



Contact:
Suzanne Dawson
S&C Public Relations Inc.
sdawson@scprgroup.com
(646) 941-9140

John Babinchak
The Institute of Internal
Auditors
john.babinchak@TheIIA.org
(407) 937-1240

COSO Releases ERM Compendium of Examples

Case studies demonstrate day-to-day use of COSO's updated ERM Framework

NEW YORK (June 11, 2018) – The Committee of Sponsoring Organizations of the Treadway Commission ([COSO](#)) today announced the release of an important supplement to [Enterprise Risk Management – Integrating with Strategy and Performance](#), with detailed examples for applying principles from the updated ERM Framework to day-to-day practices.

Authored by PwC under the direction of the COSO Board, the new *Compendium of Examples* recognizes the connection between concepts and applications of ERM. Each illustration in the compendium was developed from industry practices identified through extensive research, including interviews and case studies.

“The ERM Framework is designed to help organizations implement and connect ERM with strategy-setting and organizational performance,” said Paul Sobel, COSO Chair. “The compendium, in turn, offers concrete examples across a variety of industries with real-world advice about how to put the ERM Framework to use. These illustrations help organizations of all types apply the Framework to their specific situation.”

While each example focuses on a specific industry, others can benefit from the insights. Each case study describes how a specific entity scaled and adapted the principles and sets out a relationship between an organization’s mission, vision, and core values; its strategic goals and directions; and the approaches used in carrying out its strategy.

Additionally, each example focuses on specific components covered in *Enterprise Risk Management—Integrating with Strategy and Performance*. Industries described include financial services, consumer products, industrial products, energy, technology, healthcare, not-for-profit, and government. Every example:

- Provides context to the industry in which the illustrated entity operates (both external and internal environments).
- Delivers background information on the specific entity.
- Highlights the applicable principles.
- Discusses in detail how the organization applies those principles.
- Shows how ERM is integrated with the business.
- Summarizes the key benefits of those ERM practices.

“This latest publication will help in further elevating risk conversations with boards and management. Written from the perspective of the business, it demonstrates the importance of integrating

enterprise risk management into day-to-day activities and moving away from viewing it simply as a separate function or department,” said Frank Martens, Global Risk Framework and Methodology Leader at PwC.

Added Sobel, “Practical application is needed to ensure organizations can operationalize the concepts in the Framework. The key is taking it from theory to application guidance that makes it operational.”

Updated in September 2017, the ERM Framework is one of the most widely recognized and applied risk management frameworks in the world. For additional information, please visit www.coso.org.

About COSO

Originally formed in 1985, COSO is a voluntary private sector organization dedicated to improving organizational performance and governance through effective internal control, enterprise risk management and fraud deterrence. COSO is jointly sponsored by the American Accounting Association (AAA), the American Institute of Certified Public Accountants (AICPA), Financial Executives International (FEI), the Institute of Management Accountants (IMA), and The Institute of Internal Auditors (IIA). For more information, visit www.COSO.org.

About PwC

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