



Bank of Ireland

Group Remuneration Committee

Terms of Reference

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**Bank of Ireland Group plc (the “Company”)
Group Remuneration Committee (“Committee”)
Terms of Reference**

1. Objectives

The Committee is established by the Board of Directors of Bank of Ireland Group plc (the “Board”) to ensure that the Group’s (being the Company and its subsidiaries) remuneration policies and practices are designed to support strategy and promote long-term sustainable success.

The Committee is responsible for the oversight of Group-wide remuneration policy and has responsibility for:

- (i) overseeing the design and implementation of the Group’s overall Remuneration Policy for employees and directors, which is designed to support the long term business strategy, values and culture of the Group as well as to promote effective risk management and comply with applicable legal and regulatory requirements;
- (ii) overseeing the operation of Group-wide remuneration policies and practices for all employees, with specific reference to Executive Directors, Group Executive Committee Members (“GEC”), Heads of Control Functions¹, the Group Company Secretary, and Material Risk Takers (“MRT”);
- (iii) performing any other functions appropriate to a Remuneration Committee or assigned to it by the Board.

For the purpose of clarity, the remuneration of Non-Executive Directors (“NEDs”) is not a matter for the Remuneration Committee and is instead reviewed by the Chair of the Board in consultation with the Chief Executive Officer, the Chief People Officer, and the Group Company Secretary. Non-Executive Directors’ fees shall be determined by the Board within the limits set by shareholders in accordance with the Articles of Association. Remuneration for all NEDs should not include share options or other performance-related elements. No director should be involved in deciding their own remuneration outcome.

In framing remuneration policies and practices, the Committee shall:

- give full consideration to the Capital Requirements Directives (“CRD V”), the Capital Requirements Regulation (“CRR”), the European Banking Authority (“EBA”) Guidelines on Sound Remuneration Policies, the Central Bank of Ireland’s Corporate Governance Code, the UK Corporate Governance Code, and other applicable laws and regulations and ensure compliance. The Committee is responsible for ensuring that the Group operates remuneration policies and practices which are in line with relevant legal and regulatory requirements. Due consideration shall be given to laws, regulations and any published guidelines or recommendations whilst having regard to any restrictions to which the Company or any member of the Group is subject. Remuneration policies and practices may differ to reflect local geographical and regulatory requirements;
- take into account the long term interests of shareholders, investors and other stakeholders in the Group and the public interest;
- review workforce remuneration and related policies and the alignment of incentives and rewards with culture, taking these into account when setting the policy for executive director remuneration;
- have regard for the Remuneration Restrictions enforced by the Irish Government which impacts the Committee and the Board’s autonomy and ability to ensure that the Group’s remuneration policies and practices are aligned to the Group’s purpose and values, clearly linked to the successful delivery of the company’s long-term strategy and aligned to relevant legal and regulatory requirements.

¹ the Heads of Risk, Compliance and Internal Audit

2. Membership

- 2.1 The Committee will comprise of Independent Non-Executive Directors (“INED”) only, with a minimum membership of three, who have the knowledge, skills and experience to reach an independent judgement on the suitability of the policies and practices, including implications for risk and risk management.
- 2.2 Membership of the Committee will be reviewed by the Board on the recommendation of the Group Nomination, Governance & Responsible Business Committee, in consultation with the Committee Chair. The general aim is to change the membership from time to time to ensure an appropriate balance between continuity and fresh perspectives.
- 2.3 The Committee Chair will be an INED who has served on a Remuneration Committee previously for a minimum of twelve months. The Committee Chair role will be reviewed by the Board on the recommendation of the Group Nomination, Governance & Responsible Business Committee.
- 2.4 The Board Chair may serve on the Committee as an additional member (but not chair) if he or she was considered independent on appointment as Board Chair.
- 2.5 Directors who perform an executive function shall not be members of the Committee. The Group Chief Executive Officer shall, however, be in attendance, as required.
- 2.6 At least one member of the Committee will also be a member of the Board Risk Committee.
- 2.7 The secretary of the Committee shall be a senior representative of the Group Secretary’s Office.

3. Meetings and Quorum

- 3.1 The Committee will meet as often as it deems necessary for the discharge of its responsibilities.
- 3.2 The quorum for meetings shall be two members.
- 3.3 Any member of the Committee who has any personal interest in the matters to be considered by the Committee must so declare that interest and must absent himself/herself from any meeting while such issue is being considered.
- 3.4 Neither the members of the Board nor the Committee may participate in discussions or decisions relating to their own remuneration.

4. Voting

- 4.1 Questions arising at any Committee meeting shall be decided by a majority of votes, where there is an equality of votes, the Committee Chair shall have a second or casting vote. Votes shall be recorded in the minutes. Where decisions are unanimous, they shall be recorded as such in the minutes.
- 4.2 Dissensions and negative votes shall be documented in the minutes in terms acceptable to the dissenting person or negative voter.

5. Duties

Without limiting the generality of the Committee’s objectives set out in paragraph 1, the Committee shall have the following duties:

- 5.1 Approve the Group Remuneration Policy and the MRT Policy and ensure compliance therewith. The design of the Group Remuneration Policy and practices should, as far as possible within any restrictions to which the Company or any member of the Group is subject, support the long-term business strategy, values and culture (including gender considerations) of the Group. It should promote long-term sustainable success, including a formal policy to promote long-term shareholdings by Executive Directors and post-employment shareholding requirements.
- 5.2 Approve policies and procedures regarding Executive Director remuneration which:
 - a. are transparent and promote effective engagement with shareholders and the workforce;
 - b. avoids complexity and has a rationale and operation that is easy to understand;
 - c. identifies and mitigates reputational and other risks from excessive rewards, and behavioural risks that can arise from target-based incentive plans;

- d. is predictable in that the range of possible values of rewards to individual directors and any other limits or discretions should be identified and explained at the time of approving the policy;
 - e. links individual awards, the delivery of strategy and the long-term performance of the company clearly. Outcomes should not reward poor performance;
 - f. drives behaviours consistent with company purpose, values and strategy.
- 5.3 Oversee the annual review of the Group Remuneration Policy and the MRT Policy, with input from relevant risk management functions and the Executive and Board Risk Committees;
- 5.4 Review workforce remuneration, including retention risk and loss of talent from the Group, with a view to (i) ensuring that staff are rewarded fairly and competitively, on the basis of gender neutrality and (ii) supporting the Group in attracting, engaging and retaining high-calibre people.
- 5.5 Approve, on the recommendation of the Board Chair following consultation with the Board, the Group Chief Executive Officer's annual performance assessment and remuneration terms.
- 5.6 Approve the total remuneration package for the Board Chair, Executive Directors, members of the GEC, the Group Secretary and the Head of Internal Audit, including, where relevant, in each case:
- salary;
 - variable payments;
 - stock options and awards;
 - service contracts
 - benefits;
 - shareholding requirements (as applicable);and
 - pension benefits.

In its deliberations, the Committee will have regard to the ongoing appropriateness and relevance of the remuneration policy, relevant market comparisons and practice, alignment to company purpose and values, retention risk, and successful delivery of the company's long-term strategy, risk culture, together with any other relevant guidance. The Committee's deliberations will also, where appropriate, be informed by a reasonable assessment of the Group's risk profile, financial situation and future prospects based on input from the Board Risk Committee. In the case of the Head of Internal Audit, the Committee will consult with the Chair of the Group Audit Committee.

- 5.7 Oversee the remuneration of senior officers in independent control functions including senior risk management and compliance officers.
- 5.8 In relation to MRTs;
- a. Review and approve the Group MRT List, at least, on an annual basis
 - b. Oversee the remuneration of MRTs; and
 - c. Confirm that MRTs are and remain appropriate for their role.
- 5.9 Consider the implications of remuneration policy/commitments for Executive Directors and members of the GEC (including the Group Secretary) and the Head of Internal Audit in the event of early termination, in order to ensure that any such payments are fair, reasonable and appropriate to all parties. In the case of the Head of Internal Audit, the Committee will consult with the Chair of the Group Audit Committee. The Committee should ensure that compensation commitments in service contracts do not reward poor performance.
- 5.10 As part of the annual performance review process, assess whether the GEC's collective knowledge and expertise remains appropriate given the Group's risk profile.
- 5.11 Determine the recruitment criteria for and appoint any Remuneration Consultants, and evaluate the performance of such consultants on an annual basis.
- 5.12 Review from time to time the level of board fees paid to Tier 1 subsidiary boards and recommend any changes to the Board for approval.
- 5.13 Review and approve annually the following, where they exist:
- (1) long-term incentive programmes;
 - (2) Variable pay schemes;

- (3) employee stock plans; and
- (4) general pension increases.
- 5.14 Oversee the Tier 1 Subsidiary entities' Remuneration Committees and consider the minutes of their respective deliberations.
- 5.15 Review the overall remuneration of the top earners within the Group each year.
- 5.16 Approve any contract of employment or related contract, and any proposed amendments to these (including salary changes), for any Executive Director of the Company;
- 5.17 Consider and recommend to the Board any policy on shareholder disclosure and related matters for all remuneration issues including the contents of the Directors' Remuneration Report ("DRR") contained in the Annual Report and Accounts, acknowledging the Committee's responsibility for the preparations for the DRR and for ensuring it is put to a shareholders vote at least every four years. Ensure that such disclosure is clear, accurate, transparent and reflects required disclosures under the application regulations and laws.
- 5.18 Consider scenarios which might test the variable remuneration system's ability to react to future external and internal events;
- 5.19 Perform any other duties or responsibilities relating to remuneration issues delegated to the Committee by the Board from time to time.
- 5.20 Review, on an annual basis, the Committee's Terms of Reference and recommend to the Board any amendments thereto.

6. Authority

- 6.1 The Committee will operate under delegated authority from the Board and the Chair of the Committee will report to the Board on the Committee's proceedings after each meeting. Committee minutes will also be circulated to the Board.
- 6.2 The Committee shall have access to sufficient resources in order to carry out its duties, including access to the Group Secretariat for assistance as required. As and when required the Committee may access professional advice and may commission both informal and formal remuneration studies to assist its formulation of remuneration policy. The Committee should be responsible for the appointment of any remuneration consultants and should consider whether they have any other connection with the Group. The consultants should be identified in the Annual Report. The Committee must exercise independent judgment when evaluating the advice of external third parties and when receiving views from Executive Directors and senior management.
- 6.3 The Committee will seek relevant advice from the Board Risk Committee where appropriate, for example, in considering incentives which are based on future revenues whose timing and likelihood are uncertain. The Chief Risk Officer will be invited to attend at least one Committee meeting per year to report on the Group's risk profile, its financial condition and future prospects, and to consider the implications of remuneration policies for risk and risk management within the Group. On the occasion of his/her presentation to the Committee, the Chair of the Board Risk Committee will be invited to attend the Committee meeting.
- 6.4 The Committee may invite any Director, Executive or other person 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.
- 6.5 The Committee is authorised to seek any information it requires from any employee of the Group to enable it to discharge its responsibilities.
- 6.6 The Committee Chair should seek engagement with shareholders on significant matters related to work of the Committee, particularly to understand shareholder views on governance and performance against the strategy, following agreement with the Board.

7. Performance Evaluation

- 7.1 On a yearly basis, the Committee shall review the effectiveness of its operations and report to the Board on its findings and recommendations.