

Risk register report

All records

LIVE RISKS
10
1 realised · 1 closed

RED RISKS
1
Ransomware attack on p

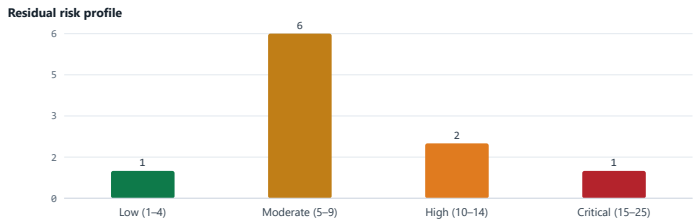
AVERAGE RISK REDUCTION
5.2
inherent minus residual, 10 live scored risks

REVIEWS OVERDUE
2
2 due in the next 30 days

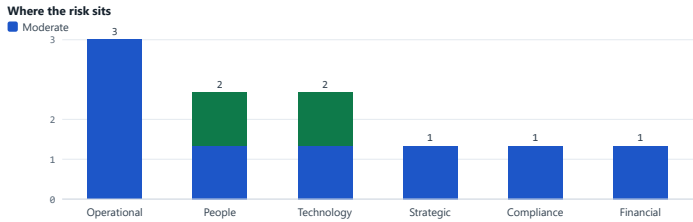
BIGGEST CATEGORY
Operational
3 of 10 live risks

RESPONSE MIX
7 treat
1 tolerate · 2 transfer · 0 terminate

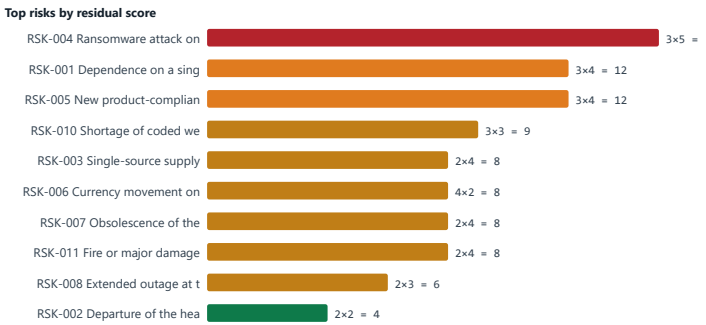
12 of 12 record(s) included. All records. Amounts in USD.



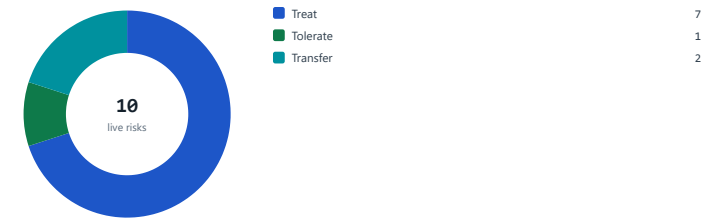
Residual score bucketed: Low 1–4, Moderate 5–9, High 10–14, Critical 15–25. A healthy register slopes down to the right; anything in Critical belongs on the next management agenda. Residual score bucketed: Low 1–4, Moderate 5–9, High 10–14, Critical 15–25. A healthy register slopes down to the right; anything in Critical belongs on the next management agenda.



Count of live risks in each category, coloured by residual band. A category that is both tall and dark is where the pain concentrates. Count of live risks in each category, coloured by residual band. A category that is both tall and dark is where the pain concentrates.



These are the risks that deserve the meeting time. If the order surprises the room, the scores need debating — that debate is the point of the register. These are the risks that deserve the meeting time. If the order surprises the room, the scores need debating — that debate is the point of the register.



A register that is all “tolerate” is a list of worries, not a plan. A register that is all “treat” with no completed mitigations is a plan nobody is executing. A register that is all “tolerate” is a list of worries, not a plan. A register that is all “treat” with no completed mitigations is a plan nobody is executing.

Risk movement — inherent to residual

RISK	INHERENT L×I	SCORE	RESIDUAL L×I	SCORE	REDUCTION	RESPONSE
RSK-001 · Dependence on a single major customer	4 × 5	20	3 × 4	12	8	Treat
RSK-004 · Ransomware attack on production systems	4 × 5	20	3 × 5	15	5	Treat
RSK-003 · Single-source supply of the main drive component	4 × 4	16	2 × 4	8	8	Treat
RSK-005 · New product-compliance rules in the main export market	4 × 4	16	3 × 4	12	4	Treat
RSK-002 · Departure of the head of engineering	3 × 4	12	2 × 2	4	8	Treat
RSK-006 · Currency movement on imported raw materials	4 × 3	12	4 × 2	8	4	Transfer
RSK-007 · Obsolescence of the forming press control system	3 × 4	12	2 × 4	8	4	Treat
RSK-008 · Extended outage at the hosting provider	3 × 4	12	2 × 3	6	6	Treat
RSK-010 · Shortage of coded welders in the local labour market	4 × 3	12	3 × 3	9	3	Tolerate
RSK-011 · Fire or major damage at the main warehouse	2 × 5	10	2 × 4	8	2	Transfer
RSK-009 · Contract dispute with the fit-out contractor (realised)	3 × 3	9	2 × 3	6	3	Treat

Reviews due

REF	RISK	OWNER	REVIEW DATE	STATE	STATUS
RSK-003	Single-source supply of the main drive component	Head of procurement	2026-07-28	Overdue	Open
RSK-006	Currency movement on imported raw materials	Finance manager	2026-08-04	Overdue	Monitoring
RSK-004	Ransomware attack on production systems	IT manager	2026-08-29	Due soon	Open
RSK-005	New product-compliance rules in the main export market	Quality manager	2026-09-03	Due soon	Monitoring
RSK-010	Shortage of coded welders in the local labour market	HR manager	2026-09-18	Scheduled	Monitoring
RSK-001	Dependence on a single major customer	Managing director	2026-09-23	Scheduled	Open
RSK-008	Extended outage at the hosting provider	IT manager	2026-10-08	Scheduled	Open
RSK-002	Departure of the head of engineering	Operations director	2026-10-23	Scheduled	Open
RSK-007	Obsolescence of the forming press control system	Maintenance lead	2026-11-07	Scheduled	Monitoring
RSK-011	Fire or major damage at the main warehouse	Facilities manager	2026-12-07	Scheduled	Monitoring

Risk register

REF	RISK	CATEGORY	IDENTIFIED	OWNER	RESPONSE	REVIEW	STATUS	INHERENT	RESIDUAL	REDUCTION
RSK-001	Dependence on a single major customer	Strategic	2025-09-03	Managing director	Treat	2026-09-23	Open	20	12	8
RSK-002	Departure of the head of engineering	People	2025-10-03	Operations director	Treat	2026-10-23	Open	12	4	8
RSK-003	Single-source supply of the main drive component	Operational	2025-11-02	Head of procurement	Treat	2026-07-28	Open	16	8	8
RSK-004	Ransomware attack on production systems	Technology	2025-11-22	IT manager	Treat	2026-08-29	Open	20	15	5
RSK-005	New product-compliance rules in the main export market	Compliance	2026-01-21	Quality manager	Treat	2026-09-03	Monitoring	16	12	4
RSK-006	Currency movement on imported raw materials	Financial	2026-02-10	Finance manager	Transfer	2026-08-04	Monitoring	12	8	4

REF	RISK	CATEGORY	IDENTIFIED	OWNER	RESPONSE	REVIEW	STATUS	INHERENT	RESIDUAL	REDUCTION
RSK-007	Obsolescence of the forming press control system	Operational	2026-03-12	Maintenance lead	Treat	2026-11-07	Monitoring	12	8	4
RSK-008	Extended outage at the hosting provider	Technology	2026-04-11	IT manager	Treat	2026-10-08	Open	12	6	6
RSK-009	Contract dispute with the fit-out contractor	Project	2026-05-01	Commercial manager	Treat	2026-08-23	Realised	9	6	3
RSK-010	Shortage of coded welders in the local labour market	People	2026-05-11	HR manager	Tolerate	2026-09-18	Monitoring	12	9	3
RSK-011	Fire or major damage at the main warehouse	Operational	2026-05-26	Facilities manager	Transfer	2026-12-07	Monitoring	10	8	2
RSK-012	Office relocation forced by lease expiry	Project	2025-07-05	Finance manager	Treat	2026-07-10	Closed	6	2	4

Notes

Sample register — replace every risk with your own before relying on it or circulating it.

Risk scores are structured judgement, not prediction. A 5×5 grid makes opinions comparable and forces a conversation — it does not make anyone's opinion correct, and a residual score is only as real as the controls behind it are tested. A register does not manage risk; people do, by owning risks, completing mitigations and reviewing on time. This is a project and business risk register, not a workplace health-and-safety risk assessment, and nothing in it is legal, financial or insurance advice.