FERMA European Risk Manager Survey
Country files
2022

In partnership with
pwc
Country files

Survey displayed from January 17th to April 1st
27 countries
556 respondents including 365 complete responses

Several questions were not mandatory therefore the number of respondents for each question can vary.

<table>
<thead>
<tr>
<th>Country File</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benelux (8% of the respondents: Belgium, Netherlands, Luxembourg)</td>
<td>4</td>
</tr>
<tr>
<td>Central and Eastern Europe (7% of respondents: Austria, Bulgaria, Croatia, Czech Republic, Hungary, Lithuania, Russia, and Slovenia)</td>
<td>10</td>
</tr>
<tr>
<td>France (12% of the respondents)</td>
<td>16</td>
</tr>
<tr>
<td>Germany (10% of the respondents)</td>
<td>22</td>
</tr>
<tr>
<td>Italy (9% of the respondents)</td>
<td>28</td>
</tr>
<tr>
<td>Mediterranean countries (18% of the respondents: Cyprus, Greece, Malta, Portugal, Spain, Turkey)</td>
<td>34</td>
</tr>
<tr>
<td>Nordic Countries (20% of the respondents: Denmark, Finland, Norway, Sweden, Iceland)</td>
<td>40</td>
</tr>
<tr>
<td>Switzerland (5% of the respondents)</td>
<td>46</td>
</tr>
</tbody>
</table>

The UK is not included in any country file as the number of respondents is not representative - 1%
Benelux
(Belgium, Netherlands, Luxembourg)
98 respondents

Who is the risk manager?

Typically, between 36 and 45 years
42% earn between €101K and €150K per year
Usually has more than 10 years of professional experience
66% have a qualification / certification in risk management
80% of the respondents consider that having a certification helps develop operational skills

In 2020:
- between 46 and 55 years old
- 34% earned between €60K and €100K

Organisation

74% of the respondents work within large companies (>250 staff headcount, >€50 m turnover)

Main sectors represented are:
- Banking and Financial services: 37%
- Manufacturing: 14%
- Other: 10%
- Energy/Utilities: 8%
- Insurance: 6%

In 2020:
- 28% ERM / 29% both ERM and IM / 43% IM

Involvement in the corporate strategy

26% FULLY
34% MOSTLY
36% PARTIALLY
4% NOT AT ALL

Risk Management recognition within the organisation

48% STABLE
48% INCREASING
3% DECREASING

Top 3 other responsibilities than ERM/IM

- Other: 34%
- Finance: 26%
- Business continuity: 24%

Main activities of the risk manager

- Design and implementation of risk controls/prevention: 59%
- Development of risks maps: identification, analysis, evaluation, prioritization and reporting: 59%
- Development, implementation, and assessment of risk culture across the organisation: 56%
- 3rd position was for definition of the ERM governance framework, processes and/or tools

Profile

Responsibilities
**Risk Focus**

**Top most critical threats to the organisations within the next...**

<table>
<thead>
<tr>
<th>Threats</th>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks / Data breach</td>
<td>69%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertain economic environment</td>
<td>38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply chain or distribution failure</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over regulation</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pandemic risk / health crisis</td>
<td>34%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changing consumer behavior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertain economic environment</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Over regulation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Top 5 risks within a one year horizon were cyber threats (46%), availability of key skills (32%), uncertain economic growth (32%), geopolitical uncertainty (24%), and over regulation (23%).

**Risks lacking management attention**

<table>
<thead>
<tr>
<th>Threats</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks</td>
<td>40%</td>
</tr>
<tr>
<td>Climate change</td>
<td>29%</td>
</tr>
<tr>
<td>Speed of technological change</td>
<td>27%</td>
</tr>
<tr>
<td>Changing consumer behavior</td>
<td>17%</td>
</tr>
<tr>
<td>Geopolitical uncertainties</td>
<td>17%</td>
</tr>
</tbody>
</table>

**Uses of technology**

**Technologies used for risk management & insurance activities**

- Data analysis technologies: 68%
- Web based applications: 50%
- Risk reporting process: 74%
- Continuous monitoring using action plan dashboard: 38%
- Continuous monitoring using risk indicators dashboard: 37%

**Purpose of using those technologies**

- Data visualisation: 24%

**Technology skills**

- Internal skills within the team: 21%
- Skills within the IT department: 12%
- Central corporate team support: 4%
- External service provider: 13%
- No technology skills: 26%
- Other: 24%

**Obstacles to the development of technology uses**

- Too heavy investment: 53%
- Lack of perception of the added value: 36%
- Lack of skills within the department: 22%
- Lack of access to data: 19%
- Low maturity for the organisation: 18%
- Reluctance to internal change: 12%

**How do you deal with risks arising from emerging technologies?**

- Identification and assessment of risks prior to adoption of new technologies by the business: 48%
- Analysis and remediation of any insurance coverage gaps: 29%
- Identification and assessment of emerging technologies used by the business: 26%
- No specific action: 21%

48% of RM have a regular, close collaboration with IT and 5% have the function in the scope of their responsibilities.

52% of RM have a regular, close collaboration with Information Security and 11% have the function in their responsibilities.
Environmental, Social & Governance Risks

68% of the Risk Managers are playing or plan to play a specific role in ESG related risks. In 2020, they were 33%.

How does the organisation work on climate risk?

- 59% Risk identified in the risk map
- 46% Work on transitional climate change risks
- 31% Work on different climate change scenario
- 30% Quantify financial impact of physical climate change risks

Top 3 challenges in assessing and managing ESG risk:

- Difficulty quantifying sustainable risks: 65%
- Difficulty qualifying sustainable risks: 35%
- Limited knowledge of sustainability risks within the ERM team: 36%

Insurance management

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

- 68% Risk retention
- 51% Use an existing captive
- 11% Create a captive insurance/re-insurance company
- 38% Use alternative risk transfer vehicles

Propensity to use captives (existing or creation)

- 2020: 40%
- 2022: 62%

Captive involvement

- 97% own or share a captive.
- 64% of the respondents estimate the involvement of their captive in traditional lines of cover will be more important in the next 2 years. (59% for non-traditional lines).
- 49% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 30% increase in premium
- 24% reduction in capacity
- 19% limitations and exclusions of specific risks

The main concerns regarding insurance market were: limitation and exclusions of specific risks, change in market conditions, and concentration of insurance companies.

Top 3 challenges in assessing and managing ESG risk:

- Difficulty quantifying sustainable risks
- Difficulty qualifying sustainable risks
- Limited knowledge of sustainability risks within the ERM team

*Examples include employee benefits, general / third party liability, employers’ liability / workers’ compensation, property, terrorism, automobile liability, professional liability.
Central and Eastern Europe
(Austria, Bulgaria, Croatia, Czech Republic, Hungary, Lithuania, Russia, and Slovenia)
42 respondents

Who is the risk manager?
- Typically, between 36 and 45 years
- 52% earn less than €40K per year
- Usually has more than 10 years of professional experience
- 71% have a qualification/certification in risk management
- 74% of the respondents consider that having a certification helps develop operational skills

Profile

Responsabilities

Top 3 other responsibilities than ERM/IM
- 36% Compliance
- 25% Operations
- 21% Business continuity

Main activities of the risk manager
- 58% Development, implementation, and assessment of risk culture across the organisation
- 52% Alignment and integration of risk management as part of business strategy
- 45% Design and implementation of risk controls/prevention

In 2020
- Developing, implementing and assessing the risk culture was already ranked 1st. Designing and implementing risk controls and prevention was ranked 2nd. The development of risk maps was 3rd while the alignment of RM as part of the business strategy was at 5th position.

Scope of responsibilities

- 58% of the respondents work within large companies (>250 staff headcount, >€50 m turnover)

Organisation

- Main sectors represented are:
  - Banking and Financial services: 14%
  - Insurance: 14%
  - Other: 11%
  - Professional and Business services: 9%
  - Energy/Utilities: 9%

In 2020
- 20% ERM / 48% both ERM and IM / 32% IM

Involvement in the corporate strategy

- 17% FULLY
- 41% MOSTLY
- 34% PARTIALLY
- 7% NOT AT ALL

Risk Management recognition within the organisation

- 52% STABLE
- 41% INCREASING
- 7% DECREASING
Risk Focus

Top most critical threats to the organisations within the next...

12 MONTHS

- 45% Cyberattacks / Data breach
- 45% Pandemic risk / Health crisis
- 34% Supply chain or distribution failure
- 28% Geopolitical uncertainty
- 28% Fraud or theft

3 YEARS

- 56% Over-regulation
- 48% Changing consumer behavior
- 41% Speed of technological change
- 32% Climate change
- 28% Changing consumer behavior
- 28% Environmental damage

10 YEARS

- 45% Cyberattacks / Data breach
- 45% Pandemic risk / Health crisis
- 34% Supply chain or distribution failure
- 28% Geopolitical uncertainty
- 28% Fraud or theft

The Top 5 risks within a one year horizon were uncertain economic growth (44%), cyber threats (38%), geopolitical uncertainty (23%), availability of key skills (18%), and changing consumer behavior (15%).

Risks lacking management attention

- 42% Cyberattacks / Data breach
- 35% Geopolitical uncertainties
- 31% Climate change
- 31% Speed of technological change
- 23% Terrorism

Uses of technology

Technologies used for risk management & insurance activities

- 76% Data analysis technologies
- 41% Web based applications

Purpose of using those technologies

- 76% Risk reporting processes
- 41% Scenario analysis

Technology skills

- 52% Data visualisation
- 41% Interactive risk mapping visualisation

Obstacles to the development of technology uses

- 34% Lack of perception of the added value
- 24% Reluctance to internal change
- 34% Too heavy investment
- 28% Lack of access to data
- 10% Low maturity for the organisation

How do you deal with risks arising from emerging technologies?

- 44% Identification and assessment of risks prior to adoption of new technologies by the business
- 34% Identification and assessment of emerging technologies used by the business
- 28% No specific action
- 14% Analysis and remediation of any insurance coverage gaps

44% of RM have regular, close collaboration with IT and 11% have the function in the scope of their responsibilities.

41% of RM have regular, close collaboration with Information Security and 19% have the function in their responsibilities.
Environmental, Social & Governance Risks

52% of the Risk Managers are playing or plan to play a specific role in ESG related risks
In 2020, they were 44%

How does the organisation work on climate risk

- 34% Risk identified in the risk map
- 28% Quantify financial impact of physical climate change risks
- 28% Work on transitional climate change risks
- 7% Work on different climate change scenarios

31% of the risk managers do not work on climate risk

Top 3 challenges in assessing and managing ESG risk

- 34% Limited knowledge of sustainability risks within the ERM
- 28% Lack of budget to develop specific approach for these risks
- 28% Difficulty qualifying the risks

34% of Risk Managers have an occasional collaboration with CSR and 29% have regular, close collaboration based on a clear mandate.

Inspection management

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

<table>
<thead>
<tr>
<th>Risk retention</th>
<th>Use an existing captive</th>
<th>Use alternative risk transfer vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%</td>
<td>33%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Propensity to use captives (existing or creation)

- 2020: 33%
- 2022: 33%

Captive involvement

- 33% own or share a captive.
- 67% of the respondents estimate that the involvement of their captive in traditional lines of cover will be more important in the next 2 years.
- 22% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 22% increase in premium
- 22% limitations and exclusions of specific risks
- 11% reduction in capacity
- 11% withdrawal from coverage
- 11% wording changes

The main concerns regarding insurance market were: change in market conditions, limitations and exclusion of specific risks, and concentration of insurance companies.

*Examples include employees benefits, general / third party liability, employers’ liability / workers’ compensation, property, terrorism, automobile liability, professional liability.
France
67 respondents

Who is the risk manager?

- 34% Typically, between 46 and 55 years
- 45% earn between €60K and €100K per year
- Usually has more than 10 years of professional experience
- 74% have a qualification/certification in risk management
- 74% of the respondents consider that having a certification helps develop operational skills

Scope of responsibilities

- 16% Entreprise Risk Manager (ERM)
- 35% Entreprise Risk Manager/Insurance Manager
- 49% Insurance Manager (IM)
- 85% of the respondents work within large companies (>250 staff headcount, >€50 m turnover)

Main sectors represented are:

- Banking and Financial services: 18%
- Manufacturing: 13%
- Energy/Utilities: 10%
- Transportation/Logistics: 10%
- Technology and Telecoms: 8%

Responsibilities

Top 3 other responsibilities than ERM/IM

- 39% Business continuity
- 23% Compliance
- 19% Internal control

Main activities of the risk manager

- 70% Development of risks maps: identification, analysis, evaluation, prioritization and reporting
- 67% Development, implementation, and assessment of risk culture across the organisation
- 54% Design and implementation of risk controls/prevention

Involvement in the corporate strategy

- 13% FULLY
- 31% MOSTLY
- 49% PARTIALLY
- 7% NOT AT ALL

Risk Management recognition within the organisation

- 43% STABLE
- 57% INCREASING
Risk Focus

Top most critical threats to the organisations within the next...

<table>
<thead>
<tr>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>61%</td>
<td>39%</td>
<td>59%</td>
</tr>
<tr>
<td>Cyberattacks / Data breach</td>
<td>Uncertain economic growth</td>
<td>Climate change</td>
</tr>
<tr>
<td>41%</td>
<td>37%</td>
<td>25%</td>
</tr>
<tr>
<td>Geopolitical uncertainties</td>
<td>Cyberattacks / Data breach</td>
<td>Environmental damage</td>
</tr>
<tr>
<td>41%</td>
<td>37%</td>
<td>25%</td>
</tr>
<tr>
<td>Uncertain economic growth</td>
<td>Speed of technological change</td>
<td>Geopolitical uncertainties</td>
</tr>
<tr>
<td>39%</td>
<td>37%</td>
<td>25%</td>
</tr>
<tr>
<td>Supply chain or distribution failure</td>
<td>Over regulation</td>
<td></td>
</tr>
</tbody>
</table>

32%
Over regulation

The Top 5 risks within a one year horizon were cyber threats (62%), over-regulation (31%), data fraud or theft (25%), availability of key skills (21%), and uncertain economic growth (16%).

Risks lacking management attention

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Risk Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>33%</td>
<td>Geopolitical uncertainty</td>
</tr>
<tr>
<td>30%</td>
<td>Climate change</td>
</tr>
<tr>
<td>23%</td>
<td>Social instability</td>
</tr>
<tr>
<td>20%</td>
<td>Cyberattacks</td>
</tr>
<tr>
<td>20%</td>
<td>Increased societal pressure</td>
</tr>
</tbody>
</table>

Uses of technology

Technologies used for risk management & insurance activities

- Web based applications: 48%
- Data analysis technologies: 45%
- Risk reporting process: 54%
- Interactive risk mapping visualization: 46%
- Continuous monitoring using action plan dashboard: 55%

Purpose of using those technologies

- Web based applications: 36%
- Data analysis technologies: 25%
- Risk reporting process: 39%
- Interactive risk mapping visualization: 46%
- Continuous monitoring using action plan dashboard: 55%

Technology skills

- Internal skills within the team: 34%
- Skills within the IT department: 16%
- Central corporate team support: 11%
- External service provider: 11%
- No technology skills: 2%
- Other: 2%

Obstacles to the development of technology uses

- Too heavy investment: 52%
- Lack of perception of the added value: 43%
- Lack of access to data: 30%
- Reluctance to internal change: 25%
- Low maturity for the organisation: 23%
- Lack of skills within the department: 20%

How do you deal with risks arising from emerging technologies?

- 48%: No specific action
- 30%: Identification and assessment of emerging technologies used by the business
- 23%: Identification and assessment of risks prior to adoption of new technologies by the business
- 7%: Analysis and remediation of any insurance coverage gaps

55% of RM have regular, close collaboration with IT and 5% have the function in the scope of their responsibilities.

50% of RM have regular, close collaboration with Information Security and 10% have the function in their responsibilities.
Environmental, Social & Governance Risks

- **60%** of the Risk Managers are playing or plan to play a specific role in ESG related risks

How does the organisation work on climate risk

- **60%** Risk identified in the risk map
- **47%** Work on transitional climate change risks
- **40%** Quantity financial impact of physical climate change risks
- **38%** Work on different climate change scenarios

Top 3 challenges in assessing and managing ESG risk

- **48%** Difficulty quantifying sustainable risks
- **34%** Lack of budget to develop specific approach for these risks
- **32%** Difficulty qualifying the risks

Insurance management

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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>2020</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk retention</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Use an existing captive</td>
<td>44%</td>
<td></td>
</tr>
<tr>
<td>Create a captive insurance/re-insurance company</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Use alternative risk transfer vehicles</td>
<td>36%</td>
<td></td>
</tr>
</tbody>
</table>

Propensity to use captives (existing or creation)

- **55%** in 2020
- **64%** in 2022

Using alternative risk transfer vehicles was the 1st strategy with 70%, Risk retention was at 2nd position with 60%, and captives (creation or using an existing one) were at 3rd and 4th positions cumulating 55%.

Captive involvement

- **43%** own a captive.
- **91%** of the respondents estimate the involvement of their captive in traditional lines of cover* will be more important in the next 2 years. In 2020, 57%
- **52%** think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- **48%** increase in premium
- **28%** reduction in capacity
- **16%** limitations and exclusions of specific risks

The main concerns regarding insurance market were: limitations and exclusion of specific risks, change in market conditions, and concentration of insurance companies.

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

**Germany**
55 respondents

**Who is the risk manager?**

- 24% have a qualification / certification in risk management
- 78% of the respondents consider that having a certification helps develop operational skills
- 67% earn more than €150K per year
- Typically, between 46 and 55 years
- Usually has more than 10 years of professional experience
- 86% have a qualification / certification in risk management

**Scope of responsibilities**

- 76% of the respondents work within large companies (>250 staff headcount, >650 m turnover)
- Banking and Financial services
- Manufacturing
- Automotive
- Banking and Financial services
- Energy/Utilities
- Other

**Organisation**

- 87% of the respondents work within large companies (>250 staff headcount, >650 m turnover)
- Main sectors represented are:
  - 25% Manufacturing
  - 13% Automotive
  - 11% Banking and Financial services
  - 9% Energy/Utilities
  - 8% Other

**Responsibilities**

**Top 3 other responsibilities than ERM/IM**

- 20% Business continuity
- 20% Compliance
- 15% Internal control

**Main activities of the risk manager**

- 80% Insurance policies management, claims handling and loss prevention
- 63% Design and implementation of risk financing strategy including insurance and alternative solutions
- 57% Design and implementation of risk controls/prevention

**Involvement in the corporate strategy**

- 39% FULLY
- 23% MOSTLY
- 31% PARTIALLY
- 7% NOT AT ALL

**Risk Management recognition within the organisation**

- 64% STABLE
- 31% INCREASING
- 5% DECREASING
Risk Focus

Top most critical threats to the organisations within the next...

<table>
<thead>
<tr>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>67%</td>
<td>56%</td>
<td>58%</td>
</tr>
<tr>
<td>Cyberattacks / Data breach</td>
<td>Supply chain or distribution failure</td>
<td>Geopolitical uncertainties</td>
</tr>
<tr>
<td>52%</td>
<td>36%</td>
<td>27%</td>
</tr>
<tr>
<td>Supply chain or distribution failure</td>
<td>Uncertain economic environment</td>
<td>Over-regulations</td>
</tr>
<tr>
<td>48%</td>
<td>31%</td>
<td>24%</td>
</tr>
<tr>
<td>Geopolitical uncertainties</td>
<td>Over-regulations</td>
<td>Changing consumer behaviour</td>
</tr>
<tr>
<td>30%</td>
<td>29%</td>
<td>21%</td>
</tr>
<tr>
<td>Over regulation</td>
<td>Pandemic risk / Health crisis</td>
<td></td>
</tr>
</tbody>
</table>

The Top 5 risks within a one year horizon were cyber threats (45%), uncertain economic growth (25%), over-regulation (20%), changing consumer behavior (18%), and natural disaster (16%).

Risks lacking management attention

<table>
<thead>
<tr>
<th>Percentage</th>
<th>29%</th>
<th>25%</th>
<th>21%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural disasters</td>
<td>Increased societal pressure</td>
<td>Climate change</td>
<td></td>
</tr>
</tbody>
</table>

Uses of technology

Technologies used for risk management & insurance activities

- Data analysis technologies: 71%
- Web based applications: 68%
- Risk reporting process: 74%
- Scenario analysis: 54%

Purpose of using those technologies

- Risk analysis, audits & robot controls: 37%
- Risk reporting process: 28%
- Data visualization: 22%
- Data analysis: 68%
- Web based applications: 54%
- Scenario analysis: 37%

Technology skills

- Internal skills within the team: 22%
- Skills within the IT department: 28%
- Central corporate team support: 7%
- External service provider: 5%
- No technology skills: 7%
- Other: 44%

Obstacles to the development of technology uses

- Too heavy investment: 37%
- Reluctance to internal change: 22%
- Lack of perception of the added value: 34%
- Lack of access to data: 15%
- Low maturity for the organisation: 7%

How do you deal with risks arising from emerging technologies?

- Analysis and remediation of any insurance coverage gaps: 61%
- Identification and assessment of emerging technologies used by the business: 49%
- Identification and assessment of risks prior to adoption of new technologies by the business: 32%
- No specific action: 19%

46% of RM have regular, close collaboration with IT and 8% have the function in the scope of their responsibilities.

56% of RM have regular, close collaboration with Information Security and 5% have the function in their responsibilities.
Environmental, Social & Governance Risks

How does the organisation work on climate risk

- 71% Work on transitional climate change risks
- 45% Risk identified in the risk map
- 45% Work on different climate change scenarios
- 31% quantify financial impact of physical climate change risks

5% of the risk managers do not work on climate risk

Top 3 challenges in assessing and managing ESG risk

- 22% Difficulty quantifying sustainable risks
- 35% Management of different time horizons
- 59% Difficulty quantifying the risks

Insurance management

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

- 85% Risk retention
- 35% Use an existing captive
- 15% Create a captive insurance/re-insurance company
- 37% Use alternative risk transfer vehicles

Propensity to use captives (existing or creation)

- 56% 2020
- 50% 2022

Captive involvement

- 40% own a captive.
- 69% of the respondents estimate that the involvement of their captive in traditional lines of cover* will be more important in the next 2 years (56% in non-traditional lines).
- 40% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 67% reduction in capacity
- 65% increase in premium
- 35% limitations and exclusions of specific risks

The main concerns regarding insurance market were: change in market conditions, concentration of insurance companies, and limitations and exclusions of specific risks.

*Examples include employee benefits, general / third party liability, employers’ liability / workers’ compensation, property, terrorism, automobile liability, professional liability.
Italy
48 respondents

Who is the risk manager?

Typically, between 36 and 55 years
35% earn between €101K and €150K per year
Usually has more than 10 years of professional experience
71% have a qualification / certification in risk management
68% of the respondents consider that having a certification improves internal recognition of the function and gains legitimacy for stakeholders

Profile

Responsabilities

Top 3 other responsibilities than ERM/IM

- Business continuity: 25%
- Quality: 18%
- General / Company secretary: 11%

Main activities of the risk manager

- Development of risks maps: identification, analysis, evaluation, prioritization and reporting: 76%
- Development, implementation, and assessment of risk culture across the organisation: 63%
- Definition of the risk appetite strategy / statement: 56%

Involvement in the corporate strategy

- 15% FULLY
- 27% MOSTLY
- 52% PARTIALLY
- 6% NOT AT ALL

Risk Management recognition within the organisation

- 46% STABLE
- 50% INCREASING
- 4% DECREASING

Scope of responsibilities

- 28% Enterprise Risk Manager (ERM)
- 39% Enterprise Risk Manager/ Insurance Manager
- 33% Insurance Manager (IM)

Organisation

- 59% of the respondents work within large companies (>250 staff headcount, >€50 m turnover)
- 20% of the respondents consider that having a certification improves internal recognition of the function and gains legitimacy for stakeholders
- 18% Professional and business services
- 16% Other
- 14% Energy / Utilities
- 7% Manufacturing

Main sectors represented are:

- 28% ERM / 29% both ERM and IM / 29% IM

In 2020

- 42% ERM / 29% both ERM and IM / 29% IM

In 2020

- 31% earn between €50 k and €100 k per year

In 2020

- 36% and 55 years

In 2020

- Quality: 18%
- General / Company secretary: 11%
- Business continuity: 25%

In 2020

- 68% of the respondents consider that having a certification improves internal recognition of the function and gains legitimacy for stakeholders
- 71% have a qualification / certification in risk management

In 2020

- 25%
- 18%
- 11%
## Risk Focus

### Top most critical threats to the organisations within the next...

<table>
<thead>
<tr>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>59%</td>
<td>43%</td>
<td>42%</td>
</tr>
<tr>
<td>Cyberattacks / Data breach</td>
<td>Changing consumer behavior</td>
<td>Terrorism</td>
</tr>
<tr>
<td>44%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Fraud or theft</td>
<td>Uncertain economic environment</td>
<td>Speed of technological change</td>
</tr>
<tr>
<td>44%</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Supply chain or distribution failure</td>
<td>Over-regulations</td>
<td>Climate change</td>
</tr>
<tr>
<td>37%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Geopolitical uncertainty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over regulation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Top 5 risks within a one year horizon were cyber threats (39%), uncertain economic growth (32%), data fraud or theft (32%), geopolitical uncertainty (23%), and over-regulation (18%).

### Risks lacking management attention

- 36% Climate change
- 32% Social instability
- 28% Geopolitical uncertainties
- 28% Increase societal pressure
- 28% Speed of technological change

### Uses of technology

#### Technologies used for risk management & insurance activities

- 60% Data analysis technologies
- 47% Web based applications
- 60% Data visualisation
- 64% Risk reporting process
- 36% Continuous monitoring using action plan dashboard

#### Purpose of using those technologies

- 64% Interactive risk mapping
- 64% Risk reporting process

#### Technology skills

- 63% Internal skills within the team
- 7% Skills within the IT department
- 10% Central corporate team support
- 13% External service provider
- 13% No technology skills

#### Obstacles to the development of technology uses

- 67% Lack of perception of the added value
- 47% Too heavy investment
- 37% Reluctance to internal change
- 27% Low maturity for the organisation
- 17% Lack of access to data
- 13% Lack of skills within the department

#### How do you deal with risks arising from emerging technologies?

- 58% % of RM have regular, close collaboration with IT and 38% have an occasional collaboration.
- 58% % of RM have regular, close collaboration with Information Security and 38% have an occasional collaboration.
- 69% % of RM have regular, close collaboration with Information Technology and 38% have an occasional collaboration.
Environmental, Social & Governance Risks

How does the organisation work on climate risk

- 69% Risk identified in the risk map
- 28% Work on transitional climate change risk
- 25% Work on different climate change scenarios
- 19% Quantity financial impact of physical climate change risks

- 81% of the Risk Managers are playing or plan to play a specific role in ESG related risks
  - In 2020, they were 59%

Top 3 challenges in assessing and managing ESG risk

- 65% Limited knowledge of sustainability risks within the team
- 39% Management of different time horizons
- 29% Difficulty qualifying the risks

Insurance management

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

- 64% Risk retention
- 14% Use an existing captive
- 14% Create a captive insurance/re-insurance company
- 41% Use alternative risk transfer vehicles

- Propensity to use captives (existing or creation)
  - 2020: 21%
  - 2022: 28%

- 64% Risk retention

Captive involvement

- 14% own a captive.
- 100% of the respondents estimate that the involvement of their captive in traditional lines of cover* will be more important in the next 2 years (67% in non-traditional lines).
- 24% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 32% concentration of insurance companies
- 18% reduction in capacity
- 18% increase premiums

- The main concerns regarding insurance market were: limitations and exclusion of specific risks, change in market conditions, and new regulations.

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

**Mediterranean countries**
(Cyprus, Greece, Malta, Portugal, Spain, Turkey)

101 respondents

Who is the risk manager?

27% 73%

- Typically, between 46 and 55 years
- 35% earn between €60K and €100K per year
- 82% earn less than €100k per year
- Usually has more than 10 years of professional experience
- 50% have a qualification/certification in risk management
- 71% of the respondents consider that having a certification helps develop operational skills

In 2020

Male: 65% Female: 35%

Typically, between 46 and 55 years
In 2020

Between 36 and 45 years old

35% earn between €60K and €100K per year
82% earn less than €100k per year

Usualy has more than 10 years of professional experience

50% have a qualification/certification in risk management

71% of the respondents consider that having a certification helps develop operational skills

Scope of responsibilities

42% 34% 24%

- Entreprise Risk Manager (ERM)
- Entreprise Risk Manager/Insurance Manager
- Insurance Manager (IM)

In 2020

35% ERM / 41% both ERM and IM / 24% IM

Organisation

76% of the respondents work within large companies (>250 staff headcount, >€50 m turnover)

Main sectors represented are:

- 22% Banking and Financial services
- 16% Insurance
- 8% Energy/Utilities
- 8% Professional and Business services
- 7% Manufacturing

Main activities of the risk manager

- Development, implementation, and assessment of risk culture across the organisation: 67%
- Alignment and integration of risk management as part of business strategy: 55%
- Definition of the risk appetite strategy / statement: 55%

In 2020

3rd position was the development of risk map: risk identification, analysis, evaluation, prioritisation and reporting

Responsibilities

Top 3 other responsibilities than ERM/IM

- 33% Business continuity
- 32% Compliance
- 23% Internal control

Involvement in the corporate strategy

- 13% FULLY
- 42% MOSTLY
- 39% PARTIALLY
- 6% NOT AT ALL

Risk Management recognition within the organisation

- 44% STABLE
- 48% INCREASING
- 7% DECREASING

In 2020

Male: 65% Female: 35%

3rd position was the development of risk map: risk identification, analysis, evaluation, prioritisation and reporting
## Risk Focus

### Top most critical threats to the organisations within the next 12 MONTHS

<table>
<thead>
<tr>
<th>Threat</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks / Data breach</td>
<td>60%</td>
</tr>
<tr>
<td>Uncertain economic environment</td>
<td>42%</td>
</tr>
<tr>
<td>Speed of technological change</td>
<td>36%</td>
</tr>
<tr>
<td>Geopolitical uncertainty</td>
<td>35%</td>
</tr>
<tr>
<td>Over regulation</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Top most critical threats to the organisations within the next 3 YEARS

<table>
<thead>
<tr>
<th>Threat</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks / Data breach</td>
<td>43%</td>
</tr>
<tr>
<td>Uncertain economic environment</td>
<td>43%</td>
</tr>
<tr>
<td>Environmental damage</td>
<td>39%</td>
</tr>
<tr>
<td>Over regulation</td>
<td>37%</td>
</tr>
<tr>
<td>Natural disaster</td>
<td>35%</td>
</tr>
</tbody>
</table>

### Top most critical threats to the organisations within the next 10 YEARS

<table>
<thead>
<tr>
<th>Threat</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks / Data breach</td>
<td>57%</td>
</tr>
<tr>
<td>Climate change</td>
<td></td>
</tr>
<tr>
<td>Uncertain economic environment</td>
<td>39%</td>
</tr>
<tr>
<td>Environmental damage</td>
<td>35%</td>
</tr>
<tr>
<td>Natural disaster</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Risks lacking management attention

<table>
<thead>
<tr>
<th>Threat</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>34%</td>
</tr>
<tr>
<td>Changing consumer behavior</td>
<td>30%</td>
</tr>
<tr>
<td>Cyberattacks / Data breach</td>
<td>21%</td>
</tr>
<tr>
<td>Speed of technological change</td>
<td>21%</td>
</tr>
<tr>
<td>Over regulation</td>
<td>19%</td>
</tr>
</tbody>
</table>

In 2020, the Top 5 risks within a one year horizon were cyber threats (42%), uncertain economic growth (30%), availability of key skills (27%), data fraud or theft (25%) and changing consumer behavior (23%).

## Uses of technology

### Technologies used for risk management & insurance activities

<table>
<thead>
<tr>
<th>Technology</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data analysis technologies</td>
<td>64%</td>
</tr>
<tr>
<td>Web based applications</td>
<td>53%</td>
</tr>
<tr>
<td>Data visualisation</td>
<td>31%</td>
</tr>
<tr>
<td>Risk reporting process</td>
<td>63%</td>
</tr>
<tr>
<td>Interactive risk mapping visualisation</td>
<td>33%</td>
</tr>
</tbody>
</table>

### Purpose of using those technologies

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk analysis, audits &amp; robot controls</td>
<td>45%</td>
</tr>
<tr>
<td>Too heavy investment</td>
<td>28%</td>
</tr>
<tr>
<td>Low maturity for the organisation</td>
<td>24%</td>
</tr>
<tr>
<td>Lack of skills within the organisation</td>
<td>34%</td>
</tr>
<tr>
<td>Lack of access to data</td>
<td>21%</td>
</tr>
<tr>
<td>Reluctance to internal change</td>
<td>31%</td>
</tr>
</tbody>
</table>

### Technology skills

- Internal skills within the team: 38%
- Skills within the IT department: 17%
- Central corporate team support: 17%
- External service provider: 17%
- No technology skills: 7%

### Obstacles to the development of technology uses

- Too heavy investment: 45%
- Low maturity for the organisation: 28%
- Lack of skills within the department: 24%
- Lack of perception of the added value: 34%
- Reluctance to internal change: 31%
- Too heavy investment: 28%
- Lack of access to data: 21%

### How do you deal with risks arising from emerging technologies?

- Identification and assessment of risks prior to adoption of new technologies by the business: 36%
- No specific action: 33%
- Identification and assessment of emerging technologies used by the business: 29%
- Analysis and remediation of any insurance coverage gaps: 17%

52% of RM have regular, close collaboration with IT and 4% have the function in the scope of their responsibilities.

43% of RM have regular, close collaboration with Information Security and 9% have the function in their responsibilities.
Environmental, Social & Governance Risks

54% of the Risk Managers are playing or plan to play a specific role in ESG related risks.

In 2020, they were 41%.

How does the organisation work on climate risk?

- 48% Risk identified in the risk map
- 33% Work on transitional climate change risks
- 30% Quantify financial impact of physical climate change risks
- 25% Work on different climate change scenarios

27% of the risk managers do not work on climate risk.

Top 3 challenges in assessing and managing ESG risk:

- 44% Difficulty quantifying sustainable risks
- 56% Limited knowledge of sustainability risks within the ERM team
- 58% Management of different time horizons

Insurance management

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

- Risk retention: 61%
- Use an existing captive: 17%
- Create a captive: 8%
- Use alternative risk transfer vehicles: 36%

In 2020:
- Risk retention was the 1st strategy with 87%.
- Using alternative risk transfer vehicles was 2nd position with 45%.
- Using an existing captive was 3rd position with 30% and creating a captive was 4th with 11%.
- While this year the 4th position is for “Other” (17%).

Captive involvement

- 19% own or share a captive.
- 57% of the respondents estimate that the involvement of their captive in non-traditional lines of cover* will be more important in the next 2 years (43% for traditional lines).
- 29% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 58% increase in premium
- 33% reduction in capacity
- 19% limitations and exclusions of specific risks

In 2020:
- The main concerns regarding insurance market were: change in market conditions, limitations and exclusion of specific risks, and concentration of insurance companies.

*Examples include medical stop-loss, crime, political risk, trade credit, surety, intellectual property, supply chain risks, cyber risks, climate change.
**Main sectors represented are:**

- **Nordic Countries** (Denmark, Finland, Iceland, Norway, Sweden)
  - 111 respondents

**Who is the risk manager?**

- **Typically, between 46 and 55 years**
- **43% earn between €101K and €150K per year**
- **Usually has more than 10 years of professional experience**
- **54% have a qualification / certification in risk management**
- **88% of the respondents consider that having a certification helps develop operational skills**

**Profile**

**Responsibilities**

**Top 3 other responsibilities than ERM/IM**

- **38%** Business continuity
- **23%** Internal control
- **23%** Other

**Main activities of the risk manager**

- **68%** Development of risks maps: identification, analysis, evaluation, prioritization and reporting
- **67%** Insurance policies management, claims handling and loss prevention
- **55%** Definition of the Enterprise Risk Management governance, framework, processes, and/or tools

**In 2020**

- 1st and 3rd positions were the same, however, 2nd position was "development, implementation, and assessment of risk culture across the organisation. The proportion of IM respondents was lower than in 2022."

**Involvement in the corporate strategy**

- **5% FULLY**
- **27% MOSTLY**
- **47% PARTIALLY**
- **22% NOT AT ALL**

**Risk Management recognition within the organisation**

- **52% STABLE**
- **42% INCREASING**
- **6% DECREASING**

**Organisation**

- **92%** of the respondents work within large companies (>250 staff headcount, >€50 m turnover)

- **Main sectors represented are:**
  - 34% Manufacturing
  - 14% Energy/Utilities
  - 9% Food and Beverages
  - 9% Other
  - 22% Automotive
  - 34% Enterprise Risk Manager (ERM)
  - 22% Enterprise Risk Manager/ Insurance Manager
  - 30% Insurance Manager (IM)
  - **30% ERM / 34% both ERM and IM / 36% IM**
Risk Focus

Top most critical threats to the organisations within the next...

<table>
<thead>
<tr>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>67% Cyberattacks / Data breach</td>
<td>52% Climate change</td>
<td></td>
</tr>
<tr>
<td>53% Supply chain or distribution failure</td>
<td>29% Changing consumer behavior</td>
<td></td>
</tr>
<tr>
<td>25% Uncertain economic growth</td>
<td>27% Changing consumer behavior</td>
<td></td>
</tr>
<tr>
<td>24% Geopolitical uncertainties</td>
<td>29% Speed of technological change</td>
<td></td>
</tr>
<tr>
<td>21% Changing consumer behavior</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Top 5 risks within a one year horizon were cyber threats (50%), uncertain economic growth (28%), availability of key skills (21%), data fraud or theft (16%), and changing consumer behavior (14%).

Risks lacking management attention

<table>
<thead>
<tr>
<th>Risk</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyberattacks</td>
<td>30%</td>
</tr>
<tr>
<td>Geopolitical uncertainty</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
</tr>
<tr>
<td>Climate change</td>
<td>16%</td>
</tr>
<tr>
<td>Over-regulation</td>
<td>16%</td>
</tr>
</tbody>
</table>

Uses of technology

Technologies used for risk management & insurance activities

<table>
<thead>
<tr>
<th>Technology</th>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data analysis technologies</td>
<td>59%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Web based applications</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data visualisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenarion analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Purpose of using those technologies

<table>
<thead>
<tr>
<th>Purpose</th>
<th>12 MONTHS</th>
<th>3 YEARS</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk reporting process</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interactive risk mapping visualisation</td>
<td>32%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Technology skills

<table>
<thead>
<tr>
<th>Skill</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal skills within the team</td>
<td>35%</td>
</tr>
<tr>
<td>Skills within the IT department</td>
<td>19%</td>
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<tr>
<td>Central corporate team support</td>
<td>13%</td>
</tr>
<tr>
<td>External service provider</td>
<td>4%</td>
</tr>
<tr>
<td>No technology skills</td>
<td>19%</td>
</tr>
<tr>
<td>Other</td>
<td>19%</td>
</tr>
</tbody>
</table>

Obstacles to the development of technology uses

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too heavy investment</td>
<td>43%</td>
</tr>
<tr>
<td>Lack of perception of the added value</td>
<td>41%</td>
</tr>
<tr>
<td>Lack of skills within the department</td>
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<td>37%</td>
</tr>
<tr>
<td>Reluctance to internal change</td>
<td>11%</td>
</tr>
</tbody>
</table>

How do you deal with risks arising from emerging technologies?

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification and assessment of new technologies by the business</td>
<td>38%</td>
</tr>
<tr>
<td>No specific action</td>
<td>33%</td>
</tr>
<tr>
<td>Identification and assessment of emerging technologies used by the business</td>
<td>28%</td>
</tr>
<tr>
<td>Analysis and remediation of any insurance coverage gaps</td>
<td>18%</td>
</tr>
</tbody>
</table>

49% of RM have a regular, close collaboration with IT and 8% have the function in the scope of their responsibilities.

59% of RM have a regular, close collaboration with Information Security and 5% have the function in their responsibilities.
Environmental, Social & Governance Risks

44% of the Risk Managers are playing or plan to play a specific role in ESG related risks.

In 2020, they were 29%.

How does the organisation work on climate risk?

- 60% Risk identified in the risk map
- 53% Work on transitional climate change risks
- 43% Work on different climate change scenario
- 31% Quantify financial impact of physical climate change risks

7% of the risk managers do not work on climate risk.

Top 3 challenges in assessing and managing ESG risk:

- 28% Difficulty quantifying sustainable risks
- 28% Difficulty qualifying sustainable risks
- 57% Limited collaboration between CSR and ERM

Insurance management

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

- 71% Risk retention
- 43% Use an existing captive
- 11% Create a captive insurance/re-insurance company
- 14% Use alternative risk transfer vehicles

Propensity to use captives (existing or creation):

- 2020: 42%
- 2022: 54%

Top 3 challenges in assessing and managing ESG risk:

- 28% Difficulty quantifying sustainable risks
- 28% Difficulty qualifying sustainable risks
- 57% Limited collaboration between CSR and ERM

41% of Risk Managers have an occasional collaboration with CSR and 36% have regular, close collaboration based on a clear mandate.

Insurance market trends with the heaviest impact:

- 40% increase in premium
- 20% reduction in capacity
- 15% limitations and exclusions of specific risks

The main concerns regarding insurance market were: limitations and exclusion of specific risks, change in market conditions, and concentration of insurance companies.

In 2020:
- 43%
- 54%

In 2022:
- 11%
- 74%

Risk retention
Use an existing captive
Create a captive insurance/re-insurance company
Use alternative risk transfer vehicles

43%
54%

43%
43%

57%
Switzerland

29 respondents

Who is the risk manager?

- 28% Typically, between 46 and 55 years old.
- 72% Involvement in the corporate strategy
- 81% have a qualification / certification in risk management
- 85% of the respondents consider that having a certification helps develop operational skills

Profile

Main sectors represented are:

- 85% Transportation / Logistics
- 81% Business continuity
- 81% Compliance
- 81% Health and safety
- 33% Automotive
- 14% Technology and Telecoms
- 14% Health and safety
- 14% Transportation / Logistics
- 10% Energy / Utilities
- 10% Manufacturing

Responsabilities

Top 3 other responsibilities than ERM/IM

- 44% Business continuity
- 31% Compliance
- 25% Health and safety

Main activities of the risk manager

- 81% Insurance policies management, claims handling and loss prevention
- 63% Design and implementation of risk financing strategy including insurance and alternative solutions
- 67% Assistance to other functional areas in contract negotiation, project management, acquisitions and investments

Involvement in the corporate strategy

- 37.5% FULLY
- 17% MOSTLY
- 37.5% PARTIALLY
- 8% NOT AT ALL

Risk Management recognition within the organisation

- 41% STABLE
- 50% INCREASING
- 9% DECREASING
### Risk Focus

#### Top most critical threats to the organisations within the next...

<table>
<thead>
<tr>
<th></th>
<th>12 MONTHS</th>
<th>3 YEARS</th>
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</tr>
</thead>
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<tr>
<td>Cyberattacks / Data breach</td>
<td>65%</td>
<td>37%</td>
<td>53%</td>
</tr>
<tr>
<td>Supply chain or distribution failure</td>
<td>43%</td>
<td>29%</td>
<td>32%</td>
</tr>
<tr>
<td>Pandemic risk / health crisis</td>
<td>30%</td>
<td>29%</td>
<td>26%</td>
</tr>
<tr>
<td>Geopolitical uncertainty</td>
<td>22%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Speed of technological changes</td>
<td>22%</td>
<td>22%</td>
<td></td>
</tr>
</tbody>
</table>

- **12 MONTHS**
  - 65% Cyberattacks / Data breach
  - 43% Supply chain or distribution failure
  - 30% Pandemic risk / health crisis
  - 22% Geopolitical uncertainty
  - 22% Speed of technological changes

- **3 YEARS**
  - 37% Geopolitical instability
  - 29% Cyberattacks / Data breach
  - 29% Increasing societal pressure
  - 26% Geopolitical uncertainty

- **10 YEARS**
  - 53% Climate change
  - 32% Changing consumer behavior
  - 26% Geopolitical uncertainty

#### Risks lacking management attention

- 44% Cyberattacks / Data breach
- 31% Natural disasters
- 31% Speed of technological changes
- 25% Climate change
- 19% Increasing societal pressure

#### Uses of technology

### Technologies used for risk management & insurance activities

- Web based applications: 55%
- Data analysis technologies: 45%
- Risk reporting: 68%
- Claim process: 32%
- Data visualisation: 36%

#### Purpose of using those technologies

- Risk reporting: 68%
- Claim process: 32%
- Web based applications: 55%
- Data analysis technologies: 45%
- Data visualisation: 36%

#### Technology skills

- Internal skills within the team: 23%
- Skills within the IT department: 14%
- Central corporate team support: 5%
- External service provider: 9%
- No technology skills: 23%
- Other: 27%

#### Obstacles to the development of technology uses

- Too heavy investment for the function: 45%
- Lack of access to data: 18%
- Lack of perception of the added value: 23%
- Reluctance to internal change: 18%
- Low maturity for the organisation: 9%

#### How do you deal with risks arising from emerging technologies?

- No specific action: 32%
- Identifying and assessing emerging technologies used by the business: 32%
- Identifying and assessing risks prior to adoption of new technologies by the business: 32%
- Analysis and remediation of any insurance coverage gaps: 41%

- 41% of RM have regular, close collaboration with IT and 23% have the function in the scope of their responsibilities.
- 45% of RM have regular, close collaboration with Information Security and 14% have the function in their responsibilities.
Environmental, Social & Governance Risks

- 50% of the Risk Managers are playing or plan to play a specific role in ESG related risks.
  - In 2020, they were 20%.

How does the organisation work on climate risk

- 54% Work on transitional climate risk
- 42% It is a risk identified in the risk map
- 29% Quantify financial impact of physical climate change risks
- 25% Work on different climate change scenarios

Top 3 challenges in assessing and managing ESG risk

- Difficulty quantifying sustainable risks: 52%
- Limited collaboration between CSR and ERM: 22%
- Difficulty qualifying the risks: 22%

Insurance management

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

- Risk retention: 80%
- Use an existing captive: 25%
- Create a captive insurance/re-insurance company: 10%
- Use alternative risk transfer vehicles: 10%

Captive involvement

- 25% own a captive.
- 100% of the respondents estimate that the involvement of their captive in non-traditional lines of cover* will be more important in the next 2 years (60% in traditional lines).
- 55% think that some business activities and/or locations will become uninsurable in the future.

Insurance market trends with the heaviest impact:

- 45% reduction in capacity
- 30% increase in premium
- 30% limitations and exclusions of specific risks

*Examples include medical stop-loss, crime, political risk, trade credit, surety, intellectual property, supply chain risks, cyber risks, climate change.

In 2020, they were 20%.