



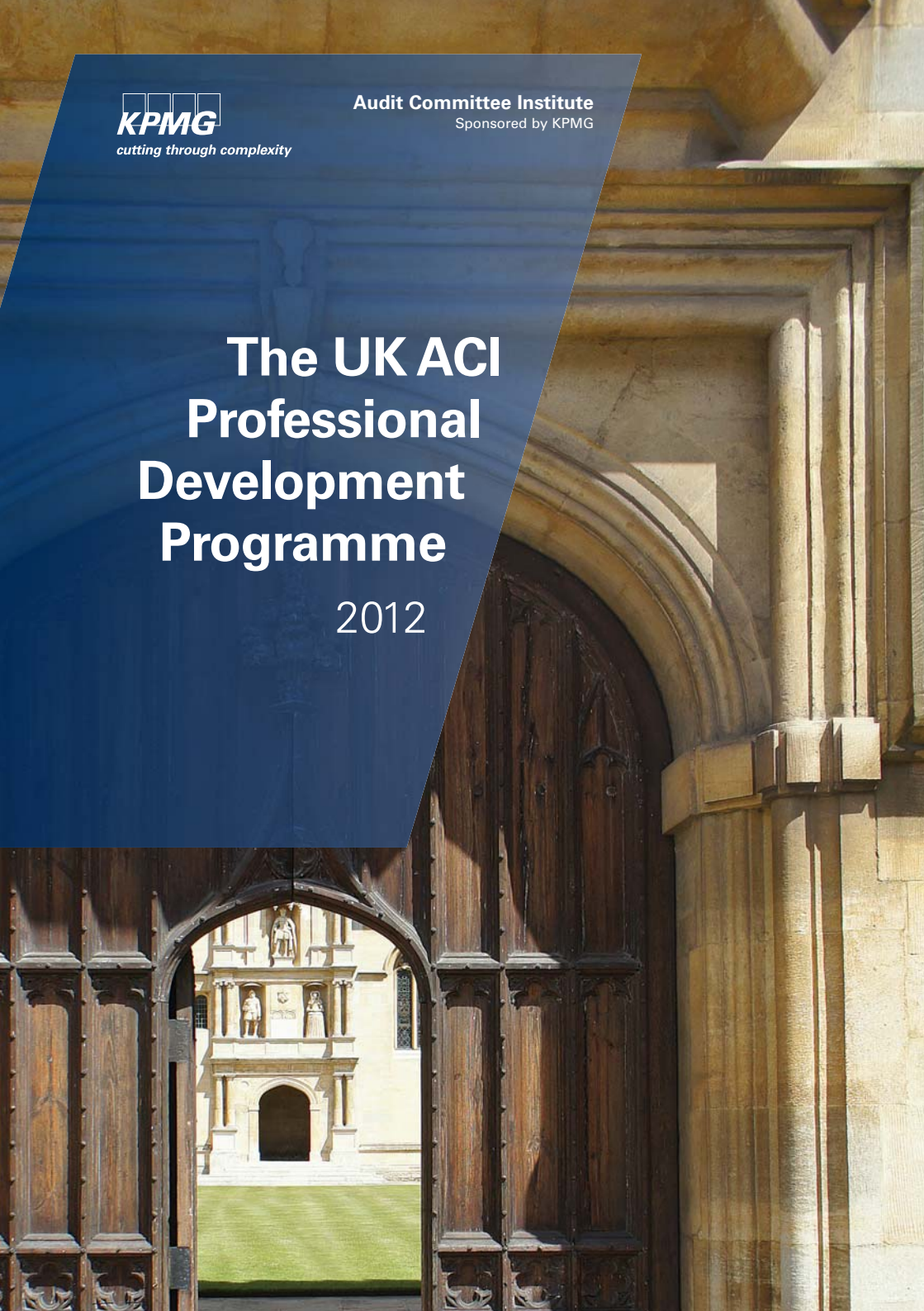
cutting through complexity

Audit Committee Institute

Sponsored by KPMG

# The UK ACI Professional Development Programme

2012





The Audit Committee Institute

Technical Update Programme

Sector Specific Events

Topic Specific Events

The BOFI Programme

The Local Government Programme

ACI Events 2012 – At a Glance



# Contents

4-5

6-7

8-9

10-13

14-19

20-21

23

# The Audit Committee Institute

Are you an audit committee member or non-executive director of a global or multi-national company looking to keep abreast of issues and overcome the challenges which you face in today's ever changing economic climate? The KPMG sponsored Audit Committee Institute (ACI) is a growing international network, which provides complimentary guidance and a variety of resources, designed to assist audit committees to update and refresh the skills and knowledge which are essential for each member to fulfil their role within the board.

## Key initiatives:

### **ACI Professional Development Programme**

*Our programme is designed to address the development needs of non-executive directors and covers a wide spectrum of topics from tax risk to remuneration to the audit committee agenda. Seminars may also be sector specific – for example we run seminars for non executive directors/trustees of charities, social housing organisations, and those operating in the health and education sectors.*

### **ACI Chair 100 Group**

*Audit committee chairs from the FTSE 100 are invited to join the ACI Chair 100 Group. Meeting twice a year, the Group has the twin objectives of providing both a forum for audit committee chairs to debate issues with their peers (and others such as the FRC or European policy makers); and generating thought leadership for the benefit of the non executive director community at large.*

### **The BOFI Programme – Training and development for NEDs of Banks & Other Financial Institutions**

*A programme of industry and subject specific events designed exclusively for non-executive directors of financial institutions. Events are designed to address the needs of NEDs serving on audit committees and board level risk committees.*

### **The BOFI Programme presents: Board Risk Committee Chairman's Forum**

*At the request of board risk committee chairs we are establishing this forum to provide a platform for this group to network and debate issues that are at the top of their agenda.*

### **ACI Local Government Programme**

*A programme designed to address the training and development needs of audit committee members and/or councillors of local authorities.*

### **FTSE 350 Breakfast programme**

*A breakfast programme for audit committee members of FTSE 350 companies which, led by a KPMG subject specialist, encourages interactive discussion and debate on issues commonly topping boardroom agendas.*



## Key publications include:

### **Toolkit – ‘A Practical Guide – Shaping the UK audit committee agenda’**

*The flagship publication of the UK ACI, will be revised and re-launched at the beginning of 2012. It provides audit committee members with the essential knowledge they require to effectively perform their duties. Along with samples of documents, it identifies current and emerging issues that audit committees must be aware of, and react to, and describes audit committee practices that provide the support and structure necessary in fulfilling their terms of reference.*

### **ACI Quarterly**

*Released four times a year, this publication deals with current ‘hot-topics’ and challenges facing non-executive directors and includes articles and interviews providing invaluable insights from both KPMG specialists and key individuals within the business world.*

### **Ten-to-do’s for audit committees**

*Published on an annual basis, at the beginning of each year, this two-sided document suggests ten essential areas of focus for audit committees when considering their agendas.*

### **Briefings**

*Released in response to regulatory change and proposed developments, for example, the FRC’s Effective company stewardship paper and the BIS consultation paper, The future of narrative reporting, these briefings are designed to keep audit committee members informed of the evolving corporate governance landscape as and when new changes occur.*

### **Contact us**

For more information regarding the UK Audit Committee Institute and the global network of ACIs please visit our web site [www.kpmg.co.uk/aci](http://www.kpmg.co.uk/aci)

send us an e-mail at [auditcommittee@kpmg.co.uk](mailto:auditcommittee@kpmg.co.uk)

or call us on  
0207 694 8855.

### Visit our web site

To download copies of our most recent publications, including those detailed above, find out further details regarding forthcoming events and to find out more about the hot-topics currently concerning the non-executive community, please visit our website [www.kpmg.co.uk/aci](http://www.kpmg.co.uk/aci)

# Technical Update Programme

The UK Corporate Governance Code and the Walker Report highlight the need for directors to review their development needs to ensure that they can discharge their duties effectively. Our Technical Update Programme aims to enhance both the awareness of audit committee members and their ability to implement effective audit committee processes. It is focused on the needs of audit committee members and provides, on a timely basis, an understanding of the principles and developments in financial reporting, company law and corporate governance.

## Summer season:

### London

*The following events will be held at KPMG, Salisbury Square, EC4*

- **Tuesday 12 June 2012**

Tea and coffee will be served at 9:00 a.m. for a 9:30 a.m. start. The seminar will be followed by lunch at 12:00 p.m.

- **Thursday 21 June 2012**

Tea and coffee will be served at 9:00 a.m. for a 9:30 a.m. start. The seminar will be followed by lunch at 12:00 p.m.

*The following event will be held at KPMG, 15 Canada Square, E14*

- **Tuesday 19 June 2012**

Tea and coffee will be served at 3:30 p.m. for a 4:00 p.m. start. The seminar will be followed by drinks and canapés at 6:30 p.m.

### Glasgow

*The following event will be held at Radisson Blu Hotel, 301 Argyle Street, G2 8DL*

- **Monday 18 June 2012**

Tea and coffee will be served at 3:00 p.m. for a 3:30 p.m. start followed by dinner at 6:30 p.m., closing by 8:30 p.m.

## Autumn season:

### London

*The following events will be held at KPMG, Salisbury Square, EC4*

- **Thursday 22 November 2012**  
Tea and coffee will be served at 9:00 a.m. for a 9:30 a.m. start.  
The seminar will be followed by lunch at 12:00 p.m.
- **Thursday 29 November 2012**  
Tea and coffee will be served at 9:00 a.m. for a 9:30 a.m. start.  
The seminar will be followed by lunch at 12:00 p.m.

*The following event will be held at KPMG, 15 Canada Square, E14*

- **Tuesday 20 November 2012**  
Tea and coffee will be served at 3:30 p.m. for a 4:00 p.m. start.  
The seminar will be followed by drinks and canapés at 6:30 p.m.

### Glasgow

*The following event will be held at Roxburghe Hotel, 38 Charlotte Square, EH2 4HQ*

- **Monday 19 November 2012**  
Tea and coffee will be served at 3:00 p.m. for a 3:30 p.m. start followed by dinner at 6:30 p.m., closing by 8:30 p.m.

## Sector Specific Events

Recognising the particular technical issues different sectors face, the ACI has established industry specific technical update sessions, to assist audit committee members.

### Charities seminar

*The ACI charities seminar aims to enhance both the awareness of audit committee members and their ability to implement effective audit committee processes as part of the wider corporate governance framework. Senior members of KPMG's National Charity Unit will provide audit committee members with topical insights into the risks and emerging issues facing the sector as well as an understanding of the latest developments in financial reporting and taxation.*

The following event will be held at KPMG, Salisbury Square, London, EC4.

- **Tuesday 20 March 2012**

Tea, coffee and pastries to be served at 9:30 a.m. for a 10:00 a.m. start with a buffet lunch at 12:00 p.m.

### Social housing

*The uncertain economic outlook and weak housing market continue to present difficult operating conditions for housing associations. This year we are providing two events for audit committee members of housing organisations:*

### Breakfast roundtable discussion

*This will provide guests with an opportunity to listen to insights into the social housing sector and engage in a discussion over breakfast with colleagues from KPMG and the sector.*

The following event will be held at KPMG, Salisbury Square, London, EC4.

- **Tuesday 24 April 2012**

Tea and coffee to be served at 8:30 a.m. with breakfast at 8:45 a.m., closing at 10:15 a.m.

### **Social housing update**

*This session will provide delegates with an update from KPMG's housing specialists on key risks and issues for the housing association sector.*

The following event will be held at KPMG, Salisbury Square, London, EC4.

- **Thursday 18 October 2012**  
Tea, coffee and pastries to be served at 9:30 a.m. for a 10:00 a.m. start with a buffet lunch at 12:00 p.m.

## Topic Specific Events

Topic specific seminars have been designed to give additional support in areas that can be particularly challenging for audit committee members, either because of the topic's importance or its complexity.

### Reputational risk and regulatory compliance

*In an age of ever-increasing reputational risks affecting UK corporates from all sides, the role of the board and audit committee in mitigating these risks is particularly critical. In the recent alleged phone hacking scandal involving News International, the News Corporation Board didn't anticipate that a 'rogue reporter's' phone-hacking at one of its tabloid titles would result in the withdrawal of their bid to take over BSkyB and the spectacle of Rupert and James Murdoch being called to testify before a Parliamentary committee.*

*Alex Plavsic and Brent McDaniel will discuss especially vexing areas of reputational risk facing corporates, particularly those regarding regulatory concerns, the role of the board and audit committee in managing them, and what considerations need to be made.*

The following event will be held at KPMG, Salisbury Square, EC4

- **Tuesday 24 January 2012**

Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will close at 10:30 a.m.

### Managing risk in times of change

*There continues to be an intense focus on risk. This is not surprising given continuing economic uncertainty and increasing regulatory pressure, both in the UK and internationally. The reputational damage of failing to properly manage risk is now a major threat. As a result, many companies are reassessing their risk management processes and, in particular, the role played by the board in providing effective risk oversight. This seminar, occurring on two different dates, will provide an update on the most recent developments in risk management and the practical implications for audit committee oversight and engagement.*

The following event will be held at KPMG, Salisbury Square, EC4

- **Thursday 15 March 2012**

Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will close at 10:30 a.m.

- **Thursday 29 March 2012**

Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will close at 10:30 a.m.



## The ethics of tax in an age of austerity

*As Government cuts are made in a majority of economies, voices are increasingly heard from various bodies insisting that the corporate taxpayers need to increase their contribution. In this environment is there a 'right' amount of tax to be paid? How can business engage with Government, the Press, and the public to ensure that the debate is balanced?*

*Jane McCormick, Head of KPMG's Corporate Tax practice and a member of the Tax Professional Forum, a group set up by the Exchequer Secretary, David Gawke MP, on the formation and implementation of tax policy, will lead the debate on 'the ethics of tax in an age of austerity.'*

The following event will be held at KPMG, Salisbury Square, EC4

- **Tuesday 27 March 2012**

Tea and coffee will be served at 7:45 a.m. for an 8:00 a.m. start. The breakfast will close at 9:15 a.m.

## Technology risks in the rise of M-Commerce – embrace or deny?

*The proliferation of smart phones, tablet devices, social media – and the constant evolution of the mobile marketplace, increasingly empowered by the cloud – present organisations with unprecedented technology risks, with impacts that are realised in real-time. Over the last year, we have seen data security breaches appearing as headline news almost on a weekly basis, causing severe financial and reputational damage. Non-executive directors require fresh perspectives and, need to challenge their organisations to ensure that these risks are fully identified and properly managed.*

*We encourage non-executive directors to embrace technology innovation and help their organisations to turn the risks of evolution to advantage. Ensuring the continuity of business operations and protecting sensitive data is not just about how much an organisation spends, but whether the organisation understands, and manages, their true risk profile. By encouraging organisations to balance the cost of effective technology risk management against the benefits that many new technologies can provide, NEDs can help organisations to:*

## Topic Specific Events (continued)

- *Ensure security management is integrated with wider risk management*
- *Prepare effective incident and crisis management to minimise the impact of any breaches*
- *Implement forward looking risk management that anticipates the convergence of data, security and technology risks.*

*KPMG will offer pragmatic guidance on how to develop a security strategy as part of a wider technology risk management function, so that you can ensure that the business reaps the benefits, not the costs, of new technology.*

The following events will be held at KPMG, Salisbury Square, EC4

- **Wednesday 18 April 2012**  
Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will finish at 10:30 a.m.

### **Managing pension risk and an update on pensions strategy for executives**

*David Fairs will provide an update on strategies companies have pursued to control costs and risks of their pension arrangements in the light of volatile markets and auto enrolment. In addition, the seminar will focus on emerging practices in pension's strategy for executives following the Government's changes to Annual Allowance and Lifetime Allowances.*

The following event will be held at KPMG, Salisbury Square, EC4

- **Thursday 3 May 2012**  
Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will finish at 10:30 a.m.



### Economic update seminar

*Bill Robinson, Director within KPMG's Economic & Regulation Practice, will provide an economic update for non executive directors at this seminar.*

The following event will be held at KPMG, Salisbury Square, EC4

- **Thursday 20 September 2012**  
Tea and coffee will be served from 4:30 p.m. for a 5:00 p.m. start.  
The seminar will be followed by drinks and canapés at 6:30 p.m.

### Remuneration issues seminar

*This seminar will provide a market update on all aspects of executive pay including short and long term incentive plans and shareholder issues to assist in remuneration planning for the coming year.*

The following event will be held at KPMG, Salisbury Square, EC4

- **Wednesday 24 October 2012**  
Tea, coffee and breakfast rolls will be served from 9:00 a.m. for a 9:30 a.m. start.  
The seminar will finish at 11:00 a.m.

# The BOFI Programme

## Training and development for NEDs of Banks & Other Financial Institutions

Sir David Walker recommended that each non executive director should have a personalised training and development programme to ensure that they have sufficient understanding of the business to contribute effectively. With an ever increasing complexity of products and services offered by companies in the financial services industry it is crucial that non executive directors understand these products and the risks involved. How do you ensure that your understanding of the business and the industry it is situated within is sufficient for you to contribute effectively?

This programme has been designed to fulfil the needs of audit committee members and non executive risk committee members. We have provided a suite of seminars to help you meet the requirements of Walker.

We want this programme to be owned by those it is designed for – non executive directors of BOFIs. The events listed below form the core of our 2012 programme. However, we aim to be flexible to accommodate developments in regulation and your training needs.

## Seminars designed specifically for audit committee members

### Building societies

#### Tuesday 31 January 2012

Tea and coffee will be served from 9:30 a.m. for 10:00 a.m. start, followed by a buffet lunch at 12:00 p.m.

*Whilst the banking sessions are as relevant to building societies as for other banking institutions, this session will address best practice from within the building society sector and examine the specific implications of recent regulatory, audit and accounting changes.*

### Insurance I

#### Thursday 10 May 2012

Tea and coffee will be served from 4:30 p.m. for a 5:00 p.m. start. The seminar will be followed by dinner at 7:00 p.m.

*First of two events for audit committee members of insurance companies. These sessions will focus on issues relating to the continued evolution of the European Commission's Solvency II project as insurers move into the implementation phase, and IFRS Phase 2 for insurance business, as the IASB Exposure Draft moves towards an Accounting Standard. Other relevant topics will also be discussed.*

### Banking I

#### Thursday 24 May 2012

Tea and coffee will be served from 10:00 a.m. for a 10:30 a.m. start. The seminar will be followed by lunch at 12:30 p.m.

*The banking industry continues to be subject to increased legislation and regulation. In recognition of the specific and complex issues facing audit committee members of banks, we are presenting half yearly seminars aimed specifically at providing guidance to overcome these issues.*

### All events will be held at KPMG offices in London.

Whilst sessions will be classroom based active participation and debate will be encouraged.

## Investment management companies

**Wednesday 13 June 2012**

Tea and coffee will be served from 3:30 p.m. for a 4:00 p.m. start. The seminar will be followed by drinks & canapés at 6:00 p.m.

*Investment managers are facing tough challenges from ongoing changes to both the regulatory and accounting landscape. This session will address practical implications from the new IFRS suite of accounting standards, the FSA's continually evolving capital, liquidity and reporting requirements and the industry impact from the Alternative Investment Fund Managers Directive.*

## Banking II

**Thursday 13 September 2012**

Tea and coffee will be served from 3:30 p.m. for a 4:00 p.m. start. The seminar will be followed by drinks and canapés at 6:00 p.m.

*The second seminar for the banking sector will look to build on what was discussed in May and provide further guidance to audit committee members on the complex issues they may be facing.*

## Insurance II

**Thursday 15 November 2012**

Tea and coffee will be served from 4:30 p.m. for a 5:00 p.m. start. The seminar will be followed by dinner at 7:00 p.m.

*The second event for non executive directors of insurance companies. These sessions will focus on issues relating to the continued evolution of the European Commission's Solvency II project as insurers move into the implementation phase, and IFRS Phase 2 for insurance business, as the IASB Exposure Draft moves towards an Accounting Standard. Other relevant topics will also be discussed.*

## The BOFI Programme (continued)

Seminars designed specifically to address the needs of non executive risk committee members

### **Turning dissatisfaction into advocacy amongst your customers**

**Thursday 23 February 2012**

Tea and coffee will be served from 10:00 a.m., for a 10:30 a.m. start.

The seminar will be followed by a buffet lunch at 12.30 p.m.

*'Feedback is a gift' as the expression goes - customers have an increasing propensity to complain, and regulators are becoming more intensive and intrusive in their reactions to complaints trends by the day. In the current, more constrained, environment this provides a valuable opportunity for firms to derive a competitive advantage from enhanced*

*customer service and insights. Yet, many view complaints as purely a transactional or regulatory annoyance to be resolved at the operational level with as little associated cost as possible.*

*In this event we will explore what we've seen as the 'game changers'; those firms who develop deep understanding and analysis*

*through their customer interactions – both positive and negative – to drive product (re)design and operational improvements. We also look at how to meet the challenges of making sense of complaints data, using complaints to drive product and service improvement, and knowing when to act as well as, even more importantly, when not to.*

## Recovery and resolution planning (RRP) – more than just a ‘living will’

Thursday 8 March 2012

Tea and coffee will be served from 10:00 a.m., for a 10:30 a.m. start. The seminar will be followed by a buffet lunch at 12:30 p.m.

*With the global process for systemically important institutions well underway, and the FSA deadline for UK Boards to approve their recovery plan and resolution pack looming, there is no time to lose. The RRP process will highlight the need to make changes to business models, operating structures, systems and critical functions; so it is important that it is as*

*comprehensive, across the business, as possible. What are the key components? What questions need to be asked, and what should the ‘end game’ look like? Critically, how can RRP be used to maintain and enhance competitiveness? This seminar will explore these issues in more depth.*

## The BOFI Programme (continued)

Seminars designed specifically to address the needs of non executive risk committee members (continued)

### Transforming risk to your advantage

Thursday 27 September 2012

Tea and coffee will be served from 10:00 a.m., for a 10:30 a.m. start.

The seminar will be followed by a buffet lunch at 12:30 p.m.

*With the financial sector landscape remaining volatile and uncertain, the way institutions manage their many and varied risks will be critical to how successfully and smoothly they operate. 'Risk Transformation' means establishing an operating model which drives effective performance in diverse areas covering risk appetite and culture, regulatory change,*

*capital and liquidity, reporting and MI, technology and internal governance. This seminar will explore how to transform risk management structures, strategies and processes, along with the role audit and risk committees have to play.*

### Basel III/capital management seminar – Tuesday 4 December 2012

Tea, coffee and breakfast rolls will be served at 8:30 a.m. for a 9:00 a.m. start. The seminar will finish at 10:30 a.m.

*This session aims to give an overview of: the latest concerning Basel III and its implementation within Europe via CRD 4, the interaction with local UK proposals such as the Independent Commission on Banking, and what the key issues and challenges are for firms in terms of implementation and capital management.*

**The BOFI Programme presents:  
Board Risk Committee Chairman's Forum**

At the request of board risk committee chairs we are establishing this forum to provide a platform for this group to network and debate issues that are at the top of their agenda. Further details will be released shortly.

# The Local Government Programme

## Training and development for audit committee members and councillors of local authorities.

Are you a councillor with audit committee chair or member responsibilities. If so, then KPMG's ACI Local Government Programme, specifically designed for the local authority audit committee, may be exactly what you need.

### Winter season:

All of the following events will be held at KPMG offices.

#### ACI events for the health and education sectors

As in 2011, we plan to host in 2012 a series of seminars, breakfasts and dinners for audit committee members in the health and education sectors and the full calendar of events will be advertised in due course. Attended by KPMG specialists and invited speakers, these events will continue to provide guests with updates on sector issues and support for their role as audit committee members.

Should you wish to be included on the invitation list for health and/or education events, please contact us. Please note that if you attended an event in 2011 you will automatically be invited.

#### London

- **Tuesday 17 January 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

#### Birmingham

- **Wednesday 18 January 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

#### Leeds

- **Wednesday 25 January 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

#### Bristol

- **Wednesday 1 February 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

## Autumn season:

These events will include breakout sessions to address specific issues within different sectors.

All of the following events will be held at KPMG offices.

### London

- **Tuesday 30 October 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, closing at 8:00 p.m.

### Bristol

- **Wednesday 31 October 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

### Birmingham

- **Tuesday 6 November 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

### Manchester

- **Thursday 8 November 2012**

Tea and coffee will be served from 6:00 p.m. for a 6:30 p.m. start, followed by drinks & canapés at 8:00 p.m.

### **Booking Information**

Invitations will be issued for all events separately, however if you wish to register your interest for any of the events advertised in this booklet please send an e-mail with your full contact details including your company name and job title to [auditcommittee@kpmg.co.uk](mailto:auditcommittee@kpmg.co.uk) or call the ACI helpline on 0207 694 8855.

### **Feedback**

Your feedback is crucial in ensuring that the ACI continues to meet the development needs of audit committee members in the UK. If there are particular areas that you would like to see addressed in future events please e-mail your comments to [auditcommittee@kpmg.co.uk](mailto:auditcommittee@kpmg.co.uk).

Whilst the ACI cannot meet every demand we will endeavour to do so whenever it is practicable.

### **Joining the ACI**

If you are a non-executive director and would like to become a member of the ACI, which is free of charge, please e-mail your details including your company name, job title and full postal address to [auditcommittee@kpmg.co.uk](mailto:auditcommittee@kpmg.co.uk) or call the ACI helpline on 0207 694 8855.

# ACI Events 2012 – At a Glance

<b>January 2012</b>	17 January	Local government – London
	18 January	Local government – Birmingham
	24 January	Reputational risk & regulatory compliance
	25 January	Local government – Manchester
	31 January	BOFI – Building societies
<b>February 2012</b>	1 February	Local government – Bristol
	23 February	BOFI Risk – Dissatisfaction into advocacy
<b>March 2012</b>	8 March	BOFI Risk – Recovery & resolution planning
	15 March	Managing risk in times of change
	20 March	Charities seminar
	29 March	Managing risk in times of change
	27 March	Ethics of tax in an age of austerity
<b>April 2012</b>	18 April	Technology risks in the rise of m-commerce
	24 April	Social housing breakfast roundtable
<b>May 2012</b>	3 May	Pension risk and strategy
	10 May	BOFI – Insurance I
	24 May	BOFI – Banking I
<b>June 2012</b>	12 June	Summer technical update – London
	13 June	BOFI – Investment management
	18 June	Summer technical update – Glasgow
	19 June	Summer technical update – London
	21 June	Summer technical update – London
<b>September 2012</b>	13 September	BOFI – Banking II
	20 September	Economic update
	27 September	BOFI Risk – Risk to an advantage
<b>October 2012</b>	18 October	Social housing update
	24 October	Remuneration issues seminar
	30 October	Local government – London
	31 October	Local government – Bristol
<b>November 2012</b>	6 November	Local government – Birmingham
	8 November	Local government – Leeds
	15 November	BOFI – Insurance II
	19 November	Autumn technical update – Glasgow
	20 November	Autumn technical update – London
	22 November	Autumn technical update – London
<b>December 2012</b>	29 November	Autumn technical update – London
	4 December	BOFI Risk – Basel III

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2011 KPMG LLP, a UK limited liability partnership, is a subsidiary of KPMG Europe LLP and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative, a Swiss entity. All rights reserved.

The KPMG name, logo and "cutting through complexity" are registered trademarks or trademarks of KPMG International.

Business Reply  
Licence Number  
RSJL-XGEU-RSSAX



Nicola Curtis  
KPMG LLP  
15 Canada Square  
London  
E14 5GL

If you are an audit committee member and would like to receive ACL publications and invitations to ACL events, please complete and return this form. Alternatively if you are already on our database but your details have altered please use this form to let us know of any changes.

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Position: \_\_\_\_\_

Address: (Please indicate if this is a business or private residential address)

Postcode: \_\_\_\_\_

Telephone: \_\_\_\_\_

e-Mail: \_\_\_\_\_

Details of directorships held:

	Company name	Non-executive director	Audit committee chairman	Audit committee member	Executive director
Organisation 1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation 2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation 3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation 4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organisation 5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>