

# Assessment Domain Values



## Prime Initiator

The department is seen as consistently doing the right thing and maintaining high levels of transparency, even when the situation is uncomfortable. This reflects strong ethical leadership and a well-embedded culture of integrity. Auditors feel supported by the CAE, enabling them to provide evidence-based results without fear of retaliation. This kind of open environment fosters thorough and honest reporting.

There is an established, documented process for handling conflicts of interest, and ethical risks are always considered during engagements. This demonstrates adherence to the highest standards of independence and objectivity.

A documented methodology is in place for handling internal auditor misconduct, showing that the department is proactive in maintaining professional behavior and addressing any illegal or discreditable actions.

## Required Action Steps

Continue reinforcing these practices to maintain the department's high ethical standards and ensure ongoing trust from stakeholders.

### 1- Training

- Continue to provide ethical leadership training to the Chief Audit Executive (CAE) and senior management to ensure they stay updated on evolving best practices in ethical governance and leadership.
- Focus on preventive measures by conducting regular training on ethical behavior, fraud detection, and the consequences of misconduct, creating a proactive culture of prevention.
- Continue to invest in ethics and integrity training, with a focus on emerging ethical issues such as data privacy, cybersecurity, and global regulatory changes.

### 2- Policies and procedures

- Strengthen policies that protect auditors from retaliation and ensure they can present results, even when uncomfortable for management. Provide avenues to raise concerns outside of the normal reporting lines, such as direct access to the audit committee or a whistleblower mechanism.
- Develop a formal succession plan that ensures future leaders within the department are aligned with the current ethical values and commitment to transparency.
- Recognize and reward auditors who demonstrate outstanding integrity and transparency in their work, fostering a culture where ethical behavior is valued and celebrated.
- Regularly review and update the documented processes for handling conflicts of interest to ensure they remain aligned with best practices and evolving industry standards.
- Publicly share the department's commitment to ethics, transparency, and integrity in external communications such as corporate social responsibility (CSR) reports, industry conferences, or professional publications.

### 3- Use of technology

- Enhance the tools and frameworks used to assess ethical risks, making use of technology such as data analytics or artificial intelligence to identify potential risks early.
- Implement automated systems that use data analytics to monitor for red flags or patterns indicative of ethical risks or misconduct, allowing for early intervention.

### 4- Benchmarking

- Benchmark the department's ethical practices against industry-leading organizations to identify opportunities for further improvement and innovation.