



# Risk management

## Commitment

- The Group is committed to using risk management processes to:
  - Safeguard its staff and assets
  - Safeguard the interests of its clients
  - Manage risk and opportunity with the aim of improving business performance

## Responsibility

- An Executive Board director is responsible for this policy and for its effective implementation.
- The Group business management systems and risk director is responsible for providing a framework for implementing this policy and for monitoring, reviewing and reporting on its effectiveness.
- General managers are responsible for implementing this policy and for developing risk management procedures specific to their activities.
- Commercial managers and account leaders are responsible for implementing this policy, and for developing commercial risk management procedures for business operations and bids.
- Project principals, project managers and other supervisory staff are responsible for implementing this policy, and for developing risk management procedures for projects.

## Approach

- The operations and risk committee of the Executive Board is supported by the risk taskforce to maintain the Group and unit risk register and associated risk treatment plans.
- Each region has its own risk committee, made up of representatives from the units. Risk treatment plans are fed down from the risk taskforce and are applied by the units. units feed back into the regional risk committee, who in turn feeds back to the risk taskforce.
- The approach to the risk treatment in the Group is informed by the Group risk appetite statement.
- Business risks are identified and assessed at Group, unit and project level.
- Risk and opportunity management strategies are planned and implemented, based on the level of risk.
- Analysis, review, feedback and learning enable us to continually improve the way we manage risk, ensuring we meet the needs of our business, our staff and our clients.
- The Group issues guidance and promotes best practice on risk management through its intranet. Information and training are provided to all staff, enabling them to comply with this policy.

A handwritten signature in black ink that reads 'K. S. Howells'.

Keith Howells  
Chairman