

Pact Group Holdings Ltd
ACN: 145 989 644

Risk Management Policy



Contents

1	Purpose	2
2	Objectives	2
3	Risk Planning	2
4	Application	2
5	Performance	2
6	Acceptance Criteria	2
7	Documentation	2
8	Responsibilities	3
9	Continual Improvement	3
10	Related Documents	3
11	Version Control	4

1. Purpose

1 Purpose

Pact Group is committed to a systematic and comprehensive approach to the effective management of potential opportunities and adverse effects by achieving best practice in risk management.

Pact Group embraces intelligent risk-taking and recognises that risks can have both positive and negative consequences.

2 Objectives

Risk management helps Pact Group achieve our objectives, operate effectively and efficiently, protect our people and assets, make informed decisions, and comply with applicable laws and regulations.

3 Risk Planning

Risk management will be fully integrated with all business division processes at all levels to ensure it is considered in the normal course of business activities.

4 Application

A formal Risk Management strategy will be developed each year, which directly and demonstrably supports Pact Group business objectives. It will be implemented with the sustained involvement of all levels of the business via adequately resources plans with measurable timelines and objectives. Pact Group systems align with AS ISO 31000:2018 and are supported by an ongoing program of education and training.

5 Performance

The success of Pact Group's risk management will be measured by its impact on Pact Group's business objectives, by audits, annual risk management review, the ongoing collection of risk data and the evaluation of risk models.

6 Acceptance Criteria

High, Very High, and/or Enterprise risks are controlled through executive management action with documented mitigation plans assigned. Moderate risks are assigned specific management responsibility, while low risks are managed through routine procedures.

7 Documentation

Each stage of the risk management process is appropriately documented in Pact Group's risk management system, particularly decisions and risk treatments. Pact Group's General Manager ("GM") Assurance and Financial Control maintains all risk registers via Pact Group's risk management system.

8. Responsibilities

8 Responsibilities

Risk management is a core business skill and an integral part of day-to-day activity. As individuals, we all play our part in managing risk, and employees at all levels are responsible for understanding and implementing risk management practices in their workplace.

Managers and leaders are responsible for applying the agreed risk management policy, framework, methodologies, guidelines, and strategies in their area of responsibility and are expected to ensure risk management is fully integrated with and considered in the normal course of activities at all levels. Visible commitment requires active participation in risk management processes, effective resource allocation, and making 'risk' an important agenda item at all meetings.

Divisional Managers are responsible for owning their relevant risks, driving the implementation of the Risk Management Framework, and ensuring that managers are equipped with the necessary skills, guidance, and tools.

The GM Assurance and Financial Control is responsible for development, coordination, and ongoing management of Pact Group's Risk Management Framework. This includes developing training programs and implementing management systems that are capable of identifying, monitoring, and reporting on new or emerging risks. The GM Assurance and Financial Control is also responsible for the review of the Risk Management process, monitoring and reporting key strategic risks.

Pact Group's Chief Executive Officer is responsible for managing risk across Pact Group.

9 Continual Improvement

Continual improvement is embedded in Pact Group's approach to risk management. Pact Group is committed to establishing, and building on the necessary structures and processes to support a sustainable approach to risk management and embed a robust risk culture.

10 Related Documents

- Pact Group Risk Management Framework
- Pact Group Risk Assessment Methodology
- Audit, Business Risk & Compliance Committee Charter
- Pact Group Risk Appetite Statement

Version Control Page

Document name	Risk Management Policy
Controlled copy	Pact Group Intranet
Owned by	Chief Financial Officer
Approved by	Pact Group Board
Version	4
Approval date	April 2025