

The importance of effective branding of the internal audit department

VANITA SHUKLA HORK | NORDEA BANK



Agenda

1 Background and introduction

2 What is a brand and what are the benefits of a strong brand?

3 Our branding journey – how did we do it and what can you do?

4 Key takeaways and Q&A



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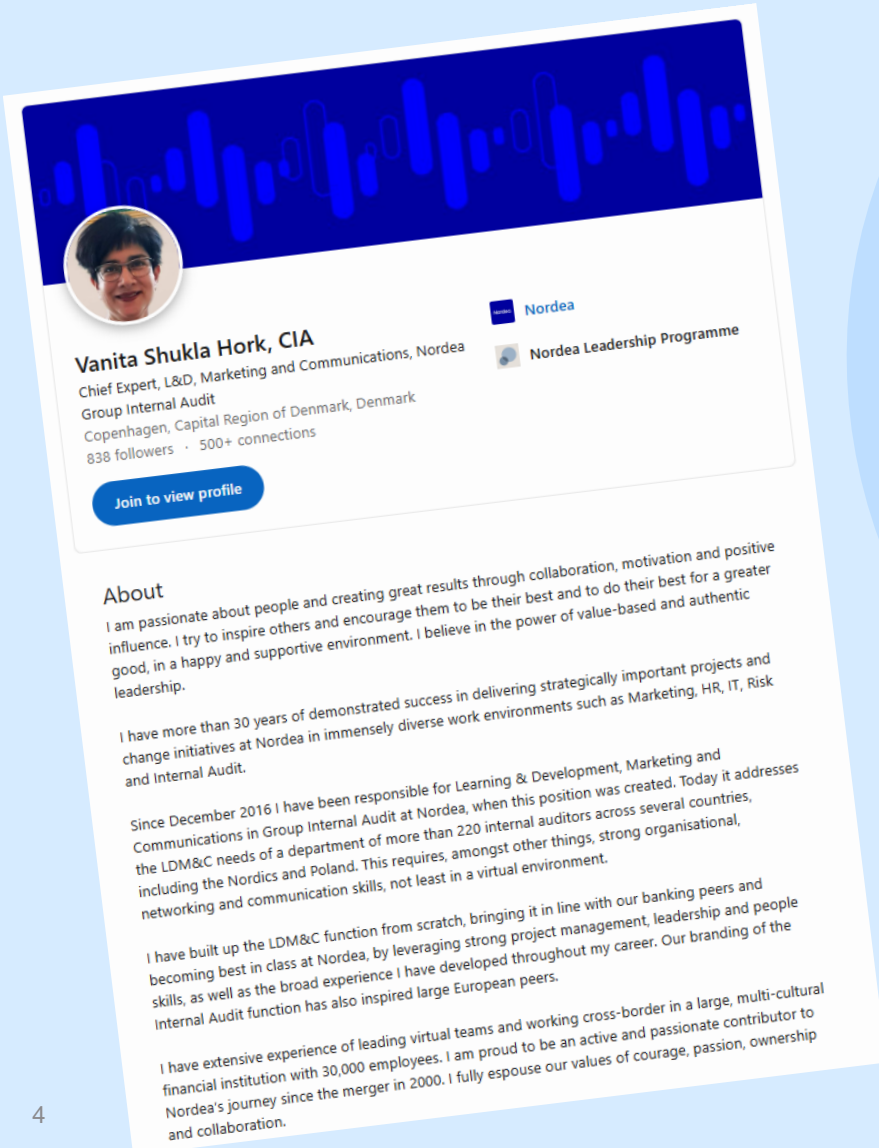
3 Our branding journey – how did we do it and what can you do?

4 Key takeaways and Q&A



Background – About me

- › Responsible for L&D and Marketing & Communications for Nordea GIA since 2016
- › Career in Nordea since 1994 in very diverse areas such as Marketing, HR, IT, Risk, and Audit
- › Joined GIA in 2014, CIA certification in 2015
- › MSc in Economics & Business Administration from CBS (majored in Marketing)
- › Member of IIA DK Publication Committee (INFO magazine) and active contributor for 6 years
- › Active on LinkedIn



Vanita Shukla Hork, CIA
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Group Internal Audit
Copenhagen, Capital Region of Denmark, Denmark
838 followers · 500+ connections

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About

I am passionate about people and creating great results through collaboration, motivation and positive influence. I try to inspire others and encourage them to be their best and to do their best for a greater good, in a happy and supportive environment. I believe in the power of value-based and authentic leadership.

I have more than 30 years of demonstrated success in delivering strategically important projects and change initiatives at Nordea in immensely diverse work environments such as Marketing, HR, IT, Risk and Internal Audit.

Since December 2016 I have been responsible for Learning & Development, Marketing and Communications in Group Internal Audit at Nordea, when this position was created. Today it addresses the LDM&C needs of a department of more than 220 internal auditors across several countries, including the Nordics and Poland. This requires, amongst other things, strong organisational, networking and communication skills, not least in a virtual environment.

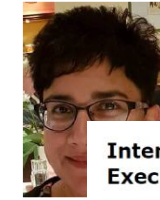
I have built up the LDM&C function from scratch, bringing it in line with our banking peers and becoming best in class at Nordea, by leveraging strong project management, leadership and people skills, as well as the broad experience I have developed throughout my career. Our branding of the Internal Audit function has also inspired large European peers.

I have extensive experience of leading virtual teams and working cross-border in a large, multi-cultural financial institution with 30,000 employees. I am proud to be an active and passionate contributor to Nordea's journey since the merger in 2000. I fully espouse our values of courage, passion, ownership and collaboration.

Talent Management for a viable Internal Audit function



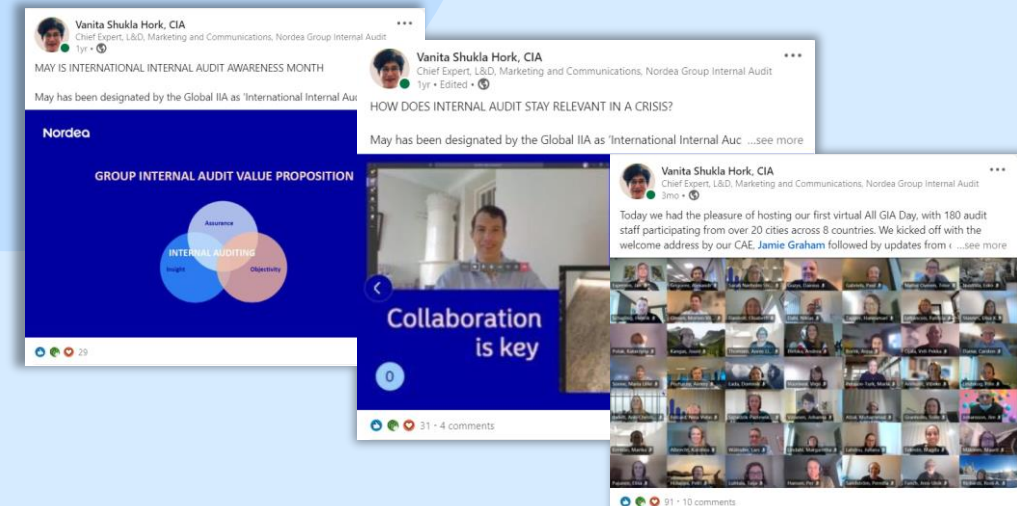
Securing objectivity: Rotation and the Audit Function



Internal Audit's Role in Board and Executive Committees



Vanita Shukla Hork, CIA, Chief Expert, L&D, Marketing and Communications, Group Internal Audit, Nordea



Three LinkedIn posts by Vanita Shukla Hork, CIA, Chief Expert, L&D, Marketing and Communications, Nordea Group Internal Audit.

Post 1: MAY IS INTERNATIONAL INTERNAL AUDIT AWARENESS MONTH
May has been designated by the Global IIA as 'International Internal Audit Awareness Month'.
Image: Nordea Group Internal Audit Value Proposition diagram showing Assurance, Consulting, and Internal Auditing intersecting at Objectivity.

Post 2: HOW DOES INTERNAL AUDIT STAY RELEVANT IN A CRISIS?
May has been designated by the Global IIA as 'International Internal Audit Awareness Month'.
Image: Video call interface with the text "Collaboration is key".

Post 3: Today we had the pleasure of hosting our first virtual All GIA Day, with 180 audit staff participating from over 20 cities across 8 countries. We kicked off with the welcome address by our CAE, **Jamie Graham** followed by updates from...
Image: Grid of video call participants.

Background – About Nordea and GIA

Nordea is a **leading** financial services group in the Nordics and one of the **largest** banks in Europe

Large and **diverse** audit department

- › More than 220 auditors working cross-border in 8 countries
- › Biggest teams in the Nordics and Poland

Dedicated GIA Operations team responsible for:

- › Marketing and branding
- › Learning and development
- › Reporting to Executive Management and the Board
- › Interaction with the FSA
- › Audit tools and processes

How can we change the image of Internal Audit in our organisations?





**FROM
THIS...**



**TO
THIS...**

How can we change the image of Internal Audit in our organisations?



Ensure the department performs **high quality, value-adding audit work**, which is **professionally communicated** to the key stakeholders

After that, we can do various activities to **further** build our brand

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What is your brand?

Jeff Bezos, founder of Amazon:

“Your brand is what people say about you when you are not in the room.”



What is your brand?

What do people say when **YOU** leave the room?

Useful exercise to carry out with the Management Team, for example.



What is your brand?

What would you **LIKE** people to say when **YOU** leave the room?

Useful exercise to carry out
with the Management
Team, for example.

Helps also in determining
what your vision statement
might be.



Some key benefits of a strong brand for the audit department

People **trust** your department and your expertise

More impact in the organisation

You are truly able to **change the risk culture!**

Collaboration with other departments is easier – be seen as a **valued stakeholder**

You **won't be isolated** from the rest of the organisation!

Visibility - easier to find **competent staff** within (and outside) your company

Internal Audit is seen as a **good career option!**

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The GIA Vision House



It starts with the
Vision Statement –

What is **YOUR**
vision for the audit
department?

Our branding journey

Effective branding and marketing of the internal audit department is important in order to



Promote a healthy risk and control culture



Increase awareness of Internal Audit



Attract talent

**Your marketing and branding messages must
align with and **support** your vision and strategy
as the audit department**



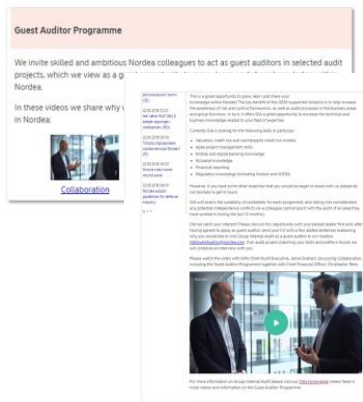
PROMOTE A HEALTHY RISK AND CONTROL CULTURE

Guest Auditor Programme

Inviting our colleagues from other departments

A great opportunity to grow, learn and share knowledge

‘GIA Ambassadors’

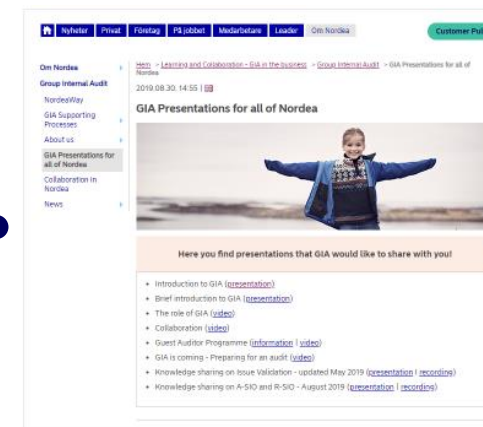


Training

Providing training for the whole bank on audit topics

Presentations and recordings on our intranet pages

‘Easy access to GIA’

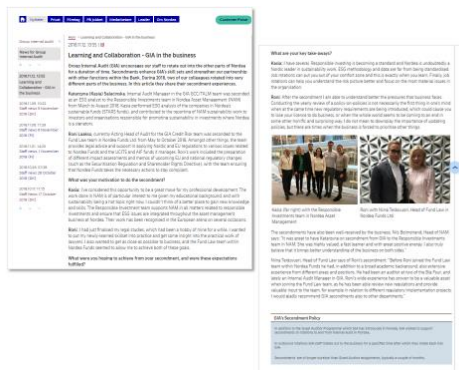


Secondments

Supporting secondments or rotations to and from internal audit in our company

Secondment Policy

‘Net exporter of talent’



Business Collaboration

Advising auditees while maintaining independence

Sharing best practice

Actively present in relevant governance fora





INCREASE AWARENESS OF INTERNAL AUDIT

“Being visible and easily accessible”

RollUp, Posters and Info Screens



Joining company events



Intranet



LinkedIn



Audit Week in May and other marketing campaigns

May is Internal Audit Awareness Month (IIA)

We promote it annually with several online and onsite activities

News on Intranet

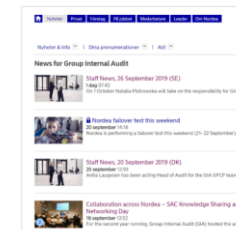
Dedicated GIA news channel

Separate page with a summary of GIA news articles to showcase the department

‘Collaboration’ page

News Channel

Information for Group Internal Audit



Group Internal Audit Intranet

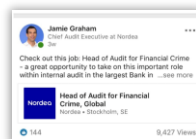
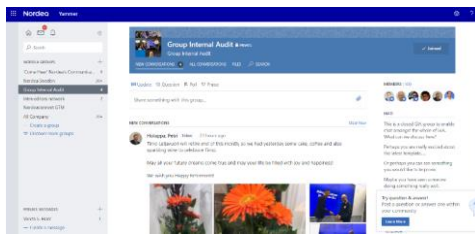
Separate page with a summary of news, both in our channel and company wide news



Social Media

Viva Engage (Internal)

LinkedIn (External)



Fact Sheets and Videos

Audit Fact Sheets explain key terms and elements of the audit process

Videos e.g. about what to expect from GIA when receiving an Advance Audit Notice



An audit consists of 3 phases, and we need your help to ensure a good audit experience for all



Planning



Fieldwork



Reporting



ATTRACT TALENT



Recruitment Brochure

Designing own brochure with information about GIA and Nordea - “best in class” in the Bank

Recruitment Campaign

Using digital info screens, Intranet and social media

Graduate Programme

Attracting and retaining high potential Graduates - future pipeline of leaders and specialists

Very successful and “best in class” in the bank – also supporting our employer brand



Career Day and Webinars

Participating at onsite company Career Days, as well as hosting online Career Match webinars to attract talent

Outreach Policy

Encouraging our staff to become involved with national IIA and/or ISACA chapters

Encouraging our managers to participate in roundtables and international conferences as speakers





What can you do (regardless of the **size** of your audit department)?

Initiate a
Guest Auditor concept
and get resources

Write articles for your Intranet
regarding risk and control culture
or your people

Locate physically close
to the rest of the organisation,
even in hybrid models

Have own Internal Audit page
on your Intranet

Run some training for other staff
on risk and control topics

Plan activities
with risk, control, or
compliance functions

Present your department
at any joint events for your
company/organisation

Be active on social media
For example, on LinkedIn

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KEY TAKEAWAYS

The **quality** of the audit work (and related communication) is **key** to a successful brand

Branding is a **great way** to:

- ✓ Improve the risk and control culture
- ✓ Increase awareness of Internal Audit
- ✓ Attract new talent

Audit departments **should not** be isolated from the rest of the organisation

There are **numerous ways** to brand audit functions of **any size** -
You **don't have to be a marketing specialist** to build a successful brand!

Any questions?





Note down **AT LEAST ONE** way
in which you can market and brand
YOUR audit department
TODAY!



Thank you!

*And hope to see you on LinkedIn 😊
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