

Shareholder support, 2024 AGMs

	Remuneration Policy	Implementation Report
75 th percentile	96.8%	97.6%
Median	95.5%	96.5%
25 th percentile	92.5%	94.8%

Salary, all FTSE100

	CEO	FD
75 th percentile	£1,234k	£761k
Median	£990k	£616k
25 th percentile	£840k	£534k

Salary increases, FY24 (including zeroes)

	CEO	FD	Workforce
75 th percentile	4.5%	4.5%	5.0%
Median	4.0%	4.0%	4.5%
25 th percentile	3.0%	3.5%	4.0%

Pension – all current roles, % salary

	CEO	FD	Workforce
75 th percentile	12.2%	12.0%	12.4%
Median	10.0%	10.0%	10.0%
25 th percentile	7.5%	7.8%	8.0%

LTI vehicle, % of companies

Performance shares	Restricted stock	Options	Co-investment match	Single Integrated Incentive	Value Creation Plan	No LTI
86%	14%	2%	1%	2%	2%	1%

Actual total remuneration 2023, £m

	CEO
75 th percentile	£6.3m
Median	£4.3m
25 th percentile	£2.9m

Actual vesting, 2023 % max

	Bonus	LTIP
75 th percentile	89%	92%
Median	75%	76%
25 th percentile	54%	51%

Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 th percentile	210%	200%	400%	320%
Median	200%	190%	300%	250%
25 th percentile	175%	150%	250%	200%

Total variable pay maximum opportunity, % salary

	CEO	FD
75 th percentile	600%	500%
Median	500%	415%
25 th percentile	420%	355%

CEO pay ratio, all FTSE100

	Total pay comparison		Salary comparison	
	CEO total pay ratio	Workforce total pay	(Reported) CEO salary ratio	Workforce salary
75 th percentile	137:1	£67,365	27:1	£53,950
Median	78:1	£53,500	24:1	£43,320
25 th percentile	50:1	£38,455	19:1	£32,525

Shareholding guideline in-post, % salary

	CEO	FD
75 th percentile	450%	300%
Median	350%	275%
25 th percentile	300%	200%

Shareholding requirement post-exit

Prevalence (% FTSE100)	96%
% of companies with requirements	
Applied for 2 years	97%
Set at in-post level for entire period	81%

Non-executive director fees

	Additional fees on top of NED base fee						
	Board chair	Deputy chair	NED base	SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£659k	n/a	£95k	£36k	£35k	£37k	£36k
Median	£460k	£175k	£80k	£21k	£26k	£27k	£29k
25 th percentile	£386k	n/a	£73k	£17k	£20k	£20k	£20k

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

	RemCo Member	Audit Member	ESG/CSR Member	Nominations Member	Employee Engagement
75 th percentile	£20k	£25k	£20k	£16k	£20k
Median	£17k	£17k	£17k	£13k	£17k
25 th percentile	£10k	£13k	£15k	£9k	£10k