



**Corporate
Geopolitical Risk
BAROMETER**

©AMRAE•2025• 1st edition

Editorial



Grégoire DUTERTRE

Corporate Geopolitical
Barometer, Lead

Head of the Geopolitics
Commission, AMRAE



If a man does
not know to
what port
he is sailing,
no wind is
favorable to
him.»

Seneca,
Letters from a Stoic

Navigating troubled waters: the key role of the Risk Manager in confronting geopolitical risk

Armed conflicts, competition over critical resources, growing political instability, the resurgence of authoritarian regimes, and the erosion of long-standing alliances...corporations are now navigating in a world where traditional landmarks are fading, and uncertainty is becoming the new norm. Geopolitical risk is no longer background noise; it has become a disruptive force, impacting supply chain and investment decisions, prompting companies to reassess their business model.

International studies converge on this point. The 2024 FERMA survey indicates that European Risk Managers now consider geopolitics as a critical challenge for their organizations. Reports from the World Economic Forum² and AXA³, among others, confirm this finding, ranking the geopolitical context among the top risks identified by executives for 2025.

In this context, AMRAE is releasing the first edition of its new geopolitical risk barometer aiming at providing a snapshot of the governance measures and resources implemented to address the topic. This barometer goes beyond documenting current practices, it calls for a holistic understanding of geopolitical risk. It also prompts a broader reflection on the evolving role of the Risk Manager: sentinel lookout, orchestrator, or strategic advisor? Ultimately, each company must define its own approach, based on its organization, priorities, and maturity.

Such a challenge requires substantial resources: clear governance structure, dedicated funding, appropriate tools, and ongoing training are indispensable. Professionalizing geopolitical risk management demands strong sustained commitment from senior leadership. It is no longer about identifying risk but about building a resilient, integrated approach; shifting from a reactive to a proactive mindset; turning geopolitics into a source of opportunity.

This barometer invites us to shift perspective. It offers a space for dialogue across functions, sectors, and disciplines, challenging the collective responsibility for a risk transcending borders and organizational silos. And it points out that, in an unstable world, thanks to their cross-functional vision, their ability to structure information and federate stakeholders, risk managers are more than ever at the forefront of corporate sustainable resilience and performance.

¹ Federation of European Risk management Associations, Global risk manager Survey Report 2024 - [Link](#)

² Global risks report 2025

³ Future risks report 2025



Sandrine LUNVEN

CEO of
TAC ECONOMICS



Thierry APOTEKER

Chairman of
TAC ECONOMICS

Global risks, competitive advantages: the art of integrating geopolitics

As the barometer reveals, the major turbulence facing businesses today centers around geopolitical transformations in a multipolar and unstable world transformations that companies can no longer ignore. International tensions are no longer confined to diplomatic circles; they now directly affect supply chain, markets, financing, and growth models.

Faced with this reality, risk managers must move beyond a purely defensive approach and build a genuine "culture of anticipation". This means implementing specific quantitative tools aimed at (1) identifying ex-ante risks and vulnerabilities linked to geopolitical transformations, (2) preparing for them by developing scenarios and financial stress tests, and (3) receiving alerts through early warning systems based on real-time analysis of massive data. The goal is not to predict the unpredictable, but to strengthen organizational resilience by preparing appropriate responses.

However, it would be a strategic mistake to view geopolitics solely through the lens of threat. Every disruption also creates opportunities. Trade tensions can open up new avenues for redirecting exports; energy or technology sovereignty policies generate massive public support; and the restructuring of alliances creates more accessible emerging markets. Companies that can anticipate these shifts will turn risk into competitive advantage, for example, by diversifying their supply chains early or adjusting their portfolio of country locations.

This approach requires strong commitment from corporate governance. Boards of directors and senior management must integrate the geopolitical dimension into the validation of strategic orientations, just as they do with financial or climate considerations. Cross-functionality is key: linking corporate diplomacy, strategy, finance, and operations. Preparing scenarios, setting up crisis units, and regularly updating the geopolitical risk map are becoming recognized best practices.

Rather than merely enduring global instability, organizations must learn to take advantage of it. Mexico is benefiting from the US–China decoupling, India is positioning itself as an industrial and technological alternative, Vietnam and Indonesia are attracting new manufacturing flows, East Africa is developing its energy hubs, and Central Europe is strengthening its industrial and security positions. These are all regions which, although exposed to turbulence, offer growth drivers and competitive advantages.

This turbulence is here to stay. Instead of enduring instability, companies need to make geopolitical change a structural component of their business strategy. Those that can read this complexity with clarity and agility will turn uncertainty into a lasting competitive advantage.



The greatest danger in turbulent times is not the turbulence itself, but acting with yesterday’s logic. »

Peter Drucker

Acknowledgements

AMRAE would like to thank all respondents for the time and attention they devoted to this survey, as well as all the Risk Managers who enriched it with their insights.

This edition of the Corporate Geopolitical Risk Barometer was made possible thanks to the commitment of the participants who contributed to the production of this study:

Barometer leaders



Thomas DEREUX
Project Manager,
Scientific Division, AMRAE



Grégoire DUTERTRE
Group Risk Manager,
SONEPAR



Iris FORCADE
Project Manager,
Scientific Division AMRAE



Mariana STRAVATO
Intern,
Scientific Division, AMRAE

Contributors

The team would also like to express its gratitude to the following individuals for their significant contributions to the design and review of the survey:



François BEAUME
Senior Vice-President Risks
and Insurance, SONEPAR
Chairman, AMRAE



Estelle JOSSO
Director of Insurance and
Prevention, HERMÈS int.
Board member, AMRAE



Oliver WILD
Group Chief Risk and Insurance
Officer, VEOLIA
Vice President Scientific
Division, AMRAE



Santiago BOSIO
Head of Risk Management
and Foresight, ADP Group



Guillaume BOUNY
Head of Risk & Compliance,
ASENDIA



Agathe DUJARDIN
Intern, Risk and
Compliance, SONEPAR



Gilles FRANCOIS
Risk Manager,
ENGIE



Théophile FRESNAIS
Risk Manager,
VEOLIA



Carolina MORLION
Intern, Risk and
Compliance, SONEPAR



Thomas OSMONT
Supplier Business Continuity
Manager, THALES



Quentin POZZOBON
Group Risk Manager,
RATP Group

Executive Summary

Geopolitical risk is now clearly recognized by risk professionals in their risk mapping exercises and is regularly discussed within governance bodies. Companies acknowledge the significant impact of geopolitics on their business models. However, the resources allocated to this topic still appear modest compared with the scale of the challenges identified.

Awareness is rising and companies must now strengthen their teams, deploy appropriate tools, and commit dedicated financial resources to establish a structured and enduring approach to goal, to structure their approach and ensure the long-term professionalization of geopolitical risk management.

Objective? To structure their strategy and implement a robust management of geopolitical risk in their organization.

Geopolitical risk: the major influencer?

Geopolitical risk is a complex concept to grasp. This barometer is the opportunity for AMRAE to share its perspective on the subject, not to impose a definition, but to foster dialogue. This perspective is not intended to be exhaustive; rather, it reflects the collective discussions and exchanges among the association's members.

Geopolitical risk can be understood as the impact of power rivalries within a given territory, whether physical (land or sea), spatial, or digital (cyberspace), on corporate activities. It is not confined to inter-state conflicts but also encompasses the influence of local contexts, covering a broad spectrum of situations ranging from social movements to regime changes, as well as migration, health, and environmental crises.

Moreover, geopolitical risk often acts as an "influencer", triggering, altering, or amplifying other types of risk, such as compliance, procurement, logistics, security, or climate, which further contributes to its complexity and the difficulty of assessing it.

Traditionally handled by states, whose stabilizing role is eroding, the management of geopolitical risk increasingly falls within the scope of companies. They must implement mechanisms to anticipate potential triggers of such risks, thereby strengthening their resilience, improving decision-making, and reinforcing their capacity for action.

The term "geopolitical risk" as used in this document should be understood in this broad, cross-cutting, and interconnected dimension.

82%

of respondents have identified geopolitical risk in their risk map, and 57% rank it among their top risks.

92%

of respondents include geopolitical risk on the agenda of their governance bodies.

5%

of respondents have received training on geopolitical topics over the past 12 months.

26%

of respondents allocate a dedicated budget to monitoring geopolitical risk (excluding employee compensation).

Expert insight



Quentin POZZOBON

Group Risk Manager,
RATP Group

Geopolitical risk is hard to grasp, it's usually when companies face its consequences that they realize its full extent. This was particularly evident with the war in Ukraine, which brought to light numerous indirect consequences, from soaring energy costs and shortages of key raw materials to disinformation campaigns and renewed investment in the defense sector. The challenge for companies is to implement effective monitoring capabilities to detect weak signals in an overwhelming flow of information, and to adjust their strategies in time to respond.»

SUMMARY



Respondents' profiles

P.08



Geopolitical risk governance

P.12



Geopolitical risk management systems

P.16



Insurance

P.23



Resources

P.28



One-year outlook

P.31

Barometer methodology

1,106

members consulted

158

respondents

26

questions

This first edition of the Corporate Geopolitical Risk Barometer is based on an online survey conducted among 1,106 AMRAE Risk Manager members between June 20 and September 5, 2025, and a total of 158 responses were collected.

The objective of this barometer is to provide an initial assessment of how risk management professionals perceive geopolitical risk, and to identify existing practices in terms of governance, integration, and monitoring within organizations.

The survey, structured around 26 questions, follows a methodology combining participant profiling, data collection, and rigorous statistical analysis. The absence of mandatory questions explains the variation in the number of responses per question. Moreover, some multiple-choice questions may result in cumulative percentages exceeding 100%, this is specified where applicable.

As with any survey based on perception, this study has inherent limitations linked to the composition of its sample. The findings reflect the perspectives, analytical frameworks, and concerns of Risk Managers primarily from French organizations.

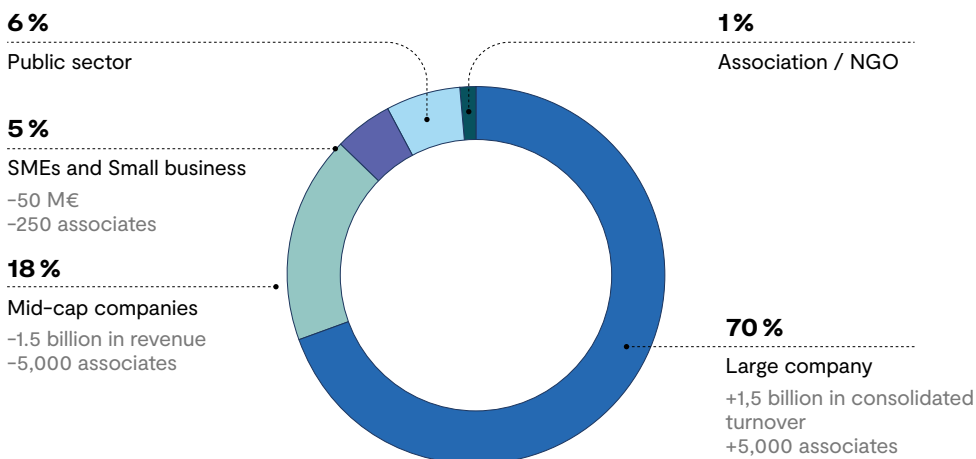
This English version is a translation of the original French edition of the AMRAE Corporate Geopolitical Risk Barometer. This translated version aims to provide non-French-speaking readers with accessible insight while preserving the substance and analytical rigor of the AMRAE Corporate Geopolitical Risk Barometer. In case of discrepancy, the French version prevails.

Respondents' profiles



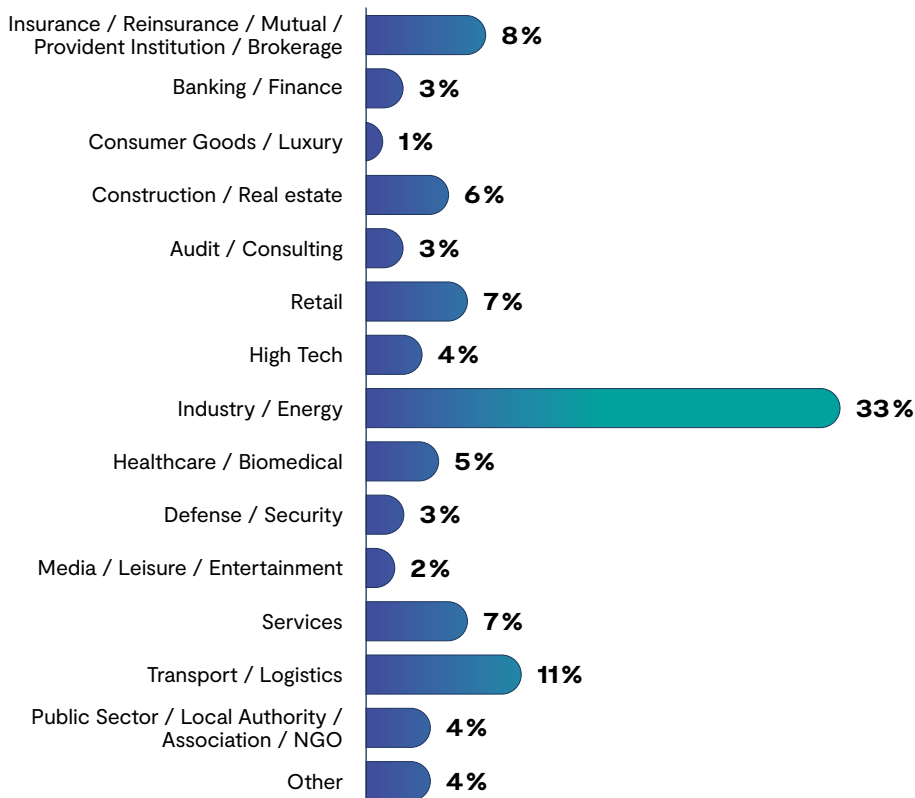
Question n°1

What is the type of your organisation?



Question n°2

In which sector does your organisation operate?



70% of respondents work for large companies, reflecting the standard profile of AMRAE members.

Nearly one-third of respondents come from the industrial and energy sectors, which are among the most exposed to geopolitical risks. Their vulnerability lies within a strong dependence on critical resources and globalized markets, making them particularly sensitive to supply chain disruptions and price volatility.

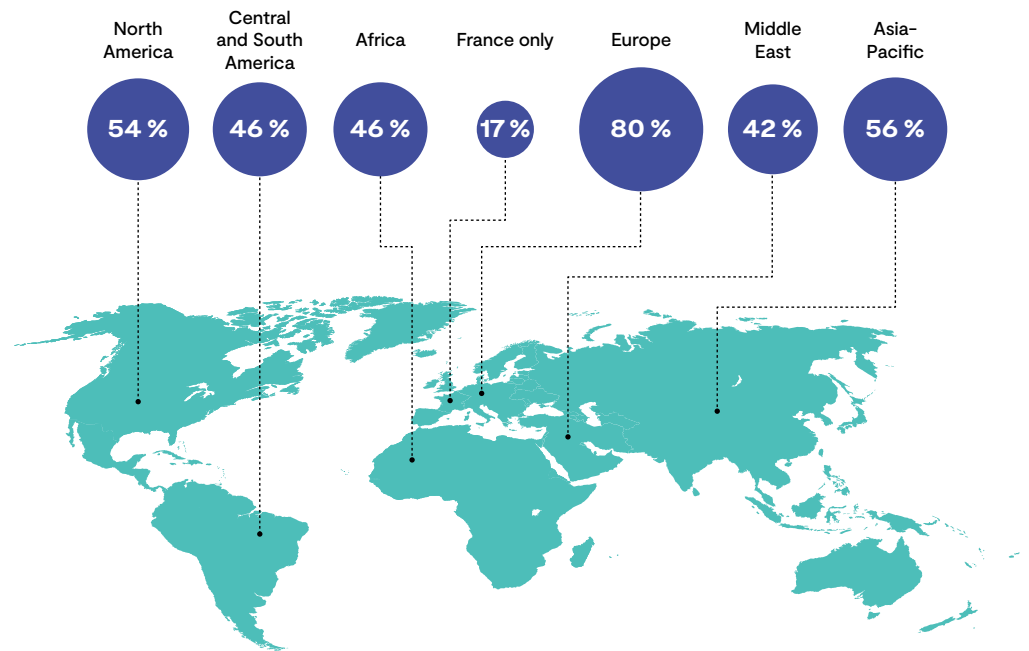
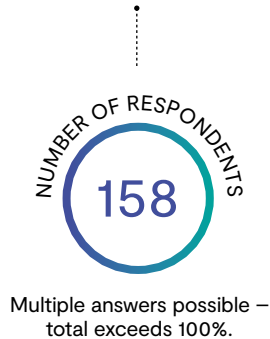
Beyond these sectors, the diversity of respondents shows that such vulnerabilities cut across the entire economy. The growing interdependence of global supply chain means that few activities escape the repercussions: some

are directly affected by geopolitical tensions (increased transport costs, logistical disruptions, etc.), while others suffer indirect consequences through spillover effects (industrial disruptions affecting distribution, services, consumption, etc.).

This diversity underlines that geopolitical risk is not confined to specific sectors. It has become a systemic factor, capable of destabilizing supply chains and, ultimately, threatening business continuity.

Question n°3

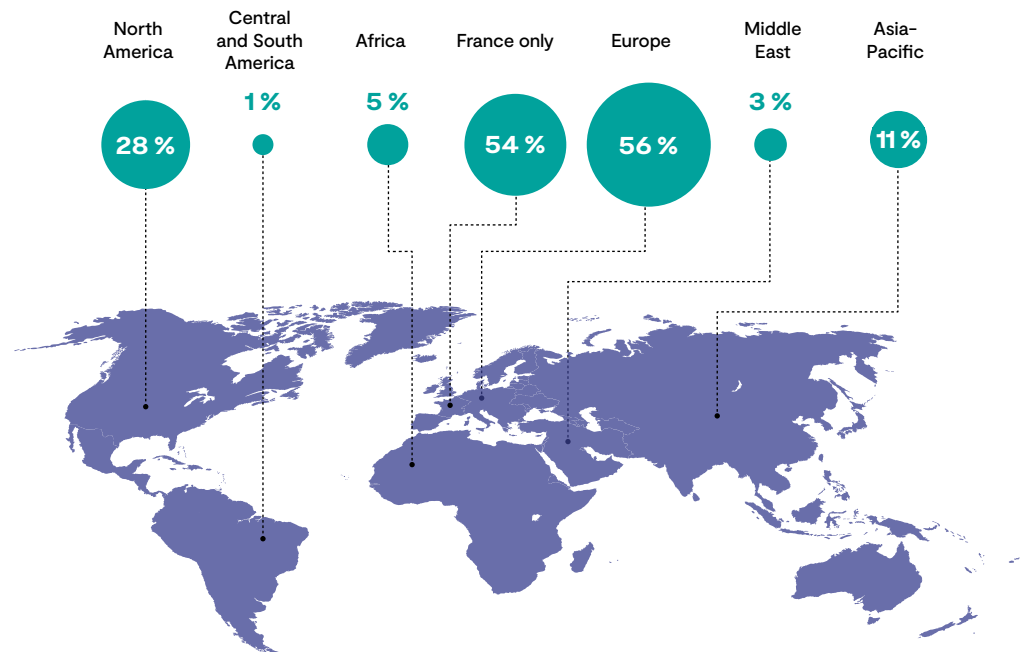
In which geographic area(s) are you established (offices, sites, plants, etc.)?



Question n°4

In which geographic area(s) does your Group generate the majority of its revenue?

Top 2 only



A cross-analysis of company locations and revenue sources reveals a high level of internationalization among member firms that responded to the survey: only 17% operate exclusively in France, while the majority are spread across several continents.

However, their revenue distribution is far more concentrated, with most income generated in France, Europe, and North America.

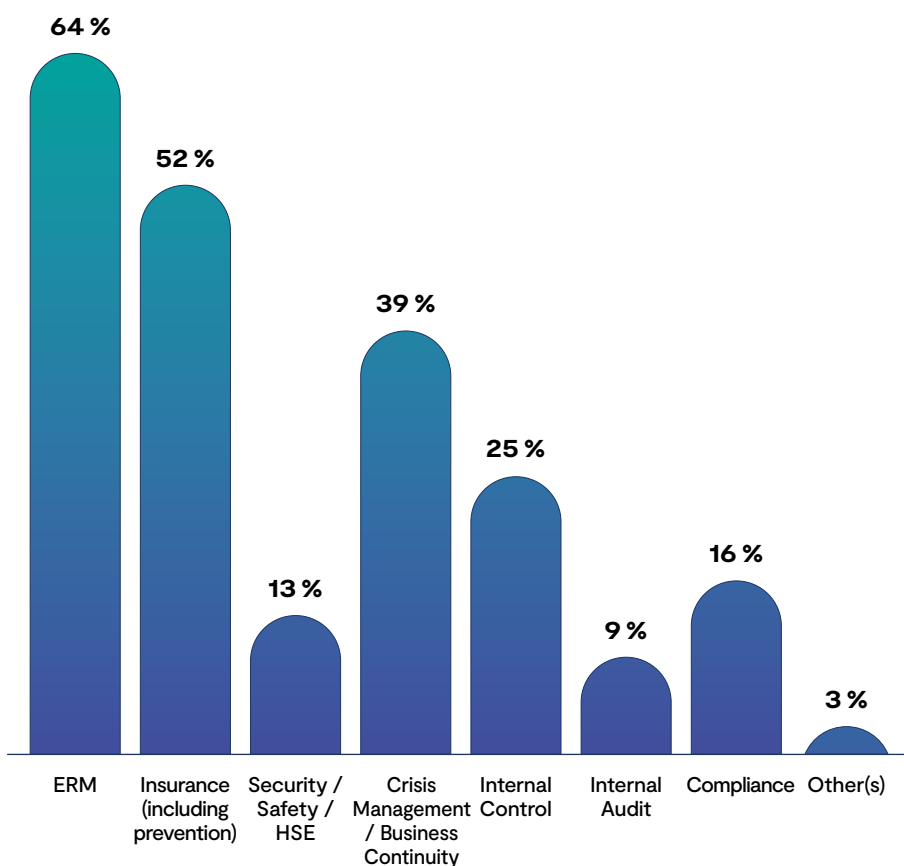
This discrepancy underscores the complexity of global supply chain: some locations play a critical role in production or logistics, yet do not constitute key commercial markets. It also highlights specific vulnerabilities, as companies may be exposed to high risks in regions that are not strategically important from a commercial standpoint, but are essential to their operational functioning.

Question n°5

What is the scope of your Risk Management function?



Multiple answers possible – total exceeds 100%.



The Risk Managers surveyed place ERM⁴ at the core of their responsibilities (64%), reflecting a holistic and strategic approach to risk management. More than half also report being involved in insurance management, while around 40% indicate activities related to crisis management and business continuity planning (BCP).



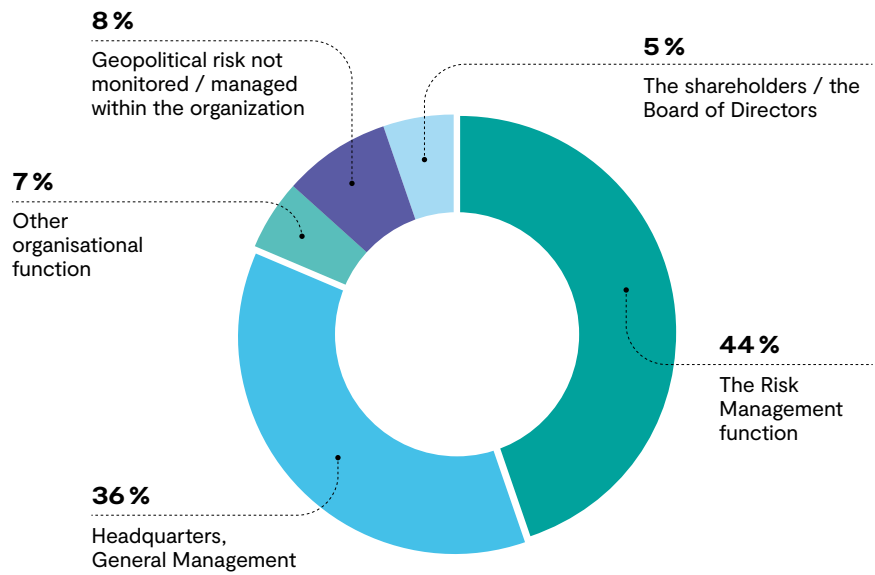
⁴ ERM : Enterprise risk management

Geopolitical risk governance



Question n°6

Which entity or function initiated the monitoring of geopolitical risk within your organisation?

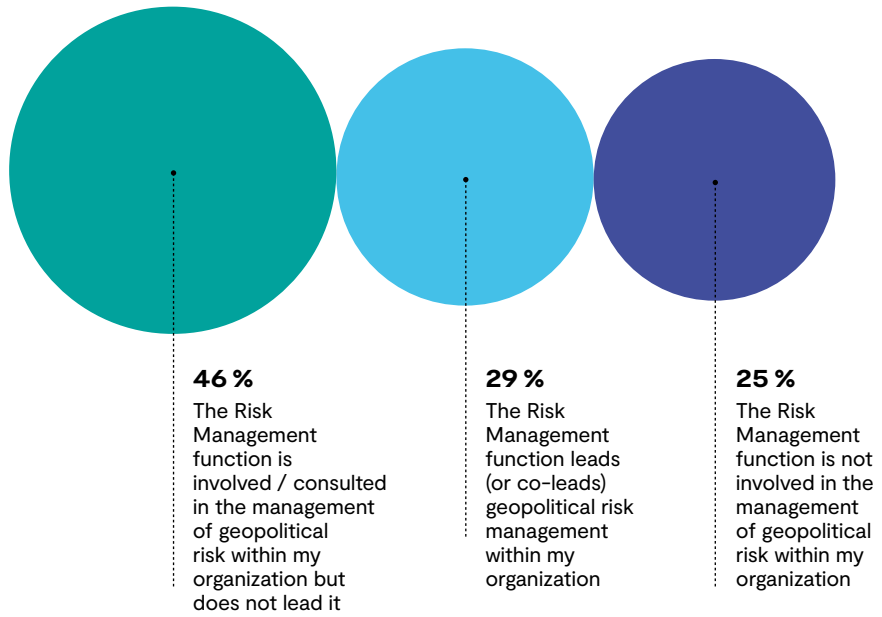


In nearly half of cases (44%), the risk management function initiated geopolitical risk monitoring, followed by executive management (36%). This shows that the initiative to monitor geopolitical risk may come either from Risk Managers or from executive management. Board members and top management expect regular reporting from the Risk Manager or, in some companies, from dedicated committees responsible for monitoring geopolitical risk.

It should be noted that 8% of respondents report that their organization does not currently have a specific process in place to monitor geopolitical risk.

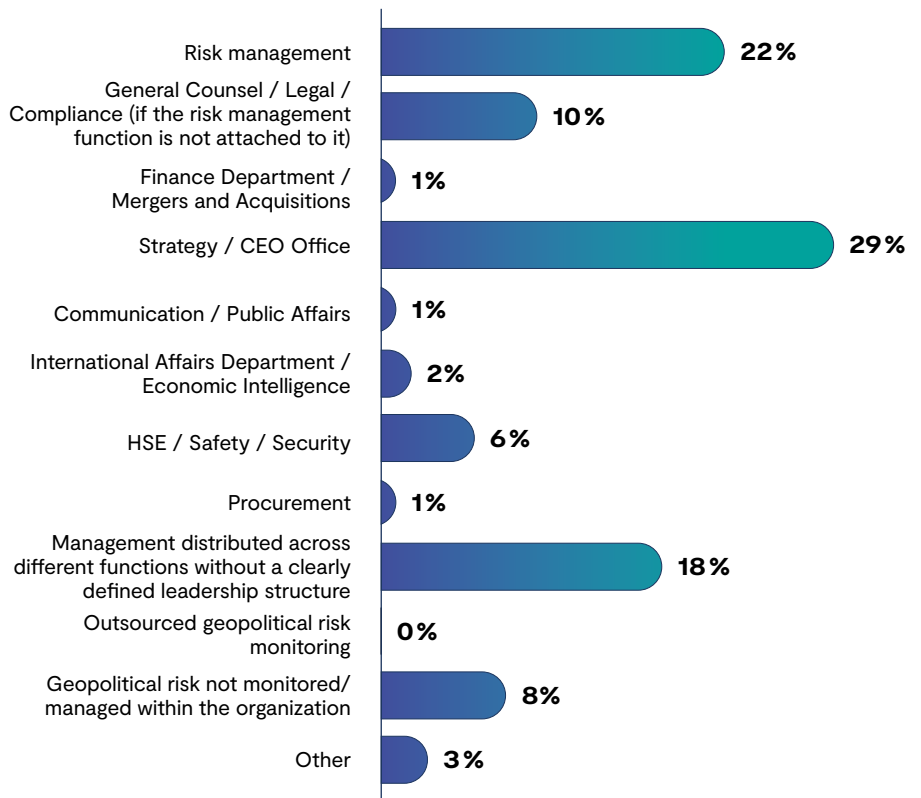
Question n°7

What role does risk management play in managing geopolitical risk within your organization?



Question n°8

Which entity or function drives geopolitical risk monitoring within your organization?

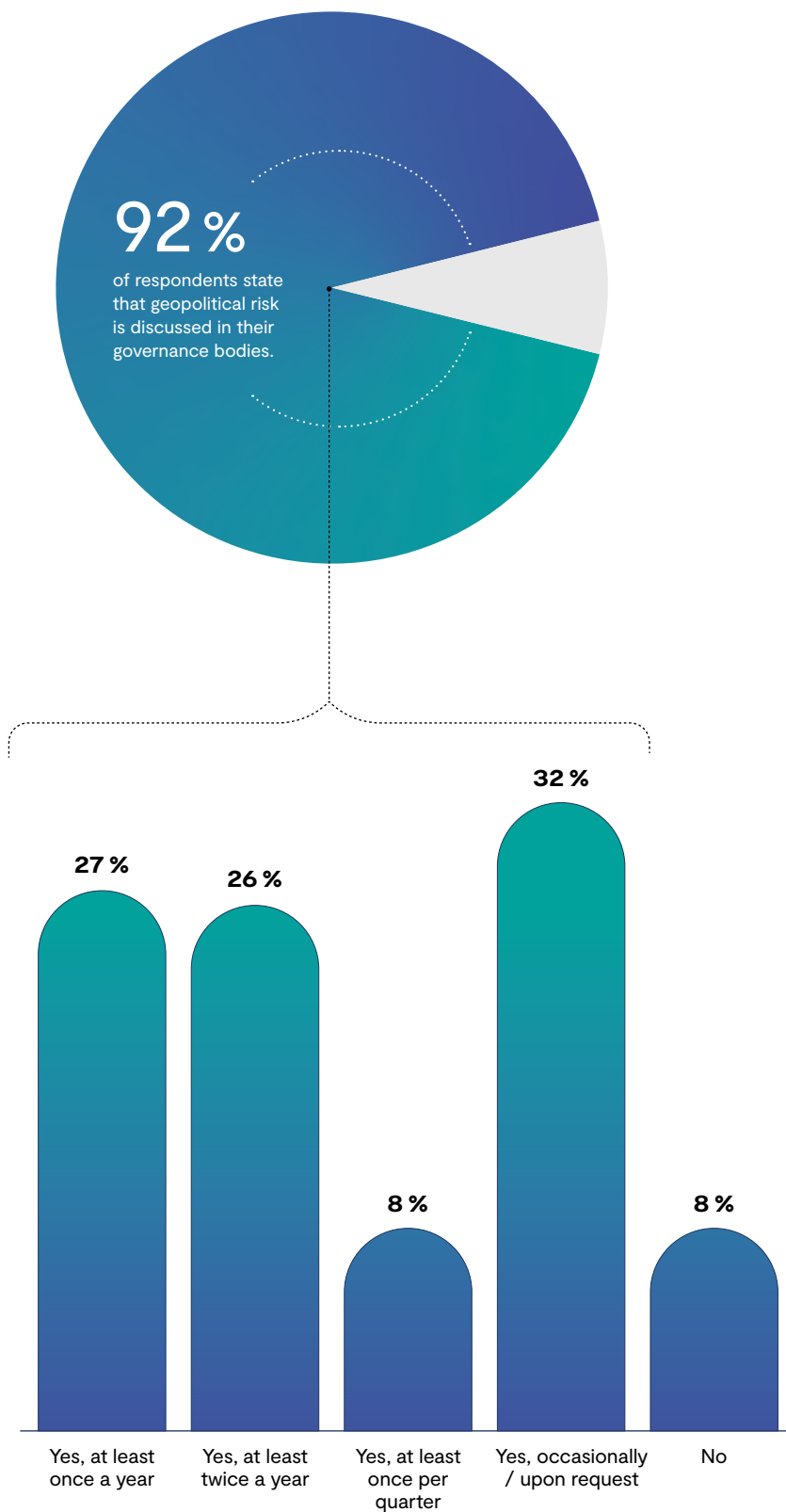


In 75% of cases, Risk Managers play an active role, either by directly co-leading (29%) or by being consulted and/or involved in the process (46%). However, they hold primary responsibility for geopolitical risk in only 22% of cases, even though they are often instrumental in driving its monitoring.

When it comes to governance, no single model prevails: responsibility may also fall under the Strategy or CEO Office (29%) or be shared among different teams (18%). This fragmentation can be explained by differences in organizational structures and corporate cultures, and it underscores the inherently multidimensional nature of geopolitical risk.

Question n°9

Is geopolitical risk discussed within governance bodies (Executive Committee, Audit/Risk Committee, etc.)?



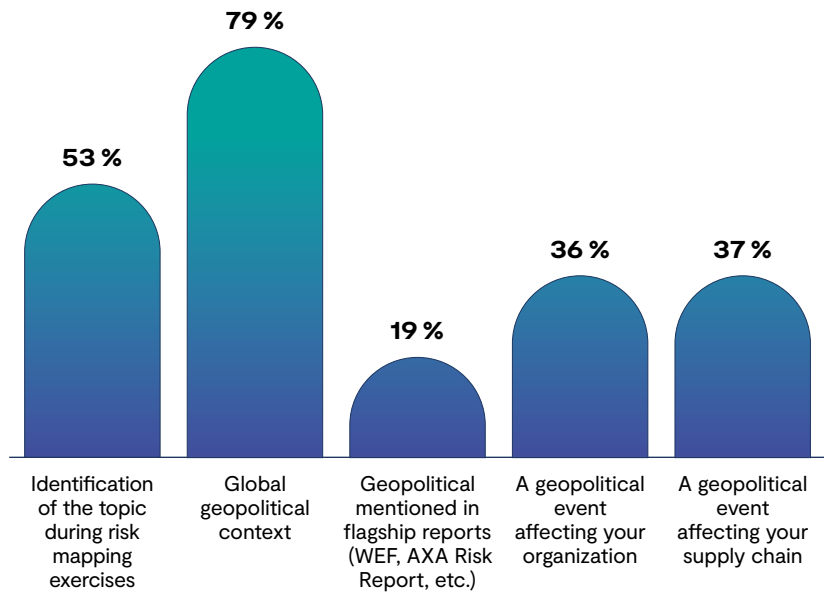
The results indicate that geopolitical risk is now firmly embedded in boardroom discussions, with 92% of respondents reporting that it is regularly addressed within their governance structures.

Geopolitical risk management systems



Question n°10

What were the triggers for monitoring geopolitical risk?

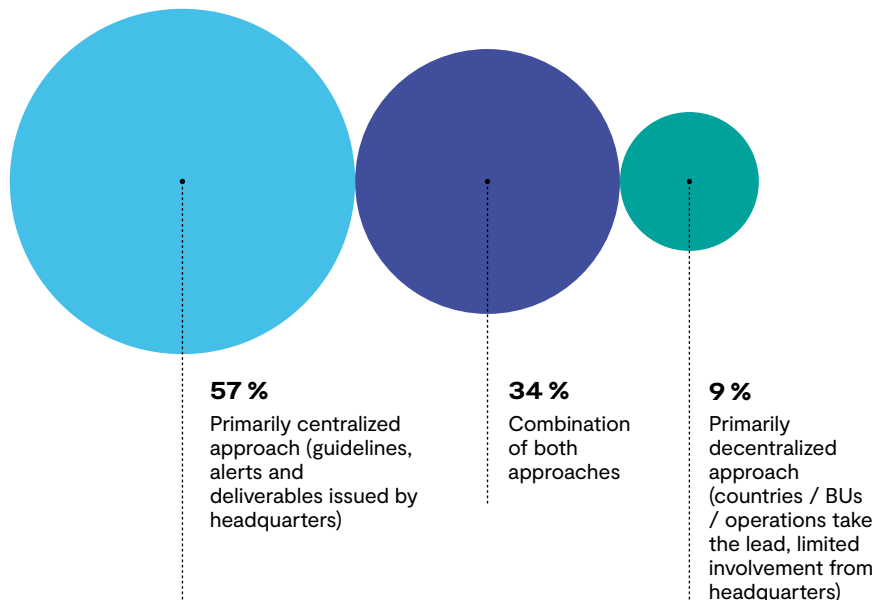


Geopolitical risk monitoring is primarily triggered by the global geopolitical environment, cited by nearly 79% of respondents, underscoring the predominance of external factors. Risk-mapping exercises, mentioned by 53% of respondents, also rank among the main practices contributing to their integration into risk-management processes. These are followed by geopolitical events that

have directly affected the organization (36%) or its supply chain (37%). Ultimately, the establishment of geopolitical risk-monitoring mechanisms reflects the interplay between exogenous and endogenous factors, combining the international context, internal risk-identification systems, and operational experience.

Question n°11

Which organizational approach have you adopted for monitoring geopolitical risk?

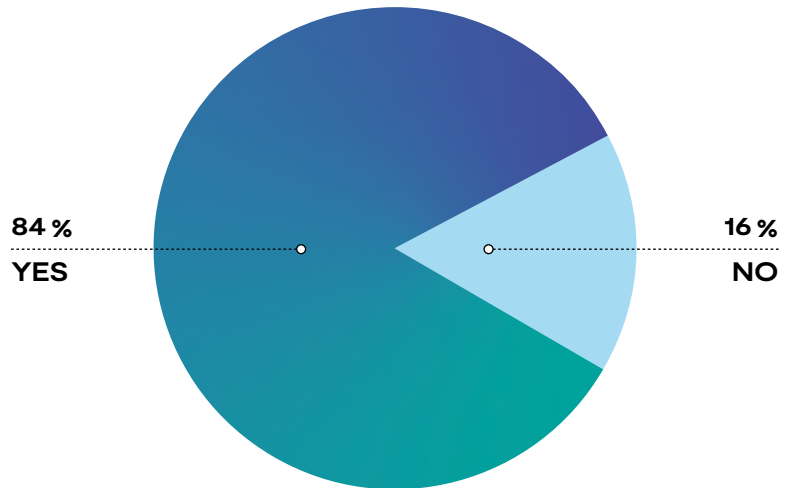


Geopolitical risk monitoring is predominantly structured around a centralized approach, cited by more than half of respondents. A significant proportion of organizations (34%) report adopting a hybrid model that combines central oversight with input from local teams, suggesting

the presence of mechanisms designed to capture “weak signals” that may be difficult for headquarters to detect. By contrast, a fully decentralized approach remains uncommon, mentioned by fewer than 10% of respondents.

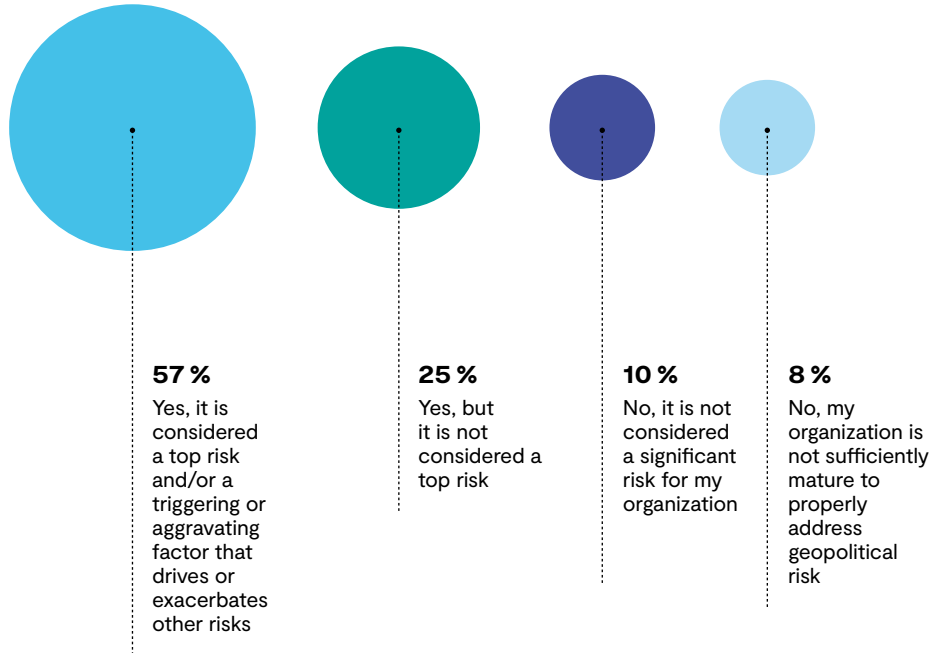
Question n°12

Is geopolitical risk included in your organization's risk universe?



Question n°13

Is geopolitical risk included in your organization's risk map?

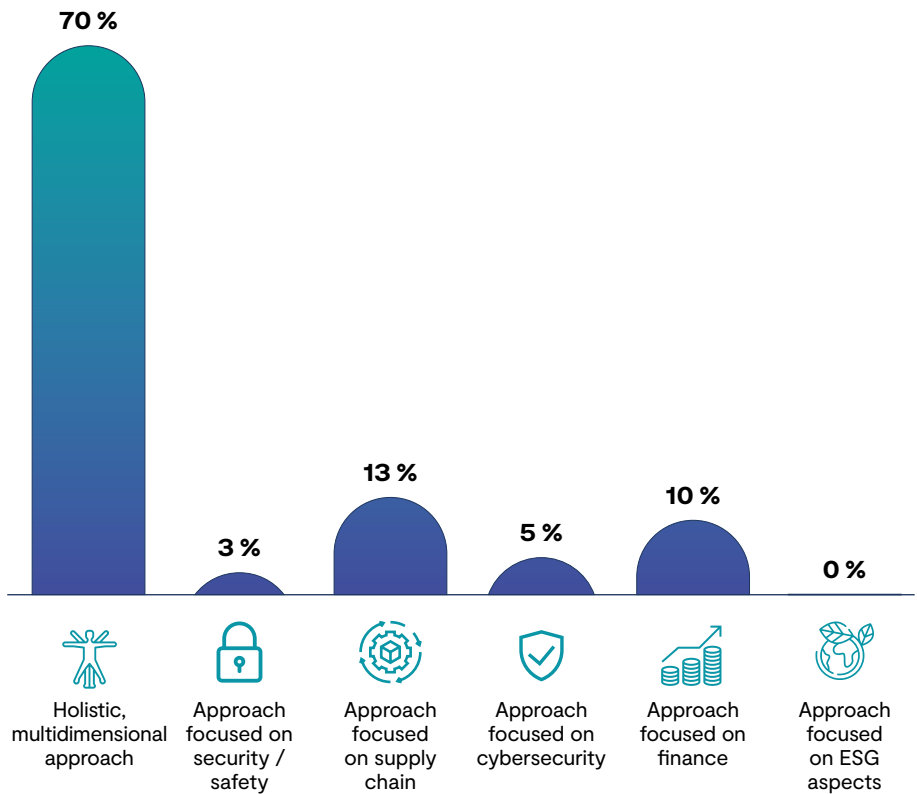


The results show that geopolitical risk is now fully embedded in corporate risk management frameworks: 82% of respondents state that it is included in their organization's risk universe. More than half (57%) view it as a triggering or aggravating factor that can amplify other risks.

Organizations that do not include it in their risk mapping cite two main reasons: it is not considered a top risk by their company (10%), or it remains difficult to assess accurately (8%). These are mainly medium-sized enterprises and large corporations operating across a range of sectors and geographical areas beyond France. Thus, even some sizeable, internationally exposed organizations do not yet identify geopolitical risk as a major threat.

Question n°14

From which perspective does your organization assess geopolitical risk?



70% of respondents report assessing geopolitical risk through a holistic, multi-factor approach. These findings confirm that companies have recognized the cross-cutting nature of geopolitical risk. This comprehensive approach reflects a desire to simultaneously integrate several factors to better understand all the interdependencies and their potential impact on business.

Expert Insight



Santiago BOSIO

Head of Risk Management and Foresight, ADP Group



Geopolitical risk is a multifaceted issue, monitored by various departments within organizations, yet often lacking a comprehensive vision.

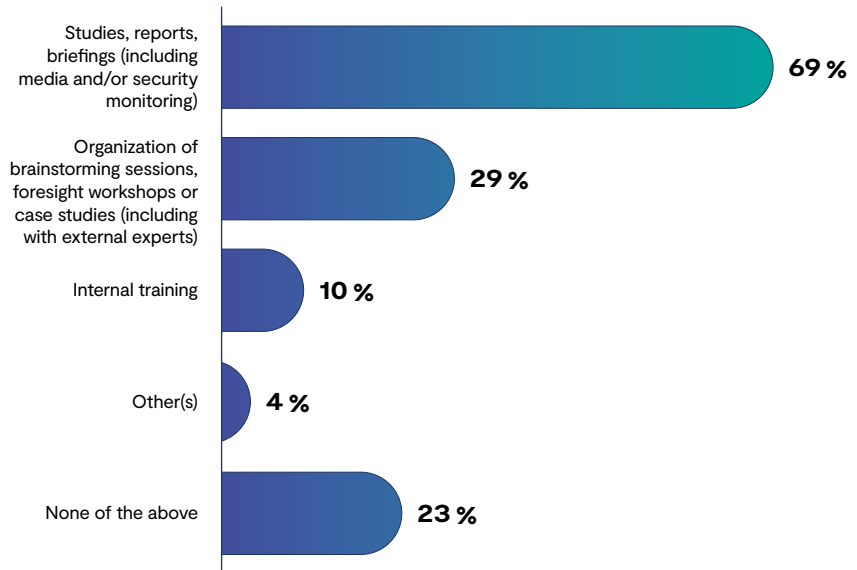
To strengthen this global perspective and support strategic decision-making, a scenario-based approach, covering the short, medium, and long term and led by the Risk Manager, enables organizations to anticipate the ripple effects of geopolitical events (local tensions, political upheavals, supply chain disruptions, etc.) and to assess their associated financial impacts (heightened security measures, loss of revenue, adjustments to operations, and so forth).»

Question n°15

What types of deliverables or mechanisms exist within your organization regarding geopolitical risk (excluding risk mapping)?



Multiple answers possible – total exceeds 100%.



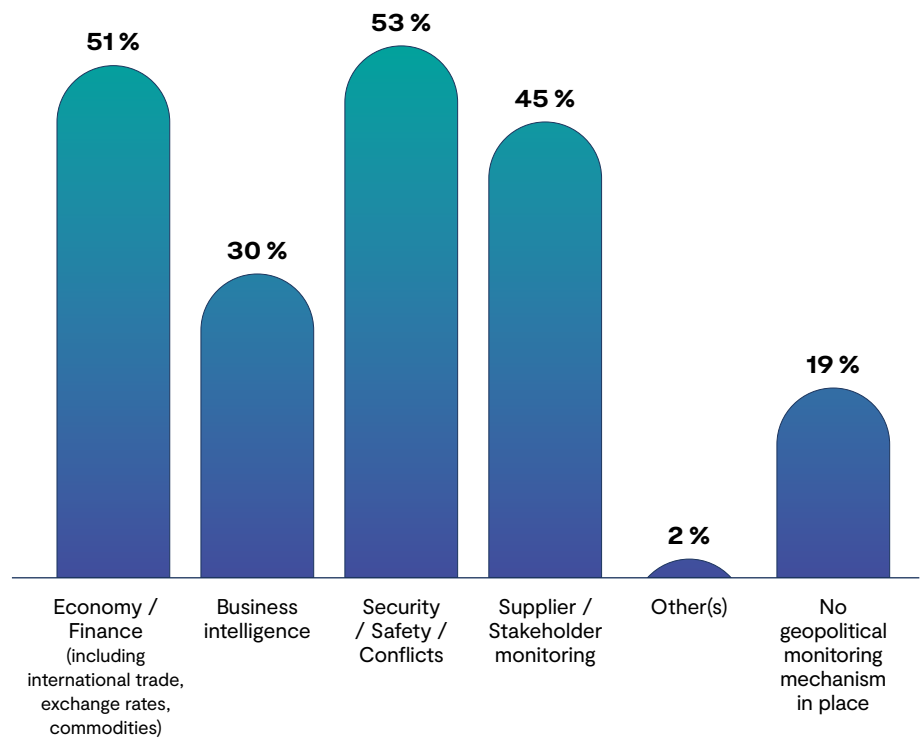
Question n°16

Has your organization implemented monitoring mechanisms on geopolitical topics?

If yes, on which themes?



Multiple answers possible – total exceeds 100%.

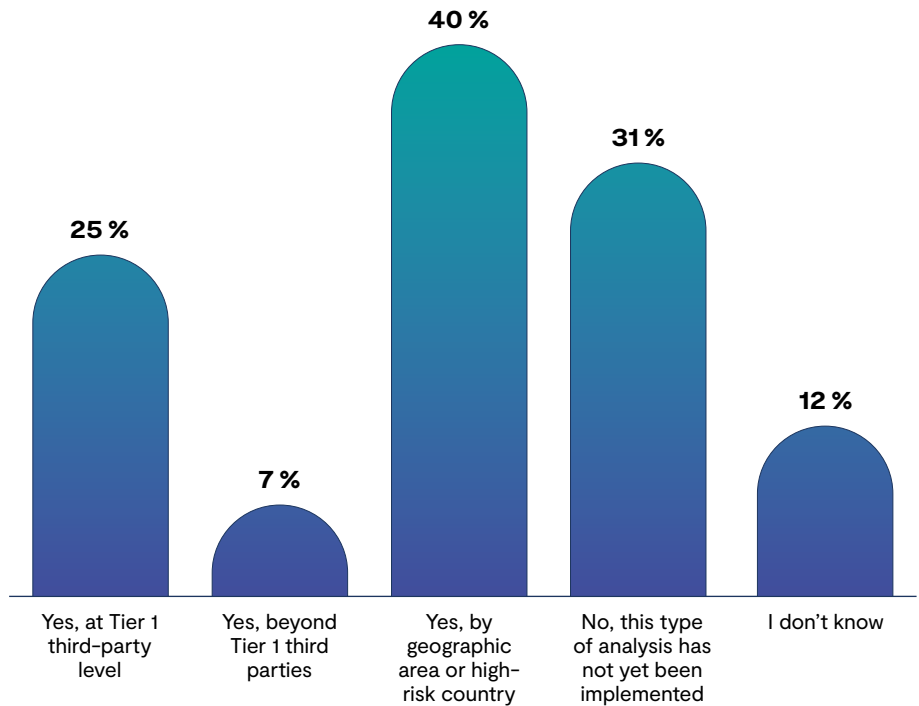
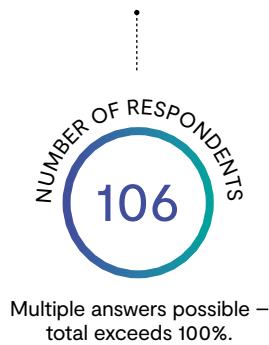


To measure and analyze the geopolitical risks affecting their organization, nearly 70% of respondents report relying on studies, reports, and intelligence briefings. Around 40% have implemented additional measures, such as participatory workshops or internal training sessions. Notably, a significant share of respondents (24 individuals, representing 23% of the sample, including ten large corporations) have not introduced any specific measures.

Where monitoring systems exist, the topics addressed tend to be diverse, focusing primarily on security and safety issues (53%) as well as economic and financial aspects (51%).

Question n°17

Does your organization analyze the impact of geopolitical risks on its supply chain?



43% of respondents say they do not analyze the impact of geopolitical risk on their company's supply chain or are unaware that such analysis is being conducted. Among companies that do perform this analysis, it is mainly focused on tier 1 third parties (i.e., partners or suppliers with whom the organization has a direct relationship). Very few respondents extend their assessment beyond tier 1, reflecting the challenges companies face in obtaining visibility into their broader supply chain.

It should be noted that, of the 20 respondents adopting a dual approach (geographic area and third-party level), 15 focus their analysis on tier 1 third parties, while 5 extend it to tier 2 and above.

Expert Insight



Thomas OSMONT

Supplier Business
Continuity Manager,
THALES

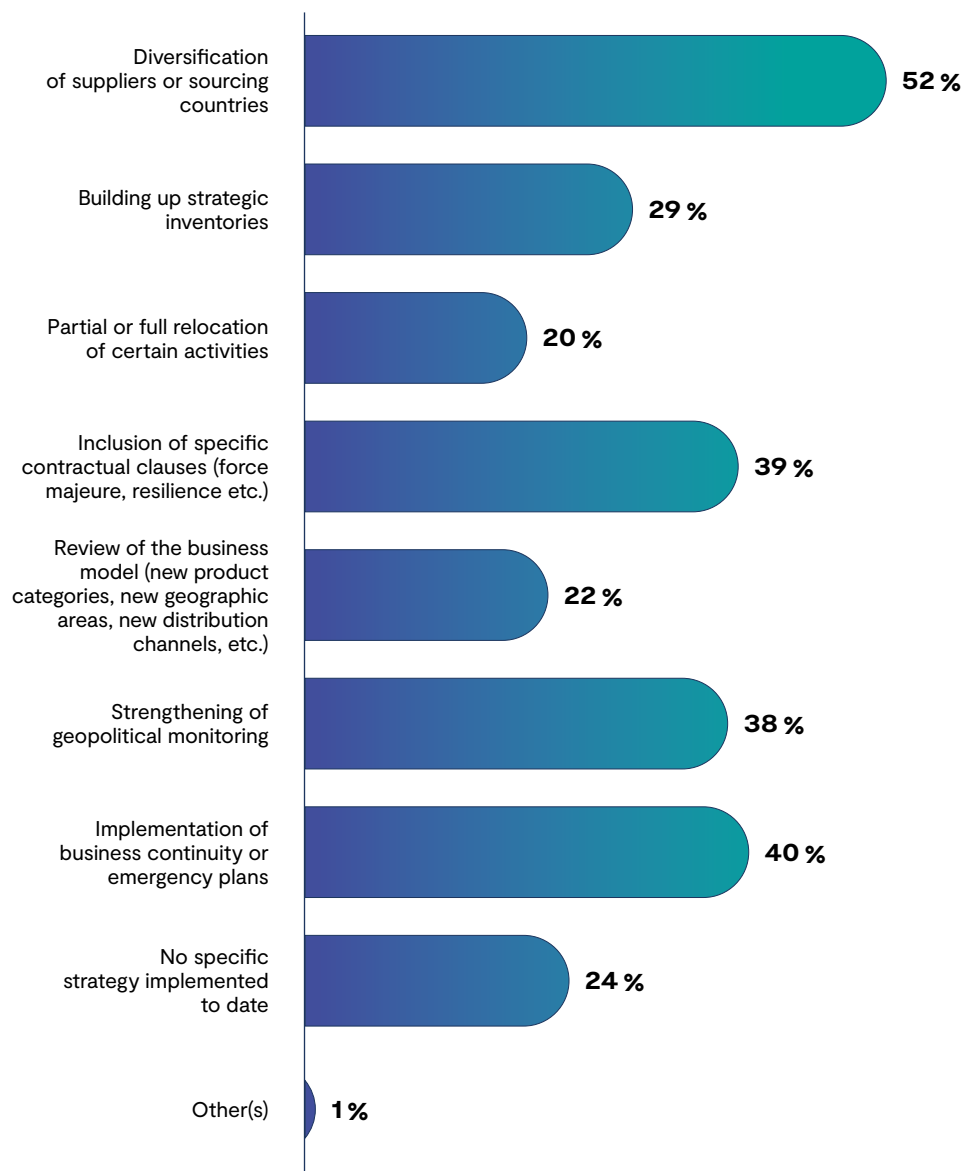
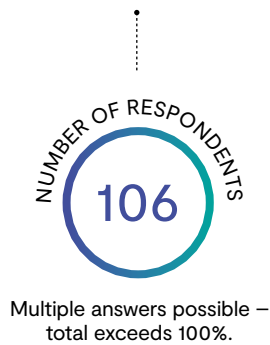


With rising global uncertainty, supply chain risk management is now a strategic priority for ensuring operational continuity.

To navigate multiple crises and strengthen their resilience, organizations need a comprehensive understanding of their extended supply chains, enabling them to fully grasp the complexity of their ecosystems.»

Question n°18

What strategies has your company implemented to mitigate geopolitical risks related to its supply chain?



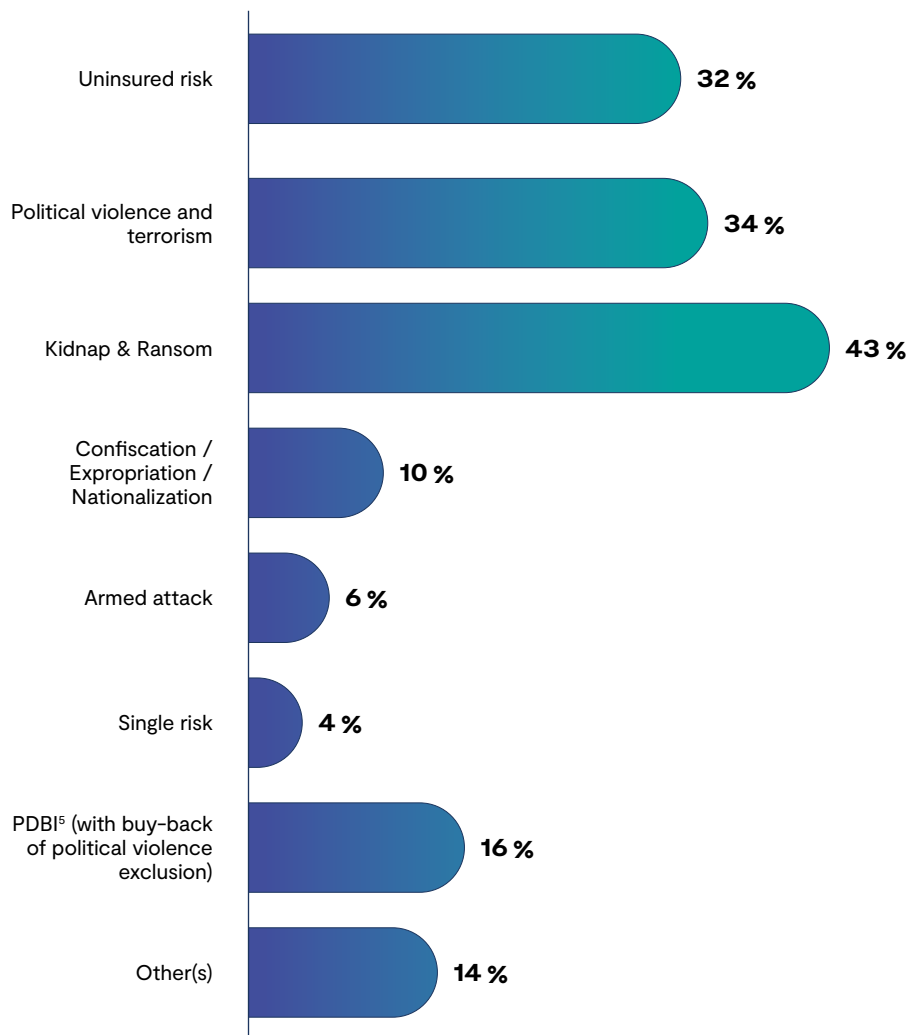
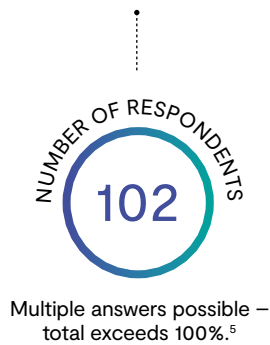
Among organizations that have implemented strategies to mitigate geopolitical risk within their supply chain, the responses reveal a wide range of approaches. Diversifying suppliers or sourcing countries remains the most common practice (52%), followed by the development of business continuity plans (40%) and the inclusion of specific contractual clauses (39%). It should be noted that 25 respondents (24%) have not implemented any specific measures, 16 of which have international operations on all continents.

Insurance



Question n°19

Which insurance policies have you purchased to cover the consequences of geopolitical risks?



To mitigate the consequences of geopolitical risks, respondents most frequently reported purchasing Kidnap & Ransom (43%) and Political Violence & Terrorism (34%) insurance policies.

However, 32% of respondents have not taken out insurance policies covering the consequences of geopolitical risks. This may reflect a preference for strengthening preventive mechanisms, such as business continuity plans, crisis management systems, or incident escalation processes, or a perception that the insurance products currently available do not fully meet their operational needs. In other cases, it may simply indicate that the organization's residual risk level is deemed acceptable.

⁵ PDBI: Property Damage and Business Interruption

Question n°20

According to you, what are the current barriers to purchasing insurance policies covering the consequences of geopolitical risks?



Multiple answers possible – total exceeds 100%.

This question was asked to all respondents, not just those who answered "uninsured" to the previous question.

33 %

I don't know / Not applicable

31 %

Mismatch between available coverage and your needs (exclusions, terms & conditions, capacity, deductibles, etc.)

23 %

Insurers' refusal to cover certain geographic areas

7 %

Other

24 %

Premiums are too expensive

17 %

No particular obstacles

Half of the respondents (50%) are either unaware of, or have not identified, any barriers to purchasing insurance policies that cover the impacts of geopolitical risks.

For the other half, the main obstacle cited is the misalignment between insurers' offerings and companies' actual needs, particularly due to exclusions or limited capacity (31% of responses). The cost of premiums (24% of responses), a financial constraint, also reflects the tight budgetary environment in which many companies operate.

In an increasingly complex geopolitical landscape, a persistent gap therefore remains between the political risk insurance products available and the expectations of businesses.

**Expert
Insight****Estelle JOSSO**

Director of Insurance
and Prevention,
HERMÈS international



The multitude of geopolitical risks facing companies today makes it challenging to adapt insurance coverage. Many policies can be affected by geopolitical factors, yet their exposure to such risks is sometimes poorly understood.

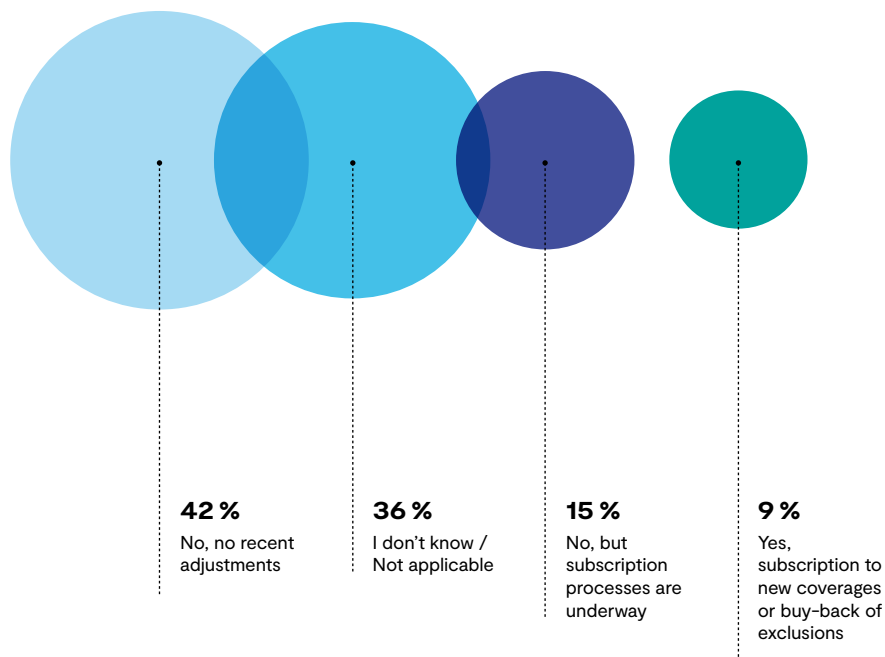
While there is no dedicated 'geopolitical risk' insurance as such, coverage typically relies on a combination of specific policies (political violence, terrorism, K&R, investments, transportation, etc.). This layered approach adds complexity and requires a strong understanding of existing products to identify the most suitable insurance levers.

Current coverage meets certain needs but still leaves a significant share of actual exposures unprotected: supply chain disruptions, economic sanctions, or regulatory restrictions. In practice, many offerings remain standardized and contain numerous exclusions, which can hinder their uptake. Moreover, in a constrained budgetary environment, it can be difficult to justify purchasing policies whose relevance is not immediately evident.

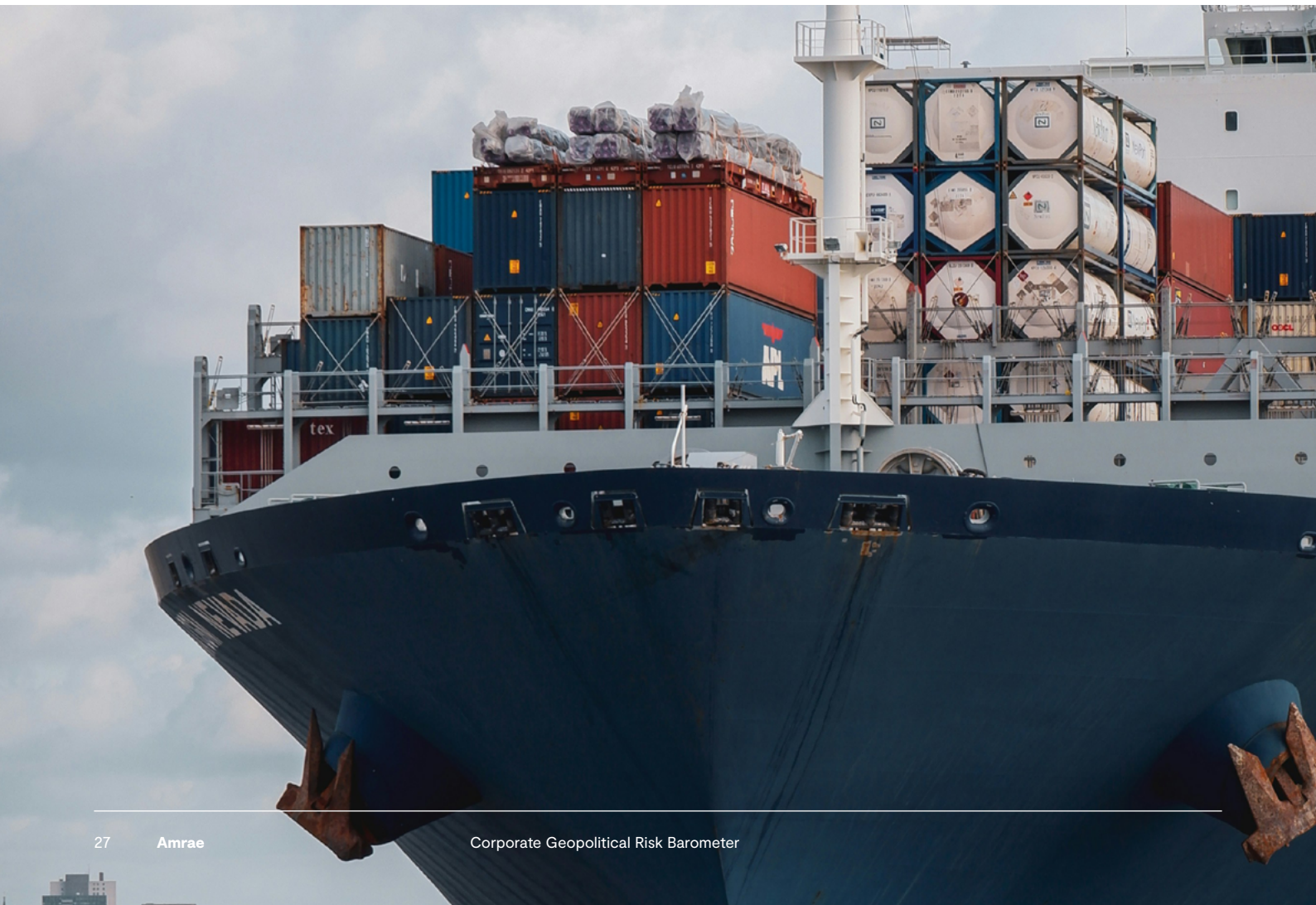
Nevertheless, companies are paying increasing attention to these issues, and insurers are showing a real willingness to adapt their products. There is now genuine scope for dialogue to evolve the insurance offering so that it is better aligned with operational realities and corporate risk prevention needs.»

Question n°21

Have you reviewed or adjusted your insurance programs covering the consequences of geopolitical risks over the past 12 months?



42% of respondents reported no recent changes to their insurance programs over the past 12 months to account for the impacts of geopolitical risks, while approximately 24% indicated that they had extended their coverage or are currently negotiating to do so.



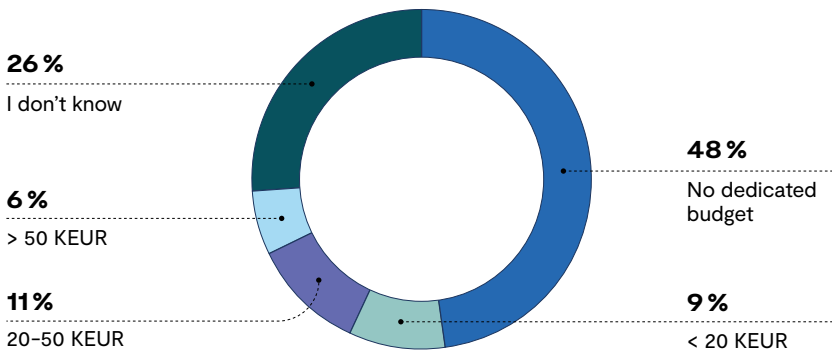
Resources



A combined review of these responses highlights the limited resources dedicated to monitoring geopolitical risk within companies, which still relies mainly on open-source and freely available information. Investment in tools, training, and human resources specifically focused on this topic remains limited.

Question n°22

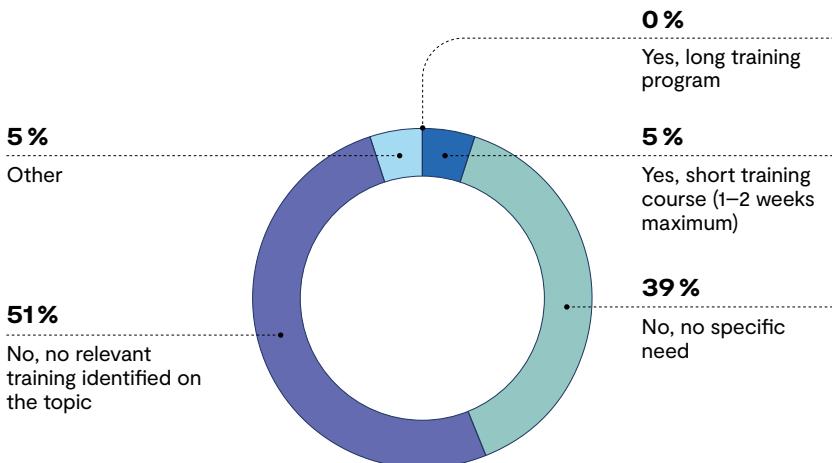
What is the estimated annual budget allocated to monitoring geopolitical risk (excluding the compensation of involved staff)?



The budgetary aspect reveals that nearly half of respondents have no specific budget, while a quarter say they do not know what amount is allocated, suggesting that resources may exist but are dispersed or managed within other teams. Only 25% of respondents have a dedicated budget, and just 6% of them report a more substantial allocation (over €50,000 per year).

Question n°23

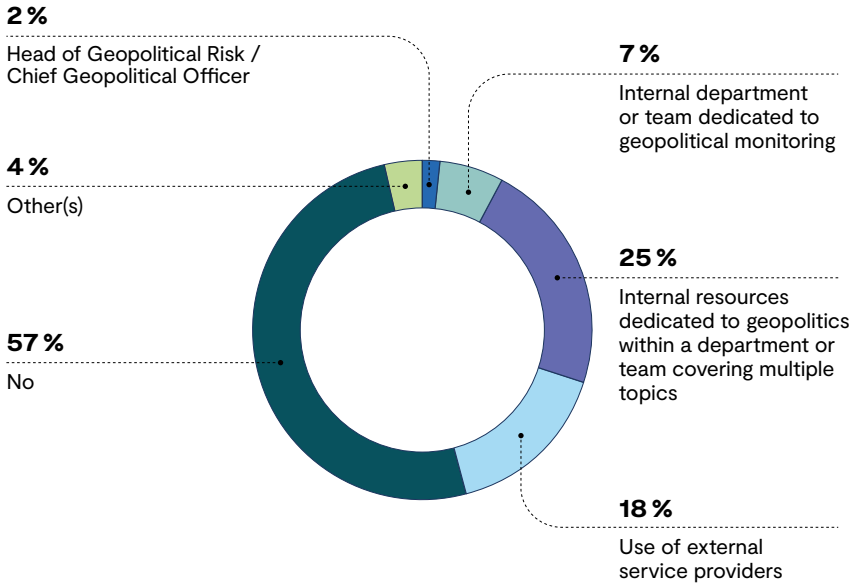
Are you currently attending, or have you attended in the past 12 months, any training related to geopolitics (economic environment, international relations, country risk, etc.)?



Added to this is a shortfall in continuous training: only 5% of respondents reported having completed a short, specialized course over the past twelve months. Furthermore, 39% indicated that they have no specific training needs, while more than half did not identify any relevant programs on the subject.

Question n°24

Do you have dedicated resources for monitoring geopolitical risk?

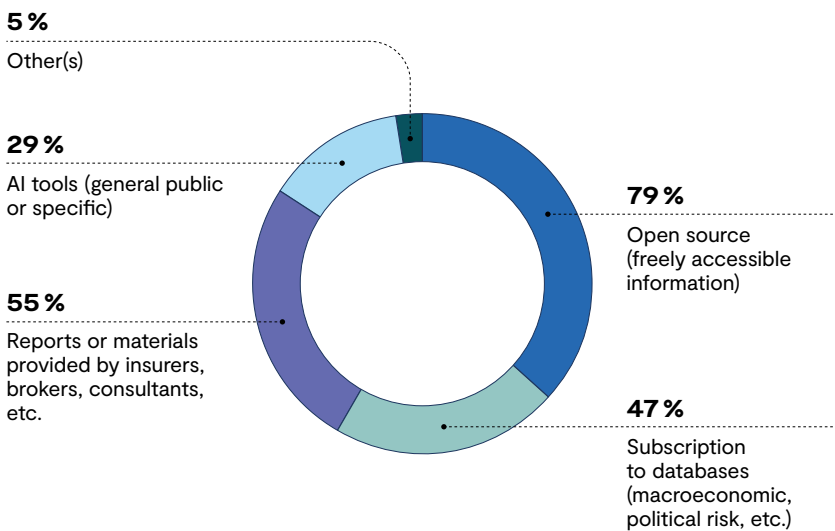


Multiple answers possible – total exceeds 100%.

The human resources allocated show a similar trend: more than one in two organizations have no dedicated resources. When they do exist, they are more often integrated into departments with broader responsibilities. The use of external service providers remains limited, and the existence of teams or managers exclusively dedicated to geopolitical issues is the exception rather than the rule.

Question n°25

What types of sources or tools are used within your organization to monitor geopolitical risk?



Multiple answers possible – total exceeds 100%.

When it comes to tools, most companies continue to rely on free sources, whether available online or provided by third parties (brokers, insurers, etc.). Furthermore, solutions based on artificial intelligence (AI) applied to geopolitical analysis are mentioned by approximately 29% of respondents, reflecting both the contribution of recent technological advances and a search for cost-effective tools. Over time, AI could represent real added value in the management and analysis of geopolitical risk, by facilitating the collection, analysis, and synthesis of increasingly extensive and fragmented information.

One-year Outlook

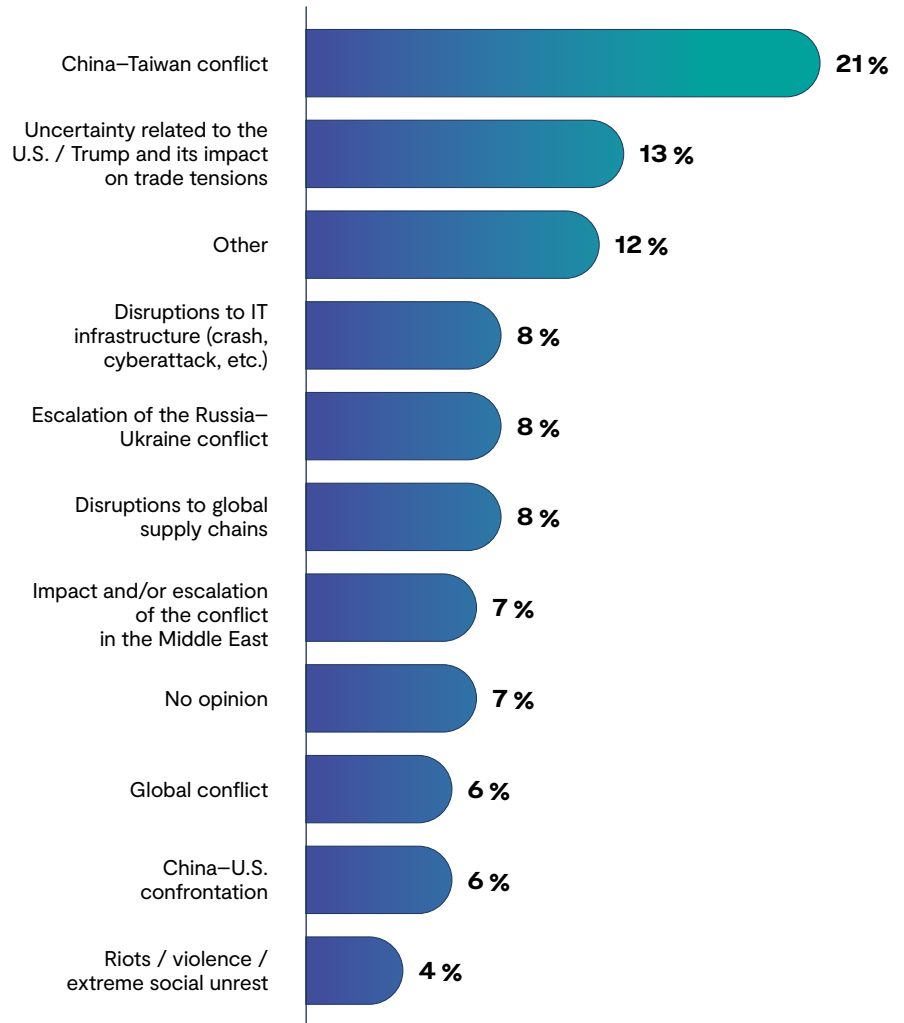


Question n°26

What upcoming geopolitical event do you fear most in the next 12 months?



Some respondents provided separate items. Analysis based on participants' open-ended responses.



Responses point to mounting global tension: heightened fears of a China-Taiwan conflict, the impact of U.S. policy on international trade, and a possible extension of the Russia-Ukraine war into Europe.

Concerns about major cyberattacks and supply chain disruptions signal increased vigilance over the technological and economic dimensions of geopolitical rivalry. Persistent conflict in the Middle East is viewed as an aggravating factor, contributing to broader strategic uncertainty. Many of these risks are interdependent: the materialization of one could amplify others.

ABOUT AMRAE

Anchoring risk management at the heart of organizational performance and resilience

The **Amrae** (Association for Risk Management and Insurance in Business) brings together the main players in risk management (risk management, internal control and audit, insurance, and legal). Through its scientific committees, publications, position papers, and congress, it works to promote excellence in risk management, which helps secure business strategy and build resilience. AMRAE has approximately 2,000 members from 850 private and public organizations.

Informed and long-term risk management is the foundation of business resilience. It aims to absorb shocks, assume responsibility, and seize opportunities, while fostering sustainable and responsible growth. Its benefits extend to businesses, their ecosystems, and the entire economic fabric.

To find out more
www.amrae.fr



Amrae's fundamental missions are:

RISK CULTURE

- To promote a risk management culture within companies and their ecosystem;
- To contribute to the evolution of the corporate insurance market through constructive influence.

EXPERTISE

- To develop and maintain the expertise of risk managers at the highest level;
- To offer a privileged forum for sharing best practices among risk management professionals;
- To provide benchmark training programs dedicated to risk management professions.

TRAINING & CONFERENCES

With Amrae Training, the Association meets professional development needs by offering high-level certification programs.

The Amrae Risk Management Conference is the leading conference for risk and insurance professionals (more than 3,800 participants in 2025).

These three days are the essential event for all stakeholders in risk management and financing.

AMRAE

la Maison du risk management