

13th Annual Event

Operational Risk Management 2018

October 16-17, 2018 • Workshop: October 15, 2018
TORONTO, ONTARIO

YOUR FACILITY CONFIRMED PARTICIPANTS INCLUDE:



Andrew Richardson, Former VP,
Enterprise and Operational Risk
Management, **COAST CAPITAL SAVINGS**



Shannon McGinnis, Senior Vice-
President, Operational Risk, **TD BANK**



Esther Tock, Senior Director, Global
Operational Risk Management, **CIBC**



Greg Davis, Vice-President, Corporate
Risk Management, **SUN LIFE FINANCIAL**



Stéphane Frederic Gagne, Senior
Director, Enterprise Stress Testing, **RBC**



Gerard McDonald, Head Risk
Transformation, Canadian P&C, **BMO**



Marion Beckett, Senior Risk Analyst,
ERM TRANSFORMATION



Jackie McGinn, Director, ERM
Transformation, **EXPORT
DEVELOPMENT CANADA**



Andres Betancourt, Senior Audit
Manager, AML specialist, and Certified
Financial Crime Specialist, **SCOTIABANK**



Melissa Hanford, Director, Operational
Risk Management, **MANULIFE**

Go beyond a one-size-fits-all approach to E21

- ✓ Exceed regulatory expectations for management of operational risk
- ✓ Clarify OSFI's expectations for management of operational risk
- ✓ Hear Sun Life Financials' third party cyber risk management journey
- ✓ Engage the first line of defence
- ✓ Hear strategies for building and modifying your ORM framework
- ✓ Address when to employ which operational risk assessment tool
- ✓ Identify controls of digital transformations
- ✓ Explore root causes of operational risk events
- ✓ Peer-approved options for approaching a RCSA
- ✓ Introduce business process mapping to your toolkit
- ✓ Develop a risk culture framework
- ✓ Get ahead of the curve on the moving target of cyber
- ✓ Embrace the new rules for capital modeling

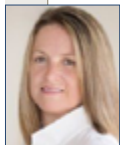
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Operational Risk Canada

CONFIRMED SPEAKERS INCLUDE:



Marion Beckett, Senior Risk Analyst, ERM Transformation Confirmed

SA member of EDC's Enterprise Risk Management Transformation team since 2017, Marion Beckett is accountable for design and implementation of the ORM Framework and Policies. Marion has 18 years' professional experience in a broad range of roles in financial services spanning from managing losses to driving revenue generation. Before joining EDC, Marion managed Operational Risk for the Credit Card and Merchant Services sector through the purchase of Bank of America's Canadian credit card business by TD bank in 2011.



Andres Betancourt, Senior Audit Manager; AML specialist; Certified Financial Crime Specialist, Scotiabank

Andres Betancourt brings over 10 years of experience in Compliance and AML within the financial services industry with Bank of Nova Scotia, Bank of Montreal, Royal Bank of Canada and Grant Thornton LLP. Andres helps lead the AML Unit Audit function to appropriately assess the design and operational effectiveness of internal controls and adherence to Bank policies and regulatory requirements, particularly those related to AML/ATF and Sanctions Risk Management across the Bank. While at Bank of Montreal, RBC and Grant Thornton, Andres worked on anti-money laundering and fraud investigations, oversight and testing, quality assurance audits, Compliance Effectiveness reviews, policy interpretation and regulatory reporting during several years.



Greg Davis, Vice-President, Corporate Risk Management, Sun Life Financial

Greg Davis has over 15 years of experience in the Insurance Industry, including the past six years in Risk Management. In his current role, he leads Sun Life's Enterprise Risk function, leads enterprise wide risk management programs including Third Party Risk Management, Risk Culture, Risk Data Aggregation and Risk Reporting (RDARR), and Recovery Planning, and provides independent oversight of the risks managed by Sun Life's Corporate Office. Prior to joining Sun Life's risk management team, he served as the Head of Finance for Sun Life's Canadian Group Benefit business.



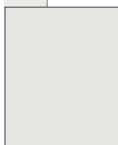
Stéphane Gagne, Senior Director, Enterprise Stress Testing, RBC

Stéphane coordinates Royal Bank of Canada's Enterprise-Wide Stress Testing exercise as well as the Internal Capital Adequacy Assessment Process (ICAAP). In a previous role, Stéphane worked in structural interest rate risk management for TD Bank's U.S. segment. He also occupied a bank supervisory role at Canada Deposit Insurance Corporation, as well as trading and market risk functions at National Bank of Canada. He holds a Masters degree in Model Making from HEC Montréal and a Bachelor degree in Economics-Mathematics from Laval University.



Melissa Hanford, Director, Operational Risk Management, Manulife

Melissa Hanford leads a team of operational risk professionals at Manulife that are accountable for the development and maturity of tools and processes to identify, measure, manage and report on operational risk. Melissa's 20 years of financial institution experience includes 10 years in operational risk management and is supported with a Master Certificate in Enterprise Risk Management.



Gerard McDonald, Head, Risk Transformation, Canadian Personal and Commercial Banking, BMO Bank of Montreal

Gerard is responsible for first line Operational Risk, Compliance and AML in BMO's Canadian personal and business banking businesses. Gerard joined BMO in 2005, in the Office of Strategic Management, where he was responsible for performance delivery and risk culture. In 2009, Gerard was appointed as Chief Risk Officer, Wealth Management (also acting as Interim Chief Risk Officer, Insurance in 2011). Subsequently, he became Vice-President, Financial Crisis Management, responsible for BMO Financial Group's Recovery and Resolution Planning, and then Vice President, Corporate Finance Division, in BMO's mid-market lending business. From 2014 to 2016, Gerard was Head, Capital Management, responsible for managing BMO Financial Group's capital.



Jackie McGinn, Director, ERM Transformation, Export Development Canada

Jackie McGinn leads a multi-disciplinary team to design, build and implement a Three Lines of Defense model as part of EDC's ERM Transformation program. This model is a foundational part of the overall multi-year ERM transformation program to enhance governance, risk management and compliance practices. Jackie's career at EDC spans over 20 years across a variety of risk management and business disciplines as well as transformational change.



Andrew Richardson

Andrew has over 25 years experience developing, implementing, and leading Risk Management Programs in financial services. His roles with BMO Financial Group, Meridian Credit Union, and Coast Capital Savings have focused on enhancing strategic management processes at the Board and Chief Executive level and optimizing key operational processes to identify opportunities and issues. He partners with accountable management to lever industry leading techniques to mitigate issues and improve performance metrics. His experience includes: regulatory and legal compliance programs; cyber and criminal risk management; process optimization including effective internal controls; third-party supplier and project risk management; human resource risk programs.



Esther Tock, Senior Director, Global Operational Risk Management, CIBC

Esther Tock is a recognized leader and change champion at CIBC with a proven implementation track record. A strategic thinker and superior relationship builder with exceptional analytical skills, combining front line and multi-disciplinary corporate centre experience to effectively lead high performing teams and deliver risk aware solutions. She joined CIBC many years ago for a brief stint as a management trainee. Although, she planned to stay for less than 1 year she is still there and has held more than 15 roles across many business and corporate centre groups. Esther holds an undergraduate degree in Economics from the University of Western Ontario, an MBA from Dalhousie University, and more recently completed a MSc. in Economic Crime Management from Utica College.

Explore Vulnerabilities and the Latest Best Practices for ORM

Operational and compliance risks have become more complex and entwined, increasing the potential for failed processes that govern control breakdowns. Silo mentality is in itself a risk and the operational risk leader is in a unique position to provide their enterprise with a holistic governance approach that brings together the entire risk portfolio. You need mitigate risks with an eye on the big picture. Cybersecurity ranks as the #1 priority for financial institutions today, permeating the breadth of every function across your organization. Many risk leaders without technical skills are overwhelmed by the scale of the potential threat.

Infonex's annual *Operational Risk Canada* will provide you with strategies to focus your cyber efforts. Canadian financial institutions, once immune to the scandals plaguing out of country, are now in the spotlight for their misconduct and mis-selling. Hear how you can improve conduct, culture, and customer experience; not in isolation, but combined to truly seize a competitive advantage.

As big data drives the demand for financial institutions to be like tech companies, your risks under the technology umbrella, increase. You need best practises on how to keep up with the moving target of IT risk. Third-party risk management is an ongoing area of concern and we have thought leaders to address what is emerging on this front, into 2018.

As a leader with risk oversight you are in a constant need to strengthen your systems against dynamic, ever-changing risks. Join us in Toronto and get guidance on your most pressing operational risk challenges. Register today!

Pre-Conference Workshop: Monday, October 15, 2018 (1:00 – 4:00)

OpRisk 101: Assess the Fundamentals of Operational Risk

Melissa Hanford, Director, Operational Risk Management, Manulife

New to operational risk, or need a refresher? This session will explore the core concerns of the operational risk practitioner. You will assess E21 and what it means for you, specifically. With facilitation and expertise brought to you by a leading expert in operational risk, and a practitioner that has done the journey, you will get a cross-section of viewpoints to help fill the gaps in your learning. Interactive tabletop discussions with your peers will enable you to benchmark and explore multiple scenarios.

- Introduction to operational risk
- Taxonomy
- Operational risk events
- Risk and control self-assessment
- Key risk indicators
- Scenario analysis
- Business process mapping
- Issues management
- Change management
- ORM tools and processes best practices

About Your Workshop Facilitators:



Melissa Hanford, Director Risk Management, Manulife Bank of Canada

Melissa leads a team of operational risk professionals at Manulife that are accountable for the development and maturity of tools and processes to identify, measure, manage and report on operational risk. Melissa's 20 years of financial institution experience includes 10 years in operational risk management and is supported with a Master Certificate in Enterprise Risk Management.

JOIN YOUR PEERS WHO SHOULD ATTEND THIS EVENT:

- Risk Officers
- Vice-Presidents and Directors of Risk Enterprise Risk
- Operational Risk
- Information Security
- Enterprise Risk Management
- Information Technology
- Information Systems
- Business Continuity
- Outsourcing
- New Initiatives and Change Management
- Internal Audit

TORONTO, ONTARIO EVENT LOCATION: TORONTO, ONTARIO

Operational Risk Canada 2018 will be held at a convenient downtown location in Toronto which could include the Novotel Toronto Centre or the Hilton Garden Inn Toronto Downtown. Detailed venue information will be forthcoming as it becomes available.

DAY ONE PROGRAM AGENDA: TUESDAY, OCTOBER 16, 2018

8:00 – 9:00 Registration and Continental Breakfast

9:00 – 9:10

Welcome and Opening Remarks from the Chair
Andrew Richardson, Former Vice-President, Enterprise and Operational Risk Management, Coast Capital Savings

9:10 – 10:10

Setting a Strong Organizational Tone on Risk Culture
Shannon McGinnis, Senior Vice-President, Operational Risk, TD Bank

- Risk culture in context
- Defining risk culture
- Understanding the sources of risk culture failure
- Diagnosing organizational risk culture
- The risk assessment journey at our institution

10:10 – 10:30

Networking Break



10:30 – 11:30

OSFI Compliance Update

- OSFI's expectations regarding the management of operational risk
- Guideline E-21 Operational Risk Self-Assessment Template: findings and review of submissions
- Emerging practices post-guideline
- Considerations for improved reporting and documentation
- Accommodating size and complexity of institutions
- Improvements in objective assessments
- Expansion of operational risk management tools

11:30 – 12:30

Third-Party Cyber Risk Management at Sun Life Financial

Greg Davis, Vice-President, Corporate Risk Management, Sun Life Financial

- Evolution of risk and controls of increasing alliances
- Risk implications of cloud adoption
- Strategies to manage third-party cyber risks
- Cyber insurance, internal controls
- Use of third-party monitoring

CASE STUDY

12:30 – 1:30

Luncheon Break

1:30 – 2:30

Transforming Enterprise Stress-Testing Capability
Stephane Frederic Gagne, Senior Director, Enterprise Stress Testing, RBC

- Integrate operational risk in enterprise stress-testing and ICAAP
- Risk Identification as starting point
- Assess the importance of sensitivity analysis

2:30 – 2:45

Networking Break



2:45 – 3:45

A Digital Transformation Story: Risk and Controls

CASE STUDY

- Innovating at the forefront of robotics, AI, biometrics and blockchain, conversational commerce
- Understanding how they are approaching fintech disruption
- Understanding and mitigating risk

3:45 – 4:45

Second-Line Oversight of Change Management

PANEL PRESENTATION

- Maturity of planning and execution of regulatory and operational changes
- Addressing central coordination and complexity in scoping out impact of change
- Capability to identify and manage dependencies and synergies remains limited
- Achieving transition with more sophisticated change management principles
- Enhancing change governance
- Enforcing accountability
- Identifying and managing synergies to support better scoping
- Building out capabilities to a required level of maturity

SPONSORSHIP AND EXHIBITION OPPORTUNITIES

If you would like to increase your visibility with senior risk, compliance and legal professionals, you need to be at *Operational Risk Canada 2008*. A limited number of sponsorship options are available.

- Exhibit Space
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- Luncheon
- Breakfast
- Conference Documentation

For more information or to check availability, contact our sponsorship department by telephone at 1.800.474.4829, ext. 224, or by email at sponsorship@infonex.ca. Choose to participate at this event and ensure your brand is front and centre at this great marketing opportunity.



DAY TWO PROGRAM AGENDA: WEDNESDAY, OCTOBER 17, 2018

8:00 – 9:00 Continental Breakfast

9:00 – 9:10

Opening Remarks from the Chair

Andrew Richardson, Former Vice-President, Enterprise and Operational Risk Management, Coast Capital Savings

9:10 – 10:10

How Operational Risk Can Create Value in Today's Risk Environment

Gerard McDonald, Head Risk Transformation, Canadian P&C, BMO

- Execute a more proactive, integrated and sustainable approach to operational risk
- Inform strategic decision making
- Set clear objectives and maintain discipline around strategic priorities
- Manage mature risks cost effectively to free up and reallocate staffing and investment
- Create a strong predictive risk function to identify emerging risks
- Articulate clear roles and responsibilities for each line of defense
- Revise incentives to lock in the behavioural changes needed

10:10 – 10:30

Networking Break



10:30 – 11:30

Implementing a Three-Lines-of-Defence Model: Experiences & Challenges

Esther Tock, Senior Director, Global Operational Risk Management, CIBC

- A simple concept but not so simple model
- Although it seems like we have all been at this for a very long time it really has not been all that long in a historical sense
- Struggles with taxonomy and overlapping risk types
- Ensuring people understand the importance and concepts associated with three lines
- It's a marathon and not a sprint to get it right and the maturity model
- The importance of clarity and the need not to over complicate the three lines of defence

11:30 – 12:30

Financial Crimes: An Update on the Current Landscape

Andres Betancourt, Senior Audit Manager, AML specialist, and Certified Financial Crime Specialist, Scotiabank

- Auditing perspective on virtual currency
 - point of entrance into financial institutions: assessing risk identification and monitoring
 - multiple jurisdictions
- Cannabis-related business - new legislation - establishing a robust identification framework
- Anti-money laundering (AML) approach to identifying and monitoring new players in financial institutions
- Private-public partnerships
 - active participation with law enforcement to mitigate emerging risks

- to financial institutions i.e. Project Protect, Project Guardian,
- Project Chameleon, Project Organ
- enhancing awareness about emerging risk throughout the institution
- improvements to monitoring of transactions and typologies

12:30 – 1:30

Luncheon Break

1:30 – 2:30

Key Risk Indicators (KRIs) for Data Analytics

- In-depth understanding the value adds and objective a KRI process
- Key components of a KRI capability in the context of data analytics
- How KRIs integrate into the ERM framework
- Identifying and designing an effective and powerful group of relevant KRIs
- Various types of KRIs and how to categorize them
- Identifying and implementing strong leading KRIs
- Designing a KRI process from collection and recording to reporting
- Setting appropriate thresholds to reflect risk appetite and risk tolerance
- Reporting KRIs in a meaningful way
- Predictive analytics and the value to big/good data
- Carrying out effective KRI identification workshops with management teams

2:30 – 2:45

Networking Break



2:45 – 3:45

Emerging Practices in Operational Risk Management Tools

- Operational risk taxonomy: a common language of sources aids with consistency of risk identification and assessment activities
- Risk and control assessments: assessing inherent operational risks and the design of mitigating controls
- Change management risk and control assessments
- Internal oprisk event collection and analysis
- External ops risk event collection and analysis
- Risk and performance indicators
- Material business process mapping
- Scenario analysis and comparative analysis
- Quantification/estimation of oprisk exposure

3:45 – 4:45

CASE STUDY

EDC: Implementing Three Lines of Defence Governance at a Federal Crown Corporation

Jackie McGinn, Director, ERM Transformation, Export Development Canada

Marion Beckett, Senior Risk Analyst, ERM Transformation

- Key drivers for change
- Implementing sound governance in a non-regulated environment
- Evolving a risk aware culture
- Challenges in managing transformational change
- Approach to operational risk management

THREE KEY BENEFITS OF ATTENDING THIS EVENT

- 1) Get actionable, not just theoretical ideas, to improve your operational risk processes
- 2) Get your regulatory and best practices updates all in one place, all in two days
- 3) Get varied perspectives on cyber-threats, value of the AMA, data aggregation, and emerging regulatory approaches

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Organization _____

Name of Approving Manager _____ Title _____

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Prices subject to HST.	FULL PRICE	Register by July 13
Course for Groups of 3 +	\$2,399 each	\$1,699 each
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LOCATION:

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YOUR REGISTRATION INCLUDES:

Registration fees include all course materials, continental breakfast, lunch, and refreshments. **Parking and accommodation are not included.**

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Confirmed registrants who do not cancel **by October 2, 2018** and fail to attend will be liable for the entire registration fee.

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