

**SCHEDULE OF SIGNIFICANT BUSINESS RISKS**  
**(CATEGORISED AS STRATEGIC, FINANCIAL, OPERATIONAL & IN HAZARD IN ACCORDANCE WITH RISK MANAGEMENT MODEL)**

| No.             | Risk Description                                | Consequence  | ** Risk Estimation (prior to mitigation) |        | Control & Treatment   | Risk Estimation (post mitigation) |        | Additional actions (to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)  | Residual Risk Reported to & Owned/Monitored by:         |
|-----------------|---|--|--|--------|---|-----------------------------------|--------|--|---|
|                 |   |  | Probability                              | Impact |   | Probability                       | Impact |  |   |
| Strategic Risks |   |  |  |        |   |                                   |        |  |   |
| 1               | 1. IALA Strategy - IALA not relevant            | 1. Less attendance at meetings<br>Loss of credibility<br>Fewer Members |  |        | 1. Strategic vision revised and approved by General Assembly every four years, as advised by PAP and the Council  |                                   |        | 1. Change of status to IGO raising role & profile internationally, which is leading to an increase in members.   | 1. Ownership: Council                                   |
|                 | 2. Change of IALA Status                        | 2. Listed in SWOT analysis   |  |        | 2. General Assembly Resolution passed in May 2014.<br>Legal advice.<br>IGO Project Action Plan<br>INF paper to IMO<br>Ongoing liaison with French Govt and other key stakeholders<br>Extraordinary LAP Meetings to review draft Convention & Gen Regs<br>Diplomatic Conference in Kuala Lumpur-After PreDipCon3 |                                   |        | 2. Ensure due diligence throughout process.<br>Development of Agreement with Host Nation   | 2. Ownership: Council                                   |
| Financial Risks |   |  |  |        |   |                                   |        |  |   |
| 2               | 1. Late payment of fees                         | 1. Less cash flow  |  |        | 1. Reminders sent regularly.<br>Provision made in the budget.<br>Procedure in place, which is leading to success in recovering overdue membership fees.   |                                   |        | 1 & 2. Change in legal status of IALA enabling support from IMO for National Members to pay fees.<br><br>3. National Members encouraging Industrial Members to pay fees<br>4. Management audits. | 1. Ownership: Secretary General                         |
|                 | 2. Non payment of fees                          | 2. Less cash flow.<br>Reduced budget.                                  |  |        | 2. Reminders sent regularly.<br>Provision made in the budget.<br>Constitution allows to expel for non payment   |                                   |        |  | 2. Ownership: Secretary General                         |
|                 | 3. Company merging                              | 3. Reduction in Industrial Membership                                  |  |        | 3. Adjustment of fees   |                                   |        |  | 3. Ownership: General Assembly<br>Monitored by: Council |
|                 | 4. Corporate governance failure (including WWA) | 4. Loss of external sponsors, loss of confidence of membership         |  |        | 4. Council, FAC, LAP and current management system, World Wide Academy (WWA) Board, accounts audited.<br>Establishment of Basic Documents<br>Appointment of IALA Auditor<br>Corporate & WWA Risk Registers  |                                   |        |  | 4. Ownership: Council                                   |

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|-------------------|---|-----------------------------------|--|--------|--|-----------------------------------|--------|--|---|
|                   |   |                                   | Probability                              | Impact |  | Probability                       | Impact |  |   |
| Operational Risks |   |                                   |  |        |  |                                   |        |  |   |
| 3                 | <b>Errors in guidance documents for IALA Membership</b><br><br>• Standards - Highest level of documents<br>• Recommendation ("What you should do")<br>• Guidelines ("How to do it")<br>■ Manuals - touch on a large topic   | Loss of reputation and claims     |  |        | • Risk factor - IMO endorsement may reduce IALA's risk<br>• IALA documentation policy<br>• New IALA Document Scheme<br>📌 Advice from LAP<br>•Disclaimers |                                   |        | Quality assurance system for IALA Headquarters   | Ownership: Council                              |
| 4                 | <b>Errors in provision of information</b><br>1. IALA Bulletin (periodical) for information of IALA Membership<br><br>2. Website & Dictionary  | 1. Loss of reputation             |  |        | 1. In house editorial meetings to scrutinize material. Experienced Editor  |                                   |        | 2. Application of quality management. Advice from French lawyer  | 1. Ownership: Secretary General                 |
|                   |   | 2. Loss of reputation and claims  |  |        | 2. Disclaimers<br>Quality assurance from Members Reports   |                                   |        |  | 2. Ownership: Secretary General                 |
| 5                 | <b>Liability arising from Workshops, Seminars, Symposia, Conferences</b> , often resulting in output conclusions and recommendations  | Loss of reputation and attendance |  |        | Review by Secretariat and scrutiny by Council  |                                   |        | Place list of items (including insurance) to be taken into account and place in IALA guidance documents on organising an event | Ownership: Secretary General                    |
| 6                 | <b>Internal operational risks</b><br>1. Infringing intellectual property rights / data protection of others (copying documents, pictures)<br><br>2. Errors in correspondence<br><br>3. IT system failure including from cyber threats and IALA-NET<br><br>4. Risk of insufficient resources due to more demands on IALA |                                   |  |        | 1. LAP advice<br>Awareness among staff - Document management / data protection policy<br>Specialist legal advice / patent policy                         |                                   |        | Development of IPR procedures  | 1. Ownership: Secretary General                 |
|                   |   |                                   |  |        | 2. Electronic correspondence: disclaimers  |                                   |        | 2. Raise staff awareness   | 2. Ownership: Secretary General                 |
|                   |   |                                   |  |        | 3. Antivirus and backup of data and maintenance contract   |                                   |        | 3. Development of IT Strategy. Upgrade of IT facilities. IALA-Net conditions of use.   | 3. Ownership: Secretary General                 |
|                   |   |                                   |  |        | 4. Position monitored by Secretary General & Council advised<br>Implementation of review of IALA Secretariat   |                                   |        |  | 4. Ownership: Secretary General                 |
| 7                 | <b>Failure to act in accordance with the IALA Constitution</b>  | Non compliance with legislation   |  |        | • Structure of Constitution and its regular review<br>• LAP gives advice to Council and other bodies<br>• Establishment of Basic Documents.              |                                   |        | • Procedure for ensuring bilingual sign-off to changes to Constitution.  | Ownership: Council                              |

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|-----|--|----------------------------------|--|--------|---|-----------------------------------|--------|---|---|
|     |  |                                  | Probability                              | Impact |   | Probability                       | Impact |   |   |
| 8   | <b>Inadequate or wrong advice offered by IALA experts in responses to administrations</b><br>1. Advice on interpretation of international rules and regulations<br>2. Advice on solutions<br><br>3. Advice on training | 1. Loss of reputation and claims |  |        | <b>1 &amp; 2.</b> Careful selection of experts (and internal scrutiny of mission report within IALA) and insurance.<br>• Advice from LAP.<br>• French legal advice.<br>• Pro-forma agreement developed.<br><br><b>3.</b> Establishment of the IALA WWA as an integral part of the Secretariat |                                   | <br>   |   | Ownership: Council                              |
| 9   | <b>Inadequate or wrong advice offered by private consultants engaged by IALA</b><br>1. Advice on interpretation of international rules and regulations<br>2. Advice on solutions                                       | Loss of reputation and claims    |  |        | Quality control on selection of consultants<br>Insurance<br>Pro-forma contract  |                                   | <br>   | Professional indemnity insurance  | Ownership: Secretary General                    |

#### Hazard Risks

|    |   |  |  |  |   |  |          |  |   |
|----|---|--|--|--|---|--|----------|--|---|
| 10 | <b>Liability arising from Workshops, Seminars, Symposiums, Conferences etc., often resulting in output conclusions and recommendations</b><br>1. Physical risk / personal safety - who is liable?<br>2. Security threats<br><br>3. Members following recommendations and making investments / operational decisions, etc. | 1. Claims<br><br>2. Loss of life<br>Loss of expertise<br>Disruption to work<br>3. Loss of reputation, claims |  |  | 1. Insurance for Workshops on site and offsite. Cancel events during Pandemic.<br>2. Increased building security<br>Risk assessment before travelling<br><br>2. Review by Secretariat and scrutiny by Council. To follow WWA example (WWA is investigating best practice based on IMO principles) |  | <br>     | 1. Risk assessments                                  | 1. Ownership: Secretary General<br><br>2. Ownership: Secretary General                                |
| 11 | <b>Internal operational risks</b><br>1. Domestic incidents<br>2. Negligence (torts)<br>3. Pandemic illnesses  | 1. Claims<br>2. Claims<br>3. Loss of reputation  |  |  | 1. Insurance in place<br><br>2. Insurance in place.<br>Advice from LAP<br>3. Masks, gloves, antiseptic wipes, contingency plan  |  | <br><br> | 3. Continued monitoring, apply State recommendations | 1. Ownership: Secretary General<br>2. Ownership: Secretary General<br>3. Ownership: Secretary General |

| No.  | Risk Description  | Consequence | ** Risk Estimation<br><i>(prior to mitigation)</i> |   | Control & Treatment  | Risk Estimation<br><i>(mitigation)</i> |   | Additional actions<br><i>(to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)</i> | Residual Risk Reported to & Owned/Monitored by: |
|------|---|-------------|--|---|--|--|---|---|---|
|      |   |             | Probability  | Impact  |  | Probability                            | Impact  |   |   |
| Key: | * Risks marked * are largely externally driven<br>** Probability of Occurrence is calculated according to the table at right. |             | Probability of Occurrence and Impact               |   |  |  |   |   |   |
|      |   |             | Estimation   | Description   | Indicators   |  | Consequence of impact   |   |   |
|      |   |             | Very High  | Very likely to occur within 1 year or more than 80% chance of occurrence.           | Has occurred within last 1 to 2 years.   |  | Financial impact on IALA likely to exceed 250,000 EUR.<br>Major impact on IALA strategic plans and delivery of operational services.<br>Major political and stakeholder concern.<br>Very low defensibility of realisation of risk.<br>Reinstatement to pre-risk condition extremely difficult requiring considerable resources and possible additional funding. |   |   |
|      |   |             | High   | Likely to occur every 1 to 2 years of 50% to 80% chance of occurrence.              | Potential of it occurring within 5 years.<br>Has occurred.                             |  | Financial impact on IALA likely to be in the region of 100,000 to 250,000 EUR.<br>Significant impact on IALA strategic plans and delivery of operational services.<br>Significant political and stakeholder concern.<br>Low defensibility of realisation of risk.<br>Reinstatement to pre-risk condition requiring commitment of a high level of resources.     |   |   |
|      |   |             | Medium   | Possibility of occurrence in 10-year period or 20% to 50% chance of occurrence.     | Has occurred, to varying degrees, within last 10 years.<br>History of some occurrence. |  | Financial impact on IALA likely to be in the region of 25,000 to 100,000 EUR.<br>Moderate impact on IALA strategic plans and delivery of operational services.<br>Moderate stakeholder impact/concern.<br>Some defensibility of realisation of risk.<br>Reinstatement to pre-risk condition requiring commitment of a moderate level of resources.              |   |   |
|      |   |             | Low  | Unlikely to occur in a 10-year period or 10% to 20% chance of occurrence.           | Has not occurred in last 10 years.<br>Low history of occurrence.                       |  | Financial impact on IALA likely to be in the region of 5,000 to 25,000 EUR.<br>Low impact on IALA strategic plans and delivery of operational services.<br>Low stakeholder impact/concern.<br>Defensibility of realisation of risk.<br>Reinstatement to pre-risk condition likely to be achieved with the minimum commtment of resources.                       |   |   |
|      |   |             | Very Low   | Highly unlikely to occur in a 20-year period or less than 10% chance of occurrence. | Has not occurred.<br>Occurrence more than 20 years ago.                                |  | Financial impact on IALA likely to be below 5,000 EUR.<br>Very low (if any) impact on IALA strategic plans and delivery of operational services.<br>Little (if any) stakeholder impact/concern.<br>Excellent defensibility of realisation of risk.<br>Reinstatement to pre-risk condition very likely to be achieved.   |   |   |