Note: Rapid Action surveys are a regular feature of Rivel's GuideLign program and Rivel G&S, conducted among our membership. The results are representative of members' thinking on key IR, governance, and sustainability issues.

> A Rivel client is interested in how others monitor and manage potential issues that pose significant risks to the business (operational, reputational, major weather event, technology outage, etc.).

QUESTION

At your company, which departments are involved in monitoring and managing potential issues that pose significant risks to the business?

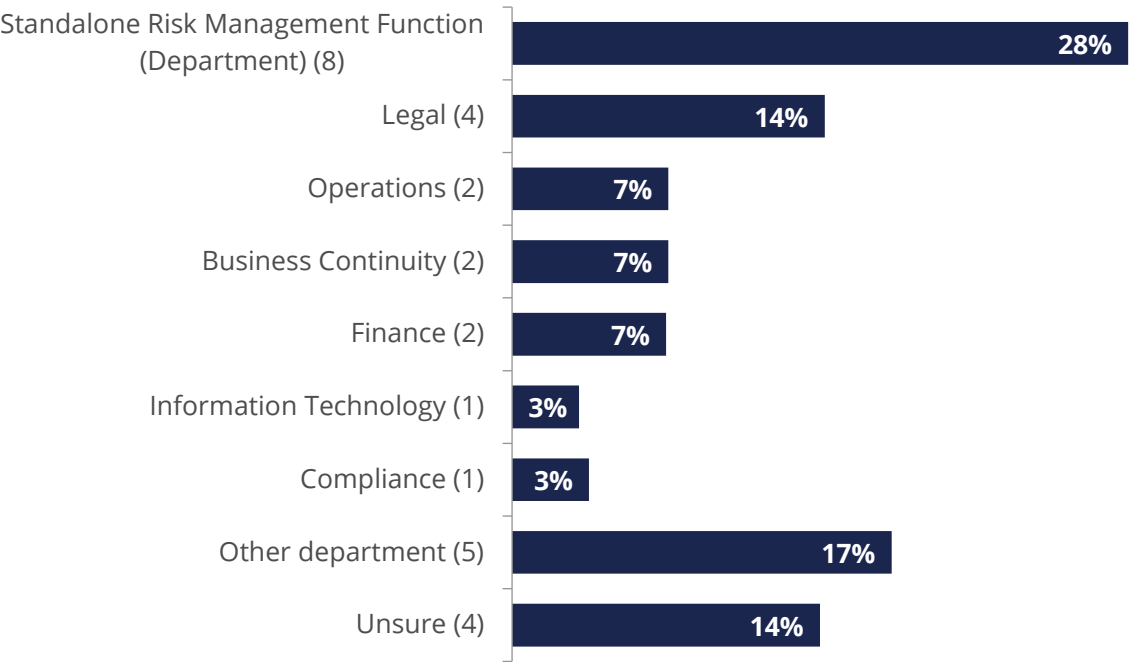| Department	%
Legal (25)	68%
Finance (25)	68%
Operations (22)	59%
Compliance (20)	54%
Information Technology (19)	51%
Standalone Risk Management Function (Department) (17)	46%
Corporate Communications (15)	41%
Business Continuity (10)	27%
Standalone Risk Management Function (Individual) (3)	8%
Other department (5)	14%
Unsure (3)	8%

n = 37, multiple responses

The legal, finance and operations divisions are the most-cited departments involved in monitoring and managing potential risks.

OTHER DEPARTMENT:

1. "Cross functional group across multiple functions. Led out of finance." Mega-Cap ($75B to 99.9B USD), Health Care

2. "IR." Large-Cap ($10B to 24.9B USD), Health Care

3. "Monitoring and managing potential risks to the business should be a standard part of every employee's job. Overseeing that process, consolidating, and reporting to the Board is the responsibility of the risk management team." Large-Cap ($10B to 24.9B USD), Industrials

4. "Board of directors." Small-Cap ($500M to 999M USD), Industrials

QUESTION

Which department is responsible for identifying and vetting potential issues?

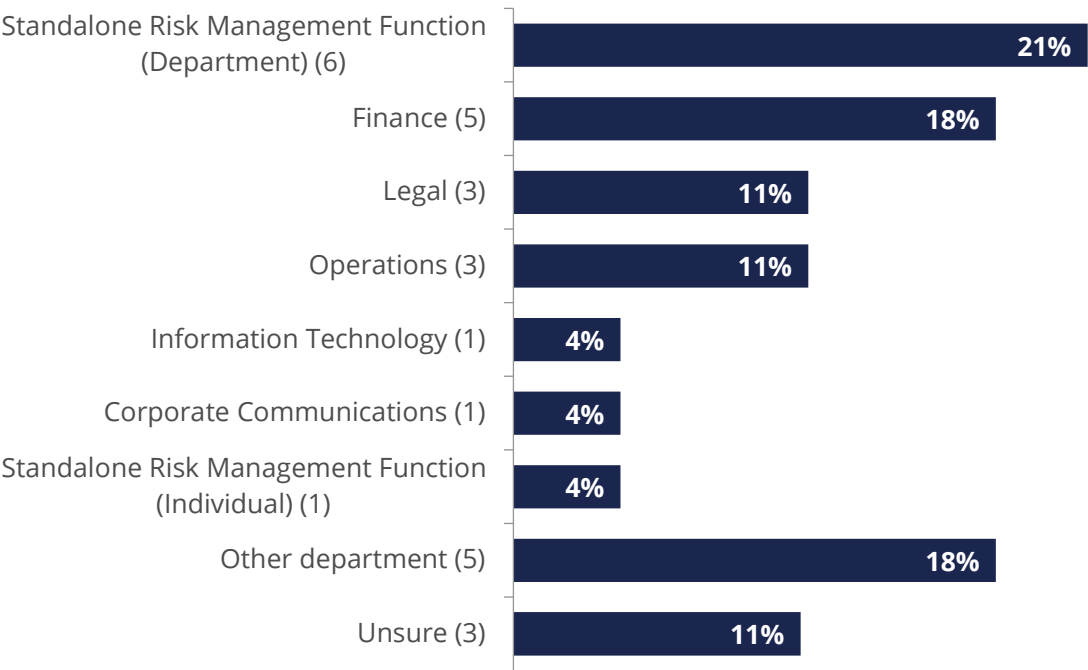| Category	Percentage
Standalone Risk Management Function (Department) (8)	28%
Legal (4)	14%
Operations (2)	7%
Business Continuity (2)	7%
Finance (2)	7%
Information Technology (1)	3%
Compliance (1)	3%
Other department (5)	17%
Unsure (4)	14%

n = 29

OTHER DEPARTMENT:

1. "IT, legal, operations, risk management and IR." Large-Cap ($10B to 24.9B USD), Health Care

2. "All, depending on the specific type of threat. Threats can come in many forms, so all departments must be risk aware." Mega-Cap ($75B to 99.9B USD), Industrials

3. "We have an enterprise risk management committee made up of cross-functional seasoned executives." Mid-Cap Small ($1B to 2.49B USD), Industrials

4. "All functions (and their respective managers) are responsible for flagging potential issues." Mid-Cap Medium ($2.5B to 4.9B USD), Industrials

QUESTION

Which department is responsible for analysis, planning, and preparedness for potential issues?

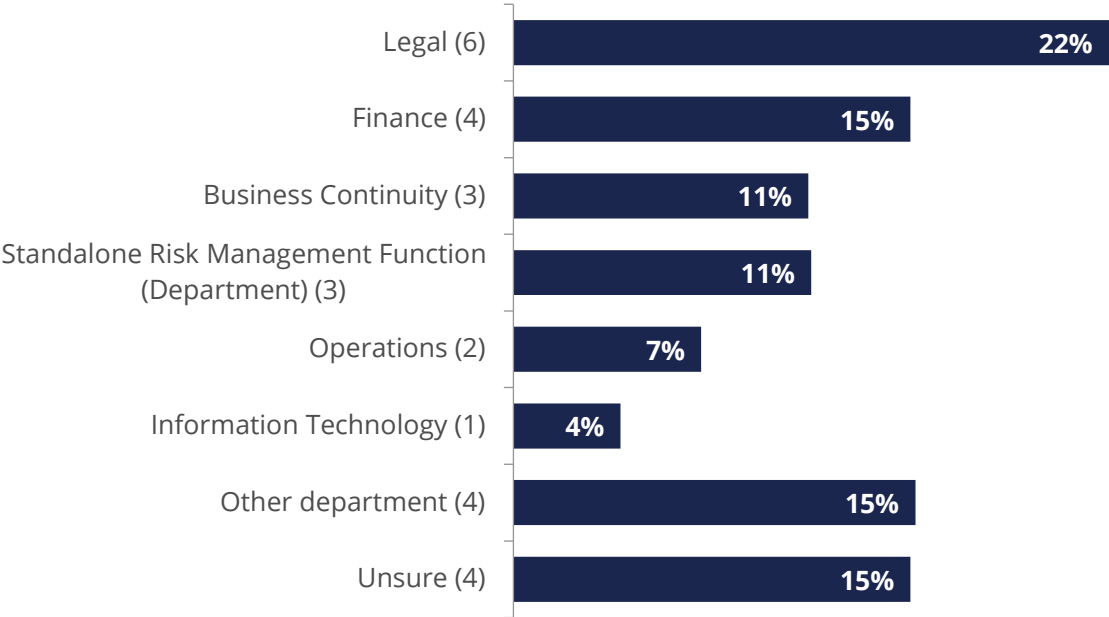| Department	Percentage
Standalone Risk Management Function (Department) (6)	21%
Finance (5)	18%
Legal (3)	11%
Operations (3)	11%
Information Technology (1)	4%
Corporate Communications (1)	4%
Standalone Risk Management Function (Individual) (1)	4%
Other department (5)	18%
Unsure (3)	11%

n = 28

OTHER DEPARTMENT:

1. "Each department for their own risks along with support from risk management."
   Large-Cap ($10B to 24.9B USD), Industrials

2. "All." Mega-Cap ($75B to 99.9B USD), Industrials

3. "The responsible party is dependent on the risk area." Mega-Cap (Greater than $100B USD), Health Care

4. "It depends on where the risk is. Example: supply chain issues, procurement. Plant risk, operations." Mid-Cap Small ($1B to 2.49B USD), Industrials

5. "It is managed by a risk team with members from different departments." Mid-Cap Medium ($2.5B to 4.9B USD), Industrials

QUESTION

Which department is responsible for qualifying severity of "issue" or "event" before/after the fact?

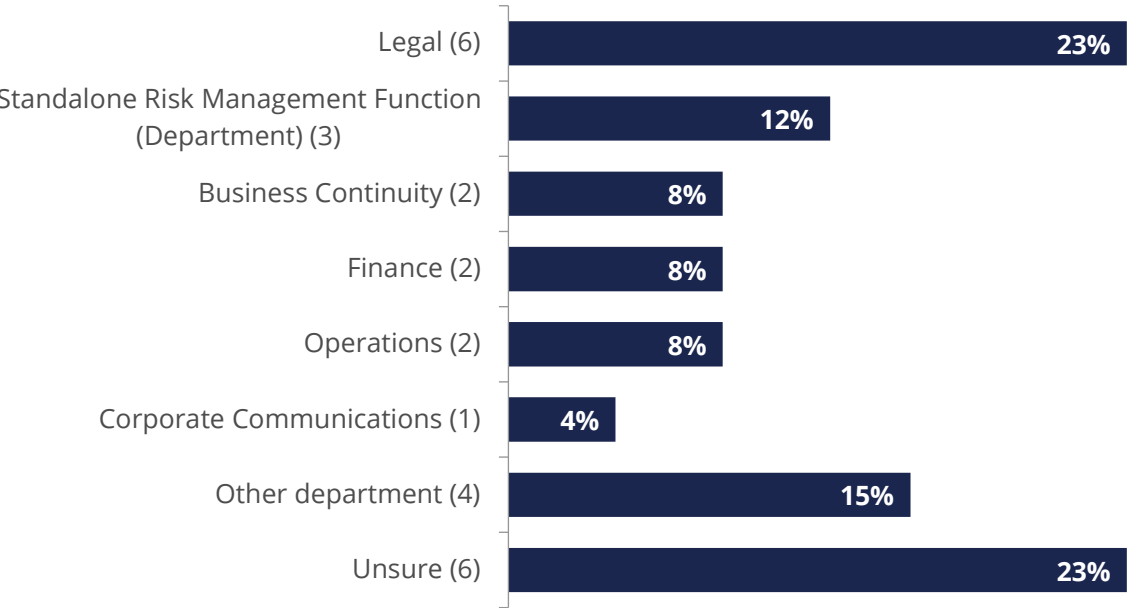| Department	%
Legal (6)	22%
Finance (4)	15%
Business Continuity (3)	11%
Standalone Risk Management Function (Department) (3)	11%
Operations (2)	7%
Information Technology (1)	4%
Other department (4)	15%
Unsure (4)	15%

n = 27

OTHER DEPARTMENT:

1. "All." Mega-Cap ($75B to 99.9B USD), Industrials

2. "We have a subdisclosure department (finance/legal) - we have guardrails before the fact but validate after the fact." Mega-Cap (Greater than $100B USD), Health Care

3. "It is managed by a risk team with members from different departments." Mid-Cap Medium ($2.5B to 4.9B USD), Industrials

QUESTION

Which department is responsible for initiating and convening a response taskforce?

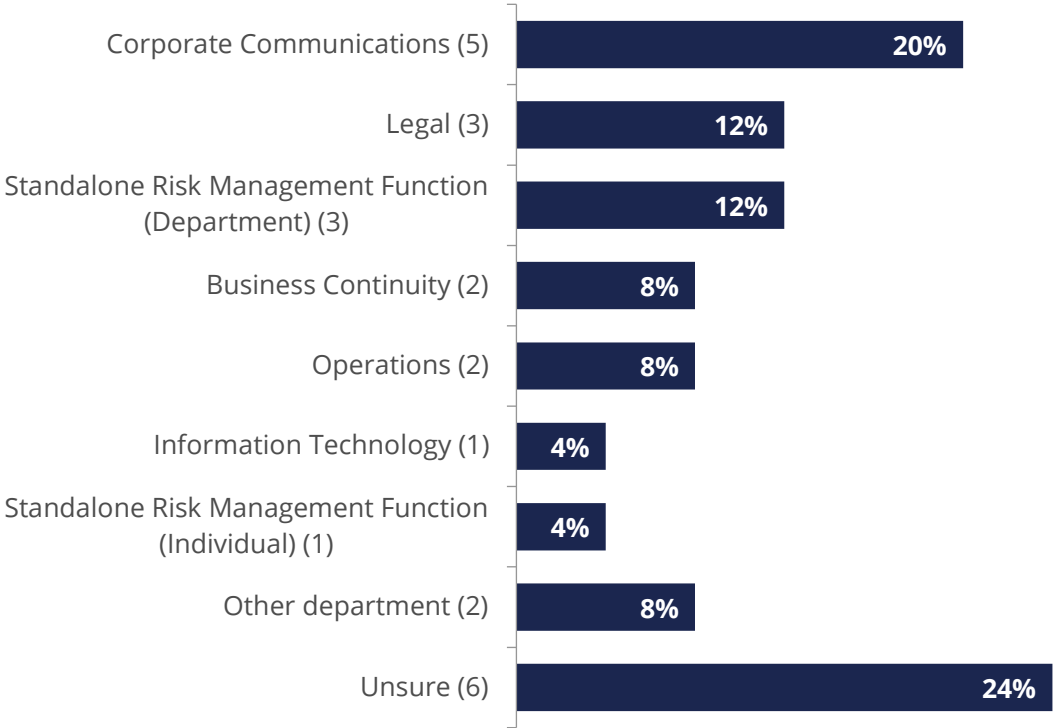| Department	Percentage
Legal (6)	23%
Standalone Risk Management Function (Department) (3)	12%
Business Continuity (2)	8%
Finance (2)	8%
Operations (2)	8%
Corporate Communications (1)	4%
Other department (4)	15%
Unsure (6)	23%

n = 26

OTHER DEPARTMENT:

1. "All." Mega-Cap ($75B to 99.9B USD), Industrials

2. "Depends on the risk that occurred - each department needs plans and teams for the appropriate risk." Mega-Cap (Greater than $100B USD), Health Care

3. "Usually, CEO and CFO assign that responsibility." Mid-Cap Small ($1B to 2.49B USD), Industrials

QUESTION

Which department is responsible for operationalizing/project managing company response?

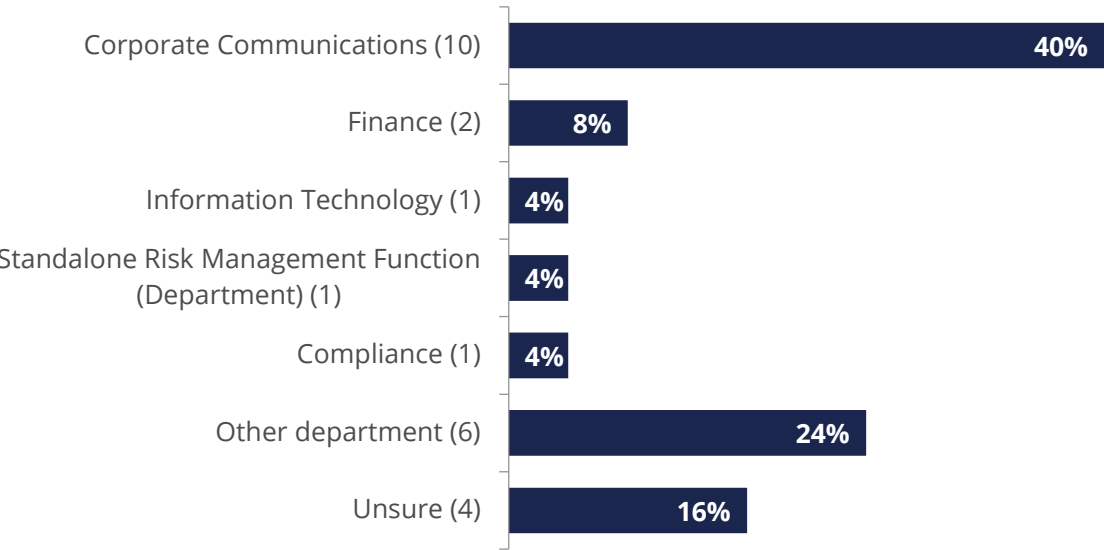| Department	Percentage
Corporate Communications (5)	20%
Legal (3)	12%
Standalone Risk Management Function (Department) (3)	12%
Business Continuity (2)	8%
Operations (2)	8%
Information Technology (1)	4%
Standalone Risk Management Function (Individual) (1)	4%
Other department (2)	8%
Unsure (6)	24%

n = 25

OTHER DEPARTMENT:

1. "Each individual department." Mega-Cap (Greater than $100B USD), Health Care

2. "Wherever the risk is, that team leads the project." Mid-Cap Small ($1B to 2.49B USD), Industrials

QUESTION

Which department is responsible for communication to impacted stakeholders?

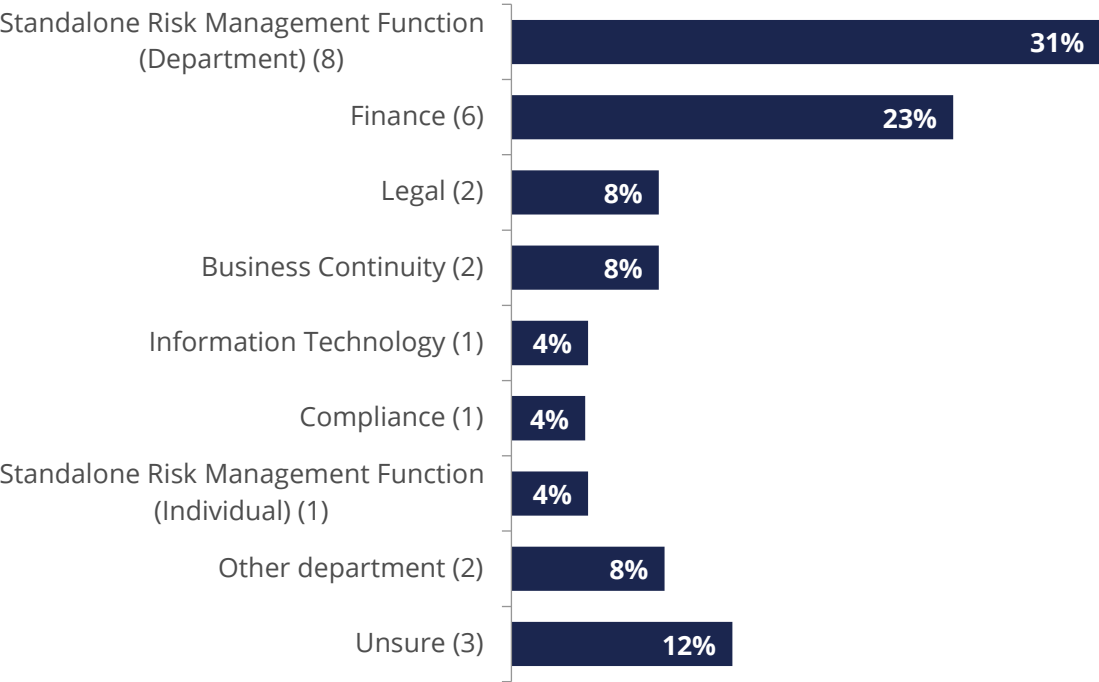| Department	Percentage
Corporate Communications (10)	40%
Finance (2)	8%
Information Technology (1)	4%
Standalone Risk Management Function (Department) (1)	4%
Compliance (1)	4%
Other department (6)	24%
Unsure (4)	16%

n = 25

OTHER DEPARTMENT:

1. "Operations, legal, communications internally. IR externally." Large-Cap ($10B to 24.9B USD), Health Care

2. "Each individual department." Mega-Cap (Greater than $100B USD), Health Care

3. "Communications, IR." Large-Cap ($10B to 24.9B USD), Financials

4. "IR." Mid-Cap Small ($1B to 2.49B USD), Consumer Staples

5. "Communications." Small-Cap ($500M to 999M USD), Energy

QUESTION

Of those departments you selected, which one department leads the process for monitoring and managing issues that pose significant risks to the business?

Department	Percentage
Standalone Risk Management Function (Department) (8)	31%
Finance (6)	23%
Legal (2)	8%
Business Continuity (2)	8%
Information Technology (1)	4%
Compliance (1)	4%
Standalone Risk Management Function (Individual) (1)	4%
Other department (2)	8%
Unsure (3)	12%

n = 26

OTHER DEPARTMENT:

1. "All." Mega-Cap ($75B to 99.9B USD), Industrials

2. "Each individual department." Mega-Cap (Greater than $100B USD), Health Care

QUESTION

What other feedback, if any, can you share regarding responsibilities/process for managing potential issues that pose significant risks to the business?

1. "We have learned this process must be a collaboration across enterprises, but it is also helpful to have a centralized organization that manages these processes."
Mid-Cap Large ($5B to 9.9B USD), Utilities

2. "It's a team effort." Mid-Cap Small ($1B to 2.49B USD), Consumer Staples