

EY's global governance, risk and compliance survey 2015

Survey findings



Building a better
working world

EY's global governance, risk and compliance survey 2015 – survey findings

EY's global governance, risk and compliance (GRC) survey was conducted between February and March 2015: it asked how well organizations are managing risk and what they need to do to better manage the risks that drive performance.

1,196 members of the C-suite, board audit committees, and various assurance and/or compliance executives participated – representing major industries in 63 countries around the globe. The majority of the survey responses were collected during face-to-face meetings: when this was not possible, the questionnaire was completed online. We thank all participants for their invaluable insights.

We look forward to discussing how we can help you improve your risk management further.

Survey results

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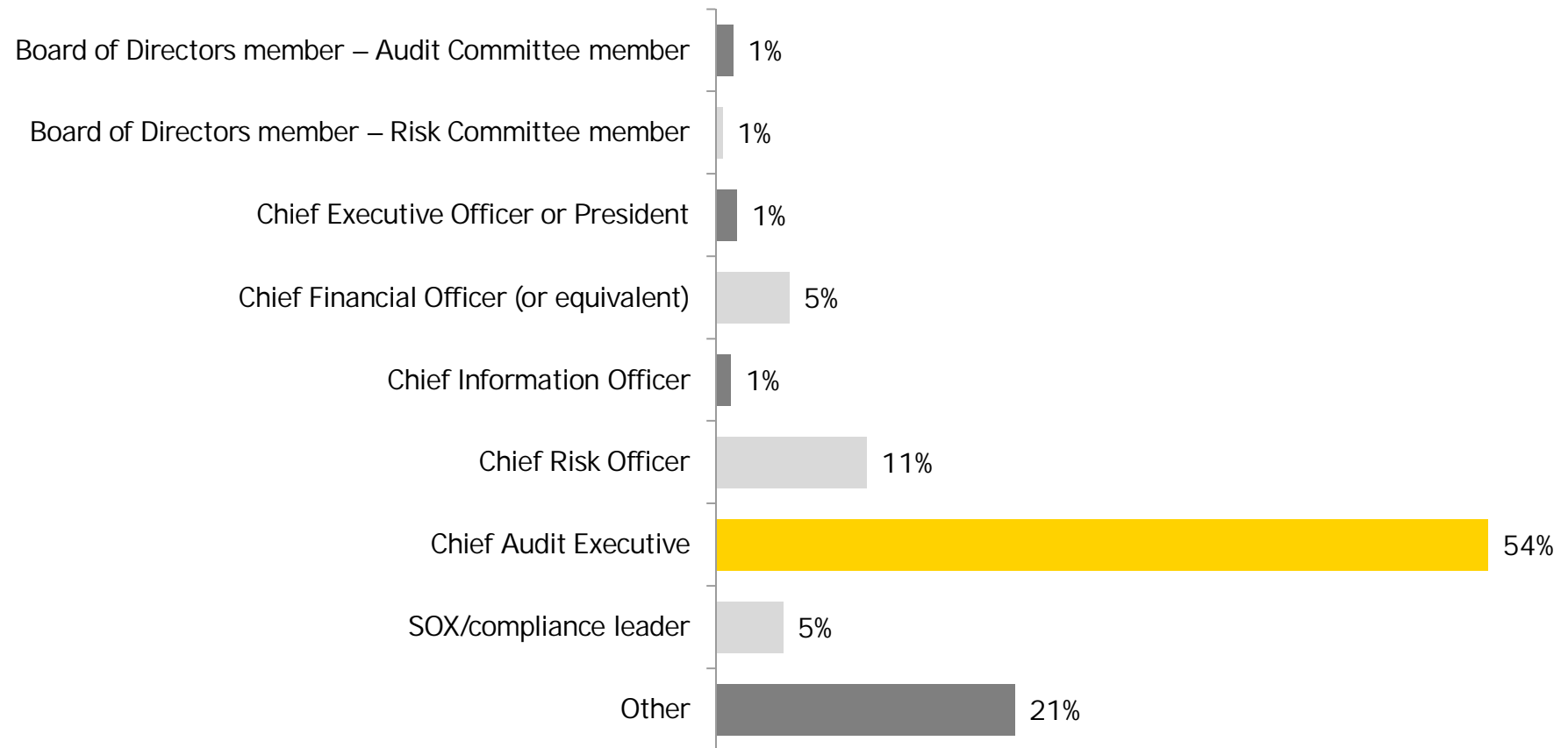
Survey results

Section 1: Your organization



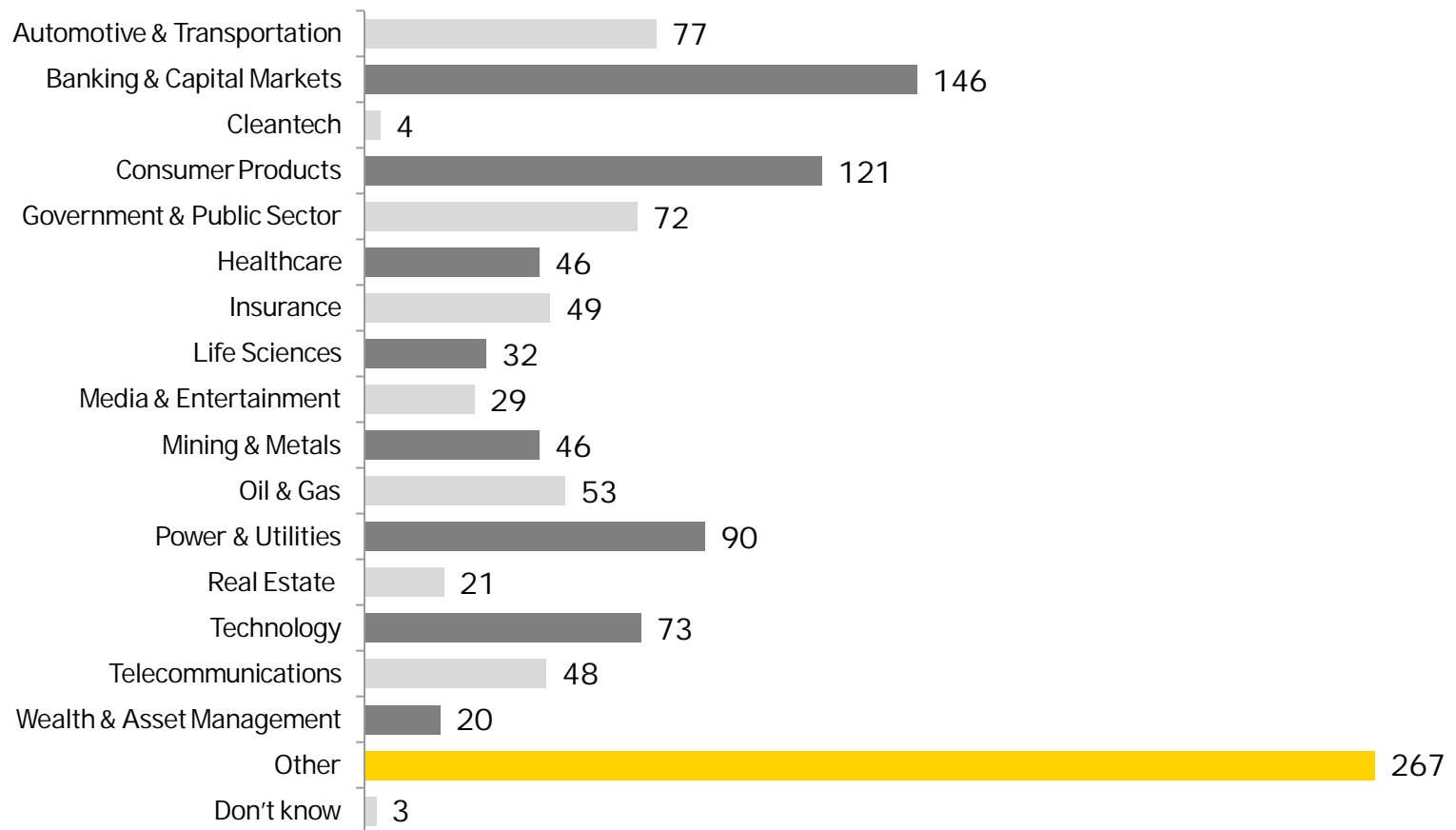
Section 1: Your organization

Please indicate your role within the organization. *(Please select one response only)*



Section 1: Your organization

What is your primary industry? *(Please select one response only)*



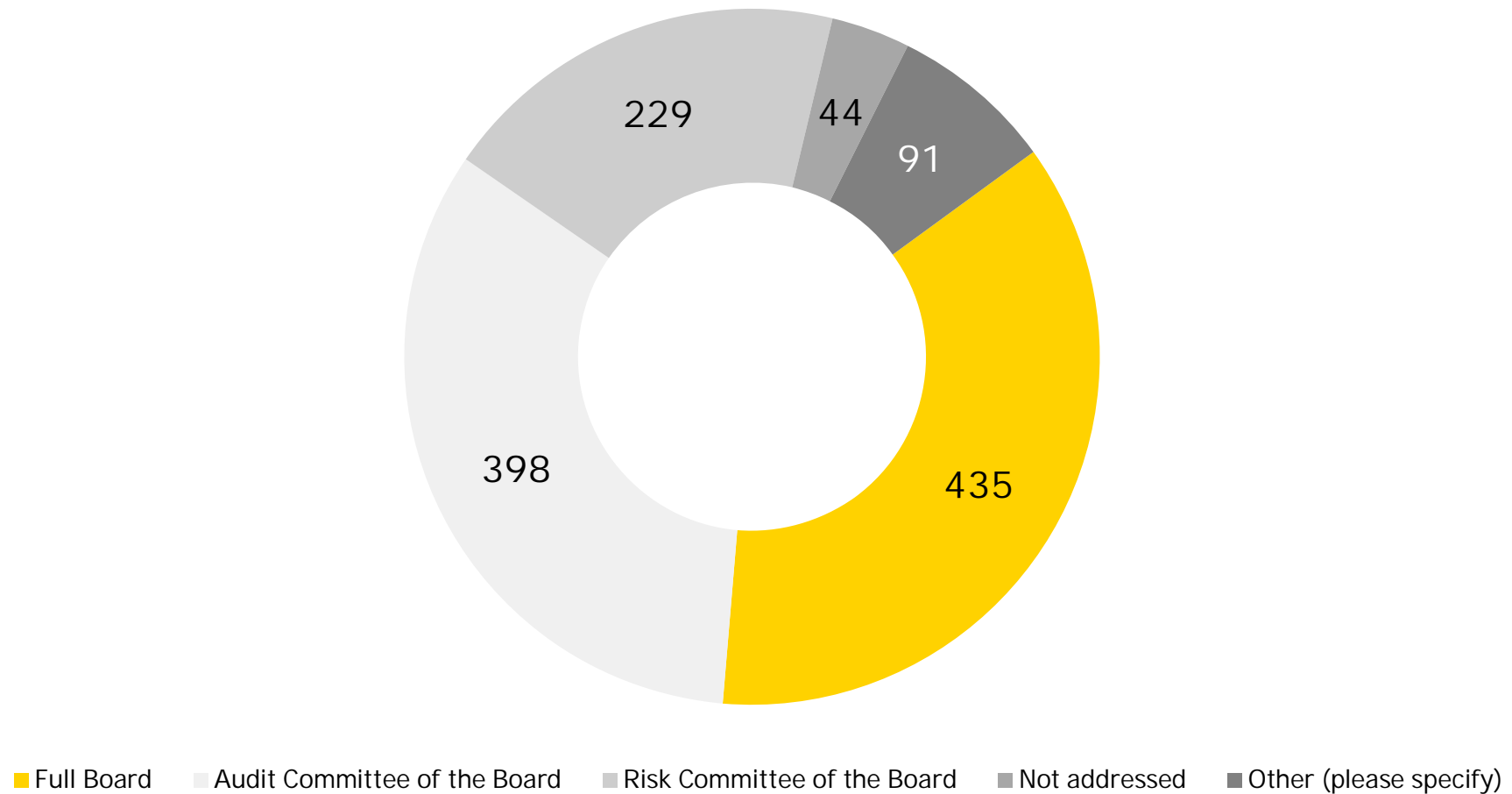
Survey results

Section 2: Risk strategy



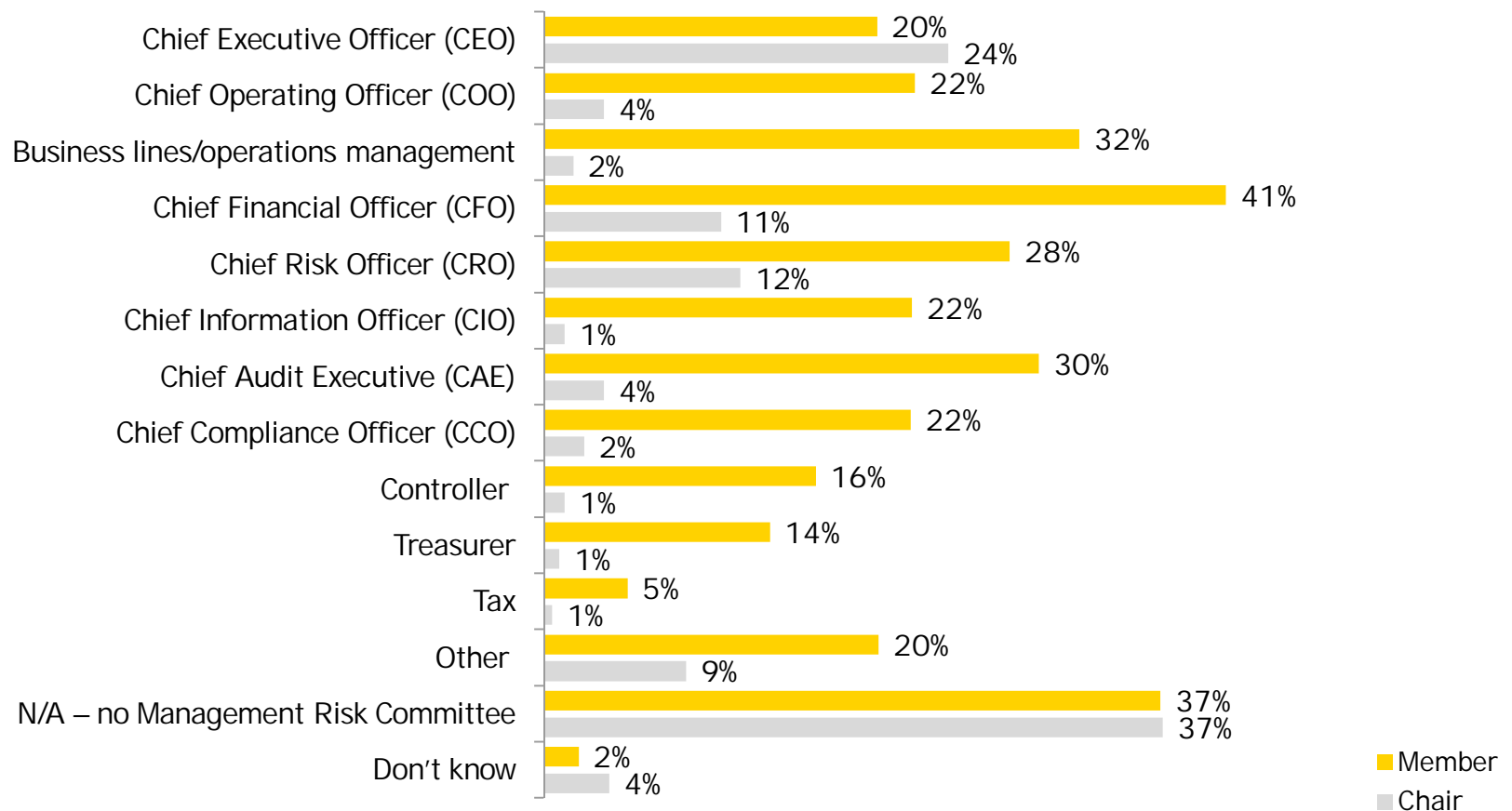
Section 2: Risk strategy

Where is risk management addressed at the Board level? *(Please select one response only)*



Section 2: Risk strategy

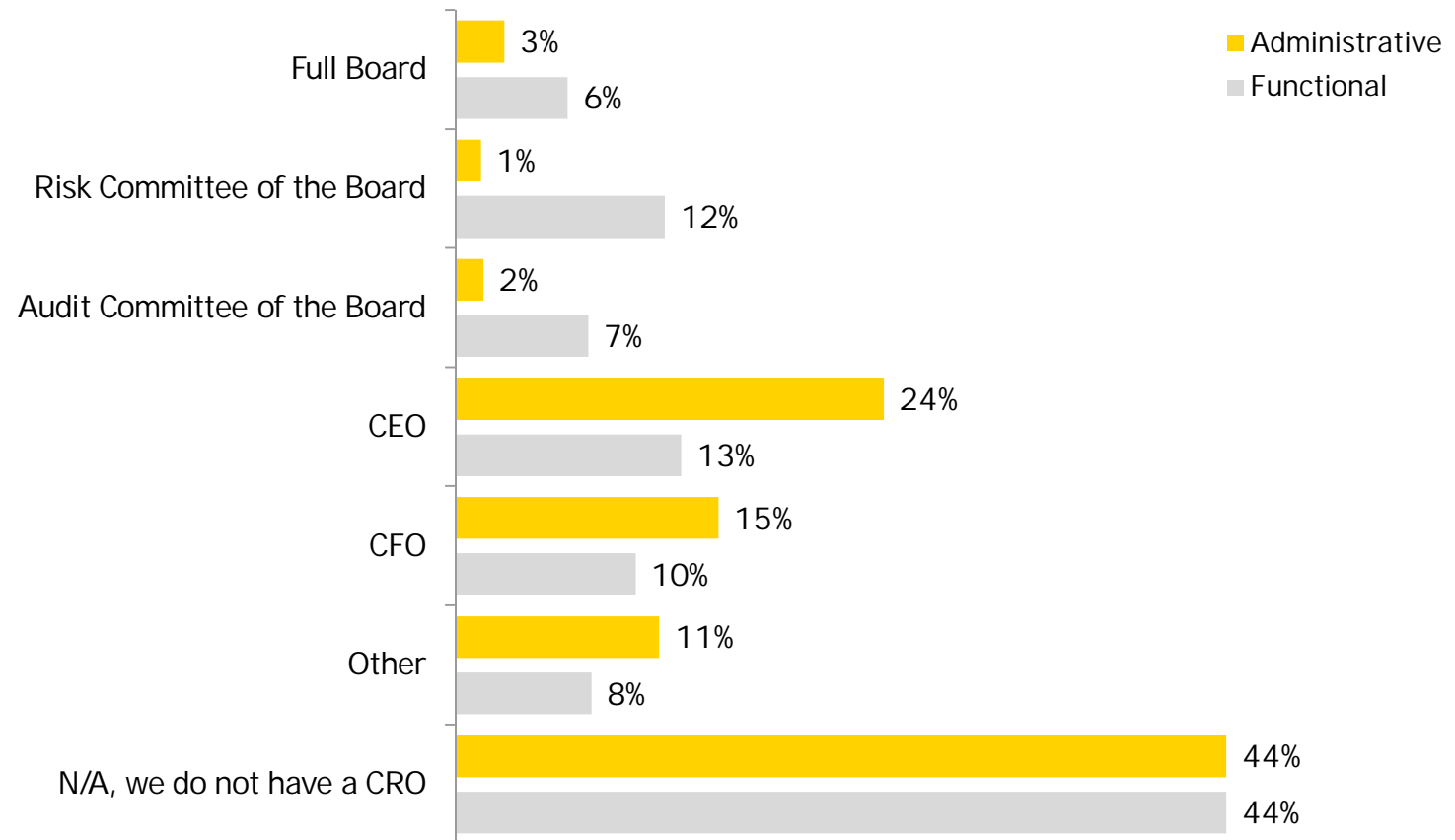
If your organization has a Management Risk Committee, which positions/functions are Members and which are Chairs?
(Please select all that apply)



Section 2: Risk strategy

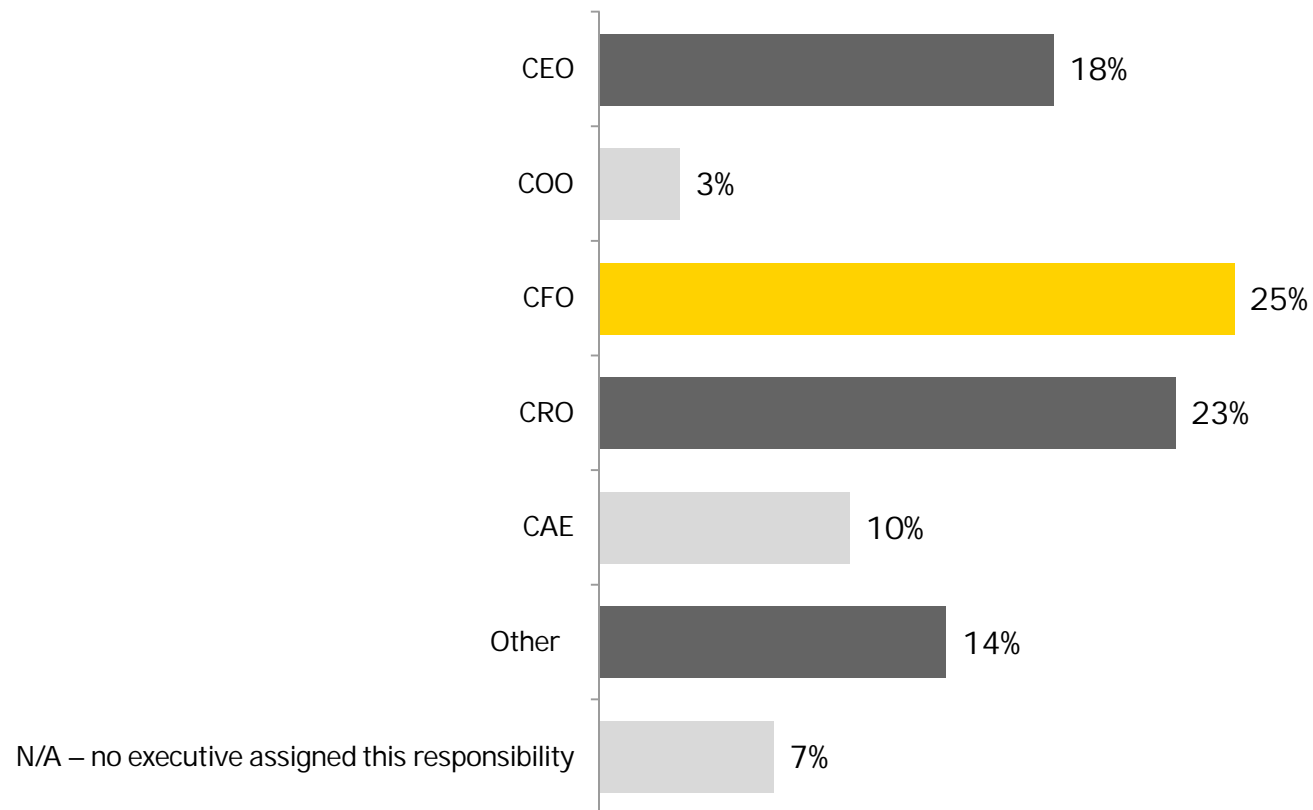
If your organization has a CRO, to whom does this person report to functionally (i.e., based on mutual responsibility and subject matter) and administratively (i.e., solely based on organizational hierarchy)?

(Please select one response in each column)



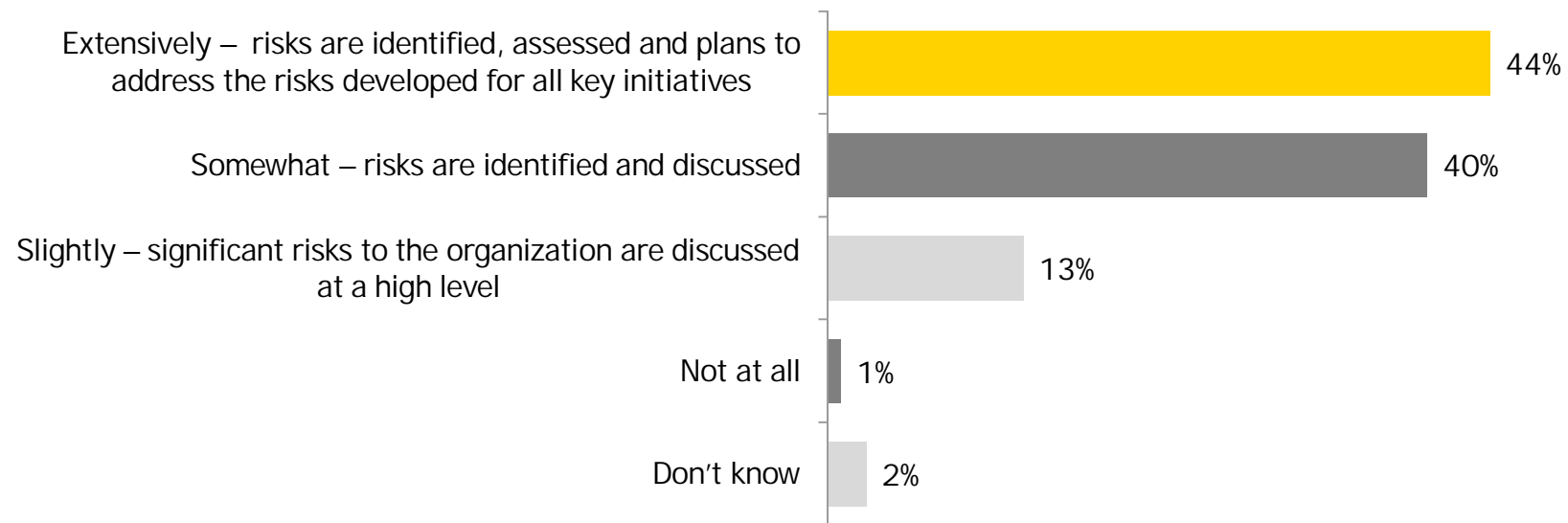
Section 2: Risk strategy

Which executive provides oversight for your organization's enterprise risk management program?
(Please select one response only)



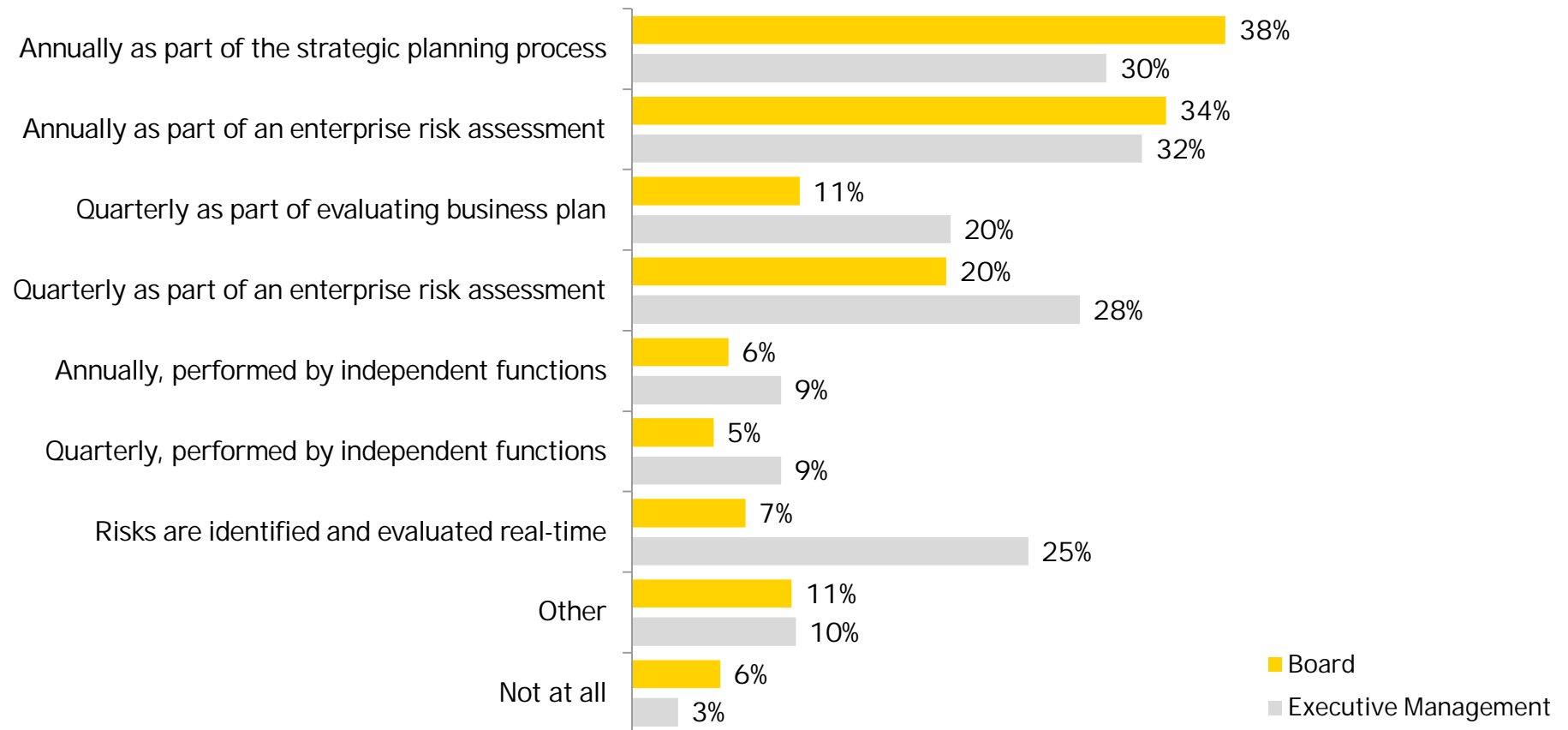
Section 2: Risk strategy

To what extent are risks considered as part of your organization's strategic and business planning process?
(Please select one response only)



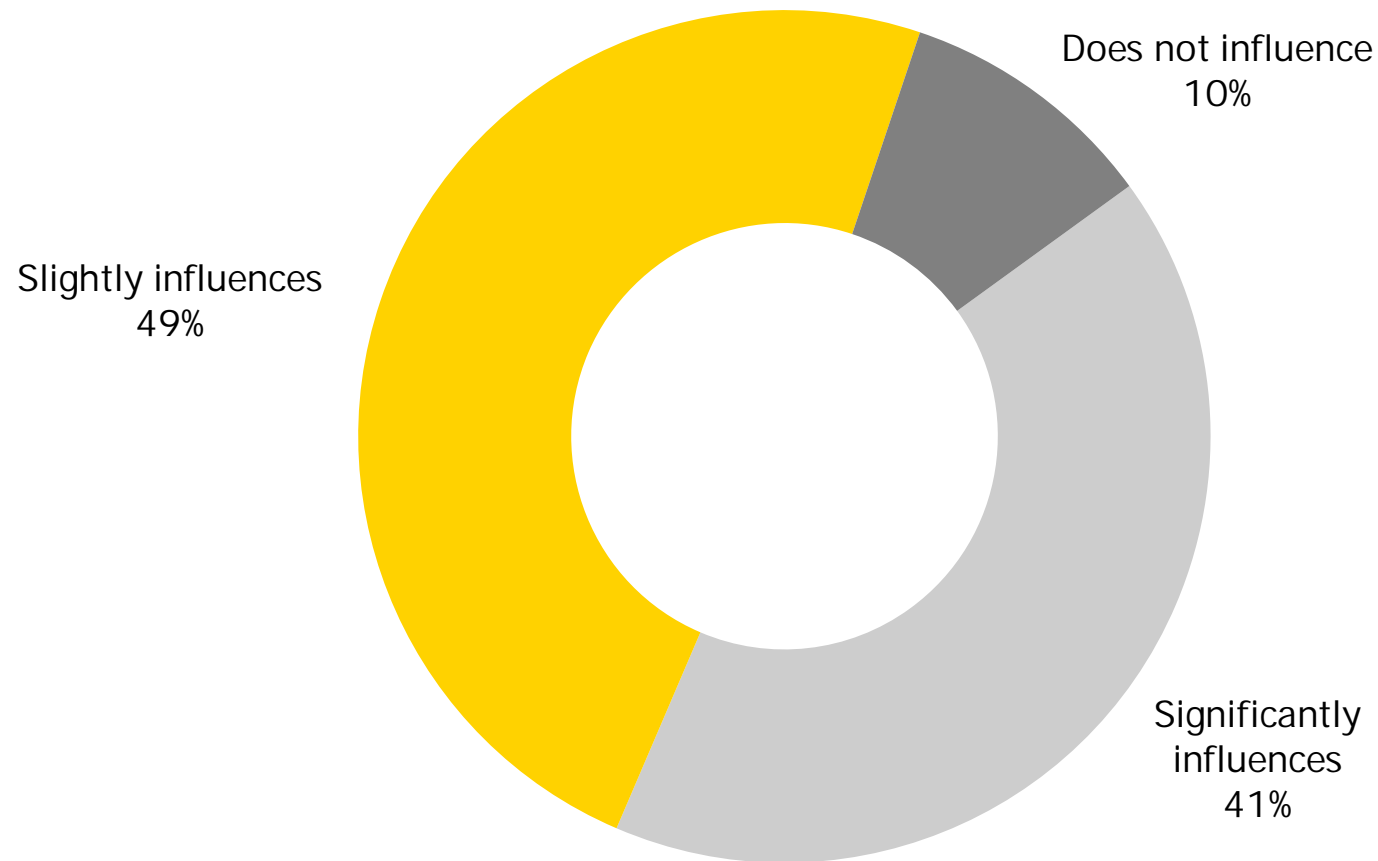
Section 2: Risk strategy

How frequently does the organization evaluate the company's risk profile within a calendar year and its impact on the business strategy and plan? *(Please select all that apply)*



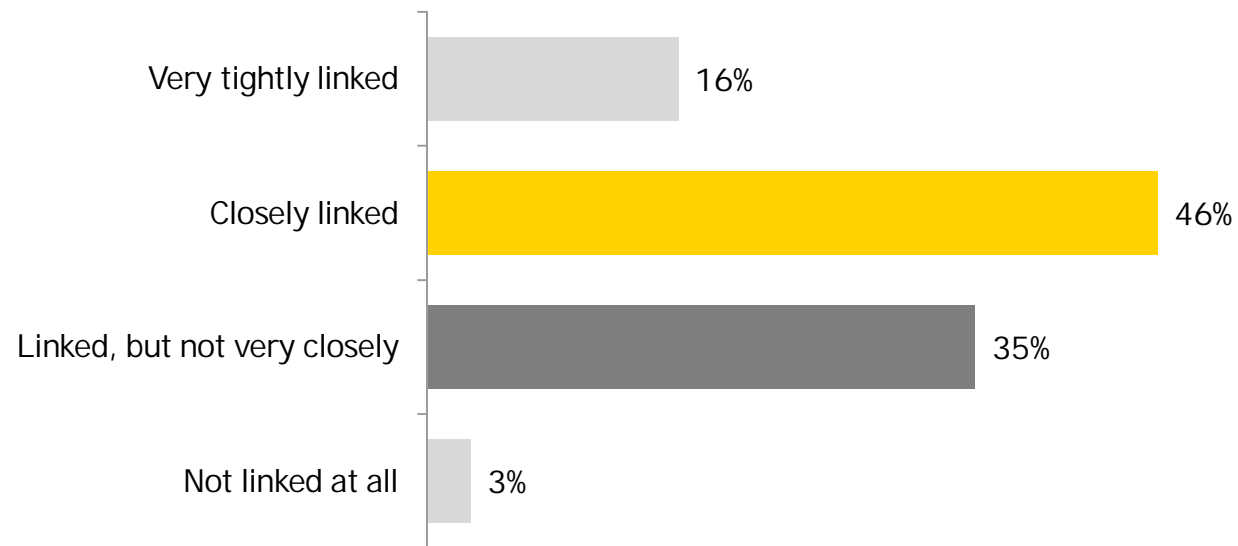
Section 2: Risk strategy

To what extent does your company's risk profile influence your capital allocations (e.g., funding, expenditures, people/resources, technology, etc.)? *(Please select one response only)*



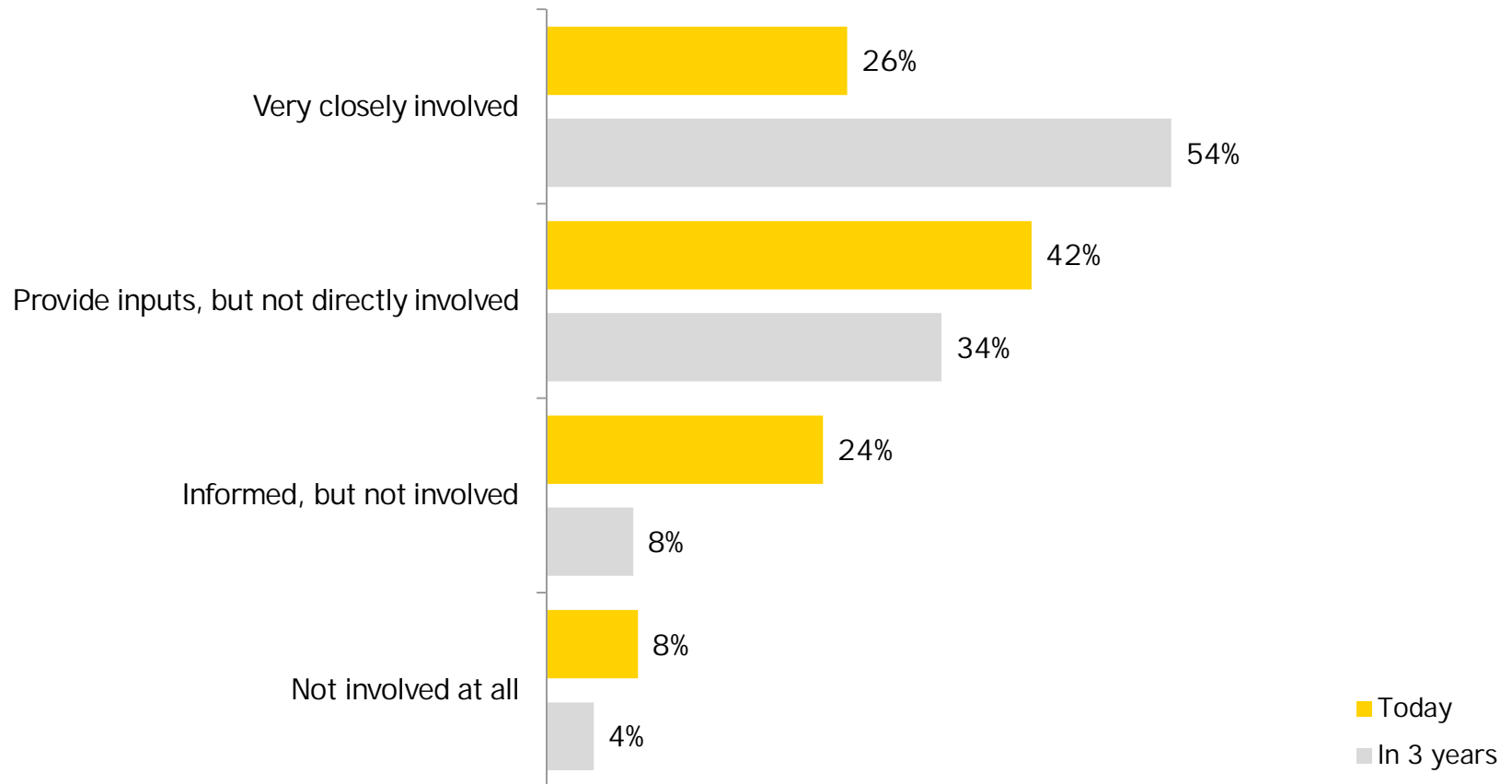
Section 2: Risk strategy

How would you describe the alignment of risk management's objectives to your company's strategic and business objectives? *(Please select one response only)*



Section 2: Risk strategy

How would you describe risk management's level of involvement in your company's strategic decision making process (e.g., acquisitions, divestitures, investments, capital allocations)? *(Please select one response in each column)*



Survey results

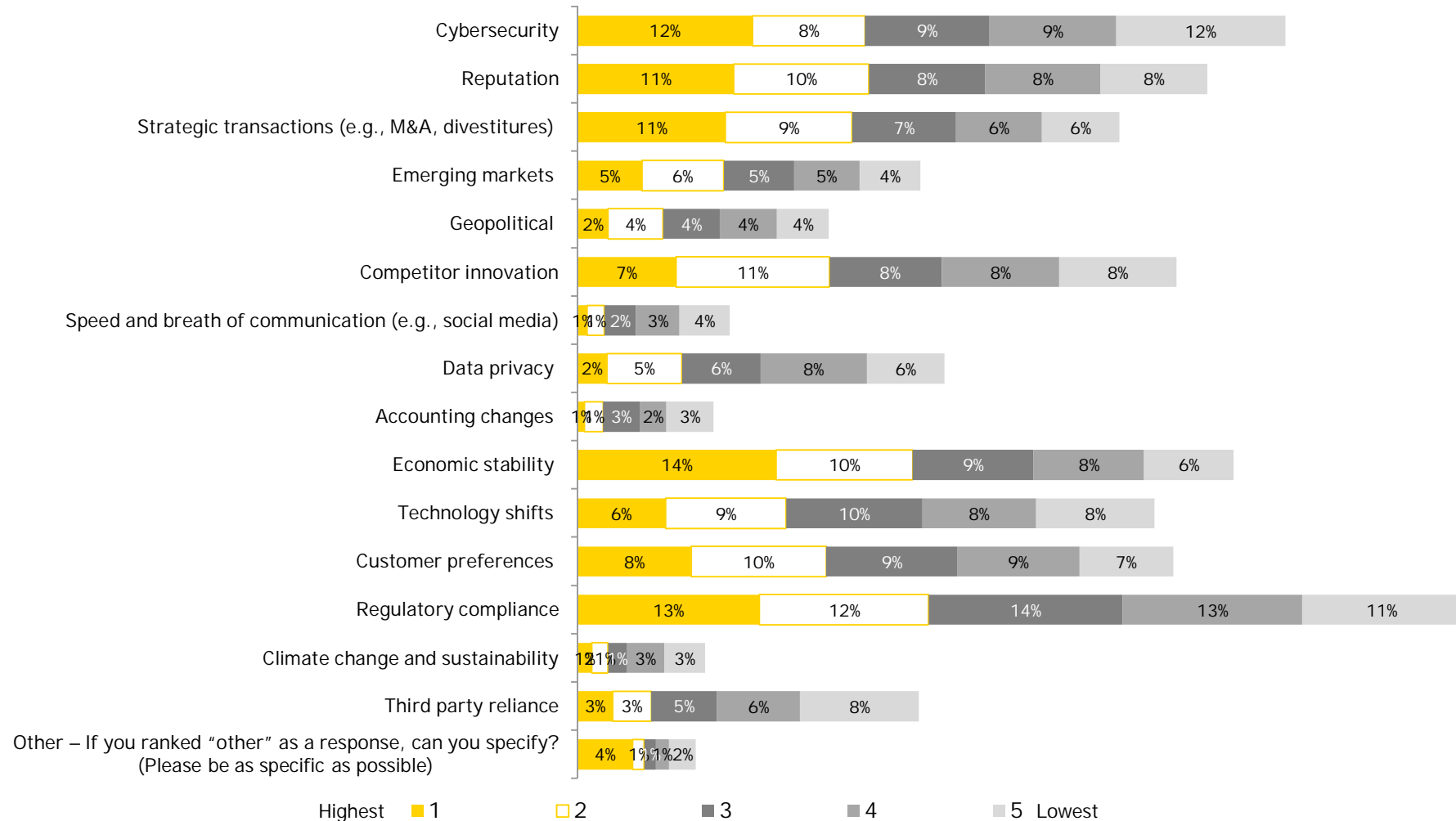
Section 3: Governance, Risk and Compliance (GRC)



Section 3: Governance, Risk and Compliance (GRC)

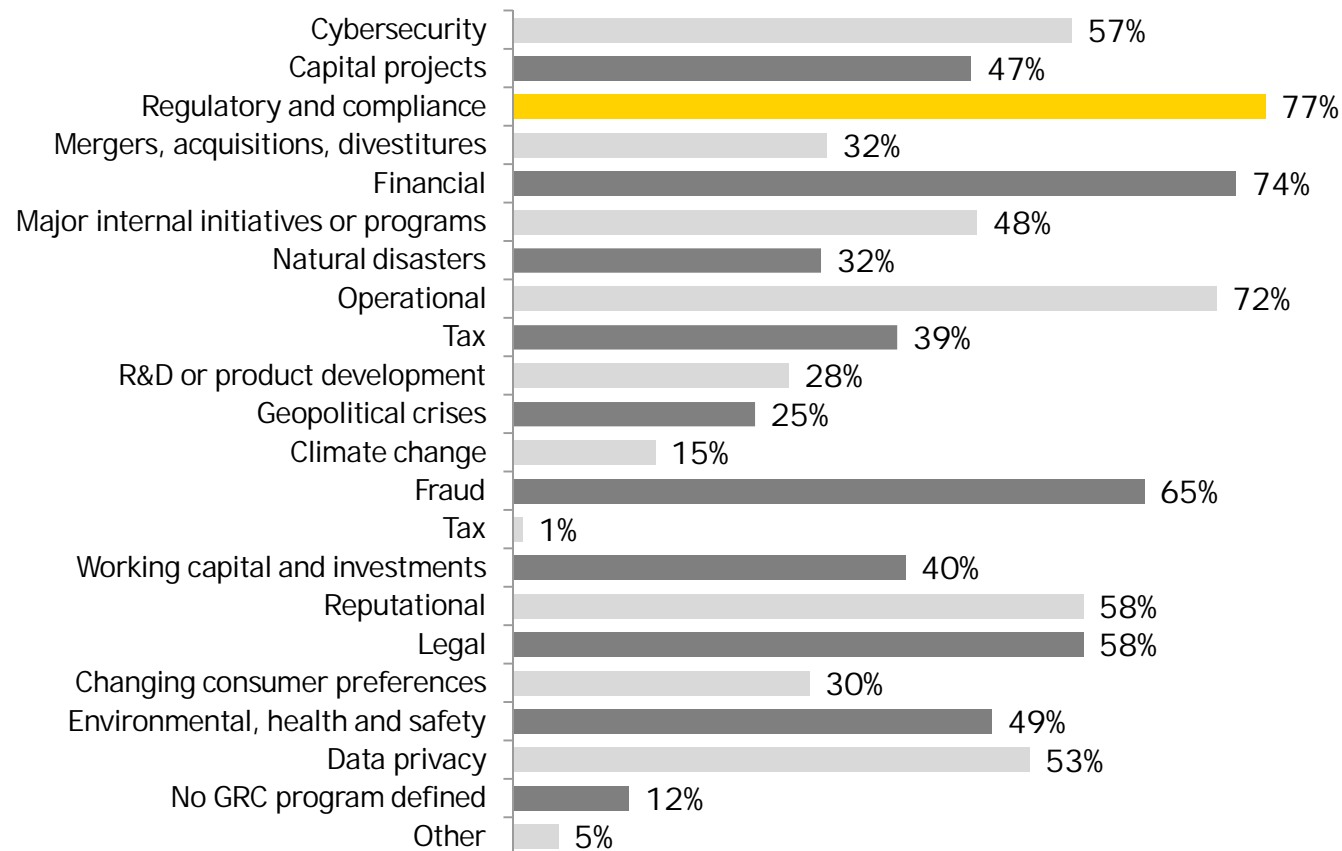
Which do you consider as current challenges for your organization?

(Select your top 5 – with 1 being highest priority, 5 the lowest priority in your top 5)



Section 3: Governance, Risk and Compliance (GRC)

What is the scope of risks currently addressed by your GRC program? *(Please select all that apply)*



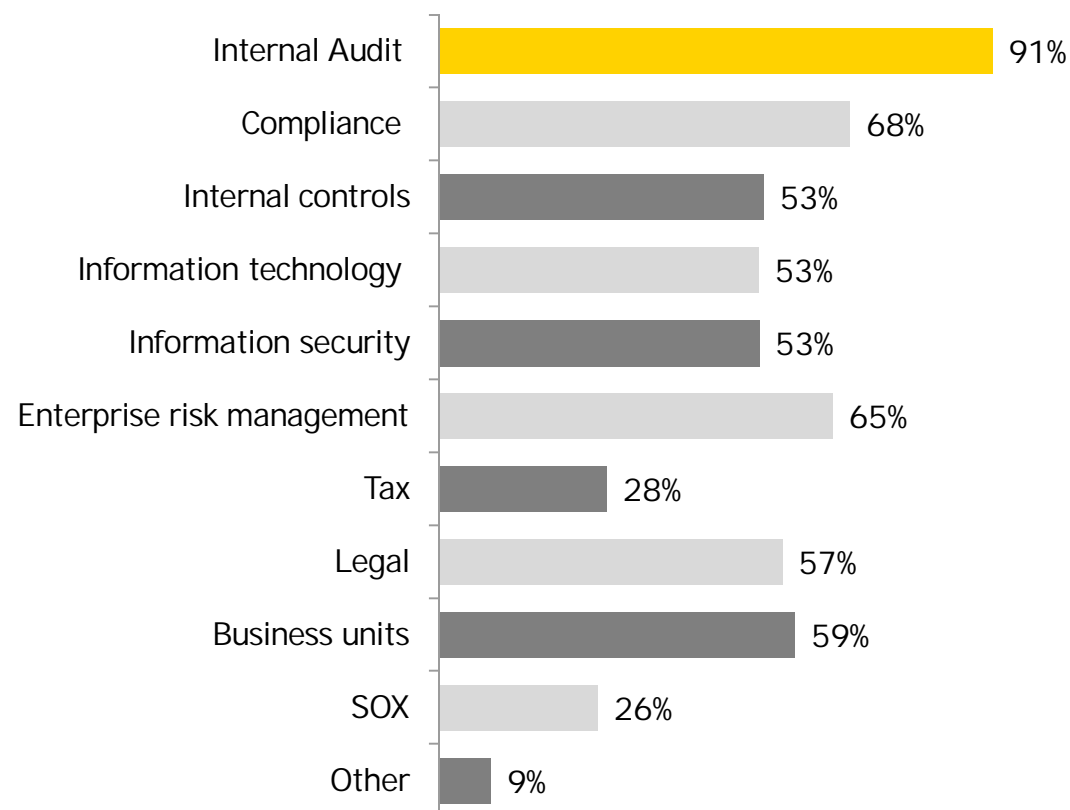
Survey results

Section 4: Integrating Governance, Risk and Compliance (GRC) functions



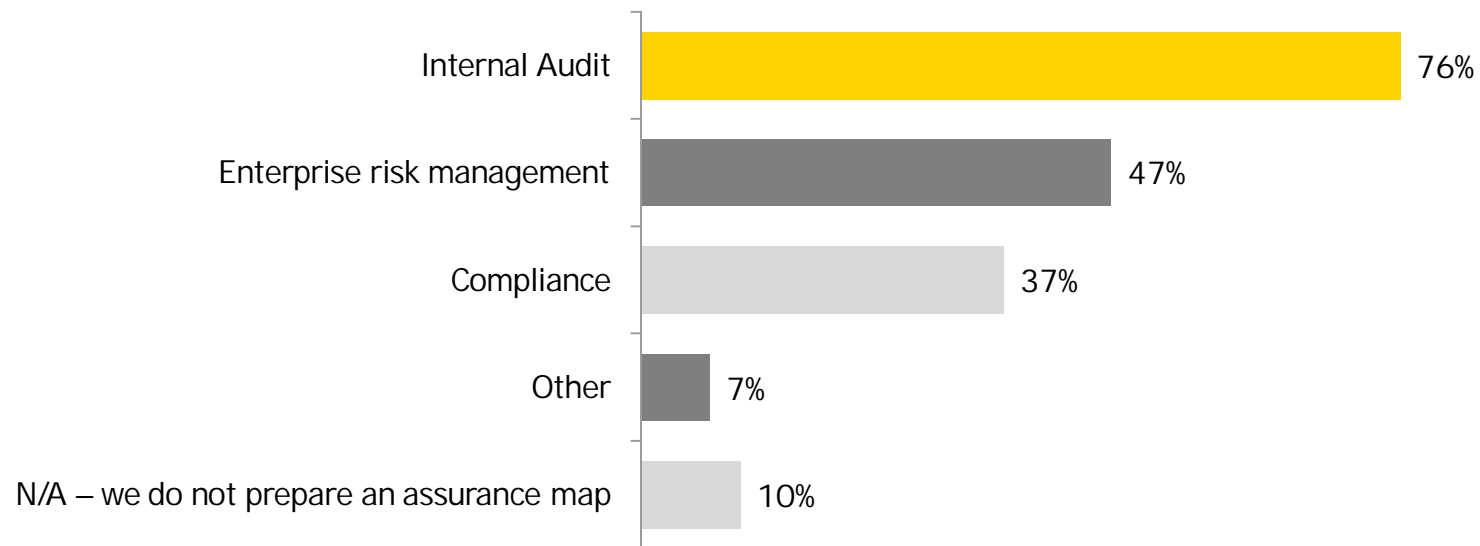
Section 4: Integrating Governance, Risk and Compliance (GRC) functions

Which of the following functions work together to identify, assess, manage and report on risks within your organization?
(Please select all that apply)



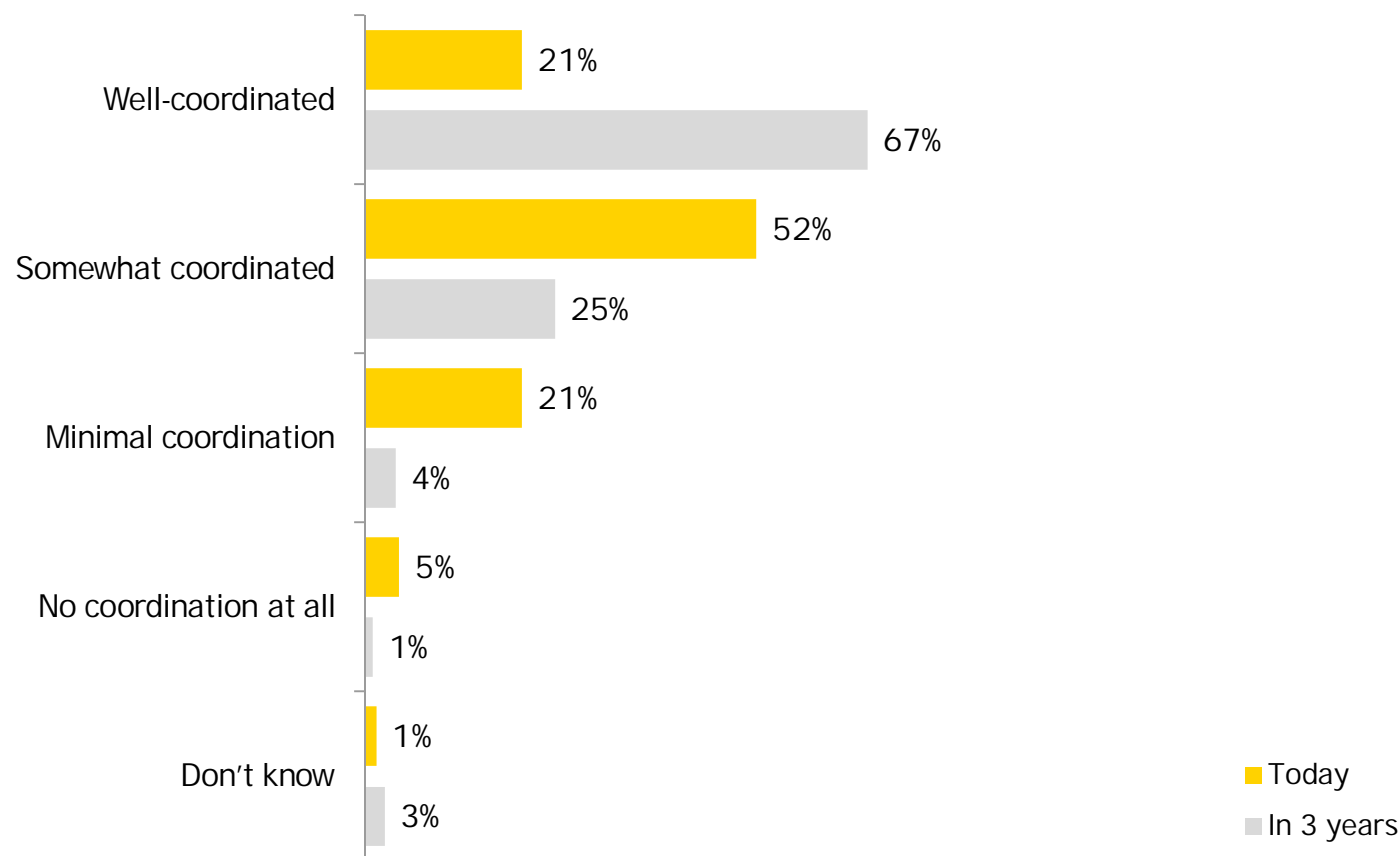
Section 4: Integrating Governance, Risk and Compliance (GRC) functions

Which of the following functions facilitate the mapping of compliance and audit activities to identified risks to ensure adequate risk coverage? *(Please select all that apply)*



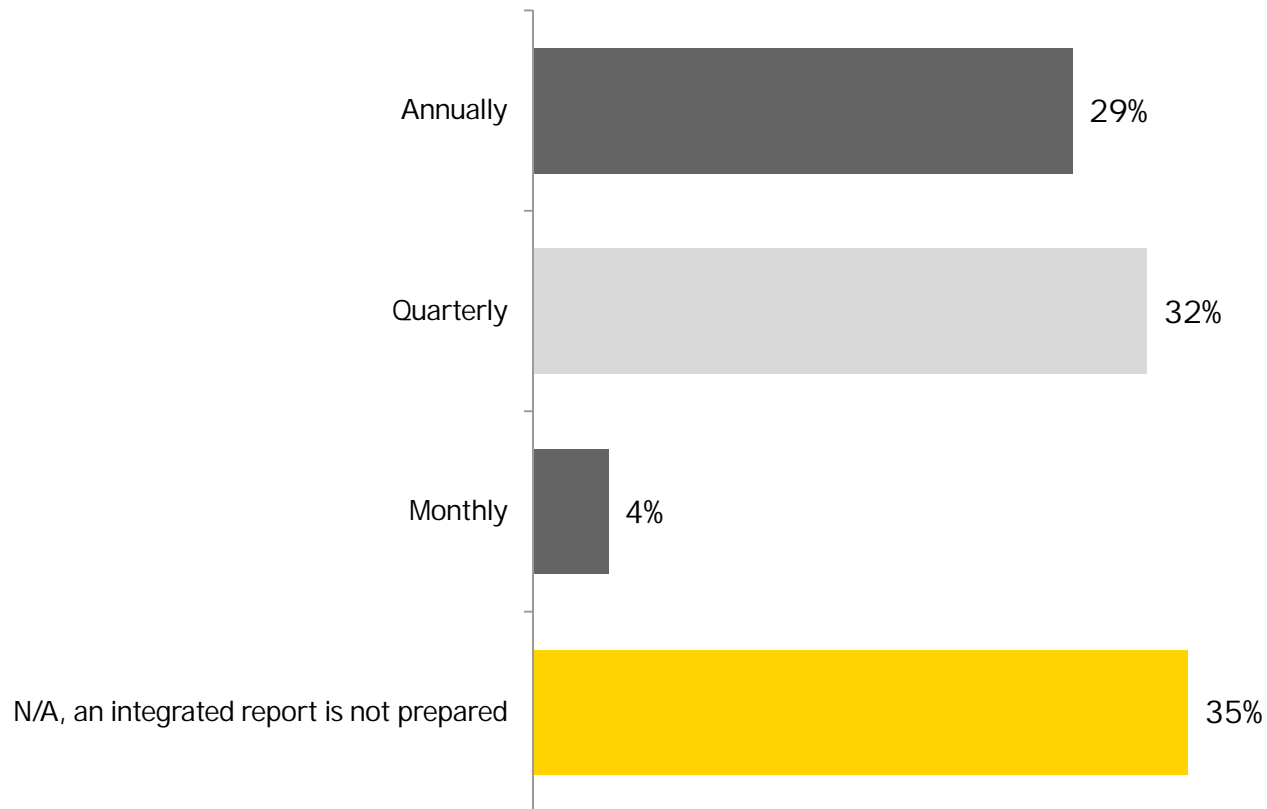
Section 4: Integrating Governance, Risk and Compliance (GRC) functions

To what extent are GRC activities coordinated within the organization (e.g., business, risk management, compliance, internal controls, Internal Audit)? *(Please select one response in each column)*



Section 4: Integrating Governance, Risk and Compliance (GRC) functions

Do your GRC functions prepare an integrated report addressing the organization's risks and management actions for the Board and Executive Management? *(Please select one response only)*



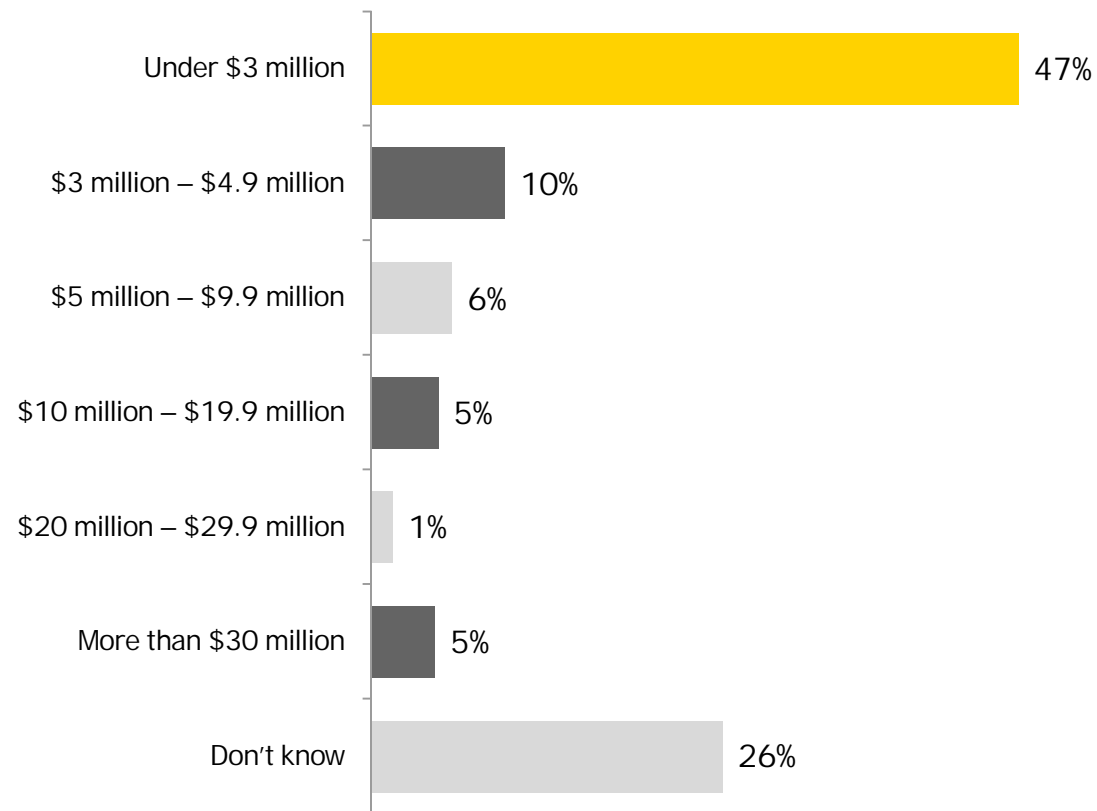
Section 4: Integrating Governance, Risk and Compliance (GRC) functions

Which of the following functions are responsible for compiling the integrated report? *(Please select all that apply)*



Section 4: Integrating Governance, Risk and Compliance (GRC) functions

What is your organization's estimated cost for the functions performing GRC activities?
(Please select one response only)



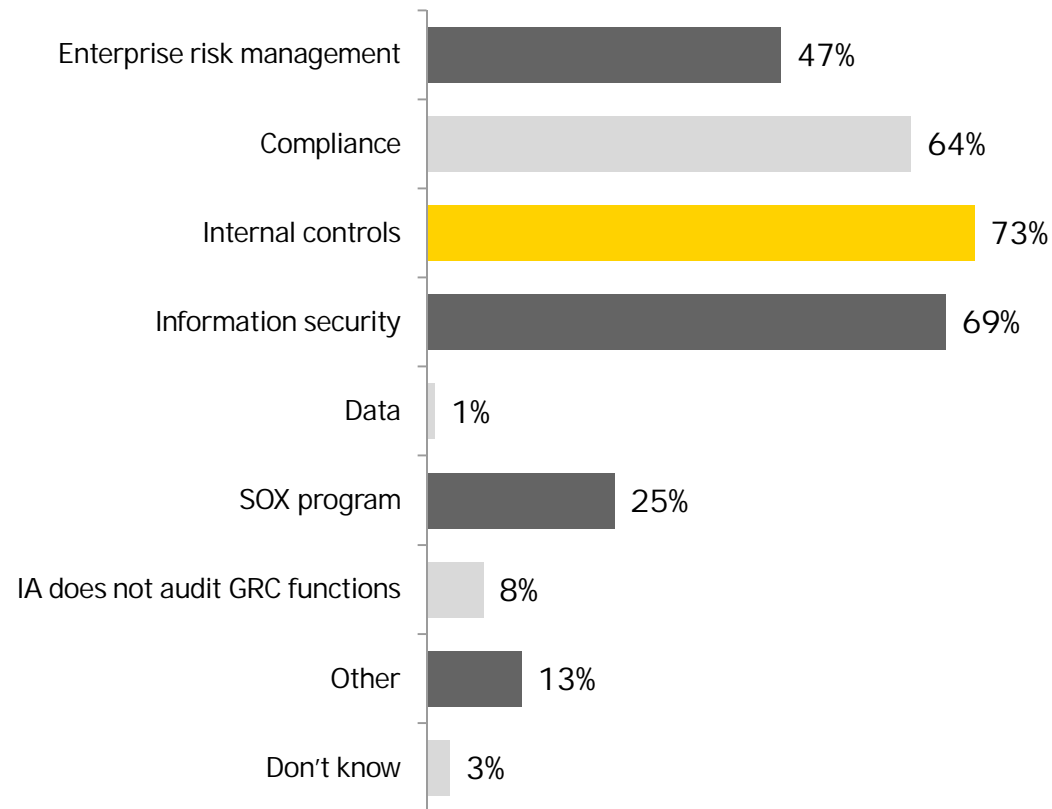
Survey results

Section 5: Internal Audit (IA)



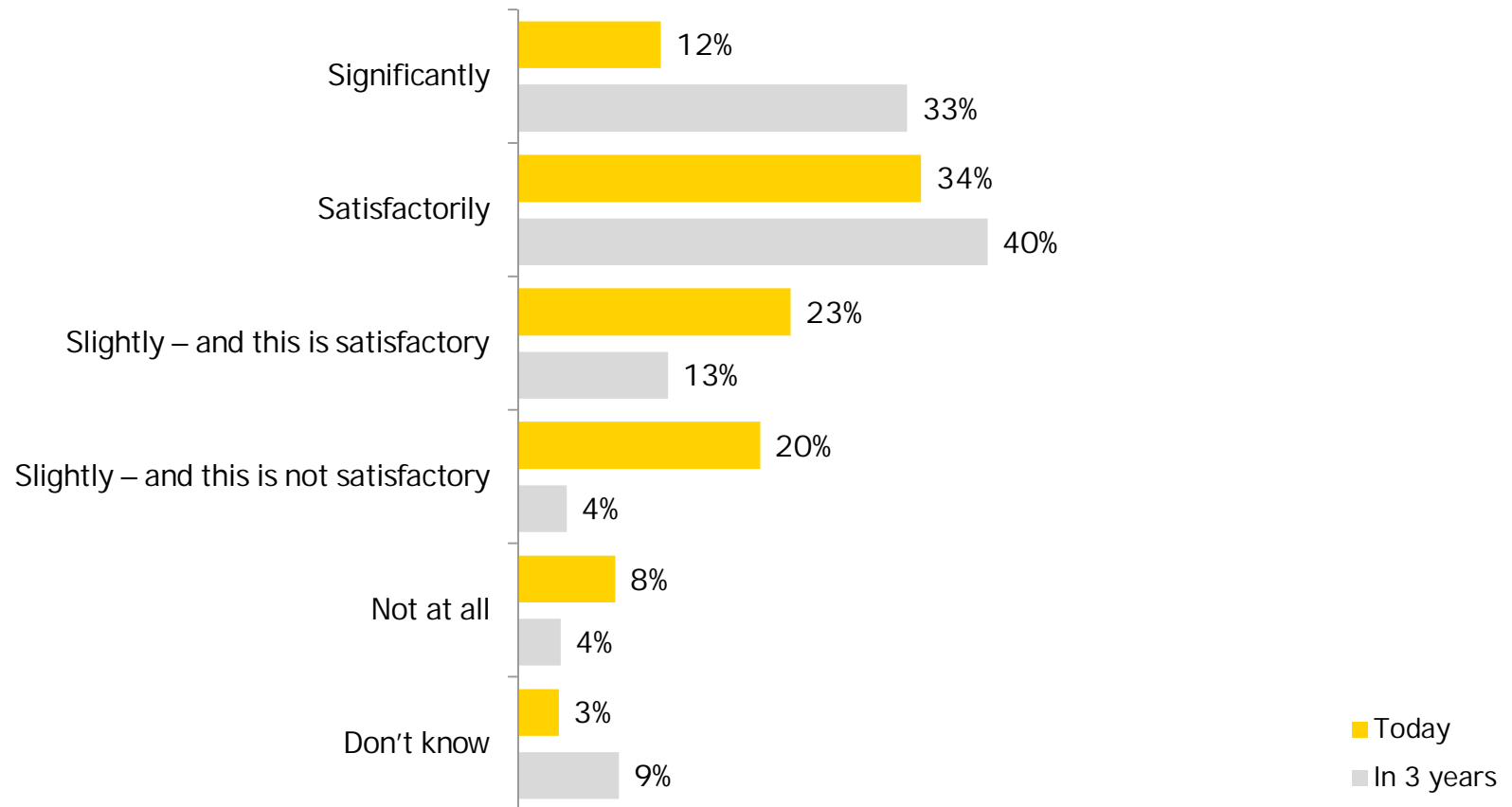
Section 5: Internal Audit (IA)

Does IA audit the following GRC functions? *(Please select all that apply)*



Section 5: Internal Audit (IA)

To what extent does IA leverage the work of other risk/control/compliance activities? *(Please select all that apply)*



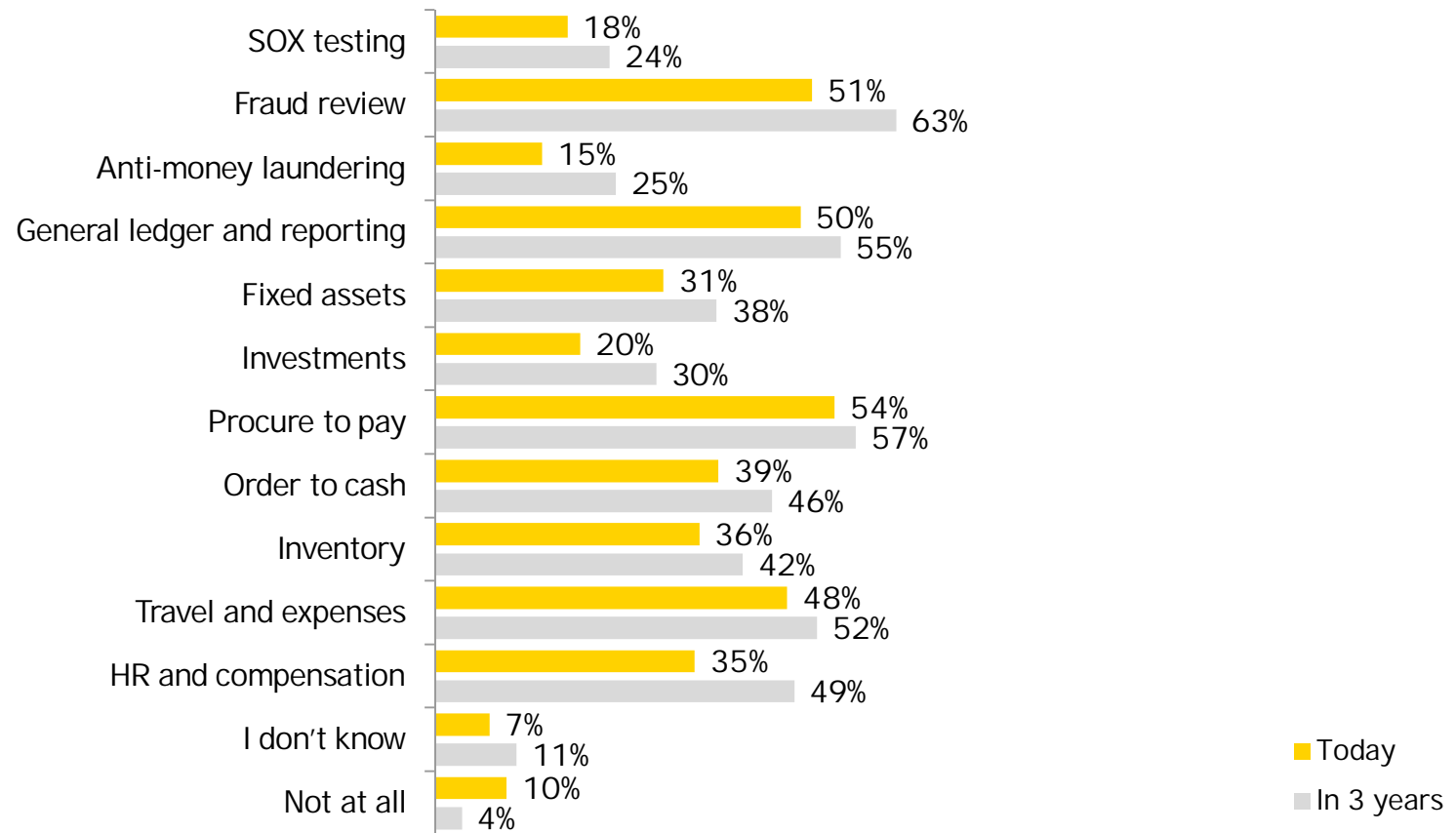
Section 5: Internal Audit (IA)

Where does IA use data analytics in the audit lifecycle? *(Please select all that apply)*



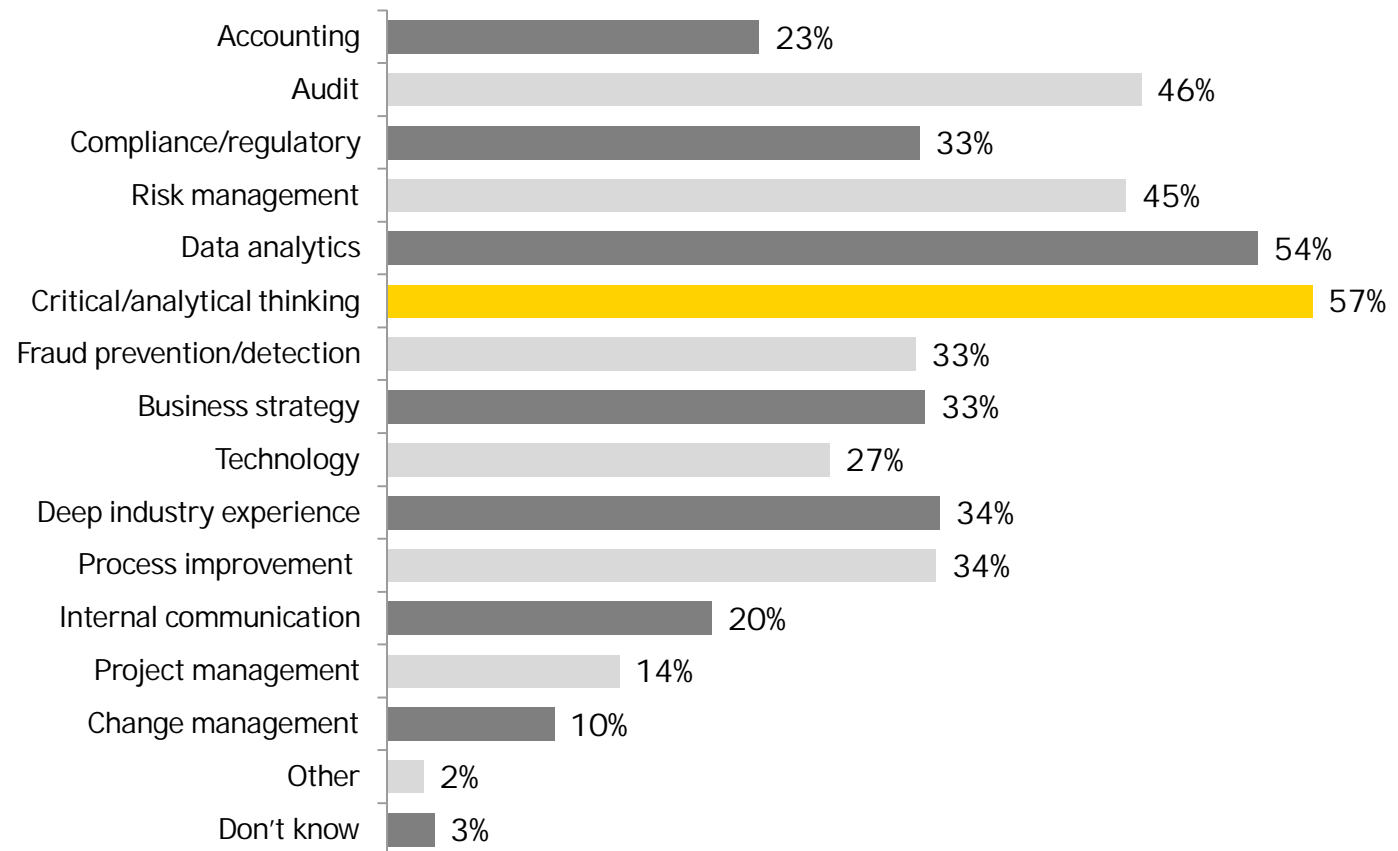
Section 5: Internal Audit (IA)

In which processes or compliance areas does IA use data analytics? *(Please select all that apply)*



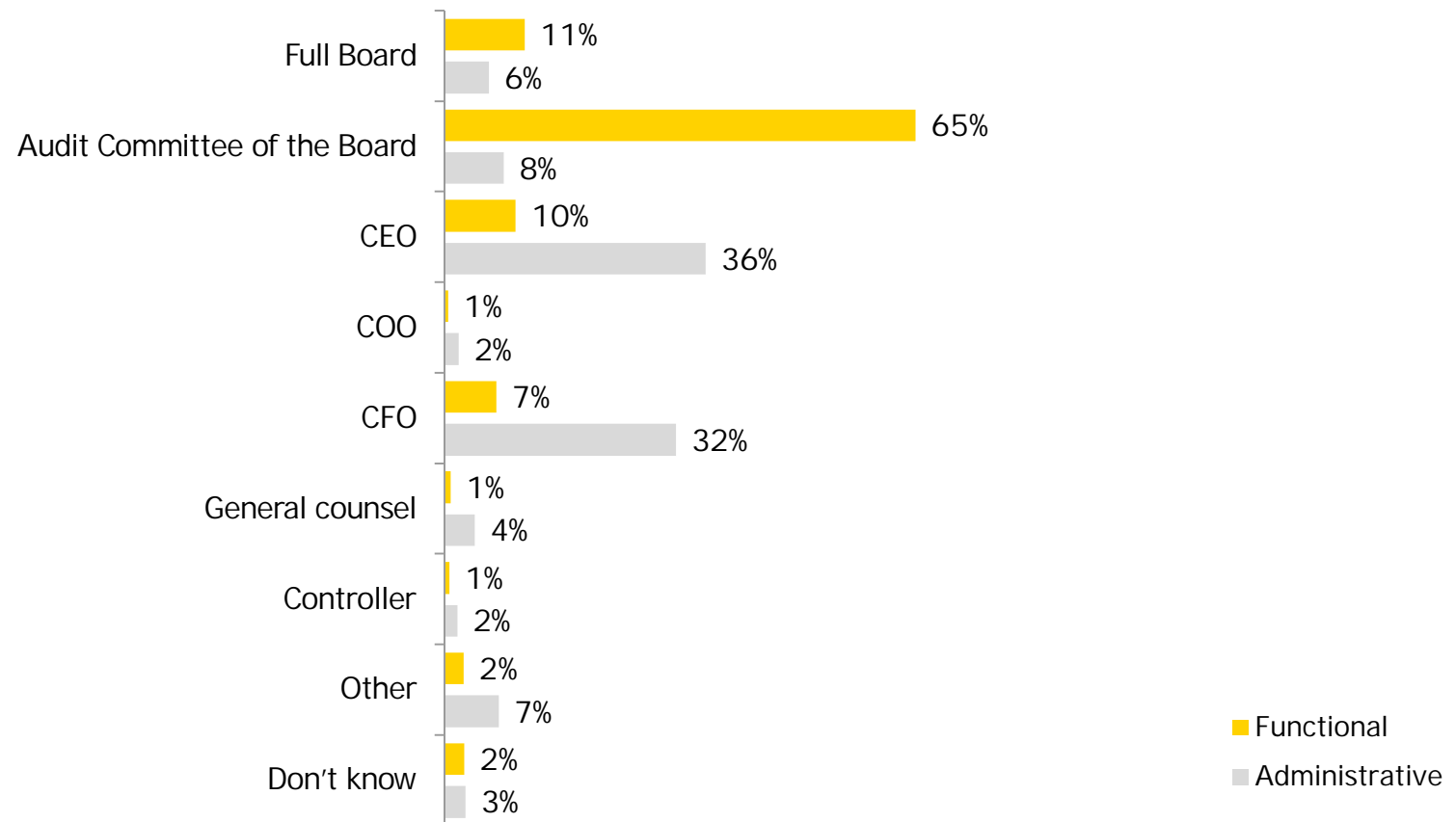
Section 5: Internal Audit (IA)

What skills or knowledge do you believe are most important to enhance your Internal Audit function?
(Please select your top 5)



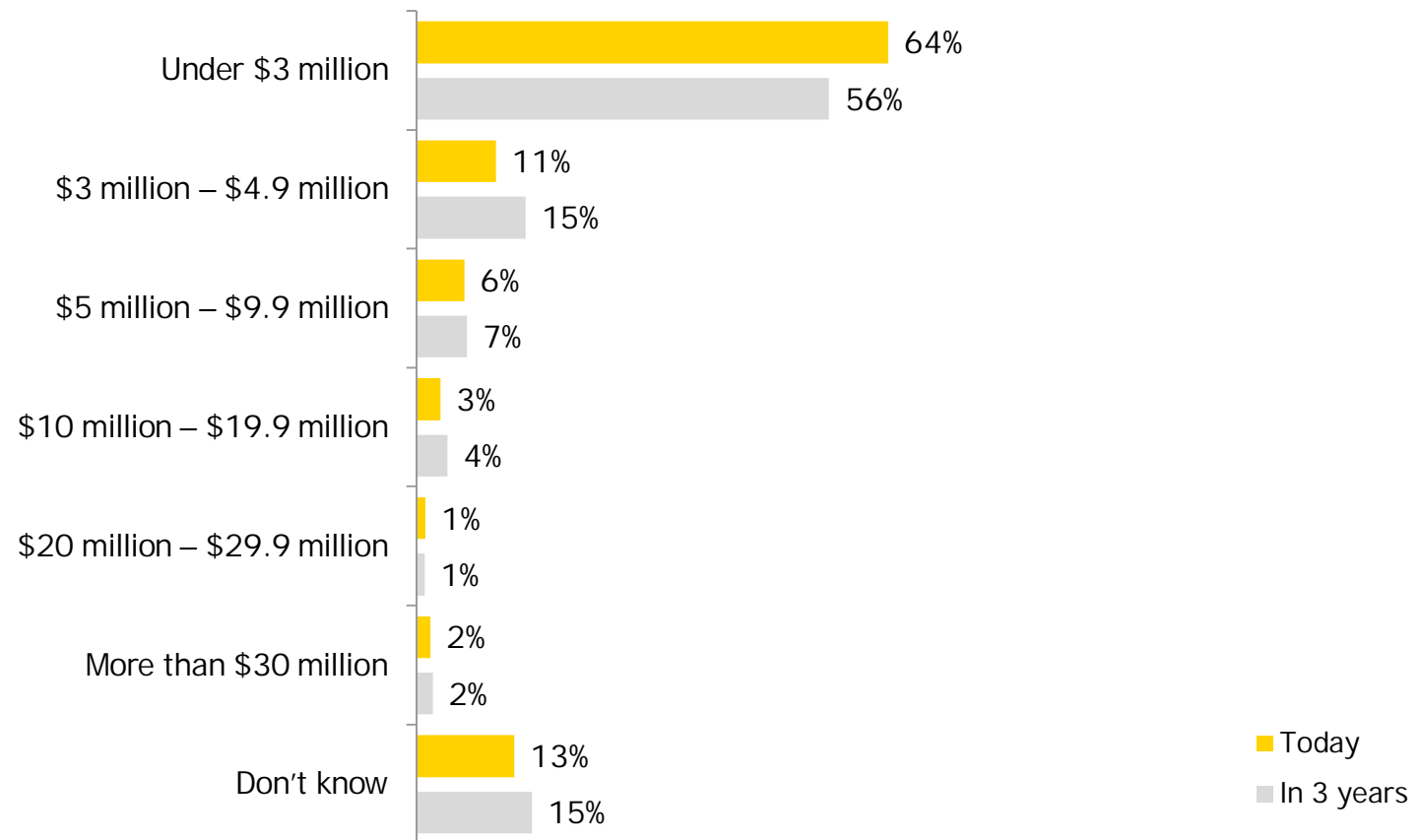
Section 5: Internal Audit (IA)

Where does IA report in your organization functionally (i.e., based on mutual responsibility and subject matter) and administratively (i.e., solely based on organizational hierarchy)? *(Please select one response in each column)*



Section 5: Internal Audit (IA)

What is the budget for the Internal Audit function? *(Please select one response in each column)*



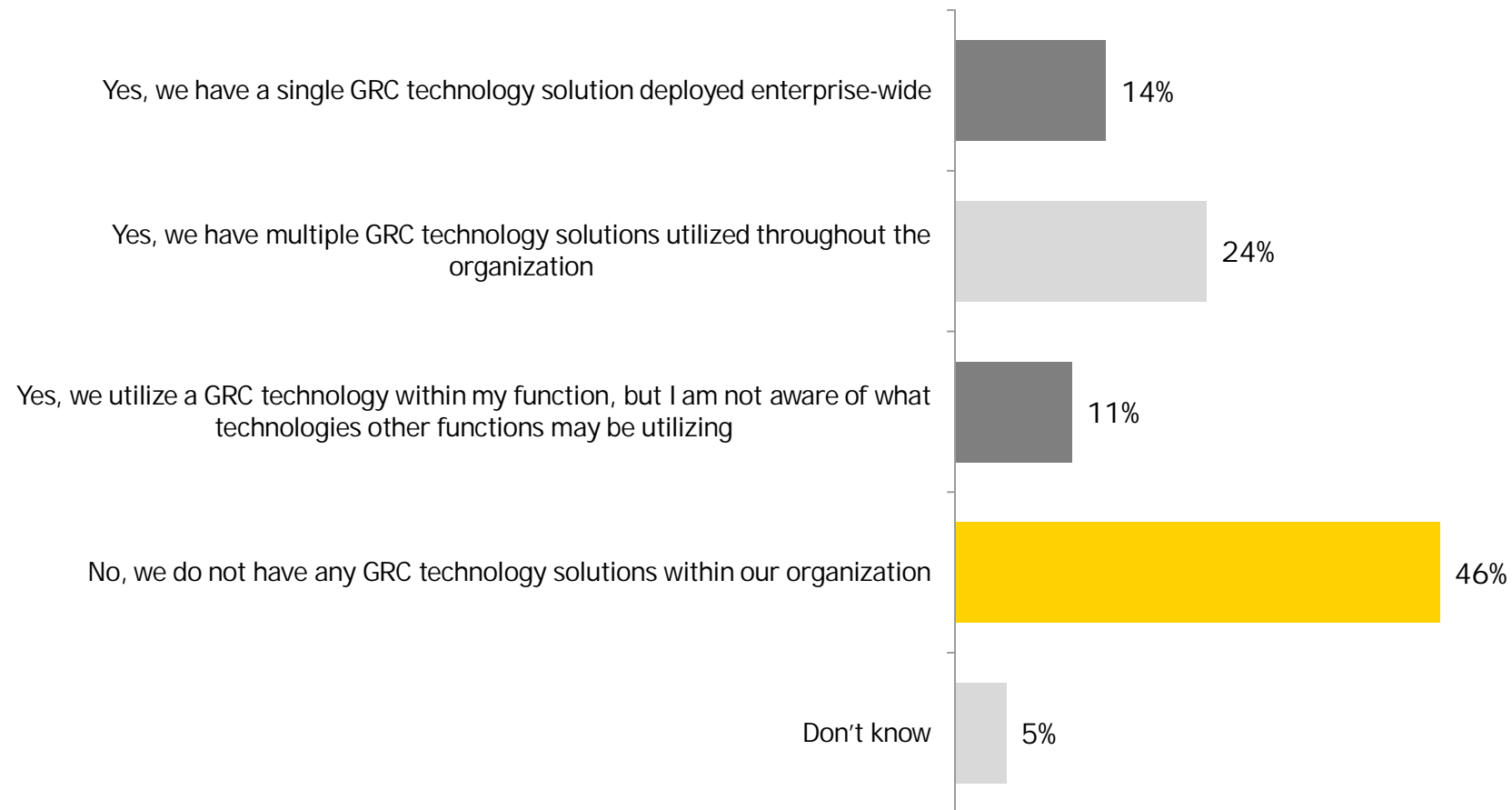
Survey results

Section 6: Embracing technology



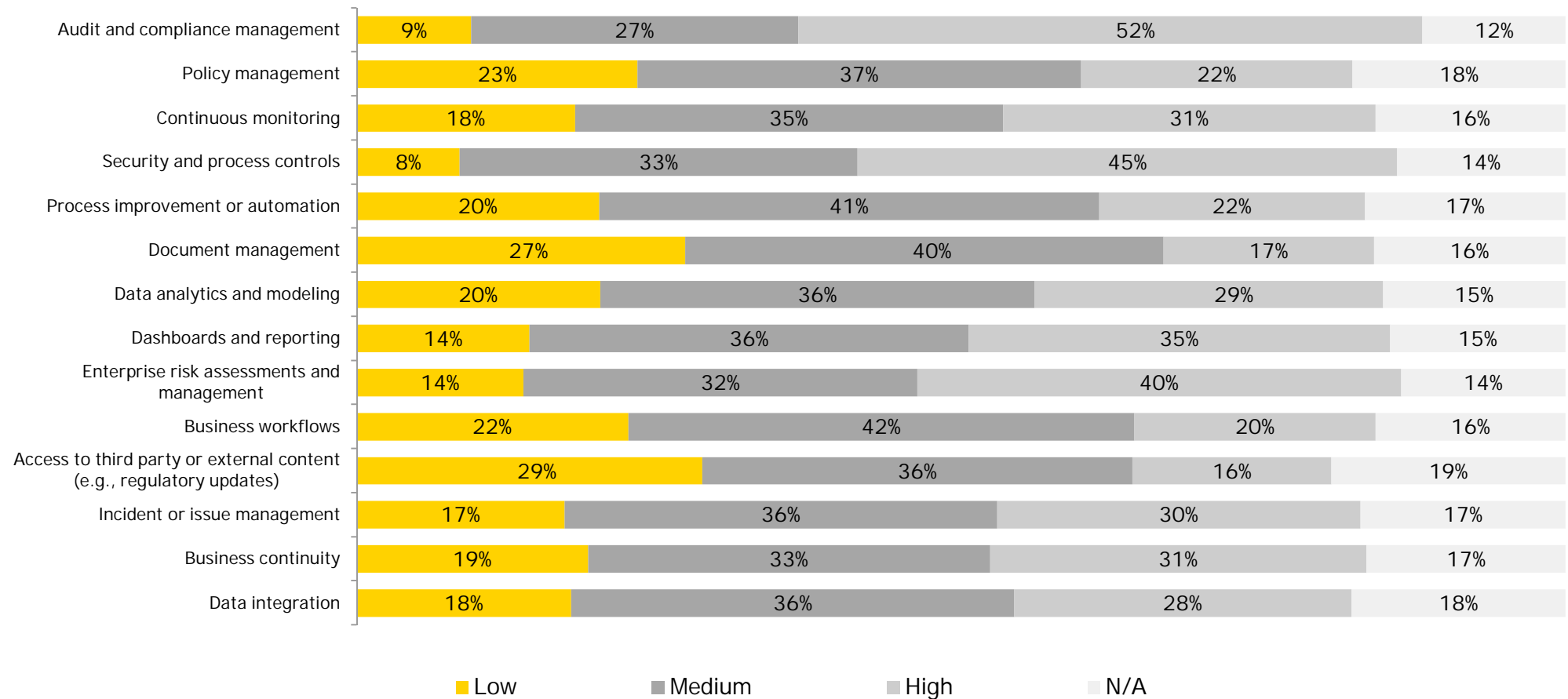
Section 6: Embracing technology

To what extent does your organization utilize a technology solution to enable or support its risk management activities?
(Please select one response only)



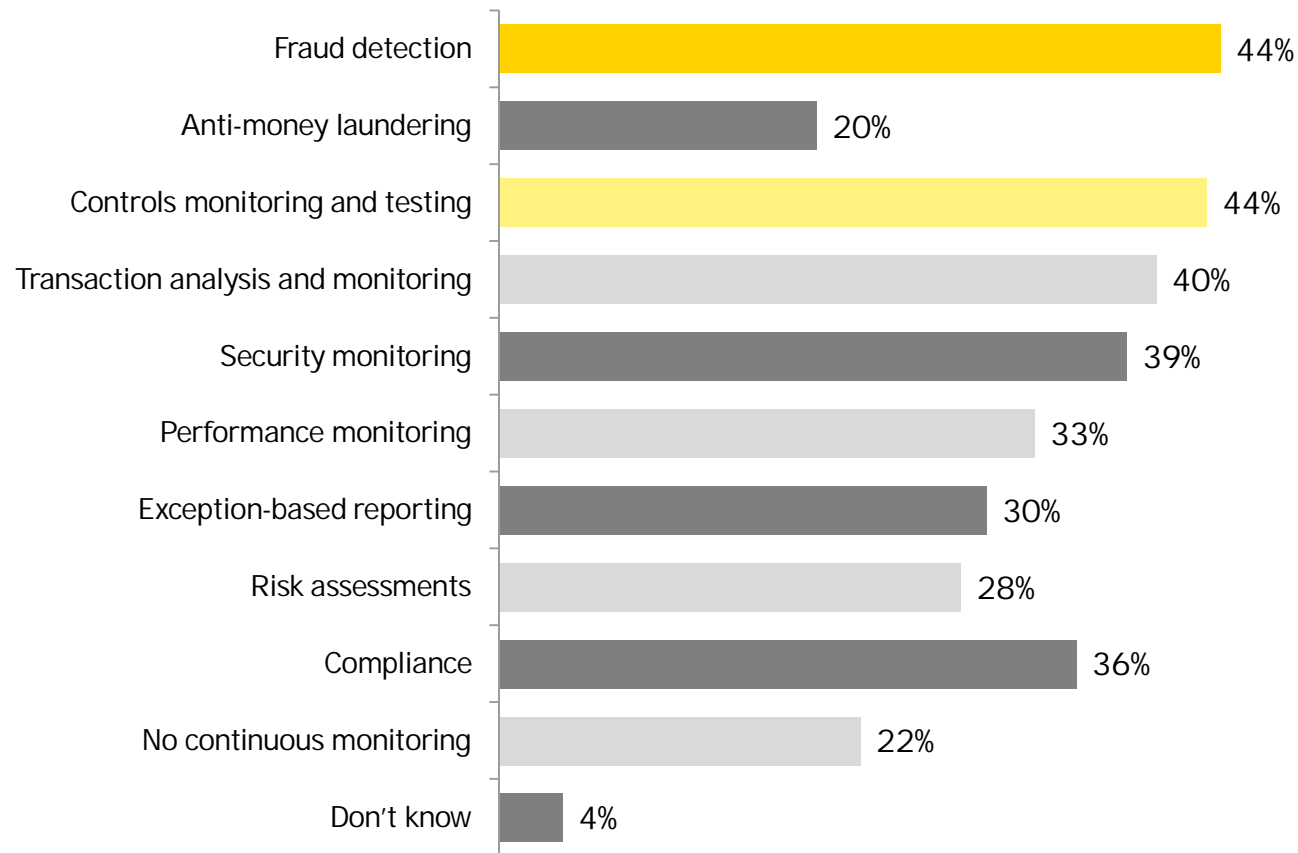
Section 6: Embracing technology

Please rate the importance of each of the below GRC capabilities to your organization?
(Please select one response for each item)



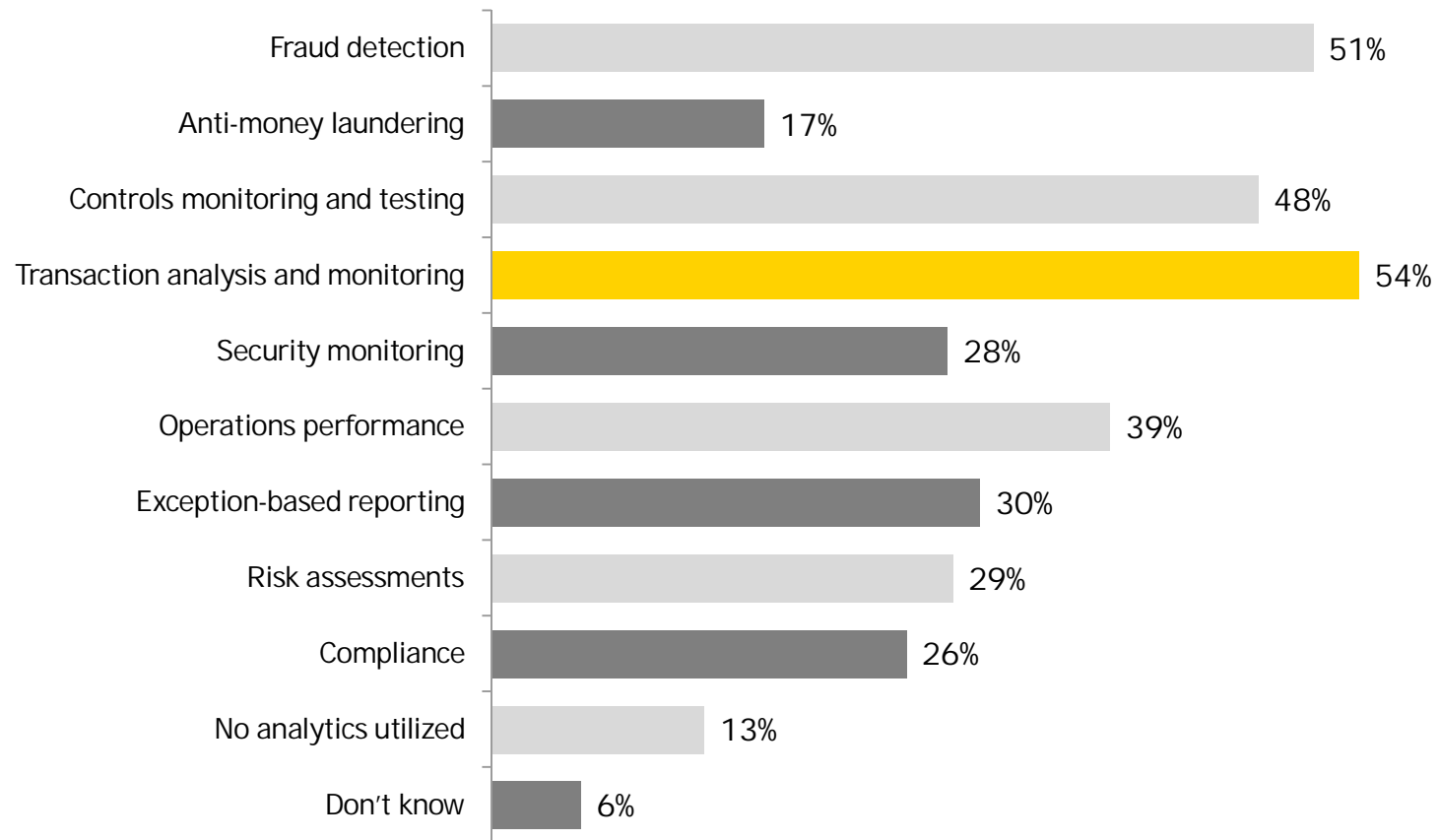
Section 6: Embracing technology

Which of the following activities are enabled through the use of continuous monitoring? *(Please select all that apply)*



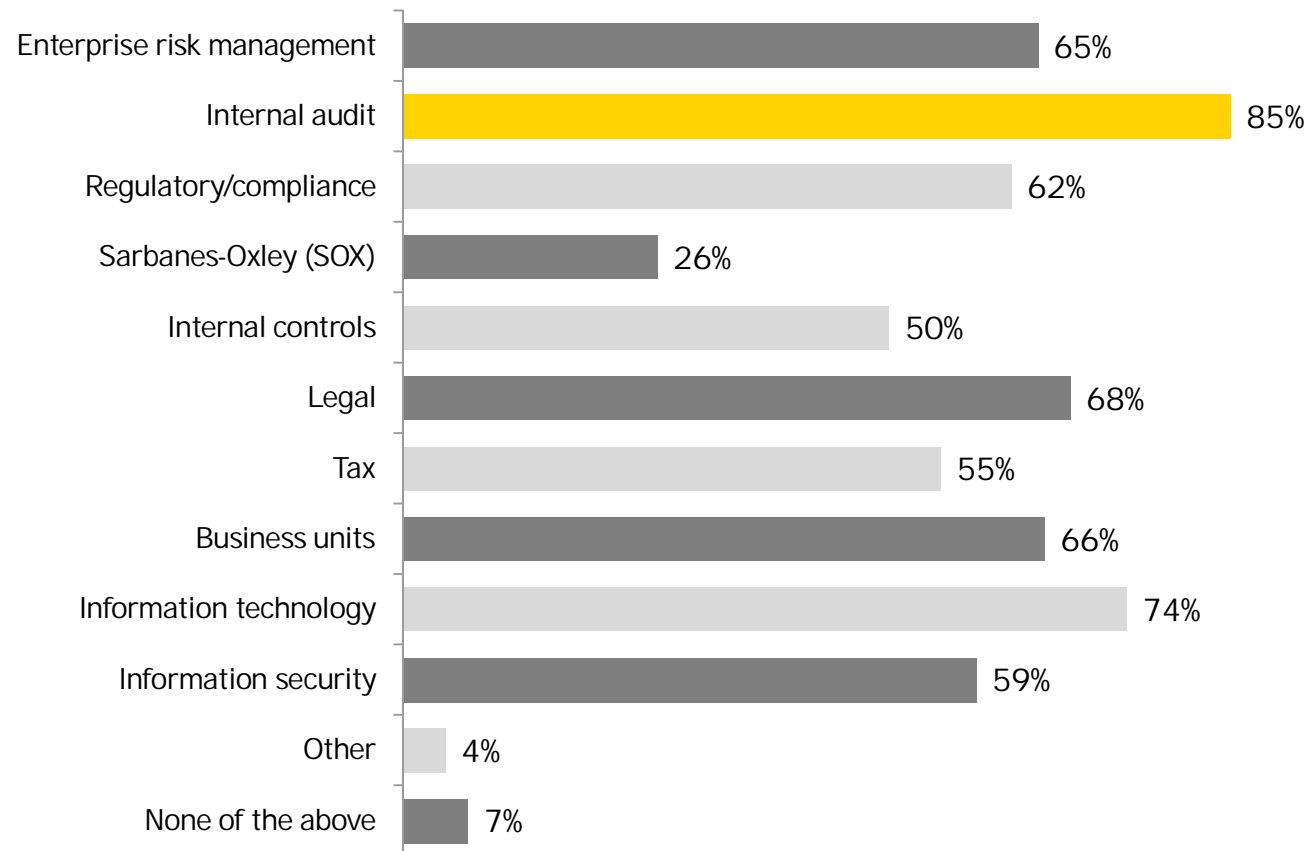
Section 6: Embracing technology

Which of the following activities are enabled through the use of data analytics and assessment?
(Please select all that apply)



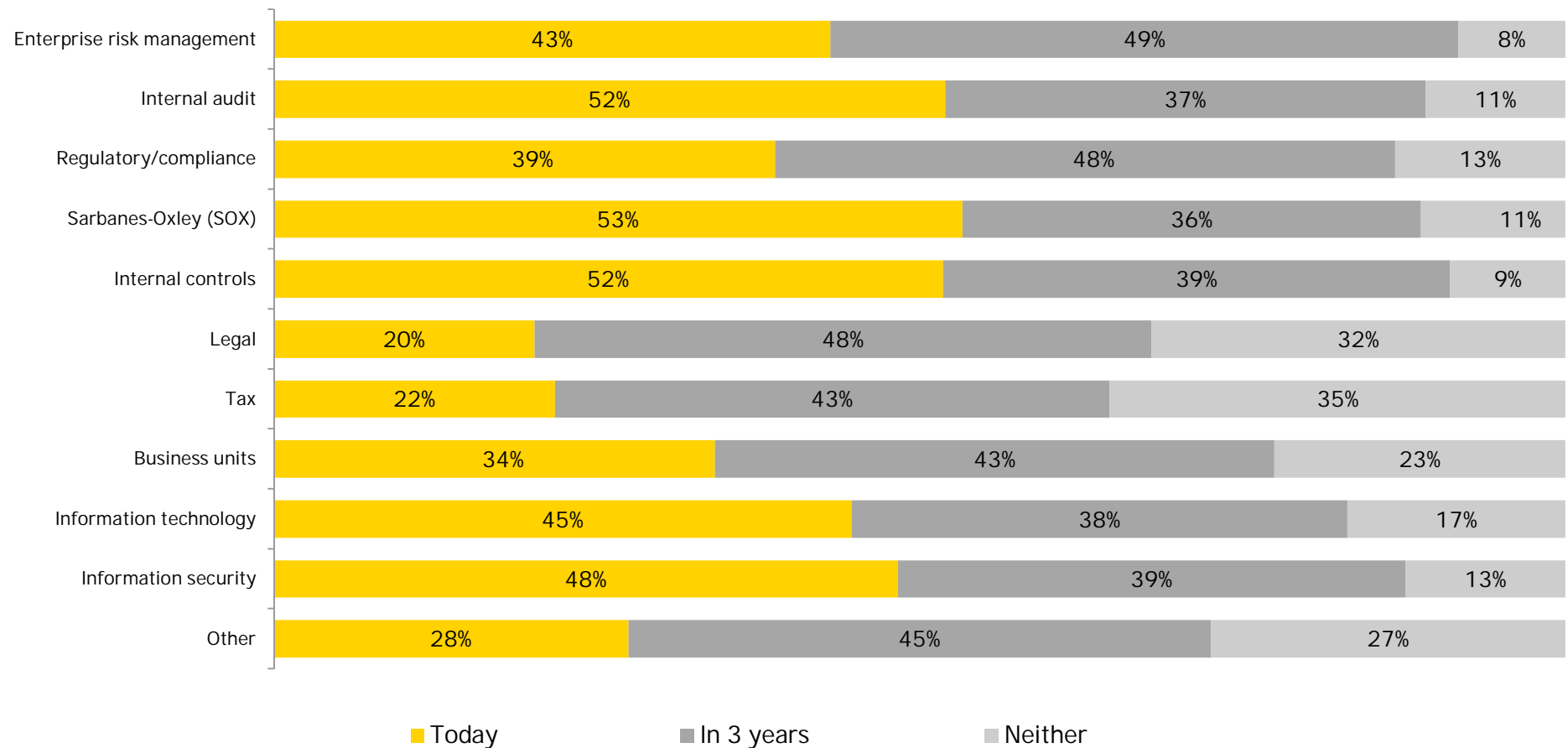
Section 6: Embracing technology

Please indicate what functions exist *(Please select all that apply)*



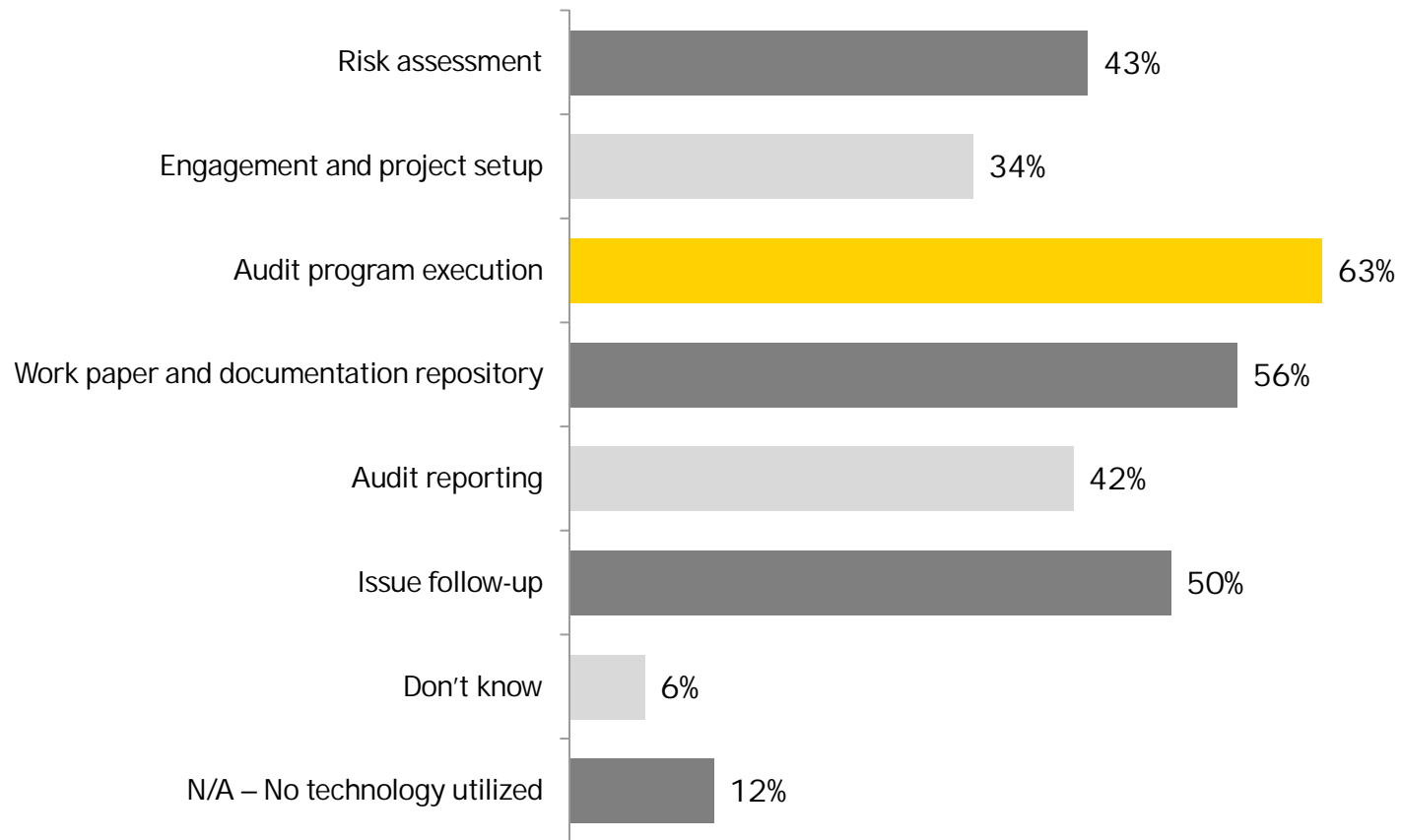
Section 6: Embracing technology

Of the functions that currently exist, are you using a GRC technology today or do you see the function using a technology in three years? *(Please select one response for each item)*



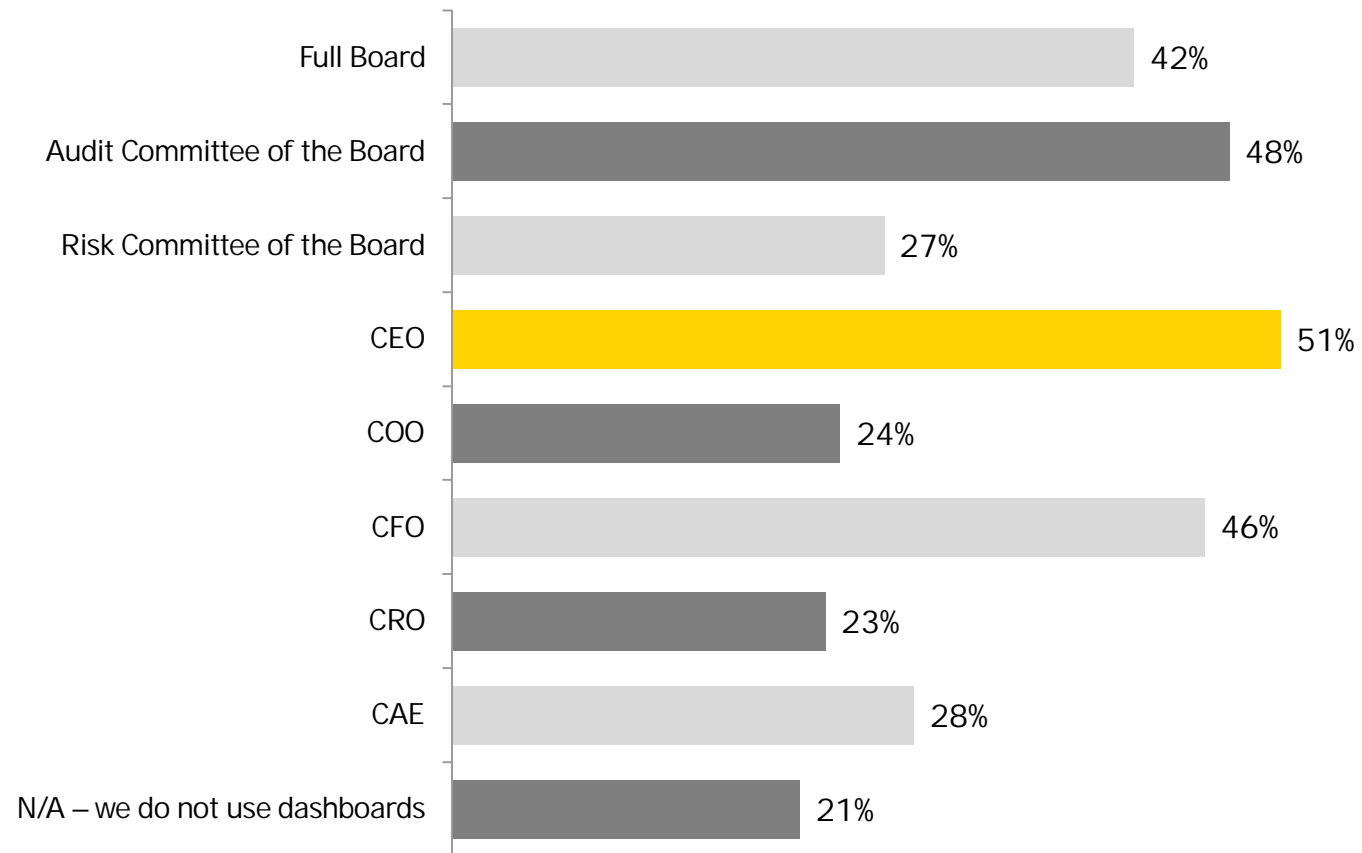
Section 6: Embracing technology

Where in the audit lifecycle does Internal Audit leverage technology? *(Please select all that apply)*



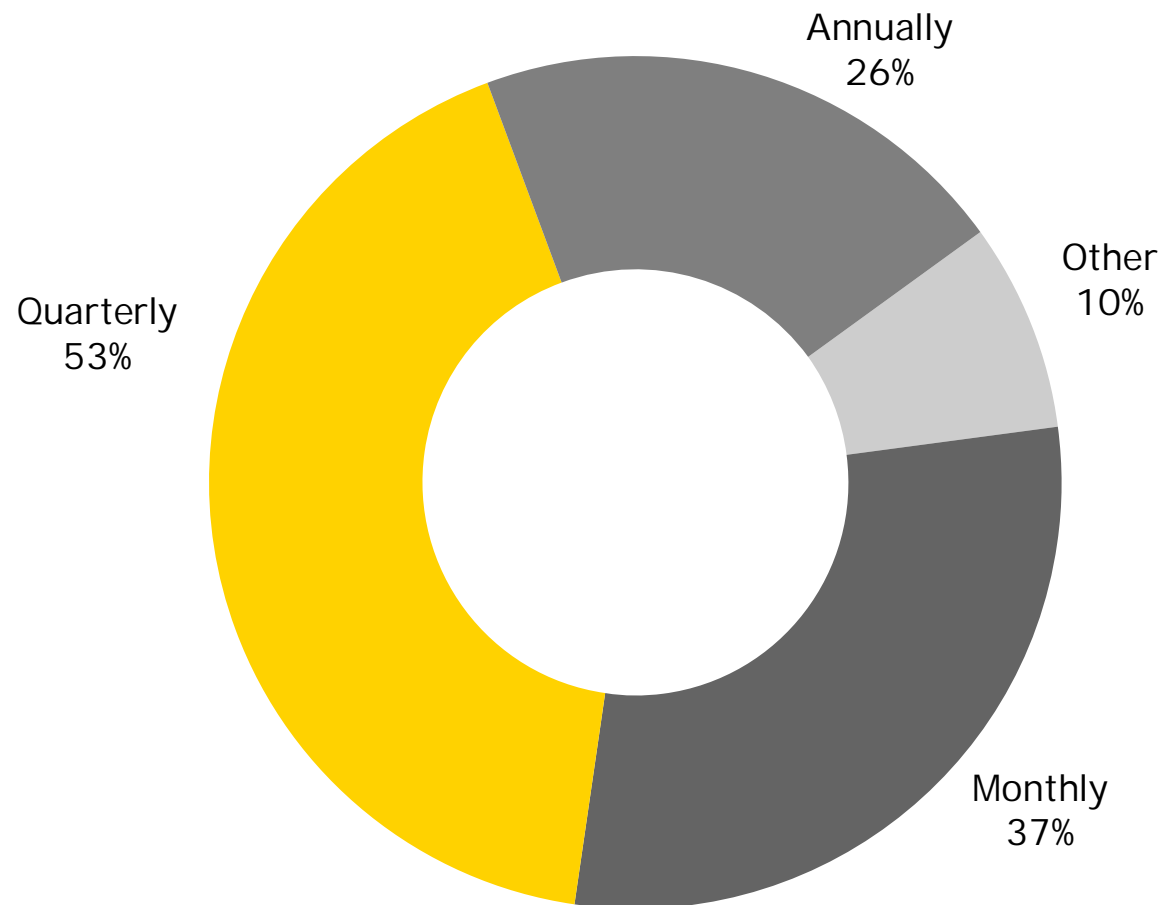
Section 6: Embracing technology

At what level within the organization are dashboards, metrics and performance indicators used to provide visibility to the organization's risk exposure? *(Please select all that apply)*



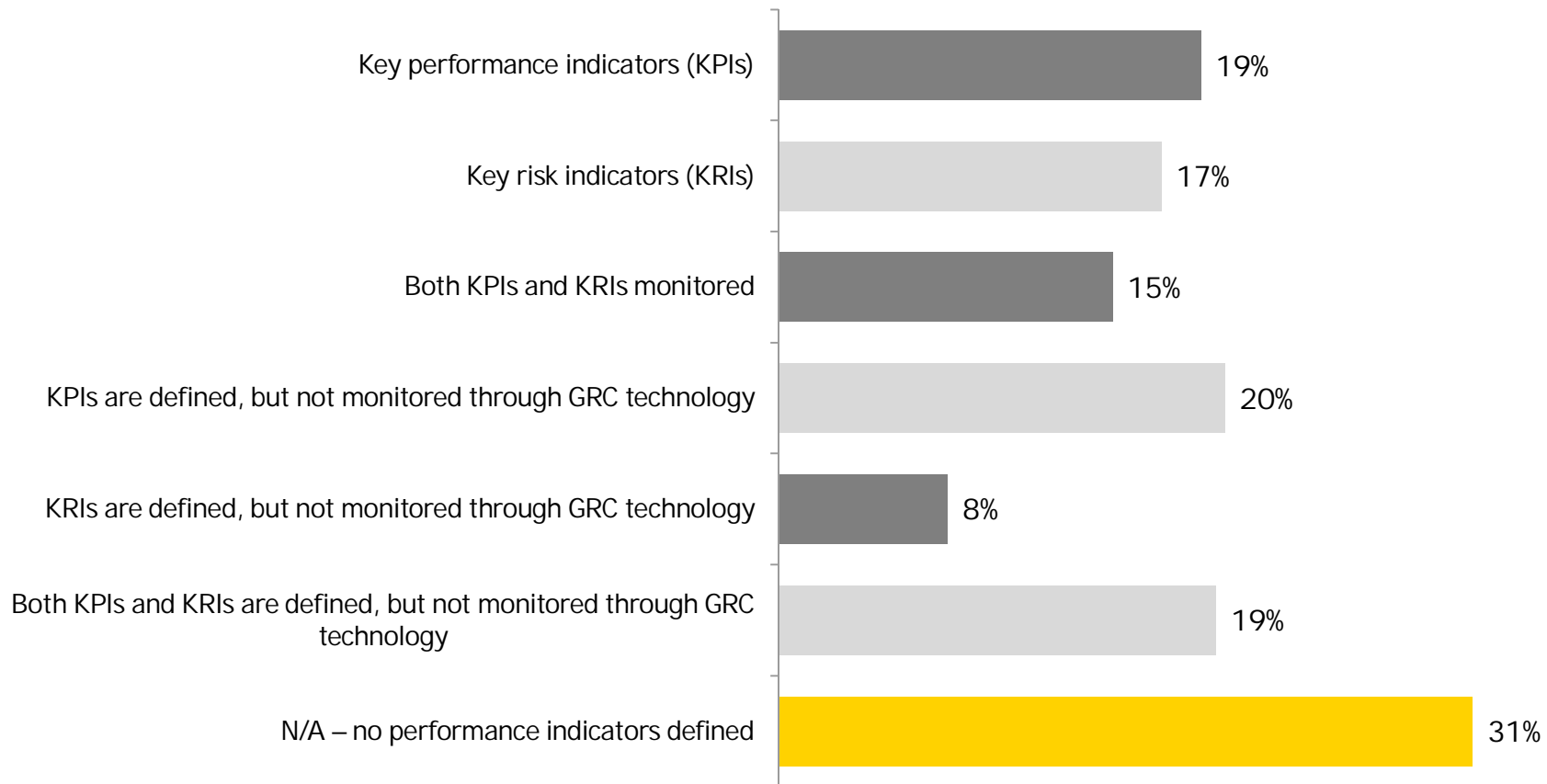
Section 6: Embracing technology

How often are dashboards provided? *(Please select all that apply)*



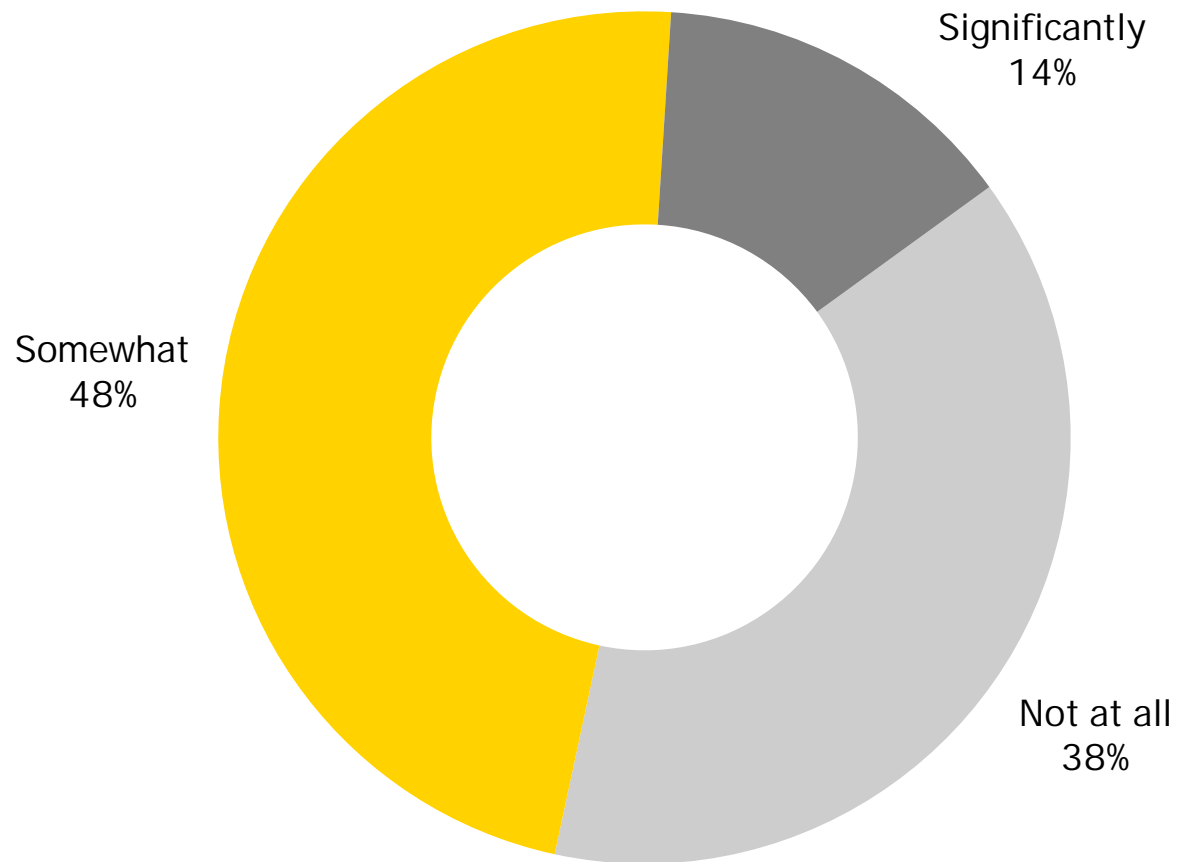
Section 6: Embracing technology

Which of the following indicators or metrics are defined and measured through a GRC technology?
(Please select all that apply)



Section 6: Embracing technology

To what extent are key risk indicators (KRIs) and key performance indicators (KPIs) monitored together to identify trends or risks that may impact your business strategy? *(Please select one response only)*

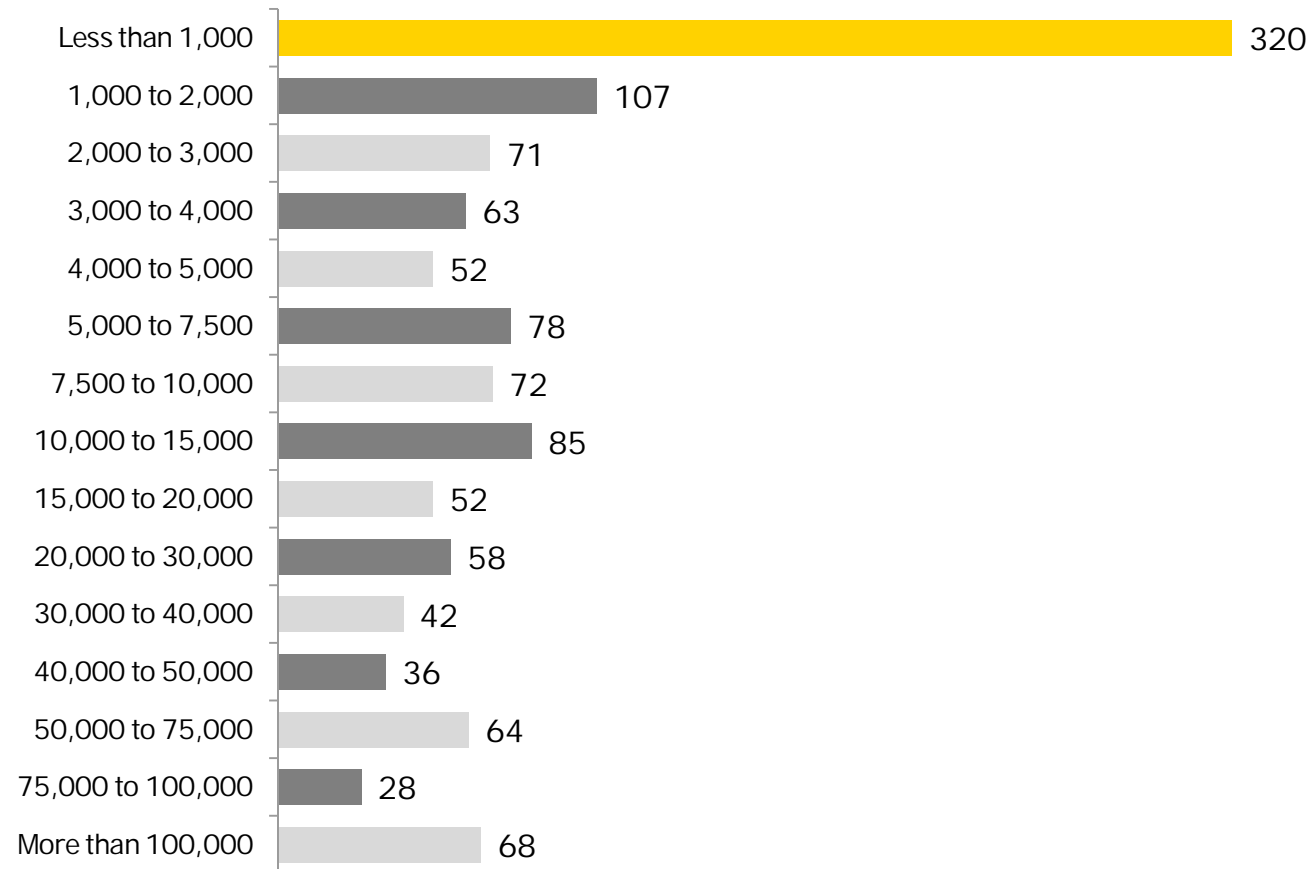


Survey results

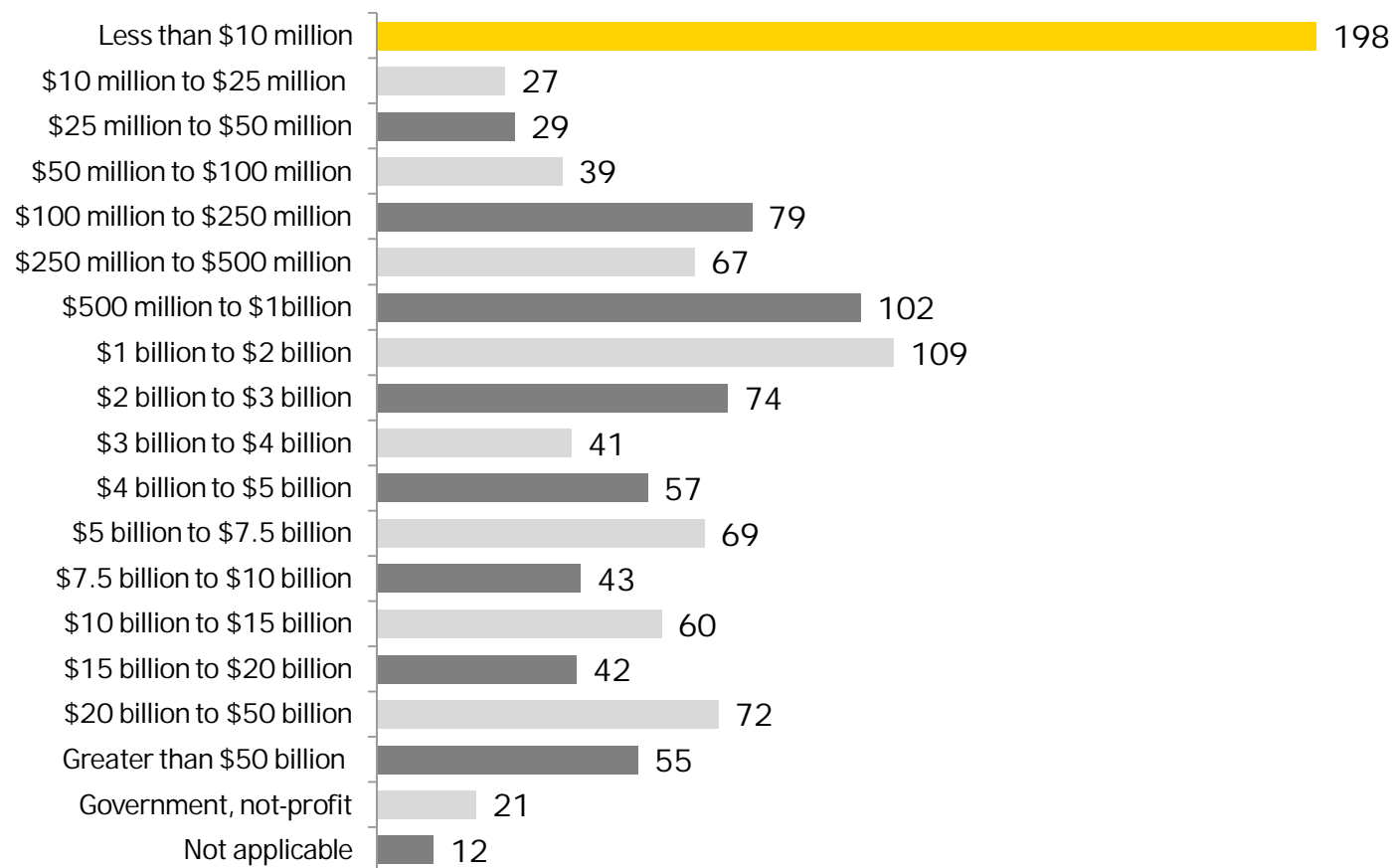
Demographics



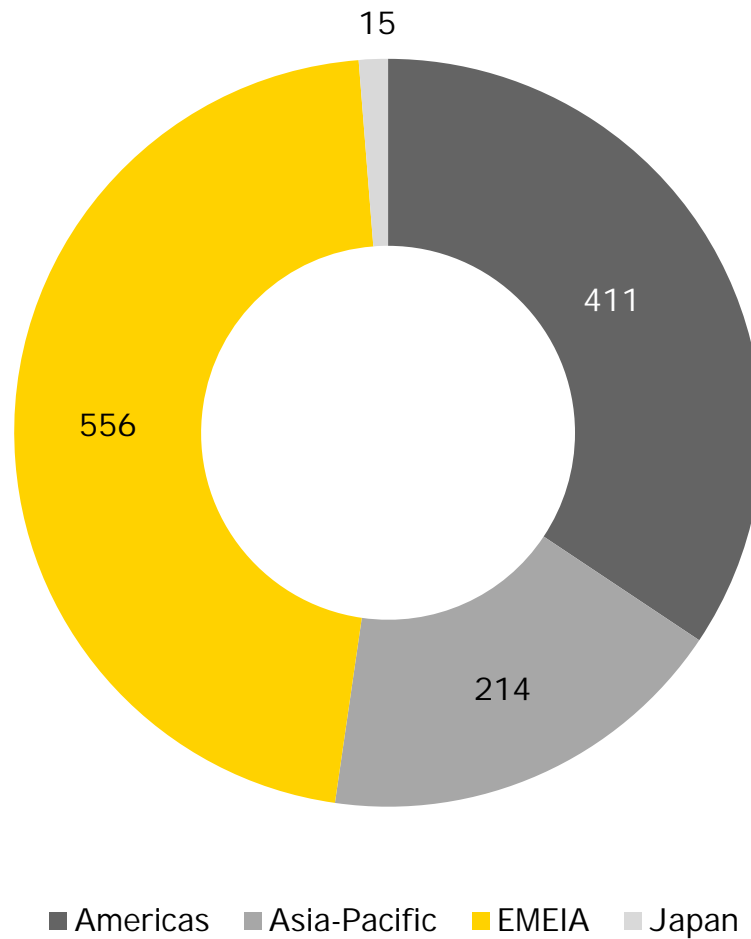
Total number of employees



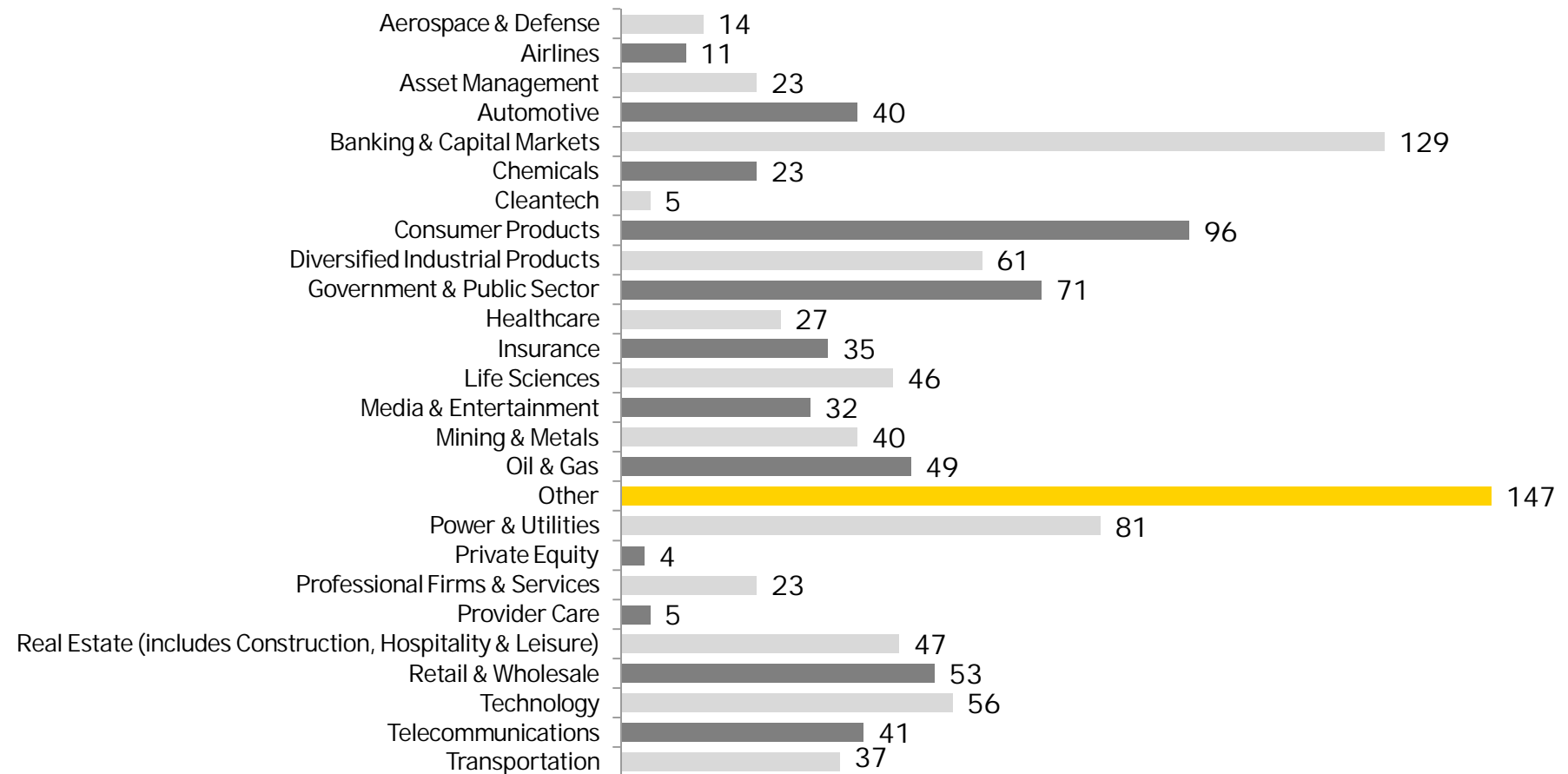
Annual revenue



Companies by revenue size



Number of industry responses



Further information

See the full report: “There’s no reward without risk” on:

www.ey.com/grcsurvey2015

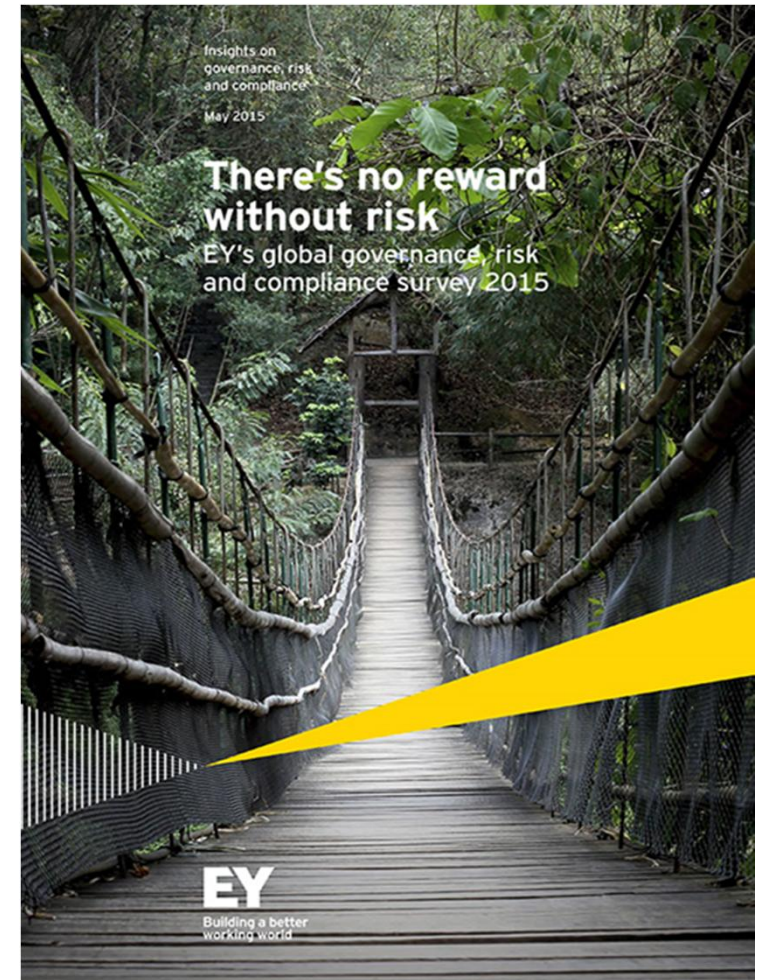
For further GRC thought leadership, please refer to our Insights on governance, risk and compliance series on:

www.ey.com/GRCinsights

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Thank you



Building a better
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EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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