

**FTSE30**

	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	£795k	<i>n/a</i>	£115k	£50k	£45k	£54k	£45k
<b>Median</b>	<b>£712k</b>	<b>£173k</b>	<b>£100k</b>	<b>£39k</b>	<b>£40k</b>	<b>£40k</b>	<b>£35k</b>
25 <sup>th</sup> percentile	£635k	<i>n/a</i>	£91k	£35k	£35k	£35k	£31k

**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	£26k	£31k	£21k	£16k	£29k
<b>Median</b>	<b>£20k</b>	<b>£25k</b>	<b>£20k</b>	<b>£15k</b>	<b>£23k</b>
25 <sup>th</sup> percentile	£19k	£20k	£16k	£14k	£20k

**FTSE50**

	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	£732k	<i>n/a</i>	£106k	£45k	£42k	£45k	£45k
<b>Median</b>	<b>£650k</b>	<b>£173k</b>	<b>£90k</b>	<b>£35k</b>	<b>£35k</b>	<b>£35k</b>	<b>£35k</b>
25 <sup>th</sup> percentile	£450k	<i>n/a</i>	£82k	£25k	£26k	£26k	£28k

**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	£25k	£30k	£20k	£16k	£28k
<b>Median</b>	<b>£20k</b>	<b>£20k</b>	<b>£20k</b>	<b>£14k</b>	<b>£20k</b>
25 <sup>th</sup> percentile	£16k	£17k	£16k	£10k	£20k

**FTSE100**

	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	£659k	<i>n/a</i>	£95k	£36k	£35k	£37k	£36k
<b>Median</b>	<b>£460k</b>	<b>£175k</b>	<b>£80k</b>	<b>£21k</b>	<b>£26k</b>	<b>£27k</b>	<b>£29k</b>
25 <sup>th</sup> percentile	£386k	<i>n/a</i>	£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 <sup>th</sup> percentile	£20k	£25k	£20k	£16k	£20k
<b>Median</b>	<b>£17k</b>	<b>£17k</b>	<b>£17k</b>	<b>£13k</b>	<b>£17k</b>
25 <sup>th</sup> percentile	£10k	£13k	£15k	£9k	£10k

Where *n/a*, insufficient public disclosure to provide accurate interquartile information

## FTSE250

	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	<i>n/a</i>	£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	<i>n/a</i>	£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

## SmallCap

	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	£207k	<i>n/a</i>	£60k	£10k	£11k	£12k	£10k
<b>Median</b>	<b>£175k</b>	<b>£150k</b>	<b>£54k</b>	<b>£10k</b>	<b>£10k</b>	<b>£10k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£150k	<i>n/a</i>	£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 <sup>th</sup> percentile	£5k	£5k	<i>n/a</i>	<i>n/a</i>	£8k
<b>Median</b>	<b>£5k</b>	<b>£5k</b>	<b>£5k</b>	<b>£5k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£5k	£5k	<i>n/a</i>	<i>n/a</i>	£4k

### Chairman fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£795k	£732k	£659k	£300k	£207k
<b>Median</b>	<b>£712k</b>	<b>£650k</b>	<b>£460k</b>	<b>£250k</b>	<b>£175k</b>
25 <sup>th</sup> percentile	£635k	£450k	£386k	£217k	£150k

### NED base fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£115k	£106k	£95k	£70k	£60k
<b>Median</b>	<b>£100k</b>	<b>£90k</b>	<b>£80k</b>	<b>£62k</b>	<b>£54k</b>
25 <sup>th</sup> percentile	£91k	£82k	£73k	£58k	£51k

### SID Additional fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£50k	£45k	£36k	£15k	£10k
<b>Median</b>	<b>£39k</b>	<b>£35k</b>	<b>£21k</b>	<b>£11k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£35k	£25k	£17k	£10k	£7k

### RemCo Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£45k	£42k	£35k	£17k	£11k
<b>Median</b>	<b>£40k</b>	<b>£35k</b>	<b>£26k</b>	<b>£13k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£35k	£26k	£20k	£10k	£8k

### Audit Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£54k	£45k	£37k	£20k	£12k
<b>Median</b>	<b>£40k</b>	<b>£35k</b>	<b>£27k</b>	<b>£13k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£35k	£26k	£20k	£10k	£9k

### ESG/CSR Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£45k	£45k	£36k	£16k	£10k
<b>Median</b>	<b>£35k</b>	<b>£35k</b>	<b>£29k</b>	<b>£14k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£31k	£28k	£20k	£11k	£7k

### RemCo Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£26k	£25k	£20k	£10k	£5k
<b>Median</b>	<b>£20k</b>	<b>£20k</b>	<b>£17k</b>	<b>£7k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£19k	£16k	£10k	£5k	£5k

### Audit Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£31k	£30k	£25k	£10k	£5k
<b>Median</b>	<b>£25k</b>	<b>£20k</b>	<b>£17k</b>	<b>£7k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£20k	£17k	£13k	£5k	£5k

### ESG/CSR Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£21k	£20k	£20k	£8k	n/a
<b>Median</b>	<b>£20k</b>	<b>£20k</b>	<b>£17k</b>	<b>£5k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£16k	£16k	£15k	£5k	n/a

### NomCo Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£16k	£16k	£16k	£9k	n/a
<b>Median</b>	<b>£15k</b>	<b>£14k</b>	<b>£13k</b>	<b>£5k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£14k	£10k	£9k	£4k	n/a

### Employee Engagement Director fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 <sup>th</sup> percentile	£29k	£28k	£20k	£11k	£8k
<b>Median</b>	<b>£23k</b>	<b>£20k</b>	<b>£17k</b>	<b>£9k</b>	<b>£5k</b>
25 <sup>th</sup> percentile	£20k	£20k	£10k	£5k	£4k