



*2019 Society of Actuaries in
Ireland Risk Conference*

Risk Management – An Investment Firm Perspective

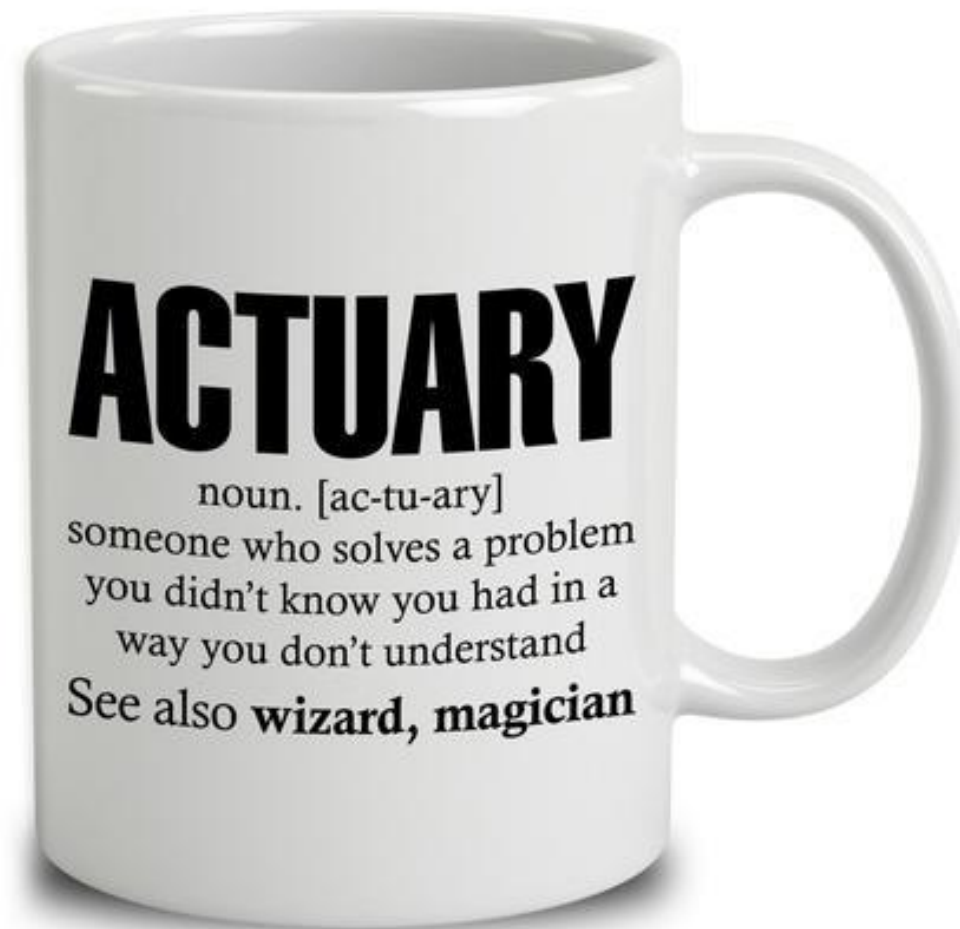
Grellan O'Kelly, CRO, Davy Group

It's not just business. **It's personal.**



Disclaimer

The views expressed in this presentation and by the presenter are provided in a personal capacity and do not represent the views of the Davy Group.

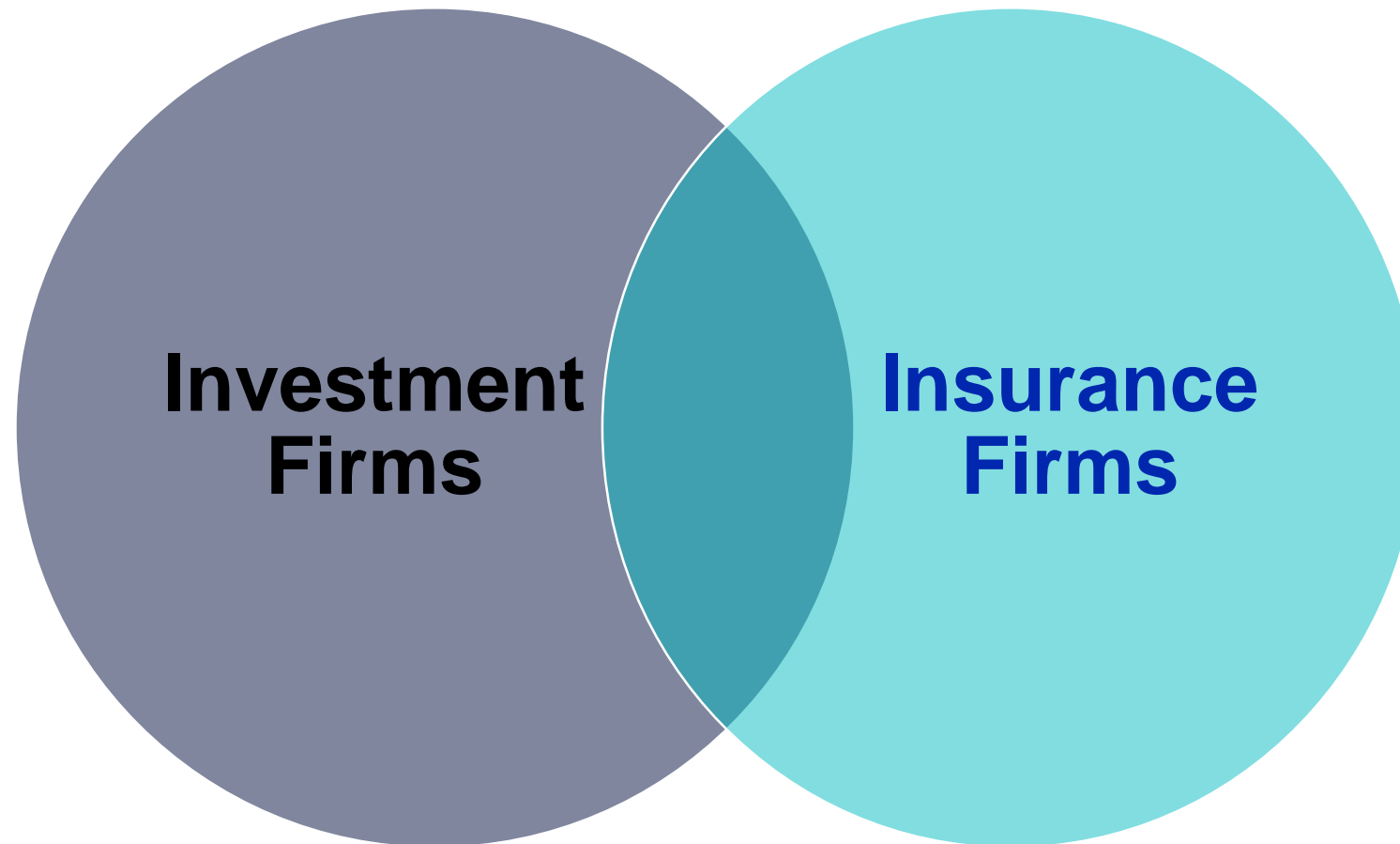


We share the same vision (I think!)





We have some areas of common interest



Firstly: Conduct Risk



What do these guys all have in common?



Jordan Belfort- “The Wolf of Wall Street”



Tom Hayes- “Libor Scandal”

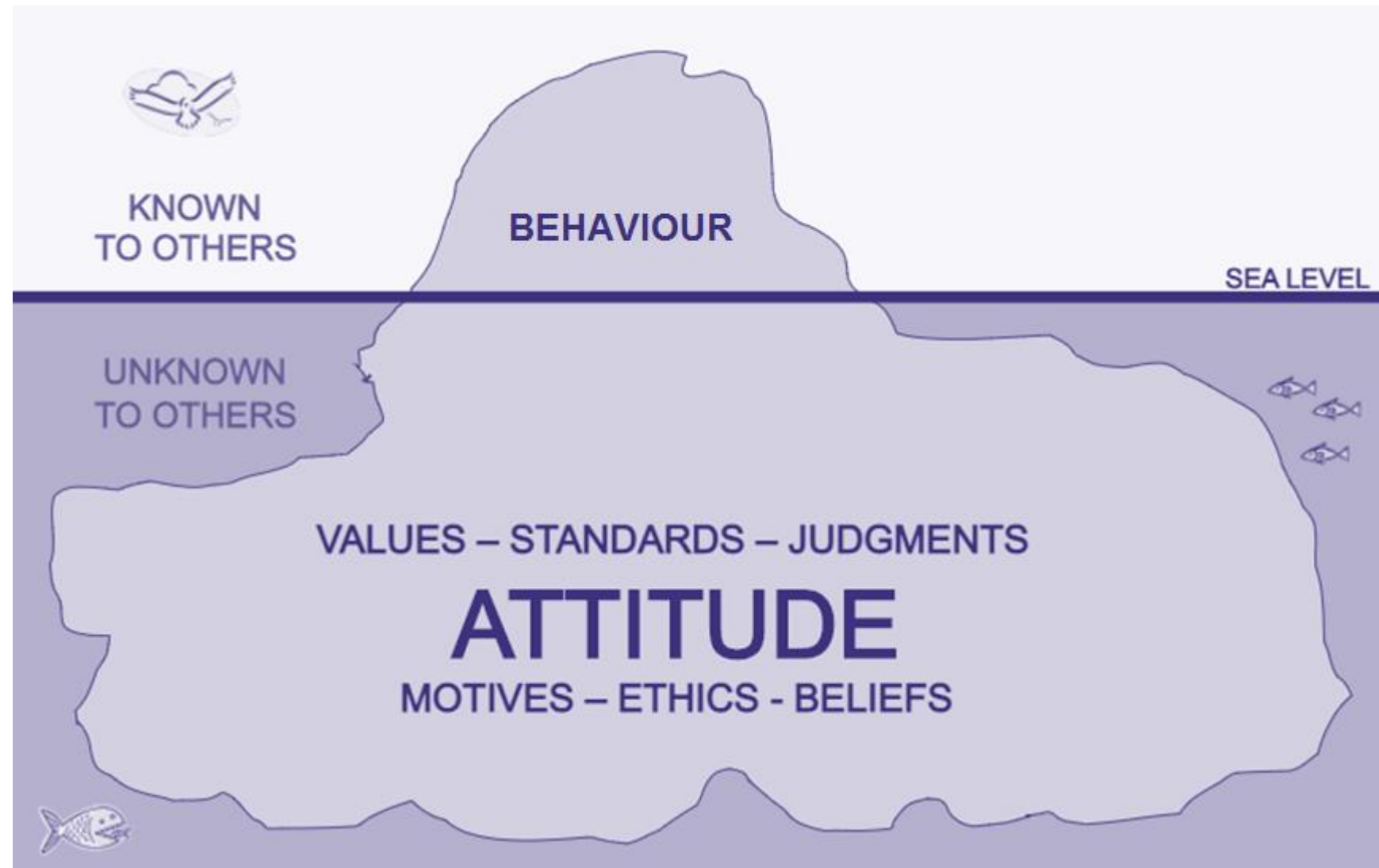


Gordon Gekko: “Greed is Good”

It's not just business. **It's personal.**



.....& the link with Culture (EQ)



Secondly: Operational Risk



December'18, CBOI Fines Mr McMenamin (Senior Manager of Commercial Lending INBS) €23,000 and is disqualified for 18 years failed to “.....adhere to proper systems of control and records... and failure to adhere to existing documented internal policies and procedures...”



April'19, CBOI fines Bank of Montreal €1.2 million, highlighting the firm's “.....failure to establish and maintain effective processes and controls....”



December '18, CBOI fined RSA Insurance Ireland €3.5m in respect of s breaches. One of the reasons given was “..... a failure to have administrative and accounting procedures and internal control mechanisms which were sound and adequate....”



May'19, Campbell O'Connor &Co fined €280,000 by CBOI for AML failures, citing “a failure to adopt and implement adequate policies, processes and procedures...”



July'19, Wells Fargo Bank International Unlimited Company reprimanded and fined €5.8m by the Central Bank of Ireland for regulatory reporting breaches and related governance failings “..... a failure to introduce and maintain adequate systems and procedures... “

Business Process Mapping Capability

Improves Risk Culture....How?

Policies

Processes

Procedures

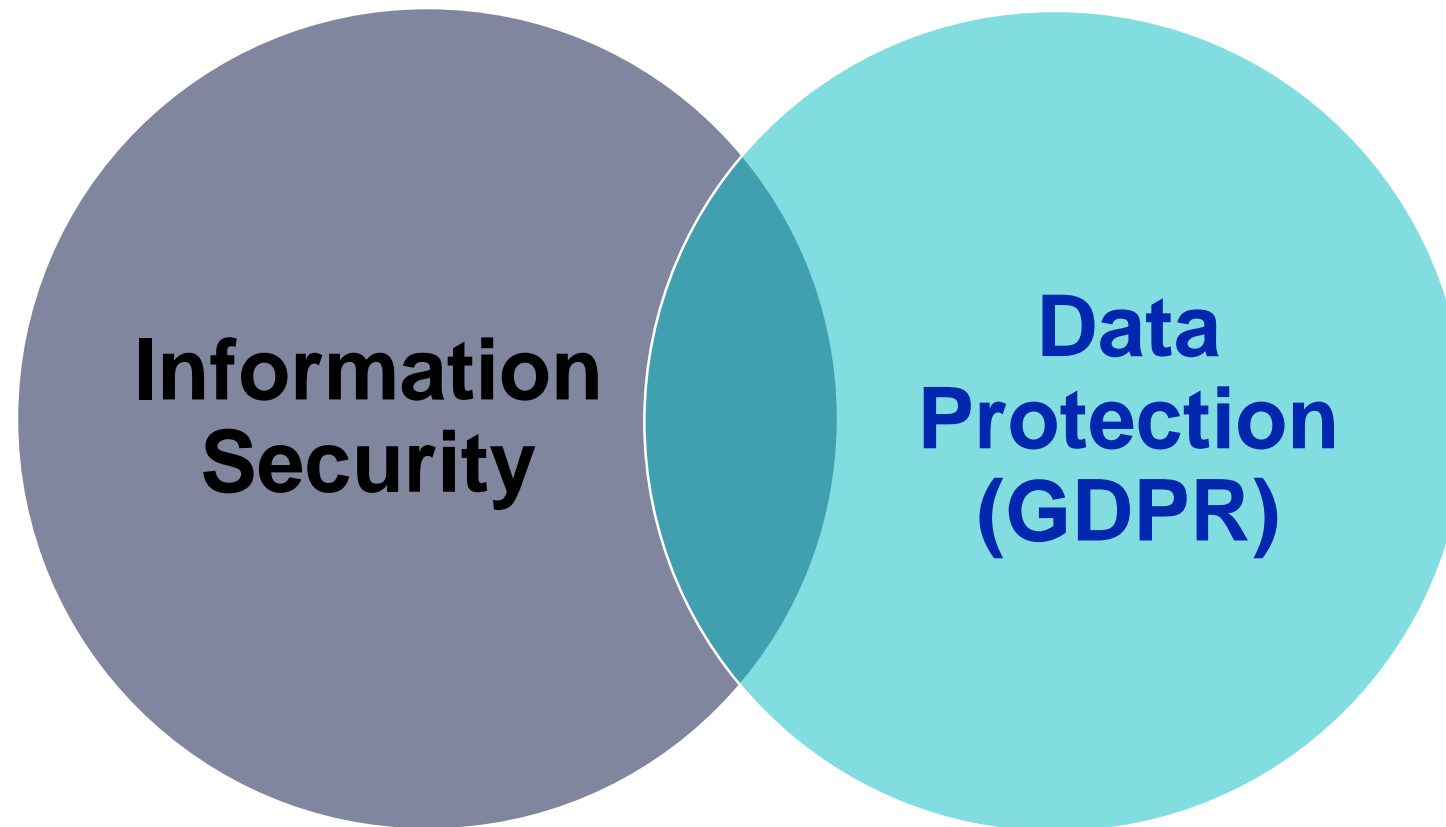
Controls

Risk & Control Self Assessments (1LoD)

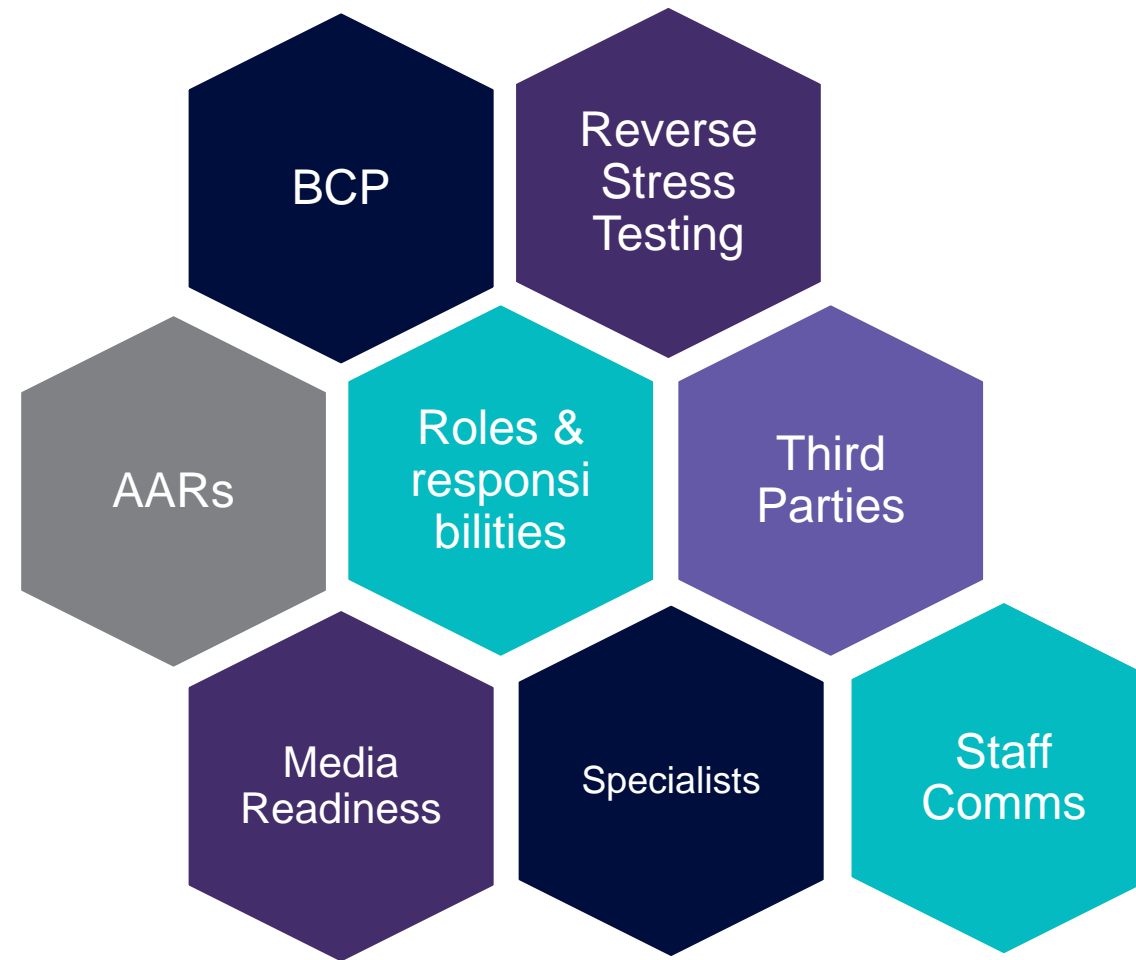
Risk & Control Assessments (2LoD)

Business Process Re-Engineering (BPR)

Thirdly: Information Risk – 2 sides of the same coin



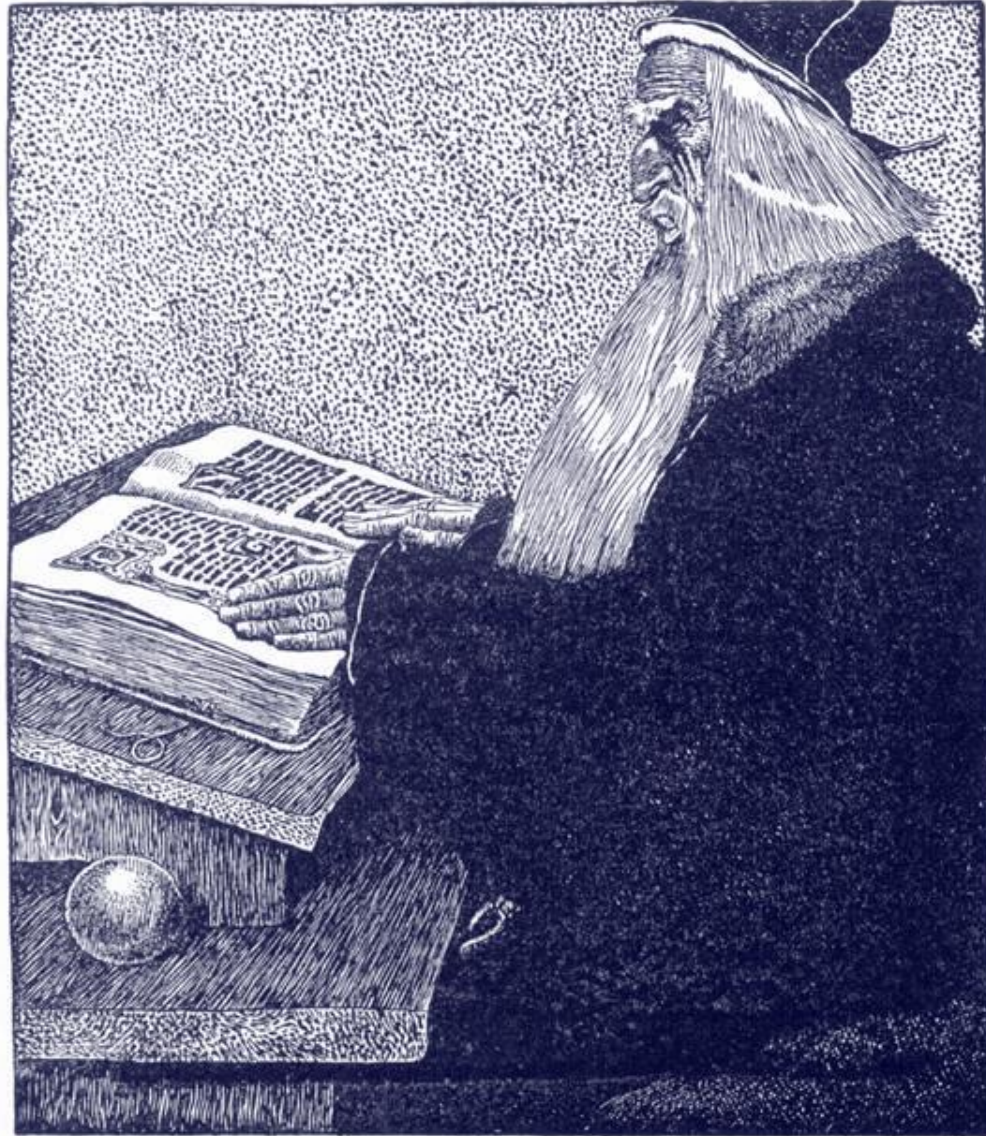
Finally: Crisis Management



But what about?



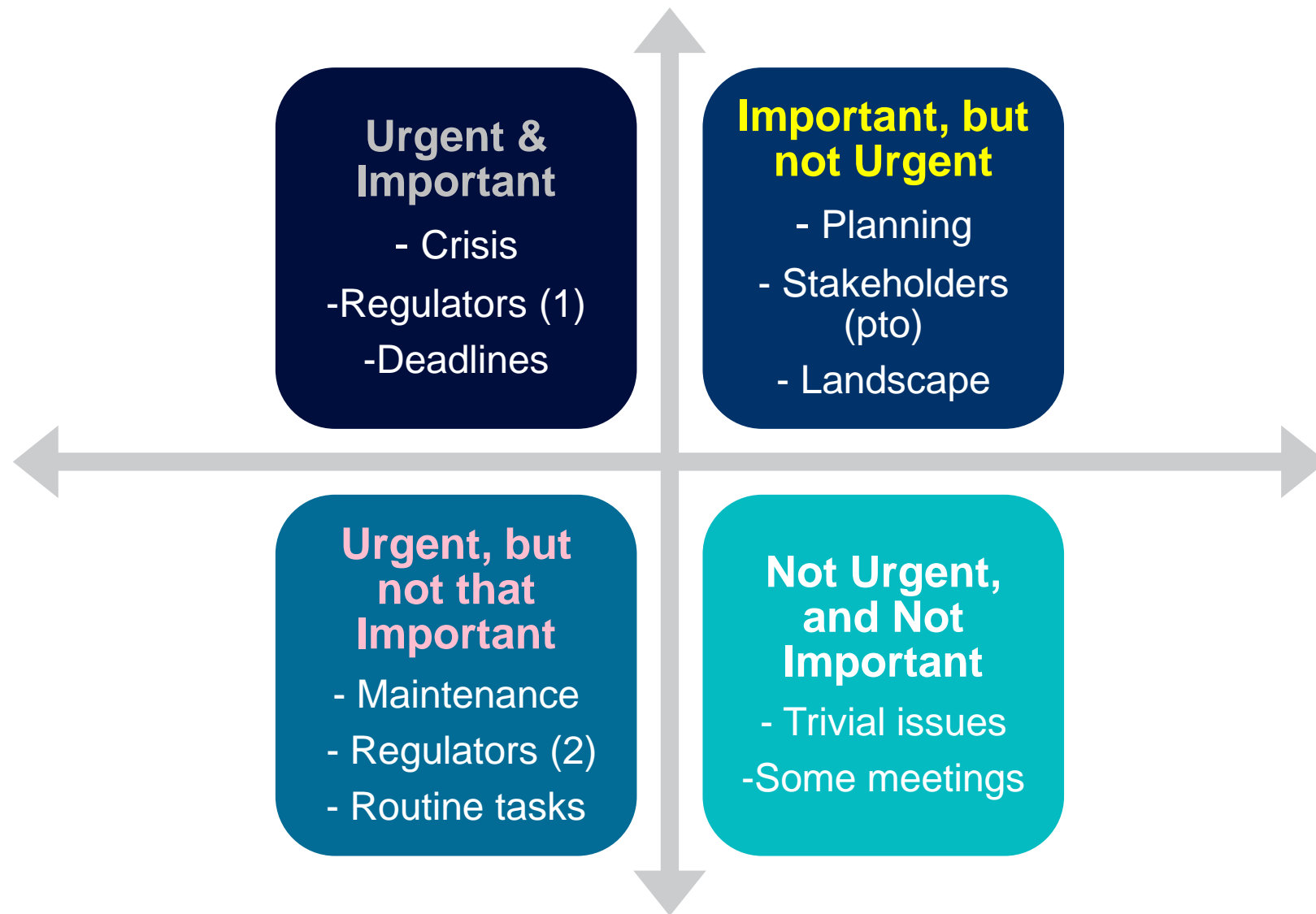
Some CRO Lessons



Risk Indicators/MI – “So What?”



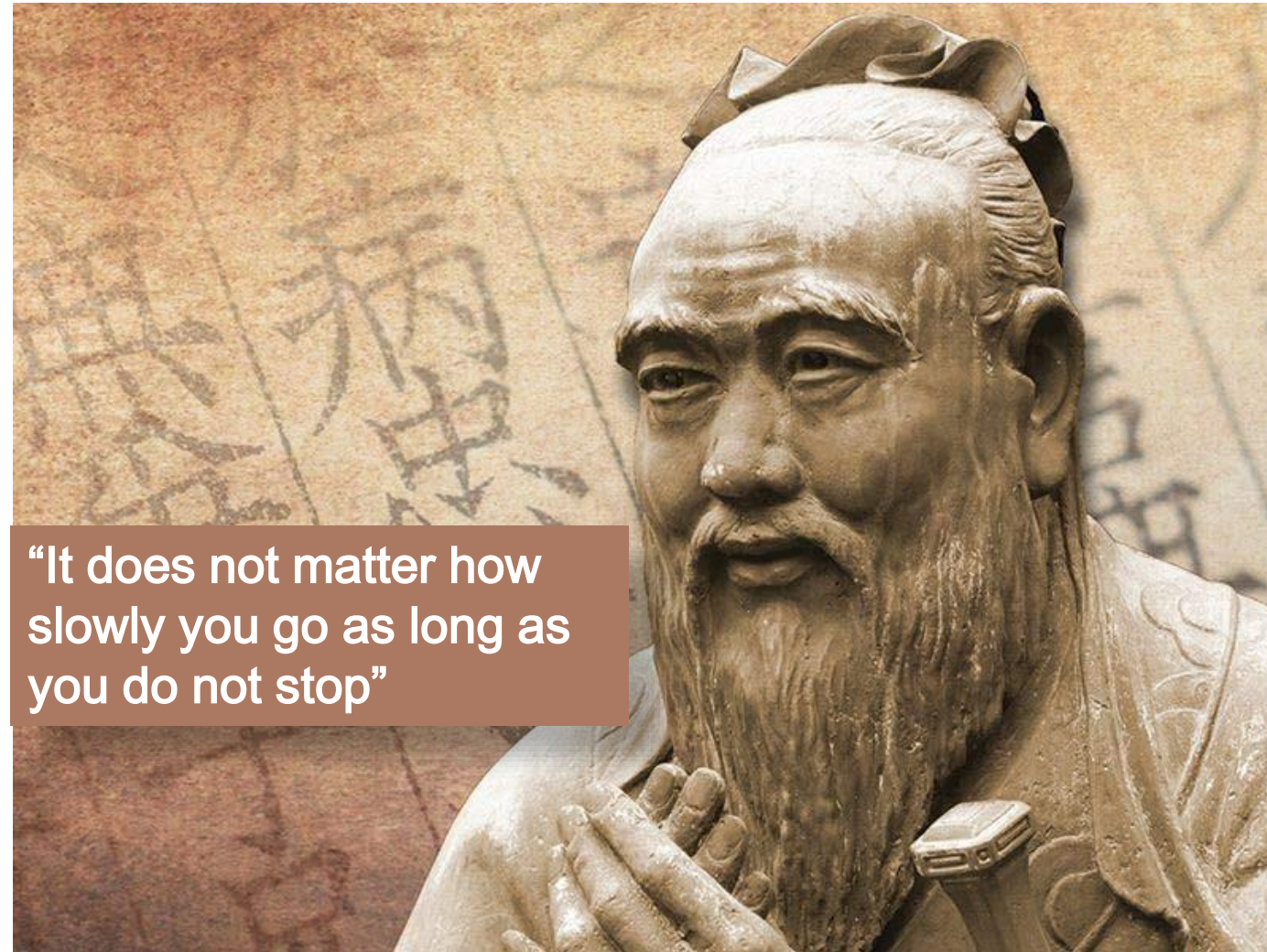
Situational Management Challenge



Stakeholder Management – Finding the time?



The Power of Incremental Change – Don't Give Up!



“It does not matter how slowly you go as long as you do not stop”

Finally – do we all face an impossible task?



Thank You!