

Enterprise risk register

Toyco Manufacturing · Reviewed by the audit committee, May 14, 2025

OPEN RISKS

18

Across five categories. Two closed since the February review.

ABOVE APPETITE

3

Each has a named owner and a dated treatment plan.

MOVED UP

2

Supplier concentration and the tax-engine renewal.

ACTIONS OVERDUE

1

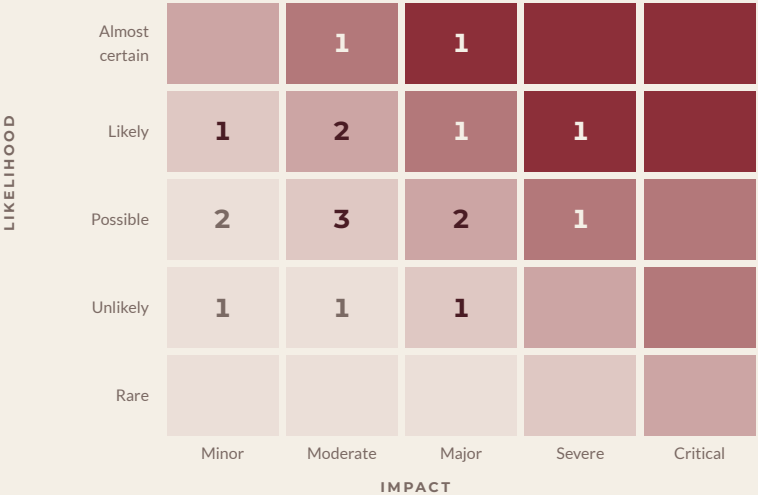
R-07 penetration test, eleven days past its date.

APPETITE BREACHED SINCE

Feb

R-02 has sat above appetite for two consecutive quarters.

RESIDUAL RISK, AFTER CONTROLS



RISKS ABOVE APPETITE, AND THOSE MOVING

REF	RISK	TREATMENT AND OWNER	GROSS	NET	MOVED
R-02	Single-source castings from one supplier	Second supplier qualified by September; tooling transfer quoted at \$84k. Elena Marsh	20	16	Up from 12
R-07	Access controls in the new billing platform	Penetration test overdue eleven days; review scheduled Q4 after cutover. Riley Thompson	16	15	Unchanged
R-11	Tax-engine contract renews mid-cutover	Renewal brought forward to June 16; one-month extension held as fallback. Dana Whitfield	12	12	Up from 8
R-04	Aged debt above the board limit	Collections policy approved May 14; dunning ladder live from July. Jordan Ellis	15	9	Down from 12
R-09	Fulton Market inventory count accuracy	Cycle counting since March; variance down to 1.8% from 4.1%. Sam Ortiz	12	6	Down from 9
R-06	Fire-system certification at the Fulton site	Annual inspection booked for June 24; last certificate expires July 2. Riley Thompson	12	8	Unchanged
R-18	Key-person dependency in the tooling shop	One machinist holds the setup knowledge; documentation and a second trainee funded. Elena Marsh	12	9	New
R-15	Two collectors leaving in July	Rebalance assumes six people; recruitment opened, cover agreed with finance. Ava Cruz	9	4	New

RISK APPETITE

The board accepts a net score of **9 or below** on operational risks and **6 or below** on anything touching customer money. Three risks sit above that line and each carries a dated plan.

CHANGED THIS QUARTER

Two up: **R-02** after the March supplier stand-down, **R-11** once the renewal date landed inside the freeze. Two down: **R-04** and **R-09**. One new: **R-15**.

CLOSED SINCE FEBRUARY

R-01 warehouse lease expiry, renewed for five years. **R-13** single point of failure in payroll, resolved by the second approver rule.