AUDIT AND RISK COMMITTEE FORUM
SYDNEY / MONDAY 24 JULY 2017

Register prior to 2 June to receive the AUD$100 discount
ic.globaliia.org/arc-forum
**Forum Fees**

| **AUD$800**  |
| Early Rate (before 2 June) |

| **AUD$900**  |
| Standard Rate (after 2 June) |

*CAEs who have registered for the International Conference are welcome to attend the ARC Forum with their Committee Member at no extra charge. CAEs who are not registrants of the International Conference will be charged applicable registration fees. Please note that CAEs can only attend the ARC Forum in conjunction with their Committee Member.*
The Audit and Risk Committee (ARC) Forum is specially designed for ARC members to address strategic issues that are shaping the operating environment of organisations today and to gain insights to effectively manage the associated risks of business.

During The IIA’s 2017 International Conference, we are conducting an Audit and Risk Committee Forum designed to run alongside the International Conference program giving participants the opportunity to attend keynote sessions delivered by internally renowned speakers and then move into separate breakout rooms for private presentations and discussions.

The event gives Audit and Risk Committee members the opportunity to gain insights into emerging risk and governance issues and to provide a facilitated forum to discuss key issues among peers.

**Key Benefits of Attending**

- Be part of a unique opportunity to gather and exchange knowledge with peers.
- Hear what’s on the mind of leading company directors as organisations address risk in today’s business landscape.
- Gain an understanding of expectations from audit committees.
- Address, discuss, and discover solutions on the day-to-day challenges of the ARC and find out what really makes a good committee.
- Hear from the front line about the current and future cyber threat that will face all organisations.
- Grow your professional networks and contacts to support your role as an ARC member.
- Eligible for 7.6 CPE hours.

**Register Today!**

**Early Registration (by 2 June)**
**AUD$800** includes GST

**Standard Registration (after 2 June)**
**AUD$900** includes GST
# Program Overview

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>7:00 – 8:00 a.m.</td>
<td>Registration / Networking Breakfast</td>
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<tr>
<td>8:00 – 9:40 a.m.</td>
<td>Keynote Session (as part of International Conference Program)</td>
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<td><strong>The Future Is Already Here. So What About Tomorrow?</strong></td>
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<td>Every business is now in the business of digital and technology. The technology revolution has already happened, and the game has changed forever. Our ability to keep up with the speed of change is now the biggest challenge and poses the biggest threat for any business around the world. How will you keep up with this new era of volatility, and ensure you are maintaining relevance into the future for your customers?</td>
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<td>In this session, participants will:</td>
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<td>▪ Learn about new and associated risks from changes occurring from the speed of change.</td>
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<td>▪ Identify emerging trends in digital and what the future may hold.</td>
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<td>▪ Discuss the impact of disruptive technology on human behaviour.</td>
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<td>▪ Explore how individuals and organisations can prepare for, embrace, and manage risk in the future business environment.</td>
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<td>9:40 – 10:20 a.m.</td>
<td>Morning Tea</td>
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<td>10:20 – 11:15 a.m.</td>
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<td><strong>Responding to Innovation and Disruption: Addressing Challenges and Opportunities for Success</strong></td>
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<td>Disruption and innovation can be said to be a business norm in today’s environment. Even though most organisations have this on their radar, the underlying challenge lies with the organisational capability to effectively manage the associated risk and making the most of opportunities that arise from disruption and innovation. This session will provide insights from an organisation that has embraced innovation and disruption. Key points to be discussed include:</td>
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<td>▪ Defining innovation and disruption risk – Can it be seen and does it fit in your risk framework?</td>
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<td>▪ Is innovation and disruption the new black swan or the business norm?</td>
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<td>▪ Balancing risk and opportunity in a disruptive environment.</td>
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<td>▪ What do boards and audit committees need to be looking for when assessing innovation and disruption risk?</td>
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<td>▪ Expectations of the risk and audit functions to identify, rate, measure, and react to potential disruptive forces.</td>
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<td>▪ Practical steps in addressing innovation and disruption risk and making the most of change.</td>
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Cybersecurity: Why It Is Front of Mind for Boards and Audit Committees

Addressing cybersecurity risk is a key priority for boards and audit committees across the globe due to the nature of the speed and impact of this risk when it strikes an organisation.

This session will provide insights from Australia’s Special Adviser to the Prime Minister on Cyber Security on how an organisation (or nation) should be preparing and protecting itself from cyber risk. Key points to be discussed include:

- Understanding and defining the critical cybersecurity risks.
- Where organisations stand in relation to cyber risk readiness.
- Formulating and defining appropriate responses to cyber risk.
- Gaining assurance from the audit, risk, and other assurance functions over cybersecurity.
- Critical areas of focus that should be on the agenda for all board and audit committees.
Assessing Organisational Culture: The Role of the Board, Audit and Risk Committee, and Internal Audit

Culture ultimately drives all outcomes from an organisation but it continues to be one of the most challenging things to define and measure. This panel discussion will provide food for thought on this most interesting topic as it becomes a key area of focus for regulators (and media) around the world. Critical questions to be addressed in the discussion include:

- Who determines culture?
- Who is responsible for culture?
- What are the key elements of strong organisational culture?
- What are the board and audit committee looking for in terms of indicators of culture?
- How can internal audit assist in providing meaningful feedback on culture?
- War stories – Examples of good and bad culture at work and why these examples arose.

Panel Members:

Brian Long
Independent Non-executive Director, Brambles Limited, Cantarella Bros Pty Ltd and Commonwealth Bank

Naohiro Mouri
Executive Officer, Chief, AIG

Carol Holley
Chair of Audit and Risk Management Committees in NSW Government, Department of Finance, Services and Innovation, Property and Housing Group; NSW Parliamentary Services; and Service NSW

Gary Anderson
CIA, CRMA, Managing Director, Asia Pacific, Protiviti

Facilitator:

Afternoon Tea
Setting the Risk Appetite

To be and stay in business, all organisations must take risks to achieve their goals. Organisations are faced with getting the balance right between taking too much risk or not enough risk, both of which can have severe adverse effects. To get this balance right, organisations must have clear, defined risk appetite statements to assist with clarity of decision making.

Setting and articulating the risk appetite can be challenging and even more so to implement across the organisation. This session will explore the process of setting the risk appetite, focusing on:

- How to engage organisations about the importance of setting risk appetite.
- How risk appetite statements are formulated (what to do, what not to do).
- What needs to be quantitative and what is qualitative?
- How it fits into the organisational framework (e.g., strategy, risk management, delegations, finance, HR, operations).
- The role of internal audit in monitoring whether the business is operating within the risk appetite (and where the level of risk taken is too low).
- How to balance risk appetite with investment (i.e., is appetite backed up with organisational training, policy, and processes that support people operating within the risk appetite?).
- Setting plans and discussing scenarios to deal with the hopefully hypothetical breach of risk appetite.

Keynote Session (as part of International Conference Program)

Bend It Like FIFA!

In one of the greatest scandals in sporting history, FIFA were caught offside with a professional foul that exposed corruption on a grand scale within this sporting body’s governing elite. Jonathan Calvert from The Sunday Times (UK) burst the bubble on FIFA and in this session, he will tell the story of how such grand corruption can escape the normal checks and balances we rely on. Calvert will share his insights on these questions:

- The FIFA governance structure – Was it broken or part of the plan?
- The corruption culture – How was it allowed to occur?
- Calling it out – How was the corruption uncovered?
- Investigating the scandal – What did the investigations team see?
- Risks management and internal controls – Why were they missed?
- Lessons for the future – What can we learn from this?