

Wickes Group plc (“the Company”)

Terms of Reference of the Nominations Committee

Membership and quorum

- The Wickes Group plc Nominations Committee (“the Committee”) shall be appointed by the Wickes Group plc Board (“the Board”) and shall consist of not less than three members, the majority of whom shall be chosen from amongst the independent non-executive directors of the Company.
- A quorum shall be two members, both of whom must be independent non-executive directors.
- The Chair of the Committee shall be the Chair of the Board, except when it is dealing with the appointment of a successor or the performance of the Chair of the Board, when the Committee will be chaired by an independent non-executive director.
- The Company Secretary or their nominee shall act as the secretary of the Committee.

Attendance at meetings

Directors, other employees of the Company other than the members of the Committee, and external advisors may attend meetings at the invitation of the Committee.

Frequency of meetings

Meetings shall be held no less than twice a year with additional meetings as appropriate.

Authority

- The Committee is authorised by the Board to investigate any activity within its terms of reference. The Committee shall have access to sufficient resources in order to carry out its duties and is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any requests made by the Committee.
- The Committee is authorised by the Board to obtain legal or professional advice at the Company’s expense on any matters within its terms of reference. Outsiders with relevant experience and expertise may attend meetings of the Committee if the Chair of the Committee considers this necessary.

Duties

The Committee should carry out the duties below for the Company, major subsidiary undertakings and the Group as a whole. The duties of the Committee shall be:

Board and Committee composition

- to regularly review the structure, size and composition including the skills, knowledge, experience, independence and diversity and the length of service of the Board as a whole and its committees and make recommendations to the Board with regard to any changes.
- to ensure plans are in place for orderly succession to board and other senior management positions and to oversee the development of a diverse pipeline for succession to the Board and senior management roles, taking into account the challenges and opportunities facing the Company and the skills and expertise needed on the Board and across the Group in the future and to recommend plans for succession for both executive and non-executive directors to the Board.

- to 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.
- to review the Company's policy on diversity and inclusion and its objectives and linkage to Company strategy.

New Appointments

- to identify and nominate for the approval of the Board, candidates to fill Board vacancies as and when they arise.
- before seeking candidates, to evaluate the balance of skills, knowledge, experience, independence 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 and the time commitment expected. In identifying 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 and consider candidates and make recommendations for appointments on merit and against objective criteria, with due regard for the benefits of diversity on the Board, including aspects such as gender, ethnicity, age, sexual orientation, disability, educational, professional and socio-economic backgrounds and cognitive and personal strengths, taking care that appointees have enough time available to devote to the position.
- prior to the appointment of a director, the proposed appointee should be required to disclose other significant time commitments and any future commitments should not be undertaken without prior approval of the Board. The proposed appointee should also be required to disclose any business interests that may result in a conflict of interest. These must be authorised by the Board prior to appointment. Any future business interests that could result in a conflict of interest must not be undertaken without prior authorisation by the Board.
- to 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.
- to recommend to the Board the appointment of any director to executive or other office.

Serving Directors

- to review annually the time required to fulfil the role of chair, senior independent director and non-executive directors (taking into account committee memberships). Performance evaluation should be used to assess whether the non-executive directors are spending enough time to fulfil their duties.
- to recommend to the Board the re-appointment of any non-executive director at the conclusion of their specified term of office to the Board, having given due regard to their performance and ability and why their contribution is important to the Company's long term sustainable success in light of the knowledge, skills and experience required and the need for progressive refreshing of the Board.
- to recommend to the Board the re-election by shareholders of any director under the annual re-election provisions of the UK Corporate Governance Code having given due regard to their performance and ability to continue to contribute to the Board in light of the knowledge, skills and experience required and the need for progressive refreshing of the Board, taking into account the length of service of individual directors, the Chair of the Board and the Board as a whole.
- to make recommendations to the Board on any matters relating to the continuation in office (or cessation) of any director at any time.
- to make recommendations to the Board in relation to membership of the Audit and Risk, Remuneration and other Board Committees, in consultation with the chairs of the Committees.

Performance Review and Training

- to periodically review its own performance and, at least annually, review its constitution and terms of reference to ensure its effectiveness and recommend any changes it considers necessary to the Board for approval.
- to 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.

Other Matters

- to have regard, in the performance of its duties, to the UK Corporate Governance Code and associated guidance, any applicable laws and regulations including the Financial Conduct Authority's Listing Rules, Prospectus Regulation Rules and Disclosure Guidance and Transparency Rules, and any published guidelines or recommendations from shareholders and representative bodies which the Committee considers relevant or appropriate.
- to work and liaise as necessary with all other Board committees.

Reporting to the Board

- The Chair of the Committee shall report to the Board at appropriate intervals.
- The minutes of the meetings of the Committee should be available to all members of the Board unless in the opinion of the Committee Chair it would be inappropriate to do so.

Engagement with shareholders

- The Committee shall produce a report for inclusion in the Company's Annual Report about its activities including succession planning and Board appointments. The statement will comply with the requirements set out in the UK Corporate Governance Code, Companies Act 2006, the Financial Conduct Authority's Listing Rules and other relevant requirements.
- The Chair of the Committee, or in their absence another member of the Committee, will attend the Company's Annual General Meeting and answer any shareholder questions about the work of the Committee.
- In addition, the Committee Chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

Approved by the Wickes Group plc Nominations Committee on 11 March 2026

Approved by the Wickes Group plc Board on 13 March 2026