

ROLE DESCRIPTION SUMMARY

ROLE TITLE	REPORTING RELATIONSHIPS
Chairman	Reports to the Board
LOCATION	DIRECT REPORTS
London	The Group Chief Executive and the Group Company Secretary
PURPOSE: (Explain succinctly the reason for existence of the role)	
Lead the Board and represent the Group and act as the overall custodian of the Group on behalf of the Board and the stakeholders.	
INITIAL RESPONSIBILITIES: (Outline the major activities which the jobholder spends time on)	
<p>Leadership</p> <ul style="list-style-type: none"> • Lead the Board, ensuring its effectiveness in all aspects of its role and set its agenda. • Ensure that the directors receive accurate, timely and clear information and reports to enable them to effectively monitor all aspects of the Group's business. • Lead an annual evaluation of the performance of the Board, its Committees and individual directors and act on the results by recognising the strengths and addressing the weaknesses of the Board. • Chair the Nomination Committee and, through it, 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. • Hold meetings with the non-executive directors, without the executive directors being present. • Together with the Group Chief Executive and the Group Company Secretary, ensure compliance with the Board's approved procedures including the Schedule of Matters Reserved for the Board. • Together with the Group Company Secretary, provide a well designed induction programme for new directors and further development and training as appropriate. <p>Strategy and Management</p> <ul style="list-style-type: none"> • Together with the Group Chief Executive, develop the strategy of the Group and ensure the Board is fully appraised and has the opportunity to debate and contribute to the strategic direction of the Group. • Agree effective systems of delegation of authority and management and control of the Group's businesses with the Group Chief Executive and secure the support of the Board for them. <p>External Relations</p> <ul style="list-style-type: none"> • Ensure that the Group communicates effectively with its stakeholders. The stakeholders are shareholders, regulators, governments, politicians, customers, staff and the communities in which the Group operates. • Together with the Group Chief Executive, ensure that the Group communicates effectively with international institutions, governments, rating agencies, financial institutions, the media, the public and any relevant special interest groups who have a legitimate concern or involvement with the business of the Group. • Ensure that the views of its shareholders are communicated to the Board as a whole. • Chair the Annual General Meeting and all other General Meetings of the Company. Ensure that the Chairmen of Board Committees are available to answer questions and that all directors attend. <p>Corporate Governance</p> <ul style="list-style-type: none"> • Together with the Group Company Secretary and the Deputy Chairman, 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. • Chair the Sustainability and Responsibility Committee. 	