

Carlo Cappuccio

Partner in Canberra

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Carlo has more than 20 years' experience helping government and private sector organisations navigate complex governance, risk, regulatory and assurance challenges. Working extensively with Federal Government agencies, regulators and critical infrastructure operators, he advises clients on enterprise risk, resilience, regulatory frameworks and organisational performance, bringing clarity and confidence to complex decisions.

Drawing on experience across government programs, regulation and assurance, Carlo helps clients strengthen governance, improve delivery confidence and make informed decisions in complex operating environments. He is particularly recognised for his work with government agencies, regulators and critical infrastructure entities operating in highly scrutinised environments and facing significant strategic, operational and regulatory demands.

Engagement Experience —

- **Governance, risk and assurance:** Carlo advises on governance, risk and assurance to support effective decision-making, accountability and performance. He works with clients to strengthen governance arrangements, improve risk management capabilities and provide assurance over major programs and strategic initiatives.
- **Critical infrastructure and resilience:** Carlo has experience supporting government and industry on critical infrastructure security, resilience and regulatory obligations. He has worked across multiple aspects of the Security of Critical Infrastructure Act and supported critical infrastructure operators to understand their obligations, strengthen resilience and manage complex risks.
- **Regulatory design and oversight:** Carlo has extensive experience advising regulators on the design and implementation of regulatory frameworks. He has supported the development of compliance, monitoring and enforcement approaches that enable risk-informed and effective regulatory outcomes, drawing on experience across government policy, regulation and operational delivery.
- **Government programs and organisational performance:** Carlo supports government agencies to improve program governance, administration and delivery. His work has included reviewing major programs, strengthening organisational capability and helping agencies achieve intended outcomes through practical and sustainable improvements.
- **Stakeholder consultation:** Carlo is highly experienced at complex stakeholder consultation, across different cohorts (e.g. government, industry), seniority (from executives to operational stakeholders) and stakeholder group sizes. He is skilled at engaging with stakeholders to navigate complex issues, build consensus and drive practical outcomes.



Qualifications & Memberships —

- Bachelor of Commerce (First Class Honours), ANU
- Bachelor of Information Technology, ANU
- Chartered Accountant, CA ANZ
- Certified Internal Auditor, Institute of Internal Auditors
- Certified Information Systems Auditor, ISACA
- Managing Successful Programmes (Practitioner)
- Agile Scrum Master

Board Roles —

- Soldier On, Board Director and Audit Committee Chair



McGrathNicol