

At Accordant Group Limited (NZSX:AGL) we believe that good corporate governance is essential to protect the interests of investors, creating and enhancing value over the short and long term. We are committed to conducting business in the right way, ethically and in line with our legal and regulatory obligations. The Board has adopted corporate policies and procedures that reflect good practice, and we follow the principles and recommendations of the NZX Corporate Governance Code dated April 2023 (the Code).

The NZX Listing Rules require the Company to report against the Code. This Corporate Governance Statement follows the structure of the Code and summarises our corporate governance practices and procedures. Accordant takes a continuous improvement approach to corporate governance with policies reviewed on a regular basis in line with good business practice. A table is included at the end of this Corporate Governance Statement and in the Company's 2025 Annual Report which sets out where the Company's practices vary from the recommendations set out in the Code.

Key governance policies and charters can be viewed on the Company's website at www.accordant.nz/corporate-governance.

Principle 1: Ethical Standards

"Directors should set high standards of ethical behaviour, model this behaviour and hold management accountable for these standards being followed throughout the organisation."

ETHICAL BEHAVIOUR

Accordant expects its directors and employees to act with integrity and professionalism and undertake their duties in the best interests of the Company. The Accordant Group's Code of Ethics is available on the Company website and is available to all team members and covers all subsidiary companies.

Accordant encourages employees to speak out if they have concerns about any area of the Company. The avenues for doing so are detailed in the Company's Protected Disclosure (Whistle-blower) Policy which is available on the Company website.

The Company does not donate to political parties.

SHARE TRANSACTION POLICY

The Share Transaction Policy, along with the Financial Markets Conduct Act 2013, imposes limitations and requirements on Directors and employees in dealing in the Company's shares. These limitations prohibit dealing in shares while in possession of inside information and impose requirements for seeking consent to trade.

In addition to the prohibition on insider trading, certain individuals including all Directors and senior executives must not trade in Company securities during specified "blackout" periods, which occur twice per year, before the release of the half and full year results (and can occur in other special circumstances). Such persons must obtain the written consent of the Company before trading in Company securities (which must occur outside of the blackout periods).

The Share Transaction Policy is available on the Company's website at www.accordant.nz/corporate-governance.

Principle 2: Board Composition and Performance

“To ensure an effective board, there should be a balance of independence, skills, knowledge, experience and perspectives.”

THE BOARD

The roles and responsibilities of the Board are detailed in the Board Charter, which is reviewed at least every two years and is available on the Company’s website. The Board establishes the Group’s objectives, strategies for achieving these objectives, the overall policy framework within which the business of the Group is conducted, and monitors management’s performance with respect to these matters. The Board has delegated the day-to-day management of the Group to the Chief Executive Officer. The Company’s Constitution and the Board Charter set out the guidelines for the operation of the Board.

BOARD COMPOSITION AND INDEPENDENCE

As at 31 March 2025 the Board comprised 5 non-executive directors. The Board has determined that Bella Takiari-Brame, Richard Stone, and Nick Simcock are independent directors, and that Simon Hull and Simon Bennett (Chairperson) are non-independent. Note that on 30 April 2025, the Board announced that Simon Bennett’s status was changed to be independent.

APPOINTMENT OF DIRECTORS

The Board is elected by the shareholders of the Company. The number of elected Directors and the procedure for their retirement and election at Annual Meetings is determined in accordance with the Company’s Constitution and NZX Listing Rules. Directors will retire and may stand for re-election by shareholders at least every three years. A Director appointed by the Board since the previous annual meeting holds office only until the next annual meeting but is eligible for election by shareholders at that meeting.

In accordance with its Charter, the Remuneration and Nominations Committee is responsible for identifying and recommending individuals for appointment as directors of the Company. All Directors are involved in the consideration of such recommendations and in doing so they consider a number of factors including qualifications, capability, experience, judgement and skills, and the ability to work with other Directors. The Company enters into an agreement with each new Director, establishing the terms of their appointment.

Shareholders may also nominate candidates for election to the Board, in accordance with the constitution of the Company and the NZX Listing Rules. Reference checks are carried out on all candidates and key information about candidates is provided to shareholders to assist their decision as to whether to elect or re-elect a candidate.

DIVERSITY

The Company is committed to an inclusive workplace that embraces and promotes diversity through initiatives that focus on equal opportunity. The Company considers that diversity encompasses differences that relate to gender, marital status, religious belief, colour, race, ethnicity or national origin, disability, age, political opinion, employment status, family status or sexual orientation. It recognises the importance of fostering a diverse workforce to drive sustainable commercial success and creating a high performing culture.

The Diversity and Inclusion Policy (available on the Company’s website at www.accordant.nz/corporate-governance) addresses the practical aspects of achieving a diverse and inclusive workplace and the Company’s processes for overseeing progress with respect to diversity and inclusion initiatives. The Board has not set measurable objectives under the Diversity and Inclusion policy for achieving diversity.

DIRECTOR TRAINING AND EDUCATION

Directors are encouraged to undertake appropriate training and education to ensure they remain current on how to best perform their duties. In addition, management provide regular updates on relevant industry and Company issues, including briefings from senior executives.

All Directors have access to executives to discuss issues or obtain information on specific areas in relation to matters to be discussed at Board meetings, or other areas as they consider appropriate.

All Directors are offered paid membership to the Institute of Directors New Zealand.

BOARD PERFORMANCE AND REVIEW

The Board monitors its own performance and may from time-to-time commission an external review to assess the performance of individual Directors and the Board’s effectiveness. The Board is satisfied that each Director has the necessary time available to devote to the position, broadens the Board’s expertise and has a personality that is compatible with the other Directors.

Principle 3: Board Committees

“The Board should use committees where this will enhance its effectiveness in key areas, while still retaining Board responsibility.”

BOARD COMMITTEES

The Board has delegated a number of its responsibilities to Committees to assist in the execution of the Board’s responsibilities. The use of Committees allows issues requiring detailed consideration to be dealt with separately by members of the Board with specialist knowledge and experience, thereby enhancing the efficiency and effectiveness of the Board.

However, the Board retains ultimate responsibility for the functions of its Committees and determines their responsibilities. The Committees meet as required and have terms of reference (Charters), which are approved and reviewed by the Board. Minutes of each Committee meeting are available to all members of the Board, who are all entitled to attend any Committee meeting. The membership

and performance of each Committee is reviewed annually. Management attendance at Committee meetings is by invitation only. Special purpose Committees may be formed to review and monitor specific projects with senior management.

In the case of a takeover offer, Accordant would engage expert legal and financial advisors to provide advice on procedure. Formal Takeover protocols have been developed and formally adopted by the Board in compliance with Recommendation 3.6 of the NZX Corporate Governance Code.

The Board Committees as at 31 March 2025 were as set out below.

| Committee | Role | Members at 31 March 2025 |
|---|--|---|
| Audit and Risk Committee | Provides assurance and assistance to the Board and Chief Executive on the Company’s risk, control and compliance framework, and its external financial reporting and accountability responsibilities. | Bella Takiari-Brame (Chairperson), Nick Simcock and Simon Bennett |
| Remuneration and Nominations Committee | Overseeing and regulating compensation and organisation matters affecting the Company, including remuneration and benefits structures, policies, performance and remuneration of the Company’s directors and senior executives, management development and succession planning for the Chief Executive Officer and direct reports to the Chief Executive Officer, and major organisation changes. Identifying and recommending individuals for appointment as directors of the Company. | Nick Simcock (Chairperson), Simon Bennett and Richard Stone. |
| Health and Safety Committee | The role of this Committee is to assist the Board to fulfill its responsibilities and to ensure compliance with all legislative and regulatory requirements in relation to the health and safety practices of the Company as those activities affect employees and contractors. It ensures that the Board members themselves are aware of their own responsibilities and duties under legislation and are fully informed on all Health and Safety issues and targets. The Committee members participate in monthly meetings and review reports presented by the Group Operations Health and Safety Committee. | All Directors are members of this Committee. The Chairperson is Simon Hull. |

Principle 4: Reporting and Disclosure

“The Board should demand integrity in financial and non-financial reporting, and in the timeliness and balance of corporate disclosures.”

REPORTING AND DISCLOSURE

Accordant is committed to keeping investors and the market informed of all material information about the Company and its performance, in a timely manner. In addition to all information required by law, the Company also seeks to provide sufficient meaningful information to ensure stakeholders and investors are well informed. The Company’s Continuous Disclosure Policy sets out the principles and requirements of this commitment to timely and balanced disclosures. Key corporate governance policies recommended by the Code (including the Code of Ethics, Board and Committee Charters Continuous Disclosure Policy, Diversity and Inclusion Policy and Share Transaction Policy) are available on the Company’s website at www.accordant.nz/corporate-governance.

FINANCIAL REPORTING

The Board is responsible for ensuring that the financial statements give a true and fair view of the financial position of the Company and have been prepared using appropriate accounting policies, consistently applied and supported by reasonable judgements, estimates and for ensuring all relevant financial reporting and accounting standards have been followed.

The Audit and Risk Committee oversees the quality and integrity of external financial reporting, including the accuracy, completeness, balance and timeliness of financial statements. It reviews Accordant’s full and half year financial statements and makes recommendations to the Board concerning accounting policies, areas of judgement, compliance with accounting standards and other regulatory requirements and the results of the external audit.

For the financial year ended 31 March 2025, the Directors believe that proper accounting records have been kept which enable, with reasonable accuracy, the determination of the financial position of the Company and facilitate compliance of the financial statements with the Financial Markets Conduct Act 2013.

In all accounting matters, the Board ensures that the Chief Executive Officer and Chief Financial Officer’s reports are objective. The Chief Executive Officer and Chief Financial Officer have unfettered access to the Board Chair and the Audit and Risk Committee.

NON-FINANCIAL REPORTING

Climate reporting

Accordant Group is not a ‘climate reporting entity’ for the purposes of the Financial Markets Conduct Act 2013. Accordingly, the Company is not at this stage issuing a climate statement of the nature that would otherwise be required under Part 7A of the Financial Markets Conduct Act 2013.

The Board’s Audit and Risk Committee has oversight of climate-related risks and opportunities. The CFO oversees climate-related risks as part of their responsibility of leading risk management. The GM Corporate Services leads the environmental sustainability priorities and, together with the Executive Leadership Team, will identify metrics, targets and initiatives to minimise Accordant Group’s impact on the environment.

Accordant Group has conducted an initial climate-related financial assessment, analysing the value chain to uncover potential risks and opportunities related to both physical impacts and transitioning to a low-emissions economy. Building on this initial assessment managers can introduce new risks or opportunities through the risk management framework. Climate risks and opportunities will also be reviewed on an annual basis as part of a deep dive with an independent expert engaged to update the Executive Leadership Team on new developments in the area, and to consider how these might impact on the value chain.

Accordant Group’s business model is wholly dependent on demand for labour, both skilled and unskilled, and a supply of suitable candidates to fill roles. With few tangible assets, no lengthy contractual commitments and an expectation of returns to shareholders on an annual basis, the business operates on short timeframes. Accompanied by a diversity of market segments this places the business in a strong position to foresee and adjust to the impacts of climate change.

Accordant Group was recently certified by Toitū Envirocare as a Toitū carbonreduce organisation. This has required the Group to measure its annual greenhouse gas emissions since 1 April 2021 and implement and track emission reduction projects. Toitū’s carbon certification has been issued in accordance with international standard for measurement (ISO 14064-1), as well as aligning with GHG Protocol Standards. The Toitū carbonreduce program is endorsed by, and Toitū Envirocare accredited by, the Joint Accreditation System of Australia and New Zealand, and the audits have been conducted in conformance with international standards.

FY24 emissions were measured at 387.23 tCO₂e, which is 1% higher than FY23’s total of 382.71 tCO₂e. FY24 is the first reporting period that includes a full year’s data for Hobson Leavy. The measure again confirms that Accordant Group’s carbon footprint is relatively small. Nonetheless, the Group has identified reduction projects as it is committed to managing and reducing its emissions in accordance with the Toitū programme requirements.

Principle 5: Remuneration

“The remuneration of Directors and executives should be transparent, fair and reasonable.”

APPROACH TO REMUNERATION

The Company’s remuneration strategy aims to attract, motivate and retain talented employees at all levels of the Company and seeks to align the interests of its shareholders and employees, whilst driving performance and growth in shareholder value and return. This strategy is supported by a performance-based remuneration system that, among other things, seeks to align individual employee objectives with the Company’s strategic and business goals.

Further details of the Company’s remuneration policies are set out in the most recent Annual Report, available at www.accordant.nz/corporate-governance.

DIRECTORS’ FEES

The Board has a Director Remuneration Policy which is available at www.accordant.nz/corporate-governance. Directors are remunerated in the form of Directors fees, including a higher level of fees for the Chairman of the Board and for the Chairs of the Committees to reflect the additional time and responsibilities that these positions involved. Directors are entitled to the reasonable reimbursement of travelling, accommodation and other expenses incurred in the course of performing duties or exercising their role as a Director. From 1 May 2023 the Chairperson’s fee has been set at \$136,000 per annum with other Directors receiving a fee of \$71,000 per annum. An additional fee of \$10,000 is paid to the chairs of committees.

For more information on Directors fees paid during the most recent financial year, refer to the most recent Annual Report, available at www.accordant.nz/corporate-governance.

CHIEF EXECUTIVE’S REMUNERATION

Details of the remuneration arrangements with the Company’s Chief Executive are set out in the most recent Annual Report, available at www.accordant.nz/corporate-governance.

Principle 6: Risk Management

“Directors should have a sound understanding of the material risks faced by the issuer and how to manage them. The Board should regularly verify that the issuer has appropriate processes that identify and manage potential and material risks.”

RISK MANAGEMENT

Risk is anything that has the ability to impact on the Company’s ability to achieve its goals and objectives and is therefore interconnected with business plans and strategy. Risk is assessed in terms of a combination of the likelihood of an event occurring and then the gravity of the consequence of that, categorised according to the areas that could be impacted such as:

- Commercial/financial sustainability
- Core business performance
- Stakeholder confidence and perception
- People safety and resource availability
- Regulatory and contractual.

Accordant has continued to strengthen its risk management capabilities under the direction of the Audit and Risk Committee (ARC), the Board and the Executive Team. The ARC ensures Accordant has appropriate risk management policies in place and provides the Board with assurance that key risks relevant to Accordant have been appropriately identified, managed and reported to the Board.

It is also responsible for overseeing and monitoring that the Company’s management implements and operates adequate risk assurance, internal control and audit systems within Accordant.

The Audit & Risk Committee carries out a review of the effectiveness of the Company’s risk management and internal control systems at least annually. The Company’s risk management policy provides clarity on roles and responsibilities in order to minimise the impact of financial, operational and sustainability risk on its business.

A Risk sub-committee comprising the CEO, CFO and GM Corporate Services are collectively responsible for the group risk management program with the Executive Leadership Team having day to day operational responsibility for risk management. The Executive Leadership Team comprises personnel who report directly to the CEO.

The Executive Leadership Team has prime responsibility for maintaining a strong risk awareness culture and focus in all activities, for identifying and managing risk in the areas under their control, and being aware of external risk factors faced. They undertake this by:

- following Company Policies, Protocols and Guidelines
- ensuring risks are identified and evaluated
- developing effective responses to these risks
- owning, managing and reporting identified risks
- operating within an appropriate level of risk, but always within Delegated Authority parameters
- reporting changes in the business environment which impact the existing risk strategies.

Foundational governance and risk documents are regularly reviewed and updated to ensure that the Company continues to find the best ways of working to achieve its business goals while remaining within risk appetite and adhering to its regulatory obligations. Accordant’s risk management framework has been created to ensure there is clear ownership and delegation of responsibility for the management and oversight of risks and to support the appropriate flow of information throughout the Group.

The Company obtains external advice and support from an independent third party expert in relation to corporate governance, compliance and company secretarial matters.

ACTIVITIES IN FY25

During FY25 the Company undertook a bottom up self assessment of the risks facing the businesses in the Group, the consequences, and a review of the mitigation plans in place to identify any gaps or improvements that could be made. In addition, the Company’s Risk Management Policy was reviewed and updated and approved by the Board.

KEY RISKS

The Accordant risk management framework is focused on the ten key risks that the Group faces across its business. However, these risks are dynamic and new risks and uncertainties may materialise in the future due to changes in economic conditions, the regulatory environment and other factors. The current ten key risks identified through the bottom up self assessment are as follows:

| Risk Description | How this risk may impact Accordant | How we manage this risk at Accordant |
|---|--|---|
| <p>Health and safety</p> <p>The failure to provide a safe workplace for candidates and employees</p> | <p>This could lead to increased absenteeism, dissatisfaction and employee and candidate churn resulting in reputational damage to the business and a loss of quality candidates and clients.</p> | <p>Accordant's health and safety policy promotes good practices and compliance.</p> <p>Detailed protocols are in place to ensure safe work environments for both candidates and our own employees.</p> <p>The Health and Safety Committee convenes monthly to review policies and progress against objectives.</p> |
| <p>People</p> <p>The inability to attract and retain high calibre people in the form of employees and candidates, whether due to a poor workplace culture or otherwise</p> | <p>We depend on attracting and retaining candidates with the skills and experience to meet our clients' needs. This can be especially challenging where there are talent shortages in particular areas.</p> <p>Our success depends on the talent and motivation of our people and with talent and skills becoming more diverse, the loss of key colleagues- with deep experience in our business sector and/or strong customer relationships could cause significant disruption.</p> | <p>Accordant conducts regular engagement surveys to check on company culture, puts in place appropriate incentive schemes, remunerates at market competitive rates and provides employment flexibility post-Covid. The Remuneration & Nominations Committee provides oversight with regular reporting on culture-related matters.</p> |
| <p>Information technology/ Intellectual property</p> <p>Data protection and cyber security</p> | <p>With increasing digitisation, the ability to provide a data environment that meets the highest security and regulatory standards especially around data protection is critical.</p> <p>Failure to do so could result in a loss of trust among our candidates, employees and clients as well as financial penalties.</p> <p>There is an increased level of sophistication in the cyber crime economy, especially in the human operated ransomware attacks.</p> | <ul style="list-style-type: none"> • CIO function • Regular pen testing • IT Policies and employee education and testing • Regular board reporting • Mimecast tutorials that educate and heighten awareness of potential IT issues. • Accordant has robust controls in place however there are two areas that require improvement: <ul style="list-style-type: none"> • The introduction of Endpoint protection and • Offsite backups (off line from the network or in a cloud service designed for this purpose) <p>Accordant's IT Manager is assessing these requirements in conjunction with AON's Cyber practice leader.</p> |
| <p>Competition</p> <p>Loss of a major client and/or the inability to attract new clients, whether for reasons of concentrated sector exposure or otherwise</p> | <p>Accordant's results depend upon attracting and retaining clients. A major client loss could impact revenue and profitability.</p> <p>Vulnerability to market fluctuations and economic downturns.</p> | <p>We focus on acting as a partner with our clients to help them satisfy their workplace solutions needs.</p> <p>We regularly monitor customer satisfaction through Net promoter score surveys.</p> <p>We continue to broaden the services we offer including through organic and inorganic growth into new sectors and we strive to diversify our services and the industries we operate in leading to enhanced client attraction.</p> |

| Financial | | |
|-------------------|---|--|
| Loss of revenue | A material loss or revenue could lead to weak financial results, challenges with bank funding and stakeholder disappointment. | Accordant seeks to spread its sector risk by operating in different parts of the labour hire and recruitment market. |
| Increase in costs | A material increase in costs could lead to weaker financial performance, challenges with bank funders and stakeholder disappointment. | An annual budget is prepared and approved by the Board, with delegations of authority applying so as to ensure that material cost incurrences are approved at the correct level and with knowledge of the impact on budgets and forecasts. The Board receives monthly financial reports that track both income and expenditure and regular reviews of forecasts so that adjustments can be made if and as required. |

HEALTH AND SAFETY

Staying safe, keeping others safe, and being corporately responsible are fundamental to what Accordant is as an organisation. Operating the business in this way helps deliver on Accordant’s vision of “No Harm to People, the Environment or Assets”.

Paying close attention to safety, wellbeing, sustainability, ethics and integrity go hand in hand with that vision. The Board is committed to ensuring a high quality, safe and healthy environment for all people, visitors, partners and those in the community.

People safety is a key priority, one of Accordant’s core values and an essential component across the business. Accordant is committed to developing, improving and reinforcing its safety culture, including by improving leadership capacity and simplifying tools and systems. Safety performance is tracked to identify patterns to help prevent incidents.

“Health, Safety and Sustainability” results and reported data are reviewed at each Health & Safety Committee Meeting. In addition, the Board receives monthly reports on the health and safety performance across the Group, including performance against plan, near miss reporting, progress with safety related initiatives and reviewing lead and lag indicators of performance.

The most significant safety incidents across the Accordant business comprise sprains, strains, bruise/contusions and lacerations in the AWF business where Accordant people are working on dynamic industrial sites where there are risks such as manual handling; mobile plant; working from height and other similar hazards that exist in a range of worksites in New Zealand.

The Company’s safety performance has improved materially over the last five years (2019/2020 to 2024/2025) in terms of injury frequency rates as measured on a LTIFR (Long Term Incident Frequency Rate) and TRIFR (Total Recordable incident Frequency rate).

Principle 7: Auditors

“The Board should ensure the quality and independence of the external audit process.”

AUDITORS

For the year ended 31 March 2025, Deloitte was the external auditor of Accordant Group Limited. Deloitte was first appointed as auditor in 2006. The most recent Audit Partner rotation occurred after the FY24 year end. The FY25 year end was the first year of the new Audit Partner.

The Audit and Risk Committee monitors the ongoing independence, quality and performance of the external auditors and audit partner rotation. The Committee pre-approves any non-audit work undertaken by Deloitte in accordance with the Auditor Independence Policy.

The external auditors attend the Annual Shareholders Meeting.

INTERNAL AUDIT

The Group does not consider that there is a requirement for an Internal Audit function. This function is administered by the selection of suitably qualified Finance Managers (preferably CA qualified) to ensure that monthly management reporting (Financial and Operational) is timely and accurate. It is the responsibility of company Finance Managers to consistently adhere to Group Policies and procedures. The Chief Executive Officer and Chief Financial Officer review monthly company performance against Budget, the prior year and periodic forecasts. In addition the Chief Financial Officer regularly reviews Balance Sheet reconciliations.

Principle 8: Shareholder Rights and Relations

“The Board should respect the rights of shareholders and foster constructive relationships with shareholders that encourage them to engage with the issuer.”

SHAREHOLDER RIGHTS AND RELATIONS

The Board is committed to open and regular dialogue and engagement with shareholders. Accordant has developed an investor relations programme which includes regular dialogue with investors, analysts and investor meetings, and earnings announcements. The programme is designed to provide shareholders and other market participants the opportunity to obtain information, express views and ask questions. Easy access to financial, operational and governance information is available through the Investor Centre on the company's website at www.accordant.nz/corporate-governance.

Shareholders are actively encouraged to attend the Annual General Meeting and may raise matters for discussion at this event, and vote on major decisions which affect the Company. Voting is by poll, upholding the 'one share, one vote' philosophy. Shareholders are also able to vote by proxy ahead of meetings without having to physically attend those meetings. Shareholders are encouraged to communicate with the Company and its share registry electronically. In addition to shareholders, Accordant has a wide range of stakeholders and maintains open channels of communication for all audiences, including brokers, the investing community and the New Zealand Shareholders' Association, as well as its employees, contractors, suppliers and customers.

Differences in Practice to NZX Code

Under the NZX Listing Rules, the Company is required to disclose the extent to which its corporate governance practices materially differ from the above principles set out in the NZX Code. The Board-approved differences relating to the period up to the date of this Corporate Governance Statement are described below.

| NZX Code principle | NZX Code recommendation | Key difference | Status |
|--|---|--|---|
| Board composition and performance | 2.5: The Board should set measurable objectives for achieving diversity | The Company has adopted a Diversity and Inclusion Policy, a copy of which is available on the Company's website. However, the Board has not set measurable objectives under the Policy for achieving diversity. | Whilst the Board considers authentic diversity outcomes can be achieved without measurable objectives, the small size of the Board is limiting when seeking to label individual diversity. Although no alternative governance practices have been adopted in lieu of recommendation 2.5, the Board has been particularly mindful of its Policy in making its most recent appointment to the Board. |
| Board composition and performance | 2.9: The Chair of the Board should be an independent director | The Company announced on 30 April 2025 that the Board had determined Simon Bennett to be an independent Director. This was done to recognise that 4 years have passed since Simon Bennett held the role of CEO of the Group. | The Board and ARC maintain an independent composition majority. No alternative governance practices have been adopted specifically in lieu of recommendation 2.9. |
| Remuneration | 5.2: An issuer should have a remuneration policy for executives which outlines the relative weightings of remuneration components and relevant performance criteria | The Company's remuneration policy does not specifically address the exact weightings of remuneration components and relevant performance criteria. | The Company's Annual Report contains disclosures with respect to the weightings and performance criteria as these are dynamic from year to year. The Board's practice, rather than setting specific criteria and weightings in the Remuneration Policy, is to set these annually according to the needs of the business and the specific short and long term goals that are considered at the time to be appropriate. |

This Corporate Governance Statement was approved by the Board of Accordant Group on 30 May 2025.