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Driving the digital age

Scaling digital programs through effective risk management

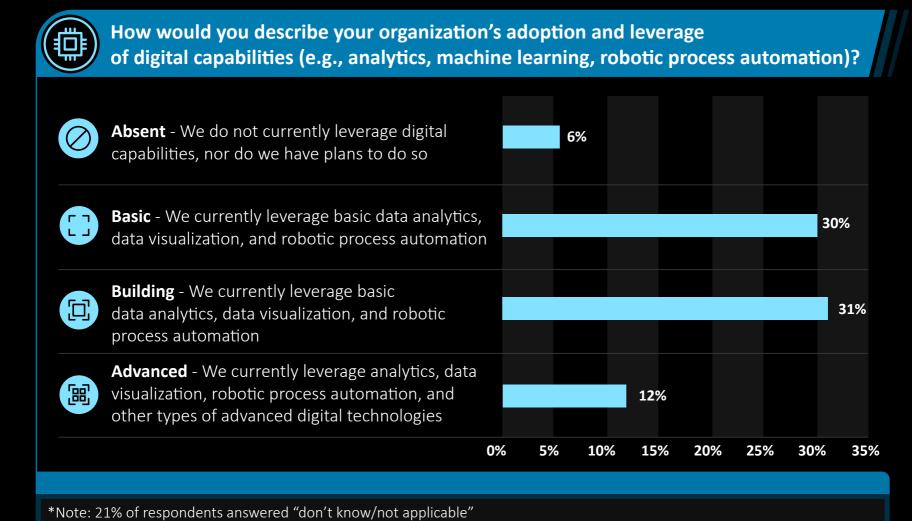
With the acceleration and proliferation of digital technologies such as Robotic Process Automation (RPA) and Artificial Intelligence (AI), the road ahead holds vast opportunities for organizations. As humans and machines collaborate to drive strategic outcomes, are management and Internal Audit (IA) equipped and positioned to navigate the new risk terrain of this evolving technology landscape to help ensure that their stakeholders are maximizing the value from these capabilities while effectively managing risk?

important to their business success in the next two years, and 95% said they have concerns around ethical risks arising due to AI. As AI proliferates, organizations must work toward AI that delivers on transparency, privacy, and impartiality. Source: Dbriefs, "Al risk and rewards: Striking the right balance for your organization" (Sept. 30, 2020)

In a recent Deloitte survey¹, 83% of executives said AI will be very or critically



During a November 2020 **Dbriefs webcast**, Deloitte discussed an overview of emerging technologies and effective risk management techniques for digital transformations, specific risks associated with metrics involved in external reporting and internal monitoring, and Trustworthy AI™. During this webcast, Deloitte also surveyed nearly 3,000 professionals about the extent of their organizations' digital transformation, IA's level of involvement, their greatest challenges in auditing advanced digital capabilities, and their approaches to ethical concerns surrounding AI. Here's what they had to say.



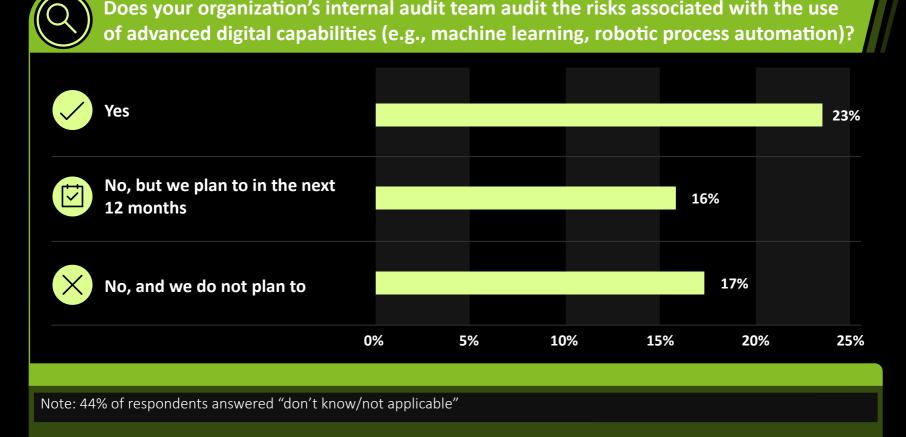
advantage of the opportunities presented by digital technologies, though significant diversity

exists in the organizations' levels of advancement. Wherever your organization falls in the process of digital transformation, effective end-to-end governance of these technologies remains critical. Building bots is only the start; true value and impact derive from defining the right operating model and effectively managing the process, operations, employees, and risk tied to the automation. As more organizations move from absent or basic toward advanced, IA should play a key role,

The majority of respondents, nearly 75%, report that their organizations have begun to take

course ahead.

not only to reactively monitor gauges and warning lights but to proactively help chart the



taking command of their risk management and remaining strategically positioned along with the 23% who already audit these risks.

engagement, and monitoring

metrics, and/or AI?

and decision-makers the tools they need.

we consistently apply

When building that framework, people typically think of IT risk, but should think more broadly and address all major areas where risks occur: Automation strategy and governance: Guiding principles, expected ROI, management

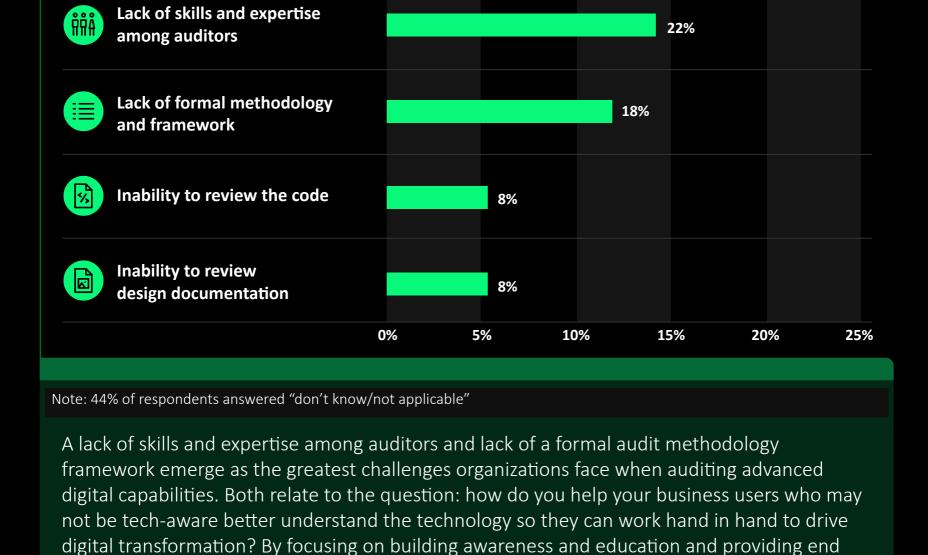
With the growth of digital investment, an opportunity exists for many organizations to develop

a forward-looking framework rather than a rearview-mirror approach to digital risks,

deployment Business unit: Impact of automation on current operations and roles/responsibilities

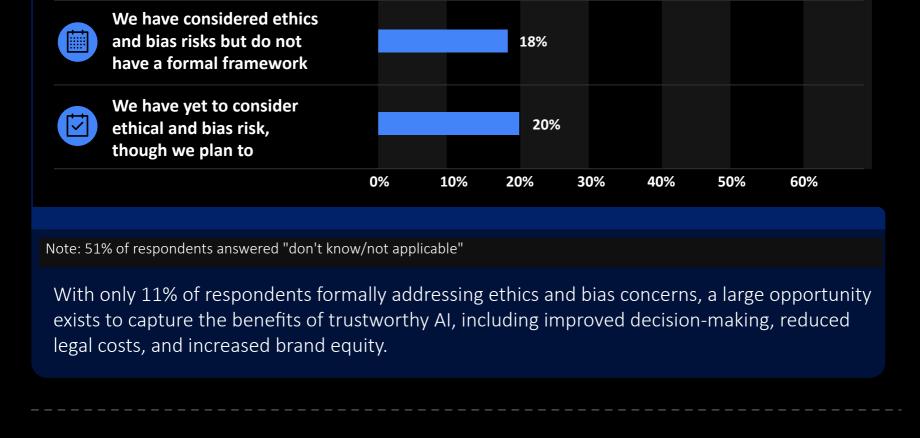
Digital operating model: Opportunity identification, prioritization, development, and

What is your organization's biggest challenge while auditing automation,



How have you considered ethical and bias risks associated with AI? We have developed an ethical risk framework that 11%

users with the required skillsets, organizations can elevate digital fluency and give auditors



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Internal Audit

Ethical AI

Digital Program Assurance

As your company accelerates its digital transformation, allow Internal Audit to help drive value through effective risk management. Visit our website or contact your

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