

Lloyds Banking Group plc, Lloyds Bank plc, Bank of Scotland plc and HBOS plc

Role of the Boards

Alongside the Schedule of matters reserved to each Board (see **Schedule of Authorities, Delegations and Standards**), each Board has the responsibility to:

- promote and assess the long-term sustainable success of the Company, generating value for shareholders and contributing to wider society;
- provide effective and entrepreneurial leadership of the Company within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- satisfy itself as to the integrity of financial information and that financial controls and systems of risk management are robust and defensible;
- ensure that the necessary resources, policies and practices are in place for the Company to meet its objectives and measure performance against them;
- challenge management, discuss all strategic proposals, key risk policies and major operational issues;
- engage actively in the affairs of the Company, keep abreast of material changes in the Company's business and external environment and take action in a timely manner to protect the long-term interests of the Company;
- routinely review arrangements for colleagues to raise concerns in confidence and, if they wish, anonymously; and related report(s); and ensure that arrangements are in place for the proportionate and independent investigation of such matters and for follow-up action;
- obtain periodic assurance from management – either conducted internally or externally, that it has effectively embedded culture and values throughout the organisation. To enable it to carry out its responsibilities, each Board:
- be provided with timely, accurate, complete, relevant, robust and well targeted management information together with any necessary clear and transparent explanation to enable informed decisions and to allow effective oversight;
- comprise an appropriate balance of skills, experience, independence and knowledge – at least half of the directors of each Board (excluding the Chair) should be Non-Executive Directors whom that Board considers to be independent (in accordance with the UK Corporate Governance Code).

21 September 2026