

Salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£1,500k	£1,435k	£1,300k	£800k	£593k
Median	£1,411k	£1,287k	£1,016k	£666k	£510k
25 th percentile	£1,350k	£1,065k	£863k	£576k	£438k

Salary increases, FY25 (including zeroes)

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	5.0%	5.5%	5.6%	3.8%	4.0%
Median	3.8%	3.4%	3.0%	3.0%	3.0%
25 th percentile	2.5%	2.5%	2.5%	2.0%	0.0%

Pension, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	14.0%	13.3%	12.5%	10.0%	9.8%
Median	11.0%	10.0%	10.0%	7.0%	7.0%
25 th percentile	10.0%	9.4%	8.0%	5.0%	4.5%

Annual bonus maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	255%	250%	225%	200%	150%
Median	225%	200%	200%	150%	125%
25 th percentile	200%	200%	200%	150%	100%

LTI maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	525%	500%	450%	300%	200%
Median	500%	400%	335%	200%	160%
25 th percentile	350%	350%	250%	200%	150%

Total variable pay maximum opportunity, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	800%	760%	690%	435%	340%
Median	700%	600%	525%	350%	275%
25 th percentile	550%	530%	450%	300%	250%

Actual total remuneration 2024, £m

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£10.6m	£9.1m	£6.0m	£2.6m	£1.3m
Median	£7.9m	£5.5m	£4.4m	£1.8m	£1.0m
25 th percentile	£4.7m	£4.4m	£2.8m	£1.3m	£0.7m

Annual bonus actual total vesting 2024, % max

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	84%	88%	92%	86%	77%
Median	79%	79%	80%	68%	50%
25 th percentile	66%	63%	61%	45%	17%

Long term incentive plan actual total vesting 2024, % max

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	83%	88%	93%	98%	51%
Median	75%	76%	74%	61%	9%
25 th percentile	63%	59%	51%	9%	0%

CEO total pay ratio

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	143:1	147:1	123:1	60:1	32:1
Median	88:1	88:1	70:1	37:1	22:1
25 th percentile	64:1	62:1	47:1	21:1	16:1

Shareholding guideline in-post, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	590%	500%	500%	300%	200%
Median	500%	450%	400%	200%	200%
25 th percentile	400%	400%	300%	200%	200%

Shareholding requirement post exit in-post, % salary

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
Prevalence	100%	98%	97%	97%	95%
% of cos with requirements					
Applied for 2 years	100%	98%	99%	97%	98%
Set at in-post level for entire period	90%	90%	87%	74%	68%