Second line of defence

Appendix 2 - System of internal control

Board of Directors

Sets and monitors delivery of Group strategy, sets Group risk appetite, assesses the Group's principal and emerging risks and approves significant matters reserved to it

Audit Committee

Assists the Board in assessing risk management and reviews the effectiveness of the internal audit function and the external audit process

Internal Audit Function

Audits the effectiveness of the Company's first and second line internal controls through the independent observation and objective assessment of such controls

Group Executive Committee

which monitors the frameworks, policies & procedures and effectiveness of the functions referred to below

Group Risk Management Framework

set the methodology under which Group and Division: identify, assess, manage and monitor existing and emerging risks

Group Policy Compliance Framework

under which corporate policies, such as those on anti-bribery and anti-modern slavery, are created and enforced

Group Safety Policies

set minimum expectations for safety outcomes, such as speeding and driver risk monitoring

Group Standard Operating Procedures

set minimum standards for operations, such as vehicle maintenance and driver rostering

Group Whistleblowing Policy

by which internal and external stakeholders can raise concerns abou wrongdoing

Group Cyber Security Programme and Team

which set cyber security strategy and control and monitor progress agains that strategy and compliance with

Group Environmental Data Reporting Guidelines & Group

which help track delivery of environment strategy and ensure the integrity and consistency of environmental data collection and its

Group Consolidated Financial Reporting & Group Finance Team

which consolidate and review Group financial results

Group Treasury & Tax Functions

which centrally manage Group treasury activities and set Group tax strategy and review tax compliance

Group Legal Reporting & Group General Counsel

which monitor, report and provide

Divisional Executive Committees

which monitor the policies and procedures and the effectiveness of the functions referred to below

Divisional Safety, Operational, Cyber and Environmental Policies and/or Procedures which implement Group policies and/or procedures

Divisional Risk Registers & Management which track divisional risks and develop mitigations

Divisional Budgets & Forecastingwhich set divisional financial expectations
and monitor delivery

Divisional Finance Teams

maintain the financial ledgers and prepare divisional accounts

Divisional Legal Teams

provide legal advice and assistance on divisional legal risks

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