

## Shareholder support, 2025 AGMs

	Remuneration Policy	Implementation Report
75 <sup>th</sup> percentile	98%	99%
<b>Median</b>	<b>95%</b>	<b>97%</b>
25 <sup>th</sup> percentile	86%	93%

## Salary, all FTSE250

	CEO	FD
75 <sup>th</sup> percentile	£800k	£511k
<b>Median</b>	<b>£666k</b>	<b>£455k</b>
25 <sup>th</sup> percentile	£576k	£400k

## Salary increases, FY25 (including zeroes)

	CEO	FD	Workforce
75 <sup>th</sup> percentile	3.8%	4.0%	4.1%
<b>Median</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.5%</b>
25 <sup>th</sup> percentile	2.0%	2.0%	3.0%

## Pension – all current roles, % salary

	CEO	FD	Workforce
75 <sup>th</sup> percentile	10.0%	10.0%	10.0%
<b>Median</b>	<b>7.0%</b>	<b>7.5%</b>	<b>7.0%</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
79%	17%	1%	1%	6%	1%	3%

## Actual total remuneration 2024, £m

	CEO
75 <sup>th</sup> percentile	£2.6m
<b>Median</b>	<b>£1.8m</b>
25 <sup>th</sup> percentile	£1.3m

## Actual vesting, 2024 % max

	Bonus	LTIP
75 <sup>th</sup> percentile	86%	98%
<b>Median</b>	<b>68%</b>	<b>61%</b>
25 <sup>th</sup> percentile	45%	9%

### Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 <sup>th</sup> percentile	200%	150%	300%	250%
<b>Median</b>	<b>150%</b>	<b>150%</b>	<b>200%</b>	<b>200%</b>
25 <sup>th</sup> percentile	150%	125%	200%	150%

### Total variable pay maximum opportunity, % salary

	CEO	FD
75 <sup>th</sup> percentile	460%	400%
<b>Median</b>	<b>350%</b>	<b>325%</b>
25 <sup>th</sup> percentile	300%	285%

### CEO pay ratio, all FTSE250

	Total pay comparison		Salary comparison	
	CEO total pay ratio	Workforce total pay	(Calculated) CEO salary ratio	Workforce salary
75 <sup>th</sup> percentile	60:1	£68,990	22:1	£61,975
<b>Median</b>	<b>37:1</b>	<b>£47,030</b>	<b>16:1</b>	<b>£41,735</b>
25 <sup>th</sup> percentile	21:1	£35,270	11:1	£30,075

### Shareholding guideline in-post, % salary

	CEO	FD
75 <sup>th</sup> percentile	300%	225%
<b>Median</b>	<b>200%</b>	<b>200%</b>
25 <sup>th</sup> percentile	200%	200%

### Shareholding requirement post-exit

Prevalence (% FTSE250)	97%
<b>% of companies with requirements</b>	
Applied for 2 years	97%
Set at in-post level for entire period	74%

### 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 <sup>th</sup> percentile	£319k	n/a	£72k	£16k	£18k	£20k	£17k	n/a
<b>Median</b>	<b>£258k</b>	<b>£89k</b>	<b>£65k</b>	<b>£12k</b>	<b>£14k</b>	<b>£14k</b>	<b>£13k</b>	<b>£12k</b>
25 <sup>th</sup> percentile	£224k	n/a	£60k	£10k	£11k	£11k	£11k	n/a

  

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	£11k	n/a	£9k	£12k
<b>Median</b>	<b>£8k</b>	<b>£8k</b>	<b>£6k</b>	<b>£5k</b>	<b>£10k</b>
25 <sup>th</sup> percentile	£5k	£5k	n/a	£5k	£6k