Top Priorities for Risk Management Leaders in 2022

Gartner Risk Management Leadership Council
Executive Summary

Research Process

• Gartner polled 101 heads of ERM, representing seven broad industry categories across all geographies and revenue bands, on the relative importance of potential challenges for ERM in the year ahead and their confidence in their current approach to solving those challenges.

Thematic Findings

• **Talent-related risks surge in importance.** As the COVID-19 recovery drives talent-related challenges across the enterprise, from workforce planning to maintaining culture, heads of ERM rate talent-related risks as their most important challenge for 2022 — and the challenge for which they have least confidence in their current approach.

• **Risk-informed decision making remains top of mind.** Heads of ERM remain concerned about embedding risk appetite in decision making and assessing hard-to-quantify risks.

• **Low confidence in technology adoption.** While other challenges may have greater urgency, heads of ERM lack confidence in their ability to speed up adoption of risk management/GRC technologies.

• **ESG not yet a “burning platform.”** Despite widespread interest in defining ERM’s role in ESG, relatively few heads of ERM view improving ESG governance/reporting as a top challenge for 2022.
Top Challenges for Heads of ERM in 2022

Most Important Challenges to Address in 2022

Percentage of respondents ranking each challenge in their "Top 3"

- Increasing talent-related risks (e.g., workforce planning, culture): 46%
- Risk appetite not embedded in decision making: 38%
- Difficulty assessing the impact of hard-to-quantify risks: 32%
- Risks not incorporated into strategic planning: 30%
- Risk reporting insufficiently impactful: 19%
- Slow adoption of risk management/GRC technologies: 18%
- Pressure to strengthen organizational resilience: 16%
- Inconsistent and/or insufficient ESG governance/reporting: 16%
- Poor coordination with other assurance functions: 14%
- Ineffective risk response actions: 12%

n = 101 risk leaders
Source: 2022 Gartner ERM Preliminary Agenda Poll
Areas of Low Confidence for Heads of ERM

Least Confidence in ERM’s Current Approach to Solving the Challenge

Percentage of respondents ranking each challenge in their “Top 3”

- Increasing talent-related risks (e.g., workforce planning, culture): 31%
- Slow adoption of risk management/GRC technologies: 27%
- Risk appetite not embedded in decision making: 23%
- Difficulty assessing the impact of hard-to-quantify risks: 22%
- Risks not incorporated into strategic planning: 17%
- Poor coordination with other assurance functions: 15%
- Pressure to strengthen organizational resilience: 13%
- Ineffective risk response actions: 11%
- Inconsistent and/or insufficient ESG governance/reporting: 10%

n = 101 risk leaders
Source: 2022 Gartner ERM Preliminary Agenda Poll
Actionable, objective insight

Explore these additional complimentary resources and tools for enterprise risk management leaders.

Research
Head of ERM Leadership Vision for 2022
Explore key actions for heads of ERM and their teams.

Resource Hub
Future of Work Reinvented
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