

Shareholder support, 2024 AGMs

	Remuneration Policy	Implementation Report
75 th percentile	97.5%	97.3%
Median	96.5%	96.4%
25 th percentile	90.6%	95.6%

Salary, all FTSE30

	CEO	FD
75 th percentile	£1,413k	£846k
Median	£1,306k	£800k
25 th percentile	£1,183k	£760k

Salary increases, FY24 (including zeroes)

	CEO	FD	Workforce
75 th percentile	4.5%	4.5%	5.3%
Median	4.0%	4.0%	4.6%
25 th percentile	2.5%	3.4%	4.4%

Pension – all current roles, % salary

	CEO	FD	Workforce
75 th percentile	14.0%	13.0%	13.0%
Median	11.0%	10.0%	11.0%
25 th percentile	10.0%	9.5%	10.0%

LTI vehicle, % of companies

Performance shares	Restricted stock	Options	Co-investment match	Single Integrated Incentive	Value Creation Plan	No LTI
93%	7%	7%	3%	3%	0%	0%

Actual total remuneration 2023, £m

	CEO
75 th percentile	£9.8m
Median	£6.5m
25 th percentile	£4.7m

Actual vesting, 2023 % max

	Bonus	LTIP
75 th percentile	87%	95%
Median	77%	80%
25 th percentile	69%	52%

Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 th percentile	250%	220%	500%	410%
Median	200%	200%	400%	330%
25 th percentile	200%	180%	330%	295%

Total variable pay maximum opportunity, % salary

	CEO	FD
75 th percentile	720%	655%
Median	625%	535%
25 th percentile	530%	470%

CEO pay ratio, all FTSE30

	Total pay comparison		Salary comparison	
	CEO total pay ratio	Workforce total pay	(Calculated) CEO salary ratio	Workforce salary
75 th percentile	183:1	£77,905	30:1	£57,265
Median	100:1	£63,700	24:1	£48,400
25 th percentile	67:1	£51,755	22:1	£42,500

Shareholding guideline in-post, % salary

	CEO	FD
75 th percentile	500%	400%
Median	485%	325%
25 th percentile	400%	300%

Shareholding requirement post-exit

Prevalence (% FTSE30)	97%
% of companies with requirements	
Applied for 2 years	100%
Set at in-post level for entire period	83%

Non-executive director fees

	Additional fees on top of NED base fee						
	Board chair	Deputy chair	NED base	SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£795k	n/a	£115k	£50k	£45k	£54k	£45k
Median	£712k	£173k	£100k	£39k	£40k	£40k	£35k
25 th percentile	£635k	n/a	£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 th percentile	£26k	£31k	£21k	£16k	£29k
Median	£20k	£25k	£20k	£15k	£23k
25 th percentile	£19k	£20k	£16k	£14k	£20k