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The changing role of compliance
Navigating the challenges

In the Middle East
since 1926

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Navigating the challenges

There is a constant and increased focus on compliance. The fact is that the world of regulatory compliance is always evolving, with requirements constantly multiplying. To ensure adherence to increasingly stringent rules imposed within GCC and across jurisdictions, entities need to continually calibrate their compliance management function.

Entities have to be compliant with new legislation, amendments to existing legislation, industry guidelines, and stakeholder expectations. While most entities have the intent to be compliant, even the larger ones do not have adequate systems and processes to manage the risk of non-compliance.

Key questions to ask yourself?

- Do you know the extent of legal compliance across your operations?
- Are you aware of the latest developments as they arise?
- Is your compliance reporting proactive and real time?
- Do you have a compliance mechanism that can withstand regulatory scrutiny?
- Have you experienced any recent compliance failures? Do you know?

A framework that helps you get an overview of your compliance landscape is crucial in minimizing the risk of non-compliance, which may lead to a financial loss and reputational damage.

We can assist you when:

- You want to assess the compliance maturity level for your organization
- Your entity is being examined, or recently completed a regulatory examination, and the results demonstrate a weakness or significant issues with a particular regulation or set of regulations
- Regulators or authorities have decided to focus on specific regulatory topics
- Your organization is seeking a deeper understanding of current, new, and/or amended regulations
- Your organization is subject to new or changing regulations

Spotlight on your framework

Have you got the right perspective?

Regular reviews of the adequacy and effectiveness of compliance frameworks make good commercial sense.

Have you considered the implications of not ensuring regular assessments are undertaken?

- The regulatory environment is moving fast and it can be difficult to keep up with the changes
- It is easy to become isolated within an organization and lose sight of what the rest of the industry is doing
- Processes that were implemented may have become stale or ineffective and need a refresh
- Weaknesses or gaps in your compliance framework can, over time, lead to time consuming and costly regulatory action

"In a 2014 survey, 87% of business leaders identified reputational risk as the most critical strategic risk facing the organization. 55% stated that ethics and integrity risks were the most significant drivers of reputational risk."

2014 Global Risk Survey, conducted by Forbes on behalf of Deloitte Touche Tohmatsu Limited in October 2014

"An ounce of prevention... On average, non-compliance cost was found to be 2.65 times the cost of compliance. Prevention takes far less time and resources than remediation while simultaneously protecting the organization's reputation and brand."

The True Cost of Compliance Benchmark Study of Multinational Organizations, Ponemon Institute January 2011

Never considered an external review?

Here are some matters to consider:

- **The assurance gap**
Statutory requirements for audits or reviews do not cover all compliance obligations, leaving an 'assurance gap' and there may be no one providing independent comfort to the Board that the framework is adequate
- **Getting the right expertise for the job**
Internal reviews by, for example, internal audit, may not include subject matter experts who have experience in the operational application of regulatory requirements
- **Improving governance**
Good governance practices, including regular reviews, help to ensure the ongoing effectiveness of compliance frameworks

Managing compliance

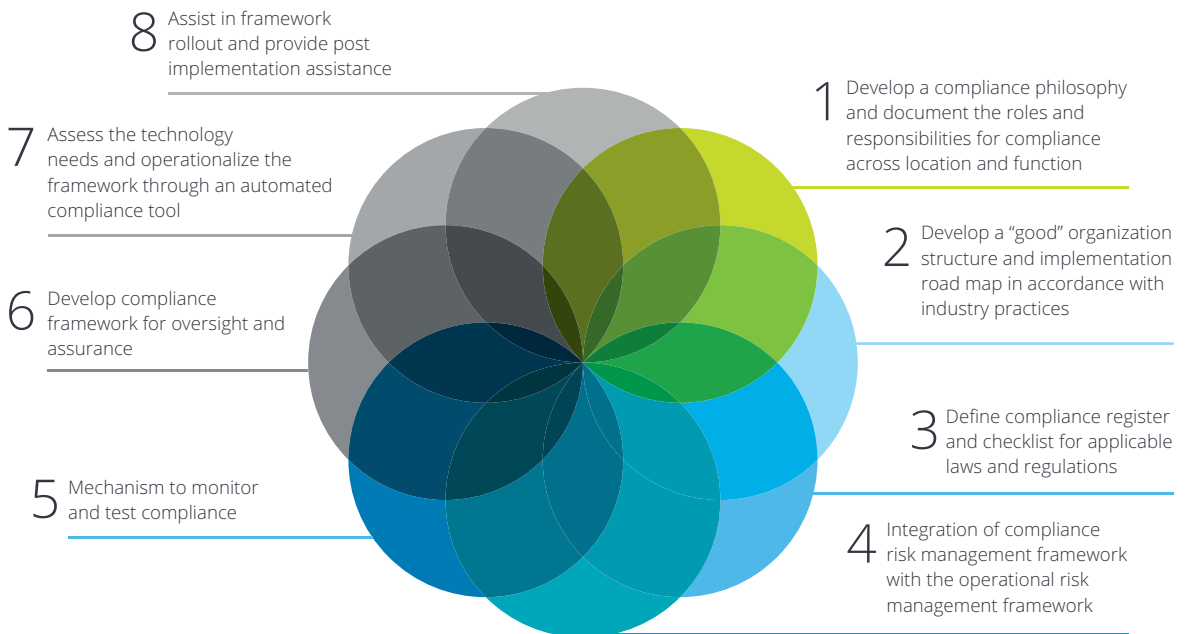
How can we help?

Deloitte undertakes independent reviews of compliance frameworks or specific areas of focus in order to assess the appropriateness of compliance design and the extent to which they are operating

effectively, to ensure your efforts are being focused in the right place. We combine industry-specific knowledge with leading methodologies to measure the effectiveness and efficiency of your compliance programs.

Developing and implementing a robust compliance framework

We can assist you in developing, assessing and transforming your enterprise compliance programs to keep pace with the complex and changing regulatory environment.



What do you get out of it?

- Comprehensive repository of obligations covering HR, HSE, IT, Finance, Tax, Industry specific laws, etc.
- Overview of the compliance breaches and the potential consequences.
- Advise you how to address the compliance challenges your business faces.
- Robust, systematic and uniform approach of managing compliance obligations across organization.
- Leadership gains better control and visibility over compliance-related matters.

Automation gives you comprehensive and advanced capabilities to successfully address compliance management challenges, by significantly reducing costs and increasing visibility.

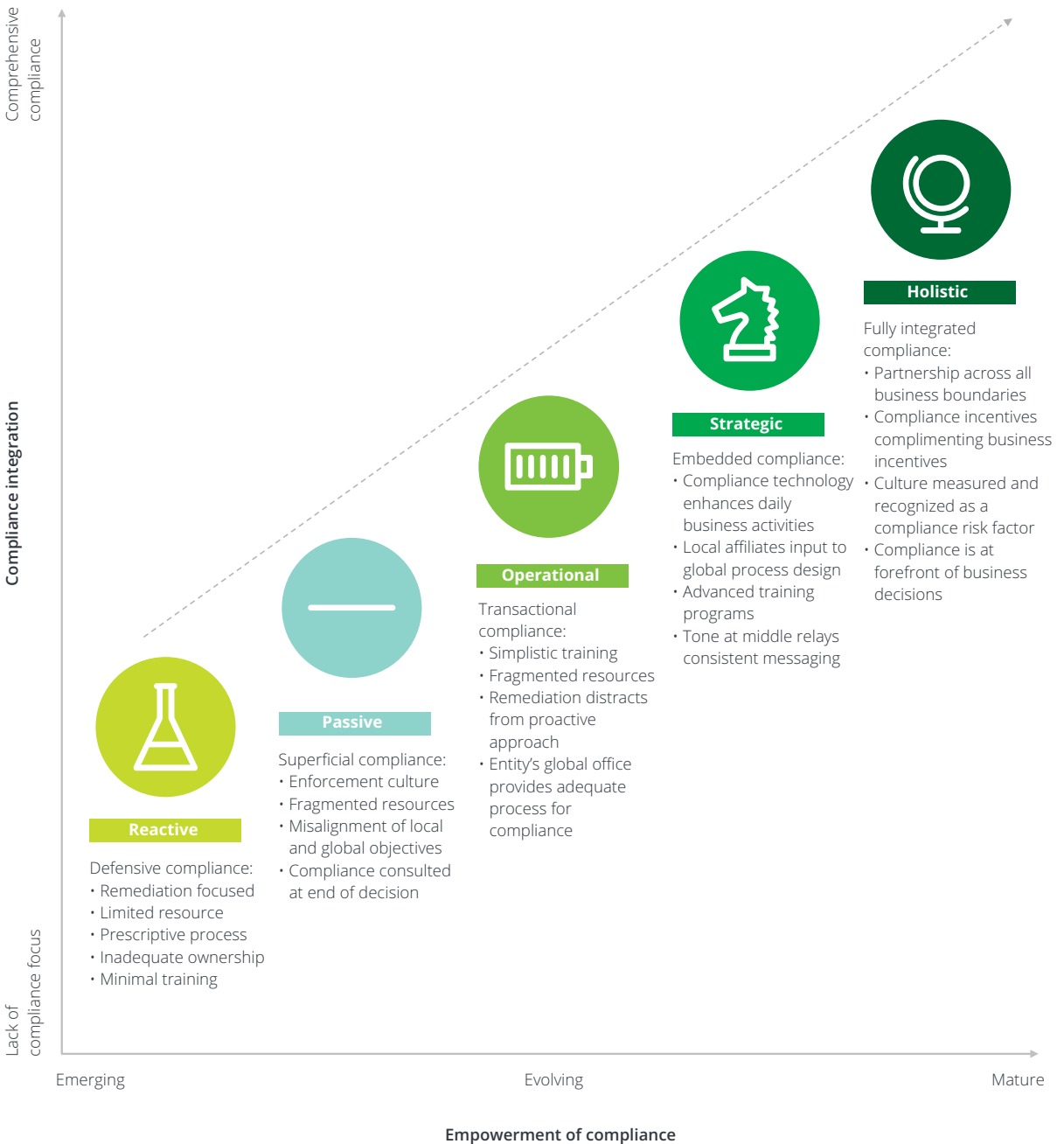
Key benefits of automation

- Improved compliance performance enabled through defined ownership and proactive alerts and escalations
- Creation and maintenance of a single repository of compliance documentation across the entity
- Dashboards to provide a consolidated view of compliance information based on assigned roles
- Driving consistency in compliance actions across business and highlighting areas of exposure
- Streamlining compliance reporting and reducing risk of manual intervention



Compliance maturity model

Where are you today? Where do you want to be tomorrow?



Key contacts



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Our team

Our professionals have deep knowledge and experience in various sectors and industries. The core team of Deloitte's Risk Advisory practice comprises of compliance professionals with extensive experience of developing and implementing compliance frameworks across sectors.

We leverage the integration of our advisory and technology resources to provide you with customized solutions catering to your needs.

Deloitte Risk Advisory (RA)

The RA services practices 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.

With over 16,000 professionals globally, Deloitte's RA services has the expertise to assess, design, and implement end to end risk management solutions.

RA consists of risk, control, technology and regulatory competencies with services delivered through market channels (e.g. Internal Audit, Security & Privacy, Control Assurance, Enterprise Risk Management, Regulatory and Capital Markets).



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