

**Bank of Ireland (UK) plc (“BOIUK” or “the Company”)
Remuneration Committee (“the Committee”) Terms of Reference**

1. Objectives

This is the Committee of the Board responsible for:

- 1.1 Considering, approving and, where appropriate, making recommendations to the Board in respect of remuneration strategy and policy for Executive Directors, senior management (members of the Executive Committee “ExCo”) and BOIUK-appointed Senior Management Functions (as defined by the PRA/FCA Senior Managers & Certification Regime (SM&CR)) in the Company.
- 1.2 In its deliberations, the Committee will have regard to the ongoing appropriateness and relevance of the remuneration strategy, policy, relevant market comparisons and practice, together with any other relevant guidance ensuring that all relevant elements of Consumer Duty Principle 12¹ and the Bank’s obligations under it are reflected in any strategies, people policies or incentive arrangements considered by the Committee. The Committee’s deliberations will also, where appropriate, be informed by a reasonable assessment of the Company’s risk profile, financial situation and future prospects based on input from the Board Risk Committee (BRC) and/or BRC Chair.
- 1.3 In framing remuneration strategy, frameworks and policies, the Committee seeks to promote executive remuneration structures aligned to the long-term sustainable success of the Company, the fair treatment of all customers and the delivery of good outcomes to retail customers, taking into account pay and conditions elsewhere in the Company.
- 1.4 The Committee will be responsible for ensuring that the Company operates remuneration policies and practices which are, where possible, in line with relevant legal and regulatory requirements. Due consideration shall be given to laws, regulations and any published guidelines or recommendations. Due consideration will also be given to the restrictions arising under the Transaction Agreement between the Irish Government and the Bank of Ireland Group.
- 1.5 In addition, the Committee is responsible for ensuring that the remuneration frameworks, policies and practices for the Company’s Senior Management Team and BOIUK appointed Senior Management Functions (as defined by the PRA/FCA (SM&CR) support the objectives of the Transaction Agreement and associated letter from the Irish Minister for Finance or any other relevant agreements to which the Company is a party.
- 1.6 Performing duties or responsibilities relating to remuneration issues delegated to the Committee by the Board from time to time, including reviewing and approving remuneration disclosures for accuracy and transparency prior to their publication in the Company’s Annual Financial Statements where required.

2. Membership

- (2.1) The Committee will normally comprise a minimum of three independent Non-Executive Directors who have the knowledge, skills and experience to reach an independent judgement on the suitability of the frameworks, policies and practices including implications for risk and risk management. At least one member of the Committee will also be a member of the BRC.
- (2.2) Directors who perform an executive function shall not be members of the Committee. The Chief Executive Officer shall however be in attendance as required.
- (2.3) The Company Secretary or their nominee shall be secretary of the Committee.
- (2.4) The Chief People Officer for BOIUK and the Head of Group Reward & Pensions (and / or their representative(s) as deemed appropriate) shall be in attendance as required.
- (2.5) The BRC Chair shall be invited to attend as required.
- (2.6) Membership of the Committee will be reviewed by the Board regularly on the recommendation of the Nomination Committee in consultation with the Chair of the Remuneration Committee. While there is no fixed term of membership, the aim is to review and refresh the membership from time to time to ensure an appropriate balance between continuity and fresh perspectives.

¹ Principle 12 states: A firm must act to deliver good outcomes for retail customers.

- (2.7) The Chair of the Board may serve as Chair of the Committee in exceptional circumstances and if they were considered independent on appointment as Chair of the Board.

3. Meetings and Quorum

- (3.1) The Committee will meet as often as it deems necessary for the discharge of its responsibilities.

The quorum for meetings shall be two members.

4. Voting and Conflicts of Interest

- (4.1) In keeping with the Articles of the Company, decisions arising at any meeting of the Committee shall be determined by a majority of votes. In the event of a tie of votes, the Committee will escalate the matter to the Board for decision.
- (4.2) Where decisions are unanimous, they shall be recorded as such in the minutes. Dissensions and negative votes shall be documented in the minutes in terms acceptable to the dissenting person or negative voter.
- (4.3) The Directors have a duty to act in the best interests of the Company and must act in accordance with the Articles and the Company's Conflicts of Interest Policy at all times. A Director who is in any way, whether directly or indirectly, interested in a contract or proposed contract with the Company must declare the nature of this interest to the Committee at the earliest opportunity. Directors will not participate in any decision making/ discussion of the Committee where it could be reasonably perceived that conflicts of interest exist.

5. Duties

Without limiting the generality of the Committee's objectives and given that neither the members of the Board nor the Committee participate in discussions or decisions relating to their own remuneration, the Committee shall:

- (5.1) Establish a Remuneration Policy, including a Material Risk Taker Policy that complies with the PRA and FCA Remuneration Codes, for the Company. The design of the Policy and practices considered by the Committee should support business strategy and objectives - including ESG and the delivery of the Bank's obligations under Principle 12, recognising the potential for inappropriate remuneration or performance management structures to cause harm to customers - and the values and culture of the Company. The Bank of Ireland Group will set overall remuneration policy and the BOIUK Remuneration Committee shall operate within that Policy.
- (5.2) Oversee the annual review of the BOIUK Remuneration Policy, including the BOIUK Material Risk Taker Policy, with input from the relevant risk management functions, the BRC/ BRC Chair, Bank of Ireland (UK) plc People Services and Bank of Ireland Group People Services, as appropriate.
- (5.3) Oversee the operation of a gender-neutral and appropriately inclusive remuneration policy, for Executive directors, Senior management and the wider workforce.
- (5.4) On an annual basis, review and recommend to the Board for external publication gender pay gap analysis.
- (5.5) On an annual basis, review Fair Pay analysis which compares the pay and conditions of male and female colleagues doing work that requires similar levels of effort, skills, knowledge and responsibility
- (5.6) Note the remuneration of BOIG remunerated employees who are recommended for appointment to BOIUK Senior Management Functions (SMF) roles i.e. the UK Managing Partner of Internal Audit and Group Entity Senior Manager.
- (5.7) Approve the remuneration of heads of independent control functions of BOIUK, and, taking into account recommendations from the relevant senior management at BOIG and BRC Chair, approve the remuneration of all other senior management members of BOIUK (members of the Executive Committee "ExCo") and BOIUK-appointed Senior Management Functions (as defined by the PRA/FCA Senior Managers & Certification Regime (SM&CR)) in the Company.
- (5.8) Approve the remuneration of Material Risk Takers annually, and on an ad-hoc basis, as required.
- (5.9) Note the overall remuneration of the top earners in BOIUK each year
- (5.10) The Committee Chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.
- (5.11) The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- (5.12) Review, on an annual basis, the Committee's Terms of Reference and recommend to the Board any amendments

thereto.

6. Authority

The Committee derives its authority from the Board.

- (6.1) The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required. As and when required, the Committee may access professional advice. Where remuneration consultants are appointed, the Committee should consider whether they have any other connection with the Company.
- (6.2) The Committee will seek relevant advice and/or input from the BRC where appropriate, for example, in considering incentives which are based on future revenues whose timing and likelihood are uncertain. The Company's Chief Risk Officer and the BRC Chair will each be invited to attend at least one Committee meeting per year to report on the Company's risk profile, its financial condition and future prospects; to consider the implications of remuneration policies for risk and risk management within the Company; and in reviewing the risk adjusted performance of Executive Directors, senior management (members of ExCo) and BOIUK-appointed Senior Management Functions (as defined by the PRA/FCA SM&CR in the Company).
- (6.3) The Committee may invite any Company Director, Company Executive or other person employed by the Company to attend any meeting(s) of the Committee as it may from time to time consider desirable to assist the Committee in the attainment of its objectives.
- (6.4) The Committee is authorised to seek any information it requires from any employee of the Company to enable it to discharge its responsibilities.

7. Performance Evaluation

- (7.1) The Committee shall, at least once a year, review its own performance and terms of reference and shall report its conclusions and recommend any changes it considers necessary to the Board for its approval.

Reviewed by the Committee on 9 December 2024 and approved by the Board on 11 December 2024