

**APPENDIX K ANALYSIS OF BINS BOARD MEMBERS RESULTS TO ESTABLISH WHETHER THEY HAVE SIMILAR THOUGHTS
ABOUT THEIR LEVEL OF RISK READINESS
FRIEDMANS RANK TEST: NONPARAMETRIC ANALYSIS FOR THE RANDOMIZED BLOCK DESIGN**

	Brad	Rank	Peter	Rank	Andre	Rank	Roland	Rank	Dave	Rank	Rob	Rank	Stephan	Rank	Craig	Rank	Tony	Rank	$\sum F_j$	$\sum F_j^2$
History																				
1 To what extent has the risk and complexity of your business increased over the past 5 years	9	26	10	24	8	16.5	10	25	9	14	8	19	9	25.5	10	23	10	19.5	192.5	37056
2 To what extent has your business faced an operational surprise in the past 5 years	8	25	2	1	9	21.5	9	17.5	7	3	8	19	4	7	6	4.5	6	3.5	102	10404
Current level of risk management maturity																				
3 What is the level of maturity of your organisations approach to a fully functioning ERM King III process	6	17.5	8	12	5	5.5	9	17.5	9	14	9	23	5	10.5	9	15	6	3.5	118.5	14042
4 How has the level of reporting and disclosure on risk issues increased over the past year	6	17.5	8	12	9	21.5	9	17.5	8	6.5	8	19	8	20.5	10	23	10	19.5	157	24649
How well does company manage its risk																				
5 Are you confident that the overall risks the organisation faces are being effectively managed	6	17.5	9	17.5	6	9	10	25	8	6.5	9	23	8	20.5	8	8.5	11	24	151.5	22952
6 Does the company maintain any risk inventories to counter supply line/ industrial disruption	6	17.5	10	24	7	13	6	5	9	14	6	10	4	7	6	4.5	6	3.5	98.5	9702
7 To what extent does the company formally assess supply side risks	6	17.5	9	17.5	6	9	6	5	6	2	6	10	6	12.5	6	4.5	6	3.5	81.5	6642
8 To what extent are top risk exposures formally discussed when the Board meets to discuss existing strategic plans	4	1	9	17.5	9	21.5	9	17.5	10	21.5	10	25.5	8	20.5	9	15	8	12	152	23104
9 Indicate extent to which existing risk exposures are considered when evaluation new strategies	6	17.5	9	17.5	8	16.5	9	17.5	9	14	8	19	8	20.5	9	15	11	24	161.5	26082
10 Indicate extent to which company has articulated its appetite for risks in the context of strategic planning	5	6	7	8	5	5.5	9	17.5	8	6.5	5	5.5	4	7	9	15	11	24	95	9025
11 Indicate extent to which organisation has carried out a formal assessment of market risk	5	6	7	8	8	16.5	9	17.5	9	14	5	5.5	4	7	10	23	7	8	105.5	11130
12 Indicate extent to which organisation has carried out a formal assessment of industry risk	5	6	7	8	8	16.5	9	17.5	10	21.5	5	5.5	6	12.5	9	15	10	19.5	122	14884
13 Indicate extent to which organisation has carried out a formal assessment of political risk	6	17.5	7	8	6	9	3	3	8	6.5	3	2	3	2.5	7	7	8	12	67.5	4556
14 Indicate extent to which organisation has carried out a formal assessment of regulatory/legal risk	6	17.5	10	24	11	25.5	9	17.5	11	25.5	7	14.5	3	2.5	11	26	11	24	177	31329
15 Indicate extent to which organisation has carried out a formal assessment of IT risk	6	17.5	10	24	11	25.5	10	25	10	21.5	9	23	7	15	9	15	11	24	190.5	36290
16 Indicate extent to which organisation uses qualitative means to assess risk	6	17.5	9	17.5	9	21.5	9	17.5	9	14	6	10	5	10.5	8	8.5	7	8	125	15625
17 Indicate extent to which organisation uses quantitative means to assess risk	6	17.5	9	17.5	6	9	9	17.5	8	6.5	7	14.5	8	20.5	9	15	8	12	130	16900
18 In assessing risk issues to what extent does the Board actively consider risk probabilities	6	17.5	8	12	6	9	7	7.5	9	14	5	5.5	4	7	9	15	8	12	99.5	9900
19 Indicate extent to which Board believes existing compensation arrangements contribute to excessive risk by management	6	17.5	7	8	3	1.5	8	10	10	21.5	3	2	3	2.5	6	4.5	8	12	79.5	6320
20 Indicate extent to which risk exposures are considered when making capital allocations to functional units	6	17.5	10	24	9	21.5	9	17.5	10	21.5	6	10	8	20.5	9	15	10	19.5	167	27889
Board attitude to risk																				
21 How would you describe your companies attitude to strategic risk (corporate activity, M and A etc) (1=intolerant)	5	6	9	17.5	9	21.5	6	5	9	14	10	25.5	8	20.5	9	15	9	16	141	19881
22 How would you describe your companies attitude to operational risk (1=intolerant)	5	6	6	4.5	7	13	1	1	9	14	8	19	7	15	10	23	9	16	111.5	12432
23 How would you describe your companies attitude to financial risk (1=intolerant)	5	6	6	4.5	4	3.5	8	10	10	21.5	7	14.5	3	2.5	10	23	7	8	93.5	8742
24 How would you describe your companies attitude to market risk (1=intolerant)	5	6	9	17.5	3	1.5	7	7.5	11	25.5	3	2	7	15	9	15	9	16	106	11236
Board attitude to risk aversion/tolerance																				
25 Does your company become more risk seeking when the company achieves its targets/budgets	5	6	3	2.5	4	3.5	8	10	8	6.5	7	14.5	8	20.5	2	1	6	3.5	68	4624
26 Does your company become more risk averse when the company underperforms its targets/budgets	5	6	3	2.5	7	13	2	2	5	1	6	10	9	25.5	3	2	6	3.5	65.5	4290
				351		351		351		351		351		351		351		351	351	419690
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																		Check	r.c.(c+1)/2	9
																			c=	26
																			r.c.(c+1)/2	3159
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