

# Treating customers fairly: An opportunity — not a cost

Mr Stephen Rosling from TCF Consulting Ltd introduces the concept of "conduct risk", an emerging term that is an evolution of the principles of treating customers fairly. It is good business to have good conduct and to develop a good reputation. It also puts you on the right side with the regulators. So this behaviour is an opportunity and not a cost.



Tith consumer protection reforms beginning to taking hold across the globe, the C-suite and Boards of Directors are beginning to take notice of how they are being evaluated for their actions (or inaction). Some executives may be anxious or even panicky due to recent headlines surrounding fines relating to, ultimately, the poor treatment of customers. No executive wants to wake up to find his company's name, let alone his own name, splashed across the morning newspaper headlines.

To help prevent this situation from happening, what approach do you use to manage and balance corporate behaviour before it is time to panic?

#### It's really all about managing "conduct risk"

#### Focus is on the customer

2EPUTA

In the financial regulatory domains, the concept of "conduct risk" is an emerging term that many see as an evolution of the principles of "treating customers fairly".

While conduct risk is being discussed and debated within business circles across the globe, the term itself has no universally agreed upon definition. Perhaps this is because defining what constitutes fairness, good conduct or what "good enough governance" entails can be so arbitrary and broad to a financial institution's various stakeholders. What is clear however, is that the clear focus of these regulatory changes is the "customer" – the person who buys and uses the insurance product.

Even without a consensus on a clear meaning of these terms, there does seem to be some converging agreement on what forms the basis of the conduct risk construct.

According to a recent survey of financial institutions sponsored by Thomson Reuters Accelus group, conduct risk encompasses the broad categories of:

- An organisation's culture;
- Corporate governance;
- · Conflicts of interest; and
- Reputation.

Other international bodies groups such as the Organization for Economic Co-operation and Development (OECD) and the Financial Stability Board (FSB) take a more focussed view and relate the concept of conduct risk to a principle-based framework grounded on the fair treatment of customers, ie, consumer protection and consumer confidence.

#### Start dialogue with internal stakeholders

Whatever approach to defining conduct risk might fit your organisation's risk management structure, now may be the time to start a dialogue with internal stakeholders to get a jump start on understanding how this new phenomenon of conduct risk may affect your firm.

# **2014 Lifescience Novermber Memorandum**

**Charles DePaolo** 

#### 2014 Lifescience Novermber Memorandum:

Proletarian Era Dec2014 Provash Ghosh, 2014-12-01 It is the official newspaper of the Socialist Unity Centre of India Communist It is published from Kolkata in English with online editions Shibdas Ghosh founded the newspaper Nihar Mukherjee was its editor from 1976 to 2010 On his death Provash Ghosh was elected as the General Secretary of SUCI C and **Testimony of the Military Compensation and Retirement Modernization** the Editor in Chief of the newspaper Commission United States. Congress. Senate. Committee on Armed Services, United States. Congress. Senate. Committee on Armed Services. Subcommittee on Personnel.2015 **Progress Toward Restoring the Everglades** National Academies of Sciences, Engineering, and Medicine, Division on Earth and Life Studies, Board on Environmental Studies and Toxicology, Water Science and Technology Board, Committee on Independent Scientific Review of Everglades Restoration Progress, 2017-04-07 The Everglades ecosystem is vast stretching more than 200 miles from Orlando to Florida Bay and Everglades National Park is but a part located at the southern end During the 19th and 20th centuries the historical Everglades has been reduced to half of its original size and what remains is not the pristine ecosystem many image it to be but one that has been highly engineered and otherwise heavily influenced and is intensely managed by humans Rather than slowly flowing southward in a broad river of grass water moves through a maze of canals levees pump stations and hydraulic control structures and a substantial fraction is diverted from the natural system to meet water supply and flood control needs The water that remains is polluted by phosphorus and other contaminants originating from agriculture and other human activities Many components of the natural system are highly degraded and continue to degrade Progress Toward Restoring the Everglades is the sixth biennial review of progress made in meeting the goals of the Comprehensive Everglades Restoration Plan CERP This complex multibillion dollar project to protect and restore the remaining Everglades has a 30 40 year timeline This report assesses progress made in the various separate project components and discusses specific scientific and engineering issues that may impact further progress According to Progress Toward Restoring the Everglades a dedicated source of funding could provide ongoing long term system wide monitoring and assessment that is critical to meeting restoration objectives This report examines the implications of knowledge gained and changes in widely accepted scientific understanding regarding pre drainage hydrology climate change and the feasibility of water storage since the CERP was developed Demystifying the Academic Research Enterprise Kelvin K. Droegemeier, 2023-12-19 What next generation scholars need to know in order to thrive and how they can actively participate in shaping the academic research enterprise The academic research enterprise is highly complex involving multiple sectors of society and a vast array of approaches In Demystifying the Academic Research Enterprise Kelvin K Droegemeier shows next generation scholars across all disciplines how to become more productive earlier in their career as well as how to help shape the academic research enterprise The topics covered include public perceptions of scholarly work and its use in policy understanding the big picture

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helping them is the best way to improve all of our lives from the New York Times bestselling author of Unfair The New Science of Criminal Injustice Compelling an extremely sympathetic and worthy attempt to protect kids Benforado has written a book that reads like a manifesto His ideas are bold to the point and ambitious The Atlantic At the dawn of the twentieth century a bright new age for children appeared on the horizon with progress on ending child labor providing public education combating indigence promoting wellness and creating a juvenile justice system But a hundred years on the promised light has not arrived Today more than eleven million American children live in poverty and more than four million lack health insurance Each year we prosecute thousands of kids as adults while our schools crumble We deny young people any political power while we fail to act on the issues that matter most to them racism inequality and climate change Through unforgettable stories law professor Adam Benforado draws a vivid portrait of our neglect We are there when Ariel is placed in an orphanage after her parents are locked away for transporting marijuana when Harold first gazes in disbelief upon the immaculate lawn of an elite private school after a childhood of asphalt play yards when Wylie is hit with a paddle by his public school principal as punishment for taking a moment of silence to protest gun violence When Tyler runs for governor at age seventeen we are also there to witness the extraordinary capacities of young people Our disregard for children's rights is not simply a moral problem it s also an economic and social one The root cause of nearly every major challenge we face from crime to poor health to unemployment can be found in our mistreatment of kids But in that sobering truth is also the key to changing our fate as a nation Drawing on the latest research on the value of early intervention investment and empowerment A Minor Revolution makes the urgent case for putting children first in our budgets and policies in how we develop products and enact laws and in our families and communities Childhood is the window of opportunity for all of us Management of Legionella in Water Systems National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Division on Earth and Life Studies, Board on Population Health and Public Health Practice, Board on Life Sciences, Water Science and Technology Board, Committee on Management of Legionella in Water Systems, 2020-02-20 Legionnaires disease a pneumonia caused by the Legionella bacterium is the leading cause of reported waterborne disease outbreaks in the United States Legionella occur naturally in water from many different environmental sources but grow rapidly in the warm stagnant conditions that can be found in engineered water systems such as cooling towers building plumbing and hot tubs Humans are primarily exposed to Legionella through inhalation of contaminated aerosols into the respiratory system Legionnaires disease can be fatal with between 3 and 33 percent of Legionella infections leading to death and studies show the incidence of Legionnaires disease in the United States increased five fold from 2000 to 2017 Management of Legionella in Water Systems reviews the state of science on Legionella contamination of water systems specifically the ecology and diagnosis This report explores the process of transmission via water systems quantification prevention and control and policy and training issues that affect the incidence of Legionnaires disease It also analyzes

existing knowledge gaps and recommends research priorities moving forward The Cuban Missile Crisis Len Scott, R. Gerald Hughes, 2015-04-10 This volume brings together a collection of leading international experts to revisit and review our understanding of the Cuban Missile Crisis via a critical reappraisal of some of the key texts In October 1962 humankind came close to the end of its history The risk of catastrophe is now recognised by many to have been greater than realised by protagonists at the time or scholars subsequently The Cuban missile crisis remains one of the mostly intensely studied moments of world history Understanding is framed and informed by Cold War historiography political science and personal experience written by scholars journalists and surviving officials The emergence of Soviet later Russian and other national narratives has broadened the scope of enquiry while scrutiny of the operational especially military dimensions has challenged assumptions about the risk of nuclear war The Cuban Missile Crisis A Critical Reappraisal brings together world leading scholars from America Britain France Canada and Russia to present critical scrutiny of authoritative accounts and to recast assumptions and interpretations The book aims to provide an essential guide for students of the missile crisis the diplomacy of the Cold War and the dynamics of historical interpretation and reinterpretation Offering original ideas and agendas the contributors seek to provide a new understanding of the secrets and mysteries of the moment when the world went to the brink of Armageddon This book will be of great interest to students of the Cuban missile crisis Cold War Studies nuclear proliferation international history and International Relations in general

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