

Area	Risk	Risk score	Probability			Impact		Business critical
			Low	Medium	High	Marginal	Medium	
Operational risks								
	Low/Changing demand for office space	4						
	Negative changes in property values	2						
	Low rental income and occupancy rate	2						
	High property expenses	1						
	Investments and projects	2						
	Property divestments, low liquidity	4						
	Acquisition of properties, hidden defects/low quality	2						
	Organisation and operations	2						
	Disputes	2						
	IT – Information leaks	2						
	IT/Cyber – data security, hacking	4						
	Suppliers	1						
Sustainability								
– Climate-related transition	High energy prices	4						
	Reduced financing of non-sustainable assets	2						
	Higher emissions-related costs	1						
	Reduced demand for non-sustainable buildings	2						
– Climate-related physical	Higher operational costs at elevated temperatures	2						
	Extreme weather conditions	1						
– Other sustainability risks	Employees and the work environment	1						
	Corruption and unethical behaviour	3						
External risks								
	Slow macroeconomic development	6						
	High inflation	4						
	Legislation and taxes	1						
	Local, political and planning risks	6						
	Abundant availability of premises	4						
	High prices on raw materials	2						
Financial risks								
	Interest-rate	4						
	Credit	1						
	Liquidity	2						
	Refinancing	2						
	Currency	1						

Low/Marginal

Medium

High/Business critical

Risk score

The risk score is calculated by multiplying the probability (1–3) by the impact (1–3), resulting in a weighted risk score ranging from 1 to 9, as demonstrated in the table.

A low probability combined with a low-to-medium impact yields the lowest rating (1–2).

A medium impact with either medium probability or a low impact with high-to-business-critical probability produces a medium rating (3–5).

A high/business-critical impact coupled with at least medium probability results in the highest rating (6–9).