

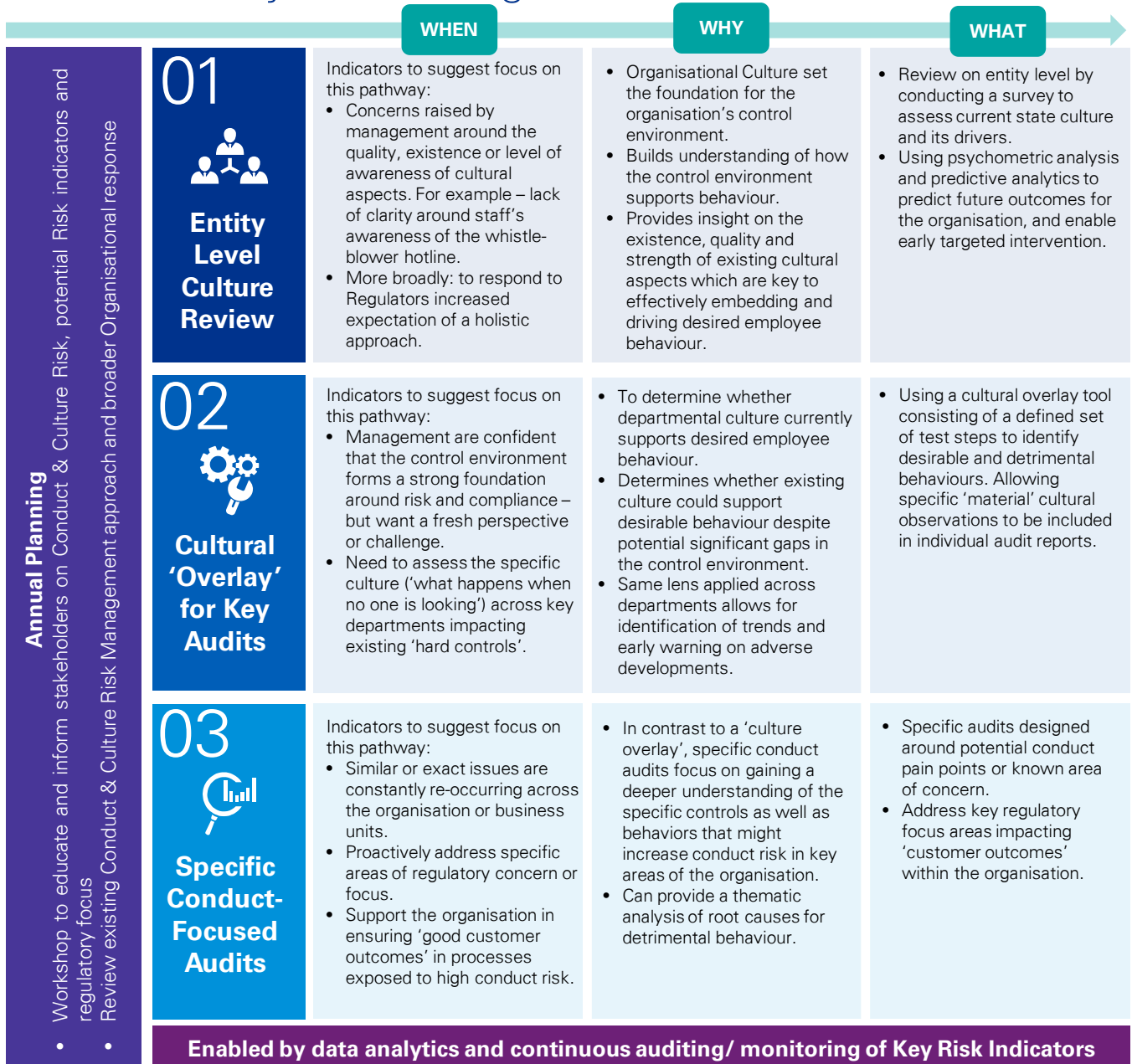
# KPMG's Culture & Conduct Assurance Framework

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Culture and conduct risk should be integrated into an organisation's risk management framework. The key for Internal Audit as the third line of defence is that it is able to provide independent and objective assurance to the Board on the effectiveness of the risk management activities performed by the first and second lines of defence, and as such support the Audit Committee and Board in their oversight role. In the diagram below we set out three interconnected 'pathways' of how we believe IA functions can systematically approach Culture and Conduct assurance.

## Three Pathways to Auditing Culture & Conduct



# KPMG's Culture and Conduct Risk Management Offerings

Organisations are increasingly realising that investing in culture leads to measurable financial gains. Whether to support that notion, or purely in response to the increased regulatory focus, Internal Audit (IA) needs to demonstrate that they are up to the challenge of auditing culture and help safeguard their organisation against conduct failures. We can specifically tailor our offering to Internal Audit's needs and have highlighted some of our services below:

## How can we help?

### Internal Audit Methodology

- Review your existing methodology
- Define Culture and Behavioural control auditing methodology
- Phased rollout of methodology

### Subject Matter expertise

- We can supplement your IA department on co-sourcing and/or outsourcing basis by providing SMEs in the field of e.g.:
- ✓ **Best Execution**
- ✓ **Pricing and related disclosures**
- ✓ **Incentive Systems**
- ✓ **Individual Accountability / MIC**
- ✓ **Sales suitability**

### Internal Audit Strategy

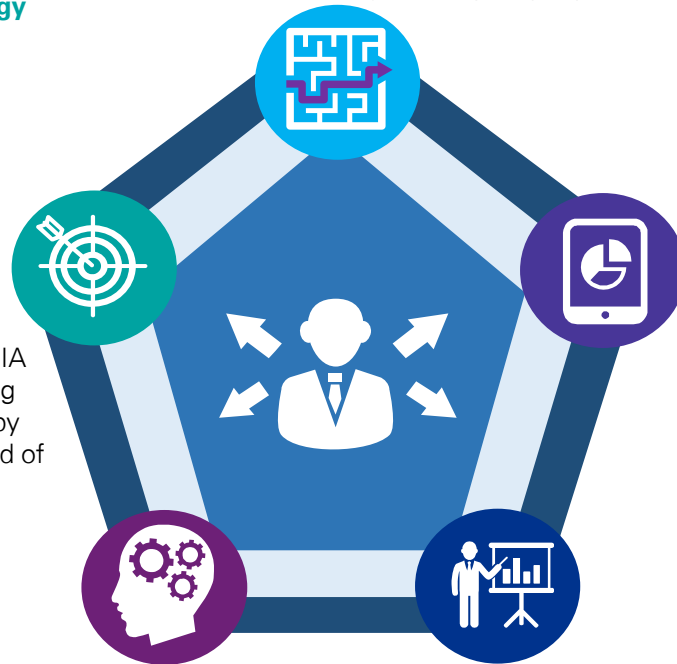
- Co-create a holistic audit approach and implementation strategy
- Transformation Program for your people

### Data & Technology

- Data and Analytics, visualisation, information management
- Target Operating Model design
- Scenario testing
- Metrics implementation and testing

### Training

- Board Audit Committee and Senior Management awareness sessions
- Culture & Conduct Training Program tailored for your IA staff



## Contact us



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