

AUSTRALIA'S ONLY DEDICATED CONFERENCE ON OPERATIONAL AND NON-FINANCIAL RISK MANAGEMENT

NON-FINANCIAL RISK MANAGEMENT 2019

28 - 30 October 2019 ▶ Sir Stamford Circular Quay

Maturing Non Financial Risk Management
Through Governance Frameworks
& Controls, Automation, Data Analytics
and Cultural Transformation

FEATURED SPEAKERS 2019



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Welcome to the Inaugural **Non Financial Risk Management Summit 2019!**

With customer trust at an all time low and recent regulatory scrutiny creating a burning platform, Australian financial institutions are undergoing a radical re-think around how non financial risks are assessed, funded, resourced and owned.

Moreover, a holistic approach towards categorizing and managing risks across the "Financial" and "Non Financial" spectrum is being felt as businesses re-design their risk strategies and appetites in the digital landscape, especially with data privacy and cyber risks looming at large.

Standing in the way of achieving this are legacy cultures, complex reporting lines, outdated risk controls and frameworks, inadequate data sources and lack of best practices that businesses can model their risk organization around.

With that in mind, we bring you Australia's first of its kind **Non Financial Risk Management Summit (28-30 October, Sydney)**. With a focus on case studies led by senior risk leaders, this is your opportunity to learn about:

- ▶ **Driving prioritization and accountability of non-financial risk** by hearing how **Teachers Mutual Bank, Bendigo Adelaide Bank & Telstra** quantify operational risks in customer experience and financial implications over traditional, qualitative KRIs
- ▶ **Improving non financial risk resilience and management** by learning from initiatives such as how **Suncorp & Westpac** leverage data, renewed controls, taxonomies and stress testing methodologies to improve business decision making & response to incidents
- ▶ Creating a risk aware culture by improving staff understanding of appropriate behaviors and training around risk-applied innovation like BUPA have by re-designing performance metrics to prioritize customer outcomes over sales

I look forward to meeting you in October.

Best Regards,

VISHAL MUDDA
Program Director
Non Financial Risk Management Summit 2019

FEATURING KEY CASE STUDIES...

NON-FINANCIAL RISK MANAGEMENT 2019



Effective Risk Articulation, Controls Automation And Data Driven Reporting

How Barclays UK re-designed processes, risk taxonomy and approaches to create a unified risk regime with automated controls that improves stakeholder and regulatory expectation management



Building Resilience Within Business Operations For Effective Threat Response

Westpac share their approach towards stress testing, risk communication & management to drive resilient operations in the digital landscape



It's All About The Customer!

Hear how BUPA revolutionized staff KPIs and remuneration to reduce conduct risk, boost customer advocacy and increase staff satisfaction



Implementing and Embedding Enterprise Risk Frameworks In A Scalable, Efficient, And Effective Manner

BlackRock's global ERM framework that's creating an effective way to categorize, manage and mitigate non financial risks

Who will you meet?

JOB TITLES:

- ▶ Chief Risk Officers

HEADS/DIRECTORS/GENERAL MANAGERS OF:

- ▶ Risk/Risk Management/Risk Optimization/Transformation
- ▶ Operational Risk
- ▶ Enterprise Risk
- ▶ Technology Risk
- ▶ Internal Audit

FROM THE FOLLOWING INDUSTRIES:

- ▶ Banks
- ▶ Credit Unions
- ▶ Insurance
- ▶ Superannuation
- ▶ Financial Services
- ▶ Investment Management
- ▶ Telecommunication
- ▶ Payments Services

Networking and Interactivity The IQPC Event Experience Explained

This is not a mass participation event, featuring hundreds of attendees. This event is a tightly focused networking, business development and learning platform for senior executives.

The conference experience has been specifically designed to increase the opportunities for collaboration and networking courtesy of formats like speed networking, solutions clinics, interviews and debates.

We encourage you to bring your business cards, actively participate in the interactive learning and networking sessions, reflect on your current commercial challenges and leverage the event to identify new high value relationships and tangible business solutions which you can implement when you are back in the office.

MEET OUR 2019 SPEAKERS

NON-FINANCIAL RISK MANAGEMENT 2019

KEYNOTE



BARCLAYS

Vinita Ramtri

Head of Controls Automation
Barclays UK



Stuart Mills

Head of Group Operational Risk
and Group Insurance
Westpac Group



Ingrid Child

Chief Controls Officer -
Operational Risk and Controls,
Private and Business Banking
CBA



Bruce Cuthbertson

Head of Operational Risk and
Compliance, Institutional
ANZ Group



SUNCORP

Nathan Taylor

Head of Risk Enablement
Suncorp Group

BLACKROCK®

Dominic Keh

Head of Enterprise Risk
Management
BlackRock Australia



Gemma Kyle

Group Executive,
Corporate Services
REST



Neil Kenzler

Chief Risk Officer
Teachers Mutual Bank



Ruby Yadav

Chief Risk Officer
UniSuper



Amy Woolf

Risk Operations Principal,
Networks & IT
Telstra



Justin James

Director Conduct and Risk
BUPA



Dr. Jolene Morse

Head of Risk Models and Support,
Business Banking Risk
Bendigo & Adelaide Bank



Michael Saad

General Manager
Enterprise Risk
icare NSW



Jason Holandsjo

General Manager -
Group Compliance
Australia Post



Luke Hyde

Head of Governance and Risk,
Customer Operations
MLC Life Insurance



Rohan Wickremesinghe

Program Integration Leader
- Technology Risk and Compliance
- Lynx Migration
TAL



Lalit Barhate

Head of Internal Audit
Avant Mutual Group

Ali H. Memon
Technology Risk Consultant
The Risk Advisory

A

9:00 AM – 11:00 AM

Creating An Accountable, Lean And Resilient Risk Organization By Re-Designing Team Roles, Processes And Controls Around Customer Journeys And Outcomes

At large organizations, non financial risk management challenges are typical – low visibility of risk across the 3 lines of defence, duplication of processes and reduced accountability. With customers gaining visibility into an organization's use and management of their data and empowering them to switch providers on whim, threats like system outages, cyber attacks and data breaches need to be handled meticulously and there's no place to for the leadership team to hide should they materialize!

In this workshop, Vinita takes you through a new way of thinking and structuring of risk teams and processes at Barclays UK to offer your business the best of breed approaches that can help you prevent and in the unfortunate instance, effectively respond to such risks. By tying the risk team's set up to cater to customer journeys, she has created a foundation for non risk management that can now be incrementally matured through control automation and innovative technologies.

Expected Outcomes:

- ▶ Reduces customer risk and improved business resilience to a complex, digital risk environment
- ▶ Improved quality and consistency of customer experience
- ▶ Reduced duplication of risk processes
- ▶ Unified accountability, ownership and understanding of risk across the three lines of defence

Key Takeaways:

- ▶ Effective use of process, risk and controls to manage increasing stakeholder expectations
- ▶ Embed process culture and process awareness across the organization
- ▶ The value of lean and end-to-end thinking in driving better outcomes and increased efficiency
- ▶ Encouraging process ownership, transparency and completeness such as hand-off points between processes
- ▶ Moving from a siloed risk management to embedding a culture of risk awareness across the organisation
- ▶ Using controls effectively to drive better customer outcomes while managing risk
- ▶ Sharing ways to think around how to connect processes and customer journeys
- ▶ Leverage structured thinking, simplified taxonomy and technology to better manage increasing expectations

B

11:30 AM – 1:30 PM

Enabling Automated, Data-Driven Non Financial Risk Management By Improving Alignment Between Your Business Processes, Risk Technologies And Customer Responsibilities

As legacy thinking and approaches to non financial risk management are changing, so does the way the business optimizes its technology platforms which are crucial to bringing efficiency and effectiveness to risk professionals, who have more than a truckload of expectations, regulatory commitments and workloads to deliver on today.

In this workshop, deep dive into your challenges with refining your risk management processes, platforms and responsibilities in a manner where your GRC platform can be supercharged with high quality, actionable data insights to drive proactive non financial risk management and federated decision making to reduce pressure on Line 2 resources. This is your opportunity to learn how to build out a risk organization from scratch across processes, skillset and tools to make automation and data driven risk management a reality.

Key Outcomes:

- ▶ Shedding legacy technologies, structures, controls and process around non financial risk management
- ▶ Improved uptake of Line 2 strategy across Line 1 risk owners
- ▶ Leveraging high quality data insights to improve risk decision making
- ▶ Reduced process duplication and improved automation of manual risk processes

Key Takeaways:

- ▶ Building out a risk organization with the Chief Customer Officer to bring an end-to-end prioritization of customer outcomes as well as regulatory commitments
- ▶ Creating a Line 1.5 role to improve understanding and enforcement of Line 2 risk strategy by Line 1 leaders
- ▶ Optimizing your processes to improve GRC platform data insights
- ▶ Exploring the scope for automation within risk processes to reduce staff workload



VINITA RAMTRI
Head of Controls Automation
Barclays UK

8:20 **COFFEE AND REGISTRATION**

8:50 **Conference Opening – Remarks from the Conference Chairperson**

9:00 **Barclays UK Case Study: Managing Increasing Stakeholder And Regulatory Expectations Through Effective Risk Articulation, Controls Automation And Data Driven Reporting**

While innovation budgets and resources keep growing, risk management is finding it increasingly challenging to cope with the slew of new regulations, an emerging bag of new risk profiles and falling customer trust. How does a risk leader achieve their objectives in such an environment with limited resources and increasing workloads? In this session, Vinita talks to her journey at Barclays Bank in how technology is able to enhance and improve risk outcomes to complement rather than slow down business innovation.

- ▶ Embedding and articulating risk culture and awareness across leadership and operational leaders
- ▶ Defining KRIs and controls that bring standardization and accountability at scale
- ▶ Leveraging data, simplified taxonomy and reporting to improve regulator expectation management

Vinita Ramtri

Head of Controls Automation

Barclays UK

9:40 **Technology Risk Management: Principles That Ensure A Sustainable Compliance Posture**

A seasoned risk enthusiast explains the tenets that enable organisations to: -

- ▶ Develop a tailored Technology Risk Framework that assists in continuous compliance
- ▶ Effectively identify and classify technology assets and associated risks

PANEL DISCUSSION

- ▶ Adopt risk scales to continuously measure and improve upon their Technology Risk posture

Ali H. Memon

Technology Risk Consultant

The Risk Advisory

10:20 **Do's And Don'ts With Standing Up A Transparent And Mature Non-Financial Risk Management Framework In The Digital Landscape**

Risk management needs a new lens within the business to improve customer trust, regulatory compliance and financial outcomes for the business in the digital landscape. This panel will see risk leaders reflecting on their experiences, wins and lessons to provide you tangible insights around things they'd do more of and some things they wish they know earlier as they address key questions around bringing maturity to non financial risk management such as:

- ▶ What practices do we need to shed and how must we look at non financial risk today?
- ▶ How do we secure executive buy in and investment to improve prioritization and ownership of non-financial risk?
- ▶ How can we integrate various operational risks into an ERM framework without losing visibility?
- ▶ What are some ways to improve management of regulatory and customer scrutiny?
- ▶ What would we change about our approaches in hindsight?

Michael Saad

General Manager
Enterprise Risk
icare NSW

Gemma Kyle

Group Executive,
Corporate Services
REST

Nathan Taylor

Head of Risk Enablement
Suncorp Group

Ingrid Child

Chief Controls Officer -
Operational Risk and Controls,
Private and Business Banking
CBA

11:00 **Speed Networking** 

11:20 **MORNING TEA**

11:40 **Interactive Discussion Groups**

ROUNDTABLE A

Culture Is The New Control – Improving Risk Assurance Through Human Behavior Assessment

Lalit Barhate

Head of Internal Audit

Avant Mutual Group

ROUNDTABLE B

How Can Non Financial Risk Management Be Leveraged To Improve Business Financial Outcomes

Jolene Morse

Head of Risk Models and Support,
Business Banking Risk

Bendigo & Adelaide Bank

ROUNDTABLE C

Considerations And Risks With Operating In An Automated Risk Environment

Michael Saad

General Manager Enterprise Risk
icare NSW

ROUNDTABLE D

How Can We Establish Balance Between Risk and Innovation In An Increasingly Competitive Market?

Rohan Wickremesinghe

Program Integration Leader - Technology Risk and Compliance

- Lynx Migration

TAL

13:00 **LUNCH**

14:00 **Pursuing Data-Led Risk Management: Suncorp's Case Study In Uplifting Risk And Compliance Management**

Suncorp has recently implemented a Program of work which has enhanced the way risks and obligations are managed with a focus on embracing data and building a greater understanding of risk. This program has supported Suncorp to keep pace in a rapidly changing external landscape. Nathan takes you through how the different components, including the processes, technology, change management, frameworks and data, need to come together to deliver a single solution which will support a future of enhanced insights, improved non-financial risk management and opening up for the opportunities of AI. Key themes covered:

- ▶ Why a data-led risk approach is important
- ▶ Optimising your risk platforms and supporting tools to be an enabler rather than a burden
- ▶ Developing a strong data foundation to drive insights, reporting and support better decision making
- ▶ The pitfalls on the journey

Nathan Taylor

Head of Risk Enablement
Suncorp Group

14:40 **Westpac Case Study: Improving Organisational Resilience to Effectively Respond To Operational Risks And Retain Customer Trust**

At Westpac Group, the Group Operational Risk team are currently undertaking a simplification and enhancement program across the entire Operational Risk Framework. This includes simplifying the structure and language of the policy framework along with enhancing the supporting guidance and training materials and upgrading Group's Operational system. A key component of the program is the development and implementation of the Group's approach to operational resilience. The goal? Ensuring the Group

is able to respond effectively respond to an incident or outage and minimise the impact of the customer. What does that mean? When operating in a cyber landscape, you can no longer simply think you'll not have an incident to respond to – the question is more so around how your organization's culture and resources are geared to effectively minimizing and responding to such inevitable incidents.

- ▶ Simplifying and "lightening" risk terminology to improve business ownership and understanding of operational risks
- ▶ Brining in intuitive technology capability that offers simplified reporting and insights to business owners on their deliverables
- ▶ Adopting stress testing and reverse-stress testing methods to improve risk management and response

Stuart Mills

Head of Group Operational Risk and Group Insurance
Westpac Group

15:20 **AFTERNOON TEA**

15:40 **How UniSuper Applied Human Centred Design To Risk Frameworks And Controls To Improve Assurance And Reduce Admin Effort By 81%**

As organizations adapt new ways of working to improve customer-centric innovation and speed to market, traditional standards-led and obligatory approaches to risk management won't stand a chance if the risk function is to be effective and at pace. In this session, hear how human centred design and agile approaches are being applied by UniSuper to improve non financial risk management and drive compliant cultures "by design". Hear how Ruby:

- ▶ Applied a member and organization lens towards how risk is understood, owned and managed
- ▶ Has re-worked fragmented risk processes, frameworks and controls underpinned by HCD
- ▶ Is bringing maturity to operational risk as a part of a wider, integrated risk management overhaul at UniSuper

Ruby Yadav

Chief Risk Officer
UniSuper
by
business executives

16:20 **It's All About The Customer! – How BUPA Evolved Its Remuneration and Rewards Structure to Prioritize Customer Outcomes Over Financial Returns**

Conduct risk is on everyone's mind in the post banking commission era. While most financial institutions are still in the journey of embedding recommendations into their risk management programs, BUPA has been well on its way to not only meet the regulatory expectations around conduct but also exceed them. In this session Justin will take you through how he has improved BUPA's focus on customer outcomes through a rewards and remuneration structure overhaul that's boosted customer satisfaction metrics.

- ▶ Moving from rewarding customer facing teams for sales to prioritizing customer outcomes
- ▶ Developing performance measures around metrics that look at qualitative factors over financial metrics
- ▶ Overcoming challenges with securing and embedding change across staff and leadership
- ▶ A group discussion over how to prioritize customer outcomes and reduce bias when machines will make customer decisions

Justin James

Director Conduct and Risk
BUPA

17:20 **Conference Closing – Remarks from the Conference Chairperson**

17:30 **NETWORKING DRINKS**

9:00 COFFEE AND REGISTRATION

9:30 Conference Opening – Remarks from the Conference Chairperson

9:40 From Colors To Dollars – How Teachers Mutual Bank Are Re-thinking The Concept And Measurement of Non Financial Risk To Improve Board Prioritization And Funding Of The Risk Profile

Neil has a few problems – with the bifurcation of “financial” and “non financial risk”, with the regulator’s approach towards the subject, with how “non financial risk” is being measured and with how most organizations are failing to prioritize and manage the risk. For the last few months, he’s spent time addressing these problems. In this session, he’ll share how he did that by talking to Teachers Mutual Bank’s journey around re-thinking the approach towards how non financial risk is being viewed, owned, managed and mitigated by sharing insights around:

- ▶ Why classifying operational risks as “non financial” is setting organizations up to fail
- ▶ How to evolve operational risk indicators from color codes into financial implications emerging from the risk profile
- ▶ Creating an effective communication and reporting strategy for improved risk professional effectiveness and business buy in

Neil Kenzler

Chief Risk Officer

Teachers Mutual Bank

10:20 BlackRock Case Study: Implementing and Embedding Enterprise Risk Frameworks In A Scalable, Efficient, And Effective Manner

Dominic Keh, Head of Enterprise Risk Australia and Regional Co-Head of Enterprise Risk Asia-Pacific, joined BlackRock in 2010 shortly after the merger with BGI which has seen BlackRock become the world’s largest Investment Manager. He has been central to

the rollout of BlackRock’s Enterprise Risk Framework across Australia and Asia-Pacific legal entities. This session will see Dominic share:

- ▶ How BlackRock’s ERM Framework captures the full spectrum of risks, including non-financial risks
- ▶ Integrating a consistent firm-wide ERM Framework, post a merger with different entities
- ▶ Key success factors and challenges in rolling out an effective fit-for-purpose risk appetite framework
- ▶ Moving ERM from being a box-ticking exercise to an integral part of Senior Management decision making
- ▶ How automation and data science bring a more proactive approach to BlackRock’s risk management journey

Dominic Keh

Head of Enterprise Risk Management

BlackRock Australia

11:00 MORNING TEA

11:20 Breaking Siloes Across The 3 Lines Of Defence To Bring Transparency To Non Financial Risk Management And Improve Regulatory Compliance

Your risk management program is only as effective as the line of communication and clarity of processes and responsibilities across the 3 lines of defence. It’s common knowledge that being effective at this is a challenge most large financial institutions face and this panel will see risk leaders from each of the lines offering perspectives around how to improve on this aspect.

- ▶ Building a resilient, competent and future-proof team of non-financial risk leaders
- ▶ Rethinking the key roles and reporting structures to improve agility, communication and accountability of operational risk management
- ▶ Building operational readiness to manage and respond to threat exposures

PANEL DISCUSSION

Stuart Mills

Head of Group Operational Risk and Group Insurance

Westpac Group

Jason Holandsjo

General Manager – Group Compliance

Australia Post

Luke Hyde

Head of Governance and Risk, Customer Operations

MLC Life Insurance

Bruce Cuthbertson

Head of Operational Risk and Compliance, Institutional

ANZ Group

12:00 What Research Shows Around Australia's Non Financial Risk Management Frameworks And Their Scope For Improvement

Jolene recently undertook market research with leading Australian CROs around non financial risk management practices and how they tie into the broader enterprise risk management discussion. She has found some interesting insights around how Australian financial institutions are set up for the new era of threats and in this session will share findings around:

- ▶ Aspects of risk management that Australian banks are strong on
- ▶ Moving from a piece meal, opportunity based risk management approach towards a strategic risk management and prioritization approach
- ▶ Where risk management practices come undone when integrating them into an enterprise risk management framework
- ▶ Overcoming challenges with embedding complex frameworks into BAU processes
- ▶ What can we learn from international banks and their risk models

Jolene Morse

Head of Risk Models and Support, Business Banking Risk

Bendigo & Adelaide Bank

12:40 LUNCH BREAK

13:40 **Maturing Technology Risk Practices Within Operational Risk Management To Improve Resilience In The Cyber Landscape**

It is estimated that about 8% of organisations are currently using purpose built Governance, Risk and Compliance software as a way to enhance risk capability around their technology assets. However, with organisations depending on technology, the risk is higher. This session will explore:

- ▶ How has the profile of technology risks evolved over the last few years?
- ▶ How can we better define our technology asset environment and associated risks?
- ▶ How can we bring more quantitative measures to showcase tech risk criticality?
- ▶ How to can we better work with Cyber, BCM and front-line teams to improve tech risk management?

Rohan Wickremesinghe

Program Integration Leader - Technology Risk and Compliance - Lynx Migration

TAL

14:20 **How REST Is Leveraging Non Risk Management As A Source For Competitive Advantage Through A Robust Process, Technology And Controls Set Up**

At REST, Gemma leads a unique set up towards risk management that's improved visibility, periodization and management of risk and set a solid framework for incremental benefits that can be derived from emerging technologies and data. In this session, she shares with you the strategy and rationale behind this by touching upon:

- ▶ Improving prioritization and management of critical risks by building the enterprise risk profile from the top down
- ▶ Why success of lines of defence is contingent on capability and skills over structure

- ▶ Taking an out-of-the-box approach towards maturing your GRC platform capability
- ▶ Leveraging data and process simplification to derive early risk indicators & automate assurance

Gemma Kyle

Group Executive, Corporate Services

REST

14:50 **AusPost Case Study: Standardizing The Ownership, Measurement And Communication Of Risks Across Multiple Business Units To Effectively Prioritize Key Enterprise Risks**

Risk Ownership is the responsibility of the whole organisation. With limited budgets and a variety of risks to deal with, does one prioritize and manage them effectively? Jason talks to his journey at AusPost in addressing the age old challenge of driving transparency, accountability and prioritization of risk across operational and board levels in a uniform and coordinated manner, sharing insights into how he's redesigning traditional risk management at the business. Hear how Jason brings to the organization:

- ▶ Creating an integrated approach towards measuring the materiality of all types of risks – financial, strategic, compliance, non financial
- ▶ A uniform set of criteria towards categorizing and measuring the materiality of risks
- ▶ Re-thinking roles and responsibilities, controls across the three lines of risk defence to improve ownership of risk
- ▶ Overcoming challenges of driving board and operational leader acknowledgement and ownership of risks

Jason Holandsjo

General Manager - Group Compliance

Australia Post

15:30 **Conference Closing – Remarks from the Conference Chairperson & Conference Close**

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 ▶ Workshops: **28 October 2019**
 ▶ Venue: **Sir Stamford Circular Quay**

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WHERE

Sir Stamford Circular Quay

WHEN

28 - 30 October 2019

ACCOMMODATION

Sir Stamford Circular Quay is the official venue for **Non-Financial Risk 2019**, and we have negotiated special rates for attendees of this event.

To take advantage of these rates, contact the hotel and quote: IQPC or go to <https://www.iqpc.com/events-future-finance-accounting> and click on the Venue and Accommodation page for a direct link to rates.

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