

AMPOL GROUP OPERATIONAL RISK MATRIX

Matrix applicable to a single risk event, not cumulative events



Qualitative Likelihood (refer to Table 1 for additional guidance)		Incidental	Minor	Moderate	Major	Severe	Extreme
Event could occur or has occurred multiple times at Ampol	Almost Certain	16	22	27	31	34	36
Event could occur or has occurred once at Ampol within 5 years	Likely	11	17	23	28	32	35
Event could occur or has occurred once at Ampol beyond 5 years	Possible	7	12	18	24	29	33
Event is not known to have occurred at Ampol but has occurred multiple times in similar organisations	Unlikely	4	8	13	19	25	30
Event is known to have occurred once in similar organisations	Remote	2	5	9	14	20	26
Event is barely plausible or unheard of	Rare	1	3	6	10	15	21

Low	Medium	High	Very High	Excessively High
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TABLE 1: Likelihood Inference Guidance (Notes 1, 2, 3)

Qualitative Likelihood Descriptors	Frequency/Year - Orders of Magnitude (used for semi-quantitative likelihood assessment)			Workplace Exposures (used for Occupational Safety)
Almost Certain	>10 ⁻¹ – 1	>1/10 – 1	>10% – 100%	Regular contact with the potential hazard at very high levels.
Likely	>10 ⁻² – 10 ⁻¹	>1/100 – 1/10	>1% – 10%	Periodic contact with the potential hazard at very high levels or regular contact with the potential hazard at high levels.
Possible	>10 ⁻³ – 10 ⁻²	>1/1,000 – 1/100	>0.1% – 1%	Periodic contact with the potential hazard at high levels or regular contact with the potential hazard at moderate levels.
Unlikely	>10 ⁻⁴ – 10 ⁻³	>1/10,000 – 1/1,000	>0.01% – 0.1%	Periodic contact with the potential hazard at moderate levels or regular contact with the potential hazard at low levels.
Remote	>10 ⁻⁵ – 10 ⁻⁴	>1/100,000 – 1/10,000	>0.001% – 0.01%	Periodic contact with the potential hazard at low levels.
Rare	>10 ⁻⁶ – 10 ⁻⁵	>1/1,000,000 – 1/100,000	≤0.001%	Negligible contact or hazard levels.

Note 1: There is no direct or linear relationship between the semi-quantitative likelihoods above and the qualitative likelihood descriptors on the matrix. If more than one consequence category is assigned, either qualitative or semi-quantitative approach to be used.
Note 2: For Security related risk events, Ampol Group Site Security Procedure (CD18797) should be referenced to determine likelihood, which is based on threat and vulnerability.
Note 3: For further guidance on occupational hygiene risk assessments, refer to Australian Institute of Occupational Hygienists (AIOH) guidelines.

RISK ASSESSMENT APPROACH

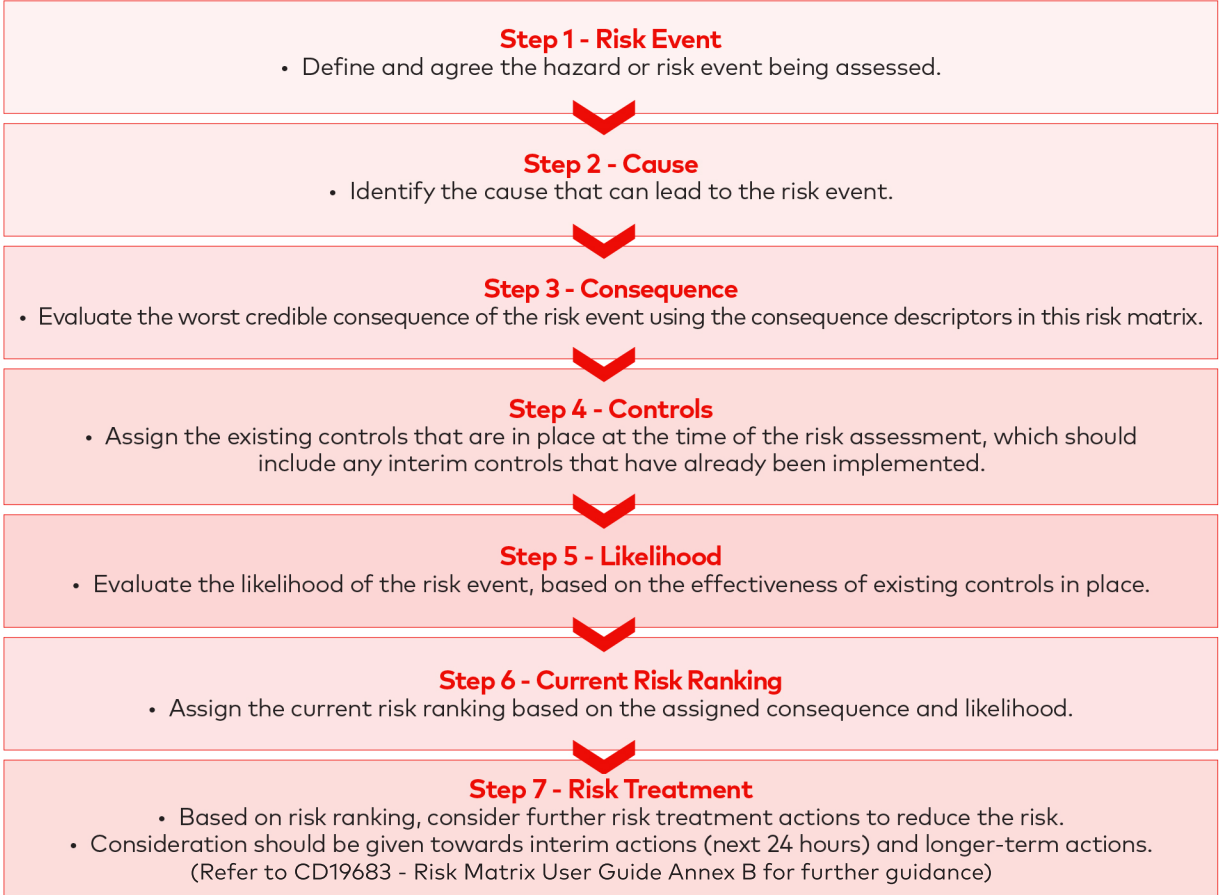


TABLE 2: Consequence Descriptors *(No correlation or inference intended between consequence categories)*



Consequence Descriptions & Index		Incidental	Minor	Moderate	Major	Severe	Extreme
Safety <i>(Acute harm arising from both personal & process safety events).</i>		Event resulting in no injury or only minimal first aid treatment.	Injury resulting in medical treatment. Includes: Restricted Work (RW) and Days Away from Work (DAFW) <=7 full days off immediately from time of event.	Injury resulting in short term impairment. Includes: DAFW >7 full days off immediately from time of event. Offsite: Injury resulting in medical treatment.	Onsite: Injury resulting in long term impairment or permanent partial impairment. Offsite: Injury resulting in short term impairment.	Onsite: Event resulting in 1-3 total permanent disability / impairment or fatalities. OR Offsite: ≥ 1 Injury resulting in long term impairment or permanent partial impairment.	Onsite: Event resulting in >3 fatalities. OR Offsite: Event resulting in >=1 total permanent disability / impairment or fatalities.
Health & Wellbeing <i>(Chronic harm / adverse effects due to chemical / physical exposures, exposure to biological agents, physco-social or wellbeing impacts).</i>		No impacts on ability to function or wellbeing, or treatment is very limited by a trained First Aider or Nurse.	Illness or effect with limited impacts on ability to function or wellbeing, and treatment is temporary and limited but required by a licensed health care professional.	Moderate illness or wellbeing effect with some treatment and/or short term functional impairment, but is medically manageable through a licensed health care professional.	Onsite: Serious illness or adverse health / wellbeing effect, requiring medical treatment or management. OR Offsite: Moderate illness or adverse health effect.	Onsite: Event resulting in serious illness or chronic exposure resulting in fatality or significant life shortening effects to 1-3 people. OR Offsite: Serious illness or severe adverse health effect.	Onsite: Event resulting in serious illness or chronic exposure resulting in fatality or significant life shortening effects to >3 people. OR Offsite: Serious illness or chronic exposure resulting in fatality or significant life shortening effects.
Environmental		Spill/release with no actual or known harm to community or the environment.	Spill/release with impacts such as localized or temporary effects on habitat, species or environmental media with recovery and/or remediation effort (up to 1 week).	Spill/release with impacts such as localized, short term degradation of sensitive habitat, or widespread, short term impacts to habitat, species or environmental media with recovery and/or remediation effort (up to 3 months).	Spill/release with impacts such as localized irreversible habitat loss or widespread, medium term effects on habitat, species or environmental media with recovery and/or remediation effort (up to 12 months).	Spill/release with impacts such as significant, widespread and long-term effects on habitat, species or environmental media (e.g. widespread habitat degradation) with recovery and/or remediation effort (up to 5 years).	Spill/release with impacts such as persistent reduction in ecosystem function on a landscape scale or significant disruption of a sensitive species, resulting in long-term irreversible harm or significant widespread disruption to environment.
Financial		<\$100k	<\$500k	<\$1m	<\$5m	<\$30m	≥\$30m
Regulatory & Compliance		Event occurs that is deemed not notifiable or requires informal notification with no regulator follow up or response received.	Formal notification of incident or license breach with: Financial penalty <\$1k. OR Regulator follow up, formal warning or corrective action issued.	Financial penalty up to \$10k. OR Formal notice (or equivalent in the relevant jurisdiction) issued.	Financial penalty up to \$100k. OR Adverse enforcement action by regulators which limits activities with financial losses up to \$5 million. OR Adverse license condition or suspension (or equivalent in the relevant jurisdiction) issued.	Prosecution with / without conviction or financial penalty up to \$1 million. OR Adverse enforcement action by regulators which limits activities with financial losses up to \$10 million. OR Enforceable undertaking.	Prosecution with custodial sentence or penalty exceeding \$1 million. OR Adverse enforcement action by regulators which limits activities with financial losses >\$10 million. OR Loss of license to operate.
Reputation, Brand & Public Perception <i>(With consideration for Sustainability & Governance).</i>	Public & Stakeholder Perception	Isolated and short-term complaints from stakeholder group, with no impact on local operations.	Isolated and short-term complaints from stakeholder group, with minor impact on local operations.	Sustained complaints from stakeholder group, with some disruption to local operations.	Local adverse social impact or damage to relationships with key stakeholders of benefit to local operations. Short term brand damage, leading to ≤5% declines in preference and trust scores for affected state over the impacted reporting quarter.	Brand damage and loss of business attributable to reputational impacts and damage to relationships with key stakeholders of benefit to Ampol. Short term brand damage, leading to >5% declines in preference and trust scores at a national level over the impacted reporting quarter. Reputational consequence - recruitment challenge.	Significant brand damage and major loss of supply & sales business attributable to reputational and widespread adverse social impacts. Long term brand damage, leading to >10% declines on perception across all brand drivers, sustained over multiple quarterly reporting periods. Reputational consequence - recruitment challenge or ongoing churn of employee base losing good talent.
	Media Coverage	Isolated local coverage.	Temporary adverse local coverage (up to 1 week).	Short term adverse local coverage (up to 3 months).	Medium term adverse local coverage (up to 12 months).	Medium term adverse national coverage, across all mediums - print, broadcast and social.	Long term adverse national media attention, including political weigh-in.
	Share Price / Investors / Government	No impact to share price.	Share price downgrades approximately in line with financial impact of 1-5%.	Share price downgrades 5-10% aligned with earnings impact. Shareholder enquiries rise to seek explanation of incident and likely impact on the Group. Negative mentions in Parliament, complaint letter from politician.	Share price decline is ~15-20% with market over correcting. Major shareholder selling down position as they lose confidence in a recovery. Short selling increases. Political attention for Ampol cast in a negative light and based on perceptions of bias, unjustified lobbying or influence, resulting in significant further public attention as outlined above.	Share price declines 30%, shareholder agitation for change of leadership at CEO level and change of strategy. Remuneration report at risk of a strike at AGM vote. Parliamentary inquiry focused on Ampol's conduct or operation in a specific negative sense.	Share price declines by more than 30%. Shareholders achieve change in CEO (and potentially other ALT members) and Chairman. Remuneration report receives a strike and director elections receive material AGAINST vote. Adverse findings / accusations in parliamentary enquiry against CEO resulting in specific legislative recommendations against Ampol.
Project Delivery <i>Major Projects (greater than \$30 million).</i>	CAPEX <i>Increase to estimated project cost due to an event within a given stage of the project.</i>	<0.25%	≥0.25%	≥0.5%	≥1.5%	≥5%	≥10%
	Schedule <i>Prolongation of overall project schedule or slippage of key milestones [e.g. start-up].</i>	Impact to a non-key/ critical milestone, accommodated by activity float.	Impact on key milestones, accommodated by key milestone float.	Impact critical milestone, accommodated by schedule contingency.	Impact to first product milestone < 4 months.	Impact to first product milestone 4 - 12 months.	Impact to first product milestone > 12 months.