

# Members of the Senior Management Remuneration Committee

## Qualities and experience

Each member will be capable of making a valuable contribution to the committee. A diverse outlook among members is desirable to promote a healthy debate on topics as they arise. Each member will possess a broad range of the following qualities and experience:

### Knowledge

- regulations and guidance on good governance practice (e.g. Cadbury, Nolan, Higgs etc)
- remuneration policy relating to senior executives
- content of executive service agreements
- severance options for senior staff
- succession planning models
- executive recruitment

### Skills

- high-level market-data interpretation
- tact and diplomacy
- communications relevant to executive-level posts
- development needs analysis
- succession planning

### Experience

- ideally membership of remuneration committees in other, similar-sized organisations
- remuneration policy development
- other HR policy development
- particularly succession planning and executive development
- executive recruitment
- ideally members should have experience across at least two of the three sectors