



THE IMPORTANCE OF A

MATURITY ASSESSMENT IN DATA GOVERNANCE PROJECTS

How an evidence-led baseline protects investment,
accelerates adoption and turns governance into business value

Educational guide

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EXUNIX

Evidence before ambition

Data governance maturity assessments reveal current capabilities, expose priority gaps and create a realistic path to trusted data. Documented real-world cases show how weaknesses in ownership, standards, controls, quality and delivery readiness can lead to regulatory, operational and financial consequences.

CENTRAL IDEA A maturity assessment is the point where a data governance programme stops being a set of intentions and becomes an evidence-led investment decision.

Every governance programme begins with pressure: conflicting reports, unclear ownership, a regulatory deadline, a transformation initiative, or an executive request for trustworthy analytics. The temptation is to move immediately to a tool, a policy library or a large delivery plan. A maturity assessment creates a disciplined pause. It asks what is already working, what is weak, which risks matter most, and what the organisation is ready to sustain.

Factual treatment

- Real-life cases are drawn from regulator, audit-office and government sources.
- The failure-contribution percentages are reproduced from the supplied source brief and clearly labelled as indicative because the brief does not provide an underlying study citation.
- The cases demonstrate relevant risks; they do not prove that a maturity assessment alone would have prevented each event.

Source: Supplied project brief; Exunix public website; sources listed in the bibliography.

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A practical journey from baseline to sustained value

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HOW TO USE THIS BOOK Executives can read the chapter openers and case studies. Governance and delivery teams can use the domain map, assessment design, roadmap and executive questions as a working guide.

01 THE CASE FOR ASSESSMENT

The first governance decision is how to see the current state

A Data Governance Maturity Assessment evaluates an organisation's current capabilities, practices, processes, controls, roles and supporting technologies. Its purpose is not to award a flattering score. Its purpose is to establish a defensible baseline and a realistic path from today's operating reality to a desired future state.



Without this baseline, leaders cannot reliably distinguish a policy gap from an ownership gap, a data-quality symptom from its root cause, or a tool requirement from a change-management requirement.

01 ASSESSMENT SCOPE

Nine domains that reveal whether governance can work

A credible assessment looks beyond documents and examines how decisions, controls and data practices operate in reality.

Data quality

Rules, monitoring, remediation, root-cause analysis and confidence in reporting.

Data ownership and stewardship

Named decision rights, accountable owners, empowered stewards and escalation paths.

Data security and privacy

Protection, access, retention, evidence and regulatory obligations.

Data architecture

Platforms, integration, flows, target state and readiness for change.

Governance operating model

Forums, roles, controls, measures, funding and business-as-usual accountability.

Data policies and standards

Clear, usable and maintained expectations that are connected to delivery.

Metadata management

Definitions, lineage, inventory, discoverability and shared business meaning.

Data lifecycle management

Creation, use, sharing, retention, archival and defensible disposal.

Master and reference data management

Standardisation, deduplication, validation and authoritative sources.

01 MATURITY MODEL

A score is useful only when it changes a decision

Maturity levels create a shared language for capability, but target maturity must reflect business value, risk and operating context.

A maturity model makes progress discussable and measurable

The objective is not the highest score everywhere. It is the right capability for the organisation's risk and ambition.



ASSESSMENT PRINCIPLE The desired future state is selective. A regulated reporting domain may need managed controls; a low-risk internal dataset may only need defined ownership and basic quality rules.

01 WHY IT MATTERS

A baseline creates leverage across the whole programme

Establishes a baseline

Creates a clear, evidence-led picture of current capability instead of relying on assumptions.

Supports strategic planning

Clarifies governance priorities, initiatives, resource requirements and implementation timelines.

Improves resource allocation

Directs constrained budget and people toward the improvements that produce the greatest value or risk reduction.

Enables measurement

Creates benchmarks that allow progress and outcomes to be tracked over time.

Identifies gaps and weaknesses

Finds undefined ownership, poor controls, missing standards, inadequate metadata and weak compliance practices early.

Aligns with business objectives

Connects governance to compliance, risk reduction, efficiency, better decisions, transformation, analytics and reporting.

Provides a roadmap

Separates quick wins, medium-term capability building and long-term objectives.

Strengthens sponsorship

Gives executives a factual case for funding, authority and sustained participation.

01 BENEFITS

From assessment output to business outcome

A proper assessment converts governance language into decisions that executives and delivery teams can act on.

Assessment advantage	Practical benefit
Clear understanding of current capabilities	More informed decision-making
Identification of governance gaps	Reduced operational and compliance risk
Better prioritisation of initiatives	More efficient use of resources
Alignment with business objectives	Greater business value
Realistic implementation roadmap	Improved project outcomes
Increased executive support	Stronger governance sponsorship
Better investment decisions	Higher return on investment
Improved accountability	Clear ownership and responsibilities
Enhanced compliance readiness	Reduced regulatory exposure
Measurable performance improvement	Continuous improvement

01 FOUR LENSES

A maturity assessment is simultaneously strategic, operational, financial and protective

Strategic advantage

Establishes the starting point, aligns governance with business goals, supports informed decisions, and enables effective planning and prioritisation.

Operational advantage

Clarifies roles, strengthens processes, improves data-quality management, and increases accountability.

Financial advantage

Optimises resource allocation, reduces unnecessary spending, improves return on investment, and supports justified funding requests.

Risk and compliance advantage

Identifies control weaknesses, reduces compliance risks, improves audit readiness, and strengthens data protection.

The assessment's distinctive value is that it connects these lenses. A missing owner is not merely an operating-model issue: it can become a quality problem, an audit weakness, a technology-adoption barrier and a financial cost.

01 ASSESSMENT DESIGN

What a credible assessment does differently

The quality of the assessment determines the quality of every decision that follows.

1. Defines business outcomes and scope before scoring maturity.
2. Triangulates evidence through stakeholder interviews, policies, data artefacts, controls, metrics and observed practice.
3. Distinguishes enterprise capability from local pockets of excellence.
4. Tests whether roles and controls operate, rather than merely confirming that they are documented.
5. Prioritises gaps using risk, value, dependency and organisational readiness.
6. Defines a selective target state and a sequenced roadmap with owners, measures and realistic resources.
7. Creates a repeatable benchmark for reassessment and continuous improvement.

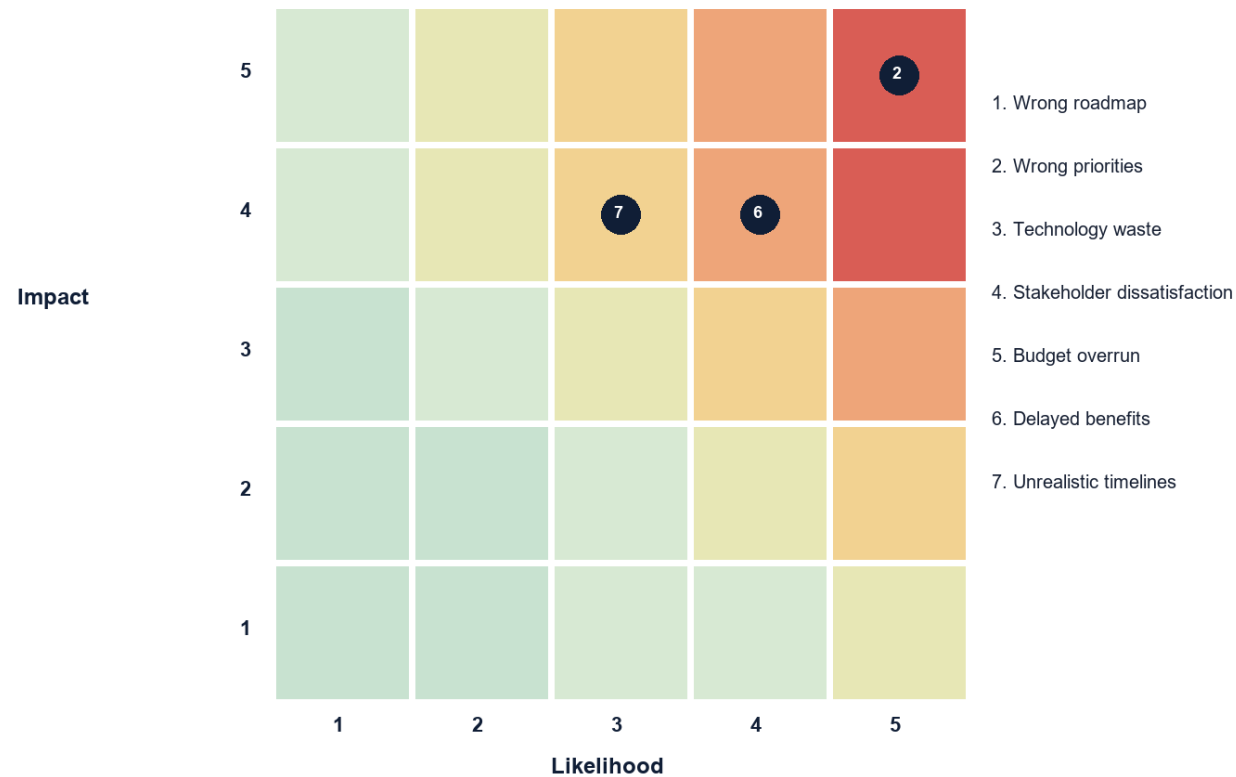
RED FLAG An assessment that produces a score but no evidence register, priority logic, ownership model or roadmap is a diagnostic without a treatment plan.

02 WHAT FAILURE LOOKS LIKE

A weak assessment misdirects the entire governance programme

If the current state is inaccurate, an organisation may overstate strengths, understate risks, and build initiatives on incomplete information. The consequences spread because strategy, planning, budget, governance design, technology and stakeholder expectations all depend on the same baseline.

Consequences of an unreliable assessment



Source: Likelihood labels in the supplied brief; heat-map placement is an explanatory visual, not a quantified risk model.

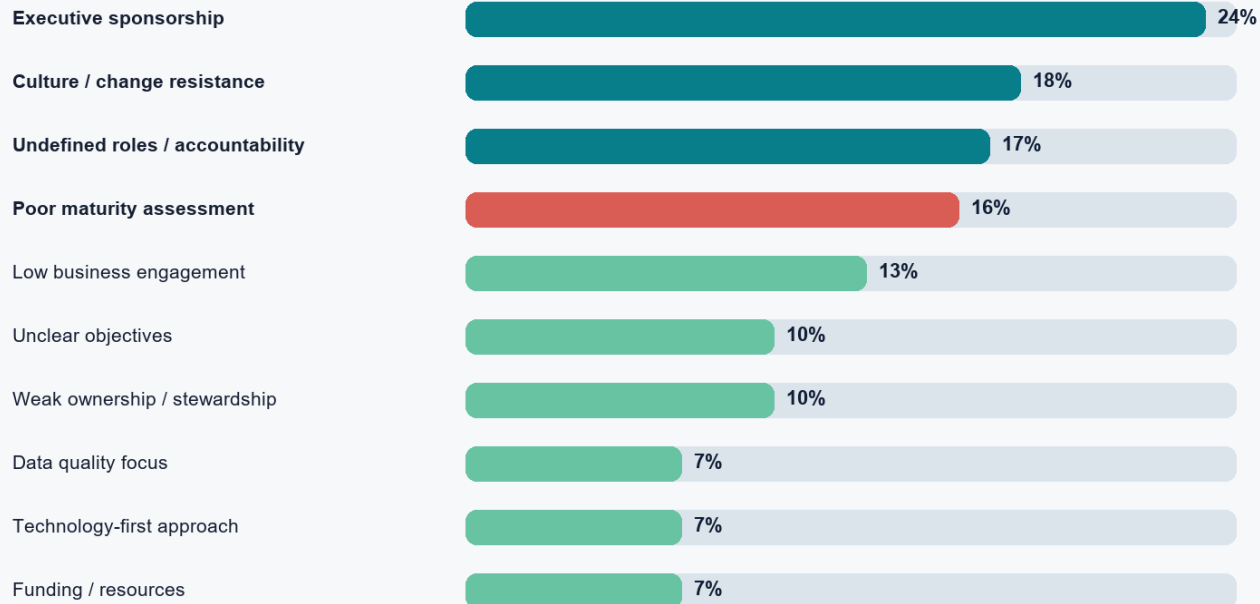
02 FAILURE FACTORS

Governance projects usually fail around people, authority and alignment

Technology can amplify capability, but it cannot substitute for leadership, ownership or usable governance processes.

Indicative contributors to governance-project failure

Percentages are reproduced from the supplied source brief and are not independently validated.



02 LEADERSHIP AND CULTURE

The programme needs authority and participation, not passive approval

Weak executive sponsorship

Governance is treated as an IT initiative; decisions lack authority; funding and participation remain limited; accountability is difficult to enforce.

Undefined roles

There are no clear data owners or stewards; committees lack authority; responsibilities overlap; issues and decisions stall.

Resistance to change

Business units remain siloed; governance is seen as bureaucracy; ownership is resisted; existing habits persist.

Low business engagement

IT leads alone; objectives do not address business problems; adoption and ownership remain low; governance becomes a compliance exercise.

ASSESSMENT RESPONSE Interview business and technology leaders separately, compare their accounts, and test whether decision rights are understood consistently across functions.

Poor current-state analysis creates the wrong work

Incorrect prioritisation

Tools are purchased before processes exist; policies are written without owners; reporting is improved while underlying quality remains unresolved.

Ineffective roadmap

Plans rely on inaccurate assumptions, causing missed deadlines, project delays, higher costs and stakeholder dissatisfaction.

Unclear vision and objectives

Business outcomes and success criteria remain vague, making value difficult to measure and sponsorship difficult to sustain.

Poor maturity assessment

Capabilities and risks are misunderstood; gaps and priorities are inaccurate; governance structures do not fit the organisation.

A reliable assessment makes dependencies visible. For example, a catalogue initiative may depend on agreed business terms, active stewards, a metadata operating process and incentives for adoption. Buying the catalogue is only one line in the roadmap.

02 THE TECHNOLOGY-FIRST TRAP

Readiness must precede platform investment

Governance platforms, catalogues and data-quality tools can create value, but only when operating practices and ownership are ready to use them.

Technology-first move	Likely outcome	Assessment question
Buy a catalogue before assigning stewards	Low adoption and stale metadata	Who creates, approves and maintains metadata?
Automate reports before agreeing definitions	Faster production of conflicting numbers	Which definition is authoritative and who decides?
Deploy quality tooling without remediation ownership	More detected issues, little improvement	Who fixes root causes and funds remediation?
Scale analytics before governing inputs	Low trust in dashboards and models	Are source data, lineage and quality fit for use?
Write policies without operational controls	Documents exist but behaviour does not change	How is compliance evidenced and monitored?

DOCUMENTED LESSON The UK National Audit Office found the NHS care-records programme's original aim would not be achieved and described the scale and complexity as fundamentally underestimated; it also stressed local commitment and realistic timelines.

Source: UK National Audit Office, *The National Programme for IT in the NHS, 2008 and 2011*.

02 PERSISTENT QUALITY AND COMPLIANCE RISK

Symptoms continue when root causes and controls are missed

Ongoing data-quality issues

Inaccurate reporting, reduced confidence in data and poorer business decisions persist when rules, monitoring and root causes are not addressed.

Compliance and regulatory exposure

Weak privacy, security, retention and regulatory controls can lead to audit findings, breaches, penalties and reputational damage.

Reduced stakeholder confidence

When governance does not solve real business problems, participation falls, resistance grows and adoption becomes harder.

Poor technology investment

Platforms are underused, adoption is low and return on investment is weak when organisational readiness is not assessed.

AUSTRALIAN CONTEXT The OAIC alleges Medibank failed to take reasonable steps to protect personal information of 9.7 million Australians. The proceeding is an allegation before the Federal Court, not a final liability finding.

Source: Office of the Australian Information Commissioner, civil penalty action against Medibank, 5 June 2024.

02 PROGRAMME-WIDE CONSEQUENCES

Every project area inherits the quality of the baseline

Project area	Potential outcome of a poor assessment
Strategy	Misaligned objectives and priorities
Planning	Unrealistic timelines and scope
Budget	Inefficient use of funding and cost overruns
Governance framework	Structures that do not fit organisational needs
Technology	Poor tool selection, readiness and adoption
Data quality	Ongoing quality issues and weak trust
Compliance	Increased regulatory and audit risk
Stakeholder engagement	Reduced support and participation
Performance measurement	Difficulty measuring progress or success
Project outcomes	Lower likelihood of achieving intended objectives

03 REAL EVENT

Citibank: data governance became an enforcement issue

A regulatory action makes visible what can happen when governance and controls remain ineffective at enterprise scale.

DOCUMENTED FACT In October 2020, the US Office of the Comptroller of the Currency assessed a US\$400 million civil money penalty against Citibank for deficiencies that included enterprise-wide risk management, compliance risk management, data governance and internal controls.

Governance lens	Lesson for a maturity assessment
Executive and board oversight	Test whether senior governance has authority, information and evidence to drive timely remediation.
Enterprise data governance	Assess whether programmes are effective in practice, not only established on paper.
Controls and compliance	Evaluate design, operation, monitoring, issue management and accountability.
Roadmap realism	Prioritise long-standing, systemic weaknesses and define measurable corrective progress.

How Exunix can help: establish an evidence-led baseline across ownership, policy, controls and reporting practices; identify priority gaps; and translate them into an implementation and sustainment roadmap.

Source: US Office of the Comptroller of the Currency, News Release 2020-132, 7 October 2020.

03 REAL EVENT

Equifax: controls must be owned, tested and assured

The existence of an instruction is not the same as an operating control.

DOCUMENTED FACT The FTC said Equifax agreed to pay at least US\$575 million, potentially up to US\$700 million, after a 2017 breach affecting approximately 147 million people. The FTC alleged that a critical vulnerability was not patched and that follow-up did not ensure the order was carried out.

Ownership

A maturity assessment should identify who is accountable for executing, confirming and escalating critical controls.

Control effectiveness

Testing must establish whether controls operate consistently, not whether a policy or ticket exists.

Risk assessment

Security and privacy risks require periodic assessment, safeguards and evidence.

Assurance

The FTC order required annual risk assessments, board certifications, testing, monitoring and third-party assessments.

How Exunix can help: review ownership, security and privacy controls, evidence gaps, lifecycle practices and audit readiness; then sequence remediation according to risk.

Source: US Federal Trade Commission, Equifax settlement announcement, 22 July 2019.

03 REAL EVENT

Mars Climate Orbiter: a data standard is valuable only when followed

A small interface inconsistency can become a catastrophic systems failure when standards and checks do not detect it.

DOCUMENTED FACT NASA's mishap investigation identified the root cause as failure to use metric units in a ground software file. Thruster-performance data was reported in pound-seconds instead of the required Newton-seconds, causing the trajectory effect to be underestimated by a factor of 4.45.

Capability	Assessment lesson
Data standards	Confirm that required formats, units and definitions are explicit and consistently applied.
Metadata and interfaces	Assess whether transferred data is understood by producer and consumer teams.
Quality controls	Test validation, reconciliation, exception detection and escalation.
Accountability	Clarify ownership across organisational and supplier boundaries.

How Exunix can help: assess standards, metadata, lineage, quality controls and cross-platform integration; identify where ownership or validation breaks at interfaces.

Source: NASA Mars Climate Orbiter Mishap Investigation Board Phase I Report, 10 November 1999; NASA JPL mission page.

03 REAL EVENT

Australian audit lessons: maturity must be measured and evidence must be reliable

The ANAO links mature data governance with leadership, defined roles, documented methodology, assurance and periodic assessment.

DOCUMENTED FACT ANAO's 2025 Governance of Data insight says data maturity should be assessed regularly. It reports that, across 14 audited Australian Government entities, average performance-reporting maturity was 2.6 (Baseline), with only one entity assessed as Advanced.

Defence lessons repository

ANAO reported materially inconsistent lessons-learned data and weaknesses in controls for data input, manipulation and output.

Data as an asset

Maturity assessment supports investment in governance, quality, security, ethical use and evidence-based decisions.

Roles and leadership

A data lead, custodians, stewards and analysts need defined responsibilities.

End-to-end methodology

Documented workflows and assurance make data easier to locate, understand and trust.

How Exunix can help: conduct a current-state review, map data processes and ownership, assess controls and reporting evidence, and define a grounded improvement roadmap.

Source: Australian National Audit Office, Governance of Data, June 2025.

03 REAL EVENT

US agencies: governance milestones require maturity and skills baselines

A governance structure is an early milestone; it is not the finish line.

DOCUMENTED FACT The US Government Accountability Office found four reviewed agencies had made progress establishing data governance and recommended action on key milestones including assessment of data and infrastructure maturity and data-skills gaps.

Lesson	Implication for assessment
Governance board established	Test whether the board is making decisions and removing barriers.
Chief Data Officer designated	Assess mandate, capacity, authority and enterprise reach.
Maturity assessment required	Create a factual baseline for data, infrastructure, people and delivery priorities.
Skills gap analysis	Include capability and resourcing needs in the roadmap.

Source: US Government Accountability Office, GAO-21-152, 16 December 2020.

04 DESIGNING SUCCESS

Successful programmes make governance part of how the business operates

Strong leadership

Active executive sponsorship and governance integrated into business strategy.

Business alignment

Governance linked to business outcomes with stakeholders involved across functions.

Sustainable governance model

Effective policies and standards, measurable outcomes, monitoring and continuous improvement.

Clear accountability

Well-defined data owners, data stewards and decision-making authority.

Accurate maturity assessment

Objective current-state evaluation, realistic target definition and a prioritised roadmap.

SUCCESS PATTERN Leadership authorises the work; accountability makes it operable; business alignment gives it relevance; assessment gives it direction; measurement keeps it alive.

04 TARGET STATE

Set ambition by domain, not by slogan

The target state should state what better governance will enable and what evidence will show it is working.

Domain	Example target outcome	Evidence of progress
Ownership	Critical data has accountable owners and active stewards	Decision logs, issue closure, role coverage
Quality	Priority rules are monitored and root causes remediated	Trend measures, controls, reduced rework
Metadata	Critical data is defined, discoverable and traceable	Approved terms, lineage, catalogue use
Privacy and security	Controls are risk-based and evidenced	Assessments, access reviews, retention evidence
Operating model	Forums resolve issues and drive adoption	Attendance, decisions, escalations, outcomes
Reporting	Numbers are controlled, reconciled and trusted	Fewer adjustments, faster sign-off, audit evidence

04 ROADMAP

Sequence the work around dependencies and readiness

A realistic roadmap distinguishes immediate risk reduction from capability building and long-term optimisation.

Horizon	Primary focus	Typical outputs
0-90 days	Confirm baseline and mobilise	Executive mandate, priority domains, owners, quick controls, roadmap and measures
3-9 months	Build and embed core governance	Operating model, policies, stewardship, quality rules, metadata and issue process
9-18 months	Scale and integrate	Domain rollout, tooling where ready, reporting controls, lifecycle and architecture alignment
18 months+	Optimise and continuously improve	Automation, assurance, analytics-ready reuse, periodic reassessment and benefits tracking

RESOURCE DISCIPLINE Every roadmap item should identify a business outcome, accountable owner, dependencies, effort, risk reduction, measure and decision date.

04 MEASUREMENT

Reassessment converts a programme into a learning system

Without a baseline, success is hard to evaluate. Without repeat measurement, maturity becomes a one-off opinion.

Capability measures

Role coverage, policy adoption, metadata completeness, control implementation and training.

Risk measures

Control exceptions, overdue remediation, privacy and security gaps, and regulatory exposure.

Outcome measures

Reduced reporting rework, faster issue resolution, fewer reconciliation breaks, better audit evidence and higher trust.

Adoption measures

Participation, stewardship activity, catalogue use, issue ownership and business satisfaction.

1. Retain the evidence and scoring rationale from the baseline.
2. Track roadmap delivery and business outcomes separately.
3. Reassess priority domains after meaningful implementation cycles.
4. Use changes in maturity and outcomes to adjust funding and priorities.

05 THE EXUNIX PATH

Assessment is the beginning of practical governance

Exunix describes a delivery approach that moves from current-state understanding to implementation, sustainment and measurable value.

From assessment to sustained business value

An Exunix engagement connects governance design with practical delivery and continuous improvement.



Source: *Exunix data-governance, data-management and methodology pages.*

Enterprise data management solutions grounded in delivery

Exunix helps organisations move from fragmented data practices to governed, trusted delivery. Its public service pages describe a focus on practical operating models, ownership, data quality, privacy, controls, reporting confidence and sustainable improvement.

Data governance

Assess current state; implement operating models, controls and delivery backlogs; sustain monitoring and accountability; realise business value.

Regulatory reporting

Improve ownership, definitions, controls, traceability, evidence, audit readiness and appropriate automation.

Data management solutions

Support strategy, architecture, quality, integration, migration, security, master data and governance maturity.

Data science services

Connect clean, governed data with analytics, modelling, dashboards, scalable pipelines and operational decisions.

EXUNIX PROPOSITION Start with a maturity assessment, reveal priority gaps, and translate the evidence into a practical roadmap for implementation and sustainment.

05 HOW EXUNIX CAN SOLVE THE ISSUES

Match the governance risk to the right intervention

Observed issue	Assessment response	Exunix-aligned intervention
Conflicting reports and definitions	Assess ownership, definitions, lineage and quality	Governed reporting data, standards, metadata and controls
Undefined ownership	Map decision rights and accountability gaps	Operating model, owners, stewards and decision forums
Weak compliance evidence	Review controls, traceability and documentation	Regulatory reporting advisory, audit readiness and control uplift
Persistent quality problems	Find root causes and remediation ownership	Quality rules, monitoring, cleansing, validation and MDM support
Technology-first investment	Evaluate readiness and dependencies	Prioritised roadmap tied to business impact and platform decisions
Analytics without trust	Assess foundations and fit-for-use data	Governance, architecture, preparation, dashboards and data science
Fragmented systems	Map architecture, integration and lifecycle risk	Architecture, migration, ETL/API integration and security support

05 EXUNIX METHODOLOGY

Discover, design, improve and optimise

The maturity assessment anchors major design decisions in current-state evidence.

Phase	Question	Outcome
Discovery and assessment	What is happening now, and where are the biggest gaps, risks and opportunities?	A grounded roadmap
Data strategy and architecture	What target structure will support reliable integration, security, accessibility and governance?	A stronger foundation
Advanced analytics and data science	How can cleaner, governed data create useful insight?	Usable intelligence
Implementation and continuous optimisation	How will capability be embedded, monitored, refined and transferred?	Sustained improvement

ASSESSMENT SAFEGUARD Major technology, architecture or analytics decisions should be traceable to evidence from the assessment and to explicit business outcomes.

Questions leaders should ask before approving a governance programme

1. What business decisions, risks or obligations make governance necessary now?
2. What evidence supports the current maturity rating in each priority domain?
3. Where do stakeholder accounts conflict, and what does that reveal?
4. Which data is most critical to operations, reporting, customers and regulation?
5. Who owns the critical data and who has authority to resolve issues?
6. Which gaps create the greatest risk or business friction?
7. What must be in place before any platform or automation investment?
8. What is the selective target state, and why is it appropriate?
9. What can be achieved in 90 days, and what requires longer capability building?
10. How will outcomes, adoption, controls and maturity be measured?
11. How will governance become business as usual after the project phase?

DECISION RULE Do not approve a governance roadmap that cannot show its baseline evidence, priority logic, accountable owners, dependencies, measures and resource assumptions.

APPENDIX COVERAGE MAP

All points from the supplied brief, connected to this book

Supplied topic	Where addressed
Baseline and nine assessment areas	Chapter 1: assessment scope and maturity model
Gaps, strategy, alignment, allocation, roadmap and measurement	Chapter 1: case for assessment and benefits
Advantages and benefits	Chapter 1: benefits and four lenses
Poor-assessment outcomes and project-wide impacts	Chapter 2: risk, consequences and programme-wide table
Failure reasons and contributing factors	Chapter 2: failure factors, leadership, culture and technology-first trap
Ownership, stewardship, quality, business engagement and funding	Chapters 2 and 4
Success characteristics	Chapter 4: designing success
Real-life risks and consequences	Chapter 3: Citibank, Equifax, NASA, ANAO and GAO
How Exunix can help	Chapter 5: service map and methodology

The source brief's statement that poorly conducted maturity assessments are a root cause of failures is treated here as a strong programme-risk proposition. The supplied percentages are not represented as independently validated research.

Governance maturity is the discipline of making ambition believable

A maturity assessment is important because it changes the basis of the conversation. It replaces assumption with evidence, broad ambition with selective targets, isolated initiatives with a sequenced roadmap, and activity measures with outcomes. It reveals where governance depends on leadership, culture, ownership, controls, data management and technology readiness.

A poor assessment does the opposite. It creates false confidence, sends investment toward the wrong work, leaves critical risks untreated and makes the programme harder to trust. The real-life cases in this book show that standards, ownership, controls, assurance and realistic delivery are not administrative details. They can shape regulatory exposure, public value, safety, cost and confidence.

FINAL TAKEAWAY Assess first. Prioritise with evidence. Implement what the organisation can sustain. Reassess until trusted data becomes part of normal business performance.

Exunix can support that journey through a data governance maturity assessment and connected services in governance, data management, regulatory reporting and data science.

APPENDIX SOURCES

Primary and public references

Accessed 9 May 2026. URLs are provided for factual verification.

- Exunix, Data Governance: <https://exunix.com/> and <https://exunix.com/data-governance/>
- Australian National Audit Office, Governance of Data (June 2025): <https://www.anao.gov.au/work/insights/governance-of-data>
- US Government Accountability Office, GAO-21-152: <https://www.gao.gov/products/gao-21-152>
- US Office of the Comptroller of the Currency, News Release 2020-132: <https://www.occ.gov/news-issuances/news-releases/2020/nr-occ-2020-132.html>
- US Federal Trade Commission, Equifax settlement (22 July 2019): <https://www.ftc.gov/news-events/news/press-releases/2019/07/equifax-pay-575-million-part-settlement-ftc-cfpb-states-related-2017-data-breach>
- NASA, Mars Climate Orbiter Mishap Investigation Board Phase I Report: https://llis.nasa.gov/llis_lib/pdf/1009464main1_0641-mr.pdf
- NASA JPL, Mars Climate Orbiter mission: <https://www.jpl.nasa.gov/missions/mars-climate-orbiter/>
- Office of the Australian Information Commissioner, Medibank civil penalty action: <https://www.oaic.gov.au/news/media-centre/oaic-takes-civil-penalty-action-against-medibank>
- UK National Audit Office, National Programme for IT in the NHS (2011): <https://www.nao.org.uk/reports/the-national-programme-for-it-in-the-nhs-an-update-on-the-delivery-of-detailed-care-records-systems/>

No real-world case in this book is presented as an Exunix client engagement. 'How Exunix can help' sections connect documented risks to services described publicly by Exunix.