Enterprise Risk Management Workshop
Modular Approach

Who should attend?
Risk management practitioners, Finance managers, Finance officers, IT staff, Internal auditors, Operations staff at all levels

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

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

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

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<thead>
<tr>
<th>No</th>
<th>Topics</th>
<th>Duration</th>
<th>Details</th>
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<tbody>
<tr>
<td>1</td>
<td>ERM 01 ERM Overview</td>
<td>2 hrs</td>
<td><strong>Understanding ERM</strong>&lt;br&gt;• Understanding the role of ERM in an increasingly complex and uncertain environment&lt;br&gt;• Defining ERM drivers and characteristics&lt;br&gt;• Getting to know the different ERM standards and frameworks e.g. ISO 31000, ANZ ERM&lt;br&gt;• Understanding the 2017 updated COSO ERM framework&lt;br&gt;• Understanding the ERM framework architecture and its importance in the organisation</td>
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<td>2</td>
<td>ERM 02 Business Strategy</td>
<td>2 hrs</td>
<td><strong>Risk strategy</strong>&lt;br&gt;• Understanding the importance of risk in setting strategy, formulating business plans and managing performance and rewards&lt;br&gt;<strong>Risk appetite</strong>&lt;br&gt;• Defining risk appetite and its importance in the risk strategy of the organisation&lt;br&gt;• Differentiating risk appetite and risk tolerance&lt;br&gt;• Analysing how risk appetite can be articulated for a range of risk types&lt;br&gt;<strong>Risk profile</strong>&lt;br&gt;• Defining risk profile&lt;br&gt;• Articulating the steps to establishing your corporate risk profile:&lt;br&gt;  o Risk identification&lt;br&gt;  o Risk analysis, including risk modelling and the various risk analysis techniques&lt;br&gt;  o Risk evaluation&lt;br&gt;  o Risk mitigation</td>
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<tr>
<td>3</td>
<td>ERM 03 Business Management</td>
<td>2 hrs</td>
<td><strong>Risk governance</strong></td>
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<td>• Describing the components of Governance, Risk and Compliance (GRC)</td>
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<td>• Evaluating the various types of governance structure</td>
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<td>• Defining the roles and responsibilities of key GRC personnel:</td>
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<td>o Creating an accountability structure</td>
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<td>o Defining GRC oversight roles</td>
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<td><strong>Risk monitoring and reporting</strong></td>
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<td>• Defining risk monitoring and reporting framework in your organisation</td>
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<td>• Understanding and designing Key Risk Indicators (KRIs)</td>
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<td>• Understanding the role of risk policies in the GRC function</td>
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<td>• Understanding the different risk policy components</td>
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<td><strong>Risk culture</strong></td>
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<td>• Defining risk culture</td>
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<td>• Assessing the risk culture maturity in your organisation</td>
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<td>• Establishing the desired level of risk culture maturity – factors</td>
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<td>o Competence</td>
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<td>o Type of organisation</td>
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### 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.

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**Ow Li Ying**  
Manager  
l.i.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.

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

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Workshop details

Workshop schedule

<table>
<thead>
<tr>
<th>Module</th>
<th>Date</th>
<th>Time</th>
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<tr>
<td>ERM 01 ERM Overview</td>
<td>9 April 2018</td>
<td>9.30am – 11.30am</td>
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<tr>
<td>ERM 02 Business Strategy</td>
<td>9 April 2018</td>
<td>2.00pm – 4.00pm</td>
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<tr>
<td>ERM 03 Business Management</td>
<td>10 April 2018</td>
<td>9.30am – 11.30am</td>
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Workshop fee (includes 7% GST)

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<tr>
<th>PwC clients &amp; alumni</th>
<th>Public</th>
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<tbody>
<tr>
<td>• ERM 01 ERM Overview SGD 321</td>
<td>• ERM 01 ERM Overview SGD 374.50</td>
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<tr>
<td>• ERM 02 Business Strategy SGD 321</td>
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A 5% discount will be offered to participants who have signed up for 2 or more modules

What did past participants say?

“Practical and useful references and examples.”

“Very well rounded coverage for beginner risk managers.”

“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 – 9 April 2018, 9.30 am – 11.30 am
- ERM 02 Business Strategy – 9 April 2018, 2.00 pm – 4.00 pm
- ERM 03 Business Management – 10 April 2018, 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.” Kindly indicate the course reference “ERM18” along with your payment for ease of reference.

Registration and Payment
Registrations will only be confirmed upon receipt of payment and registration form. Please email the scanned copy of your registration form to academy.sg@sg.pwc.com and/or mail the registration form and payment to 8 Cross Street, Level 10 Mail Centre, PWC Building Singapore 048424 (Attn: Siti/Maimunah, M&C Dept). Effective from 1 January 2018, please direct all mail to 7 Straits View, Marina One, East Tower, Level 9 Mail Centre, Singapore 018936 (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 organisations an in-house programme. For more information and enquiries, please contact Tony Moore at (65) 6236 3155 or email at anthony.moore@sg.pwc.com.

Note:
- Fees includes 7% GST, refreshment and seminar kit.
- The seminar will be conducted at a dedicated training room at our office in MarinaOne or at a venue located near an MRT.
- Certificate of Attendance will be awarded on successful completion of the workshop.

Cancellation policy:
Full payment must be made prior to the seminar.
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 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/