

Most Critical Risks



Date

4/17/2025

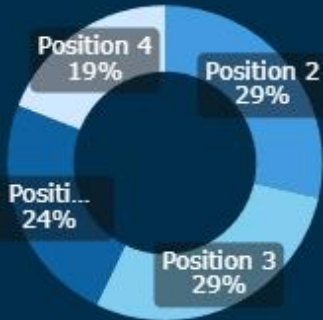
4/21/2025

42 Total Responses

14 Business Units

All

Respondent Breakdown by Position Level



Most Frequently Reported Risks



#1 Critical Risk

Cybersecurity

AVG Importance
Catastrophic

AVG Likelihood
Likely

AVG Mitigation Efficiency
Highly effective

4.6

3.6

4.3

#2 Critical Risk

Geopolitical Uncertainty

AVG Importance
Major

AVG Likelihood
Occasional

AVG Mitigation Efficiency
Somewhat effective

3.2

2.8

2.7

#3 Critical Risk

Organizational Culture

AVG Importance
Major

AVG Likelihood
Occasional

AVG Mitigation Efficiency
Effective

3.4

2.6

4.0

Risk Matrix (Heatmap)



Chief Technology Office	Corporate Strategy	Global Operations	Global Services	Infrastructure Solutions Group (ISG)	Legal	SRO
Client Solutions Group (CSG)	Finance	Global Sales	HR	IT	Marketing	Telecom

Risk Matrix ▼	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain		1	3	4	28
4 Likely		4	7	13	7
3 Possible		2	15	8	8
2 Unlikely	3	6	4	5	
1 Rare	1	4	1	2	

Risk

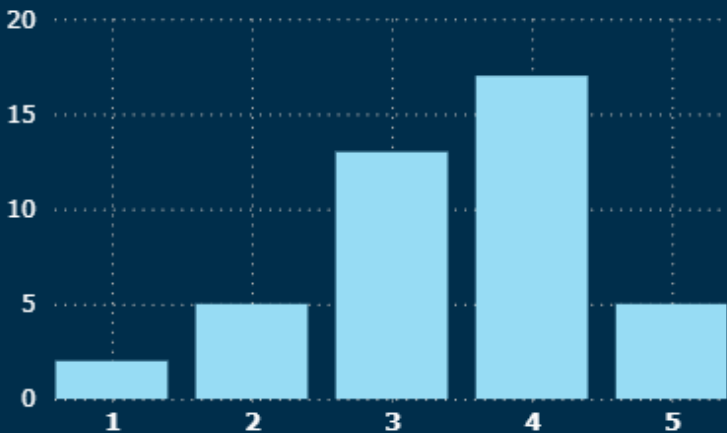
Business Continuity
Climate Change
Communications/ Reputation
Cybersecurity
Digital Disruption (including AI)
Financial Liquidity
Fraud
Geopolitical Uncertainty
Governance/ Corporate reporting
Health/ Safety
Human Capital
Market Changes/ Competition
Mergers/ Acquisitions
Organizational Culture
Regulatory Change

Risk Governance & Awareness



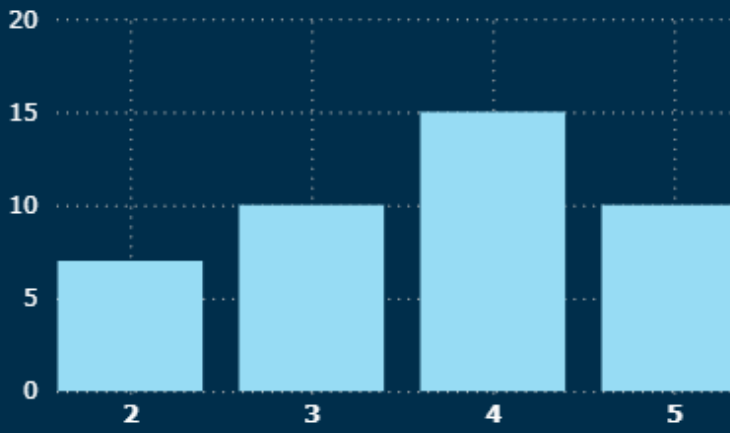
Chief Technology Office	Corporate Strategy	Global Operations	Global Services	Infrastructure Solutions Group (ISG)	Legal	SRO
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Q4. Our Company promotes a culture where employees understand and report risks appropriately



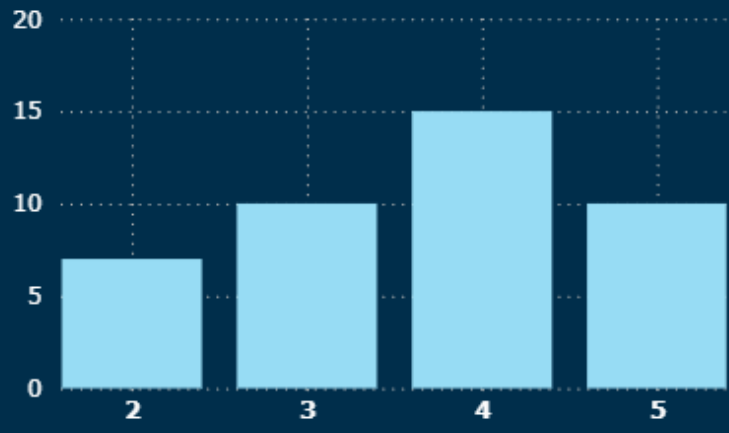
Average Awareness

Q5. Top risks are effectively tracked and prioritized across the Company on an ongoing basis



Average Risk Tracking Efficiency

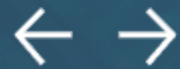
Q6. The risk management process is continuously being improved to increase the Company's ability to achieve its goals



Average of Continuous RM Improvement

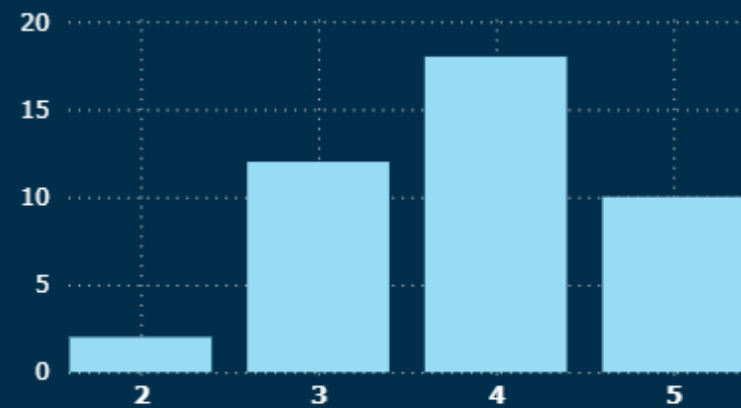
Legend: 1 - Strongly Disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; 5 - Strongly Agree

Risk Governance & Awareness



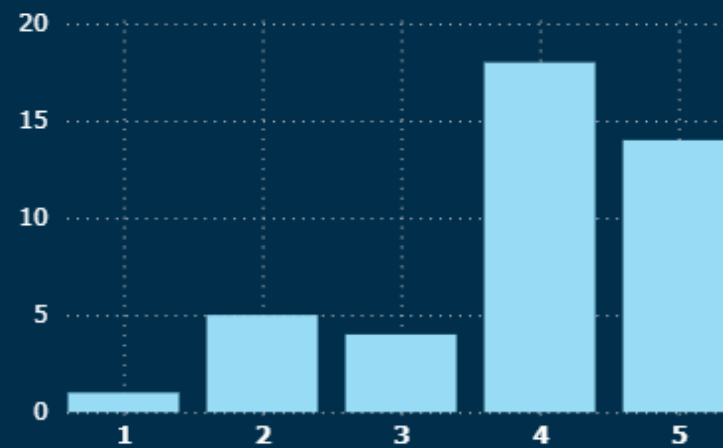
Chief Technology Office	Corporate Strategy	Global Operations	Global Services	Infrastructure Solutions Group (ISG)	Legal	SRO
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Q7. Risk management processes are frequently reviewed and improved based on new insights or external changes



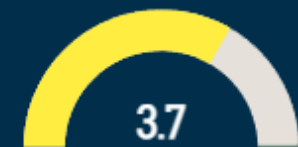
Average RM Review Frequency

Q8. Information is effectively communicated across departments and leadership



Average Communication Efficiency

Q9. How often does your strategic planning process incorporate risk scenarios (e.g., geopolitical shifts, macroeconomic changes)?



Risk Scenarios Incorporation Every 6 Months

Legend: 1 - Strongly Disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; 5 - Strongly Agree

Most Critical Risks - Over Time



Date

4/17/2025

4/21/2025

Risks

Business Continuity

Climate Change

Communications/ Reputation

Cybersecurity

Digital Disruption (including AI)

Financial Liquidity

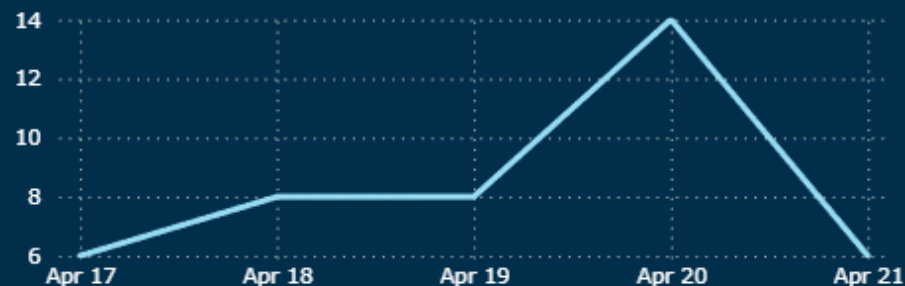
Fraud

Geopolitical Uncertainty

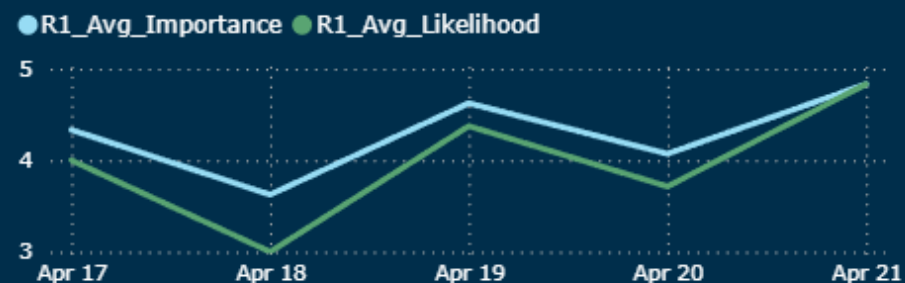
Governance/ Corporate reporting

Health/ Safety

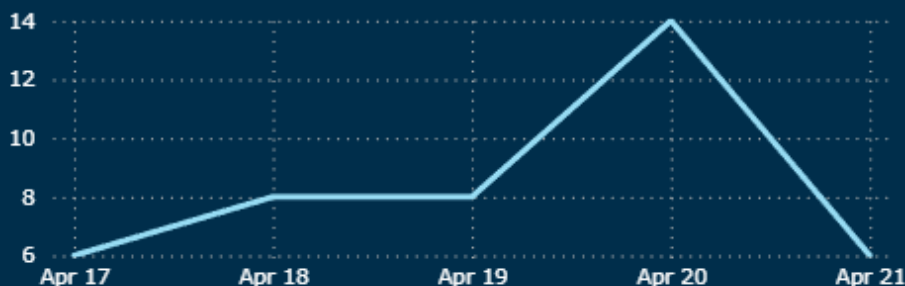
Most Critical risk #1



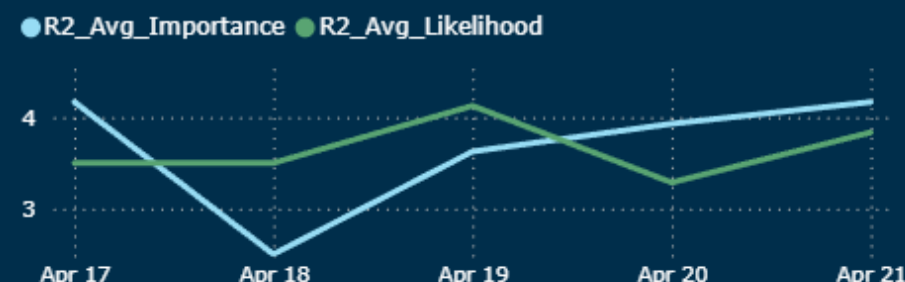
Trend of Importance and Likelihood for Risk #1



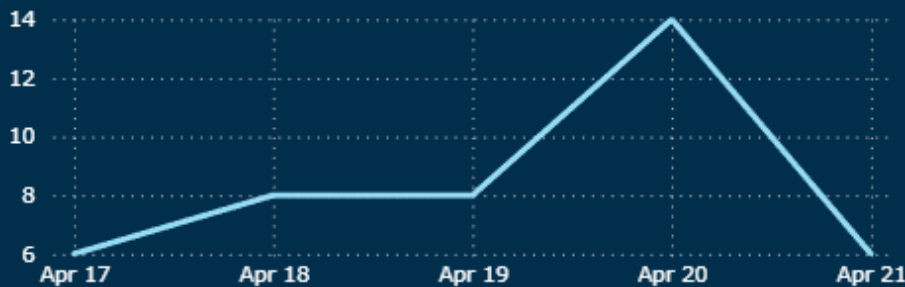
Most Critical risk #2



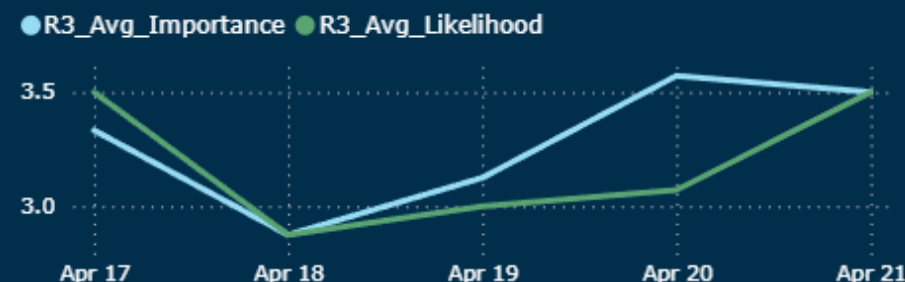
Trend of Importance and Likelihood for Risk #2



Most Critical risk #3



Trend of Importance and Likelihood for Risk #3



← →

4/17/2025

4/21/2025

Business Continuity

Climate Change

Communications/ Reputation

Cybersecurity

Digital Disruption (including AI)

Financial Liquidity

Fraud

Geopolitical Uncertainty

Governance/ Corporate reporting

Health/ Safety



% of High-Efficiency Risks

19.0%

Date	Number of Cases
Apr 17	3.3
Apr 18	4.1
Apr 19	4.1
Apr 20	3.1
Apr 21	4.9

Efficiency Level	Percentage
Highly Efficient	100%
Somewhat Efficient	85%
Efficient	70%
Very Limited Efficiency	30%

[illegible]

[illegible]

Climate Change

Communications/ Reputation

Cybersecurity

Digital Disruption (including AI)

Financial Liquidity

Fraud

Geopolitical Uncertainty

Governance/ Corporate reporting

**Chief Technology
Office**

Client Solutions Group (CSG)

Corporate Strategy

Finance

Global Operations

Global Sales

Global Services

HR

**Infrastructure
Solutions Group (I...**

II

Legal