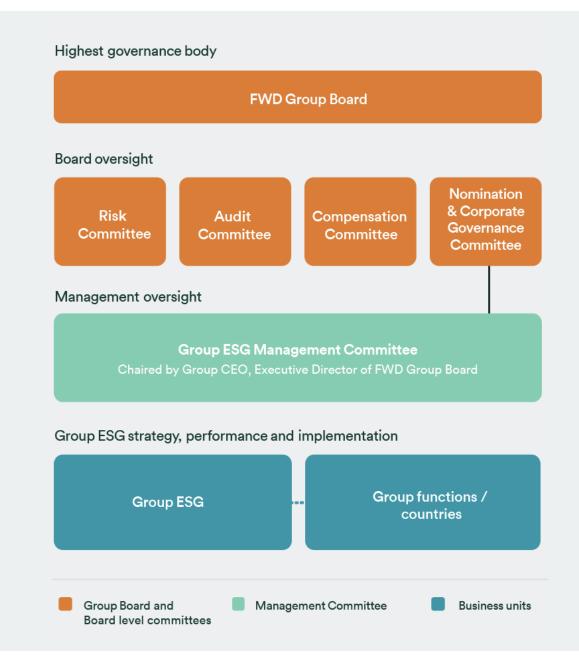
## **ESG governance**

Our Group ESG strategy has the support of our senior leadership.

The Group ESG Committee was established in January 2020. Chaired by our Group CEO and comprising of senior managers from across the business, this is the team responsible for setting FWD's ESG ambition and strategy, benchmarking and evaluating our performance, and responding to emerging risks or opportunities. It reports to the Board at least twice a year.





ESG Committee Chair — Group CEO and Executive Director

Executive ESG Sponsor — Group Head of Investor Relations

Senior level representation from across the business including —

- Group Chief Commercial Officer
- Group Chief Compliance Officer
- Group Chief Human Resources Officer
- Group Chief Investment Officer
- Group Chief Operating Officer
- Group Chief Strategy Officer
- Regional CEO, Emerging Markets
- Regional CEO, Thailand and Cambodia

Group ESG Lead and Secretary —

Head of Group ESG