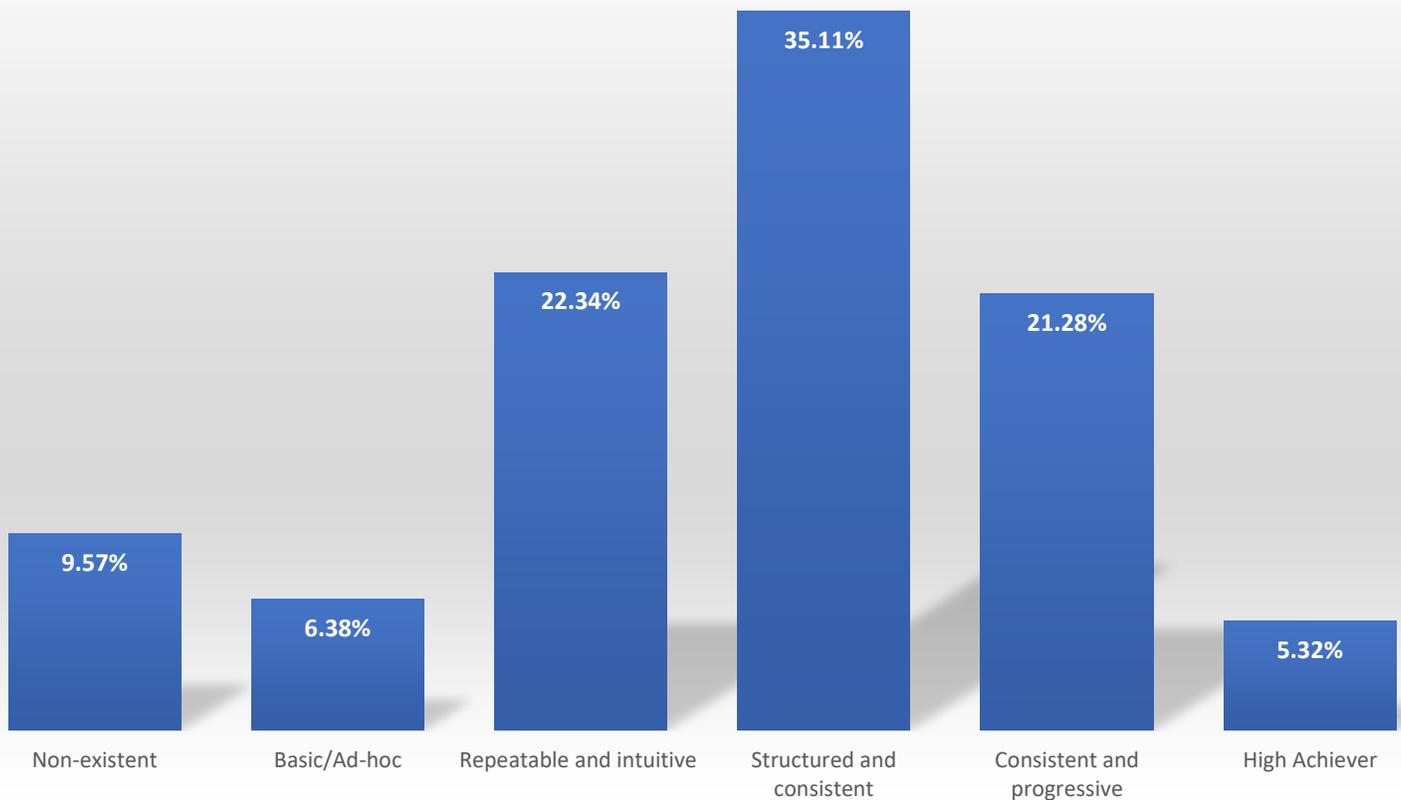


What coverage does the Risk team have across the organisation?



Non-existent / N-A: The Risk team only serves as a Corporate / Group function. Many parts of the organisation are "off limits" to the Risk team. Curiosity and initiative by the Risk team is actively discouraged.

Basic / Ad-hoc: The Risk team works with >25% of business teams. Half, or more, of the organisation is deemed "off limits" to the Risk team. Curiosity and initiative by the Risk team to reach out to them is not encouraged.

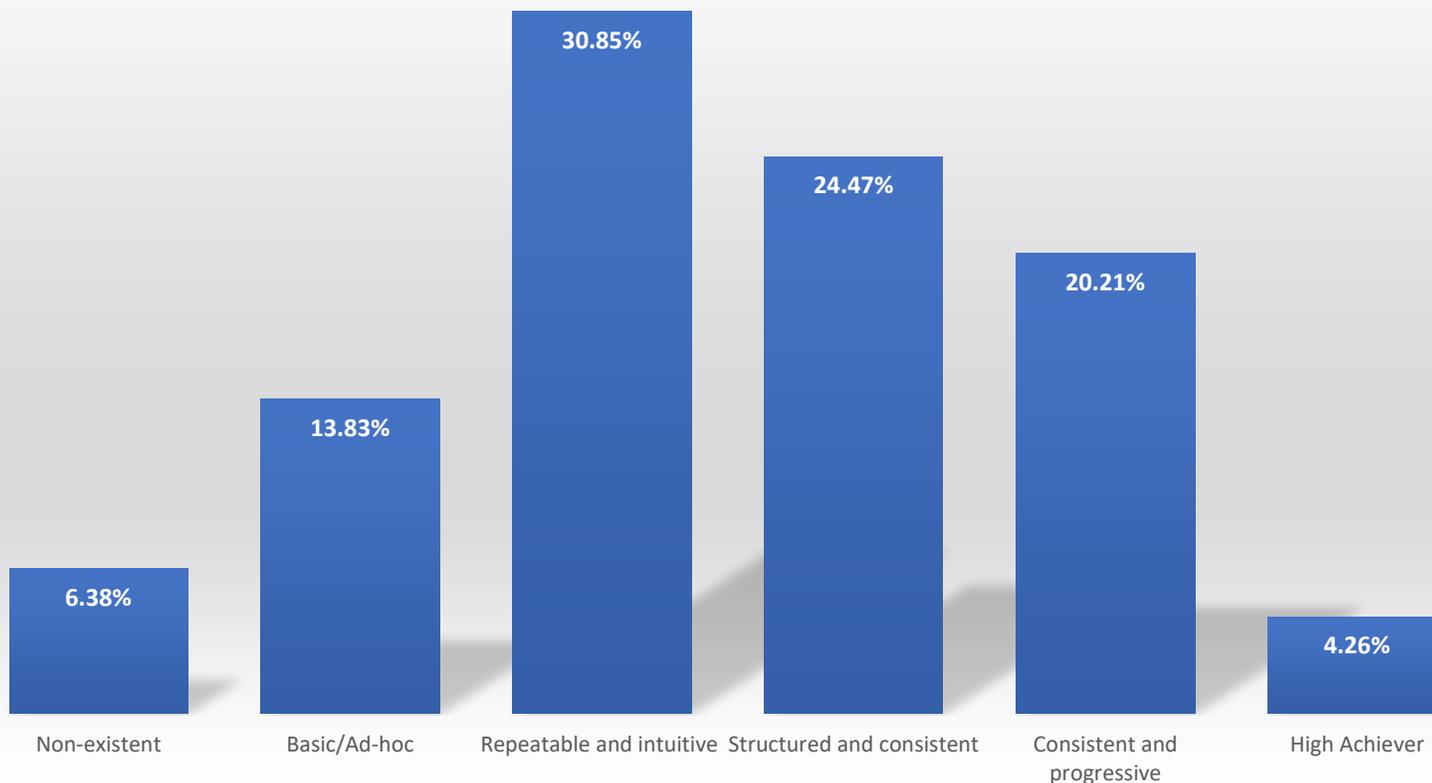
Repeatable & Intuitive: The Risk team works with most business teams. It struggles to fully deliver on requests due to resourcing (lack of ability to outsource some requests to trusted external partners). At least one part of the organisation is "off limits" to the Risk team.

Structured & Consistent: The Risk team has full access to all parts of the organisation and liaises with them in a practical manner. Whilst there is not the resource to cover all businesses / operations all of the time, engagement with most management teams is good.

Consistent & Progressive: The Risk team has clear access to, and involvement with, all parts of the organisation and is structured to work with them in a practical manner. The businesses/operations self-report and request assistance regularly. External advisors/consultants assist with peak demands. The management of risk is stitched into "business language".

High Achiever: The Risk team has clear access to, and involvement with, all parts of the organisation. The Risk team spends more time in offices/areas of its internal customers than in its own "office wing". Risk is stitched into "business language".

How well integrated is the risk team with all other functional teams in the organisation?



Non-existent / N-A: We do not liaise with other functions (we do not have time or the resource to do so).

Basic / Ad-hoc: The Risk team occasionally liaises with other functions in the organisation (resource and time constraints restrict us doing it more often). Fellow functional teams have a small amount of awareness of our Risk tools and techniques but don't typically use them in their activities.

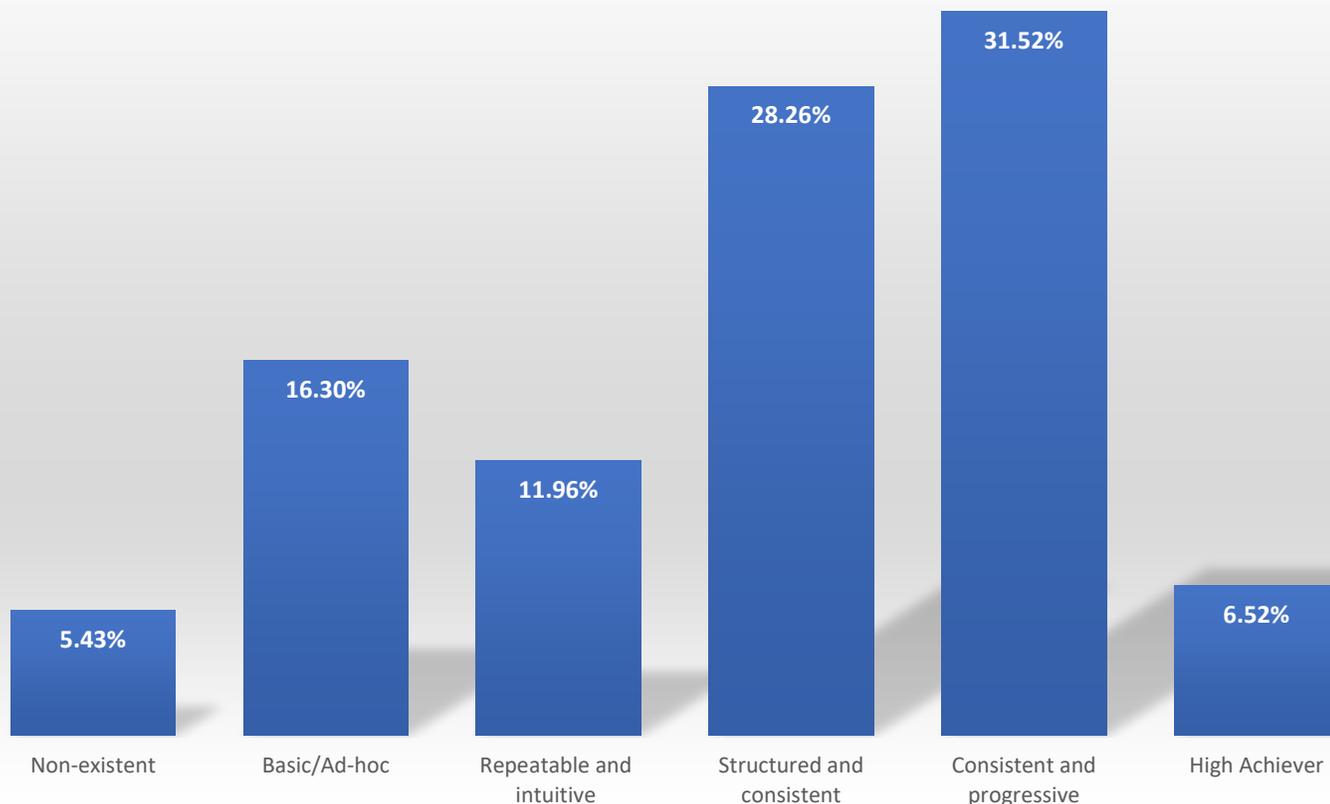
Repeatable & Intuitive: The Risk team liaises with other functions in the organisation from time to time (resource and time constraints restrict us doing it more often). Fellow functional teams have some awareness of our Risk tools and techniques and sometimes use them in their activities. It is siloed at times.

Structured & Consistent: The Risk team works with all other functions in the organisation in a well-coordinated manner. Fellow functional teams have some awareness of our Risk tools and techniques and sometimes use them in their activities. There is a cross-functional team review at least monthly, attended by one of the Risk team.

Consistent & Progressive: "The Risk team works with all functions in the organisation in a well-coordinated manner. It is coordinated, not siloed. Most fellow functional teams use our Risk tools and techniques as part of their activities. Language is what works for the function, not ""risk language for its own sake"". We attend all function team reviews at least monthly, if not more, and engage in interactive discussion. Liaison with Internal/Independent Audit includes help with risk-based auditing."

High Achiever: "The Risk team is integrated with all other functions in the organisation. It is coordinated, not siloed. All fellow functional teams use good Risk tools and techniques. Language used is what works for the function, not ""risk language for its own sake"". We attend all function team reviews at least monthly. We engage in interactive discussion (Group and Region/Business Risk team members). Liaison with Internal/Independent Audit includes help with risk-based auditing. All functions help us to embed good risk management across the organisation."

How are you addressing the future of risk management for your organisation, including how technology will assist?



Non-existent / N-A: We are not looking at it. We will tackle it as it comes.

Basic / Ad-hoc: Some of the team reads reports and articles about the future of risk management from time to time (The World Economic Forum, Risk publications etc.) We don't have much time for anything else.

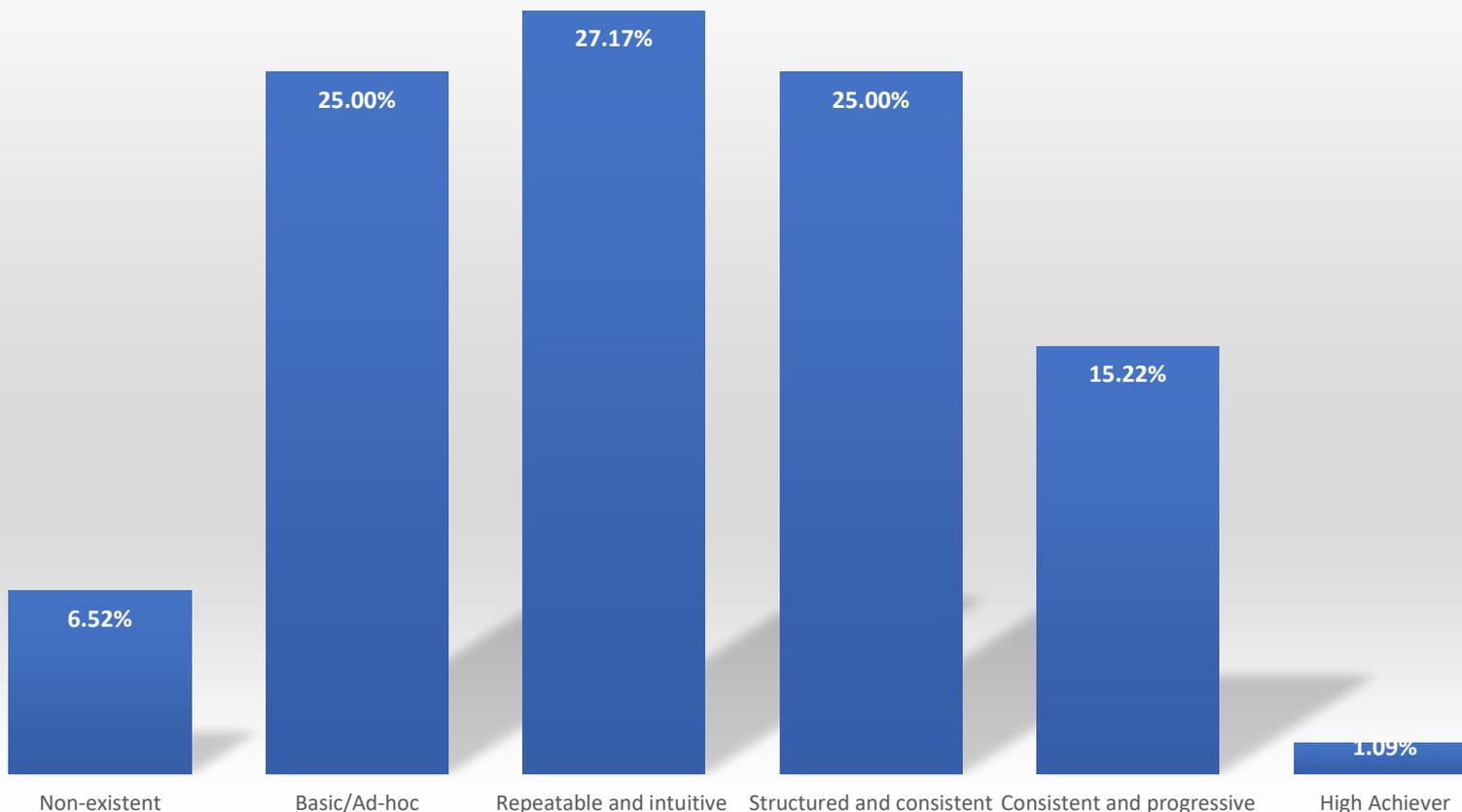
Repeatable & Intuitive: As a team we review reports and articles about the future of risk management from time to time (The World Economic Forum, Risk publications etc.) and discuss what this means to us. We discuss this with our business teams and stay aware of business strategies.

Structured & Consistent: "We are thinking about what the future of work and business means for our organisation, and how the Risk team and risk management will evolve. Some of us have limited involvement in our organisation's digital strategy. Some of our Risk team are involved in Risk Institutes and associations, some of which are looking at the future of risk management, and we stay updated on this but it tends to be generic."

Consistent & Progressive: "We are thinking about what the future of work and business means for our organisation, and how the Risk team can help deliver sustainable success. A lot of our focus is on helping people think through uncertainty in decision-making, and combating bias that people have in thinking. We are involved in our organisation's digital strategy. Some of our Risk team are involved in International Risk Institutes and associations, some of which are looking at the future of risk management, so we stay updated on this."

High Achiever: "We are involved in initiatives for the future of work and business for our organisation, and how the Risk team can help deliver sustainable success. We are an advisor to our organisation's digital strategy. We focus on helping people think through uncertainty in decision-making, and combating bias. Many of our Risk team are involved in projects and bodies of work by International Risk Institutes and associations, many serving on committees and involved in events to look at the future of risk management."

To what extent does the Risk team leverage solid risk quantification techniques?



Non-existent / N-A: We do not use risk quantification techniques (or are not aware of their use).

Basic / Ad-hoc: We seldom use risk quantification with our businesses. It tends to be done only when requested (e.g. a client asks for it, or a sudden Management demand "for a P80 review"). We tend to look at financial data. It tends to be a tick a box exercise. Most of our Risk team do not use it.

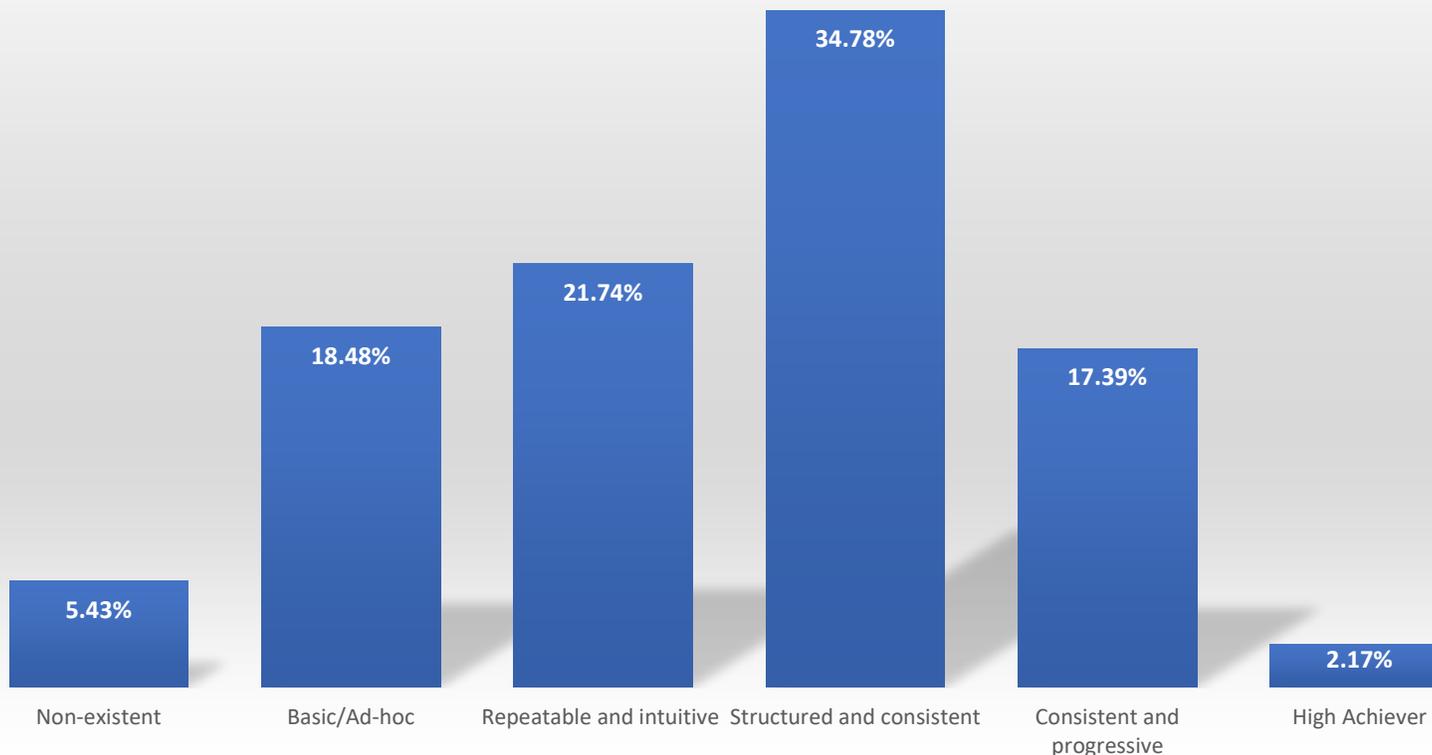
Repeatable & Intuitive: Risk quantification is sometimes part of our work with businesses. We use risk quantification in models and assessments for information to management. Sometimes it informs decision-making. Some of our team knows how to apply risk quantification, most do not use it.

Structured & Consistent: Risk quantification is an important part of our work with our businesses. We use risk quantification in models and assessments and weave it into risk-informed decisions, for different decision types. Some of our Risk team knows how to apply risk quantification, some do not yet use it (we may upskill people on it).

Consistent & Progressive: Risk quantification, developing models with good data and "good ranges of outcomes", is an important part of our activity with our businesses. We use risk quantification in models and assessments and weave it into how we make risk-informed decisions, for different decision types. We adhere to good practices on how to measure things. Most of the Risk team knows how to apply risk quantification well - as it is more than "crunching numbers", it is about asking the right questions.

High Achiever: Risk quantification with data and "the right ranges of outcomes" is an integral part of our work with our businesses. It is broader than financial data. We use risk quantification in models and assessments and weave it into how we make risk-informed decisions. This includes quantifying risks to strategy. We use good practices on how to quantify risk (learning from experts like Douglas Hubbard). Everyone in the Risk team knows how to quantify risk. We focus on teaching people in our business on how to apply these techniques. We are considering the future impact of quantum computing and AI.

How does your organisation obtain assurance that risk and uncertainty is being appropriately considered in decision-making throughout the organisation?



Count: More than 200 risk managers across Asia were surveyed between October and November 2018

Non-existent / N-A: We do not obtain any independent assurance that risk and uncertainty is being appropriately considered in decision-making.

Basic / Ad-hoc: No one reviews the effectiveness of decision-making. However, internal audits do cover elements of decision-making, they are just not "spelt out" in this way.

Repeatable & Intuitive: Internal / Independent Audit reviews decision-making as part of the audits in its audit program. This is discussed with the Board but seldom with the Risk team. We don't have many reviews with external practitioners.

Structured & Consistent: Internal / Independent Audit reviews decision-making - particularly by Executives and Management teams. Careful attention is paid to how people actively seek to de-bias decisions. External reviews of our approach are sometimes undertaken. Results are discussed with the Board and Risk team to determine how well aligned this is to operational and strategic needs.

Consistent & Progressive: Internal / Independent Audit hold reviews on risk-informed decision-making - particularly by Executives and Management teams. Careful attention is paid to how people de-bias their decision-making and quantify risk. External reviews are sometimes undertaken. Results are discussed with the Board and Risk team.

High Achiever: Internal / Independent Audit conducts a thorough review of risk-informed decision-making - particularly by Executives and Management teams (use of data, quantitative analysis etc). The Risk team obtains separate reviews from independent external practitioners. Findings are discussed with the Board and Executives. Risk team activities are reviewed annually to understand how well aligned this is to operational and strategic needs.