




PRINCIPAL RISKS AND UNCERTAINTIES

Our principal risks have been arranged in order of highest to lowest risk score, based on an assessment of their potential impact and likelihood after mitigating controls, as shown below.






Risk assessment

Risk trend key





-  Risk increased
-  Risk unchanged
-  Risk decreased


























NEW New risk

Risk appetite key

-  Averse
-  Moderately averse
-  Neutral
-  Moderately aggressive
-  Aggressive

Strategic enabler key

-  Supply chain
-  Lean processing
-  Iconic and relevant products
-  Customer relationships

Principal risks	Risk owner	Context	Risk appetite	Trend
1 Infection within livestock	Director of Agricultural Strategy	Diseases such as ASF, AI and FMD remain a significant risk to the business. The Group has limited influence over these risks as, despite robust biosecurity measures on our farms, our export activity could be impeded if ASF or FMD is detected in the UK.		
2 Labour availability and cost	Group HR Director	The Group is reliant on high volumes of specialist labour. The availability and cost of this remains a challenge due to political, social and economic pressures such as changes to the use of skilled worker visas and introduction of the Employment Rights Act.		
3 Animal welfare	Director of Agricultural Strategy	The Group has a strong commitment to embed and maintain high standards of animal welfare across our operations and supply chains. Actions from the independent veterinary review are progressing as expected.		NEW
4 Sustainability and climate change	Head of Sustainability, Strategy and ESG	Outputs from the Climate Scenario Analysis continue to be progressed during the year. Further focus has been placed on compliance with environmental regulations.		
5 Reliance on key customers	Group Marketing Director	The Group continues to maintain strong relationships with key customers and has secured long-term extensions to several existing contracts during the year.		
6 IT systems and cyber security	Group IT Director	Although there have been no significant cyber security breaches during the year, the Group remains vigilant to the threat of a cyber attack. The business continues to embrace initiatives that enhance our ability to detect, protect, respond and recover from a cyber security incident.		
7 Consumer demand	Group Marketing Director	The Group's product portfolio continues to perform well during the cost-of-living crisis and the increase in weight loss medications could reshape consumer behaviour, creating both challenges and opportunities for the Group.		
8 Availability and cost of supplies	Group Purchasing Director	The Group's integrated supply chain model provides security in this area and the Group continues to ensure that contingency arrangements are in place for all key supplies.		
9 Leadership succession	Group HR Director	Succession plans continue to be in place for all key management roles and are regularly reviewed.		
10 Health and safety	Head of Health and Safety	Robust processes are in place to manage health and safety risks, the Group continues to invest in projects across the business that will further enhance health and safety culture and behaviours.		
11 Interest rate, currency, liquidity and credit risk	Director of Group Reporting and Control	Borrowing facilities are managed centrally and remain appropriate. During the year, the Group completed a successful refinancing exercise.		
12 Food scares and product contamination	Group Technical Director	The Group continues to invest in technological advancements to maintain an industry-leading position for food safety and quality.		
13 Disruption to Group operations	Chief Operating Officer	Enhancements have been made to the Group Crisis Manual to ensure resilience during an incident. In the coming year, the Group will review existing business continuity arrangements.		

1 Infection within livestock



Risk description and impact

The Group is exposed to specific risks arising from disease outbreaks such as ASF, FMD and AI. Such events could disrupt the supply of pig or poultry meat, restrict the movement of livestock or impede export activity, which may adversely impact the Group's operations and financial performance.

Oversight

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group's pig farming operations, together with farms supplying pig meat from third parties, are geographically diversified to reduce reliance on any single production region. The Group's poultry flock is housed indoors, which helps to mitigate disease risk.

In addition, robust vaccination programmes and biosecurity controls are in place to minimise the risk of infection across the Group's pig and poultry operations.

Actions in 2025/26

- Vertical integration continued to reduce our biosecurity risk due to standardisation of controls across farm sites.
- Continued to lobby the government to introduce ASF legislation in the UK.

Future actions

- Develop contingency plans with specific customers in preparation for a potential disease outbreak.
- Research potential technologies to assist with disease identification and management.

2 Labour availability and cost



Risk description and impact

The Group is exposed to external political and economic factors that may affect the availability and cost of labour and specialist skills. Failure to attract, retain and develop required talent could adversely impact the Group's operations and financial performance.

Oversight

Remuneration Committee

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group continuously reviews and enhances our recruitment process and relationships with third-party agency providers to remain aligned with changing market conditions and wage demands. In addition, the Group is exploring opportunities to transition a number of existing agency workers into permanent roles and is assessing alternative production methods that leverage emerging technological advancements.

Actions in 2025/26

- Enhanced local recruitment efforts to employ individuals via apprenticeships following the closure of the skilled worker visas for butchers.
- Identified potential risks of the upcoming Employment Rights Act.

Future actions

- Maximise in-house recruitment across the business to reduce the use of recruitment agencies.
- Refresh HR policies in line with the Employment Rights Act and the abolishment of zero hour contracts.

3 Animal welfare

NEW

Risk description and impact

Physical, behavioural and psychological needs of animals must be met to ensure the highest standard of welfare is maintained. Poor animal welfare practices could have ethical, financial, legal and reputational implications on the Group.

Oversight

ESG Committee

Group Risk Committee

Strategic enabler



Mitigation strategy

Our integrated pig and poultry farming system is designed to minimise animal stress and maintain high welfare standards.

Following an independent vet review, the Group has committed to significantly invest over the next three years to enhance existing animal welfare practices.

Actions in 2025/26

- Expanded our Welfare team who carry out farm welfare audits and work closely with independent vets.
- Trialed and started to install an Artificial Intelligence CCTV software that flags potential welfare concerns.

Future actions

- Continue to roll out CCTV software across our sites.
- Continue to implement recommendations from the independentvet review.

PRINCIPAL RISKS AND UNCERTAINTIES

CONTINUED

4 Sustainability and climate change



Risk description and impact

The Group is exposed to physical risks arising from climate change, transition risks associated with the move towards Net Zero, and environmental compliance risks. Failure to effectively manage these risks could have adverse implications for regulatory compliance, financial resilience and operational performance.

Oversight

ESG
Committee

Group Risk
Committee

Strategic enabler



Mitigation strategy

The Group continues to advance our Second Nature programme, primarily through the Sustainability team who create strategies to reduce carbon emissions.

The Group also has a dedicated Environmental team who closely monitor and audit regulatory compliance across the Group.

Actions in 2025/26

- Reviewed outputs from the Climate Scenario Analysis ('CSA') work.
- Incorporated environmental compliance into existing risk registers.

Future actions

- Conduct a detailed assessment of environmental compliance risks.
- Embed the Taskforce for Nature-related Financial Disclosures ('TNFD').

5 Reliance on key customers



Risk description and impact

A significant proportion of the Group's revenue is generated from a small number of key customers. The loss of all, or part of, the business with one or more of these customers for a prolonged period could adversely impact the Group's financial performance.

Oversight

Group Risk
Committee

Strategic enabler



Mitigation strategy

The Group consistently seeks opportunities to grow its customer base across all product categories and collaborates closely with customers to retain its reputation for the highest standards in service, product quality and new product development.

Actions in 2025/26

- Secured additional long-term contracts with existing customers across our portfolio.
- Commissioned a new hounous site to expand category offering.

Future actions

- Continue to strengthen customer relationships through differentiated offerings and service.
- Pursue further strategic partnerships with new and existing customers.

6 IT systems and cyber security



Risk description and impact

In common with other businesses, the Group is exposed to the risk of IT system failures and cyber attacks, which could disrupt operations, impact financial performance, and compromise the confidentiality and availability of data.

While no significant cyber security breaches occurred during the year, the Board remains vigilant in light of recent incidents within the food industry and the increasing sophistication of cyber threats.

Oversight

Cyber Security
Steering
Committee

Group Risk
Committee

Strategic enabler



Mitigation strategy

The Group maintains a robust IT control framework aligned with National Institute of Standards and Technology ('NIST 2.0') guidelines, which is regularly reviewed and tested by both internal teams and external specialists.

In addition, cyber insurance is in place across the Group, providing financial protection as well as access to expert technical and legal support in the event of a major cyber incident.

Actions in 2025/26

- Implemented a 24/7 managed extended detection and response service to deliver continuous security monitoring.
- Strengthened cyber incident response capabilities through a retainer with industry-leading crisis management partners.

Future actions

- Invest in Zero Trust technologies to strengthen endpoint security.
- Continue to mature our system failover and recovery capabilities.

7 Consumer demand



Risk description and impact

The Group continues to face external economic and social challenges, including the impact of war, inflation in the UK, pressure on household income and shifts in food consumption patterns, all of which could result in reduced demand for the Group's products.

Oversight

Group Risk
Committee

Strategic enabler



Mitigation strategy

Despite ongoing economic uncertainty, our products continue to be highly competitive in price and demand. The Group conducts consumer research and collaborates closely with customers to identify future trends and opportunities, adapting the product offer to provide a broad portfolio of products across premium, standard and value tiers.

Actions in 2025/26

- Adapted strategies to ensure the balance of healthy, affordable products, while satisfying demand for premium ranges.

Future actions

- Continue to develop consumer propositions to support healthy eating requirements.
- Ongoing investment in Group facilities to boost available capacity or add new capabilities to meet evolving demands.

8 Availability and cost of supplies



Risk description and impact

The Group is exposed to issues associated with the availability and cost of supplies. A lack of availability of supplies or an increase in costs could adversely impact the Group's operations, finances and ability to supply key customers.

Oversight

Supply Chain Resilience Group

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group continues to enhance supply chain resilience by ensuring contingencies are in place for all key supplies.

The Group also benefits from a reliable, long-established farming supply network for both pork and poultry, complemented by supply from the Group's own farms.

Actions in 2025/26

- Formalised a supplier resilience forum to provide central oversight of supply challenge exposure, key supplier cyber/financial positions and contingency planning.
- Improved cross function communication between Purchasing and Technical teams to ensure supply concerns are discussed and actioned coherently.

Future actions

- Integrate and roll out training for an automated solution to proactively identify suppliers at financial risk.
- Establish a project to centralise supplier data to allow for better analysis.

9 Leadership succession



Risk description and impact

The Group is exposed to succession risks within key management roles, many of whom have been with the business for a significant tenure. The potential loss of their expertise could present challenges in maintaining continuity, creating capability gaps and impacting strategic leadership.

Oversight

Remuneration Committee

Nomination Committee

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group has established formal succession plans in place for key management roles and actively develops internal talent to ensure a smooth transition and the continued delivery of strategic objectives.

Actions in 2025/26

- Continued to deliver Management upskilling initiatives, which are designed to recognise and nurture internal talent.

Future actions

- Introduce succession plan KPIs across sites to ensure they are reviewed regularly.
- Further review of existing succession plans to ensure they remain appropriate.

10 Health and safety



Risk description and impact

The Group is exposed to the risk of injury or harm to employees and third parties, which could result in breaches of health and safety regulations. Such breaches may lead to reputational damage, regulatory sanctions, operational restrictions, financial penalties or personal injury claims.

While no significant health and safety incidents occurred during the year, the Group remains mindful of incidents reported within the wider food industry.

Oversight

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group operates a robust Health and Safety Framework that is regularly reviewed by independent parties, complies with all applicable regulations and standards, and is aligned with industry best practice.

All sites are subject to regular audits conducted by internal teams, customers and regulatory authorities to ensure ongoing compliance with these standards.

Actions in 2025/26

- Invested in manual handling reduction equipment and pedestrian vehicle interface solutions such as vacuum lifters, dolav tippers, barriers and vibra-tag systems.
- Utilised a new training system for delivering on-the-job training with videos delivered in multiple languages.

Future actions

- Develop a new Health & Safety strategy with a focus on safety campaigns and employee engagement initiatives.
- Continue to focus on mitigation projects for manual handling and pedestrian vehicle interface risks.

PRINCIPAL RISKS AND UNCERTAINTIES

CONTINUED

11 Interest rate, currency, liquidity and credit risk



Risk description and impact

The Group requires continued access to funding to support operations, future growth initiatives and acquisitions, and is also exposed to financial risks arising from borrowings and foreign currency movements in certain areas.

Oversight

Group Risk Committee

Strategic enabler



Mitigation strategy

Each site has access to the Group's overdraft facility, with bank balances monitored daily by the Group Finance team.

All bank debt is managed centrally to ensure sufficient headroom is maintained at all times, and the Group employs currency and commodity hedging strategies to mitigate exposure to fluctuations.

Actions in 2025/26

- Successfully refinanced the Group's borrowing facilities.

Future actions

- In light of ongoing economic uncertainties, continue to monitor customer credit risks to ensure they are managed appropriately.
- Ensure appropriate hedging arrangements continue to be in place for currencies and specific commodities.

12 Food scares and product contamination



Risk description and impact

The Group is exposed to the risk of both accidental and deliberate contamination of products or raw materials, as well as potential industry-wide food safety concerns. Such incidents could lead to product recall costs, regulatory penalties, and reputational damage.

Oversight

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group ensures full traceability of all raw materials to their original source, and consistently monitors manufacturing sites, suppliers, storage and distribution systems.

Crisis management procedures are also in place to minimise potential impacts and ensure effective communication with key internal stakeholders.

Actions in 2025/26

- Trialled improved technology to detect foreign bodies including soft plastics.
- Furthered our industry-leading position by enhancing the approach to internal technical audits.

Future actions

- Roll out enhanced foreign body detection technology across the Group.
- Research best available technology to enhance detection capabilities.

13 Disruption to Group operations



Risk description and impact

Major incidents, including fires, floods, loss of essential utilities, or critical machinery failures, could cause prolonged disruptions to site operations and affect the Group's ability to meet customer demand.

Oversight

Group Risk Committee

Strategic enabler



Mitigation strategy

The Group has established crisis management plans and maintains comprehensive insurance coverage to mitigate financial losses.

Operational continuity is further supported by the potential use of multiple sites to maintain production across many of the Group's core product lines.

Actions in 2025/26

- Rolled out a new crisis manual and tested it with sites during a crisis simulation exercise.

Future actions

- Review business continuity arrangements to identify any areas for improvement.