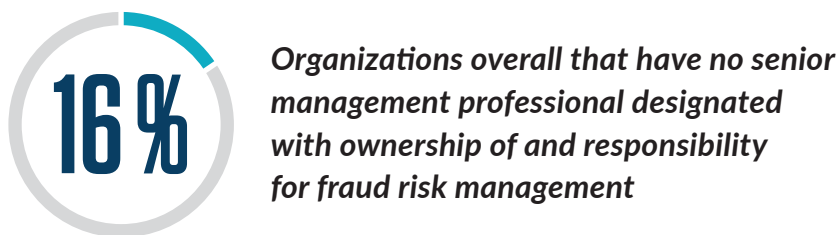
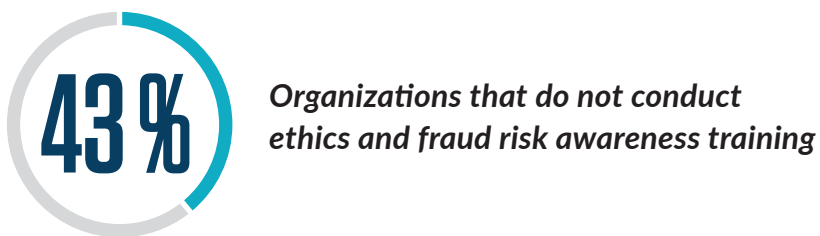


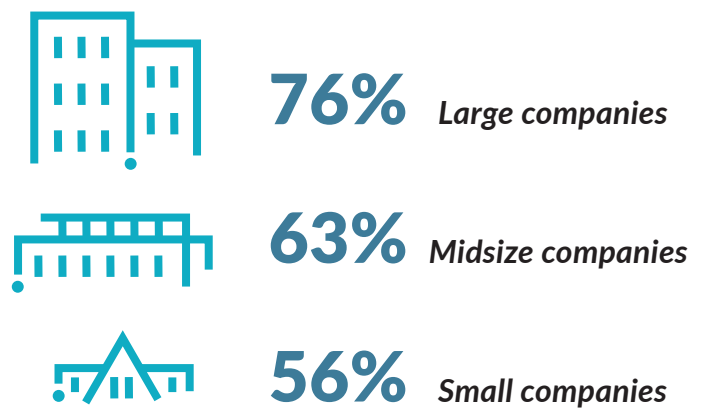
Creating a Strong Corporate Culture Begins with Managing Fraud Risk

While a strong corporate culture is no paint-by-numbers exercise, a number of key components must be carefully aligned – namely, ethical behavior, tone at the top, mood in the middle and attitude at the base. This process is similar to a painter selecting and applying just the right mixture of colors and textures to transform the canvas into a work of art. Such alignment is a worthy objective, but the results of the latest **White-Collar Crime and Fraud Risk Survey** from Utica College and Protiviti reveal some troubling trends that should raise concerns for boards of directors and executive leadership.

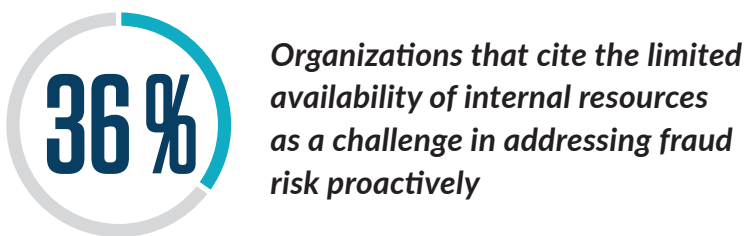
Organizations continue to lag in employing leading practices to build a strong culture.



Organizations that have a fraud risk management (mitigation) program



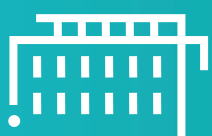
Resources represent a significant challenge in building a strong corporate culture with a clear fraud risk strategy.



Culture issues extend to third parties.

Organizations lacking high confidence that they have effective oversight of third parties

Organizations that do not categorize third parties according to risk



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