



# COMMON MANAGEMENT SYSTEM STANDARD 3 RISK MANAGEMENT

27 SEPTEMBER 2023



DATE	NAME	CHANGE	APPROVED	REVISION
3/03/2017	K. Ashby	Issued for Use	Executive Leadership Team (ELT)	0
4/04/2017	K. Ashby	Re-issued for Use	ELT	1
11/09/2018	K. Ashby	Re-Issued for Use	ELT	2
22/05/2019	K. Ashby & J. Lee	Reformatted on new IGO Template.	ELT	3
27/10/2020	Peter Bradford	Deloitte Review	Board	4
02/03/2021	A. Lee	Issued for Review: Incorporate Business-Critical Risk Management Process		4.WA
27/09/2023	B. Johnson	Updated to include revised Risk Appetite Framework, Risk Assessment Criteria, and definition of key roles and accountabilities	ELT	5



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## 1. PURPOSE

This Standard outlines the minimum mandatory requirements for the identification, management and reporting of risks that could impact IGO's ability to achieve its strategic and business objectives. Successful implementation of the requirements of this Standard will ensure that:

- Risk assessments are conducted in a timely and consistent manner;
- Roles and responsibilities are clearly understood;
- Material risks are recognised and appropriately acted on;
- Oversight is applied to the application of controls and risk treatments; and
- Management decisions and actions are aligned with the Company's risk appetite.

## 2. SCOPE

This Common Management System Standard applies to:

- Operations (including Exploration);
- Major Capital Projects;
- Functions; and
- all IGO employees and to any other person notified by the Company that this Standard applies to them.

## 3. KEY CONTACTS

Ben Johnson, Head of Risk and Compliance.

## 4. REVIEW OF THIS DOCUMENT

This document will be reviewed as necessary by the document owner, but no less frequently than every two years.

## 5. RELATED DOCUMENTS

- IGO Board Charter
- IGO Risk Management Policy
- IGO Audit and Risk Management Committee Charter
- IGO CMSS20 Safety & Wellbeing Risks
- IGO Risk Management Procedure

## 6. TERMS AND DEFINITIONS

For the purposes of this document, the following terms and definitions apply:

Abbreviation / Acronym / Term	Meaning
Control	Any process, policy, device, practice, or other actions that modify risk.

Abbreviation / Acronym / Term	Meaning
Critical Control	A control that is crucial to preventing the risk event or mitigating the consequences of the risk event. The absence or failure of a critical control would significantly increase the likelihood of the risk event occurring, despite the existence of the other controls.
Emerging Risk	Emerging risks are newly developing or changing risks in the early stages of becoming known that may have a major impact on IGO's ability to achieve its strategic objectives.
Enterprise Risk Management (ERM) Framework	IGO's overall approach to risk management, including the risk management standard, supporting procedures, guidelines, instructions, and tools.
Key Risk Indicator (KRI)	A high-level forward-looking metric used to communicate changing risk exposure.
Material Risk	<p>An event that has been assessed to have a High or Extreme residual risk rating. Risks that do not satisfy these criteria, but meet any of the following thresholds, must also be treated as material:</p> <ul style="list-style-type: none"> <li>• Strategic risks;</li> <li>• A safety fatality risk (as defined in CMSS20 Safety &amp; Wellbeing risks); or</li> <li>• Any other risk that an operation, function, or project deems as material.</li> </ul>
Mitigating Control	Controls that alter the impact of a risk event if it were to occur.
Non-material risk	Any risk that does not meet the assessment criteria of being a material risk.
Preventative Control	Controls that alter the likelihood of a risk occurring.
Program Risk	<p>Risks that:</p> <ul style="list-style-type: none"> <li>• Are common or systemic risks that would benefit from centralised and standardised management;</li> <li>• Cannot be managed by the operation, project, or function (i.e. are outside of their capacity to control); or</li> <li>• If they were to occur, would have a significant impact upon the Company, but are not considered strategic in nature.</li> </ul>
Residual Risk	The level of risk exposure remaining after taking into consideration the effectiveness of the current preventative and mitigating controls.
Risk	The effect of uncertainty on IGO's purpose, strategy and business plans.
Risk Aggregation	The combination of several risks into one risk to develop a more complete understanding of the overall risk.
Risk Appetite	The amount of risk that IGO is willing to take in the pursuit of its objectives.
Risk Assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk Event	An event that describes the potential occurrence of a particular set of circumstances that has a negative or positive impact on the achievement of IGO's purpose, strategy and business plans.
Risk Library	A collection of standardised risks, and their associated causes and consequences, that can be drawn from in the creation of new risk registers, or in the review of existing risk registers.



Abbreviation / Acronym / Term	Meaning
Risk Register	The full and complete list of both material and non-material risks of an operation, function, or project that have the potential to impact our purpose, strategy and / or business plans.
Risk Treatment	The process of designing and implementing new controls, or actions to improve an existing control.
Strategic Risk	<p>Risks that have the potential to impact our ability to deliver one or more of our strategic objectives. IGO's strategic risk register consists of:</p> <ul style="list-style-type: none"> <li>Emerging risks;</li> <li>Program risks that could impact upon strategic objectives; and</li> <li>One-off critical risks that carry significant organisational consequences.</li> </ul>

## 7. ROLES AND RESPONSIBILITIES

Each IGO operation, function and project must assign the appropriate resources to effectively execute the risk management accountabilities outlined below.

Role	Risk Management Accountabilities
Audit and Risk Committee (ARC)	<ul style="list-style-type: none"> <li>Refer to the Audit and Risk Committee Charter.</li> </ul>
Chief Executive Officer	<ul style="list-style-type: none"> <li>Establishment of IGO's risk management culture, aligned to our Values;</li> <li>Ensures the effective implementation of risk management across the Company;</li> <li>Ensures the appropriate allocation of resources to support the effective implementation of risk management practices in accordance with the requirements of this Standard.</li> </ul>
Executive Leadership Team (ELT)	<ul style="list-style-type: none"> <li>Ownership of strategic risks;</li> <li>Accountability for the Risk Appetite Statements and the Company's adherence to them;</li> <li>Approval of changes to program risks;</li> <li>Ensures the implementation of risk management in accordance with the requirements of this Standard;</li> <li>Creation of a culture where risk management informs decision making.</li> </ul>
Chief Legal Officer	<ul style="list-style-type: none"> <li>Report to the Board on the risk management disclosure in the Company's annual report, and all other risk management information published by the Company or released to the market;</li> <li>Provide timely reporting to management and the ARC.</li> </ul>
Head of Risk and Compliance	<ul style="list-style-type: none"> <li>Promote a strong risk management culture through encouraging a disciplined approach to risk management that enhances risk thinking and challenges risk and control activity;</li> <li>Facilitate the functioning and application of the ERM framework;</li> <li>Coordinate risk management reporting and communications to the CEO, Executive Leadership Team (ELT), ARC, and the Board.</li> </ul>

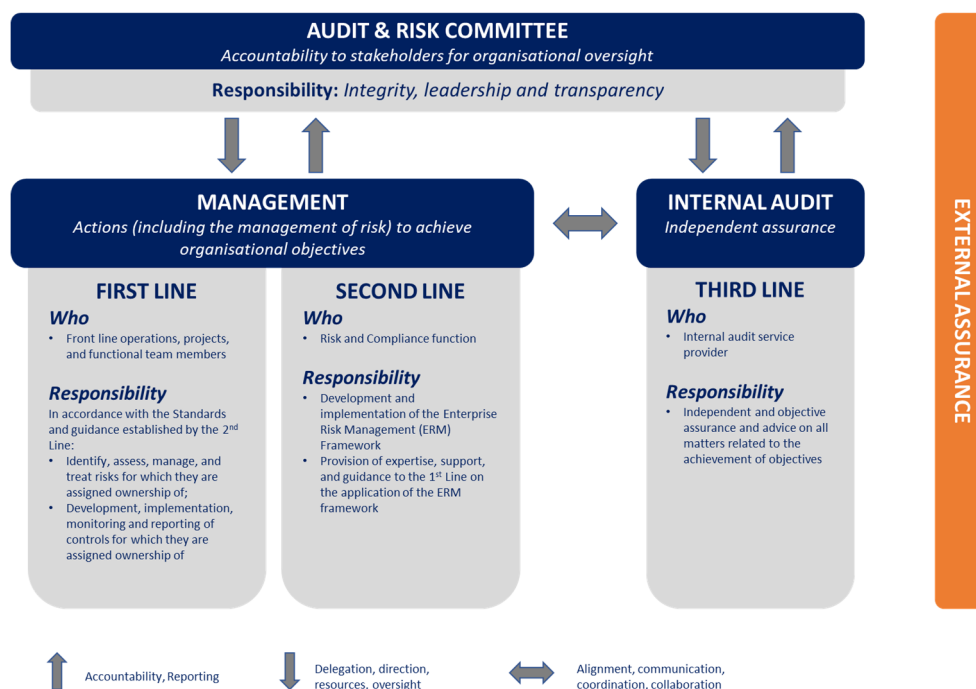
Role	Risk Management Accountabilities
General Manager / Head of Function	<ul style="list-style-type: none"> <li>Owners of program risks;</li> <li>Approval of updates to the risk register of their respective operation, function or project;</li> <li>Incorporate a regular review of potential new risks in the management agenda;</li> <li>Ensure that all risks have appropriate risk owners.</li> </ul>
Risk Owners	<i>Risk Owner of Material Risks</i>
	<ul style="list-style-type: none"> <li>Conduct risk reviews (both mandated and out-of-cycle), in accordance with the requirements of this Standard;</li> <li>Identify controls, classifying those that meet the critical control definition;</li> <li>Appoint critical control owners to critical controls; and</li> <li>Ensure the accuracy, quality and timely completion of all risk data and assessment information.</li> </ul>
	<i>Risk Owner of Non-Material Risks</i>
Critical Control Owners	<ul style="list-style-type: none"> <li>Conduct the necessary reviews of risks (both mandated and out-of-cycle), in accordance with the requirements of this Standard.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure critical controls operate as designed by monitoring their effectiveness over time, and when applicable, remediate those controls;</li> <li>Perform or delegate relevant activities to monitor the effectiveness of the critical control they are assigned ownership of;</li> <li>Create and close-out remediation plans when controls are assessed as deficient; and</li> <li>Participate in risk reviews for risks that are mitigated by the critical control.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide coaching, support and training to enhance quality of risk management data and assessments;</li> <li>Maintain and govern risk management data capture and reporting tools;</li> <li>Provide stewardship over this Standard and material risk management metrics;</li> <li>Maintain and govern risk training material.</li> </ul>
Risk and Compliance Function	

## 8. IGO ENTERPRISE RISK MANAGEMENT (ERM) FRAMEWORK

### 8.1 Three Lines Model

Risk management is fundamental to maximising the value of our business and informing its strategic direction. Effective risk management enables us to safeguard our people, assets, reputation and the environment, and serves the long-term interests of all of our stakeholders.

To achieve this, we apply the three lines operating model in relation to the management of risk, summarised below.



**Figure 1. Three Lines Model (based on the IIA's Three Line Model).**

The effective management of risk enables IGO to achieve its objectives, embed its values and protect its reputation. All employees must work within the ERM framework and make decisions consistent with its intent.

Section 9 of this Standard outlines the minimum expectations for the ongoing identification, management, and reporting of risks<sup>1</sup>.

## 8.2 Risk Aggregation

The IGO ERM Framework is based on the principles of 'aggregation', which is characterised by the following:

- **Common or systemic risks:** Where risks that are common to a number of our operations, functions, or projects are identified, these should be managed centrally, through the creation of a standardised risk, complete with common causes and preventative and mitigating controls. The creation of these standardised risks promote consistent management of risk across our operations, functions, and projects, and will form the basis of IGO's Risk Library;
- **'One-off' significant risks:** Risks that are specific to an operation, function, or project, and cannot be adequately managed with existing resources, should be escalated to the Program Risk Register.

Figure 2 below outlines the risk aggregation architecture and the risk registers that are to be developed and maintained across the business.

<sup>1</sup> Refer to the Risk Management Procedure for more detail on the performance of these minimum requirements.

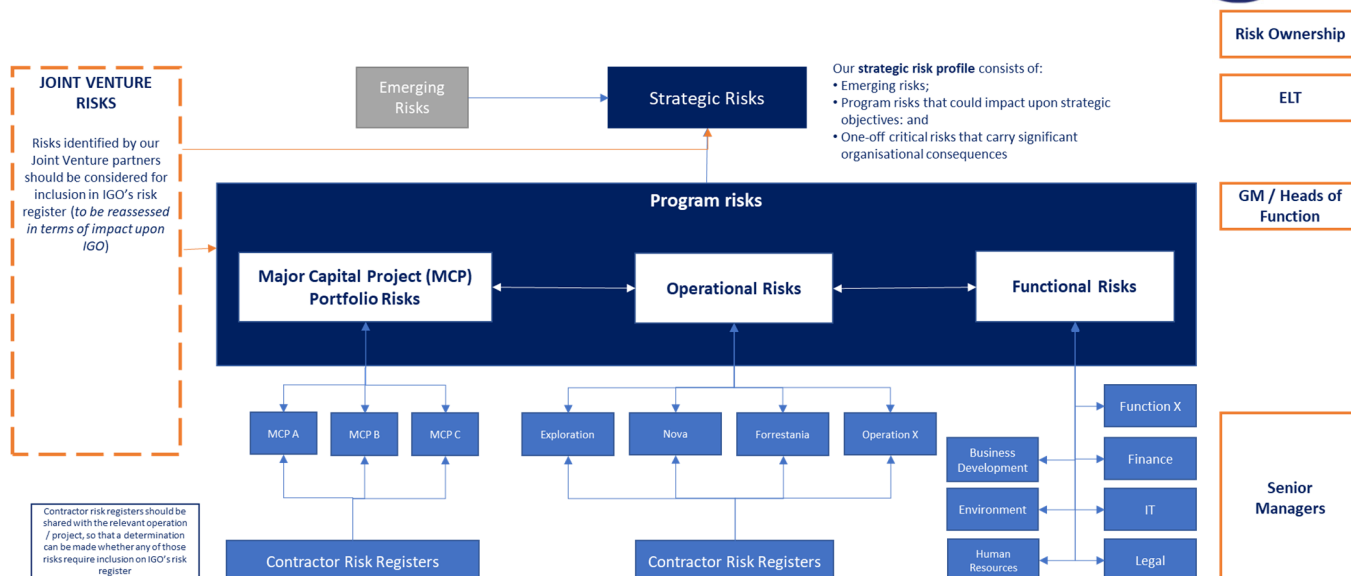


Figure 2. Risk aggregation architecture.

### 8.3 Risk Management Process

The Company applies a risk management process that is consistent with ISO:31000 Risk Management Standard, as outlined in Figure 3 below. Refer to the Risk Management Procedure for more guidance on what is required at each stage of the process.

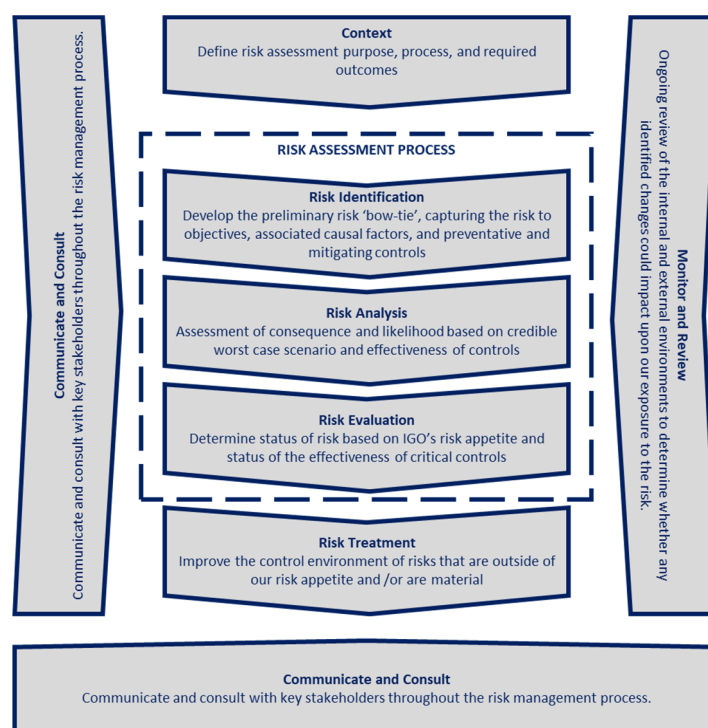


Figure 3. Risk management process.

## 9. REQUIREMENTS

Further guidance for each of these requirements can be found in the Risk Management Procedure.

### 9.1 Strategic Risk Management

- The strategic risk profile must be reviewed and updated as follows:
  - At a minimum, a strategic risk workshop must be held every 12 months, which must consider;
    - Changes / updates to the existing strategic risks;
    - Emerging risks;
    - Program risks; and
    - Potential new risks that have developed since the last workshop was held;
  - Every six months, a review of the existing strategic risks must be undertaken, focussing on changes / updates since last review;
- Updates and changes to the strategic risk profile must be approved in accordance with Appendix 1 – AUTHORITIES.

### 9.2 Risk Register

- Each operation, function and project must develop and maintain a risk register;
- The risk register must be reviewed, at a minimum, every six months;
- Updates and changes to the risk register must be approved in accordance with Appendix 1 – AUTHORITIES.

### 9.3 Risk Assessment Criteria

All risk assessments must be undertaken using the standardised assessment criteria outlined in Appendix 2 and the risk assessment matrix in Appendix 3.

### 9.4 Joint Venture Risk Management (Non-Operating)<sup>2</sup>

Wherever possible, IGO should seek to understand the risks associated with delivery of the joint venture, that are being managed by the Joint Venture partner. Gaining an understanding of these risks will allow IGO to determine whether changes to those risks carry the potential to influence risks under the management of IGO.

### 9.5 Contractor Risk Management

Where relevant, contractors should provide copies of their risk register to the operation, function or project they are supporting, at a frequency to be determined by IGO. The contents of these registers will inform potential changes to risks under management by the operation, function or project.

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<sup>2</sup> Unless in contravention to a contractual right or obligation arising from a joint venture agreement, shareholder agreement or other key JV-related document.

## **9.6 Reporting**

### **9.6.1 Strategic Risk**

The outcomes of the strategic risk workshop and reviews must be presented to the ARC for review and endorsement.

### **9.6.2 Operational / Functional / Project Risk**

The outcomes of the six-monthly risk register review must be presented to the General Manager / Head of Function, for review and endorsement.

### **9.6.3 Risk Deep Dives**

Upon request by the ARC, one or more risks may be required to present a deep dive analysis of the risk at a subsequent ARC meeting. The Risk Owner of the nominated risk shall prepare the deep dive and present the outcomes of this analysis at the ARC meeting, as and when required.

## **10. RISK APPETITE**

All identified risks must be managed within the risk appetite set by the Board (see Appendix 4 for a full overview of the Risk Appetite Framework). Where the data indicates that we are operating outside of appetite, ARC members must be notified of the appetite breach immediately and plans to return the risk within appetite are to be presented.

Where the exposure cannot be brought back within appetite in a proportionate and cost-effective fashion, or cannot be avoided, approval to continue should be obtained in accordance with Appendix 1 – AUTHORITIES, or the approved level of appetite reconsidered.

Refer to the Risk Management Procedure for more detailed guidance on maintaining adherence to the Board's Risk Appetite Framework.

### **10.1 Risk Appetite Statements**

The Risk Appetite Statements (RAS) shall be reviewed and, where appropriate, updated, on an annual basis. Irrespective of whether changes are made, the RAS shall be submitted to the ARC for approval every 12 months from the date of last review.

### **10.2 Key Risk Indicators**

Each RAS will be supported by a set of Key Risk Indicators (KRIs), which will be used to confirm whether we are operating within the level of appetite set by the Board. The ELT owner of each RAS will determine the KRIs that are to be utilised for this purpose, and will be responsible for their reporting to the Board.

Refer to the Risk Management Procedure for an overview of KRIs.

### **10.3 Board Submissions**

Any and all submissions to the Board that are seeking a decision, must include a consideration of risk appetite. Refer to the Risk Management Procedure for further guidance.

## APPENDIX 1 – AUTHORITIES

Role	Endorse	Approve	Inform
Operations risk registers		GM / Head of Function	Head of Risk and Compliance
Functions risk registers		Head of Function	Head of Risk and Compliance
Project risk registers	Project Steering Committee	GM Projects	Head of Risk and Compliance
Program risks	GM / Head of Function	Relevant Chief	Head of Risk and Compliance
Strategic risk registers	CEO	Board	Head of Risk and Compliance
Risk appetite statements	Relevant Chief	Board	Head of Risk and Compliance
Key Risk Indicators	Relevant Chief	CEO	Head of Risk and Compliance



## APPENDIX 2 – CONSEQUENCE AND LIKELIHOOD TABLES

	Health, Safety & Wellbeing	Environment <sup>1</sup>	Financial	Social / Cultural Heritage	Reputation	Compliance
<b>5 - Critical</b>	<b>Multiple fatalities</b>  <b>AND / OR</b>  <b>Multiple life threatening injuries, illnesses or permanent disability</b>	<b>Significant long-term impact<sup>2</sup> that is potentially irreversible, causing wide-spread damage to communities / environment beyond the disturbance footprint, and requiring significant resources to actively manage restoration / remediation. Could result in potential loss of licence to operate</b>	<b>≥25% of EBITDA or cash flow</b>	<b>Irreparable damage to tangible<sup>6</sup> / intangible<sup>7</sup> heritage of global cultural significance</b>	<b>Prominent and sustained negative stakeholder (including media) interest, extending nationally as well as globally</b>  <b>AND / OR</b>  <b>Significant damage to brand and critical relationships</b>	<b>Severe enforcement action (e.g. loss or suspension of licence to operate)</b>  <b>AND / OR</b>  <b>Breach of legislative / regulatory requirements leading to termination of significant contract and / or criminal proceedings, or loss of key approval</b>
<b>4 - Major</b>	<b>Single fatality</b>  <b>AND / OR</b>  <b>Single life threatening injury or illness</b>	<b>Significant but reversible medium-term impact<sup>3</sup>, causing wide-spread damage to communities / environment beyond the disturbance footprint. Could result in licence breach with prosecution potential</b>	<b>≥17% and &lt;25% of EBITDA or cash flow</b>	<b>Irreparable damage to tangible / intangible heritage of high cultural significance</b>  <b>AND / OR</b>  <b>Significant escalation in community unrest</b>	<b>Prominent and sustained negative stakeholder (including media), extending statewide and nationally</b>  <b>AND / OR</b>  <b>Prolonged strain on brand and critical relationships</b>	<b>Breach of legislative / regulatory requirements (non-criminal) leading to prolonged restrictions on service and prohibition notices (or the like) by regulator, and recommendations for actions that involves work &gt;\$10m</b>
<b>3 - Moderate</b>	<b>Single life altering or long term injury / illness</b>  <b>AND / OR</b>  <b>Permanent disabling injury</b>	<b>Moderate, but reversible short-term impact<sup>4</sup>, causing damage to the environment within the disturbance footprint and with the potential to extend beyond if not contained</b>	<b>≥\$25m - &lt;\$100m impact to budget</b>	<b>Impact to tangible / intangible heritage that may not return to original condition</b>  <b>AND / OR</b>  <b>Localised, non-violent community unrest</b>	<b>Long-term reputational loss (e.g. months or years) in the local community</b>  <b>AND / OR</b>  <b>Moderate term damage to brand and critical relationships that is repairable</b>	<b>Breach of legislative / regulatory requirements (non-criminal) leading to temporary restrictions on service and recommendations for action that involves work &gt;\$3m and &lt;\$10m</b>
<b>2 - Minor</b>	<b>Single non-life altering or short term disabling injury or illness</b>	<b>Minor impact, immediate recovery<sup>5</sup></b>	<b>≥\$5m - &lt;\$25m impact to budget</b>	<b>Recoverable impact to tangible / intangible heritage of limited significance</b>  <b>AND / OR</b>  <b>Escalation in community complaints over a period of &lt;6 months</b>	<b>Short-term reputational loss (e.g. weeks) in the local community</b>  <b>AND / OR</b>  <b>Irritant to brand and critical relationships (i.e. &lt;1 month)</b>	<b>Breach of legislative / regulatory requirements (non-criminal) reported to an external agency, with recommendations for actions that involve work &gt;\$500k and &lt;\$3m</b>
<b>1 - Minimal</b>	<b>Single low-level impact resulting in non-disabling injury or illness</b>	<b>Negligible localised impact on the environment, i.e. the potential environmental consequences or changes resulting from the activity are so small that they can be disregarded or are not expected to cause any harm to the natural surroundings</b>	<b>&lt;\$5m impact to budget</b>	<b>Inconsequential impact to tangible / intangible heritage</b>  <b>AND / OR</b>  <b>Short-lived and sporadic increase (e.g. days) in community complaints or concern</b>	<b>Reputational impact limited to internal stakeholders</b>  <b>AND / OR</b>  <b>Critical relationships and external brand are minimally affected</b>	<b>Immaterial breach of internal requirements with no regulatory implications</b>

<sup>1</sup> Environment includes impacts to land, biodiversity, ecosystem, water resources, or air

<sup>2</sup> Long-term impact equates to more than 15 years or irreversible

<sup>3</sup> Medium-term impact equates to more than five years but less than 15 years

<sup>4</sup> Short-term impact equates to more than 6 months, but less than 5 years

<sup>5</sup> Immediate recovery equates to less than 6 months

<sup>6</sup> Tangible: Physical artefacts produced, maintained and transmitted intergenerationally in a society

<sup>7</sup> Intangible: Intellectual wealth, such as folklore, customs, beliefs, traditions, knowledge and language





Uncertainty	Business	Projects
	<i>Based on IGO and industry experience and expected future conditions, the risk event:</i>	<i>Based on IGO and industry experience and expected future conditions, with similar projects, the risk event:</i>
Almost Certain	Could be incurred more than once a year	Could be expected to occur more than once during the study or project delivery
Likely	Could be incurred over a 1-2 year period	Could easily be incurred and has generally occurred in similar studies or projects
Possible	Could be incurred within a 5-year strategic planning period	Has occurred in a minority of similar studies or projects
Unlikely	Could be incurred within a 5-20 year time frame	Is known to happen, but only rarely
Remote	Is extremely rare and not expected to occur within the next 20 years	Has not occurred in similar studies or projects, but could



### APPENDIX 3 – IGO RISK ASSESSMENT MATRIX

		CONSEQUENCE				
		Minimal	Minor	Moderate	Major	Critical
LIKELIHOOD	Almost Certain					
	Likely					
	Possible					
	Unlikely					
	Remote					

The use of the IGO Risk Matrix for a given Consequence and Likelihood rating provides an overall Risk Rating, which is defined below.

- **Green** – Low Risk;
- **Amber** – Moderate Risk;
- **Orange** – High Risk;
- **Red** – Extreme Risk.

Risks assessed as being 'High' or 'Extreme' risk are considered to be 'material' and must be managed in accordance with the requirements of this Standard.



## APPENDIX 4 – RISK APPETITE FRAMEWORK

Element	Detailed risk appetite definitions			
	Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
<b>Philosophy towards risk taking</b>	<b>IGO applies a highly cautious approach and accepts almost no risk</b>	<b>IGO applies a cautious approach to risk taking</b>	<b>IGO applies a balanced approach to risk taking</b>	<b>Taking risk is considered part of IGO's strategy</b>
<b>Risk opportunity relationship</b>	Risk management outweighs all other considerations	The need to manage risk is considered to be a higher priority than the potential benefits derived from the opportunity	The need to manage risk and the potential benefits derived from an opportunity are given equal consideration	The potential benefits derived from an opportunity outweigh the risk exposure that comes from its pursuit
<b>Risk management approach</b>	Our control framework (both preventative and mitigating), however rigorous and effective, is insufficient to manage the risk. If we are to proceed, additional risk treatment opportunities must be identified to reduce the risk to the lowest extent possible	We maintain a rigorous control framework (both preventative and mitigating), and will implement additional risk treatment opportunities, to further reduce our exposure to the risk	We maintain focus on our existing control framework (both preventative and mitigating) and, where appropriate, will consider additional risk treatment opportunities	The risks and their associated consequences of pursuing an opportunity are known and understood. There is a layer of control (both preventative and mitigating) applied to those risks, however we are willing to accept a higher level of residual risk to allow us to actively pursue an opportunity and realise its potential benefits
<b>Risk-based decision making criteria</b>	Risks that cannot be effectively mitigated are avoided	We attempt to reduce the risk but accept that a small level of residual risk remains	There is a level of residual risk remaining that needs to be balanced against the potential benefits of the opportunity	We accept the level of residual risk and proceed with the opportunity



## Risk Appetite Summary

Strategic Perspective	Risk Appetite Category	Levels of Risk Appetite			
		Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
People	Code of Conduct				
	Diversity & Inclusion				
	Recruitment				
	Employee Engagement				
Safety & Wellbeing	Health, Safety & Wellbeing				
	Security				
Planet	Decarbonisation				
	Tailings Storage Management				
	Rehabilitation				
	Biodiversity				
	Environmental Incident				
Stakeholders	Social Licence to Operate				
	Traditional Owners				
	Market Disclosure				
	Shareholders				
Customers	Customers				
Innovation	Innovation				
	Sustainability				



## Risk Appetite Summary contd...

Strategic Perspective	Risk Appetite Category	Levels of Risk Appetite			
		Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
Governance	Personal Information				
	Information and Data Management				
	Non-Compliance				
	Cyber Security (Corporate Systems)				
	Cyber Security (Operations)				
Operations	Predictable Operational Performance				
	Delivery of our Major Capital Project Portfolio				
	Supply Chain Disruption				
	Contractors				
	Sole-Sourcing				
Growth	Joint Ventures/Partners				
	Growth				
	Exploration				
Financial	Liquidity and Funding				
	Financial Compliance				
	Counterparty				
	Terms and Conditions				
	Commodity Price				
	Bribery & Corruption				
	Fraud				



## Risk Appetite Statements

### People Perspective – “We are bold, passionate, fearless and fun – a smarter, kinder, more innovative team”

**Strategic Risk Alignment:** Senior leader strength and stability; Business capability and capacity to support the growth strategy.

*While we have a Low Appetite for breaches of our Code of Conduct, any breach, no matter how significant, is ever acceptable. IGO is committed to providing a safe and healthy place of work, and equally, expect that our people take responsibility for their own actions and behaviour.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Code of Conduct:</b> IGO is committed to creating a work environment that recognises and respects the contribution of our people. We have <b>low appetite</b> for <b>bullying, any form of harassment (including sexual harassment), discrimination, victimisation or intimidation</b> of any kind or any other type of unwelcome behaviour that is in contravention of our Code of Conduct.</p> <p><b>Diversity &amp; Inclusion:</b> IGO recognises the value of diversity and inclusion and the impact that it has on our working environment, capability development, performance and the creation of sustainable value for the organisation and its stakeholders. Consequently, diversity and inclusion are a <b>primary consideration when going to market for talent</b> and in the <b>management and promotion of our employees</b>. We have <b>low appetite</b> to engage in behaviours or practices that will <b>not advance the diversity mix and inclusivity of our workforce</b>.</p>	<p><b>Recruitment:</b> People underpin everything we do. IGO believes it is important to its success that it is able to attract people from the widest possible pool of available talent. However, in a highly competitive recruitment market, <b>we will not deviate from our hiring standards</b> to satisfy short-term resourcing needs.</p>	<p><b>Employee Engagement:</b> IGO is committed to our core values and maintaining our bold, passionate, fearless and fun culture. We recognise that to achieve this, <b>our employees need to be engaged</b>, both personally and professionally. As a result, <b>we remain committed to the delivery of a range of engagement initiatives and flexible working arrangements</b> that encourage our employees to work in a manner that suits their personal circumstances.</p> <p>While we acknowledge that <b>the provision of greater flexibility for our employees carries certain risks</b> that require additional mitigation, <b>we are willing to take those steps</b> to ensure that we provide an optimal working environment for our employees that drives high engagement and performance.</p>



## Risk Appetite Statements contd...

### Safety & Wellbeing Perspective – “We keep ourselves safe and healthy and care about each other”

**Strategic Risk Alignment:** *Health and safety; material operational disruption.*

*While we have a Low Appetite for the Health, Safety & Wellbeing of our people being affected, no injury (be that physical or otherwise), no matter how significant, is ever acceptable. We continue to look for new and innovative ways of working that will further reduce the potential of our people being harmed.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Health, Safety &amp; Well-being:</b> IGO recognises that our people are often required to conduct activities that present health, safety and wellbeing concerns that cannot be entirely eliminated or avoided. However, IGO places great emphasis on ensuring that <b>all health and safety risks, including those associated with psychosocial hazards, are well identified, understood and are being effectively managed at all times</b>, to ensure that the potential for illness or injury is <b>minimised as much as is practicable</b>.</p>	<p><b>Security:</b> IGO employees that are required to travel, whether internationally or domestically, can be faced with unfamiliar situations and environments that have different risk profiles to those of their normal location. In considering the organisational benefit of travel, IGO will <b>anticipate and assess the potential for events</b>, develop treatments and communicate anticipated risk exposures to employees prior to, and during, travel.</p>	



## Risk Appetite Statements contd...

### Planet Perspective – “We make a positive contribution towards decarbonisation and a better planet”

**Strategic Risk Alignment:** *Loss of ESG leadership status; Physical impacts of climate change on assets and infrastructure; Stakeholder relationship breakdown.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
<p><b>Tailings Storage Management:</b> Effective management of our tailings storage facilities requires <b>rigorous design practices, comprehensive monitoring and management programs, independent auditing</b> and strict corporate governance oversight. We have very low appetite to deviate from these practices.</p>	<p><b>Decarbonisation:</b> Contributing to a low carbon future is a key part of our purpose and strategy, and our desire to drive towards carbon neutrality outlines our commitment to decarbonisation and electrification. <b>We aspire to carbon neutrality across our direct operations and activities by 2035</b>, if not sooner, and will <b>carefully assess the impact that any potential opportunity might have upon our ability to achieve this.</b></p> <p><b>Rehabilitation:</b> IGO is committed to the progressive rehabilitation of our mine sites and exploration areas. We have low appetite for any rehabilitation activity that does not <b>ensure that the rehabilitated mine and exploration areas are physically safe to humans and animals, geo-technically stable, geo-chemically non-polluting and non-contaminating</b>, and are capable of sustaining an agreed post-mining land use.</p>		



## Risk Appetite Statements contd...

### Planet Perspective contd... – “We make a positive contribution towards decarbonisation and a better planet”

**Strategic Risk Alignment:** *Loss of ESG leadership status; Physical impacts of climate change on assets and infrastructure; Stakeholder relationship breakdown.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Biodiversity:</b> Access to land is central to exploration and mining. Access requires consent that is granted through a statutory process and a social licence to operate. Failure to responsibly manage the land under our control will adversely affect our capacity to access land, and may have long lasting impacts on biodiversity and future land uses. Given this, <b>IGO is committed to the conservation of biodiversity and integrated approaches to land-use management</b>, and has low appetite to engage in any practice that might contravene this commitment.</p> <p><b>Environmental Incident:</b> IGO acknowledges the potential for harm to the environment as a result of our mining practices. We therefore <b>proactively take action to minimise and mitigate impacts</b> to land, biodiversity, ecosystem, water resources or air, to ensure that the potential for harm is minimised <b>so far as is practicable</b>.</p>		

## Risk Appetite Statements contd...

### Stakeholders Perspective – “We are a valued part of our communities and make a positive contribution”

**Strategic Risk Alignment:** *Stakeholder relationship breakdown; Loss of ESG leadership status.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Social Licence to Operate:</b> IGO recognises the privilege of operating in our host communities. We acknowledge that the mining industry carries a greater level of public concern than others, and we therefore have a <b>low appetite</b> for <b>operating in a manner that may result in the legitimacy, credibility, and trust placed in us by our local communities being negatively impacted.</b></p> <p><b>Traditional Owners:</b> Traditional Owner support, engagement and trust are central to the sustainability of our business. We greatly value our relationship with the Traditional Owners on whose lands we operate, and will therefore work diligently to ensure that <b>our activities and operations, so far as is practicable, do not negatively affect these relationships.</b></p>		

## Risk Appetite Statements contd...

### Stakeholders Perspective contd... – “We are a valued part of our communities and make a positive contribution”

**Strategic Risk Alignment:** *Stakeholder relationship breakdown; Loss of ESG leadership status.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Market Disclosure:</b> We recognise the importance of our investors and the need to be open and transparent in our communication and disclosures. We have <b>low appetite to engage in practices that do not ensure the market is informed</b> in a way that complies with legislation or that affects our reputation amongst the investor community.</p> <p><b>Shareholders:</b> IGO maintains its focus on building a globally relevant business focused on clean energy metals, and in doing so, maximising shareholder returns. As we expand and seek growth opportunities and manage our business, <b>we recognise that those decisions may not be acceptable to our entire shareholder base</b>. However, we make the commitment to <b>engage regularly, openly, and honestly with our shareholders</b> and take their views and concerns into consideration when developing our investment strategy.</p>		

## Risk Appetite Statements contd...

### Customers Perspective – “We deliver quality products safely, ethically, sustainably and reliably”

#### Strategic Risk Alignment: *Strategy execution.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Customers:</b> IGO has a <b>low appetite</b> for establishing commercial relationships with <b>customers that do not meet relevant IGO standards</b>. Where this cannot be avoided, we will work with our customers to uplift their capability by providing guidance, support, and oversight of their performance.</p>		

## Risk Appetite Statements contd...

### Innovation Perspective – “We unlock, share and act on ideas to transform our business at all levels”

**Strategic Risk Alignment:** *Resources and reserves; Market shifts away from IGO strategic investments; Loss of ESG leadership status.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
			<p><b>Innovation:</b> IGO is committed to realising its strategy of becoming a globally relevant supplier of metals-based products that are critical for clean energy. We recognise that to achieve this we need to be bold in our thinking and to <b>encourage our people to think creatively</b>. We <b>choose to invest in research and development</b> in areas we believe will advance our position in the clean energy industry, and we support that research with <b>appropriate investment</b>. Our investments are underpinned by sound understanding of our risk exposures, giving us confidence to pursue these opportunities.</p> <p><b>Sustainability:</b> It is IGO’s ambition to be a sustainable business that is resilient, agile and competitive. We seek to look beyond compliance and to integrate a sustainability framework across the business and value chain, through the pursuit of technological advances and investment in other initiatives. We are confident in pursuing these initiatives, because while <b>the risks associated with doing so are potentially significant, they are understood and mitigated</b>, and are outweighed by the significant organisational benefits that could come from achieving our sustainability goals.</p>

## Risk Appetite Statements contd...

### Governance Perspective – “We are enabled with systems, processes and technology to drive success”

**Strategic Risk Alignment:** *Business capability and capacity to support the growth strategy; Stakeholder relationship breakdown; Material operational disruption*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Personal Information:</b> IGO collects personal information as part of its customary business practices, which is retained on file. We maintain rigorous controls regarding the access to this information and have <b>low appetite</b> for the <b>deliberate or unintended access or release of this information</b>.</p> <p><b>Non-Compliance:</b> As a mining company, we are subject to legislative and regulatory requirements which impact our business and are outside of our direct control. While we maintain programs that seek to comply with those requirements, there can be no guarantee our compliance management framework will always be effective in the identification or prevention of breaches of the law, particularly as we begin to pursue opportunities that offer significant value to IGO in overseas jurisdictions with complex regulatory frameworks. However, <b>IGO will never knowingly undertake an activity that places us in a state of non-compliance</b> with the governing legislation or regulations.</p>	<p><b>Information and Data Management:</b> Confidential, market-sensitive and market-competitive data is considered an asset of the company. While IGO <b>maintains a number of controls</b> to reduce the potential for the release of this information or data to the public (be that deliberately or inadvertently), <b>we need to ensure that our employees are able to access that information</b>, often remotely and from insecure locations, for the purpose of their roles, and in support of the achievement of our strategic and operational goals.</p>	



## Risk Appetite Statements contd...

### Governance Perspective contd... – “We are enabled with systems, processes and technology to drive success”

**Strategic Risk Alignment:** *Business capability and capacity to support the growth strategy; Stakeholder relationship breakdown; Material operational disruption*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Cyber Security (Corporate Systems):</b> IGO is committed to ensuring our assets and data are protected with fit-for-purpose cyber security systems and processes. The nature of cyber attacks is constantly evolving and therefore requires continuous review and sensing of the cyber landscape, to ensure that <b>our defence mechanisms, both preventative and reactive, protect us against these forms of attack.</b> We also acknowledge that our employees are one of our primary sources of, and defences against, cyber intrusions and will continue to reinforce with them the need to stay vigilant.</p> <p><b>Cyber Security (Operations):</b> Successful attacks on our critical operations systems not only affect the confidentiality, integrity and availability of data or processes, but can also impact the facilities' reliability, performance, and safety. At all times, we will ensure that our <b>defence mechanisms remain resolute, whilst minimising impacts upon operational efficiencies.</b> We also acknowledge that our employees are our one of primary sources of, and defences against, cyber intrusions and will continue to reinforce with them the need to stay vigilant.</p>		

## Risk Appetite Statements contd...

### Operations Perspective – “We are in control, deliver on our promises and continuously strive to do better”

**Strategic Risk Alignment:** *Execution of major capital projects; Material operational disruption; Business capability and capacity to support the growth strategy; Stakeholder relationship breakdown.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Predictable Operational Performance:</b> IGO has a reputation as a safe, reliable, low-cost supplier of high-quality products. As we grow our business and move into new jurisdictions, <b>we remain committed to upholding this standard</b> and will assess our ability to do so as part of any growth opportunity considerations.</p>	<p><b>Delivery of our Major Capital Project Portfolio:</b> The successful delivery of our portfolio of major capital projects is critical in ensuring we achieve our growth strategy. In a <b>highly competitive market for talent</b>, and <b>amidst a challenging global supply chain</b>, our people work diligently to ensure that <b>our projects are delivered safely, within budget, on schedule, and to an acceptable level of quality</b>.</p> <p><b>Supply Chain Disruption:</b> In a tightly contested supplier market, IGO acknowledges that we have limited choices for supply of some of our consumables and equipment, placing us at risk of disruptions in our supply chain. To combat this, we seek to maintain sufficient critical spares and to proactively search for opportunities to engage alternative suppliers, thus <b>reducing our exposure to these disruptions so far as is practicable</b>.</p>	



## Risk Appetite Statements contd...

### Operations Perspective contd... – “We are in control, deliver on our promises and continuously strive to do better”

**Strategic Risk Alignment:** *Execution of major capital projects; Material operational disruption; Business capability and capacity to support the growth strategy; Stakeholder relationship breakdown.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
		<p><b>Contractors:</b> IGO’s focus is on securing Tier 1 contractors for our key services, and we are committed to maintaining strong relationships with these contractors in support of this focus. For peripheral (i.e. lower risk) services, IGO is <b>willing to engage a lower tier contractor, where appropriate</b>, particularly when we are able to secure local providers that will advance our engagement endeavours with the communities in which we seek to operate.</p> <p>In addition, IGO prioritises contractors that meet relevant IGO expectations or are committed to improving their capability with IGO’s guidance, support, and performance oversight.</p> <p><b>Sole-Sourcing:</b> As a mining company with a small footprint, we recognise the potential for over-utilisation of specific suppliers and contractors, placing us at greater risk should those partners become non-viable. <b>We balance the efficiencies that come with maintaining commercial relationships with a limited number of suppliers and contractors against a risk management process</b>, to ensure that our concentration exposure does not exceed our thresholds for doing so.</p>	

## Risk Appetite Statements contd...

### Growth Perspective – “We drive transformation through M&A, vertical integration and discovery”

**Strategic Risk Alignment:** *Resources and reserves; Business capability and capacity to support the growth strategy; Senior leader strength and stability; Market shifts away from IGO strategic investments; Stakeholder relationship breakdown*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
		<p><b>Growth:</b> IGO believes that the prospects of a low carbon future will result in a substantial increase in the demand for metals required to enable clean energy technologies. As part of our strategy for growth, <b>we will consider organic and inorganic opportunities</b>, both <b>within and outside of our normal operating jurisdiction (balanced against the risk exposure that new jurisdictions may create)</b>, to affirm our position as a leader in clean energy metals.</p> <p><b>Joint Ventures/Partners:</b> IGO has a moderate appetite for entering into joint venture agreements with companies that do not embody our values. Prior to embarking on any such arrangement, <b>we undertake the necessary due diligence</b> to ensure that any potential JV partner or business partner possesses the capability to adhere to our values, as well as to advance our ESG ambitions.</p>	<p><b>Exploration:</b> IGO seeks to create long-term shareholder value through discovery, acquisition, development and operation of high-margin, long-life mining projects diversified by commodity and geography. We are <b>focussed on discovering the mines of the future</b> and have a <b>high appetite for investing in exploration</b> to ensure the world has a sustainable supply of clean energy metals into the future.</p>

## Risk Appetite Statements contd...

### Financial Perspective – “We enable our growth through the optimal allocation of capital and funding solutions”

**Strategic Risk Alignment:** *Commodity price and / or forex volatility; Stakeholder relationship breakdown.*

*While we have a Very Low / Low Appetite for bribery, fraud and corruption, no conduct of this kind, no matter how significant, is ever acceptable. IGO is committed to complying with all applicable laws and regulations wherever we conduct business.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
<p><b>Bribery &amp; Corruption:</b> IGO has a <b>very low appetite for bribery and corruption, in any form, within its business</b>. We have an expectation that all of our people act fairly, honestly, transparently and with accountability, and we will investigate all potential events committed by IGO employees or its partners, regardless of the scale or impact of the act.</p>	<p><b>Liquidity and Funding:</b> IGO seeks to ensure that we have adequate financing facilities at competitive terms and operating cash flows available to meet our financial commitments on both a day-to-day and longer term basis. While business disruptions can occur, we will retain a Liquidity Buffer to ensure that <b>our discretionary and non-discretionary financial obligations can continue to be met</b>.</p> <p><b>Financial Compliance:</b> IGO has <b>low appetite for aggressive taxation and accounting positions</b> that risk misrepresenting the market of the true financial performance and position of the company.</p> <p><b>Counterparty:</b> IGO has <b>low appetite for undertaking any treasury activity</b> (including derivative transactions and AUD cash deposits and money market investments) with counterparties that <b>do not meet the criteria</b> outlined in the Group Financial Control Standard.</p>	<p><b>Terms and Conditions:</b> IGO is a collaborative organisation that has built and maintained strong relationships with our suppliers and contractors. <b>While we remain committed to protecting our interests, we will not do this to the detriment of our suppliers and contractors</b>. In support of our intention to secure local providers for our peripheral services, we seek to ensure that our partners remain financially viable and can achieve their own commercial outcomes, thus maintaining our strong relationships and reputation as a partner of choice.</p>	<p><b>Commodity Price:</b> We recognise that any significant and sustained decrease of the USD metal price and/or increase in operating input costs could serve to materially reduce our revenue and profitability. Despite this, it is IGO’s position that <b>we will allow the market to take the price risk</b>, and that investors can make the call whether to invest in our business or not. In certain instances however, and <b>if appropriate, we will seek Board approval to strategically mitigate</b> against commodity price as a risk mitigation strategy.</p>

## Risk Appetite Statements contd...

### Financial Perspective – “We enable our growth through the optimal allocation of capital and funding solutions”

**Strategic Risk Alignment:** *Commodity price and / or forex volatility; Stakeholder relationship breakdown.*

*While we have a Very Low / Low Appetite for bribery, fraud and corruption, no conduct of this kind, no matter how significant, is ever acceptable. IGO is committed to complying with all applicable laws and regulations wherever we conduct business.*

Very Low Appetite	Low Appetite	Moderate Appetite	High Appetite
	<p><b>Fraud:</b> IGO has <b>low appetite</b> for the <b>misuse of IGO funds or property by our people, or in the assistance of others to do so</b>. We maintain a corporate governance framework that establishes the ethical culture of the business, including expectations and required behaviours for our people, and expect that they will adhere to this at all times. Furthermore, we will investigate all instances of fraud committed by IGO employees or its partners, regardless of the scale of impact of the act.</p>		