

TERMS OF REFERENCE
OF THE REMUNERATION COMMITTEE
Approved by the Board on 20 March 2017.
Revised by the Board on 7 December 2020

1. Membership

Members of the Committee shall be appointed by the Board, on the recommendation of the Nominations Committee in consultation with the Chairman of the Remuneration Committee. The Committee shall be made up of at least two independent non-executive directors.

Appointments to the Committee shall be for a period of up to three years, which may be extended for a further period of three-years, provided that the director still meets the criteria for membership of the Committee.

The Board shall appoint the Committee Chairman, who shall have at least one-year's prior remuneration Committee experience. In the absence of the Committee Chairman and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting, who should also have at least one-year's prior remuneration Committee experience.

2. Secretary

The Company Secretary or their nominee shall act as the Secretary of the Committee.

3. Meetings – Frequency & Quorum

The Committee shall meet at least once a year and at such other times as the Chairman of the Committee shall require.

The quorum necessary for the transaction of business shall be any two members present throughout the meeting. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

4. Attendance at Meetings

No one other than the members of the Committee are entitled to attend and vote at a meeting of the Committee.

However, other individuals such as the Chairman of the Company, if not already a member, chief executive, members of senior management, the head of human resources and external advisers may be invited to attend for all or part of any meeting as and when appropriate.

No directors or senior executive shall be involved in any decisions as to his or her own remuneration.

5. Notice of Meetings

Meetings of the Committee shall be summoned by the Secretary of the Committee at the request of any of its members.

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, any other person required to attend no later than 5 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

The Secretary shall minute the proceedings and resolutions of all Committee meetings and shall keep a record of:

- 6.1 the membership of and the dates of any changes to the membership of the Remuneration Committee; and
- 6.2 any person or firm who provides advice or services to the Remuneration Committee or materially assists the Remuneration Committee on matters relating to directors' remuneration. If such person or firm is not a director, the Secretary shall keep a record of the nature of any other services provided by that person to the Company during the year.

Minutes of Committee meetings shall be circulated promptly to all members of the Committee and, once agreed, to all members of the Board, unless a conflict of interest exists.

6. Reporting

The Chairman shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

7. Annual General Meeting

The Chairman of the Committee shall attend the Annual General Meeting prepared to respond to any shareholder questions on the Committee's activities.

8. Duties

The Committee shall:

- 8.1 determine and agree with the Board the framework or broad policy for the remuneration of the Company's Chief Executive, Chairman, the executive directors, the company secretary and such other members of the executive management as it is designated to consider. The remuneration of non-executive directors shall be a matter for the Chairman and the executive members of the Board. No director or manager shall be involved in any decisions as to their own remuneration;
- 8.2 in determining such policy, take into account all factors which it deems necessary. The objective of such policy shall be to ensure that members of the executive management of the company are provided with appropriate incentives to encourage enhanced performance

and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the company;

- 8.3 review the ongoing appropriateness and relevance of the remuneration policy;
- 8.4 approve the design of, and determine targets for, any performance related pay schemes operated by the company and approve the total annual payments made under such schemes;
- 8.5 review the design of all share incentive plans for approval by the Board and 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 to executive directors and other senior executives and the performance targets to be used;
- 8.6 determine the policy for, and scope of, pension arrangements for each executive director and other senior executives;
- 8.7 ensure that contractual terms on termination, and any payments made, are fair to the individual, and the company, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- 8.8 within the terms of the agreed policy and in consultation with the Chairman and/or Chief Executive as appropriate, determine the total individual remuneration package of each executive director and other senior executives including bonuses, incentive payments and share options or other share awards;
- 8.9 in determining such packages and arrangements, give due regard to any relevant legal requirements, the provisions and recommendations of the UK Corporate Governance Code (the **Code**) and the UK Listing Authority's Listing Rules and associated guidance;
- 8.10 review and note annually the remuneration trends across the company or group;
- 8.11 when setting remuneration policy for Directors, review and have regard to the remuneration trends across the Group;
- 8.11 oversee any major changes in employee benefits structures throughout the company or group;
- 8.12 agree the policy for authorising claims for expenses from the Directors;
- 8.13 give due consideration to laws and regulations, the Code and the requirements of the UKLA's Listing and Disclosure and Transparency Rules and any other applicable rules as appropriate;
- 8.14 be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee: and to obtain reliable, up-to-date information about remuneration in other companies. The Committee shall have full authority to commission any reports or surveys which it deems necessary to help it fulfill its obligations.

- 8.15 The Committee Chairman shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 8.16 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 8.17 The Committee shall produce an annual report of the company's remuneration policy and practices which will form part of the company's Annual Report and ensure each year that it is put to shareholders for approval at the AGM.

9. Other

The Committee shall, review its own performance, 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.

10. Authority

The Committee is authorised by the Board to seek any information it requires from any employee of the company in order to perform its duties.

In connection with its duties the Committee is authorised by the Board to obtain, at the company's expense, any outside legal or other professional advice.