



Resilience/Business Continuity Management

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Today with you



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Resilience Trends & Developments



Organizational resilience has reemerged **atop the board agenda** following a high-impact, high-likelihood event for which few had prepared. Given the **waves of disruption ahead**, resilience needs to be an **organizational priority every day**, not just in times of crisis.



1 Ensure **adequate level of resources** in all **3 lines of defense** as well as **Board level** including the role of “**Chief Resilience Officer**”.



2 Reimagine enterprise resilience by putting “**trust by design**” at the center.



3 Embark on a **trusted transformation** anchored by three drivers that put **humans at the center**, deploy **technology at speed** and **innovation at scale** underpinned by robust risk management framework.



4 Sustain resilience through **actionable insight and assurance** by using “**trusted intelligence**” which **connects all risk data** across risk categories and **eliminates silos**.



5 Using the **cloud wave** and ensure that the **supply chain(s)** are resilient.

Operational Resilience Regulatory Developments

- Heightened expectations relevant to governing and overseeing operational resilience



US – Interagency Paper

- Clear link between **operational risk management and operational resilience** as an outcome
- Resilience is capabilities **focused and all three lines of defense** should be involved in design of integrated resilience capabilities for business services
- Looks for a **‘tolerance for disruption’ to critical business services**
- Promotes alignment with **Recovery & Resolution Planning**
- Highlights importance of **3rd party resilience**



UK – Consultation Paper

- **Board level accountability**, understanding, and ownership of resilience (SMF24)
- Focus on **end-to-end Important Business Services** which could cause harm
- **Embedding** management of resilience related risks into **existing RMF**
- Set **impact tolerances for important business services** to articulate Board / firm’s upper limit
- Reporting and metrics to monitor and measure effectiveness of resilience capabilities
- Introduction of concept of **“harm to consumers and other market participants”** as part of impact assessment
- Link to **OpRisk, BCM & TPRM/outsourcing** management



BCBS / BIS

- Please see next page



Digital Operational Resilience

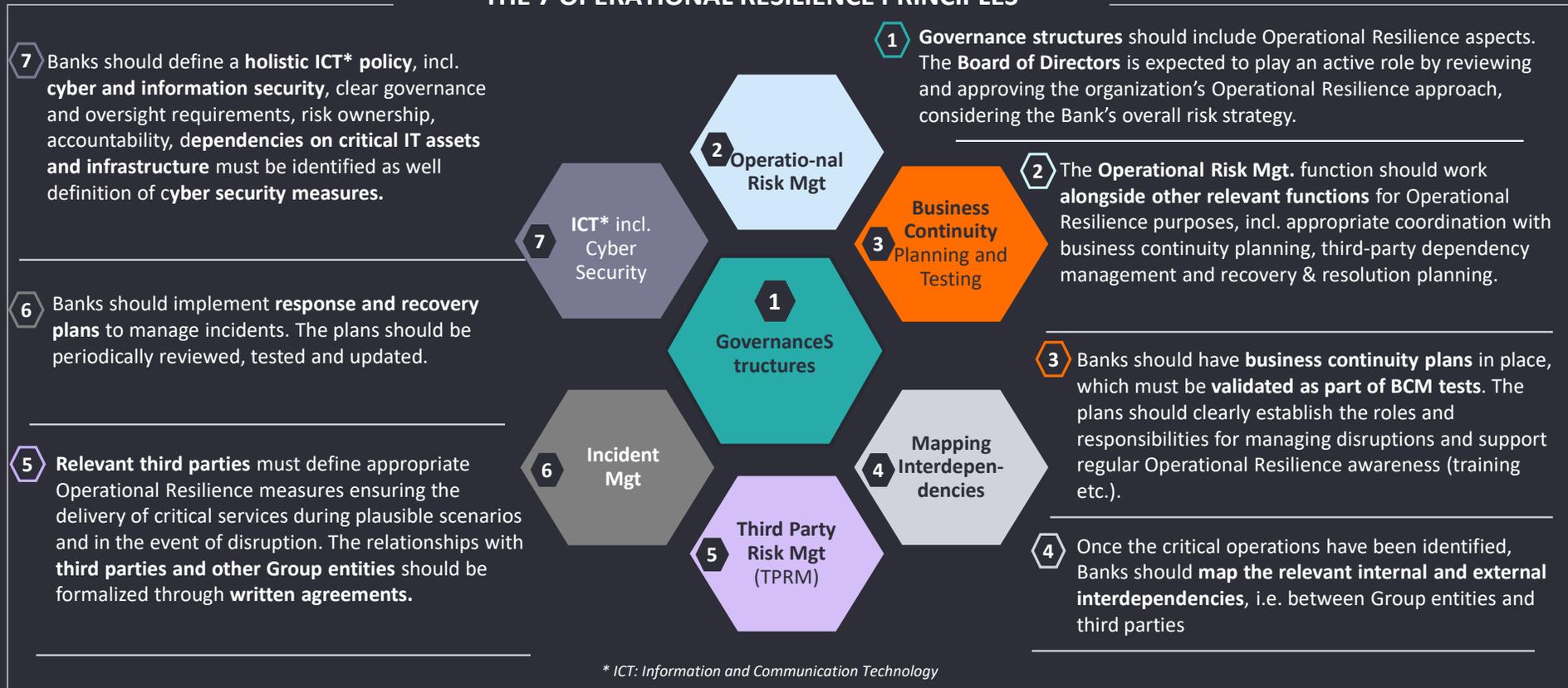
- Link existing resilience capabilities and testing
- Enhance third party resilience and minimize key ICT dependency risks

Common themes across regulatory agenda

- **Board level governance and senior management accountability** for operational resilience decision making
- **Resilience as an outcome** of good risk management with a business service external impact lens
- Link to other resilience disciplines such as **Third Party Risk Management (TPRM), cyber and recovery and resolution planning**
- **Robust metrics and reporting** to enable decision-making and oversight

BCBS Principles for Operational Resilience

THE 7 OPERATIONAL RESILIENCE PRINCIPLES



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