

Corporate governance continued

## Governance at a glance

### Key activities in 2023


#### Chair appointment

We announced the appointment of Rick Haythornthwaite to succeed Howard Davies as Chair, following a rigorous search process.

 [Read more on page 108.](#)

#### Change in Group CEO

When Alison Rose agreed by mutual consent with the Board to step down as Group CEO, we implemented agreed contingency plans to appoint Paul Thwaite as Group CEO for an initial period of 12 months.

 [Read more on page 104.](#)

#### Streamlining Board committees

The remit of the Group Sustainable Banking Committee was expanded to include technology, data and innovation matters, and the Technology and Innovation Committee was retired as a standalone Board committee.

 [Read more on page 122.](#)

#### Board Oversight Committees

We set up two Board Oversight Committees (BOCs) to support Board review and oversight of key areas of focus for the bank – the Customer Exit BOC and the Retail Share Offering BOC.

 [Read more on page 92.](#)

#### Consumer Duty

Roisin Donnelly became our Consumer Duty Board Champion, and the Board reviewed Consumer Duty implementation across the bank.

 [Read more on page 24.](#)

#### Risk management

The Group Board Risk Committee reviewed, and the Board approved, NatWest Group's Enterprise-Wide Risk Management Framework (EWRMF) and the annual refresh of risk appetite.

 [Read more on page 117.](#)


#### Board diversity

We maintained our focus on Board diversity, with reference to our Boardroom inclusion policy, as a number of changes were made to Board and committee composition.

 [Read more on page 107.](#)

#### Supporting directors' professional development

We provided dedicated induction programmes for new directors and supported existing directors' transitions into new committee roles, alongside a bespoke training programme for all directors.

 [Read more on page 98.](#)

### Board changes during 2023

#### 1 April

Stuart Lewis joined the Board as an independent non-executive director and joined GAC and BRC. Roisin Donnelly joined SBC.

#### 25 April

Mike Rogers stepped down as a non-executive director and SBC Chair.

#### 26 April

Yasmin Jetha succeeded Mike Rogers as SBC Chair.

#### 25 July

Alison Rose agreed by mutual consent with the Board to step down as Group CEO and Paul Thwaite was appointed as Group CEO for an initial period of 12 months.

#### 31 July

Morten Friis stepped down as a non-executive director and BRC Chair.

#### 1 August

Stuart Lewis succeeded Morten Friis as BRC Chair and joined N&G.

### Board changes during 2024

#### 8 January

Rick Haythornthwaite joined as an independent non-executive director and Chair Designate.

#### 16 February

Paul Thwaite becomes permanent Group CEO

#### 15 April

Rick Haythornthwaite will succeed Howard Davies as Chair of NatWest Group plc, and Howard will step down from the Board.

#### 1 July

Geeta Gopalan will join the Board as an independent non-executive director.