

## THREE LINES OF DEFENSE MODEL FOR RISK MANAGEMENT

Developed by the Institute of Internal Auditors in 2013, the three lines of defense model has been a foundation for managing enterprise risks and governance in financial institutions.

### First Line of Defense: Operational Management

- Risks are managed & owned by process owners
- Addresses weaknesses in control and process
- Mitigates the risks with daily operational activities



### Second Line of Defense: Risk Management and Compliance

- Activates when the first line of defense is ineffective
- Applies controls on an ongoing or periodic basis
- Includes Risk management, Compliance & Controllershship functions



### Third Line of Defense: Internal Audits

- Assesses first and second lines of defense
- Provides independent assurance to the leadership
- Improves effectiveness of internal controls



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# Management Of Defense A

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