

Better safe than sorry...

Beter voorkomen dan genezen: preventiefwerken rond organisatiecriminaliteit

29 September 2016



pwc

An apple a day...



Better safe than sorry... •
PwC

29 September 2016

Forensic investigation – Focus on the incident

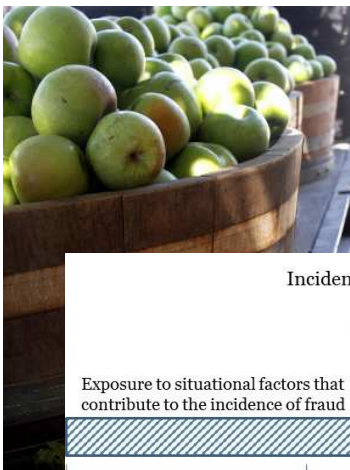
“Almost half (45%) of organisations in Belgium have experienced economic crime in the past 24 months”

Global economic crime survey 2016

Better safe than sorry... •
PwC

29 September 2016

Mitigate actual internal fraud risk in the long run



Better safe than sorry... •
PwC

29 September 2016

3 Area's that feed prevention:

- 1) *Code of Conduct & Compliance;*
- 2) *Business Intelligence;*
- 3) *Behavioural and Cultural Governance.*

Beter voorkomen dan genezen: preventief werken rond organisatiecriminaliteit •
PwC

29 September 2016

Area 1: Code of conduct & compliance

To be forewarned is to be forearmed for success

Global economic crime survey 2016

Better safe than sorry... •
PwC

29 September 2016

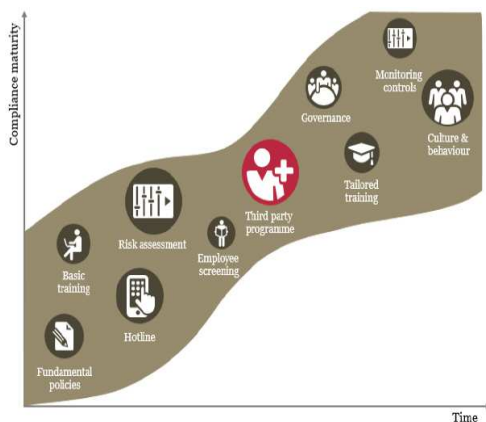
Area 2: Business Intelligence– know the external stakeholders interacting with your company (clients, suppliers, etc.)

How to conduct business with confidence, whatever the jurisdiction or relationship is?

Better safe than sorry... •
PwC

29 September 2016

Manage the external corruption threat through BI and achieve competitive advantage



Implementing internally an anti-corruption program could be a first key step toward compliance and risk mitigation.

However, **this program will be useless, and your company will be at risk** if you don't take into account the external stakeholders interacting with your company (clients, suppliers, etc.).

Indeed, based on our experience on similar engagement and situations, in most of cases, **the threat comes from external stakeholders, and always involves third parties.**

In this framework, a dedicated **BI program encompassing all your third parties**, must be implemented in order to **detect, assess and decide on each potential corruption and/or fraud case.**

Moreover, BI and anti-corruption are not just about managing risk and compliance, but should **enable your company to do business with confidence, whatever the jurisdiction or relationship is, and even achieve competitive advantage.**

Area 3: Behavioural and cultural Governance – Enhancing & ensuring a culture of integrity

The integrity of scientific research is crucial to ensure quality of publications and to maintain the university's excellent reputation.

Behavioural & Cultural Governance
PwC

Culture - Enhancing & ensuring a culture of integrity

A Determine desired culture → **B** Gather data → **C** Analyse results → **D** Report and recommend

Desired *Actual*

Tone at the top

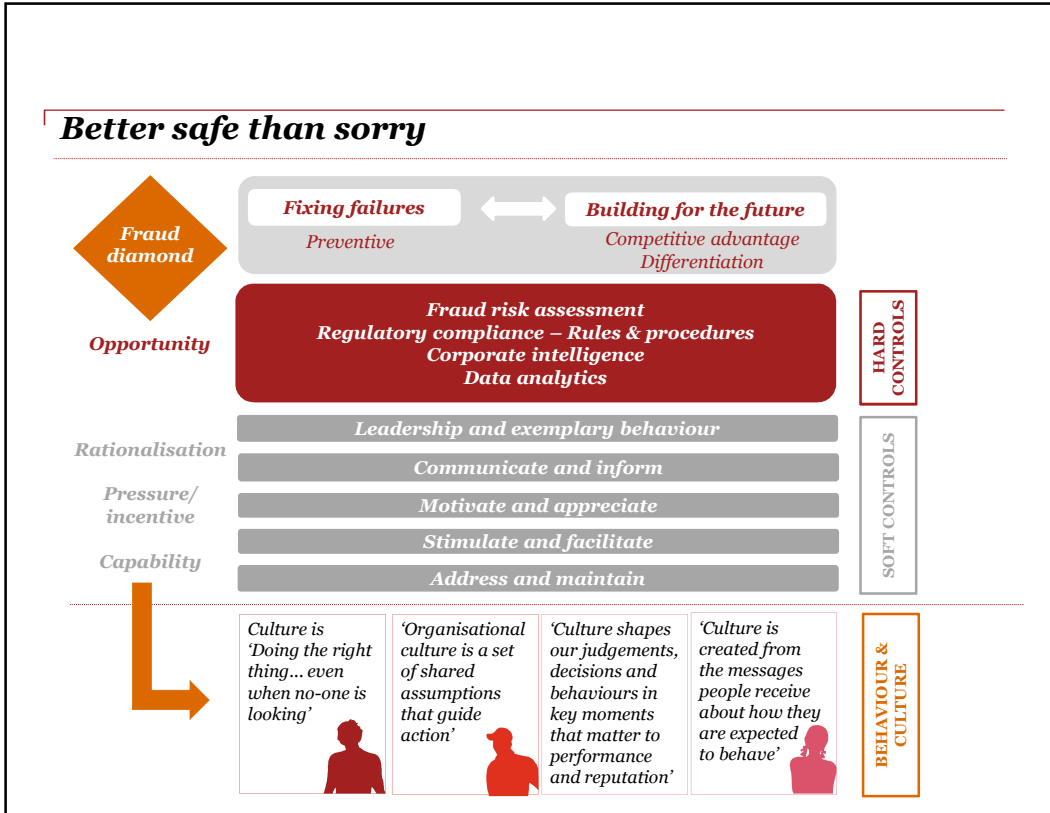
Symbols & Decisions *Systems & Procedures*

Behaviour

Performance

WALK THE TALK

Better safe than sorry... • PwC 29 September 2016



Thank you...

Karla Bemelmans
PwC | Senior Manager
+32 2 710 48 62
+32 473 55 48 93
karla.bemelmans@be.pwc.com

Roos Lavrijsen
PwC | Senior Associate
+32 2 710 97 23
+32 491 72 14 79
roos.lavrijsen@be.pwc.com

© 2016 PwC. All rights reserved. In this document, "PwC" refers to PwC Belgium which is a member firm of PricewaterhouseCoopers International Limited, each member firm of which is a separate legal entity