

Level 0 Enterprise Risks

Appendix 3

| Risk No. | Risk | Owner | Panel and Committee |
|-----------------|-----------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------|
| ER1 | Inability to deliver safety objectives and obligations | Chief Safety, Health and Environment Officer | Safety, Sustainability and Human Resources Panel |
| ER2 | Attraction, retention, wellbeing and health of our employees | Chief People Officer | Safety, Sustainability and Human Resources Panel |
| ER3 | Environment including climate adaptation | Chief Safety, Health and Environment Officer | Safety, Sustainability and Human Resources Panel |
| ER4 | Significant security incident including cyber security | Chief Operating Officer | Audit and Assurance Committee |
| ER5 | Efficient and high performing supply chains and effective procurement | Chief Finance Officer | Finance Committee |
| ER6 | Deterioration of operational performance | Chief Operating Officer | Customer Service and Operational Performance Panel |
| ER7 | Financial Resilience | Chief Finance Officer | Finance Committee |
| ER8 | Delivery of key investment programmes and projects | Chief Capital Officer | Programmes and Investment Committee |
| ER9 | Changes in customer demand | Chief Customer and Strategy Officer | Finance Committee |
| ER10 | Governance and control suitability | General Counsel | Audit and Assurance Committee |