Auditor of the Future





Every radical technology erases a profession



Linda Nyvelius

- Lawyer
- IIA Sweden CEO
- BR1GHT Elevating GRC with top technology and domain knowledge
- Exclusive partner to TeamMate in the Nordics



Linda Nyvelius

Director Nordics
BR1GHT

Linda.Nyvelius@br1ght.eu

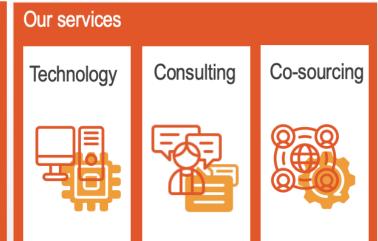


We stand out by focusing on driving technological improvements in all corporate governance areas. Our unique blend of skills allows us to provide strategic guidance while achieving operational enhancements. Therefore, we add value at every level in organisations. Through co-sourcing, delivered from our global service centers, we consistently boost quality and reduce control costs.









Our methodology

Vision driven people enabling technology improvements: 5 elements working together.



Our beliefs

Our values binding us together

Care from the heart

One in divers1ty

Develop yourself and the world

Trust upfront

Fun is more than a word Challenging leads to evolving

Where we stand

Our figures

90+ customers

countries

- regional offices
- service centres
- governance areas
- specialists
- core team members
- business partners



BR1GHT BR1GHT solutions



SAP-control technology selection and implementation

Finance technology (CPM) selection

SAP-control consulting

Controls implementation and automation

Flexible (SAP) control staff

Controls executing co-sourcing





GRC technology selection, implementation, and enhancement

Strategic GRC support for boards

Best practice risk & compliance operations

Flexible GRC staffing

Co-sourcing of risk & compliance



AMS selection, TeamMate implementation & enhancement

Strategic support to CAE & board(s)

Operational improvement Internal Audit

Auditors and CAE ad-interim

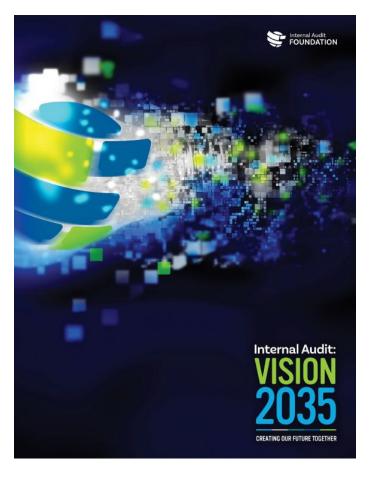
Co-sourcing of Internal Audit

Why should technology be on top of mind?



- Create a free flow of relevant and accurate information
- Cooperate with other assurance providers
- Let humans do what only humans can do – automate everything else

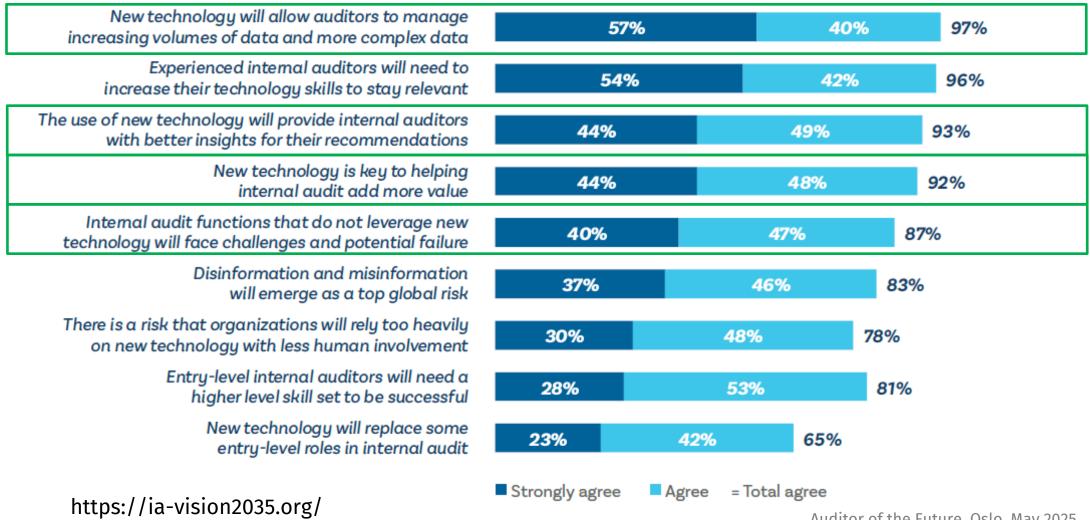
Internal Auditing in the Future: Vision 2035



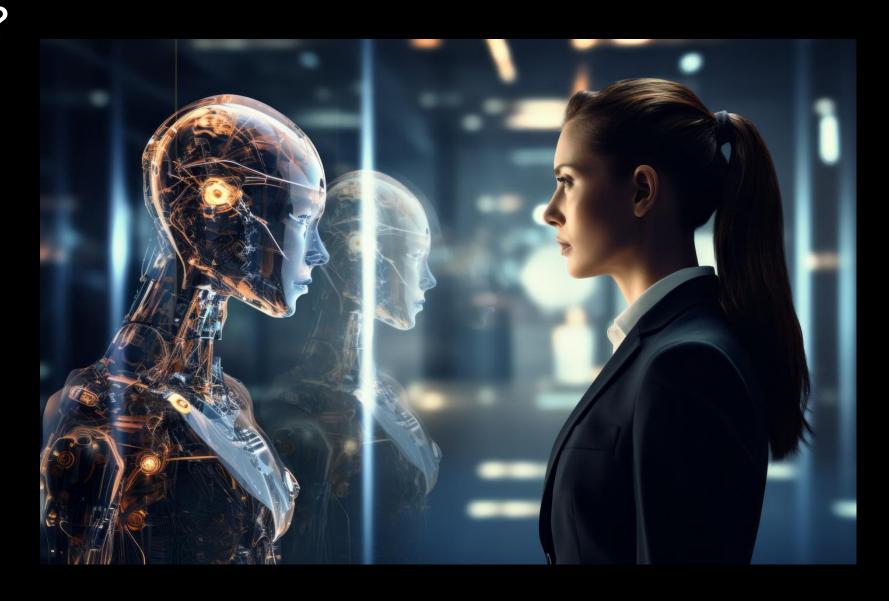
https://ia-vision2035.org/

- Quantitative and qualitative research carried out globally over a 12-month period
 - IIA members
 - Internal Audit Leaders
 - Board and Audit Committee
 - Senior Executives
 - Regulators and other stakeholders
- More than 7000 contributors

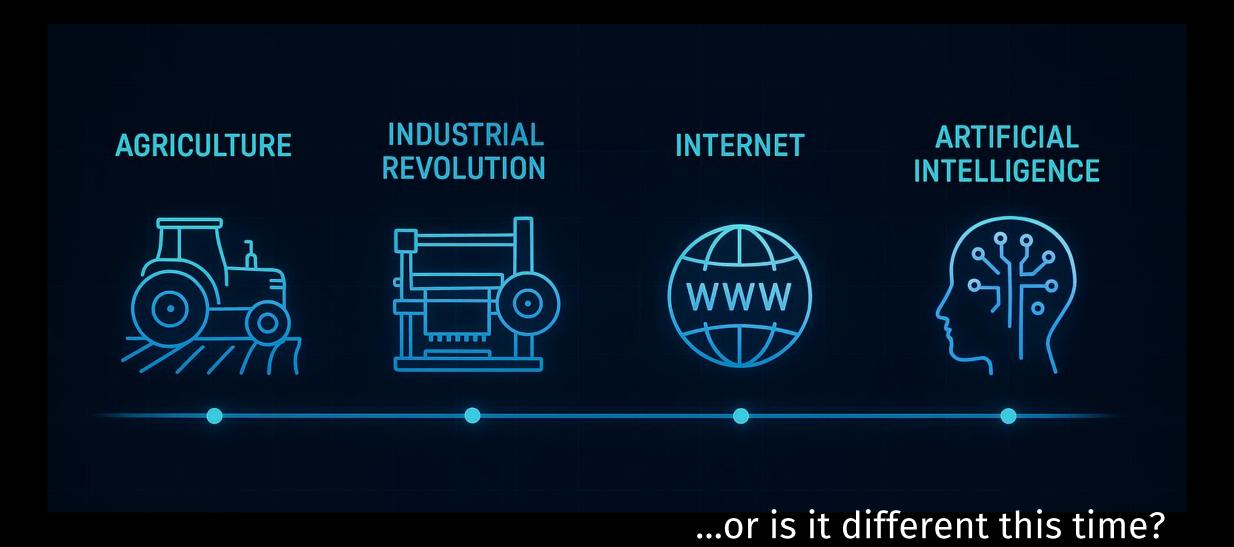
New Technologies' Impact on the Future of Internal Audit



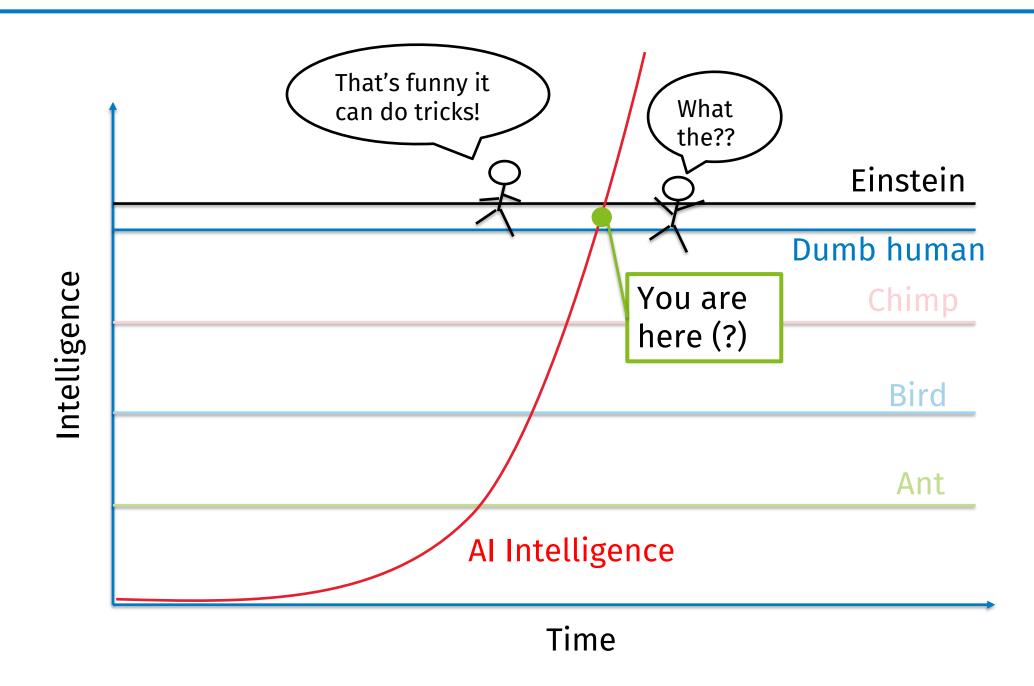
What is AI really?



"Just" another disruptor



10

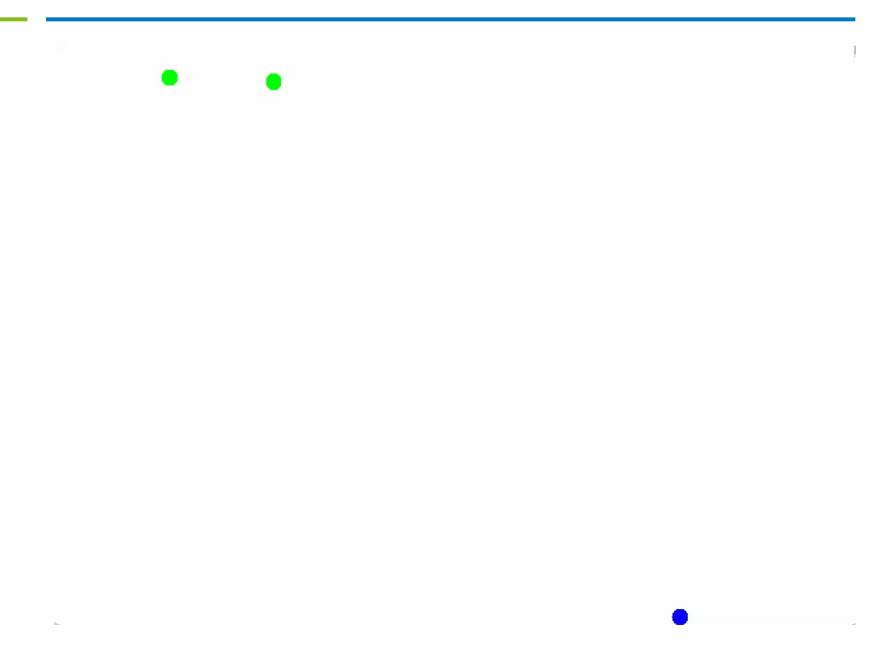


1950s: Rule based systems

```
if (hour >= 5 && hour < 12) {
    System.out.println("Good morning!");
} else if (hour >= 12 && hour < 18) {
    System.out.println("Good afternoon!");
} else {
    System.out.println("Good evening!");
}</pre>
```

1990s: Binary search

```
public static int binarySearch(String[] names, String target) {
   int left = 0;
   int right = names.length - 1;
    while (left <= right) {
        int middle = (left + right) / 2;
        int comparison = target.compareTo(names[middle]);
       if (comparison == 0) {
           return middle; // Found the name!
        } else if (comparison < 0) {
           right = middle - 1; // Look to the left
       } else {
           left = middle + 1; // Look to the right
    return -1; // Not found
```

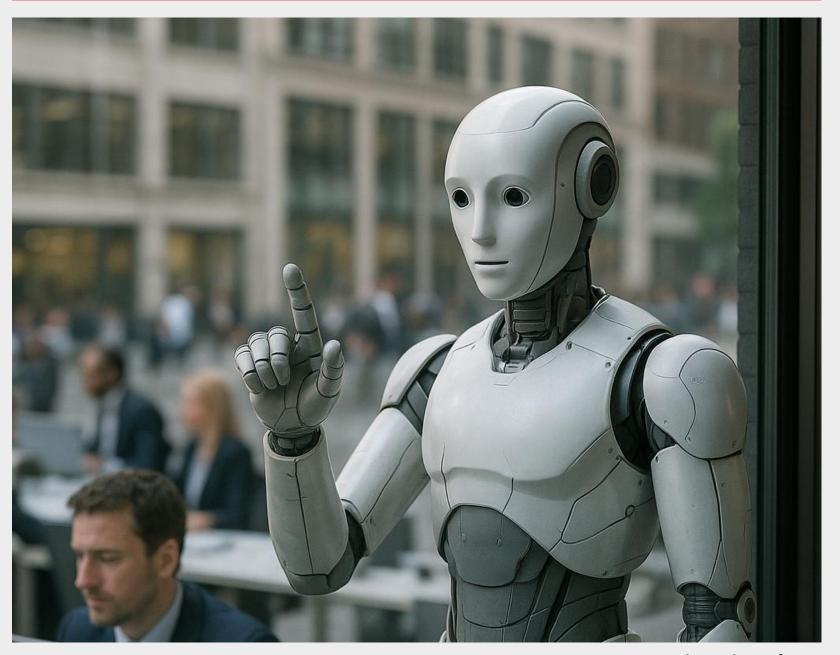




- LLMs that can now act as:
 - Lawyers (Passed Uniform Bar Exam)
 - Therapists (Passed National Clinical Mental Health Counselling Examination)
 - Doctors (Passed all parts of exams in USA and Korea)
 - Authors of books
 - Interior designer
 - Etc....

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Intelligent but not conscious... and looking for a position on your team!



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Advice on how to start applying AI

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Things to take advantage of



It's always available and eager

An assistant at your fingertips – day and night, never gets tired, never gets offended.



Great at context-based search

It can do research and summarize great amounts of data in a short time.



It can even "reason" and create

It can get your work 80% done and then you can course correct, factcheck and take it to the next level. Save time compared to starting on a blank page.

Things to think about



It's confident

It does not know what it does not know and can speak with great authority that is not always warranted.



It tents to hallucinate

"I don't know" is not part of its vocabulary so it tends to make things up.



It's Enthusiastic

Whatever you say, it will agree wholeheartedly and very flattering. It will follow where you lead, even in the wrong direction.

Risks and mitigations

- Hallucinations
 - Human in the loop
 - Transparency
 - Feedback loop
- Black box
 - Click-through to reasoning
 - Sources clearly stated
- Poor data input
 - Define sources
 - Source credibility scoring
 - Sort out dated information

- Sensitive data leaks
 - Never expose data to open models
 - Boxed off models
 - Local LLMs
 - PII blockers
- Over-trusting the models
 - Human sign-offs and checkpoints
 - Training in limitations
 - Disclaimers

Adoption of GenAI by the Internal Audit Profession

TeamMate Partnered with the IIA Global Research Foundation to **Understand Use** Cases for Generative Al



Solving the riddle:

Harnessing Generative Al for internal audit activities

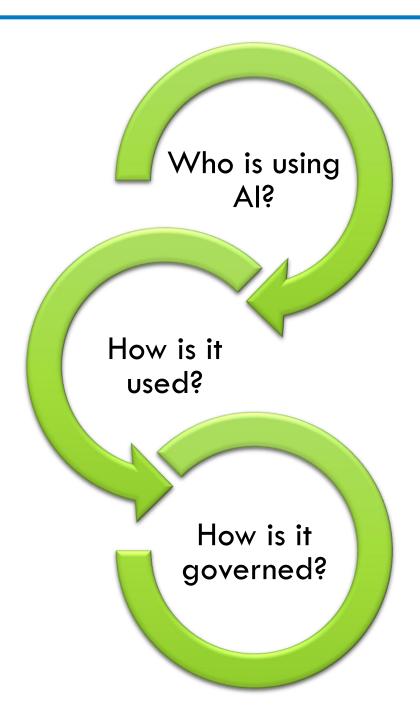
- Survey of IIA Global members
- Understand adoption by IIA members
- Results driving roadmap for delivery in TeamMate+

. Wolters Kluwer



https://www.theiia.org/en/content/resear ch/foundation/2024/solving-the-riddleharnessing-generative-ai-for-internalaudit-activities/

Survey Objectives



Ideas being built and integrated through APIs

- Spot common patterns across hundreds of issues automatically.

 Let AI review large volumes of issues to identify recurring problems or themes, instead of doing it manually.
- Get suggestions for resolving findings, based on what worked before.

Use AI to match new issues with similar past cases and show which actions were effective.

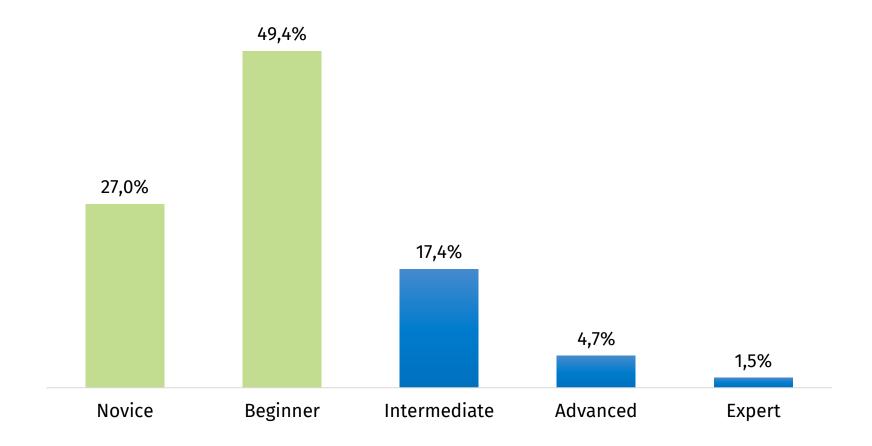
- Keep TeamMate and other systems like JIRA in sync.

 If you create an issue in TeamMate, it can show up automatically in JIRA (or the other way around), reducing double work.
- **Bulk edit audit data easily.**Export issues from TeamMate to Excel, update them in bulk, and upload them back—no manual editing one by one.
- Ask questions about company policies and get instant answers.
 Upload your policies and use an AI chatbot to answer questions, like "Can I expense this on my work trip?"

Individual Knowledge and Use of GenAl

76% rate themselves as novices or beginners

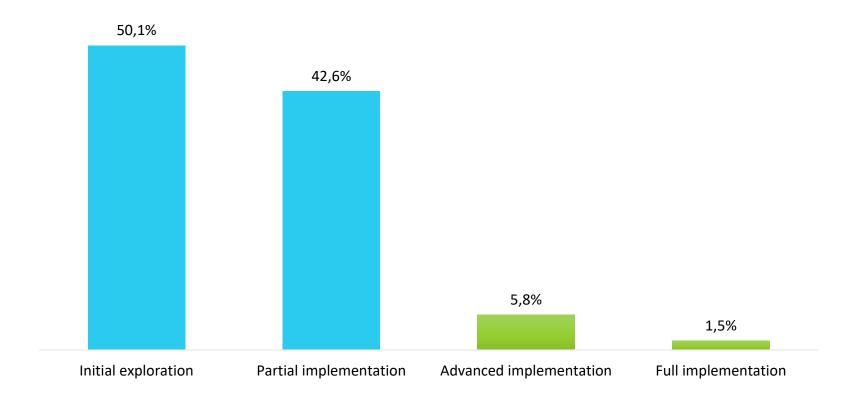
Proficiency and Personal Use of GenAI in Professional Role



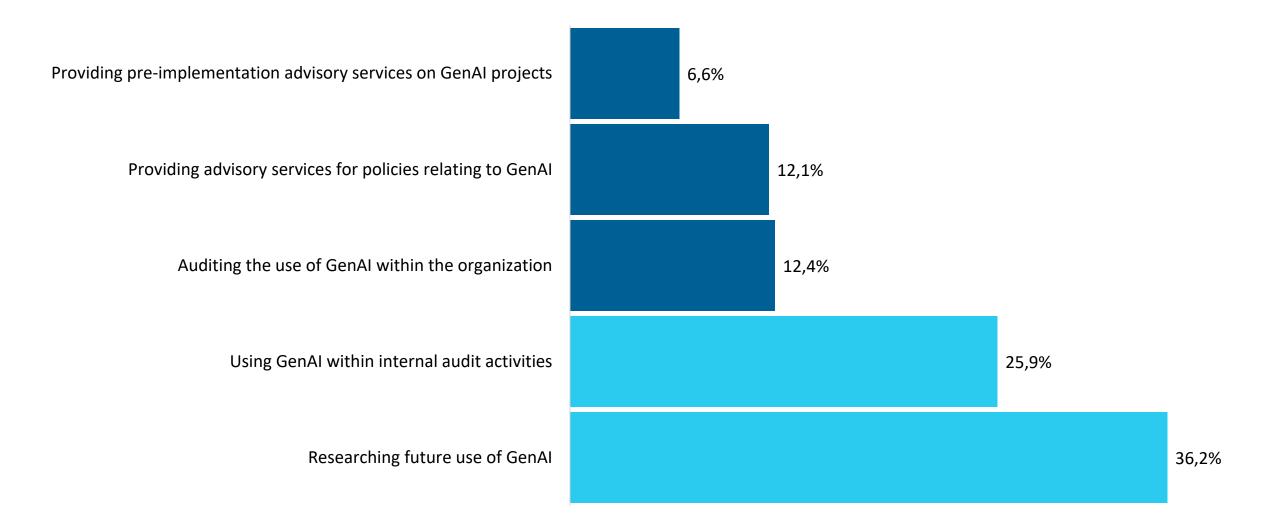
Adoption within the Organization

93% adoption is in initial exploration or partial implementation

Organization Maturity Level of GenAl Adoption

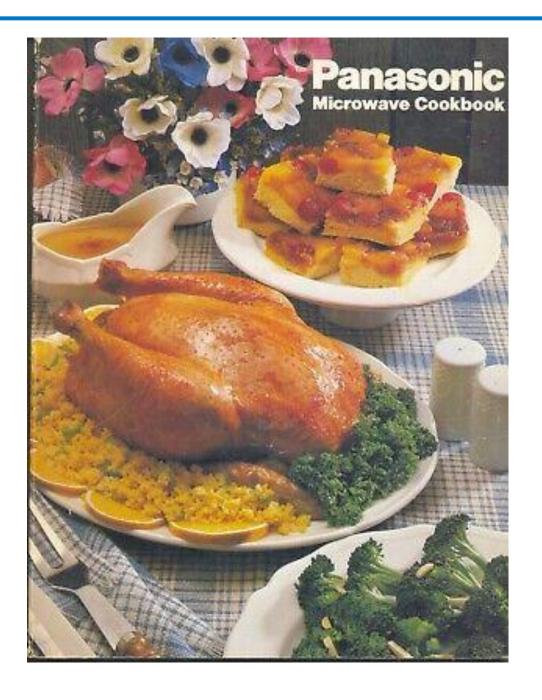


Internal Audit Involvement in GenAl Activities



Next steps: What can I do?

Get to know its potential – and limitations



Embedding GenAl in TeamMate+

Use Cases Across All Phases of the Audit Cycle



Learning: GenAI can help practitioners learn about potential audit subjects and issues.



Brainstorming: With effective prompting, GenAI can deliver impressive ideation for audit work in all engagement phases.



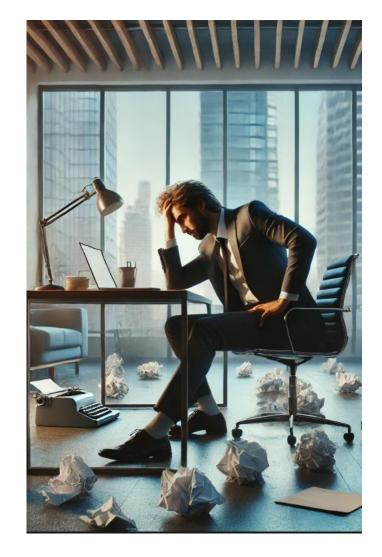
Building: GenAI can help build frameworks, questionnaires, and other commonly used tools.



Writing: GenAI can readily improve communications of issues and recommendations by assuring emails, information requests, reports, follow-ups and other communications are concise, accurate and relay the proper tone.

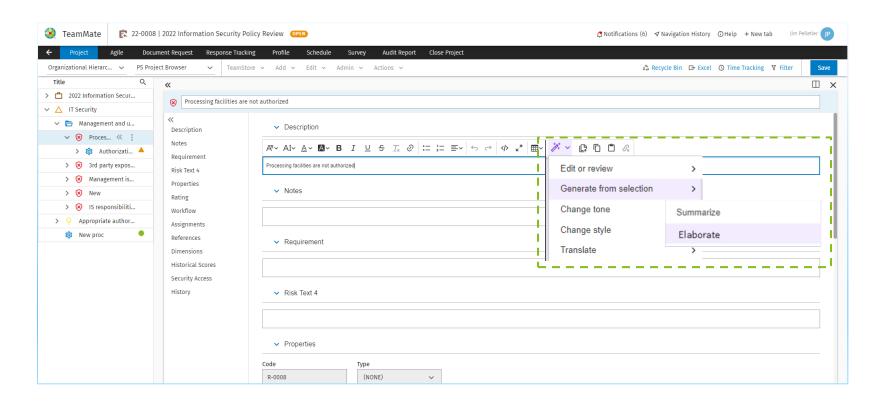
TeamMate+ Generative Al: Writing Engine

- Auditors often waste valuable time writing, editing, and rewriting workpapers and audit findings, leading to unnecessary effort and causing audits to exceed deadlines
- Consistency of writing varies across teams impacting quality and stakeholder satisfaction



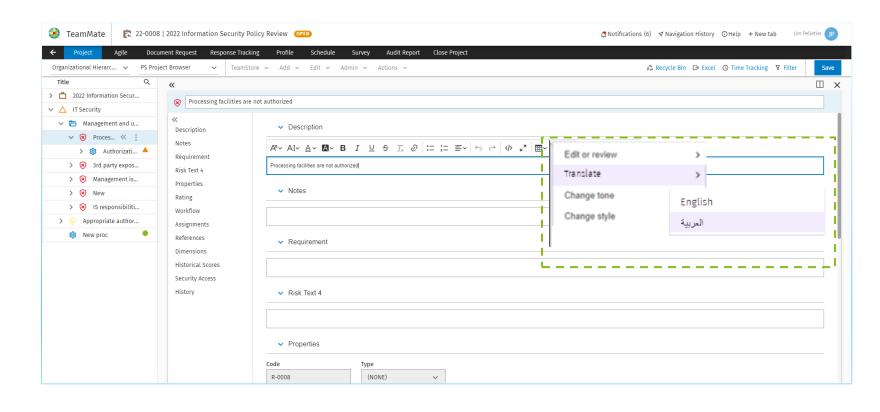
ChatGPT DALL E

TeamMate+ Generative AI: Writing Engine



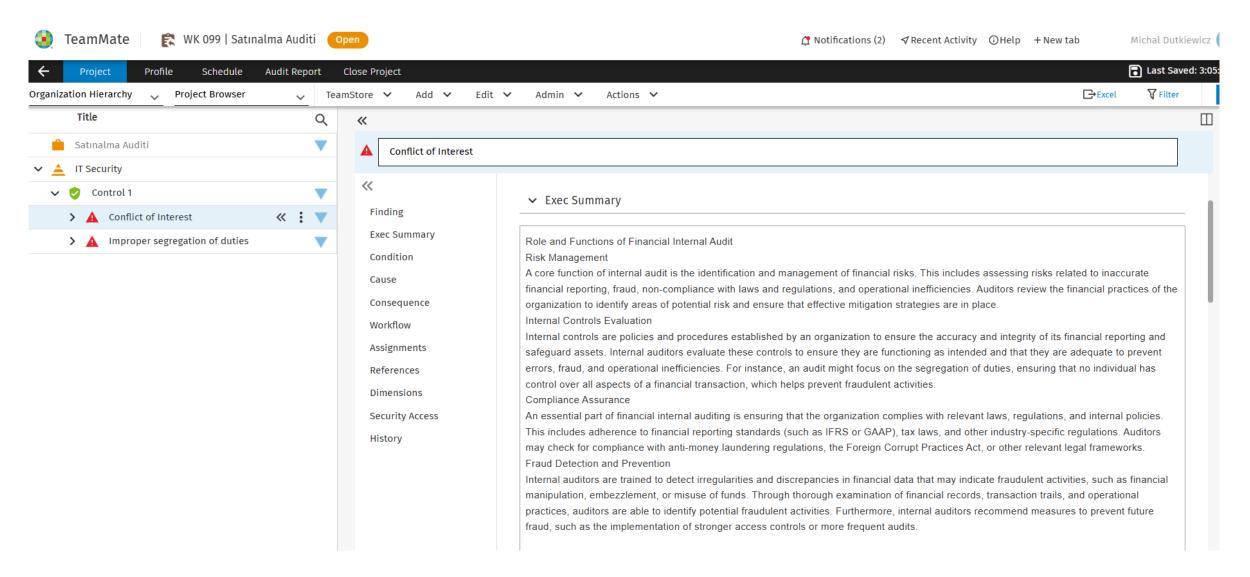
- Leverage GenAI to draft narratives, improve writing, summarize or expand existing content, support consistency across teams
- Incremental time savings and improved quality at the individual auditor level will quickly translate into a significant productivity boost for the team

TeamMate+ Generative AI: Writing Engine

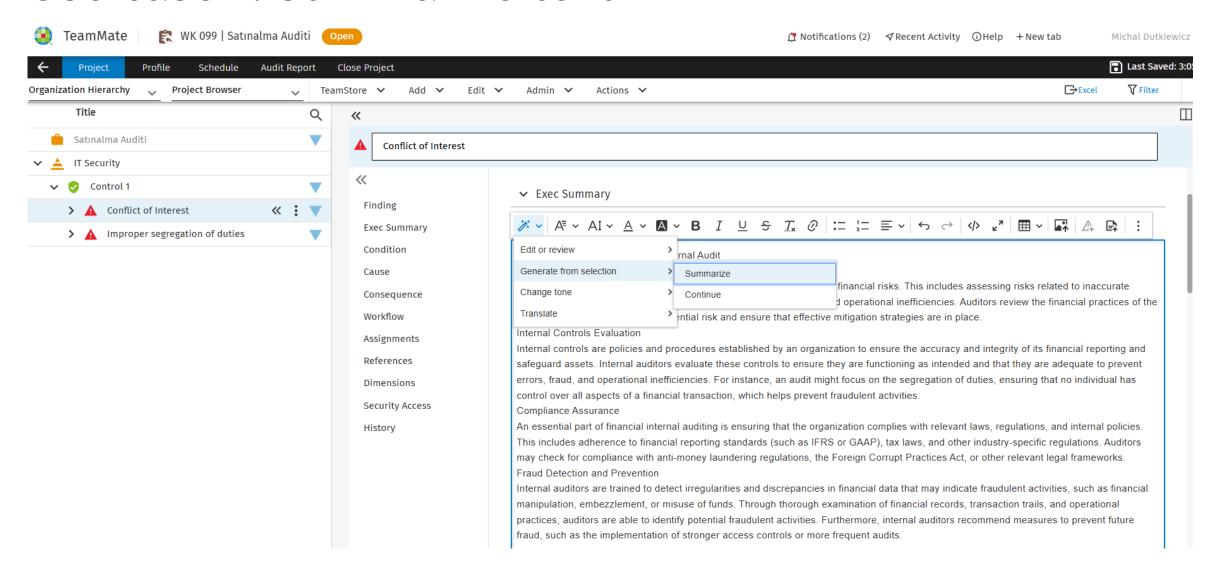


- Leverage GenAI to translate text reducing time when working on audits over entities which operate in different languages
- Organisational data remains isolated so is not available to
 3rd parties or used to train the model reducing risk

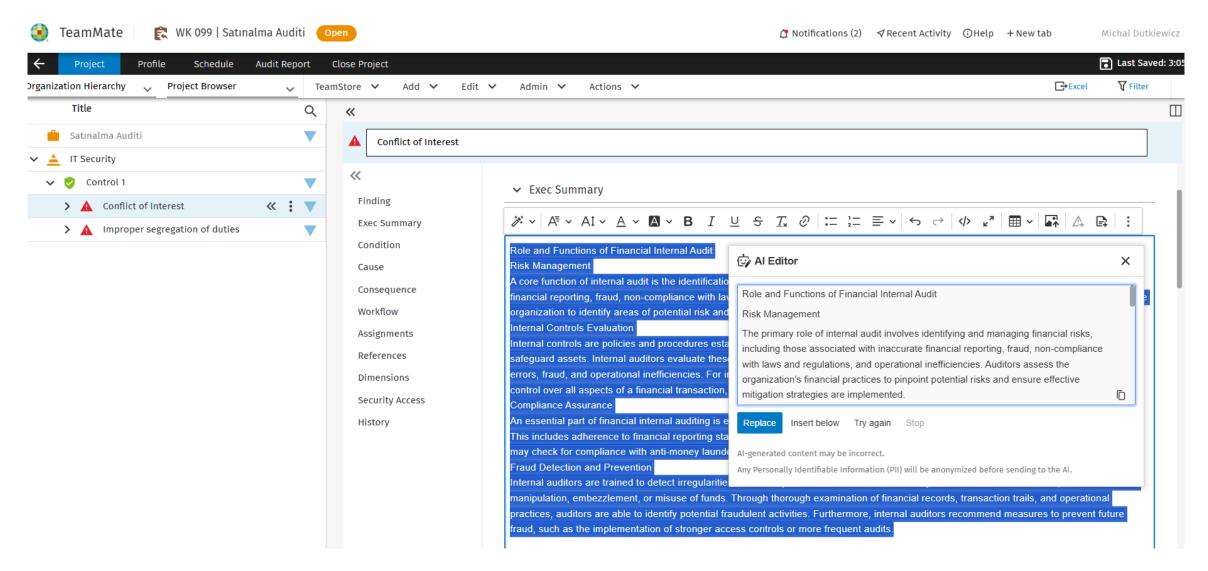
Use case 1: Summarize text



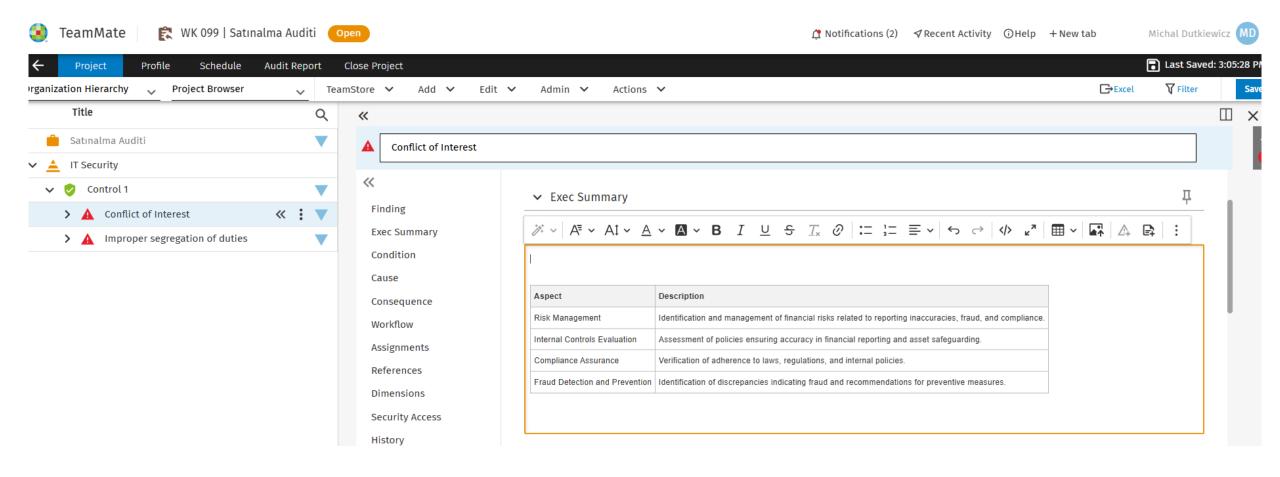
Use case 1: Summarize text

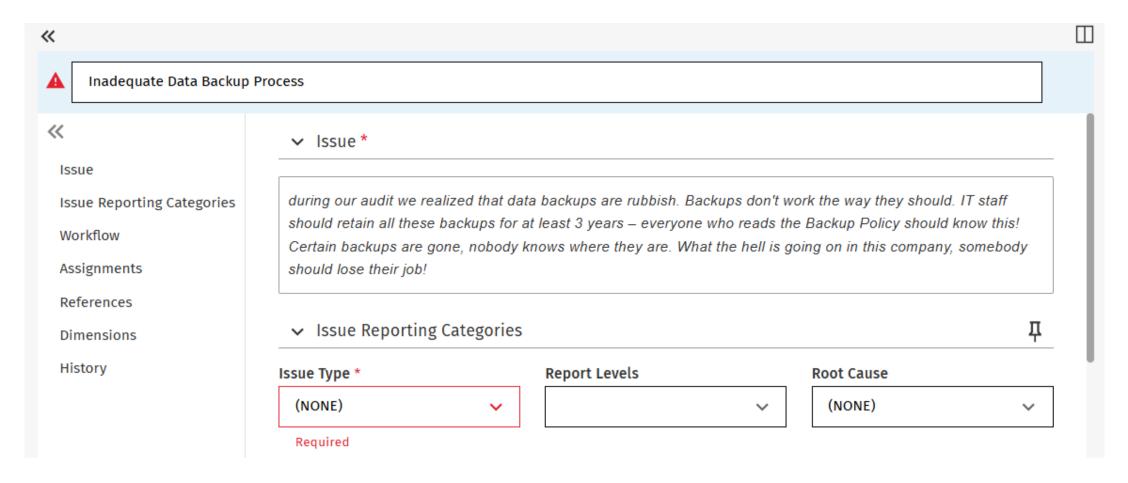


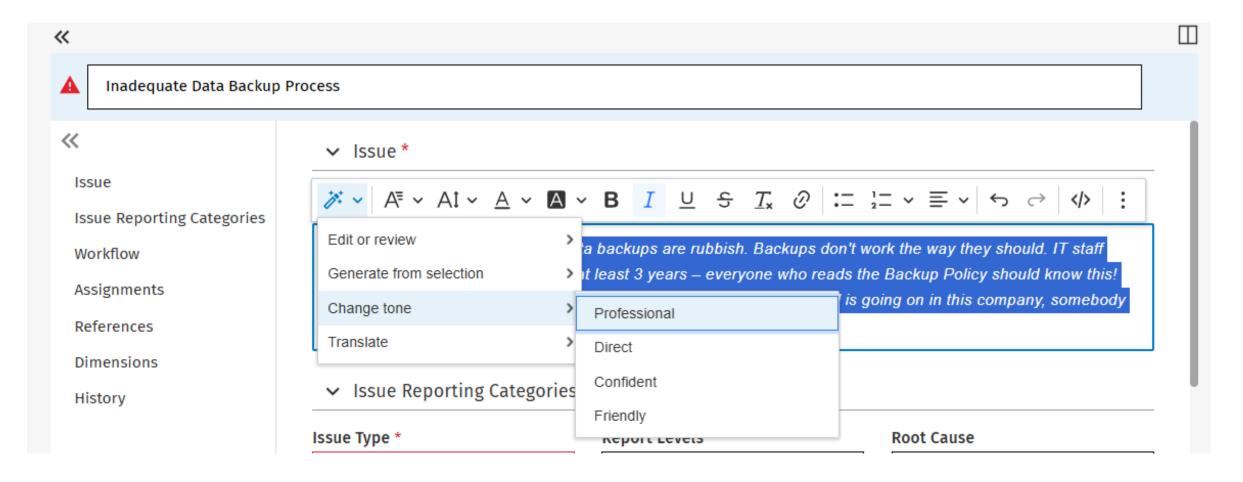
Use case 1: Summarize text

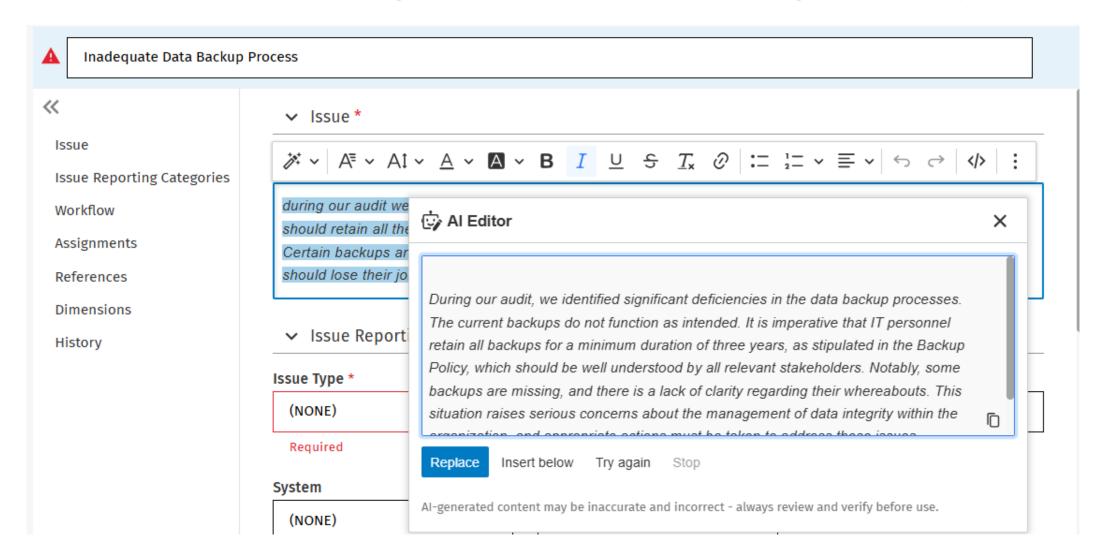


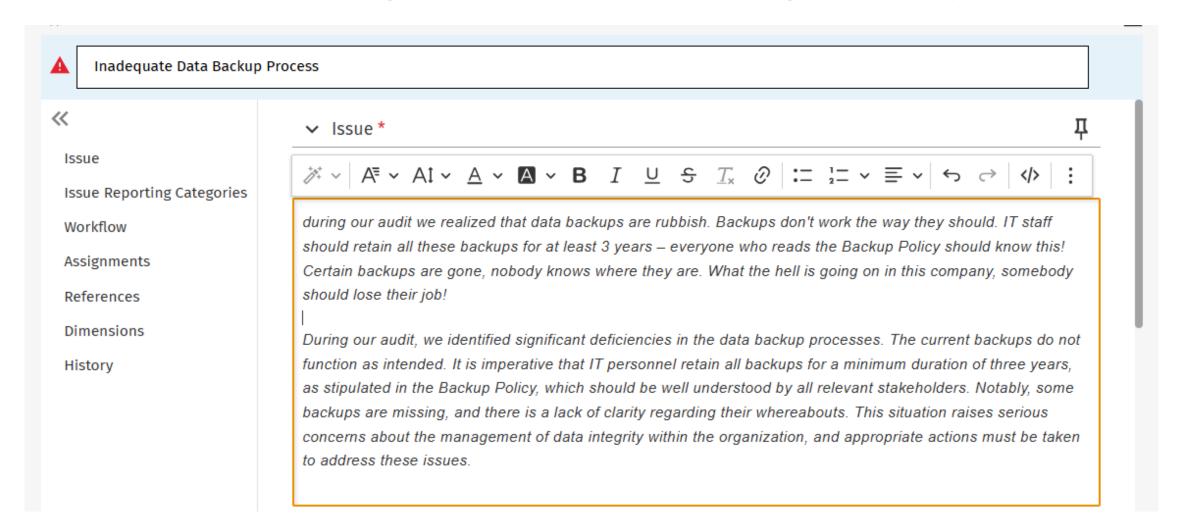
Use case 1: Summarize text



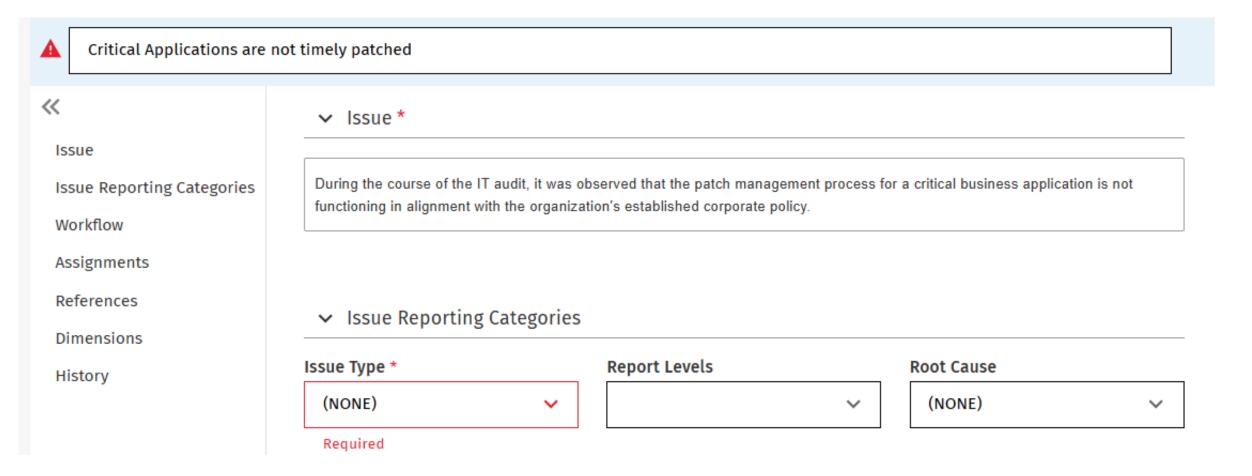




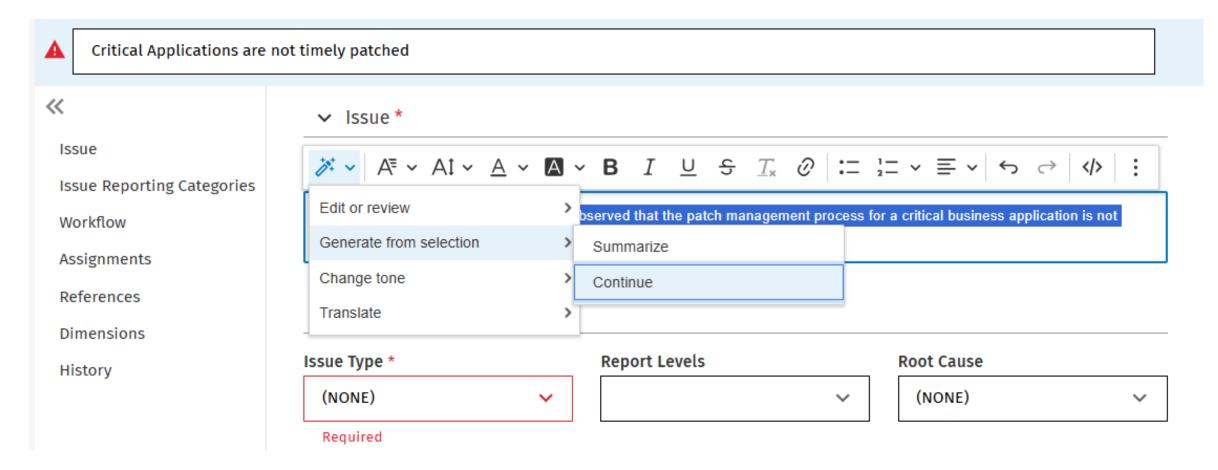




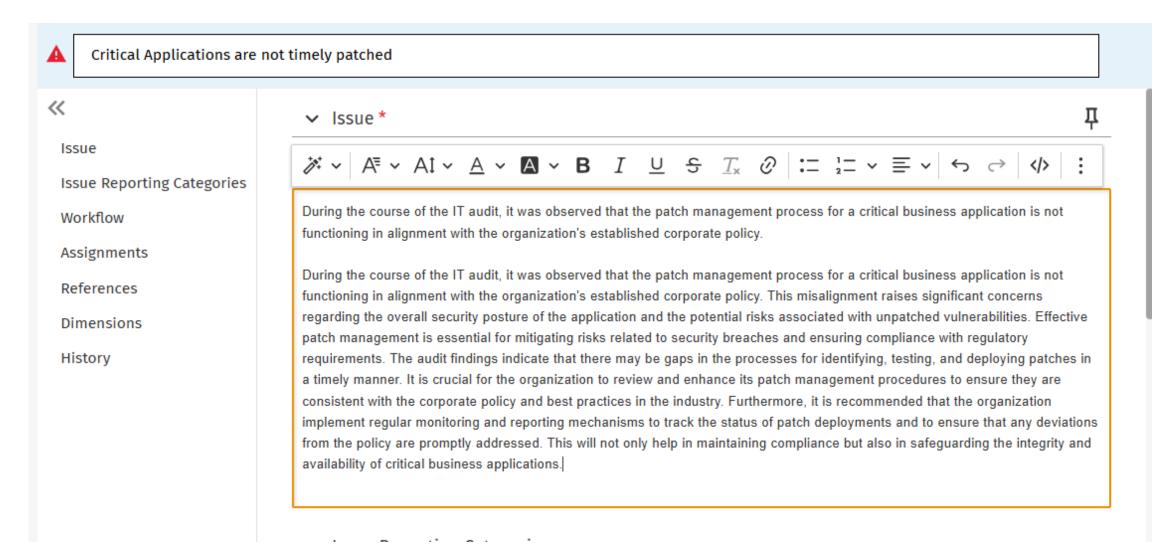
Use case 3: Continue writing a finding



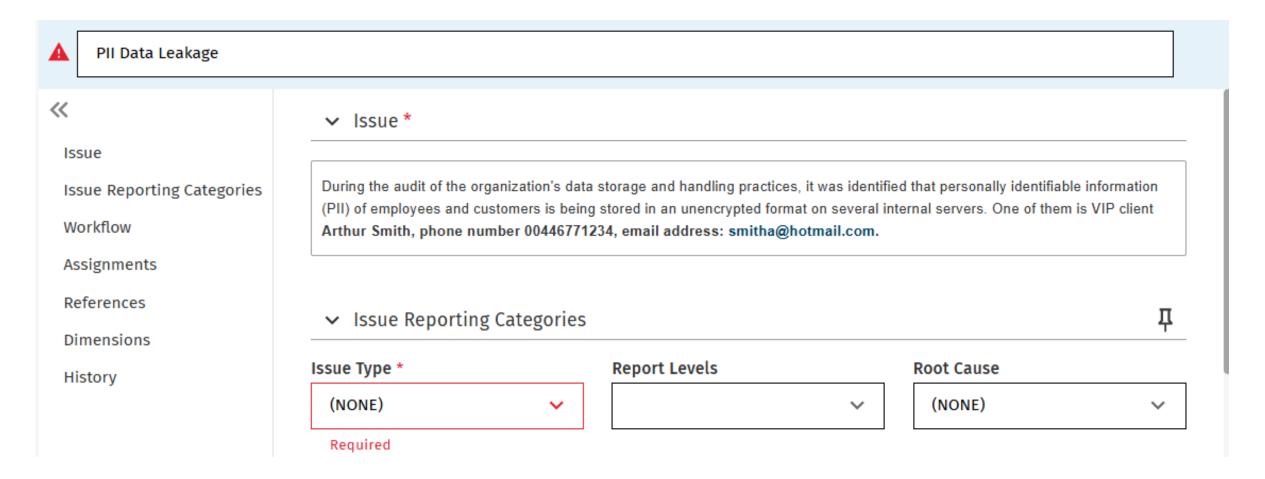
Use case 3: Continue writing a finding



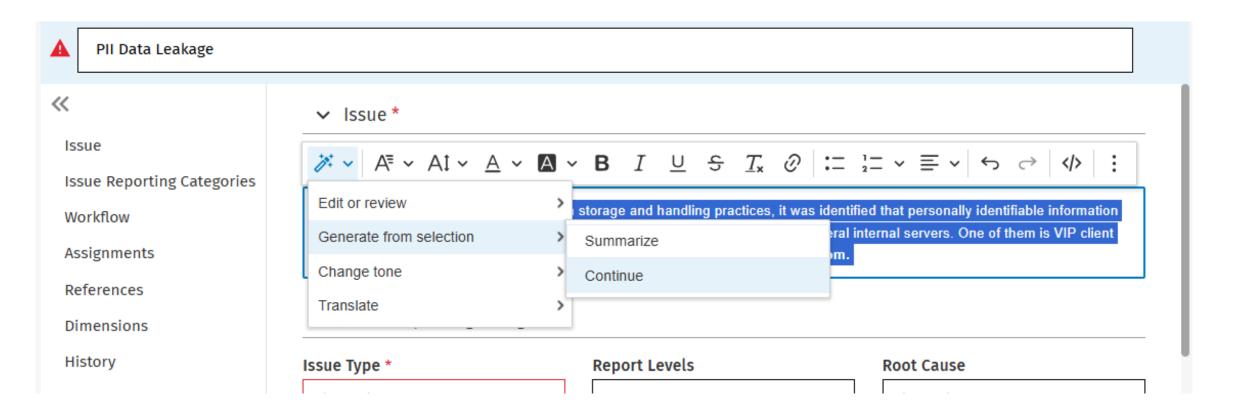
Use case 3: Continue writing a finding



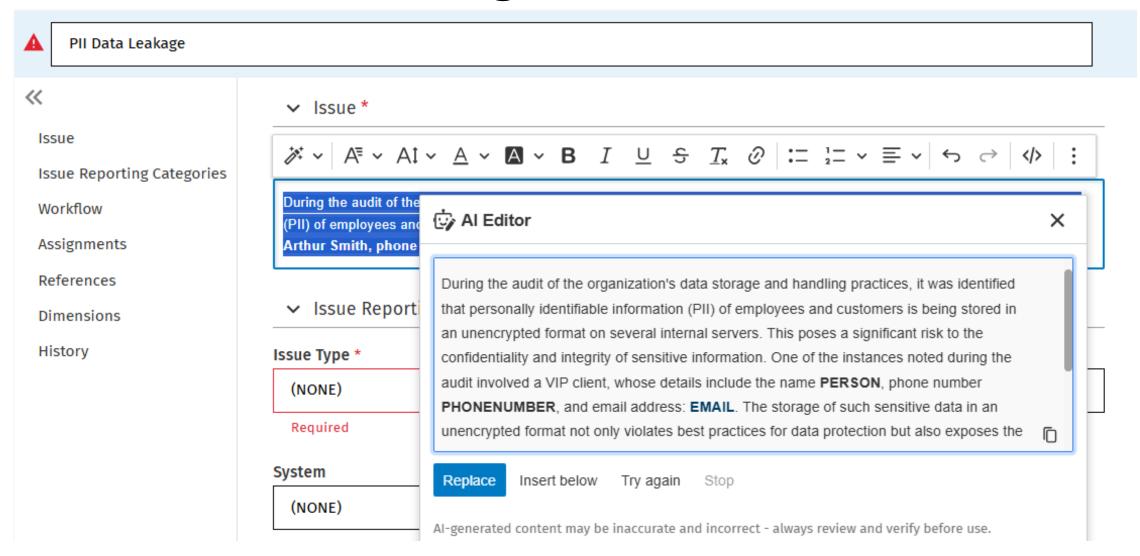
Use case 4: PII masking



Use case 4: PII masking



Use case 4: PII masking





Correct processing in applications



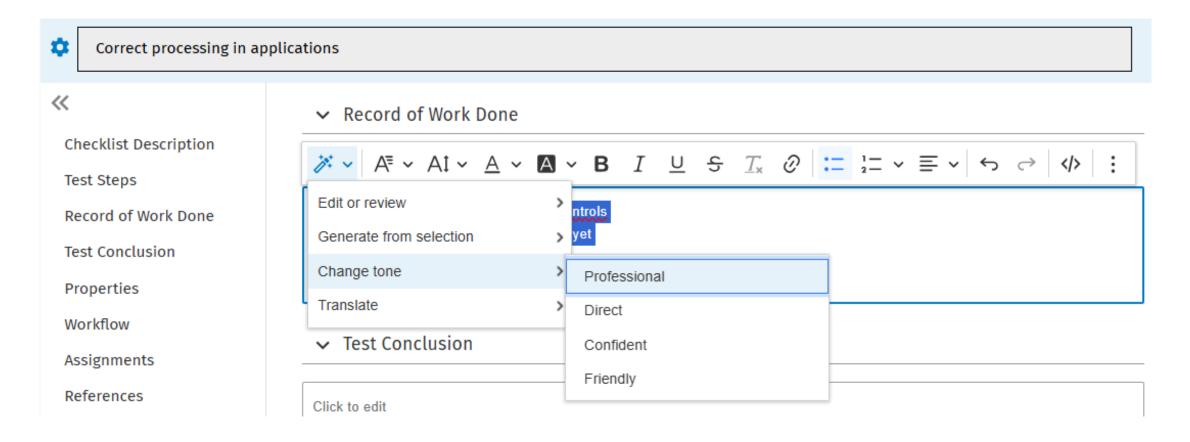
Checklist Description

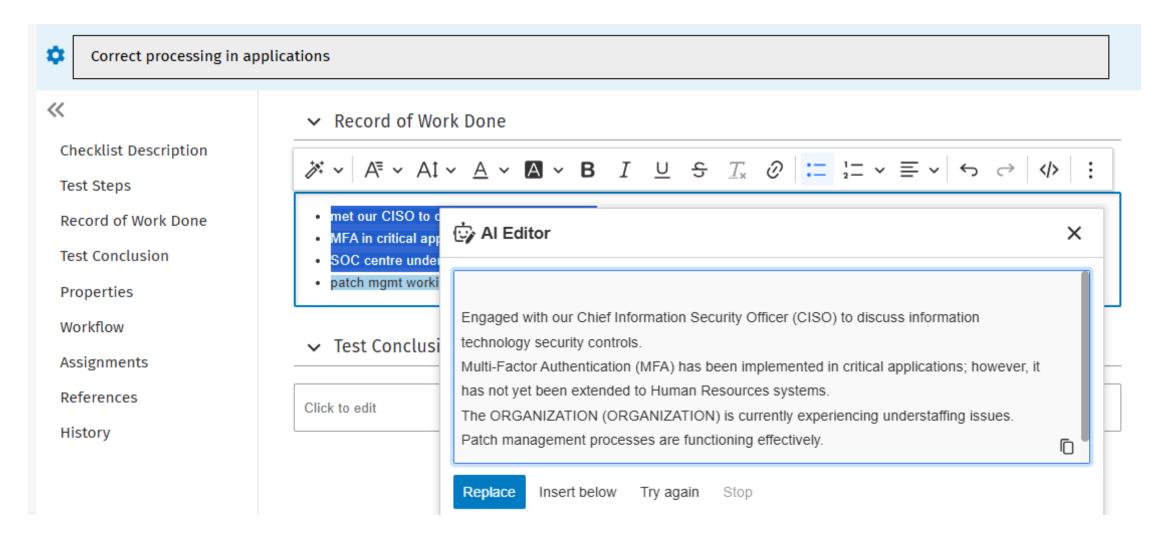
Test Steps

Record of Work Done

Test Conclusion

- Record of Work Done
- · met our CISO to discuss IT security entrols
- · MFA in critical apps, not HR systems yet
- SOC centre understaffed
- · patch mgmt working fine







Correct processing in applications



Checklist Description

Test Steps

Record of Work Done

Test Conclusion

Properties

Workflow

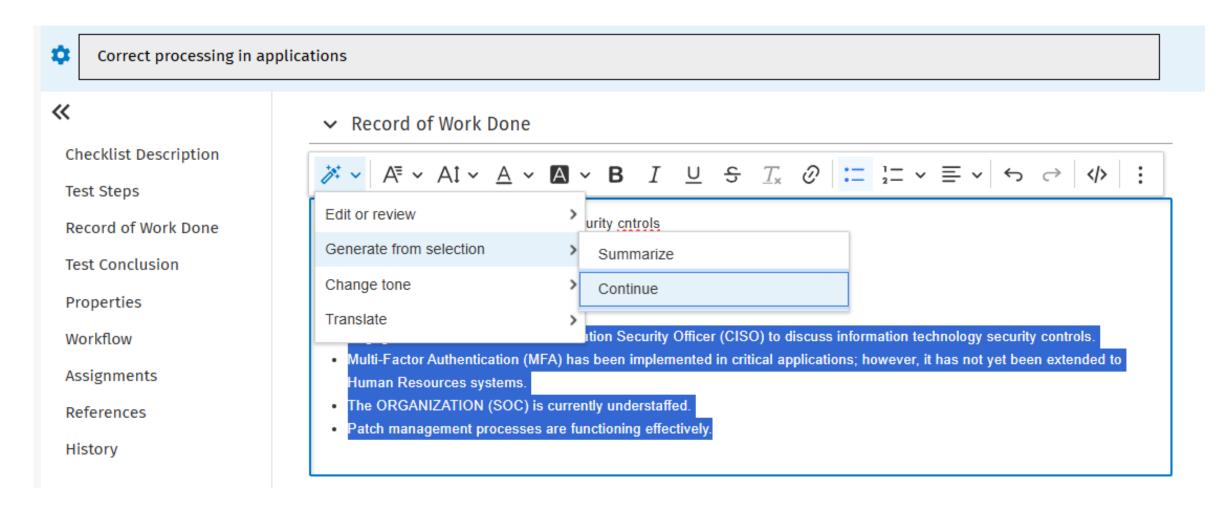
Assignments

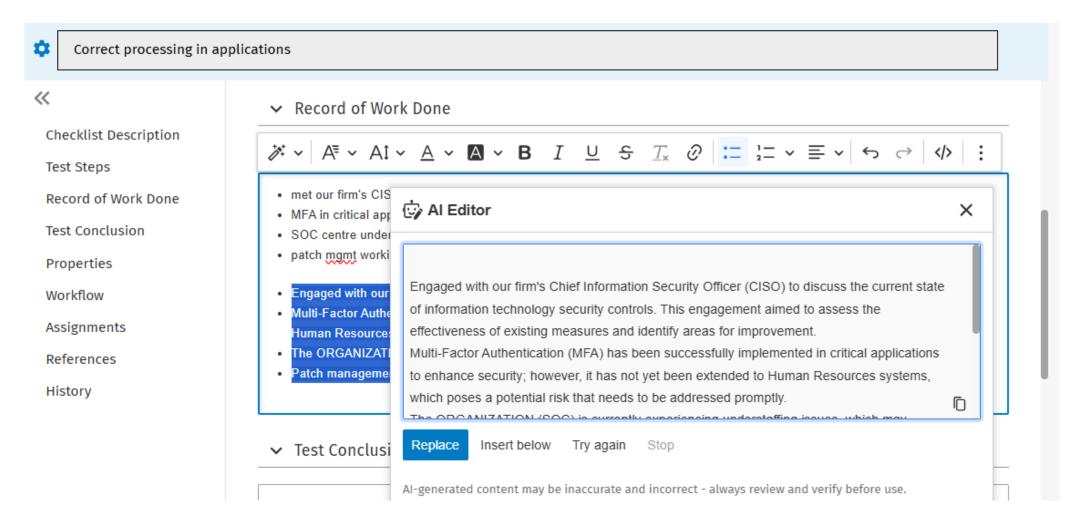
References

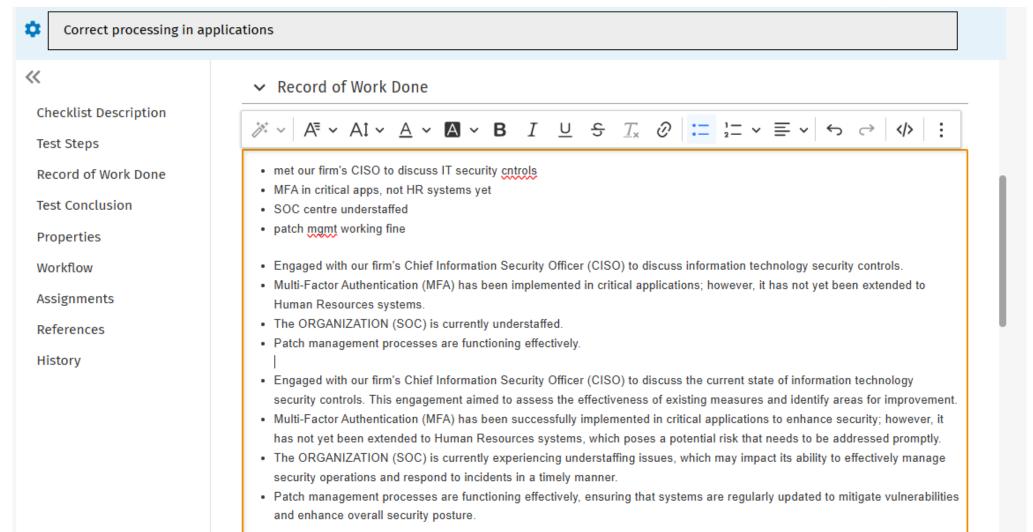
History

Record of Work Done

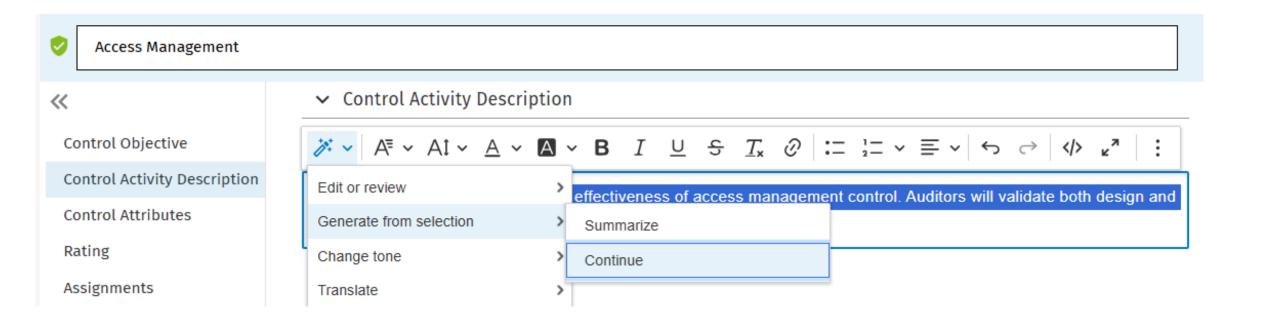
- · met our firm's CISO to discuss IT security cntrols
- . MFA in critical apps, not HR systems yet
- · SOC centre understaffed
- · patch mgmt working fine
- Engaged with our firm's Chief Information Security Officer (CISO) to discuss information technology security controls.
- Multi-Factor Authentication (MFA) has been implemented in critical applications; however, it has not yet been extended to Human Resources systems.
- The ORGANIZATION (SOC) is currently understaffed.
- · Patch management processes are functioning effectively.



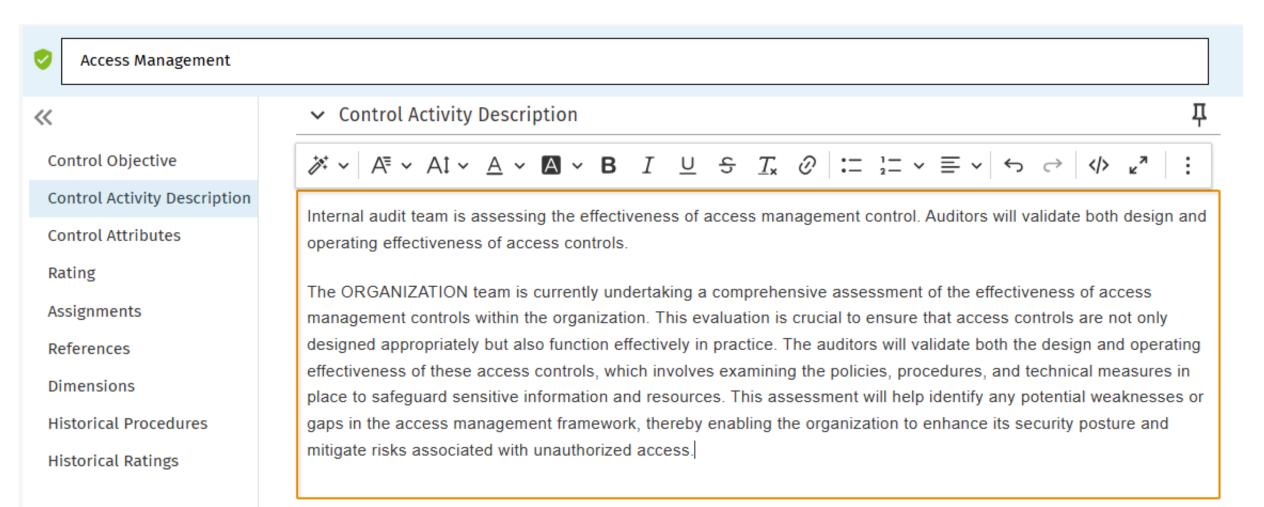




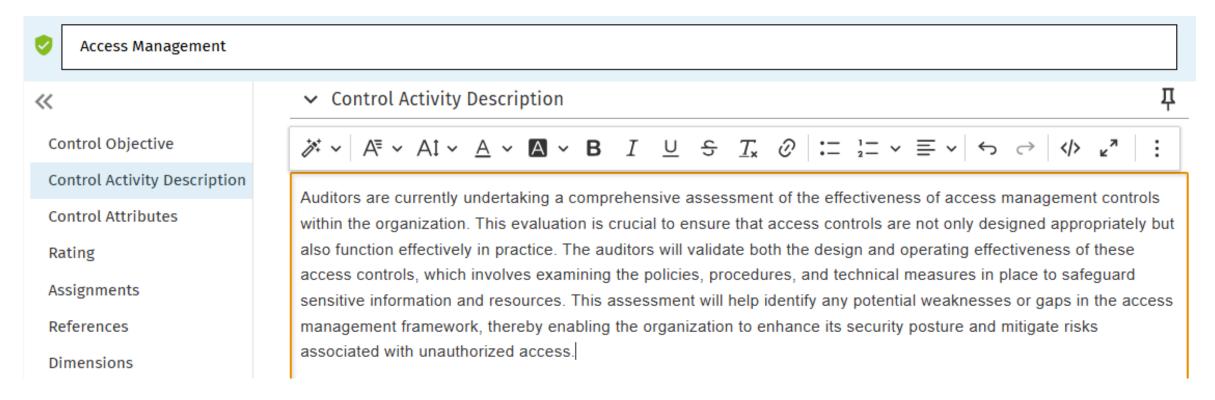
Use case 6: Write a control testing guidance



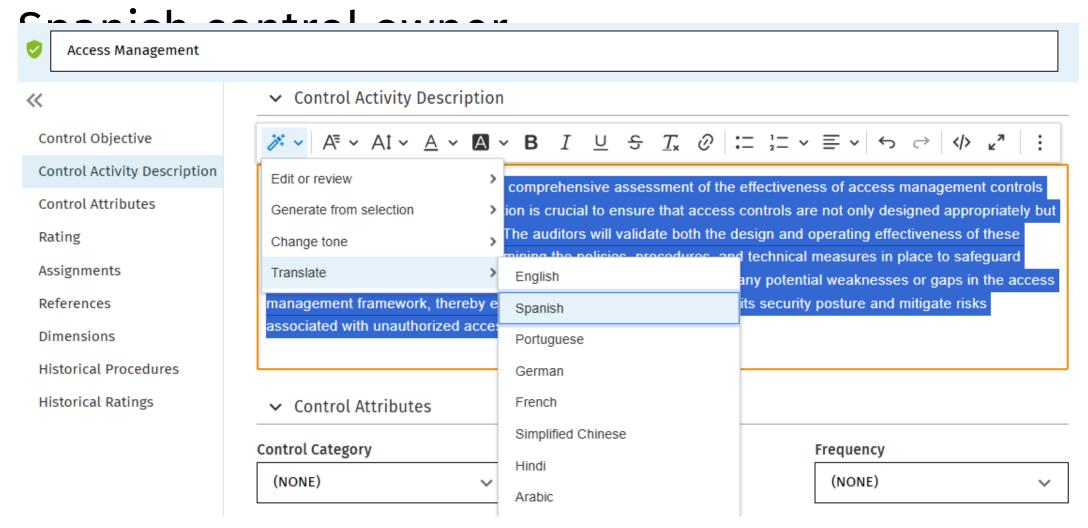
Use case 6: Write a control testing guidance



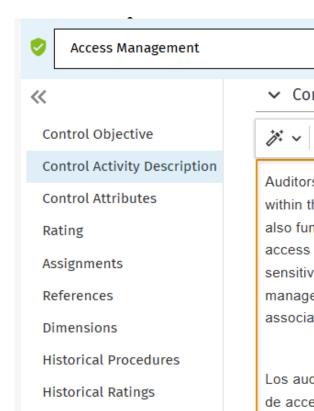
Use case 7: Translating control description for a Spanish control owner



Use case 7: Translating control description for a



Use case 7: Translating control description for a



Control Activity Description



Auditors are currently undertaking a comprehensive assessment of the effectiveness of access management controls within the organization. This evaluation is crucial to ensure that access controls are not only designed appropriately but also function effectively in practice. The auditors will validate both the design and operating effectiveness of these access controls, which involves examining the policies, procedures, and technical measures in place to safeguard sensitive information and resources. This assessment will help identify any potential weaknesses or gaps in the access management framework, thereby enabling the organization to enhance its security posture and mitigate risks associated with unauthorized access.

Los auditores están llevando a cabo actualmente una evaluación integral de la efectividad de los controles de gestión de acceso dentro de la organización. Esta evaluación es crucial para garantizar que los controles de acceso no solo estén diseñados adecuadamente, sino que también funcionen de manera efectiva en la práctica. Los auditores validarán tanto el diseño como la efectividad operativa de estos controles de acceso, lo que implica examinar las políticas, procedimientos y medidas técnicas implementadas para salvaguardar la información y los recursos sensibles. Esta evaluación ayudará a identificar cualquier debilidad o brecha potencial en el marco de gestión de acceso, lo que permitirá a la organización mejorar su postura de seguridad y mitigar los riesgos asociados con el acceso no autorizado.

What is coming around the corner?

Do you want support?

Do you have an idea?

Questions about technology?

Code examples from the presentation:

https://github.com/futureaudit-examples/oslo_2025



Geert-Jan Claassen
Regional Manager
Wolters Kluwer
Geert-Jan.Claassen@wolterskluwer.eu





Linda Nyvelius

Director Nordics

BR1GHT

Linda.Nyvelius@br1ght.eu



Thank you



Appendices

Responsible AI: How are We Addressing Data Security Concerns?

Response Safeguards

Designed to prevent inappropriate, inaccurate, or biased replies and PII blocker

Data Isolation

The AI will not use the content an auditor inputs to further train the model so information remains secure within the audit process and will not be accessible to external parties, nor will it be used for any model improvements

No Data Retention

Once the AI provides suggestions or generates text, the data is immediately discarded. There is no retention of user inputs for future processing

End-to-End Encryption

All data transmitted to and from the AI is encrypted

Wolters Kluwer Assurance Framework for Responsible AI Development

Privacy and Security

Wolters Kluwer focuses on privacy and security as part of the design, development and deployment of AI in our products and services. We promote the creation of AI systems that are safe, secure and reliable through our processes and procedures.

Transparency and Explainability

Wolters Kluwer aims to design and develop Al systems with sufficient transparency and explainability to enable users to understand and use the system appropriately.

Governance and Accountability

Wolters Kluwer adheres to development standards and processes that promote responsibility and accountability for Al systems and their outcomes. We address risk management and issue remediation during design and development, as well as after deployment.

Fairness

Wolters Kluwer recognizes the importance of treating people fairly and without discrimination in the design and development of Al products and services.

Human Focused

Wolters Kluwer strives to create AI systems that are human-centric, focused on solving business problems and benefiting our customers; while also considering the potential impact they may have on society and our environment.

Linda Nyvelius

Linda Nyvelius began her internal audit career at the Institute of Internal Auditors (IIA) Sweden, where she became CEO in 2015. She contributed to national, European, and global initiatives to advance the profession through advocacy, policy, training, and guidance.

Over time, she recognised that for internal audit to remain relevant, it must fully embrace new technology—not as an add-on, but as a core enabler of quality, efficiency, and strategic value. With growing stakeholder demands, a rapidly evolving risk landscape, and increasing competition for talent, technology a crucial enabler for the long-term success of the profession.

In 2020, she joined BR1GHT in Amsterdam to support internal audit teams more hands-on. As Director Nordics and Head of Internal Audit Services, she combines leading technology with expert practitioners to ensure every engagement integrates strategy, structure, processes, and people—unlocking the full potential of the audit function in a digital age.



Linda NyveliusDirector Nordics
BR1GHT

<u>Linda.Nyvelius@br1ght.eu</u>

