# Deloitte.



**2018 Audit Quality Report**Our priority, today and always

Audit Innovation and Quality

### To our clients and stakeholders

At Deloitte, audit quality is always our priority.

Three years ago, we set our ambition to be the market leader in audit quality. Our progress in enhancing audit quality since then has been strong, and our ongoing investments fuel our aim to keep getting even better.

Beyond our efforts to strengthen our people and our skills, we are turning our ambition for innovation and continuous enhancement to our quality management system, focusing on enhancing our audit quality processes and controls.

In this report, we reflect on the progress we have made toward this goal over the past several years and demonstrate how we're shaping the future of the profession. We also describe the strong foundation we have established for delivering the highest standard of audit quality consistently across all audits.

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# How we define audit quality

### How we define audit quality

As part of our sustained focus on audit quality, we've expanded our understanding of what it entails. We believe audit quality extends beyond the traditional focus on the audit report, and that it includes at least three dimensions.

We work every day to enhance audit quality. That means discussing with our clients at the start how we plan to deliver the audit, evaluating how we did against that plan, and asking audit committees for feedback on how we did. Fostering this dialogue is the foundation of our redesigned audit committee reporting.

Advancing audit quality also means challenging ourselves continuously to look for opportunities to enhance it through the way we manage our business. This means implementing the processes, programs, and tools that can help our audit professionals succeed in their quest to advance each of the dimensions of audit quality on every audit.

In 2018, we took deliberate steps to better equip ourselves to deliver this more effectively.





# Our journey of deliberate enhancement continues

### Our journey of deliberate enhancement continues

We've made significant strides in the pursuit of our audit quality aspirations through our actions and investments in audit quality in recent years.



### 2016

### Targeting individual audits<sup>1</sup>

Our earliest significant audit quality investments supported the completion of our 2015 year-end audits by enhancing our learning programs, adding technical resources across Canada, and providing input into selected audits as they were underway.



### 2017

### Broadening our impact across all audits<sup>1</sup>

Our quality processes, programs, and tools were further enhanced based on our conviction that no matter how well prepared individual audit teams are, achieving the highest levels of audit quality consistently across every engagement means cultivating the conditions practice-wide for our professionals to succeed.



#### 2018

### **Bolstering our quality management system**

Ongoing efforts to enhance our quality management system were intensified. Using a risk-based approach, we evaluated our processes, programs, and tools to assess their contribution to achieving our audit quality expectations consistently across all audits.

We will continue to challenge ourselves to achieve high quality consistently.

<sup>&</sup>lt;sup>1</sup> For more detailed information on the investments and actions we've been taking, read our 2016 and 2017 annual quality reports.



# Reviewing our advances in 2018



### Delivering professional excellence

Technical excellence demands ever-deepening expertise and tangible achievements. We therefore continue to invest in deepening the technical skills of all our people and to expand our network of subject matter resources. Our learning curricula for professionals who audit public companies is becoming more specialized, and our in-flight coaching programs are growing in impact. In addition, we're hitting our targets for involving specialists from other parts of our business.

#### Deepening our public company auditing skills

We created the Audit Excellence Network (AEN) three years ago to provide direct support to individual engagement teams on matters of quality across the country. Comprising our most technically advanced professionals, the AEN provides support to audit teams in the form of consultation advice, internal controls support, and leadership of technical learning and coaching programs.

This supplemental support is only the first level of benefit we envisioned. The long-term advantage is realized as professionals rotate through the AEN on a staggered basis. Following a term with AEN, individuals return to full-time service as members of client audit teams, fortifying the strength of our entire complement of professionals. Since inception, almost half of the network has returned to the practice, bringing their enhanced knowledge to bear on the audit engagements they subsequently serve. And each year, a new cohort of professionals take up the mantle from those rotating out of this network.

### Advancing quality while audits are underway

We believe that coaching teams as audits are underway leads to better-quality results than waiting for an assessment once the audit is complete. This engagement-based coaching, delivered by our most technically advanced professionals, then enables audit professionals to apply what they have learned from the specific coaching to other areas of the audit as well as to other engagements.

### Bringing the power of the firm's expertise on matters of complex judgment

When complex accounting and audit matters arise, the firm fully supports individual engagement partners as final judgments are made. Partners and audit teams have access to consultation with a wide array of technical experts, both in Canada and across the Deloitte network. The number of consultations relating to complex judgments has tripled since 2015, reflecting our commitment to putting more minds on complex matters to arrive at the right collective conclusions.

### Deploying specialized skills to execute the audit

Engagement teams plan for the specialized skills or knowledge that will be needed to execute each audit, seeking the assistance of specialists in areas such as information technology, income taxes, or valuations. Our professionals with these specialized skills also receive tailored learning to help them conduct their work in accordance with our audit methodology. The consistent deployment of professionals with specialized skills to support our audit teams is key to enhancing audit quality.

Specialist hours as a percentage of total engagement hours in public company engagements



### Tracking the quality of our most recent audits

Quality is monitored as engagements proceed and once they are completed. Our internal in process reviews and measures confirm ongoing enhancements to professional excellence. Each year, we're subject to as many as four inspections of our completed audits. Two are external inspections by our regulators, conducted annually by the Canadian Public Accountability Board (CPAB) and periodically by the Public Company Accounting Oversight Board (PCAOB). The other two are internal: our own annual internal inspection process, and periodic inspections by the Deloitte Global Center of Excellence (GCoE) for Audit Quality.

We use the results of these inspections, which are all designed to exacting standards, as one measure of audit quality. Our composite assessment, drawn from across all measures, is that audit quality has remained consistent in the current year. This follows a trend over the past several years of continuing quality enhancement, as the percentage of inspected files with significant findings steadily declined.

Our priorities for the future are consistent with the direction CPAB has provided to all firms: to continue advancing audit quality. We will keep on with our work on quality management systems, which we believe has been a significant contributor to our audit quality advances in recent years.



# Innovating the audit approach

### **Innovating on individual audits**

Quality is at the core of why we innovate. Our diverse suite of innovative tools are changing how we deliver individual audits, from automating manual tasks and workflow processes, to identifying ways to examine more audit evidence. Innovation is freeing our audit professionals to focus on areas requiring professional judgement.

Deploying innovations across our portfolio of audits is an ongoing process. Audit teams are using each of our innovations and analytics in their work every day. And the greatest advances come when we can expand the deployment of each tool to the largest number of audits possible. For example, almost all of our public company audit teams are now seamlessly gathering client journal-entry data and creating powerful analytics and analysis using our Spotlight tool.

We know our innovations are having an impact on each of our audits, advancing how we gain our assurance. Every engagement team is expected to innovate how

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they execute the audit each year, see below Figure 1 as an example.

### Standardizing a "Deloitte way"

Thinking differently about the way we will execute our audits in the future requires continued investment in developing new innovative processes and technologies, not only in Canada but across the Deloitte network of member firms. Our audit teams are currently piloting a global standardized "Deloitte way" of auditing on select engagements, using a standardized methodology, uniform audit workflows, and consistent guided risk assessments.

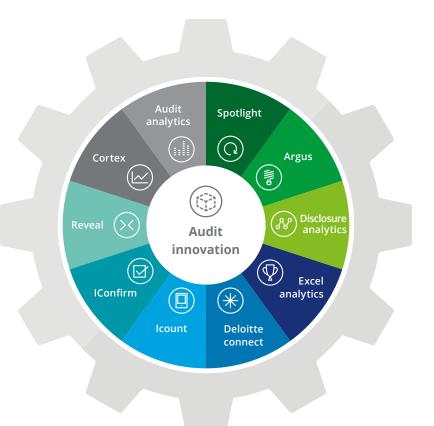
### Figure 1: Innovation in action

To enhance our evidence for corroborating revenue, we explored how to reconcile purchase orders and shipping records to revenue recognized. Using powerful data inquiry tools, the audit team analyzed over 40 million lines of data in mere minutes and tested 100 percent of the revenue transactions.



Deloitte's Cortex won the 2018 Audit Innovation of the Year at The Digital Accountancy Forum & Awards. This technology seamlessly acquires and prepares data for analysis, transforming data into insights. It provides an improved audit experience by digitizing data acquisition and enabling our professionals to perform advanced analytics to deliver a smarter audit.





### Innovating how we manage our audit practice

Enhancing quality consistently across all audits means investing in practice-wide innovations to support our audit teams in the work they do every day.

#### Mobilizing support as audits are underway

We've enhanced our processes to identify situations where audit teams require support to accommodate changes in engagement circumstances. For example, when a company makes a significant acquisition, implements material restructuring plans, or decides to change its systems, our audit plan must be adapted to reflect the updated risk assessment and related audit procedures. Similarly, the untimely departure of a team member or an unexpected audit test result requires the team to recalibrate the execution of the audit. The early identification of such events enables leaders of the audit practice to be responsive to audit team needs and mobilize resources to meet evolving engagement requirements.

### Partner and senior manager portfolio review

Our detailed review of our engagement leaders' workload allows us to adjust their assignments and other firm responsibilities. Ensuring that our engagement leaders have the capacity to fulfill all of their responsibilities is key to achieving high-quality audit work.

Average partner and senior manager hours in public company engagements

26%

2018

2017

25%

### **Enhancing our quality management system**

Extensive work to enhance our quality management system is continuing because we believe these practice-wide systems are integral to achieving high quality consistently. We believe our work to date is a significant contributor to our advances in audit quality over the last several years.

Our disciplined approach to progressing our system of quality control involves completing detailed risk identification, documenting our key processes and controls, and challenging the design and effectiveness of our quality controls to identify opportunities for enhancements. We also establish key metrics and indicators to monitor and measure quality outcomes.

We illustrate our approach in Figure 2, which uses a specific example related to partner workload.

We also expanded our independent audit quality measurement and monitoring function (AQMM), which assesses compliance with our policies and tests the effectiveness of our quality management system throughout the year. AQMM's efforts are targeted to the areas of highest risk based on a systematic, risk-based assessment. Deloitte's Canadian Audit Quality Board oversees the work of AQMM and the timely remediation of any enhancement recommendations.

Figure 2: An example of our approach to progressing our quality management systems

### Communicating insights

Undertaken with healthy skepticism, audit testing reveals information that is useful not only for forming audit judgments but also for deepening understanding of the company being audited. Our objective is to share these insights in each conversation we have with the audit committee so that its members can fully appreciate the nature of both the audit judgments we must make and the future issues with which the company will need to contend.

### **Delivering more dynamic reporting**

Audit committees tell us they want more insight into the audit process for the companies they oversee. We're responding by thinking differently about the way we present our audit plans and conclusions. Through more visual, succinct, and reader-friendly reporting, our audit teams are now providing meaningful insights focused on what matters most to audit committees. See Figures 3 and 4 for examples.

Figure 3: Taking a closer look at inventory

Net realizable value by store

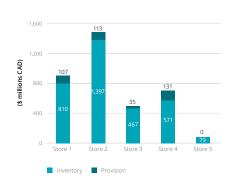
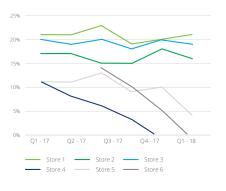


Figure 4: Communicating our group audit plan



Argentina

Quarterly gross margin by store



90%

Component 1 Component 2

Component 3 Component 4

### Clarifying the impact of new accounting standards on business metrics

Navigating the implications of the new IFRS standards, like the new standard on lease accounting (IFRS16), means recognizing that beyond the financial reporting and auditing implications, there are business implications, such as the impact on lending covenants. To help audit committees and companies make sense of it, we're providing information in a variety of forums, including hosting sessions across Canada, and distributing our global survey to clients so they may understand the implementation challenges faced by others in their jurisdictions, regions, and industries around the world.

### Bringing the new audit reports to life

We're having upfront and extensive conversations with audit committees and the companies they oversee to prepare for the impact of the new audit reporting standards. Dry runs are helping our U.S. registrant clients get ready for the implementation of the standard starting in 2019, focusing in particular on how critical audit matters will be reported.

### Providing transparency into the audit process using audit quality indicators

We're eager to discuss audit quality indicators (AQIs) with audit committees and implemented them where we agree on the mutual value. AQIs are triggering new and constructive conversations with audit committees on the audit execution matters that are most important to them, and enabling them to more actively evaluate audit quality.



### Bringing our perspective

We continue to develop insights and provide clarity about changes concerning the complexities affecting accounting standards, corporate reporting, and the Canadian business landscape.

### Financial reporting: Striking all the right notes

We explore 10 questions—and a catalogue of corresponding leading practices—to assist in efficiently achieving reliable, transparent, and quality financial reporting.

### Overseeing the external auditor: A guide to performing a periodic comprehensive review

We developed this guide to help audit committees consider the value of conducting a comprehensive review and understand the key phases necessary to effectively execute it. In this guide, we also share the insights we've gathered from experience, and provide answers to questions frequently asked of audit committees.

### **Navigating annual reporting**

We suggest questions directors should ask management regarding their annual financial filings.

### Exploring a new world of corporate reporting: Is more less?

This four part series focuses on the future of reporting as well as what changes can be made now using non-GAAP measures in today's current GAAP framework to make corporate reporting more relevant and valuable.

### **Centre for Financial Reporting**

The Centre for Financial Reporting features an extensive collection of news and resources about accounting and financial reporting developments relevant to the Canadian marketplace.





# Driving consistent audit quality across the global Deloitte network

# Driving consistent audit quality across the global Deloitte network

Deloitte's Global Network works with member firms to promote, enable, and continuously enhance the quality and consistency of audits across the Deloitte network. It provides centralized support to Deloitte member firms to strengthen their capabilities related to audit execution, innovation, technology, and quality control and monitoring activities. We're firmly aligned with the global network's actions to drive consistency in audit quality across the Deloitte network, providing Canadian resources to support them and actively implementing them at home. Some our most significant global initiatives include:

#### Global audit and assurance transformation

We're thinking differently about how we do our work, making bold changes to address today's fast-changing business environment. Our multi-year transformation includes streamlining processes to enable our professionals to complete high-quality audits more efficiently, piloting

innovative new tools and technologies to test and enhance for broader deployment to audit teams, and driving enhancements in our learning programs and talent strategies to support the work they do every day.

### Audit quality reward and recognition

To encourage the ongoing effort to raise the bar on the standard for audit quality, we're introducing a more formal way of recognizing and rewarding individuals and teams throughout the Deloitte network who clearly demonstrate exceptional quality performance.

### Audit quality measurement and monitoring

We're transforming the way the Deloitte network monitors and measures audit quality. We're deploying integrated-practice review programs, implementing real-time quality monitoring on individual engagements, and using AQIs to evaluate audit quality consistently around the world.

### Our global Audit & Assurance core principles and imperatives

The core principles of the Deloitte Network are foundational to executing a high-quality audit and their consistent application on every audit is essential:



Act with integrity, ethics, and professionalism



Recognize the important role of auditors



Always learn



Continually improve



Live audit quality

Our network has created eight audit imperatives to guide our practice and serve as a core component of our culture and quality efforts:



Internal controls



Risk assessment



Accounting estimates



Consultations



Transformation of audit delivery



New accounting standards



Optimization of audit execution



Supervision



Shaping the future of the audit profession

# Shaping the future of the audit profession

A commitment to audit quality extends beyond executing the current year's audit. It also means looking to the future, keeping an eye on the evolving business and professional environment. As a result, we're actively engaged with external stakeholders to help shape the future of the profession. These include:

### **Professional groups and taskforces**

Deloitte partners share their perspectives through their membership on various futureoriented platforms, including:

- Canadian Auditing and Assurance Standards Board (AASB)
- Advisory Group on Audit Guidance
- Quality Control Advisory Group
- CPA Ontario Practice Inspection Committee
- Securities Regulation Advisory Group
- OSC's Continuous Disclosure Advisory Committee
- CSA's Financial Reporting Advisory Committee
- Identifying and Assessing Risks Advisory Group
- Audit Reporting Implications of the New Canadian Auditing Standards Task Force

### **CPA Canada Foresight**

We're actively engaged with CPA Canada and Canada's provincial CPA bodies on topics affecting the future of Chartered Professional Accountants, the profession, and the Canadian business landscape. For example, we're currently involved in the project called "CPA Canada Foresight: Reimagining the Profession." Deloitte partners and professionals are part of the in-person roundtable sessions, and others are being called upon as experts to help frame the issues and questions our profession is facing. We're encouraged by the direction CPA Canada is taking to stay at the forefront of changes in our profession, and we're committed to actively engaging in the dialogue around its future.

### Rising to the challenge Adapting to the future financial foresight

We recently shared our perspective on the future of auditing and accounting: how the profession can stay relevant, and how Deloitte is helping create space in that future. We explore how investors and businesses are using companies' financial information differently today and the challenges that creates for the profession. And we offer our suggestions on how the profession must evolve to adapt to its new reality.



# Reflecting on the foundation we've built

## Reflecting on the foundation we've built

Each year's advances in quality are built on a foundation that is strong, stable, and enduring. In this section, we summarize the sustaining quality measures that have become our bedrock.

### Defining what audit quality means to us

Audit quality is an elusive concept. But to hold ourselves accountable to it, we developed a working definition. We asked public company executives, audit committees, regulators, and our own audit professionals to discern what they see as essential elements of "audit quality." Each of their unique perspectives is entrenched in our definition of the term.



<sup>\*</sup>We describe our technical processes in our **annual transparency report**.

companies we audit.

# Investing in our people

We were the first firm in Canada to create a specialty in auditing public companies in our practice structure. Our people who audit reporting issuers are fully dedicated to this discipline. They must complete our public company audit learning curriculum, developed at the global level, to be eligible for this work, and they have access to technical resources, processes, and tools that are tailored to specifically support their efforts.

### Learning

Our tailored learning for executing public company audits is delivered using a mix of live, instructor-led, e-learning, and engagement-based training. The curriculum focuses on all dimensions of audit quality: technical expertise, analytics and other innovative technologies that enhance audit quality, and the application of critical thinking to deliver deeper, more valuable insights.

This curriculum, developed by GCoE, ensures uniform learning for all Deloitte professionals worldwide. Developing a deep understanding of a company's business, risks, processes, and controls is at the heart of these programs. Our partners and professional staff continue to meet our expectation that they each complete at least 100 hours of technical accounting and auditing learning annually, reflecting their commitment to developing their specialty skills.

### Average learning hours attended

	2018	2017*
Partners	100	134
Senior manager	112	137
Manager	123	132
Senior	108	164

Complementing our technical core learning, we're investing in soft-skill training programs on such topics as developing leadership, communication, and critical thinking skills. Through on-the-job coaching and simulated learning, our people are deepening their business acumen and industry specialization, to better their understanding of the business they're auditing and to deliver valuable interactions and insights to audit committees about the companies they oversee.

### **Examples of topics covered in our public company learning curricula**

- IFRS standards, including revenue, leases, financial instruments
- Innovation tools, including Spotlight and Reveal
- Independence matters
- Risk assessment
- New auditors report
- Management estimates
- Auditor and IT specialist integration
- Internal controls

<sup>\*</sup>Includes one-time transitional learning program as part of the adoption of the GCoE learning curriculum

# Bringing a new way of working and learning to life

### **Deloitte University North**

In early 2017, Deloitte University North opened its doors in our state-of-the-art workplace in downtown Toronto. It delivers leading-edge curricula, integrated facilities, and a distinct end-to-end experience that attracts and engages the best talent and leaders\*.

The Deloitte University experience is rooted in the principles of connectedness, leadership, and a highly inclusive learning environment. Serving not only our own talent but also our clients and key market constituents, our custom learning can yield immediate real-world applications and further enhance our prominent position as a talent and leadership development organization in Canada.

#### Our work environment

In 2013, we began transforming the way we work and interact with each other. We deliberately designed our new workplaces to foster a culture that encourages connectedness and collaboration, supports inclusion, and provides choice in working environments and styles.

Our professionals are better able to collaborate, provide and receive on-the-job coaching, and capitalize on immersive technology to conduct their work. We've transformed our work spaces in 10 offices across Canada—Toronto, Edmonton, Kitchener, Langley, Montreal, Ottawa, Prince Albert, Quebec City, Saskatoon, and St. John's—with more to come.

#### **Deloitte Greenhouse**

As we transform our workplace, we're also transforming our client experience. The showcase example is the Greenhouse, which is not just a space but also an experience. It's a combination of thoughtfully curated environment and deliberate facilitation to help our clients and our people achieve breakthroughs for their most pressing business challenges.

### Shining a spotlight on mental wellness

We're committed to the mental health and wellness of our people, hosting webinars on mental health and providing our people with the opportunity to express how they feel about their mental health in a safe, confidential, and respectful way.

### **Performance management**

Developing leading professionals requires complementing effective learning with personal feedback and development advice. Our approach to performance management moves away from semi-annual meetings towards more frequent, meaningful conversations with engagement team members and their leaders.

Ongoing, personal discussions put the spotlight on each audit professional, prioritizing needs for each individual's growth and development. Through regular check-ins with team members, our audit partners and senior managers can better understand and shape the team environment on their engagements. By tracking these discussions and check-ins, we ensure we're paying attention to the growth and development of all audit professionals in our practice.

### Striking a balance between continuity and new perspectives

Bringing fresh perspectives to the audit through partner rotation, engagement quality control reviews, and our coaching programs is always a priority. We also carefully consider the muchneeded depth of knowledge about the company obtained when our professionals serve our clients for long periods of service. The tenure of our people who specialize in public company audits provides for new perspectives and a deep understanding of the companies we audit.

### Tenure of our people (in years)

	2018	2017
Partners	21.0	20.3
Senior manager	10.4	11.8
Manager	5.0	5.3
Senior	4.0	4.1

<sup>\*</sup>Deloitte University North is accredited by Deloitte Touche Tohmatsu Limited (DTTL) to operate as a Deloitte University.

## Cultivating the conditions for audit quality

We hold the philosophy that we must create and foster the conditions in which audit professionals can succeed. Our achievements in advancing audit quality reinforce two key principles in our thesis:

### 1. Sharing the responsibility for audit quality

The responsibility for enhancing quality extends well beyond individual engagement teams. Leadership of the audit practice plays a critical role by putting in place the conditions, programs, processes, and tools that support our audit teams in the work they do every day.

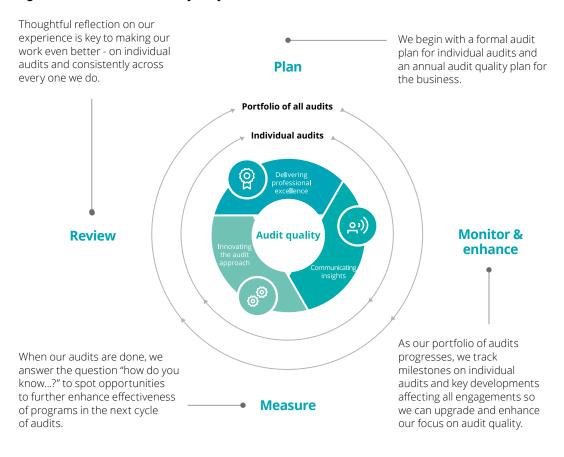
### 2. Advancing quality during audits

Traditional "continuous improvement" contends that a thoughtful analysis after the completion of a task will generate ideas to make the outcomes better next time. To advance audit quality we cannot wait until the end of an audit to evaluate how we could enhance our work.

Establishing mechanisms to identify and respond rapidly to specific areas for enhancement while the work is underway results in higher audit quality by the end of the engagement. These mid-course enhancements, combined with thoughtful post-completion reflection, sustain our never-ending quest for audit quality consistently across all our audits.

The integration of these two principles in our audit quality thesis is depicted in Figure 5.

Figure 5: Deloitte's continuous cycle of advancement



### Leading quality from the top

Achieving the highest levels of audit quality requires commitment, accountability and discipline at all levels of our organization, starting at and led from the top. It is a process of continuous enhancement, requiring regular checkpoints to assess progress and, when necessary, adjust course. The annual development and execution of our Audit Quality Plan is the responsibility of the Managing Partner, Audit & Assurance, with oversight from the firm's Canadian Audit Quality Board (CAQB), chaired by the Managing Partner, Regulatory, Quality and Risk.

The audit quality plan is a comprehensive set of activities designed to advance audit quality. It is intended to create conditions for the audit practice's success by setting out the specific measures we'll take in that year, including preparing people, providing them with the necessary tools, and monitoring the effectiveness of the plan.

The CAQB meet regularly to assess our progress in executing our annual Audit Quality Plan, challenge the design of audit quality programs and processes, and anticipate future developments that will affect audit quality.

### Operating our quality management system

The quality management system we're implementing is aligned with the approach required for all Deloitte network members. In fact, groundbreaking work done by Deloitte audit leaders in Canada was pivotal input in the development of the consistent global approach.

Our quality management system includes a comprehensive set of policies, controls, processes, and programs designed to provide reasonable assurance that audit conclusions reached for all of the entities we audit are appropriate and our audit teams are executing their work in compliance with applicable professional, legal, and regulatory requirements. We've ensured that our quality systems are aligned with the objectives and expectations articulated by our regulator, CPAB, for audit firms' quality systems in Canada.

### The elements of our quality management system include:





### **Executing a risk-based audit**

The foundation of a Deloitte audit is a customized risk assessment, generated by using our suite of innovative audit applications, data analytics, and artificial intelligence to drive a deep understanding of an entity and its business. This tailored approach enables us to focus our attention and resources on the audit areas that are most relevant to the companies we audit, thereby enhancing audit quality and effectiveness.

### Optimizing interim audit work and milestones

Audit quality is enhanced when our work is undertaken in a well-planned, measured way, well in advance of the audit report date. Consequently, we establish target timelines and stages of audit completion that we expect all audit teams to abide by.

As a result, our audit teams are proactively shifting work forward to reduce work during peak periods. By tracking the engagement teams' progress against the standardized timeline, we have greater transparency into the progress and potential challenges on audits across the practice, and engagement team needs can be promptly addressed.

### **Providing project management support**

Discipline in adhering to an audit plan is critical to audit quality. We've elevated this discipline by deploying highly skilled, specialized project managers to help our most complex audits. Enhanced project management oversight and effective communications allow our auditors to remain focused on their assigned work.

### Innovating how we manage our audit practice

Exploring ways to examine more audit evidence, delivering deeper insights into the business of the companies we're auditing, and shifting the efforts of our highly trained auditors from routine tasks to more focus on those requiring professional judgement necessitates new and innovative tools and processes.

#### Cortex

Cortex seamlessly acquires and prepares data for analysis—transforming data into insights. It provides an improved audit experience by digitizing data acquisition and enabling our professionals to perform advanced analytics to deliver a smarter audit.

### **Audit analytics**

We're leveraging specialists and technology-powered solutions in our audit delivery model to transform the way we plan and execute our audits.

### Spotlight

Spotlight accelerates and simplifies the gathering of client data into a format suitable for enhanced analytics and analysis. Flexible and scalable, Spotlight allows our professionals to serve corporations of varying size with equal ease. Journal entry testing is among the most common applications.

### **Argus**

This artificial intelligence tool quickly processes, highlights, and extracts key information from electronic documents.

### **Disclosure analytics**

These automated side-by-side peer comparisons help identify emerging disclosures and industry trends.

### **Excel analytics**

Deloitte's proprietary tool focuses testing on high-risk transactions and streamlines common audit test procedures.

#### **Deloitte connect**

This online collaboration and information sharing tool facilitates two-way dialogue between clients and their audit teams, assisting in managing workflow and enabling clients to assess and monitor engagements as they proceed.

#### Icount

This enables professionals to use their phones on-site to record their physical inventory count observations and transmit the results in real-time to the audit team.

#### **IConfirm**

This coordinates the confirmation process on an online platform. By automating and streamlining the confirmation process, including preparing, sending, receiving, and monitoring activities, it offers a differentiated experience for our professionals and clients.

#### Reveal

Reveal provides the ability to model the relationships between data sets to produce powerful visualizations based on those relationships. It easily identifies outliers for inquiry, and makes regression analysis simpler to use than ever.



Our quality foundation is solid. We're stretching further, aiming to raise the bar on audit quality even higher.

We're excited by our future and eager to lead. We want to shape the audit landscape for tomorrow.

Quality is our priority, always.

### Deloitte.

Deloitte provides audit & assurance, consulting, financial advisory, risk advisory, tax and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights and service to address clients' most complex business challenges. To learn more about how Deloitte's approximately 264,000 professionals—9,400 of whom are based in Canada—make an impact that matters, please connect with us on LinkedIn, Twitter or Facebook.

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