



# Risk & Opportunity Policy

Fulton Hogan Group Policy June 2026

## Pursuing opportunities and pro-actively managing risk

As a business, we are committed to a structured and consistent approach to both managing risks and realising opportunities. Our business is to understand, manage and mitigate, as best we can, any adverse risks our activities present, while also identifying, developing and capturing opportunities that support sustainable growth and improved outcomes.

### We will:

- Maximise opportunities to achieve our business goals, whilst minimising the risks involved
- Be proactive to understand our business risks and take appropriate actions to treat them
- Maintain robust systems to assess and report on risks and opportunities
- Monitor the effectiveness of risk controls and modify them as required
- Ensure everyone plays a role in looking out for risks and opportunities, and shares their knowledge and findings
- Share and apply the learnings and decisions we make to manage risks and opportunities
- Be transparent and say it as it is, with a no surprises attitude

A handwritten signature in black ink, appearing to read 'G. Johnson', with a long horizontal stroke extending to the right.

**Graeme Johnson**  
Group CEO