

## 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. This Statement, and the information referred to therein, was last reviewed on 4 November 2020, and will be reviewed at least annually.

Governance Principle	Compliant	Explanation	Further reading
1. Establish a strategy and business model which promotes long-term value for shareholders	<input checked="" type="checkbox"/>	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 12 to 23 of our latest Annual Report
2. Seek to understand and meet shareholder needs and expectations	<input checked="" type="checkbox"/>	The CEO and CFO communicate regularly with shareholders, investors and analysts, including at our 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	<input checked="" type="checkbox"/>	Aside from our shareholders, our clients, candidates and contractors, suppliers, and employees are our most important stakeholders. We engage with these communities via regular communications in our day-to-day activities, and via formal feedback requests.	See pages 21 and 34 to 43 of our latest Annual Report
4. Embed effective risk management, considering both opportunities and threats, throughout the organisation	<input checked="" type="checkbox"/>	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.	See pages 44 to 53 of our latest Annual Report
5. Maintain the Board as a well-functioning, balanced team led by the Chair	<input checked="" type="checkbox"/>	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 73 to 75 (Nominations Committee Report) of our latest Annual Report
6. Ensure that between them the Directors have the necessary up-to-date experience, skills and capabilities	<input checked="" type="checkbox"/>	The Board is satisfied that its current composition includes an appropriate balance of skills, experience and capabilities, including experience of the recruitment, technology and international markets.	See pages 57 to 59 of our latest Annual Report
7. Evaluate Board performance based on clear and relevant objectives, seeking continuous improvement	<input checked="" type="checkbox"/>	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 2019 financial year the Board commissioned an independent Board Evaluation which included face-to-face interviews with all Directors and certain members of the operational Management Board. The output of the Evaluation was presented to the Board during this financial year, and included a formal report and an informal feedback session which was attended by the whole Board.	See page 64 of our latest Annual Report
8. Promote a corporate culture that is based on ethical values and behaviours	<input checked="" type="checkbox"/>	Our Code of Professional Conduct sets out our corporate values and behaviours, which are reinforced via training and performance management.	See pages 34 to 36 of our latest Annual Report
9. Maintain governance structures and processes that are fit for purpose and support good decision-making by the Board	<input checked="" type="checkbox"/>	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 44 to 45 of our latest Annual Report 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	<input checked="" type="checkbox"/>	The Investors section of our 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>
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