

REMUNERATION COMMITTEE'S TERMS OF REFERENCE

1 CONSTITUTION

The Committee was constituted at a full meeting of the board of directors held on 26 August 2020 in accordance with the articles of association of the Company.

2 DUTIES AND TERMS OF REFERENCE

2.1 The Committee shall determine and agree with the board the framework or broad policy for the remuneration of the Company's chair and the executive directors including pension rights and compensation payments. The remuneration of non-executive directors shall be a matter for the board or the shareholders (within the limits set in the articles of association). No director or senior manager shall be involved in any decisions as to their own remuneration. The Committee shall recommend and monitor the level and structure of remuneration for senior management.

2.2 In determining such policy, the Committee shall take into account all factors which it deems necessary including relevant legal and regulatory requirements and the provisions and recommendations of the QCA Corporate Governance Code and relevant guidance. The objective of such policy shall be to attract, retain and motivate the executive management of the quality required to run the Company successfully without paying more than necessary, having regard to views of shareholders and other stakeholders. The remuneration policy should bear in mind the Company's appetite for risk and be aligned to the Company's long term strategic goals. A significant proportion of remuneration should be structured so as to link rewards to corporate and individual performance and be designed to promote the long term success of the Company. The Committee will take due cognisance of post-employment shareholding requirements encompassing both unvested and vested shares.

2.3 When setting remuneration policy for directors, the Committee shall review and have regard to the pay and employment conditions across the Company and its group, especially when determining salary increases.

2.4 The Committee shall review the ongoing appropriateness and relevance of the remuneration policy.

2.5 The Committee shall 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.

2.6 The Committee shall review the design of all share incentive plans for approval by the board and shareholders and, for any such plans, the Committee shall determine each year whether awards will be made, and if so, the overall amount of such awards, the individual awards to executive directors, Company Secretary and other senior executives and the performance targets to be used.

- 2.7 The Committee shall determine the policy for, and scope of, pension arrangements for each executive director and other senior executives.
- 2.8 Within the terms of the agreed policy and in consultation with the Chair and/or Chief Executive Officer as appropriate, the Committee shall determine the total individual remuneration package of the chair, each executive director, the company secretary and other senior executives including bonuses, incentive payments and 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.
- 2.9 The Committee shall take reasonable steps to:
- 2.9.1 ensure that contractual terms on termination and any payments made are fair to the individual and the Company; that failure is not rewarded and the duty to mitigate loss is fully recognised;
 - 2.9.2 oversee workforce remuneration and related policies, and oversee any major changes in employee benefits structures throughout the Company or its group; and
 - 2.9.3 agree the policy for authorising claims for expenses from the directors.
- 2.10 The Committee shall be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee.
- 2.11 The Committee shall take reasonable steps to obtain reliable, up-to-date information about remuneration in other companies of comparable scale. The Committee shall have full authority to appoint remuneration consultants and to commission or purchase any reports, surveys or information which it deems necessary to help it fulfil its obligations within any budgetary restraints imposed by the board; and
- 2.12 The Committee shall consider such other matters as may be requested by the board of directors and work and liaise as necessary with all other board committees.

3 **MEMBERSHIP**

- 3.1 The board shall appoint the Committee chair who shall be an independent 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 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.
- 3.2 The members of the Committee shall be appointed by the board of directors on the recommendation of the nomination committee and in consultation with the chair of the remuneration committee. The majority of the members of the Committee should be

independent non-executive directors. Appointments to the Committee shall be for periods of up to three years, which may be extended for no more than two additional three-year periods provided the majority of the members continue to be independent.

- 3.3 The Committee shall have at least three members, the majority of whom shall be independent non-executive directors. The chair of the board of directors may also serve on the Committee as an additional member, but not the chair the Committee, if he or she was considered independent on appointment as chair.
- 3.4 It has been agreed that the members of the Committee will be Margaret Rice-Jones, Stephen Davidson, Graeme Bisset and Helen Kelisky, and the Committee shall be chaired by Margaret Rice-Jones. A quorum shall be any two members of the Committee. The members of the Committee can be varied at any time by a majority resolution of the existing members of the Committee save that any additional appointment must still maintain a majority of the members being independent non-executive directors.
- 3.5 The Committee chair and members shall be listed each year in the Company's annual report.

4 VOTING ARRANGEMENTS

- 4.1 Each member of the Committee shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Committee.
- 4.2 Each member of the Committee shall disclose to the Committee:
 - 4.2.1 any personal financial interest (other than as a shareholder) in any matter to be decided by the Committee; or
 - 4.2.2 any potential conflict of interest arising from a cross-directorship.
- 4.3 If a matter that is considered by the Committee is one where a member of the Committee, either directly or indirectly has a personal interest, that member shall not be permitted to vote at the meeting.
- 4.4 Save where he has a personal interest, the chair will have a casting vote.

5 ATTENDANCE AT MEETINGS

- 5.1 The Committee will meet at least twice a year. The Committee may meet at other times during the year as required.
- 5.2 Only members of the Committee have the right to attend Committee meeting but other directors and individuals (such as the head of human resources) and external advisers may be invited to attend all or part of any meeting as and when appropriate.

5.3 The company secretary or his or her nominee shall be 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.

5.4 Meetings of the Committee may be conducted when the members are physically present or in the form of either a video or audio conference.

6 NOTICE OF MEETINGS

6.1 Meetings of the Committee shall be summoned by the secretary of the Committee at the request of any of the member of the Committee.

6.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five working days before the date of the meeting. Any supporting papers shall be sent to each member of the Committee and to other attendees (as appropriate) at the same time.

6.3 Notices, agendas and supporting papers can be sent in electronic form where the recipient has agreed to receive documents in such a way.

7 AUTHORITY

The Committee is authorised by the board of directors to examine any activity within its terms of reference and is authorised to obtain, at the Company's expense, legal or professional advice on any matter within its terms of reference. 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. The Committee is authorised to seek any information it requires from any employee or director, and all such employees or directors will be directed to co-operate with any request made by the Committee.

8 REPORTING

8.1 The proceedings and resolutions of the Committee meetings, including the names of those present and in attendance shall be minuted by the Company Secretary.

8.2 Draft minutes of each meeting will be circulated promptly to all members of the Committee. Once approved, the minutes of each meeting will be circulated to all other members of the board of directors unless, in the opinion of the chair, it would be inappropriate to do so. The Committee chair shall report to the board of directors on its proceedings after each meeting on all matters within its duties and responsibilities.

8.3 The Committee shall ensure that provisions regarding disclosure of information, including pensions, as set out in the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and the QCA Corporate Governance Code are fulfilled, and that a

report on the directors' remuneration policy and practices is included in the Company's annual report.

- 8.4 If the committee has appointed remuneration consultants, the consultant should be identified in the annual report alongside a statement about any other connection it has with the Company or individual directors.

9 **GENERAL MATTERS**

- 9.1 The chair of the Committee should make him or herself available at each Annual General Meeting of the Company to answer questions concerning the Committee's work.
- 9.2 The Committee shall arrange for periodic reviews of its own performance and, at least once a year, 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 of directors for approval.
- 9.3 The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required and 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
- 9.4 The Committee shall give due consideration to laws and regulations, the provisions of the QCA Corporate Governance Code and the requirements of the AIM Rules for Companies, and any published guidelines or recommendations (including by the Investment Association and the National Association of Pension Funds) regarding the remuneration of directors of listed/non listed companies and formation and operation of share schemes, and any other applicable rules, as appropriate.
- 9.5 The Committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.
- 9.6 Through the chair of the board, ensure that the Company maintains contact as required with its principal shareholders about remuneration.
- 9.7 The Committee shall make available these terms of reference to shareholders and include the information on the Company's website.