil their duties.

10. Board Recommendations

10.1 The Committee shall make recommendations to the Board, as appropriate, concerning:

10.1.1 formulating plans for succession for both Executive and Non-Executive Directors and in particular for the key roles of Chair of the Board and Chief Executive;

10.1.2 suitable candidates for the role of Senior Independent Director;

10.1.3 membership and chairmanship of the Audit and Remuneration Committees, and any other Board committees as appropriate, in consultation with the Chairs of those committees;

10.1.4 any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved;

- 10.1.5 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 and the Company's values and long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the Board as a whole and its membership being regularly refreshed. Where a Non-Executive Director (including the Chair of the Board) has already served six years on the Board, and is proposed and re-elected for a further term of three years, their continued appointment should be reviewed annually by the Committee;
- 10.1.6 the re-election by shareholders of directors under the annual re-election provisions of the Code and the Company's articles of association having due regard to their performance and commitment to their role, ability to continue to contribute to the Board and the Company's values and long-term sustainable success, in the light of the knowledge, skills and experience required and the length of service of the Board as a whole and its membership being regularly refreshed (particularly in relation to directors being re-elected for a term beyond six years); and
- 10.1.7 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.

11. **Reporting Responsibilities**

- 11.1 The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 11.2 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.
- 11.3 The Chair shall ensure that minutes are taken of all meetings and copies of all minutes are circulated to the full Board.
- 11.4 The Committee shall ensure that the Annual Report describes its activities, including any matters required by the UK Corporate Governance Code, UK Listing Rules, and the Disclosure Guidance and Transparency Rules sourcebook published by the Financial Conduct Authority ('FCA').
- 11.5 The report referred to in 11.4 should include a description of the Board's policy and initiatives on diversity and inclusion, their objectives and linkage to Company strategy, how they have been implemented and progress on achieving the objectives.

12. **Other**

- 12.1 The Committee shall:
 - 12.1.1 have access to sufficient resources to carry out its duties, including access to the Company Secretariat for assistance as required;
 - 12.1.2 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;

- 12.1.3 be provided with appropriate and timely training, both in the form of an induction programme for new members and an ongoing basis for all members;
- 12.1.4 give due consideration to relevant laws and regulations, the directors' duties in the Companies Act 2006, the provisions of the UK Corporate Governance Code and the requirements of the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook published by the FCA and any other applicable rules, as appropriate;
- 12.1.5 work and liaise as necessary with all other Board committees; and
- 12.1.6 make publicly available the Committee's terms of reference by placing them on the Company's website.

13. **Authority**

13.1 The Committee is authorised:

- 13.1.1 to seek any information it requires from any employee of the Company or Group in order to perform its duties; and
- 13.1.2 to obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference.

25 March 2026