

# GOVERNANCE ADVISORY

## Governance, Risk & Compliance

BDO's managed Governance, Risk and Compliance ("GRC") Services provide a structured on-demand service approach to your GRC requirement while providing sufficient consideration as to the right approach for your organisation's culture, people and values.

Our managed GRC service credentials include professionals with extensive experience, leading edge processes and innovative technologies. We help clients to reduce the cost of GRC as controls can be continuously monitored, shortfalls remedied timely and continuous auditing facilitated.

In addition, BDO's Centre of Excellence for GRC could assist to:

- Benchmark Corporate Governance practices against best practice or regulatory standards including entity level controls assessment for Pre IPO purposes;
- Establish Enterprise Risk Management ("ERM") capability to help you take strategic, calculated risks, while managing the numerous threats and risks that can impede organisational growth;
- Assist in managing all regulatory and legal compliance requirements;
- Assess Anti-Fraud processes, identify potential fraud risks and recommend improvements to internal controls to address the risks;
- Assess compliance with specific regulations including Anti-Money Laundering Act ("AML"), ISO 37001, SOX 404, J-SOX, Basel II, and many others; and
- Establish platform or capability for continuous controls monitoring and continuous auditing.

## Internal Audit

Our Internal Audit services comprise the following:

### Strategic Partnering and Co-Sourcing



BDO can help you maximise organisational resources and strengths. Our internal Audit Services offer strategic partnering and co-sourcing services to assist your business with the establishment and management of a world-class, risk-oriented internal audit function. Our dedicated professionals can provide ad-hoc or ongoing support to help you achieve your internal audit objectives.

### Outsourcing



BDO's unique and compelling value can provide your organisation with skilled audit, risk and governance professionals. The most effective approach is within your reach with BDO. You can outsource your internal audit function to BDO to meet the challenges of conformance and performance today.

### Quality Assurance Review ("QAR")

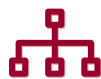


BDO can provide the QAR services you need to ensure optimal performance of your internal audit function. Our established QAR framework will significantly improve the performance, quality and integrity of your internal audit function providing a powerful foundation for achieving strategic goals and objectives.

## Operational Effectiveness Services ("OES")

Our professionals have the depth and breadth of experience, which you can leverage on, to get where you want to. BDO could assist to:

Provide independent diagnosis and viewpoints, and innovative advice and support in optimising finance and support operations to meet rapidly changing business demands or needs.



Advice on the development, communication, and management of policies and procedures organisations, including leading projects, customising and delivering learning programs in developing policies and procedures, flow diagramming, and other documentation skills, mentoring and coaching.





# Environmental, Social and Governance ("ESG") and Sustainability Services

BDO Risk Advisory Services team possesses experience and expertise in ESG reporting and risk management and allow us to support you with a broad range of ESG services that can be tailored to meet your needs. Our support covers the following areas:

- **ESG governance and reporting**

- ESG governance review
- Board awareness training on ESG
- ESG risk management review
- Target setting of environmental and social KPIs-Stakeholder engagement
- Mapping and integrating UN Sustainable Development Goals ("SDG") into strategy

- **Climate-related services**

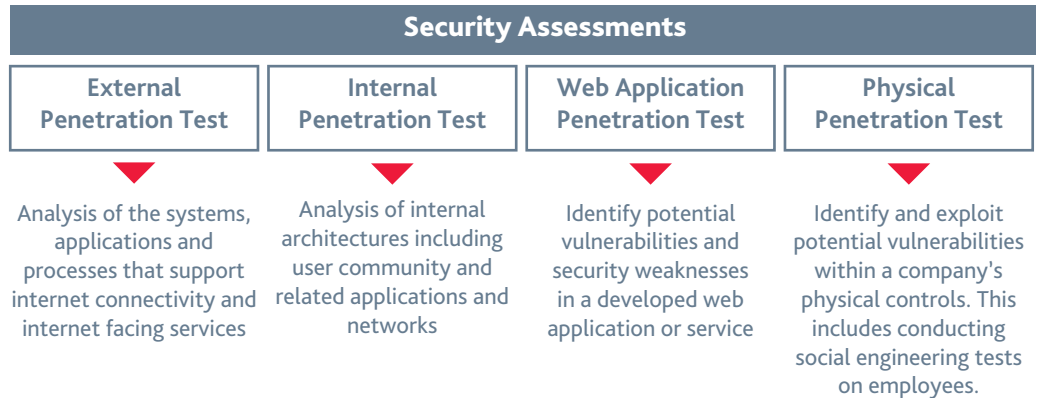
- Greenhouse gas management
- Climate change risk assessment
- Mapping climate-related risks
- Verification of carbon footprint
- Climate resilience business strategy advisory

- **Supply chain risk management and audit**
- **Independent assurance on ESG report**

## Cyber Risk Management

Our IT Advisory team is committed to sharing the knowledge and best practices gained from years of experience of providing IT services. We understand the unique needs of our clients and work with them to provide customised IT services using our methodologies and highly experienced staff. Our IT advisory combines technology, auditing and risk management processes and methodologies with experienced professionals and industry experience.

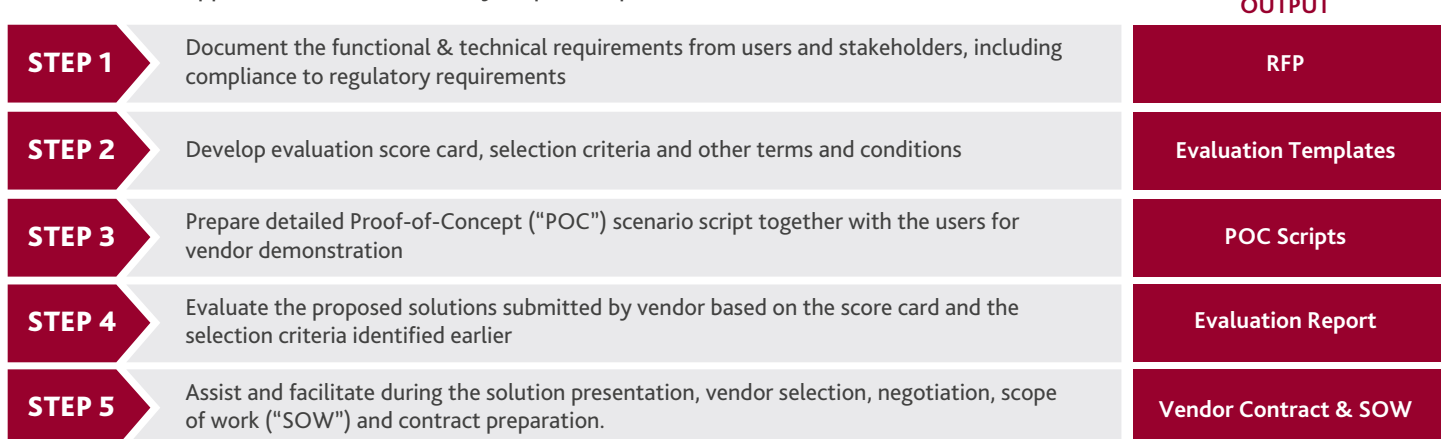
Our suite of services is designed to assist in addressing the risks and meet the specific needs of our clients, especially in the areas of Information Systems and Security Governance and Cyber Resilience. Our Cyber Resilience services take a holistic approach to security, covering people, processes and technology, and are founded upon overall security assessments.



## Systems & Vendors Assessments

At BDO, we have developed a structured approach for Systems and Vendors Assessment process that delivers vendor-independent, objective and practical advice to assist you in arriving at a critical decision in meeting your goals. Readily available BDO specialised templates and tools with embedded best practices complementing the approach are also used in the assessment; allowing quick deployment and fast turn-around time for decision.

Our assessment approach consists of five key steps as depicted below:



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