

Enterprise Risk Management

Virtual classroom by
ACADEMY

5 and 6 October 2022



EURONEXT

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Academy

At Academy we aim at sharing **capital markets expertise** by turning it into world-class training courses and programmes.

Our programmes reflect the evolution and trends of **financial markets and their eco-systems**.

Key assets of our learning centre are our centrality in capital markets, and our **internal and external faculty**, whose contributors are drawn from practitioners, academics, advisors and financial market specialists.

As an Exchange system, being at the centre of financial markets, we understand not just what happens now, but also what's changing - so we can design our courses to equip you for the world of today and tomorrow.

An accredited Management System Certificate

Academy meets the management system standards UNI EN ISO 9001:2015, sector EA:37 since 2007.

The accreditation guarantees internationally recognised quality service standards and allows companies to apply for public funding to finance individual and company training projects.





Course Programme

Overview

This interactive course provides a succinct and practical overview of the most topical components of the enterprise risk management framework. Live virtual sessions are structured around the areas of Risk Appetite, Risk culture, Risk reporting, Operational Resilience and Risk Assessments. The course also features an exclusive workshop that explores softer skills and qualities that are instrumental for successful Risk teams; an essential yet frequently undervalued element that is crucial for effective enterprise risk management.

The course is packed with practical tips and hints and guides participants towards implementing processes that add value to the workplace. Each session ends with *Make A Difference* discussion, where attendees share their take-aways that will make a real difference to their organization. All sessions have been designed to facilitate communication and interaction between participants and the course leader, Elena Pykhova.

As a special bonus, each attendee will receive a copy of the brand-new book authored by Ms Pykhova, *Operational Risk Management in Financial Services: A Practical Guide to Establishing Effective Solutions*.

Benefits of attending

- Review how to integrate risk with business strategy
- Structure value-added Change and Risks and Opportunities assessments
- Find meaningful ways to define risk appetite
- Perform risk culture evaluation and create conduct and culture dashboard
- Examine 3-step approach to successful report writing
- Consider integrating Operational resilience with Risk
- Explore softer side: instrumental skills and capabilities of successful risk teams; as well as
- Review case studies and engage via live polls
- Interact with fellow practitioners, benchmark the maturity of your framework with peers
- Develop a plan on how you will make a difference to your workplace following the course.

Who should attend

This is an essential course for all individuals responsible for implementing risk management practices in their organisations or those interested to stay current and improve their Operational risk solutions, including:

- Operational and Enterprise Risk practitioners
- Compliance
- Governance and Control
- Audit
- Directors and senior executives
- Individuals responsible for implementing risk management practices or interested to learn more about enterprise risk solutions

Course Tutor

Elena Pykhova is an operational risk executive specializing in strategy, design and implementation of firm-wide operational risk frameworks, based in London, UK. She is an experienced operational risk trainer, running public and in-house training courses in the UK and internationally for world-leading venues such as the London Stock Exchange Academy. She is a thought leader, influencer and founder of a think tank, Best Practice Operational Risk Forum. She is the Chair of the Operational Risk Expert Panel for the Association of Foreign Banks and the former Director for Education at the Institute of Operational Risk. Passionate about the discipline, she founded her training and consulting practice after 20 years of experience in senior roles at Fortune 500 companies.

E-learning tools

Learning tool

The course, in “live webinar” format, will take place on the Zoom platform. Participants will be invited to run a check test on the tool a couple of days before the course starts.

Learning material

The course material will be provided to the delegates in pdf format the day after the course has taken place.

Certificate of attendance

The certificate of attendance will be sent in digital format after the end of the course.

Agenda

Day one: 5 October 2022

9.30 – 13.00 CET

9.30

Introduction

- Welcome and introductions
- What is Enterprise Risk Management

9.45

Enterprise-wide Risk Assessments

- Integrating risk assessment with the firm's strategy and business plan
- Strategic Risk assessment: approach, stakeholders, outcomes
- Top and Emerging risks
- Other assessment types: *Change, Risks and Opportunities*

10.45

Risk Culture

- The role of Risk in developing Risk culture
- Risk culture assessment: 5 Aspects model
- Culture and Conduct: related and intertwined
- Effective monitoring: developing Culture and Conduct dashboard

11.45 - 12.00

Break

12.00

Risk Appetite

- Focus on more complex to express: Operational / Non-Financial risk
- Definitions and approach: 3-step process for developing an effective statement
- What does good look like? Attributes and measures of success
- Group Study: evaluation of statements expressed by peer firms

13.00

End of day one

Day two: 6 October 2022

9.30 – 13.00 CET

9.30

Risk Reporting

- Common challenges: lengthy, verbose, not actionable
- BCBS239: risk aggregation and risk reporting
- Examining practical solutions: 3-step process for successful report writing
- Group discussion: exchange of good practices

10.30

Operational Resilience

- Integrating Risk and Resilience disciplines
- Changing the mindset: developing Business Services Mentality
- Role of Risk teams in leading the efforts: what are the common touch points?
- Discussion: Operational resilience – successes and challenges

11.30 – 11.45

Break

11.45

Softer side: How to build successful Risk teams

- The theory: role of 2nd line Risk in the 3LOD structure
- In reality: examining Risk personalities - the *Drifter*, the *Diminisher*, the *Multiplier*
- From *administration* to *management*
- Key skills and capabilities of successful Risk teams

12.45

Wrap-up and Next Steps

- Re-cap: essential components of successful Enterprise Risk framework
- Discussion: key take-aways, developing individual action plan

13.00

End of course

Terms and conditions

The registration form is a legally binding agreement between Bit Market Services and the applicant (or the company the applicant works for) and is defined by the following conditions:

Virtual classroom schedule

5 October 2022: 9.30 – 13.00 CET

6 October 2022: 9.30 – 13.00 CET

Registration

The applicant can submit the registration form, duly filled out, to Academy 7 days prior to the course date via:

- **EMAIL** academy@euronext.com
- **WEB** [Academy website](#)

To register after this date, please contact the following phone number:

- **TEL +39 02 72426.086**

Participation will be confirmed in writing by the Academy administration.

Registration fee

The individual registration fee is € 800 + VAT (if applicable).

Discounts

Early bird: 10% discount for registrations by 9 September 2022

Multiple registrations - Discounts are available for multiple registrations of the same company. In particular:

- Two participants: 10% discount on the total amount
- Three participants: 15% discount on the total amount

Payment method

Fees must be paid:

- Upon receipt of the email from Academy confirming the applicant's registration (sent approximately 7 days prior to the course date)

or

- Upon receipt of the invoice from Bit Market Services S.p.A. (Academy is part of the Bit Market Services Company)

Payment must be made via **BANK TRANSFER** to:

BIT MARKET SERVICES S.p.A.

P.zza degli Affari, 6

20123 Milano

Tax code 06695270964

VAT number 10977060960

Deutsche Bank S.p.A.

Filiale via San Prospero, 2

20121 Milano

codice IBAN:

IT 22 B 03104 01600 000000 770114

SWIFT address DEUTITMMIL

Copy of the effected bank transfer must be emailed to Academy academy@euronext.com.

Invoice marked as paid will be mailed to the addresses indicated on the wire transfer.

Intellectual property rights

The Client acknowledges and agrees that the contents made available during the training (including, but not limited to, videos, pictures and texts) are property of Bit Market Services or are supplied by Bit Market Services in virtue of certain contractual arrangements with third parties and cannot be reproduced, distributed or used for business purposes without the prior written consent of Bit Market Services or the entity having the relevant rights on the same.

Liability

Whilst every effort is made by Bit Market Services to ensure that the contents of the training (including, but not

limited to, videos, pictures and texts) are accurate and up to date, BIt Market Services shall not be liable whatsoever for any inaccuracy or misleading information, nor for any consequential damage or expense or any loss of profit or any liability to third parties incurred as a result of reliance on such information, which is provided for educational purpose only. BIt Market Services total liability under this agreement shall be limited to the maximum amount represented by the Fees paid to the latter by the Client.

Traceability of financial flows

BIt Market Services and the Client assume all obligations regarding the traceability of the financial flows provided by Law 136/2010, as subsequently amended and implemented (the "Traceability Obligations").

In relation to the payments to be made pursuant to the present Contract, the Client, if it is a public contractor pursuant to decree law 163/2006 (Code of public contracts for works, services and supplies), to ensure the enforcement of Law 136/2010 and subsequent amendments, undertakes to communicate to BIt Market Services, by the form attached to the Contract, the identification bidding code (CIG) and, in case, the unique code of project (CUP).

In particular, in fulfilling the Traceability Obligations, BIt Market Services will communicate to the Client:

- (i) the bank accounts details to be used, also nonexclusively, for the payments to be made by the Client pursuant to the present Contract;
- (ii) the personal details and the fiscal code of the persons delegated to operate on them, indicating the relevant role and powers, within 7 (seven) days from the creation of the accounts above (or, in case of existing accounts, within 7 (seven) days from their first use in relation to the payments made by the Client).
- (iii) Any possible amendment of the information indicated in points (i) and (ii) above, will have to be communicated by the Client within 7 (seven) days from occurrence.

Let it be understood that, save for possible derogations and partial exemptions to Law 136/2010, failure to use instruments suitable to permit the full traceability of the financial flows (for instance, bank or post transfer) and

the failure to comply with any other Traceability Obligations, are ground to terminate the present Contract.

BIt Market Services undertakes, in particular, to inform the Client and the Prefecture (territorial office of the Government of the province where the Client has its registered office) if it becomes aware of breaches by its contractual counterparties, if any, in relation to the Traceability Obligations.

Cancellation Policy

According to article 1373 C.C., to withdraw from this contract applicants must send a written notice via email to academy@euronext.com:

- The fee will be fully refundable up to 7 working days prior to course date.
- A 50% refund will be provided for cancellations made during the 6 days leading to the course,
- Fees are non refundable for cancellations made 1 day prior to the course date.

Substitution of attendee (from the same company) may be made at any time.

Academy accepts requests to replace the course with another Academy course. The rescheduled training must take place within 12 months.

Changes to the program

BIt Market Services reserves the right to postpone or cancel the course and notify the participant via fax or email at least 1 week before the course date; in this case, the participant is entitled only to a full refund of the course fee. In addition, BIt Market Services is entitled to make changes to the programme and seat of the training and/or substitute the expected panellists with others with equal skills and competence.

Governing law and jurisdiction

The present agreement shall be governed by Italian law. The parties assign to the Court of Milan the exclusive jurisdiction over any dispute arising out the present agreement, this including – but not limited to – any proceedings regarding the validity, the construction, the performance and/ or the termination of the agreement.

Booking form

Please read the terms and conditions on the preceding page.

Fill out the form and send email to academy@euronext.com.

For further information +39 02 72426086 – academy@euronext.com

Enterprise Risk Management

VIRTUAL CLASSROOM – 5 and 6 October 2022

QUOTA DI PARTECIPAZIONE

Individual		<input type="checkbox"/> € 800 + 22% IVA (if applicable)
2 participants	10% discount	<input type="checkbox"/> € 1,440 + 22% IVA (if applicable)
3 participants	15% discount	<input type="checkbox"/> € 2,040 + 22% IVA (if applicable)
Early bird by 9 September	10% discount	<input type="checkbox"/> € 720 + 22% IVA (if applicable)

PARTICIPANT INFORMATION

Name and Surname

Jop title

Company

Email

Phone

Job Field

General Management

ICT

Tax

Basic

HR, Organisation and Development

Legal

Finance

Intermediate

Administration and Control

R&D

Risk Management

Advanced

Nature of business

Listed/unlisted company

Bank

Advisory

Energy

Lawyer

Investment Bank

Private Equity

Funds

Company Address

Street

N.

Zip code

City

Country

BILLING INFORMATION

The invoice must be addressed to:

Company name/Participant name and surname

VAT number

Department

Billing reference name

Street

N.

Zip code

City

Country

Phone

Email

ELECTRONIC INVOICE (IF APPLICABLE)

According to the Italian Law no. 205 of 27.12.2017 and to Provision no. 89757 of 30.4.2018 of the Italian TAX Authority and subsequent amendment and/or integrations, the Client duly holder of an Italian VAT code/Tax identification code) provides with:

Certified Email Address (PEC):

Or Recipient Code:

In order to receive the electronic invoice through the Italian Exchange System (SDI) according to the above information

Phone

Email

SPLIT PAYMENT (IF APPLICABLE)

According to the art. 17-ter of the Italian D.P.R. no. 633/72 (as subsequently amended and implemented), the Client (duly holder of an Italian VAT code/Tax identification code) declares that:

is subject to the "Split Payment" VAT regime is not subject to the "Split Payment" VAT regime

and undertakes to communicate any change of such regime.

PRIVACY

By signing this booking form I declare that I have read the informative document regarding the processing of personal data on the Bit Market Services S.p.A.'s website (<http://www.borsaitaliana.it/varie/privacy-bims/privacy-bims.en.htm>) and I accept the General Terms and Conditions of the service.

In addition to the declaration above, by ticking the relevant box I also inform that (*please tick the chosen box*):

I DO

I DO NOT

authorize Bit Market Services S.p.A. to gather and to process my personal data for the purpose of "direct marketing", by sending advertising material, direct sales and promotion of products and services of Bit Market Services S.p.A., carrying out market research, marketing communications, also using data subject's name for publicity carried out through automated means of contact such as e-mail, fax messages, mms or sms.

I DO

I DO NOT

authorize the communication/the transfer of the personal data for the purposes of direct marketing by third parties - even outside the European Community - included the other companies of the Euronext Group, as well as third parties referred to in point c) of the informative document regarding the processing of personal data (<http://www.borsaitaliana.it/varie/privacy-bims/privacy-bims.en.htm>).

Signature and company seal

Date:

Academy

Comprehensive, quality education is fundamental for the development and growth of the economy. As part of a pan-European market infrastructure at the centre of European capital markets, Academy's main objective and activity is turning capital markets expertise into world-class training courses and programmes and making them relevant to the wider financial community of today and of tomorrow. Key Academy assets are our centrality in capital markets, and our internal and external faculty, made up of practitioners, academics, advisors and financial market specialists. Interactive and innovative learning methods make all Academy programmes an inspiring experience.

CONTACTS

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