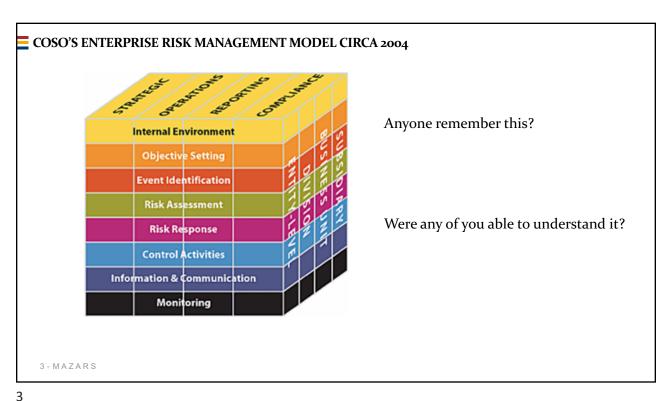


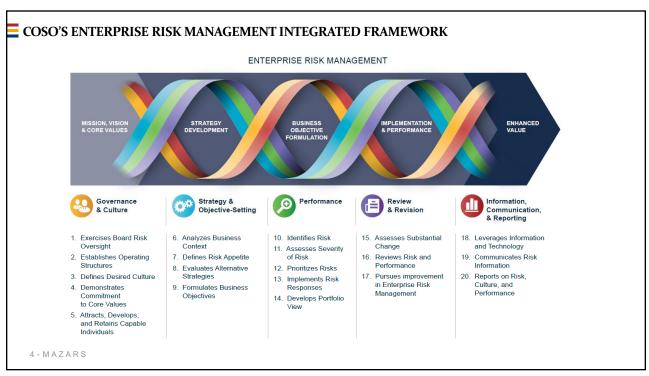
LET US GET TO KNOW EACH OTHER

- How many participants consider yourselves Organizational Resilience (OR) Professionals?
- How many participants consider yourselves Enterprise Risk Management (ERM) Professionals?
- How many participants consider yourselves both?
- What is everyone's level of experience across ERM and OR?
 - More than 1 year
 - More than 5 years
 - More than 10 years
 - More than 15 years
- How many participants have separate and distinct OR and ERM programs within their organizations?
- How many participants have an Integrated Program within their organizations?

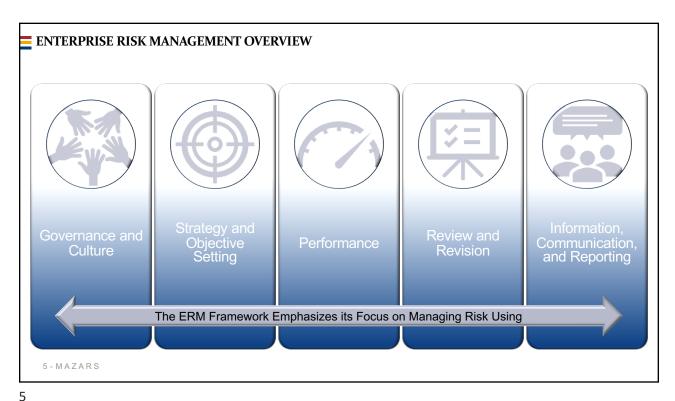
2-MAZARS







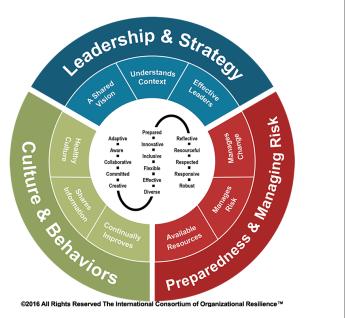




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ICOR'S ORGANIZATIONAL RESILIENCE MODEL

- **3 Environments:** The 3 environments are each comprised of 3 strategies that can be implemented to increase the resilience of an organization.
- **9 Strategies:** Each strategy can be implemented on its own or in combination as part of the overall organizational resilience strategy.
- **16 Behaviors:** The identified behaviors describe how more resilient organizations behave. These behaviors are considered to be important in preventing breakdown or failure; or enabling appropriate and timely action to be taken. They distinguish a more resilient organization from one that is simply well-run, successful, or prosperous.



6-MAZARS

ORGANIZATIONAL RESILIENCE OVERVIEW

Continuity management is essentially returning a business to 'business as usual', and nothing more.

Resilience...not only enables organizations to continue with business as usual, but also to learn, progress and flourish...which will likely lead to transformation.



Resilience is not a choice between continuity and adaptability. Rather, it is a synthesis of both: continuity in the face of disruptive challenges, and long-term viability against a backdrop of strategic change.

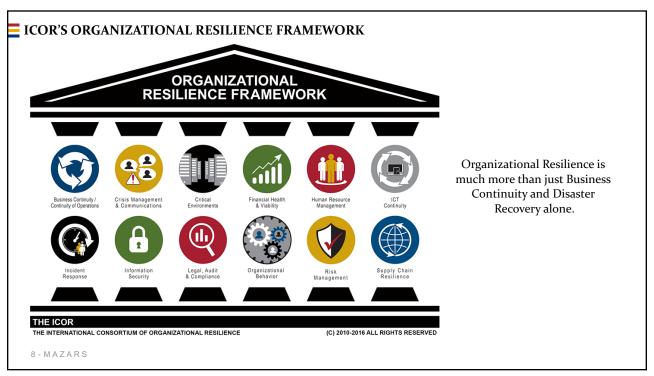


A more resilient organization cultivates a culture of shared purpose.

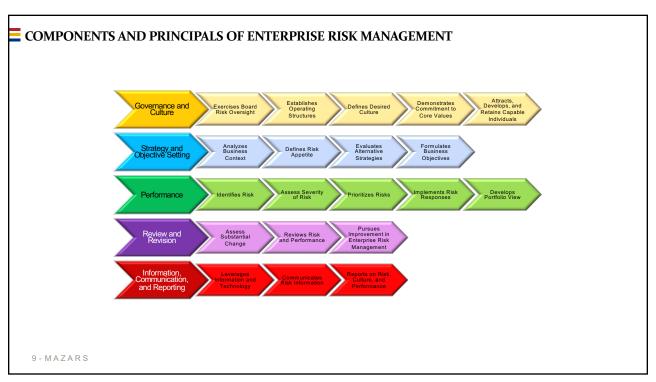


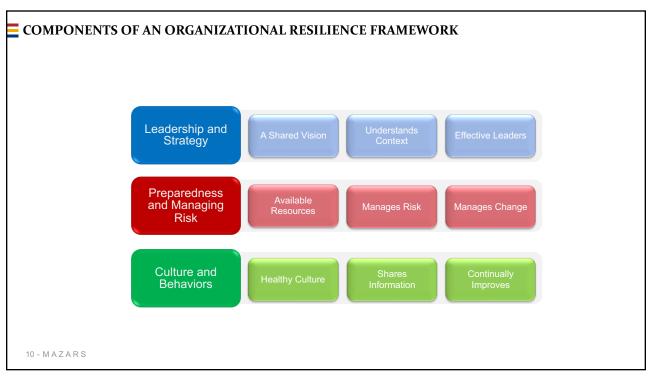
Organizations should create the means, incentives and imperatives to share information about risks, incidents, near misses, vulnerabilities and opportunities, across the organization and with partners and other interested parties, including competitors where this could realize mutual benefit.

7-MAZARS

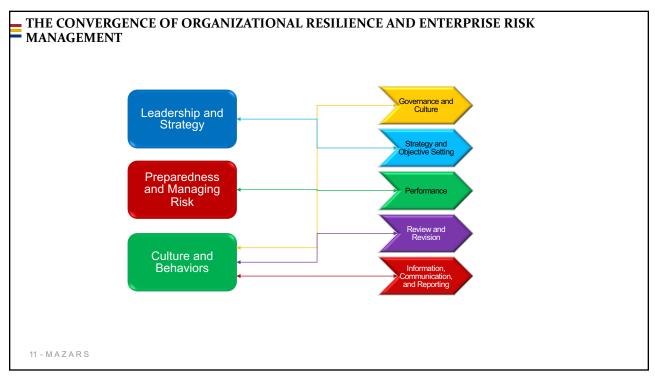


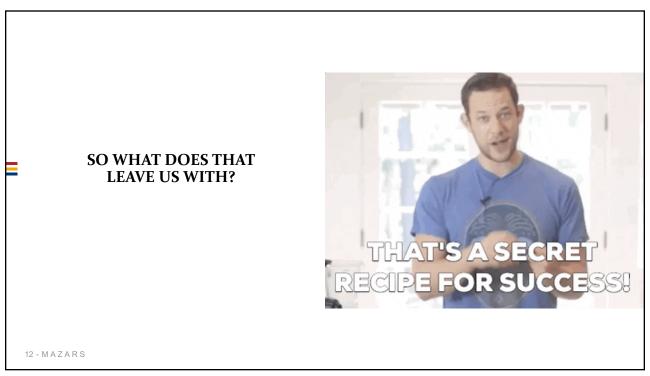














7-UP BUNDT CAKE

- Heat oven to 350
- In the bowl of a stand mixer, cream together the butter, oil, and sugar at medium speed. Add eggs one at a time, blending until incorporated, the blend in the lemon, vanilla, and almond extracts. Add half of the 7-Up, blending until combined, then half the flour; repeat with remaining 7-Up, then the remaining flour until evenly blended.
- Grease a one-inch Bundt pan with butter; add cake batter. Bake until golden on the top and firm to the touch, about 1 hour and 15 minutes. Let cool in pan for 10 minutes, then invert onto serving platter, and let cool to room temperature before slicing and serving.

 1 cup Unsalted Butter (2 sticks), at room temperature, plus additional for greasing

• ½ cup vegetable, canola, or other neutral oil

- 3 cups granulated sugar
- 5 large eggs
- 1 teaspoon lemon extract
- 1 teaspoon vanilla extract
- ½ teaspoon almond extract
- 1 cup 7-Up
- 3 cups all purpose flour

13 - M A Z A R S

13

YES, IT REALLY IS THAT GOOD





Unless you hate cake, then all bets are off



14 - MAZARS



COMMON ENTERPRISE RISK MANAGEMENT AND ORGANIZATIONAL RESILIENCE MODELS



- Separate Programs
- (The Siloed World)
 - Separate strategies for each program
 - Functional versus business process view
 - Standard planning methodologies and "Body of Knowledge" neglect "Program" elements



- Shared Responsibility
- (The Convergence)
 - Integrate the Organizational Resilience program functionally into the ERM Program
- Shared risk gathering tools, such as Business Impact Analysis
- Functional versus business process view
- Standard Organizational Resilience and ERM planning methodologies and "Body of Knowledge" neglect "Unified Program" elements



- Central Management
- (The Goal)
 - Both programs working in sync together to manage risks across the entire organization
 - Combined tools, such as Business Risk Assessment
 - Business Process view versus functional view
- Organizational Resilience and ERM planning methodologies are integrated across enterprise
- Benchmarking / Leading Practice / Example Plans

15 - MAZARS

15

Separate Programs Model Shared Responsibility Model Gentral Management Model Finance OR OR Program Internal Audit Physical Security Finance OR OR Program Information For Physical Security Finance OR OR Program Information Finance OR Risk Management Forcess Risk Management Forcess Metrics, Reporting, and Auditing Metrics, Reporting, and Auditing



