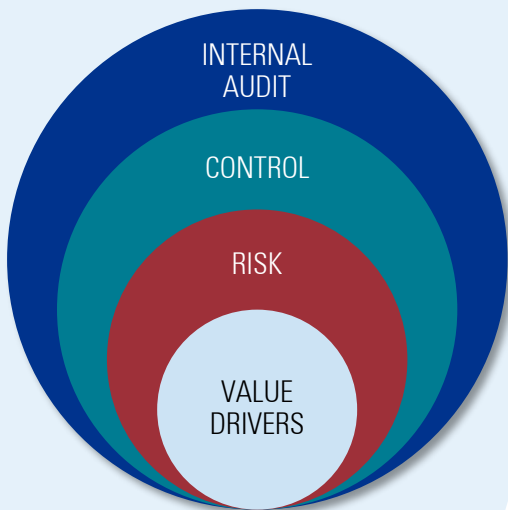
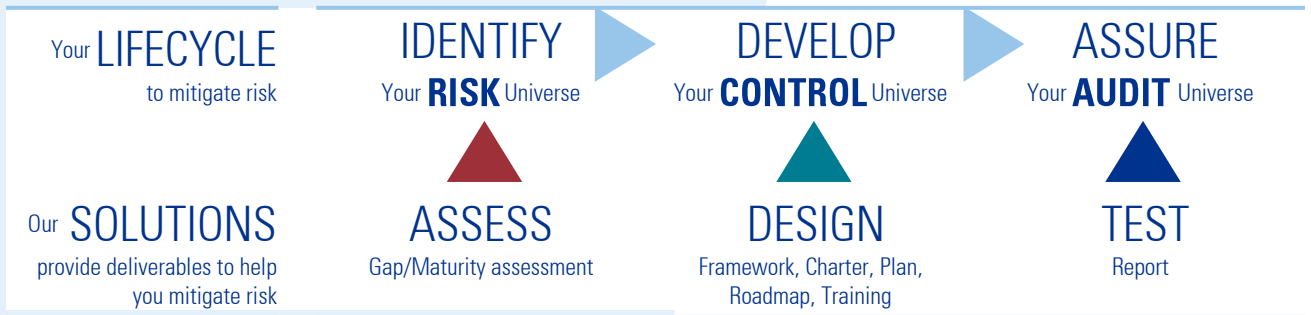


Increasing complexity and change requires new thinking and an integrated approach to mitigate your risk



Our next generation solutions, powered by our industry knowledge and functional expertise, are designed to compliment each other to achieve the following risk mitigation objectives:

-  SAFER
-  LEANER
-  BETTER

Insights that create value, protect value and mitigate risk

Our Team of 290 is supported by an additional 190 IT Audit professionals

Our 50 integrated Risk, Control & Internal Audit solutions:

FUNCTION	RISK	CONTROL	INTERNAL AUDIT	COMMITTEE
Governance Contributing to business strategy, understanding emerging risks, scrutinizing the internal control environment and engaging stakeholders	01 King III Self Assessment 03 Governance Frameworks, Charters, Policies, Delegations of Authority, Terms of Reference, Training		02 King III Review 04 Governance Review 05 Board Committee Evaluation 06 Relational Proximity Framework	All Committees
Risk Implementing sustainable ERM systems, react to risks and enhance business value and performance	07 Risk Assessments	08 ERM Framework Design 10 Risk-Based Strategies (Risk-to-Value) 11 ISO 31 000 Implementation	09 Functional review 12 Risk Appetite 13 GRC Integration	Risk Committee Investment Committee
Regulation Complying with rules & regulations	14 Compliance Assessments 16 Regulatory Investigations	15 Compliance Programmes 17 Regulatory Readiness		Risk Committee Audit Committee Risk Committee
Contracts Monitoring compliance with contractual agreements by third-parties (e.g. suppliers, customers, business partners)		18 Distribution Reviews 19 Royalty & License Reviews 20 Supplier Reviews 21 Software License Compliance		Investment Committee Audit Committee
Sustainability Understanding the complex and evolving policy, regulatory, and business environment risks and opportunities relating to climate change and sustainability whilst capitalizing on the opportunities	22 Software Asset Management 23 Intellectual Property Advisory 24 Materiality Assessments 25 Carbon Solutions 27 Energy Solutions 29 Green Tax Index 31 Water Scarcity 33 Sustainable Supply Chain 34 Regulatory Services 35 Risk-Strategy Related Services 36 Social Investments 37 Sustainability Program Services		26 Health & Safety Audit 28 GRI G4 Reporting 30 Stakeholder Consultation 32 Assurance Services	Social & Ethics Committee
Internal Audit Improving internal audit quality and oversight, increase value while optimizing costs, enhance risk and controls management	38 Integrated Risk Assurance 42 Design review (IIA / COSO)	40 Establishing an Internal Audit Function 44 Control Self-Assessment 45 Issue Tracker 46 Major Project Assurance 48 Data & Analytics Training 50 Continuous Risk Assurance	39 Operational effectiveness review 41 Quality Assurance review 43 Performance Audit 49 Data & Analytics-enabled Internal Audit	Audit Committee Remuneration Committee Investment Committee Risk Committee



Stakeholder focus, **re-balanced** Lines of Defense, shift **beyond compliance**

Lower costs through integrated solutions, the use of **technology** and leveraging **best practice**

Increased **coverage, quality** of information, **efficiency** of assurance, **leading** methodologies

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