

Sir David Higgins

July 2024

Dear David

**2024 Chairman Fee Review**

I am pleased to confirm that the Remuneration Committee has reviewed the Chairman's fee and following this review your fee will increase to £341,000 per annum with effect from 1 July 2024.

There are no other changes to the terms and conditions governing your role as Chairman of the Company and as outlined in my letter to you of 13 May 2019.

Thank you for your continued leadership of the Board and commitment to the Company.

Yours sincerely

**Alison Goligher**  
**Senior Independent Director**