

Shareholder support, 2025 AGMs

	Remuneration Policy	Implementation Report
75 th percentile	98%	98%
Median	96%	97%
25 th percentile	91%	93%

Salary, all FTSE100

	CEO	FD
75 th percentile	£1,300k	£803k
Median	£1,016k	£668k
25 th percentile	£863k	£556k

Salary increases, FY25 (including zeroes)

	CEO	FD	Workforce
75 th percentile	5.6%	4.0%	4.0%
Median	3.0%	3.0%	3.5%
25 th percentile	2.5%	2.4%	3.0%

Pension – all current roles, % salary

	CEO	FD	Workforce
75 th percentile	12.5%	12.0%	12.5%
Median	10.0%	10.0%	10.0%
25 th percentile	8.0%	8.5%	9.3%

LTI vehicle, % of companies

Performance shares	Restricted stock	Options	Co-investment match	Single Integrated Incentive	Value Creation Plan	No LTI
87%	19%	2%	1%	2%	0%	2%

Actual total remuneration 2024, £m

	CEO
75 th percentile	£6.0m
Median	£4.4m
25 th percentile	£2.8m

Actual vesting, 2024 % max

	Bonus	LTIP
75 th percentile	92%	93%
Median	80%	74%
25 th percentile	61%	51%

Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 th percentile	225%	200%	450%	360%
Median	200%	200%	335%	260%
25 th percentile	200%	150%	250%	205%

Total variable pay maximum opportunity, % salary

	CEO	FD
75 th percentile	690%	555%
Median	525%	450%
25 th percentile	450%	380%

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	123:1	£74,565	25:1	£57,815
Median	70:1	£57,000	23:1	£47,700
25 th percentile	47:1	£41,800	20:1	£36,225

Shareholding guideline in-post, % salary

	CEO	FD
75 th percentile	500%	350%
Median	400%	300%
25 th percentile	300%	200%

Shareholding requirement post-exit

Prevalence (% FTSE100)	97%
% of companies with requirements	
Applied for 2 years	99%
Set at in-post level for entire period	87%

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	NomCo Chair
75 th percentile	£708k	n/a	£98k	£38k	£37k	£39k	£40k	n/a
Median	£469k	£103k	£81k	£22k	£26k	£27k	£28k	£15k
25 th percentile	£389k	n/a	£75k	£18k	£20k	£20k	£20k	n/a

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	£22k	£16k	£21k
Median	£17k	£17k	£16k	£15k	£15k
25 th percentile	£10k	£10k	£10k	£8k	£10k