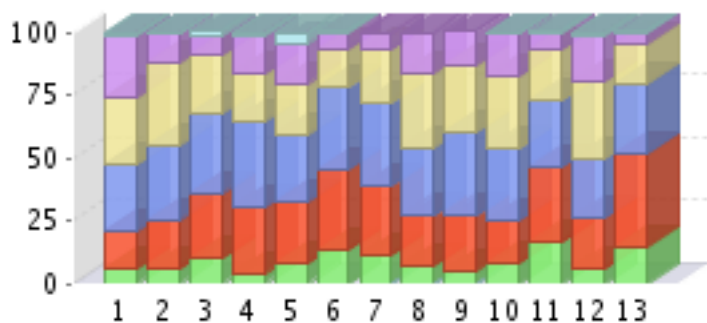


Multi-sponsor global risk briefing--Managing catastrophe risk

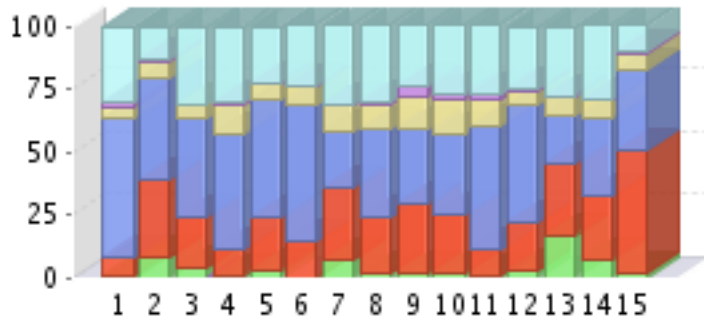
1. How significant a threat do the following risks pose to your company's global business operation today? Rate on a scale of 1 to 5, where 1=Very high risk and 5=Very low risk.



	1	2	3	4	5	Don't know/Not applicable	Mean
1 Financing risk (difficulty raising finance)	5.8% (13)	15.18% (34)	26.34% (59)	26.79% (60)	24.11% (54)	1.79% (4)	3.54
2 Credit risk (risk of bad debt)	5.36% (12)	20.09% (45)	29.46% (66)	33.04% (74)	11.16% (25)	0.89% (2)	3.27
3 Market risk (risk that the market value of assets will fall)	9.78% (22)	26.22% (59)	31.56% (71)	23.11% (52)	7.56% (17)	1.78% (4)	2.98
4 Foreign exchange risk (risk that exchange rates may worsen)	4% (9)	26.22% (59)	34.22% (77)	18.67% (42)	15.11% (34)	1.78% (4)	3.2
5 Country risk (problems of operating in a particular location)	7.56% (17)	24.89% (56)	26.67% (60)	20.44% (46)	16% (36)	4.44% (10)	3.26
6 Regulatory risk (problems caused by new or existing regulations)	13.33% (30)	32% (72)	32.44% (73)	15.56% (35)	6.22% (14)	0.44% (1)	2.71
7 IT risk (eg, loss of data, outage of data centre)	11.16% (25)	27.23% (61)	33.04% (74)	21.43% (48)	7.14% (16)	0% (0)	2.86
8 Political risk (danger of a change of government)	7.11% (16)	19.56% (44)	27.56% (62)	29.78% (67)	16% (36)	0% (0)	3.28
9 Crime and physical security	5.33% (12)	21.33% (48)	33.78% (76)	26.67% (60)	12.89% (29)	0% (0)	3.2
10 Terrorism	8.07% (18)	17.04% (38)	28.25% (63)	29.15% (65)	17.04% (38)	0.45% (1)	3.31
11 Reputational risk (eg, events that undermine public trust in your products or brand)	16% (36)	30.22% (68)	26.22% (59)	20.44% (46)	6.22% (14)	0.89% (2)	2.73
12 Natural hazard risk (eg, hurricanes, earthquakes)	5.36% (12)	20.54% (46)	23.66% (53)	30.8% (69)	17.86% (40)	1.79% (4)	3.41
13 Human capital risks (eg, skills shortages, succession issues, loss of key personnel)	14.67% (33)	36.89% (83)	28% (63)	16% (36)	4% (9)	0.44% (1)	2.59

Response: 225

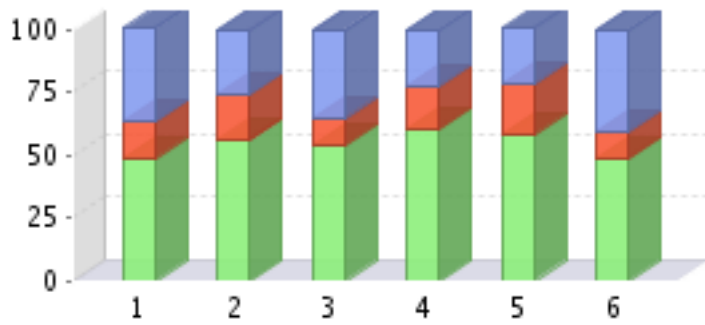
2. How has your organisation's assessment of risk in each of the following countries and regions changed over the last three months?



	Significant increase in risk	Slight increase in risk	No change	Slight decrease in risk	Significant decrease in risk	Don't know/Not applicable	Mean
1 Canada	0.45% (1)	7.21% (16)	55.86% (124)	4.5% (10)	1.8% (4)	30.18% (67)	3.91
2 US	7.62% (17)	31.39% (70)	40.36% (90)	6.73% (15)	0.9% (2)	13% (29)	3.01
3 France	3.69% (8)	20.28% (44)	39.17% (85)	5.53% (12)	0% (0)	31.34% (68)	3.72
4 Germany	0.91% (2)	10% (22)	46.36% (102)	10.91% (24)	1.36% (3)	30.45% (67)	3.93
5 UK	3.2% (7)	20.55% (45)	47.03% (103)	5.94% (13)	0.91% (2)	22.37% (49)	3.48
6 Other Western Europe	0% (0)	14.41% (32)	54.05% (120)	7.21% (16)	0.9% (2)	23.42% (52)	3.65
7 Russia	6.82% (15)	29.09% (64)	22.27% (49)	10% (22)	0.91% (2)	30.91% (68)	3.62
8 Other Eastern Europe	1.36% (3)	22.27% (49)	35.45% (78)	9.55% (21)	1.36% (3)	30% (66)	3.77
9 China	1.82% (4)	27.73% (61)	29.55% (65)	13.18% (29)	4.09% (9)	23.64% (52)	3.61
10 India	1.86% (4)	22.79% (49)	32.56% (70)	13.95% (30)	1.86% (4)	26.98% (58)	3.72
11 Japan	0.47% (1)	10.23% (22)	49.77% (107)	9.77% (21)	2.33% (5)	27.44% (59)	3.86
12 Rest of Asia-Pacific	2.29% (5)	19.72% (43)	46.79% (102)	5.05% (11)	0.92% (2)	25.23% (55)	3.58
13 Middle East	17.05% (37)	28.11% (61)	18.89% (41)	7.37% (16)	0.92% (2)	27.65% (60)	3.3
14 Latin America	7.44% (16)	24.65% (53)	31.63% (68)	6.51% (14)	0.47% (1)	29.3% (63)	3.56
15 Overall global risk	1.81% (4)	48.87% (108)	32.13% (71)	6.33% (14)	0.9% (2)	9.95% (22)	2.86

Response: 225

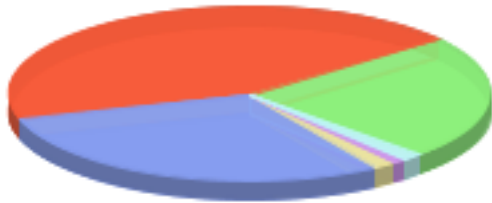
3. In each of the following regions, are the majority of risks to your business considered to be general (eg, likely to affect many other companies operating in the same location or industry) or specific (eg, relating to your company's internal systems, processes or people)?



	General	Specific	Not applicable/Don't know	Mean
1 Africa/Middle East	48.87% (108)	14.48% (32)	36.65% (81)	1.88
2 Asia Pacific	55.66% (123)	18.55% (41)	25.79% (57)	1.7
3 Eastern Europe	53.88% (118)	10.96% (24)	35.16% (77)	1.81
4 Western Europe	60.36% (134)	17.12% (38)	22.52% (50)	1.62
5 North America	58.18% (128)	20% (44)	21.82% (48)	1.64
6 Latin America	48.4% (106)	10.96% (24)	40.64% (89)	1.92

Response: 225

4. In the past three years, has the amount of time and resources devoted to catastrophe risk management in your organisation increased or decreased?

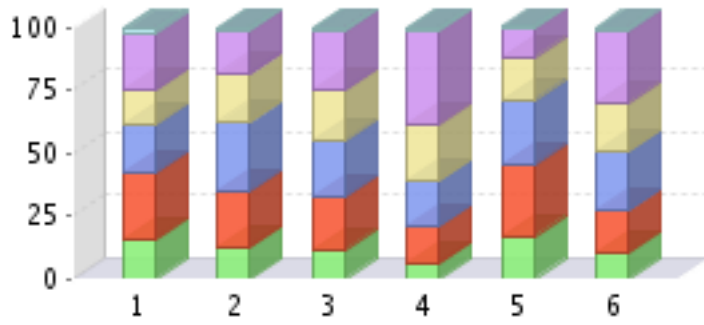


1 - Increased substantially	23.21% (52)	2 - Increased slightly	44.2% (99)
3 - Stayed the same	29.02% (65)	4 - Decreased slightly	1.34% (3)
5 - Decreased substantially	0.89% (2)	6 - Don't know	1.34% (3)

Mean: 2.17

Response: 224

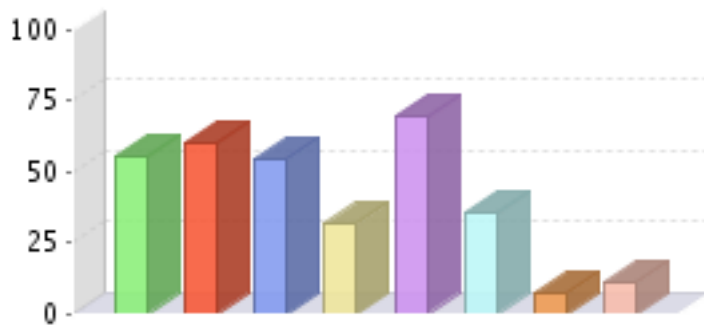
5. How significant does your organisation consider the following threats to be to your business?



	Very significant 1	2	3	4	Not significant 5	Don't know	Mean
1 Avian flu	15.56% (35)	26.67% (60)	19.11% (43)	13.33% (30)	22.67% (51)	2.67% (6)	3.09
2 Terrorism	12.44% (28)	22.67% (51)	26.67% (60)	19.11% (43)	17.78% (40)	1.33% (3)	3.11
3 Extreme weather event	11.56% (26)	20.89% (47)	22.67% (51)	19.56% (44)	24% (54)	1.33% (3)	3.28
4 Seismic activity	5.83% (13)	14.8% (33)	17.94% (40)	22.87% (51)	36.77% (82)	1.79% (4)	3.75
5 Power outage	16.89% (38)	28.44% (64)	25.78% (58)	16.89% (38)	11.11% (25)	0.89% (2)	2.8
6 War/major social unrest	10.22% (23)	16.44% (37)	23.56% (53)	20% (45)	28.44% (64)	1.33% (3)	3.44

Response: 225

6. Which of the following threats has your organisation considered as part of its risk management processes?



1 - Avian flu	54.91% (123)	2 - Terrorism	59.82% (134)
3 - Extreme weather event	54.02% (121)	4 - Seismic activity	31.25% (70)
5 - Power outage	69.2% (155)	6 - War/major social unrest	35.27% (79)
7 - None of the above	6.7% (15)	8 - Other, please specify	10.71% (24)

Response: 224

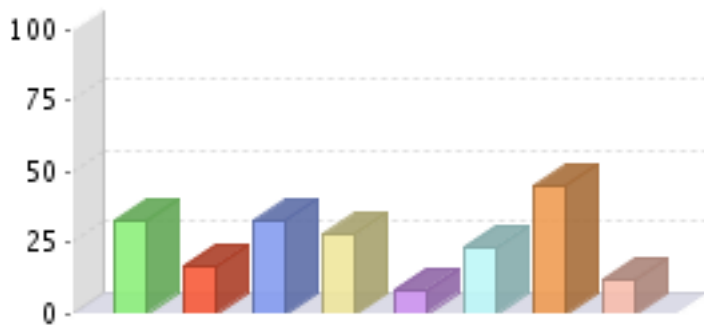
7. Which of the following statements best describes your company's current position on catastrophe risk management?



■ 1 - Preparing for high-impact/low probability events is seen as important and is something to which we devote significant time and resources.	31.98% (71)	■ 2 - We see preparation for high-impact/low probability events as important, but we lack time or resources to give it our full attention.	50% (111)
■ 3 - We do not consider preparation for high-impact/low probability events as a priority, and devote little or no attention to it.	18.02% (40)		

Mean: 1.86
Response: 222

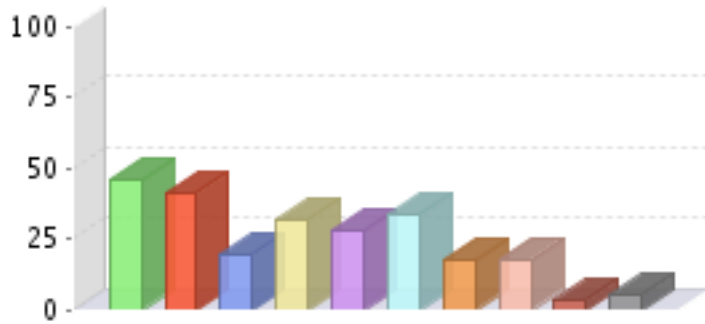
8. Have any of the following stakeholders exerted pressure on your organisation to improve its catastrophe risk management?



■ 1 - Shareholders and other investors	32.39% (69)	■ 2 - Ratings agencies	16.9% (36)
■ 3 - Insurance companies	32.39% (69)	■ 4 - Customers	27.7% (59)
■ 5 - Suppliers	8.45% (18)	■ 6 - Employees	23.47% (50)
■ 7 - Governments or regulatory bodies	44.6% (95)	■ 8 - Don't know	12.21% (26)

Response: 213

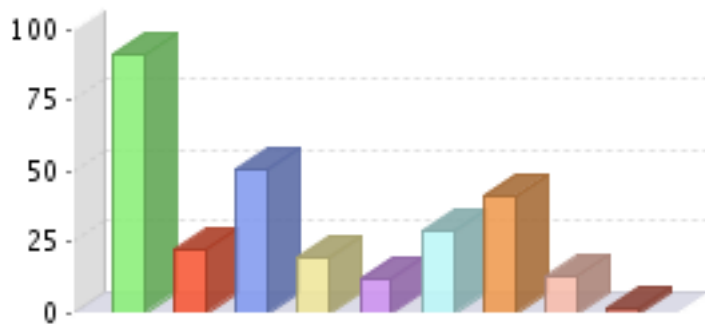
9. In the past three years, which of the following external bodies has your company consulted as part of its catastrophe risk planning?



1 - Risk consultants	45.74% (102)	2 - Insurance companies	40.81% (91)
3 - Emergency services	19.28% (43)	4 - Security consultants	31.39% (70)
5 - Lawyers/litigation experts	27.8% (62)	6 - Government agencies	33.18% (74)
7 - Suppliers	17.49% (39)	8 - None of the above	17.94% (40)
9 - Don't know	3.14% (7)	10 - Other, please specify	4.93% (11)

Response: 223

10. What do you see as being the most important priorities in the event of a catastrophe?



1 - Safety of employees	91.07% (204)	2 - Security of premises	21.88% (49)
3 - Continuity of IT systems	50.45% (113)	4 - Impact on bottom line	19.64% (44)
5 - Resilience of supply chain	12.05% (27)	6 - Maintaining contractual obligations	28.57% (64)
7 - Reputation of company	41.52% (93)	8 - Local communities	12.5% (28)
9 - Other, please specify	1.79% (4)		

Response: 224

11. What degree of confidence do you have that your company's insurance policies will provide adequate cover in the event of a major event or catastrophe?

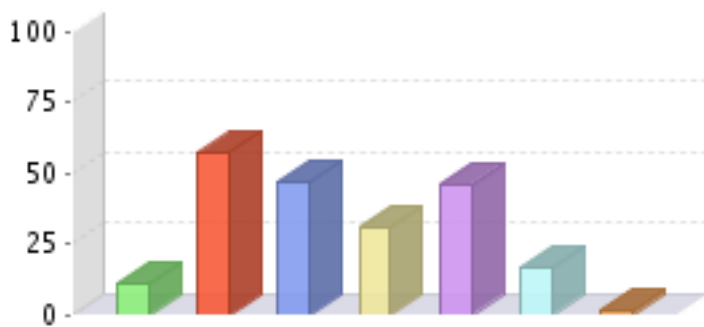


1 - Very high	10.67% (24)	2 - Fairly high	52.44% (118)
3 - Fairly low	22.67% (51)	4 - Very low	7.56% (17)
5 - Don't know	6.67% (15)		

Mean: 2.47

Response: 225

12. Which of the following tools does your organisation currently use to manage catastrophe risk?



1 - Catastrophe modelling	11.11% (25)	2 - Scenario planning	56.89% (128)
3 - Specialist training of employees (eg, crisis management)	47.11% (106)	4 - Simulations	31.11% (70)
5 - Active testing of disaster recovery plans	46.22% (104)	6 - None of the above	16.44% (37)
7 - Don't know	1.78% (4)		

Response: 225

13. How often does your company revise its catastrophe risk plans?

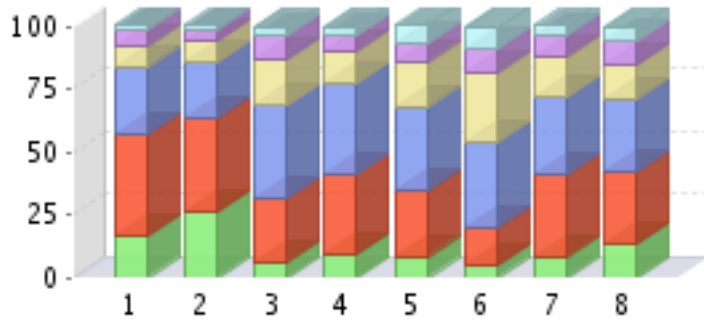


1 - More than once a year	12.89% (29)	2 - Once every year	36.44% (82)
3 - Once every 2-3 years	21.33% (48)	4 - We see it as a one-off exercise	8% (18)
5 - We do not have any catastrophe plans	12.89% (29)	6 - Don't know	5.33% (12)
7 - Other, please specify	3.11% (7)		

Mean: 3

Response: 225

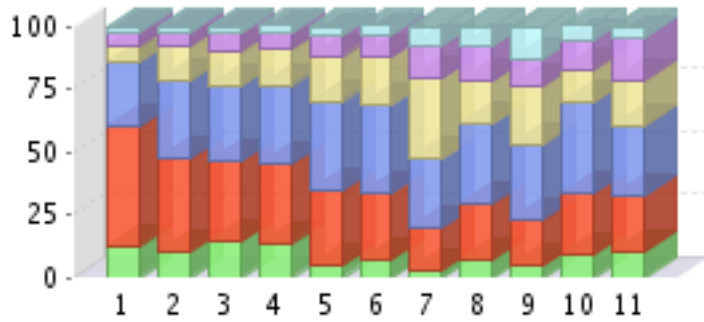
14. How would you rate your organisation's level of preparedness for catastrophe in the following departments?



	Very high 1	2	3	4	Very low 5	Don't know 6	Mean
1 Management team	16.44% (37)	40.44% (91)	27.11% (61)	8% (18)	6.67% (15)	1.33% (3)	2.52
2 IT	25.78% (58)	37.78% (85)	21.78% (49)	8.44% (19)	4.89% (11)	1.33% (3)	2.33
3 Human resources	6.28% (14)	25.11% (56)	36.77% (82)	18.39% (41)	9.42% (21)	4.04% (9)	3.12
4 Operations (including distribution and supply chain)	9.42% (21)	31.39% (70)	36.32% (81)	13% (29)	5.83% (13)	4.04% (9)	2.87
5 Customer service	8.44% (19)	26.22% (59)	33.33% (75)	17.78% (40)	7.11% (16)	7.11% (16)	3.1
6 Sales and marketing	4.44% (10)	15.56% (35)	33.78% (76)	27.56% (62)	9.33% (21)	9.33% (21)	3.5
7 Finance	8.44% (19)	32.44% (73)	30.67% (69)	16.44% (37)	8.44% (19)	3.56% (8)	2.95
8 Corporate communications/PR	13.33% (30)	28.89% (65)	28.89% (65)	13.33% (30)	9.33% (21)	6.22% (14)	2.95

Response: 225

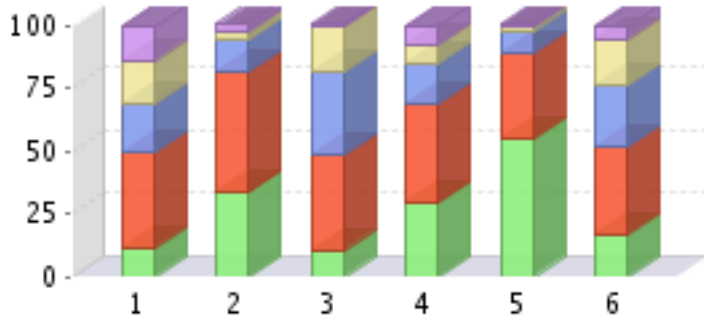
15. How successfully do you feel your organisation conducts the following aspects of catastrophe risk management?



	Very successfully 1	2	3	4	Not successfully 5	Don't know	Mean
1 Assessment of threats	12.56% (28)	47.53% (106)	25.56% (57)	6.28% (14)	5.38% (12)	2.69% (6)	2.52
2 Impact analysis	10.31% (23)	37.22% (83)	30.94% (69)	13.45% (30)	5.38% (12)	2.69% (6)	2.74
3 Determining roles and accountability	13.96% (31)	31.98% (71)	30.18% (67)	13.96% (31)	6.76% (15)	3.15% (7)	2.77
4 Setting of clear objectives and priorities	13.51% (30)	31.53% (70)	31.53% (70)	13.96% (31)	6.31% (14)	3.15% (7)	2.77
5 Collaboration between departments	4.52% (10)	29.86% (66)	35.75% (79)	18.1% (40)	7.69% (17)	4.07% (9)	3.07
6 Communication of plans to employees	7.27% (16)	25.91% (57)	35% (77)	19.09% (42)	9.09% (20)	3.64% (8)	3.08
7 Communication of plans to customers	3.15% (7)	16.67% (37)	27.03% (60)	31.98% (71)	13.51% (30)	7.66% (17)	3.59
8 Engagement with external agencies (eg, emergency services)	7.21% (16)	22.52% (50)	31.08% (69)	17.12% (38)	13.96% (31)	8.11% (18)	3.32
9 Collaboration with suppliers/value chain	4.48% (10)	18.83% (42)	29.6% (66)	23.32% (52)	10.76% (24)	13% (29)	3.56
10 Maintaining and updating plans	9.01% (20)	24.32% (54)	36.04% (80)	13.51% (30)	11.71% (26)	5.41% (12)	3.11
11 Actively testing plans and scenarios	9.95% (22)	22.17% (49)	28.05% (62)	18.1% (40)	16.74% (37)	4.98% (11)	3.24

Response: 223

16. Please indicate whether you agree or disagree with the following statements.



	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know	Mean
1 Our insurers would be likely to reduce premiums if we demonstrate good catastrophe risk management	11.61% (26)	37.5% (84)	19.64% (44)	17.41% (39)	13.84% (31)	2.84
2 Good catastrophe risk management can be a source of competitive advantage	33.48% (75)	48.21% (108)	12.5% (28)	3.12% (7)	2.68% (6)	1.93
3 By devoting time and resources to preparing for the big one, we risk losing sight of more immediate concerns	10.67% (24)	37.78% (85)	32.89% (74)	17.78% (40)	0.89% (2)	2.6
4 Preparing for avian flu requires a very different set of business continuity capabilities than we have developed for other threats	29.46% (66)	39.29% (88)	16.07% (36)	7.59% (17)	7.59% (17)	2.25
5 Catastrophe risk management is something that requires discussion at board level	54.67% (123)	34.22% (77)	8.89% (20)	1.33% (3)	0.89% (2)	1.6
6 We regularly test our scenario plans and disaster recovery plans	16.96% (38)	34.38% (77)	24.55% (55)	18.75% (42)	5.36% (12)	2.61

Response: 225

In which region are you personally located?

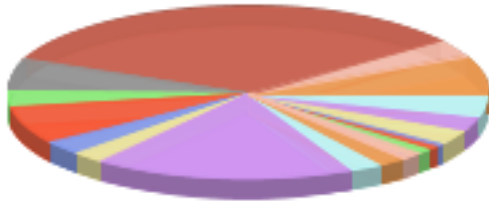


1 - Asia-Pacific	30.22% (68)	2 - Latin America	1.33% (3)
3 - North America	31.11% (70)	4 - Eastern Europe	2.22% (5)
5 - Western Europe	30.22% (68)	6 - Middle East & Africa	4.89% (11)

Mean: 3.16

Response: 225

What is your primary industry?

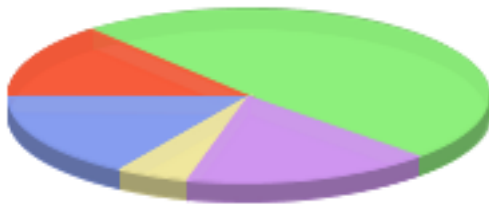


1 - Agriculture and agribusiness	1.34% (3)	2 - Automotive	0.89% (2)
3 - Chemicals	0.45% (1)	4 - Construction and real estate	2.68% (6)
5 - Consumer goods	2.68% (6)	6 - Education	4.02% (9)
7 - Energy and natural resources	7.59% (17)	8 - Entertainment, media and publishing	3.12% (7)
9 - Financial services	33.48% (75)	10 - Government/public sector	5.8% (13)
11 - Healthcare, pharmaceuticals and biotechnology	3.12% (7)	12 - IT and technology	7.14% (16)
13 - Logistics and distribution	2.68% (6)	14 - Manufacturing	2.23% (5)
15 - Professional services	17.41% (39)	16 - Retailing	2.23% (5)
17 - Telecoms	1.79% (4)	18 - Transportation, travel and tourism	1.34% (3)

Mean: 10.28

Response: 224

What are your company's global annual revenues in US dollars?

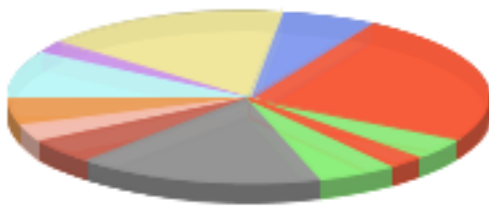


1 - \$500m or less	48.66% (109)	2 - \$500m to \$1bn	13.84% (31)
3 - \$1bn to \$5bn	16.07% (36)	4 - \$5bn to \$10bn	4.91% (11)
5 - \$10bn or more	16.52% (37)		

Mean: 2.27

Response: 224

What is your title?

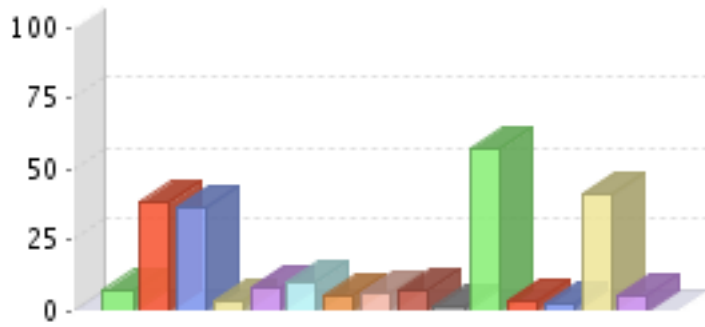


1 - Board member	4.46% (10)	2 - CEO/President/Managing director	24.55% (55)
3 - CRO	6.25% (14)	4 - CFO/Treasurer/Comptroller	16.52% (37)
5 - CIO/Technology director	2.23% (5)	6 - Other C-level executive	8.93% (20)
7 - SVP/VP/Director	4.91% (11)	8 - Head of Business Unit	3.12% (7)
9 - Head of Department	4.91% (11)	10 - Risk manager	16.52% (37)
11 - Other manager	5.36% (12)	12 - Other	2.23% (5)

Mean: 5.58

Response: 224

What are your main functional roles? Please choose no more than 3 functions.



1 - Customer service	6.67% (15)	2 - Finance	37.78% (85)
3 - General management	36.44% (82)	4 - Human resources	3.11% (7)
5 - Information and research	8% (18)	6 - IT	9.78% (22)
7 - Legal	4.89% (11)	8 - Marketing and sales	6.22% (14)
9 - Operations and production	6.67% (15)	10 - Procurement	1.33% (3)
11 - Risk	56.89% (128)	12 - R&D	3.56% (8)
13 - Supply-chain management	2.22% (5)	14 - Strategy and business development	40.89% (92)
15 - Other	5.33% (12)		

Response: 225

Do you have responsibility for, or influence over, strategic decisions on risk management in your company?



1 - Yes	100% (225)	2 - No	0% (0)
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Mean: 1

Response: 225

Do you wish to receive a free electronic copy of the survey results and analysis, when it is published?



1 - Yes	94.62% (211)	2 - No	5.38% (12)
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Mean: 1.05

Response: 223

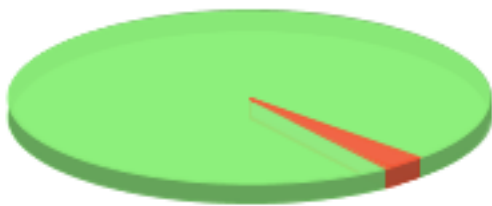
Do you wish to receive a gift book? (Click on each title for a brief overview.)



1 - Yes, I would like to receive Guide to investment strategy from The Economist Books	55.91% (123)	2 - Yes, I would like to receive Infectious Greed from Profile Books	20.91% (46)
3 - Yes, I would like to receive Talk to the hand from Profile Books	19.55% (43)	4 - No, I do not wish to receive a gift book	3.64% (8)

Mean: 1.71
Response: 220

Do you wish to be informed of future Economist Intelligence Unit surveys?



1 - Yes	97.29% (215)	2 - No	2.71% (6)
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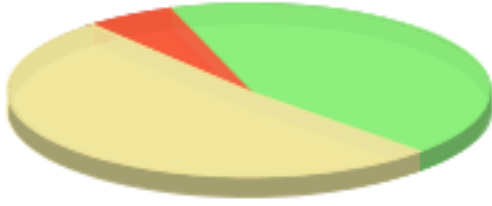
Mean: 1.03
Response: 221



1 - United States of America	25.12% (54)	2 - United Kingdom	13.02% (28)
3 - India	6.05% (13)	4 - Canada	4.65% (10)
5 - Singapore	4.19% (9)	6 - Australia	3.72% (8)
7 - Switzerland	3.72% (8)	8 - Netherlands	2.79% (6)
9 - New Zealand	2.79% (6)	10 - Other	33.95% (73)

Response: 215

Source



1 - SurveyPro	42.79% (95)	2 - GCD	5.86% (13)
3 - PRMIA	0% (0)	4 - RiskCenter	51.35% (114)

Mean: 2.6

Response: 222

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