

29th IAA SYMPOSIUM ON SPACE POLICY, REGULATIONS AND ECONOMICS (E3)  
Enterprise Risk Management (6)

Author: Mr. Vincent LEROY  
France

ERM 2.0 : FROM COMPLIANCE TO OPERATIONAL DIMENSION

**Abstract**

Uncertainty and risk are inherent in everything we do and we therefore have to manage risks and opportunities continuously. An ERM system has a key role to play to make the business robust, support operational decision making, improve the business results and reduce the exposure level. Airbus Group central ERM has been boosted with an ERM COC (Centre of Competence) throughout the Divisions. Beside the compliance dimension (vs Dutch Code) carefully looked at, the operational dimension has strongly been emphasized with the presence on board the CoC of more engineers, with strong field experience, coming from various horizons (Programmes, Engineering,...) : • safeguard the compliance • priority to the operational dimension • strong proximity to the business • constructive challenge of programs and functions • push for early risk reduction and much more opportunities • risk deep dives • harmonization and standardization of risk management practices throughout the Group • Development of a strong network in the Group, linking the various communities for best practices sharing • Promotion of an anticipation culture throughout the Group Active participation to Risk Reviews, aircraft development maturity gates and a push for early risk reduction (beyond 18 months) as well as robust mitigation actions are key ; early warnings are generated. Cross risk reviews between the Divisions is now common practice allowing cross challenge and cross fertilization across the Group. ERM watchtowers are in place in each Division with a strong interest from the Top Management. Control Rooms based on Visual Management principles, acting as cornerstones, are fully operational. The key axes of the roadmap to further develop ERM will be presented.