



Global Risk Consulting Group

RiskNZ Summit 2025

Presented by Chris Kumeroa

*From global tensions to local impact:
Preparing for geopolitical risks*

About me

Chris Kumeroa is the Managing Director of Global Risk Consulting (GRC) Group, a Tāmaki Makaurau-based risk management and technology firm.

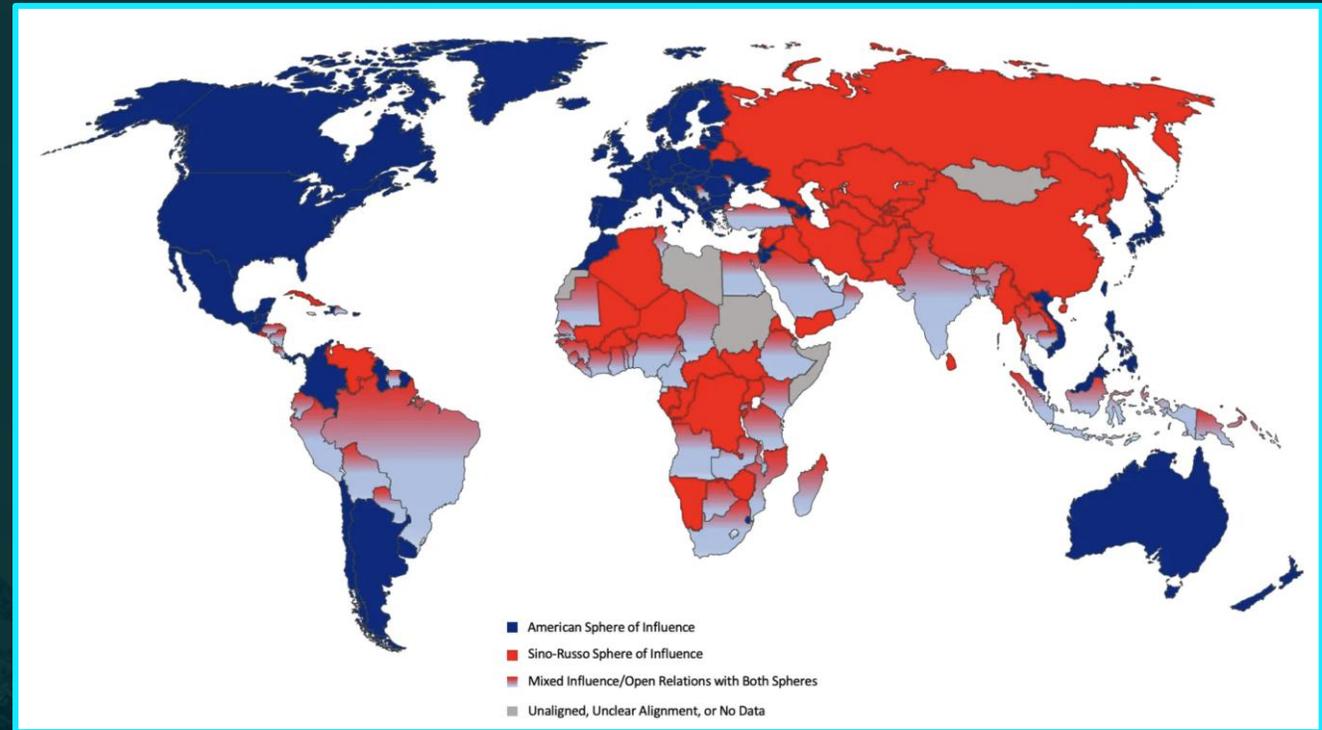
He served in the NZSAS with a focus on counter-terrorism, intelligence, and mountaineering. He has worked across the Middle East, Africa, and Asia with multinationals, foreign states, and organisations like the UN, CNPC, and NBC-Universal.

He received the Iraq Reconstruction Service Medal for services to the British Foreign Office. Chris currently chairs the Crowded Places Security Advisory Group and holds memberships with NZSA, ASIS, and the NZSAS Association. He studied Risk Management at Loughborough University, UK.



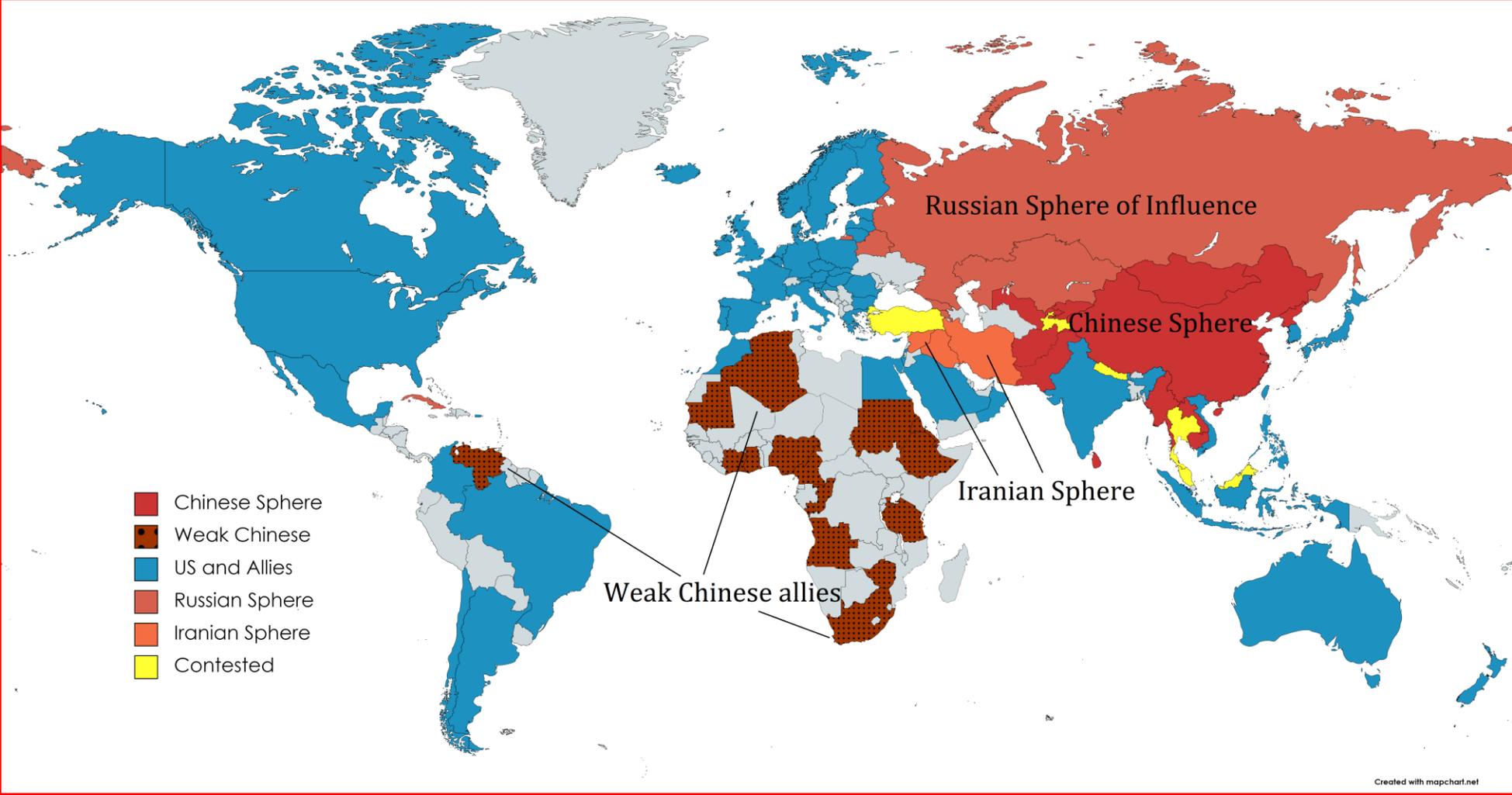
Understanding geopolitical shifts

- Emerging multipolarity – power & influence is spreading out. An unstable international system characterised by increased competition & tension.
- Global market volatility & the rise of tech giants amongst a chip war (semiconductors).
- Increasing protectionism & transactional mindset is overriding “values-based” relationships.
- Political risk - who are we buying tech from? Who are we sharing information with? What’s our supply chain footprint? What else are our partners engaged in?
- Protest, civil unrest & crime regularity.



Oversimplified view

Understanding geopolitical shifts



Simplified view

The impact of instability

- Financial incentives often trump principles/values – modern slavery, weapons, dual-use tech, AI ethics, etc. Companies may say one thing and do another.
- Inflationary pressures, migration & ageing populations create economic challenges. Who’s moving where to do what job for how long?
- Resource insecurity is raising costs & tensions - energy, water, minerals.
- Global “grey market” – sanctions evasion, tax havens, foreign investment, hidden political donations.

Denmark Becomes First Country to Host Ukrainian Defense Industry

Jul 04, 2025 23:05 ⌚ 2 min read

 **LIUBAVA PETRIV**
Author

Critical minerals are the new battlefield of energy security, says IEA chief

Average market share of top 3 mining countries for key energy materials has risen from 73% in 2020 to 77% in 2024

 **Genevieve Cua**
Published Mon, Jul 21, 2025 · 06:00 AM

The evidence that Russia sanctions evasion has intensified

Sky's economics and data editor investigates whether there is truth to the Ukrainian president's claim that Western sanctions against Russia have been ineffective.

 **Ed Conway**
Economics and data editor @EdConwaySky

Impact-Uncertainty Matrix



Key risks for New Zealand businesses

- Political risk – how do geopolitical shifts influence my partners, investors or clients? Who is in what region? What are they exposed to politically, ideologically, physically?
- Supply chain instability – beyond just material shortages, are we exposed to piracy or corruption? 
- Regulatory shifts – green/sustainability policies, import & export of sensitive tech, data & privacy sovereignty. Who should & shouldn't have my access to my tech & data?
- Market volatility – uncertainty, conflict-oriented economic policy (trade war), tariffs, low investor confidence.



Houthi militia sink bulk carrier 'Eternity C' - 7 July 2025, Red Sea

Sector-specific vulnerabilities

- **Critical Infrastructure** – infiltration, malign foreign control, influence operations, cyber attacks.
- **Public service** – foreign interference, election interference, influence operations, political donations, undermining democracy, elite-capture.
- **University** – research partnerships, foreign funding, curriculum surveillance, sensitive research capture.
- **Cyber & data** – cyber insecurity, data centre insecurity, third-party vendor exposure, cloud providers, do you pay ransoms?
- **Security** – protest, civil unrest, crime, extremism, cyber.
- **Local government** - “sister cities”, foreign interference, undermining democracy, infrastructure access.
- **Media** – influence operations, disinformation, foreign editorial influence (RNZ), narrative-shaping, coercion (Mandarin Pages).
- **Insurance** – piracy, terrorism, protest, civil unrest, extreme weather, sabotage, espionage.

In the news

NEW ZEALAND / RNZ中文

NZSIS head reminds ethnic communities to be vigilant about foreign interference

19:46 28/6/2025

Share this

Liu Chen, Journalist
liu.chen@rnz.co.nz

First New Zealander jailed for sabotage released from prison



Catrin Owen

January 8, 2025 · 1:04pm

Grant Robertson criticises 'disorderly' pro-Palestine protest at Otago University



Ava Whitworth

NEW ZEALAND / POLITICS

Jami-Lee Ross not guilty in political donations case, businessmen found guilty

11:46 am on 5 October 2022

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NEW ZEALAND / MEDIA

RNZ chief executive apologises after pro-Russian sentiment added to stories

12:19 pm on 12 June 2023

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Chinese-language media told to promote Beijing's initiatives

Laura Walters, newsroom.co.nz

June 10, 2019 · 8:08am

RNZ中文 / RNZ中文 英语新闻

NZSIS renews warning of foreign interference risk in sister-city ties

10:46 8/7/2025

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Duoya Lu, Journalist
Duoya.Lu@rnz.co.nz

Qantas confirms 5.7 million customers were impacted in cyber attack

By business reporter Stephanie Chalmers

Cyber Crime

Wed 9 Jul



Risk mitigation for geopolitical change

- Be proactive:
- Horizon Scanning – know where and how to look for signals of emerging change. If A wins the upcoming election in B country, C regulation is highly likely to change dramatically, so let's preposition D resources. Futures Modelling & Scenarios/Simulations build resilience.
- Deepen understanding – what is foreign interference and why might our organisation be targeted? Ask experts for advice.
- Manage reputational risk - establish geopolitical guiderails & redlines. Who will or won't we work with, & why? If X partner/company is complicit in Y conflict, we will terminate Z project.
- Flexibility & contingencies – the system is in constant flux: the security of shipping lanes, the integrity of a country's police force, the likelihood of natural disaster, etc. Incorporate opportunities to bend regularly, or you will break.
- “Stability” now means the ability to adapt to change, not stay the same – managing geopolitical risk should be BAU, not an outlier consideration or singular crisis management incident.

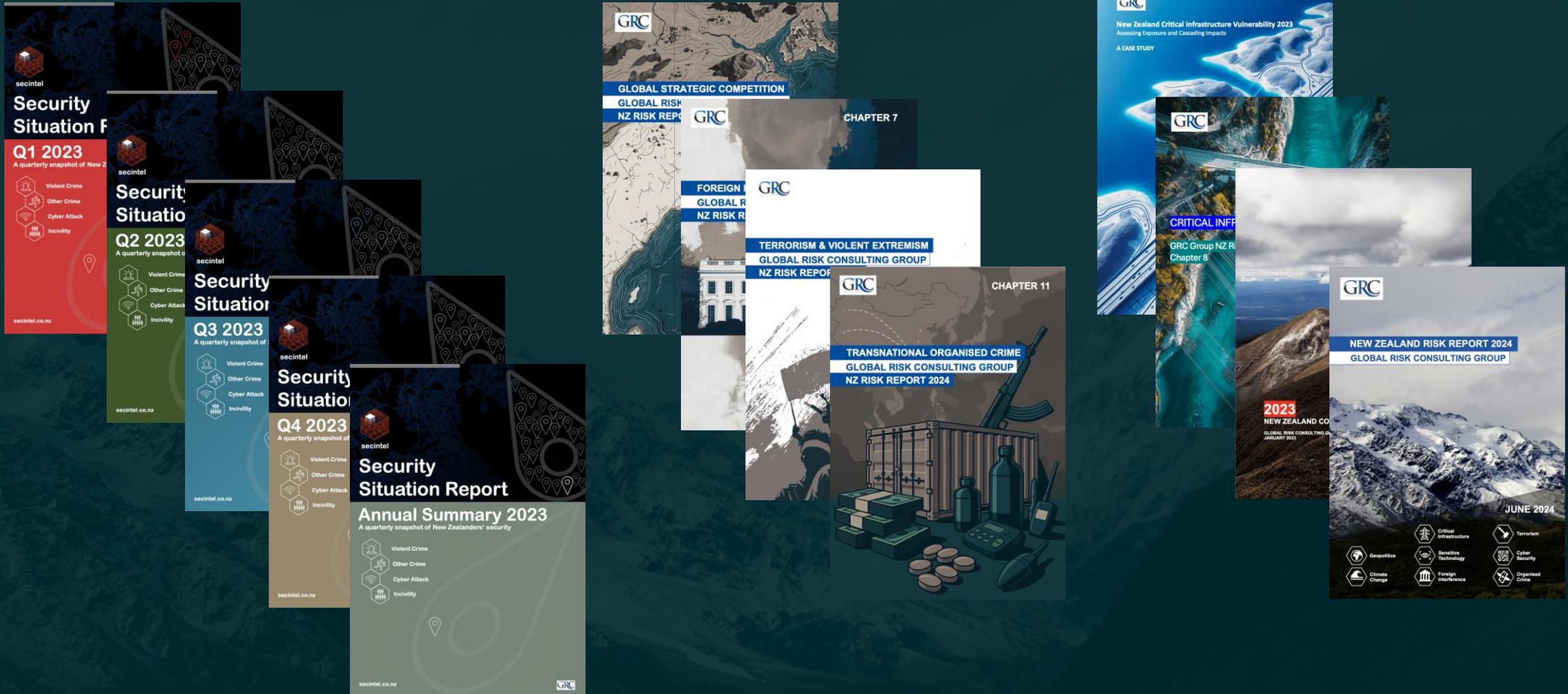


Leadership & communication for resilience

- Leaders must stand on their principles – here's who we will and will not do business with. These are our geopolitical guidelines and here's how we monitor them.
- Get on the same page – understanding of terminology and signals emerging from the wider world must be robust and widespread in your team.
- Fill blind spots – be open about missing knowledge, build the capability or ask for external help. Known Unknowns.
- Constructive risk culture – risk is inherent and ever-present, discuss it openly and constructively, not minimise or hide it.
- Safe reporting environment – geopolitical risks can manifest along ethnic, religious, political, class-based, and social group lines, especially when tied to influence operations, protest movements, or espionage. Ensure a secure environment for both people and data.



GRC resources



THANK YOU



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**GRC Group
Systems**