

DF CAPITAL GROUP

REMUNERATION COMMITTEE/RemCo (the “Committee”)

TERMS OF REFERENCE

as adopted on 22 February 2021

1. The Remuneration Committee is a sub-committee of the Group Boards (collectively the “Board”)
2. The Committee shall not consider the remuneration of any non-executive director which shall be a matter for the Board or, where required by the articles of association, the shareholders who shall determine the remuneration within the limits set in the Company’s articles.

MEMBERS

3. The members of the Committee for the time being shall be:

Senior Independent Director	Chair
Independent Non-Executive Directors	Deputy Chair
Company Chair	

4. The following are requirements for membership of the Committee:
 - 4.1 a minimum of 3 members (of which the majority shall be Senior Managers under the FCA/PRA regime);
 - 4.2 membership is confined to independent non-executive directors;
 - 4.3 appointed by the Board of the Company (the “Board”), on the recommendation of the Nominations Committee and in consultation with the Chair of the Committee; and
 - 4.4 appointed for a period of up to one year, which may be extended by no more than six further one-year periods, provided the members (other than the Chair of the Board, if they are a member of the Committee) continue to be independent.
5. The following persons are invited to the Committee by standing invite:

Chief Executive Officer
Company Secretary
Head of People

6. Any other persons are invited to the Committee by prior arrangement with the Chair of the Committee with input from the CEO (based on the subject of discussion and where

performance is discussed).

Chair

7. The Chair of the Committee (who shall be an independent non-executive director) shall be appointed by the Board, which shall determine the period for which they shall hold office.
8. In the absence of the Chair or the Deputy Chair, the remaining members present shall elect one of themselves to chair the meeting. The Chair of the Board shall not be eligible to be appointed as Chair of the Committee but may serve on the Committee as an additional member if they were considered independent on appointment as Chair.
9. The Chair shall be responsible for:
 - 9.1 reporting all decisions of the Committee formally to the Board;
 - 9.2 setting the agenda for meetings, chairing those meetings, and ensuring the effective operation of the Committee;
 - 9.3 ensuring that the Committee addresses all of the tasks delegated to it;
 - 9.4 maintaining a dialogue with key individuals involved in the Company's governance;
 - 9.5 communicating the work of the Committee through the drafting of the annual remuneration report;
 - 9.6 answering questions on the annual remuneration report and about remuneration more generally at shareholder meetings;
 - 9.7 attending the Company's Annual General Meeting ("AGM") as necessary to respond to any shareholder questions on the Committee and its activities and responsibilities; and
 - 9.8 leading timely consultations with shareholders as directed by the Board on remuneration policy where there is a proposed significant change in the Company's remuneration policy.
10. The Committee will allow sufficient time and resources for the Chair of the Committee to deal with matters relating to the discharge of any individual responsibilities allocated to them under the Senior Managers Regime.

Secretary

11. The Company Secretary or their nominee shall act as Secretary of the Committee.
12. The Secretary of the Committee will be responsible for:
 - 12.1 working with the Chair of the Committee in setting the agenda for meetings;
 - 12.2 providing the Committee with informational support;
 - 12.3 circulating at least 5 working days' notice of any meeting of the Committee (although such notice period may be waived or shortened with the consent of the Chair of the Committee for the time being) to each member of the Committee and any other person required to attend;

- 12.4 in the notice of meeting, confirming the venue, time, and date of the meeting;
- 12.5 circulating supporting papers to Committee members;
- 12.6 taking minutes of Committee meetings and all resolutions made, including the names of those present and in attendance; and
- 12.7 circulating minutes to all members of the Committee and once agreed, to all members of the Board unless, in the opinion of the Chair of the Committee, it would be inappropriate to do so.

Quorum

- 13. The quorum for decisions of the Committee shall be any 2 members.

OBJECTIVES

- 14. The objectives of the Committee are to:

Objective 1	Develop remuneration strategies which motivate and reward employees, supporting the delivery of business objectives in the short, medium and long-term
Objective 2	Align the interests of the employees with the long-term interests of shareholders
Objective 3	Develop remuneration strategies that encourage employees to operate within the risk parameters set by the Board
Objective 4	Ensure that the Company can recruit and retain high-quality employees through remuneration arrangements which are fair and attractive, but not excessive
Objective 5	Take appropriate account of cultural development of the Company and the individuals within it

ROLES/RESPONSIBILITIES

- 15. The Committee shall, on behalf of the Board and the shareholders of the Company:

Role/Responsibility	How this will be achieved
Determine and agree with the Board the framework or approach for the remuneration of the Company's Chief Executive, Chair, the executive directors, the Company Secretary, and such other employees (as designated in the Company's Remuneration Policy)	No director or manager shall be involved in any decisions as to their own remuneration
In determining the Company's approach to remuneration and the Remuneration Policy, take into account all factors which it deems necessary, having regard to the	The objective of such policy shall be to promote the long-term success and delivery of the firm's strategic plan by attracting, motivating and retaining high

<p>risk appetite of the Company (as detailed in the Company's risk policy) and alignment to the Company's long-term strategic goals</p>	<p>calibre employees, having regard to the interests of shareholders and other stakeholders, whilst working in line with the Remuneration Part of the PRA's rulebook and other relevant remuneration codes.</p> <p>A significant proportion of remuneration should be structured to link rewards to corporate and individual performance and designed to promote the long-term success and risk profile of the Company through a multi-year framework.</p>
<p>When setting the remuneration arrangements for directors, review and have regard to Company's Remuneration Policy, as well as pay and employment conditions across the Company, especially when determining annual salary increases</p>	<p>Internal salary data and external benchmarks will be provided to the committee.</p>
<p>Review the ongoing appropriateness and relevance of the Remuneration Policy</p>	<p>The Remuneration Policy will be reviewed at least annually.</p>
<p>Determine the composition and structure of the total individual remuneration package of each executive director, other senior employees and material risk takers of the Company including bonuses, incentive payments and share options or other share awards</p>	<p>Within the terms of the agreed policy and in consultation with the Chair and/or Chief Executive as appropriate</p> <p>Bearing in mind that each remuneration package should motivate the relevant employee and support delivery of the Company's objectives in the short, medium, and long term</p>
<p>In determining such remuneration packages and arrangements, give due regard to any relevant legal or regulatory requirements, the provisions and recommendations in the Remuneration Part of the PRA Rulebook, the Quoted Companies Alliance (QCA) Corporate Governance Code for Small and Mid-size Quoted Companies (the "QCA Code"), the QCA's Remuneration Committee Guide for Smaller Quoted Companies and the AIM Rules for Companies and any other applicable rules, as appropriate</p>	
<p>Be responsible for establishing the selection criteria, selecting, appointing, and setting the terms of reference for any remuneration consultants who advise the Committee</p>	
<p>Review and note annually the remuneration trends across the Company</p>	
<p>Approve the design of, and determine the targets for, any performance related pay</p>	

schemes operated by the Company and approve the total annual payments made under such schemes	
Review the design of and determine the performance periods, measures and targets for all share incentive plans of the Company for approval by the Board	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 of the Company and the performance targets to be used
Determine the policy for, and scope of, pension arrangements for all employees of the Company	
For executive directors, senior employees and material risk takers, ensure that contractual terms on termination, and any payments made, are appropriate to the individual and the Company and align to any regulatory requirements.	
Oversee any major changes in employee benefits structures throughout the Company	
Agree the policy for authorising claims for expenses from the Chief Executive and Chair	
Ensure that all legal and regulatory requirements regarding disclosure of information, and those set out in the QCA Code and Remuneration Part of the PRA Rulebook, are fulfilled	By producing a report of the Company's remuneration policy and practices to be included, as necessary, in the Company's annual report and Pillar III disclosures as appropriate If the Committee has appointed remuneration consultants, the annual report of the Company's remuneration policy should identify such consultants and state the fees and services rendered and whether they have any other connection with the Company
Make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed	
Work and liaise as necessary with all other Board committees	
Review the standard data & management information received by the committee, annually, to ensure it is adequate	Develop and utilise a standard Management Information dashboard to present such information

PROCEDURE AND FREQUENCY OF MEETINGS

- 16.** Notwithstanding the quorum requirements for the Committee, all members of the Committee should endeavour to attend all meetings of the Committee at which matters of general remuneration policy or the contents of the Committee's annual report to shareholders are discussed.
- 17.** Meetings of the Committee:
- 17.1** shall be held at least once a year and at such other times as the Chair of the Committee requires (normally immediately before or after regular meetings of the Board);
- 17.2** may be held by conference telephone; and
- 17.3** may be called by the Secretary of the Committee at the request of any member of the Committee.
- 18.** The Committee shall:
- 18.1** have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required;
- 18.2** be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members;
- 18.3** investigate any activity within its terms of reference and seek directly any information it requires from any employee or contractor of the Company (all such persons being directed to co-operate with any such request by the Committee);
- 18.4** through the Chair of the Board, ensure that the Company maintains contact as required with its principal shareholders about remuneration; and
- 18.5** obtain outside legal or other independent professional advice at the cost of the Company in accordance with the Company's agreed procedure under which Directors may obtain independent advice, and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary (but such persons shall not be members of the Committee).
- 19.** The Committee shall, at least once a year, review its own performance, constitution, and terms of reference to ensure that it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.