



# Heatmap Report

Atlantis Group

Camms.

Print Date: 12-Jul-2023

HEATMAP

Likelihood



Consequence

Additional overflowing risks denoted by the (+) icon:

Catastrophic x Almost Certain	WHS5, WHS3
Moderate x Possible	PR23, PR23, PR23, PR25, PR25, SR2, SR19, SR20, WHS2, PR8

## RISK SUMMARY

### ESG Risk

No.	Risk Title	Inherent	Residual	Target	Trend
1	ESG1 - Improper waste management leading to compliance breach	Extreme			↔
	Risk Comment: -				
2	ESG2 - Dangerous working conditions that violate staff human rights	Extreme	Low	Low	↔
	Risk Comment: -				
3	ESG3 - Failure to accurately disclose ESG information	Extreme			↔
	Risk Comment: -				
4	ESG4 - A change in social normalities that affects investors outlook on our organisation	High		Low	↔
	Risk Comment: -				
5	ESG5 - A lack of diversity in the workplace due to non-sociable workplace environment	Extreme		Low	↔
	Risk Comment: -				
6	ESG6 - Improper water management	Extreme		Low	↔
	Risk Comment: -				
7	ESG7 - Inadequate output of renewable energy to replace quota	High		Low	↔
	Risk Comment: -				
8	ESG8 - test_natasha	High			
	Risk Comment: -				

### IT Risk

No.	Risk Title	Inherent	Residual	Target	Trend
9	IT1 - Data Center services outage for more than 24 hours	High	Low		↔

No.	Risk Title	Inherent	Residual	Target	Trend
	<b>Risk Comment:</b> Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.				
10	IT2 - Unauthorised access of data stored in our internal systems	Extreme		Low	↔
	<b>Risk Comment:</b> It is suggested that the nature of this risk does not lend itself to simple quantitative measurement and that management performance is better made by means of the manager's qualitative judgement.				
11	IT3 - Critical Infrastructure Failures	High	Low		↔
	<b>Risk Comment:</b> Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.				
12	IT4 - Damage to the equipment may happen due to unauthorized access to the IT operations room/DC	Extreme	Low	Low	↔
	<b>Risk Comment:</b> Significant change has happened to the risk.				
13	IT5 - Failure to comply with corporate IT policies and controls	High	Low	Low	↔
	<b>Risk Comment:</b> -				
14	IT6 - Failure to appropriately implement business continuity program/policy	High		Low	↔
	<b>Risk Comment:</b> -				

## Operational Risk

No.	Risk Title	Inherent	Residual	Target	Trend
15	OR1 - Inadequate staff training leads to poor service provision	Extreme	Low	Moderate	↔
	<b>Risk Comment:</b> 50% of mandatory training not completed as reported by the autogenerated Cornerstone report. Incident recorded and viewable in the linkage section for further details. Docs uploaded for further review into this. This has highlighted that one of the controls has failed and we need address why and understand next steps to either considering another control method or strengthening current control.				
16	OR2 - Failure to deliver the objectives of the organizations plan	Extreme	Low	Low	↔
	<b>Risk Comment:</b> Efficient document control processes have been introduced with actions put in place to reduce risk.				
17	OR3 - Poor internal and external communications	High	Low	Low	↔
	<b>Risk Comment:</b> Control and action progress due for review next quarter.				

No.	Risk Title	Inherent	Residual	Target	Trend
18	OR4 - Poor management of projects and contracts	High	Low		↔
<p><b>Risk Comment:</b> There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices.</p> <p>There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.</p>					
19	OR5 - Currency fluctuations for parts procurement may result in higher costs and therefore erode margin	Extreme	Low	Low	↔
<b>Risk Comment:</b> Currency fluctuations is not something the company has control over, but the team has implemented effective actions and controls to overcome problem.					
20	OR6 - Failure to secure and manage financial data	Extreme		Low	↔
<b>Risk Comment:</b> Controls and Actions implemented are having a significant impact on a positive direction.					
21	OR8 - Failure to appropriately implement business continuity program/policy	High	Low		↔
<b>Risk Comment:</b> Controls and actions put in place and monitored to implement continuity plan and program.					
22	OR9 - Compliance breach resulting in high reputational damage	High	Low	Low	↑
<b>Risk Comment:</b> Progress on track to mitigate risk with quarterly reviews.					
23	OR13 - test	Extreme			
<b>Risk Comment:</b> -					

## Project Risk

No.	Risk Title	Inherent	Residual	Target	Trend
27	PR1 - Inadequate debtor management	Extreme		Low	↔
<b>Risk Comment:</b> The risk is towards a yellow (Monitor) Stage. But expecting it to move into greener stage.					

No.	Risk Title	Inherent	Residual	Target	Trend
26	PR1 - Low Product quality and safety from the third party vendors	High	Low	Low	↔
	<b>Risk Comment:</b> There were two acquisitions last year that have since yielded positive to the company. This may attest to the effectiveness of controls but is not a significant enough sample size to be sure. Staff perceptions of these acquisitions is positive - staff understand the value of acquisitions despite effect of their work and largely confirmed that internal communications were sufficient.				
24	PR1 - Branch Staff exposed to other types of hospital claims other than public hospital claims	High			↔
	<b>Risk Comment:</b> -				
25	PR-1 - Scope Creep	Moderate	Low	Moderate	↔
	<b>Risk Comment:</b> -				
28	PR2 - Inappropriate overriding of assessing messages	High	Low		↔
	<b>Risk Comment:</b> -				
31	PR3 - Incorrect Assessment of Claims	High			↔
	<b>Risk Comment:</b> -				
29	PR-3 - Users don't adopt the system	Extreme			↔
	<b>Risk Comment:</b> -				
30	PR-3 - Timeline slippage	High	Moderate		↔
	<b>Risk Comment:</b> -				
32	PR5 - Estimates are inaccurate	High		Low	↔
	<b>Risk Comment:</b> Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.				
33	PR6 - Incorrect Payment of Claims	High			↔
	<b>Risk Comment:</b> -				
34	PR7 - Staff leaving during implementation	Extreme	Low	Low	↔
	<b>Risk Comment:</b> -				
35	PR8 - Budget Constraints	Extreme	Low		↔
	<b>Risk Comment:</b> -				

No.	Risk Title	Inherent	Residual	Target	Trend
36	PR23 - Executive turnover disrupts project	Extreme	Moderate	Low	↔
	<b>Risk Comment:</b> -				
37	PR23 - Executive turnover disrupts project	Extreme	Low	Low	↔
	<b>Risk Comment:</b> The risk is towards a yellow (Monitor) Stage. But expecting it to move into greener stage.				
39	PR25 - Project team misunderstand requirements	High			↔
	<b>Risk Comment:</b> Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.				
38	PR25 - Project team misunderstand requirements	High	Low	Low	↔
	<b>Risk Comment:</b> -				

## Strategic Risk

No.	Risk Title	Inherent	Residual	Target	Trend
40	SR1 - Failure to reduce direct greenhouse gas emissions test	Extreme	Low	Moderate	↑
	<b>Risk Comment:</b> Addressing climate change is a major focus of the CEO and the Board. Organisation set its current emissions reduction target in 2019, to deliver a 7% reduction in our greenhouse gas emissions by 2024. In 2020, a 2.3% reduction was achieved.				
41	SR2 - Change in Industry conditions leads to financial loss copy test	Extreme	Low	Low	↔
	<b>Risk Comment:</b> Controls put in place to monitor industry conditions to prevent any unplanned loss.				
42	SR3 - Efficiency caused by procedural flexibility	Extreme	Moderate	Low	↔
	<b>Risk Comment:</b> Implementation of our latest control has significantly reduced the chances of occurrence in the future as it may take a certain time to become very effective.  Though there is no improvement currently showcased in the risk rating, due to the new controls in place, we are confident that by the end of the year the risk rating will be much lower.				
43	SR4 - Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Moderate	Low	Low	↑
	<b>Risk Comment:</b> New negotiation strategies are in place to further increase the chances of the organization to impress the interested parties, such as to ensure that no miscommunications or no data is left out during translations. Also to make sure that the negotiation terms are fair and has a positive outcome on all the involved parties. We have also improved our communication and transparency to ensure that the related parties will receive all the required information clearly.				

No.	Risk Title	Inherent	Residual	Target	Trend
44	SR5 - Reduced transaction costs due to harmonious working practices	High	Low	Low	↑
	<b>Risk Comment:</b> The team is looking on managing the master plan outcomes.				
45	SR6 - Intellectual Property Theft	Extreme	Low	Low	↔
	<b>Risk Comment:</b> There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices. There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.				
46	SR7 - Insider Trading	Extreme	Low	Low	↔
	<b>Risk Comment:</b> There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough with regards to the insider trading. Effort will be made next quarter to address these.				
47	SR8 - Failure to adapt to a changing environment or keep up with competitors	Extreme	Low	Low	↑
	<b>Risk Comment:</b> There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices. There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.				
48	SR12 - test	High			
	<b>Risk Comment:</b> -				
49	SR19 - Test Copy RecordLoss	High			
	<b>Risk Comment:</b> -				
50	SR20 - Test Copy RecordLoss	High			
	<b>Risk Comment:</b> -				
51	SR21 - Test Recod Loss Event Copy	High			
	<b>Risk Comment:</b> -				



No.	Risk Title	Inherent	Residual	Target	Trend
52	SR22 - Test Recod Loss Event Copy	High			
	Risk Comment: -				

### WHS Risk

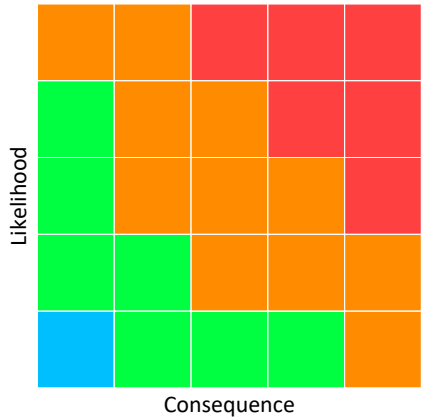
No.	Risk Title	Inherent	Residual	Target	Trend
53	WHS1 - Serious staff injury event leading to permanent injury	Extreme		Low	↔
	Risk Comment: -				
54	WHS2 - Poorly maintained workplace	High			↔
	Risk Comment: -				
55	WHS3 - Exposure to sharp objects (e.g. knives, scissors, syringes, broken glass etc.)	Extreme			↔
	Risk Comment: -				
56	WHS4 - Fall from heights	Extreme			↔
	Risk Comment: -				
57	WHS5 - Work related Bullying such as abusive, insulting or offensive language or comments	Extreme			↔
	Risk Comment: -				
58	WHS6 - Absconding and inappropriate behaviour	Extreme	Low		↔
	Risk Comment: -				

RISK OVERVIEW

ESG Risk

ESG1	Improper waste management leading to compliance breach			
Risk Categories: Environmental		Risk Owner: Andrew James	Last Reviewed Date:	Next Review Date: 04/06/23

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

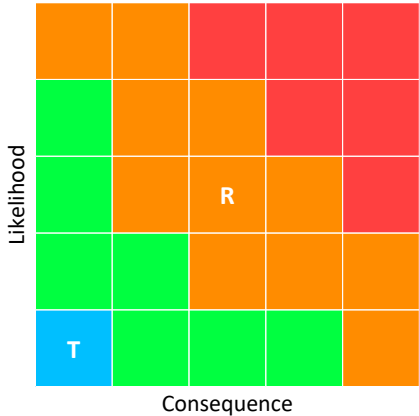
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Fair – Controls Require Improvement
T	N/A

ESG2	Dangerous working conditions that violate staff human rights				
Risk Categories: People / WHS		Risk Owner: Andrea West		Last Reviewed Date:	Next Review Date: 03/27/24

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

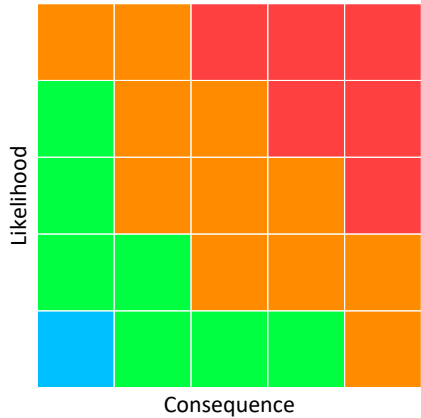
Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			



ESG3	Failure to accurately disclose ESG information			
Risk Categories: Business Continuity		Risk Owner: David Murray	Last Reviewed Date:	Next Review Date: 08/27/23

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

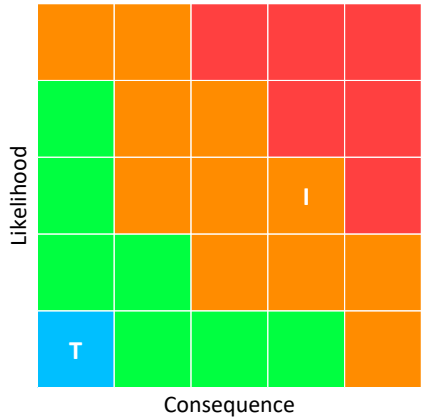
Custom Rich Text Field 04: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

ESG4	A change in social normalities that affects investors outlook on our organisation			
Risk Categories: Brand		Risk Owner: Andrea West	Last Reviewed Date:	Next Review Date: 05/27/24

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

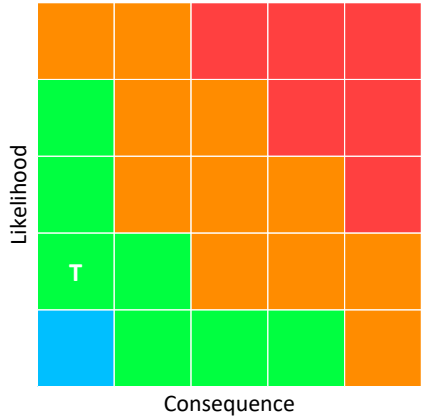
Custom Rich Text Field 04: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

ESG5	A lack of diversity in the workplace due to non-sociable workplace environment			
Risk Categories: People / WHS		Risk Owner: David Murray	Last Reviewed Date:	Next Review Date: 03/27/24

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

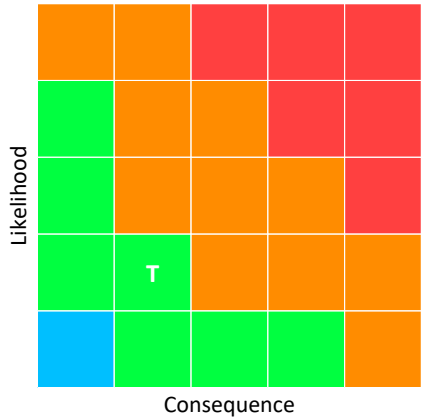
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

ESG6Improper water management			
Risk Categories: Brand		Risk Owner: Andrea West	Next Review Date: 06/27/23
		Last Reviewed Date:	

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

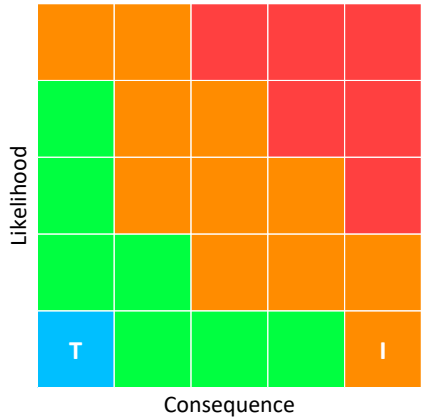
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

ESG7	Inadequate output of renewable energy to replace quota			
Risk Categories: Environmental		Risk Owner: David Murray	Last Reviewed Date:	Next Review Date: 05/27/24

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

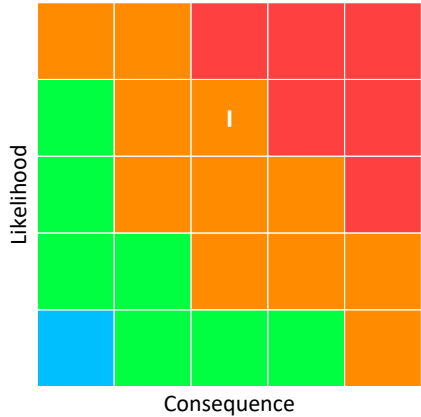
Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			



ESG8	test_natasha				
Risk Categories: Business Continuity		Risk Owner: BATest		Last Reviewed Date:	Next Review Date:

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

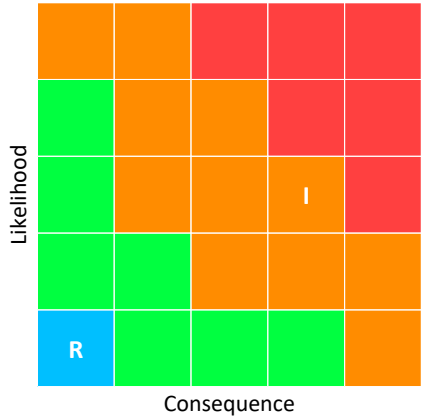
- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

IT Risk

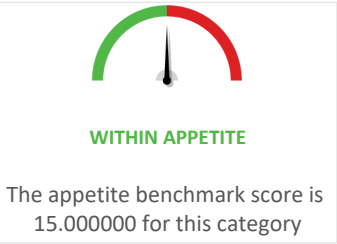
IT1	Data Center services outage for more than 24 hours			
Risk Categories: Business Continuity		Risk Owner: Riccardo Melton	Last Reviewed Date: 05/09/22	Next Review Date: 07/29/22

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A



**Risk Owner Comments:** Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.








**Management Comments:** Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.

**Residual Risk Treatment:** Treat the Risk

Residual Controls

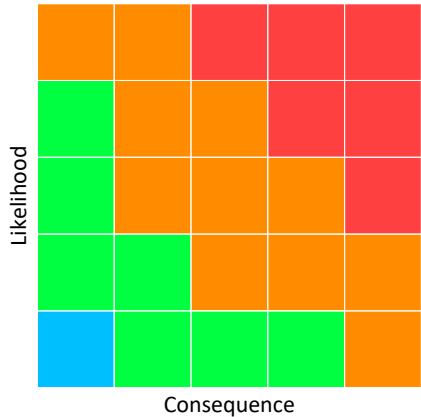
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	 Extreme	 Moderate	 Low	

IT2	Unauthorised access of data stored in our internal systems				
Risk Categories: Provision of Service / Performance, Service Delivery		Risk Owner: Jack Watts	Risk Secondary Owner: Elizabeth McMahon	Last Reviewed Date: 05/09/22	Next Review Date: 09/28/23
Organisation > Corporate Strategy					

Individual Heatmap



Causes

- Insufficient IT security management
- PCs still provide local admin access
- Providing the flexibility to work-from-home

Consequences

- Disruption to business operations
- Hardware Impacts
- Impact to Brand Image
- Penalty payments and legal liabilities

**Risk Owner Comments:** It is suggested that the nature of this risk does not lend itself to simple quantitative measurement and that management performance is better made by means of the manager's qualitative judgement.

**Management Comments:** Acceptable level of adequacy of Risk mitigation and Controls.

**Residual Risk Treatment:** Avoid the Risk

Residual Controls





Control Title	Control Owner	Control Owner Rating	Next Review Date
Ongoing implementation of restricted user access practices, limited to specific functions of a given role	Elizabeth McMahon	Fully Effective	05/31/22
Employment of third party security vendor, to monitor systems 24/7	Joe Smith	Substantially Effective	05/26/20

Residual Solutions





Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Develop and Implement policies to address the risk of people bringing personal devices to work.	Madeline Jones	In Progress	60	05/11/20	N/A	<div><div></div><div></div><div></div><div></div><div></div></div> RED
<b>Progress Comments:</b> Policy documents have completed the final stages of development and have been submitted for approval						
Encryption to be installed on all company laptops, mobile devices and removable media	Joe Smith	In Progress	78	N/A	N/A	<div><div></div><div></div><div></div><div></div><div></div></div> N/A
<b>Progress Comments:</b> Encryptions have been installed on most of the company devices						
Encryption to be installed on all company laptops, mobile devices and removable media	Elizabeth McMahon	In Progress	75	10/17/20	N/A	<div><div></div><div></div><div></div><div></div><div></div></div> RED
<b>Progress Comments:</b> Installation have been conducted across all the devices within the organization, few remaining devices to be checked on.						

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment





Effectiveness of control	
I	N/A
R	Good – Controls Working Effectively
T	N/A

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Establish procedures for the management and operation of all information processing resources in the control systems domain	Joe Smith	In Progress	55	05/27/23	N/A	 N/A
<b>Progress Comments:</b> Currently on-hold due to other high priority tasks						
Implement and enforce a policy prohibiting employees from keeping working papers, passwords or any sensitive documents in view while they are away from their desks	Andrea West	In Progress	67	07/31/21	N/A	 RED
<b>Progress Comments:</b> Assessment submitted to the executive team						
Implement restriction to the USB Ports	Joe Smith	In Progress	35	N/A	N/A	 N/A
<b>Progress Comments:</b> The USB port restriction implementation process is still pending for board approvals						
Train employees on the various techniques used by fraudsters, such as “phishing” and “smishing” and to never open attachments or download anything from an unknown source.	Andrea West	Completed	100	05/24/20	N/A	 GREEN
<b>Progress Comments:</b> Framework established, awaiting board approval						













#### KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of returning IT issues	#	Joe Smith	3.00	2 0.00	 GREEN
# of cyber attacks	#	Joe Smith	1 3.00	2 0.00	 GREEN
# of Critical IT system related issues	#	Joe Smith	2 4.00	10 0.00	 GREEN
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	 GREEN

#### Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
OR9	Compliance breach resulting in high reputational damage	David Murray	02/28/26	 High	 Low	 Low	

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	 Extreme	 Moderate	 Low	
SR6	Intellectual Property Theft	Elizabeth McMahon	06/22/23	 Extreme	 Low	 Low	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	

IT3

Critical Infrastructure Failures

Risk Categories: Financial (Revenue & Costs)

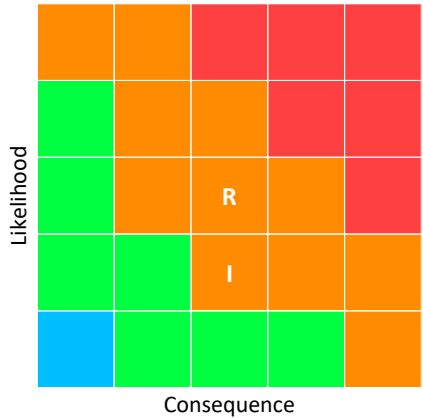
Risk Owner: Elizabeth McMahon

Last Reviewed Date: 05/09/22

Next Review Date: 10/28/22

Organisation > Operations and IT

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category

**Risk Owner Comments:** Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.

**Management Comments:** Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required.

**Residual Risk Treatment:** Treat the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR1	Failure to reduce direct greenhouse gas emissions test	ba_history	04/27/43	Extreme	Low	Low	

**Individual Heatmap**

Consequence

**Causes**

- Lack of controls that reach the legal and regulatory standards

**Risk Owner Comments:** Significant change has happened to the risk.

**Management Comments:** happy about the recent procedures placed.

**Residual Risk Treatment:** Accept the Risk

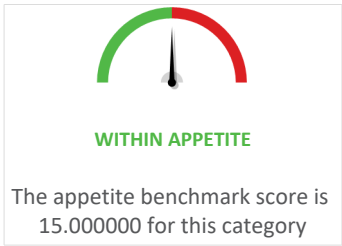
**Residual Controls**

Control Title	Control Owner	Control Owner Rating	Next Review Date
Proper knowledge on handling the legal and regulatory compliance.	Susan Wright	Partially Effective	01/09/20
LexisNexis Database	Joe Smith	Substantially Effective	06/07/19

<b>I</b>	Inherent Risk Assessment
<b>R</b>	Residual Risk Assessment
<b>T</b>	Target Risk Assessment

<b>Effectiveness of control</b>	
<b>I</b>	N/A
<b>R</b>	N/A
<b>T</b>	N/A



<b>I</b>	Inherent Risk Assessment
<b>R</b>	Residual Risk Assessment
<b>T</b>	Target Risk Assessment

Effectiveness of control	
<b>I</b>	N/A
<b>R</b>	N/A
<b>T</b>	N/A



WITHIN APPETITE

The appetite benchmark score is

Residual Solutions						
Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Implementation of a Compliance management system	Jack Watts	In Progress	51	02/29/20	N/A	 RED
Progress Comments: -						

Risks							
Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	 Extreme	 Moderate	 Low	

IT5

Failure to comply with corporate IT policies and controls

Risk Categories: Business Continuity

Risk Owner: Andrea West

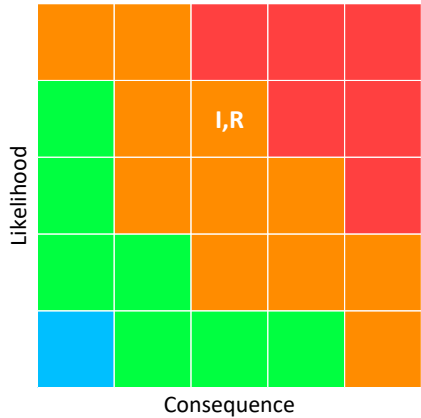
Risk Secondary Owner: Joe Smith

Last Reviewed Date: 05/09/22

Next Review Date: 10/21/23

Organisation > Legal & General

Individual Heatmap



Causes

- Failure to comply with corporate IT policies and controls
- Reduced enterprise IT support

Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Monitor and Control duplicative systems, licensing, and support issues.	Andrew James	N/A	05/04/20

Consequences

- Multiple “shadow IT” organizations within enterprises, Shadow groups tend to not follow established control procedures
- Regulatory violations

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Engage with an expert consultant for guidance.	Elizabeth McMahon	In Progress	64	08/14/21	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: First consultant report received						

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR6	Intellectual Property Theft	Elizabeth McMahon	06/22/23	<div><div></div></div> Extreme	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>

I Inherent Risk Assessment

R Residual Risk Assessment

T Target Risk Assessment

Effectiveness of control

I	N/A
R	N/A
T	N/A

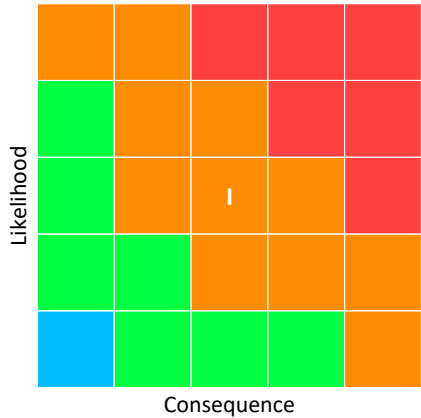
WITHIN APPETITE

The appetite benchmark score is 15.000000 for this category



IT6	Failure to appropriately implement business continuity program/policy			
Risk Categories: Business Continuity		Risk Owner: Madeline Jones	Last Reviewed Date: 05/09/22	Next Review Date: 10/29/22
Organisation > Sales				

Individual Heatmap



Causes

- Insufficient IT security management
- Reduced enterprise IT support
- Weak project management oversight

Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Insufficient resources available to perform work	Andrea West	Partially Effective	01/03/20

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Build controls into projects	Madeline Jones	In Progress	10	08/14/21	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Aggregated Residual	Link Type
SR4	Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Andrea West	09/08/25	<div>Moderate</div>	<div>Low</div>	<div>Low</div>	<div></div>

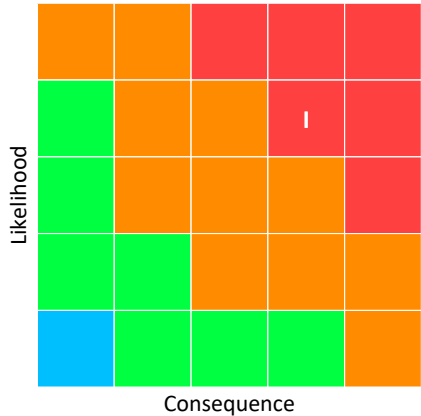
I	Inherent Risk Assessment
R	Residual Risk Assessment
T	Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Operational Risk

OR1	Inadequate staff training leads to poor service provision				
Risk Categories: People / WHS - Resource Allocation, Provision of Service / Performance, Service Delivery		Risk Owner: Joe Smith		Last Reviewed Date: 11/24/22	Next Review Date: 03/06/28
Organisation > Corporate Strategy > Human Resources					

Individual Heatmap



Causes

- Inadequate staff carrying out training
- Lack of training resources available
- Outdated training software and courses
- Poor overall Staff onboarding/training

Consequences

- Account/Client temperatures drop from green to amber and maybe red due to accumulation in poor service delivery
- Drop in customer satisfaction rates in support
- Financial loss due to poorer operational success
- Loss of investor confidence
- Poor service delivery
- Underperforming workforce leading to lack of productivity and poor work culture

**Risk Owner Comments:** 50% of mandatory training not completed as reported by the autogenerated Cornerstone report. Incident recorded and viewable in the linkage section for further details. Docs uploaded for further review into this. This has highlighted that one of the controls has failed and we need address why and understand next steps to either considering another control method or strengthening current control.

**Management Comments:** Reports reviewed. Meetings will be set up with HR and Support to raise this conversation and ensure that the control is strengthened or diligently upheld. Will be following up with relevant parties to ensure mandatory training is completed as soon as possible to address this risk appropriately.

**Residual Risk Treatment:** Treat the Risk,Share the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Update training resources both physical and virtual	Andrea West	Substantially Effective	12/22/22
Audit current work practice procedures and outputs	Joe Smith	Partially Effective	12/22/22
Weekly team touchpoints to review work completed	Joe Smith	Substantially Effective	12/22/22
Refresher Course for each department	Susan Wright	Partially Effective	12/22/22
90% pass rate in Service Delivery Test	Elizabeth McMahon	Substantially Effective	12/22/22
Ensuring 100% of staff completed training	Shannon Roma	Substantially Effective	12/22/22
Average customer satisfaction in customer support call feedbacks should not fall below 95%	Elizabeth McMahon	Partially Effective	11/29/22
Induction training on customer relationship	Madeline Jones	Partially Effective	10/28/20

I Inherent Risk Assessment

R Residual Risk Assessment

T Target Risk Assessment

	Effectiveness of control
I	N/A
R	Fair – Controls Require Improvement
T	N/A







WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category




### Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Additional staff training on minimising errors	Andrew James	Fully Effective	08/09/22

### Residual Solutions

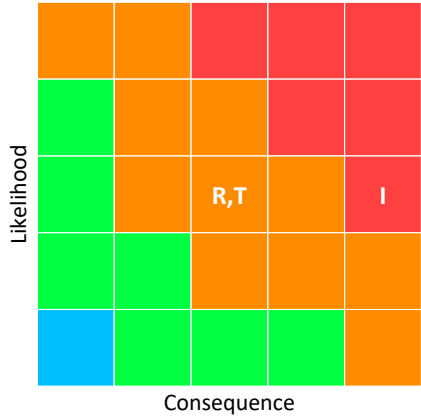
Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Implement mandatory refresher course for each service delivery department	Susan Wright	In Progress	50	11/18/22	N/A	 RED
<b>Progress Comments: -</b>						
Record weak points and area with little knowledge base	Elizabeth McMahon	In Progress	75	11/18/22	N/A	 RED
<b>Progress Comments: -</b>						
Record who has not completed training and follow up with those individual to complete their mandatory training	Elizabeth McMahon	In Progress	10	12/22/22	N/A	 RED
<b>Progress Comments: -</b>						
Re-examine and carry out further specialised training for failed candidates	Andrea West	Not Started	0	12/22/22	N/A	 N/A
<b>Progress Comments: -</b>						
Review completed tasks meet the business criteria and policies	Joe Smith	Ongoing	10	11/22/23	N/A	 N/A
<b>Progress Comments: -</b>						
Update Service Delivery Training programme	Elizabeth McMahon	In Progress	87	11/18/22	N/A	 RED
<b>Progress Comments: -</b>						

### Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
PR4	Failure in brand perception and value	Andrew James	11/19/21	 High	N/A	 Low	N/A	

OR2	Failure to deliver the objectives of the organizations plan			
Risk Categories: Brand - Public Relations, People / WHS		Risk Owner: Joe Smith	Last Reviewed Date: 01/19/22	Next Review Date: 05/26/23
Organisation > Legal & General				
Organisation > Operations and IT				
Organisation > Sales > USA				

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Aggregated Rating	
I	High`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Causes

- Insufficient financial due diligence on target company

Risk Owner Comments: Efficient document control processes have been introduced with actions put in place to reduce risk.

Management Comments: Risk actions and controls on track.

Residual Risk Treatment: Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Business improvement plan developed and reviewed annually for each Department.	Andrea West	Fully Effective	12/29/22
Distribution of responsibilities for management of workload	Elizabeth McMahon	Partially Effective	07/14/22
Restrict access to sensitive commercial data in line with Principle of Least Privilege (POLP)	Susan Wright	Partially Effective	05/14/20
Maintain a separate server for confidential information.	Andrea West	Substantially Effective	01/29/22

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Investigate the software market offerings for document security management	Andrea West	In Progress	90	03/10/22	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						

KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	<div><div></div><div></div><div></div></div> GREEN

Risks



WITHIN APPETITE

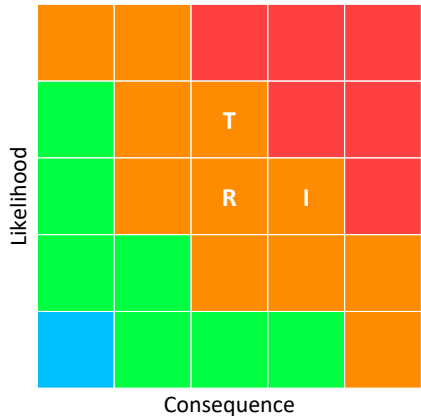
The appetite benchmark score is 12.000000 for this category

#### Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR8	Failure to appropriately implement business continuity program/policy	Michelle Jonas	10/20/23	 High	 Low	N/A	 Low	
SR5	Reduced transaction costs due to harmonious working practices	Susan Wright	10/27/25	 High	 Low	 Low	 Low	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	 Low	

OR3	Poor internal and external communications				
Risk Categories: Financial (Revenue & Costs) - Expenditure Management		Risk Owner: Jack Watts		Last Reviewed Date: 08/15/22	Next Review Date: 10/13/23
Organisation > Corporate Strategy > Finance					
Organisation > Legal & General					
Organisation > Operations and IT					

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Aggregated Rating	
I	High`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Causes

- Failure to comply with corporate IT policies and controls
- Insufficient financial due diligence on target company
- Insufficient IT security management

Risk Owner Comments: Control and action progress due for review next quarter.

Management Comments: Positive progress can be noticed.

Residual Risk Treatment: Accept the Risk

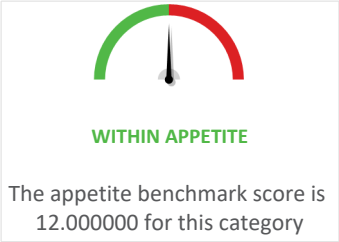
Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Executive data protection regime	Elizabeth McMahon	Partially Effective	02/03/22
Maintain a separate server for confidential information.	Andrea West	Substantially Effective	01/29/22











Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Password changes should be system enforced and occur at least every 2 months, with strict password policy in place	David Murray	In Progress	92	02/27/23	N/A	<div><div></div><div></div><div></div><div></div></div> <div>N/A</div>
Progress Comments: Most of the employees have completed the password changing process						
Repeat periodic review and testing in 2 months	Andrew James	In Progress	40	01/31/22	N/A	<div><div></div><div></div><div></div><div></div></div> <div>RED</div>
Progress Comments: -						

Risks



Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR12	Poor internal and external communications	Jack Watts		 High	 Low	N/A	N/A	
OR7	Ineffective workforce planning, or imposed reductions in resources.	Joe Smith		 High	N/A	N/A	N/A	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	 Low	

OR4

Poor management of projects and contracts

Risk Categories: Financial (Revenue & Costs) - Budget 21/22

Risk Owner: Jack Watts

Last Reviewed Date: 08/15/22

Next Review Date: 09/22/23

Organisation > Corporate Strategy > Finance

Organisation > Legal & General

Organisation > Operations and IT

Organisation > Operations and IT > Systems

Individual Heatmap

Likelihood

R

I

Consequence

I

Inherent Risk Assessment

R

Residual Risk Assessment

T

Target Risk Assessment

Aggregated Rating

I

Extreme`

R

Low

T

Low

Effectiveness of control

I

N/A

R

N/A

T

N/A

Causes

• Failure to comply with corporate IT policies and controls

• Insufficient financial due diligence on target company

• Insufficient IT security management

Risk Owner Comments:

There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices.

There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.

Management Comments:

Management has endorsed additional mitigating actions to address the gaps identified in this review. There is an expectation that these will be addressed in the next half-year review to ensure that the risk remains below tolerance.

Consequences

• Impact to Brand Image

• Impact to current and future cashflow

• Legal repercussions and costs

Residual Risk Treatment: Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Proactively monitor infrastructure for data breaches and theft	Tom Jones	Substantially Effective	02/09/22
Executive data protection regime	Elizabeth McMahon	Partially Effective	02/03/22
Controlled access to offices and other data storage sites	Elizabeth McMahon	Substantially Effective	01/31/22
Maintain a separate server for confidential information.	Andrea West	Substantially Effective	01/29/22

Risks

12-Jul-2023














Camms.

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## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR11	Poor management of projects and contracts	Jack Watts		 High	 Low	N/A	N/A	
OR7	Ineffective workforce planning, or imposed reductions in resources.	Joe Smith		 High	N/A	N/A	N/A	
PR3	Employee data being hacked by an unauthorized access	Madeline Jones	08/18/20	 Extreme	 Extreme	 High	N/A	
PR3	Employee data being hacked by an unauthorized access	Madeline Jones	08/18/20	 Extreme	 Moderate	 Moderate	N/A	
SR6	Intellectual Property Theft	Elizabeth McMahon	06/22/23	 Extreme	 Low	 Low	 Low	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	 Low	

OR5

Currency fluctuations for parts procurement may result in higher costs and therefore erode margin

**Risk Categories:** Environmental - Government Regulations

**Risk Owner:** David Murray

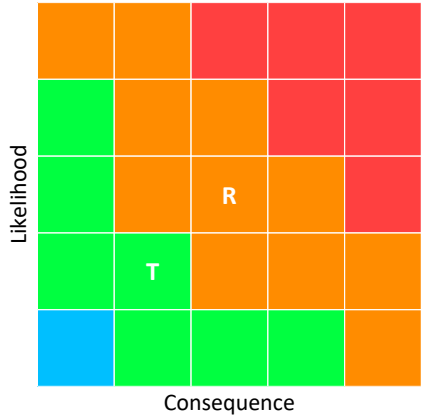
**Last Reviewed Date:** 08/15/22

**Next Review Date:** 09/22/23

Organisation > Corporate Strategy > Finance

Organisation > Operations and IT > Support

Individual Heatmap



Causes

- Changes in government and legislation
- Failure to monitor critical plant and equipment
- Insufficient financial due diligence on target company
- Miscalculations in the evaluation of financial position

**Risk Owner Comments:** Currency fluctuations is not something the company has control over, but the team has implemented effective actions and controls to overcome problem.

**Management Comments:** Given the countries unpredictable currency fluctuation, the team has been performing well to avoid the risk

**Residual Risk Treatment:** Avoid the Risk

Residual Controls

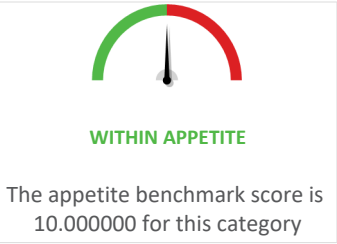
Control Title	Control Owner	Control Owner Rating	Next Review Date
Establish a hedge for project costs to protect against currency fluctuations	Andrew James	Largely Ineffective	06/04/22

Residual Solutions





Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Extend hedging strategy to include subsidiaries	Andrew James	Completed	100	02/28/17	N/A	<div><div></div><div></div><div></div></div> GREEN
<b>Progress Comments:</b> This risk actions has been deferred given resource changes						

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	<div><div></div></div> Extreme	<div><div></div></div> Moderate	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>
SR4	Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Andrea West	09/08/25	<div><div></div></div> Moderate	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>

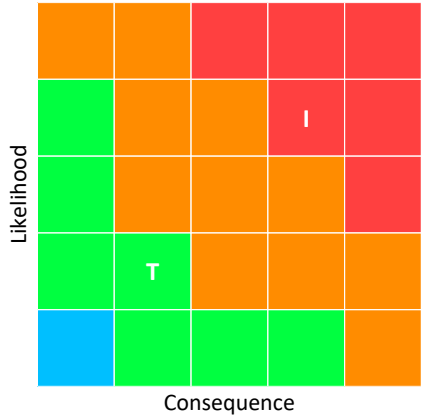


Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR5	Reduced transaction costs due to harmonious working practices	Susan Wright	10/27/25	 High	 Low	 Low	 Low	

OR6	Failure to secure and manage financial data				
Risk Categories: Financial (Revenue & Costs) - Budget 21/22,Expenditure Management, Brand		Risk Owner: Elizabeth McMahon	Risk Secondary Owner: Joe Smith	Last Reviewed Date: 01/20/22	Next Review Date: 01/10/23
Organisation > Operations and IT					
Organisation > Sales > EMEA					

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Causes

- Hazard signage requirements not followed
- WHS Guidelines not followed

Consequences

- Delays
- Workplace communication breakdown

**Risk Owner Comments:** Controls and Actions implemented are having a significant impact on a positive direction.

**Management Comments:** The Team's performance of mitigating the risk has been exponential.

**Residual Risk Treatment:** Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Induction training on customer relationship	Madeline Jones	Partially Effective	10/28/20
Customer Satisfaction surveys on counters	Elizabeth McMahon	Substantially Effective	08/31/22







Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Additional training on customer relationship	Elizabeth McMahon	In Progress	55	02/28/19	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						
Staff motivation and recognition process initiation	Susan Wright	In Progress	20	10/30/19	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						

KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of cyber attacks	#	Joe Smith	1 3.00	2 0.00	<div><div></div><div></div><div></div></div> GREEN
\$ YTD Actual to Budget - Services Delivered	\$	Jack Watts	187 6.00	320 0.00	<div><div></div><div></div><div></div></div> RED
\$ YTD Actual to Budget – Value of Approved Work	\$	Jack Watts	7000 0.00	7000 0.00	<div><div></div><div></div><div></div></div> GREEN

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
PR1	Branch Staff exposed to other types of hospital claims other than public hospital claims	Andrew James	12/27/19	 High	N/A	N/A	N/A	
PR3	Branch Staff exposed to other types of hospital claims other than public hospital claims	Andrew James	12/27/19	 Moderate	 Moderate	 High	N/A	

OR8

Failure to appropriately implement business continuity program/policy

Risk Categories: Financial (Revenue & Costs) - Expenditure Management

Risk Owner: Michelle Jonas

Risk Secondary Owner: Andrew James,Joe Smith,Susan Wright

Last Reviewed Date: 04/10/19

Next Review Date: 10/20/23

Organisation > Corporate Strategy > Finance

Organisation > Corporate Strategy > Finance > Accounts Payable

Organisation > Legal & General

Organisation > Operations and IT

Individual Heatmap

Likelihood

Consequence

I

R

I

R

T

Aggregated Rating

I

R

T

Effectiveness of control

I

R

T

Causes

Risk Owner Comments:

Management Comments:

Residual Risk Treatment:

Residual Controls

Consequences

Control Title

Control Owner

Control Owner Rating

Next Review Date

Agreed timeframes for strategic initiatives

Susan Wright

Largely Ineffective

11/30/22

Distribution of responsibilities for management of workload

Elizabeth McMahon

Partially Effective

07/14/22

KPIs

KPI Name

KPI Unit

Owner

Actuals

Target

Performance

\$ YTD Actual to Budget - Services Delivered

\$

Jack Watts

187 6.00

320 0.00

RED

\$ YTD Actual to Budget – Value of Approved Work

\$

Jack Watts

7000 0.00

7000 0.00

GREEN

Risks

Risk Code

Risk Title

Risk Owner

Next Review Date

Inherent

Residual

Target

Aggregated Residual

Link Type

OR2

Failure to deliver the objectives of the organizations plan

Joe Smith

05/26/23

Extreme

Low

Low

Low

12-Jul-2023

Camms.

















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WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category

#### Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
PR8	Budget Constraints	Joe Smith	08/20/21	 Extreme	 Low	N/A	N/A	
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	 Low	
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	 Extreme	 Moderate	 Low	 Low	
SR7	Insider Trading	James Best	01/12/23	 Extreme	 Low	 Low	 Low	

OR9

Compliance breach resulting in high reputational damage

Risk Categories: Financial (Revenue & Costs) - Expenditure Management

Risk Owner: David Murray

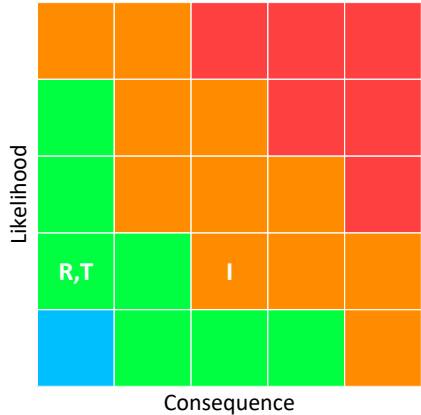
Last Reviewed Date: 08/15/22

Next Review Date: 02/28/26

Organisation > Operations and IT > Systems

Organisation > Sales > APAC

Individual Heatmap



**Risk Owner Comments:** Progress on track to mitigate risk with quarterly reviews.

**Management Comments:** Progress on track to mitigate risk with quarterly reviews.

**Residual Risk Treatment:** Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Establish team to liaise with local authority to review delivery routes in advance of road closures	Jack Watts	Substantially Effective	06/17/20

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Share logistics data with subsidiaries	David Murray	In Progress	89	02/27/23	N/A	<div><div></div><div></div><div></div></div> N/A
Progress Comments: Establishing framework for sharing data						

Risks

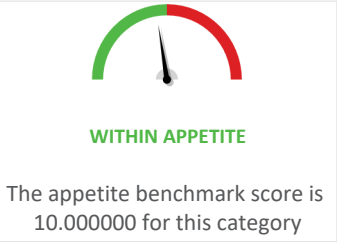
Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT2	Unauthorised access of data stored in our internal systems	Jack Watts	09/28/23	<div><div></div></div> Extreme	N/A	<div><div></div></div> Low	N/A	<div><div></div></div>
SR1	Failure to reduce direct greenhouse gas emissions test	ba_history	04/27/43	<div><div></div></div> Extreme	<div><div></div></div> Low	<div><div></div></div> Moderate	<div><div></div></div> Low	<div><div></div></div>
SR3	Efficiency caused by procedural flexibility	Elizabeth McMahon	08/23/23	<div><div></div></div> Extreme	<div><div></div></div> Moderate	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment











Aggregated Rating	
I	Extreme`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A



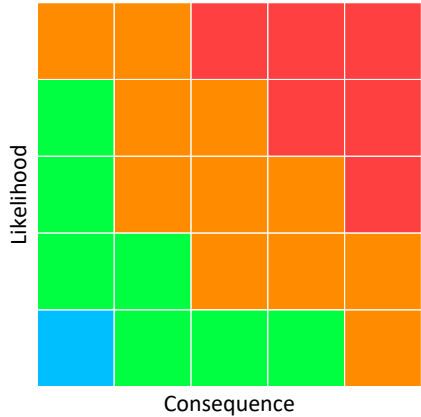


Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR7	Insider Trading	James Best	01/12/23	 Extreme	 Low	 Low	 Low	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	 Low	

OR13	test				
Risk Categories: Financial (Revenue & Costs) - Budget 21/22		Risk Owner: Chathuranga Sumanasekera		Last Reviewed Date:	Next Review Date:

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

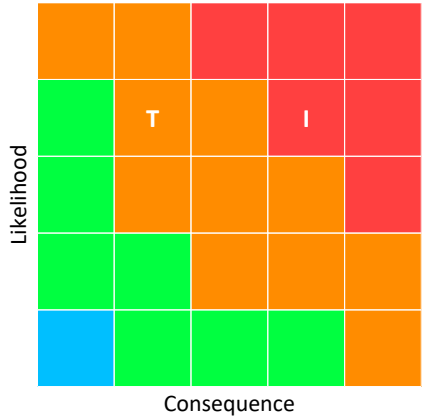
- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Project Risk

PR1	Inadequate debtor management
Risk Categories: Financial (Revenue & Costs)	Risk Owner: Madeline Jones
Organisation > Corporate Strategy > Finance > Accounts Payable	

Individual Heatmap



Causes

- Insufficient financial due diligence on target company

Consequences


- Action by regulators
- Delays
- Legal repercussions and costs

Residual Risk Treatment: Treat the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR7	Ineffective workforce planning, or imposed reductions in resources.	Joe Smith		 High	N/A	N/A	N/A	

PR1

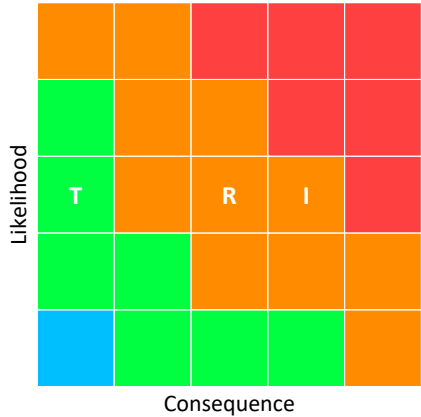
Low Product quality and safety from the third party vendors

Risk Categories: Environmental

Risk Owner: Madeline Jones

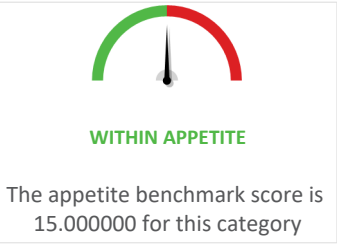
Organisation > Corporate Strategy > Finance > Accounts Receivable

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A



Residual Risk Treatment: Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Ensure to thoroughly review/check all products before accepting	Andrew James	In Progress	63	02/10/23	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						

PR1

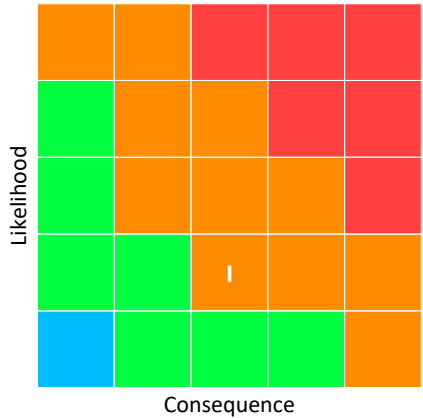
Branch Staff exposed to other types of hospital claims other than public hospital claims

Risk Categories: Business Continuity

Risk Owner: Andrew James

Organisation > Corporate Strategy > Finance > Accounts Receivable

Individual Heatmap






- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR6	Failure to secure and manage financial data	Elizabeth McMahon	01/10/23	 Extreme	N/A	 Low	N/A	

PR-1

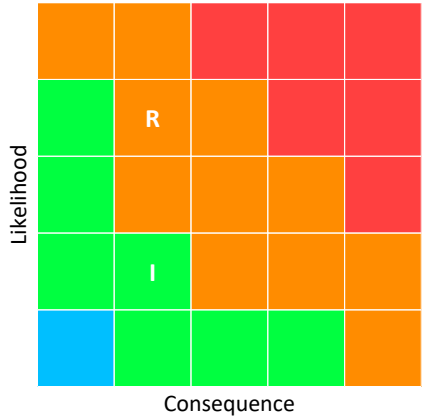
Scope Creep

Risk Categories: Environmental

Risk Owner: Jack Watts

Organisation > Corporate Strategy > Finance > Accounts Payable

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			



PR2

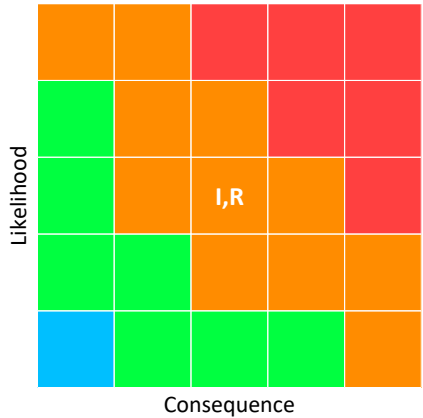
Inappropriate overriding of assessing messages

Risk Categories: Service Delivery

Risk Owner: Andrea West

Organisation > Corporate Strategy > Finance > Accounts Receivable

Individual Heatmap










- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment


Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR7	Ineffective workforce planning, or imposed reductions in resources.	Joe Smith		 High	N/A	N/A	N/A	
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	 Low	



WITHIN APPETITE

The appetite benchmark score is 15.000000 for this category

PR3

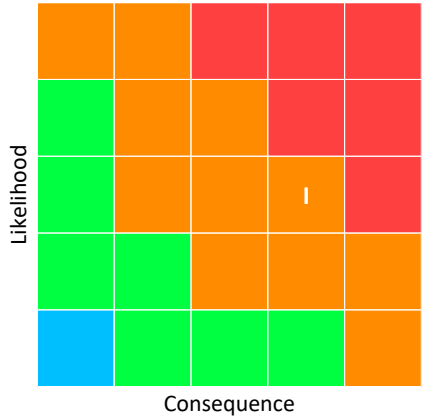
Incorrect Assessment of Claims

Risk Categories: Service Delivery

Risk Owner: Andrea West

Organisation > Corporate Strategy > Finance > Accounts Receivable

Individual Heatmap








- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

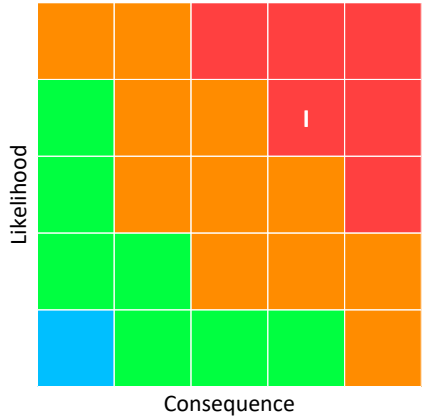
Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	 Low	



PR-3	Users don't adopt the system		
Risk Categories: Service Delivery		Risk Owner: James Best	
Organisation > Corporate Strategy > Finance > Accounts Payable			

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

PR-3

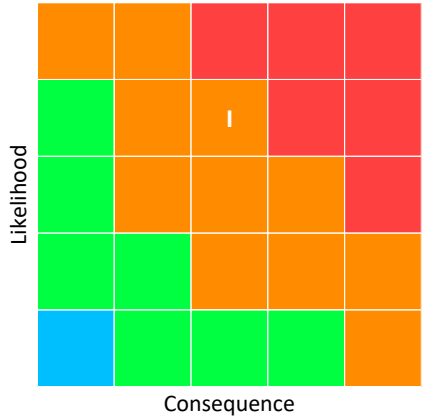
Timeline slippage

Risk Categories: Provision of Service / Performance

Risk Owner: Shannon Roma

Organisation > Corporate Strategy > Finance > Accounts Payable

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

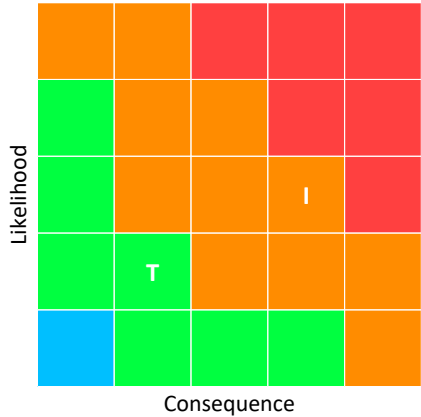
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category

PR5	Estimates are inaccurate		
Risk Categories: Financial (Revenue & Costs)		Risk Owner: Andrew James	
Organisation > Marketing > PR and Branding > Brand			

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Risk Treatment: Accept the Risk

Residual Controls

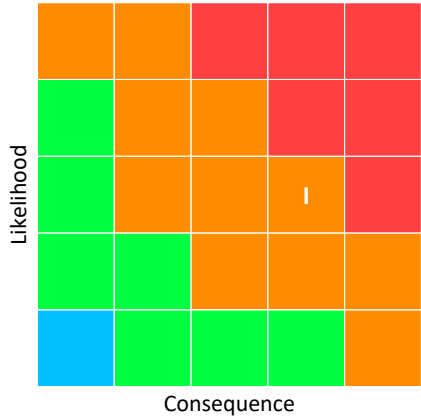
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Providing accurate estimates	Jack Watts	In Progress	1	01/03/20	N/A	<div><div></div><div></div><div></div></div> N/A
Progress Comments: -						

PR6	Incorrect Payment of Claims		
Risk Categories: Financial (Revenue & Costs)		Risk Owner: Andrew James	
Organisation > Corporate Strategy > Finance > Accounts Receivable			

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

PR7

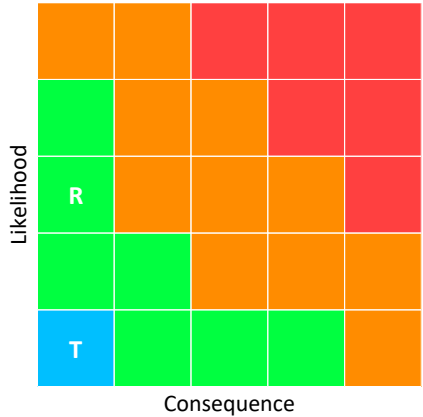
Staff leaving during implementation

Risk Categories: Financial (Revenue & Costs)

Risk Owner: Riccardo Melton

Organisation > Corporate Strategy > Finance > Accounts Payable

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

WITHIN APPETITE

The appetite benchmark score is 10.000000 for this category

PR8

Budget Constraints

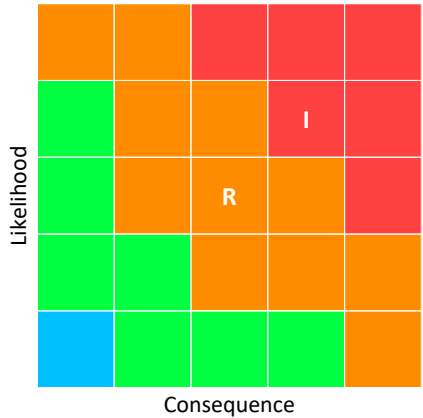
Risk Categories: Financial (Revenue & Costs)

Risk Owner: Joe Smith

Risk Secondary Owner: David Murray

Organisation > Sales > APAC > Western

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

WITHIN APPETITE

The appetite benchmark score is 15.000000 for this category

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR8	Failure to appropriately implement business continuity program/policy	Michelle Jonas	10/20/23	High	Low	N/A	Low	

PR23

Executive turnover disrupts project

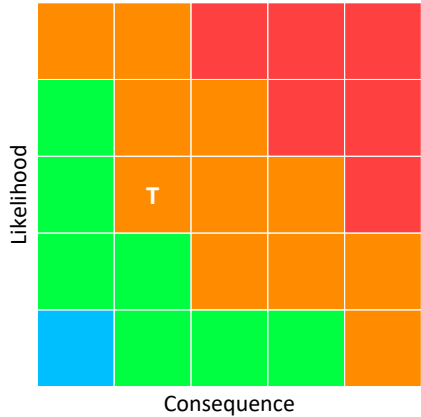
Risk Categories: Provision of Service / Performance

Risk Owner: Jack Watts

Risk Secondary Owner: Elizabeth McMahon

Organisation > Marketing > PR and Branding > Brand

Individual Heatmap



Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category

PR23

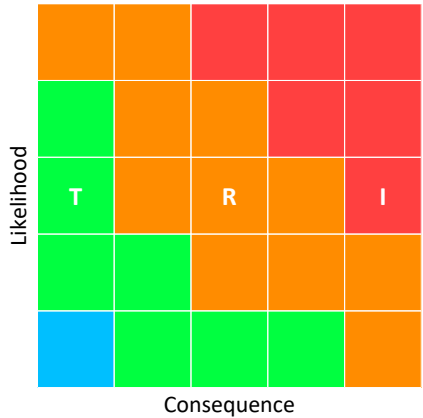
Executive turnover disrupts project

Risk Categories: Provision of Service / Performance

Risk Owner: Jack Watts

Organisation > Marketing > PR and Branding > Brand

Individual Heatmap



I

Inherent Risk Assessment

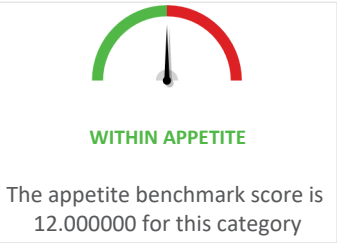
R

Residual Risk Assessment

T

Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A



Residual Risk Treatment: Treat the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Inability to guarantee rebranding success	Andrew James	In Progress	9	06/01/21	N/A	<div><div></div><div></div><div></div><div></div></div> RED
Progress Comments: Currently evaluating current policy.						
Incorrect marketing perception	Michelle Jonas	Completed	100	02/05/21	N/A	<div><div></div><div></div><div></div><div></div></div> GREEN
Progress Comments: Currently evaluating current policy.						
Marketing resource deficiency	Andrew James	In Progress	50	03/15/21	N/A	<div><div></div><div></div><div></div><div></div></div> RED
Progress Comments: This risk is running behind schedule due to multiple resourcing problems surrounding the risk team.						
Reallocation of funds	Michelle Jonas	Completed	63	04/30/21	N/A	<div><div></div><div></div><div></div><div></div></div> GREEN
Progress Comments: -						

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR7	Insider Trading	James Best	01/12/23	<div><div></div></div> Extreme	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>



PR25

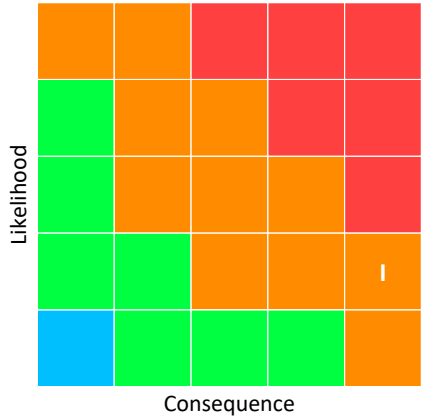
Project team misunderstand requirements

Risk Categories: Service Delivery

Risk Owner: Jack Watts

Organisation > Marketing > PR and Branding > Brand

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Risk Treatment: Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Enlighten the team with the exact requirement.	Andrew James	Completed	100	01/03/20	N/A	<div><div></div><div></div><div></div></div> GREEN
Progress Comments: -						

PR25

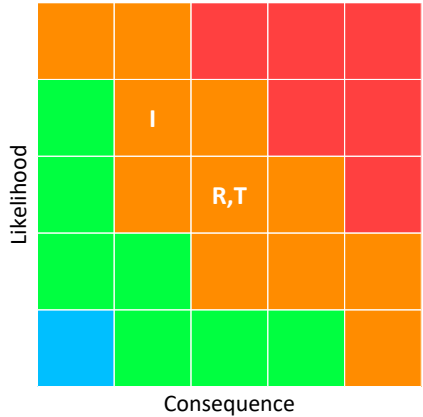
Project team misunderstand requirements

Risk Categories: Service Delivery

Risk Owner: Jack Watts

Organisation > Marketing > PR and Branding > Brand

Individual Heatmap




- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			



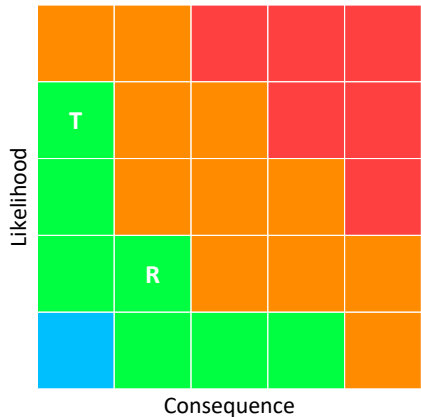
WITHIN APPETITE

The appetite benchmark score is 15.000000 for this category

Strategic Risk

SR1	Failure to reduce direct greenhouse gas emissions test		
Risk Categories: Environmental - Government Regulations, Brand, Provision of Service / Performance		Risk Owner: ba_history	Last Reviewed Date: 05/09/22Next Review Date: 04/27/43
Organisation > Corporate Strategy			
Organisation > Operations and IT			

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Aggregated Rating	
I	High`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

Causes

- Action by regulators
- Changes in community / customer expectations
- Insufficient investment

Consequences

- Carbon price penalty
- Financial and operational harm
- Higher cost of financing insurance
- Loss of investor confidence

**Risk Owner Comments:** Addressing climate change is a major focus of the CEO and the Board. Organisation set its current emissions reduction target in 2019, to deliver a 7% reduction in our greenhouse gas emissions by 2024. In 2020, a 2.3% reduction was achieved.

**Management Comments:** The Company made an ASX announcement as to its aspiration to achieve net zero carbon emissions by 2050 as part of its commitment to a low carbon future.

Key to these are increasing the use of alternative fuels (to 50% kiln fuel composition in SA), sourcing energy from renewable sources and substituting (increase by 20%) low or no carbon cementitious materials for clinker in the cement manufacturing process.

Organisation has also committed to delivering its roadmap towards net zero carbon emissions in 2050 prior to the 2022 AGM.

Any re-introduction of a price on carbon is expected to be approximately 3 years away.

An Executive Sustainability Committee is in place combining group executives and senior management to advance various project initiatives including participation in research and development partnerships to develop technology solutions in our hard-to-abate sector (process emissions account for 59% of all emissions).

**Residual Risk Treatment:** Avoid the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Substitution of alternative cementitious materials for clinker	Elizabeth McMahon	Partially Effective	12/20/22
Key assets are not located in Natural Catastrophe Zones in Australia and alternate suppliers identified if disruptions occur	Elizabeth McMahon	Fully Effective	11/16/22
Implementation of alternative fuel usage strategy	David Murray	Substantially Effective	01/17/23

Residual Solutions

























Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Research and present details on technology solutions available (or likely to be) for longer term abatement	Joe Smith	In Progress	60	05/16/23	N/A	RED
Progress Comments: -						
Scope out the alternative strategies for fuel usage	Joe Smith	In Progress	50	05/25/23	N/A	RED
Progress Comments: -						

#### KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
Carbon Emissions (CO2)	#	Jean Pierre	16000 0.00	12500 0.00	RED
\$ revenue per billable hour	\$	Andrew James	36 2.00	54 5.00	AMBER
# Lost Time Injury Frequency Rate (LTIFR)	#	Clarke Chan	1149350 6.49	974444 4.44	
Asset Turnover Ratio	#	Chathuranga Sumanasekera	5 6.00	4 8.00	GREEN
Increase in alternative raw materials used (%)	%	Michelle Jonas	10 0.00	10 0.00	GREEN
% First Point Resolution	#	Chathuranga Sumanasekera	7 7.00	0.00	GREEN
OpEx	\$	Madeline Jones	600 0.00	550 0.00	GREEN
# Lost Time Injuries YTD	#	Clarke Chan	15 4.00	18 0.00	GREEN
Reduction in Carbon Emissions (%)	%	Clarke Chan	9 5.00	10 0.00	AMBER
Complaint Escalation Rate	%	Andrew James	1 0.00	1 3.00	GREEN
\$ YTD Actual to Budget – Value of Approved Work	\$	Jack Watts	7000 0.00	7000 0.00	GREEN
Kiln fuel sourced from alternative sources (%)	%	Riccardo Melton	10 0.00	10 0.00	GREEN
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	GREEN

#### Risks

## Risks

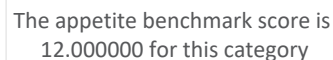
Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT3	Critical Infrastructure Failures	Elizabeth McMahon	10/28/22	 High	 Low	N/A	N/A	
OR9	Compliance breach resulting in high reputational damage	David Murray	02/28/26	 High	 Low	 Low	 Low	
PR4	Failure in brand perception and value	Andrew James	11/19/21	 High	N/A	 Low	N/A	
SR13	Failure to reduce direct greenhouse gas emissions test	Test_Triage		 Extreme	N/A	N/A	N/A	
SR14	Failure to reduce direct greenhouse gas emissions test	Test_Triage		 Extreme	N/A	N/A	N/A	
SR16	Failure to reduce direct greenhouse gas emissions test	Test_Triage		 Extreme	N/A	N/A	N/A	
SR4	Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Andrea West	09/08/25	 Moderate	 Low	 Low	 Low	

### Change in Industry conditions leads to financial loss copy test

**Next Review Date:** 11/30/25

Organisation > Corporate Strategy

## N/A








## Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Business improvement plan developed and reviewed annually for each Department.	Joe Smith	Partially Effective	09/20/22
Develop and deliver a debtors management plan process.	Michelle Jonas	Substantially Effective	09/18/19
Annual budgeting process and ongoing monitoring to identify variances to expected revenue	Michelle Jonas	Substantially Effective	01/17/23
























## Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Further review of Asset Accounting procedures to be programmed.	Michelle Jonas	In Progress	10	02/09/21	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						
Further review of the Asset Register to be undertaken by an external consultant in 2019 and 2020	Michelle Jonas	In Progress	10	07/22/21	N/A	<div><div></div><div></div><div></div></div> RED
Progress Comments: -						
Review for the internal audit	Michelle Jonas	Completed		03/05/22	N/A	<div><div></div><div></div><div></div></div> GREEN
Progress Comments: -						
Review of tenancy and lease arrangements	Michelle Jonas	Completed	100	05/21/21	N/A	<div><div></div><div></div><div></div></div> GREEN
Progress Comments: -						






## KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
Carbon Emissions (CO2)	#	Jean Pierre	16000 0.00	12500 0.00	 RED
OpEx	\$	Madeline Jones	600 0.00	550 0.00	 GREEN
\$ YTD Actual to Budget - Services Delivered	\$	Jack Watts	187 6.00	320 0.00	 RED
\$ YTD Actual to Budget - Revenue from New Clients	\$	Andrea West	362 3.00	566 7.94	 RED
\$ estimated profit from past year mergers and acquisitions	\$	Jack Watts	31 0.00	30 0.00	 RED

## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT1	Data Center services outage for more than 24 hours	Riccardo Melton	07/29/22	 High	 Low	N/A	N/A	
OR8	Failure to appropriately implement business continuity program/policy	Michelle Jonas	10/20/23	 High	 Low	N/A	 Low	
PR2	Inappropriate overriding of assessing messages	Andrea West	10/27/21	 High	 Low	N/A	N/A	
PR3	Incorrect Assessment of Claims	Andrea West	07/10/20	 High	N/A	N/A	N/A	
SR17	Change in Industry conditions leads to financial loss	Michelle Jonas		 Extreme	 Low	 Low	N/A	
SR18	Change in Industry conditions leads to financial loss Copy	Michelle Jonas		 Extreme	 Low	 Low	N/A	
SR4	Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties	Andrea West	09/08/25	 Moderate	 Low	 Low	 Low	

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR7	Insider Trading	James Best	01/12/23	 Extreme	 Low	 Low	 Low	



SR3

Efficiency caused by procedural flexibility

Risk Categories: Service Delivery

Risk Owner: Elizabeth McMahon

Last Reviewed Date: 08/15/22

Next Review Date: 08/23/23

Organisation > Operations and IT

Organisation > Operations and IT > Support

Individual Heatmap

Likelihood

			I	
	T			

Consequence

I

Inherent Risk Assessment

R

Residual Risk Assessment

T

Target Risk Assessment

Aggregated Rating

I	Extreme`
R	Low
T	Low

Effectiveness of control

I	N/A
R	N/A
T	N/A

WITHIN APPETITE

Causes

Risk Owner Comments:

Implementation of our latest control has significantly reduced the chances of occurrence in the future as it may take a certain time to become very effective.

Though there is no improvement currently showcased in the risk rating, due to the new controls in place, we are confident that by the end of the year the risk rating will be much lower.

Management Comments:

Team have done a great job in implementing the required controls and ensuring prompt execution of the risk actions that were established.

Residual Risk Treatment:

Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Business improvement plan developed and reviewed annually for each Department.	Andrea West	Fully Effective	12/29/22
Agreed timeframes for strategic initiatives	Susan Wright	Largely Ineffective	11/30/22

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Building skills and knowledge through specific provisions such as the EBA provisions for employees with Certificates III and IV	Madeline Jones	Not Started	0	09/10/21	N/A	<div><div></div><div></div><div></div><div>N/A</div></div>
Progress Comments: -						
Development of Staff Consultative Committee	Madeline Jones	In Progress	15	05/15/21	N/A	<div><div></div><div></div><div></div><div>RED</div></div>
Progress Comments: -						
























Risks

12-Jul-2023

Camms.

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## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT1	Data Center services outage for more than 24 hours	Riccardo Melton	07/29/22	 High	 Low	N/A	N/A	
IT2	Unauthorised access of data stored in our internal systems	Jack Watts	09/28/23	 Extreme	N/A	 Low	N/A	
IT4	Damage to the equipment may happen due to unauthorized access to the IT operations room/DC	Jack Watts	12/22/22	 Extreme	 Low	 Low	N/A	
OR5	Currency fluctuations for parts procurement may result in higher costs and therefore erode margin	David Murray	09/22/23	 Extreme	 Low	 Low	N/A	
OR8	Failure to appropriately implement business continuity program/policy	Michelle Jonas	10/20/23	 High	 Low	N/A	 Low	
OR9	Compliance breach resulting in high reputational damage	David Murray	02/28/26	 High	 Low	 Low	 Low	

SR4

Inability for the organisation to meet its strategic goals due to inability to negotiate with interested parties

Risk Categories: Service Delivery

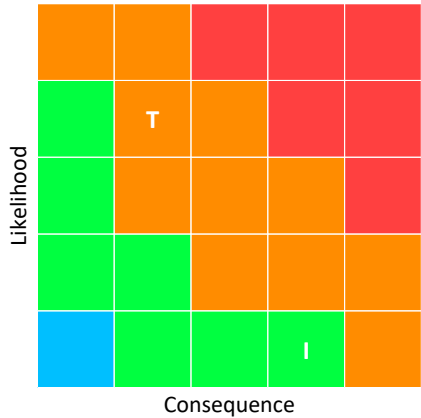
Risk Owner: Andrea West

Last Reviewed Date: 05/09/22

Next Review Date: 09/08/25

Organisation > Legal & General

Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Aggregated Rating	
I	Extreme`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	Poor or non-existent – Controls Require Improvement
T	N/A



**Risk Owner Comments:** New negotiation strategies are in place to further increase the chances of the organization to impress the interested parties, such as to ensure that no miscommunications or no data is left out during translations. Also to make sure that the negotiation terms are fair and has a positive outcome on all the involved parties.  
We have also improved our communication and transparency to ensure that the related parties will receive all the required information clearly.

**Management Comments:** New negotiation strategies are in place to further increase the chances of the organization to impress the interested parties, such as to ensure that no miscommunications or no data is left out during translations. Also to make sure that the negotiation terms are fair and has a positive outcome on all the involved parties.  
We have also improved our communication and transparency to ensure that the related parties will receive all the required information clearly.

**Residual Risk Treatment:** Treat the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Production and review of an over ride report for public hospital claims in verified status prior to payment run	Andrew James	N/A	10/18/19
Report to Mgmt every month including outstanding 90 day debtors	Elizabeth McMahon	N/A	06/15/16
test	N/A	N/A	

Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Risk action	Andrea West	Completed	100	07/17/21	N/A	<div><div></div><div></div><div></div></div> GREEN
Progress Comments: -						

Risks

## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT6	Failure to appropriately implement business continuity program/policy	Madeline Jones	10/29/22	 High	N/A	 Low	N/A	
OR5	Currency fluctuations for parts procurement may result in higher costs and therefore erode margin	David Murray	09/22/23	 Extreme	 Low	 Low	N/A	
SR1	Failure to reduce direct greenhouse gas emissions test	ba_history	04/27/43	 Extreme	 Low	 Moderate	 Low	
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	 Low	

SR5

Reduced transaction costs due to harmonious working practices

Risk Categories: Service Delivery

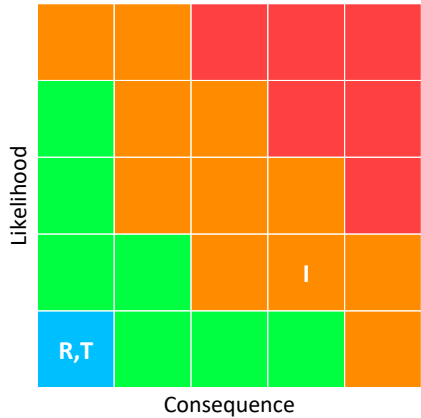
Risk Owner: Susan Wright

Last Reviewed Date: 05/09/22

Next Review Date: 10/27/25

Organisation > Sales > USA

Individual Heatmap



**Risk Owner Comments:** The team is looking on managing the master plan outcomes.

**Management Comments:** Organization risk rating has a reduction in overall performance. Workshops and guidelines have been organized to educate the employees on harmonious working practices.

Further to this, the team will be continuously monitoring the results of these actions and will report this on a monthly basis.

**Residual Risk Treatment:** Accept the Risk

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	<div><div></div><div></div><div></div></div> GREEN

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR2	Failure to deliver the objectives of the organizations plan	Joe Smith	05/26/23	<div><div></div></div> Extreme	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div> Low	<div><div></div></div>
OR5	Currency fluctuations for parts procurement may result in higher costs and therefore erode margin	David Murray	09/22/23	<div><div></div></div> Extreme	<div><div></div></div> Low	<div><div></div></div> Low	N/A	<div><div></div></div>

I Inherent Risk Assessment

R Residual Risk Assessment

T Target Risk Assessment

Aggregated Rating

I High`

R Low

T Low

Effectiveness of control

I N/A

R Marginal – Controls Require Improvement

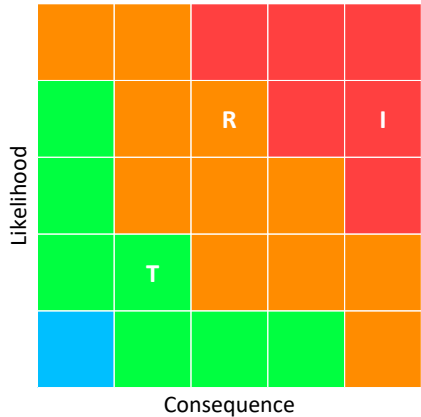
T N/A

WITHIN APPETITE

The appetite benchmark score is 15.000000 for this category

SR6Intellectual Property Theft			
Risk Categories: Business Continuity, Brand, Financial (Revenue & Costs), Service Delivery		Risk Owner: Elizabeth McMahon	Last Reviewed Date: 08/15/22Next Review Date: 06/22/23
Organisation > Operations and IT			

Individual Heatmap



Causes

- Failure to monitor critical plant and equipment
- Inadequate HR policies to prevent loss or theft of IP
- Inadequate ICT systems and practices to prevent loss or theft of IP
- Theft of critical information by external party

**Risk Owner Comments:** There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices. There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.

**Management Comments:** There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices. There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.

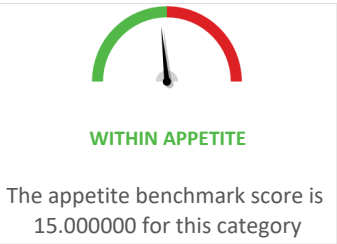
Consequences

- External inquiries and investigations
- Loss of revenue
- Opportunity cost for time/money that could have been spent elsewhere





Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Mechanisms exist to incorporate lessons learned from analyzing and resolving cybersecurity and privacy incidents to reduce the likelihood or impact of future incidents.	James Hunt	Substantially Effective	11/10/21
Mechanisms exist to establish, maintain and disseminate cybersecurity and privacy policies, standards and procedures.	James Hunt	Largely Ineffective	04/28/21
Proactively monitor infrastructure for data breaches and theft	Clarke Chan	Partially Effective	12/20/20
Safeguarding of assets	Elizabeth McMahon	Partially Effective	07/01/20
Controlled access to offices and other data storage sites	Elizabeth McMahon	Substantially Effective	01/31/22


I	Inherent Risk Assessment
R	Residual Risk Assessment
T	Target Risk Assessment
Aggregated Rating	
I	Extreme`
R	Low
T	Low
Effectiveness of control	
I	N/A
R	N/A
T	N/A



## KPIs

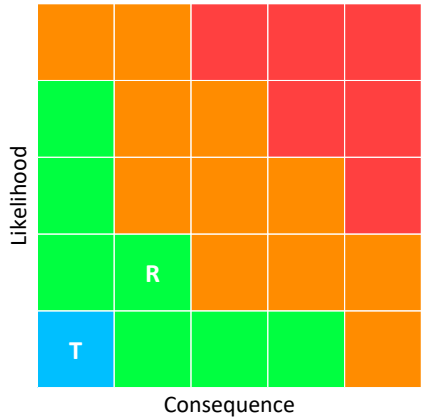
KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of returning IT issues	#	Joe Smith	3.00	2 0.00	 GREEN
# of cyber attacks	#	Joe Smith	1 3.00	2 0.00	 GREEN
# of Critical IT system related issues	#	Joe Smith	2 4.00	10 0.00	 GREEN
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	 GREEN

## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT2	Unauthorised access of data stored in our internal systems	Jack Watts	09/28/23	 Extreme	N/A	 Low	N/A	
IT5	Failure to comply with corporate IT policies and controls	Andrea West	10/21/23	 High	 Low	 Low	N/A	
OR4	Poor management of projects and contracts	Jack Watts	09/22/23	 High	 Low	N/A	 Low	
OR7	Ineffective workforce planning, or imposed reductions in resources.	Joe Smith		 High	N/A	N/A	N/A	
SR7	Insider Trading	James Best	01/12/23	 Extreme	 Low	 Low	 Low	

SR7 Insider Trading			
Risk Categories: Financial (Revenue & Costs), Business Continuity		Risk Owner: James Best	Last Reviewed Date: 06/21/21Next Review Date: 01/12/23
Organisation > Operations and IT			

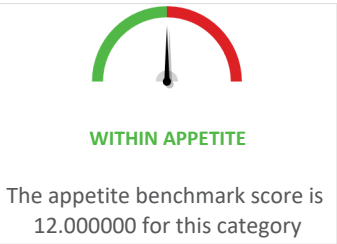
Individual Heatmap



- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Aggregated Rating	
I	Extreme`
R	Low
T	Low

Effectiveness of control	
I	N/A
R	N/A
T	N/A



Causes

- Disclosure of false or misleading information to the market
- Inadequate financial Information controls
- Market manipulation

**Risk Owner Comments:** There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough with regards to the insider trading. Effort will be made next quarter to address these.

**Management Comments:** Team have done a great job in implementing the required controls and mitigating actions. Management do not yet endorse future mitigating actions and controls around acquisition evaluations as further discovery and analysis is required. There is still perceived risk among decision-makers that the process and rigor around financial and non-financial evaluations of target companies is not mature enough with regards to the insider trading. Effort will be made next quarter to address these.

**Residual Risk Treatment:** Accept the Risk

Residual Controls



Control Title	Control Owner	Control Owner Rating	Next Review Date
Appoint an in-house watchdog,	Andrew James	Partially Effective	12/13/22
Leverage technology to prevent insider trading	Riccardo Melton	Fully Effective	09/16/21
Ensure that employees are educated on insider trading	Jean Pierre	Partially Effective	09/11/21
Restrict Risky Trade	Clarke Chan	Substantially Effective	09/02/21
Act quickly to investigate insider trading	Joe Smith	Partially Effective	08/18/22

Residual Solutions

































Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Appropriate measures in risky trade	Riccardo Melton	In Progress	10	07/17/21	03/15/21	<div><div></div><div></div><div></div></div> RED
<b>Progress Comments:</b> Awaiting for the board to approve						
Employee training plan	Michelle Jonas	In Progress	55	12/18/21	03/16/21	<div><div></div><div></div><div></div></div> RED
<b>Progress Comments:</b> The training plan has been successfully implemeted						



## KPIs

KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of prohibited trading events	#	Madeline Jones	10 5.00	10 0.00	 RED
# of insider trading events	#	Madeline Jones	6.00	1 0.00	 GREEN

## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
OR8	Failure to appropriately implement business continuity program/policy	Michelle Jonas	10/20/23	 High	 Low	N/A	 Low	
OR9	Compliance breach resulting in high reputational damage	David Murray	02/28/26	 High	 Low	 Low	 Low	
PR23	Executive turnover disrupts project	Jack Watts	10/15/20	 Extreme	 High	 Moderate	N/A	
PR23	Executive turnover disrupts project	Jack Watts	10/15/20	 Extreme	 Low	 Low	N/A	
SR2	Change in Industry conditions leads to financial loss copy test	Michelle Jonas	11/30/25	 Extreme	 Low	 Low	 Low	
SR6	Intellectual Property Theft	Elizabeth McMahon	06/22/23	 Extreme	 Low	 Low	 Low	
SR8	Failure to adapt to a changing environment or keep up with competitors	Joe Smith	07/10/24	 Extreme	 Low	 Low	 Low	

SR8		Failure to adapt to a changing environment or keep up with competitors			
Risk Categories: Financial (Revenue & Costs), Brand		Risk Owner: Joe Smith		Last Reviewed Date: 09/09/21	Next Review Date: 07/10/24
Organisation					
Organisation > Corporate Strategy					
Organisation > Legal & General > Cyber Security					
Organisation > Marketing					
Organisation > Operations and IT					
Organisation > Sales					
Individual Heatmap		Causes		Consequences	
Likelihood					
	R				
	T				
Consequence					
I Inherent Risk Assessment		<b>Management Comments:</b> There has been substantial improvements in the way the organisation prevents and manages digital loss or theft of intellectual property - including recent initiatives to upgrade staff laptops and other work devices. There does remain a gap in how physical information is secured and the adequacy and execution of HR policies to prevent inadvertent data loss. In the last month, the team have identified several actions to implement including a review of the currency of existing physical and HR intellectual property practices.			
R Residual Risk Assessment					
T Target Risk Assessment					
Aggregated Rating					
I	Extreme`				
R	Low				
T	Low				
Effectiveness of control		Residual Controls			
I	N/A				
R	Poor or non-existent – Controls Require Improvement				
T	N/A				
Control Title		Control Owner	Control Owner Rating	Next Review Date	
Mechanisms exist to facilitate the implementation of operational security controls.		James Hunt	Largely Ineffective	12/06/22	
Mechanisms exist to develop, report and monitor cybersecurity and privacy program measures of performance.		David Murray	Largely Ineffective	11/05/21	



WITHIN APPETITE

The appetite benchmark score is 12.000000 for this category




### Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
Restrict access to sensitive commercial data in line with Principle of Least Privilege (POLP)	David Murray	Partially Effective	08/13/21
Controlled access to offices and other data storage sites	Susan Wright	Substantially Effective	09/28/22
Data loss incident management system	Joe Smith	Largely Ineffective	07/26/22
ICT asset evaluation and renewal system	Riccardo Melton	Substantially Effective	05/06/21
Proactively monitor infrastructure for data breaches and theft	Tom Jones	Substantially Effective	02/09/22




















### Residual Solutions

Action Title	Responsible Officer	Action Status	% Completed	End Date	Revised End Date	Performance
Develop and Implement policies to address the risk of people bringing personal devices to work.	David Murray	In Progress	32	02/27/23	N/A	N/A
<b>Progress Comments:</b> Currently evaluating current policy.						
Encryption to be installed on all company laptops, mobile devices and removable media	Clarke Chan	In Progress	93	05/29/20	N/A	RED
<b>Progress Comments:</b> In the process of installing encryption						
Establish procedures for the management and operation of all information processing resources in the control systems domain	Tom Jones	Completed	100	07/18/20	N/A	GREEN
<b>Progress Comments:</b> This risk is running behind schedule due to multiple resourcing problems surrounding the risk team.						
Implement restriction to the USB Ports	David Murray	In Progress	67	10/09/21	02/09/21	RED
<b>Progress Comments:</b> On hold due to resource restrictions						

## KPIs

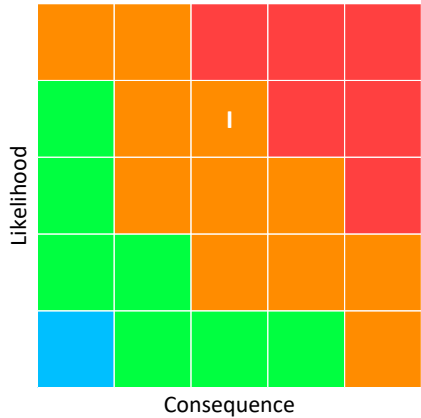
KPI Name	KPI Unit	Owner	Actuals	Target	Performance
# of cyber attacks	#	Joe Smith	1 3.00	2 0.00	 GREEN
# of Critical IT system related issues	#	Joe Smith	2 4.00	10 0.00	 GREEN
# of IP loss incidents	#	Jack Watts	6 0.00	6 2.00	 GREEN

## Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
IT2	Unauthorised access of data stored in our internal systems	Jack Watts	09/28/23	 Extreme	N/A	 Low	N/A	
OR2	Failure to deliver the objectives of the organizations plan	Joe Smith	05/26/23	 Extreme	 Low	 Low	 Low	
OR3	Poor internal and external communications	Jack Watts	10/13/23	 High	 Low	 Low	 Low	
OR4	Poor management of projects and contracts	Jack Watts	09/22/23	 High	 Low	N/A	 Low	
OR9	Compliance breach resulting in high reputational damage	David Murray	02/28/26	 High	 Low	 Low	 Low	
SR7	Insider Trading	James Best	01/12/23	 Extreme	 Low	 Low	 Low	

SR12	test			
Risk Categories: Brand		Risk Owner: BA Admin		Last Reviewed Date:
				Next Review Date:

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

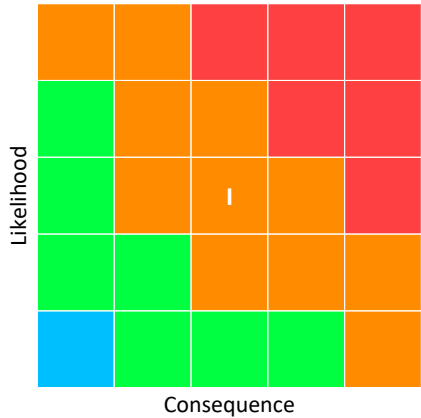
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

SR19	Test Copy RecordLoss			
Risk Categories: Provision of Service / Performance		Risk Owner: Chathuranga Sumanasekera	Last Reviewed Date:	Next Review Date:

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

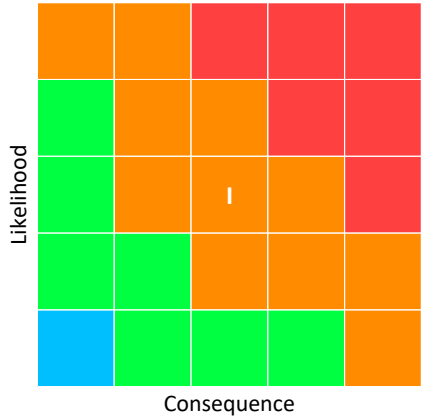
Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR20	Test Copy RecordLoss	Chathuranga Sumanasekera		 High	N/A	N/A	N/A	

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

SR20	Test Copy RecordLoss			
Risk Categories: Business Continuity		Risk Owner: Chathuranga Sumanasekera	Last Reviewed Date:	Next Review Date:

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

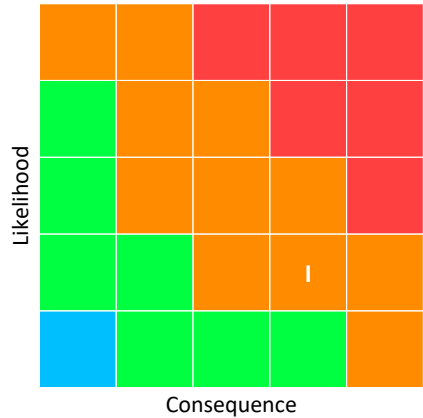
Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR19	Test Copy RecordLoss	Chathuranga Sumanasekera		 High	N/A	N/A	N/A	

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

SR21Test Recod Loss Event Copy			
Risk Categories: Financial (Revenue & Costs)		Risk Owner: ba_confidentiality_testing	<div>Last Reviewed Date:Next Review Date:</div>

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR22	Test Recod Loss Event Copy	ba_confidentiality_testing		<div> High</div>	N/A	N/A	N/A	

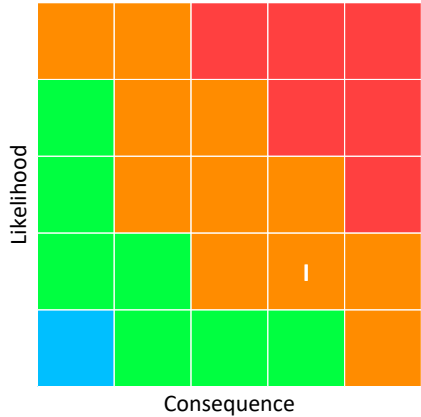
- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A



SR22Test Recod Loss Event Copy			
Risk Categories: Business Continuity		Risk Owner: ba_confidentiality_testing	<div>Last Reviewed Date:Next Review Date:</div>

Individual Heatmap



Risk Owner Comments: -

Management Comments: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

Risks

Risk Code	Risk Title	Risk Owner	Next Review Date	Inherent	Residual	Target	Aggregated Residual	Link Type
SR21	Test Recod Loss Event Copy	ba_confidentiality_testing		<div> High</div>	N/A	N/A	N/A	

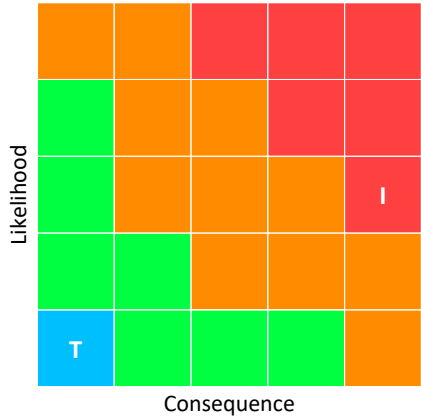
- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	N/A
T	N/A

WHS Risk

WHS1	Serious staff injury event leading to permanent injury			
Risk Categories: People / WHS		Risk Owner: Andrew James	Last Reviewed Date:	Next Review Date: 05/27/24

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

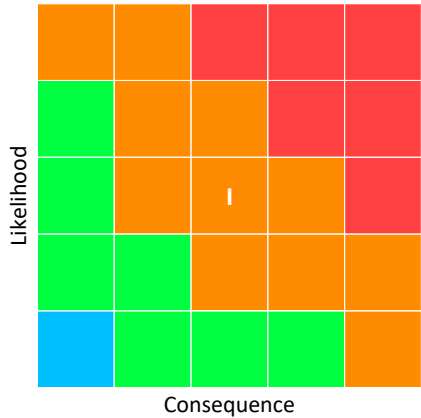
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

WHS2	Poorly maintained workplace			
Risk Categories: Brand		Risk Owner: Madeline Jones	Last Reviewed Date:	Next Review Date: 05/27/23

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

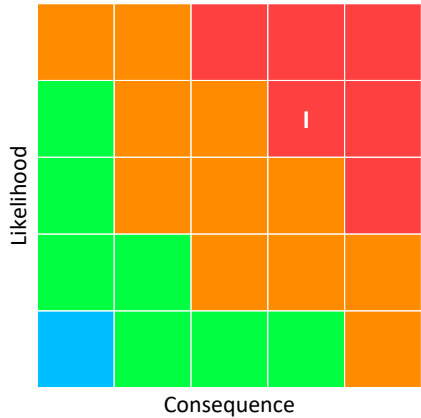
- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Fair – Controls Require Improvement
T	N/A

<b>I</b>	N/A
<b>R</b>	Fair – Controls Require Improvement
<b>T</b>	N/A

WHS4	Fall from heights			
Risk Categories: People / WHS		Risk Owner: Andrea West	Last Reviewed Date:	Next Review Date: 05/27/23

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

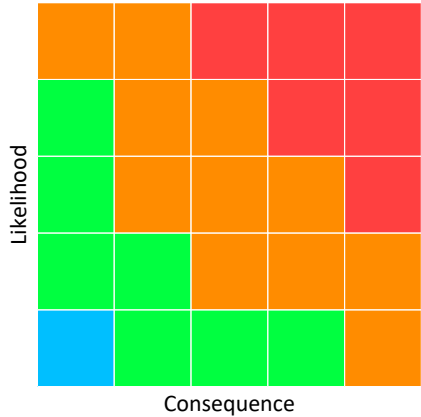
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

WHS5	Work related Bullying such as abusive, insulting or offensive language or comments				
Risk Categories: Brand		Risk Owner: Andrew James		Last Reviewed Date:	Next Review Date: 05/27/23

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

Custom Rich Text Field 04: -

Residual Controls

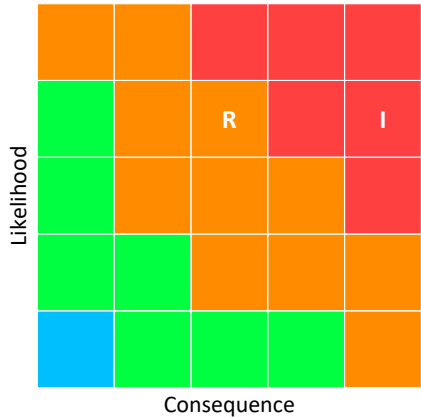
Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Marginal – Controls Require Improvement
T	N/A

WHS6	Absconding and inappropriate behaviour			
Risk Categories: People / WHS		Risk Owner: David Murray	Last Reviewed Date:	Next Review Date: 03/27/23

Individual Heatmap



Custom Rich Text Field 01: -

Custom Rich Text Field 02: -

Custom Rich Text Field 03: -

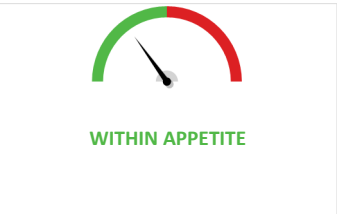
Custom Rich Text Field 04: -

Residual Controls

Control Title	Control Owner	Control Owner Rating	Next Review Date
N/A			

- I Inherent Risk Assessment
- R Residual Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
I	N/A
R	Fair – Controls Require Improvement
T	N/A



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