

ROLE DESCRIPTION SUMMARY

ROLE TITLE	
Deputy Chairman	
LOCATION	REPORTING RELATIONSHIPS
London	Chairman
PURPOSE: (Explain succinctly the reason for existence of the role)	
<ul style="list-style-type: none"> • Deputise for the Chairman in chairing the Board. • Act as the Senior Independent Director. • Undertake specific tasks/roles as assigned by the Chairman / the Board. • Act as a public figurehead for the organisation when required by the Chairman or the Board. 	
INITIAL RESPONSIBILITIES: (Outline the major activities which the jobholder spends time on)	
<p>Board</p> <ul style="list-style-type: none"> • Assist the Chairman in the leadership of the Board, ensuring its effectiveness and setting its agenda. • Assist the Chairman to secure effective appointments to and retirements from Board Committees and the Board. • Facilitate the effective contribution of non-executive directors and encourage constructive relations between executive and non-executive directors. • In the capacity as Senior Independent Director, regularly appraise the Chairman's performance and the evolution of his relationship with both executive and non-executive directors. • Sit on such Committees as shall be agreed from time to time by the Chairman and endorsed by the Board. • Chair the Nomination Committee when it is considering succession to the role of the Chairman of the Board. <p>Strategy and Management</p> <ul style="list-style-type: none"> • Provide counsel and advice to the Chairman and Chief Executive Officer as appropriate. <p>External Relations</p> <ul style="list-style-type: none"> • Be available to shareholders and other stakeholders if they have concerns which contact through the normal channels of the Chairman or the Chief Executive Officer has failed to resolve or, for which such contact would be inappropriate. <p>Corporate Governance</p> <ul style="list-style-type: none"> • Together with the Chairman and Group Company Secretary ensure that the Group operates to the highest standards of corporate governance. • Promote high standards of integrity, probity and corporate social responsibility in all aspects of the Group's activities. <p>Generic Non-executive Directorship Role</p> <ul style="list-style-type: none"> • Strategy: Constructively challenge and help develop proposals on strategy. • Performance: Scrutinise performance of management in meeting agreed goals and objectives and monitor reporting of performance. • Risk: Satisfy himself on the integrity of financial information and that financial controls and systems of risk management are robust and defensible. • People: Responsible for determining appropriate levels of remuneration of executive directors and have a prime role in appointing, and where necessary removing, executive directors and in succession planning. 	