

Base salary

Purpose and link to strategy: To attract and retain executives of the experience and quality required to deliver the company's strategy.

Operation

Reviewed annually, effective 1 September.

Significant increases in salary should only take place infrequently, for example where there has been a material increase in:

- the size of the individual's role;
- the size of the company (through mergers and acquisitions); or
- the pay market for directly comparable companies (for example, companies of a similar size and complexity).

On recruitment or promotion to executive director, the committee will take into account previous remuneration and pay levels for comparable companies when setting salary levels. This may lead to salary being set at a lower or higher level than for the previous incumbent.

Maximum opportunity

Current salary levels are shown in the annual report on remuneration.

Executive directors will normally receive a salary increase broadly in line with the increase awarded to the general workforce, unless one or more of the conditions outlined under 'operation' is met.

Where the committee has set the salary of a new hire at a discount to the market level initially, a series of planned increases can be implemented over the following few years to bring the salary to the appropriate market position, subject to individual performance.

Performance measures

None.