

Category	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
<b>Funding and Donor Engagement</b>	Less than 2% loss in revenue/assets	Between 2% and 5% loss in revenue/assets	Between 5% and 10% loss in revenue/assets	Between 10% and 20% loss in revenue/assets	More than 20% loss in revenue/assets
<b>Compliance</b>	No breach of compliance	Minor breach of compliance	Regulator interest or individual moderate breach of compliance	One off regulator investigation or systemic breach of requirements	Major government investigation or breach of law
<b>Reputation</b>	No media/social media interest	One off media/social interest	Some media/social media interest	One off major media coverage	Sustained media coverage
<b>Strategic/Sustainability</b>	No impact on the Foundation strategy and performance of the Board	Inefficiency in the performance of the Board and deviation from Foundation strategy	Slows achievement of organisational strategy or performance of the Board	Disruption to organisational operations or not achieving strategy	Failure in governance leading to threat to organisational viability and sustainability
<b>Operational Risk incl IT and Cyber Risk</b>	Intermittent interruption over a few days	Partial service interruption for a day or intermittent interruption for a week	Total cessation of for 1-3 days or intermittent interruption for weeks	Total cessation of service for a week	Total cessation of service for a month or more

Category	Likelihood	Frequency
1. Rare	Event may occur in exceptional circumstances	Event is expected to occur in greater than 10 years
2. Unlikely	Event could occur at some time	Event is expected to occur every five to ten years
3. Possible	Event should occur at some time	Event is expected to occur in three to five years
4. Likely	Event will probably occur in most circumstances	Event is expected to occur in one to three years
5. Almost Certain	Event is expected to occur in most circumstances	Event is expected to occur more than once per year

5. Almost Certain	Likelihood	Significant	Significant	High	High	High
4. Likely		Moderate	Significant	Significant	High	High
3. Possible		Low	Moderate	Significant	Significant	High
2. Unlikely		Low	Low	Moderate	Significant	Significant
1. Rare		Low	Low	Low	Moderate	Significant
		Consequence				
		1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic

Risk Rating
High
Significant
Moderate
Low