

JAMES FISHER AND SONS plc

NOMINATIONS COMMITTEE

TERMS OF REFERENCE

RE-APPROVED 18 SEPTEMBER 2023 and 09 December 2025

1. Constitution

The Board of James Fisher and Sons Public Limited Company (“the Board”) has established a Nominations Committee (“the Committee”) in accordance with applicable UK Corporate Governance Code 2024 (the “Code”). The Committee is a committee of the Board from which it derives its authority from and regularly reports to the Board.

2. Membership

- 2.1 Members of the Committee shall be appointed by the Board and shall be made up of at least three members, including the Chair of the Board and a majority of independent non-executive directors.
- 2.2 Only members of the Committee have the right to attend Committee meetings. However, other individuals and external advisors may be invited to attend all or part of any meeting as and when appropriate.
- 2.3 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, except for the Chair of the Board, the director remains independent.
- 2.4 The Chair of the Board shall be the Committee Chair. In the absence of the Committee Chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting.

3. 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 the matters arising

4. Quorum

The quorum necessary for the transaction of business shall be two directors, one of whom must be the Chair of the Board and two 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.

5. Frequency of Meetings

The Committee shall meet at least once a year and at such other times as the Chair or any members of the Committee shall require.

6. Notice of Meetings

- 6.1 Meetings of the Committee shall be summoned at the request of the Chair of the Committee via the Company Secretary or his or her nominee.
- 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 (if any), 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.

7. Minutes of Meetings

- 7.1 The Secretary or his or her nominee shall minute the proceedings and resolutions of the meeting, including recording the names of those present and in attendance.
- 7.2 Minutes of the meeting shall be circulated to all members of the Committee and the Chair of the Board.

8. Shareholder Engagement

The Chair of the Committee shall attend the Annual General Meeting and any General Meetings held during the year and be prepared to respond to any shareholder questions on the Committee's activities.

9. Duties

- 9.1 The Committee shall, in conjunction with the Board:
 - 9.1.1 regularly review the structure, size and composition (including the skills, knowledge, diversity and experience) required of the Board compared to its current position and make recommendations to the Board with regard to any changes;
 - 9.1.2 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 the future;
 - 9.1.3 be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
 - 9.1.4 before appointment is made by the Board, evaluate the balance of skills, knowledge, diversity, and experience 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:
 - 9.1.4.1 use open advertising or the services of external advisers to facilitate the search;

- 9.1.4.2 consider candidates from a wide range of backgrounds; and
 - 9.1.4.3 consider candidates on merit and against objective criteria; taking care that appointees have enough time available to devote to the position.
 - 9.1.4.4 work and liaise as necessary with other board committees, ensuring the interaction between committees and with the board is reviewed regularly.
 - 9.1.5 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 marketplace;
 - 9.1.6 keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
 - 9.1.7 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; and
 - 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.
- 9.2 The Committee shall also make recommendations to the Board concerning:
- 9.2.1 formulating plans for succession for both executive and non-executive directors and in particular for the key roles of the Chair and Chief Executive;
 - 9.2.2 suitable candidates for the role of senior independent director;
 - 9.2.3 membership of the Audit and Risk and Remuneration Committees and any other Board Committees as appropriate, in consultation with the Chair;
 - 9.2.4 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;
 - 9.2.5 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 require and

why their contribution is important to the company's long-term sustainable success.

9.2.6 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

9.2.7 the appointment of any director to executive or other office, the recommendation for which would be considered at a meeting of the full Board.

10. Reporting Responsibilities

10.1 The Committee Chair shall report formally 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 make a statement in the annual report about its activities, the process used to make appointments and explain if external advice or open advertising has not been used.

11. Other

The Committee shall

11.1 Have access to sufficient resources in order to carry out its duties, including access to the company secretariat for advice and assistance as required

11.2 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

11.3 Give due consideration to all relevant laws and regulations, the provisions of the Code and associated guidance, the requirements of the FCA's Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook and any other applicable rules, as appropriate

11.4 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. Authority

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

12.2 The Committee is authorised to obtain, at the Company's expense, outside legal or other professional advice on any matter within its terms of reference.