



## Risk Management @ AACo

As one of Australia's oldest companies, AACo has been, and will continue to be, exposed to a range of multiple and interrelated risks. AACo recognises that the effective understanding and management of risk ensures that AACo can achieve its sustainability, profitability, growth, and stakeholder objectives. We believe that effective risk management is a strategic strength of the Company, allowing it to sustain and create value for the organisation.

### Who is covered by this Policy?

This policy applies to all directors, employees, and contractors of AACo, its subsidiaries and operations. The policy extends to all current and future activities of AACo, including core and peripheral businesses.

### Policy Principles

Everyone at AACo is committed to maintaining a strong culture of risk awareness, consistent with AACo's values. The message that risk management is "everybody's business" is persistent and pervasive.

Effective risk management is an integral part of good management practice, supporting the decision making of AACo. Risk management is concerned with understanding the effect that uncertainty has on AACo achieving its strategy and business objectives. To support effective decision making, AACo people must seek to understand the risk issues that are part of its business activities.

It is incorporated into the strategic and operational planning and management processes at all levels within the organisation, in order to proactively reduce the effects of threats and to enhance or exploit the benefit of opportunities.

## Responsibilities

### Board

The Board of Directors are responsible for the overall corporate governance and risk management of AACo. It has responsibility for setting AACo's risk appetite and for approving and overseeing the risk management framework and processes for managing risks at AACo.

The Board delegates its risk management responsibilities to the Audit and Risk Management Committee (ARMC). This includes oversight by the ARMC of risk management and compliance processes, and the conduct of internal audits.

### AACo Executive

The Board places responsibility for the delivery of the Strategic Plan on the Managing Director and CEO, and as part of this is the implied responsibility to understand and manage risk. It is expected risks will be managed within accepted limits.

### AACo Management

AACo Management is responsible for establishing and implementing the risk management system to identify, control and manage risks.

All Managers are responsible for owning risk in their day-to-day operations.

Managers and supervisors will ensure that staff within their areas understand their responsibilities and assist in fostering a risk-aware culture. Regular training and assistance will be provided to staff to assist with risk management.

### All Employees

Everyone at AACo is responsible for the identification of risk.

## Policy Information

Version	<ul style="list-style-type: none"><li>Version 1</li></ul>
Policy changes	This policy may be rescinded, changed, or replaced at any time at the absolute discretion of the Company Secretary and General Counsel or an authorised delegate.
Related Policies and Documents	<ul style="list-style-type: none"><li>AACo Board Audit and Risk Committee Charter</li><li>AACo Risk Appetite Statement</li><li>AACo Sustainability Policy</li><li>AACo Risk Management Framework</li><li>AACo Risk Management Procedures</li><li>AACo Compliance Policy</li><li>AACo Compliance Framework</li></ul>