

Kath Cates

July 2024

Dear Kath

2024 Non-Executive Director Fee Review

I am pleased to confirm that a Committee of the Board consisting of myself, Louise Beardmore and Phil Aspin has reviewed the fee structure of the non-executive members of the Board. Following this review the base fee paid to non-executive directors has increased to £77,600 per annum with effect from 1 July 2024.

In addition, you will receive an additional fee of £14,300 per annum for your additional duties as Chair of the Remuneration Committee.

There are no other changes to the terms and conditions governing your role as a non-executive director of the Company as outlined in my letter to you of 9 July 2020.

Thank you for your continued support and commitment to the Company.

Yours sincerely

Sir David Higgins
Chairman