# FIFTH ANNUAL SURVEY *on Integrated Risk Management*

When asked why risk management is not more involved into the HR function,

## over 40% indicated that HR has other priorities

that prevent them from focusing on risk management.

Almost 30% responded that the risk management team does not reach out to HR sufficiently.

About half of firms indicated that

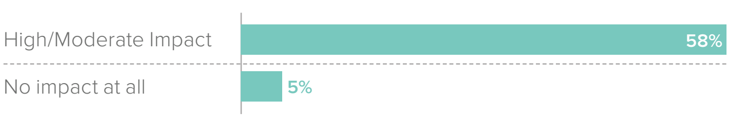
## HR is at least moderately involved in the ERM activity

planning and execution.

Almost all surveyed firms will be somewhat

## impacted by baby boomers retiring.

Customer Service, Information Technology, and Finance are the functions that will be affected the most.




## Legal/Compliance

is the business unit with the

## highest involvement

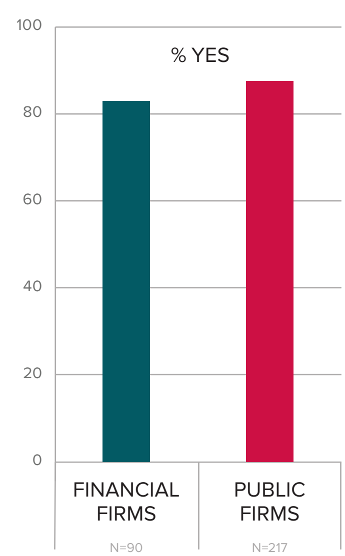
in identification, qualitative or quantitative measurement, and management of

## major risks impacting the firm.

Over the past few years, financial firms and public firms have stabilized at

## 80-90% of them allocating a corporate function

to risk management practices.

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*Enterprise Risk, Insurance, Capital Management*