

Where are you on the Risk Management journey?

START

SURVEY SAMPLE

The survey involved **1,563 professionals worldwide** in companies in the primary, secondary and tertiary sectors

APPROACH TO RISK MANAGEMENT

The top 3 drivers



COMPLIANCE WITH LEGISLATION, CODES, ETC

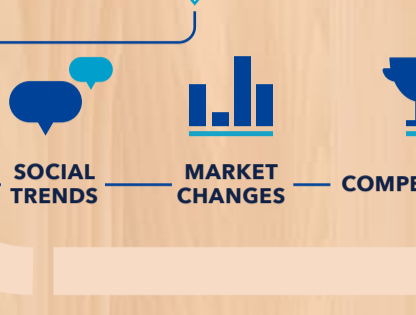


PART OF COMPANY POLICY



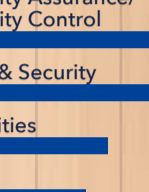
CUSTOMER REQUIREMENT

Focus on the different risk categories



FUNCTIONS AND DISCIPLINES AFFECTED BY RISK MANAGEMENT

Risk management application varies significantly among the different processes



OPERATIONAL SUPPORT PROCESSES



HSE & Security

Facilities

ICT

HR Management **31%**



BUSINESS PROCESSES

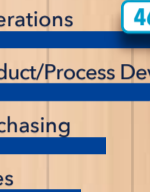


Legal

Insurance

Finance & Accounting

Strategic Planning **35%**



PRIMARY PROCESSES



Product/Process Development

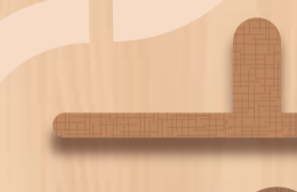
Purchasing

Sales

Marketing **18%**

ORGANIZATIONAL LEVELS INVOLVED IN RISK MANAGEMENT

Risk management application varies among different levels



2 IN 3 COMPANIES make use of a dedicated risk management function

BUT **40%** of these only have a limited scope coverage

GUIDANCE FOR RISK MANAGEMENT PROGRAMS

Organisations mainly apply in house approaches



use at least partially a standard or guideline for risk management

METHODS AND TECHNIQUES

Risk management methods/techniques are known and used only by a minority



Risk management top used methods/techniques

Risk identification FMEA/FMECA

Risk analysis Cause & effect

Risk evaluation Pareto chart

Risk treatment Brainstorming

Risk reporting Risk registers

RISK MANAGEMENT RELEVANCE FOR COMPANIES' OVERALL BUSINESS STRATEGY

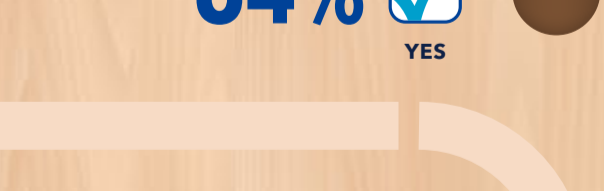


Risk management strategies and policies

1 COMPANY IN 2 already has a risk management strategy/policy

43% SET MEASURABLE GOALS

Maturity in risk management approach will significantly evolve



RISK MANAGEMENT AND MANAGEMENT SYSTEMS

81% ADD VALUE

A Management System based on structured risk management will bring added value

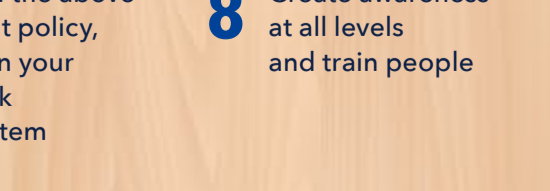
ASSESSMENT AND CERTIFICATION

Certification of a risk management program is valuable

64% YES

INVESTMENTS IN RISK MANAGEMENT

Strong growth in middle term investments



A 10-STEP ROADMAP TO AN EFFECTIVE RISK MANAGEMENT APPROACH

- Study the standard (e.g. ISO 31000)
- Obtain commitment, support & budget
- Define the risk management policy, objectives, roles and responsibilities
- Define and document the risk management structure and processes
- Identify, analyze and evaluate the most common and relevant risks
- Establish a risk treatment plan with mitigating actions and objectives
- Consolidate all of the above (risk management policy, objectives, etc.) in your organization's risk management system
- Create awareness at all levels and train people
- Plan and execute internal audits/assessments and identify possible improvements
- Continual improvement of the risk management system and full integration in the overall Management System

Risk Management Roadmap

FINISH