

BOARD RESPONSIBILITIES AND ACTIVITIES

The Board and management of EVRAZ aim to pursue objectives in the best interests of the Group, its shareholders and other stakeholders, and particularly to create long-term value for shareholders.

In 2021, despite the significant operational impact caused by the COVID-19 pandemic, disruption to the Board's activities were minimal as meetings were moved to video format with little loss of efficiency.


The EVRAZ Board is responsible for the following key aspects of governance and performance:

- Financial and operational performance.
- Strategic direction.
- Major acquisitions and disposals.
- Overall risk management.
- Capital expenditure and operational budgeting.
- Business planning.
- Approval of internal regulations and policies.

Generation and preservation of value



EVRAZ' business model and strategy are presented  on pages 6-101

of the Strategic Report, which describe the basis upon which the Company generates and preserves value over the long term. The Board periodically reviews this model.

In early 2021, the Board announced that it was considering the strategic merits of and possible structures for the demerger of its metallurgical coal business in order to generate value for shareholders. The Board subsequently conducted a comprehensive review of the rationale and feasibility of the demerger and believes that the demerger will benefit stakeholders of the separate businesses in the following areas: increased transparency of sustainability performance and goals, tailored capital allocation, an independent growth strategy for Raspadsкая and differentiated value proposition. For more details, see the Shareholder Circular at the following link: <https://www.evraz.com/files/en/demerger/circular.pdf> and in this report  on pages 6-9, 11-13.

The Board and culture

The Board continues to ensure that the business's culture is aligned

with the Group's purpose and values as detailed in the Strategic Report  on pages 6-101. The key feedback tool it uses to monitor progress in this area is the annual employee survey that EVRAZ carries out throughout the business, the details of which are described in the Strategic Report  on pages 8, 57, 73. The Board reviews a summary of the annual survey and monitors the implementation of any necessary actions that the management undertakes.

The Board views corporate social responsibility as an integral part of the Group's business and strives to address and monitor all relevant matters in this area. The EVRAZ Code of Conduct and EVRAZ Supplier Code of Conduct establishes cultural expectations for the activities of all directors, executives, employees, contractors, suppliers and community members in relation to the Group's business. It also encourages an environment of ethics and responsibility for the benefit of the Company's stakeholders. The Group publishes a comprehensive Sustainability Report.

The Board also discussed the following topics during 2021:

The Board's key discussions and decisions

Strategy and planning	<ul style="list-style-type: none"> • Reviewing the critical success factors for the strategic development of the Group's competitive advantages. • Demerging the metallurgical coal assets consolidated under Raspadsкая, which will result in the creation of two distinct publicly listed businesses. • Disposing of non-core businesses. • Linking succession planning to corporate strategy execution, and the need to look deeper into the Group for future leaders.
Operational matters	<ul style="list-style-type: none"> • Reviewing the performance of key businesses, including commercial initiatives to improve operational performances and revenues. • Reviewing investment projects. • Implementing the EVRAZ Business System throughout the Group over the next five years to promote an operational culture of values and behaviours that support the drive for continuous improvement and business change. • Reviewing HSE updates, including key initiatives and responses to significant incidents. • Monitoring the implementation of a risk analysis approach to Health and Safety, including reviewing the associated training programmes. • Reviewing the Group's risk appetite and considering the principal risks • Approving the revised terms of reference for the Sustainability Committee to consider the Company's response to increasing ESG requirements and opportunities.

Financial	<ul style="list-style-type: none"> • Reviewing and approving the Group's consolidated budget and budgets of individual business units. • Approving the interim and full-year results, as well as the 2020 annual report.
Governance	<ul style="list-style-type: none"> • Ensuring compliance with the UK Market Abuse Regulation in relation to managing inside information and share dealing by insiders. • Reviewing the findings of the internal Board evaluation exercises and action plans resulting therefrom. • Approving the 2020 Modern Slavery Statement. • Approving the Payments to Governments Report. • Approving the UK Tax Strategy for the year 2021.

The Board's Section 172 Statement is given  on pages 98-99.

In addition, the Board agreed to pay: an interim dividend of US\$0.30 per ordinary share, totalling US\$437 million, on 7 April 2021; an interim dividend of US\$0.20 per share, totalling US\$292 million, on 25 June 2021; an interim dividend of US\$0.55 per share, totalling US\$802 million, on 10 September 2021, and an interim dividend of US\$0.20 per share, totalling US\$292 million, on 14 January 2022. The level of distributable reserves within the balance sheet was considered at each distribution and was found to be sufficient to enable the dividend to be paid. The dividends paid were in line with the dividend policy previously agreed


by the Board, which also considered the impact of COVID-19 on the Group's going concern and cash flow position.

In keeping with the requirements of the relationship agreements, put in place as required by the FCA Listing rules, between the Company and its major shareholders, the Company's independent non-executive directors have conducted an annual review to consider the continued good standing of the relationship agreements between major shareholders and are satisfied that the terms of the relationship agreements are being fully observed by all parties.

In accordance with LR9.8.4R (14), it has been confirmed that the Company has complied with the independence provisions of the relationship agreements.

As far as the Company is aware the major shareholders, Roman Abramovich¹, Abiglaze Ltd and Crosland Global Limited (or any of their associates) have complied with the independence provisions of the relationship agreements. In addition, as far as the Company is aware, Roman Abramovich, Abiglaze Ltd and Crosland Global Limited have complied with the procurement obligations in the relationship agreements.

Principal decisions

DECISION	2022 BUSINESS PLAN AND BUDGET
Context	The Business Plan and Budget sets the annual targets for the Group, and the costs of the necessary resources to achieve these targets. It is developed considering the Group's overall strategy, as well as any specific challenges faced by each division and its underlying business units, including any stakeholder-related considerations. The Chief Executive Officer, supported by key members of the management team, presents the Business Plan and Budget for the Board's challenge and approval.
Stakeholder considerations	In reviewing the Business Plan and Budget, the Board considered the potential impact that each operation and project might have on its stakeholders (employees, local communities, government and regulators, contractors and suppliers, shareholders and customers) and the environment.
Strategic actions supported by the Board	<p>The strategic actions of the Business Plan and Budget supported by the Board to generate value for stakeholders are:</p> <ul style="list-style-type: none"> • Demerger of the Group's coal business. • Further HSE initiatives, which will be monitored by the Sustainability Committee, to improve performance as detailed in the Sustainability Committee Report  on pages 137-139. • Approval of investment plans to further reduce greenhouse gas emissions and support government regulations. • Continued pursuit of high standards of corporate governance and adherence to regulations. • Approval of maintenance CAPEX to enhance business efficiency, increase value and improve working conditions for staff. • Approval of investment plans and the generation of new projects that provide additional employment opportunities.
Impact of these actions on the long-term success of the Company	The Business Plan and Budget creates a balance between current operating performance and considerations that matter to all stakeholders in the short and long term, such as health and safety, environmental performance and community relations.
Outcome	In December 2021, the Board discussed and approved the 2022 Business Plan and Budget.

1. On 16 February 2022 Roman Abramovich became a direct major shareholder of the Company due to the transfer of the Company's shares from Greenlease International Holdings Ltd to his personal account.

DECISION	DEMERGER OF THE GROUP'S COAL BUSINESS
Context	<p>The Board and management of EVRAZ conducted a comprehensive review of the rationale and feasibility of the potential demerger of its metallurgical coal assets consolidated under Raspadskaya and concluded that the separation of the two businesses serves the long-term interests of EVRAZ' shareholders, employees, clients and other stakeholders. The demerger will result in the creation of two distinct publicly listed businesses with leading positions in their respective fields, and will allow each to pursue tailored strategic, capital allocation and sustainability objectives.</p>
Stakeholder considerations	<p>The Board believes the demerger would benefit the stakeholders of the separate businesses in the following areas:</p> <ul style="list-style-type: none"> • Increased transparency over sustainability performance and goals: Allowing each business to concentrate on its respective sustainability priorities, enhancing accountability for sustainability performance, and the definition and delivery of future strategy. • Tailored capital allocation: Enabling each business to adopt a capital allocation framework balancing its individual cash flow profile, growth investment strategy and capital return priorities. • Independent growth strategy for RASP: Allowing RASP to independently implement its strategy and pursue growth opportunities with dedicated financial and human resources. • Differentiated value proposition: Establishing a clear and focused equity story for each of EVRAZ, as a leading global producer of steel, iron ore and vanadium, and RASP, as a leading producer of high-quality metallurgical coal.
Impact of this action on the Company's long-term success	<p>The Board of EVRAZ considers that this action will lead to a business with the following key strengths post demerger:</p> <p><i>Commitment to the highest sustainability standards.</i> EVRAZ is committed to integrating the principles and values of sustainable development into all of its business processes and day-to-day operations. EVRAZ has established four main areas of focus to ensure that sustainable development issues are considered across all of the EVRAZ Group's business processes and operational stages: (i) employee well-being; (ii) environmental protection; (iii) economic stability; and (iv) local community development.</p> <p>EVRAZ remains committed to its long-term goal of achieving zero injuries and fatalities in the workplace and mandates that no operation should be undertaken unless it can be performed safely. In the first half of 2021, its LTIFR was 0.7 per million hours worked and four fatalities occurred in the Steel Segment, including one contractor. The EVRAZ Group is deeply saddened by all fatalities and conducts in-depth internal investigations into each accident. It has organised and implemented a number of health and safety initiatives as part of its commitment to accident prevention.</p> <p><i>Global leading steel producer with focus on high value-add infrastructure steel products.</i> EVRAZ is a top-30 global steel producer by 2020 production volume, the largest rail manufacturer in the US and Russia, the number one beams and construction steel producer in Russia, and a leader in the North American large diameter pipe segment.</p> <p><i>Diversified asset base spread across multiple geographies.</i> EVRAZ has a broadly diversified asset base. In Russia, the company owns iron ore mining facilities, steel and vanadium production plants, and trading companies. EVRAZ also has a substantial presence in North America which comprised approximately 12% of its total steel production in 2020. EVRAZ also has several operations in Europe.</p> <p><i>Low-cost production with secured access to key raw materials.</i> EVRAZ seeks to create value through leveraging its advantageous low-cost position, which enables the Company to serve domestic and export markets profitably. Maintaining efficient operations is one of EVRAZ's key business objectives.</p> <p><i>Higher earnings stability following mitigation of coal exposure.</i> In 2020, EVRAZ's metallurgical coal business contributed 17% of its total EBITDA.</p> <p>The Demerger should provide EVRAZ with greater earnings stability, as the EBITDA margin of the Coal Segment has been more volatile than that of the Steel Segment. Over the period between 2013 and 2020, the Coal Segment's EBITDA margin fluctuated between 9% and 55%, while the range for EVRAZ would have been only 13% - 24% for the same period excluding the metallurgical coal business.</p> <p><i>Ability to focus strategy and capital allocation on the Steel, Vanadium and North American segments.</i> In the context of the development of higher value added products, EVRAZ as a steel enterprise (rather than a steel and coal enterprise) should be able to develop its strategy and capital deployment programme more effectively.</p> <p>EVRAZ's new investment opportunities are mainly focused on the development and diversification of the steel product portfolio in Russia and North America.</p> <p>The Steel Segment is undertaking a product mix improvement programme that includes investment projects to update the rail and beam mill at a cost estimated to be US\$210 million. Further, in 2021, EVRAZ together with the Rail Service industrial group launched construction of a new railway wheel mill in the Sverdlovsk region's Titanium Valley special economic zone.</p> <p>For more details, see the Shareholder Circular at the following link: https://www.evraz.com/files/en/demerger/circular.pdf.</p>
Strategic actions supported by the Board	<p>The Board agreed to recommend to shareholders the demerger of the coal business from the EVRAZ Group by issuing a circular to shareholders seeking their approval in early January 2022, which was obtained, and the transaction is expected to be completed in 2022.</p>
Outcome	<p>Shareholders gave approval to the transaction proceeding on 11 January 2022, and it is expected to complete in March 2022. A full update of the outcome of the demerger will be given in the 2022 annual report.</p>

DECISION	APPROVAL OF VARIOUS OTHER INVESTMENT PROJECTS
Context	The business plan for each financial year contains numerous investment projects that involve sizeable capital expenditures, which can be used for a variety of different types of projects, including the replacement of outdated equipment at existing facilities, the construction of new plants to take advantage of new market opportunities or the extension of iron ore deposit to support the Company's vertical integration strategy.
Stakeholder considerations	<p>Shareholders</p> <ul style="list-style-type: none"> Enhance production efficiency and access markets for new products, thereby improving shareholder value. Develop new and existing resources to support the vertical integration business model, thereby increasing shareholder value. <p>Employees</p> <ul style="list-style-type: none"> Provide safer working conditions with a better working environment. <p>Environment</p> <ul style="list-style-type: none"> Reduce greenhouse gas emissions. Improve wastewater control. Increase energy efficiency.
Impact of these actions on the Company's long-term success	The decision to invest demonstrates confidence in the long-term outlook for iron and steel products in the markets served by these production facilities, as well as the Group's commitment to sustainable growth for the benefit of all stakeholders.
Strategic actions supported by the Board	<p>The Board supported the investment projects to generate value for stakeholders by:</p> <ul style="list-style-type: none"> Reducing greenhouse gas emissions in line with government regulations. Improving operational efficiency and increasing shareholder value. Improving working conditions for employees. Reassuring customers that the products they purchase have been made in line with environmental regulations.
Outcome	The Board approved a number of investment projects during the year. see pages 11-13, 26-27

Chairman and chief executive

The Board determines the division of responsibilities between the chairman and the chief executive officer (CEO). This division of duties is documented in a separate document approved by the Board.

The chairman's principal responsibility is the effective management of the Board, ensuring that the Board as a whole plays a full and constructive part in developing and determining the Group's strategy and overall commercial objectives. The Board is chaired by Alexander Abramov.

The CEO is responsible for leading the Group's operating performance, as well as for the day-to-day management of the Company and its subsidiaries. During the year, Alexander Frolov stepped down as CEO and the Board appointed Aleksey Ivanov as his successor.

The CEO is supported by the executive team.

In addition, the Board appoints one independent non-executive director to serve as the senior independent director,

whose duties are detailed in the documents that describe the roles of the chairman and CEO.

Board meetings and composition

EVRAZ plc held ten scheduled Board meetings during 2021. In 2022, up to the date of this report's publication, two Board meetings were held. Two unscheduled meetings were held in 2021 to: approve the publication of a shareholder circular in relation to the demerger of Rospadskaya from the EVRAZ Group of companies; and to consider the renewal of certain supply contracts for iron concentrate and pellets.

Due to travel restrictions put in place amid the COVID-19 pandemic, no meetings were held in person. All were held by video conference call.

The chief financial officer, the senior vice president for commerce and business development (prior to his appointment as chief executive officer) and the vice president for corporate strategy and performance management attended all Board meetings. Other members

of senior management attended meetings by invitation to deliver presentations on the status of projects and performance of business units.

The table on the next page indicates the attendance of each current director of the EVRAZ plc Board and Board committee meetings in 2021.

As of 31 December 2021, the Board comprised the chairman and ten non-executive directors, including a senior independent director. With effect from 1 February 2022, Aleksey Ivanov, the CEO, joined the board as an executive director, and Maria Gordon joined as an independent non-executive director. The appointment of the CEO as an executive director means that the Company continues to operate in accordance with principle G of the Code.

Ms Olga Pokrovskaya, a former non-executive director, is invited to attend Board meetings in an advisory capacity and to attend the Audit Committee meetings as an observer. She is also a member of the Sustainability Committee.

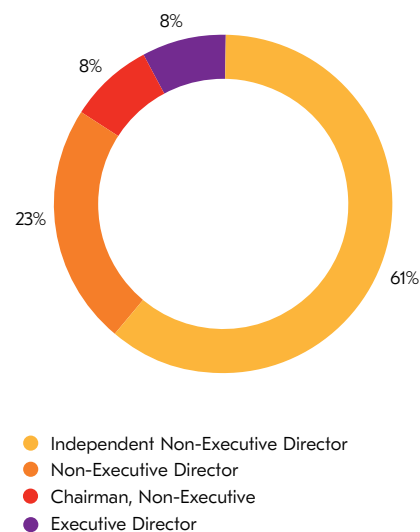
During the year, the following changes in Board membership occurred: Stephen Odell, James Rutherford and Sandra Stash were appointed as directors on 15 June 2021. Ms Laurie Argo stepped down as a director on 15 June 2021. On 1 September 2021, Mr Alexander Frolov ceased to be the Group's CEO, but remained as a non-executive director. As noted above Mr Aleksey Ivanov and Ms Maria Gordon joined the Board on 1 February 2022. In addition, the Company has announced that both Mr Karl Gruber and Sir Michael Peat are expected to step down as directors on 31 March 2022.

The Board considers that the eight non-executive directors (Karl Gruber, Maria Gordon, Deborah Gudgeon, Alexander Izosimov, Stephen Odell, Sir Michael Peat, James Rutherford and Sandra Stash) are independent in character and judgement, and free from any business or other relationship

that could materially interfere with the exercise of their independent judgement, in compliance with the UK Corporate Governance Code. Although both Sir Michael Peat and Karl Gruber have served as directors in excess of the nine years recommended by the Code as a guide to independence, the Board asked them to continue in their positions during the demerger of Rospadskaya from the EVRAZ Group of companies to provide continuity during the transition. The Board considered that under the circumstances it did not believe that their tenure had an impact on their independence and continued to consider them as independent non-executive directors. The Company has now announced their expected retirement date.

Independent non-executive directors comprise the majority on all committees (excluding the Sustainability Committee) and chair all Board committees.

Board composition



Board and AGM attendance by each director

	SCHEDULED BOARD MEETINGS	UNSCHEDULED BOARD MEETING	REMCO	SUSTAINABILITY	AUDIT	NOMCO	AGM
Total number of meetings	10	2	6	3	10	5 ¹	1
Alexander Abramov	10/10	2/2				4/5 ²	0/1
Alexander Frolov	10/10	2/2		3/3		-	0/1
Karl Gruber	10/10	2/2	-	1/1		3/3	0/1
Deborah Gudgeon	10/10	2/2	6/6		10/10	2/2	1/1
Alexander Izosimov	10/10	2/2	6/6		9/10	5/5	0/1
Stephen Odell	5/6 ³	1/1	3/3		5/10 ⁴	2/2 ⁴	0/1
Sir Michael Peat	10/10	2/2	3/3			3/3	1/1
James Rutherford	6/6	1/1	-		6/10 ⁴	2/2	1/1
Eugene Shvidler	10/10	2/2				5/5	0/1
Sandra Stash	6/6	1/1	3/3	2/3 ⁵		-	0/1
Eugene Tenenbaum	10/10	2/2				-	0/1

- The Nominations and Remuneration Committee held a joint meeting.
- Mr Abramov was unable to attend one Nominations Committee, which was held on short notice, due to a prior commitment, but had shared his views on the matter under discussion with the Nominations Committee chair.
- Mr Odell was unable to attend one Board meeting due to a prior board commitment immediately following his appointment as a director.
- Mr Odell and Mr Rutherford were able to participate in the Audit Committee meetings only since their appointment as a directors at the AGM in June 2021.
- Ms Stash was able to participate in the Sustainability Committee meetings only since her appointment as a director at the AGM in June 2021.

Due to COVID 19 travel restrictions, only UK-based directors attended the AGM.

Boardroom diversity

EVRAZ recognises the importance of diversity both at the Board level and organisation-wide.

During the year under review, the Board adopted a new diversity policy, which notes that the Group remains committed to increasing diversity throughout its global operations and takes diversity into account during each recruitment and appointment process, working to attract outstanding candidates with diverse backgrounds, skills, ideas and cultures. EVRAZ sees diversity as a crucial business driver.

The Board considers that this extends to the composition of the Board and the processes associated with Board appointments.

The Board is aware of the guidance issued by the Hampton Alexander review (predecessor of the FTSE Women Leaders Review) for FTSE 350 Companies with regard to female representation on boards exceeding 33%, and the Parker Review Guidance on ensuring that each board contains at least one person from an ethnic minority background. It will take this into account during every recruitment process.

The Board will ensure that female representation on the Board never drops below two members.

The Board is committed to meeting best practice standards in gender and ethnic diversity. While the nature of the steel and mining industries makes this more challenging, it does not diminish the Board's commitment.

It will, of course, balance this with appointing directors who can best serve the Company's and shareholders' interests by providing excellent governance and the appropriate challenges. Consequently, all appointments will be made on the basis of merit.

As stated in the Sustainability section, EVRAZ sees diversity as a crucial business driver and strives to ensure that all employees' rights receive equal protection, regardless of race, nationality, religious belief, gender or sexual orientation. People with disabilities are given full consideration both during the recruitment

process and once employed to ensure that their unique aptitudes and abilities are taken into account.

For more details, see the Nominations Committee Report [on pages 134-136](#) and the Sustainability section [on pages 54-78](#).

The Company believes that the Board's composition provides an appropriate balance of skills, knowledge and experience. The Board members comprise a number of different nationalities with a wide range of skills, capabilities and experience from a variety of business backgrounds. Biographies of the Board members are provided in the Board of Directors section.

Board expertise

The Board has determined that, as a whole, it has the appropriate skills and experience necessary to discharge its functions.

All non-executive directors have the experience required to contribute meaningfully to the Board's deliberations and resolutions. Non-executive directors assist the Board by constructively challenging and helping to develop strategy proposals.

The recruitment of new independent non-executive directors in 2021 and 2022 has strengthened the Board's expertise and widened its skills base. The Nominations Committee has commenced a process to identify suitable candidates for the role of independent non-executive director to replace the director who will be required to stand down at the 2022 AGM, having completed his term of nine years.

Introduction and professional development

The chairman, supported by the Nominations Committee, is responsible for ensuring that there is a properly constructed and timely induction for new directors upon joining the Board. Following the appointment of three new independent non-executive directors during the year and a further one in early 2022, a revised programme was drawn up. The programme focused on ensuring that all newly appointed directors:

- Worked with an existing Board director, who acted as a mentor.

- Obtained a full understanding from management of the Group's strategy, its key operations, business development plan as well as investment projects that are underway or have been proposed.
- Reviewed the HSE processes in place and considered developments planned in that area.
- Were briefed on EVRAZ's HR structure and the Group's employees, its digitalisation programme and IT development, and the EVRAZ business system.
- Were advised of existing Board processes, along with holding meetings with key Board advisers to ensure appropriate knowledge of the regulatory environment in place.

The programme was fully implemented for all four new appointees, although the level of site visits and interaction with staff was severely curtailed due to COVID 19 restrictions.

Directors have full access to a regular supply of financial, operational, strategic and regulatory information to help them discharge their responsibilities.

For more details, see the Nominations Committee Report [on pages 134-136](#).

Performance evaluation

An external annual Board evaluation was conducted by Lintstock in 2020. In 2021, an internal review was carried out by the EVRAZ company secretary. The review was carried out at the initiative and with the participation of the Company's Nominations Committee. Questionnaires were distributed to all Board directors for their response and comment.

The results were discussed at three levels: (i) among the members of the Nominations Committee; (ii) between Alexander Izosimov (as chairman of the Nominations Committee) and Alexander Abramov (as chairman of the Board); and (iii) among the members of the Board as a whole.

The Board's performance was deemed to be satisfactory. The outcome of the 2021 Board evaluation called for:

- A review of board processes with regard to major projects.
- Further investor analysis to understand shareholder views, along with increased engagement with shareholders on governance concerns.

- Deep dives into customer end-use of products, and the underlying culture of the business.
- Further consideration of risk appetite focussing on operational risk issues.
- Enhanced review of the ESG and climate risk agenda by the Sustainability Committee and consideration of appropriate ESG metrics by the Remuneration Committee for incentives.
- Review by HR and the Remuneration Committee of remuneration structures to align them with value creation.

The Company undertakes regular performance evaluations of the Board in line

with the requirements of the UK Corporate Governance Code.

Board committees

The following principal committees support the Board in its work: the Audit Committee, the Remuneration Committee, the Nominations Committee and the Sustainability Committee. Each committee has written terms of reference that have been approved by the Board and summarise its role and responsibilities. The committees review their respective terms of reference each year and submit

any recommended changes to the Board for approval. All terms of reference for the committees are available on the Group's website: www.evraz.com.

The Audit Committee consists of five non-executive directors, all of whom are independent, which complies with the Code. The Board considers that, as a whole, the committee has competence relevant to the industry sector in which the Group operates. Specifically, Deborah Gudgeon and James Rutherford have relevant recent financial experience.

Board composition as of 31 December 2021¹

NAME	POSITION	COMMITTEE MEMBERSHIP	YEAR OF TENURE
<i>Non-executive directors</i>			
Alexander Abramov	Chairman	NC – member	10
Alexander Frolov	Director	SC – member, NC – member	10
Eugene Shvidler	Director	NC – member	10
Eugene Tenenbaum	Director	None	10
<i>Executive directors</i>			
Aleksey Ivanov ¹	Director	SC – member	<1
<i>Independent non-executive directors</i>			
Maria Gordon ¹	Director	AC – member, SC – member	<1
Karl Gruber	Director	None	10
Deborah Gudgeon	Director	AC – chair, RC – member, NC – member, SC – member	6
Alexander Izosimov	Director	RC – chair, NC – chair, AC – member	9
Stephen Odell	Director	AC – member, NC – member, RC – member	1
Sir Michael Peat	Senior independent director	None	10
James Rutherford	Director	AC – member, NC – member,	1
Sandra Stash	Director	RC – member, SC – chair	1

Role and composition of each committee

COMMITTEE NAME	FUNCTION	COMPOSITION	LINK TO COMMITTEE REPORT
Audit Committee	Audit, financial reporting, risk management and controls	All five members are independent non-executive directors	See pages 126-133
Nominations Committee	Selection and nomination of Board members	All seven members are non-executive directors, of which four are independent	See pages 134-136
Remuneration Committee	Remuneration of Board members and senior management	All four members are independent non-executive directors	See pages 140-153
Sustainability Committee (renamed from Health, Safety and Environment Committee since 14 December 2021)	Sustainability issues, including health, safety and environmental matters	Three of the six members are non-executive, including the chair ²	See pages 137-139

1. Aleksey Ivanov and Maria Gordon were appointed as directors on 1 February 2022.

2. The members of the Sustainability Committee as of 31 December 2021 were Sandra Stash (chairwoman), Alexander Frolov, Deborah Gudgeon and Olga Pokrovskaya, who has continued as a non-executive member of the Sustainability Committee following her cessation as a Board member on 14 March 2016. With more than 50% of EVRAZ operations based in the Russian Federation, the committee continues to value the contribution she brings in terms of her technical and regional experience. Mr Aleksey Ivanov and Ms Maria Gordon became members of the Committee on 1 February 2022 following appointment.