

# **Hollywood Bowl Group Plc**

(the “Company”)

## **Nomination Committee**

### **Terms of Reference**

**adopted by the board on 24 November 2016 and amended on 26 September 2018**

#### **1. Introduction**

- 1.1 The board of directors of the Company (the “**Board**”) has resolved to establish a Nomination Committee (the “**Committee**”).
- 1.2 The primary purpose of the Committee is to develop and maintain a formal, rigorous and transparent procedure and to lead the process for Board appointments and re-appointments, including making recommendations to the Board to achieve the optimal composition having regard to:
  - 1.2.1 its size and compilation;
  - 1.2.2 the extent to which skills, experience or attributes are represented;
  - 1.2.3 the length of service of the Board as a whole; and
  - 1.2.4 the need to maintain the highest standard of corporate governance.

#### **2. Membership**

- 2.1 The Committee shall comprise at least three directors. A majority of the members of the Committee shall be independent non-executive directors.
- 2.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chief Executive, the Talent Director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary. The Committee members (save in respect of their director’s fees and shareholdings (as applicable)) shall remain independent of management and majority shareholders at all times.
- 2.3 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, provided the director still meets the criteria for membership of the Committee.
- 2.4 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 members present shall elect one of themselves 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.

#### **3. Secretary**

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

#### **4. Quorum**

- 4.1 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.
- 4.2 Each member of the Committee shall disclose to the Committee:
- 4.2.1 any personal financial interest (other than as a shareholder of the Company) in any matter to be decided by the Committee; or
- 4.2.2 any potential conflict of interest arising from a cross-directorship.
- 4.3 Any such member shall abstain from voting on resolutions of the Committee in relation to which such interest exists and from participating in the discussions concerning such resolutions).

#### **5. Frequency of meetings**

The Committee shall meet at least once a year and otherwise as required by the chairman of the Committee.<sup>1</sup>

#### **6. Notice of meetings**

- 6.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee chairman or any other member of the Committee and may be conducted whether the members are physically present or in the form of either video or audio conferences.
- 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, 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. Papers required by the Committee may be provided electronically.

#### **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 The secretary of the Committee shall ascertain, at the beginning of each Committee meeting, the existence of any conflict of interest and minute them accordingly<sup>2</sup>.
- 7.3 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 in the opinion of the Committee chairman it would be inappropriate to do so.

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<sup>1</sup> Meetings should be organised so that attendance is maximised (for example by timetabling them to coincide with Board meetings).

<sup>2</sup> Pursuant to sections 177 and 182 of the Companies Act 2006, a director is required to declare his interest in a proposed or existing transaction or arrangement with the Company to the 'other directors', therefore details of any such conflict must also be provided to the Board accordingly.

## **8. Annual General Meeting**

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

## **9. Duties**

9.1 The Committee should carry out the duties below for the Company, major subsidiary undertakings and the group as a whole, as appropriate.

9.2 The Committee shall:

- 9.2.1 regularly review the structure, size and composition (including the skills, knowledge, experience, length of service and diversity) of the Board (with particular regard to the balance of executive and non-executive directors, including independent non-executive directors) and make recommendations to the Board with regard to any changes;
- 9.2.2 give full consideration to succession planning for directors and other senior management<sup>3</sup> 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;
- 9.2.3 oversee the development of a diverse pipeline for succession to both Board and senior management positions
- 9.2.4 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;
- 9.2.5 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- 9.2.6 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 9.2.7 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:
  - (a) use open advertising or the services of external advisers to facilitate the search;
  - (b) consider candidates from a wide range of backgrounds; and
  - (c) consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, social and ethnic backgrounds, and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position;
- 9.2.8 for the appointment of a chairman of the Board, the Committee should prepare a job specification, including the time commitment expected. A proposed chairman's other

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<sup>3</sup> the Senior Leadership Team.

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 and disclosed in the next annual report of the Company;

- 9.2.9 prior to the appointment of a director, the proposed appointee should be required to disclose 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. The proposed appointee should also be required to disclose significant commitments with an indication of the time involved;
  - 9.2.10 when considering the appointment of both executive and non-executive directors to the Board, review such directors' positions and interests in other companies or firms, in order to identify any conflicts or potential conflicts of interest and make recommendations to the Board as to whether these positions and interests should be authorised;
  - 9.2.11 review each director's conflicts authorisations annually to check it is appropriate for the relevant matters to remain authorised and make recommendations to the Board accordingly;
  - 9.2.12 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;
  - 9.2.13 review the results of the Board performance evaluation process that relate to the composition of the Board;
  - 9.2.14 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;
  - 9.2.15 work and liaise as necessary with all other Board committees.
- 9.3 The Committee shall also make recommendations to the Board concerning:
- 9.3.1 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of chairman and chief executive (although see paragraph 9.3.7 below);
  - 9.3.2 suitable candidates for the role of senior independent director;
  - 9.3.3 membership of the audit and remuneration committees, and any other Board committees as appropriate, in consultation with the chairman of those committees;
  - 9.3.4 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 the light of knowledge, skills and experience required;
  - 9.3.5 the re-election by shareholders of directors under the annual re-election provisions of the UK Corporate Governance Code or the "retirement by rotation" provisions in the Company's articles of association, 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);

- 9.3.6 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
- 9.3.7 the appointment of any director to executive or other office (other than to the positions of chairman of the Board and chief executive, the recommendations for which should be considered at a meeting of the Board).

## **10. Reporting responsibilities**

- 10.1 The Committee chairman shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 10.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 10.3 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. 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.
- 10.4 The report referred to in 10.3 above should include a statement of the Board's policy on diversity and inclusion, its objectives and linkate to company strategy, how it has been implemented and progress on achieving the objectives..

## **11. Other matters**

- 11.1 The Committee shall:
  - 11.1.1 have access to sufficient resources in order to carry out its duties, including access to the Company secretariat for assistance as required;
  - 11.1.2 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;
  - 11.1.3 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 Rules, Prospectus Rules, and Disclosure Guidance and Transparency Rules, the Director's Duties contained in the Companies Act 2006 and any other applicable rules, as appropriate;
  - 11.1.4 arrange for periodic reviews of its own performance and, 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; and
  - 11.1.5 ensure that the terms of reference are made available by placing them on the Company's website.

## **12. Authority**

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.