

Responsibilities Statement

Responsibilities of the Senior Independent Director

Overall responsibility

The board of directors (the “**Board**”) of Caledonia Investments plc (the “**Company**”) has appointed a Senior Independent Director is to provide a sounding board for the Company’s Chairman and to serve as an intermediary for the other directors and shareholders.

Specific matters

It is the responsibility of the Senior Independent Director to:

- Chair the Nomination Committee when it is considering succession to the role of Chairman of the Board.
- Meet with the non-executive directors at least once a year to appraise the Chairman’s performance and on such other occasions as are deemed appropriate.
- Be available to shareholders if they have concerns when contact through the normal channels of Chairman, Chief Executive and Chief Financial Officer have failed to resolve or for which such contact is inappropriate.

November 2020