



DONCASTERS

Doncasters Risk Appetite Statement - 2023

Environmental

We take an open viewpoint when we evaluate risks and make decisions relating to extreme weather conditions, climate change, mismanagement of water, air and land pollution, use of chemicals, greenhouse gas emissions, light, noise, visual pollution, and waste disposal. Doncasters is willing to consider all potential options and choose the one that is most likely to result in successful delivery, while also providing an acceptable level of reward and value for money. Due to the nature of our business, we have some appetite to make decisions that could potentially expose our organisation to scrutiny, but only when appropriate steps are taken to minimise this exposure. We are receptive to making tough decisions when benefits outweigh the risk, and for this theme we have zero tolerance for taking risks that exposes us to regulatory / legal sanctions.

Social

Risks arising from how we treat our people, our customers, suppliers, and the communities we work in are considered, and they include: Inequality and diversity risks, poor employee relations and working conditions Our disposition is for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward. We take a cautious approach to risky decisions that affect our social responsibility practices. We are willing to make decisions that carry a low degree of inherent risk but tend to stick to the current state of affairs.

Governance

The Group takes a minimal approach towards risks arising from unclear priorities, authorities, accountabilities, and ineffective oversight of decision-making. However, we are willing to consider minimal risk actions which support delivery of our priorities and objectives. Segregation of duties and authority arrangements enable limited risk taking within the business. Organisational controls maximise fraud prevention. The Group has a zero tolerance for fraud and has robust sanctions in place to reduce risk.

Strategy

We are open to taking risks when it comes to strategy. We have guiding principles and rules in place that are receptive to considered risk taking in organisational actions and in the pursuit of our priorities. Our organisational objectives are refreshed to suit the current strategy. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Current Operations

At Doncasters innovation is supported but it must have clear demonstration of benefit. We are open to improvement when looking at management controls and we are open to passing responsibility, rights, and powers for non-critical decisions across the business. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Business Reputation

We take a cautious approach and our appetite for risk taking is limited to those events where there is little chance of any significant repercussion for the organisation. Our preference is for safe options which have the potential for limited reward. We are attentive towards risks that could damage the trust and relations of our stakeholders.



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Legal and Regulatory

We have minimal tolerance for risks surrounding legal or regulatory sanctions. We want to be very sure we would win any challenge presented by the authorities, or other legal events. Our appetite for exposure is small. Our preference is for ultra-safe options that are minimal risk and only have a potential for limited reward.

Property

Our tolerance for risk taking is minimal. We follow strict policies for purchase, rental, disposal, construction, and refurbishment that ensures producing substantial value for money. Our preference is for ultra-safe options in terms of property safety management processes. These actions produce minimal risk and only have potential for limited reward.

Financial

We take minimal risk, and our preference is always for ultra-safe business delivery options when managing finances in accordance with regulatory requirements. We also take this stance when managing assets and liabilities. The Group is only prepared to accept the possibility of limited monetary impact if essential to delivery of Group strategy. Doncasters also has zero tolerance for any financial fraudulent activity, and we have robust sanctions in place to reduce risk.

Commercial

In terms of risks arising from the management of commercial partnerships, supply chains and contractual requirements Doncasters tends to stick to the status quo. We are cautious when seeking commercial innovation and it is avoided unless necessary. Decision making authority is held by senior management and our management system is overseen using leading key indicators. Our preference here is for safe options that have a low degree of risk and have limited potential for reward.

People

We are open to taking risks on our people giving them the best opportunity to develop. We are prepared to invest in our people to create an innovative mix of skills within our environment. Often responsibility for non-critical decisions will be transferred around the business. Doncasters is willing to consider all potential options when making decisions around culture, engagement, and leadership development. Our appetite is to choose the option most likely to result in successful delivery, while also supplying an acceptable level of reward and value for money.

Information Technology and Management

Our information systems and technology developments are considered to enable improved delivery. Agile principles are followed when deciding how we exploit information and data to its full potential. We are open to taking risks and we accept them if operational effectiveness is improved. We are open to the distribution and sharing of operational information if it improves our systems. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also supplying an acceptable level of reward and value for money. The group has zero tolerance for cyber security breaches and takes the ultra-safe option when developing our cyber and data protection strategies.

Security

The prevention of unauthorised or inappropriate access to key systems and assets, platforms, information, and resources is paramount, and our preference is to make ultra-safe decisions, decisions that carry a low degree of inherent risk. We accept some minimal risk, and the loss or damage to property, assets, information is minimised through stringent security measures, including:



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- Adherence to travel restrictions.
- All staff vetting levels are defined by role requirements.
- Controls limiting staff and visitor access to information, assets, and estate.
- Staff personal devices permitted but may not be used for official tasks.

Transformation Projects

Innovation is supported and we are open to making improvements in management control. We are open to transferring responsibility throughout the business for non-critical decisions in these projects. Our transformation plans are aligned with functional standards and our organisational governance. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Health and Safety

The Group has zero appetite for any decisions that would jeopardise the safety of our employees.