Remuneration Principles

Our remuneration principles have been designed to support a remuneration approach that aligns with our vision, values and strategy, is appropriate to changing market conditions, and complies with regulatory requirements.

Our remuneration principles and practices aim to:

- Be simple, transparent and stable
- · Reward sustainable performance beyond day-to-day role accountabilities
- Create a high performance culture that is underpinned by our Group values recognising what is achieved and the way in which it
 is achieved
- Be market competitive and reflect our broader employee value proposition
- Deliver shareholder value through a strong focus on appropriately stretching short-term goals that build to long-term performance
- · Align the interests of our people and our company by ensuring there is a clear link between remuneration and Group performance
- Encourage appropriate risk behaviours and set clear performance and risk accountabilities
- Support the Group's risk management framework and culture, by encouraging appropriate risk behaviours, setting clear performance and risk accountabilities, and enabling consequences through forfeiture of remuneration
- Deliver rewards in such a way as to balance the needs of all stakeholders (customers, shareholders, employees, regulators and the Group)

