

Organizations globally are still grappling with the unique impacts caused by the pandemic and 2022 will bring more disruption and continued uncertainty. Audit committees and their boardroom peers are seeing new risks appear on their radar—ones they can expect to become a part of the new normal. Drawing on our research, insights and interactions with boards and business leaders, we highlight the key issues that should be on the 2022 agenda and the questions Audit Committees should be asking.

## Cyber-related risk a top concern for audit committees

- Have we identified which threats are most relevant to our organization and our industry?
- How are we evaluating and monitoring those risks?
- How are we staying on top of evolving risks, such as employee bribery?
- What are we doing to prioritize our remediation around the key areas of risk?
- What are we doing about cyber talent and securing our fair share?
- Are there any areas where we can use automation to simplify controls?

### Related insights

- [Cyber-related risk a top concern for audit committees](#)
- [Digital transformation opens door to more cyber risk](#)

## Digital transformation in the finance function

- What controls are in place to ensure our data is adequately secured, stored and analyzed?
- Do we have the right systems and people in place to interpret the data and provide insights?
- Are we leveraging these insights to better understand the business, identify risks and issues?
- Does our digital transformation strategy deliver shareholder value?
- Are we using technology to aid risk assessment and identify anomalies and trends?

### Related insights

- [Digital transformation in the finance function](#)
- [Digital disruption and the future of the finance function](#)

## The Great Resignation is impacting the finance function

- What is your strategy around talent development and succession planning for executive leadership and the internal audit function?
- How are you onboarding new talent and developing skills for hybrid workforces?
- How will WFH, WFA or hybrid work models create additional risk for your organization?
- What are your strategies around attracting, retaining and developing your talent? Do we have the necessary bench strength?

### Related insights

- [The Great Resignation is impacting the finance function](#)
- [Beyond hybrid: A new emerging workforce](#)

## Understanding climate-related physical risks

- What measures are in place to enhance management's ability to foresee and respond to emerging risks from physical climate change?
- How is management building resilience to physical climate change risks into their operations?
- How is physical climate change risk information being collected and what controls are in place to ensure its quality and consistency?
- What does good physical climate risk disclosure look like?

### Related insights

- [Understanding climate-related physical risks](#)
- [Unleashing the positive in net zero](#)

## Taking ERM to the next level

- What is the ERM mandate and how does it support our strategic objectives?
- How is the ERM function empowered by the audit committee to drive the risk agenda?
- How coordinated is our organization in managing various risk classes?
- How does risk management help inform decision-making?

### Related insights

- [Taking ERM to the next level](#)
- [ERM: Building a risk-resilient organization](#)

## Building a climate-conscious organization: risk, reporting and net zero

- What has the organization communicated externally in terms of its net zero commitment, and have credible interim and long-term targets been established?
- How is the organization working to adopt the TCFD recommendations and determine if they're on track to meet upcoming TCFD-based disclosure regulations?
- How is climate risk being incorporated into the ERM framework and are mitigation plans being established?
- Does management have a plan for undertaking a climate scenario analysis exercise, and do the assumptions make sense, is credible external data being sourced and are the findings robust?

### Related insights

- [Building a climate-conscious organization](#)
- [Unleashing the positive in net zero](#)

Questions? Reach out to your KPMG in Canada advisor.