



**SP Transmission plc, SP Distribution plc, SP Manweb plc  
Statement on linkages between Directors' Pay and Standards of Performance  
to 31<sup>st</sup> December 2023**

The directors participate in the group's performance related Annual Incentive Plan and receive a bonus in the year under review. Entitlement to a bonus is dependent upon achievement of objectives set at a group, business and personal level. Business objectives are set annually based on what requires to be delivered by the business and progress is tracked against a scorecard. The objectives set include targets relating to service standards, which include customer minutes lost, customers interrupted and telephone response rate.

**2023 Personal Level Business Objectives  
% link to key measurable outputs**

<b>Role</b>	<b>Customer Service</b>	<b>Health &amp; Safety</b>	<b>Investment Delivery</b>	<b>Performance &amp; Governance</b>
Chief Executive Officer	8%	8%	40%	44%
Director of Network Planning & Regulation	12%	7%	47%	34%
Director of SP Distribution	26%	7%	45%	22%
Director of SP Manweb	26%	7%	45%	22%
Chief Operating Officer Energy Networks	17%	7%	42%	34%
Director of Processes & Technology	12%	6%	42%	40%
Director of SP Transmission	14%	7%	55%	24%
Customer Service Director	42%	7%	33%	18%

Each director has an objective for performance & governance and the measurable outputs are weighted depending on their responsibilities. One of the Directors has a relatively high weighting for performance & governance, all having had key performance & governance deliverables for the 2023 performance year.

Further information: P&O - Reward Department