

# Boardroom Questions

**Global assurance – reliable answers  
to your uncertainties**



## Independent assurance for your Board

Big decisions should be based on solid foundations. That's why business leaders need to ensure that published information is correct; workflows, systems and processes operate effectively at all times; and risks are considered adequately. Given the current pace of change, it is essential that internally and externally communicated results are reliable.

## Your challenges

- Reliability of budgets and forecasts in evolving and international environments
- Accurate and relevant financial information (KPIs) for your stakeholders
- Creation of a confident environment to ensure reliable current/future partnerships and attract future business relationships
- Implementation of an appropriate, tailored and optimized Internal Control System
- Reliability regarding the Compliance Management System

## Potential benefits and consequences for the organization

### Potential benefits of obtaining assurance



- Inspire confidence among potential business partners which leads to market opportunities
- Ensure reliable financial forecasts which facilitate the achievement of targets and expected results
- Get assurance on your compliance with laws and regulations to ensure a solid reputation

### Potential consequences of not obtaining assurance



- Anxiety of business partners (investors, banks, authorities) may lead to missed market opportunities
- Unsuitable planning tools (budget, business plan) may lead to deviations from defined strategies
- Flawed procedures and/or non-compliance with laws and regulations may lead to financial risks, fraud and/or reputational damages

## Questions for the Board

Boards of directors cover a wide variety of topics - in a limited amount of time. That's why it is so important to be well informed. Asking the right questions, like the ones below, pinpoints how current issues could impact the reliability of your organization and financial information.

### Future & Performance

1. How can assurance on forecasted figures be obtained?  
Assurance opinion on forecasted figures according to recognized models and standards.
2. What is the level of maturity of the finance planning/  
budgeting/controlling?  
Thorough verification of the controlling systems using the KPMG Maturity Assessment Tool.

### Internal Control System (ICS)

3. What is the level of maturity of the Internal  
Control System?  
Thorough verification of the ICS design using the KPMG ICS Maturity Assessment Tool.

### Regulation & Contracts

4. Are there uncertainties regarding the correct application  
of contractual framework?  
Assurance over compliance with regulations, terms and conditions.

### Compliance Management System (CMS)

5. Does the company already have an effective Compliance  
Management System (CMS)?  
Support with the design and implementation of a global CMS (adapted to the size, the industry and the risks specific to the company).
6. How can the company obtain assurance in response  
to supplier or client requests regarding the CMS's  
organization and efficiency?  
Assurance related to the existence and/or the operating effectiveness of the CMS.

### Financial information not concerning the annual financial statements

7. How can the company obtain and provide assurance  
on financial information not related to the financial  
statements (e.g. price clauses when concluding  
business transactions, cost reductions in the case of  
restructurings) or other non-financial information (e.g.  
client satisfaction index, rate of error, number of clients)  
that require a review by an independent third party?  
Assurance opinion according to recognized assurance  
standards.
8. How can we provide assurance to third parties relating  
to published KPIs?  
Assurance opinion on KPIs according to recognized  
assurance standards.

## Our services for Boards

KPMG responds to your questions and issues. Experts in our field, we combine business management know-how with many years of experience working with board members. Our approach is to empower you by sharing our practice-oriented knowledge using benchmarks and best practice analyses. We support you by developing individual solutions for your company.

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