

What can we expect in the remuneration report?

As a group we engage pro-actively with our shareholders and listen carefully to how we can improve the transparency and simplicity with which we disclose our approach to remuneration. The short-term incentives for the CEO and CFO provide detail about the key objectives without jeopardising the competitive sensitivity of our data and targets.

Based on transparency objectives and the feedback we received, the format of remuneration report includes:

- a summary section at the front, for those who want to quickly dip in
- a frequently asked questions section where we highlight some of the issues that may be top-of-mind for the reader
- and finally, an A to Z section at the back in case we got too technical along the way.

This year we have disclosed our internal pay ratios and as you may know, we introduced Performance Share Units (PSUs) into the remuneration mix of the CEO and his direct reports.