Index to principal Directors' report disclosures

 $Information\ required\ to\ be\ disclosed\ in\ the\ Directors'\ report\ may\ be\ found\ in\ the\ following\ sections:$

Information	Section in Annual Report	Page number(s)
Disclosure of information to auditor	Statutory and regulatory disclosures	
Directors in office during the year	Board of Directors	181 to 187
Board diversity	Governance report	208
ESG report	ESG report	67 to 175
Employment practices	ESG report	67 to 175
Greenhouse gas emissions	ESG report	67 to 175
Charitable donations	ESG report	67 to 175
Political donations and expenditure	ESG report	67 to 175
Remuneration Committee report	Directors' Remuneration Report	228 to 279
Directors' interests in shares	Directors' Remuneration Report	228 to 279
Agreements for compensation for loss of office or employment on takeover	Directors' Remuneration Report	228 to 279
Details of qualifying third-party indemnity provisions	Governance report	223
Internal control and risk management	Governance report and Strategic report	202 to 203 and 49 to 65
Powers of Directors	Governance report	223
Rules governing appointment of Directors	Governance report	223
Significant agreements impacted by a change of control	Governance report	224
Future developments of the business of the Company	Strategic and operating review	17 to 33
Post-balance sheet events	Note D3 of the notes on the Group financial statements	341
Rules governing changes to the Articles of Association	Shareholder information	447
Structure of share capital, including changes during the year and restrictions on the transfer of securities, voting rights, power to purchase own shares and significant shareholders	Shareholder information, Governance report and note C8 of the notes on the Group financial statements	335
Business review	Group overview and Strategic report	4 to 175
Changes in borrowings	Financial review and note C5 of the notes on the Group financial statements	330 to 331
Dividend details	Group overview and Strategic report	4 to 175
Financial instruments	Strategic report and Additional information	10 to 175 and 319 to 322
Corporate governance statement including compliance with the Code	Governance report	190 to 191
Fostering the Company's business relationships	ESG report	67 to 175
Monitoring culture	ESG report	67 to 175
Details of how directors have regard to stakeholders	Strategic report	10 to 175
Details of the Company's approach to investing in and rewarding its workforce	ESG report	67 to 175

In addition, the risk factors set out on pages 430 to 442 and the additional unaudited financial information set out on pages 404 to 429, are incorporated by reference into the Directors' report.

The Directors' report is signed on behalf of the Board of Directors by

Tom Clarkson Company Secretary

15 March 2023