

Audit Committee report



I am pleased to confirm that **all areas of focus were addressed to the Committee's satisfaction** during the year.”

**Scilla Grimble**  
Chair of the Audit Committee

Committee members

	Meeting attendance
1. <b>Scilla Grimble (Chair)</b> <sup>(a)</sup>	3/3
2. Mark Castle	3/3
3. Martyn Coffey <sup>(b)</sup>	1/1
4. Humphrey Singer <sup>(c)</sup>	2/2

(a) Appointed as Chair of the Committee on 1 September 2024.

(b) Appointed to the Committee on 1 December 2024.

(c) Stood down as Chair of the Committee on 1 September 2024 and from the Committee on 1 December 2024.

Committee meetings were also attended, by invitation, by the Chair, Chief Executive, Group Finance Director, other Non Executive Directors, Group General Counsel and Company Secretary, members of the Company Secretariat team, Group Financial Controller, Head of Internal Audit, Head of Tax, Head of Group Reporting, IT Director and the external Auditors.

Key activities of the Audit Committee in 2024

- Made progress against the Committee's Areas of Focus in 2024, including overseeing the development of the changes required in response to the 2024 Code. Read more on pages 128 and 129
- Ensured business performance was fairly presented in financial reporting
- Approved the appointment of PwC to perform limited assurance procedures on four select ESG metrics. Read more on pages 58 and 133
- Considered the significant matters related to the financial statements and evaluated how they have been addressed



Dear shareholder,

I am pleased to present my first Audit Committee (the Committee) report (the Report), having succeeded Humphrey Singer as Chair of the Committee on 1 September 2024. I would like to thank Humphrey for his support during the transition period and his outstanding service to the Company as Chair of the Committee.

This Report details the work undertaken by the Committee in 2024, including the processes involved in enhancing assurance provided to the Committee and the Board, how the Committee has reviewed and monitored the Company's internal control framework and risk management processes and the work undertaken to assure the integrity of the Annual Report and Accounts 2024 (the Annual Report).

We received regular updates at each meeting on the progress made against each of the Committee's areas of focus for 2024. I am pleased to confirm that all areas of focus were addressed to the Committee's satisfaction during the year and further details on the outcomes can be found on pages 128 and 129 alongside agreed areas of focus for 2025.

## Audit Committee report continued

During the year, the UK Corporate Governance steering committee, consisting of the Group Finance Director, the Group General Counsel and Company Secretary, the Group Financial Controller, Head of Group Reporting, IT Director and Head of Internal Audit, continued to meet with the Head of Risk to ensure that the Board will be able to make the required disclosures on the Company's risk management and internal control framework in the Company's Annual Report and Accounts for the year ending 31 December 2026, in relation to provision 29 of the 2024 Code. Further information on the work undertaken during the year can be found on page 129. The Committee also received an update from the Head of Internal Audit on the work undertaken to ensure compliance with the 2024 Code more generally.

As a Committee, we have also overseen the preparatory work undertaken in respect of the reporting requirements set out in the Corporate Sustainability Reporting Directive and European Sustainability Reporting Standards, to ensure that the Spanish business will comply with these requirements for the financial year ending 31 December 2025. Work is ongoing which will conclude with a gap assessment and action plan, with implementation required through 2025 to ensure compliance, although this remains subject to potential change, pending the publication of the 'omnibus package' expected at the end of February 2025.

Additionally, following an internal review of the metrics the Company reports and assures against external requirements, and considering our peers' performance, PwC has been engaged to perform limited assurance procedures on four select ESG metrics for this financial year, across health and safety, diversity and inclusion and the number of homes built using timber frame.

We continue to hold individual meetings with the external Auditors and Head of Internal Audit, independent of Management, to discuss matters within our remit and any issues arising from both the internal and external audits. The Committee considered the effectiveness of the external Auditors and Internal Audit during the year and remains satisfied with the effectiveness of both. Further information on how these assessments were undertaken can be found on pages 130, 132 and 133.

The internally facilitated Board evaluation, which is described in more detail on pages 123 and 124, included an appraisal of the performance of the Committee and individually of its Chair and members. The outcome was that the Committee was considered to continue to operate effectively, with the necessary level of expertise, and is chaired effectively and in a way that ensures a good level of debate and positive challenge. The Board is satisfied that the Committee members bring a wide range of financial experience across various industries and have competence relevant to the sector. Further information about each Committee member is contained in their individual biographies, which can be found on pages 104 to 106.

We reviewed our Terms of Reference in February 2025 and approved some minor amendments to ensure that they are compliant with the 2024 Code. We also reviewed our activities in 2024 against the Terms of Reference in place during 2024 and I am pleased to report that we discharged our responsibilities in accordance with them.

Throughout the year we met the FRC guidance on Audit Committees which was incorporated into the Code. The aim of the guidance is to further improve good governance around the Committee's competence, induction for new members, audit rotation, independent assessment of areas of judgement and sufficiency of resourcing; all with the aim of ensuring that it is able to perform its primary function of protecting shareholders' interests in relation to the Company's financial reporting and internal control.

Finally, I would like to welcome Martyn Coffey who joined as a Committee member on 1 December 2024. Further details on Martyn's skills and experience can be found on pages 105 and 121.

### Scilla Grimble

Chair of the Audit Committee

26 February 2025



## Audit Committee report continued

### Committee purpose and responsibilities

The main objective of the Committee is to assist the Board in fulfilling its corporate governance responsibilities relating to the Group's financial reporting, internal and external auditing, risk, and internal control framework, and any other matters referred to it by the Board.

The Committee's Terms of Reference can be found on our website and are reviewed each year to ensure that they remain appropriate. The Committee reviewed our activities in 2024 against the Terms of Reference in place during 2024 and discharged our responsibilities in accordance with them. The Committee's Terms of Reference have been reviewed against the 2024 Code and best practice; with minor amendments approved by the Committee at its February 2025 meeting.

### Committee meetings and Committee membership

The Committee considers that three meetings per year remains appropriate and sufficient to effectively discharge the Committee's responsibilities. There are processes in place for the Committee to meet on additional occasions when necessary.

At the end of each meeting, the Committee members hold private discussions with the Head of Internal Audit and the external Auditors separately, without Management present. The Chair of the Committee regularly holds separate one-to-one meetings with the Group Finance Director, the Head of Internal Audit and the external Auditor outside of scheduled meetings to better understand any issues or areas for concern.

All members of the Committee are independent Non Executive Directors as required by the Code. The Board has determined that Scilla Grimbale, Chair of the Committee, has recent and relevant financial experience as required by the Code as is evidenced by her biography on page 106. The Committee believes that its members collectively have the necessary competence relevant for the housebuilding sector and that its composition, balance, and expertise can give shareholders confidence that the financial reporting, internal and external auditing, risk, and control processes of the Group are subjected to the appropriate level of independent, robust and challenging oversight.

### The Committee's Key Areas of Focus

#### Update on the 2024 key areas of focus

Each year the Committee identifies additional key areas of focus in addition to its recognised objectives set out in its Terms of Reference. This enables the Committee to monitor the steps being taken to strengthen the control framework across the Group. The Committee's key areas of focus during 2024 were addressed as follows:



#### Gain assurance that the transition to a new IT service provider is appropriately managed, minimising operational disruption and associated risks

Following a comprehensive tender process, the Company appointed a new IT service provider, HCLTech, in April 2024. This was identified as one of the Committee's key areas of focus as the Committee considered that a poorly managed transition process could lead to significant operational disruption.

The Committee gained assurance from the establishment of an internal committee which oversaw the governance of the transition and wider project (the IT Programme Board). The IT Programme Board is chaired by the Group Finance Director, and its members include a Divisional Chair, the IT Director, the Group General Counsel and Company Secretary and the Head of Internal Audit. In addition, KPMG provided an advisory role to the programme and independent assurance was provided by The Berkeley Partnership LLP.

At its July and December meetings, the Committee received detailed updates from the IT Director on the transition from the incumbent service provider to HCLTech, which included progress against the detailed transition plan and an overview of the execution of the primary and secondary data centre moves. The Committee considers that the transition was executed well and was appropriately managed, which ensured that there was limited operational disruption.

Audit Committee report continued

Oversee the development of the changes required in response to the 2024 Code

The Committee continued to support the Board with its preparation for compliance with the 2024 Code changes, in particular Provision 29, which is applicable for the Group's financial year commencing 1 January 2026.

A well-established project is in place, supported by a strong governance process, to ensure we remain on plan to meet the 1 January 2026 implementation date for Provision 29. Regular project updates were provided to the Committee during the year, ensuring transparency of progress, with appropriate challenge and guidance offered by the Committee.

As we progress through 2025 and the project implementation plan is delivered, the Committee will regularly review progress to monitor and assess the preparedness of the business.

Gain assurance that the new HR and payroll system is implemented with a robust framework

The Company's HR and payroll system was replaced during 2024. The Committee sought and received assurance from Management, the Group HR Director and the IT Director that a robust framework existed during the implementation phase.

A programme board was established which was chaired by the Group HR Director, and its members included a Divisional Chair, the IT Director and the Head of Internal Audit (the HR and Payroll Programme Board). The HR and Payroll Programme Board was responsible for overseeing the implementation of the project. The Head of Internal Audit reviewed user acceptance testing, comparison testing and delegation activities in detail, and updated the Committee.

The Group HR Director provided an update to Committee members as part of a presentation to all Board members in May 2024. The update summarised the key deliverables, key changes, risks and mitigations. A further update was provided by the IT Director to the Audit Committee at its July 2024 meeting, where it was reported that the implementation had been well executed.



Key areas of focus in 2025

1.

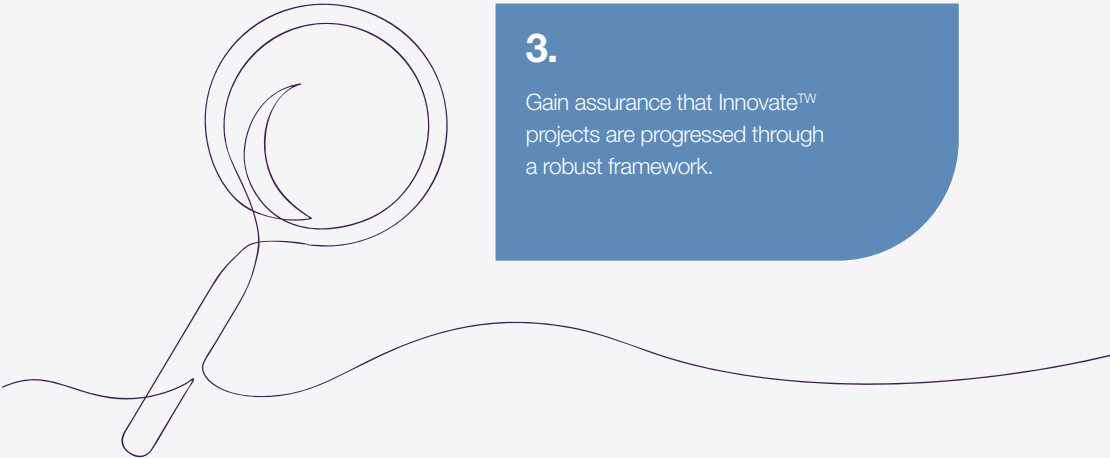
To monitor the Group's preparedness to comply with any new reporting requirements as a result of the Corporate Sustainability Reporting Directive, and other future ESG related disclosure requirements.

2.

To oversee the implementation of agreed enhancements in response to the 2024 Code.

3.

Gain assurance that Innovate™ projects are progressed through a robust framework.

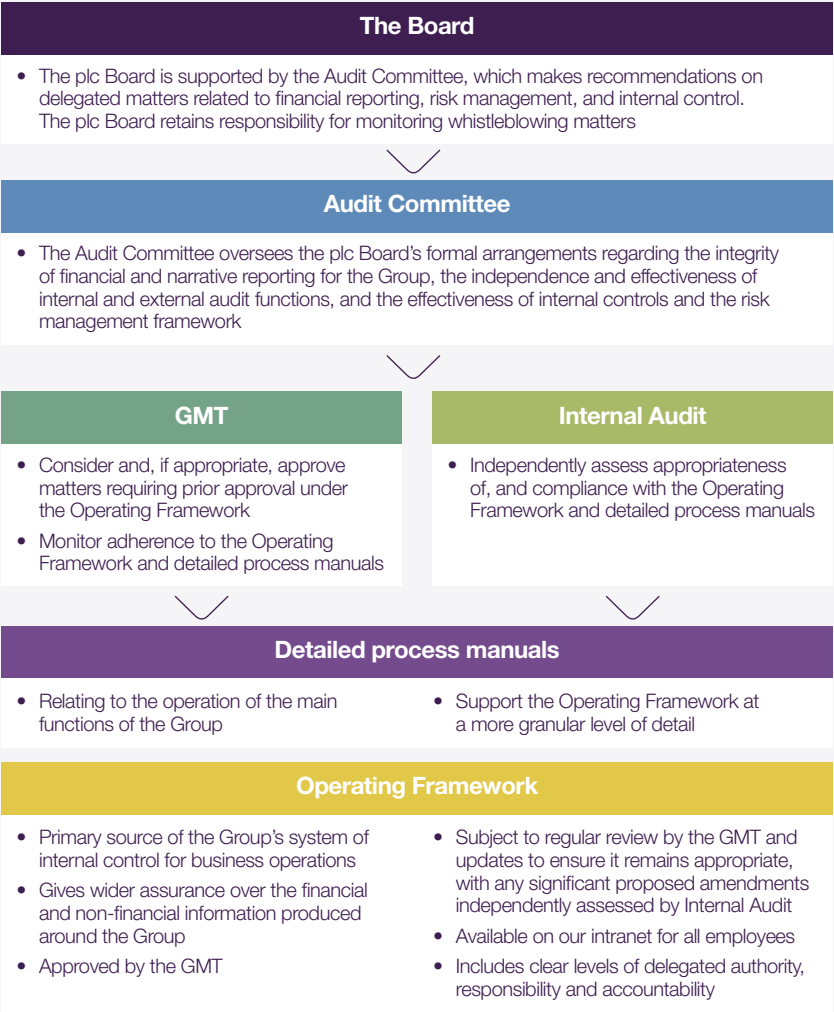




Audit Committee report continued

Internal control framework

The overall structure of the Group's internal controls and assurance processes are as set out below:



Internal controls and risk management

The Committee has delegated responsibility from the Board for reviewing the effectiveness of the Group's systems of internal control, which includes financial, operational and compliance controls and risk management systems. This section of the Report sets out the additional oversight provided by the Committee on the Group's risk management and internal control systems.

Internal Audit

Internal Audit's primary role is to provide independent and objective assurance over the Group's risk management, governance and internal control processes, designed to add value and improve the organisation's operations. The function is led by the Head of Internal Audit who directly reports to the Chair of the Audit Committee with a secondary reporting line to the Group Finance Director. The reporting line to the Chair of the Audit Committee protects the function's independence. The Head of Internal Audit has regular direct contact with the Chair of the Board, the Chief Executive and other Senior Management, as required.

The purpose, scope and authority of Internal Audit is defined in its charter, which is approved each year by the Committee and is available on our website. Internal Audit's mandate is Group-wide and their reviews during 2024 have considered financial, operational and compliance controls.

An independent evaluation of Internal Audit's independence and performance was carried out in 2021 which found that Internal Audit remains fit for purpose, and operates effectively and efficiently, and in line with good practice. The Internal Audit team has reviewed the new Global Internal Audit Standards and the updated UK Code of Practice for Internal Audit published during 2024. The Head of Internal Audit was a member of the independent steering committee responsible for the update to the UK Code of Practice for Internal Audit. As a result, we have made some minor enhancements to our practices. Following our annual internal quality assessment, the Head of Internal Audit confirmed that we continue to conform with these standards. The next independent evaluation of internal audit practices will take place in 2026.

The Committee conducts an annual review of the effectiveness of Internal Audit, which includes assessing its conformance with the Chartered Institute of Internal Auditors' (IIA) International Professional Practice Framework. The review concluded that Internal Audit generally conforms to the IIA standards, with no areas identified as partially or non-conforming.

## Audit Committee report continued

### Internal Audit workplan

The Committee approves the Internal Audit workplan and monitors progress against it at each meeting. The workplan philosophy is to deliver a balanced set of reviews that are responsive to known risks and priorities across the Group and provide the appropriate level of assurance to allow conclusions to be reached on the strength of the Group's overall control framework. In establishing the workplan, Internal Audit undertakes a half-yearly risk assessment. This considers key business risks including financial, commercial, people and customer risk indicators.

Following each review, an Internal Audit report is provided to the management team responsible for the area reviewed, the GMT and the external Auditors. These reports outline Internal Audit's opinion of the management control framework in place, together with actions agreed where improvements are identified. A summary of all Internal Audit reviews and other key activities is provided to the Committee at each meeting. The Head of Internal Audit will also confirm whether there are any issues or findings of significance to the Group as a whole. The Chief Executive, the GMT and Senior Management are responsible for ensuring that improvements are made as agreed. A database of the agreed actions is maintained by Internal Audit and there are established follow-up and escalation processes which ensures that actions are completed in a timely manner.

The Committee is satisfied that Internal Audit has the appropriate resources to deliver the workplan.

### Group assurance map

Additionally, a Group assurance map is in place to provide a summary of the three lines of assurance, being management, oversight function and Internal Audit, to the Audit Committee and the Board. Assurance is mapped against our recognised key risks and is based on a comprehensive and shared view as discussed with appointed risk owners, together with Heads of Function and others who have key oversight responsibilities. This then enables the GMT, the Audit Committee and the Board to identify and confirm their assurance needs and any actions required to fulfil those needs. The Head of Internal Audit coordinates this process and updates the Audit Committee at its July and December meetings.

### Risk management

The Committee's accountability for overseeing the effectiveness of our risk management process, includes recommending the Group's risk appetite for Board approval and monitoring how each regional business and key function is actively managing its risks and mitigations in accordance with the Board's risk appetite. Details of the Group's risk management process can be found in the Strategic Report on pages 82 to 90.

The Committee's objectives in relation to risk are:

- To ensure the Group's risk profile remains within its agreed risk appetite and tolerance levels and is adequately monitored and reviewed as appropriate to reflect external and internal changes
- To comply with the revisions to the Code in respect of strengthening the reporting on internal controls over financial, operational and compliance reporting
- To continue to develop the Group's risk processes in light of evolving best practice
- To consider emerging risks that could impact on the Group's longer term strategy

### Cyber security

Recognising the evolving threat landscape, we have strategically allocated resources to further strengthen our cyber defences and resilience. Advanced threat detection and incident response capabilities have now been implemented across the Taylor Wimpey technology estate. As part of our overall IT Service changes we have expanded and improved the monitoring and analysis of security events across the TW estate. There is a continuing focus on employee training and awareness on the threats in this area as we recognise the important role of our employees in helping to identify and report potential cyber breaches. Training completion is regularly checked by Internal Audit and we are seeing the benefits of Internal Audit's support and our cyber awareness programmes as completion rates continue to improve year on year.

### Cyber resilience

A Principal Risk area identified by the Board is the potential vulnerability of the Group's IT systems to the various forms of cyber attack and a key area of focus for the Committee during 2024 was continuing to ensure that the IT operating environment remained robust, supporting the business needs in a year of planned changes to core systems and also that key systems were protected against cyber and other threats. The Committee continues to review and monitor the enhancements to the Group's cyber resilience and assure itself that they are appropriate and could reasonably be expected to deliver enhanced protection to the Group's key operating systems.



## Audit Committee report continued

Internal Audit is represented on key project teams in the business, including the Head of Internal Audit attending the IT Steering Committee meetings. Internal Audit is now responsible for the business continuity process and has delivered the first phase of the business continuity improvement programme, and will continue to improve response planning to a business impacting level incident in 2025. Where assurance is required around the business continuity process, an approach will be agreed with the Committee that ensures objectivity and independence.

In 2024, we changed our IT Service provider and a new payroll system was introduced. Other improvements included:

- Increased resources and improved approach to working with projects to ensure security is embedded by design with our new service provider
- Extending our security controls to cover a wider range of IT services
- Further improvements in monitoring vulnerabilities and remediating them promptly
- Improving our monitoring of key suppliers cyber security ratings on a continuous basis

Plans for further enhancements to cyber resilience during 2025 include:

- Further development of our business continuity improvement plan, being undertaken by Internal Audit

- Enhancement of our core security service to further extend security coverage across the technology estate
- Reviewing and enhancing our network security architecture

### External Auditors

#### External audit process and effectiveness

Following a comprehensive tender process, PwC was appointed by shareholders as Taylor Wimpey's external Auditors at the 2021 AGM. PwC has continued to serve as our external Auditors following their re-appointment by shareholders at the 2024 AGM. The Audit Partner is Sonia Copeland, who has held the role since PwC was appointed as external Auditors.

The Committee considers that the relationship with PwC is well established and is satisfied with the effectiveness of the overall external audit process. PwC's performance has been kept under regular review by the Committee and reported to the Board as appropriate.

The Committee received a comprehensive audit plan from the external Auditors setting out the proposed scope and key audit matters, as well as their assessment of the key areas of risk.

In particular, the Committee noted during the course of the audit that the external Auditors challenged Management's judgements and assertions on the following matters:

- Margin recognition and site forecasting
- Cladding fire safety provision

In relation to each of these judgements the external Auditors confirmed that the approach adopted by Management in accounting for these in the financial statements was appropriate.

As in previous years, a full evaluation of PwC's performance in relation to the audit of the full year results for 2023 was performed. The process followed was as set out on the right.

Overall, the results of the evaluation confirmed that the external audit process is effective and the quality and sufficiency of resources provided by the audit engagement team remains appropriate. The Committee welcome the clear reporting at each meeting and the audit team demonstrate a strong understanding of the business. No issues were raised with regard to PwC's independence and objectivity.

Based on this evaluation, the Committee recommended to the Board, which in turn is recommending to shareholders in resolution 12 at the 2025 AGM (in the Notice of AGM on page 244), that PwC should continue as external Auditors to the Company.

A questionnaire was distributed to the Board and key stakeholders in the audit process to evaluate the effectiveness of the external audit process.

The Committee considered the nature and extent of the non-audit work performed by PwC during the year.

The Committee considered whether PwC had appropriately challenged Management's estimates and judgements.

## Audit Committee report continued

The Company will of course keep the matter under regular review, taking into account the annual performance review to be conducted by the Committee in 2025.

The recommendation of PwC was free from influence by a third party and no contractual term of the kind mentioned in Article 16(6) of the Audit Regulation has been imposed on the Company whereby there would be a restriction on the choice to certain categories or lists of audit firms in the Company's selection of its external Auditors.

### Independence and objectivity

In addition to the annual review of the effectiveness of the external Auditors, the Committee considered and monitored their independence and objectivity through reviewing PwC's annual independence letter; regular meetings held directly between the external Auditors and the Committee; and ongoing review of the Group's External Auditors Non-Audit Services Policy, and any services provided by PwC in connection with that policy.

### Non-audit services

The Committee has a formal policy, reviewed on a regular basis, as to whether the Company's external Auditors should be employed to provide services other than audit services. In line with the Code, the Committee has regard to the relevant ethical guidance regarding the provision of non-audit services by PwC.

The Committee reviewed the policy during the year against the Revised Ethical Standard 2024 issued in January 2024 by the FRC and no significant changes were required.

The policy limits the payment for non-audit services to no more than 70% of the average fee paid in the last three consecutive financial years for the Group audit. The Audit Committee is responsible for considering and, if appropriate, approving all non-audit services provided by the Auditor. The Committee monitors compliance against the policy at each meeting by receiving reports detailing all approved non-audit services.

PwC undertook non-audit services in the year in relation to:

- Assurance work carried out in connection with the review of the interim statements
- Non-audit limited assurance procedures over four select ESG metrics
- Making available access to its subscription service providing online technical resources such as factual updates and changes to applicable law, regulation, and accounting and auditing standards
- Providing a report for the Spanish authorities, which was required to come from the subsidiary's external Auditors, to support an application for property taxes available for land under development

Total non-audit fees for 2024 were £0.2 million (2023: £0.1 million), representing 17% (2023: 9%) of the annual audit fee. Further details of the audit and non-audit fees incurred by the Group can be found in Note 6 on page 194.

## Going concern

The Group has prepared forecasts, including various sensitivities, and has taken account of the Principal Risks and uncertainties identified on pages 85 to 90. The Committee reviewed the forecasts and the Directors' expectations based thereon; questioned Management as to the source; robustness; and efficacy of them; and agreed that they were reasonable. In consequence, the Committee advised the Board that in its view they appropriately supported an assessment that the Company remains a going concern. Having independently considered these forecasts and the advice thereon from the Committee, the Directors remain of the view that the Group's financing arrangements and capital structure provide both the necessary facilities and covenant headroom to enable the Group to conduct its business for at least 12 months from the date of this report. Accordingly, the consolidated financial statements have been prepared on a going concern basis. Read more about our Principal Risks on pages 85 to 90.





Audit Committee report continued

Viability statement

The viability statement is designed to be a longer term view of the sustainability of the Group's strategy and business model and related resourcing, in light of projected wider economic and market developments. The Committee considered the methodology, the outputs and whether there should be any change to the five-year period chosen for the statement.

The Committee also reviewed the Executive Directors' expectations, the criteria upon which they were based and the sensitivities applied, including how these linked to the Principal Risks faced by the business; and agreed that they were reasonable. The outcome of this assessment was that the Committee advised the Board that in their view, the Company can give the viability statement incorporated into this Annual Report and Accounts, and that the five-year period over which it applied, continued to be appropriate, taking into account the balance sheet strength and confirmation from the Executive Directors that this period continues to broadly align to the development cycle for new land. The statement appears on pages 95 and 96 together with details of the processes, assumptions and testing which underpin it.

Exceptional items

The Committee considered the disclosure of items as exceptional in the year and noted that the amounts recognised by the Group in respect of cladding fire safety in exceptional items is consistent with the recognition of such costs since the provision was first recognised. The Group's share of a joint venture loss arising from its recognition of a provision for remediation costs on buildings it built is considered to be an exceptional item consistent with the Group recognition noted above. The disclosure of the loss on disposal of a joint venture was also reviewed by the Committee and due to its non-recurring nature and being outside the normal operations of the Group, the Committee agreed it was appropriate to be recognised as an exceptional item.

Significant matters considered and addressed in relation to the financial statements

The issues considered by the Committee to be the most significant (due to their potential impact on the performance of the Group's activities) in relation to the financial statements during the financial year are set out below.

Significant matter	How the matter was addressed by the Committee
<p><b>Margin recognition and site forecasting</b></p> <p>The cost allocation framework used across the Group controls the way in which the inventory is costed and allocated across each development. It also ensures that any costs in excess of the original budget are recognised appropriately as the site progresses.</p>	<p>The Committee reviewed reports and recommendations from the GMT in relation to areas of the business recognising cost excesses, and also reviewed the work undertaken by the external Auditor's which included testing of the Group-wide controls to monitor cost allocation. The Committee carefully considered the judgements and assumptions involved, challenging Management where appropriate.</p> <p>Following these reviews, together with enquiries of the GMT and the external Auditors, the Committee concluded that there continued to be appropriate systems and internal controls in place, which ensured that consistent principles were applied; the treatment and presentation on the income statement of the costs incurred by the business were appropriate; and that the external Auditors agreed with the conclusions reached.</p>
<p><b>Valuation of cladding fire safety provision</b></p> <p>The Company has entered into legally binding agreements in relation to defined remediation commitments. Under these agreements, the Company pledged to bring all Taylor Wimpey apartment buildings built since 1992 up to the standard required by the PAS9980 guidance.</p>	<p>The Committee reviewed and challenged Management's assessment of the costs to comply with these obligations.</p> <p>The Committee also reviewed updates on the progress of the rectification of buildings, together with utilisation and estimates of the remaining provision. The external Auditors also provided their view on the utilisation and estimations of the provision. The Committee was satisfied that the provision represented Management's best estimate of the expected remediation costs.</p>

Statement of compliance

The Company has complied throughout the reporting year with the provisions of The Statutory Audit Services for Large Companies Market Investigation (Mandatory Use of Competitive Tender Processes and Audit Committee Responsibilities) Order 2014.

## Audit Committee report continued

### Fair, balanced and understandable

The Committee considered whether, in its opinion, the Annual Report and Accounts 2024, taken as a whole, is fair, balanced and understandable, and that it includes the information necessary for shareholders to assess the Group's position, performance, business model and strategy. The following actions were taken:

- The Chair, Chief Executive and Group Finance Director provided input on key elements of the Annual Report which set the tone and balance of the Report.
- A detailed assessment of the collaborative process of drafting the Annual Report was undertaken, which involves the Company's Investor Relations; Company Secretariat; and Finance functions, with guidance and input from other relevant functions and external advisers, to ensure messaging is consistent, easy for the reader to understand and reflective of the information being presented in the financial statements.
- The external Auditors reviewed the Annual Report and reported to the Committee that there were no material inconsistencies.
- The Committee challenges any significant financial judgements and estimates made by Management and the external Auditors' review them.
- The Committee monitors the integrity of the Group's reporting process and financial management and the work of the external Auditors.
- The Committee reviewed with Management the overall presentation of Alternative Performance Measures (APMs), which the Company uses as important financial performance indicators to assess the underlying performance of the Group, to ensure the APMs are not given undue prominence and that any adjustments are explained clearly.

The Committee reviewed the Annual Report and were satisfied that the Annual Report presented a consistent message throughout and accurately reflected the Group's position, performance, business model and strategy.

The outcome of the above process, together with the views presented by the external Auditors, PwC, was that the Committee recommended to the Board that it could give the confirmation on page 166, that the Annual Report and Accounts 2024, taken as a whole, is fair, balanced and understandable.

