

Our risk governance framework

Top-down

Oversight, identification, assessment and mitigation of risks at Group level

Board

Sets tone on risk management culture
Approval of Group's risk appetite

Audit and Risk Committee (ARC)

Reviews the effectiveness of our risk management and internal controls systems
Monitors risk exposures against risk appetite

Formal and transparent policies and procedures for risk management and internal controls

Determination of the nature and extent of the company's principal and emerging risks, including climate-related risks and opportunities

Approval of interim and year end risk disclosures, including climate-related risks and opportunities and viability statement

Robust assessment of the Group's principal and emerging risks, including climate-related risks and opportunities

Recommendation of interim and year end risk disclosures, including climate-related risks and opportunities and viability statement

Executive Committee

Identification, reporting and ongoing management of risks, including climate-related risks and opportunities

Operational executive responsibility for the risk management approach

Implementation of internal controls

Internal Audit (IA)

Provision of assurance on the key risks mitigating controls

Execution of risk-based audit plan

Group Head of Risk and Internal Audit

Supports the ARC in evaluating the effectiveness of risk mitigation strategies and internal controls implemented by management

Management of outsourced IA function

Regular review of divisional risk registers

Bottom-up

Oversight, identification, assessment and mitigation of risks at operational and business unit level

Divisions, business units and functions

Identification and management of risks, including climate-related risks and opportunities, at a business unit level

Internal controls monitoring

Risk awareness and safety culture in day-to-day operations

Development and execution of appropriate mitigating actions