

Food Issues Risk Matrix (March 2025)

Risk Analysis	Current Issue Actions in hand Dynamic situation	Future Issue Plans in preparation	Managed issue Controlled/monitored Could reoccur Outstanding actions
Big Company Impact Cost Reputation Media	Acrylamide 3-MCPD/Glycidyl-Esters HFSS/LHF Advertising/Promotions restrictions Portion Size/Calories CIPC tMRL monitoring EU/UK Devolved regulatory divergence Packaging waste/Taxation/EPR Ultra-Processed Foods	Food taxation FOPNL developments Salt/Sodium reduction (2024 targets) Nutrient profiling (Ofcom model review UK)	
Moderate Impact Cost Material availability Working practice	Environment Act (implementation)/EU Farm to Fork Strategy Food waste Allergens (precautionary labels/vegan) Bread and Flour Regulations implementation UK Border Target Operating Model (BTOM) NIRMS/'Not for EU' labelling UK Deforestation	Eco-labelling/FDTP Environment workstream Nutrient Profiling (EU F2F Strategy) DHSC 10-year NHS reform plan Glycoalkaloids EU Deforestation UK Deforestation GB Smoke flavourings review Precision Breeding (England) England Food Strategy (incl. FDTP Health) EU Smoked Ingredients UK Smoked Ingredients DAs Obesity Strategies	EU Smoke flavourings
Small Impact Cost Materials Change	EU Flavourings reviews Sugars (popcorn) EU MOAH/MOSH	UK Recycling labelling EU PFAS GBSF/CQUIN Plant-based/vegan and vegetarian definitions	

Decreasing impact on business

New issue

Changed priority

Identified as a potential high-profile media issue