

Insights from the Global Risk Management Survey, 10th Edition

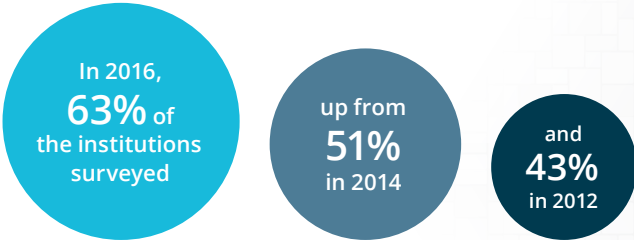
Heightened uncertainty signals
new challenges ahead

While many organizations continue to enhance their risk management practices worldwide, this year's survey revealed that leaders are focused on the regulatory impact of recent geopolitical shifts and questioning what's coming next.

Evolution of risk management and the role of the CRO

Over the 20 years that Deloitte has conducted its Global risk management survey series, regulatory requirements and expectations for risk management have broadened to cover a wider range of issues and also become more stringent. Risk management programs have become almost universally adopted, and many have expanded capabilities. Boards of directors are more involved in risk management and more institutions employ a senior-level CRO position.

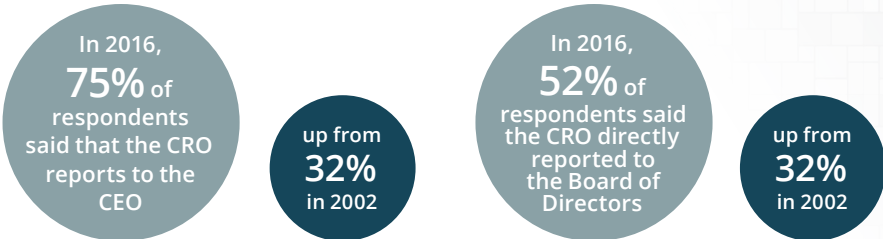
Board Risk Committee use more widespread



CRO position has become nearly universal



CRO role has increased in seniority with more senior reporting structure



ERM programs have become prevalent



Cyber Risk is the risk rated most likely to increase in importance over next two years



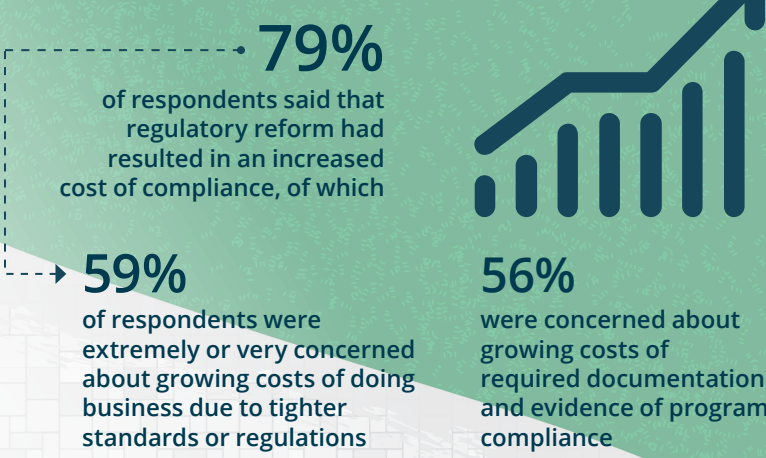
Key findings

The rapidly changing environment suggests that risk management programs may need to increase their ability to anticipate and respond flexibly to new regulatory and business developments and to emerging risks, for example, by employing predictive analytics tools.

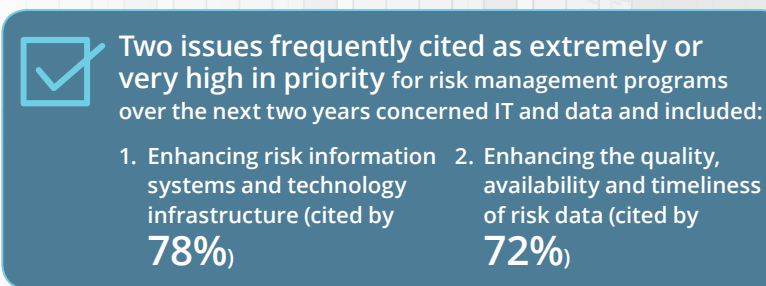
Risk types that respondents thought would most increase in importance in the next two years



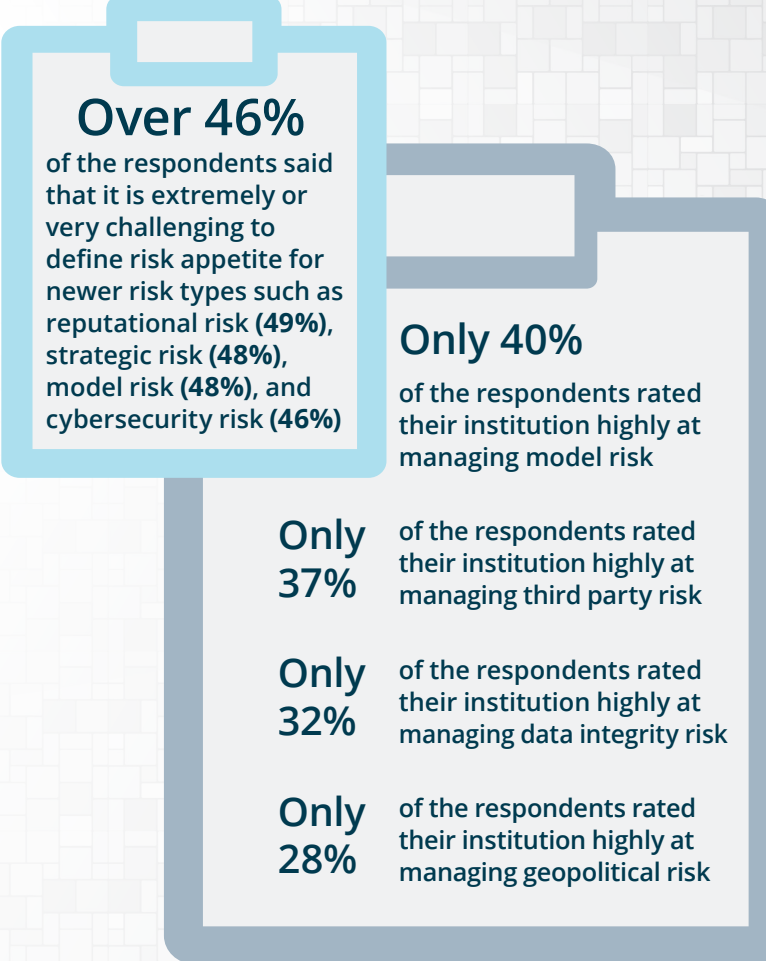
Spiraling costs of compliance



Risk systems and IT



Newer and less mature risk types are the most challenging to manage



1. ThreatMetrix, Cybercrime report, Q2, 2016; Maria Korolov, "Banks get attacked four times more than other industries," CSO, June 23, 2015