

Dear Subscribing Member

### **Invitation to the 2026 Annual General Meeting**

I have great pleasure in notifying you that the 2026 Annual General Meeting (AGM) of The British Standards Institution (BSI) will take place at 11.30am on Thursday 21 May 2026 at the Landmark Hotel, 222 Marylebone Road, London NW1 6JQ. At the meeting, there will be presentations from BSI's Chief Executive, Susan Taylor Martin and from the Director-General, Standards, Scott Steedman, on the Company's activities.

### **Registration**

We hope you will be able to attend the AGM and, if so, please register your interest online or by email to [cosec@bsigroup.com](mailto:cosec@bsigroup.com) by 11.30am on Friday 15 May 2026. We will also provide a live streaming platform for Members who are unable to attend the AGM in person and have registered to attend.

### **Proxy voting**

We strongly encourage Members to vote via proxy and draw your attention to the enclosed Proxy Form, which must be completed and returned to the Company by 11.30am on Friday 15 May 2026. If you would like to submit questions for consideration by the Board at the AGM, please email [cosec@bsigroup.com](mailto:cosec@bsigroup.com) by no later than 11.30am on Friday 15 May 2026. Alternatively, if you are joining online you can submit your questions during the meeting via the live streaming platform and, where possible, relevant questions will be raised for the Board's consideration.

### **Spring Standards Conference**

The 2026 AGM is being held alongside the BSI Spring Standards Conference (Conference). The AGM and Conference will also provide an opportunity to network with other Members and the Board. We hope you will be able to join us for the whole day's events. Full details can be found on [pages.bsigroup.com/AGM2026](https://pages.bsigroup.com/AGM2026) or by using the QR overleaf.

### **Notice of the AGM**

Enclosed you will find the formal Notice of the AGM and the Appointment of Proxy Form. Further information is provided on the formal items of business.

## Ordinary business

### Approval of Annual Report and Financial Statements for the year ended 31 December 2025

Resolution 1 proposes the approval of BSI's Annual Report and Financial Statements for the year ended 31 December 2025 (2025 Annual Report and Financial Statements). The 2025 Annual Report and Financial Statements is available to view at [www.bsigroup.com/annualreport](http://www.bsigroup.com/annualreport).

### Re-election of Directors

Resolutions 2 and 3 propose the re-election of Paul Quedsted and Bukky Bird as Directors. Paul joined the Board on 22 May 2025 as an Executive Director and Chief Financial Officer and Bukky joined the Board on 1 June 2025 as a Non-Executive Director. As this is the first AGM following their appointments, both are required to stand for re-election at the meeting under BSI's Bye-laws.

In accordance with BSI's Bye-laws, one-third of those Directors who have been members of the Board since the last AGM are required to be re-elected at the AGM. Resolutions 4, 5, and 6 propose the re-election of John Hirst, Dame Polly Courtice and Tim Livett as Non-Executive Directors (NEDs).

Biographies of Paul, Bukky, John, Polly and Tim are provided on pages 84, 85 and 86 of the 2025 Annual Report and Financial Statements.

### Re-appointment of the auditor

Resolution 7 seeks Members' approval for the re-appointment of Ernst & Young LLP (EY) as BSI's auditor for the forthcoming year.

## Special business

### Changes to fees for the Chairman, Senior Independent Director and Non-Executive Directors

Resolution 8 seeks approval for increases to the fees payable to the Chairman, Senior Independent Director and the NEDs of the Company.

An increase of 3% for the Chairman's and NED fees is recommended. The level of increase is aligned to the average increase for the BSI UK wider workforce and positions the total fee for the Chairman and each NED below the median of FTSE 250 companies.

### Member requisitioned item of special business

The following item of special business has been proposed by the Member Dr Hugh Pratt:

**"It is proposed that BSI accelerates the rollout of its robust appeals framework which includes legacy issues."**

BSI will provide commentary on this at the meeting.

We very much look forward to welcoming you at the AGM and Conference. If you have any questions please contact us on +44 (0)345 086 9001 or email [cosec@bsigroup.com](mailto:cosec@bsigroup.com).

Yours faithfully



**John Hirst**  
Chairman

Register for the AGM,  
the Standards Conference  
or both via the QR code or  
[pages.bsigroup.com/AGM2026](http://pages.bsigroup.com/AGM2026)



The British Standards Institution

# Notice of 2026 Annual General Meeting

Notice is hereby given that the Annual General Meeting of The British Standards Institution will be held at The Landmark Hotel, 222 Marylebone Road, London, NW1 6JQ, United Kingdom, on Thursday 21 May 2026 at 11.30am for the following purposes:

To consider and, if thought fit, pass the following resolutions numbered 1 to 9:

## Ordinary business

1. To receive the Annual Report and Financial Statements for the year ended 31 December 2025.
2. To re-elect Paul Quested as a member of the Board in accordance with Bye-law 8.
3. To re-elect Bukky Bird as a member of the Board in accordance with Bye-law 8.
4. To re-elect John Hirst as a member of the Board in accordance with Bye-law 9.
5. To re-elect Polly Courtice as a member of the Board in accordance with Bye-law 9.
6. To re-elect Tim Livett as a member of the Board in accordance with Bye-law 9.
7. To re-appoint Ernst & Young LLP as the Company's auditor.

## Special business

8. From 1 May 2026, to increase the fee payable to the Chairman to £200,500 from £194,500 per annum, the fees payable to the Non-Executive Directors to £51,700 from £50,200 per annum, the supplemental fees payable to Non-Executive Directors who have additional responsibilities to £7,520 from £7,300 per annum, and the additional fee payable to the Senior Independent Director to £7,100 from £6,900.
9. It is proposed that BSI accelerates the rollout of its robust appeals framework which includes legacy issues.

By order of the Board

**Alex Campbell**

Company Secretary

16 April 2026

## Notes

- a. The 2025 Annual Report and Financial Statements constitute a report on the affairs of BSI Group and the audited annual accounts of the Company and BSI Group pursuant to the Bye-laws of The British Standards Institution.
- b. A copy of the 2025 Annual Report and Financial Statements 2025 is available online. Please log on to [www.bsigroup.com/annualreport](http://www.bsigroup.com/annualreport) and click on Annual Report 2025, or write to the Company Secretary at **Seventh and Eighth Floors, The Acre, 90 Long Acre, London, WC2E 9RA**, or email [cosec@bsigroup.com](mailto:cosec@bsigroup.com), to obtain a copy free of charge.
- c. Only Subscribing Members and members of the Board are entitled to vote at the meeting.
- d. A Subscribing Member may appoint a proxy to attend the meeting and, on a poll, to vote on their behalf. In this case, the attached Appointment of Proxy Form should be returned to the Company to be received by no later than 11.30am on Friday 15 May 2026. A reply-paid envelope is enclosed.
- e. For security reasons, Subscribing Members wishing to attend the meeting either in person or through their authorized representative are requested to notify the Company in advance of the meeting by registering their interest online via the website [bsigroup.com/conference26](http://bsigroup.com/conference26) no later than 11.30am on Friday 15 May 2026.

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