



Grant Thornton

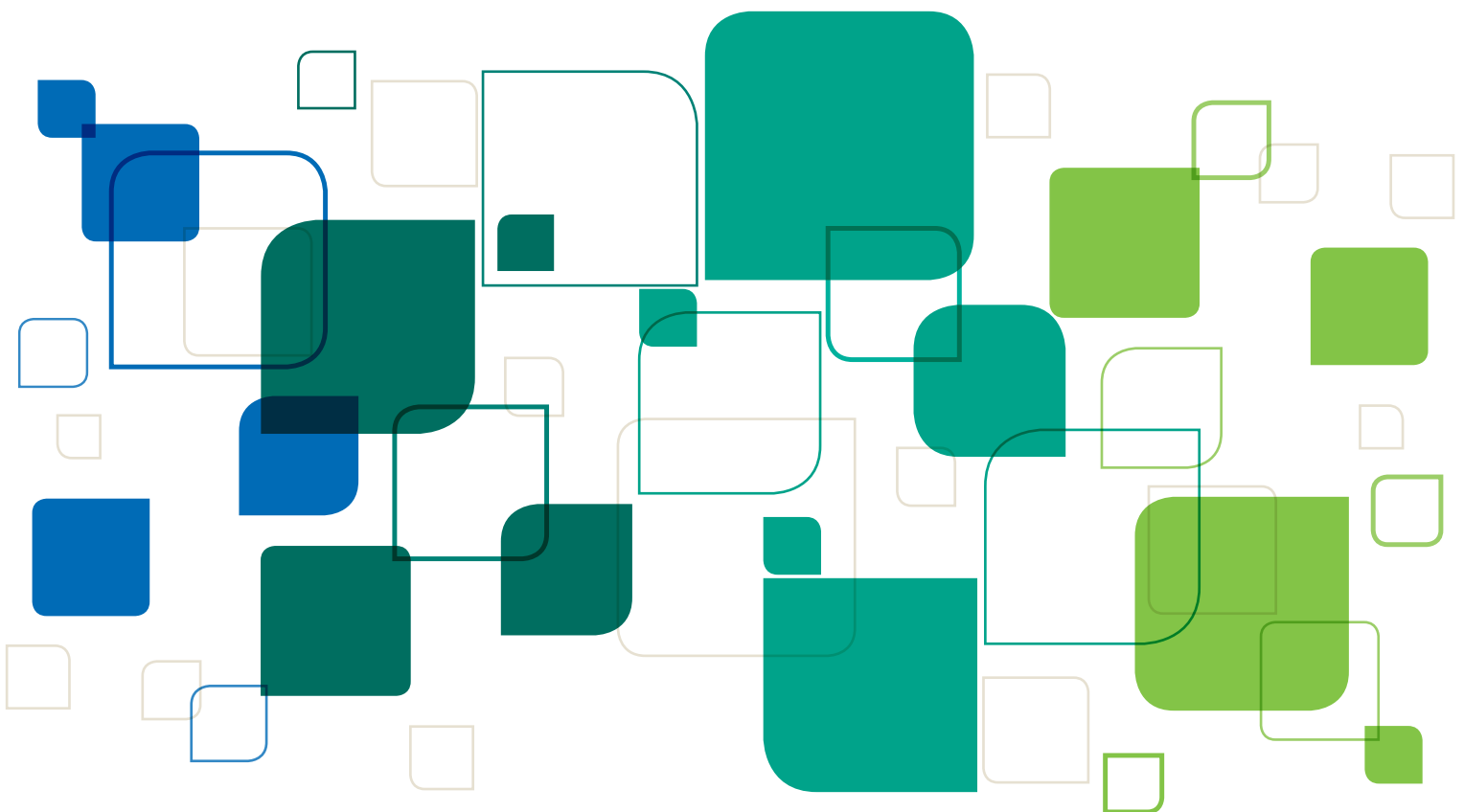
An instinct for growth™

2016

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# BUSINESS RISK SERVICES

CAPABILITY STATEMENT



**EVERY ORGANISATION FACES STRATEGIC, FINANCIAL, OPERATIONAL AND TECHNOLOGICAL CHALLENGES. OUR ADVICE FREES YOU UP TO MANAGE RISK EFFECTIVELY AND IMPROVE YOUR BUSINESS PERFORMANCE.**

Risk advice that cuts right through your strategic, operational and technological challenges

Mid-size businesses and others face constant challenges navigating the risks involved in achieving growth and scale.

Our professionals deliver objective, value-added solutions to help you strengthen your internal controls and governance processes, implement sound organisational strategies, increase your technological capabilities and improve overall operational efficiency.

**HOW WE HELP CLIENTS**

We understand that many organisations today need additional resources to deal with the enormous responsibilities attendant on success. A clear perspective or an informed opinion can help businesses establish robust internal controls, use information technology effectively, manage regulatory compliance and improve their performance.

Our offering includes:

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Internal audit

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Legislative and regulatory compliance

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Risk management

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Internal control and process risk

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Governance

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Data analytics

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## INTERNAL AUDIT

It's not just compliance.

Internal audit is about much more than compliance. It's critical to good governance and business performance. It provides confidence to manage key risks, informs good decision making and improves organisational performance.

A good internal audit evaluates and improves your risk management controls; reviews governance processes and procedures, and assesses your organisation's key functions and support services to ensure your business goals are supported effectively and your regulatory responsibilities are met. Greater efficiencies, aligned to your core business objectives, ultimately reward your bottom line.

Our internal audit services provide you with the independent and objective support you need in designing, implementing and operating your controls effectively.

Fully compliant with the International Standards for the Professional Practice of internal auditing (Standards) our offering includes:

- Establishing an internal audit function
- Co-sourced and outsourced solutions
- Peer review of internal audit functions
- IT general and systems controls reviews
- IT security assessments

### OUTSOURCED INTERNAL AUDIT

Looking to set up an internal audit department or outsource your existing internal audit department? Our outsourced internal audit solutions are flexible. We can:

- Assess your audit requirements
- Develop an internal audit charter
- Generate an internal audit strategy
- Deliver and report on internal audit reviews
- Run your full internal audit function

### CO-SOURCED INTERNAL AUDIT

Your in-house internal audit department could benefit from the breadth of skills our experienced practitioners offer, along with key specialist skills in performance improvement, organisational culture and ethics and technology advisory. Or perhaps you require additional resources at peak times? Our co-sourced internal audit solutions provide:

#### Project management expertise

Access to subject matter experts in information technology, including BCP/DRP, cyber security and IT strategy; leadership, talent and culture; performance improvement; fraud and corruption assessment and investigations and WH&S

#### Experienced internal auditors who require minimal supervision

In-country support around the world thanks to Grant Thornton's global network of firms

### PEER REVIEW

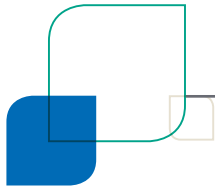
Grant Thornton's internal audit effectiveness and improvement reviews will help you assess and improve your internal audit's function. Our reviews deliver real value through:

#### Benchmarking against current best practice

#### Productivity and value-for-money assessments

#### Pragmatic advice on improvements

Assurance to boards and audit committees that your internal audit function is focused resourced and managed appropriately



## LEGISLATIVE AND REGULATORY COMPLIANCE

Managing your compliance and reporting obligations can make big demands on scarce resources. How do you reduce risk, eliminate inefficiencies and improve value? Grant Thornton's compliance offering can help you achieve a high level of compliance cost-effectively.

We're right across your legislative and regulatory requirements, including legislation like the Corporations Act, the Privacy Act, the WHS Act and APRA's Prudential Standards. We specialise in delivering relevant, timely and practical advice to your key people to help them fulfil your compliance obligations through:

- Comprehensive compliance reviews of legislative and regulatory requirements
- Service organisation attestation reports (e.g. ISAE 3402 reports)
- Contract compliance including supplier/vendor agreements
- Outsourcing and service level agreement compliance
- Work Health and Safety reviews
- Comprehensive reviews of compliance with APRA Prudential Standards

## INTERNAL CONTROLS AND PROCESS REVIEWS

Are your key business processes protected by adequate and effective controls? Are you losing money on inefficient or excessive controls?

All businesses must change and evolve to remain competitive but if your control environment doesn't adapt, the risk of failure grows. It's essential to ensure your processes, systems and controls enhance value, rather than dilute it.

With their trademark rigorous approach, our experienced team will help you identify and understand the risks inherent in key processes and whether your existing controls are adequate.

Our process risk and control service offering provides a sharper focus on internal controls through procedure manuals and training programmes that not only reinforce the desired view of 'the way things should be done' but highlight non-standard practices and improve communication and awareness of the control environment. Our offering includes:

- Control design assessments and rationalisation reviews
- Efficiency and effectiveness assessments of processes
- Pre and post-implementation reviews
- Development of control self-assessments
- Fraud and corruption control assessments and plans
- Business continuity and disaster recovery plan development and assessment



## RISK MANAGEMENT

Effective risk management gives companies the confidence to act on future business decisions.

We've seen an increasing focus on identifying and managing risks before they eventuate – defining risks, weighting their probability and impact and developing your responses is the essence of good risk management.

Our risk management offering helps you develop or enhance your organisation's approach to risk management, to the point where it is successfully embedded in the organisation. This includes:

- Assessing risk management frameworks
- Conducting enterprise-wide risk assessments
- Development of Risk Policy, frameworks and Risk Appetite Statements
- Assisting you to embed effective monitoring and control processes
- Risk culture assessments
- Risk maturity assessments
- Comprehensive APRA Prudential Standard CPS 220 reviews

A rigorous and disciplined approach to risk management will help safeguard your business's assets and allow you to achieve your growth objectives.

## GOVERNANCE

### ARE YOU ABOUT TO LIST ON THE ASX? THEN YOU'LL WANT TO ENSURE COMPLIANCE WITH THE ASX CORPORATE GOVERNANCE PRINCIPLES AND RECOMMENDATIONS

Whether your company is a fully listed or private company looking to adopt best practice, we'll work with you to develop solutions tailored to your needs. We'll help strengthen your governance structures – structures that underpin optimum corporate performance – as well as ensure rigorous regulatory compliance.

### CORPORATE GOVERNANCE DESIGN

Working with you, we'll help to identify your business's strategic drivers, its operational processes and the key risks. Armed with this baseline data, we then assess the adequacy of your corporate governance structures to meet internal as well as regulatory requirements, while supporting, rather than hindering, your performance. Our services include:

- Governance framework assessments
- Development of governance frameworks
- Governance training

### BOARD EFFECTIVENESS REVIEWS

Inherent in any top-performing organisation is an effective top team. Our approach to reviewing board effectiveness is to facilitate a comprehensive review of board activities to ensure they support organisational performance. We can offer experienced advisors to assist with:

- Designing appropriate board structures
- Assessing board and director performance
- Board succession planning

## WHY GRANT THORNTON BUSINESS RISK SERVICES?

Why use Grant Thornton's Business Risk Services offering? We provide:

Clear, factual, quality reporting

Highly experienced and diligent professionals

Independent, objective and practical advice

Significant Partner involvement in all engagements

The flexibility to adapt with you

A 'no surprises' approach

Technical expertise and advice readily available

Continuous communication





## ABOUT GRANT THORNTON

Grant Thornton is one of the world's leading organisations of independent assurance, tax and advisory firms.

These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice. Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions.

Grant Thornton Australia has more than 1,000 people working in offices in Adelaide, Brisbane, Cairns, Gold Coast, Melbourne, Perth and Sydney. We combine service breadth, depth of expertise and industry insight with an approachable "client first" mindset and a broad commercial perspective.

More than 42,000 Grant Thornton people, across over 130 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work. Through this membership, we access global resources and methodologies that enable us to deliver consistently high quality outcomes for owners and key executives in our clients.

**42,000+**

PEOPLE GLOBALLY

**130+**

COUNTRIES

**\$4.6BN**

WORLDWIDE REVENUE  
2015 (USD)

**1,000+**

PEOPLE NATIONALLY

### INDUSTRY SPECIALISATIONS

Automotive Dealerships

Energy & Resources

Financial Services

Food & Beverage

Health & Aged Care

Life Sciences

Manufacturing

Not-for-Profit

Professional Services

Public Sector

Real Estate & Construction

Consumer Products & Retail

Technology & Media

### OUR SERVICES TO DYNAMIC BUSINESSES

#### Tax

Business planning tax advice

Corporate tax risk management

GST & indirect taxes including fuel tax credits

Fringe benefits tax

Employment taxes

International tax

Transfer pricing

Expatriate taxes

Research & development

Corporate advisory services

#### Audit & assurance

External audits

Internal reviews

Reviews of financial reports

Technical IFRS & accounting advice

IFRS training

Expert accounting & audit opinions

Systems & controls reviews

Compliance audits & reviews

#### Private advisory

Business & strategic planning

Compliance services

Tax advisory

Outsourced accounting solutions

Private wealth advisory

#### Financial advisory

Capital markets

Corporate insolvency

Corporate simplification

Debt advisory

Complex & international insolvency

Due diligence

Expert witness

Family law

Financial modelling

Initial Public Offerings

Investigations

IT forensics

Mergers & acquisitions

Personal insolvency

Raising finance

Restructuring & turnaround

Valuations

Transaction advisory

#### Growth advisory

#### Business Risk Services

Internal audit

Legislative & regulatory compliance

Risk management

Internal control & process risk

Governance

Data analytics

#### Performance improvement

Business & growth strategy

Operational improvement & effectiveness

Finance function transformation

Supply chain improvement

Implementation strategies for M&A

#### Leadership, talent & culture

Business strategy & planning

Leadership

Talent & capability

Cultural transformation

HR Direct

#### Public sector advisory

Policy strategy governance

Organisational design & implementation

Regulations

#### Technology advisory

Technology strategy & optimisation

Technology audit & reviews

Technology project governance

ITIL enablement

IT security

Project scoping & management

#### Technology solutions

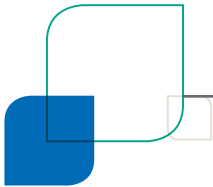
ERP/CRM/ eCommerce

Corporate performance management

Process automation

Data analysis

Mobile enterprise applications & document management



## CONTACTS

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