

## **ROLE OF THE SENIOR INDEPENDENT DIRECTOR (“SID”)**

1. Act as a point of contact for shareholders and other stakeholders with concerns which have failed to be resolved or would not be appropriate through the normal channels of the Chairman, Group Chief Executive and/or Group Finance Director
2. Ensure balanced understanding of major shareholders issues and concerns
3. Provide a sounding board for the Chairman and serve as a trusted intermediary for other members of the Board as and when deemed necessary
4. Chair the Board Nomination Committee when considering succession to the role of Chairman of the Board
5. Meet with the other Independent Directors without the Chairman present at least annually in order to appraise the performance of the Chairman

July 2009