

June 4 - 5, 2019 • Toronto, Ontario

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Internal Controls & Writing a Great MD&A

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YOUR FACULTY CONFIRMED PARTICIPANTS INCLUDE:

Leon Bloom
Deloitte Canada

Marty Murray
Protiviti



Dr Richard Leblanc
York University

Angela Byrne
Angela Byrne Consulting
Inc.

Eric Anastacio
CIBC

... 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 Cynthia 416.507.4202 or
Email: charfenmeister@infonex.com 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

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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

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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

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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.

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1 PRINT YOUR NAME AND CONTACT INFORMATION

Full Name _____ Title _____

Organization _____

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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	
Course for 1 Registrant	\$ 1,499	

Register for both events

Prices subject to GST / HST	Full Price	
Course for 1 Registrant	\$ 2,399	



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WEBSITE: www.infonex.com

TELEPHONE: 416.507.4202 (Cynthia)

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.**

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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 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.

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