Organisational Risk

Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Exisiting Controls	Action
Certifier	External	Meet the updated requirements of Clauses 4.1 & 4.2 of the ISO Standards	Risk	**Low**	Nil Impacts	**Low**	1 - Climate Change deemed not to be an issue for the operations of Grant Transformers or Star Delta. 2 - Low environmental impacts - Aspects Register 3 - No interested parties have been identified with Climate Change as a requirement.	**Satisfactory**
Clients	External	Operational Requirements	Risk	**Medium**	1 - Products supplied do not meet identified requirements/specifications. 2 - Delays 3 - Financial penalties. 4 - Loss of Business	**Medium**	1 - Products supplied meet identified requirements/specifications 2 - Effective identification of requirements 3 - Operational Processes in place to meet documented requirements, included in Work Method Statement	**Satisfactory**
Clients	External	Regulatory and Legal Compliance - Full compliance with: 1 - WHS Act and Regulations 2 - Chain of Responsibility 3 - ADG Code	Risk	**High**	Risk of penalties from regulators for: 1 - Hazardous chemicals non-compliance - Transformer Oil 2 - Chain of Responsibility failures. Loss of Business	**High**	Identified Legislation & Requirements Identification of Hazards Review of Compliance	**Monitor**
Clients	External	Contractual obligations met Financial risk mitigated.	Risk	**Medium**	Financial Penalties Loss of Business	**Medium**	1 - Effective Sales Process 2 - Maintenance of Good Corporate Governance 3 - All Appropriate Insurances in Place	**Monitor**
Management	Internal	Operational Requirements	Risk	**Medium**	Financial Penalties Loss of Business	**Medium**	1 - Products supplied meet identified requirements/specifications 2 - Effective identification of requirements 3 - Operational Processes in place to meet documented requirements, included in Work Method Statement	**Satisfactory**

Organisational Risk

Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Exisiting Controls	Action
Directors Owners Shareholders	Internal	Emergency Situations	Risk	**Medium**	Business Disruption Due to Emergency Situation	**Medium**	Effective Emergency Response Planning Duplicate manufacturing facilities Grant Transformers/Star Delta Alternate supply arrangements	**Satisfactory**
Directors Owners Shareholders	External	Product Failure & Liability	Risk	**High**	Financial Penalties Loss of Business	**Medium**	Effective Quality Management System Effective Operational Processes Effective Training All Appropriate Insurances in Place	**Monitor**
Directors Owners Shareholders	Internal	Reputation and Continuity	Risk	**Medium**	Business continuity risks in the Event of Disaster	**Medium**	1 - Two manufacturing facilities. 2 - Documented Management System containing all Business Processes 3 - Cloud based applications 4 - Low dependence on capital equipment 5 - Appropriate Insurances in place	**Monitor**
Directors Owners Shareholders	External	Potential Effects of Technology on Product Range	Risk	**Medium**	Changes in technology do not have negative impacts on business.	**Medium**	1 - Strategic Relationship Grant transformers/Star Delta 2 - Effective Market Management 3 - Technology Awareness	**Monitor**
Directors Owners Shareholders	External	Supply Chain	Risk	**Medium**	Effects of global disruptions, including Climate Change, to supply chain.	**Medium**	Large transformer suppliers located in different parts of the world (Türkiye & China), mitigate local shipping difficulties. Components sourced from multiple local suppliers. Detailed in Suppliers Register	**Monitor**
Directors Owners Shareholders	Internal	Profibability	Risk	**High**	Ongoing Operations	**High**	Effective Management System	**Monitor**
Management	Internal	Availability of Critical Equipment	Risk	**Medium**	Equipment available when required.	**Low**	1 - Low reliance on capital equipment 2 - Alternate sources of supply - Grant Transformers/Star Delta 3 - Alternate Suppliers	**Satisfactory**

Organisational Risk

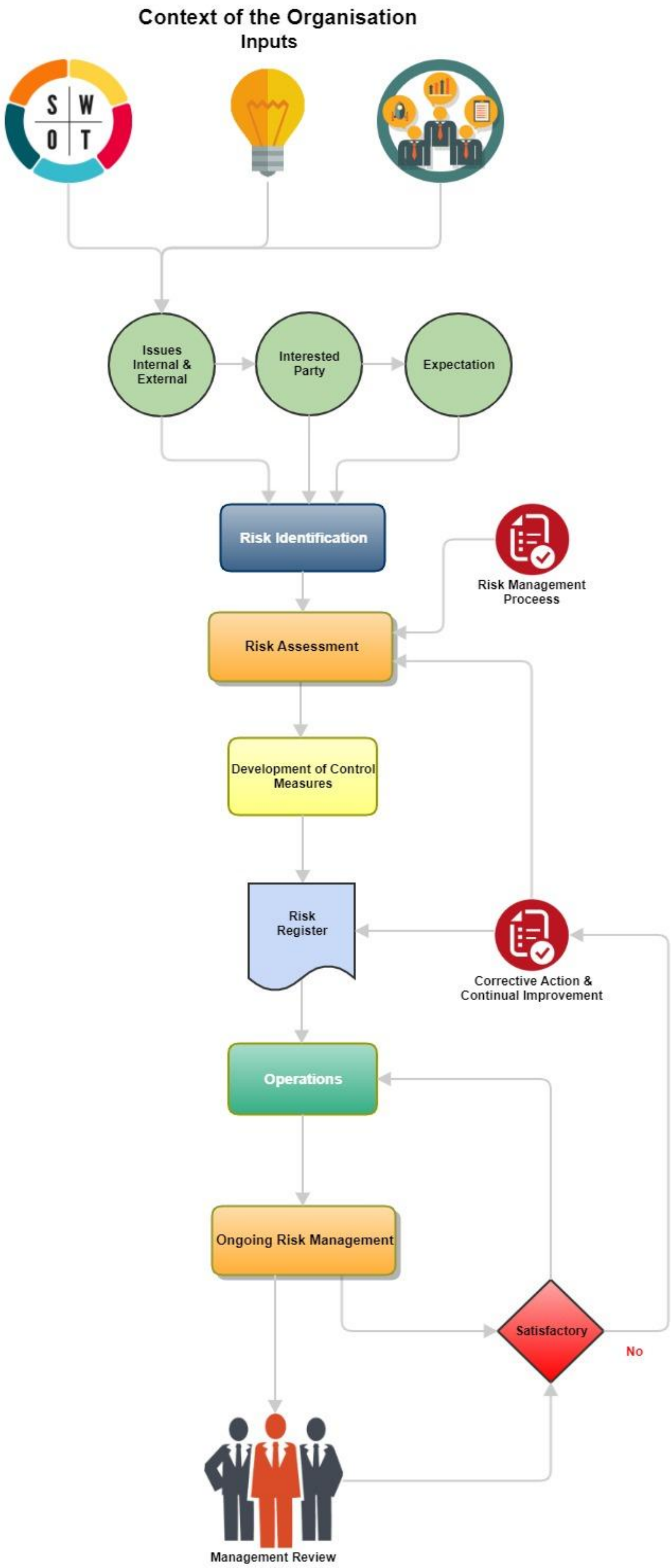
Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Exisiting Controls	Action
Management	Internal	Business Data available as required and is secure.	Risk	**Medium**	Financial Penalties Loss of Business	**Medium**	1 - Data Security Policies & Procedures 2 - Cloud Based Data Storage 3 - Effective Backup Systems 4 - Effective Security Systems	**Monitor**
Management	Internal	Employees to meet requirements of IMS	Risk	**Medium**	Compliance with documented methods of Work	**Medium**	WHS Induction & Training Ongoing consultation - Toolbox Talks	**Satisfactory**
Management	External	Compliance with WHS Requirements	Risk	**High**	Compliance with WHS Legislation - Interested Party SafeWork NSW & WorkSafe Western Australia	**High**	Identified Legislation Identification of Hazards Review of Compliance	**Monitor**
Management	External	Supplier Performance	Risk	**High**	Reliance on overseas suppliers for large transformers	**High**	1 - Supplier Risk Profiles 2 - Annual Supplier Review	**Monitor**
Management	External	Regulatory and Compliance	Risk	**Low**	Differences between NSW and WA WHS legislation causing inconsistencies	**Low**	Identified Legislation Identification of Hazards Review of Compliance	**Satisfactory**
Management	External	Regulatory and Compliance	Risk	**Low**	Evolving legislation on psychosocial hazards	**Low**	Identified Legislation Identification of Hazards Review of Compliance Consultation Training	**Monitor**
Management	Internal	Manual Handling	Risk	**High**	Injury resulting from Manual Handling.	**Medium**	Work Method Statement General Activities Training in Manual Handling techniques.	**Monitor**
Management	Internal	Workforce and Culture	Risk	**Medium**	Training and competency assurance gaps	**Medium**	Uprade of Management System platfoem	**Monitor**
Management	Internal	Availability & Security of Management System Information	Risk	**High**	Availability & Security of Management System Information	**Medium**	Implementation of online WHS Management System	**Satisfactory**
Management	Internal	Workforce and Culture	Risk	**Low**	Compliance with Section(s) 46-49 in the NSW WHS Act 2011 & the WA WHS Act 2020 Section 46	**Low**	Consultation through weekly team meetings	**Satisfactory**

Organisational Risk

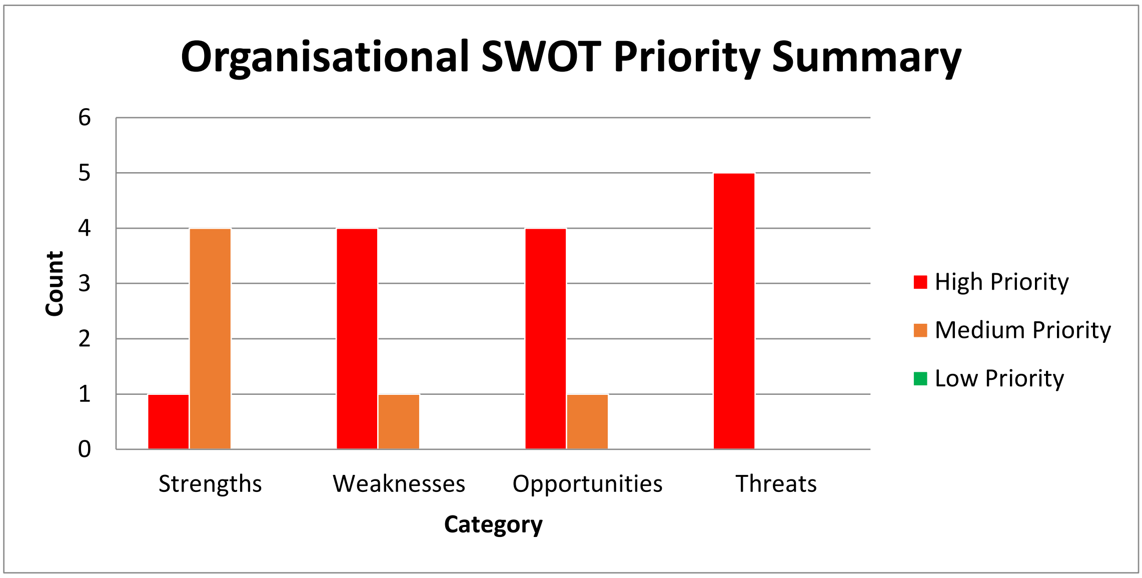
Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Exisiting Controls	Action
Management	Internal	Operations	Risk	**High**	Hazard Controls in place and effective.	**High**	Performance Monitoring	**Monitor**
Management	Internal	Forklift Operations	Risk	**High**	Traffic management hazards with forklifts, trucks, and pedestrians	**High**	1 - Licensed Operators 2 - Safe Work Method Statement 3 - Maintenance according to Manufacturers Requirements	**Monitor**
Management	Internal	Operations	Risk	**Medium**	Chemical spill, fire, or explosion risks	**Medium**	Effective Operational Control Effective Emergency Response Effective Training	**Monitor**
Management	External	Supply Chain	Risk	**Medium**	Delays & Financial Penalties	**Medium**	Effective Supply Chain Management Effective Operational Control	**Monitor**
Management	Internal	Workforce and Culture	Risk	**Low**	Critical Skills available when required.	**Low**	Low Staff Turnover Effective Training Effective Communication	**Satisfactory**
Management	Internal	Reputation and Continuity	Risk	**Medium**	Insurance and legal liability risks from incidents	**Low**	Effective Operational Processes Effective Emergency Response Effective Corrective Action Process Maintenance of Good Corporate Governance All Appropriate Insurances in Place	**Monitor**
Management	Internal	Transformer Test Accuracy. All transformer taps correctly tested with accurate results.	Risk	**Medium**	Reduced product quality	**Low**	1 - Training 2 - Attention to Detail	**Satisfactory**
Regulators	External	WHS Compliance Interested Parties: 1 - SafeWork NSW 2 - WorkSafe Western Australia	Risk	**High**	Risk of penalties from regulators for unsafe work practices.	**High**	1 - Effective Hazard Management 2 - Effective management of Legal Compliance	**Monitor**
Regulators	External	WHS Compliance Interested Parties: 1 - EPA NSW 2 - EPA Western Australia	Risk	**High**	Risk of penalties from regulators for non compliance with legislated requirements.	**High**	Effective Operational Control Effective Emergency Response Effective Training	**Monitor**

Organisational Risk

Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Exisiting Controls	Action
Staff	Internal	Electrical Risks	Risk	**High**	Use of Electrical Equipment - Electrocution	**High**	Only competent employees to carry out transformer testing. Risk Assessment - Factory Operations Work Method Statements: Testing Equipment Maintenance Tagging & Testing	**Monitor**
Staff	Internal	Safety and Hazard Management	Risk	**High**	Effects of Incident & Injury	**Medium**	1 - WHS Management System 2 - Effective Hazard Management 3 - Effective Training & Communication	**Monitor**
Staff	Internal	WHS Responsibility	Risk	**Medium**	Ability to recruit and maintain staff.	**Medium**	WHS Induction	**Satisfactory**
Staff	Internal	Workforce and Culture	Risk	**High**	Psychosocial risks (fatigue, stress, shift work) not fully integrated	**High**	Participation Arrangements detailed in Risk Assessment - Employee Participation	**Monitor**
Staff	Internal	Contact / Entanglement With Moving Winder	Risk	**High**	1 - Injuries to Employees 2 - Financial Penalties 3 - Loss of Business	**Medium**	1 - Effective Training of Operators 2 - Safe Work Method Statement	**Satisfactory**
Staff	Internal	Safe methods employed when using hazardous chemicals - Transformer Varnish. Responsible disposable of hazardous chemicals.	Risk	**Medium**	1 - Injuries to Employees 2 - Financial Penalties for chemicals related incidents. 3 - Loss of Business	**Medium**	1 - Effective training 2 - Use of PPE 3 - Ventilation 4 - Controlled disposal 5 - Risk Assessment 6 - Safety Data Sheets	**Monitor**


Context of the Organisation
Inputs
S W
O T
Issues Internal & External
Interested Party
Expectation
Risk Identification
Risk Management Proceess
Risk Assessment
Development of Control Measures
Risk Register
Corrective Action & Continual Improvement
Operations
Ongoing Risk Management
Satisfactory
No
Management Review

Category	Total Items	High Priority	Medium Priority	Low Priority
Strengths	5	1	4	0
Weaknesses	5	4	1	0
Opportunities	5	4	1	0
Threats	5	5	0	0



Organisational SWOT

Strengths	Strengths Priority	Climate Change Relevance (ISO 9001:2026)	Weaknesses	Weaknesses Priority	Climate Change Relevance (ISO 9001:2026)
Established manufacturing base – Access to experienced transformer manufacturers with proven capability in high-voltage and custom-engineered units.	Medium	Indirect	Long lead times – Extended manufacturing cycles (often 6–12 months) plus ocean freight significantly reduce schedule flexibility.	High	Indirect
Cost competitiveness – Economies of scale, competitive labour costs, and mature component supply networks (core steel, windings, bushings).	Medium	Indirect	Limited visibility during manufacture – Reliance on overseas production limits real-time oversight, increasing dependency on factory inspection hold points.	High	Indirect
Technical maturity – Manufacturers typically certified to ISO 9001 and IEC/IEEE standards, with in-house testing facilities (routine, type, and special tests).	Medium	Indirect	Complex logistics – Oversized and overweight cargo requires specialised vessels, cranes, permits, and route planning at destination.	High	Direct
Multiple sourcing geographies – Dual-region sourcing reduces single-country dependency and allows comparative procurement strategies.	High	Indirect	Currency exposure – Procurement typically denominated in EUR, USD, or CNY, creating exchange-rate volatility risk.	Medium	Indirect
Established freight routes – Regular heavy-lift shipping lanes, experienced freight forwarders, and known port handling procedures.	Medium	Indirect	Dependency on specialised suppliers – Critical components (e.g., tap changers, bushings) may have single-source dependencies within the overseas supply chain.	High	Indirect

Opportunities	Opportunities Priority	Climate Change Relevance (ISO 9001:2026)	Threats	Threats Priority	Climate Change Relevance (ISO 9001:2026)
Supplier diversification – Ability to qualify additional manufacturers within Turkey, China, or adjacent regions to improve resilience.	High	Indirect	Geopolitical and trade risk – Sanctions, trade restrictions, or diplomatic tensions may disrupt manufacturing or shipping routes.	High	Indirect
Strategic framework agreements – Long-term supply agreements can stabilise pricing, production slots, and inspection access.	High	Indirect	Shipping volatility – Port congestion, vessel availability, freight rate spikes, and force majeure events can significantly impact delivery schedules.	High	Direct
Enhanced quality surveillance – Increased use of third-party inspectors, digital FAT reporting, and remote witness testing.	High	Indirect	Regulatory and compliance changes – Changes to import controls, customs requirements, or technical compliance standards may delay clearance.	High	Indirect
Logistics optimisation – Early vessel booking, consolidated shipments, and alternative ports can reduce demurrage and delay risk.	High	Direct	Quality escape risk – Undetected manufacturing defects can result in late discovery (post-delivery or during commissioning), with high rectification cost.	High	Indirect
Alignment with infrastructure growth – Global grid upgrades, renewables integration, and energy transition projects drive sustained demand for transformers.	Medium	Direct	Environmental and climate impacts – Extreme weather events affecting ports, shipping lanes, or inland transport routes increase schedule and damage risk.	High	Direct

Direct Climate Change Relavence	Indirect Climate Change Relavence
Climate change has a clear, immediate impact (e.g. logistics disruption, extreme weather, infrastructure exposure)	**Climate change influences the issue via secondary effects (e.g. supply resilience, regulatory change, cost volatility)**

Supply Chain

Strengths	Strengths Priority	Weaknesses	Weaknesses Priority
Established manufacturing base – Access to experienced transformer manufacturers with proven capability in high-voltage and custom-engineered units.	Medium	Long lead times – Extended manufacturing cycles (often 6–12 months) plus ocean freight significantly reduce schedule flexibility.	High
Cost competitiveness – Economies of scale, competitive labour costs, and mature component supply networks (core steel, windings, bushings).	Medium	Limited visibility during manufacture – Reliance on overseas production limits real-time oversight, increasing dependency on factory inspection hold points.	High
Technical maturity – Manufacturers typically certified to ISO 9001 and IEC/IEEE standards, with in-house testing facilities (routine, type, and special tests).	Medium	Complex logistics – Oversized and overweight cargo requires specialised vessels, cranes, permits, and route planning at destination.	High
Multiple sourcing geographies – Dual-region sourcing reduces single-country dependency and allows comparative procurement strategies.	High	Currency exposure – Procurement typically denominated in EUR, USD, or CNY, creating exchange-rate volatility risk.	Medium
Established freight routes – Regular heavy-lift shipping lanes, experienced freight forwarders, and known port handling procedures.	Medium	Dependency on specialised suppliers – Critical components (e.g., tap changers, bushings) may have single-source dependencies within the overseas supply chain.	High

Opportunities	Opportunities Priority	Threats	Threats Priority
Supplier diversification – Ability to qualify additional manufacturers within Turkey, China, or adjacent regions to improve resilience.	High	Geopolitical and trade risk – Sanctions, trade restrictions, or diplomatic tensions may disrupt manufacturing or shipping routes.	High
Strategic framework agreements – Long-term supply agreements can stabilise pricing, production slots, and inspection access.	High	Shipping volatility – Port congestion, vessel availability, freight rate spikes, and force majeure events can significantly impact delivery schedules.	High
Enhanced quality surveillance – Increased use of third-party inspectors, digital FAT reporting, and remote witness testing.	High	Regulatory and compliance changes – Changes to import controls, customs requirements, or technical compliance standards may delay clearance.	High
Logistics optimisation – Early vessel booking, consolidated shipments, and alternative ports can reduce demurrage and delay risk.	High	Quality escape risk – Undetected manufacturing defects can result in late discovery (post-delivery or during commissioning), with high rectification cost.	High
Alignment with infrastructure growth – Global grid upgrades, renewables integration, and energy transition projects drive sustained demand for transformers.	Medium	Environmental and climate impacts – Extreme weather events affecting ports, shipping lanes, or inland transport routes increase schedule and damage risk.	High