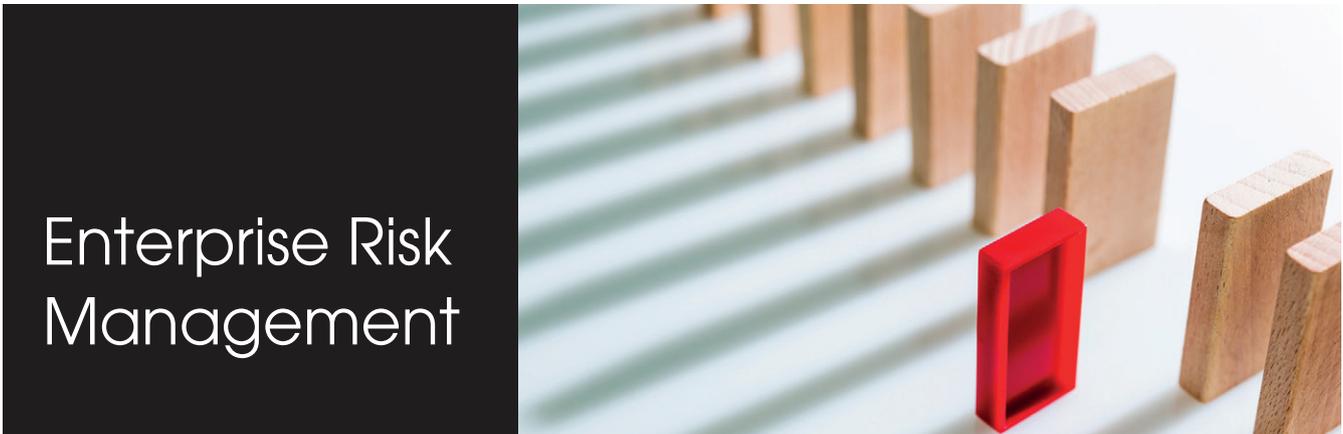


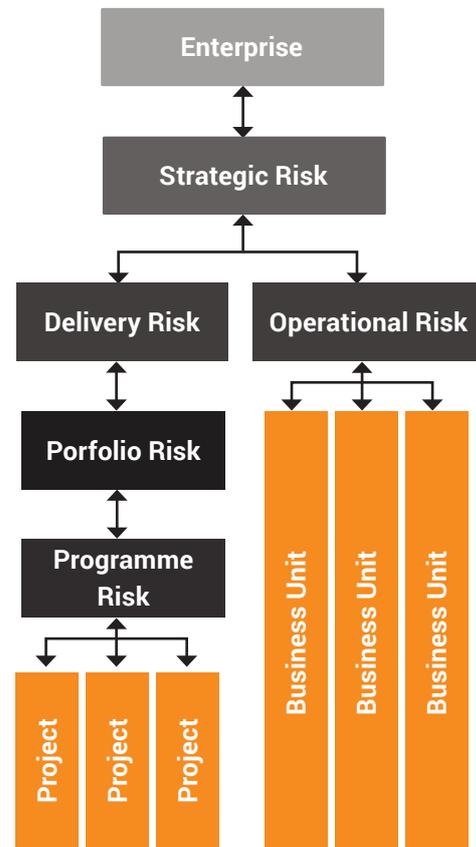
PROGRAMME LIFECYCLE							
STRATEGIC PHASE				DELIVERY PHASE			
INITIATION STAGE	DEFINITION STAGE	ESTABLISHMENT STAGE	MANAGEMENT STAGE	DELIVERY STAGE			CLOSE
PROGRAMME OBJECTIVES	PROGRAMME SCOPING	PROGRAMME PRIORITISATION	PROGRAMME OPTIMISATION	FEASIBILITY	DESIGN	IMPLEMENTATION	CLOSEOUT STAGE
Risk Reporting							



Providing the backbone to enable strategic goals and benefits to be realised by your organisation

**What is Enterprise Risk Management?**

- Enterprise Risk Management is the term used to describe overall Risk Management approach of an organisation, led by the board of directors, to influence strategic direction and set the corporate risk appetite.
- It is designed to highlight threats and opportunities that could impact upon an organisation, or 'Enterprise', as a whole and set out management actions to keep these within appetite.
- Provides assurance for the achievement of organisational benefits and strategic goals.
- Ensures the entire organisation is aligned with the overall risk strategy and appetite.
- Provides a risk framework that looks holistically at how risks across the organisation might interrelate and establishes suitable strategy to address these.
- Enterprise Risk involves managing Strategic, Operational and Delivery Risks in a consistent and interconnected manner.



We're active members of the communities we serve. That's why at Stantec, we always design with community in mind.



## Why do we need Enterprise Risk Management?

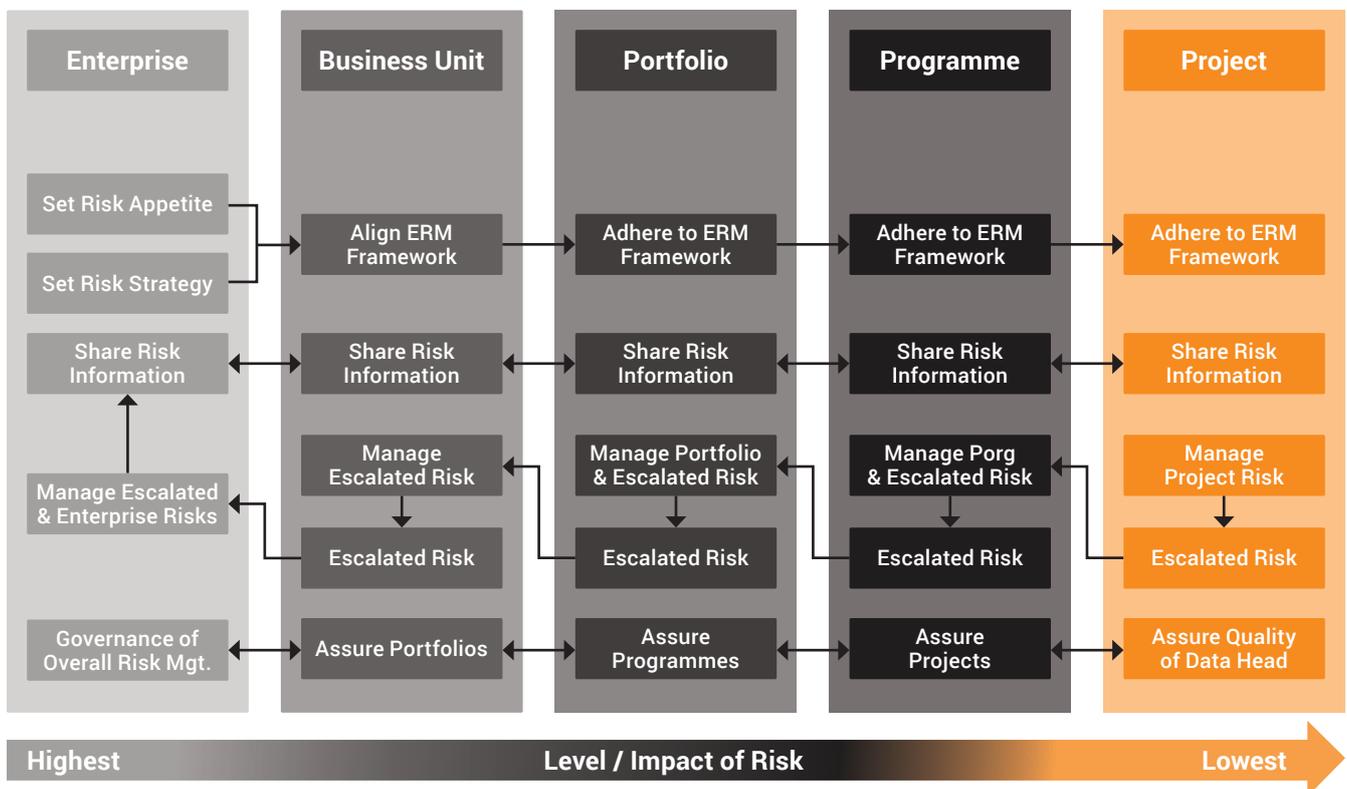
Enterprise risk management (ERM) is an essential part of ensuring the resilience of your organisation. Many large organisations, with multiple business units, departments and disciplines can be susceptible to 'silo thinking' in respect of risk. ERM provides a framework to ensure that aligns the approach of the entire organisation with strategic objectives and allows actions to manage risk at all levels.

As ERM generally deals with the aggregated effect of risks from within the organisation as well as risks so large they can only be managed at a senior level, usually the board of directors, as the effects are felt within the entire business and management would need the strategic direction of the board. By having a robust ERM framework in place assists events being managed with the minimal impact to organisational goals and benefits realisation.

Where new strategy is required, ERM will enable a clear vision of the road ahead and drive key decisions on the desired organisational approach.

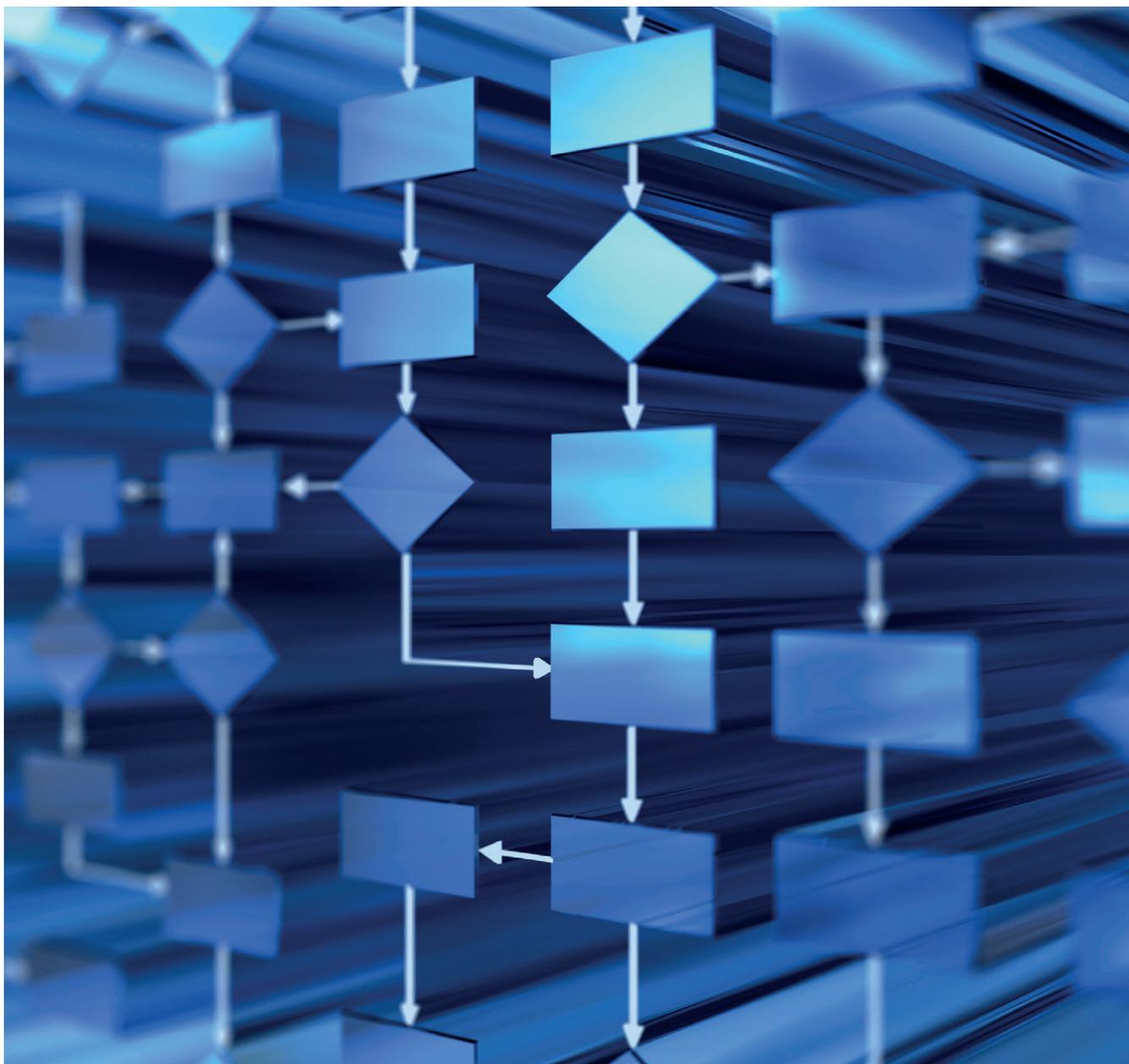
## Enterprise Risk Management Schematic

- ERM framework is led from the top, but works by both sharing and receiving information from within the organisation.
- At the Enterprise level, the most wide ranging / severe risks are managed.
- The overarching approach to risk is set and each step of the hierarchy aligns to this to ensure a consistent approach.
- By ensuring a consistent approach, there is a drastically increased chance of success in achieving organisational goals.



## Implementing ERM

- At Stantec, we appreciate that every organisation is different we will work with you to develop or enhance an ERM framework that is right for your business and objectives.
- Frameworks will be developed in line with the guidance of ERM published by the Committee of Sponsoring Organizations (COSO).
- Stakeholder collaboration to ensure support from the board to implement changes in the approach to risk taken by an organisation.
- Consultation and communication with affected stakeholders to drive successful implementation.
- The ERM framework will be aligned to Organisational objectives.
- ERM will involve system integration as visibility of the right information, at the right time, is key to success.
- Framework will be fully documented and supported by solid recommendations based on best practice.



### **Benefits of Enterprise Risk Management**

- 'Tone from the top' to encourage an agreed Risk approach for entire organisation.
- Allows shared thinking and risk insights to be implemented.
- Avoids the combined impact of many similar risks occurring unmitigated.
- Establishes and organisational wide appetite for risk that is aligned to achieving strategic objectives.
- Aligned to achieve operational requirements.
- Significantly aids corporate governance.
- Allows organisational wide use of industry best practice.
- Enables risk based strategic planning.
- Better informed decision making.
- Investment confidence grows.



## Risk Experts

We recognise all Organisations requirements are different and Stantec has a team of Risk Management professionals with experience (UK and international) in bridging the gaps to stakeholders via risk visualisation and reporting.

### Stantec Experts have :

- Worked on mega-projects like HS2 and Panama Canal Expansion.
- Risk and Programme Management credentials, Risk Transformational projects in Water Utilities Sector using P3M3 framework.
- IRM and MSP Accreditation
- QCRA and QSRA capability.
- A raising the Bar approach with clear understanding of industry best practice.

## Key Benefits

### Stantec will:

- Work with our asset owners to establish a suitable approach for Enterprise I Risk Management.
- Ensure that the framework is in line with the aspiration of the Organisation.
- Take a no-nonsense, back-to-basics approach.
- Enable all stakeholders to understand the process to drive effective decision making.
- Deliver a 'best in class' service that puts our asset owners firmly in control of their future.



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