

# Principal risks and uncertainties

## Risk management system

The risk management process aims to identify, evaluate and manage potential and actual threats to the Group's ability to achieve its objectives.



For more information, see risk management and internal control section of the corporate governance report on pages 117–119.



#### CEO

Has ultimate responsibility for risk management, ensuring that it is in place and effectively functioning



#### **Board of Directors**

- · Has an oversight role
- Ensures that risk management processes are in place, adequate, effective
- Approves a risk appetite in accordance with the risk management methodology adopted by EVRAZ



#### **Risk Management Group**

Identifies, assesses and monitors Group-wide risks and mitigation actions



#### **Audit Committee**

- Supports the board in monitoring risk exposure against risk appetite
- Reviews the effectiveness of risk management and internal control systems



#### Internal audit

Supports the Audit Committee in reviewing the effectiveness of risk management and internal control systems

#### **TOP-DOWN APPROACH**

Oversight, identification, assessment and management of risks at the corporate level



# **Effective Risk Management**



Identification, assessment and management of risks at regional and site levels and across functions

**BOTTOM-UP APPROACH** 



#### Site levels

- · Identification, assessment and mitigation of risks
- · Promoting risk awareness and safety culture

### **Regional business unit management teams**

- Adopt regional risk appetite
- · Support the Risk Management Group in reviewing and monitoring effectiveness of risk management
- · Identify, assess and manage risks at the regional level
- Monitor risk management process and effectiveness of internal control

