

**M&G plc**  
**(company number: 11444019)**  
**(the "Company")**

**Terms of reference for the Remuneration Committee**  
**Effective January 2026**

**1. Purpose**

The board of directors of the Company (the "Board") has established a Remuneration Committee (the "Committee") whose duties and responsibilities are discharged with respect to the Company and, where indicated, the M&G plc group of companies (together, the "Group").

The Committee is responsible for matters including but not limited to:

- (i) establishing, approving and maintaining the principles and framework of the remuneration policies of the Group; and
- (ii) determining the design, implementation and operation of remuneration arrangements for the Chair of the Board, Chairs and Non-Executive Directors (NEDs) of subsidiary boards, the Executive Directors, members of Senior Management<sup>1</sup>, "identified staff" for all remuneration regulations that apply to the Group and overseeing remuneration for individuals whose total remuneration exceeds an amount determined by the Committee from time to time.

**2. Constitution of the Committee**

2.1 **Membership** – There shall be at least three members. All of the members of the Committee shall be Independent NEDs. The Chair of the Board may additionally be a member of the Committee, provided they were considered independent on appointment as Chair, but should not chair the Committee.

2.2 **Attendees** - At the discretion of the Chair of the Committee other NEDs may attend committee meetings, as may other individuals such as the Chief Executive, Chief Financial Officer, General Counsel, Chief Risk & Compliance Officer, Chief People Officer, Reward Director and from time to time other senior members of management and external advisers for all or part of any meeting, as and when appropriate, provided that no director or senior manager shall be present when their own remuneration is being discussed.

2.3 **Appointment term** – Appointments to the Committee are made by the Board, following recommendation by the Nomination Committee, in consultation with the Chair of the Committee (the "Committee Chair"), and shall be for a period of up to three years which may be extended by a further two additional periods of up to three years each, subject to the Director still meeting the criteria for membership of the Committee.

2.4 **Chair** – The Committee Chair should be recommended by the Nomination Committee and shall be appointed by the Board. The Committee Chair should be an Independent Non-Executive Director who has previously served on a remuneration committee for at least 12 months.

2.5 **Quorum** – The quorum for meetings shall be two members, one of whom should be the Committee Chair or their appointed deputy. In the absence of the Committee Chair (or their appointed deputy), the remaining members present shall elect one of themselves to chair the

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meeting.

- 2.6 **Secretary** – The Company Secretary of the Company (the “**Secretary**”), or their nominee, shall act as secretary to the Committee and will ensure that the Committee receives information in a timely manner to enable full and proper consideration to be given to the issues and matters laid before it.
- 2.7 **Frequency of meetings** – The Committee shall meet at least four times per annum and at any other time as the Committee’s role and responsibilities require. Meetings may be conducted by telephone or video conference and decisions made by such means shall be appropriately recorded and shall have the same effect as those conducted in person.
- 2.8 **Notice of meetings** – Meetings of the Committee shall be convened by the Secretary at the request of the Committee Chair or any other Committee member. Unless otherwise agreed, and except where a situation of urgency otherwise requires, wherever practicable, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each Committee member no later than five business days before the date of the meeting.
- 2.9 **Minutes of meetings** – The Secretary shall minute the proceedings and all decisions made at the Committee meetings. Draft minutes will be circulated to all members of the Committee for review and approval at the following meeting.

### **3. Annual General Meeting**

The Committee Chair shall attend the Annual General Meeting (the “**AGM**”) of the Company to answer shareholder questions with respect to the Committee’s activities as they relate to the Company.

### **4. Responsibility**

The Committee shall carry out the following duties:

#### ***Remuneration strategy and policy***

- 4.1 Establishing and approving:
  - (i) the Group Remuneration Policy (“**GRP**”), ensuring that the principles and framework of remuneration for all employees within the Company and the Group align to the Group’s strategy, risk appetite and solvency management practices, culture, purpose and values and the long-term interests of shareholders and customers;
  - (ii) for submission to shareholders the Directors’ Remuneration Policy (“**DRP**”), aligning with the overarching principles of the GRP and supporting the long-term strategy and sustainability of the Group.
- 4.2 With respect to the policies under 4.1 above, to:
  - (i) review and approve the structure of incentive awards, including performance metrics and targets and the proportion of awards to be delivered in shares, ensuring that they promote sound risk management and align employees with the long-term success of

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the Company and the interests of customers and shareholders;

- (ii) Review and approve the grant of discretionary share awards annually, ensuring that all awards are structured and administered in accordance with Group remuneration policies and rules of the applicable share plans approved by shareholders;
- (iii) approve a shareholding policy to promote the alignment of the interests of the Company's Directors and applicable Senior Managers with the long-term interests of the Company's shareholders.
- (iv) review and approve the remuneration framework and principles that govern remuneration arrangements for identified staff and those performing control function roles;
- (v) work with the Board Risk Committee to ensure that risk management is appropriately represented in the principles and framework of remuneration policies and consult and receive advice on any other aspects of the GRP and DRP from the Board Risk Committee, the Audit Committee, the Heads of Control Functions, and subsidiary Boards as it considers necessary or appropriate;
- (vi) ensure that the policies and incentive structures enable the use of discretion to override formulaic outcomes and to recover and/or withhold sums under appropriate specified circumstances; and
- (vii) ensure that the GRP, DRP and remuneration practices are gender neutral.

4.3 Approve the Material Risk Taker ('MRT') identification framework on an annual basis, as well as review and approve the final list of MRTs annually.

4.4 Approve the ratios set between variable and fixed remuneration for MRTs identified under the Investment Firms Prudential Regime ('IFPR') on an annual basis.

4.5 Receive independent assurance annually that the Group operates in accordance with the principles and processes established in the remuneration policies and in compliance with all relevant remuneration regulations.

***Implementation and operation of the policy***

4.6 Determine the implementation and operation of remuneration arrangements for the:

- Chair of the Board;
- Executive Directors and Senior Management;
- Identified staff;
- Chairs and NEDs of subsidiary boards; and
- Individuals whose total remuneration exceeds an amount determined by the Committee from time to time, currently £1 million.

Specifically to include the following:

4.7 Review and approve the annual salary review taking consideration of salary review budgets for the wider workforce across the Group. The Committee shall also review the salary review

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budget for the wider workforce across the Group.

- 4.8 Review and approve pension and benefit arrangements taking consideration of arrangements in place for the wider workforce across the Group. The Committee shall also approve any material changes to pension arrangements for the wider workforce.
- 4.9 Review and approve the funding of annual incentive schemes in accordance with agreed performance criteria and the outcome of long-term incentive awards in accordance with the performance criteria established at the grant of the awards, having regard to input from the Board Risk Committee including the effectiveness of risk management, culture, behaviours and client engagement across the Group.
- 4.10 The Committee shall consider a report prepared by the Group Chief Risk & Compliance Officer at least annually, detailing the performance of the Group against its key risk indicators, including any relevant risk and/or conduct events occurring during the relevant year, and any issues relating to current and/or future risks and/or conduct events to be taken into account when reviewing remuneration outcomes. The Committee will also ensure that total remuneration levels do not limit the ability of the Group and/or its regulated entities to strengthen its capital base.
- 4.11 Review and approve the packages and buy-out of forfeited rights in connection with new hires as defined in 4.6 and for individuals for whom total target compensation exceeds £1.0 million or where the combined value of the total target compensation and the buy-out awards exceeds £2.0 million.
- 4.12 Review and approve, on termination, the compensation payments for roles as defined in 4.6 if any, and for individuals for whom actual total remuneration exceeds £1.0m or the combined value of actual total compensation and any discretionary settlement related payments value exceeds £2.0 million, having regard to the circumstances of the termination and terms of the relevant employment contract and performance-based plans, ensuring that failure is not rewarded and that the duty to mitigate loss is fully recognised.
- 4.13 In reviewing proposals in respect of this population, the Committee shall have regard to remuneration trends and employment conditions across other employees of the Group and other relevant organisations.
- 4.14 Ensure no director or senior manager shall be present for or party to any decisions in relation to their own remuneration outcomes.

## **5. Reporting Responsibilities**

- 5.1 The Committee Chair shall report formally to the Board on the Committee's proceedings after each meeting on all matters within its duties and responsibilities and shall make its minutes available to the Board.
- 5.2 Feedback to the Board on workforce reward and the evaluation and monitoring of whether the Company's policies and practices support the desired culture and strategy;
- 5.3 Explain to the workforce on an annual basis how the DRP reflects the Company's pay policy;
- 5.4 The Committee Chair shall report formally to the Boards of material subsidiaries at least annually on the Committee's proceedings.

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- 5.5 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 5.6 The Committee shall produce a Directors' Remuneration Policy for binding shareholder approval at least every 3 years and an Annual Remuneration Report for inclusion in the Company's Annual Report and Accounts and advisory shareholder vote.
- 5.7 The Committee shall review and approve the Annual Remuneration Report each year in line with applicable statutory, regulatory and governance disclosure requirements.
- 5.8 The Committee shall make its terms of reference available to the public and the Company's shareholders via its website. The Committee shall review the terms of reference annually and recommend any changes it considers necessary to the Board.

## **6. Authority**

- 6.1 The Committee shall be authorised, at the Company's expense, 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.
- 6.2 The Committee shall be responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee.
- 6.3 The Committee is authorised by the Board to obtain, at the Company's expense, outside legal or other professional advice on any matters within its terms of reference.
- 6.4 The Committee may sub-delegate any or all of its powers and authority as it sees fit, including, without limitation, the establishment of sub-committees to analyse particular issues or themes and report back to the Committee.
- 6.5 The Committee shall monitor the application of any authority delegated to the Management Remuneration Committee to ensure that policies and principles are being consistently and effectively applied, seeking support and input from the Chief People Officer and Chief Risk and Compliance Officer as appropriate.
- 6.6 The Committee shall liaise with other Board committees as appropriate.

## **7. Other**

- 7.1 The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Company Secretariat for assistance as required.
- 7.2 Each member will receive an induction upon appointment to the Committee. The level of induction needed will be considered by the Committee Chair and the Secretary. The Committee will receive training on an ongoing basis.
- 7.3 The Committee shall give due consideration to laws and regulations, the provisions of the Companies Act 2006, the UK Corporate Governance Code, guidance as issued by the Prudential

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Regulation Authority, the Financial Conduct Authority (and/or any and all regulators of the Company or the Group or any one of its constituent entities) and the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure Guidance and Transparency Rules and any other applicable rules, as appropriate.

- 7.4 The Committee shall undertake a formal and rigorous annual review of its own performance and review its terms of reference at least annually, to ensure it is operating at maximum effectiveness. Any changes to the Committee's terms of reference must be approved by the Board.

**Approved by the Board on 11 December 2025**

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