

Terms of Reference - Remuneration Committee

1. Membership

- 1.1. The committee shall comprise at least three members, all of whom shall be independent non-executive directors. The chair of the board may also serve on the committee as an additional member if they were considered independent on appointment as chair.
- 1.2. Appointments to the committee are made by the board on the recommendation of the nomination committee and in consultation with the chair of the remuneration committee and shall be for a period of up to three years which may be extended by up to two additional three-year periods, provided members (other than the chair of the board if they are a member of the committee) continue to be independent.
- 1.3. Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the Chair of the Board, Chief Executive, the Chief Human Resources Officer 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 an independent non-executive director who should have served on a remuneration committee for at least 12 months before appointment as Chair. 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 who would qualify under these terms of reference to be appointed to that position by the board. The Chair of the Board shall not be chair of the Committee.

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 the issues.

3. Quorum

The quorum necessary for the transaction of business shall be two.

4. Meetings

The Committee shall meet at least three times a year and otherwise as required.

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. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time.

Terms of Reference - Remuneration Committee

6. Minutes of meetings

- 6.1 The secretary shall minute the proceedings and resolutions of all Committee meetings, including 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. Engagement with shareholders

The Committee chair should attend the annual general meeting to answer any shareholder questions on the Committee's activities. In addition, the Committee chair should seek agreement with shareholders on significant matters relating to the Committee's areas of responsibility.

8. Duties

The Committee should carry out the duties detailed below for the parent company, major subsidiary undertakings and the Group as a whole, as appropriate. The Committee shall:

- 8.1 have delegated responsibility for determining the policy for directors' remuneration and setting remuneration for the Company's chair, Executive Directors and senior management, in accordance with the Principles and Provisions of the UK Corporate Governance Code;
- 8.2 establish remuneration schemes that promote the long-term shareholding by Executive Directors that support alignment with long-term shareholder interests, with share awards granted for this purpose to be released for sale on a phased basis and be subject to a total vesting and holding period of at least five years or more
- 8.3 develop a formal policy for post-employment shareholding requirements encompassing both unvested and vested shares;
- 8.4 design remuneration policies and practices to support strategy and promote long-term sustainable success, with executive remuneration aligned to the Company purpose and values and be clearly linked to the successful delivery of the Company's long-term strategy;
- 8.5 establish remuneration schemes and policies that enable the use of discretion to override formulaic outcomes;
- 8.6 develop directors' contracts and/or other agreements or documents which cover director remuneration to include malus and clawback provisions that would enable the Company to recover and/or withhold sums or share awards, and specify the circumstances in which it would be appropriate to do so;
- 8.7 ensure no director or senior manager shall be involved in any decision as to their own remuneration outcome. The Board itself or, where required by the Articles of Association, the shareholders should determine the remuneration of the non-executive directors within the limits set in the Articles of Association.

Terms of Reference - Remuneration Committee

- 8.8 in determining remuneration policy, take into account all other factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the Code and associated guidance. 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.
- 8.9 review the on-going appropriateness and relevance of the remuneration policy
- 8.10 within the terms of the agreed policy and in consultation with the Chair and/or Chief Executive Officer, as appropriate, determine the total individual remuneration package of each Executive Director, the Company Chair and senior managers including salary, benefits, bonuses, pension contributions or payments in lieu, incentive payments, share options or other share awards. The choice of financial, non-financial and strategic measures is important as is the exercise of independent judgement and discretion when determining remuneration awards, taking account of Company and individual performance, and wider circumstances;
- 8.11 have full authority to appoint remuneration consultants and to commission or purchase any reports, surveys or information which it deems necessary at the expense of the Company. However, the Committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants;
- 8.12 review the design of all share incentive plans for approval by the Board and, where required, shareholders. For any such plans, determine each year whether awards will be made, and if so, the overall amount of such awards, the individual awards for Executive Directors, and senior managers and the performance targets to be used;
- 8.13 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
- 8.14 work and liaise as necessary with other Board committees ensuring the interaction between committees and with the Board is reviewed regularly.

9. Reporting responsibilities

- 9.1 The Committee chair shall report to the Board after each meeting on the nature and content of its discussions, 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 available for Board discussions when necessary.
- 9.3 The Committee shall provide a description of its work in the annual report in line with the requirements of the Code. It shall also include a description of its malus and clawback provisions, including the circumstances in which these provisions could be used, a description of the determined period and why this is best suited to the organisation, and confirmation on whether these provisions were used in the last reporting period, and if so, a clear explanation of the reason.
- 9.4 The Committee shall also ensure that provisions regarding disclosure of information, as set out in The Companies (Directors' Remuneration Policy and Directors' Remuneration

Terms of Reference - Remuneration Committee

Report) Regulations 2019 and the UK Code, are fulfilled and that a report on directors' remuneration policy and practices is included in the Company's annual report and put to shareholders for approval at the AGM, as necessary.

- 9.5 If the Committee has appointed remuneration consultants, the consultants should be identified in the annual report alongside a statement about any other connection they have with the Company or individual directors.

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 on-going basis for all members;
- 10.3 give due consideration to all relevant laws, regulations and market practice, the provisions of the UK Code and published guidelines or recommendations regarding the remuneration of directors and the formation and operation of share incentive plans, the requirements of the FCA's Listing Rules, Prospectus Rules, Disclosure Guidance and Transparency Rules sourcebook, and any other applicable rules, as appropriate;
- 10.4 ensure that periodic evaluations of the Committee's own performance are carried out
- 10.5 at least annually, review its 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.