

## Board roles

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Chair	The Chair has overall responsibility for the leadership of the Board and is responsible for its effectiveness in directing the company and for succession planning. She sets the Board's agenda, including on strategy, performance and value creation, and ensures effective communication with shareholders and, together with the Chief Executive Officer, represents the Group externally.	<b>Chair's Statement</b> Pages 4 to 5  <b>Governance Report</b> Pages 178 to 179
Chief Executive Officer	The Chief Executive Officer is accountable to, and reports to the Board. He is responsible for the day-to-day management of the Group, recommending an overall strategic plan to the Board and executing the approved strategy.	<b>Strategic Report</b> Pages 10 to 175
Senior Independent Director	The Senior Independent Director acts as a sounding board for the Chair, and provides support in the delivery of her objectives. The Senior Independent Director also acts as an intermediary for other Directors and shareholders when necessary and leads the annual performance evaluation of the Chair.	<b>Nomination &amp; Governance Committee report</b> Page 207
Committee Chairs	Committee Chairs are responsible for the leadership and governance of their respective Committees. They set the agenda for Committee meetings and report to the Board on Committee activities.	<b>Nomination &amp; Governance Committee report</b> Pages 204 to 210  <b>Audit Committee report</b> Pages 211 to 217  <b>Risk Committee Report</b> Pages 218 – 222
Non-executive Directors	Non-executive Directors offer constructive challenge to management, holding them to account against agreed performance objectives for individual and business performance. They also provide strategic guidance, offer specialist advice and serve on at least one of the Board's principal Committees.	
Company Secretary	The Company Secretary is responsible for advising the Board and management on governance related matters, and supports the Chair in ensuring the effective functioning of the Board and its committees. The Secretary is available to all Directors to provide advice and support and facilitates Directors' induction and ongoing professional development.	
Group Chief Financial Officer	<p>The Group Chief Financial Officer is responsible for managing the finance function, including all aspects of financial reporting and planning, and investor engagement.</p> <p>The Group Chief Financial Officer is a standing attendee at, and receives all papers for, meetings of the Board and the Audit and Risk Committees (except private meetings of Non-executive Directors). Their appointment and removal are matters reserved for the Board. Their remuneration is determined by the Remuneration Committee.</p>	<b>Financial Review</b> Pages 35 to 47  <b>Directors' Remuneration Report</b> Pages 228 to 279
Group Chief Risk and Compliance Officer	<p>The Group Chief Risk and Compliance Officer is responsible for risk management and compliance activities of the Group.</p> <p>The Group Chief Risk and Compliance Officer is a standing attendee at, and receives all papers for, meetings of the Board and the Risk and Audit Committees (except private meetings of Non-executive Directors). Their appointment and removal are matters reserved for the Board. Their remuneration is determined by the Remuneration Committee.</p>	<b>Risk Review</b> Pages 49 to 63  <b>Directors' Remuneration Report</b> Pages 228 to 279