



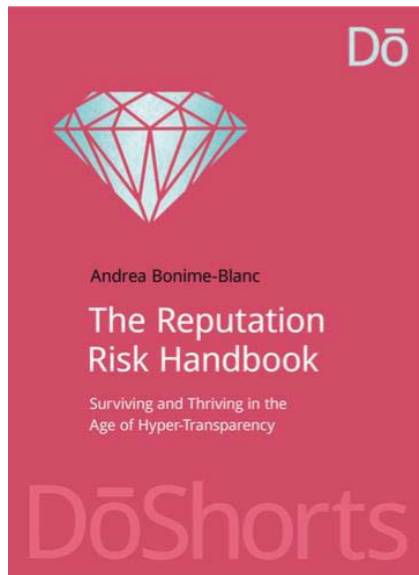
**GEC Risk Advisory**  
*Transforming Risk into Value*®

**REPUTATION RISK & ORGANIZATIONAL RESILIENCE:  
RELEVANCE TO GOVERNMENT**

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GEC RISK ADVISORY**

**AFERM - WASHINGTON DC – NOVEMBER 7, 2016**

## WHAT IS REPUTATION RISK & WHY NOW? *THE AGE OF HYPER-TRANSPARENCY & SUPER-CONNECTIVITY*



*“Reputation risk is an amplifier risk that layers on or attaches to other risks – especially ESG risks – adding negative or positive implications to the materiality, duration or expansion of the other risks on the affected organization, person, product or service.”*



Source: Andrea Bonime-Blanc. The Reputation Risk Handbook. Oxford: DO Sustainability  
2014.

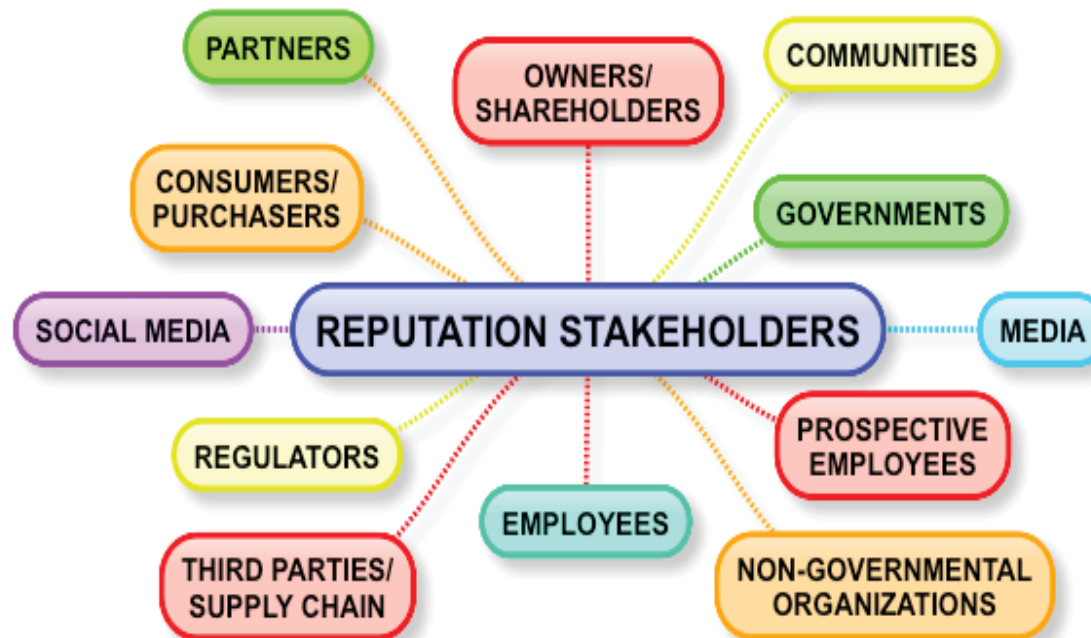
# CYBER-REPUTATION RISK: *THE RISK OF RISKS TURBOCHARGED*



In October 2015, Marsh released an important new survey of global corporate executives showing that the two top global risks concerning C-suites and risk executives today were cyber and reputation risk, especially the reputation risk associated with cyber breaches: “79% of respondents selected reputational damage from a sensitive data breach as the most likely and high-impact risk.”<sup>11</sup>

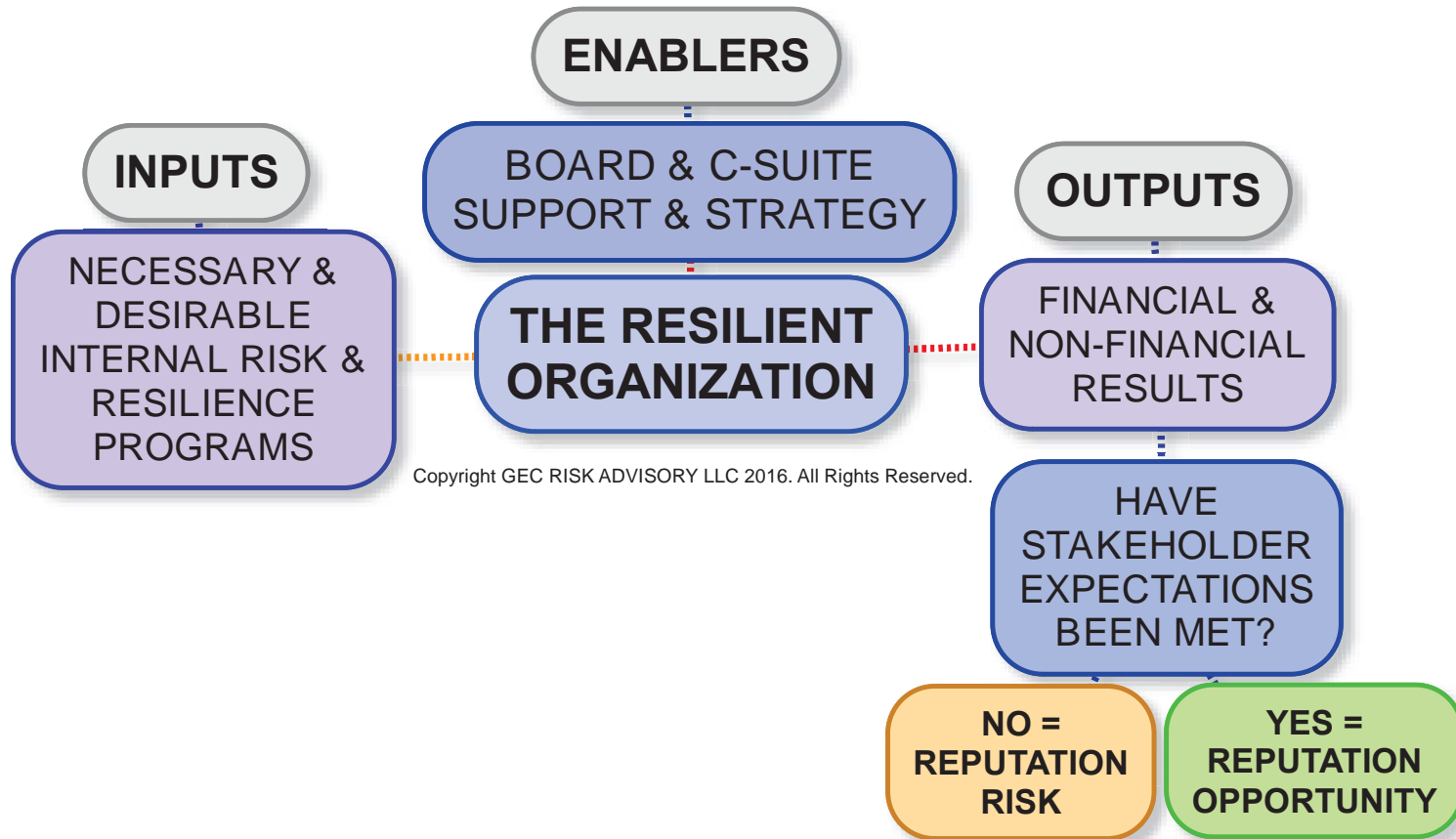
## STAKEHOLDERS & THEIR EXPECTATIONS

**Figure 7**  
**Reputation Stakeholders**



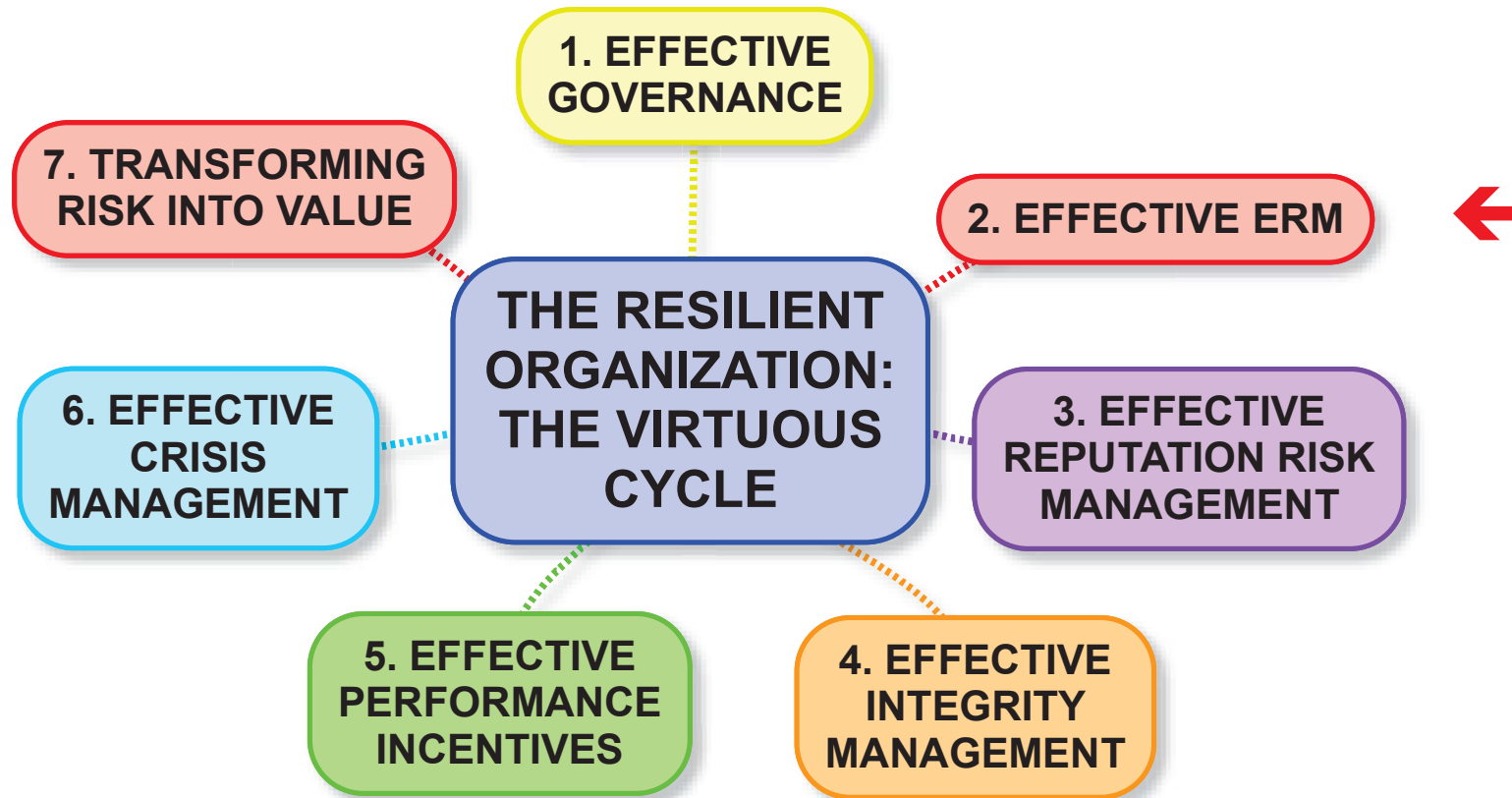
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# REPUTATION RISK & THE RESILIENT ORGANIZATION

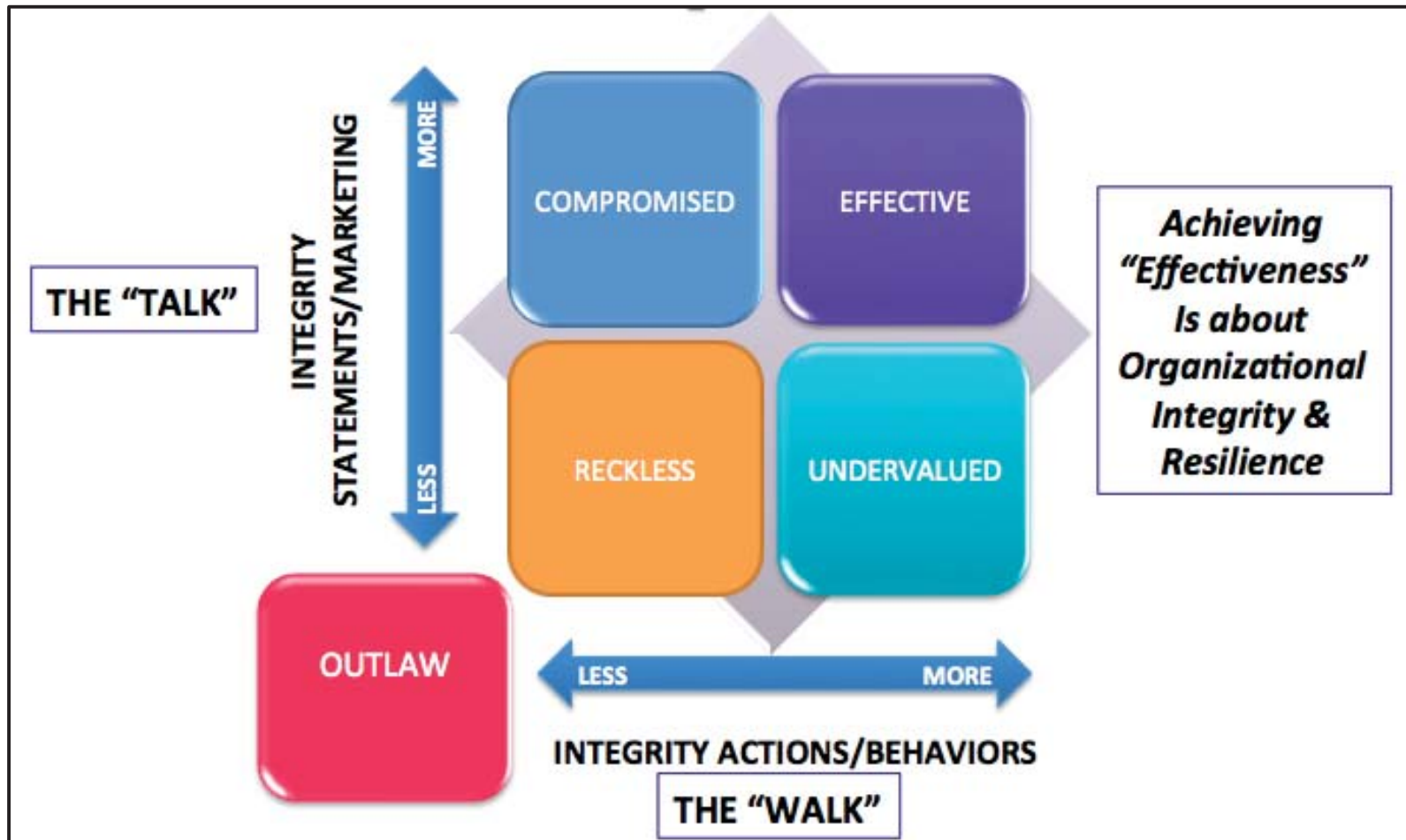


SOURCE: Andrea Bonime-Blanc. Forthcoming Publication 2016.

## THE RESILIENT ORGANIZATION'S VIRTUOUS CYCLE



## A TYPOLOGY OF ORGANIZATIONAL RESILIENCE



**THANK YOU!**

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