

Shareholder support, 2024 AGMs

| | Remuneration Policy | Implementation Report |
|-----------------------------|---------------------|-----------------------|
| 75 th percentile | 98.5% | 99.3% |
| Median | 97.0% | 98.0% |
| 25 th percentile | 91.3% | 93.4% |

Salary, all FTSE SmallCap

| | CEO | FD |
|-----------------------------|--------------|--------------|
| 75 th percentile | £577k | £400k |
| Median | £500k | £342k |
| 25 th percentile | £429k | £300k |

Salary increases, FY24 (including zeroes)

| | CEO | FD | Workforce |
|-----------------------------|-------------|-------------|-------------|
| 75 th percentile | 5.0% | 5.0% | 5.9% |
| Median | 3.8% | 4.0% | 5.0% |
| 25 th percentile | 1.8% | 2.0% | 4.0% |

Pension – all current roles, % salary

| | CEO | FD | Workforce |
|-----------------------------|-------------|-------------|-------------|
| 75 th percentile | 8.0% | 8.0% | 8.0% |
| Median | 7.0% | 7.0% | 7.0% |
| 25 th percentile | 5.0% | 5.0% | 5.0% |

LTI vehicle, % of companies

| Performance shares | Restricted stock | Options | Co-investment match | Single Integrated Incentive | Value Creation Plan | No LTI |
|--------------------|------------------|---------|---------------------|-----------------------------|---------------------|--------|
| 74% | 19% | 2% | 2% | 4% | 2% | 1% |

Actual total remuneration 2023, £k

| | CEO |
|-----------------------------|--------------|
| 75 th percentile | £1,311k |
| Median | £946k |
| 25 th percentile | £664k |

Actual vesting, 2023 % max

| | Bonus | LTIP |
|-----------------------------|------------|------------|
| 75 th percentile | 80% | 79% |
| Median | 47% | 31% |
| 25 th percentile | 9% | 0% |

Award opportunity, % salary

| | Annual bonus | | LTIP | |
|-----------------------------|--------------|-------------|-------------|-------------|
| | CEO | FD | CEO | FD |
| 75 th percentile | 150% | 150% | 200% | 175% |
| Median | 125% | 125% | 150% | 150% |
| 25 th percentile | 100% | 100% | 125% | 120% |

Total variable pay maximum opportunity, % salary

| | CEO | FD |
|-----------------------------|-------------|-------------|
| 75 th percentile | 325% | 300% |
| Median | 275% | 250% |
| 25 th percentile | 225% | 200% |

CEO pay ratio, all FTSE SmallCap

| | Total pay comparison | | Salary comparison | |
|-----------------------------|----------------------|---------------------|-------------------------------|------------------|
| | CEO total pay ratio | Workforce total pay | (Calculated) CEO salary ratio | Workforce salary |
| 75 th percentile | 33:1 | £51,500 | 20:1 | £46,820 |
| Median | 21:1 | £41,755 | 14:1 | £36,125 |
| 25 th percentile | 14:1 | £30,405 | 10:1 | £28,200 |

Shareholding guideline in-post, % salary

| | CEO | FD |
|-----------------------------|-------------|-------------|
| 75 th percentile | 200% | 200% |
| Median | 200% | 200% |
| 25 th percentile | 200% | 200% |

Shareholding requirement post-exit

| | |
|---|-----|
| Prevalence (% FTSE SmallCap) | 95% |
| % of companies with requirements | |
| Applied for 2 years | 96% |
| Set at in-post level for entire period | 62% |

Non-executive director fees

| | Board chair | Deputy chair | NED base | Additional fees on top of NED base fee | | | |
|-----------------------------|--------------|--------------|-------------|--|-------------|-------------|---------------|
| | | | | SID | RemCo Chair | Audit Chair | ESG/CSR Chair |
| 75 th percentile | £207k | n/a | £60k | £10k | £11k | £12k | £10k |
| Median | £175k | £150k | £54k | £10k | £10k | £10k | £10k |
| 25 th percentile | £150k | n/a | £51k | £7k | £8k | £9k | £7k |

Additional fees on top of NED base fee (cont.)

| | RemCo Member | Audit Member | ESG/CSR Member | Nominations Member | Employee Engagement |
|-----------------------------|--------------|--------------|----------------|--------------------|---------------------|
| 75 th percentile | £5k | £5k | n/a | n/a | £8k |
| Median | £5k | £5k | £5k | £5k | £5k |
| 25 th percentile | £5k | £5k | n/a | n/a | £4k |