



Risk Management Policy

Risk Owner	Global Director of Finance & Resources
Approver	International Board
Review Date	December 2025

1. Purpose and objectives of policy

This policy:

- Is a formal acknowledgement that the International Board of World Animal Protection ('Board') is committed to maintaining a strong risk management framework. The aim is to ensure that World Animal Protection (the UK charity and group) makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse effects of risks.
- Should be used to support the internal control systems of the charity, enabling the charity to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.

The primary objectives are:

- To confirm and communicate the charity's commitment to risk management.
- To establish a consistent framework and protocol for determining appetite for and tolerance of risk and for managing risk.
- To assign accountability to management and employees for risks within their control and provide a structured process for risk to be considered, reported and acted upon throughout the organisation.

Scope of policy:

- It applies directly to World Animal Protection, all branches and subsidiaries (consolidated group).

- It is acknowledged that the Affiliates will have their own risk management frameworks monitored by their respective independent boards and regulators. However, they are welcome to adopt in part or the whole of this policy. On a regular basis the Country Directors of the Affiliates will be requested to provide self-assurance and details of key risks (see section 3.5 below).

2. Risk policy statement

Both the Board and the Global Leadership Team (GLT) believe that sound risk management is integral to both good management and good governance practice. Risk management should form an integral part of the charity's decision-making and be incorporated within strategic and operational planning.

Risk assessments will be conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.

Any risks or opportunities arising will be identified, analysed and reported at an appropriate level.

A risk register covering key strategic risks will be maintained as a living document and the top strategic risks will be reported at least quarterly to the Board and more frequently where high-impact risks are crystallising and known to be volatile.

More detailed operational risk registers will be maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost/benefit of the exercise.

All employees will be provided with adequate training on risk management and their role and responsibilities in implementing this.

The charity will regularly review and monitor the effectiveness of its risk management framework and update it as considered appropriate.

Reports will be made to the Board and GLT each quarter of continuing and emerging high concern risks and those where priority action is needed to reduce the residual risk.

Any incidents which are considered to pose a significant threat to the charity, financial or otherwise, will be escalated in accordance with the crisis management plan.

3. Assurance

The Board reviews the effectiveness of the charity's approach to risk at least every year.

4. Related policies:

Whistle blowing

Crisis Management

Business Continuity

Safeguarding

END