

A X I S

C O N S U L T I N G



C O M P A N Y P R O F I L E

G O V E R N A N C E · R I S K · A S S U R A N C E



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About AXIS

“Where governance meets assurance, and trust is preserved.”

The risks that cost organisations most are rarely the ones already visible in reports. They are the ones discovered after the fact: a control that quietly stopped working, an authority left ungoverned, a regulatory obligation whose deadline passed unnoticed.

As regulatory expectations rise and the responsibility carried by boards and audit committees widens, assurance can no longer be assumed — it has to be evidenced.

That is where AXIS begins. We are a specialist firm in governance, risk, compliance and internal audit, with fraud examination as an integral part of our assurance work. We build control environments that surface exposure before it becomes loss, and give boards and executive management a dependable basis for their decisions.

We work with objectivity and independence in line with international professional standards, as a trusted partner to the board, the audit committee and executive management — no off-the-shelf templates, but solutions matched to your size, sector and control maturity.

**We protect your enterprise value and
strengthen trust in its decisions**

Our values

- ◆ **Objectivity**
- ◆ **Independence**
- ◆ **Integrity**



The Four Axes



Governance

Governance frameworks, policies and authorities; activating boards and committees; strengthening disclosure and transparency.



Risk

Identifying and assessing enterprise risk, building risk registers and indicators, treatment plans and business continuity.



Compliance

Compliance with laws and regulations, compliance monitoring, and protecting the organisation from penalties and breaches.



Internal Audit

Establishing and operating the internal audit function and its risk-based plans, with fraud examination underneath it.

W h y A X I S



Why AXIS

A professional partnership built on real executive experience, not theoretical reporting.



59+ years of executive experience

A partner group that has led audit, governance and compliance functions across banking and the public sector.



Certified professionals

CIA · CISA · CFE · CCSA · CRMA · Certified Compliance Officer



Big-four consulting background

Careers spanning PwC, KPMG, Deloitte, Grant Thornton and leading financial institutions.



Aligned to international standards

Work performed under the global internal audit standards and leading governance and risk practice.



Tailored solutions, not templates

The solution is built around your size, sector and control maturity.



Deliverables you can act on

Findings, root causes and remediation plans with owners and dates — not generic advice.

Our Clients



Our Clients

Government, development and financial institutions across internal audit and enterprise risk management.

Internal Audit Services

◆ **National Program for Community Development in the Regions**

◆ **Health Sector Transformation Program**

◆ **Ministry of Culture**

◆ **Islamic Development Bank**

Enterprise Risk Management Services

◆ **Royal Commission for AIUla**

◆ **Abunayyan Holding**

Our team's experience further extends to banks, financial institutions and corporate groups across the Middle East and North Africa — detailed in the team profiles.

Our Team



Our Team

Founding Partners



19+
years

Manal Alghamdi

Internal Audit, Governance & Risk
Management Executive Leader

CIA · CISA · CFE



15+
years

Nouf Bakhsh

Internal Audit, Compliance & Risk
Management Expert

Certified Compliance Officer



25+
years

Shadi Alzghoul

Internal Audit, Governance & Risk
Management Expert

CIA · CCSA · CFE · CRMA



7+
years

Marwa Alghamdi

Public Relations Manager — medical
devices & pharmaceuticals

MBA · Anglia Ruskin, Cambridge

Executive Team



Manal Alghamdi

Internal Audit, Governance & Risk Management Executive Leader

CIA · CISA · CFE

19+

years of experience

Manal holds a bachelor's degree in Business Administration from King Saud University and is a Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA) and Certified Fraud Examiner (CFE).

She brings more than nineteen years of progressive leadership across financial services and public-sector oversight, specialising in corporate governance, board and audit-committee reporting, enterprise risk oversight, quality assurance and external assessments, regulatory compliance and financial crime. Her career includes leadership roles in internal audit and governance in the public sector, alongside leading compliance and financial crime functions in banking.

Manal led a full transformation of internal audit governance in line with international standards, and designed and implemented the Quality Assurance and Improvement Program (QAIP) that achieved a “generally conforms” rating in the 2025 independent external quality assessment against the global standards of the Institute of Internal Auditors (IIA). She also strengthened whistleblowing and investigative oversight frameworks, led special risk-based engagements across subsidiaries, and delivered high-impact governance and risk updates to audit committees.



Nouf Bakhsh

Internal Audit, Compliance & Risk Management Expert

Certified Compliance Officer

15+

years of experience

Nouf holds a bachelor's degree in Accounting from King Saud University and is a Certified Compliance Officer.

She brings over fifteen years in internal audit, compliance and whistleblowing case management across the financial and government sectors, specialising in building internal audit programs and plans, compliance monitoring and testing, high-risk client review, and anti-money laundering.

Across her career Nouf has held several internal audit and compliance positions at financial institutions and leading organisations, including Banque Saudi Fransi, Al Rajhi Bank, Arab National Bank and Saudi Investment Bank, in addition to leading the whistleblowing unit within internal audit in the government sector. She established and developed branch internal audit departments, set their strategic plans and delivery mechanisms, and managed the intake, investigation and resolution of whistleblowing reports in line with internal policies and regulations.



Shadi Alzghoul

Internal Audit, Governance & Risk Management Expert

CIA · CCSA · CFE · CRMA

25+

years of experience

Shadi holds a bachelor's degree in Business Administration and is a Certified Internal Auditor (CIA), Certification in Control Self-Assessment (CCSA), Certified Fraud Examiner (CFE) and Certification in Risk Management Assurance (CRMA).

He brings more than twenty-five years of experience across corporate governance, forensic accounting, risk management and risk-based internal auditing. Throughout his career he has held roles across internal audit and risk advisory, and worked with consulting firms in the Middle East including PwC, KPMG, Deloitte and Grant Thornton, in addition to internal audit leadership positions for corporate groups across the Middle East and North Africa.

Shadi has overseen the design, implementation and evaluation of internal controls and the application of risk-based internal audit methodology at leading government and private-sector organisations throughout the Middle East.



Marwa Alghamdi

Public Relations Manager

MBA · Anglia Ruskin, Cambridge

7+

years of experience

Marwa holds a bachelor's degree in Audiology from Princess Nourah bint Abdulrahman University and a Master of Business Administration (MBA) from Anglia Ruskin University, Cambridge.

She brings over seven years across the medical devices and pharmaceutical sector, having worked with Medtronic, Stryker / Tamer, MS Pharma and Almadina Hearing. Her experience was built through direct engagement with hospitals, healthcare providers and their decision-makers, and an understanding of the procurement and accreditation cycle inside healthcare organisations.

At AXIS, Marwa leads institutional relations and client engagement with a focus on the healthcare sector, combining a clinical background with business qualification to support the firm's expansion into healthcare accreditation readiness, governance and compliance services.



Our Services

Governance · Risk · Compliance

Governance

◆ Corporate governance frameworks

Designing and implementing an integrated framework aligned to regulation and leading practice.

◆ Board & committee charters

Drafting board and committee charters and defining roles and authorities.

◆ Disclosure & transparency policies

Building disclosure, conflict-of-interest and whistleblower protection policies.

◆ Delegation of authority

Preparing the delegation of authority matrix (DOA) for control and efficiency.

◆ Board performance evaluation

Assessing board and committee effectiveness and recommending improvements.

◆ Governance training

Development programs for board members and executive management.

Risk

◆ Risk assessment & management

Identifying, analysing and evaluating enterprise risk and setting treatment strategies.

◆ Risk frameworks & policies

Building a comprehensive risk framework integrated with governance and compliance.

◆ Risk register & indicators

Establishing the risk register, key risk indicators (KRIs) and monitoring dashboards.

◆ Business continuity & crisis

Business continuity, recovery and crisis management planning.

◆ Data analytics

Applying data analysis to surface patterns and risk and support decisions.

◆ Policies & operating procedures

Preparing policies and standard operating procedures (SOPs).

Compliance

◆ Compliance risk management

Identifying regulatory obligations, assessing their risk and treating them.

◆ Regulatory compliance programs

Building compliance programs aligned to your sector's laws and regulations.

◆ Anti-money laundering

AML and counter-terrorist financing programs and controls.

◆ Compliance monitoring & testing

Periodic testing to confirm compliance controls operate effectively.

◆ Data protection & privacy

Compliance with personal data protection legislation and its controls.

◆ Compliance training

Embedding a compliance culture through awareness and staff training.



Internal Audit & Fraud Examination

Our core services — and the foundation of the team's experience.



Establishing the internal audit function

Building the function from charter and methodology to the risk-based plan and full operation.



Outsourcing & co-sourcing

Running internal audit fully or partly with our specialist team.



Quality assessments (QAR)

Independent external assessment of audit, risk and compliance functions against international standards.



Risk-based audit plans

Annual and quarterly plans focused on the most significant risks.



Internal control effectiveness

Testing design and operation of controls and raising recommendations.



Fraud examination

Fraud investigation, forensic financial review and asset tracing.

Healthcare accreditation readiness (CBAHI) sits within these services — detailed on the following page.



Healthcare Sector

Hands-on experience in the Health Sector Transformation Program — extending to accreditation readiness and revenue protection.

Accreditation readiness · CBAHI

◆ Readiness assessment & gap analysis

Benchmarking the current state against CBAHI national standards and identifying gaps.

◆ Readiness & remediation plan

A time-bound plan with priorities, owners and milestones up to the survey date.

◆ Clinical & administrative policies

Drafting and aligning policies and procedures to the standards' requirements.

◆ Standards training & awareness

Preparing clinical, administrative and leadership teams for accreditation requirements.

◆ Tracer rounds & mock survey

Simulating the CBAHI visit and measuring actual compliance before the official survey.

◆ Post-accreditation sustainability

Ongoing monitoring, compliance reporting and continuous quality improvement.

Governance, compliance & fraud

◆ Medical claims fraud examination

Analysing claim patterns, detecting manipulation and unjustified billing, tracing leakage.

◆ Healthcare regulatory compliance

Council of Health Insurance requirements, licensing and compliance monitoring.

◆ Patient data protection

Personal data protection compliance and medical record confidentiality controls.

◆ Healthcare governance

Boards, committees, authority matrices and governance reporting to the audit committee.

◆ Operational risk management

Risk registers, indicators and clinical service continuity plans.

◆ Internal audit for providers

Risk-based plans covering the revenue cycle, procurement and pharmaceutical inventory.

Claims fraud examination is led by a team holding three Certified Fraud Examiner (CFE) credentials — revenue-cycle leakage is among the largest sources of loss for healthcare providers.



Our Methodology

01

Understand & scope

We understand the control environment, objectives and risks, and agree the scope of work.



02

Assess & test

We evaluate controls and test them in the field with documented, independent evidence.



03

Recommend & remediate

We deliver practical findings and clear, executable remediation plans.



04

Results & reporting

We present results in clear reports that support decision-making.



Engagement Models

We contract in the form that fits your organisation's need and scale.



Full Outsourcing

We operate the internal audit function in full on behalf of the organisation.



Co-sourcing

Our team works alongside yours to close capability or capacity gaps.



Defined Engagement

A project with defined deliverables and timeline: establishment, assessment or quality review.



Training Programs

Tailored programs by sector and participant level, on-site or online.

Engagement path: Initial contact → Understanding need & scope → Technical & financial proposal → Agreement → Delivery

S e c t o r s W e S e r v e



Sectors We Serve

We work with diverse organisations and shape our solutions to each sector and its regulation.



Government Entities

Establishing audit and governance functions in line with regulatory requirements.



Listed Companies

Board and committee governance, disclosure, and risk-based auditing.



Financial Sector

Regulatory compliance, anti-money laundering and fraud examination.



Family Businesses

Building the governance and authority framework and structuring succession.



Healthcare Sector

Accreditation readiness (CBAHI) and compliance with national standards.



Training Programs

Thirty programs across three tracks, delivered on-site or online.

Internal Audit

12

programs

Fundamentals · Professional standards · Planning · Risk-based auditing · Control evaluation · Working papers · Evidence · Reporting · Follow-up · Interviewing · Professional communication

Full details · page 19

Risk Management

12

programs

Fundamentals · Risk identification & classification · Analysis & assessment · Risk register · Response strategies · Monitoring · ERM · Key risk indicators · Operational & financial risk · Reporting

Full details · page 21

Governance & Compliance

6

programs

Corporate governance · Board charters & delegation of authority · Disclosure & conflicts of interest · Regulatory compliance programs · Compliance monitoring · AML & data protection

Full details · page 23

Every program can be tailored to your sector, participant level and organisational needs — government, private or non-profit.



Internal Audit Programs

Part one — programs 1–6

01 Internal Audit Fundamentals

Objective: Introducing internal audit, its importance and role in improving control, governance and risk management

02 Professional Standards

Objective: Understanding the international standards for professional practice and applying them during engagements

03 Planning Audit Engagements

Objective: Preparing annual and engagement plans based on priorities, risks and available resources

04 Risk-Based Auditing

Objective: Identifying and analysing significant risks and linking them to audit scope and objectives

05 Evaluating Internal Controls

Objective: Assessing control design and effectiveness and detecting weaknesses and deficiencies

06 Audit Programs & Working Papers

Objective: Designing audit procedures and documenting test results and findings professionally

Every program can be tailored to your sector, participant level and organisational needs — on-site or online.



Internal Audit Programs

Part two — programs 7–12

07 Gathering & Examining Evidence

Objective: Collecting sufficient, appropriate audit evidence and analysing it for reliable conclusions

09 Follow-up on Recommendations

Objective: Tracking prior findings and verifying corrective actions and their effectiveness

11 Interviewing & Inquiry Skills

Objective: Conducting professional interviews and obtaining relevant information from stakeholders

08 Internal Audit Reporting

Objective: Writing clear reports covering findings, causes, effects and recommendations

10 Governance & Compliance

Objective: The role of internal audit in supporting governance and compliance with policies and regulation

12 Professional Communication

Objective: Presenting and discussing findings and recommendations persuasively and even-handedly

Every program can be tailored to your sector, participant level and organisational needs — on-site or online.



Risk Management Programs

Part one — programs 1–6

01 Risk Management Fundamentals

Objective: The concept, importance and components of risk management and its role in business continuity

02 Risk Identification & Classification

Objective: Internal and external risk sources: strategic, operational, financial, technology and compliance

03 Risk Analysis & Assessment

Objective: Analysing likelihood, measuring impact and prioritising treatment under a clear methodology

04 Building the Risk Register

Objective: Documenting each risk, its causes, effects, assessed level and treatment plans

05 Risk Response Strategies

Objective: Avoid, mitigate, transfer or accept — selecting the most suitable response for each case

06 Risk Monitoring & Control

Objective: Designing effective monitoring mechanisms and measuring mitigation performance

Every program can be tailored to your sector, participant level and organisational needs — on-site or online.



Risk Management Programs

Part two — programs 7–12

07 Enterprise Risk Management

Objective: Linking risk to strategic objectives and management decisions across the enterprise

09 Key Risk Indicators

Objective: Defining, measuring and using key risk indicators for early warning and decision support

11 Financial Risk Management

Objective: Liquidity, credit and market risk fundamentals and how they are assessed and managed

08 Governance, Risk & Compliance

Objective: The relationship between the three and integrating the assurance roles

10 Operational Risk Management

Objective: Risks arising from day-to-day processes and reducing disruption and loss

12 Risk Reporting to Management

Objective: Presenting risk information, assessment results and recommendations to senior management

Every program can be tailored to your sector, participant level and organisational needs — on-site or online.



Governance & Compliance Programs

Six programs

01 Corporate Governance Fundamentals

Objective: Governance principles and pillars and the roles of boards, committees and executive management

02 Charters & Delegation of Authority

Objective: Drafting charters, building the authority matrix and defining roles

03 Disclosure & Conflicts of Interest

Objective: Disclosure policies, managing conflicts and designing whistleblowing mechanisms

04 Regulatory Compliance Programs

Objective: Designing a compliance program aligned to sector regulation and keeping pace with updates

05 Compliance Monitoring & Testing

Objective: Periodic testing, measuring control effectiveness and reporting to management

06 AML & Data Protection

Objective: Anti-money laundering and counter-terrorist financing controls and data protection requirements

Every program can be tailored to your sector, participant level and organisational needs — on-site or online.

A X I S

C O N S U L T I N G



Request a free discovery session

To assess your organisation's readiness and discuss its control priorities — no obligation.

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