

OUTLIERS RISK MANAGEMENT CENTRE™

Board Risk Charter

The board's overarching risk-oversight mandate

Board of Directors · Access Tier T2 · Flagship Edition 2026

Publication-ready resource for the Outliers Resource Library

1. Purpose

This Charter sets out the board's responsibilities for risk oversight and the framework within which risk is governed across the organisation. It is the apex document of the risk policy hierarchy.

2. The Board's Risk Responsibilities

- Set the tone from the top and own enterprise risk oversight
- Approve the risk management framework and policy
- Approve the risk appetite and material tolerances
- Oversee the top risks and the risk profile vs appetite
- Oversee crisis preparedness and resilience
- Ensure adequate assurance over the risk and control system
- Approve material risk decisions beyond delegated authority
- Review the effectiveness of risk oversight annually

3. Delegation

The board delegates focused oversight to the Risk Committee and (for assurance) the Audit Committee, retaining ultimate accountability. Management is responsible for executing the framework through the three lines of defence.

4. Information & Cadence

Item	Frequency
Enterprise risk report (profile vs appetite, top risks, KRIs)	Quarterly
Risk appetite review	Annually (or on material change)
Emerging-risk and horizon review	Half-yearly
Crisis/resilience readiness	Annually
Risk oversight self-assessment	Annually

5. Authority

The board has authority to obtain any information, commission independent assurance, and require management action necessary to discharge its risk-oversight duties.

6. Review

This Charter is reviewed at least annually and updated for changes in strategy, structure or regulation.

Disclaimer

This toolkit is a professional management resource, not legal, regulatory or audit advice. Calibrate scoring scales, appetite, limits and governance to your organisation, sector and applicable regulation. Sector-specific requirements (e.g. prudential, data-protection, HSE) must be confirmed against current local regulation.