TABLE 11

Perceived impact for 2023 and 2032 — by role

Macroeconomic Risk Issues	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
Economic conditions (including inflationary pressures) in markets we currently serve may significantly restrict growth opportunities, impact margins or require new skill sets for our organization	2023	🟡	🟡	🟡	🔴	🔴	🔴	🟡	🟡	🟡	🔴
	2032	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🔴
Anticipated increases in labor costs may affect our opportunity to meet profitability targets	2023	🔴	🟡	🟡	🔴	🟡	🔴	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🔴	🟡	🔴	🟡	🟡	🟡	🔴
Anticipated volatility in global financial markets and currency exchange rates may create significantly challenging issues for our organization to address	2023	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
Political uncertainty surrounding the influence and continued tenure of key global leaders, shifts in the balance of global power, and political extremism may impact the stability of national and international markets to the point of significantly limiting our growth opportunities	2023	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
The adoption of digital technologies (e.g., artificial intelligence, automation in all of its forms, natural language processing, visual recognition software, virtual reality simulations) in the marketplace and in our organization may require new skills that either are in short supply in the market for talent or require significant efforts to upskill and reskill our existing employees	2023	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🔴	🔴	🔴	🟡	🟡	🟡	🔴
Geopolitical shifts, regional conflicts, and instability in governmental regimes or expansion of global terrorism may restrict the achievement of our global growth and profitability objectives	2023	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🔴	🟡	🟡	🟡	🟡	🟡	🟡

Macroeconomic Risk Issues (continued)	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
The current interest rate environment may have a significant effect on the organization's capital costs and operations	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟠
Government policies surrounding public health practices (in response to the pandemic) and stimulus to drive recovery and national resilience may significantly impact the performance of our business	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟢	🟡	🟡	🟡	🟡	🟡
Uncertainties from reliance on international markets for key elements of our supply chain will continue to create significant challenges for us to meet revenue/profitability goals	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Shifts in perspectives and expectations about social issues and priorities surrounding diversity, equity and inclusion (e.g., board composition, representation in the C-suite and leadership ranks, and onboarding policies) are occurring faster than the pace at which our organization is motivated and able to manage effectively, which may significantly impact our ability to attract/retain talent and compete in the marketplace	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Evolving changes in global trade policies (e.g., post-Brexit implementations, escalating tariffs, border restrictions and shifts to multilateralism) as well as assumptions underlying globalization may affect our ability to operate effectively and efficiently in international markets	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Our ability to access sufficient capital/liquidity may restrict growth opportunities for our organization	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟡	🟢	🟡	🟡	🟡	🟡

Strategic Risk Issues	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
Our organization may not be sufficiently resilient and/or agile to manage an unexpected crisis (including a catastrophic event) significantly impacting our operations or reputation	2023	🟡	🟤	🟡	🟤	🟡	🟡	🟤	🟡	🟡	🟡
	2032	🟤	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
Opportunities for organic growth through customer acquisition and/or enhancement may be significantly limited for our organization	2023	🟡	🟤	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
Ease of entrance of new competitors into the industry and marketplace or other significant changes in the competitive environment (such as major market concentrations due to M&A activity) may threaten our market share	2023	🟡	🟤	🟡	🟤	🟢	🟡	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
Growth opportunities through acquisitions, joint ventures and other partnership activities may be difficult to identify and implement	2023	🟡	🟤	🟡	🟤	🟡	🟢	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
Our organization may not be able to adapt its business model to embrace the evolving "new normal" imposed on our business by the ongoing pandemic and emerging social change	2023	🟡	🟡	🟡	🟤	🟢	🟢	🟤	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟤	🟡	🟢	🟡	🟡	🟡	🟡
Rapid speed of disruptive innovations enabled by advanced technologies (e.g., artificial intelligence, automation in all of its forms, hyper-scalable platforms, faster data transmission, quantum computing, blockchain, digital currencies and the metaverse) and/or other market forces may outpace our organization's ability to compete and/or manage the risk appropriately, without making significant changes to our business model	2023	🟡	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟤	🟡	🟡	🟤	🟤	🟤	🟡	🟡	🟡	🟤
Regulatory changes and scrutiny may heighten, noticeably affecting the way our processes are designed and our products or services are produced or delivered	2023	🟡	🟡	🟡	🟤	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟤	🟤	🟤	🟡	🟡	🟡	🟤

Strategic Risk Issues (continued)	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
Sustaining customer loyalty and retention may be increasingly difficult due to evolving customer preferences and/or demographic shifts in our existing customer base	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Growing focus on climate change and related ESG policies, regulations and expanding disclosure requirements, as well as expectations among governments, current and potential employees, and other stakeholders about "green" initiatives, supply chain transparency, reward systems, and other governance and sustainability issues, may require us to significantly alter our strategy and business model in ways that may be difficult for us to implement as timely as the actions of our competitors	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Substitute products and services may arise from competitors that may enhance the customer experience and affect the viability of our current business model and planned strategic initiatives	2023	🟡	🟡	🟡	🟠	🟢	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟠	🟡	🟡	🟡	🟡	🟠
Performance shortfalls (including lack of progress on ESG goals/expectations) may trigger activist shareholders who seek significant changes to our organization's strategic plan and vision	2023	🟡	🟡	🟡	🟠	🟢	🟡	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Market conditions imposed by and in response to COVID-19 and emerging variants, including shifts in consumer behavior to digital channels, may continue to impact customer demand for our core products and services	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟡
Rapidly expanding developments in social media and platform technology innovations may significantly impact how we do business, interact with our customers, ensure regulatory compliance and/or manage our brand	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡

Operational Risk Issues	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
Our organization's succession challenges and ability to attract and retain top talent and labor amid the constraints of a tightening talent/labor market may limit our ability to achieve operational targets	2023	🟠	🟠	🟡	🟠	🟠	🟠	🟠	🟡	🟡	🟡
	2032	🟠	🟠	🟡	🟠	🟠	🟠	🟡	🟡	🟡	🟠
Resistance to change in our culture may restrict our organization from making necessary adjustments to the business model and core operations on a timely basis	2023	🟠	🟡	🟡	🟠	🟡	🟡	🟠	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟠	🟠	🟡	🟡
Changes in the overall work environment including shifts to hybrid work environments, expansion of digital labor, changes in the nature of work and who does that work, and M&A activities may lead to challenges to sustaining our organization's culture and business model	2023	🟠	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Our organization may not be sufficiently prepared to manage cyber threats such as ransomware and other attacks that have the potential to significantly disrupt core operations and/or damage our brand	2023	🟡	🟡	🟡	🟠	🟡	🟠	🟡	🟡	🟡	🟡
	2032	🟠	🟡	🟡	🟠	🟠	🟠	🟡	🟡	🟡	🟡
Our organization's culture may not sufficiently encourage the timely identification and escalation of risk issues and market opportunities that have the potential to significantly affect our core operations and achievement of strategic objectives	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟠	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Our approach to managing ongoing demands on or expectations of a significant portion of our workforce to "work remotely" or increased expectations for a transformed, collaborative hybrid work environment may negatively impact our ability to retain talent as well as the effectiveness and efficiency of how we operate our business	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟠	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡

Operational Risk Issues (continued)	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
Uncertainty surrounding our organization's core supply chain including the viability of key suppliers, scarcity of supplies, energy sources, unpredictable shipping and distribution logistical issues, or lack of price stability in the supply chain ecosystem may make it difficult to deliver our products or services at acceptable margins	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Third-party risks arising from our reliance on outsourcing and strategic sourcing arrangements, ecosystem partners, IT vendor contracts, and other partnerships/joint ventures to achieve operational and go-to-market goals may prevent us from meeting organizational targets or impact our brand image	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟠	🟠	🟡	🟡	🟡	🟡
Ensuring data privacy and compliance with growing identity protection expectations and regulations may require alterations demanding significant resources to restructure how we collect, store, share and use data to run our business	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟠
Our existing operating processes, in-house talent, legacy IT infrastructure, lack of digital expertise and/or insufficient digital knowledge and proficiency in the C-suite and boardroom may result in failure to meet performance expectations related to quality, time to market, cost and innovation as well as our competitors, including those that are either "born digital" or investing heavily to leverage technology for competitive advantage	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟠	🟠	🟡	🟡	🟡	🟠
Inability to utilize data analytics and "big data" to achieve market intelligence, gain insights on the customer experience, and increase productivity and efficiency may significantly affect our management of core operations and strategic plans	2023	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟠	🟡	🟡	🟡	🟠

Operational Risk Issues (continued)	Year	Board	CEO	CFO	CHRO	CRO	CAE	CIO/ CTO	CSO	CDO	Other C-Suite
The rising threat associated with catastrophic natural disasters and weather phenomena (e.g., wildfires, floods, extreme heat/ cold, cyclones/hurricanes/typhoons) may create significant operational challenges that threaten our assets, employees, and our ability to deliver products and services to our customers	2023	🟡	🟡	🟡	🟠	🟡	🟢	🟡	🟡	🟡	🟡
	2032	🟡	🟡	🟡	🟠	🟡	🟡	🟡	🟡	🟡	🟡
Our ability to meet expectations around protecting the health and safety of employees, customers, suppliers and the communities in which we operate may be insufficient to receive market permission to operate or encourage people to work for us or do business with us	2023	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟢
	2032	🟡	🟡	🟡	🟠	🟢	🟢	🟡	🟡	🟡	🟡