

THE ROLE OF THE SENIOR INDEPENDENT DIRECTOR

Principal Responsibilities

1. Act as a sounding board and to provide support for the Chair of the Board (the "Chair") in the delivery of their objectives and to serve as an intermediary for the other Directors and shareholders.
2. Deputise for the Chair in their absence, including Chairing Board Meetings.
3. Be available to communicate with shareholders if they have concerns which contact through the normal channels of Chair, Group Chief Executive Officer (the "CEO") or Group Chief Financial Officer ("CFO") has failed to resolve or for which such contact is inappropriate.
4. Communicate, and attend Meetings if required, with a sufficient range of major shareholders and financial analysts to obtain a balanced understanding of the issues and concerns of such shareholders.
5. Take responsibility for an orderly succession process for the Chair and to Chair the Nomination Committee when it is considering succession for the role of Chair.
6. Meet with the other Directors (both Non-Executive and Executive) at least once a year to appraise the Chair's performance and on such other occasions as deemed appropriate.
7. Work with the Chair, other Directors and / or shareholders to resolve significant issues and to maintain Board and Company stability in periods of stress, particularly where:
 - 7.1. There is a dispute between the Chair and the CEO;
 - 7.2. Shareholders or Non-Executive Directors have expressed concerns that issues are not being addressed by the Chair or CEO;
 - 7.3. The Board is not united on the strategy being adopted by the Chair and the CEO;
 - 7.4. The relationship between the Chair and CEO is such that decisions are being taken without referral to or approval of the full Board; or
 - 7.5. Succession planning is being overlooked.