
Insights on Enterprise Risk Management Presentation to SAAX Group

Malcolm Kemp

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- Developments and emerging issues
- Actuarial training – what helps and what extra is needed
- Advice for building a career in ERM

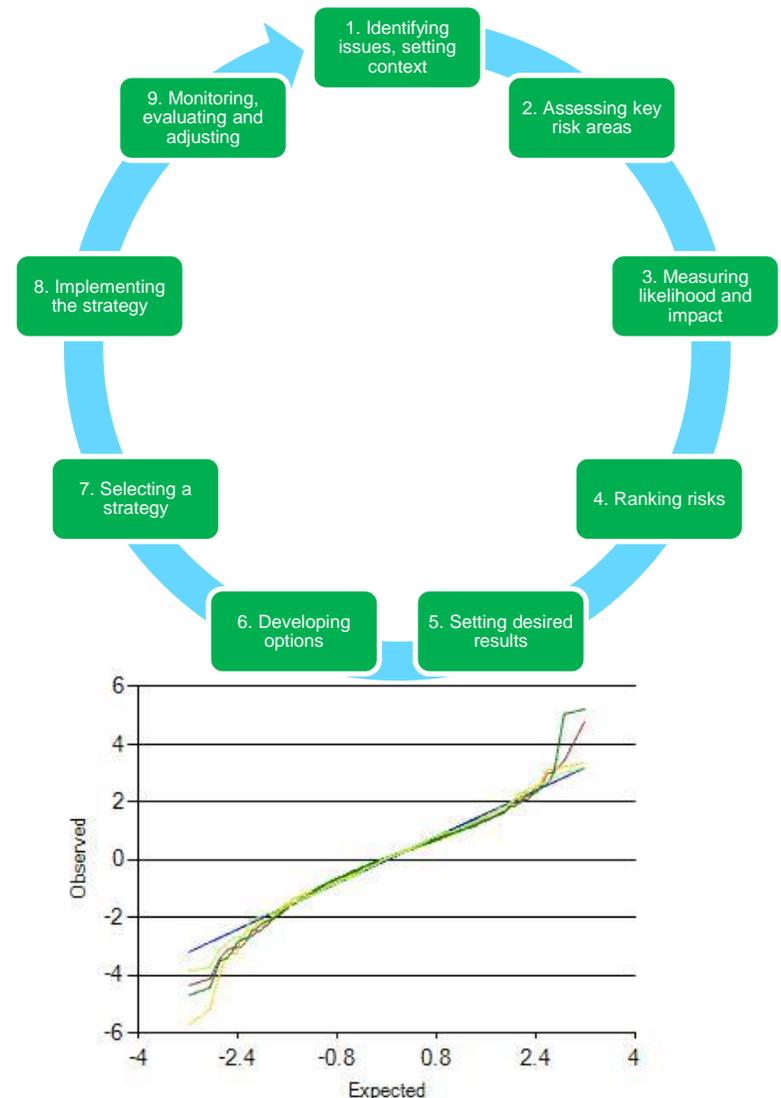
- Elected to IOA Council in 2009. Took over chair of ERM PEC in 2010
- Managing Director, Nematrian (a company specialising in developing intellectual property and providing consultancy services) and Adjunct Professor, Imperial College Business School
- 1996-2009: Head of Quantitative Research, Threadneedle Asset Management
 - Responsible for Threadneedle's derivatives, investment risk management, performance measurement, LDI and other quantitative investment activities. Director of two of Threadneedle's hedge funds and of its insurance subsidiary, Threadneedle Pensions Limited (TPEN)
 - Still AFH of TPEN (and now AFH of Investment Solutions Limited)
- Before 1996: Partner in investment practice of Bacon & Woodrow

- For industry generally
 - Continued focus on improving risk management disciplines, e.g. Walker Review, fall out from 2007-09 credit crisis

- For actuaries and the actuarial profession
 - Develop market and business aware actuaries, build brand recognition, facilitate networking
 - Roll out CERA designation in context of competition from other professional bodies
 - Align other aspects of actuarial training and CPD to needs of actuaries wishing to specialise in ERM?
 - Trend towards AFH reporting to CRO?
 - Will pension funds embrace ERM?

Actuarial training – what helps and what extra is needed

- ERM is both qualitative and quantitative
- Later exams in actuarial syllabus develop ‘higher-order’ skills; helpful when interacting with senior management / Boards
- Most individuals in ERM space are not actuaries
 - Most are not particularly quantitative (neither are most actuaries versus out-and-out quants!)
- Resources on www.nematrian.com
 - E.g. lecture slides, research, online tools



- Develop strong market / business awareness
- Be prepared to think laterally
- Remember ERM is qualitative as well as quantitative
- Seize opportunities and be entrepreneurial if you want to rise to the top
- Adjust expectations, plans, effort applied and career management, just as you would do if you were applying ERM in a business context

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