



Ronny Frederickx
Executive Director

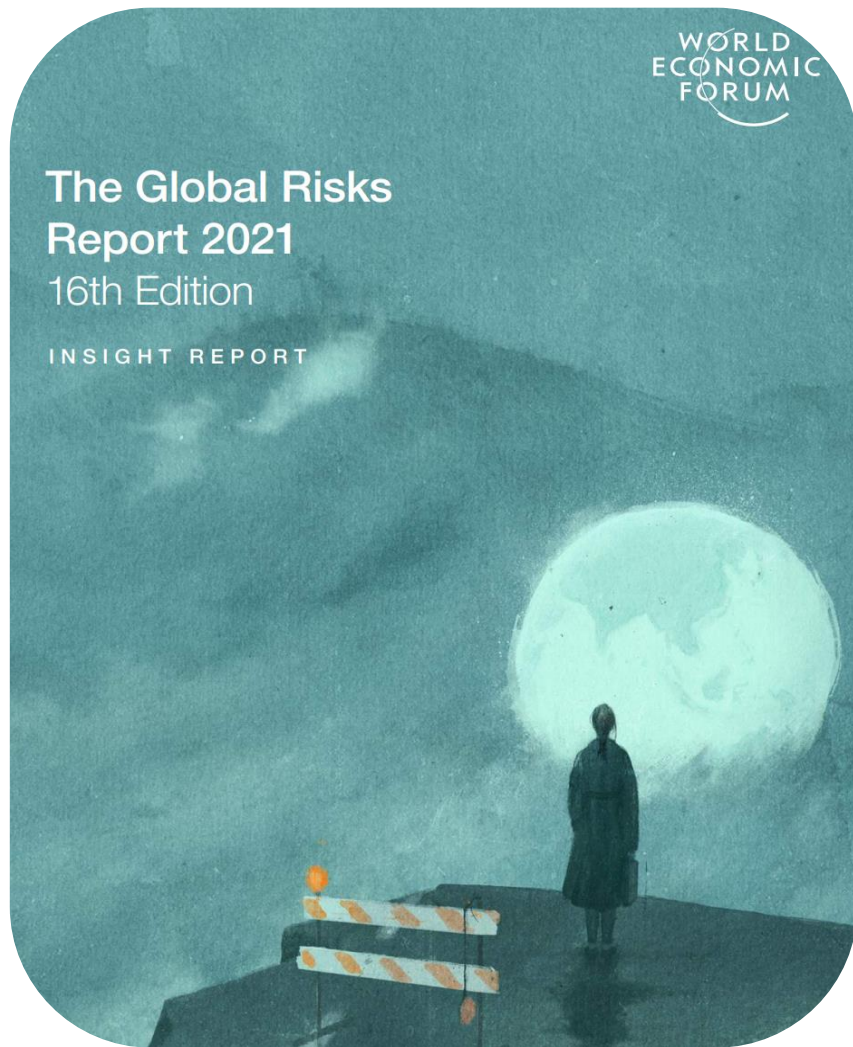
European Federation of Chief Executives in Local Government

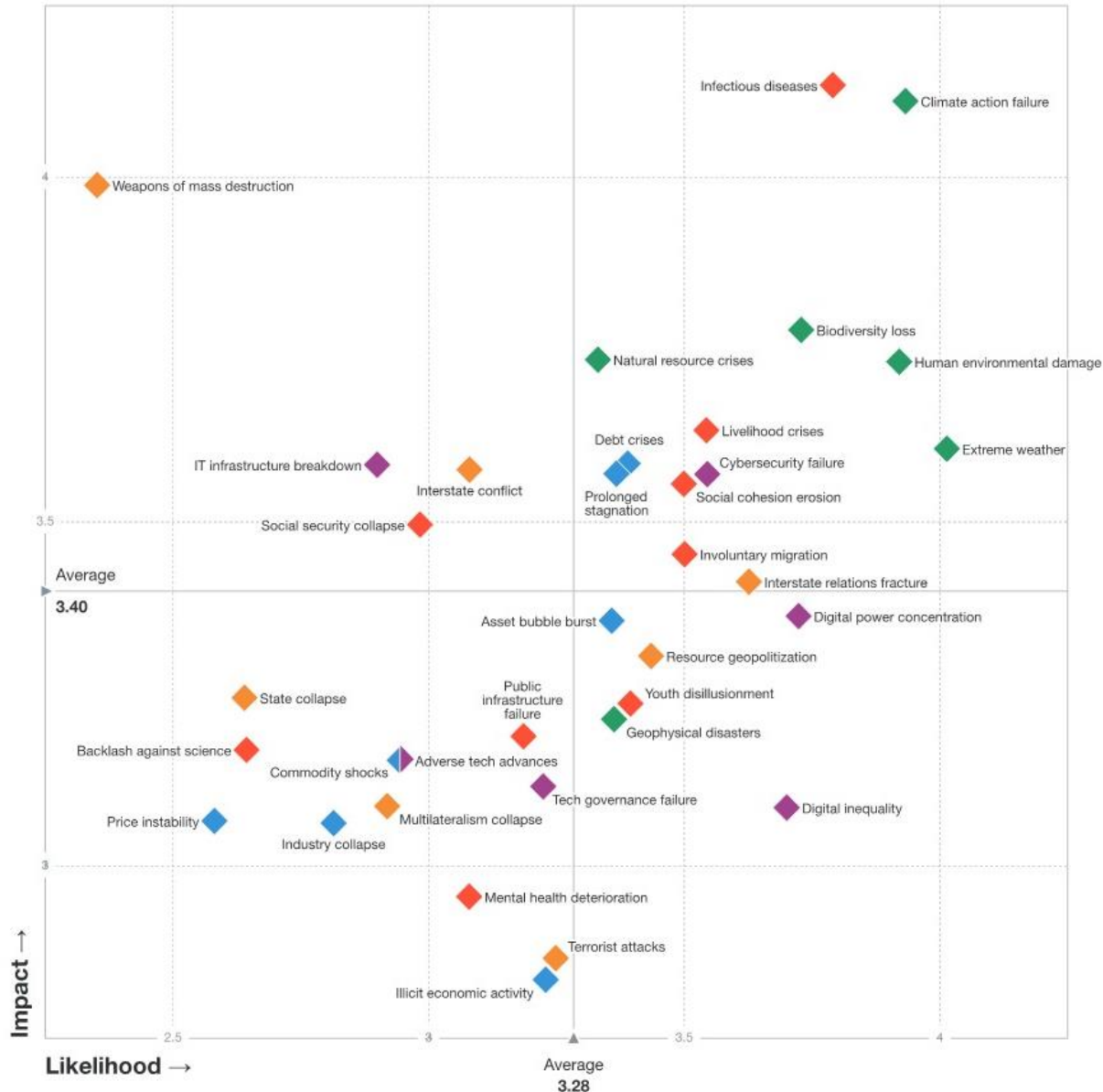
***GLOBAL RISK REPORT 2021 - WORLD ECONOMIC FORUM
& the PRIMO & UDITE COVID-19 follow up survey***

Samedi 16 octobre, 2021



WORLD ECONOMIC FORUM - GLOBAL RISK REPORT 2021 <https://www.weforum.org/videos/these-are-the-5-biggest-risks-facing-humanity-in-2021>





Top Risks by likelihood

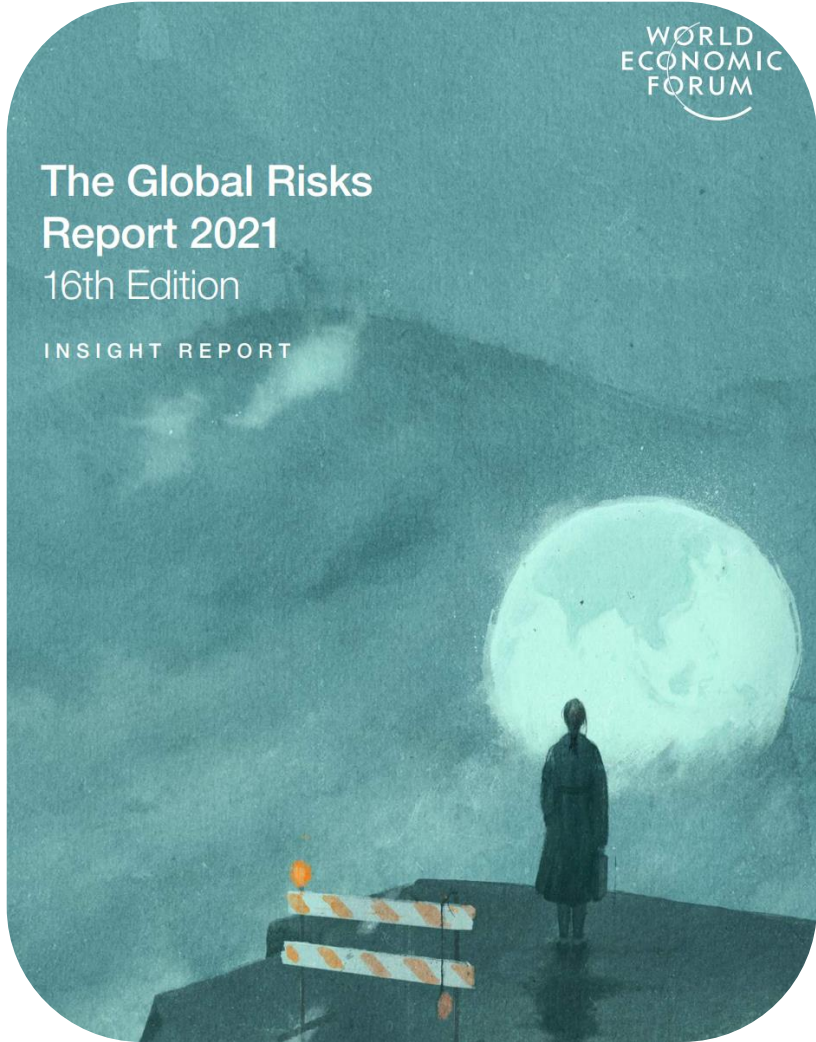
- 1 Extreme weather
- 2 Climate action failure
- 3 Human environmental damage
- 4 Infectious diseases
- 5 Biodiversity loss
- 6 Digital power concentration
- 7 Digital inequality
- 8 Interstate relations fracture
- 9 Cybersecurity failure
- 10 Livelihood crises

Top Risks by impact

- 1 Infectious diseases
- 2 Climate action failure
- 3 Weapons of mass destruction
- 4 Biodiversity loss
- 5 Natural resource crises
- 6 Human environmental damage
- 7 Livelihood crises
- 8 Extreme weather
- 9 Debt crises
- 10 IT infrastructure breakdown

Risk categories

- ◆ Economic
- ◆ Environmental
- ◆ Geopolitical
- ◆ Societal
- ◆ Technological

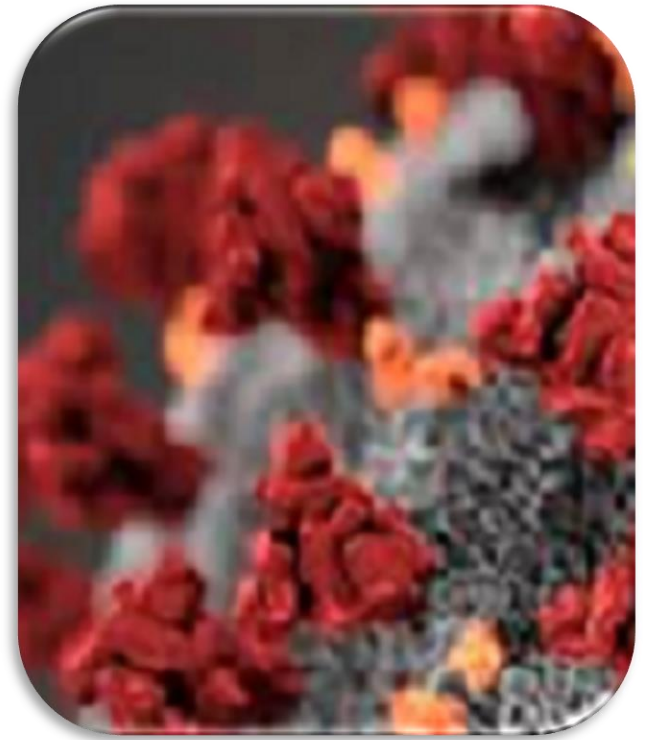


Top Global Risks by Likelihood

	1st	2nd	3rd	4th	5th	6th	7th
2021	Extreme weather	Climate action failure	Human environmental damage	Infectious diseases	Biodiversity loss	Digital power concentration	Digital inequality
2020	Extreme weather	Climate action failure	Natural disasters	Biodiversity loss	Human-made environmental disasters		
2019	Extreme weather	Climate action failure	Natural disasters	Data fraud or theft	Cyberattacks		
2018	Extreme weather	Natural disasters	Cyberattacks	Data fraud or theft	Climate action failure		
2017	Extreme weather	Involuntary migration	Natural disasters	Terrorist attacks	Data fraud or theft		
2016	Involuntary migration	Extreme weather	Climate action failure	Interstate conflict	Natural catastrophes		
2015	Interstate conflict	Extreme weather	Failure of national governance	State collapse or crisis	Unemployment		
2014	Income disparity	Extreme weather	Unemployment	Climate action failure	Cyberattacks		
2013	Income disparity	Fiscal imbalances	Greenhouse gas emissions	Water crises	Population ageing		
2012	Income disparity	Fiscal imbalances	Greenhouse gas emissions	Cyberattacks	Water crises		

Top Global Risks by Impact

	1st	2nd	3rd	4th	5th	6th	7th
2021	Infectious diseases	Climate action failure	Weapons of mass destruction	Biodiversity loss	Natural resource crises	Human environmental damage	Livelihood crises
2020	Climate action failure	Weapons of mass destruction	Biodiversity loss	Extreme weather	Water crises		
2019	Weapons of mass destruction	Climate action failure	Extreme weather	Water crises	Natural disasters		
2018	Weapons of mass destruction	Extreme weather	Natural disasters	Climate action failure	Water crises		
2017	Weapons of mass destruction	Extreme weather	Water crises	Natural disasters	Climate action failure		
2016	Climate action failure	Weapons of mass destruction	Water crises	Involuntary migration	Energy price shock		
2015	Water crises	Infectious diseases	Weapons of mass destruction	Interstate conflict	Climate action failure		
2014	Fiscal crises	Climate action failure	Water crises	Unemployment	Infrastructure breakdown		
2013	Financial failure	Water crises	Fiscal imbalances	Weapons of mass destruction	Climate action failure		
2012	Financial failure	Water crises	Food crises	Fiscal imbalances	Energy price volatility		



Q1

NAME OF MUNICIPALITY-LOCAL AUTHORITY
NOM DE LA MUNICIPALITÉ-COLLECTIVITÉ TERRITORIALE
NOME DO MUNICÍPIO
NOMBRE DEL MUNICIPIO

139

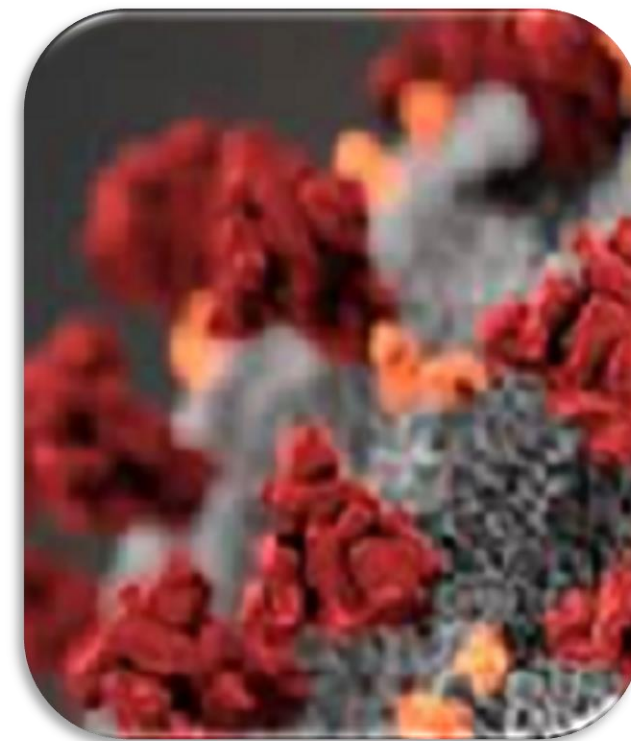
RESPONSES RECEIVED



Q3

NUMBER OF INHABITANTS
NOMBRE D'HABITANTS
N.º DE HABITANTES
NÚMERO DE HABITANTES

Cat 0 – 4.999 inh :	56
Cat 5.000 – 14.999 inh :	26
Cat 15.000 – 49.999 inh	25
Cat 50.000 – 99.000 inh	12
Cat 100.000 +	11



Q4

NUMBER OF EMPLOYEES
NOMBRE D'EMPLOYÉS
N.º DE TRABALHADORES DO MUNICÍPIO
NÚMERO DE TRABAJADORES

Cat. 0-19 :	27
Cat 20 – 49 :	22
Cat. 50 – 99 :	23
Cat 100 – 199 :	14
Cat 200 – 499 :	23
Cat 500 + :	11



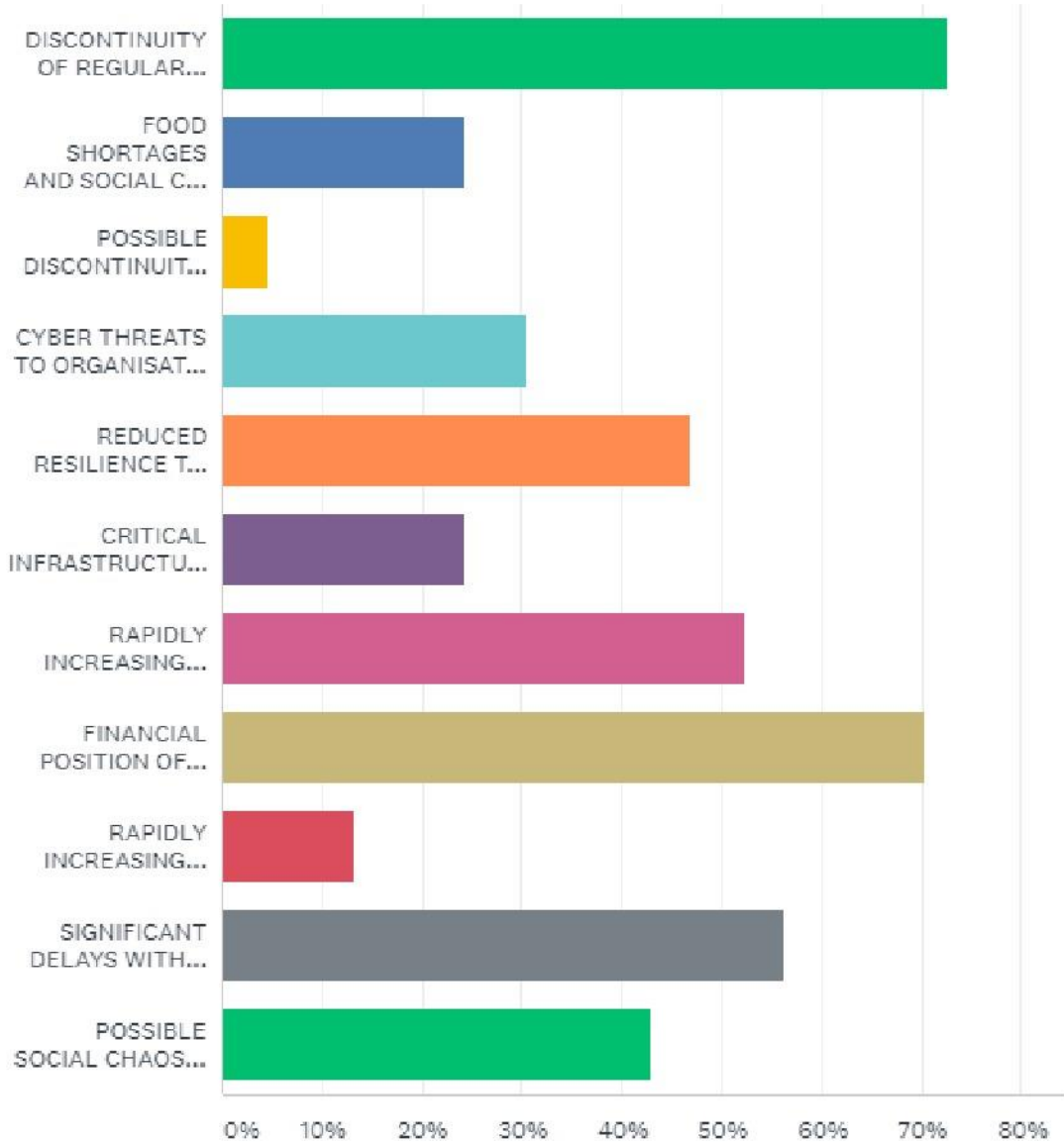
Q2 COUNTRY-ASSOCIATION / PAYS-ASSOCIATION / PAÍS / PAÍS-ASOCIACIÓN



Read 'Spain – 4' as : 'Others - 4' (Belgium 1 – Portugal 1 - Luxembourg 1)

139 RESPONSES

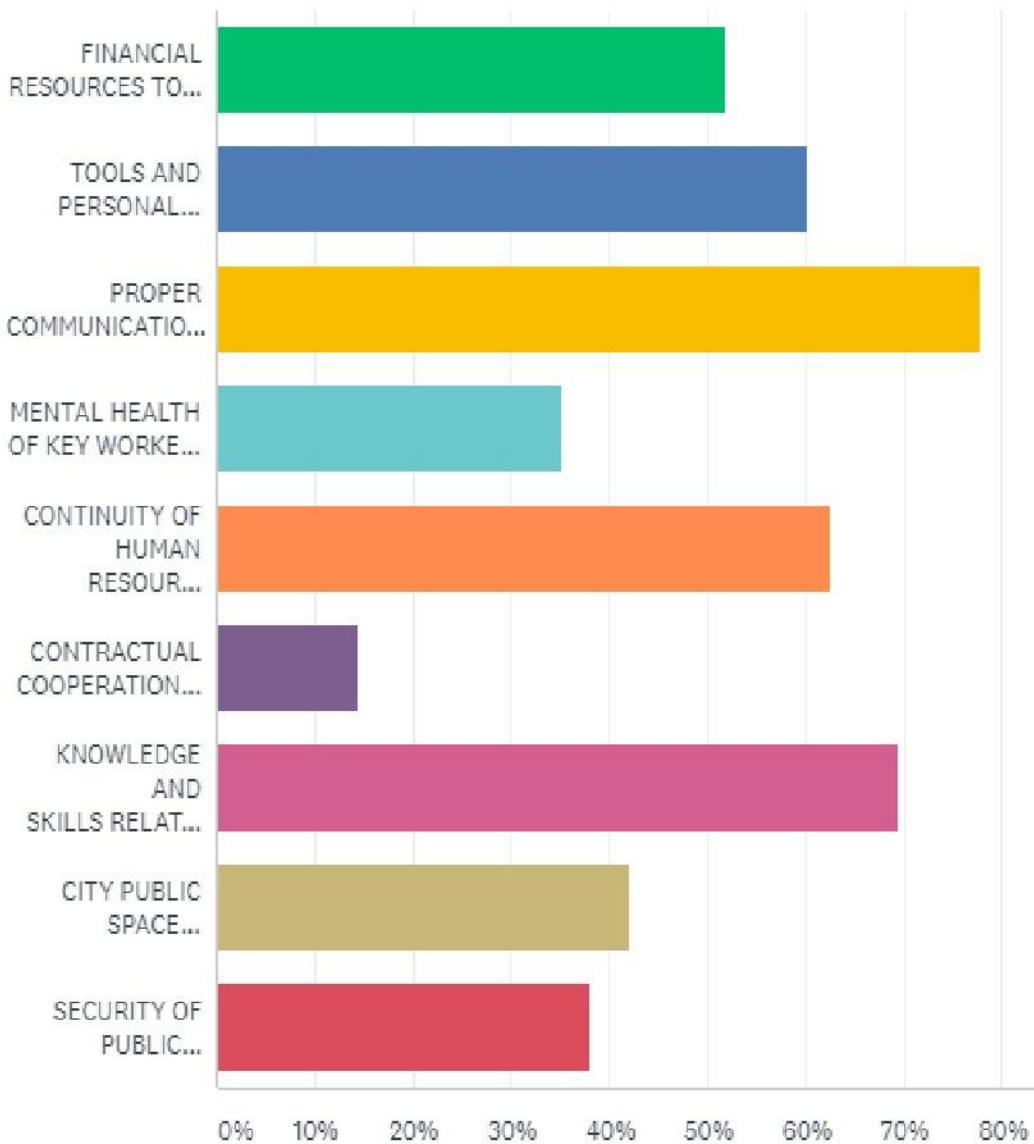
PLEASE INDICATE YOUR TOP 5 OF THE SHORT TERM RISKS YOU EXPERIENCE DURING THIS COVID-19 CRISIS?
 VEUILLEZ INDIQUER VOS 5 PRINCIPAUX RISQUES À COURT TERME PENDANT LA CRISE DE LA COVID-19?
 POR FAVOR, INDIQUE OS SEUS PRINCIPAIS 5 RISCOS, DE CURTO PRAZO, QUE TEM EXPERIMENTADO DURANTE ESTA CRISE DO COVID-19?
 POR FAVOR, INDIQUE SUS CINCO PRINCIPALES RIESGOS A CORTO PLAZO DURANTE LA CRISE DE LA COVID-19?



ANSWER CHOICES	RESPONSES
DISCONTINUITY OF REGULAR BUSINESS PROCESSES (BUSINESS CONTINUITY) / LA DISCONTINUITÉ DES PROCESSUS OPÉRATIONNELS RÉGULIERS (CONTINUITÉ DES ACTIVITÉS) / A DESCONTINUIDADE DOS PROCESSOS OPERACIONAIS REGULARES (CONTINUIDADE DAS ATIVIDADES) / Discontinuidad de los procesos empresariales regulares (continuidad).	72.66% 93
FOOD SHORTAGES AND SOCIAL CARE OF CITIZENS / LES PÉNURIES ALIMENTAIRES ET L'AIDE SOCIALE AUX CITOYENS / ESCASSEZ ALIMENTAR E ASSISTÊNCIA SOCIAL AOS CIDADÃOS / La escasez de alimentos y la atención social de los ciudadanos.	24.22% 31
POSSIBLE DISCONTINUITY OF ENERGY SUPPLIES / UNE ÉVENTUELLE INTERRUPTION DE L'APPROVISIONNEMENT EN ÉNERGIE / UMA POSSÍVEL INTERRUPTÃO DO FORNECIMENTO DE ENERGIA / Eventual interrupción en el suministro de energía.	4.68% 6
CYBER THREATS TO ORGANISATION DU TO REDUCED STAFFING / LES CYBER-MENACES À L'ORGANISATION DU FAIT DE LA RÉDUCTION DES EFFECTIFS / AMEAÇAS CIBERNÉTICAS À ORGANIZAÇÃO DEVIDO À REDUÇÃO DE PESSOAL / Ciber ataques a la organización, debido a la falta de personal.	30.47% 39
REDUCED RESILIENCE TO OTHER CALAMITIES DURING THE COVID-19 PANDEMIC / UNE RÉSISTANCE RÉDUITE À D'AUTRES CALAMITÉS PENDANT LA PANDÉMIE DE COVID-19 / RESILIÊNCIA REDUZIDA A OUTRAS CALAMIDADES DURANTE A PANDEMIA COVID-19 / Reducción a la resistencia a otras calamidades durante la pandemia del Covid-19.	46.88% 60
CRITICAL INFRASTRUCTURE AT RISK FROM DELAYED MAINTENANCE / LES INFRASTRUCTURES CRITIQUES MENACÉES PAR DES RETARDS DE MAINTENANCE / INFRAESTRUTURAS CRÍTICAS AMEAÇADAS POR ATRASOS DE MANUTENÇÃO / Infraestructuras críticas amenazadas por los retrasos de mantenimiento.	24.22% 31
RAPIDLY INCREASING UNEMPLOYMENT AND DEPENDENCY ON FOOD BANKS / L'AUGMENTATION RAPIDE DU CHÔMAGE ET DE LA DÉPENDANCE À L'ÉGARD DES BANQUES ALIMENTAIRES / O RÁPIDO AUMENTO DO DESEMPREGO E DEPENDÊNCIA DOS BANCOS DE ALIMENTOS / El rápido aumento del desempleo y la mayor dependencia de los bancos de alimentos.	52.34% 67
FINANCIAL POSITION OF CENTRAL GOVERNMENT AND LOCAL AUTHORITY FINANCING (DEBTS AND SOLVENCY) / LA SITUATION FINANCIÈRE DU GOUVERNEMENT CENTRAL ET DU FINANCEMENT DES COLLECTIVITÉS LOCALES (DETTES ET SOLVABILITÉ) / POSIÇÃO FINANCEIRA DE FINANCIAMENTO DO GOVERNO CENTRAL E DA AUTARQUIA LOCAL (DÍVIDAS E SOLVÊNCIA) / La situación financiera del gobierno central y la financiación de las entidades locales.	70.31% 90
RAPIDLY INCREASING INFLATION / UNE INFLATION EN AUGMENTATION RAPIDE / AUMENTO RÁPIDO DA INFLAÇÃO / Incremento rápido de la inflación.	13.28% 17
SIGNIFICANT DELAYS WITH CRITICAL POLICY PLANS (POVERTY, CYBER, CLIMATE, CIRCULAR ECONOMY, ENERGY TRANSITION) CAUSED BY SLOWING OF POLITICAL PROCESSES / DES RETARDS IMPORTANTS DANS LES PLANS POLITIQUES ESSENTIELS (PAUVRETÉ, CYBER, CLIMAT, ÉCONOMIE CIRCULAIRE, TRANSITION ÉNERGÉTIQUE), CAUSÉS PAR LE RALENTISSEMENT DES PROCESSUS POLITIQUES / ATRASOS SIGNIFICATIVOS NOS PLANOS DE POLÍTICA ESSENCIAIS (POBREZA, CIBERNÉTICO, CLIMA, ECONOMIA CIRCULAR, TRANSIÇÃO DE ENERGIA), CAUSADOS PELA DESACELERAÇÃO DOS PROCESSOS POLÍTICOS / Retrasos significativos en los planes de políticas críticas (pobreza, cibernética, economía circular, transición energética)	56.25% 72
POSSIBLE SOCIAL CHAOS ARISING FROM "OUT OF CONTROL SCENARIO" COVID-19 / CHAOS SOCIAL POSSIBLE DÉCOULANT DU "SCÉNARIO HORS DE CONTRÔLE" COVID-19 / POSSÍVEIS CAOS SOCIAIS DECORRENTES DE "CENÁRIO FORA DE CONTROLO" COVID-19 / Posible caos social derivado del escenario "fuera de control" de la Covid-19	42.97% 55

Total Respondents: 128

PLEASE INDICATE YOUR TOP 5 OF THE NEEDS YOU EXPERIENCE AS A LOCAL LEADER DURING THIS COVID-19 CRISIS?
 VEUILLEZ INDIQUER LES CINQ PRINCIPAUX BESOINS QUE VOUS RESSENTEZ EN TANT QUE DIRIGEANT LOCAL PENDANT LA CRISE DE LA COVID-19?
 INDIQUE AS 5 MAIORES NECESSIDADES QUE TEM SENTIDO COMO DIRIGENTE LOCAL DURANTE ESTA CRISE DA COVID-19? POR FAVOR,
 INDIQUE LAS CINCO NECESIDADES PRINCIPALES QUE EXPERIMENTÓ COMO DIRECTIVO LOCAL DURANTE LA CIRISIS DE LA COVID-19



ANSWER CHOICES	RESPONSES
▼ FINANCIAL RESOURCES TO ACT / DES RESSOURCES FINANCIÈRES POUR AGIR / RECURSOS FINANCEIROS PARA AGIR / RECURSOS FINANCIEROS PARA ACTUAR.	51.91% 68
▼ TOOLS AND PERSONAL PROTECTIVE EQUIPMENT OF LEADERS, CARETAKERS AND CITIZENS / LES OUTILS ET LES ÉQUIPEMENTS DE PROTECTION INDIVIDUELLE DES DIRIGEANTS, DES GARDIENS ET DES CITOYENS / FERRAMENTAS E EQUIPAMENTOS DE PROTEÇÃO PESSOAL PARA DIRIGENTES, TRABALHADORES E CIDADÃOS / HERRAMIENTAS Y EQUIPOS DEPROTECCION PARA DIRIGENTES, CUIDADORES Y CIUDADANOS.	60.31% 79
▼ PROPER COMMUNICATION AND TRANSPARENCY PROTOCOLS FOR EMPLOYEES AND CITIZENS / DES PROTOCOLES DE COMMUNICATION ET DE TRANSPARENCE APPROPRIÉS POUR LES EMPLOYÉS ET LES CITOYENS / PROTOCOLOS ADEQUADOS DE COMUNICAÇÃO E TRANSPARÊNCIA PARA FUNCIONÁRIOS E CIDADÃOS / Comunicación apropiada y protocolos claros para trabajadores y ciudadanos.	77.86% 102
▼ MENTAL HEALTH OF KEY WORKERS & MANAGERS (FITNESS AND HEALTHY) / LA SANTÉ MENTALE DES PRINCIPAUX TRAVAILLEURS ET CADRES (BONNE FORME PHYSIQUE ET MENTALE) / A SAÚDE MENTAL DOS TRABALHADORES PRINCIPAIS E DIRIGENTES (A BOA FORMA FÍSICA E MENTAL)/ Salud mental de trabajadores esenciales y gerentes.	35.11% 46
▼ CONTINUITY OF HUMAN RESOURCE MANAGEMENT, PSYCHOLOGICAL SUPPORT OF OWN EMPLOYEES / CONTINUITÉ DE LA GESTION DES RESSOURCES HUMAINES, SOUTIEN PSYCHOLOGIQUE DES PROPRES EMPLOYÉS / CONTINUIDADE DA GESTÃO DE RECURSOS HUMANOS, APOIO PSICOLÓGICO DOS PRÓPRIOS TRABALHADORES / Gestión continúa de los Recursos Humanos. Apoyo psicológico a los propios trabajadores.	62.60% 82
▼ CONTRACTUAL COOPERATION WITH SUPPLIERS AD ADVISORS WILL DRIFT: HOW? LA COOPÉRATION CONTRACTUELLE AVEC LES FOURNISSEURS ET LES CONSEILLERS PUBLICITAIRES VA DÉRIVER : COMMENT? / A COOPERAÇÃO CONTRATUAL COM FORNECEDORES E ASSESSORES DE COMUNICAÇÃO VAI VARIAR: COMO? / La cooperación contractual con proveedores y consultores de publicidad, se derivará: ¿cómo?	14.50% 19
▼ KNOWLEDGE AND SKILLS RELATED TO EFFECTIVE CRISIS MANAGEMENT AMONGST PUBLIC SECTOR LEADERS / CONNAISSANCES ET COMPÉTENCES LIÉES À LA GESTION EFFICACE DES CRISES PARMIS LES DIRIGEANTS DU SECTEUR PUBLIC / CONHECIMENTOS E CAPACIDADES RELACIONADAS À GESTÃO EFICAZ DE CRISE ENTRE LÍDERES DO SETOR PÚBLICO / Conocimientos y aptitudes relacionados con la gestión eficaz de la crisis entre los dirigentes del Sector Público.	69.47% 91
▼ CITY PUBLIC SPACE MANAGEMENT (MAINTENANCE, PROJECTS, WATER MANAGEMENT) / LA GESTION DE L'ESPACE PUBLIC DES VILLES (MAINTENANCE, PROJETS, GESTION DE L'EAU) / GESTÃO DO ESPAÇO PÚBLICO DA CIDADE (MANUTENÇÃO, PROJETOS, GESTÃO DA ÁGUA) / Gestión del espacio público de la ciudad (mantenimiento, proyectos, gestión del agua).	41.98% 55
▼ SECURITY OF PUBLIC BUILDINGS AND AREA'S (THEATRES, MUSEUMS AND SPORT FACILITIES) / LA SÉCURITÉ DES BÂTIMENTS ET DES ESPACES PUBLICS (THÉÂTRES, MUSÉES ET INSTALLATIONS SPORTIVES) / SEGURANÇA DE EDIFÍCIOS PÚBLICOS E OUTRAS ÁREAS (TEATROS, MUSEUS E INSTALAÇÕES DESPORTIVAS) / Seguridad de áreas y edificios públicos (teatros, museos e instalaciones deportivas).	38.17% 50

Total Respondents: 131



UDATE

The logo features the word "UDATE" in a white, serif font. The letter "A" is replaced by a blue silhouette of a person with arms raised, reaching towards a series of seven blue stars that form an arc above the text. The entire design is set against a dark blue background.