

Organisational Risk

Name	Interested Party	Source	Issues	Risk Opportunity	Initial Rating	Needs & Expectations	Residual Rating	Exisiting Controls	Action
Compliance - Customers	Clients, Allied Staff, End Users	External	Compliance with Applicable Requirements	Risk	High	Compliance with identified requirements	Low	Identification of Applicable Requirements - Identified Legislation Effective Operational Management Effective Project Management Planning	Monitor
Compliance - Environmental	Regulatory Authorities	External	Compliance with Environmental Requirements	Risk	High	Compliance with Environmental Legislation - Interested Party EPA	Low	Identified Legislation Identification of Environmental Aspects Review of Compliance	Monitor
Compliance - WHS	Regulatory Authorities	External	Compliance with WHS Requirements	Risk	High	Compliance with WHS Legislation - Interested Party SafeWork NSW	Low	Identified Legislation Identification of Hazards Review of Compliance	Monitor
Business Operations	Directors Owners Shareholders	Internal	Expansion	Opportunity	Medium	Ability to take advantage of opportunities	Low	Effective Management System Development and documentation of standardised processes.	Satisfactory
Business Operations	Directors Owners Shareholders	Internal	Return on Investment	Risk	High	Acceptable return on investment.	Low	Effective Management System	Monitor
Business Operations	Staff	Internal	Return on Investment	Risk	High	Security of Employment	Low	Effective Management System	Monitor

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Business Operations	Directors Owners Shareholders	Internal	Contractual & Other Disputes	Risk	High	Mitigation of Risk	Low	Effective Sales Process Effective Sub Contractor Management Maintenance of Good Corporate Governance All Appropriate Insurances in Place	Monitor
Climate Change	Regulatory Authorities	External	Effects of Climate Change	Risk	Low	Meet the updated requirements of Clauses 4.1 & 4.2 of the ISO Standards	Low	Climate Change deemed not to be a significant issue for the operations of Builder 2 No interested parties have been identified with Climate Change as a requirement.	Monitor
Climate Change	Directors Owners Shareholders	External	Effects of Climate Change - Extreme Weather Conditions	Risk	Medium	Changing weather patterns may affect the ability to work on open air jobs when required.	Low	No identified controls	Monitor
Human Resources	Staff	Internal	Employee Participation	Risk	Medium	Steps taken to facilitate employee participation in WHS Issues Compliance with requirements of ISO 45001	Low	Participation Arrangements detailed in Risk Assessment - Employee Participation	Satisfactory
Service Delivery	Directors Owners Shareholders	Internal	Critical Skills	Risk	Medium	Required skills available when required.	Low	Additional Sub Contractors engaged as required Apprentices employed	Monitor

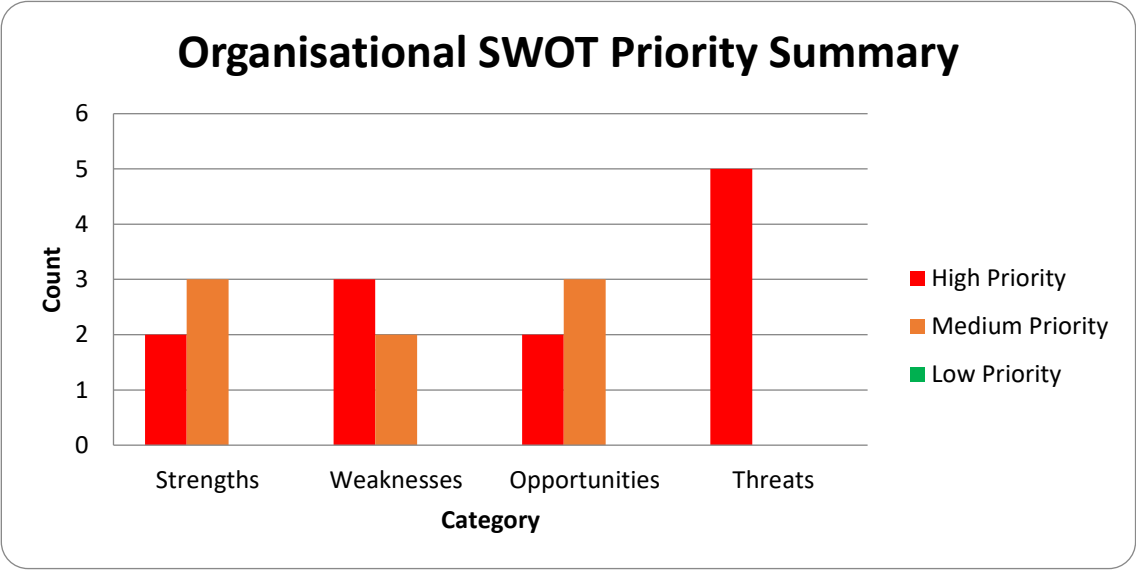
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Service Delivery	Directors Owners Shareholders	Internal	Critical Equipment	Risk	Medium	Equipment is available when required.	Low	Minimal Essential Equipment - hand tools only. Short Term Hire of Essential Equipment when Required Additional Sub Contractors engaged when Required	Monitor
Service Delivery	Clients, Allied Staff, End Users	External	Price, Quality, Delivery	Risk	High	Service delivery at required levels - price, quality and delivery time.	Low	Effective Operational Processes Diverse Customer Base Effective Management of Customer Satisfaction Effective Corrective Action Process	Monitor
Service Delivery	Directors Owners Shareholders	External	Customer Perception	Risk	High	Service delivery at required levels.	Low	Effective Operational Processes Diverse Customer Base Effective Management of Customer Satisfaction Effective Corrective Action Process	Monitor
Service Delivery	Directors Owners Shareholders	Internal	Minimal Environmental Harm	Risk	High	Minimal Environmental Harm	Low	Specific Details in Aspects Register	Satisfactory

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Service Delivery	Directors Owners Shareholders	External	Competition	Risk	High	Poor performance may lead to loss of customers to competitors.	Low	High Level of Service/Capability Presence in Multiple Market Segments Effective Management of Customer Satisfaction	Monitor
Service Delivery	Directors Owners Shareholders	External	Competition	Opportunity	High	Poor competitor performance may lead to an increase in customers.	Low	High Level of Service/Capability Presence in Multiple Market Segments Effective Management of Customer Satisfaction	Monitor
Service Delivery	Suppliers	External	Continuity of Work	Risk	Medium	Ongoing Business	Low	Effective Management System	Monitor
Site Operations	Staff	Internal	High Risk Activities	Risk	High	Safe Methods of Work	Medium	Documented Work Methods Effective Risk Management Effective Operational Management	Monitor
Site Operations	Regulatory Authorities	External	High Risk Activities	Risk	High	Safe Methods of Work	Medium	Documented Work Methods Effective Risk Management Effective Operational Management	Monitor
Site Operations	Staff	Internal	Injury during Various Activities	Risk	High	Safe Systems of Work	Low	Specific Details in Hazard Register	Monitor

Category	Total Items	High Priority	Medium Priority	Low Priority
Strengths	5	2	3	0
Weaknesses	5	3	2	0
Opportunities	5	2	3	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)
Broad in-house and managed trade capability across residential and commercial works (concreting, formwork, steel, fit-out, cladding, lift shafts).	High	Indirect	Small workforce (6 staff) limits scalability and increases pressure during concurrent projects and peak periods.	High	Indirect
Sydney (NSW) regional knowledge: local planning pathways, council requirements, and stakeholder expectations.	Medium	Indirect	Key-person dependency for critical supervision/technical decisions increases operational risk if staff are unavailable.	High	Indirect
Capability across new builds, renovations, extensions, restorations and heritage restoration supports diverse revenue streams.	Medium	Indirect	Resource constraints to implement and maintain full ISO 9001:2026 controls, including climate-related risk/opportunity assessment and monitoring.	High	Direct
Ability to self-perform high-risk scopes (demolition, dewatering, asbestos removal via licensed providers) improves control and quality outcomes.	High	Indirect	Capital/equipment intensity for piling, secant piling, and dewatering may require hire/outourcing, affecting cost certainty.	Medium	Indirect
End-to-end delivery (excavation to landscaping) supports tighter program control, fewer interfaces, and consistent workmanship.	Medium	Indirect	Exposure to cashflow variability due to staged payments, variations, and defects rectification across multiple small projects.	Medium	Indirect

Opportunities	Opportunities Priority	Climate Change Relevance (ISO 9001:2026)	Threats	Threats Priority	Climate Change Relevance (ISO 9001:2026)
Strong Sydney market demand for home renovations, extensions and restorations driven by housing supply constraints and lifestyle upgrades.	High	Indirect	Extreme weather (heatwaves, intense rainfall, storms) causing site shutdowns, safety risks, and program slippage.	High	Direct
Growing demand for energy-efficiency, electrification and climate-resilient upgrades (insulation, waterproofing, roofing, drainage) aligns with ISO 9001:2026 climate considerations.	High	Direct	Material and labour cost volatility, including supply disruptions, impacting fixed-price project margins.	High	Indirect
Heritage restoration niche: demand for compliant masonry/stonework and conservation works for older suburbs and council assets.	Medium	Indirect	Tightening WHS and environmental compliance (silica, asbestos, noise/dust, waste) increasing overheads and enforcement risk.	High	Indirect
Commercial fit-out and façade/cladding opportunities from tenancy churn and adaptive reuse of existing buildings.	Medium	Indirect	Competitive pressure from larger builders and specialist subcontractors in Sydney metro market.	High	Indirect
Differentiation through ISO 9001:2026-aligned tendering, including climate-risk planning, sustainable materials selection, and responsible supplier management.	Medium	Direct	Skilled labour shortages and subcontractor availability constraints affecting delivery timelines and quality.	High	Indirect

Direct Climate Change Relavance	Indirect Climate Change Relavance
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)