



On the CAE Agenda Q4-2021

*Complementary risk briefing available

Strategy and value management

- **Getting to the right KPI to measure value for the business**
- **IA's role in disruptive events (transactions, transformations, etc.)**
- Broadening risk coverage as business model and digitization efforts evolve
- Integration and coordination across three lines of defense (e.g., common risk taxonomy)

Risks and responses

- **Data governance and data management**
- **Cloud services and storage (e.g., data security, business continuity)**
- **Culture risk***
- **Distributed workforce risk (e.g., tax implications)**
- **Automated governance***
- Ransomware incident response*
- ESG initial program assessment*
- System implementations
- IT resiliency
- Supply chain*
- Supply chain digital risk
- Cost containment
- AI and machine learning
- Fraud risks

Operational model

- **Staying close to the business in a virtual environment**
- Operating with increased agility, especially an agile risk assessment and plan

Stakeholder engagement

- **Improving AC chair connectivity**
- Resourcing needs across the organization

Digital acceleration

- **Data-driven enterprise risk assessment**
- **Continuous monitoring**
- **Process mining**
- Focus on automation
- Stronger integration of second and third lines on common GRC technologies to improve alignment of processes and data across the audit, risk, and compliance technology ecosystem

Modern workforce

- Need for more specialized or mature capabilities around data analytics and insights
- Upskilling IT and enterprise technology acumen
- Overcoming talent drain and resource needs through hiring and retention
- Overall shift in skill sets needed given shifts in IA delivery model

Recent resources to consider:

- July 2021 | [Citizen developer enablement](#)
- July 2021 | [SAP S/4HANA security from the start](#)
- August 2021 | [Global IT Internal Audit Outlook](#)
- September 2021 | [Technology Risk Intelligence](#)
- September 2021 | [Five imperatives to effective DevSecOps](#)
- The Institute of Internal Auditors, [OnRisk 2022: A Guide to Understanding, Aligning, and Optimizing Risk](#), October 2021
- [KPMG Internal Audit & Enterprise Risk homepage](#)

Risk briefing topics

[Ransomware Attacks](#)

[Automated Governance](#)

[Culture Risk](#)

Bold emerging risks

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