

Risk Management Policy

Understanding the risks and opportunities we face, and managing them appropriately, enhances our ability to successfully deliver on our objectives and provides greater value and certainty for our shareholders, our people, our customers and suppliers as well as for the communities in which we operate.

Risk is inherent in our businesses and Perenti is committed to managing our risk profile within the risk appetite set by the Board. To support this commitment, our risk management framework is designed to enable us to manage risk to:

- facilitate our engagement with clients;
- empower our people;
- enhance our decision-making; and
- sustain our competitive advantage.

AS PART OF THIS COMMITMENT WE WILL:

- **Enable tomorrow**
We adopt a proactive approach to risk management, focusing on opportunities as well as threats, to create value for stakeholders and enhance our competitive advantage. We integrate risk management with our sustainability imperatives, to safeguard the environment, promote social responsibility, and contribute to the well-being of our stakeholders and the communities in which we operate.
- **Take personal responsibility**
We empower all Perenti employees to be responsible for identifying, assessing, and proportionately managing risks and operating within the risk appetite set by the Board, which is the amount and type of risk Perenti is willing to accept to achieve its strategic objectives.
- **Understand our risks**
Through understanding our exposure to risk (current and emerging), we inform our decision-making, and monitor performance, to ensure that our risk profile is consistent with our appetite for risk in alignment with our strategy and strategic objectives.
- **Maintain effective risk culture, capability and empowerment of our people**
We will ensure Perenti fosters a positive culture of risk management through engagement, collaboration, transparency, and training. We implement processes for crisis management and business continuity planning that enable us to effectively respond to material risk events.
- **Integrate risk into decision making**
We incorporate risk management into our decision-making processes with the aim of instilling risk management as a core element of our organisational culture.
- **Conduct assurance**
We assess the effectiveness of our systems and controls through appropriate assurance mechanisms.
- **Balance strategies to manage risk**
We create value by balancing risk against the reward for taking and accepting risk. We implement effective risk management strategies, including taking out insurance where deemed appropriate.

This policy applies to all employees, contractors, and suppliers.



MARK NORWELL

Managing Director and Chief Executive Officer
Perenti

Approved by the Perenti Board on 6 December 2023