

A typical cyber risk heat map – example Banking sector

Threat actors and the impacts vary by sector and business

Notable insights:

- Concern has shifted to nation-states, global organized criminal gangs and highly skilled hackers.
- While financial risks are important, senior leaders are more worried about destructive attacks and loss of client / investor confidence.
- Concern about harm not only to individual organisations but also about system risks to the economy via a concerted cyber attack. Cyber attacks may be a particular risk during times of conventional war or international crisis.
- Cyber dependencies across the ecosystem between financial institutions, critical suppliers, industry partners, etc. introduce high levels of third party risks, insider risks, social media risks, etc.

IMPACTS \ ACTORS	Financial theft / fraud	Theft of IP or strategic plans	Business disruption	Destruction of critical infrastructure	Reputation damage	Threats to life / safety	Regulatory
Organized criminals	Very high	Moderate	Low	Low	High	Moderate	High
Hacktivists	Moderate	Moderate	Very high	Moderate	Very high	Low	Moderate
Nation states	Moderate	High	Very high	Very high	Very high	Low	High
Insiders / Partners	Very high	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
Competitors	Low	Moderate	Low	Low	Low	Low	Low
Skilled individual hackers	Very high	Moderate	Moderate	Moderate	Moderate	Low	Moderate

KEY	
Very high	Moderate
High	Low