

SPIRE HEALTHCARE GROUP PLC (THE *COMPANY*)

REMUNERATION COMMITTEE - TERMS OF REFERENCE amended and approved by the Board on 17 November 2025

1. BACKGROUND

1.1 The board of directors of the Company (the ***Board***) has resolved to establish a Remuneration Committee (the ***Committee***). These terms of reference replace any previous terms of reference for any remuneration committee of the Board.

1.2 The Committee's purpose is to assist the Board in fulfilling its oversight responsibility by ensuring that remuneration policy and practices reward fairly and responsibly and are designed to support the strategy and long-term success of the Company and its subsidiaries (collectively the ***Group***). The Board has delegated the authority set out in these terms of reference to the Committee. The Committee may sub-delegate any of its powers and authority as it thinks fit including instructing employees or creating sub-committees to review and report to it on specific issues.

2. DUTIES OF THE COMMITTEE

2.1 The duties of the Committee shall be:

- (a) to determine the remuneration (including pension rights and any compensation payments) as well as the framework or broad policy for the remuneration of the Board Chair, the Chief Executive Officer, the Chief Financial Officer, any other executive directors of the Company, the Company Secretary, any manager reporting directly to the Chief Executive Officer (or equivalent role) and any other members of the executive management (to include as a minimum, the first layer of management below Board level) as the Board may determine from time to time (together, the ***Executive Committee***). The remuneration of non-executive directors is a matter for the Board Chair and the executive members of the Board. No director or senior manager shall be involved in any decisions as to their own remuneration;
- (b) to take into account all factors deemed necessary when determining the remuneration policy that applies to Executive Directors, including relevant legal and regulatory requirements, the provisions and recommendations of the UK Corporate Governance Code, associated guidance and prevailing investor attitudes, the objective of which shall be to support the strategy and promote the long-term sustainable success of the Company. The remuneration framework should attract, retain and motivate executives of the quality required to run the Company successfully by ensuring that members of the Executive Committee are provided with appropriate, stretching incentives to encourage enhanced performance in line with the business strategy and are, in a fair and responsible manner and having regard to the interests of shareholders and other stakeholders, rewarded for their contributions to the long-term success of the Group without being paid more than is necessary. A significant proportion of the Executive Committee's remuneration should be structured so as to link rewards to performance and to promote the Company's long-term success;
- (c) to review and be consulted in relation to broader workforce remuneration, broader reward framework and trends including the consistency and relativity across the Company or Group and consider alignment of incentives and reward with culture and take these into account when determining the remuneration policy for directors;
- (d) to review the ongoing appropriateness and relevance of the remuneration policy and consult with significant shareholders and other stakeholders as appropriate;

- (e) to consider and determine all elements of the remuneration of the Executive Committee, including base salary, benefits, pension arrangements, variable incentive schemes structure and payments, and any other elements of remuneration. For Executive Directors all elements of remuneration will be in accordance with the shareholder-approved remuneration policy;
- (f) in respect of any element of remuneration of the Executive Committee, any direct report of a member of the Executive Committee and any hospital director, which is performance-related, to formulate suitable performance-related criteria and monitor their operation, and approve the total payments made under such schemes including the terms of any malus or clawback arrangement;
- (g) ensure that remuneration schemes and policies enable the use of discretion to override formulaic outturns, and exercise independent judgement and discretion when authorising variable remuneration outcomes, taking account of Company and individual performance, and wider circumstances;
- (h) to design, and consider the implementation of, recovery provisions (malus and/or clawback) in order to provide robust safeguards against inappropriate payment of incentive awards, in circumstances which the Committee considers appropriate;
- (i) to consider and determine other provisions of the service agreements of the Executive Committee (in particular the term, any notice period and compensation commitment on early termination) and to ensure that any payments that may be made under such provisions do not reward failure and that the duty to mitigate loss is fully recognised;
- (j) to approve any payment to, and/or any non-cash benefit to be provided to, or for the benefit of an Executive Director or other member of the Executive Committee and any other terms and conditions to apply on termination of that person's employment (once the decision to dismiss or reach agreement to terminate employment has been taken by the Board) and, in the case of the Executive Directors of the Company, to ensure such payment or benefit is consistent with the most recent directors' remuneration policy that has been approved by shareholders or is otherwise approved by the shareholders;
- (k) to review and approve the provisions of any executive share scheme operated by or to be established by the Company, including the overall amount of such awards, the individual awards, and the performance measures and targets;
- (l) to review and approve the principles of any all-employee share scheme operated by or to be established by the Company in accordance with the rules of that scheme and any applicable legal and stock exchange requirements and with any requirements of His Majesty's Revenue and Customs;
- (m) to determine an appropriate policy for shareholding guidelines, including post-employment shareholding requirements, applicable to the Executive Committee, that support alignment with long-term shareholder interests;
- (n) to have regard in the performance of its duties to any published guidelines or recommendations regarding the remuneration of directors of listed companies (in particular the principles and provisions of the UK Corporate Governance Code and guidelines published by the Investment Association and other major institutional investors and representative bodies) which the Committee considers relevant or appropriate;
- (o) to have regard to the employment conditions across the Group, and adhere to the Group risk policy and risk tolerance limits when determining the remuneration framework and its application to the Executive Committee;

- (p) to ensure that provisions regarding disclosure of information relating to directors' and other colleagues' remuneration including, where required by law, the directors' remuneration policy and its implementation, as set out all relevant laws and regulations, are fulfilled and to produce reports on the directors' and other colleagues' remuneration including, where required, the directors' remuneration policy and its implementation, which will form part of the Company's annual report;
- (q) to ensure that the reports referred to in paragraph (p) above are put to the shareholders for approval as required by the Rules and all other relevant laws and regulations;
- (r) where there is a significant vote against the remuneration policy or report, to recommend to the Board actions which could be taken in response to investor concerns;
- (s) where required by law to do so, to ensure that any remuneration payment or payment for loss of office to any current or former Chair or Executive Director of the Board is consistent with the most recent directors' remuneration policy that has been approved by shareholders or is otherwise approved by the shareholders;
- (t) to be aware of and advise the Board on any major changes in employee benefit structures throughout the Company or the Group;
- (u) to be exclusively responsible for establishing the selection criteria, selecting, appointing and setting the terms of reference for any remuneration consultants who advise the Committee within any budgetary restraints imposed by the Board and considering any other connection that they may have with the Company or the Group;
- (v) to commission any reports or surveys which the Committee deems necessary to assist in fulfilling its obligations; and
- (w) to consider any other matters as may be requested by the Board.

2.2 In relation to the above, the Committee shall at all times give due regard to published or other available information relating to pay, bonuses and other benefits of executives in companies which are comparable to the Company.

2.3 The duties of the Committee do not include decisions to employ or dismiss members of the Executive Committee. The Committee does not have responsibility for nominations to the Board.

3. COMPOSITION

3.1 The Committee shall be made up of at least three members appointed by the Board on the recommendation of the Nomination Committee and in consultation with the chair of the Committee from time to time. The Committee shall consist of independent non-executive directors. Any member who is determined by the Board no longer to be independent shall normally cease to be a member of the Committee. A non-executive chair of the Board may be a member of, but not chair, the Committee provided they were considered independent on appointment.

3.2 Only members of the Committee have the right to attend Committee meetings. However other individuals may be invited to attend all or part of any meeting.

3.3 Appointments to the Committee shall be for a period of up to three years, which may be extended by two further three-year periods, provided the director still meets the criteria for membership of the Committee.

3.4 The Board shall appoint one member of the Committee to act as its chair who shall be an independent non-executive director. The chair of the Committee shall not be the chair of the Board. The chair of the Committee will normally have served as a member of a remuneration committee for not less than 12 months prior to their appointment as Committee chair. In the absence of the Committee chair and/or an appointed deputy, the remaining members present shall elect one of themselves to chair the meeting.

4. QUORUM

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

4.2 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

5. MEETING ADMINISTRATION

5.1 The Committee shall meet at least twice a year at the times as may be agreed by the members and at such other times as determined by the Committee chair. Where possible a sufficient interval should be allowed between Committee meetings and main Board meetings to allow any work arising from the Committee meeting to be carried out and reported to the Board as appropriate.

5.2 Meetings of the Committee shall be called by the secretary of the Committee at the request of any of its members.

5.3 Unless otherwise agreed by all Committee members, notice of each meeting confirming the venue, time and date and dial-in details (if required) together with an agenda of the 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 five 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, although they may be circulated at shorter notice with approval from the Committee chair.

5.4 Any conflicts of interest of members of the Committee are to be declared at the start of each meeting in relation to the matters to be discussed and recorded accordingly in the minutes. No member of the Committee shall be involved in any discussion or decision as to their own remuneration.

6. SECRETARY

6.1 The Company Secretary or such person as the Company Secretary nominates 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.

6.2 The secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.

6.3 Draft minutes of Committee meetings shall be circulated promptly to all members of the Committee. Once agreed, minutes shall be circulated to all other members of the Board, unless it would be inappropriate to do so.

7. SELF EVALUATION

The Committee shall, at least once a year, review its own performance (using external resource to facilitate the process if deemed appropriate), composition and terms of reference and recommend any changes it considers desirable to the Board for approval.

8. REPORTING RESPONSIBILITIES

8.1 The Committee chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities.

8.2 The Committee shall make such recommendations to the Board as it deems appropriate on any area within its remit where action or improvement is desirable.

8.3 As referred to in paragraphs 2.1(p) and (q) above, the Committee shall produce reports relating to directors' remuneration which will form part of the Company's annual report and ensure such reports are put to shareholders for approval as required by relevant law or regulation.

8.4 The Committee shall ensure that the Company maintains contact as required with its principal shareholders about remuneration. The Committee chair shall attend the Annual General Meeting to respond to any shareholder questions on the Committee's activities.

9. OTHER MATTERS

The Committee shall:

- (a) have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for advice and assistance as required;
- (b) 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;
- (c) give due consideration to laws, regulations, guidelines and recommendations regarding the remuneration of directors and the formation and operation of share schemes including but not limited to the provisions of the UK Corporate Governance Code, the requirements of the UK Listing Authority's Listing, Prospectus and Disclosure and Transparency Rules, the guidelines published by the Investment Association and other major institutional investors and representative bodies and any other applicable rules, as appropriate;
- (d) work and liaise with other Board committees as necessary; and
- (e) oversee any investigation of activities which are within its terms of reference.

10. AUTHORITY

10.1 The Committee is authorised by the Board to:

- (a) undertake any activity within its terms of reference;
- (b) seek any information that it requires from any Group employee, consultant, contractor or any other provider of services to the Company (for example, legal and tax advisers or management consultants) in order to perform its duties;
- (c) obtain, at the Company's expense, outside legal or other professional advice on any matter within its terms of reference and to invite those persons to attend meetings of the Committee;
- (d) call any Group employee, consultant, contractor or other provider of services to be questioned at a meeting of the Committee, as and when required; and
- (e) delegate any of its powers to one or more of its members or the secretary.

These amended Terms of Reference of the Remuneration Committee were adopted by the Board on 3 July 2014 and amended on 17 December 2015, 21 July 2016, 27 February 2019, 4 March 2020, 2 March 2022, 10 October 2024 and 17 November 2025.