

## Shareholder support, 2025 AGMs

|                             | Remuneration Policy | Implementation Report |
|-----------------------------|---------------------|-----------------------|
| 75 <sup>th</sup> percentile | 98%                 | 98%                   |
| <b>Median</b>               | <b>97%</b>          | <b>97%</b>            |
| 25 <sup>th</sup> percentile | 96%                 | 94%                   |

## Salary, all FTSE30

|                             | CEO            | FD           |
|-----------------------------|----------------|--------------|
| 75 <sup>th</sup> percentile | £1,500k        | £883k        |
| <b>Median</b>               | <b>£1,411k</b> | <b>£829k</b> |
| 25 <sup>th</sup> percentile | £1,350k        | £793k        |

## Salary increases, FY25 (including zeroes)

|                             | CEO         | FD          | Workforce   |
|-----------------------------|-------------|-------------|-------------|
| 75 <sup>th</sup> percentile | 5.0%        | 5.0%        | 4.3%        |
| <b>Median</b>               | <b>3.8%</b> | <b>3.4%</b> | <b>4.0%</b> |
| 25 <sup>th</sup> percentile | 2.5%        | 2.5%        | 3.0%        |

## Pension – all current roles, % salary

|                             | CEO          | FD           | Workforce    |
|-----------------------------|--------------|--------------|--------------|
| 75 <sup>th</sup> percentile | 14.0%        | 14.0%        | 14.0%        |
| <b>Median</b>               | <b>11.0%</b> | <b>10.5%</b> | <b>11.0%</b> |
| 25 <sup>th</sup> percentile | 10.0%        | 10.0%        | 10.0%        |

## LTI vehicle, % of companies

| Performance shares | Restricted stock | Options | Co-investment match | Single Integrated Incentive | Value Creation Plan | No LTI |
|--------------------|------------------|---------|---------------------|-----------------------------|---------------------|--------|
| 93%                | 10%              | 7%      | 3%                  | 3%                          | 0%                  | 0%     |

## Actual total remuneration 2024, £m

|                             | CEO          |
|-----------------------------|--------------|
| 75 <sup>th</sup> percentile | £10.6m       |
| <b>Median</b>               | <b>£7.9m</b> |
| 25 <sup>th</sup> percentile | £4.7m        |

## Actual vesting, 2024 % max

|                             | Bonus      | LTIP       |
|-----------------------------|------------|------------|
| 75 <sup>th</sup> percentile | 84%        | 83%        |
| <b>Median</b>               | <b>79%</b> | <b>75%</b> |
| 25 <sup>th</sup> percentile | 66%        | 63%        |

### Award opportunity, % salary

|                             | Annual bonus |             | LTIP        |             |
|-----------------------------|--------------|-------------|-------------|-------------|
|                             | CEO          | FD          | CEO         | FD          |
| 75 <sup>th</sup> percentile | 255%         | 230%        | 525%        | 450%        |
| <b>Median</b>               | <b>225%</b>  | <b>200%</b> | <b>500%</b> | <b>375%</b> |
| 25 <sup>th</sup> percentile | 200%         | 200%        | 350%        | 300%        |

### Total variable pay maximum opportunity, % salary

|                             | CEO         | FD          |
|-----------------------------|-------------|-------------|
| 75 <sup>th</sup> percentile | 800%        | 685%        |
| <b>Median</b>               | <b>700%</b> | <b>585%</b> |
| 25 <sup>th</sup> percentile | 550%        | 500%        |

### CEO pay ratio, all FTSE30

|                             | Total pay comparison |                     | Salary comparison             |                  |
|-----------------------------|----------------------|---------------------|-------------------------------|------------------|
|                             | CEO total pay ratio  | Workforce total pay | (Calculated) CEO salary ratio | Workforce salary |
| 75 <sup>th</sup> percentile | 143:1                | £92.390             | 27:1                          | £67,000          |
| <b>Median</b>               | <b>88:1</b>          | <b>£71.800</b>      | <b>24:1</b>                   | <b>£54.350</b>   |
| 25 <sup>th</sup> percentile | 64:1                 | £57.430             | 20:1                          | £46,900          |

### Shareholding guideline in-post, % salary

|                             | CEO         | FD          |
|-----------------------------|-------------|-------------|
| 75 <sup>th</sup> percentile | 590%        | 450%        |
| <b>Median</b>               | <b>500%</b> | <b>400%</b> |
| 25 <sup>th</sup> percentile | 400%        | 300%        |

### Shareholding requirement post-exit

|   |      |
|---|------|
| Prevalence (% FTSE30)                   | 100% |
| <b>% of companies with requirements</b> |      |
| Applied for 2 years                     | 100% |
| Set at in-post level for entire period  | 90%  |

### 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 <sup>th</sup> percentile | £850k                                  | n/a          | £118k        | £50k        | £45k        | £55k        | £45k          |
| <b>Median</b>               | <b>£745k</b>                           | <b>n/a</b>   | <b>£104k</b> | <b>£40k</b> | <b>£40k</b> | <b>£40k</b> | <b>£38k</b>   |
| 25 <sup>th</sup> percentile | £700k                                  | n/a          | £95k         | £35k        | £35k        | £36k        | £35k          |

  

| 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         | £32k         | £25k           | £17k               | £29k                |
| <b>Median</b>                                  | <b>£20k</b>  | <b>£25k</b>  | <b>£20k</b>    | <b>£16k</b>        | <b>£22k</b>         |
| 25 <sup>th</sup> percentile                    | £18k         | £20k         | £17k           | £15k               | £20k                |