

Area of Responsibility	R	A	C	I	Notes
Board Management					
Agenda	CH	CEO			Agenda set jointly by Chairman and CEO
Board Appraisal	CH		CEO		Strong input from CEO
Board Composition	CH		CEO		
AGM					
Agenda / Admin / Formal	CH	CEO	CEO		
Q&As	CH				Joint act CEO / Chairman Q&As
Manages the Company					
Ex Committee Management	CEO				
Review Businesses	CEO			CH	
Delivery / Corrective Actions	CEO			CH	
Set Budget Business Units	CEO			CH	
Set Group Budget	CEO	CH			
Manages Capex / M&A	CEO	CH			
Strategy Development	CEO	CH			
Stakeholders / Relationships					
Employees	CEO				Use of Chairman when helpful
Clients	CEO				Use of Chairman when needed
Suppliers	CEO				Use of Chairman when needed
Shareholders	CEO				Chairman to be involved by exception
Communications					
Press	CEO				
Company - Internal	CEO				
Regulatory News Service	CEO	CH			
People					
Board Evaluation	CH		CEO		
Remuneration					
➤ CEO	CH				In conjunction with Remcom
➤ CFO	CH/CEO	CH			In conjunction with Remcom
➤ Senior Execs	CEO	CH			In conjunction with Remcom

R - Responsible | A - Approval Needed | C - Consultation | I - For Information