

June 4 - 5, 2019 • Toronto, Ontario

Building on over 15 years of successful events!

# Internal Controls & Writing a Great MD&A

## YOUR FACULTY CONFIRMED PARTICIPANTS INCLUDE:

**Eric Anastacio**  
CIBC

**Leon Bloom**  
Deloitte Canada



**Dr. David Weiss**  
Weiss International  
Ltd.



**Dr Richard Leblanc**  
York University

**Angela Byrne**  
Angela Byrne Consulting  
Inc.

... and more



### Internal Controls

- Learn how to assess the effectiveness of your internal controls
- Improve risk management by aligning your risk and control frameworks: leverage your controls to achieve strategic business objectives
- Explore control considerations to mitigate cyber risk and best practices for mounting your cyber defence
- Learn how to align people, process, policies and technology
- Analyze the growing role of artificial intelligence, robotics process automation, machine learning, and how emerging technologies are transforming internal controls processes
- Get strategies that you can use to develop a process for the safe disclosure and reporting of fraud, theft, misappropriation of funds, or other wrongdoing

### Writing a Great MD&A

- Identify key disclosures that satisfy the principal objectives of MD&A
- Comprehensive overview of the requirements and rules for key sections of MD&A - results of operations, liquidity and capital resources
- Learn to enhance the content of MD&A (materiality, analysis, key performance measures and known material trends and uncertainties)
- Improve the effectiveness of regulator and client comments on MD&A
- Get tools and techniques to improve the discussion of operating segments
- Learn to provide the underlying reasons for significant variances strategically
- Enhance your understand of supplementary financial measures reporting: non-IFRS measures and additional GAAP measures
- Ensure your MD&A meets the five key elements of the disclosure framework
- Understand the criteria for determining suitability of forward-looking information

**REGISTER TODAY!** Call Raghavendra 647.879.3500 or  
Email: [rdeshpande@infonex.com](mailto:rdeshpande@infonex.com) [www.infonex.com](http://www.infonex.com)

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

**INTERNAL CONTROLS: TUESDAY, JUNE 4, 2019**

08:00 - 09:00 Registration and Continental Breakfast

09:00 - 09:15

## Welcome and Opening Remarks from the Chair

**Angela Byrne, President, Angela Byrne Consulting Inc.**

09:15 - 10:15



## Best Practices in Internal Controls

**Dr Richard Leblanc, Professor of Governance, Law & Ethics, York University**

- Changes in risk governance requirements
- Internal Controls and their independent assurance
- Red flags for internal controls failures and how to overcome them
- Best practices: internal controls over reputation, integrity and conduct
- Crisis management and social media governance

---

10:15 - 10:30 Break

---

10:30 - 11:30



## De-Risking Innovation

**Dr. David Weiss, President & CEO, Weiss International Ltd.**

- Three core principles for innovation
- How can leaders de-risk innovation to increase the probability of successful innovation outcomes
- How can risk professionals inadvertently make innovation more difficult

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

## INTERNAL CONTROLS: TUESDAY, JUNE 4, 2019

11:30 - 12:30

### **COSO ERM Framework: Enterprise Risk Management - Integrating with Strategy and Performance**

**Angela Byrne, President, Angela Byrne Consulting Inc.**

A comprehensive yet nimble Enterprise Risk Management program is the prerequisite to a strong internal control environment; especially for companies with aspirations of profitable growth. In this workshop, discover how leveraging the value of the COSO ERM Framework not only benefits performance and risk management but also strengthens internal controls. Recent changes to the COSO ERM Framework are discussed along with the rationale for the changes and why they make good sense for today and into the future. Recognizing resource constraints, the presentation highlights those changes that can be made today that will realize the most value. Implementation strategies are presented along with strategies to address common challenges.

Participants will leave with strategies and a plan for next steps.

A comprehensive yet nimble Enterprise Risk Management program is the prerequisite to a strong internal control environment; especially for companies with aspirations of profitable growth.

- Understanding the recent changes to the COSO ERM framework and why they make good sense for today and into the future
- How leveraging the value of the ERM Framework benefits strategy and performance
- Strengthening the control environment and internal controls
- What changes to make today that will realize the most value
- Practical strategies for implementation and how to address common challenges

---

12:30 - 13:30 Luncheon

---

13:30 - 14:30

### **Maximizing ERM and Internal Control to Support Business Strategies and Objectives**

**Leon Bloom, Consultant, Deloitte Canada**

- ERM as a capability framework to support achievement of business strategies and objectives and performance management
- Control assurance frameworks, regulation and common threads
- Governing principles and expectations
- Where are control frameworks going?
- Sustaining alignment of ERM and internal control with 'new risks', supply chains and the continuously extending enterprise
- Leading practices, insights and lessons to be learned

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

**INTERNAL CONTROLS: TUESDAY, JUNE 4, 2019**

14:30 - 15:30

## **Enhancing Risk Governance to Strengthen Control Effectiveness**

**Leon Bloom, Consultant, Deloitte Canada**

- Risk governance objectives, stakeholders and interested parties
- Increasing risk governance, control requirements and expectations
- Guiding principles for risk governance and control effectiveness
- Shortcomings in the traditional risk governance and control model
- Updating and continuously evolving risk governance and control practices
- Management and Board review and challenge
- Critical questions

---

15:30 - 15:45      Break

---

15:45 - 16:45


## **The Evolving Labour Model in the Digital Age**

**Marty Murray, Director, Business Performance & Improvement Practice, Protiviti**

- Discussion of the major technological disruptors that are impacting company operating models
- Review of several examples of disruptive labour models
- Review of the major types of intelligent automation and how they are impacting business processes
- Threats and opportunities created by changing labour
- Discussion of changing needs of skill sets

16:45

**End of Day One**



**TORONTO, ONTARIO**

**EVENT LOCATION: TORONTO, ONTARIO**

***Internal Controls & Writing a Great MD&A will be held at a convenient downtown location in Toronto, Ontario. Detailed venue information will be forthcoming as it becomes available.***

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

## WRITING A GREAT MD&A: WEDNESDAY, JUNE 5, 2019

08:00 - 09:00 Registration and Continental Breakfast

09:00 - 09:15

### Welcome and Opening Remarks from the Chair

**Eric Anastacio, Senior Consultant, IT Governance, Risk and Controls, CIBC**

09:15 - 10:15

### Leveraging MD&A for Shareholder Value and in Response to Wider Scrutiny

**Leon Bloom, Consultant, Deloitte Canada**

- MD&A and shareholder objectives
- Why should management develop a great MD&A?
- MD&A audiences: divergent self-interests and scrutiny from shareholders, “sell side” financial analysts, bankers, special interest groups and the public at large
- Shareholder value levers
- Leveraging risk and capital management, good governance, conduct and ethics
- Governance and regulatory expectations

---

10:15 - 10:30 Break

10:30 - 11:30

### MD&A Best Practices

**Leon Bloom, Consultant, Deloitte Canada**

- Understanding and developing effective processes
- Importance of content over form
- Benefits of using plain language
- Maximizing the effectiveness of regulator and client comments on MD&A
- Monitoring the ongoing assessment of existing disclosures
- Clear financial statement implications

11:30 - 12:30

### Best Practices for an Effective MD&A Writing

**Eric Anastacio, Senior Consultant, IT Governance, Risk and Controls, CIBC**

- Explore the best practices for an effective MD&A writing
- Answer the questions and challenges when drafting the quarterly MD&A
- Learn techniques to balance regulatory requirements, investor perspectives and the company’s best interest
- Explore how to align the MD&A with the competitors
- Discuss how to convert negative financial data to competitive advantage

---

12:30 - 13:30 Luncheon

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

## WRITING A GREAT MD&A: WEDNESDAY, JUNE 5, 2019

13:30 - 14:30

### Regulatory Updates for 2019

**Eric Anastacio, Senior Consultant, IT Governance, Risk and Controls, CIBC**

- Explore the key regulatory updates
- Understand the six key disclosure principles and the five key elements in the disclosures framework
- Apply the enhancements to MD&A reporting, the interim reporting considerations and the timeliness of disclosures
- Explore quantitative and qualitative elements
- Draft an MD&A that meets all regulatory requirements

---

14:30 - 14:45 Break

---

14:45 - 15:45

### MD&A Case Studies

**Eric Anastacio, Senior Consultant, IT Governance, Risk and Controls, CIBC**

- Perform a critical analysis on a number of case studies
- Explore industry leaders successes and failures in complying with regulatory obligations
- Explore techniques on providing reliable and timely information
- Capitalize on the insights of industry peers
- Learn how to critically analyze a competitor's MD&A

15:45 **End of Day Two**

### SPONSORSHIP AND EXHIBITION OPPORTUNITIES

Increase your visibility with senior business strategy, technology, analytics, and business intelligence professionals at *Internal Controls & Writing a Great MD&A*. A limited number of sponsorship options are available.

For more information or to check availability, contact our sponsorship department by telephone at 416.507.4202, or by email at [sponsorship@infonex.com](mailto:sponsorship@infonex.com).

# Internal Controls & Writing a Great MD&A

June 4 - 5, 2019 • Toronto, Ontario

## REGISTER BY PHONE, ON-LINE, OR IN THESE 3 EASY STEPS!

### 1 PRINT YOUR NAME AND CONTACT INFORMATION

Full Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_

Telephone (\_\_\_\_) \_\_\_\_\_ Ext \_\_\_\_\_ Fax (\_\_\_\_) \_\_\_\_\_

Email address \_\_\_\_\_

Register for  Both Events  Internal Controls  Writing a Great MD&A

Name of Approving Manager \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Company's main line of business \_\_\_\_\_ Number of Employees \_\_\_\_\_

### 2 SELECT YOUR PREFERRED PAYMENT METHOD

#### Register for one event

Prices subject to GST / HST	Full Price	Register by May 24
Course for Groups of 3 +	\$ 1,299 each	<b>\$ 1,199 each</b>
Course for Groups of 2	\$ 1,399 each	<b>\$ 1,299 each</b>
Course for 1 Registrant	\$ 1,499	<b>\$ 1,399</b>

#### Register for both events

Prices subject to GST / HST	Full Price	Register by May 24
Course for Groups of 3 +	\$ 2,199 each	<b>\$ 2,099 each</b>
Course for Groups of 2	\$ 2,299 each	<b>\$ 2,199 each</b>
Course for 1 Registrant	\$ 2,399	<b>\$ 2,299</b>



**Method of Payment:**  VISA  MasterCard  Cheque enclosed, payable to INFONEX Inc.

Cardholders Name: \_\_\_\_\_

Card Number: \_\_\_\_\_ Exp. Date: \_\_\_\_\_ / \_\_\_\_\_

CWV / CSC: \_\_\_\_\_ Signature: \_\_\_\_\_

Please check box if you are GST / HST exempt Exemption # \_\_\_\_\_

### 3 SEND US YOUR REGISTRATION

GST / HST No. R134050012

**EMAIL:** rdeshpande@infonex.com

**WEBSITE:** www.infonex.com

**TELEPHONE:** 647.879.3500 (Raghavendra)

**MAIL:** INFONEX INC.  
330 Bay Street, Suite  
1500  
Toronto, ON M5H 2S8

#### LOCATION:

*Internal Controls & Writing a Great MD&A* will be held at a convenient location in Toronto, Ontario. Detailed venue information will be forthcoming as it becomes available.

#### YOUR REGISTRATION INCLUDES:

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

#### SPONSORSHIP, EXHIBITION, AND PROMOTIONAL OPPORTUNITIES:

Increase your visibility with senior business strategy, technology, analytics, and business intelligence professionals at *Internal Controls & Writing a Great MD&A*. A limited number of sponsorship options are available.

Contact our sponsorship department by telephone at 416.507.4202, or by email at [sponsorship@infonex.com](mailto:sponsorship@infonex.com).

#### CANCELLATION POLICY:

Substitutions may be made at any time. If you are unable to attend, please make cancellations in writing and email to [register@infonex.com](mailto:register@infonex.com) or fax to 1.800.558.6520 **no later than June 4, 2019**. A credit voucher will be issued to you for the full amount, redeemable against any other INFONEX course and which is valid for twelve months (one year) from the date of issue.

Registrants who cancel after **June 4, 2019**, will not be eligible to receive any credits and are liable for the entire registration fee.

Confirmed registrants who do not cancel by **June 4, 2019** and fail to attend will be liable for the entire registration fee.

**DISCOUNT CODE: 1336-RD**

