Successful risk navigation

Corporate Risk Radar 2025

Operating in a web of complex risks

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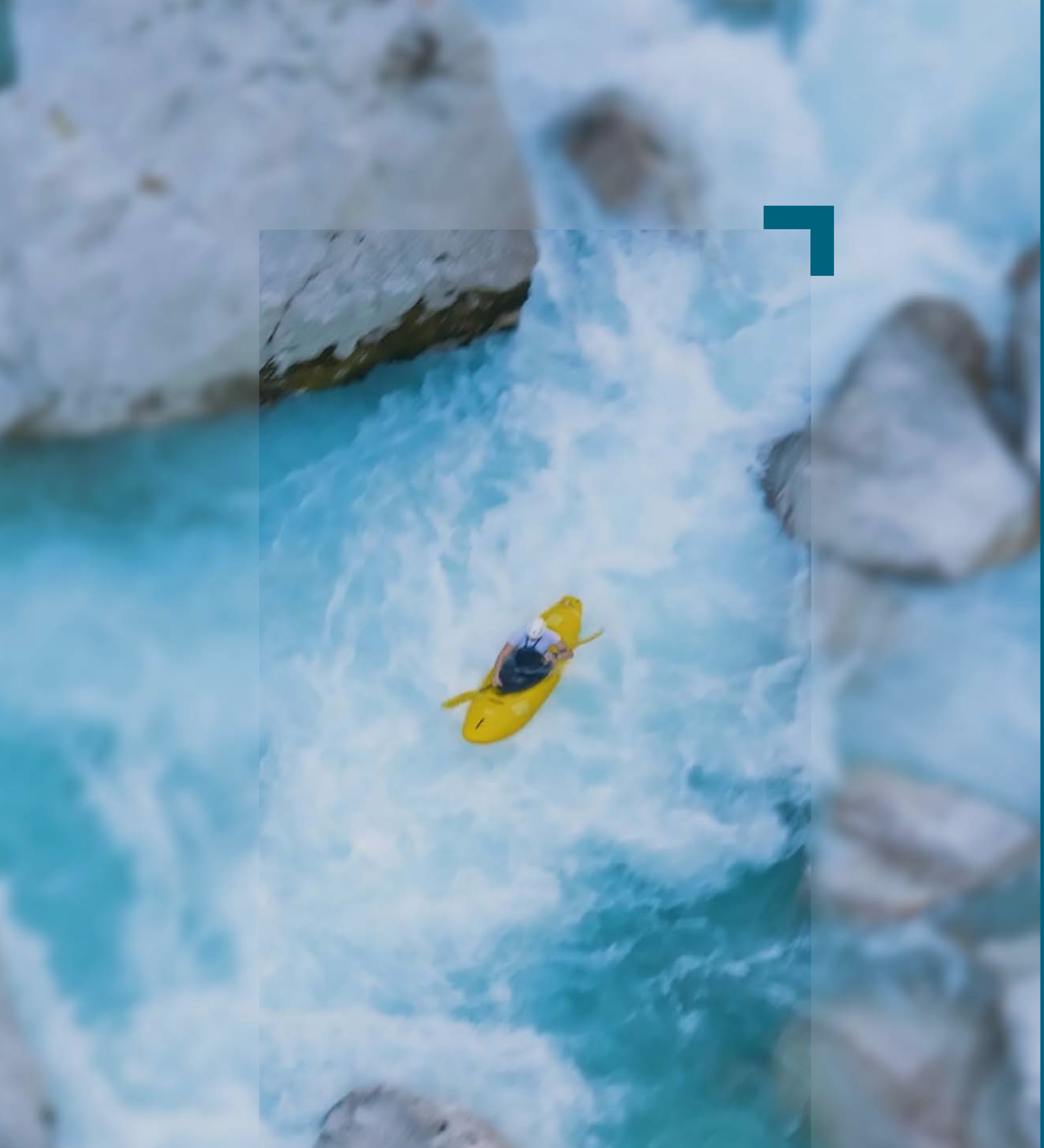

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Foreword

Business leaders are navigating an unpredictable and challenging risk landscape. They are being forced to act, reshaping their organisations to better reflect the complexities of today's world, according to this year's Corporate Risk Radar.

The heady mix of geopolitical, economic and technological risks that have pervaded this decade have intensified and, in many cases, converged to create operational, market and legal risks that businesses are now having to react to and mitigate against.

Corporate Risk Radar 2025 analyses these risks, examines how companies have prepared for them, while scrutinising how future risks may be managed.

This year's report is our best yet, canvassing the opinions of decision-makers from around the world.

This year's sample of more than 400 businesses is the largest we've ever examined, capturing the thoughts of organisations operating across 12 sectors, from professional services and construction to insurance and aviation.

We've spoken to CEOs, CFOs, COOs, CTOs, GCs and more, granting us unique insights into how business leaders are thinking and the actions they are taking in the face of increasing headwinds and volatile risk.

We've engaged with businesses generating revenues of more than USD 100 billion to organisations with sales of USD 25 million. And we've spoken to businesses with headquarters in 8 regions across the world, including the US, Europe, the Middle East and Asia Pacific.

It's this diversity of response that makes this year's report so powerful, delivering insights that businesses can learn from and act upon.

Respondents told us that as they react to the many challenges they face and reshape their businesses to meet new commercial, legal and political realities, they expect more litigation and shareholder pressure, not to mention very little let-up in regulatory oversight and investigation.

They also tell us that the economic, political and regulatory issues they face have made doing business harder, that investments, mergers, acquisitions and the forging of new commercial relationships and partnerships are taking longer and are more complex. Costs have increased, contracts are more complex, and risk mitigation is central to their thinking as they seek to do what businesses need to do – identify opportunities for growth and provide value to their shareholders.

Corporate Risk Radar can only generate such important insights because of the clients and contacts who participate in the study.

Clyde & Co's leadership team extends its thanks to the respondents to this year's survey who have, once again, generously given us their time, telling us about their experiences and detailing their perspectives.

Finally, we are pleased to share that we'll be building on today's insights with a further instalment of the Corporate Risk Radar later this year, in which we will delve deeper into industry and geographical trends, providing fresh ideas and actionable insights to help clients navigate today's complex risk landscape.

As always, we welcome your thoughts and comments on the report. We hope you enjoy Corporate Risk Radar 2025.

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Partner & Chair of the Global Corporate & Advisory Group, Clyde & Co, Munich

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Partner, Clyde & Co, Nairobi

Rebecca Kelly
Partner, Clyde & Co, Brisbane

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Partner & Global Head of Regulatory and Investigations, Clyde & Co, London

2025 results at a glance

Risk rankings (2025 vs 2024)

	CxO/Board/GC	2025		2024	
Rank	Risk category	% High impact	% Annual change	Rank	% High impact
1=	Operational challenges	61%	19%	6=	42%
1=	People challenges	61%	3%	2=	58%
3	Market disruption	59%	17%	6=	42%
4	Increased regulatory & compliance burden	54%	-4%	2=	58%
5	Economic risks	50%	-32%	1	82%
6	Geopolitical risks	49%	-5%	4	54%
7	Reputational risks	47%	12%	8	35%
8	Technological risks	46%	-6%	5	52%
9	Climate change risks	44%	13%	9	31%
10	Societal risks	29%	3%	10	26%

2025 risk categories by highest impact (% of respondents)

Rank	Risk categories	Total	CxO	Board	GC
1	Operational challenges	61%	60%	71%	56%
1=	People challenges	61%	59%	73%	56%
3	Market disruption	59%	57%	63%	58%
4	Increased regulatory & compliance burden	54%	50%	66%	49%
5	Economic risks	50%	41%	62%	52%
6	Geopolitical risks	49%	41%	59%	50%
7	Reputational risks	47%	41%	60%	43%
8	Technological risks	46%	43%	59%	41%
9	Climate change risks	44%	32%	59%	46%
10	Societal risks	29%	29%	38%	23%

% of respondents that selected risk category as high impact when asked, 'Over the next year, how much of a risk do you think the following may pose to your organisation?'
n=406 respondents, comprised of 155 C-suite executives, 100 Board directors, 151 General Counsel; for the full breakdown of respondents please see the appendix

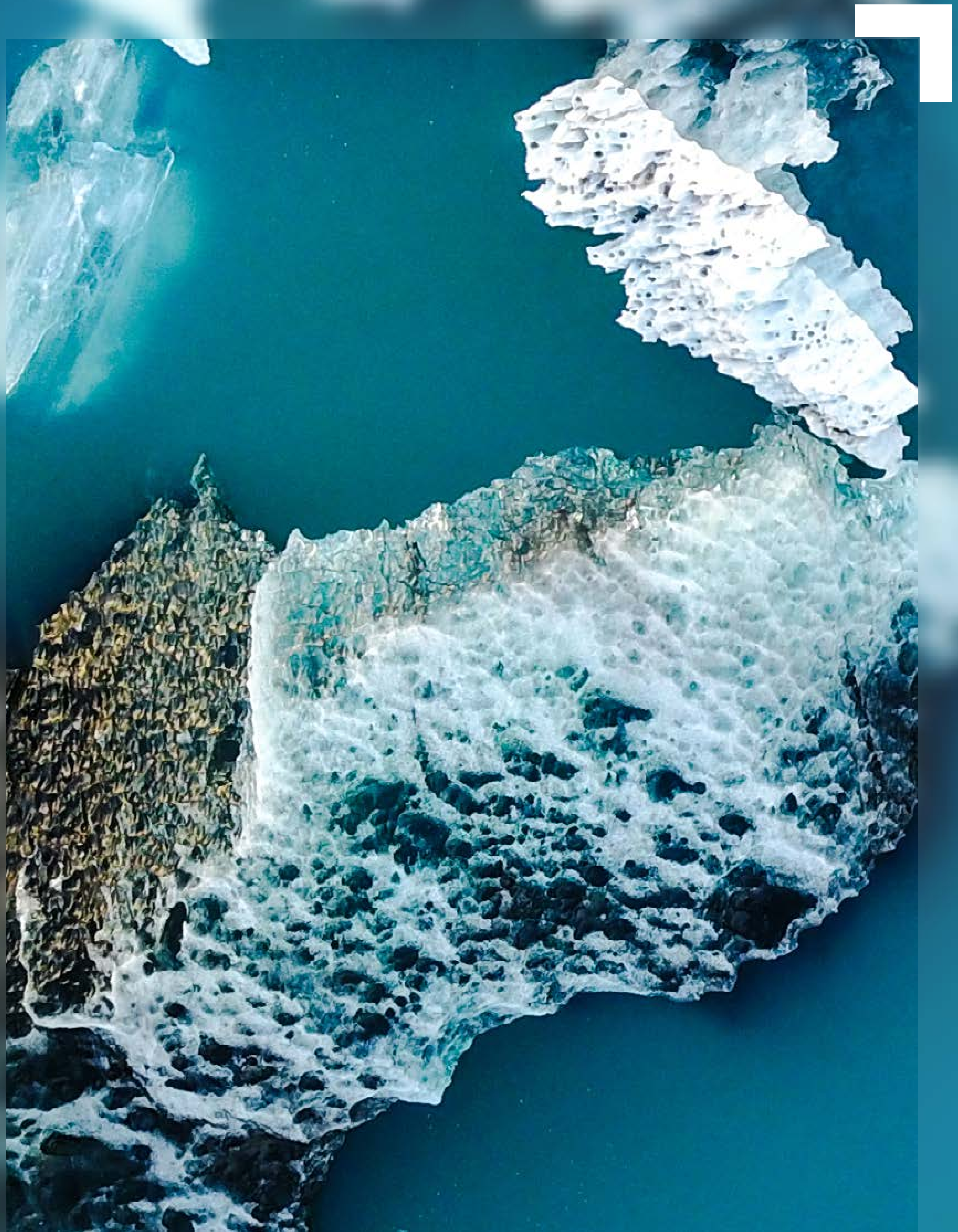
2025 results at a glance

% respondents that selected ‘prepared’ or ‘very prepared’ to mitigate risk category

Rank	Risk categories	*Total*	*CxO*	*Board*	*GC*
1	Technological risks	79%	75%	78%	84%
2=	Operational challenges	77%	75%	72%	83%
2=	Increased regulatory & compliance burden	77%	78%	72%	79%
4	Reputational risks	76%	76%	74%	78%
5	Climate change risks	75%	76%	70%	77%
6	Economic risks	73%	76%	70%	72%
7	Societal risks	70%	72%	59%	74%
8	People challenges	67%	70%	50%	75%
9	Geopolitical risks	65%	70%	57%	65%
10	Market disruption	54%	57%	48%	56%

% of respondents that are ‘prepared’ or ‘very prepared’ when asked, ‘For the risk categories, how prepared do you think your organisation is to mitigate potential risks?’

n=406 respondents, comprised of 155 C-suite executives, 100 Board directors, 151 General Counsel; for the full breakdown of respondents please see the appendix



Geopolitics reshapes the global risk landscape

Geopolitics reshapes the global risk landscape

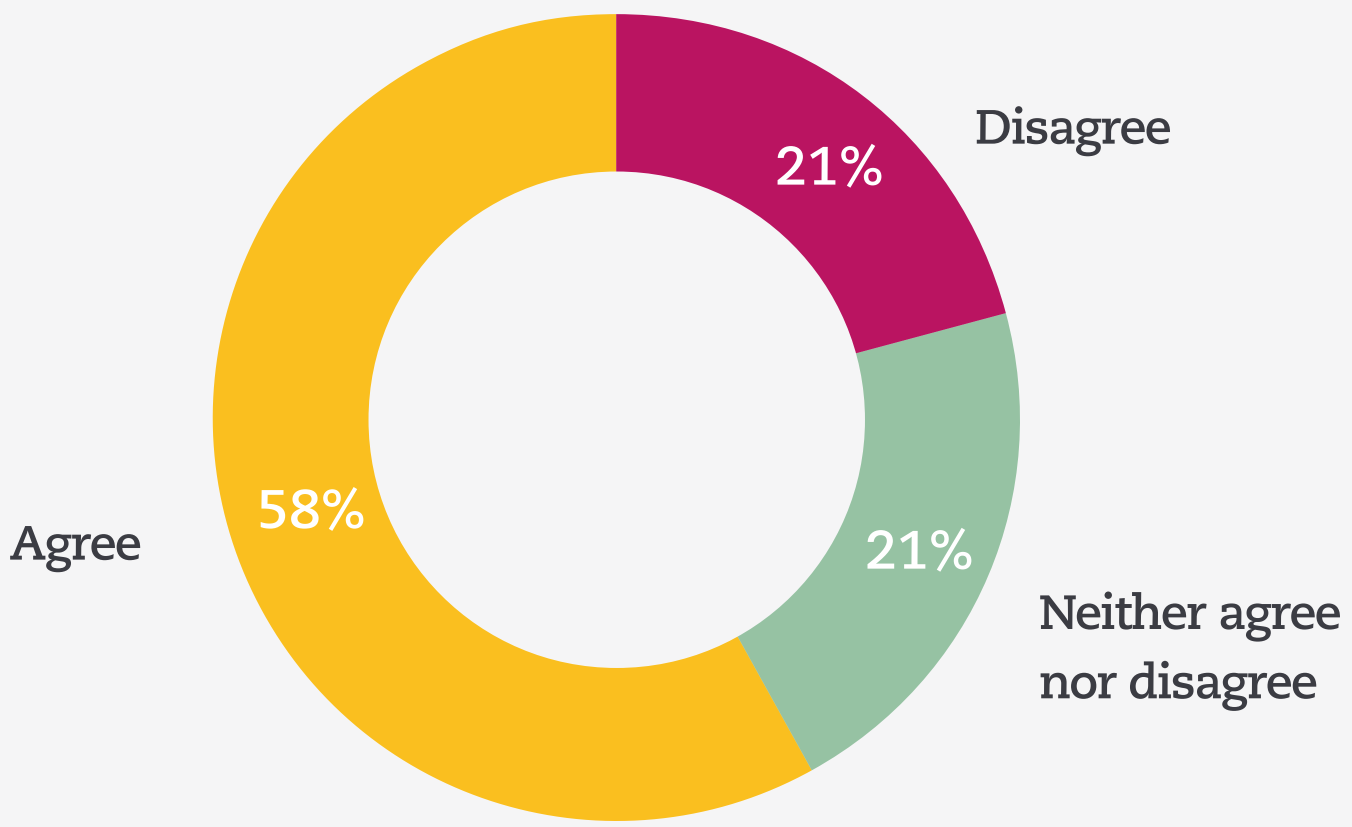
Geopolitics continues to be a significant and pervasive risk to businesses with 59% of board-level respondents to this year's Corporate Risk Radar identifying it as a key concern.

The reverberations from ongoing geopolitical shocks are being felt across industries and geographies, directly impacting business decision-making and operational resilience.

Respondents told us that while geopolitical volatility was forcing direct action to navigate policy shifts and responses, geopolitics is having an impact indirectly too.

Geopolitical turmoil has increased technology risk, making it harder for businesses to source IT or AI solutions. It has also directly impacted organisations' navigation of regulatory compliance with businesses now operating across increasingly divergent and sometimes contradictory regimes.

58% of businesses said these issues increased exposure to supply chain and litigation risks



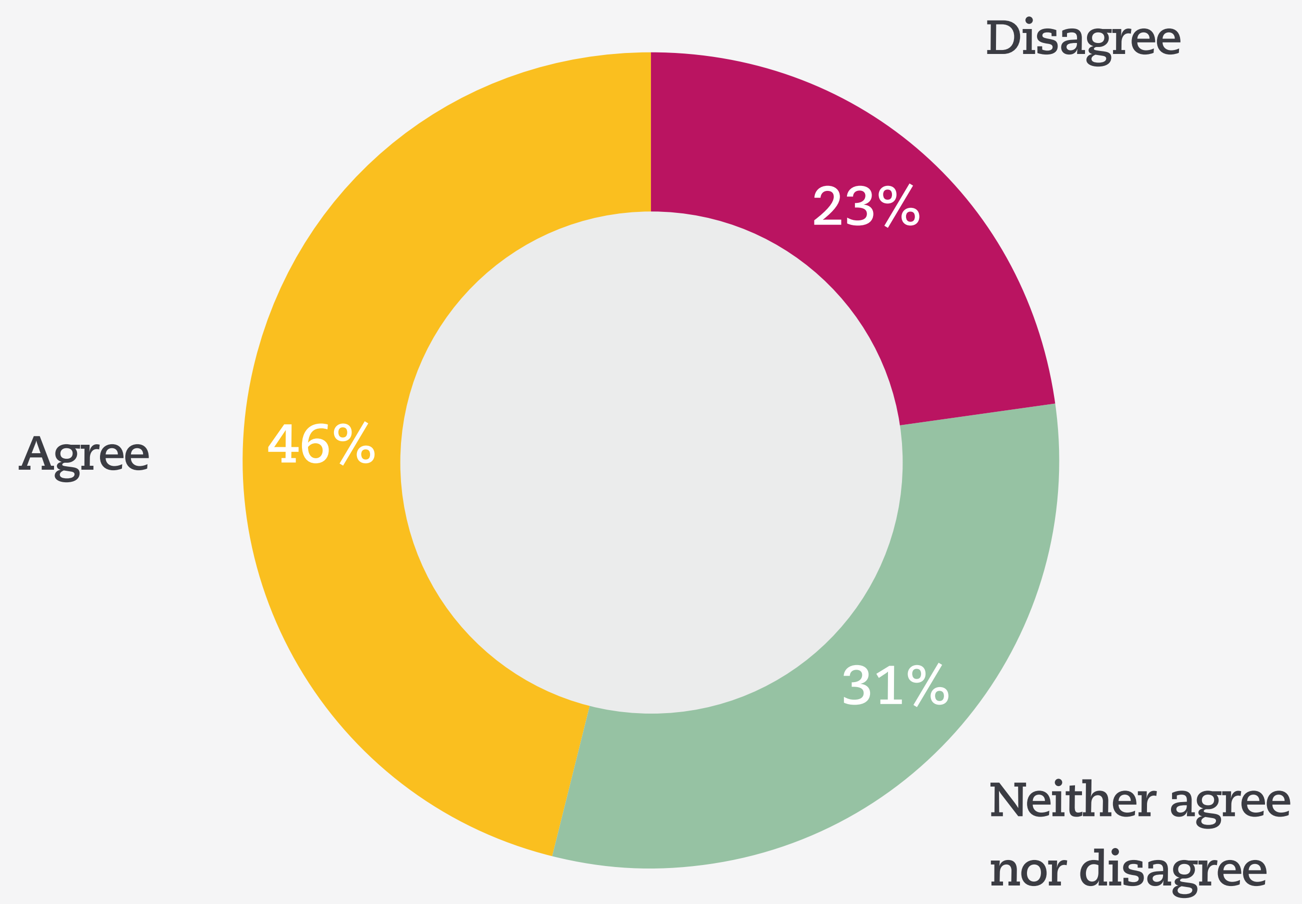
% of respondents when asked do you agree or disagree with the following statement, 'Our business is more exposed to supply chain risk and litigation due to geopolitical developments this year.'

n=406 respondents, comprised of 155 C-suite executives, 100 Board directors, 151 General Counsel; for the full breakdown of respondents please see the appendix

Ben Knowles, Partner & Chair of the Global Arbitration Group, Clyde & Co, London said, "The world is not going back to globalisation. We are seeing more regionalisation, driven by geopolitical tensions and supply chain issues. Companies are realising that the globalisation that has been the bedrock of their operations for the last 20 years is being dismantled."

Geopolitics reshapes the global risk landscape

39% of respondents said war, including the threat of conflict, would pose a high or very high risk to their organisations in 2025, while 50% of respondents said trade barriers (tariffs and non-tariffs) would pose a high or very high risk to their organisations too. This combination could account for the 46% of respondents actively reconsidering where they operate.

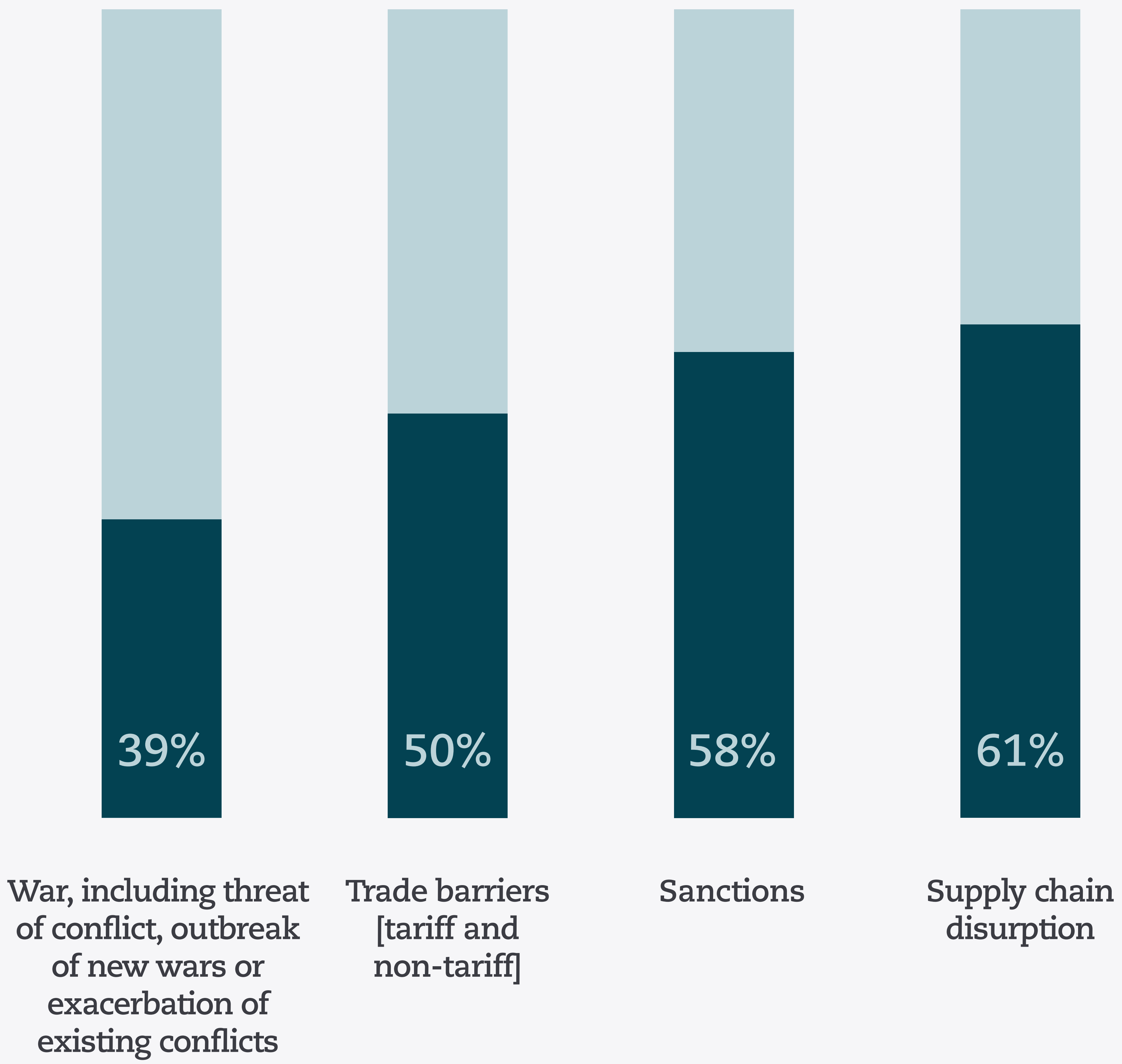


% of respondents when asked do you agree or disagree with the following statement, 'Our business is actively reconsidering or making changes to where we operate in the world as a direct result of tariffs and policy decisions.'

n=406 respondents, comprised of 155 C-suite executives, 100 Board directors, 151 General Counsel; for the full breakdown of respondents please see the appendix

> A senior legal counsel at a leading global energy firm, who responded to this year's survey, told us: "We have lived in a world where free trade, with some exceptions, has been the tenet of everything we do. We assume that you can invest in virtually any country and freely trade with parties around the world. That has been the model of development for the energy sector for many decades. What we now see is a sort of deconstruction of that world."

Geopolitical risk factors (% of respondents selected as high impact)



% of respondents that selected risk category as high impact when asked, 'Over the next year, how much of a risk do you think the following factors may pose to your organisation?'

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Geopolitics reshapes the global risk landscape

Respondents told us that major political shifts, such as elections and policy changes, are impacting strategic execution of business plans, delaying projects and increasing costs.

"We've seen examples of renewable energy projects in Europe being significantly impacted because of continued political and regulatory uncertainty", said Agnieszka Kulińska, Partner, Clyde & Co, Warsaw.

75% of organisations operating in the energy sector who responded to our survey, told us they are struggling to navigate trade barriers and tariffs. The ongoing conflict in Ukraine has exacerbated these challenges, compelling companies to rethink their medium-term sourcing strategies and long-term operational footprints.

"Geopolitical instability is a major risk, especially here in the Middle East", said Karim Makhlouf, Chief Commercial Officer, Royal Jordanian Airlines. "Unfortunately, we have been massively affected in the last two years by the different conflicts in the region, as well as indirectly by other geographic conflicts such as Russia-Ukraine. The whole aviation industry suffers so it's not only because of the region of where you operate."

Geopolitics is now reshaping legal risks too, materially impacting the implementation of central pillars of corporate strategy such as mergers and acquisitions. Buyers and sellers are being forced to restructure deals or adjust purchase prices to account for increased risks emerging as a direct consequence of geopolitical friction, respondents said.

Eva-Maria Barbosa, Partner & Chair of the Global Corporate & Advisory Group, Clyde & Co, Munich, said: "The geopolitical situation is slowing everything down. Whether it is transactions or renewable energy projects, everything is taking longer and becoming more complex, requiring heightened attention to detail and flexibility to adapt to changes during a process."

Geopolitical volatility and the accompanying increased complexity of international transactions has impacted deal volumes and scale. This slowdown is apparent across multiple industries. In insurance, **Clyde & Co's annual Insurance Growth Report** has mapped a steady decline in dealmaking in the sector since 2022, with mergers & acquisitions volume reaching a new low in 2024, with activity now just over a third of the levels observed in 2009.

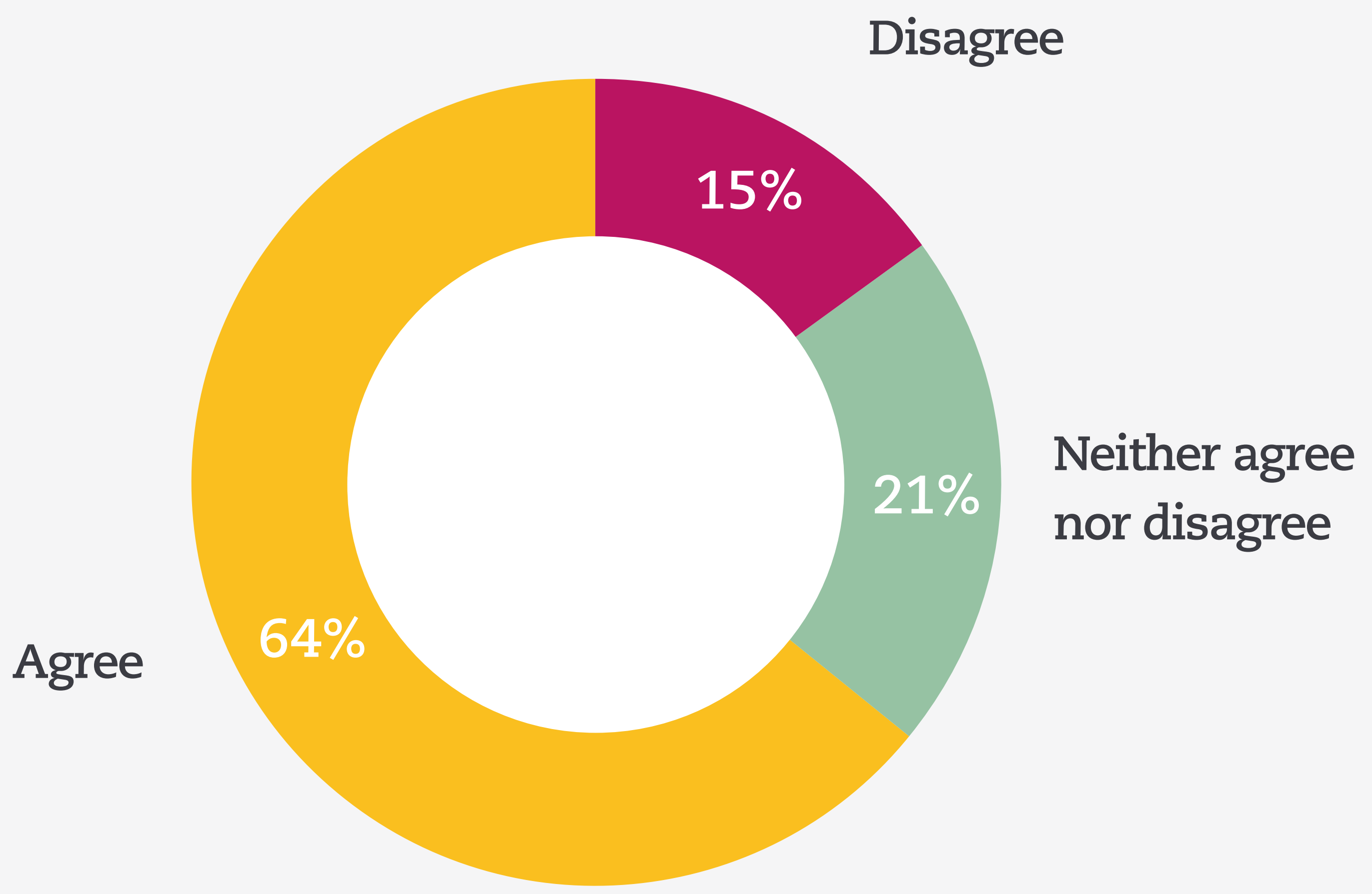
Risk convergence fractures the global regulatory map

Risk convergence fractures the global regulatory map

Geopolitical upheaval is having a profound impact on regulation and policy formation, leaving businesses to navigate an environment that is more complex and operationally demanding than ever.

Compliance with a broader range of cross-jurisdictional directions, be they regulations related to AI development or sustainability, is driving up the costs of doing business, while increasing the risk of regulatory breach, litigation and investigation.

64% of businesses said that rising regulatory and compliance obligations are materially impacting their investment and growth plans for 2025



% of respondents when asked whether they agree or disagree with the following statement, 'Increasing regulatory and compliance obligations are materially impacting our ability to invest in and grow our business.'

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Risk convergence fractures the global regulatory map

Meanwhile, 56% of respondents said technology, data and privacy regulations would pose a high or very high risk to their organisations.

Sam Clark, International General Counsel & Partner, Lockton, Global, said: “One of the biggest risks is the speed of change in the global legal and regulatory environment. We’re seeing more legal change coming through, whether that’s GDPR going international in scope, AI governance, data protection, or data security. We dedicate significant time and cost, with respect to both external resources and hiring new people, to cope with the increasing regulatory and compliance burden.”

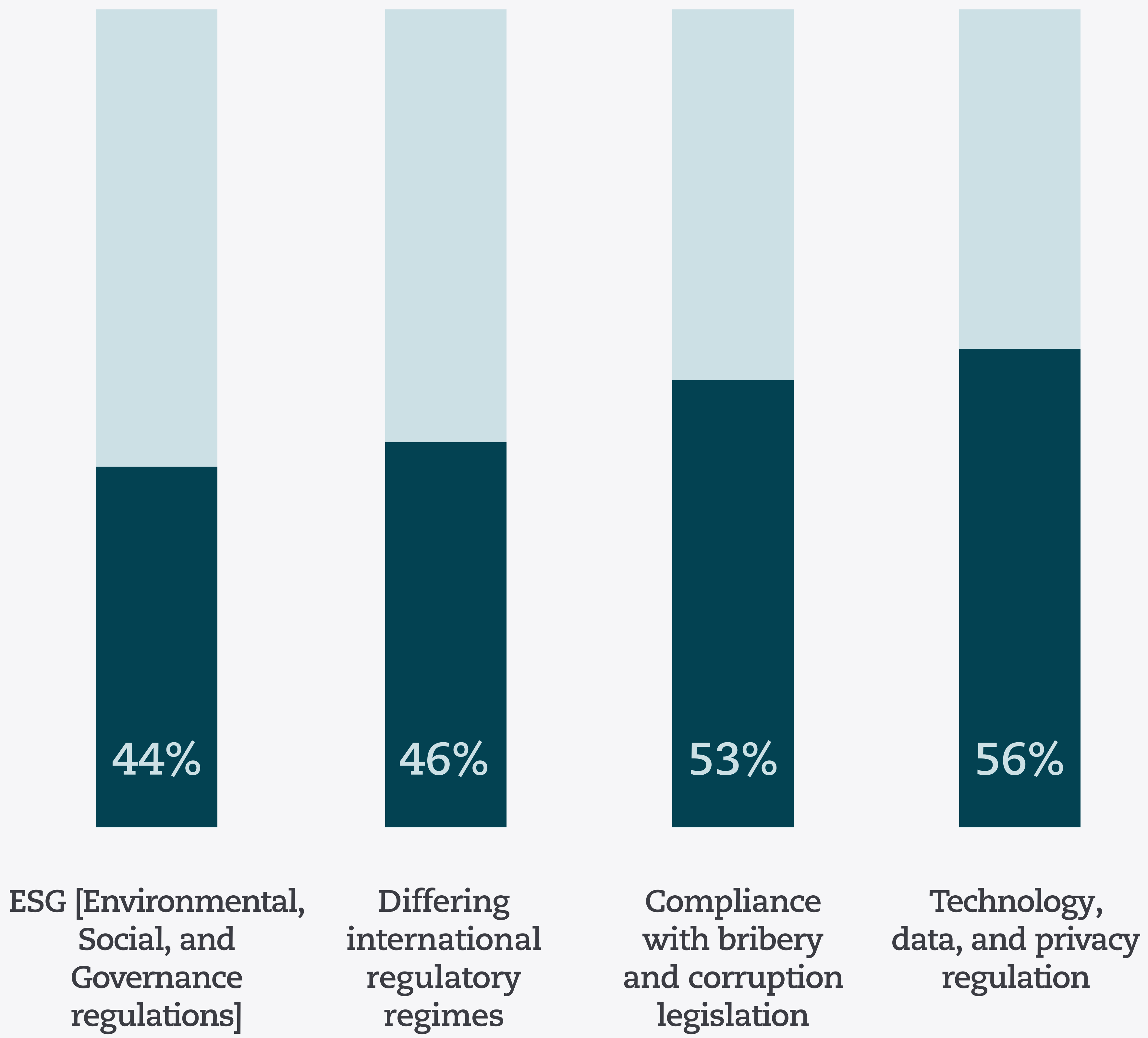
Growing regulatory divergence fuelled by geopolitics, a general increase in complexity, together with ongoing regulatory creep into new sectors and markets, are combining to make the operational implementation of adherence much tougher, respondents told us.

“Previously, regulated companies were the main focus, but this has expanded over the last few years to include businesses not typically considered highly regulated,” said Sam Tate, Partner & Global Head of Regulatory and Investigations, Clyde & Co, London. “This expansion covers property transactions, asset holding, and areas such as failure-to-prevent laws, which now apply similarly across all sectors”.

Increasing fragmentation of regulations across major economies is acting as a drag on growth, respondents said. An absence of harmonisation is impacting multinational companies who need to navigate a patchwork of regional requirements, which in some instances might be contradictory.

According to a senior legal counsel at a leading global energy company, who responded to this year’s survey: “When you’re operating globally, you must add legal regulatory risk analysis to your processes and adapt it to each specific country’s regulatory risk landscape – both current regulation and legislation that is under discussion or likely to enter into force. In Europe, a vast portion of local legislation is very divergent and not necessarily harmonised.”

Increasing regulation and compliance burden risk factors (% of respondents selected as high impact)



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Risk convergence fractures the global regulatory map

Agnieszka Kulińska, Partner, Clyde & Co, Warsaw, said: “There is an increase in regulatory complexity, and you must factor that into your investment planning, particularly in sectors that require multiple approvals such as energy and infrastructure. Clients are facing overlapping obligations across environmental grids, financial disclosure regimes, and local permitting laws, which is impacting investments.”

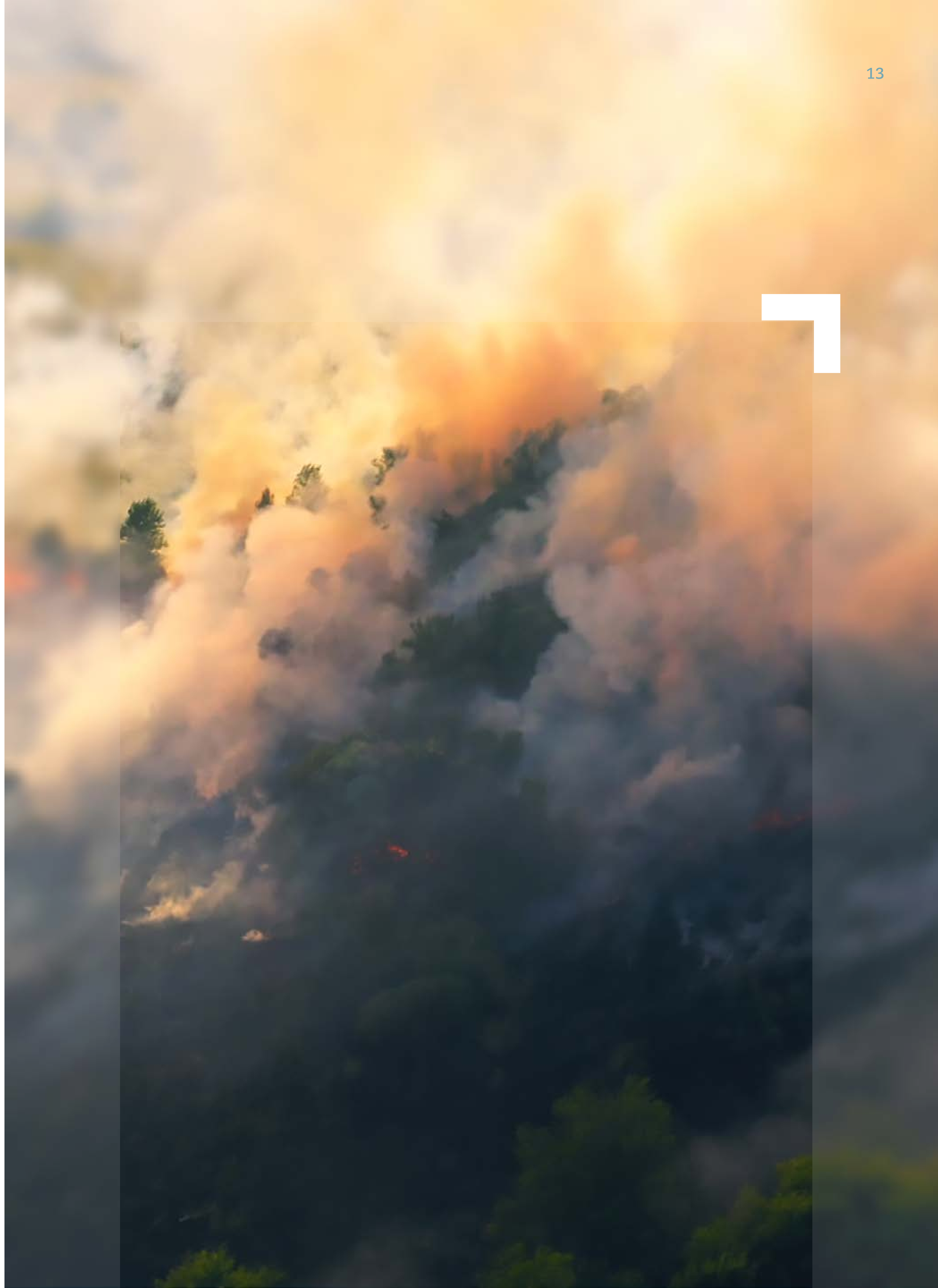
Respondents told us that managing regulatory risk at an operational level was prompting a re-evaluation of compliance too: companies are prioritising regulations that are enforced.

“These regulations often take priority,” according to Sam Tate, Partner & Global Head of Regulatory and Investigations, Clyde & Co, London. “The key questions clients ask are: does it affect me, does it have extraterritorial jurisdiction, and will it be enforced?”

So, navigating the already complex map of global regulatory requirements will increasingly require a more nuanced understanding of regulatory enforcement.

According to Ben Knowles, Partner & Chair of the Global Arbitration Group, Clyde & Co, London, this may prompt a return to a regulatory environment that was evident in the mid-2000s.

“We’ve been through a period of absolute regulation since the financial crash of 2008. But it feels like we are returning to a pre-2008 world, where regulation is going to be more nuanced and appropriate for the challenges we face today and will face in the years ahead.”



Challenging economic conditions prompt conflict

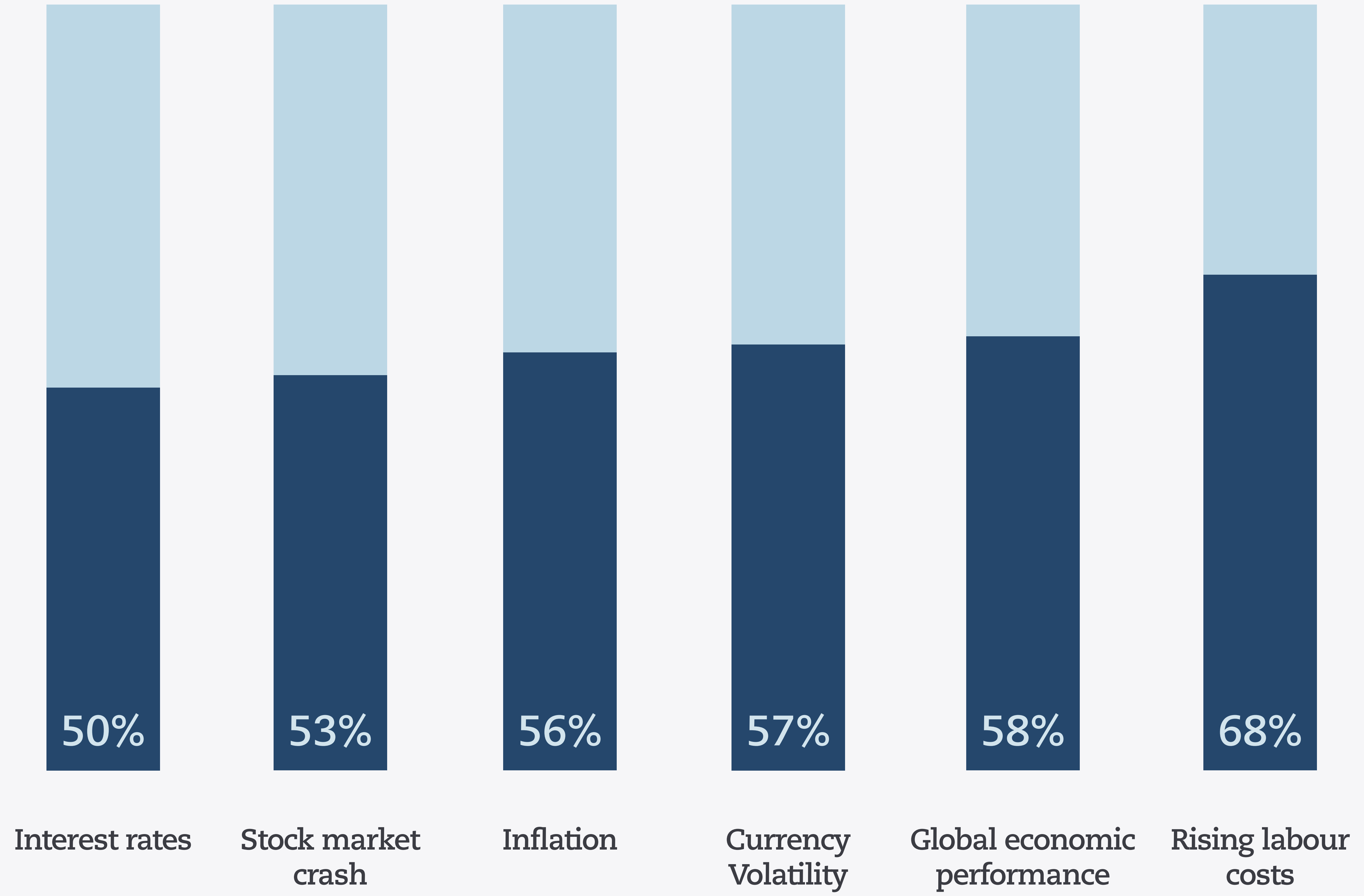
Challenging economic conditions prompt conflict

The impact of geopolitical upheaval is directly fuelling economic uncertainty and operational risk; respondents to this year's report told us.

More than half of respondents to this year's survey said that inflation and interest rate risks posed a high or very high impact risk to their businesses. 68% of respondents also cited rising labour costs as a concern, as people challenges loom large for businesses, while 57% of respondents said currency volatility would pose a high or very high risk to their organisations too.

Despite the scale and complexity of the threats posed by economic risk, 36% of respondents said they feel well-prepared to deal with these issues, suggesting the experience of the past few years has built a level of organisational resilience to economic challenges.

Economic risk factors (% of respondents selected as high impact)



% of respondents that selected risk as high impact when asked, 'Over the next year, how much of a risk do you think the following factors may pose to your organisation?'

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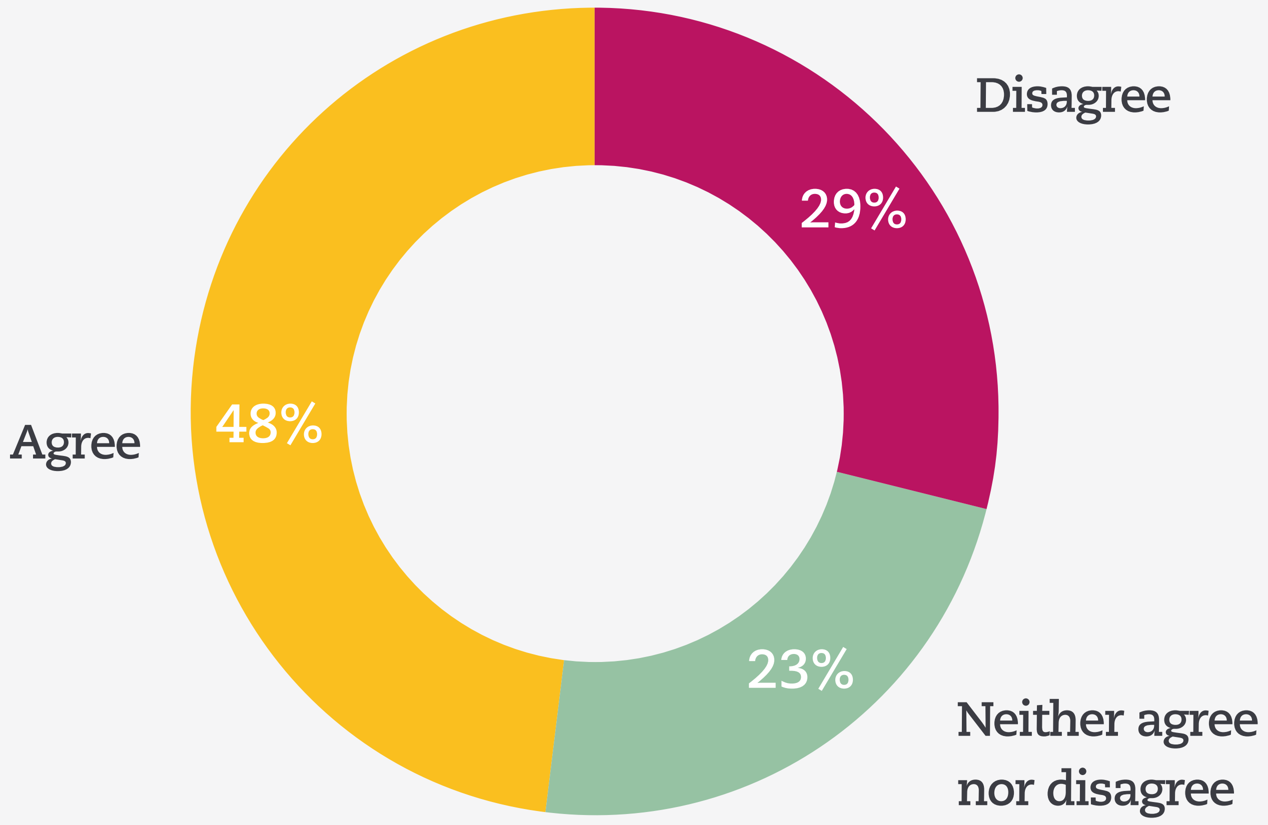
Challenging economic conditions prompt conflict

Respondents told us that one of the significant consequences of continued economic uncertainty is a likely acceleration in corporate disputes, with 48% of respondents to this year's survey telling us that they anticipate more contractual disputes as economic conditions lead to more renegotiations and contract terminations.

James Roberts, Partner, Clyde & Co, London, said: "Economic pressures are triggering disputes where once there may have been a more pragmatic renegotiation. Contractual tensions are particularly visible in sectors like professional services, construction, and technology, where clients are dealing with increased scrutiny around scope, delivery obligations, and pricing clauses."



% of respondents when asked whether you agree or disagree with the following statement, 'My business is anticipating more contractual disputes in 2025 as economic conditions lead to more renegotiation and termination of contracts.'

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One respondent, a senior legal counsel at a leading global energy company, told us that their business was "experiencing the most litigious period that I've known in the energy sector", while another, Christian Sadleder, Member of the Board, Strabag AG, Europe, told us that they were actively reviewing economic clauses within contracts, which could result in conflict.

"…we are already looking for clauses that are mutually beneficial for our clients and the contractor. For example, implementing an inflation clause, where any inflation cost gets compensated to a certain limit, or to factor in compensation for new taxes or legislation that did not exist at the time of signing. We want to settle it in the contract and be clear on who is bearing the price of that particular risk."

In the US, Elizabeth Evans, Partner, Clyde & Co, New York, echoed the sentiment: "We've seen a rise in issues such as impossibility or force majeure, where businesses find it challenging to perform contracts due to tariffs or other economic barriers. There is a belief that trade war may resolve within the year, but currently, businesses are not willing to accept delays without challenges or economic adjustments."

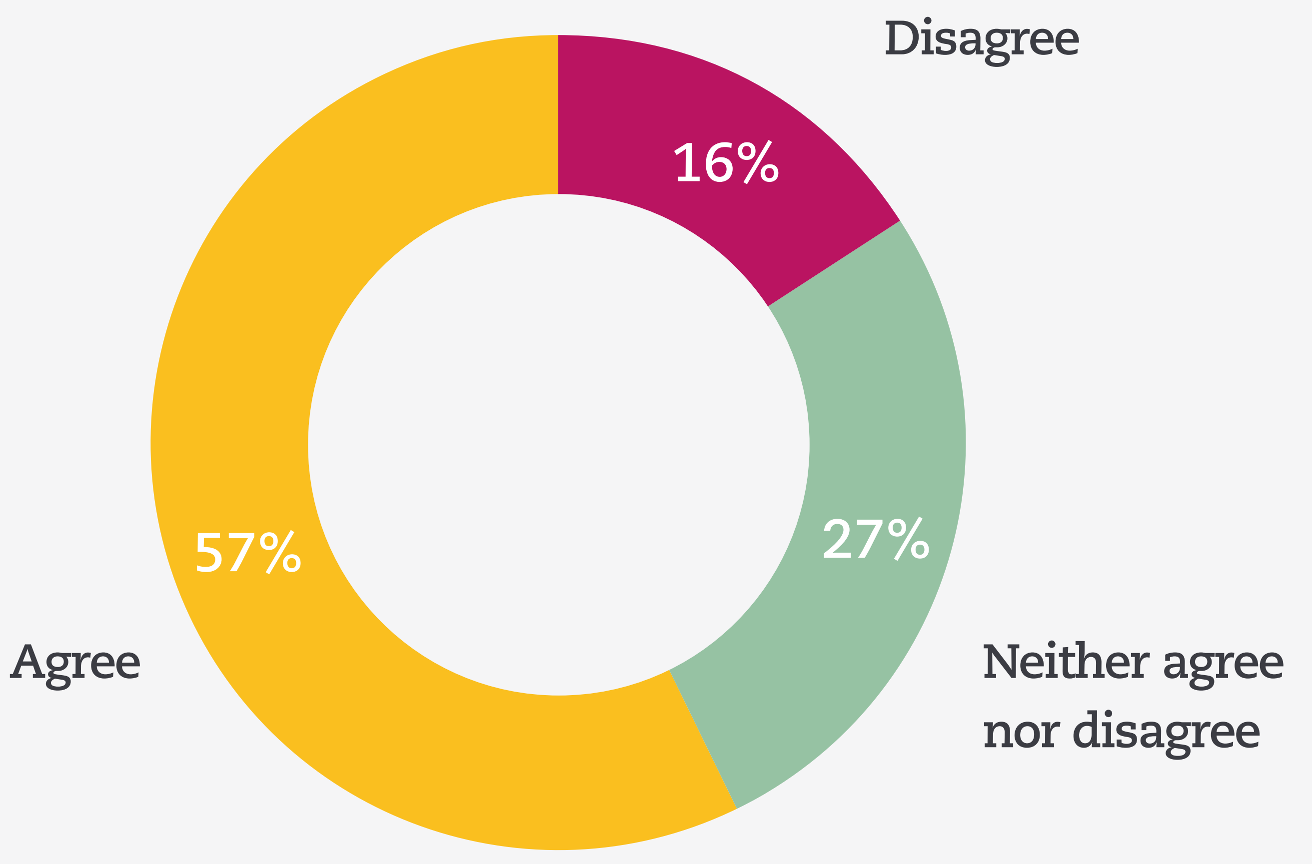
Challenging economic conditions prompt conflict

With companies less willing to accept delays or renegotiate terms without legal challenges, disputes are becoming more aggressive and protracted too.

According to Chris Leadbetter, Partner, Clyde & Co, London, "disputes are lasting longer as companies hold out for better financial outcomes, sometimes at the risk of insolvency. Tough economic conditions are certainly motivating organisations to go 'all-in' on disputes because they really need to win."

Respondents to this year's Corporate Risk Radar report also say that companies and organisations are preparing themselves for potential investor actions as the economic outlook worsens.

57% of respondents said they agree or strongly agreed that investor scrutiny would increase in 2025.



% of respondents when asked whether you agree or disagree with the following statement, 'Our organisation is preparing for potential investor actions as the economic outlooks worsens.'

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Respondents said that investor actions are becoming more assertive, with legal and reputational measures being used to hold companies accountable for perceived mismanagement or failure to meet expectations.

"There's no doubt that investors are more challenging and want to ensure that businesses will last in the long term," said Julie Cornély, Partner, Clyde & Co, Paris. "They are requesting more information and becoming more involved in board meetings. This increased scrutiny reflects a broader trend of investors seeking greater assurance about returns amidst economic uncertainty."

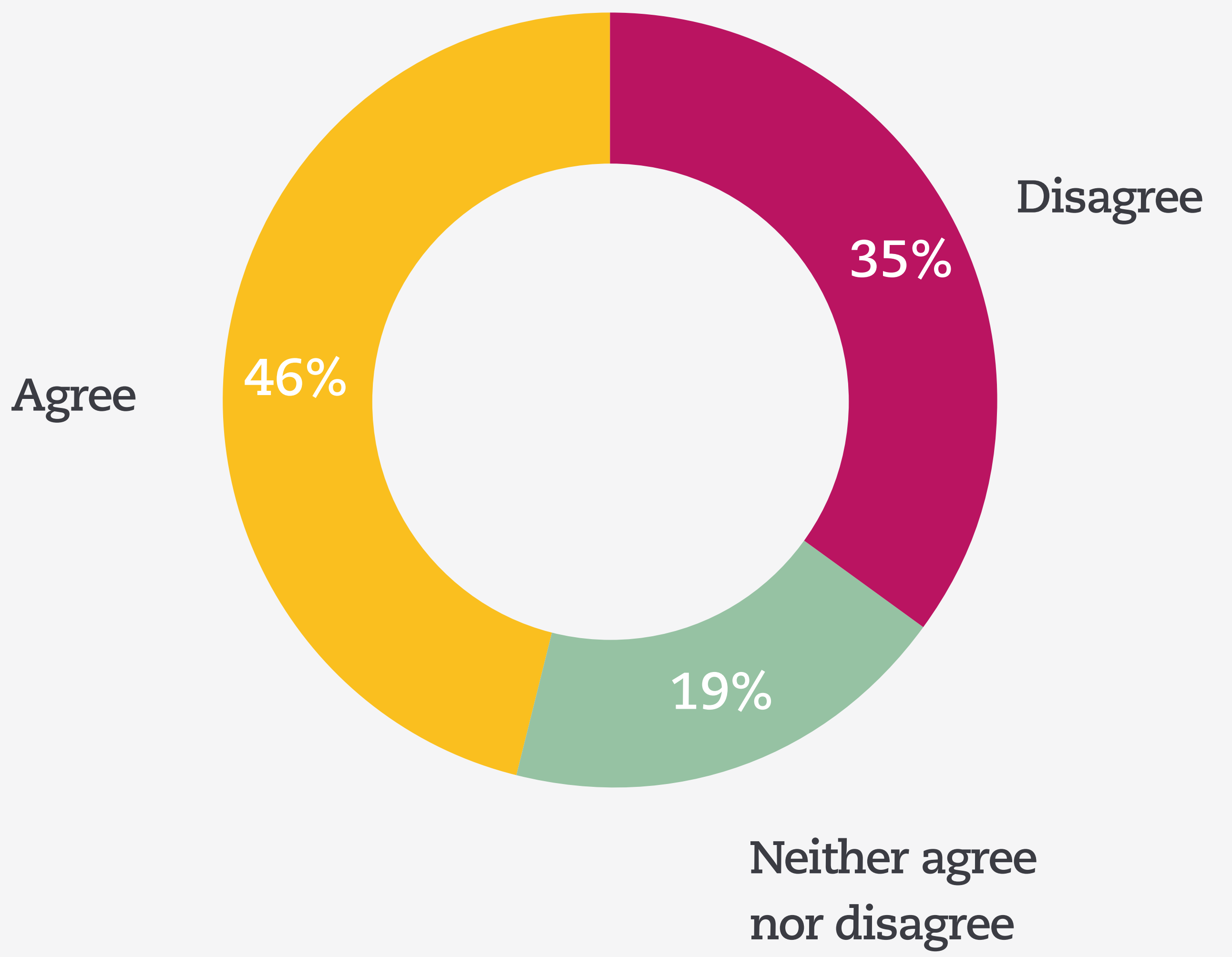
Geopolitics prompts ESG divergence

Geopolitics prompts ESG divergence

Geopolitical and economic pressures and changes are having a significant impact on the perceived importance of Environmental, Social, and Governance (ESG) challenges to organisations. At the same time, environmental and climate regulations are becoming less harmonised and stable, respondents to this year's survey remarked.

While some countries have dispensed with many of the rules and reporting requirements of ESG, others have doubled down on such guidelines, once again showing the tough job corporates have in meeting their obligations on such matters.

46% of respondents said that diverging ESG regulations in the US and Europe are negatively impacting their businesses, reflecting the operational challenge of managing risks that are increasingly different and often contradictory.



% of respondents when asked whether they agree or disagree with the following statement, 'Navigating the differing and fast-changing climate obligations and ESG reporting requirements between the US and Europe is negatively impacting our business.'

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Geopolitics prompts ESG divergence

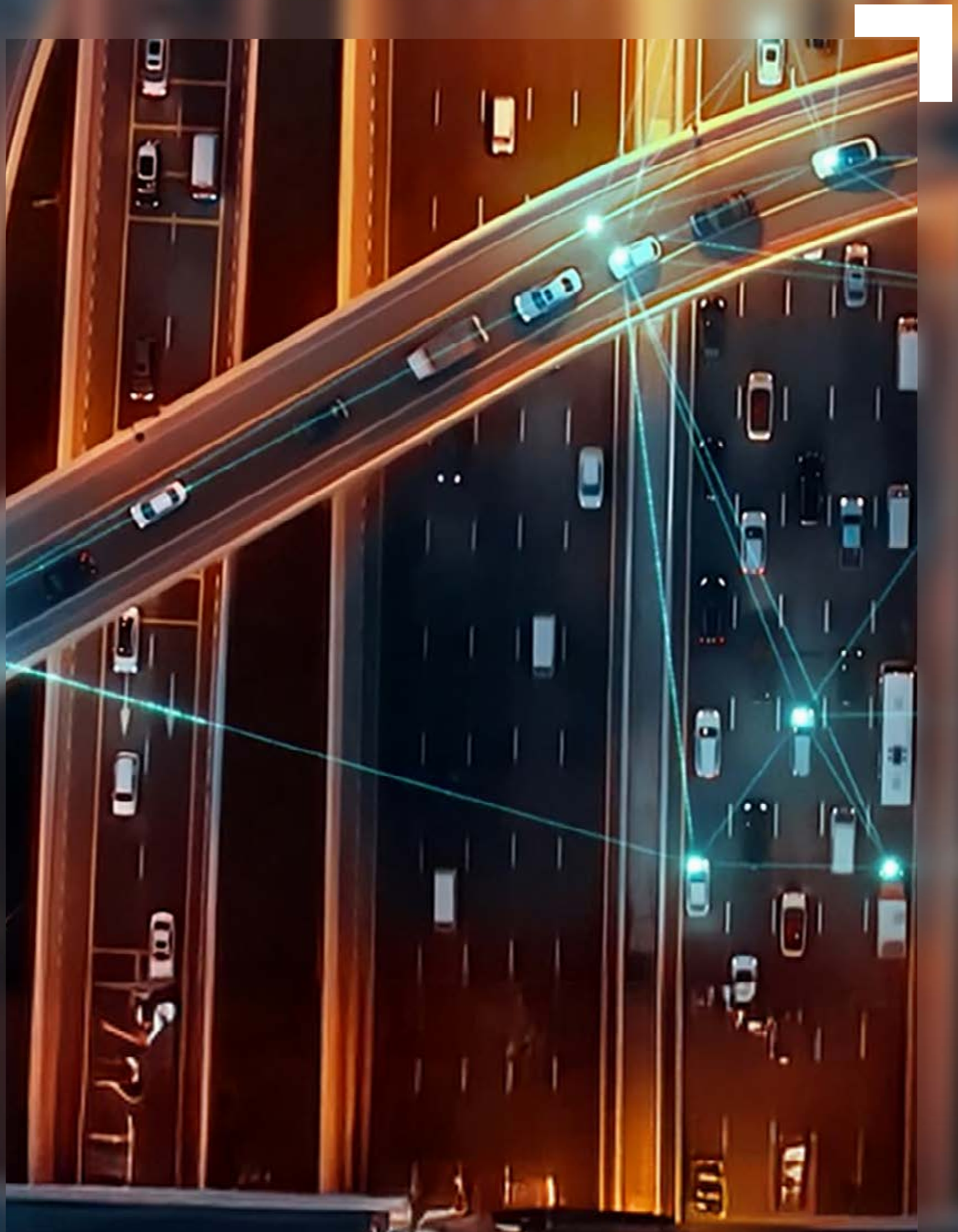
Jared Kangwana, Partner, Clyde & Co, Nairobi, said: "Businesses are navigating a highly fragmented ESG environment, particularly when it comes to climate-related disclosure arrangements. We have significant divergence across countries and regions, and this presents a real dilemma for organisations, particularly multinationals that are spread across many different jurisdictions."

This divergence is materially impacting the ability of some corporates to fulfil previously agreed global ESG obligations, with one respondent, a C-suite Executive for a Big 4 Airline based in the US, telling us: "A lot of airlines have a net zero commitment by 2050 [but] if the government doesn't offer subsidies and investment, then there is very little chance of airlines making net zero goals by 2050."

The impact of geopolitics on ESG is further shown by attitudes to climate change detailed in this year's report. 36% of respondents said climate change would be a second-order concern for organisations until it is having a significant, sustained, and material impact on operations, supply chains, and customer base.

Elizabeth Evans, Partner, Clyde & Co, New York, said: "Managing risk on this issue is certainly difficult across jurisdictions but in my experience if there's a strong business case for an initiative in, for example, the sustainability space, then it will get support from both the private sector and government. We've seen that here in the US with alternative energy. Good business fundamentals prevail."

Roshanak Bassiri Gharb, Partner, Clyde & Co, Dubai, said: "Sustainability, climate change, and ESG come up in nearly all the conversations we have with clients. The Middle East has its own targets: UAE will achieve net zero by 2050, and Saudi Arabia by 2060, while KSA is also aiming for 50% power from renewable resources by 2030. These are not secondary issues; they are central to the region's growth and resilience."



Corporate confidence rises in face of cyber threats

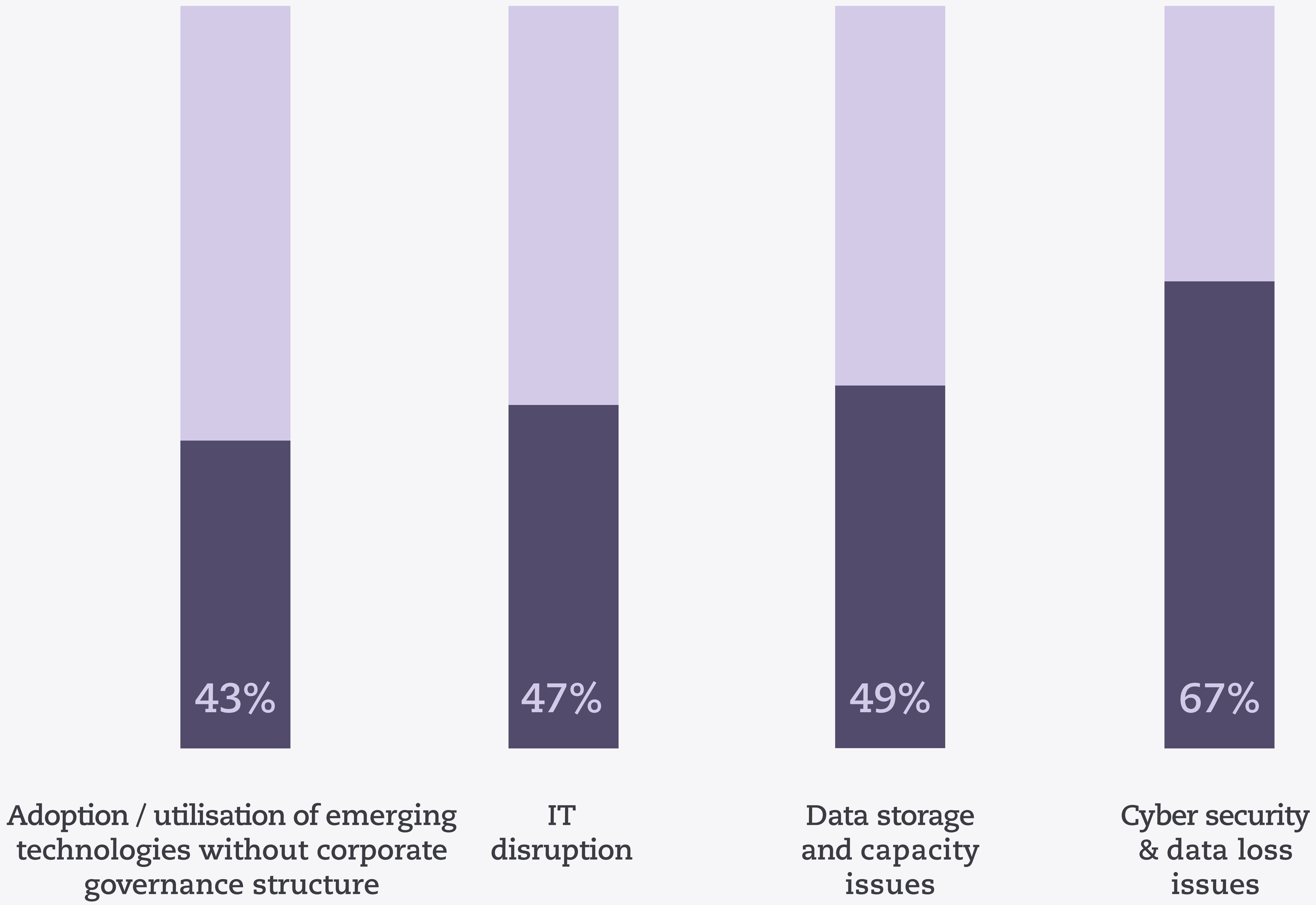
Corporate confidence rises in face of cyber threats

With the threat of cybercrime increasing, this year's report shows how defending one's organisation against bad online actors has become operationalised, a daily issue to be managed, tracked and invested in on an ongoing basis.

67% of respondents to Corporate Risk Radar said that cybersecurity breaches and data losses were high impact risks facing their organisations in 2025.

However, 77% of respondents said they are now more confident in their ability to defend against and respond to cyber-attacks and breaches than they were five years ago, reflecting ongoing investment made by organisations to mitigate evolving threats.

Technological risk factors (% of respondents)



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Corporate confidence rises in face of cyber threats

Isabel Simpson, Partner, Clyde & Co, London, said: "It's clear that organisations are much more aware of the risks, the associated obligations and reporting requirements when it comes to mitigating cyber risks. Cybersecurity has been at the forefront of boards' minds for many years now and that's reflected in the investment we've seen. It's positive that organisations are feeling more confident but they must ensure that confidence isn't misplaced and remain incredibly vigilant."

One respondent, a senior legal counsel at a leading global energy company, said preparedness had accelerated in recent years to directly meet the ongoing threat of cyber incursion: "We have high, maximum confidence [in our organisation's ability to defend itself against cyberattacks and breaches]. Energy companies invest a tremendous amount of resources in staffing, tech and training. IT has moved from a support role to a core focus, and energy companies should all be very aware and proactive."

Another respondent, a C-suite executive, at a big four US Airline, told us: "We're very prepared. I think we're as prepared as you can be until it actually happens. We have playbooks, do drills, have advisors, and technical mitigations in place. We make sure that we have mitigations in place for the systems that are more critical to operations or commercial systems."

Karim Makhlouf, Chief Commercial Officer, Royal Jordanian Airlines, Middle East, said: "Cyber threats are a big risk to the global aviation industry, which is in a transformation process that is moving strongly towards utilising AI-driven tools and cloud-based solutions."

Welcoming the growing confidence shown by respondents to cyber security and resilience, Rebecca Kelly, Partner, Clyde & Co, Brisbane, added a note of caution:

"There is sometimes a misplaced confidence among organisations regarding their resilience to cybercrime. While significant investments are made in compliance and security frameworks, cybercriminals are continuously evolving as well, often outpacing these defences. The threat landscape is fluid, not fixed. Many companies are effectively preparing for yesterday's threats, only now achieving the cybersecurity maturity that was necessary several years ago. For leadership, this underscores the importance of proactive, forward-looking strategies that anticipate future risks rather than simply adopting programs to react to past risks."

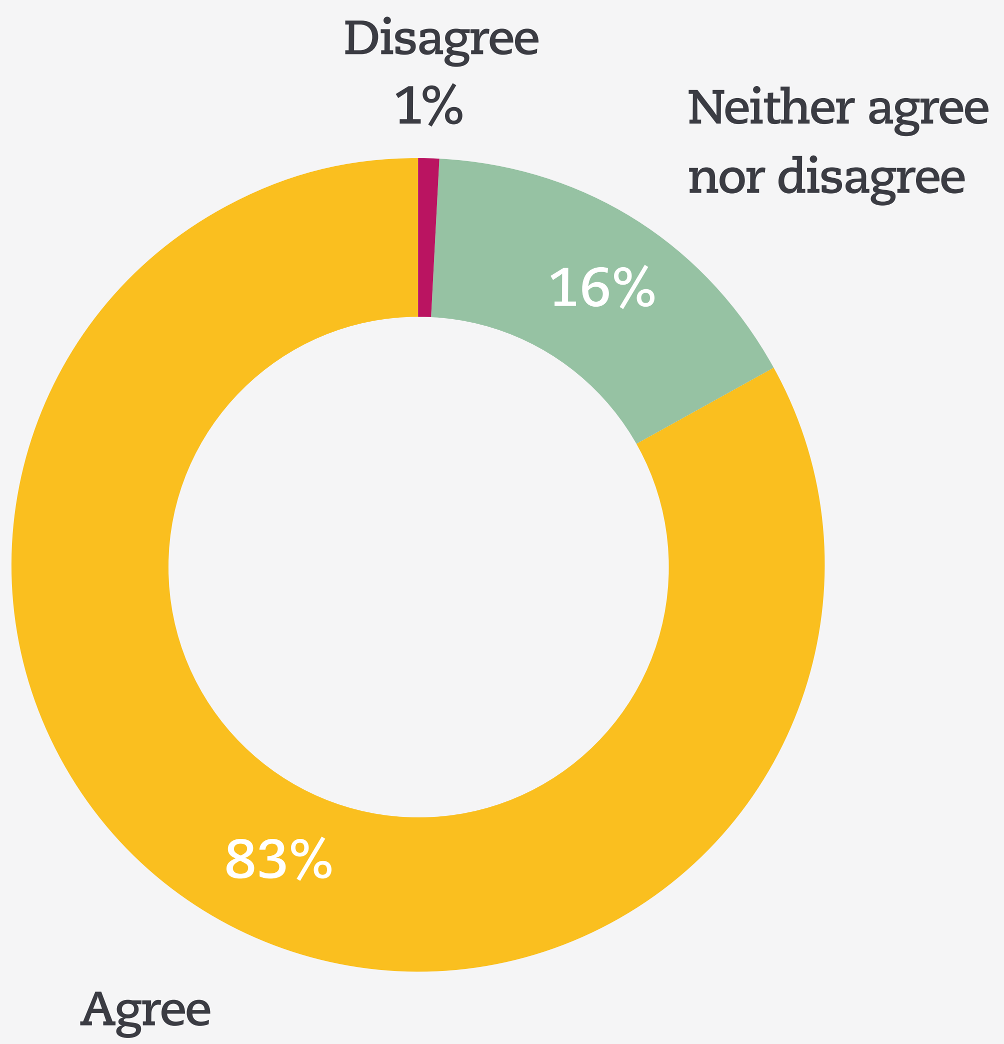
Risk landscape reshapes the role of the GC

Risk landscape reshapes the role of the GC

The convergence and increasing complexity of risks facing businesses are fundamentally changing the role played by General Counsel, respondents to this year's survey told us.

Sam Clark, International General Counsel & Partner, Lockton, Global, said: "My role is much more strategic nowadays and aligned with our business strategy and market expansion. Risk management and horizon scanning is more prevalent. We have recently refreshed our teams' strategy focusing on key strategic actions to move us forward and serve our proposition to our business colleagues."

83% of GCs told us they now play a more strategic role in risk management compared to five years ago, a reflection of the more interconnected set of risks facing organisations today.



% of General Counsel respondents when asked whether they agree or disagree with the following statement, 'General Counsel plays a more strategic role in risk management compared to five years ago.'

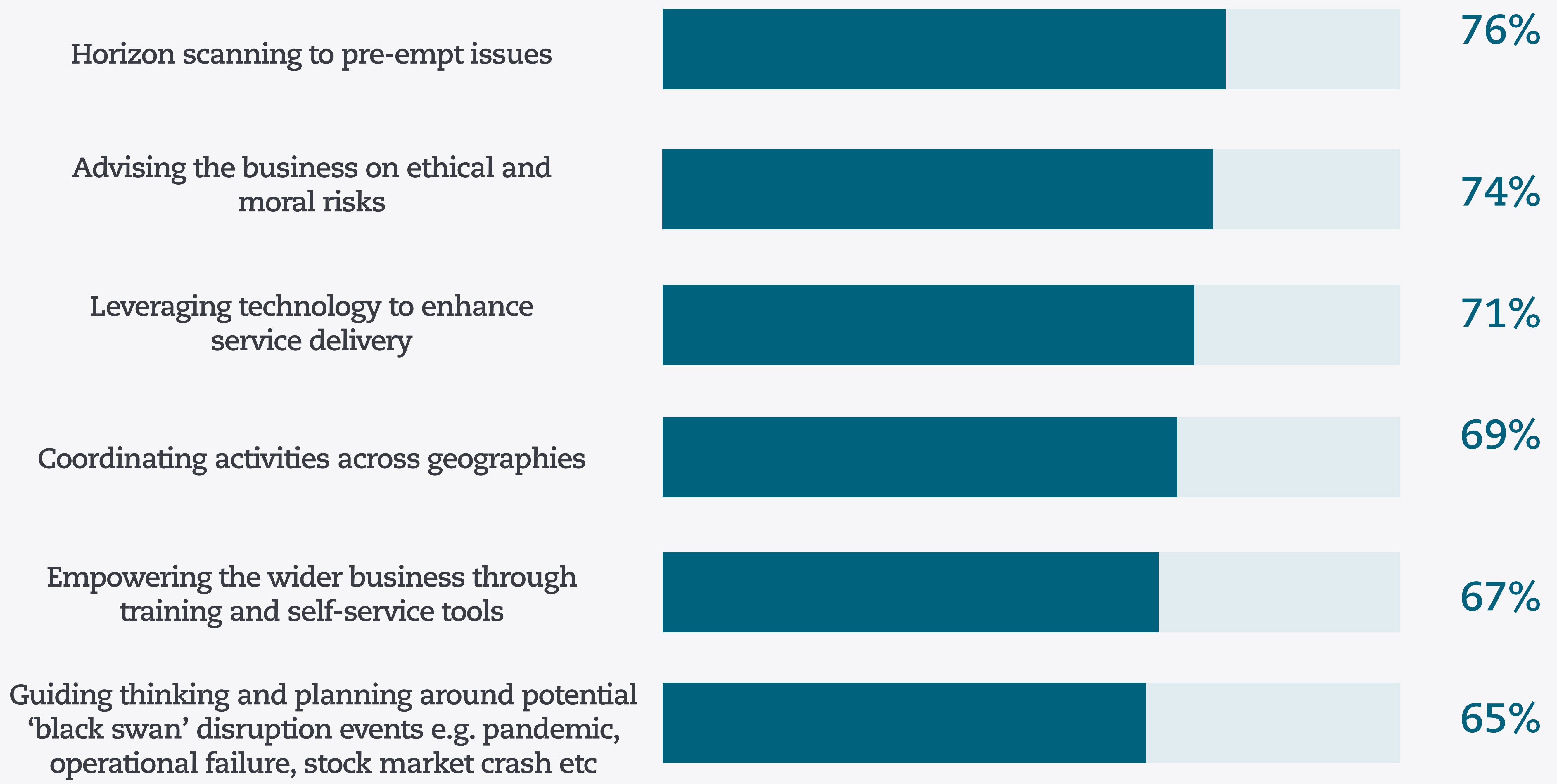
n= 151 General Counsel; for the full breakdown of respondents please see the appendix

Risk landscape reshapes the role of the GC

Lee Callaghan, General Counsel, Group Centre & International, Aviva, UK, said: “In the last couple of years, aligning the legal function to business strategy and context has become more critical and more subject to refinement and consideration. It’s a critical success factor for any legal team. Guided thinking and planning around potential Black Swan disruption events - for example, a new pandemic or operational failure, or stock market crashes - form part of our risk toolkit. We spend time as a team looking at emerging risks and work with other colleagues in our risk team to ensure that we do this effectively.”

76% of GCs said that they were effectively utilising horizon scanning to pre-empt issues, while 63% of GCs told us they felt that they were adequately equipped to meet the needs and requirements of their Board colleagues.

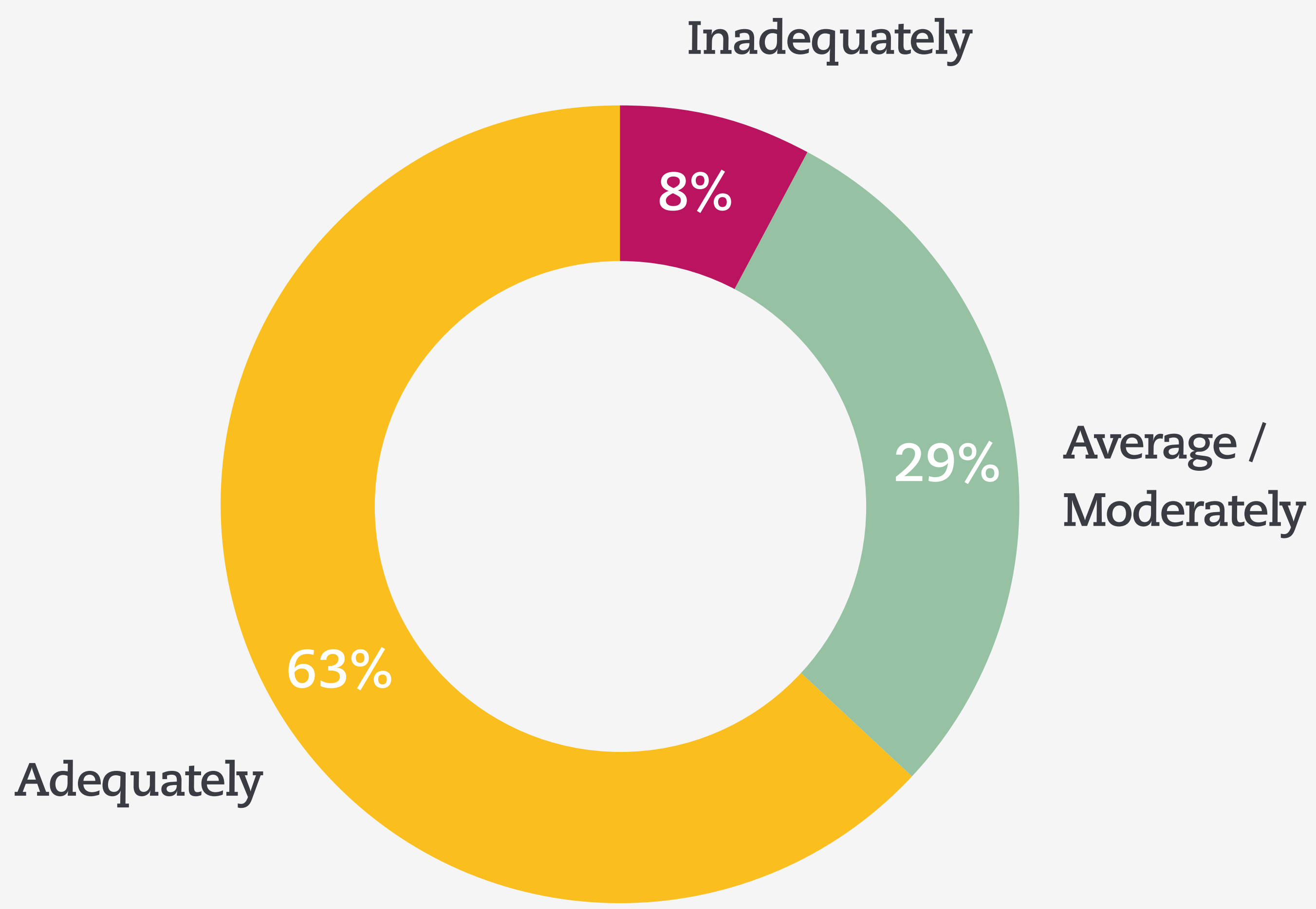
General Counsel performance across key business activities (% of GC respondents that selected ‘outstanding performance’)



% of respondents that selected 4 or 5, when asked ‘How well are you / the General Counsel in your organisation performing in these areas? (Scale of 1-5, where 1 = Inadequate performance and 5= Outstanding performance)’

n= 151 General Counsel; for the full breakdown of respondents please see the appendix

Risk landscape reshapes the role of the GC

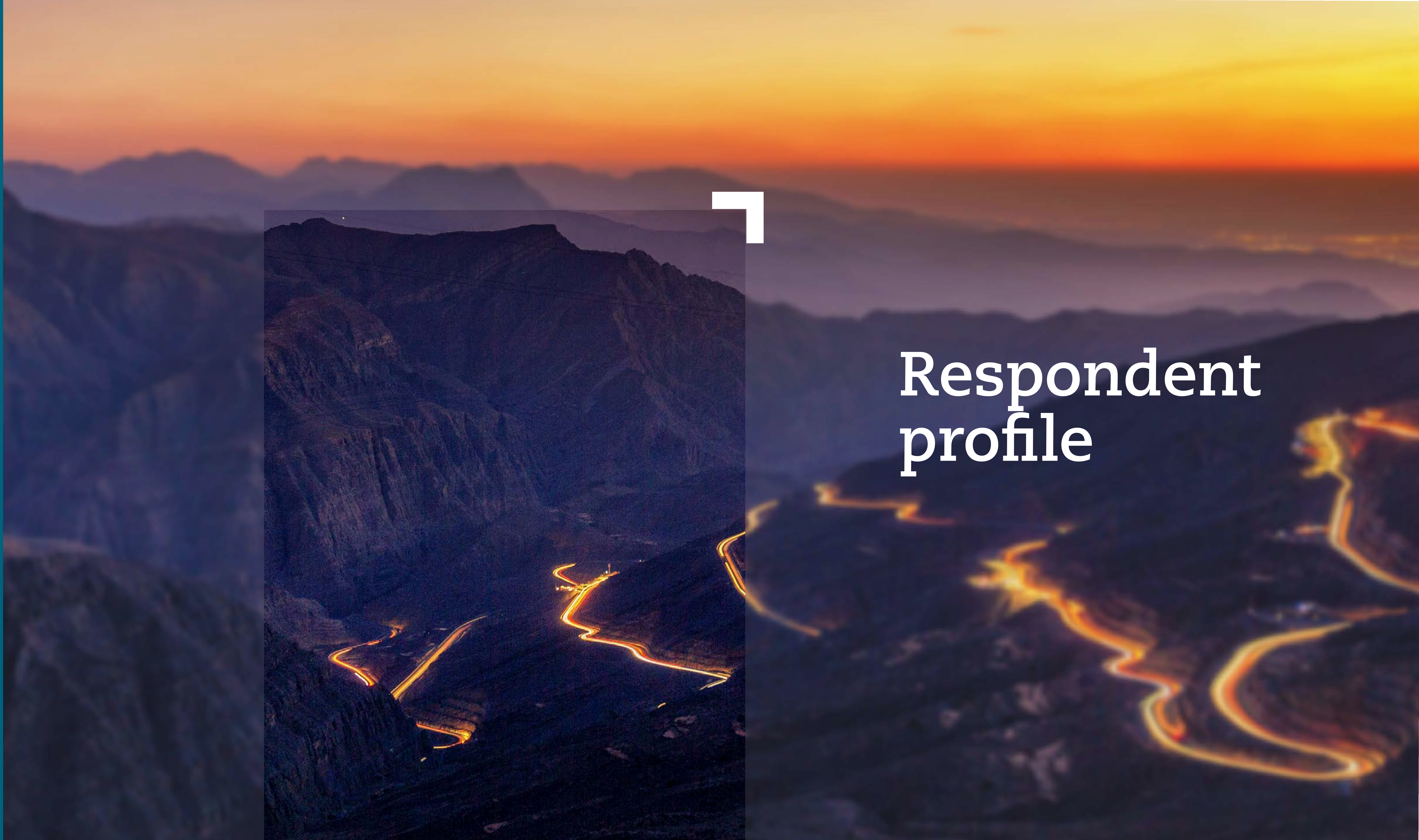


% of respondents when asked, 'Overall, how well do you feel you and your team are equipped to meet the needs and requirements of the Board?'

n= 151 General Counsel; for the full breakdown of respondents please see the appendix

"The main factor driving change in my role is complexity," said a senior legal counsel at a leading global energy company. "In the past, in-house legal teams were small and only used for key business decisions that affected the organisation. The legal team's role in risk management has become more strategic in the last five years. We are constantly called upon to react to uncommon situations that require more thinking and strategic ability. It is difficult to compare with the past, but at the very least our ability to address entirely new situations has been the subject of testing more regularly."

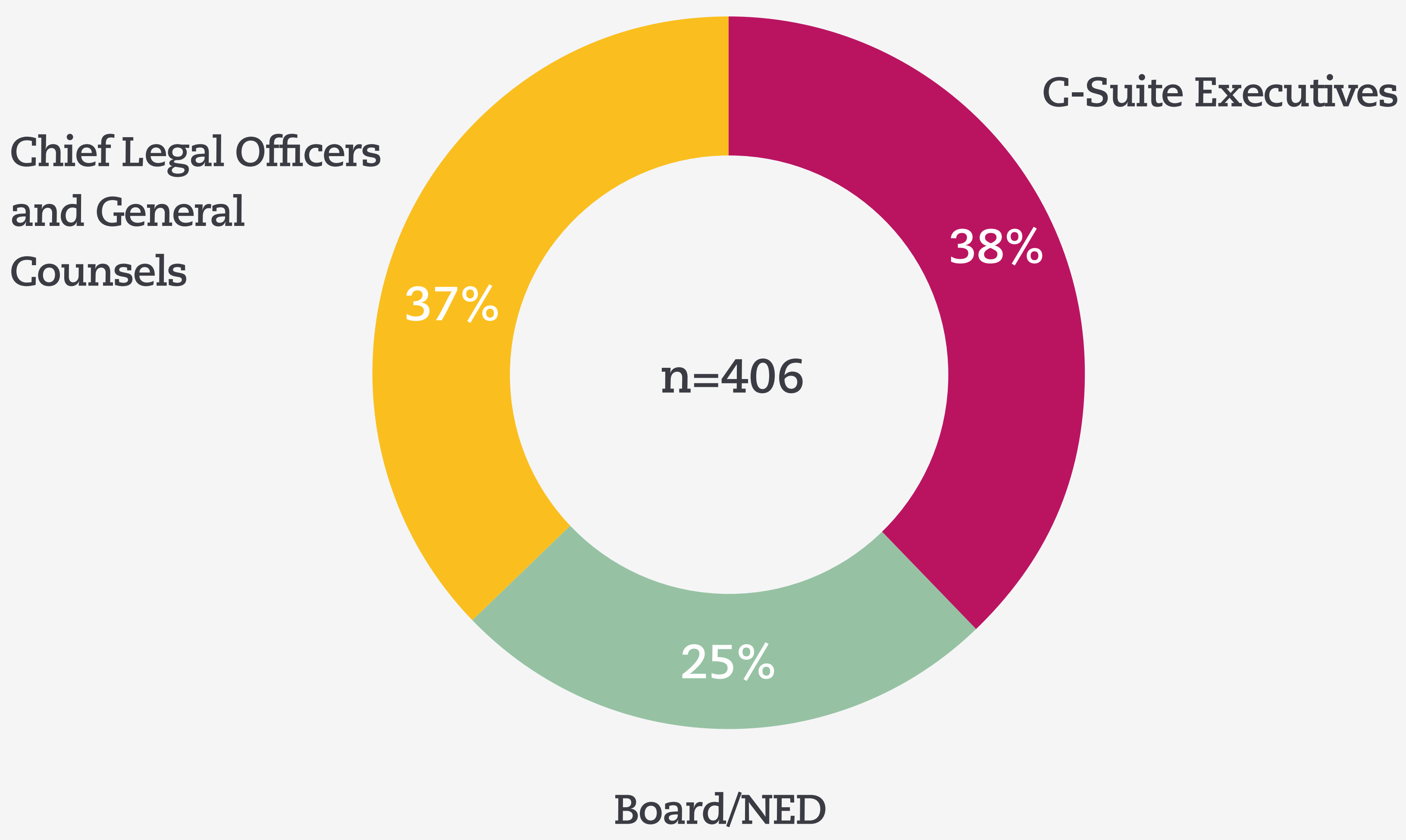
83% of GC respondents said they feel ready to mitigate the threat of operational risk, while 65% of GCs said they feel well-prepared to handle geopolitical upheaval - compared with just 57% of board respondents who were asked the same question.



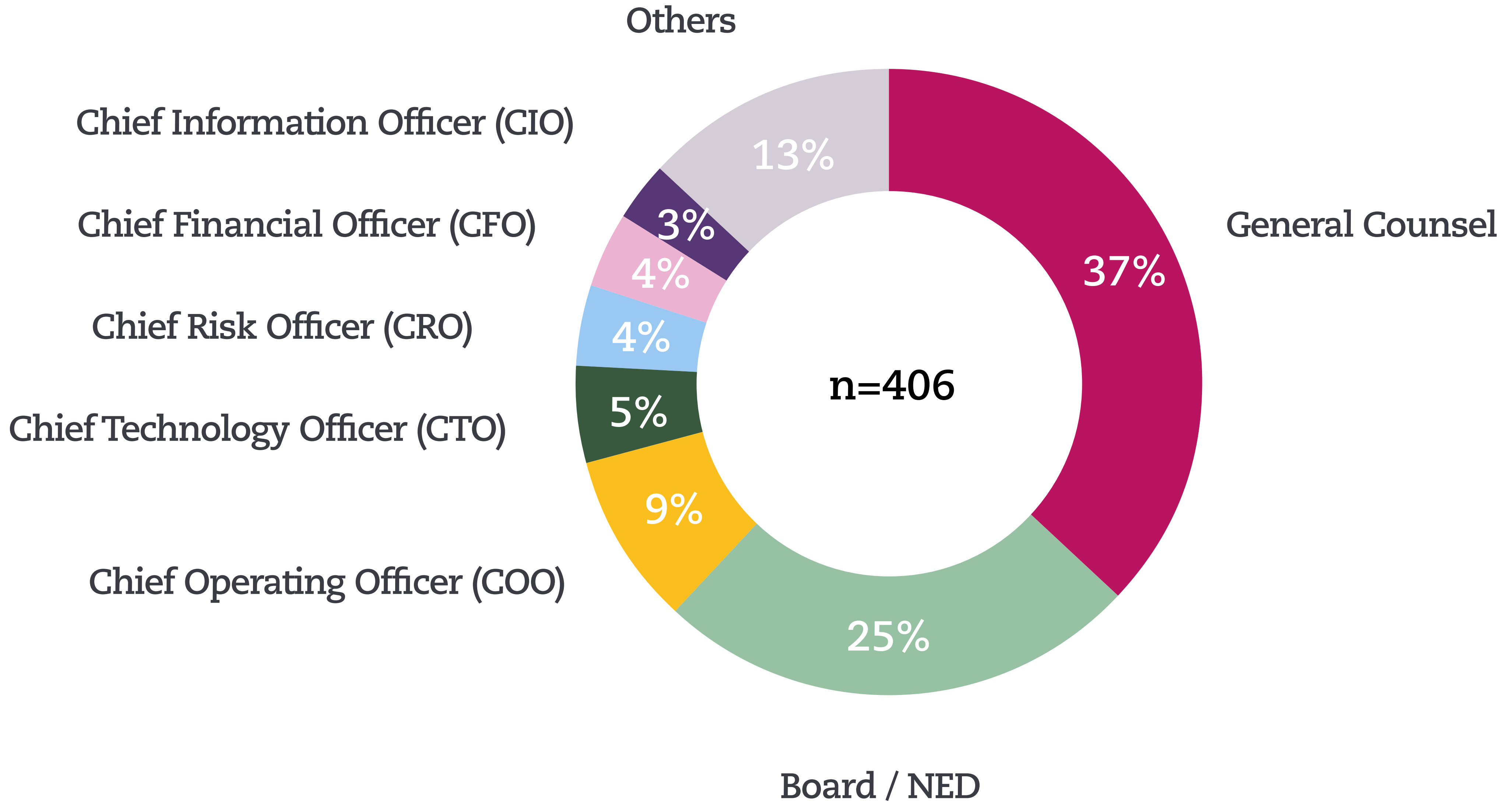
Respondent profile

Respondent profile

Overview of survey respondents by role type



Overview of survey respondents by role



Others: Chief Executive Officer (CEO), Chief Procurement Officer (CPO) Chief Sustainability Officer (CSO), Chief Human Resources Officer (CHRO), Chief Strategy Officer (CSO), Chief Digital Officer (CDO)

Respondent profile

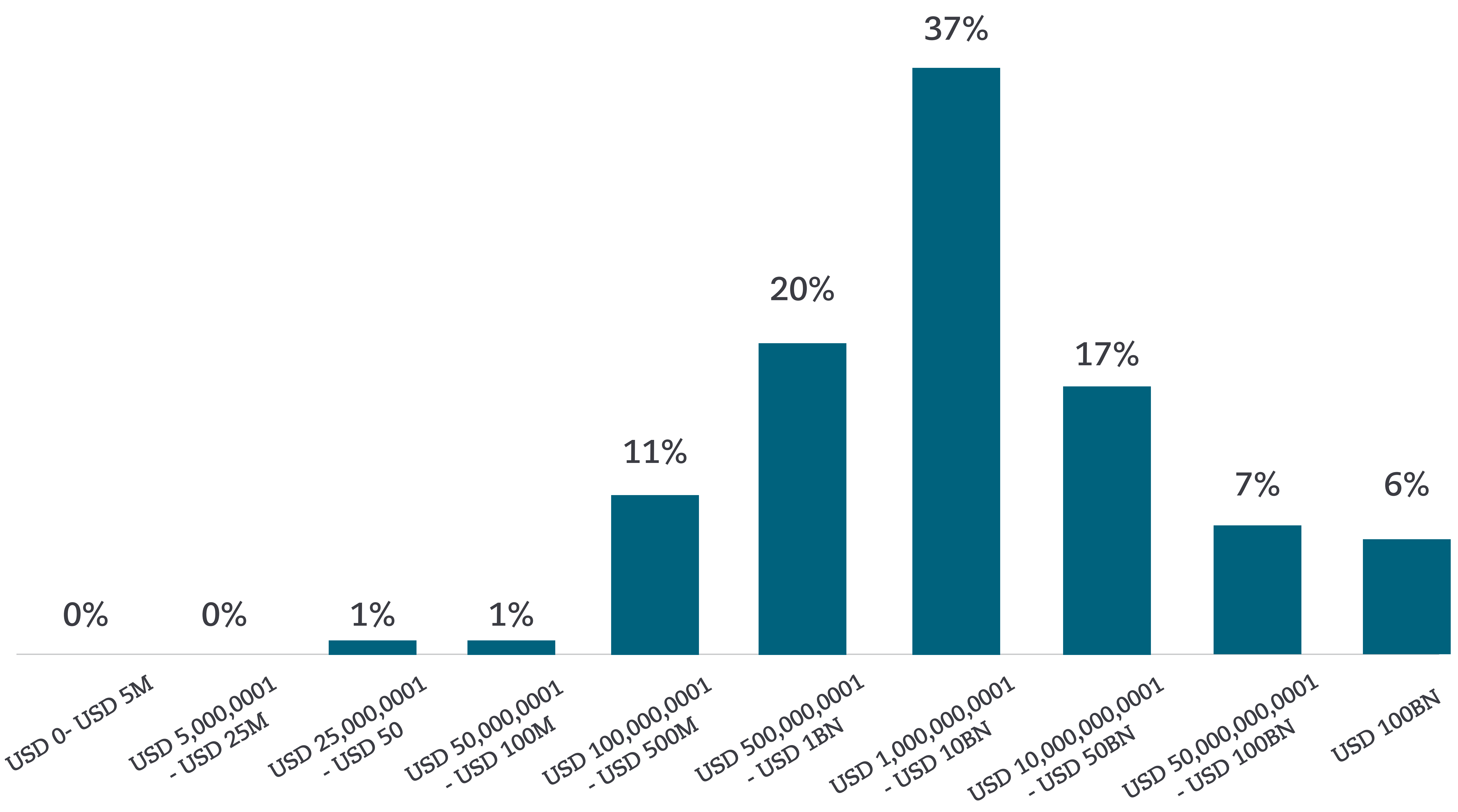
Respondents' organisational geographical footprint by combined number of locations of operations

Headquarters	% respondents
Headquartered in United States	25%
Headquartered in Asia-Pacific	20%
Headquartered in Middle East	20%
Headquartered in the UK	20%
Headquartered in Europe (excl. UK)	10%
Headquartered in Latin America	5%

Respondent profile

Sector	% respondents
Construction	19%
Technology, Outsourcing & Data	15%
Real Estate	14%
Business and professional services	12%
Healthcare	8%
Insurance	8%
Trade & Commodities	6%
Infrastructure	5%
Aviation & Aerospace	5%
Energy & Natural Resources	4%
Marine	4%

Annual turnover (US$) of respodents' organisation



About Clyde & Co

About Clyde & Co

Navigating trade and commercial risks around the world

With over 5,000 people operating from over 70 offices and associated offices across six continents, we are committed to creating successful outcomes for our clients. Our globally integrated teams of disputes, regulatory and transactional lawyers provide a comprehensive range of legal services and advice to businesses operating at the heart of global trade and commerce.

Our success in the past 90 years has been built on our vision of a single global partnership, providing a platform that offers rapid access to expertise, wherever you operate in the world.

As our clients have evolved, so have our core values. We believe that these values reflect our firm, our strategy and our commitment to delivering commercially-minded legal advice, client-focused services, and innovative technological solutions to support our clients.

Aligned with these values is our commitment to being a responsible business. We take responsibility for the impact we have on the environment, seeking to reduce it as much and as quickly as possible. We strive to be a positive contributor to the communities in which we operate across our entire global network. We take steps to foster a truly diverse and inclusive workplace, that allows all of our people to flourish, for the benefit of our colleagues, the firm and our clients.

The firm has 490 partners, 2,700 lawyers, 3,200 legal professionals and 5,500 staff in over 70 offices (and associated offices) worldwide.

About Winmark

About Winmark

Established in 1997, Winmark connects a community of over 2,000 senior leaders across 16 professional networks in 20 countries. We empower Fortune and FTSE organisations through the latest research, practical best practice tools, and exclusive access to strategy-shaping frameworks, guides, and templates.

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Winmark runs more than 170 peer-group meetings annually. All content is available on-demand via our private members' platform, where dedicated account managers match member needs with tailored insights, introductions, profile-raising opportunities, and career development support.

We are committed to democratising access to management know-how across functions and seniority levels to drive meaningful transformation across organisations and industries.

Headquartered in London, Winmark also operates in Dublin, Dubai, and Hong Kong.

Our four pillars

Membership
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Management
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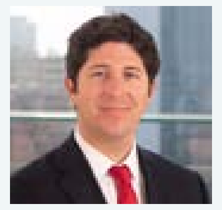
- Established 1997
- Has 2,000+ members
- 16 C-Suite networks across 20 countries
- 150+ events & 300+ interventions per year
- Access to Fortune & FTSE best practice

Key contributors

Key contributors



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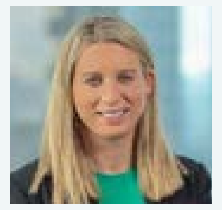

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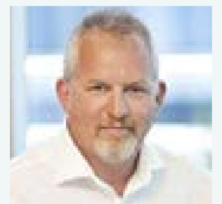

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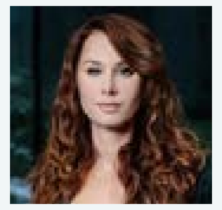

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2,700

Lawyers

3,200

Legal professionals

5,500

Total staff

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