

Corporate governance report

Operation of the Board

The Board comprises of eight Directors, two of whom are Executive Directors and six of whom are Non-Executive Directors, reflecting a blend of different experience and backgrounds.

Of the Non-Executive Directors, the Group regards Richard Last, Martin Lea, Charlotta Ginman, Henrietta Marsh and Xavier Robert as Independent Non-Executive Directors within the meaning of the QCA Corporate Governance Code (2018 edition).

The Board is responsible to the shareholders for the proper management of the Group. It meets regularly, to review trading performance, set and monitor strategy, examine acquisition and divestment possibilities, approve major capital expenditure projects and other significant financing matters and report to shareholders. The Board delegates authority to management for the day-to-day business under a set of delegated authorities which cover routine operational matters, purchasing procedures, financial authority limits, contract approval procedures and the hiring of full-time and temporary staff and consultants.

Matters for review by the Board are communicated in advance of formal meetings. All of our Directors are subject to election by shareholders at the first AGM after their appointment to the Board. Thereafter, all Directors are subject to re-election by shareholders at each AGM.

The Chair and Non-Executive Directors have other third-party commitments including directorships of other companies. The Company is satisfied that these associated commitments have no measurable impact on their ability to discharge their responsibilities effectively.

Board meeting attendance

| | Board meeting | Audit Committee | Remuneration Committee | Nomination Committee | Risk Committee | ESG Committee |
|--------------------------------|---------------|-----------------|------------------------|----------------------|----------------|---------------|
| Executive Directors | | | | | | |
| Andrew Taylor | 11/11 | n/a | n/a | n/a | 4/4 | 4/4 |
| Andrew Belshaw | 11/11 | n/a | n/a | n/a | 4/4 | 4/4 |
| Non-Executive Directors | | | | | | |
| Richard Last | 11/11 | n/a | 7/7 | 3/3 | 4/4 | 4/4 |
| Alan Gibbins | 4/5 | 1/1 | n/a | 1/1 | 2/2 | n/a |
| Charlotta Ginman | 11/11 | 4/4 | n/a | n/a | 1/1 | 3/3 |
| Martin Lea | 11/11 | n/a | 7/7 | 3/3 | 4/4 | 4/4 |
| Henrietta Marsh | 11/11 | 4/4 | 7/7 | 2/3 | n/a | 4/4 |
| Xavier Robert | 11/11 | n/a | 7/7 | n/a | 4/4 | n/a |
| Andrew Stone | 4/5 | n/a | n/a | 1/1 | 2/2 | n/a |
| Wu Long Peng | 11/11 | 4/4 | n/a | 3/3 | n/a | 4/4 |

For changes in Committee memberships please see the Committee reports.

Board activities

Strategy

- Approved the proposed acquisitions of Mission Labs.
- Reviewed other potential acquisition targets which did not complete or were ongoing at year end.
- Reviewed the Board composition of Non-Executive Directors.
- Reviewed the Board composition of Executive Directors.
- Discussed 2026 strategy planning.

Operational

- Monitoring the focus of the software development team.
- Reviewing the product launches (e.g. Horizon Contact).
- Discussing the integration plans for the European business units.
- Reviewed operational changes as a result of the COVID-19 pandemic including hybrid working arrangements.

Financial performance

- Monitored 2021 performance against the approved budget.
- Approved the 2020 Annual Report and Accounts and determined they were fair, balanced and understandable.
- Approved the 2021 half-year results.
- Approved the final dividend for 2020 and 2021 interim dividend.
- Approved the 2022 budget.
- Received reports from the Audit Committee concerning the overall level of financial governance of the Group.

Corporate governance

- Reviewed and approved the Notice of AGM and corporate governance disclosures.
- Considered the key provisions of the QCA code and its application to the Company.
- Reviewed and approved the Matters Reserved for the Board and each of the Committees' terms of reference.
- Discussed the findings of the Board evaluation and agreed actions for the following year.
- Chair and Non-Executive Directors met without the Executive Directors present.
- Review and approval of Group level policies.

Risk

- Reviewed the status of the principal risks and progress with the implementation of any mitigation plans.
- Received regular reports from Chairs of the Committees on matters discussed.
- Received updates on regulatory developments.

People and culture

- Discussed talent, diversity and succession planning.
- Reviewed the composition of the Senior Leadership Team in the UK and equivalent management groups for the overseas entities.
- Reviewed the results of the employee surveys.
- Reviewed updates regarding health and safety within the Group.
- Approved the appointment of Bill Castell as CFO (start May 2022).
- Approved the appointment of Andrew Belshaw (incumbent CFO) as Deputy CEO (start May 2022).
- Reviewed the Company's values.

Shareholders

- Reviewed feedback following the virtual investor roadshows and other institutional shareholder meetings.
- The Chair met with shareholders as requested.

Time commitment

The Executive Directors are expected to devote substantially the whole of their time, attention and ability to their duties, whereas, as one would expect, the Non-Executives have a lesser time commitment. The Non-Executive Directors are required to spend sufficient time in the business to discharge their responsibilities. Typically, this is 50-60 days per year for the Chair, 25-30 days per year for Independent Non-Executives with chair of committee responsibilities and 16-20 days for Non-Executives. The Chair and Non-Executive Directors have other third-party commitments including directorships of other companies. The Company is satisfied that these associated commitments have no measurable impact on their ability to discharge their responsibilities effectively. The Executive Directors are permitted to have third-party commitments with the permission of the Chair. The CEO has one external appointment, details of which are included on page 50, the CFO has no external commitments.

During 2021, certain Directors who were not committee members attended meetings of the Audit Committee and Remuneration Committee by invitation. These details have not been included in the attendance table. Where a Director is unable to attend meetings of the Board or of Board Committees, such Director is invited to review the relevant papers for the meetings and provide their comments to the Board or the Board Committees in advance of such meetings.

Training and development

New Directors receive induction on their appointment to the Board which covers the activities of the Group and its key business and financial risks, the terms of reference of the Board, and its Committees, and the latest financial information about the Group.

The Board ensures that they keep their skills up to date. They are made aware of accounting, regulatory, governance and GDPR changes via papers to the Board, presentations and external documents. An annual review of compliance with the AIM Rules is also performed.

All Directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that Board procedures are followed and that applicable rules and regulations are complied with. In addition, the Company Secretary will ensure that the Directors receive appropriate training as necessary. The appointment and removal of the Company Secretary is a matter for the Board as a whole. All Directors are supplied with information in a timely manner in a form, and of a quality, appropriate to enable them to discharge their duties.

Board performance

The Company has a formal process of annual performance evaluation for the Board, its Committees and individual Directors. The Board and its Committees are satisfied that they are operating effectively.

The Nomination Committee concluded that it would be beneficial for there to be an externally-facilitated Board performance review and this review (which will complete within 2022) is currently underway in conjunction with Board Excellence Ltd. The scope includes evaluation of the performance of the Board, the Board Committees, individual Directors and of the Chair.

Board Excellence Ltd was selected via a competitive procurement process. It has no connection with the Company or any Director, although the Chair has been subject to their review process in another company.

Committees

The following Committees deal with specified aspects of the Group's affairs.

Audit Committee

The make-up and workings of the Audit Committee are set out in the Audit Committee report on page 60.

Remuneration Committee

The make-up and workings of the Remuneration Committee, together with details of the Directors' remuneration, interest in options and information on service contracts, are set out in the Directors' Remuneration report. No Director is involved in the decision about their own remuneration.

Nomination Committee

The Nomination Committee assists the Board in discharging its responsibilities relating to the composition and make-up of the Board and any Committees of the Board. It is also responsible for periodically reviewing the Board's structure and identifying potential candidates to be appointed as Directors or Committee members as the need may arise. The Nomination Committee is responsible for evaluating the balance of skills, knowledge and experience and the size, structure and composition of the Board and Committees of the Board, retirements and appointments of additional and replacement Directors and Committee members and will make appropriate recommendations to the Board on such matters. The Nomination Committee has considered the composition of the Audit Committee and concluded that it is appropriate for Long Peng Wu to sit on the Committee. Mr Wu is a Non-Independent Non-Executive Director by virtue of the time he has served on the Board but he is a Chartered Accountant and has significant experience in the field of finance as both an executive and non-executive which makes him an important contributor to the work of the Audit Committee.

The Company's policy is to attract and develop a highly qualified and diverse workforce, to ensure that all selection decisions are based on merit and that all recruitment activities are fair and non-discriminatory. We continue to focus on encouraging diversity of business skills and experience, recognising that Directors and managers with diverse skills sets, capabilities and experience gained from different backgrounds enhance the Group. When we recruit senior roles (including Senior Managers and Directors) we work with agencies who can produce a diverse shortlist. The bonus criteria of the senior team now contains a requirement that all shortlists for management roles must be diverse.

Risk Committee

The Risk Committee assists the Board in its duty to carry out a robust assessment of the principal non-financial risks facing the Company (financial risk is considered by the Audit Committee). Its main function is to review the risk register prepared and maintained by management and to re-confirm that the principal risks have been identified and (where appropriate) mitigated. These are included on pages 22 to 25.

The purpose of the Committee is to manage rather than eliminate risk and therefore it cannot provide absolute assurance against any one risk. The role of the Committee is to review reports from management to consider whether significant risks are identified, evaluated, managed and controlled and whether any significant weaknesses identified are promptly remedied. It will also indicate a need for more extensive monitoring.

ESG Committee

The main purpose of the Committee is to represent the Board in defining the Company's strategy relating to ESG matters and in reviewing the practices and initiatives of the Company relating to ESG matters ensuring they remain effective and up to date. It oversees the development of the Group's ESG strategy and makes recommendations to the Board regarding it. It also oversees the establishment of policies and codes of practice and their effective implementation.

Stakeholder engagement

Relations with shareholders

Communication with shareholders is given high priority by the Board and is undertaken through press releases, general presentations at the time of the release of the annual and interim results and face-to-face meetings. The Group issues its results promptly to individual shareholders and also publishes the same on the Company's website. Regular updates to record news in relation to the Company are also included on the website.

In order to ensure that the members of the Board develop an understanding of the views and concerns of major shareholders there is regular dialogue with institutional shareholders, including meetings after the announcement of the Company's annual and interim results. The Board uses the AGM to communicate with private and institutional investors and welcomes their participation. All the Non-Executive Directors and, in particular, the Chair and the Senior Independent Non-Executive Director are available to meet with major shareholders, if such meetings are required.

Relations with employees/employee engagement

The Group recognises the importance of employees to the success of the business and ensures that they are fully informed of events that directly affect them and their working conditions. Information on matters of concern to employees is given in briefings that seek to provide a common awareness on the part of all employees of the financial and economic factors affecting the Group's performance through attendance at employee webinars which take place regularly throughout the year. In addition to this, there is also a process in place which allows employees to contact the CEO anonymously if they wish to bring items to the attention of the Board. There is a designated Non-Executive Director for engagement with the workforce.

Business relationships

Relationships with suppliers and customers are paramount to the way that Gamma operates; the Senior Leadership Team and the CEO engage on a regular basis with major suppliers and customers.

Suppliers

Gamma's supplier payments policy is to always pay suppliers on or before the agreed term (which will vary from contract to contract). If an invoice is fully authorised on the system, it will pull through to the next available payment run even if this is before the contractual due date. For the year ended 31 December 2021, the average time taken to pay invoices was 33 days.

Gamma currently has a small number of suppliers who are paid via a netting agreement. The terms of these agreements are such that payment can only be processed once the netting is agreed by both sides. This can result in the days taken to pay being abnormally high on some invoices and therefore influencing Gamma's average days taken to pay suppliers. Due to Gamma's dispute policy whereby the disputed value of an invoice is withheld from payment until resolved, this can also result in average days taken to pay being influenced.

Any disputes are raised with the supplier directly at the earliest opportunity. Any valid charges on an invoice are paid, with the disputed amounts being held back until a credit is received or the dispute has been resolved.

Customers (and customer satisfaction)

Each customer has a Business Development, Information Assurance and Customer Development manager and is invited to our Customer Roadshows, which this year were virtual. These roadshows discuss the latest industry trends and opportunities for the channel to target, an update on Gamma's ever-expanding UCaaS and Connectivity product portfolio and panel discussions exploring the future of the Channel and define where the Channel's value lies in a digital world.

Signed on behalf of the Board by:

Richard Last

Chair and Independent Non-Executive Director

21 March 2022