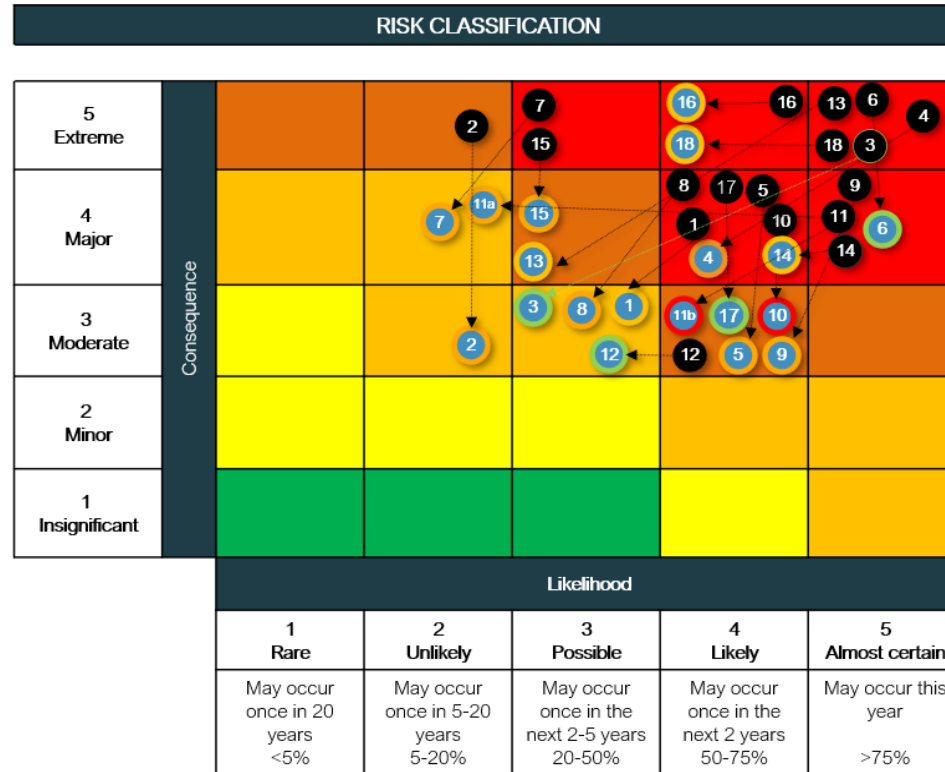


Risk dashboard

#	Key Risks	Risk Appetite	Averse - Neutral - Open	KRI	Trend
1	Safety	Averse	→		↔
2	Procurement	Neutral	→		↔
3	Projects, programmes and portfolio	Neutral	→		↗
4	Funding	Cautious	→		↑
5	Shareholder/stakeholder communications/expectations	Receptive	→		↔
6	Revenue recovery/growth	Cautious	→		↔
7	Regulatory	Averse	→		↔
8	Business continuity	Cautious	→		↔
9	Cybersecurity	Averse	→		↗
10	People	Cautious	→		↗
11	Asset management	Averse Neutral	→		↗
12	Customer experience/ expectation	Cautious	→		↔
13	Information technology	Cautious	→		↗
14	Reputation/ trust & confidence	Cautious	→		↔
15	Climate change response	Averse Cautious Neutral	→		↗
16	Strategy	Cautious	→		↔
17	Operations	Cautious	→		↔
18	Mega and complex projects	Receptive	→		↗



Key:

	Gross Risk
	Net Risk
	Within risk tolerance limits
	Breach of trigger / early warning
	Breach of tolerance limit
	Risk has increased or is increasing significantly and requires explanation and/or action to remediate
	Risk has experienced a moderate level of increase
	Risk has experienced a moderate level of decrease
	Risk has not changed since previous quarter

The Key Risk Indicators (KRIs) are measures that allow AT to understand whether it is operating within the agreed risk appetite for each of our Key Risk Areas.

This dashboard indicates that the organisation is operating outside of risk appetite for

1. People– Employee Net Promotor Score (eNPS) is 2.8 for Q3 FY24 not meeting the target of +10. Percentage of people retention is 86.9% for the 12 months to March 24, meeting target of 83%. However, concern remains for retention and delivery risk following redesign and uncertainties on future changes arising from shared service model.
2. Asset Management - Proportion of Road Assets in acceptable condition (for sealed network) is 78%, exceeding the current target. Current funding for asset maintenance and renewals will see a decline in the condition of critical assets in the medium term, despite an overall increase in budget. Upward trend in the percentage of asset management team staff turnover for the year to Mar 24 of 29% (rolling YTD, excludes internal promotions).

Key Project Risk areas include Open Loop / NTS and CRL integration.

