## Group Risk appetite statement

The Group operates within a neutral overall risk range. The Group's lowest risk appetite relates to the public and consumer interests and education/regulation with a higher risk towards its strategic objectives. The Group's highest risk appetite relates to its innovation and commercial objectives.

## **Risk Preference**

	CILEx	Group	Risk Pı				
Corporate body	Risk a	verse	Risk	Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Approved Regulator		L			V	1	
Awarding Body	•	<b>V</b>		I		I	
CILEx Group Services					<b>V</b>	I	
CILEx Law School							<b>T</b>
CILEx Professional		L				<b>Y</b>	
CILEx Regulation	•			1		I	J

gulator Risk Preference					
CILEx Corporate	Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Compliance		I			
BAU delivery		I	7	I	
Public Affairs/Policy		I		I	Ţ
New business opportunities			I	1	<b>Y</b>
dy Risk Preference					
	Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Compliance		I	I		
BAU delivery		<b>T</b>			
Product Development	L	I		V	
New business opportunities	L			T	
	CILEx Corporate Compliance BAU delivery Public Affairs/Policy New business opportunities dy Risk Preference Compliance BAU delivery Product Development	CILEx Corporate Risk averse Compliance BAU delivery Public Affairs/Policy New business opportunities Ay Risk Preference Compliance BAU delivery Product Development L	CILEx Corporate       Risk averse       Risk Limiting         Compliance <ul> <li>I</li> <li>BAU delivery</li> <li>I</li> <li>Public Affairs/Policy</li> <li>New business opportunities</li> <li>I</li> <lii< li=""> <li>I</li> <li>I</li> <li>I<td>CILEx Corporate       Risk averse       Risk Limiting       Risk Neutral         Compliance          <ul> <li>I</li> <li>J</li> <li>Public Affairs/Policy</li> <li>I</li> <lii< li=""> <li>I</li> <li>I<td>CILEx CorporateRisk averseRisk LimitingRisk NeutralRisk AcceptingCompliance111BAU delivery1111Public Affairs/Policy1111New business opportunities1111Image: Risk PreferenceImage: Risk averseImage: Risk LimitingRisk NeutralRisk AcceptingComplianceImage: Risk averseRisk LimitingRisk NeutralRisk AcceptingImage: Risk deliveryImage: Risk Risk delivery<!--</td--></td></li></lii<></ul></td></li></lii<></ul>	CILEx Corporate       Risk averse       Risk Limiting       Risk Neutral         Compliance <ul> <li>I</li> <li>J</li> <li>Public Affairs/Policy</li> <li>I</li> <lii< li=""> <li>I</li> <li>I<td>CILEx CorporateRisk averseRisk LimitingRisk NeutralRisk AcceptingCompliance111BAU delivery1111Public Affairs/Policy1111New business opportunities1111Image: Risk PreferenceImage: Risk averseImage: Risk LimitingRisk NeutralRisk AcceptingComplianceImage: Risk averseRisk LimitingRisk NeutralRisk AcceptingImage: Risk deliveryImage: Risk Risk delivery<!--</td--></td></li></lii<></ul>	CILEx CorporateRisk averseRisk LimitingRisk NeutralRisk AcceptingCompliance111BAU delivery1111Public Affairs/Policy1111New business opportunities1111Image: Risk PreferenceImage: Risk averseImage: Risk LimitingRisk NeutralRisk AcceptingComplianceImage: Risk averseRisk LimitingRisk NeutralRisk AcceptingImage: Risk deliveryImage: Risk Risk delivery </td

CILEx Group Service	es Risk Preference					
		Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Situational context	Compliance		I		I	
	BAU delivery	L	I	7		
	Product Development		1	1	•	
	New business opportunities		I	I		<b>Y</b>
CILEx Law School R	isk Preference					
		Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Situational context	Compliance	¥	I	I	I	
	BAU delivery	L		7		
	Product Development		I			
	New business opportunities				I	Ţ

CILEx Professional I	Risk Preference					
		Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Situational context	Compliance		I	I	I	
	BAU delivery	L	1	7		
	Public Affairs/Policy	L	1			
	Product Development	L	I	I	▼	
	New business opportunities		I		I	Ţ
CILEx Regulation Ri	sk Preference					
		Risk averse	Risk Limiting	Risk Neutral	Risk Accepting	Risk Seeking
Situational context	Compliance	<b>T</b>	I			
	BAU delivery	L	7		I	
	Product Development				•	
	Consumer Policy		<b>V</b>			
	New business opportunities				I	Ţ