

# Building resilience in schools against global risks

Global risk	Impact on schools	What schools could consider	Potential opportunities	How insurance might help <sup>1</sup>
<b>Economic</b>				
<ul style="list-style-type: none"> <li>• Inflation.</li> <li>• High debt.</li> <li>• Slow growth.</li> <li>• Staff shortages.</li> </ul>	<ul style="list-style-type: none"> <li>• Higher staff and supplier costs.</li> <li>• Pressure on fees and affordability.</li> <li>• More demand for bursaries.</li> <li>• Falling or unstable enrolment.</li> <li>• Fundraising becomes harder.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen financial resilience and governance.</li> <li>• Review fee structure and pricing models.</li> <li>• Control costs and plan long-term.</li> <li>• Offer targeted support to families.</li> <li>• Clearly communicate value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible fees help retain families and reduce withdrawals.</li> <li>• Stronger relationships build long-term loyalty.</li> <li>• More stable pupil numbers over time.</li> <li>• Financially resilient schools stand out in the market.</li> <li>• Greater stability despite economic uncertainty.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Interruption cover.</li> <li>• Employers' Liability cover.</li> <li>• Valuation services.</li> <li>• Access to preferred suppliers.</li> </ul> <p>*Subject to policy terms, conditions and underwriting.</p>
<b>Environmental</b>				
<ul style="list-style-type: none"> <li>• Extreme weather.</li> <li>• Biodiversity loss.</li> <li>• Long-term environmental change.</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption to sport, travel and outdoor learning.</li> <li>• Rise in maintenance and energy costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt estates and operations for climate risk.</li> <li>• Build flexibility into timetables and planning.</li> <li>• Invest early in energy efficiency and sustainability.</li> <li>• Strengthen continuity planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Well prepared estates reduce disruption.</li> <li>• Fewer cancellations protect income and pupil experience.</li> <li>• Avoid repeated financial and reputational damage.</li> <li>• Sustainability helps attract new, values driven families.</li> <li>• Lower energy costs over time.</li> </ul>	<ul style="list-style-type: none"> <li>• Property Damage cover</li> <li>• Business Interruption cover.</li> <li>• Travel cover.</li> </ul> <p>*Subject to policy terms, conditions and underwriting</p>
<b>Geopolitical</b>				
<ul style="list-style-type: none"> <li>• Global instability.</li> <li>• Conflict and terrorism.</li> <li>• Supply chain disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Rising costs.</li> <li>• Travel disruption.</li> <li>• Recruitment challenges.</li> <li>• Supply shortages.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen business continuity and crisis planning.</li> <li>• Secure critical supplies and energy early.</li> <li>• Reduce reliance on single suppliers.</li> <li>• Diversify international recruitment.</li> <li>• Invest in backup systems and infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Better planning can help reduce disruption and keep schools running.</li> <li>• Smarter procurement improves cost control and reliability.</li> <li>• Continuity can be a strong selling point.</li> <li>• Maintaining teaching during disruption builds parent trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Terrorism cover.</li> <li>• Public Liability cover.</li> <li>• Travel cover.</li> </ul> <p>*Subject to policy terms, conditions and underwriting.</p>
<b>Societal</b>				
<ul style="list-style-type: none"> <li>• Misinformation and online rumours.</li> <li>• Inequality and social pressure.</li> <li>• Weaker community cohesion.</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation risk spreads quickly.</li> <li>• Increased scrutiny of values and inclusion.</li> <li>• Polarised parent views.</li> <li>• Greater pressure on leadership and pastoral support.</li> </ul>	<ul style="list-style-type: none"> <li>• Build trust, wellbeing and strong community relationships.</li> <li>• Clearly demonstrate values and social impact.</li> <li>• Communicate proactively and consistently.</li> <li>• Teach digital literacy and critical thinking.</li> </ul>	<ul style="list-style-type: none"> <li>• Trust becomes a key differentiator.</li> <li>• Strong values make the school more attractive.</li> <li>• Greater resilience to criticism or scrutiny.</li> <li>• Increased appeal to families and donors.</li> <li>• Long-term reputation and brand strength improves.</li> </ul>	<ul style="list-style-type: none"> <li>• Employers' Liability cover.</li> <li>• Governors' / Trustees' / Management Liability cover.</li> <li>• PR crisis communications.</li> </ul> <p>*Subject to policy terms, conditions and underwriting.</p>
<b>Technological</b>				
<ul style="list-style-type: none"> <li>• Cyber-attacks.</li> <li>• Rapid AI development.</li> <li>• Heavy reliance on technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Data breaches and ransomware risk.</li> <li>• System downtime disrupts teaching.</li> <li>• Safeguarding concerns increase.</li> <li>• Higher expectations for digital expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• Treat cyber like safeguarding (training, testing, governance).</li> <li>• Invest in secure, reliable systems.</li> <li>• Use AI responsibly in teaching and operations.</li> <li>• Build strong digital leadership and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable systems can help protect teaching and operations.</li> <li>• Positioned as a modern, forward-thinking school.</li> <li>• Improved learning outcomes through technology.</li> <li>• Strong and more differentiated offering.</li> <li>• Pupils better prepared for future careers.</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber cover.</li> <li>• PR crisis communications.</li> </ul> <p>*Subject to policy terms, conditions and underwriting.</p>

Support for a strong risk management culture and routine:

- assess
- document
- manage
- review

Strengthened strategic risk - Enterprise Risk Management practice.

Consultation: it's of mutual interest to ensure the school is doing all it can to keep people and estates safe.

<sup>1</sup> Product cover may carry exclusions, conditions and/ or be subject to underwriting

(Source of data: World Economic Forum's Global Risks Report 2026)