

FTSE30

	Board chair	Deputy chair	NED base	Additional fees on top of NED base fee			
				SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£850k	n/a	£118k	£50k	£45k	£55k	£45k
Median	£745k	n/a	£104k	£40k	£40k	£40k	£38k
25 th 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 th percentile	£25k	£32k	£25k	£17k	£29k
Median	£20k	£25k	£20k	£16k	£22k
25 th percentile	£18k	£20k	£17k	£15k	£20k

FTSE50

	Board chair	Deputy chair	NED base	Additional fees on top of NED base fee			
				SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£784k	n/a	£110k	£45k	£43k	£49k	£45k
Median	£700k	n/a	£95k	£36k	£36k	£38k	£37k
25 th percentile	£466k	n/a	£82k	£25k	£26k	£26k	£29k

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

FTSE100

	Board chair	Deputy chair	NED base	Additional fees on top of NED base fee			
				SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£708k	n/a	£98k	£38k	£37k	£39k	£40k
Median	£469k	£103k	£81k	£22k	£26k	£27k	£28k
25 th percentile	£389k	n/a	£75k	£18k	£20k	£20k	£20k

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

Where n/a, insufficient public disclosure to provide accurate interquartile information

FTSE250

	Board chair	Deputy chair	NED base	Additional fees on top of NED base fee			
				SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£319k	n/a	£72k	£16k	£18k	£20k	£17k
Median	£258k	£89k	£65k	£12k	£14k	£14k	£13k
25 th percentile	£224k	n/a	£60k	£10k	£11k	£11k	£11k
Additional fees on top of NED base fee (cont.)							
	RemCo Member	Audit Member	ESG/CSR Member	Nominations Member	Employee Engagement		
75 th percentile	£10k	£11k	n/a	£9k	£12k		
Median	£8k	£8k	£6k	£5k	£10k		
25 th percentile	£5k	£5k	n/a	£5k	£6k		

SmallCap

	Board chair	Deputy chair	NED base	Additional fees on top of NED base fee			
				SID	RemCo Chair	Audit Chair	ESG/CSR Chair
75 th percentile	£214k	n/a	£63k	£11k	£11k	£12k	£12k
Median	£180k	n/a	£55k	£10k	£10k	£10k	£10k
25 th percentile	£154k	n/a	£52k	£8k	£9k	£10k	£6k
Additional fees on top of NED base fee (cont.)							
	RemCo Member	Audit Member	ESG/CSR Member	Nominations Member	Employee Engagement		
75 th percentile	£7k	£7k	n/a	n/a	£6k		
Median	£5k	£5k	£5k	£5k	£5k		
25 th percentile	£5k	£5k	n/a	n/a	£4k		

Chairman fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£850k	£784k	£708k	£319k	£207k
Median	£745k	£700k	£469k	£258k	£175k
25 th percentile	£700k	£466k	£389k	£224k	£150k

NED base fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£118k	£110k	£98k	£72k	£63k
Median	£104k	£95k	£81k	£65k	£55k
25 th percentile	£95k	£82k	£75k	£60k	£52k

SID Additional fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£50k	£45k	£38k	£16k	£11k
Median	£40k	£36k	£22k	£12k	£10k
25 th percentile	£35k	£25k	£18k	£10k	£8k

RemCo Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£45k	£43k	£37k	£18k	£11k
Median	£40k	£36k	£26k	£14k	£10k
25 th percentile	£35k	£26k	£20k	£11k	£9k

Audit Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£55k	£49k	£39k	£20k	£12k
Median	£40k	£38k	£27k	£14k	£10k
25 th percentile	£36k	£26k	£20k	£11k	£10k

ESG/CSR Chair fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£45k	£45k	£40k	£17k	£12k
Median	£38k	£37k	£28k	£13k	£10k
25 th percentile	£35k	£29k	£20k	£11k	£6k

RemCo Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£25k	£25k	£20k	£10k	£7k
Median	£20k	£20k	£17k	£8k	£5k
25 th percentile	£18k	£16k	£10k	£5k	£5k

Audit Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£32k	£29k	£25k	£11k	£7k
Median	£25k	£21k	£17k	£8k	£5k
25 th percentile	£20k	£17k	£10k	£5k	£5k

ESG/CSR Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£25k	£24k	£22k	n/a	n/a
Median	£20k	£20k	£16k	£6k	£5k
25 th percentile	£17k	£16k	£10k	n/a	n/a

NomCo Member fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£17k	£17k	£16k	£9k	n/a
Median	£16k	£15k	£15k	£5k	£5k
25 th percentile	£15k	£11k	£8k	£5k	n/a

Employee Engagement Director fee

	FTSE30	FTSE50	FTSE100	FTSE250	SmallCap
75 th percentile	£29k	£29k	£21k	£12k	£6k
Median	£22k	£22k	£15k	£10k	£5k
25 th percentile	£20k	£16k	£10k	£6k	£4k

Where n/a, insufficient public disclosure to provide accurate interquartile information