

## Assessment Criteria: I & L

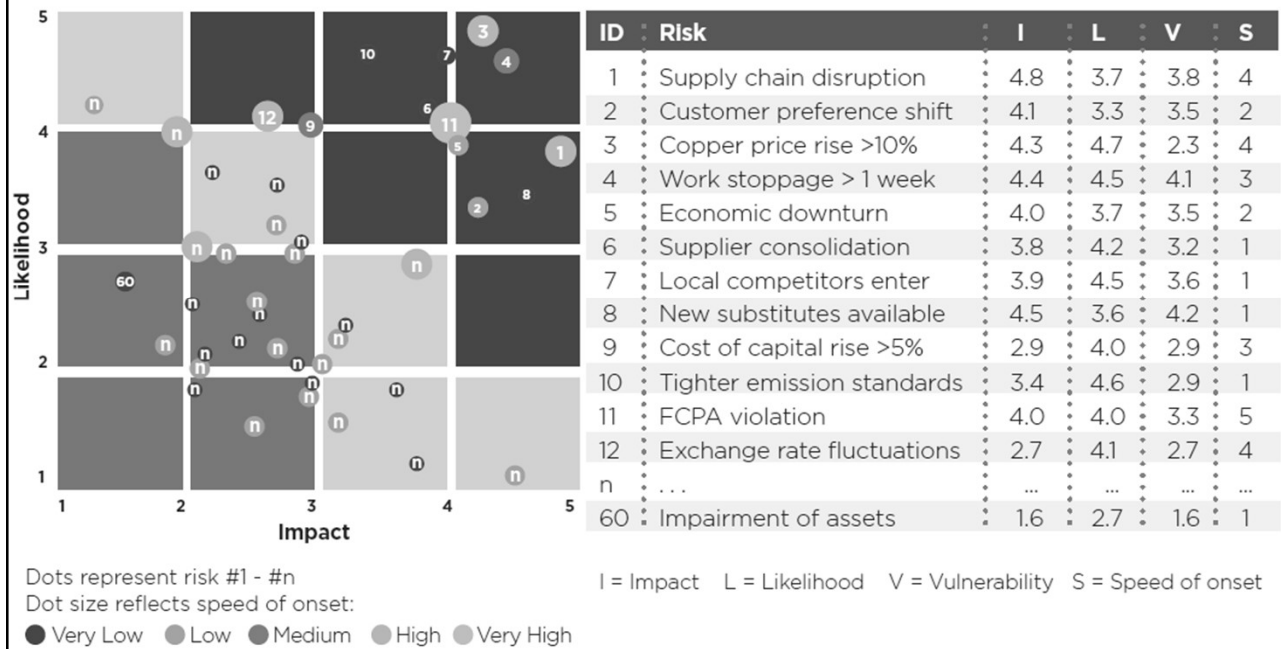
Illustrative Likelihood Scale				
Rating	Annual Frequency	Definition	Probability	Definition
5	Frequent	Up to once in 2 years or more	Almost certain	90% or greater chance of occurrence over life of asset or project
4	Likely	Once in 2 years up to once in 25 years	Likely	65% up to 90% chance of occurrence over life of asset or project
3	Possible	Once in 25 years up to once in 50 years	Possible	35% up to 65% chance of occurrence over life of asset or project
2	Unlikely	Once in 50 years up to once in 100 years	Unlikely	10% up to 35% chance of occurrence over life of asset or project
1	Rare	Once in 100 years or less	Rare	<10% chance of occurrence over life of asset or project

Illustrative Impact Scale		
Rating	Descriptor	Definition
5	Extreme	<ul style="list-style-type: none"> <li>Financial loss of \$X million or more<sup>3</sup></li> <li>International long-term negative media coverage; game-changing loss of market share</li> <li>Significant prosecution and fines, litigation including class actions, incarceration of leadership</li> <li>Significant injuries or fatalities to employees or third parties, such as customers or vendors</li> <li>Multiple senior leaders leave</li> </ul>
4	Major	<ul style="list-style-type: none"> <li>Financial loss of \$X million up to \$X million</li> <li>National long-term negative media coverage; significant loss of market share</li> <li>Report to regulator requiring major project for corrective action</li> <li>Limited in-patient care required for employees or third parties, such as customers or vendors</li> <li>Some senior managers leave, high turnover of experienced staff, not perceived as employer of choice</li> </ul>
3	Moderate	<ul style="list-style-type: none"> <li>Financial loss of \$X million up to \$X million</li> <li>National short-term negative media coverage</li> <li>Report of breach to regulator with immediate correction to be implemented</li> <li>Out-patient medical treatment required for employees or third parties, such as customers or vendors</li> <li>Widespread staff morale problems and high turnover</li> </ul>
2	Minor	<ul style="list-style-type: none"> <li>Financial loss of \$X million up to \$X million</li> <li>Local reputational damage</li> <li>Reportable incident to regulator, no follow up</li> <li>No or minor injuries to employees or third parties, such as customers or vendors</li> <li>General staff morale problems and increase in turnover</li> </ul>
1	Incidental	<ul style="list-style-type: none"> <li>Financial loss up to \$X million</li> <li>Local media attention quickly remedied</li> <li>Not reportable to regulator</li> <li>No injuries to employees or third parties, such as customers or vendors</li> <li>Isolated staff dissatisfaction</li> </ul>

## Assessment Criteria: V & S

Illustrative Speed of Onset Scale		
Rating	Descriptor	Definition
5	Very High	<ul style="list-style-type: none"> <li>Very rapid onset, little or no warning, instantaneous</li> </ul>
4	High	<ul style="list-style-type: none"> <li>Onset occurs in a matter of days to a few weeks</li> </ul>
3	Medium	<ul style="list-style-type: none"> <li>Onset occurs in a matter of a few months</li> </ul>
2	Low	<ul style="list-style-type: none"> <li>Onset occurs in a matter of several months</li> </ul>
1	Very Low	<ul style="list-style-type: none"> <li>Very slow onset, occurs over a year or more</li> </ul>

Illustrative Vulnerability Scale		
Rating	Descriptor	Definition
5	Very High	<ul style="list-style-type: none"> <li>No scenario planning performed</li> <li>Lack of enterprise level/process level capabilities to address risks</li> <li>Responses not implemented</li> <li>No contingency or crisis management plans in place</li> </ul>
4	High	<ul style="list-style-type: none"> <li>Scenario planning for key strategic risks performed</li> <li>Low enterprise level/process level capabilities to address risks</li> <li>Responses partially implemented or not achieving control objectives</li> <li>Some contingency or crisis management plans in place</li> </ul>
3	Medium	<ul style="list-style-type: none"> <li>Stress testing and sensitivity analysis of scenarios performed</li> <li>Medium enterprise level/process level capabilities to address risks</li> <li>Responses implemented and achieving objectives most of the time</li> <li>Most contingency and crisis management plans in place, limited rehearsals</li> </ul>
2	Low	<ul style="list-style-type: none"> <li>Strategic options defined</li> <li>Medium to high enterprise level/process level capabilities to address risks</li> <li>Responses implemented and achieving objectives except under extreme conditions</li> <li>Contingency and crisis management plans in place, some rehearsals</li> </ul>
1	Very Low	<ul style="list-style-type: none"> <li>Real options deployed to maximize strategic flexibility</li> <li>High enterprise level/process level capabilities to address risks</li> <li>Redundant response mechanisms in place and regularly tested for critical risks</li> <li>Contingency and crisis management plans in place and rehearsed regularly</li> </ul>

**Exhibit 7: Illustrative Heat Map****Exhibit 8: Illustrative MARCI Chart**