PERVASIVE GRC

The Future of GRC

Our World Today: Complex, Confusing, Chaotic

Collapse of the Lehman Brothers proves catastrophic for financial markets worldwide

Real estate bubble in Dubai

Hurricane Sandy in New York City impacts business continuity

Fukushima earthquake and tsunami threaten to upset supply chains

Major banks targeted by sophisticated DDoS attacks which threaten to disrupt business operations

Allegations of sweatshops, unfair labor practices, violations of human rights, child labor, and industrial accidents impact brand loyalty

Top companies fined millions of dollars for non-compliance with AML, FCPA, and the UK Bribery Act

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Explosion: Number and Complexity of Risks

- **Unforeseen & Emerging risks**

- **Increasing business complexity**

- **Lack of risk-resilience**

- **Increasing frequency and severity**

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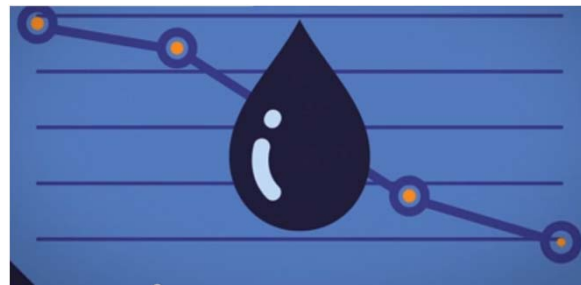
Explosion: Expanding Business Operations

- **Emerging Markets**

- **Expanding Business & Product Lines**

- **Mergers & Acquisitions**

- **Joint Ventures & Subsidiaries**

Explosion: Regulations, Rules and Laws

- **Increasing regulations**
  - Global
  - Local
- **Potential fines and penalties**
- **Brand and Reputation Risk**
- **Rating Impact**

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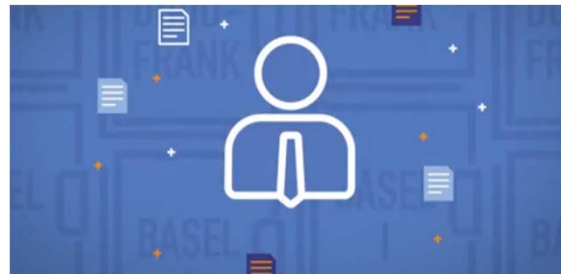
Explosion: Employees, Partners and Suppliers

- **Globalization and outsourcing**

- **Thousands of suppliers and sub-suppliers,**

- **Temporary employees, offshore, crowd-sourced labor**

- **Bribery, Corruption, Fraud, IP Theft**

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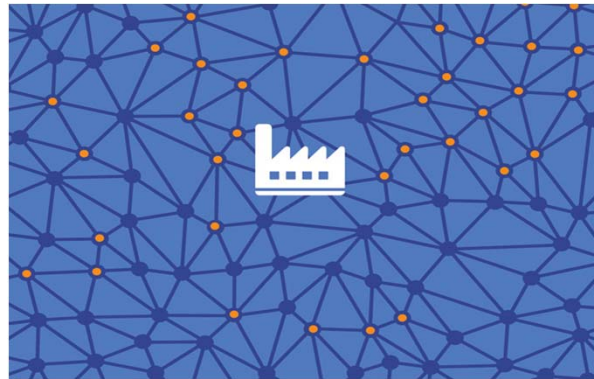
Explosion: Applications, Big Data and Devices

- **Corporate data in mobiles, tablets and laptops**

- **Cloud Apps**

- **Social Media**

- **Data Privacy & Loss**

- **Threats & Vulnerabilities**

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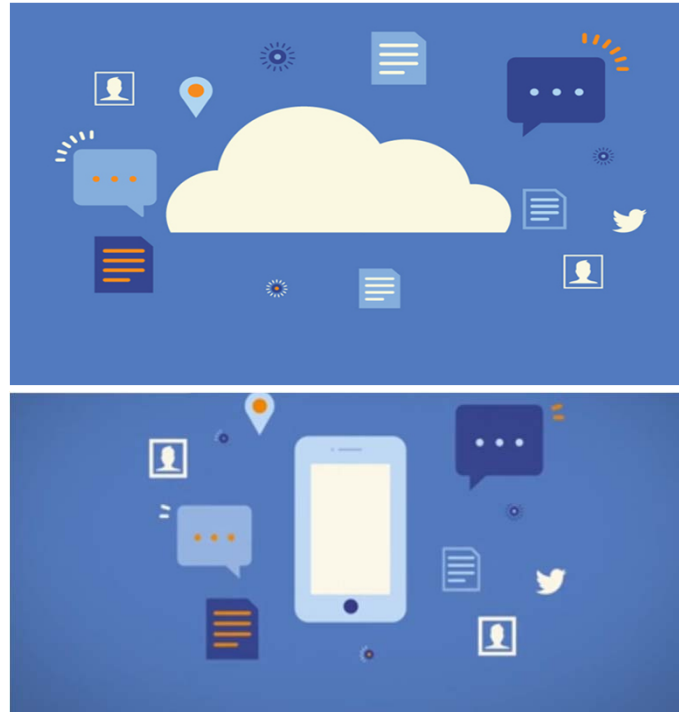
GRC – Increasing Importance
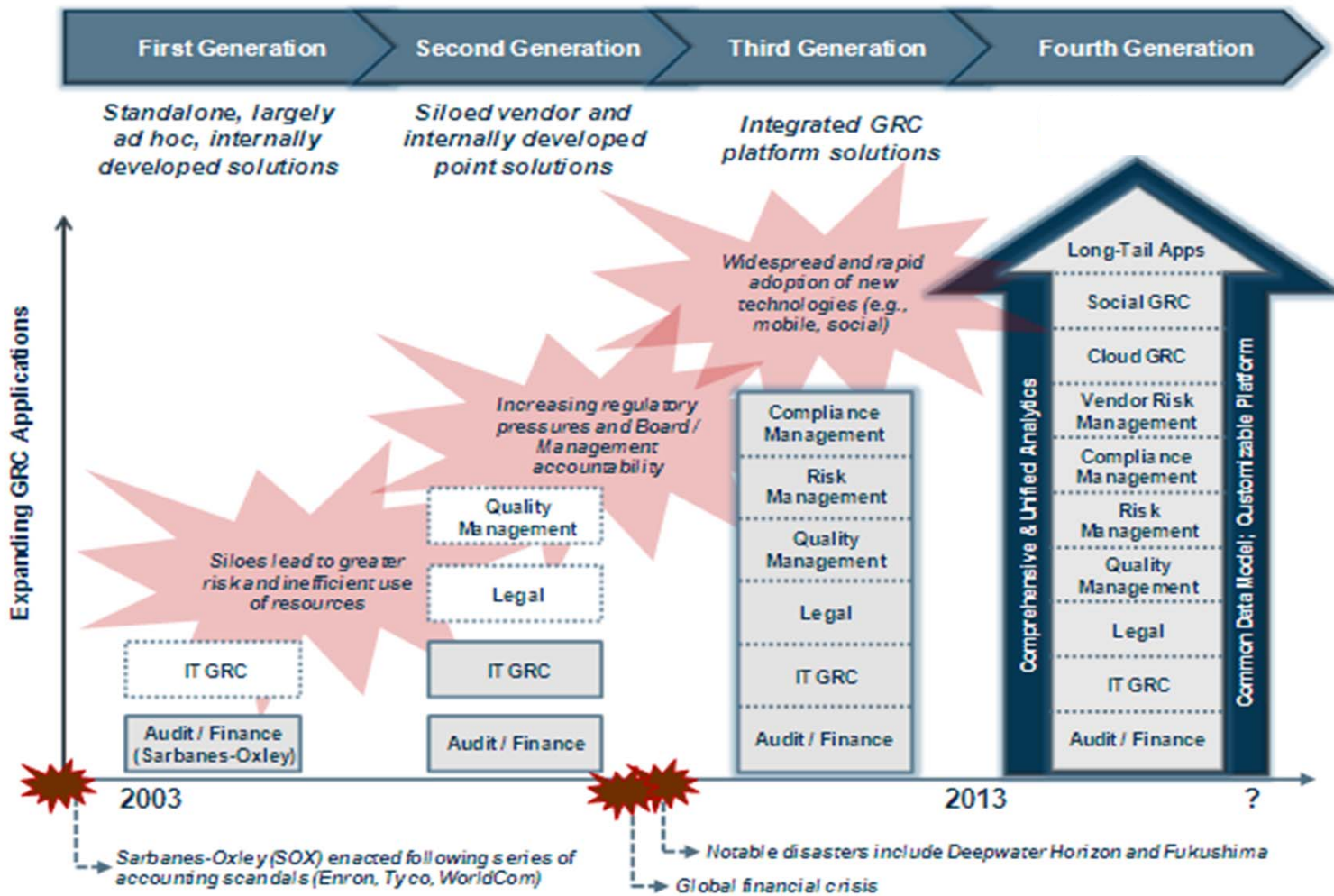
The Future – Pervasive GRC

The Future – Pervasive GRC

- **Better aligned with stakeholder objectives**

- **Leverage Risk Intelligence**

- **Predict Scenarios & Outcomes**

- **Balance Risks & Opportunities**

- **Facilitate Continuous Improvement**

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