

Enterprise Risk Management Seminar



Capturing the Upside

19 November 2014 • Hilton Sydney



**Actuaries
Institute**

Value and Resilience in a world of disruptive change

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*This presentation has been prepared for the Actuaries Institute 2014 ERM Seminar.
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The world, and banking, is changing fast

New **technologies**,
new **entrants**,
disruptors

New and
demanding
regulatory regime

Economic
conditions: lower
for **longer**

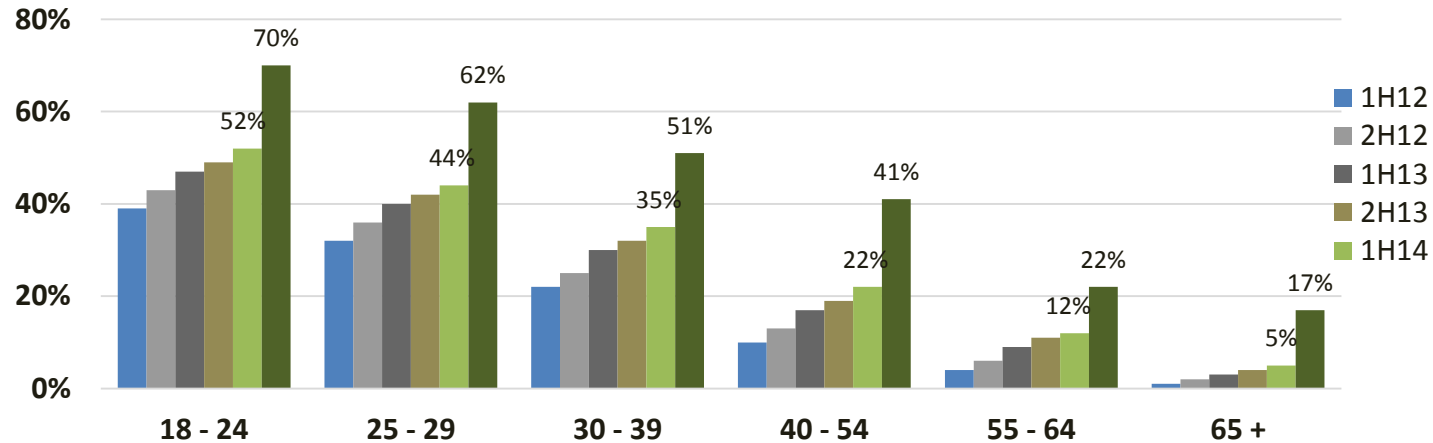
Customers expect
faster, simpler
banking

Focus on **conduct**,
culture and
reputation

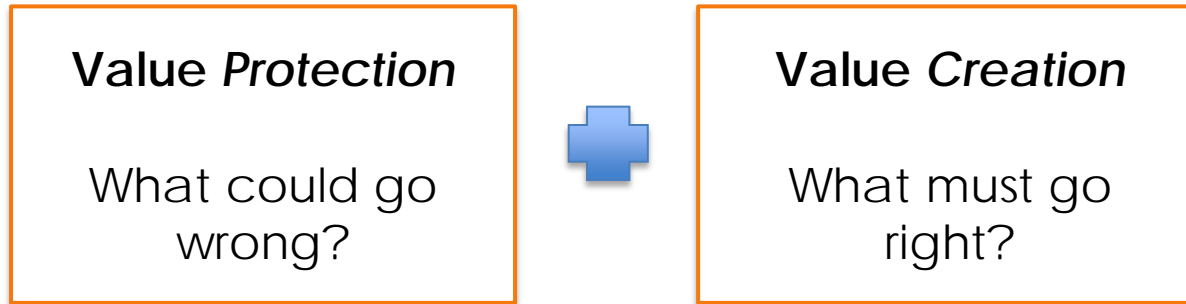
Heightened
geopolitical risk

Digital adoption is accelerating

% of Westpac Group mobile active customers



The role of Risk is also changing



... and helping to move quickly but safely