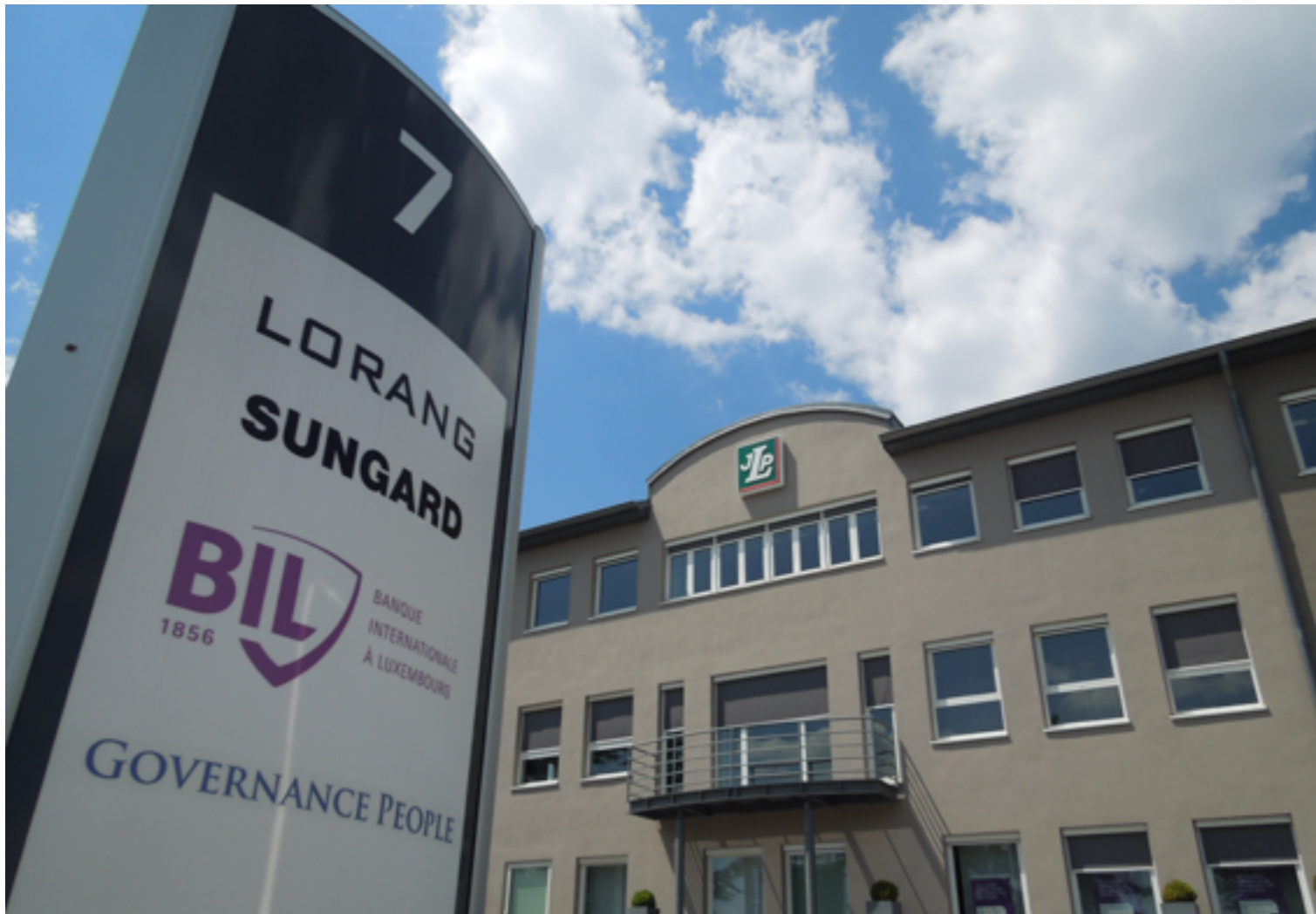




**GOVERNANCE PEOPLE**  
Recruitment, Training & Consulting





*Who We Are*

Governance People SA is a Luxembourg based specialist provider of recruitment, training and consulting services within the domain of governance.

The company is registered in Luxembourg and is authorised as an economic adviser (conseil économique) and as a continuous professional education organisation (gestionnaire d'un organisme de formation professionnelle continue).

We define governance in this respect as including:

- » Board and Audit Committee Members
- » Internal and IT Audit
- » Compliance
- » Risk Management
- » IT Security

*Our People*

Leslie Foster is an innovative global governance specialist, chartered accountant and internal auditor. He has held senior positions with major financial services firms and worked in more than 30 countries and territories (including all significant finance centres) in the last 20 years.

Particular areas of expertise include: Retail and Private Banking, Asset and Fund Management, Trust and Fiduciary Management, Investor Services and Insurance. Previous roles include being Head of Internal Audit at Dexia BIL and Chief Internal Auditor of RBC Investor Services.

Leslie is a specialist in the internal audit of joint ventures having developed audit functions at RBC Dexia Investor Services (a global joint venture between Royal Bank of Canada and Dexia SA) and Merrill Lynch HSBC (a global joint venture focused on online banking and brokerage).

*Our Mission*

» Be the first port of call for Luxembourg based companies seeking governance expertise in our chosen domains of recruitment, training and consulting services.

» Be the first port of call for governance professionals seeking career advice and recruitment services.

» Provide quality and independent services to client companies and become their trusted, long term partner and adviser.

» Offer services that provide client companies and organisations significant value and insight.



*Leslie Foster BA (Hons), FCA, TEP, Chartered MCSI - Managing Director*

## Outsourcing or Co-Sourcing Your Internal Audit Function

Governance People can provide your organization with a comprehensive solution to get results fast.

In the full outsourcing model we can develop a complete audit function for your organisation. We work with your executive team to ensure that the function fits your organisation and corporate culture.

The co-sourcing model allows you the ultimate in flexibility in order to complete your audit plan. You can bring in our resources to assist in a particular audit mission (as an addition to your team) or allow us to complete an entire audit mission under your direction and control.

We follow practices suggested by the Institute of Internal Auditors (IIA) and are adept at preparing annual enterprise risk assessments; planning and scheduling audits; performing audits and reporting audit results; and presenting findings to Executive Management, Boards and Audit Committees.

Key Advantages of Co-Sourcing / Outsourcing an Internal Audit Department with Governance People:

**Cost Savings:** Companies and organisations can realise significant savings using the Governance People Co-Sourcing / Outsourcing Model.

**Access to Talent:** Audit skills and resources can be effectively matched to audit requirements by using specialists with significant experience in your business industry.

**Local Knowledge:** Audit resources have an up to date knowledge of local cultures, customs and regulatory requirements.

**Sharing Best Practices:** Allows access to more information, experiences and best practices from a wide range of organisations.

**Independence:** Complete assurance regarding independence and objectivity over the Internal Audit function.



*"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.."*

*The Institute of Internal Auditors*



# CONSULTING SERVICES

*“We know governance, above all, we are Governance People”*

## *Creating an Internal Audit Function*



If you are looking to accelerate the establishment of an Internal Audit function, Governance People can provide your organization with a comprehensive solution to get results fast.

We follow practices suggested by the Institute of Internal Auditors (IIA) and are adept at preparing annual enterprise risk assessments; planning and scheduling audits; performing audits and reporting audit results; and presenting findings to Executive Management, Boards and Audit Committees.

We can then either continue to assist your organisation by providing an outsourced internal audit function or help you to recruit the right staff to continue the development of the department.

## *Governance Consulting*



The ever changing business climate that we live in today provides significant challenge to ensure that the highest levels of corporate governance are being applied. We help companies meet their governance challenges by providing a comprehensive array of consulting activities.

Some examples of the type of assignments we can deliver are shown below:

- » Confidential reviews (payroll, investigations, fraud investigation etc)
- » High level corporate governance arrangements
- » Compliance with local regulations
- » Corporate management system and controls
- » Operational systems and controls
- » Financial systems and controls
- » HR systems and controls
- » Information security, management and controls
- » Project management and project assurance controls
- » Risk management
- » Fraud risk, fraud awareness and controls

## *Interim Management*



Do you have a temporary (3–12 month) requirement for a governance profile?

An interim executive can be a realistic option to cover your urgent staffing requirement. Whether it is to cover an existing role or execute a defined project, a junior member of the team or a head of department; our network of experienced governance profiles means we can assist you in finding the skills in the time-frame that you need.

Luxembourg does not have a fluid contractor market for governance roles, as you would find in some other financial centres. As a result, it has been historically difficult to cover short term staffing requirements with experienced staff.

Our specialism in governance profiles and knowledge of the market means we can propose a solution that helps you meet your goals.

## *Whistleblowing*



A term developed in the US in the 1970s, whistleblowing is the process around reporting misconduct within their own organisation (internal) or at a third party organisation (external).

By having a robust process and protections for the people who wish to report inappropriate conduct, an organisation can be seen as being more transparent and trust worthy.

Whistleblowing remains a hot topic. In Luxembourg under CSSF Circular 12/552, banks are required to have appropriate whistleblowing procedures in place.

One of our specialist services, “Notify”, is the provision of whistleblowing consultancy and ongoing subscription services, to ensure that your whistleblowing process is independent and any alerts are investigated and reported to the board as appropriate.

# HR SERVICES

*“We help your organisation to find the best governance profiles, keep them trained to the highest standards and ensure they become highly effective leaders”*

## Recruitment



If you are looking to fill Luxembourg based governance roles, we can help you find the very best candidates. We specialise in governance profiles:

- » Internal Audit
- » IT Audit
- » Compliance
- » Risk Management
- » IT Security
- » Directors and Audit Committee Members

Above all, we are Governance People. We have worked in Luxembourg as governance practitioners and can very quickly understand the requirements, time pressures and goals of the recruitment process. This experience gives us a far greater depth of understanding of our Clients' businesses – the key to successful recruiting.

## Training



We offer a full catalogue of highly practical training courses for governance professionals.

Delegates can attend our public courses or we can deliver training at your premises as an in-house course.

If you need a customised approach, we can design and deliver bespoke training courses in a range of subjects to ensure that your team is up to date from a technical and personal development perspective.

## Coaching and Mentoring



Corporate coaching helps executives fully realise their personal, professional, and financial goals through enhanced performance, improved decision-making, and increased productivity. Our coaching programme is specifically designed to assist governance professionals and is especially suited to:

- » High potential leaders who are on the succession plan to eventually move into business unit leader roles
- » Leaders promoted to the business unit leader role for the first time
- » Current leaders struggling with the unique challenges of the business unit leader role
- » Solid performers who are already business unit leaders but who need to take their performance to the next level

Typically a programme lasts 6 to 12 months, but can also have an ongoing element of coaching support. This is particularly useful for heads of smaller departments who do not have an independent ear to assist them in their challenging roles.

## Outplacement



For many of us, change is all about opportunity and positive gain, although this is quite a difficult message to sell to someone who has just heard that their role has been made redundant. It is undoubtedly a difficult time for all those affected; employer and employee.

We specialise in helping Internal Audit, Compliance, Risk Management and IT Security staff facing redundancy to move forward with confidence, and work to ensure your past employees remain strong business ambassadors in the future. To stand out in today's competitive job market, individuals need an updated suite of skills to equip them for their career transition. Our programmes are designed to offer just that and are delivered by an experienced industry practitioner.

*“Ethics is knowing the difference between what you have a right to do and what is right to do.”*

*Potter Stewart*



### **Independent Directors**

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Recent events have highlighted the need for ever higher levels of scrutiny and corporate governance.

Independent directors need to be truly independent and perhaps outside of the formal and informal networks of the current board. Add to this the pressure to ensure appropriate diversity in the boardroom and it becomes a necessity to explore the use of search and selection for boardroom positions.

We maintain a pool of highly skilled, Luxembourg based, directors and committee members. We can work with you to provide the highest level of boardroom talent.

Together, members of our pool represent a diverse range of experiences and can help your executive team steer your organisation, whilst providing extremely high and transparent corporate governance leadership.

Governance People does not charge an introduction fee for this service.

### **Governance Implications**

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Our regular email newsletter provides the governance professional with up to date information and commentary on trending governance issues. In each issue we seek to explore current news events in some detail and provide the reader with the “implications” those events may have upon their working day. The newsletter promises to be humorous and opinionated, but above all useful to the professional reader.



If you would like to subscribe to this free publication, please visit the subscription page at:

[www.governancepeople.com/newsletter](http://www.governancepeople.com/newsletter)



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