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Internal Controls & Writing a Great MD&A

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Mark E.S. Bernard
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Cybersecurity
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Suzanne Dunn
Pacific Blue Cross

Richard Leblanc
York University, and
Independent Advisor to
Boards

Eric Anastacio
CIBC

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... 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

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Internal Controls & Writing a Great MD&A

October 27 - 28, 2020 • Virtual Conference

INTERNAL CONTROLS: TUESDAY, OCTOBER 27, 2020

10:30 - 10:45 EDT (07:30 - 07:45 PDT)

Welcome and Opening Remarks from the Chair

Leon Bloom, Consultant, Deloitte

10:45 - 11:45 EDT (07:45 - 08:45 PDT)

Governance of Internal Controls

Richard Leblanc, Professor of Governance, Law & Ethics, York University, and Independent Advisor to Boards

- 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

11:45 - 12:45 EDT (08:45 - 09:45 PDT)

Leveraging ERM and Control to Support Business Strategies and Objectives

Leon Bloom, Consultant, Deloitte

- 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
- Where are the control frameworks heading?
- Continuous alignment of ERM and internal control with the 'extended enterprise'
- Sound practices and insights

12:45 - 13:30 EDT (09:45 - 10:30 PDT) Break

13:30 - 14:30 EDT (10:30 - 11:30 PDT)



Cyber Control Integration

Mark E.S. Bernard, Founder, The Bernard Institute for Cybersecurity Excellence

The Cybersecurity program will control costs while improving employee and customer engagement by reducing interruptions to services created by the loss of information confidentiality, integrity, or availability in addition to mitigating the risk of a breach that would lead to reputation damage and unplanned expenses.

- Governance and risk management of Cybersecurity
- The crazy 8s of Cybersecurity threats and vulnerabilities
- Compliance risks associated with Cybersecurity regulation
- The integration between internal control frameworks and Cybersecurity
- The relationship between operational risk and Enterprise risks

Internal Controls & Writing a Great MD&A

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INTERNAL CONTROLS: TUESDAY, OCTOBER 27, 2020

14:30 - 15:30 EDT (11:30 - 12:30 PDT)

Updating Risk Governance to Strengthen Internal Control Effectiveness

Leon Bloom, Consultant, Deloitte

- Risk governance objectives
- Growing 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 evolving risk governance and control
- Management and board oversight
- Key questions to ask

15:30 - 16:15 EDT (12:30 - 13:15 PDT) Break

16:15 - 17:15 EDT (13:15 - 14:15 PDT)



Establishing Organizational Buy-In to Internal Audit and Internal Controls

Suzanne Dunn, Manager, Internal Audit, Pacific Blue Cross

- How do you shift the paradigm away from “police officer” to “strategic partner”
- Common pitfalls that cause an Internal Audit & Internal Controls department to lack organization buy-in
- Ways to create, deploy and provide “value” to business functions
- How to bridge the gap between compliance and operational improvement

17:15 EDT (14:15 PDT)

Closing Remarks from the Chair

Leon Bloom, Consultant, Deloitte

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WRITING A GREAT MD&A: WEDNESDAY, OCTOBER 28, 2020

10:30 - 10:45 EDT (07:30 - 07:45 PDT)

Welcome and Opening Remarks from the Chair

Leon Bloom, Consultant, Deloitte

10:45 - 11:45 EDT (07:45 - 08:45 PDT)



Writing an MD&A: Don't Make a Mess of It!

Norman Baldwin, Managing Partner, GRC Vista Risk Consulting

- Combining compliance requirements with IR benefits
- Who reads it and why?
- Inherent risks, and how to avoid them
- The warts and all approach
- Plain English mini-workshop

11:45 - 12:45 EDT (08:45 - 09:45 PDT)



MD&A In-Depth - Legal and Regulatory Developments

Eric Lung, Partner, Dentons Canada LLP

- Overview of MD&A Legal Framework
- Latest Developments in MD&A Regulatory Requirements
- Recent Regulator Comments on MD&A Disclosure
- Indicators of a Poor MD&A Process
- Critical analysis of sample MD&A Disclosure

12:45 - 13:30 EDT (09:45 - 10:30 PDT) Break

13:30 - 14:30 EDT (10:30 - 11:30 PDT)

Continuous Improvement & The Financial Close

Matt MacDonald, Senior Manager, Performance Improvement & Managed Business Services, Protiviti

Daniel Palumbo, Manager, Business Performance Improvement, Protiviti

- Key concepts in continuous improvement
- Applying these concepts to the financial close process
- Consolidation and closing the GL
- Financial statements and note disclosures
- Management discussion and analysis

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WRITING A GREAT MD&A: WEDNESDAY, OCTOBER 28, 2020

14:30 - 15:30 EDT (11:30 - 12:30 PDT)

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

Leon Bloom, Consultant, Deloitte

- MD&A and shareholder objectives
- Why should management develop a 'great' MD&A?
- MD&A stakeholders, interested parties and divergent self-interests
- Shareholder value levers
- Leveraging risk and capital management, good governance, conduct and reputation
- Governance and regulatory expectations
- Understanding and developing effective processes for MD&A
- Maximizing stakeholder and interested party feedback on MD&A
- Ongoing assessment, refinement and enhancement of existing disclosures

15:30 - 16:15 EDT (12:30 - 13:15 PDT) Break

16:15 - 17:15 EDT (13:15 - 14:15 PDT)

Writing a better MD&A - Case Study

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

- Explore how one major company made significant improvements to its MD&A
- Explore techniques on providing reliable and timely information
- Capitalize on the insight of industry peers
- Learn how to critically analyze a competitor's MD&A

17:15 EDT (14:15 PDT)

Closing Remarks from the Chair

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Register for both events

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VIRTUAL CONFERENCE:

Internal Controls & Writing a Great MD&A will be held as a virtual on-line conference. Details on how to access and participate in the event will be sent to all confirmed delegates prior to run date.

SPONSORSHIP, EXHIBITION, AND PROMOTIONAL OPPORTUNITIES:

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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 October 13, 2020**. 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 **October 13, 2020**, will not be eligible to receive any credits and are liable for the entire registration fee.

Confirmed registrants who do not cancel by **October 13, 2020** and fail to attend will be liable for the entire registration fee.

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