

1. Purpose

The purpose of the Risk Management Policy is to set out HCA's commitment to effectively managing risk in the pursuit of the organisation's strategic objectives. Risk management is a key corporate governance capability to create and protect value.

2. Application

This Policy applies to all HCA officers, staff, contractors, consultants and volunteers.

Failure to comply with this policy may result in disciplinary action, up to and including termination of employment, in accordance with HCA disciplinary procedures.

3. Principles and expectations

HCA aligns with the principles of the international standard for risk management (ISO 31000):

- **Integrated:** risk management is an integral part of HCA business and project planning, resourcing and decision-making. Risk information is to be a key input to decision-making and not a standalone process.
- **Structured and comprehensive:** a consistent and systematic approach is documented and applied for all types of risk.
- **Customised:** the Enterprise Risk Management Framework is tailored to the culture, objectives, strategies and external context of HCA.
- **Inclusive:** diversity of perspective is valued and enhances risk management, decision quality, accountability, and foresight.
- **Dynamic:** integrating risk management into business-as-usual processes enables anticipation and detection of, and timely response to risk, increasing resilience.
- **Best Available Information:** HCA will strive to incorporate timely, accurate and relevant information to identify and manage risk.
- **Human and Cultural Factors:** management of risk will account for the influence of behaviour and culture on the risk environment.
- **Continual Improvement:** reflection, feedback and learning are part of good governance and enable the risk management approach to remain fit-for-purpose as HCA and its operating context shift.

4. Implementation

This policy is implemented through:

- Enterprise Risk Management Framework
- Commercial Project Management Framework

- Project Governance – EPMO System
- Commercial Investment Management Framework

5. References

This policy is created with reference to the following legislation and other external documents:

- ISO 31000:2018 Risk Management

6. Document details

Title	Risk Management Policy
Version	v10.0
Approver	Board of Directors
Owner	Director Risk & Compliance
Approval date	24.02.2026
Review period	2 years



English:

If you need an interpreter, please call TIS National on 131 450 and ask them to call **Housing Choices Australia** on **1300 312 447**. Our business hours are **9am to 5pm, Monday to Friday**.

You can also visit the TIS National website for translated information about the service TIS National provides. Visit: www.tisnational.gov.au

Arabic:

إذا كنت بحاجة إلى مترجم، يرجى الاتصال بـ TIS الوطنية على الرقم 131 450 وأطلب منهم الاتصال بـ **Housing Choices Australia** على هاتف رقم **1300 312 447**. ساعات العمل الخاصة بنا **9am to 5pm, Monday to Friday**.

يمكنك أيضا زيارة موقع TIS الوطنية للحصول على معلومات حول الخدمات التي تقدمها TIS الوطنية. قم بزيارة: www.tisnational.gov.au

Farsi (alt Persian):

اگر به مترجم نیاز دارید، لطفاً با شماره تلفن تیس نشنال 131 450 تماس بگیرید و از آنها بخواهید با **Housing Choices Australia** به شماره **1300 312 447** تماس بگیرید. ساعت کاری ما **9am to 5pm, Monday to Friday** است.

www.tisnational.gov.au شما همچنین می توانید به وب سایت تیس نشنال برای اطلاعات در مورد خدماتی که تیس نشنال فراهم می کند مراجعه کنید. به

Vietnamese:

Nếu quý vị cần thông dịch viên, xin hãy gọi cho Dịch vụ Thông Phiên dịch Quốc gia (TIS Quốc gia) theo số 131 450 và yêu cầu họ gọi cho **Housing Choices Australia** theo số **1300 312 447**. Giờ làm việc của chúng tôi là **9am to 5pm, Monday to Friday**. Quý vị cũng có thể vào thăm trang mạng của TIS Quốc gia để có thông tin về các dịch vụ mà TIS Quốc gia cung cấp. Hãy vào thăm www.tisnational.gov.au

Somali:

Haddii aad u baahan tahay turjumaan, fadlan ka wac TIS National taleefanka 131 450 waxaad ka codsataa inay kuu wacaan **Housing Choices Australia** iyo **1300 312 447**. Saacadaha Shaqadu waa **9am to 5pm, Monday to Friday**. Waxaad kaloo booqan kartaa website-ka TIS National ee macluumaadka turjuman oo ku saabsan adeegga TIS National ay bixiso. Ka eeg: www.tisnational.gov.au

Simplified Chinese:

如果您需要口译员，请拨打TIS National的电话131 450，请他们打电话给**Housing Choices Australia**，电话号码：**1300 312 447**。我们的营业时间是**9am to 5pm, Monday to Friday**。

你也可以访问TIS National的网站，了解TIS National提供的服务。网址：www.tisnational.gov.au

Traditional Chinese:

若您需要口譯員，請撥打TIS National電話131 450並請他們轉接 **Housing Choices Australia** 的電話 **1300 312 447**。我們的工作時間是**9am to 5pm, Monday to Friday**。

你也可以瀏覽TIS National網站瞭解TIS National的服務資訊，網址：www.tisnational.gov.au

Spanish:

Si necesita un intérprete, por favor llame a TIS National en el 131 450 y pida que lo comuniquen con **Housing Choices Australia** en el **1300 312 447**. Nuestro horario de oficina es **9am to 5pm, Monday to Friday**.

También puede visitar el sitio web de TIS National para obtener información acerca de los servicios que provee TIS National. Visite www.tisnational.gov.au

Italian:

Se hai bisogno di un interprete, telefona a TIS National al numero 131 450 e chiedi di chiamare **Housing Choices Australia** al **1300 312 447**. I nostri orari d'ufficio sono **9am to 5pm, Monday to Friday**.

Puoi visitare anche il sito web TIS National per informazioni tradotte sul servizio che TIS National fornisce. Visita il sito: www.tisnational.gov.au

For other languages, access to an interpreter is available by contacting Housing Choices Australia on **1300 312 447**.