

Salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£1,413k	£1,375k	£1,234k	£765k	£577k
Median	£1,306k	£1,222k	£990k	£666k	£500k
25 th percentile	£1,183k	£1,043k	£840k	£580k	£429k

Salary increases, FY24 (including zeroes)

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	4.5%	4.5%	4.5%	5.0%	5.0%
Median	4.0%	4.0%	4.0%	4.0%	3.8%
25 th percentile	2.5%	2.5%	3.0%	2.0%	1.8%

Pension, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	14.0%	12.7%	12.2%	10.0%	8.0%
Median	11.0%	10.0%	10.0%	7.5%	7.0%
25 th percentile	10.0%	8.3%	7.5%	5.0%	5.0%

Annual bonus maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	250%	225%	210%	200%	150%
Median	200%	200%	200%	150%	125%
25 th percentile	200%	200%	175%	150%	100%

LTI maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	500%	500%	400%	260%	200%
Median	400%	375%	300%	200%	150%
25 th percentile	330%	300%	250%	185%	125%

Total variable pay maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	720%	700%	600%	435%	325%
Median	625%	575%	500%	350%	275%
25 th percentile	530%	500%	420%	300%	225%

Actual total remuneration 2023, £m

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£9.8m	£8.3m	£6.3m	£2.7m	£1.3m
Median	£6.5m	£5.3m	£4.3m	£1.9m	£0.9m
25 th percentile	£4.7m	£4.1m	£2.9m	£1.2m	£0.7m

Annual bonus actual total vesting 2023, % max

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	87%	87%	89%	89%	80%
Median	77%	76%	75%	69%	47%
25 th percentile	69%	66%	54%	44%	9%

Long term incentive plan actual total vesting 2023, % max

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	95%	93%	92%	96%	79%
Median	80%	76%	76%	59%	31%
25 th percentile	52%	54%	51%	21%	0%

CEO total pay ratio

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	183:1	169:1	137:1	55:1	33:1
Median	100:1	100:1	78:1	39:1	21:1
25 th percentile	67:1	65:1	50:1	26:1	14:1

Shareholding guideline in-post, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	500%	500%	450%	300%	200%
Median	485%	400%	350%	200%	200%
25 th percentile	400%	350%	300%	200%	200%

Shareholding requirement post exit in-post, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
Prevalence	97%	96%	96%	96%	95%
% of cos with requirements					
Applied for 2 years	100%	96%	97%	97%	96%
Set at in-post level for entire period	83%	80%	81%	68%	62%