



**FERMA**<sup>TM</sup>

Federation of European  
Risk Management Associations

# FERMA European Risk Manager Country files

2020



in partnership with



**pwc**



# Country files

- France (including Monaco: 21% of respondents) .....2
- Benelux (Belgium, Netherlands, Luxembourg: 17% of respondents) .....6
- Nordic countries (Denmark, Finland, Norway, Sweden: 17% of respondents) ..... 10
- Mediterranean countries (Cyprus, Greece, Malta, Portugal, San Marino, Spain, Turkey: 13% of respondents) ..... 14
- Italy (including Vatican City: 11% of respondents). ..... 18
- Germany (7% of respondents) .....22
- Central and Eastern Europe (Albania, Armenia, Austria, Bulgaria, Czech Republic, Georgia, Hungary, Kazakhstan, Lithuania, Romania, Russia, Slovenia: 6% of respondents). .....26
- United Kingdom and Ireland (4% of respondents) .....30
- Switzerland (4% of respondents). .....34

**Each country file presents a comparison with 2018 when change is noticeable. Comparison is not performed when the trend is consistent, or when the 2018 report did not address the topic (eg digital data).**

# France

(including Monaco: 21% of respondents)

## Organisation

### Who is the risk manager?

Male: 65%  
Female: 35%

Typically between  
46 and 55 years

Usually has more than 10 years  
of professional experience

33% earn between  
€60 k and €100 k  
per year

**85%** of respondents work within  
large companies (>250 staff  
headcount, >€50 m turnover)

**47%** of respondents come from  
industry

### Activities of the risk manager



**46%**

in charge of Enterprise  
Risk Management (ERM)



**30%**

in charge of both ERM  
and Insurance Management  
(IM)



**24%**

in charge of IM

### Top 3 ERM activities

#### Top 3 ERM activities

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

**87%**

Development, implementation,  
and assessment of risk culture  
across the organisation

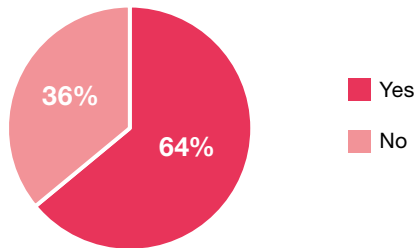
**76%**

Definition of the Enterprise  
Risk Management governance,  
framework, processes, and/or  
tools

**72%**

## Certification

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

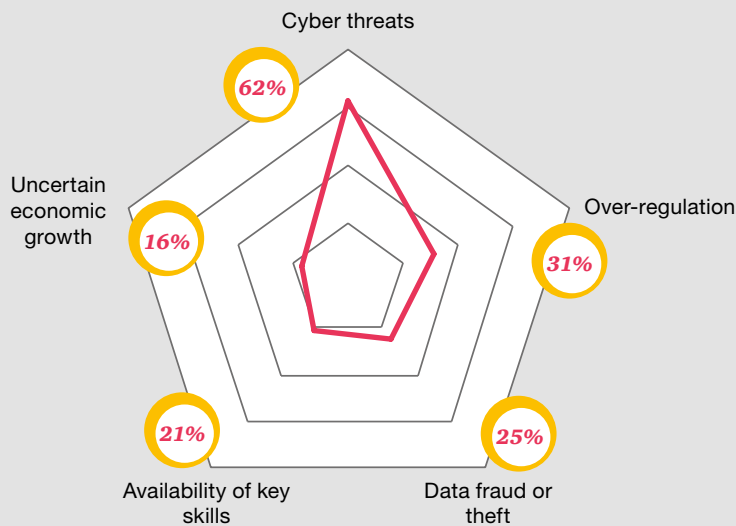


**70%**

say that a recognised certification matters in practising risk management. 56% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



## In 2018

The Top 5 risks for growth prospects were cyber threats (48%), over-regulation (39%), availability of key skills (28%), changing consumer behaviour (25%) and speed of technological change (25%).

### Top 3 within the next 3 years

- Availability of skills (26%)
- Brexit (20%)
- Over-regulation (20%)

### Top 3 within the next 10 years

- Climate change and environmental damage (23%)
- Extreme weather events (15%)
- Changing consumer behaviour (11%)

## Digital transformation

**39%** of respondents use **data analysis to perform their risk / insurance activities**, among which 11% have the data analysis skills within their teams



**22%** use **data visualisation**



**11%** use **process automation technologies**, among which 55% have the data process automation skills within their teams

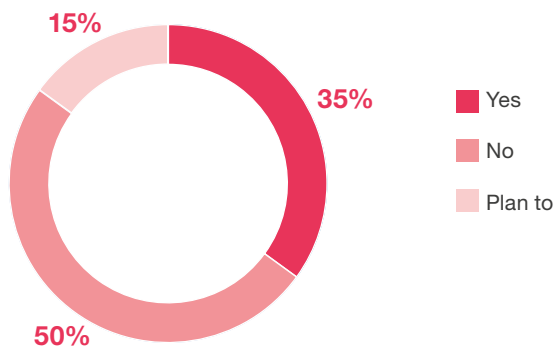


**4%** use **artificial intelligence**



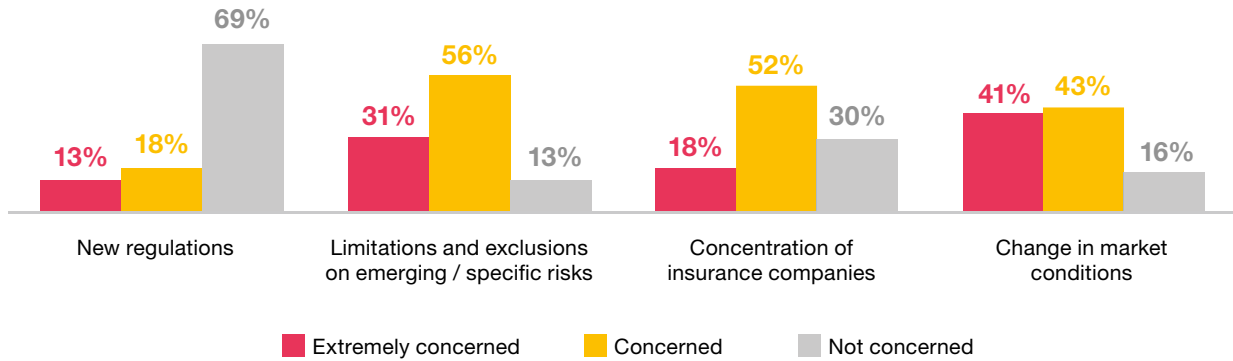
## Implications in ESG

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



## Implications for insurance management

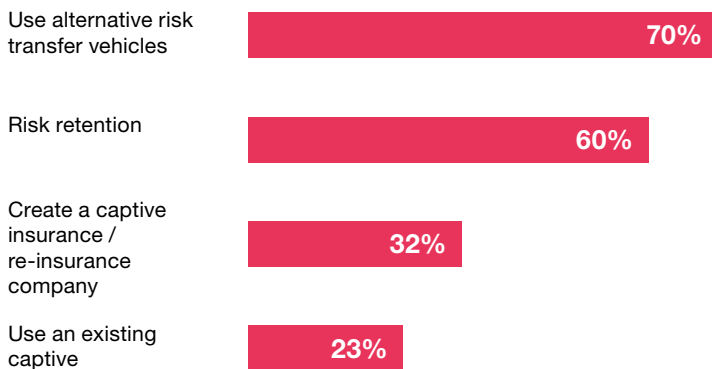
### Top concerns regarding the insurance market



### In 2018

The main concerns regarding the insurance market were: new regulations (93%), limitations and exclusions on emerging / specific risks (93%), concentration of insurance companies (80%) and change in market conditions (76%).

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



### In 2018

Using alternative risk transfer vehicles was the 3<sup>rd</sup> strategy with 26%. Using an existing captive was not in the top strategies while lobbying the insurance market was at 2<sup>nd</sup> position.

**57%**

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.

# Benelux

(Belgium, Netherlands, Luxembourg: 17% of respondents)

## Organisation

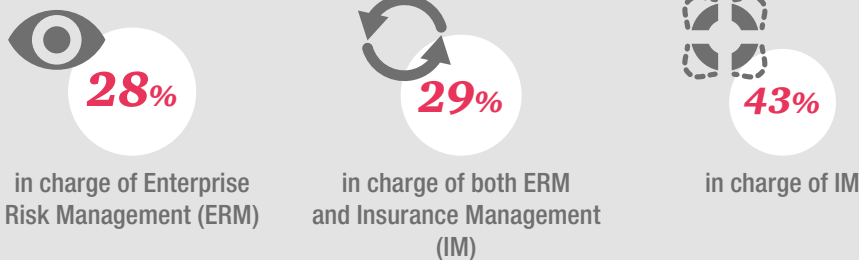
### Who is the risk manager?



**77%** of respondents work within large companies (>250 staff headcount, >€50 m turnover)

**46%** of respondents come from industry

### Activities of the risk manager

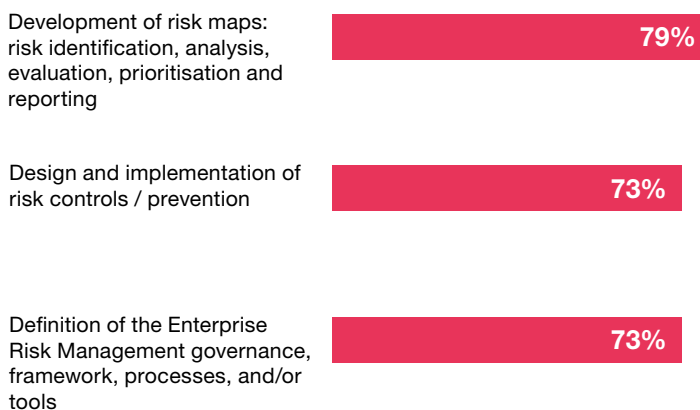


### In 2018

35% ERM  
27% both ERM and IM  
38% IM

### Top 3 ERM activities

#### Top 3 ERM activities



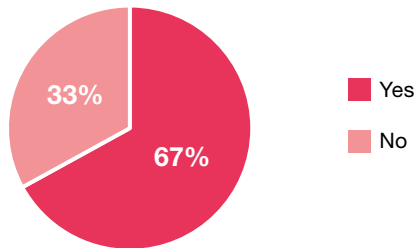
### In 2018

The alignment and integration of risk management as part of the business strategy was the 1<sup>st</sup> ERM activity but is not in the Top 3 in 2020. The development of risk maps was 2<sup>nd</sup>, and the definition and implementation of ERM was already 3<sup>rd</sup>. Designing risk controls was not in the Top 3.



## Certification

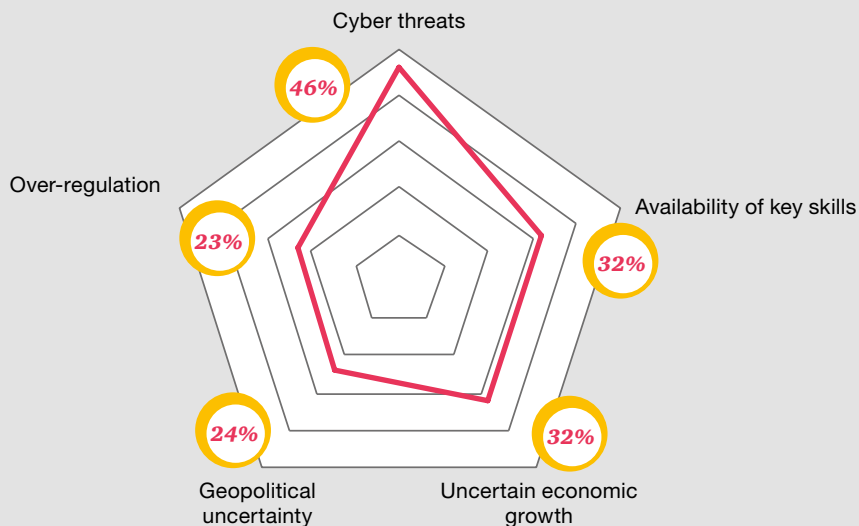
Do you have a specific qualification in risk and/or insurance management?



79% say that a recognised certification matters in practising risk management. 66% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



### In 2018

Cyber threats were less of a concern to risk managers with 36%. The speed of technological change (33%) and the changing of consumer behaviour (28%) were in the Top 5, while geopolitical uncertainty and uncertain economic growth were not.

### Top 3 within the next 3 years

- Speed of technological change (20%)
- Cyber threats (18%)
- Changing consumer behaviour (18%)

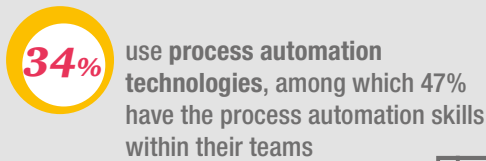
### Top 3 within the next 10 years

- Climate change and environmental damage (15%)
- Changing consumer behaviour (13%)
- Geopolitical uncertainty (10%)

## Digital transformation

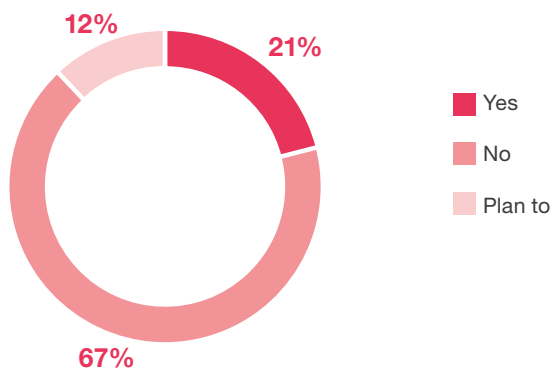


43% in 2018



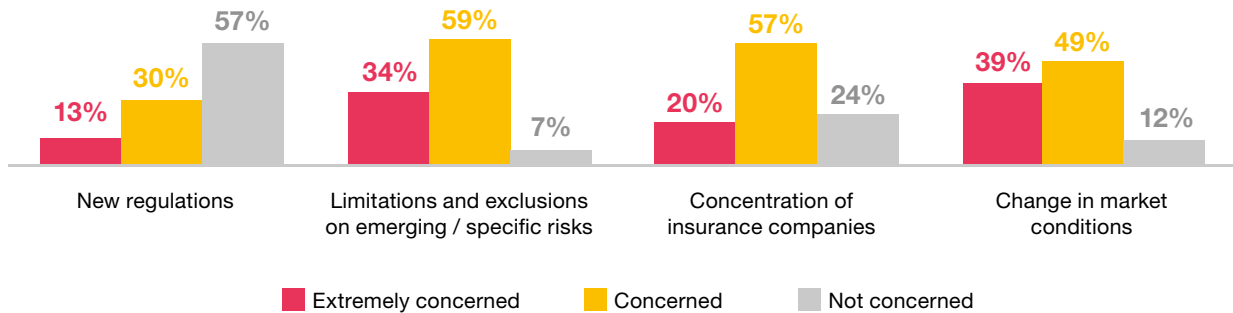
## Implications in ESG

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

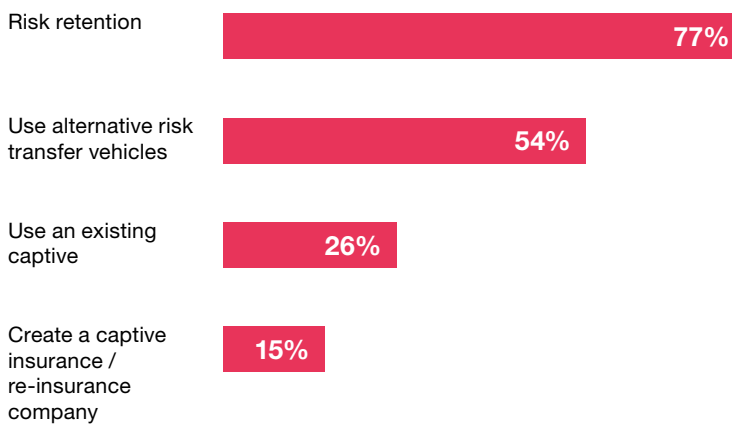


## Implications for insurance management

### Top concerns regarding the insurance market



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



### In 2018

The use of an existing captive was not in the top strategies, by contrast with lobbying the insurance market.

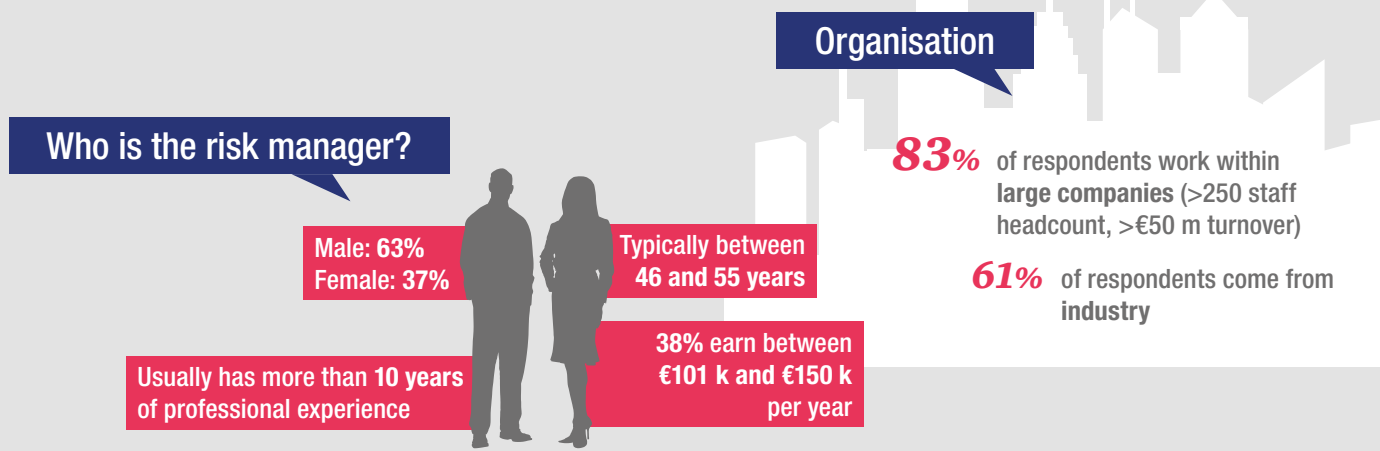
68%

of respondents estimate that the involvement of their captive over the next 2 years will be more important in traditional lines of cover.

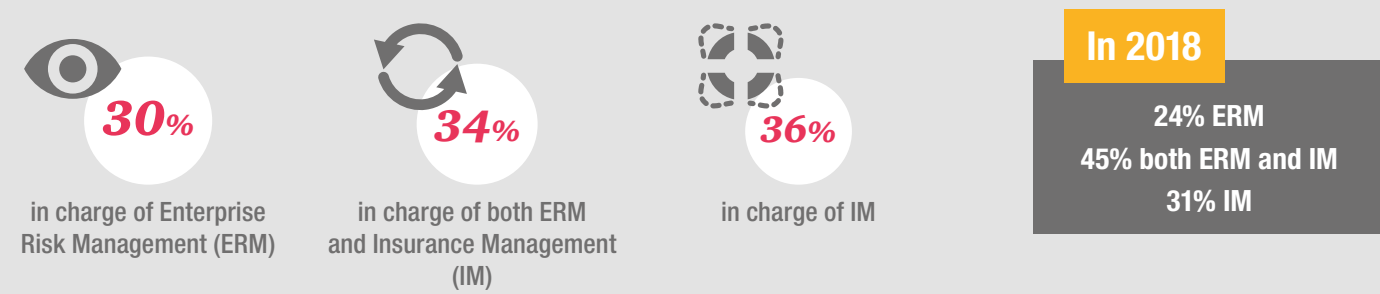
Examples include employee benefits, general / third party liability, employers' liability / workers, compensation, property, terrorism, automobile liability, professional liability.

# Nordic countries

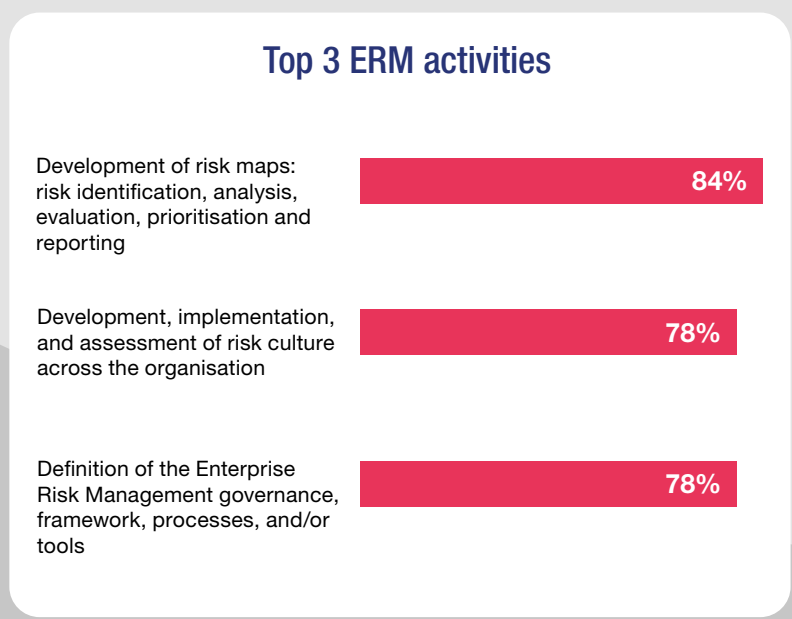
(Denmark, Finland, Norway, Sweden: 17% of respondents)



## Activities of the risk manager

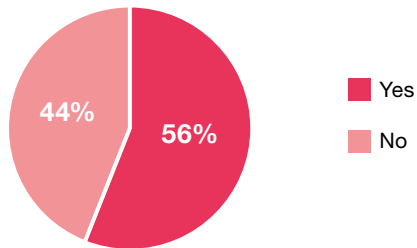


## Top 3 ERM activities



## Certification

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

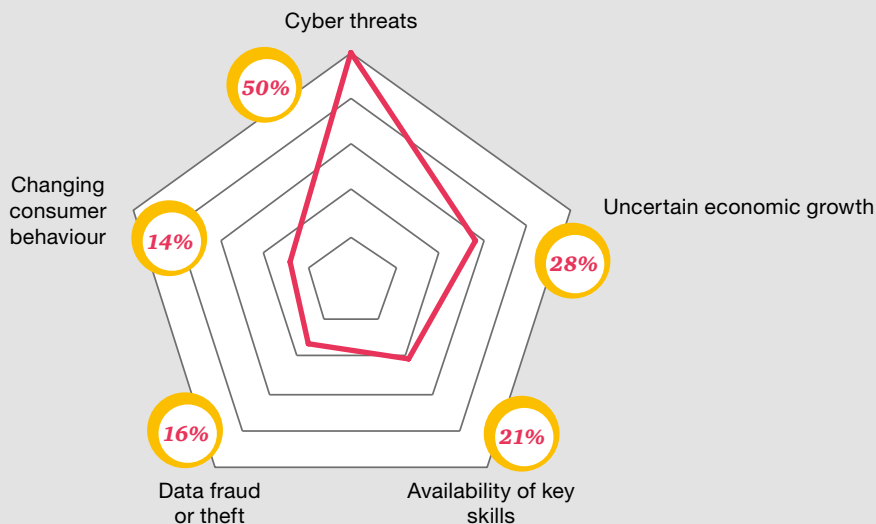


**71%**

say that a recognised certification matters in practising risk management. 45% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



**In 2018**

The speed of technological change was the 5th concern (30%). Data fraud or theft was not included in the Top 5.

### Top 3 within the next 3 years

- Speed of technological change (17%)
- Changing consumer behaviour (17%)
- Cyber threats (15%)

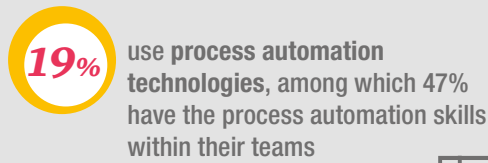
### Top 3 within the next 10 years

- Climate change and environmental damage (18%)
- Natural disaster (9%)
- Availability of key skills (8%)

## Digital transformation

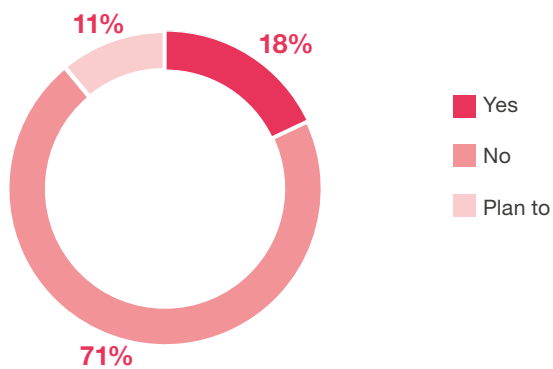


37% in 2018



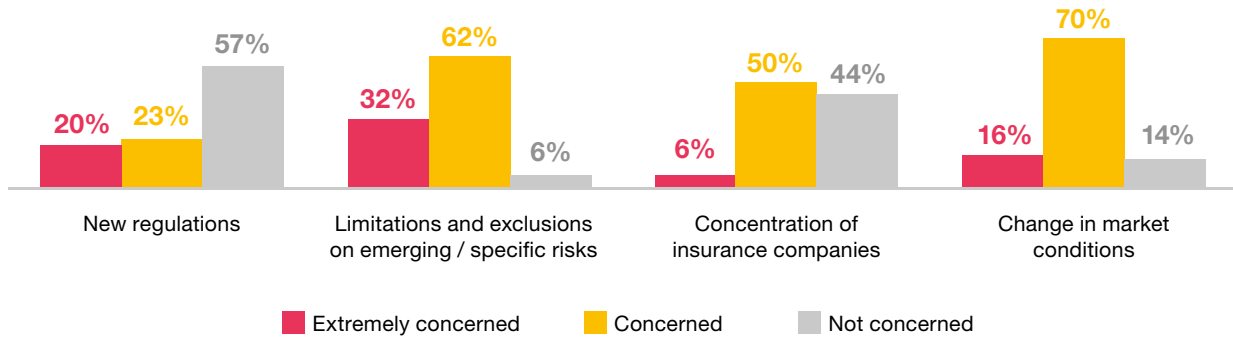
## Implications in ESG

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



## Implications for insurance management

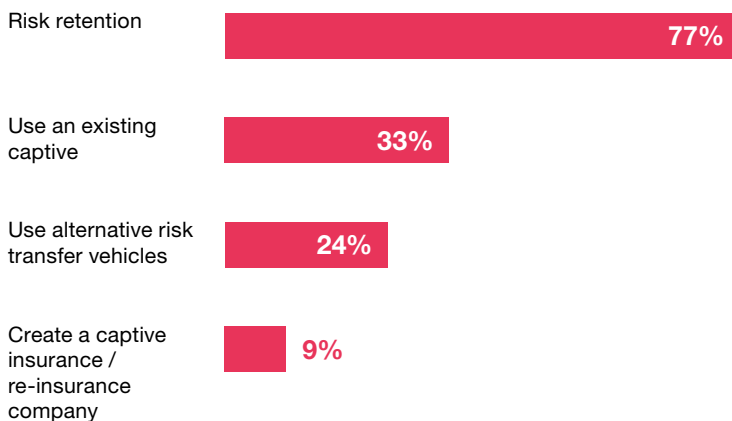
### Top concerns regarding the insurance market



### In 2018

The main concerns regarding the insurance market were: limitations and exclusions on emerging / specific risks (78%), new regulations (69%), change in market conditions (52%) and the concentration of insurance companies (45%).

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



### In 2018

Using an existing captive was not in the top strategies, while lobbying the insurance market was 2nd with 43%.

**67%**

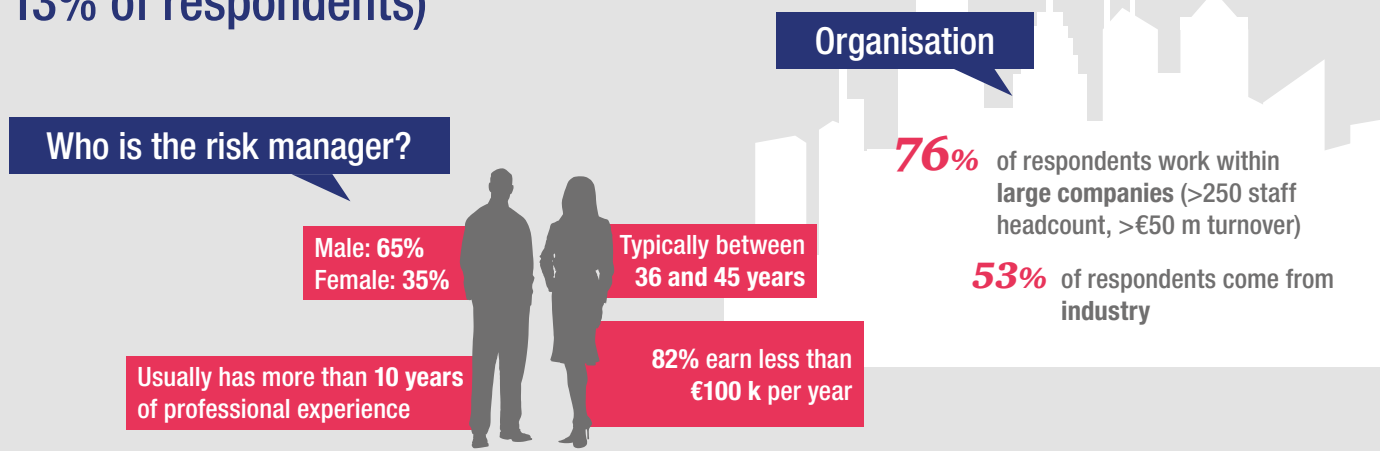
of respondents estimate that the involvement of their captive over the next 2 years will be more important in traditional lines of cover.

Examples include employee benefits, general / third party liability, employers' liability / workers, compensation, property, terrorism, automobile liability, professional liability.

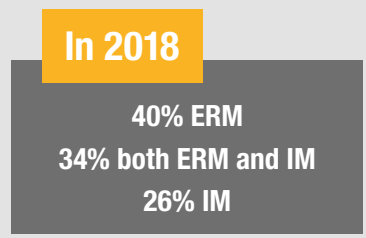
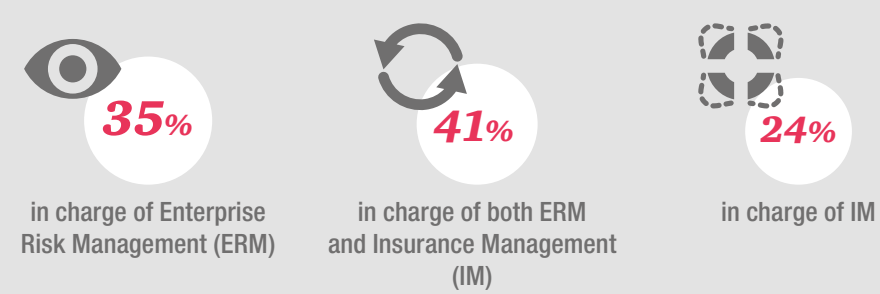
**59% in 2018**

# Mediterranean countries

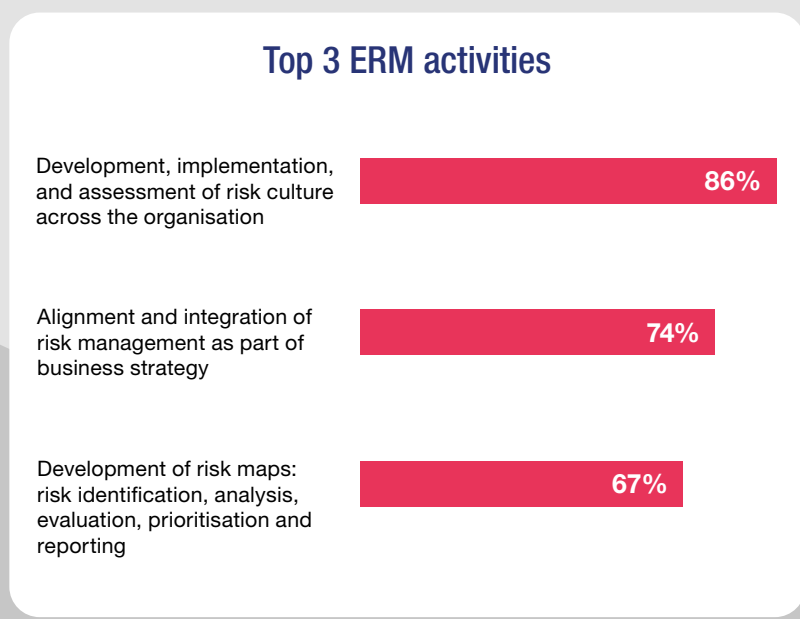
(Cyprus, Greece, Malta, Portugal, San Marino, Spain, Turkey: 13% of respondents)



## Activities of the risk manager



## Top 3 ERM activities



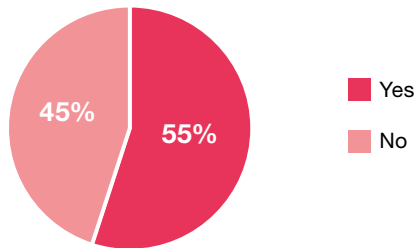
**In 2018**

2<sup>nd</sup> and 3<sup>rd</sup> positions were reversed.



## Certification

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

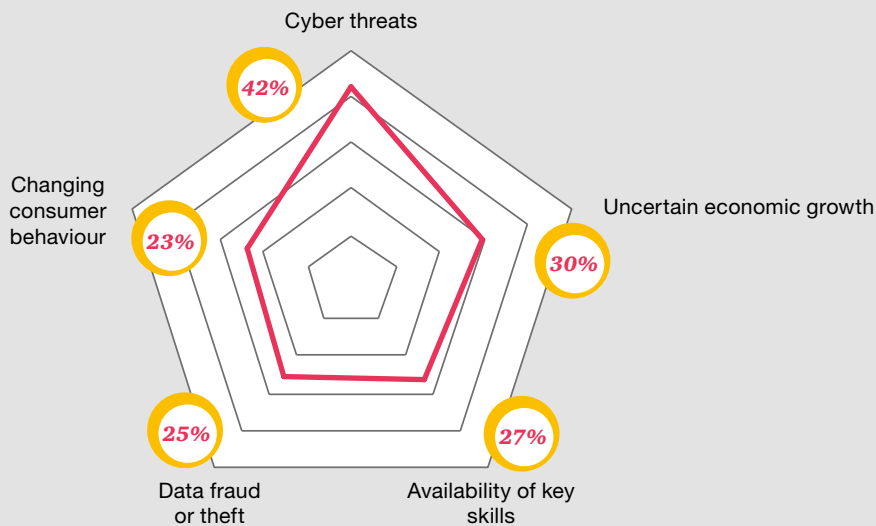


**80%**

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



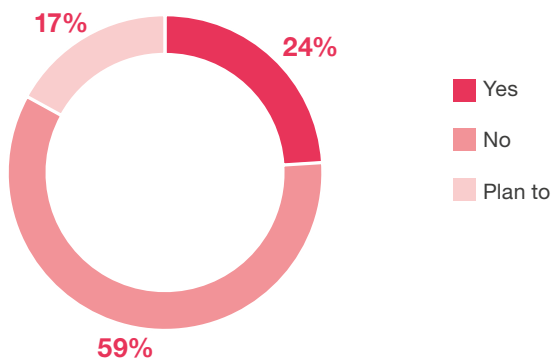
**11%**

use **artificial intelligence**



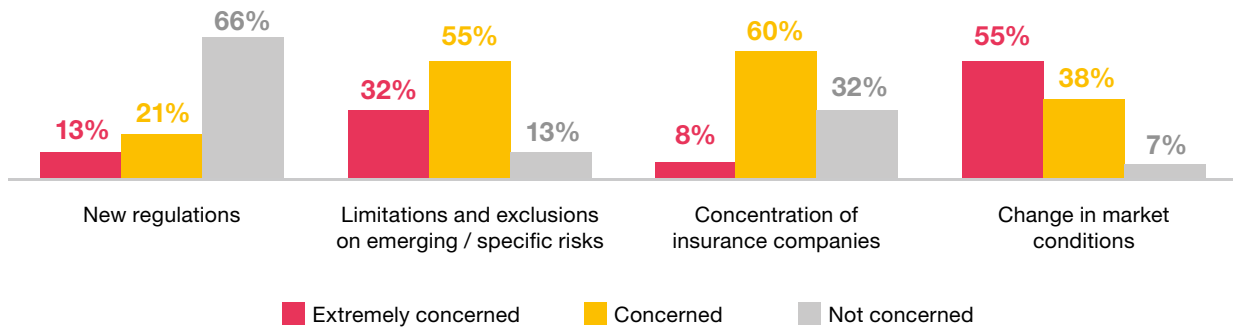
## Implications in ESG

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

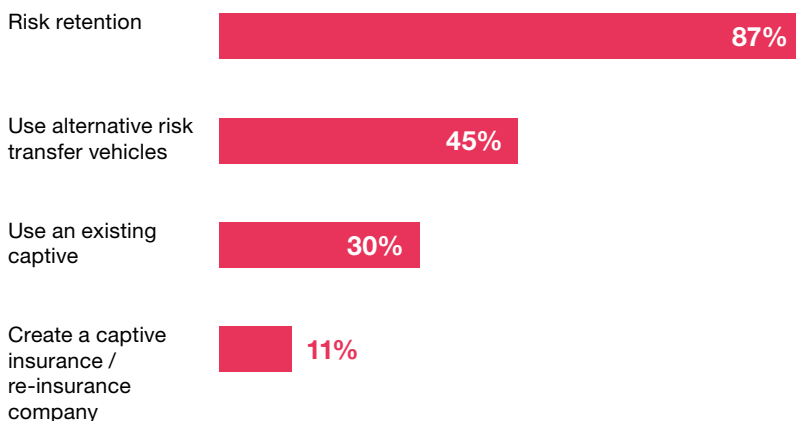


## Implications for insurance management

### 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 3<sup>rd</sup> 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**

# Italy

(including Vatican City: 11% of respondents)

## Organisation

### Who is the risk manager?

Male: 72%  
Female: 28%

Typically between  
46 and 55 years

Usually has more than 10 years  
of professional experience

31% earn between €60  
k and €100 k  
per year

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

**55%** of respondents come from  
industry

### Activities of the risk manager



**42%**

in charge of Enterprise  
Risk Management (ERM)



**29%**

in charge of both ERM  
and Insurance Management  
(IM)



**29%**

in charge of IM

### Top 3 ERM activities

#### Top 3 ERM activities

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

**91%**

Development, implementation,  
and assessment of risk culture  
across the organisation

**82%**

Design and implementation of  
risk controls / prevention

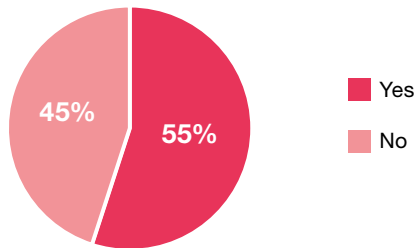
**75%**

#### In 2018

The 3<sup>rd</sup> position, the  
development and  
implementation of ERM,  
was replaced this year in  
the Top 3 by the design of  
risk controls.

## Certification

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

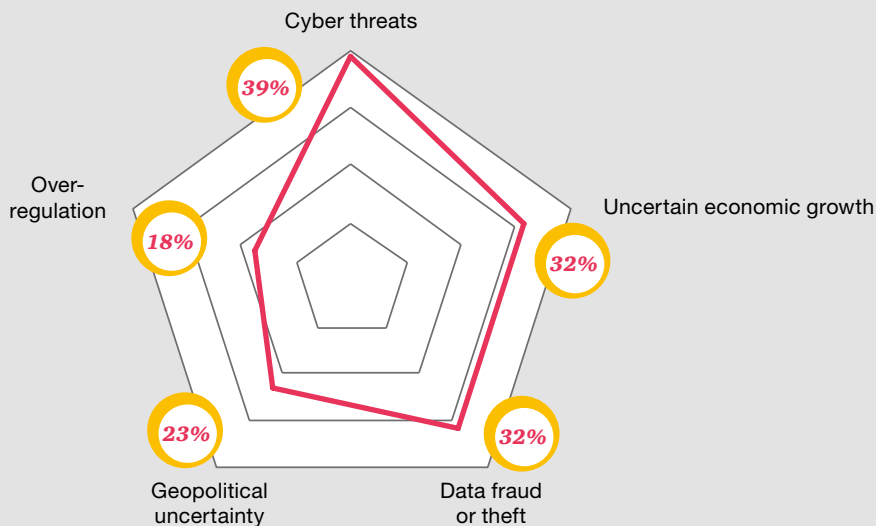


**84%**

say that a recognised certification matters in practising risk management. 74% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



**In 2018**

The speed of technological change was at the 4<sup>th</sup> position while data fraud or theft only emerges in the Top 5 this year.

Top 3 within the next 3 years

- Uncertain economic growth (26%)
- Over-regulation (23%)
- Speed of technological change (21%)

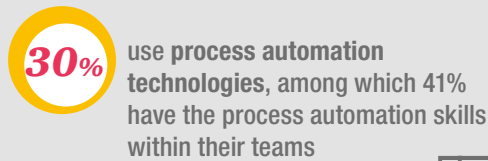
Top 3 within the next 10 years

- Changing consumer behaviour (16%)
- Extreme weather events (14%)
- Climate change and environmental damage (11%)

## Digital transformation

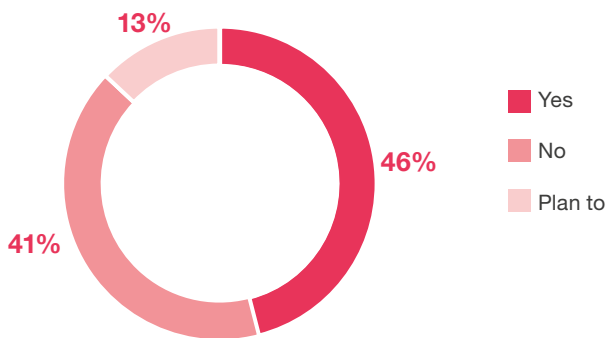


56% in 2018



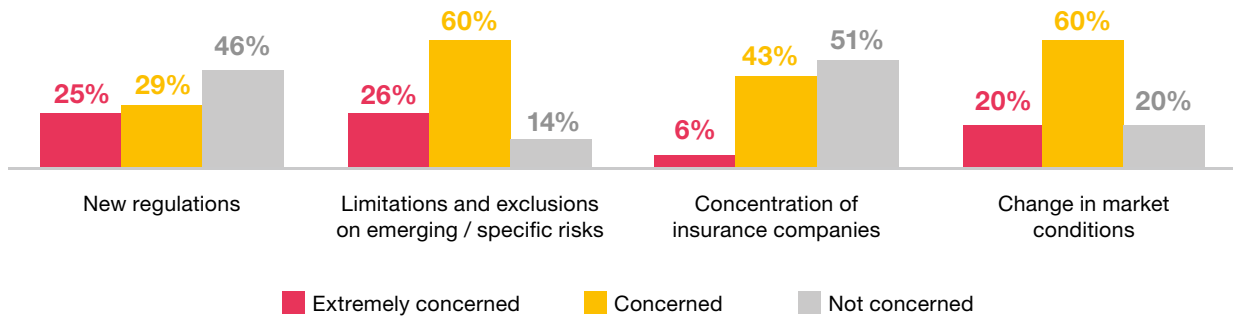
## Implications in ESG

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



## Implications for insurance management

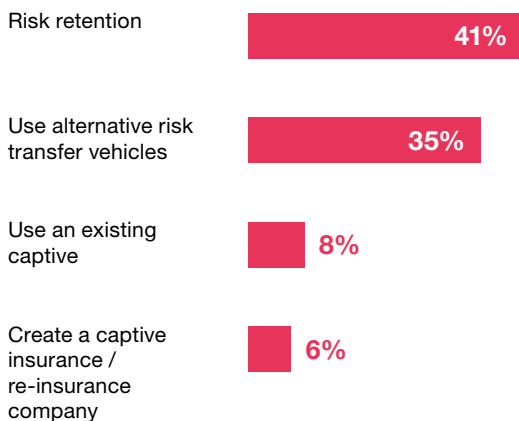
### Top concerns regarding the insurance market



### In 2018

The main concerns regarding the insurance market were: limitations and exclusions on emerging / specific risks (85%), new regulations (83%), concentration of insurance companies (50%), and change in market conditions (48%).

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



### In 2018

Lobbying the insurance market and the use of alternative risk transfer vehicles were respectively the 2<sup>nd</sup> and 3<sup>rd</sup> favourite strategies. In 2020, using alternative risk transfer vehicles or existing captives rose in preference.

**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.

**71% in 2018**

# Germany

(7% of respondents)

## Organisation

### Who is the risk manager?

Male: 79%  
Female: 21%

Typically between  
46 and 55 years

Usually has more than 10 years  
of professional experience

51% earn more than  
€151 k per year

**87%** of respondents work within  
large companies (>250 staff  
headcount, >€50 m turnover)

**76%** of respondents come from  
industry

### Activities of the risk manager



**14%**

in charge of Enterprise  
Risk Management (ERM)



**21%**

in charge of both ERM  
and Insurance Management  
(IM)



**65%**

in charge of IM

### Top 3 ERM activities

#### Top 3 ERM activities

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

**81%**

Development, implementation,  
and assessment of risk culture  
across the organisation

**81%**

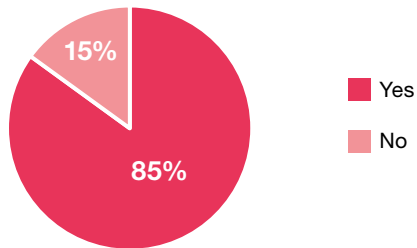
Definition of the Enterprise  
Risk Management governance,  
framework, processes, and/or  
tools

**81%**



## Certification

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

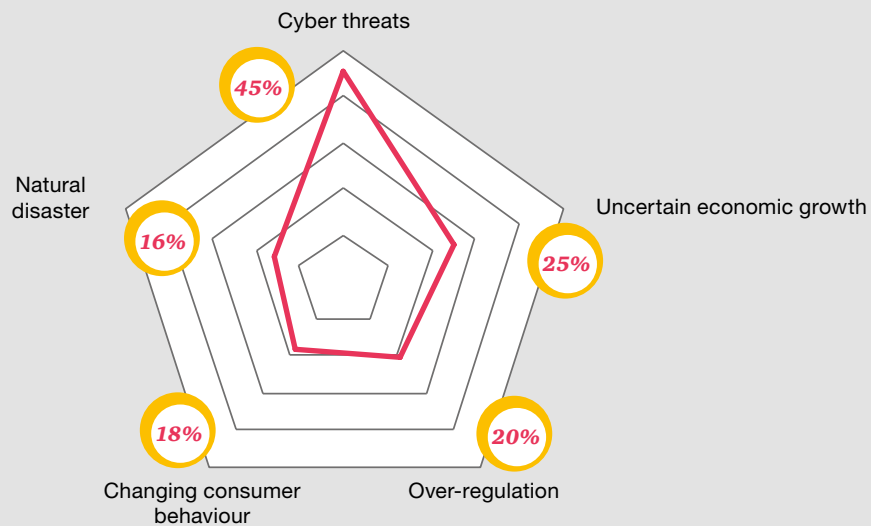


**80%**

say that a recognised certification matters in practising risk management. 30% 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

- Availability of key skills (20%)
- Cyber threats (20%)
- Extreme weather events (20%)

### Top 3 within the next 10 years

- Climate change and environmental damage (18%)
- Speed of technological change (18%)
- Availability of skills (11%)

## Digital transformation



of respondents use **data analysis to perform their risk / insurance activities**, among which 30% have the data analysis skills within their teams



use **data visualisation**



use **process automation technologies**, among which 48% have the process automation skills within their teams

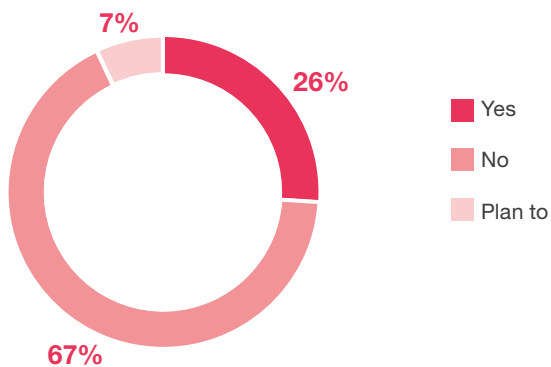


use **artificial intelligence**



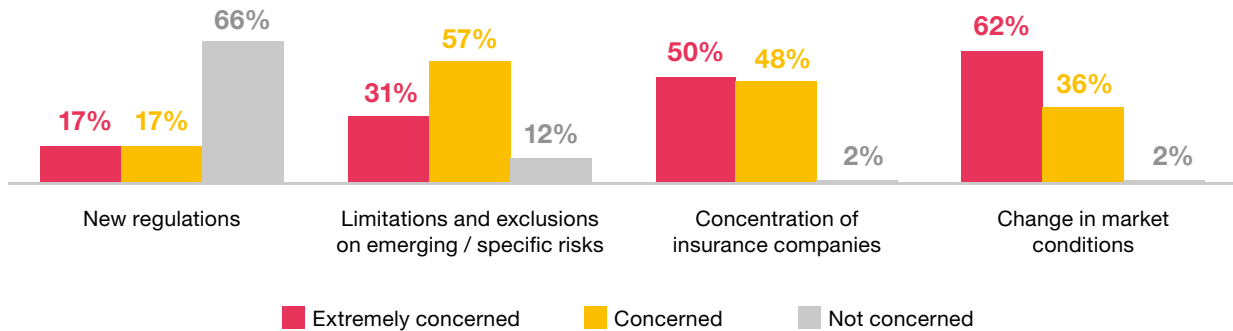
## Implications in ESG

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

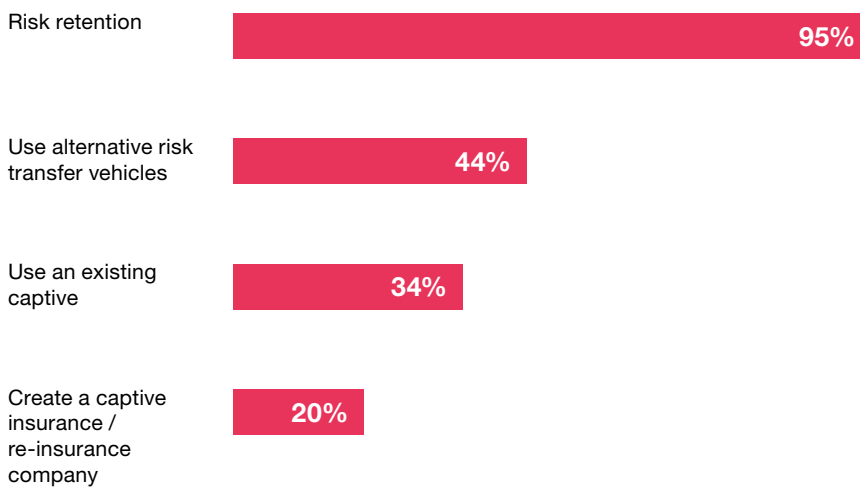


## Implications for insurance management

### Top concerns regarding the insurance market



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



**67%**

of respondents estimate that the **involvement of their captive over the next 2 years will be more important in traditional lines of cover.**

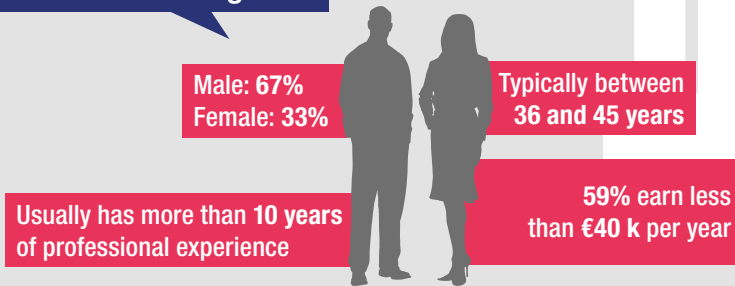
Examples include employee benefits, general / third party liability, employers' liability / workers, compensation, property, terrorism, automobile liability, professional liability.

# 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

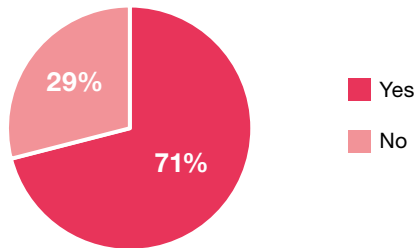
Development, implementation, and assessment of risk culture across the organisation **65%**

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?

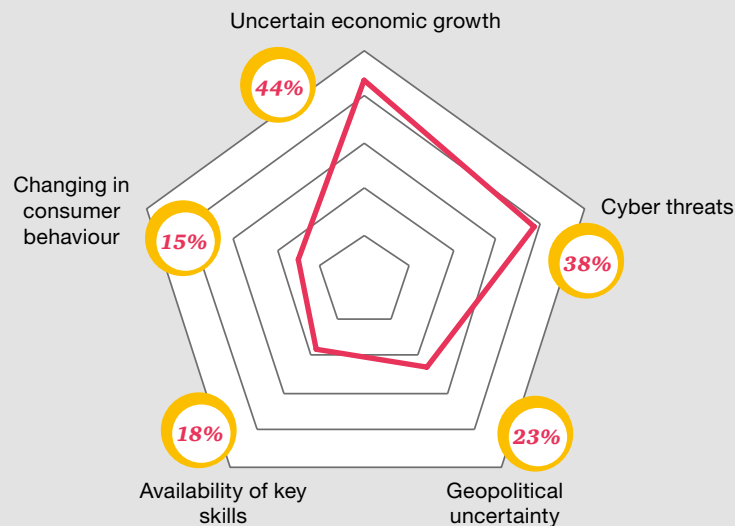


**91%**

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



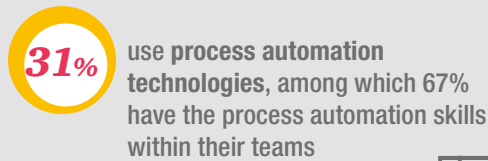
### Top 3 within the next 3 years

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

### Top 3 within the next 10 years

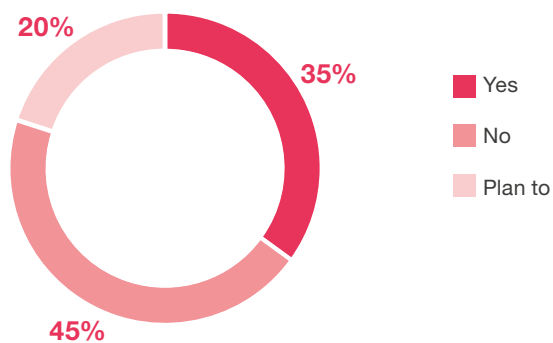
- Climate change and environmental damage (23%)
- Natural disaster (18%)
- Extreme weather events (15%)

## Digital transformation



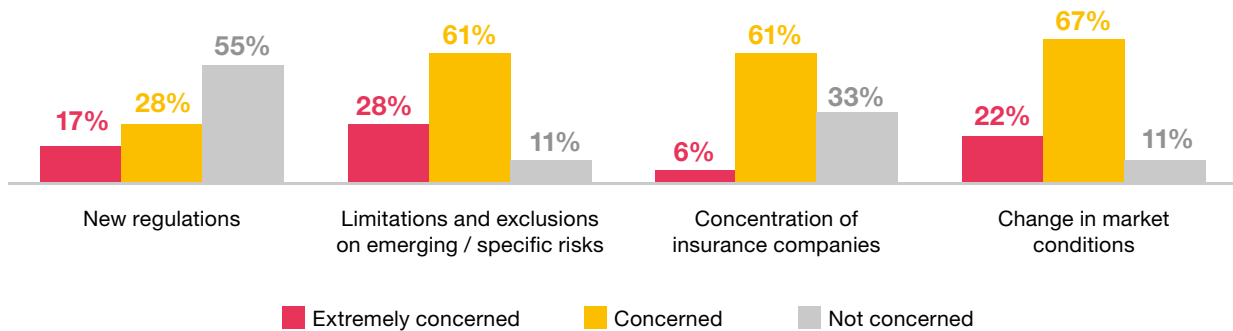
## Implications in ESG

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

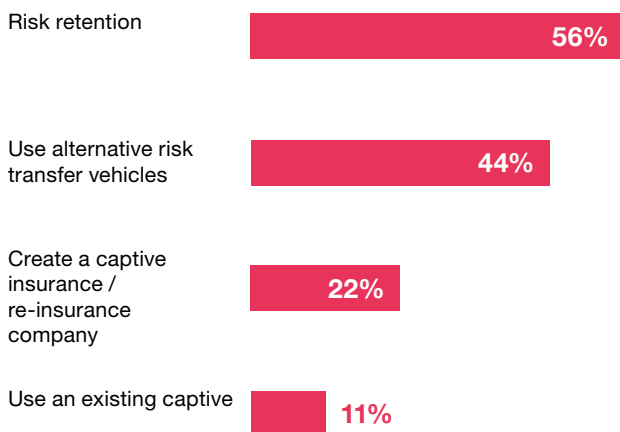


## Implications for insurance management

### 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.

# United Kingdom and Ireland

(4% of respondents)

## Organisation

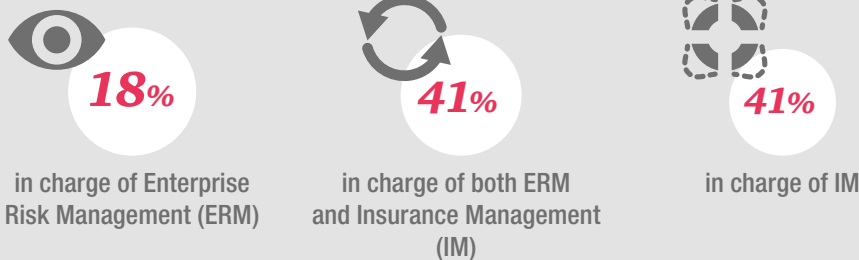
### Who is the risk manager?



**83%** of respondents work within large companies (>250 staff headcount, >€50 m turnover)

**48%** of respondents come from industry

### Activities of the risk manager

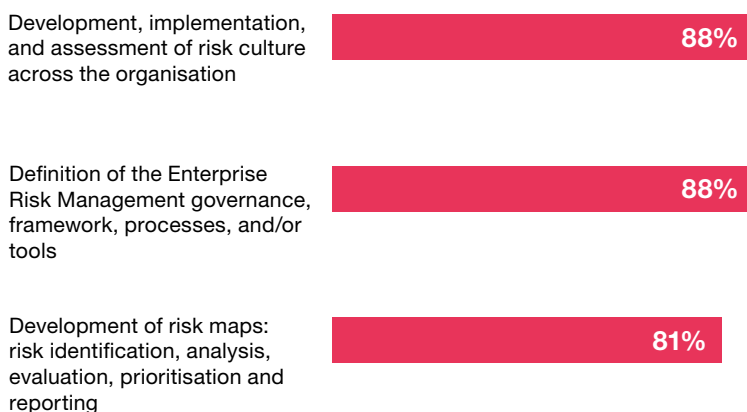


#### In 2018

27% ERM  
33% both ERM and IM  
40% IM

### Top 3 ERM activities

#### Top 3 ERM activities



#### In 2018

The order of the top 3 ERM activities was different:

1<sup>st</sup>: Risk identification (92%)

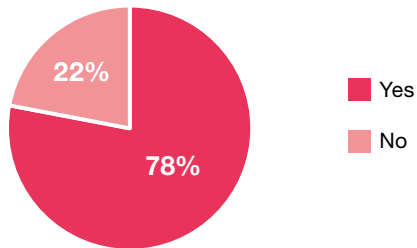
2<sup>nd</sup>: Development and implementation of ERM (86%)

3<sup>rd</sup>: Development and assessment of risk culture across the organisation (84%)



## Certification

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

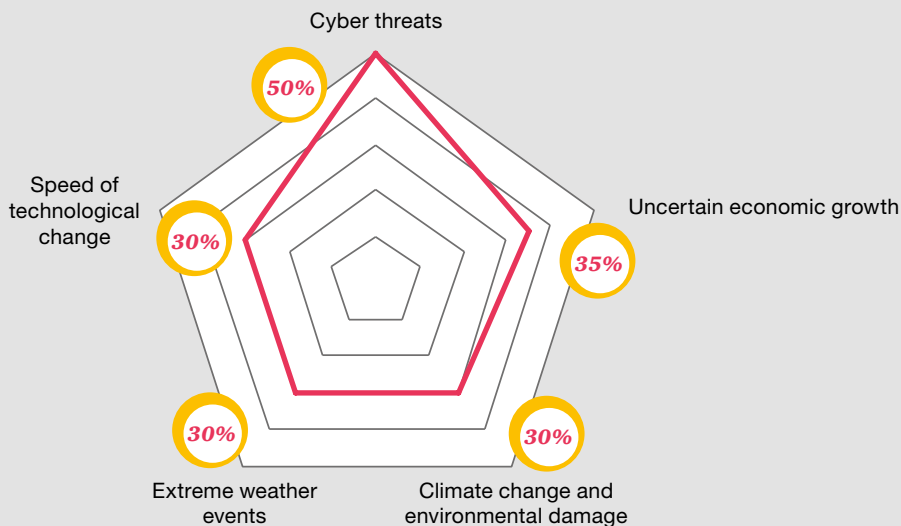


**63%**

say that a recognised certification matters in practising risk management. 76% are already certified or planning to apply.

## Top risks

Top 5 risks for growth prospects within the next 12 months



### In 2018

The changing of consumer behaviour and the availability of key skills were ranked in the Top 5, while this year the speed of technological change and extreme weather events emerge in the Top 5.

### Top 3 within the next 3 years

- Cyber threats (30%)
- Asset bubbles in a major economy (25%)
- Changing consumer behaviour (25%)

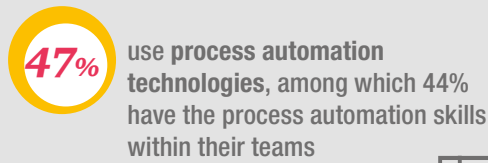
### Top 3 within the next 10 years

- Climate change and environmental damage (20%)
- Populism (10%)
- Availability of key skills (10%)

## Digital transformation

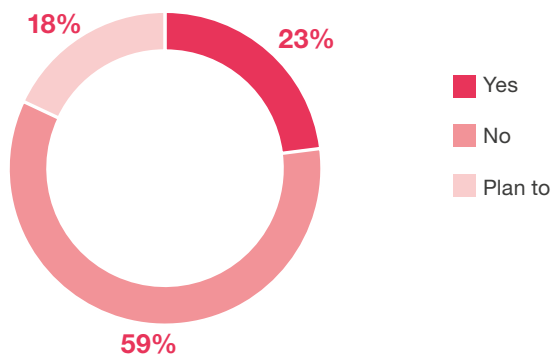


**49% in 2018**



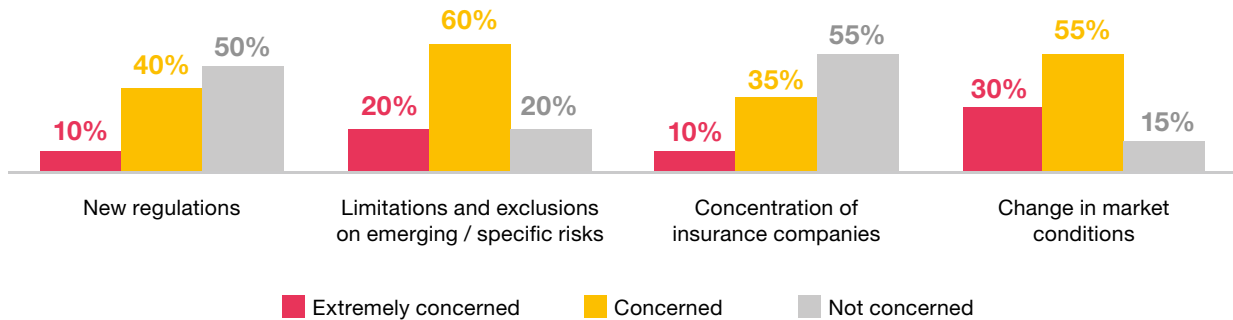
## Implications in ESG

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

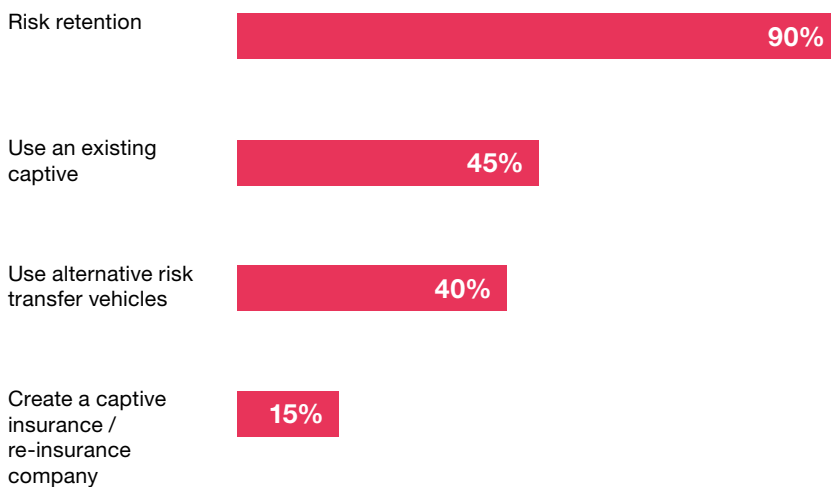


## Implications for insurance management

### 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 to develop solutions was in the 2nd position, instead of using an existing captive.

**91%**

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.

**54% in 2018**

# Switzerland

(4% of respondents)

## Organisation

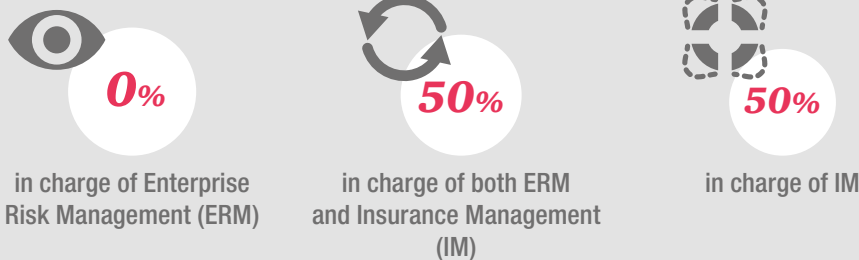
### Who is the risk manager?



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

**70%** of respondents come from industry

### Activities of the risk manager

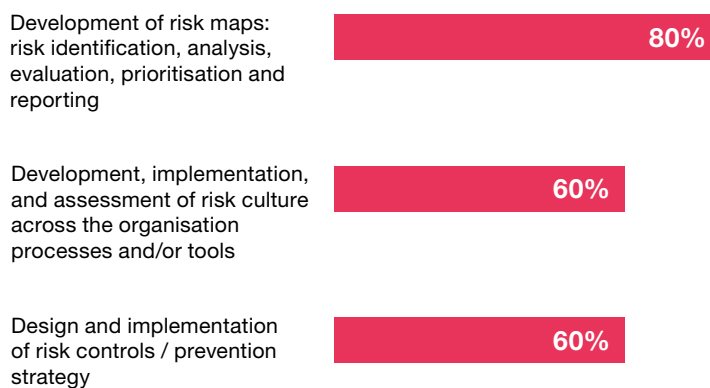


#### In 2018

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

### Top 3 ERM activities

#### Top 3 ERM activities

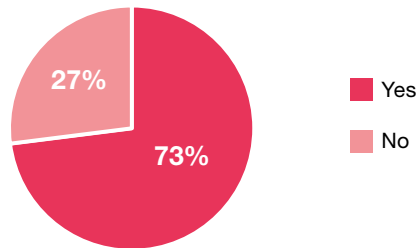


#### In 2018

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

## Certification

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

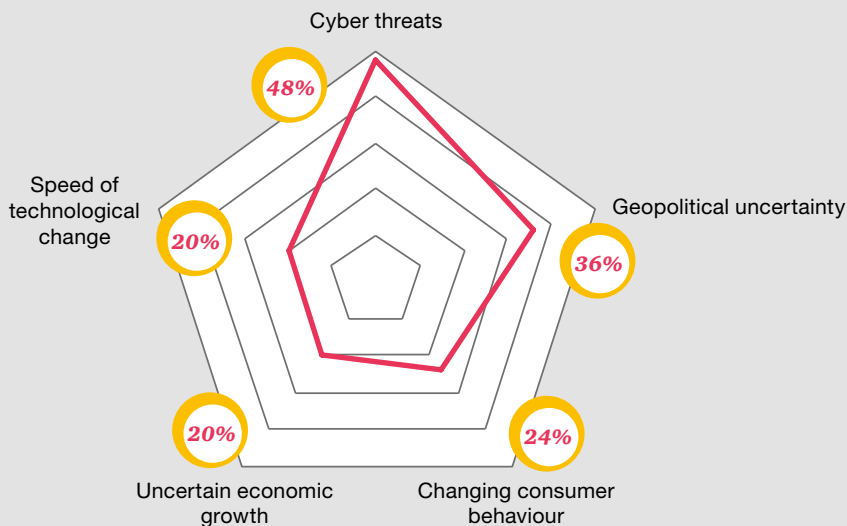


**87%**

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



**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



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



use **data visualisation**



42% in 2018



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

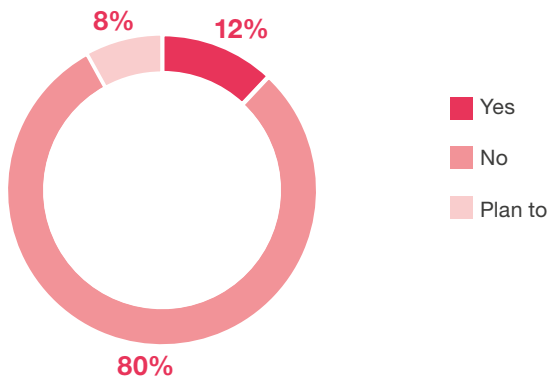


use **artificial intelligence**



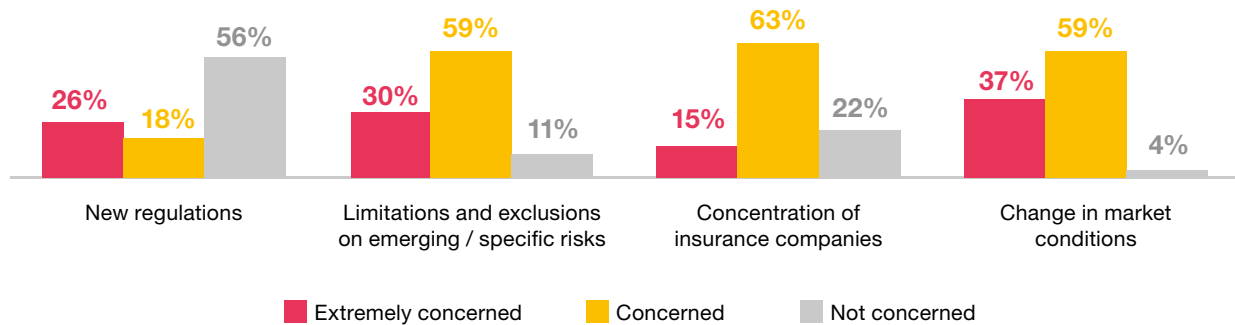
## Implications in ESG

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

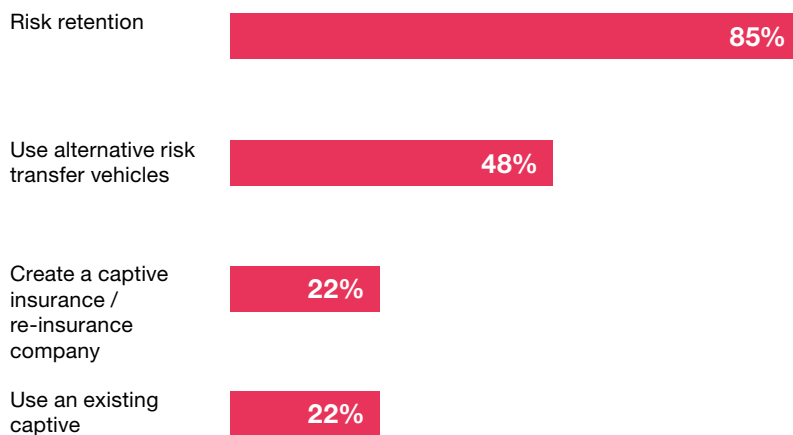


## Implications for insurance management

### Top concerns regarding the insurance market



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



### In 2018

Lobbying the insurance market to develop solutions was in 1<sup>st</sup> 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**

Contact us for any further information

[enquiries@ferma.eu](mailto:enquiries@ferma.eu)

[www.ferma.eu](http://www.ferma.eu)



**FERMA**<sup>™</sup>  
Federation of European  
Risk Management Associations

in partnership with

