

Terms of Reference – Ethics Committee

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1. Constitution

The Board has established a Committee of the Board to be known as the Ethics Committee (the “Committee”).

2. Membership

The Committee will be appointed by the Board. The members of the Committee will be drawn from the Chairman and the independent non-executive Directors of the Company. The Committee will consist of not less than three members. A quorum will be two members.

The Chairman of the Committee will be either the Chairman of the Company or an Independent Non-executive Director.

The membership shall be reviewed on an annual basis by the Nomination Committee.

3. Attendance at Meetings

The Chief Executive Officer and other Board members will attend if invited by the Committee. Members of the Executive Leadership Team and other employees including the Ethics Director, may be asked to attend from time to time to address specific matters.

The Company Secretary, or their nominee, shall act as Secretary.

4. Frequency of Meetings

Meetings will be held not less than two times each year.

5. Annual General Meeting and Shareholder Engagement

The Chairman of the Committee should attend the Company's Annual General Meeting to answer any shareholder questions on the Committee's activities. In addition, the Chairman of the Committee should seek engagement with shareholders on significant matters related to the Committee's areas of responsibility.

6. Duties

The responsibilities of the Committee are as follows:

- 6.1 Advising the Board on the development of strategy and policy on ethical matters;
- 6.2 Advising the Board on steps to be taken to embed a culture of integrity and honesty in all of the Company's business dealings;
- 6.3 Overseeing the Company's policies and procedures for the identification, assessment, management and reporting of ethical risk;
- 6.4 Overseeing the Company's objectives, policies and procedures to prevent persons associated with the Company from engaging in bribery and corruption and their effectiveness;
- 6.5 Overseeing the development and adoption of, and compliance with, the Company's ethical due diligence policies and procedures covering business relationships with the Company's third party partner sales consultants; and
- 6.6 Overseeing the development, adoption and compliance with the Company's policies and procedures on ethical matters, and in particular:
 - responsibility for implementation;
 - communication, both internally and externally;
 - training;
 - reporting of progress to the Committee;
 - external assurance;
 - monitoring arrangements; and
 - the consequence of breaches of those policies and procedures;
- 6.7 Overseeing the mechanisms for employees to raise in confidence ethical concerns on matters and liaising with other board committees such as the Audit Committee on a case by case basis as applicable;
- 6.8 Engaging with regulatory bodies, industry groups, advisors and other stakeholders over ethical issues;
- 6.9 Receiving and reviewing at least annually reports on:
 - the management of third party partner sales consultants, including details of consultancy and success fees paid and incidences of non-compliance with the Group's policies;
 - incidences of whistleblowing, including details of investigative and remedial action undertaken;

- sanctions governance and the management of sanctions risks by the Sanction Board including responses to identified sanctions risks and internal audit reports; and
 - gifts and hospitality given or received by Executive Directors
- 6.10 Overseeing the investigation of any material irregularities of an unethical nature and reviewing subsequent findings and recommendations.

7. Reporting Procedures

- 7.1 The Secretary shall circulate the minutes of meetings of the Committee to all members of the Committee. Where a conflict of interests has been identified, the relevant minute will be redacted and not shared with the conflicted director.
- 7.2 The Chairman of the Committee will report formally to the Board on its proceedings after each meeting.
- 7.3 The Committee will make whatever recommendations to the Board it deems appropriate in any area within its remit where it identifies a requirement for action or improvement.
- 7.4 The Committee will conduct an annual review of its work and make recommendations to the Board.
- 7.5 The Committee's duties and activities during the year will be disclosed in the Annual Report and Accounts.

Approved by the Board of Directors of De La Rue plc on 26 March 2025