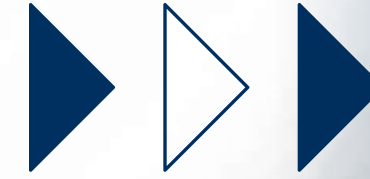


THE AUDIT FUNCTION OF TOMORROW TALENT, TECH AND TRUST

 Jaime Salinas
Group Audit and Investigations
Country Head Deutsche Bank Spain





TALENT PLANNING

"It does not make sense to hire talented people to tell them what to do, instead we expect them to tell us what to do"

"First class players want to work together"

Steve Jobs



A STRONG CANDIDATE:



Strong technical cases.

Value add projects, regulatory knowledge, conflict resolution.



Digital, data management.

Skills + functional.



Articulator.

Communicator.



Strategic.

Critical thinking.



Audit certificates.

CISA, CFE...



Initiative.

Resourceful.



Team work.

Strong culture.



Stability.

Long term motivations.





CAREER DEVELOPMENT

Talent wins games but the development culture wins championships.



QUALITY TIME.



CAREER AND DEVELOPMENT GOALS.



EFFECTIVE AND TIMELY FEEDBACK.



EMPOWERMENT. DELEGATION.



STAFF ROTATIONS.

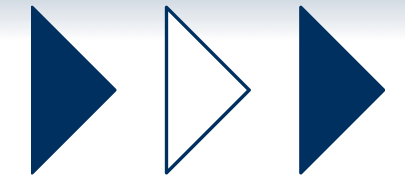


SPECIALISED TRAININGS.



GIVE VISIBILITY.





TECH FOCUS

1. Clear and specific audit objectives.
2. Team composition. Knowledge/skills.
3. Reevaluate scoping decisions.
4. Tech approach: impact open issues (AI), draft risks and controls (AI), complaints (AI), data analytics, automated system controls.
5. SME involvement. Supervise. Strong accountability.
6. Frequent communication of scoping decisions and concerns with stakeholders.
7. Engage senior stakeholders early.

**An agile, multidisciplinary team,
powered by technology .**





TRUST GENERATORS

- **Stay balanced.**
- **Communicate promptly.**
- **Forward looking mindset.**
 - Industry and market trends.
 - Regulators supervisory priorities.
 - Change management.
 - New products and services.
- **Commercial viable solutions.**
- **Give credit.** Validate remedial actions promptly.
- **Close and personal.** Empathy.
- **Credible experts.**

**ONLY 14% OF
AUDITORS BELIEVE THAT
THEY HAVE ACHIEVED
FULL POTENTIAL OF
TRUST WITH THE
AUDITEES**

DELOITTE 2025



TRUST BUILDING

Transparent reporting



CONVEY KEY MESSAGES:

- Aggregate key risks themes.
- Order of severity , impact.
- Principal root causes.
- Risk remediation pathway.



CLARITY

Simple, Structured.
Succint.



FACTUAL

Precise (what you cover,
what you dont cover).



OBJECTIVE

Neutral.



ADD YOUR INSIGHTS

Professional judgement
(not just figures or stats).



TRANSPARENT REPORTING TIPS

- 01 **Audit Commission / top management.**
- 02 Consider your **audience and needs** (audits, investigations)
- 03 **Summarise well key points.** Not overload them with details.
- 04 **Evolution of KRIs.**
- 05 **Expectation management.** Prepare, anticipate challenges.
- 06 **Leverage IA** (with supervision).