

McInroy & Wood Limited (MWL) must disclose a summary of its approach to remuneration for all staff. This must cover Senior Managers, material risk takers and all other staff. MWL is governed in such a way that the only employees that fall within the definition of material risk takers¹ are its 12 Executive Directors, who are also its Senior Managers. No other employees have authority to influence the risk profile of the firm.

Executive Directors' remuneration consists entirely of fixed salary, pension contributions and private healthcare benefits. Directors do not participate in any bonus or profit-sharing arrangement. MWL's remuneration policy is to pay all employees amounts it considers appropriate to their responsibilities. By virtue of their status, employees who are directors are always assumed to be applying their best efforts towards discharging their responsibilities and their remuneration does not reflect any assessment of their relative outputs individually. The Chief Executive bears the heaviest responsibilities within the group and their remuneration reflects that fact.

The remuneration of employees who are not directors consists of fixed salary, pension contributions and private healthcare benefits. They are also eligible to participate in the firm's discretionary profit share scheme which was set up to allow non-director staff to benefit in the success of the firm and to reflect their performance and effort. The scheme is non-contractual, and employees are aware that payments will vary and may be zero in any given period.

The Remuneration Committee oversees the remuneration policy for all employees which is designed to support the long-term business strategy and values of MWL, as well as promote effective risk management and good customer outcomes. This includes an annual salary review and any profit share payments. The Remuneration Committee recommends the profit share pool to the Board, taking account of the firm's finances, capital requirements and outlook and oversees the individual profit share payments made to staff. There are no amounts of deferred remuneration, nor have any guaranteed bonuses, retention awards or discretionary pension benefits been awarded. No sign-on or severance payments have been made, or contracted for, in relation to any employee, including Executive Directors.

The aggregate remuneration of staff for the year to 30th April 2024 is as follows:

Remuneration	Number	Total £'000s	Fixed £'000s	Variable £'000s
Executive Directors	12	1,937	1,937	-
Other staff	64	3,670	3,025	645

¹ As defined in SYSC19G.5.1R