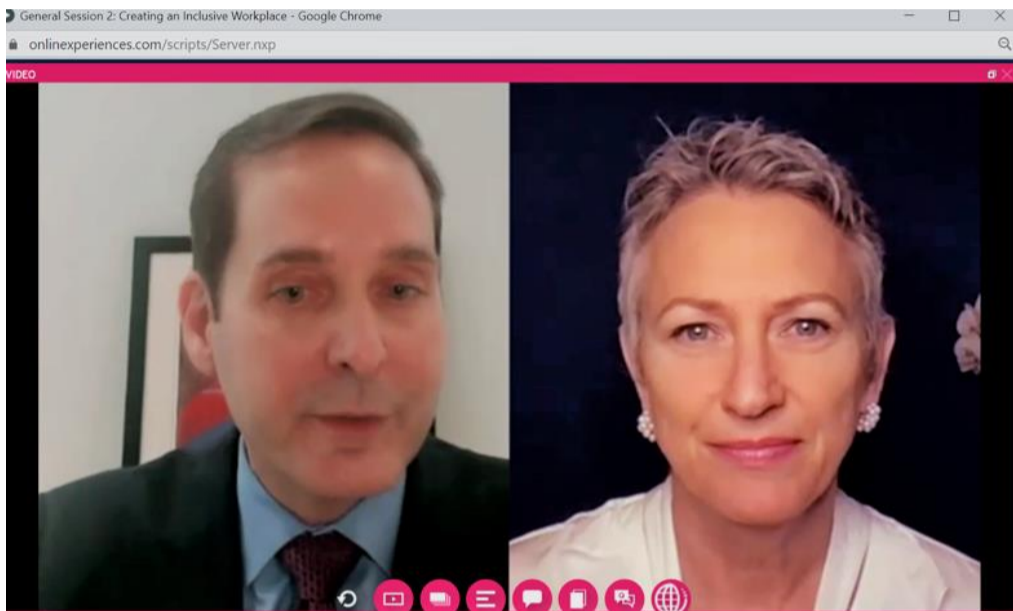


Dear Member,

This has been an exciting week for the Institute, as we co-hosted the 2021 IIA International Conference, and saw the attendance of nearly 1,500 participants from 90 countries and territories. The feedback so far has been highly positive, thanks to compelling presentations from the world-class speakers.

The Institute of Internal Auditors' new President and Chief Executive Officer, Anthony J. Pugliese, has long been an advocate of fostering a diverse, equitable, and inclusive environment. During the general session on Tuesday, 15 June, Anthony spoke with former Lloyd's of London CEO, Dame Inga Beale on breaking down barriers and building an inclusive environment in the workplace.



In response to a question about how organisations can give employees a greater sense of inclusion, Inga told Anthony about actions she took at Lloyd's. "People were hiring people like themselves," she recalled. "I realised if I wanted to modernise this place, I needed to make some changes," specifically to the organisation's culture.

Inga started a weekly blog and regular town hall meetings, where she communicated authentically about the lack of diversity in the organisation. She diversified Lloyd's executive leadership team, linked diversity measures to executive compensation, and reported publicly on diversity targets and metrics.

Training for employees, especially those who hire and manage people, is also key. "Managing a diverse team is much tougher than managing a bunch of people just like you," Inga said.

Diversity, equity, and inclusion must be critical priorities embedded in strategy, and policies should create a "truly flexible, inclusive workplace," Inga explained. Effective leadership should take into account employee differences and meet them with a more flexible environment, tailored to individual needs, preferences, and working styles, she added. Organisations should measure people on what they're delivering and how, rather than returning to "presenteeism," that is, being present at a given moment.

Inga and Anthony agreed that a business case for diversity, equity, and inclusion provides an entry point for a conversation with the board. They also acknowledged the role internal auditors can play in ensuring relevant risks are on an organisation's radar and that culture and behavior are audited.

You can read more about the takeaways from the IIA 2021 International Conference [here](#). Do follow us on our [LinkedIn Page](#) and [Facebook](#) to get updates of the event.

We hope members have found both the content and engagement rewarding.

Thank you.

Goh Puay Cheh, *CIA, CRMA*
Executive Director
The Institute of Internal Auditors Singapore

Brought to you by:

