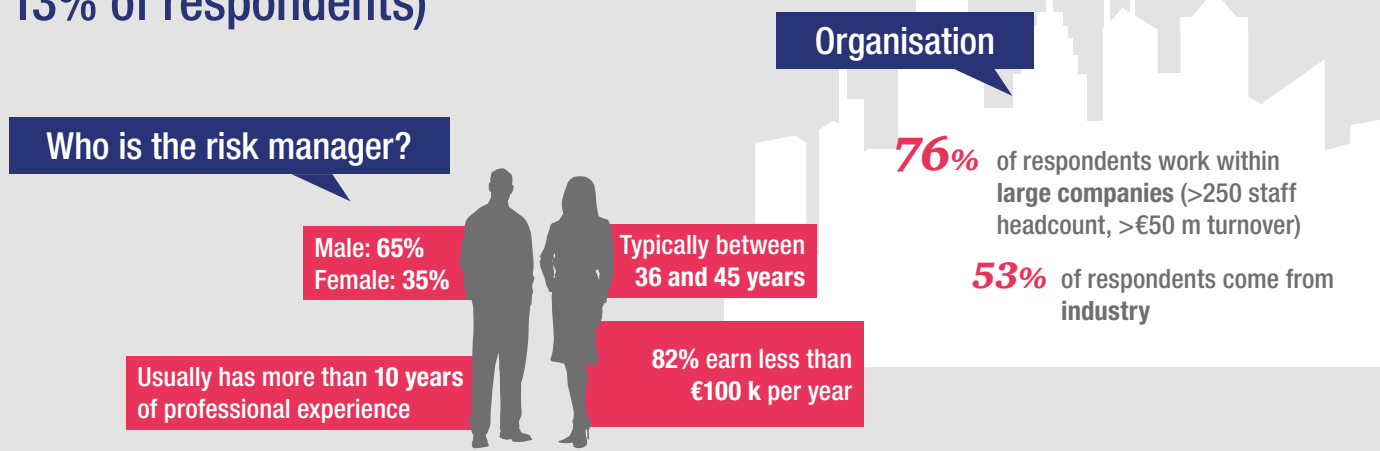
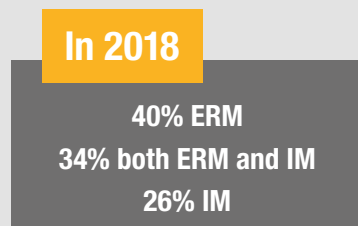
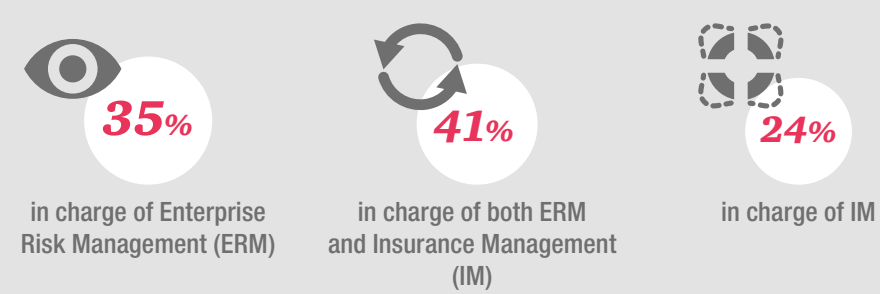


Mediterranean countries

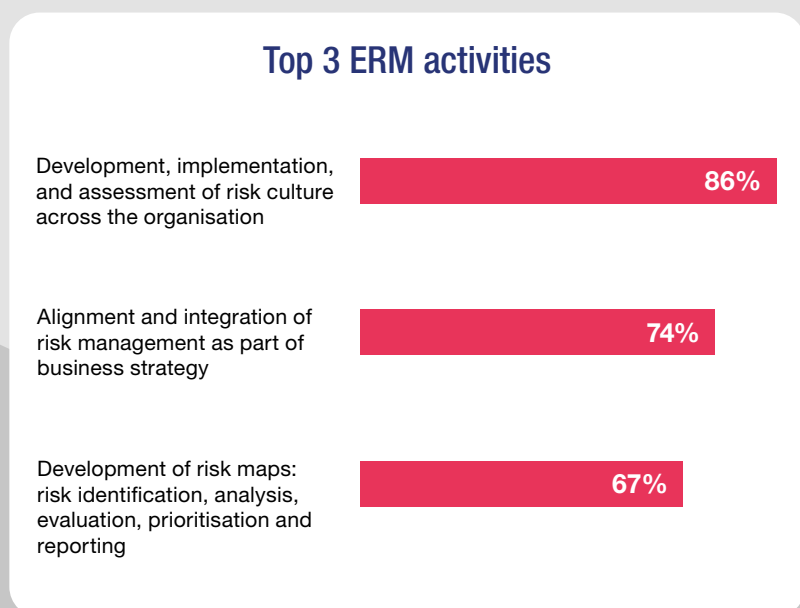
(Cyprus, Greece, Malta, Portugal, San Marino, Spain, Turkey: 13% of respondents)



Activities of the risk manager



Top 3 ERM activities

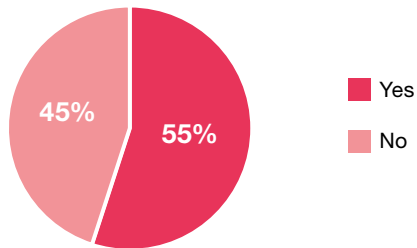


In 2018

2nd and 3rd positions were reversed.

Certification

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

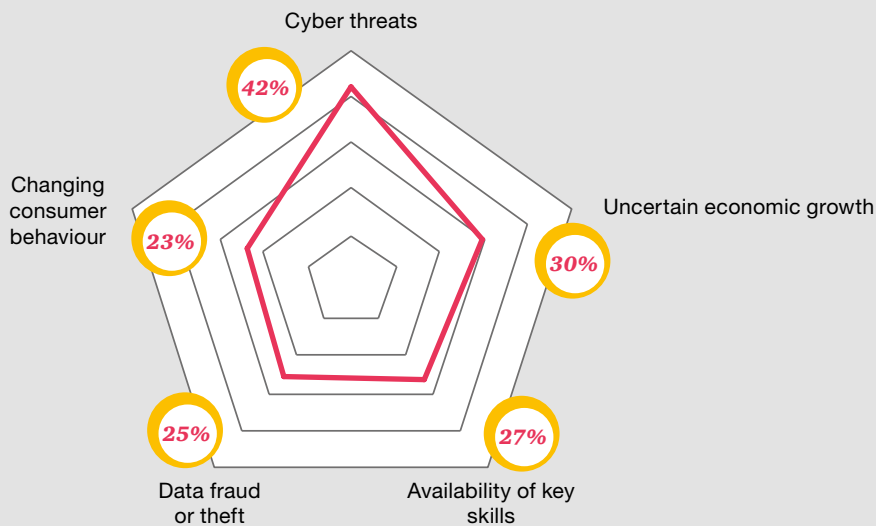


80%

say that a recognised certification matters in practising risk management. 73% are already certified or planning to apply.

Top risks

Top 5 risks for growth prospects within the next 12 months



In 2018

The uncertain economic growth, over-regulation and climate change were in the top concerns while the availability of key skills, data fraud or theft and changing in consumer behaviour were not identified in the Top 5.

Top 3 within the next 3 years

- Geopolitical uncertainty (20%)
- Changing consumer behaviour (20%)
- Asset bubbles in a major economy (20%)

Top 3 within the next 10 years

- Climate change and environmental damage (17%)
- Terrorism (12%)
- Social instability (11%)

Digital transformation

60%

of respondents use **data analysis to perform their risk / insurance activities**, among which 37% have the data analysis skills within their teams



38%

use **data visualisation**



34% in 2018

36%

use **process automation technologies**, among which 20% have the process automation skills within their teams



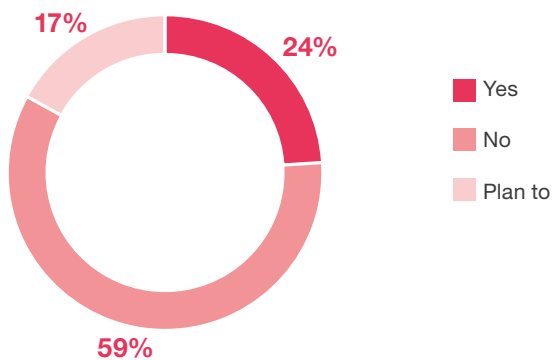
11%

use **artificial intelligence**



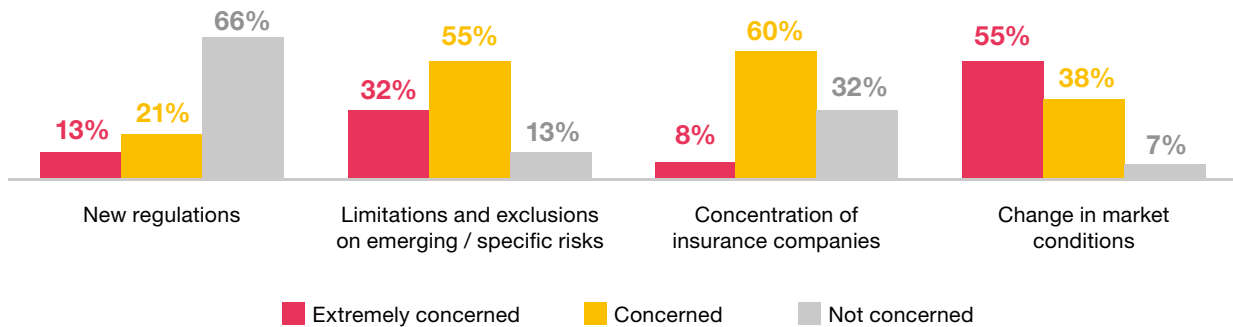
Implications in ESG

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

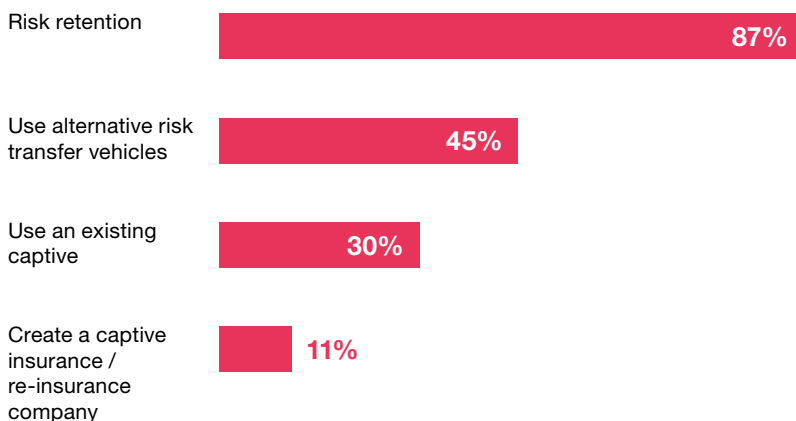


Implications for insurance management

Top concerns regarding the insurance market



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



In 2018

Lobbying the insurance market was the 3rd strategy, while the use of an existing captive was not identified among the top strategies.

43%

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.

50% in 2018