

## Corporate Governance Statement

### QCA Code Compliance

The Board has adopted the Quoted Companies Alliance (QCA) Corporate Governance Code. Set out below is our Statement of Compliance with the key principles of the QCA Code.

Governance Principle	Compliant	Explanation	Further reading
1 Establish a strategy and business model which promotes long-term value for shareholders	✓	By providing recruitment solutions and support to both clients and candidates with engineering and technology skills, we help to unleash potential in people, projects and companies.	See pages 6 to 25
2 Seek to understand and meet shareholder needs and expectations	✓	The CEO and CFO communicate regularly with shareholders, investors and analysts, including at our annual and half-yearly results roadshows. The full Board is available at the Annual General Meeting ('AGM') to communicate with shareholders.	<a href="http://www.gattacaplc.com/investors/corporate-governance">www.gattacaplc.com/investors/corporate-governance</a>
3 Take into account wider stakeholder and social responsibilities and their implications for long-term success	✓	In addition to our shareholders, our clients, candidates, contractors, suppliers and colleagues are our most important stakeholders. We engage with these communities via regular communications in our day-to-day activities, and via formal feedback frameworks.	See pages 8 to 10 and 34 to 47
4 Embed effective risk management, considering both opportunities and threats, throughout the organisation	✓	Ultimate responsibility for risk management rests with the Board but day-to-day management of risk is delivered through the way we do business and our culture and is monitored via our Risk Assurance Framework.	See pages 48 to 54
5 Maintain the Board as a well-functioning, balanced team led by the Chair	✓	The Board has three established Committees for Audit, Nominations and Remuneration. The composition and experience of the Board is reviewed regularly, primarily by the Nominations Committee.	See pages 66 to 86
6 Ensure that between them the Directors have the necessary up-to-date experience, skills and capabilities	✓	The Board is satisfied that its current composition includes an appropriate balance of skills, experience and capabilities, including experience of the recruitment, technology, sales and international markets, further supported by the appointment of Ros Haith in the year.	See pages 56 to 59
7 Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement	✓	The Board regularly considers the effectiveness and relevance of its contributions, any learning and development needs and the level of scrutiny of the Senior Management Team. During the 2021 financial year the Board undertook an internal Board Evaluation which included input from all Directors and the Company Secretary. The output of the Evaluation, together with recommendations for continuous improvement was considered and, as appropriate, implemented by the Board. The 2022 review has been deferred until later in the year and its recommendations will be reported and implemented in 2023.	See pages 61 to 62
8 Promote a corporate culture that is based on ethical values and behaviours	✓	Our values define the standards and behaviour we work and live by and underpin our culture. Our values are integrated into our business operations and are regularly reinforced via training and performance management.	See pages 5 to 7 and 38 to 45
9 Maintain governance structures and processes that are fit for purpose and support good decision-making by the Board	✓	The Board is responsible for the Group's overall strategic direction and management, and for the establishment and maintenance of a framework of delegated authorities and controls to ensure the efficient and effective management of the Group's operations. The Board maintains a list of matters reserved for the Board.	See pages 60 to 62 and <a href="http://www.gattacaplc.com/investors/corporate-governance/role-of-the-board">www.gattacaplc.com/investors/corporate-governance/role-of-the-board</a>
10 Communicate how the Company is governed and is performing by maintaining a dialogue with shareholders and other relevant stakeholders	✓	The Investors section of the Group's website includes our results, presentations and communications to shareholders. We release the results of general meetings through a regulatory news service and also on the Regulatory News section of our website.	<a href="https://www.gattacaplc.com/investors">https://www.gattacaplc.com/investors</a>