

<b>Risk No.</b>	<b>Risk</b>	<b>Owner</b>	<b>Panel and Committee</b>
ER01	Inability to deliver safety objectives and obligations	Chief Safety, Health and Environment Officer	Safety and Security Panel
ER02	Attraction, retention, wellbeing and health of our employees	Chief People Officer	People and Remuneration Committee
ER03	Environment including climate adaptation	Chief Safety, Health and Environment Officer	Finance Committee
ER04	Significant security incident including cyber security	Chief Operating Officer	Safety and Security Panel
ER05	Supply Chain disruption and ineffective procurement and contract management	Chief Finance Officer	Finance Committee
ER06	Deterioration of operational performance	Chief Operating Officer	Customer, Sustainability and Operations Panel
ER07	Financial Resilience	Chief Finance Officer	Finance Committee
ER08	Delivery of key investment programmes and projects	Chief Capital Officer	Programmes and Investment Committee
ER09	Changes in customer demand	Chief Customer and Strategy Officer	Finance Committee
ER10	Governance and control suitability	General Counsel	Audit and Assurance Committee