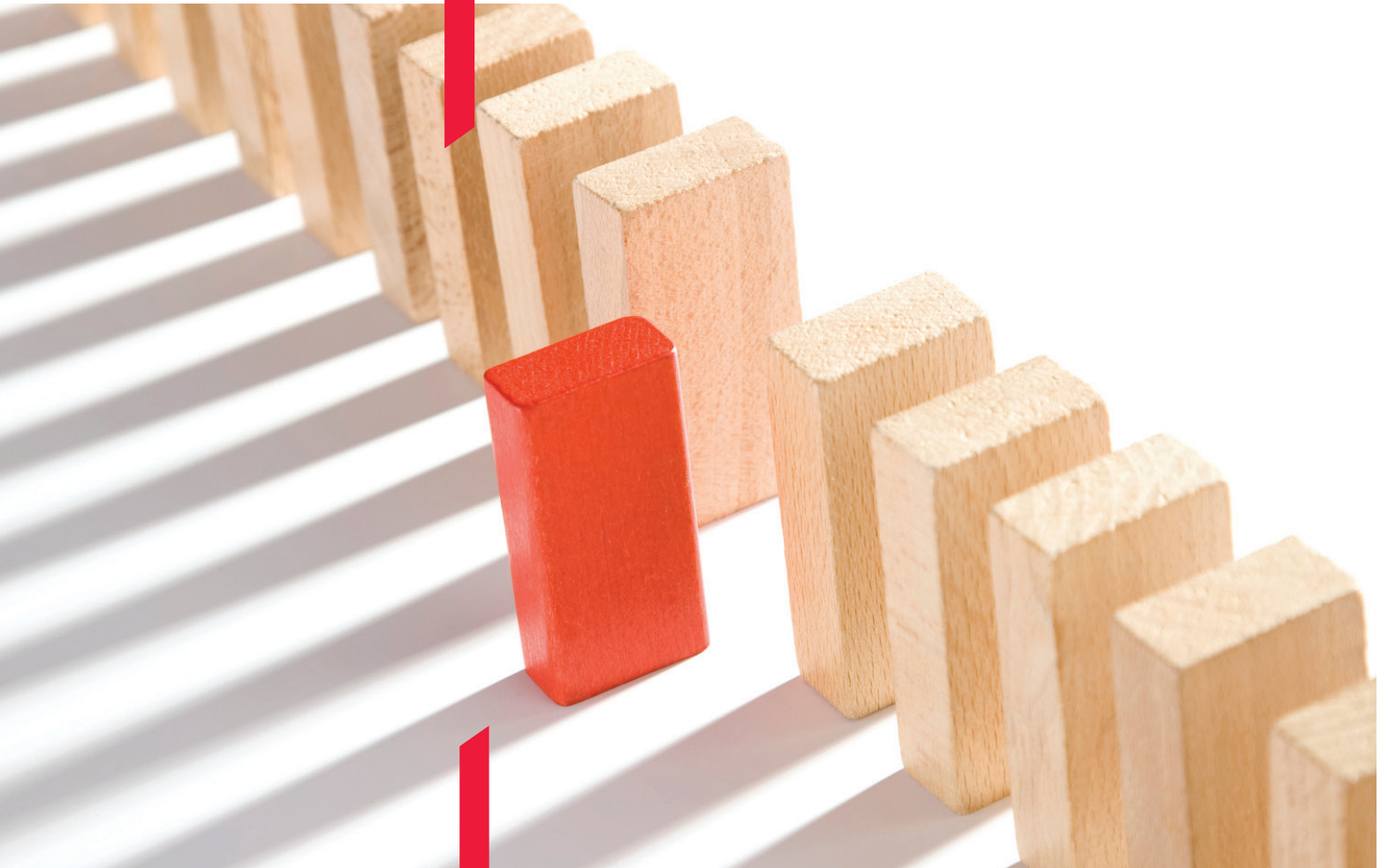


# RISK ADVISORY SERVICES



# ▶ ALL ORGANIZATIONS — BIG OR SMALL, PUBLIC OR PRIVATE — FACE RISKS, AND IN TODAY'S DYNAMIC, FAST-PACED BUSINESS WORLD, THESE NEED TO BE MANAGED.

Taking proactive measures and outlining all of the risk factors facing your organization will enable you to turn risks into opportunities for improvement and success.

The BDO Risk Advisory Services Group is a dedicated national practice committed to helping clients understand and assess the risks inherent to their businesses. Our approach to risk mitigation combines talent, experience and an exceptionally motivated team to provide you with innovative, cost-effective and value-added services that make a difference.

## **Risk advisory**

Our risk advisory services practice offers a combination of services designed to address your varying organizational needs. From enterprise-wide risk initiatives and corporate governance programs to specific niche service solutions, our team can work with you to create strategic, practical and effective processes to minimize organizational risks and maximize your business opportunities.

## **Corporate governance**

Incorporating a corporate governance framework that promotes the right behaviours throughout your organization and fits within your culture is important for managing your business. In undertaking a corporate governance assessment, we go beyond evaluating your framework against good market practices by taking a pragmatic approach to understand the best fit for you.

Typically, we examine the operations of the board together with other key committees to assess their effectiveness. We review how decisions are made, how business performance is tracked and

evaluated and, ultimately, how stakeholder expectations are met. We also advise on best practices tailored to your environment.

At BDO, our guideline provides a structured approach to assessing the effectiveness of your governance framework while providing sufficient consideration as to the right approach for your organization's culture, people and values.

## **Enterprise risk management**

Business risks, and how they are approached and handled, are the drivers that can make or break your company. Calculated, carefully-determined risks are instrumental in helping an organization grow and flourish. Business risks that stem from technological, environmental, political and commercial factors could threaten your viability and profitability.

A solid enterprise risk management (ERM) plan can help you take strategic, premeditated risks to help your organization soar to new heights of success, while managing the numerous threats and risks that can impede organizational growth. Having a stable, practical ERM plan in place can help your company maximize opportunities, as well as mitigate and manage the risks inherent to your business and industry. This enables you to survive hardship while remaining operational, functional and viable.

ERM is a general, ongoing operational assessment that identifies potential risks that could prevent a company from meeting its strategic goals and objectives. It is an initiative that delves deeper than a basic risk assessment, helping to provide an organization with the flags and markers it needs to keep it on course, steering away from potential trouble.

## Internal audit

Organizations now face new corporate governance concerns and intense internal and external scrutiny. A reactive approach to internal audit is no longer acceptable; there can be no surprises when it comes to managing the risks and opportunities in your business. Demands on internal audit (IA) departments are greater than ever, just as financial reporting guidelines are at their most stringent and the current focus on sound corporate governance is at its most compelling.

A mounting focus on corporate responsibility and accountability has resulted in the need for quality and improvement measures to be integrated into all IA processes. With that said, the perception of the IA function is pivotal in its effectiveness. Proactive measures must be embedded into all aspects to propagate optimal corporate perception, both internally and externally.

Our internal audit services include:

- Strategic partnering and co-sourcing
- Establishment of an effective IA function
- Quality assurance reviews

## Regulatory and compliance

Ensuring regulatory compliance is critical to managing risk and increasing shareholder value. Legislators in both Canada and the United States are demanding increased management accountability through the establishment of an effective system of internal controls.

We can help your business with:

- Internal controls assurance
- Corporate governance
- Audit committee effectiveness evaluation
- Internal controls design and testing

As an organization, you will be able to establish a sustainable framework that would satisfy compliance needs, as well as contribute to operational and process improvements. Using our proprietary methodologies and tools, BDO can advise and assist you throughout the entire process from start to finish.

## Business process enhancement

Whether your goal is to improve productivity and reduce cost, leverage new business models and technology, or avert risks within current operations, our experienced professionals can help enhance the payback of your business process improvement initiatives.

Technology should be employed as part of an overall business process, not the single end-to-end solution. User activities and

system processing must be well-coordinated to complete processes efficiently and without error. We help define or refine business processes to fully leverage new technology and mitigate the risks associated with this change.

Our professionals understand the magnitude of change that outsourcing may require of your business. The fail-safe processes that have enabled you to deliver in the past now cross many organizational, technological, and geographical boundaries. Today's new business models may incorporate strategies, such as outsourcing and off-shoring, that present new risk considerations. Our approach follows the process from beginning to end to help you identify, understand and manage risks, regardless of where they lie in the business process.

We have found that, over time, our clients' processes, procedures, and controls have evolved based on informal and often unsanctioned changes. Our team can provide a formal review of your current business processes that will help you gain control and consistency, and reduce risks. We employ strategies that identify these risks, as well as opportunities for streamlining, consolidating and, most importantly, improving the way your business operates.

## Technology risk and security

As reliance on process and control automation rises, senior management is under intense pressure to accomplish more with their current infrastructure without increasing risk. The universe of risks grows with increased reliance on information systems outside your direct control (e.g. the internet, ASPs, e-commerce). Your company's information technology is a strategic asset that needs to be managed.

BDO's technology risk and security services help organizations realize the full value of their IT investment by ensuring their related decisions are aligned with their business objectives. With industry-proven proprietary methodology and frameworks, our professionals will assist you in sustaining and managing your information risk exposure and reducing your IT risks in a sustainable manner.

Some of our services include:

- Service auditor reports
- Business continuity management
- Enterprise security
- IT assurance and governance
- IT control design and evaluation
- Payment card industry (PCI)
- Computer forensics and e-discovery

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