

## NatWest Group plc – Technology, Innovation and Simplification Committee (“TISC”)

# Terms of Reference

<b>Chair</b>	An independent Non-Executive Director of NatWest Group plc (“NWG”).
<b>Members</b>	At least three independent Non-Executive Directors (including the Chair).
<b>Attendees</b>	<ul style="list-style-type: none"><li>• Group Chair</li><li>• Group Chief Executive</li><li>• Double Independent Non-Executive Director</li><li>• Group Chief Information Officer</li><li>• Group Chief Operating Officer</li><li>• Director of Risk, NatWest Digital X &amp; Functions</li></ul>
<b>Additional Invitees</b>	Additional invitees or subject matter experts may be invited to attend or present to TISC at the request of the Chair.
<b>Quorum</b>	Two members.
<b>Meeting Frequency</b>	At least 4 committee meetings per annum and ad hoc as required.
<b>Secretary</b>	Corporate Governance.
<b>This Committee receives its authority from</b>	TISC operates under delegated authority from the NWG Board.
<b>Purpose of this Committee</b>	<p>The TISC will be responsible for:</p> <ul style="list-style-type: none"><li>• Providing oversight and advice to the NWG Board on the Group’s use of technology, data and innovation to support delivery of the Group’s strategic ambitions*.</li><li>• Oversight of progress on technological enablers of simplification initiatives across the Group to ensure delivery against target state, and further increase competitive advantage.</li></ul> <p>Committee members will also ensure that due consideration is given to the Group’s Purpose in Committee discussions and decisions.</p>
<b>Scope of this Committee’s oversight and responsibility</b>	<p><b>Technology</b></p> <ol style="list-style-type: none"><li>1. Consider how the future deployment of technology is helping the Group to enable market agility, increase operating leverage, and enhance customer experience and engagement*.</li><li>2. Oversee the Group’s technology development roadmap and delivery against targets, including future technological trends and platforms as well as oversight of platform, cloud, channel, and API strategies to ensure the Group remains safe, secure and at the forefront of digitisation.</li><li>3. Oversight of Payments technology and the value delivered from payments data.</li></ol> <p><b>Data and AI</b></p> <ol style="list-style-type: none"><li>4. Review the Group’s data strategy, data architecture and data ethics and ensure delivery in accordance with the Group’s strategic objectives.</li></ol>

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5. Oversee the Group's approach and use of Artificial Intelligence (AI) and its response to developing regulation on behalf of the Board.
  6. Monitor the level of automation across the Group to help increase efficiency and effectiveness.

#### **Innovation and Partnerships**

7. Oversee the Group's approach to innovation and partnerships to deliver value for the Group, including the use of experimentation, and successful movement of innovation activity from seed to scale stage.
8. Oversee, monitor and respond to key threats and opportunities in respect of technology and innovation, including external perspectives and competitor action, ensuring the Group stays relevant, particularly in respect of technology and data capabilities.

#### **Simplification**

9. Monitor delivery of technological enablers of simplification activities across the Group to ensure delivery, including delivery of future fit technology platforms which drive competitive advantage.

#### **Performance review**

10. The Committee will arrange periodic assessments of its own performance and review periodically its terms of reference and recommend any changes to the Board for approval.

#### **Other**

11. Engage with relevant stakeholders, including members of the Technology Advisory Board to provide insight and perspectives on Technology, Innovation and Simplification.

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#### **Escalation**

The Technology, Innovation & Simplification Committee will report and make recommendations to the NWG Board, identifying any matters within its remit in respect of which it considers that action or improvement or approval is required.

The minutes of TISC will be made available to the NWG Board.

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#### **ToR last approved on**

29 April 2025

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\* Operational risk and operational resilience are the responsibility of the Board Risk Committee