



airmic

Future of the profession

Annual survey 2022

In association with:

wtw



Key findings

1

Environmental, social and governance (ESG) issues have become an integral part of the risk profession – 45% of survey respondents also have responsibilities in ESG.

2

Risk professionals are seeking to rapidly ramp up their knowledge base on climate issues.

3

Business continuity and resilience have also been entrenched as part of the role of risk professionals, amid Brexit, the pandemic, and now the Ukraine crisis.

4

The Airmic objective to drive the integration of managing risk and insurance is moving in a positive direction, demonstrated by the increase in those who have joint responsibility for managing both risk and insurance.

5

While the risk profession has made huge strides in improving inclusion for women over the years, diversity remains a work-in-progress.

6

The risk profession is a rewarding one in which Airmic members tend to stay for more than a decade. They are loyal to their organisations, with more than half of them having worked for their current organisation for six years or more.

Diversity – age and gender

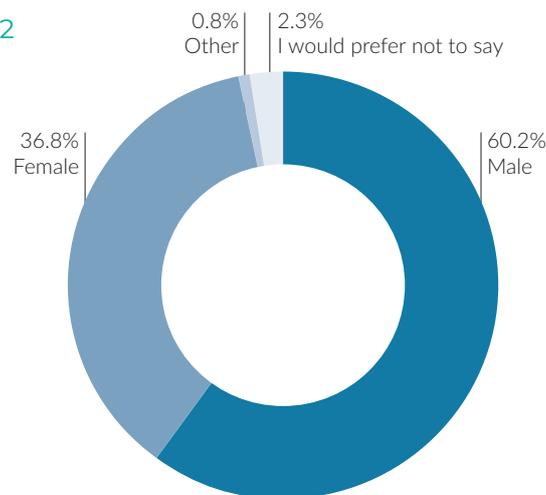
Diversity, equity and inclusion (DE&I) was the top most ESG (environmental, social, governance) concern for risk professionals in the 2022 Airmic survey, after climate-related concerns. Building a diverse team of people not only addresses issues of justice in terms of race, gender and other identities. As organisations navigated through the pandemic crisis, and then the Ukraine crisis, the need to eliminate blind spots caused by groupthink has never been greater.

While the risk profession has made huge strides in improving inclusion for women over the years, diversity remains a work-in-progress. Organisations should also think more deeply about inclusive policies for people who may not conform to mainstream gender or other identities, to build a professional environment where people feel they can bring their whole self to work.

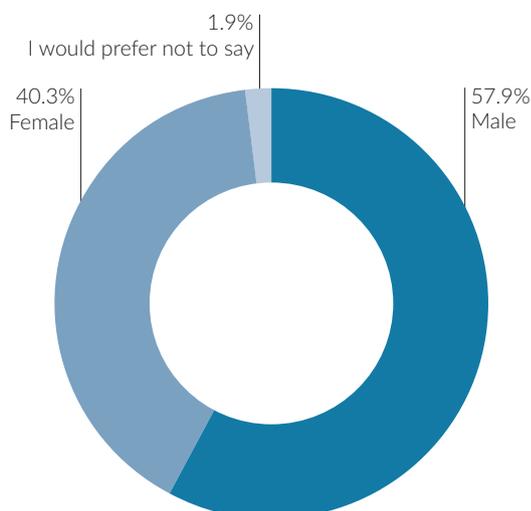
Our survey respondents

Gender

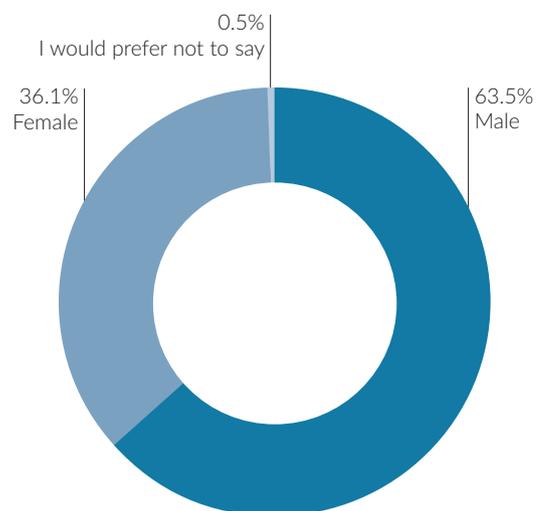
2022



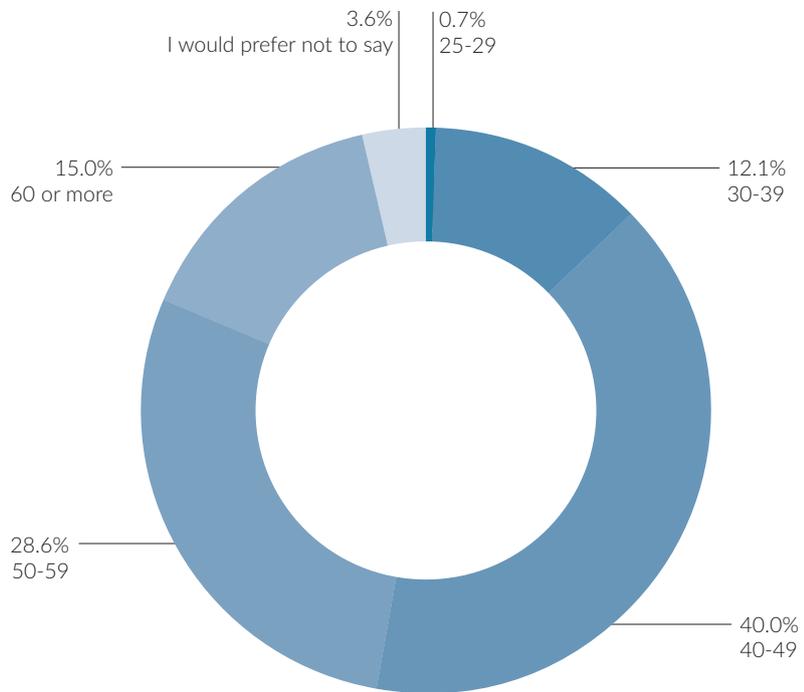
2021



2020



Age



Primary role and experience

Airmic has a strategic objective to drive risk management and insurance as integrated professions. The trajectory has been moving in that direction, with an eight percentage point increase since 2019 in Airmic members who have joint responsibility.

The risk profession is a rewarding one in which Airmic members tend to stay for more than a decade. They are loyal to their organisations, with more than half of them having worked for their current organisation for six years or more. They have grown and progressed professionally in-house, within sophisticated, international organisations.

2022

39%

Insurance and risk management

20%

Risk management

25%

Insurance management

16%

Other

2021

37%

Insurance and risk management

27%

Risk management

28%

Insurance management

8%

Other

2019

31%

Insurance and risk management

29%

Risk management

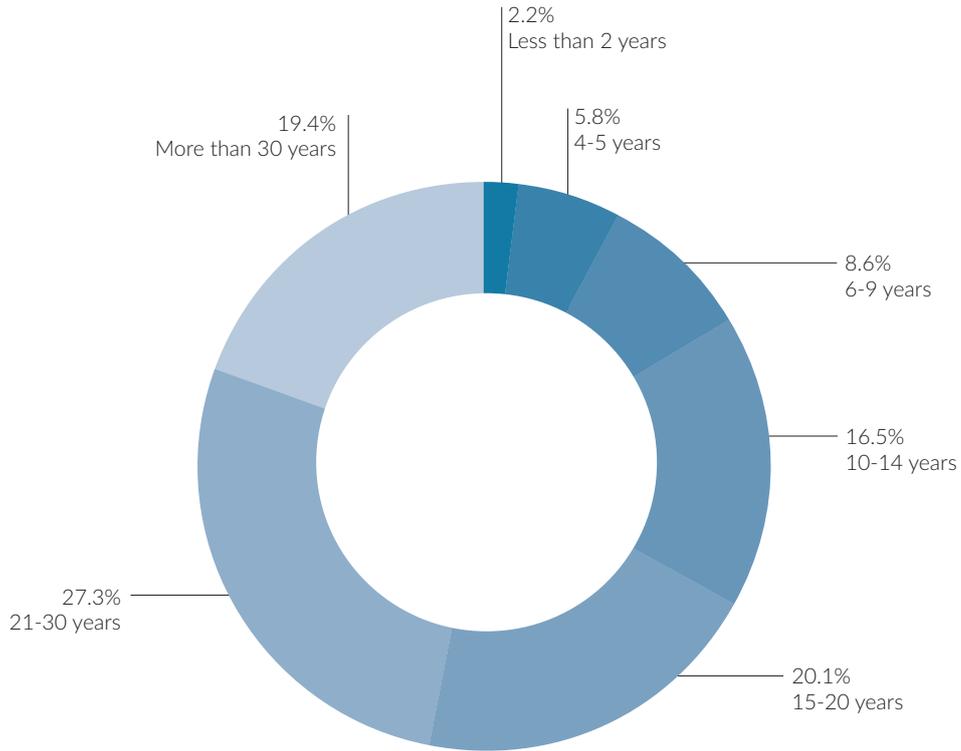
27%

Insurance management

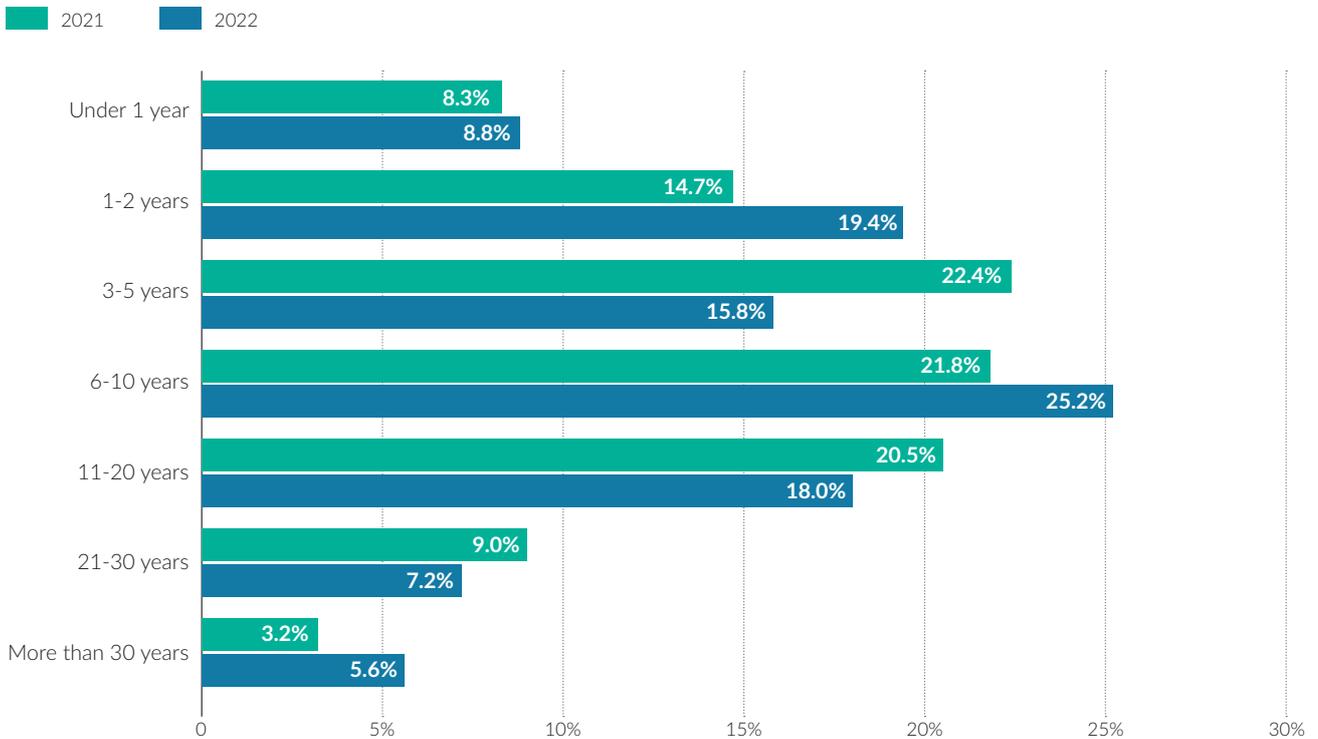
12%

Other

Years of experience in the profession (all members)



Number of years working for their current organisation (all members)



*May not add up to 100% due to rounding off.

The multifaceted risk profession today

Airmic members have helped drive transformation to shape their organisations' post-Covid future. The risk profession is no longer a back-office role but a strategic capability for any organisation. To add greater value to the strategy and operations of their organisations, risk professionals should continue to develop and deepen their competencies in a number of knowledge areas and skills, amid a fast-evolving world.

Travelling the digital revolution road is not optional. Organisations and their people must grapple with the risks and opportunities from technology. Financial literacy will help risk professionals determine financial challenges before seeking answers to questions. But beyond finance and IT, ESG and business continuity competencies have emerged as key to the profession.

Environmental, social and governance (ESG) issues

ESG has become an integral part of the risk profession today, where 45% of respondents also have responsibilities in ESG. The Chief Risk Officer or Head of Risk Management is sometimes primarily responsible for ESG for the organisation.

This reflects how more and more organisations believe that climate change will start to have a material impact on their business within one to two years, as borne out by previous Airmic research. It also reflects the priority given to ESG issues by investors and consumers alike, as organisations increasingly see ESG as a risk and opportunity to be managed as part of their overall business strategy.

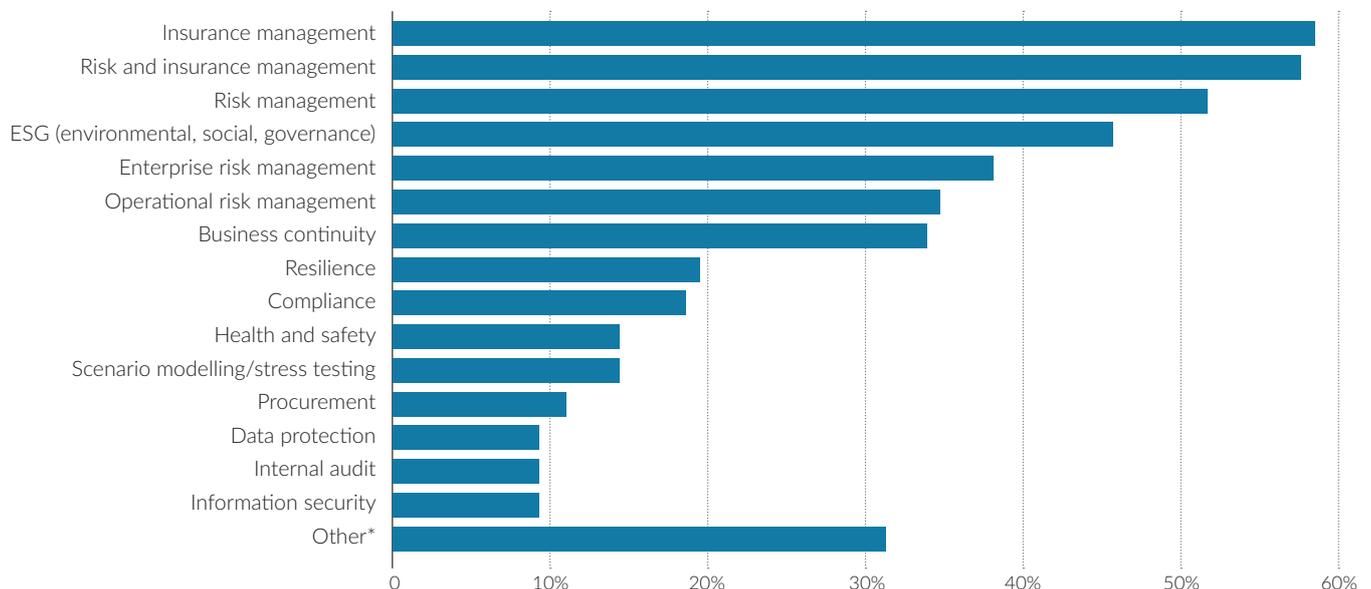
Consequently, risk professionals are seeking to rapidly ramp up their knowledge base of ESG issues, in particular on climate issues.

Resilience and business continuity

At a time when supply chain disruptions have plagued organisations again and again – first through Brexit, then the pandemic, and now the Ukraine crisis – resilience and business continuity are areas that have become entrenched in the risk professional's role.

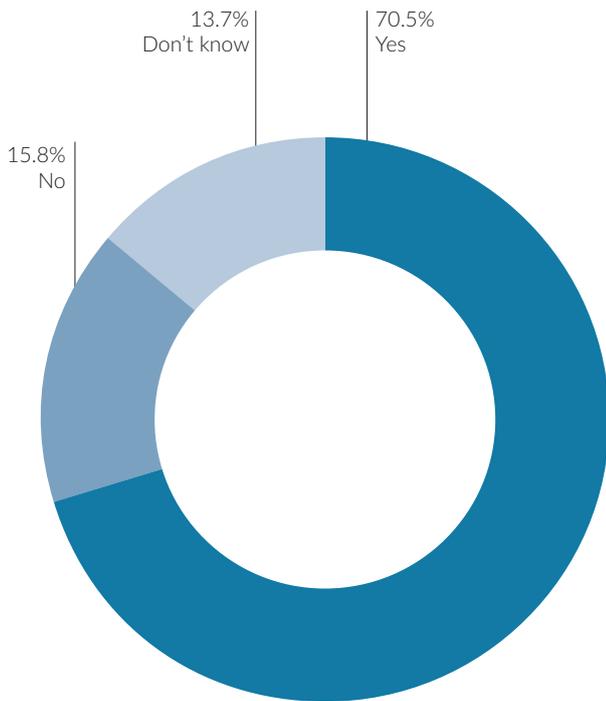
Effective resilience is founded on successful risk identification and mitigation. And many organisations have come to understand the importance of having well-tested business continuity plans and the value of their risk professionals.

What other areas do you also hold responsibilities in?



*Includes treasury, human resources, public relations, company secretary.

Does your organisation have a senior colleague who is primarily responsible for ESG?



What is their title?

- Chairman or Executive Committee member**

- Chief Risk Officer**

- Chief Sustainability Officer / Head of ESG**

- Chief Strategy Officer** | **CEO**

- Head of Corporate Communications**

Which of the following subjects would you like to learn more about through Airmic's activities?

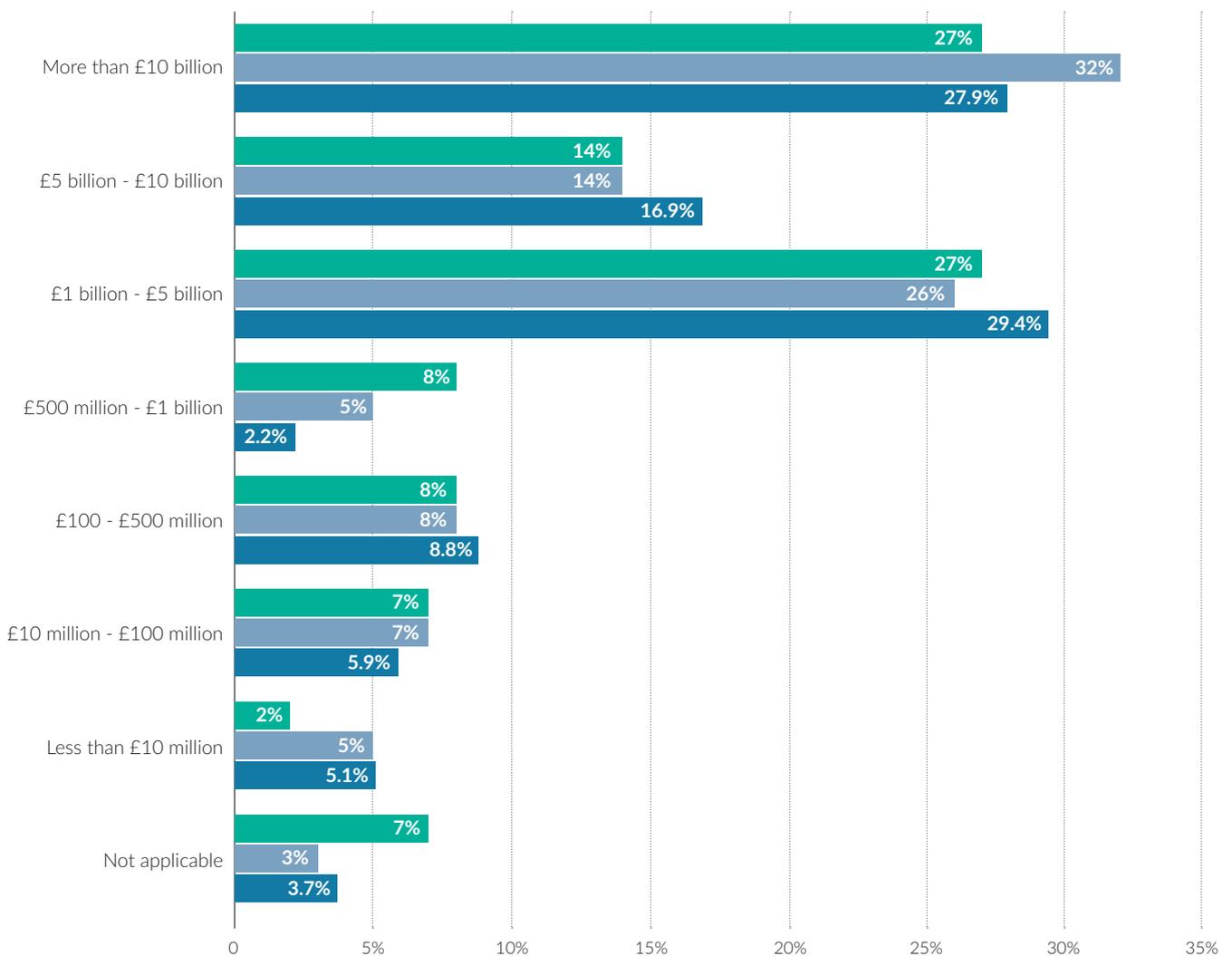
Environment/climate	25.5%
Governance	15.5%
Insurance	14.5%
Cyber	12.7%
Social (e.g. diversity, equity and inclusion)	7.3%
Resilience	6.4%
Geopolitics	4.5%
People	0.9%
Other	12.7%

Leaders in business

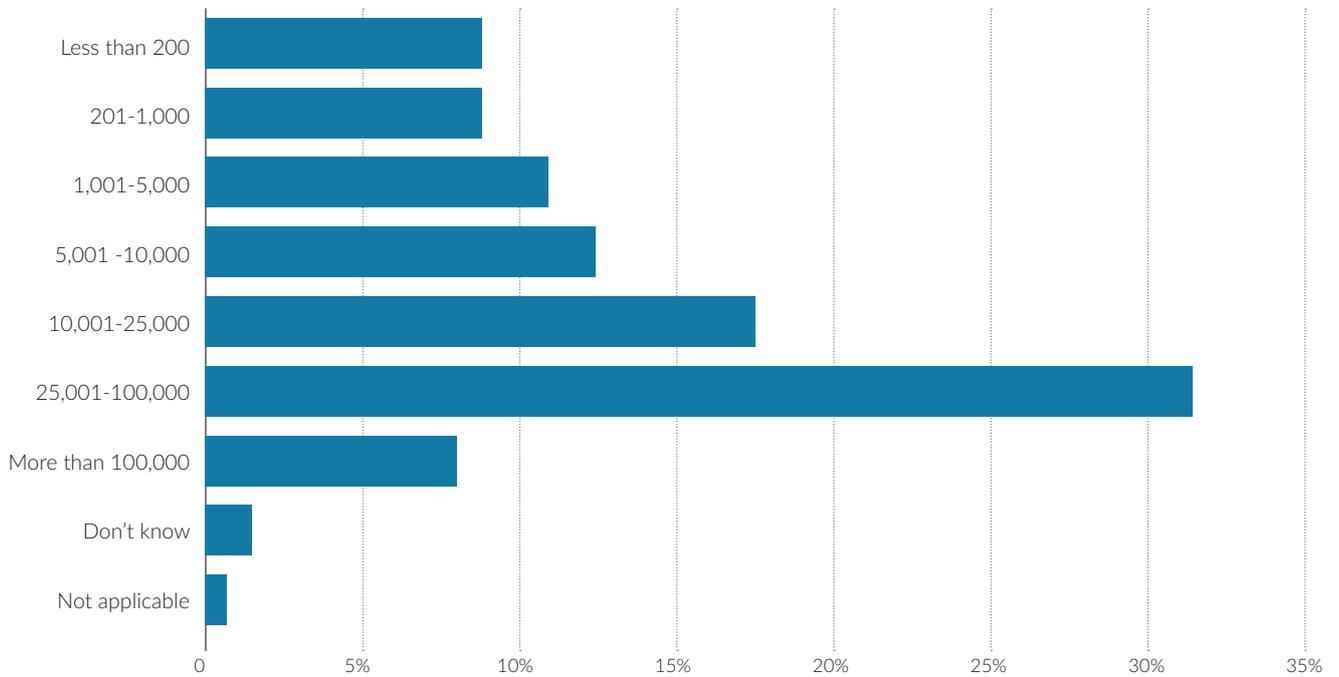
Airmic members work in some of the largest organisations operating out of the UK. Consistently, more than a quarter of members work in the top turnover category.

Turnover

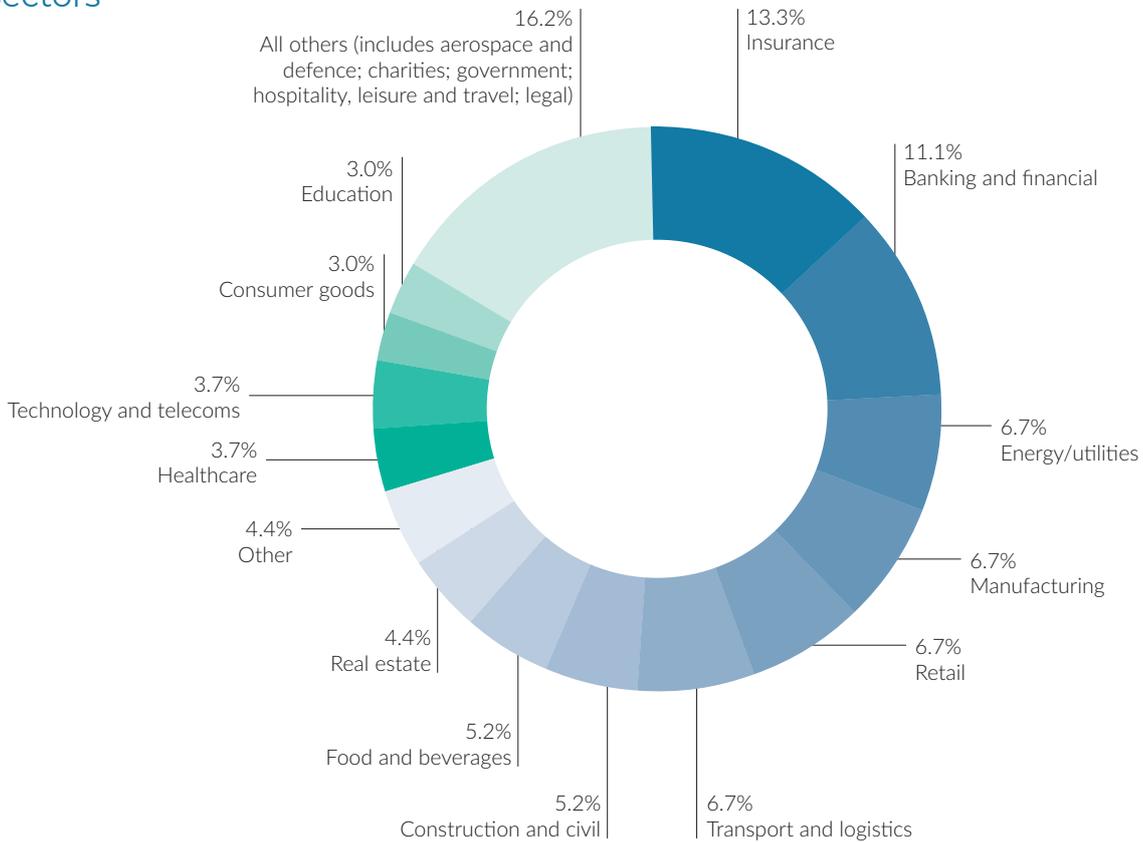
2019 2021 2022



Number of employees



Sectors



Salaries

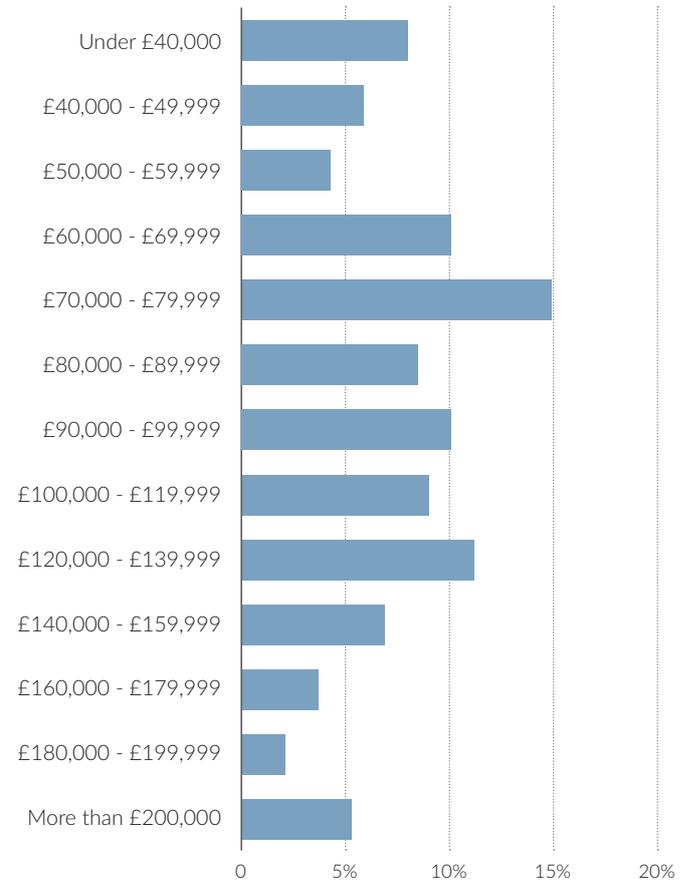
Risk professionals in the insurance sector earn the highest salaries, with almost half of respondents earning an annual salary of more than £120,000. Those from other sectors such as banking and finance, and technology and telecommunications are among the other respondents who draw some of the highest incomes.

Salary (all members)

2022



2021



Male

2022



2021



Female

2022

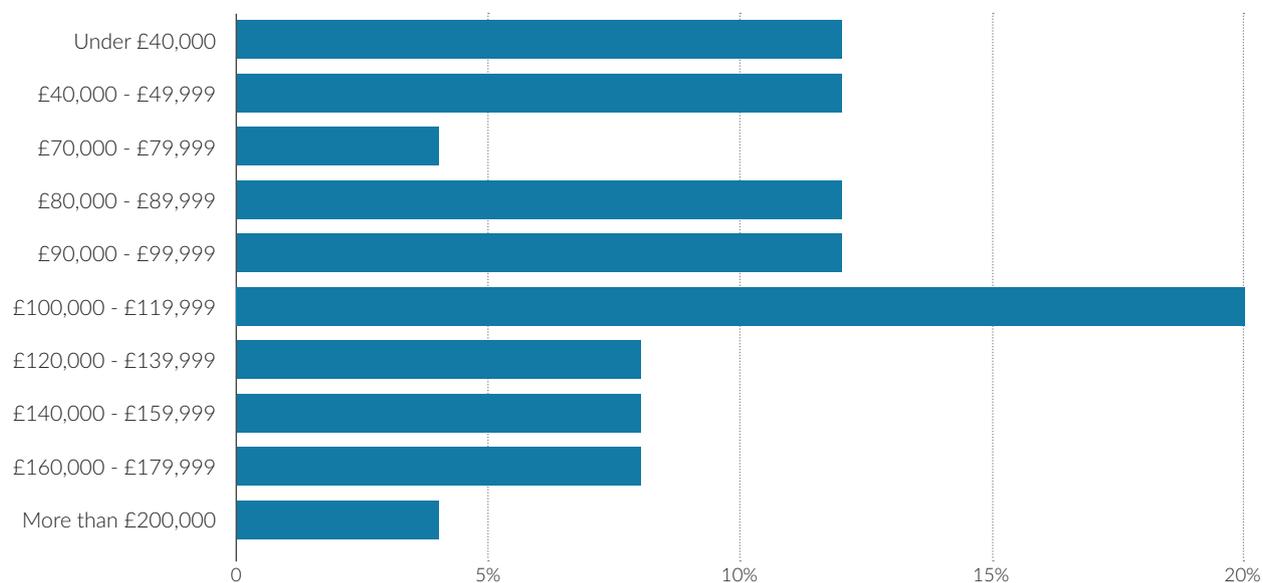


2021

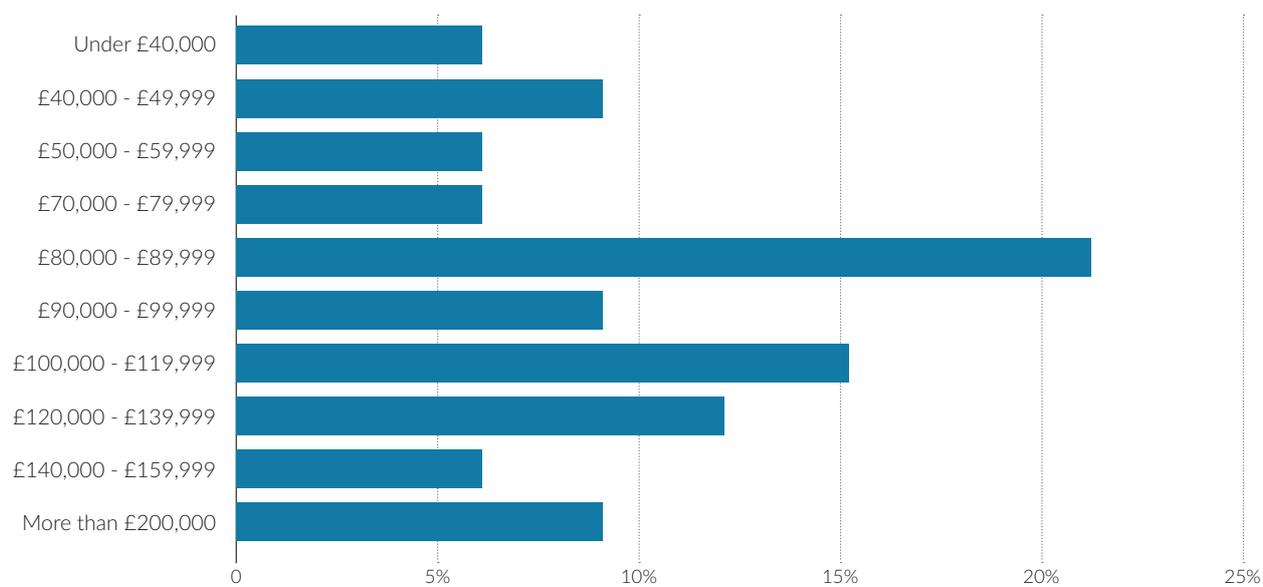


* Airmic and WTW respect the choices of individuals not to identify as male or female. However, such individuals in the survey have not been of a statistically significant number for us to provide a meaningful breakdown of salary and other data. Nevertheless, we hope to address this in a future report.

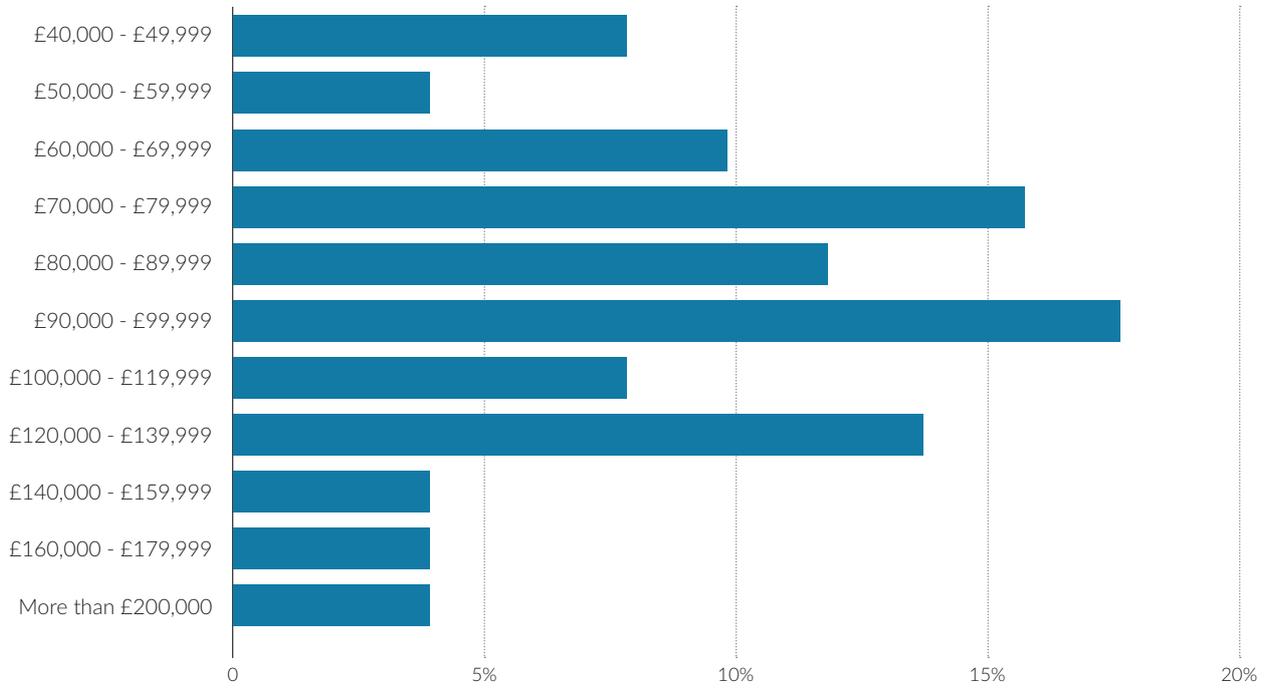
Risk only



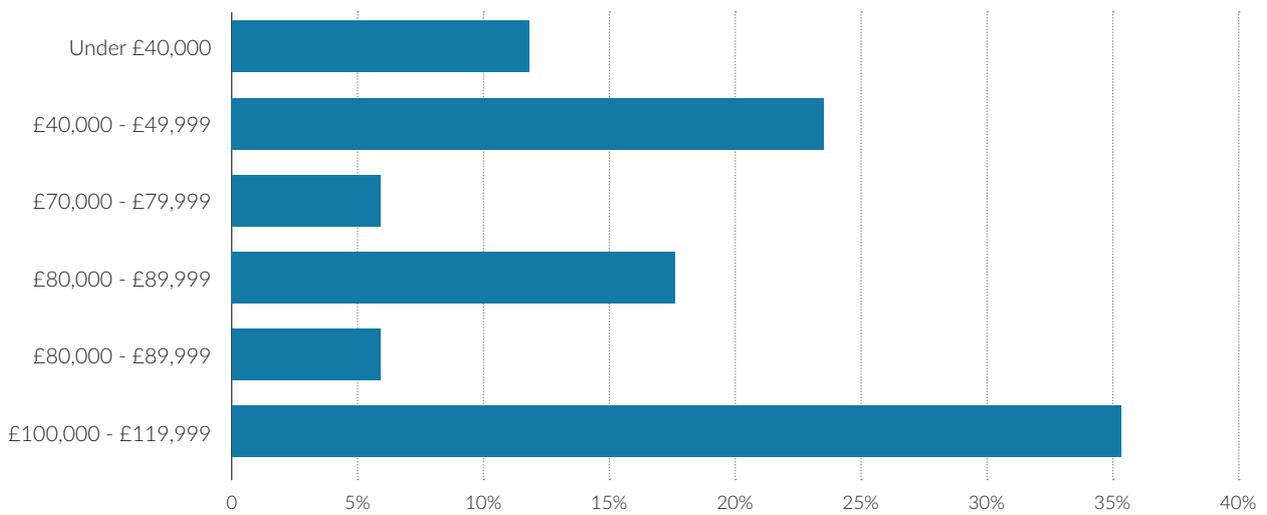
Insurance only



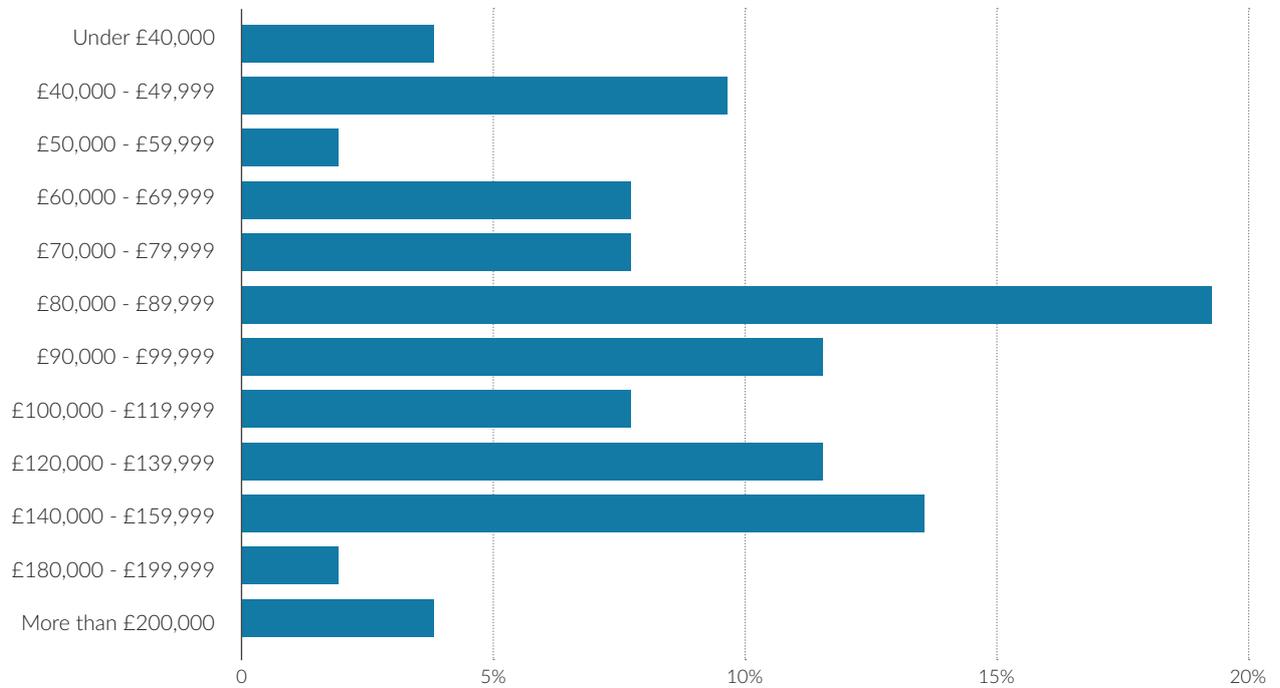
Risk and insurance



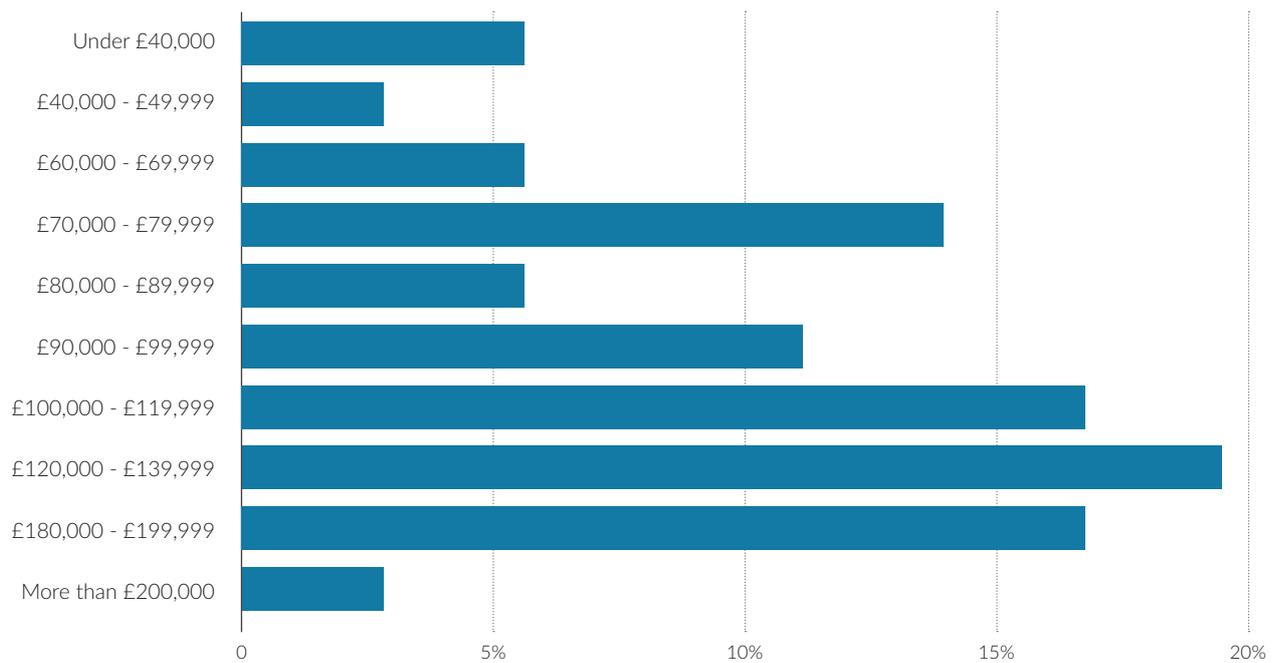
Salary by age (39 and below)



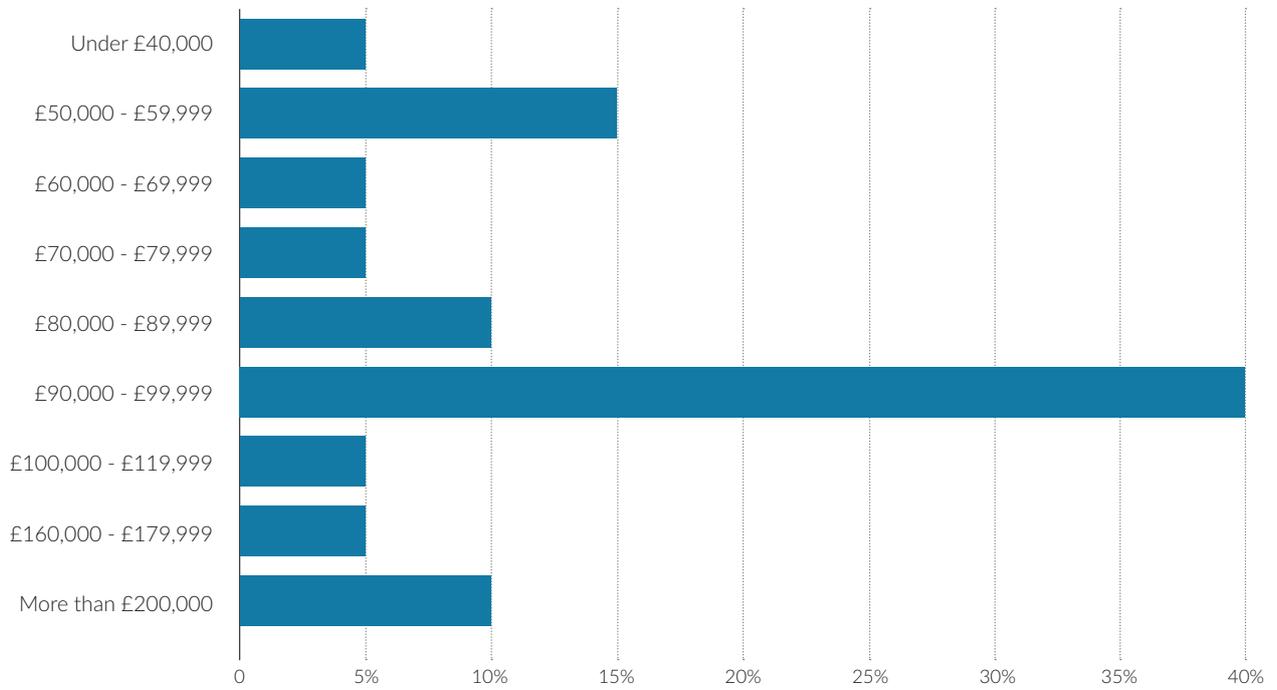
Salary by age (40 – 49)



Salary by age (50 – 59)



Salary by age (60 and above)



Emerging from the pandemic

People issues have formed a large part of the lessons organisations have learnt from the pandemic. Changes to workforce flexibility were paramount for organisations as they sought to be agile and adaptable during the fast-evolving Covid-19 crisis. Key to enabling this was their ability to harness digital tools such as video conferencing platforms and online collaboration tools for internal communication, as well as for their interactions with customers.

Risk professionals are using a range of risk intelligence sources to identify and assess systemic risks such as the pandemic. Only then can they avoid knee-jerk, short-term reactions that could later prove to be poorly advised, as seen in some of the early responses to the pandemic.



Organisational agility and adaptability has driven the survival – and success – of businesses over the past two difficult years. Survey participants have indicated that underpinning this is strong leadership, communications (both internally and externally), as well as culture.

Culture in particular has been a top topic this year, with many organisations focusing on how to evolve for the future. Risk professionals are recognising how central people issues are for building a truly resilient organisational culture – be it improving communications to break down silos, or the well-being and mental health of employees. Only then can an organisation withstand a worst-case systemic risk.

*Amanda Scott, Managing Director,
Global Mergers & Acquisitions (M&A) Leader, WTW*

What lessons have you and your organisation learned from the pandemic to take forward?

Change to workforce flexibility (i.e. working from home, collaborative workspaces)	74.5%
Greater access to and use of digital tools (i.e. video conference platforms, file sharing)	60.2%
Clarification or reinforcement of a clear leadership tone from the top	41.8%
Higher profile and investment in employee well-being and mental health	35.7%
Creation of more resilient supply chains (i.e. alternative suppliers, near sourcing)	33.7%
Increase in focus on emerging risks and associated controls	27.6%
Building financial resilience for the next crisis	10.2%

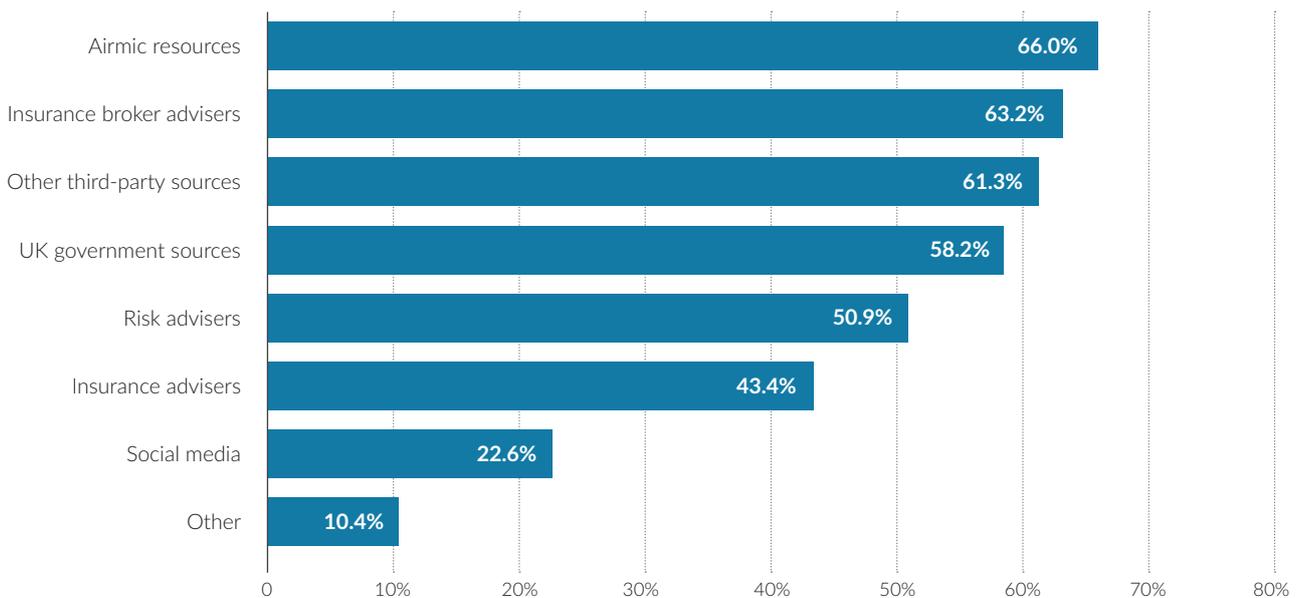
What have been the most important factors in enabling your organisation to adapt to changes and its ability to operate in the past two years?

Organisational agility	73.7%
Organisational adaptability	68.7%
Leadership	66.7%
Strong corporate communication, internally and externally	53.5%
Organisational culture	51.5%
Risk awareness and prior preparation for crises	47.5%
Well-defined purpose	40.4%
Empowered and focused teams	33.3%
Accelerated digitisation of customer interactions	32.3%
Strong personal networks in the business	31.3%
Availability of financial resources	31.3%
Focus on innovation	29.3%
Accelerated digitisation of back-office operations	28.3%
Trend analysis	6.1%

Which technologies do you feel have contributed the most in enabling your organisation adapt to changes and its ability to operate in the past two years?

Online communication/collaboration tools (e.g. Slack, Asana)	55.3%
Online customer service tools	34.0%
Online sales capabilities	30.9%
Customer data and insight tools	28.7%
Advanced analytics/AI tools	25.5%
Digital marketing tools	24.5%
Core ERP (Enterprise Resource Planning) systems	21.3%
Digital supply chain tools	14.9%
Production management and control systems	14.9%
Robotics	4.3%
Other	9.6%

Which risk intelligence sources do you use to identify and assess systemic risks?



This report is based on 138 responses gathered in an Airmic survey conducted from March to May 2022. We have also compared the findings with the previous Airmic surveys conducted in 2021, 2020 and 2019.



About WTW

Our purpose and values

Our purpose is why our company exists. At WTW, we transform tomorrows. And our values are more than words. At the core of WTW's rich history, our values continue to define how we work with you:

- Client focus
- Teamwork
- Integrity
- Respect
- Excellence

We've been putting clients first since 1828. Many of our clients have been with us from the earliest days of our founding. Whether they first came to us for brokerage services or actuarial work, they were met with respect, a strong sense of advocacy and an emphasis on excellence. These values will continue to define our approach to business and our relationship with our clients, now and in the future.

Actionable solutions for today's – and tomorrow's – challenges

WTW is uniquely positioned to see the connections between talent, assets and ideas, and how they lead to strong performance for our clients.



About Airmic

The leading UK association for everyone who has a responsibility for risk management and insurance for their organisation, Airmic has over 450 corporate members and more than 1,500 individual members. Individual members include company secretaries, finance directors, internal auditors, as well as risk and insurance professionals from all sectors.

Airmic supports members through training and research; sharing information; a diverse programme of events; encouraging good practice; and lobbying on subjects that directly affect our members. Above all, we provide a platform for professionals to stay in touch, to communicate with each other, and to share ideas and information.

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