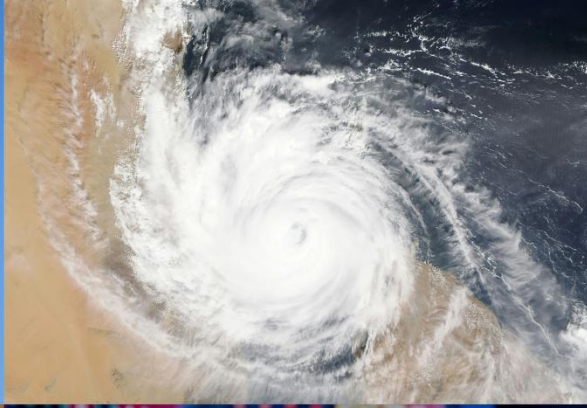


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Navigating Risk

Briefing Magazine

20.11.2025



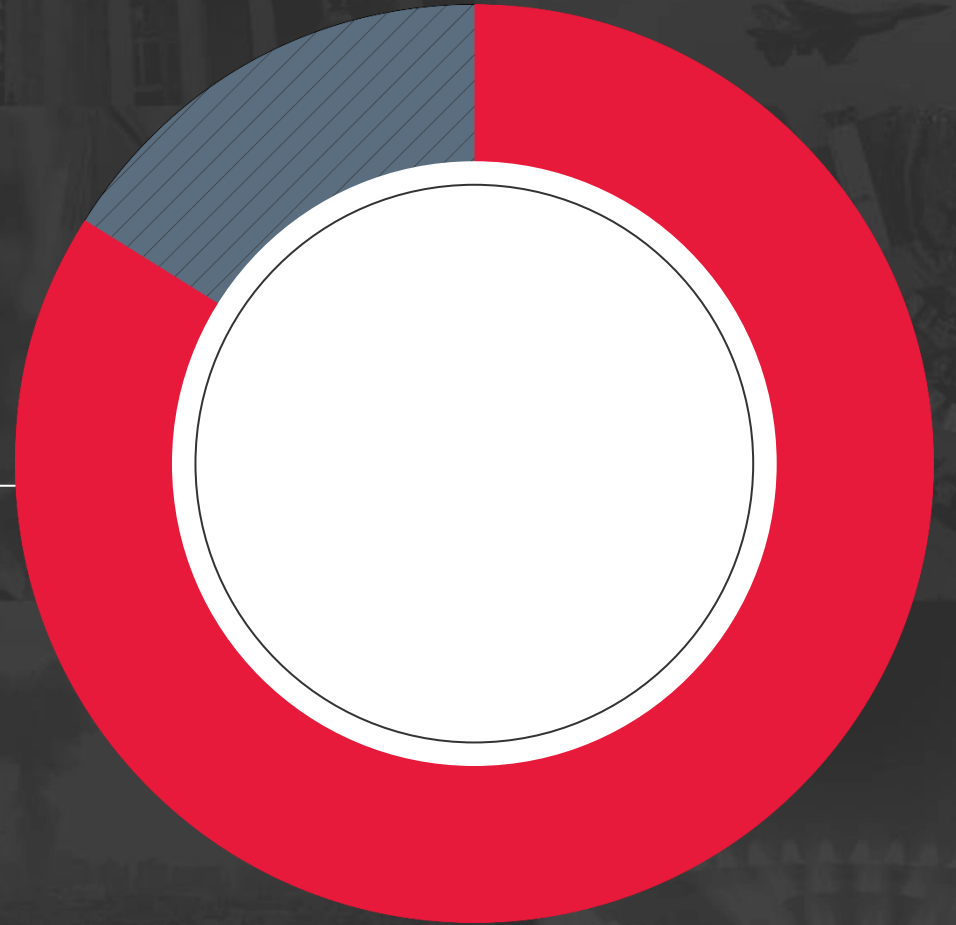
Permacrisis

'pɜ:məˌkraɪsɪs

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

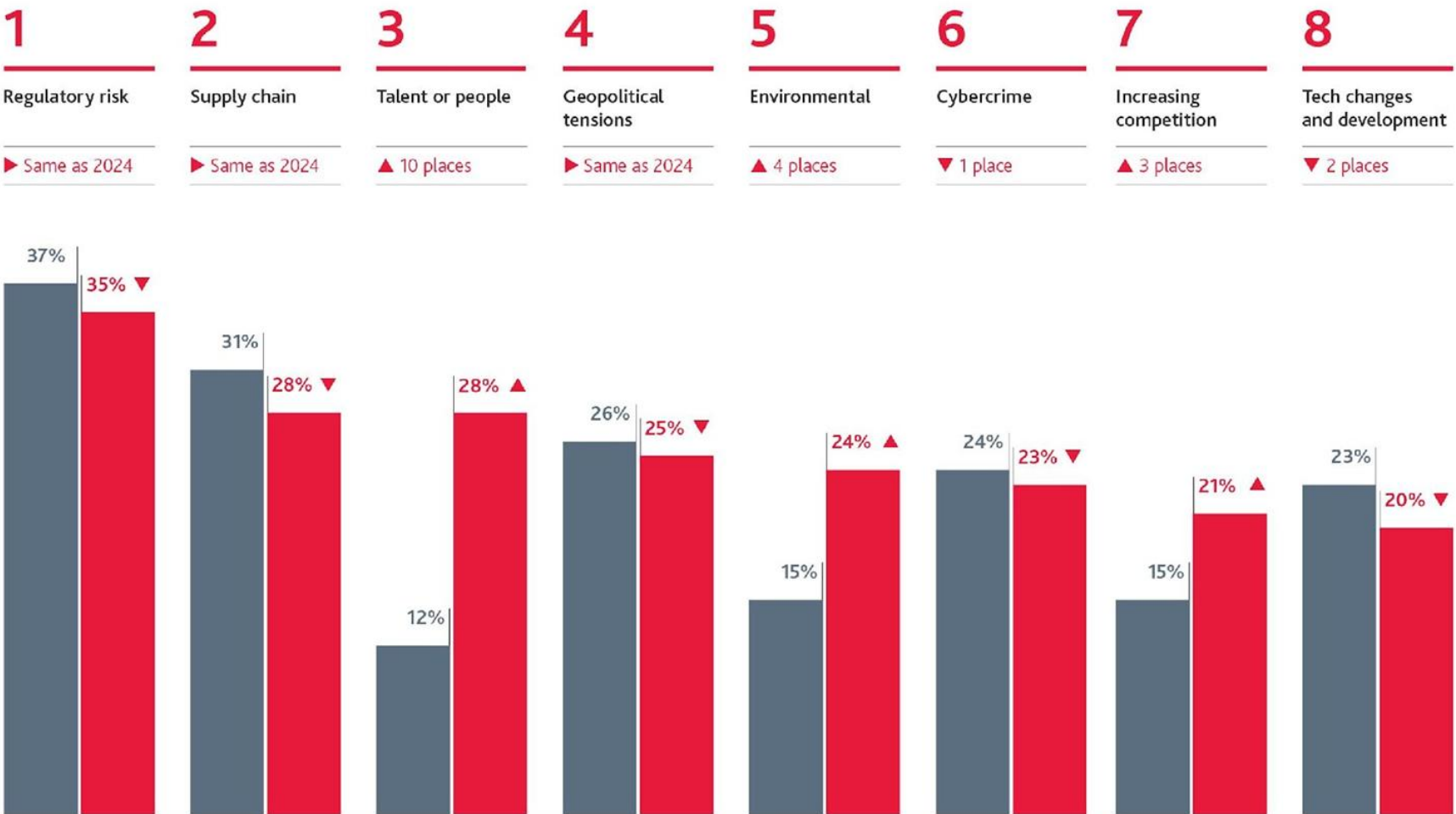


A landscape
marked by
mounting risks

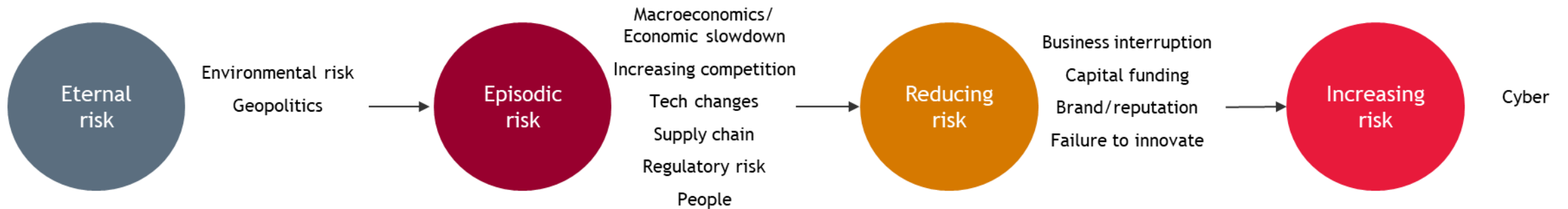
WHICH RISKS ARE ORGANISATIONS MOST UNPREPARED FOR?

Data shows the risks chosen among top three by respondents

● 2024 ● 2025



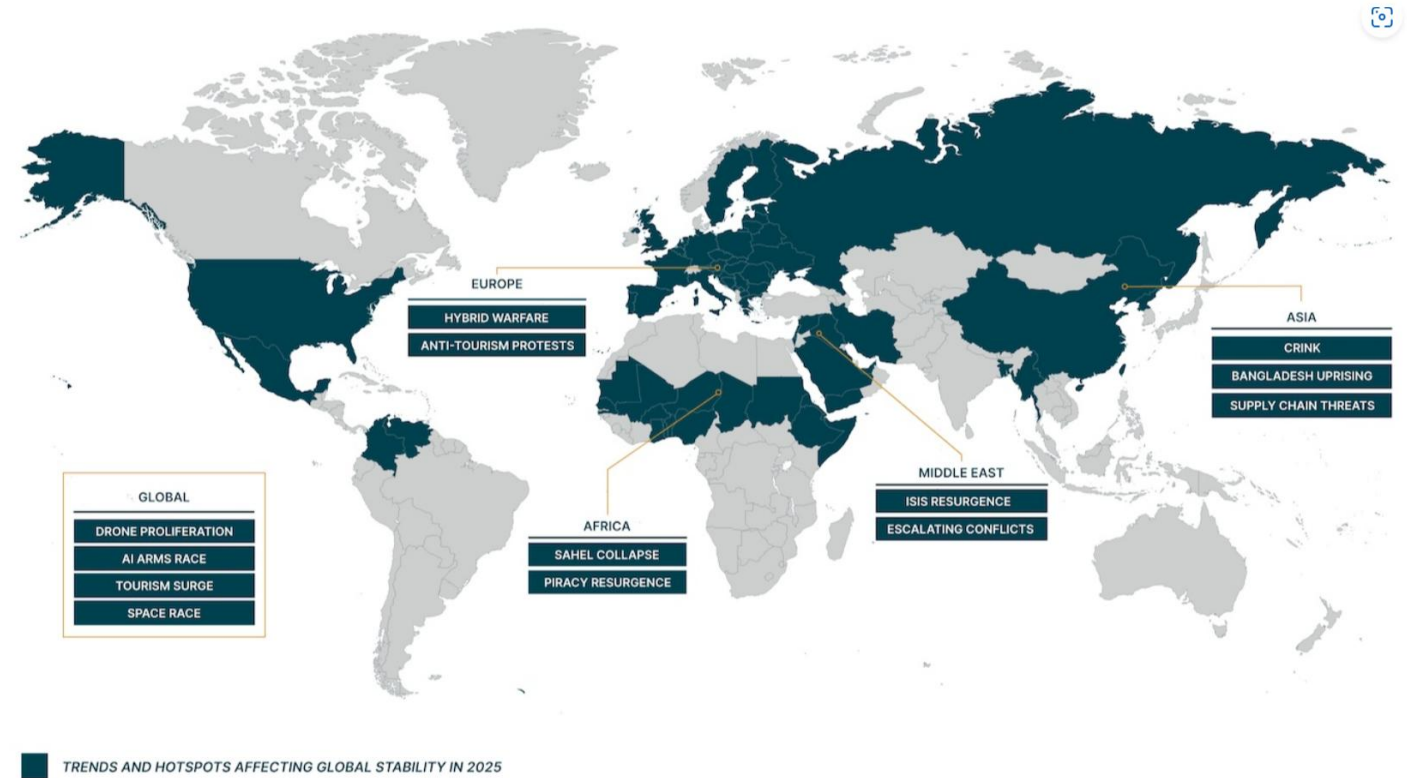
Looking back to look forward: the 10-year view of risk



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?



Operational leaders play a central role in interpreting client intelligence into firm-wide strategy and operational change

- ▶ Translate client needs into operational strategy
- ▶ Drive data and intelligence capabilities
- ▶ Monitor external trends and market forces
- ▶ Ensure agile and innovative service delivery
- ▶ Act as strategic advisors to the partnership

This helps your firms understand:

- ❖ Emerging/changing client needs
- ❖ Common industry pain points
- ❖ Growing or declining service needs
- ❖ How to meet new demands efficiently and predictably
- ❖ Anticipate shifts rather than reacting to them



Operational leaders play a strategic role in how law firms gather, interpret, and act on critical client information.



Supporting your clients to navigate complex global uncertainties



What to consider when responding to perma-crisis

1. Enhance geopolitical intelligence and strategic forecasting
2. Build cross-disciplinary, rapid-response client teams
3. Modernize technology to support global and real-time risk mitigation
4. Offer flexible, value-based pricing structures
5. Expand alliances and networks for local insight
6. Prioritise talent development and cultural agility
7. Enhance cybersecurity and data protection

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

