

ECIIA 2018 2019



# Annual Report

# 18 / 19

ECIIA 2018 / 2019

ECIIA presents

The 2019 Annual Report

This report is 100% sustainable



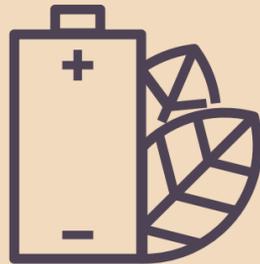
This is a digital publication. Do not print.

### Finance can make the difference



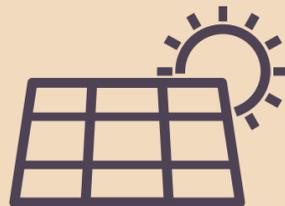
#### Cut in Gas Emissions

Minimum 40% cut in greenhouse gas emissions compared to 1990 levels.



#### More Renewable Energy

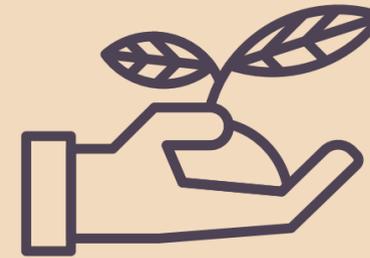
At least a 27% share of renewables in final energy consumption.



#### Energy Economy

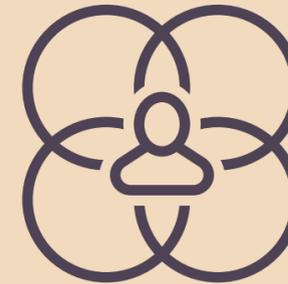
At least 30% energy savings compared with the business-as-usual scenario.

### What are environmental, social and governance (ESG) factor?



#### Environmental

- climate change
- greenhouse gas emissions
- resource depletion, including water
- waste and pollution
- deforestation



#### Social

- working conditions, including slavery and child labour
- local communities, including indigenous communities conflict and humanitarian crises
- health and safety
- employee relations and diversity



#### Governance

- executive pay
- bribery and corruption
- board diversity and structure
- fair tax strategy

### Environmental Compromise

At ECIIA we feel it is our mission to do as little harm to our planet as possible. We feel now is the time to act and we cannot leave the responsibility to third parties. That is why the 2019 Annual Report is for the first time 100% sustainable.

#### Source:

[https://ec.europa.eu/info/sites/info/files/180524-sustainable-finance-fact-sheet\\_en.pdf](https://ec.europa.eu/info/sites/info/files/180524-sustainable-finance-fact-sheet_en.pdf)

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Our Mission

# 01 President's Vision

This was my last year on the Governing Board of the ECIIA, and I want to take this opportunity to share my ambitions for ECIIA with each of you, Chairmen and CEOs of the National Institutes members of our Confederation.

The objectives of my mandate were very clearly (i) raising the effectiveness of ECIIA through closer collaboration with the members, (ii) strengthening the European ERM community, and (iii) providing a European thought leadership on internal audit and corporate governance.

In a rapidly moving world, where only change is stable, internal auditors are more than ever expected to deliver a reliable and independent assurance for compliance and business effectiveness, including in the emerging areas. Therefore, they need to embrace agile behaviours, to invest on their soft skills and to adopt new thinking.

Our global context in Europe is defined by the combination of a wise and brilliant civilisation, a wealthy economy, and a fierce competition from all over the world, but also

amongst the European nations. In addition, the past two years witnessed a complex mix of increased regulation, volatile ecosystems and geopolitical threats. Furthermore, the Brexit discussions demonstrated our difficulty to adopt a "common good" solution, or even to anticipate what should be reasonably implemented, despite our multiple recognised talents in the whole continent!

Our context is also uniquely influenced by the European institutions. The Parliament and the Commission promote good governance and a better planet, and hence are very active on non-financial and sustainability reporting. To encourage companies moving boldly into this area, they launched the European Corporate Reporting Lab, as a new platform to stimulate initiatives in the corporate reporting, and also the Task Force on Climate Financial Related Disclosures to define how companies should consider climate related scenarios and report them in sustainability reports. These initiatives are important for our profession, as our stakeholders look for reliable information and independent assurance.

On another hand, the European digitalisation initiatives (GDPR, NIS) already impact our

profession and require broader skills, additional capabilities and eventually new thinking.

Finally, could we recap the European global context and not mention the financial sector? It is indeed continuously disrupted, with effects trickling down to internal audit. We closely work with both the EBA and the ECB, whose role as supervisory and regulatory authorities of the banking sector is crucial. We particularly run a yearly forum with them, giving the CAEs of SSM banks a unique opportunity to network at a pan-European level, and discuss on permanent challenges and new guidelines such as outsourcing, or ICT/security risk management.

The banking forum is a successful mock-up of what we plan to organise for other sectors at the European level, starting with Insurance and Public sector, for which ECIIA hosts two efficient committees in order to exchange best practices among internal auditors of the same sector, as well as to act and lobby vis-à-vis the concerned authorities.

It is also the same spirit which transforms every year one national conference into an

ECIIA conference. Of course, as the audience is wider and the needs more versatile, the exercise respects different specificities. When you read this annual report, the ECIIA 2019 Luxembourg conference will just have ended, showing that a small country can organise an ECIIA conference, like IIA Spain did in October 2018 in Madrid, reaching record results in terms of impact on the profession, customer satisfaction, attendance and profitability. Let's be proud that altogether, as European leaders of our profession, we contributed, with determination and patience, to build a European community of internal auditors, by uprising the collaboration among the National Institutes and harnessing the energy of their local working groups to deliver a one-European voice. Let me stress on the "Risk in Focus" example, an outstanding reference document, useful to all auditors and developed by eight NIs inside the EIRG workgroup and published with the ECIIA brand.

"Enhancing good corporate governance through internal audit" is the ECIIA motto. It led us to leverage our advocacy efforts by collaborating with the other European associations. Together, we can more easily struggle for a strong European Corporate Governance model, and we can better serve our organisations facing repeated new challenges while having to remain sustainable in all means. More than ever, the 3 Lines of Defence model proves to be an effective and powerful tool to clarify, explain and advocate strong and "controlled" corporate governance. Remembering that the 3 LoD model was designed in 2012 by a joint effort among ECIIA, FERMA and ecoDa, we launched earlier this year the Corporate Governance House, located Avenue des Arts in Brussels, close to the European Commission: it already hosts the ECIIA and the ecoDa, and is ready to enlarge to other professional associations in our arena. It is a visible sign aimed at clarifying to our stakeholders the value added

we can bring to our companies and agencies by collaborating together, in Europe. Together stronger.

Although the EU legislative process is somewhat lengthy and complex, we succeeded in implementing various regulatory improvements to the benefit of our members through our advocacy initiatives.

We also raised the visibility of ECIIA by implementing a new collaborative website and by using more extensively social media. Therefore, leveraging on the expertise built in the National Institutes, we adopted the collaborative tool Workplace selected by the IFACI. Much more widely, let's acknowledge the great expertise available in the European countries, which breaks the barriers of the frontiers and enlarges the geography: so, by fostering European collaboration inside the network, we shall collectively extend our production at the service of the internal audit culture and community in Europe.

Eventually, this report shows that the objective of my mandate were met: (i) raising the effectiveness of ECIIA through closer collaboration with the members, (ii) strengthening the European ERM community, and (iii) providing a European thought leadership on internal audit and corporate governance.

Still, there will be more and more to do at the European level. Indeed, new technologies, artificial intelligence, evolving business models, emerging competition, aggravated regulations, increased focus on compliance, often from European origin, will impact the profession and amplify the role of internal auditors. Not only adapting to unlimited changes, but also developing a deep understanding of the corporate strategy, business stakes, and culture of our organisations. Therefore, we must help both the organisations and the regulators on their journey towards good governance. To this end, we shall be more efficient

by joining forces in Europe.

Finally, I would like to express my deep appreciation to all members and volunteers, as well as to the small although smiling permanent team of the ECIIA, for their dedication and valuable contribution in promoting good governance and the role of internal auditors in Europe.

**“In a rapidly moving world, where only change is stable, internal auditors are more than ever expected to deliver a reliable and independent assurance for compliance and business effectiveness.”**



**Farid Aractingi**  
ECIIA President

# Secretary General's Foreword

## 02

This year has been a very active and productive one for our organisation, both internally and externally.

We have grown our team with the recruitment of a new Communication and Marketing Assistant .

We have moved to new offices, joining forces with ecoDa (European Confederation of Directors Associations) to create the first Corporate Governance House in Brussels. This provides us with a modern co-working environment, while we both remain separate and independent entities with distinct, though complementary strategies.

Collaboration with our members has been strengthened over the course of the year, in particular, through regular exchanges with the European Institutes' Research Group, participation in the European CEOs meetings and dialogue with the different National Institutes.

ECIIA now represents more than 47.500

members; and we have established a stronger presence among European Think Tanks and Expert Groups to be a louder voice for internal audit at European level.

Position papers are one important tool for us to explain our thinking to a wide audience. We have issued new Guidance for internal auditors in the Insurance sector, to facilitate discussions on the new Solvency II Regulations; a position paper on the role of the Audit Committee in the Public Sector in promoting good corporate governance; and we are now finalising a number of papers aimed at the banking sector, based on discussions with a Supervisor on hot topics.

With collaboration and knowledge exchange being more important than ever before, we are in close dialogue with other European Associations representing the second line of defence and non-executive Directors. In that context, we have launched a new collaborative project with Ferma (the Federation of European associations of risk management) about the respective roles of our profession

under the General Data Protection Regulation, one year on from its entry into force.

European Regulators are keen to receive advice on better transparency, and we keep them informed about the internal audit as a key pillar of the organisations and a vital tool for the success of the company. Even as organisations change, new business models are developed and new functions created (eg Data Protection Officers or more recently Value Creation Officers), the tried and tested model of the three lines of defence remains as relevant and important as ever in the changing environment.

Meanwhile, a new European Parliament has been elected, and a new European Commission will shortly take office.

The objectives of the incoming Commission have not yet been announced: but they will be crucial in shaping our priorities for the coming years. In the period ahead, we will want to focus on a number of key themes:

We will most probably be working on the following topics:

-Sustainability is one of the most important challenges that we face, and the European Union has recently launched an ambitious sustainable finance action plan.

This will have a significant impact on board disclosures requested and non-financial reporting in particular: issues of materiality, comparability and trust will all need to be discussed.

The global scope of companies activities is also a key aspect, as the whole supply chain will be targeted.

-Growth and competitiveness will continue to be central concerns. In that context, the Commission will continue its work on sim-

plification of the regulation, greater transparency and proportionality. This will have implications for issues of assurance around compliance and will impact the work of the ECIIA.

-Digitisation may well feature high up on the EU agenda, with measures towards a green ICT sector, the management of the data for the environment and climate actions, regulations on the use of artificial intelligence in Europe and an assessment of the data protection regulations. It will not only have an impact on the audit process but also on the profile, skills and professional development of internal auditors.

-In the banking sector, the shifting regulatory landscape and rapid changes in technology will drive the need for an increasingly close and co-operative relationship with the regulator. Indeed, the scale and pace of change will force internal audit to transform not only their areas of focus but also the way in which they work.

-For insurance, the review of the Solvency II framework has wide-ranging implications for the governance of the sector as a whole, and will bring changes to the role of internal audit within insurance companies.

We will continue to share our work on these and other issues with our members; and to take every opportunity to facilitate productive exchanges among volunteers, the membership as a whole, and the wider community of interest across Europe. In doing so, we are mindful that all our work is only possible due to the active support and collaboration of members- in Committees, in Workgroups and among the wider membership. We are extremely grateful to you all.

Thank you and let's continue together in our

mission: "enhancing corporate governance across Europe through effective internal audit".

“More than ever, it will be important to react to the consultations with a European voice but also in collaboration with the different actors of the good corporate governance.”



Pascale Vandebussche  
ECIIA Secretary General

# Management Board

# 03



**Farid Aractingi**  
IFACI  
President



**Verra Marmalidou**  
IIA Greece



**Melvyn Neate**  
IIA UK & Ireland



**Thierry Thouvenot**  
IIA Luxembourg  
Vice-President



**Gianfranco Cariola**  
IIA Italy



**Jens Motel**  
DIIR



**Gabrielle Rudolf van Rohr**  
IIA Switzerland  
Treasurer



**Kristiina Lagerstedt**  
IIA Finland



**Tomáš Pivoňka**  
IIA Czech Republic



**Manuel de Alzua**  
IIA Spain

## Management Board

The Confederation is managed by a Management Board composed of 10 members: 5 from each National Institute with the highest number of members and 5 from other Institutes. The directors are appointed by the General Assembly for a period of 2 years, renewable twice. This year the Board welcomed a new representative from IIA Italy. They have met 7 times and twice with the European CEOs from member Institutes.

## Main Activities

The Management Board has the power to undertake any act necessary or useful to achieve the purpose and objectives of the Confederation. The Board sets the strategy, supervises and guides the activities of ECIIA. The main objectives are to reinforce the mission of ECIIA and to improve good governance and internal audit through increased collaboration between its members.

“The Management Board has the power to undertake any act necessary or useful to achieve the purpose and objectives of the Confederation.”

# Public Affairs Coordination Committee (PACC)



**Thierry Thouvenot**

IIA Luxembourg  
Chair



**Gabriela González-Valdés**

IIA Spain



**Manuel de Alzua**

IIA Spain



**Melvyn Neate**

IIA UK & Ireland



**Philippe Mocquard**

IFACI



**Ian Peters**

IIA UK & Ireland



**Jens Motel**

DIIR



**Roberto Fargion**

IIA Italy



**Jonathan Moraes**

IIA Spain



**Soledad Llamas Tutor**

IIA Spain



**Pascale Vandebussche**

ECIIA

## 04

### Public Affairs Coordination Committee

Our Public Affairs Coordination Committee supports the mission of ECIIA to develop European governance best practices by reacting to, and developing, initiatives in the field of internal audit at a European level. The objective is to promote the internal auditing profession by being recognised by European regulators and legislators as a credible, objective voice for the internal audit profession, and increasing awareness and perceived value to the various stakeholders. The Committee is made up of representatives of our members providing feedback from practice. They work closely with European regulators to give opinions on key internal audit trends and to promote best practices. The PACC has collaborated consistently with the European Institutes Research Group since 2018.

### Main Activities

The Committee monitors the activities of the European advocacy targets by identifying public policy issues and concerns affecting internal audit in Europe, prioritising these issues and concerns, and defining those that the ECIIA should focus its attention and resources on. The Committee provides feedback and input on public policy and strategy via conference calls and online collaboration. They create the advocacy action plan based on the annual objectives set up with the Board of Directors. In order to voice the professional views of European internal auditors, the Committee defines the best way to cooperate with the EU institutions. Where relevant, the Committee seeks to cooperate with other EU associations in order to maximise synergies and raise awareness of common concerns. The Committee identifies representatives for the various sectorial

committees and for the working groups that will provide perspectives based on practical auditing experience and from the views of their National Institutes. The organisation comprises (schematic from last report.)

The Committee has contributed to the DG FISMA consultation on "Targeted consultation on the update of the non-binding guidelines on non-financial reporting", which was updated in June 2019. Our reaction was mainly to recommend that the guidelines should be based on a risk analysis and not just on materiality. We also mention that there is no one size fits all approach and we promote the integrated thinking approach as well as the implementation of the 3 lines of defence model for an independent assurance.

ECIIA has participated in various conferences and debates on non financial reporting, climate change impact on reporting and exchanges regularly with the new European Task Forces (European Corporate Reporting Lab, Task Force on Climate Financial Related Disclosures).

The PACC is also working on defining the key advocacy priorities for the new European Parliament and Commission :

- Sustainability is one of the most important topics we will face in the upcoming years and the EU launched an ambitious sustainable finance action plan.

There will be an impact on the disclosures requested to the Board and on the non financial reporting. The issues of materiality, comparability and assurance will be debated .

The global coverage of the organisation activities is also key as the whole supply chain will be targeted.

- In connection with the objective of growth and competitiveness, the Commission will work on simplification of the regulation, more transparency of their work and proportionality.

It will impact the compliance assurance and the way ECIIA is working.

- Digitalization might also be on the agenda and will impact the audit process but also the profile and skills of the internal auditors.

For four years now, eight national institutes have developed the new edition of the "Risk in Focus 2020" inside the European Institutes Research workgroup and with the ECIIA brand. This annual barometer of what CAEs perceive as their organisation's risk priorities and what is preoccupying their thinking as they prepare the forthcoming audit plan.

The surveys and interviews are carried out in Europe and received 528 responses this year.

This year the 3 top risks identified are:

- cybersecurity & data privacy: rising expectations of internal audit
- the increasing regulatory burden
- digitalisation & business model disruption

# Audit Committee

# 05



Hans  
**Nieuwlands**

IIA Netherlands  
Chair



Linda  
**Lundin**

IIA Sweden



Norbert  
**Wagner**

IIA Austria

## The Audit Committee

The Audit Committee is composed of 3 delegates of full members that are freely elected by the General Assembly on the basis of a list of candidates submitted by the Board of Directors.

## Main Activities

The Audit Committee informs the General Assembly on the adequacy and effectiveness of the Board of Directors' internal controls and assists and advises the Board of Directors on the preparation of accurate financial reporting in compliance with all applicable legal requirements and accounting standards.

“The Audit Committee informs the General Assembly on the adequacy and effectiveness of the Board of Directors' internal controls and assists and advises the Board of Directors”

# Nomination Committee

06



**Melvyn Neate**

IIA UK & Ireland  
Chair



**Farid Aractingi**

IFACI  
ECIIA President



**Ellen Brataas**

IIA Norway

“The Nomination Committee oversees the appointment process for members of the Board of Directors and Audit Committee.”

## Nomination Committee

The Nomination Committee is composed of 3 delegates: the President of the Association, a representative from the Board of Directors and a representative from the European CEOs' Group. They are freely elected by the General Assembly from a list of candidates submitted by the Board of Directors.

## Main Activities

The Nomination Committee oversees the appointment process for members of the Board of Directors and Audit Committee.

At our next General Assembly, there will be two new representatives from the big member. Institutes (France, UK & Ireland) and there are two open seats in the Board of Directors.

The members of the Nomination Committee will be renewed at the next General Assembly.

# Banking Committee

## 07



**Jamie Graham**

Nordea (DK)  
IIA Denmark  
Chair



**Serenalla de Candia**

UniCredit Group (IT)  
IIA Italy



**Alessio Miranda**

ING (NL)  
IIA Netherlands



**Thierry Thouvenot**

KBL Private Bank (IU)  
IIA Luxembourg  
Vice-Chair



**Verra Marmalidou**

National Bank Of Greece (GK)  
IIA Greece



**Ernesto Martinez Gomez**

Banco Santander (ES)  
IIA Spain



**Henrik Stein**

DZ Bank (DE)  
DIIR



**Jean Marc Giraud**

Société Générale (FR)  
IFACI



**Pascale Vandebussche**

ECIIA

### Main Activities

The Banking Committee meets regularly with the European Central Bank (ECB) and with the European Banking Authority (EBA) representatives to exchange views on new issues and new regulations.

For the second time, ECIIA organised the European Forum for Internal Audit, Banking Regulation and Supervision, under the topic «European Forum with the European Banking Regulator and Supervisor: Preparing for the Future», in September 2019. This second edition welcomed 90 CAEs together with representatives from ECB and EBA.

The Committee has reacted to a guideline on outsourcing from EBA.(EBA/CP/2018/11) and recommends putting more emphasis on the role of the first and second lines of defence in the oversight of outsourced activities, More specifically speaking, management should be in charge of the operational side of the outsourcing arrangements, while risk management and other compliance func-

tions should monitor whether the process is performed properly. Internal audit must focus on the assurance of the outsourcing framework in terms of the risks that may be being taken.

In addition, ECIIA urged EBA to lighten the principles for outsourcing arrangements between different entities within a group of companies because of the lower risk exposure this creates compared to external outsourcing. Similarly, a distinction should be made for outsourcing services within the European area for those highly-regulated services – such as IT and financial modelling – and other services.

ECIIA also reacted on the consultation on ICT/security risk management guideline and has insisted on the implementation of the 3 lines of defence model to strengthen the corporate governance and reduce the risk. The cooperation, in particular, between the second and third line has been recommended.

The Committee has participated in a public consultation of the guide on internal models, published by the ECB in November 2018. The key message was the role of internal audit vs the other lines for the validation of new models.

### The Banking Committee

The Committee is composed of CAEs from European Banks. The Committee aims to be the consolidated voice for the profession of internal auditing in the Banking Sector in Europe and a respected partner for the European regulatory bodies. They represent and develop the internal audit profession and good corporate governance by providing feedback from auditing practice in European Banks.

“They represent and develop the internal audit profession and good corporate governance by providing feedback from auditing practice in European Banks.”



Figure 1 – Banner for the European Forum For Internal Audit, Banking Regulation And Supervision

# Insurance Committee

08



**Hervé Gloaguen**

Allianz Group (DE)  
DIIR  
Chair



**Ann Marie Andtback Beckman**

AMF (SE)  
IIA Sweden



**Amaury De Wareghien**

AXA Group (FR)  
IFACI



**Thierry Thouvenot**

KBL Private Bank (IU)  
IIA Luxembourg  
ECIIA Board Representative



**Martin Studer**

Zurich (CH)  
IIA Switzerland



**Nora Guertler**

Generali (IT)  
IIA Italy



**Stephen Licence**

L&G (UK)  
IIA UK & Ireland



**Manfred Schuster**

Uniqq (AT)  
IIA Austria



**Pascale Vandebussche**

ECIIA

“The Insurance Committee promotes the professionalism of the internal audit function in the European insurance sector”

The guidance is important while the sector is preparing for the review of Solvency II in 2020.

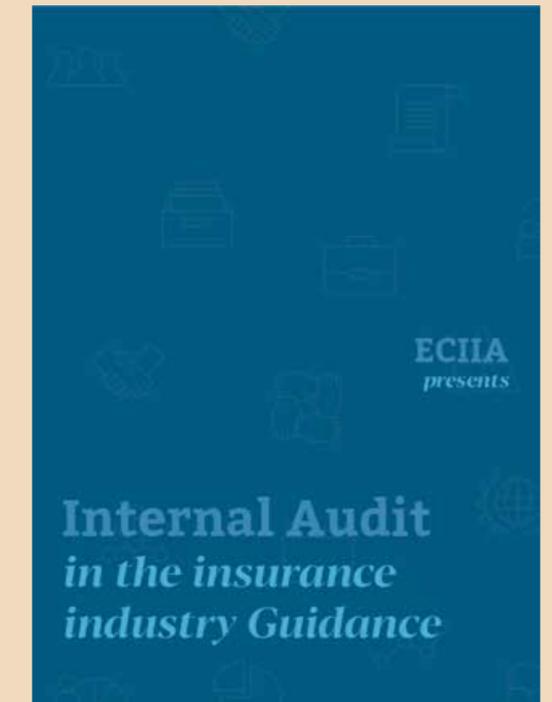


Figure 2 – Cover of the Internal Audit in The Insurance Industry Guidance paper

## The Insurance Committee

The Committee is made up of CAEs from the Insurance sector in Europe. The Committee is responsible for ensuring the internal audit profession from the insurance sector in Europe is heard by the EIOPA, the European insurance regulator. The Insurance Committee promotes the professionalism of the internal audit function in the European insurance sector through knowledge sharing between the member Institutes and practitioners. The Committee expresses the views of the profession on relevant regulatory guidelines and papers.

## Main Activities

The Committee has published a Guidance on Internal Audit in the insurance industry. The publication aims to enhance the overall effectiveness of Internal Audit, and its impact in the European Insurance industry. It interprets the high level principle based requirements for Internal Audit functions in the insurance undertakings, set under the Solvency II framework. Nevertheless, there is no one size fits all solution and it should be applied in accordance with the national legislation and corporate structures applicable.

The Committee meets regularly with EIOPA and the local Supervisors to exchange views on the impact of Solvency II implementation for the profession in Europe and good corporate governance.

# Public Sector Committee

# 09



**Melvyn Neate**

IIA UK & Ireland  
Chair



**Soledad Llamas Tutor**

IIA Spain



**Stephan Roudil**

IFACI



**Jens Motel**

DIIR



**Ciaran Spillane**

IAS European  
Commission



**Pascale Vandebussche**

ECIIA



**Massimo Proietti**

IIA Italy



**Tomáš Pivoňka**

IIA Czech Republic



**Jo Rowley**

IIA UK & Ireland



**Niina Sipiläinen**

IIA Finland

## The Public Sector Committee

## Main Activities

The Public Sector Committee's objectives are to promote good governance and internal audit across the European public sector (initially focused on central governments and administrations) and to develop guidance papers to be used as advocacy tools locally. It is made of internal audit practitioners from various European countries, active at national or European level. The European Organisation of Supreme Audit Institutions (Eurosai) Committee is now part of this Committee as from April 2018.

The Public Sector Committee has issued a position paper on Audit Committees in the Public Sector. The document aims to promote the potential role of Audit Committees as effective contributors to good governance. It describes the situation in various countries, in terms of composition, role and responsibilities. It also describes best practices and the benefits Audit Committees can bring as well as obstacles to their establishment. The paper and the supporting documents aim to advocate locally, cross Europe, the creation of Audit Committees in the various countries.

“The Public Sector Committee objectives’ is to promote good governance and internal audit across the European public sector (...),”

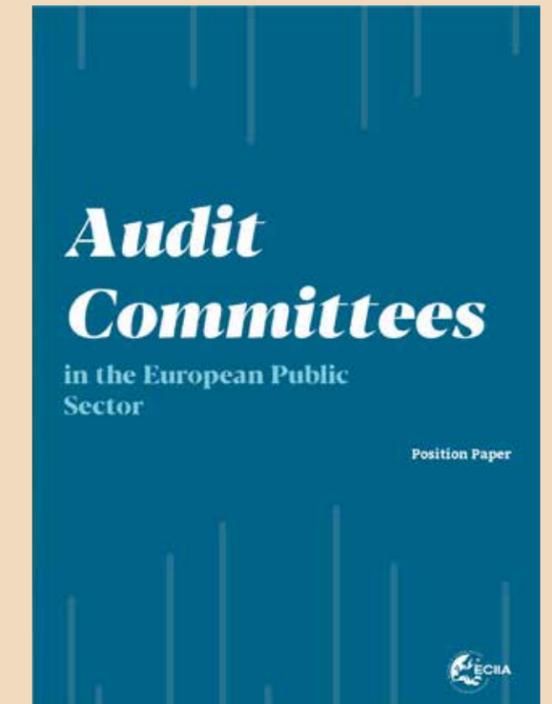


Figure 3 – Cover of the Audit Committees in the European Public Sector position paper

# EUROSAI Public Sector Sub-Committee

# 10

## EUROSAI: Public Sector Sub-Committee

The cooperation between EUROSAI and ECIIA focuses on the way SAIs and internal auditors can work together to promote mutual understanding and better governance across Europe, supported by their regional networks.

### Main Activities

They have started a common project to assess the extent to which Integrated Reporting (IR) has been adopted in the European public sector and to promote best practices. A survey will be launched soon and the results will be shared in a common Forum in 2020.

The EUROSAI TFMA (Task Force Municipal Audit) has made, together with ECIIA Public Sector Committee member, a comparative article about Internal Audit in Local Government and the differences between UK and Nordic countries. According to a EUROSAI TFMA study (which was carried in late 2017 and covers 26 countries) there are various models of external audit of local government. External audit of local government is conducted by SAIs, private auditors, other institutions; all of them have different mandate and audit practice.

“The cooperation between EUROSAI and ECIIA focuses on the way SAIs and internal auditors can work together to promote mutual understanding and better governance across Europe (...)



Soledad  
**Llamas Tutor**

IIA Spain  
Chair



Melvyn  
**Neate**

IIA UK & Ireland

# The GDPR Working Group

11



**Charlotte Gabet**

IFACI  
Chair



**Manuel de Alzua**

IIA Spain



**Jonathan Moraes**

IIA Spain



**Pascale Vandebussche**

ECIIA

“The GDPR Working Group aims to formalize internal audit professionals’ views regarding the role of internal audit,”

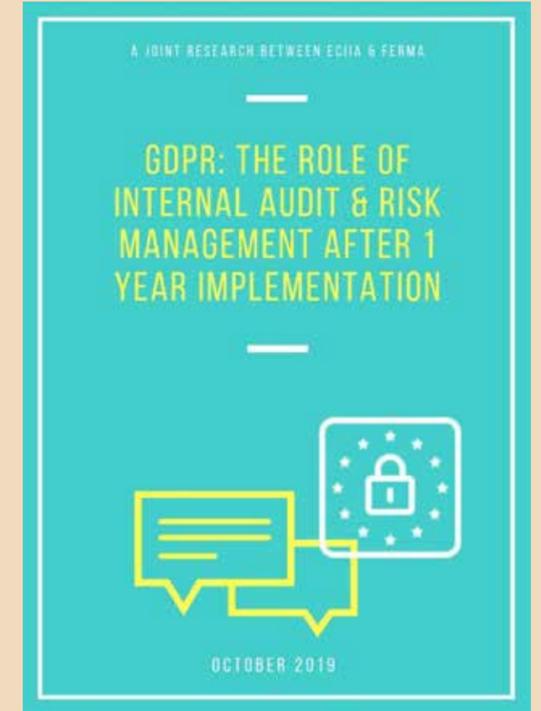


Figure 4 – Banner for GDPR: The Role of Internal Audit & Risk Management After One Year Implementation

## GDPR Working Group

The GDPR Working Group aims to formalise internal audit professionals’ views regarding the role of internal audit, after one year of implementation of the European Directive (Global Data Protection Regulation).

## Main Activities

ECIIA, in collaboration with FERMA, have conducted a GDPR research with selected contributors across Europe.

The main objectives of the research are to collect “best practices” regarding the role of internal audit, risk management and good governance for the GDPR implementation, in order to promote good governance alongside the GDPR.

We will, based on the results of the survey and on key interviews, develop a short guide to be used as an advocacy tool for the new GDPR guidelines.

# 12

## Our Mission

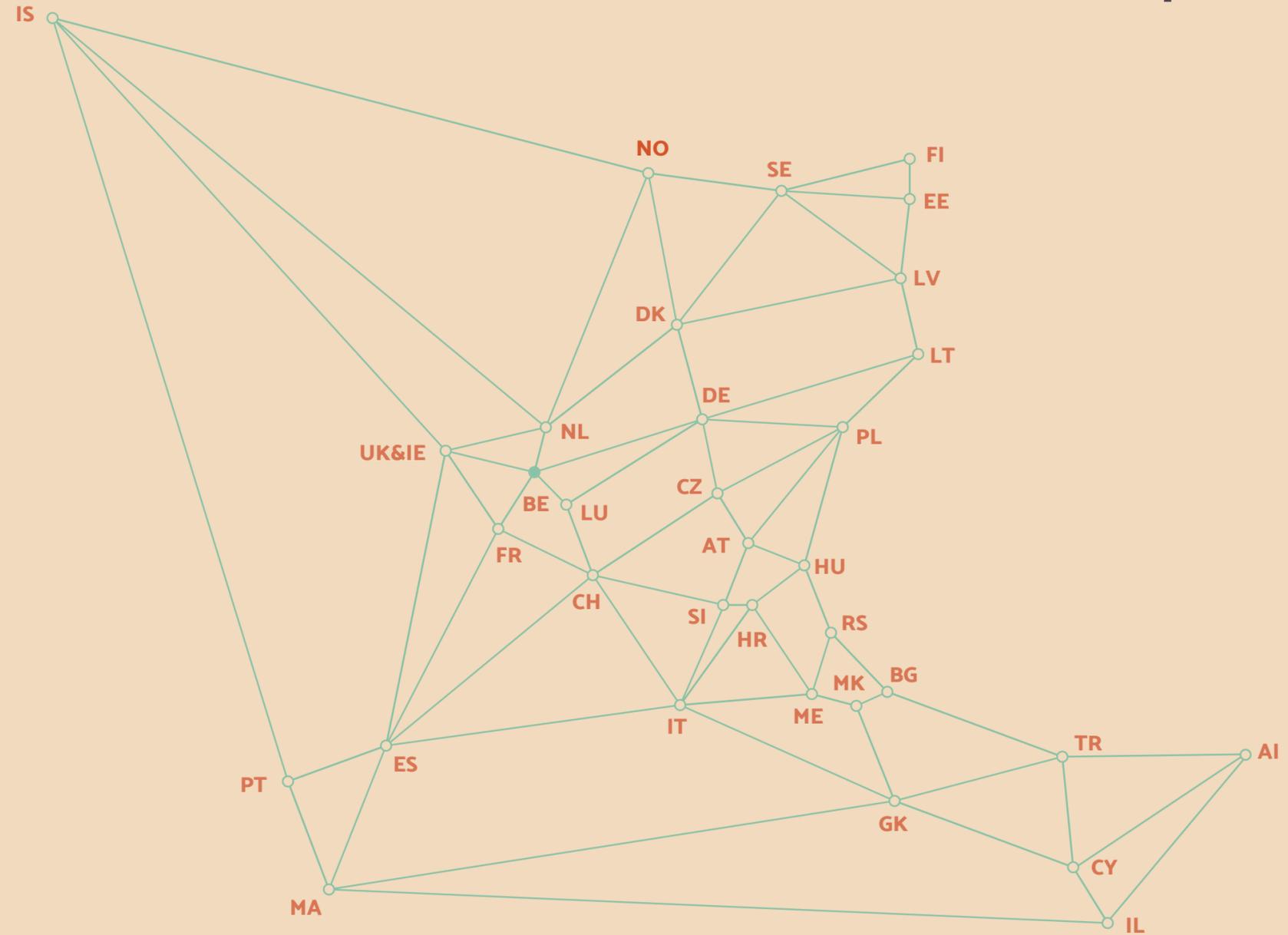


Figure 5 – ECIIA and Governance organisational chart

### Our Mission

The Association intends to be the consolidated voice for the profession of internal auditing in Europe and to promote the role of internal audit and good corporate governance by dealing with the European Union, its Parliament and Commission and any other European regulators and associations representing key stakeholders. It has a non-profit making purpose.

We are all around Europe.



We have 34 members.

We represent 47.700 Internal Auditors.

## Our Team:

**Pascale Vandebussche**  
ECIIA Secretary General

**Carolina Baltazar**  
Communication & Marketing

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