

# Data and Technology Committee report



## Committee overview

### Committee meetings and membership

The Committee met five times during the year. The Committee is comprised entirely of independent non-executive directors. As well as the Committee members, the Group CEO, the Group CFO, the Group CRO and the Group Chief Technology Officer are expected to attend each meeting. The Committee is advised by independent Cyber Security and Information Technology advisors, who also attend each meeting.

### Meeting attendance

Member	Scheduled	Ad hoc
Laura Wade-Gery (Chair)	4/4	1/1
Clare Bousfield <sup>1</sup>	1/1	
Philip Broadley	4/4	1/1
Carolyn Johnson <sup>2</sup>	1/1	1/1
Nilufer Kheraj OBE	4/4	1/1

1. Appointed to the Committee with effect from 1 December 2024.
2. Appointed to the Committee with effect from 1 September 2024.

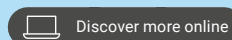
### The role of the Committee

The role of the Committee is to provide assurance to the Board on the management of data and technology and associated change programmes, and to ensure that the Group is operating within its targeted information security and cyber risk appetite.

### Key responsibilities

- Provide oversight of, and guidance to, the Board with regards to all aspects of information technology, data and analytics and cyber security (including IT and information security) across the Group.
- Review and endorse the Group information technology and digital strategy, Group data strategy and Group cyber security strategy, and their respective implementation plans.
- Oversee technology and data aspects of major change programmes and understand their strategic contribution and risks.
- Review and endorse the operating model in place for information technology, data and analytics and cyber and information security, and subsequently consider its ongoing suitability.
- Review and approve any proposed technology projects and contracts within its remit of responsibility.
- Consider current capabilities relating to technology, data, cyber and digital skills and plans to address any gaps.
- Consider the adequacy, resilience and performance of suppliers and supply chains for IT and cyber.

**Committee's terms of reference**  
The Committee's terms of reference can be viewed on our website:



[group.legalandgeneral.com/groupboardcommittees](https://group.legalandgeneral.com/groupboardcommittees)

I am pleased to present my report as the Chair of the Data and Technology Committee. The Committee's membership has been further strengthened this year through the appointments of Carolyn Johnson and Clare Bousfield, both of whom have previous experience in technology and organisational transformation.

The Committee's focus during the year has been on overseeing the development, design and implementation of the group-wide technology strategy. At this year's Board strategy event, the Board identified technology as a major opportunity to support growth, simplify complexities and costs, improve capabilities and enhance the Group's overall operating model. Alongside the Group Management Committee, the Committee has therefore overseen the implementation of the technology strategy to realise the benefits identified, which has included changes to IT functional leadership and accountability across the Group, as well the design of a technology operating model. We have benefited from the continued support of our external advisors throughout this process, who have worked closely with the executive to ensure that the strategy is centred on the right capabilities to drive future business growth and efficiency. The wider data analytics strategy continues to be a consideration for the executive as the Group's transformation develops.

During the year, the Committee has received updates from each of the Group's divisions on their respective transformational and major change portfolios. This has provided a rich insight into the maturity of the divisions' innovation and use of data and technology to drive strategic growth and improve efficiencies. The Committee continues to work with the divisions to ensure that they thoroughly consider the full potential of the Group's technological capabilities. In addition, throughout the year the Committee approved various technology-related business case spends within its remit of Board-delegated responsibility, received regular updates on technology service performance, data and cyber from the Executive Data and Technology Committee, and oversaw improvements to the management of technology risks across the Group through the implementation of an improved IT control framework. The Committee also continued to provide oversight of technology-related major change programmes throughout the year.

Significant progress has been made on the use of GenAI across the Group, and throughout the year there has been positive collaboration between divisions on the use cases being developed. Further work is required to ensure that AI and data continue to be built into the Group's strategic and transformation plans, which the Committee will continue to oversee.

**Laura Wade-Gery**  
Chair of the Data and Technology Committee