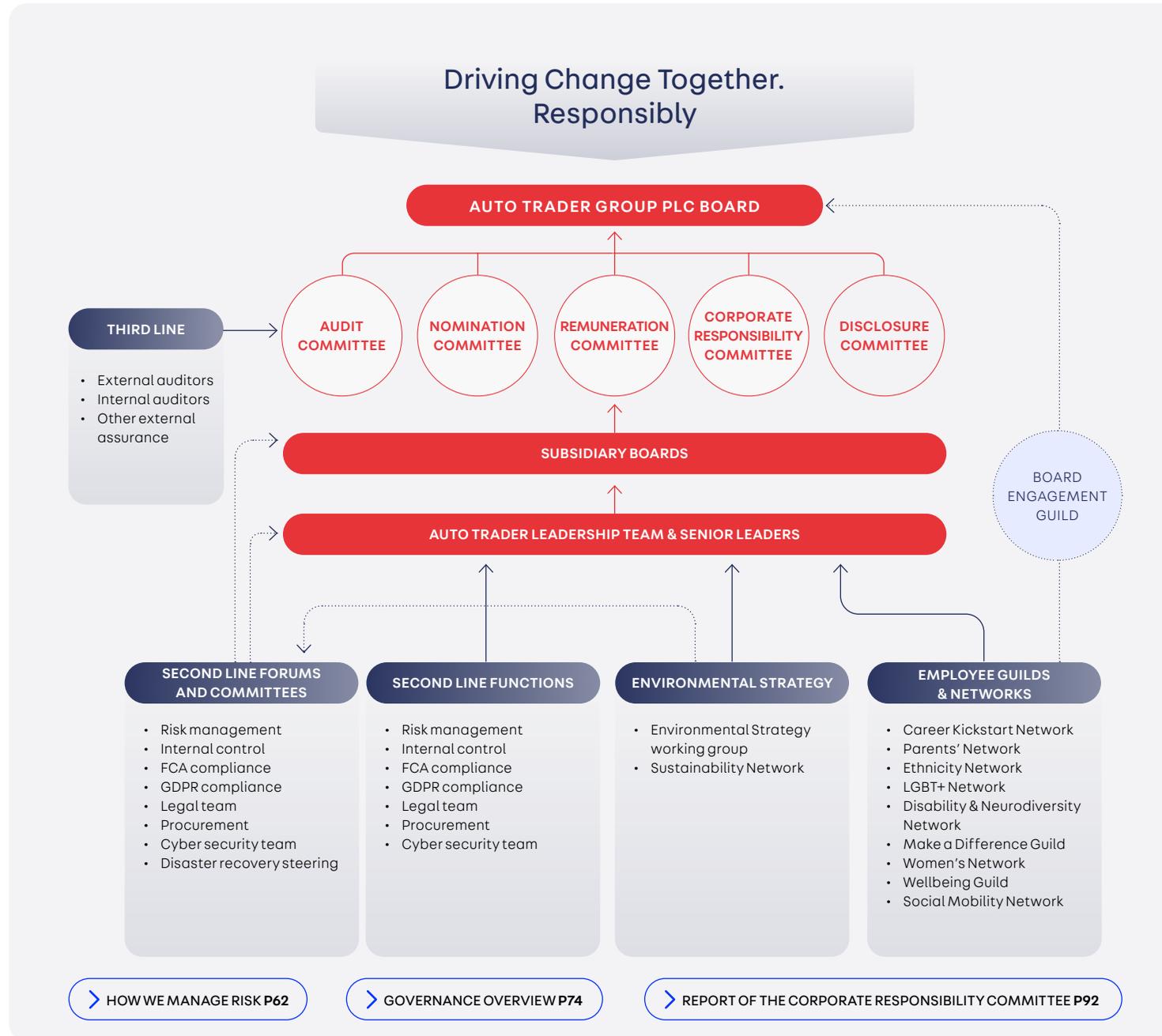


Working responsibly continued

Governance of our ESG strategy

We have established our Corporate Responsibility Committee to sit alongside our Audit, Remuneration and Nomination Committees.

Whilst ESG-related topics are covered in all Committees, the Corporate Responsibility Committee is a formal Committee of the Board with the overarching goal of guiding and overseeing our corporate responsibility initiatives and sustainability targets. The Committee plays a crucial role in overseeing the progress towards fulfilling our ESG strategy and ensuring that our targets and goals remain ambitious and realistic. Responsibility for putting our ESG strategy into action spans across the business through specific functions and through our individual guilds and networks, which are empowered to drive change within the organisation.



02 - 72

02 At a glance

03 Highlights of the year

04 Chair's statement

05 CEO's statement

08 Market overview

12 How we create value

13 Strategic progress

18 Section 172(1) statement

22 Key performance indicators

25 Non-financial and sustainability information statement

26 Financial review

29 Working responsibly

62 How we manage risk

65 Principal risks and uncertainties