

September 22-23, 2015, World Trade Center, Stockholm

GRC RESPONSES WHEN FAILURE IS NOT AN OPTION



CHATHAM HOUSE

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23 Speakers

9 Countries

32 Subjects

GRC³ = Global Reality Check on Governance, Risk and Compliance for Guidance, Responsibility and Clarity

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For the complete and detailed agenda please see **pages 18-21**



Introduction

According to a recent issue of the World Economic Outlook, due to the weak growth prospects in the leading world economies, euro crisis, global deficits and global imbalances, therefore it is even more critical that Companies to rebuild their business practices. Copenhagen Compliance focus is on establishing strong processes and principles to stimulate growth in the organization in spite of increasingly complex business conditions and Governance, Risk & Compliance (GRC) structures and practices.

The most pressing concern is still that further escalation of the euro area crisis, oil prices and global deficits will provoke a much more generalized flight from risks. The effects on production could be much larger if the tensions are accompanied by significant financial volatility and losses in confidence. These are the ingredients of a perfect storm and we must do everything possible to avoid it.

The purpose and objective of the 9th Annual European GRC Summit is to bring together, local and global knowledge from experts who can share the latest and updated information so that you can obtain the best results in an increasingly demanding practice area.

9th Annual European GRC Summit will provide the tools to plan, prepare and implement the common GRC legislation, standards and best practices to ensure that your team is fully updated on the regulatory developments and provide the business with the tactics and strategies to achieve the best results for your entire Organization.

Our experts will address the current challenges and give you with examples of solutions and strategies. Our goal is to advise you to create your GRC plan to monitor the events and maximise the diversity of potential opportunities that exists, despite the continued uncertainty in the global economy.

Mission Statement

9th Annual European GRC Summit provides guidance, information, frameworks, roadmaps, and training to protect companies and organisations by carrying out Good Governance, Risk Management, Compliance and IT Security. Among other things, we:

- Gather subject matter experts and practitioners that operate or perform rulemaking, supervision or practice the enforcement requirements
- Provide guidance to regulate unfair, deceptive, or abusive acts or practices in companies and organisations
- Promote financial literacy to companies and organisations
- Conduct research on companies and organisations behaviour and cultural issues
- Monitor financial markets for unknown risks to companies and organisations
- Enforce laws that outlaw discrimination and other unfair treatment of stakeholders

There is a silver lining amidst the current economic chaos.

The US economy is robust and innovative enough to produce \$14 trillion in goods and services annually. That kind of wealth creation is not easily destroyed, as we almost did it with a banking system meltdown. Smart financial minds at the wheel will probably drive us out of those rough waters once again.

9th Annual European GRC Summit provides information, frameworks, roadmaps, training, etc to protect your company's and organisation's assets by delivering Good Governance, Risk Management, Compliance and IT Security and Financial Management.

Among other things, we ensure that the conference presentations will provide the capability, tools and resources to COMPLY at all levels of the operation and organisation:

- C**ontrol unfair, deceptive, or abusive acts or practices at

- O**rganise a communication platform with the stakeholders

- M**onitor/research your company's & the financial markets behaviour for new risks

- P**romote custom tailored training at various levels of the organisations

- L**earn the policies and verify the systems, regulation and enforcement

- Y**elling and complaining do not resolve issues. A structured GRC journey does

Solving the Core GRC Dilemma

With expert guidance to enhance critical skills and expertise, required to establish & maintain an enhanced, balanced and effective GRC program, which sustains a strong culture of compliance, ethics and risk management.

The Conference podium will address the following GRC issues:

- **Pace with Industry trends, best practices**

- **Outdated technology point solutions**

- **Dedicate the appropriate and resources**

- **Identifying internal and external risks**

- **Unreliable policies and procedures**

- **Mature strategies that address the GRC needs**



Message from the Organizers

Dear Participant of the **9th Annual European GRC summit**,

Since the first Annual European GRC Conference in November 2007, at the wake of the subprime loan disaster that later developed into a financial and credit crunch, there seems to be a need for promoting the advantages of implementing good governance, risk management compliance and IT security best practices throughout the international business group.

The corporate community is truly globalized. This brings a new set of challenges and pressures for International GRC professionals and businesses. The 9th Annual European GRC Summit pledges to provide the Board of directors, management, auditors and GRC officers, with the opportunity to learn and share GRC strategies, ideas, tools and challenges with the experts.

The conference objective is to help the participants to navigate thru the current corporate complexities and provide information and ideas to be build a more effective GRC management.

The 9th Annual European GRC summit will continue to address some of the GRC components to help your organization with updated solutions to some of the GRC issues including:

- Addressing whistleblower issues
- Workshops, Education & Training
- Effective internal investigations
- Managing & developing the GRC officer
- GRC and IT Policies & Procedures
- Meaningful measurements and metrics
- Managing third party risk
- Updating the Bribery Act & FCPA
- Ethics and Compliance Infrastructure
- Complications of the Dodd Frank
- Risk Assessment, Auditing & Monitoring
- Segregation of Duties/Conflicts of Interest
- Tackling social media
- Cloud Computing Issues

Each year the conference focuses on one geographical area. This year's attention is on the European Community. Choose from a wide range of GRC perspectives that include over 40 subjects presented by 20+ speakers from 10 countries.

Please mark your calendar and register at the 9th Annual European GRC summit to find some of the missing links and activities for the company's future success.

Sincerely
Annual European GRC summit

Lady Olga Maitland
Chairman

Mariano A. Davies
Vice Chairman

Anthony Hegarty
Advisory Board

Torben Nielsen
Trustee

Kersi F. Porbunderwalla
Secretary General

GRC Reforms, Redundant or Reliable

The general feeling is that GRC legitimated some of the challenges it was supposed to address Accountability, transparency, shareholder protection, auditor independence, objectivity, and professional skepticism are a few of the positive effect of GRC that has finally strengthened business oversight.

Whenever new legislation require companies to establish administrative controls and other compliance activities businesses are usually divided in two categories. One group focuses on basic compliance to the regulations, eventually finding that operating with a coherent framework, improves controls that lead to better quality data.

Other businesses understand the full meaning of the compliance activity, divide it in smaller projects of Good Governance, Risk Management, disclosures, financial and audit committees, IT security, etc. In other words, GRC and its scolded section 404, required them to think strategically, modernize their controls and processes and produce a long term plan for their IT security (e.g. one platform). These companies achieve greater efficiency, security, and eventually produce cost savings.

Investors have always insisted on certain fundamental accounting and control processes and procedures when businesses need their money or invest it on their behalf. Documentation, testing and providing evidence of compliance is an arduous process, if sloppy organizations have to start from scratch as many companies had to, simply because their process documentation was not in the correct order.

Procedure rather than Substance

Compliance activities like good governance, risk management (GRC) does create value. Most people believe that GRC has increased shareholder wealth. Implementing GRC is a learning process and a journey that requires the confirmation at the top of the corporate pyramid. As the various components of GRC unfold, executives find that there is still much more work and processes that need to be in order, because GRC issues become more complex and with complexity, there are unintended consequences.

In the course of the 10 years, we have seen companies fail because they never developed financial discipline, and some even thought that they are beyond that. Had we seen the implementation of strict controls and risk management disasters like AIG (2004), Madoff and Lehman Brothers (2008), Satyam Computer Services (2009), and the following credit and financial crisis (2010) would probably had limited consequences to the investors and companies probably would have sustained their businesses over time.

Always ahead of its time

In a survey, by Cass Business School of 18 high profile corporations with an aggregate pre crisis value was over \$6 trillion, 7 companies faced bankruptcy, 11 Chairmen and/or CEO lost their jobs, and in 16 cases the management personally suffered financial penalties or fines, and 4 executives received prison sentences.

Those companies on the other hand that considered GRC as a cost/benefit question regarding how well their systems performed and conducted detailed audits of their internal control systems and used consultants or external auditors to document and evaluate their processes and controls found it both costly and inefficient.

After GRC was enacted, there were indications that companies were off listing because they could not afford the audits.

One of the more controversial provisions in GRC, was SOX section 404, that with its only 146 words was in many precise with its focus on internal control in addition to financial compliance.

Therefore like many other substantial activity or cost improvement projects, if these are not implemented correctly, executives tend to focus on procedure rather than substance and blame the regulations for the absurd results. Mature companies on the other hand use the components of GRC combined to improve the substance of the decision and attention is on accountability and material effects rather than process.

Rome is an amusing storytelling on the chaos theory

The widespread popular belief is that every great success will eventually disappear. This may not occur in the future because the global nature of systemic risk and shocks are being monitored carefully. What happened to the Persian Empire, Roman Empire, The Qing Dynasty and the British Empire was much different as the current global economy is fantastically complex. The idea that the same outcome will happen to the American dominance can be avoided as there are no laws of physics or economics that prove that it has to happen.

10 Positive Elements of GRC

There are a whole lot of reforms that GRC has put into operation.

- 01.** Improved audit quality in spite of a reduction of total audit costs, because of their work performed by staff to comply with SOX Section 404.
- 02.** Stakeholder and investor confidence in businesses and financial statements.
- 03.** Implementation guidance issued after Audit Standard 5 was Europeanized to a principles-based approach, and that has improved the overall US audit processes.
- 04.** Audit committees are doing a better job than before due to the strengthened role of independent audit committees and corporate governance.
- 05.** GRC has stepped up the assumed level of control at the Board of Directors level. Since GRC required to assess the attitude of business people, especially top management, toward risk and accuracy, they had to make sure that the internal processes and systems are working and that there was adequate documentation that financial statements were in order.
- 06.** Internal control over financial reporting framework has improved since compliance became a requirement.
- 07.** Companies are still attempting to improve the quality of internal controls and the effectiveness and efficiency of their compliance processes.
- 08.** Added emphasis on IT and automation of internal controls to achieve significant process improvement and cost savings.
- 09.** GRC introduced a qualitative aspect on top of the hard-core testing to make sure that the right tone at the top in some risky IT processes required more testing.
- 10.** GRC look alike type was introduced in many countries and thereby providing the international investor with global assurance.

Sure there was a cry of the negative elements of GRC that high audit fees and the heavy reliance on contractors to prepare documentation and testing and that GRC removed all the commonsense elements, and companies had to document and verify documentation at an incredibly detailed level.

There were some elements of overkill or thoughtless due to the interpretations of remote possibility or material weakness. However, later iterations gave value to the definitions. But that is history.

Let's just celebrate and for a moment glorify GRC for enhancing the understanding of control design, operating effectiveness and internal audit's ability to perform audits that confirm that organizations have the compliance process well-managed and under control.



CLEAR EYES REVIEW PROCESS

The following pages describes the 2015 conference program in detail. Besides being an annual meeting ground for top executives from the world's business community to discuss GRC issues and reach a kind of consensus about what is to be done, the following year, you can use the program details to develop your own 2015 GRC and IT Security priorities to provide leadership to achieve updated information on how to manage GRC activities, and improve their business' ability to add value and help improve the company's sustainability and management programs.

2015 Corporate Governance Program

Corporate Governance does create value. Most people believe that it has increased shareholder wealth; however Good Governance is a learning process, and there is still a lot of work to do because Corporate Governance Issues become more complex and with difficulty, there are unintended consequences.

If Good Governance is not properly implemented, companies intend to focus on procedure rather than substance and blame Governance for the absurd results. Mature companies on the other hand, use the components of Good Governance to improve the substance of the decision.

This year's focus is on accountability and substance rather than process.

The Role of the Board of Directors, Executives, Managers, GRC Officers and In-House Counsel has changed dramatically over the last few years. Each GRC milestone has had its toll in carrying out the duties to the companies and shareholders respectively. The role of compliance and ethics officer is tough and can be involved in the blame game.

- How to improve the visibility, get the attention of senior management, and protect the resources needed to create an effective compliance program.
- Directors are demanding that a GRC awareness culture exists throughout the organization and that the cultural awareness becomes and remains an integral part of the operation.
- All employees are being held to a higher level of GRC conduct. How can managers at all levels objectively ensure that they can assume leading roles in dealing with change management, describe the effect of regulatory change and expressing the company's vision on new or pending regulatory initiatives throughout the organisation.

- What are the Corporate Liability, Compliance and Governance Issues, faced by Board of Directors, Executives, Managers and In-House Counsel

The ABCs of a Global Anti-Bribery & Corruption Program.

Bribery and corruption pressures facing organizations are greater than ever because there is a clear focus from the oversight authorities. The result is that multi million dollars sanctions are imposed to companies and their executives can be prosecuted on corruption charges. How can organizations achieve transparency around their anticorruption activities as required by the current mandates and compliance requirements?

- Let's develop an Anti-Bribery & Corruption framework
- What are the best practices that companies are establishing and placing in force
- What actions should be escalated within the organization from the bottom up
- How to evaluate the effectiveness of your Anti-Bribery & Corruption program.
- Developing an Anti-Bribery & Corruption maturity model.
- Strategies for effectively managing fraud risk whilst controlling costs and workload.

Bribery Act and FCPA enforcement Casework Update We review some of the current and complicated cross-border Bribery Act and FCPA cases.

What are the arguments prosecutors set forth, defenses used, settlements reached, and courtroom battles fought? This presentation looks at the administrative and regulatory perspectives that examine the global Bribery and FCPA frameworks and landscape of enforcement including OFAC, FCPA, The U.K. Bribery Act, best practices and related Compliance programs.

- How to position compliance with bribery and anti corruption laws as a competitive advantage.

Who Commits Fraud and What Motivates Them?

- How to identify errant employees to root out their consequent wrongdoings.
- What can we learn from cooperation credit, good-faith efforts, self-disclosures and working with compliance monitors
- Explore the continuing crackdown by oversight authorities to root out and punish fraud and what compliance officers can do to get ahead of the regulatory push.
- What motivates an employee to participate in a economic crime that is, oftentimes, out of nature with his or her normal behavior.
- How to designing and conduct internal investigations, fitting controls that prevent or detect fraud

Is nobody calling you Whistleblower hotline Board of Directors, Executives and Compliance officers are under pressure to understand the values of the new perspective of whistleblower and the rewards and bounties offered by regulatory agencies.

- How the oversight authorities see the businesses manage their Whistleblower programs.
- How the oversight authorities plan to put their new reward powers at work.
- Are all complaints received and handled in an appropriate and timely manner.
- How to conduct a top-to-bottom, enterprise wide review of the complaint-handling processes.
- what are the problems and solutions in managing whistleblower hotline activity relation to rewards.

Disclosure: What's Mandatory and What's Common Sense. Developing a Disclosure policy can be challenging even for the most transparent companies. New mandates impose unworkable disclosure burdens on e.g. the supply chain.

- What are the some early steps to manage the compliance and reporting obligations
- Disclosure is not restricted to controls and data capture, it is also about policy and judgment
- What and when should you bring to the attention of the board of directors to stay ahead of a problem
- What are the systems and processes that ensure effective disclosures

The corporate world is now also connected to the social media like Facebook, Twitter and LinkedIn. This presence has revolutionized The way organizations operate. Social media continue to strengthen businesses by improving engagement efforts and the way information is being exchanged for overcoming the barriers of time and distance.

- Have you prepared and implement guidelines which govern employees' activities on social media and lay down parameters to verify information shared does not damage the reputation of the organisation.
- What are the growing importance and threats of the social media.
- Develop a road map to influence social media as a safe and effective communication channel.
- What role does technology play in your Social Media compliance.
- What are the increased risks of data security breaches and in defiance to HIPAA, or the EU Data Protection Directive.

Updating the routines of the annual ethics training, year after year.

- How to reach employees and disseminate the ethics and compliance lessons that matter.
- Can the annual compliance training courses and certifications avoid compliance failure.
- How can an employee draw the connection between a training scenario and a real-life problem.
- How to effectively get the right kind of ethics and compliance behaviour, into employees' heads, so that the correct behavior is there at the right time.

The Storyline of the 9th Annual European GRC Summit organized by Copenhagen Compliance

I have two pieces of paper in my hand. The one is the minutes of the board meeting where we discussed a number of Governance, Risk Management, Compliance and IT concerns. On the other hand I have the agenda of the "9th annual European GRC SUMMIT in Stockholm", on September 22-23 2015.

Scene: A crucial senior management meeting is in session after a rather serious board meeting of Global Mining.

Participants:

Mr. GEORGE RISKIN, Chairman of the audit committee
 Mr. ROBERTO M. ICOMPLI, CEO
 Mrs. Caroline Money Penny, CFO in charge of Compliance
 Ms. ITA, IT Manager
 Mr. I.M. Auditsson, Chief Internal Audit
 Mr. Joe Doe, HR Vice president
 Large Conference Office - Desk

GEORGE RISKIN, Chairman of the audit committee for Global Mining, around 50, dressed immaculately in a blue pin striped suit, sits at his desk reading the minutes of the last board meeting. A pained look of anxiety is across his face.

He crumples a piece of paper, tosses it in a nearby trashcan and then leans back in his chair and rubs his eyes. He scans his desk and takes a bright red brochure He picks it up and begins to address the management meeting:

GEORGE:

Now that we have rounded up the senior management at this meeting let me ask you: Why is it that we still keep on discussing as responsible and experienced directors and do not take much notice of things like transparency and accountability to improve operations. Why is it is beneficial for us only to focus on how to be competitive in a tough, highly volatile economic scenario, develop customer relationships and improve profitability with the same traditional tools that do not work anymore.

Why not concern ourselves with the components of Governance, risk management, compliance and IT security issues to increase our profitability?

I call for details on of the last disclosure to the oversight authorities and I am provided with a bunch of excel spreadsheets even though last year we spent 50 musd on upgrading our IT system. Our auditors and oversight people tell us that Global Mining like the rest of the global corporate world will face stricter GRC regulation and rules. Ladies and gentlemen I ask you: Are we prepared?

In addition our banks and financial institution tell us that there are new rules for bank balance sheets, and therefore they will require even more information continuously. Are we prepared for that type of early disclosures?



ROBERTO

George that was a whole bunch of serious questions you placed. We understand your concerns but let's try to break them down in groups so that we can respond to these and figure out what we need to do!

Yes, I agree, it is difficult to understand excel spreadsheets others have made. Furthermore, I've just informed Caroline Money Penny from CFO/Compliance that the bank is asking for changes in our quarterly disclosures due to our commitment to increase the overdraft facilities. I simply do not know the new oversight requirements and rules that are given to the Financial Services Industry.

We are also late in submitting the annual Compliance report CSR issues. Recently we were late on Bribery, Fraud and Corruption disclosures, because we have not updated our procedures and processes to reflect the changes to the FCPA/Bribery Acts that have global jurisdiction.

I.M. Auditsson, interrupts:

As Internal auditor that goes around in every corner of the business let me tell you what my team is telling me on the general frame of GRC processes, controls, tests and monitoring. My team says that the middle level managers need guidance on how to structure, identify and remediate the gaps in the internal risk management systems.

As you all are aware recently we had to replace our Risk Manager, but that did not necessarily help to fix the problems. It may in fact we probably made the problems worse because the new people do not understand how our processes operate. I believe that is what happened to one of our competitors, and they had to fold a few months ago. We have to be well-equipped to understand our risk assessments and mitigation are in place, to get us out of the mess.

Our competition went out of business because their focus on Risk was elementary. In this complex business world we need to focus on both the known unknowns but also the unknown unknowns

GEORGE

Good point Auditsson, we need to be extensively prepared for several different scenarios. A terrorist incident, power blackouts, an outbreak of infectious disease, hell, even volcanic ash clouds and flooding.

Once a year we must spend a weekend thinking about every risk scenario they we can imagine.

At the same time we must simulate the incidents, rehearse them and prepare contingency plans to ensure that emergency situations are addressed and put in place.

On top of that we are swamped with new demands from the existing regulatory bodies. Why is any rulemaking and regulatory issues not subjected to a cost benefit analysis in which all studies, no matter how ridiculous so that we do not kill sparrows with machine guns.

Even modest changes proposed by the authorities' takes quite a while and cost a fortune because we are always lagging due to lack of competencies and resources because we do not work across the organization but in silo's. The board is quite sandbagged by these requirements even though our primary responsibility is to support and safeguard our shareholders?

Make sure she and her team attends this year's GRC conference. Last year there was different case studies that addressed all the latest and best practices related to Risk Management, Governance issues and Compliance processes and programs. I think they will get a great deal of updated information, inspiration and knowledge out of it.

ROBERTO

I agree. Last year we created our Whistle Blower Policy and CSR compliance system based upon what we learned at this annual European GRC conference. I'll also think ITA from IT must find the time to attend, since half the conference will be dedicated to issues that focus on automation, audit trails and documentation.

I understand from the program and agenda that this year's conference focusses on Risk management as a part and parcel of the global governance model. These are exact words taken from my mouth: we need to think global in all our processes because of the growing scale and complexity of doing business at a global level.

In our future risk management exercise's we need to involve the time element. Long timelines mean greater vulnerability to emerging risks. We must discuss the dangers with a substantial potential risk impact. I do not believe that these factors are well understood by our managers, because for some reason we do not always quantify our risks.

(The rest of the group repeat in chorus Roberto's pet peeve: If you cannot measure risk you cannot manage risks) They all have a hearty laugh!

I believe that the Copenhagen Compliance risk Framework from a previous discussions focuses primarily on risk quantification at all levels.

GEORGE

Perfect. As of now both the board of directors and senior management will focus on GRC issues like transparency and accountability. The focus on GRC is critical for us to be able to be competitive in a tough. This highly volatile economic scenario needs the components of GRC to improve customer relationships and how to raise profitability.

Let's send the whole team to the conference so that we can get a hold on Governance, risk Management, Compliance and IT issues once and for all. We cannot just pay lip service to these issues as we have done in the past.

Managing risk involves a prudent mix of not only preventing the risks but also monitoring them in the right way so that they are reasonably well controlled.

We must also recognize the risks that cannot be prevented, however we need to be prepared to react and focus on damage control when they occur.

Joe, do we have the competencies and resources to address and recover from the problems that do occur. I understand that during the conferences parallel sessions there is one on e-learning. Let's make sure that our staff always stays focused on risk reaction and recovery and not just on risk rewards.

We must ensure that from next year we invested in GRC teams, resources and systems dedicated to the management of risk through automated internal controls. I would very much like to see that risk mitigation is integrated into decision-making process and a primary part and parcel of operations. I will no longer accept that risks management is just an input into the calculation of our insurance premiums.

CAROLINE MONEYPENNY

Wow, this has turned out to be the most exciting and decisive meeting. All that we have discussed is in line with the stakeholders who want to see us improve Governance, risk management and compliance culture across the organization.

Let me call one of the sponsors of the conference directly, I am sure that they will allow us discount if the entire management team attends.

Now let's all go home to take care of our

family, see you in the morning.

GEORGE wipes the sweat from his forehead, takes another aspirin and turns his attention back to the European GRC summit brochure. He begins to read the Conference agenda and program in detail.

Read the continued management discussions in our newsletters when GEORGE RISKIN, ROBERT M. ICOMPLI, CAROLINE MONEYPENNY AND Ms. ITA, the IT Manager, and JOE Doe HR Manager, continue their discussion on THE HOW AND THE WHY of a number of issues GRC and IT Security issues including:

Good Governance Is Good Business, Accounting and Audit Functions and Issues are vital, How to Start a Compliance Function from ground Zero, Business cases on Fraud and Corruption with reference to BA and FCPA can cost a bundle, Regulating Internal Controls can also safeguard employee interests, 3rd Party Compliance Issues means that you cannot outsource your responsibilities and liabilities, Oversight Reporting Updates because the authorities are being criticized for not taking a tough stand on the culprits so we all have to pay, Managing Internal GRC Investigations as part of the recovery is essentially added profits, How to Improve Your GRC Handling Process, Fraud and Detection, Integrating Risk Appetite and Risk Management are 2 sides of the same coin, regular workshops on Ethics and Culture are training that you cannot avoid, Do you know where your Anti-Corruption Program is Heading? Integrate the Cloud Computing into Your Data Security Program if you want to recover all files on time, ITA recommends using IT to make Governance, risk Management and Compliance easier, She also uses IT and Risk Metrics to Measure Compliance Effectiveness, What's Mandatory & What's Common Sense in your GRC Processes, Enterprise Risk Management Programs must regularly be revisited.



STRATEGY POLICY PROCESS



SETTING THE TONE
FOR THE FUTURE OF
**CORPORATE SOCIAL
RESPONSIBILITY.**

*Crafting Happiness in
Natural Capital, Sustainable
Consumption & Responsible
Corporations*

For enquiries write to
info@copenhagencompliance.com
Visit us at www.copenhagencompliance.com

2015 Risk Management Program

Companies have made considerable progress on revamping and strengthening risk management and the industry is headed in the right direction with respect to dealing with its risk management challenges. Without the credit and financial crisis, these changes may have never had happened, at the momentum it actually did. The previous 8 Annual European GRC Conferences can vouch for the momentum that Risk Management has gathered.

However, many companies still have no proven road map for how to move forward in the right direction. When these companies and their risk managers come under pressure, they have to deal with increased domestic and global regulatory uncertainty, intensified regulator assertiveness and have the right answers to new questions almost daily.

The 9th Annual European GRC summit concern is on the company's strategic planning processes and to integrate it to the companies complex risk landscape. Given the interconnectedness of the overall market risk factors that can crop up instantaneously and creating increased volatility and uncertainty the strategy and Risk synthesis is crucial to avoiding the future international business issues.

Other Risk Management focus areas will be on how to gather accurate data that address the operational and systemic risks, complexity transactions. The global nature of the markets and the risks it represents requires reliance on proprietary models, environmental issues such as sovereign risks, must be included in a company's modeling framework. Risk managers must become passionate communicators and take pains to develop that ability and become an integral part of a company's daily thought process.

- Identifying the risk components that ensure that the risk mitigating decisions take into account a variety of global issues and alternatives.

How to handle the threat of 'control overload' by scrutinizing the key controls, systems and tests. Prune some of the controls before they multiply beyond your ability to survive. Keeping Internal Controls under control is the key.

- Avoid opening a GRC trap door by creating too many controls just for the purpose of satisfying the board, management or auditors. Instead, update your internal controls by automating them. Manual controls provide false comfort while implementing. IT controls can update your Internal controls framework and keeps you in charge of your business transactions.
- Test the size of your financial controls and transactions, for adherence to policies and compliance. Let automated testing do the investigative work.
- What are the new issues in monitoring of controls and the software that enables organizations to automate detailed auditing procedures at complex data levels.
- Implement Governance components at core financial systems, without increasing the manual reliance on human audit and IT functions.
- Many companies are wrestling with the explosion of financial information that track, audit, and report. The pace of new reporting standards is more than what companies can achieve. How to maintain a flexible reporting system in this speedy environment. Instead of implementing new controls, stop the (Controls) phobia and change some of the redundant controls.

Integrating Risk Appetite to Risk Management: Increasing regulatory demands are forcing companies to embed and align compliance and risk management across their entire organization and operations. It is however not possible to embed and unite if different departments seek independent initiatives, duplicate efforts, leave gaps, or develop

assessment fatigue. Focus on alignment, coordination, and cost effectiveness to develop integrated risk competencies that improve coverage, reduce cost, and deliver greater value to the business.

- How companies can build risk monitoring directly into business-unit operations, so that compliance functions can produce more effectively and have a stronger coordinated approach to risk and compliance.
- How risk appetite serves as the fundamental standard by which all enterprise risks are judged as either satisfactory or unacceptable.
- How to integrate risk appetite into the risk and compliance process as well as the strategic planning process.

Due Diligence Systems in Action for The Extended Enterprise because corporations are responsible for everybody's performance. Resellers, local agencies, suppliers, third parties- in the age of the extended enterprise, identify the third-party risks, simplify management of your extended enterprise, and monitor the conduct of third-parties to ensure they comply to the established Code of Conduct

- The implications of new mandates and efforts on investigations and prosecutions
- The missing enforcement activities in globalised control violations, such as third-party due diligence, employee training, social media, data privacy programs
- How to implement and manage an effective due diligence programs that identify high-risk third parties, enforce and auditing adherence to policies.
- Specific global examples as well as real-life tales from current compliance executives will present the case studies..

Privacy & Data Protection issues in Risk Assessment and Management

- Building and implementing an effective Privacy and Data Protection risk assessment and management process
- Managing Privacy and Data Protection risks in global organizational settings – Challenges, strategic solutions and effective management
- Legal considerations and enforcement trends in Privacy and Data Protection compliance

Managing Risks in relation to Records and Information Management.

- Identifying and assessing organizational risks related to records and information management
- Global challenges, considerations and mitigation strategies
- Managing the risk: controls and training

Control and command the culture of Risk Management

- What are the advantages of a values based risk management program that focus on cultural issues
- How can good quality corporate ethical culture prove to be asset and influence risk management
- How to promote specific international cultural behavior that can dramatically affect risk management

The strength of the Black swan

Due to the realities of a dynamic global economy, the darkest of the black swan survived the unimaginable shocks: systemic banking/housing collapse, financial scandals, terrorism, war, floods, tsunamis and earthquakes. The global business environment continues to produce useful products, services and jobs for existing demand markets. The survival of the toughest capital is a real success story.

Scheme, System, Structure and Systemic GRC Issues I

Global crises covers a wide range of possible eventualities affecting businesses and organizations such as; financial instability, increased cyber threats, environmental change, reduced access to natural resources, conflict between nations, unequal wealth and distribution. One or more of these....

issues could set off or blow up into other risks. The result could not only threaten the profitability and stakeholder values of the problem but have negative consequences for the continuation of economic growth of the corporation.

Some of the current issues represent a growing number of risks or potential future global surprises for business or organisation. The past 8 Annual European GRC Conferences has highlighted the importance of the various Good Governance, Risk Management, Compliance and IT security risks that exist for the corporation, but not all risks are balanced.

At the 9th Annual European GRC summit, we classify the GRC issues by scope (functional, departmental, organizational, local, and global) and severity (imperceptible, endurable, or terminal).

Responding to the following global crises effectively, requires holistic systems thinking approach to the right GRC issues that are relevant for the planning and for the likely awareness of future GRC issues. 9th Annual European GRC summit aims to focus on how systems thinking, systems concepts and systems methods that can be applied to cope with current crises or to address future ones.

Scheme, System, Structure and Systemic GRC Issues II

How to organize and monitor your own; customized and balanced Governance, Risk Management and Compliance program with procedures that support particular attention to the current cultural and business realities and concerns. What are the processes and tools to manage your organization through the key steps to ensure full GRC compliance?

- Building a Culture of GRC Compliance taking into consideration the varying local Customs:
 - How to maintain and demonstrate a commitment from the top to the bottom of the organisation.
- What are the components of designing, implementing and maintaining a central, local or divisionalised GRC Compliance program
 - What are the specifics related to anticorruption issues
 - What are the specifics related to establishing responsible Whistleblower procedures
- Create, maintain and monitor the various gifts, hospitality, sponsorship and charitable donations and other policies and controls.
- Policies and procedures addressing the local culture, customs and expectations e.g. on International Anti-Corruption Standards as a standalone factor to overall compliance activity.
- Tailoring training programs for employees, third parties and other stakeholders.
- The evaluation of being in line with evolving local and international compliance requirements.
- Maintaining adequate accounting records and documentary evidence to promote greater compliance and audit Trail

2015 Global Compliance program

The overall regulatory Compliance nature has seen a dramatic increase in enforcement activity. Companies often struggle to cope with compliance initiatives across thousands of employees, multiple business partners, and extensive operations around the world.

The primary focus of the 9th Annual European GRC Conferences is on the appropriate monitoring and developing suitable enforcement guidelines on leadership, risk assessment, standards and controls, education and communication, and oversight.

The secondary focus is on how to evaluate the compliance program from the perspective of a regulator or outside counsel. Ensure that Compliance processes and activities operate as effectively as possible and ensure that the right amount of internal controls are in place to avoid another financial meltdown.

This year's focus will address documentation challenges as they answer regulatory inquiries, how carefully customer information is protected, demonstrate the ability to organize both existing and new customers appropriately, and best practices for handling the regulations has already been established, and to leverage that knowledge in their own business.

With proper planning and the right team in place, these regulatory and compliance challenges can be handled right the first time, on time and within budget.

The updated International Compliance Program. The Structure and Implementation.

It does not matter if you are a one hand Compliance department of one or the company's first dedicated compliance officer. It all starts with how the company formulates their plans for a

compliance function, present it to employees and embedded compliance across the enterprise.

Structuring Compliance for the Global Enterprise requires more than just whiteboarding a compliance program from corporate headquarters. Implementing an International compliance program effectively needs the right structure, leveraging local management, explaining responsibilities, even in a highly fractious world.

Maintaining an effective compliance program and function requires change procedures to maintain and design regulatory change. As business moves into new and future markets, mapping the regulatory changes and performing gap analyses will discover the new initiatives that need the approval of the board of directors.

Manual processes will not allow your Governance or Compliance Program to be effective. You need a GRC IT tool or software to automate tasks such as; policy management, regulatory compliance, change management, risk assessment and other factors that can challenge the improvement of the overall corporate compliance program.

Eventually your GRC trip will help you to a ERM program because Board of Directors and regulators clearly want you to embrace the concept of enterprise risk management and you want to establish that process. Initially you have to investigate how to manage that charge, expanding beyond straightforward regulatory compliance to a more ambitious approach to risk generally.

How to monitor your own; customized and balanced Governance, Risk Management and Compliance program

What are the policies and procedures that require particular attention to the current cultural and business realities and concerns of a GRC program. What are the processes and tools to manage your organization through the key steps to ensure full GRC compliance?

- What are the Cultural Aspects of a Global Compliance Program? Building a Culture of GRC Compliance taking into consideration the varying local Customs:
- How to maintain and demonstrate a commitment from the top to the bottom of the organisation.
- What are the components of designing, implementing and maintaining a central, local or divisionalised GRC Compliance program?
- What are the specifics related to anti corruption issues?
- What are the specifics related to establishing reliable Whistleblower procedures?
- Create, maintain and monitor the various gifts, hospitality, sponsorship and charitable donations and other policies and controls
- Policy factoring in local customs and expectations and international anti corruption standards
- Tailoring training programs for employees, third parties and stakeholders
- The evaluation of being in line with evolving local and international compliance requirements
- Maintaining adequate accounting records and documentary evidence that facilitates audit trail

The Building Blocks of Third-Party Risk: Managing Risk and Liability

Extended business relationships with vendors, outsourced providers, distribution partners and other business stakeholders are required to manage third party risks to comply with the current regulatory framework. Whenever your sensitive information is shared or processed by third parties, risks are building up. This presentation will examine the differences between risk and liability and how to build a third-party risk.

Regulatory issues affecting the business and the market

What are the strengths, similarities and specialties of the various regulatory compliance mandates in the different industries like Pharmaceuticals, Financial Services and Industry?

- Can we learn from each other's efforts to comply?
- What were the results in 2014-15 and what can market players expect from regulatory bodies in the near future?
- What are the current priorities and plans to expand the Compliance from both sides of the table?
- What are the current and planned changes to the industry's regulatory policies?

Developing Sustainable Sourcing Strategies and Vendor Management Frameworks

Outsourcing is one of the hot spots when it comes to Risk management and Compliance. Outsourcing hits all segments of pharma/medical device, financial services, manufacturing, industry and other companies – from R&D, to tests and trials, production, supply chain, revenue transactions to back office functions.

In this talk we consider the significant development and direction shaping the vendor and strategic sourcing management practices. What are the key components of the outsourcing arrangements that range from clinical trials to accounting and business transactions?

- How to ensure that the business partner has the same compliance culture, behavior and standards as your own company to protect brand damage and prevent massive fines
- What are the Emerging Technologies & Changing Market Forces In Business
- What are the key components of building Strategic Relationships with Service Providers?

Using Metrics to Measure and map the Compliance Effectiveness:

Instead of claiming that the Compliance office is busy, rather verify the compliance function works by implementing the metrics that prove the department's effectiveness;

- How often to measure the performance, who does the measuring of effectiveness?
- How to capture the data, and how to report it, how to assess the effectiveness of the ethics & compliance programs, what metrics to use
- How to report the findings, and how to combine the various compliance program elements to provide combined and total assurance to management and the board on the effectiveness of the program?
- How to communicate the actual importance of ethical conduct and strong ethical standards?
- How to communicate the ROI of compliance, what are the key performance indicators that provide evidence that the compliance programs is being properly used, measured and communicated?

Management of the Modern Internal Audit Function.

How to manage that everything in the organization gets done. How to set priorities, work with other departments and stakeholders, execute audit and compliance plans, and pursue that everything on the corporate agenda is running smoothly and gets done.

- How to manage a global company's audit needs. What are the likely challenges for the audit departments in the future.
- Auditing issues in Emerging Markets: Applying Fraud Detection Skills to Reduce Corruption

Financial re-engineering

The reality of the current corporate world is complex systems that are subject to systemic shocks. Therefore, Financial Re-engineering is an integral part of the modern corporate business, with technology to provide power and GRC components to ensure maximum flexibility, enhanced risk management whilst safeguarding assets and keeping costs down and thereby increasing profitability.

Why attend the 9th European GRC summit

Why do so many Good governance, risk management, compliance and audit practitioners select the Annual European GRC summit e Conference as their primary source of updates and information?

The answer in fact is relatively straightforward. - We provide topical and timely information to practitioners and professionals to become comply conscious with the constantly evolving global mandates, regulations and standards, related to Good governance, risk management, compliance and audit.

We do it by engaging the participants in the preparation of the program and ruthlessly focused on key regulatory and compliance issues. Our primary focus is related to financial reporting, regulatory enforcement, corporate governance, enterprise risk management, IT security and related global issues.

As the internal auditor of the ministry of Finance Charlotte Amdi Burgess says, "I got the information that I wanted to know' and the knowledge I needed to know. The organizers acknowledged my contribution prior to the meeting and responded to my questions professionally at the various sessions."

Make use of the early bird discount of 20% and reserve your seat now.

We want to meet you at the 9th European GRC Summit!

2015 IT Security Program

Each of the past several years has been considered to be the Worst Year Ever when it comes to IT Security Breaches. Dozens of other companies and government agencies were victims of massive network security breaches.

Several of victims were data-security firms or financial institutions. Therefore, the violations affected customers and consumers at a relatively large scale. The continued and extended use of mobile devices, social media and cloud security will drive the IT-security concerns in 2015.

9th Annual European GRC Conference has continuously provided guidance on how organizations can implement a risk-based approach to IT security by making these GRC issues visible, measurable and actionable. We also invite selected companies to demonstrate the Security Risk Management tools that support both advanced reporting capabilities and interconnectivity to ensure that remediation actions for their controls and tests.

The 2015 program will focus on the latest IT security challenges that damage the IT infrastructure social media as a tool in cyber warfare. Stricter enforcement and new legislation focused on data protection that assesses the cloud-service providers and their ability to enforce state-of-the-art IT security policies.

Protect the Social Side of your Business and Organisation. Employ the components of the Social Media to Remain Competitive

- The social media experience is changing the communication structure within and outside the organization. What are the threats in social media's unstructured and unexplored lines of contact? Improper use of the social media can inadvertently lead to Good Governance, Risk Management and Compliance issues e.g. Insider trading, antitrust violations, defamation and harassment etc.

- Social media allow organizations can also be used for stakeholder engagement, highlighting the need for Social Media governance. Organizations admit that it is difficult to monitor and manage interactive content of the Social Media to derive value and ultimately manage risk.
- Social media can be used to enhance a company's bottom line profitability and help leverage your social media marketing. By 2015, 40% of the most successful CIOs will use cloud sourcing to reduce costs and create new revenue in order to outperform competitors

IT focus on creating a comprehensive Social Media strategy on how to:

- Capture and govern the social media in the cloud
- Determine the boundaries of interaction that contains detailed, negative or neutral position
- Extend existing compliance guidance and assessment practices to interactive content
- Perform hypothetical search and policy-based monitoring of the combined social statistics - in your entire database
- Preserve or recover the interactive content for legal action or proceedings

Using Technology to Simplify, Integrate and create Business Security and Value.

- How to use IT to capture and control the enterprise wide GRC perspectives and compliance events at your business platform
- How to manage and monitor the various security risks that drown in data, by implementing new technology e.g. dashboard systems that prioritize risks and develop a global view of compliance activity
- How to move more strategically and stay ahead of compliance missteps

- How to mitigate exposure to risk, fraud, and human error by implementing controls-monitoring technology to enforce real-time, contextual, and preventive controls within business processes

Managing Information Governance to Avoid Compliance Meltdowns.

- How to create a secure, cloud-based IT environment that consolidates information management data into one system. The priorities could be corporate records management and regulatory compliance departments
- How to move Information Governance into the next generation of large data structures and the related risks. e.g. e-discovery failures, privacy breaches, and limited data protection?
- How to manage these risks and compliance obligations into a modern corporate IT environments such as cloud computing?
- How to find the right cloud model for your business and control the information flow in that structure?
- What are the implications for privacy and data security?

The Cloud is here to stay, integrate Cloud Computing Into Your Data Security Program:

On the one hand the Chief IT Officer is pushing for more cloud computing, while managers keep on singing the efficiencies of iPads, smart phones, and online services for more efficiency.

- What are the risks and rewards of cloud computing?
- How can the IT compliance function approach the cloud without getting lost in a haze of risks and sloppy data practices?
- How compliance officers can stay ahead of the realities of IT that eventually could attack the IT infrastructure?
- Complying with multi-national privacy and security requirements in the cloud

Records and information management: managing the real risks facing your organization

- What are the organizational risks related to records and information management?
- How to Identify and assess the GRC demands related to records and information management What are the Global challenges, considerations and mitigation strategies
- What are the components to manage these risk, implement adequate controls and provide training and education

Demystifying the Cloud

In the 1980s, all computer applications ran on a large computer called the mainframe. During the early 1990s, individual departments had "a client-server" that ran critical applications. Now computing power is with the end-user – PCs, laptops, and now smartphones and tablets with everyone on the same network as it was during the first centralized environment.

Cloud computing is simply any technology service, such as an application, infrastructure, or platform that's offered to customers over the internet. Some of the demystifying Cloud issues are:

Centralized Data Centers - The cloud is perfect for the re-centralization of IT resources.

Storage - The files you have on your computer are moving to the cloud. Storage, once unthinkable to be moved to the cloud (people want their data near them) is now significantly being used in the cloud.

Security - Security remains a concern when accessing resources through the internet. Many companies boast of cloud security solutions.

Applications - Perhaps the best-known services delivered via the cloud are applications, or Software as a service (SaaS).

Virtualization Technology - Cloud-based solutions typically deploy some kind of application or desktop virtualization technology.



Riskability

An Evolutionary Approach to Create
Success as a Calculated Option

Kersi F. Porbunderwalla

How to Achieve Disclosure Consistency in Bribery, Fraud, Corruption and CSR Reporting

Corruption continues to be prevalent in many countries. This is a serious problem because in the long term it hinders the corporate and business development. Corruption is a complex social, political and financial situation that affects many countries. Corruption undermines democratic institutions slows economic growth and contributes to corporate and governmental instability.

Several of victims were data-security firms or financial institutions. Therefore, the violations affected customers and consumers at a relatively large scale. The continued and extended use of mobile devices, social media and cloud security will drive the IT-security concerns in 2015.

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THE ENTIRE AGENDA

UPDATING THE FUTURE OF GLOBAL GOOD GOVERNANCE, RISK MANAGEMENT, COMPLIANCE AND IT-SECURITY (GRC) DEMANDS TO CREATE BUSINESS VALUE

The 9th European GRC summit focuses on a wide range of ethics and compliance risks specifically in the current European business environment. The summit will focus on the European underlying issues and deep-rooted problems and provide sustainable solutions.

The concept of each GRC summit is to provide a remarkable and prodigious number of short speeches that cover a variety of GRC issues with the following Q&A session. However at the parallel sessions, we will do deeper in the subject matter and gather knowledge with dialogues, questions and comments along the way so that the participants are truly involved.

Some of the specific GRC issues and questions global experts will discuss are:

- Each speaker will address how GRC can facilitate Europe to be on the move to growth and creating sustainable value
- What are the global GRC issues with the oversight authority and regulators?
- How to perform an effective due diligence to comply with 3rd party?
- What are the current political issues in Europe that affect the business climate and create instability?
- Developing Effective Privacy & Data Protection Strategies for global compliance

The final agenda with the latest program update and timings will be announced 60 days prior to the conference. Here are some of the highlights and a present-day preview of some of the great GRC and IT security plenum, parallel sessions, workshops and breakout sessions in the 2015 program.

COMPLIANCE KEY PERFORMANCE INDICATORS FOR BOARD OF DIRECTORS AND SENIOR MANAGEMENT

Global mandates require transparency and accountability in a practical ethics & compliance program.

- How to document and decide the central tracking of the vital Key Performance Indicators?
- How do you monitor, disclose, communicate and report them to reflect an accurate picture of what is going on?
- What is the metrics to demonstrate that the compliance program is in function at all levels?
- How can compliance departments add value to the organization in Europe when this is a major global problem?

UPDATING COMPLIANCE, GOVERNANCE AND RELATED ISSUES WHEN EXPANDING OR DOING BUSINESS IN THE EMERGING MARKETS OF EUROPE

- What are the key ethics and compliance risks specifically in the EU?
- Which regulators and oversight are the most important in the region?
- What are the most-effective ways to perform due diligence here?
- How have recent political developments in Europe affected the business climate?

UNDERSTANDING, IMPLEMENTING AND MONITORING COMPLIANCE KEY PERFORMANCE INDICATORS

This Key Note will address the metrics and measurements that compliance officers can use to manage the company's risks and compliance activity.

- How to use GRC metrics to monitor the requirements of the board of directors, regulators, oversight and others.
- Can the GRC Metrics monitor and measure compliance that adds to the company's overall performance?

WHISTLEBLOWER POLICIES THAT RESPECT CULTURE AND PROMOTES REPRESENTATIVENESS

Global experience document that reporting misconduct is crucial to ensure adequate ethics & compliance. What are the idiosyncrasies that compliance departments face to earn Whistleblower respect so that reluctant employees that are afraid of repercussions. How is the European culture to report misconduct progressing? Are there employee protection schemes that contradict with whistleblower policies?

- Implementing a sensible whistleblower program that employees can use.

WORKING WITH EUROPEAN WORKS COUNCILS

Works councils are often a partner but also an opponent of compliance programs when it comes to data privacy issues. How do Work Councils react to hotline reporting, investigations, privacy rules and related issues? Can a compliance program cooperate with trade unions and provide advice on how to handle works council issues?

INTRODUCING GRC IN STATE-OWNED ENTERPRISES (SOE)

What are the unique challenges of due diligence, monitoring, and anti-corruption controls when working with companies owned by the government.

- What are the fundamental business practices when dealing with SOEs related to risk assessments, background checks, anti-bribery policies, and related issues?
- The politics involved in SOE when mandatory joint-venture partnership is required.

THIRD-PARTY RISK MANAGEMENT ON A LARGE SCALE

Third parties are a risk to all global companies. The ability to impose strict policies and controls is often complex in a global enterprise.

- How can we train and monitor third party employees?
- How can GRC officers work the local business units in Europe to provide local oversight?
- What are the Risk assessments and policy management issues for total compliance?

CONDUCTING CROSS-BORDER INVESTIGATIONS

The allegation of misconduct is no different in Europe, Middle East or China.

Review the practical experiences in some of the worst trouble spots. What are the stumbling blocks to your investigation, and complying with global research standards?

- How to run an effective global investigation, in some of the most-difficult spots in the world,
- How to address issues where local law may conflict with predetermined actions?

PERFORMING COMPLIANCE TRAINING AND GRC E-LEARNING

Hear from one of the global players on how to develop a local approach to compliance training and e-learning. We discuss experiences needed to roll out e-learning program and how the company can scale standard GRC program in more jurisdictions.

- What are the formal structures of compliance programs that can be user-friendly and inviting rather than intimidating?

CONDUCTING INTERNAL INVESTIGATIONS

What are the current challenges of conducting a robust research and forensic investigation in Europe? A practical investigation often requires multifunctional management of issues at one time. What are the data and privacy protections issues that apply to/in which European nations?

- How to balance U.S., EU and other global IT privacy mandates.

GLOBAL INFORMATION TECHNOLOGY COMMUNICATIONS ISSUES

THE ROLE OF THE IT COMPLIANCE OFFICER IN CURRENT DAY EUROPE.

Both the data Privacy and IT compliance programs must coexist. How can the two work together? What are the issues and implications when they work against each other? How to develop a strong relationship between data privacy and IT compliance.

- Should each function report to the other, and on which process(es)?
- Should they be separate functions reporting to different departments?
- How they manage such organizational relationships and avoid tension.

DATA PRIVACY AND IT COMPLIANCE

How IT compliance and data privacy functions should be addressed and structured so that they work together.

- The new EU Privacy Directive components so that global companies can navigate between the various mandates

DUE DILIGENCE EXERCISES AND WORKSHOP

DESIGNING EFFECTIVE DUE DILIGENCE PROCESSES

Performing timely due diligence to address anti-corruption risks, anti-money laundering, supply chain consistency is a fundamental component of every compliance program.

- How to integrate multiple sources of IT issues and data to assess a third party/business partner's risks.
- What are the principal modules of a due diligence process that can be automated
- Which current GRC controls can be leveraged for other risks to make the due diligence process more flexible to handle new-global requirements?

GLOBAL COMPLIANCE ISSUES

THE STRUCTURE OF A GLOBAL COMPLIANCE PROGRAM, COPY PASTE OR CUSTOMIZED?

Experiences from a compliance program roll out, across multiple countries:

- Tracking local regulatory requirements
- What are the operational functions to overcome resistance from reluctant unions and workforces?
- Does Europe require extra attention to comply?
- What are the compelling issues in Europe that European compliance officers often oversee?

COMPLIANCE WITH EU RULES: WHAT WILL BE THE FUTURE DIRECTION IN ENFORCEMENT?

How will The Compliance Problems in the EU affect the global business environment?

- What is the potential of local enforcement agencies in securing compliance?
- Due to the different legislative cultures, there are different approaches to compliance?
- Is there a GRC uniformity issue in the Eu

UNDERSTANDING, IMPLEMENTING AND MONITORING GRC KEY PERFORMANCE INDICATORS

This Key Note will address the metrics and measurements that compliance officers can use to manage the company's risks and compliance activity.

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BUILDING GLOBAL COMPLIANCE PROGRAMS AT MULTI-NATIONAL COMPANIES

Many new European businesses operate in many countries-but the compliance programs are not implemented or are still new. This Key Note session is based on research and survey to explore how to launch a new compliance program.

- Explaining to employees the essential components of compliance.
- How to build the right reporting systems, business conduct, and issues that require attention to markets in Africa and Middle East for global compliance officers.

PARALLEL SESSIONS AND WORKSHOPS

ADDRESSING THE EU-WIDE THIRD-PARTY COMPLIANCE RISKS

This session/workshop will explore the various local EU third-party risks.

- How to win the confidence over local business units so that they can assist in managing third parties
- How to convince third parties that cooperation on corruption, risk assessments, policy management, and disclosures are essential.

THE ULTIMATE GLOBAL APPROACH TO ANTI-CORRUPTION THRU ETHICS AND GOVERNANCE CONTROLS

Global anti-corruption laws are on the move. This workshop provides guidance to help companies build BFC compliance programs. The universal principles behind all mandates to create a comprehensive BFC program that recognizes local cultural differences, but is consistent and coordinated in a global approach.

- How can the business and C-level officers strengthen risk management & corporate governance structure in the organizations?
- The key Internal controls for monitoring financial activities
- The European issues when senior political & public figures are required to submit to 'lifestyle audits' & forced to make the transactions open for all?
- What needs to take place when encouraging Public-Private partnerships in the regional
 - Moreover, within the local anti-corruption & crime commissions.
- What are the key international developments in anti-bribery & anti-corruption
 - What is the impact to public & private institutions in Europe
- How to prevent unethical behavior - What are the innovative solutions
- Implementing an active corporate integrity policy & following it!

DEFINING LEGAL & COMPLIANCE ISSUES AND DETERMINING OWNERSHIP, RESPONSIBILITIES AND CONFLICT OF INTEREST ISSUES BETWEEN THE DEPARTMENTS

This panel session/workshop will explore the issues encountered by the general counsel; should compliance officers report into the legal department in the European; who is responsible for conducting anti-bribery and related misconduct investigations.

Why is the internal relationship between the compliance and legal departments often misunderstood? This panel with participants from both sides discusses and explores:

- Should the compliance officer report to the general counsel?
- How can the experience and competence of the compliance department improve the contributions from the Legal team?
 - Leading investigations, negotiating with oversight and regulators, setting the GRC policy
 - Recommendations and guidance for disciplinary action for GRC misconduct.

GLOBAL ETHICS AND INTEGRITY ISSUES

IMPLEMENTING EFFECTIVE ETHICS AND COMPLIANCE FOR MIDDLE MANAGEMENT

Strong support for ethics & compliance from the top provides the tone for the compliance program to be a success. Compliance officers will always face impediments related to practical techniques and processes to provide guidance so that middle management can be effective compliance enforcers.

- How can middle management set the tone to achieve enterprise-wide GRC success?

PUSHING COMPLIANCE-ETHICS THROUGH THE GLOBAL SUPPLY CHAIN

Misconduct in the supply chain e.g. bribery, human trafficking, and sweatshops are known phenomena. How can compliance officers sign off agreements related to these issues and help the company to push its ethical values throughout the supply chain?

- Avoid reputation risks and ensure good standing with the government?

ETHICS AT XYZ (THE NAME OF THE COMPANY WILL BE ANNOUNCED SOON): HOW TO JOIN FORCES IN FIGHTING FRAUD AND OTHER ETHICAL MISCONDUCT - KEY CASE STUDY

- What is ethics (the XYZ view)?
- Why should we spend money promoting ethical behavior?
- Who is responsible for what?
- How do we promote ethical behavior and react to misconduct?
 - Policies and guidelines
 - The XYZ Hotline
 - Fraud response plan and fraud investigations

GLOBAL ACCOUNTING AND FINANCE ISSUES

THE FUTURE OF FINANCIAL REPORTING: ACCOUNTABILITY AND TRANSPARENCY ISSUES IN EUROPE TO HELP UNDERSTAND HOW BUSINESSES OPERATE AND PERFORM

The demand for improved corporate accountability transparency is driving the shift from global accounting and reporting standards to additional disclosures around areas such as environmental or social responsibility and the adoption of XBRL for electronic publishing of financial results.

ACCOUNTING AND FINANCE REPORTING TO ADDRESS THE SHORT TERM CHANGES FOR EUROPE COMPANIES AND WHAT THE FUTURE OF FINANCIAL REPORTING LOOKS LIKE IN EUROPE;

- Changing and Converging Accounting Standards
- Momentum Behind the Global Adoption of IFRS
- Increased Use of Sustainability Indicators
- New Business Performance Reporting Initiatives

GRC Implementation And Monitoring Solutions From A Single Source.

- Provide knowledge on GRC components for operations oriented strategic and financial planning
- Higher security demands on processes and strict compliance regulations are a real challenge for companies.
- The interesting solutions and best practices for analyzing huge amounts of data
- Implement innovative approaches to applications and technologies for automating GRC.

Copenhagen Compliance® was established in 2006, to support comprehensive global overview on corporate Good Governance, Risk Management, Compliance and IT-Security (GRC) issues.

Copenhagen Compliance® is an independent GRC competence center, with added specialization in bribery, fraud and corruption (BFC) prevention and Corporate Social/Stakeholder Responsibility (CSR) issues. We named our services Copenhagen Compliance® because Denmark/Scandinavia is traditionally known to provide global guidance on integrity, accountability and transparency issues. Scandinavian countries continue to be on the top of the list as the least corrupt, and are in the forefront to introduce global GRC/CSR and BFC codex and framework.

The primary objective is to strengthen the international GRC implementation system, whose greatest responsibility and challenge is to help managers, companies and regulators to understand, cope and comply with the current GRC problems and help them to formulate a safer and more sustainable GRC strategy.



The chairman is Lady Olga Maitland, board members are Torben Nielsen, ex-governor of the Danish National Bank, Mariano A. Davis, President of the British Chamber of Commerce and the Secretary General is Kersi. F. Porbunderwalla

Copenhagen Compliance® is composed of three groups/Divisions- the Riskability IT Tools provides assessment on BFC/GRC/CSR issues. Copenhagen Charter provides global guidance on GRC/CSR/BFC principles and practices for certification purposes.

Our LEAN GRC implementations and independent review on GRC effectiveness are based on defined principles and practices. Additional services include; interim GRC personnel (search and selection), CERP (clear eyes review process) in-house training, conferences & webinars.



Copenhagen Charter further develops customised principles on corporate Code-of-Conduct including board committee charters based on key governance components; integrity, accountability ethics and transparency, to create value and improve global GRC processes & business standing for our clients.

The advisory assignments, conferences, seminars & workshops are based on our Maturity Model, Framework and CERP® methodology. We provide Roadmap for enhanced GRC stakeholder implementation, monitoring & reporting. LEAN GRC implementations and independent review on the GRC effectiveness are based on the defined principles and practices of Copenhagen Compliance.

When you get certified, you get recognized: As an independent body, we provide assessments, certification, opinions & autonomous papers & reports on audit, legal and policy issues to companies, organisations & associations.



The extended scope of Copenhagen Compliance framework(s) will accelerate the execution of your GRC/BFC/CSR profile to secure a major impact on your top and bottom lines. In other words, Copenhagen Compliance provides a range of practical and hands-on advisory services, which combines the vision of the annual Davos Summit, together with the framework and process of the Basel Accords garnished with the oversight of the Bilderberg group.



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