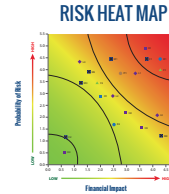


# How we Develop COSO-based ERM Programs for Organizations

DELIVERABLES

Risk Inventory Report: Sample

Credit Risk	Market Risk	Underwriting Risk	Operational Risk	Strategic Risk
Bank	Interest	Policy	Business Process	Strategy
Asset	Equity	Underwriting	Human Resources	Reputation
Liability	Commodity	Policy	Information Technology	Regulatory
Capital	Foreign Exchange	Policy	Legal	Environmental
Operational	Real Estate	Policy	Physical Security	Climate Change
Reputation	Commodity	Policy	Business Continuity	ESG
Strategic	Foreign Exchange	Policy	Information Technology	ESG
Operational	Real Estate	Policy	Physical Security	ESG
Reputation	Commodity	Policy	Business Continuity	ESG
Strategic	Foreign Exchange	Policy	Information Technology	ESG



Risk Assessment

- Leverage an organization's existing risk management and enterprise business objectives or goals to conduct an enterprise risk assessment that identifies and measures the organization's enterprise risks

Risk Governance

- Build an organization's risk committee (including drafting the risk committee's charter) or leverage the organization's existing risk governance structure

- Consolidate the identified enterprise risks into enterprise-wide risks
- Use the probability and financial and operational impacts of each enterprise-wide risk to prioritize the risks and distill the prioritized enterprise-wide risks to material enterprise-wide risks

- Work with the risk committee to document the key elements of each material enterprise-wide risk and populate these elements in the corporate risk register
- Work with the risk committee to design a risk appetite statement and draft a risk tolerance policy

- Map material enterprise-wide risks on a corporate risk heat map

- Stress test material enterprise-wide risks, develop business continuity plans to manage material enterprise-wide risks and revise corporate risk register with new enterprise-wide risks insights
- Develop risk dashboards for specific material enterprise-wide risks
- Generate a Value-at-Risk (VaR) report to quantify the impact of a specific loss event on a key performance indicator

- Populate material enterprise-wide risks in a corporate risk register

- Upload risk governance reports into a risk reporting and management information system

Risk Assessment  
Risk Governance

DELIVERABLES

RISK COMMITTEE



RISK APPETITE STATEMENT



Risk Dashboard

Liquidity Risk	Overall Risk Register	Degree of Control	Management Strategy
High	High	High	High
Medium	Medium	Medium	Medium
Low	Low	Low	Low

VaR Report

