

Enterprise Risk Management Workshop

Modular Approach

How prepared are you to address key risks in these challenging times?



Objective

Aiming to maximise value through an appropriate balance of growth, return, risks and deployment of resources.

Who should attend?

Risk management practitioners, Finance managers, Finance officers, IT staff, Internal auditors, Operations staff at all levels

Modular workshop

Participants may mix and match single modules, or they may enrol in a sequence of modules to match their professional objectives.

Enhance your organisation's ability to effectively manage uncertainty

Today's business world is constantly changing – its unpredictable, volatile, and seems to become more complex every day. By its very nature, it is fraught with risk. Enterprise risk management is a comprehensive, systematic approach for helping the organisation to identify, measure, prioritise and respond to the risks challenging its most critical objectives and related projects, initiatives and day-to-day operating practices.

What is Enterprise Risk Management (ERM)?

ERM is a systematic process in which organisations:

- Maintain a portfolio view of key risks at group and business unit level
- Manage both the upside potential and downside impact based on the organisation's risk appetite & risk tolerance
- Measure and address both stand-alone event risks and how the individual risks interrelate

How does ERM benefit your organisation?

- Improved profitability and performance
- A comprehensive view of risks and controls throughout the organisation
- Risk-based management of resources and capital
- Enhanced dialogue with rating agencies and regulators
- Greater integration of governance, risk and compliance

Typical issues and challenges

- What are my company's risks?
- Does my company have a risk appetite statement?
- How do I link group risk appetite with operational decisions?
- Are there existing policies that reflect my risk profile?
- How effective is my risk governance framework?

Workshop agenda

No	Topics	Duration	Details
1	ERM 01 ERM Overview	2 hrs	<p>Understanding ERM</p> <ul style="list-style-type: none"> • Understanding the role of ERM in an increasingly complex and uncertain environment • Defining ERM drivers and characteristics • Getting to know the different ERM standards and frameworks e.g. ISO 31000, ANZ ERM • Understanding the 2017 updated COSO ERM framework • Understanding the ERM framework architecture and its importance in the organisation
2	ERM 02 Business Strategy	2 hrs	<p>Risk strategy</p> <ul style="list-style-type: none"> • Understanding the importance of risk in setting strategy, formulating business plans and managing performance and rewards <p>Risk appetite</p> <ul style="list-style-type: none"> • Defining risk appetite and its importance in the risk strategy of the organisation • Differentiating risk appetite and risk tolerance • Analysing how risk appetite can be articulated for a range of risk types <p>Risk profile</p> <ul style="list-style-type: none"> • Defining risk profile • Articulating the steps to establishing your corporate risk profile: <ul style="list-style-type: none"> ○ Risk identification ○ Risk analysis, including risk modelling and the various risk analysis techniques ○ Risk evaluation ○ Risk mitigation

Workshop agenda

No	Topics	Duration	Details
3	ERM 03 Business Management	2 hrs	<p>Risk governance</p> <ul style="list-style-type: none"> • Describing the components of Governance, Risk and Compliance (GRC) • Evaluating the various types of governance structure • Defining the roles and responsibilities of key GRC personnel: <ul style="list-style-type: none"> ○ Creating an accountability structure ○ Defining GRC oversight roles <p>Risk culture</p> <ul style="list-style-type: none"> • Defining risk culture • Assessing the risk culture maturity in your organisation • Establishing the desired level of risk culture maturity – factors influencing the desired level of maturity: <ul style="list-style-type: none"> ○ Competence ○ Visibility ○ Type of organisation <p>Risk monitoring and reporting</p> <ul style="list-style-type: none"> • Defining risk monitoring and reporting framework in your organisation • Understanding and designing Key Risk Indicators (KRIs) • Understanding the role of risk policies in the GRC function • Understanding the different risk policy components

About the workshop leaders



Alywin Teh

Partner
alywin.teh@sg.pwc.com

Alywin heads the Consulting practice and leads the Enterprise Risk Management practice. He was engaged by two MNC insurance companies and seconded to be their Regional Head of Internal Audit and Regional Chief Risk Officer. He has led numerous internal audit and integrated risk and control assignments for big organisations and major financial institutions.

He brings with him over 20 years of commercial and professional experience including having worked in the regional internal auditing division of a US MNC financial services group.



Ow Li Ying

Manager
li.ying.ow@sg.pwc.com

Li Ying is a Manager with PwC South East Asia Consulting (SEAC) practice. She has over five years of consulting experience in the healthcare, government and capital markets industries.

Her area of focus is in Enterprise Risk Management (ERM), working with companies to establish risk governance and enhance ERM processes through identification, analysis and management of enterprise-wide and operational risks.

Trainer's involvement in the workshop is subject to availability and PwC reserves the right to appoint the most appropriate trainer.

Workshop details

Workshop schedule

Module	Date	Time
ERM 01 ERM Overview	3 April 2017	9.30am – 11.30am
ERM 02 Business Strategy	3 April 2017	1.00pm – 3.00pm
ERM 03 Business Management	4 April 2017	9.30am – 11.30am

Workshop fee (includes 7% GST)

PwC clients & alumni	Public
<ul style="list-style-type: none"> ERM 01 ERM Overview SGD 321 	<ul style="list-style-type: none"> ERM 01 ERM Overview SGD 374.50
<ul style="list-style-type: none"> ERM 02 Business Strategy SGD 321 	<ul style="list-style-type: none"> ERM 02 Business Strategy SGD 374.50
<ul style="list-style-type: none"> ERM 03 Business Management SGD 321 	<ul style="list-style-type: none"> ERM 03 Business Management SGD 374.50

A 5% discount will be offered to participants who have signed up for 2 or more modules

What did past participants say?

“I now have a clear picture of the ERM status in my organization.”

“This workshop starts me thinking what I need to do to get the desired ERM state.”

“The facilitators have helped in equipping us to identify actions that can be taken to develop a good ERM model.”

How to register

Please fill in the registration form attached below and send it to academy.sg@sg.pwc.com.

For more queries, please contact Ms. Siti or Ms. Maimunah at (65) 6236 3957/3.

A complete calendar of training courses can also be found on our website www.pwc.com/sg/academy

Registration form

Enterprise Risk Management Workshop – Modular Approach

Please register the following person/s for the workshop on:

- ERM 01 ERM Overview** - 3 April 2017, 9.30 am – 11.30 am
- ERM 02 Business Strategy** - 3 April 2017, 1.00 pm – 3.00 pm
- ERM 03 Business Management** - 4 April 2017, 9.30 am – 11.30 am

Please register the following person/s for the workshop on:

1. Name: Mr/Ms/Mdm Designation:

Email: Contact No:

2. Name: Mr/Ms/Mdm Designation:

Email: Contact No:

Contact Person

Name: Mr/Ms/Mdm Designation:

Company: Address:

Email: Contact No.: Fax:

Enclosed is cheque for S\$..... (Cheque no.) made payable to
“PricewaterhouseCoopers Consulting (Singapore) Pte. Ltd.”

Registration and Payment

Registrations can be done by telefax at (65) 6236 3300 but will only be confirmed upon receipt of payment and registration form. Please mail the registration form and payment to **8 Cross Street, Level 10 Mail Centre, PWC Building Singapore 048424 (Attn: Siti/Maimunah, M&C Dept)**. For registration and enquiries, please call Ms Siti or Maimunah at (65) 6236 3957/3 or email us at academy.sg@sg.pwc.com

In-Company Training

This workshop can be presented on-site at your organisation as an in-house programme.

Please call Tony Moore at (65) 6236 3155 for more information or email at anthony.moore@sg.pwc.com.

Note:

- Fees includes 7% GST and workshop materials
- The venue will be at dedicated PwC Training Room in the PWC Building (located above Telok Ayer MRT Station) or at a venue close to a MRT
- Certificate of Attendance will be awarded on successful completion of the workshop.

Cancellation policy:

- Full payment must be made prior to the seminar. Registration forms submitted without payment will not be accepted.
- Registered participants will be liable for the full fee even in the event of non-attendance.
- Upon receipt of registration, any request for cancellation or a replacement must be confirmed in writing at least **(7) working days** before the seminar and subject to PwC's Academy's approval.
- 10% administrative fee will be imposed for any cancellation or deferment received less than **(5) working days** before the seminar.
- PwC's reserves the right to amend, postpone or cancel or postpone the seminar due to unforeseen circumstances.

Tax deduction

Companies can claim 400% tax deductions or 40% cash payout of total registration fees under the Productivity and Innovation Credit (PIC) Scheme. Terms and Conditions apply. For more information, please visit the IRAS website at www.iras.gov.sg/irashome/Schemes/Businesses/Productivity-and-Innovation-Credit-Scheme/