

CHALLENGES & OPPORTUNITIES

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Director of Food Technology

M&S

EST. 1884

RISK MANAGEMENT

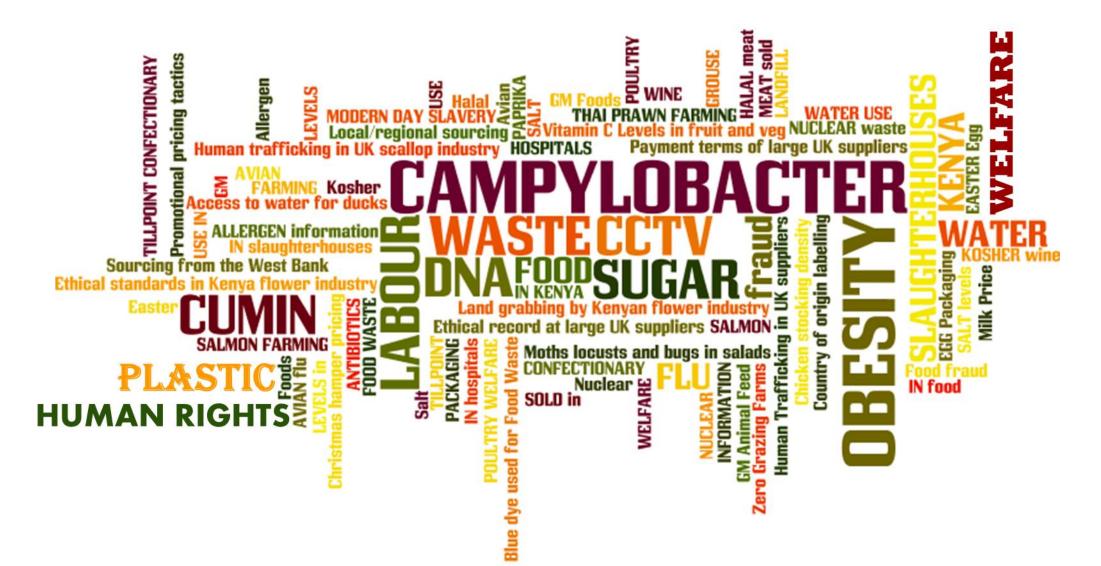


RISK LIKELIHOOD AND IMPACT Identification Risks highlighted GG and documented in a centrally G managed Risk Register LIKELY 00 Assessment Risks assessed LIKELIHOOD in terms of likelihood of occurrence and potential impact on the Group Mitigation Required actions are agreed and assigned, with MINOR MODERATE CRITICAL target deadlines and quarterly IMPACT status updates

RISK RADAR CORE **EXTERNAL EMERGING EXTERNAL AREAS** RISK STABLE/KNOWN CHANGING/NEW 6 0 CORE BUSINESS **OPERATIONS** INTERNAL CHANGE KEY GM customer 6 IT change 10 Staff retention engagement M&S.com business Programme and Food safety and integrity resilience workstream management 3 Food competition 8 International expansion GM supply chain and logistics network Our people GM margin Information security

REPUTATIONAL CHALLENGES







ONLY **M&S**

Scope/ Ways of Working

- Announced
- Coaching style
- HACCP
- Self audit (F2F)

PROTECTING THE CUSTOMER



PROTECTING THE BRAND

Store/Depot Audits UK and International and Agent Audits

- Food Safety Audit (Hygiene)
- Field to Fork
- New Supplier Audit
- Compliance Audit
- Small Supplier Audit

Scope/ Ways of Working

- Unannounced
- Integrity
- Quality
- Ethical

- - Integrity Audit (PPC)
 - Protein Audit
 - Ethical
 - Small Supplier Audit

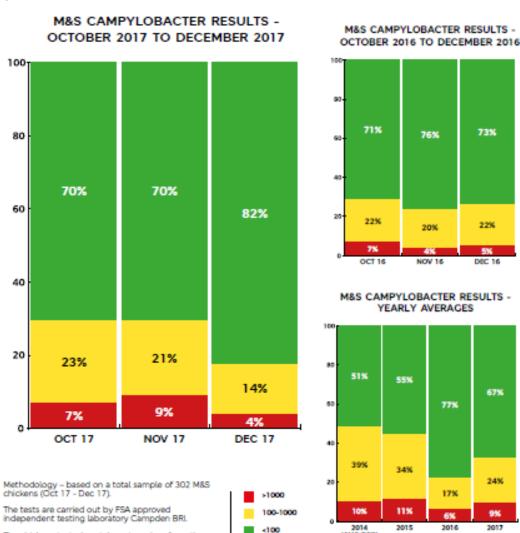
INTELLIGENCE



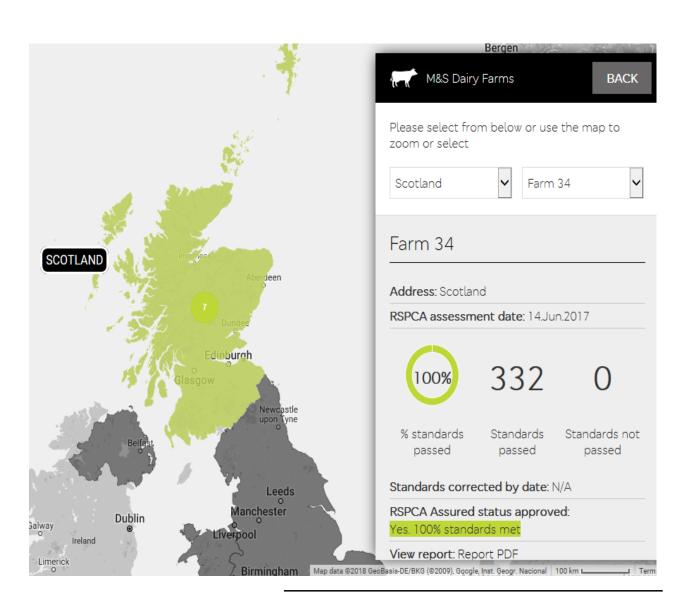


CAMPYLOBACTER TEST RESULTS Q4 2017





(AUG-DEC)



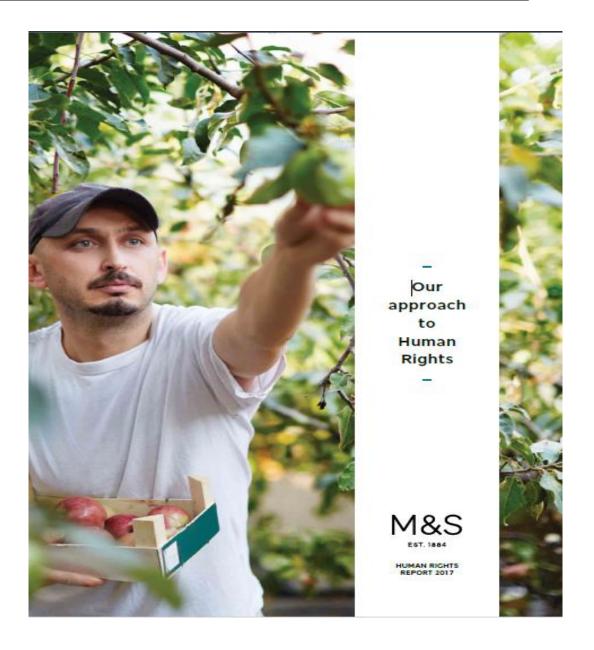
DAIRY FARMS

The chickens tested are taken at random from the

shelves of M&S stores across the UK.



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PROFESSIONAL STATUS























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