

**URBAN&CIVIC PLC**  
(the "Company")

**TERMS OF REFERENCE OF THE REMUNERATION COMMITTEE**

Approved by the Board of Directors of the Company on 20 July 2016

## TERMS OF REFERENCE OF THE REMUNERATION COMMITTEE

### 1 MEMBERSHIP

- (a) The board of directors of the Company (the "**Board**") has resolved to establish a committee of the Board to be known as the Remuneration Committee.
- (b) Membership of the Remuneration Committee shall consist of at least two members, all of whom shall be independent non-executive directors. The chairman of the Board may also serve on the committee as an additional member if he or she was considered independent on appointment as chairman. Members of the committee shall be appointed by the Board, on the recommendation of the nomination committee and in consultation with the chairman of the Remuneration Committee.
- (c) Only members of the Remuneration Committee have the right to attend committee meetings. However, other individuals such as the chairman, chief executive or managing director and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- (d) Appointments to the committee are made by the Board and shall be for a period of up to three years extendable by no more than two additional three-year periods, so long as members (other than the chairman of the Board, if he or she is a member of the committee) continue to be independent.
- (e) The Board shall appoint the committee chairman who shall be an independent non-executive director. In the absence of the committee chairman 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 chairman of the Board shall not be chairman 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.

### 4 MEETINGS

The committee shall meet at least twice a year and otherwise as required. Meetings may be held by telephone conference.

### 5 NOTICE OF MEETINGS

- (a) Meetings of the committee shall be called by the secretary of the committee at the request of any member of the committee.
- (b) 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, any other person required to attend and all other non-executive directors, no later than five working days before the date of the meeting (although such notice period may be waived or shortened with the consent in writing of all of the members of the committee for the time being). Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time.

### 6 MINUTES OF MEETINGS

- (a) The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance.

- (b) Draft minutes of committee meetings shall be circulated promptly to all members of the committee. Once approved, minutes should be circulated to all other members of the Board unless in the opinion of the committee chairman it would be inappropriate to do so.

## 7 ANNUAL GENERAL MEETING

The committee chairman should attend the annual general meeting to answer any shareholder questions on the committee's activities and any questions arising from the annual report of the Company's remuneration policy and the practices which form part of the Company's annual report. He should also ensure that the Company maintains good contact with shareholders about remuneration in the same way as for other matters.

## 8 RESPONSIBILITIES OF THE COMMITTEE

- (a) The committee should carry out the duties detailed below for the parent company, major subsidiary undertakings and the group as a whole, as appropriate.
- (b) The committee shall:
- (i) have responsibility for considering, agreeing and recommending to the Board an overall remuneration policy and philosophy for the Company, its executive directors, the Company's chairman and the Company Secretary, including pension rights and any compensation payments. The Board itself, or where required by the Company's articles of association, the shareholders should determine the remuneration of the non-executive directors within the limits set in the Articles of Association. No director or senior manager shall be involved in any decisions as to their own remuneration;
  - (ii) review the level and structure of remuneration for senior management;
  - (iii) 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 (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 the long term interests of shareholders and relevant stakeholders. The remuneration policy should be aligned with the Company's long term business strategy, its business objectives and values and have regard to the risk appetite of the Company. 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;
  - (iv) when setting remuneration policy for directors, review and have regard to pay and employment conditions across the Company or group, especially when determining annual salary increases;
  - (v) review the on-going appropriateness and relevance of the remuneration policy;
  - (vi) determine targets for any performance related pay schemes operated by the Company and, where appropriate, ask the Board to seek shareholder approval for any long term incentive arrangements;
  - (vii) within the terms of the agreed policy and in consultation with the chief executive and/or managing director, as appropriate, determine the total individual remuneration package of each executive director and other designated senior executives including bonuses, incentive payments and share options or other share awards;
  - (viii) in implementing the Company's remuneration policy have regard to its objective and take into account, inter alia, the following factors:
    - the individual performance and contribution of the executive directors during the period under review;

- the performance of the Company relative to other companies and organisations in the property sector with which the Company competes for executive talent;
  - the remuneration provided by other companies and organisations in the property sector of comparable turnover and market capitalisation having regard to relative complexity and size.
- (ix) in determining such packages and arrangements, give due regard to any relevant legal requirements, the provisions and recommendations in the UK Corporate Governance Code and the Corporate Governance Code for small and midsize Quoted Companies 2014 published by the Quoted Companies Alliance, Prospectus Rules and Disclosure and Transparency Rules, as well as guidance published by the Association of British Insurers and the National Association of Pension Funds and any other applicable rules, as appropriate;
- (x) 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 but within any budgetary restraints imposed by the Board;
- (xi) review and note annually the remuneration trends across the Company or Group;
- (xii) be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the committee;
- (xiii) approve the design of, and determine targets for, any performance related pay schemes operated by the Company and approve the total annual payments made under such schemes (in accordance with the provisions in Schedule A of the Code);
- (xiv) review the design of all share incentive plans for approval by the Board and shareholders. 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, Company Secretary and other designated senior executives and the performance targets to be used;
- (xv) determine the policy for, and scope of, pension arrangements for each executive director and other designated senior executives;
- (xvi) liaise with the Nomination Committee to ensure that the remuneration of newly appointed executives is within the Company's overall policy;
- (xvii) ensure that contractual terms on termination, and any payments made, are fair to the individual, and the Company, that failure is not rewarded and that the duty to mitigate loss is fully recognised;
- (xviii) oversee any major changes in employee benefits structures throughout the Company or group;
- (xix) agree the policy for authorising claims for expenses from the directors;
- (xx) ensure that all provisions regarding disclosure of remuneration, including pensions, are fulfilled; and
- (xxi) work and liaise as necessary with all other Board committees.

## 9 REPORTING RESPONSIBILITIES

- (a) The committee chairman shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- (b) The committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- (c) The committee shall ensure that provisions regarding disclosure of information, including pensions, as set out in the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and the Code are fulfilled and produce a report of the Company's remuneration policy and practices to be include in the Company's annual report and ensure each year that it is put to shareholders for approval at the annual general meeting. If the committee has appointed remuneration consultants, the annual report of the Company's remuneration policy should identify such consultants and state whether they have any other connection with the Company.
- (d) Through the chairman of the Board, ensure that the Company maintains contact as required with its principal shareholders about remuneration.

## 10 OTHER MATTERS

- (a) 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.
- (b) The committee:
  - (i) shall have access to sufficient resources in order to carry out its duties, including access to the Company secretary for assistance as required;
  - (ii) shall be provided with appropriate and timely training, both in the form of an induction programme for new members and on an on-going basis for all members;
  - (iii) shall give due consideration to laws, regulations and any published guidelines or recommendations regarding the remuneration of directors of listed/non-listed companies and formation and operation of share schemes including but not limited to the provisions of the Code, the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules as well as guidelines published by the Association of British Insurers and the National Association of Pension Funds and any other applicable rules, as appropriate; and
  - (iv) shall arrange for periodic reviews of its own performance and, 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

- a) 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
- b) The committee is authorised by the Board to obtain, at the Company's expense, but within any budgetary restrictions imposed by the Board, outside legal or other professional advice on any matters within its terms of reference.