



CC&G Operational Risk Management

Risk Policy Team



CC&G

A EURONEXT COMPANY

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Background (1/2)

- **EU legislation requires that institutions adequately manage and mitigate operational risk, which is defined by the Basel Committee on Banking Supervision as:**

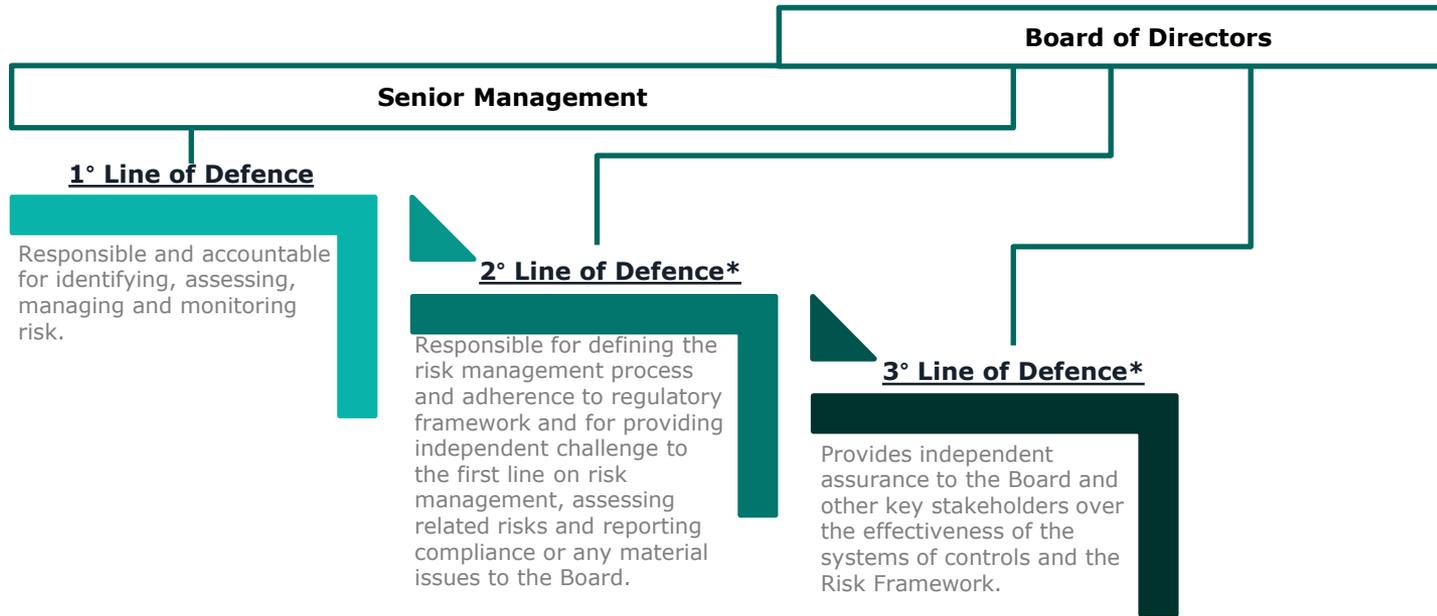
"The risk of loss, or other adverse consequences to the business, resulting from inadequate or failed internal processes, people and systems or from external events."

- **The Enterprise-wide Risk Management (ERM) is defined by Committee of Sponsoring Organisation of the Treadway Commission:**

"Enterprise risk management is a process, affected by an entity's board of directors, management, and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risk to be within the risk appetite, to provide reasonable assurance regarding the achievement of entity objectives."

Background (2/2)

- ERM sets out three lines of defences that ensure sound operational risk governance



Operational Risk Principles (1/2)

- **Fundamental principles**

- The board of directors takes the lead in establishing a strong risk management culture
- The Framework is fully integrated into the overall risk management processes

- **Governance:**

- **The board of directors** establishes, approves and periodically reviews the Framework; it also reviews the risk appetite statement for operational risk that it is willing to take.
- **Senior management** develops for approval by the board of directors a clear, effective and robust governance structure with well defined, transparent and consistent lines of responsibility; it implements and maintains throughout the organisation policies, processes and systems for managing operational risk in all material products, activities, processes and systems consistent with the risk appetite.

Operational Risk Principles (2/2)

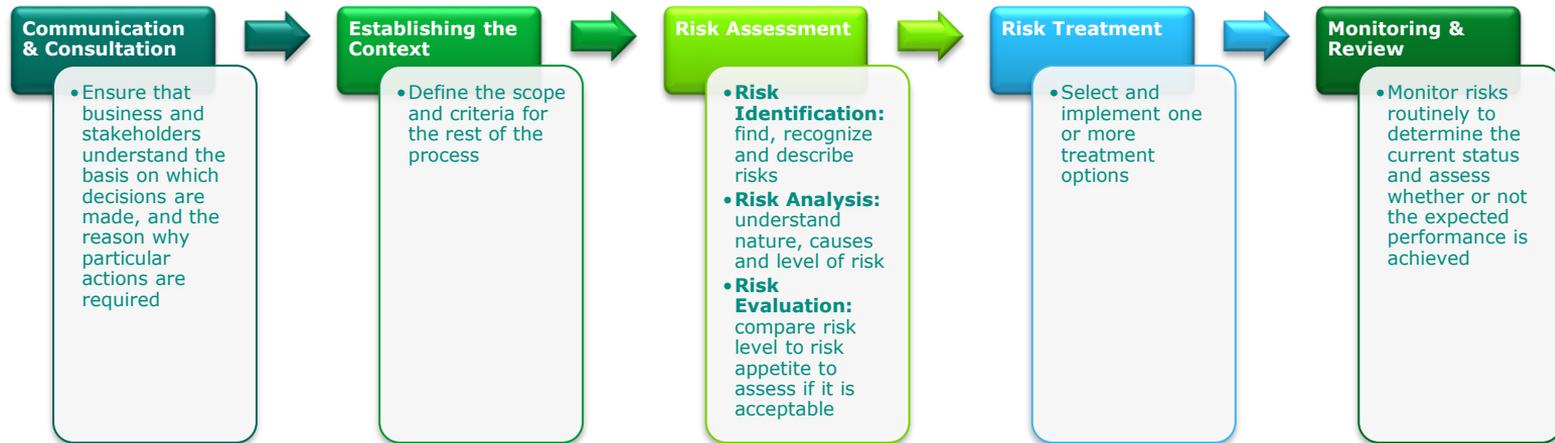
- **Risk management environment**
 - **Identification and assessment:** senior management ensures the identification and assessment of the operational risk inherent in all material products, activities, processes and systems; it ensures that there is an approval process for all new products, activities, processes and systems that fully assesses operational risk.
 - **Monitoring and reporting:** senior management implements a process to regularly monitor operational risk profiles and material exposures to losses. Appropriate reporting mechanisms are in place at the board, senior management, and business line levels that support proactive management of operational risk.
 - **Control and mitigation:** a strong control environment is in place that utilises policies, processes and systems, internal controls, risk mitigation and/or transfer strategies.

Governance

- **Board of Directors:**
 - Has the final responsibility for managing risks
 - Defines, determines and documents an appropriate level of Risk Appetite for CC&G
- **Board of Directors and Senior Management:**
 - Ensure that policies, procedures and controls are consistent with the Risk Appetite Framework and that policies, procedures and controls actually address how risks are identified, owned, measured, monitored, managed and reported
- **Senior Management and Staff:**
 - Are responsible for the day to day management of risk by designing, operating and maintaining an effective system of internal controls
- **Chief Risk Officer and Risk Policy Dept.:**
 - Implement the Operational Risk Framework including the policies and procedures established by the board of directors

Operational Risk Management Process

Operational Risk Management is a structured set of **processes, functions and resources for identifying, assessing and controlling operational risks** with specific regard to ensuring the effective prevention and mitigation of such risks. It is documented and responsibilities are clearly assigned.



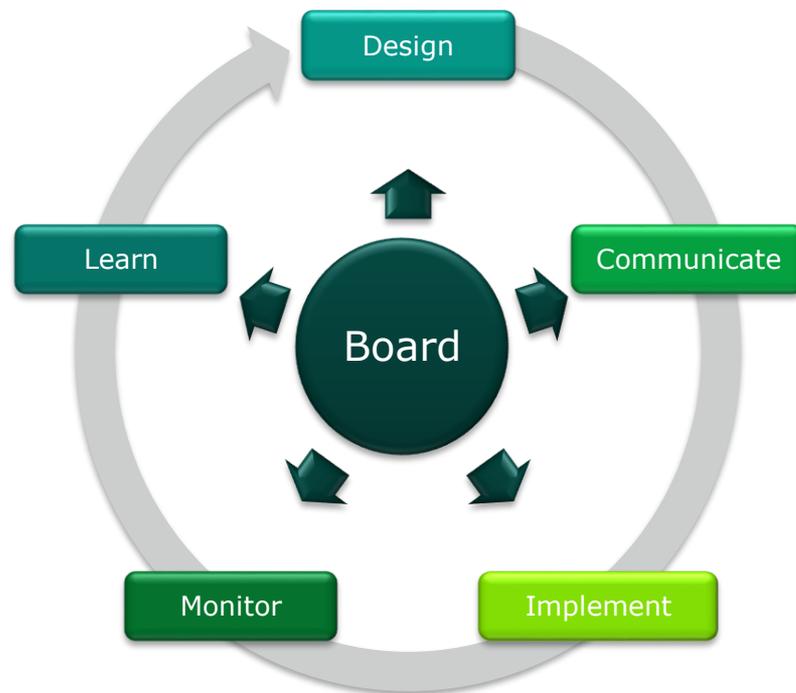
Risk Appetite Framework

The Risk Appetite Framework is a mechanism for articulating and monitoring the accepted risk levels: it sets out the maximum acceptable risk levels to be taken in achieving CC&G strategy.

It ensures that risks are adequately identified, owned, measured, monitored, managed and reported.

Risk Appetite governance is a circular process orbiting around the Board, which is required to have an active and aware role in setting the risk appetite

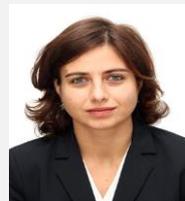
CPSS IOSCO (PFMI): *“The board should regularly monitor the FMI’s risk profile to ensure that it is consistent with the FMI’s business strategy and risk-tolerance policy.”*





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