Switzerland
(4% of respondents)

Organisation
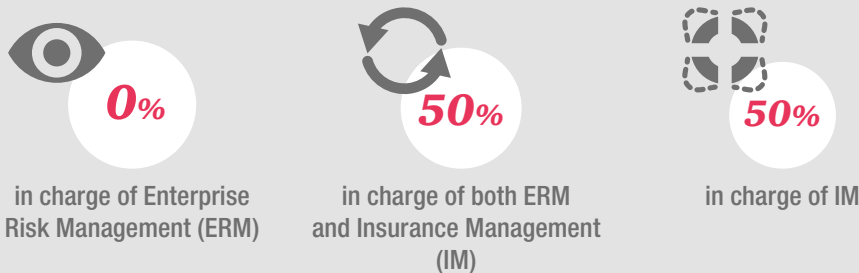
93% of respondents work within **large companies** (>250 staff headcount, >€50 m turnover)

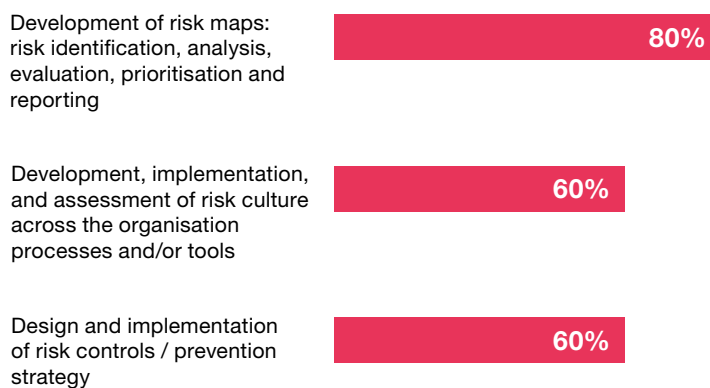**70%** of respondents come from **industry**

Who is the risk manager?

Male: 68%
Female: 32%

Typically between 36 and 45 years

Usually has more than 10 years of professional experience

67% earn between €101 k and €200 k per year

Activities of the risk manager

0%

in charge of Enterprise Risk Management (ERM)

50%

in charge of both ERM and Insurance Management (IM)

50%

in charge of IM

In 2018

10% ERM
50% both ERM and IM
40% IM

Top 3 ERM activities

Top 3 ERM activities

|	
Development of risk maps: risk identification, analysis, evaluation, prioritisation and reporting	**80%**
Development, implementation, and assessment of risk culture across the organisation processes and/or tools	**60%**
Design and implementation of risk controls / prevention strategy	**60%**

In 2018

The 2nd position was developing an ERM framework and governance and the 3rd was aligning risk management as part of the business strategy. Risk mapping development was already in 1st position.

Certification

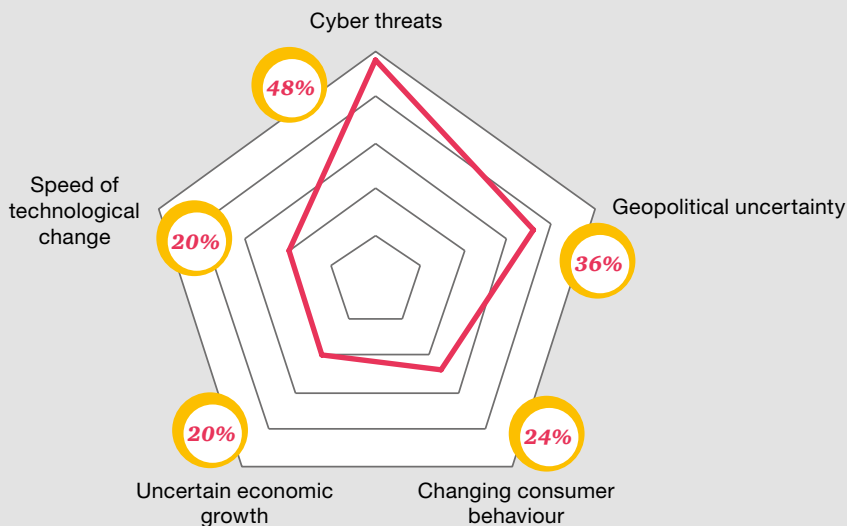### Do you have a specific qualification in risk and/or insurance management?

27% No
73% Yes
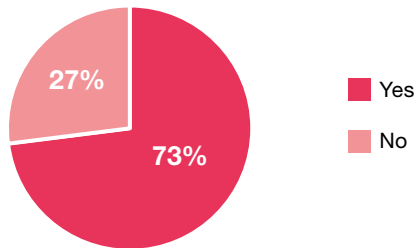
87%

say that a recognised certification matters in practising risk management.
58% are already certified or planning to apply.

Top risks

Top 5 risks for growth prospects within the next 12 months

Cyber threats **48%**
Geopolitical uncertainty **36%**
Changing consumer behaviour **24%**
Uncertain economic growth **20%**
Speed of technological change **20%**

In 2018

Climate change and environmental damage were in the top concerns instead of the speed of technological change, which emerges in this year's Top 5.

Top 3 within the next 3 years

- Climate change and environmental damage (36%)
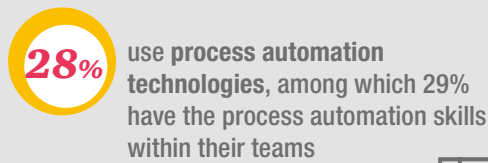- Availability of key skills (28%)
- Data fraud or theft (20%)

Top 3 within the next 10 years

- Extreme weather events (24%)
- Asset bubbles in a major economy (8%)
- Natural disaster (8%)
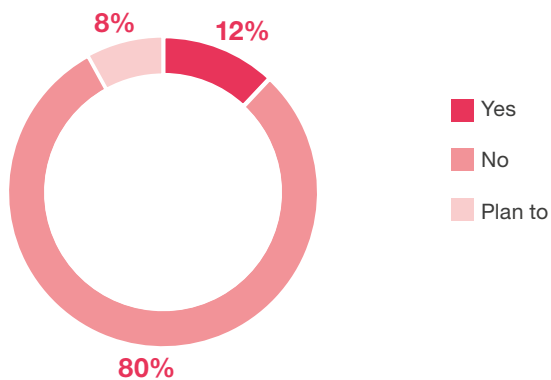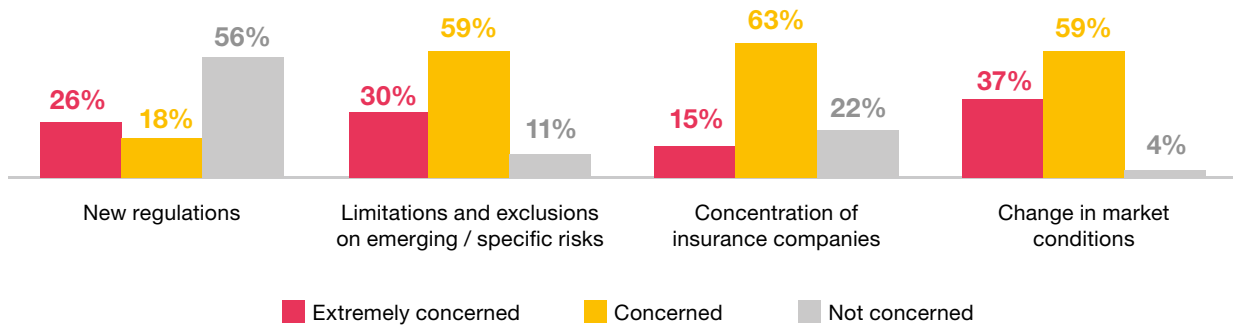
Digital transformation

65% of respondents use **data analysis to perform their risk / insurance activities,** among which 27% have the data analysis skills within their teams

42% in 2018

36% use **data visualisation**

28% use **process automation technologies,** among which 29% have the process automation skills within their teams

8% use **artificial intelligence**

Implications in ESG

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

8%
12%
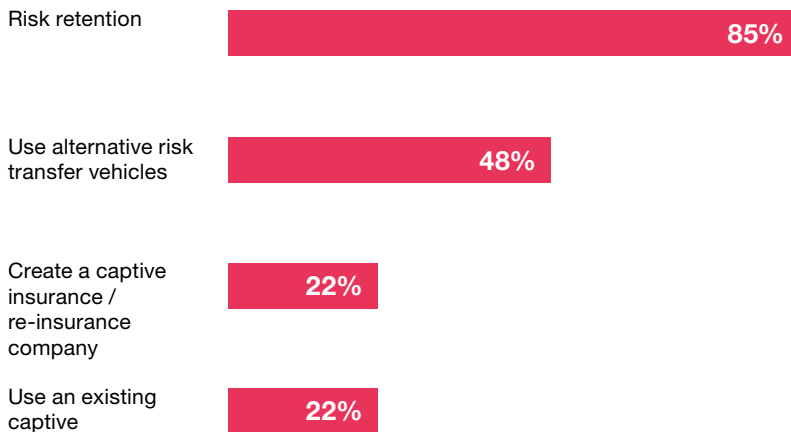80%

- Yes
- No
- Plan to

Implications for insurance management

Top concerns regarding the insurance market

	New regulations	Limitations and exclusions on emerging / specific risks	Concentration of insurance companies	Change in market conditions
Extremely concerned	26%	30%	15%	37%
Concerned	18%	59%	63%	59%
Not concerned	56%	11%	22%	4%

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

Strategy	
Risk retention	85%
Use alternative risk transfer vehicles	48%
Create a captive insurance / re-insurance company	22%
Use an existing captive	22%

In 2018

Lobbying the insurance market to develop solutions was in 1st position. The use of an existing captive was not among the strategies.

44% 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.

38% in 2018