

Internal Audit. Expect More.

The PwC Internal Audit

*Rising to the challenges
of a dynamic risk
landscape*

'55% of stakeholders expect Internal Audit to be a more proactive trusted advisor within the next five years.'

PwC's 2016 State of the Internal Audit Profession survey



This is Internal Audit's moment

The business environment has changed and continues to change, affecting every organisation, in every market, to one degree or another. As the risk landscape expands and with it the complexity of doing business, challenges and opportunities are being created. It is essential for organisations to be ready to respond, but it's by no means easy.

Boards and senior management are being placed under unprecedented pressure to stay on top of current and emerging risks – for which they require increasingly specialised assurance.

Internal Audit has emerged as a key means of giving boards the confidence to deal with the demands of a dynamic marketplace.

Stakeholders expect Internal Audit to 'look deeper and see further', acting as a lever for change supporting an organisation's strategic agenda.

The time has come for Internal Audit to be bold, courageous and innovative in order to capitalise on a growing need to provide strategic insight.

Understandably this may be a daunting prospect, especially if new skills are required, but it's a challenge worth taking on.

The increased comfort gained by the organisation and its wider stakeholder group will likely mean more freedom for Internal Audit to operate in the way it should and will result in greater value for money.

This evolutionary journey needs everyone

Boards – should expect more support and value from Internal Audit. This may include a greater role in supporting the strategic agenda.

Management – should expect more agility and insight from Internal Audit. This might include assisting the business in establishing root cause and driving positive change, leveraging its unique insight across the whole organisation.

Heads of Internal Audit – should expect greater support and investment in their Internal Audit functions. Heads of Internal Audit should also expect to be consulted on the design and implementation of new initiatives – drawing on business acumen and networks beyond the organisation.

Internal Audit practitioners – should expect more from a career in Internal Audit. Leading Internal Audit functions are exciting and progressive environments, creating opportunities that engage and retain the best talent.

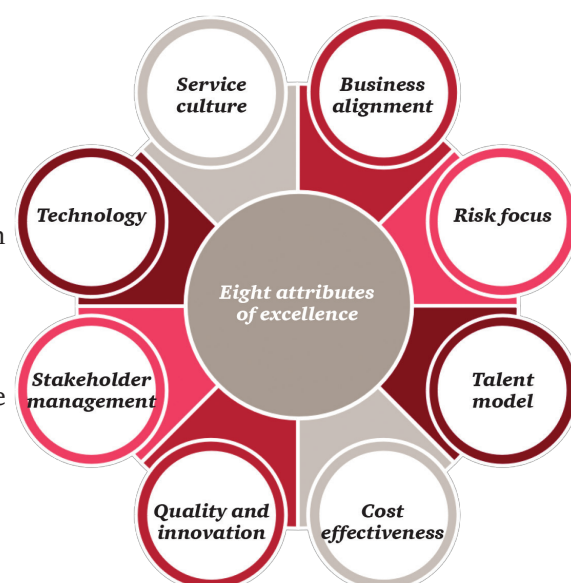
This is Internal Audit's moment

While most Internal Audit functions have identified the need to add more value, few are exploring how to do this with a purposeful plan.

Drawing on our experience supported by extensive research, we have identified the eight attributes that we have observed characterise leading Internal Audit functions.

In this time of constantly changing business terrain there are four areas – risk focus, talent model, business alignment and technology – recognised by Heads of Internal Audit and key stakeholders alike as the top enablers for Internal Audit to be a more valued contributor. Everyone's journey will be different but our research shows that concentrating on the following four actions will be critical to pointing Internal Audit in the right direction.

- Focusing on the right risks at the right time
- Developing the talent and business acumen to be relevant and offer valuable insight
- Strengthening alignment with enterprise risk management (ERM) and other lines of defence
- Harnessing the power of data throughout the audit life cycle to provide better insights into the business



The PwC Internal Audit is different

We understand how difficult it can be for organisations to meet increased expectations with their existing skills and resources and relish the challenge of supporting businesses that face the biggest change and the greatest complexity.

Our clients rely on the impact, insight and assurance we bring over the risks that matter most, today and tomorrow, helping them build the confidence to exploit new opportunities.

We tailor our solutions to match your individual business needs and we have

the flexibility and agility to bring you the right expertise at the right time. We look deeper and see further, considering areas like your organisation's culture and behaviours to help you improve and embed control. In short, we make sure every hour we spend working with you is impactful, addresses the right risks and seeks to add maximum value to your organisation.

Our global network of Internal Audit specialists do this by tapping into deep capabilities that reach beyond the traditional focus on internal controls to deliver an innovative approach that's

enabled by advanced risk profiling techniques, predictive analytics and smart technologies. Their distinctive skills and experience are strengthened by deep subject matter experts drawn from across the firm. Together, they bring you unparalleled technical excellence, industry insight and an objective perspective as your 'critical friend' – a role we feel privileged to play.

Internal Audit is expanding its focus. The emphasis is now on seeing round corners and, because we recognise there is so much value in looking ahead, we're auditing the future now.

Internal Audit. Expect More.

Relevance

We relish the challenge of supporting businesses facing the biggest change and the greatest complexity.

Alignment

We tailor our solutions to match your individual needs.

Confidence

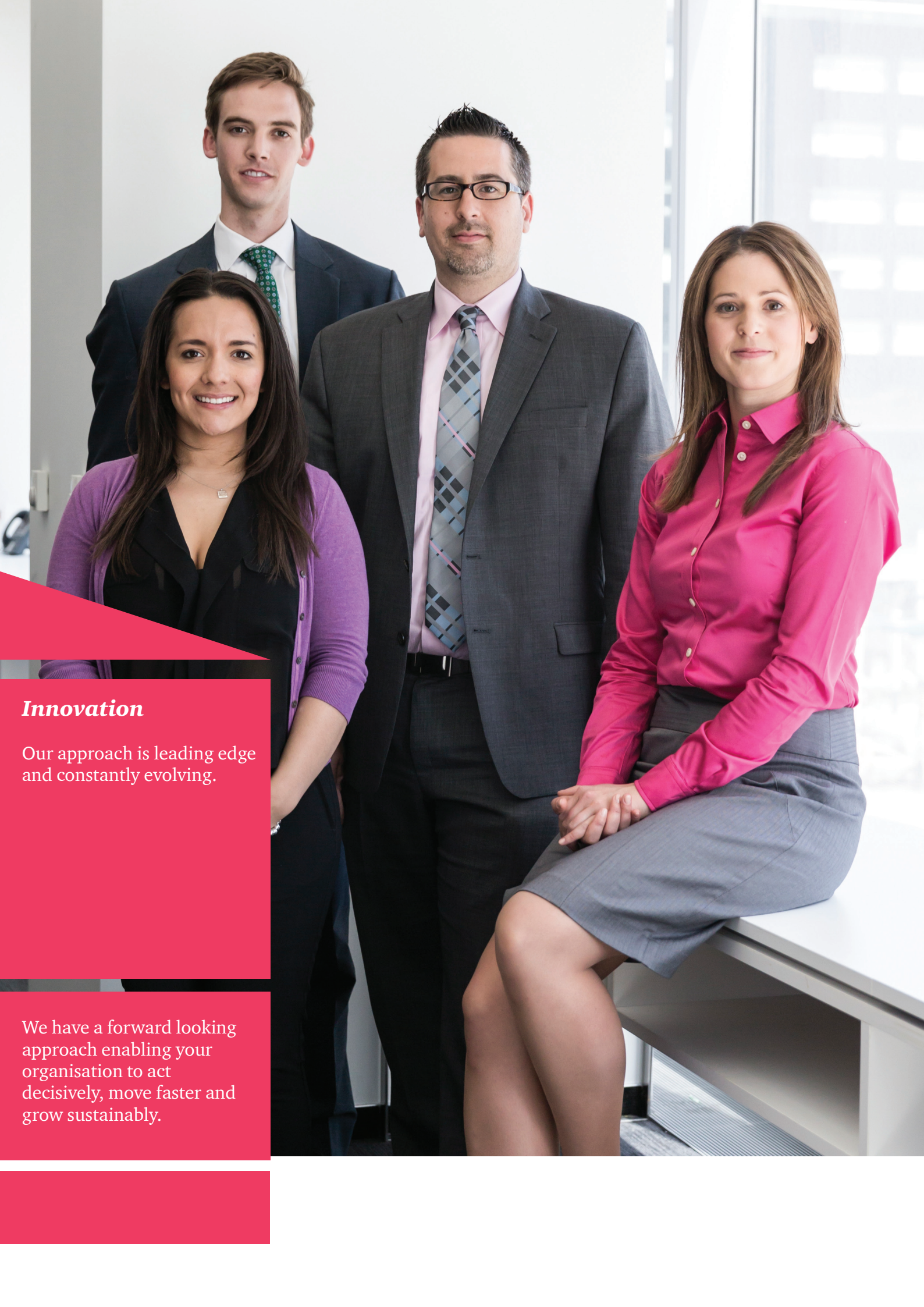
Our clients look to us to act as a trusted partner. Our distinctive skills and experience are strengthened by specialists from the wider firm. Together we bring technical excellence, industry insight and an objective perspective.

We help identify, prioritise and give assurance over the risks that matter.

We make sure your IA function has the agility and capability to stay in tune with your business strategy.

We help you exploit the opportunities presented by an expanding risk landscape.

The PwC Internal Audit



Innovation

Our approach is leading edge and constantly evolving.

We have a forward looking approach enabling your organisation to act decisively, move faster and grow sustainably.

Are you ready?

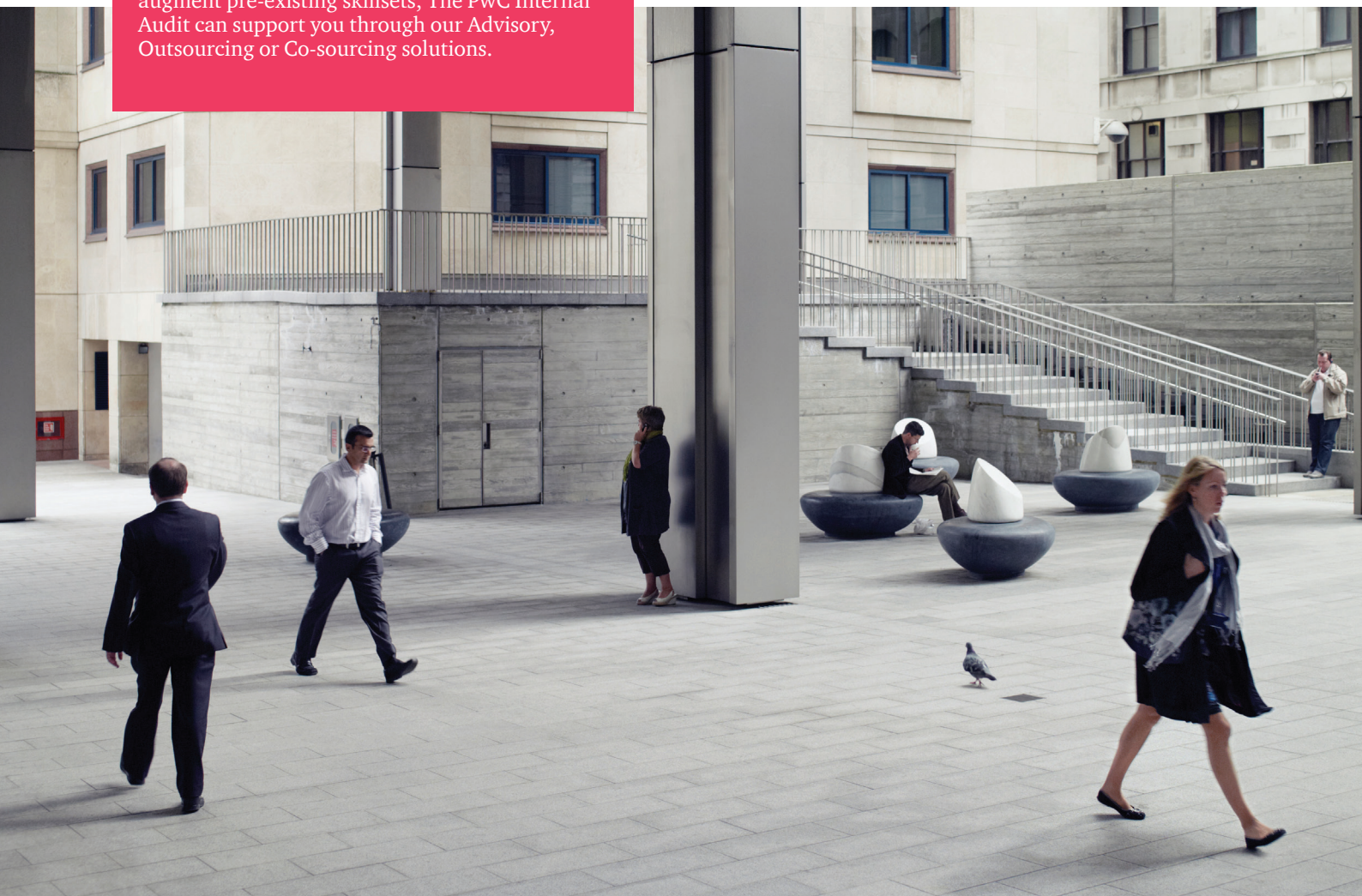
A vision that challenges the status quo and pushes Internal Audit beyond the standard objectives and deliverables should be jointly set between the Head of Internal Audit and Internal Audit's key stakeholders.

This journey will almost always begin with a mind-set shift and honest assessment of the Internal Audit function's current status and capabilities;

- Is there a strategic plan to remain relevant as the business changes?
- Is the Internal Audit function providing a proactive perspective on the changing risk landscape?
- Is Internal Audit developing talent to address the most significant risks of business?
- Is Internal Audit being proactive in aligning with the second line of defence?
- Is Internal Audit providing business insights through a broad use of data?
- Is Internal Audit driving innovation and productivity?

How can we help?

Whether you need to establish an Internal Audit function, would like to evaluate future options for your current function or would merely like to augment pre-existing skillsets, The PwC Internal Audit can support you through our Advisory, Outsourcing or Co-sourcing solutions.



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