

The Gym Group plc

Nomination Committee Terms of Reference

Approved by the Board on 5 March 2026

1. CONSTITUTION

- 1.1 The Board of The Gym Group plc (the “**Company**”) has established the Nomination Committee (the “**Committee**”) under the Company’s Articles of Association.
- 1.2 The Committee has the delegated authority of the Board in respect of the functions and powers set out in these Terms of Reference.
- 1.3 The Committee may further delegate any or all of its powers and authority as it thinks fit, including but not limited to, subcommittees which report to the Committee.

2. MEMBERSHIP AND ATTENDANCE

- 2.1 The Committee shall comprise at least three members. 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 and vote at Committee meetings. However, other individuals such as the Chief Executive Officer, other Directors, the Chief People Officer, external advisers and other individuals may be invited to attend all or part of any meeting as and when appropriate and necessary. The Committee shall remain independent of management and majority shareholders at all times.
- 2.3 Appointments to the Committee are made by the Board on the recommendation of the Committee and shall be for a period of up to three years, extendable by no more than two additional three-year periods provided the member still meets the criteria for membership of the Committee.
- 2.4 The Board shall appoint the Committee Chair, who shall be either the Chair of the Board or an independent Non-Executive Director, on the recommendation of the Committee. If the Board Chair is appointed, they shall not chair the Committee when it is dealing with the matter of succession of the Board Chair.
- 2.5 In the absence of the Committee Chair and/or an appointed alternate member, the remaining members present at any meeting shall elect one of their numbers who would qualify under these Terms of Reference to chair the meeting.
- 2.6 The Company Secretary, or his or her nominee, shall act as the Secretary of the Committee and shall ensure the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.
- 2.7 Each member of the Committee shall disclose at the beginning of each meeting to the Committee:
 - (a) any personal financial interest (other than as a shareholder) in any matter to be decided by the Committee; or
 - (b) any potential conflict of interest arising from a cross-directorship; and

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 and (if so requested by the Board) shall resign from the Committee.

3. QUORUM

- 3.1 The quorum necessary for the transaction of business at Committee meetings shall be two members present throughout the meeting. If the meeting is not quorate, it shall be postponed.

4. MEETINGS

- 4.1 The Committee shall meet at least twice a year and at such other times as the Committee Chair or any member of the Committee may request.

- 4.2 Notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and supporting papers shall, unless otherwise agreed, be issued to each Committee member and, as appropriate, any other person invited to attend, no later than three working days before the date of the meeting. These may be issued via electronic means, where agreed by the recipient.

- 4.3 Members of the Committee may participate and be included in the quorum of any Committee meetings by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other. Such meetings shall be deemed to take place where the largest group of those participating is assembled, or if there is no such group, where the Committee Chair is located.

- 4.4 The Committee Chair shall have a casting vote in the event of an equality of votes and attendees may be asked to leave the meeting during the discussion of matters relating to them.

5. AUTHORITY

- 5.1 The Board authorises the Committee to:

- (a) investigate any activity within its Terms of Reference and make recommendations to the Board which it deems appropriate on any area within its remit where action or improvement is needed;
- (b) seek any information it requires from, or request the attendance at any of its meetings of any Director or employee of the Group and all Directors and employees are expected to co-operate with any requests made by the Committee;
- (c) use any form of resource that it considers to be appropriate, including obtaining, at the Company's expense (such expense to be agreed in advance with the Committee Chair) legal or other independent professional advice as it considers necessary to fulfil its responsibilities on any matter within its Terms of Reference and to secure the attendance at meetings of individuals with relevant experience and expertise; and
- (d) where Directors have concerns about the business of the Committee that cannot be resolved, they should ensure that their concerns are recorded in the Committee minutes. On resignation, a Non-Executive Director should provide a written statement to the Committee Chair, for circulation to the Board, if they have any such concerns.

6. DUTIES AND RESPONSIBILITIES

Board composition

6.1 The Committee shall:

- (a) keep under review the leadership needs of the Group, both Executive and Non-Executive, with a view to ensuring the continued ability of the Group to compete effectively in the marketplace;
- (b) keep up to date and fully informed about strategic issues and commercial changes facing the Group and the markets in which it operates;
- (c) keep under review the Company's policy on diversity and inclusion, the objectives set out in the policy and its linkage to the Company's strategy and progress on achieving those objectives;
- (d) regularly (at least annually) review the structure, size and composition (including the knowledge, skills, experience, independence and diversity) of the Board and make recommendations to the Board with regard to any changes; and
- (e) ensure that no individual or small group of individuals dominates decision making to the extent that it is detrimental to the Group as a whole.

Board appointments and commitments

6.2 The Committee shall:

- (a) be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies and the role of Company Secretary as and when they arise;
- (b) before any appointment is made to the Board, evaluate the balance of skills, knowledge, independence, experience and diversity on the Board, including the balance of Non-Executive Directors to Executive Directors and, in the light of this evaluation, prepare a description of the role and capabilities required for the particular appointment and assess the time commitment expected. In identifying suitable candidates the Committee shall:
 - (i) use open advertising or the services of external independent advisers to facilitate the search;
 - (ii) consider candidates from a wide range of backgrounds; and
 - (iii) consider candidates on merit against objective criteria with due regard for the benefits of diversity on the Board, including gender and ethnicity, taking care that appointees have enough time available to devote to the position;
- (c) 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. The proposed candidate should also be required to disclose any other current and potential business interests that may result in a conflict of interest and any future business interests that could result in a conflict of interest must not be undertaken without prior authorisation of the Board;
- (d) ensure that on appointment to the Board, Non-Executive Directors receive a formal letter of appointment setting out what is expected of them in terms of time commitment, Committee service and involvement outside Board meetings; and

- (e) ensure the provision of an induction programme for new Directors.

Succession planning

6.3 The Committee shall:

- (a) give full consideration at regular intervals to succession planning for Board and senior management positions and oversee the development of a diverse pipeline , taking into account the challenges and opportunities facing the Group and the skills and experience needed in the future; and
- (b) formulate plans for recommendation to the Board on succession for both Executive and Non-Executive Directors and, in particular, for the key roles of Board Chair and Chief Executive Officer.

Board performance review

6.4 The Committee shall:

- (a) consider and set the criteria for the performance review of each Non-Executive Director;
- (b) ensure that annual assessments of the performance of the Board Chair, the Chief Executive Officer and the Chief Financial Officer are undertaken. The Senior Independent Director shall lead on the assessment of the Board Chair's performance;
- (c) ensure an annual performance review is undertaken of the effectiveness of the Board, each Committee of the Board and the contribution of each Director (the “**review**”);
- (d) ensure the Committee evaluates the results of the review that relate to Board composition and succession planning;
- (e) review annually the time required from Non-Executive Directors (performance reviews should be used to assess whether the Non-Executive Directors are spending enough time to fulfil their duties);
- (f) review annually the independence of the Directors for disclosure in the annual report; and
- (g) ensure that the conclusions and recommendations arising out of the review are reported to the Board; and
- (h) agree an action plan addressing the results of the review and monitor performance on a regular basis against the agreed plan.

Other matters

6.5 The Committee shall make recommendations to the Board on:

- (a) membership of the Audit & Risk, Remuneration and Sustainability Committees, and any other Board Committees as appropriate, in consultation with the Chairs of those Committees;
- (b) 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;

- (c) the election or re-election by shareholders of any Director, having given due consideration to their performance and ability to be effective and why their contribution is important to the Company's long terms sustainable success 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 and the Board as a whole;
- (d) 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;
- (e) the appointment of any Director to an executive or other office, including the role of Senior Independent Director;
- (f) the Board's policy for the selection and appointment of senior management; and
- (g) the Board's policy for the selection and appointment of the company secretary.

7. REPORTING RESPONSIBILITIES

- 7.1 The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 7.2 The Committee shall make such recommendations to the Board as it deems appropriate on any areas within its remit where action or improvement is needed or desirable.
- 7.3 The Committee shall make a statement in the Company's annual report of its membership and a description of its duties and activities including the process it has used in relation to Board appointments and its approach to succession planning. 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.
- 7.4 The statement shall also include a description of the Board's policy on diversity and inclusion, including gender and ethnicity, its objectives and linkage to company strategy, how it has implemented the policy and progress on achieving the objectives.
- 7.5 The Committee Chair shall be available to answer questions about the Committee's activities at the annual general meeting of the Company. All other members of the Committee shall also attend the annual general meeting. In addition, the Committee Chair should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.
- 7.6 The Committee shall make its Terms of Reference available on the Company's website.

8. REVIEW

- 8.1 These Terms of Reference shall be reviewed by the Committee at least annually.