

Risk Area	Individual Risk	Risk Description	Impact	Likelihood	Inherent Risk Score	Controls	Residual Risk
Finance and Commercial	Donor channels	Loss of sponsorship or grants	4	4	16		
Finance and Commercial	Fraud	Misappropriation of funds or fraud	5	1	5		
Finance and Commercial	Financial recordkeeping	Inadequate financial recordkeeping and oversight	3	2	6		
Finance and Commercial	Financial planning	Inadequate financial planning and working capital management	4	3	12		
Finance and Commercial	Liquidity Risk	Inability to access debt and/or equity to fund strategic investments.	2	3	6		
Finance and Commercial	Ineffective Tax Strategy	Financial and reputational risk of not having a strategy in place which enables you to effectively manage your tax obligations.	3	1	3		
ESG	Corporate Behaviour	Impact of unethical corporate behaviour on operations and perceived organisational reputation	4	1	4		
ESG	Diversity, Equity and Inclusion	Entity fails to create a diverse workplace that is inclusive for staff of all backgrounds.	2	3	6		
ESG	Labour Management	Failure to manage labour to ensure charitable events can run as planned	1	3	3		
Information Technology	Data Loss	The risk of having organisational data stolen or lost due to inadequate training / processes in place, or from malicious behaviour	2	3	6		
Information Technology	Cyber Security	Failure to implement or update technologies, processes and practices designed to protect networks, computers, programs and data from attack, damage or unauthorised access.	2	3	6		
Operational and execution	Asset Integrity	Failure to repair and maintain assets and equipment to the required standard.	3	3	9		
Operational and execution	Health and Safety	Athlete injuries or unsafe competition environments.	4	4	16		
Operational and execution	Sourcing	Failure to identify and develop channels of supply at the lowest cost	2	3	6		
Operational and execution	Marketing	Failure to use marketing tools and processes to raise awareness and drive donations	2	3	6		
Operational and execution	Cost to Operate	Failure to regulate operating costs and impacts of increasing costs on organisational processes.	2	3	6		
Operational and execution	Brand Degradation	Damage to the reputation of the brand due to, negative publicity, inappropriate behaviour of staff or security breach	3	2	6		
Operational and execution	Performance Metrics	Failure to use measurable performance metrics to measure organisational success and impact on the community.	1	4	4		
People and Organisation	International Mobility	Failure to comply with legal and tax requirements such as visa requirements, short term business visitors, share ruling and offshore employment companies	3	2	6		
People and Organisation	Hiring / Talent Strategy	Inability to recruit qualified and skilled staff at all levels	2	4	8		
People and Organisation	Operating Model	Inadequate operating model resulting in inefficiencies and lack of accountability.	1	3	3		
People and Organisation	Talent Development	Failure to transform talent to react to ongoing changes in the macro and micro environments.	1	2	2		
People and Organisation	Inadequate Governance Structures	Inadequate governance structure resulting in a lack of central control and oversight	2	2	4		
People and Organisation	Litigation	Impact of an athlete, customer or supplier taking legal action, such as legal costs and loss of reputation	5	1	5		
Regulation and Compliance	Fraud, Bribery and Corruption	Failure to prevent and detect fraud, bribery and corruption	5	1	5		
Regulation and Compliance	Licence to Operate	Failure to obtain and or retain licence to operate within a key territory	3	1	3		
Regulation and Compliance	Legal Obligations	Failure to comply with legal obligations, including GDPR, Minimum Living Wage, Health and Safety, Product Safety and Trading Standards, Anti-doping, athlete welfare etc.	4	2	8		
Regulation and Compliance	Conduct	Inappropriate behaviour by an employee contractor or vendor breached desired organisational values and policies.	4	1	4		
Strategic	Leadership	Impact of ineffective leadership strategies on organisational growth and development.	2	3	6		
Strategic	Strategy	Inability to meet long-term organizational goals or shifts in sport trends.	2	2	4		
Strategic	Systems and processes	Failure to use systems and processes to effectively improve and manage organisational processes.	1	2	2		
Strategic	Donor Targeting Strategy	Failure to set a specific strategy to target donors and continue operations	2	3	6		
Strategic	Sponsorship	Impact of an agreement with a flawed sponsorship partner	4	2	8		
Strategic	Brand Perception	Failure to regulate reputation and perception amongst the public, and the impact negative press can have on donations	3	1	3		

Policy Category: Governance  
Approval Authority: Board Approval  
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Consequence Descriptor	Financial	People	Operational	Reputation	Legal / Regulatory
5. Catastrophic					
4. Major					
3. Moderate					
2. Minor					
1. Insignificant					

#### Likelihood rating

Almost certain	>90%	The risk will occur during the year.
Likely	>50%	There is a strong possibility that the risk will occur.  History of frequent occurrence.  Inadequate  Experience or data suggests this risk has occurred at competitors in the industry.
Possible	>30%	There is a possibility that the risk will occur.  History of casual occurrence.  Experience or data suggests this risk may occur at competitors in the
Unlikely	>10%	There is a slight possibility that the risk will occur.
Rare	<10%	The risk may only occur in exceptional circumstances.