

J Cassidy Business Focus Limited

https://www.icMit.co.uk

jane.crastive/lichif.co.uk

444 (0) 7717 705054 or +44 (0) 1920 872324

Registered in England & Wales- Reg. No. 11370541

Reg. Office: 69b The Maltings Business Centre, Roydon Road, Stanstead Abbotts, Hertfordshire SG12 8UU

[COMPANY NAME]

Risk & Control Matrix (RCM)

Control Function: [Board]

Risk Ref	Risk Summary	Risk Description							
Board R1001	Strategic Risk	The risk of making incorrect business decisions, implementing decisions poorly, or being unable to adapt to changes in the	EXAMPLE	1					
		business operating environment, relative to the Company's defined strategic objectives.							
Board R1002	Emerging Risk	New or developing risks arise due to changes in areas such as		1					
		regulation, the socio-political environment, the natural							
		environment, science and technology. These may have effects on our portfolio that have not yet been captured or identified.							
Board R1003	Market Risk	The risk of financial losses resulting from price changes in the							
1		capital markets. This includes equity risk, interest-rate risk,							
		property price risk and currency risk. Interest-rate risk covers both changes in the basic yield curves, and changes in credit risk							
		spreads. Market risk also includes the risk of changes in inflation rates.							
Board R1004	Credit Risk	Financial risk that may arise as a result of a change in the							
		financial situation of a counterparty. In addition to credit risks arising from investments, risk arising from reinsurance							
		programs.							
Board R1005	Liquidity Risk	Financial risk due to uncertain liquidity. An institution might lose liquidity if its credit rating falls, it experiences sudden							
		unexpected cash outflows, or some other event causes							
		counterparties to avoid trading with or lending to the institution. A firm is also exposed to liquidity risk if markets on							
		which it depends are subject to loss of liquidity.							
Board R1006	Underwriting Risk	The risk of the premiums paid by policyholders not being							
		sufficient to cover claims that the insurance company is liable to pay in case the event or contingency insured against takes place.							
Board R1007	Catastrophe Risk	The risk of a single or series of events resulting in large numbers							
		of injuries, fatalities, or extensive property damage, which is not modelled and sufficiently mitigated through Technical							
		Provisions.							
Board R1008	Operational Risk	Failure of people, processes and systems or the impact of an external event on the organisation's operations.							
		RISK MANAGEMENT SELF-ASSESSMENT							
	RISK SCORING - before Cor	ntrols	RISK S	CORING - after Cor	trols				
Risk Probability	RISK SCORING - before Co	Total Score	RISK S Risk Probability	CORING - after Cor Risk Impact	Total Score =	Organisational			
Risk Probability						Risk Tolerance/Risk			
Risk Probability					Total Score =	Risk Tolerance/Risk Appetite 2. Within Risk			
Risk Probability					Total Score =	Risk Tolerance/Risk Appetite			
Risk Probability		Total Score CONTROL F	Risk Probability 1 **AMEWORK**		Total Score =	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk			
Risk Probability 2 Control Ref		Total Score	Risk Probability 1 **AMEWORK**		Total Score = Residual Risk 2 Control	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk	Control type:	SOX 404 Control	Lloyd's Minimum
2	Risk Impact	Total Score CONTROL F CONTROL F	Risk Probability 1 MANEWORK TROL	Risk Impact	Total Score = Residual Risk	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite	Control type: Prevent, Detect	SOX 404 Control reference	Lloyd's Minimum Standard reference
2	Risk Impact 3 Control Summary Annual Board Evaluation. IA	CONTROL F CONTROL F CONTROL F CONTROL F CONTROL ACTIVITY Reflective control which allows the Board and its committees to	1 ZAMEWORK GOL Control objective To mitigate the risk of making incorrect	Risk Impact	Total Score = Residual Risk 2 Control performer Company	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent,	reference	Standard reference GOV 1.2, Review
2 Control Ref	Risk Impact Control Summary Annual Board Evaluation. IA International Standards -	CONTROLS CONTRO	1 2AMSWORK ROL Control objective	2 Control owner	Total Score = Residual Risk 2 Control performer	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency	Prevent, Detect	reference	Standard reference
2 Control Ref	Risk Impact 3 Control Summary Annual Board Evaluation. IA	CONTROL of	I OMISWORK ROL Control objective To mitigate the risk of making incorrect business decisions, implementing decisions poorly, or being unable to adapt to change in the business	2 Control owner	Total Score = Residual Risk 2 Control performer Company	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
2 Control Ref	Risk Impact Control Summary Annual Board Evaluation. IA International Standards -	CONTROL F CONTROL F CONTROL F CONTROL ACTIVITY Reflective control which allows the Board and its committees to assess their strengths and areas for development in a practical, time effective way. The results are equilated and and a	I TAME WORK TO mitigate the risk of making incorrect business decisions, implementing decisions poorly, or being unable to	2 Control owner	Total Score = Residual Risk 2 Control performer Company	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
2 Control Ref	Risk Impact Control Summary Annual Board Evaluation. IA International Standards - gap analysis.	CONTRIBLE	1 ZAMEWORK ROL Control objective To mitigate the risk of making incorrect business decisions, implementing decisions poorly, or being unable to adapt to changes in the business operating environment, relative to the Company's defined strategic objectives.	Risk Impact 2 Control owner CEO	Total Score = Residual Risk 2 Control performer Company	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
2 Control Ref	Risk Impact Control Summary Annual Board Evaluation. IA international Standards - gap analysis. INTERNAL AUDIT TESTII Control Performance audit	CONTROLE CON Control activity Con Control activity Reflective control which allows the Board and its committees to assess their strengths and areas for development in a practical, time effective way. The results are evaluated and and a corrective action pin put in place for identified weaknesses and areas for development. INTERNAL AUDIT.	1 AMEWORK ROL Control objective To mitigate the risk of making incorrect business decisions, implementing decisions poorly, or being unable to adapt to changes in the business operating environment, relative to the	Control owner CEO CONTROL RATING CONTROL	Total Score = Residual Risk 2 Control performer Company Secretarial	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
Control Ref Board C1001. Board C1002. Control Design audit test	Control Summary Annual Board Evaluation. IA International Standards – INTERNAL AUDIT TESTII Control Performance audit test	CONTROLE CONTROLE CONTROL CO	It is a superior of the property of the proper	Risk Impact 2 Control owner CEO COTT RATING Control Control Control	Total Score = Residual Risk 2 Control performer Company Secretarial Alignment with Self Assessment	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
Control Ref Board C1001. Board C1002. Control Design audit test Review the Board Policy documents for Board evaluation	Risk Impact Control Summary Annual Board Evaluation. IA international Standards - gap analysis. INTERNAL AUDIT TESTII Control Performance audit	CONTROLE CONTROLE CONTROLE CON Control activity Reflective control which allows the Board and its committees to assess their strengths and areas for development in a practical, time effective way. The results are evaluated and and a corrective action jain put in place for identified weaknesses and areas for development. INTERNAL AUDIT NG Audit Evidence Board self-assessment policy & process. Board Evaluation	Interest of making incorrect business decisions, implementing decisions poorly, or being unable to adapt to changes in the business operating environment, relative to the Company's defined strategic objectives.	Control owner CEO CONTROL RATING CONTROL	Total Score = Residual Risk 2 Control performer Company Secretarial	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
Control Ref Board C1001. Board C1002. Control Design audit test Review the Board Policy documents for Board evaluation and Internal Audit and Audit Committee self-assessment. Assess for control beign effectiveness at miligating	Control Summary Control Summary Annual Board Evaluation. IA International Standards - gap analysis. INTERNAL AUDIT TESTII Control Performance audit test Ensure that the Board evaluation and internal Audit and Audit Committee	CONTROLE CONTROLE CONTROL CO	It is a superior of the property of the proper	Risk Impact 2 Control owner CEO COTT RATING Control Control Control	Total Score = Residual Risk 2 Control performer Company Secretarial Alignment with Self Assessment	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of
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Control Ref Board C1001. Board C1002. Control Design audit test Review the Board Policy documents for Board evaluation and Internal Audit and Audit Committee self-assessment. Assess for control beging effectiveness at miligating	Control Summary Control Summary Annual Board Evaluation. IA International Standards - gap analysis. INTERNAL AUDIT TESTII Control Performance audit test Ensure that the Board evaluation and internal Audit and Audit Committee	CONTROLE CONTROLE CONTROLE CON Control activity Reflective control which allows the Board and its committees to assess their strengths and areas for development in a practical, time effective way. The results are evaluated and and a corrective action jain put in place for identified weaknesses and areas for development. INTERNAL AUDIT NG Audit Evidence Board self-assessment policy & process. Board Evaluation	It is a superior of the property of the proper	Risk Impact 2 Control owner CEO COTT RATING Control Control Control	Total Score = Residual Risk 2 Control performer Company Secretarial Alignment with Self Assessment	Risk Tolerance/Risk Appetite 2. Within Risk Tolerance/Risk Appetite Control frequency Annual/Every 4	Prevent, Detect	reference	Standard reference GOV 1.2, Review of System of