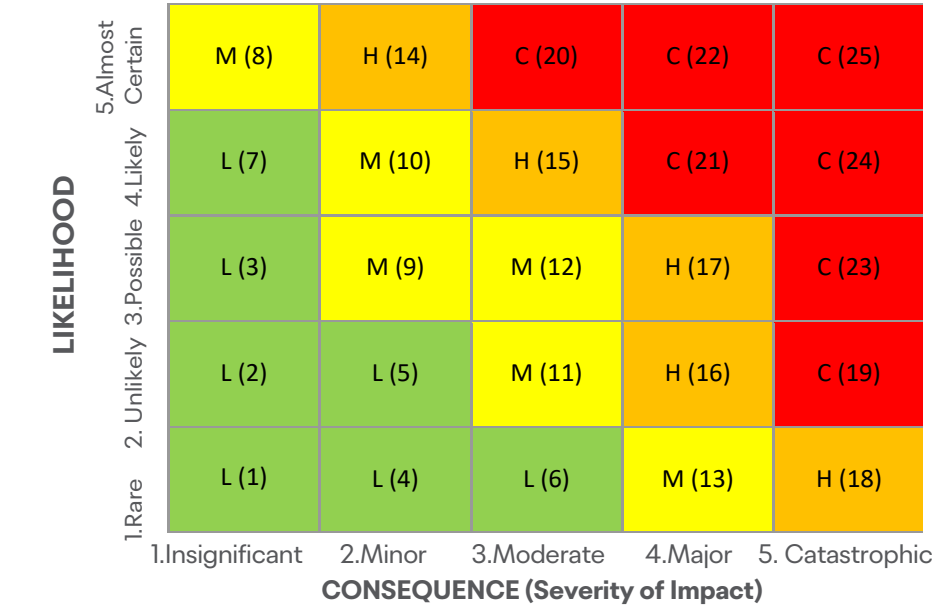


Risk Rating Levels: Critical, High, Medium, and Low



Rating	Definitions
Effective	Internal control systems are designed and operating effectively in the aggregate. Any observations noted will further strength the control environment (meaning whilst controls are generally working some controls could be improved, or it is identified the environment or processes may be overly controlled). The relative significance of the observations noted are indicative of some weaknesses in the control environment in one or more processes and require corrective management actions.
Partially Effective	Internal control systems need to be substantially improved. The relative significance of the observations noted are indicative of a substandard or weak control environment across one or more processes and require timely corrective management action.
Ineffective	Internal control systems are not functioning as intended. The relative significance of the observations noted are indicative of an ineffective control environment across multiple processes. Immediate corrective actions and heightened management involvement / monitoring are needed until control deficiencies are remediated.

LIKELIHOOD	1. RARE	2. UNLIKELY	3. POSSIBLE	4. LIKELY	5. ALMOST CERTAIN
Likelihood Levels	Relative to a 1-year period, occurrence of the risk would be regarded as rare. < 1% chance of occurring.	Relative to a 1-year period, occurrence of the risk would be regarded as unlikely. 1 – 10% chance of occurring.	Relative to a 1-year period, occurrence of the risk would be regarded as possible. 10 – 50% chance of occurring.	Relative to a 1-year period, occurrence of the risk would be regarded as likely. 51 – 90% chance of occurring.	Relative to a 1-year period, occurrence of the risk would be regarded as almost certain. > 90% chance of occurring.

CONSEQUENCE	1. INSIGNIFICANT	2. MINOR	3. MODERATE	4. MAJOR	5. CATASTROPHIC
Safety	Minor injury or illness requiring first aid treatment, or no injury or illness.	Injury or illness requiring medical treatment by a registered practitioner. Medical Treatment Injury (MTI).	Single significant health effect or injury, possible Irreversible damage. Lost Time Injury (LTI) / Medical Treatment Injury (MTI) / Restricted Work Injury (RWI).	Multiple significant health effects or injuries. Permanent total disability single fatality.	Multiple fatalities.
Environmental & Biosecurity	Confined to immediate area within site. No effect or contained.	Impact contained to site with non-specialist clean-up or management process.	Impact contained to site requiring specialist clean-up or resources or management.	Extends beyond AKL precinct, ecosystem disturbance requiring clean-up using internal & external resources.	Environmental impact of regional or national significance; long term damage.
Financial	Financial consequence up to \$200,000.	Financial consequence between \$200,000 and \$2 million.	Financial consequence between \$2 million and \$20 million.	Financial consequence between \$20 million and \$50 million.	Financial consequence over \$50 million.
Reputation / Brand and Stakeholder	No media concerns, however, some ad hoc dissatisfaction by individuals. Insignificant loss of stakeholder confidence.	Low level media interest. Minimal loss of stakeholder confidence.	Some on-going media interest- resulting in a negative coverage (< 3 months). Moderate loss of stakeholder confidence.	National concern - long period of negative coverage (between 3 - 6 months). Significant loss of stakeholder confidence.	International and or national concern resulting in a significant long-term negative impact on brand (>6 months). Unrecoverable loss of stakeholder confidence.
Business or Precinct Disruption	Minimal impact to business operations.	Short term impact to standard operations leading to staff diversion and inefficient processes.	Moderate impact to standard operations leading to staff diversion for a prolonged period (<1 month) and review of processes.	Major impact to standard operations leading to medium term staff and management diversion (1 - 2 months) and widespread inefficiencies and process review.	Severe impact to standard operations leading to long term staff and management diversion (>2 months) and widespread inefficiencies, process overhaul and business structure review.
Airport / Terminal Disruption	Minimal airfield or terminal disruption.	Short term airfield or terminal disruption <1 hour leading to congestion and/or passenger disruption.	Moderate airfield or terminal disruption for a number of hours leading to prolonged congestion and/or passenger disruption.	Major airfield or terminal disruption for up to 24 hours impacting flights and passengers for an extended period.	Severe airfield or terminal disruption for over 24 hours, affecting flights and passenger processing for an extended period.
Customer	A disruption/delay to multiple customer types for up to 4hrs.	A disruption/ delay to multiple customer types for 4 to 24hrs.	A disruption/delay impacting multiple customer types between 24 to 72 hours. Significant damage to customer satisfaction.	A disruption/delay impacting multiple customer types for over 3 days. Major customer dissatisfaction.	Major disruption/delay impacting all customer types for an extended period of time. Extreme customer dissatisfaction.
Compliance	Potential non-compliance with industry code or of known requirements.	Potential breach of regulation or current non-compliance with industry code. Direction issued and recorded.	Potential breach of regulation & may be reportable incident to legislator. Notice issued.	Reportable breach of regulation and license. Possible prosecution. Repeated breaches of a company policy.	Breach of regulation and license condition - reportable incident to regulator; prosecution very likely. Breach of multiple company policies.
Staff	Minor staff morale impact.	General staff morale problems and increase in turnover.	Widespread staff morale problems and high turnover.	Major morale problems affecting performance and productivity, leading to a small loss of key staff.	Severe staff morale problems leading to loss of a significant number of key staff, impacting on skills, knowledge, and expertise.
Project Delivery	Up to 5% impact on project deliverables. Including cost, schedule and/or quality.	5% to 15% impact on project deliverables. Including cost, schedule and/or quality.	15% to 30% impact on project deliverables. Including cost, schedule and/or quality.	30% to 50% impact on project deliverables. Including cost, schedule and/or quality.	50% to 100% impact on project deliverables. Including cost, schedule and/or quality.