

GRC Trends & Market Insights

1. **Rajeev Dutt, Swiss GRC** You've been at the forefront of GRC for decades. How have you seen the GRC landscape evolve, and what major trends are shaping its future?
2. **Gemma Buckley, Riskconnect:** Organizations often struggle to move from a compliance-driven approach to a risk-based strategy. What are the biggest barriers, and how can companies make this transition effectively?
3. Regulations like EU DORA, NIS2, CSRD, and the evolving risk environment are driving significant change. Which global regulatory trends should organizations be paying the most attention to right now?

Technology & Innovation in GRC

4. **Rajeev Dutt, Swiss GRC** You've written extensively about AI in risk and compliance. How do you see AI transforming GRC, and where do you think its real value lies?
5. **Gemma Buckley, Riskconnect:** Many organizations struggle with GRC platform implementations, often due to IT-driven decisions rather than business-driven needs. What advice do you have for companies evaluating GRC technology?
6. **Rajeev Dutt, Swiss GRC** You frequently discuss digital risk and resilience. What do organizations get wrong when it comes to IT risk, cyber risk, and third-party risk management?

Industry Challenges & Best Practices

7. You've worked with companies across industries, from financial services to manufacturing. What are some of the biggest GRC challenges that different industries face, and how do their approaches differ?
8. The role of Chief Risk and Compliance Officers is evolving. What skills and strategies will be most critical for these leaders in the next five years?
9. **Gary Lynam, Protecht** Many large to medium size firms who moved early to digitise have since been frustrated by cost of change, product upgrades and customer support and service. Have you observed a change in market dynamics in recent years, whereby larger firms are willing to move away from large global providers in search of more agile, customer focused vendor models?
10. **Gary Lynam, Protecht** There are various approaches firms take when going to market to procure a GRC tool. If wean scenario play for a second, and place you as CRO (or similar) for a mid-large enterprise fin serv business, what approach would you take when searching for a GRC solution?
11. What advice would you give to anyone in the room who is a hostage to a larger player and considering such a change?

The Future of GRC & Your Perspective

9. **Rajeev Dutt, Swiss GRC** If you could change one fundamental aspect of how organizations approach GRC, what would it be?

10. You often use creative analogies—from Star Trek to Tolkien—to explain risk concepts. How do these narratives help people better understand GRC, and do you have a favorite analogy you've used?