


A CHANGING RISK LANDSCAPE

INSURANCE ROUNDTABLE 2021 ANNUAL CONFERENCE

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An aerial, high-angle photograph of a city street grid. The buildings are densely packed, and the streets are filled with cars. The lighting is warm, suggesting late afternoon or early morning. The text is overlaid on the left side of the image.

**HAS THE PANDEMIC
CHANGED THE WAY WE
THINK ABOUT RISK &
RESILIENCE?**

PEOPLE RISKS

- **Health and safety**
- **Remote working**
- **Talent practices**

...and what about vaccinations...?



DIGITAL RISKS

- **Cyber exposures**
 - **Network challenges**
 - **Algorithms and misinformation**
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- A person wearing a dark hoodie is centered in the image, their face obscured by shadows. The background is a dark blue-green field filled with a dense, slightly blurred pattern of white binary digits (0s and 1s), creating a digital or data-centric atmosphere.

POLITICAL RISKS

- **Stimulus packages**
- **Policies focused on national security and self-sufficiency**
- **A changing regulatory environment**



SOCIETAL RISKS

Social instability and public scrutiny:

- **Company ethics**
- **Equal opportunities**
- **Climate change**




THERE ARE OPPORTUNITIES!



- **Take a longer-term view on risk**
- **Leverage a holistic and diverse view on risk to improve resilience**
- **Evaluate organizational agility and empower leaders and employees**
- **Make needed shifts in strategy**

APPENDIX

THE REPORT'S IMPERATIVES CAN HELP EXPLORE YOUR RISK ASSESSMENT EFFORTS AND RESILIENCE TO MACRO-LEVEL CHANGE, VOLATILITY AND DISRUPTION

| Risk area | How well do you understand your exposure to...? | How would you rate your preparedness with regard to...? |
|--|--|---|
| (Geo)political  | <ul style="list-style-type: none"> • Populist government policies and government gridlocks • Failure of national or regional governance • Interstate conflict and spill-over effects to technology and infrastructure investment | <ul style="list-style-type: none"> • Anticipation of emerging risk • Strategic agility • Financial and physical resilience to shocks • Supply chain disruption • Contingency planning • Personnel stewardship • Stakeholder activism and threats to social license |
| Societal  | <ul style="list-style-type: none"> • Strikes and social unrest • Food and water crises • Rapid and massive spread of infectious disease • Large-scale involuntary migration • Stakeholder activism and loss of social license | |
| Economic  | <ul style="list-style-type: none"> • Protectionist initiatives (trade, investment, workforce) • Market volatility from trade war uncertainties • Fiscal crises • Mass unemployment and livelihood crisis | |
| Technological  | <ul style="list-style-type: none"> • Large-scale cyber attacks as well as data fraud/theft • Breakdown of critical information infrastructure and networks • Emerging risks from new technologies (e.g. deep fake) • Cyber sovereignty and splintering of global networks and regulation | |
| Environmental  | <ul style="list-style-type: none"> • Climate change & extreme weather events • Biodiversity loss and ecosystem collapse • Natural and man-made catastrophes • Fast-moving regulatory pressures on energy transition | |



We are leaders in risk, strategy and people. One company, with four global businesses, united by a shared purpose to make a difference in the moments that matter.

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