VCI × AI RISK INSTITUTE

VISION CORPORATE INTERNATIONAL

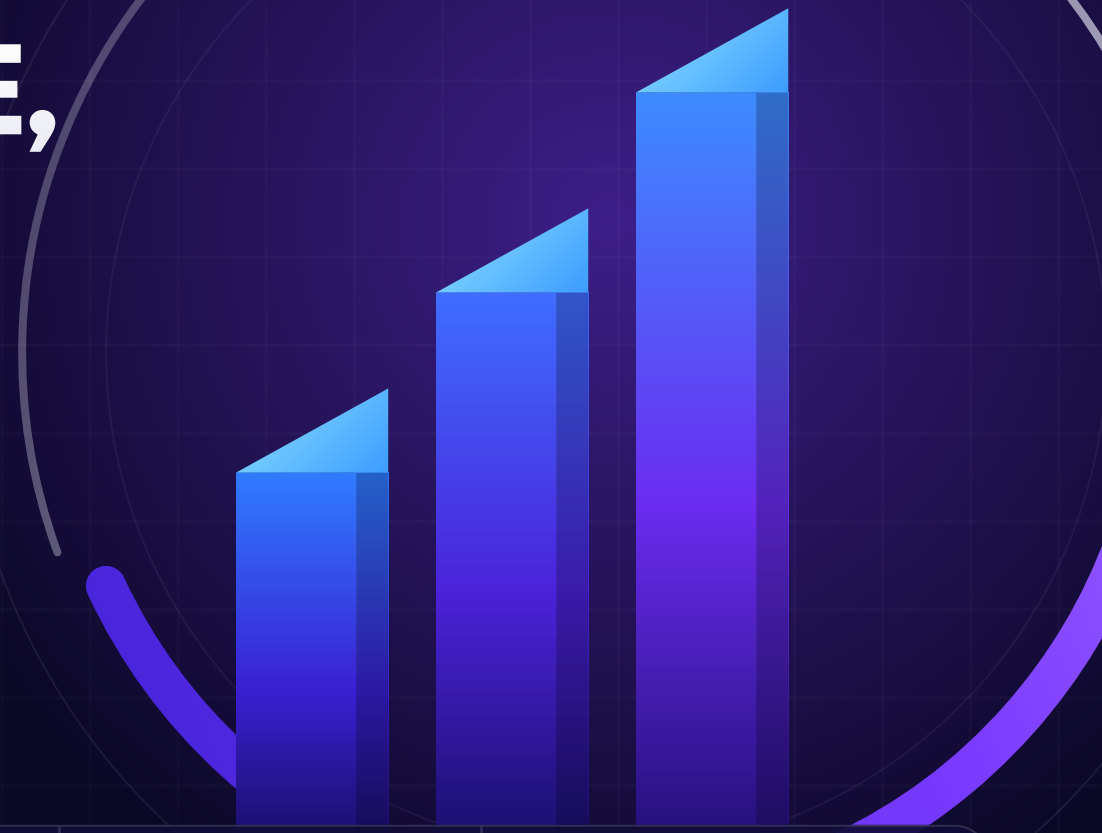
EXECUTIVE MASTERCLASS

On-site programme · Karachi

VISION CORPORATE INTERNATIONAL IN COLLABORATION WITH AI RISK INSTITUTE IS CONDUCTING

*The Future of*

# GOVERNANCE, RISK & COMPLIANCE



## INTEGRATE GRC WITH CONFIDENCE

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

- Participants will get a **diploma from the AI Risk Institute**.

**17-19 MARCH 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.



*Integrate GRC with confidence.*

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

17 MARCH 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

18 MARCH 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**

## 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.

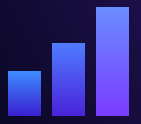
**SIMULATION**

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

19 MARCH 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**

# REGISTRATION FORM



## PACKAGE OPTIONS

| PACKAGE | PAX | PRICE |
|---|---|---|
| Standard (per slot) | 1 person | PKR 400,000 |
| 50% Off<br>Valid till 15 December 2026 | 1 person | PKR 200,000 |
| Pack of 3 (Early Bird)<br>Valid till 15 December 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

**15 DEC**

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.

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# Terms & Conditions

Vision Corporate International shall hereinafter be referred to as "VCI".

### 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.

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VISION CORPORATE INTERNATIONAL

# *Thank you*

GRC Masterclass · 17–19 March 2027 · Karachi, Pakistan

Early bird pricing valid till **15 December 2026** RESERVE YOUR SEAT

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

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