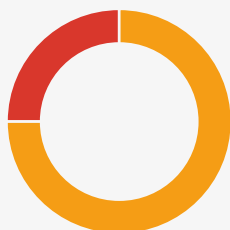


GOVERNANCE AT A GLANCE

BOARD COMPOSITION



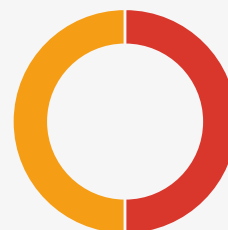
Board diversity

● Male	75%
● Female	25%



Board tenure

● 1-5 Years	25%
● 10-15 Years	25%
● >20 Years	50%



Board composition

● Non-Executive	50%
● Executive	50%

BOARD – ROLES AND RESPONSIBILITIES

GROUP CHIEF EXECUTIVE OFFICER BEN HABIB

Responsible for:

- Proposing and delivering the strategy as set by the Board.
- Leading the Group to deliver operational and financial performance.
- Representing the Group internally and externally to stakeholders, including shareholders.

GROUP FINANCE DIRECTOR LAURA JAMES

Responsible for:

- Overseeing the Group's financial, management and tax reporting.
- Treasury management.
- Financial planning and analysis.

NON-EXECUTIVE CHAIRMAN ALASDAIR LOCKE

Responsible for:

- Leadership of the Board.
- Ensuring effective relationships exist between the Non-Executive and Executive Directors.
- Ensuring that the views of all stakeholders are understood and considered appropriately in Board discussions.

INDEPENDENT NON-EXECUTIVE DIRECTOR PETER MOON

Responsible for:

- Active participation in Board decision-making.
- Advising on key strategic matters.
- Critiquing and challenging proposals and activities, and approving plans where appropriate.

ATTENDANCE

BOARD MEETINGS

Director	Number of meetings attended/ meetings possible	Attendance %
Ben Habib	4/4	100
Laura James	4/4	100
Alasdair Locke	4/4	100
Peter Moon	4/4	100

AUDIT COMMITTEE

Director	Number of meetings attended/ meetings possible	Attendance %
Alasdair Locke	4/4	100
Peter Moon	4/4	100

REMUNERATION COMMITTEE

Director	Number of meetings attended/ meetings possible	Attendance %
Alasdair Locke	2/2	100
Peter Moon	2/2	100