CONTENTS

Forew	vord	V
How to Use This Guide		vii
Abbre	eviations	ix
SECT	TION 1: BRC COMPOSITION	1
1.1	Introduction	
1.2	Board Structures for Risk Governance	
1.3	BRC Structure and Authority	
1.4	Management-Level Risk Oversight	
1.5	BRC Terms of Reference	
1.6	Independence and Objectivity	
1.7	Role of NC in BRC Appointments	
1.8	Selection of BRC Members	
1.9	Selection of BRC Chairman	
1.10	Tenure of BRC Members	
SECT	TION 2: BRC AGENDA	43
2.1	Introduction	
2.2	BRC Calendar	
2.3	Meeting Agenda	
2.4	Conduct of Meeting	
2.5	Training	
SECT	tion 3: risk universe	61
3.1	Introduction	
3.2	Risk Context and Environment	
3.3	Strategic Objectives and Risks	
3.4	Risk Definitions and Characteristics	
3.5	Risk Categories	
3.6	Strategic Risks	
3.7	Financial Risks	
3.8	Operational Risks	
3.9	Information Technology Risks	
3.10	Compliance Risks	
3.11	Other Risks	

	SECTION 4: RISK MANAGEMENT AND 105		
	INTER	NAL CONTROL SYSTEMS	
	4.1	Introduction	
	4.2	Enterprise Risk Management Framework	
	4.3	Risk Strategy	
	4.4	Risk Appetite	
	4.5	Risk Governance	
	4.6	Risk Culture	
	4.7	Risk Identification	
	4.8	Risk Assessment	
	4.9	Risk Management	
	4.10	Risk Monitoring	
	4.11	Risk Response	
	4.12	Risk Management Tools and Technology	
	4.13	Internal Control Framework	
SECTION 5: SOURCES OF BRC ASSURANCE		191	
	5.1	Introduction	
	5.2	Adequacy and Effectiveness Review	
	5.3	Assurance Framework (Lines of Defence Model)	
	5.4	First Line (Operational Management)	
	5.5	Second Line (Risk and Compliance Oversight)	
	5.6	Third Line (Independent Assurance)	
	5.7	Fourth Line (Board Oversight)	
	5.8	Combined Assurance	
	5.9	Adequacy and Effectiveness Deficiencies	
	5.10	Adequacy and Effectiveness Disclosures	
	5.11	Sustainability Reporting	
	5.12	Integrated Reporting	
SECTION 6: DISCLOSURE REQUIREMENTS		ON 6: DISCLOSURE REQUIREMENTS	251
	6.1	Introduction	
	6.2	Disclosure Requirements	
	Acknow	rledgements	257
	About SID		259
	Index		261