Keynote: Navigating Global Business with Culture Mapping
by Justin Smulison

“In the U.S., which is the lowest-context culture in the world, there’s always a focus on clarity and repetition.”

In yesterday’s opening keynote address at RIMS 2019, Dr. Erin Meyer, author and professor at the INSEAD School of Business, discussed the challenges of navigating between modern high- and low-context cultures in a global environment. With thousands of risk managers from around the world in attendance at the Boston Convention and Exhibition Center, she offered cutting-edge insight and practical strategies to improve the ability to “read the atmosphere” of a room and communicate better.

And communication is one of the tenets of Meyer’s work. In her book, The Culture Map, she delved into how a combination of language and cultural predispositions can influence any collaboration. During the keynote, she explained how to dramatically increase business success by understanding—and making the best possible use of—cultural differences.

“In the U.S., which is the lowest-context culture in the world, there’s always a focus on clarity and repetition,” she said. “Except when it comes to offering negative feedback, because it’s fueled by positive anchoring. This is a common source of confusion among professionals around the world.”

With her culture map, which she distributed to the audience, Meyer helps business leaders and risk managers map cultures across eight scales that show how they vary from one extreme to the other. By analyzing the position of one culture relative to another, the scales can help decode how culture influences behavior.

For example, she pointed out how different cultures have varying levels of comfort with the length of silences in a conversation. Dialogue moves along quicker in cultures like the United States that aren’t comfortable with silence, but in cultures like Japan, silences can last several seconds. Meyer said that if members of a global team don’t provide everyone with time to speak, they can accidentally drown out certain voices.

“When we do this we lose the opportunity to learn from the world in which we work,” she said. “Some of the smartest organizations today are thinking not ‘What can we push out to the world?’ but, ‘How can we take differences from around the world and leverage them as assets?’

“That requires a lot of curiosity and humility. And it requires us to listen before we speak, and learn before we teach.”
BE EXPOSED TO RISK OR ENGINEER IT OUT?

FM Global is a company of engineers, not actuaries. In fact, we have more risk engineers than anyone in the world, building resilience into every corner of your business. See us at booth #1033.

RESILIENCE IS A CHOICE.
General Session Demonstrates How RIMS Members Meet ‘Great Expectations’

by Justin Smulison

Thousands of attendees representing more than 60 countries packed the Boston Convention and Exhibition Center for the general session yesterday, which was hosted by RIMS CEO Mary Roth and 2019 RIMS President Gloria Brosius. Brosius’ theme of “Great Expectations” reflects the profession’s success in holding itself to a high standard.

The hosts demonstrated RIMS’ further impact on the global industry in the past year with its recent launch of the New Zealand and Pacific Island Chapter, the growing success of the RIMS-CRMP program and its ability to engage with new forums in emerging markets like India.

Furthermore, the society was acknowledged for the continuously high quality of its content. For example, Risk Management magazine won two gold Azbee awards from the American Society of Business Publication Editors this month for both editorial and design, and created RIMScast, the society’s new weekly podcast series which has kept its growing audience informed with news and deep insight.

The general session also included the presentation of two prestigious awards to industry professionals. Debra Rodgers, a 30-year industry veteran who recently retired from Aramark, was presented with the Harry and Dorothy Goodell Award, RIMS’ most revered honor. The award pays tribute to an individual who has furthered the goals of the Society and the risk management discipline through outstanding service and achievement.

Aramark is one of the world’s largest providers of uniforms and food services to large venues and establishments, and Rodgers’ initiatives were instrumental in saving millions of dollars in insurance and claims costs. Her crowning achievement was that she developed an internal risk analytics team, which gave her more ownership of the company’s risks and costs. Rodgers was also very active in RIMS; a former board member, she has had particular influence in ensuring that the next generation of risk managers thrives. She has held positions on the RIMS Student Advisory Council and Education Committee and the Spencer Educational Foundation, which have positively impacted the careers of countless professionals and members.

Luke Figora, senior associate vice president and chief risk and compliance officer at Northwestern University, was presented with the Risk Manager of the Year Award. As the leader of Northwestern’s enterprise risk management program, he has been credited with evolving its operational and financial portfolios of risk and reaffirming its reputation as a top-tier higher education institution.
Specialized Insurance. Unmatched Expertise.

VISIT US AT BOOTH 629

How Can We Help You?

Aviation (Hull, Liability, Workers’ Compensation)
Bonds
Cargo
Commercial Auto
Commercial Package
Commercial Property
Contractual Liability Insurance (CLIP)
Cyber
Directors & Officers Liability

Fiduciary Liability
Inland Marine
Lawyers Professional Liability
Management Liability
Miscellaneous Professional Liability
Occupational Accident
TPA Claims Services
Umbrella
Workers’ Compensation

www.orgig.com
RIMS Chapters Awarded for Outstanding Achievement
by Will Gilchrist

Five RIMS Chapters were recognized with ECHO Awards during the Awards Luncheon on Monday. The ECHO Awards, which stand for Enhancing Chapter Outcomes, were created to honor chapters for their hard work during the year and encourage success in the areas of Innovation, Development, Engagement and Advocacy (IDEA). The RIMS Broward County chapter was named the 2018 Chapter of the Year during the luncheon.

The RIMS Broward County Chapter was selected for its creative approach to planning, chapter meetings and member engagement. The chapter held its first ever strategic planning meeting during which the board focused solely on revamping chapter meetings and creating new ways to engage with members. Additionally, the Broward County Chapter expanded the type of events it held throughout the year, including risk management tours and broadening the topic base for its meetings. The chapter also inaugurated a new “chapter host” role for non-board members as a way to involve prospective volunteers and foster a wider sense of community. This is the second award for Broward County; they also won a 2017 ECHO Award that recognized their development efforts.

The 2018 ECHO Award for Development was awarded to the RIMS Arizona Central Chapter for its work to revitalize the chapter and reconnect with its members. By surveying chapter membership and redesigning its website, logo and calendar, the chapter was able to grow meeting attendance, introduce fresh content to quarterly meetings and closely align chapter offerings with the needs of the local risk management community in Arizona.

The RIMS Oregon Chapter increased accessibility and broadened its reach by increasing its social media presence and exposure to underserved risk management demographics and positions, ultimately earning them the ECHO Award for Advocacy.

By creating high-level educational programs, holding social events and adding a personal touch to member onboarding, the Central Texas Chapter was able to track new members and increase member engagement, for which they were awarded an ECHO Award in Engagement.

Also this year, RIMS introduced an At-Large ECHO Award for a chapter with a remarkable achievement outside of the IDEA components. The RIMS Ontario Chapter won an At-Large ECHO Award for its work to develop a robust sponsorship program that brought in over $50,000 from more than 15 sponsors over the past year.

The ECHO and RIMS Awards programs are administered by the RIMS Member and Chapter Engagement Committee, which reviews and grades all submissions for the ECHO Awards, the Heart of RIMS Award and the RIMS Rising Star Award. For questions about ECHO or any other RIMS Awards, please contact chapterservices@rims.org.

RIMS Recognizes Risk Management Leaders

At yesterday’s Awards and Recognition Luncheon, RIMS took some time to honor a number of individuals for their outstanding efforts to strengthen the society and the risk management profession as a whole.

Among the honorees was Gordon Adams, winner of the Ron Judd Heart of RIMS Award, which recognizes outstanding performance by a volunteer in furthering risk management at the chapter level. Now retired, Adams was a long-time leader of the RIMS Orange County Chapter and is credited with advancing the chapter through his efforts to develop the chapter’s mission and secure its financial stability. He also served on the RIMS Board of Directors from 2013 to 2017, was a member of various committees and task forces, and had been a Risk Manager in Residence at the University of Iowa and Indiana State University.

Keesa Garcia, risk manager at NALS Apartment Homes, received the RIMS Rising Star Award for demonstrating exceptional initiative, volunteerism, professional development, achievement and leadership potential.

The Richard W. Bland Memorial Award was presented to Gary Raymond, risk and insurance lead at FedEx Ground. The award was created by RIMS Kansas City Chapter in 1974 to recognize outstanding performance and effort by a RIMS member in the area of risk and insurance legislation or regulation.

David Pieffer of J.D. Power recognized XL Catlin, now AXA XL, as 2018’s top performing insurer based on findings from the J.D. Power 2018 Large Commercial Insurance Study, which was conducted in association with RIMS. AIG and RIMS also honored this year’s inductees to the Risk Management Hall of Fame, which recognizes exceptional contribution to advancing the risk management discipline and was created to preserve the history and tradition of the profession. Honorees William Mather and Deborah Luthi were both recognized for their impressive legacies and their dedication to the risk management profession.

Mather, who passed away in 2017, was a dedicated and passionate risk management leader for much of his life as he worked in the insurance and risk management practice at the Gillette Company and was an active part of the RIMS community for almost five decades as member of the RIMS Massachusetts Chapter and as society president in 1986.

Continued to page 7
The offshore earthquakes that struck Chile in 2010 and Japan the following year were dramatic proof that the ensuing tsunami can be every bit as destructive as the quake itself. They also revealed how particularly vulnerable heavy industry can be to natural catastrophe. CatNet® is a powerful web-based resource we’ve developed over the years. It enables you to combine your industry knowledge with our Nat Cat expertise and assess your operation’s potential exposure to natural catastrophe. Anywhere in the world, and in unprecedented detail. Better information equals better decisions. We’re smarter together.

corporatesolutions.swissre.com/rims2019

Visit us at booth #683 during RIMS to see how CatNet® can help you be better prepared.
RIMS Recognizes Risk Management Leaders

Continued from page 5

Luthi was known as an energetic and innovative leader throughout her 35-year career with organizations like the San Francisco Public Utilities Commission, Matheson and University of California-Davis. Today, she provides volunteer risk management support to her local church. She was also a member of the RIMS Golden Gate Chapter, a co-founder of the RIMS Sacramento Valley Chapter, and served as RIMS president in 2012.

“We hope their successes inspire you to think about how to exceed expectations and empower those around you to do the same,” said RIMS CEO Mary Roth of the honorees. “The society is only able to provide thought-leading risk management knowledge and unending support to our members because of the countless individuals who generously share their experiences within our society’s global network.”
We develop risk management strategies and insurance solutions to help protect companies today so they can focus on tomorrow.

Welcome to what’s next — from here, go anywhere.

Tuesday’s Speakers

Improved patient care via medical ridesharing: Worth the privacy and liability risks?
Jeff Duncan, CUO, Healthcare, Liberty Mutual
Kimberly Bailey, Esq., CRO, SCL Health
11:00 a.m. – 12:00 p.m. | Room 156C

The opioids crisis — how are states coping?
Joseph Pachman, M.D., National Medical Director, Liberty Mutual
1:20 – 1:40 p.m. | Thought Leader Theater
SESSION SPOTLIGHT

NextGen ERM: Strategic Risk Management

by Josh Salter, ARM

On Monday, a group of risk professionals discussed the advantages of strategic risk management (SRM) and the challenges to successfully integrating it into organizations. RIMS Show Daily caught up with the panel to review key takeaways from their presentation.

The group examined organizations that have taken shortcuts with training or even rushed to out-duel a competitor, failing to consider the long-term impact on strategy, reputation and market share. “Blackberry is one such company, but there are countless examples of organizations that have overlooked the long-term strategic impact of their actions,” said Marian Cope, owner of CopeRisk LLC.

Despite recent corporate missteps, risk professionals are still facing resistance to their SRM initiatives. “Demonstrating the value of SRM has to be a priority for risk professionals if they hope to gain buy-in from leadership,” said Rick Roberts, director of risk management and employee benefits at Ensign-Bickford Industries, Inc. and former RIMS President.

One of the value propositions of SRM—and an easy one for leadership to support—is the focus on exploiting risks that can accelerate the achievement of strategic objectives. “Artificial intelligence is an example of a disruptive technology that is impacting many industries. But if your organization is aware of it, understands its usefulness and has developed a plan for it, it can give you a competitive edge,” Cope said. Blockbuster, Kodak and Sears failed to innovate.

These once-thriving name brands are shining examples of organizations that could have benefited from SRM.

The reasons for an SRM initiative should not only be supported by case studies of organizations that did not use SRM. “Don’t just share failures, it’s also important to share SRM successes,” said Ellen Dunkin, SVP, general counsel and chief risk officer at Amalgamated Life Insurance Co. “Even Amazon and their business model that gives consumers almost instant access to their purchases has adjusted its strategy and started to open brick-and-mortar shops.”

According to the panel, ideally the risk professional would be involved in strategic planning from the get-go. “Some organizations have a chief risk officer that participates in the preparation for, as well as the strategic planning and decision-making discussions. Unfortunately, that’s not the norm,” Cope added.

The panel identified the next best option for risk professionals, which is to work from the strategic objectives established by the organization. From there, they need to analyze the business model; identify, assess and prioritize the risks that can derail or accelerate achieving the strategic objectives; facilitate the development of appropriate risk responses and then align such objectives, risks, and risk responses with operations.

An SRM program will incorporate plans for a risk strategy, communications strategy, implementation and training with the goal of integrating strategic risk management into decision-making processes. “The risk professional is going to require support from others in the organization, too. They’re going to need risk champions to vouch for them, as well as a final presentation that includes achievable and measurable deliverables that demonstrate the value of the process,” Roberts said.

SRM can be a stand-alone program or a component of ERM. Regardless, the panel noted that SRM is vital to the long-term success of organizations as alignment of strategy and operations results in the identification of opportunities to accelerate achievement of strategic objectives and prevents operational blunders that will trigger strategic risks (e.g., substantial reputational harm). Accordingly, SRM, as a stand-alone program, allows risk professionals to add more value while streamlining the process.

“SRM is the NextGen ERM and identifies external and strategic risks as opposed to the more granular view for ERM. It allows the team to bring the top 10 key risks to leadership, with a focus on the top two to three as opposed to overwhelming them with the full risk register that could include 100,” said Ellen Shew Holland, higher education practice leader for Hanover Stone Partners, LLC and president of Strategic Risk Frameworks, LLC.

Ultimately, the group agreed that SRM will allow risk management programs to become fully integrated in an organization’s business model and the value will be evident in each positive step the business takes in achieving its strategic objectives.
BETTER CLAIMS INTAKE
BETTER OUTCOMES

Comprehensive Claims Intake & Distribution Solutions
Visit us in the RIMS Marketplace at Booth #1000
www.netclaim.com    +1 844-904-FNOL
More than 51 mass shootings have already been documented by Gun-ViolenceArchive.org in 2019, many of which occurred in commercial settings and workplaces. It is clear that workplace shootings are occurring regularly in the United States. By customizing an active shooter plan that focuses on prevention, training, feedback and post-incident protocols, employees will be mentally and physically prepared to react to violent threats, according to a new RIMS Professional Report titled, “Active Shooter Preparedness for Your Organization.”

Authored by RIMS Business Content Manager Justin Smulison and featuring insight from workplace violence and business continuity experts, the report highlights opportunities for risk professionals and their organizations to identify warning signs of potential attacks, best practices in communication and pre-event training, as well as strategies to implement a coordinated effort that minimizes injuries, property damage and reduces uncertainties.

Protecting the workplace has to begin well before a shooter enters the premises, the report emphasizes. That process can begin by educating employees about warning signs and creating a venue or channel for reporting suspicious behavior.

“Most organizations’ HR departments already have a pretty good understanding and have internal processes in place,” Jay Hart, director of the Force Training Institute told RIMS’ Risk Management magazine. Hart added that this was especially important in cases of hiring and firings and that the human resources and legal departments need to be ready to review the validity of everything reported.

There are many plans out there for risk professionals to follow—as well as solution providers who can assist in this effort. The report highlights that many of the plans include some form of “run, hide, fight” mindset. And while every active shooter situation is different, just having the discussion prepares employees and gets them thinking about scenarios and their options to escape or minimize harm.

Steve Smith, founder and president of Guardian Defense and report contributor said, “Every individual in the organization needs to know how to respond to an active threat in order to mitigate the situation. Risk professionals are well-positioned within their organizations to drive discussions, awareness and take a leading role in the development of a workplace violence prevention and response strategy.”

The plan can’t stop there. Post-incident protocols are almost as important as those measures taken before and during an active shooter event. Leaving nothing to assumption, employees should be reminded about how to act, where to go and how communications will be delivered.

Finally, does the plan work? The RIMS report offers strategies for testing those assumptions.

“Putting the plans on paper, training all staff and conducting drills are where we find the best starting point for active shooter preparedness,” Smith continued. “Build a foundation for preparedness by following a model of ‘policy, train, drill.’”

The report is currently available exclusively to RIMS members. To download the report, visit RIMS Risk Knowledge library at www.RIMS.org/RiskKnowledge. For more information about the Society and to learn about other RIMS publications, educational opportunities, conferences and resources, visit www.RIMS.org.

“Risk professionals are well-positioned within their organizations to drive discussions, awareness and take a leading role in the development of a workplace violence prevention and response strategy.”
You’re determined to move your business forward with confidence. We partner with you to create customized, innovative solutions in insurtech and key partnerships to provide risk management for tomorrow.

Know You Can

The right partner

axaxl.com

Ranked Highest in Customer Satisfaction among Large Commercial Insurers by J.D. Power, three years in a row.

XL Catlin, now a part of AXA XL, received the highest score among insurers in the J.D. Power 2016-2018 Large Commercial Insurance Studies of customers’ satisfaction with their commercial insurance. Visit jdpower.com/awards.

AXA, the AXA and XL logos are trademarks of AXA SA or its affiliates. AXA XL is a division of AXA Group providing products and services through four business groups: AXA XL Insurance, AXA XL Reinsurance, AXA XL Art & Lifestyle, and AXA XL Risk Consulting © 2019 AXA SA or its affiliates. In the US, the AXA XL insurance companies are AXA Financial Company, Catlin Insurance Company, Inc., Great American Insurance Company, Indian Harbor Insurance Company, XL Insurance America, Inc., XL Specialty Insurance Company and T.H.E. Insurance Company. Not all insurers do business or are available in all jurisdictions.
Keesa Garcia is the risk manager at NALS Apartment Homes, RIMS Oregon Chapter secretary and this year’s RIMS 2019 Rising Star Award recipient. RIMS Show Daily spoke to Garcia about her passion for risk management, her achievements so far, her greatest mentor and more. Read on to hear from the rising star in her own words.

Q: In your nomination form, you talked about how passionate you are about your career at NALS Apartment Homes. What about it do you enjoy?

A: I enjoy the variety my career has offered, there is never a boring day! More importantly, I value the ability to make a contribution that positively effects not only the bottom line, but the lives of our employees and residents.

Q: Are there any projects or accomplishments at NALS that you are most proud of?

A: I am proud of the employee safety accomplishments at NALS Apartment Homes. We have seen significant reductions in the number of accidents, the time spent treating and the time on light duty. It is important to remember there are real people behind all the numbers, people that work hard for us, and we want to make sure they feel taken care of and have a smooth return to work after a work-related accident.

Q: Who has been a mentor to you? How has that person helped your career?

A: My boss, Brad Thomas, general counsel for NALS Apartment Homes, has been my greatest mentor. Early in my career, Brad helped me improve my written and verbal communication skills, both of which have been invaluable. In addition, he taught me how to lead by example and be a calm, effective leader, even when others feel their world is falling apart. When I encounter a tough problem or gray area, I still ask myself, “What would Brad do?”

Q: What are the advantages of being a part of the RIMS community? How has it helped you?

A: Two of the greatest advantages of being a part of the RIMS community is the access to industry resources and peers. I used the RIMS industry resources to help create and grow the risk management department at my company. The peers have been a vital resource and have helped me to stay informed and engaged.

Q: What advice can you give to other rising risk professionals?

A: The risk and insurance management field has unlimited growth opportunities for those who are willing to put in the work. Show up every day eager to add value; this attitude will ensure you continue to engage, learn and expand your capacity to contribute.

“Two of the greatest advantages of being a part of the RIMS community is the access to industry resources and peers.”
YOU SPEAK.

WE LISTEN.

Active listening and open discussions are the cornerstones of Safety National’s customized approach.

Let’s start the conversation.

Visit Us at Booth 663
ON THE SCENE

What have you enjoyed so far about RIMS 2019?

Lori Seidenberg
BlackRock, Inc.
The Awards Luncheon was my favorite because I saw my dear friend Deb Luthi inducted into the Risk Management Hall of Fame.

Sal Salaita
Hyatt Hotels
It’s my first RIMS conference, and I found the AI session at the Innovation Hub very interesting.

Keti Mehta
Interstate Hotels & Resorts
The networking and the diversity in all the channel partners that are here.

Sherri Johnson

Off to a great start at #RIMS2019 with a little mid-day pet therapy! Come visit us at PC360’s Booth #605. @PC360_Risk

I [heart] #RIMS2019 for supporting RiskManagement students. They are the future. Student attendees are engaging, eager to learn, and here to network. We are fortunate to have them in this setting. Each one I meet loves their chapter of GIS. Follow @GammaIotaSigma to learn more! @kimberlyanngeo

Proud of my long time friend David Stills of @Walmart on being inducted into @RIMSorg Risk Management Hall of Fame. Arkansas boys clean up pretty good! #RIMS2019 @JonathanDMast

TWEETS OF THE DAY

WEDNESDAY PREVIEW

Don’t miss these must-attend events tomorrow, May 1!

Marketplace Social Luncheon: RIMS 2020 KICKOFF / Mile High Luncheon
12:00 PM – 1:15 PM | MARKETPLACE
Get ready for RIMS 2020 in Denver with a sampling of some of Colorado’s top culinary delights.

RIMS-Sedgwick Official Closing Party
7:00 PM – 11:00 PM | ROYALE BOSTON
It’s been a busy, action-packed week. Join us at the closing party and help us celebrate RIMS 2019.

Conference Finale
3:00 PM – 4:30 PM | BALLROOM
Join us for the conference wrap-up and hear from legendary sports icon Billie Jean King.
Gaps in cyber coverage?
Renewal requirements in Sydney?
What limit is enough?
Large-block property capacity that lasts?

Chubb has answers.

Chubb has more than 625 offices worldwide, and we’re here to put our vast global capabilities to work for you. From innovative cyber coverage and the most advanced risk management technology, to industry-leading benchmarking data and multi-year property solutions, Chubb has you covered.

Visit us at booth #717

Chubb. Insured.®

chubb.com/us/RIMS
RIMS 2019 Snapshots
VISIT OUR BOOTH #917

SMOKE & SOOT REMOVAL • WATER EXTRACTION • DEHUMIDIFICATION • EMERGENCY BOARD-UP
GENERAL CONTRACTING & RECONSTRUCTION • MOLD REMEDIATION • AIR DUCT CLEANING
STRUCTURAL CLEANING & DECONTAMINATION • STRUCTURAL SHRINK WRAP PROTECTION
CONTENTS RESTORATION • DOCUMENT & MEDIA RECOVERY • ELECTRONICS RESTORATION
MACHINERY & EQUIPMENT DECONTAMINATION, REPAIR AND REBUILD
SEMICONDUCTOR TOOL DECONTAMINATION • ENVIRONMENTAL SERVICES • CONSULTING SERVICES

24-HOUR EMERGENCY SERVICE • 1.800.856.3333 • BELFOR.COM
RIMS 2019 Snapshots
The way we look at it, we have one job to do—making sure nothing stops you from doing yours.

Risk. For large companies you represent, dealing with risk can be complex and time-consuming. Which is why it’s good to have a partner like Sentry. We’ll help you—and your clients—manage and take care of the details by listening, learning, and working together. With an A.M. Best rating of A+ for 27 years in a row, we’re ready to provide the coverages, claims, and safety services to fit your clients’ needs.

Learn more about how we can help you at Sentry.com/RightByYou/NA

*Sentry (superior) A.M. Best Financial Strength Rating (FSR) current as of May 2018. See ambest.com for rating information.

Property and casualty coverages are underwritten by a member of the Sentry Insurance Group, Stevens Point, WI. For a complete listing of companies, visit sentry.com. Policies, coverages, benefits, and discounts are not available in all states. See policy for complete coverage details.
Boston Sights | Downtown
by Shauntay Jones

Explore downtown, the largest neighborhood in Boston. This historic area is a mixture of old and new with its 17th century street patterns and modern buildings. You’re sure to find something to do in this energetic, diverse area that comprises businesses, restaurants, theaters, nightlife, cultural associations and more.

THE PRINTING OFFICE OF EDES & GILL
0 Faneuil Hall Square, Stall #5 | bostongazette.org | $1 donation | M – Sat 10am – 9pm, Sun 10am – 6pm

Watch and learn as colonial-era dressed tradesmen print replicas of historical documents in this 18th century-era print shop. You’ll hear about the colonial printing process, letter casting/setting and the significance of printing during this time period. Documents are printed using a 1700’s printing press and authentic paper. Prints are available for purchase.

BOSTON PUBLIC GARDEN
4 Charles Street | boston.gov/parks/public-garden
Open Daily | 24-hour pedestrian access

Take a break from the convention center and enjoy nature at Boston Public Garden. Established in 1837, this 24-acre park was the country’s first public garden. Walk along the pathways and appreciate gorgeous landscaping that has 40 notable trees, including weeping willows, purple beech and star magnolia. Check out the sculptures and memorials, and take a ride on the swan boats.

ANCIENT AND HONORABLE ARTILLERY COMPANY MUSEUM
4 Faneuil Hall Square, 4th Floor | www.ahac.us.com
Free | M – F, 9am – 3:30pm

Tour this museum dedicated to military artifacts from conflicts that date from the 1600’s to the present. On display are uniforms, weapons, medals, the Stairway of the Constitution and more. Special collections include items from the Honorable Artillery Company of London and the Swiss Guard.

GRANARY BURYING GROUND
95 Tremont Street | Free | 617.635.7361 | Open daily, 9am – 5pm

Established in 1660, Granary Burying Ground is the third-oldest cemetery in Boston. There are approximately 2,300 tombstones but the actual number of occupants is closer to 5,000. Visit this site to learn about the history of the burying ground and some of its notable inhabitants—such as Samuel Adams, John Hancock and Robert Treat Paine—as well as lesser known but equally interesting people.
For over fifty years, Paul Davis has been a leader and innovator in the insurance restoration industry and is widely recognized as a top provider of restoration services. Paul Davis is proud to serve commercial property clients with disaster planning and recovery services throughout North America. No job is too large for Paul Davis, an insurance carrier-trusted source before, during, or following an event.

Visit Us At
BOOTH 411

pauldavis.com (844) 215-7898
Explore downtown, the largest neighborhood in Boston. This historic area is a mixture of old and new with its 17th century street patterns and modern buildings. You’re sure to find a satisfying meal in this energetic, diverse area that comprises businesses, restaurants, theaters, nightlife, cultural associations and more.

**BOSTONIA PUBLIC HOUSE**  
131 State Street | bostoniapublichouse.com  
617.948.9800  
For an authentic Boston dining experience, check out Bostonia Public House (BPH), located in the historic Board of Trade building. BPH’s menu has an excellent selection that’s vegan, vegetarian and gluten-free friendly. Try the clam chowder, lobster mac & cheese and bourbon glazed sweet potato donuts. In addition to the food, you’ll enjoy the atmosphere, live music and attentive wait staff.

**LES ZYGOMATES**  
129 South Street | winebar129.com | 617.542.5108  
Les Zygomates (“lay-zee-go-mat”) is the Diners’ Choice Award 2018 winner and rightfully so. This winebar and bistro serves superb French cuisine and fine wines. Try the onion soup gratinée, classic steak frites and the molten chocolate cake. Enjoy oysters? Come in and sit at the bar to have $1 oysters from 3–7pm Monday to Friday. If you dine from Tuesday to Saturday, you’ll be treated to live jazz and blues performances.

**BOSTON CHOPS**  
52 Temple Place | bostonchops.com | 617.982.7130  
Need to take clients to dinner? Bring them to Boston Chops. Located in the former Old Colony Bank of 1890 building, this steakhouse is stylish and opulent. The food is equally impressive—patrons highly recommend the 20 oz Prime Chateaubriand and tuna tartare. Before you dig in, head over to the Instagram table to photograph your meal. Then after you eat, relax in the bank vault that’s been transformed into a lounge.

**Q RESTAURANT**  
660 Washington Street | thequsa.com | 857.350.3968  
Q Restaurant has an extensive menu that features Chinese, Japanese and Thai fare. The restaurant is well-known for their tasty Mongolian Hot Pot, a simmering pot of broth where diners select combinations that are cooked table-side. Other options include Poke bowls; sushi and sashimi; and seafood, meat and vegetarian Chinese food dishes.
That's what it means to specialize. And you deserve a carrier that gets that. We make it a point to know all there is to know about a wide range of industries from construction and manufacturing to real estate, technology and more. With our deep specialization, The Hartford can help you develop customized solutions for the complex risks of your mid- to large-size clients – allowing us to be there for both of you in a way that many carriers cannot. The Buck's Got Your Back.

SEE US AT RIMS BOOTH #517.

TheHartford.com/specialization
Saint Joseph’s University Wins Top Prize in Risk Management Challenge

by Josh Lamangan

On Monday, April 29, Saint Joseph’s University was announced as the winner of the top prize during the Spencer Educational Foundation Reception at the Westin Waterfront Commonwealth Ballroom. The team received a check for $4,000 for the risk management program they developed and presented for case champion IKEA.

Members of the Saint Joseph’s University winning team include Joseph Angelina, Katherine Branson, Ashley Myers and Daniel Tan. Michael Angelina is the team’s academic advisor. St. Mary’s University came in second place and won the $3,000 prize and Butler University came in third place and won the $2,000 prize. Marya Propis, chairperson of the Spencer Education Foundation congratulated all of the students who participated in the challenge and thanked IKEA for its involvement.

“The Challenge brought us all together as a group. The case study was challenging. We decided to try a unique approach to what IKEA challenged us with. The judges were very supportive, and it’s been a great honor to work with this team, RIMS, Spencer and IKEA.”

Earlier this year, the Spencer Educational Foundation and RIMS received 28 student team papers that provided risk management solutions for IKEA. The field was then narrowed down to nine finalists who presented their solutions to a judging panel of senior risk management professionals at RIMS 2019 on Sunday, April 28. These nine teams assessed IKEA’s top risks and opportunities, provided recommendations on how IKEA can best manage their risks and take advantage of opportunities. The judges then selected the final three teams to return and deliver their final presentations on Monday, April 29, to the judges and an audience of students and risk managers.

Since its 1943 founding in Sweden, IKEA has offered home furnishings of good design and function at affordable prices. Ingka Group, a strategic partner and the largest franchisee of the IKEA system operates 370 IKEA stores and touchpoints in 30 countries, including 51 in the US. During the past year, 160,000 coworkers welcomed 838 million visits to IKEA stores and more than 2.35 billion visits to IKEA.com.

The Spencer-RIMS Risk Management Challenge is an eight-month competition where university teams compete to develop and present the most comprehensive risk management program based on a company’s case study.
RISE ABOVE RISK

Two industry leaders are now one epic partner, poised to help you rise above risk with programs tailored to your needs.

Be part of something EPIC.
For more than a decade, regulators have pushed companies to act more ethically and responsibly—or at least to report that they are doing so. But in recent years, regulatory focus has widened to include greater scrutiny of the thousands of suppliers and producers that organizations are doing business with to see whether these third parties share the same values, best practices, and zero-tolerance toward bribery, corruption and human rights abuses as their corporate customers. The evidence suggests that there is certainly room for improvement.

More organizations outsource now than ever before, which means that supply chains include more companies and stretch around the globe, often involving producers in countries with poor records of accountability and weak law enforcement. According to PwC, 89 companies in the Fortune 500 average more than 100,000 suppliers each, which means that, “to protect human rights as part of the overall risk management strategy, it is essential to take a broad view of the extended business, including its supply chain partners,” said Ian Livsey, CEO of the U.K.’s Institute of Risk Management.

Fraud, bribery and corruption risks have been on most companies’ radar for some time, but progress is still mixed. In forensic risk specialist Kroll’s 2016 Anti-Bribery and Corruption Report, one in four compliance officers expressed no confidence in the ability of their company’s current controls to detect third-party violations of anti-corruption laws. This is worrying, given that the Organization for Economic Cooperation and Development’s most recent Foreign Bribery Report from 2014 found three out of four foreign bribery cases involved payments through third-parties.

According to Kroll’s survey, almost half of respondents do not conduct third-party audits (48%), and only 34% say they provide training to third parties (high-risk or otherwise), down from 52% last year. Furthermore, 40% of all compliance officers believe their company’s bribery and corruption risks will increase in 2016, primarily due to global expansion and an ever-increasing
A Winning Combination.

Visit us in Booth #845

Every day, across the globe, our team strives for one thing – to exceed our clients’ expectations. We accomplish this goal by leveraging our winning combination of People, Products and Processes. These fundamentals work together to provide expert technical solutions and premium-level service that deliver value and earn trust. But, we’re not content to rest on our past success. Today, we’re expanding our international team, adding complementary services, and deepening our expertise so we can help our clients win with every loss.

Quality solutions. World-class service.

That’s our commitment to you.

That’s McLarens.

LOSS ADJUSTING EXCELLENCE
Property | Casualty | Third-Party Administration

SPECIAL EXPERTISE
Aviation | Builder’s Risk | Business Interruption | CAT Response
Construction & Engineering | Crisis Management | FAJ & Specie
Hospitality | Natural Resources | Manufacturing | Marine
Municipalities & Education | Transportation & Heavy Equipment
Risk Services | US Middle Market

Now offering environmental consulting services through American Environmental Group, the newest member of the McLarens Portfolio.
confiscated by their employers. The report criticized FIFA, soccer’s world governing body, for its lack of action and “shocking indifference.”

**Regulatory Pressure**

While the reputational damage caused by such incidents is likely to drive better supply chain auditing and monitoring, legislation is also playing a part. There has been a growing tendency for regulators and governments to make their legislation more extra-territorial, and to encourage—or demand—public assurances that ethical and legal responsibilities extend to an enterprise’s supply chain.

In an effort to address bribery concerns, the Foreign Corrupt Practices Act expressly prohibits corrupt payments made directly to foreign government officials, as well as corrupt payments made through third parties or intermediaries, by U.S. persons, businesses and listed companies (even if they are foreign registered). Non-U.S. citizens can be prosecuted under the act if there is evidence of corrupt behavior taking place on U.S. soil. Similarly, the U.K. Bribery Act also prohibits all corrupt payments, regardless of whether they are paid directly by the company or on its behalf by a third party (with or without the company’s knowledge), and makes the company and the individuals concerned liable.

In terms of tackling slavery, the Alien Tort Statute is often seen as the best chance for plaintiffs anywhere in the world to bring a legal complaint against companies specifically for human rights abuses. But other pieces of legislation contain provisions that target slavery and forced labor as well. For example, Section 1502 of the Dodd-Frank Act mandates that publicly-listed companies in the United States must thoroughly investigate their supply chains for conflict minerals, such as diamonds, gold, tin, tantalum and tungsten, while the California Transparency in Supply Chains Act (SB 657) requires retail sellers and manufacturers that do business in California, and have more than $100 million in gross annual receipts, to publicly disclose their efforts to eradicate slavery and human trafficking from their supply chains. The U.N. Guiding Principles on Business and Human Rights also implores companies to examine the treatment of workers in their supply chains and to check that business is conducted fairly and ethically.

In February, President Obama signed the Trade Facilitation and Trade Enforcement Act to prevent products made by slave labor from coming into the country. A current Labor Department list of some 353 goods produced by child or forced labor includes garlic from Argentina, peanuts from Turkey, gold from Ghana, carpets from India, and fish and shrimp from Thailand.

Meanwhile, Section 54 of the U.K.’s Modern Slavery Act, introduced last year, states that every business trading in the U.K. (as opposed to just U.K.-based companies) that has a turnover of at least £36 million ($47.7 million) must publish an annual statement setting out the steps it has taken to ensure that modern slavery and human trafficking are not taking place in its business or supply chains.

The U.K. government chose not to prescribe any particular format or length for the statement, nor has it imposed a fine or other penalty for non-compliance. In fact, the risks of non-compliance are perceived as largely reputational—and that is the point, experts say. A recent report by Ashridge Executive Education at Hult International Business School in the United Kingdom, Corporate Approaches to Addressing Modern Slavery in Supply Chains, found that reputational damage was the main factor driving 92% of the retailers and suppliers surveyed to address modern slavery risks, although the report also states that “companies interviewed all felt that addressing risk to workers was significant too.”

The threat of being named and shamed is a powerful persuader for many companies to act, and the architects of the Corporate Human Rights Benchmark (CHRB) are banking on such fears. Launched in March and developed by a mixture of investors and advocacy groups, the benchmark aims to rank the world’s 500 largest companies for their human rights performance. Piloting with the top 100 companies from the agricultural products, apparel and extractives industries, the benchmark will expand each year to cover additional industries until it encompasses the top 500 globally listed companies. The results will be published annually beginning this November.

“By creating a comparative ranking, companies will be incentivized to race to the top of the benchmark,” said Steve Waygood, chair of the CHRB steering committee and chief responsible investment officer at Aviva Investors, which co-developed the benchmark. “The leaders deserve to be recognized while the laggards should be pressed to improve.”

**Know Your Suppliers**

In practical terms, experts say that the surest way to tackle human rights and bribery and corruption risks in the supply chain is simply to find out more about who you are sourcing from. According to Aidan McQuade, director of human rights group Anti-Slavery International, the first step is “to map the supply chain so that companies know how many suppliers they are dealing with, where they are based, and whether the regions where they are located are ‘high risk’ areas for such behavior.”

He added that referring to Transparency International’s Corruption Perceptions Index, Maplecroft’s Child Labor Index, and signing up to industry supply chain databases like Sedex Advance and its ethical audit methodology are all good first steps to help identify and minimize risks.

Jonathan O’Brien, CEO of specialist procur-
WHY CALLOUT?

ARCOS Callout and Incident Manager solutions simplify critical infrastructure companies ability to respond, restore and report in real-time for service restoration and emergencies.

Using ARCOS Callout, you can:
• Schedule and fill urgent shifts, quickly and easily
• Automate painful manual processes
• Automatically stay compliant with collective bargaining agreements
• Capture historical data for easy lookup when needed, including call logs and audio recordings

With the ARCOS Mobile App you can see current shifts and see who is filling them, and make adjustments and updates to schedules right from their phone.

WHY INCIDENT MANAGER?

Emergencies happen.

Storms, floods, wildfires, security breaches, active shooters – lives can be at stake and your mission is to respond as quickly as possible.

Whether you activate your own emergency response structure or use FEMA’s Incident Command Structure (ICS), manually activating resources, exchanging information, emailing documents and reports takes up precious time when time is at stake.

ARCOS’ Incident Manager software can help with an organized solution. We solve this issue by automating the planning, staffing and scaling of the resources required to implement your emergency plan, routing the required information or communications to your incident management teams.

MANAGE PEOPLE - NOT PAPER.

Find out why the top 25 electric utilities, progressive airlines and critical infrastructure companies look to ARCOS Resource Management solutions to manage tough challenges associated with making sure people are where they need to be to successfully respond to unplanned events, restore service or get production lines running.

FIND OUT MORE:

BOOTH 362 AT RIMS 2019
ment and negotiation consultancy Positive Purchasing, agreed that it is crucial to conduct “hot spot” analysis to determine which supply chains are most likely to present significant risk. He recommends that companies establish a working group and determine which regions or products pose the greatest risk. “This shortlist can then be mapped and the team can identify what the supply chain might look like and where points of risk exist,” he said.

Luckily, some experts believe that the same due diligence processes can be used to assess both bribery risks and human rights abuses. According to Dorothy Cory-Wright, partner and head of the dispute resolution practice at international law firm Sidley Austin, although legislation like the Modern Slavery Act and the FCPA are aimed at “different wrongs,” the approach companies should adopt in terms of monitoring and gaining assurance is broadly the same as both involve “conducting appropriate due diligence to know which producers they are doing business with.”

One of the key steps to gain better visibility is to conduct regular on-site visits, said Kevin Bampton, director of the International Policing and Justice Institute at the U.K.’s University of Derby. These not only enable a first-hand view of where problems may arise, but they also provide opportunities for deeper engagement and training. “Go and look at the suppliers, talk to their workers, leaders and worker’s representatives or contact NGOs with global networks like Stop the Traffik to help you with the legwork,” he said. “Think about working together with other businesses in the sector to share the burden and the cost.”

Companies should also make better use of technology and the data they already have at hand to prioritize which suppliers and countries may pose the greatest risks. “Beyond the practice of robust audits, new technology allows companies to harvest big data to identify where there may be early warning signs or weak signals of bad practice within an entire supply chain—in any language, anywhere in the world,” said James Lawn, co-founder and CEO of risk management technology firm Polecat.

To that end, companies need to make a list of warning signs that will alert them that a given supplier is high risk. “Seasonal labor industries, such as fishing and farming, rely on migrant workers very often, so companies should ask for more thorough checks on employees’ backgrounds to determine their age,” said Philippa Foster Back, director at U.K.-based corporate governance campaigner the Institute of Business Ethics.

Similarly, rates of pay need to be examined to ensure that workers receive at least the minimum wage. If a supplier pays workers less, they should ask why. “Another red flag is if the supplier is overly-reliant on servicing a contract for just one company, since it is more likely that this supplier will cut costs to service demand, and be less thorough about checking its own supply chain in order to retain the business,” she said.

She added that a company should walk away if a supplier refuses audit rights or face-to-face meetings. “There is a lot of evidence that companies are asking more probing questions about their suppliers, and those with the most clout have a stronger hand to do this,” she said.

Apple, for example, audited its top 200 facilities at risk for bonded labor in 2015, and conducted 69 special investigations. It also announced this year that every smelter within its supply chain will be subject to independent third-party audits to ensure that the company is not sourcing conflict minerals. Furthermore, in its 2016 Supplier Responsibility Progress Report, the company stated it has zero tolerance toward unfair recruitment fees and bonded labor, and has used its muscle to force suppliers to repay recruitment fees in full—irrespective of whether or not they were directly involved in the recruiting process. This has resulted in more than $25.6 million being repaid to workers since 2008, including $4.7 million in 2015 alone.

Clear communication is also vital. Suppliers need to be made aware of and understand the company’s ethical principles for doing business. Oil giant Shell has a clear and concise set of supplier principles that encompasses business integrity, health and safety, security and the environment, social performance, and labor and human rights. Following the discovery of forced labor in some of its production processes, Nestlé’s action plan for its Thailand operations now includes defining and communicating requirements for boat owners and captains. This encompasses recruitment practices and living/working conditions for boat workers and includes a training program for boat owners and captains to raise awareness of human rights and labor conditions.

“Suppliers will only be able to meet your expectations on business behavior and human and labor rights if you tell them what you actually expect,” said Peter Truesdale, director at sustainability consultancy Corporate Citizenship. “Make sure that you spell out clearly what practices will not be tolerated, and what sanctions they can expect for non-compliance, such as termination of contract and legal or financial redress.

“What suppliers in Asia or Africa consider to be fair practice may be very different from what you think unless you state explicitly what these companies need to do, and what the ramifications are for non-compliance. It is not their fault if they do not follow U.S., U.K. or EU legislation on such issues when they have little or no knowledge, direct exposure or liability to such laws.”

Originally published in the August 2016 issue of Risk Management magazine.
GIS is developing tomorrow’s leaders today, and provides a single access point to a diverse and growing network of students pursuing careers across all segments and functional areas of the industry. We deliver innovative programming, from conferences and career fairs to webinars and professional development, and engage our industry partners in collaborative initiatives to maximize our students’ exposure and experience even before they formally enter the workforce.

What role does your organization play in the future of the industry?