



Risk Management Policy

1. Our Tikanga guides us

We take risk management seriously. We are committed to maintaining a risk management framework, risk systems and processes that enable us to address the numerous sources of uncertainty facing our business. We recognise the need for excellence in risk management to help us create and protect value.

2. Application

This policy applies to all directors, and all employees (including any secondee, contractor or consultant) of Contact and its subsidiaries (collectively 'employees').

3. Key Principles

- **Risk management is an integral part of how we do business:** We use our understanding of risk and our risk management processes throughout our business, to make informed decisions and choose between alternative courses of action.
 - **Our management of risk is dynamic and based on the best available information:** Our risk management system guides our decision-makers to continuously take account of changes in our operating environment, and knowledge, and to use the best available information.
 - **Our approach to risk management is innovative and resilient:** Our risk management system reflects our current risk appetite and allows our people to make decisions that create sustainable long term value for our stakeholders.
 - **Our approach to risk management is transparent and inclusive:** We consider the interests of internal and external stakeholders in our decision- making to ensure our management of risk remains relevant and current, with no surprises. We empower and support our people in managing risk by providing appropriate tools and processes. We take responsibility for achieving our business objectives, and we provide the tools, support and training to manage our risks.
 - **We ensure the effectiveness of our risk management system through:**
 - Having in place effective policies and procedures to manage material risks, e.g. [Confidentiality and Privacy Policy](#).
 - Receiving and reviewing regular reports on key risks and how they are managed.
 - Maintaining a risk management framework which embeds the Board's risk appetite to help us achieve our strategic objectives
 - Assessing the effectiveness of, and compliance with, the risk management framework.
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4. Reporting to Board

- Regular reporting on key risks and how they are managed is presented to the Audit & Risk Committee.

- This includes reporting on top risks (strategic and operational), emerging risks, and project specific risks.
- Management reviews the effectiveness of systems to identify, manage and monitor IT risks and protect personal information. Reporting on risks will include legal and compliance risks, cyber security, and privacy.

5. Compliance

Contact requires all of its employees to comply with this policy. Compliance with this policy will be periodically monitored by the Head of Risk and Assurance.

Any known or suspected instances of non-compliance should be discussed with your manager, your Leadership Team member, or the General Counsel. Alternatively, any employee who is aware of a breach of this policy can take action in accordance with Contact's *Protected Disclosures (Whistleblowing) Policy*.

6. Document control

Approved	February 2023	Document owner	Head of Risk and Assurance
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