

## RISK MANAGEMENT POLICY

Ballymore Services Risk Management Policy and Enterprise Risk Management framework are integral to the company's ability to deliver its strategic objectives and business plans by ensuring that:

- the business takes informed and controlled risk-based decisions within its risk appetite at all stages of the Gated Business Lifecycle.
- risk management is established within the culture across all levels of the organisation.
- a standard and consistent approach for the identification, assessment, response, and monitoring of risk is in place.
- the company complies with those mandatory risk management requirements within the UK Corporate Governance Code including maintaining sound risk management and internal control systems and that emerging business critical risks are escalated in a timely manner.
- an ongoing activity to review the adequacy and effectiveness of the risk management process within the internal control environment is in place; and
- the principles of enterprise risk management are integrated into the Business Management System; The Ballymore Services approach to Enterprise Risk Management is to reduce the likelihood of risk events occurring, control the adverse impact of such events and identify opportunities where taking risks might benefit the business. By strengthening the internal control environment, the Enterprise Risk Management framework will support the business to manage uncertainty across our operations. In understanding and managing risk we provide greater certainty over results and build confidence throughout our shareholders, employees, customers, suppliers, and the communities in which we operate. It is the responsibility of:
  - the directors are to establish procedures to manage risk, oversee the internal control framework, and determine the nature and extent of the principal risks the company is willing to take in order to achieve its long-term strategic objectives.
  - All directors are to ensure that effective arrangements, and management controls, to deliver the requirements of this Policy are established and implemented across the operations of the business; and
  - every individual in the business to comply with this Policy and its associated arrangements as an integral part of their day to day duties.

This Policy will be brought to the attention of our employees, supply chain partners and relevant interested parties and reviewed on an annual basis.

Signed:  \_\_\_\_\_

James McCallan

Director Ballymore Services Ltd

Date: 13.1.22

13.01.22