

MATTERS RESERVED FOR THE BOARD

*NOT SUITABLE FOR DELEGATION TO COMMITTEE

1. Strategy and management	
1.1	Responsibility for the overall leadership and management of the Group.
1.2	Approval of the Group's long-term objectives and commercial strategy, taking into consideration the Group's environmental, social and governance ambitions
1.3	Approval of the annual operating and capital expenditure budgets and any material changes to them.
1.4	Oversight of the Group's operations ensuring: <ul style="list-style-type: none"> • Competent and prudent management; • Sound planning; • Adequate systems of internal control and risk management; • Adequate accounting and other records; • Compliance with statutory and regulatory obligations.
1.5	Review of performance in the light of the Group's strategy, objectives, business plans and budgets and ensuring that any necessary corrective action is taken.
1.6	Extension of the Group's activities into new business or geographic areas.
1.7	Any decision to cease to operate all or any material part of the Group's business.
2. Structure and capital	
2.1	Changes relating to the Group's capital structure including reduction of capital, share issues, share buy backs including the use of treasury shares.
2.2	Changes to the Group's corporate structure.
2.3	Changes to the Group's management and control structure.
2.4	Any changes to the Company's listing or its status as a plc.
2.5	Changes to the Company's Memorandum and Articles of Association and recommendation to shareholders for approval.
3. Financial reporting and controls	
3.1	*Approval of the half yearly report, interim results and any preliminary announcement of the final results. ⁽¹⁾
3.2	*Approval of the annual report and accounts, including the corporate governance statement and remuneration report. ⁽¹⁾
3.3	*Approval of the dividend policy.
3.4	*Declaration of the interim dividend or any special dividend and recommendation of the final dividend for shareholder approval.
3.5	*Approval of any significant changes in accounting policies or practices.
3.6	Approval of treasury policies including foreign currency exposure and the use of financial derivatives.
3.7	Approval of stock expenditure ≥ £250,000 and all other capital and revenue expenditure ≥ £250,000
4. Internal controls and risk management	

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4.1	<p>Ensuring maintenance of a sound system of internal control and risk management including:</p> <ul style="list-style-type: none"> • Defining and communicating the Group's risk appetite; • Determining the Group's emerging and principal risks; • Receiving reports on, and reviewing the effectiveness of, the Group's risk and control processes to support its strategy and objectives; • Approving procedures for the detection of fraud and the prevention of bribery; • Oversight of health and safety performance; • Undertaking an annual assessment of these processes; • Approving an appropriate statement for including in the annual report.
5. Contracts	
5.1	Approval of capital projects (and oversight over execution and delivery) \geq £250,000.
5.2	Contracts which are material strategically or by reason of size and are outside the normal course of business, entered into by the Company or any subsidiary, for example bank borrowings and property lease agreements (Contracts with a total value of \geq £250,000 are considered material, total value is taken to be per annum commitment multiplied by non-cancellable term).
5.3	Major investments including the acquisition or disposal of interests of more than 3 percent in the voting shares of any company or the making of any takeover.
6. Communication	
6.1	Approval of resolutions and corresponding documentation to be put forward to shareholders at a general meeting.
6.2	*Approval of all circulars, prospectuses and listing particulars to be issued by the Company.
6.3	*Approval of press releases concerning matters decided by the Board.
6.4	*Approval of material regulatory announcements concerning matters decided by the Board and material regulatory filings in all relevant jurisdictions.
7. Board membership and other appointments	
7.1	*Changes to the structure, size and composition of the Board, following recommendations from the Nomination Committee.
7.2	*Ensuring adequate succession planning for the Board and senior management.
7.3	*Appointments to the Board, following recommendations by the Nomination Committee.
7.4	*Selection of the Chairman of the Board and the Chief Executive.
7.5	*Appointment of the Senior Independent Director.
7.6	*Approval of the composition, membership and chairmanship of Board committees.
7.7	*Continuation in office of Directors at the end of their term of office, when they are due to be re-elected by shareholders at the AGM and otherwise as appropriate.
7.8	*Continuation in office of any Director at any time, including the suspension or termination of service of an Executive Director as an employee of the Group, subject of the law and their service contract.
7.9	*Appointment or removal of the Company Secretary
7.10	*Appointment, reappointment or removal of the external auditor to be put to shareholders for approval in general meeting, following the recommendation of the Audit Committee.

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7.11	Approval of Directors' external appointments.
7.12	Appointments to the boards of subsidiaries.
8. Remuneration	
8.1	Determining the remuneration policy for the Directors, Company Secretary and other senior executives.
8.2	Determining the remuneration of the Non-Executive directors, subject of the articles of association and shareholder approval as appropriate.
8.3	*The introduction of new share incentive plans or major changes to existing plans to be put to shareholders for approval.
8.4	Approval of the recruitment of any employee that will be part of the Group Leadership Team.
9. Delegation of Authority	
9.1	*The division of responsibility between the Chairman, the Chief Executive and other executive directors, which should be in writing.
9.2	*Approval of terms of reference of Board committees.
9.3	*Receiving reports from Board committees on their activities.
10. Corporate governance matters	
10.1	*Undertaking formal review of its own performance, that of its committees and individual Directors, as appropriate.
10.2	*Determining the independence of Directors.
10.3	*Considering the balance of interests between shareholders, employees, customers and the community.
10.4	Review of the Group's overall corporate governance arrangements.
10.5	*Receiving reports on the views of the Company's stakeholders.
10.6	Authorising conflicts of interest where permitted by the Company's articles of association.
11. Policies	
11.1	Approval of policies, including: Code of Conduct Share dealing code Health and safety policy Bribery prevention policy Whistleblowing policy
11.2	Approval of the Company's Modern Slavery Statement and any other statement required by law to be approved by the Board.
12. Other	
12.1	Approval of the making of any political donation where the donations incurred in total by the Company in the period of 12 months ending with the date of which that donation is made does not exceed £5,000 (Companies Act 2006 s378). (2)
12.2	Approval of the appointment of the Group's principal professional advisers.
12.3	Approval of the prosecution, defence or settlement of litigation with potential costs of above £50,000 or being otherwise material to the interests of the Group.
12.4	Approval of the overall levels of insurance for the Group including Directors' & Officers' liability insurance and any indemnity given by the Company to any Directors and Officers.
12.5	Major changes to the rules of the Group's pension schemes or changes of trustees or changes in the fund management arrangements.

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12.6	Any decision likely to have a material impact of the Company or Group from any perspective, including, but not limited to, financial, operational, strategic or reputational.
12.7	Responding to shareholder activism or any takeover or merger approach.
12.8	Approval of any changes to these matters reserved for the Board.

Matters which the Board considers suitable for delegation are contained in the terms of reference of its Committees.

In addition, the board will receive reports and recommendations from time to time on any matter which it considers significant to the Group.

- (1) This item will be considered by the whole Board but the final formal decision can be delegated to a committee set up solely for the purpose. This will allow time for any changes requested at the board meeting to be incorporated into the final document before publication.
- (2) It is the Board's policy not to make any political donations.

23 February 2026