



# Group Internal Audit

GIA Charter

March 2026



## Introduction

The Legal & General Group Plc (the Group/ L&G) Internal Audit Charter provides a framework within which the Group Internal Audit function (GIA) sets out its objectives, role, responsibilities, and principles for its operation. This Charter is compiled with reference to the Chartered Institute of Internal Auditors (CIIA) Internal Audit Code of Practice: Principles on effective internal audit in the financial services, private and third sectors (January 2025) and the global Institute of Internal Auditors (IIA) Global Internal Audit Standards (January 2025).

## Role and objectives

The role of GIA is established by the Group Audit Committee (GAC), on behalf of the Group Board.

GIA is an independent and objective assurance and advisory function whose primary purpose is to support the GAC and Executive Management in strengthening L&G's ability to create, protect and sustain value by providing them with risk-based, independent, and objective assurance, advice, insight and foresight.

GIA also supports L&G Executive Management in accomplishing Group objectives by adopting a systematic and disciplined approach to the evaluation and improvement of the design and effectiveness of the Group's governance, risk management, and control processes. This includes assessing whether all significant risks are identified and appropriately reported by management to the Board and Executive Management; and challenging and influencing management to improve the effectiveness and efficiency of governance, risk management and internal controls.

## Scope of work

The scope of GIA's role in L&G encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the governance, risk management, and internal control processes in relation to the Group's defined goals, risk appetite and objectives. There is no aspect of the Group from which GIA is restricted incorporating into its scope as it delivers on its mandate. Internal control objectives considered by GIA include:

- effectiveness of design and operation of processes and their actual outcomes, assessed against the Group's established values, ethics, risk appetite and policies;
- the appropriateness of the organisation's risk and control culture, including the attitude and approach taken by all levels of management to risk management and internal control;



- efficiency of operations, and use of resources;
- compliance with laws and regulations;
- reliability and integrity of management and financial information processes, including the means to identify, measure, classify, and report such information; and
- safeguarding of assets.

GIA is responsible for evaluating L&G's processes, including governance and risk management. GIA may also support the Board and Executive Management in providing feedback on the effectiveness of the control environment through attendance at relevant Governance and Risk committees. GIA provides an annual opinion on the control environment, which supports the Board in their related disclosures and duties for their annual report and accounts. In the context of its opinion on the overall control environment, GIA reports to the GAC on whether the organisation's framework for risk appetite is being adhered to across the organisation.

The scope of GIA's activities extends to all legal entities forming part of the Group and all of the Group's joint ventures and other business partnerships, outsourcing and reinsurance arrangements. In the event that GIA's scope is limited, for example due to contractual arrangements, GIA reports such limitations to the GAC where they have a material impact upon its risk-based audit plan.

GIA may support Executive Management by performing non-audit services such as consulting, advisory or investigation assignments related to governance, risk management and control, as appropriate. It may also evaluate specific operations, projects, or programmes at the request of the Board or Executive Management, or, consistent with its role and objectives, on its own initiative. Such assignments are subject to the approval of the Group Chief Internal Auditor (GCI) and will only be performed where the assignment does not compromise GIA independence and will not cause significant disruption to the GAC approved audit plan and there is appropriate skill and capability to undertake the work. The scope of advisory work is expected to include undertaking internal audit activities related to emerging and current corporate events, such as mergers and acquisitions. GIA's work may also include reviewing relevant post-mortem or 'lessons learned' analyses following significant adverse events at an organisation. The role and extent of GIA's involvement in any events will generally be determined as part of the audit planning process or on an ad hoc basis, where required.

Based on its activity, GIA is responsible for reporting significant risk exposures and control issues identified to the GAC and to Executive Management, including fraud risks, governance issues, organisational culture and other matters needed or requested by the GAC. While GIA conducts its assurance activities with due professional care, it cannot guarantee that its assurance activities alone will lead to the identification of all significant risk exposures and control issues.



GIA is responsible for the development of an internal audit plan, with a corresponding delivery timetable and budget. The plan typically details proposed audits over the next twelve months. GIA reviews the plan regularly and advises the GAC of any material alterations to it. Any impact of resource limitations and significant interim changes are communicated promptly to GAC and Senior Management.

The internal audit plan is developed using a risk-based methodology, including input of executive and non-executive Senior Management. Prior to submission of the audit plan and budget to the GAC for approval, the plan is discussed with appropriate Executive and Senior Management. Any significant deviation from the approved internal audit plan is communicated through the activity reporting process.

In setting its scope, GIA takes into account the Group's business strategy and forms an independent view of whether the key risks to L&G have been identified, including emerging, prudential, conduct, and systemic risks, and assessing how effectively these risks are being managed. GIA forms an assessment not only of the processes followed by the first and second lines of defence in the organisation, but also the quality of their work. GIA's independent view is informed, but not determined, by the views of management and/ or the Risk function. In setting its priorities and deciding where to carry out more detailed work, GIA focuses on the areas where it considers risk to be higher.

GIA makes a risk-based decision as to which areas within its scope are included in the audit plan - it does not necessarily cover all of the potential scope areas every year.

## Principles of authority

GIA, under strict accountability for confidentiality and safeguarding records and information, is authorised by the GAC and Executive Management for full, free and unrestricted access to the organisation's records, physical property and human resources, pertinent to its role and objectives. In addition, GIA has free and unrestricted access to the Board. The GAC has right of attendance at all or part of any of the Group's governance and risk forums or any other forum in the execution of the GIA remit.

The GACIA, a senior position within the Group, reports functionally to the Chair of the GAC. Administratively, the GACIA reports to the Group Chief Executive. The GAC approves the performance evaluation, appointment, or removal of the GACIA and reviews his/ her annual remuneration each year. There is regular communication between the GAC Chair and the GACIA. In addition, the GACIA will also engage in day-to-day communication with Executive Management.

The establishment and maintenance of an effective internal audit function is a requirement of the UK Solvency II regime through PRA rules applicable to the Group and its UK regulated



insurance undertakings. An internal audit function is also required under FCA rules in relation to the Group's UK regulated investment management business.

## Professional standards

GIA is committed to full conformance with the IIA Global Internal Audit Standards and alignment with the CIIA Internal Audit Code of Practice.

GIA aims to fully conform with the IIA's Topical Requirements and takes IIA Global Guidance, Position Papers and other outputs into account as applicable. In addition, GIA adheres to L&G policies and procedures and GIA's own Vision, objectives, and methodology.

All of GIA's internal auditors and leadership are required to conform with the IIA Standards related to ethics and professionalism. Specifically, this includes, but is not limited to, the requirement that internal auditors must be truthful, accurate, clear, open and respectful in all professional relationships and communications, even when expressing scepticism or offering an opposing viewpoint. The GCIA supports and promotes conformance with these Standards by providing opportunities for training and guidance.

The GCIA is responsible for maintaining internal audit quality assurance standards and associated processes. Quality assurance activity is performed by individuals who are independent of the delivery of audits and who have the standing and experience to meaningfully challenge GIA's performance, judgements, and opinions. This includes the use of external resources where appropriate.

## Independence and objectivity

The internal audit activity remains free from interference by anyone within L&G. This includes the choice of business areas to audit, procedures, frequency, timing, or the content of reports. This ensures that GIA can maintain its necessary independent and objective perspective.

Internal auditors in GIA have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment.

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and will not lose their objectivity when forming judgments.



The GCIA confirms to the GAC, at least annually, the organisational independence of internal audit activity. This covers all internal auditors in GIA and also includes information to enable the GAC to specifically assess the independence and objectivity of the GCIA and members of the GIA Leadership Team.

## Operating practices

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The operating practices for GIA are set out in the GIA Audit Manual. This overarching document details the ways of operating, including consideration of key GIA activities, risk assessment, skills and resources and other core components of an effective internal audit function.

### Coordination with other parties and functions

GIA regularly communicates and exchanges information with the Group's external auditors and key control functions within the Group as appropriate when determining the level of internal audit activity in any business area.

### Relationships with regulators

GIA establishes and maintains effective relationships with the Group's regulatory authorities.

### Reporting and monitoring

A written Audit Report is issued by the GCIA (or designee) following the conclusion of each audit and is distributed as appropriate. Significant audit reports are communicated to the GAC through the GCIA's Audit Committee reports, and to senior management by monthly summary reporting which also includes progress against the audit plan; information on management's outstanding audit actions; and results of GIA's continuous evaluation of selected key controls. GIA also provides written reports to subsidiary audit committees at least annually as deemed appropriate by the GCIA based on the materiality/ risk of the relevant business units, taking into account any overriding regulatory requirements.

Each Internal Audit Report includes corrective action(s) taken or to be taken in regard to the specific findings and recommendations. Business management is responsible for the remediation of GIA Audit Issues. All significant issues remain open until the business areas in question have provided satisfactory evidence of their remedial actions. GIA may also undertake follow-up audits to ensure appropriate resolution of findings. These reports are provided to Executive and Senior Management as appropriate.



The GCIA is also responsible for providing periodically a self-assessment on the internal audit activity. This reviews GIA's activities against the Audit Charter in terms of the purpose, authority and areas of responsibility. It also reviews performance relative to GIA's plans.

In addition, the GCIA communicates to Senior Management and the GAC on GIA's quality assurance and improvement programme, including results of on-going internal quality assurance assessments and external assessments. The GCIA will commission an external effectiveness review to be conducted at least every five years. The review will include a comprehensive assessment of GIA's mandate and charter; strategy; methodologies; processes; risk assessment; internal audit plan; resourcing and talent development; and evaluation of GIA's compliance with applicable standards, guidance and codes of practice.

If a GIA Audit Report contains a significant error or omission, the GCIA promptly communicates corrected information to all parties who received the original communication. An error or omission is considered to be significant if it results in an inaccurate impression of the nature or extent of assurance provided in the communication; if it results in potential legal or regulatory consequences; or if it changes GIA's findings, conclusions, or management actions.

## **Resourcing**

The GCIA is responsible for maintaining a professional GIA staff with sufficient knowledge, skills, and experience. Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfil their professional responsibilities. In addition to its retained team, GIA may supplement the permanent resources with auditors and subject matter experts from outside the organisation who will adopt the principles of GIA's methodology and standards.

## **Availability of the Internal Audit Charter**

In line with CIIA guidance, this Charter is publicly available on the Group Internet site.

## **Approval**

Stephen Licence

Group Chief Internal Auditor

Date: 3 March 2026

Tushar Morzaria

Audit Committee Chair

Date: 3 March 2026



## Planned update

The GCIA will review the Charter and present it to the GAC Chair annually.