

Membership Application

Subject to the Board's approval

Remuneration Consultancy Firm Name: Telephone: Company Representative Details (i.e. the individual who will attend meetings) Telephone: Email: Number of FTSE All Share Remuneration Committees the firm advises: 9 or fewer and less than £5m total UK revenue, covering all kinds of advice (annual membership fee £2,011 + VAT where applicable) 10 or more (annual membership fee £15,638 + VAT where applicable) It is hereby confirmed that: I/We have read and understood the Voluntary Code of Conduct. I/We confirm that I/we will adhere to this Code of Conduct: we are (I am) Executive Remuneration Consultants: in the twelve month period before the date of this application form we have advised the remuneration committee (or equivalent) of one or more FTSE All Share companies (at the time the advice was given) and been named as such in the Directors' Remuneration Report of at least one such company or confirm that we will be so named in the next published directors' remuneration report (or we have advised the Remuneration Committee of one or more companies or organisations, which, in the opinion of the Board, is of similar standing to a FTSE All Share company). It is further confirmed that I/we will: commit to pay the current annual membership fee appropriate as above for the year in which I/we become a member and the annual membership fee determined at any time for each subsequent year; commit to procuring that I/we and/or our Remuneration Consultants will discuss the Code, on appointment as adviser to the remuneration committee, with the chair of the remuneration committee; commit to participating fully in the reviews of the Code and the reviews of the Effectiveness of the Code, in particular by ensuring that the surveys are completed on time; Signature: Date:

Members may resign from membership of the company by giving not less than seven days' notice to the company in writing.

On ceasing to be a member for any reason a member is not entitled to receive any repayment of any part of the annual membership fees paid and will remain liable to pay the annual membership fees which are not paid up at the date of cessation of membership.

(of Company Representative named above)