

The Governor and Company of the Bank of  
Ireland

Court Nomination,  
Governance &  
Responsible Business  
Committee

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Terms of Reference

## **The Governor and Company of the Bank of Ireland (the “Bank”)**

### **Court Nomination, Governance & Responsible Business Committee (the “Committee”)**

#### **Terms of Reference**

#### **1. Objectives**

- 1.1 This is the Committee of the Court of Directors of the Governor and Company of the Bank of Ireland (the “Court”) responsible for:
  - 1..1 leading the process for appointments and renewals for Court and Court Committees as appropriate, and making recommendations in this regard to the Court for its approval;
  - 1..2 keeping Court governance arrangements under review and making appropriate recommendations to the Court to ensure corporate governance practices are consistent with good practice corporate governance standards.
  - 1..3 providing oversight of the Group’s Responsible and Sustainable Business (“RSB”) Strategy and monitoring the Group’s implementation of the UN Principles for Responsible Banking.

#### **2. Membership**

- 2.1 The Committee shall have a minimum of three (3) members, appointed by the Court, all of whom shall be non-Executive Directors with a majority of members being independent non-Executive Directors. The Governor and the Deputy Governor shall be members of the Committee.
- 2.2 The Committee shall be chaired by an independent member in accordance with the principles set out in paragraph 91 of the EBA Guidelines on the assessment of the suitability of members of the management body and key function holders (EBA/GL/2017/12).
- 2.3 Without prejudice to paragraph 2.2, the Governor shall chair the Committee except when the Committee is dealing with the appointment of a successor to the Governorship. In that situation the Senior Independent Director (SID) (unless he/she wishes to be considered for the role of Governor), shall be appointed by the Committee to chair the Committee and to lead the selection process. Committee members who wish to be considered for the role of Governor are required to absent themselves from the Committee for the duration of the selection process.
- 2.4 The Company Secretary shall be secretary of the Committee.
- 2.5 Directors who perform an executive function shall not be members of the Committee.
- 2.6 Each year the membership of the Committee will be displayed in the Annual Report and Accounts together with a statement about its activities and the process used for any appointments made.
- 2.7 Membership of the Committee shall be reviewed by the Governor (to include consideration of rotation of its members) each year to ensure an optimal mix of expertise, competencies and experience. The general aim is to refresh the membership from time to time to ensure an appropriate balance between continuity

and fresh perspectives. These reviews shall be submitted to the Committee for consideration and recommendation to the Court.

- 2.8 While there is no fixed term of membership, a minimum of three and no more than six consecutive years' service would normally be expected of members.

### **3. Collective Knowledge**

- 3.1 Members of the nomination committee should have adequate collective knowledge, expertise and experience relating to the business of the institution to be able to assess the appropriate composition of the management body, including recommending candidates to fill management body vacancies

### **4. Meetings and Quorum**

- 4.1 The Committee shall meet as often as it deems necessary for the discharge of its responsibilities. The Chairman of the Committee shall report to the Court on its proceedings after each meeting.
- 4.2 The quorum for meetings shall be three members one of whom should be the Governor or Deputy Governor and two of whom shall be independent non-Executive Directors.
- 4.3 Any member of the Committee or the Court who has any personal interest in the matters to be considered by that Committee must declare that interest and if the issue is to be decided by the Committee, or subsequently by the Court, must absent himself/herself from any meeting while such issue is being considered.

### **5. Voting**

Questions arising at any Committee meeting shall be decided by a majority of votes. Where there is an equality of votes, the Chairman of the Committee shall have a second or casting vote. Votes shall be recorded in the minutes. Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be documented in the minutes in terms acceptable to the dissenting person or negative voter.

### **6. Duties**

Without limiting the generality of the Committee's objectives, it shall;

#### **6.1 Appointments and Renewals**

- 6..1 lead the appointment process for new Court directors, establishing appropriate selection criteria and recommending suitable candidates to the Court for approval. When considering Court appointments the Committee shall have regard to the regulatory requirements applicable to the assessment of the suitability of holders of such roles and the Court Director Assessment Policy (as in place and agreed from time to time);
- 6..2 consider the appointment of Key Function Holders (as more particularly defined in the Group Fitness & Probity and Suitability Policy) to ensure they have the appropriate integrity, adequate knowledge, experience, skill and competence for their roles, cognisant of the gender balance of those in senior management and their direct reports and make recommendations to the Court with regard to such appointments;

- 6..3 annually assess whether Key Function Holders' collective knowledge and expertise remains appropriate given the Bank's risk profile;
- 6..4 receive confirmation from the Group Secretary that, on appointment to the Court, 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 Court meetings;
- 6..5 receive confirmation from the Group Secretary that, on appointment to the Court, Directors receive a comprehensive and tailored induction programme designed to enable effective contribution from the outset;
- 6..6 receive updates from the Group Secretary to ensure that appropriate and timely training is provided on an ongoing basis to all Directors;
- 6..7 regularly (and at least annually) review the structure, size, composition and succession plans of the Court and Committees of the Court (including consideration of the skills, knowledge, experience and diversity of Directors and their compliance with the standards of fitness and probity prescribed by the Central Bank from time to time), bearing in mind the future demands of the business and make recommendations to the Court with regard to any changes it considers desirable;
- 6..8 ensure plans are in place for orderly succession to both the Court and senior management positions and oversee the development of a diverse pipeline for succession.
- 6..9 meet annually, without any management present, to satisfy itself that plans are in hand for the orderly succession to the position of Group Chief Executive;
- 6..10 oversee the annual evaluation of the performance of the Court including the arrangements and assessments aimed at ensuring the collective suitability of the Board and the annual evaluation of the performance of individual Court Directors.
- 6..11 annually assess the independence status of non-Executive Directors and recommend to the Court whether the existing determination on independence remains valid;
- 6..12 make recommendations to the Court concerning the extension of the terms of office of non-Executive Directors, the re-election by the stockholder of Directors retiring by rotation and the compliance of pre-approval controlled function role holders of the Bank with the Fitness and Probity Standards issued by the Central Bank of Ireland.
- 6..13 make recommendations to the Board in respect of the approval of additional external appointments for Directors.

## **6.2 Corporate Governance**

- 6.2.1 monitor developments in corporate governance including regulatory developments which are relevant to the assessment of the suitability of holders of key roles within the Bank, assess the implications for the Bank and advise the Court accordingly;
- 6.2.2 review and recommend for approval an annual Corporate Governance Statement as required for inclusion in the Annual Report of the Bank;

- 6.2.3 review at least annually the effectiveness of the Court's policy on diversity, its linkage to company strategy, and its objectives, including its measurable objectives for achieving diversity and the extent to which these measurable objectives have been achieved;
- 6.2.4 be responsible for recommending appropriate internal policies on the selection and assessment of members of the Court and key function holders, within the Bank (as more particularly defined in the Group Fitness & Probity and Suitability Policy). Such policies shall be reviewed annually by the Committee with any recommended changes being reported to the Court for approval;
- 6.2.5 review the Court Terms of Reference on an annual basis and recommend any changes to the Court for approval;
- 6.2.6 review the Bank's conflicts of interest policy on an annual basis and recommend any changes to the Court for approval;
- 6.2.7 oversee the implementation a conflicts of interest policy at institutional level and a conflicts of interest policy for employees and review annually.
- 6.2.8 provide advice to the Court in relation to the appointment, replacement or dismissal of the Company Secretary;

### **6.3 Responsible and Sustainable Business**

- 6.3.1 oversee the Group's Responsible and Sustainable Business strategy having regard for the Group's key stakeholders including shareholders, customers, colleagues, Government, regulators and the wider community.
- 6.3.2 monitor the Group's implementation of the UN Principles for Responsible Banking.

### **6.4 Decision Making**

- 6.4.1 In performing its duties, the Committee shall to the extent possible and on an ongoing basis, take account of the need to ensure that Court decision making is not dominated by any one individual or small group of individuals in a manner that is detrimental to the interests of the Bank as a whole.

## **7. Authority**

- 7.1 The Committee is a committee of the Court of Directors of the Bank from which it derives its authority and to which it regularly reports.
- 7.2 The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Group Secretariat for assistance as required. As and when required, the Committee may access professional advice and may commission both informal and formal studies to assist its formulation of policy and its operations.
- 7.3 The Committee may invite any Director, Executive or other person to attend any meeting(s) of the Committee as it may from time to time consider desirable to assist the Committee in the attainment of its objectives.
- 7.4 The Committee shall have access to all necessary information to perform its duties, including information and data from relevant corporate and control functions and be

able to involve the relevant internal control functions and other competent internal functions, where necessary.

7.5 The Committee shall periodically review and decide on the content, format and frequency of the information to be reported to them.

**8. Performance Evaluation**

The Committee shall, at least once a year, review its own performance and terms of reference and shall report its conclusions and recommend any changes it considers necessary to the Court for its approval.

**Approved by the Court of Directors of the Governor and Company of the Bank  
of Ireland on 19 February 2020**