

Enterprise Risk Services

ERS provides strategic risk solutions addressing significant issues which attract the attention of financial institutions' senior leadership



As financial institutions seek to respond to the new regulatory and commercial challenges following the financial crisis, technology is playing a pivotal role in improving the risk management environment. It is imperative that institutions have effective systems and procedures in place to meet global regulators' requirements for effective, accurate, and timely risk management and oversight by senior management as well as the board, as applicable.

The importance of controlling and monitoring risk, from the quality of underlying data and the application of analytics through to data privacy and security has never been higher in financial services.

The Enterprise Risk Services practices ("ERS") of Deloitte member firms help organizations build value by taking a Risk Intelligent approach to managing financial, technology, and business risks. This approach helps Deloitte member firm clients: focus on their areas of increased risk; bridge silos to effectively manage risk across organizational boundaries; and pursue not only risk mitigation, but also intelligent risk taking as a means to value creation.

ERS offers its services to clients through three risk advisory platforms, namely:

- Governance, Regulatory & Risk;
- Controls Transformation & Assurance;
- Security, Privacy & Resiliency.

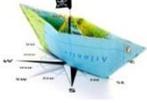


Governance, Regulatory & Risk

The Governance, Regulatory & Risk (GR&R) practices provide consultative services to executives and boards that are designed to help create and protect value and enhance effective management of strategic, regulatory, financial, operational, and compliance risks on a sustained basis. ERS works with organizations to develop sustainable governance, compliance, and risk management programs by helping them identify, remediate, monitor, exploit, and manage enterprise risks. Additionally, GR&R supports the coordination and utilization of people, processes, and technology to improve effectiveness and help manage costs. GR&R provides three types of services:

Enterprise Risk Management and Governance Services

Assist boards, c-suite executives, and senior management in developing and deploying strategic risk management programs and processes. In today's challenging market conditions, companies often have a lower tolerance for "surprises" and a greater need to manage risk holistically. Furthermore, certain regulatory rules requiring disclosures regarding the board's role in risk oversight are driving the need for an enterprise-wide view of risk. To address these internal and external drivers, ERS helps clients and boards through the following services.



- Enterprise Risk Management
- Risk Reporting and Monitoring
- Risk Intelligent Processes and Systems
- Corporate Governance Benchmarking and Best Practices
- Board Education and Awareness
- Risk-Based Decision Support

Risk Services

Provide solutions and frameworks in the areas of risk analytics and measurement, risk reporting, and risk data management to help companies design, implement, and improve their infrastructure (processes, data, and technology) related to specific risks (e.g., Governance, Strategy & Planning, Operations / Infrastructure, Compliance, and Reporting) affecting the organization.



- Risk Assessment, Monitoring and Management
- Risk Benchmarking and Analysis
- Risk Management Processes and Systems
- Risk Reporting and Monitoring
- Quantitative and Qualitative Measures of Financial Risk
- Risk Management Implementation and Training

Regulatory and Compliance Program Services

Provide three levels (strategy, operational and remediation) of engagement to help organizations anticipate and adapt to regulatory change; achieve a cost-effective balance between compliance and risk; and in response to enforcement.



- Compliance Processes, Policies and Procedures
- Compliance and Risk Assessments
- Compliance Reporting
- Compliance Technology Solutions
- Compliance Reviews
- Compliance Benchmarking and Modeling
- Remediation Services
- Compliance Testing

Controls Transformation & Assurance

In an environment of escalating IT security threats, technology outages, data integrity and quality issues, corporate governance concerns and privacy mandates, organizations need to be sure of the integrity, confidentiality, and availability of their information and underlying systems. This requires information systems that are properly deployed, monitored and controlled. Leveraging its global network and in-depth industry knowledge, ERS assists organizations with mitigating the risks associated with internal systems, business processes, projects, applications, data and third party reliance. Controls Transformation & Assurance services include the followings:

Internal Audit Services

Help boards and senior executives better manage enterprise risks. Deloitte professionals with their broad understanding of risks and areas of operational improvement help organizations enhance the effectiveness, quality, and value received from Internal Audit (IA).



- Internal Audit Outsourcing / Co-sourcing
- Internal Audit Expertise/SME sourcing
- Internal Audit Effectiveness Reviews (QARs)
- Internal Audit Loan Staffing
- Internal Audit Transformation
- Internal Audit Advisory

Information & Controls Assurance Services

Focus on the identification and mitigation of risks affecting internal systems, business processes, projects, applications, data and third parties.



- Integrated External Audit
- International Organization for Standardization ("ISO")
- Third Party Reporting
- Controls Transformation Services

Contract Risk & Compliance Services

Focus on risk management that can help organizations optimize relationships with other entities to improve business processes, maximize revenue, manage costs, address risks, strengthen relationships, and boost performance.



- Business Relationship Management
- Customer Relationships Risk and Compliance
- Joint Venture, Alliance, and Other Relationships Risk and Compliance
- Vendor Relationships Risk and Compliance

Sustainability & Climate Change Risk Services

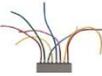
Help clients to successfully manage corporate responsibility and sustainable development issues, embed corporate responsibility into business activities, and deliver long-term sustainable value to the organization and its stakeholders.



- Risk Assessments
- Controls Implementation
- Accounting, Reporting, and Disclosure
- Governance and Strategy
- External Assurance
- Internal Assurance

Security, Privacy & Resiliency

With security and privacy breaches on the rise, and with a corresponding increase in regulation, the threats to an organization extend well beyond the particulars of any one incident. Executives and boards have a compelling need to understand and reduce their security and privacy exposure. To help organizations avoid being the next victim of a security breach, ERS provides the following security, privacy & resiliency services:

	Security Management Services	Help organizations address a wide range of security requirements, using proven methodologies to design and implement programs and solutions around policies and standards, governance and strategy, metrics, automated dashboards, and automated risk and compliance solutions.
	Cyber Security Services	Help organizations plan, and execute, an integrated cyber approach to harness the power of information networks to enhance business operations, increase mission performance, and improve customer support, without compromising security or privacy.
	Information Protection Services	Help clients understand the key factors for reducing exposure to critical risks associated with the handling of personal information and sensitive data, and potential damage to brand.
	Identity and Access Management Services	The Identity & Access Management framework developed and used by ERS combines business process, security and controls, enterprise resource planning (ERP), project management, and technology skills with in-depth vendor software knowledge to address areas including: current state analysis; development of a strategy, business case and roadmap; solution design; product selection; and identity management program implementation and integration.
	Application integrity Services	Leveraging Deloitte's know-how and tools, ERS can help clients meet the requirements of their regulators, auditors, and internal stakeholders by addressing the following areas: <ul style="list-style-type: none">• Application security and controls• Business controls and process improvements• Segregation of duties• Interfaces and integration• Implementation and configuration of VIRSA and SAPs GRC suite of modules
	Resilience Services	Deloitte's experience combined with the use of a strong operational resiliency framework methodology help clients create organizational resiliency, a state in which issues are identified and prevented before they arise, and prepare the client to manage the unexpected.

Relevant Enterprise Risk Services proposition for the Financial Services industry:

- Cyber Threat Intelligence
- FATCA
- Financial Crime
- Global Privacy Compliance
- Regulatory & Compliance Consulting
- Risk & Capital Management
- Risk Information Analytics
- Risk Transformation
- Security Information & Event Management
- Internal Audit
- Integrated Compliance Risk Management Controls – Sarbanes-Oxley Reporting
- Contract Risk & Compliance

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