Risk Management Association

OliverWyman

The Growing Risk Burden:

Managing the Competing Demands of Financial, Non-Financial, and Strategic Risks

Advance your world.

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SECTION 1

Survey Background

Bank chief risk officers (CROs) are torn between conflicting demands on their time and resources, a shifting geopolitical environment, new technologies, and disruptive innovators. The ebb and flow of these internal and external factors can significantly impact the CRO agenda, and macroeconomic headwinds create further challenges. How are CROs balancing these demands? Oliver Wyman and the Risk Management Association (RMA) conducted their second annual CRO Outlook survey to provide an up-to-date view on North American bank CROs' agendas; their outlook across the economy, regulation, and competition; and their views on operational resilience for this year. The results provide a bird's-eye view of the market and the major challenges risk management professionals face.

This year's survey features insights collected during summer 2022 from 44 North American bank CROs who chose to participate, representing institutions from $25 billion in assets to over $1 trillion in assets. The survey reveals CROs' top risks, how they are spending their time, and key emerging risks as they look ahead to 2023. In addition, the survey sheds light on operational resilience, selected as the rotating annual "deep dive" on a topic of interest to the CRO community. Operational resilience is a consistent top priority for CROs, but recent operational disruptions like the COVID-19 pandemic, the increasing complexity of service delivery, and heightened regulatory attention have enhanced its importance for this year.

The remainder of this report summarizes the key insights from this year's CRO survey.

SECTION 2

Executive Summary

In 2021, the world economy appeared to stabilize following the immediate impact of the COVID pandemic. By the end of the year, annualized U.S. GDP was up 5.7%, the strongest pace since the 1980s. At the same time, disruption topics dominated the headlines. Wildfires burned across the country, highlighting the risk of climate change. Labor force dynamics shifted dramatically to favor workers due to post-COVID labor shortages. For banks, the remote working environment and high-profile security breaches made cybersecurity a high priority. Risk management was not easy, but with a stable economic backdrop, banks could focus on building out capabilities for managing non-financial risks and preparing for strategic risks on the horizon.

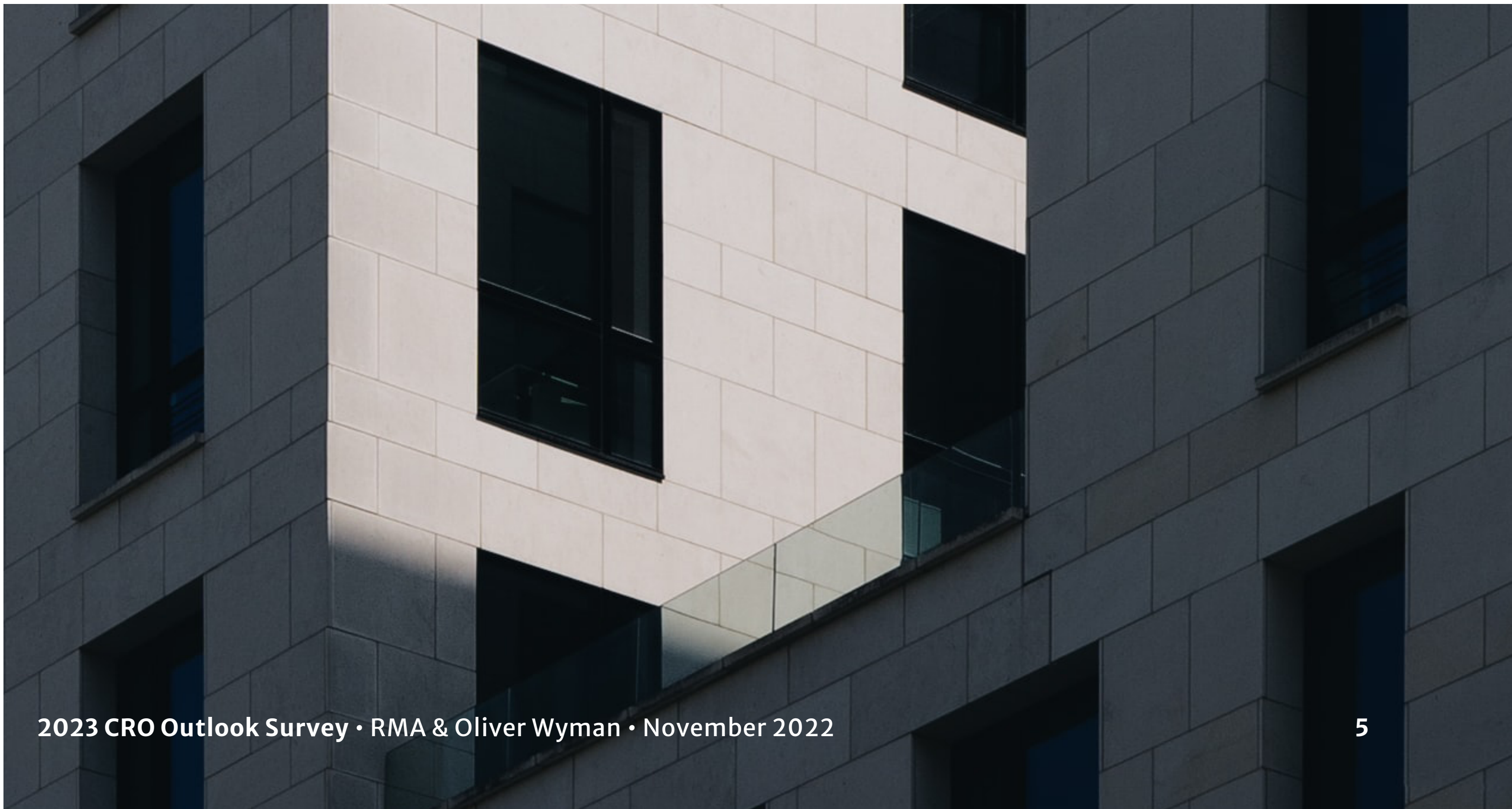
Now, banks are entering choppier waters as some risks remain elevated and others re-emerge. After a period of more benign economic conditions, financial risks once again require greater priority as the macroeconomic outlook worsens. At the same time, the drivers that elevated non-financial risk in recent years persist. On top of these, banks cannot ignore the ongoing threat of new competitive entrants, evolving customer expectations, and other strategic risks.

This year's survey confirms that CROs feel these tensions and are increasingly stretched. Last year, CROs were heavily focused on non-financial and strategic risks. This year, financial risks have emerged as top priorities in addition to non-financial and strategic concerns. Looking ahead, CROs will have to navigate a complicated balancing act between financial, non-financial, and strategic risks as they help steer their banks through the challenges ahead.

Re-emergence of financial risks

This year's survey results show an increase in CROs' focus on financial risks. CROs frequently cite macroeconomic concerns, recession readiness, and inflation challenges among their top current risks, risk management priorities, and emerging risks. For example, the most frequently cited CRO priority for 2023 in this year's survey is addressing the recessionary environment, with over half of respondents listing this as a top-five concern. Similarly, both recession readiness, preparation for a new interest rate regime, and inflation are among the five most-cited emerging risks by CROs. And 80% of CROs expect that competition for deposits will increase in 2023, creating potential funding and liquidity risks.

Why the shift? Ultimately, the increased focus on financial risks stems from a more pessimistic economic outlook. In 2021, over 70% of respondents said they expected the 2022 economic environment to be "better" or "much better" than the current year. This year, the outlook drastically changed, with over 90% of respondents saying that their outlook for next year's macroeconomic climate, consumer credit, and commercial credit is going to be "worse" or "much worse." PNC CRO Kieran Fallon said he expects the amount of time CROs spend on financial risk, "especially credit risk," to increase in the next two years "as the economy softens in response to the Federal Reserve's aggressive rate hikes."



Continued importance of non-financial risks

While CROs' focus on financial risk has increased, this year's survey results show that CROs are retaining their focus on non-financial risks, specifically on building out new capabilities to effectively manage the ever-changing risk landscape. Aside from recessionary concerns, the most frequently cited CRO priorities over the next 12 months are all related to non-financial risk: consumer compliance, cyber risk, fraud and financial crime, and operational resilience. Each of these has different drivers for appearing in CROs' top-five risk priorities. Consumer compliance concerns stem in part from high-profile Consumer Financial Protection Bureau (CFPB) enforcement actions and pressure on banks to eliminate unfair practices. Cyber risk, which was also overwhelmingly cited by CROs (80%) as a top risk facing the bank, has been exacerbated by recent geopolitical events. Concerns around fraud and financial crime tend to increase in a worsening economic environment.

Operational resilience owes its prominence on the CRO agenda to learnings from COVID-19. For the most part, when the pandemic hit, banks were able to adapt their operations and successfully continue to deliver services to customers. However, the COVID crisis impacted everyone and it progressed relatively slowly (especially compared to a cyberattack, technology failure, or third-party failure). This meant firms had more time to adjust and stakeholders were more tolerant of disruption to services. As a result, the pandemic re-emphasized the need for better preparedness in the case of less-forgiving events.

For most banks, increasing preparedness for unknown disruptions will be a multi-year journey, as only a quarter of CROs indicated that their operational resilience programs have been fully incorporated into their banks' day-to-day activities. CROs highlight that a key obstacle to improving resilience is incorporating it into the way the organization operates and delivers services. Risk is expected to be heavily involved in the build-out and, in many cases, the business-as-usual execution of their banks' operational resilience programs, highlighting the importance of this topic at the highest levels of the organization.

Emerging strategic risks on the horizon

With financial and non-financial risks in mind, this year's survey results also indicate that CROs are not losing sight of emerging strategic risks. Change in regulatory focus and intensity, as well as disruption by challengers, are among the most pressing emerging risks for this year. Climate risk also remains high on the risk agenda. Nearly 90% of respondents view climate risk as either an emerging risk or a more mature risk that is material, with larger banks more likely to view climate as a risk that has "emerged," rather than one that is still emerging.

Reflecting the combination of greater policy scrutiny and economic headwinds, nearly 70% of respondents consider change in regulatory intensity as a top-five emerging risk, and respondents consider regulatory affairs as one of a CRO's most time-intensive risk management activities. CROs expect an increase in regulatory and supervisory attention on a range of topics, including consumer compliance, resiliency, data, technology, and cyber risk. In addition, reflecting the potentially challenging upcoming economic environment, many more CROs this year indicate they expect increased pressure on capital and liquidity topics.

For the second year in a row, disruption of challengers is among the five most frequently cited emerging risks. The specific disruptive threats cited vary by participant but include payments innovators, other fintechs, and Big Tech players (such as Alphabet, Amazon, Apple, Meta, or Microsoft), which reflects concerns over evolving customer expectations (another frequently cited emerging risk) and general strategic positioning.

> **"Change in regulatory focus and disruption by challengers are among the most pressing emerging risks this year."**

What is in the rest of the report?

The rest of this report dives deeper into CRO priorities, operational resilience, and emerging risks. Each section includes a summary analysis of our survey findings from this year. Where applicable, we compare this year's trends to last year's, noting changes and consistencies over time.

The report is organized into three sections:

1. **CRO priorities:** Exploring how CROs allocate time and which issues are most pressing.

2. **Operational resilience:** Gauging what operational resilience currently looks like across the industry, what gaps exist, and which next steps banks are prioritizing in development.

3. **Emerging risks:** Understanding new emerging risks and how these upcoming threats will affect CROs in the year to come.

A final section titled **"What does this all mean?"** offers a range of additional resources from Oliver Wyman and RMA to help CROs understand and navigate the many challenges that lie ahead.

SECTION 3

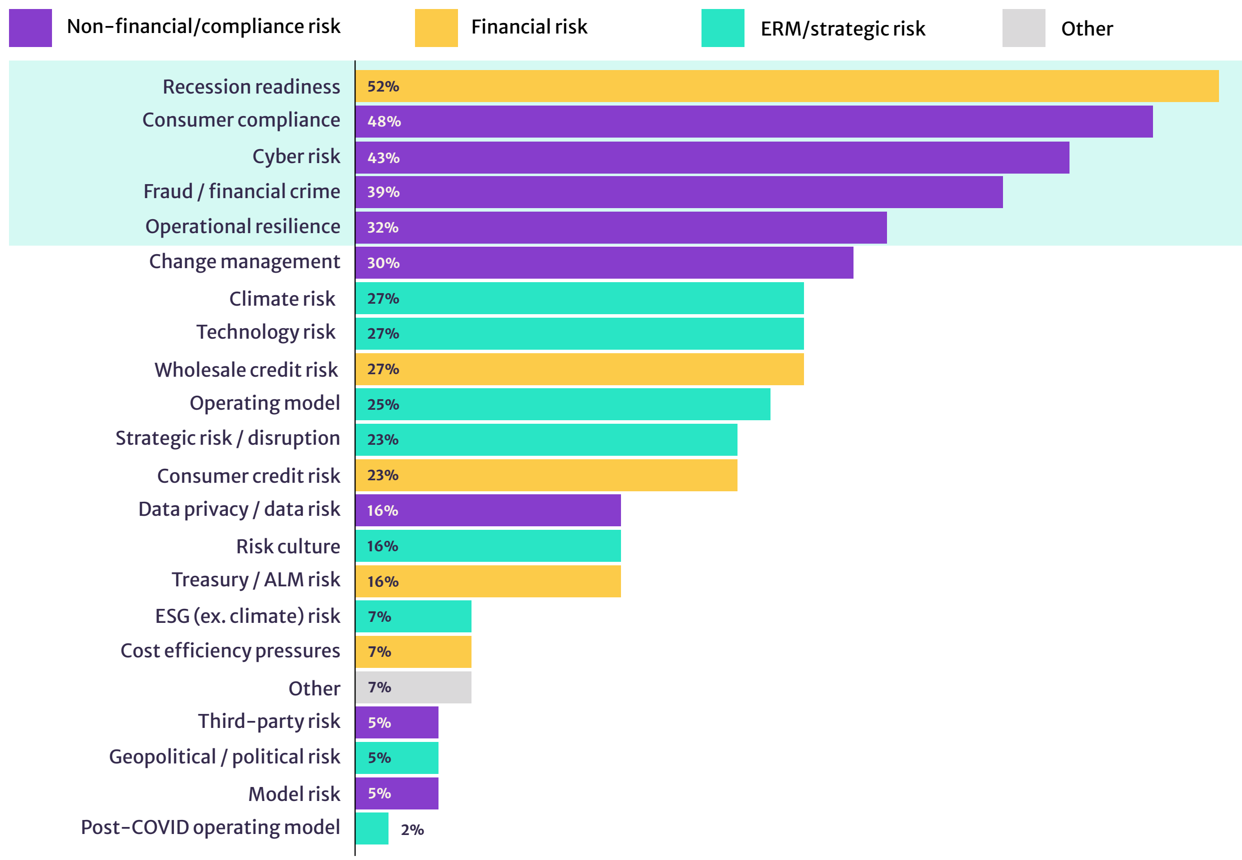
Detailed Findings

3.1. CRO Priorities

This year, CROs have increased their focus on financial risks due to the economic uncertainty. Recessionary concerns are the most frequently cited CRO priority this year (see **Exhibit 1**). The re-emergence of financial risks stems from changes in the economic outlook as economic prospects weakened. Last year, over 70% of respondents said that their outlook for 2022 was "better" or "much better" than in 2021. That was not the case this year. In 2022, CROs' outlook for the 2023 macroeconomic climate was significantly worse, as over 90% of respondents said that their outlook for macroeconomic, consumer credit, and commercial credit conditions next year will be "worse" or "much worse."

90%+ Macro and credit outlook will be worse next year

Exhibit 1: Top risk priorities



Top-five CRO priorities (2022 Survey vs. 2021 Survey)

2022		Rank	2021	
1	Recession readiness	NEW	1	**Cyber risk**
2	**Consumer compliance**	+3	2	Strategic risk/disruption
3	**Cyber risk**	-2	3	**Operational resilience**
4	Fraud/financial crime	+9	4	Commercial credit risk
5	**Operational resilience**	-2	5	**Consumer compliance**

bold = top-five priorities over multiple years

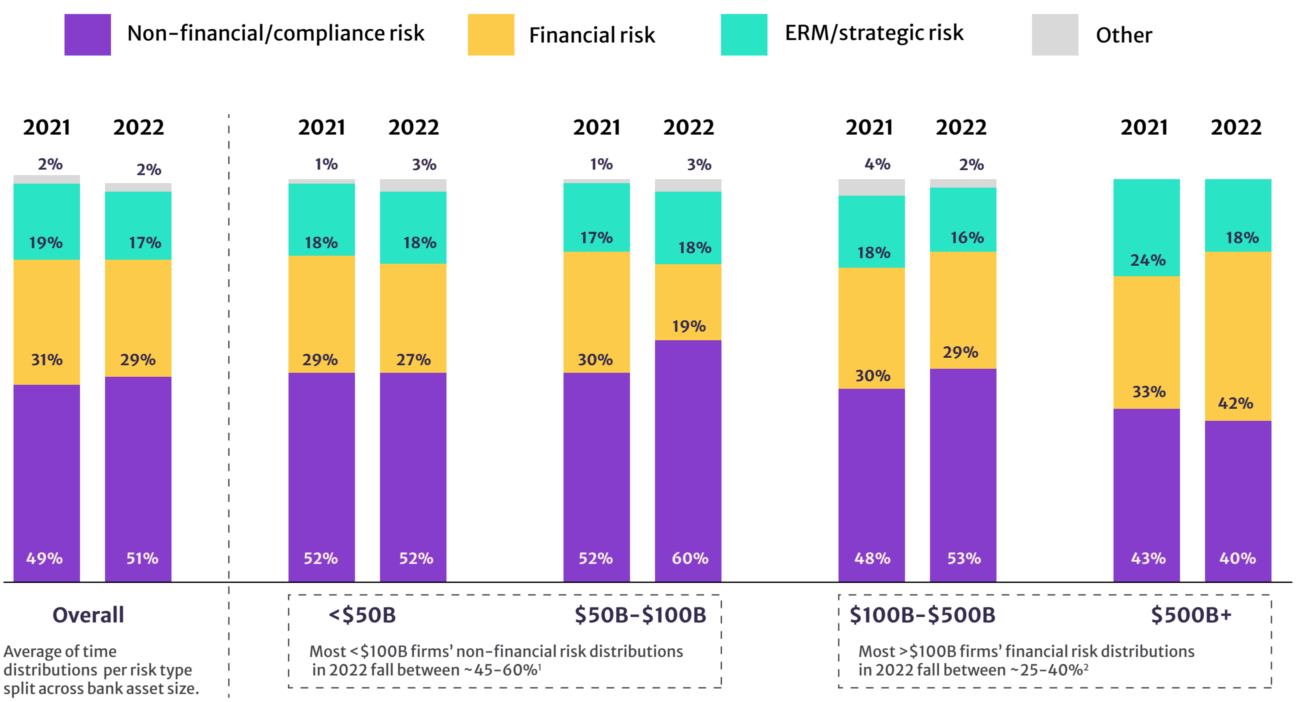
Frequency of **risk** areas appearing in respondents' lists of top-five priorities.

While recession and economic instability are understandably at the forefront of CROs' minds, non-financial issues still demand attention. Beyond recession readiness, the most frequently cited CRO priorities relate to non-financial risks: consumer compliance, fraud and financial crime, and potential disruptions like cyber risk and operational resilience (**Exhibit 1**).

CROs' views on the way they're allocating their time can provide an additional window into how they practically weigh their own priorities in the context of future macroeconomic and regulatory trends. While financial risks have grown in priority for CROs, survey results show that CROs are still dedicating a substantial portion of time toward addressing non-financial risks. This year, CROs on average are spending roughly half of their time on non-financial and compliance risk; nearly 30% of their time on financial risk-related topics; and nearly 20% on enterprise risk management (ERM), strategic, and other risk topics. This time allocation is similar to CROs' allocation in last year's results (see **Exhibit 2**). At the individual risk level, CROs indicate they spend the most time on credit risk, operational and operational resilience-related risk, and compliance and financial crime.

While time allocations today are still weighted toward non-financial risks, CROs in subsequent targeted interviews said that the proportion of time they allocate to financial risks, in particular credit and liquidity, would likely increase if an economic downturn materialized. Where this time will come from, however, is a key question. To effectively lead their organizations through the economic turmoil, CROs will have to simultaneously pay attention to more traditional financial risk while continuing to build out non-financial risk management programs.

Exhibit 2: 2021 Survey and 2022 Survey CRO time allocation split

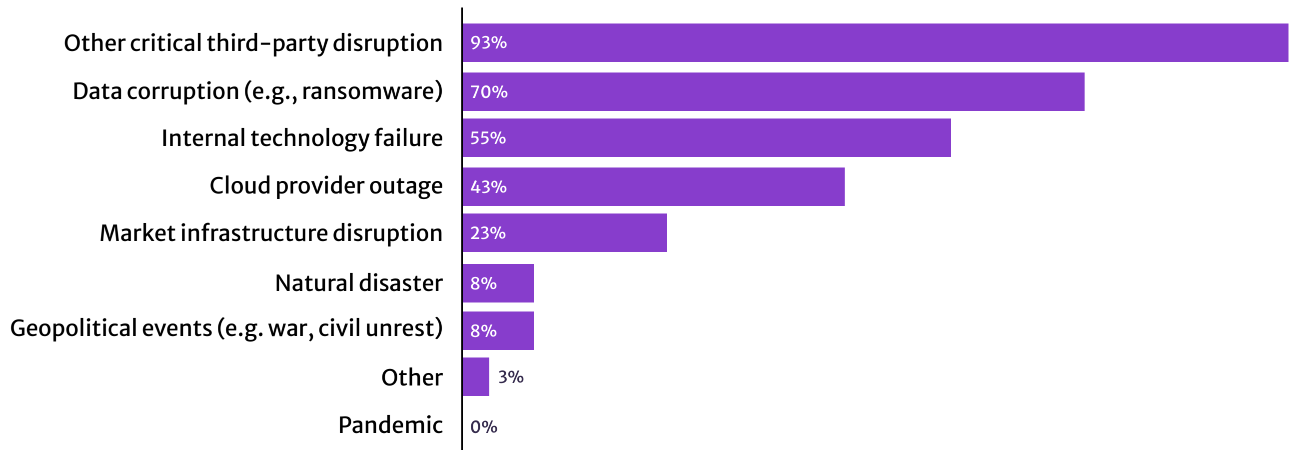


1. Results skewed due to one respondent's time distribution per risk type (most non-financial risk time distributions fall between ~45-60%).
2. Results skewed due to two respondents' time distributions per risk type (most financial risk time distributions fall between 25-40%).

3.2. Operational Resilience

For the second year in a row, operational resilience is among the top-five most frequently cited CRO priorities. Most banks have successfully navigated the COVID pandemic, which progressed slower relative to some other disruption risks and had widespread global impact, diffusing the risk. Now, CROs have turned their attention to being resilient to more severe, fast-progressing, idiosyncratic events like third-party, technology, and data-related disruptions (see **Exhibit 3**). CROs recognize there is a lot of work ahead to embed a resilience mindset in the organization and change how the organization operates and delivers services. CROs expect the risk function to play a key role in this work, especially in designing and building banks' operational resilience programs.

Exhibit 3: Top operational disruptions



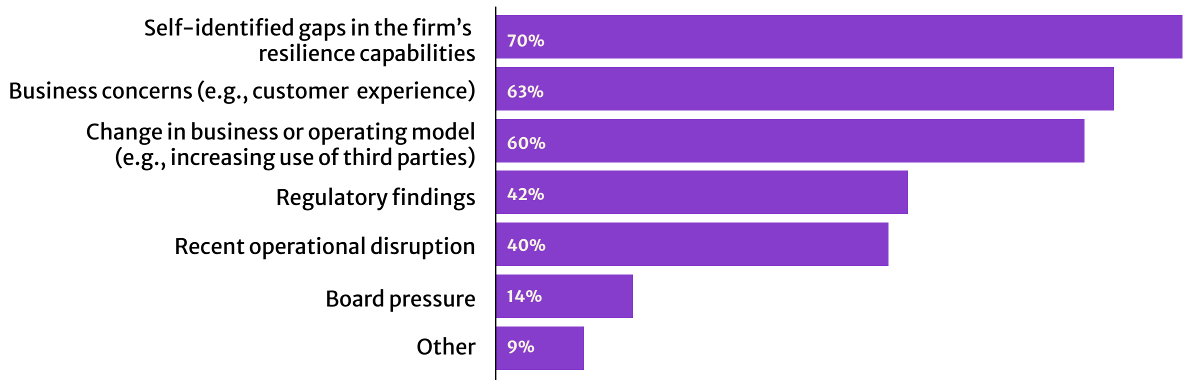
% of respondents who selected each operational disruption

Post-pandemic, CROs are focusing on resilience to severe, fast-progressing, idiosyncratic events.

Operational resilience – a CRO priority

Business drivers are at the heart of why banks are taking operational resilience seriously. Self-identified gaps in the firm's resilience capabilities, business concerns (such as customer experience), and change in business or operating model (like increasing use of third parties) are the top reasons CROs say their firms want to improve resilience (see **Exhibit 4**). These reasons suggest that CROs view resilience as a hallmark of effective risk management, a high-priority item for customers in a competitive banking landscape, and an especially important competitive differentiator considering the way innovation, increasing interconnectedness, and reliance on technology impact how banks deliver services. As Graeme Hepworth, CRO of RBC, stated, "We see operational resilience as the next evolution of operational risk management. We are focusing on it because it's a more effective approach."

Exhibit 4: Top drivers for firms' focus on operational resilience

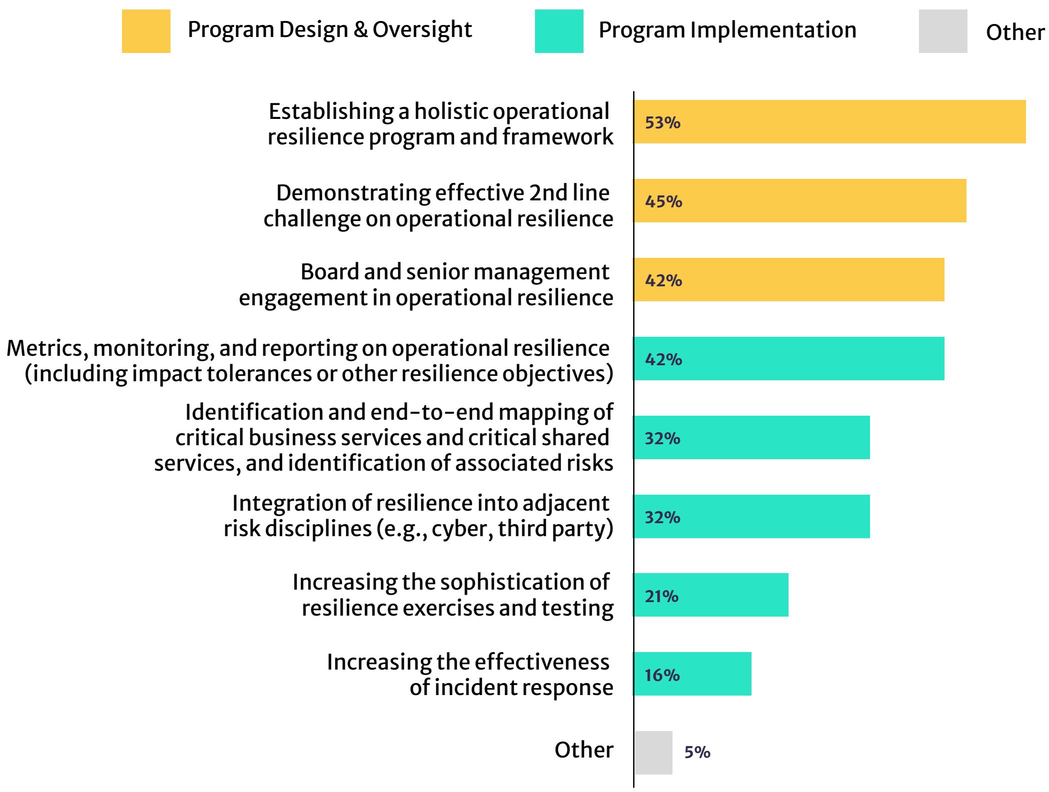


Frequency answer choice appears in the top three.

> "We see operational resilience as the next evolution of operational risk management. We are focusing on it because it's a more effective approach."
>
> -Graeme Hepworth, CRO of RBC

While regulation was not the driving force behind the focus on operational resilience, respondents are still expecting increased regulatory pressure. Nearly 80% of respondents say that regulatory scrutiny for operational resilience has increased in the past year (out of which, one-third expressed that there has been a "significant increase"). CROs indicate that they expect regulators to emphasize the importance of effective design and oversight of the program, while starting to shift focus toward effective implementation and risk reduction (see **Exhibit 5**). This means that regulators will start looking at items like effectiveness of resilience exercises, stress testing, and incident response.

Exhibit 5: Regulators' focus on operational resilience

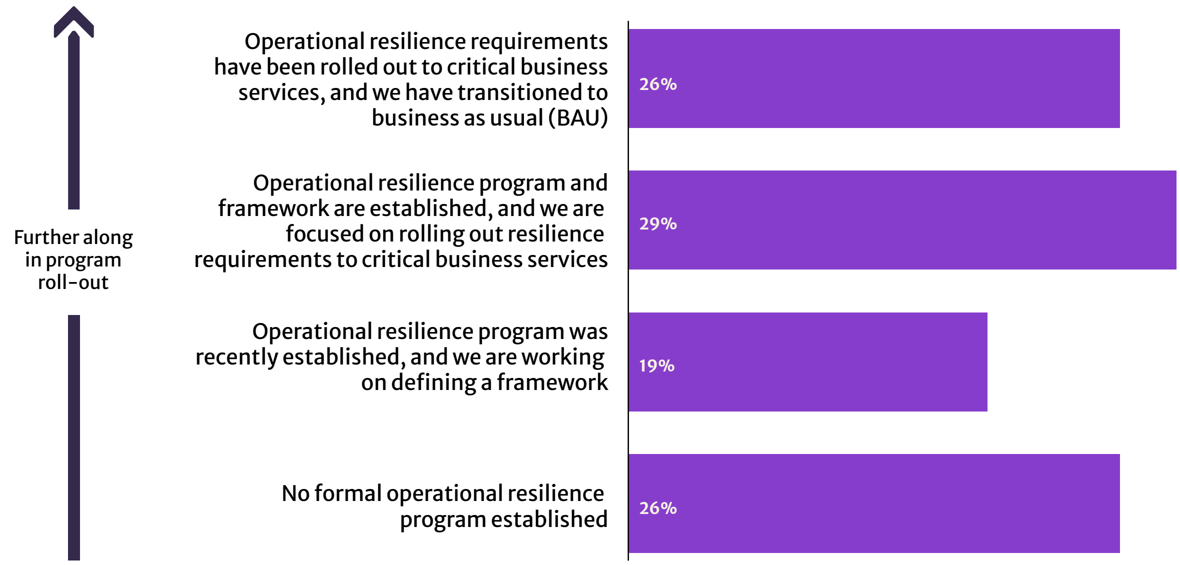


Frequency answer choice appears in the top three.

Plenty of work to be done

Given the growing importance of operational resilience, most banks surveyed have started the multi-year journey to enhance their capabilities. However, nearly half of banks are in the early stages of their operational resilience programs and only a quarter of banks say that those programs have transitioned into business as usual (see **Exhibit 6**). Larger banks tend to be the furthest along, but even most of the largest banks that participated in the survey (those with asset size $500 billion+) are still rolling out resilience requirements to critical business services.

Exhibit 6: Development of firms' operational resilience programs

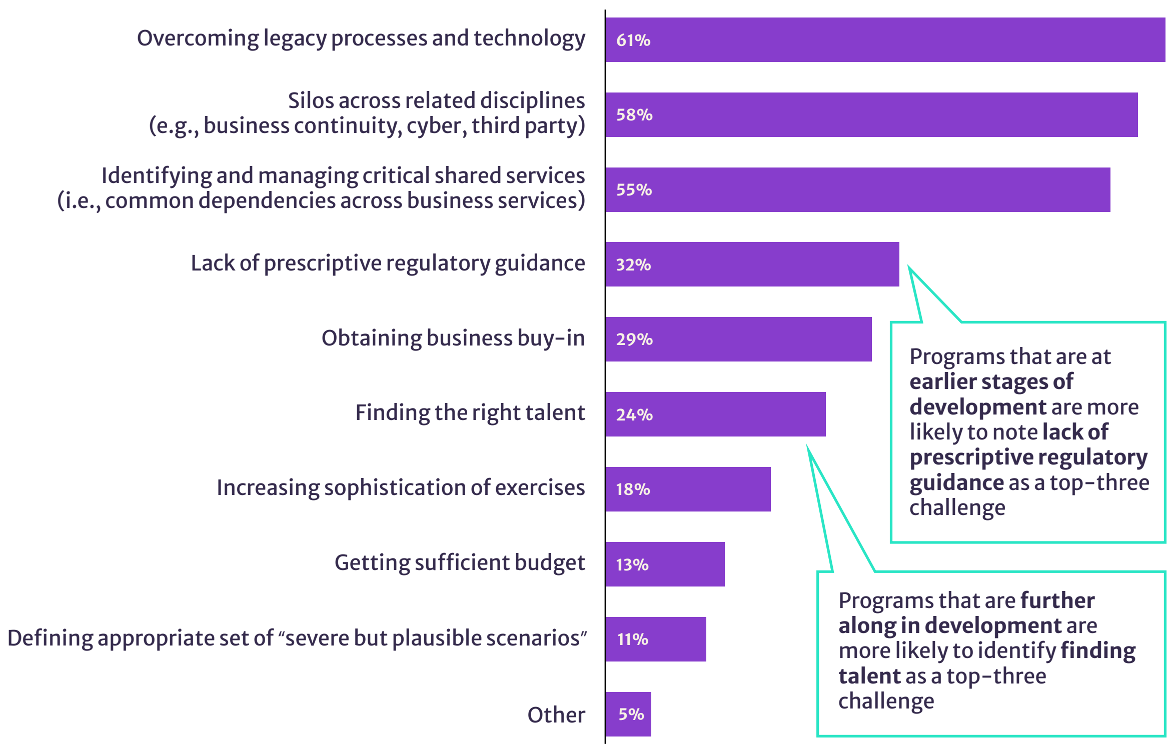


% of firms across operational resilience program stages of development.

Part of why most banks are still building core capabilities is that enhancing operational resilience is not easy, requiring a mindset shift and fundamental changes to the firm's operations. Consistent with these challenges, CROs tend to highlight overcoming legacy processes and technology, silos among existing risk types, and identifying and managing complex shared services as their firms' biggest barriers to enhancing resilience (see **Exhibit 7**). For example, Helga Houston, CRO of Huntington Bank, stated that communication is key to improving operational cohesiveness since "most plans were built in silos and the key is integrating all the individual plans so they can work holistically."

Interestingly, CROs offer slightly different answers depending on how developed their banks' operational resilience programs are. For example, the 45% of CROs who indicated their programs are less developed[1] tend to view lack of prescriptive regulatory guidance as a bigger challenge. They would like to ensure that their firms' operational resilience frameworks are consistent with regulatory expectations but struggle to do so without clear guidance. On the other hand, the 55% of CROs who indicated their programs are more developed[2] are more likely to identify finding talent as a top challenge. This highlights the scarcity of the unique mix of business, technology, and risk expertise that is required to move beyond framework development and enhance the resilience of critical business services.

Exhibit 7: Top challenges for operational resilience programs



% of respondents who selected each statement as their top-three biggest challenge for their operational resilience program.

The risk function will play a critical role as firms enhance their operational resilience capabilities. Two-thirds of respondents with operational resilience programs indicated that the risk function is responsible for the design and build of their firms' programs, either solely or jointly with the first-line function. While many banks indicate that they would transition program ownership to the first-line function for business-as-usual execution, they still expect the risk function to provide subject-matter expertise to the first line and review and challenge artifacts.

Taking all this into consideration, we are currently witnessing the early stages of an ongoing development and improvement process for operational resilience. We expect CROs and their banks to prioritize resilience even as the risk landscape continues to evolve.

1 For less developed programs, N = 19

2 For more developed programs, N = 23

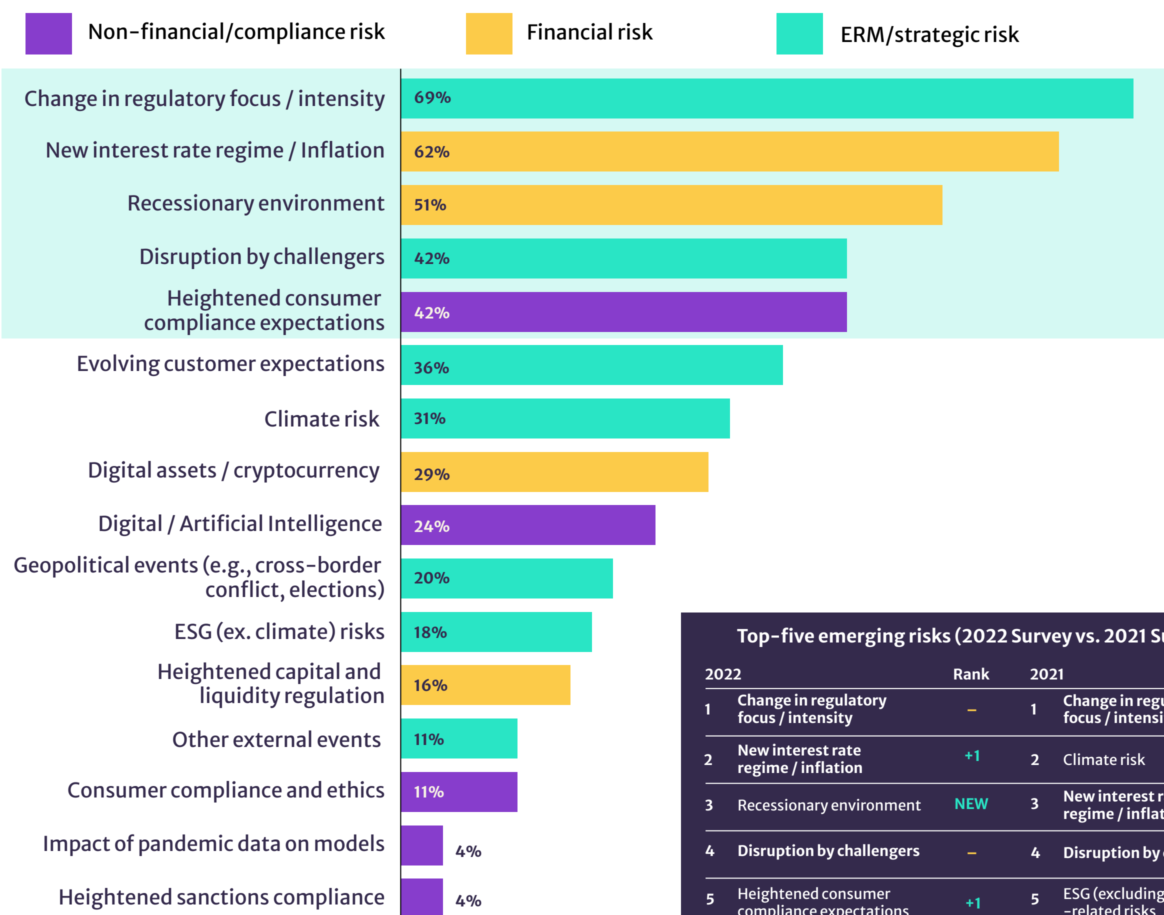
3.3. Emerging Risks

CROs also need to prepare for emerging risks that loom on the horizon. This year, CROs indicate they spend between 20% and 25% of their time identifying and planning for emerging risks, which is broadly consistent with last year's survey results. Similarly, the frequency with which CROs and boards are discussing emerging risks has remained consistent year-to-year, with nearly 90% of CRO respondents indicating that they engage with their board on emerging risks at least quarterly. To support these discussions and emerging risk management more broadly, nearly 90% of banks have instituted formal processes to identify and track emerging risks, either integrated into their overall risk identification process or as a parallel companion process. Larger banks tend to have the most developed emerging risk tracking and identification processes. Almost all banks with asset size $500+ billion integrate emerging risk identification into their overall risk identification process.

What's now at the forefront?

Emerging risks naturally change over time, as some "graduate" to become mature risks, others recede, and new risks emerge. This year's most frequently cited emerging risks include risks observed in last year's survey – disruption, rising interest rates, and changing regulatory expectations – as well as new risks related to a potential recession and consumer compliance expectations (see **Exhibit 8**).

Exhibit 8: Top emerging risks



Frequency of emerging risks appearing in respondents' lists of top-five emerging risks.

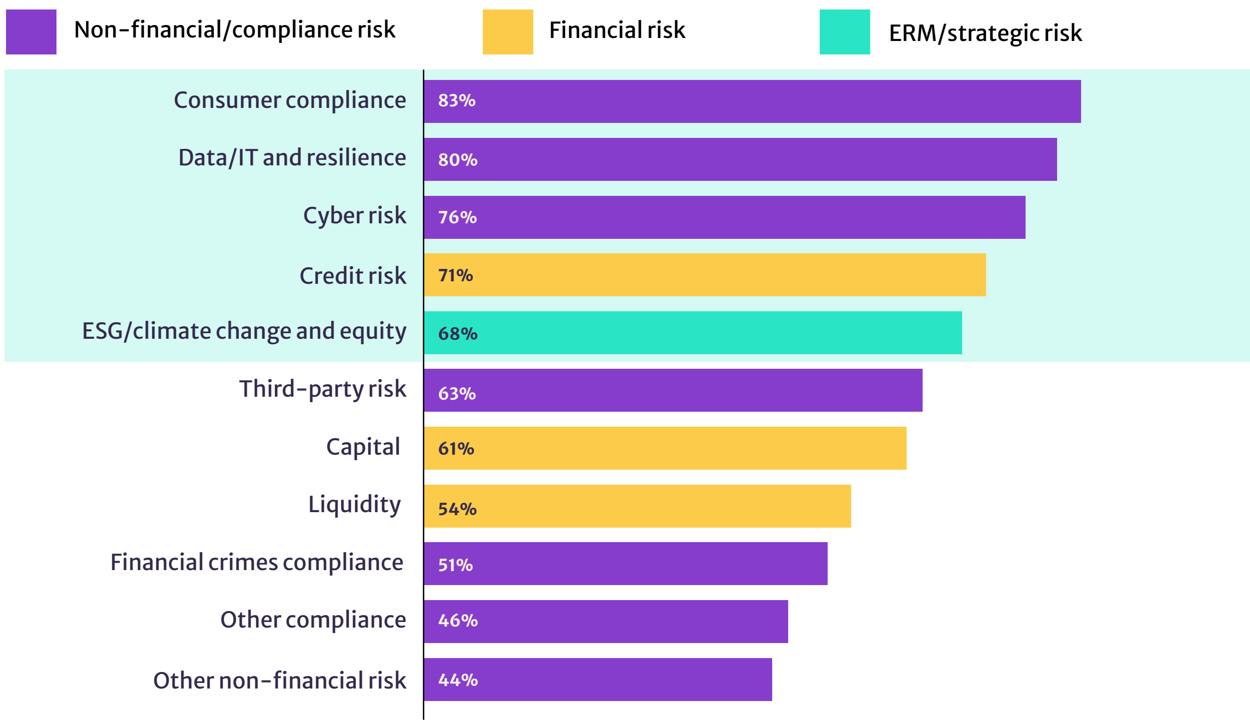
Top-five emerging risks (2022 Survey vs. 2021 Survey)

2022		Rank	2021	
1	**Change in regulatory focus / intensity**	–	1	**Change in regulatory focus / intensity**
2	**New interest rate regime / inflation**	+1	2	Climate risk
3	Recessionary environment	NEW	3	**New interest rate regime / inflation**
4	**Disruption by challengers**	–	4	**Disruption by challengers**
5	Heightened consumer compliance expectations	+1	5	ESG (excluding climate) –related risks

bold = top-five emerging risks over multiple years

Nearly 70% of respondents this year place a change in regulatory focus and intensity among their top-five emerging risks. This is further supported by the significant time CROs indicate they spend on regulatory affairs and relationship management, as well as by CROs' broad expectations for rising regulatory and supervisory pressure. As shown in **Exhibit 9**, CROs anticipate increased regulatory focus on a wide range of topics. These include areas where CROs have consistently expected increased pressure over the last several years, like consumer compliance, data and resiliency, cyber risk, credit risk, ESG and climate risk, and resurfacing challenges like capital and liquidity (reflecting the economic environment).

Exhibit 9: Regulatory / supervisory landscape outlook



Top-five regulatory focuses (2022 Survey vs. 2021 Survey)

2022		Rank	2021	
1	**Consumer compliance**	+4	1	**ESG/climate change and equity**
2	**Data/IT and resiliency**	+1	2	**Cyber risk**
3	**Cyber risk**	-1	3	**Data/IT and resilience**
4	Credit risk	+2	4	Third-party risk
5	**ESG/climate change and equity**	-4	5	**Consumer compliance**

bold = top-five regulatory focuses over multiple years

Summed percentages of average "increase" and "significant increase" per regulation category.

Disruption by challengers is another top-five emerging risk consistent between 2021 and 2022, coming in at number four this year. As cryptocurrency, fintech, and Big Tech capture an ever-increasing share of the consumer payments and personal finances market, banks will need to "leverage their ideas and entrepreneurial mentality," as Clarke Starnes, the CRO of Truist Financial Corporation stated, to get ahead of potential challengers. The threat of more modern and innovative entrants may also help explain why CROs highlighted evolving customer expectations as a key emerging risk, noted as sixth overall.

What about climate risk?

Although CROs have major concerns about the macroeconomic environment, climate and ESG risk remain high on their risk agenda as well. Nearly 90% and 85% of respondents still view climate and ESG, respectively, as an emerging or material risk. For banks with over $500 billion in assets, over 60% consider climate risk as a material risk. In addition, a number of respondents still view climate risk as a top-five emerging risk. The continued importance of climate risk may be due to the significant expectations on the horizon for climate. The SEC's proposed climate rule and next year's Federal Reserve exercise will set the bar for climate analytics and will eventually filter down to the rest of the industry.

SECTION 4

What does this mean for CROs?

Against a backdrop of economic headwinds and far-ranging risks, CROs and their risk teams will need to manage a growing plate of responsibilities in the upcoming months. Given that CROs do not expect significant increases in their budgets, they will simply need to do more with the same. It will be important for CROs to not only optimize their organizational structures and risk management processes (that is, drive further integration across non-financial risk to leverage synergies), but also ensure they have trusted leaders to whom they can delegate and allocate their time wisely to focus on the most strategic matters.

As CROs navigate this challenging environment ahead, they can draw on perspectives from Oliver Wyman and RMA to help them balance tradeoffs and operate using best practices.

4.1. Oliver Wyman resources: How to balance CRO priorities – addressing financial, non-financial, and strategic risks

As demands on their time increase, CROs will need to make sure that their organizations are managing risk as effectively as possible. This year's survey brought particular attention to managing inflation and new financial regulation; spotlighted climate, ESG, and consumer compliance as key emerging risks; and explored operational resilience as a top CRO priority. The following are Oliver Wyman publications and other resources that offer perspectives on how organizations can increase preparedness for these diverse risks.

Inflation and a Rising Interest Rate Environment

- Specific to financial services, Oliver Wyman's **Inflation Hub** includes a range of perspectives on the interactions between inflation and recession and their impact on the U.S. economic outlook.

- **Managing Liquidity Risk** examines key challenges faced by liquidity managers through a survey of over 40 bank treasury teams and outlines key practices.

Operational Resilience

- **Striving for Operational Resilience: The Questions Boards and Senior Management Should Ask** describes operational resilience against the backdrop of increasingly complex processes, technology infrastructure, and organizational silos, calling out the key resilience questions that boards and senior management should ask.

- **Resilience – Better to Look Ahead and Be Prepared Than to Look Back and Regret** is a joint Oliver Wyman/RMA webinar covering perspectives on operational resilience and practical considerations for resilience programs.

Consumer Compliance / Expectations

- **Advancing the Frontiers of Consumer Protection** highlights top priorities within consumer compliance and recommended actions for banks to take to better protect their customers.

Climate & ESG

- **Climate Change Is a Global Financial Risk** defines the scope of climate risk, the role of risk executives, and climate change opportunities.

- **Sustainability as a Moving Target** distills commonalities among programs that have successfully achieved, secured, and maintained dynamic sustainability. It describes the program life cycle, hallmarks of a sustainable anti-financial crime program, and provides recommendations for building and maintaining sustainability.

Cyber Risk

- **When the Going Gets Tough, the Tough Get Going: Overcoming the Cyber Risk Appetite Challenge** describes a practical approach to setting cyber risk appetite for boards and senior management.

- **Navigating Cyber Risk Quantification** emphasizes the importance of quantifying cyber-risk exposure. It articulates a probability-based approach to managing cyber risk in order to act and react quickly in high-risk situations.

Financial Crime

- **Cryptocurrencies: Head in the Sand Is Not an Option** explores financial crime risks that can be encountered in the cryptocurrency ecosystem and provides suggestions for addressing these systematically from an anti-money laundering, sanctions, and "know your customer" perspective.

Digital Assets

- **Navigating the Digital Asset Landscape** is a joint Oliver Wyman/RMA webinar addressing what financial service providers are doing to enter the digital asset and cryptocurrency market and how they safeguard their networks against risk.

4.2. RMA resources: Boosting preparedness amid competing risk priorities

The following are RMA publications and other resources that offer perspectives on how organizations can increase preparedness for these diverse risks. Visit **RMA's Event Calendar** for upcoming events.

Balancing CRO priorities

- **The 2022 Annual Risk Management & Internal Audit Virtual Conference** is airing December 5-8, 2022, and will be available on demand until January 16, 2023. A virtual version of this fall's in-person conferences, the conference will dive into a range of topics, including regulation and governance, credit and consumer risks, emerging risks, people risks, and leadership.

- **Hiring a Chief Risk Officer** is a resource for those banks looking to better define the CRO role and how best to interview potential CROs.

Inflation

- **CRE Valuation in the Shifting Landscape** is an article that reflects on the pandemic's short but highly unusual downturn, while shedding light on future valuation strategies.

- **Weird Economics** is an article based on a recent RMA New York Chapter panel, which analyzes the unusual economic landscape of stimulus, inflation, house prices, and geopolitical factors, and what these mean for risk managers.

Financial regulation

- **Emerging Risks, Heightened Expectations Make Second Line's Board Reporting More Critical** is an article adapted from a panel session at RMA's 2022 GCOR Conference and helps risk managers better prepare the board for heightened expectations.

- **Regulatory Update: Cybersecurity, ESG, and the Macroeconomic Environment** is an article adapted from an RMA New York Chapter virtual event, where panelists discussed key risk and control areas on the regulatory radar given the current macroeconomic environment, market events, and post pandemic developments.

Climate & ESG

- **How Banks Should Take Action on Climate Now** is an interview with David Carlin, leader of the UN's TCFD Program. Carlin discusses climate stress testing, how the financial system can promote stability in the face of a climate-prompted transition, and why climate is the ultimate cross-cutting risk.

- **RMA Risk Readiness Webinar—ESG Series: Addressing the Hot Buttons** explores how financial institutions are faring as they implement ESG programs, how these programs impact risk appetite, and how banks are setting, and adjusting, their ESG strategies.

- **Operationalize Your Climate Risk Framework** is a guide for banks starting their climate journey. This piece outlines potential areas of focus in operationalizing climate risk, set within the context of evolving climate risk classifications and taxonomies.

Operational resilience

- **Imagining the Future of Work** (part 1 of 2), from The RMA Journal, describes the board's role in helping to ensure organizations address the implications that changing technology and societal expectations will have for the workforce.

- **Imagining the Future of Work** (part 2 of 2) discusses COVID-19's role in speeding up workforce change and strategies to attract and retain talent.

- **Non-Financial Risks: Threats, Vulnerabilities, and Approaches to New Technologies** discusses non-financial risks that are top of mind for risk professionals, as the offerings between traditional firms and newer fintech players converge.

SECTION 5

Acknowledgments

We would like to thank all the people who shaped the survey and the report with their valuable contributions.

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For more than 100 years, RMA has been laser focused on one thing: helping its members in the world's financial institutions better understand and address risk. As a trusted partner, RMA has weathered the many economic ups and downs of the last century alongside its members, which now number 1,600+ financial institutions of all sizes, from multi-nationals to local community banks. These institutions are represented by over 35,000 individual RMA members located throughout North America, Europe, Australia, and Asia.

Our members rely on us to keep them abreast of important industry trends and prepare them to face new challenges head-on. Our sound risk management principles are developed for members, by members, and help to build safer, stronger financial institutions, impacting local communities and the global economy.

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