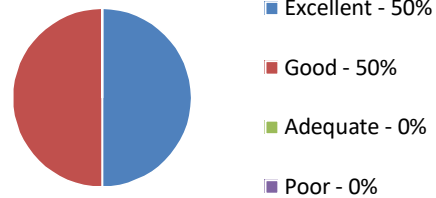


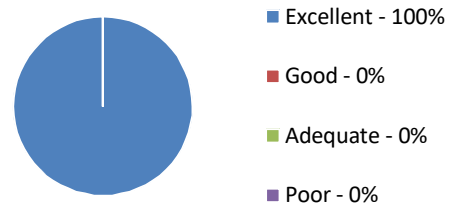
Appendix I – Annual Evaluation – Linstock Report

Time Management and Composition

Q1 How effectively does the Remuneration Committee use its time?



Q2 How appropriate is the composition of the Remuneration Committee? Please comment if you feel that it could benefit from different competencies.

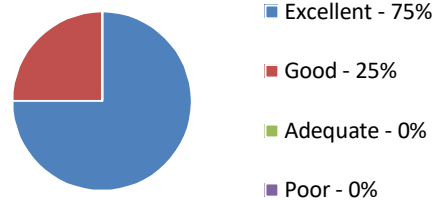


Q2 Respondents' Comments

Keith Cochrane It works well.

Committee Processes and Support

Q3 How would you rate the quality of the information which the Remuneration Committee receives? Please state if there are any informational needs which you feel ought to be addressed.



Q3 Respondents' Comments

Alison Horner	None.
Ceri Powell	The material is very thorough; I do feel as though an Executive Summary or objectives of the session as a slide to start presentations would help - we often speak to the very detailed report.

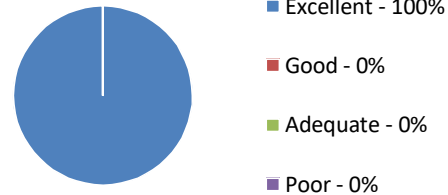
Q4 Please state whether there are any areas in which you feel the Remuneration Committee members would benefit from additional support, training or induction.

Responses

Keith Cochrane	The remuneration arena continues to evolve rapidly . Ensuring Committee members are aware is an ongoing challenge, although an excellent piece of work form Deloitte recently on the AGM season.
Andrew Dougal	N/A.
Alison Horner	Regular training in regulatory changes, and emerging trends. More theory on incentives and options for alignment between business performance and individual reward.
Ceri Powell	If there are any new Remuneration rules in any of the geographies then the Committee needs to be kept informed.

The Work of the Remuneration Committee

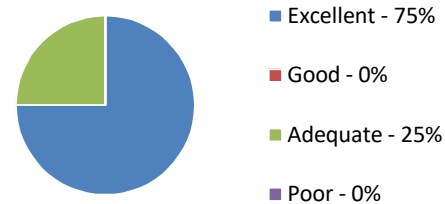
Q5 How would you rate the relationship and communication between the Remuneration Committee and the Group HR Director?



Q5 Respondents' Comments

Alison Horner Janet is outstanding and maintains effective communication between the committee, the advisors and secretariat.

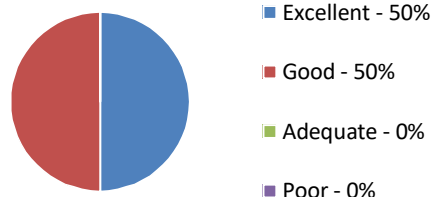
Q6 How well does the Remuneration Committee understand the views of major investors and stakeholders with regard to remuneration matters?



Q6 Respondents' Comments

Keith Cochrane Comprehensive shareholder feedback provided to Committee post AGM.
Alison Horner There is more we could do to understand. We missed how strongly some of our investors felt about disclosure.

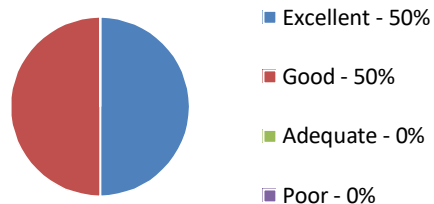
Q7 How effective has the Remuneration Committee been in setting and reviewing the Remuneration Policy for the Board and senior management?



Q7 Respondents' Comments

Keith Cochrane	Good debate and challenge around the key components of rem. policy.
Andrew Dougal	Hope we can work towards bonus setting and incentive more in relation to the annual budget and Long term strategy.

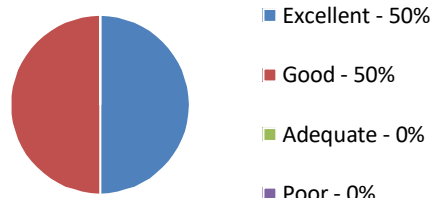
Q8 How would you rate the effectiveness of the Remuneration Committee in benchmarking pay against appropriate comparator companies?



Q8 Respondents' Comments

Keith Cochrane	Appropriate peer group chosen for benchmarking.
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Q9 How effectively does the Remuneration Committee engage with and challenge the External Remuneration Consultants?

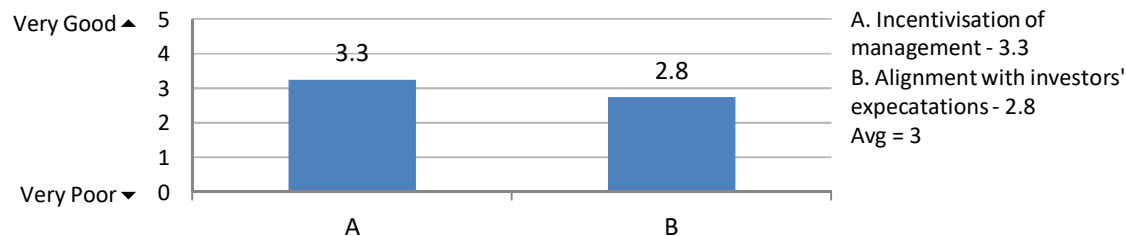


Q9 Respondents' Comments

Keith Cochrane Recent changes to rem consultant engagement a real positive.
 Alison Horner Deloitte's support much improved with Julie Swann and Nicky Demby.

The Executive Remuneration Plans

Q10 How would you rate the following aspects of the remuneration policy for top management? Please comment if you have any suggestions for improving the remuneration policy, or its communication internally or externally.



Q10 Respondents' Comments

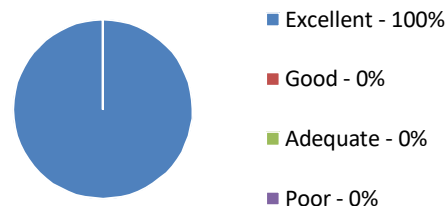
Keith Cochrane From an investor perspective too much focus on more subjective targets vs financial. Debate ongoing how we address this, through bringing greater rigour to target setting and enhanced disclosure.
 Re incentivisation question re specific cash and profit metrics used, rather than the use of cash and profit.
 Andrew Dougal See previous answer.
 Alison Horner To work with the new CFO to design appropriate incentives, built into the P&L and which drive performance. Unclear whether outside of long serving incumbents, or internal appointments, package would attract, motivate and retain.

Q11 Do you feel that the measures used to determine performance are the most appropriate?

Responses

Keith Cochrane	See above comments Cash conversion % - is this the best metric vs absolute cash target and specific divisional targets as components EPS - same question and specifically whether pre-tax measure is more appropriate in current environment re tax. Personal/Strategic - more objective targets and avoid duplication with financial ones.
Andrew Dougal	Satisfactory for now.
Alison Horner	We need to review alongside work on clarity of financial shape objectives and working alongside new CFO.
Ceri Powell	The change in measures has been discussed in the right amount of depth in 2016 that I feel more comfortable that the measures are increasingly aligned to internal motivation and external expectations - it is a multi-year journey.

Q12 How well does the Remuneration Committee understand the regulatory and shareholder environment with regard to remuneration matters?



Q13 Please detail any improvements you feel could be made in either the transparency or structure of Executive remuneration.

Responses

Keith Cochrane	Bonus disclosure target detail already under consideration.
Andrew Dougal	N/A.
Alison Horner	To be at the forefront of all regulatory and corporate governance requirements as a principle.

Q13 Respondents Who Skipped This Question

Ceri Powell	Answered above.
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Priorities for Change

Q14 How best can the Remuneration Committee improve its performance over the coming year?

Responses

Keith Cochrane	Continue to focus on the rem environment and linkage to business strategy as we think about broader rem policy options for 2018.
Andrew Dougal	N/A.
Alison Horner	More engagement with new CFO.
Ceri Powell	I feel as though the recent External Advisor was of really high quality and enabled a discussion at an elevated level; would encourage further use of her in the future. The RemCo could debate the 5 year + strategy more and then work back to what is success in the next 24 months.