

# Principal risks and uncertainties

Our business is subject to risks and uncertainties and as such we have a risk management governance framework to identify, evaluate, analyse and mitigate significant risks, including climate-related risks and opportunities (CRROs), to the achievement of our strategy. We have processes that seek to identify risks from both a top-down strategic perspective and a bottom-up local operating company perspective.

## Risk management governance framework

The risk management process within Keller follows industry best practice, incorporating many of the applicable principles of the risk management standard ISO 31000:2018 and ways of working from leading risk management organisations. The adoption of a consistent risk management process within a comprehensive framework can help to ensure that risk is managed effectively, efficiently and coherently across Keller.





**Effective risk management protects and adds value to Keller and its stakeholders and supports Keller's objectives by:**

- providing a framework that enables future risk management activity to take place in a consistent and controlled manner;
- improving decision making, planning and prioritisation by comprehensive and structured understanding of the business activity, volatility and project opportunity/threat;
- contributing to a more efficient use/allocation of capital and resources within the organisation;
- reducing volatility in the non-essential areas of the business;
- protecting and enhancing assets and company image;
- developing and supporting Keller's people and knowledge base; and
- optimising operational efficiency.