ARIANE CHAPELLE PhD

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PROFILE

PhD in Economics and former holder of the **Chair of International Finance at the University of Brussels**. Active in operational risk management since 2000, has worked with ING Group and Lloyds Banking Group. **Associate Professor** (Honorary Reader) **at University College London** for the course 'Operational Risk Measurement in the Financial Services', Fellow of the Institute of Operational Risk and **trainer for the Pofessional Risk Managers' International Association** (PRMIA) - designed the Certificate of Learning and Practice in Advanced Operational Risk Management.
Member of the editorial board of the Journal of Operational Risk, columnist for Risk magazine and **author of 3 books published between 2005 and 2018**. Since 2006, running her own training and consulting practice in risk management. The FCA, PRA and Bank of England have appointed **Chapelle Consulting** on the **"Skilled Person panel"** in operational risk for the period 2017-2021 (12 firms selected for the UK for a period of 5 years). Clients include training organisations and universities, Tier 1 financial organisations and international organisations including the World Bank, the IMF and ESM.

CAREER SUMMARY

2013 – ongoing **UNIVERSITY COLLEGE LONDON** – **Honorary Reader**
Course: "Operational Risk Measurement for Financial Institutions", in the Master of Financial Risk Management, Department of Computer Science.

2006 – ongoing **CHAPELLE CONSULTING LTD** – **Founder and Managing Director** – London, Hong-Kong
Training and Advisory practice in Risk Management. Activities: Executive education and corporate training in Finance and Risk Management; Advisory services in operational risk and enterprise risk management, internal audit. Website: **www.chapelleconsulting.com.**

Related Achievements

- ERM and ORM Framework revisions and upgrade
- Conduct and Culture transformation and measurement programme
- ICAAP and ILAAP reports for a UK Clients
- Created risk register and risk taxonomy for highly secure organisations
- Helped top-tier organisations to articulate actionable risk appetite statements and related Key Risks Indicators
- Board training in operational risk and conduc
- Design and deliver multiple tailored operational risk training programmes for international firms
- Assisted top tier financial institutions in the methodology and selection of preventive Key Risk Indicators

Current and former clients : International Monetary Fund (Advisor to the CRO), ESM (European Stability Mechanism), SWIFT, Ethias, AXA Bank Europe, Argenta, Bank of Valetta, JP Morgan, Aviva, CME Group, Capital One UK, Gain Capital UK, ABN Amro, BNP Paribas, Irish Life, PRMIA, Institute of Risk Management, Solvay Brussels School of Economics, London Business School, First Finance, Euromoney, Risk.net, Dexia, ING, Solicitors Regulation Authority, National Health Services (NHS), FCA, Bank of England, World Bank.

Previous International Activities

2011 Training services in Operational Risk Management and Finance for large financial institutions in Hong Kong and Tokyo. Focus on operational risk and fraud in financial markets activities.

2006 – 2010 Training and consulting services in Risk Management and Finance. Clients located in the UK, US, France, Belgium, Italy and Abu Dhabi. Training and advisory topics include: operational risk, fraud risk, scenario analysis, macroeconomics, asset management, private banking, private equity, corporate finance, credit risk and economic capital.

2009 – 2010 **LLOYDS BANKING GROUP** – **Head of Insight and Framework** – London
Deputy to the Framework and Insight Director within Group Operational Risk.

2007 – 2010 **LONDON BUSINESS SCHOOL** – **Class tutor in Finance**

Masters in Finance and Corporate Finance Evening Programmes. Running of practice sessions in Corporate Financing, Risk Management, Corporate Finance and Valuation.

2003 – 2007 **SOLVAY BRUSSELS SCHOOL of ECONOMICS** – Belgium

Associate Professor of Finance

Chair of International Finance. Courses taught: Microeconomics (Bachelor), Investments (Master), International Finance (Master), Risk Management (Executive Education), Research Seminar in Management Sciences (PhD Programme).

Founder & Academic Director

Created in 2003 and managed for 4 years the Executive Master in Finance Graduating programme (EMF) for Solvay Business School: 240 hours of teaching, 7 faculty members, examinations, additional tutorial modules, conferences; Non-subsidised, privately run programme profitable since the start. Still in existence and successful.

Chairman of the Academic Jury

Master Degree in Management Sciences. Decision maker for all jury related and student related issues for about 600 students. Coordinated a major programme reform to turn the 5-year degree into a Bachelor and Master programme, ECTS credit, aligned with European standards. Over 50 faculty members involved, plus assistant staff.

1999 – 2003 **ING GROUP** – Brussels, Belgium

Head of Operational Risk

Responsible for establishing the operational risk management team, framework, database and methodology for ING Belgium, France, Spain, Luxemburg and Switzerland. Direct report to the General Director of Risk Management.

Credit Risk Manager / RAROC

Responsible for RAROC and economic capital calculations and for its quarterly presentation to the Executive Board. Direct report to the Director of Credit Risk Management.

Internal Audit Coordinator

Organising and supervising the audit calendar. Auditing every activity of the credit risk management department, asset management department and the financial markets. Direct report to the General Auditor.

1994 – 1999 **UNIVERSITY OF BRUSSELS** – **PhD in Economics and Teaching Assistant** – Belgium

FRFC PhD research grant for the dissertation: "Essays on the Economics of Banking and Corporate Governance", Magna Cum Maxima Laude. Dir: Prof: M. Dewatripont

1993 – 1994 **ANDERSEN CONSULTING** – **Staff Consultant** – Brussels, Belgium

EDUCATION

1999 **PhD IN ECONOMICS** (Highest honors) – Université de Bruxelles

1996 **MASTER IN ECONOMETRICS** (Highest honors) – Université de Bruxelles

1993 **MASTER IN MANAGEMENT SCIENCE** (High honors) – Université de Bruxelles

CONTINUE 2001 **Certified Internal Auditor (CIA)** – Institute of Internal Auditors
2018 **Certified third party risk manager** (CTPRM) – Shared Assessment

PERSONAL INFORMATION

Marital Status Married, three children
Nationality Belgian
Languages French (native), English (fluent) , Dutch (passive)
Interests Running, Skiing, Hiking, Children's education, Children's charity work, French literature

PUBLICATIONS

Books

- ***Operational Risk Management: best practices for the financial services industry***, John Wiley & Sons, December 2018.
- ***Reflections on Operational Risk Management***, Risk Books, 2017.
- ***Le risque opérationnel : Implications de l'Accord de Bâle pour le secteur financier*** *(Operational Risk: Implications of the Basel Accord for the financial sector)*, jointly with G. Hübner and J.P. Peters, Editions Larcier, Cahiers Financiers, 2005.

Articles (Selection)

- "Opening discussion on banking sector risk exposures and vulnerabilities from Virtual currencies: An Operational Risk perspective", with G.Peters & S.Panayi, *Journal of Banking Regulation*, Sept. 2015, 1-34.
- "Trends in cryptocurrencies and blockchain technologies: a monetary theory and regulation perspective", with G. Peters & S. Panayi, *Journal of Economic Perspectives*, Dec 2015, vol. 3, issue 3,
- Columnist for *Operational Risk*, since 2014: topics: Conduct Risk, People Risk, Scenarios, Reputation, KRIs, Framework, Business Value of Risk Management, Regulatory Expectations
- "Building an Invisible Framework for Risk Management", with M. Sicsic, *Operational Risk*, June 2014.
- "The Importance of Preventive KRIs", *Operational Risk*, April 2013.
- "How to Manage Incentives", *The Risk Universe* Magazine, September 2012.
- "The path to rogue trading", *Operational Risk*, March 2012.
- "Practical Methods for Measuring and Managing Operational Risk in the Financial Sector: A Clinical Study" with Y. Crama, G. Hübner and J.-P. Peters, *Journal of Banking and Finance*, vol. 32, issue 6, 2008.