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Risk committee terms of reference

Introduction

The Risk Committee (the Committee) is constituted as a committee of the board of directors of [insert the name of the company] (the Company). The duties and responsibilities of the members of the Committee are in addition to those as members of the board.

The deliberations of the Committee do not reduce the individual and collective responsibilities of board members in regard to their fiduciary duties and responsibilities, and they must continue to exercise due care and judgement in accordance with their statutory obligations.

These terms of reference are subject to the provisions of the Companies Act, the Company's Memorandum of Incorporation and any other applicable law or regulatory provision.

Purpose of the terms of reference

The purpose of these terms of reference is to set out the Committee's role and responsibilities as well as the requirements for its composition and meeting procedures.

Composition

The Committee comprises at least three directors.

Members of this Committee and its chairman are nominated by the board.

The chairman of the Audit Committee is an *ex officio* member of this Committee.

The members of the Committee as a whole must have sufficient qualifications and experience to fulfil their duties.

Role

The Committee has an independent role, operating as an overseer and a maker of recommendations to the board for its consideration and final approval. The Committee does not assume the functions of management, which remain the responsibility of the executive directors, officers and other members of senior management.

The role of the Committee is to assist the board to ensure that:-

- the Company has implemented an effective policy and plan for risk management that will enhance the Company's ability to achieve its strategic objectives; and
- the disclosure regarding risk is comprehensive, timely, relevant.

Responsibilities

The Committee must perform all the functions as is necessary to fulfil its role as stated afore and including the following:

- i. Oversee the development and annual review of a policy and plan for risk management to recommend for approval to the board.
- ii. Monitor implementation of the policy and plan for risk management taking place by means of risk management systems and processes.
- iii. Make recommendations to the board concerning the levels of tolerance and appetite and monitoring that risks are managed within the levels of tolerance and appetite as approved by the board.
- iv. Oversee that the risk management plan is widely disseminated throughout the company and integrated in the day-to-day activities of the Company.
- v. Ensure that risk management assessments are performed on a continuous basis
- vi. Ensure that frameworks and methodologies are implemented to increase the possibility of anticipating unpredictable risks.
- vii. Ensure that management considers and implements appropriate risk responses
- viii. Ensure that continuous risk monitoring by management takes place
- ix. Liaise closely with the Audit Committee to exchange information relevant to risk.
- x. Express the Committee's formal opinion to the board on the effectiveness of the system and process of risk management.
- xi. Review reporting concerning risk management that is to be included in the integrated report for it being timely, comprehensive and relevant.

Authority

The Committee acts in terms of the delegated authority of the board as recorded in these terms of reference. It has the power to investigate any activity within the scope of its terms of reference.

The Committee, in the fulfilment of its duties, may call upon the chairmen of the other board committees, any of the executive directors, officers or company secretary to provide it with information, subject to following a board approved process.

The Committee has reasonable access to the company's records, facilities and any other resources necessary to discharge its duties and responsibilities.

The Committee may form, and delegate authority to, subcommittees and may delegate authority to one or more designated members of the Committee.

The Committee has the right to obtain independent outside professional advice to assist with the execution of its duties, at company's cost, subject to following a board approved process.

The Committee makes the recommendations to the board that it deems appropriate on any area within the ambit of its terms of reference where action or improvement is required.

Meeting procedures

Frequency

The Committee must hold sufficient scheduled meetings to discharge all its duties as set out in these terms of reference but subject to a minimum of two meetings per year.

Meetings in addition to those scheduled may, with approval of the chairman, be held at the request of the chief executive officer, chief risk officer or other members of senior management or at the instance of the board.

The chairman of the Committee may meet with the chief executive officer, chief risk officer and/or the company secretary prior to a Committee meeting to discuss important issues and agree on the agenda.

Attendance

The chief executive officer, chief risk officer or other members of senior management as may be required, assurance providers and board members may be in attendance at Committee meetings, but by invitation only and they may not vote.

Committee members must attend all scheduled meetings of the Committee, including meetings called on an *ad hoc*-basis for special matters, unless prior apology, with reasons, has been submitted to the chairman or company secretary.

The company secretary is the secretary to this Committee.

If the nominated chairman of the Committee is absent from a meeting, the members present shall elect one of the members present to act as chairman.

Agenda and minutes

The Committee must establish an annual work plan for each year to ensure that all relevant matters are covered by the agendas of the meetings planned for the year.

The annual plan must ensure proper coverage of the matters laid out in these terms of reference: the more critical matters will need to be attended to each year while other matters may be dealt with on a rotation basis over a three-year period. The number, timing and length of meetings, and the agendas are to be determined in accordance with the annual plan.

A detailed agenda, together with supporting documentation, must be circulated, at least one week prior to each meeting to the members of the Committee and other invitees.

Committee members must be fully prepared for Committee meetings, to provide appropriate and constructive input on matters for discussion.

The minutes must be completed as soon as possible after the meeting and circulated to the chairman and members of the Committee for review thereof. The minutes must be formally approved by the Committee at its next scheduled meeting.

Quorum

A representative quorum for meetings is a majority of members present.

Individuals in attendance at Committee meetings by invitation may participate in discussions but do not form part of the quorum for Committee meetings.

Evaluation

The board must perform an evaluation of the effectiveness of the Committee every year.

Approval of these terms of reference

These terms of reference were approved by the chairman of the board and chairman of the Committee on [insert date] and will be due for review on [insert date].