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## ECIIA Banking Forum 2022- key messages

### 1. Business dimension of resilience

- In each crisis, there is opportunity
- In the current environment, banks need to take actions to be resilient: diversify the business, stay in control of risks, have a constructive dialogue with the Regulator and safeguard the human capital

### 2. Human resilience

- Resilience starts with human resilience: relevance of people and culture
- Know what is driving your people: understand each other's principles, values, rules (moral DNA) and the role of trust
- We are in it together: teamwork plays an even more important role in crisis situations, diversity in the team makes it stronger and more resilient
- Share a common goal: the WHY – our purpose
- The new normal is hybrid: physical presence helps to engage with the team and to keep up the motivation

### 3. Resilience of the Internal Audit function

- The skill set needs to evolve: technical skills are needed but also leadership skills
- Internal audit is a transversal function: in contrast to being a merely support function, it has developed into a function which enables sustainable and profitable businesses and a function which helps organisations to move forward

### 4. ECB priorities and ECB expectations

- ECB priorities remain adequate but refocused: credit risk in its various dimensions, funding / funding structures / liquidity, implication from increasing interest rates, profitability on the basis of sound digitalisation of business models and sustainable finance, cyber security in view of the increased number of attacks and high number of legacy systems; sound governance structures and culture
- In terms of regulation there is more to come: like Basle III, regulation on climate change management, DORA
- Internal Audit needs to find the right balance and set the right priorities: in terms of coverage (full scope vs. risk based approach), in terms of timing (in due course), in terms of assurance vs. consultancy; follow up is an integral part of the audit work
- Internal Audit needs to be always mindful about its independence

### 5. What do other do

- Take end-to-end view: coming from the business, include view on processes and critical assets, build scenarios on this basis
- Build your portfolio of audit products, take time and timing into consideration
- Cooperate with the second line of defence, make use of leverage

**Conclusion:** Be more flexible, more agile – helps to be(come) more resilient