



XL Insurance
Reinsurance

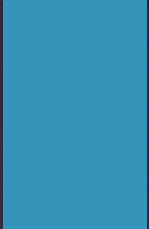
Risk Managing the Risk Managers:

Building a Functional Construction Risk Management Team

Rose Hoyle, PE, CRIS

Strategic Operations Manager for Risk Engineering

AXA XL NA Construction



“Organizations that invest in risk management, and specifically link risk management to the attainment of the most important strategic and financial goals, typically achieve higher relative growth.”

- Deloitte 2019 Survey of Risk Management

Risk Management 101

Responsibility + Authority



Risk Management 101

The Three-Legged Stool



Various Sizes and Shapes of Construction Firms

Revenue + Region + Reach



Small, Local Contractor

Various Sizes and Shapes of Construction Firms

Revenue + Region + Reach



Large, Local Contractor

Various Sizes and Shapes of Construction Firms

Revenue + Region + Reach



Mid-Size, Regional Contractor

Various Sizes and Shapes of Construction Firms

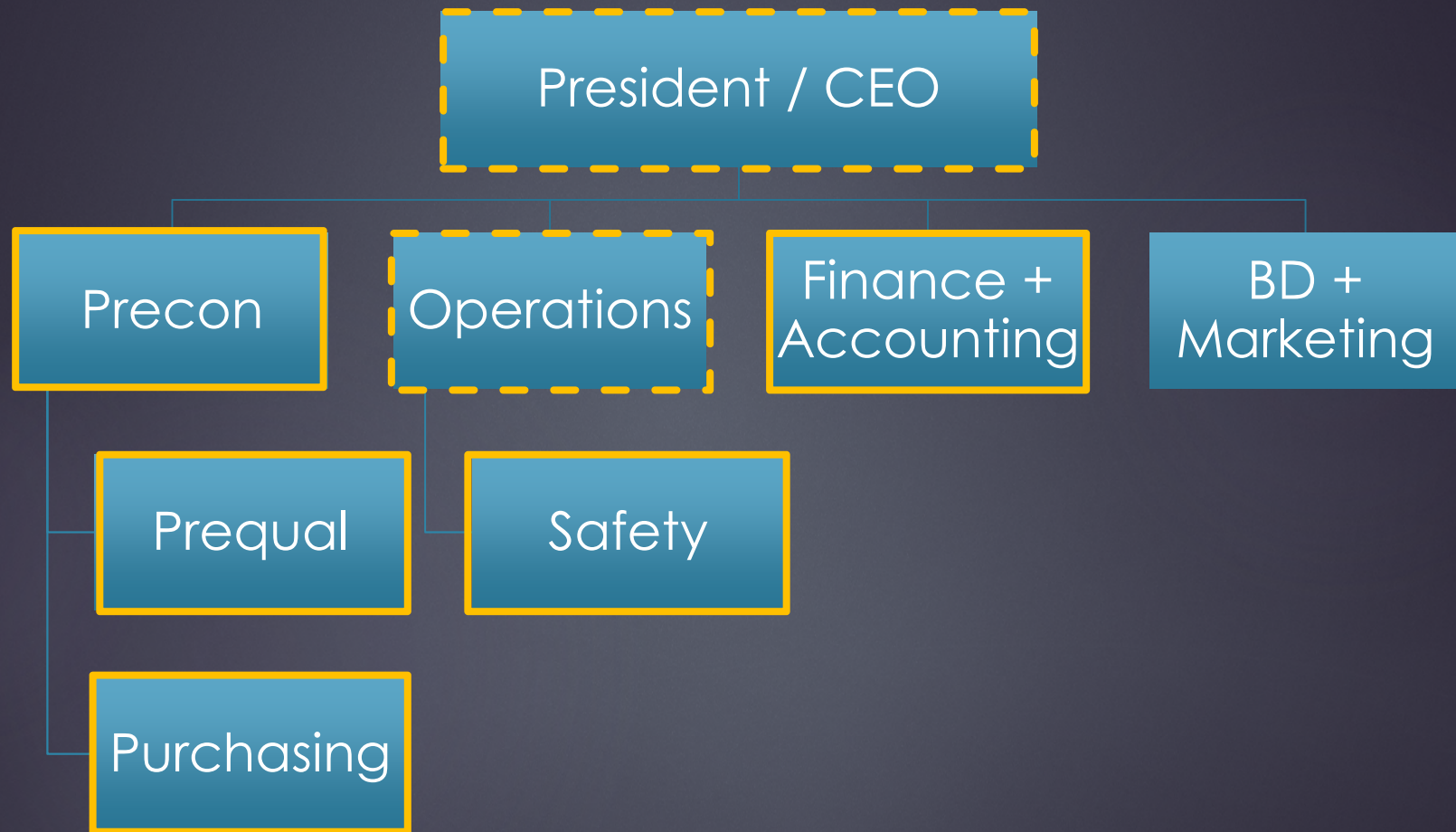
Revenue + Region + Reach



Large, National Contractor

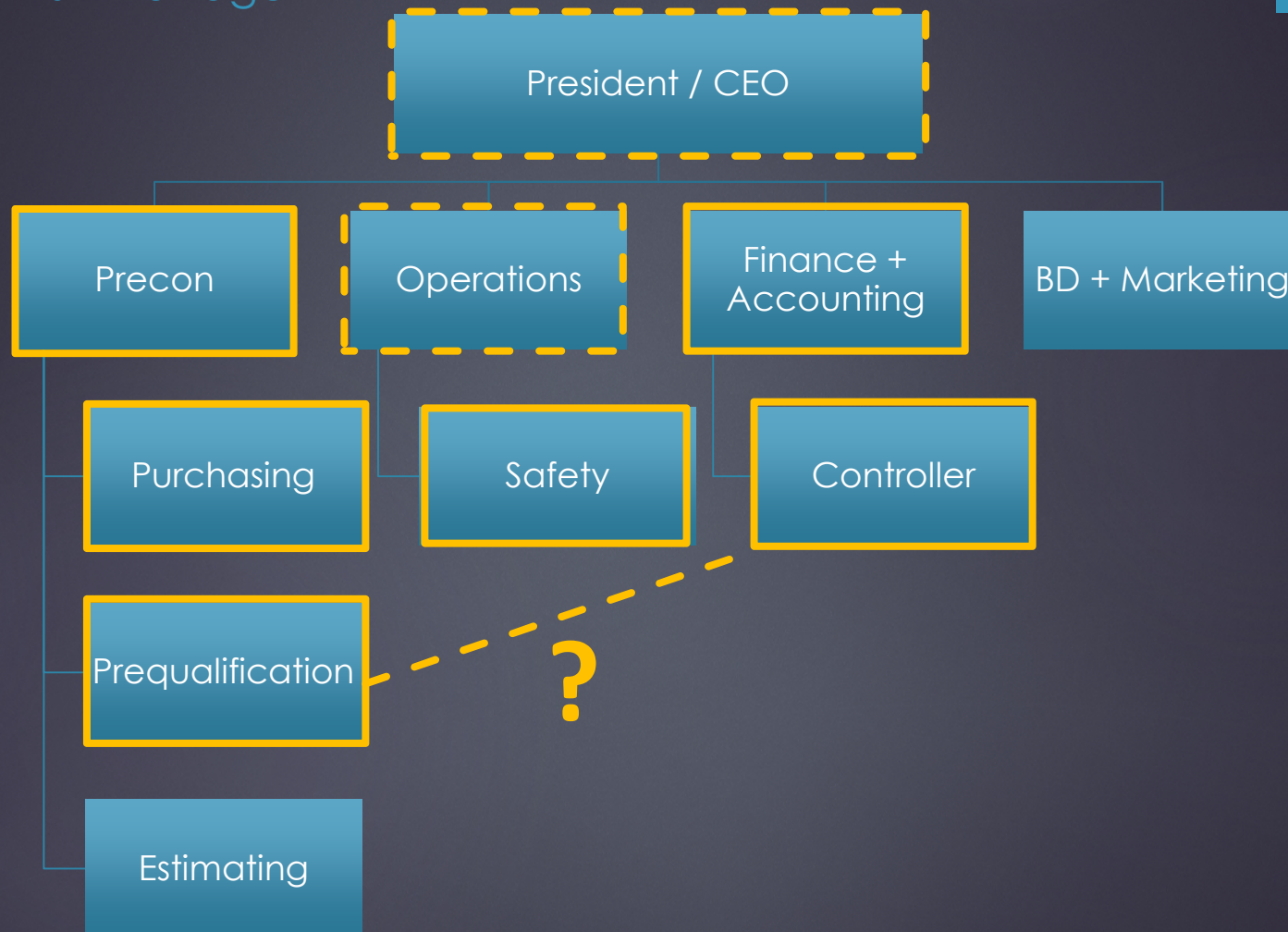
Risk Management Teams

The Lean Team Model



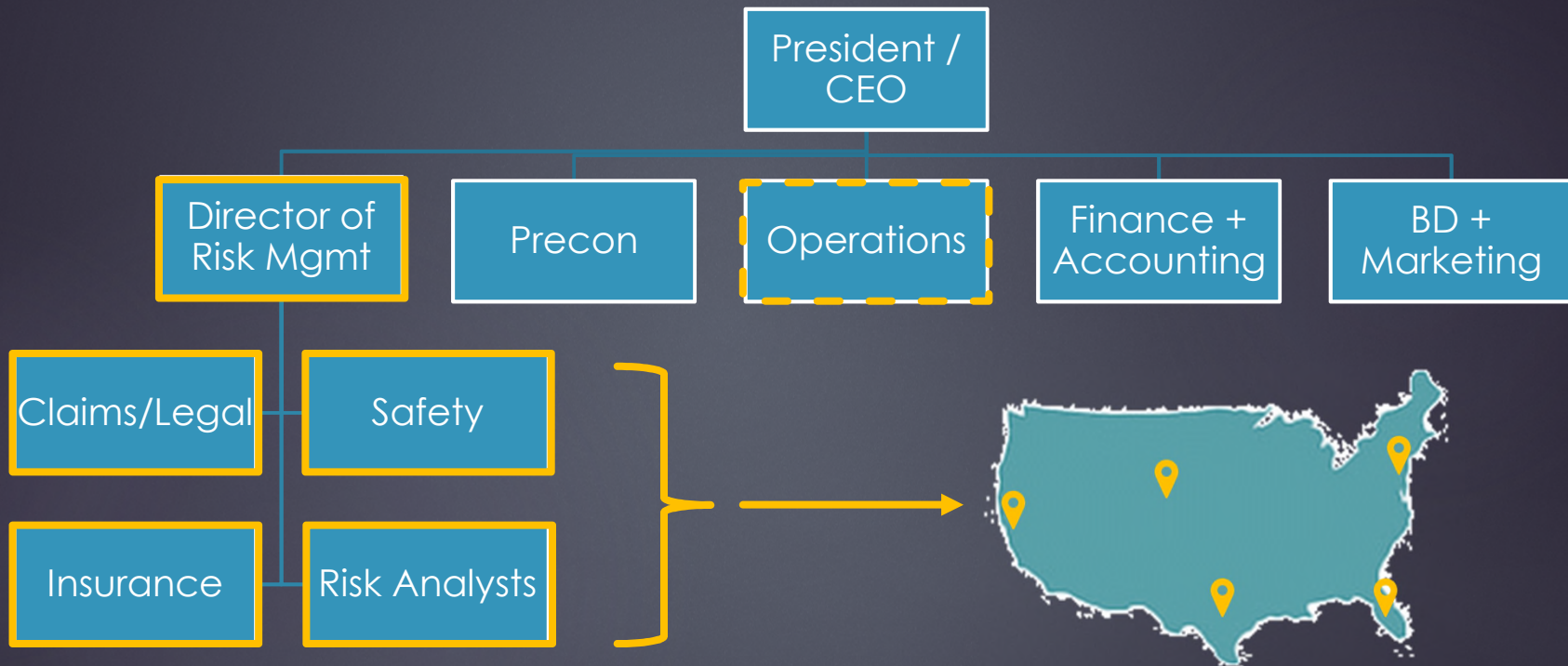
Risk Management Teams

The CFO Risk Manager



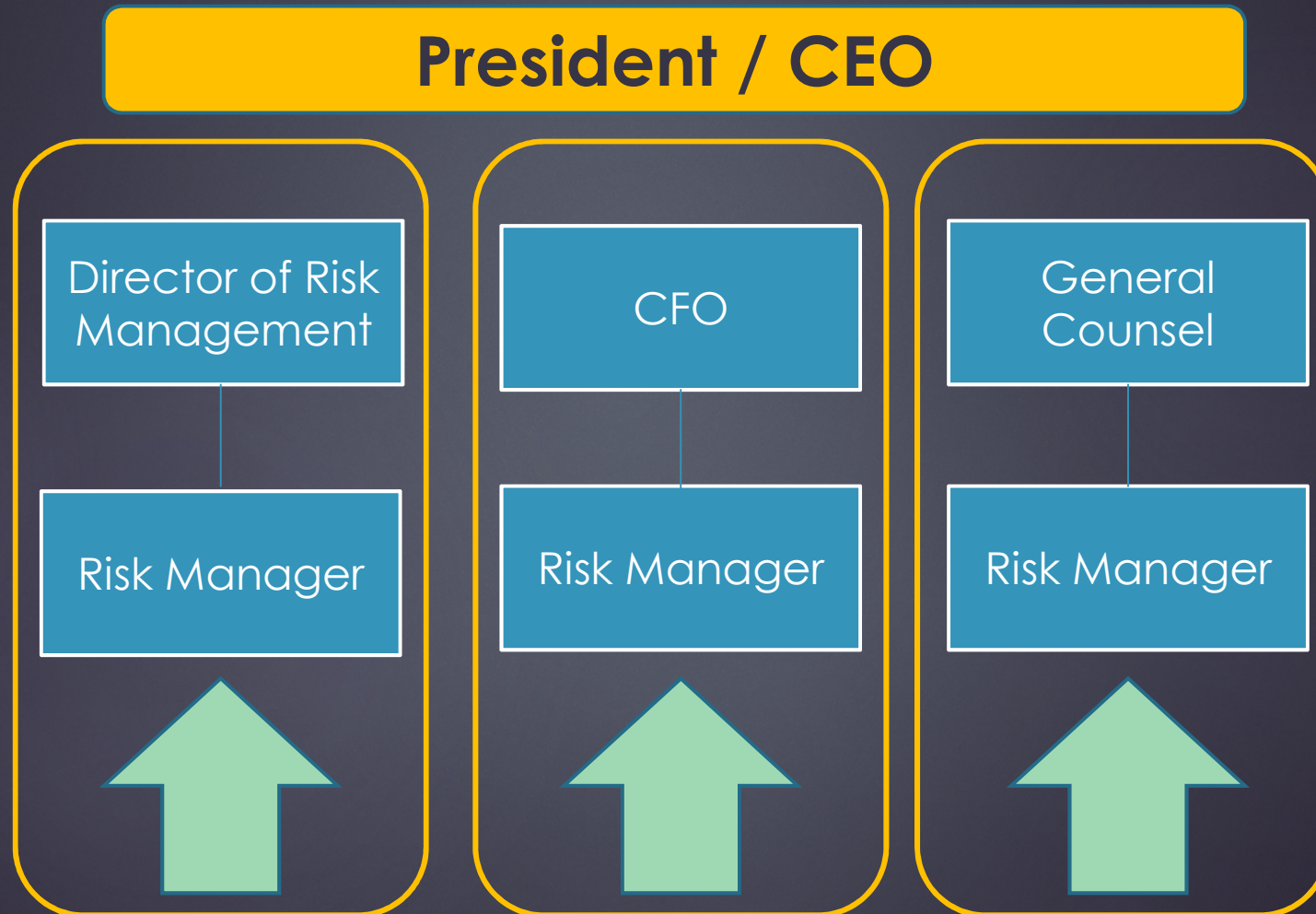
Risk Management Teams

Corporate Risk Management



Risk Management Teams

Reporting Matters



Risk Management Teams

Reporting Matters

Chief Risk Officer

“Organizations with a CRO [who reports to the CEO] are more likely to view risk management strategically”

– Deloitte 2019 Survey of Risk Management

Risk Management Teams

Implementation

- Self-Awareness
- Consider the Future State (Scalability)
- Checks and Balances
- Culture Shift = Trust + Engagement
- Continuous Improvement

Risk Management is the art of human decision-making. Be sure to consider the humans!



Questions?