

FirstGroup plc
(the “Company”)

Nomination Committee (the “Committee”) Terms of Reference

1 Membership

- 1.1 The Committee shall be appointed by the Board and shall comprise a Chair and at least two other members.

A majority of members of the Committee shall be independent non-executive directors.

The Chair of the Board shall be the Chair of the Committee. In the absence of the Chair of the Committee 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 any meeting at which the appointment of a successor as Chair of the Board is to be considered. In such circumstances an independent non-executive director shall chair the meeting.

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 balance of executive and independent non-executive members.

Only Committee members have the right to attend Committee meetings. However, the Committee may ask other individuals, such as the Chief Executive, the HR Director and external advisers, to attend for all or part of any Committee meeting as and when appropriate.

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 Committee members remain independent.

2 Secretary

The Company Secretary or their nominee shall act as the Secretary of the Committee (“the Secretary”).

3 Quorum

- 3.1 The quorum necessary for the transaction of business shall be two members of the Committee of whom at least one must be an independent non-executive director. 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 not less than once a year 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 summoned by the Secretary at the request of the Chair of Committee.
- 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 no fewer than three working days prior to the date of the meeting.

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 to all members of the Committee and to the Chair of the Board and made available on request to other members of the Board, unless a conflict of interest exists.

7 Annual General Meeting

- 7.1 The Chair of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities.

8 Duties

- 8.1 The Committee shall:
- a) regularly review the structure, size and composition (including the skills, knowledge, experience and diversity (including gender)) of the Board and make recommendations to the Board with regard to any adjustments that are deemed necessary;
 - b) before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and diversity (including gender) on the Board, and, in the light of this, prepare a description of the role and capabilities required for a particular appointment and lead the process for making any such appointment. In identifying suitable candidates, the Committee shall:
 - use open advertising or the services of external advisers to facilitate the search;
 - consider candidates from a wide range of backgrounds;

- consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position
- c) be responsible for identifying and nominating, for the approval of the Board, candidates to fill Board vacancies as and when they arise;
 - d) give full consideration to succession planning for directors and other senior executives in the course of its work, taking into account the challenges and opportunities facing the Company, and what skills and expertise are therefore needed on the Board in future;
 - e) assess and articulate the time needed to fulfil the role of Chair of the Board, senior independent director and non-executive director, and undertake an annual performance evaluation to ensure that all members of the Board have devoted sufficient time to their duties;
 - f) for the appointment of the Chair of the Board, prepare a job specification which should include an assessment of the time commitment expected, recognising the need for availability in a crisis;
 - g) 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;
 - h) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
 - i) ensure on appointment that a candidate has sufficient time to undertake the role and review their commitments; and
 - j) ensure that the Secretary on behalf of the Board has formally written to any appointees, detailing the role and time commitments and proposing an induction plan produced in conjunction with the Chair of the Board

8.2 It shall also make recommendations to the Board:

- a) concerning 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;
- b) with regard to the Chair of the Board, having assessed every three years whether the present incumbent should continue in post, taking into account the needs of continuity versus freshness of approach;
- c) concerning suitable candidates for the role of senior independent director;

- d) as regards the re-appointment of any non-executive director at the conclusion of their specified term of office, in particular for any term beyond six years (taking into account the need for progressive refreshing of the Board);
- e) concerning the re-election by shareholders of any director under the “retirement by rotation” provisions in the Company’s articles of association;
- f) concerning any matters relating to the continuation in office as a director of any director at any time;
- g) concerning the appointment of any director to executive or other office other than to the positions of Chair and Chief Executive, the recommendation for which would be considered at a meeting of:
 - all the non-executive directors regarding the position of Chief Executive;
 - all the directors regarding the position of Chair;
- h) detailing items that should be published in the Company’s Annual Report relating to the activities of the Committee; and
- i) with regard to the membership and chairs of the Board committees, as appropriate, in consultation with the chairs of those committees.

8.3 When carrying out its duties the Committee shall be mindful of the requirements under section 172 of the Companies Act 2006 to act in the way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, whilst having regard to the interests of employees and stakeholders.

9 Reporting responsibilities

- 9.1 The Chair of the Committee 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 make a statement 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. Where an external search agency has been used, it shall be identified in the Annual Report and a statement made as to whether it has any connection with the Company.
- 9.4 The report referred to in 9.3 above should include a statement of the Board’s policy on diversity, including gender, any measurable

objectives that it has set for implementing the policy, and progress on achieving the objectives.

10 Other

10.1 The Committee shall:

- a) have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- b) 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;
- c) give due consideration to laws and regulations, the provisions of the UK Corporate Governance Code and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure Guidance and Transparency Rules and any other applicable Rules and associated guidance, as appropriate;
- d) 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; and
- e) work and liaise as necessary with all other board committees.

11 Authority

11.1 The Committee is authorised to seek any information it reasonably requires from any employee of the Company in order to perform its duties.

11.2 The Committee is authorised to obtain, at the Company's expense (within any budgetary restraints imposed by the Board), outside legal or other professional advice on any matters within its terms of reference.

APPROVED BY THE BOARD ON 19 MARCH 2026