



HELPING YOU THRIVE IN A CHANGING WORLD

2021/2022 Moore Australia Audit Transparency Report



14
OFFICES ACROSS
AUSTRALIA

400 FEE EARNERS
100 SUPPORT STAFF
>500

73
PARTNERS

GRADUATES ACROSS
THE AUSTRALIA
NETWORK IN 2022

57

\$81.5m
REVENUE IN 2022

AVERAGE NUMBER OF
YEARS EXPERIENCE
FOR PARTNERS IN OUR
NETWORK

26.9

114
MOORE GLOBAL
COUNTRIES

WE ARE PART OF A
GLOBAL FAMILY OF
233 FIRMS

233

502
OFFICES ACROSS
THE WORLD

30 000
GLOBAL
PROFESSIONALS
SUPPORT EACH
OTHER

IN EXCESS OF
\$3,563mn GLOBAL
NETWORK REVENUE

\$3.6bn

7 500
GLOBAL
PARTICIPANTS AT
VIRTUAL TRAINING
EVENTS

GLOBAL YOUNG
LEADERS IN THE
MOORE AMBITION
PROGRAM

>800

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"I'm excited to see myself excel in this thriving global family. With the training and educational opportunities available, I am confident that I will reach my fullest potential."

Amber Yet, upon joining the Moore Australia Network.
Graduate Accountant
Moore Australia (WA)

FOREWORD

Working towards a sustainable future

I am pleased to present Moore Australia's Audit Transparency Report for the 2021-2022 financial year. In addition to our required disclosures, the report provides a small glimpse into the outstanding work the Audit and Assurance teams have been delivering for our clients.

Innovation continues to be a key driver in Audit and Assurance at Moore. In our previous Audit Transparency Report we announced our strategy to comply with the upcoming International Standards on Quality Management. The collaboratively built Moore Global Quality Management Portal, currently being implemented, will help us address the compliance requirements whilst adding value across our practices.

In Australia, we also took steps to introduce Templafy, allowing us to not only streamline branding for our staff and create efficiencies, but also ensure content compliance.

IT projects of this scale are made possible by our ability to work collaboratively as a National and Global network, whilst maintaining our identity as independent firms.

It is with little surprise the 2021-2022 financial year saw an intensified focus on sustainable business practices, which is extremely encouraging and a sign of exciting things to come.

Throughout the 2021-2022 financial year, Moore Australia has been working with the Moore Global ESG Pioneer group to develop and launch our ESG advisory services. Led in Australia by Robyn Speed, the pioneer group of Global Leaders developed a service to help organisations meet their ESG goals through an easy to implement and understand framework.

Our teams are already industry experts and perfectly placed to support clients in taking their next reporting steps and creating robust ESG strategies. Our methodology follows a pragmatic five-step approach and is based on international best practice.

In a market which is becoming continually crowded, I believe that our role as trusted advisors is to help our clients by cutting through the noise and adding value to their day. We will continue to do this by delivering assurance and advisory services which bring value to the core of every client's business.

After all, our teams are here to help you thrive in a changing world.



DAVID TOMASI
MOORE AUSTRALIA
CHAIRMAN



ABOUT MOORE AUSTRALIA

At Moore Australia, it's not about us. It's all about you. When it comes to providing personalised and commercially astute audit, accounting, tax and business advisory services, it simply can't be anything else.

We are a highly successful network of accounting, auditing and professional services firms. We are also part of the Moore Global Network, advising local, national and international clients in the public and private sectors. Moore Australia generates annual revenues in excess of \$81.5m, has 14 offices with over 500 people nationwide and is constantly growing.

We have extensive experience in state and local government, biotechnology, energy, mining and renewables, health and aged care, education, manufacturing, not-for-profit, property and construction, retail, tourism and hospitality and have a strong presence in the following service lines: Audit and Assurance, Asia Desk, Business Advisory, Taxation, Corporate Finance, Governance and Risk Advisory.

GOVERNANCE

As at 30 June 2022, the Moore Australia network comprised of five firms:

- New South Wales
- Queensland and Northern New South Wales
- South Australia and Northern Territory
- Victoria
- Western Australia

These firms operate across 14 office locations throughout Australia. Moore Australia is a limited liability company registered in Australia and is owned by the member firms within Australia. Each member firm with firm revenue exceeding \$4m is entitled to have a firm appointed Director on the Board of Moore Australia to represent their firm's interests.

THE BOARD

Moore Australia Board members nominate suitable candidates for its Chairman, who is appointed via a resolution of the Board for a period of two (2) years subject to satisfactory performance. The Chairman currently also serves as a representative on the Moore Global Board.

Moore Australia also has a General Manager ("GM") who is not a Board member. The GM is appointed by the Board and has overall responsibility for providing leadership and strategic direction for the network and overseeing the day-to-day operations of the national secretariat and national committees.

Authority to act is granted to the GM by the Board; hence the GM ultimately remains accountable to the Board.

THE ROLE OF THE BOARD

The role of the Board of Moore Australia is to serve the interests of all its stakeholders, provide strategic direction for member firms and manage risks associated with being a part of the Moore network within Australia. Resolutions made by the Board are expected to be adopted by all member firms. Each Board member has the responsibility to communicate resolutions to their respective firms and to ensure they are actioned.

Prior to admission into the network, all prospective member firms are required to be approved by both the Moore Australia Board and the Moore Global Board. If the approval process is successful, the prospective member firm must enter into a Member Firm Agreement with Moore Global and a Deed of Accession, whereby the new member firm agrees to be bound by the Moore Australia Members' Agreement.

Moore Australia's constitution is contained in the Members' Agreement, which includes processes for the appointment of Directors, voting rights and meeting expectations. The Board is required to meet at least three times in any one financial year. For this transparency year past, the Board met five times face-to-face and five times virtually.

Moore Australia had a number of national committees in operation during the transparency reporting period. Each committee has its own Charter which outlines its primary purpose/s and details relevant duties and responsibilities which align with the expectations of the Board. Each committee provides regular updates to the Board, and each Charter is reviewed at least annually to ensure its ongoing relevance.

BOARD MEMBERS

As at 30 June 2022, the Moore Australia Board consisted of:



DAVID TOMASI
CHAIRMAN
Australia
MANAGING PARTNER
Western Australia



PAUL BREEDON
PARTNER
New South Wales



GREG MALLAM
MANAGING PARTNER
Queensland / Northern
New South Wales



GRANT MILES
MANAGING PARTNER
South Australia / Northern
Territory



STEVE SAKKAS
MANAGING PARTNER
Victoria



DEDICATED NATIONAL TECHNICAL RESOURCES

The Moore Australia network firms are supported at a national level with dedicated technical experts, who each offer several decades of expertise in their fields. The Moore Australia Network team are dedicated to operational excellence through safeguarding quality and ethical standards.

Each act as a subject matter expert and internal consultant, but also as a key innovator.

Relevant to the Audit and Assurance process these highly talented individuals offer nearly 90 years of industry expertise:



DR LANA WELDON
GENERAL MANAGER & NATIONAL HEAD OF QUALITY MANAGEMENT

Lana is the General Manager and National Head of Quality Management at Moore Australia. Lana is approaching 30 years experience across varied areas including Audit, Governance and Quality Management, including a tenure as an Associate Professor at a tertiary institution and significant experience as a director of listed entities. Lana is responsible for overseeing Quality Management for the network.



KRISTEN HAINES
NATIONAL HEAD OF TECHNICAL ACCOUNTING

With over 14 years' experience in Accounting Standards, Kristen helps teams apply and simplify financial reporting requirements. Kristen started her career at the AASB and progressed to auditing roles with a big-4 firm. Kristen is an integral part of our internal training team, presents to clients and produces guidance publications on topical issues and the latest corporate reporting developments.



KAISEE CHWALKO
NATIONAL HEAD OF TECHNICAL AUDIT

Kaisee has extensive experience in performing audit and assurance services gained from over 14 years of experience with a number of mid-tier firms within a diverse range of local and international clients. In 2020, Kaisee was appointed the National Head of Technical Audit to provide specialist technical advice, training and research services to the Moore Australia affiliation and its clients.



VARUN KUMAR
NATIONAL HEAD OF TECHNICAL TAX AND BUSINESS ADVISORY

Varun assists network firms in keeping up to date with taxation and regulatory changes and provides technical support to network firms in relation to various taxation matters. Varun assists the National Business Advisory and National Tax committees in meeting their strategic objectives. Varun has over 13 years of experience in providing tax compliance and advisory services.

MOORE GROWTH AND MOORE TALENT

Moore Growth is Moore Australia's commitment to Learning and Development and each team-member has access to hundreds of hours of training opportunities each year.

As part of Moore Growth, we deliver technical training, professional skills training, personal development programs and practical skills training. Moore Ambition creates and supports opportunities for the next generation leaders in a secure global environment. These leaders will help shape the future of our network, inspiring innovation and entrepreneurship across the world.

Our unique Executive Leadership collaboration with Harvard Business School offers placements to our firms' future leaders to address the challenges facing leaders of the professional services firm of the future.

Each program is developed to support staff at various stages in their careers, allowing them to grow in and with the organisation.

Moore is an organisation founded on Care, Passion, Access, and Community. It is important to us that our staff have access to the best learning and development in the industry, so that they can reach their full potential and feel valued in the organisation. This is the Moore Difference, and therefore, our staff turn-over continues to be below the industry benchmark.

At Moore Australia we have always looked inward for our next generation of leaders and experts. It is only fair that their commitment to Moore is rewarded with a commitment to the individual.

The Moore Growth program is supplemented by the Moore Global Talent program, which offers further training in fields such as:

- Business Development
- Leadership
- Empathy
- Future fit firms
- Active Listening
- and much more.





INTERNATIONAL RELATIONSHIPS

At Moore, our purpose is to help people thrive – our clients, our people and the communities in which they live and work.

ABOUT MOORE GLOBAL

We're a global accounting and advisory family of 30,000 people across more than 233 independent firms and 114 countries, connecting and collaborating to take care of our clients' needs – local, national, and international. When you work with Moore firms, you'll work with people who care deeply about your success and who have the drive and dedication to deliver results for you and your business.

You'll have greater access to senior expertise than with many firms. We'll be here for you whenever you need us – to help you see through the maze of information, to guide you in your decisions and to make sure you take advantage of every opportunity and to help you thrive in a changing world.

At Moore Global and Moore Australia alike, our aim is simple: To be the world's most respected professional network.

We believe that respect will be earned by the way we grow; the way we work together; the way we deliver quality in everything we do; the way we drive innovation; the way we provide exceptional value; and, most significantly, the way we change the world.

This is the Moore Way.

LEADERSHIP

We have exceptional global leadership and executive support, as evidenced by our world-class team.

Led by Global CEO Anton Colella, this team provides inspirational, transformational, and visionary leadership for the network, as well as unparalleled quality and technical expertise.



ANTON COLELLA
GLOBAL CEO



VIVIENNE MUIR
GLOBAL COO



DARYL NILBETT
GLOBAL FINANCIAL
DIRECTOR



LESLEY BYRNE
GLOBAL DIRECTOR OF
QUALITY



MARGIE ALT
GLOBAL DIRECTOR OF
TALENT

NETWORK STRUCTURE

Each firm within the Moore Australia Network is an independent member firm of Moore Global Network Limited which comprises 233 separate and independent member firms operating locally in countries around the world.

Member firms offer assurance, accounting, tax and a range of other international business services across 114 countries through an aggregate of some 502 offices and 30 218 personnel. Membership of Moore Global is regulated by contractual agreement.

Moore Global is a company incorporated in accordance with the Laws of England and provides no audit or other professional services to clients. Its role is to promote the co-ordination of member firms' professional strategies and this is led by a Global Board comprising of regional representatives.

BOARD MEMBERS

Andy Armanino:	Chairman California, USA North America
Anton Colella:	Global CEO London, UK
Alan Badey	New York, USA North America
Charles Reid	Durban, South Africa, Middle East & Africa
Christoph Schlotthauer	Paris, France, Europe
David Tomasi	Perth, Australia, Asia Pacific
Liang Chun	Beijing, China, Asia Pacific
Matt Armanino	California, USA North America
Michael Bick	Rotterdam, Netherlands, Europe
Mick Aw	Singapore, Asia Pacific
Ruy Gomes	Belo Horizonte, Brazil, Latin America
Rick Davis	South Carolina, USA North America

REGIONS

Member firms are divided into five regions, each with their own regional council comprising elected members from firms in that region. Broadly, regional councils meet quarterly.

REGIONAL DIRECTORS

Jeff Blackbeard	Africa & Middle East
Leon Hou	Asia Pacific
John Stanford	Europe
Valeria Gagliani	Latin America
Ellen O'Sullivan	North America

GLOBAL QUALITY & STANDARDS BOARD

Moore Global has a Global Quality & Standards Board comprising representatives from each of the regions. This Committee reports to the Global Board.

Operating through the five regions, its main role is to monitor the adherence by member firms to the international quality standards and to assess the suitability of candidate firms for admission.

QUALITY DIRECTORS

Karen Wong	Asia Pacific
Gill Spaul	Europe
Arturo Fortun	Latin America & Mexico
Tony Caldwell	Director of Global Audit Innovation

Each member firm of Moore Global is separate and independent from both Moore Global and other member firms. Member firms of Moore Global do not share their respective profits or losses, they are not under common ownership or control and each member firm appoints its own management.

Member firms are expected to comply with applicable regulatory and professional obligations including, where relevant, those established by the International Federation of Accountants ('IFAC') and its affiliated bodies. Membership also requires compliance with various administrative obligations, but these do not expand upon the requirements of relevant professional bodies.

Concerning the delivery of assurance services, member firms are required to complete and maintain compliance questionnaires and are subject to periodic monitoring visits. The nature of monitoring procedures gives recognition to the professional environment in which individual firms operate.

Equivalent procedures are applied where firms are candidates for admission. Where deficiencies are identified at a member firm, remedial recommendations are made. If deficiencies are not resolved, then the Global Board may determine that the firm be excluded from membership.

Neither Moore Global nor any role within it carries any executive authority over the operations of individual member firms. All member firms and correspondent firms are independent entities owned and managed in each location. Their membership of Moore Global should not be construed as constituting or implying any partnership between them.

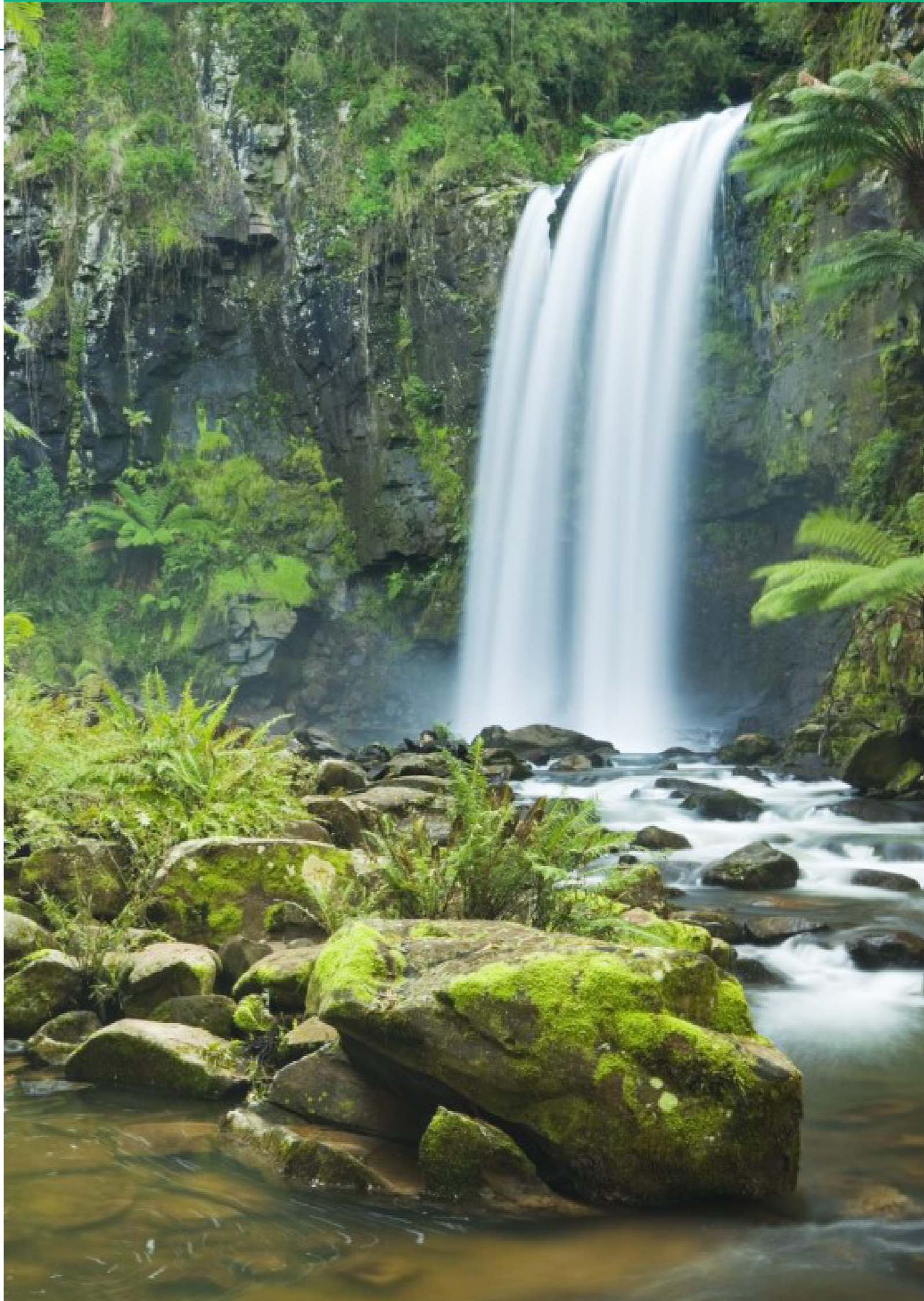


TRANSPARENCY AND COLLABORATION

The Moore Australia network consists of five independent firms. To promote transparency, knowledge exchange and to ensure all member firms work to the same meticulous standards, Moore Australia maintains a national committee structure.

Though all committees form an integral part of Moore Australia's communication infrastructure, the Moore Australia Audit and Assurance Committee (MAAAC) and the National Quality and Risk Committee (NQRC), are those most pertinent to audit. Both committees benefit from national oversight by key technical experts.

Within the field of Audit, these Committees provide an advisory role and spearhead the implementation of global standards.



MOORE AUSTRALIA AUDIT AND ASSURANCE COMMITTEE

MAAAC provides a dedicated forum for member firms to assist in the process of compliance with the various auditing, accounting and quality standards applicable to the profession and the audit sector, and to collaborate and share expertise.

MAAAC Objectives

- To develop and continuously improve an appropriate audit methodology that meets the local and international requirements of its member firms.
- To identify any developments that may require amendment of the policies, procedures and templates used by the member firms.
- To develop and establish regular training and learning and development programs to meet the needs of its member firms.
- To identify audit and accounting related issues that affect member firms and to provide guidance where necessary.
- To receive and respond to member firms' queries on auditing and accounting standards and matters pertaining to the auditing profession.
- To remain up to date on relevant technical developments and to recommend and advise member firms on these changes and standardisation matters of national importance.
- To promote the service offering through internal and external opportunities including, but not limited to, conferences, seminars, and public forums.

These objectives may be achieved through the use of the National Technical resources.

MAAAC met eight times during the reporting timeline.

Members and firm representatives at the end of June 2022 are:

GEORGE DAKIS - MOORE AUSTRALIA (VIC) (CHAIR)

George is a director at Moore Australia Victoria. George's expertise include external audit, corporate governance, risk management, system and process re-engineering and financial reporting advice. George is the current Chair of the Moore Australia Audit and Assurance Committee. He continues to work closely with a number of industry and professional associations in delivering up to date commentary and analysis through publications and speaking engagements.

CHARLES OOSTHUIZEN - MOORE AUSTRALIA (NSW)

Charles is a director at Moore Australia New South Wales, who has focused his career on financial services, specifically asset management and fund administration. During his time as an audit partner, Charles implemented a range of quality control, tax, and audit initiatives for a diverse portfolio of clients. With nine years' experience with Moore South Africa as an Assurance and Corporate Advisory Partner in the Cape Town office, Charles is no stranger to the Moore Global network.

ANTHONY PIKE - MOORE AUSTRALIA (SA/NT)

As a director in our Adelaide office, Anthony has been a Chartered Accountant in professional practice for over 25 years. The first thing that new clients notice about Anthony is his extraordinary dedication to their business success. His diligence and commitment create a high level understanding of their business which ensures clients benefit fully from his valuable commercial advice. Anthony is a strong supporter of Indigenous Business and travels interstate frequently to attend various board and management meetings for his indigenous clients.

SHAUN WILLIAMS - MOORE AUSTRALIA (WA)

Shaun has over 20 years' experience in providing audit, accounting and corporate advisory services, both in Australia and internationally. He is responsible for the execution and delivery of audit, assurance and related services. His considerable audit experience includes direct engagement responsibility for numerous ASX listed entities, small to large private and public unlisted companies and indigenous organisations.

MURRAY MCDONALD - MOORE AUSTRALIA (QLD/ NNSW)

Specialising in audit and assurance, Murray is a registered company auditor providing independent audit services across a range of industries. Having worked with private and public companies within Australia and overseas, Murray has extensive experience within industries including insurance services, mining, superannuation, education and not for profit.

CRAIG HEMPHILL - MOORE MARKHAMS NZ

Craig is the chair of the New Zealand National Audit Committee, and a representative of the Moore Markhams Audit and Assurance Committee. He was elected national chair of Moore Markhams New Zealand Ltd in 2019.

MICHAEL RANIA - MOORE MARKHAMS NZ

Michael has over 25 years' experience in audit. He focusses on medium and small businesses, across a variety of not-for-profit organisations, commercial and public sector entities, offering a range of audit, assurance and advisory services. Michael has spent several years as an audit partner at top-5 firms both in New Zealand and in the UK.

NATIONAL QUALITY AND RISK MANAGEMENT COMMITTEE

The purpose of the National Quality and Risk Committee (NQRC) is to support the Board in its management of quality and risk within the network.

Objectives

- To be responsible for the oversight of the National Quality Management System at Moore Australia
- To be responsible for the oversight of Risk Management at Moore Australia

Key Responsibilities of the Committee

- To provide input into identifying and addressing quality and risk issues concerning the Moore Australia Network in all services lines
- To bring member representative views, knowledge and input to oversight, review and implementation of national quality policy
- To oversee the National Review Programme, including providing support and input to the National Head of Quality Management
- To review the process for monitoring the Network's compliance with Moore Global Standards
- To oversee remediation activity as it pertains to quality
- To review and challenge the network risk framework, policies and procedures within the context of the Network's strategy
- To review the Network's arrangements for regulatory compliance and consider any material findings from regulatory reviews
- To implement policies and procedures developed by the Head of National Quality Management in the member firms and monitor compliance with these by their respective firms

NQRC met 10 times during the reporting timeline.

Members and firm representatives at the end of June 2022 are:

PAUL BREEDON - MOORE AUSTRALIA (NSW) (CHAIR)

Paul is a Partner, Moore Australia Board Member, SMSF Expert and Accounting, Taxation and Business Advisor for SME's. He is a highly experienced accounting, taxation and business advisor. As an active Board Member, Paul is focused on business improvement and renewal for both his team and the client. As such, much of Paul's time is spent servicing small and medium-sized enterprises (SMEs) and actively partnering like-minded businesses to achieve mutual goals, growth and success.

MATTHEW EDWARDS - MOORE AUSTRALIA (SA/NT)

Matthew is a Director in our Adelaide office and joined the Moore Australia (SA/NT) team as a graduate accountant in 2002. Originally working with clients from a compliance and business advisory perspective, over the years he has developed a strong interest in self managed superannuation, superannuation planning, estate planning and intergenerational wealth strategy. Today he is responsible for the tax and administration of all the firms self managed superannuation funds.

BENJAMIN YEO - MOORE AUSTRALIA (VIC)

Benjamin has more than 15 years of Corporate Finance and Equity Capital Markets experience including experience as an ASX Listed Company Director. Ben Specialises in providing high quality lead advisory services to both private and public companies in relation to mergers, acquisitions, corporate restructures, takeovers, divestments, capital management, including debt and equity raisings, IPO's and MBO's.

JOHN DEWAR - MOORE AUSTRALIA (VIC)

John is a Director in the Moore Australia Victoria office. John has substantial experience providing commercial, financial and taxation advice to privately held businesses and their owners. He has a particular focus on the healthcare industry with a client base that includes device developers, digital health providers, disability service providers, practices (allied health, dental and medical) and practitioners (general and specialist).

MICHELLE SHAFIZADEH - MOORE AUSTRALIA (WA)

Michelle is a Director in the Moore Australia WA office. Michelle has over 26 years' experience within a public sector audit office and large mid-tier firms, bringing a wealth of knowledge and experience. Michelle is also past Chairperson of the WA regional CAANZ council and a member of the AUASB.

MURRAY MCDONALD - MOORE AUSTRALIA (QLD/ NNSW)

Specialising in audit and assurance Murray is a registered company auditor providing independent audit services across a range of industries. Having worked with private and public companies within Australia and overseas, Murray has extensive experience within industries including insurance services, mining, superannuation, education, not for profit, and professional services.

ANDREW STEEL - MOORE MARKHAMS NZ

Andrew is an Audit Partner at Moore Markhams New Zealand, and is known for his contemporary approach to audit. As a registered Qualified Auditor and OAG (Office of the Auditor-General) Approved Auditor, he has extensive experience working with organisations in a wealth of industries and providing valuable support and benchmarking.

Our risk-based methodology focuses on examining key business processes that are critical to achieving the goals and objectives of our clients.

This allows our teams to adequately identify and assess the relevant risks to the engagement and plan our audit appropriately to ensure we obtain sufficient appropriate audit evidence on each and every client.

EFFECTIVENESS OF AUDIT PROCESSES

We focus our risk assessment and related audit activities on each client's risks and how well management responds to those risks. By understanding the underlying risks that impact an organisation's business drivers, we develop a more comprehensive and effective audit strategy that provides our clients with comprehensive risk coverage and increased value.

The audit methodology adopted by the network has been developed nationally by Moore Australia to comply with Australian Standards of Auditing ("ASA's") and align with Moore Global's methodology.

Moore Australia auditors undertake all audit engagements using CaseWare Working Papers and the associated Moore Australia national audit template.

OUR PEOPLE

An effective audit requires effective leadership and the right team. At Moore Australia we always find the right people for the right role, and ensure the appropriate training is available to each individual's needs. Without our people, we cannot continue to build on our client experience, our efficiencies, or our audit approach. This is why, when we recruit, we ensure each member of our team is the right fit and believes in our common goal of excellence.

THE EVER-CHANGING AUDIT LANDSCAPE

Our commitment to excellent client service continues to push our audit process to be redefined and reimaged. This allows Moore Australia to grow and adapt easily to changing environments, different industries and different risk profiles.

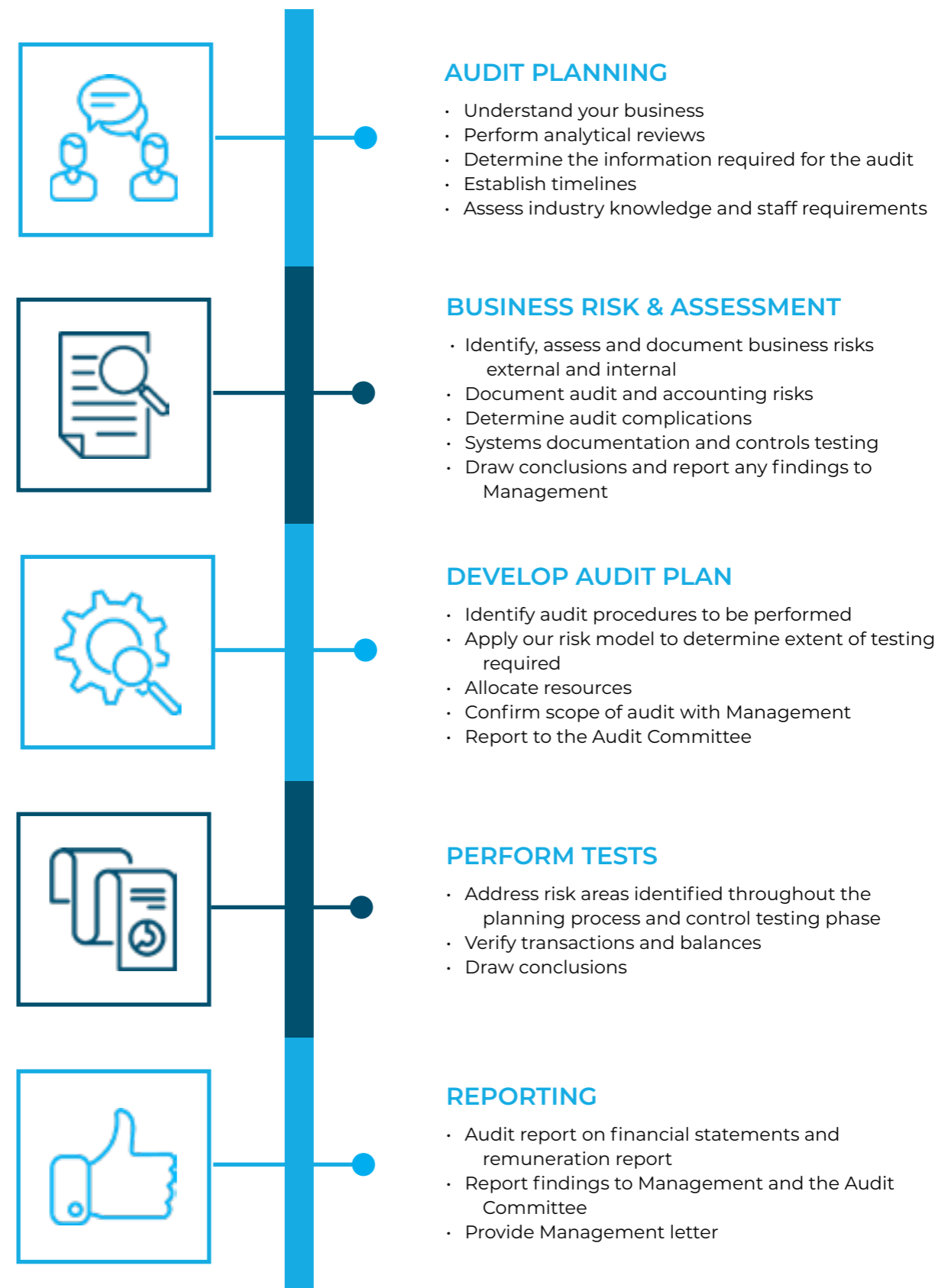
Again, this year we have continued to feel the ramifications of the covid-19 pandemic. Our audit teams thrive on their agility to continue to meet client deadlines, improve efficiencies and provide excellent client service while working in a hybrid environment.

Our use of CaseWare technology allows audits to be performed in a fully digital environment. This technology, along with our use of portal platforms, allows for the secure housing and transfer of information from clients to audit staff.

INNOVATION IN EXTERNAL AUDIT – DATA ANALYTICS & ICT AUDITS

Big data and the extraction of information out of ICT platforms are becoming increasingly important. We utilise Data Analytics and Mining under the following platforms:

- Ratio analysis – understanding ratios and relationships between data and information allowing us to predict error and assess risk;
- Forensic – Data Mining allows us to match information, variables and criteria to validate information and correlations. It allows us to identify gaps in information, inconsistencies, duplications and other anomalies proving a useful forensic tool; and
- Corroborating evidence – Data Mining can be used to corroborate evidence and information and act as an audit tool.



OUR PEOPLE FIRST

At Moore Australia, our people are our greatest asset. Their wellbeing is paramount to our success.

THE WELLBEING OF OUR PEOPLE

During the pandemic our first focus was on our people and their wellbeing. Through mental health awareness campaigns, free access to mental health resources, mindfulness classes, informal coffee chat groups and physical exercise challenges, just to name a few, we were able to keep connected to our people and ensure together we were looking after ourselves and one another.

The move to a hybrid environment has given Moore Australia the drive and ability to set new and welcome precedence in relation to work-life balance, the need to 'switch-off' and the importance of connection to others.

A flexible hybrid working environment has always been ingrained into our staff; however, the pandemic has allowed us to shed even further light on the importance of a flexible working environment. We understand everyone in our teams has different needs and requirements and, with the ability to become even more flexible, it is allowing our people greater satisfaction in their work and life.

TECHNOLOGY SUPPORTING OUR TEAMS

CaseWare technology, the use of online portals for information sharing with clients, and the significant use of Microsoft Teams allowed our audit teams to efficiently and effectively collaborate and have open and timely communication during the COVID-19 pandemic. With our audit teams already equipped with the resources they needed to work remotely, the transition to a hybrid working environment was able to be completed quickly.

RISK ASSESSMENT

Although COVID-19 has had many positive effects on our audit teams and environment, we also clearly identified a number of risk areas where more of our focus and attention was needed.

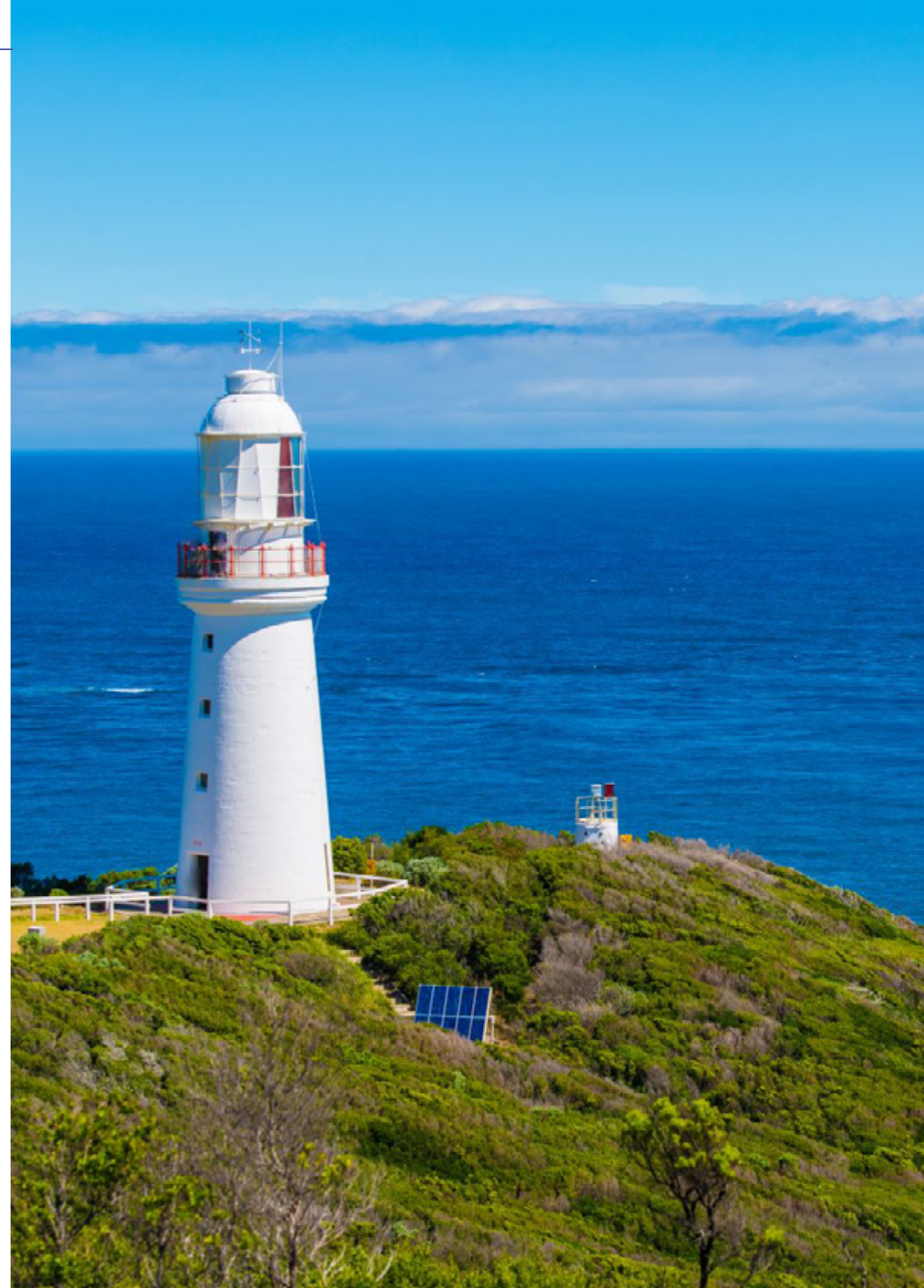
The rapidly changing environment had the potential to affect many significant audit balances. As such our risk profiling needed to change with the environment. In circumstances the use of experts was considered, with increased risk leading to further audit work being undertaken.

Where necessary, the impact on audits of COVID-19 continued to be treated with importance. Additional training and guidance papers were written, along with disclosure consideration checklists.

As an audit team our risk assessment did not stop at the audit related risks. One of our main risks identified again was focussed on our people.

With new staff starting during a pandemic, the ability to integrate into a team quickly had to become a significant focus. Integration became more about smaller group conversations and welcomes, in order for new members to be able to ease into the teams without being faced with a screen full of new faces.

As we continue to face the impacts of COVID-19 as a network firm, we continue to work together, to better the future of audit for our people and our clients.



QUALITY MANAGEMENT

Global standards, local implementation

MOORE GLOBAL – LOOKING TO THE FUTURE

In preparation for the implementation of ISQM 1 (and associated standards) at the end of 2022, Moore Global has developed a Quality Management tool for use within the network. This tool has been designed to support and facilitate cradle to grave ISQM 1 compliance effectively and efficiently at both firm and network level.

The Moore Global tool fully supports member firms, including those in Australia, in creating their own bespoke ISQM compliant Quality Management systems, which are consistent across the network. Moore Australia has performed their own evaluation to ensure the system meets all their specific needs, and have tailored the system options as appropriate to meet the specific nature and circumstances and reflect events and conditions within Australia.

We are confident the implementation of the tool (together with specific tailoring to reflect the Australian environment) will have a significant positive impact on all aspects of Quality Management within the firms comprising the Moore Australia network.

MOORE AUSTRALIA

New quality management standards implementation

Our implementation is currently underway and our initial risk assessment is complete after incorporating feedback from all member firms. The Moore Australia technical team is currently assessing policies and procedures, evaluating whether they are suitable to mitigate risks identified, updating these where necessary and drafting new policies and procedures where required.

We are confident we are on track for full implementation prior to the statement effective date in mid December 2022.

Each member firm has adopted a nationally consistent approach to managing quality control

Our quality control system includes policies and procedures which ensure we meet the requirements of Auditing Standard ASQC 1, Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Service Engagements.

We have identified the following key drivers of audit quality across our firms:

- A top-down culture of and commitment to audit quality and independence;
- Skills and competence of our people;
- The ongoing effectiveness of our audit processes;
- Understanding factors outside of our control; and
- Monitoring and remediation processes.

TOP-DOWN CULTURE OF AND COMMITMENT TO AUDIT QUALITY AND INDEPENDENCE

Our commitment to Quality is evidenced in both our Global and National strategies, putting Quality at the core of our business. Both our audit and non-audit Directors, as well as other senior executives, recognise audit quality and independence as being fundamental to the ongoing strength of our brand, and success of our business. This permeates the entire network. It is front of mind in all formal and informal communication with Directors and Team members, and is embedded in our training and technical materials, and documented policies and procedures.

SKILLS AND COMPETENCE OF OUR PEOPLE

We have a diverse mix of Directors and Senior Executives allowing us to meet the challenges of operating in an evolving profession. We make necessary investments in the professional development of our auditors focusing on their development into analytical, rational, critical, technical, inquisitive and sceptical thinkers with excellent communication skills.

A national technical training program is run and available to all our auditors, which complements each firm's established learning and development framework. During this transparency reporting period this included a Graduate Training program, a virtual National Audit Conference targeting audit Directors and senior staff, a National Training Roadshow where our Technical and Quality team members spent two days in each office with audit staff of all levels, ongoing Hot Topic Training and targeted, on-request training for individual offices.

We recognise the importance of attracting and retaining a diverse mix of high performing individuals, who are afforded opportunities to develop genuine industry specialisations to further strengthen our brand in key strategic markets.

Directors and staff are evaluated regularly, considering their performance in the period under review, and aiming to identify any ways the individual firm and

broader network can assist in ensuring individuals continue to progress to be able to meet their full potential. The frequency of evaluations will vary from firm to firm, but typically more junior staff will be assessed at the end of larger individual assignments, and at six-monthly intervals, whilst more senior staff will be assessed six-monthly or on an annual basis.

EFFECTIVENESS OF AUDIT PROCESSES

Our risk-based methodology focuses on examining key business processes that are critical to achieving the goals and objectives of our clients. This was described in detail on page 20 of this report.

UNDERSTANDING FACTORS OUTSIDE OF OUR CONTROL

There are factors that exist in relation to an entity that are largely outside our control. At Moore Australia we pride ourselves on our ability to create meaningful relationships with our clients. Thus, by obtaining an in-depth understanding of our clients and the environments in which they operate, we are able to determine the extent to which these factors may have an impact on the risks of material misstatement in the engagement. The nature and extent of audit procedures undertaken are intrinsically linked to the identification and assessment of such risks.

MONITORING AND REMEDIATION PROCESSES

External Accountability and Monitoring

- ASIC – The most recent inspection of a Moore Australia Network Firm was conducted in 2018/2019. The most recent inspection of the Moore Australia network of firms was conducted during 2014 and 2015.
- CAANZ – Follow up from the completion of the 2013 Audit Quality Survey occurred in January 2015.
- Those findings from external reviews and follow up action required, as well as ASIC monitoring reports, are communicated to network firms via members of the Moore Australia Audit and Assurance Committee, the annual audit conference, and the national audit training program. The successful implementation of remedial action required is reviewed as part of the combined Moore Global and Moore Australia internal monitoring program.

Internal Accountability and Monitoring

- Moore Global is a member of IFACs Forum of Firms. As a member, Moore Global is required to coordinate regular global internal quality assurance reviews, which included reviewing each firm in Australia over the course of their defined 2017-2019 review cycle. The next review cycle for 2021-24 is currently underway.
- Each audit partner is subject to a cyclical file inspection review which is coordinated by Moore Australia.

- In addition, Moore Australia may conduct additional reviews of each firm's compliance with its ASQC1 obligations.
- Moore Australia also runs a financial statement review program which includes a detailed technical review of the financial statements of selected listed and Public Interest Entity audit clients. This is performed by Moore Australia's Head of Technical Accounting.

- All partners and staff are provided refresher training and updates on their mandatory ethics and independence responsibilities routinely; and
- All firms in the network participate in the Internal Monitoring Program to monitor compliance with the requirements of the Quality Assurance Policies and Procedures.

As part of our ongoing commitment to quality, every listed audit client of the network is subject to an Engagement Quality Control Review ("EQCR") for both the annual audit and half-year review engagements in accordance with ASQC1. Other audit engagements may also be subject to EQCRs as and when required, including:

- where significant uncertainty around going concern exists;
- where certain types of modified audit opinions are being considered;
- in instances where it is required to safeguard against a potential threat to independence;
- where the audit risks associated with the engagement have been deemed high; and
- otherwise, at the lead engagement partner's specific request.

CLIENT ACCEPTANCE AND CONTINUANCE PROCEDURES

For all new assignments, a thorough client engagement process is conducted that covers ethical issues and other professional risk assessment measures. Every potential audit client is considered in relation to:

- the reasons for the proposed change in auditor, through making enquiries of the predecessor auditor;
- potential independence risks and possible conflicts of interest;
- the firm's resources and experience, to ensure that the firm will be able to complete the assignment to the highest professional standards;
- the management and ownership of the potential client, including confirming the identity of individuals; and the potential client's business and the risk associated with the industry or area within which it operates.

Similar safeguards apply to ongoing client relationships and independence in relation to audit clients is reassessed at both the commencement and the conclusion of each audit.

ENVIRONMENTAL SOCIAL AND GOVERNANCE SERVICES

ESG strategy is an imperative. At Moore Australia, we can help organisations meet their ESG goals through our unique ESG framework. Our framework is not only easy to implement and understand, but can help you create fundamental change.

2021 was undoubtedly the year where ESG advisory services matured. COP21 has shone a very bright light on the need for organisations, large and small, to implement realistic and measurable sustainable systems and strategies as investors and consumers alike demand more detailed insight into the credentials of businesses.

Historically these reports and strategies have been embedded in the corporate communications functions of larger organisations. With the advent of reporting standards and frameworks being brought to market by regulatory bodies, as well as the requirements for more rigorous and transparent reporting, ESG consultancy and advisory services now fall into the natural ecosystem of business advisory networks such as Moore.

Based on the Moore Values of Care, Passion, Access and Community, we have created our own advisory service and assurance service offering to support both small businesses and multinational organisations. The Moore Global team has experts who are experienced in the GRI, SASB frameworks and who are ready to meet local regulatory reporting requirements.

Moore Australia is a Moore Global ESG Leader. Our experts have been a part of the Moore Global ESG services development from the beginning, to ensure our framework is able to be applied to Australian requirements.

As a trusted advisor, Moore Australia is well placed to help your organisation take the next step towards a sustainable future.

Our ESG services follow a pragmatic five-step approach based on international best practice, to help you create a robust ESG strategy and meet your needs and expectations. This includes:

- **Assessment:** We look at your current position, including how you benchmark against peers, and we perform stakeholder mapping as well as a materiality assessment.
- **Strategy and Implementation:** Following this assessment, we identify key risks and opportunities, and develop a robust strategy and action plan.
- **Measurement and Reporting:** We can provide the tools to assist you in gathering and analysing data. Our strategy roadmap includes controls to ensure the accuracy and integrity of the data.
- **Assurance:** We can provide limited or reasonable assurance and attestation, as well as annual risk mitigation and internal control reviews, depending on your needs.
- **Optimisation:** We have the experience to assist you in leveraging the outcomes of our reporting, be that stakeholder engagement, tax advice or implementing a change plan.

Whether you are in the public or private sector, commercial or not-for-profit, embedding sustainability and ESG into your processes should be at the heart of your organisation. It is not only the 'right thing to do', it also makes strategic and commercial sense.

Adopting ESG has been good for employment as well as revenue and profits, with firms placing greater emphasis on ESG seeing headcount grow more than twice as fast as those less committed. This is particularly impressive given the effects of the so-called Great Resignation – millions leaving their jobs during Covid, never to return

The \$4trillion ESG Dividend
Moore Global - September 2022

ESG DIVIDEND:
Bottom line benefits of adopting
ESG practices revealed in new
Moore Global [research](#).

\$4^{TRN}



“ The teambuilding activity was great fun and well planned/executed. The best part of it was encouraging juniors to lead and present in a safe environment and foster some cross divisional/cross level teamwork. Really great stuff.”

Tax and Business Advisory Director/Partner, Moore Australia (VIC)

TRAINING ROADSHOW

The Moore Australia Training Roadshow is a 3-month journey which brings targeted technical and professional skills training to each of our firms. As the second edition of the roadshow, this was the first year that we were able to include staff from other service lines, which added an outstanding dimension to the courses.

We organised a virtual training roadshow for those colleagues who were unable to attend the in-person roadshow due to illness or client engagements.

The training roadshow represents 15+ hours of training on day 1, split into breakout sessions for business divisions and experience levels, and 12 hours of training on day 2, again split into breakout sessions.

Sessions included:

- Conflicts and insider trading
- Journal testing
- Division 7a (Various levels)
- Related Parties, New ACNC requirements
- Managing People
- Property and construction (various levels)
- ASA 315
- Cash Flow
- Tax Effect accounting

As the training roadshow represents a key opportunity to work on team dynamics, we also include team building activities. These activities are developed, in house by our Corporate Communications team. On the surface they are a great informal way to work on team relations, but they are predominantly designed to identify natural leadership talent and latent skills sets which might have been previously unknown and push teams to solve problems in a creative way.

94% of participants felt the training roadshow added value.

92% of participants believe Moore Australia and Moore Global offer training to support them throughout their career and provide opportunity for them to take charge of their learning and development.

95.2% of participants said they are proud to be a part of Moore.

To find out more about the training roadshow, click the image to [watch the video](#) overview.



Proud to be a part of
Moore Australia
95% of participants said they were
proud to be a part of Moore.

95%

THE MOORE WAY - A CULTURE OF RESPECT AND SUPPORT

At Moore Australia, our culture and professional integrity are what guides us through business processes and lie at the heart of our Audit and Quality Assurance processes. We are a people-first network, aiming to be the world's most respected professional services network.

That respect will be earned by the way in which we grow and work together, and demonstrate our integrity in everything we do, through the quality we deliver. Our statement might be audacious, but we truly believe this is how we can change the world.

► CARE

We care about what we do and who we advise. Quality is a key expression of our care in action.

► PASSION

Our drive and dedication delivers results. Because we love what we do, we bring quality and integrity to our work

► COMMUNITY

We offer local knowledge, but personally connect clients with our global network. We implement global standards, within a local framework. We exchange knowledge and expertise freely and generously, to help our clients thrive.

► ACCESS

We provide advice from the right senior experts, as soon as it is needed. We're here whenever you need us.

RESPONSIBLE LEADERSHIP AND ROLE MODELS

Moore Australia's senior leadership team lead by example. To bring longevity to our highly talented workforce, we promote responsible leadership and put great effort into looking after our teams' mental and physical well-being. Each of our firms does this in a slightly different way, but we all do it with the same sense of family. We offer hybrid working environments, support programs, training, mindfulness programs, and work-life balance training, to name a few initiatives. Most importantly we set the tone at the top by creating an inclusive work environment, where everyone feels valued and everyone is able to speak up.

FOSTER AMBITION

We focus inward for our next generation of leaders. On principle, we reward investment with investment and commitment with commitment. We foster ambitious role models through initiatives such as our global young leaders' programme, Moore Ambition, and our highly prestigious Harvard Leadership Programme.

ETHICS, TRAINING AND CONTINUOUS EDUCATION

One of the keys to success in Audit and Assurance is to always grow and learn. We have an extensive in-house training program, dedicated to ethics in

our profession, as well as extensive professional standards training. We run regular live workshops on both subjects, and all training is recorded, so team members can still participate in their own time should they miss the initial live session.

In addition to this we offer governance workshops, such as the Without Question Workshop, which is spearheaded by Moore Global.

INITIATIVES FOR NEXT YEAR

Even more audit, quality and ethics training – Our comprehensive training schedule continues to be further enhanced and expanded. We have already rolled out significant training on the latest changes to the Quality Management and revised audit standards, specifically ASA 315 Identifying and Assessing the Risk of Material Misstatement, however we will continue to train and reinforce these changes in the coming year and beyond. Continual training allows our teams to further strive for their common goal of excellence.

Digital Transformation – Our digital transformation project will bring the ability to easily disseminate templates and forms through the organisation, whilst further promoting connection and information exchange. This project is already underway with the build of a new intranet, and will continue with the implementation of an award-winning document automation platform.

“At Moore, we are a family that believes in each other and supports each other. And that's what makes us different.”

Anton Colella, Moore Global CEO

Ethics is the cornerstone of our profession

At Moore Australia, we take our ethical responsibilities seriously and emphasise to our teams that we serve the public interest. We acknowledge that true ethical compliance requires a principle-based approach to embrace the spirit of the code rather than adherence to specific rules.

Moore Australia adheres to APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional and Ethical Standards Board (APESB) in Australia, which espouses the following fundamental principles:

- Integrity: We require our people to be straightforward and honest in all professional and business relationships.
- Objectivity: We don't allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- Competence and due care: We maintain professional knowledge and skill at the level required to ensure that our clients receive competent professional service based on current technical and professional standards and we act diligently and in accordance with applicable technical and professional standards.
- Confidentiality: We respect confidentiality of information acquired in the performing of our services and don't disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to do so, nor do we use the information for the personal advantage of our team or third parties.
- Professional behaviour: We comply with relevant laws and regulations and avoid any conduct that may discredit the profession.

INDEPENDENCE

The provision of our audit services is subject to our strict policies in respect to maintaining our independence. This is achieved through the application of our Quality Assurance Policies and Procedures to ensure each firm's compliance with the requirements of ASQC 1 Quality Control for Firms, the Corporations Act 2001 (where applicable) and APES 110 Code of Ethics for Professional Accountants ("the Code"). Compliance is facilitated through relevant client and engagement specific forms that are used by all member firms of the Moore Australia network to ensure that we are compliant with the 'network firm' requirements of the Code. The following safeguards are enforced to ensure our objectivity is maintained and we are free from conflicts of interest when discharging our professional responsibilities:

- Partners or staff do not act in a managerial or decision-making capacity, and are not involved in processing or originating transactions for our audit clients;
- Where non-audit services are provided to our audit clients, we are satisfied that these services do not have a material impact on our planned audit procedures and we will not express any assurance in relation to these procedures; and
- Partners and staff involved in the provision of non-audit services to our audit clients do not have the authority to accept these engagements without authorisation from the audit partner.

As auditors, direct and material financial interest in our assurance clients or controlled entities and material associates is prohibited. This prohibition extends to:

- All partners and professional staff of any firm within the Moore Australia network, and any superannuation fund, companies or trusts controlled by them;
- Partners and dependents of our partners and professional staff;
- Certain other relatives of partners and professional staff who directly provide any professional services to the client and its controlled entities; and
- The firm and all other firms within the Moore Australia network including controlled entities.

The following policies and procedures are undertaken to ensure compliance with our Quality Assurance Policies and Procedures and Independence Policy:

- Six-monthly declarations are signed by all partners and staff confirming they hold no prohibited financial or employment relationships with assurance clients of any firm within the Moore Australia network;
- Independence declarations on each audit engagement are signed by all engagement team members confirming their independence;
- Conflict checks are performed on all new clients to identify any potential conflicts of interest;
- Where non-audit services are to be provided to an audit client that may create a threat to independence, approval by the engagement partner and the firm's Quality Assurance Partner is obtained prior to the commencement of the engagement;
- All new partners and professional staff undertake ethics and independence training as part of their induction when joining a Moore Australia firm;
- Ethics refresher training is prescribed annually for all professional staff.

SOCIAL AMBITION - STRIVE TO CHANGE THE WORLD

The Moore Global network has always committed to helping people thrive – our clients, our people, and the communities in which they live and work. Now we are taking this commitment one step further with the launch of Social Ambition, our global, network-wide strategy to deliver positive social impact in all that we do.

WHAT DOES THIS MEAN?

From 2022, all Moore firms will commit to our Social Ambition promise outlined below. And every year we will report on our progress. Our social impact will be measured against five themes which are in line with the 17 Sustainability Development Goals set out by the United Nations.

Moore Global's five themes are:

- Quality & Supply Chain
- Our Natural World
- Equity, Diversity & Inclusion
- Community Care
- Education, People & Development

We know that we have a lot to do to effect the change in the world that we want to see, but that is what makes this so exciting. Moore Global is a network of over 30 000 people in over 110 countries, and together we believe we can make a real difference in our global communities.



“WE PROMISE TO ALWAYS BE A DRIVING FORCE FOR POSITIVE SOCIAL IMPACT”.

GIVING BACK TO OUR INDUSTRY AND COMMUNITY

Each Moore Australia firm has strong ties with their respective professional, sector and local communities. As is the Moore Way, we look after those communities and give back as much as possible.

NOT FOR PROFIT

A significant number of senior staff members function as board members, company secretaries or provide other support services for non-profit organisations. These organisations range from small to large and span the full spectrum of sectors, including education, indigenous businesses, health charities and religious associations, to name but a few.

Moore Australia actively supports and encourages its staff to provide support to NFPs and charitable undertakings.

INDUSTRY BODIES

Being a part of Moore Australia is synonymous with being an innovator and wanting to learn from colleagues in the industry.

In order to support our community of professional services colleagues, whilst sharing our expertise, a number of colleagues attend industry bodies as board members:

Kylie Maher
[AASB/AUASB Audit Committee](#)
Committee Member

Michelle Shafizadeh
[Auditing and Assurance Standards Board](#)
Board Member



APPENDIX 1 - FIRM DETAILS

MOORE AUSTRALIA - VICTORIA

LEGAL STRUCTURE

During the year ended 30 June 2022, Moore Australia in Victoria operated through Moore Australia (Vic) Pty Ltd, which is a private company which acts as agent for individual Directors' trusts. There are no outside shareholders. Audit services were conducted by Moore Australia Audit (Vic), a partnership of individuals, comprising of four Directors of Moore Australia (Vic) Pty Ltd. Audits were conducted by designated audit partners all of which are registered company auditors.

GOVERNANCE

Moore Australia (Vic) Pty Ltd has a Board of Directors comprising all of the Directors. The Board has a Chief Executive Officer to oversee the governance of the organisation. The Chief Executive Officer reports to an elected Chairman of the Board of Directors and meets with the Board monthly.

The key roles of the Board of Directors are:

- governance;
- setting strategic direction;
- ensuring the Chief Executive Officer executes the Company's business strategy;
- approving plans and budgets to support the business strategy;
- monitoring financial compliance; and
- appointment of the Chief Executive Officer.

The Chief Executive Officer, who is responsible for the day to day operations of the firm, is appointed by and accountable to the Board of Directors. The company's Chief Executive Officer is Steve Sakkas. The key roles of the Chief Executive Officer are:

- leadership and vision;
- propose and execute approved strategies;
- propose business plans and budgets to support strategies; and
- operate the business in accordance with the strategies and plans approved by the Board.

BASIS FOR DIRECTOR REMUNERATION

Directors of Moore Australia (Vic) Pty Ltd are remunerated as follows:

- Seven Directors by a fixed salary and bonus which is linked to their team achieving a fixed gross profit target.
- One Director by a fixed salary.
- Nine Directors by a fixed salary and profit share based on the percentage of interest held in Moore Australia (Vic) Pty Ltd.

The fixed salary and fixed profit share is determined by the Board of Directors.

Audit partners and staff are not remunerated by reference to non-audit services sold to audit clients.

The distribution of profit share is based on the percentage of interest held by each partner in Moore Australia (Vic) Pty Ltd. The Board of Directors approves the appointment of equity and non-equity directors.

MOORE AUSTRALIA (VIC) FINANCIAL INFORMATION

SERVICES PROVIDED	REVENUE FROM SERVICES	
	2022 (\$'000)	2021 (\$'000)
Audits and reviews of financial statements	5,450	5,050
Other assurance and non-audit services	17,850	16,500
Total Fees	23,300	21,550

NAMES OF RELEVANT ENTITIES AUDITED BY CURRENT MOORE AUSTRALIA AUDIT (VIC) (OF THE KINDS MENTIONED IN SUBSECTION 332A (1) OF THE ACT)

This list includes those clients to which the firm issued an audit report in accordance with the requirements of Division 3 of Part 2M.3 of the Corporations Act 2001 during the transparency reporting year.

Alice Queen Limited
 Credit Clear Limited
 eSports Mogul Limited
 Future First Technologies Limited
 Invigor Group Limited
 Millennium Services Group Limited
 Oakridge International Limited
 Rewardle Holdings Limited

LEGAL STRUCTURE

During the year ended 30 June 2022, Moore Australia in WA operated through Moore Australia (WA) Pty Ltd, a private company which acts as agent for individual Directors’ trusts. There are no outside shareholders.

Audit services were conducted by Moore Australia Audit (WA) a partnership of individuals, comprising of 14 (as of 1 July 2022) of the Directors of Moore Australia (WA) Pty Ltd. Audits were conducted by designated audit partners all of which are registered company auditors.

GOVERNANCE

Moore Australia (WA) Pty Ltd has a Board of Directors comprising all of the Directors. The Board has established a core executive management group which oversees the governance of the organisation. It comprises:

- five internal representatives who are elected by the shareholders; and
- one of the Directors, out of the five noted above, is appointed as Managing Partner.

The key roles of the executive management group are:

- governance;
- setting strategic direction;
- ensuring the Managing Partner executes the Company’s business strategy;
- approving plans and budgets to support the business strategy;
- monitoring financial compliance; and
- appointment of the Managing Partner.

The Managing Partner, who is responsible for the day to day operations of the firm, is appointed by and accountable to the Board of Directors.

The company’s current Managing Partner is David Tomasi. The key roles of the Managing Partner are:

- leadership and vision;
- propose and execute approved strategies;
- propose business plans and budgets to support strategies; and
- operate the business in accordance with the strategies and plans approved by the Board.

NAMES OF RELEVANT ENTITIES AUDITED BY CURRENT MOORE AUSTRALIA AUDIT (WA) (OF THE KINDS MENTIONED IN SUBSECTION 332A (1) OF THE ACT)

This list includes those clients to which the firm issued an audit report in accordance with the requirements of Division 3 of Part 2M.3 of the Corporations Act 2001 during the transparency reporting year.

- Advanced Braking Technology Ltd
- Altech Chemicals Ltd
- Ark Mines Limited
- Australia Silica Quartz Group Ltd
- Calidus Resources Ltd
- Civmec Limited (subsidiaries)
- Credit Intelligence Ltd
- Dundas Minerals Ltd
- DXN Limited
- Fresh Food Holdings Limited
- Golden Deeps Limited
- International Equities Corporation Ltd
- Labyrinth Resources Ltd
- Lanthanein Resources Ltd
- Lepidico Ltd
- MACA Ltd
- MEC Resources Ltd
- Metals Australia Ltd
- Oceana Lithium Limited
- OliveX Holdings Ltd
- Rofina Group Ltd
- Sabre Resources Ltd
- Singular Health Limited
- Smart Auto Aust Ltd
- Toro Energy Ltd
- Ultima United Ltd
- Wellard Limited

BASIS FOR DIRECTOR REMUNERATION

Directors of Moore Australia (WA) Pty Ltd are remunerated as follows:

- One Directors by a fixed salary and bonus which is linked to the firm achieving its net profit target.
- Fourteen Directors by profit share based on the percentage of interest held in Moore Australia (WA) Pty Ltd and Moore Stephens Australia Audit (WA) the Audit Partnership.

The fixed salary and fixed profit share is determined by the Board of Directors.

No part of remuneration is incentive based.

Audit partners and staff are not remunerated by reference to non-audit services sold to audit clients.

The distribution of profit share is approved by the board of Directors taking into consideration the profitability and cashflow of the Company and audit partnership.

MOORE AUSTRALIA (WA) FINANCIAL INFORMATION

SERVICES PROVIDED	REVENUE FROM SERVICES	
	2022 (\$'000)	2021 (\$'000)
Audits and reviews of financial statements	5,800	5,700
Other assurance and non-audit services	12,700	10,500
Total Fees	18,500	16,200

MOORE AUSTRALIA

Moore Australia is part of a global network of offices, providing auditing and financial reporting services, advising local, national and international clients in the public and private sectors. Moore Australia generates annual revenues in excess of \$80m.

Moore Australia is part of the Moore Global network and has 14 offices with over 500 people nationwide.

Moore Australia has extensive experience in state and local government, biotechnology, energy mining and renewables, health and aged care, education, manufacturing, not for profit, property and construction, retail and tourism and hospitality and has a strong presence in the following service lines: Asia Desk, Audit & Assurance, Business Advisory, Taxation, Corporate Finance, Governance and Risk Advisory.

CONTACT US

With 14 offices across Australia, we are always near you.

Find your nearest advisor at:
www.moore-australia.com.au



www.moore-australia.com.au

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