

Terms of Reference - Nomination Committee

1. Membership

- 1.1. The Committee shall comprise at least three directors. A majority of the members of the Committee should be independent non-executive directors. Appointments to the Committee are made by the Board on recommendation of the Nomination Committee.
- 1.2. Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the HR Director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.3. The Committee Chair shall be the Chair of the Board. 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 provided that he /she is an independent non-executive director. The Senior Independent Director shall chair the Committee when it is dealing with the matter of succession to the Chair of the Board. If the Senior Independent Director is a candidate for the position of Chair, an additional independent non-executive director shall be appointed to the Committee and one of the independent non-executive directors, who is not a candidate for the position of Chair, shall chair the Committee meetings dealing with succession to the Chair of the Board.

2. Secretary

- 2.1. 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 issues.

3. Quorum

- 3.1. The quorum necessary for the transaction of business shall be two, both of whom shall be independent non-executive directors (unless the Committee is dealing with the succession to the Chair of the Board when the quorum shall be three, two of whom must be independent non-executive directors).

4. Frequency of Meetings

- 4.1. The Committee shall meet at least twice a year and otherwise as required.

5. Notice of Meetings

- 5.1. Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Committee Chair.
- 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 and any other person required to attend no later than five 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.

6. Minutes of Meetings

- 6.1. The Secretary of the Committee 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 promptly to all members of the Committee.

7. Interaction with Members

- 7.1. The Committee Chair shall attend the Annual General Meeting prepared to answer member questions on the Committee's activities.
- 7.2. The Committee Chair shall engage, as appropriate, with members on significant matters related to the duties of the Committee.

8. Duties

The Committee should carry out the duties below for the parent company, major subsidiary undertakings and the Group as a whole, as appropriate.

The Committee shall:

- 8.1. regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and make recommendations to the Board with regard to any changes;
- 8.2. ensure plans are in place for orderly succession to Board and senior management positions, and oversee the development of a diverse pipeline for succession, taking into account the challenges and opportunities facing the Company, and the skills and expertise needed on the Board in the future to ensure the development of a diverse pipeline for succession;
- 8.3. 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;
- 8.4. keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- 8.5. be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- 8.6. 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 and the Board's diversity policy prepare a description of the role and capabilities required for a particular appointment and the time commitment expected. In identifying suitable candidates, the Committee shall:

- 8.6.1. use open advertising or the services of external advisers to facilitate the search;
- 8.6.2. consider candidates from a wide range of backgrounds;
- 8.6.3. consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board and taking care that appointees have enough time available to devote to the position;
- 8.7. ensure that in any recruitment for the appointment of a director consideration is given to how the technical skills, experience and knowledge required for the position is tested through the interview process;
- 8.8. prior to the appointment of a director, other significant time commitments should be disclosed, and any additional future commitments should not be undertaken without prior approval of the Board;
- 8.9. 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;
- 8.10. review the results of the Board performance evaluation process that relate to the composition of the Board and succession planning;
- 8.11. 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;
- 8.12. review any proposed external appointments for non-executive directors and recommend to the Board whether such appointments should be authorised;
- 8.13. work and liaise as necessary with all other Board Committees, ensuring the interaction between Committees and the Board is reviewed regularly;

The Committee shall also make recommendations to the Board concerning:

- 8.14. any changes needed to the succession planning process if its periodic assessment indicates the desired outcomes have not been achieved;
- 8.15. suitable candidates as new directors and succession for existing directors;
- 8.16. suitable candidates for the role of Senior Independent Director;
- 8.17. membership of the Audit, Investment, Board Risk, Remuneration and With Profits Committees, in consultation with the Chairs of those Committees. In the case of the With Profits Committee, the Committee shall also consult with the With Profits Actuary;
- 8.18. the appointment and removal of the Chair of the Retirement Benefits Scheme Trustee;
- 8.19. 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 and the need for progressive refreshing of the Board (particularly in relation to directors being re-elected for a term beyond six years);

- 8.20. the re-election by members of directors under the annual re-election provisions of the UK Corporate Governance Code having due regard to their performance and ability, and why their contribution is important to the company's long-term sustainable success in the light of the skills, experience and knowledge required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chair and the Board as whole;
- 8.21. 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;
- 8.22. the appointment of any director to executive or other office;
- 8.23. the appointment of directors to the boards of major subsidiaries: N.F.U. Mutual Management Company Ltd, Avon Insurance plc, NFU Mutual Select Investments Limited and N.F.U. Mutual Unit Managers Limited;
- 8.24. the appointment of the With Profits Actuary following consultation with the With Profits Committee;
- 8.25. The Committee shall:
 - 8.25.1. prior to the appointment of a director, ensure that the proposed appointee is required to disclose any other business interests that may result in a conflict of interest. The Committee shall consider whether, despite any such conflict, there are nevertheless grounds for recommending the candidate for appointment and for the Board to authorise the relevant conflict. The Committee shall as part of any proposal to the Board for appointment of the relevant candidate explain these grounds and make recommendations as to the terms and conditions on which any authorisation of the conflict should be given by the Board;
 - 8.25.2. in respect of each director, review any future business interests that could result in a conflict of interest with the Company, as notified by individual directors from time to time. Such interests must not be undertaken without prior authorisation of the Board;
 - 8.25.3. review annually any authorisation of a conflict given by the Board in order to determine whether the authorisation given should stand on the terms and conditions on which it has been given or whether additional terms and conditions should be imposed or whether the authorisation should be revoked (subject to giving the relevant director notice of the proposed revocation);
 - 8.25.4. in the case of the review of interests of, and authorisations given by the Board to, members of the Committee, the affected Director shall not

participate in the review or in discussions or decisions of the Committee which relate to that Director;

9. Reporting Responsibilities

- 9.1. The Committee Chair shall report 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, and adequate time should be made available for Board discussion when necessary.
- 9.3. The Committee shall produce a report to be included in the Company's annual report about its activities, including:
 - 9.3.1. the process used to make appointments, its approach to succession planning and how both support the development of a diverse pipeline;
 - 9.3.2. how Board evaluation has been conducted, the nature and extent of an external evaluator's contact with the Board and individual directors, the outcomes and actions taken, and how it has influenced or will influence Board composition;
 - 9.3.3. details of the Board's policy on diversity and inclusion, including any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives; and
 - 9.3.4. the gender balance of the senior management team and its direct reports.
- 9.4. If an external search consultancy has been engaged, it should be identified in the annual report alongside a statement about any other connection it has with the company or individual directors.

10. Other Matters

The Committee shall:

- 10.1. have access to sufficient resources in order to carry out its duties, including access to the Company secretariat for advice and assistance as required;
- 10.2. 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;
- 10.3. give due consideration to all relevant laws and regulations and the provisions of the UK Corporate Governance Code.
- 10.4. 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.

11. Authority

- 11.1. 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.