



35 global insurers

- ▶ Life, non-life, multi-line, specialty/reinsurance

Senior executives in finance, accounting and actuarial, including

- ▶ CFOs
- ▶ Chief accounting officers
- ▶ Corporate controllers

Objective:

understand the issues and challenges facing finance and actuarial organizations and implementation plans for critical initiatives

1 Most urgent challenges



66%

Data
Quality/granularity not synchronized with needs



63%

Technology
Infrastructure (not fit for purpose)



54%

People
Lack of resources/quality (skills) of resources

2 Top priorities



71%

Being a better business partner



56% Implementing new regulatory and financial reporting requirements



50% Improving quality of reporting

3 Top three business drivers through 2020



71%
Growth



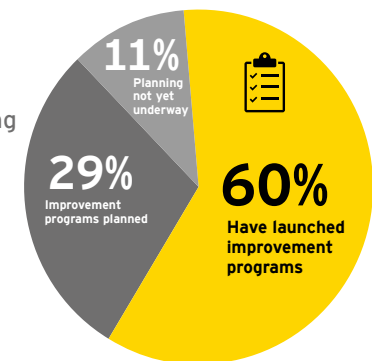
54%
Costs



51%
Regulations

4 CFOs are taking action

The majority are actively addressing drivers and challenges



11%
Planning not yet underway

29%
Improvement programs planned

60%
Have launched improvement programs