

Roles and Responsibilities of CXOs

Background & Objective

To define roles and responsibilities for risk management activities for various CXOs in accordance with SEBI Risk Management Framework circular dated 27th September 2021.

Roles and responsibilities

1. Chief Executive Officer (CEO)

- Monitor and manage risk at both AMC and Scheme level
- Review the outcomes of risk management function on a monthly basis.
- Approve roles and responsibility including KRA of CIO and other CXO's relating to risk management
- Define risk appetite at AMC and scheme level and place these at the risk committees for approvals.
- Define risk metric for
 - CIO and Fund Managers
 - Chief Compliance Officer (CCO), Chief Operating Officer (COO), Chief Business Officer (CBO), Chief Human Resource Officer (CHRO).
- Review risks events across different functions and approve corrective / recommended actions highlighted by the CIO and other CXOs
- Review identified fraud incidents, loss and near miss incidents along with corrective action plans and report to the risk committee
- Report and escalate corrective actions on major findings to the Board of AMC and Trustee.
- Ensure adherence to the risk management framework of SEBI.

2. Chief Risk Officer

- Ensure all risk related policies are defined, reviewed, and updated periodically and placed at the relevant risk management committee for approval.
- Responsible for implementation and governance of Risk Management Framework across the Asset Management Company and Mutual Fund Schemes
- Responsible for overall risk management related activities of the AMC and Mutual Fund Schemes
- Establishing an organization wide risk conscious culture-
- Formulate and implement structured reporting process for risk monitoring and reporting to CEO, Risk Committees and Board of AMC and Trustee
- Monitor and ensure adherence and compliance to RMF across AMC and Mutual Fund Operations.
- Perform periodic review and update the RMF defined by the AMC and place the same to the Risk Management Committee ("RMC") for approval.
- Formulate and recommend changes to roles and responsibilities including KRAs relating to risk management activities and place these at the RMCs for approval.
- Periodically review the Delegation of Power covering the following:
 - Daily risk management
 - Daily risk reporting
 - Corrective actions at the level of Fund manager, CIO and CEO
- Review and suggest changes to the risk appetite and risk metrics for AMC and scheme as defined by the CEO
- Ensure formulation and implementation of adequate mechanism for –
 - Generating early warning signals;
 - Conducting stress testing for investment, credit and liquidity risks basis approved parameters;

- Measurement and review of AMC and scheme specific risks including Risk and Control Self-Assessment (RCSA) and the person responsible to monitor the risks;
- Assess liquidity risk at a scheme level
- Formulation of Incident/ Error/ Fraud Risk Registers and Incident/Error/Frauds response plan /Strategies
- Escalation matrix for reporting and resolution of incidents (loss, near miss, fraud etc.)
- Adequate framework to detect and prevent security market violation, frauds and malpractices by the AMC and reporting framework on the same to the Executive Risk Management Committee and Board Trustee.
- Review and report the following to the ERM and Board Risk Committee of AMC and Trustee –
 - Risk reports and dashboards capturing deviations to risk thresholds, risk appetite across AMC and Scheme
 - Results of monitoring of early warning signals by respective functions
 - Result of stress testing based on defined parameters for investment, credit and liquidity risks, etc.
 - Internal and external fraud incidents reported / identified by CXOs including evaluation of fraud risk scenarios
 - Near miss and loss incidents identified and reported by the respective departments
 - Major findings and corrective actions prepared by the CXOs
 - Monitor delays in implementation of corrective actions by CXOs
 - Monitor control breaches as a result of periodic RCSA review and mitigating actions put in place by the management and risk function.
- Independently assess reporting of risks to various committees and CEO.
- Report outcomes of the risk management function to the management atleast once a month.
- Identify, assess and estimate emerging risks
- Report existing and emerging risks associated with the MF and AMC activities in a structured manner to the Board Risk Management Committee of the AMC and Trustee

3. Chief Investment Officer (CIO)

- Ensure adherence to risk management guidelines and risk appetite framework for schemes;
- Ensure daily management of risk and necessary reporting relating to Investment risk of all scheme(s) such as market Risk, liquidity Risk, credit risk etc. and other scheme specific risks (Compliance Risk, Fraud Risk, etc.)
- Review and provide recommendations for changes to the Investment and other policies such as credit risk policy, liquidity risk policy and governance risk policy and place it with Board for approval.
- Ensure investment policies are aligned to the investment objectives as documented in the Scheme Information Document (“SID”)
- Formulate, review and implement a framework for -
 - Updation / modification in the equity or debt investment universe
 - Updation in internal investment limits;
 - Provide relevant information to CRO regarding the risk reports
 - Review portfolio concentration and take necessary actions to make adjustments to the portfolio holding
 - Monitoring risk appetite within the potential risk class (PRC) of the respective schemes
 - Assessment of the governance risk of the issuer
 - Assessing and monitoring risks of investing in multiple markets
 - Ensuring that schemes are managed in line with regulatory requirements
- Manage and monitor investment risks by conducting –
 - Redemption analysis
 - Investor concentration analysis

- Distributor concentration analysis
- Ensure adherence to the “Stewardship Code” and other regulatory updates prescribed by SEBI for mutual funds
- Calculate overall risk by taking in to account the weighted average of -
 - The risk-o-meter and
 - The events of defaults.
- Ensure periodic reviews and monitoring the following –
 - Activities performed by fund managers with respect to risks identification, risk management, reporting and corrective actions.
 - Review and approve the changes to the risk appetite within the potential risk class of the respective schemes
 - Exceptions / breaches to the Investment limits and identify and implement corrective actions.
 - Investment risk for new products
 - Ensure adequate due diligence are conducted and documented during inter-scheme transfers
- Monitor exceptions identified on review of the regular risk management activities
- Review adequacy of disclosures made to the investors regarding significant risks such as liquidity, counterparty and credit (quality of investments made mainly debt based on the credit rating), investment, and other risk areas across all schemes.
- Ensure disclosures made to clients are consistent with investments and holdings
- Ensure that fund managers and dealers comply with Code of Conduct as per Schedule V B of Mutual Fund Regulations.
- Report the key risk identified and corrective actions taken to the CEO and CRO.
- Define the responsibilities of the Fund Managers.

4. Fund Manager (FM)

- Manage investment risk of managed scheme(s). i.e., market risk, liquidity risk, credit risk and other scheme specific risks within approved limits
- Ensure adherence to Risk Management framework, SID, internal & Regulatory limits.
- Ensure adherence of applicable provisions of Mutual Funds Regulations including Code of Conduct per Schedule V B.
- Adhere to the risk appetite framework of the scheme managed by the Fund Manager.
- Suggest / provide inputs on changes required to risk appetite to the CIO
- Recommend reduction/ change in the risk level of the schemes within the Potential Risk Class (PRC) to the CIO.
- Report identified risk, risk related events and corrective actions plans to the CIO
- Measure risks in accordance with the approved internal policy and risk metric.
- Periodic analysis of bulk trades and block deals of large values.
- Analysis and evaluation of ratings received from multiple credit rating agencies for securities across portfolios and take necessary actions
- Ensure disclosures made to clients are consistent with investments and holdings
- Manage and monitor investments in schemes by conducting –
 - Quantitative risk analysis using metrics such as VaR, Sharpe Ratio, Treynor Ratio, Information Ratio, etc.
 - analysis of concentration limits (counterparty wise, group wise, industry or sector wise, geography wise)
- Perform due diligence at the time of buying securities through inter-scheme transfers.

5. Chief Business Officer

- Responsible for the governance of business risks including distribution risks.
- Provide inputs to CRO to define risk threshold and risk appetite
- Define and delegate roles to the key personnel within the distribution / sales function for identifying and reporting risks
- Provide relevant information to CRO regarding the risk reports
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents

Ensure escalation of such incidents as per the escalation matrix approved by CRO.

- Review the risk level for the functional risk is in accordance to the approved risk threshold and risk metric.
- Ensure adherence with the DoP framework
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure adherence to the SEBI risk management framework
- Monitor the distribution channels and miss-selling incidents reported such as –
 - Number of mis-selling incidents
 - Negative comments in the inspection report relating to distribution
- Exceptions reported by Sales & Marketing basis reviews done for distributors.

6. Chief Compliance Officer ('CCO')

- Responsible for the governance of compliance risks.
- Formulate and implement policies with the domain of compliance function such as Policy on Prohibition of Insider Trading, Compliance Manual, Conflicts of Interest Policy, Corporate Governance Policy etc. in accordance with SEBI risk management framework and approved by the Board of AMC and Trustee;
- Review and suggest changes in the policies and obtain approval from Board of AMC and Trustee
- Ensure identification and communication of regulatory updates to the respective functions and CXOs and monitor implementation.
- Provide inputs to CRO to define risk threshold and risk appetite of Compliance
- Define and delegate roles to the key personnel within the compliance function for identifying and reporting risks
- Provide relevant information to CRO regarding monthly / quarterly risk reporting to the Committees
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents

Ensure escalation of such incidents as per the escalation matrix approved by CRO.

- Ensure timely and accurate filing of the regulatory returns / filings
- Review the risk level for the functional risk is in accordance with the approved risk threshold and risk metric
- Ensure adherence with the DoP framework
- Formulate, review and update the RCSA for key Compliance risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure adherence to the SEBI risk management framework
- Ensure timely submission of regulatory reports to the Regulator and Board of AMC and Trustee as prescribed by the SEBI Mutual Funds Regulations.
- Monitor the following scheme related disclosures -
 - Disclosure of credit (quality of investments made mainly debt based on the credit rating), counterparty, investment and other risks associated with the scheme to the investors
 - Scheme's risk profile is stated in all communications with investors including in the SID and marketing materials
 - Incorporate any other elements of risk appetite as may be stipulated by AMCs and Trustees in SID.
- Implement process for prevention or detection of possible insider trading at the personnel or portfolio levels
- Implement process for performing compliance check of AMC's marketing materials (collateral, brochures etc.), website uploads, digital advertising, and performance advertising etc. before its usage.

7. Head - Operations

(Relating to activities such as Cash Management, Fund Administration, Custody Operations, Banking and Investment Support for Samco Mutual Fund schemes)

- Responsible for the governance of operational risks.
- Formulate and implement policy for mutual fund accounting and obtain approval from the Board of AMC
Provide inputs to CRO to define risk threshold and risk appetite
- Define and delegate roles to the key personnel within the operations function for identifying and reporting risks
- Provide relevant information to CRO regarding the risk reports
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents
 Ensure escalation of such incidents as per the escalation matrix approved by CRO.
- Perform adequate due diligence of outsourced vendors prior to onboarding
- Ensure periodic assessment of outsourced vendors considering following elements:
 - Review of vendors' people, systems and processes
 - Documentation and communication of error tolerance and code of conduct and monitoring breaches
 - Monitor fraud vulnerabilities in the outsourced process

- Monitor outliers findings identified during periodic assessment of outsourced vendors and recommend and monitor implementation
- Ensure implementation of an integrated investment management system across front office, mid office and back office.
- Ensure risk level are in accordance to the approved risk threshold and risk metric.
- Ensure adherence with the DoP framework
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure adherence to the SEBI risk management framework

8. Chief Financial Officer ('CFO')

- Responsible for the governance of financial accounting and reporting risks.
- Perform periodic review and suggest changes in the policies and obtain approval from Board of AMC
- Provide inputs to CRO to define risk threshold and risk appetite
- Define and delegate roles to the key personnel within the finance / accounting function for identifying and reporting risks
- Provide relevant information to CRO regarding the risk reports
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents
- Ensure escalation of such incidents as per the escalation matrix approved by CRO.
- Perform adequate due diligence of outsourced vendors prior to onboarding
- Ensure adequate segregation of duties within the finance function for accounting related activities for scheme and AMC
- Review the risk level are in accordance with the approved risk threshold and risk metric.
- Ensure adherence with the DoP framework
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure adherence to the SEBI risk management framework
- Ensure periodic assessment of outsourced vendors considering following elements:
 - Review of vendors' people, systems and processes
 - Documentation and communication of error tolerance and code of conduct and monitoring breaches
 - Monitor fraud vulnerabilities in the outsourced process

9. Chief Human Resource Officer ('CHRO')

- Responsible for the governance of Human Resource risks
- Formulate and implement Human Resources and remuneration policy covering the following and obtain approval from the Board of AMC

- Recruiting staff with appropriate experience, skill levels, and degree of expertise to undertake specialized business operations., in particular, those relating to risk management
- Employing screening procedures, including background checks, for job applicants, particularly for key positions.
- Creation of policies for recruiting, retaining and remunerating staff, especially for key personnel.
- Evaluation of the candidate's capability and experience to manage the risks associated with the concerned role is should be a key element of the recruitment process.
- Adequate back-ups for key people are present.
- Review and suggest changes in the policies and obtain approval from Board of AMC
- Provide inputs to CRO to define risk threshold and risk appetite
- Define and delegate roles to the key personnel within the human resource function for identifying and reporting risks
- Provide relevant information to CRO regarding the risk reports
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents

Ensure escalation of such incidents as per the escalation matrix approved by CRO.

- Review the risk level for the functional risk is in accordance to the approved risk threshold and risk metric.
- Ensure adherence with the DoP framework
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure a well-defined succession planning process for KMP and other key positions in the AMC
- Adequate backup and succession plan for key positions and key people are present at all times to ensure that at no point of time the AMC is deprived of the services of any Key Managerial Person (KMP).
- Establishing practices pertaining to hiring, orientation and training in order to send messages to employees regarding the organization's expected standards on integrity, ethical behavior, competence and risk management.
- Ensure adherence to the SEBI risk management framework
- Ensure that risk related KRAs are defined for CXOs and one level below CXO as required by the SEBI RMF

10. Cyber Security Officer (CSO)

- Responsible for the governance of Technology, Information Security and Cyber Risk
- Adherence to the guidelines prescribed by SEBI in respect of RMF and relevant principles thereunder including risk identification, risk management, risk reporting (both periodic and escalation of material incident) and corrective actions taken.
- Defining Delegation of Power(DoP)and ensure adherence with DoP framework.
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls. Perform and report outcomes of periodic testing of the RCSA to CRO.

- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO / CEO.
- Provide relevant information to CRO regarding the risk reports.
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents
- Ensure system and processes as elaborated in SEBI vide circulars, SEBI/HO/IMD/DF2/CIR/P/2019/12, SEBI/HO/IMD/DF2/CIR/P/2019/57, SEBI/HO/IMD/DF2/CIR/P/2019/58 dated January 10, 2019, April 11, 2019 on cyber security and cyber resilience framework and audit framework is in place.
- BCP Testing and DR drills.
- Adherence to guidance as provided by Technology Committee of the Board.
- For material outsourcing activities, perform adequate due diligence of outsourced vendors prior to onboarding and ensure periodic assessment is conducted of outsourced vendors in accordance with outsourcing policy

11. Investor Relations Officer (IRO)

- Responsible for the governance of risk relating to Investor Services
- Adherence to the guidelines prescribed by SEBI in respect of RMF and relevant principles thereunder including risk identification, risk management, risk reporting (both periodic and escalation of material incident) and corrective actions taken.
- Defining Delegation of Power (DoP) and ensure adherence with DoP framework
- Define and delegate roles to the key personnel within the human resource function for identifying and reporting risks
- Provide relevant information to CRO regarding the risk reports
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - Early warning signals
 - Emerging risks
 - Major findings
 - Near miss and loss events
 - Fraud incidents
- Ensure escalation of such incidents as per the escalation matrix approved by CRO.
- Review the risk level for the functional risk is in accordance to the approved risk threshold and risk metric.
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO

12. Chief Growth Officer

- Responsible for organisation's reputation risk including responsible for the governance of business risks including distribution risks.

- Ensure corporate marketing, communication, brand strategy internal and all materials for internal & external stakeholders are in compliance with the regulatory requirements
- For the relevant functional risks, identify, analyze and report the following to the CRO and CEO along with recommended action plan for:
 - o Early warning signals
 - o Emerging risks
 - o Major findings
 - o Near miss and loss events
 - o Fraud incidentsEnsure escalation of such incidents as per the escalation matrix approved by CRO
- Provide inputs to CRO to define risk threshold and risk appetite
- Identify, analyze and report to the CRO and CEO along with recommended action plan for early warning signals, emerging risks, major findings, near miss and loss events and fraud incidents.
- Ensure adherence with the DoP framework
- Review the risk level for the functional risk is in accordance with the approved risk threshold and risk metric.
- Formulate, review and periodically provide inputs to update the RCSA for key risks and controls
- Perform and report outcomes of periodic testing of the RCSA to CRO
- Identify and implement corrective actions / recommend action plans for deviations in the controls and present to CRO/ CEO
- Ensure adherence to the SEBI risk management framework