

Shareholder support, 2025 AGMs

	Remuneration Policy	Implementation Report
75 th percentile	98%	98%
Median	97%	97%
25 th percentile	94%	93%

Salary, all FTSE50

	CEO	FD
75 th percentile	£1,435k	£851k
Median	£1,287k	£800k
25 th percentile	£1,065k	£750k

Salary increases, FY25 (including zeroes)

	CEO	FD	Workforce
75 th percentile	5.5%	5.0%	4.2%
Median	3.4%	3.2%	3.6%
25 th percentile	2.5%	2.5%	3.0%

Pension – all current roles, % salary

	CEO	FD	Workforce
75 th percentile	13.3%	12.0%	12.5%
Median	10.0%	10.0%	10.5%
25 th percentile	9.4%	10.0%	10.0%

LTI vehicle, % of companies

Performance shares	Restricted stock	Options	Co-investment match	Single Integrated Incentive	Value Creation Plan	No LTI
90%	20%	4%	2%	2%	0%	0%

Actual total remuneration 2024, £m

	CEO
75 th percentile	£9.1m
Median	£5.5m
25 th percentile	£4.4m

Actual vesting, 2024 % max

	Bonus	LTIP
75 th percentile	88%	88%
Median	79%	76%
25 th percentile	63%	59%

Award opportunity, % salary

	Annual bonus		LTIP	
	CEO	FD	CEO	FD
75 th percentile	250%	220%	500%	415%
Median	200%	200%	400%	310%
25 th percentile	200%	180%	350%	250%

Total variable pay maximum opportunity, % salary

	CEO	FD
75 th percentile	760%	650%
Median	600%	530%
25 th percentile	530%	450%

CEO pay ratio, all FTSE50

	Total pay comparison		Salary comparison	
	CEO total pay ratio	Workforce total pay	(Reported) CEO salary ratio	Workforce salary
75 th percentile	147:1	£78,255	27:1	£61,335
Median	88:1	£63,720	25:1	£50,720
25 th percentile	62:1	£49,085	23:1	£40,155

Shareholding guideline in-post, % salary

	CEO	FD
75 th percentile	500%	400%
Median	450%	325%
25 th percentile	400%	275%

Shareholding requirement post-exit

Prevalence (% FTSE50)	98%
% of companies with requirements	
Applied for 2 years	98%
Set at in-post level for entire period	90%

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	£784k	n/a	£110k	£45k	£43k	£49k	£45k	n/a
Median	£700k	n/a	£95k	£36k	£36k	£38k	£37k	£17k
25 th percentile	£466k	n/a	£82k	£25k	£26k	£26k	£29k	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	£25k	£29k	£24k	£17k	£29k
Median	£20k	£21k	£20k	£15k	£22k
25 th percentile	£16k	£17k	£16k	£11k	£16k