

**TERMS OF REFERENCE**

**NOMINATION & GOVERNANCE COMMITTEE**

**1. Membership**

- 1.1. Members of the Committee shall be appointed by the Board, in consultation with the Chairman of the Nomination & Governance Committee, and shall be made up of least 3 members, the majority of whom should be independent Non-Executive Directors. The Chairman of the Board may serve as a member of the Committee.
- 1.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.3. 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 the Committee members remain independent.
- 1.4. 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 their number to chair the meeting, namely the Chairman of the Board or an independent Non-Executive Director. The Chairman of the Board shall not chair the Committee when it is dealing with the matter of succession to the Chairmanship.

**2. Secretary**

- 2.1. The Company Secretary or their nominee shall act as the Secretary of the Committee.

**3. Quorum**

- 3.1. The quorum necessary for the transaction of business shall be 2 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**

- 4.1. The Committee shall meet at such times as the Chairman of the Committee shall require.

**5. Notice of Meetings**

- 5.1. Meetings of the Committee shall be summoned by the Secretary of the Committee at the request of the Chairman of the 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, any other person required to attend and all other Non-Executive Directors no later than 5 days before the date of the

## **SKYEPHARMA PLC**

meeting. Supporting papers shall be sent to Committee members, and to other attendees as appropriate, at the same time or as soon as possible thereafter.

### **6. Minutes of Meetings**

- 6.1. The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.
- 6.2. The Secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

### **7. Annual General Meeting**

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

### **8. Remit**

#### **8.1. Nomination**

The Committee shall

- 8.1.1. regularly review the structure, size and composition (including the skills, knowledge and experience) of the Board compared to its current position and make recommendations to the Board with regard to any changes;
- 8.1.2. give full consideration to succession planning for Directors and other senior management 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 the future;
- 8.1.3. be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 8.1.4. before any appointment is made by the Board, evaluate the balance of skills, knowledge and experience on the Board 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
  - 8.1.4.1. use open advertising or the services of external advisers to facilitate the search;
  - 8.1.4.2. consider candidates from a wide range of backgrounds; and
  - 8.1.4.3. consider candidates on merit and against objective criteria, taking care that appointees have enough time available to devote to the position.
- 8.1.5. 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 market place;
- 8.1.6. 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;
- 8.1.7. ensure that on appointment to the Board, Non-Executive Directors receive a formal letter of appointment setting out clearly what is expected from them

## SKYEPHARMA PLC

in terms of time commitment, commitment service and involvement outside of Board meetings.

- 8.1.8. The Committee shall also make recommendations to the Board concerning
  - 8.1.8.1. formulating plans for succession for both executive and Non-Executive Directors and in particular for the key roles of Chairman and Chief Executive;
  - 8.1.8.2. suitable candidates for the role of Senior Independent Director;
  - 8.1.8.3. membership of the Audit and Remuneration Committees, in consultation respectively with the Chairmen of those Committees;
  - 8.1.8.4. 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 the knowledge, skills and experience required;
  - 8.1.8.5. the continuation (or not) in service of any Director who has reached the age of 70 if required by the Articles;
  - 8.1.8.6. the re-election by shareholders of any Director under 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;
  - 8.1.8.7. 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 any provisions of law and their service contract; and
  - 8.1.8.8. the appointment of any Director to executive or other office.

### **8.2. Governance**

The Committee shall also have responsibility for:

- 8.2.1. assisting the Board in its oversight of the Company's corporate governance practices and procedures to ensure they meet as appropriate for the Company all relevant UK and overseas legislation and best practices; and
- 8.2.2. recommending for approval to the Board of any statements to be made in the annual and interim statements to the extent not covered by the remit of the Audit Committee covering internal controls;
- 8.2.3. Approval of any policies prior to adoption including
  - 8.2.3.1. Code of Business Conduct and Ethics
  - 8.2.3.2. Code of Ethics for Senior Officers
  - 8.2.3.3. Equal Opportunities policy
  - 8.2.3.4. Environmental policy
  - 8.2.3.5. Health & safety policy
  - 8.2.3.6. Corporate social responsibility policy

## **SKYEPHARMA PLC**

### **9. Reporting Responsibilities**

- 9.1. The Committee Chairman 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 areas within its remit where action or improvement is needed.
- 9.3. The Committee shall make a statement in the annual report about its activities, the process used to make appointments and if external advice or open advertising has not been used explain why.

### **10. Other Matters**

- 10.1. 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.

### **11. Authority**

- 11.1. The Committee is authorised by the Board to seek any information it requires from any employee of the Company in order to perform its duties.
- 11.2. In connection with its duties the Committee is authorised by the Board, at the Company's expense to obtain any outside legal or other professional advice.