

# Internal Audit and Corporate Risk Innovation 2010

CPE Certificates Available

November 11<sup>th</sup>-12<sup>th</sup>, 2010 Mövenpick Hotel & Casino Geneva

Hear from an Unrivaled **33 In-House Audit and Corporate Risk Directors**  
Two Dedicated Streams of Presentations to Tailor your Agenda

## Internal Audit Director Speaker Panel

Cees Klumper, Director of Internal Audit GAVI Alliance  
Marco Aspesi, Director of Internal Audit Electronic Arts  
Pierlaurent Barbieri, SVP, Head Group Internal Audit Adecco  
Sebastian Schlender, VP Corporate Audit, Bertelsmann  
Laurent Rosset, Head of Internal Audit EMEA, Eaton  
Rainer Lenz, VP Internal Audit, Actavis  
Mitresh Singh, Director Audit, Emerging Markets, Barclays  
Bruce Vincent, SVP & Head of Audit, InterContinental  
Anders Rupp, Director Audit Europe, CEEMA & AP, Kraft  
Dave Hildebrand, Manager Audit Europe & Africa Accenture  
André Baladi, Founder, Intl Corporate Governance Network  
Karl Prentner, Senior IT Audit Manager, Liberty Global  
Arne Diedrichs, Head of Audit Skania, Skania  
Karine Wegrzynowicz, Audit Director Lafarge  
Nicole Reimer, Director of Internal Audit EMEA IBM  
Rania Bejjani, Head of Group Audit & Risk, COLT Telecom  
Bryon Mendenhall-Bryne, Senior Program Manager HP

## Risk Director Speaker Panel

Frank Fiorille, Director, ERM, Paychex  
Julia Graham, Chief Risk Officer, DLA Piper  
Carl Leeman, Chief Risk Officer, Katoen Natie Group  
Stephane Martin, Group Risk Manager, Syngenta  
Paul Taylor, Director of Risk Assurance, Morgan Crucible  
Kenneth Miger, Group Risk & Insurance Manager, Securitas  
Thomas Link, Head of Risk, Nokia Siemens Networks  
Tamer Saka, Chief Risk Officer, Haci Omer Sabanci  
Peter Harris, Head of Operational Risk, Virgin Media  
Jan Heemskerck, Head of 2OPC / Risk Mitigation, BNPP  
Anders Busk Sørensen, Head of ERM, Willis  
Pedro Zinner, Corporate Risk Director, Vale  
Jorge Luzzi, Director of Risk Management, Pirelli  
Remy Chevalier, VP Corporate Risk, Alcatel-Lucent  
Annette Fiig, Director, Risk Office, Novo Nordisk  
Christian Ulmer, IT Risk Manager, Zurich Insurance

## Unique Features of this Event:

**33** case study presentations from Audit and Risk Directors (all in-house), **Practical Insights and Unbiased information**

**27+** Heads of Audit, ERM or Risk or C-level Executives.  
**Significantly more senior level speakers** than any other audit or risk event

**15+** different countries represented for a **truly global group** of perspectives

**15+** different industries represented for a **variety of audit, governance and risk perspectives** in two unique streams

**5** Advanced Fraud presentations: **Ethics, Emerging Markets, Forensic Investigations, FCPA Audits & IT Forensics**

The **ONLY** event in Europe to provide both a **strong Corporate Risk and Internal Audit Component** in GRC, ERM and Fraud

## Exclusive Corporate Perspectives:

- IBM: **Control Framework Integration**
- Novo Nordisk: **2<sup>nd</sup> Generation ERM**
- Lafarge: **Assurance to Support Business Initiatives**
- Eaton: **Performance Measurement**
- Vale: **Taking a Holistic Approach to Financial Risk**
- Katoen Natie Group: **Managing Supply Chain Risks**
- GAVI Alliance: **Measure Effectiveness of IA departments**
- COLT Telecom: **Cost-Efficient Compliance and Controls**
- Pirelli: **Business Continuity and Crisis Management**
- InterContinental Hotels Group: **Audit Committees**
- Kraft Foods: **Strengthening Enterprise Risk Oversight**
- Electronic Arts: **Continuous Auditing & Monitoring**
- HP: **Governance and Growth in Emerging Markets**
- Sabanci: **Risk Management & ERM in Conglomerates**
- Bertelsmann: **Forensic Examinations and Approaches**
- Adecco: **Developing the Skillsets for Auditors**
- Securitas: **Creating Key Risk Indicators (KRIs)**
- Liberty Global: **Advanced IT Forensics Strategies**
- DLA Piper: **Improving Governance and Compliance**
- Zurich Insurance: **IT Risk Management, Data Privacy**

"Speakers were of a very good quality, variety of subjects treated is pretty much in line with what is on top of everyone's agenda"  
**Internal Controller, Vestergaard Frandsen**

"Finally, a modern view of interaction among internal auditing, risk management and compliance"  
**Deputy General Manager, Banco Popolare Commercio E Industria**

08.30	Registration and Coffee	
09.00	Chairman's Opening Address	
09.15	<b>Developing Control Framework Integration</b> <ul style="list-style-type: none"> <li>Bringing together ERM, Internal Control and Audit</li> <li>Business Integrity and Ethics</li> <li>Internal Audit's Transformation and Innovation</li> </ul> <b>Nicole Reimer, Director of Internal Audit EMEA, IBM</b>	
	<b>Stream A: Internal Audit Strategies</b>	<b>Stream B: Corporate Risk Management</b>
10.00	<b>In-Control Statements: Audit's Role</b> <ul style="list-style-type: none"> <li>Moving towards internal and external statements about the conditions of your risk management</li> <li>Defining your scope of responsibility: internal controls: designing? implementing? maintaining?</li> <li>Establishing governance, internal audit's independent role and criteria (COSO)</li> <li>ERM framework, your risk management &amp; how the Board is informed of risk</li> </ul> <b>David Hildebrand, Manager Internal Audit Europe and Africa, Accenture</b>	<b>Risk Management as Part of your Business Processes</b> <ul style="list-style-type: none"> <li>Ensuring Risk considerations in each company level</li> <li>Advance risk maturity through training and review</li> <li>Process and tools</li> <li>Focus also on Opportunities</li> </ul> <b>Thomas Link, Head of Risk and Opportunity Management, Nokia Siemens Networks</b>
10.45	<b>A CFO's Perspective on Internal Auditing:</b> <ul style="list-style-type: none"> <li>Master of measurement and control</li> <li>Risk governance and effective internal auditing</li> </ul> <b>Rainer Lenz, VP Internal Audit, Actavis</b>	<b>Risk Management and ERM at Conglomerates</b> <ul style="list-style-type: none"> <li>Definition of enterprise risk management</li> <li>ERM applications in conglomerate</li> <li>Benefits of ERM for conglomerate</li> </ul> <b>Tamer Saka, CRO, Haci Omer Sabanci</b>
11.30	Morning Coffee and Networking	
	<b>Stream A: NEW areas for Internal Audit</b>	<b>Stream B: ERM &amp; Supply Chain Risk</b>
12.00	<b>Islamic Finance from an Audit, Compliance and Governance Perspective</b> <ul style="list-style-type: none"> <li>An internal audit approach in Islamic Finance</li> </ul> <b>Mitresh Singh, Director Barclays Internal Audit GRB Emerging Markets, Barclays</b>	<b>Risk Aggregation Planning</b> <ul style="list-style-type: none"> <li>Risk Aggregation planning (looking at similarities and interconnections of risks)</li> <li>Linking risk aggregation to the corporate strategy</li> <li>Improving your Risk Management Tactics (from Identification to Mitigation)</li> <li>Going away from Samples and Advancing to Root-Cause Analysis</li> <li>Prioritise using QA and risk assessment</li> <li>Creating value in ERM through a balanced approach</li> </ul> <b>Anders Busk Sorensen, Head of ERM, Willis</b>
12.45	<b>Increasing Audit Assurance to Support Business Initiatives</b> <ul style="list-style-type: none"> <li>Risk assessments on new business initiatives</li> <li>Align audit's strategy with business changes</li> <li>Locating the high risk areas that will emerge in your business's changes: testing your internal controls in these areas, making sure internal audit extends its coverage to these new risks</li> <li>Coping with disruptive transformations</li> <li>Reexamining performance measurement standards</li> </ul> <b>Karine Wegrzynowicz, Audit Director, Lafarge</b>	<b>Managing Supply Chain Risks</b> <ul style="list-style-type: none"> <li>Managing your company's supply chain risks</li> <li>Quantifying exposures to various risks</li> <li>Overview of key supplier dependencies</li> <li>Leading towards supply chain risk mitigation: <ul style="list-style-type: none"> <li>Business critical, due diligence, termination rights, key provisions for re-negotiation, outsourced operations, insurance</li> </ul> </li> </ul> <b>Carl Leeman, Chief Risk Officer, Katoen Natie Group</b>
13.30	Luncheon	

Exhibits Open

	<b>Stream A: Audit Performance (for Auditor and Auditee)</b>	<b>Stream B: Sustaining ERM, Various Types of Risks and Business Continuity</b>
15.00	<p><b>Performance Measurement and Improved Feedback Management</b></p> <ul style="list-style-type: none"> <li>Helping internal audit departments to use outcome-based metrics such as ROI, cost, customer satisfaction</li> <li>The proper use of data to demonstrate value - an area in which internal audit has tremendous opportunity for proactive transformation</li> <li>Examining how your internal customers and other corporate support functions are measured and taking steps to mirror performance values set in advance</li> <li>Using metrics such as: customer satisfaction, return on investment, cost per audit completed</li> </ul> <p><b>Laurent Rosset, Head, Internal Audit, EMEA, Eaton</b></p>	<p><b>A Risk Management Perspective: Sustaining ERM</b></p> <ul style="list-style-type: none"> <li>Collaborating with management to: identify your company's primary risk issues; restate the standards of governance; set the tools used by your company to address risk</li> <li>Examine both external (M&amp;A, supply chain risks such as relying on key suppliers) and internal risks</li> <li>Promote strong ERM leadership, promote a company-wide definition of risk management : including an agreed-upon risk tolerance level</li> </ul> <p><b>Peter Harris, Head of Operational Risk, Virgin Media</b></p>
15.45	<p><b>Auditing Internal Audit: Assess Audit's Own Performance</b></p> <ul style="list-style-type: none"> <li>Establishing objective KPI's for measuring IA's effectiveness</li> <li>Obtaining auditee feedback</li> <li>Ongoing quality assurance and monitoring of performance</li> <li>Periodic internal assessments</li> <li>The external evaluation mandated by the IIA</li> <li>Peer review or Big 4?</li> </ul> <p><b>Cees Klumper, Director of Internal Audit, GAVI Alliance</b></p>	<p><b>Linking Strategic, Operational External and Compliance Risk</b></p> <ul style="list-style-type: none"> <li>Ensuring a consistent approach (common language and methodology)</li> <li>Linking the users and suppliers of information and analysis (internal/external consultants, internal/external auditors)</li> <li>Identifying and integrating short, medium and long term/emerging risks</li> <li>Using risk information for decision-making in the day-to-day running of the business</li> </ul> <p><b>Paul Taylor, Dir of Risk Assurance, Morgan Crucible</b></p>
16.30	Afternoon Coffee and Networking	
17.00	<p><b>Develop Skills of Auditors for the Future</b></p> <ul style="list-style-type: none"> <li>Having a deep knowledge of the business and its products and services</li> <li>Improving process of account management, close contact with your auditee</li> <li>Training auditors to be higher level &amp; with experience in project management, technology &amp; change management: who understand how strategy is used in a company</li> </ul> <p><b>Pierlaurent Barbieri, SVP, Head of Group Internal Audit, Adecco</b></p>	<p><b>Business Continuity and Crisis Management Planning</b></p> <ul style="list-style-type: none"> <li>Examining the financial costs from loss of business processes and structures</li> <li>Avoiding risks through business continuity planning</li> <li>Implementing a holistic crisis resilience strategy</li> <li>BIAs (business impact analysis)</li> <li>Pandemics: what are the actual threats that can affect your operations (eg. health, logistics, infrastructure, etc)</li> <li>Ensuring supply chain and critical supplier continuity</li> <li>Communications strategies</li> </ul> <p><b>Jorge Luzzi, Director of Risk Management, Pirelli</b></p>
17.45	<p><b>Leadership for Cost Efficient Compliance &amp; Internal Controls</b></p> <ul style="list-style-type: none"> <li>The compliance process with risk-based approach</li> <li>Deploying systems-based controls embedded within financial management ERP solutions that support compliance and reduce the need to rely on redundant manual controls</li> <li>Using effective entity-level monitoring</li> <li>Pushing down accountability for controls effectiveness to process owners</li> <li>Self-assessment to keep process owners engaged</li> <li>Moving toward a more holistic view of all compliance and risk management activities</li> </ul> <p><b>Rania Bejjani, Head of Group Internal Audit &amp; Risk Management, COLT Telecom</b></p>	
18.30	Closing Remarks from the Chair and End of Day One	

Day Two: Friday, November 12, 2010

08.30	Registration		
09.00	Chairman's Opening Address		
09.15	Exhibits Open	<p><b>Keynote Address:</b>  <b>“Corporate Governance – Is it Working?”</b></p> <p><b>André Baladi</b>, Co-Founder, <b>International Corporate Governance Network (ICGN)</b>,  Chairman, <b>Geneva International Arbitration and Dispute Resolution Organisation (ARICI)</b></p>	
10.00		<p><b>Internal Audit Perspective on Strengthening “Enterprise Risk Oversight”</b></p> <ul style="list-style-type: none"> <li>• Overview of COSO's recent guidelines on ERM</li> <li>• Management--Board: roles &amp; communication models</li> <li>• Risk philosophy and determination of risk appetite</li> <li>• Segregate the risks (strategic, financial, operational, compliance, etc.)</li> </ul> <p><b>Anders Rupp</b>, Director Internal Audit Europe, <b>CEEMA and AP, Kraft Foods</b></p> <p><b>The Future of ERM: Preparing for “Second Generation ERM”</b></p> <ul style="list-style-type: none"> <li>• Incorporating individual personalities, education and culture</li> <li>• Ensuring that ERM is becoming a tool</li> <li>• Develop ERM – individual road maps</li> <li>• Keep momentum</li> <li>• Establishing a virtual network for Risk Co-ordinators and key risk stakeholders across the organisation</li> </ul> <p><b>Annette Fiig</b>, Director, Risk Office <b>Novo Nordisk</b></p>	
11.30		Morning Coffee and Networking	
		<p><b>Stream A: Audit Committeess, Continuous Auditing / Continuous Monitoring</b></p>	<p><b>Stream B: Key Risk Indicators and Managing Financial Risk</b></p>
12.00		<p><b>Communication Strategies with Audit Committees &amp; other Assurance Providers</b></p> <ul style="list-style-type: none"> <li>• Establishing solid lines of communication with senior management and/or the audit committee</li> <li>• How to ensure that IA's priorities continue to match those of its key stakeholders as they evolve</li> <li>• Relevant reporting to the Board</li> <li>• Incorporate proactive vs. reactive audit involvement</li> <li>• Liaising with other assurance providers: controllers, risk, safety/security and legal</li> </ul> <p><b>Bruce Vincent</b>, Senior Vice President &amp; Head of Internal Audit, <b>InterContinental Hotels Group</b></p>	<p><b>Risk Intelligence: Creating Key Risk Indicators (KRI's)</b></p> <ul style="list-style-type: none"> <li>• Deriving risk indicators from your company's past losses and incidents</li> <li>• Deriving risk indicators from your insurers</li> <li>• Find control mechanisms that can mitigate/reduce the risks</li> <li>• How to use KRI's in the ERM priority process</li> </ul> <p><b>Kenneth Miger</b>, Group Risk &amp; Insurance Manager, <b>Securitas</b></p>
12.45		<p><b>“On-Going Monitoring” : Developing an Integrated CA/CM Model</b></p> <ul style="list-style-type: none"> <li>• Bringing together Continuous Auditing and Continuous Monitoring in a meaningful way</li> <li>• Managing a difficult CA/CM implementation</li> <li>• Ensuring compliance with procedures &amp; regulations</li> <li>• Integrating with GRC initiatives</li> <li>• Reviewing anti-fraud processes as part of CA/CM</li> <li>• Optimising continuous controls and KPIs</li> </ul> <p><b>Marco Aspesi</b>, Director of Internal Audit, <b>Electronic Arts</b></p>	<p><b>Financial Risk: a Holistic Approach</b></p> <ul style="list-style-type: none"> <li>• Optimising capital allocation</li> <li>• Examining credit, liquidity and FX risk</li> <li>• Liquidity planning &amp; financial stress tests</li> <li>• Accessing your company's loan contracts carefully to ensure that all obligations are maintained</li> <li>• Monitoring FX exposure to minimise uncertainty from unpredictable currency fluctuations</li> <li>• Closely tracking credit risks of customers and suppliers to provide unplanned finance needs</li> <li>• Embrace working capital management</li> </ul> <p><b>Pedro Zinner</b>, Corporate Risk Director, <b>Vale</b></p>
13.30	Lunch Break		

	Stream A: Ethics, Fraud and Investigations	Stream B: Project Risk, Governance, IT Risk
15.00	<p><b>The Link between Risk Management, Ethics and Reputation</b></p> <ul style="list-style-type: none"> <li>• What is ERM contribution to Ethics and Reputation management?</li> <li>• What are the main causes of these risks and how to deal with them? What is the role of perception?</li> <li>• How to analyse, express and report on Ethics and Reputation risk to the highest level of the organisation?</li> </ul> <p><b>Stephane Martin, Group Risk Manager, Syngenta</b></p>	<p><b>Governance and Compliance</b></p> <ul style="list-style-type: none"> <li>• Re-examing your chart: roles and responsibilities</li> <li>• To what extent is risk owned by operating mgrs</li> <li>• Involving outside risk experts</li> <li>• Generating and distributing best practices internally and externally</li> <li>• Developing a network of risk managers, officers</li> <li>• Risk Committees</li> <li>• Working with Internal Assurance and Internal Audit</li> </ul> <p><b>Julia Graham, Chief Risk Officer, DLA Piper</b></p>
15.45	<p><b>Governance and Growth in Emerging Markets</b></p> <ul style="list-style-type: none"> <li>• Doing more to enhance your ethics programme with limited resources</li> <li>• Maintaining an effective ethics and compliance program amid sinking employee morale and public distrust of corporate leadership</li> </ul> <p><b>Bryon Mendenhall-Bryne, Senior Program Manager, Global Emerging Markets, HP</b></p>	<p><b>Master Project Risk Management</b></p> <ul style="list-style-type: none"> <li>• Liasing risk with the monitoring of your company's current activities</li> <li>• Change Management: Reviewing control weaknesses and delusions of certainty</li> <li>• Bringing together strategy with risk assessments</li> <li>• Using advanced analysis to examine exposures</li> <li>• Risk reporting: assessing the outcomes and reviewing the risk/reward details</li> <li>• Lean risk management</li> </ul> <p><b>Remy Chevalier, VP Corporate Risk, Alcatel-Lucent</b></p>
16.30	<p><b>Computer &amp; Digital Forensics: an Effective Fraud Response</b></p> <ul style="list-style-type: none"> <li>• Maintaining the integrity of the crime scene and preserving vital evidence</li> <li>• Mobilising quickly for on-site support and containment</li> <li>• Using tools and tactics to quickly identify the source of any security breach, contain it, and then document its full extent</li> <li>• IT custodianship over company intellectual property</li> </ul> <p><b>Karl Prentner, Senior IT Audit Manager, Liberty Global</b></p>	<p><b>Developing a Stronger Risk Culture in an International Environment</b></p> <ul style="list-style-type: none"> <li>• Successfully communicating the importance of risk to management and the board</li> <li>• Putting together a sophisticated Risk Management Report to communicate this importance</li> <li>• Appetite, Awareness and Ownership</li> <li>• How geographic region of your company operations relates to attitude towards risk</li> <li>• Appropriate Risk Language in your enterprise</li> <li>• Combine risk ownership in your organisation with insightful risk reporting</li> </ul> <p><b>Jan Heemskerk, Head Operational Risk, Management Control, BNPP Investment Partners</b></p>
17.15	Afternoon Break	
17.45	<p><b>Forensic Examinations</b></p> <ul style="list-style-type: none"> <li>• Current fraudulent schemes and the basic concepts of detecting and investigating fraud</li> <li>• Critical thinking skills needed to gather and analyse evidential matter: unstructured problem solving</li> <li>• Investigative approaches and preventive measures as well as common characteristics of fraud perpetrators</li> </ul> <p><b>Sebastian Schlender, VP Corporate Audit &amp; Forensic Investigations, Bertelsmann</b></p>	<p><b>Linking ERM and Information Risk Management in a Meaningful Way</b></p> <ul style="list-style-type: none"> <li>• Data Privacy – a showcase to demonstrate the interrelation between ERM and information risk</li> <li>• Elements of the Zurich ERM and Information Risk Management Framework</li> <li>• Information Risk – principles and responsibilities with focus on the business</li> </ul> <p><b>Christian Ulmer, IT Risk Manager, Zurich Insurance</b></p>
18.30	<p><b>Panel Discussion: Compliance, FCPA Audit, Fraud Risk Assessments</b></p> <ul style="list-style-type: none"> <li>• Examining your Fraud compliance programme</li> <li>• Coverage of FCPA: subsidiaries, joint venture partners, third parties</li> <li>• Risks of non-compliance</li> <li>• Documentation FCPA: Internal control requirements</li> </ul> <p><b>Informal Discussion amongst Speakers and Delegates</b></p>	<p><b>Discussion and Examination of Quantification Strategies</b></p> <ul style="list-style-type: none"> <li>• Overview of quantitative techniques and analysis</li> <li>• Risk models used, to what extent are they effective ERM measurements</li> <li>• Using strategies such as Value-at-Risk</li> <li>• Developing and centralising risk information</li> <li>• Risk reporting systems</li> </ul> <p><b>Frank Fiorille, Director ERM, Paychex</b></p>
19.15	Closing Remarks of the Chair and End of Forum	

**BOOKING: Scan and email this page to: [info@thoughtleaderglobal.com](mailto:info@thoughtleaderglobal.com)**  
 or Fax +44-7006-070-461, if faxing please confirm the booking at [info@thoughtleaderglobal.com](mailto:info@thoughtleaderglobal.com)

Name\_\_\_\_\_

Position\_\_\_\_\_

Organisation\_\_\_\_\_

Address\_\_\_\_\_

\_\_\_\_\_

Postcode\_\_\_\_\_Tel\_\_\_\_\_

Fax\_\_\_\_\_Email\_\_\_\_\_

VAT # \_\_\_\_\_

AUTHORISATION Signatory must be authorised to sign on behalf of contracting organisation

Name\_\_\_\_\_Position\_\_\_\_\_

Signature\_\_\_\_\_Date\_\_\_\_\_

o EVENT FEE + E-DOCUMENTATION:	€1999
o SUMMER DISCOUNT EVENT FEE:	€1799
o 2-3 ATTENDEES: (per delegate)	€1599
o 4+ ATTENDEES: (per delegate)	€1299

*\*Summer Discount applies to single bookings made by 27/08/2010  
Attendees may be invoiced for Swiss VAT*

If you cannot attend but still wish to observe the event, order the presentations and participant list

o ELECTRONIC DOCUMENTATION:	€ 499
-----------------------------	-------

Payment is by Bank Transfer or Credit Card

**International Bank Wire Instructions: (EUR)**

**Bank name:** Union Bank of California, N.A. Los Angeles

**Address:** 2001 Michelson Drive, Irvine, CA 92612

**Account holder:** 0630094593

**Swift Code:** BOFCUS33MPK

**Routing number:** 122000496

*Please note: there is no IBAN number, the bank account is in the US, please transfer in Euros*

**Credit Card** MASTERCARD / VISA / DISCOVER / AMEX

Payment is required within 5 working days

Card Billing Address\_\_\_\_\_

\_\_\_\_\_

City\_\_\_\_\_Postcode\_\_\_\_\_

Card Holder's Name\_\_\_\_\_

Card No\_\_\_\_\_

CVC or CVV Number (Last three digits on the back of the card): \_\_\_\_\_

Valid From\_\_\_\_\_ Expiry date\_\_\_\_\_

Signature\_\_\_\_\_

**WHY YOU SHOULD ATTEND**

Internal Audit and Corporate Risk have reached a critical time for their role and perception by management. Both Audit's and Corporate Risk's unique positions within GRC are vital. Only through innovation will they succeed in their goals. These innovations depend on goals which include self-assessment, ERM, technology, compliance & business integrity

Developments in self-assessment have to be liberated through embedded testing, or continuous monitoring. This will require a better understanding of the business and of technology. First, audit must further perform audits on the actual strategy of the enterprise. To aide in this process, audit must measure the effectiveness of its own audits; then use better outcome-based metrics and data to demonstrate value. It must also bring IT audit and operational audit closer together. Additionally, continuous audit & continuous monitoring must merge in a meanful way to lead towards 'on-going monitoring.'

Strengthening Enterprise Risk Oversight has recently gained significant attention. Companies must review the COSO framework and recent guidance on ERM, then re-examine its risk philosophy, risk appetite and formulate a company-wide definition of risk management and tolerance levels. To support this, corporate risk and audit must each understand their roles to support the compliance process: deploying the necessary controls and technology while adhering to the appropriate policies, procedures & regulations.

Both Audit and Risk's role in fraud and ethics continues to grow. It has become more necessary than ever for audit and risk managers to do more to enhance the organisation's ethics programmes, improve fraud prevention and detection through better manual and IT controls, and to support investigations and forensic strategy.

This event features numerous thought leaders who are currently leading innovation in their corporate environments. Utilise this event to learn from their experiences, compare solutions and take away concrete strategies that you can use to drive transformation in your enterprise.

**Terms and Conditions:**

1. Event Fees are in inclusive of materials in the programme and refreshments.
2. Payment Terms: Following completion and return of the registration form, full payment is required within 6 days from receipt of invoice. Payment must be received before the event date. A receipt will be issued upon payment. Due to limited event space, we recommend early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We do reserve the right to refuse admission if payment has not received on time. Unless otherwise stated on the booking form, payment must be made in Euros.
3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge are allowed as long as they are made up to 15 days before the event. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by Thought Leader Global. Cancellations must be received in writing by mail or fax six weeks before the event is to be held in order to obtain a full credit for any future Thought Leader Global event. Thereafter, the full event fee is payable and is non refundable. Payment terms are six days and payment must be made before the start of the event. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract, Thought Leader Global will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, Thought Leader Global decides to cancel or postpone this event, Thought Leader Global is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The event fee will not be refunded, but can be credited to a future event. Event programme content is subject to change without notice.
4. Client information is kept on Thought Leader Global's database and used by Thought Leader Global to assist in providing selected products and services which maybe of interest to the Client and which will be communicated by letter, phone, fax, (inc. automatic dialing) email or other electronic means. If you do not want Thought Leader Global to do this please tick this box [ ]. For training and security purposes telephone calls maybe recorded.
5. Copyright etc: All intellectual property rights in all materials produced or distributed by Thought Leader Global in connection with this event is expressly reserved and any unauthorised duplication, publication or distribution is prohibited.
6. Important note: While every reasonable effort will be made to adhere to the advertised package, Thought Leader Global reserves the right to change event, dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that Thought Leader Global permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a credit note for the amount that the client has paid to such permanently cancelled event, valid for up to one year to be used at another Thought Leader Global event. No refunds, part refunds or alternative offers shall be made.
7. Governing law: This Agreement shall be governed and construed in accordance with the law of the United States and the parties submit to the exclusive jurisdiction of the State of Ohio in Hamilton County. However Thought Leader Global only is entitled to waive this right and submit to the jurisdiction of the courts in which the client's office is located.