

A photograph of three business professionals (two women and one man) sitting around a table in a meeting room, looking at documents. The image is partially obscured by a semi-transparent blue overlay containing text.

Corporate Governance Services

Meeting best practice and driving business performance

ADVISORY

Strong corporate governance is essential to preserving reputation, investor confidence, access to capital, employee satisfaction, customer loyalty, and other key indicators of organisational performance and sustainability.

Corporate governance means more than compliance with specific regulations. It is about managing stakeholder relationships, assessing and managing risk, and communicating responsibly with stakeholders.

As new standards are defined, management and board members should be asking themselves, and be comfortable with their responses to, questions such as:

- Does the board include a balance of executive and non-executive directors who offer a mix of financial, business, and personal skills appropriate to the needs of the organisation?
- Is the board participating actively in strategy development and creating a strategically adaptable organisation that is able to respond quickly to market opportunities?
- Is management aligned with the organisation's strategic direction and goals established by the board?
- Does the organisation comply with all relevant laws and regulations as well as with accounting, human resources and other internal policies?
- Does the board understand organisational risks and does management fulfil its role in ensuring the organisation has robust processes in place for monitoring and managing risks?
- Does the board safeguard stakeholder interests, in part by ensuring that communication with various stakeholders is thorough, timely, and transparent?

"Once board members understand potential stakeholders expectations, they can take steps to be sure they are meeting them - within the context of the organisation's structure, the various business environments in which it operates, and its evolving business risks."

As management and board members consider their evolving roles and responsibilities, they need a structured framework to assess their needs and opportunities for improvement.

How KPMG can help

We understand your corporate governance concerns, and we have the services that can be tailored to meet your specific needs.

- **Internal Control Framework Assistance** that can help you analyse the existing internal control framework against a recognised framework (E.g COSO) and perform a gap analysis.
- **Internal Control Monitoring** that can assist you with ongoing control testing and monitoring of controls over financial reporting. This can include assistance in the identification of areas that are high risk and significant control weakness and development of recommendations for management consideration. In addition, we can help you identify the key processes that support financial reporting and document such processes, as well as assist you with ongoing control testing and monitoring.
- **Comprehensive Business Risk Assessment** can help you and your board identify and prioritise significant financial and non financial risks affecting your organisation so that you can focus on areas that are most critical to your ultimate success.
- **Corporate Governance Assessment** can assist your board in assessing its governance practices in the context of the business environment and your company's business risks, to comply with existing regulations, and drive performance. It focuses on the board's governance practices, strengthening its ability to influence and monitor business strategy, performance, risk, corporate culture and stewardship.

- **Internal Audit Quality Assurance Review** helps you assess the performance of the internal audit function against management objectives and expectations. It benchmarks the internal audit functions against industry practices, identifies performance gaps, and results in an action plan aimed at increasing the value of your internal audit function.
- **Ethics and Compliance Program Gap Analysis** compares existing compliance management systems with best practice guidelines, to help management strengthen its ability to prevent, detect, and respond to misconduct. The gap analysis explores compliance risk, management and board oversight of compliance, codes of conduct, employee communication and training, compliance auditing and monitoring, hotlines and whistleblower reporting mechanism, discipline and accountability for compliance violations and processes to respond to alleged violations.
- **Corporate Integrity Survey** can help you measure management and employee perceptions and behaviour in the following areas: familiarity with key ethical and legal standards, prevalence and seriousness of misconduct inside the company, pressure to engage in misconduct to meet business objectives, willingness to raise issues or concerns to management, and the tone at the top.

Why choose KPMG

KPMG corporate governance services can help you:

- Build credibility and trust with stakeholders
- Improve controls around financial and disclosure requirements

- Strengthen management's ability to prevent, detect and respond to misconduct
- Demonstrate compliance with emerging standards of good corporate governance

KPMG has been helping companies build trust and credibility with capital markets and other key stakeholders. KPMG's professionals are experienced at addressing these and other issues in a changing regulatory environment. Our multidisciplinary teams include financial reporting, internal audit, risk management and information technology risk management professionals, forensic accountants, ethics and integrity professionals.

Contact us

To learn more about how KPMG can help your organisation, please contact one of the following KPMG Risk Advisory Services professionals.

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