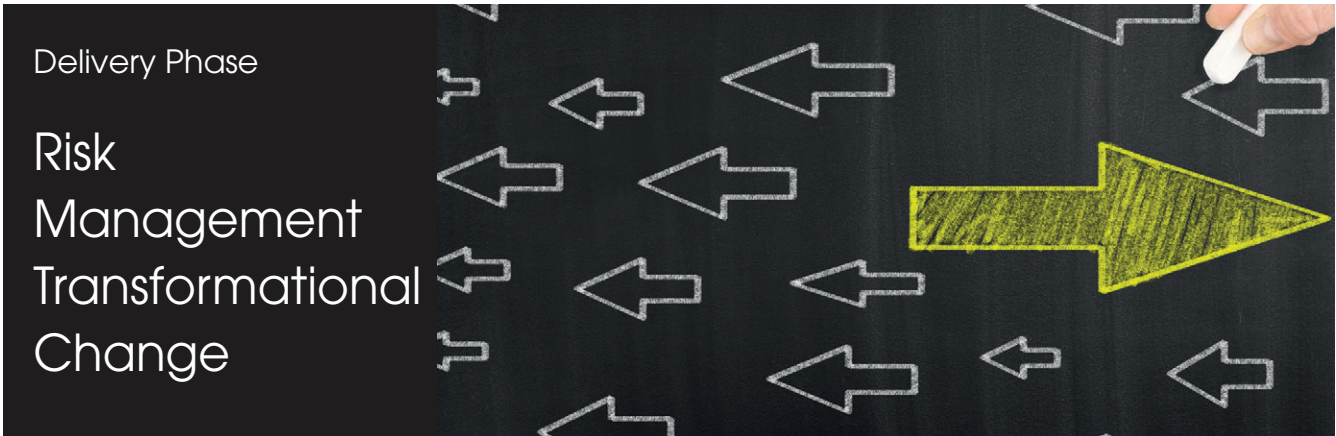


PROGRAMME LIFECYCLE							
STRATEGIC PHASE				DELIVERY PHASE			
INITIATION STAGE	DEFINITION STAGE	ESTABLISHMENT STAGE	MANAGEMENT STAGE	DELIVERY STAGE			CLOSE
PROGRAMME OBJECTIVES	PROGRAMME SCOPING	PROGRAMME PRIORITISATION	PROGRAMME OPTIMISATION	FEASIBILITY	DESIGN	IMPLEMENTATION	CLOSEOUT STAGE
Risk Reporting							



Working with you to build upon existing, or create a step change in, risk management culture, maturity & capability

Risk Transformation

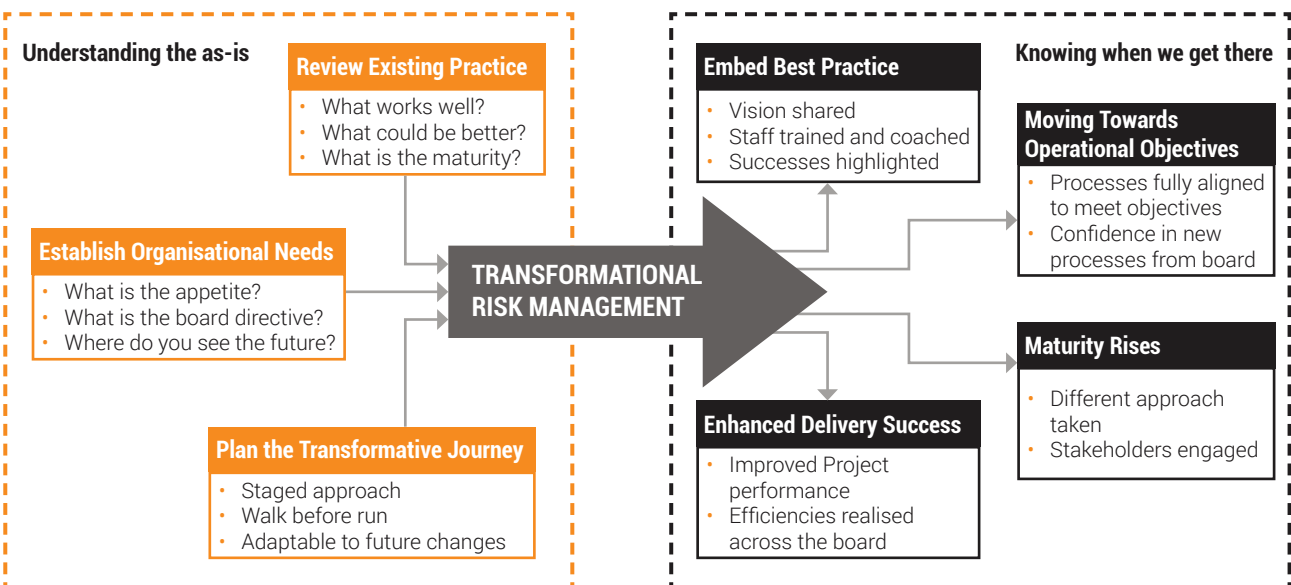
Many organisations have documented / formal risk management processes or procedures. Nevertheless, these can vary from informal ad-hoc activities, through to fully integrated and well documented, audited approaches.

At Stantec we do not believe in a 'one-size-fits-all' model for Asset Owners. Establishing the current level of risk maturity (e.g. P3M3) alongside understanding the Asset Owner aspiration will determine if an intervention / transformational programme approach is required to be undertaken. The framework must add value

and be an integral part of the business culture and this will be in line with MSP to ensure a clear blueprint is developed to achieve Asset Owners desired outcomes.

Our award winning Risk Management Team have extensive experience in this area, and proven experience in deployment highlights that to develop risk management maturity and culture.

By developing a blueprint that delivers in phased tranches, the pace of change can be carefully controlled to ensure successful outcomes and realisation of business benefits.



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



Transformational Change vs Risk Management Improvement

All organisations have different aspirations and Stantec works with the asset owner to understand the step change required and the best approach to deliver the outcomes. One of the common questions to gain understanding starts with: Do you require risk management improvement or transformational change, and what is the difference?

Risk Management Improvement – Raising the Bar

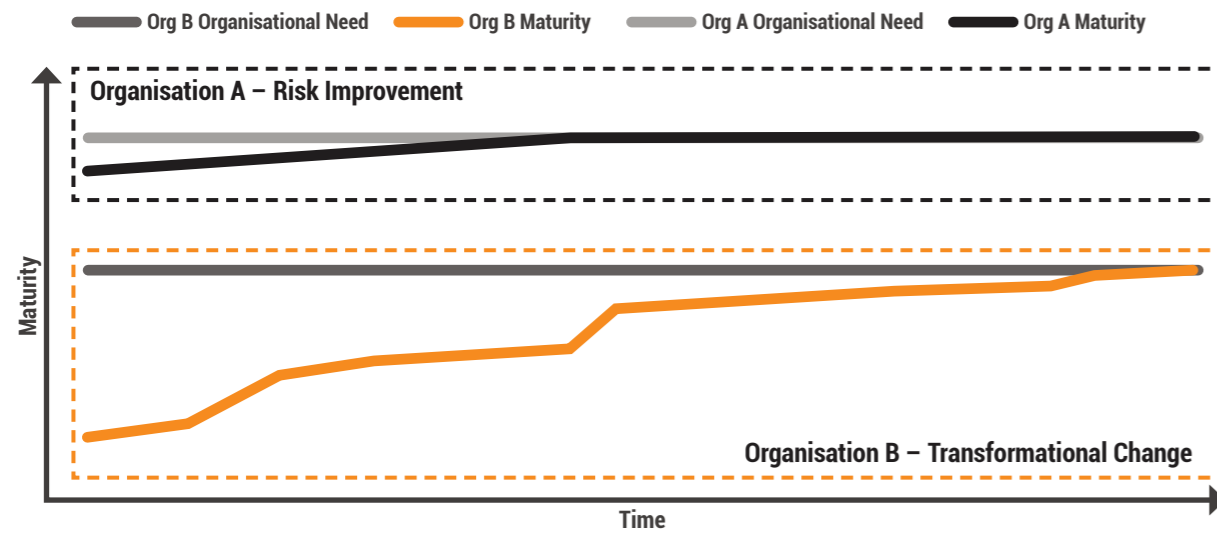
At Stantec we refer to Risk Management Improvement as the 'raising the bar' approach. This is where the asset owner requires only marginal gains or continuous improvement to support the importance of risk management and realise their benefits. This would require

some form of intervention but not wholesale changes within the organisation.

Transformational Risk Management

Transformational risk management is where the asset owner has an aspiration and acceptance for a major change in both the risk management approach and culture within their Organisation. Transformational change is about understanding how to bridge the gap and requires the knowledge and expertise of highly skilled Risk Manager(s) that are able to understand all areas of enterprise risk management and through processes and collaboration, can build risk assurance and processes into business as usual activities.

Transformational Change vs Risk Improvement

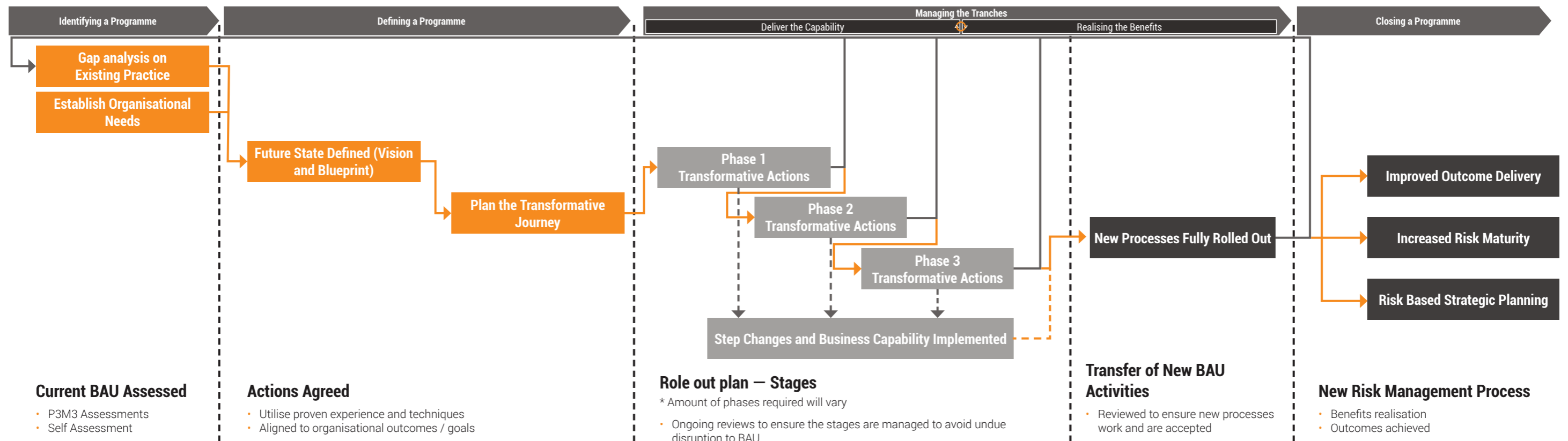


Benefits of Transformational Risk Management

- Achieve your goal – whether it be 'Best in class' within your Industry – leading the way; or step change to align with best practice.
- Increase in risk management competency and maturity.
- Align business objectives and risk appetite.
- Provides a clear vision and blueprint to map the journey from the current to desired state.
- Improved stakeholder management.
- Good risk management enables project, programme and portfolio success.
- Successful delivery of outcomes and improved benefit realisation
- Visibility of risk data that can be interpreted for making decisions – improving confidence for successful delivery.
- Risk mature organisations utilise risk insights to drive efficiency and effective delivery.

Transformational Risk Management Schematic

An overview of the Transformational Risk Management process is detailed below:





Expert Team

Every organisations requirements are different and Stantec has a team of Risk Management experts with vast UK and international experience that are able to support.

Stantec Experts:

- Have worked on mega-projects like HS2, Crossrail and Doha World Cup.
- Successfully implemented risk transformational projects in Water Utilities Sector using P3M3 framework (Scottish Water AMP6).
 - Southern Water AMP7 Transformational Change Programme.
 - United Utilities AMP7 Readiness.
- Are fully qualified and recognised as experts in their field.
- Have Quantitative Risk Analysis (QRA) capability.
- Utilise leadership and collaborative approach with clear understanding of industry best practice.

Key Benefits

Stantec will:

- Work with our clients to establish a suitable approach required.
- Ensure that changes are in line with the aspiration of the organisation.
- Understand the gaps and constraints and develop a plan that will still achieve the goal.
- Enable all stakeholders to understand the process to drive effective decision making.
- Utilise P3M3 maturity assessment capability to establish a risk management baseline.
- Deliver a 'best in class' service that puts our Clients firmly in control of their future.



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