



*Better Decisions, Brighter Future*

## Introduction to Governance, Risk Advisory and Internal Audit Services (GRAS)

**Moore Qatar**

Helping you thrive in  
A changing world.

[www.moore-qatar.com](http://www.moore-qatar.com)

## INTRODUCTION

At Moore Qatar, we work with businesses in all sectors, advising on their governance structures, providing comfort on their control environments and helping to embed transparency and accountability.

Market upheavals from the recent few years are forcing companies to act up on key issues such as risk management, compliance, strong governance, secured systems, internal controls and sustainability strategies. Moore provides deep technical knowledge and extensive industry experience to advise on how organizations can navigate the increasingly complex issues to effectively manage risks and maximize opportunities for growth.

We feel privileged to demonstrate our products and services to you. We look forward to your relationship and should you have any suggestions on how we can serve you better, please do not hesitate to drop us a note or call.

### **Sami Zaitoon**

#### **Head of Advisory**

sami.zaitoon@moore-qatar.com

Mobile: +974 558 52180

Office : +974 444 36156

Office fax: +974 442 79617

### **Gaurav Kakkar**

#### **Partner, Advisory**

gaurav.kakkar@moore-qatar.com

Mobile: +974 660 94714

Office : +974 444 36156

Office fax: +974 442 79617

### **Deepa Chandrashekar**

#### **Principal, Advisory**

deepa.shekar@moore-qatar.com

Mobile: +974 555 36105

Office : +974 444 36156

Office fax: +974 442 79617

### **Maged Samir**

#### **Manager, Advisory**

maged.samer@moore-qatar.com

Mobile: +974 553 13492

Office : +974 444 36156

Office fax: +974 442 79617



## PARTNER'S MESSAGE



**Gaurav Kakkar**

Partner, Risk Advisory Services



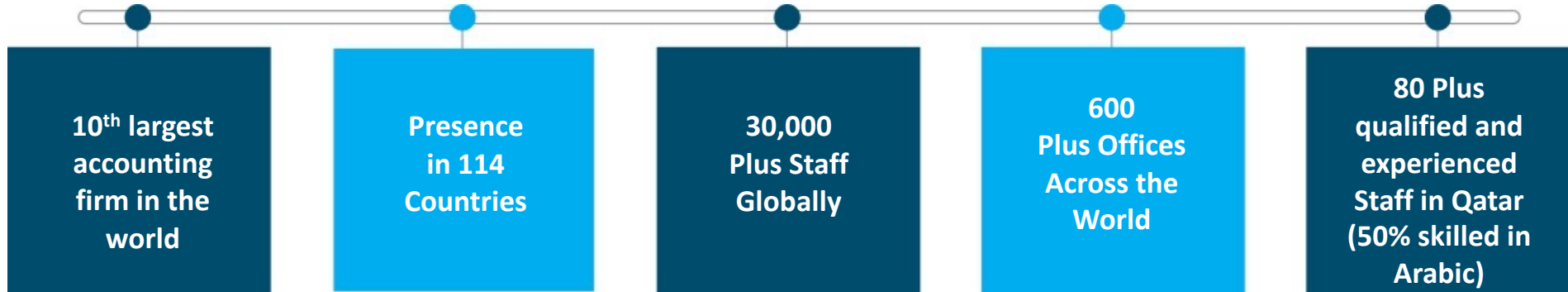
Risk can come from every angle – upside, downside and outside – and it can be hard to see, anticipate and respond to effectively.

Managing risk well is strategically important and vital to the success of any business.

That's why our consulting team urges organizations to look at and respond to risk with fresh thinking."

# OUR HERITAGE

## About Us



We proudly boast of dedicated and experienced team having professional qualifications such as CA, CPA, ACCA, CMA, CWA, CFA, CIA, CFE, CISA, CS, ACAMS, FIII, CRMA, FRM and more

## OUR ACCREDITATIONS

We are one of the few companies accredited by the government regulatory agency for the conduct of transaction advisory services.

We are one of the few companies accredited/recognized by the government regulatory agency to conduct business advisory services to the companies regulated by them. These agencies includes, but not limited to, the following:

- Qatar Financial Markets Authority (QFMA);
- Qatar Financial Centre (QFC);
- Qatar Central Bank
- Ministry of Commerce and Industry (MOCI);
- Qatar Free Zone (QFZ);
- Ministry of Education & Higher Education
- Manateq.



# EMERGING TRENDS AND TIGHTENING REGULATIONS

Vigilance is an important quality to have in business management. Keeping up with such new trends and tightening regulatory regime is an absolute must if you want to stay ahead of the game, mitigate risks and avoid becoming obsolete.

Integrating fragmented risks into a comprehensive risk umbrella

Climate risk; forecasting, policy & scenario analysis challenges

Companies will need to adapt sanction programs to cope with volatile geo-political environment

Quantifying the value of ERM & managing risks as they emerge

Increased automated controls on compliance and regulatory requirements- Regtech and Fintech solutions

Cybersecurity in the remote world of work – Internal Audit controls at greater risk

Convergence of business planning with risk oversight

Effective sustainable investment and supplier risk management decisions

Product development considering sustainability and climate risks

Cyber Tsunami, Covid-19 and climate issues and resilience

New strategies and financial tools for micro & SME financing with green trend

Strengthening Board of Directors independence and diversification

Dealers in Precious Metals or Precious Stones are subject to AML/CFT requirements - Article (2) of Law No. (20)

New regulation on data protection regime with specific considerations for businesses in Qatar

MoCI enforcement of Unified Economic Register- Companies to disclose ultimate beneficial owner



Stay on top of the latest trends— and be a trendsetter

# SECTORS WE SERVE



Shipping



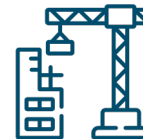
Aviation



Manufacturing



Transport and Logistics



Real Estate and Construction



Oil & Gas



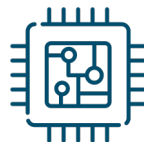
Agriculture



Energy, Mining and Natural resources



Utilities and Infrastructure



Technology and Telecommunication



Food and beverages



Hotels



Hospitality, Leisure & Tourism



Arts, Media & Entertainment



Listed and Regulated Entities



Government Entities



Charity and Not-For-Profit



Banks, Insurance and Other Financial Services



Family offices & Private Companies



Health Care



Education

# AN EVER-CHANGING WORLD REQUIRES PROFESSIONALS WHO ARE EQUALLY DYNAMIC



Organizations must satisfy overlapping and competing requirements to keep abreast with today's evolving risk and regulatory agenda.

Moore Qatar's Risk Advisory expertise, experience and insights helps clients manage and strengthen their risk, regulatory and compliance capabilities to drive value and succeed.

Our dynamic service offerings help build a successful and resilient business.



# OUR SERVICES

## Corporate Governance (CG)

- Evaluating Board Governance
- CG Framework – Design and Review
- ESG – CG Review
- Review Board Committees/Charter
- Governance Process Maturity Assessment
- Governance Charter Development
- Board Composition and Responsibilities
- Establishing Organization Wide Reporting Lines

## Enterprise Risk Management (ERM)

- ERM Framework Development- Design and Implementation
- ERM Framework Assessment
- Operational Risk Management (ORM) Assessment
- Credit, Liquidity, Operational and Market Risk Assessment
- Specific Risk Assessment
- Risk Management Support
- Scenario Analysis and Stress Testing Modelling
- ERM Benchmarking
- Outsourcing and Co-sourcing Risk Management
- Key Risk Indicators (KRI) Library
- Own Risk and Solvency Assessment Report
- IFRS 17 Readiness Assessment and Implementation

## IT Risk Advisory Services

- Cybersecurity Solutions
- Vulnerability Assessment and Penetration Testing (VAPT)
- Business Continuity and Disaster Recovery Planning and Implementation (BCP and DRP)
- End User Computing (EUC) and Information Produced By Entity (IPE) Framework
- Information Security ISO 27001 Certification
- IT Governance
- IT Audit (ITGC)
- Service Organization Compliance -SSAE 18 (SOC) Audit
- Privacy and Data Protection Assessment (GDRP)
- Data Analytics



# OUR SERVICES

## Internal Audit Services

- Outsourcing and Co-sourcing Internal Audit
- Staff Secondment
- Internal Audit Transformation
- Specific Internal Audit Program
- Internal Audit Quality Assurance
- Internal Audit Benchmarking
- 3 Lines Model Efficiency Assessment
- Corporate Governance Code (CGC) Compliance Audit

## Regulatory Compliance

- Advise on QFMA, QCB, QFCRA, QFC, QDB, QSE, Qatar Commercial Law and Other Industry Specific Local and Global Regulations
- Compliance Process Assessment, Design, Implementation
  - Regulatory Compliance Controls Testing and Remediation
  - Regulatory Compliance Monitoring and Reporting
  - Litigation Advisory Support
  - Compliance Audit
  - Basel and Solvency Compliance

## AML and CFT Compliance

- AML/CFT Program Assessment and Implementation
- AML/CFT Independent Review (Compliance Audit)
- Development and Updating AML/CFT Manual
- Know Your Customer (KYC) Compliance
- Outsourced AMLRO Activities

## Management Consulting

- Corporate Strategy
  - Strategic Planning & Framework
  - Policies and Procedure Development (Including Sop's)
- Organizational Structure-
  - Job Description,
  - Job Grading and Salary Structure
  - DOA Matrix
  - Key Performance Indicators (KPI)
- Business Process Re-engineering and Automation
- Business Process Optimization
- Strategic Cost Optimization

## Other GRAS Services

- Not for Profit Audit
- Strategic Audit
- Internal Controls Over Financial Reporting (ICOFR)
- Asset Tagging
- Physical Asset Audit
- Fraud Risk Framework
- Insurance Fraud Framework
- Fraud and Forensic Investigation
- Special Purpose Audits
- Health Insurance Portability and Accountability Act (HIPAA) Compliance



# OUR SERVICES

## Training Program

We have highly qualified specialists, who bring wide experience in delivering training seminars. All our trainers combine strong industry knowledge and practical experience with extensive subject matter expertise.

- ERM and ORM Training
- ISO 31000 Risk Management Training
- Credit Risk Training
- Fraud Risk Training
- Anti-Bribery/Corruption Training
- AML Training
- Board of Directors Training
- Business Continuity Training
- Information Security/Awareness Training
- Third Party Risk Management Training
- Cybersecurity Training
- Data Protection Training (DCPP)

## Technology/Software

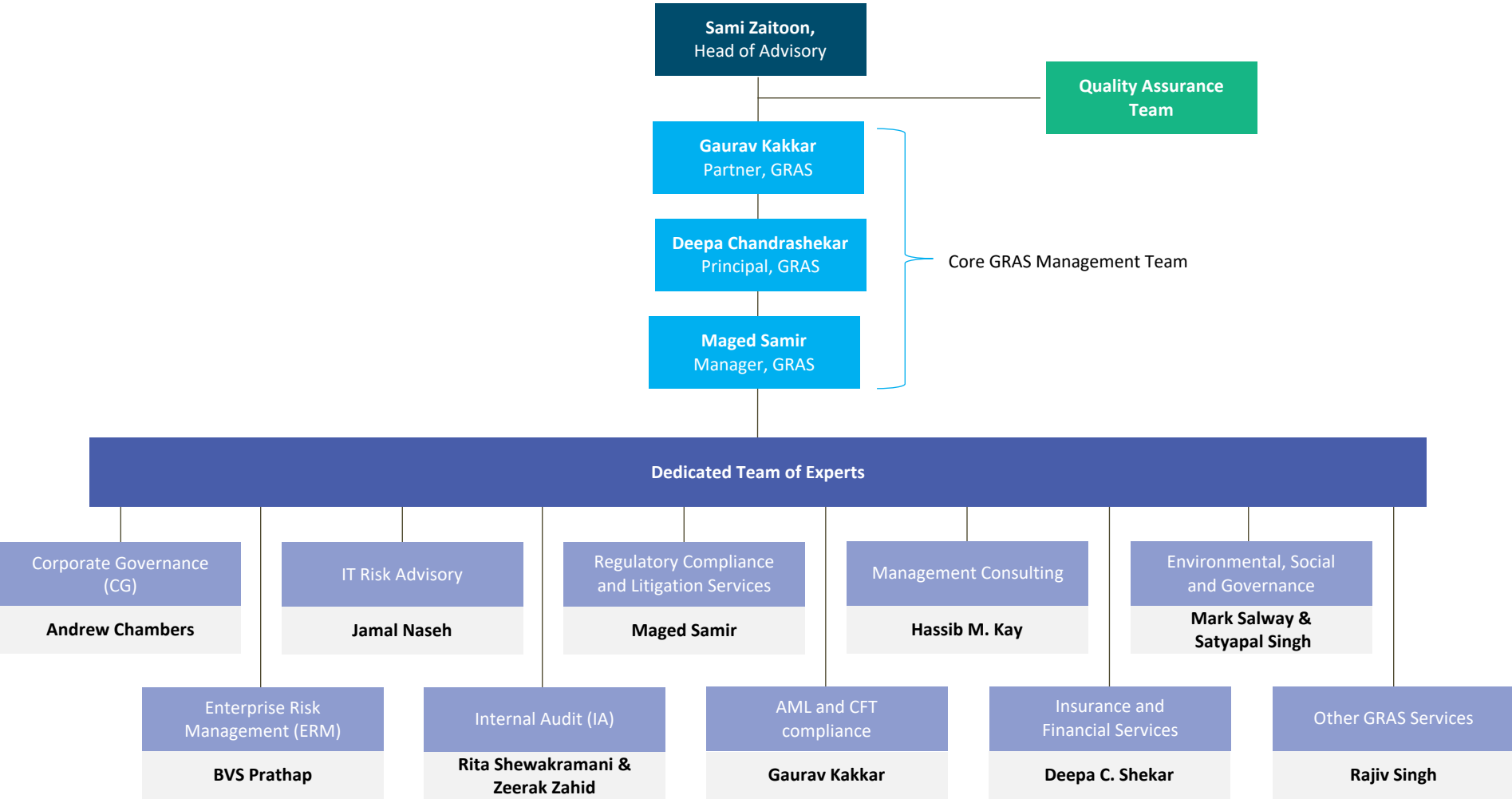
Through our strategic alliance with technology companies, we provide various software solutions to our clients.

- Corporate Governance Software
- Compliance Management Software
- Internal Audit Software
- Risk Management Software
- IFRS 17 Calculation Engine
- AML Software
- Insider Trading Software
- Data Analytics Tool
- Data Management Solutions
- Business Process Digitization
- Legal Compliance Software
- Document Management Software
- Third Party Risk Management Software
- Contract Management Software
- Litigation Management Software
- Treasury risk management Software
- ERP systems



# OUR TEAM

50% of our staff are proficient in Arabic



Supported by a team of experience and qualified Senior Consultants, Consultants, Associates and Interns

# EXPERTS PROFILE

## Sami L. Zaitoon

Head of Advisory

### Professional Experience

Managing Partner with 20 years of local and multinational experience as a dynamic strategy professional building on extensive experience in various Business Fields.



### Academic Qualifications

MS AABFC, Jordan  
B.S. University of Amman, Jordan

### Professional Qualifications

- CFC, Canada
- HARVARD Business School- Certified Executive Leadership

### Language

- Arabic
- English

### Principal Areas of Practice

- Business & strategy planning, human resources
- Business process Modeling, policies & procedures development and management
- Development of effective business strategies
- Financial operations
- Forecasting
- Budgeting
- Financial modeling
- Private equities, privatization
- IPO's and coaching & training
- Extensive experience setting Key Performance Indicators drilling down on the causes of change.

## Hassib M. Kay

Executive Partner &  
Management Consulting Expert

### Professional Experience

Executive Partner with over 27 years of local and multinational experience as a Management Consulting professional building on extensive experience in various Business Fields.



### Academic Qualifications

UHSK- MBA - Management and International Affairs  
UHSK-DEA- Management (SRM)  
UHSK- MA- Business Administration & Commercial Sciences  
UHSK-BA- Business Administration & Commercial Sciences

### Professional Qualifications

GW-The Georges Washington University faculty of Business (GW – UHSK) Certified in Strategic Thinking and Performance Management

### Language

- Arabic
- French
- English

### Principal Areas of Practice

- Management Consulting
- Corporate Strategy development
- Change Management
- Development of Strategic Frameworks
- Business process Modeling,
- Human Capital and Talent development
- Organizational Restructuring
- Business Process Optimization
- Corporate structuring and restructuring
- Process Compliance Audit
- Quality Assurance

## Gaurav Kakkar

Partner & AML/CFT  
Compliance Expert



### Professional Experience

A professional with more than 17 years of specialized experience across the Middle East and India on Financial and Internal Audits Business and Risk Advisory and strategic management.

Before joining the firm; He was the Chief Executive Officer (CEO) of Essagal Acquisitions, a Canadian Information Technology Company in Canada for 3+ years.

### Education & Qualifications

- Associate Chartered Accountant (ACA) - Institute of Chartered Accountants of India (ICAI).
- Member – Australian Institute of Public Accountants
- Member – Institute of Internal Auditors (IIA)

### Language

- English
- Hindi
- Urdu

### Principal Areas of Practice

- Business Advisory
- IPO Advisory
- Governance & ERM
- Regulatory and Internal Compliance
- Internal Audits
- Risk Management
- Fraud Detection and Advisory
- Anti Money Laundering Advisory
- IT Assurance, Audits, Consulting
- Cyber Security Services
- Cloud Services
- Sustainability
- Risk and Internal Control Optimization
- Program Management, Assurance and Change Management
- Business Automation
- Environmental, Energy Audits and Advisory
- ERP Advisory
- Business Restructuring

## Dr. Deepa Chandrashekar

Principal & Insurance/  
Financial Services Expert



### Professional Experience

A conspicuously talented and award-winning Risk Management and Finance Executive with an ability to positively influence decision-makers, applying robust intellectual capability to provide innovative solutions to commercial challenges impacting revenue, profit, and value creation. Specializes in assessing enterprise-wide risk management including Governance, Risk and Compliance.

### Academic Qualifications

- 2018- Doctorate in Business Administration
- Research: Management Practices in Insurance in the Energy and Financial sectors in Qatar and UAE

### Professional Qualifications

- Member- Institute of Internal Auditors (IIA)
- 2007- Chartered Professional Accountant, (CPA), Canada
- 2007- Fellow of Association of Chartered Certified Accountants (FCCA), UK
- 1996- Fellow of Insurance Institute of India

### Language

- English
- Hindi
- Tami

### Principal Areas of Practice

- Strategy & Business Transformation
- Investments and Liquidity Strategies
- Financial Planning & Analysis
- Financial and Risk Management
- Regulatory and Internal Compliance
- Anti-Money Laundering Advisory
- Sustainability Compliance
- Investors Relation
- KPIs & Metrics
- Governance and ERM
- ERP Advisory

## Maged Samir

Manager & Regulatory/  
Compliance Expert

### Professional Experience

20 years' experience in management consulting, corporate governance, operations controls, risk management compliance, and internal audit plans, Additionally perform business process analysis and development of standard operating procedures SOPs Restructuring, assisting in ERP Implementations, Preparing and Tailoring Policies and Procedures Manuals.



### Academic Qualifications

- B.Sc. of Commerce, Cairo University

### Professional Qualifications

- Member of Institute of Internal Auditors (IIA)
- Project Management Professional
- MCP

### Language

- Arabic
- English

### Principal Areas of Practice and Specialization

- Organizational Restructuring
- Business Process Engineering
- Assisting in ERP Implementations
- Setting out SOP 's
- Corporate Governance
- Risk Management
- Compliance Audits
- Corporate structuring and restructuring
- Organizational Improvement advisory
- Preparing and Tailoring Policies and Procedures Manuals

## Zeerak Zahid

Senior Consultant

### Professional Experience

6+ years of experience in management consulting, internal audit plans, risk management compliance, corporate governance. Performing business process analysis and development of standard operating procedures SOPs. Preparing and tailoring Polices and Procedures Manuals



### Professional Qualifications

- Member- Institute of Internal Auditors (IIA)
- ACCA UK Member – Association of Certified Chartered Accountants, the UK
- Institute of Chartered Accountant of England & Wales (ICAEW) – Finalist

### Language

- English

### Principal Areas of Practice

- Internal Audit
- Risk Management (Operational & Business)
- Setting out SOP 's
- Preparing and Tailoring Policies and Procedures Manuals
- Compliance Audits
- Agreed Upon Procedures
- Corporate Governance
- Project based Audits
- Business Process Analysis
- Internal Control over Financial Reporting (ICOFR)

## Dr. Andrew Chambers

Corporate Governance Expert

### Professional Experience

Andrew brings over 35 plus years of expertise in Corporate Governance. He is the Author of Chambers Corporate Governance Handbook, Tolley's Internal Auditor's Handbook, The Operational Auditing Handbook - Auditing Business & I.T. Processes He was a jurist for the Hawkamah Bank Corporate Governance Awards in the MENASA region and for the ICSA Hermes Transparency in Governance Awards. He also contributed 3 chapters in Qatar Financial Centre sponsored book titled QFinance – The Ultimate Resource.



### Academic Qualifications

- Doctor of Philosophy in Internal Auditing
- Bachelors in Geography and Anthropology

### Professional Qualifications

- EUR ING- European Engineer
- Fellow of Association of Chartered Certified Accountants (FCCA), UK
- Financial Conduct Authority
- Fellow of British Computer Society
- Chartered IT Professional

### Language

- English

### Principal Areas of Practice

- Corporate Governance
- Internal Auditing
- IT Advisory

## BVS Prathap

Risk Management Expert

### Professional Experience

Over 21 years of executive management experience in large and international corporations across diverse geographies including Middle East, UK and India; with Solid expertise in Enterprise Risk Management and Compliance.



### Academic Qualifications

- Masters in Business Administration

### Professional Qualifications

- Certified Internal Audit
- Financial Risk Management
- Fintech Certification

### Language

- English
- Hindi
- Kannada
- Tamil

### Principal Areas of Practice

- Governance
- Enterprise Risk Management
- Compliance
- Data Analytics
- Robotic Process Automation
- Risk Assurance



## Rajiv Singh

Subject Matter Expert, Non Financial Audit

### Professional Experience

Over the past twenty-five years, Fellow Member of the Institute of Chartered Accountants of India has rich experience in the field of Banking (Central Statutory, Concurrent, Revenue, Stock, Special audit, verification of SBN transactions, Branch Statutory & Tax Audit), Corporate Governance, NBFC, Corporate & Finance Strategy, IFRS, Ind AS, NFRS, AS, Taxation (Direct & Indirect), Accounting, Auditing & Consultancy.



### Professional Qualifications

- Fellow member of the ICAI
- Certified Information system auditor (USA)

### Language

- English, Hindi

### Principal Areas of Practice

- Business valuation
- Finance Strategy
- Internal Financial Reporting Standard (IFRS)
- Banking
- Corporate finance
- Strategy
- M&A and restructuring
- Forex risk management
- Internal controls.

## Rita Shewakramani

Internal Audit Expert

### Professional Experience

She has around 15 years of post qualification experience into Internal Audits, Risk, Application Reviews, Operations / Process/ Internal control reviews, Fraud Investigations, Documentation of SOPs (Standard Operating processes) etc. he has worked with consulting firms like Baker Tilly Singhi Consultants Pvt Ltd, Price Waterhouse Coopers, EY, Aneja Associates and Corporates like Reliance (Internet Exchange), GE Capital, CMS Computers etc in the past into Internal Audits and Operations Review..



### Professional Qualifications

- ICAI-Financial Forensics and Fraud Investigation
- IIA- Certified Risk Management Professional (CRMA)
- CIA
- ICWA

### Language

- English, Hindi

### Principal Areas of Practice

- Internal Audit
- Risk Management
- Application Reviews
- Operations/Process/Internal Control reviews
- Fraud Investigation
- Documentation of Standard Operating Procedures (SOPs)

## Satyapal Singh

ESG Expert

### Professional Experience

12 Years of structured work experience in the environment and sustainability sector including sustainability reporting, carbon foot printing, environmental assessment and Monitoring, green building certifications, air quality modeling and Policy & guideline development.



### Academic Qualifications

Master of Technology in Environmental Sciences and Engineering

### Professional Qualifications

- GRI certified training
- Qualified Professional for LEED AP (BD+C)
- Pearl Qualified Professional (PQP)
- Qualified GSAS- CGP
- Member of Air and Waste Management Association
- Certified Air Dispersion Modeling Specialist
- Qualified Occupational Health and Safety Practitioner

### Principal Areas of Practice

- LEED , Estidama and GB Consultancy
- Waste Management System Advisory
- Sustainability Advisory
- Environment and Sustainability Guideline Development
- Technology Monitoring
- Digital Application of Environment Services
- Implementations of Environmental Sustainability Engineering practices for Infrastructure and Industrial Projects

## Mark Salway

Social and Governance Expert

### Professional Experience

An experienced Chair, Senior Leader, Finance Director, and Management consultant, he has worked with many different types of charities, social business and commercial organisations, as well as Government. He led the Cass Business School social investment work over five years. He published a book “Demystifying Social Finance and Social Investment” (Routledge). This included work on ESG.



### Academic Qualifications

- MSc. (Distinction) Charity Accounting and Financial Management
- BSc. Hons Mathematics

### Professional Qualifications

- Institute of Chartered Accountants in England and Wales
- FCA – Chartered Accountant

### Language

- English

### Principal Areas of Practice

- Social Finance and Impact Investment
- Sustainable Finance
- Business Model
- Financial Strategy

# Jamal Naseh

Director, IT Risk Advisory

## Professional Experience

Over 30 years of executive management experience in large and international corporations, with Solid expertise in Enterprise-Level Programs and Complex Business solutions including Strategies, Planning, Delivery and Execution. Had key roles as Executive Technology Officer and Enterprise Architect.



## Academic Qualifications

Computer Science - Kuwait

## Professional Qualifications

- Project Management Professional (PMP)
- Leadership (Great Leader, Great Team, Great Results) by Franklin Covey
- IT Infrastructure, Performance and Service Management

## Language

- Arabic, English

## Principal Areas of Practice

- IT Risk Management and IT Management
- Vendor Management
- DRP and BCP Implementation
- Cloud Management
- IT Strategy & Governance
- Cybersecurity
- IT Audit
- Experienced in Service Oriented Architecture (SOA) implementations
- Multi-tiered distribution application architecture (n-tiers, Smart Clients, web based)
- Batch Processing architecture

**GLOSSARY**

## CORPORATE GOVERNANCE ADVISORY SERVICES

Leverage the proven corporate governance insight and expertise of Moore to stay aligned with your investors and regulators. Moore Qatar's expert advisory team is equipped to deliver superior support to help you develop and manage your corporate governance program. Our Services include:

### Evaluating Board Governance

We perform independent board evaluation with the objective of improving their effectiveness and seeking further efficiency opportunities for the benefit of the organisation.

### Review Board Committee/Charter

We will provide advice to Board Committees (Nomination and Remuneration, Risk and Audit committee) on discharging and explaining the nature of the committee's responsibilities and highlighting where committee's may exercise their discretion.

### Board Composition and Responsibilities

This service is focused on providing optimum structure and objectives for the board of an organization based on the nature of the business and establishing framework to ensure responsibilities and avoidance of any gaps.

### Corporate Governance Framework – Design and Review

We review compliance with the Principles and Provisions of the Qatar Financial Markets Authority's Governance Code and Qatar Central Bank Corporate Governance Code

### Governance Process Maturity Assessment

This involves development/diagnostic review of governance framework, terms of reference, benchmarking and maturity assessment of corporate governance practices.

### Establishing Organization wide reporting lines

A clear, comprehensive organizational structure defines reporting lines for decision making and risk management. We support organizations in defining appropriate reporting lines and responsibilities of key decision makers.

### ESG – Corporate Governance Review

Our expert team will guide the Board on ESG management approach and strategy, including the process used to evaluate, prioritize and manage material ESG-related issues and risks.

### Governance Charter Development

We will assist develop and review the entity's Board Charter, professional conduct rules and the Governance Code for the Company - in accordance with the Qatar Financial Markets Authority's and Qatar Central Bank Governance Code

## ENTERPRISE RISK MANAGEMENT

Risk management should be an enterprise-wide exercise and engrained in the business culture of the organization. At Moore Qatar, our sector-specific approach guarantees that we help you identify and fully understand the risks that affect your business, and then implement the right controls to address them.

### ERM Framework Development- Design and Implementation

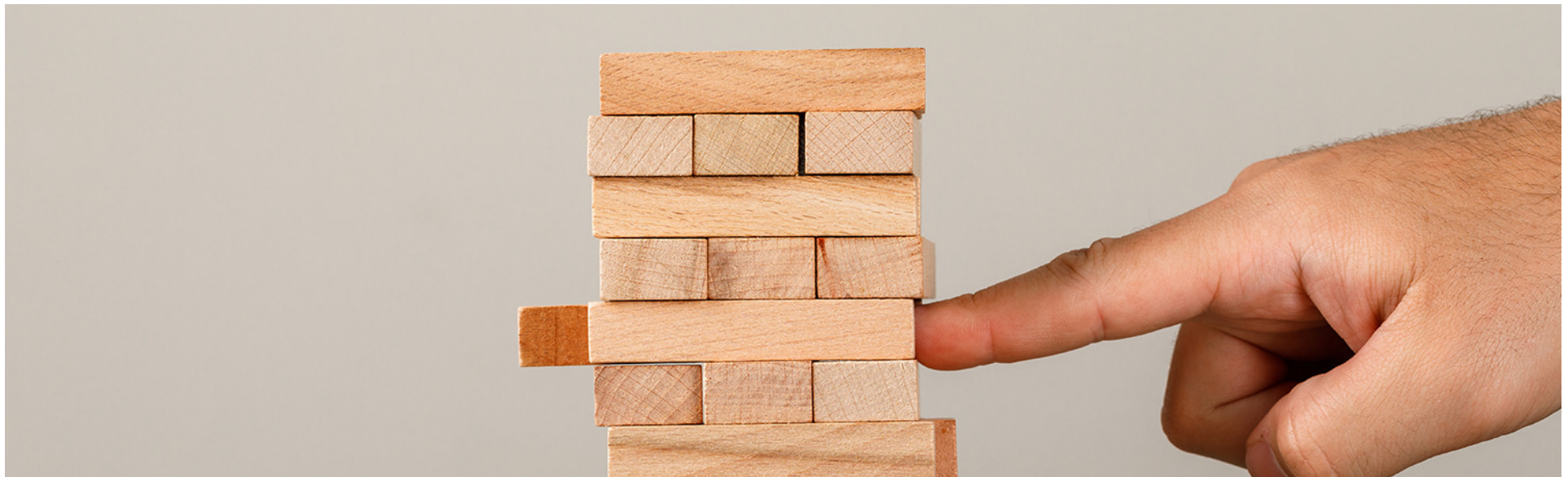
We employ a multidisciplinary team of risk professionals to help you design and develop an integrated and effective ERM framework that ensures that internal control frameworks, policies, and procedures are appropriate.

### Credit, liquidity, Operational and market risk Assessment

Credit risk, liquidity risk, the risks of issuing or dealing in financial instruments and the risks inherent in treasury operations are some of the financial issues that are a concern for insurance, banks, and other financial institutions. Our Financial risk management team helps identify, assess, manage, report and limit the Credit, Liquidity, Operational and Market risks they face.

### Scenario analysis and Stress Testing Modelling

We will estimate the expected impact on organization's objectives assuming specific future conditions and events, their probability and consequences. In Stress testing we assess the estimated impact extreme events on organizational objectives that might not be captured adequately by other risk management techniques.



# ENTERPRISE RISK MANAGEMENT

## ERM Framework Assessment

Our ERM consulting process follows a standard continuum from assessing the risk maturity to redesigning the risk operating model and management structure.

## Specific Risk Assessment

We perform risk assessment on specific process or function to identify gaps and minimize risks, maximize opportunities and optimize Risk and Control Environment.

## ERM Benchmarking

Risk Mitigation results are often not apparent. This makes it more difficult to justify whether a company is doing it right. To overcome this issue, our expert has introduced a proprietary Risk Scorecard that incorporates the principles of ISO 31000 to evaluate the effectiveness of Risk Management Scorecard.

## Operational Risk Management (ORM) Assessment

We develop operational risk policies, frameworks, terms of reference and implementation project plans including development of Risk Control Self Assessment (RCSA) methodology and Risk Register. We review and recommend enhancement on existing framework aligned to best practice, strategic objectives and regulations.

## Risk Management Support

Our Subject Matter Experts utilize their vast experience to support your in-house Risk Assessments, Monitoring and Reporting. They clarify concepts, help you assess risks, design controls and improve governance reports.

## Outsourcing and Co-sourcing Risk Management

We provide full or part-time onsite and offsite risk management service that is customized to each organization's needs.

## IT RISK ADVISORY SERVICES

With the growing number and severity of today's IT-related risks, achieving your strategic goals requires effectively understanding, identifying, and mitigating IT threats and vulnerabilities. Our IT Risk Advisory team takes an innovative approach in their risk management methodologies to address these risks and help keep your company safe.

### Cybersecurity

We help companies to develop a board approved Cyber Security Policy and Cyber Crisis Management Policy. We also develop Key Risk Indicators to track risks and preparedness along with conducting Periodic Cyber risk audits.

### End User Computing (EUC) and Information Produced by Entity (IPE) Framework

We develop EUC/IPE framework and gap assessment against best practice by testing major EUCs and preparing audit report with results and remedial actions. We also develop critical risk reporting templates for the Board and Senior Management

### IT Audit (ITGC)

We have dedicated IT audit professionals having experience working with wide variety of industries of all sizes to mitigate ITGC risks within your IT environment. Our services are tailored to the organizations risk appetite and compliance requirements.

### Vulnerability Assessment and Penetration Testing (VAPT)

We provide penetration testing and vulnerability assessment services that can help your company reduce the risk of the significant financial, operational, and reputational losses that can result from a breach. Upon completion of our assessment, we will provide a detailed report with key findings, vulnerabilities, and remediation techniques to enhance your company's security and regulatory posture.

### Information Security ISO 27001 Certification

Our team has extensive expertise in reviewing current practices against ISO 27001 requirements and establish frameworks to address information security. We carry out self assessment review of your system implementation against the requirement and issue a review/certification report





## IT RISK ADVISORY SERVICES

### Service Organization compliance - SSAE 18 (SOC) Audit

If your Company (the 'Service Organization') performs outsourced services that affect the financial statements of another Company, you may be required to provide a Service Organization Compliance (SOC Report), especially if the User Organization is publicly traded. Our experts can provide independent review, of a wide-range of operations under a trusted and consistent set of auditing and reporting guidelines.

### Business Continuity and Disaster Recovery Planning and Implementation

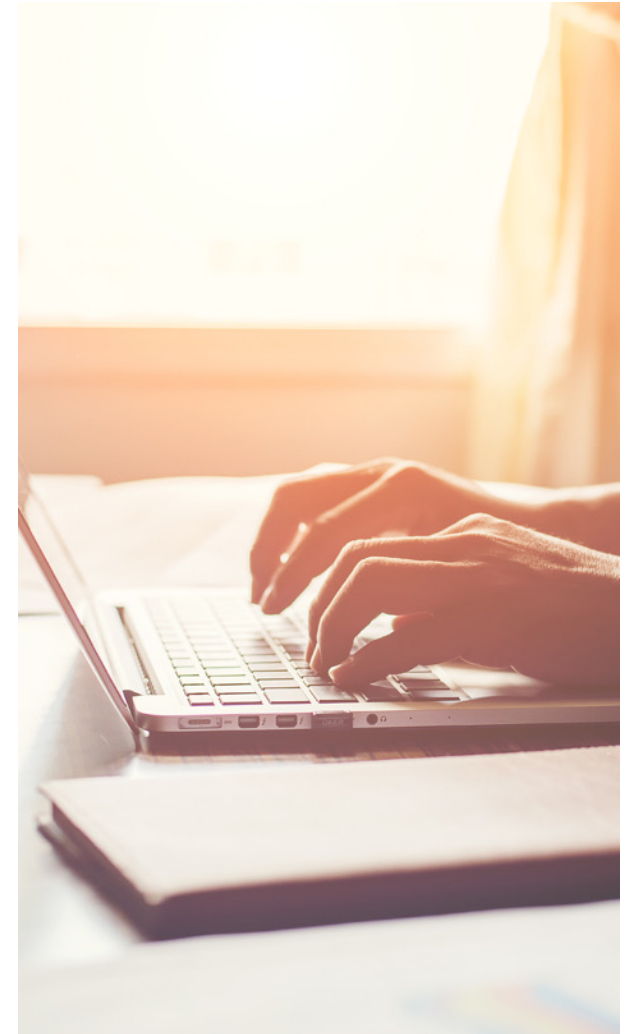
Our business continuity planning solutions help you identify, prepare for and prevent events that may disrupt business activities. We develop continuity strategies needed to recover efficiently in disaster stages including program assessment, implementation, testing, maintenance and training.

### IT Governance

We will help you align Information Technology with your organizational objectives and to develop effective and efficient processes for Information Technology. Our team is highly experienced in the most widely accepted models of IT governance, COBIT, ITIL, PMBOK, ISO20000 and can also help you implement customized governance models

### Privacy & Data Protection Assessment (GDPR)

We have a strong team of experienced and certified data privacy and protection professionals who have thorough industry and technical knowledge and can assist you with highlighting gaps in your framework, policies, processes and suggest effective mitigation plan . We will also ensure controls are defined adequately and in compliance with regulations (NDP Law 13 of 2016).



## INTERNAL AUDIT SERVICES

Leverage the proven corporate governance insight and expertise of Moore to stay aligned with your investors and regulators. Moore Qatar's expert advisory team is equipped to deliver superior support to help you develop and manage your corporate governance program. Our Services include:

### Outsourcing and Co-sourcing

We provide ongoing access to a team of leading Internal Audit specialists who will provide you with valuable, independent challenge and insight

### Specific Internal Audit Program

We perform internal audit on specific subject areas as may be required by the company's board or its management.

### 3 Lines Model Efficiency Assessment

Our experts assess the completeness of the 3 lines of defense i.e., management process, risk and independent assurance framework and the effectiveness of its performance

### Staff Secondment

Subject Matter Expertise sourcing represents specific individual engagements where the client requires specialist skills and expertise to deliver internal audit services.

### Internal Audit Quality Assurance

When conducting Quality Assurance Reviews, our objective is to share our view of leading internal audit practices which reflect your industry, business, size, structure, and most importantly, your goals

### Corporate Governance Code (CGC) Compliance Auditing

Our internal audit service includes auditing of governance practices and making recommendations to improve the organization's governance processes

### Internal Audit Transformation

Internal audit transformation engagements represent assignments to assist an internal audit function evolve and transform to become more effective and deliver increased value.

### Internal Audit Benchmarking

Providing industry knowledge and expertise to deliver a market leading Internal Audit service benchmarked against the best in the world

## REGULATORY AND COMPLIANCE SERVICE

Regulatory compliance is more of a journey than a destination. Our Regulatory and Compliance services ensure you meet both your local and global regulatory needs

### Compliance Process Assessment, Design, Implementation

A Complete diagnostic check up on the current compliance framework, identify key gaps, operational efficiency and effectiveness, followed by design and implementation of appropriate compliance.

### Regulatory Compliance Monitoring and Reporting

Provide ongoing compliance monitoring and regular compliance reporting to be confident that you are meeting your regulatory requirements and industry best practice.

### Regulatory Compliance Controls Testing and Remediation

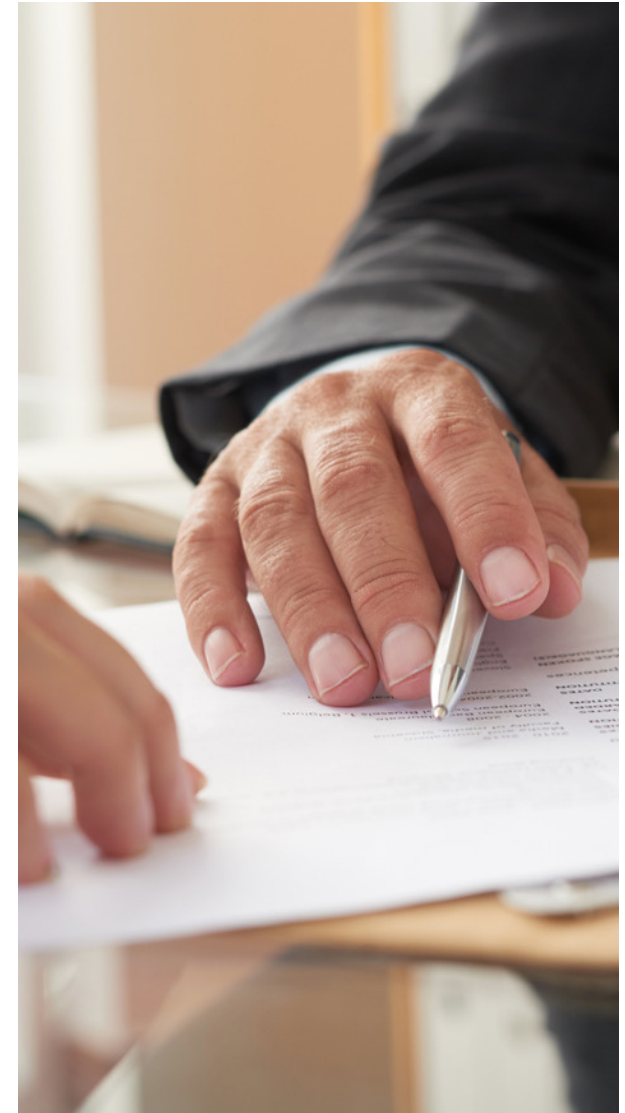
Testing regulatory compliance controls and remediation; the root cause of any violation will be remediated in a timely manner in order to ensure an effective compliance management system.

### Litigation Advisory Support

Our Litigation Support professionals provide professional expertise, independence, credibility and objectivity to assist with all litigation assignments concerning breach of contract Damages, Tort Loss Calculations, Patent Infringement, Shareholder Disputes, Family Law Issues, Expert Witness Testimony and more.

### Compliance Audit

The Independent evaluation to ensure that an organization is following the applicable laws, rules, and regulations or internal guidelines, such as corporate bylaws, controls, and policies and procedures, identify areas of risk for noncompliance and report these appraisals to management and the appropriate regulatory entity as applicable. and provide recommendations for improvements to stay in compliance



# ANTI MONEY LAUNDERING AND COMBATING TERRORIST FINANCING (AML/CFT) COMPLIANCE

Law No. (20) of 2019 on Combating Money Laundering and Terrorism Financing- **A game-changer for enforcement and compliance.** We will support you to navigate the complex and ever-evolving compliance landscape with confidence through our services:

## AML/CFT Program Assessment and Implementation

We assist clients in assessing their current AML/CFT Program – identifying key gaps, and implementing appropriate risk-based policies, procedures, systems and controls that introduce the desired AML/CFT culture across the organization, ensuring proactive compliance with relevant AML/CFT laws and regulations.

## Know Your Customer (KYC)

Create a cost-efficient KYC process for our clients by providing advice on how to perform risk rating, Customer screening, enhanced due diligence and third-party screening.

## AML/CFT Independent Review

We perform an independent review and testing of the firm's compliance with its AML/CFT policies, procedures, systems and controls in accordance with the applicable standard and regulatory rules

## Delivering AML/CFT trainings for different levels of expertise

Deliver AML/CFT trainings for different levels of expertise on knowledge and understanding of AML/CFT legislations, regulatory trends and developments after assessing your business risk, and the competency of your processes, personnel and technology to amplify employees' competence in the matter.

## Development and updating AML/CFT manual

Development and updating AML/CFT manual service represents engagement where clients require an updated manual, which recognizes the AML/CFT gaps in their current compliance manual and updates them to meet the regulatory requirements and best practices suited to their firms

## Outsourced AMLRO Activities

Outsourced AMLRO activities represent specific individual engagements where the client requires specialist skills and expertise to oversee AML/CFT activities. The outsourced AMLRO will perform all activities of MLRO including but not limited to preparation of Suspicious Transaction Reports (STRs), assessment of AML Policies, reports to Board of Directors and Senior Management..

## MANAGEMENT CONSULTING

No matter how complex your business questions, we have the capabilities and experience to deliver the answers you need to move forward.

### Corporate Strategy

We help clients improve performance and position themselves for success by assessing how internal and external changes affect progress towards strategic goals, with foresight and analysis of competitive dynamics and considering the clients' key capabilities. Our services include Strategic planning, Strategic framework development and drafting relevant policies and procedures.

### Business Process Re-engineering & Automation

We have the expertise to streamline your business processes across divisions, transform and integrate existing business processes in an efficient and effective manner to improve productivity in your organisation. Our consultants assist in designing the next generation automated processes for a seamless digital experience.

### Strategic Cost Optimization

Our Cost Management offering focuses on structural, enterprise-wide changes that can produce sustainable cost savings and margin improvements. We can help you achieve an optimal cost position in order to maximize value. This can be critical to extend a competitive advantage, protect margins or become better aligned to industry benchmarks.



# MANAGEMENT CONSULTING

## Organizational Structure

Our management consultants will work with you to determine the right internal structure for your organization. We will provide expert advice on remodelling your departments, operations, and processes, and help you establish the most effective structure to suit your company.

## Business Process Optimization

We assist organizations in achieving reliable performance and continuous improvement of their operations by providing controls optimization and business process enhancement and improvement services. Our experienced professionals can increase your profitability by recommending process optimization initiatives.



## OTHER GRAS SERVICES

Our services include the following sector and purpose specific audit and advisory services

### Not for profit audit

Nonprofit audit services require a special level of expertise. We specialize in nonprofit audits and have superior knowledge of the financial statement presentation and accounting policies specific to nonprofits.

### Asset Tagging

Our Consultants can help you manage and track your assets professionally across diverse sectors. We will enable your organization to pinpoint the location of any asset within a matter of seconds. We also help you locate unused, missing and obsolete assets if any.

### Fraud and Forensic Investigation

We will conduct gap analysis and undertake a comprehensive fraud risk assessment.. Our Forensic accountants delve deep into the facts to provide an independent, thorough and insightful report of the situation. Other Fraud related service include Fraud Detection, Anti-Fraud Measures and Background Checks.

### Strategic audit

A strategic audit is an examination and evaluation of areas affected by the operation of a strategic management process within an organization. Our team of experts will assess your company goals against your current results through an extensive digital strategy audit. This audit will identify the gaps in your current campaign initiatives as well as new opportunities to take advantage of moving forward.

### Physical Asset Audit

Completing a full physical asset audit or asset verification is a significant project. We have years of experience in completing physical asset audits for a variety of customers. We work with IT, Finance and Facilities departments to ensure that the assets detailed in the company records and accounts, are those that are actually still in the workplace



## OTHER GRAS SERVICES

Our services include the following sector and purpose specific audit and advisory services

### Special Purpose Audits

Special purpose audits refer to those circumstances in which the auditor is required to report on specific financial information for specific purposes to specific users, in comparison with the general audit of financial statements. Applying our auditing know-how, our audit teams can help you identify these fundamental issues through a range of non-statutory and special purpose audits.

### Internal Control Over Financial Reporting

With our internal audit services, we can monitor your internal control and the effectiveness of your business processes. We also make sure that you are always compliant to changing laws, regulations and internal policies.

### Fraud Risk Framework

We can help you design a risk-based assessment that integrates with your organization's broader anti-fraud programs and controls. Leveraging guidelines provided in the COSO framework, the design process identifies business and financial processes to be included in the assessment scope.





# Our Satisfied Clients



*“All courses of action are risky, so prudence is not in avoiding danger, but calculating risk and acting decisively”*  
- Niccolo Machiavelli, Author of The Prince



**Deepa Chandrashekar**  
Principal, Risk Advisory Services



One of the significant risks companies face today is inaction. While we cannot predict the course of climate change and pandemic, the risks we run if we don't act are mammoth. In addition to growth and operating efficiencies, the global disruptions from Covid 19 has forced Boards and C-suite to also focus on risk and resilience to make sure they don't get caught unprepared again.

*Its our job everyday to make every important aspect of your experience with us better*

Thank you for giving us this opportunity to demonstrate our products and services. Our expert team are here to answer your questions.

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#### KEY CONTACTS

### Gaurav Kakkar

Partner, Governance and Risk  
Advisory Services

Email: [gaurav.kakkar@moore-qatar.com](mailto:gaurav.kakkar@moore-qatar.com)  
Mobile: +974 660 94714  
Office : +974 444 36156

### Deepa Chandrashekar

Principal, Governance and Risk  
Advisory Services

Email: [deepa.shekar@moore-qatar.com](mailto:deepa.shekar@moore-qatar.com)  
Mobile: +974 555 36105  
Office : +974 444 36156


### Maged Samir


Manager, Governance and Risk  
Advisory Services


Email: [maged.samir@moore-qatar.com](mailto:maged.samir@moore-qatar.com)  
Mobile: +974 553 13492  
Office : +974 444 36156


*To submit a "Request for proposal", please email [advisory.admin@moore-qatar.com](mailto:advisory.admin@moore-qatar.com)*



 [www.moore-qatar.com](http://www.moore-qatar.com)

 [info@moore-qatar.com](mailto:info@moore-qatar.com)

 +974 4443 6156

 Sharq Plaza, D-Ring Road,  
Zone 44, Street #250, Building No #189  
2<sup>nd</sup> Floor – P.O Box: 17085

