



Doncasters Risk Appetite Statement 2024

This statement presents Doncasters 2024 risk appetite, and the guiding boundaries we expect our businesses to conform to when managing risk within our key risk themes.

Environmental

We take a cautious approach when we evaluate risks and make decisions relating to extreme weather conditions and climate change. Due to the nature of our business, we have some appetite for making decisions that could potentially expose our organisation to local scrutiny, but only when all appropriate steps are taken to minimise this exposure. We are receptive to making tough decisions if needed but are vigilant and careful.

For this theme we have no tolerance for taking risks that exposes Doncasters to regulatory / legal sanctions related to mismanagement of water, air and land pollution, use of chemicals, greenhouse gas emissions, light, noise, visual pollution, and other forms of waste disposal. Decision making authority processes and senior management oversight / monitoring arrangements enable cautious risk taking.

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.



DONCASTERS

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.

Legal & 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 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 procedures for purchase, rental, disposal, construction, and refurbishment that ensures we produce substantial value for money. Our preference is for 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 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 take a cautious approach when managing risks relating to culture, inappropriate behaviours and the unavailability of sufficient capacity and recruitment capability. We should seek safe and standard people policies. However, we are prepared to and are open towards investing in our people to create an innovative mix of skills within our environment. Our preference is for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward. Decision-making authority is held by senior management. Doncasters proceed with caution and are consistent when dealing with risks arising from ineffective leadership and engagement, suboptimal and/or non-compliance with relevant employment legislation /HR policies, especially if they result in any negative impact on business performance.



Information Technology & 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:

- 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

Doncasters takes the health and wellbeing of our people very seriously. We want our people to be unharmed when at work and we strive to achieve zero accidents. Doncasters has zero tolerance for non-compliance with H&S laws and regulations in areas the Group operates. We will make every effort to meet regulator expectations and comply with these laws, regulations, and standards. Doncasters proactively engages with its stakeholders in respect to industry-wide issues and regulatory developments.

We endeavour to have robust processes in place. We consider accepting risks associated with the implementation of new models of working, especially where these enhance or improve employee safety. But we exercise caution when doing so.

The Group has zero appetite for making decisions that jeopardises the safety of our employees and any 3rd parties.