

PZ CUSSONS PLC (THE “COMPANY”)

**ES (ENVIRONMENTAL AND SOCIAL IMPACT) COMMITTEE
(THE “COMMITTEE”)
TERMS OF REFERENCE**

(as adopted by the Board of Directors of the Company on 22 May 2026)

1 Membership

- 1.1 The Committee shall comprise at least three directors, at least two shall be Non-Executive Directors.
- 1.2 Appointments to and removals from the Committee are made by the Board of Directors of the Company (the “Board”) on the recommendation of the Nomination Committee. Appointments shall be made for a period of up to three years and renewed for further periods of three years.
- 1.3 Only members of the Committee have the right to attend Committee meetings. However, other directors, executives and internal and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
- 1.4 The Board shall appoint the Committee chair who shall be a Non-Executive Director. In the absence of the Committee chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting from those who would qualify under these terms of reference to be appointed to that position by the Board.

2 Secretary

The Company Secretary, or their 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 issues, and work with the Committee chair to set the agenda for each meeting and the Committee’s annual work programme.

3 Quorum

The quorum necessary for the transaction of business is two members, one of whom shall be an executive director.

4 Frequency of meetings

The Committee shall meet at least two times per year and more frequently as considered necessary or appropriate by the Committee members.

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 or any of its members.
- 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 working 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 shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance.
- 6.2 Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board and the Company Secretary unless, exceptionally, it would be inappropriate to do so.

7 Purpose of Committee

- 7.1 The Committee has delegated authority of the Board in respect of the functions and powers set out in these terms of reference.
- 7.2 The purpose of the Committee is to carry out responsibilities delegated by the Board regarding the review and oversight of the Company's strategy, policies, performance measures and disclosures related to environmental and social impact ("ES") matters as described in these terms of reference.

8 Duties

The duties of the Committee are as follows:

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| ES strategy | 8.1 | Oversee and advise the Board on the Company's ES strategy and that it is incorporated within the wider company business strategy; |
| | 8.2 | Determine KPIs relating to the ES strategy and monitor progress against such KPIs. |
| Activities-
environmental | 8.3 | Approve environmental performance measures and targets for external reporting and monitor the Company's performance and delivery against them including the policies, practices, capabilities and disclosures and progress towards externally and internally communicated environmental goals. |
| Activities -
social | 8.4 | Oversee the Company's strategy for social impact, including the community strategies and charitable activities that drive it, as well as reviewing the relevant performance indicators to help quantify social impact; |
| | 8.5 | Oversee / review the Company's policies and practices relating to diversity, equity and inclusion. |
| Reporting | 8.6 | Review the quality and integrity of internal and external reporting of ES matters and performance; and |
| | 8.7 | Approve external reporting relating to ES matters, including in the Annual Report and any separate Sustainability reports. |

9 Reporting and engagement responsibilities

- 9.1 The Committee chair shall report to the Board after each meeting on the nature and content of its discussion, recommendations and action to be taken.

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 chair should attend the annual general meeting to answer any shareholder questions on the Committee's activities.

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, the provisions of the Code and associated guidance, and the requirements of the UK Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules published by the Financial Conduct Authority and any other applicable rules, as appropriate.

10.4 At least annually, review the Committee's 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

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.