

Rania Bejjani of RB Advisory & Consultancy

Presents:

# **Integrated Assurance for Boardroom Success**

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Masterclass for **Corporate Governance Institute**

26 March 2025

# Rania Bejjani



**Founder & CEO**  
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- Accomplished and visionary GRC and Internal Audit Leader & Advisor
- 25+ years of global cross-sector experience across Governance, Risk Management and Internal Audit.
- Advisor, mentor and trainer to Boards, CEOs, CFOs, Chief Audit Executives and Chief Risk & Compliance Officers. **Focus:** Building new GRC and Audit capabilities, or transform and strengthen existing functions
- 3 x Chief Audit & Risk Executive at Colt Technology and FirstGroup in London, and VEON in Amsterdam – transforming Internal Audit & Risk into highly effective, value-adding, trusted strategic partners.
- Previously at Deloitte, Chevron, GE, Pearson and Qantas
- Known for influence and impact, talent development, relationship building and transformative risk and IA strategies elevating performance and perception
- International speaker at Leadership, GRC and Audit conferences. Multi-lingual.

# RB Advisory & Consultancy



## Our Services

### Advisory & Assurance

### Mentoring & Coaching

### Education & Training

- Boutique firm specialising in Risk Management & Internal Audit Consultancy
- From scale-ups to multi-billion in Rev cross-sector clients, listed and PE-backed
- Based in London, operate globally
- Help Boards, CEOs and CFOs to build new or to strengthen existing Governance, Internal Audit & Risk Management capabilities
- Help CAEs, CROs and CCOs and their teams to elevate their performance and perception and transform into value-adding strategic business partner

# Agenda

- Why integrated assurance
- What is integrated assurance
- How to implement integrated assurance
- Common challenges for implementation
- Strategic value and benefits of this approach.
- Group exercise and practical discussion

# Why does a car have brakes?





**Who wants their organisation to be even more successful and resilient?**

**And who wants to have a greater impact and influence guiding this success and resilience?**



# Where are you now?



# Where do you want to be?



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# Enhancing Assurance

## From fragmented pieces to a coherent whole



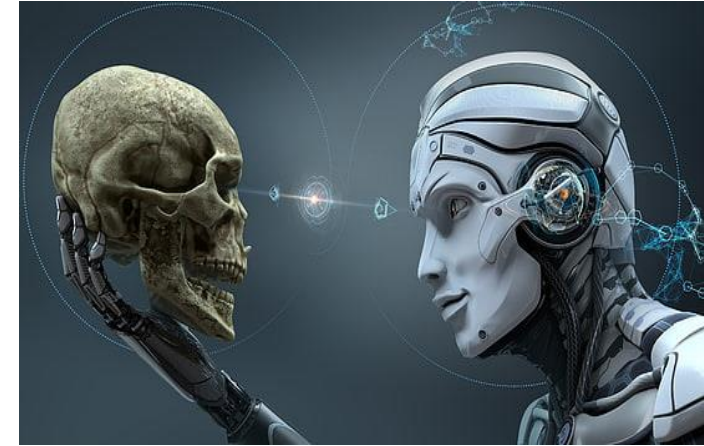
# Why is it important?



**V**olatility



**U**ncertainty



**C**omplexity



**A**mbiguity



# New emerging risks & opportunities with AI





# Increased risk of fraud





# Regulatory demands on organisations



**Why is NOW the right time to enhance assurance?**

# Old ways no longer working

Rapid Changes  
(VUCA)

Slow Decision  
Making

Internal  
Contradiction  
Dual

Need for Un  
Accurate T

Financial  
Limitations

**This complex landscape requires agile, aligned,  
and adaptive framework to optimise  
governance and assurance**

# Global Internal Audit Standards™



**Standard 9.5 "Coordination and Reliance"** emphasises the importance of Internal Audit coordinating and collaborating with other assurance providers. Adherence is mandatory from January 2025.



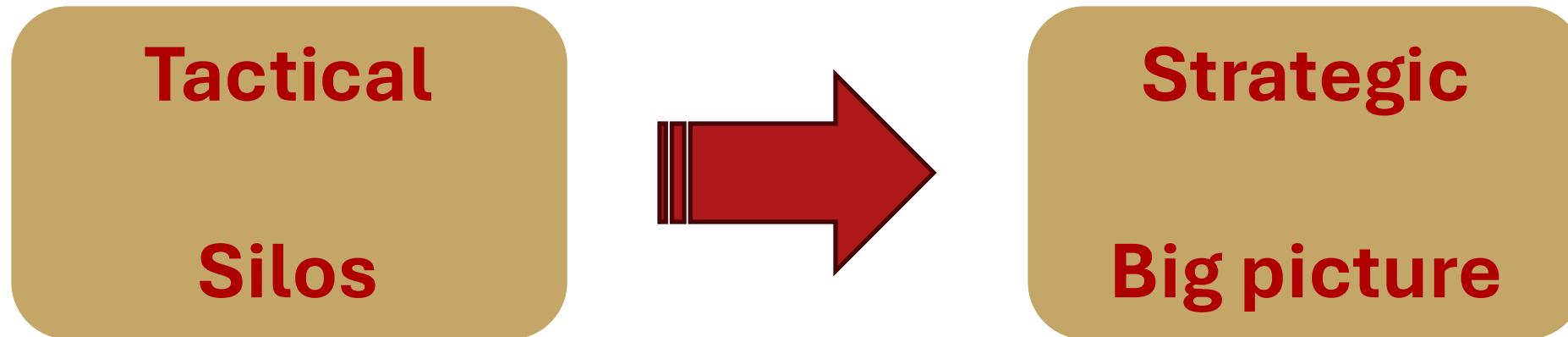
# Integration of technologies and automation



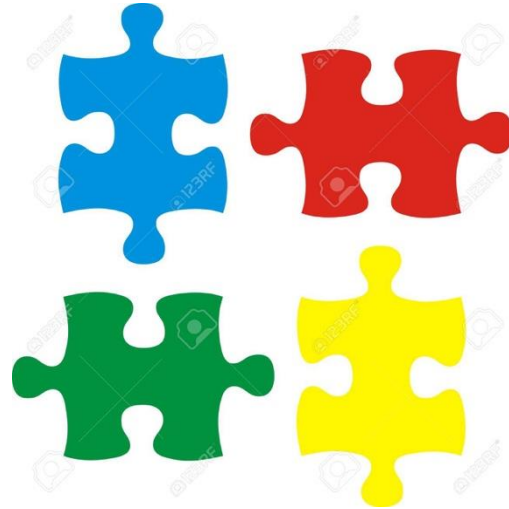
**“Risk is like fire: if  
controlled it will help us;  
if uncontrolled it will rise  
up and destroy us”**

Theodore Roosevelt

# Making the change



# Integration journey



Fragmented

Combined

Integrated



# Making Integrated Assurance a Reality

## Starting point: **STRATEGY**

**Develop a Clear  
Roadmap**



**Prioritize  
initiatives**



**Engage  
Stakeholders**



**Leadership**



**Build  
Competencies**



**Technology**



**Culture of Trust**



**Leverage external  
expertise**



# Integration is a journey



Integrate

Assess &  
Measure

Monitor

# Challenges

- Silos between functions
- Internal politics
- Systems
- Complexity in data management
- Specialised skills
- Budget
- Misconception of difficulty.

# Practical tips for effective implementation

- I** Improve collaboration and communication
- S** Stay current with regulations and IT developments
- A** Adopt risk-based planning
- L** Leverage technology and analytics
- U** Use external experts and mentors
- T** Train and upskill teams
- E** Enhance reporting.



# Strategic value and benefits



**Alignment:** GRC & assurance linked to strategy

- **Agility:** Balance short & long-term strategy



**Resilience:** Effective risk management & compliance

- **Trust:** Stakeholder faith & stronger reputation



**Performance:** Better decision-making and results

- **IT:** Data driven insights and enhanced leverage



**Efficiency:** Operational & cost





*kmh*

# Group Exercise – Scenario

## Break out rooms

# Final Thoughts & Exercise

**“Risk is like fire: if controlled it will help us; if uncontrolled it will rise up and destroy us” - Theodore Roosevelt**

- Five actions I will take today to strengthen my organisation’s resilience, governance and assurance and optimise its success, are.....
  - I will stop...
  - I will start...
  - I will do less of...
  - I will do more of...
  - I will do differently ....

# Thank you. Questions?



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