

## Shareholder support, 2024 AGMs

	Remuneration Policy	Implementation Report
75 <sup>th</sup> percentile	97.5%	97.9%
<b>Median</b>	<b>95.1%</b>	<b>96.1%</b>
25 <sup>th</sup> percentile	88.9%	92.0%

## Salary, all FTSE250

	CEO	FD
75 <sup>th</sup> percentile	£765k	£498k
<b>Median</b>	<b>£666k</b>	<b>£449k</b>
25 <sup>th</sup> percentile	£580k	£400k

## Salary increases, FY24 (including zeroes)

	CEO	FD	Workforce
75 <sup>th</sup> percentile	5.0%	5.0%	6.0%
<b>Median</b>	<b>4.0%</b>	<b>4.0%</b>	<b>4.8%</b>
25 <sup>th</sup> percentile	3.0%	3.0%	4.0%

## Pension – all current roles, % salary

	CEO	FD	Workforce
75 <sup>th</sup> percentile	10.0%	10.0%	10.0%
<b>Median</b>	<b>7.5%</b>	<b>7.8%</b>	<b>8.0%</b>
25 <sup>th</sup> 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
82%	13%	1%	1%	4%	1%	4%

## Actual total remuneration 2023, £m

	CEO
75 <sup>th</sup> percentile	£2.7m
<b>Median</b>	<b>£1.9m</b>
25 <sup>th</sup> percentile	£1.2m

## Actual vesting, 2023 % max

	Bonus	LTIP
75 <sup>th</sup> percentile	89%	96%
<b>Median</b>	<b>69%</b>	<b>59%</b>
25 <sup>th</sup> percentile	44%	21%

### Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 <sup>th</sup> percentile	200%	150%	260%	235%
<b>Median</b>	<b>150%</b>	<b>150%</b>	<b>200%</b>	<b>195%</b>
25 <sup>th</sup> percentile	150%	125%	185%	150%

### Total variable pay maximum opportunity, % salary

	CEO	FD
75 <sup>th</sup> percentile	435%	400%
<b>Median</b>	<b>350%</b>	<b>325%</b>
25 <sup>th</sup> percentile	300%	275%

### CEO pay ratio, all FTSE250

	Total pay comparison		Salary comparison	
	CEO total pay ratio	Workforce total pay	(Reported) CEO salary ratio	Workforce salary
75 <sup>th</sup> percentile	55:1	£61,985	18:1	£52,035
<b>Median</b>	<b>39:1</b>	<b>£45,410</b>	<b>13:1</b>	<b>£39,240</b>
25 <sup>th</sup> percentile	26:1	£32,305	9:1	£28,405

### Shareholding guideline in-post, % salary

	CEO	FD
75 <sup>th</sup> percentile	300%	200%
<b>Median</b>	<b>200%</b>	<b>200%</b>
25 <sup>th</sup> percentile	200%	200%

### Shareholding requirement post-exit

Prevalence (% FTSE250)	96%
<b>% of companies with requirements</b>	
Applied for 2 years	97%
Set at in-post level for entire period	68%

### 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 <sup>th</sup> percentile	£300k	n/a	£70k	£15k	£17k	£20k	£16k
<b>Median</b>	<b>£250k</b>	<b>£120k</b>	<b>£62k</b>	<b>£11k</b>	<b>£13k</b>	<b>£13k</b>	<b>£14k</b>
25 <sup>th</sup> percentile	£217k	n/a	£58k	£10k	£10k	£10k	£11k

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

	RemCo Member	Audit Member	ESG/CSR Member	Nominations Member	Employee Engagement
75 <sup>th</sup> percentile	£10k	£10k	£8k	£9k	£11k
<b>Median</b>	<b>£7k</b>	<b>£7k</b>	<b>£5k</b>	<b>£5k</b>	<b>£9k</b>
25 <sup>th</sup> percentile	£5k	£5k	£5k	£4k	£5k