



Management reporting on risk

MANAGEMENT REPORTING ON RISK

Identifying and managing risks which may affect the success of our strategy and financial prospects for future years is an essential part of our governance framework.

Risk Management Approach

The risk management approach facilitates the ongoing assessment, monitoring and reporting of risks which can impede our progress in delivering our strategic priorities. DOOLEYS has implemented a “Three Tiered approach” which facilitates clear separation of accountabilities between:

- First tier: ‘Front-line management and staff in business operations – who are responsible for the day to day management of risks
- Second tier: The Compliance Manager and Security Manager (reporting to the Chief Finance & Information Officer) – who provide the ‘front-line’ with frameworks, policies, methodologies, tools and assistance to embed risk management in the business
- Third tier: Group Internal Audit – who provide independent and objective assurance on the effectiveness of our governance, risk management and internal control processes.

A critical component of our ‘second tier of defence is our risk management framework which aligns with ISO 31000 Risk Management – Principles and Guidelines, the global standard for risk management. The framework is also supported by our DOOLEYS Code of Conduct and Business Principles, and our risk management policy. Further information on our risk management policy is provided below.

The Club remains committed to continuous improvement in our approach to managing risks and ensuring that we maintain a strong, integrated risk and compliance culture.

Risk Management Policy

The Risk Management Policy defines the objectives, principles and accountabilities for risk management at all levels across DOOLEYS. Included in this policy is the definition of material business risks which is defined as any type of risk that could have a material impact on DOOLEYS. Material business risks are regularly reported to the Board along with their controls and treatments.

The risk management policy reinforces the risk management accountabilities of our Board and Audit & Risk Committee, as described in their respective charters. In summary:



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- The Board is responsible for reviewing the material business risks (MBRs), approving the risk management policy, overseeing strategic risk management systems (including the framework for managing DOOLEYS MBRs and other operation risks) and, in relation to the MBRs, monitoring management's performance in implementation risk management responses
- The Audit & Risk Committee assists the Board in discharging their risk management responsibilities by overseeing management's design and implementation of the risk management system, reviewing DOOLEYS principal risk exposures and trends in their profile (noting that matters relating to our MBRs are primarily addressed by the Board in accordance with the Board Charter), and monitoring the adequacy and effectiveness of management's reporting and risk management responses and internal control systems
- The Chief Executive Officer (CEO), is accountable for ensuring that the management implements an effective risk management and internal control framework to identify, manage and monitor DOOLEYS risks

Functional responsibility for the risk management framework resides with the Compliance Manager and Security Manager, who report to the Chief Finance & Information Officer (CFIO). In addition to the accountabilities described above under the Risk Management Approach, the CFIO is responsible for:

- Regularly assessing the design and implementation of DOOLEYS risk management framework to identify areas for improvement, and reporting to the Audit & Risk Committee on the results of the assessment
- Maintaining a process to facilitate the ongoing assessment, monitoring and reporting of MBRs to the Board, and principal operational risks to the Audit & Risk Committee

Each employee and contractor is expected to understand and manage the risks within their responsibility and boundaries of authority when making decisions and undertaking day to day activities.