BLOOMSBURY PUBLISHING PLC

Role and Responsibilities of the Executive Chair

Approved by the Board on 7 September 2026.

The Executive Chair's primary role is to manage the day-to-day running of the Company's business and lead the Board. The Executive Chair is responsible to shareholders and reports to the Board.

1. Business strategy and management

1.1 To develop the Company's overall corporate strategy and objectives for recommendation to the Board.

1.2 To ensure effective implementation of the adopted strategies following Board approval.

1.3 Keeping the Board as a whole updated on the progress made against the agreed corporate strategy.

1.4 To regularly review the operational performance and strategic direction of the Company's business.

1.5 To recommend to the Board an annual budget and a financial plan and ensuring their implementation following Board approval.

1.6 To ensure that appropriate resources are available to enable the Company to implement its plans and to achieve intended outcomes.

1.7 To regularly review the organisational structure, processes and systems to ensure the efficient operation of the business, and recommending changes as appropriate.

1.8 To approve and execute acquisitions for recommendation to the Board.

1.9 To lead the Executive Team.

1.10 To ensure the Board knows the views of the Executive Team and other senior management on business issues in order to improve the standard discussion in the Boardroom and, prior to a final decision on an issue, explain in a balanced way any divergence in view.

1.11 To set the performance targets for the Executive Team which are both stretching and achievable, and establishing systems of monitoring to ensure that these targets are met and if not, that appropriate action is taken.

1.12 To ensure the Board has appropriate knowledge of the Company, including access to Company operations and the workforce.

1.13 To ensure the Board has the necessary resources for developing their knowledge and capabilities.

1.14 To ensure the Deputy Chair and Senior Independent Director is promptly informed of key business issues including any forthcoming, complex, contentious or sensitive issues affecting the Company.

2. Risk and Compliance

2.1 To ensure that procedures are put in place to ensure compliance with all relevant legislation and regulation.

2.2 To ensure that the Executive Team and senior management (where appropriate) identify and evaluate the risks faced by the Company for consideration by the Board.

2.3 To ensure that a suitable system of internal controls is designed, operated and monitored which implements Board policies on risk and control.

3. Board

3.1 To ensure the effective operation of the Board and its Committees in conformity with their terms of reference and the schedule of matters reserved to the Board.

3.2 To serve on and/or attend certain Board Committees.

3.3 To set the Board's agenda jointly with the Deputy Chair and Senior Independent Director, taking into consideration the issues and concerns of all Board members and the Company Secretary. The agenda should be primarily focused on strategy, performance, value creation, culture, stakeholders and accountability, and ensure that significant issues relevant to these areas are reserved for Board decision.

3.4 To manage the Board to ensure that adequate time is available for discussion of all agenda items, in particular strategic issues and to ensure that complex or contentious decisions are effectively dealt with, making sure in particular that Non-Executive Directors have sufficient time to consider them.

3.5 To ensure that the Board receives accurate, timely, high-quality and clear information, in particular about the Company's performance, to enable the Board to make sound decisions, monitor performance effectively and provide advice to promote the long-term success of the Company.

3.6 To promote a culture of openness and debate by encouraging active engagement by all Board members, to facilitate effective contribution of Non-Executive Directors in particular.

3.7 To provide guidance and mentoring to new Directors as appropriate.

3.8 To ensure constructive relations between Executive and Non-Executive Directors.

3.9 To encourage all Board members to engage in Board and Committee meetings by drawing on their skills, experience and knowledge.

3.10 To ensure all Directors are aware of and able to discharge their statutory duties.

3.11 To foster relationships based on trust, mutual respect and open communication, both inside and outside the Boardroom, between Non-Executive Directors and the Executive team.

3.12 To shape the culture of the Boardroom.

3.13 To ensure effective decision-making processes and implementation of Board decisions.

3.14 To ensure that the Board determines the nature and extent of the significant risks the Company is willing to embrace in the implementation of its strategy.

3.15 To have appropriate regard to the FRC Guidance of Board Effectiveness and the UK Corporate Governance Code when discharging his responsibilities and leading all governance matters.

4. Stakeholders

4.1 To lead by example to promote the desired culture and communicate to the Company's workforce the expectations of the Board in respect of the Company's culture, and for ensuring that operational policies and practices drive appropriate behaviour.

4.2 To ensure that the Board as a whole has a clear understanding of the views of shareholders, the workforce, customers and the Company's other key stakeholders (particularly to ensure that the Board complies with its obligations under Section 172 of the Companies Act 2006).

4.3 To seek regular engagement with major shareholders to understand their views and concerns and communicate these to the Board.

5. AGM

5.1 To Chair the AGM and arranging for the Chairs of the Committees to be available to answer questions at the AGM.

6. Performance Evaluation

6.1 To meet with the Non-Executive Directors at least once a year to lead the evaluation of the Deputy Chair and Senior Independent Director's performance.

7. Additional responsibilities

7.1 To maintain a close relationship of trust with the Deputy Chair and Senior Independent Director, reporting key developments to him in a timely manner and seeking his advice and support where appropriate.

7.2 To propose to the Board jointly with the Deputy Chair and Senior Independent Director any changes from time to time to the schedule of matters reserved to the Board.

7.3 To propose to the Board jointly with the Deputy Chair and Senior Independent Director any changes from time to time to the roles and responsibilities of the Executive Chair and Deputy Chair and Senior Independent Director and any future split of roles and responsibilities between a CEO and the Executive Chair.