

Constitution

1. The Board has established a committee known as the Remuneration and People Committee (the “Committee”).
2. Terms of Reference are defined by the Board and may be amended by the Board at any time. The proceedings of the Committee shall be regulated by the Company’s Articles of Association.

Chair

3. The Board shall appoint an independent Non-executive Director as Chair of the Committee who must have served on a remuneration committee previously for a period of at least 12 months. In the absence of the Chair of the Committee, the members present at any meeting shall elect one of themselves to chair the meeting. The Chair of the Board may not be Chair of the Committee.

Membership

4. The Committee shall comprise at least three independent Non-executive Directors. The Chair of the Board (provided he or she was considered independent on appointment) can also be a member.
5. Appointments to the Committee shall be determined by the Board, on the recommendation of the Nomination & Governance Committee and in consultation with the Chair of the Committee, having regard to the Director’s experience, performance, suitability and independence. A Director shall automatically cease to be a Committee member on ceasing to be a Director.

Secretary

6. The Company Secretary, or his or her nominee, shall act as Secretary to the Committee and shall ensure members receive notice, information and papers in a timely manner to enable full and proper consideration to be given to the issues.

Quorum

7. The quorum shall be two members who are both independent Non-executive Directors.

Attendance and voting at meetings

8. Only Committee members shall have the right to attend Committee meetings, but other executives and external advisers may be invited to attend if appropriate. The Chief Executive Officer shall normally be invited to attend Committee meetings except when his or her own remuneration is under discussion.

9. No Committee member or attendee shall be involved in any decision or be present at any meeting where his or her own remuneration is under discussion. Committee members shall declare any potential conflict of interest prior to the discussion of any matter and shall not vote on such matters.
10. If there is an equality of votes, the Chair of the Committee shall have a casting vote.

Frequency of meetings

11. The Committee shall meet at least three times a year and as otherwise required by the Chair of the Committee.

Notice of meetings

12. Committee meetings shall be called by the Company Secretary at the request of the Chair of the Committee.
13. The agenda and supporting materials for the items to be discussed shall be forwarded to each member of the Committee and any other person required to attend in a timely manner to enable full and proper consideration to be given to the issues. Unless otherwise agreed this shall be no later than seven days before the date of the meeting.

Minutes of meeting

14. The Secretary to the Committee shall minute the proceedings and decisions of all Committee meetings. Once approved by the Chair of the Committee, minutes shall be circulated to all Committee members and, unless otherwise indicated by the Chair of the Committee, to the Executive Directors and any other Non-executive Directors of the Company.

Authority

15. The Board authorises the Committee at the Company’s expense to use internal resources and/or to obtain external professional advice, including from independent remuneration consultants, as appropriate, and to obtain up-to-date, reliable information about remuneration in other companies. The Committee shall have exclusive responsibility for appointing, retaining and terminating the services of any external advisers and approving their fees and retention terms.
16. The remuneration of the Non-executive Directors is a matter for consideration by a sub-committee of the Board, consisting of the Chair of the Board and the Executive Directors.
17. The Committee is authorised to seek any information it requires from any employee of the Group and to call any employee to be questioned at a Committee

meeting as and when required. All employees are directed to co-operate with any request made by the Committee.

Annual General Meeting

18. The Chair of the Committee shall attend the Annual General Meeting (AGM) and be prepared to answer any shareholder questions on the Committee’s activities.
19. The Chair of the Committee shall ensure that each year a report of the Company’s remuneration practices is put to shareholders for approval at the AGM, and that the Company’s remuneration policy is put to shareholders for approval at the AGM at least every three years, or more frequently if there are significant amendments to that policy.

Duties

Remuneration

20. The Committee shall:

- (a) design, determine and recommend to the Board the remuneration policy, including any pension benefits and compensation payments, of the Chair of the Board, the Executive Directors and senior management, including the Company Secretary. The objective of such policy shall be to attract, retain and motivate executive management of the quality required to run the Company successfully without paying more than is necessary, having regard to views of shareholders and other stakeholders;
- (b) ensure the remuneration policy promotes the long-term sustainable success of the Company having regard to the Company’s culture and risk appetite and clearly linked to the successful delivery of the Company’s long-term strategy, including environmental, social and governance metrics;
- (c) ensure the remuneration policy enables the use of discretion to override formulaic outcomes and to recover and/or withhold sums or share awards under appropriate specified circumstances. A significant proportion of remuneration should be structured so as to link rewards to corporate and individual performance;
- (d) set individual remuneration arrangements for the Chair of the Board, the Executive Directors and senior management, taking into account, amongst other things: the total remuneration package; relevant legal and regulatory requirements and the matters set out in the UK Corporate Governance Code (“the Code”); remuneration trends; individual performance; pay and workforce policies, practices and

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conditions across the Company as a whole; overall market positioning of the remuneration package; individual base salaries and increases; and annual and long-term incentive/bonus arrangements. In addition, the Committee shall set the relevant targets for performance related schemes (subject to the rules of the schemes) and other benefits as well as pension arrangements;

- (e) consider the Code requirements for clarity, simplicity, risk mitigation, predictability and proportionality and alignment to culture when determining executive director remuneration policy and practices;
- (f) ensure that all payments to Directors are consistent with the latest shareholder approved remuneration policy or are otherwise approved separately by shareholders;
- (g) approve the service contracts of all Executive Directors, including termination arrangements, and ensure that any compensation payable (including pension and long term incentive matters) on such termination is fair to the individual and the Company, and that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- (h) approve any benefit, pension and/or incentive scheme entitlement, any other bonuses and fees, and a formal policy for post-employment shareholding requirements of all Executive Directors;
- (i) review workforce remuneration and related policies and the alignment of incentives and rewards with culture, taking these into account when setting the policy for Executive Director remuneration;
- (j) oversee any major changes in employee benefits structures throughout the Group;
- (k) annually review the on-going appropriateness and relevance of the remuneration policy;
- (l) review the terms of any new share scheme; and
- (m) agree the policy for authorising claims for expenses from the Chair of the Board and Chief Executive Officer.

It is expected that Executive Committee members will be determined to be “senior management” for the purpose of these Terms of Reference. In addition to Executive Committee members, the Committee may, at its discretion and after consultation with

the Chair of the Nomination & Governance Committee and the Chief Executive Officer, decide which other executives are also determined to be senior management.

Share Schemes

21. The Committee shall establish remuneration schemes that promote long-term shareholding by Executive Directors that support alignment with long-term stakeholder interests.
22. In respect of the Smiths Group Sharesave Scheme and any successor or other all-employee scheme operating in the UK or elsewhere (the “All-employee Schemes”), in the absence of any other delegation from the Board, the Committee may:
 - (a) determine which employees should be invited to participate in the All-employee Schemes;
 - (b) periodically determine the appropriate balance between the maximum number of options that may be granted under the All-employee Schemes, and any other relevant option and equity participation schemes, and the number of options in existence from time to time and provide the Share Schemes Committee with guidelines on scaling-down options; and
 - (c) review the design of all All-employee Schemes for approval by the Board and, where required, shareholders, and exercise the powers of the Board to amend or vary the All-employee Scheme’s terms, conditions and rules.
23. In respect of the Smiths Group Long Term Incentive Plan, Smiths Group Restricted Stock Plan and the Smiths Group Deferred Bonus Plan and any successor schemes (together, the “Executive Incentive Plans”) the Committee shall:
 - (a) approve the grant of options and awards under the Executive Incentive Plans to employees selected by, and subject to such conditions as may be approved by, the Committee;
 - (b) exercise the powers of the Board in relation to all matters under the Executive Incentive Plans, including the power to amend or vary the terms, conditions and rules of the Executive Incentive Plans; and
 - (c) exercise the discretionary powers of the Board under the rules of the Executive Incentive Plans regarding the remuneration outcome for individuals or groups of individuals within the parameters approved by shareholders in the remuneration policy and the terms or rules of any share or performance related plan or scheme in operation from time to time. For the avoidance of doubt, the Committee may within these

parameters amend any previous exercise of discretion if the circumstances or information on which it based that decision are subsequently found to have changed or been incorrect.

24. The Committee shall consider and review the terms of any other equity plans, and give due consideration to laws, regulations, guidelines and recommendations regarding the formation and operation of share schemes.

People

25. The Committee shall oversee, on behalf of the Board, the implementation of the Board approved People Strategy for the Group. In particular it shall;
- (a) oversee implementation of the People strategy and, as necessary, make recommendations to the Board regarding changes to or approval of the strategy;
 - (b) oversee the process for the Group’s talent strategy and the development of a diverse pipeline of succession below senior management;
 - (c) oversee the Group’s diversity, equity and inclusion strategy;
 - (d) oversee the Group’s approach to workforce engagement including reviewing the results of the MySay Survey and the related action plans;
 - (e) oversee a programme of Board engagement activities to enable the Non-Executive Directors to have regular dialogue with employees across the Group to inform their view of employee engagement; and
 - (f) oversee the Group’s Well-being policies, programmes and performance.

Other Duties

26. The Committee shall:
- (a) in exercising all duties and responsibilities under these Terms of Reference, including determining the remuneration policy and remuneration arrangements or any payments for loss of office, consider all applicable legal and regulatory requirements, including the Companies Act 2006, the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, the Financial Conduct Authority’s Listing, Prospectus and Disclosure Guidance and Transparency Rules and the Code and any other applicable rules;

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- (b) at least annually, review its own performance and Terms of Reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board, for approval;
- (c) liaise as necessary with the Nomination & Governance Committee and/or the Chief Executive Officer as relevant regarding the remuneration packages offered to newly appointed Executive Directors and members of senior management (and ensure they are within the overall remuneration policy);
- (d) make recommendations to the Board on any area within its remit where action or improvement is needed;
- (e) the Chair of the Committee shall seek engagement with shareholders on significant matters related to the Committee’s areas of responsibility and shall ensure that the Board as a whole has a clear understanding of the views of shareholders in this regard;
- (f) work and liaise as necessary with all other Board Committees and undertake any other duties as directed by the Board; and
- (g) be provided with appropriate and timely training and sufficient resources to undertake its duties, including access to the Company Secretariat for assistance as required.

Reporting

- 27. The Chair of the Committee shall report to the Board on the Committee’s proceedings and the Committee shall make such recommendations to the Board as it deems appropriate.
- 28. The Committee shall ensure that provisions regarding disclosure of information, as set out in applicable legislation and the Code, are fulfilled and produce a report of the Company’s remuneration practices to be included in the Company’s annual report and accounts. If the Committee has appointed remuneration consultants, the annual report and accounts should identify such consultants and state whether they have any other connection with the Company or individual directors.

These Terms of Reference were approved by the Board on 16 May 2022.