Website Disclosures CRD V - ART 96 MONZO BANK HOLDING GROUP LIMITED (MONZO)

Introduction

Monzo Bank Holding Group Limited ("Monzo" or the "firm") is authorised by the Prudential Regulation Authority ("PRA") and regulated by the PRA and Financial Conduct Authority ("FCA" together with the PRA, the "Regulators"). Monzo's firm reference number is 730427.

Article 96 of the Capital Requirements Directive V ("CRD") requires that firms which maintain a website explain how they comply with the requirements of Articles 88 to 95 of CRD V, some of which are implemented in the UK via the PRA Rulebook and FCA Handbook.

Certain Article 96 requirements are covered in Monzo's Annual Report and Accounts for the year ended 31 March 2024 (the "**Annual Report**") and its Pillar III Disclosures (which are statutory and regulatory requirements, respectively). This document outlines how Monzo complies with the CRD requirements by either providing an explanation or cross-referencing to the relevant sections of the Annual Report and/or Pillar III Disclosures.

The following articles have been considered for disclosure:

Article reference	Content	Applicability	
CRD V 88	Governance Arrangements	Applicable	
CRD V 89	Country by country reporting	Applicable	
CRD V 90	Public disclosure of return on assets	Not applicable	
CRD V 91	Management Body	Applicable	
CRD V 92	Remuneration Policies	Applicable	
CRD V 93	Institutions that benefit from government intervention	Not applicable	
CRD V 94	Variable elements of remuneration	Applicable	
CRD V 95	Remuneration Committee	Applicable	
CRD V 96	Maintenance of a website on corporate governance and remuneration	Applicable	

Article reference: CRD V 88: Governance Arrangements

1. Member States shall ensure that the management body defines, oversees and is accountable for the implementation of the governance arrangements that ensure effective and prudent management of an institution, including the segregation of duties in the organisation and the prevention of conflicts of interest.

Those arrangements shall comply with the following principles:

- (a) the management body must have the overall responsibility for the institution and approve and oversee the implementation of the institution's strategic objectives, risk strategy and internal governance;
- (b) the management body must ensure the integrity of the accounting and financial reporting systems, including financial and operational controls and compliance with the law and relevant standards;
- (c) the management body must oversee the process of disclosure and communications;
- (d) the management body must be responsible for providing effective oversight of senior management;
- (e) the chairman of the management body in its supervisory function of an institution must not exercise simultaneously the functions of a chief executive officer within the same institution, unless justified by the institution and authorised by competent authorities.

Member States shall ensure that the management body monitors and periodically assesses the effectiveness of the institution's governance arrangements and takes appropriate steps to address any deficiencies.

Member States shall ensure that data on loans to members of the management body and their related parties are properly documented and made available to competent authorities upon request.

For the purposes of this Article, the term 'related party' means:

- (a) a spouse, registered partner in accordance with national law, child or parent of a member of the management body;
- (b) a commercial entity, in which a member of the management body or his or her close family member as referred to in point (a) has a qualifying holding of 10 % or more of capital or of voting rights in that entity, or in which those persons can exercise significant influence, or in which those persons hold senior management positions or are members of the management body.

How Monzo complies with the requirements

We completed a corporate restructure in September 2023 following approval from our regulators, Board, and shareholders. We placed a financial holding company above Monzo Bank Limited (MBL) known as Monzo Bank Holding Group Limited (MBHG) and updated our governance model to reflect the new structure.

MBHG is now the parent company of the Monzo Group. This includes MBL (its only direct subsidiary) and two Monzo US companies (its indirect subsidiaries). So together, MBHG, MBL, Monzo Inc., and Monzo Support US Inc. make up the Monzo Group. Changing the structure had very little impact on our day-to-day operations. In fact, almost all of our business operating activity still takes place within MBL.

MBHG and MBL's interests and objectives are closely aligned, so we adopted a 'mirror board' structure for the MBHG and MBL Boards. Under this mirror board structure, the MBHG and MBL Boards are made up of the same directors.

The MBHG Board gets its authority from its shareholders and the MBL Board gets its authority from MBHG (its parent and sole shareholder). We document this authority in each Board's articles of association and the joint Matters Reserved for the Boards.

The MBHG Board leads the Group and is ultimately responsible for helping us achieve our mission in a way that aligns with our values. While we have a mirror board structure, the Boards collectively oversee key areas in the Group related to strategy, culture, risk, finance and capital, internal systems and controls, audit, and governance.

Gary Hoffman is the Chair of our Boards with the rest of our Boards being made up of executive directors, iNEDs and an investor director. The majority of the Board members are iNEDs and our Group CEO (TS Anil) and Group CFO (James Davies) hold the executive positions.

Some of our directors also have additional responsibilities under the Senior Manager & Certification Regime. The role profiles and statements of responsibilities of Senior Managers outline their responsibilities.

Our Boards meet at the same time and our Board members work in joint capacity for both MBHG and MBL under the mirror structure. They have separate duties though, like their legal responsibilities under the Companies Act 2006.

The Boards took part in training on the mirror board governance arrangements, which included conflict of interest management, and have continued access to the support of the MBHG and MBL Company Secretaries.

Division of responsibilities

There's a clear separation of responsibilities between the role of the Chair of the Boards and the Group CEO. We cover this in our Board role profiles document which the Boards review and approve each year. The Boards have assigned the day-to-day operation of the Monzo Group to the Group CEO who's supported by the Executive team. Our Executive team is collectively responsible for helping run the day-to-day business of the Monzo Group. The Executive team makes up our Group Executive Committee (Group ExCo) which operates in a dual capacity, like the Boards. This means that they consider things on behalf of the Monzo Group and on behalf of

individual Monzo entities as appropriate.

The Chair of the Boards is an independent non-executive director who is responsible for leading the Boards and overall Board performance. The Chair is responsible for: facilitating and encouraging open and inclusive discussion empowering Board members to challenge issues whilst preventing unnecessary conflict; facilitating informed and critical contribution from directors in discussion and decision-taking; ensuring that the Board can discharge its duties and comply with the statutory and regulatory requirements that affect the Boards' functioning and responsibilities. The Chair is also responsible for: ensuring the proper composition and structure of the Board and Group Committees including succession planning; and making recommendations on individual director development to enhance overall Board performance

The Group CEO's key responsibilities are to: lead the development and execution of the Board approved strategy; planning and controlling all the day-to-day operational activities of the Monzo Group; managing and developing the senior leadership team; and maintaining Monzo's culture that supports business growth, risk management and good customer outcomes.

Group Committees

The Boards assign overseeing specific matters to the Group Committees and other ad-hoc subcommittees as needed. As a bank, we need to have certain board committees overseeing specific issues to meet our regulatory obligations. Under our new group structure, we've kept 4 permanent Group Committees which are assigned responsibility for things like risk, financial reporting and audit, remuneration and people, board make-up, and corporate governance.

The Group Audit Committee is a sole committee of MBHG and considers matters on behalf of the Monzo Group and its entities, including MBL, as needed. The Group Board Risk Committee, Group Nomination and Governance Committee, and Group Remuneration Committee are joint committees of MBHG and MBL.

Each committee has Board-approved terms of reference setting out the scope of its authority and responsibilities. The committees review these terms of reference at least annually to make sure they've met their responsibilities and that they remain fit for purpose. The Boards and Committees also regularly interact, with the Committee Chairs updating them on committee activity at each Board meeting.

In the governance section of our Annual Report (pages 55 to 78) we set out the responsibilities of the Boards and its committees as well as the activities performed and key decisions made during the financial year.

Loans to members of the management body

In respect of data on loans to members of the management body, the data is reviewed as part of the year end audit process in order to support information documented in the relevant related party transactions disclosures.

Article reference: CRD V 88 (2) Governance Arrangements - Nominations Committee

Member States shall ensure that institutions which are significant in terms of their size, internal organisation and the nature, scope and complexity of their activities, establish a nomination committee composed of members of the management body who do not perform any executive function in the institution concerned.

The nomination committee shall:

(a) identify and recommend, for the approval of the management body or for approval of the general meeting, candidates to fill management body vacancies, evaluate the balance of knowledge, skills, diversity and experience of the management body and prepare a description of the roles and capabilities for a particular appointment, and assess the time commitment expected.

Furthermore, the nomination committee shall decide on a target for the representation of the underrepresented gender in the management body and prepare a policy on how to increase the number of the underrepresented gender in the management body in order to meet that target. The target, policy and its implementation shall be made public in accordance with Article 435(2)(c) of Regulation (EU) No 575/2013;

- (b) periodically, and at least annually, assess the structure, size, composition and performance of the management body and make recommendations to the management body with regard to any changes;
- (c) periodically, and at least annually, assess the knowledge, skills and experience of individual members of the management body and of the management body collectively, and report to the management body accordingly;
- (d) periodically review the policy of the management body for selection and appointment of senior management and make recommendations to the management body.

In performing its duties, the nomination committee shall, to the extent possible and on an ongoing basis, take account of the need to ensure that the management body's decision making is not dominated by any one individual or small group of individuals in a manner that is detrimental to the interests of the institution as a whole.

The nomination committee shall be able to use any forms of resources that it considers to be appropriate, including external advice, and shall receive appropriate funding to that effect.

Where, under national law, the management body does not have any competence in the process of selection and appointment of any of its members, this paragraph shall not apply.

How Monzo complies with the requirements

Role of the Group Nomination and Governance Committee

Chaired by Gary Hoffman, the Group NomCo oversees our governance arrangements in line with the responsibilities that the Board assigns to it. The Group NomCo continues to be made up of a majority of independent non-executive directors.

The Group NomCo is able to engage independent advisers at the expense of Monzo. The Group NomCo is responsible for, amongst other things:

- Approving the search, selection, and appointment process for independent non-executive directors, including approving the appointment of an external search firm to support the search and selection process.
- Identifying and recommending to the Boards, individuals for appointment as directors, having regard to the Board Diversity Policy, and Board and Senior Manager Suitability Policy;
- Reviewing at least annually the structure, size, composition, the performance of the Boards, and the collective suitability of the Board and individual Board members. This involves reporting and making recommendations to the Boards for any changes and annually reviewing Monzo's Board and Senior Manager Suitability Policy; and
- Reviewing and making recommendations to the Boards, at least once a year, in respect of appointments to Group Committees and for Board succession over the longer term in order to maintain an appropriate balance of skills, experience, diversity and independence.

Our Board Diversity Policy influences our hiring and succession planning as well as setting out objectives and our commitment to diversity in the broadest sense, including skills, geographic and industry experience, background, ethnicity, age and gender, to name a few. We're pleased to say that we're meeting the majority of diversity objectives, including gender representation on our Boards.

A specific aim of our Board Diversity Policy is to have a Board and Executive Committee made up of at least 40% women, which is aligned with the target we committed to as signatories of the Women in Finance Charter. We continue to meet this objective with our Board comprising 55.6% women as at 31 March 2024. We're also proud that our Group Audit Committee, Group Board Risk Committee and Group Remuneration Committee are chaired by women.

Our Board Diversity Policy includes other objectives on recruiting Board members. This is led by our Group NomCo e Committee and is considered on merit and against objective criteria.

Article reference: CRD V 89 - Country by Country Reporting

From 1 January 2015 Member States shall require each institution to disclose annually, specifying, by Member State and by third country in which it has an establishment, the following information on a consolidated basis for the financial year:

- (a) name(s), nature of activities and geographical location;
- (b) turnover;
- (c) number of employees on a full time equivalent basis;
- (d) profit or loss before tax;
- (e) tax on profit or loss;
- (f) public subsidies received.
- 2. Notwithstanding paragraph 1, Member States shall require institutions to disclose the information referred to in paragraph 1(a), (b) and (c) for the first time on 1 July 2014.
- 3. By 1 July 2014, all global systemically important institutions authorised within the Union, as identified internationally, shall submit to the Commission the information referred to in paragraph 1(d), (e) and (f) on a confidential basis. The Commission, after consulting EBA, EIOPA and ESMA, as appropriate, shall conduct a general assessment as regards potential negative economic consequences of the public disclosure of such information, including the impact on competitiveness, investment and credit availability and the stability of the financial system. The Commission shall submit its report to the European Parliament and to the Council by 31 December 2014.
- In the event that the Commission report identifies significant negative effects, the Commission shall consider making an appropriate legislative proposal for an amendment of the disclosure obligations set out in paragraph 1 and may, in accordance with point (h) of Article 145, decide to defer those obligations. The Commission shall review the necessity to extend deferral annually.
- 4. The information referred to in paragraph 1 shall be audited in accordance with Directive 2006/43/EC and shall be published, where possible, as an annex to the annual financial statements or, where applicable, to the consolidated financial statements of the institution concerned.
- 5. To the extent that future Union legislative acts for disclosure obligations go beyond those laid down in this Article, this Article shall cease to apply and shall be deleted accordingly.
- 6. By 1 January 2021, the Commission, after consulting EBA, EIOPA and ESMA, shall review whether the information referred to in points (a) to (f) of paragraph 1 is still adequate, while taking into account previous impact assessments, international agreements and legislative developments in the Union, and whether further relevant information requirements may be added to paragraph 1.

By 30 June 2021, the Commission shall, on the basis of the consultation with EBA, EIOPA and ESMA, report to the European Parliament and to the Council on the assessment referred to in this paragraph and, where appropriate, submit a legislative proposal to the European Parliament and to the Council.

How Monzo complies with the requirements

In 2014, the UK Government enacted legislation (contained in the Financial Services and Markets Act 2000 Statutory Instrument 3118) with respect to country reporting disclosure.

- MBHG is incorporated in the UK, and is the holding company for the Group.
- MBL is incorporated in the UK and undertakes banking activities as described in the Strategic Report.
- Monzo Inc. is incorporated in the USA and offers a prepaid card product to customers in the USA.
- Monzo Support US Inc. is incorporated in the USA and provided support services to MBL in prior years. We expect to wind up the company in FY2025.

	UK	USA	Total
	£'000	£′000	£'000
Average number of employees	3,106	34	3,140
Turnover	879,242	715	879,957
Profit / (Loss) before tax	24,217	(8,769)	15,448
RDEC claim	4,471	1	4,471

1. Institutions, financial holding companies and mixed financial holding companies shall have the primary responsibility for ensuring that members of the management body are at all times of sufficiently good repute and possess sufficient knowledge, skills and experience to perform their duties. Members of the management body shall, in particular, fulfil the requirements set out in paragraphs 2 to 8.

Where members of the management body do not fulfil the requirements set out in this paragraph, competent authorities shall have the power to remove such members from the management body. The competent authorities shall in particular verify whether the requirements set out in this paragraph are still fulfilled where they have reasonable grounds

to suspect that money laundering or terrorist financing is being or has been committed or attempted, or there is increased risk thereof in connection with that institution.

- 2. All members of the management body shall commit sufficient time to perform their functions in the institution.
- 3. The number of directorships which may be held by a member of the management body at the same time shall take into account individual circumstances and the nature, scale and complexity of the institution's activities. Unless representing the Member State, members of the management body of an institution that is significant in terms of its size, internal organisation and the nature, the scope and the complexity of its activities shall, from 1 July 2014, not hold more than one of the following combinations of directorships at the same time:
- (a) one executive directorship with two non-executive directorships;
- (b) four non-executive directorships.
- 4. For the purposes of paragraph 3, the following shall count as a single directorship:
- (a) executive or non-executive directorships held within the same group;
- (b) executive or non-executive directorships held within:
- (i) institutions which are members of the same institutional protection scheme provided that the conditions set out in Article 113(7) of Regulation (EU) No 575/2013 are fulfilled; or
- (ii) undertakings (including non-financial entities) in which the institution holds a qualifying holding.
- 5. Directorships in organisations which do not pursue predominantly commercial objectives shall not count for the purposes of paragraph 3.
- 6. Competent authorities may authorise members of the management body to hold one additional non-executive directorship. Competent authorities shall regularly inform EBA of such authorisations.
- 7. The management body shall possess adequate collective knowledge, skills and experience to be able to understand the institution's activities, including the main risks. The overall composition of the management body shall reflect an adequately broad range of experience.
- 8. Each member of the management body shall act with honesty, integrity and independence of mind to effectively assess and challenge the decisions of the senior management where necessary and to effectively oversee and monitor management decision-making. Being a member of affiliated companies or affiliated entities does not in itself constitute an obstacle to acting with independence of mind.
- 9. Institutions shall devote adequate human and financial resources to the induction and training of members of the management body.
- 10. Member States or competent authorities shall require institutions and their respective nomination committees to engage a broad set of qualities and competences when recruiting

members to the management body and for that purpose to put in place a policy promoting diversity on the management body.

- 11. Competent authorities shall collect the information disclosed in accordance with Article 435(2)(c) of Regulation (EU) No 575/2013 and shall use it to benchmark diversity practices. The competent authorities shall provide EBA with that information. EBA shall use that information to benchmark diversity practices at Union level.
- 12. EBA shall issue guidelines on the following:
- (a) the notion of sufficient time commitment of a member of the management body to perform his functions, in relation to the individual circumstances and the nature, scale and complexity of activities of the institution;
- (b) the notion of adequate collective knowledge, skills and experience of the management body as referred to in paragraph 7;
- (c) the notions of honesty, integrity and independence of mind of a member of the management body as referred to in paragraph 8;
- (d) the notion of adequate human and financial resources devoted to the induction and training of members of the management body as referred to in paragraph 9;
- (e) the notion of diversity to be taken into account for the selection of members of the management body as referred to in paragraph 10;
- (f) the consistent application of the power referred to in the second subparagraph of paragraph 1.

EBA shall issue those guidelines by 31 December 2015.

13. This Article shall be without prejudice to provisions on the representation of employees in the management body as provided for by national law.

How Monzo complies with the requirements

The Group Nomination and Governance Committee (Group NomCo) reviews and makes recommendations to the Boards, at least once a year, in respect of appointments to Group Committees and for Board succession over the longer term in order to maintain an appropriate balance of skills, experience, diversity and independence. All our Board members are assessed for fitness and propriety prior to appointment and at least annually thereafter. The collective suitability of the Board and individual suitability of Board members is assessed in accordance with our Board and Senior Manager Policy. Our annual report talks about our annual collective and individual suitability process in more detail on page 68.

Time commitment and directorship limits

All directors are expected to allocate sufficient time to their role on the Board in order to discharge their responsibilities effectively. Non-executive directors must confirm they are able to devote sufficient time to meet the expectations of the role as part of their appointment process and at least annually. Each year, the Group NomCo reviews the Board

members' time commitments and this year it confirmed that it was happy the Board members were able to devote enough time to their roles, even in busier periods.

Directors have been reminded that they must seek approval from the Chair of the Board, and in the case of the Chair of the Board from the Company Secretary, prior to taking on any additional directorships.

Board training and development

We offer all Board members a tailored induction plan when they join to help them get a full understanding of their accountabilities as a board director. The Chair of the Boards designs their induction with support from the Company Secretaries and the director to make sure it's tailored to their individual needs.

We then continually assess their learning and development needs through our Board performance and Board training plan review cycles. Board members have access to the advice of our Company Secretaries, the Chair of the Boards, and the Senior Independent Director if they need it.

Article reference: CRD V 92 Remuneration Policies

Member States shall ensure that, when establishing and applying the total remuneration policies, inclusive of salaries and discretionary pension benefits, for categories of staff whose professional activities have a material impact on the institution's risk profile, institutions comply with the following requirements in a manner that is appropriate to their size, internal organisation and the nature, scope and complexity of their activities:

- (a) the remuneration policy is consistent with and promotes sound and effective risk management and does not encourage risk-taking that exceeds the level of tolerated risk of the institution;
- (aa) the remuneration policy is a gender neutral remuneration policy;
- (b) the remuneration policy is in line with the business strategy, objectives, values and long-term interests of the institution, and incorporates measures to avoid conflicts of interest;
- (c) the institution's management body in its supervisory function adopts and periodically reviews the general principles of the remuneration policy and is responsible for overseeing its implementation;
- (d) the implementation of the remuneration policy is, at least annually, subject to central and independent internal review for compliance with policies and procedures for remuneration adopted by the management body in its supervisory function;
- (e) staff engaged in control functions are independent from the business units they oversee, have appropriate authority, and are remunerated in accordance with the achievement of the objectives linked to their functions, independent of the performance of the business areas they control;
- (f) the remuneration of the senior officers in the risk management and compliance functions is directly overseen by the remuneration committee referred to in Article 95 or, if such a committee has not been established, by the management body in its supervisory function;
- (g) the remuneration policy, taking into account national criteria on wage setting, makes a clear distinction between criteria for setting:
 - (i) basic fixed remuneration, which should primarily reflect relevant professional experience and organisational responsibility as set out in an employee's job description as part of the terms of employment; and
 - (ii) variable remuneration which should reflect a sustainable and risk adjusted performance as well as performance in excess of that required to fulfil the employee's job description as part of the terms of employment.

For the purposes of paragraph 2, categories of staff whose professional activities have a material impact on the institution's risk profile shall, at least, include:

- (a) all members of the management body and senior management;
- (b) staff members with managerial responsibility over the institution's control functions or material business units;
- (c) staff members entitled to significant remuneration in the preceding financial year, provided that the following conditions are met:
 - (i) the staff member's remuneration is equal to or greater than EUR 500 000 and equal to or greater than the average remuneration awarded to the members of the institution's management body and senior management referred to in point (a);
 - (ii) the staff member performs the professional activity within a material business unit and the activity is of a kind that has a significant impact on the relevant business unit's risk profile.

How Monzo complies with the requirements

Remuneration Policy

This policy sets out our approach to remuneration for all colleagues. Its objective is to make sure we can attract, motivate and retain the people we need for each phase of our growth, while making sure we remain compliant with all regulatory requirements that apply to us. The Remuneration Policy was recommended by the Group RemCo to the MBHG and MBL Boards for approval, that approval was obtained on 30 November 2023.

The Boards delegate authority to the Group Remuneration Committee (RemCo), which is made up of four independent, non-executive directors to make sure there's independent judgement on remuneration matters. RemCo's Terms of Reference set out the committee's duties, which we review annually.

A key objective of RemCo's annual review of the Remuneration policy was to check it's aligned with our business strategy, objectives and values, long-term interests and complied with regulatory requirements.

Here are the key objectives of our remuneration practices which support our business strategy.

- To support our customer-first strategy by attracting, motivating and keeping the best talent across the business. We set remuneration required for each phase of our growth.
- To apply and promote our values of: default to transparency; make a difference; be hard on problems, not people; help everyone belong; think big, start small, own it; think customer first; grow Monzo safely. We make sure that our approach to remuneration is aligned with our values which in turn align with our long-term interests.
- To support our long-term, sustainable performance and growth, and our risk strategy. To manage remuneration associated risks we emphasise fixed pay and share options. Options aim to align our colleagues' interests with our long-term growth.

- To make sure that our remuneration practices are safe with risk-adjusting performance outcomes, compatible with capital and liquidity planning and comply with regulation.
- Remuneration supports equal pay for equal work, and doesn't discriminate on the basis of non-role related characteristics, like gender, race, sexuality, disability, age or religion.

Independent control functions include Monzo's internal audit, compliance and risk management teams. Material Risk Takers (MRTs) aligned under the independent control functions have individual objectives that are linked to the performance of the respective control function itself, rather than Monzo's financial performance. The performance assessment of each control function is conducted by individuals who are independent of the business unit being supervised.

Article reference: CRD V 94 Variable elements of remuneration

For variable elements of remuneration, the following principles shall apply in addition to, and under the same conditions as, those set out in Article 92(2):

- (a) where remuneration is performance related, the total amount of remuneration is based on a combination of the assessment of the performance of the individual and of the business unit concerned and of the overall results of the institution and when assessing individual performance, financial and non-financial criteria are taken into account;
- (b) the assessment of the performance is set in a multi-year framework in order to ensure that the assessment process is based on longer-term performance and that the actual payment of performance-based components of remuneration is spread over a period which takes account of the underlying business cycle of the credit institution and its business risks;
- (c) the total variable remuneration does not limit the ability of the institution to strengthen its capital base....

We have included an extract from CRD V 94 above, with the full wording is available here.

How Monzo complies with the requirements

Our remuneration policy sets out our approach to remuneration for all colleagues. Its objective is to make sure we can attract, motivate and retain the people we need for each phase of our growth, while making sure we remain compliant with all regulatory requirements that apply to us. Under the Remuneration Part of the PRA Rulebook and the FCA's dual regulated firms Remuneration Code (SYSC 19D), there are some further rules we must apply to our remuneration policies and practices for people whose activities have a material impact on our risk profile. These people are known as Material Risk Takers ("MRTs").

Material Risk Takers

MRTs are individuals whose professional activities have a material impact on Monzo's risk profile. We identify MRTs in line with the Remuneration Part of the PRA Rulebook. In the year to March 2024, we identified 46 MRTs. RemCo oversees any changes to MRT remuneration.

Link Between Pay and Performance

We designed our performance framework to discourage risk taking outside of our risk appetite. We have an annual, holistic performance cycle which includes goal setting, personal development plans and a 360 degree performance assessment, with a 6-month performance check-in. Feedback covers measurable performance and behaviours including operating within our risk appetite.

In line with CRD V guidance on remuneration and the FCA Handbook, the Risk and Compliance divisions review risk management performance by key risk area, using relevant available data and through a primarily qualitative review. The principal risk categories we look at include Strategic Risk, Financial Risk, Financial Crime and Fraud Risk, Operational Risk, Conduct Risk and Credit Risk. On a bi-annual basis, our decision on how to process variable remuneration is informed by an independent report by our Group Chief Risk Officer and Group Chief Financial Officer. The report looks at our performance in each of these risk categories along with the performance of our risk appetite metrics, our financial performance and other associated metrics. Following this assessment, there might be a decision for awards to be ex-ante or ex-post adjusted.

Remuneration at Monzo is made up of fixed remuneration (salary, pension, and benefits) and variable remuneration (through share options giving our colleagues the opportunity to share in our long-term success). We ensure that fixed and variable remuneration are appropriately balanced. We don't currently award performance cash bonuses, we do award limited non-performance cash bonuses such as candidate referral bonuses, sign-on bonuses, and relocation bonuses.

As a CRR Small Firm, we apply the Remuneration Part of the PRA Rulebook requirements in a way that's proportionate to our size, nature and complexity.

- Fixed remuneration

We determine fixed remuneration based on our salary frameworks. Our frameworks reflect the experience and skills that relate to an individual's role, their impact, and their level of responsibility and contribution.

We review the salary levels in the framework every year, benchmarking them against salaries in the broader market and our position. We review everyone's salary at least annually, but we don't necessarily make any changes after every review.

Everyone at Monzo is entitled to various benefits including pension, private medical insurance and life insurance.

- Variable remuneration

We've designed our remuneration framework to strike an appropriate balance between fixed and variable pay. We grant all colleagues share options when they join and at key milestone events including, promotions or role changes and start date anniversaries.

We grant share options under an unapproved share option plan. We granted options under a Company Share Option Plan (CSOP) until April 2020.

The share options issued are equity settled with no cash settlement options, with a maximum exercise term of 10 years. Options typically vest evenly over four years with a one year cliff; or on an exit event. If a colleague leaves before the vesting cliff, they forfeit all options at that date. A limited number of options for senior executives have market vesting conditions.

More specifically, the share options we grant to all new hires follow a standard vesting schedule over a four year period (from the date of joining) with a one year cliff. A quarter of the award vests after the individual's first anniversary and then the remaining options vest uniformly each month. We also grant additional share options at set intervals after someone's start date. These share options vest over four years, typically with monthly uniform vesting starting two years after the date we grant them. MRT share option awards follow the same cliff periods, but have quarterly instead of monthly vesting, which is subject to individual and company performance conditions, as outlined below.

Value is currently only delivered by share options in the event of an exit event, which not only depends on financial performance but also the overall health of the business (including factors such as having a strong risk and compliance record, customer record etc.). Monzo's share option plan is considered a Long Term Incentive Plan ("LTIP") for the purposes of the Remuneration Part of the PRA Rulebook and the FCA's Dual-regulated firms Remuneration Code (SYSC 19D). Options are only granted to employees when all regulatory mandatory training is up to date and there are no open disciplinaries. MRT option grants are also linked to specific performance criteria (at the individual and company level) which is assessed prior to option vestings. Along with the key risk categories listed earlier in this section, the key financial KPIs used to assess financial performance include Total Revenue, Year on Year growth of Total Revenue, Total Number of Customers, Deposit Balance, Year on Year Growth of Deposit Balance, Capital Surplus, LCR, CET1 Ratio and Leverage Ratio.

RemCo, with input from Risk, Compliance and Finance, uses this information to validate the suitability of option awards granting and vesting and has the ability to override formulaic outcomes if and when necessary.

Independent control functions include Monzo's internal audit, compliance and risk management teams. MRTs aligned under the independent control functions have individual objectives that are linked to the performance of the respective control function itself, rather than Monzo's financial performance. The performance assessment of each control function is conducted by individuals who are independent of the business unit being supervised.

In line with our Remuneration Risk Adjustment Framework and with the input from the relevant functions (Internal Audit, Compliance, Finance, Human Resources, Legal, Reward and Risk), RemCo will determine whether, to what extent and for which awards malus and clawback should be applied, taking into account all factors it determines to be relevant. All

option awards are subject to malus and clawback provisions including those granted to MRTs, and will be considered if the RemCo determines that misconduct or material error, financial downturn, risk failure or misstatement has occurred. The clawback period is currently 7 years, which might be extended to 10 years in some circumstances.

We don't pay annual cash-based variable remuneration.

We only grant guaranteed variable remuneration in exceptional circumstances. The predominant reason is when it is needed to secure a candidate for a role; it is usually limited to the first year of service. RemCo approval is required for MRTs.

Any payments related to an early termination of contract will reflect performance over time and will not reward failure or misconduct. All termination payments for MRTs need to be approved by RemCo.

Article reference: CRD V 95 Remuneration Committee

- 1. Competent authorities shall ensure that institutions that are significant in terms of their size, internal organisation and the nature, the scope and the complexity of their activities establish a remuneration committee. The remuneration committee shall be constituted in such a way as to enable it to exercise competent and independent judgement on remuneration policies and practices and the incentives created for managing risk, capital and liquidity.
- 2. Competent authorities shall ensure that the remuneration committee is responsible for the preparation of decisions regarding remuneration, including those which have implications for the risk and risk management of the institution concerned and which are to be taken by the management body. The Chair and the members of the remuneration committee shall be members of the management body who do not perform any executive function in the institution concerned. If employee representation on the management body is provided for by national law, the remuneration committee shall include one or more employee representatives. When preparing such decisions, the remuneration committee shall take into account the long-term interests of shareholders, investors and other stakeholders in the institution and the public interest.

How Monzo complies with the requirements

The Boards delegate authority to the Group Remuneration Committee (RemCo), which is made up of four independent, non-executive directors to make sure there's independent judgement on remuneration matters. RemCo's Terms of Reference set out the committee's duties, which we review annually.

A key objective of RemCo's annual review of the Remuneration policy was to check it's aligned with our business strategy, objectives and values, long-term interests and complied with regulatory requirements.