

# Profile

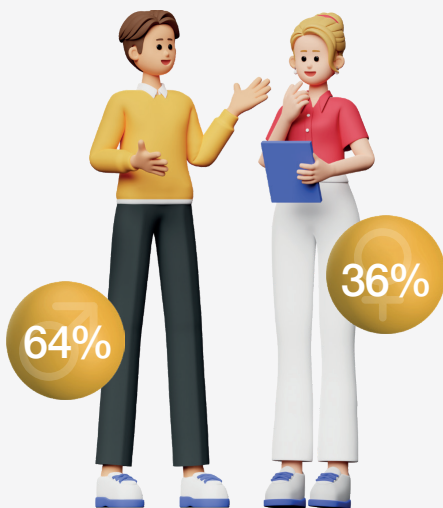
New!

## Oceania

22 respondents

Australia (18), New Zealand (4)

### Who are the Risk Managers?

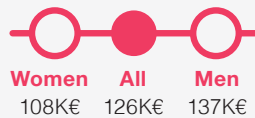


Typically, between 46 and 55 years old

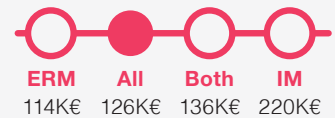
36% earn between € 60k and € 100k

Usually (68%) has more than 10 years of professional experience

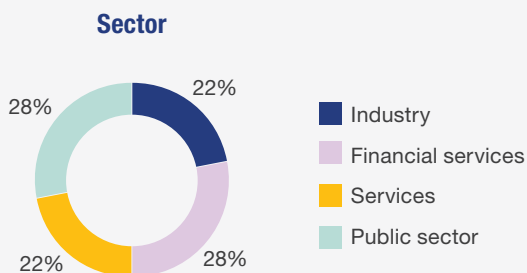
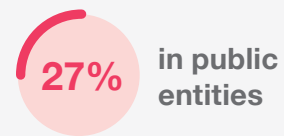
#### Average remuneration per gender



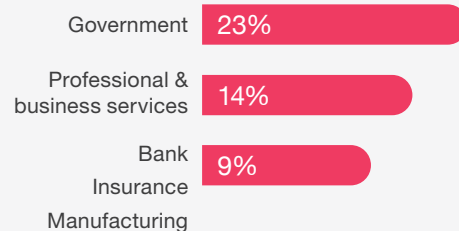
#### Average remuneration per profile



### Where do they work?



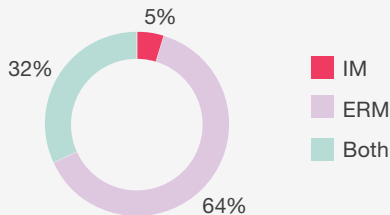
#### Top 5 focus detailed sector



# Responsibilities

## Risk Managers' profile and responsibilities

### Profile



### Number of FTE

**35%** have 2 to 3 FTE | **35%** have 4 to 10 FTE

### Top 5 other responsibilities



## Top 3 activities in the Risk Manager's scope

### Enterprise Risk Management profiles

- 89%** Development of risk maps
- 88%** ERM training and culture
- 78%** **Ex æquo**  
Definition of the ERM governance, framework, processes and tools  
Alignment and integration of RM as part of business strategy

### Insurance Managers

- 100%** **Ex æquo**  
Definition of the risk appetite strategy  
Design and implementation of risk controls  
Insurance policies management, claims handling and loss prevention

### Both ERM & IM

- 100%** **Ex æquo**  
Definition of the risk appetite strategy  
Development of risk maps
- 86%** **Ex æquo**  
Alignment and integration of RM as part of business strategy  
Business continuity management / crisis management  
Definition of the ERM governance, framework, processes and tools  
Risk quantification

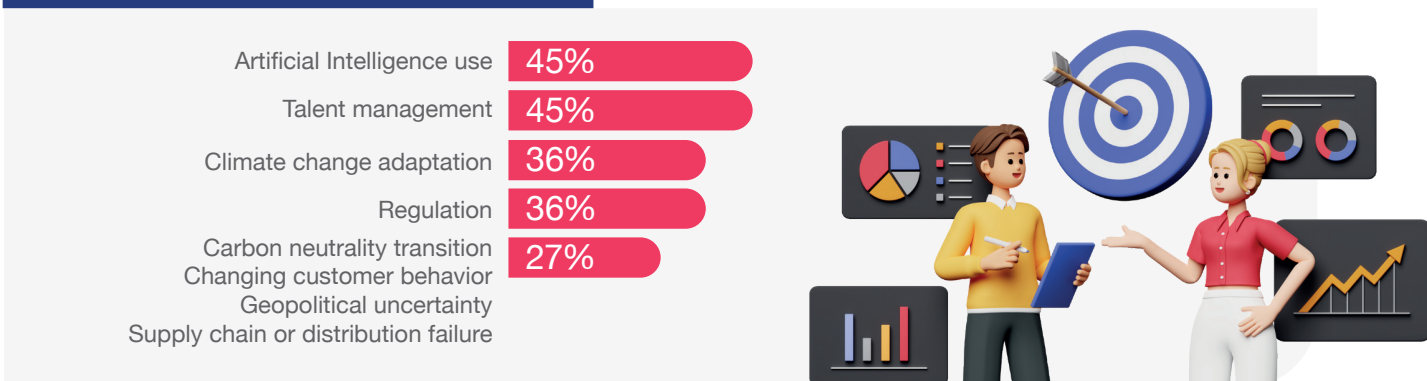


# Risk Management focus

## Most critical threats to the organisation



## Risks lacking management attention



## Corporate strategy



# Insurance Management focus

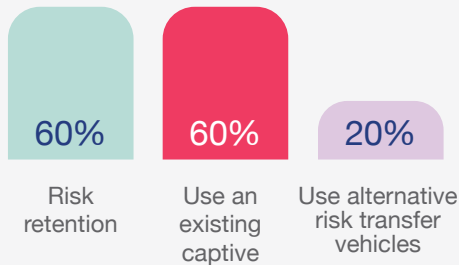
## Insurance market trends with the greatest impact over the last 12 months

- > **N°1** : Increase in premium
- > **N°2** : Exclusion of specific risks
- > **N°3** : Wording change

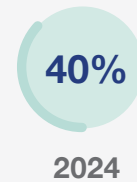


## Over the next 2 years, what will be your organisation's strategy with regard to risks?

### Top 3 strategies



### Propensity to use captives (currently or plan to)



## Involvement of the captive over the next 2 years

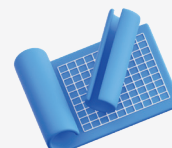
### More important for 3 lines of cover



Property & Business interruption  
**50%**

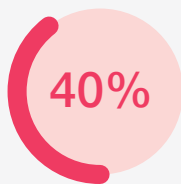


Directors & Officers liability  
**50%**



Construction & Engineering  
**50%**

## Are some activities or risks becoming uninsurable ?



estimate that some activities  
or locations will become  
« uninsurable ».

### Top risk estimated uninsurable in the future

Climate-change physical risks  
Cyber-attacks  
Digitalisation risks  
Technological risks

50%

# Environmental, Social & Governance



**58%**

of Risk Managers are involved in the assessment of ESG related risks

36% have regular, close collaboration with CSR teams, and 36% have occasional collaboration

## Role played in regards to ESG

**Risk Managers are either responsible or approver for the following activities :**

**50%**

Analysis and mapping of ESG risks  
Consideration of the ESG risks in the corporate strategy

**33%**

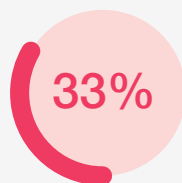
Climate change mitigation and adaptation measures  
Definition of ESG risk framework  
Non financial / Corporate Sustainability reporting  
Organisation and strategy transition plans and roadmap in response to ESG issues  
Reporting of the ESG risks to the Board or its Committees  
Scenario definition and analysis



## How does the organisation work on climate change risks?



Risks are identified in the risk map  
Work on resilience on physical risk



Different climate change scenario are defined



does not work on climate change risk

## Challenges to integrate ESG into the ERM process

**Top 8**

Difficulty quantifying sustainability risks  
Limited knowledge of sustainability risks within ERM team

**50%**

Difficulty qualifying sustainability risks  
Lack of budget to develop specific approach  
Limited data to support ESG analysis  
Management of different time horizons  
Omission of opportunities related to ESG  
Omission of strategic risks

**33%**



# Technology risk management

## Collaboration with IT and IS teams

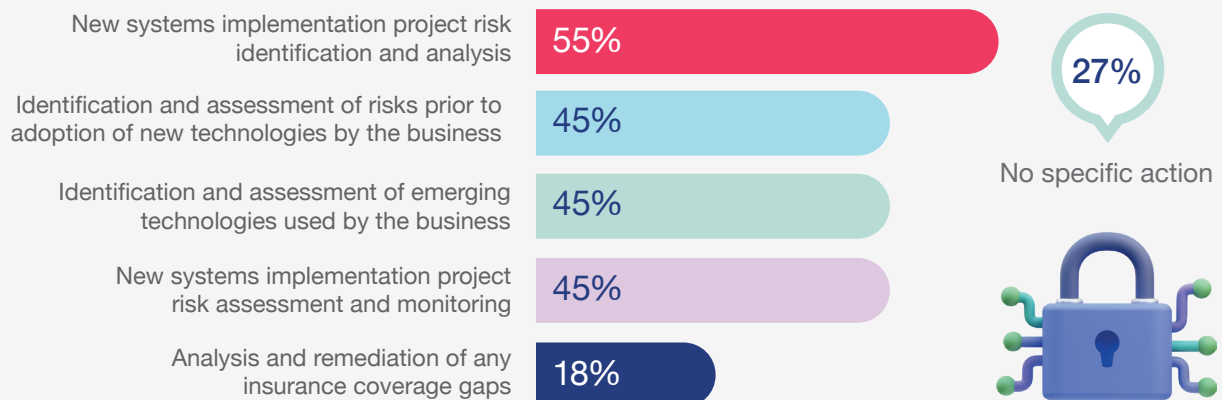
62%

of Risk Managers have regular, close collaboration with Information Technology teams

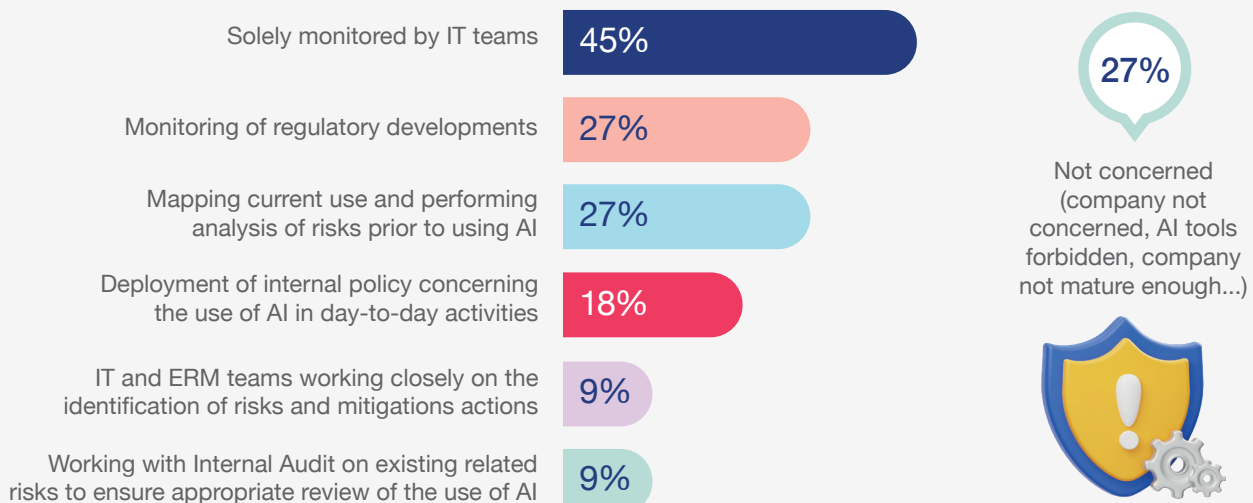
46%

of Risk Managers have regular, close collaboration with Information Security teams

## Participation in new technologies risk management



## Participation in Artificial Intelligence risk management



# Digitalisation of the Risk Management function

## Top 5 technologies used to perform ERM activities...



### ...for which top 7 activities



## Obstacles to new technologies being more widely used

