

## **Annexure F**

### Independence and risk management

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## **An independent, robust approach**

Regulators and legislators around the world consistently impose more-stringent rules that govern the independence of auditors, and this has a far-reaching impact on our profession and the way in which we do business. It is of the utmost importance to Deloitte to be fully committed to complying with and monitoring these requirements to maintain both actual and perceived independence from our clients.

We have invested in best-in-class systems and have developed many policies and procedures to govern our independence and to provide assurance that our commitment to full compliance with independence standards be achieved.

These policies and procedures are based on the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), a standard-setting body of the International Federation of Accountants (IFAC) and the US Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB). These standards are enhanced, as appropriate, to reflect local standards or DTTL policies that may be even more restrictive.

Our independence team is involved before we accept any new clients or take on any new engagements, so as to ensure that there be no potential independence issues or conflicts of interest and to ensure that appropriate safeguards be in place, should any potential independence issues or conflicts be identified.

Deloitte obtains annual confirmation from its partners, professional staff and support staff that independence policies and procedures have been adhered to. This is reinforced by rigorous monitoring and testing procedures as to the accuracy and completeness of these confirmations. In the case of breaches, we have disciplinary procedures in place designed to provide an appropriate response.

Open and honest communication is fundamental in avoiding any future independence or conflict issues; and since each case is different, we will always consult with you, should any significant potential independence or conflict issues be identified.

## **Reputation and risk management**

Deloitte strives to be consistently recognised for its world-class quality, reputation and risk management. The management of reputation and risk is fundamental to the protection of our brand, which is something that cannot be compromised under any circumstances. This unrelenting pursuit of quality and brand protection reinforces our commitment to providing consistent high-quality services to our clients.

The firm is supported by our Risk Independence & Legal Group, led by the Reputation and Risk Leader, and is responsible for the oversight of the firm's reputation, ethics, compliance and risk management processes. The responsibility for the management of risk lies with each individual partner and director. They are assisted by a network of risk leaders and teams within each of our service lines, who assist with the management of risk within those service lines on a day-to-day basis.

Our risk management framework is embedded within each of our service lines. The framework brings a rigorous approach across all of our service offerings in areas such as client and engagement acceptance, evaluation of and responses to engagement risk, and assessment of existing and new service offerings. Its primary purpose is to underpin our commitment to quality, integrity and ethical behaviour in each of our service lines, while establishing the responsibility for quality with those who deliver service to our clients.

Our global firm continues to extend the nature of risk, independence and ethics requirements for member firms, which includes further training, monitoring and reporting elements with which we comply at all times to ensure that we strive to provide the highest-quality client service.