ERC
Ethics, Risk & Compliance
Management

EXECUTIVE ROUND TABLE

01 DECEMBER 2026

This exclusive, executive-level Round Table is designed for senior leaders in Ethics, Risk, and Compliance. This is an invitation-only discussion for compliance executives to exchange perspectives on the developments, challenges and lessons that shaped 2026, and identify the priorities that will matter most for EMEA & APAC in 2027. This is an active discussion forum, not a passive presentation.

What participants should gain

- *Perspective: Understand how peers experienced the major developments & challenges of 2026.*
- *Practical insight: Exchange approaches to persistent problems, including implementation gaps, resource constraints and management engagement.*
- *Strategic direction: Identify the risks and opportunities that deserve greater attention in 2027.*
- *Peer connections: Build relationships with other compliance leaders facing similar decisions.*

Agenda Overview (120 minutes)

Time, CET	Duration	Section Title	Description & Key Topics
9:00 AM	**10 mins**	**I. Opening: The State of GRC in 2026.** Welcome, objectives and opening poll	**Welcome & Executive Keynote.** Setting the scene for discussion, participants share the one development that most affected their compliance agenda in 2026.
9:10 AM	**20 mins**	**II. 2026 Under the Microscope.** Facilitated peer discussion	**Discussion & Interactive Exercise.** Which developments, regulatory changes, enforcement trends, business pressures and internal challenges genuinely changed the way compliance teams operate?
9:30 AM	**25 mins**	**III. The Compliance Reality Check.** Peer exchange and constructive challenge	**Discussion & Interactive Exercise.** Discuss where compliance frameworks are working, where they exist mainly on paper, and what continues to prevent effective risk mitigation.
9:55 AM	**15 mins**	**Break**	**Free time**
10:10 AM	**20 mins**	**IV. The 2027 Risk Radar.** Forward-looking risk discussion	**Discussion & Interactive Exercise.** Participants identify the risks most likely to challenge organisations in 2027, distinguish emerging threats from persistent weaknesses, and debate where current controls may be insufficient.
10:30 AM	**20 mins**	**V. Setting the 2027 Compliance Agenda.** Collective prioritisation	**Discussion & Polling.** Vote on the most important areas of concentration and define three priorities that deserve the greatest attention.
10:50 AM	**10 mins**	**VI. Closing.** Individual takeaways and final reflections	**Discussion & Interactive Exercise.** Participants share insights they will take back to their organisation & one action they intend to prioritise.

Discussion Themes

These are proposed discussion topics - for example reference only.

- **Regulatory change versus real-world implementation:** How effectively are organisations translating regulatory expectations into operational controls? Where are the biggest gaps between documented frameworks and actual practice?
- **AI, digitalisation and emerging technology risks:** How should compliance functions address AI-enabled misconduct, data privacy, cyber-related exposure and the use of AI within their own functions?
- **Third-party risk management and business accountability:** Are organisations sufficiently managing risks beyond their own legal entities, including distributors, agents, intermediaries, suppliers and outsourced service providers?
- **Ethical culture, leadership and speak-up effectiveness:** How do we know whether employees trust reporting channels, managers respond appropriately, and ethical behaviour is genuinely reinforced by leadership?
- **Enterprise risk, resilience and geopolitical uncertainty:** Are risk assessments sufficiently dynamic to reflect changing business models, sanctions exposure, supply-chain disruption, operational resilience and cross-border risks?
- **The future of the compliance function:** How can compliance teams demonstrate impact, secure management buy-in and allocate scarce resources to the risks that matter most?

Post Event Deliverables

All attendees will receive an exclusive, high-value 2027 Priorities Brief, to support their 2027 planning, that will include:

1. **What 2026 taught us**
2. **Where effectiveness is falling short**
3. **2027 Risk Radar & Key Priorities**

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