**Illustrative ESG Risk and Opportunity Register**

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| **ID** | **Title** | **Description of Risk/Opportunity** | **Opportunity/Risk** | **Insurance Line** | **Business Area/Function** | **Double Materiality (Impact on/Impact by)** | **Likelihood (Low/Med/High)** | **Impact (Low/Med/High)** | **Priority** | **Owner** | **Mitigation/Action Plan** | **Estimated potential financial impact** |
| 1 | Climate Change | Increased frequency and severity of natural catastrophes (e.g. floods, storms) leading to higher claims | Risk | Non-Life | Underwriting | Impact on business | High | High | Critical | Chief Underwriter | Update catastrophe models, adjust pricing, promote resilience | |
| 2 | Green Products | Opportunity to develop insurance products for renewable energy projects | Opportunity | Non-Life | Product Development | Impact by business | Medium | High | High | Product Manager | Develop new product line, partner with renewable sector | |
| 3 | Demographic Change | Ageing population affecting longevity risk and claims ratios | Risk | Life & Health | Actuarial | Impact on business | High | Medium | High | Chief Actuary | Adjust mortality tables, review pricing, develop longevity products | |
| 4 | Health Equity | Opportunity to offer inclusive health insurance for underserved populations | Opportunity | Life & Health | Product Development | Impact by business | Medium | Medium | Medium | Product Manager | Design microinsurance products, partner with NGOs | |
| 5 | Reputational Risk | Negative publicity from insuring controversial sectors (e.g. coal, tobacco) | Risk | Both | Corporate/Communications | Impact on business | Medium | High | High | ESG Officer | Review sector exclusions, update underwriting guidelines | |
| 6 | Protection Gap | Social risk: low insurance penetration in climate-vulnerable regions | Risk | Both | Strategy | Impact by business | High | Medium | High | Strategy Lead | Develop affordable products, support financial literacy | |