

Edulution Learning South Africa NPC - Risk Management Policy

1. Purpose

The purpose of this Risk Management Policy is to document the structured and consistent process that is in place to identify, assess, manage, and monitor risks that may impact the achievement of Edulution's mission to provide primary school educational support. This policy was formally implemented within the first year of operation in South Africa.

2. Scope

This policy applies to all operations, staff, franchisees, volunteers, partners, and activities undertaken by Edulution across all sites, projects, and programmes.

3. Policy Statement

Edulution is committed to proactive risk management to ensure the safety of children, staff, and stakeholders; the sustainability of its programmes; compliance with relevant laws; and the achievement of its strategic goals.

4. Definitions

- Risk: Any uncertain event or condition that could have a positive or negative effect on organisational objectives.
- Risk Management: The process of identifying, assessing, and controlling risks.
- Residual Risk: The risk remaining after risk treatment has been applied.
- Risk Owner: The individual responsible for managing a specific risk.

5. Objectives of Risk Management

- Protect children from harm, abuse, and exploitation.
- Ensure the integrity and sustainability of funding and operations.
- Maintain a safe and inclusive working and learning environment.
- Ensure legal and regulatory compliance (e.g., POPIA, NPO Act, Companies Act).
- Promote transparency, accountability, and stakeholder confidence.

6. Key Risk Areas

- Child Protection and Safeguarding
- Financial Sustainability
- Scalability

- Adequacy of staff and management resources
- Strategic
- Reputational
- Legal and Regulatory Compliance
- Operational and Programme Delivery
- Information Security and Data Privacy
- Business interruption due to political unrest or infrastructure issues
- Working with Government

7. Risk Management Process

7.1 Risk Identification

Risks are identified through ongoing operational monitoring, stakeholder feedback, internal audits, external audits and strategic planning sessions. In addition to this, Risk is a standing item on the agenda for quarterly meetings of the Edulution Board.

7.2 Risk Assessment

Risks are assessed based on:

- **Probability** of occurrence. Identified risks rated on a scale of 1 to 10 in terms of likelihood of occurrence with 1 being unlikely and 10 being very likely.
- The potential **Impact** of the identified risk on the organisation's objectives is also rated on a scale of 1 to 10.

The **Inherent Risk Score = Probability x Impact**

All identified risks are then ranked according to the Inherent Risk Score. A risk matrix is used to categorise risks as Low, Medium, High, or Critical, with simple colour coding used to highlight Critical Risk.

7.3 Risk Mitigation

Risk responses include a range of actions, depending on the nature of the risk and the degree to which Edulution is able to control (for) the identified risk.

- Avoidance
- Mitigation
- Transfer (e.g., insurance)
- Acceptance (with monitoring)

7.4 Risk Monitoring and Review

Risk registers are reviewed quarterly by management by the Board. The Risk Manager and the Company Secretary jointly update the Risk register prior to each Board meeting to identify any possible changes probability or impact of existing items on the Risk register to the addition of new risks. Critical and High Risks and mitigation progress are included in Board reports.

8. Roles and Responsibilities

- Board of Directors: Oversight of risk governance and approval of this policy.
- Director responsible for Risk: Implementation and enforcement of the policy.
- CEO, Operations Manager and Program Managers: Day-to-day risk identification and mitigation.
- All Staff and Volunteers: Compliance with risk controls and reporting new risks.

9. Reporting and Escalation

All staff and volunteers understand their obligation to report any emerging risks or breaches of policy to their line manager or directly to the CEO. Serious risks (e.g. child safeguarding concerns or financial mismanagement) must be escalated to the Board immediately.

10. Child Safeguarding Priority

As an educational organisation, child protection is a non-negotiable risk priority. All staff and volunteers are trained on child protection protocols and adhere to the organisation's Child Safeguarding Policy.

11. Compliance and Review

This policy shall be reviewed annually or in response to significant internal or external changes. Non-compliance with this policy may result in disciplinary action.

Approved by the Board on: 17/09/2025



Eileen Wilton, Chairperson



Sandy Mattison, Director, Risk Manager



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