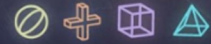


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2023

INTO THE UNKNOWN:
CHARTING THE FUTURE AGENDA



Sustainable Synergy: The ESG-GRC Nexus for Corporate Resilience

Markus Schaedeli
CEO – The Consulting Group AG



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ESG – What *drives* the decision ?

- Who ask for it ?
- Why is it done ?
- What are the expectations ?
- What is the implementation timeframe ?
- Who is the sponsor ?
- What is the reward ?

The wind will blow the sand from different directions.
The sand will disrupt all kind of processes.
We need to be flexible and adapt our processes.



ESG – What are *your* core values ?



GRC – How to **best** implement GRC within your organization ?



ERMA Bali2021

Questions?

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Monitoring Change that Impacts Agility & Resilience



Careful planning is the key to GRC success

It is critical to plan your GRC journey by laying out the route ahead of time

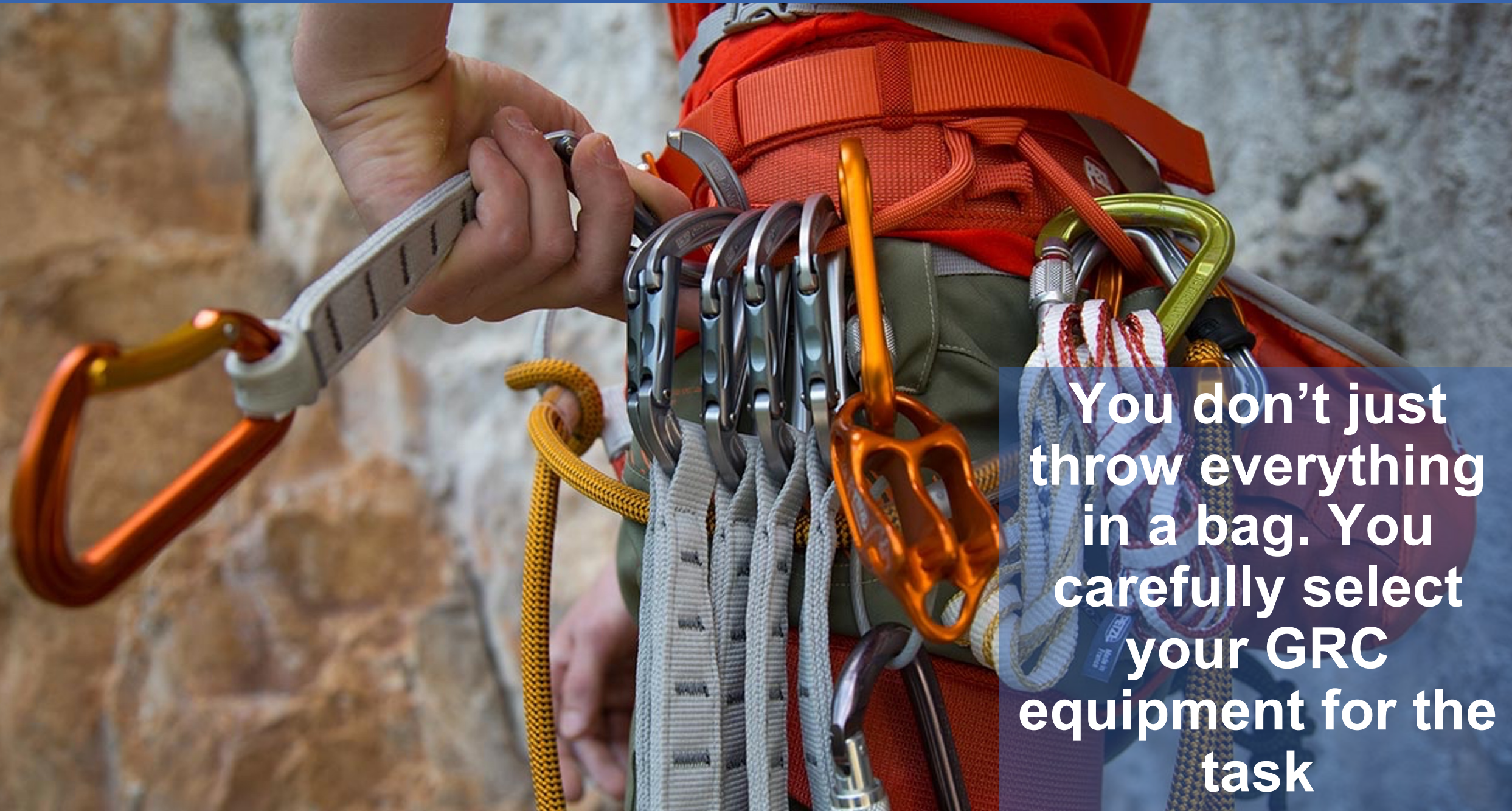


Conditioning is critical, make sure your team is ready



**Is your
organization
prepared for the
GRC journey?**

Select the right equipment for the GRC journey



You don't just throw everything in a bag. You carefully select your GRC equipment for the task

Tackle GRC in stages



A good GRC journey is not done with one effort, but is broken down into stages

Preparing for the next GRC journey



Once complete,
it is not over.
You begin
preparing for the
next GRC
project



Reminder from ERMA_Bali2018: Which questions should be asked by the Board?

Are we taking the right risks?

- How are the risks we take related to our strategies and objectives?
- Do we know the significant risks we are taking?
- Do the risks we take give us a competitive advantage?
- How are the risks we take related to activities that create value?
- Do we recognize that business is about taking risks and do we make conscious choices concerning these risks?

Are we taking the right amount of risk?

- Are we getting a return that is consistent with our overall level of risk?
- Does our organizational culture promote or discourage the right level of risk taking activities?
- Do we have a well defined organizational risk appetite?
- Has our risk appetite been quantified in aggregate and per occurrence?
- Is our actual risk level consistent with our risk appetite?

Do we have the right infrastructure and processes to manage risk?

- Is our risk management process aligned with our strategic decision-making process and existing performance measures?
- Is our risk management process coordinated and consistent across the entire enterprise? Does everyone use the same definition of risk?
- Do we have gaps and/or overlaps in our risk coverage?
- Is our risk management process cost effective?

ESG / GRC Nexus – Where do you *want* to go ? How *fast* do we want to be ?



ESG / GRC Nexus – Winner and Loser ?



If you want to achieve
SUCCESS

Change your Method
NOT YOUR GOALS

**Slow progress
is better than no progress.
Stay positive and don't
give up.**

TERIMAKASIH



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