Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Business Operations	Directors Owners Shareholders	Internal	Future Newcastle Infrastructure Projects	Opportunity	**Medium**	Newcastle Bypass Extension M1 Extension	**High**	Effective Management of Customer Satisfaction Effective Operations Processes Understanding of Union requirements - Enterprise Agreements Management knowledge of general issues in the Construction sector. Management knowledge of specific issues in areas of operation - Newcastle	**Monitor**
Business Operations	Directors Owners Shareholders	Internal	Return on Investment	Risk	**High**	Acceptable return on investment.	**Medium**	Effective Management System	**Monitor**
Business Operations	Staff	Internal	Return on Investment	Risk	**High**	Security of Employment	**Medium**	Effective Management System	**Monitor**
Business Operations	Directors Owners Shareholders	Internal	Business Viability	Risk	**High**	Changing Customer Requirements regarding Job Pricing and influence of Unions	**Medium**	Effective Management System	**Monitor**

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Business Operations	Directors Owners Shareholders	Internal	Contractual & Other Disputes	Risk	High	Mitigation of Risk	Low	Effective Sales Process Effective Management of Service Delivery Maintenance of Good Corporate Governance All Appropriate Insurances in Place	Monitor
Business Operations	Directors Owners Shareholders	Internal	Infrastructure Failure - Key Business Data	Risk	High	Business data available when required. Data is secure	Low	Cloud Based Data Storage Ascora Effective Backup Systems Effective Security Systems	Monitor
Business Operations	Directors Owners Shareholders	Internal	Organisational Knowledge	Risk	Medium	Retention of the methodology for the development and management of Projects.	Low	Standard work processes Effective software packages: Online Management System	Monitor
Business Operations	Regulatory Authorities	External	Emeregency Response	Risk	High	Emergency Arrangements meet legislated requirements.	Medium	Effective Emergency Response Planning	Monitor

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Climate Change	Regulatory Authorities	External	Effects of Climate Change	Risk	Low	Meet the updated requirements of Clauses 4.1 & 4.2 of the ISO Standards	Low	Climate Change deemed not to be an issue for the operations of DC Resourcing. Extreme weather events may cause disruption to ongoing work. No interested parties have been identified with Climate Change as a requirement.	Monitor
Climate Change	Directors Owners Shareholders	External	Effects of Climate Change - Extreme Weather Conditions	Risk	Medium	Changing weather patterns may affect the ability to work on open air jobs when required.	Low	No identified controls	Monitor
Compliance - Customers	Clients, Allied Staff, End Users	External	Compliance with Applicable Requirements	Risk	High	Compliance with identified requirements	Low	Operational Processes in place to identify customer requirements - Sales Operational Processes in place to identify legislated requirements - Legislation & Legal Compliance Operational Processes in place to meet identified requirements - Service Provision	Monitor

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Compliance - WHS	Regulatory Authorities	External	Compliance with WHS Requirements	Risk	High	Compliance with WHS Legislation - Interested Party SafeWork NSW	Low	Identified Legislation Identification of Hazards Review of Compliance	Monitor
Human Resources	Staff	Internal	Employee Participation	Risk	Medium	Steps taken to facilitate employee participation in WHS Issues Compliancce with requirements of ISO 45001	Low	Participation Arrangements detailed in Risk Assessment - Employee Participation	Satisfactory
Service Delivery	Directors Owners Shareholders	Internal	Human Error/Employee Skill	Risk	Medium	Employees able to follow documented procedures/Work Methods	Low	Effective Training/Competency Management Effective Quality Management System Effective Communication	Monitor
Service Delivery	Directors Owners Shareholders	Internal	Critical Skills	Risk	Medium	Required skills available when required.	Low	Effective Sales process. Effective Client Recruitment & Management	Monitor
Service Delivery	Directors Owners Shareholders	Internal	Critical Equipment	Risk	Medium	Equipment is available when required.	Low	Low dependance on equipment. Organisational Knowledge - effective backup.	Monitor
Service Delivery	Directors Owners Shareholders	Internal	Product Failure & Liability	Risk	Medium	Products & Services provided meet expectations	Low	Effective Quality Management System Effective Operational Processes Effective Training All Appropriate Insurances in Place	Monitor

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Service Delivery	Clients, Allied Staff, End Users	External	Price, Quality, Delivery	Risk	High	Service delivery at required levels - price,quality and delivery time.	Low	Effective Operational Processes Diverse Customer Base Effective Management of Customer Satisfaction Effective Corrective Action Process	Monitor
Service Delivery	Directors Owners Shareholders	External	High level of service performance creates point of difference	Opportunity	Low	Organisation is able to take advantage of market opportunities.	Medium	Effective Management of Customer Satisfaction Effective Operations Processes Effective Corrective Action Process	Monitor
Service Delivery	Directors Owners Shareholders	External	Customer Perception	Risk	High	Service delivery at required levels.	Low	Effective Management of Customer Satisfaction Effective Operations Processes Effective Corrective Action Process	Monitor
Service Delivery	Directors Owners Shareholders	External	Competition	Risk	High	Poor performance may lead to loss of customers to competitors.	Low	High Level of Service/Capability Presence in Multiple Market Segments Effective Management of Customer Satisfaction	Monitor

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Service Delivery	Directors Owners Shareholders	External	Competition	Opportunity	**Low**	Poor competitor performance may lead to an increase in customers.	**High**	High Level of Service/Capability Presence in Multiple Market Segments Effective Management of Customer Satisfaction	**Monitor**
Service Delivery	Directors Owners Shareholders	External	Performance of Suppliers	Risk	**Low**	Externally sourced goods/proceses meet expectation.	**Low**	Low dependance on suppliers. Consumables only.	**Satisfactory**
Service Delivery	Directors Owners Shareholders	External	Performance of Sub-Contractors	Risk	**Low**	Sub-Contractor preformance meets organisational requirements.	**Low**	Sub-contractors not used. Processes are not outsourced.	**Satisfactory**
Service Delivery	Clients, Allied Staff, End Users	External	Customer Communication - Job Completion	Risk	**Medium**	Recorded information is accurate.	**Low**	Time Sheet requires customer sign off Employees trained in Company Values and Work Procedures	**Monitor**
Service Delivery	Staff	Internal	Travel to Work Sites by Account Managers	Risk	**High**	Safe Travel	**Low**	Company Vehicles Provided. Regular Maintenance. Appropriate licences. Adherence to applicable road rules. Adherence to Motor Vehicle Policy Risk Assessment	**Monitor**

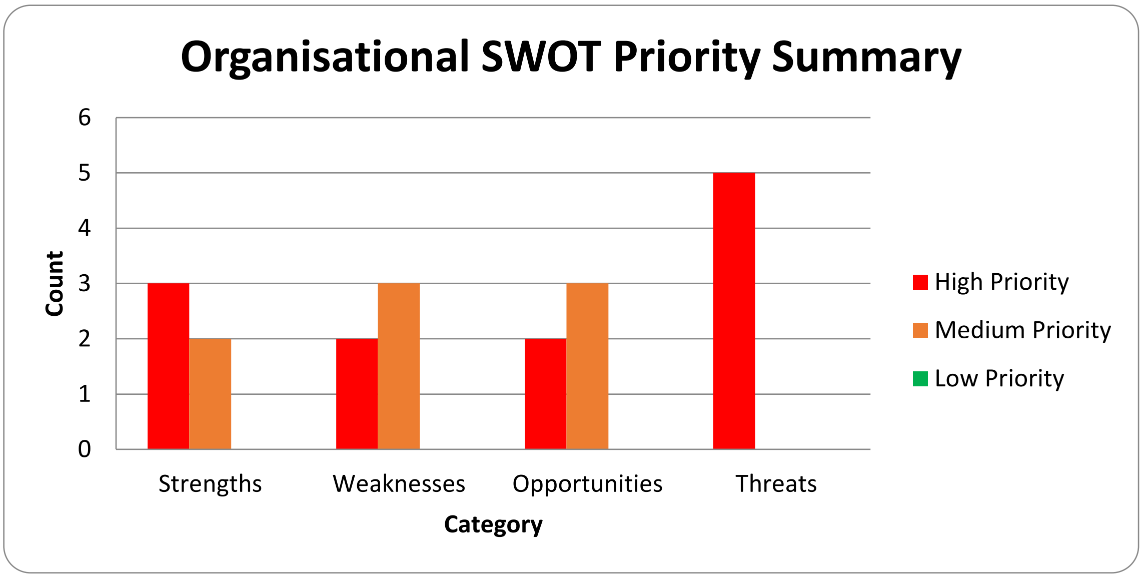
Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Site Management	Directors Owners Shareholders	External	Involvement of Unions in Operations	Risk	**High**	Minimal disruption from Trade Unions Key Union - CFMEU	**Low**	Understanding of Union requirements - Enterprise Agreements Management knowledge of general issues in the Construction sector. Management knowledge of specific issues in areas of operation - Newcastle	**Satisfactory**
Site Management	Regulatory Authorities	External	Day to Day Relationships	Risk	**Medium**	Client requirements effectively managed	**Low**	Development of effective relationships at site level - Account Managers	**Satisfactory**
Site Operations	Clients, Allied Staff, End Users	External	Fitness for Work	Risk	**High**	The effects of Fatigue are minimised.	**Low**	Regular Breaks Employee Consultation Effective Rostering Risk Assessment	**Monitor**
Site Operations	Staff	Internal	High Risk Activities	Risk	**High**	Safe Methods of Work	**Medium**	Site Specific WHS Management Plans Ongoing Account Manager interaction	**Monitor**
Site Operations	Staff	Internal	Injury during Various Activities	Risk	**High**	Safe Systems of Work	**Low**	Site Specific WHS Management Plans Ongoing Account Manager interaction	**Monitor**
Site Operations	Staff	Internal	Noise, Hearing Loss	Risk	**Medium**	Minimise Hearing Loss	**Low**	Mandatory hearing protection as detalied in customer SWMS & Risk Assessments	**Monitor**

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Site Operations	Regulatory Authorities	External	Noise, Hearing Loss	Risk	**Medium**	Meet the requirements of NSW WHS Regulations 2025 Section 56	**Low**	Mandatory hearing protection as detalied in customer SWMS & Risk Assessments	**Monitor**
Site Operations	Staff	Internal	Injury from Slips, Trips & Falls	Risk	**High**	Effects of Incident & Injury	**Medium**	WHS Management System Effective Hazard Management - Site Inspections Effective Training & Communication - Consultation Reports	**Monitor**
Site Operations	Staff	Internal	Manual Handling	Risk	**High**	Safe Methods of Work	**Medium**	WHS Management System Effective Hazard Management - Site Inspections Effective Training & Communication - Consultation Reports	**Monitor**

Category	Total Items	High Priority	Medium Priority	Low Priority
Strengths	5	3	2	0
Weaknesses	5	2	3	0
Opportunities	5	2	3	0
Threats	5	5	0	0



Organisational SWOT

Strengths	Strengths Priority	Climate Change Relevance (ISO 9001:2026)	Weaknesses	Weaknesses Priority	Climate Change Relevance (ISO 9001:2026)
Multi-office footprint (Sydney, Newcastle, Wollongong, Canberra) enabling rapid mobilisation and coverage.	High	Indirect	High administrative load to maintain compliance, licences, and client-specific onboarding across multiple sites.	Medium	Indirect
Safety-first operating model with strong WHS systems, inductions, and verification of competency.	High	Indirect	Exposure to workforce availability constraints during peak project demand and tight labour markets.	High	Indirect
Strong client and contractor relationships across infrastructure, construction, and industrial sectors.	High	Indirect	Reliance on key account relationships; concentration risk if major projects reduce or end.	High	Indirect
Experienced workforce management: onboarding, compliance, site readiness, and rostering.	Medium	Indirect	Higher operating costs across multiple offices (leasing, supervision, travel and logistics).	Medium	Indirect
Established union interface capability and familiarity with EBA/site IR requirements.	Medium	Indirect	Limited formal climate metrics (e.g., travel emissions, heat stress trends) to meet emerging client ESG requirements.	Medium	Indirect

Opportunities	Opportunities Priority	Climate Change Relevance (ISO 9001:2026)	Threats	Threats Priority	Climate Change Relevance (ISO 9001:2026)
Growth in NSW and ACT infrastructure pipelines increasing demand for compliant, safety-led labour hire.	High	Indirect	Union-led industrial action, right-of-entry disputes, or EBA changes impacting availability, costs and site access.	High	Indirect
Expansion into renewable energy and climate-resilience works requiring scalable labour and safety competency.	High	Direct	Labour shortages and wage inflation increasing cost-to-serve and reducing margin.	High	Indirect
Differentiation via premium safety performance (TRIFR/LTIFR), competency assurance, and leading indicators reporting.	Medium	Indirect	Regulatory change (WHS, labour hire licensing, IR reforms) increasing compliance obligations and penalties.	High	Indirect
Strengthen union collaboration and proactive IR planning to improve site access and continuity.	Medium	Indirect	Extreme weather (heatwaves, storms, bushfire smoke) disrupting deployment and increasing safety incidents.	High	Direct
Implement climate adaptation controls (heat, smoke, severe weather) to reduce downtime and improve client outcomes.	Medium	Direct	Client ESG/climate requirements escalating; failure to evidence controls/metrics may reduce preferred supplier status.	High	Indirect

Direct Climate Change Relavence	Indirect Climate Change Relavence
Climate change has a clear, immediate impact (e.g. logistics disruption, extreme weather, infrastructure exposure)	**Climate change influences the issue via secondary effects (e.g. supply resilience, regulatory change, cost volatility)**