

## **Audit and Risk Committee Terms of Reference**

### **1. Membership**

- 1.1 Members of the committee shall be appointed by the board, on the recommendation of the nomination committee in consultation with the chairman of the audit and risk committee. The committee shall be made up of at least two members.
- 1.2 All members of the committee shall be independent non-executive directors, at least one of whom shall have recent and relevant financial experience to understand, analyse and where necessary challenge management and financial statements, ideally with a professional qualification from one of the professional accountancy bodies. The chairman of the board shall not be a member of the committee.
- 1.3 Only members of the committee have the right to attend committee meetings. However, the external auditor and the chief financial officer will be invited to attend meetings on a regular basis and other non-members may be invited to attend all or part of any meeting as and when appropriate and necessary.
- 1.4 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 audit and risk committee. Appointments to the committee shall be for a period of up to three years, extendable by no more than two additional three year periods, so long as members continue to be independent.
- 1.5 The board shall appoint the committee chairman. In the absence of the committee chairman and/or an appointed deputy at a committee meeting, the remaining members present shall elect one of themselves to chair the meeting.

### **2. Secretary**

- 2.1 The company secretary, or his/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**

- 3.1 The quorum necessary for the transaction of business shall be two members.

### **4. Frequency of meetings**

- 4.1 The committee shall meet at least three times a year at appropriate intervals in the financial reporting, risk management and audit cycle, and otherwise as required.
- 4.2 Outside of the formal meeting programme, the committee chairman, and to a lesser extent the other committee members, will maintain a dialogue with key individuals involved in the company's governance, including the board chairman, the chief executive, the chief financial officer, the external audit lead partner and the person responsible for internal audit.

### **5. Notice of meetings**

- 5.1 Meetings of the committee shall be convened by the secretary of the committee at the request of any of its members or at the request of the external audit lead partner if they consider it necessary.

- 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, any other person required to attend and all other non-executive directors, no later than 5 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 where the recipient has agreed to receive documents in such a way.

## **6. Minutes of meetings**

- 6.1 The secretary shall minute the proceedings and decisions of all meetings of the committee, including recording the names of those present and in attendance.
- 6.2 Draft minutes of committee meetings shall be agreed with the committee chairman and then circulated promptly to all members of the committee, unless it would be inappropriate to do so in the opinion of the committee chairman.

## **7. Annual General Meeting**

- 7.1 The committee chairman should attend the annual general meeting to answer shareholder questions on the committee's activities.

## **8. Duties**

The committee should have oversight of the group as a whole, and unless required otherwise by regulation, carry out the duties below for the parent company and the group as a whole, as appropriate.

### **8.1 Financial reporting**

- 8.1.1 The committee shall monitor the integrity of the financial statements of the company including if applicable, its annual and half-yearly reports, interim management statements and any other formal statements relating to its financial performance, reviewing and reporting to the board on significant financial reporting issues and judgements which those statements contain having regard to matters communicated to it by the auditor.
- 8.1.2 In particular the committee shall review and challenge where necessary:
- 8.1.2.1 the form, content and process for the preparation of the company's financial reports, including reviewing internal controls;
  - 8.1.2.2 the application of significant accounting policies and any changes to them;
  - 8.1.2.2 the methods used to account for significant or unusual transactions where different approaches are possible;
  - 8.1.2.4 whether the company has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;
  - 8.1.2.5 decisions requiring significant elements of judgement or estimation

8.1.2.5 the clarity and completeness of disclosure in the company's financial reports and the context in which statements are made; and

8.1.2.5 all material information presented with the financial statements, such as the strategic report and the corporate governance statements relating to the audit and to risk management.

8.1.3 The committee shall review any other statements requiring board approval which contain financial information first, where to carry out a review prior to board approval would be practicable and consistent with any prompt reporting requirements under any law or regulation including the Listing Rules or Disclosure Guidance and Transparency Rules sourcebook.

8.1.4 Where the committee is not satisfied with any aspect of the proposed financial reporting by the company, it shall report its views to the board.

## **8.2 Narrative Reporting**

The committee shall carry out the following duties to assist the board in fulfilling its reporting responsibilities in the annual report:

8.2.1 evaluate the company's principal risks, to be taken into account by the board when assessing the company's prospects;

8.2.2 review and approve the content of the annual report and accounts and advise the board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for shareholders to assess the company's performance, business model and strategy and whether it informs the board's statement in the annual report in these matters in line with the company's chosen Corporate Governance Code.

## **8.3 Internal controls, risk management systems, risk appetite and tolerance**

The committee shall:

8.3.1 keep under review the adequacy and effectiveness of the group's internal financial controls that identify, assess manage and monitor financial risks, and other internal control and risk management systems, including those in relation to cyber security;

8.3.2 review and approve the statements to be included in the annual report concerning principal risks and the statements on the Company's internal controls, the risk management framework;

8.3.3 at the request of the board, advise the board on the company's overall risk appetite, tolerance, and the principal emerging risks the company is willing to take in order to achieve its long-term strategic objectives.

8.3.4 the committee shall review the group risk register, seek assurance on the risks the company identifies as those to which the business may be exposed;

8.3.5 at the request of the board, advise the board on the likelihood and the impact of principal risks materialising and the management and mitigation of principal risks to reduce the likelihood of their incidence or their impact;

8.3.6 at the request of the board, advise the board on the risk aspects of proposed changes to strategy and strategic transactions. For acquisitions or disposals, ensure

that a due diligence appraisal of the proposition is undertaken, seeking independent external advice where appropriate;

- 8.3.7 keep under review the Company's compliance in relation to its banking covenants, and inform the board as necessary on matters which support the board's assessment of the company as a going concern.

#### **8.4 Compliance, whistleblowing and fraud**

The committee shall:

- 8.4.1 review the adequacy and security of the group's arrangements for its employees and contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;
- 8.4.2 review the group's procedures for detecting fraud;
- 8.4.3 review the group's systems and controls for the prevention of bribery and receive reports on non-compliance;
- 8.4.4 review reports on and keep under review the adequacy and effectiveness of the group's anti-money laundering systems and controls; and
- 8.4.5 review reports on and keep under review the adequacy and effectiveness of the company's compliance function.

#### **8.5 Internal audit**

The committee shall:

- 8.5.1 ensure that sufficient resource is in place to enable internal audit to be carried out, and if relevant shall approve the appointment or termination of appointment of the person responsible for internal audit;
- 8.5.2 review and approve the role and mandate of the group's internal audit resource, monitor and review the effectiveness of its work, and annually approve the internal audit charter ensuring it is appropriate for the needs of the organisation;
- 8.5.3 review and approve the annual internal audit plan to ensure it is aligned to the key risks of the business, and receive regular reports on work carried out.
- 8.5.4 ensure internal audit has unrestricted scope, the necessary resources and access to information to enable it to fulfil its mandate, ensure there is open communication between different functions and that the internal audit function evaluates the effectiveness of these functions as part of its internal audit plan, and ensure that the internal audit function is equipped to perform in accordance with the appropriate professional standards for internal auditors;
- 8.5.5 ensure the internal auditor has direct access to the board chairman and to the committee chairman, and is accountable to the committee;
- 8.5.6 carry out an annual assessment of the effectiveness of the internal audit function; and as part of this assessment:
- 8.5.6.1 review, assess and approve the annual internal audit work plan;

- 8.5.6.2 receive a report on the results of the internal auditor's work;
- 8.5.6.3 determine whether it is satisfied that the quality, experience and expertise of internal audit is appropriate for the business; and
- 8.5.6.4 review the actions taken by management to implement the recommendations of internal audit and to support the effective working of the internal audit function;
- 8.5.7 monitor and assess the role and effectiveness of the internal audit function in the overall context of the company's risk management system and the work of compliance, finance and the external auditor; and
- 8.5.8 consider whether an independent, third party review of processes is appropriate.

## **8.6 External Audit**

The committee shall:

- 8.6.1 consider and make recommendations to the board, to be put to shareholders for approval at the AGM, in relation to the appointment, re-appointment and removal of the company's external auditor;
- 8.6.2 develop and oversee the selection procedure for the appointment of the audit firm, ensuring that all tendering firms have access to all necessary information and individuals during the tendering process;
- 8.6.3 if an auditor resigns, investigate the issues leading to this and decide whether any action is required;
- 8.6.4 oversee the relationship with the external auditor including (but not limited to):
  - 8.6.3.1 recommendations on their remuneration, including both fees for audit and non-audit services, and that the level of fees is appropriate to enable an effective and high quality audit to be conducted;
  - 8.6.3.2 approval of their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit;
- 8.6.5 consider annually the external auditor's independence and objectivity taking into account relevant UK law, regulation, the Ethical Standard and other professional requirements and the group's relationship with the auditor as a whole, including any threats to the auditor's independence and the safeguards applied to mitigate those threats, including the provision of any non-audit services
- 8.6.6 satisfy itself that there are no relationships (such as family, employment, investment, financial or business) between the auditor and the company (other than in the ordinary course of business) which could adversely affect the auditor's independence and objectivity;
- 8.6.7 agree with the board a policy on the employment of former employees of the company's auditor, taking into account the Ethical Standard and legal requirements, and monitor the application of this policy;

- 8.6.8 consider the auditor's processes for maintaining independence, its compliance with relevant UK law, regulation, other professional requirements and the Ethical Standard, including the guidance on the rotation of audit partner and staff;
- 8.6.9 monitor the level of fees paid by the company to the external auditor compared to the overall fee income of the firm, office and partner and assess these in the context of relevant legal, professional and regulatory requirements, guidance and the Ethical Standard;
- 8.6.10 assess annually the qualifications, expertise and resources and independence of the external auditor and the effectiveness of the external audit process, which shall include a report from the external auditor on their own internal quality procedures;
- 8.6.11 seek to ensure co-ordination of the external audit with the activities of the internal audit function;
- 8.6.12 evaluate the risks to the quality and effectiveness of the financial reporting process in the light of the external auditor's communications with the committee;
- 8.6.13 develop and recommend to the board the company's formal policy on the provision of non-audit services by the auditor, including approval of non-audit services by the committee and specifying the types of non-audit service to be pre-approved, and assessment of whether non-audit services have a direct or material effect on the audited financial statements.

The policy should include consideration of the following matters:

- 8.6.13.1 threats to the independence and objectivity of the external auditor and any safeguards in place;
- 8.6.13.2 the nature of the non-audit services;
- 8.6.13.3 whether the external audit firm is the most suitable supplier of the non-audit service;
- 8.6.13.4 the fees for the non-audit services, both individually and in aggregate, relative to the audit fee; and
- 8.6.13.5 the criteria governing compensation;
- 8.6.14 meet regularly with the external auditor (including once at the planning stage before the audit and once after the audit at the reporting stage) and at least once a year, without management being present, to discuss the auditor's remit, any issues arising from the audit, key accounting and audit judgements and levels of errors identified during the audit;
- 8.6.15 discuss with the external auditor the factors that could affect audit quality and review and approve the annual audit plan and ensure that it is consistent with the scope of the audit engagement, having regard to the seniority, expertise and experience of the audit team; and
- 8.6.16 review the findings of the audit with the external auditor. This shall include, but not be limited to, the following:
  - 8.6.16.1 a discussion of any major issues which arose during the audit;

- 8.6.16.2 the auditor's explanation of how the risks to audit quality were addressed;
- 8.6.16.3 key accounting and audit judgements;
- 8.6.16.4 the auditors view of their interactions with senior management; and
- 8.6.16.5 levels of errors identified during the audit;
- 8.6.17 review any representation letter(s) requested by the external auditor before they are signed by management;
- 8.6.9 review the management letter and management's response to the auditor's findings and recommendations; and
- 8.6.10 review the effectiveness of the audit process, including an assessment of the quality of the audit, the handling of key judgements by the auditor, and the auditor's response to questions from the committee.

## 9. Reporting responsibilities

- 9.1 The committee chairman shall report formally to the board on its proceedings after each meeting on all matters within its duties and responsibilities and shall also formally report to the board on how it has discharged its responsibilities. This report shall include:
  - 9.1.1 the significant issues that it considered in relation to the financial statements and how these were addressed;
  - 9.1.2 its assessment of the effectiveness of the external audit process and its recommendations on the appointment or reappointment of the external auditor; and
  - 9.1.3 any other issues on which the board has requested the committee's opinion.
- 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.
- 9.3 The committee shall compile a report on its activities to be included in the company's annual report. The report should include an explanation of how the committee has addressed the effectiveness of the external audit process; the significant issues that the committee considered in relation to the financial statements and how these issues were addressed, having regard to matters communicated to it by the auditor; and all other information requirements set out in the Company's chosen Corporate Governance Code.
- 9.4 In compiling the report referred to in 9.1 and 9.3, the committee should exercise judgement in deciding which of the issues it considers in relation to the financial statements are significant, but should include at least those matters that have informed the board's assessment of whether the company is a going concern. The report to the shareholders need not repeat information disclosed elsewhere in the annual report and accounts, but could provide cross-references to that information.

## 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 secretariat for 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 laws and regulations, the provisions of the Company's chosen Corporate Governance Code and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules and any other applicable rules, as appropriate;
- 10.4 be responsible for co-ordination of the internal and external auditors;
- 10.5 oversee any investigation of activities which are within its terms of reference;
- 10.6 work and liaise as necessary with all other board committees;
- 10.7 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.
- 10.8 review and recommend to the Board any statement to be made by the parent company pursuant to the Modern Slavery Act 2015.

## 11. Authority

The committee is authorised to:

- 11.1 seek any information it requires from any employee of the group in order to perform its duties
- 11.2 obtain, at the company's expense, independent legal, accounting or other professional advice on any matter it believes it necessary to do so;
- 11.3 call any employee to be questioned at a meeting of the committee as and when required; and
- 11.4 have the right to publish in the company's annual report, details of any issues that cannot be resolved between the committee and the board.

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