

# **CFS L2 Elective: Supervising Financial Conglomerates**

Presented by the Toronto Centre

July 7-11, 2025

Virtual, EDT

## PROGRAM DESCRIPTION

This virtual program is designed to enhance financial supervisors' understanding of the practice of cross-sector and cross-border supervision for effective oversight of financial conglomerates. It goes beyond theoretical concepts and provides practical approaches in supervising financial conglomerates, supervisory intervention and crisis coordination.

## PROGRAM OBJECTIVES

The key objectives are for participants to be better equipped to understand, in the context of supervising financial conglomerates:

- Types of financial conglomerates and how they are organized across sectors and borders.
- Risks and supervisory challenges posed by financial conglomerates.
- Supervisory approaches to cross-sector and cross-border financial conglomerates including:
- Information sharing, home-host engagement which include supervisory colleges.
- Intervention powers in supervising financial conglomerates.

## METHODOLOGY

It is more complicated to supervise a financial conglomerate group whose total risk is not a simple addition of the risks of individual entities. The Toronto Centre uses a highly interactive teaching approach using case studies, lectures and exercises and participants must work in table groups on group activities on issues raised in the case studies and lectures. At the end of the Program, participants will be able to examine the critical components in supervising financial conglomerates in line with international best practices.

## WHO SHOULD ATTEND?

This program is designed for senior and mid-level officials in financial supervisory authorities who supervise and regulate the banking, securities, insurance sectors and/or financial conglomerates who have span of control cross-sector and/or cross-border. Participants should have at least three years of working experience in financial sector supervision, analysis, or policy.

This program is one of the Level 2 modules for participants pursuing the Toronto Centre's Certified Financial Supervisor (CFS) certification. It is also open to participants who are not pursuing the CFS certification. Daily quizzes and an examination will be administered during the program for all participants.

## VIRTUAL NETWORKING SESSION

Participants are expected to join an icebreaker session on Thursday, July 3, 2025. This will be a good opportunity for participants to meet virtually and to network with their international peers.

## REQUIRED PRE-READING

Pre-reading will be required. Materials will be sent out to registered participants about two weeks before the program starts.

## Supervising Financial Conglomerates Program - Agenda

Virtual Orientation, Thursday, July 3, 2025	
7:20am – 7:30am	<b>Registration</b> Participants dial into the system
7:30am – 7:45am	<b>Welcome, CFS Program Structure and Program Overview</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i>
7:45am – 8:05am	<b>Getting to know you: Ice-breaker Group Activity</b> <i>Hlumani Peggy, Technical Facilitator, Toronto Centre</i>
8:05am – 8:30am	<b>Introduction to MyTC and Zoom – Live Demo</b> <i>Priscilla Mensah, Program Coordinator, Toronto Centre</i>
8:30am – 9am	<b>Live Demo on Quizzes and Exam (MyTC)</b> <i>Ashley Thompson, Project Coordinator, Toronto Centre</i>
9am	<b>End of day</b>

# Supervising Financial Conglomerates Program - Agenda

## Day 1, Monday, July 7, 2025

6am – 6:30am	<p><b>Welcome and Context for Change</b></p> <p><i>Lay Geok Yeo, Program Director, Toronto Centre</i></p> <p>This session welcomes our participants and introduces our program leaders, with a group photograph of all participants and TC program team. This is followed by the <b>Context for Change</b> segment:</p> <ul style="list-style-type: none"><li>• Navigating uncertainties as a supervisor, including supervising financial conglomerates</li><li>• Climate change, food insecurity and supervisory Implications</li><li>• Gender-aware supervision</li></ul>
6:30am – 7:40am	<p><b>Session 1: Overview of Supervising Financial Conglomerates</b></p> <p><i>Paul Wright, Program Leader, Toronto Centre</i></p> <p>This session provides an overview of how financial conglomerates are organized and the following:</p> <ul style="list-style-type: none"><li>• Organization of firms cross-sector and cross-border</li><li>• Risks and challenges in different conglomerate structures</li><li>• Supervisory powers and home-host supervisory coordination</li></ul>
7:40am – 7:55am	<b>Break</b>
7:55am – 9:30am	<p><b>Session 2: Cross-sector Supervision</b></p> <p><i>Ian Tower, Program Leader, Toronto Centre</i></p> <p>This session discusses the risks arising out of cross-sector organizational structures and supervisory approaches, and the following:</p> <ul style="list-style-type: none"><li>• Organizing the structure, leadership and supervision framework</li></ul>

## Supervising Financial Conglomerates Program - Agenda

Day 1, Monday, July 7, 2025	
	<ul style="list-style-type: none"><li>• The need for coordinated supervision between sector supervisors</li></ul>
9:30am – 9:45am	<b>Break</b>
9:45am – 10:45am	<b>Session 3: Group Exercise (FinanceGroup) – Cross-sector Supervision</b> <i>Paul Wright, Program Leader, Toronto Centre</i> Participants take part in a group exercise with the case study on FinanceGroup, focusing on cross-sector supervision.
10:45am – 11am	<b>End of Day Evaluation and Release of Quiz Questions</b>

## Supervising Financial Conglomerates Program - Agenda

Day 2, Tuesday, July 8, 2025	
6:00am – 6:15am	<b>Ideas I will Use</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i>
6:15am – 7:30am	<b>Session 4: Cross-border Supervision</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>This session discusses the objectives of group-wide consolidated supervision involving cross-border structures, how firms organize themselves, and the following:</p> <ul style="list-style-type: none"> <li>• Risks/Implications for different organizational structures in operating cross-border and cross-sector</li> <li>• Risks and issues arising out of cross-border and cross-sector operations</li> </ul>
7:30am – 7:45am	<b>Break</b>
7:45am – 8:15am	<b>Session 4 (cont'd): Cross-border Supervision</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>This session continues with the following:</p> <ul style="list-style-type: none"> <li>• Importance of home-host supervisory coordination, supervisory colleges and crisis preparation</li> <li>• The availability and limitations of supervisory intervention powers in a cross-border context</li> </ul>
8:15am – 9am	<b>Session 5: Group Exercise (FinanceGroup) – Cross-border Supervision</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>Participants take part in a group exercise with the case study on FinanceGroup, focusing on cross-border supervision.</p>

## Supervising Financial Conglomerates Program - Agenda

Day 2, Tuesday, July 8, 2025	
9am – 9:15am	<b>Break</b>
9:15am – 10:45am	<b>Session 6: Financial Conglomerate Failure – Barings Bank Case Study</b> <i>Ian Tower, Program Leader, Toronto Centre</i> Participants take part in a group exercise with the financial conglomerate failure case, focusing on the supervisory issues relating to the financial conglomerate.
10:45am – 11am	<b>End of Day Evaluation and Release of Quiz Questions</b>



## Supervising Financial Conglomerates Program - Agenda

Day 3, Wednesday, July 9, 2025	
6am – 6:15am	<b>Ideas I will Use</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i>
6:15am – 7:30am	<b>Session 7: Supervisory Considerations in Dealing with Unregulated, Under-regulated or Differently Regulated Activities in a Financial Conglomerate</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>This session will focus on the following:</p> <ul style="list-style-type: none"> <li>• Risk implications of ‘dark corners’</li> <li>• ‘Step-in’ risk</li> <li>• Regulatory considerations to implement anti-commingling and other measures</li> </ul>
7:30am – 7:45am	<b>Break</b>
7:45am – 8:15am	<b>Session 8: Group Exercise (FinanceGroup) – dealing with unregulated/ under-regulated activities</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>Participants take part in a group exercise with the case study on FinanceGroup, focusing on unregulated/under-regulated activities.</p>
8:15am – 9am	<b>Session 9: Case Study – insurance related conglomerate (“Mega Life”)</b> <i>Ian Tower, Program Leader, Toronto Centre</i> <p>Participants take part in a group exercise with an insurance related conglomerate case study.</p>

# Supervising Financial Conglomerates Program - Agenda

Day 3, Wednesday, July 9, 2025	
9am – 9:15am	<b>Break</b>
9:15am – 10:45am	<b>Session 9 (cont’d): Case Study - insurance related conglomerate (“Mega Life”)</b> <i>Ian Tower, Program Leader, Toronto Centre</i> This session continues.
10:45am – 11am	<b>End of Day Evaluation and Release of Quiz Questions</b>

## Supervising Financial Conglomerates Program - Agenda

Day 4, Thursday, July 10, 2025	
6am – 6:15am	<b>Ideas I will Use</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i>
6:15am – 7:30am	<b>Session 10: Supervisory Intervention for Financial Conglomerate</b> <i>Paul Wright, Program Leader, Toronto Centre</i> <p>This session will focus on the importance of supervisory intervention aimed at mitigating risk, including the following:</p> <ul style="list-style-type: none"> <li>• “Principles” of intervention which are applicable to the supervision of all entities</li> <li>• The application of the principles specifically in the context of cross-sector and cross-border groups</li> </ul>
7:30am – 7:45am	<b>Break</b>
7:45am – 9am	<b>Session 11: Information Sharing and Home-Host Engagements in Supervising Financial Conglomerates</b> <i>Ian Tower, Program Leader, Toronto Centre</i> <ul style="list-style-type: none"> <li>• This session will focus on information sharing for effective supervision of a financial conglomerate and types of conglomerates that impact home-host regulatory engagement, including the following: <ul style="list-style-type: none"> <li>○ Addressing confidentiality arrangements and disparities in reporting requirements or standards cross-border</li> <li>○ Supervisory colleges which include discussions on recovery and resolution plans, home-host coordination in planning for crisis situations</li> </ul> </li> </ul>
9am – 9:15am	<b>Break</b>

# Supervising Financial Conglomerates Program - Agenda

Day 4, Thursday, July 10, 2025	
9:15am – 10:50am	<b>Session 12: Role Play – Supervisory College for FinanceGroup case</b> <i>Ian Tower, Program Leader, Toronto Centre</i> This session will focus on running a supervisory college with FinanceGroup case study.
10:50am – 11am	<b>End of Day Evaluation and Release of Quiz Questions</b>

## Supervising Financial Conglomerates Program - Agenda

Day 5, Friday, July 11, 2025	
6am – 6:30am	<b>Ideas I will Use</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i>
6:30am-7:15am	<b>CFS Exam Part I: MCQs</b> <i>Program Team, Toronto Centre</i> MCQs on topics covered in this program
7:15am – 7:30am	<b>Break</b>
7:30am – 9am	<b>CFS Exam Part II: Mini-Case Study – Section A</b> <i>Program Team, Toronto Centre</i>
9am – 9:15am	<b>Break</b>
9:15am – 10:45am	<b>CFS Exam Part III: Mini-Case Study – Section B</b> <i>Program Team, Toronto Centre</i>
10:45am – 10:55am	<b>Closing Ceremony</b> <i>Lay Geok Yeo, Program Director, Toronto Centre</i> Final evaluation and presentation of certificates
10:55am – 11am	<b>End of Program Evaluation</b>