












Risk movement

-  Increased
-  Stable
-  Decreased

Link to strategy

-  Colleagues
-  Easy to shop

-  Customers for life
-  Grow profits

11 Product safety		Risk owner: Chief Operating Officer	Risk category: Operational
<p>Risk movement:</p> 	<p>What is the risk?</p> <p>Unsuitable procedures and due diligence regarding product safety, particularly in relation to OEM sourced product, may result in poor quality or unsafe products provided to customers which pose risk to customer health and safety.</p>	<p>What is the impact?</p> <ul style="list-style-type: none"> • Financial penalty. • Reduced cash flow. • Reputational damage. 	<p>How we manage it</p> <ul style="list-style-type: none"> • Factory audits conducted over OEM suppliers. • Technical evaluation of OEM products prior to production. • Product inspection of OEM products prior to shipment. • Monitoring of reported incidents. • Safety governance reviews conducted by internal by Technical and Business Standards teams. • Establish protocols and procedures to manage product recalls.
<p>Link to strategy</p> 			<p>Changes since last report</p> <p>This risk has remained stable over 2023/24.</p>
<p>Considered in the viability statement:</p> <p>No</p>			
12 Supply chain resilience		Risk owner: Chief Operating Officer	Risk category: Operational
<p>Risk movement:</p> 	<p>What is the risk?</p> <p>Failure to actively understand, manage and deepen key supplier and brand relationships who contribute materially to our business weakens our ability to respond to external shocks.</p>	<p>What is the impact?</p> <ul style="list-style-type: none"> • Disruptions to supply of goods. • Pricing and stock availability terms could worsen, leading to decreasing sales/reduced margin. • Reduced revenue and profitability. • Deteriorating cash flow. • Reduced market share. 	<p>How we manage it</p> <ul style="list-style-type: none"> • Ensuring alignment of key suppliers to future strategy and meetings with strategic suppliers' management. • Continuing to leverage the scale of operations to strengthen relationships with key suppliers and maintain a good supply of scarce products. • Working with suppliers to ensure availability of products through key supplier group engagement programme. • Ethical supply chain due diligence over our supplier base. • Control structures to ensure appropriate supplier relationship management for GFR, GNFR and OEM.
<p>Link to strategy</p>   			<p>Changes since last report</p> <p>This risk has remained stable over 2023/24.</p>
<p>Considered in the viability statement:</p> <p>No</p>			
13 Sustainability		Risk owner: Chief People, Communications and Sustainability Officer	Risk category: Strategic
<p>Risk movement:</p> 	<p>What is the risk?</p> <p>Our commitment to sustainability and being a good corporate citizen is either not delivered or not adequately communicated to, or recognised by, customers and investors.</p>	<p>What is the impact?</p> <ul style="list-style-type: none"> • Reduced cash flow as customers shop elsewhere. • Reputational damage • Loss of competitive advantage. 	<p>How we manage it</p> <ul style="list-style-type: none"> • Roadmap to Net Zero by 2040. • Commitment to EV100. • Oversight from the Group Sustainability Leadership Team, ESG Committee, ExCo and the Board. • Group ESG strategy regularly reviewed. • Independent reviews on environmental practices e.g. CDP. • Partnerships with reputable external agencies Circular Electronics Partnership (on circular economy), British Retail Consortium (on climate change), Digital Poverty Alliance. • Management reporting on progress against target for e-waste and emissions with metrics for both included in annual bonus scorecard.
<p>Link to strategy</p>  			<p>Changes since last report</p> <p>This risk has remained stable over 2023/24.</p>
<p>Considered in the viability statement:</p> <p>No</p>			