



Compliance
agenda
2016

Third party compliance

Key compliance trends

Key trends concerning the compliance development the last 12 months



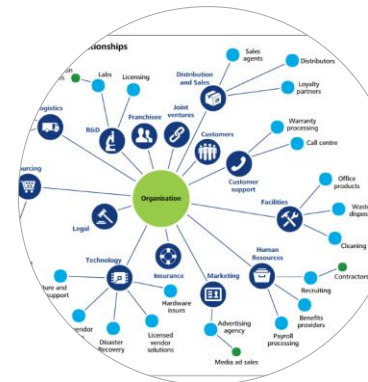
Increased
BoD & Ex.
Mgmt focus



Increased
legislation



Increased
trans-
parency and
media focus



Increased
expo-
sure to
and focus on
third parties

Examples of recent cases



Skanska debarred in Brazil for alleged Petrobras-related corruption

Brazil's main administrative anti-corruption authority has banned Skanska from bidding on government contracts over bribery allegations, but the construction company claims the measure won't negatively affect it as it does no business in the country



Telia relies on established names for Uzbek bribery probe

As Telia deliberates a US\$1.4 billion settlement offer from US and Dutch authorities to resolve allegations of bribery to enter the Uzbek telecoms market, GIR can reveal the Swedish, Dutch and US lawyers acting for the company.



Energy company execs caught up in US\$12.3m corruption probe

With parliamentary elections looming, Russian investigators have escalated a local political clean-up into a national matter, accusing executives at energy company T Plus of bribery.



SFO confirms second Airbus corruption investigation

The SFO is investigating Airbus for potential fraud and bribery in its use of third-party agents - four months after the aircraft manufacturer self-reported the matter.

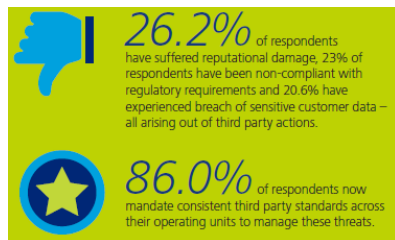
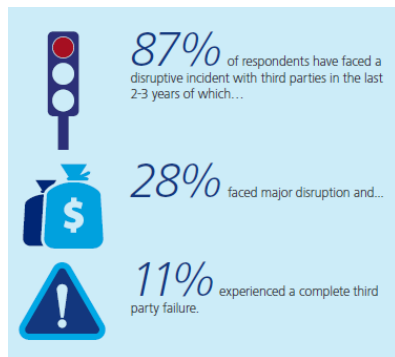
Highlights of the 2016 global third party risk survey

Global third party risk survey - highlights

Deloitte surveyed over 170 organisations on the key issues and trends impacting their approaches to managing and mitigating third party risk. The majority of these organisations had annual revenues in excess of USD 1 Billion. The composition of the participants was as follows:

Business, infrastructure and professional services	Consumer business	Energy and resources	Financial services	Healthcare and life sciences	Manufacturing	Public sector	Technology, media and telecommunications
9%	12%	9%	39%	3%	6%	8%	14%

A. The threats are real



B. Third party relationships bring opportunity



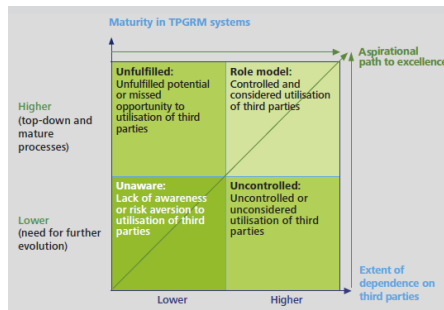
C. Mind the execution gap



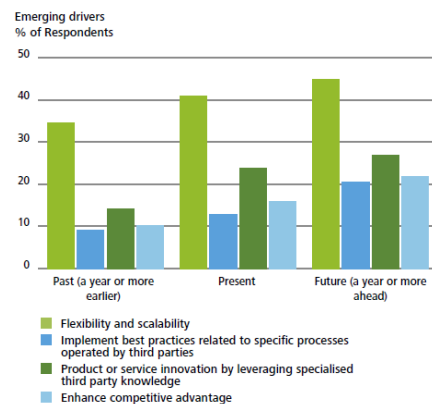
Global third party risk survey – key findings

The third party ecosystem

1. As dependence on third parties becomes increasingly critical, organisations are compelled to rapidly “catch-up” in enhancing the maturity of their TPGRM processes.

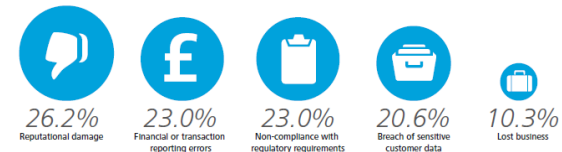


2. The drivers for third party engagement are progressively shifting from a focus on cost to a focus on value, reflecting organisational recognition of the strategic opportunity that third parties can create for them.

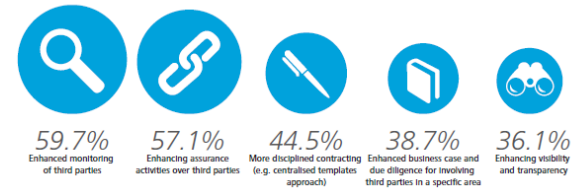


Managing third party risk

3. Third party risk incidents are on the increase with customer service disruption and regulatory breach being considered top risks.



4. Increased monitoring and assurance activity over third parties is believed to significantly reduce third party risk.



5. Organizational commitment to third party risk management is not supported by confidence in the related technology and processes.

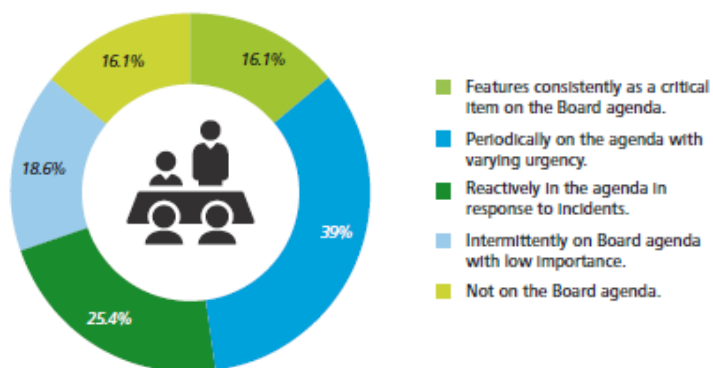
Domains of third party risk management where confidence is moderate to low



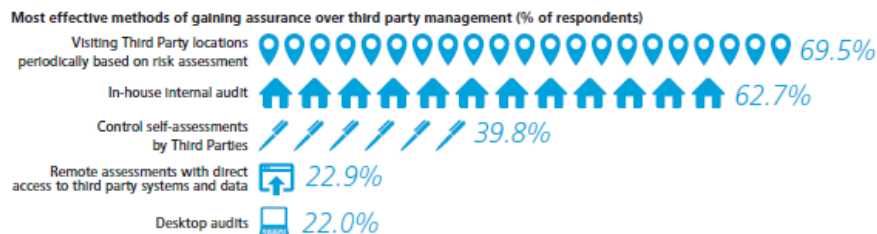
Global third party risk survey – key findings

Third party governance

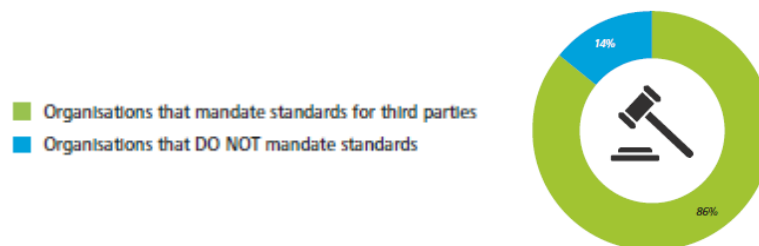
6. Third party risk is starting to feature consistently on Board agenda with CEO/Board-level responsibility in the more progressive organisations or those operating in highly regulated environments.



7. Visits to third party locations are considered the most effective method to gain assurance over third party management.



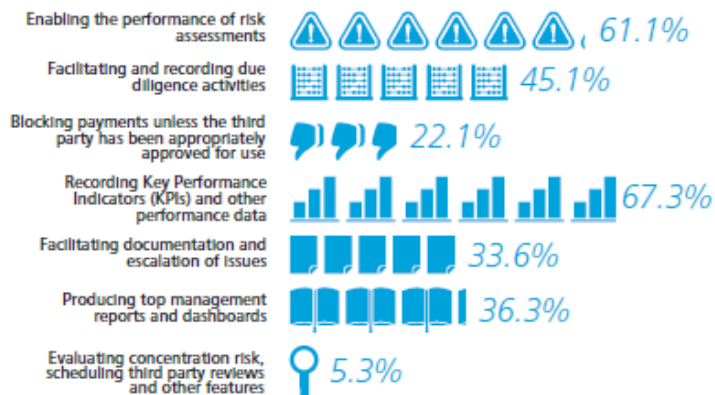
8. Most organisations are mandating consistent third party governance standards amidst increasing decentralisation of operating units.



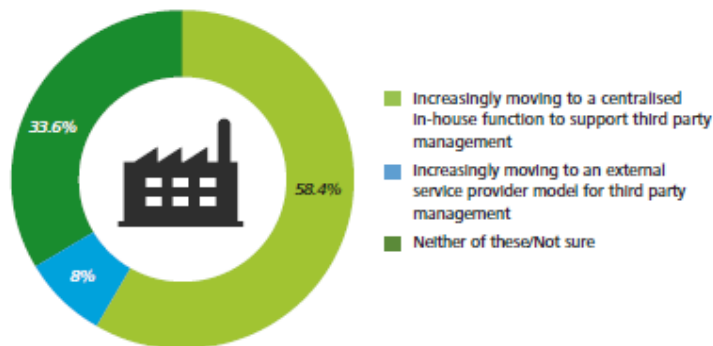
Global third party risk survey – key findings

Technology and delivery models

9. Existing technology platforms for managing third parties are considered inadequate.

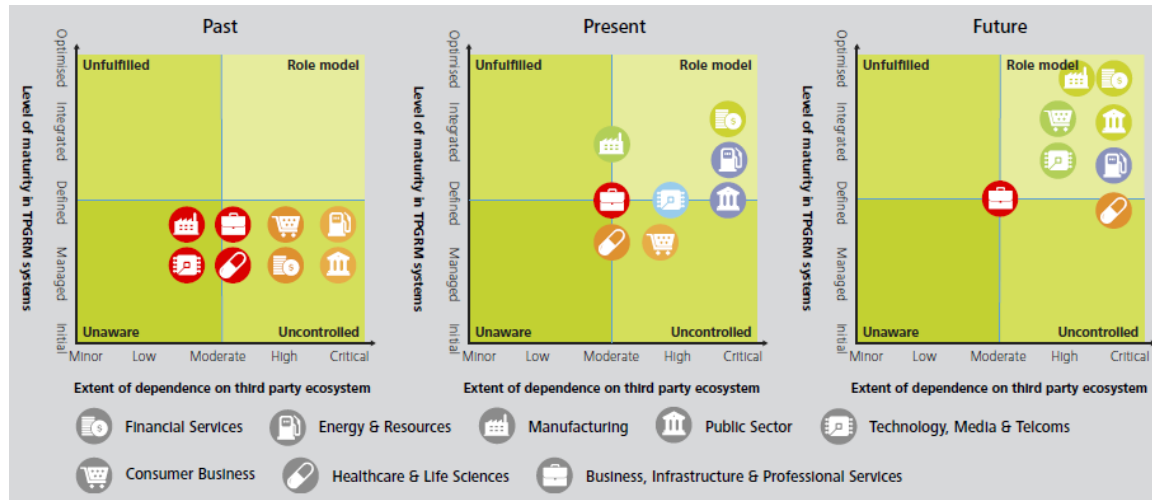


10. Organisations are in the process of deciding between centralised in-house models and external service-provider based models for third party monitoring.



Global third party risk survey - focus

The financial services industry is taking a lead role in developing effective third party governance and risk management frameworks:



Each industry has a different view on the priority of its third party related risks:

Risk areas	BIPS	Consumer business	EGR	FS	HLS	Manufacturing	Public sector	TMT
Disruption in customer service due to third parties	4	3	1	1	4	3	2	6
Breach of regulation or law through third party action	4	6	3	2	3	3	3	5
Reputational damage arising from third party behaviour	1	4	4	4	1	2	4	3
Breakdown in supply chain due to failure of third parties	1	2	5	3	1	6	5	4
Financial fraud or exposure created by third party behaviour	6	1	2	5	6	1	6	1
Failure of financial viability of third party impacting delivery	3	5	6	6	5	5	1	2

Program Compliance agenda 2016

PROGRAM, torsdag den 29. september kl. 8-13.

08.00-08.20: Registrering og morgenmad.

*08.20-08.40: **Velkomst og introduktion.** Ved **Thomas Brun**, partner og leder af Deloitte Enterprise Risk Services Danmark.*

*08.40-09.20: **Distributør due diligence i Coloplast.** Ved **Signe Elbæk**, Corporate Compliance Officer i Coloplast A/S.*

09.20-09.30: Kort pause.

*09.30-10.10: **Compliance in relation to an IPO.** Ved **Ulrik Jarlov**, Head of Compliance, DONG Energy.*

*10.10-11.00: **Sådan arbejder bagmandspolitiet.** Ved **Morten Niels Jacobsen**, statsadvokaten For Særlig Økonomisk og International Kriminalitet.*

11.00-11.10: Kort pause.

*11.10-11.50: **Anvendelse af data analytics inden for audit og compliance.** Ved **Jimi Kehlet**, Manager Audit Committee Secretariat, Novo Nordisk.*

*11.50-12.30: **Entering into new markets and business relationships with your eyes open.** Ved **Charlotte Edmead**, Director, Deloitte Business Intelligence Services UK.*

12.30-: Afrunding og opsamling. Efterfølgende serveres frokost.



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