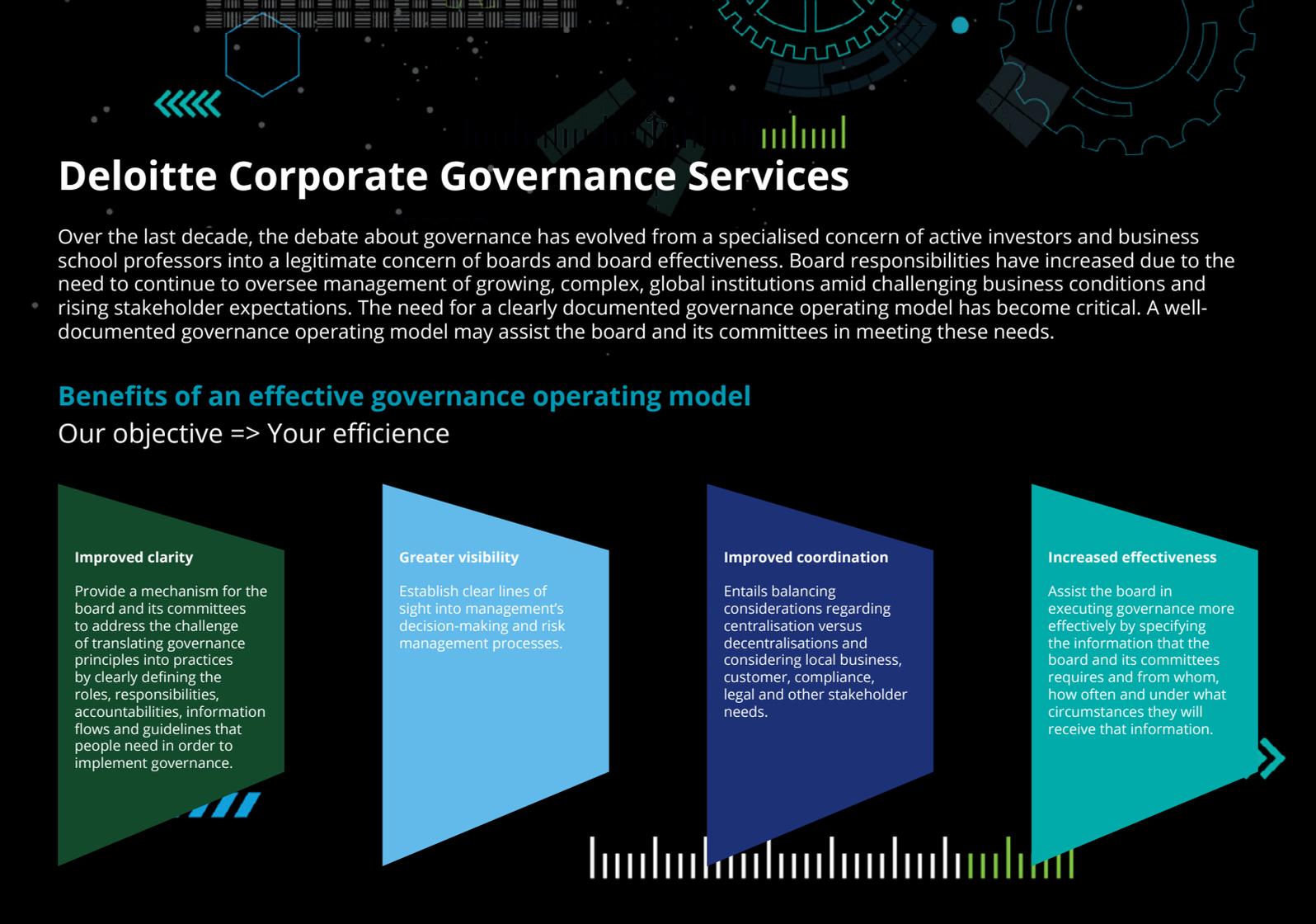


Deloitte.



Commerce, Industry & Public Sector (CIPS)
Corporate Governance Services



Deloitte Corporate Governance Services

Over the last decade, the debate about governance has evolved from a specialised concern of active investors and business school professors into a legitimate concern of boards and board effectiveness. Board responsibilities have increased due to the need to continue to oversee management of growing, complex, global institutions amid challenging business conditions and rising stakeholder expectations. The need for a clearly documented governance operating model has become critical. A well-documented governance operating model may assist the board and its committees in meeting these needs.

Benefits of an effective governance operating model

Our objective => Your efficiency

Improved clarity

Provide a mechanism for the board and its committees to address the challenge of translating governance principles into practices by clearly defining the roles, responsibilities, accountabilities, information flows and guidelines that people need in order to implement governance.

Greater visibility

Establish clear lines of sight into management's decision-making and risk management processes.

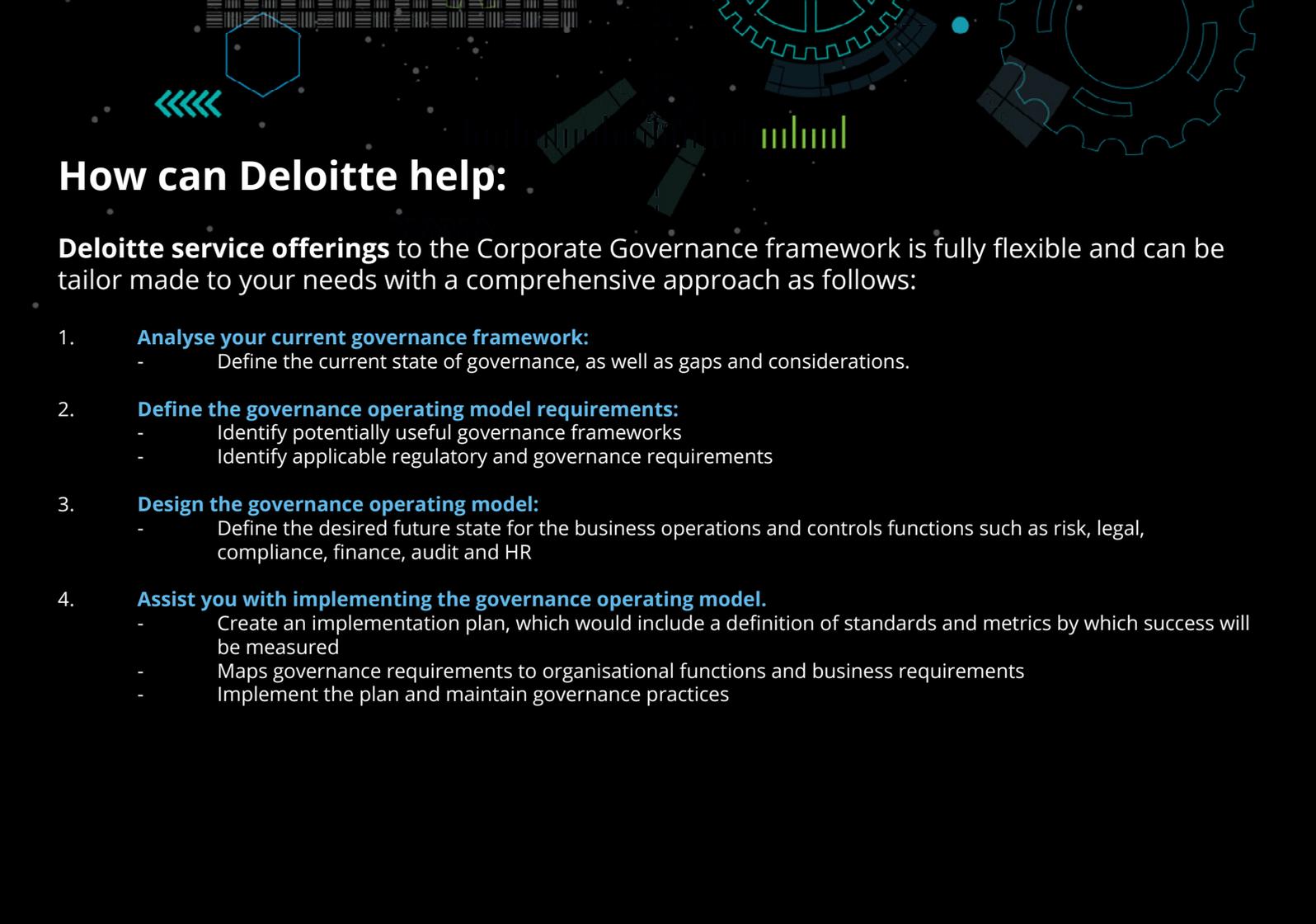
Improved coordination

Entails balancing considerations regarding centralisation versus decentralisations and considering local business, customer, compliance, legal and other stakeholder needs.

Increased effectiveness

Assist the board in executing governance more effectively by specifying the information that the board and its committees requires and from whom, how often and under what circumstances they will receive that information.





How can Deloitte help:

Deloitte service offerings to the Corporate Governance framework is fully flexible and can be tailor made to your needs with a comprehensive approach as follows:

1. **Analyse your current governance framework:**
 - Define the current state of governance, as well as gaps and considerations.
2. **Define the governance operating model requirements:**
 - Identify potentially useful governance frameworks
 - Identify applicable regulatory and governance requirements
3. **Design the governance operating model:**
 - Define the desired future state for the business operations and controls functions such as risk, legal, compliance, finance, audit and HR
4. **Assist you with implementing the governance operating model.**
 - Create an implementation plan, which would include a definition of standards and metrics by which success will be measured
 - Maps governance requirements to organisational functions and business requirements
 - Implement the plan and maintain governance practices

Contacts



Laurent Berliner

Partner | Risk Advisory Leader
Deloitte Luxembourg
lberliner@deloitte.lu
+352 45145 2328



Jerome Sosnowski

Partner | Risk Advisory
Deloitte Luxembourg
jsosnowski@deloitte.lu
+352 45145 4353



Luc Brucher

Partner | Audit and Assurance CIPS
Deloitte Luxembourg
lbrucher@deloitte.lu
+352 45145 4704

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Deloitte Luxembourg
20 Boulevard de Kockelscheuer
L-1821 Luxembourg
Grand Duchy of Luxembourg

Tel.: +352 451 451
www.deloitte.lu