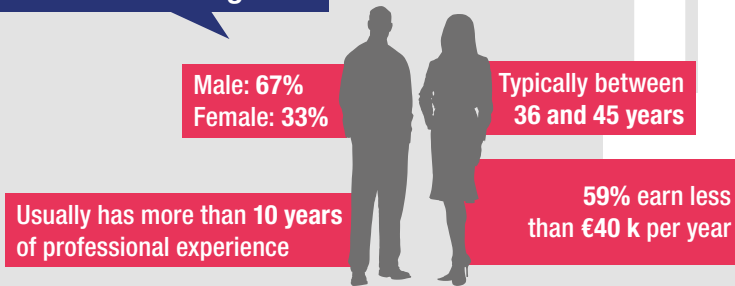


Central and Eastern Europe

(Albania, Armenia, Austria, Bulgaria, Czech Republic, Georgia, Hungary, Kazakhstan, Lithuania, Romania, Russia, Slovenia: 6% of respondents)

Organisation

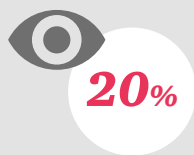
Who is the risk manager?



70% of respondents work within large companies (>250 staff headcount, >€50 m turnover)

43% 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

Top 3 ERM activities

Top 3 ERM activities

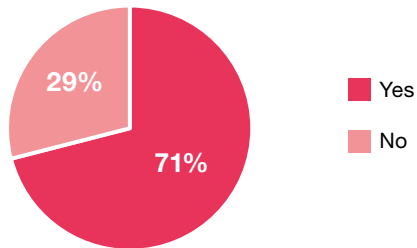
Development, implementation, and assessment of risk culture across the organisation **65%**

Design and implementation of risk controls / prevention **59%**

Development of risk maps: risk identification, analysis, evaluation, prioritisation and reporting **53%**

Certification

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

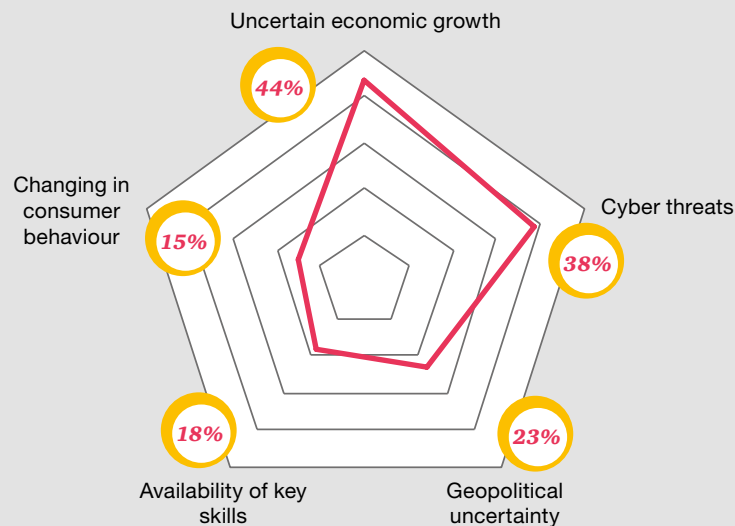


91%

say that a recognised certification matters in practising risk management. 84% are already certified or planning to apply..

Top risks

Top 5 risks for growth prospects within the next 12 months



Top 3 within the next 3 years

- Cyber Threats (33%)
- Geopolitical uncertainty (28%)
- Increasing tax burden (26%)

Top 3 within the next 10 years

- Climate change and environmental damage (23%)
- Natural disaster (18%)
- Extreme weather events (15%)

Digital transformation



of respondents use **data analysis to perform their risk / insurance activities**, among which 29% have the data analysis skills within their teams



use **data visualisation**



use **process automation technologies**, among which 67% have the process automation skills within their teams

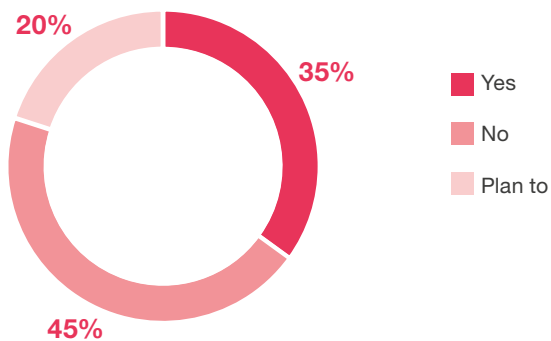


use **artificial intelligence**



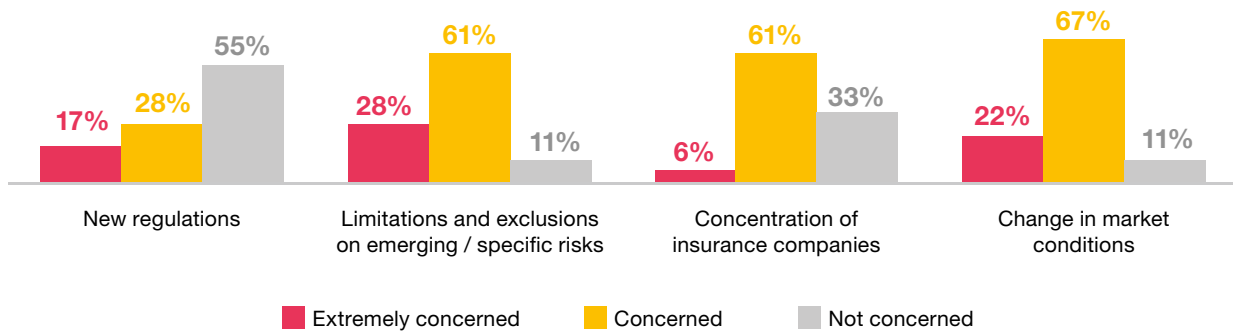
Implications in ESG

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

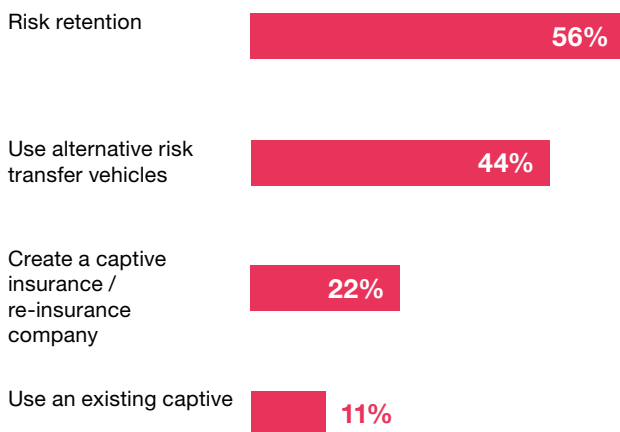


Implications for insurance management

Top concerns regarding the insurance market



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



50%

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.