



**IMMEDIATE ACTIONS**

ASSESSING, PLANNING, LOBBYING & IMPLEMENTING CHANGE

KEY SECTOR THEMES

**SUPPLY CHAIN**  
 ▶ Tariff risk - landing of non-EU imports of materials or finished products (procurement strategy, rules of origin impact, manufacturing and distribution hub strategy) ▶ Contract matrix ▶ Environmental compliance

- Undertake material/long term contract review (MAC, termination, force majeure, governance, disputes clauses)?
- Is there any enhanced supplier failure risk?
- Consider worst case and options assessment (including potential relocations)

**PRODUCTS**  
 ▶ Labelling ▶ Product safety and consumer protection ▶ IP protection

- Review UK/EU trade mark filings

**ROUTE TO MARKET / SALES CHANNELS**  
 ▶ Tariff risk - importing/exporting finished products to relevant markets ▶ Logistics ▶ Contracts (including agency rights) ▶ Data management ▶ Online business model (digital single market and locations of data centres, competition law)

- Undertake contract review as per Supply Chain
- Is there any enhanced distributor/customer failure risk?
- Review key agency arrangements



KEY SECTOR THEMES

**PEOPLE**  
 ▶ Pension scheme obligations (deficits) ▶ Free movement/immigration ▶ Acquired rights ▶ Minimum/maximum wages/hours ▶ TUPE and outsourcing

- Undertake comms with staff (no immediate legal impact)
- Compile/assess statistics on UK/EU/other workers in UK/EU'
- Undertake pension deficit assessment (impact of market volatility)

**CAPITAL, FINANCE, PLC**  
 ▶ Currency exposure and mitigation ▶ Availability of capital (equity and debt) ▶ EU/UK funding/grants ▶ Tax (especially VAT)

- Consider DTRs/trading expectations; Impact on banking covenants/headroom; Currency exposure/planning

**RISK**  
 ▶ Dispute management (including enforcement) ▶ Insurance ▶ Cyber risks

- Undertake contract review as per Supply Chain

**GROWTH AND NEW MARKETS**  
 ▶ M&A (market activity, merger control implications) ▶ Direct access to new markets (new bilateral treaties EFTA accessions)

- Assess implications for current M&A activity (MAC, target diligence, etc.)
- Undertake competitor analysis - are any particularly advantaged/disadvantaged by Leave?