



Where Risk Meets Sustainability

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With you today are



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Adrian Clements

Former Global Head-Operational Risk Management ArcelorMittal, Luxembourg and Director-Operational Risk Tereos, France. Structured and financed global alternative risk transfer deals while underwriter at GeneralCologne Re. Winner of the European risk manager award 2009 and IRM's Global risk manager award 2013. Lived and worked in multiple countries, expert in heavy industrial risk management, Internationally recognised risk management professional.

Taking risk management into the future.



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Mark Boulton

Over 35 years working in the risk management world. Experience working in many different industries and different parts of the world. Certified Fellow of the IRM. Member of both the UK Risk Management, and Governance Standards Committees. Director of Boulton Consulting and formally DNV. Was the Technical Manager for the Longford Royal commission in Australia.

Taking risk management into the future.



Journey

Balance

Broad view (EE)

Broad view (Sus.)

Dynamic

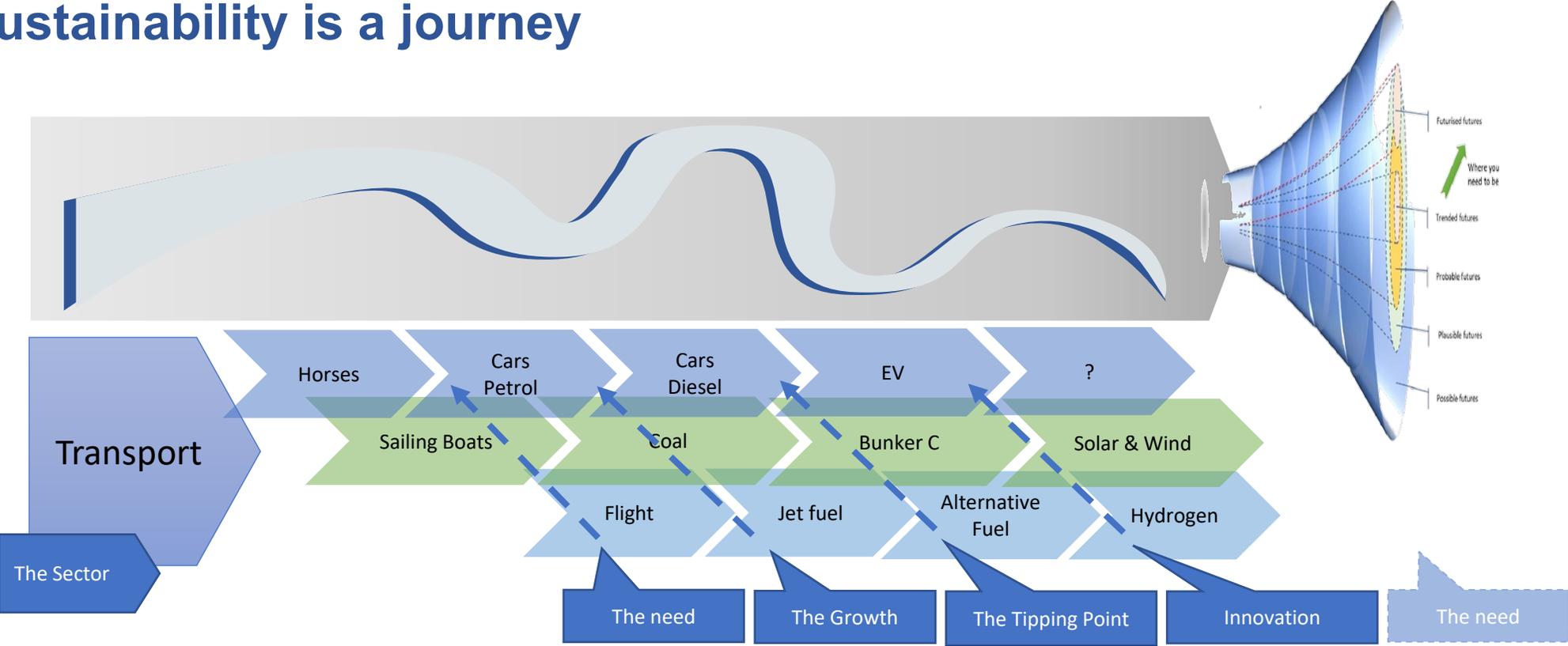
Weight watchers

New Norm

Take aways

Any questions ?

Sustainability is a journey



The question is :
 Is the Business Model leading or following?
 Management decisions acting or reacting?

Sustainability is a consequence of good decision making!

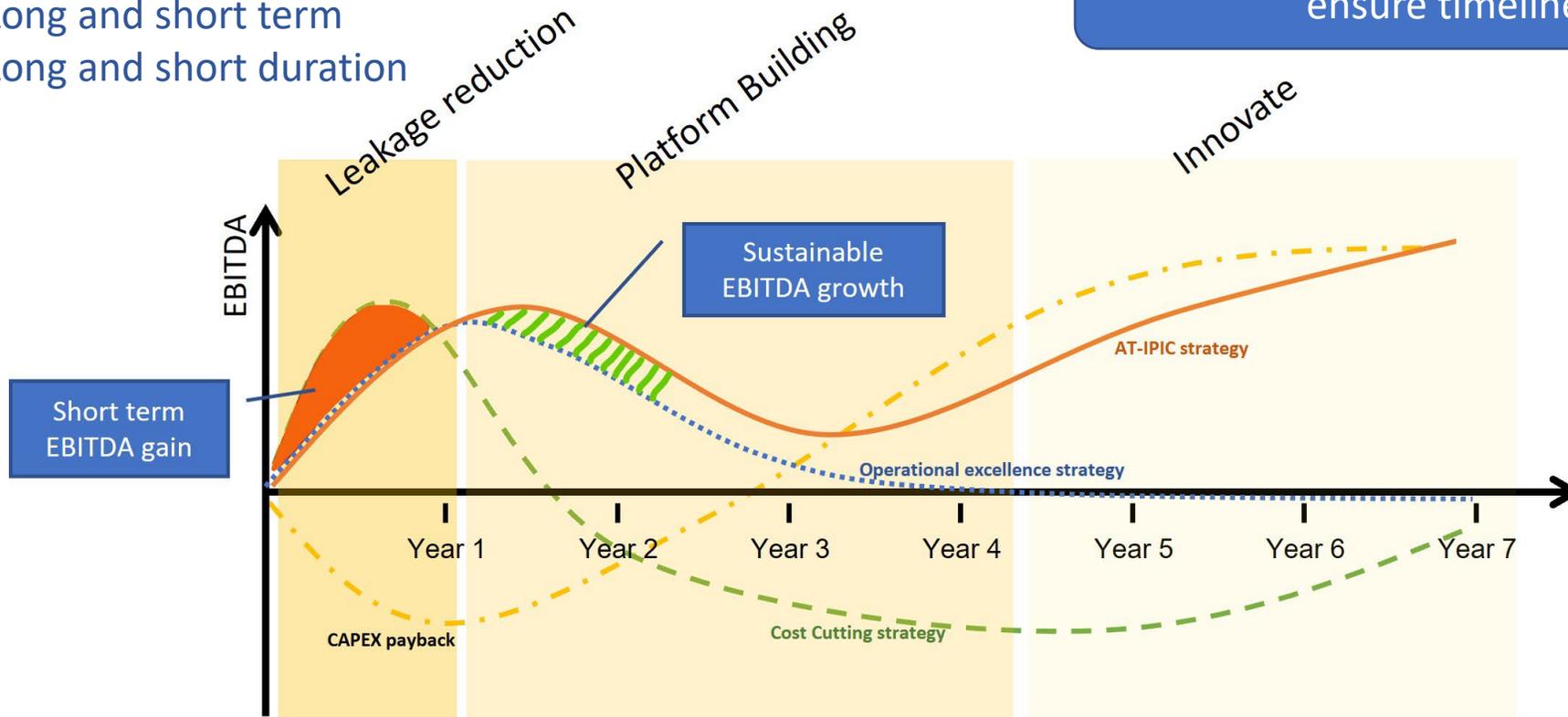


Sustainability - a balance

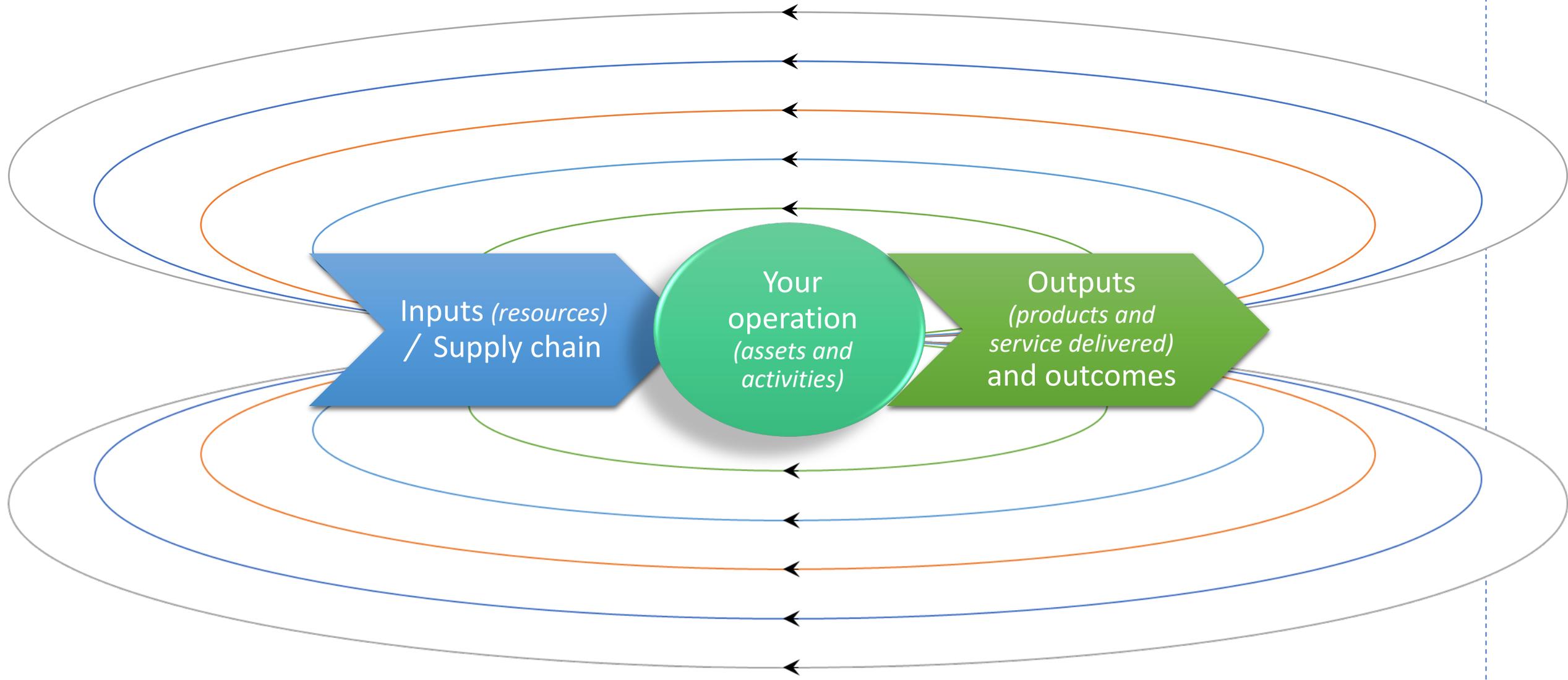
Between

- Long and short term
- Long and short duration

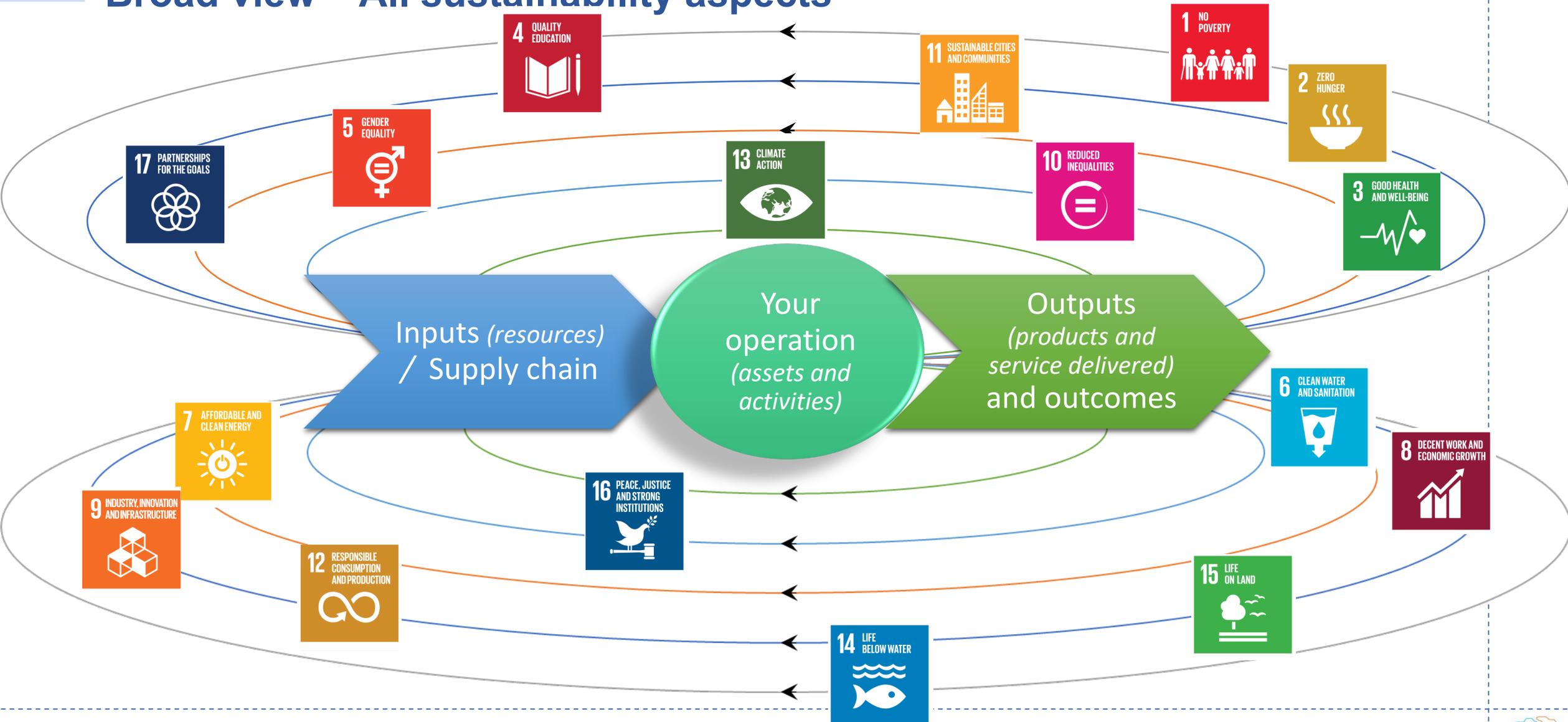
The future needs a weight correction to ensure timeliness



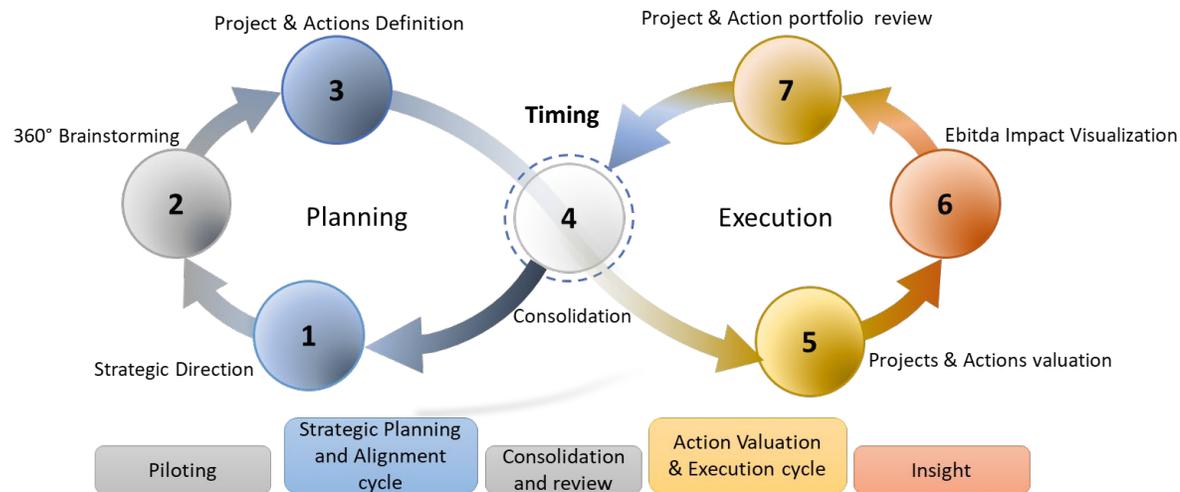
Broad view - Extended Enterprise Inputs to Outcomes



Broad view – All sustainability aspects



Risk & Sustainability dynamics



“Old” risk management is a formulation of:

Severity and Frequency/likelihood

Giving a snap shot typically measured against budget and shareholder focused

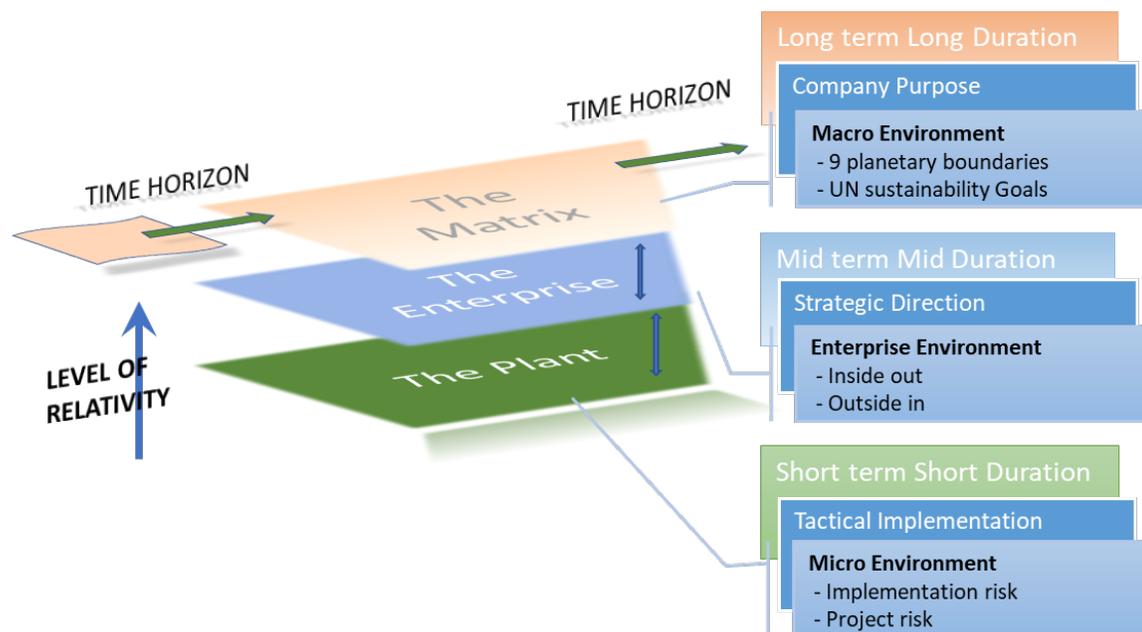
Sustainable risk management is a formulation of:

Direction – velocity - creation – strategy - timeliness

Being part of a journey and measuring:

Intangible value, innovation value short- and long-term value

Weight watchers



Risk management need to transform and transcend:

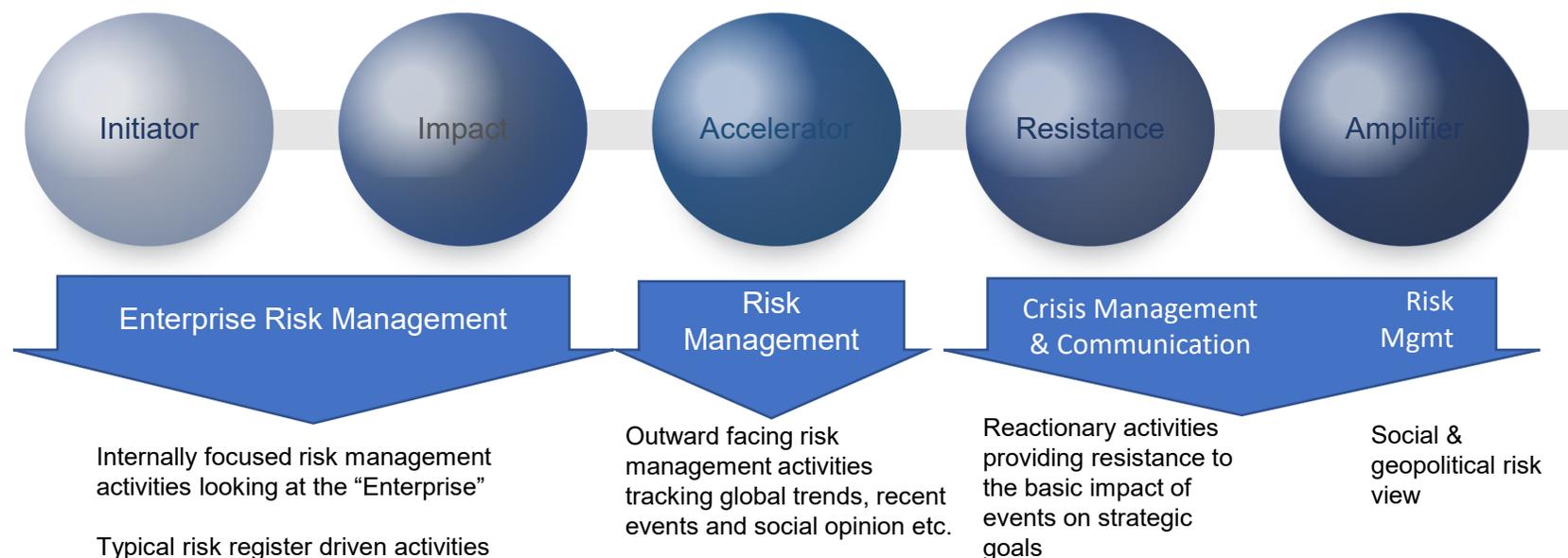
- Assign appropriate weights to risks and drivers
- Encompass purpose (long term) and strategic direction (short term)
 - Board vision
 - Exco strategy
- Understand where the world is going, our role in the business and economic world, how this translates into hands on actions

How these actions affect our role in the business world and how this changes the direction

The new norm

Sustainability meeting risk management means evolution

- We go beyond severity and frequency and look at accelerators and amplifiers
- We include resilience and resistance to improve opportunity and reduce risk
- We extend to the Geopolitical and Geocentric world view
- We include all time elements in acceleration, action timeliness and short-long term view

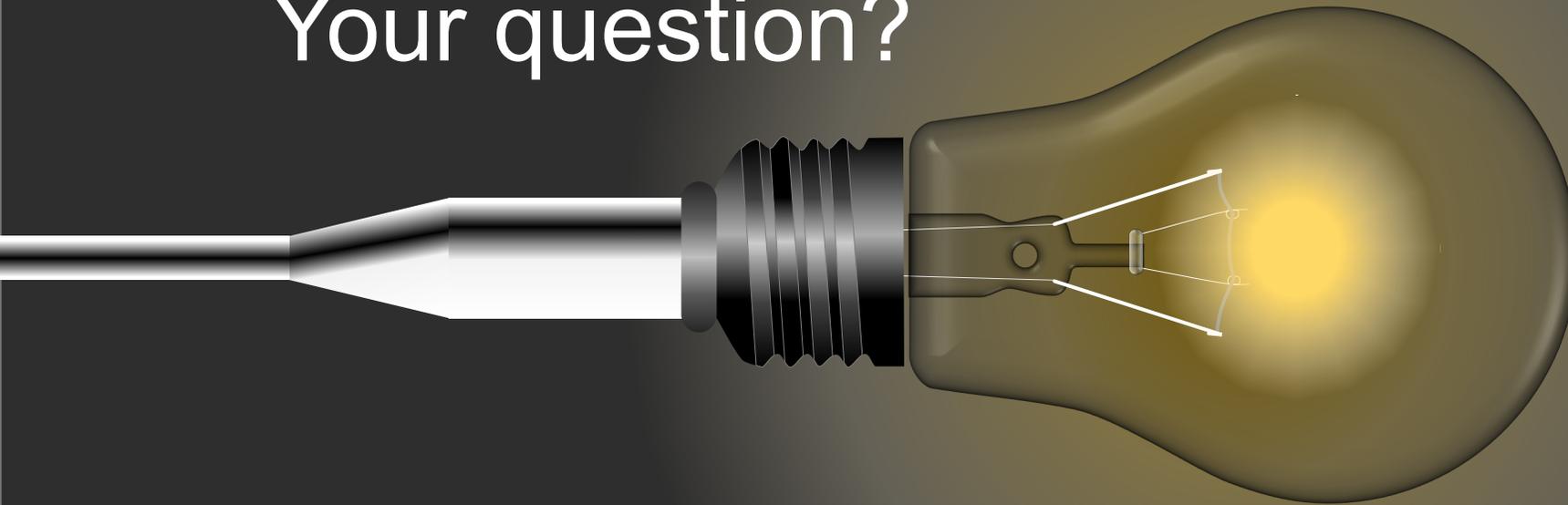


Key take aways – Where risk meets sustainability

- Make sustainability part of your core purpose
 - From shareholders to stakeholders
 - In your goals, objectives, strategy performance management, ...
 - Always on the agenda
- Take the broad view
 - The extended enterprise and the external environment
 - All sustainability – The E, the S, the G and more! All UNSDGs
- Continually look into the future with wisdom
 - Understand your context today and in the future
 - What is and could happen – both opportunities and threats
 - Including “extremes” – larger impacts and change
 - Weighting the future realistically vs today
 - Balancing different sustainability outcomes
 - Treatments – Be bold, sustainability management is a journey to deliver value

... continuously review, learn, build knowledge to apply wisdom

Your question?



Thank You

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