

Global Risk Management Survey 2019

Industry Name: Transportation Services (Non-Aviation)



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Introduction

Aon's 2019 Global Risk Management Survey, the seventh of its kind since 2007, is designed to offer organizations the insights necessary to enable better management of risk related volatility and compete in an increasingly complex business environment.

Conducted biennially, the survey gathered input from 2,672 respondents, covering 60 countries and 33 industries, at public and private companies of all sizes.

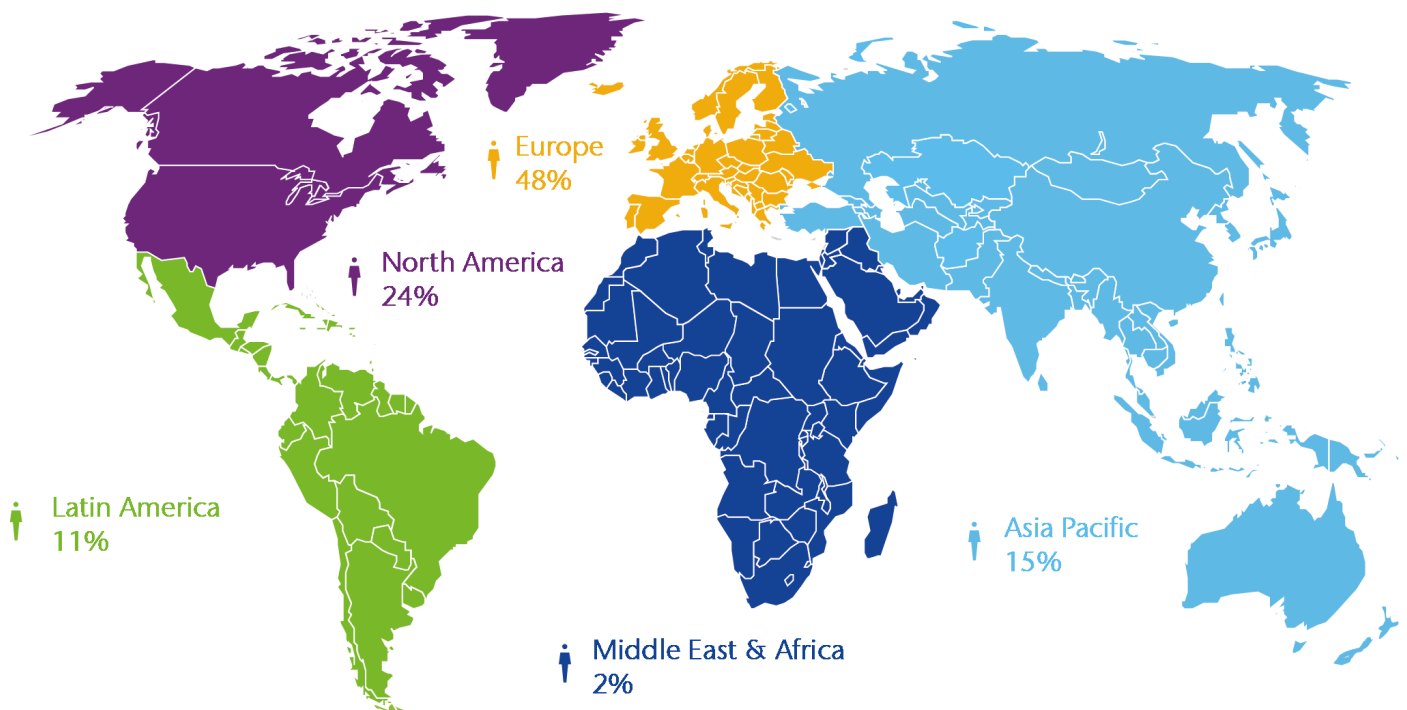
The 2019 findings from the survey, which was conducted in 8 languages, underscore that companies are grappling with new risks and highlights the differences of opinion on how to best prioritize and respond to them.

This report shows the aggregated answers to each question of respondents in this industry sector compared to overall selections.

We hope you find this report useful and encourage you to contact your Aon representative if you have any questions regarding its content.

Participant locations

For the full list of countries and additional participant demographics please refer to the appendix.



Risk issues

This section looks at the current top ten most critical risks and the top five most critical future risks selected, as well as the top ten risks that incurred losses in the 12 months prior to this survey's launch. It also contains an overview of mitigation actions chosen for the respective top ten risks.

All results are displayed as overall and industry selections.

[Click here](#) for more information.

Top ten risks

For the full list of all 69 risks please refer to the appendix.

| # | Global top ten risks |
|----|---|
| 1 | Economic Slowdown / Slow Recovery |
| 2 | Damage to Reputation / Brand |
| 3 | Accelerated Rates of Change in Market Factors |
| 4 | Business Interruption |
| 5 | Increasing Competition |
| 6 | Cyber Attacks / Data Breach |
| 7 | Commodity Price Risk |
| 8 | Cash Flow / Liquidity Risk |
| 9 | Failure to Innovate / Meet Customer Needs |
| 10 | Regulatory / Legislative Changes |

| # | Industry's top ten risks |
|----|---|
| 1 | Economic Slowdown / Slow Recovery |
| 2 | Business Interruption |
| 3 | Damage to Reputation / Brand |
| 4 | Accelerated Rates of Change in Market Factors |
| 5 | Cyber Attacks / Data Breach |
| 6 | Regulatory / Legislative Changes |
| 7 | Cash Flow / Liquidity Risk |
| 8 | Distribution or Supply Chain Failure |
| 9 | Workforce Shortage |
| 10 | Increasing Competition |

Future risks

| # | Global top five risks |
|---|---|
| 1 | Economic Slowdown/Slow Recovery |
| 2 | Accelerated Rates of Change in Market Factors |
| 3 | Cyber Attacks / Data Breach |
| 4 | Commodity Price Risk |
| 5 | Failure to Innovate / Meet Customer Needs |

| # | Industry's top five risks |
|---|---|
| 1 | Economic Slowdown/Slow Recovery |
| 2 | Cyber Attacks / Data Breach |
| 3 | Accelerated Rates of Change in Market Factors |
| 4 | Workforce Shortage |
| 5 | Failure to Innovate / Meet Customer Needs |

Top risks incurring loss

| # | Global top ten risks | % |
|----|---|----|
| 1 | Economic Slowdown / Slow Recovery | 29 |
| 2 | Damage to Reputation / Brand | 11 |
| 3 | Accelerated Rates of Change in Market Factors | 29 |
| 4 | Business Interruption | 28 |
| 5 | Increasing Competition | 38 |
| 6 | Cyber Attacks / Data Breach | 16 |
| 7 | Commodity Price Risk | 45 |
| 8 | Cash Flow / Liquidity Risk | 21 |
| 9 | Failure to Innovate / Meet Customer Needs | 15 |
| 10 | Regulatory / Legislative Changes | 24 |

| # | Industry's top ten risks | % |
|----|---|----|
| 1 | Economic Slowdown / Slow Recovery | 38 |
| 2 | Business Interruption | 38 |
| 3 | Damage to Reputation / Brand | 19 |
| 4 | Accelerated Rates of Change in Market Factors | 23 |
| 5 | Cyber Attacks / Data Breach | 15 |
| 6 | Regulatory / Legislative Changes | 17 |
| 7 | Cash Flow / Liquidity Risk | 35 |
| 8 | Distribution or Supply Chain Failure | 21 |
| 9 | Workforce Shortage | 33 |
| 10 | Increasing Competition | 24 |

Mitigation actions for risks

Plan or formal review for global risks

| # | Risk | % |
|----|---|----|
| 1 | Economic Slowdown / Slow Recovery | 26 |
| 2 | Damage to Reputation / Brand | 47 |
| 3 | Accelerated Rates of Change in Market Factors | 36 |
| 4 | Business Interruption | 69 |
| 5 | Increasing Competition | 38 |
| 6 | Cyber Attacks / Data Breach | 79 |
| 7 | Commodity Price Risk | 49 |
| 8 | Cash Flow / Liquidity Risk | 70 |
| 9 | Failure to Innovate / Meet Customer Needs | 48 |
| 10 | Regulatory / Legislative Changes | 40 |

Mitigation actions for global risks

| # | Risk | Assessed Risk | Developed Continuity Plans | Developed Risk Management Plan | Evaluated Risk Finance/ Transfer Solutions | Quantified Risk |
|----|---|---------------|----------------------------|--------------------------------|--|-----------------|
| 1 | Economic Slowdown / Slow Recovery | 31% | 16% | 22% | 12% | 20% |
| 2 | Damage to Reputation / Brand | 28% | 17% | 26% | 10% | 18% |
| 3 | Accelerated Rates of Change in Market Factors | 32% | 15% | 22% | 12% | 20% |
| 4 | Business Interruption | 24% | 20% | 22% | 15% | 19% |
| 5 | Increasing Competition | 32% | 16% | 22% | 9% | 20% |
| 6 | Cyber Attacks / Data Breach | 26% | 20% | 23% | 15% | 16% |
| 7 | Commodity Price Risk | 27% | 12% | 21% | 16% | 24% |
| 8 | Cash Flow / Liquidity Risk | 27% | 14% | 20% | 16% | 23% |
| 9 | Failure to Innovate / Meet Customer Needs | 33% | 15% | 27% | 7% | 18% |
| 10 | Regulatory / Legislative Changes | 34% | 14% | 23% | 10% | 20% |

Plan or formal review for risks in the industry

| # | Risk | % |
|----|---|----|
| 1 | Economic Slowdown / Slow Recovery | 33 |
| 2 | Business Interruption | 72 |
| 3 | Damage to Reputation / Brand | 54 |
| 4 | Accelerated Rates of Change in Market Factors | 32 |
| 5 | Cyber Attacks / Data Breach | 68 |
| 6 | Regulatory / Legislative Changes | 57 |
| 7 | Cash Flow / Liquidity Risk | 61 |
| 8 | Distribution or Supply Chain Failure | 63 |
| 9 | Workforce Shortage | 54 |
| 10 | Increasing Competition | 42 |

Mitigation actions for risks in the industry

| # | Risk | Assessed Risk | Developed Continuity Plans | Developed Risk Management Plan | Evaluated Risk Finance/ Transfer Solutions | Quantified Risk |
|----|---|---------------|----------------------------|--------------------------------|--|-----------------|
| 1 | Economic Slowdown / Slow Recovery | 29% | 12% | 22% | 12% | 24% |
| 2 | Business Interruption | 24% | 20% | 18% | 15% | 23% |
| 3 | Damage to Reputation / Brand | 27% | 18% | 24% | 15% | 15% |
| 4 | Accelerated Rates of Change in Market Factors | 32% | 18% | 23% | 9% | 18% |
| 5 | Cyber Attacks / Data Breach | 24% | 24% | 24% | 13% | 14% |
| 6 | Regulatory / Legislative Changes | 37% | 7% | 19% | 11% | 26% |
| 7 | Cash Flow / Liquidity Risk | 23% | 21% | 21% | 15% | 21% |
| 8 | Distribution or Supply Chain Failure | 30% | 21% | 23% | 7% | 19% |
| 9 | Workforce Shortage | 26% | 18% | 28% | 8% | 21% |
| 10 | Increasing Competition | 32% | 10% | 23% | 13% | 23% |

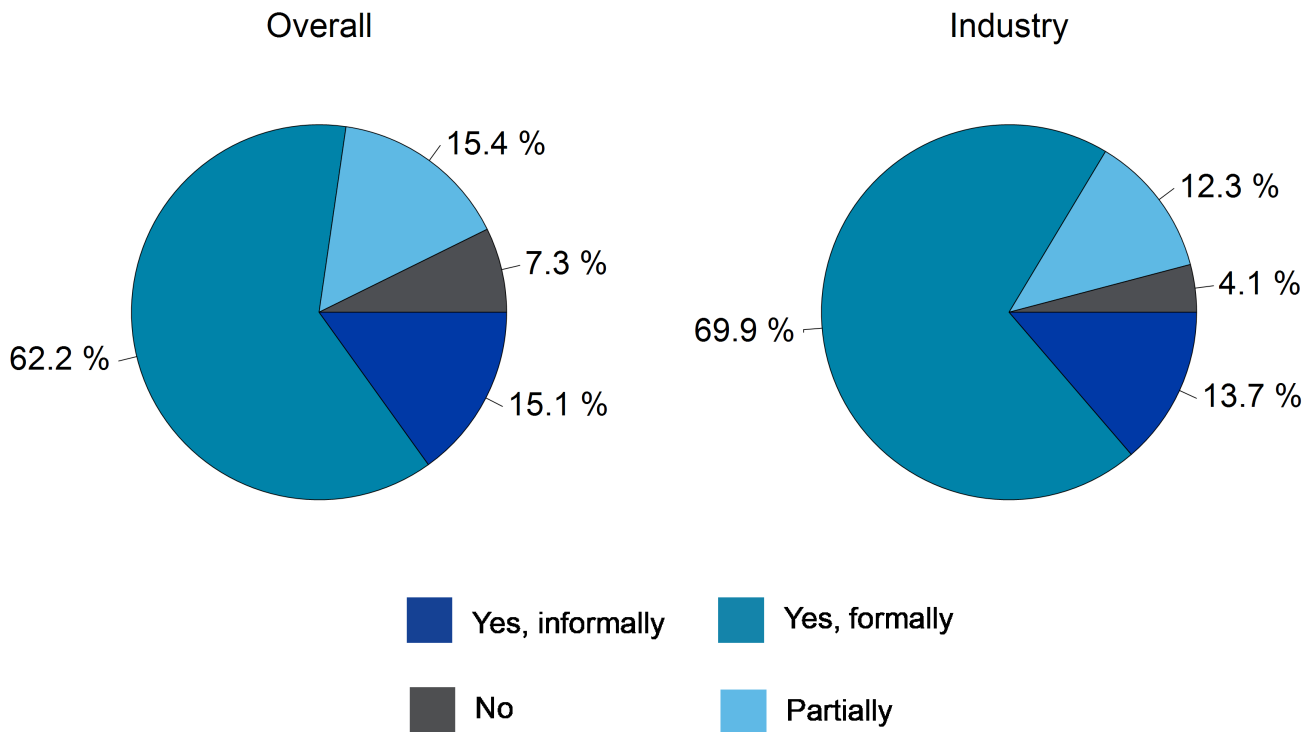
Risk management structure

This section looks at risk management departments; their size, reporting lines, structures, and profile within organizations.

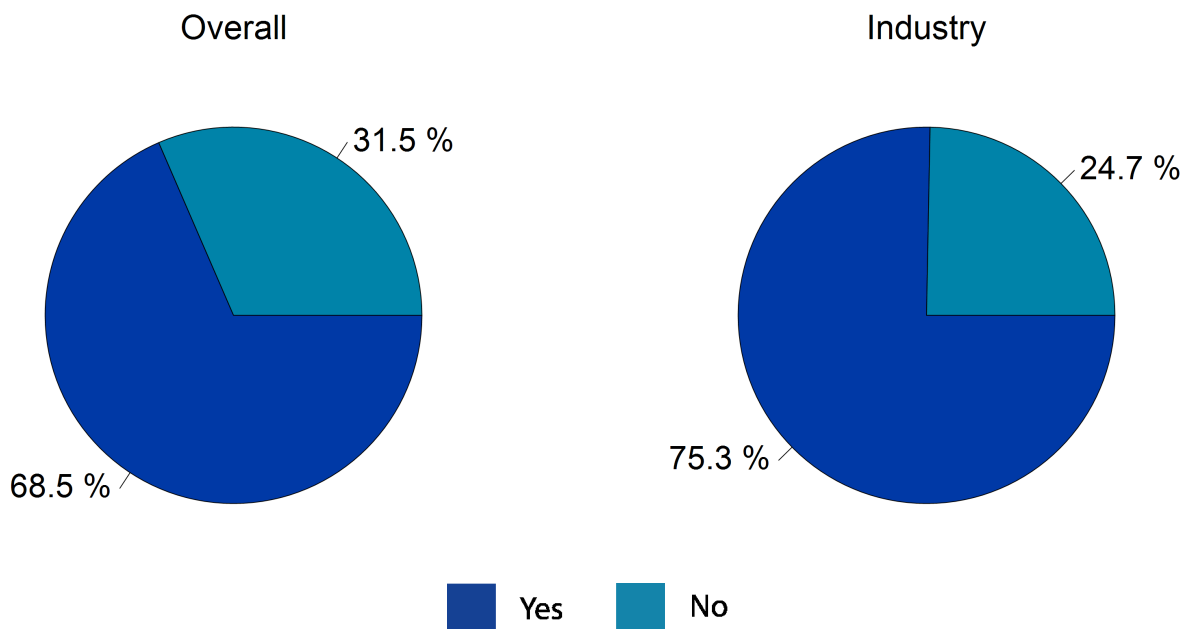
All results are displayed as overall and industry selections.

[Click here](#) for more information.

Policies on risk oversight and management, as established by a Board of Directors or a Board Committee, are in place



Companies with a formal risk management and insurance department



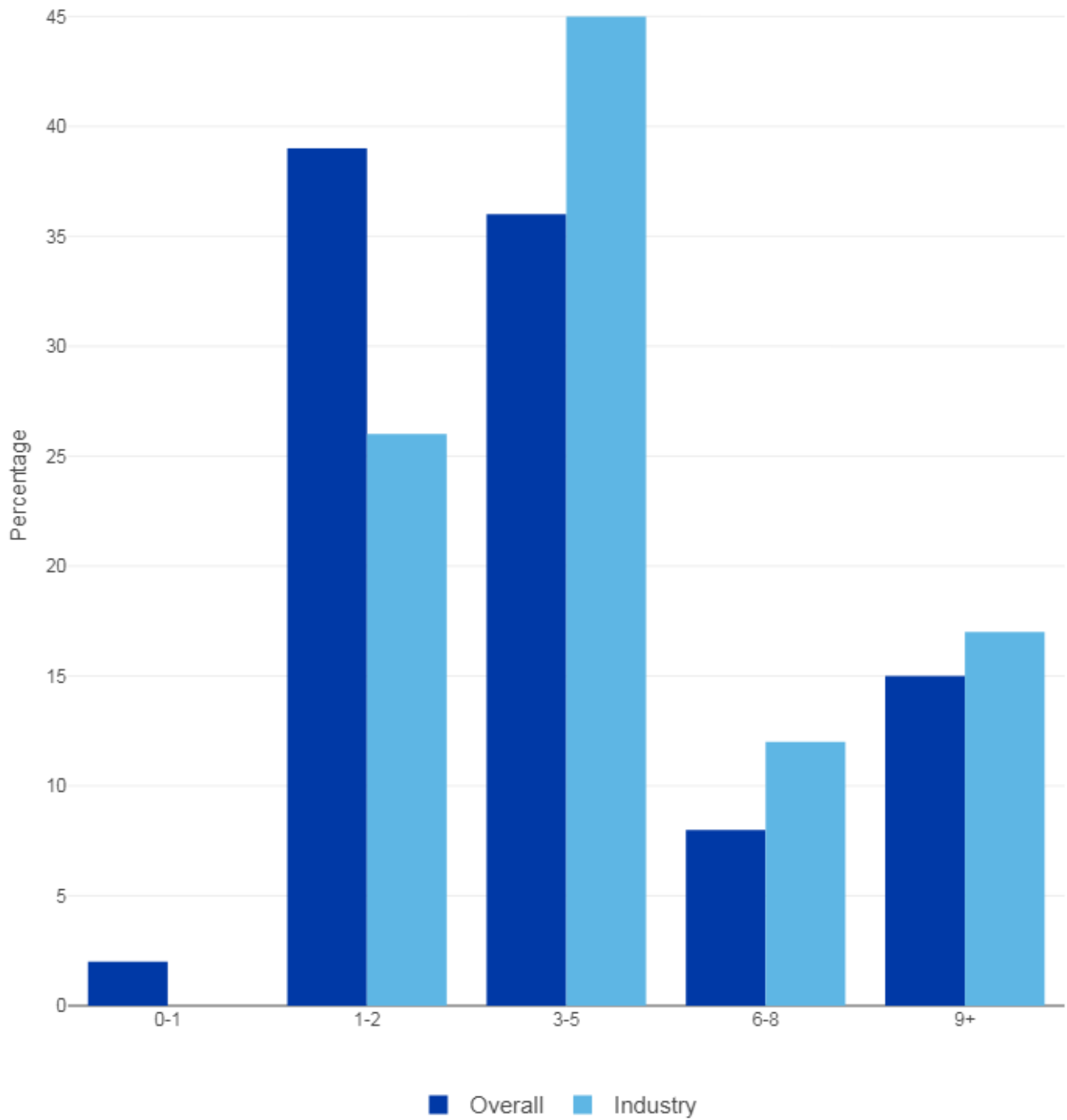
Risk management / insurance reporting lines

| Departments/functions | Overall | Industry |
|------------------------------------|---------|----------|
| Chief Administrative Officer (CAO) | 5% | 3% |
| Chief Executive Officer (CEO) | 22% | 29% |
| Chief Financial Officer (CFO) | 33% | 31% |
| Chief Risk Officer (CRO) | 7% | 10% |
| Company Secretary | 2% | 0% |
| Controller | 1% | 2% |
| Finance Dept. | 3% | 2% |
| Human Resources (HR) | 1% | 2% |
| Internal Auditors | 1% | 0% |
| Legal Dept. (General Counsel) | 9% | 10% |
| Other | 5% | 3% |
| President | 5% | 2% |
| Safety/ Security Team | 0% | 2% |
| Treasurer | 6% | 2% |

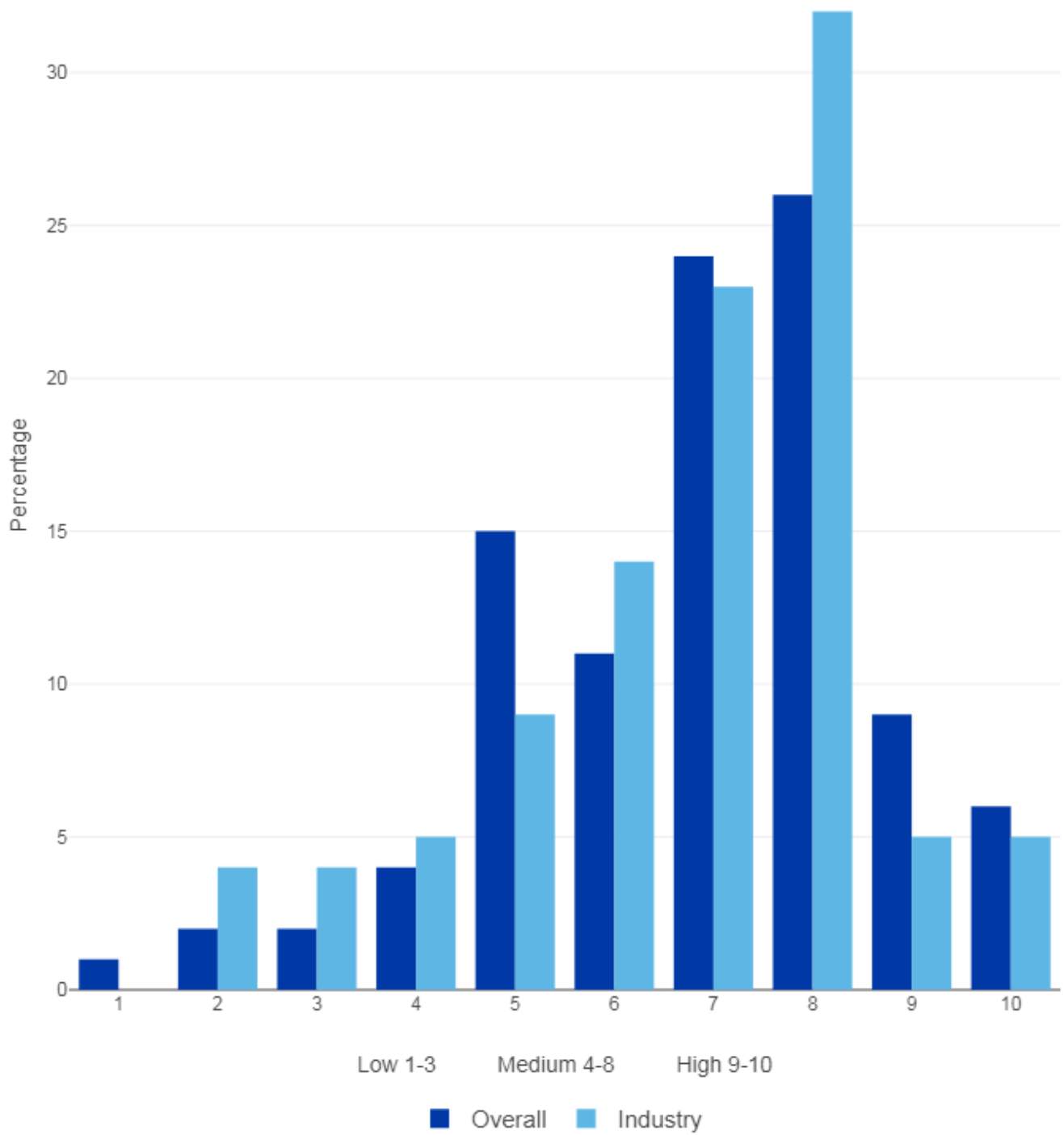
Staff with risk management / insurance responsibilities

| Departments/functions | Overall | Industry |
|-------------------------------|---------|----------|
| Chief Executive Officer (CEO) | 29% | 25% |
| Chief Financial Officer (CFO) | 40% | 35% |
| Chief Risk Officer (CRO) | 1% | 0% |
| Human Resources (HR) | 3% | 0% |
| Internal Auditors | 2% | 5% |
| Legal Dept. | 6% | 5% |
| Other | 11% | 0% |
| Risk Committee | 5% | 25% |
| Safety / Security Team | 2% | 0% |
| Treasurer | 3% | 5% |

Number of people in risk management / insurance group



Profile of Risk Management / Insurance group within organizations



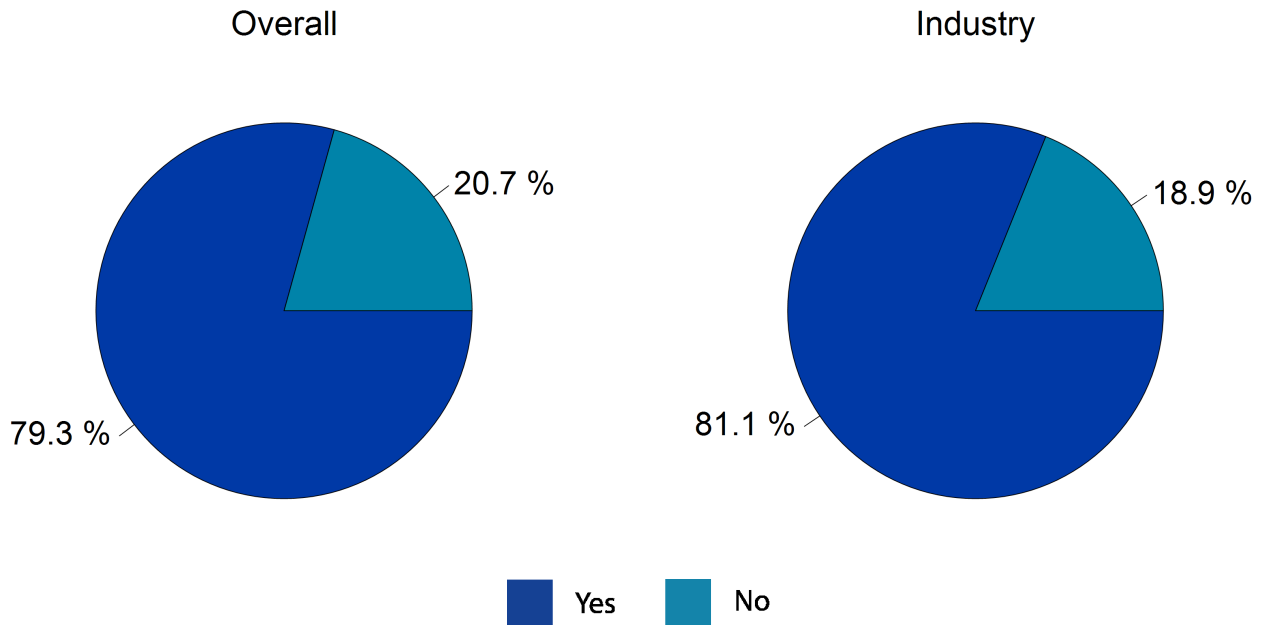
Risk management practice

This section looks at how key risk decisions are made, methods of risk identification, proactivity in identifying, assessing and managing current or emerging risks, and what methods are used to evaluate the efficacy of risk management programs.

All results are displayed as overall and industry selections.

[Click here](#) for more information.

Risk management program and strategy integration with other departments/ functions



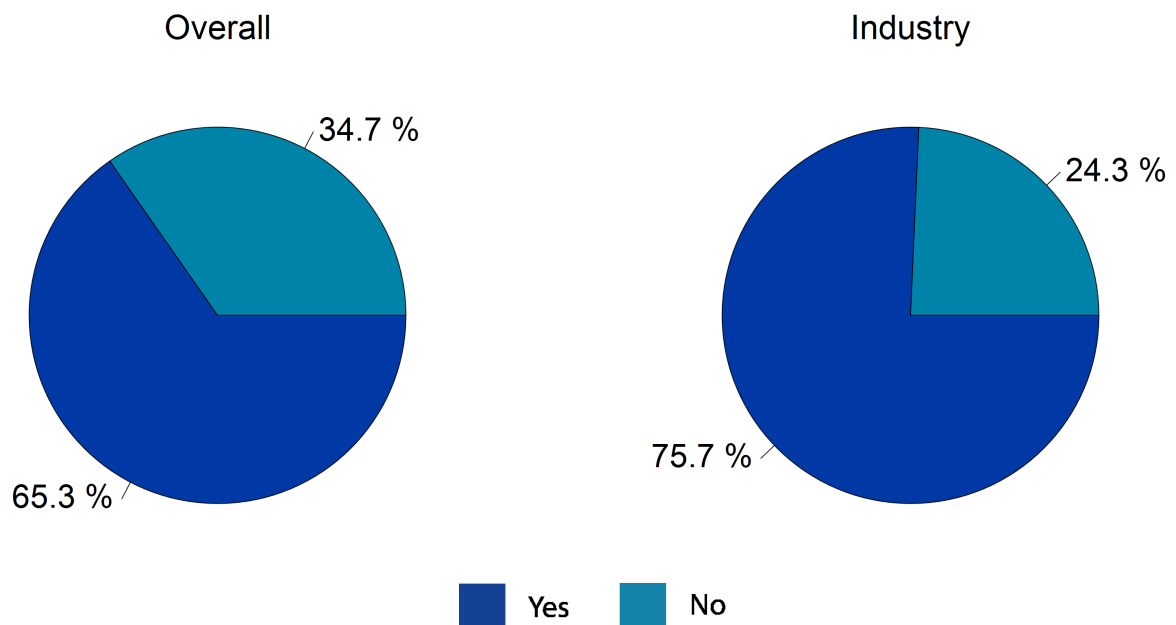
Additional departments / functions that make risk management decisions

| Departments/functions | Overall | Industry |
|---|---------|----------|
| Corporate Strategy | 51% | 62% |
| Design & Development (Product/Solution) | 17% | 20% |
| Executive Management | 78% | 82% |
| Finance | 78% | 82% |
| Human Resources (HR) | 51% | 60% |
| Information Technology (IT) | 58% | 60% |
| Internal Audit | 36% | 42% |
| Legal / Compliance | 64% | 68% |
| Operations | 54% | 70% |
| Other | 5% | 5% |
| Research & Development | 11% | 7% |
| Risk Committee / Council | 39% | 52% |

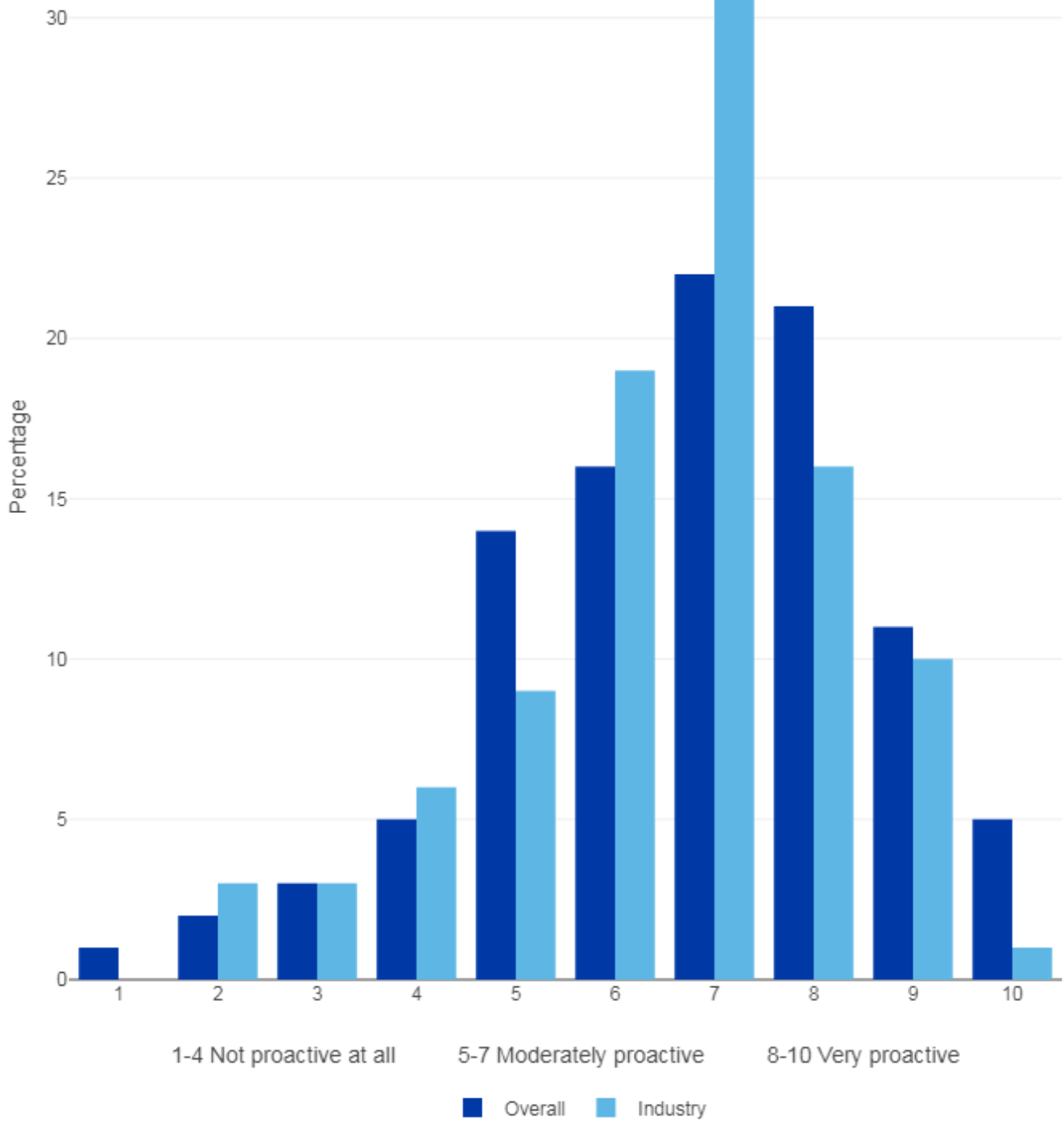
Methods to identify major risks

| Methods | Overall | Industry |
|--|---------|----------|
| Board/Management Risk Assessment | 50% | 55% |
| Board/Management Risk Discussion (Annual Planning) | 36% | 47% |
| Board/Management Risk Discussion (Other) | 31% | 34% |
| External Reports | 36% | 38% |
| Industry Analysis | 38% | 25% |
| No Formalized Process | 11% | 4% |
| Risk Info from Compliance Process | 33% | 36% |
| Risk Info from Disclosure Process | 13% | 16% |
| Risk Info from Internal Audit Process | 44% | 48% |
| Senior Management Judgment & Expertise | 52% | 60% |
| Structured Process for Risk Identification (Enterprise-wide) | 35% | 48% |

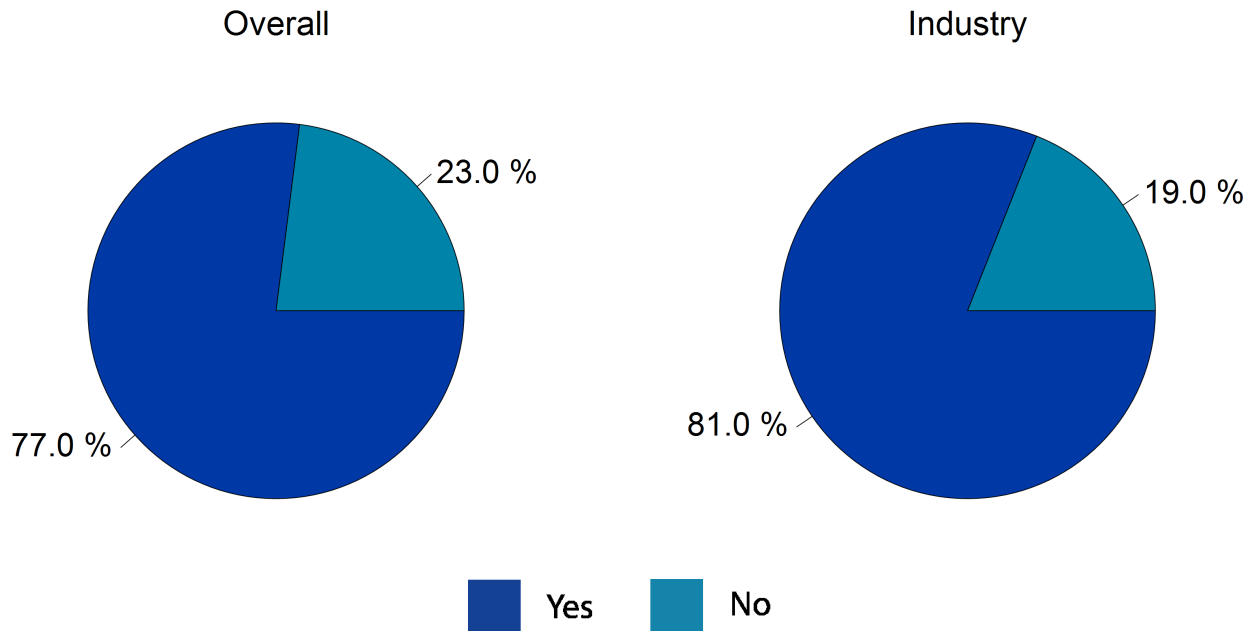
Has the digitization of data and assets elevated the importance of risk management and risk financing?



Proactivity in identifying, assessing, and managing current or emerging risks



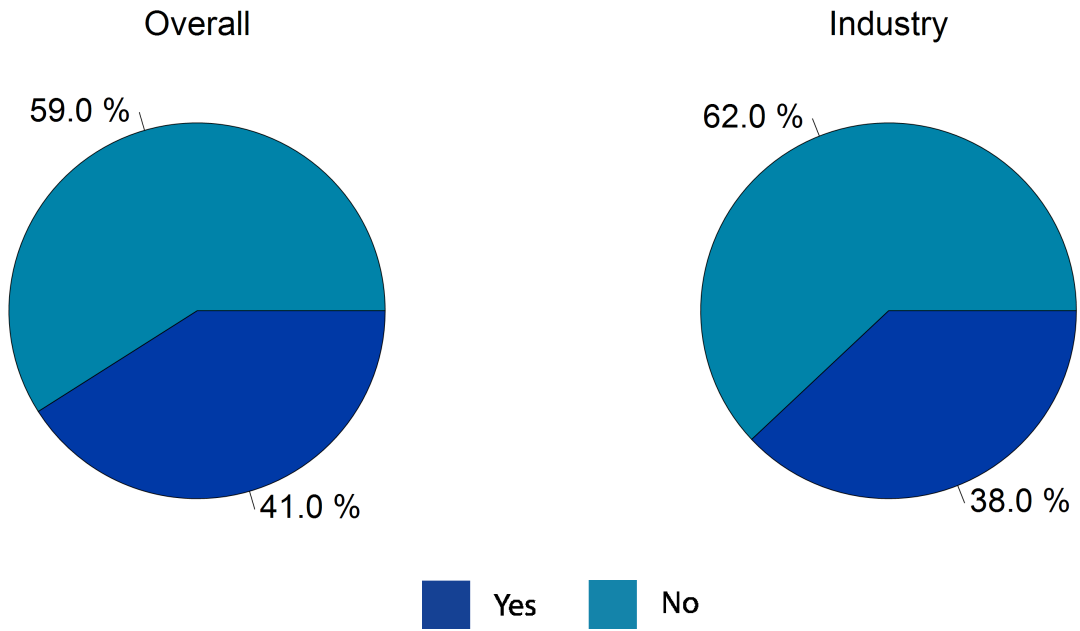
Does the proactivity rating match risk management / insurance needs?



Methods to evaluate efficacy of risk management programs

| Methods | Overall | Industry |
|--|---------|----------|
| Compare past risk events to risk management efficacy | 51% | 45% |
| Compare safety-and-loss control results (e.g. return-to-work speed) | 28% | 32% |
| Does not measure | 23% | 22% |
| Evaluate risk management considerations in investment/strategy decision | 38% | 39% |
| Identify financial benefits due to company captive (e.g. income generated) | 15% | 12% |
| Lower the Total Cost of Risk (TCOR) | 19% | 22% |
| Other | 5% | 6% |
| Track risk-management involvement within firm | 25% | 23% |

Does the risk management department engage in revenue-producing(enabling) strategy development?



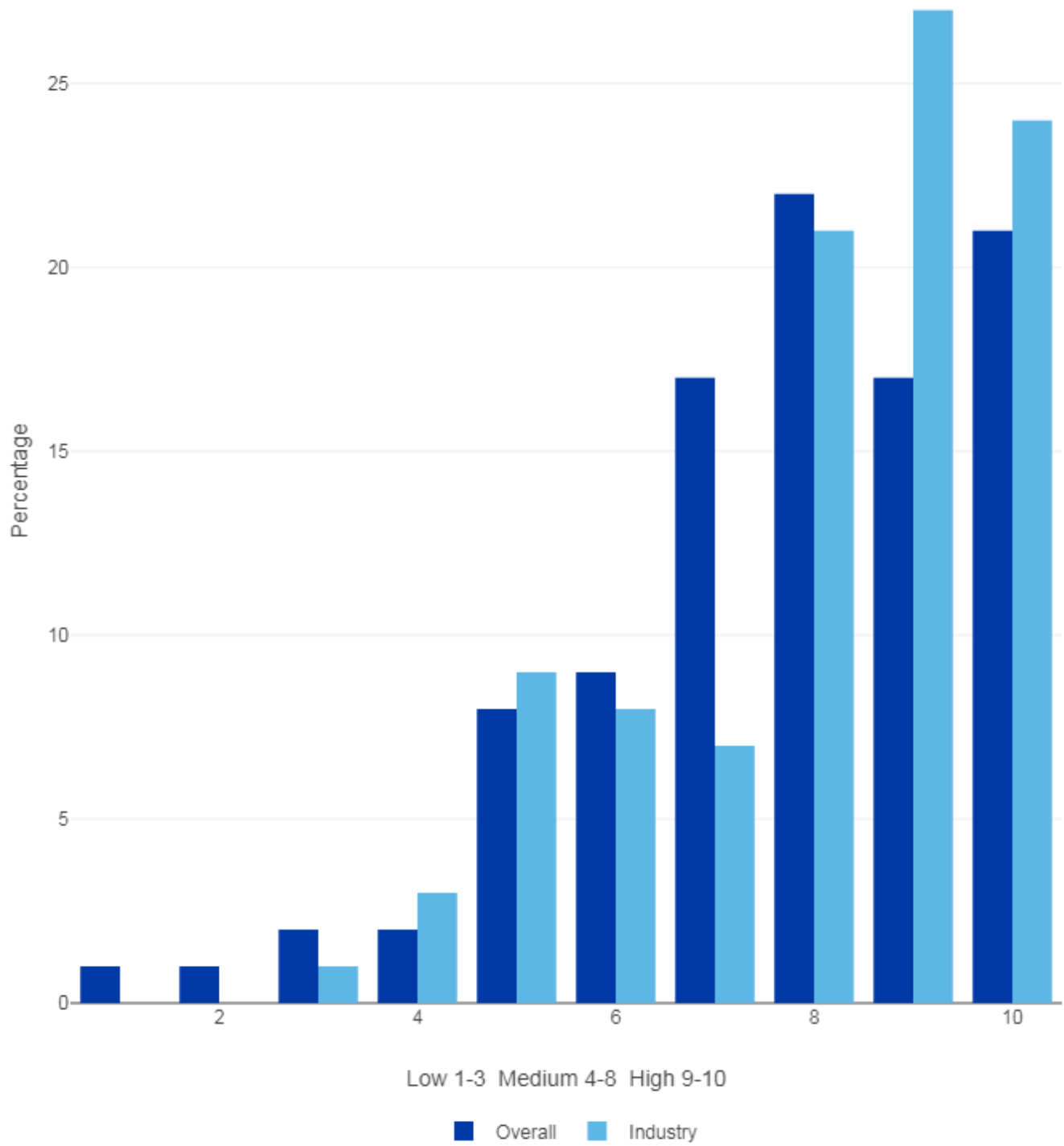
Controls & mitigation

This section looks at the importance of insurance within organizations; how insurance limits are determined, what matters most when selecting an insurer and which risk factors are measured to establish the total cost of insurable risk.

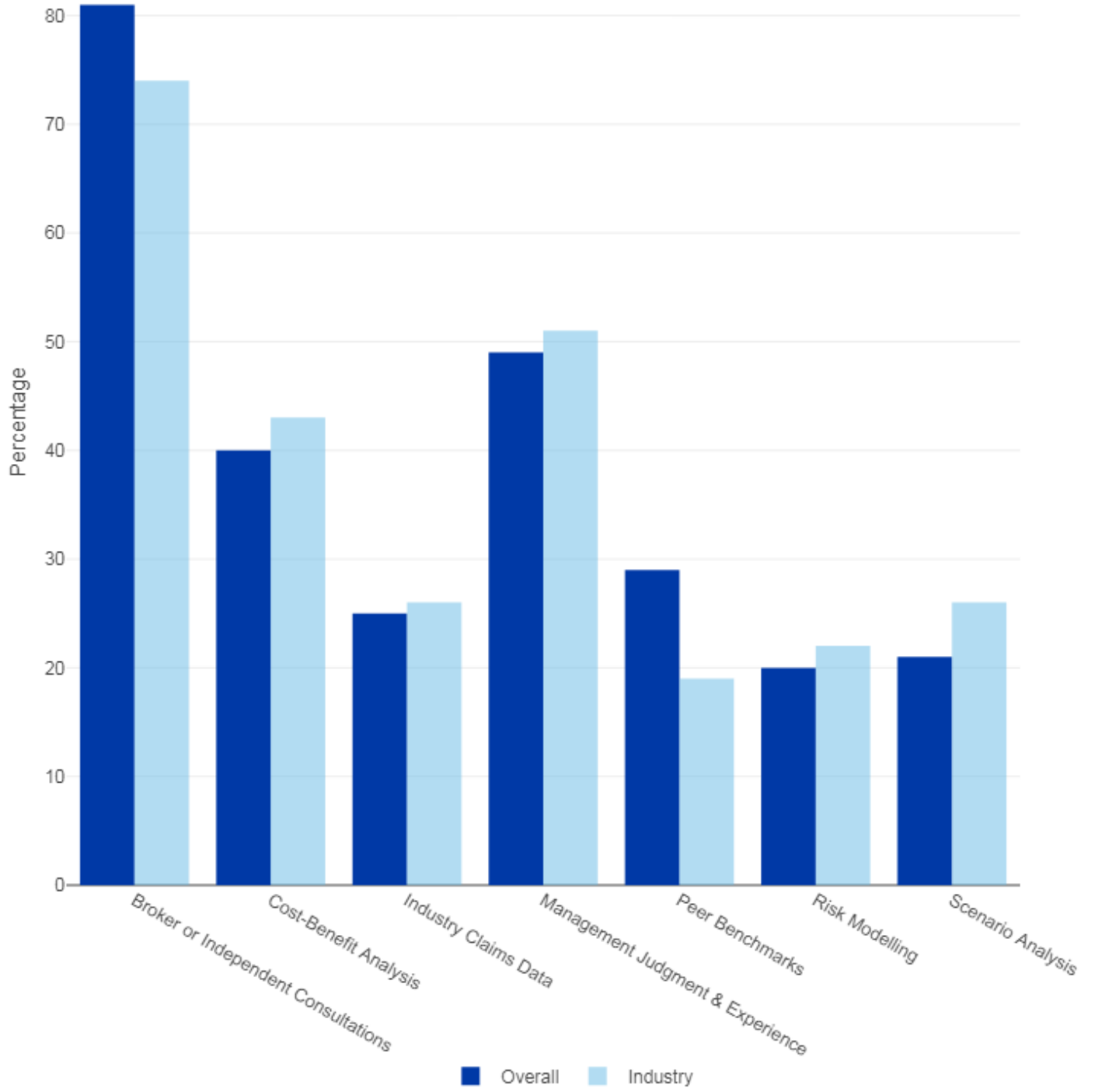
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[Click here](#) for more information.

Importance of insurance within organizations



Ways to determine insurance limits

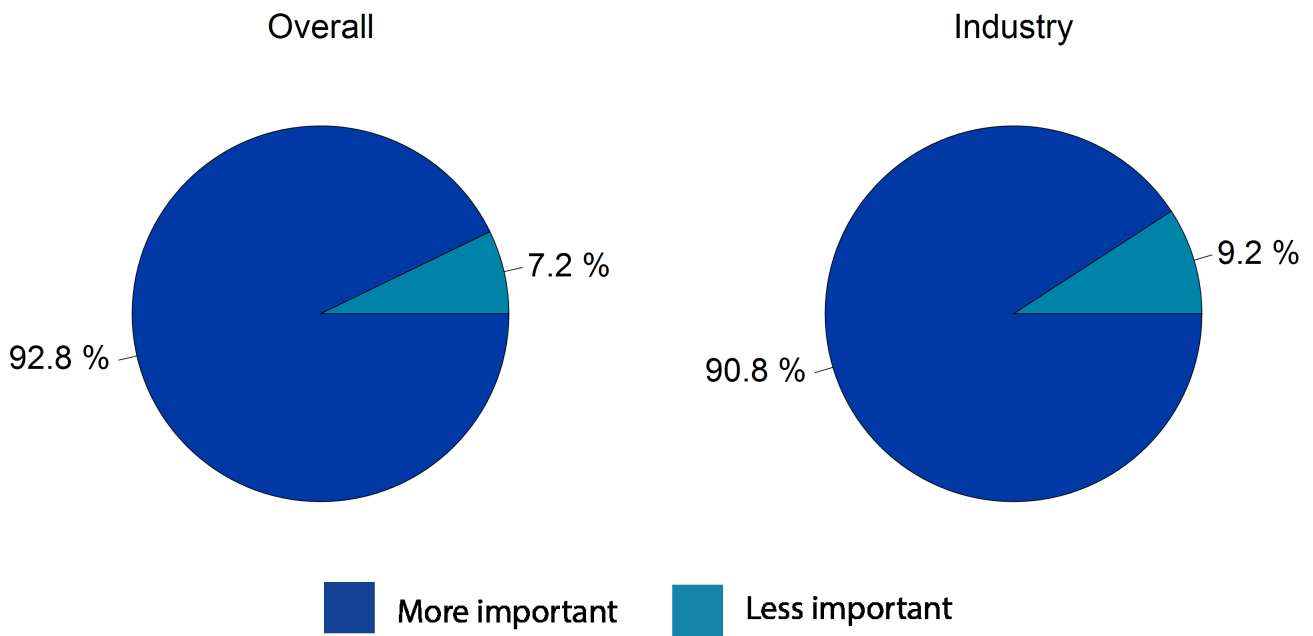


How companies choose an insurer

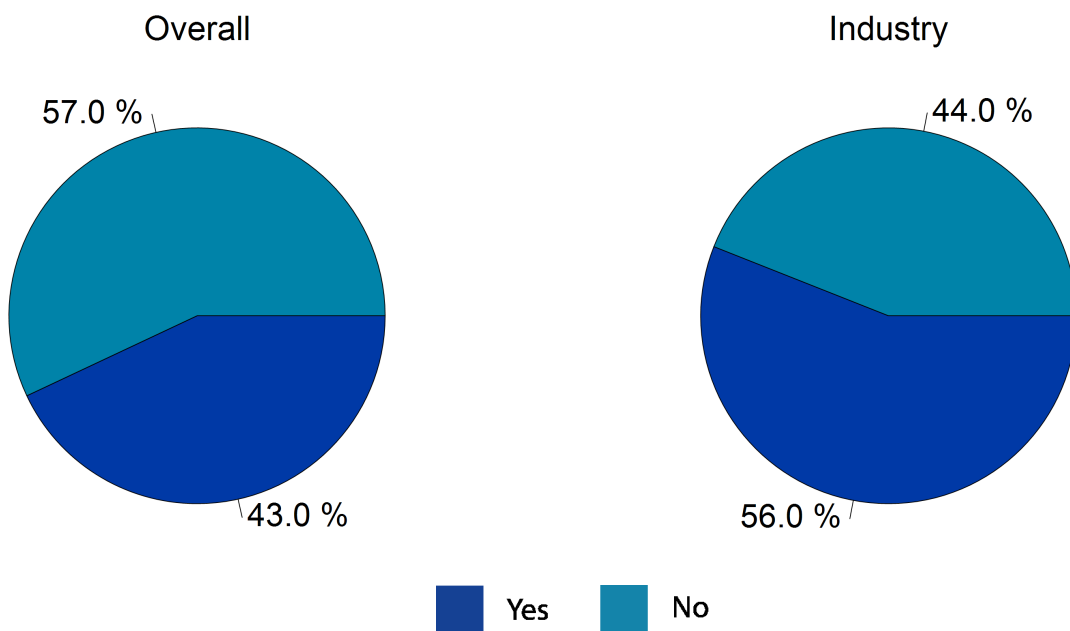
| # | Overall |
|----|---|
| 1 | Coverage terms and conditions |
| 2 | Claims service and settlement |
| 3 | Value (for money/price) |
| 4 | Industry experience |
| 5 | Financial stability and rating |
| 6 | Capacity |
| 7 | Long-term relationship |
| 8 | Ability to execute and deliver support to global location |
| 9 | Flexibility, innovation, or creativity |
| 10 | Speed and quality of documentation |

| # | Industry |
|----|---|
| 1 | Coverage terms and conditions |
| 2 | Claims service and settlement |
| 3 | Value (for money/price) |
| 4 | Industry experience |
| 5 | Financial stability and rating |
| 6 | Capacity |
| 7 | Long-term relationship |
| 8 | Flexibility, innovation, or creativity |
| 9 | Ability to execute and deliver support to global location |
| 10 | Speed and quality of documentation |

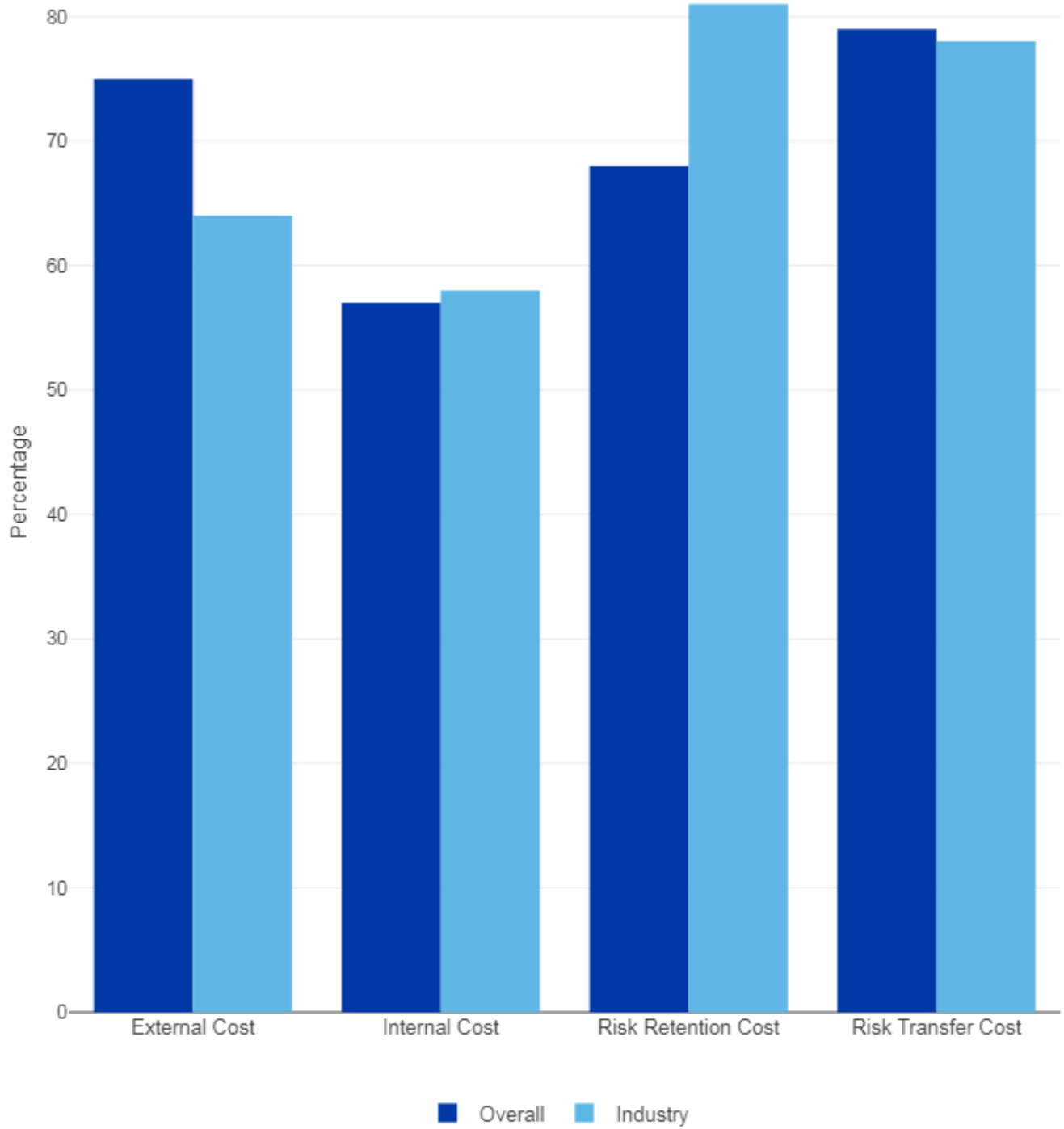
Has insurance become more important or less important since 2013?



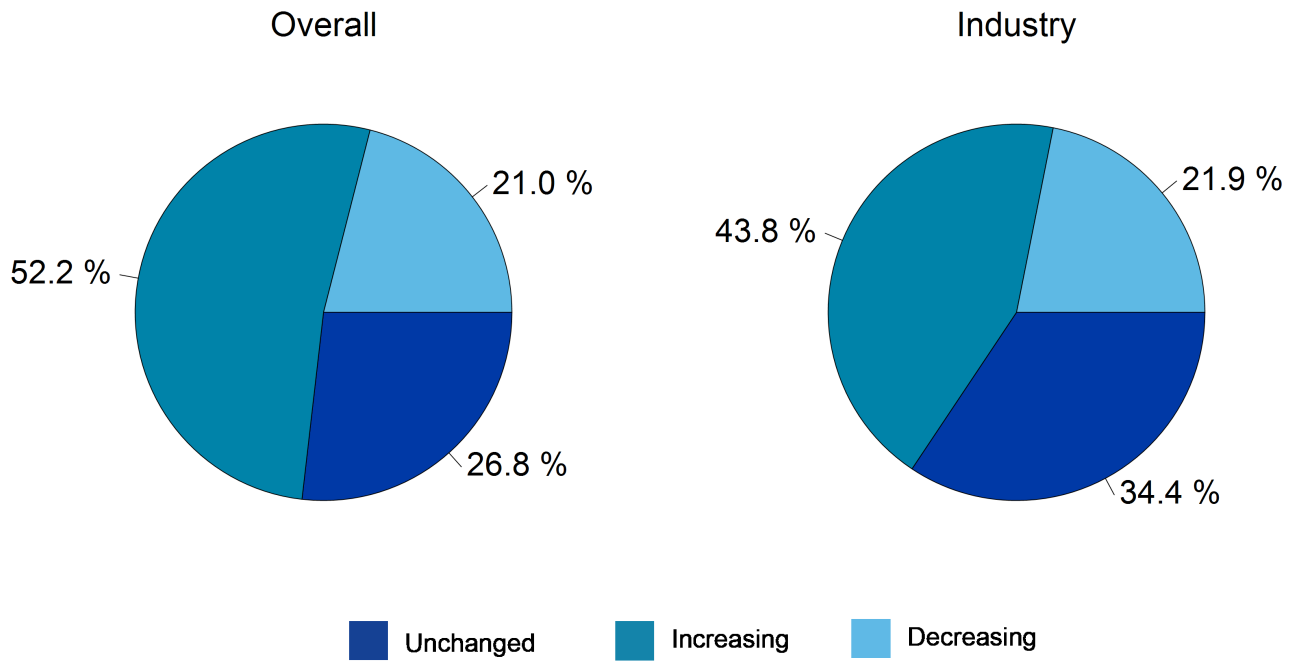
Do companies measure the total cost of insurable risk?



Total cost of insurable risk factors measured



Is the total cost of insurable risk increasing or decreasing?



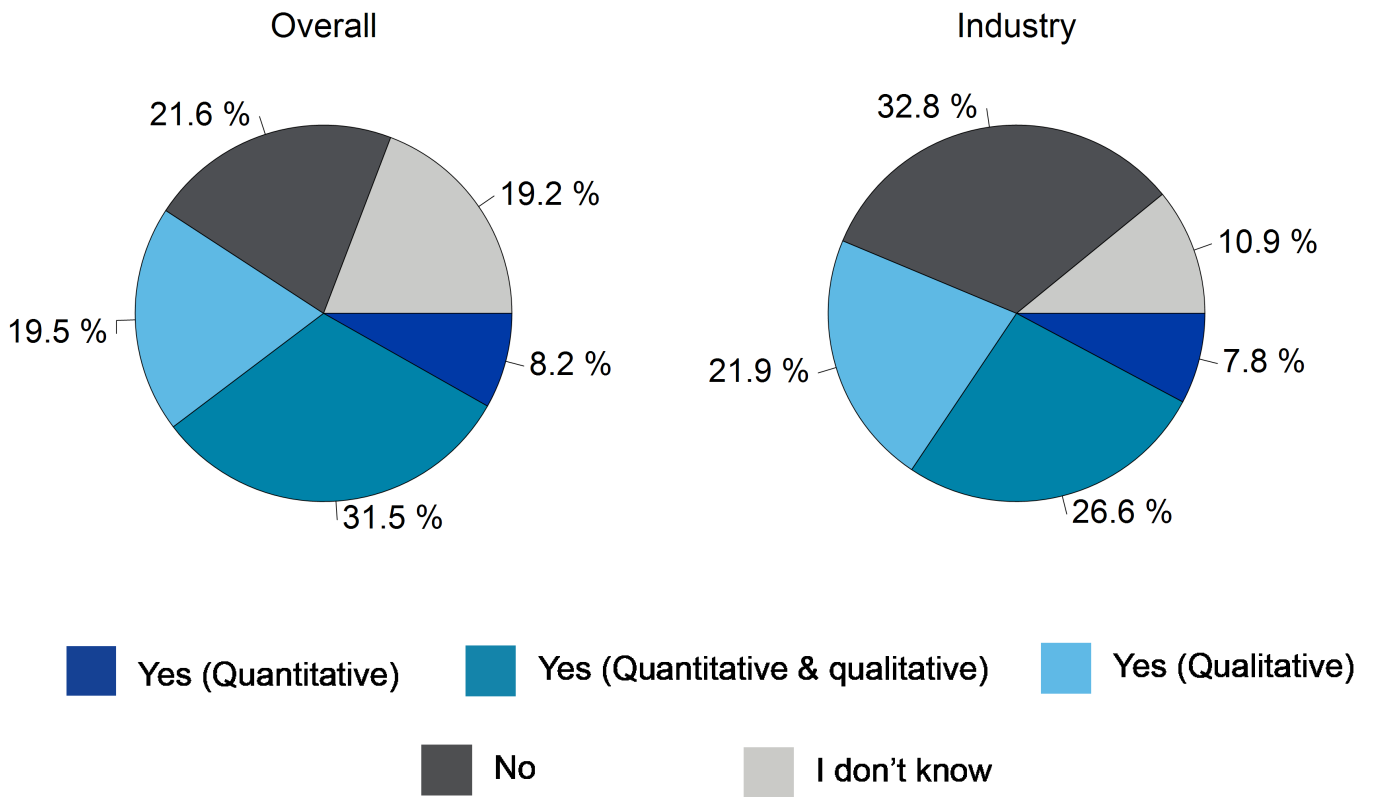
Cyber risks

This section looks at how organizations approach the assessment and mitigation of cyber risks.

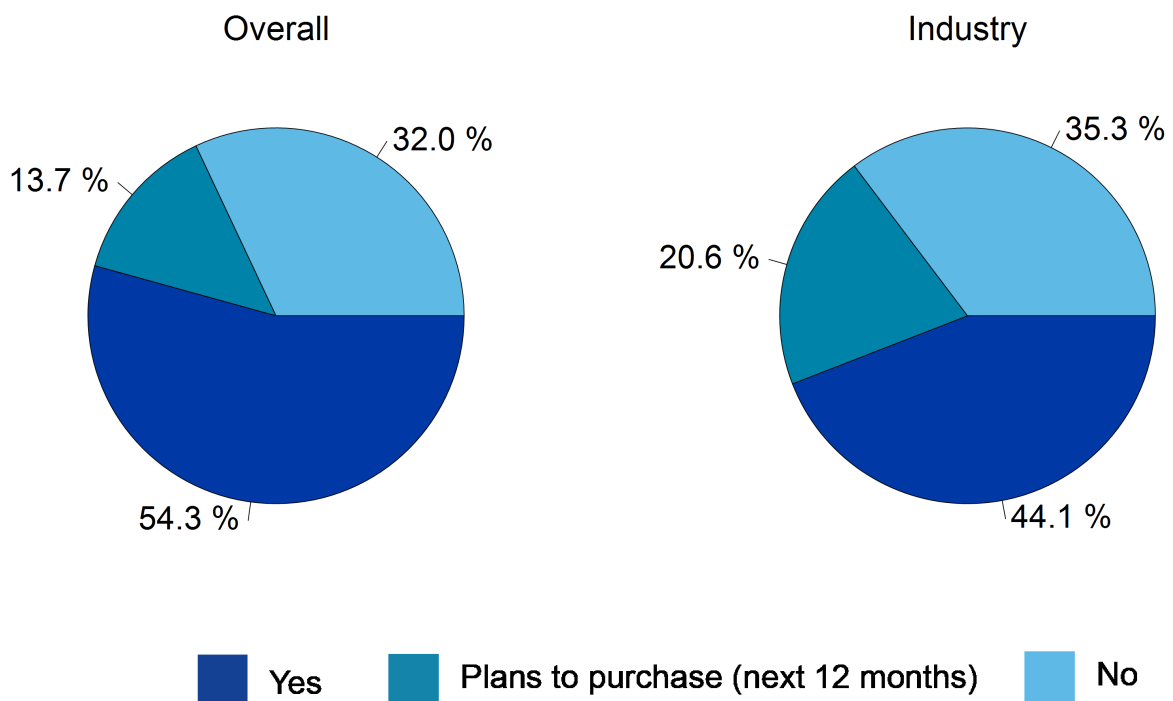
All results are displayed as overall and industry selections.

[Click here](#) for more information.

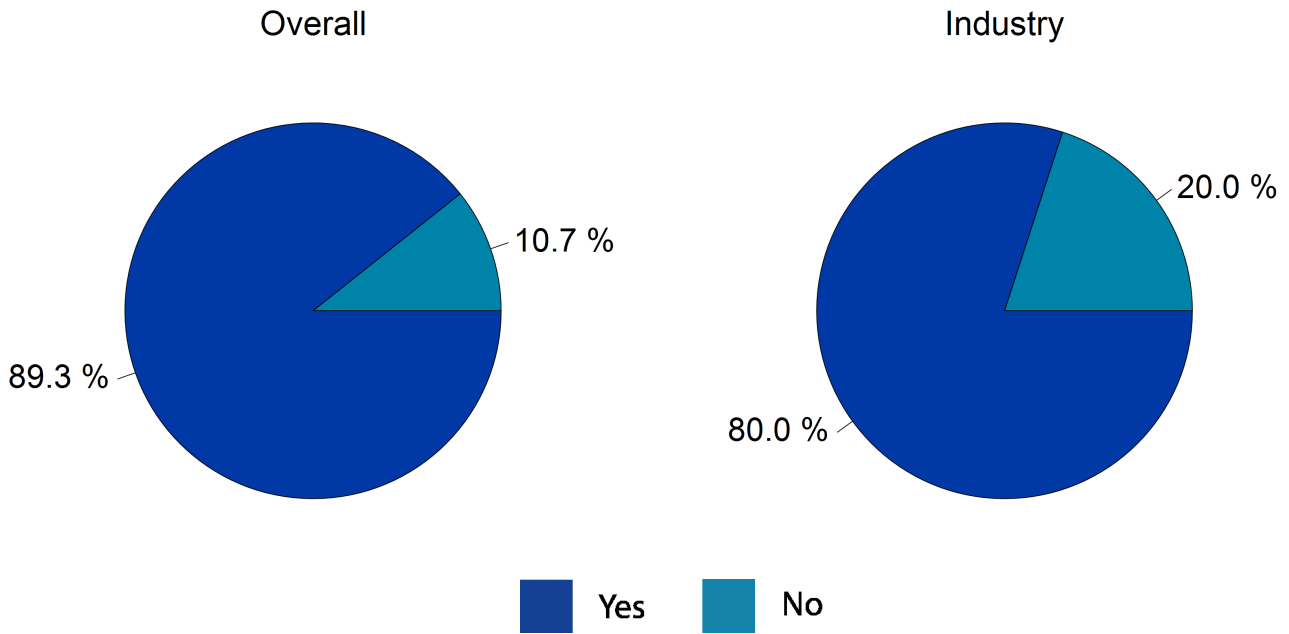
Companies that completed a formal cyber risk assessment



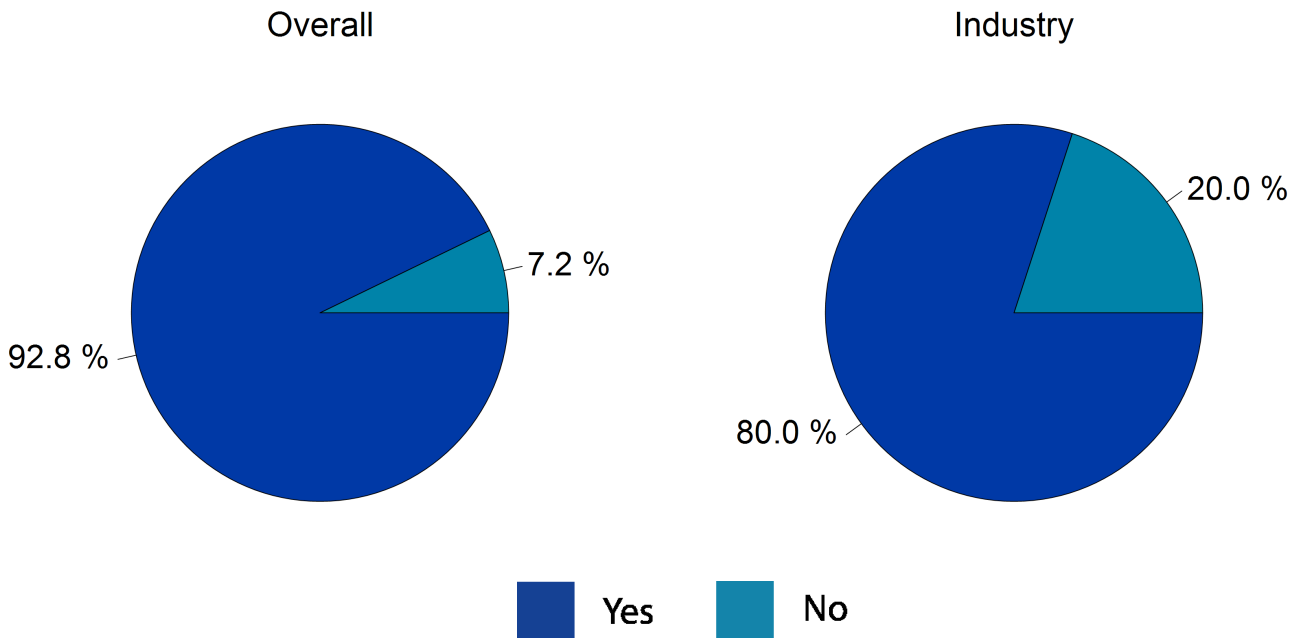
Companies with cyber insurance coverage



Are the limits & liabilities of cyber coverage sufficient?



Are the terms & conditions of cyber coverage sufficient?



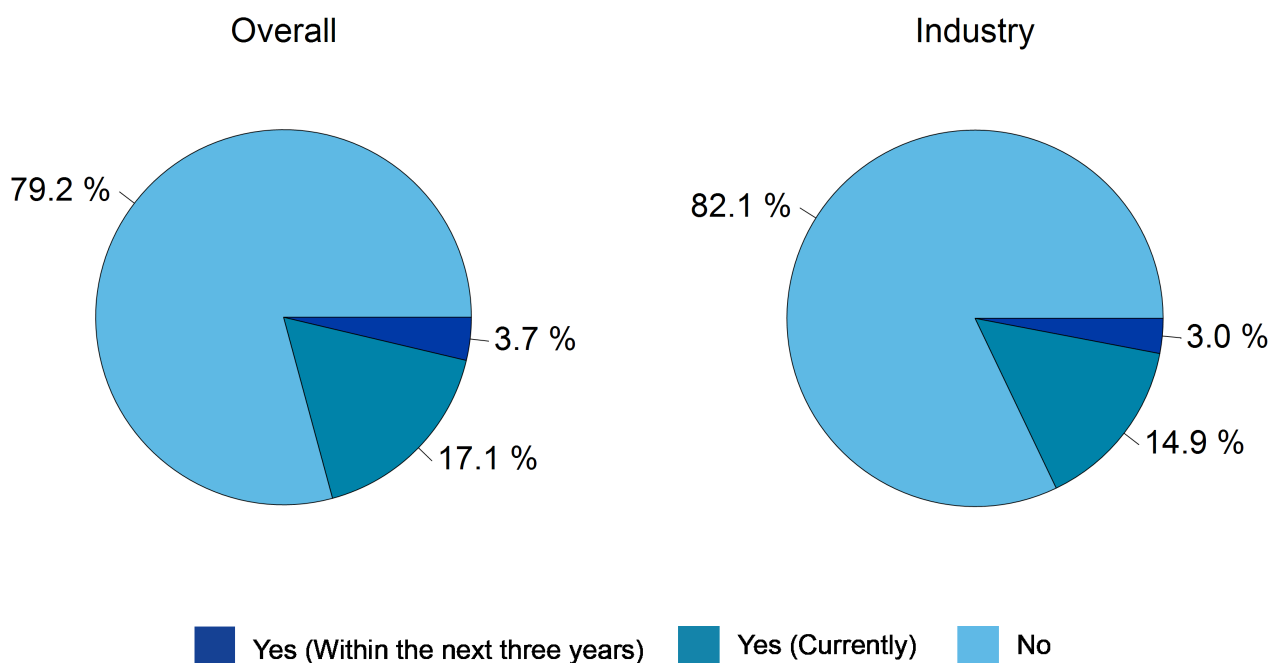
Captives

This section shows the usage of and reason for captives, or cells within a Protected Cell Company(PCC), as well as risks currently underwritten and risks planned to be underwritten in the next five years within these structures.

All results are displayed as overall and industry selections.

[Click here](#) for more information.

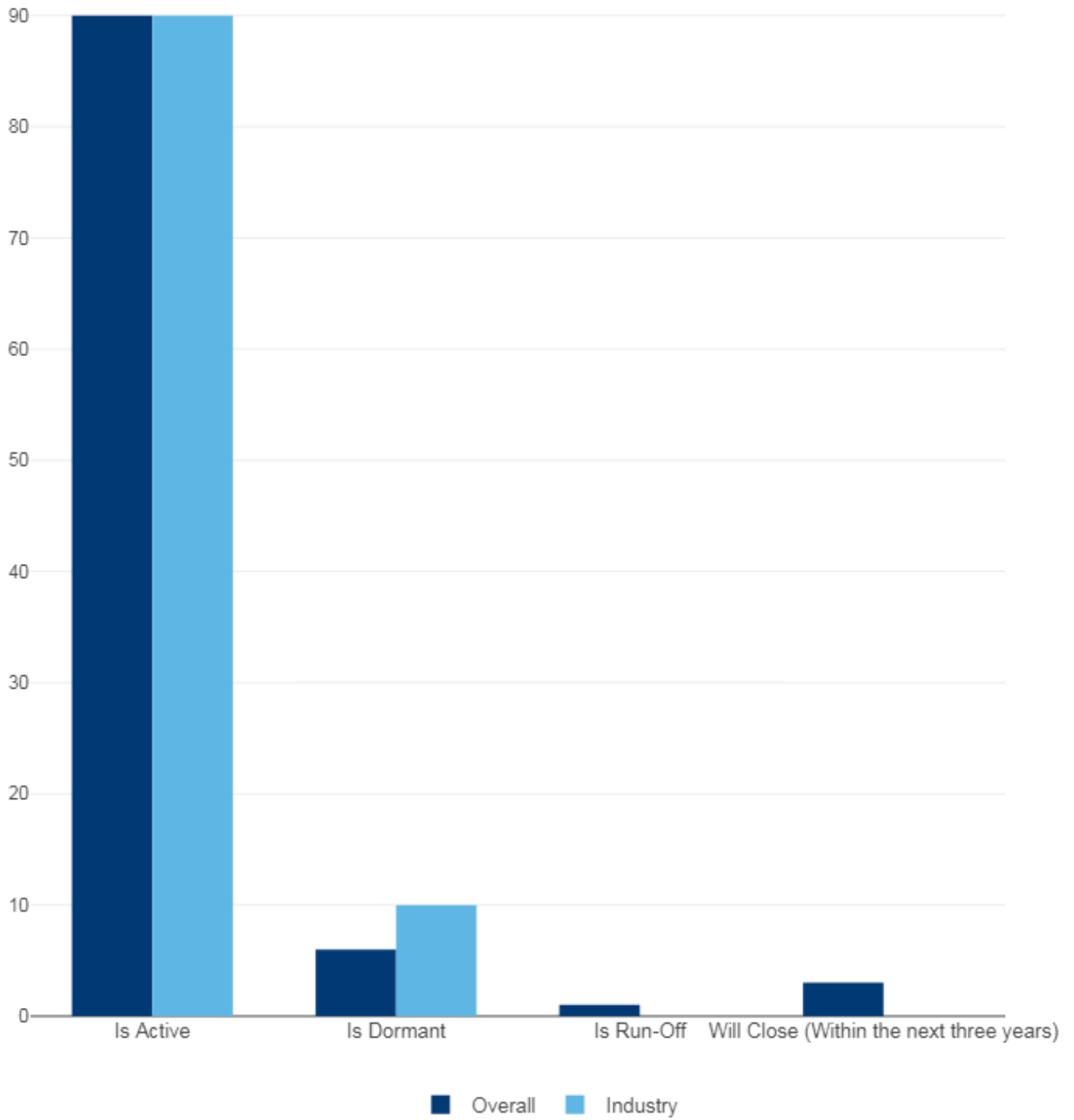
Do organizations have or plan to set up a captive or a cell within a PCC?



Reasons for captives or cells

| Reasons | Overall | Industry |
|-----------------------------------|---------|----------|
| Cashflow Optimization | 31% | 30% |
| Cost Efficiencies | 63% | 80% |
| Establish Reserves | 27% | 20% |
| Finance Uninsurable Risks | 24% | 10% |
| Insurance Premium Reduction | 51% | 70% |
| Insurance Programs Control | 47% | 40% |
| Other | 7% | 0% |
| Reinsurance Market Access | 30% | 0% |
| Risk Finance Expense Optimization | 31% | 30% |
| Strategic Risk Management Tool | 41% | 20% |
| Tax Optimization | 22% | 30% |

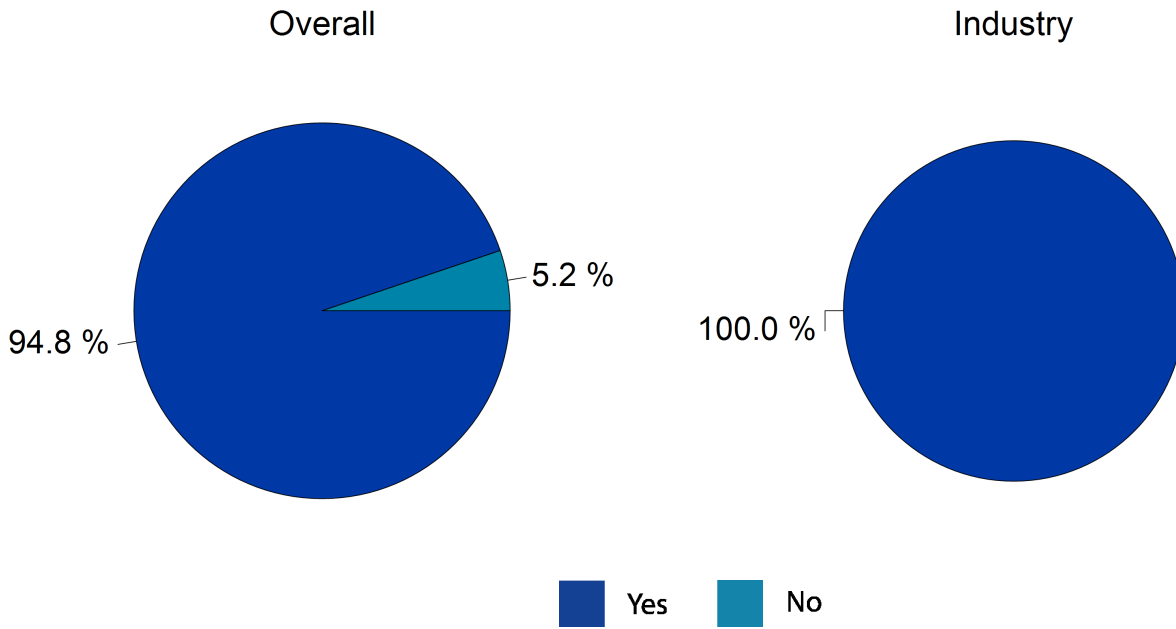
Status of current captives or cells



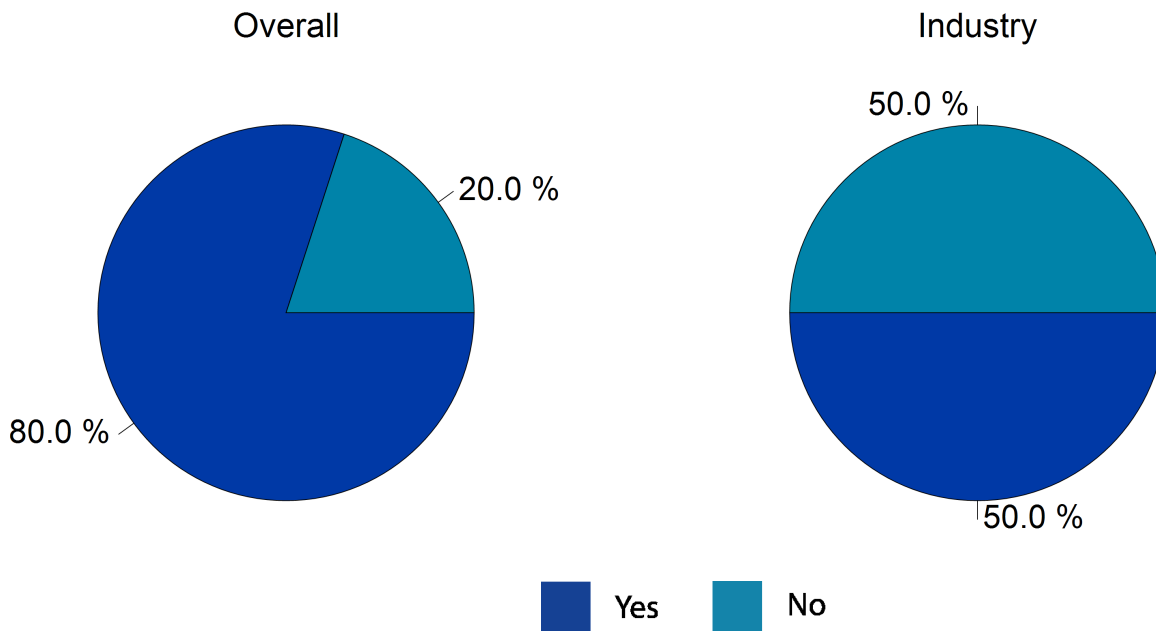
Risk currently underwritten in a captive or cell

| Risks | Overall | Industry |
|---|---------|----------|
| Auto Liability | 35% | 40% |
| Aviation | 7% | 0% |
| Catastrophe | 28% | 20% |
| Contractor-Controlled Insurance Program | 11% | 20% |
| Credit/Trade Credit | 13% | 0% |
| Crime/Fidelity | 14% | 0% |
| Cyber Liability/Network Liability | 17% | 20% |
| Directors & Officers Liability | 25% | 20% |
| Employee Benefits (Excluding Health/Medical and Life) | 15% | 20% |
| Employers Liability/Workers Compensation | 30% | 30% |
| Employment Practices Liability | 13% | 0% |
| Environmental/Pollution | 17% | 0% |
| Financial Products | 8% | 0% |
| General /Third-Party Liability | 51% | 40% |
| Health/Medical | 14% | 20% |
| Life | 12% | 0% |
| Marine | 18% | 10% |
| Other | 8% | 40% |
| Owner-Controlled Insurance Program | 7% | 0% |
| Product Liability & Completed Operations | 22% | 0% |
| Product Recall/Tampering | 6% | 0% |
| Professional Indemnity / Errors & Omissions Liability | 25% | 10% |
| Property (Property Damage/ Business Interruption) | 49% | 20% |
| Subcontractor Default Insurance | 5% | 0% |
| Terrorism | 19% | 10% |
| Third-Party Business | 9% | 10% |
| Warranty | 6% | 0% |

Current risks will still be underwritten in a captive or cell within the next five years



Plans are in place to underwrite new risks in a captive or cell within the next five years



Risks planned to be underwritten in a captive or cell in the next five years

| Risks | Overall | Industry |
|---|---------|----------|
| Auto Liability | 18% | 0% |
| Aviation | 3% | 0% |
| Catastrophe | 15% | 0% |
| Contractor-Controlled Insurance Program | 11% | 0% |
| Credit/Trade Credit | 23% | 0% |
| Crime/Fidelity | 16% | 0% |
| Cyber Liability/Network Liability | 34% | 0% |
| Directors & Officers Liability | 16% | 0% |
| Employee Benefits (Excluding Health/Medical and Life) | 16% | 0% |
| Employers Liability/Workers Compensation | 14% | 0% |
| Employment Practices Liability | 13% | 0% |
| Environmental/Pollution | 12% | 0% |
| Financial Products | 16% | 0% |
| General /Third-Party Liability | 28% | 100% |
| Health/Medical | 24% | 0% |
| Life | 12% | 100% |
| Marine | 10% | 0% |
| Owner-Controlled Insurance Program | 10% | 0% |
| Product Liability & Completed Operations | 12% | 0% |
| Product Recall/Tampering | 10% | 0% |
| Professional Indemnity / Errors & Omissions Liability | 15% | 0% |
| Property (Property Damage/ Business Interruption) | 25% | 0% |
| Subcontractor Default Insurance | 3% | 0% |
| Terrorism | 10% | 0% |
| Third-Party Business | 10% | 0% |
| Warranty | 11% | 0% |

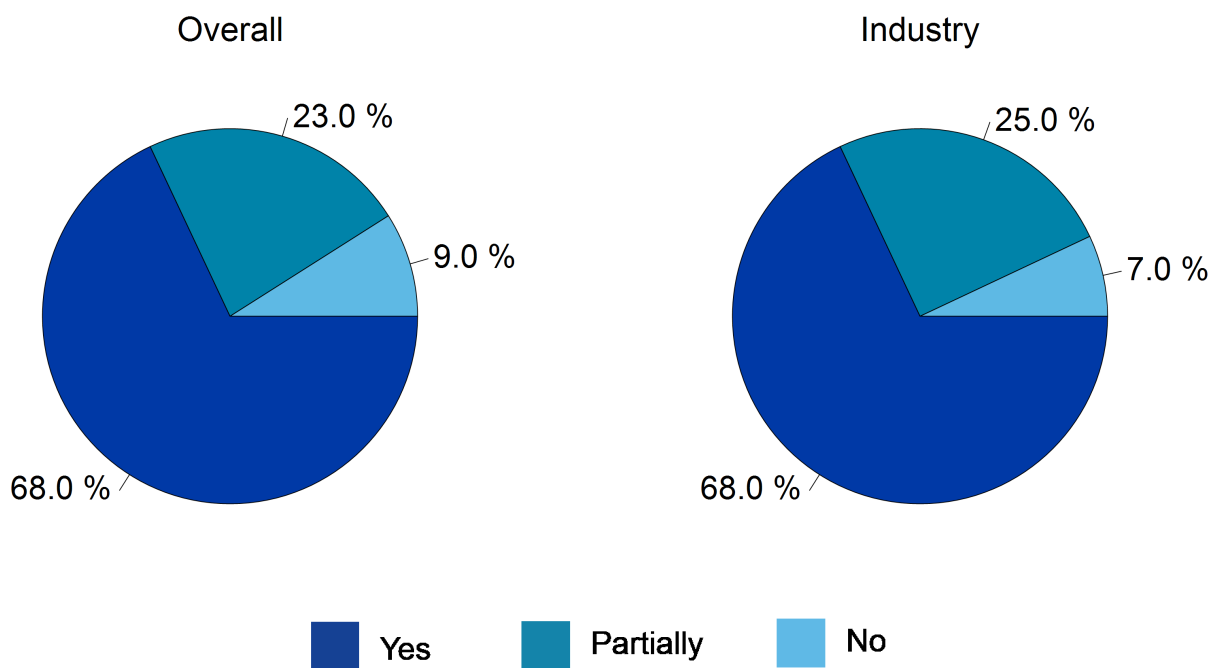
Global insurance program management

This section looks at the way global insurance purchases are conducted, what lines of cover are purchased and what is most important when choosing global insurance policies.

All results are displayed as overall and industry selections.

[Click here](#) for more information.

Global operations control and centralize insurance purchases



Lines of coverage within central control

| Lines of coverage | Overall | Industry |
|---|---------|----------|
| Auto / Motor Vehicle Liability | 54% | 58% |
| Crime | 45% | 31% |
| Directors & Officers Liability | 78% | 62% |
| Employers Liability | 61% | 50% |
| General / Public Liability | 81% | 62% |
| Marine/Ocean Cargo | 49% | 27% |
| Other | 15% | 12% |
| Product Recall & Contamination | 29% | 0% |
| Property Damage & Business Interruption | 75% | 69% |
| Trade Credit | 27% | 4% |
| Workers Compensation | 48% | 42% |

Factors of importance when choosing global insurance policies

| # | Overall |
|---|--|
| 1 | Certainty of Coverage |
| 2 | Cost (most economical approach) |
| 3 | Statutory Compliance (access to local admitted coverage, where non-admitted is prohibited) |
| 4 | Program Performance (local claims access, etc.) |
| 5 | Fiscal Compliance (premium pay and related taxes) |
| 6 | Accounting (local risk transfer costs vs. HQ pay) |

| # | Industry |
|---|--|
| 1 | Certainty of Coverage |
| 2 | Cost (most economical approach) |
| 3 | Program Performance (local claims access, etc.) |
| 4 | Statutory Compliance (access to local admitted coverage, where non-admitted is prohibited) |
| 5 | Fiscal Compliance (premium pay and related taxes) |
| 6 | Accounting (local risk transfer costs vs. HQ pay) |

Appendix

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- Participants by company type.....45
- Ancillary industries included in business models.....46
- Number of countries with operations.....47
- Number of employees.....47
- Participants by revenue.....48

All risks ranking

| Risk | Overall | Industry |
|---|---------|----------|
| Economic Slowdown / Slow Recovery | 1 | 1 |
| Damage to Reputation / Brand | 2 | 3 |
| Accelerated Rates of Change in Market Factors | 3 | 4 |
| Business Interruption | 4 | 2 |
| Increasing Competition | 5 | 10 |
| Cyber Attacks / Data Breach | 6 | 5 |
| Commodity Price Risk | 7 | 25 |
| Cash Flow / Liquidity Risk | 8 | 7 |
| Failure to Innovate / Meet Customer Needs | 9 | 14 |
| Regulatory / Legislative Changes | 10 | 6 |
| Failure to Attract or Retain Top Talent | 11 | 18 |
| Distribution or Supply Chain Failure | 12 | 8 |
| Capital Availability / Credit Risk | 13 | 13 |
| Disruptive Technologies | 14 | 21 |
| Political Risk / Uncertainty | 15 | 22 |
| Exchange Rate Fluctuation | 16 | 24 |
| Concentration Risk (Product, People, Geography, etc.) | 17 | 15 |
| Workforce Shortage | 18 | 9 |
| Counter-Party Credit Risk | 19 | 30 |
| Aging Workforce & Related Health Issues | 20 | 17 |
| Property Damage | 21 | 16 |
| Environmental Risk | 22 | 11 |
| Weather / Natural Disasters | 23 | 23 |
| Third-Party Liability (e.g. E&O) | 24 | 19 |
| Tech Failure / System Failure | 25 | 26 |
| Major Project Failure | 26 | 31 |
| Failure of Disaster Recovery / Business Continuity Plan | 27 | 27 |
| Work Injuries | 28 | 12 |
| Failure to Implement / Communicate Strategy | 29 | 41 |
| Asset Value Volatility | 30 | 28 |

| Risk | Overall | Industry |
|---|---------|----------|
| Climate Change | 31 | 39 |
| Absenteeism | 32 | 20 |
| Merger / Acquisition / Restructuring | 33 | 45 |
| Loss of Intellectual Property / Data | 34 | 51 |
| Interest Rate Fluctuation | 35 | 35 |
| Geopolitical Volatility | 36 | 44 |
| Increased Consequences of Corporate Governance / Compliance | 37 | 32 |
| Globalization / Emerging Markets | 38 | 49 |
| Corporate Social Responsibility (CSR) | 39 | 34 |
| Product Recall | 40 | |
| Impact of Digital Economy | 41 | 36 |
| Impact of Brexit | 42 | 50 |
| Outdated Tech Infrastructure | 43 | 38 |
| Personal Liability (Directors & Officers) | 44 | 33 |
| Inadequate Succession Planning | 45 | 52 |
| Natural Resource Scarcity / Raw Material Availability | 46 | 63 |
| Fraud | 47 | 37 |
| GDPR Requirements / Non-Compliance | 48 | 60 |
| Rising Healthcare Costs | 49 | 53 |
| Unethical Behavior | 50 | 47 |
| Outsourcing | 51 | 40 |
| Theft | 52 | 29 |
| Resource Allocation | 53 | 58 |
| Workforce Generation Gaps | 54 | 46 |
| Terrorism | 55 | 43 |
| Safety & Pharmacovigilance | 56 | 42 |
| Share Price Volatility | 57 | 59 |
| Embezzlement | 58 | 48 |
| Impact of Artificial Intelligence (AI) | 59 | 62 |
| Pandemic Risk / Health Crises | 60 | 64 |
| Harassment / Discrimination (Employment Related) | 61 | 55 |
| Sovereign Debt | 62 | |

| Risk | Overall | Industry |
|----------------------------|---------|----------|
| Pension Scheme Funding | 63 | |
| Gender Pay Gap | 64 | 54 |
| Impact of Blockchain Tech | 65 | 57 |
| Kidnap & Ransom | 66 | 56 |
| Extortion | 67 | |
| Off-Label Promotion | 68 | |
| Impact of Cryptocurrencies | 69 | 61 |

Participant countries

| Country | Overall | Industry |
|----------------|---------|----------|
| Andorra | 0.04% | 0.00% |
| Argentina | 0.61% | 0.00% |
| Australia | 9.59% | 11.32% |
| Austria | 0.34% | 0.00% |
| Belgium | 0.88% | 1.89% |
| Brazil | 3.63% | 9.43% |
| Canada | 4.17% | 1.89% |
| Chile | 0.80% | 0.94% |
| China | 0.15% | 0.00% |
| Colombia | 2.60% | 1.89% |
| Czech Republic | 0.08% | 0.00% |
| Denmark | 0.38% | 1.89% |
| Ecuador | 0.61% | 0.00% |
| Estonia | 0.04% | 0.00% |
| Fiji | 0.04% | 0.00% |
| Finland | 0.11% | 0.00% |
| France | 1.83% | 0.94% |
| Georgia | 0.04% | 0.00% |
| Germany | 2.60% | 2.83% |
| Greece | 0.04% | 0.00% |
| Hong Kong | 0.27% | 0.00% |
| Hungary | 0.11% | 0.00% |
| India | 0.04% | 0.00% |
| Indonesia | 0.54% | 5.66% |
| Ireland | 1.22% | 3.77% |
| Israel | 0.08% | 0.00% |
| Italy | 15.75% | 14.15% |
| Japan | 1.34% | 0.00% |
| Kuwait | 0.04% | 0.00% |
| Luxembourg | 0.15% | 0.00% |
| Madagascar | 0.04% | 0.00% |
| Malaysia | 0.38% | 0.00% |
| Malta | 0.04% | 0.00% |
| Mexico | 2.22% | 2.83% |
| Myanmar | 0.04% | 0.00% |

| Country | Overall | Industry |
|----------------------|---------|----------|
| Netherlands | 2.22% | 0.94% |
| New Zealand | 0.04% | 0.00% |
| Norway | 1.11% | 1.89% |
| Papua New Guinea | 0.04% | 0.00% |
| Peru | 0.38% | 0.00% |
| Philippines | 0.61% | 0.00% |
| Poland | 6.15% | 1.89% |
| Portugal | 2.14% | 0.94% |
| Singapore | 0.92% | 2.83% |
| South Africa | 0.08% | 0.00% |
| South Korea (ROK) | 0.08% | 0.00% |
| Spain | 4.13% | 1.89% |
| Sweden | 0.99% | 0.94% |
| Switzerland | 0.92% | 0.00% |
| Taiwan | 0.11% | 0.94% |
| Thailand | 0.11% | 0.00% |
| Trinidad & Tobago | 0.08% | 0.00% |
| Turkey | 1.61% | 5.66% |
| United Arab Emirates | 0.04% | 0.00% |
| United Kingdom | 7.19% | 3.77% |
| United States | 19.80% | 17.92% |
| Vietnam | 0.38% | 0.94% |
| Zambia | 0.04% | 0.00% |

Participants by company type

| Company type | Overall | Industry |
|------------------|---------|----------|
| Government | 2% | 4% |
| Government Owned | 2% | 6% |
| Non Profit | 6% | 1% |
| Other | 3% | 1% |
| Private | 66% | 69% |
| Public | 21% | 20% |

Ancillary industries included in business models

| Ancillary industry | Overall | Industry |
|---|---------|----------|
| Agribusiness | 8% | 9% |
| Aviation | 5% | 10% |
| Banking | 8% | 7% |
| Beverages | 5% | 9% |
| Chemicals | 8% | 7% |
| Conglomerate | 5% | 3% |
| Construction | 17% | 11% |
| Consumer Goods Manufacturing | 12% | 7% |
| Education | 8% | 2% |
| Energy (Oil, Gas, Mining, etc.) | 13% | 13% |
| Food Processing & Distribution | 9% | 8% |
| Government | 6% | 7% |
| Health Care | 9% | 2% |
| Hotels & Hospitality | 4% | 1% |
| Insurance | 7% | 7% |
| Investment & Finance | 10% | 7% |
| Lumber, Furniture, Paper & Packaging | 4% | 6% |
| Machinery & Equipment Manufacturers | 10% | 7% |
| Metal Milling & Manufacturing | 6% | 2% |
| Other | 13% | 24% |
| Pharmaceuticals & Biotechnology (Life Sciences) | 5% | 2% |
| Power/Utilities | 10% | 5% |
| Printing & Publishing | 2% | 1% |
| Professional & Personal Services | 11% | 4% |
| Real Estate | 8% | 6% |
| Restaurant | 3% | 2% |
| Retail Trade | 9% | 8% |
| Rubber, Plastics, Stone & Cement | 3% | 5% |
| Technology | 11% | 10% |
| Telecommunications & Broadcasting | 4% | 2% |
| Textiles | 2% | 3% |
| Transportation Manufacturing (Non-Aviation) | 5% | 6% |
| Transportation Services (Non-Aviation) | 7% | 49% |
| Wholesale Trade | 9% | 2% |

Number of countries with operations

| Countries | Overall | Industry |
|--------------|---------|----------|
| 1 | 40% | 50% |
| 2-5 | 18% | 24% |
| 6-10 | 8% | 7% |
| 11-15 | 6% | 4% |
| 16-25 | 7% | 6% |
| 26-50 | 9% | 4% |
| 51+ | 11% | 6% |
| I Don't Know | 1% | 1% |

Number of employees

| Employees | Overall | Industry |
|-----------------|---------|----------|
| 1 - 249 | 31% | 23% |
| 250 - 499 | 11% | 13% |
| 500 - 2,499 | 21% | 34% |
| 2,500 - 4,999 | 9% | 6% |
| 5,000 - 14,999 | 13% | 8% |
| 15,000 - 49,999 | 9% | 11% |
| 50,000+ | 6% | 5% |
| I Don't Know | 1% | 0% |

Participants by revenue

| Company revenue | Overall | Industry |
|-------------------|---------|----------|
| \$0 – \$99M | 32% | 33% |
| \$100M – \$249M | 13% | 18% |
| \$250M – \$499M | 9% | 9% |
| \$500M - \$999M | 9% | 8% |
| \$1B – \$1.9B | 7% | 8% |
| \$2B – \$2.9B | 5% | 3% |
| \$3B – \$3.9B | 3% | 2% |
| \$4B – \$4.9B | 2% | 1% |
| \$5B – \$9.9B | 5% | 5% |
| \$10B – \$14.9B | 2% | 1% |
| \$15B – \$19.9B | 1% | 0% |
| \$20B – \$24.9B | 1% | 1% |
| \$25B+ | 3% | 4% |
| I Cannot Disclose | 9% | 7% |

Methodology

This web-based survey addressed both qualitative and quantitative risk issues. Responding risk managers, CROs, CFOs, treasurers and others provided feedback and insight on their insurance and risk management choices, interests and concerns.

Aon Centre of Innovation and Analytics conducted, collected and tabulated the responses.

Percentages for some of the responses may not add up to 100 percent due to rounding or respondents being able to select more than one answer. All revenue amounts are shown in US Dollars.

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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