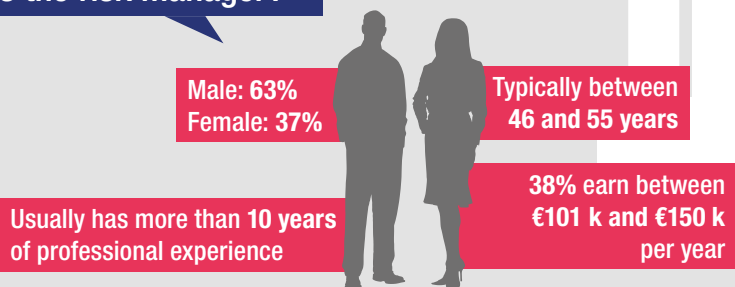


# Nordic countries

(Denmark, Finland, Norway, Sweden: 17% of respondents)

## Organisation

### Who is the risk manager?



**83%** of respondents work within large companies (>250 staff headcount, >€50 m turnover)

**61%** of respondents come from industry

### Activities of the risk manager



in charge of Enterprise Risk Management (ERM)



in charge of both ERM and Insurance Management (IM)



in charge of IM

### In 2018

24% ERM  
45% both ERM and IM  
31% IM

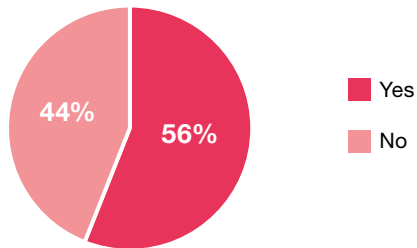
### Top 3 ERM activities

#### Top 3 ERM activities



## Certification

Do you have a specific qualification in risk and/or insurance management?

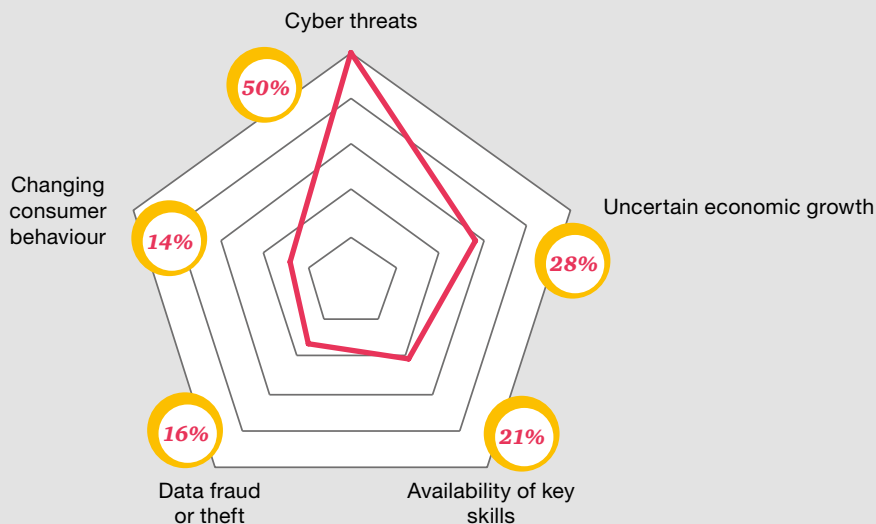


**71%**

say that a recognised certification matters in practising risk management. 45% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



**In 2018**

The speed of technological change was the 5th concern (30%). Data fraud or theft was not included in the Top 5.

### Top 3 within the next 3 years

- Speed of technological change (17%)
- Changing consumer behaviour (17%)
- Cyber threats (15%)

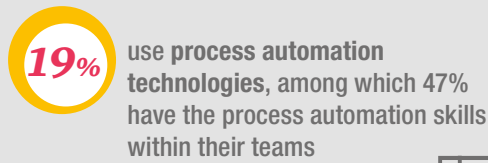
### Top 3 within the next 10 years

- Climate change and environmental damage (18%)
- Natural disaster (9%)
- Availability of key skills (8%)

## Digital transformation

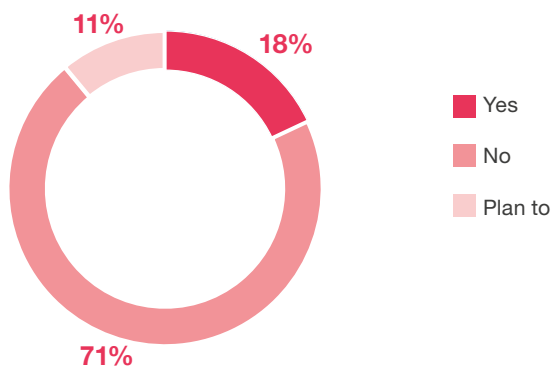


37% in 2018



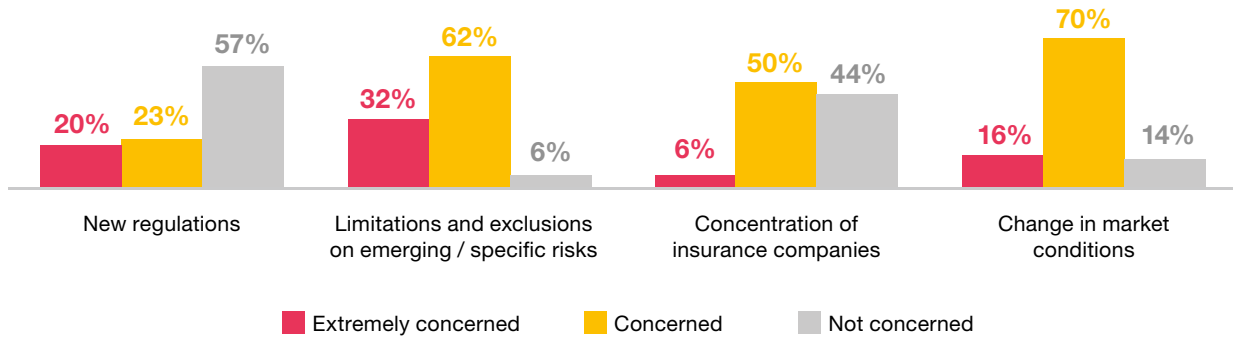
## Implications in ESG

Is the risk manager playing a specific role regarding ESG-related risks in their organisation?



## Implications for insurance management

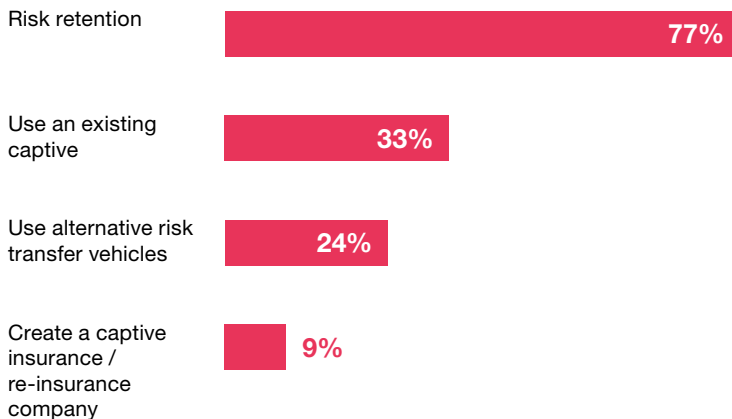
### Top concerns regarding the insurance market



### In 2018

The main concerns regarding the insurance market were: limitations and exclusions on emerging / specific risks (78%), new regulations (69%), change in market conditions (52%) and the concentration of insurance companies (45%).

### Insurance management strategy for difficult-to-insure risks during the next 2 years



### In 2018

Using an existing captive was not in the top strategies, while lobbying the insurance market was 2nd with 43%.

**67%**

of respondents estimate that the involvement of their captive over the next 2 years will be more important in traditional lines of cover.

Examples include employee benefits, general / third party liability, employers' liability / workers, compensation, property, terrorism, automobile liability, professional liability.

**59% in 2018**