

## Terms of reference

### for the Remuneration Committee

Adopted: 27 March 2017  
Updated: 7 September 2020

#### **1 Membership**

- 1.1 The Board has resolved to establish a committee of the Board to be known as the Remuneration Committee.
- 1.2 Membership of the Remuneration Committee shall consist of at least two members, all of whom shall be non-executive directors. The chair of the Board may also serve on the Remuneration Committee as an additional member if he or she was considered independent on appointment as chair. Members of the Remuneration Committee shall be appointed by the Board on the recommendation of the nomination committee and in consultation with the chair of the remuneration committee.
- 1.3 Only members of the Remuneration Committee have the right to attend committee meetings. However, other individuals such as the chief executive, the chief financial officer, the head of human resources and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 1.4 Appointments to the Remuneration Committee are made by the Board and shall be for a period of up to three years extendable by no more than 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.
- 1.5 The Board shall appoint the Remuneration Committee chair who shall be a non-executive director. In the absence of the Remuneration 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 Remuneration Committee.

#### **2 Secretary**

The company secretary or his or her nominee shall act as the secretary of the Remuneration Committee and will ensure that the Remuneration 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 Remuneration Committee shall meet at least twice a year and otherwise as required.

#### **5 Notice of meetings**

5.1 Meetings of the Remuneration committee shall be called by the Remuneration Committee chair or secretary of the Remuneration Committee at the request of the Remuneration 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 Remuneration Committee, any other person required to attend and all other non-executive directors, no later than three working days before the date of the meeting. Supporting papers shall be sent to Remuneration 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 resolutions of all Remuneration Committee meetings, including the names of those present and in attendance.

6.2 Draft minutes of Remuneration Committee meetings shall be circulated promptly to all members of the Remuneration Committee. Once approved, minutes should be circulated to all other members of the Board unless in the opinion of the Remuneration Committee chair it would be inappropriate to do so.

#### **7 Annual General Meeting**

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

Terms of reference

for the Remuneration Committee

**8 Duties**

8.1 The Remuneration Committee should carry out the duties detailed below.

8.2 The Remuneration Committee shall:

- (a) Have responsibility for setting the remuneration policy for all executive directors and the company's chair, including pension rights and any compensation payments or benefits such as share options, share schemes, or any other benefit.
- (b) determine the remuneration of the non-executive directors within the limits set out in the Articles of Association. No director or senior manager shall be involved in any decisions as to their own remuneration;
- (c) in determining such policy, take into account all factors which it deems necessary including relevant legal and regulatory requirements and the provisions and recommendations of 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. The remuneration policy should have regard to the risk appetite of the company and alignment 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 designed to promote the long-term success of the company;
- (d) when setting remuneration policy for directors, review and have regard to pay and employment conditions across the company or group, especially when determining annual salary increases;
- (e) review the on-going appropriateness and relevance of the remuneration policy;
- (f) within the terms of the agreed policy and in consultation with the chair and/or chief executive, as appropriate, determine the total individual remuneration package of each executive director, the company chair and senior managers 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.

Terms of reference

for the Remuneration Committee

- (g) to help it fulfil its obligations, the Remuneration Committee shall 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 but within any budgetary restraints imposed by the Board. However, the committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants.;
- (h) be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Remuneration Committee;
- (i) 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;
- (j) 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 senior managers and the performance targets to be used;
- (k) determine the policy for, and scope of, pension arrangements for each executive director and other designated senior executives;
- (l) 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;
- (m) oversee any major changes in employee benefits structures throughout the company or group;
- (n) agree the policy for authorising claims for expenses from the directors;
- (o) work and liaise as necessary with all other Board committees, ensuring the interaction between committees and with the board is reviewed regularly;

## **9 Reporting responsibilities**

- 9.1 The Remuneration 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 Remuneration 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 discussion when necessary.
- 9.3 The Remuneration Committee shall ensure that provisions regarding disclosure of Information, including pensions, are fulfilled and produce a report of the company's remuneration policy and practices to be include in the company's annual report and ensure each year that it is put to shareholders for approval at the company's annual general meeting. If the Remuneration Committee has appointed remuneration consultants, the annual report of the company's remuneration policy should identify such consultants and state whether they have any other connection with the company or individual directors.

## **10 Other matters**

The Remuneration Committee shall:

- (a) have access to sufficient resources in order to carry out its duties, including access to the company secretariat for assistance as required;
- (b) 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; and
- (c) give due consideration to laws, regulations and any published guidelines or recommendations regarding the remuneration of directors of listed/non-listed companies and formation and operation of share schemes including but not limited to the requirements of the AIM Rules for Companies, the Prospectus and Disclosure and Transparency Rules and any other applicable rules, as appropriate.
- (d) Ensure that a periodic evaluation of the committee's own performance is carried out.
- (e) 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 Remuneration 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.