

Gamma Communications plc

Remuneration Committee

Terms of Reference

Adopted by the Board on 21 May 2024 and last revised on 13 May 2026

1. Membership

- 1.1 Members of the Committee shall be appointed by the Board on the recommendation of the Nomination Committee and in consultation with the Chair of the Remuneration Committee. The Committee shall be made up of at least three members, all of whom are independent non-executive directors. The Chair of the Board may serve as a member if he or she was considered independent on appointment as Chair.
- 1.2 Only members of the Committee have the right to attend Committee meetings. However, the Committee is authorised to require the attendance of other individuals such as the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Chief People Officer (CPO) or any other Company employee for all or part of any meetings as and when appropriate. The Committee may also invite the other independent non-executive directors and external advisers to attend for all or part of any meeting.
- 1.3 Appointments to the Committee shall be for a period of up to three years, which may be extended for two further three-year periods. Members may be re-appointed following a gap but still remain subject to the independence condition and a maximum of nine years' total service.
- 1.4 The Board shall appoint the Committee Chair who shall be an independent non-executive director and before such appointment, the appointee 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. The Chair of the Board shall not be Chair of the Committee.

2. Secretary

The Company Secretary or his or her 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.

4. Meetings

- 4.1 The Committee shall meet at least three times a year and at such other times as the Chair of the Committee shall require.

- 4.2 Outside of the formal meeting programme, the committee chair will maintain a dialogue with key individuals involved in the company's remuneration governance, including the Board Chair, the CEO and the Committee's remuneration advisors.

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 made available to all non-executive directors 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.

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 Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee and once agreed, to all members of the Board, unless, in the opinion of the Committee Chair a conflict of interest exists or it is otherwise inappropriate to do so.

7. Annual General Meeting

The Committee Chair shall attend the Annual General Meeting (AGM) prepared to respond to any shareholder questions on the Committee's activities. In addition, the Committee Chair should seek and manage engagement with shareholders on significant matters related to the Committee's areas of responsibility.

8. Engagement with Shareholders and the Workforce

- 8.1 The Committee Chair should ensure that dialogue is maintained with the Company's principal shareholders in order to ensure that the Company understands their views on issues relating to remuneration.
- 8.2 Through the Workforce Engagement Director (WED), the Committee Chair should ensure that the Company maintains dialogue as required with the workforce in order to ensure the workforce understands the alignment between executive director remuneration and the Company's broader approach to workforce remuneration.

9. Duties

The Committee should carry out the duties detailed below for the parent company, major subsidiary undertakings, and the group as a whole as appropriate.

- 9.1 Determine and recommend to the Board the framework or broad policy for the remuneration and benefits of the Company's Chair, CEO, the CFO, any other Executive Director, the Company Secretary and the Executive Committee (ExCo)*. The remuneration of non-executive directors shall be a matter for the Chair of the Board and the executive members of the Board. No director or senior manager shall be involved in any decisions as to their own remuneration. The scope of the policy will

include but is not limited to basic pay, bonuses, incentive payments, share options or awards, and pensions.

* The ExCo shall be defined (as at the date of approval of this document) as: the CEOs of Gamma Business, Gamma Enterprise and Gamma Europe; the Chief Technology Officer; the CPO; and the Chief Marketing and Product Officer, or as otherwise defined by the Board from time to time.

- 9.2 In determining such policy, take into account all factors which it deems necessary including relevant legal and regulatory requirements, the provisions and recommendations of The UK Corporate Governance Code (published January 2024) (the Code), FRC Guidance on Board Effectiveness, the UK Listing Rules, 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. The remuneration policy should have regard to the risk appetite of the Company and alignment to the Company's long term strategic goals that also enable the use of discretion to override formulaic outcomes and to recover and/or withhold sums or share awards under appropriate specified circumstances by ensuring the Committee has appropriate contractual powers to exercise such discretion in place to enable it to do so. 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 and alignment with long term shareholder interests by adopting shareholding policies that apply during and after employment and malus and clawback policies, where appropriate.
- 9.3 Within the terms of the agreed remuneration policy and in consultation with the Chair of the Board and/or CEO as appropriate, set the remuneration and benefits for the Company's CEO, Chair, the CFO, and other executives described in 9.1 having reviewed and had regard to pay and employment conditions across the Company or group, especially when determining annual salary increases.
- 9.4 Review the ongoing appropriateness and relevance of the remuneration policy at least annually.
- 9.5 Review workforce remuneration and related policies.
- 9.6 Approve the design of any performance related pay schemes operated by the Company for individuals described in 9.1; determine the targets for those schemes; and approve the payments under such schemes.
- 9.7 Approve the design of all discretionary and all-employee share plans for final approval by the Board and, where necessary, shareholders. For any discretionary plans, determine each year whether awards will be made, and if so, the overall amount of such awards and the performance targets to be used, and recommend the individual awards to the Board.
- 9.8 Approve the financial terms and proposed service contract for any new recruit who will, on recruitment, meet the criteria of 9.1 or any individual who on promotion will meet the criteria of 9.1.
- 9.9 Ensure that contractual terms on termination for the CEO, the CFO and other senior executives who meet the criteria of 9.1, and any payments made, are fair to the

individual and the Company, that failure is not rewarded and that the obligation to mitigate loss is fully recognised.

- 9.10 Review annually and agree the policy for authorising claims for expenses from the CEO, CFO and Chair and all other senior executive managers.
- 9.11 Ensure that all provisions regarding disclosure of remuneration including pensions, are fulfilled.
- 9.12 Be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee.
- 9.13 Obtain reliable, up-to-date information about remuneration in other companies of comparable scale and complexity. The Committee shall have full authority to appoint remuneration consultants and to commission or purchase any reports or surveys (at the expense of the Company, but within any budgetary constraints imposed by the Board) which it deems necessary to help it fulfil its obligations. The Committee should exercise independent judgment when evaluating the advice of external third parties and when receiving views from executive and senior management.
- 9.14 Work and liaise as necessary with all other board committees.

10. Reporting Responsibilities

- 10.1 The Committee Chair shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- 10.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 10.3 The Committee shall annually produce a Directors' Remuneration Report, consistent with regulatory reporting requirements, which will form part of the Company's Annual Report. If the Committee has appointed remuneration consultants, the Directors' Remuneration Report should identify such consultants and state whether they have any other connection with the Company.

11. Other

The Committee shall:

- 11.1 At least annually, review its own performance, 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;
- 11.2 Give due consideration to laws, regulations and any published guidelines or recommendations regarding the remuneration of directors of listed companies and the operation of share schemes including but not limited to the provisions of the UK Corporate Governance Code, and guidelines published by the Investment Association and the Financial Reporting Council and any other applicable rules as appropriate;
- 11.3 Have access to sufficient resources in order to carry out its duties, including access to the Company Secretariat for assistance as required; and

11.4 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.

12. Authority

12.1 The Committee is authorised by the Board to seek any information it requires from any employee of the Company in order to perform its duties.

12.2 In connection with its duties the Committee is authorised by the Board, at the Company's expense, subject to any budgetary constraints imposed by the Board:

12.2.1 To obtain outside legal or other professional advice;

12.2.2 To appoint remuneration consultants, and to commission or purchase any relevant reports, surveys or information which it deems necessary to help fulfil its duties; and

12.2.3 To obtain, commission or purchase any reports, surveys or information which it deems necessary to assist it to fulfil its duties.
