

BUILDING A RESPONSIBLE AND SUSTAINABLE BUSINESS

GOVERNANCE

MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES

BOARD OF DIRECTORS

Responsible for the Group sustainability strategy.



EXECUTIVE COMMITTEE AND RISK COMMITTEE

Reports to the board on the progress and success of the sustainability committee.



SUSTAINABILITY COMMITTEE

Oversees strategy implementation and reviews progress against our strategic objectives and reports to the executive committee and the board.



SUPPORTED BY SENIOR MANAGEMENT

Including Group head of ESG and Group head of procurement.



SUSTAINABILITY RISK REVIEW COMMITTEE

Exercises oversight over climate-related risks and the Group's approach to mitigating our impact on the environment.



WIDER EMPLOYEE GROUPS

Implement the Group's strategy and report on performance within their sites.

The Group board, through the executive committee and risk committee (both chaired by the CEO) has delegated oversight of the management of climate-related risks and opportunities to the sustainability committee and sustainability risk review committee. The board has overall responsibility for the Group's risk management and systems of internal control and for determining the nature and extent of the significant risks it is willing to take in achieving its strategic objectives, which includes specific consideration of climate-related risks.

The Group's sustainability committee members include the following: Chief Executive Officer, Chief Financial Officer, Group legal director and company secretary, Group SHE director, Group HR director, Group head of ESG and Group head of procurement. This ensures that key management is represented across all business areas and that they share

an aligned approach to climate-related matters. Effectively, this ensures that the Group's overall sustainability strategy is delivered successfully.

Our Group legal director and company secretary, Mark Sanderson, is a member of the executive committee and also chairs the sustainability risk review meetings. He is responsible for helping to ensure that an appropriate strategy is in place to understand, identify, monitor and control risks from climate change in line with the Group's risk appetite parameters.

Beyond the committees themselves, business unit management teams are responsible for managing climate-related risks and opportunities on a day-to-day basis – they are also driven to deliver on the Group's Net Zero roadmap and sustainability strategy.

The sustainability committee meets every two months and engages with a wide range of senior managers and colleagues from across the Group to oversee the day-to-day implementation of our sustainability strategy and report on the progress of the Group to the executive committee, who ultimately report to the board.

The Chief Executive Officer and Chief Financial Officer are both members of the sustainability committee and, therefore, provide the board with regular written and verbal updates on climate-related matters.