



Risk Management Policy

The Board determines the Company's "risk profile" and is responsible for overseeing and approving risk management strategy and policies, internal compliance and internal control.

The Board has delegated to the Audit and Risk Committee responsibility for implementing the risk management system.

The Audit and Risk Committee will submit particular matters to the Board for its approval or review. Among other things it will:

- a. oversee the Company's risk management systems, practices and procedures to ensure effective risk identification and management and compliance with internal guidelines and external requirements;
- b. assist management to determine whether it has any material exposure to economic, environmental and/or social sustainability risks (as those terms are defined in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*) and, if it does, how it manages, or intends to manage, those risks;
- c. assist management to determine the key risks to the businesses and prioritise work to manage those risks; and
- d. review reports by management on the efficiency and effectiveness of risk management and associated internal compliance and control procedures.

The Company's process of risk management and internal compliance and control includes:

- a. identifying and measuring risks that might impact upon the achievement of the Company's goals and objectives, and monitoring the environment for emerging factors and trends that affect these risks;
- b. formulating risk management strategies to manage identified risks, and designing and implementing appropriate risk management policies and internal controls; and
- c. monitoring the performance of, and improving the effectiveness of, risk management systems and internal compliance and controls, including regular assessment of the effectiveness of risk management and internal compliance and control.

To this end, comprehensive practices are in place that are directed towards achieving the following objectives:

- a. compliance with applicable laws and regulations;
- b. preparation of reliable published financial information; and
- c. implementation of risk transfer strategies where appropriate e.g. insurance.

The responsibility for undertaking and assessing risk management and internal control effectiveness is delegated to management. Management is required to assess risk management and associated internal compliance and control procedures and report back at each Audit and Risk Committee at least annually.

The Board will review assessments of the effectiveness of risk management and internal compliance and control at least annually.

The Company must disclose at least annually whether the Board (or a committee of the Board) has completed a review of the Company's risk management framework to satisfy itself that it continues to be sound.

The Company will disclose if it has any material exposure to economic, environmental and/or social sustainability risks (as those terms are defined in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations*) and, if it does, how it manages, or intends to manage, those risks.

1 Monitoring and Review

The Board will monitor the content, effectiveness and implementation of this Policy every two years. There may also be independent reviews taken from time to time. Any findings, updates or improvements identified will be addressed as soon as possible.

Everyone covered by the scope of this Policy will be notified of any change made to the Policy, and where required, training will be provided.

2 Document History

Version	Version Date	Section	Comments	Approved By
1	30/09/2020		Initial Release	Black Rock Board
2	30/01/2023	All	Reformatted	Black Rock Board
3	25/11/2024	All	Add S1. Monitor and review every two years.	Black Rock Board