



## Agenda and Speakers

Enterprise Risk Management 2017: Succeeding in Fast, Furious and Turbulent Times • Apr 10–11, 2017 • Toronto

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### Monday, April 10, 2017

8:00 am Registration and Continental Breakfast

8:30 am Opening Remarks from the Chair



**Michael J. Bassett**

Associate Director, Governance, Compliance and Risk  
The Conference Board of Canada

8:45 am Plenary Session 1

#### **Keynote Presentation: Preparing Your Risk Program for the Age of Unpredictability**

In his opening keynote, crisis communications expert Richard Levick will take conference goers on a whirlwind tour of the emerging risks putting pressure on organizations today. Richard will share his view from Washington to posit that the uncertainty and unpredictability of the Trump Presidency are in fact just the culmination of dramatic changes to the operating environment for companies around the world. The rise of instant communication, online forums and activism, the reduced influence of traditional media, a decline in trust for institutions and an increasing retreat into self-reinforcing bubbles are changes that most organizations have so far failed to adequately prepare for.

Boards are only now beginning to pay attention to this new environment and risk practitioners must revisit how they help their organizations to identify, manage and mitigate risks to adjust to the new reality. Richard will discuss some of the key emerging risk areas and will share practical advice to help ERM practitioners to better position their programs and organizations for success.



**Keynote Speaker:**

**Richard S. Levick**

Chairman and Chief Executive Officer  
LEVICK

9:30 am Networking Break

10:00 am Plenary Session 2

#### **Organizations, Operations, and the Risk Value of Infrastructure**

In this session, Alexander Hay will argue that the context facing organizations is dramatically reshaping the pressures facing ERM practitioners. Climate, technology, operational structures, and catastrophic risks are challenging the effectiveness of traditional tools. Across the board, leaders need to think differently about their businesses and operations and the value of the systems that enable them, from people to infrastructure. It is a return to the fundamental edict of business: to stay in business. Alec will outline how as ERM practitioners we must understand our operation and the systems that enable it, if we are to understand how the changing risk context will affect our ability to operate. To do this, he argues that practitioners must first explore the enabling systems; built, natural and virtual infrastructure.

We need to again understand risk exposure from first principles, rather than contract clauses, insurance or compliance. Alec will highlight how these traditional tools can support ERM practitioners and their organizations. Ultimately, he argues the direct and indirect causes that could lead to operational or organizational failure are reasonably foreseeable. Black swans are really just predictable surprises. Alec's challenge to participants is that we can and must better apply ERM, intelligently project risk into the future, and protect our long term business strategy. Anything less would be a failure of our basic fiduciary responsibility.



**Alexander Hay**  
Principal  
Southern Harbour

10:30 am Plenary Session 3

### **Risk Management and Oversight as a Strategic Advantage**

Through a series of examples and personal experience, David Finnie will explore how using a strategically-focused risk approach allows an organization to be future-ready with a competitive edge during turbulent and challenging times. Risk theory proclaims that the flip side of risk is opportunity; to support that theory we will review examples and approaches to make it practical.

Financial institutions are known to have expansive risk management programs that can have a big say on whether or not a business proposal will get approval or not. The risk functions of financial institutions apply their risk-based scenarios and assessment approaches to examine strategic alternatives in relation to the organization's risk appetite and capabilities in order to support or not a proposal. Risk professionals from other industries often feel disconnected with that approach, and can hardly use it because the relevance may not resonate with them. David has seen many approaches to risk, financial and line management within the financial industry, and he will share his personal examples to demonstrate that being agile in times of turmoil and change is much more about aligning risk with strategy than it is about mathematical formulas of probabilities and outcomes.

Strategic success is not industry specific, it is the goal of all organizations in all industries and sectors.

**David Finnie**



Chief Risk Officer  
Central 1 Credit Union

11:00 am Plenary Session 4  
**Preparing for Change and Turbulence—The Business Case for Scenario Planning**

It can be challenging to convince management to take the time to assess a range of "what if" scenarios. The variability of the likelihood of occurrence, the perceived distance in the future, and the relevance to the current conditions can create resistance to allocating the proper attention to adequately assess various scenarios. Learn how practitioners may be able to use scenario planning as a key ERM tool and maintain management's attention and contribution. This approach may be fit for purpose in smaller, early stage firms where tracking changing goals is a success factor. Hear Carlos Medeiros talk about how the output of scenario planning is used to inform resourcing and risk management decisions at Mogo. Appreciate how scenario planning enables organizational agility. Take away tips and tools to increase your own ERM toolbox.



**Carlos Medeiros**  
Chief Risk Officer  
Mogo

11:30 am Plenary Session 5  
**Responding to New Global Threats for International Travelers**

Superintendent Quigley will talk about how the global risk profile has dramatically changed. To mitigate, all Ontario public servants receive threat assessment reviews which were previously limited to traveling dignitaries. These changes include assessments for all Ontario public service employees that travel outside of Canada with regards to individual and organizational risk. These risks can include cyber security, terrorism, civil unrest, political situations and crime analysis related to the destination. Superintendent Quigley will explain why this expanded approach is deemed to be necessary today and detail practical steps risk managers can take to introduce similar good practices in their organizations.



**Dave Quigley**  
Bureau Commander, Chief Security Officer, Superintendent  
Ontario Provincial Police

12:00 pm Networking Luncheon

1:00 pm Plenary Session 6  
**Rethinking Catastrophic Risks: How to Plan to Cope with Disruption**

With the rise of dire events and extreme disruptions in recent years, directors, executives, managers, and investors are coming to appreciate the strategic importance of catastrophe risk management. In this afternoon keynote, Michael Useem will share some of the key insights from research into more than a hundred of America's largest enterprises (and twenty of Germany's). He will chronicle the transformation he found in these companies from reactive to pre-emptive risk management practices. Having endured natural disasters, terrorist assaults, product recalls, cyberattacks, and a host of costly crises, governing boards, senior executives, and front-line managers have brought catastrophic risk management into both their strategic thinking and operational readiness. This session will identify a host of emergent practices.



**Dr. Michael Useem**  
Professor of Management  
The Wharton School, University of Pennsylvania

2:15 pm Refreshment Break

2:30 pm Plenary Session 7  
**Panel Discussion: Order Out of Chaos? The Evolution of ERM Standards and Frameworks**

This informative and interactive panel discussion will provide insights into the evolution of leading risk management standards and frameworks that shape the practice of ERM in organizations. The panel features practitioners who are directly involved in revising three risk management standards and frameworks for the International Organization for Standardization (ISO), International Electrotechnical Commission (IEC), and Committee of Sponsoring Organizations of the Treadway Commission (COSO):

- ISO 31000 Risk Management—Principles and Guidelines
- IEC/ISO 31010 Risk Management—Risk Assessment Techniques
- COSO ERM—Aligning Risk with Strategy and Performance (initially Integrated Framework)



**Moderator:**  
**Dr. Christopher Eaton**  
Director, Risk, Standards & Assurance  
Enbridge Inc.



**Panellists:**  
**Liane Sauer**  
Director General, Strategic Planning  
Canadian Nuclear Safety Commission



**Frank J. Martens**  
Director, Risk Assurance Services  
PricewaterhouseCoopers LLP

3:15 pm Plenary Session 8  
**Is Sustainability the Next Crucial Issue for Risk Professionals**

The rising pressures of a changing physical environment present a wide array of strategic and operational risks to many companies. Yet there are often disconnects and corporate organizational gaps between enterprise risk management and the discourse and expertise surrounding sustainability issues. Integrating sustainability into risk management strategies will help companies capture growth in the face of shifting customer, capital market, and regulatory demands.

Drawing on examples, Lucy Nottingham will outline how finance, enterprise risk, and sustainability leaders can integrate their risk management efforts to enhance organizational resilience, respond to evolving risks, and capture competitive advantages.



**Lucy Nottingham**  
Director, Global Risk Center  
Marsh & McLennan Companies

4:00 pm Closing Remarks from the Chair



**Michael J. Bassett**  
Associate Director, Governance, Compliance and Risk  
The Conference Board of Canada

4:15 pm Day 1 Adjourns

## Tuesday, April 11, 2017

8:15 am Continental Breakfast

8:45 am Opening Remarks from the Chair



**Michael J. Bassett**  
Associate Director, Governance, Compliance and Risk  
The Conference Board of Canada

9:00 am Plenary Session 9  
**Panel Discussion: Where Are the Directors? Guidelines for Improving Risk Governance**

In this session, board members will discuss how they contribute to risk intelligence. The panel will discuss why board members should not only understand the key risks faced by organizations but should also contribute to the identification of emerging risks. The panel will also will explore how board members can help management keep focused during fast and furious times.



**Moderator:**  
**Dr. Richard Leblanc**

Professional Speaker  
Boardexpert



**Panellists:**

**Elizabeth A. Martin**

Vice-Chair of the Board , Sunnybrook Health Sciences Centre  
Chair of the Board, Healthcare Insurance Reciprocal of Canada



**Stephen Mallory**

Chief Executive Officer, Directors Global Risk & Insurance  
Chair, Governance, Strategy and Risk Committee, VIA Rail Canada



**Dr. Ann Cavoukian**

Executive Director of the Privacy and Big Data Institute  
Ryerson University

10:30 am Refreshment Break

10:45 am Plenary Session 10  
**Disruption and the Risk Profession: New Tools for Your ERM  
Toolbox**

In this fun and informative debate, practitioners will each present their case for why risk executives should include new and emerging tools in their ERM tool box. The debaters will be Richard Arthurs, Robin Grosset, and Dr. Satyamoorthy Kabilan.



**Moderator:**

**Michael J. Bassett**

Associate Director, Governance, Compliance and Risk  
The Conference Board of Canada



**Panellists:**

**Richard Arthurs**

Partner, National Governance and Risk Management Leader  
MNP LLP



**Dr. Satyamoorthy Kabilan**

Director, National Security and Strategic Foresight  
The Conference Board of Canada



**Robin Grosset**

Chief Technology Officer  
MindBridge Analytics Inc

Closing Remarks from the Chair

11:45 am



**Michael J. Bassett**

Associate Director, Governance, Compliance and Risk  
The Conference Board of Canada

12:00 pm Conference Adjourns

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