



Global Reporting Initiative index

Our 2022 Annual Reporting and this accompanying Index have been prepared with reference to Global Reporting Initiative (GRI) Standards: Comprehensive option, and with relevant part of the GRI G4 Financial Services Sector Disclosures. The tables that follow show our full or partial alignment to the relevant standards. We continue to monitor and implement updates to the standards.

We use the GRI framework, as well as other frameworks, to maintain the rigour of our annual ESG reporting. We are aware of the increasing importance of providing our investors and other stakeholders with relevant and meaningful sustainability information so will continue to monitor the GRI standards and develop our alignment going forward.

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Organisational Profile		
2-1	Organisational Details	NatWest Group plc A Governance p95 W Equity ownership statistics Worldwide locations
2-2	Entities included in sustainability reporting	NatWest Group plc
2-3	Reporting period, frequency and contact point	The year ended and as at 31 December 2022 unless otherwise stated Our annual reporting suite for the year ended and as at 31 December 2022 was published on 17 February 2023 W Contact us
2-4	Restatements of information	W NatWest Group – Segmental reporting re-presentation
2-5	External Assurance	A Non-financial information statement p70, Independent auditor's report p286 to 298 C Introduction p13 E Important information p70 W EY Assurance Statement
2-6	Activities, value chain and other business relationships	A Our business performance p29 to 35, Suppliers p52 E Engaging our suppliers p43 W Worldwide location, Supply chain
2-7	Employees	A Diversity, equity and inclusion p48 to 49, Note 3 of the financial statements p316 E Supporting our colleagues p45 N Colleagues
2-8	Workers who are not employees	A Note 3 of the financial statements p316
2-9	Governance structure and composition	A Governance p85 to 105 E Responsible governance p50 to 54 C Governance p15 to 20 W Executive management team
2-10	Nomination and selection of the highest governance body	A Report of the Group Nominations and Governance Committee p106 to 107
2-11	Chair of the highest governance body	Howard Davies A Chairman's Statement p4 to 5, Corporate governance p86 and p96 to 100

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2-12	Role of the highest governance body in overseeing the management of impacts	A E C W	Corporate governance p90 to 137 Responsible governance p50 to 54 Governance p15 to 20 Board and committees
2-13	Delegation of responsibility for managing impacts	E C	Responsible governance p50 to 54 Governance p15 to 20
2-14	Role of the highest governance body in sustainability reporting	A E C	Governance p90 to 175 Responsible governance p50 to 54 Governance p15 to 20
2-15	Conflicts of interest	A	Corporate Governance p86 to 89 and p100
2-16	Communication of critical concerns	A E	Stakeholder engagement p36 to 39, Stakeholder focus areas p42 to 52 Risk management p58 to 62
2-17	Collective knowledge of the highest governance body	A E W	Governance p85 to 105 Responsible governance p50 to 54 Board and committees
2-18	Evaluation of the performance of the highest governance body	A	Corporate governance p102 to 105
2-19	Remuneration policies	A E C W	Directors' Remuneration Report p138 to 167 Responsible governance p50 to 54 Governance p15 to 20 Compliance statement and remuneration
2-20	Process to determine remuneration	A E C	Directors' Remuneration Report p138 to 167 Responsible governance p50 to 54 Board oversight p18
2-21	Annual total compensation ratio	A	Directors' Remuneration Report p162 to 163
2-22	Statement on sustainable development strategy	A E C	Chairman's statement p4 to 5, Group Chief Executive's review p6 to p9 Chief Executive's and Chief Financial Officer's review p5 to 6 Group Chief Executive Officer's statement p4
2-23	Policy commitments	A E C	Our purpose frameworks p12 to 13, Our purpose-led areas of focus p26 to 27 Climate p14 to 19, Enterprise p20 to 24, Learning p25 to 32, Responsible governance p57, Risk management p59 to 63, Metrics and targets p64 to 67 Full report p1 to 94

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2-24	Embedding policy commitments	A E C	Our purpose frameworks p12 to 13, Our purpose-led areas of focus p26 to 27 Climate 14 to 19, Enterprise 20 to 24, Learning p25 to 32, Responsible governance p57, Risk management p59 to 63, Full report p1 to 94
2-25	Process to remediate negative impacts	C	Risk management p54 to 65, Metrics and targets p67 to 94
2-26	Mechanisms for seeking advice and raising concerns	A E	Risk and capital management p176 to 283 Risk management p58 to 61
2-27	Compliance with laws and regulations	A	Other liabilities in Note 21 to the financial statements p361, Note 26 of the financial statements p367 to 372
2-28	Membership associations	A E C	Group Chief Executive's review p6 to 9, Business performance p29 to 35, Stakeholder focus areas p42 to 52 Collective action p13, Climate p14 to 19, Enterprise p20 to 24, Learning p25 to 29 Strategy and Climate transition plan p22 to 52
2-29	Approach to stakeholder engagement	A E	Our stakeholders p36 to 39, Board decisions and stakeholder engagement p40 to 41, Stakeholder focus areas p42 to p52 How we engage with stakeholders p10, Key ESG topics for our stakeholders p11
2-30	Collective bargaining agreements	E	Supporting our colleagues p44
Material Topics			
3-1	Process to determine material topics	A E	Stakeholder engagement p35 to 52 Key ESG topics for our stakeholders p11
3-2	List of material topics	E	Key ESG topics for our stakeholders p11
Economic standards			
GRI 201: Economic performance			
201	Economic performance: Management approach	A	Chairman's statement p4 to 5, Group Chief Executive's review p6 to 9, Business performance p29 to 35, Financial statements p299 to 305
201-1	Direct economic value generated and distributed		The revenues, operating costs, employee wages and benefits, taxes and distributions are presented in the Business review and Financial statements. Where material geographic and business splits are also included. A Business performance p29 to 35, Chief Financial Officer's review p72 to 83, Financial statements p299 to 305
201-2	Financial implications and other risks and opportunities due to climate change	A C	Climate-related disclosures p64 to 71, Risk overview p72 to 75, Risk and capital management p188 to 285 Strategy p22 to 52, Risk management p54 to 65, Metrics and targets p67 to 94

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201-3	Defined benefit plan obligations and other retirement plans	A E	Risk and capital management p276, Financial statements p299 to 305, Note 5 of the financial statements p323 to 328 Supporting our colleagues, p.46
GRI 202: Market presence			
202	Market presence: Management approach	A	Chairman's statement p4 to 5, Group Chief Executive's review p6 to 9, Our purpose framework p12 to 13, Market environment p16 to 17, Our strategy p22 to 23, Measuring our performance p24 to 25, Our purpose-led areas of focus p26 to 27, Business performance p29 to 35
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	A E W	Colleagues p46 Supporting our colleagues p47 Fair Pay Charter
GRI 203: Indirect economic impacts			
203	Management approach disclosures	A E C	Chairman's statement p4 to 5, Group Chief Executive's review p6 to 9, Our purpose framework p12 to 13, Market Environment p16 to 17, Our strategy p22 to 23, Our stakeholders p36 to 39 Full report p1 to 72 Strategy and Climate transition plan p22 to 52, Metrics and targets p67 to 94
203-2	Significant indirect economic impacts	A E C	Chairman's statement p4 to 5, Group Chief Executive's review p6 to 9, Our purpose framework p12 to 13, Market Environment p16 to 17, Our strategy p22 to 23, Our stakeholders p36 to 39 Full report p1 to 72 Strategy and Climate transition plan p22 to 52, Metrics and targets p67 to 94
GRI 204: Procurement practises			
204	Procurement practises: Management approach	A E C	Suppliers p52, Own operational footprint p62 to 63 Engaging our suppliers p43 NatWest Group's own operational footprint p72 to 76
GRI 205: Anti-corruption			
205	Anti-corruption: Management approach	A E W	Risk overview p64 to 67, Risk and capital management p277 to 278 Risk management p59 to 61 Detecting and preventing financial crime
205-1	Operations assessed for risks related to corruption	A E	Risk overview p64 to 67, Risk and capital management p277 to 278 Risk management p59 to 61
205-2	Communication and training about anti-corruption policies and procedures	A E	Risk overview p64 to 67, Risk and capital management p277 to 278 Risk management p59 to 61

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GRI 206: Anti-competitive behaviour			
206	Anti-competitive behaviour: management approach	A	Risk overview p64 to 67, Risk and capital management p277 to 278
		E	Risk management p59 to 61
		W	Compliance and Conduct
GRI 207: Tax			
207	Tax: Management Approach	E	Tax payments and responsibilities p55 to 56
		W	Tax Responsibilities and Payments
207-1	Approach to tax	E	Tax payments and responsibilities p55 to 56
		W	Tax Responsibilities and Payments
207-2	Tax governance, control, and risk management	E	Tax payments and responsibilities p55 to 56
		W	Tax Responsibilities and Payments
207-3	Stakeholder engagement and management of concerns related to tax	E	Tax payments and responsibilities p55 to 56
		W	Tax Responsibilities and Payments
207-4	Country-by-country reporting	A	The Capital Requirements (Country-by Country Reporting) Regulations p401 to 403
		E	Tax payments and responsibilities p55 to 56
		W	Tax Responsibilities and Payments
Environmental standards			
GRI 301: Materials			
301-1	Materials used by weight or volume	C	NatWest Group's own operational footprint, p72 to 76
301-2	Recycled input materials	C	NatWest Group's own operational footprint, p72 to 76

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GRI 302: Energy			
302	Energy: Management approach	A	Our climate strategy p54 to 55
		C	Strategy and Climate transition plan p22 to 52, Metrics and targets p67 to 94
302-1	Energy consumption within the organisation	A	Our climate strategy p54 to 55, TCFD summary p58 to 61, Own operational footprint p62 to 63
		C	NatWest Group's own operational footprint p72 to 76
302-2	Energy consumption outside of the organisation	C	Metrics and targets p67 to 94
302-3	Energy intensity	A	Our climate strategy p54 to 55, TCFD summary p58 to 61, Own operational footprint p62 to 63
		C	Metrics and targets p67 to 94
302-4	Reduction of energy consumption	A	Our climate strategy p54 to 55, TCFD summary p58 to 61, Own operational footprint p62 to 63
		C	Metrics and targets p67 to 94
GRI 303: Water and effluents			
303	Water and effluents: Management approach	A	Own operational footprint p62 to 63
		C	Metrics and targets p67 to 94
303-5	Water consumption	A	Own operational footprint p62 to 63
		C	Metrics and targets p67 to 94
GRI 304: Biodiversity			
304	Biodiversity: Management approach	E	Climate p18 to 19

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GRI 305: Emissions

305	Emissions: Management approach	A C	Our climate strategy p54 to 55, TCFD summary p58 to 61, Own operational footprint p62 to 63 Metrics and targets p67 to 94
305-1	Direct (Scope 1) emissions	A C	Own operational footprint p62 to 63 Metrics and targets p67 to 94
305-2	Energy indirect (Scope 2) GHG emissions	A C	Own operational footprint p62 to 63 Metrics and targets p67 to 94
305-3	Other indirect (Scope 3) GHG emissions	A C	Own operational footprint p62 to 63 Metrics and targets p67 to 94
305-4	GHG emissions intensity	A C	Own operational footprint p62 to 63 Metrics and targets p67 to 94
305-5	Reduction of GHG emissions	A C	Own operational footprint p62 to 63 Metrics and targets p67 to 94

GRI 306: Waste

306	Waste: Management approach	C	NatWest Group's own operational footprint p72 to 76
306-1	Waste generation and significant waste-related impacts	C	NatWest Group's own operational footprint p72 to 76
306-2	Management of significant waste-related impacts	C	NatWest Group's own operational footprint p72 to 76
306-3	Waste generated	C	NatWest Group's own operational footprint p72 to 76
306-4	Waste diverted from disposal	C	NatWest Group's own operational footprint p72 to 76
306-5	Waste directed to disposal	C	NatWest Group's own operational footprint p72 to 76

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GRI 308: Supplier environmental assessment

308	Supplier environmental assessment: Management approach	A Suppliers p52 E Engaging our Suppliers p43 C NatWest Group's own operational footprint p72 W Supply chain
308-1	New suppliers that were screened using environmental criteria	A Suppliers p52 E Engaging our Suppliers p43 W Supply chain
308-2	Negative environmental impacts in the supply chain and actions taken	A Suppliers p52 E Engaging our Suppliers p43 C Risk management p57, NatWest Group's own operational footprint p72 to 76 W Supply chain

Social standards

GRI 401: Employment

401	Employment: Management approach	A Colleagues p46 to 47 E Championing our colleagues potential p30 to 32
401-1	New employee hires and employee turnover	A Colleagues p46 to 47 E Championing our colleagues potential p30 to 32 N Colleagues
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	A Colleagues p46 to 47 E Championing our colleagues' potential p30 to 32, Supporting our colleagues p44 to 47
401-3	Parental leave	A Wider workforce remuneration p146 E Supporting our colleagues p44 W Our new partner leave policy

GRI 403: Occupational health & safety

403	Occupational health & safety: Management approach	E Risk management p59 W Health and safety
403-5	Worker training on occupational health and safety	W Health and safety
403-6	Promotion of worker health	A Our colleagues p47 E Supporting our colleagues p44 to 47

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403-9	Work-related injuries	E W	Risk management p59 Health and safety
GRI 404: Training and education			
404	Training and education: Management approach	A E	Colleagues p46 to 47 Learning p25 to 32
404-1	Average hours of training per year per employee	N	Colleagues
404-2	Programs for upgrading employee skills and transition assistance programs	A E C	Colleagues p46 to 47 Championing our colleagues' potential p30 to 32 Strategy and Climate transition plan p48
404-3	Percentage of employees receiving regular performance and career development reviews	A E	Colleagues p46 to 47 Supporting our colleagues p47
GRI 405: Diversity and equal opportunity			
405	Diversity and equal opportunity: Management approach	A E W	Diversity, equity and inclusion p48 to 49 Supporting our colleagues p45 Working at NatWest Group, Banking on Racial Equality Report
405-1	Diversity of governance bodies and employees	A E N W	Diversity, equity and inclusion p49, Corporate governance p93 Supporting our colleagues p45, Responsible governance p52 Colleagues Working at NatWest Group
405-2	Ratio of basic salary and remuneration of women to men	A W	Diversity, equity and inclusion p49 Working at NatWest Group, Gender balanced
GRI 406: Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	E	Risk management p61
GRI 413: Local communities			
413-1	Operations with local community engagement, impact assessments, and development programs	A E N	Communities p50 to 51 Enterprise p21 to 24, Learning p26 to 29, Supporting our communities p48 Responsible business

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GRI 414: Supplier social assessment			
414	Supplier social assessment: Management approach	A	Suppliers p52
		E	Engaging our Suppliers p43
		W	Supply chain, Human rights and modern slavery
414-1	New suppliers that were screened using social criteria	A	Suppliers p52
		E	Engaging our Suppliers p43
		W	Supply chain
GRI 415: Public policy			
415	Public policy: Management approach	A	Report of the directors p174
		E	Risk management p61
415-1	Political contributions	A	Report of the directors p174
		E	Risk management p61
GRI 416: Customer health and safety			
416	Customer health and safety: Management approach	W	Health and safety
GRI 417: Marketing and labelling			
417	Marketing and labelling: Management approach	E	How we support customers p38 to 39
417-1	Requirements for product and service information and labelling	E	How we support customers p38 to 39
GRI 418: Customer privacy			
418	Customer privacy: Management approach	E	How we support customers p39 to 40
		W	Customer Complaints
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	E	How we support customers p39
		W	Customer Complaints

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Financial services sector disclosures			
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	A E	Our strategy 22 to 23, Key performance indicators p24 to 25, Our purpose-led focus areas p26 to 27, Business performance p29 to 35 Enterprise p20 to 24
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	A E C	Our strategy 22 to 23, Key performance indicators p24 to 25, Our purpose-led focus areas p26 to 27, Business performance p29 to 35 Climate p14 to 19 Full report p1 to 94
FS13	Access points in low-populated or economically disadvantaged areas by type	A E	Our strategy 22 to 23, Key performance indicators p24 to 25, Our purpose-led focus areas p26 to 27, Business performance p29 to 35 Learning p25 to 29, Supporting our customers p35 to 40
FS14	Initiatives to improve access to financial services for disadvantaged people	A E	Our strategy 22 to 23, Key performance indicators p24 to 25, Our purpose-led focus areas p26 to 27, Business performance p29 to 35 Learning p25 to 29, Supporting our customers p35 to 40

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