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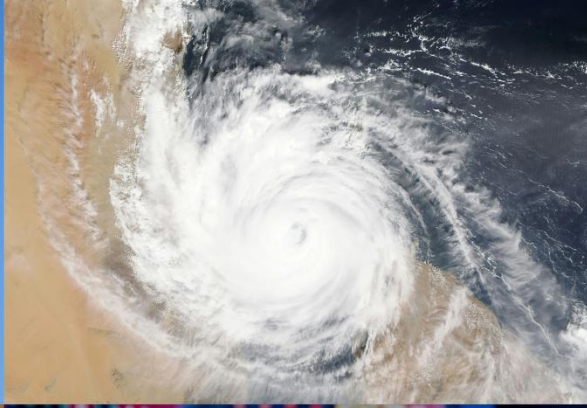
# Navigating Risk

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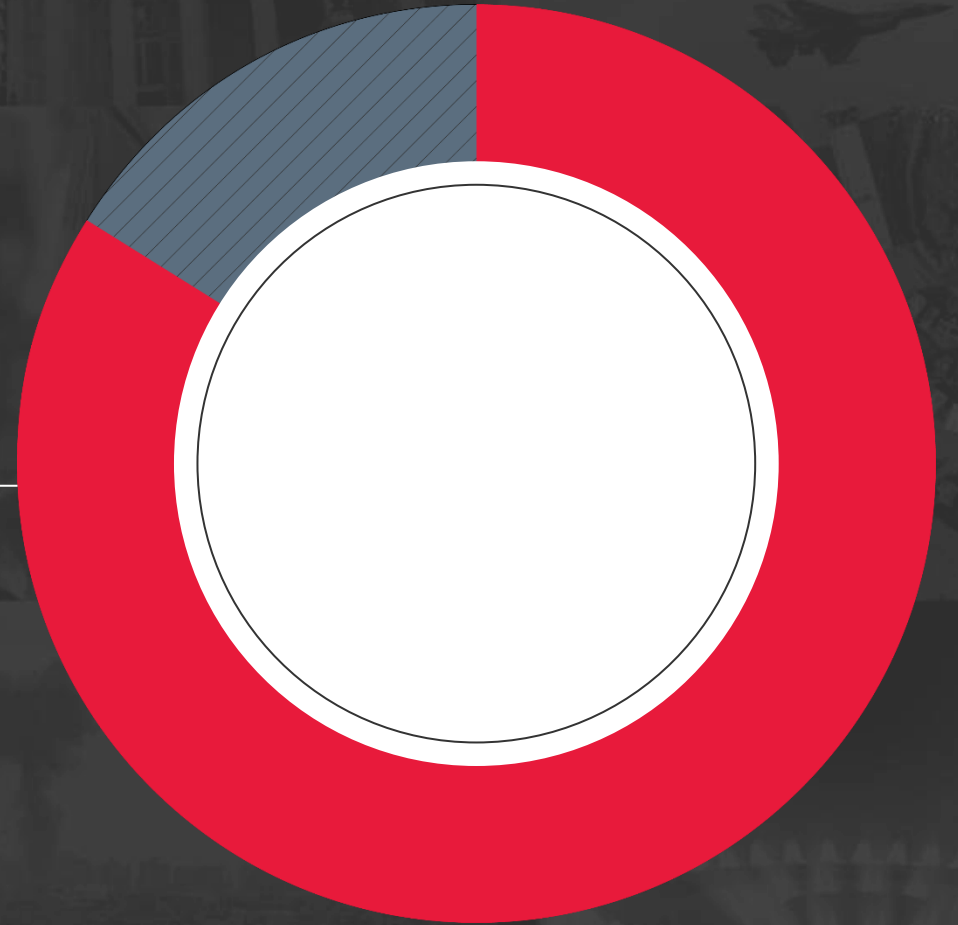
# Permacrisis

'pɜːməˌkraɪsɪs

an extended period of instability and insecurity, esp. one resulting from a series of catastrophic events

84%

of business leaders say the global risk landscape is more defined by crisis than at any time in recent memory



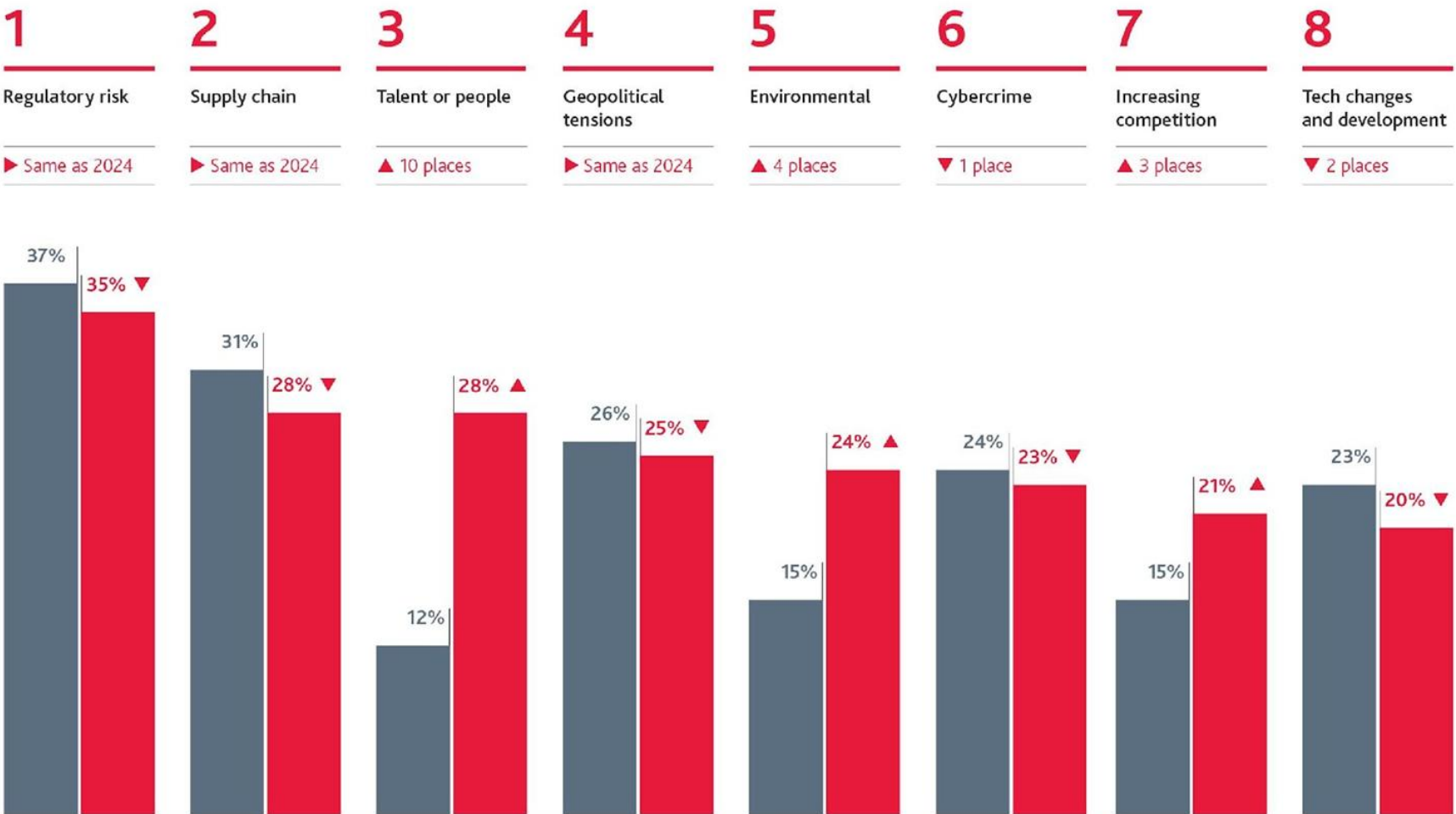


A landscape  
marked by  
mounting risks

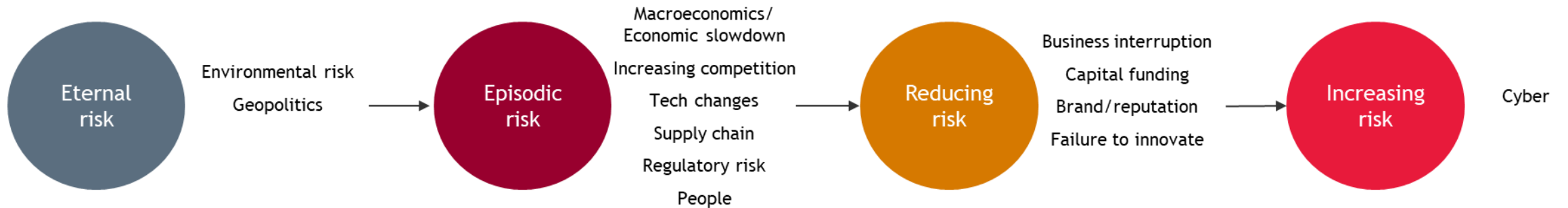
WHICH RISKS ARE ORGANISATIONS MOST UNPREPARED FOR?

Data shows the risks chosen among top three by respondents

● 2024 ● 2025



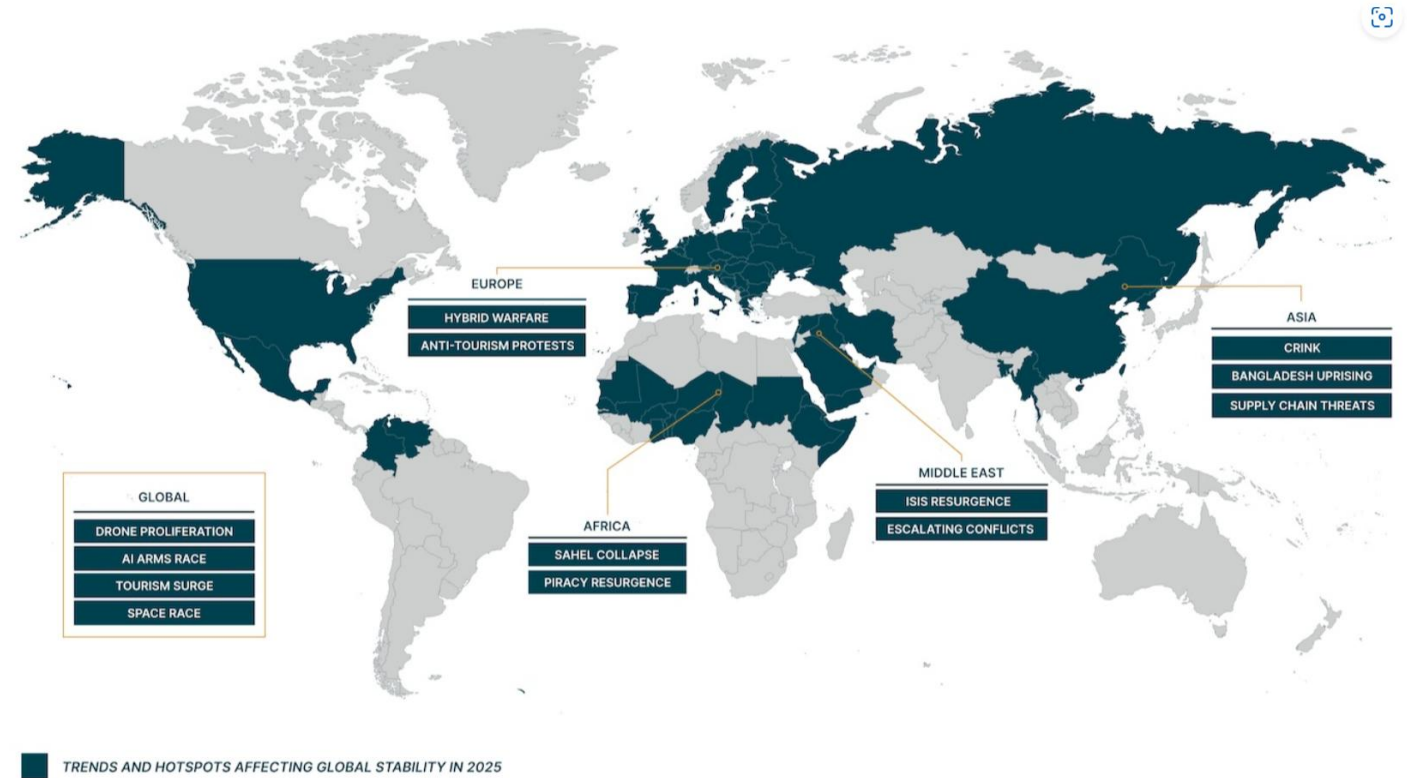
# Looking back to look forward: the 10-year view of risk



# Geopolitical risk is increasing and known risks are materialising

*How well prepared can we be for the unknown?*

- ▶ Historic geopolitical trends are no longer reliable predictors of future geopolitical risk, and tracking indices lag far behind.
- ▶ Light touch risk response plans don't provide sufficient cover to mitigate the full impact of the risk.
- ▶ Velocity, volume and intensity of geopolitical risks materialising requires organisations to respond more quickly, often without Boards holding all the information required.
- ▶ Evolving environment means full impact of inter-related risks materialising may only be determined much later - for some this will be too late and outside their tolerance.



Source: Solace Global - Global Risk Outlook 2025

# Boards and ExCos are revising their global risk resilience plans

*Significant geopolitical risks materialising means yesterday's risks are today's issues.*

## 2025 materialising geopolitical risks:



- ☐ US trade/tariff wars reshaping organisations
- ☐ Currency volatility impacting business and consumers
- ☐ National security intertwined with economic security
- ☐ Global impact on national politics and economies
- ☐ Growing debt crisis on the horizon accelerating inflation

## Why global risk events remain a challenge:



- ☐ arise outside of the organisation's ecosystem
- ☐ have material impact / has immediate effect
- ☐ high volatility making it harder to predict next steps
- ☐ difficult to gauge the impact/consequence once in motion
- ☐ information overload leading to false starts/wrong course



# What role do legal professionals play in this context?



## Marketing and sales professionals at the forefront of changing trends

- ▶ Closest to the pulse of your markets
- ▶ Connect data across sectors and practices
- ▶ Interpret client behaviour and sentiment
- ▶ Influence strategic adaption internally and in the market
- ▶ Foster continuous client dialogue

### This helps your firms understand:

- ❖ Emerging/changing client needs
- ❖ Common industry pain points
- ❖ Growing or declining service needs
- ❖ Signals around emerging risks to industries
- ❖ Capture early warning signals about trends and shifts



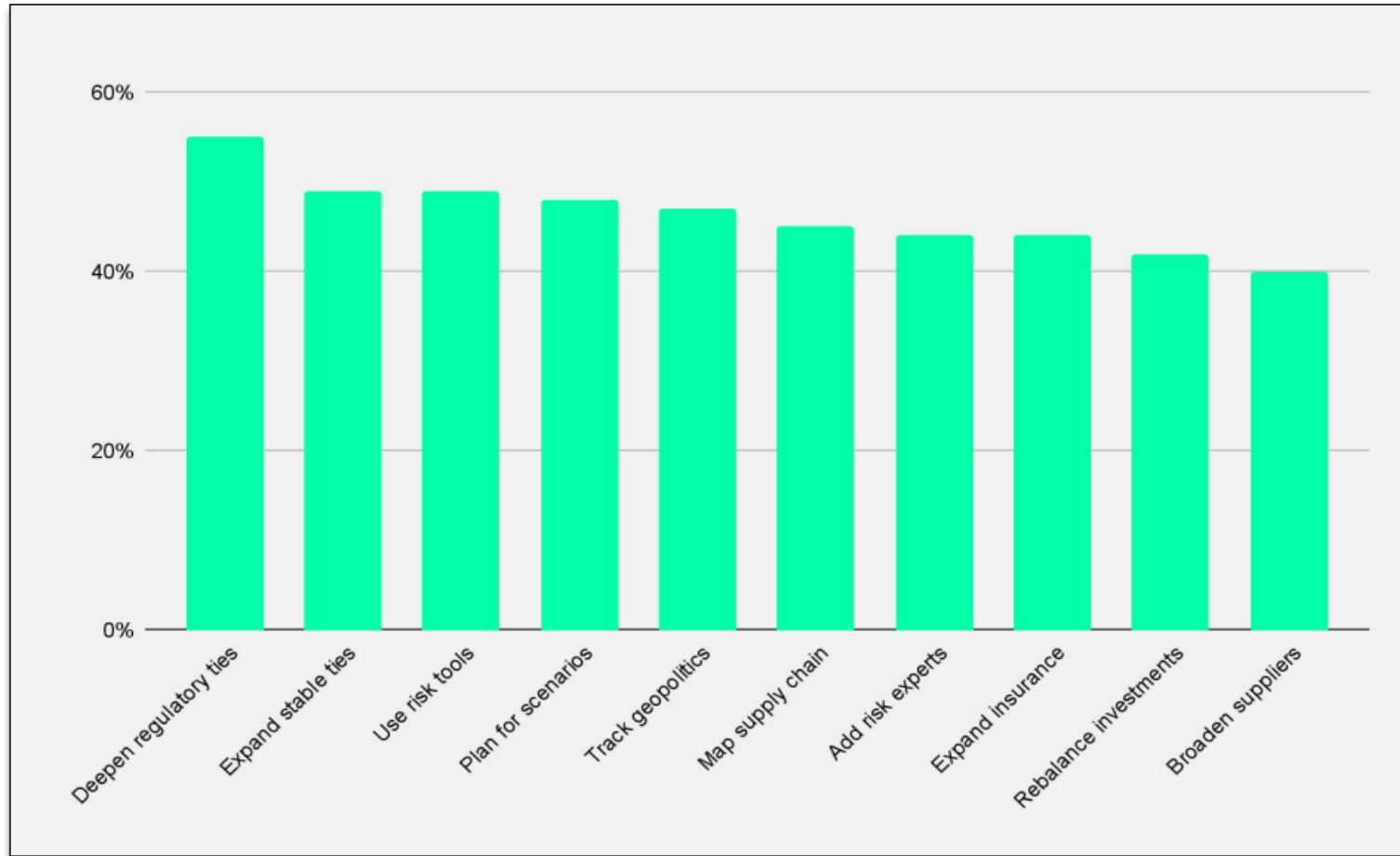
Sales and marketing professionals are a key connector between client behaviour and sentiment and their delivery teams





# How organisations are tackling geopolitical risk

*Findings from BDO's Global Risk Landscape Report 2025*



# Supporting your clients to navigate complex global uncertainties



## What to consider when responding to perma-crisis

1. Deepen client insight against a shifting risk landscape
2. Consider reframing your value proposition around resilience, agility and strategic foresight
3. Align your service model and client experience to shifting expectations
4. Focus outreach programmes on content that tangibly address disruption and uncertainty
5. Leverage cross-practice and multi-jurisdictional capability
6. Highlight tech, data and AI capability to drive agility and resilience
7. Make sure delivery and marketing/sales teams speak the same language as clients

### Current geopolitical risks driving changes



National Security



Interest rates



Real-estate value



AI Technology



War and conflict



Labour and skills market



Supply Chain



Regulation & De-regulation



Liquidity squeeze



Tariff / trade war

