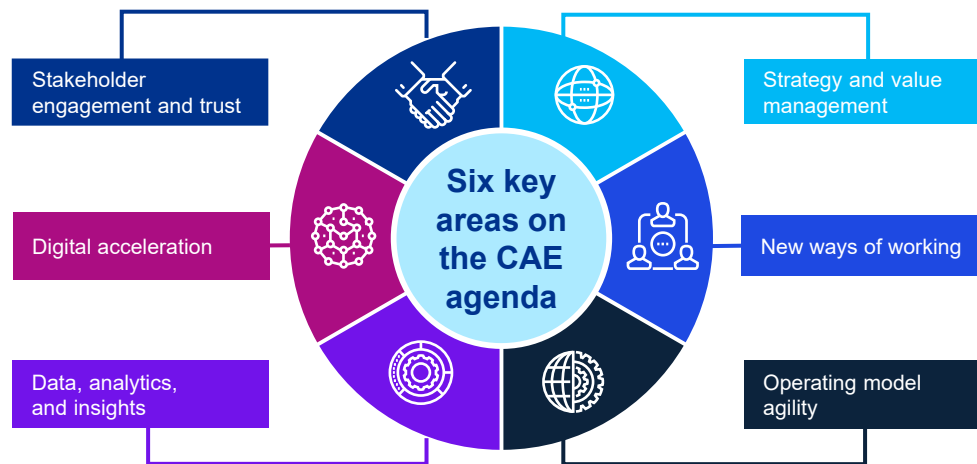




On the CAE Agenda Q3-2023

The role and focus of internal audit (IA) is ever-evolving. This installment of the KPMG On the CAE Agenda series provides quick insights into what IA leaders are currently hearing, considering, doing, and discussing with their stakeholders across the core elements of their CAE agenda.

Complementary risk briefings are also [available](#).



Hot topics in IA and key focus areas

- **Cybersecurity** (e.g., SEC ruling/disclosure, ransomware incident response, phishing, data theft)
- Auditing digital platforms and complex artificial intelligence (AI) models
- IT resiliency (ability of an organization to maintain acceptable service levels when there is a disruption of critical operations, IT ecosystem)
- **Risks and opportunities from impact of generative AI** (i.e., operations, products)
- Increased insider threat exposure due to changes in workforce
- Upskilling versus outsourcing subject matter professional talent
- Business transformation support (e.g., ERP or EPM implementation, digitization)
- Emerging regulation assessment and awareness (e.g., DSA/DMA in EU)
- **ESG strategy and reporting** (e.g., data governance)
- Climate change impact on the business
- Economic and geopolitical uncertainties
- Auditing in an inflationary environment (e.g., cost recovery audits and risk prioritizations)
- Financial crimes (e.g., anti-money laundering, OFAC, anti-bribery and corruption)

Q3 spotlight on:

Stakeholder engagement and trust

- Better integration with other assurance functions (e.g., compliance, ERM, quality, ICFR)
- Collaboration with stakeholders throughout the audit process (e.g., ERM efforts, audit plan, risk assessment, field reporting)
- Improving the IA brand to become a trusted adviser versus a compliance shop, and increasing involvement with the executive team

Strategy and value management

- The role of IA in emerging topics such as ESG, AI, cyber threats, disruptive events, new technology/evolving delivery model (e.g., AI/machine learning, DevOps, infrastructure as code)
- Consideration around the balance between assurance and consulting projects to better work with the business
- Consideration of IA's long-term strategy and purpose to align with the organization's overall mission

Digital acceleration

- Challenging IA's operational model (e.g., centers of excellence, data and analytics, transformation)
- Adoption/use of AI technologies in IA
- IA's role in the company's data quality and governance journey

Read our latest insights in risk assurance:

- [KPMG Future of Internal Audit](#)
- [On the CAE Agenda library](#)

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