



European Confederation of  
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Internal Auditing**

# **ECIIA General Assembly**

Brussels, 28 June 2024

# Agenda

- 14:00** Welcome  
Quorum  
Logistic details  
Membership  
**Report of advocacy activities**  
Financial report 2023  
AC report  
Voting on financial figures  
Report of Board on strategic plan  
Voting on strategic plan  
Forecast 2024  
Discharge and voting Board, EA  
Appointment Board and AC and thanks
- 15:15** BREAK
- 15:30** Strategy implementation discussion  
ECIIA conference 2024  
Next ECIIA GA  
News from the European CEOs
- 16:50** AOB



# Logistic details

- Slido will be used for discussion and Q&A
- You can join typing **#ECIIAGA24** at **slido.com** or via the QR code, that will also be available at the discussion, Q&A sessions



# 2024 ECIIA Advocacy Activities

EU Regulations have accelerated over the last year and many files needed to be closed before the EU elections



# ECIIA organisation



# ECIIA advocacy 2024 activities



5

Webinars



3

Consultations

(CSDD, EFRAG DM, supply chain)



1

Conference



12

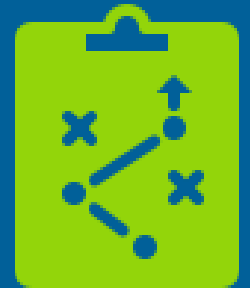
Committee Meetings

And Working groups



10

Stakeholder Meetings  
And participation  
2024 European  
CG Conference



Surveys

GIAAs, DORA



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# ECIIA advocacy 2024 activities



Allocation of NIs to  
Board member  
(SPOC)



Participation as  
speakers to NIs  
local conference:  
3 local conferences



One to one meetings  
between ECIIA Board  
SPOC and NIs  
Ongoing



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# Main initiatives from the European Regulators: ESG



The CSRD	The ESRS	The CSDDD	Enforcement
<p>is implemented for companies under NFRD since Jan 2024</p> <p>Large entities will apply as from Jan 2025</p> <p>Listed SMEs will apply as from Jan 2026</p>	<p>First agnostic set published</p> <p>Implementation guidance in finalisation (XBRL, Double materiality and Supply Chain)</p> <p>Sectorial Standards due in June 2026</p>	<p>Finally approved with reduced scope</p> <p>Transposition before 2026</p> <p>First obligations in 2027</p>	<p>ESMA launched consultation on enforcement of ESG information</p> <p>ECB will reinforce assessment of climate risks</p>

# Main initiatives from the European Regulators: Digital



<b>The Digital Operational Resilience Act (DORA)</b>	<b>The DORA implementation acts (RTS)</b>	<b>The NIS 2 Directive</b>	<b>The Artificial Intelligence Act</b>
is designed to improve the cybersecurity and operational resilience of the financial services sector(as from Jan. 2025)	are under developments One already published (Jan 2024), the other one due in July 2024	applies to ‘essential’ and ‘important’ entities within the EU and is applicable as from 2024	Approved by the Council-harmonized standards have to be established and translated into national laws – a process estimated to take another 2 years-phasing implementation 2025-2027

# Current key discussions on ESG:

## Need for alignment between IA and EA to advise Board members

- What does limited assurance (from CSRD) mean?
  - It does not meet ‘limited reporting’, but only ‘limited audit procedures’,
  - CSRD talks about limited assurance on compliance with CSRD and ESRS and on the process to collect the data.
  - ESRS expects the reporting to include forward-looking information on strategic targets and the related roadmap



# No harmonisation of sustainability assurance standards



**2024  
(September)**  
IAASB to  
approve ISSA  
5000 on  
sustainability  
assurance



- Member States to apply national assurance standard or new requirements?
- CEAOB mandated to issue non-binding guidance before the end 2024

**2026 (1 October)**  
EC to adopt limited  
assurance standard



**2025**  
first sustainability  
assurance engagements  
under CSRD over 2024  
ESRS reporting

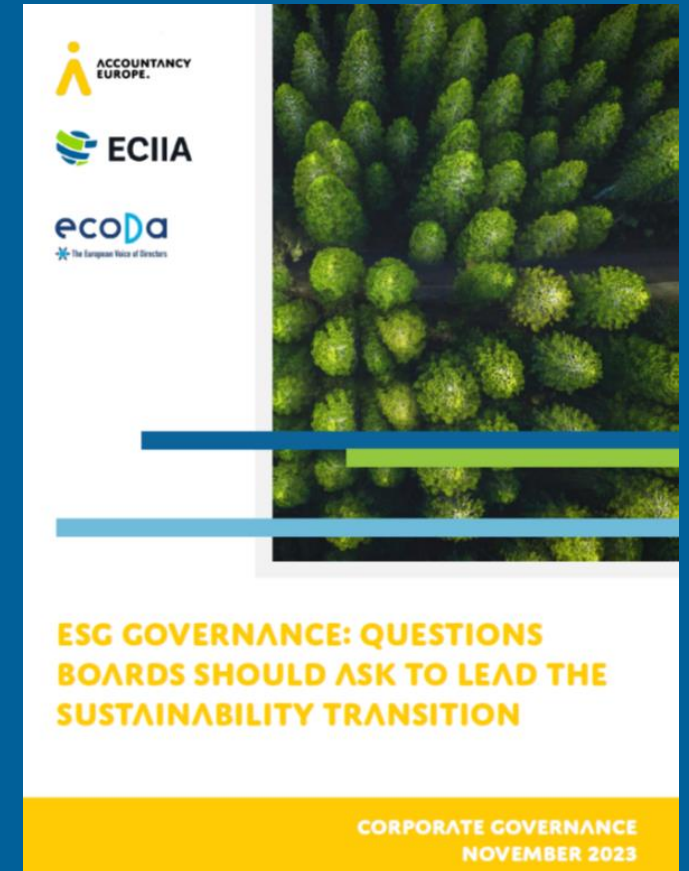
# ECIIA Actions on ESG

- Exchanges with the External auditors (Accountancy Europe) and Board of Directors (ecoDa)
- Member of the stakeholder group set up by the EC on the future assurance guidance
- Joined publications and webinar

## How can company boards lead the sustainability transition?



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# ECIIA Actions on ESG\*

CSDDD has been finally approved with a reduced scope

The graphic features the ECIIA logo at the top left. The main title is 'CORPORATE SUSTAINABILITY DUE DILIGENCE DIRECTIVE' in large, bold, dark blue letters. Below it, in smaller text, is 'EU Regulation UPDATE\*' and 'Factsheet #2'. To the right of the text is a grid of icons representing various ESG themes: a wind turbine, a sun, a building, a tree, a factory, a flower, a sun, and fish. At the bottom left of the graphic, a small note reads '\* March 15, Council endorsed the agreement on CSDDD'.

# ECIIA Actions on other regulations



# ECIIA 2024 activities plan : Banking Committee

- ECIIA Banking Forum, planned for the 23 and 24 September, in Frankfurt
- Reinforce the exchanges with the ECB (regular meetings-exchanges)
- FIRST ACHIEVEMENT WITH ECB PUBLICATION ON IA ASSESSMENTS
- Position papers in preparation:
  - Risk Control culture
  - AI: specificities in the banks
- Follow up upcoming consultation on “governance good practices” in banks
- Increase the communication channels of the Banking Committee (LinkedIn)



## AI and IA: Responding to the digital journey in banking

European Banking Forum  
with the participation of ECB supervision

23-24 September | Frankfurt

Hybrid event



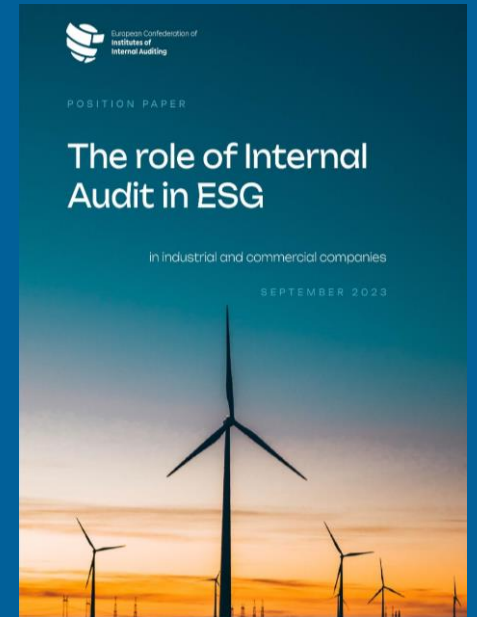
# ECIIA 2024 activities plan : Insurance Committee

- Position papers in preparation:
  - DORA (status, best practices, survey results)
  - GIAs in the insurance sector-update of the guidance issued for EIOPA
- Update advocacy plan for EIOPA
- Assess ESG specificities in the insurance sector
- Increase the communication channels of the Insurance Committee (LinkedIn)



# ECIIA 2024 activities plan : Industrial Committee

- Deep dive on ESG after the generic paper end 2023:
  - Double materiality implementation and integration in the ERM  
In collaboration with FERMA
  - Impact of CSDDD on the audit of the supply chain
- Increase the communication channels of the Industrial Committee (LinkedIn)
- Draft an advocacy plan after the EU elections



# ECIIA 2024 activities plan : Public Sector Committee

- Ongoing discussions with EUROSAI for a detailed guidance about the collaboration between IA and EA \*
- Position papers in preparation:
  - Review of the GIAs and paper about the implementation good practices in the public sector
  - Performance based audit in the public sector
  - Competency model for IA in the public sector
- Participation to various conferences organised by OECD
- Review the advocacy contact list
- **\*Following 2023 report and INTOSAI guidance on the cooperation between IAs and SAIs**



# EU elections : Key messages \*

ECIIA is following the discussions for the elections:

- Critical transition path today: current legislation build the complete set of sustainable finance legislation → strong starting point for new team.
- But Key priorities :
  - state of competitiveness of European economy
  - look beyond the legislation; real impacts in real word: usability and simplification



We expect:

- more guidance requested from stakeholders and more coherence for transition plan

**BUT ALSO**

- The need to upgrade digital skills to catch up other continents' regulations
- The recognition of the value of Corporate Governance Codes as soft-law



# ECIIA 2024 advocacy activities

Shared with you:

- ECIIA activities in a nutshell
- EU Key Regulations Follow up




**Reactions?**  
**Q&A?**



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## Audience Q&A Session

 Start presenting to display the audience questions on this slide.

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# Balance sheet 31.12.2023

	31/12/2023 Euro	31/12/2022 Euro	31/12/2021 Euro
Assets - Cash and Cash equivalents	506,970	569,632	537,052
Receivables	(*)164,836	70,162	0
<b>Total</b>	<b>671,806</b>	<b>639,794</b>	<b>537,052</b>
Liabilities	(**)127,598	34,424	19,488
Cost Reserves	185,000	185,000	185,000
Retained earnings	359,208	420,370	332,564
<b>Total</b>	<b>671,806</b>	<b>639,794</b>	<b>537,052</b>

\* It includes 27K to recover from IIA Bel and 100 K linked to 2022 conference reclassification

\*\* It includes 85K linked to 2022 conference reclassification



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# P&L 2023,2022 and 2021

All figures in Euro	31/12/2023 Adjusted Budget	31/12/2023 Actual	31/12/2022 Actual	31/12/2021 Actual
RECURRING INCOME	151,920	149,152	148,465	152,098
CONFERENCE INCOME	0	0	124.894	0
Public Affairs	152,900	135,664	99,063	89,284
Website & softwares	14,000	13,022	10,354	14,538
Office expenses	80,010	70,638	75,854	69,316
ESG Day and Forum		-9,702	0	
General assembly cost (net)	4,400	0	0	2,600
Financial (-)income/costs	500	692	282	400
<b>TOTAL RECURRING COSTS</b>	<b>251,810</b>	<b>210,314</b>	<b>185,553</b>	<b>176,138</b>
<b>RESULT from RECURRING OPERATIONS</b>	<b>-99,890</b>	<b>-61,162</b>	<b>-37,088</b>	<b>-24,040</b>
<b>NET RESULT</b>	<b>-99,890</b>	<b>-61,162</b>	<b>87,806</b>	<b>-24,040</b>



# External Auditor Report

Unqualified opinion from Regis Cazin



# Audit Committee Report

- Presentation of the **Report** during the GA by an ECIIA Audit Committee Member





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# **Approval of 2023 Financial Statements**

## **Online Vote results**

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**Do you approve ECIIA 2023 Financial Statements?**

ⓘ Start presenting to display the poll results on this slide.

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# ECIIA Strategic Plan introduction



- Focus on advocacy and key regulations impacting the profession
- Do impactful advocacy actions towards European Regulators and European Associations



- Discussions with you today to get input about the implementation



- Detailed plan and implementation to be prepared
- Presentation with the budget 2025 for approval by GA



# ECIIA strategic plan

**Board meeting 30  
November 2023:  
Launch of ECIIA  
transformation  
project**

**Subcommittee on ECIIA  
activities**

**Subcommittee on ECIIA  
business plan**

**Strategic Plan to  
be validated today**



**Strategic  
directions  
to approve  
today**

- **Regular exchanges with IIA Global**
  - **Exchanges with European CEOs**
- **Benchmarking with other European Associations**



# Context: Why a transformation?

## ➤ **AGM December 2022:**

If ECIIA Board wants to expand activities, come with a plan and funding

➤ **ECIIA current business model is not sustainable (ECIIA staffing very vulnerable)**

## A) EU Regulatory context

- European regulators increasingly impacting the profession

## B) PART OF NIs NOT SATISFIED WITH ECIIA OUTPUT AND ADDED VALUE

- Support of local advocacy efforts
- Disconnect between ECIIA Board and NIs' Boards

## C) OPPORTUNITIES TO INCREASE ADVOCACY IMPACT

- Cooperation with other European Associations (FERMA, ecoDa, European Issuers...)



# ECIIA Mission



## Current

“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.”



## New

- **Advocate the profession of internal auditing, and promote the role and value of internal audit and strong corporate governance to European regulators and other European stakeholders;**
- **Support the National Institutes in advocacy activities and related services**



# ECIIA Activities

**Advocacy = #1 Priority**

**FOCUS: EU laws and regulations & EU stakeholders associations**

*Increase current Advocacy activities*

- Advocacy plan, targets and actions (to be decided annually)\*
- More guidance on new regulations, key risks
- More added value for ALL the members
- Stronger assistance for local advocacy efforts



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\* For 2024/2025, details to be defined after EU elections 34

# ECIIA Activities

**Advocacy = #1 Priority**

**FOCUS: EU laws and regulations & EU stakeholders associations**



## Implement new activities

- European advocacy campaign on « hot topics »: one voice
- Events for targeted European CAEs, by sector
- Round table discussions on key topics
- .....

# ECIIA Activities

**Advocacy = #1 Priority**

**FOCUS: EU laws and regulations & EU stakeholders associations**

*Keep ECIIA conference but every 2 years*

- More attractive for organising NI
- Create an ECIIA conference brand
- Better assistance of organising NI
- Interest from Medium-Small NIs
- Business model to revisit (no loss for ECIIA)



# ECIIA Activities

## Other ideas for later



### European NIs Trainings catalogue:

- Gathering local offering from NIs (voluntarily)
- Marketing through NI's websites
- Direct link for registrations to NIs platform

### IMPLEMENTATION PLAN

- Project initiated by CEOs in collaboration with interested NIs
- Build up of the platform
- Once the platform is up and running, reevaluation to integrate the activity under “ECIIA umbrella”



# ECIIA Strategic plan: issue to solve

- Currently ECIIA is losing money if the conference is not generating revenues
- The ECIIA structure is minimum and used above full capacity



- **The costs will increase in the coming years**
  - **The revenues must increase**



# Staff needed for strategic plan

- **Currently 1,8 FTE (SG and Marketing-Communication Officer)**
- Need to extend the staff considering:
  - ❖ Activities extension level
  - ❖ Succession Plan for the SG
- **Current long term vision is + 2 FTEs:**
  - ❖ EU Public Affairs Officer that in few years will gradually replace SG (1.0 fte - 80K)
  - ❖ Events and marketing Manager (0.5 fte - 50K)
  - ❖ Keep sharing intern with ecoDa for EU Affairs monitoring: (0.5 fte - 10K)

# Staff needed for strategic plan

- Detailed analysis for Budget 2025 to be made
- Final phasing to be decided
- Alternatives to be considered (for Implementation phase):
  - ❖ **Outsourcing** Events 2025 Manager activities
  - ❖ **Share** resources with IIA Bel or other associations
  - ❖ **Use advocacy intelligence tools** instead of a student

# Costs level for strategic plan

- Operational costs will increase (due to headcount & activities increase)
- Assumptions regarding publications and marketing material increase
- Assumptions regarding platform costs for events



Assumption of **+ 210 K**



# Revenues for strategic plan

- New sources of revenues to investigate:
  - ❖ Sponsorship
  - ❖ New events net revenues
- Assumptions regarding the ECIIA conference (net revenues of 30K every 2 years)



Extra revenues that will partly compensate the extra costs but the balance will need to be filled by membership fees increase in the long run **+ 107 K**



# Long Term P&L Draft simulation

REVENUES	2024 Budget	Strategic plan	COSTS	2024 Budget	Strategic plan
			Public Affairs		
Membership	158,256	159,000			New SG 130k + Public Affairs Officer 80k+ Event Mger 50K + costs (travel...)
Conference	20,000	15,000	Leadership	135,143	282,500
Sponsorship	15,000	80,000	Social costs	24,960	Com Officer + Student
			Website & social media	14,560	More activities but IIA Bel platform
Other activities		46,000	Rent	16,016	For 4 FTE
<b>TOTAL</b>	<b>193,256</b>	<b>300,000</b>	Other costs	37,950	Increase due to headcount
			<b>TOTAL COSTS</b>	<b>228,629</b>	<b>440,000</b>

# Profit simulation

2024 Budget	Strategic plan
Result EUR -/- 40K	Result EUR -/- 140 K
	<b>To be balanced:</b>
	<b>Via phased-in funding approach (2024-2026):</b>
	<ul style="list-style-type: none"><li>• Membership fees: 0 → 50% → 100%</li><li>• Reserves: 100% → 50% → 0%</li></ul>
	To be validated in the future



# ECIIA Strategic Plan implementation draft

Check point  
at each GA

2024	2025	2026
<ul style="list-style-type: none"><li>• Replace CB, keep an intern and train them</li><li>• Outsource events</li><li>• Prepare detailed succession plan of SG</li><li>• Start extending current activities (part 1)</li><li>• Simulate and define membership rules</li><li>• Prepare value proposition sponsoring &amp; targets</li><li>• Analyse scenarios for 2025 budget</li></ul>	<ul style="list-style-type: none"><li>• Start new activities (part 2) and further extend current activities</li><li>• Launch recruitment (based on 2024 detailed analysis)</li><li>• Train new people</li><li>• Increase membership fees phase 1</li><li>• Propose to GA phase 2</li></ul>	<ul style="list-style-type: none"><li>• Increase membership fees phase 2</li></ul>



# Governance in the strategic plan

Current  
Draft:  
Proposal at  
next GA

Need to revisit the governance model in order to:

- ❖ Better connect ECIIA with the NIs advocacy efforts (« connect the dots »)
- ❖ Better capitalized on NIs experience
- ❖ Better serve ECIIA members (more added value)

While serving the 35 members of ECIIA

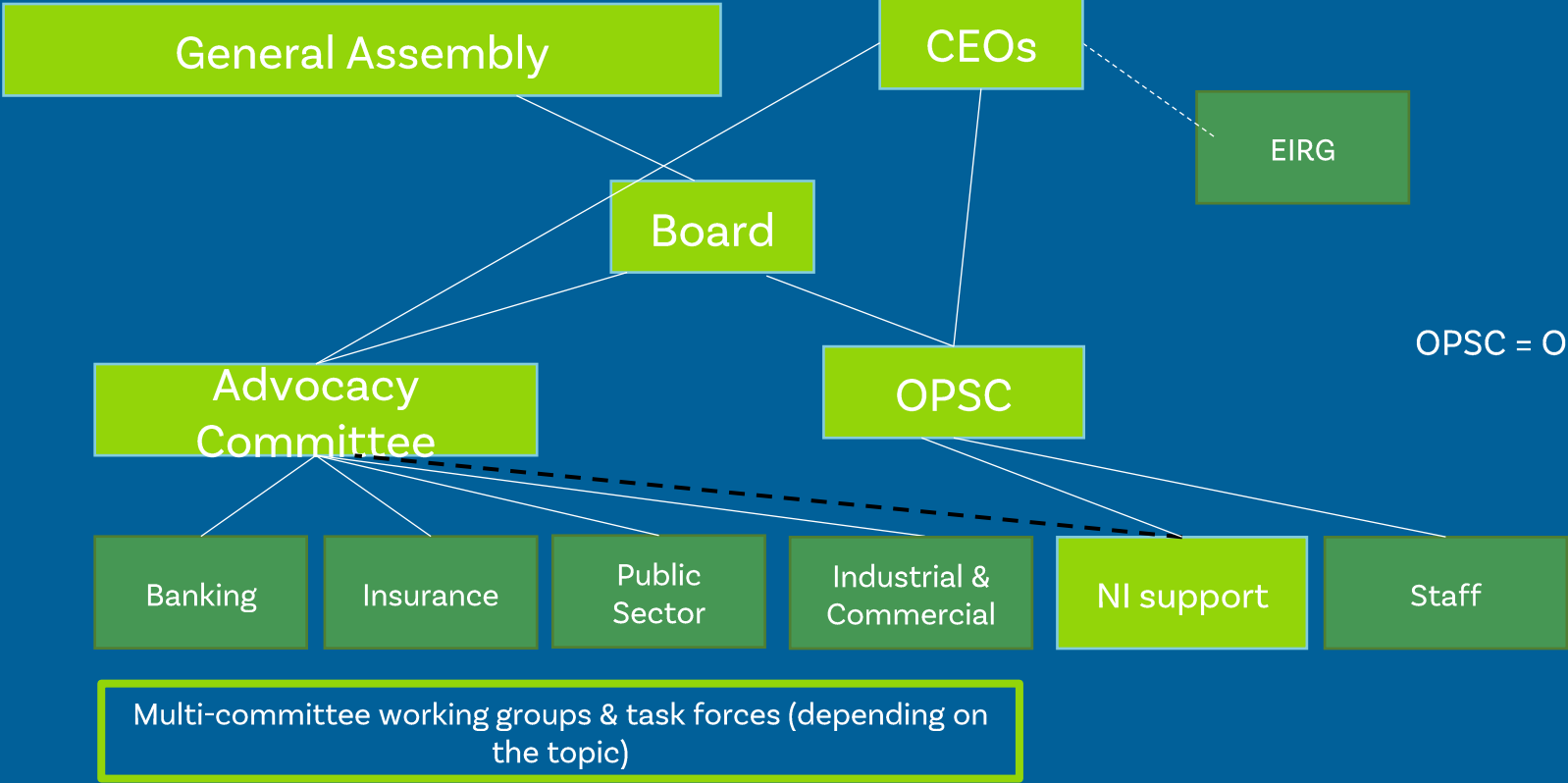


# Governance in the strategic plan

Current Draft: Proposal at next GA

Nomination Committee

Audit Committee



OPSC = Operations & Activities



# Governance in the long term: Power map

## General Assembly

- Legal organ representing the 35 members
- Final decision on ECIIA mission, objectives, members, governance, budget

## Board

- Representatives from the members (4 big and 6 others)
- Decide on advocacy strategy and activities, validate consultations reactions and ECIIA publications

## Advocacy (including Board members and CEOs)

- Decides on advocacy initiatives, key regulations, key targets and key messages
- Links the ECIIA advocacy plan with local advocacy activities (and IIA Global)
- Relationship management with European regulators and other stakeholders
- Decides on the implementation and execution of advocacy activities (conference, webinars, events, publications..) and ensure no redundancy with other initiatives;
- Decides on execution of NI support activities;
- Supports ECIIA for other operational duties (IT, Finance, Marketing,...)

## Operations & Activities





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# **Vote on the strategic plan:**

**-Mission to approve**

**-Strategic plan to approve**

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**Do you agree with the ECIIA new mission and the strategic plan presented?**

ⓘ Start presenting to display the poll results on this slide.

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# Forecast/Budget 2024-Actual 2023/2022

Forecast 2024 :  
 -Move to new office  
 -Changes in resources impact: no reduction for first employee anymore and have an intern

All figures in Euro	31/12/2024 Forecast	31/12/2024 Budget	31/12/2023 Actual	31/12/2022 Actual
RECURRING COSTS				
Public Affairs	135.143	135.143	135,664	99,063
Website & communication	14,560	14,560	13,022	10,354
Office expenses	96.000	78,426	70,638	75,854
ESG Day and Forums	-15,000	-15,000	-9,702	0
Financial (-)income/costs	500	500	692	282
<b>TOTAL RECURRING COSTS</b>	<b>231.203</b>	<b>213,629</b>	<b>210,314</b>	<b>185,553</b>
RECURRING INCOME	158,256	158,256	149,152	148,465
<b>RESULT from RECURRING OPERATIONS</b>	<b>-72,947</b>	<b>-55,373</b>	<b>-61,162</b>	<b>-37,088</b>
CONFERENCE INCOME	20,000	20,000	0	124,894
<b>NET RESULT</b>	<b>-52.947</b>	<b>-35,373</b>	<b>-61,162</b>	<b>87,806</b>



# ECIIA Board members 2023-2024 discharge



**John Bendermacher**  
President  
IIA Belgium



**Massimiliano Turconi**  
Vice-President  
IIA Italy



**Aristodimos  
Dimitriadis**  
IIA Greece



**Robert Kollar**  
IIA Hungary



**Philippe Mocquard**  
IIA France



**Iveta Reinholde**  
IIA Latvia



**Andrea Bracht**  
IIA Germany



**Agueda de Lara**  
IIA Spain



**Martta Rajalahti**  
IIA Finland



**Astrid Langeveld**  
IIA Netherlands



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**Do you discharge ECIIA Board members for their activities in 2023/2024?**

ⓘ Start presenting to display the poll results on this slide.

# External auditor discharge

- Regis Cazin are ECIIA's certified public auditors based in Belgium
- They submitted an unqualified audit report on the Accounts of ECIIA for 2023
- Their fee for 2023 amounts to 2.000 Euros and remains the same for 2024

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**Do you discharge ECIIA External Auditor (Regis Cazin) for his mandate related to the 2023 Financial Statements?**

ⓘ Start presenting to display the poll results on this slide.



## ECIIA Board members 2023 elections

A Board member, representing the Big 5, is up for renewal:

**Massimiliano Turconi**



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**Do you agree with the mandate renewal for  
Massimiliano Turconi (IIA Italy)?**

ⓘ Start presenting to display the poll results on this slide.



## ECIIA Board members 2024/2026 elections

There is an open seat (departure of John Bendermacher), and we have the following candidate:

**Kathleen Meganck**

IIA Belgium

Chief Audit Executive at Service Fédéral d'Audit Interne [FAI] - Federale Interneauditdienst [FIA]



slido



**Do you accept the application of Kathleen Meganck (IIA Belgium) as a new board member?**

ⓘ Start presenting to display the poll results on this slide.



# ECIIA Audit Committee 2023-2024 elections

One member is up to renewal

**Stina Nilsson Kristiansson**

IIA Sweden



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**Do you approve the renewal of the mandate of ECIIA Audit Committee for Stina Nilsson Kristiansson?**

ⓘ Start presenting to display the poll results on this slide.



**John Bendermacher**  
**President**  
IIA Belgium

**Thank you for  
your support  
to the ECIIA !**



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Any other business ?



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# Break

# ECIIA Board members 2024 composition

- President
- Vice President
- Treasurer



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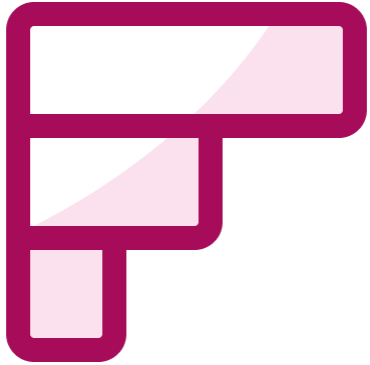




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# Strategic plan: feedback from the members

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**Rank priorities in the extension of current ECIIA services (1 not urgent to 5 very urgent)**

ⓘ Start presenting to display the poll results on this slide.

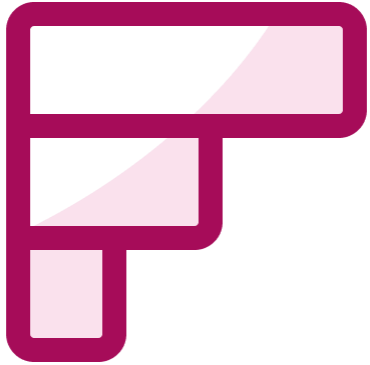
**slido**



**Which activity from the proposed ones would you like ECIIA to start?**

ⓘ Start presenting to display the poll results on this slide.

slido



**Do you perform advocacy activities locally  
(1 no to 5 extensively)?**

ⓘ Start presenting to display the poll results on this slide.

# slido



**Do you perform advocacy activities towards local stakeholders associations (1 no to 5 extensively)?**

ⓘ Start presenting to display the poll results on this slide.

**slido**



**Who are your key advocacy targets?**

ⓘ Start presenting to display the poll results on this slide.

# slido



**In terms of local advocacy, what do you need to better connect with ECIA activities?**

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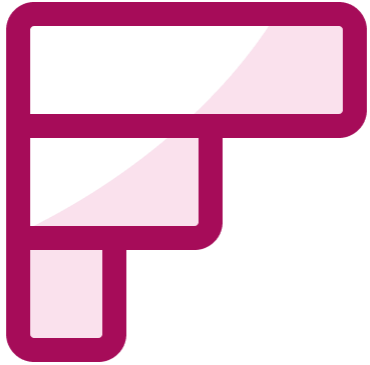
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**Do your members look for more information regarding EU regulations?**

ⓘ Start presenting to display the poll results on this slide.

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**If yes, what are they looking for (ranking 1 not important to 5 important)?**

ⓘ Start presenting to display the poll results on this slide.

**slido**



**How can we better promote the ECIIA conference?**

ⓘ Start presenting to display the poll results on this slide.

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**In terms of governance, would you like to be more involved in ECIA activities?**

ⓘ Start presenting to display the poll results on this slide.

**slido**



**What is your recommendation in terms of governance?**

ⓘ Start presenting to display the poll results on this slide.

**Any other question regarding the strategy presented ?**



# Agenda

- 14:00** Welcome  
Quorum  
Logistic details  
Membership  
Report of advocacy activities  
Financial report 2023  
AC report  
Voting on financial figures  
Report of Board on strategic plan  
Voting on strategic plan  
Forecast 2024  
Discharge and voting Board, EA  
Appointment Board and AC and thanks
- 15:15** BREAK
- 15:30** Strategy implementation discussion  
**ECIIA conference 2024**  
**Next ECIIA GA**  
**News from the European CEOs**
- 16:50** **AOB**





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# **ECIIA GA in December 2024 TBD**



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# News from the European CEOs

Any other business ?



**Thank you for your  
attention!**

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