RISK BASED AUDITING & REPORT WRITING WEEK

PROGRAM A:
REPORT WRITING FOR AUDITORS
3 - 4 April 2017

PROGRAM B:
RISK BASED AUDIT
5 - 6 April 2017

SINGAPORE
Grand Hyatt Hotel, Singapore

Maximizing the Value of Internal Auditing in Organizations

CLARIDEN CREDENTIALS AND ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 global executive education and major conference events around the world. We have partnered with professional organizations such as the Association of Chartered Certified Accounts (ACCA) and thought leaders from prestigious universities such as Harvard University John F. Kennedy School of Government, Wharton School of the University of Pennsylvania and Stanford University.
The Clariden Experience

Why Clariden Global Executive Education?

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Participating Companies

Testimonials

In-house Custom Executive Programs

Contact Us

Registration
To maximize both your enjoyment and professional development, Clariden Global holds its executive programs at five star hotels, some of which include:

**Shangri-La Hotel, Singapore**
Singapore
Amidst lush gardens, this 3-wing luxury hotel is 6 km from the iconic Marina Bay Sands resort and 9 km from Sentosa.

**Conrad London St James**
London, United Kingdom
Across the street from St. James’s Park tube station, this sophisticated hotel is 10 minutes’ walk from Buckingham Palace and 2 miles from the Victoria and Albert Museum.

**InterContinental Melbourne The Rialto**
Melbourne, Australia
Set in a grand 1891 building, this upscale chain hotel is 3 blocks from the Yarra River, and an 8-minute walk from the SEA LIFE Melbourne Aquarium.

**Grand Hyatt: Union Square San Francisco Hotel**
San Francisco, United States
Less than a block from Union Square, this stylish high-rise hotel is an 11-minute walk from the Moscone Center and 1.9 miles from Pier 39.

Terms & Conditions: Clariden Global PTE Ltd reserves the right to change the venue of the program due to reasons beyond their control.

Contact Gwen Yip, Program Director at +65 6899 5030 | gwen@claridenglobal.org
WHY CLARIDEN GLOBAL EXECUTIVE EDUCATION?

GLOBAL ENGAGEMENT
Clariden Global is the pre-eminent and influential global business leadership institution. Today, we host more than 200 Global Executive Education and major conference events across 15 countries and 17 cities, including Singapore, London, Hong Kong, Sydney, Melbourne, Perth, New Zealand, San Francisco, Toronto, Johannesburg, Shanghai, Beijing, Kuala Lumpur, Dubai, Toronto, The Netherlands, New York and Zurich.

INTERNATIONALLY DIVERSE, SENIOR-LEVEL PARTICIPANTS
Clariden Global Executive Education programs have attracted participants from more than 5,000 global MNCs, regional corporations, and FORTUNE 500 companies, from more than 40 countries. All applications are reviewed based on professional achievement and organizational responsibility. Designed for individuals at all levels, from top executives to emerging leaders, each intensive program is crafted to equip leaders with essential capabilities to improve corporate performance and position their organizations to thrive.

THOUGHT LEADERSHIP
To provide strategic insights and relevant world-class executive education to global organizations, Clariden Global engages the best thought leaders and leading authorities from around the world. These include professors and faculty leaders from Harvard University, Stanford University, University of Pennsylvania Wharton, London Business School and other premium institutions to deliver transformational knowledge.
PROGRAM INFORMATION

DATES
3 - 4 April 2017

LOCATION
Grand Hyatt Hotel, Singapore

TUITION FEES
Early Bird 1 (register and pay by 6 February 2017): S$2,595
Early Bird 2 (register and pay by 6 March 2017): S$2,795
Regular Tuition Fee: S$2,895

Group discount of 10% for 2nd participant from the same organization. For limited time only by 6 March 2017, register 3 participants and the 4th participant will receive a complimentary seat (One discount scheme applies).

Note: GST is applicable only to participants from Singapore registered companies. Check your eligibility for 40% Cash Back at IRAS website.

PROGRAM ADVISOR
Gwen Yip
Email: gwen@claridenglobal.org
Phone: +65 6899 5030

FACULTY DIRECTOR

Mr. Jason Mefford
President
Mefford Associates

- Best-selling author of “Risk-Based Internal Auditing: OCEG GRC Capability Model v3.0” and featured on ABC, CBS, NBC, and FOX television networks
- Recognized by Yale University as a rising star in corporate governance; finalist for the Corporate Secretary Magazine, Corporate Governance Award
- Certified Internal Auditor (CIA), Certified Public Accountant (CPA), Governance, Risk Management and Compliance Professional (GRCP), GRCAuditor (GRCA), Certified Risk Based Auditor (CRBA), Certificate in Risk Management Assurance (CRMA), Certified Government Auditing Professional (GRCP) and Certified Internal Controls Auditor (CICA)
- Leading clients include Cisco, American Express, Ernst & Young, KPMG, HSBC, Standard Chartered Bank, Nestle

PROGRAM ESSENCE

This comprehensive executive program is designed for internal audit leaders focusing on refining your audit report writing proficiency and grasping the skills on leveraging audit report as a persuasive communication tool. You will learn the key components of effective audit observations and how to structure a highly competent report using an appropriate format to enhance the validity for implementation of corrective action plans. You will be taught how to produce a reader friendly report which is comprehensible, coherent and clear. At the end of the 2-day program, you will be able to adopt the right report writing strategy, gain commitment for management action and effectively communicate messages to executives and board-level readers with the array of real life case studies and hands-on exercises.

Contact Gwen Yip, Program Director at +65 6899 5030 l gwen@claridenglobal.org
KEY BENEFITS

- **Learn** the 5 Cs of report writing to generate clear, concise and constructive audit report
- **Determine** the most appropriate report format to deliver an effective audit report
- **Translating** technical terminology into user friendly language
- **Learn** to sell the audit recommendations to management and board of directors
- **Develop** audit report and recommendation ratings to implement corrective action plans
- **Improve** the effectiveness of your audit report and obtain greater acceptance by audit clients

WHO WILL ATTEND THIS PROGRAM

This program is designed for but not limited to mid to Senior Level Auditors, Supervisors, Internal Audit Managers, Internal Audit Directors, Chief Audit Executives, Heads of Internal Audit who want to increase the productivity and quality audit reporting through understanding the purpose of an audit report, components of a great audit observations, and comprehensible audit report structure that is globally ready for local and international stakeholders.
Jason Mefford is an internationally acclaimed speaker and business coach as well as the best-selling author of “Risk-Based Internal Auditing: OCEG GRC Capability Model v3.0” and has appeared on ABC, CBS, NBC, and FOX television networks. He is an expert in ethics, corporate governance, risk management, compliance, GRC and internal audit. He is also the President of Mefford Associates, a boutique training, coaching and consulting company.

Jason has been recognized by Yale University as a rising star in corporate governance, and was a finalist for the Corporate Secretary Magazine, Corporate Governance Award. He also hold various professional accreditations such as Certified Internal Auditor (CIA), Certified Public Accountant (CPA), Governance, Risk Management and Compliance Professional (GRCP), GRC Auditor (GRCA), Certified Risk Based Auditor (CRBA), Certificate in Risk Management Assurance (CRMA), Certified Government Auditing Professional (GRCP) and Certified Internal Controls Auditor (CICA).

He has been the Chief Audit Executive at two different multi-billion dollar manufacturing companies. His role includes being in charge of information security and the Chief Ethics and Compliance Officer and Chief Risk Officer. Prior to that, he was a manager and national instructor at both Arthur Andersen and KPMG, performing internal and external audits and advisory services for clients from various industries.

He is a member of the Institute of Internal Auditors (IIA) and has been an active IIA volunteer serving at the both local and international level. He is currently an OCEG Fellow with the Open Compliance and Ethics Group (OCEG), a nonprofit think tank that uniquely helps organizations drive Principled Performance by enhancing corporate culture and integrating governance, risk management, and compliance processes. He is also the Director of Training for OCEG, and the Managing Director of GRC Certify, the certification body for OCEG.

Jason has experience in training organizations from all over the world in governance, risk management, compliance, internal controls and internal audit topics which includes manufacturing, food, agribusiness, financial services, retail, healthcare, government, technology, oil & gas, real estate and construction companies.
Audit report writing skills form the most significant and critical component of internal audit as these are skills that help the management to make sense of audit observations and lead them to undertake further actions to refine business processes and bring about new business opportunities. However, since auditing can be rather taxing on the fieldwork itself, insufficient effort and time can be spared on measuring and improving the effectiveness of the report in a tougher governance, compliance and audit environment today.

With your needs always on top of our mind, Clariden Global’s latest program on Report Writing for Auditors, led by internationally acclaimed audit trainer, Mr Jason Mefford, will bring you a complete guide on how to write and gain commitment from management action based on the audit recommendations report.

The program is designed with different interactive group learning activities from building the blocks of the importance of audit report writing, components of excellent audit observations to the result proof audit report structure to produce consistent audit report quality for key stakeholders. Through hands-on exercises, you will find out what it takes to write with clarity, conciseness and master the audit report writing skills that could be leveraged to develop audit and recommendation ratings. Last but not least, you can expect to learn how to sustain your team performance at the top by developing reports that are accurate, purposeful and constructive.

By the end of this program, you will walk away with comprehensible audit report skills and best practices to produce report with greater efficiency and effectiveness.
DAY 1

The Audit-Report Writing Task
- Recognize the reason for, and importance of, writing audit reports
- Explain why audit reports are written

Understanding Your Readers’ Needs
- Understanding the readers of your reports
- How readers use the reports
- Format, Organization and Content

Components of Audit Observations
- Complete the five components of an audit observation
- Identify types of criteria
- Create condition summaries
- Determine levels of cause
- Determine levels of effect (or consequence)

Recommendations vs. Corrective Action Plans
- Create recommendations and action plans
- List the components of audit observations

DAY 2

Audit Report Structure
- Construct an audit report
- Evaluate the importance of the various sections included in audit reports
- Distinguish the advantages and disadvantages of different report formats

Audit & Report Ratings & Follow-up
- Developing audit ratings
- Developing recommendation ratings
- Determining when to follow up

Quality of Reporting
- Develop reports that are accurate, objective, clear, concise, constructive, complete, and timely
- Develop coherence
- Practice objectivity

Fine Tuning Report Language
- Ensure sentence clarity
- Rephrase technical terminology
- Write with readability and conciseness

Contact Gwen Yip, Program Director at +65 6899 5030 l gwen@claridenglobal.org
PROGRAM ESSENCE

This comprehensive executive program is designed to help auditors effectively identify the major risks threatening the organization, how to deal with the risks to attain corporate goals and leverage on these inputs to develop a practical risk based internal audit plan. This session offers an interactive framework to help you identify, assess, evaluate, mitigate and monitor risks; which are crucial fundamentals to perform risk based audits. Learn how to distinguish between traditional internal auditing and risk based auditing and what are the future prospects and expectations for internal audit in your organization. At the end of the 2-day program, you will be able to effectively implement risk based internal auditing through appropriate planning and have a greater understanding of internal audit assessment, objectives and strategies that can assist you tremendously in decision making.
KEY BENEFITS

- Align your audit plan to achieve organizational objectives
- Transform your internal audit activity to a truly risk-based function
- Learn the components of the Risk-Based Internal Audit Framework to implement at your internal audit activity
- Change the concept of risk-based internal audit of your management and board of directors
- Develop and implement a risk-based annual audit plan methodology
- Enhance solution in dealing with risk exposures
- Build strong understanding in risk management frameworks
- Improve risk assessment, audit planning and internal audit skills
- Identify audit engagements that address the highest risks to your organization

WHO WILL ATTEND THIS PROGRAM

This program is designed for but not limited to Directors, GMs, VPs, Chief Financial Officer (CFO), Chief Internal Auditor (CIA), Chief Audit Executive (CAE), Chief Risk Officer (CRO), Senior Managers, Managers, Auditors, Accountants and Consultants who want to identify and manage the risks that threatening the attainment of their organisation’s objectives through risk management and analysis, audit control, fraud prevention, and legal corporate governance.
In September 2016, Wells Fargo was issued a $100 million fine by Consumer Financial Protection Bureau, one of the highest penalty the agency has issued to date for creating over 1.5 million of unauthorized accounts. Failure to identify risk and robust internal control has cost the organization millions of dollars. The scandal has put organizations under increasing pressure to identify and manage all business risks to maintain a sound system of internal control.

The Risk Based Audit program led by internationally acclaimed audit trainer, Mr Jason Mefford, will bring you a complete guide on how to effectively identify the top objectives and risks in your organization through developing a comprehensive risk based internal audit plan.

The program is designed with different interactive group learning activities to guide you through from the building blocks on basics of risk management, how to identify, assess, evaluate, mitigate and monitor risks, to risk management principles in performing risk based audits.

Through lectures and practical group interactions, discussions, and exercises, you will develop the skills necessary to effectively plan and perform risk based internal auditing in your organization.

This course has been independently certified as conforming to accepted CPD guidelines. On average, this executive program contributes 16 hours towards your CPD. Delegates must register at the start and close of each workshop to be awarded a certificate of completion.
DAY 1

Why We Do Risk-Based Auditing and How it Helps Organizations Achieve Objectives
- The “Big Picture” of business
- Understanding performance, risk and compliance in relation to internal audits

Risk Management Frameworks: Changes to Internal Audit and the RBIA Framework
- The evolving role of internal audit
- The future of internal audit
- Audit universe approaches
- The use of frameworks
- The Risk-Based Internal Audit Framework

Unlock the Key Business Objective: Understanding Your Business Context
- Understanding external and internal context
- Understanding and assessing culture
- Understanding stakeholders
- Understanding objectives and strategies

The Nature of Risk and Identification Methods
- The nature of risk
- Identifying opportunities, threats and requirements
- Identification methods
- Inherent and residual risk
- Risk analysis criteria and decision-making guidelines

DAY 2

Assessing and Responding to Risks
- Risk appetite, tolerance & capacity
- Assessing reward, risk and compliance
- Measuring risk
- Responding to risks: (Terminate, Tolerate, Treat, or Transfer)
- Internal controls

Risk Standards and Internal Audits Role with Risk Management
- Risk standards: [ISO 31000, COSO ERM, OCEG GRC Capability Framework]
- Relationship between risk and internal audit
- Acceptable and unacceptable involvements of internal auditing the risk management process
Developing and Implementing the Risk-Based Approach
- Developing the audit universe
- Audit plan development
- Integrating the risk based audit plan into the overall risk agenda
- Planning a risk-based internal audit
- Performing a risk-based internal audit
- Assessing residual risk for the audit project

Reporting and Coordinating with Others: Audit Committee Relationship
- Reporting results to management and the audit committee
- Audit committee matrix
- Monitoring management action plans
- Coordinating efforts with other assurance providers
PARTICIPATING COMPANIES
More than 5,000 companies have participated in our programs

ADVERTISING, INTERNET, MEDIA, PUBLISHING
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LinkedIn
MediaCorp
Saatchi & Saatchi
Singapore Press Holdings
The Financial Times
The Hoffman Agency
The Walt Disney Company
Thomson Reuters

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Changi Airport Group
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Far East Organization
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Marriott Hotels
Pan Pacific Hotels Group
Shangri-La Hotels & Resorts

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MANUFACTURING (INDUSTRIAL)
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Corning Optical Communications
Daimler
Harley Davidson
Intel Semiconductor
Rolls-Royce
Volvo Group
Wearnes Automotive

OIL & GAS, NATURAL RESOURCES
Caltex
Chevron
ConocoPhillips
ExxonMobil
Maersk

CONTACT
Contact Gwen Yip, Program Director at +65 6899 5030 | gwen@claridenglobal.org

FINANCIAL SERVICES, INSURANCE
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Canon
Dell
Hewlett Packard
Intel Technology
Lenovo
Micron Technology
Microsoft
Oracle
SAP
Sony Electronics
TE Connectivity

TELECOMMUNICATIONS
Ericsson
Nokia
Olive Communications
Singtel
Starhub
Tata Communications
Telstra
Verizon
Vodafone

TRANSPORTATION
Auckland Transport
Cathay Pacific Airways
Dubai Air Navigation Services
New Zealand Transport Agency
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Monsanto
Siemens AG
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FACULTY DIRECTOR
JASON MEFFORD’S TESTIMONIALS

"I have attended several meetings and lectures led by Mr Mefford. I must say that his presentations, knowledge and practical have been among the best I have seen among fellow practitioners.

Paul Zalle - Founder/CEO - PMZ Consulting Services, Inc
Former CAE/SVP/Director of Audit NC Financial Corp, Textron Inc and Avco Corp"

"Jason is an amazing facilitator with real-life experiences and insight that enable all of us to grasp complex concepts in meaningful and applicable ways. I would highly recommend attending a course with Jason and in considering him as a valuable resource in advancing programs across your organization."

Colin Tong
Ernst & Young"
Clariden Global delivers custom learning programs for organizations all around the world. Whatever your business challenges are, we create focused learning experience that enables your organization to achieve success. Through partnerships with the most renowned thought leaders, industry experts and professors from around the world, these in-house custom executive programs will equip you with essential skills and capabilities to develop and implement strategies more effectively at your organization.

Engage with our thought leader today:

**Mr. Jason Mefford**  
*President*  
*Mefford Associates*

Internationally acclaimed speaker and business coach as well as the best-selling author of “Risk-Based Internal Auditing: OCEG GRC Capability Model v3.0” and has appeared on ABC, CBS, NBC, and FOX television networks. He is an expert on ethics, corporate governance, risk management, compliance, GRC and internal audit topics. He is the President of Mefford Associates, a boutique training, coaching and consulting company. His leading clients include Cisco, American Express, Ernst & Young, KPMG, HSBC, Standard Chartered Bank, Nestle

**CONTACT US**  
**PROGRAM ADVISOR**  
Gwen Yip  
Email: gwen@claridenglobal.org  
Phone: +65 6899 5030

Contact Gwen Yip, Program Director at +65 6899 5030 | gwen@claridenglobal.org
We encourage you to learn more about Clariden Global Executive Education custom and open-enrollment programs. Our staff will be happy to answer your questions and help you determine the programs work best for you and your organization.

ENQUIRY FOR THIS PROGRAM
Gwen Yip
Email: gwen@claridenglobal.org
Phone: +65 6899 5030

REGISTRATION & PAYMENT MATTERS
Email: admissions@claridenglobal.com
Phone: +65 6899 5030

CUSTOMIZED PROGRAMS
Gwen Yip
Email: gwen@claridenglobal.org
Phone: +65 6899 5030

SINGAPORE
Email: clientservice@claridenglobal.com
Phone: +65 6899 5030
Fax: +65 6567 4328
Address: Clariden Global Pte Ltd 3 International Business Park #04-29, Nordic European Centre Singapore 609927

LONDON
Email: clientservice@claridenglobal.com
Phone: +44 (0) 20 7129 1222
Fax: +44 (0) 84 3218 0413
Address: 1 King Street London, EC2V 8AU United Kingdom

AUSTRALIA
Email: clientservice@claridenglobal.com
Phone: +61 3 9909 7310
Fax: +61 3 9909 7788
Address: Clariden Global Pty Ltd 530 Little Collins Street, Level 1 Melbourne VIC 3000, Australia
PROGRAM FEES

<table>
<thead>
<tr>
<th>Program</th>
<th>1st Early Bird Fee</th>
<th>2nd Early Bird Fee</th>
<th>Regular Fee Per Participant</th>
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</thead>
<tbody>
<tr>
<td>Program A (3 - 4 April): Report Writing for Auditors</td>
<td>S$2,595</td>
<td>S$2,795</td>
<td>S$2,895</td>
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<tr>
<td>Program B (5 - 6 April): Risk Based Audit</td>
<td>S$2,595</td>
<td>S$2,795</td>
<td>S$2,895</td>
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</table>

4 WAYS TO REGISTER

- Email: admissions@claridenglobal.com
- Fax: +65 6567 4328
- Call: +65 6899 5030
- Website: www.claridenglobal.com

GROUP DISCOUNTS

Group discount of 10% for the 2nd participant from the same organization. For limited time only by 6 March 2017 register 3 participants and the 4th participant will receive a complimentary seat. *One discount scheme applies.

BOOKING CONTACT

<table>
<thead>
<tr>
<th>(Approving Manager) Mr/Mrs/Ms:</th>
<th>Job Title:</th>
<th>Department:</th>
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</thead>
<tbody>
<tr>
<td>Email: _________________________</td>
<td>Telephone:</td>
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<td>Organization: ___________________</td>
<td>Date of Birth:</td>
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- I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

Please register the following participant for this seminar. (Please tick ☐ to select your seminar(s). You may tick more than one.)

1st Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________
Telephone: __________________________
Fax: __________________________
Email: __________________________
Date of Birth: __________________________
Seminar(s): ☐ Program A ☐ Program B

2nd Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________
Telephone: __________________________
Fax: __________________________
Email: __________________________
Date of Birth: __________________________
Seminar(s): ☐ Program A ☐ Program B

3rd Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________
Telephone: __________________________
Fax: __________________________
Email: __________________________
Date of Birth: __________________________
Seminar(s): ☐ Program A ☐ Program B

4th Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________
Telephone: __________________________
Fax: __________________________
Email: __________________________
Date of Birth: __________________________
Seminar(s): ☐ Program A ☐ Program B

3 PAYMENT METHODS

- By Cheque/ Bank Draft
- By Telegraphic Transfer
- By Credit Card

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment details will be sent together with the invoice based on your preferred payment method.

ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

VENUE AND ACCOMMODATION INFORMATION

Grand Hyatt Hotel, Singapore
3 - 6 April 2017
10 Scotts Road
Singapore, Republic of Singapore, 228211
+65 6738 1234

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

CANCELLATIONS AND SUBSTITUTIONS

*All cancellations must be received in written form.

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

PLEASE NOTE: Clariden Global PTE Ltd reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, Clariden Global PTE Ltd will refund the full amount and disclaim any further liability.

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