



Expertise and innovation to drive success

Transparency Report 2016

April 2017

kpmg.com.mt

Introducing the Transparency Report

This Transparency report contains information that is in accordance with the terms of the disclosure requirements of Section 18 of the Accountancy Profession Act (CAP, 281) relevant to audit firms which carry out statutory audits of public interest entities. This report provides information as to how we are organised, managed and how we ensure quality across all our service lines with a particular focus on audit.



At KPMG, we are passionate about audit quality and continuous improvement, and we work together to show our commitment in providing independent assurance on what matters to stakeholders. We drive a persistent focus on quality and service excellence and aspire to be the standard of trust in our profession. We aim to compete on quality by making clients and regulators aware of our continuing assurance to enhance audit quality to meet both international and local professional and ethical standards.

As part of our commitment to stakeholders, we aim to be transparent and open in communicating how we address audit quality. In so doing, we help to foster public trust and inspire confidence in KPMG and in the capital markets. Audit quality relies on our culture of integrity and on employing extraordinary people, supported by our methodologies and processes. We are committed to working closely with regulators, audit committees, investors and businesses to meet expectations of audit quality. The starting point for the

business is the professionalism and integrity of our people. Our leadership strives to promote a culture where quality is everyone's job. Our methodologies and processes, to which we refer in this document, similarly reflect the drive for quality.

The information in this report reflects the position as at 31 March 2017, unless it is stated otherwise. We invite you to read our Annual Review and to browse our web-site for further information relating to other aspects of our firm.

We trust that you will find this report useful and that it provides insight into how we manage our firm and uphold the principles of quality and good corporate governance. We hope that this report gives the opportunity for feedback from our stakeholders and we would very much welcome your views as to how we can continue to improve the quality of the information presented herein in future years.

David Caruana
Compliance Principal

31 March 2017

Hilary Galea-Lauri
Head of Audit – Technical & Quality Matters

1 Our Structure & Governance

1.1 Legal structure

KPMG in Malta is a professional services firm that delivers Audit, Tax and Advisory services. KPMG in Malta is affiliated with KPMG International, Cooperative ("KPMG International"). KPMG International is a Swiss cooperative which is a legal entity formed under Swiss law. It is the entity with which all the member firms of the KPMG network are affiliated. Further details about KPMG International and its business, including our relationship with it, are available in the supplement to the KPMG International Transparency Report.

KPMG International is a global network of professional services firms providing Audit, Tax, and Advisory services to a wide variety of public and private sector organisations. KPMG International's structure is designed to support consistency of service quality and adherence to agreed values wherever the member firms operate.

KPMG in Malta is a civil partnership constituted under the laws of Malta and is registered as an audit firm with the Accountancy Board in terms of the Accountancy Profession Act (CAP. 281). The Compliance Principal in terms of the Accountancy Profession Act (CAP. 281) is David Caruana. KPMG in Malta operates from Portico Building, Marina Street, Pietà PTA 9044, Malta.

KPMG in Malta is wholly owned, and its voting rights are fully held by its partners all of whom are professionals actively involved in the provision of audit, tax and advisory services to the firm's clients.

As at 31 December 2016 KPMG in Malta had two wholly-owned subsidiaries, namely KPMG Holding Limited and KPMG Advisory Services Limited. Most services, including all audit services, are provided by KPMG. KPMG Holding Limited acts as the "paymaster" for the practice whilst KPMG Advisory Services Limited is licensed to provide recruitment services under the Employment and Training Services Act.

KPMG and its subsidiary undertakings in Malta are collectively referred to as KPMG in this report, unless the context clearly indicates otherwise. The contents of this report apply to the whole KPMG practice in Malta including that of its subsidiary undertakings.

There were 14 partners in KPMG in Malta as at 31 December 2016.

1.2 Name, ownership and legal relationships

KPMG is the registered trademark of KPMG International and is the name by which the member firms are commonly known. The rights of member firms to use the KPMG name and marks are contained within agreements with KPMG International.

Member firms are generally locally owned and managed. Each member firm is responsible for its own obligations and liabilities. KPMG International and other member firms are not responsible for a member firm's obligations or liabilities.

Member firms may consist of more than one separate legal entity. If this is the case, each separate legal entity will be responsible only for its own obligations and liabilities, unless it has expressly agreed otherwise.

1.3 Responsibilities and obligations of member firms

Under agreements with KPMG International, member firms are required to comply with KPMG International's policies and regulations including quality standards governing how they operate and how they provide services to clients to compete effectively. This includes having a firm structure that ensures continuity and stability and being able to adopt global strategies, share resources (incoming and outgoing), service multi-national clients, manage risk, and deploy global methodologies and tools.

Each member firm takes responsibility for its management and the quality of its work.

Member firms commit to a common set of KPMG values.

KPMG International's activities are funded by amounts paid by member firms. The basis for calculating

such amounts is approved by the Global Board and consistently applied to the member firms. A firm's status as a KPMG member firm and its participation in the KPMG network may be terminated if, among other things, it has not complied with the policies and regulations set by KPMG International or any of its other obligations owed to KPMG International.

1.4 Governance Structure

KPMG’s governance structure as at the date of this report and as reflected in the Partnership Agreement is summarised in the figure below.

Governance Structure – Partnership Board

Executive Management Committee

Chair:
Senior Partner (& Head of Advisory)

- Members:**
- Head of Audit – Operations
 - Head of Audit – Technical & quality matters
 - Head of Tax
 - Quality & Risk Partner
 - Head of Markets
 - Head of Finance
 - HR Partner

Quality and Risk Management Committee

Chair:
Quality & Risk Partner (Compliance Principal)

- Members:**
- Senior Partner
 - Head of Audit – Technical & quality matters
 - Tax Partner
 - Director – Finance
 - Director – IT services
 - Compliance Executive (Committee secretary)

EMC Sub-Committees

HR Committee
Chair: HR Partner

Business Development Committee
Chair: Senior Partner

Audit Committee
Co-chair: Heads of Audit
Members: Audit partners & directors

Tax Committee
Chair: Head of Tax
Members: Tax partners & directors

Advisory Committee
Chair: Head of Advisory
Members: Advisory partners & directors

Partnership Board

The key governance and management body of KPMG in Malta is the Partnership Board which is made up of all the partners of KPMG in Malta. All the voting rights of the firm are held by the partners. The Partnership Board is responsible, amongst others, for setting the

policies, direction and strategy of the firm as well as the appointment of partners and staff to carry out the managerial roles within the firm’s governance structure. 11 partners’ meetings were held during 2016.

Executive Management Committee

The Executive Management Committee (EMC) is responsible for formulating concrete proposals for the consideration of the partners’ meeting on a variety of issues including the firm’s vision and strategy, financial management, and human resources strategies and policies. It is also responsible for co-ordinating

financial reporting and control, including working capital management on a day-to-day basis as well as co-ordinating the performance of the firm on a cross-functional basis. The EMC, which is chaired by the firm’s senior partner, met 34 times during 2016.

The Quality and Risk Management Committee

The principle role of the Quality and Risk Management Committee is to provide oversight of quality and risk management matters across the group. As part of its role it oversees that a culture of quality and integrity is maintained within the group and, where required, it will act as a sounding board to the Risk Management Partner on the policies and procedures

relating to professional risk management, ethics and independence, quality control and compliance. The Committee also considers the impact of the key findings from our compliance quality monitoring programmes and the adequacy of proposed remedial actions. The Quality & Risk Management Committee met 3 times in 2016.

Functional partners’ committees

The partners and directors working within each of the firm’s three functions form part of a partners’ committee for that function, chaired by the respective

head of function. The objective of these committees is to ensure the effective management of each respective function within the firm.

2 System of quality control

Overview

A robust and consistent system of quality control is an essential requirement in performing high quality services.

Accordingly, KPMG International has quality control policies that apply to all member firms.

These are included in KPMG's Global Quality and Risk Management Manual (Global Q&RM Manual) available to all personnel. These policies and associated procedures are designed to guide member firms in complying with relevant professional standards, regulatory and legal requirements, and in issuing reports that are appropriate in the circumstances.

These policies and procedures are based on the International Standard on Quality Control (ISQC 1) issued by the International Auditing and Assurance Standards Board (IAASB), and on the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA). Both of these are relevant to firms that perform statutory audits and other assurance and related services engagements.

Our firm implements KPMG International policies and procedures. ISQC1 is mandated on us by local regulations. Though many of its provisions are, strictly speaking, only required to our audit practice, we have adopted its principles across all functions of our practice. To help ensure quality control, our operating model encompassing each of the key areas from ISQC1, is depicted on the opposite page.

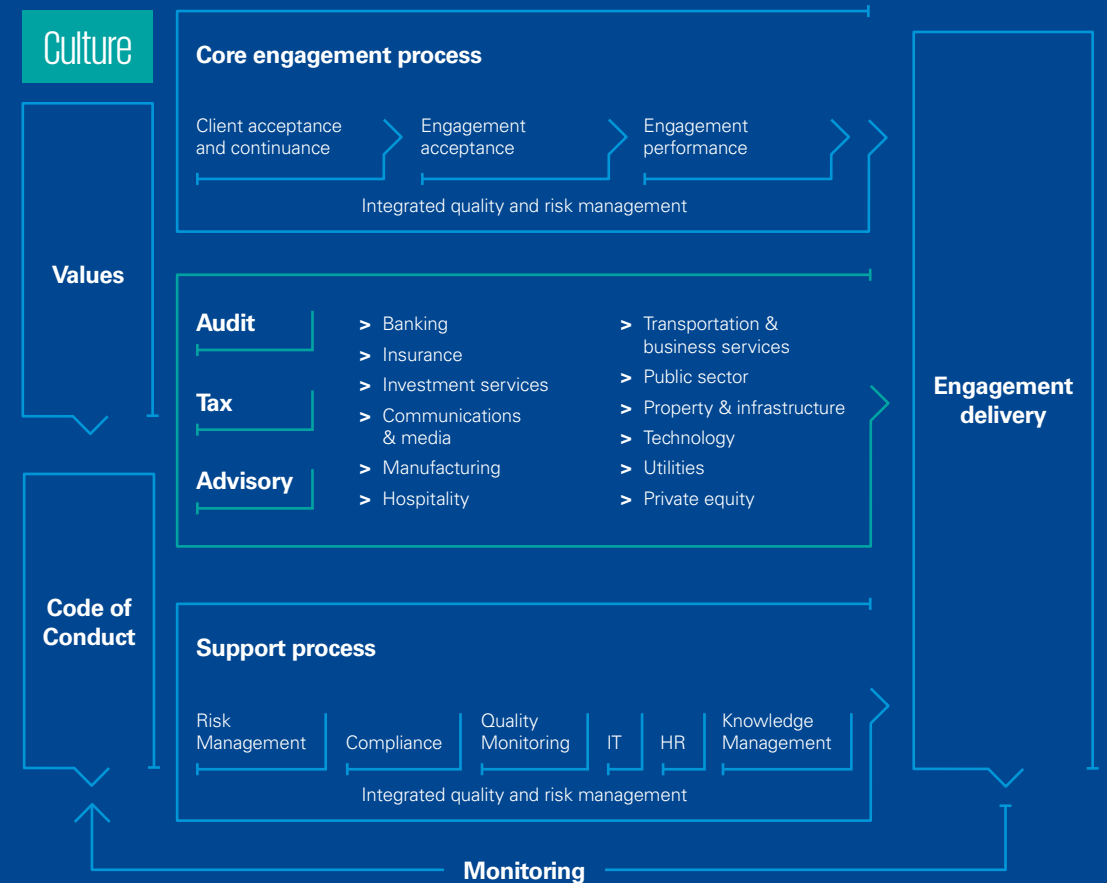
In addition to the standards required by ISQC1, we maintain systems of quality control for our audit

practice that are designed to meet or exceed the expectations of audit committees (our clients) as well as the rules and standards issued by the Accountancy Board and other regulators.

KPMG International's policies reflect individual quality control elements to help our personnel act with integrity and objectivity, perform their work with diligence, and comply with applicable laws, regulations, and professional standards. Amendments to risk and quality policies, including ethics and independence policies, are communicated by email alerts from KPMG International and included in quality and risk communications. KPMG in Malta is required to implement changes specified in the email alerts and this is checked through internal monitoring.

Quality control and risk management are the responsibility of all KPMG personnel. This responsibility includes the need to understand and adhere to firm policies and associated procedures in carrying out their day-to-day activities.

The system of quality control applies to KPMG personnel. While many KPMG's quality control processes are cross-functional, and apply equally to tax and advisory work, the remainder of this section focuses on the delivery of quality audits.



Audit Quality Framework

At KPMG, audit quality is not just about reaching the right opinion, but how that opinion is reached. It is about the processes, thought and integrity behind the audit report. We view the outcome of a quality audit as the delivery of an appropriate and independent opinion in compliance with the auditing standards. This means, above all, being independent and compliant with relevant legal and professional requirements.

To help all audit professionals concentrate on the fundamental skills and behaviours required to deliver an appropriate and independent opinion, KPMG International utilises the Audit Quality Framework. This framework uses a common language that is used by all KPMG member firms to describe what we believe drives audit quality, and to highlight how every audit professional at KPMG contributes to the delivery of audit quality.

Our Audit Quality Framework identifies seven drivers of audit quality:

- > Tone at the top
- > Association with the right clients
- > Clear standards and robust audit tools

- > Recruitment, development and assignment of appropriately qualified personnel
- > Commitment to technical excellence and quality service delivery
- > Performance of effective and efficient audits
- > Commitment to continuous improvement.

‘Tone at the top’ sits at the core of the Audit Quality Framework’s seven drivers of audit quality and helps ensure that the right behaviors permeate across the entire KPMG network. All of the other drivers are presented within a virtuous circle because each driver is intended to reinforce the others. Each of the seven key drivers is described in more detail in the following sections of this report.



2.1 Tone at the top

The culture of KPMG International and the member firms is underpinned by a strong set of values and supporting policies and processes that enable the right attitudes and behaviours to permeate throughout the KPMG network, starting from the very top. We promote a culture in which consultation is encouraged and recognized as a strength.

Tone at the top means that KPMG’s leadership demonstrates quality, ethics and integrity and communicates its commitment to clients, stakeholders and society at large.

Integrity is a critical characteristic that stakeholders expect and rely on. It is also the key KPMG Value: “Above all, we act with integrity.” Integrity means constantly striving to uphold the highest professional standards, providing sound good-quality advice to our clients and rigorously maintaining independence.

Our Values, which have been explicitly codified for a number of years, are embedded into working practices and values-based compliance culture at

KPMG in Malta. Individuals are encouraged to raise their concerns when they see behaviours or actions that are inconsistent with our values or professional responsibilities. Our Values are considered in the performance appraisal process that our people follow and adherence to these Values is also reviewed when our people are considered for more senior promotions, including to Partner.

Setting the right tone is a key responsibility of our senior leadership team. The Senior Partner and all members of the leadership team are committed to building a culture based on quality and ethics. This is fundamental to the work we perform and the maintenance of our reputation.

We lead by example	At all levels we act in a way that exemplifies what we expect of each other and our clients
We work together	We bring out the best in each other and create strong and successful working relationships
We respect the individual	We respect people for who they are and for their knowledge, skills and experience as individuals and team members
We seek the facts and provide insight	By challenging assumptions and pursuing facts, we strengthen our reputation as trusted and objective business advisers
We are open and honest in our communication	We share information, insight and advice frequently and constructively and manage tough situations with courage and candour
We are committed to our communities	We act as responsible corporate citizens by broadening our skills, experience and perspectives through work in our communities and protecting the environment
Above all, we act with integrity	We constantly strive to uphold the highest professional standards, provide sound advice and rigorously maintain our independence

Code of conduct

KPMG International's Code of Conduct incorporates our Values and defines the standards of ethical conduct that is required from all KPMG people.

It sets out our ethical principles and helps partners and employees at KPMG in Malta to understand and uphold those principles. In addition, the Code of Conduct emphasizes that each partner and employee is personally responsible for following the legal, professional, and ethical standards that apply to his or her job function and level of responsibility. It has provisions that require our people to:

- > comply with all applicable laws, regulations and KPMG in Malta policies
- > report any illegal acts, whether committed by KPMG in Malta personnel, clients or other third parties
- > report breaches of risk management policies
- > uphold the highest levels of client confidentiality
- > not offer, promise, make, solicit or accept bribes (whether directly or through an intermediary).

In addition, the KPMG International hotline is a vehicle for KPMG partners, employees, clients and other parties to confidentially report concerns they have relating to certain areas of activity by KPMG International itself, its employees or the senior leadership of a KPMG member firm.

2.1.1 Whistle-blowing

Our policies provide that, anyone who has concerns about how others are behaving (either internally or externally) is required to raise the issue with their line manager or any partner. Anyone, at any time, is entitled to contact our Ethics and Independence Partner, David Caruana, with the assurance that their concern will be dealt with in confidence. We recognise that some people may feel uncomfortable reporting through the normal channels of communication within the firm or may consider that concerns they have expressed have not been dealt with effectively. We inform our people in our training, communications and on our intranet portal, that KPMG International maintains a hotline operated by a third party supplier. This hotline serves as a confidential reporting mechanism for any concerns about possible illegal, unethical, or improper conduct, in relation to certain areas of activity by KPMG International itself, those who work for KPMG International, or the senior leadership of a KPMG member firm. Matters can be raised anonymously without fear of retaliation. Matters reported to the hotline are investigated under the supervision of an independent ombudsman and are reported ultimately to the firm's Quality & Risk Management Committee. Such reporting covers matters reported to the hotline, how the investigations were conducted, findings from the investigations, and the implications for our policies and procedures.

2.1.2 Leadership responsibilities for quality and risk management

KPMG in Malta demonstrates commitment to quality, ethics and integrity, and communicates its focus on quality to clients, stakeholders and society. However, leadership plays a critical role in setting the right tone and leading by example.

Our leadership team is committed to building a culture based on quality, integrity and ethics, demonstrated through their actions. The following individuals have leadership responsibilities for quality and risk management at KPMG.

Senior partner

In accordance with the principles set out in ISQC1, our Senior Partner, Tonio Zarb, has assumed ultimate responsibility for KPMG in Malta's system of quality control. Details of some of the measures that he and the rest of the Partnership Board have taken to ensure that a culture of quality prevails within KPMG in Malta, are set out in this section of the report.

Risk Management Partner

Operational responsibility for the system of quality control, risk management and compliance in KPMG has been delegated to the Risk Management Partner who is responsible for setting overall professional risk management and quality control policies and monitoring compliance for the firm. He has a seat on the firm's Executive Management Committee, chairs the Quality and Risk Management Committee, and has a direct reporting line to the Senior Partner. This underlines the importance that the group places on risk and quality issues. The Risk Management

Partner is supported, as appropriate, by partners and professionals in each of the functions. He consults with the appointed Area Quality and Risk Management Leader.

The Audit, Tax and Advisory functions – Function Heads

The three heads of the client service functions (Audit, Tax and Advisory) are accountable to the senior partner for the quality of service delivered in their respective functions. Between them, they determine the operation of the risk management, quality assurance and monitoring procedures for their specific functions within the framework set by the Risk Management Partner. These procedures make it clear that at the engagement level, risk management and quality control is ultimately the responsibility of all professionals.

KPMG in Malta's Heads of Audit are responsible for leading a sustainable high-quality Audit practice that is attractive to KPMG people. This includes:

- > setting the right 'tone at the top' by demonstrating an unwavering commitment to the highest standards of professional excellence, including scepticism, objectivity, and independence
- > developing and implementing strategies to monitor and maintain knowledge and skills required of partners and employees to fulfil their professional responsibilities
- > working with the Risk Management Partner to monitor and address audit quality and risk matters as they relate to the Audit practice, including an annual evaluation of activities considered to be key to audit quality.

2.2 Association with the right clients

2.2.1 Acceptance and continuance of clients and engagements

Rigorous client and engagement acceptance and continuance policies and processes help protect KPMG's reputation, support our brand and are an important part to our ability to provide high-quality professional services.

Accordingly, KPMG International has established policies and procedures which all member firms are required to implement in order to decide whether to accept or continue a client relationship, and whether to perform a specific engagement for that client.

2.2.2 Prospective client and engagement evaluation process

Before accepting a client, KPMG in Malta undertakes an evaluation of a prospective client. This involves an assessment of the prospective client's principals, its business, and other service-related matters. This also involves background checks on the prospective client, its key management and significant beneficial owners. A key focus is on the integrity of management of a prospective client and the evaluation considers, amongst other factors, breaches of law and regulation, anti-bribery and corruption and human rights. A second partner, as well as the evaluating partner, approves each prospective client evaluation. Where the client is considered to be 'high' risk, the Risk Management Partner or delegate is involved in approving the evaluation.

The prospective engagement partner evaluates each prospective engagement, in practice this may be completed at the same time as the client evaluation, particularly in respect of audit appointments. The evaluation identifies potential risks in relation to the engagement. A range of factors are considered as part of this evaluation, including potential independence and conflict of interest issues (using Sentinel™, KPMG's conflicts and independence checking system) as well as factors specific to the type of engagement, including for audit services, the competence of the client's financial management team and the skills and experience of personnel assigned to the engagement. The evaluation is made in consultation with other senior KPMG in Malta personnel and includes review by the quality and risk management leadership as required.

Where audit services are to be provided for the first time, the prospective engagement team is required to perform additional independence evaluation procedures including a review of any non-audit services provided to the client, and of other relevant relationships.

Similar independence evaluations are performed when an existing audit client becomes a public interest entity or when additional independence restrictions apply following a change in the circumstances of the client.

We follow specific procedures to identify and evaluate threats to independence for prospective audit clients that are public interest entities.

Depending on the overall risk assessment of the prospective client and engagement, additional safeguards may be introduced to help mitigate the identified risks.

Any potential independence or conflict of interest issues are documented and resolved prior to acceptance. A prospective client or engagement will be declined if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional and firm standards, or if there are other quality and risk issues that cannot be appropriately mitigated.

2.2.3 Continuance process

An annual re-evaluation of all KPMG audit clients is undertaken. In addition, clients are re-evaluated if there is an indication that there may be a change in their risk profile. Recurring or long running non-audit engagements are also subject to re-evaluation.

This re-evaluation serves two purposes. Firstly, we will decline to continue to act for any client we have reason to believe is no longer appropriate to associate with. Secondly and more commonly, we use the re-evaluation process to consider whether or not any additional risk management or quality control procedures need to be put in place for the subsequent engagement we perform for that client (this may include the assignment of additional professionals such as an EQC reviewer or the need to involve additional specialists on the audit).

2.2.4 Withdrawal

Where we obtain information that indicates that we should withdraw from an engagement or from a client relationship, we consult internally and identify any required legal and regulatory steps. We also communicate as required with those charged with governance and any other appropriate authority.

2.2.5 Client portfolio management

Our leadership appoints engagement leaders that have the appropriate competences, capabilities, time and authority to perform the role for each engagement.

The client portfolio of each engagement leader is regularly reviewed to ensure that they have sufficient time to manage the portfolio and that risks are being appropriately managed.

2.3 Clear standards and robust audit tools

All our professionals are expected to understand, apply and adhere to KPMG policies and procedures (including independence policies) and are provided with a range of tools and guidance to support them in meeting these expectations. The policies and procedures we set for audit engagements incorporate the relevant requirements of accounting, auditing, ethical, and quality control standards, and relevant laws and regulations.

2.3.1 Audit methodology and tools

Significant resources are dedicated to keeping our standards and tools complete and up to date. KPMG International’s global audit methodology, developed by the Global Services Centre, is based on the requirements of International Standards on Auditing (ISAs). The methodology is set out in our audit manual, the KPMG International’s Audit Methodology (“KAM”) and includes additional requirements that go beyond the ISAs and which KPMG believes enhance the quality of our audits. KAM is made available to all audit professionals. Such methodology serves as the foundation of our financial statement audit. In addition to engagement, quality and risk matters, KAM also deals with the activities involved in, and standard documentation for, all aspects of our audit work.

Our audit methodology is supported by eAuditIT, KPMG International’s electronic audit tool, which provides KPMG auditors worldwide with the methodology, guidance, and industry knowledge needed to perform efficient, high-quality audits.

eAuditIT’s activity-based workflow provides engagement teams with ready access to relevant information at the right time throughout the audit, thereby enhancing effectiveness and efficiency and delivering value to stakeholders.

The key activities within the eAuditIT workflow are:

Engagement setup

- > perform engagement acceptance and scoping
- > determine team selection and timetable.

Risk assessment

- > understand the entity
- > plan for involvement of our specialists and external experts, internal audit, service organisations and other auditors as required
- > evaluate design and implementation of relevant controls
- > conduct risk assessment and planning discussion
- > determine audit strategy and planned audit approach.

Testing

- > test operating effectiveness of selected controls
- > plan and perform substantive procedures.

Completion

- > update risk assessment
- > perform completion procedures, including overall review of financial statements
- > perform overall evaluation, including evaluation of significant findings and issues
- > communicate with those charged with governance (e.g. the audit committee)
- > form the audit opinion.

KAM contains examples and guidance for, among other things, procedures intended to identify and assess the risk of material misstatement and procedures to respond to those assessed risks. The KPMG methodology encourages engagement teams to exercise professional scepticism in all aspects of planning and performing an audit. Our methodology encourages use of specialists when appropriate and also requires involvement of relevant specialists in the core audit engagement team when certain criteria are met or where the audit team considers it appropriate or necessary.

KAM includes the implementation of quality control procedures at the engagement level that provide us with reasonable assurance that engagements comply with the relevant professional, legal, regulatory, and KPMG International requirements.

The policies and procedures set out in KAM are specific to audits and supplement the policies and procedures set out in the GQ&RM Manual that is applicable to all KPMG member firms, functions and personnel.

2.3.2 Independence, integrity, ethics and objectivity

2.3.2.1 Overview

KPMG International have detailed independence policies and procedures, incorporating the requirements of the IESBA Code of Ethics. These are set out in KPMG’s Global Q&RM Manual. Automated tools facilitate compliance with these requirements.

These policies are supplemented by other processes to ensure compliance with the standards issued by the Accountancy Board. These policies and processes cover areas such as firm independence (covering, for example, treasury and procurement functions), personal independence, firm financial relationships, post-employment relationships, partner rotation and approval of audit and non-audit services.

To help ensure ethical conduct, including integrity and independence, KPMG International requires that each member firm, and its personnel, must be free from prohibited financial interests in, and prohibited relationships with, the audit clients, their management, directors and significant owners.

KPMG in Malta has a designated Ethics and Independence Partner (EIP) who has primary responsibility for the direction and execution of ethics and independence policies and procedures. Member firms’ EIPs are supported by the Global Independence Group. The Partner-in-Charge of the Global Independence Group is supported by a core team of specialists to help ensure that robust and consistent independence policies, procedures and tools are implemented.

Amendments to KPMG International's ethics and independence policies in the course of the year are communicated by email alerts and included in regular quality and risk communications. Member firms are required to implement changes as specified in the email alerts, and this is checked through the internal monitoring programs.

KPMG in Malta personnel are required to consult with the EIP on certain matters as defined in the Global Q&RM Manual.

In the event of failure to comply with the independence policies, professionals are subject to an independence disciplinary policy. Matters arising are factored into promotion and compensation decisions and performance discussions.

The disciplinary policy is communicated to all professionals and applies to all breaches of independence rules, incorporating incremental sanctions reflecting the seriousness of any violations.

2.3.2.2 Personal Financial Independence

KPMG International policy extends the IESBA Code of Ethics restrictions on ownership of audit client securities to every member firm partner in respect of any audit client of any member firm.

Each member firm and its professionals must be free from prohibited financial interests in, and prohibited relationships with, KPMG's audit clients, their management, directors, and significant owners.

KPMG in Malta professionals are responsible for making appropriate inquiries and taking other

appropriate actions on an ongoing basis to ensure that they do not have any personal financial, business or family interests that are restricted for independence purposes.

In common with other member firms of KPMG International, we use a web-based independence compliance system (KICS) to assist our professionals in their compliance with personal independence investment policies. This system contains an inventory of publicly available investment products.

Partners and all client-facing staff who are manager grade or above are required to use the KICS system prior to entering into an investment to identify whether they are permitted to do so. They are also required to maintain a record of all of their investments in KICS, which automatically notifies them if their investments subsequently become restricted and they must dispose of that investment within 5 business days of the notification. We monitor Partner and manager compliance with this requirement as part of our program of independence compliance audits of a sample of professionals.

In 2016, 36 of our people were subject to these audits (this included approximately one third of our principals (partners and directors)

2.3.2.3 Employment Relationships

Any professional providing services to an audit client, irrespective of function, is required to notify our EIP if they intend to enter into employment negotiations with that audit client. For partners, this requirement extends to any audit client of any KPMG member firm that is a public interest entity.

Former members of the audit team or former partners of a member firm are prohibited from joining an audit client in certain roles unless they have disassociated from the member firm financially and have ceased participating in KPMG in Malta business or professional activities.

Key audit partners and members of the chain of command for an audit client that is a public interest entity are subject to time restrictions (referred to as 'cooling-off' periods) that preclude them from joining that client in certain roles until a defined period of time has passed.

We communicate and monitor requirements in relation to employment of KPMG in Malta professionals by audit clients.

2.3.2.4 Firm Financial Independence

KPMG in Malta also use KICS to record their own investments in SEC entities and affiliates (including funds), locally listed companies and funds, direct and material indirect investments held in pensions, and employee benefit plans (including non-public entities and funds).

Additionally, we are required to record in the system all borrowing and capital financing relationships, and custodial, trust and brokerage accounts that hold member firm assets.

On an annual basis, KPMG in Malta confirms compliance with independence requirements as part of the Risk Compliance Program.

2.3.2.5 Business relationships/suppliers

KPMG in Malta has policies and procedures in place that are designed to ensure their business relationships are maintained in accordance with the IESBA Code of Ethics and other applicable local independence requirements.

Detailed guidance is maintained covering, *inter alia*, business alliances and joint working arrangements, procurement relationships, and marketing and public affairs activities. Consultation is required in any case of uncertainty with the Risk Management Partner to ensure that no relationship is entered into with an audit client or its management, which is not permitted for independence purposes. Compliance with these policies and procedures is reviewed periodically.

2.3.2.6 Business acquisitions, admissions and investments

If KPMG in Malta are in the process of considering the acquisition of, or investment in, a business, we are required to perform sufficient due diligence procedures on the prospective target to identify and address any potential independence and risk management issues prior to closing the transaction. Specific consultation requirements are applied to enable independence and other issues to be addressed when integrating the business into KPMG in Malta and the network.

2.3.2.7 Independence Clearance Process

KPMG in Malta follow specific procedures to identify and evaluate threats to independence related to prospective audit clients that are public interest entities; these procedures, also referred to as 'the independence clearance process,' must be completed prior to accepting an audit engagement for these entities.

2.3.2.8 Independence training and confirmations

KPMG in Malta provides all relevant personnel (including all Partners and client service professionals) with independence training that is appropriate to their grade and function on an annual basis. New personnel who are required to complete this training must do so by either (a) thirty days after joining KPMG in Malta or (b) before providing any services to any SEC client or its affiliates.

We also provide all personnel with training on the Code of Conduct and ethical behaviour, including KPMG's anti-bribery policies, compliance with laws, regulations, and professional standards, and reporting suspected or actual non-compliance with laws, regulations, professional standards, and KPMG's policies on a biennial basis. New personnel are required to complete this training within 1 month of joining the firm.

Upon acceptance of employment, all KPMG personnel are required to confirm that they are in compliance with, and will abide by applicable ethics and independence rules and policies. Thereafter, all KPMG personnel are required to sign an annual confirmation stating that they have remained in compliance with applicable ethics and independence policies throughout the year covered by the confirmation.

In addition, all KPMG personnel are required to confirm their understanding of, and compliance with, the applicable Code of Conduct upon joining their member firm and on an annual basis thereafter. This confirmation is used to evidence the individual's compliance with and understanding of our independence policies.

2.3.2.9 Non-audit services

We have policies, which are consistent with both the IESBA principles and Directive 2, Code of Ethics for Warrant Holders issued in terms of the Accountancy Profession Act (CAP 281) which address the scope of services that can be provided to audit clients.

We are required to establish and maintain a process to review and approve all new and modified services that are developed by KPMG in Malta or adopted from another member firm. The EIP is involved in the review of potential independence issues, and the Global Independence Group is involved in the case of services developed for global adoption.

In addition to identifying potential conflicts of interest, KPMG International's proprietary system, Sentinel™, facilitates compliance with these policies. Certain information on all prospective engagements that includes service descriptions and fees must be entered into Sentinel™ as part of the engagement acceptance process. Using Sentinel™ lead audit engagement partners are required to: maintain group structures for their publicly traded and certain other audit clients as well as their affiliates, and identify and evaluate any independence threats that may arise from the provision of a proposed non-audit service and the safeguards available to address those threats. Sentinel™ enables lead audit engagement partners for entities for which group structures are maintained, to review and approve, or deny, any proposed service for those entities worldwide.

2.3.2.10 Fee dependency

KPMG International's policies recognise that, self-interest or intimidation threats may arise when the total fees from an audit client represent a large proportion of the total fees of the operating firm expressing the audit opinion. In particular, KPMG International's policies require that, in the event that the total fees from a public interest entity audit client and its related entities represent more than 10 percent of the total fees received by a particular member firm for two consecutive years.

- > This would be disclosed to those charged with governance at the audit entity
- > A Senior Partner from another KPMG member firm would be appointed as the Engagement Quality Control (EQC) reviewer.

No audit client accounted for more than 10 percent of the total fees received by KPMG in Malta over the last two years.

2.3.2.11 Conflicts of interest

Conflicts of interest can arise in situations where KPMG personnel have a personal connection with the client which may interfere or be perceived to interfere with their ability to remain objective, or where they are personally in possession of confidential information relating to another party to a transaction. Consultation with the Risk Management Partner or the Ethics and Independence Partner is required in these situations.

All KPMG member firms and personnel are responsible for identifying and managing conflicts of interest, which are circumstances or situations that have, or may be perceived by a fully informed, reasonable

observer, to have an impact on a member firm or its personnel in their ability to be objective or otherwise act without bias.

Sentinel™ is the tool all KPMG member firms use for potential conflict identification so that these can be addressed in accordance with legal and professional requirements.

It may be necessary to apply specific procedures to manage the potential for a conflict of interest to arise or be perceived to arise so that the confidentiality of all clients' affairs is maintained. Such procedures may, for example, include establishing formal dividers between engagement teams serving different clients and making arrangements to monitor the operation of such dividers.

Escalation and dispute resolution procedures are in place for situations in which agreement cannot be reached on how to manage a conflict. If a potential conflict issue cannot be appropriately mitigated, the engagement is declined or terminated.

2.3.2.12 Breaches of Independence Policy

All KPMG personnel are required to report an independence breach as soon as they become aware of it. In the event of failure to comply with our independence policies, whether identified in the compliance review, self-declared or otherwise, professionals are subject to an independence disciplinary policy.

KPMG in Malta has a documented disciplinary policy in relation to breaches of independence policies. The disciplinary policy is communicated to all professionals and applies to all breaches of independence rules,

incorporating incremental sanctions reflecting the seriousness of any violations. Any breaches of auditor independence regulations are reported to those charged with governance at the audit client, on the basis agreed with them.

Matters arising are factored into promotion and compensation decisions and, in the case of engagement leaders and managers, are reflected in their individual quality and risk metrics.

2.3.2.13 Compliance with laws, regulations and anti-bribery and corruption

Compliance with laws, regulation and standards is a key aspect for all KPMG in Malta personnel. In particular, KPMG in Malta has zero tolerance of bribery and corruption.

We prohibit involvement in any type of bribery - even if such conduct is legal or permitted under applicable law or local practice. We also do not tolerate bribery by third-parties, including by our clients, suppliers or public officials.

Accordingly, training covering compliance with laws (including those relating to anti-bribery and corruption), regulations and professional standards, and the KPMG Code of Conduct is required to be completed by client-facing professionals at least once every two years, with new recruits completing such training one month after joining KPMG in Malta. In addition, certain non-client-facing personnel who work in finance, procurement or sales and marketing departments, and who are at the manager level and above, are also required to participate in anti-bribery training.

2.3.2.14 Partner and firm rotation

Partner rotation

KPMG International rotation policies are consistent with the IESBA Code of Ethics and require our firm to comply with any stricter applicable rotation requirements.

KPMG in Malta partners are subject to periodic rotation of their responsibilities for audit clients under applicable laws, regulations, independence rules and KPMG International policy. These requirements place limits on the number of consecutive years that partners in certain roles may provide statutory audit services to a client, followed by a 'time-out' period during which time these partners may not participate in the audit, provide quality control for the audit, consult with the engagement team or the client regarding technical or industry-specific issues or in any way influence the outcome of the audit.

We monitor the rotation of audit engagement leaders (and any other key roles, such as the Key Audit Partner and EQC Reviewer, where there is a rotation requirement) and develop transition plans to enable allocation of partners with the necessary competence and capability to deliver a consistent quality of service to clients. The partner rotation monitoring is subject to compliance testing.

Firm rotation

In terms of the 2016 changes to the Companies Act (CAP 386) subject to transitional requirements, a public interest entity shall appoint an auditor for a maximum period of 10 years extended to a maximum period of 20 years subject to a public tender process being held after 10 years. KPMG in Malta has processes in place to track and manage audit firm rotation.

2.4 Recruitment, development and assignment of appropriately qualified personnel

One of the key drivers of quality is ensuring that KPMG professionals have the skills and experience to deliver our vision. This requires recruitment, promotion and retention of professionals and a robust capacity and resource management processes. KPMG's global behaviours, which are linked to our Values, are designed to help articulate what is required for success – both individually and collectively. One of KPMG's global behaviours is 'Delivering Quality'.

2.4.1 Recruitment

At KPMG we aim to recruit well-rounded individuals with good communication, critical thinking and problem solving skills combined with high technical competency and personal values consistent with the firm's values.

All candidates submit résumés and application forms, and are interviewed. Certain information included in the candidates' application is also verified through independent sources. At interview stage, personnel are informed of the general personal independence requirements that apply to all professional staff members.

KPMG in Malta recruited over 48 new people (excluding students and trainees) in the year ended 31 December 2016 (2015: approximately 49).

Our recruiting strategies are focused on drawing entry-level talent from a broad talent base, including working with established universities, colleges and business schools, but also working with secondary schools, helping build relationships with a younger, diverse talent pool at an early age.

2.4.2 Personal development

It is important that all our professionals have the necessary business and leadership skills to be able to perform quality work in addition to technical skills. At KPMG we continually review and assess our people's capabilities and competence to perform engagements in accordance with professional standards, legal and regulatory requirements.

We provide opportunities for our people to develop the core competences, skills, behaviours and personal qualities that form the foundations of a successful career. Courses for all staff levels to enhance personal effectiveness and develop technical, leadership and professional skills are provided by the firm on an ongoing basis.

KPMG in Malta professionals are developed further for high performance through coaching and mentoring on the job, complemented by opportunities to work on challenging engagements both in Malta and overseas through the global mobility opportunities.

The firm requires its professionals to complete annual training on independence standards and the ethical standards embedded in the firm's Code of

Conduct. We also ensure that our professionals stay abreast of technical updates by attending internal and external industry-specific training programmes and conferences as well as reviewing pertinent bulletins and periodicals. Quality is continually emphasised to our client service professionals through timely training and communication of accounting, auditing, and reporting matters.

2.4.3 Inclusion and Diversity programs

At KPMG in Malta, we foster an inclusive culture. Being inclusive enables us to bring together successful teams with the broadest range of skills, experiences and perspectives.

Leadership and management teams also need to reflect the diversity of our organisation and the diversity of KPMG in Malta clients. Our established Global Inclusion and Diversity strategy provides the framework to drive the actions we believe are necessary to promote inclusive leadership across the KPMG network.

2.4.4 Evaluation, Compensation and Promotion

KPMG in Malta professionals, including partners, have annual goal-setting and performance reviews. Each professional is evaluated on their agreed-upon goals, demonstration of our global behaviours, technical capabilities and market knowledge. Partners and certain professionals are also evaluated on key quality and compliance metrics. These evaluations are conducted by performance managers and partners who are in a position to assess their performance and propose a performance rating.

Formal evaluation of performance is conducted and documented annually. All partners and staff have a suitably qualified performance manager assigned who is in a position to assess performance and propose a performance rating on the basis of their evaluation based on: (i) attainment of agreed-upon goals, (ii) demonstration of the KPMG skills and behaviours for their level, and (iii) technical capabilities and market knowledge. This is achieved through our global performance management process, which is supported by a web-based application.

Assessed skills and behaviours relating to quality include: quality focus and professionalism, technical knowledge, accountability, business and strategic focus, leading and developing people, continuous learning and relationship building. An individual's accountability in achieving quality is a core benchmark used to assess performance and progression within the firm. The result of their annual performance evaluation directly affects compensation of personnel and in some cases their continued association with the firm.

Compensation and Promotion

We have compensation and promotion policies that are clear, simple, and linked to the performance evaluation process, which for partners includes the achievement of key audit quality and compliance metrics. This helps our partners and employees know what is expected of them, and what they can expect to receive in return.

Partners are remunerated solely out of the profits of the whole firm and are personally responsible for funding pensions and other benefits. Audit partner remuneration setting takes no account of the level of non-audit services provided to the partner's audit clients.

KPMG in Malta monitors quality and compliance incidents and maintains quality metrics for the purposes of partner assignments and also for the purposes of partner evaluation, promotion and remuneration.

KPMG in Malta's policy prohibits audit partners from being evaluated on or compensated based on their success in selling non-assurance services to audit clients.

2.4.5 Partner admissions

Our process for admission to partnership is rigorous and thorough, involving various levels of assessment carried out both by the local firm and at a sub-regional level. Our criteria for admission to the partnership are consistent with our commitment to professionalism and integrity, quality and being an employer of choice. These are strongly aligned to KPMG's behavioural capabilities and are based on consistent principles.

2.4.6 Assignment of Professionals

KPMG in Malta has procedures in place to assign both the engagement leaders and other professionals to a specific engagement on the basis of their skill sets, relevant professional and industry experience, and the nature of the assignment or engagement.

Function heads are responsible for the engagement leader assignment process. Key considerations include partner experience and capacity, based on an annual partner portfolio review, to perform the engagement in view of the size, complexity and risk profile of the engagement and the type of support to be provided (i.e. the engagement team composition and specialist involvement).

Audit engagement leaders are required to be satisfied that their engagement teams have appropriate competencies, accreditation and capabilities including time, to perform audit engagements in accordance with KAM, professional standards and applicable legal and regulatory requirements. This may include involving specialists from our own firm or other KPMG member firms.

The Senior Partner, in consultation with the Heads of Audit and the Risk Management Partner, is responsible for assigning engagement leaders and engagement quality control reviewers in the case of audit engagements for public interest entities and certain higher risk non-public interest audit clients. These assignments, together with the partner rotation plan, are reviewed periodically by the Quality and Risk Management Committee.

The need for any specialists (e.g. tax, valuation, etc.) to be assigned to a particular engagement is specifically considered as part of the engagement acceptance/continuance process as well as during engagement planning.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement leader's considerations may include the following:

- an understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation
- an understanding of professional standards and legal and regulatory requirements

- > appropriate technical skills, including those related to relevant information technology and specialised areas of accounting or auditing
- > knowledge of relevant industries in which the client operates
- > ability to apply professional judgment
- > an understanding of KPMG in Malta's quality control policies and procedures
- > QPR results and results of regulatory inspections.

2.4.7 Employee Engagement

On an annual basis, KPMG in Malta invites all our people to participate in an independent Global People Survey (GPS) which measures our people's attitudes and provides an overall Employee Engagement Index (EEI) and Performance Excellence Index (PEI). The GPS also provides insights about what drives engagement across different demographic groups and how we are faring in selected categories. In alternate years we run a short form Pulse survey.

The results of GPS provide leadership with information about employee/partner perceptions about audit quality, tone at the top, and employee engagement and motivation; helping track progress against strategic priorities as well as providing warning indicators if there are areas of concern.

KPMG in Malta participates in the GPS, monitors results and takes appropriate actions to communicate and respond to the findings of the survey.

This includes monitoring GPS results against agreed targets relevant to:

- > audit quality and tone at the top - referred to in the GPS as 'leadership behavior'
- > employee engagement through the Employee Engagement Index (EEI)
- > employee performance through the Performance Excellence Index (PEI).

The results of the GPS are presented to the Global Board each year and appropriate follow-up actions agreed.

2.5 Commitment to technical excellence and quality service delivery

All KPMG professionals are provided with the technical training and support they need. This includes access to networks of specialists and professional practice departments which are made up of senior professionals with extensive experience in audit, reporting and risk management, either to provide resources to the engagement team or for consultation. At the same time, audit accreditation and licensing policies require professionals to have the appropriate knowledge and experience for their assigned engagements.

2.5.1 Professional training

In addition to personal development, discussed in section 3.4.2, our policies require all professionals to maintain their technical competence and to comply with applicable regulatory and professional development requirements.

Formal training

KPMG in Malta identifies annual training priorities for development and delivery using a blend of classroom, e-learning and virtual classroom methods. Audit Learning and Development teams work with subject matter experts and leaders from GSC, the ISG and DPP, as appropriate, to ensure the training is of the highest quality, is relevant to performance on the job and is delivered on a timely basis.

Mentoring and on the job training

Learning is not confined to the classroom — rich learning experiences are available at the moment of need through coaching and just-in-time learning, available at the click of a mouse and aligned with job specific role profiles and learning paths. All classroom courses are reinforced with appropriate performance support to assist auditors on the job.

2.5.2 Accreditation and licensing

All KPMG professionals are required to comply with applicable professional license rules and satisfy the Continuing Professional Development requirements in the jurisdiction where they practice. Policies and procedures are designed to ensure that those individuals that require a license to undertake their work are appropriately licensed.

We are responsible for ensuring that professionals working on engagements have appropriate audit, accounting and industry knowledge and experience in the local predominant financial reporting framework.

We require that all client service professionals maintain accreditation with their professional body and satisfy the continuing professional development requirements of the respective body and, where applicable, that they satisfy the Continuing Professional Education requirements as referred in Directive 1 Accountancy Profession (Continued Professional Education) issued in terms of the Accountancy Profession Act (CAP 281) as holders of the warrant of Certified Public Accountants of the Malta Institute of Accountants. Our policies and procedures are designed to ensure that those individuals that require a license to undertake their work are appropriately licensed.

We have specific accreditation requirements for many of our services (including Deal Advisory services) which ensure that only partners and employees with the appropriate training and experience are assigned to clients and are appropriately licensed where necessary.

In addition, we have specific requirements for partners and managers working on IFRS engagements in countries where IFRS is not the predominant financial reporting framework. Similar policies apply for US Generally Accepted Accounting Principles (US GAAP), US Generally Accepted Auditing Standards (US GAAS), and the Standards of the Public Company Accounting Oversight Board (PCAOB) for SEC and Internal Control Over Financial Reporting (ICOFR) engagements performed outside the US. These require that the partner, manager, and EQC reviewer have completed relevant training and that the engagement team, collectively, has sufficient experience to perform the engagement or has implemented appropriate safeguards to address any shortfalls.

2.5.3 Access to specialist networks

KPMG in Malta engagement teams have access to a network of specialists as well as specialists in other KPMG member firms. Engagement partners are responsible for ensuring that their engagement teams have the appropriate resources and skills.

The need for specialists (e.g. information technology, tax, valuation, treasury, actuarial, forensic) to be assigned to a specific audit engagement is considered as part of the audit engagement acceptance and continuance process.

Specialists who are members of an audit team are provided with training on audit concepts.

2.5.4 Consultation

We promote a culture in which consultation is recognised as a strength and that encourages personnel to consult on difficult or contentious matters. To assist audit engagement professionals in addressing difficult or contentious matters, protocols have been established for consultation and documentation of significant accounting and auditing matters, including procedures to facilitate resolution of differences of opinion on engagement issues.

Appropriate consultation support is provided to audit engagement professionals through professional practice resources that include a Department of Professional Practice (DPP). The Role of the DPP is crucial in terms of the support that it provides to the Audit Function. It provides technical guidance to client service professionals on specific engagement-related matters, develops and disseminates specific

topic-related guidance on emerging local technical and professional issues and disseminates international guidance on IFRS and ISAs.

Technical accounting and auditing support is available to all member firms through the GSC and the ISG as well as the US Capital Markets Group for SEC foreign registrants.

Global Services Centre (GSC)

The GSC develops, maintains and deploys KPMG's global audit methodology and technology-based tools used by KPMG audit professionals to facilitate effective and efficient Audits. It also provides auditing support, with emphasis on global quality and consistency.

International Standards Group (ISG)

The ISG works with Global IFRS and ISAs topic teams with geographic representation from around the world to promote consistency of interpretation of IFRS between member firms, identify emerging issues, and develop global guidance on a timely basis.

Further details about the GSC and ISG and its activities are available in the supplement to the KPMG International Transparency Report.

The firm has established protocols for consultation and documentation of significant accounting and auditing matters, including procedures to facilitate resolution of differences of opinion on engagement issues. Consultation with a team member at a higher level of responsibility than either of the differing parties usually resolves such differences. In other circumstances, the matter may be elevated through the chain of

responsibility for resolution by the Risk Management Partner and/or Senior Partner.

2.5.5 Developing business understanding and industry knowledge

A key part of quality is having a detailed understanding of the client's business and industry.

For significant industries, global audit sector leads are appointed to support the development of relevant industry information to audit professionals. A key element of this industry information which is made available to audit professionals within eAudit. This knowledge comprises examples of industry audit procedures and other information (such as typical risks and accounting processes). In addition, industry overviews are available which provide general and business information in respect of particular industries, as well as a summary of the industry knowledge provided in eAudit.

2.6 Performance of effective and efficient audits

How an audit is conducted is as important as the final result. KPMG in Malta people are expected to demonstrate certain key behaviors and follow certain policies and procedures in the performance of effective and efficient audits.

2.6.1 KPMG Audit Process

Our audit workflow is enabled through eAudit. KPMG International’s activity based workflow and electronic audit file, eAudit, integrates our audit methodology, guidance and industry knowledge, and the tools needed to manage audits consistently. Our high-quality audit process includes:

- > timely partner and manager involvement
- > timely access to the right knowledge – specialists, accredited individuals and relevant industry expertise
- > critical assessment of audit evidence
- > exercise of professional judgment and professional skepticism
- > ongoing mentoring, supervision and review
- > appropriately supported and documented conclusions
- > robust challenge and review, including EQC review.

2.6.1.1 Timely partner and manager involvement

To help identify and respond to the significant audit risks applicable to each audit, the engagement team requires an understanding of the client’s business, its financial position and the environment in which it operates.

The engagement leader is responsible for the overall quality of the audit engagement and therefore for the direction, supervision and performance of the engagement.

Involvement and leadership from the engagement leader during the planning process and early in the audit process helps set the appropriate scope and tone for the audit and helps the engagement team obtain maximum benefit from the partner’s experience and skill. Timely involvement of the engagement leader at other stages of the engagement allows the engagement partner to identify and appropriately address matters significant to the engagement, including critical areas of judgment, and significant risks.

The engagement leader is responsible for the final audit opinion and reviews key audit documentation – in particular, documentation relating to significant matters arising during the audit and conclusions reached. The engagement manager assists the partner in meeting these responsibilities and in the day-to-day liaison with the client and team, building a deep business understanding that helps the partner and team deliver valued insights.

2.6.1.2 Critical assessment of audit evidence with emphasis on professional scepticism

We consider all audit evidence obtained during the course of the audit, including consideration of contradictory or inconsistent audit evidence. The nature and extent of the audit evidence we gather is responsive to the assessed risks. We critically assess audit evidence obtained from all sources. For the purpose of obtaining sufficient appropriate audit evidence each team member is required to exercise

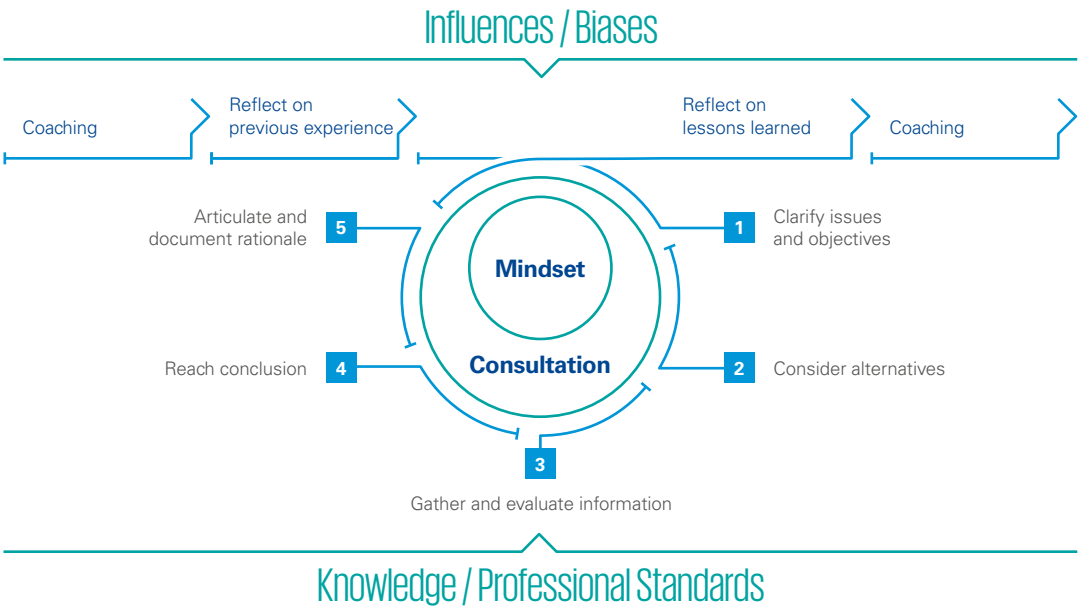
professional judgment and maintain professional scepticism throughout the audit engagement. Professional scepticism involves a questioning mind and alertness to contradictions or inconsistencies in audit evidence. Professional scepticism features prominently throughout auditing standards and receives significant focus from regulators. The KPMG Audit Quality Framework emphasises the importance of maintaining an attitude of professional scepticism throughout the audit.

KPMG professional judgment process facilitates good judgment by introducing a structured approach to auditing areas that require significant judgment. It also reinforces the importance of independence and objectivity and emphasises the importance of having the right mindset - the need to apply professional skepticism.

Our professional judgment process recognizes the need to be aware of, and alert to, biases which may pose threats to good judgment. The structured approach to auditing areas that require significant judgment involves:

- > considering alternatives
- > critically assessing audit evidence by challenging management’s assumptions and following up contradictory or inconsistent information
- > documenting the rationale for conclusions reached on a timely basis as a means of evaluating their completeness and appropriateness.

The use of the professional judgment process and the application of professional skepticism is reinforced through coaching and training, acknowledging that judgment is a skill developed over time and with different experiences.



2.6.1.3 Ongoing mentoring and on the job coaching, supervision and review

We understand that skills build over time and through exposure to different experiences. To invest in the building of skills and capabilities of KPMG professionals, without compromising on quality, KPMG in Malta promotes a continuous learning environment and supports a coaching culture.

Ongoing mentoring and supervision during an audit involves:

- > engagement partner participation in planning discussions
- > tracking the progress of the audit engagement
- > considering the competence and capabilities of the individual members of the engagement team, including whether they have sufficient time to carry out their work, whether they understand the instructions, and whether the work is being carried out in accordance with the planned approach to the engagement
- > helping engagement team members address any significant matters that arise during the audit, and modifying the planned approach appropriately
- > identifying matters for consultation with more experienced team members during the engagement.

A key part of effective mentoring and supervision, is the timely review of the work performed so that significant matters are promptly identified, discussed and addressed.

2.6.1.4 Appropriately supported and documented conclusions

KPMG in Malta uses the KAM and KPMG International's electronic audit tool, eAudit, to provide guidance, mechanisms for and documentation of, the supervision and control of the audit engagement.

Audit documentation records the audit procedures performed, evidence obtained and conclusions reached on significant matters on each audit engagement. KPMG policies require review of documentation by more experienced engagement team members.

The key principle that engagement team members are required to consider is whether an experienced auditor, having no previous connection with the engagement, will understand:

- > the nature, timing, and extent of audit procedures performed to comply with the ISAs and KAM
- > applicable legal and regulatory requirements
- > the results of the procedures performed, and the audit evidence obtained
- > significant findings and issues arising during the audit, and actions taken to address them (including additional audit evidence obtained)
- > the basis for the conclusions reached, and significant professional judgements made in reaching those conclusions.

KAM recognises that, documentation prepared on a timely basis helps to enhance the quality of the audit and facilitates the effective review and evaluation of the audit evidence obtained and conclusions reached before our report is finalised. Teams are required to assemble a complete and final set of audit

documentation for retention within an appropriate time period, which is ordinarily not more than 60 calendar days from the date of the auditor's report but may be more restrictive under certain applicable regulations.

2.6.1.5 Appropriate involvement of the EQC reviewer

EQC reviewers are independent of the engagement team and have appropriate experience and knowledge to perform an objective review of the more critical decisions and judgments made by the engagement team. They are experienced audit professionals who are independent of the engagement team. They provide an objective review of the more critical and judgmental elements of the audit and appropriateness of the financial statements

An EQC reviewer is required to be appointed for the audits, including any related review(s) of interim financial information, of all listed entities, non-listed entities with a high public profile, engagements that require an EQC review under applicable laws or regulations, and other engagements as designated by the risk management partner or country head of audit. The EQC review takes place before the date of the auditor's report and includes, among other matters:

- > review of selected audit documentation relating to the significant judgments the engagement team made and the conclusions it reached
- > Review of the financial statements and proposed auditor's report
- > Evaluation of the conclusions reached in formulating the auditor's report and considerations of whether the proposed report is appropriate.

Although the engagement partner is ultimately responsible for the resolution of financial reporting and auditing matters, the EQC reviewer must be satisfied that all significant questions raised have been resolved before an audit can be considered to be completed.

KPMG in Malta is continually seeking to strengthen and improve the role that the EQC reviewer plays in audits as this is a fundamental part of the system of audit quality control. In recent years a number of actions have been taken to reinforce this, including:

- > issuing leading practices guidance focusing on reviewer competencies and capabilities and on ongoing support provided to EQC reviewers
- > incorporating specific procedures in eAudit to facilitate effective reviews
- > implementing policies relating to recognition, nomination and development of EQC reviewers, as well as monitoring and assessing the nature, timing and extent of their involvement.

2.6.1.6 Reporting

Auditing standards and the requirements of the Companies Act (CAP 386) largely dictate the format and content of the auditors' report that includes an opinion on the fair presentation in all material respects. Experienced engagement partners form all audit opinions based on the audit performed.

In preparing audit reports, engagement leaders have access to extensive reporting guidance and technical support to audit partners through consultations with DPPs, especially where there are significant matters to be reported to users of the audit report (e.g. a modification to the opinion or through the inclusion of an emphasis of matter or other matter paragraph).

Effective for December 2016 year ends onward, in compliance with the new IAASB requirements, we are enhancing auditor reporting for those auditors' reports prepared under the ISAs. The changes in auditors' reporting will give users more insight into the audit and improve transparency.

2.6.1.7 Insightful, open and honest two-way communication

Two-way communication with those charged with governance, often identified as the audit committee, is key to audit quality and a key aspect of reporting and service delivery.

At KPMG in Malta, we stress the importance of keeping those charged with governance informed of issues arising throughout the audit, the need to listen and understand their views. We achieve this through a combination of reports and presentations,

attendance at audit committee or board meetings, and when appropriate, ongoing informal discussions with management and members of the audit committee.

Communications with audit committees include:

- > an overview of the planned scope and timing of the audit, which includes communicating significant risks identified
- > significant findings from the audit which may include control deficiencies and audit misstatements
- > an annual written communication that states the engagement team and KPMG has complied with relevant independence requirements; describes all relationships and other matters between KPMG and the audit client that, in our professional judgment, may reasonably be thought to bear on independence; and states related safeguards we have applied to eliminate (or reduce to an acceptable level) identified threats to independence.

We ensure such communications meet the requirements of professional standards.

Audit Committee Institute

In recognition of the demanding and important role that audit committees play for the capital markets and also of the challenges that they face in meeting their responsibilities, our Audit Committee Institute ('ACI') aims to help audit committee members enhance their commitment and ability to implement effective audit committee processes. The ACI operates in 35 countries across the globe and provides audit committee members with authoritative guidance on matters of interest to audit committees as well as

the opportunity to network with their peers during an extensive programme of technical updates and awareness seminars.

The ACI's offerings cover the array of challenges facing Audit Committees and businesses today – from Risk Management and emerging technologies to strategy and global compliance.

2.6.1.8 Focus on effectiveness of group audits

Our audit methodology, KAM, covers the conduct of group audits in detail. We stress the importance of effective two-way communication between the group engagement team and the component auditors, which is a key to audit quality. The group audit engagement partner is required to evaluate the competence of component auditors, whether or not they are KPMG member firms, as part of the engagement acceptance process.

Consistent methodology and tools are used across the KPMG network. Lead audit engagement partners are provided with information on component auditors within the KPMG network to help them evaluate their competence and capabilities. In addition, for PCAOB engagement, the results of relevant inspections related to the KPMG component member firms are made available to the lead audit engagement partner.

Lead audit engagement partners may review component auditor engagement documentation in person or obtain electronic access.

2.6.2 Client confidentiality, information security and data privacy

We take the issue of client confidentiality very seriously. The importance of maintaining confidentiality is continually emphasised through a variety of mechanisms included in our Code of Conduct, training and the annual affidavit/confirmation processes, that all professionals are required to complete.

We have a formal document retention policy concerning the retention period for audit documentation, and other records relevant to an engagement in accordance with the relevant IESBA requirements as well as other applicable laws, standards and regulations.

We have clear policies on information security and the protection of confidential information which cover a wide range of areas. Data privacy policies are in place governing the handling of personal information, and associated training is required for all KPMG in Malta personnel.

2.7 Commitment to continuous improvement

We commit to continually improve the quality, consistency and efficiency of our audits. Integrated quality monitoring and compliance programmes enable member firms to identify quality deficiencies, to perform root cause analysis and develop, implement and report remedial action plans both in respect of individual audit engagements and the member firm’s system of quality control. KPMG International’s integrated quality and monitoring programs include the Quality Performance Review (QPR) program, the Risk Compliance Program (RCP) and the Global Compliance Review (GCR) program.

The quality monitoring and compliance programmes are globally administered and consistent in their approach across member firms, including the nature and extent of testing and reporting. KPMG in Malta compares the results of internal monitoring programs with the results of those of any external inspection programs and take appropriate action.

of whether our system of quality control has been appropriately designed, effectively implemented, and operates effectively.

Two KPMG International developed and administered inspection programs are conducted annually across the Audit, Tax, and Advisory functions, QPR and RCP.

2.7.1 Monitoring

2.7.1.1 Internal monitoring and compliance programs

Our monitoring programs evaluate both:

- > engagement performance in compliance with the applicable standards, applicable laws and regulation and KPMG International policies and procedures
- > KPMG in Malta compliance with KPMG International policies and procedures and the relevance, adequacy and effective operation of key quality control policies and procedures.

The results and lessons from the integrated monitoring programmes are communicated internally and the overall results and lessons from the programmes are considered and appropriate action is taken at local, regional and global levels. Our internal monitoring programme also contributes to the assessment

Additionally, all member firms are covered at least every 3 years by the cross-functional GCR program. Participating in QPR, RCP and GCR is a condition of ongoing membership of the KPMG network.

Audit Quality performance reviews (QPRs)

The QPR programme assesses engagement level performance and identifies opportunities to improve engagement quality.

Risk-based Approach

Each engagement leader is reviewed at least once in a three-year cycle. A risk-based approach is used to select engagements.

KPMG in Malta conducts the annual QPR program in accordance with global QPR instructions. The reviews are performed at KPMG in Malta level and are

monitored regionally and globally. Member firm Audit QPR reviews are overseen by a senior lead reviewer independent from the member firm.

Reviewer selection, preparation and process

There are robust criteria for the selection of reviewers. Review teams include senior experienced lead reviewers that are independent of the member firm under review.

Training is provided to review teams and others overseeing the process, with a focus on topics of concern identified by audit oversight regulators and the need to be as rigorous as external reviewers.

Evaluations from Audit QPR

Consistent criteria are used to determine engagement ratings and member firm Audit practice evaluations.

Audit engagements selected for review are rated as ‘Satisfactory’, ‘Performance Improvement Needed’ or ‘Unsatisfactory’.

Reporting

Findings from the QPR program are disseminated to member firm professionals through written communications, internal training tools, and periodic partner, manager and staff meetings. These areas are also emphasised in subsequent inspection programmes to gauge the extent of continuous improvement.

Lead audit engagement partners are notified of less than satisfactory engagement ratings on their

respective cross-border engagements. Additionally, lead audit engagement partners of parent companies / head offices are notified where a subsidiary/ affiliate of their client group is audited by a member firm, where significant quality issues have been identified during the QPR.

Risk Compliance Programme (“RCP”)

KPMG International develops and maintains quality control policies and processes that apply to all member firms. These policies and processes, and their related procedures, include the requirements of ISQC 1. During the annual RCP, we perform a robust assessment program consisting of documentation of quality controls and procedures, related compliance testing and reporting of exceptions, action plans and conclusions.

The objectives of the RCP are to:

- > monitor, document and assess the extent of compliance of KPMG in Malta system of quality control with Global Quality & Risk Management policies and key legal and regulatory requirements relating to the delivery of professional services
- > provide the basis for KPMG in Malta to evaluate that the firm and its personnel comply with relevant professional standards and applicable legal and regulatory requirements.

Where deficiencies are identified, we are required to develop appropriate action plans.

Global Compliance Review (GCR) programs

Each member firm is subject to a GCR conducted by the global GCR team, independent of the member firm, at least once in a 3 year cycle.

The GCR provides independent oversight of our assessment of our system of quality control, including:

- > our commitment to quality and risk management (tone at the top) and the extent to which the overall structure, governance and financing support and henceforth reinforce this commitment
- > the completeness and robustness of our RCP.

The GCR team performing the reviews is independent of KPMG in Malta, objective and knowledgeable of Global Quality and Risk Management policies.

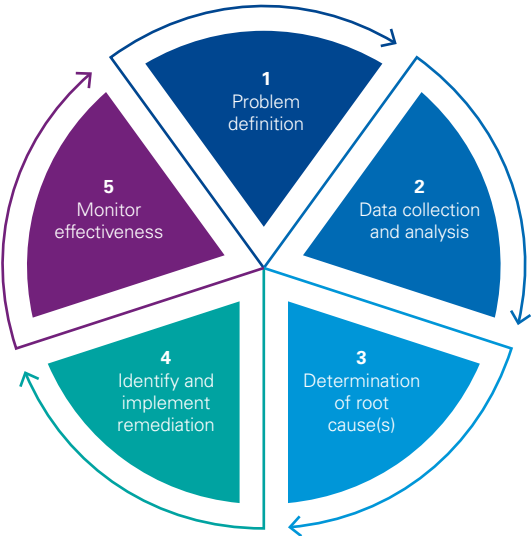
We develop action plans to respond to all GCR findings and agree these with the GCR team. Our progress on action plans is monitored by a global GCR central team. Results are reported to the Global Quality & Risk Management Steering Group (GQRMSG), and where necessary to appropriate KPMG International and regional leadership, to ensure timely remedial actions.

Root Cause Analysis (RCA)

KPMG in Malta performs root cause analysis to identify and address audit quality issues in order to prevent them from recurring and help identify good practices as part of continuous improvement. In 2016, RCA training based on our Global RCA 5 Step Principles was attended by those individuals at KPMG in Malta who will be performing RCA or directing those performing RCA. The training provides a common platform for

advancing the practices and skills associated with resourcing, planning and conducting RCA.

The Global RCA 5 Step Principles are as follows:



It is the responsibility of member firms to perform RCA and thereby identify and subsequently develop appropriate remediation plans for the audit quality issues identified.

KPMG in Malta’s Head of Audit is responsible for the development and implementation of action plans as a result of RCA, including identification of solution owners. The Risk Management Partner monitors their implementation.

Recommendations for improvements

At a global level, through the GAQIC and the GQRMSG, KPMG International reviews the results of the quality monitoring programs, analyses member firm root causes and action plans and develops additional global actions as required.

The GAQIC considers network-wide issues arising from internal quality control reviews and external inspections, monitors progress being made in addressing audit quality issues and makes recommendations to the GASG on audit quality issues.

Global remediation plans to date include holistic actions aimed at culture and behavior and at driving consistent engagement team performance. The global actions also include training, tools and guidance to drive consistency, ensure we have the fundamentals right and that best practice is shared across the network.

2.7.1.2 External feedback and dialogue

The Quality Assurance Oversight Committee forming part of the Accountancy Board within the Ministry of Finance, the Economy and Investment, performs quality reviews of audit practitioners in Malta. Our firm was reviewed in 2015 and the final report was issued in the first quarter of 2016. No issues were identified that have a material impact on the conduct of our statutory audits.

2.7.1.3 Client feedback

We proactively seek feedback from clients through in-person conversations and third-party surveys to monitor their satisfaction with services delivered. We endeavour to take this feedback and make dynamic changes at both the engagement level and firm level to meet clients’ needs.

In addition, we have procedures in place for addressing complaints relating to the quality of our work.

2.7.1.4 Monitoring of Complaints

We have procedures in place for monitoring and addressing complaints received relating to the quality of our work. These procedures are detailed on our operating firms’ websites /in our general terms of business.

3 Financial Information

3.1 Revenue

Fee revenue (including disbursements) earned by the firm for services provided in 2016 together with comparative numbers for 2015 are summarised in the table below.

2016 Revenue	2016		2015	
	€ '000	%	€ '000	%
Revenue from audit services	5,533	35%	5,715	36.8%
Revenue from tax and advisory services	10,285	65%	9,821	63.2%
	15,818	100%	15,536	100%

The total revenue is divided as follows:

	€ '000
Revenues from the statutory audit of annual and consolidated financial statements of public interest entities and entities belonging to a group of undertakings whose parent undertaking is a public interest entity	1,135
Revenues from the statutory audit of annual and consolidated financial statements of other entities	4,398
Revenues from permitted non-audit services to entities that are audited by the statutory auditor or the audit firm	4,241
Revenues from non-audit services to other entities	6,044

The total fees earned by the firm during 2016 from its largest audit client group is 2.28%.

Note that Revenue earned from the secondment of audit professionals to the audit function of

other KPMG member firms are included as part of revenue from audit services. All other secondment revenue is included under the revenue from tax and advisory services.

4 Partner remuneration

4.1 Partners' profit share

Partners are remunerated solely out of the whole profits of the firm and are personally responsible for funding pensions and most other benefits.

There are three elements to partner remuneration:

- > Base component – a proportion of the firm's budgeted profits are allocated to partners as base component. The amount of base component reflects the role and seniority of each partner
- > Performance related remuneration – rewards performance in the year by each partner against individual objectives previously agreed
- > Residual profit share – the residual profits are shared by the partners in accordance with the terms of the partnership agreement.

There is transparency among partners over the total income allocated to each partner.

4.2 Drawings

During the year, partners receive monthly drawings (the amount being dependent on their level of base component) together with additional distributions of profits from time to time. The timing of the additional distributions of profits is dependent on the firm's working capital requirements.

4.3 Remuneration of directors

Directors are salaried employees of the firm and receive a fixed salary plus performance related bonuses.

5 Network arrangements

5.1 Legal Structure

The independent member firms of the KPMG network are affiliated with KPMG International, a Swiss cooperative which is a legal entity formed under Swiss law.

KPMG International carries on business activities for the overall benefit of the KPMG network of member firms but does not provide professional services to clients. Professional services to clients are exclusively provided by member firms.

One of the main purposes of KPMG International is to facilitate the provision by member firms of high-quality Audit, Tax, and Advisory services to their clients. For example, KPMG International establishes and facilitates the implementation and maintenance of uniform policies, standards of work and conduct by member

firms, and protects and enhances the use of the KPMG name and brand.

KPMG International is an entity that is legally separate from each member firm. KPMG International and the member firms are not a global partnership, joint venture, or in a principal or agent relationship or partnership with each other. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

5.2 Responsibilities and obligations of member firms

Under agreements with KPMG International, member firms are required to comply with KPMG International's policies and regulations including quality standards governing how they operate and how they provide services to clients to compete effectively. This includes having a firm structure that ensures continuity and stability and is able to adopt global strategies, share resources (incoming and outgoing), service multinational clients, manage risk, and deploy global methodologies and tools.

Each member firm takes responsibility for its management and the quality of its work.

Member firms commit to a common set of KPMG Values.

KPMG International's activities are funded by amounts paid by member firms. The basis for calculating

such amounts is approved by the Global Board and consistently applied to the member firms. A firm's status, as a KPMG member firm, and its participation in the KPMG network may be terminated if, among other things, it has not complied with the policies and regulations set by KPMG International or any of its other obligations owed to KPMG International.

5.3 Professional Indemnity Insurance

A substantial level of insurance cover is maintained in respect of professional negligence claims. The cover provides a territorial coverage on a worldwide basis

and is principally written through a captive insurer that is available to all KPMG member firms.

5.4 Governance structure

The key governance and management bodies of KPMG International are the Global Council, the Global Board, and the Global Management Team.

Global Council

The Global Council focuses on high-level governance tasks and provides a forum for open discussion and communication among member firms.

It performs functions equivalent to a shareholders' meeting (albeit KPMG International has no share capital and, therefore, only has members, not shareholders).

Among other things, the Global Council elects the Global Chairman and also approves the appointment of Global Board members. It includes representation from 58 member firms that are "members" of KPMG International as a matter of Swiss law. Sublicenses are generally indirectly represented by a member.

Global Board

The Global Board is the principal governance and oversight body of KPMG International. The key responsibilities of the Global Board include approving strategy, protecting and enhancing the KPMG brand, overseeing management of KPMG International, and approving policies and regulations. It also admits member firms and ratifies the Global Chairman's appointment of the Global Deputy Chairman.

The Global Board includes the Global Chairman, the Global Deputy Chairman, the Chairman of each of the 3 regions (the Americas; Asia Pacific (ASPAC); and Europe, the Middle East, and Africa (EMA)) and a number of senior partners of member firms.

It is led by the Global Chairman, who is supported by the Executive Committee, consisting of the Global Chairman, the Global Deputy Chairman, the Chairman of each of the regions and currently four other senior partners of member firms. The list of Global Board members, as at 1 October 2016 is available in the International Annual Review.

One of the other Global Board members is elected as the lead director by those Global Board members who are not also members of the Executive Committee of the Global Board ("non-executive" members). A key role of the lead director is to act as liaison between the Global Chairman and the "non-executive" Global Board members.

Global Management Team

The Global Board has delegated certain responsibilities to the Global Management Team. These responsibilities include developing global strategy by working together with the Executive Committee. The Global Management Team also supports the member firms in their execution of the global strategy and is responsible for holding them accountable for commitments.

It is led by the Global Deputy Chairman and includes the Global Chairman, the Global Chief Operating Officer, global function and infrastructure heads, and the General Counsel.

The list of Global Management Team members as at 1 October 2016 is available in the International Annual Review.

Global Steering Groups

The Global Steering Groups work closely with regional and member firm leadership to:

- > establish and communicate appropriate audit and quality/risk management policies

- > enable effective and efficient risk processes to promote audit quality
- > proactively identify and mitigate critical risks to the network.

The Global Steering Groups act under the oversight of the Global Management Team. The roles of the Global Audit Steering Group and the Global Quality & Risk Management Steering Group are detailed in the KPMG International Transparency Report.

Each member firm is part of one of 3 regions (the Americas, ASPAC, and EMA). Each region has a Regional Board comprising a regional chairman, regional chief operating or executive officer, representation from any sub-regions, and other members as appropriate. Each Regional Board focuses specifically on the needs of member firms within their region and assists in the implementation of KPMG International's policies and processes within the region.

Further details about KPMG International including the governance arrangements, can be found in KPMG International Transparency Report.

5.5 Area Quality and Risk Management Leaders

The Global Head of Quality, Risk and Regulatory appoints Area Quality & Risk Management Leaders who:

- > assess the effectiveness of a member firm's quality and risk management efforts to identify and mitigate significant risks to the member firm and network, and actively monitor alignment with global quality and risk management strategies and priorities

- > share leading best practices in quality and risk management
- > report to Global Head of Quality, Risk and Regulatory.

Statement by the Partnership Board of KPMG in Malta on the effectiveness of quality controls and independence

The measures and procedures that serve as the basis for the system of quality control for KPMG in Malta outlined in this report aim to provide a reasonable degree of assurance that the statutory audits carried out by our firm comply with the applicable laws and regulations. Because of its inherent limitations, the system of quality controls is not intended to provide absolute assurance that non-compliance with relevant laws and regulations would be prevented or detected.

The Partnership Board of KPMG in Malta has considered:

- > the design and operation of the quality control systems as described in this report
- > the findings from the various compliance programmes operated by our firm (including the KPMG International Review Programs as described in section 2.1.1 and our local compliance monitoring programmes)
- > findings from regulatory inspections and subsequent follow up and/or remedial actions.

Taking all of this evidence together, the Partnership Board of KPMG in Malta confirms with a reasonable level of assurance that the systems of quality control within our firm have operated effectively in the year to 31 December 2016.

Further, the Partnership Board of KPMG in Malta confirms that an internal review of independence compliance within our firm has been conducted in the year to 31 December 2016.

6 Public interest entities (PIEs)

The definition of a PIE is that given by the Accountancy Profession Act (cap. 281). In accordance with this definition, public interest entities comprise (a) those entities whose transferable securities are admitted to trading on a regulated market of any Member State; (b) credit institutions; (c) insurance undertakings; and (d) any other entity as may be prescribed by the Accountancy Board (the Accountancy Board has to date not specified any such additional entities). In addition, the firm carries out audits for several other entities, which though not PIEs by definition are nevertheless entities of significant public interest.

Notes — List of PIE audit clients

*Refers to table on opposite page

- ^(a) Based in Gibraltar operating a branch in Malta.
- ^(b) Bank incorporated in the Netherlands operating a branch in Malta.
- ^(c) Changed name from Deutsche Bank (Malta) Ltd to Deutsche Malta Company Ltd in July 2016. Entity was placed into voluntary liquidation on 9 December 2016.
- ^(d) First audit report will be issued in 2018.
- ^(e) Metatron Capital SICAV plc was listed on the Malta Stock Exchange on 19 July 2016.
- ^(f) TTC SICAV plc was listed on the Malta Stock Exchange on 19 September 2016.

List of PIE audit clients

Name	Audit Report issued in 2016	Listed Equities	Listed Corporate Bonds	Listed Funds	Credit Institutions	Insurance Companies
ACL Fund SICAV p.l.c.	✓			✓		
Argus Insurance Company (Europe) Limited ^(a)	✓					✓
Bank of Valletta p.l.c.	✓	✓	✓		✓	
Bavaria Reinsurance Malta Ltd	✓					✓
Credit Europe Bank NV ^(b)	✓				✓	
Deutsche Malta Company Ltd ^(c)	✓				✓	
ECCM Bank Plc	✓				✓	
European Insurance Solution PCC Limited	✓					✓
FIMBank p.l.c.	✓	✓			✓	
Fresenius Medical Care Global Insurance Limited ^(d)						✓
Grand Harbour Marina p.l.c.	✓	✓	✓			
Izola Bank p.l.c.	✓		✓		✓	
Liberty Global Insurance Company Limited	✓					✓
Mapfre Middlesea p.l.c.	✓	✓				✓
Mapfre MSV Life p.l.c.	✓					✓
Medserv p.l.c.	✓	✓	✓			
Metatron Capital SICAV plc ^(e)	✓			✓		
Munich Re of Malta p.l.c.	✓					✓
Orlen Insurance Ltd	✓					✓
Pilatus Bank Limited	✓				✓	
Platinum Insurance Ltd	✓					✓
R&Q Insurance (Malta) Limited	✓					✓
RS2 Software p.l.c.	✓	✓				
Satabank P.L.C.	✓				✓	
St Julians Insurance Co Ltd	✓					✓
TTC SICAV plc ^(f)	✓			✓		

Appendix – Partners & Directors



Mark Bamber

Partner, Advisory Services

Mark is an advisory partner, leading the firm's Management Consulting advisory team. Mark has been a partner for 14 years.



Juanita Bencini

Partner, Advisory Services

Juanita heads the Risk Consulting advisory team in Malta and is also Head of Risk Consulting for KIG. Juanita chairs the Institute of Financial Services Practitioners. She has been a partner for 11 years.



Juanita Brockdorff

Partner, Tax Services

Juanita, a lawyer, is a partner in the tax function and focuses on international and European taxation. She is a council member of the Institute of Financial Services Practitioners.



David Caruana

Partner, Advisory Services
Risk Management Partner
Member of the EMC
Compliance Principal

David leads the firm's Deal Advisory and the Accounting Advisory Services teams. A partner for 14 years, he is the firm's Risk Management Partner. David is the Compliance Principal in terms of the Accountancy Profession Act (CAP 281) as well as the firm's Money Laundering Reporting Officer (MLRO). David is also Head of Ethics & Independence for KIG.



John Ellul Sullivan

Partner, Tax Services

John has been appointed Partner with effect from 1 January 2017. John advises a variety of multinationals and high net worth individuals on their international corporate structures, as well as focuses on advising retirement scheme administrators on their operations in Malta. He has been employed with the firm since 2007.



Doreen Fenech

Partner, Tax Services

Doreen was appointed partner with effect from 1 January 2015. She has 18 years of experience in domestic and international tax.

Partners & Directors



Hilary Galea-Lauri

Head of Audit –
Technical and Quality Matters
Member of the EMC

Hilary is an audit partner and the lead technical partner on IFRS and the KPMG audit methodology. Hilary chairs the firm's Department of Professional Practice (DPP) and Professional Practice Committee (PPC). He sits on the Quality and Risk Management Committee, and has been a partner for 18 years.



Noel Mizzi

Head of Audit – Operations
Member of the EMC

Noel is an audit partner specialising in financial services. He forms part of the firm's DPP and PPC Committee. He has been a partner for 18 years.



Eric Muscat

Partner, Advisory Services

Eric is the partner responsible for IT Advisory services. He has been a partner for 18 years.



Anthony Pace

Partner, Tax Services
Head of Finance
Member of the EMC

Anthony is a partner in the tax function, specialising in indirect taxation. He has been a partner for 14 years.



David Pace

Partner, Advisory Services

David was appointed partner with effect from 1 January 2015 within the Deal Advisory team, which he joined in 2002. He is actively involved in assisting with business negotiations and has a lead role in the firm's Merger and Acquisition service offering.



Pierre Portelli

Partner, Tax Services
HR Partner
Member of the EMC

Pierre is a partner in the tax function and heads the corporate services team. He has been a partner of the firm for 20 years. Pierre is also the Firm's Human Resources Partner.



Giles Schembri

Partner, Audit Services

Giles is a partner in the audit department. Over the past 21 years he has principally practiced within the firm's audit function in Malta and in Milan. He forms part of the firm's PPC (area specialist).



André Zarb

Head of Tax Services
Member of the EMC

André assumed responsibility for the tax function in Malta in 1993, and became a partner in 1994. He Chairs the firm's Business development Committee.



Tonio Zarb

Senior Partner
Head of Advisory Services
Chairs EMC

Tonio was appointed as the firm's Senior Partner with effect from October 2012 and chairs the Executive Management Committee. He also leads the firm's advisory services function. He has been a partner for 28 years.



Hermione Arciola

Director, Advisory Services

Hermione is a director in the advisory function, focusing principally on corporate finance and transaction services. She joined the Deal Advisory team in 2007 and was appointed director in January 2014.



Alex Azzopardi

Director, Advisory Services

Alex was appointed director with effect from 1 January 2016. He currently leads the firm's provision of Internal Audit Services to a diversified portfolio of local and international clients. He is also involved in the provision of regulatory advisory services to a number of banking and insurance clients. Alex serves as secretary to the committee of the Malta Forum for Internal Auditors.



Norbert Bugeja

Director, Audit Services

Norbert has been a director in the audit department since 2010 specialising in financial services and forms part of the firm's PPC (area specialist). He has been employed with the firm since 1989.

Partners & Directors



Sarah Camilleri

Director, Advisory Services

Sarah was appointed director with effect from 1 January 2016. She drives the Investment Service and Funds' offering across audit, tax and advisory within the firm. Sarah is also a committee member of the Malta Funds Industry Association and a member of the IFSP.



Clifford Delia

Director, Accounting Support Services

Clifford was appointed director with effect from 1 January 2017. He currently leads the firm's accounting and payroll support service lines. Clifford joined the Accountancy Support Services team in 2008 following a number of years working within the Audit function in Malta and Ireland. His major focus is now centred around advising and assisting international and local clients in financial reporting, indirect taxation and payroll.



Jonathan Dingli

Director, Advisory Services

Jonathan was appointed director with effect from 1 January 2015. He leads a team of professionals within the Accounting Advisory Services (AAS) Team at KPMG in Malta.



Claude Ellul

Director, Audit Services

Claude was appointed director with effect from 1 January 2016. He joined the audit function in 2003. He is specialised in the financial services sector.



Darren Govus

Director, Audit Services

Darren is a director in the financial services audit department. He forms part of the firm's PPC (area specialist) and provides accounting training, particularly in relation to financial instruments. Darren has been with the firm for 21 years.



Jan Grech

Director, Advisory Services

Jan leads a team of multi-disciplinary advisory professionals within the Management Consulting practice. He first joined the firm in 1987.



Kevin Mifsud

Director, Audit Services
RMP / EIP Delegate

Kevin is a director in the audit department, with expertise in financial services, telecommunications and software development and forms part of the firm's PPC (area specialist). He has been employed with the firm since 1998. In 2015, Kevin was appointed designate to the firm's Risk Management Partner and Ethics and Independence Partner and is heavily involved in ensuring the firm's compliance with its risk management guidelines and policies.



Malcolm Pace Debono

Director, Advisory Services

Malcolm was appointed director with effect from 1 January 2017. He has over 11 years of experience in recruitment and talent management. In 2010, Malcolm established P5+ Management, a consultancy firm specialising in Talent Management, Recruitment Consultancy, Management Consulting and Project Management Services. P5+ Management is based upon the P5+ core values that include Passion, Perseverance, Positivity, Performance and Pride.



Paul Pace Ross

Director, Tax Services

Paul was appointed director with effect from 1 January 2015, forming part of the firm's Tax services. Over the years, he led numerous cross-border engagements and he now leads a multi-disciplinary team of professionals advising clients on corporate restructuring, mergers, continuations, exit strategies and other reorganisation projects. He has been employed with the firm since 2002.



Mario J. Vella

Director, Advisory Services

Mario J. Vella is a director forming part of the firm's Deal Advisory team. His main area of focus is leading the financing service line, which includes providing advice and assistance to corporate clients in structuring and arranging financing for their projects and operations. Mario joined the firm after a career spanning 44 years with one of Malta's leading banks.



Simon Xuereb

Director, Tax Services

Simon was appointed director with effect from 1 January 2016. He has been actively involved in the ongoing development and broadcasting of KPMG in Malta's Private client and Global Mobility Services offering and today leads a multi-disciplinary team of professionals. He is also actively involved in the development of this service offering at a global level and currently chairs the High-Net worth Migration working group for KPMG.



Raymond Azzopardi

Consultant

Raymond retired from the partnership on 31 December 2014, after 26 years' experience as an audit partner in the firm's financial services audit team.

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