



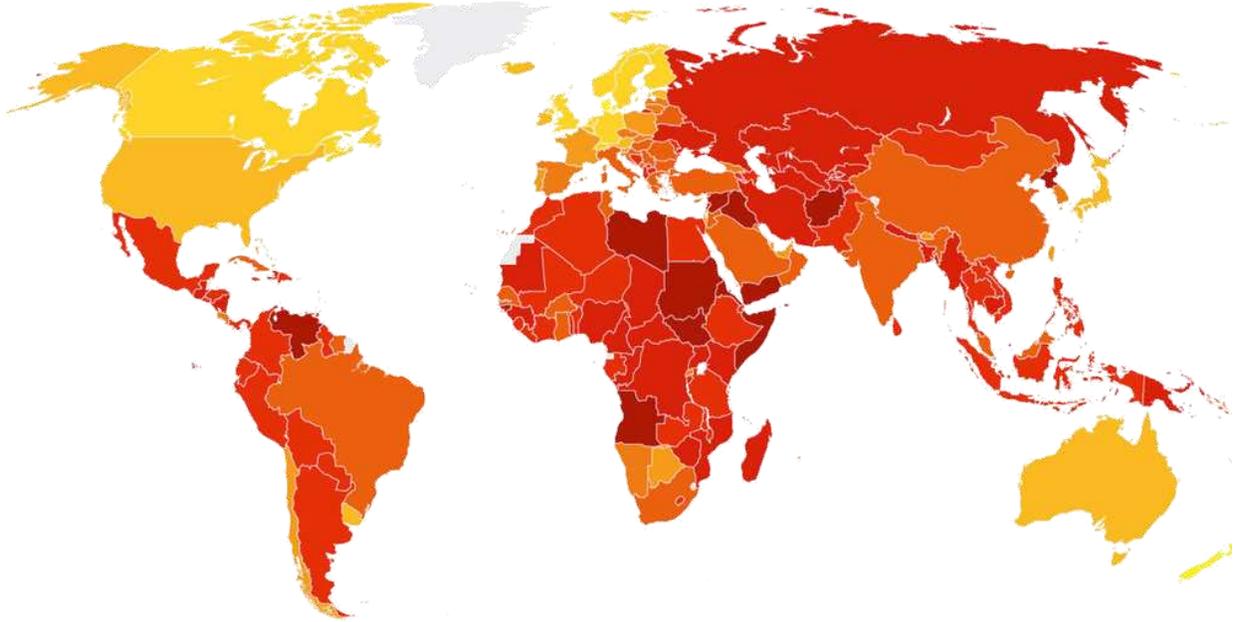
Ethics & Compliance Services

Ethics & Compliance
Investigations & Disputes
Advisory Services

www.psagroup.com ■ info@psagroup.com

Global Reach, Local Insight

Corruption Perception Index 2017



Corruption **risks** are **global**. Understanding them requires **local knowledge**.

PSA's mission is to provide global business with empowering local human insight.

When it comes to corruption risk, no two countries are the same. Even within a single country, risks can change from one region to another. Accessibility of public information and the availability of credible news also vary from one place to the next. This means that properly assessing third party risks requires not only access, but analysis.

Insight into the credibility and context of information are key factors for any global business looking to understand the risk environments of a third party.

With 20 years of experience, PSA's capabilities in gathering publicly available information are second to none. But accessing information is only the beginning of evaluating risk — PSA's core strength is in its human analyst led, contextualization of the information gathered.

With offices strategically located across the globe, PSA can provide regional and local context to information by utilizing a pool of in-house talent with deep knowledge of their respective regions.

PSA's mission is to provide global business with empowering local human insight.

Our reports communicate with clarity and comprehensiveness, allowing clients to make informed risk-based decisions. PSA offers two baseline services as part of our Ethics & Compliance third-party vendor screening process, with additional investigative elements available as required.

Baseline Ethics & Compliance Services

PSA offers a range of options for investigative services that can be tailored to the needs of our clients. A multi-tiered approach provides everything from online research choices to on-the-ground, in-person inquiries into subject companies and individuals.



Open-Source Intelligence (OSI)

PSA's OSI service relies on skilled human analysts conducting desktop research in English and machine-translated local language sources. The research process gathers all electronically available public information regarding a primary subject and up to two secondary entities, along with negative keyword searches seeking to specifically identify any issues of concern. Along with media reports, the analyst will seek to obtain corporate records, litigation information and any other governmental or regulatory information publicly available online for a particular jurisdiction.

Use Case: OSI reports are effective in low risk transactions and in jurisdictions with higher levels of publicly available information.



Enhanced Due Diligence (EDD)

PSA's EDD is a core product within the E&C service line. In many parts of the world, acquiring public documents requires a visit to government offices or courthouses so EDD reports rely on in-country human resources to gather information. EDD reports are conducted on one primary entity and up to four associated secondary entities, whether affiliated companies or individuals. All local language translation is conducted by one of our local language experts.

Use Case: EDD reports are effective in jurisdictions that are considered to have medium to high levels of publicly available information.

Additional E&C Investigative Elements:

Based on the risk environment, PSA can integrate any or all the following to a baseline EDD:



Natural Ownership Tracing

Map out and identify the natural person or persons within the extended ownership structure of a third party. This can be traced up to five levels of ownership above the subject company, or to the limits of information within the public domain. A natural ownership trace is recommended in order to discover hidden risks associated with elaborate or opaque corporate ownership structures.



Source Commentary

From 4 to 6 knowledgeable local individuals within the Subject Entity's industry. Commentary is confidentially and discreetly sourced to obtain in-person perspectives on the reputation and standing of the entity and associated subjects and to identify any issues of concern from within their local context. **This is useful as a supplement to EDD in jurisdictions with limited availability of public information.**



Site Visit to Operational Location

To confirm operating activity, capture images, and if requested to conduct discreet or open on-site interviews at the business premises of the subject company. Sometimes an in-person visit is one of the only means of determining the true nature of a company's operations and location.

About PSA

Established in Hong Kong in 2000, Pacific Strategies & Assessments (PSA) provides specialist risk consulting services, delivering critical information to our clients through our three core service lines of Ethics & Compliance, Investigations & Disputes, and Advisory Services.

Our offices in Dubai, Hong Kong, Manila, and Shanghai are each staffed with investigators and responders with extensive in-region experience gained from professional backgrounds in corporate investigations, government intelligence, management consulting, and law enforcement.

PSA's mission is to provide global business with empowering local insight.

PSA's products are based on three core service areas:

- ▶ **Ethics & Compliance**
- ▶ **Investigations & Disputes**
- ▶ **Advisory Services**

You can find more information about PSA's services at www.psagroup.com. To talk to one of PSA's consultants, please send an email request to info@psagroup.com.

