## GCU Risk Management Policy

### Risk Type & Tolerance Range

<table>
<thead>
<tr>
<th>Risk Type &amp; Tolerance Range</th>
<th>Unacceptable to take risks</th>
<th>Appetite</th>
<th>Higher willingness to take risks</th>
<th>Risk Statements</th>
</tr>
</thead>
</table>

1. **1 – Reputation**
   - GCU will tolerate a low risk in relation to the University’s Reputation.

2. **2 – Learning and Student Experience**
   - GCU will accept up to a medium risk in relation to Learning and the Student Experience in order to advance delivery and quality in this area at home and abroad.

3. **3 – Research**
   - GCU will accept up to a medium level of risk in the development of Research in areas of identified strength and strategic importance.

4. **4 – International**
   - GCU will accept up to a medium level of risk in International due to the importance of achieving growth in this area, but recognises the uncertainty associated with global activity.

5. **5 – Business Enterprise & Innovation**
   - GCU will accept up to a high level of risk in Business, Enterprise & Innovation due to the importance of achieving growth in this area, but recognises the uncertainty associated with commercial activity.

6. **6 – People and Culture**
   - GCU will accept up to a medium level of risk in relation to People and Culture, reflecting the People targets in the GCU Strategy.

7. **7 – Legal & Regulatory Compliance**
   - GCU will tolerate a very low level of risk in relation to failure to comply with legal and regulatory requirements, due to the potential significance of any compliance failures. It should also be noted that minor changes in this area could have a major impact on operational delivery.

8. **8 – Finance**
   - GCU will accept up to a medium level of risk in relation to Finance in order to ensure continued financial stability, market competitiveness and the ability to fund future growth.

9. **9 – Sustainability & Infrastructure**
   - GCU will accept up to a medium level of risk in relation to Sustainability and Infrastructure in order to maintain current investment levels and ensure the long term sustainability of the University and its assets.

### Operational Impact

- Minimal change in operational performance and delivery.
- Some change to operational performance and delivery.
- Step change in operational performance and delivery.

### Financial Impact

- Impact up to £250k
- Impact £250k to £750k
- Impact over £750k.