

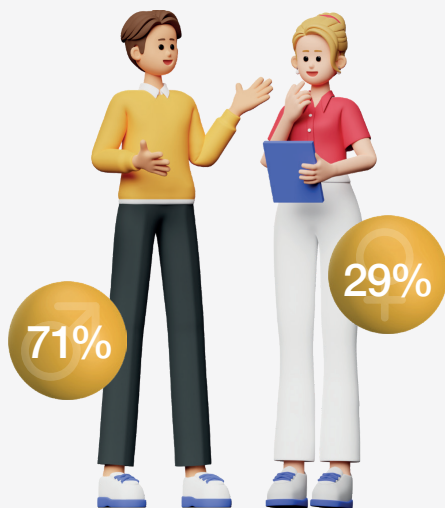
Profile

Western Europe

95 respondents

Germany (39), Switzerland (36), United Kingdom (10), Austria (7), Ireland (3)*

Who are the Risk Managers?

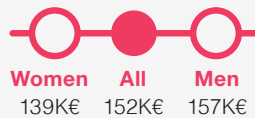


Typically, between 36 and 45 years old

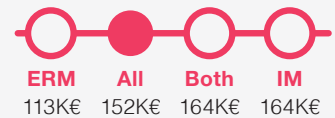
29% earn between € 101k and € 150k

Usually (75%) has more than 10 years of professional experience

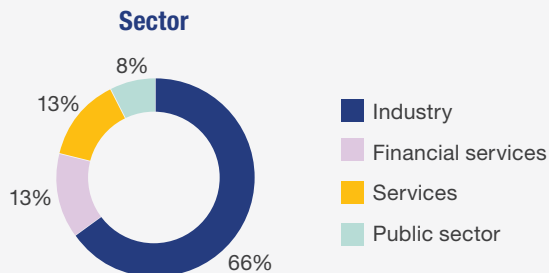
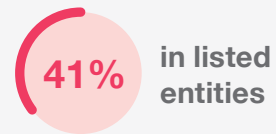
Average remuneration per gender



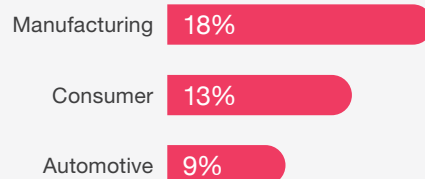
Average remuneration per profile



Where do they work?



Top 3 focus detailed sector



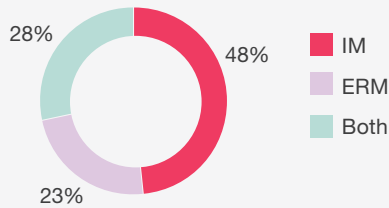
*New regroupment, not comparable to previous editions



Responsibilities

Risk Managers' profile and responsibilities

Profile



Number of FTE

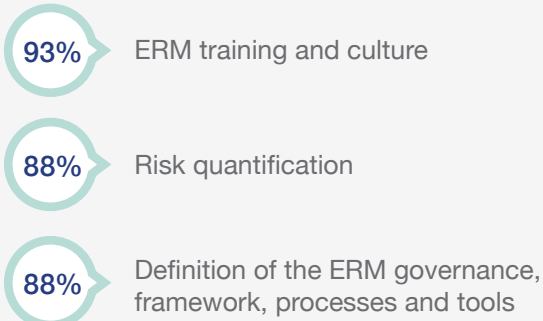
38% have 2 to 3 FTE | **28%** have 4 to 10 FTE

Top 5 other responsibilities



Top 3 activities in the Risk Manager's scope

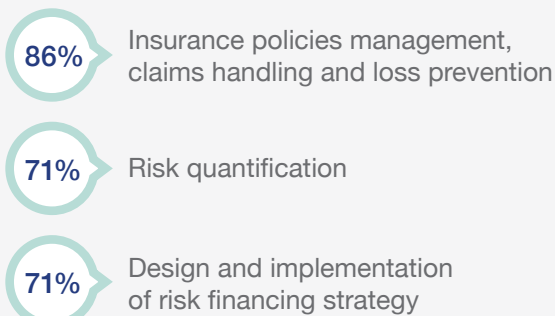
Enterprise Risk Management profiles



Insurance Managers

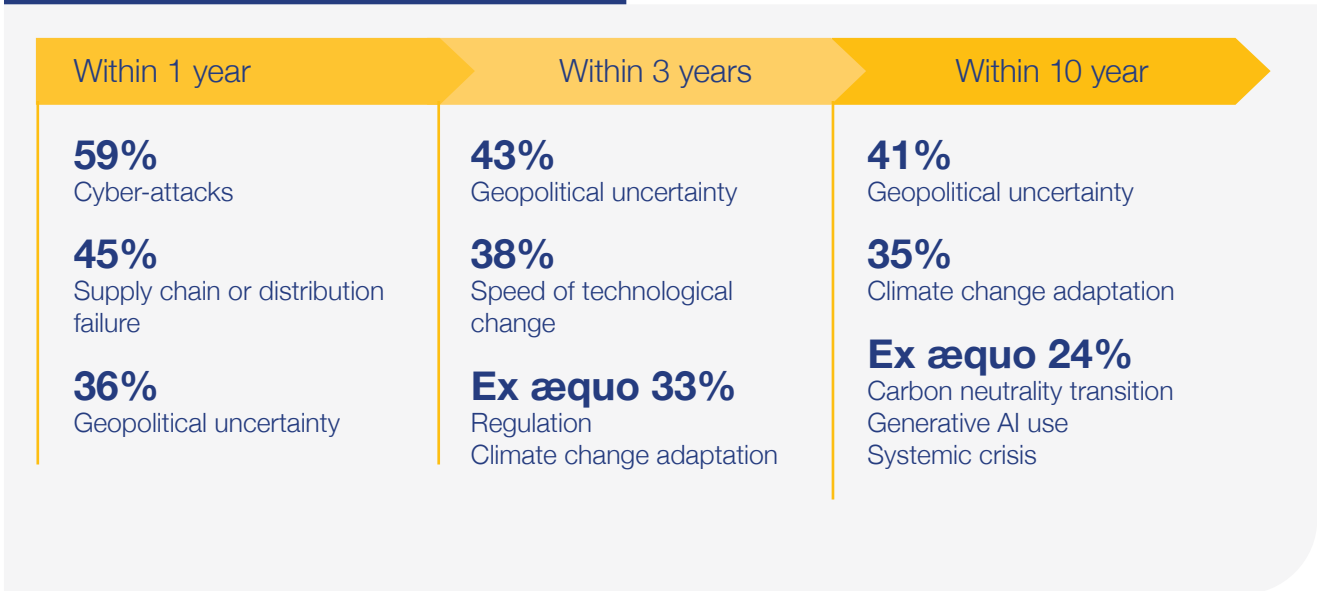


Both ERM & IM

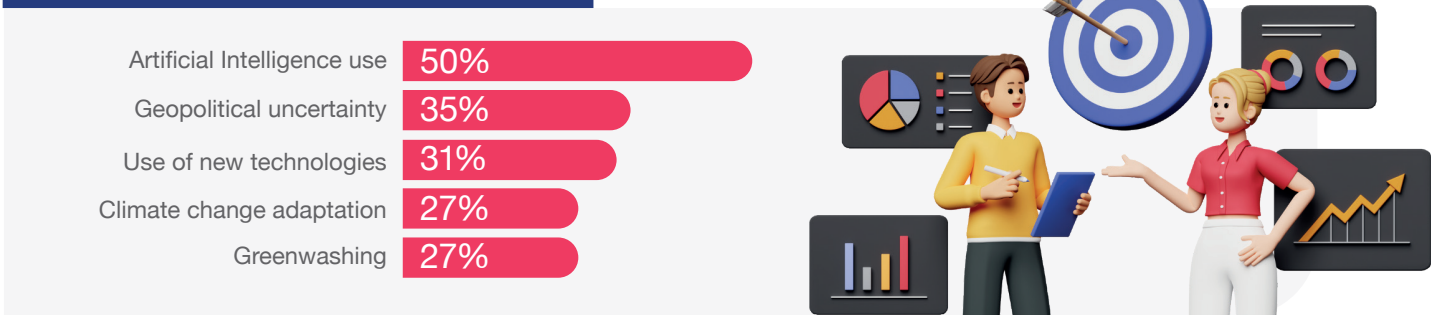


Risk Management focus

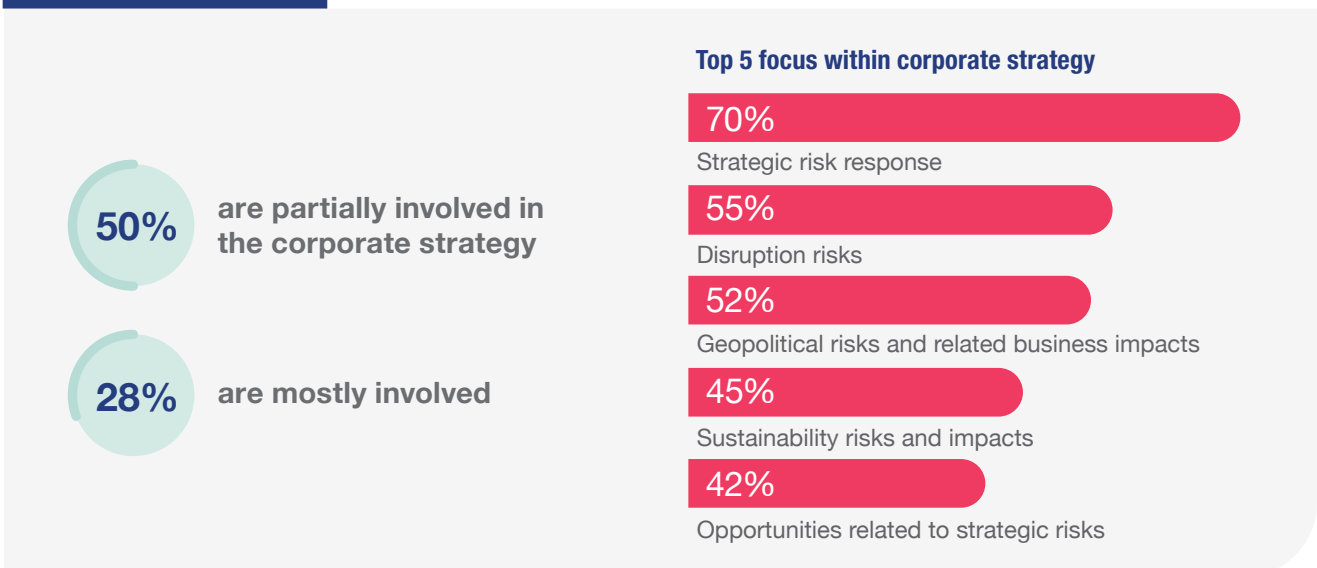
Most critical threats to the organisation



Risks lacking management attention



Corporate strategy



Insurance Management focus

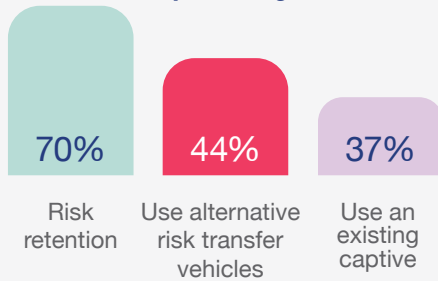
Insurance market trends with the greatest impact over the last 12 months

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



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

44%



Cyber

41%



Supply chain/Non damage business interruption

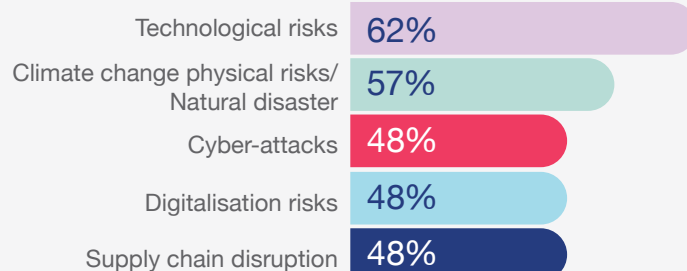
37%

Are some activities or risks becoming uninsurable ?



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

Top 3 risks estimated uninsurable in the future



Environmental, Social & Governance



41%

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

28% have regular, close collaboration with CSR teams, and 47% have occasional collaboration

Role played in regards to ESG

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

20%

Analysis and mapping of ESG risks

17%

Definition of ESG risk framework
Double materiality assessment
Reporting of the ESG risks to the Board or its Committees



How does the organisation work on climate change risks?

60%

Different climate change scenario are defined

60%

Financial impact of physical climate change risks is quantified

56%

Risks are identified in the risk map

Work on resilience on physical risk

4%

does not work on climate change risk

Challenges to integrate ESG into the ERM process

Top 3

Difficulty quantifying sustainability risks

64%

Limited data to support ESG analysis, monitoring and quantifying

40%

Difficulty qualifying sustainability risks
Lack of budget to develop specific approach
Management of different time horizon

28%



Technology risk management

Collaboration with IT and IS teams

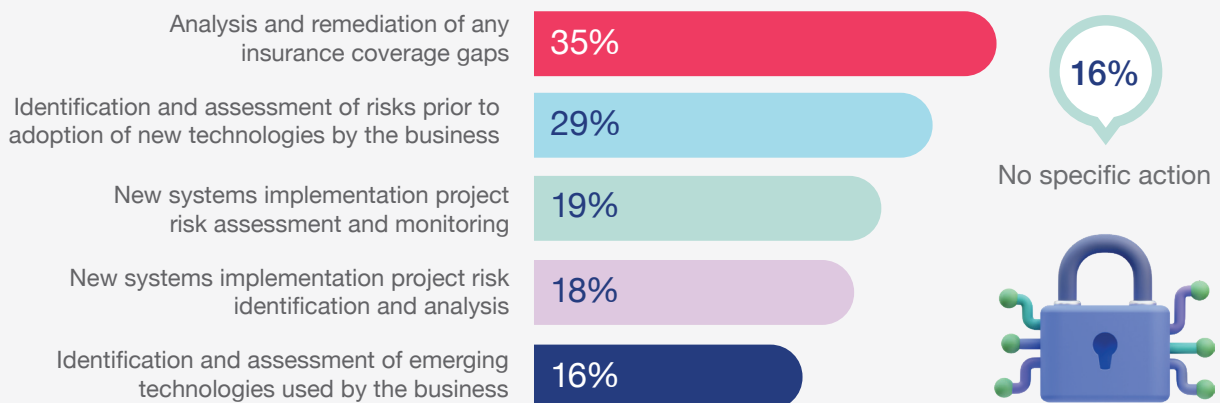
48%

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

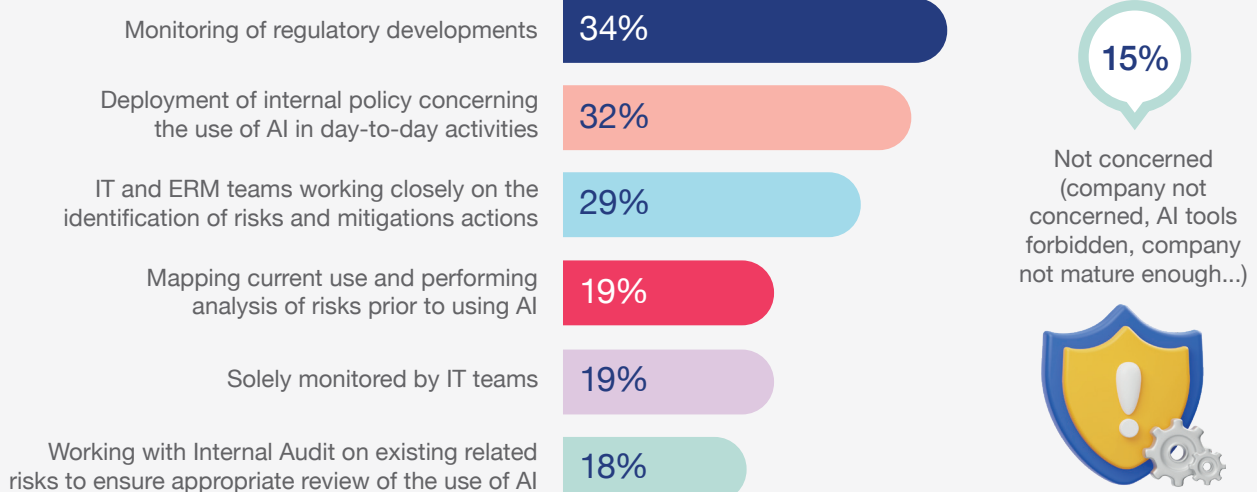
60%

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...

Spreadsheet and slides presentations **88%**

In-house tool to perform risk management activity **40%**

Use of specific integrated RM / GRC information systems **36%**

Advanced tools for visualisation and data analytics **31%**

Web applications **26%**



...for which top 6 activities

Risk analysis and assessment **67%**

Quantification of risk impact **67%**

Interactive visualisation of risk mapping **60%**

Action plan monitoring **57%**

Risk reporting process **55%**

Key Risk Indicator monitoring **55%**

Obstacles to new technologies being more widely used

Top 5

47%

Too heavy an investment for the function

45%

Lack of perception of the added value

25%

Lack of skills within the department

20%

Low maturity for the organisation

20%

Reluctance to internal change

