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Risk-Ready Investment Scorecard

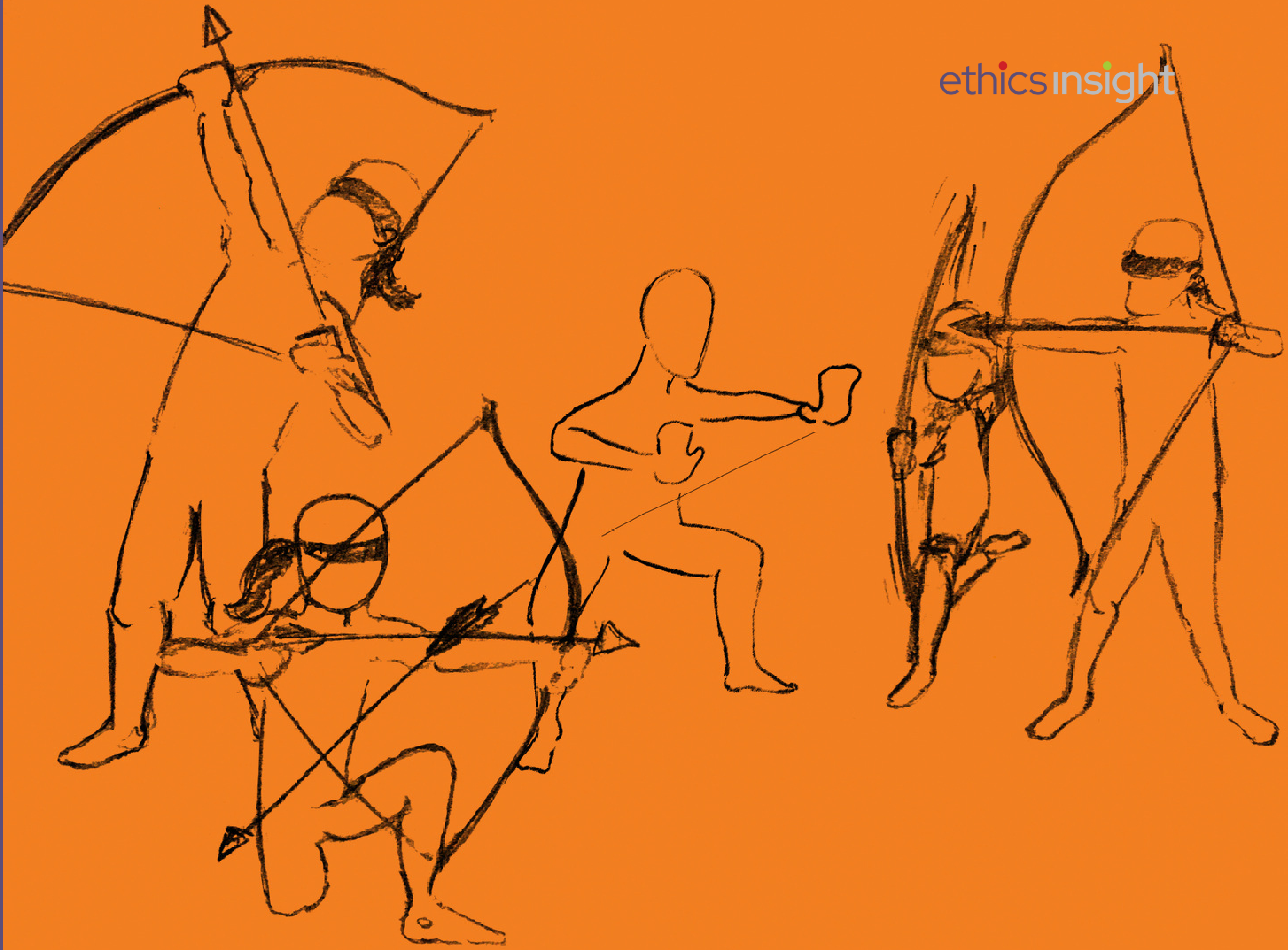
Making Sustainability Sustainable

Introduction

Most companies don't manage risk well and don't know where to start with sustainability. It's not their fault. The pace of regulation, trial by (social) media, and conflicting stakeholder priorities create overwhelm. Large companies often inflict 100+ pages of due diligence forms—comprising every acronym, ABC, CS3D, and KYC—in dribs and deadly drabs. If we keep going this way, we create (not manage) risk and turn sustainability into a performative box-ticking bonanza.

What if there was another way? A way to align risk and sustainability with what (truly) matters to the investment's success and survival.

There is. We do it for some of the world's most forward-thinking impact investors and development finance institutions. Here's how we do it.



Risk-Ready Investment Checklist

Let's start with the checklist for the impatient among you (that's me too). Once you have a score for the (proposed) investment, you can skip to the corresponding part of the remaining document, where you'll find some answers and suggestions.

To calculate an overall risk score percentage, you can sum the points from each question and divide by the maximum possible score of 100. The lower the percentage score, the higher the PortCo's assessed integrity risk and sustainability misalignment.

The general idea is to look for concrete policies, practices, data, and evidence, with higher risks if lacking or misaligned with integrity and sustainability commitments.

If you'd prefer a version that auto-calculates your score, click here.

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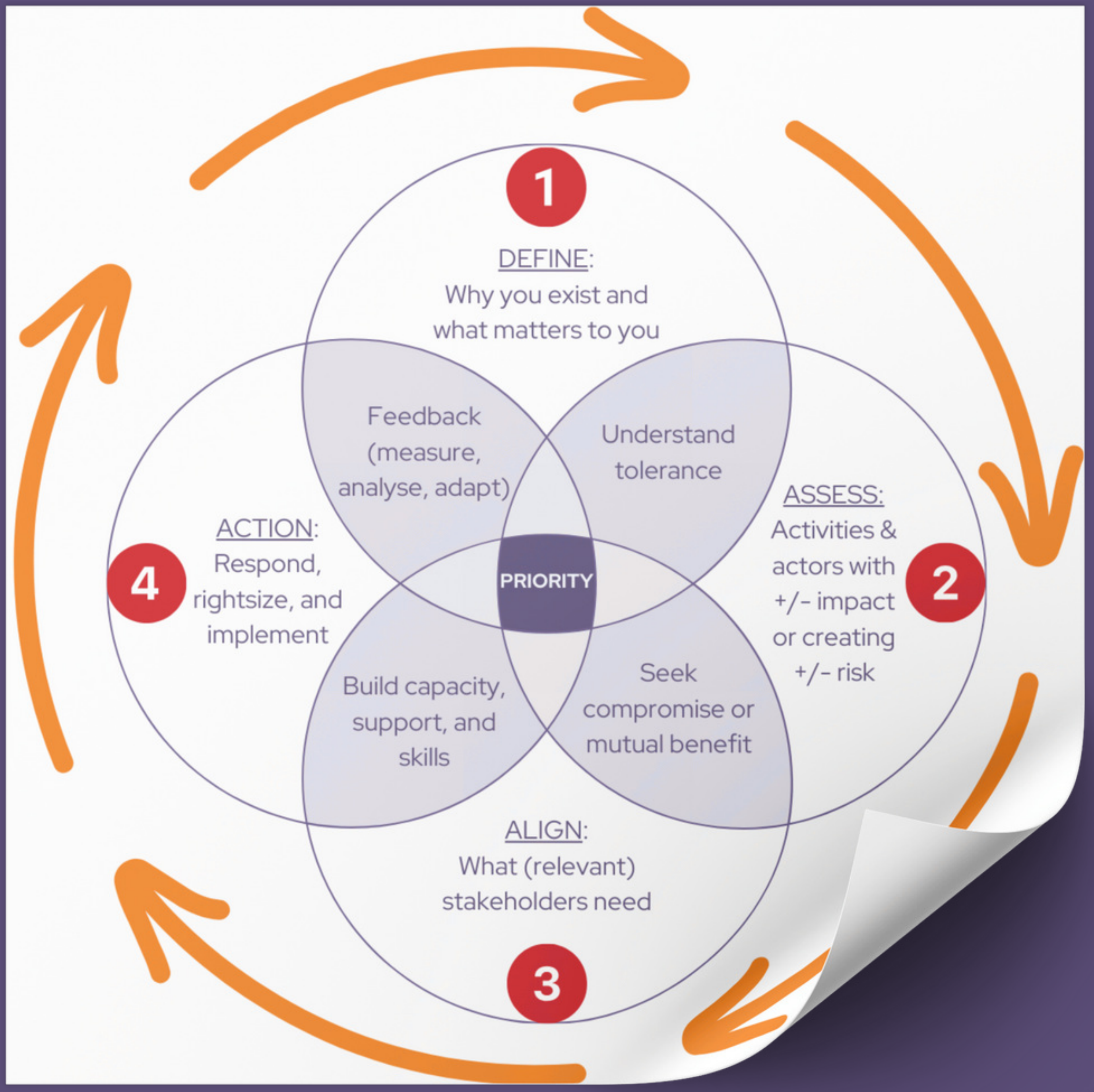

Investment ready quiz – Priorities & Risks

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1. How clear are the company's mission and values?

Considerations:

- Are the values clear and compelling, or are they generic, poorly articulated, too vague, unclear, etc.?
- If we're clear about the purpose, aligning relevant sustainability initiatives and defining risk appetite is simpler (what we can/can't live with).

Options:

- Clear (5 points)
- Work-in-progress (3 points)
- Unclear (1 point)

1 3 5

2. How well-defined are the sustainability priorities and impact goals of the business?

Considerations:

- Look for clear metrics, targets, and reporting
- Higher risk if priorities are vague or lack measurable indicators

Options:

- Very well-defined with clear metrics (5 points)
- Somewhat defined (3 points)
- Vague or undefined (1 point)

1 3 5

3. What is the external risk context in the sector(s) and region(s) where the business operates?

Considerations:

- Use indices, experience, research, or if you get stuck, here's an external risk assessment tool (you will need a Google account to use the risk-scoring features).
- Consider any recent significant scandals in the country/sector.

Options:

- Low risk (5 points)
- Moderate-risk (3 points)
- High-risk (1 point)

1 3 5

4. How robust are the business' risk, ethics and compliance policies/programs?

Considerations:

- Look for comprehensive assessments, training, and whistleblower channels (use this tool, if needed).
- Higher risk if the leadership team are unaware of dangers, don't discuss them with colleagues, or there is a lack of consistent implementation (you can assess the effectiveness of risk leadership here).

Options:

- Very robust with regular auditing (5 points)
- Somewhat robust or unevenly implemented (3 points)
- Minimal or no policies/programs (1 point)

1 3 5

5. How much do you know about the business leaders' track record, reputation, and connections (ownership, directors, conflicts of interest, etc.)?

Considerations:

- Higher risk with opaque structures, politically exposed persons involved, or generally a lack of insight.
- Consider using corporate registries, investigative databases, reference checks, due diligence (see sample DD scope on page 3, here)

Options:

- Good insight, no red flags (5 points)
- Some insight, unaware of any issues (3 points)
- Little insight, possible red flags (1 point)

1 3 5

Investment ready quiz – Impact & Alignment

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6. How well does the business measure and report its sustainability impacts?

Considerations:

- Look at the rigour of verification, use of internationally-recognised standards, and a prioritised focus on those areas most relevant to the business's operations (take our Greenwashing Quiz if unsure).
- Higher risk if only internal, unaudited reporting.

Options:

- Rigorous measurement & verification (5 points)
- Some measurement but limited reporting (3 points)
- No/little measurement or reporting (1 point)

1 3 5

7. To what extent is the business focusing on impacts that deliver benefits beyond just following regulatory requirements or mirroring the status quo?

Considerations:

- Consider the trade-offs and lateral switch options (e.g., if we know that manufacturing a cotton T-shirt takes 2,700 litres of water, is reduction better than moving to synthetic materials that leach microplastics or would recycling old cotton T-shirts be better?).

Options:

- Transformative positive impacts (5 points)
- Incremental positive impacts (3 points)
- Negligible or negative impacts (1 point)

1 3 5

8. How well does the business integrate impact priorities across its operations and value chain?

Considerations:

- Look at sustainability policies, responsibilities, and incentives (e.g., sustainability by design, circular economy, R&D budget, etc.).
- Higher risk if impact is siloed, a tick box, or an afterthought.

Options:

- Impact is deeply integrated (5 points)
- Some integration of impact (3 points)
- Impact is an afterthought (1 point)

1 3 5

9. How well does the business understand and engage with its key stakeholders?

Considerations:

- Review stakeholder mapping, grievance channels, consultation processes, or representation of stakeholders in decision-making.
- Higher risk if limited/no engagement or all decisions are highly centralised with little input.

Options:

- Detailed understanding and engagement (5 points)
- Some understanding and/or engagement (3 points)
- Limited understanding or engagement (1 point)

1 3 5

10. How aligned are the business practices with stakeholder interests and priorities?

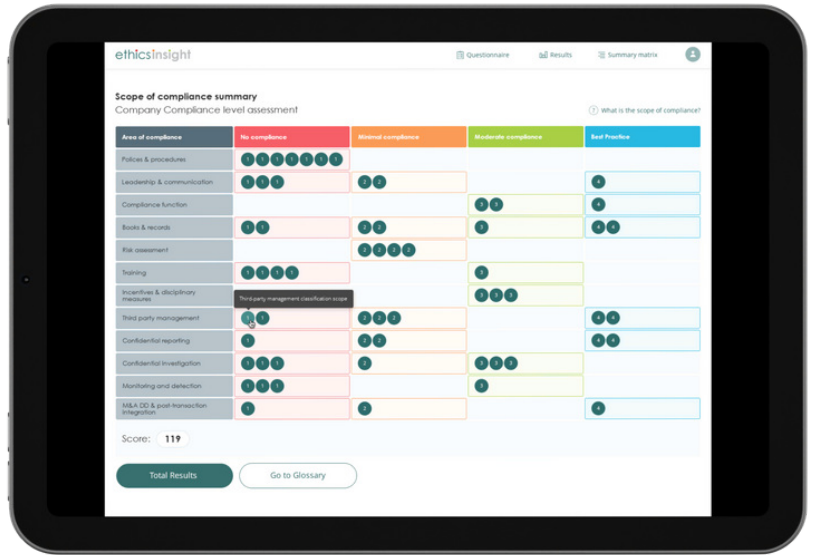
Considerations:

- Look for conflicts (e.g., a stated focus on employee welfare but high turnover numbers); where possible, assess the quality of stakeholder relationships (e.g., feedback, reviews, socials, etc.).
- Higher risk if primary interests are misaligned or unaddressed.

Options:

- Very well aligned (5 points)
- Somewhat aligned (3 points)
- Poorly aligned (1 point)

1 3 5



Investment ready quiz – Benefit & Risk Fit

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11. How well does the business balance commercial and impact priorities?

Considerations:

- Review incentives (KPIs), decision-making processes, resource allocation, and integration of risk/sustainability into strategy.
- Higher risk if commercial priorities are hard to achieve ethically or within stated impact boundaries.

Options:

- Impact and commercial priorities are integrated (5 points)
- Some balance, but commercial take priority (3 points)
- Purely commercial focus, impact as an add-on (1 point)

1 3 5

12. How well does the business share value with key stakeholders like employees, communities, etc.?

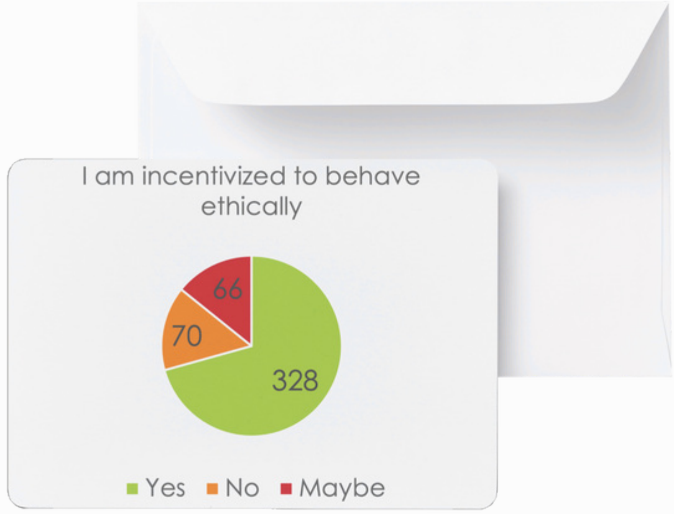
Considerations:

- Look at employment practices, incentive and career planning, community investment, fair pricing, flexibility, etc.
- Higher risk if value extraction is one-sided.

Options:

- Established value-sharing mechanisms (5 points)
- Some value-sharing but limited (3 points)
- Value extraction with little sharing (1 point)

1 3 5



13. How well does the business' risk management system account for sustainability risks?

Considerations:

- Review risk registers, controls, and monitoring processes, look for a mature recognition of trade-offs.
- Higher risk if sustainability risks are siloed, simplistic, or ignored.

Options:

- Sustainability risks deeply integrated (5 points)
- Some consideration of sustainability risks (3 points)
- Sustainability risks not considered (1 point)

1 3 5

14. How appropriate are the business' policies and practices for its operating context?

Considerations:

- Assess alignment with local laws, threat landscape, and development priorities (e.g., if operating in a high-corruption market and operations require land, there should be a detailed land acquisition approach).
- Higher risk if misaligned with operating context.

Options:

- Context-appropriate (5 points)
- Somewhat context-appropriate (3 points)
- Generic / boilerplate (1 point)

1 3 5

Investment ready quiz – Capacity & Feedback

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15. How realistic and relevant are the business's goals around sustainability and impact?

Considerations:

- Look for a focus on 1-3 goals, which are commercially relevant, SMART (specific, measurable, achievable, relevant, and time-bound).
- Higher risk if goals are too broad, too many, or too vague.

Options:

- Realistic and relevant (5 points)
- Potentially unrealistic and/or less relevant (3 points)
- Unrealistic or little to no relevance (1 point)

1 3 5

16. How adequate are the resources allocated for implementing sustainability initiatives?

Considerations:

- Review budgets, staffing, and implementation quality.
- Higher risk if underfunded or under-resourced.

Options:

- Adequate resourcing (5 points)
- Somewhat adequate resourcing (3 points)
- Inadequate resourcing (1 point)

1 3 5

17. How strong is the business' culture and commitment to ethics and sustainability?

Considerations:

- Assess messaging, but also consider reviewing knowledge, accountability, access and trust (see here for a sample questionnaire framework).
- Higher risk if ethics are deprioritised or misaligned.

Options:

- Robust ethical culture (5 points)
- Reasonable ethical culture (3 points)
- Weak or misaligned ethical culture (1 point)

1 3 5

18. How effective are the training and communication programs related to sustainability and compliance?

Considerations:

- Review content, participation rates (comprehension not just attendance), and feedback.
- Higher risk if training is ad hoc, one dimensional (one-and-done) or ineffective.

Options:

- Effective with targeted training (5 points)
- Somewhat effective or infrequent training (3 points)
- Ineffective or no training (1 point)

1 3 5

19. How consistently does the business measure, analyse and adapt its risk and sustainability efforts?

Considerations:

- Look for feedback loops (including reviewing speak-up data, near misses, and others issues, with root cause analysis and remediation built into systems), continuous improvement processes, etc.
- Higher risk if static or no adaptation mechanisms.

Options:

- Consistent feedback loop (5 points)
- Some feedback but inconsistent (3 points)
- Little to no feedback mechanism (1 point)

1 3 5

20. How transparent is the business in reporting on its sustainability performance?

Considerations:

- Assess breadth, depth, verification and accessibility (the organisation does not need to report publicly on everything, but it should have honest internal reporting).
- Higher risk if limited or no reporting.

Options:

- Transparent with detailed reporting (5 points)
- Inconsistent reporting (3 points)
- Little to no transparency/reporting (1 point)

1 3 5

Assessing your score

To calculate an overall risk score percentage, you can sum the points from each question (the best possible score is 100). The lower the score, the higher the assessed integrity risk and sustainability misalignment.

This checklist covers critical areas like defining priorities, assessing risks, evaluating impacts, stakeholder alignment, mutual benefit, rightsizing risk, implementation, capacity building, and feedback loops. The questions and scoring system allow investors to evaluate potential deals across these critical dimensions systematically.

The general idea is to look for concrete policies, practices, data, and evidence, with higher risks if lacking or misaligned with integrity and sustainability commitments. Third-party audits and verification can also provide valuable risk indicators.

The following pages include information to help you make sense of the scores and define a way forward.

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Score	Risk & Sustainability Rating
<40	Weak integration and management of risk and sustainability
41-79	Moderate integration and management of risk and sustainability
>79	Strong integration and management of risk and sustainability

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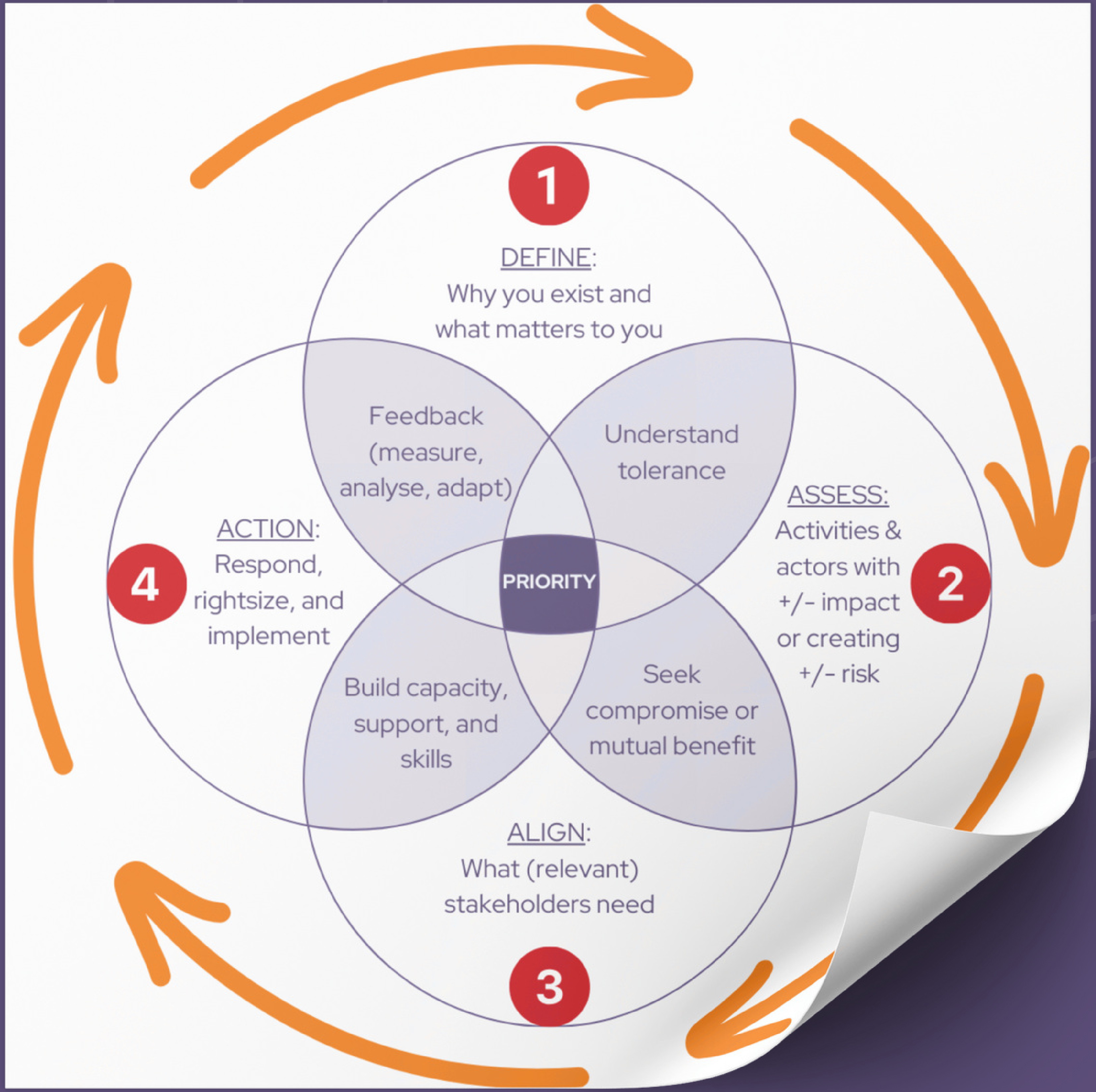
Breakdown of each of the four steps



1. Defining your priorities

It might sound basic, but the priority risk and sustainability issues are those most connected to commercial success. An agribusiness that doesn't manage water and local communities won't be around for long. Just as a tech disruptor ignorant of cybersecurity, AI ethics and energy use is unlikely to be a wise investment.

How do you determine those risk and sustainability issues? We can get caught up in dogma here, but I advise not reinventing the wheel. Acronyms can be helpful. PESTLE and SWOT are staples of most would-be investments, but they can be academic if not accompanied by questions around:

1. Value chain and critical path: what inputs (resources, goods, human capital, etc.) can the business not survive (for long) without?
2. Stakeholder influence and attitudes: how do critical stakeholders feel about the company (especially crucial if disrupting or in places with fickle or capricious regulation)?
3. Management team expertise: most leaders are attuned to risks they've experienced, but what about those they do not understand?
4. Conduct a premortem: Imagine the organisation has failed. Why might that happen? Examine the root causes and identify what factors were overestimated or underestimated.
5. What employees really care about: are the people who make the business a success aligned with grand pronouncements from management?

CASE STUDY

Take Brewdog, the UK brewery and pub-chain owner. It started well, focusing on energy and water use - both critical to brewing. Then, they got distracted by grandstanding on human rights around the Qatar Football World Cup. The "anti-sponsor" rhetoric was ill-advised. Brewdog did sell into Qatar (via duty-free and other channels). Brewdog aren't World Cup sponsors (Budweiser has that gig sewn up). But they would show matches in their pubs (some 'boycott'). And their sudden fixation with worker welfare might have been better purposed closer to home as allegations of toxic leadership and unfair wages for staff in the UK emerged.

The working conditions in Qatar were never relevant for Brewdog. When discussing priority risk and sustainability, the issue wouldn't have passed question one (value chain). If they'd put the broader question of worker treatment through those five steps, they'd have identified the issues that led to a management team implosion much earlier.

2. Assessing risk and impact

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I've seen (pretty much) every type of risk assessment methodology; they are all imperfect. We fixate too much on estimating issues we lack data for or understanding of. This myopia distracts from the importance of building resilience and contingencies. Let's unpack the two variables in most risk assessments:

- Probability/likelihood: estimating the number of bribe requests an investee might face is challenging. An extortive attempt by an opportunistic immigration official to secure a few extra dollars requires very different preventative measures to a rigged renewables tender that will make or break the business's financial year. That either might occur is what matters because you need to prevent both, ideally, but the second definitely.

- Impact/consequences: What is the impact in that tender stage bribe scenario? Paying a fat bribe using limited working capital? Getting caught paying the bribe (by whom)? Not paying the bribe and losing the contract? Not paying the bribe and having licenses cancelled by vengeful despots? There's no tolerable impact here, so we shouldn't obsess about making it fit artificial concepts of financial cost, management time, share price, legal fees, human cost, or whatever other vagaries are fashionable this year.

If risk registers and matrices are staples of regulatory requirements, to ensure they don't detract (too much) from the actual work, follow these steps:

1. Use a universal language, numbers. If you use words like "probable" or "significant,' they mean different things to different people (50% or 90%?). If you ask us to score the likelihood of an event on a 10-point scale, we tend to be quite accurate at the median.
2. Benchmark impact against criticality: The consequences that matter prevent the business from fulfilling its core tasks, so start there. Not with doomsday scenarios where none of us know the impact yet.
3. Look for overlap: I've seen gruesomely long risk registers where the "risk mitigation" box quickly refers you to a former risk category. Group risks by mitigation tactics. Military and criminal organisations do this better than most businesses. They don't have separate risk events for every possible adversary; they look at the tactics employed and focus on mitigation measures with multiple applications.

For sustainability issues, impact is often viewed as unidirectional—the business's impact on people and the planet. If we start to consider it as an opportunity and threat (risk), the perspective shifts to consider bidirectional materiality (e.g., what resources the organisation relies on most are often those it impacts). Therefore, I'd consider putting sustainability through the same risk assessment prism to save duplication, focusing on those inputs and outputs with the most significant frequency and criticality.

At the end of this process, there will be issues destined for strict "compliance." For example, money laundering is presumably a no-no if you're investing in a fintech firm. Other issues will require an honest appraisal of tolerance.

2. Assessing risk and impact

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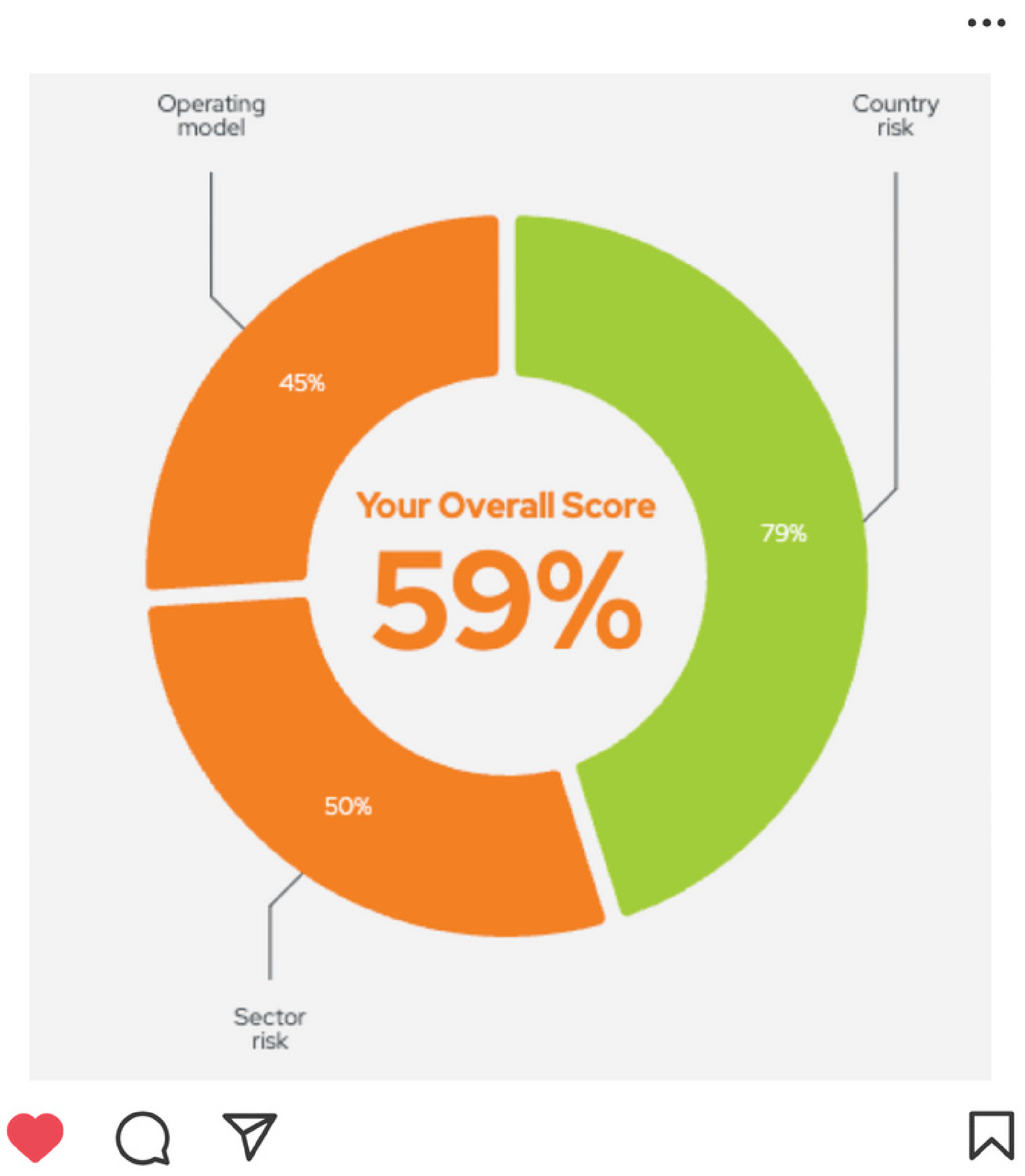
Understanding tolerance

It's impossible to prevent every potential risk or sustainability slip-up. However, with a frank assessment of priorities (step 1) and a pragmatic approach to risk and sustainability (step 2), we should be able to define tolerance, a fancy word for "what bad stuff can we live with if we have to."

CASE STUDY

A fruit plantation operator across Southern Africa. They expected water supply issues, but the tolerance was finite (only so long some trees can survive without quenching). Qualifying this sustainability risk spurred action - in this case, getting funding to construct dams in coordination with local communities and other agribusinesses. For other risk issues - including fraud, which can blight this sector - we didn't obsess over quantification (as we didn't have accurate data); we focused on causation, a much better starting point.



3. Aligning with stakeholders

Stakeholder engagement is complicated. Why? Because we (often) make too many assumptions. For instance, we expect people to be rational, articulate their needs, and understand the consequences of getting what they want. To shrink the dataset, be strategic. The traditional approach is to map stakeholders by:

1. Influence/stake/power: We list everyone we interact with and consider what they do for or with us.
2. Attitude/interest: We guess (informed to wild) about their attitudes to what we do (or plan to do). Where we don't know, we might ask questions.

I've done lots of stakeholder analysis, often in complex places with kleptocratic interests. The traditional model misses that power is not always apparent (we often overstate capacity), and attitudes can be surprising. To overcome this dissonance, we can assess:

1. Overlap: Does the stakeholder have resources, skills, or knowledge that could help?
2. Access: Are stakeholders able or willing to engage with us? Stakeholders with whom you can communicate easily—like employees and customers—should not be a mystery. Don't spend too much time hypothesising about the attitudes of those outside your influence.
3. Threat/opportunity (a function of intention and capability): Do stakeholders possess the means (support, resources, capacity) to positively or negatively impact operations?
4. Prioritise: The ones to watch are those with high influence and the capability to impact the investment significantly. We can then look at managing, influencing or monitoring.

A more targeted approach saves time ($) and helps the PortCo maximise value and align interests with crucial stakeholders.

Compromise and mutual benefit

If we've correctly prioritised stakeholders, we'll know where their needs intersect with the PortCo's operational requirements. Here, we can often de-risk priority challenges and maximise sustainable gains.

CASE STUDY

The Engineering, Procurement and Construction (EPC) contractor on a large infrastructure project faced daily challenges from local stakeholders (community leaders, police, military, and insurgents). Why? As the stakeholders saw it, the EPC contractor would only be around for the build (two-three years) and was, therefore, not very interested in contributing to the local community in the long term. So, they were "fair game" for extortion, theft, harassment, and a generally unpleasant barrage of security and integrity incidents.

What did the local community need? Jobs. Hiring some local community members might help, but one of the most significant pain points for the EPC contractor was materials (sand to stone). By working with the community to help them develop viable ongoing concerns (workshops, quarrying, logistics, etc.), the EPC contractor would gain considerable goodwill (within project budgets). By working with the community, the implicit license to extort that cops, crooks, and insurgents enjoyed dissipated as it became biting the hand that feeds the broader community.

4. Rightsizing and implementing

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With a more manageable prioritisation of risks, potential impact, and stakeholders, we can leverage the Pareto Principle—focusing on the 20% of activities creating 80% of risks or opportunities. That may sound obvious, but in and area where the concept of "best practice" is ubiquitous, we try to focus on 100%, creating colossal waste.

If we imagine a PortCo as a building, we should aim to keep them safe, sustainable, and secure without preventing them from fulfilling their core purpose. To do that requires:

1. Context: What do you do? A renewable energy provider's best practice should look very different from a microfinance provider's.
2. Environment: Where does the PortCo operate? Climate, crime, community, conflict, and other factors (typically) beyond your control will inform how you build.
3. Design: How the PortCo operates (business model, value chain, resource availability, and constraints) will influence design. An expansive glass boxy Scandinavian den may look lovely, but it's impractical if you build affordable housing.
4. Behavioural factors: Who works for the PortCo, who visits your building, and what are their needs? A temporary medical aid facility in a conflict zone requires very different considerations from an oncology laboratory, even if both are healthcare.

If we've followed the previous steps correctly, we can plan and prioritise a build that fits the PortCo's context, environment, operating model, resources, and stakeholder requirements. To speed this up, we've templated 200+ pieces of content (guides, policies, tracking tools, assessments, training, etc.) from previous projects, accelerating implementation significantly (between 40% and 80% quicker). Beyond the physical components of the build, the PortCo will (usually) require guidance on necessary skills and resources.

Building capacity, support, and skills

Have you ever searched for a recipe and been confronted with numerous variations with good reviews? How would you pick? Now, imagine you have to pay for these recipes. The prices vary wildly. Which one do you choose now?

Many businesses face the recipe challenge when developing risk and sustainability frameworks. They know what the outcome should look like but less about the ingredients, preparation, and cooking process.

Fear not. Most organisations have more knowledge, experience, and skills than is first apparent. It might be easiest to break down the components of a successful risk and sustainability framework and build based on what you already do:

1. Assessment: Where do you already analyse risk, impact, and return on investment? See above for some guidance. If you need a bit of inspiration, here are a few resources to check out:
   a. Our free assessments (external risk, compliance maturity, and risk culture). We also have assessments for human rights, Economic Crime and Corporate Transparency (a.k.a. fraud prevention), third-party risk, and even AI. Just ask.
   b. Free carbon calculators for sole traders and small businesses. A more comprehensive version spanning areas including "electricity, heating, and fuel use, as well as how much you spend on things like travel, computers, or furniture." Or a version specific to UK SMEs to "measure their corporate emission footprint following GHG [greenhouse gas] Protocol Guidance"
   c. A free plastic (and waste) calculator for businesses.
   d. And a water footprint calculator for SMEs.

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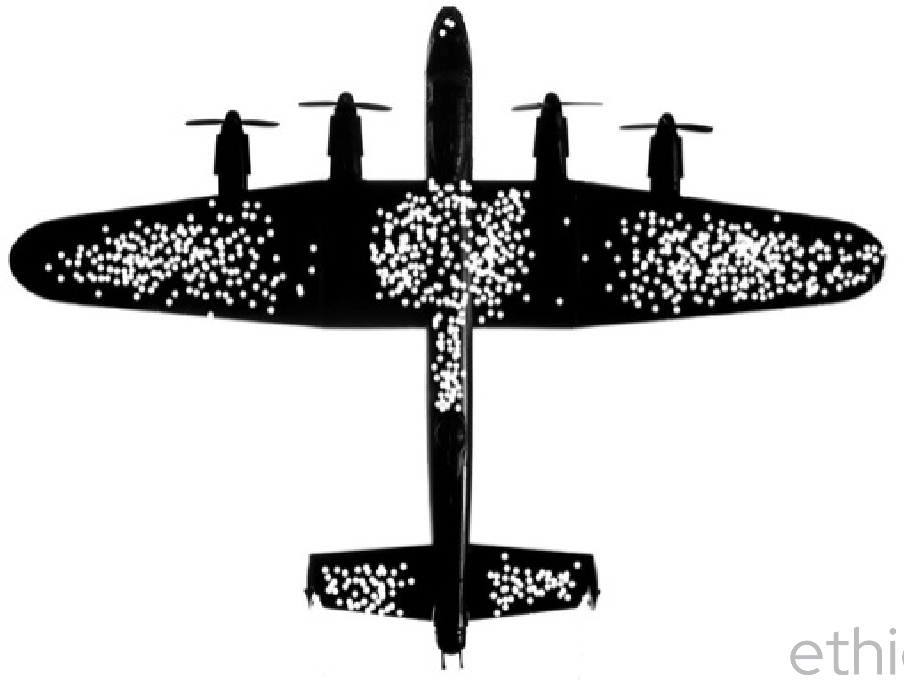
Building capacity, support, and skills (cont.)

2. Education: Having assessed potential exposure, consider where in the organisation you help people do the right things (e.g., sales training) or avoid the wrong things (e.g., health and safety guidance). These existing frameworks for communicating, educating, and problem-solving will likely provide some good templates to ensure any risk and sustainability education copies what's working and avoids what isn't. On that last point, be honest if your existing knowledge management isn't working optimally. Consider asking people why. We focus on four domains to understand where best to start fixing culture: knowledge, access, accountability, and trust. This anonymised sample report should give you a brief overview of the information needed to improve.
3. Response: How do you respond to issues? Most organisations have dealt with disputes (internal or external) and have mechanisms for people to raise concerns. Again, look at how they're (not) working. If you're unsure where to start, look at the image below. In WW2, US forces were experiencing heavy losses during bombing missions. They started mapping the bullet and shrapnel holes on returning aircraft until a statistician pointed out that maybe they should focus on where there weren't holes. After all, the planes they were analysing had returned. Review your assessments and priority risk areas and consider which of these you don't hear much about from your people. Start there.

CASE STUDY

A UK mid-cap manufacturer had a reasonably robust risk and sustainability framework, but it wasn't working. Sustainability initiatives floundered, and problems kept arising. When we asked people what the issues were - using a blend of surveying and interviews - themes emerged. Those who were online the least (operations, factory, business development) and those with the least fluency in English (even if critical documents were translated) were confused about what to do (knowledge issue). Middle managers had lost trust, especially in the support functions setting standards and overseeing implementation. Armed with this information, we could act to build capacity, confidence, and the necessary skills that might make coming to work a little more appealing!



4. Rightsizing and implementing

Feedback (measure, analyse, adapt)

You can gather feedback in numerous ways. The tricky bit with risk and sustainability is honesty around measurement. We've already looked at some measurement tools for sustainability issues, including greenhouse gas emissions, water use, resource consumption and recycling, and carbon footprint. Take the approach of a family budget. Plan out what is optimal across each relevant metric and measure it across the year. Those areas where you're off (positive or negative) will help inform subsequent year's strategies.

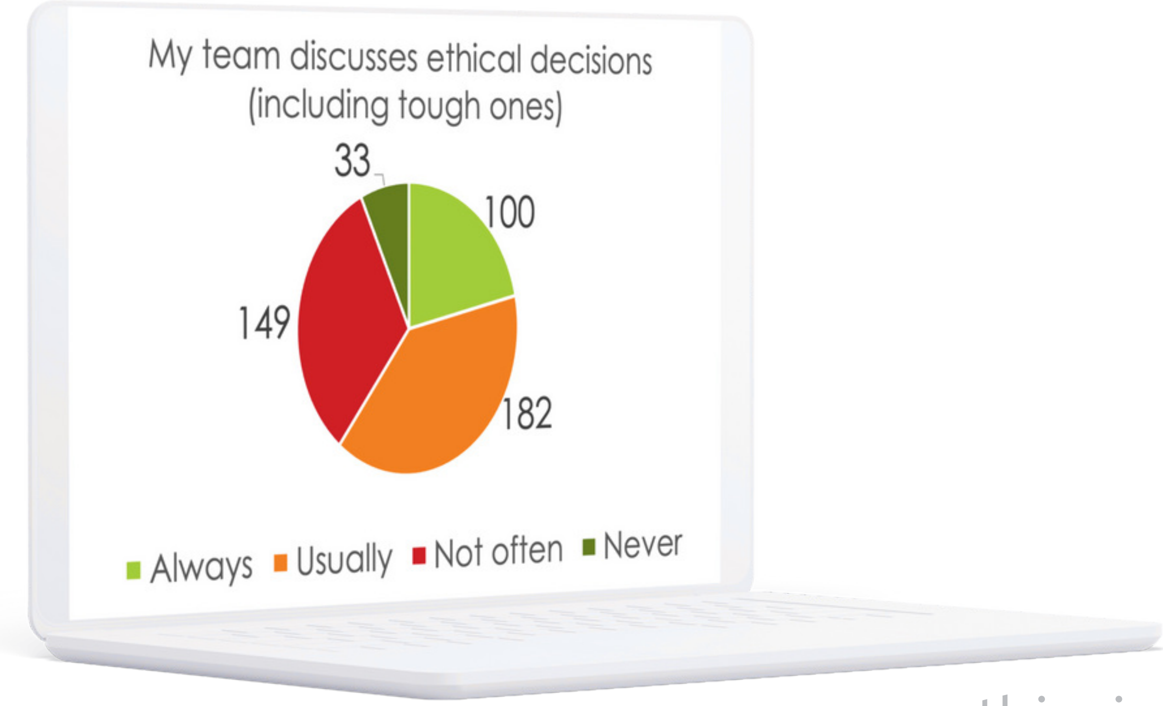
With risk issues, you typically have less wriggle room. Nobody wants to budget for "a little bit of corruption." Here we rely on frameworks for monitoring, detection, and reporting (whistleblower, speak-up, audit, etc.). Look at trends and consider what issues you do not hear enough about.

Beyond measurement, gather feedback from stakeholders (again, see examples above) to understand their knowledge, accessibility, accountability, and trust issues with your risk and sustainability framework (this assessment tool might help).

Gather all this feedback and adapt. Build simple tools, recognising they'll need to be flexible and adaptable. Firm up processes and frameworks only when you have the data and insight you need.

CASE STUDY

Two founders in a tech business from (different) minority groups built their company on a foundation of diversity and inclusion. Or so they thought. They were haemorrhaging opportunities in an industry where talent is the currency of success. People were leaving at a rate quicker than they could be replaced. When we asked why, the response was consistent: the inclusion indoctrination was suffocating. The founders had built the business they wanted to work in, not the company that a diverse workforce wanted and needed. Dissent and disagreement were squashed, which made it hard to innovate or correct course. Just because we think we've built a sound, sustainable business doesn't mean anything unless stakeholders agree.



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Who we are and who we work with

Our Experience

Some of the great people we work with:

What they say about us:

“I had the pleasure of working with Rupert on a critical project in high-risk jurisdictions. His expertise and flexibility in handling scope and timeframes were impressive. The quality of the analysis and the resulting reports were outstanding, providing us with a clear improvement action plan for our investee. Rupert's ability to disclose contextual risks in the energy sector was particularly beneficial. I highly recommend Ethics Insight for their professionalism and exceptional work."

Anjelika Karlsson, Business Integrity Manager, Swedfund

"Rupert is particularly skilled at sensitively engaging with firm leadership on very tricky topics. He helps our investments become better businesses."

Rita Roca, Business Integrity Leader, IFU

“Rupert's fresh approach, flexibility, experience, creativity and professionalism made him an outstanding partner. On a scale of 1-10, I rate Ethics Insight as a 10."

Rory Donaldson, Business Integrity Programme Manager - Transparency International

PROJECT LEAD

Rupert has 23 years of experience managing risks, ethics, compliance, and crises across more than 30 sectors. Before founding Ethics Insight, he worked in roles focused on investigations, risk analysis, crisis response, and Ethics & Compliance (E&C) advisory support.

Rupert has augmented this professional experience with postgraduate qualifications in Business Sustainability Management, ESG impact, and Behavioural Analysis and Investigative Interviewing. He is a Certified Fraud Examiner and sits on the advisory panel of the Association of Corporate Investigators.

Rupert uses this training and frontline experience – having seen what works and what doesn’t – to inform practical and effective guidance to help organisations better predict, prevent, adapt and respond to risks. He has operated in more than 50 countries.

Examples of Rupert's recent experience include:

- Projects across APAC and EMEA for funds focused on impact investment in sectors including: renewables, financial services, consumer goods, agriculture, manufacturing, and infrastructure.
- Investigations into corruption, anti-competitive practices, and fraud across 50 donor- or investor-led infrastructure projects, including energy and renewables, across 22 countries in the past 4 years.
- Conducting business integrity risk assessment and benchmarking programs across 20+ organisations in 35+ countries using the Ethics Insight Assessments, typically saving 40%-50% of projected costs.
- Developed and/or delivered training for 32,000+ people in areas including E&C, behavioural analysis, risk assessment, investigations, and crisis management.

Get in touch or find out more

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