Australian Regulatory Summit 2026

Regulation under pressure: enforcement, accountability and the new risk frontier

20 August
Four Seasons Hotel Sydney

AGENDA OVERVIEW

8:00 Registration opens

8:45 Opening Remarks by the MC

8:50 Welcome from Thomson Reuters

8:55 Australia in an age of disruption and great power rivalry

9:25 Financial Crime
Tranche 2 one year in — who's struggling and why

10:10 Financial Crime
Sanctions in a geopolitically unstable world

10:45 Morning tea and networking

STAGE 1

11:25 Governance & Accountability
Whistleblower protections in practice: what investigations now reveal

12:00 Governance & Accountability
Mandatory Climate Reporting: Insights from the First Cycle

12:35 Governance & Accountability
Compliance drift: governing payroll risk with control and accountability

1:05 Lunch and networking

2:05 Governance & Accountability
Operational resilience: from disruption to regulatory recovery

2:40 Governance & Accountability
Director liability in 2026: where the lines are now

STAGE 2

11:25 Cyber & AI
Cyber risk quantification: bringing financial discipline to regulatory cyber governance

12:00 Cyber & AI
Governing AI without a rulebook: what does compliance mean now?

12:35 Financial Crime
Scams prevention framework — one year in

1:05 Lunch and networking

2:05 Cyber & AI
Deepfakes, synthetic identity & the new fraud frontier

2:40 Financial Crime
Payments licensing and the new VASP regime: what compliance functions need to build now

3:10 Afternoon tea and networking

3:50 Governance & Accountability
Privacy Act reforms: what changed, what's live and what's coming next

4:20 What regulators will no longer tolerate by 2027

5:05 MC Close & Prize Draw

5:10 Networking beverages and canapes

5:50 Event Close

Agenda is subject to change.

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SESSION DETAIL

Plenary

8:00 Registration opens

8:45 **Opening Remarks by the MC**

8:50 **Welcome from Thomson Reuters**

8:55 Australia in an age of disruption and great power rivalry

Events are now challenging Australian establishment views of the world. Donald Trump continues to shatter assumptions about American global leadership, while Xi Jinping displays an increasing preparedness to flex China's military muscle. How does Australia navigate this new era of great power competition? For the moment, Canberra is keeping its head down, gritting its teeth and hoping for American renewal. But is that going to be enough? Is sufficient long-term thinking being done about how Australia negotiates a very different Asia in future? And what are the consequences of all this for new regulatory perimeters?

Prof. James Curran
University of Sydney,
Australian Financial Review

9:25 Financial Crime

Tranche 2 one year in — who's struggling and why

One year after Tranche 2 extended AML/CTF obligations to designated non-financial businesses and professions, implementation outcomes remain uneven across the sector.

In this session, AUSTRAC CEO Brendan Thomas reflects on early supervisory engagement with newly regulated entities—highlighting where compliance efforts are falling short, why gaps are emerging, and what regulators are seeing in practice, tested against real-world implementation challenges from industry.

Moving beyond reform intent, the discussion focuses on implementation reality, examining persistent issues in customer due diligence, transaction monitoring, and ongoing compliance. It distinguishes between expected transitional growing pains and deeper structural weaknesses that organisations are now confronting under active regulatory scrutiny.

Brendan Thomas
CEO
AUSTRAC

Krzysztof Lyson
Global Head of Compliance
Humm Group

Gavin Coles
Global Sanctions Officer
OFX

10:10 Financial Crime

Sanctions in a geopolitically unstable world

Australia's sanctions regime is no longer just a geopolitical issue—it is an operational risk challenge, as rapid designation changes and escalating enforcement expectations place increasing pressure on compliance systems, controls, and decision-making. From Russia and Belarus to emerging Indo-Pacific designations, organisations are managing a sanctions landscape evolving faster than many screening and monitoring frameworks can keep up.

This session examines what the current sanctions environment demands of compliance functions, where gaps in existing programs are most likely to emerge, and how organisations are building the agility required to respond to constant change.

Speakers will explore practical challenges including sanctions screening limitations, data quality and ownership, real-time response to designation updates, and the alignment between compliance, legal, and operational teams under pressure. It also considers the growing intersection between geopolitics and day-to-day compliance operations—where external volatility quickly translates into internal risk, control, and reporting challenges.

Relevant to organisations with international operations, correspondent banking relationships, trade finance exposure, or cross-border payments activity.

Hugh Watson
Assistant Secretary,
Australian Sanctions Office

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10:45 Morning tea and networking

STAGE 1

11:25 Governance & Accountability

Whistleblower protections in practice: what investigations now reveal

Whistleblower protections exist on paper — but are they working in practice? Recent court decisions and emerging case law are beginning to show how these protections are actually being applied , and where organisations are getting it wrong.

This session brings together legal and public interest perspectives to examine what recent investigations, cases and lived experiences reveal about the effectiveness of whistleblower frameworks in Australia. From confidentiality breaches to victimisation risks and failures in internal handling, speakers will unpack where organisations are most exposed — and what the consequences look like when protections fail.

Moving beyond policy, this discussion focuses on the gap between legal obligations and operational reality, and what boards and senior executives need to get right when a disclosure is made.

Anneliese Cooper
Lawyer
Human Rights Law Centre

Vivienne Brand
Professor of Corporate Law,
Flinders University, Non-Executive Director

12:00 Governance & Accountability

Mandatory Climate Reporting: Insights from the First Cycle

Australia is at the forefront of global adoption of mandatory climate reporting, with organisations now completing their first set of climate disclosures aligned to international standards.

Annual reports now reflect how organisations identify and manage climate-related risks and opportunities across governance, strategy, risk management and metrics, including scenario analysis, Scope 3 emissions and board oversight.

The session explores how climate risk is being integrated into financial reporting and governance processes, and how organisations are presenting clear, decision-useful information to stakeholders.

Reiko Mori
Executive Officer and Deputy Head of Asia Pacific
Sumitomo Mitsui Banking Corporation

Rachel Poo
Head of Group Statutory Reporting and Accounting Policy
QBE Insurance

More speakers to be announced

STAGE 2

11:25 Cyber & AI

Cyber risk quantification: bringing financial discipline to regulatory cyber governance

Heat maps and qualitative risk ratings are no longer sufficient. Regulators expect organisations to demonstrate proportionate, evidence-based investment in cybersecurity — and boards need financial language, not technical language, to make defensible decisions. This session introduces cyber risk quantification as a practical governance tool: how to translate cyber exposure into structured financial estimates, how to align cybersecurity investment to enterprise risk appetite, and how CRQ integrates with existing prudential and operational risk frameworks without replacing them. Attendees will leave with a clear methodology for moving from subjective scoring to financially grounded, regulatorily defensible cyber governance.

Key takeaways:

- Move beyond heat maps to defensible financial exposure — understanding how structured financial estimation strengthens board oversight, proportionality and regulatory defensibility
- Support "reasonable steps" through evidence-based decision making — how quantifying potential loss enables rational allocation of cybersecurity investment aligned to enterprise risk appetite
- Integrate CRQ into enterprise and regulatory risk frameworks — how cyber risk quantification complements existing ERM, prudential standards and governance obligations without replacing established frameworks

Luke Irwin ISSMP, CISSP, CISM
Principal Consultant & CEO
Aegis Cybersecurity

12:00 Cyber & AI

Governing AI without a rulebook: what does compliance mean now?

Australia does not yet have standalone AI legislation — but AI use is already captured under existing frameworks including privacy, consumer law, anti-discrimination, financial services and sector-specific regulation. At the same time, international standards are rapidly filling the governance gap: ISO 42001, the world's first AI Management System standard, is already being implemented by Australian organisations building defensible AI governance ahead of formal regulation.

This session cuts through theory to examine what effective AI governance looks like in practice — from risk tiering and model transparency to bias testing, board oversight and disclosure obligations. Speakers address where regulators are already intervening despite the absence of dedicated AI legislation, and how organisations can use standards frameworks to build governance that is defensible to regulators, boards and legal teams right now.

The session serves both organisations asking "where are we exposed?" and those asking "how do we move forward with confidence?" — with practical, implementation-grounded answers from speakers who have built it.

Andrew Hottes FBCS CITP
Author, Classroom at the Crossroads
ISO 27001 & 42001 Lead Auditor

Jamal Waqar
Head of Research, Experience, Data and Analytics
Standards Australia

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STAGE 1

12:35 Governance & Accountability

Compliance drift: governing payroll risk with control and accountability

Payroll is no longer a back office function. Shaped by recent reforms such as Payday Super, wage theft laws and increased Fair Work enforcement, payroll risk now sits at the intersection of regulatory exposure, financial risk and public scrutiny, requiring active governance from boards and executives.

This session examines how payroll compliance drift develops inside large organisations, why it is often missed, and how boards and executives can strengthen visibility, challenge assumptions and respond with greater control.

Key takeaways:

- How payroll risk builds across policy, systems and operations
- Early signals that indicate broader, systemic exposure
- Where boards lack visibility and the questions directors should be asking
- What directors must evidence as regulatory expectations increase, including Payday Super
- Ideal for: Senior leaders, GCs, CFOs, Chief Risk Officers and Heads of Governance/Compliance

Marcus Zeltzer
Founder
Yellow Canary

Kara Nicholls
Founder & Managing Director
Impact Governance

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STAGE 2

12:35 Financial Crime

Scams prevention framework — one year in

The Scams Prevention Framework places new obligations on banks, telcos, and digital platforms to detect, disrupt, and respond to scams—alongside potential liability for those that fail to act. With legislation in place and sector designations imminent, this is one of the most immediate compliance buildout challenges facing organisations.

This session examines how the framework is taking shape in practice, what the first year of implementation reveals about gaps in cross-sector coordination, and where regulatory focus is turning next.

Speakers will unpack what "reasonable steps" looks like in reality, how complaint handling and reimbursement obligations are being operationalised, and what the framework signals for organisations beyond the initially designated sectors.

Zachary Lu
Director of Financial Crime Compliance, APAC
Interactive Brokers

More speaker to be announced

1:05 Lunch and networking

2:05 Governance & Accountability

Operational resilience: from disruption to regulatory recovery

Operational resilience has moved from regulatory aspiration to enforceable obligation and regulators now assume that disruption will occur. The real test is no longer whether incidents happen, but how organisations respond once they do.

While CPS 230 sets the standard for APRA-regulated entities, the underlying expectations, rapid containment, executive oversight, third-party accountability, customer harm mitigation and credible remediation — are increasingly being applied across sectors.

This session examines how regulators assess post-incident response: what constitutes an acceptable remediation plan, how independent reviews are scrutinised, and what "demonstrable uplift" actually looks like following a service outage, cyber incident or critical supplier failure. Speakers address the governance frameworks, board decisions and documentation regulators expect to see after things go wrong — and where organisations most commonly fall short.

Izabel Greco
General Manager - Prudential, Governance & Accountability
TAL

More speakers to be announced

2:05 Cyber & AI

Deepfakes, synthetic identity & the new fraud frontier

Generative AI has transformed fraud from an emerging risk into an operational reality. Synthetic identity fraud, voice cloning, deepfake authorisation and AI-generated documentation are now being deployed at scale, undermining identity verification and breaking controls that were state-of-the-art just eighteen months ago.

This session examines how fraud typologies are evolving in real time, why traditional onboarding, authentication and detection frameworks are failing, and what organisations must rebuild in response. As AI lowers the barrier to entry and accelerates both the speed and scale of attacks, trust itself is becoming a vulnerability.

The discussion focuses on the practical challenge facing compliance, fraud and cyber teams: how to adapt controls, restore trust, and respond to a threat landscape where identity can no longer be taken at face value.

A critical upstream view of the risks now feeding into scams, financial crime and cyber incidents across sectors.

Charlotte Davidson
Interim Chief Executive Officer
IDCARE Group

More speaker to be announced

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STAGE 1

2:40 Governance & Accountability

Director liability in 2026: where the lines are now

Director and executive liability has expanded sharply in recent years, driven by FAR, CPS 230, psychosocial risk enforcement, climate reporting, and evolving interpretations of the business judgement rule.

This session maps where liability lines are now being drawn across WHS, cyber, climate, and FAR—what "reasonable steps" require in practice, where organisations are falling short, and what regulators expect to see under scrutiny.

It also addresses two critical pressure points: legal advice privilege—when it protects directors and when it fails—and board documentation—when it operates as a defence, and when it becomes a roadmap for regulators.

Focused on real enforcement risk, this session is directly relevant to directors, general counsel, and company secretaries navigating heightened personal accountability.

Jason Masters
Non Executive Director, Audit, Risk, and Governance leader

Simon Mitchell GAICD
Acting Head of Policy
Australian Institute of Company Directors (AICD)

STAGE 2

2:40 Financial Crime

Payments licensing and the new VASP regime: what compliance functions need to build now

The rules governing digital payments and virtual assets in Australia are changing and the deadlines are closer than most compliance teams realise.

AUSTRAC's enhanced VASP regime is already live. ASIC's no-action position on crypto AFSLs expires 30 June 2026, just seven weeks before this Summit. The new payments licensing framework is reshaping obligations across banks, fintechs and digital platforms. And the gap between what the legislation says and what organisations actually need to build is significant.

This session cuts through the complexity. Speakers address what the regime requires right now, what is changing before year end, and what compliance functions need to have in place on custody, disclosure, AML obligations and licensing — before regulators come knocking.
If your organisation touches digital payments, crypto assets, embedded finance or cross-border transactions, this session is built for you.

Jack Morgan
Head of Policy
FinTech Australia

Ramanathan Karuppiah
Financial Crime Compliance Specialist & Certified Auditor

3:10 Afternoon tea break

Plenary

3:50 Governance & Accountability

Privacy Act reforms: what changed, what's live and what's coming next

Adam ford
Managing Director, ANZ
IAPP

Olga Ganopolsky
General Counsel (Data Privacy)
Macquarie Group

4:20 **What regulators will no longer tolerate by 2027**

The regulatory environment does not stand still, and neither do regulator expectations. This closing session looks ahead to the next phase of enforcement and supervision across Australia's regulatory landscape.

Senior regulator voices examine what behaviours, governance gaps and excuses will no longer be accepted — what regulators expect organisations to already be building, and where enforcement focus is likely to intensify. Each regulator addresses one assumption they believe organisations are still getting wrong, closing the day with clear, actionable insight into what must change.

Katie Miller
Deputy CEO Regulation
AUSTRAC

Emma Rosenzweig
Deputy Commissioner, Payday Super Program
Australian Taxation Office

Moderator

Megan Styles
Barrister,
Victoria Bar

5:05 **MC Close & Prize Draw**

5:00 **Networking beverages and canapes**

5:50 **Event Close**

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