

**Survey Results
& Analysis**

for

Leadership in Risk Management



sponsored by



Friday, February 08, 2013
Powered by Vovici EFM
www.vovici.com

Executive Summary

This report contains a detailed statistical analysis of the results to the survey titled *Leadership in Risk Management*. The results analysis includes answers from all respondents who took the survey in the 21 day period from Friday, January 18, 2013 to Friday, February 08, 2013. 217 completed responses were received to the survey during this time.

Survey Results & Analysis

Responses Received: 220

1) Which of the following best describes your involvement with risk management within your organization?

Response	Count	Percent
Responsible for making decisions regarding the entire range of risk management within my organization: strategic, operational, financial, other	48	22.1%
Involved in decision-making regarding managing risk for my organization (in an official capacity)	115	53.0%
Not directly involved, but I try to influence my organization's decisions regarding risk management	42	19.4%
Not involved in making decisions about risk management	12	5.5%

2) Within your organization, who has direct responsibility for risk management?

Response	Count	Percent
CEO	26	12.7%
CFO/Treasurer	29	14.1%
Chief risk officer	34	16.6%
Internal auditor	5	2.4%
Compliance officer	2	1.0%
General counsel	3	1.5%
Leadership of individual business units	14	6.8%
Risk manager	36	17.6%
The board	28	13.7%
Other (please specify)	28	13.7%

Other Responses:

Advisor to CRO
Group Risk Committee
underdirector level vicepresident depending of sector
If you by Risk management mean responsible for identifying and manage risk it's the "First line of defense"
And each individual support or business units
Country & BU managers; Senior Leadership Team; CEO and Board
A variety of people depending on the risk and the skillset needed to address the management of that risk. Corporate Insurance; and Compliance probably have most involvement although Global Security; IT/Data Protection and EHS will all engage
Safety & Security Director
Risk Champions across Business Units
CEO Business hub Mainland Europe
Commissioner
Service Directors
Group Secretary
Ultimately the CEO however officers of individual units manage their own risks, with the risk officer acting as advisor/facilitator
Director of Resources
Ultimately the Chief Constable and I as the Risk Manager advice
Exec Director of Resources
Deputy Chief Constable
Risk Adviser
Sits with another executive director position called Director of Business Assurance
all staff are directly responsible for risk management
Deputy CEO / Director of Resources
All chief Officers, Senior management teams, senior staff and an assortment of individuals
Several staff across the organisation
committee

Performance & Risk manager and Board
Expert Internal control
insurance manager
combination (CFO, leadership of individual business units, specialist in finance department)
Deputy Chief Executive & Corporate Director for Resources
Group leader (Administration)

3) Which of the following best describes your corporate culture's view on risk management? (select all that apply)

Response	Count	Percent
A matter to be addressed by purchasing insurance	37	16.8%
Corporate governance	85	38.6%
Audit function	38	17.3%
Enterprise Risk Management (ERM)	87	39.5%
A process to proactively encourage risk identification, control and strategic response	127	57.7%
Mitigating downside exposures and leveraging upside growth opportunities	60	27.3%
A business tool to help drive profitability by facilitating achievement of objectives	37	16.8%
A tool for making more effective strategic decisions and investments (mergers and acquisitions, organic growth, new products/ markets, other)	44	20.0%

4) Does the risk function have “a seat at the table” during strategy setting, project launches, and in investment and other business decisions?

Response	Count	Percent
Yes	84	41.0%
No	34	16.6%
Occasionally	87	42.4%

5) Please provide examples of how the risk function is involved in strategy setting, project launches and other business decisions:

Please provide examples of how the risk function is involved in strategy setting, project launches and other business decisions:
risk officer is involved in process creation strategy
Con una identificación y evaluación constante de la casuística que tenemos en la empresa
Participation/monitoring and addressin risks involved
The function is involved thru a yearly process that ends up in an report to the management and the board.
Risk scenarios
participating in strategic, operational and investment sessions
All investment over certain € limit goes through risk management forum meeting before approval. Risks are also assessed as a part of the target setting processes (e.g. annual, strategy).
Only environment analysis with its risks are involved in strategy setting
Risk Manager participates at strategy review meetings; top management with the support from risk manager identify key strategic risks; work has been started to implement strategic risk management into BSC; Risk Manager leads risk identification and risk reviews for larger projects and investments
- In project as a part of the plan, before the "gates" especially - In strategy setting more via SWOTs and round-tables, less as a systematic process

The risk map is aligned with strategy. Before making decisions, in some cases, the risks are analyzed and evaluated
Early stages of Mergers & Acquisitions
risks to be reported in quarterly business performance reviews
Group Risk Strat Committee and Captive Board
Risk pricing of new business contracts to influence liabilities / risks being transferred in contract. M&A
Security of supply of raw product Ability to achieve budget revenues
Reference will be made to existing risk information where relevant Risk professionals may lead on specific risk assessments to support the decision being made
strategic risks captured and recorded in register risk management dept involved in project teams
Involved in kick off meetings for all substantial initiatives
We sit on the Fleet Safety Group advising on insurance/risk/licensing aspects of Fleet strategy and management of our vehicles and drivers
Works with department when Strategic plan developed Risk assessments in projects - internal consultancy
Occasionally, risk functions get involved in early phases of projects and major changes. In the strategy process, risk assessment activities is performed for the already approved strategies.
Risk management can influence strategy through risk committee work. Risk management actively assesses projects' risks.
Definition of business requirements and engagement on key go/no-go decisions.
Proactive means: risk management as part of the (strategic/operational) planning. Risk-analysis as part of the process-reengineering.
By participating early in the process and by an integrated approach.
Risk scenario work, Project risk management process participation
Strategic risk analysis (but after strategic decisions), risk analysis in investment process
Consulting/ advising Management Team (MT)/CEO in Strategic Planning Process Annual Plan Consulting /advising Capex investments
- mandatory advisory for project launches -
Consulted and by attending appropriate strategy and project meetings
The risk function participates in reviewing risk areas for strategies, audit reports, corporate projects, and regular quarterly performance reporting.

After setting objectives risks are looked at, then periodically reviewed
Risk management is more actively involved in high value projects that the organisation undertakes. The lower value projects have some involvement but not necessarily at the start
Risk is built into project templates and all reports
Resource allocation. Corporate objectives. Business plan
Any new projects go through I risk process which identifies the risks and controls to reduce risks before approval by Board.
Business Planning workshops incorporate emerging risk identification workshops
The corporate heads of services each consider the departments risk register and any developments are risk assessed and if the risk is considered to have measured control targets they are put onto the Risk Register which is considered quarterly at the Senior management Team meetings.
Participation in annual Strategic Operational Provisions Involved in Strategic Risk Assessments Involved in Operational Risk Evaluations (on Projects)
Sits on some corporate project boards and involvement in some key decision making processes using risk as a decision making tool
Risks identified, analysed and reported during project initiation stages.
Sit on group that determines the service offerings of the company
The Internal Audit Team facilitate regular reviews of our strategic risk map
Each department's annual business plan has to include the key risks to their objectives.
Asked to carry out risk assessments. Review of project / options appraisal risk registers.
By starting new projects, there will be a risk assessment. In the yearly budget there has to be a risk paragraph.
All decisions are required to have a basic risk assessment attached without which they cannot go through the various authorisation and discussion stages. Two/three main messages arising with their uncontrolled and controlled state are articulated. (For 7, c-suite isn't a term used much in the UK but I presume this is the senior management board).
Currently not involved
All risk will be identified during the strategy process (perspective 3 year) and during the business plan sessions (perspective 1 year)
business review
At the table for key procurements and large programmes. Because Risk is part of the mgt ethos, strategic managers bring it to the table themselves

Impact analysis is included in every document concerning strategic plans, investments, big projects etc.
There is a risk management policy document, that has is not been implemented effectively. At this moment has the project to implement the risk management policy for the whole organisation not the priority of the board. But, risk management is an issue.
Risk analyses related to annual strategic planning. Risk analysis embedded in bidding process of major offers (projects)
Risk Management plays an operational role
The risk function is involved via the processes for decision making (second opinion and analysis for decision support), business planning (review of target setting, facilitating scenario planning and reviewing assumptions) and follow-up & forecasting (progress of actions to manage risk and how this will effect performance). This applies in both the business and project environment.
It is rather Board of Directors (Supervisory Board) driven process - any case Governance process requires reference to risk management such functions are involved.
Twice a year the board, through te Internal Udit Committee receives the executive report with the main risks detected in the Group via the Corporate Risk Management Procedure deployed in most of the subsidiaries.
Each department must id risks during the service planning stage, this will then inform which are their key risk areas and a proportionl level of mitigation is identified to address the risks
Risk Management is a feature of the Transformation Strategy Group overseeing all the major programmes.
Risk assesment before the project
Included in TTM (Time to Market): tool to assess all issues before to launch a new product to the market

6) Are employees encouraged to call attention to new exposures and business changes (both positive and negative)? Question Text

Response	Count	Percent
Yes	162	78.6%
No	44	21.4%

7) Are key risks communicated to the C-suite...

Response	Count	Percent
Regularly, according to a specified process	140	69.7%
On an ad-hoc basis only	61	30.3%

8) Within your organization, who is involved in developing and communicating an affirmative "risk culture"? (select all that apply)

Response	Count	Percent
Board	97	44.1%
C-Suite	74	33.6%
Chief Risk Officer	105	47.7%
Other	57	25.9%
No person or group is proactively promoting a positive risk culture	14	6.4%

9) Has your organization devoted more resources to risk management-related training and education over the past three years?

Response	Count	Percent
Yes, at all levels	87	42.6%
Yes, at the CRO level and above only	27	13.2%
No	90	44.1%

10) How concerned are you about the effects of the following on your organization's ability to manage risk? Please rate your level of concern with each of the following using a 10-point scale where 1 means "not at all concerned," and 10 means "extremely concerned." How concerned are you...

	1=Not at all concerned	2	3	4	5	6	7	8	9	10=Extremely concerned
About overrides or work-arounds of existing risk management policies and procedures	5.9% (12)	8.3% (17)	12.2% (25)	15.1% (31)	17.6% (36)	13.7% (28)	13.7% (28)	9.3% (19)	2.0% (4)	2.4% (5)
That proactive communication does not take place in a timely manner during daily operations, which could potentially prevent or	3.9% (8)	6.3% (13)	10.2% (21)	13.1% (27)	13.6% (28)	14.6% (30)	20.9% (43)	9.7% (20)	5.8% (12)	1.9% (4)

lessen the impact of a crisis											
That a "good news culture" prevents management from receiving and absorbing counterintuitive, non-consensus information or views on risk	8.3% (17)	8.8% (18)	10.7% (22)	12.7% (26)	14.6% (30)	15.6% (32)	14.1% (29)	9.3% (19)	3.4% (7)	2.4% (5)	

11) How often does the board review risk management policies and practices?

Response	Count	Percent
Annually	121	59.0%
Biannually	29	14.1%
Every 2-5 years	20	9.8%
Irregularly	35	17.1%

12) How frequently are your organization's top risk exposures and treatment actions reported to the board?

Response	Count	Percent
Monthly	26	12.7%
Quarterly	94	45.9%
Biannually	28	13.7%
Annually	43	21.0%
Every 2 years	1	0.5%
Less frequently	5	2.4%
Board members do not receive formal risk management training or guidance	8	3.9%

13) Does your board receive regular, independent assurance of its risk management framework effectiveness from internal audit?

Response	Count	Percent
Yes	149	72.7%
No	56	27.3%

14) In the past 3 years, to what extent has your board strengthened codes of conduct and protections for internal whistle-blowers and others who observe irregularities from the organization's corporate policies and values?

Response	Count	Percent
1=Not at all	23	11.4%
2	8	4.0%
3	12	5.9%
4	13	6.4%
5	20	9.9%
6	22	10.9%
7	31	15.3%
8	29	14.4%
9	16	7.9%
10=To a great extent	28	13.9%

15) Has the C-suite developed a process for determining the organization's risk appetite?

Response	Count	Percent
Yes	96	47.1%
No	108	52.9%

16) Is the process for determining the organization's risk appetite communicated clearly to all levels of the organization?

Response	Count	Percent
Yes	58	59.2%
No	40	40.8%

17) Is there an established common metric against which your company measures risk?

Response	Count	Percent
Value at risk	21	10.2%
Total cost of risk	26	12.7%
RAROC Risk Adjusted Return On Capital	7	3.4%
ISO 31000, Inherent vs. residual	43	21.0%
Capital to hold	10	4.9%
No established metric	68	33.2%
Other (please specify)	30	14.6%

Other Responses:

Impact and probability
ISO14001, OHSAS18001, ISO9001, ISO27001
Probability/Severity matrix. VAR for some risk types.
Domestic legislation model
Several metrics used dependent of risk category
Heatmap based on various impact types
Internal methodology, mainly stress test based
Naris
CAF
I'm working in the local gouvernement; we have national risk levels and legislation
Ad hoc internal method
Own metrics
various methods are used depending upon the nature and extent of the issue to be assessed
Currently measure risk over H&S, cost, service delivery, reputation damage, project deliver and legal implications

Value plus other factors such as reputation and combined total ERM
In-house developed Risk Register System
Use of a calculated risk score compared to agreed risk appetite
Internally created 5x5 matrix of likelihood and impact. Impact criteria specified across a range of risk types,(e.g. financial, reputational, operational)
1-5 probability and impact matrices with specified values.
Blended - cost of risk, cost of missed opportunity and ISO31000
Not exactly ISO31000 but broadly those principles.
Alarm performance model
Risk matrix
S&P Capital Model
Capital Adequacy Ratio
KPI at Risk
likelihood v impact (5x5)

18) Do C-suite members receive formal training or guidance on risk management?

Response	Count	Percent
Yes	99	49.7%
No	100	50.3%

19) Please rate the extent of communication between:

	1=Perfunctory	2	3	4	5	6	7	8	9	10=Comprehensive
The C-suite and the board	3.1% (6)	1.5% (3)	0.5% (1)	6.2% (12)	17.5% (34)	18.0% (35)	18.0% (35)	16.5% (32)	7.7% (15)	10.8% (21)
The C-suite and the CRO/risk manager	5.1% (10)	2.6% (5)	3.6% (7)	11.3% (22)	13.8% (27)	14.4% (28)	17.4% (34)	14.9% (29)	8.7% (17)	8.2% (16)

20) Has your organization set up a broad-based, cross-functional risk committee?

Response	Count	Percent
Yes	123	60.0%
No	82	40.0%

21) Which of the following areas of risk management do you believe require top management-level attention? (select all that apply)

Response	Count	Percent
Financial risk	185	84.1%
Technology	115	52.3%
Workforce	109	49.5%
Legal and regulatory compliance	155	70.5%
Political/geopolitical	103	46.8%
Brand/reputation	138	62.7%
Market/competitive	100	45.5%
IT/data privacy	131	59.5%
Terrorism/violence	51	23.2%
Natural disasters	68	30.9%
Strategic risk	174	79.1%
Systemic risk	87	39.5%
Other (please specify)	13	5.9%

Other Responses:

the highest risk in every area or the highest risk that challenge the goals of the organisation
Insurance risks
Flight safety
all
It depends what you mean by top management. I have taken this to read the most directly affected top manager and for that manager in turn the next top manager in the chain of command up to the board
Enviromental
sustainability, demographic changes, customer expectations

All above tolerance rated risks
Welfare Reform and New capital projects
escalation of risk outside risk appetite and tolerances
Safety
Safeguarding Adults and Children
customer
Operational risks
operational risk
Credit risk

22) Does your business use a top-down or a bottom-up approach to risk communication?

Response	Count	Percent
Top-down (risk is communicated from the c-suite down to business operations)	32	15.7%
Bottom-up (risk is communicated from business operations up to the c-suite)	45	22.1%
Both (bi-directional)	127	62.3%

23) To what extent is your organization's risk management aligned with its overall strategy and budget?

Response	Count	Percent
1=Not at all aligned	7	3.4%
2	4	2.0%
3	21	10.3%
4	17	8.4%
5	23	11.3%
6	26	12.8%
7	35	17.2%
8	39	19.2%
9	17	8.4%
10=Very closely aligned	14	6.9%

24) Does your organization align risk management with executive compensation?

Response	Count	Percent
Yes	25	12.4%
No	176	87.6%

25) By what method does your organization link risk management with executive compensation? (select all that apply)

Response	Count	Percent
Stock retention policies that require top executives to hold a substantial portion of any equity award after ending their tenure with the company	4	16%
Grant restricted stock that is forfeited unless "earned out" over a stipulated employment period	4	16%
Designed stock option plans that vest options only when certain long-term performance goals, unrelated to stock price, are met	6	24%
Add clawback provisions to bonuses in case of underperformance	7	28%
Established compensation assessment periods sufficiently long to ensure that sustainable shareholder value is being created	14	56%
Other (please specify)	3	12%

Other Responses:

26) Does your organization align risk management with operational and/or strategic goals at business unit and/or functional levels? (please indicate responses below for both operational and strategic)

	Yes	No	Yes, but not adequately
Operational	46.3% (94)	12.3% (25)	41.4% (84)
Strategic	42.9% (87)	15.8% (32)	41.4% (84)

27) Is your organization planning to invest in a software solution to assist in further embedding risk management, improving reporting, and increasing risk treatment effectiveness?

Response	Count	Percent
Yes	73	36.1%
No	129	63.9%

28) Please describe the type solution you are investing in:

Please describe the type solution you are investing in:
we are in the investigation fase at the moment
A risk management administration tool
Assessment, analysis and reporting
-
Software solution from a lokal provider has been selected. Work on hold as the group risk manager that lead the work leaves the company.
automatic (safety and security) non-compliance reporing system
compensation
IT information system for values ,claims, Underwriting info etc.
Asset-liability management, forecasting and stress-testing
Upgrades to existing Project Risk tools and new software to enhance ERM tools
Not known
Financial feasibility models based on Monte Carlo simulation
Automated Risk Register, workflow and Event/Near Miss logging and management reporting functionality
Health & Safety Database
A specialist risk management tool
not yet sure
risk reporting and analysis software
GRC tool
Not yet scoped.
ERP
Governance, Risk, Compliance system
Access
erm database
Software
Performance Management Framework (IT System)

Still searching
We have purchased covalent.
Covalent - purchased but not used effectively at present
GRACE
Potential to find a programme to incorporate performance, risk management and audit risk that provides an automated system of notification and reporting suite
Interactive E Learning modules
Risk Software
internal reporting tools
risklite
ORCHIDSOFT - Bespoke risk management software solution used by four East Midlands Police forces.
covalent reporting
Corvu risk module
We have a web-based risk management system.
Database overview risks in operations
Proprietary web-based system linked with performance management system
A risk recording system from in-phase which allow inputting of risk by up to 80 people and viewing by up to 300. Plan is to focus on close monitoring and follow-up of mitigation actions as well as simply recoding all risks in one place.
Our ERM software renewable project
not sure yet
ISO 31004, implementing risk management
project level schedule risk analyzis
A software for whole organisation to identify, assess and manage risks (mainly operational and damage related risks). With this software, risk manager is able to easily report about significant risks.
See answer on question 27. Further realizing a broad based approach of risk management by implemnting de risk management policy document. See questions 20, 22 and 26. There is no specific function CRO.
In-house developed solutions to support RAROC and RORAC use.
Audit tool measuring risk more than complaiance.
SAS or similar
New global claims system with interface to other departments.

There is an specific IT tool for processsing all the information provided by subsidiaries in the Corporate Risk Management Procedure
Decision engine for credit decisions
Covalent providing an environment to link objectives, performance measures, risks and provide accountability
Risk calculation and analysis that enables economic capital evaluation in a ERM perspective
Tailor made software

29) Has your organization's use of analytics for risk management increased in the past three years?

Response	Count	Percent
Yes	111	56.1%
No	87	43.9%

30) Which of the following tools does your organization utilize in gauging risk levels? (select all that apply)

Response	Count	Percent
Loss simulation	53	24.1%
Loss forecasting	56	25.5%
Risk tolerance	92	41.8%
Scenario analysis and war-gaming	55	25.0%
Strategy maps to identify risks inherent in organization's strategy	66	30.0%
Key Risk Indicator scorecards	80	36.4%
Risk "heat maps" to identify the location and potential magnitude of risk events	90	40.9%
Risk workshops	120	54.5%
Total cost of risk (TCOR)	44	20.0%
Value at Risk	50	22.7%
Risk adjusted Return on Capital	30	13.6%

31) Through which internal channels does the C-suite gathers information, intelligence, and advice about risk?

Response	Count	Percent
Risk management function	164	74.5%
Operations	111	50.5%
Strategic planning	79	35.9%
Treasury/comptroller	68	30.9%
Compliance	83	37.7%
Internal audit	142	64.5%
Legal	79	35.9%
Business unit leaders	110	50.0%
Other (please specify)	10	4.5%

Other Responses:

Head of insurance
The Deputy Responsible Finance Officer who facilitates the risk process
insurance, procurement, fraud
Risk Panel
procurement
insurance claims
Projectmanagers
external audit
Service based champions and co-ordinators
Financial controlling
What is C-suite?

32) Through which external channels does the C-suite gather information, intelligence, and advice about risk?

Response	Count	Percent
External audit	135	61.4%
Regulators	90	40.9%
Financial analysts	51	23.2%
Professional organizations/associations	82	37.3%
Business partners	56	25.5%
Insurers	94	42.7%
Vendors	15	6.8%
Customers/clients	51	23.2%
Outside consultants	79	35.9%
Other (please specify)	7	3.2%

Other Responses:

management system certification audits
Board members
insurance brokers
other similar organizations
Accountant
unknown
independent advisors (non-executive)
What is C-suite?
Internally based Environmental Scanning

33) Please rate your level of concern about the following areas of risk.

	1=Not at all concerned	2	3	4	5	6	7	8	9	10=Extremely concerned
Financial	3.0% (6)	5.0% (10)	8.0% (16)	8.5% (17)	11.1% (22)	9.0% (18)	23.6% (47)	15.6% (31)	9.5% (19)	6.5% (13)
Technology	2.5% (5)	2.0% (4)	9.1% (18)	12.2% (24)	13.2% (26)	19.8% (39)	20.8% (41)	15.2% (30)	1.5% (3)	3.6% (7)
Workforce	1.0% (2)	3.6% (7)	8.1% (16)	14.7% (29)	21.3% (42)	18.3% (36)	18.3% (36)	10.2% (20)	3.0% (6)	1.5% (3)
Legal and regulatory compliance	2.5% (5)	3.0% (6)	8.1% (16)	14.2% (28)	11.2% (22)	16.8% (33)	16.2% (32)	13.2% (26)	11.2% (22)	3.6% (7)
Political/geopolitical	4.1% (8)	5.1% (10)	10.2% (20)	13.8% (27)	16.3% (32)	15.8% (31)	17.9% (35)	10.2% (20)	4.1% (8)	2.6% (5)
Brand/reputation	3.6% (7)	3.1% (6)	8.7% (17)	13.3% (26)	14.4% (28)	14.9% (29)	18.5% (36)	13.8% (27)	6.2% (12)	3.6% (7)
Market/competitive	14.2% (28)	5.1% (10)	6.1% (12)	10.2% (20)	11.2% (22)	11.2% (22)	13.2% (26)	18.3% (36)	9.1% (18)	1.5% (3)
IT/data privacy	1.5% (3)	2.5% (5)	7.6% (15)	13.2% (26)	12.2% (24)	19.3% (38)	17.3% (34)	14.2% (28)	9.1% (18)	3.0% (6)
Terrorism/violence	9.1% (18)	16.2% (32)	17.2% (34)	24.2% (48)	15.7% (31)	7.6% (15)	4.5% (9)	1.5% (3)	2.5% (5)	1.5% (3)
Natural disasters	9.1% (18)	15.2% (30)	17.3% (34)	17.3% (34)	10.7% (21)	10.7% (21)	8.6% (17)	6.6% (13)	3.0% (6)	1.5% (3)
Strategic risks	1.5% (3)	0.0% (0)	3.5% (7)	6.1% (12)	12.6% (25)	13.1% (26)	28.8% (57)	19.2% (38)	10.1% (20)	5.1% (10)
Systemic risks	2.0% (4)	2.0% (4)	6.6% (13)	13.3% (26)	14.8% (29)	24.5% (48)	22.4% (44)	8.7% (17)	3.6% (7)	2.0% (4)

Comment Responses:

Technology includes man-made disasters (fire/explosion/release of hazardous materials)

Economic

This question is not clear as to what it is looking for. All these risks are critical, but are you looking for a view on the level of control? or ability to control? or increase in this risk?

demographic changes, welfare reforms, business rates, public health transition

Welfare Reforms and payments direc to tenants

34) Which of the following, if any, best describes the industry in which you work?

Response	Count	Percent
Accounting/consulting/other professional services	5	2.4%
Banking/Securities/Financial Services/Insurance/Real Estate	33	15.9%
Business services	5	2.4%
IT	0	0.0%
Telecoms	11	5.3%
Energy/ petrochemicals/ mining/ utilities	19	9.1%
Engineering/ construction/ architectural	7	3.4%
Education/government/other non-profit	56	26.9%
Healthcare/medical services (excluding insurance)	2	1.0%
Hospitality	1	0.5%
Consumer manufacturing (including automotive)	5	2.4%
Pharmaceutical and medical devices	4	1.9%
Industrial manufacturing	11	5.3%
Media/Entertainment/Publishing	0	0.0%
Wholesale/retail/transportation	20	9.6%
Other (please specify)	29	13.9%

Other Responses:

maintenance service provider for chemical and petrochemical industry including engineering and construction
Postal
Consulting
legal
Conglomerate
Aerospace

Charity
environmental
Mail & Logistics
local gouvernement
Local Authority
Social Housing
Social Housing
Local Authority
Local authority
Housing
Law and Order
emergency services
Law Enforcement
Social Housing
local government
Local Government
Emergency Services
Public Sector
emergency service
Police Service
Social housing
Government
Local Government
housing
child care
Public sector
Transportation
transport
Local Authority

35) Which of the following best describes your title?

Response	Count	Percent
Board member	4	1.9%
Owner/Partner	2	0.9%
CEO/President/Managing Director	7	3.3%
CFO/Treasurer/Comptroller	3	1.4%
CIO/CTO/Head of technology	0	0.0%
CRO	16	7.5%
Other C-level Executive	9	4.2%
Risk Manager	112	52.8%
SVP/VP/General Manager	3	1.4%
Other Director	6	2.8%
Head of Business Unit	4	1.9%
Head of Department	8	3.8%
Consultant	3	1.4%
Manager	13	6.1%
Other (please specify)	22	10.4%

Other Responses:

adviser
Advisor to CRO
Risk Assistant
Insurance Manager
Safety & Security Director
Advisor
Risk Management Officer
Risk Officer

Risk facilitator
Risk Officer
Risk & Compliance Manager
Senior Officer
risk & insurance manager
Principal Risk and Insurance Adviser
Risk Adviser
Head of Business Continuity
DGA
Expert Internal Control
Insurance manager
Compliance Officer
Group Risk Director
insurance manager
Head of Risk Management
Specialist for RM & Insurance
Global Insurance Manager
Risk finance and insurance manager
Group Internal Auditor
Risk management specialist

36) Which department or function do you work in?

Response	Count	Percent
Academic	5	2.4%
Administrative	10	4.7%
Customer service	0	0.0%
Finance	47	22.3%
General management	15	7.1%
Human resources	1	0.5%
IT	1	0.5%
Legal	11	5.2%
Marketing and sales	0	0.0%
Operations and production	4	1.9%
Procurement	0	0.0%
R&D	0	0.0%
Risk management	83	39.3%
Strategy and planning	8	3.8%
Supply chain management	0	0.0%
Other (please specify)	26	12.3%

Other Responses:

Insurance
consulting
legal, insurance and risk management
Internal audit
Strategy and planning and risk management
Insurance
Insurance

Corporate
Insurance and Risk Management
Group Audit
Insurance
programme management
Insurance
Corporate Insurance
Governance
Governance
Specialist Operations
Resources Directorate
Corporate Services
Corporate Services
Programmes and Project
HR and Transformation
Resources
director child care
Resources & Performance
Unit of Internal audit and risk management
Insurance
Risk Control & Oversight
Safety
Internal Audit

37) How many individuals does your company employ?

Response	Count	Percent
No one other than myself	0	0.0%
1-4	2	0.9%
5-99	15	7.0%
100-499	27	12.6%
500-999	21	9.8%
1,000-4,999	48	22.4%
5,000-10,000	29	13.6%
10,000 or more	72	33.6%

38) What were the approximate gross annual sales or revenues for your entire company in 2011?

Response	Count	Percent
Less than USD 50 million	26	12.1%
USD 50 million - 149 million	17	7.9%
USD 150 million - 499 million	25	11.7%
USD 500 million - 999 million	14	6.5%
USD 1 billion - 4.99 billion	32	15.0%
USD 5 billion or more	47	22.0%
Does not apply (Education/government/other non-profit)	53	24.8%

39) What is the extent of your organization's geographic operations (i.e., you have a physical presence or presence via a partner in that country)?

Response	Count	Percent
Domestic country only	105	48.6%
2-5 countries	38	17.6%
6-10 countries	11	5.1%
11-25 countries	14	6.5%
26-50 countries	25	11.6%
More than 50 countries	23	10.6%

40) Please record your location:

Response	Count	Percent
Africa	3	1.4%
Asia	0	0.0%
Australasia	0	0.0%
Europe	211	97.7%
North America	2	0.9%
Middle East	0	0.0%
South America	0	0.0%

41) HBR will be conducting a webinar with FERMA members to discuss these important issues, if you would be interested in participating please provide your email address below:

Email Address:
jamorim@sonae.pt
darek.zajac@vp.pl
istan@p.lodz.pl
olnyb@vestas.com
c.bilgili@brisa.com.tr
titus.tiel.groenestege@pon.com
mariegemma.dequae@gmail.com
filippo.miliani@techint.it
john.j.oyaas@oslo-forsikring.no
lars.bille@dsv.com
ew@dtgroup.dk
lcamilleri@fxdd.com.mt
sergey.buzikov@megafon.ru
ian.stafrace@atlas.com.mt
satu.halonen@vapo.fi
kari.wahlstrom@raja.fi
petri.anas@iki.fi
johan.lindqvist@bliwa.se
pmnazare@refer.pt
lasse.freden@ramse.fi
jose.angel.martinez@melia.com
rotimiadejuwon@yahoo.com
Alex.hindson@amlin.co.uk
azo@iki.fi
desfi43@iafrica.com

david.beech@tatasteel.com
Thomas.Hudson@Hanson.biz
trevor.dunnett@affinitywater.co.uk
john_gibson@next.co.uk
norman.sinclair@sse.com
elaine_heyworth@baa.com
chris.shorthouse@o2.com
bontenbal_rpa@hetnet.nl
vuyi1@hotmail.com
A.C.Spindler@bergenopzoom.nl
sh.tatiana@list.ru
sh.tatiana@list.ru
ton.rasink@postnl.nl
fbeaume@dalkia.com
liz.taylor@liztaylorriskconsulting.co.uk
john.martin@moncton.ca
bpowell@ci.marina.ca.us
matthias.manns@de.bosch.com
kdhondt@isabel.eu
Richard.S.Park@mmc.com
becky.tucker@plymouthcommunityhomes.co.uk
peter.andrews@hants.gov.uk
karen.dawson@redbridge.gov.uk
sarah.baker@east-thames.co.uk
kwadham-smith@hwfire.org.uk
jackie.orchard@thamesvalley.pnn.police.uk
naren.lathigra@hounslow.gov.uk
evelyn.thomas@amicushorizon.org.uk
kathyslowther@southend.gov.uk
richard.hollands@bluecross.org.uk
simon.davis@dyfed-powys.pnn.police.uk
eugene.meuleman@primonederland.eu

claire.coghlan@camden.gov.uk
davidread@winchester.gov.uk
peter.mccarthy@hullcc.gov.uk
EsslemontG@northlan.gov.uk
sabrina.hartusch@triumph.com
ed.mallens@primo-europe.eu
kathryn.hughes@wales.gov.uk
michael.lang@zf.com
aki.pihlaja@imatra.fi
anders.soeborg@group.issworld.com
johnm@bee.com.mt
w.deel@utrecht.nl
anna.luszpinska@pkobp.pl
helena.saukkonen@patria.fi
ulf.ronndahl@telenor.com
Jean-marie.schollaert@ucb.com
martti.ojanen@loomis.com
tellenbroek@zonnet.nl
johna@onvol.net
david.carabott@banif.com.mt
sputnik_stan@live.co.uk
rvbaldacchino@borzamalta.com.mt
jonas.gidlund@mtrstockholm.se
slawomir.pijanowski@polrisk.pl
eva.grden@telekom.si
aruizf@agbar.es
simon.burton@nottinghamhamcity.gov.uk
ingrid.azzopardi@go.com.mt
soeiro.marques@lusitania.pt
alfredo.zorzo@orange.com
simongr@onvol.net
laura.noukka@tvo.fi

simon.lee@westmercia.pnn.police.uk

Generated: 2/8/2013 3:22:14 PM