

**ITHACA ENERGY PLC**

**(the "Company")**

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**REMUNERATION COMMITTEE – TERMS OF  
REFERENCE**

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## 1. **MEMBERSHIP**

- 1.1 The remuneration committee (the "**Remuneration Committee**" or "**Committee**") of the board of directors of the Company (the "**Board**") shall comprise at least three members, all of whom shall be independent non-executive directors. The chair of the Board (the "**Chair**") may also serve on the Committee as an additional member if they were considered independent on appointment as Chair. Non-executive directors should have sufficient skill and expertise to manage the remuneration-setting process.
- 1.2 Appointments to the Committee are made by the Board, on the recommendation of the nomination committee and in consultation with the chair of the Remuneration Committee and shall be for a period of up to three years which may be extended for up to two additional three-year periods, provided members (other than the Chair, if they are a member of the Committee) continue to be independent.
- 1.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals such as the chief executive 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.
- 1.4 The Board shall appoint the Committee chair who shall be an independent non-executive director who should have served on a remuneration committee for at least 12 months. 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 shall not be chair of the Committee.
- 1.5 If any member of the Committee is unable to act for any reason, subject to paragraph 1.1, the Chair may appoint any other independent non-executive director of the Company to act as his or her alternate.
- 1.6 Decisions of the Committee will be made by majority vote. In the event of an equality of votes, except where he or she has a personal interest, the Chair shall have a casting vote.

## 2. **SECRETARY**

The company secretary (the "**Company Secretary**"), or their nominee, shall act as 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.

## 3. **QUORUM**

The quorum necessary for the transaction of business shall be two. 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. A member of the Committee shall not be counted in the quorum where decisions are to be made or discussions are to take place concerning such member's remuneration. All reasonable efforts shall be made to give notice of meetings of the Committee to all members and invitees and to arrange such meetings so that all members and invitees are able to attend.

## 4. **FREQUENCY OF MEETINGS**

The Committee shall meet at least twice a year and otherwise as required. Formal meetings may be held by conference telephone or other communication equipment allowing those participating to hear and speak to each other and the quorum in that event shall be any two Committee members so linked. Decisions may be taken by the Committee without a meeting if all of the members of the Committee provide their approval in writing.

## 5. NOTICE OF MEETINGS

- 5.1 Meetings of the Committee shall be called by the secretary of the Committee at the request of the 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 Committee and any other person required to attend, no later than five 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.
- 5.3 Notices, agendas and supporting papers can be sent in electronic form.

## 6. MINUTES OF MEETINGS

- 6.1 The secretary shall minute the proceedings and resolutions of all Committee meetings, including the names of those present and in attendance.
- 6.2 At the beginning of each meeting, each member of the Committee shall declare the existence of any conflicts of interest and the Secretary shall minute them accordingly.
- 6.3 Draft minutes of Committee meetings shall be promptly circulated to all members of the Committee. Once approved, minutes should be circulated to all other members of the Board and the Company Secretary unless, exceptionally, it would be inappropriate to do so.
- 6.4 Final signed copies of the minutes of the meetings of the Committee should be maintained for the Company's records.

## 7. ENGAGEMENT WITH SHAREHOLDERS

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

## 8. DUTIES

- 8.1 The Committee should carry out the duties detailed below for the parent company, major subsidiary undertakings and the group as a whole, as appropriate.
- 8.2 The Committee shall:-
  - 8.2.1 have delegated responsibility for determining the policy for directors' remuneration and setting remuneration for the Chair, the executive directors and the senior managers who report directly to the chief executive officer (the "**Senior Managers**"), including the Company Secretary, in accordance with the Principles and Provisions of the UK Corporate Governance Code (the "**Code**");
  - 8.2.2 establish remuneration schemes that promote long-term shareholding by executive directors that support alignment with long-term shareholder interests, with share awards subject to a total vesting and holding period of at least five years, and a formal policy for post-employment shareholding requirements encompassing both unvested and vested shares;
  - 8.2.3 design remuneration policies and practices to support strategy and promote long-term sustainable success, with executive remuneration aligned to Company purpose and values, clearly linked to the successful delivery of the Company's long-term strategy, and

- that enable the use of discretion to override formulaic outcomes and to recover and/or withhold sums or share awards under appropriate specified circumstances;
- 8.2.4 when determining executive director remuneration policy and practices, consider the Code requirements for clarity, simplicity, risk mitigation, predictability, proportionality and alignment to culture;
  - 8.2.5 no director or senior manager shall be involved in any decisions as to their own remuneration outcome. The Board itself or, where required by the Articles of Association, the shareholders should determine the remuneration of the non-executive directors within the limits set in the Articles of Association;
  - 8.2.6 in determining remuneration policy, take into account all other factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of the Code and 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;
  - 8.2.7 review the ongoing appropriateness and relevance of the remuneration policy;
  - 8.2.8 within the terms of the agreed policy and in consultation with the chair and/or chief executive officer, 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, benefits packages, pension rights and arrangements in connection with the individual's cessation of office or employment (including the terms of settlement agreements or similar documents). The choice of financial, non-financial and strategic measures is important, as is the exercise of independent judgement and discretion when determining remuneration awards and frameworks, taking account of Company and individual performance, and wider circumstances;
  - 8.2.9 obtain reliable, up-to-date information about remuneration in other companies of comparable scale and complexity. To help it fulfil its obligations, the 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. However the Committee should avoid designing pay structures based solely on benchmarking to the market or on the advice of remuneration consultants;
  - 8.2.10 review the design of all share incentive plans for approval by the Board and, where required, shareholders. For any such plans, determine each year whether awards and the terms and maximum value of will be made, and if so, the overall amount of such awards, the individual awards for executive directors and Senior Managers, and the performance targets to be used;
  - 8.2.11 review workforce remuneration and related policies;
  - 8.2.12 ensure remuneration schemes promote alignment with long-term shareholder interests by (where appropriate) adopting shareholding policies that apply during and after employment and clawback policies;
  - 8.2.13 oversee any major changes in employee benefits structures for the Company or the Group;
  - 8.2.14 work and liaise as necessary with other Board committees, ensuring the interaction between committees and with the Board is reviewed regularly; and

- 8.2.15 engage with the workforce to explain how executive remuneration aligns with wider Company pay policy.

## **9. REPORTING RESPONSIBILITIES**

- 9.1 The 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 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 where necessary.
- 9.3 The Committee shall provide a description of its work in the annual report in line with the requirements of the UK Corporate Governance Code.
- 9.4 The Committee shall also ensure that provisions regarding disclosure of information as set out in The Companies (Directors' Remuneration Policy and Directors' Remuneration Report) Regulations 2019, the Companies Act 2006, the FCA's Listing Rules, the UK Corporate Governance Code and all other relevant laws and regulations (each as amended from time to time) are fulfilled, and that a report on the directors' remuneration policy and practices is included in the Company's annual report and put to shareholders for approval at the Annual General Meeting as necessary.
- 9.5 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.

## **10. OTHER MATTERS**

The Committee shall:-

- 10.1 have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for advice and assistance as required;
- 10.2 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;
- 10.3 give due consideration to all relevant laws and regulations, the provisions of the Code and Company published guidelines or recommendations regarding the remuneration of company directors and formation and operation of share incentive plans, the requirements of the FCA's Listing Rules, Prospectus Rules, Disclosure Guidance and Transparency Rules sourcebook, and any other applicable rules, as appropriate;
- 10.4 ensure that a periodic evaluation of the Committee's own performance is carried out; and
- 10.5 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 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.

**Adopted by resolution of the Board on 31 October 2022**