

The Future of
**GOVERNANCE,
RISK &
COMPLIANCE**

— INTEGRATE GRC WITH CONFIDENCE

Connect governance, risk and compliance. Strengthen accountability and resilience.

26-28 JANUARY
2027

📍 VENUE
**Karachi,
Pakistan**

📅 FORMAT
**3 days,
15 sessions**

👤 LED BY
Adrian Resag
Academic Director, OCEG



01 • OVERVIEW

About the Course

This executive masterclass shows how organisations operating in Pakistan can integrate governance, risk management and compliance into a coherent capability that supports objectives, addresses uncertainty and acts with integrity.

It connects **board oversight, enterprise risk, regulatory compliance, ethics, internal control, financial crime, technology risk and assurance**. The programme combines international GRC practice with Pakistan-relevant governance and regulatory expectations. It considers the Companies Act, listed-company governance requirements, sector regulation, AML/CFT obligations and the national cyber-policy environment without limiting the course to one industry.

02 Programme Methodology

01 Executive briefings

02 Pakistan-focused case studies

03 Facilitated discussion

04 Decision simulations

05 Practical mapping exercises

06 Implementation workshops

Clock times are intentionally omitted so the programme can be adapted to the needs and sector profile of each cohort.



INTENDED PARTICIPANTS

Who should *attend*

01

Boards and Leadership

Board members, directors, company secretaries and senior executives with governance or oversight responsibilities.

02

Chief Officers

Chief of GRC, and Chief Risk, Financial, Compliance, Audit, Information, Information Security and Operations Officers.

03

Function Heads

Head of GRC, and heads of risk management, compliance, financial crime, internal audit, legal, ethics, cybersecurity and regulatory affairs.

04

Organisations

Leaders from listed companies, financial institutions, public-sector entities, large private groups and regulated industries in Pakistan.

LEARNING OUTCOMES

What you will *build*

01

Design an integrated GRC model aligned with organisational objectives and Pakistan-relevant obligations.

02

Strengthen board, committee and executive accountability with clear decision and evidence trails.

03

Build risk appetite, compliance obligations, controls and assurance into one operating model.

04

Improve AML/CFT, fraud, ethics, cyber and third-party risk coordination across organisational silos.

05

Develop concise board reporting, compliance monitoring and integrated assurance arrangements.

06

100 DAYS

Convert course learning into practical scorecards, checklists, governance documents and a 100-day implementation roadmap.



YOUR INSTRUCTOR

Adrian RESAG



Academic Director, OCEG

The organization that pioneered and developed the concept of GRC

Governance, Risk and Compliance

Internal audit

AI governance

Information security

Adrian Resag is a leading expert in Governance, Risk, and Compliance (GRC) and internal audit, specializing in AI governance and information security. He is the Academic Director of OCEG, the organization that pioneered and developed the concept of GRC. He has a strong background in leading international teams at major companies, which he brings into the educational courses he teaches. Since 2005, Adrian has been teaching at various universities and professional institutions. He is also an author of books and certifications over risk management, GRC, audit, assurance, compliance and ethics, and AI.

“Recognized GRC Leader”

16 PROFESSIONAL CREDENTIALS

04

01

QIAL

02

CMIIA

03

CIA

04

CRMA

05

CISA

06

CFSA

07

CCSA

08

GRCP

09

GRCA

10

IAAP

11

ICEP

12

IRMP

13

IAIP

14

IT GRC

15

IGOP

16

CIMA Adv
Dip MA



WORKSHOP DAY

01

26 JANUARY 2027

Governance, Accountability and the Pakistan Context

- S1 Integrated GRC and Reliable Performance
- S2 Pakistan Corporate Governance
- SB Pakistan's Regulatory Ecosystem
- ED From Rules to Reliable Performance
- S3 Board, Committee and Executive Oversight
- S4 Ethics, Conduct, Conflicts and Speak-Up
- S5 Regulatory Engagement and Governance Failure

01 SESSION

Integrated GRC and Reliable Organisational Performance

- Define GRC as an integrated capability rather than three separate functions.
- Connect objectives, uncertainty, obligations and integrity to decision-making and performance.
- Identify fragmentation across governance, risk, compliance, control and assurance activities.
- Establish a common GRC vocabulary for boards, executives and control functions.

DIAGNOSTIC

Map the organisation's current GRC operating model and critical points of duplication or omission.

CASE STUDY

A fast-growing Pakistan business expands without clarifying ownership of regulatory and operational risks.

EXERCISE

Build an initial GRC capability map across governance, strategy, performance, risk and compliance.

EXECUTIVE DELIVERABLE



Integrated GRC Operating Model Canvas

02 SESSION

Pakistan Corporate Governance and Accountability

- Understand board and management responsibilities under Pakistan's corporate-governance environment.
- Relate the Companies Act, listed-company governance requirements and sector rules to practical governance arrangements.
- Clarify the roles of the chair, chief executive, company secretary and board committees.
- Build defensible delegation, escalation and decision trails.

SIMULATION

A board must respond to a control failure while protecting independent oversight and timely disclosure.



EXECUTIVE DELIVERABLE

Governance Accountability Map



SPECIAL BRIEFING

Pakistan's Regulatory Ecosystem

SECP

SBP

FMU

PSX

Sector regulators

- 01** Map the roles of SECP, SBP, FMU, PSX and relevant sector regulators.
- 02** Distinguish legal requirements, regulatory instruments, guidance and internal policy commitments.
- 03** Identify which obligations apply to the organisation, its licences, products and reporting relationships.
- 04** Create a process for monitoring regulatory change and assigning accountable owners.

EXECUTIVE DIALOGUE

From Rules to Reliable Performance

“

Explore how international GRC principles can be adapted to Pakistan's legal, ownership and market context.

“

Consider how governance quality affects investor confidence, resilience and sustainable performance.



03 SESSION

Board, Committee and Executive Oversight

- Design clear mandates for the board, audit committee, risk committee and management forums.
- Set information rights, escalation thresholds and challenge protocols.
- Balance executive speed with independent oversight and documentation.

SIMULATION

A board committee receives incomplete risk information immediately before a material decision.



EXECUTIVE DELIVERABLE Board and Committee Oversight Matrix

04 SESSION

Ethics, Conduct, Conflicts and Speak-Up

- Translate values and codes of conduct into observable behaviours and controls.
- Manage conflicts of interest, related-party concerns, gifts, hospitality and procurement integrity.
- Design credible speak-up, non-retaliation, investigation and reporting arrangements.
- Use culture indicators to identify pressure, silence and management override.

CASE STUDY

A commercially important relationship creates conflicts between growth targets and ethical obligations.



EXECUTIVE DELIVERABLE Ethics and Conduct Control Checklist

05 SESSION

Regulatory Engagement and Governance Failure

- Prepare evidence, decision records and management responses for regulatory scrutiny.
- Coordinate legal, compliance, risk, audit and communications during a material control failure.

SIMULATION

A Pakistan-based organisation must brief its board and regulator after a breakdown in oversight.



SESSION OUTCOME

Regulatory Response and Governance Rationale Template



WORKSHOP DAY

02

27 JANUARY 2027

Enterprise Risk, Compliance and Financial Integrity

S6 Enterprise Risk Management and Risk Appetite

S7 Board Risk Reporting and Strategic Communication

S8 AML/CFT, Fraud and Financial Crime Coordination

S9 Compliance Management, Obligations and Monitoring

S10 Strategic 100-Day GRC Roadmap

06 SESSION

Enterprise Risk Management and Risk Appetite

- Connect strategy, objectives, performance and risk within a repeatable management process.
- Define risk appetite, tolerance, capacity and escalation thresholds in practical terms.
- Improve risk identification across financial, operational, strategic, conduct and emerging risks.
- Assign accountable risk owners and establish decision rights for acceptance, mitigation and escalation.

MINI-CASE

A growth initiative exceeds approved risk appetite but remains commercially attractive.

EXERCISE

Draft risk appetite statements and measurable tolerance indicators.



EXECUTIVE DELIVERABLE

Enterprise Risk Appetite and Escalation Framework

07 SESSION

Board Risk Reporting and Strategic Communication

- Close the translation gap between operational risk data and strategic board priorities.
- Design concise dashboards using exposure, velocity, control performance and trend information.
- Distinguish early-warning indicators from backward-looking incident statistics.
- Use clear commentary to explain uncertainty, assumptions and management response.

WORKSHOP

Convert a dense risk register into a focused board risk narrative.



EXECUTIVE DELIVERABLE

Board-Ready GRC Dashboard Template



DAY 02 CONTINUED

08 SESSION

AML/CFT, Fraud and Financial Crime Coordination

- Relate Pakistan's Anti-Money Laundering Act and applicable regulatory requirements to the GRC model.
- Connect customer due diligence, sanctions, transaction monitoring, fraud and cyber intelligence.
- Clarify escalation and reporting responsibilities, including engagement with the Financial Monitoring Unit where applicable.
- Use risk-based monitoring to focus resources on higher-risk customers, products and channels.

CASE STUDY

Separate fraud and AML teams miss a connected pattern of suspicious activity.

EXERCISE

Map an integrated financial-crime governance and information flow.

**EXECUTIVE DELIVERABLE**
Financial Crime Coordination Roadmap

09 SESSION

Compliance Management, Obligations and Monitoring

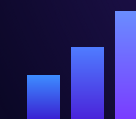
- Build an obligations register covering laws, regulations, licences, contracts and internal commitments.
- Assign accountable owners and map obligations to policies, processes, risks and controls.
- Design risk-based compliance monitoring, testing, issue management and reporting.

SIMULATION

A regulatory change exposes gaps between policy ownership, control execution and evidence.

**EXECUTIVE DELIVERABLE**
Compliance Obligations and Monitoring Model

10 SESSION

CAPSTONE**Strategic 100-Day GRC Roadmap****100** DAYS

- Synthesize course learning into a prioritised transformation plan.
- Select quick wins, foundational capabilities and longer-term improvements.
- Assign executive sponsorship, accountable owners, milestones and success measures.

EXERCISE

Define 100-day initiatives for governance, risk, compliance and assurance.

**EXECUTIVE DELIVERABLE**
Pakistan-Focused GRC Implementation Roadmap



WORKSHOP DAY

03

28 JANUARY 2027

Assurance, Resilience and GRC Implementation

S11 Operational Resilience and Business Continuity

S12 Technology, Cyber and Information GRC

S13 Investigations, Incidents and Remediation Governance

S14 Third-Party, Outsourcing and Supply-Chain Risk

S15 Integrated Assurance and GRC Performance

11 SESSION

Operational Resilience and Business Continuity

- Identify critical services, processes, people, facilities, technology and third-party dependencies.
- Define disruption tolerances, recovery priorities and accountable crisis roles.
- Integrate business continuity, operational risk, emergency response and communications.
- Reflect Pakistan-relevant infrastructure, supply-chain, climate and security scenarios.

MINI-CASE

A national connectivity and power disruption affects customers, vendors and critical operations.

EXERCISE

Map one critical service from dependency analysis to recovery decision.

EXECUTIVE DELIVERABLE



Operational Resilience Mapping Template

12 SESSION

Technology, Cyber and Information GRC

- Structure technology and cyber governance across business, risk, compliance and assurance functions.
- Connect the National Cyber Security Policy 2021 and applicable sector expectations to internal controls.
- Integrate recognised practices from ISO/IEC 27001, COBIT and the NIST Cybersecurity Framework.
- Design controls covering identity, access, change, operations, data, monitoring and recovery.

ISO/IEC 27001

COBIT

NIST CSF

NCSP 2021

EXERCISE

Rationalise overlapping technology controls and clarify ownership.

EXECUTIVE DELIVERABLE



Technology GRC Control Architecture Blueprint



13 SESSION

Investigations, Incidents and Remediation Governance

- Establish intake, triage, independence, confidentiality and evidence-preservation protocols.
- Coordinate legal, compliance, HR, security, audit and management responsibilities.
- Apply consistent root-cause, issue-rating, action ownership and closure criteria.
- Report significant matters to boards and regulators without compromising investigation integrity.

SIMULATION

A whistleblowing report alleges management override, procurement misconduct and retaliation.

EXECUTIVE DELIVERABLE

**Investigation and Remediation Governance Framework**

14 SESSION

Third-Party, Outsourcing and Supply-Chain Risk

- Segment vendors and partners by criticality, data access, substitutability and regulatory exposure.
- Apply risk-based due diligence, contracting, monitoring, issue escalation and exit planning.
- Address conflicts, beneficial ownership, sanctions, resilience, cybersecurity and concentration risk.

CASE STUDY

A critical outsourced provider fails while business ownership and contingency arrangements remain unclear.



SESSION OUTCOME

Third-Party GRC Oversight Model

15 SESSION

CLOSING**Integrated Assurance and GRC Performance**

- Coordinate management monitoring, compliance testing, risk oversight and internal audit coverage.
- Build a shared assurance universe without weakening functional independence.
- Measure GRC capability, control performance, issue ageing and risk-response effectiveness.
- Report a coherent view of assurance, gaps and management action to the board.

EXERCISE

Create an integrated assurance map for a priority Pakistan business process.



EXECUTIVE DELIVERABLE

Integrated Assurance and GRC Performance Plan

PACKAGE OPTIONS

PACKAGE	PAX	PRICE
Standard (per slot)	1 person	PKR 400,000
50% Off Valid till 30 October 2026	1 person	PKR 200,000
Pack of 3 (Early Bird) Valid till 30 October 2026	3 persons	PKR 400,000

⚠ Please note, there will be a 2% registration fee on every form.

PAYMENT METHOD

☐ **Online bank transfer**

The payment link will be provided upon submission of this form. All transaction fees and charges will be borne by the client.

**EARLY BIRD PRICE VALID
TILL**

**30 OCT
2026**

AUTHORIZATION

Name _____
Position _____
Signature _____

COMPANY
STAMP

01

Name _____ Position _____

Mobile _____ E-mail _____

02

Name _____ Position _____

Mobile _____ E-mail _____

03

Name _____ Position _____

Mobile _____ E-mail _____

04

Name _____ Position _____

Mobile _____ E-mail _____

05

Name _____ Position _____

Mobile _____ E-mail _____

- By submitting this (signed) registration form, the participant(s)/authorizer has/have agreed, read, and understood all the terms and conditions stated on the next page.
- This registration form serves as a "Binding Contract" between the participant(s)/authorizer organization and Vision Corporate International.
- After submitting this signed registration form, any cancellation from participant(s) will be subject to a 50% cancellation fee.
- This booking is invalid without a signature and/or company stamp. The authorized signatory must be authorized to sign on behalf of the contracting organization.



1. Training Fees & Program Details

Fees are inclusive of on-site training access, training materials, and other services mentioned in the training program details. The contents of the training program, although confirmed at the time of publishing, are subject to change without notice.

2. Payment Terms

Following completion and submission of the registration form, full payment is required within the agreed timeline from receipt of the invoice.

Payment must be received prior to the commencement of the on-site training program. Venue details and joining instructions will be provided after payment confirmation. Due to limited seating capacity, early registration is recommended.

VCI reserves the right to refuse access to the training program if payment is not received within the required timeframe.

3. Substitution

Provided that full payment has been made, participant substitutions may be allowed before the commencement of the training program at no additional charge, subject to prior written notification and approval from VCI.

4. Cancellation by Participant(s)

Once registration has been confirmed, cancellation shall be subject to applicable cancellation charges as determined by VCI. Cancellation requests must be received in writing via email before the training date. Non-payment, non-attendance, or failure to attend the training session does not constitute cancellation.

In the event of cancellation, VCI may provide the following options at its discretion:

- (A) Organization may replace the registered participant(s).
- (B) Organization may transfer the registration fee as credit

towards another VCI training program, subject to applicable terms.

(C) If the above options are not applicable, cancellation charges shall apply as communicated by VCI.

Cancellation, Postponement & Changes by VCI

VCI reserves the right to postpone, reschedule, cancel, modify the training schedule, change the venue, replace the trainer, or make changes to the training content due to operational requirements or unforeseen circumstances. In case of cancellation or postponement, VCI may provide alternative arrangements or credit towards future training programs. VCI shall not be responsible for any costs, losses, or damages incurred by participants due to changes in the training schedule.

5. Intellectual Property Copyright

All training materials, presentations, documents, recordings, templates, and resources provided by VCI in connection with the training program are protected by copyrights owned by VCI and/or relevant third parties. Unauthorized copying, recording, publication, distribution, or sharing of such materials is strictly prohibited.

Trademarks

All trademarks, service marks, logos, and branding elements used by VCI remain the property of VCI and/or respective owners. Use of such materials without prior written permission is prohibited.

6. Data Protection

By registering for the training program, participants confirm that they have requested and consented to VCI collecting, processing, and retaining participant information for training administration, communication, certification, and related professional updates. Participants may request removal from future communications by contacting VCI.

7. Reservation of Rights

While every reasonable effort will be made to deliver the published training program, VCI reserves the right to change the training date, venue, trainer, schedule, or program content when necessary due to circumstances including but not limited to operational requirements, venue availability, or third-party service interruptions.

8. Force Majeure

Force Majeure events include circumstances beyond the reasonable control of VCI that prevent or delay the delivery of the on-site training program, including but not limited to venue closures, travel disruptions, security situations, government restrictions, natural events, or delays caused by third-party service providers.

9. Agreement

The participant(s) hereby acknowledge, confirm, and agree that:

- i. Registration for the on-site training program constitutes a binding agreement between the participant(s) and VCI.
- ii. The participant(s) have read, understood, and accepted all Terms & Conditions stated herein.
- iii. The participant(s) agree to fulfill all payment obligations related to the registration.
- iv. VCI reserves the right to take necessary actions to recover any outstanding payments arising from the registration.

10. Governing Law

This Agreement shall be governed and construed in accordance with the applicable laws of the jurisdiction where Vision Corporate International operates. By registering for the on-site training program, participants confirm their acceptance of these Terms & Conditions.



Thank you

GRC Masterclass · 26-28 January 2027 · Karachi, Pakistan

Early bird pricing valid till **30 October 2026**

RESERVE YOUR SEAT

Complete the registration form on page 12 to confirm your place.