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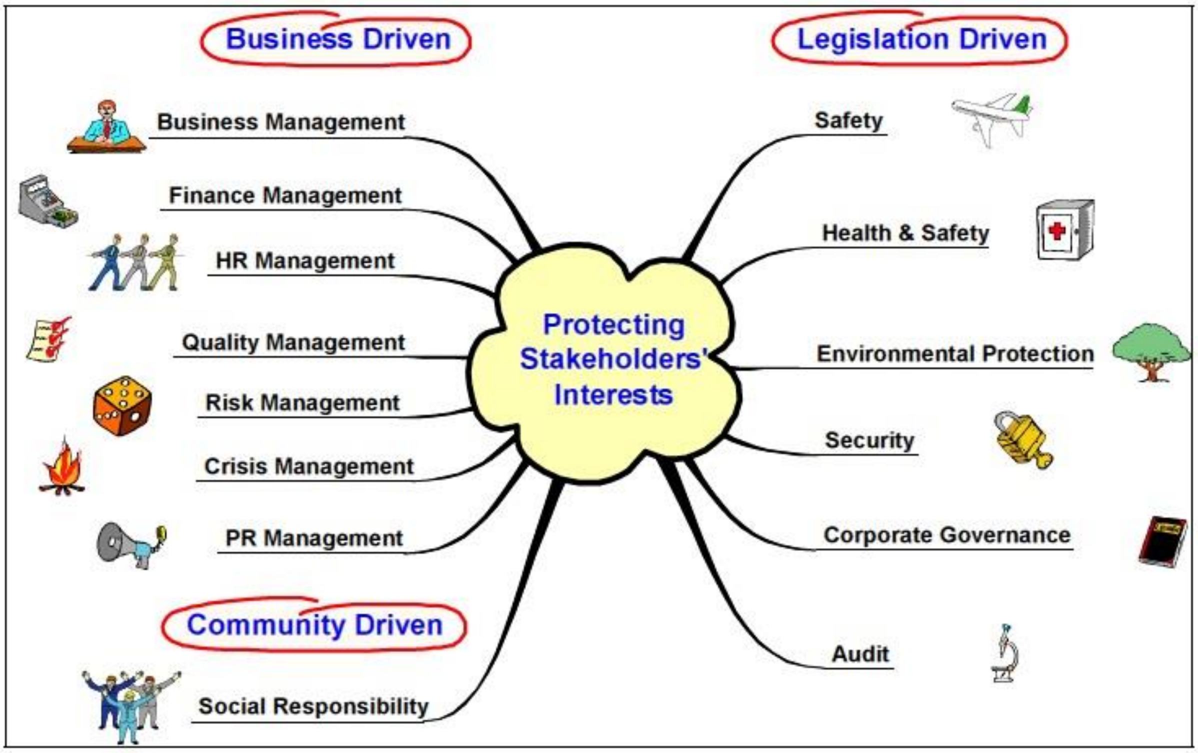
1.0 Purpose

We have a well-established and embedded system of internal control and risk/opportunity management designed to safeguard stakeholders' investments, DigiPlex's assets and reputation. Whilst the Senior Leadership Team has overall responsibility for the Company's system of internal control and for reviewing its effectiveness, it is the role of Risk Management Committee to implement the policies on risk and control and potential opportunities. Our risk/opportunity management process identifies the key risks facing each business and reports to the Senior Leadership Team on how those risks/ opportunities are being managed. However, if we become too risk adverse when making key decisions, particularly in the tendering process and we may miss a great opportunity.

This document provides guidance to the Bid Team and the Senior Leadership Team on how key decisions can reflect a balanced view of both risks identified in the risk management process and the potential opportunities within the market place or a contract.

Risk management is not a stand-alone activity. It is closely integrated with other primary business management and compliance processes as illustrated below. Our overall aim is to protect the interests of all stakeholders and increase shareholder value.



Taking and managing appropriate levels of risk is an integral part of all our business activities. Risk and Opportunity Management, performed rigorously and comprehensively, creates stability and indirectly contributes to profit.

The risk management process specifically identifies the stakeholder's interests that are likely, directly or indirectly, to influence the performance of the business and its value. These include, but are not limited to, customers, suppliers, staff, regulators, banks, investors and insurers. The interests of the wider community in areas such as social, environmental and ethical impact are recognised in the Company's corporate responsibility programme.

This document provides the framework to manage and balance business and operational risk against opportunities in the performance of DigiPlex's activities to meet the requirements of good corporate governance.

2.0 Scope

This document applies to all of DigiPlex Group of Companies.

a. From: Identification of Risks and Opportunities.

b. To: Risk / Opportunity Assessment, control and monitoring.

3.0 References

ISO 31000:2009, Risk management

ISO 27001:2015, Information Security Management

ISO 9001:2015, Quality Management

OSHAS 18001 Health and Safety Management.

Forrskrift om risikostyring og internkontroll (Regulations on Risk Management and Internal Control)

4.0 Definitions

Stakeholder: - A person, group or organisation that has an interest or concern in DigiPlex. Stakeholders can affect or be affected by DigiPlex's actions, objectives and policies. Some examples of key stakeholders are creditors, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources.

Risk: - Uncertain future events which might lead to the failure to meet one or more of the key business goals as measured in terms of stakeholder expectations.

Risk Appetite: - This is the amount of risk that DigiPlex is willing to take in order to meet our strategic objectives.

Risk Management is a systematic way of planning, organizing, leading, and controlling the activities of a business in order to minimise the effects of risk on a business capital and earnings. It protects business resources and income against losses so that the objectives of the Group can be achieved without unnecessary interruption.

Opportunity: - Uncertain future events that might lead one or more of the key business goals being exceeded as measured in terms of stakeholder expectations.

Opportunity Management is then to maximise the potential business benefits and to exceed, where possible, the business goals.

Risk Management Committee: – The Risk Management Committee is responsible for providing oversight and advice to the SLT in relation to current and potential future risk exposures of DigiPlex, future risk strategy, risk appetite and tolerance. It is also responsible for promoting a risk awareness culture within DigiPlex.

Senior Leadership Team: - The Senior Leadership Team is a group of individuals that are appointed as representatives of the stockholders to establish corporate management related policies and to make decisions on major company issues.

5.0 Objective and Commitment

DigiPlex is committed to implementing appropriate strategies and processes that identify, analyse and manage the risks associated with our activities as a means of minimising the impact of undesired and unexpected events on our business activities. We will therefore:

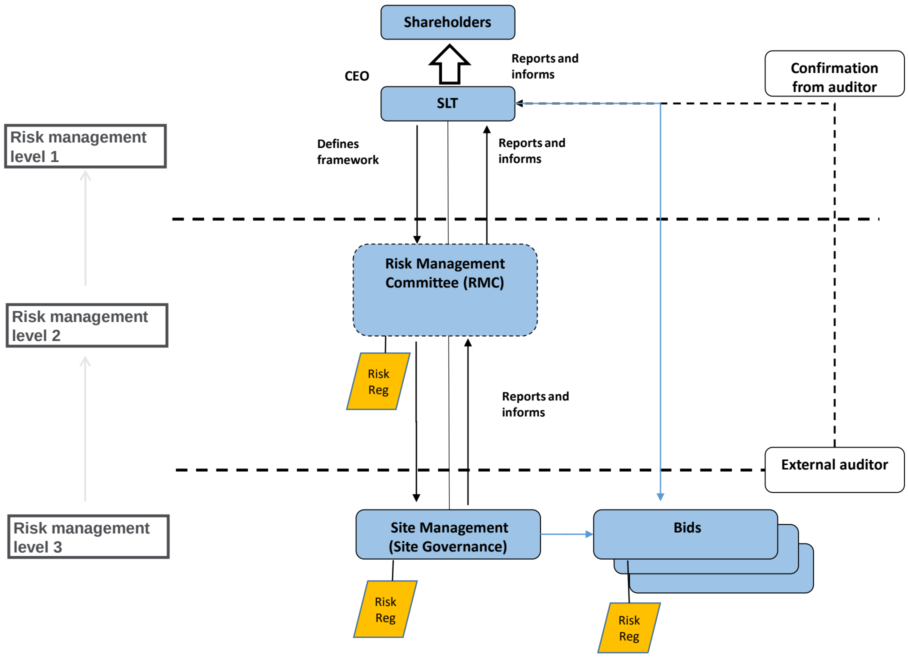
- identify business objectives that reflect the interests of all our stakeholders
- identify the threats to the achievement of our business objectives

- control and manage our exposure to risk by appropriate risk reduction and mitigation actions
- regularly review our exposure to all forms of risk and reduce it as far as reasonably practicable or achievable
- apply robust risk management processes as part of a wider management system
- educate and train our managers in risk management
- regularly review the risks we face as a result of our business activities and of the business and economic climate in which we operate.
- identify cost effective risk treatment options
- identify and regularly measure key risk indicators and take appropriate action to reduce our risk exposure
- regularly review our key risk controls to ensure that they remain relevant, robust and effective

We will demonstrate achievement of the individual components of this document through the preparation of documented procedures, the reporting and review of risk and opportunities at all levels of the business and a monitoring and audit programme to ensure that the processes are being implemented.

6.0 Organisation and Responsibilities

The ERM-organisation of DigiPlex is illustrated in Figure 6.0



The Senior Leadership Team has the main responsibility of the risk management strategy and the CEO has the operative responsibility for implementing risk management processes with assistance of the Risk Management Committee.

Site Managers have the responsibility of performing the risk management process in their area of control and including the necessary stakeholders.

The risk management levels are described below:

- **Risk Management level 1 -SLT**

  The SLT is responsible for the implementation of a sufficient Risk Management process in the organisation and for defining the company's risk appetite. The aggregated risk picture of DigiPlex shall be reported to and discussed within the SLT. The SLT must ensure that it is aware of all the significant risk factors within the group in order to ensure that they are managed in a financially and administratively sound manner. The SLT also remains responsible for this document as such.

  Risk management tasks for the SLT to perform:

  - Determine strategic approach to risk and set risk appetite.

- Establish the structure for risk management
- Controlling the company's compliance with laws, bylaws, FSA rules, business standards and establishment of risk management and internal audit processes.
- Understand the most significant risks
- Manage the organisation in a crisis

- **Risk Management level 2- *Risk Management Committee (RMC)***

  The risk committee assists the SLT in carrying out its duties by providing independent and objective review, advice and assistance in developing Company policy and monitoring corporate activity within the scope of its remit, and making recommendations to the SLT for resolution. It is not a policy making body, nor does it have substantive executive function in its own right.

  The role of the committee includes assisting the SLT in the company's governance and exercising of due care, diligence and skill in relation to risk assessment, treatment strategies and monitoring.

  Consistent with the company's determined appetite for risk, it includes assisting the SLT to understand risks, which may:
    - impede the company from achieving its goals and objectives
    - impact on the company's performance
    - affect the health, safety or welfare of employees, visitors and others in relation to the company's operations
    - threaten compliance with the company's regulatory and legal obligations
    - impact on the community and the environment in which the company operates
    - impact on the company's reputation, or that of its people
    - result in personal liability for company officers arising from the company's operations.
- **Risk Management Level 3: Site Management**

  Site Management is responsible for of performing the risk management process in their area of control and including the necessary stakeholders supported by their Line Management. That implies to ensure that risks are identified and assessed, and that risk reducing measures are implemented.

Site Managers are to report the risk picture and follow-up status to the CEO via the Risk Committee. The Site risk pictures shall be shared and discussed with the employees at the Site Governance Meetings.

All employees are responsible for the ownership and undertaking of their risk management functions in accordance with this Policy and for its implementation within the framework of DigiPlex's procedures and directives.

7.0 Risk Management Committee

The risk committee assists the SLT in carrying out its duties by providing independent and objective review, advice and assistance in developing Company policy and monitoring corporate activity within the scope of its remit, and making recommendations to the SLT for resolution. It is not a policy making body, nor does it have substantive executive function in its own right.

7.1 Composition

The risk committee will consist of at least three, and usually no more than six.
The forum comprises the following:-

- QA & Compliance Manager (Chair)
- Chief Operational Officer
- Chief Development Officer
- Chief Commercial Officer
- Chief Capital Market Officer
- Chief HR Officer
- Finance Director

7.2 Authority

The SLT authorises the risk committee, through the risk committee chair, to:
• retain independent risk, actuarial, insurance or other consultants to advise the risk committee or assist in the conduct of risk related issues;
• seek any information it requires from employees, who are directed to co-operate with the risk committee's requests, or from external parties.

7.3 Meetings

The risk committee will meet a minimum six monthly and, additionally, as the committee considers necessary.

A quorum will be more than half the members. In the chair's absence from a meeting, the members present will select a chair for that particular meeting.

All Risk committee members are expected to attend each meeting in person, or through other approved means, such as teleconference or video conference.

The risk committee may invite other people to attend as it sees fit and consult with other people, or seek any information it considers necessary, to fulfil its responsibilities.

7.4 Invitees

Non-members may attend meetings by invitation of the risk committee, but have no voting rights.

7.5 Voting

Any matters requiring decision, will generally be decided by consensus, or if consensus is not achievable, then by a majority of votes of members present.

7.6 Reporting to the CEO/SLT

The chair of the risk committee is to report to the CEO following each committee meeting. Such reporting maybe by distribution of a copy of the minutes, supplemented by other necessary information, including recommendations requiring SLT action and/or approval.

8.0 Procedure

The Risk and Opportunity Management process is illustrated diagrammatically in MAN-PROC-03-00-DGS. A key element of the process is the risk/opportunity register which documents the following risk attributes:

- Risk/Opportunity description
- Risk impact

- Risk reduction measures (Actions to reduce probability of risk occurring)
- Risk mitigation measures (Actions taken to reduce the impact of the risk if it occurs)
- Probability assessment
- Impact assessment

RISK AND OPPORTUNITY MANAGEMENT PROCESS		
	Risk Management Activity	**Opportunity Management Activity**
1	**Identify Risks** Identify potential risks in the business, contract and the external environment.	**Identify Opportunities** Identify potential opportunities in the contract and the external environment.
2	**Analyse Risks** Transform risk data into decision making information. For each risk, describe likely impacts and the effect on project goals. Estimate risk probabilities. Identify risk owners. Rank the risks based on their probability/ impact scores.	**Analyse Opportunities** Transform opportunity data into decision making information. For each opportunity, describe likely impacts and the effect on project goals. Estimate opportunity probabilities. Identify risk owners. Rank the opportunities based on their probability/ impact scores.
3	**Plan Risk Control** Translate risk information into decisions and present and future mitigating actions. Plan controlling actions for the most significant risks. Prioritise controlling actions based on the impact on reducing risks. Integrate risk planning with Technical, Commercial and Financial Proposals.	**Plan Opportunity Development** Translate opportunity information into decisions and present and future enhancement actions. Plan development actions for the most significant opportunities. Prioritise development actions based on the impact on enhancing opportunities. Integrate opportunity planning with Technical, Commercial and Financial Proposals.
4	**Monitor & Control Risks** Monitor project risk indicators. Correct for deviations from the plans. Implement selected controlling actions. Monitor effectiveness of controlling actions.	**Develop Opportunities** Monitor project opportunity indicators. Implement selected enhancement actions. Monitor effectiveness of enhancement actions.
5	**Crisis Management** Invoke crisis management actions to handle unexpected events. Monitor effectiveness of controlling actions.	**Exploitation Management** Invoke exploitation management actions to handle unexpected opportunities. Monitor effectiveness of enhancement actions.
6	**Capture Experience** Capture results of risk management programme. Use information to learn from experience.	**Capture Experience** Capture results of opportunity management programme. Use information to learn from experience.

Instead of asking "What can go wrong?" during risk identification, use the question "What must go right?" to focus on the Critical Success Factors (CSFs) to achieving the business goals. Key Performance Indicators (KPIs) might then provide the early warning indicators of emerging or changing risks. Having identified the risks, risks can then be ranked into order of importance, and for the most significant risks, possible mitigation options can be identified and their costs and benefits estimated. The acceptability of each risk can then be determined.

What must go right for us to succeed?

- How could we fail?
- What could go wrong?
- Where are we vulnerable?
- What assets do we need to protect?
- What could disrupt our operations?
- How do we know whether we are achieving our objectives?
- What information do we most rely on?
- What decisions require the most judgment?

The purpose of risk /opportunity management is to provide a high degree of assurance that these business goals and objectives are delivered. At each level, the risk management processes are established to reflect the nature of the activities being undertaken, the nature of the business and operational risks being faced and the level of control considered necessary to protect the interests of all stakeholders.

8.1 Risk Identification

Risks can come in a variety of forms from a variety of sources. While risks are often seen as threats to an organisation, to the extent that they represent uncertainly, they can also present opportunities. For example, risky financial investments have the potential to provide substantial returns.

Risks need to be assessed by the Risk Owner.

8.2 Impact Assessment of Risks

The Risk Owner will evaluate the impact using the criteria set below and record on the Opportunity's and Risk Register, MAN-PROC-03-01-DGS.

Each Risk that is identified from the Impact assessment as "Very Low/Low", is added to the risk register, accepted automatically, greyed out, the date of its acceptance inputted and the date for review added.

The following table details the impact category headings along with the consequence of a breach to give an impact level. e.g. What would be the financial and reputational impact on DigiPlex if the event was to occur?

Impact scores					
	Impact Category Definitions (Effect categories)				
Qualitative Assessment and Impact	***Performance (Ability to achieve Strategic Objectives)***	***Reputational***	***Expenditure or Revenue (Financial)***	***People, Environment or customers (Operational)***	***Legal (includes Regulatory)***
Very High (1000)	Major operational failure resulting in DigiPlex being unable to provide services to customers.	Critical Issue requiring Company-wide response and corrective action to tackle damage to reputation.	*One Company is Insolvent*	There is a widespread, long-term disruption to customer facing services and operational activities.	Major legal/ regulatory failure resulting in successful legal proceedings or regulatory fines against DigiPlex or major operational failure resulting in DigiPlex being unable to provide services to customers.
High (100)	Significant impact on DigiPlex operations resulting in severe disruption to customers.	Sustained issue requiring extensive Reputation-management response.	One Company running as a financial loss or example 10 % of net asset value, 20% of EBITA.	There is localised disruption to customer facing services and operational activities.	Significant legal regulatory failure resulting in potential legal action against DigiPlex or one of its employees.
Medium (20)	Material impact on DigiPlex resulting in some disruption to customer operations.	Material single issue or cumulative effect of local impacts.	One Company running as a financial loss or example 1 % of net asset value, 10% of EBITA.	There is widespread disruption for short periods to customer facing services and operational activities.	Material legal or regulatory failure.
Low (5)	Impact on a particular business area or project with limited impact on customers.	Some localised negative impact.	Some financial loss	There is minor, localised, short term disruption to customer facing services and operational activities.	Minor legal or regulatory impact.

Very Low (1)	Would have little or no effect on the business.	Little or no impact on reputation.	Insignificant or no financial loss	There is little or no disruption to customer facing services and operational activities people or environment.	Little or no legal or regulatory impact.

Table 8.2 provides a model for impact categories.

8.3 Risk Assessment

The Risk Management Commitee / Site Managers undertake a Risk Assessment using the Opportunity and Risk Register. MAN-PROC-03-01-DGS Risks and Opportunitys.

8.3.1 Current Controls

Before the Risks are assessed, the current controls that DigiPlex has in place are considered in terms of how they reduce the exposure are recorded in the risk register.

8.3.2 Probability

The risk assessment process, involving identification and analysis, must examine critical areas of the business in order to identify all perceived risks and opportunities from the company's perspective. All risks, which have an impact on the company or its ability to meet the requirements of the contract, must be addressed. The risk impacts are addressed in terms of achievement of project or business goals and are likely to include at least:

- Performance
- Cost
- Timescale
- Company Reputation

The Risk Score is calculated by multiplying the probability scale value given in Table below and the impact scale value given in Table 8.2 above to give a score in the range 2 – 16000. The Risk Category in the range 16 (Highest) to 2 (Lowest) is then assessed on the basis of the Risk Score as shown in Table 8.3.2

-RISK PROBABALITY CATERGORIES				
Scale	**Description**	**Scenario**	**Probability**	**Scale Value**
VERY HIGH	Almost Certain	Very Frequent	>85%	16
HIGH	Likely	Common Occurrence	50-85%	12

MEDIUM	Possible	Occurs Quite Often	21-49%	8
LOW	Unlikely	Small Chance	6-20%	4
VERY LOW	Rare	Not Expected to Occur	<5%	2

Tables 8.3.2 provides a model for probability categories.

Probability scores should be means tested (or common sense tested) to ensure that risk impacts relate accurately to real world perceptions of the risk. Probability score produces the probability multiplier used to populate the Probability x Impact equation to produce the final risk rating.

Having identified the scale values for both probability and impact, a numeric risk score for each risk can then be determined by multiplying the **Probability Scale Value** by the **Impact Scale Value** as shown 8.3.3

RISK SCORE MATRIX AND APPETITE					
Probability	**Impact**				
	VERY LOW (1)	**LOW (5)**	**MEDIUM (20)**	**HIGH (100)**	**VERY HIGH (1000)**
VERY HIGH (16)	16	80	320	1600	16000
HIGH (12)	12	60	240	1200	12000
MEDIUM (8)	8	40	160	800	8000
LOW (4)	4	20	80	400	4000
VERY LOW (2)	2	10	40	200	2000

Table 8.3.3 provides the Risk Score Matrix.

8.4 Risk Appetite

The following table defines DigiPlex's risk appetite and defines the action required and the review frequency .

Risk Level	Risk Rating	Description	Comment	Action	Review Frequency
VERY HIGH	>1999	**Critical Risk**. Risks that present very high threat to human lives and/or property and/or are likely to lead to a very severe financial impact. These risks must be subject to special measures.	No very high risk can be tolerated or accepted	Any such critical risk must be treated immediately and added to the Risk Treatment Plan (RTP) Reduce/ Accept and Escalate CEO	Review at quarterly intervals with the CEO.
HIGH	1000-1999	**Severe Risk**. Risks which could jeopardise company strategy and/or cause major material and human damage and/or represent a major financial exposure. These risks should be avoided, reduced or transferred.	Can be accepted by the Risk Committee. If they are not accepted then the additional controls required	Not accepted risks need to planned to reduce within 12 months and added to the RTP.	Review at quarterly intervals.

MEDIUM	100-999	**Significant Risk**. Risks which could injure achievement of company strategy and/or cause significant material and human damage and/or represent a substantial financial exposure. These risks should be reduced or transferred.	Can be accepted by the Risk Owner. If they are not accepted then the additional controls required	Not accepted risks to planned to reduce within 12 months and added to the RTP.	Review at six monthly intervals.
LOW	20-99	**Minor Risk**. Risks which could cause operational problems but which are budgetable and can be managed.	Risks are automatically accepted	Note in the risk register risk when risk will be reviewed.	Review annually
VERY LOW	<20	**Possible Area of Concern**. Not significant in terms of risk.	Risks are automatically accepted	Note in the risk register risk when risk will be reviewed.	Review annually

Table 8.4 provides the Risk Categories

Risks with scores of greater than **200** should be treated as a "Significant Risk" and will require Contingency plans.

Management of risk during the lifecycle involves the implementation of risk reduction and mitigation measures identified and dealing with unforeseen risks in an appropriate manner.

Risks rated as a “Very High” “High” and “Medium” need to be either accepted or the Relevant Authority level defined in table 8.4 above may decide to reduce the risk. Risks can be treated in various ways:

- Avoid – Cease the activity that produces the risk.
- Mitigate – Employ countermeasures to reduce the risk.
- Transfer – Seek alternative strategies to cover the potential loss should the risk occur i.e. insure against the loss.
- Accept – The level of risk is acceptable to the business, in other words management deem the risk acceptable, compared to the cost of improving controls to mitigate it.

The residual risk figure is used to estimate the level of risk potential following implementation of the Risk managment strategy. Subsequent risk assessments will use this figure as a baseline to monitor the effectiveness of the controls being implemented to reduce identified risks to the acceptable levels.

8.5 Risk Treatment Plan

The risk of treatment criteria provides a framework for risk assessment review and formulation of risk treatment plans.

The Risk Treatment Plan (RTP) identifies the controls that are needed to address each of the identified risks from the risk assessment. It defines how, based on the criteria established by Senior Management Team each risk is to be handled, who it is assigned to and how progress will be monitored and reported.

8.6 Review

The risk register will be reviewed by the Risk Owners at the required review dates in the risk register and reviewed by the Risk Management Committee at meetings to ensure that all relevant risks remain accurate. On a Quartley basis the Chair of the Risk Management Comiteee will report to the CEO.

The following events will trigger a review of the Risk Register:-

- A Serious incident
- Change in Legisation
- Internal/External Audit

8.7 New Risk Identification

In accordance with MAN-PROC-03-00-DGS the whole register will be reviewed in March, annually by the Risk Management Committee to ensure all relevant risks have been identified and considered. In addition a brainstorming will take place to establish if any new issues /risks can be identified and are current risks identified emerging.

9.0 Opportunity Assessment

Opportunities can be ranked using the same scoring system with the appropriate changes in the definition of impact on stakeholder goals.

9.1 Opportunity Identification

Opportunities can come in a variety of forms from a variety of sources. While opportunities are often seen as risks to an organisation, to the extent that they represent uncertainly.

Opportunities need to be assessed by nominated Owner.

9.2 Impact Assessment of Opportunity's

The Opportunity Owner will evaluate the impact using the criteria set below and record on the Opportunity's and Risk Register, MAN-PROC-03-01-DGS.

Each Opportunity that is identified from the Impact assessment as "Very Low/Low", is added to the register, accepted automatically, greyed out, the date of its acceptance inputted and the date for review added.

The following table details the impact category headings along with the consequence to give an impact level. e.g. What would be the financial and reputational impact on DigiPlex if we where to ignore the event?

Impact scores				
	Impact Category Definitions (Effect categories)			
Qualitative Assessment and Impact	***Performance*** ***(Ability to achieve Strategic Objectives)***	***Reputational***	***Expenditure or Revenue (Financial)***	***People, Environment or customers*** ***(Operational)***
Very High (1000) **Transformative**	Complete alignment with DigiPlex Vision and Mission Definitively enhances competitive advantage or long-term viability Fulfils strategic plan	Positive national publicity and external recognition Permanent enhancement of DigiPlex in the market place	Annual savings or new net revenue representing a step change	Transformative improvements in efficiency, services, customer, environmental sustainability, or infrastructure.
High (100)	Overall alignment with DigiPlex vision and mission Significant contribution to competitive advantage or long-term viability Major progress on more than one strategic goal	Sustained issue requiring extensive Reputation-management response. Long term positive effect on DigiPlex's Research & Innovation reputation	Annual savings or new net revenue that is equal to the largest single revenue source installed today.	Major improvements in efficiency, services, customer, environmental sustainability, or infrastructure.
Medium (20)	Substantial alignment with DigiPlex vision and mission. Substantial contribution to competitive advantage or long-term viability.	Positive publicity and external recognition Moderate. short-term improvement to DigiPlex's reputation/image Positive effect on DigiPlex's Research & Innovation reputation	Annual savings or new net revenue almost the largest revenue source installed today.	Substantial improvements in efficiency, services, customer, environmental sustainability, or infrastructure.

	Major progress on one strategic goal.			
Low (5)	Moderate alignment with DigiPlex vision and mission Moderate contribution to competitive advantage or long-term viability Minor progress on more than one strategic goal	Positive local/regional publicity Minor, short-term effect on DigiPlex reputation/image	Annual savings or new net revenue that is a helpful contribution to the P&L	Moderate improvements in efficiency, services, customer, environmental sustainability, or infrastructure.
Very Low (1)	Minor alignment with DigiPlex vision and mission Minor contribution to competitive advantage or long-term viability Minor progress on one strategic goal	Limited, local positive publicity No lasting effect on DigiPlex reputation/image	Annual savings or new net revenue of with minimum contribution to the PL.	Minor improvements in efficiency, services, customer, environmental sustainability, or infrastructure.

Table 9.2 provides a model for impact categories.

9.3 Risk Assessment

The Risk Management Committee will undertake a Opportunity Assessment using the Opportunity and Risk Register. (MAN-PROC-03-01-DGS) Opportunitys that have a Impact score level of "Medium" or higher are further risk

9.4 Opportunity Assessment

The Opportunity Score is calculated by multiplying the probability scale value given in Table 9.4.1 by the impact scale value given in Table 9.2 to give a score in the range 2 – 16000. The Opportunity Category in the range 16 (Highest) to 2 (Lowest) is then assessed on the basis of the Opportunity Score as shown in 9.4.2.

OPPORTUNITY PROBABALITY CATERGORIES				
Scale	**Description**	**Scenario**	**Probability**	**Scale Value**
VERY HIGH	Almost Certain	Very Frequent	>85%	16

HIGH	Likely	Common Occurrence	50-85%	12
MEDIUM	Possible	Occurs Quite Often	21-49%	8
LOW	Unlikely	Small Chance	6-20%	4
VERY LOW	Rare	Not Expected to Occur	<5%	2

Tables 9.4.1 provides a model for probability categories.

OPPORTUNITY IMPACT CATERGORIES			
Scale	**Description**	**Effect on Stakeholders Goals**	**Scale Value**
VERY HIGH	Very Substantial	Clear opportunity that can be relied upon with reasonable certainty to be achieved in the short-term based on current management processes.	1000
HIGH	Substantial	Opportunity that may be achievable but that requires careful management. Opportunity that may arise over and above the plan.	100
MEDIUM	Significant	Possible opportunity that has yet to be fully investigated by management. Likelihood of success is low on the basis of management resources currently being applied.	20
LOW	Marginal	Small effect	5
VERY LOW	Negligible	Business investment not suitable	1

Table 9.4.2 provides a model for impact categories.

Having identified the scale values for both probability and impact, a numeric risk score for each risk can then be determined by multiplying the **Probability Scale Value** by the **Impact Scale Value** as shown in table 9.4.3 below.

OPPORTUNITY SCORE MATRIX AND APPETITE					
Probability	**Impact**				
	VERY LOW (1)	**LOW (5)**	**MEDIUM (20)**	**HIGH (100)**	**VERY HIGH (1000)**
VERY HIGH (16)	16	80	320	1600	16000
HIGH (12)	12	60	240	1200	12000
MEDIUM (8)	8	40	160	800	8000
LOW (4)	4	20	80	400	4000
VERY LOW (2)	2	10	40	200	2000

Table 9.4.3 provides the Opportunity Score Matrix.

VERY HIGH	>1999	**Critical Opportunity**
HIGH	1000-1999	**Substantial Opportunity Risk**.
MEDIUM	100-999	**Significant Opportunity.**

LOW	20-99	**Minor Opportunity**.
VERY LOW	<20	**Possible Area of No Concern**.

8.3.4 Provides the Risk Categories

Opportunity with scores of greater than 200 should be treated as a "Significant Opportunities" and will require a plans.

At the regular Opportunity Reviews, the effectiveness of the opportunity management will be reviewed, any shortcomings identified and corrective action initiated.

10.0 Measurement

Measurement of this process is by analysis of performance data discussed at Senior Management Meetings.

11.0 Forms and Templates

The following forms and templates are an integral part of this procedure.

Risk and Opportunity Management flow chart	MAN-PROC-03-00-DGS
Risk and Opportunity Management Procedure	MAN-PROC-03-01-DGS
Risk and Opportunity Register	MAN-PROC-03-02-DGS
Control of Incident, Non-conformity	QA-PROC-06-00-DGS

12.0 Records and Retention

Controlled documents that have been superseded or withdrawn will be archived as specified in the latest issue of the Control of Records procedure (QA-PROC-02-00-DGS).