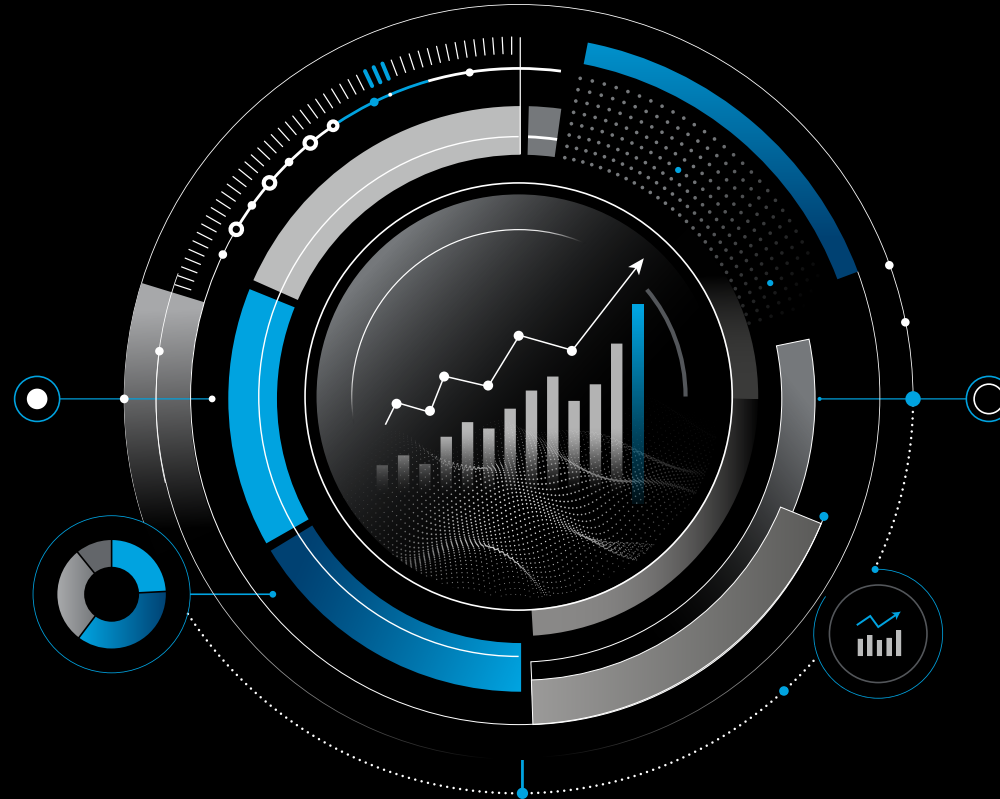




Your Guide

Directors' remuneration
in FTSE 250 companies

September 2026

Introduction

Welcome to Your Guide – Directors' remuneration in FTSE 250 companies.

With an interactive format, this report provides detailed analysis of executive and non-executive remuneration in FTSE 250 companies, including base salary, annual bonus and long-term incentives, pensions, shareholding requirements, pay ratios, non-executive director fees and other aspects of remuneration policy. This analysis is based on 164 companies with financial years ending up to and including 31 December 2025.



If you have any queries about our Your Guide reports, please get in touch at
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01 Introduction

02 Executive summary

03 2026 AGM season

04 Salary

05 Incentive structures

06 Annual bonus plans

07 Long-term incentive plans

08 Pensions

09 Total compensation and pay ratios

10 Shareholding requirements, malus and clawback

11 Non-executive directors' remuneration

12 Appendix and contacts

Executive summary



'Total single figure' remuneration

£1.85m

median CEO 'total single figure' remuneration
(2024: £1.67m, 2023: £1.86m)

£1.17m

median CFO 'total single figure' remuneration
(2024: £1.13m, 2023: £1.07m)



Fixed pay

3%

median CEO salary increase so far in 2026
(2025: 3%, 2024: 4%)

14%

CEOs not awarded salary increase so far in 2026
(2025: 19%, 2024: 16%)

3.2% median workforce increase so far in 2026 (2025: 3.3%, 2024: 4.5%)



Incentive out-turns

67%

of maximum median CEO annual bonus out-turn for 2025
(2024: 70%, 2023: 74%)

15%

of companies applied discretion on bonus out-turn for 2025
(2024: 18%, 2023: 17%)

50%

of maximum median PSP vesting for 2025
(2024: 60%, 2023: 60%)



Executive shareholding requirements

200% of salary

most common CEO shareholding requirement

c.330% of salary

median actual CEO shareholding

94%

of companies have a post-employment shareholding requirement



ESG and incentive plans

69%

annual bonus plans incorporate ESG metrics
(2024: 77%)

39%

performance share plans incorporate ESG metrics
(2025: 53%)



Alternative incentives

31%

of companies operate alternative incentive arrangements
(2025: 31%, 2024: 26%)



2026 AGM season

97%

median vote in favour of directors' remuneration report
(2025: 97%)

9

companies receiving less than 80% support
(2025: 12)

44%

of companies put a new remuneration policy to vote

5

policies receiving less than 80% support
(2025: 11)

Key issues

Lower policy votes were generally associated with companies seeking significant increases to incentive levels, or remuneration policy features which deviate from current mainstream UK market practice.

Consistent with prior years, we saw some proxy dissent where companies were deemed to have not responded to lower voting outcomes in prior years, salary increases or salaries on appointment were considered excessive, or incentive outcomes were not deemed to be commensurate with performance, including in some cases the use of upwards discretion.

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