THIRD-PARTY RISKS MANAGEMENT SURVEY 2020



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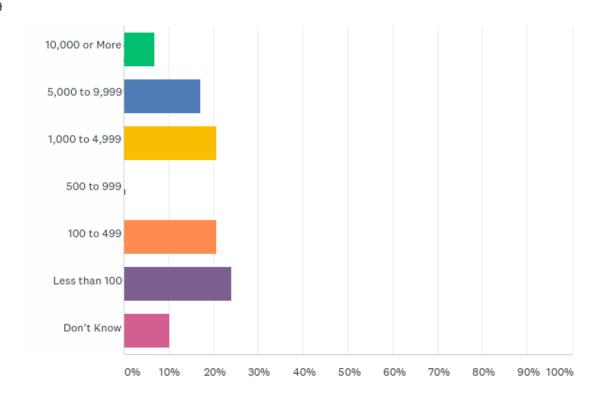
Total Answers

Creation Date: 17 January 2020

Full Answers: 29



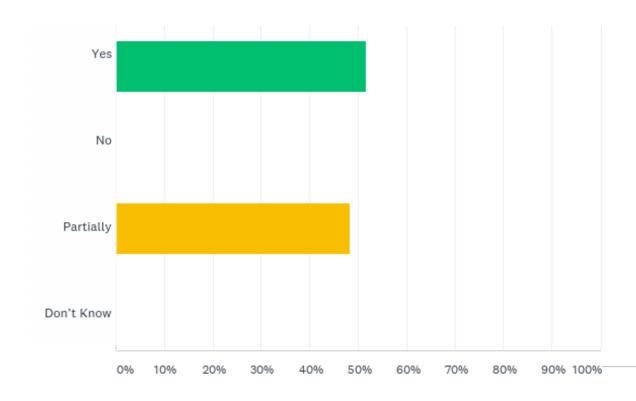
Q2: How Many Third Parties Does Your Organization Engage With?



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| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| 10,000 or More | 6.90% | 2 |
| 5,000 to 9,999 | 17.24% | 5 |
| 1,000 to 4,999 | 20.69% | 6 |
| 500 to 999 | 0.00% | 0 |
| 100 to 499 | 20.69% | 6 |
| Less than 100 | 24.14% | 7 |
| Don't Know | 10.34% | 3 |
| TOTAL | | 29 |

Q3: Does Your Organization Hold Sufficient, Relevant and Consistent Information on Third Parties (including lower-tiers third parties such as subcontractors)?



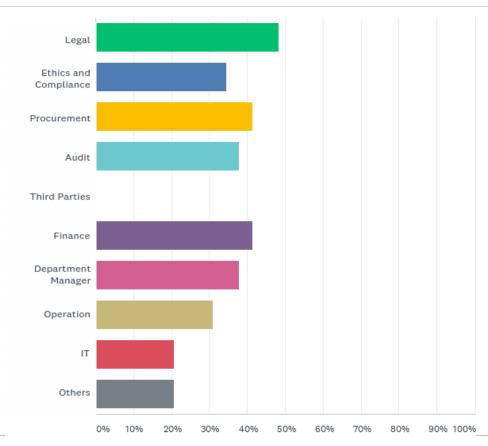


Q3: Does Your Organization Hold Sufficient, Relevant and Consistent Information on Third Parties (including lower-tiers third parties such as subcontractors)?

| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| Yes | 51.72% | 15 |
| No | 0.00% | 0 |
| Partially | 48.28% | 14 |
| Don't Know | 0.00% | 0 |
| TOTAL | | 29 |



Q4: Which Departments Have Key Responsibilities for Your Third-Party Risk Management Program / Activities?



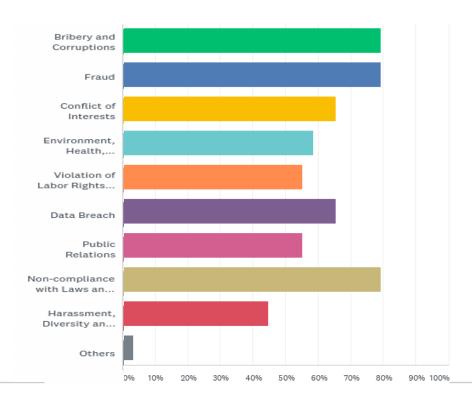


Q4: Which Departments Have Key Responsibilities for Your Third-Party Risk Management Program / Activities?

| ANSWER CHOICES | YANITLAR | |
|-----------------------|----------|----|
| Legal | 48.28% | 14 |
| Ethics and Compliance | 34.48% | 10 |
| Procurement | 41.38% | 12 |
| Audit | 37.93% | 11 |
| Third Parties | 0.00% | 0 |
| Finance | 41.38% | 12 |
| Department Manager | 37.93% | 11 |
| Operation | 31.03% | 9 |
| IT | 20.69% | 6 |
| Others | 20.69% | 6 |
| Toplam Yanıtlayan: 29 | | |



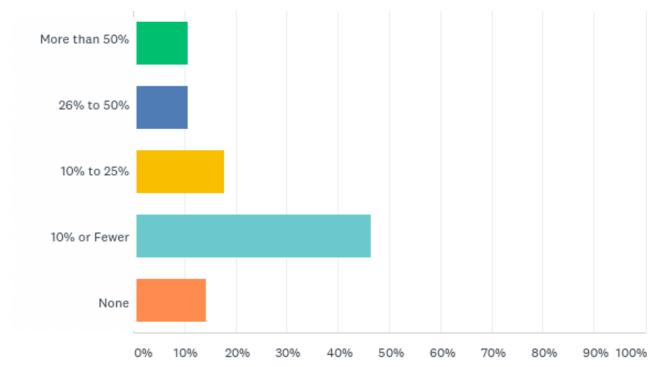
Q5: Which E&C Issues are You Most Concerned About in Relation to Third Parties?



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| ANSWER CHOICES | YANITLAR | |
|---|----------|----|
| Bribery and Corruptions | 79.31% | 23 |
| Fraud | 79.31% | 23 |
| Conflict of Interests | 65.52% | 19 |
| Environment, Health, Security | 58.62% | 17 |
| Violation of Labor Rights including Child Labor | 55.17% | 16 |
| Data Breach | 65.52% | 19 |
| Public Relations | 55.17% | 16 |
| Non-compliance with Laws and Regulations | 79.31% | 23 |
| Harassment, Diversity and Discrimination | 44.83% | 13 |
| Others | 3.45% | 1 |
| Toplam Yanıtlayan: 29 | | |

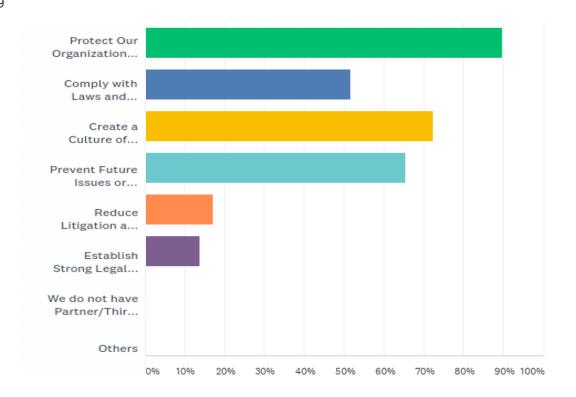
Q6: What Percent of Your Third Parties Do You Consider to Be High Risk from the E&C Perspectives?



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| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| More than 50% | 10.71% | 3 |
| 26% to 50% | 10.71% | 3 |
| 10% to 25% | 17.86% | 5 |
| 10% or Fewer | 46.43% | 13 |
| None | 14.29% | 4 |
| TOTAL | | 28 |

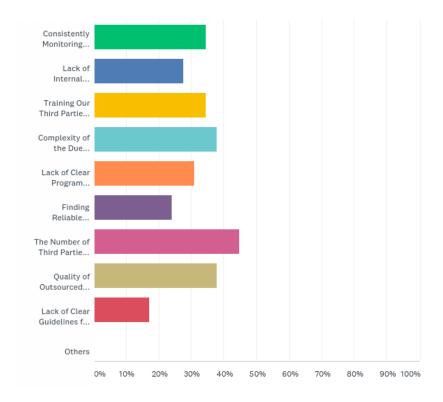
Q7: What are Your Top Third Party Risk Management Program/Activities Objectives?



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| ANSWER CHOICES | YANITLA | AR |
|--|---------|----|
| Protect Our Organization from Risk and Damage | 89.66% | 26 |
| Comply with Laws and Regulations | 51.72% | 15 |
| Create a Culture of Trust and Transparency | 72.41% | 21 |
| Prevent Future Issues or Misconduct | 65.52% | 19 |
| Reduce Litigation and Fines | 17.24% | 5 |
| Establish Strong Legal Defenses | 13.79% | 4 |
| We do not have Partner/Third Parties risk management activities. | 0.00% | 0 |
| Others | 0.00% | 0 |
| Toplam Yanıtlayan: 29 | | |

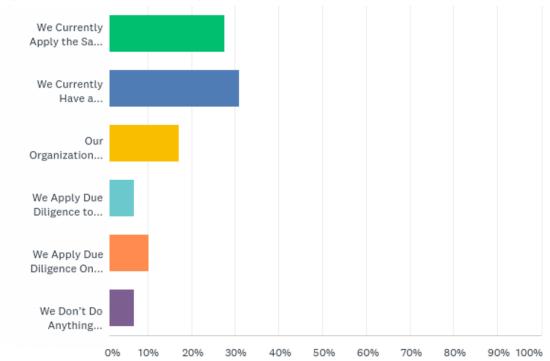
Q8: What Are the Top Three Challenges for Your Third-Party Risk Management Program/Activities?



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| ANSWER CHOICES | YANITLAR |
|--|---------------------|
| Consistently Monitoring Third Parties | 34.48% 10 |
| Lack of Internal Resources (People / Budget) | 27.59% 8 |
| Training Our Third Parties and Getting Attestation on Our Policies | 34.48% |
| Complexity of the Due Diligence Requirements | 37.93% 11 |
| Lack of Clear Program Ownership | 31.03% 9 |
| Finding Reliable Information About Third Parties | 24.14% 7 |
| The Number of Third Parties We Manage | 44.83% |
| Quality of Outsourced Third-Party Risk Management Services | 37.93% 11 |
| Lack of Clear Guidelines from Regulatory Agencies | 47.040/ 5 |
| Others | 17.24% 5 0.00% 0 |
| Toplam Yanıtlayan: 29 | |

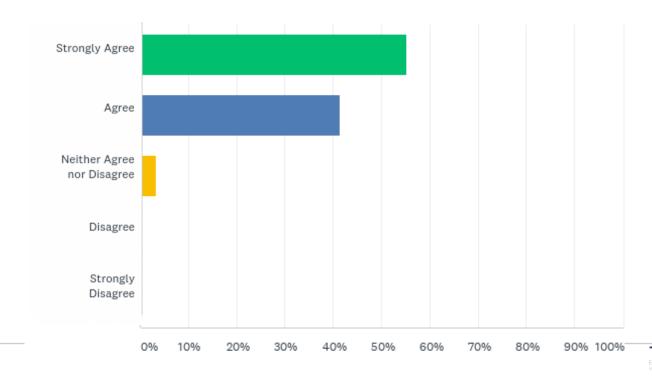
Q9: What Best Describes Your Organization's Approach to Manage Third Party Risk During the Onboarding Process?



Q9: What Best Describes Your Organization's Approach to Manage Third Party Risk During the Onboarding Process?

| ANSWER CHOICES | YANITL | .AR |
|--|--------|-----|
| We Currently Apply the Same Due Diligence Approach to All Third Parties Regardless of Risk Level | 27.59% | 8 |
| We Currently Have a Risk-Based Program That Applies Different Degrees of Due Diligence Based on Certain Classification Criteria and | 31.03% | 9 |
| Risk Level | 17.24% | 5 |
| Our Organization Applies Different Degrees of Due Diligence Depending on Which Department Manages the Relationship | 0.000/ | |
| We Apply Due Diligence to High-Risk Third Parties Only | 6.90% | 2 |
| We Apply Due Diligence Only When an Issue Comes Up | 10.34% | 3 |
| We Don't Do Anything Currently | 6.90% | 2 |
| TOTAL | | 29 |

Q10: Rate Your Agreement with the Following Statement: Our Third-Party Due Diligence Program/Activities Significantly Reduces Our Legal, Financial and Reputational Risks.

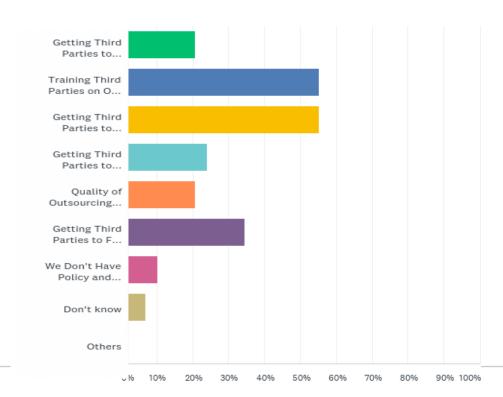


Q10: Rate Your Agreement with the Following Statement: Our Third-Party Due Diligence Program/Activities Significantly Reduces Our Legal, Financial and Reputational Risks.

| ANSWER CHOICES | YANITLAR | |
|----------------------------|----------|----|
| Strongly Agree | 55.17% | 16 |
| Agree | 41.38% | 12 |
| Neither Agree nor Disagree | 3.45% | 1 |
| Disagree | 0.00% | 0 |
| Strongly Disagree | 0.00% | 0 |
| TOTAL | | 29 |



Q11: What are the Top External Challenges for Your TPRM Program/Activities?

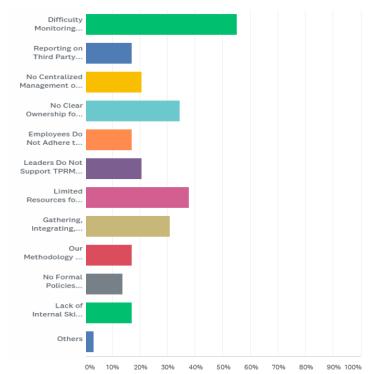




Q11: What are the Top External Challenges for Your TPRM Program/Activities?

| ANSWER CHOICES | YANITLA |
|---|-------------|
| Getting Third Parties to Certify Compliance with Our Policies | 20.69% |
| Training Third Parties on Our Policies and Compliance Requirements | 55.17% 1 |
| Getting Third Parties to Enforce Our E&C Policies in Their Organizations | 55.17% |
| Getting Third Parties to Enforce Our E&C Structure with Their Own Third Parties (Lower-tier Third Parties) | 24.14% |
| Quality of Outsourcing TPRM Services | 20.69% |
| Getting Third Parties to Fill Our Questionnaires | 34.48% |
| We Don't Have Policy and Procedures Related to TPRM | 10.34% |
| Don't know | 6.90% |
| Others | 0.00% |
| | |

Q12: Which of the Following Internal Issues Do You Feel Could Undermine Your TPRM Program Effectiveness?



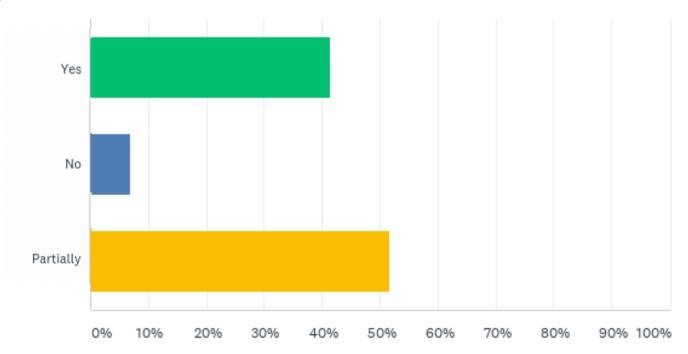


Q12: Which of the Following Internal Issues Do You Feel Could Undermine Your TPRM Program Effectiveness?

| ANSWER CHOICES | YANITL | AR |
|---|---------|----|
| Difficulty Monitoring Third Party Relationships | 55.17% | 16 |
| Reporting on Third Party Issues is Inconsistent | 17.24% | 5 |
| No Centralized Management of Documentation Related to Third Parties | 20.69% | 6 |
| No Clear Ownership for the TPRM Program | 34.48% | 10 |
| Employees Do Not Adhere to TPRM Processes | 17.24% | 5 |
| Leaders Do Not Support TPRM Processes | 20.69% | 6 |
| Limited Resources for TPRM Program | 37.93% | 11 |
| Gathering, Integrating, Analyzing, Making Use of Third-Party Data | 31.03% | 9 |
| Our Methodology for Managing Third Parties is Poorly Defined | 47.040/ | _ |
| No Formal Policies Related to TPRM | 17.24% | |
| Lack of Internal Skill Set for Effective TPRM Program Management | 17.24% | |
| Others | 3.45% | 1 |
| Toplam Yanıtlayan: 29 | | |



Q13: Do You Monitor Third Parties After Onboarding (Post-onboarding Monitoring)?

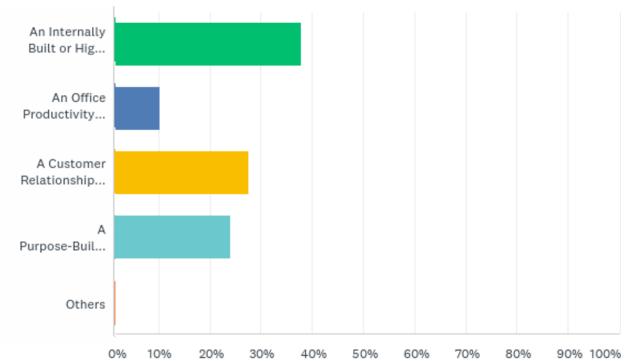




Q13: Do You Monitor Third Parties After Onboarding (Post-onboarding Monitoring)?

| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| Yes | 41.38% | 12 |
| No | 6.90% | 2 |
| Partially | 51.72% | 15 |
| TOTAL | | 29 |

Q14: What Technology Are You Currently Applying to Manage Your Third-Party Risk?

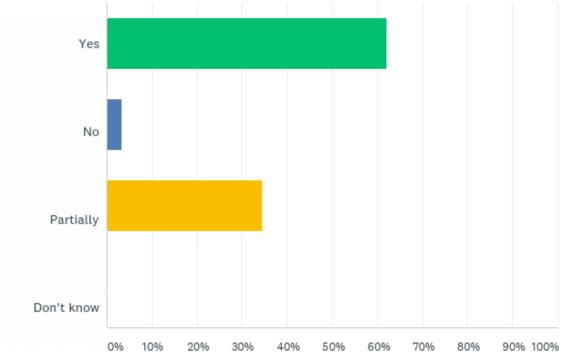




Q14: What Technology Are You Currently Applying to Manage Your Third-Party Risk?

| ANSWER CHOICES | YANITL | AR |
|--|--------|----|
| An Internally Built or Highly Manual System | 37.93% | 11 |
| An Office Productivity Solution (Spreadsheets, Word Processing or Email Program) | 10.34% | 3 |
| A Customer Relationship Management (CRM) or Enterprise Resource Management (ERM) Solution | 27.59% | 8 |
| A Purpose-Built TPRM Software Solution | 24.14% | 7 |
| Others | 0.00% | 0 |
| TOTAL | | 29 |

Q15: Does Your Organization Require to Include Anti-bribery Provisions and Rights in Contracts that are entered into with Third Parties?

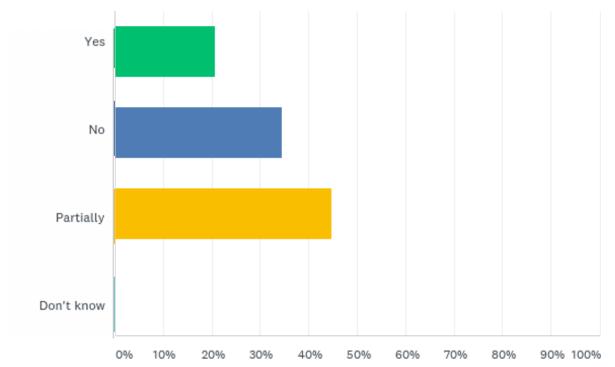


Q15: Does Your Organization Require to Include Anti-bribery Provisions and Rights in Contracts that are entered into with Third Parties?

| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| Yes | 62.07% | 18 |
| No | 3.45% | 1 |
| Partially | 34.48% | 10 |
| Don't know | 0.00% | 0 |
| TOTAL | | 29 |



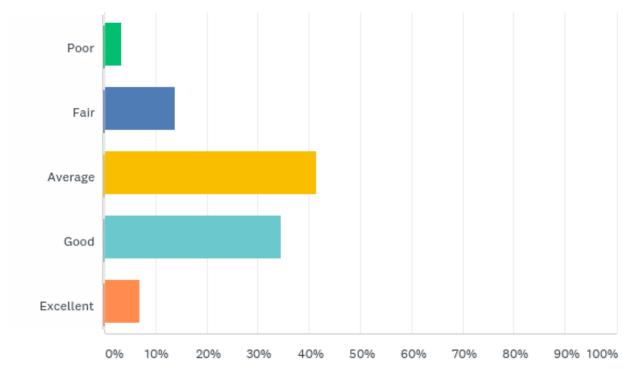
Q16: Does Your Organization Provide Tailored Training to Third Party Employees That Commensurate With the Level of Risk?



Q16: Does Your Organization Provide Tailored Training to Third Party Employees That Commensurate With the Level of Risk?

| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| Yes | 20.69% | 6 |
| No | 34.48% | 10 |
| Partially | 44.83% | 13 |
| Don't know | 0.00% | 0 |
| TOTAL | | 29 |

Q17: How Would You Rate Your Third-Party Risk Management Program/Activities Overall?



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| ANSWER CHOICES | YANITLAR | |
|----------------|----------|----|
| Poor | 3.45% | 1 |
| Fair | 13.79% | 4 |
| Average | 41.38% | 12 |
| Good | 34.48% | 10 |
| Excellent | 6.90% | 2 |
| TOTAL | | 29 |



Thank you!

