



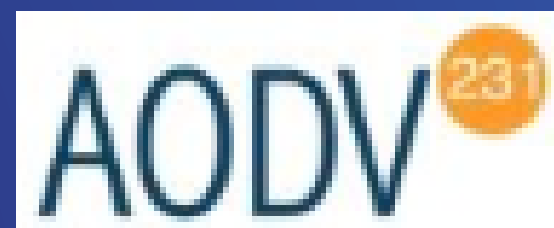
BUSINESSat**OECD**

Business and Industry Advisory
Committee to the OECD

Applicazioni pratiche di Intelligenza Artificiale al servizio dei sistemi di controllo interno e gestione dei rischi, del MOG 231 e della compliance integrata

Nicola Allocca – Chair of Business Integrity & Anticorruption Committee, OECD (BIAC)

Presentation to



07 October 2025

#BREAKINGBIAS: COSA FAI?



● La scena

- Stai guidando veloce, con urgenza.
- Davanti a te: semaforo rosso e strada deserta.
- Rischio percepito: zero. Ti fermi o tiri dritto?



Il parallelo

- Per i CEO la compliance = semaforo rosso.
- Obbligo di fermarsi anche senza rischi visibili.
- Tensione tra raggiungere obiettivi e rispettare regole.



La chiave

- Mettere in discussione assunzioni consolidate.
- Ripensare il ruolo della compliance: da vincolo a abilitatore.
- **L'Intelligenza Artificiale come strumento per integrare regole e business in modo dinamico.**

STRAIGHT TO THE POINT

IN A “LIQUID” WORLD...

...COMPLIANCE IS CRITICAL...

**...MUST BE ALIGNED WITH INTERNATIONAL
STANDARDS & BEST PRACTICE**

IN A “LIQUID” WORLD...

We meet today in a global environment defined by profound challenges: geopolitical instability, regulatory complexity, pressure on supply chains, erosion of trust, and emerging risks linked to ESG and technology.

“V.U.C.A.” WORLD



In a “liquid” world, **BUSINESS OBJECTIVES BECOME HARDER TO SET AND ACHIEVE**, and this increases the temptation for companies to take shortcuts. But **SHORTCUTS IN GOVERNANCE** always lead to **LONG-TERM COSTS IN CREDIBILITY, IN RESILIENCE, AND IN TRUST.**

...COMPLIANCE IS CRITICAL

When resources are limited and uncertainty grows, **COMPLIANCE, RISK AND ETHICS FUNCTIONS** become even more critical. They are an anchor for stability and a guarantee of credibility. That is why these functions **MUST NOT BE DOWNGRADED**.

INTERNATIONAL STANDARDS



BEST PRACTICES

Italy's Legislative Decree 231 shows how these standards can be effectively implemented.



Italy's Legislative Decree 231 has translated **PREVENTION, INDEPENDENT OVERSIGHT, CONSTANT UPDATES** and **TRAINING** into daily corporate practice.

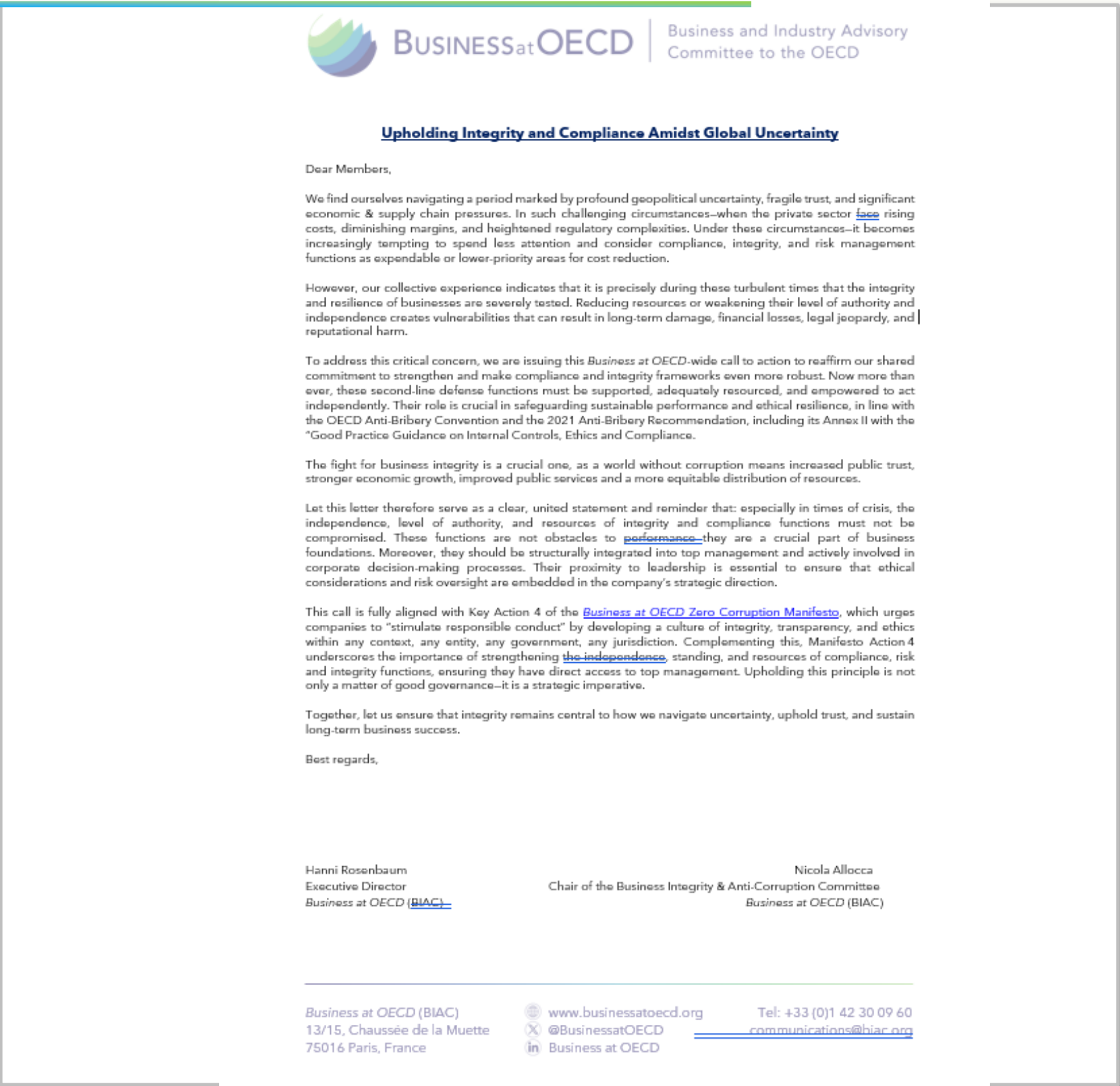
LATEST STANDARDS FOR GOOD GOVERNANCE

Both the B20 and Business at OECD stress that **COMPLIANCE MUST BE PART OF THE CHAIN OF COMMAND**, to ensure legality, integrity and sustainability — with the right level of authority, capabilities and resources.

INTEGRITY & COMPLIANCE TF PAPER



BUSINESS AT OECD-WIDE CALL TO ACTION





Integrity and Compliance



Words from the Task Force Co-Chairs

Co-Chairs



Nicola Allocca
Chair of the Business,
OECD Anti-Corruption
Committee

In a “liquid” world, rising pressures risk pushing compliance and integrity functions aside. Yet it is precisely now that they are most essential as part of corporate top management. Unlocking the potential of AI responsibly, combined with the zero corruption vision, offers a real opportunity to simplify rules, reduce costs, and strengthen resilience and trust.



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Upholding Integrity and Compliance Amidst Global Uncertainty

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INTEGRITY & COMPLIANCE TF PAPER



Let this letter therefore serve as a clear, united statement and reminder that: especially in times of crisis, the independence, level of authority, and resources of integrity and compliance functions must not be compromised. These functions are not obstacles to performance—they are a crucial part of business foundations. Moreover, they should be structurally integrated into top management and actively involved in corporate decision-making processes. Their proximity to leadership is essential to ensure that ethical considerations and risk oversight are embedded in the company's strategic direction.



BUSINESS AT OECD-WIDE CALL TO ACTION



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Upholding Integrity and Compliance Amidst Global Uncertainty

Dear Members,

We find ourselves navigating a period marked by profound geopolitical uncertainty, fragile trust, and significant economic & supply chain pressures. In such challenging circumstances—when the private sector [face](#) rising costs, diminishing margins, and heightened regulatory complexities, Under these circumstances—it becomes increasingly tempting to spend less attention and consider compliance, integrity, and risk management functions as expendable or lower-priority areas for cost reduction.

Together, let us ensure that integrity remains central to how we navigate uncertainty, uphold trust, and sustain long-term business success.

Best regards,

Hanni Rosenbaum
Executive Director
[Business at OECD \(BIAC\)](#)

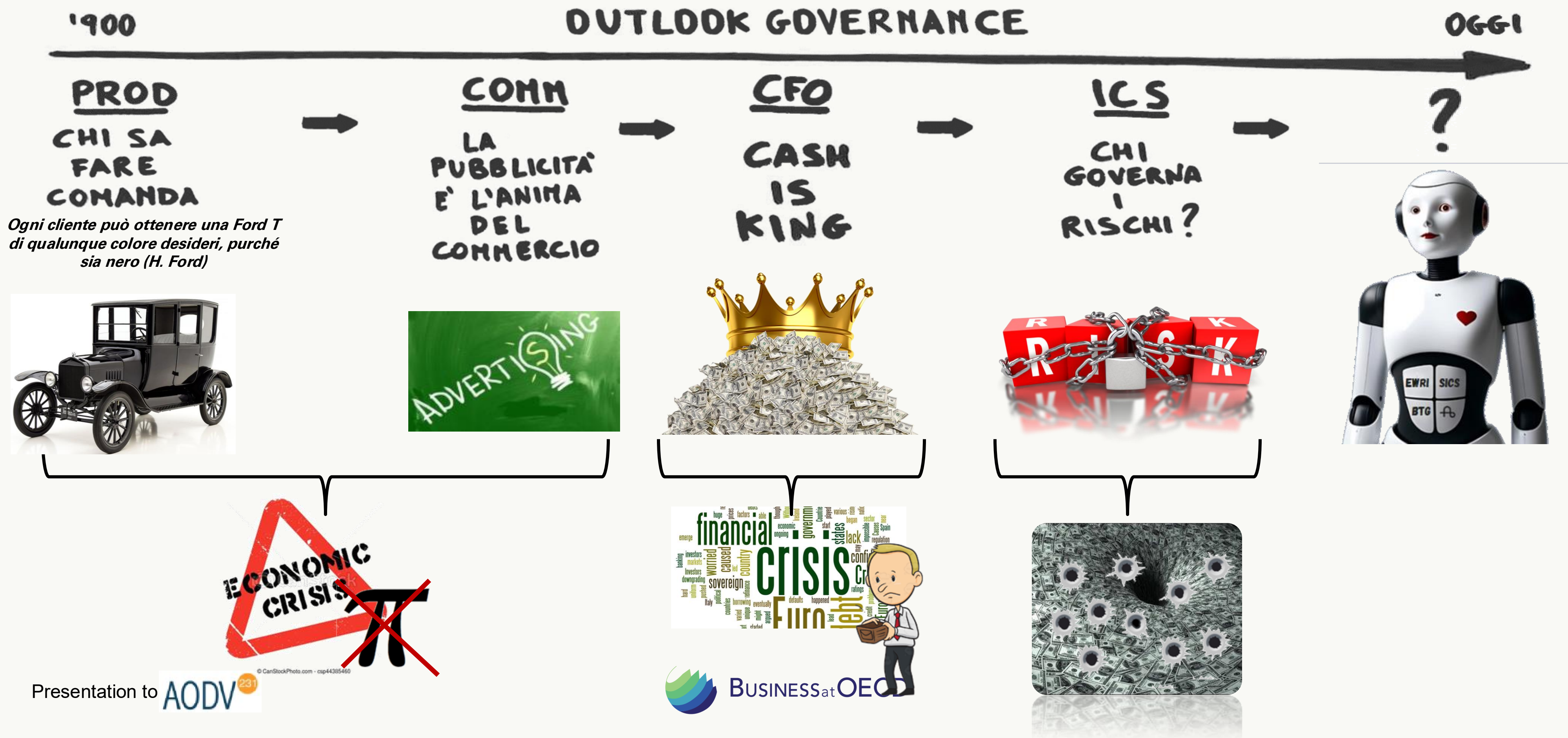
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L'EVOLUZIONE DELLA GOVERNANCE



IA COME NUOVO STAKEHOLDER AZIENDALE

GENERATIVE ARTIFICIAL INTELLIGENCE

It is not the same as Artificial Intelligence

Generate **original content** **without** needing **structured and comprehensive data**



It is advancing rapidly

The solutions we have implemented today **are already obsolete**



Requires new skills

+ Reskilling
+ Upskilling
+ Change management



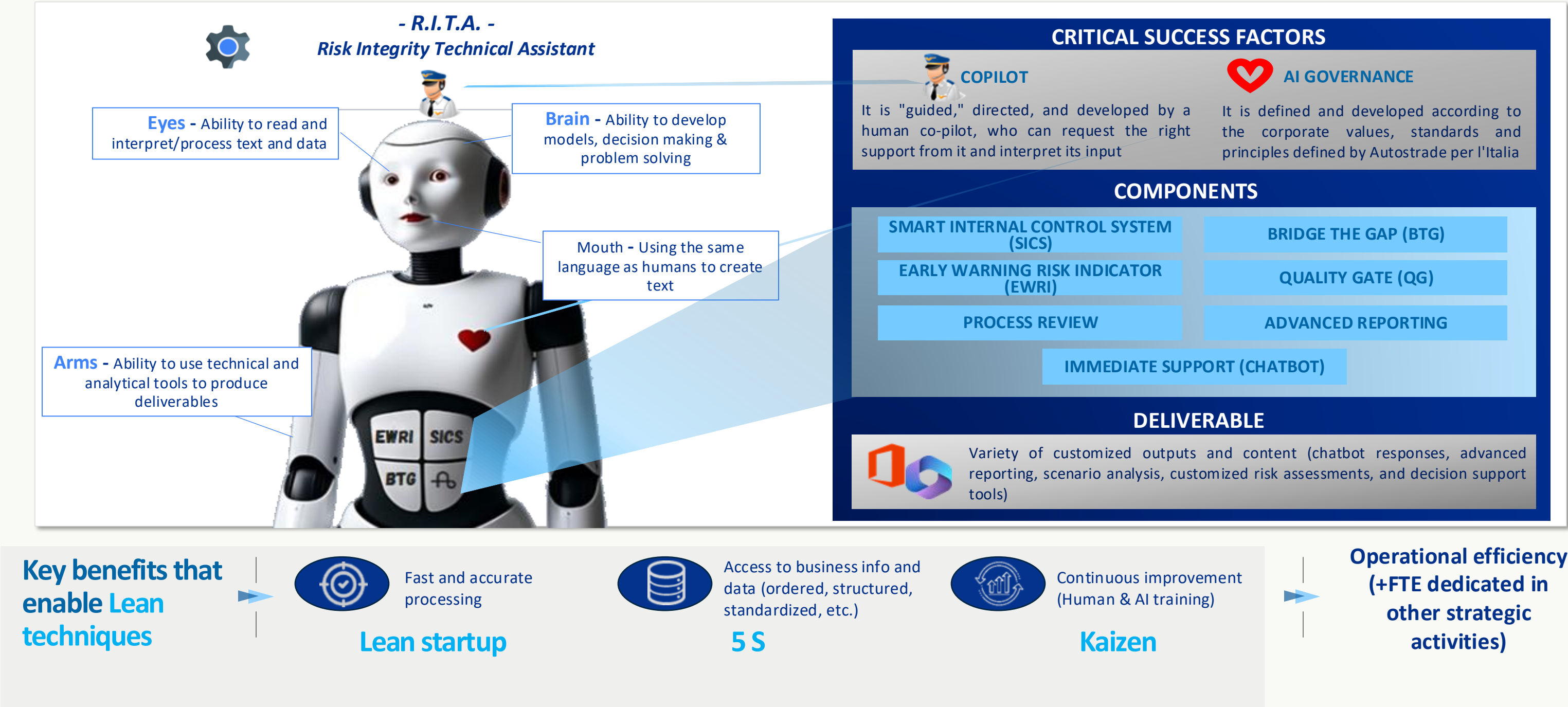
Change the vision on Internal Control

+ Quality
+ Speed
+ Integration

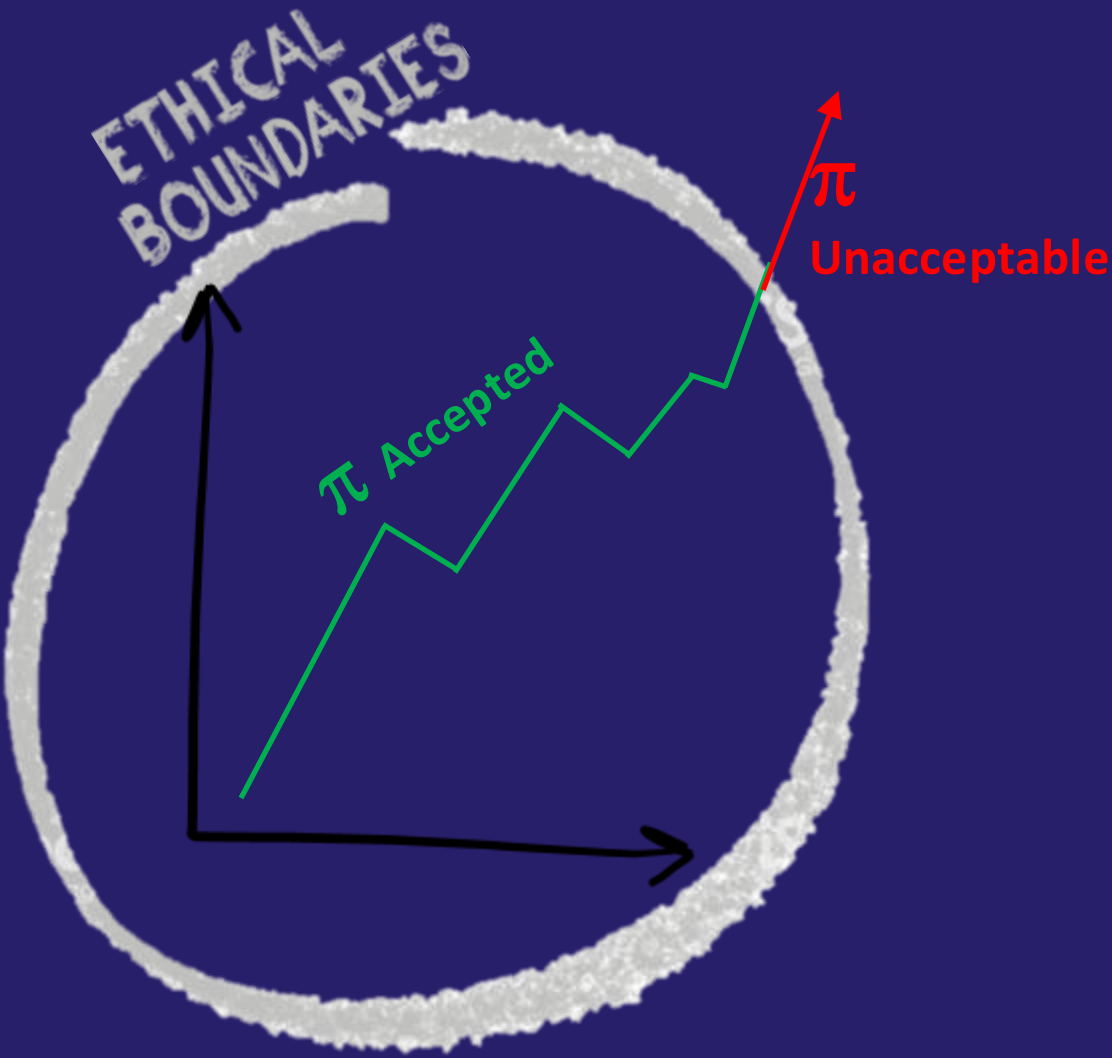


IA COME NUOVO STAKEHOLDER AZIENDALE

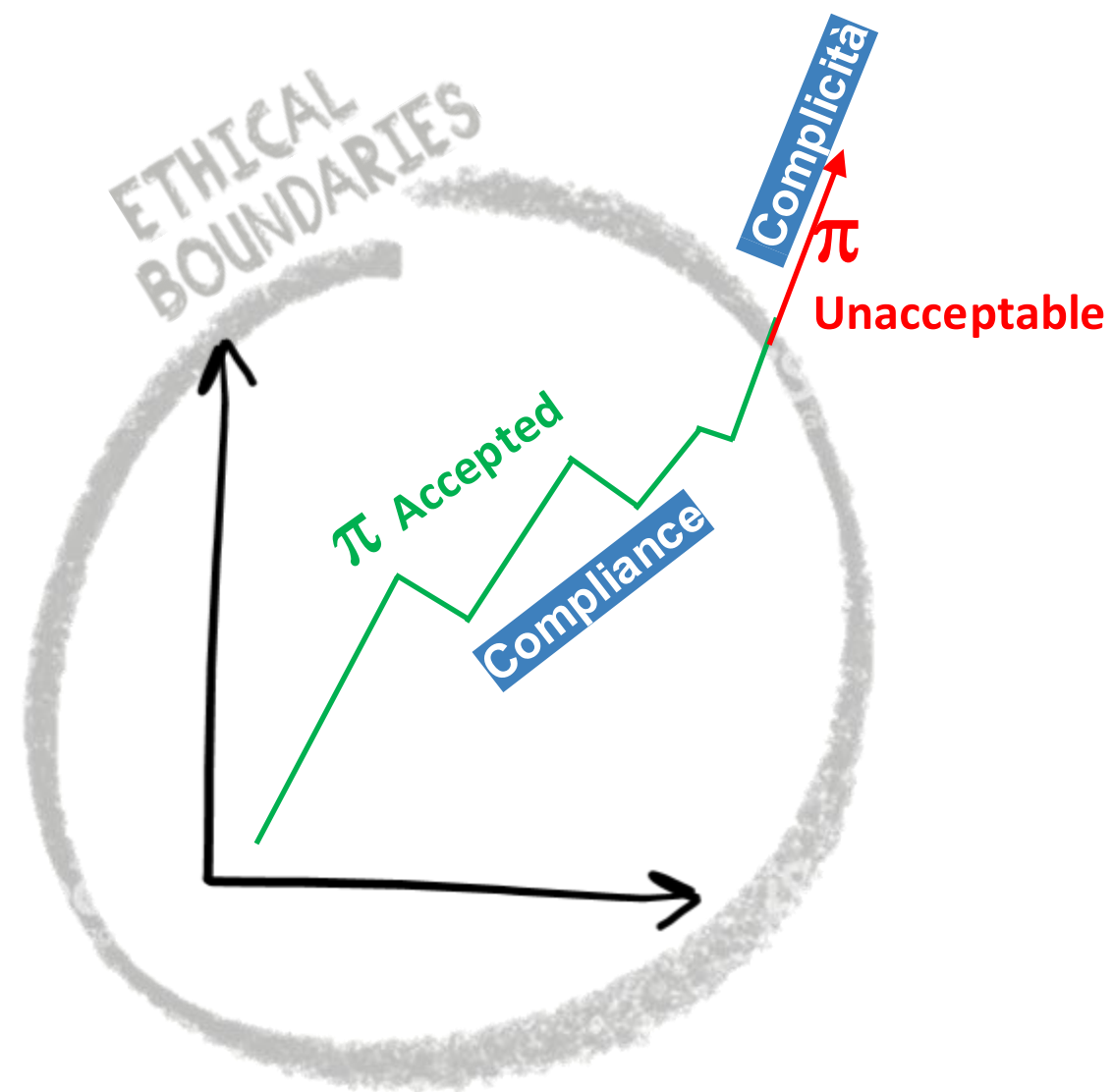
R.I.T.A., is like a new "colleague" that uses new technologies such as AI and gen AI to **improve the efficiency of the internal control system**, including performing specific tasks, faster and more accurately.



WRAP UP



LE NS RESPONSABILITÀ



Private Sector



Organismi di controllo

1. **Responsible Business Conduct**

2. **Clear rules with fair application**

3. **Smart Monitoring** solutions

1. **Assicurare** che il sistema non esca da **limiti etici e valoriali**.

2. **Garantire** che le decisioni di business restino **coerenti** con gli **impegni verso stakeholder, società e mercato**

3. **Compliance \neq Complicità**

4. **Abilitare l'equilibrio tra performance e compliance**




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