



Risk Management Policy

Capita applies a risk-based approach to internal controls. This risk-based approach applies to the overall design of the Capita Internal Control Framework and all of its components. It requires Divisions and Functions to understand the relations between the business environment, objectives, risk and performance, and to establish appropriate risk responses to deal with both routine risks and monitor the effectiveness of risk strategies and controls.

This policy sets out our commitment to risk management and what we expect from our employees to ensure compliance with the Group Risk Management Standard.

Capita is committed to

- Setting the tone from the top and promoting and fostering effective behaviours, attitude, knowledge and understanding
- Proactively identifying and managing risks which could threaten our business model, performance, and objectives
- Ensuring risk management is embedded in all activities and decision-making processes
- Managing risks within the boundaries of Capita's risk appetite
- Provide risk management support, training and guidance across Capita
- Provide independent challenge, guidance and opinion
- Review and monitor risk management effectiveness across Capita and provide a level of assurance

What you should expect from the Risk Team

- Maintain a fit for purpose risk management framework
- Support the Board with maintaining the group risk appetite, and reporting and monitoring of our principal risks

What we expect from you

Embed the Risk Management Policy and the Group Risk Management Standard in your respective business area/s:

- Establish a risk and assurance committee (RAC) or equivalent to provide oversight of risk management activities
- Identify and assess risks that could threaten delivery/achievement of your objectives
- Develop risk response strategies and controls that will manage each risk

- Regularly monitor your risks, review the effectiveness of controls and timely implementation of risk reduction actions
- Develop regular risk reporting. Reporting should provide business leaders with oversight of the status of risks, risk and control management activities and matters requiring escalation

How we will achieve this

- The Executive Team are responsible and accountable for ensuring the requirements of this policy are adhered to and embedded within their respective divisions and functions
- We take non-compliance seriously. Exceptions are reported and managed through our governance mechanisms, which ultimately includes to our Group Audit and Risk Committee

Related policies and standards

- [Information and Cyber Security Policy](#)



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