

# NEXT

## Remuneration Committee Terms of Reference

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### NEXT plc (the Company)

#### 1. Membership

- 1.1 The Committee shall comprise at least three 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.
- 1.2 NEXT's practice has for many years been to appoint all independent non-executive directors to serve on the Remuneration Committee, for so long as they remain as independent non-executive directors.
- 1.3 Only members of the Committee have the right to attend Committee meetings. However, other individuals (such as the Chief Executive, the Group Finance Director and the head of human resources) and external advisers may be invited to attend for all or part of any meeting, as and when appropriate and necessary.
- 1.4 The Board shall appoint the Committee Chairman who shall be an independent non-executive director who must have served on a remuneration committee for at least 12 months. 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, and other attendees as appropriate, receive 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, one of whom shall be the Chairman of the Committee or their appointed deputy.

#### **4. Meetings**

The Committee shall meet at least twice a year and otherwise as required. The meetings may be held in person, by telephone or by videoconference.

#### **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 Chairman.
- 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 two working days before the date of the meeting, unless agreed otherwise in advance. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time to enable proper consideration of matters by the Committee.

#### **6. Minutes of meetings**

- 6.1 The secretary shall minute the proceedings and decisions of all Committee meetings, including the names of those present and in attendance and the existence of any conflicts of interest.
- 6.2 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 (AGM) and engagement with shareholders**

The Committee Chairman should attend the AGM to answer any shareholder questions on the Committee's activities. In addition, the Chairman of the Committee should seek to engage with shareholders on significant matters related to the Committee's areas of responsibility, such as changes to the Company's remuneration policy.

#### **8. Duties**

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

- 8.1 The Committee shall have responsibility for:
  - 8.1.1 determining the policy for executive director remuneration;
  - 8.1.2 setting remuneration for the Chairman, executive directors and senior management, in accordance with the Principles of the UK Corporate Governance Code (the 'Code'); and
  - 8.1.3 reviewing workforce remuneration and related policies, including alignment with the Company's strategy and values. In doing so, the Committee will have oversight of material remuneration packages across the Group..
- 8.2 In determining the executive director remuneration policy, the Committee shall take into account all factors which it deems necessary including clarity, simplicity, reputational and

other risks, the link to the delivery of the Company's long-term strategy, predictability of outcome, proportionality of pay versus performance, alignment to culture, relevant legal and regulatory requirements, the provisions and recommendations of the Code, and associated guidance.

The Committee shall:

- 8.3 review the ongoing appropriateness and relevance of the remuneration policy;
- 8.4 to help it fulfil its obligations, 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;
- 8.5 be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee;
- 8.6 approve the design of, and determine targets for, all performance related pay schemes operated by the Company, with the exception of those delegated under clause 8.10, and approve the total annual payments made under such schemes, having the discretion to override formulaic outcomes;
- 8.7 review the design of all share incentive plans for approval by the Board and shareholders, with the exception of those delegated under clause 8.10. 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;
- 8.8 include provisions to enable the Company to recover sums paid or withhold the payment of any sum, and specify the circumstance in which it would be appropriate to do so;
- 8.9 when agreeing terms of appointment for executive directors and senior management, carefully consider what compensation commitments (including pension contributions and all other elements) would apply in the event of early termination. The aim should be to avoid rewarding poor performance and 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.
- 8.10 shall delegate authority to a sub-committee of two officers, being any two executive directors or any one executive director and the Company Secretary, to approve remuneration arrangements for senior management in accordance with a materiality threshold or in accordance with incentive scheme parameters agreed by the Committee from time-to-time.
- 8.11 develop a shareholding policy, setting out the requirement for executive directors, to maintain a holding in the Company's shares and/or retain vested awards in line with relevant individual's salary, to be built up over a period of time at the Committee's discretion. The Committee shall also oversee adherence with the Company's policy on post-employment shareholding requirements.
- 8.12 take care to recognise and manage conflicts of interest when receiving views from executive directors or senior management, or consulting the Chief Executive about its proposals;

- 8.13 determine the policy for, and scope of, pension arrangements for each executive director and other designated senior management, taking into account the pension arrangements available to the wider workforce;
- 8.14 oversee any major changes in employee benefits structures throughout the Company or Group;
- 8.15 agree the policy for authorising claims for expenses from the directors;
- 8.16 undertake appropriate discussions as necessary with institutional investors on the Company's remuneration policy or any other aspect of senior remuneration; and
- 8.17 work and liaise as necessary with all other Board committees.

## **9. Reporting responsibilities**

- 9.1 The Committee Chairman shall report to the Board on its proceedings as appropriate on all matters within its duties and responsibilities.
- 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 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 Corporate Governance Code, are fulfilled and produce a report on the implementation of the Company's remuneration policy and practices to be included in the Company's annual report and ensure each year that it is put to shareholders for the approval at the AGM. If the Committee has appointed remuneration consultants, the annual report on the implementation of the Company's remuneration policy should identify such consultants and state whether they have any other connection with the Company or individual directors.
- 9.4 Through the Chairman of the Board, ensure that the Committee Chairman maintains contact as required with the Company's principal shareholders about remuneration.

## **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, 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 Financial Conduct Authority's Listing, Prospectus and Disclosure and Transparency Rules as well as guidelines published by major shareholders or their representative bodies and any other applicable Rules, as appropriate; and
- 10.4 arrange for periodic reviews of the Remuneration Committee's 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**

The Committee is authorised by the Board:

- 11.1 to seek any information it requires from any employee of the Company in order to perform its duties;
- 11.2 to call any employee to be questioned at a meeting of the Committee as and when required; and
- 11.3 to 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.

**November 2025**