

Examples of External Sources of Risk

Economic

- Availability, liquidity, market factors, competition

Social

- Consumer tastes, citizenship, privacy, terrorism, demographics

Equity

- Social/economic/environmental injustices, racial profiling, unequal access, conscious and unconscious bias, institutional racism, underrepresentation

Technology

- New entrants/substitutes, interruptions, process, IT innovations, loss of data, system integrations, various security threats (malware, hacking), service downtime

Environmental

- Natural disaster, energy and waste, sustainable development, effects of climate change

Political

- Government stability/change, legislation, public policy, regulation

Examples of Internal Sources of Risk

Infrastructure

- Availability/capability of assets, real property, complexity, failures

Personnel

- Leadership and staff succession, employee capability, fraudulent activity, health and safety

Equity

- Inequitable hiring practices, acts of discrimination and harassment, unequal access, micro inequities, institutional racism, underrepresentation

Finance

- Budget/rates, financial loss

Process

- Capacity, design, execution, suppliers/dependencies, operational efficiencies

Technology

- Data integrity/availability, system development/selection/deployment/maintenance, data quality and completeness