



KPMG Taseer Hadi & Co.  
Chartered Accountants

# KPMG Pakistan Transparency Report - 2017

# Contents

Message from Senior Partner	4
1 Who we are	5
<b>1.1 Our business</b>	5
<b>1.2 Our strategy</b>	5
2 Our structure and governance	5
<b>2.1 Legal structure and ownership</b>	5
<b>2.2 Name, ownership and Legal Relationships</b>	5
<b>2.3 Responsibilities and Obligations of member firms</b>	6
<b>2.4 Governance structure</b>	6
3 System of quality control	6
<b>3.1 Tone at the Top</b>	8
<b>3.2 Association with the right clients</b>	10
<b>3.3 Clear standards and robust audit tools</b>	12
<b>3.4 Recruitment, development and assignment of appropriately qualified personnel</b>	19
<b>3.5 Commitment to technical excellence and quality service delivery</b>	21
<b>3.6 Performance of effective and efficient audits</b>	23
<b>3.7 Commitment to continuous improvement</b>	28
4 Public Interest Audit Client	32
5 Financial information	32
<b>5.1 KPMG Network Revenue</b>	32
<b>5.2 KPMGTH Revenue</b>	33
6 Partner remuneration	33
<b>6.1 Partners' profit share</b>	33
<b>6.2 Drawings</b>	33
7 Network arrangements	34
<b>7.1 Legal Structure</b>	34
<b>7.2 Responsibilities and obligations of member firms</b>	34
<b>7.3 Professional Indemnity Insurance</b>	34
<b>7.4 Governance structure</b>	34
<b>7.5 Area Quality &amp; Risk Management Leaders</b>	36
8 Statement by the Board of KPMG Taseer Hadi & Co on the effectiveness of quality controls and independence	37
9 Appendices	38
A 1. KPMG's Values	38
A 2. List of KPMG Audit entities located in EU & EEA	39





w

s

z

## Message from Senior Partner

The Transparency Report for the year ended 30 June 2017 is being produced in accordance with the requirements of Article 40 of the European Union Statutory Audit Directive. It contains the process that KPMG Taseer Hadi & Co. (KPMGTH) follows to uphold its professional responsibilities and describes the legal and governance structure and its approach to quality control. KPMGTH is committed to audit quality and delivering value to its clients in an ethical manner. It provides a detailed description of how we demonstrate not only our commitment to audit quality and

integrity, but the comprehensive approach to achieving it that is vital to meeting not only the global standards set by KPMG International, but local professional and ethical standards as well.

KPMGTH provides a wide range of audit, tax and advisory services to clients. The quality and integrity of our people and our work is paramount to everything we do. The strength of our reputation underpins the value which using our services adds for our clients.

**A. Husain A. Basrai**

*Senior Partner*

Throughout this document, "KPMG" ("we," "our," and "us") refers to KPMG International Cooperative ("KPMG International"), a Swiss entity, and/or to any one or more of the member firms of the KPMG network of independent firms affiliated with KPMG International. KPMG International provides no client services.

## 1 Who we are

### 1.1 Our business

KPMG Taseer Hadi & Co. (KPMGTH) is a professional services firm that delivers Audit, Tax and Advisory services. We operate out of three offices across Pakistan and had an average of 1,697 personnel in the year to 30 June 2017 (2016: 1,606).

Full details of the services offered by KPMGTH can be found on our website: [www.KPMG.com.pk](http://www.KPMG.com.pk).

### 1.2 Our strategy

Our strategy is set by the KPMGTH Board and has remained consistent for sometime. It has determined that our overall ambition remains to be the number one multi-disciplinary professional services firm in Pakistan.

The KPMGTH Board has determined that a commitment to ethics and quality is a priority which is engrained in our governance, culture and approach to client service.

Our strategy is in line with KPMG International's strategy which can be viewed at [KPMGI Transparency Report 2016](#).

## 2 Our structure and governance

### 2.1 Legal structure and ownership

KPMGTH is owned by local partners and is a partnership firm formed under Partnership Act, 1932 and regulated under the bye laws of The Institute of Chartered Accountants of Pakistan (ICAP).

During the year to 30 June 2017, there was an average of 33 Partners / Executive Directors in KPMGTH (2016: 32 partners).

KPMGTH 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 organizations. KPMG International's structure is designed to support consistency of service quality and adherence to agreed values wherever the member firms operate.

### 2.2 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.

## 2.3 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 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 ([see section 3.1](#)).

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.

## 2.4 Governance structure

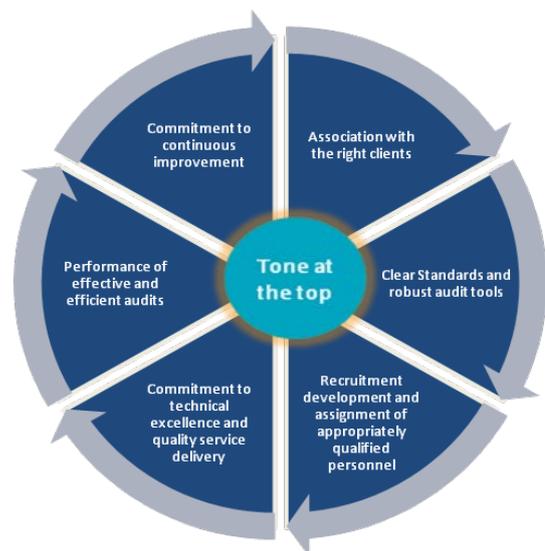
KPMGTH apply high standards of corporate governance.

The Partnership (all partners) elects a Senior Partner and a Board. The Board comprises of eight elected members as well as the Senior Partner. The Board and Senior Partner are elected for three years term. The Board is responsible for overall management of the partnership including operating and financial performance, annual business plans and budget, major business proposals, marketing, technology development, recruitment and retention,

compensation, nomination and quality, risk and compliance policies.

The Board meets on a regular basis around the year. The Senior Partner is also the Chairman of the Board. The Senior Partner is responsible for the day to day management of the Partnership and dealing with operational matters under the overall guidance and direction of the Board. The Senior Partner is responsible for ensuring that the Board members receive accurate, timely and clear information and ensuring effective communication and relationships with the members at large. The Senior Partner also acts as the international contact partner and represents KPMGTH on international forums and to external agencies.

The Senior Partner has appointed a board member as the Risk Management and Ethics and Independence Partner who leads a dedicated Risk Management Department.



## 3 System of quality control

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 & 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 1 (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.

KPMGTH implements KPMG International policies and procedures and adopts additional policies and procedures that are designed to address rules and standards issued by ICAP and other relevant regulators as well as local legal and other requirements.

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. KPMGTH is required to implement changes specified in the e-mail alerts and this is checked through internal monitoring

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

The system of quality control applies to KPMGTH 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 what we do to enable the delivery of quality audits.

### *Audit Quality Framework*

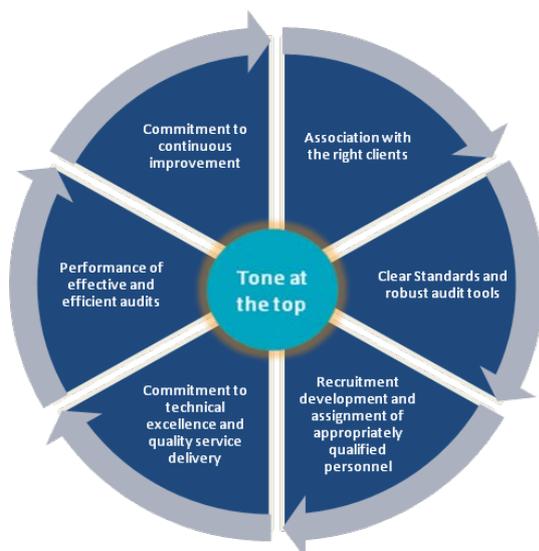
At KPMGTH audit quality is not just about reaching the right opinion, but how that opinion is reached. It is about the processes, thought and integrity behind the audit report. We view the outcome of a quality audit as the delivery of an appropriate and independent opinion in compliance with the auditing 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 utilizes 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.

The 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 our entire 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 drivers is described in more detail in the following sections of this report.



### 3.1 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 and enables the right attitudes and behaviors 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 KPMGTH leadership demonstrates commitment to 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 KPMGTH. Individuals are encouraged to raise their concerns when they see behaviors 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. Our Values are set out in Appendix A1.

#### 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 KPMGTH 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 KPMGTH policies
- report any illegal acts, whether committed by KPMGTH 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, KPMGTH has launched a hotline which is available through our intranet to all personnel. The hotline enables them to raise any issue or concerns with regard to compliance with our Code of Conduct and KPMG values directly to the Senior Partner of the Firm without any fear or concern about any retaliation. The hotline has been designed to ensure full confidentiality and protection of identity and all issues raised are given top priority.

A [KPMG International hotline](#) is also available for KPMG personnel, clients, and other parties to confidentially report concerns they have relating to certain areas of activity by KPMG International itself, those who work for KPMG International, or the senior leadership of a KPMG member firm.

### 3.1.1 Leadership responsibilities for quality and risk management

KPMGTH demonstrates commitment to quality, ethics and integrity, and communicate their 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 - written and video communications, presentations to teams and one-to-one discussions.

The following entities and individuals have leadership responsibilities for quality and risk management at KPMGTH.

In accordance with the principles in ISQC1, the KPMGTH Board has assumed ultimate responsibility for the firm's system of quality control. A key aspect of the firm's culture is a commitment to quality. The Board and Senior Partner help create a culture of quality within the firm through a number of mechanisms. The quality message is also reinforced in communications from leadership including the Senior Partner and by explicitly rewarding high-quality work. KPMGTH is part of KPMG International's Europe, Middle East and Asia (EMA) region and Middle East South Asia (MESA) sub-region.

The level of involvement and responsibility includes:

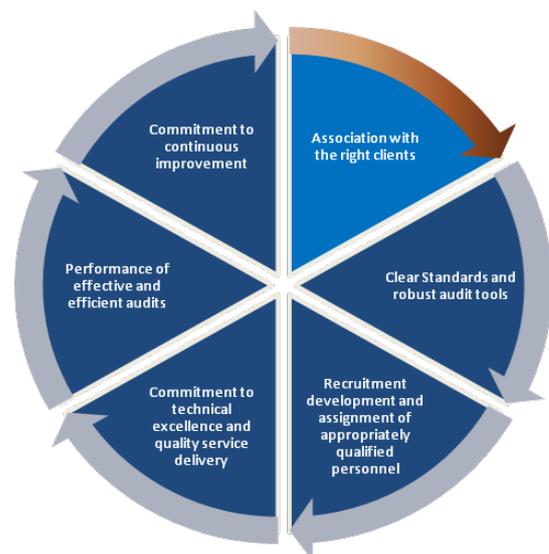
- **The Board and Senior Partner** approves the establishment of quality and compliance procedures including the compliance with laws, rules, regulations, and professional standards. They also monitor the firm's compliance with these procedures on a regular basis.

- **Risk Management Partner**  
Operational responsibility for the system of quality control, risk management and compliance in KPMGTH has been delegated to the Risk Management and Ethics and Independence Partner who is responsible for setting overall professional risk management and quality control policies and monitoring compliance for firm. He has a seat on the Board and has a direct reporting line to the Senior Partner. He consults with the appointed Area Quality and Risk Management Leader. The fact that the role is a Board position, and seniority of the reporting lines, underlines the importance that the Board places on risk and quality issues. The National Risk Manager Partner is supported by a team of partners and professionals in each of the functions.

- **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 National 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.

KPMGTH Head of Audit is 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 skepticism, objectivity, and independence;
- developing and implementing strategies to monitor and maintain knowledge and skills required of partners and employees to fulfill their professional responsibilities; and
- 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.



### 3.2 Association with the right clients

#### 3.2.1 Acceptance and continuance of clients and engagements

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

international has established policies and procedures which all member firms have implemented in order to decide whether to accept or continue a client relationship and whether to perform specific engagement for a particular client.

### 3.2.2 Prospective client and engagement evaluation process

Before accepting a client, KPMGTH undertake an evaluation of the 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 at a prospective client and the evaluation considers breaches of law and regulation, anti-bribery and corruption and human rights among the factors to consider. A second partner, as well as the evaluating partner, approves the prospective client evaluation. Where the client is considered to be 'high risk', the Risk Management Partner or his 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 staff the engagement. The

evaluation is made in consultation with other senior KPMGTH personnel and includes review by 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 additional independence restrictions apply following a change in the circumstances of the client.

We follow specific procedures (detailed further [Independence clearance process](#)) 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 or 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.

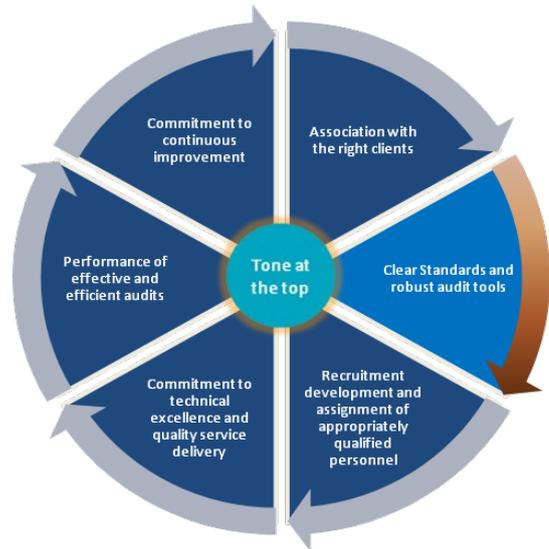
A prospective client or engagement will be declined if a potential independence or conflict issue cannot be resolved satisfactorily in accordance with professional and firm standards, or if there are other quality and risk issues that cannot be appropriately mitigated.

### 3.2.3 Continuance process

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

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 consider it would not be appropriate to continue to be associated 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).



### 3.2.4 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.

### 3.2.5 Client portfolio management

Our leadership appoints engagement partners who have the appropriate competence, capabilities, time and authority to perform the role for each engagement.

## 3.3 Clear standards and robust audit tools

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

### 3.3.1 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 Service Centre (GSC), is based on the requirements of the International Standards on Auditing (ISAs). The methodology is set out in KPMG International's KPMG Audit Manual (KAM) and includes additional requirements that go beyond the ISAs, and which KPMG believes enhance the quality of our audits. KPMG member firms may add local requirements and/or guidance in KAM to comply with

additional professional, legal, or regulatory requirements.

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

eAudit'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 eAudit workflow are:

#### *Engagement setup*

- Perform engagement acceptance and scoping
- Determine team selection and timetable

#### *Risk assessment*

- understand the entity;
- identify and assess risks
- plan for involvement of KPMG specialists and external experts, internal audit, service organizations 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), and;
- 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 skepticism 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, and 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 Global Q&R M Manual that is applicable to all KPMG member firms, functions and personnel.

### 3.3.2 Independence, integrity, ethics and objectivity

#### *Overview*

KPMG International have detailed independence policies and procedures, incorporating the requirements of the IESBA Code of Ethics together with those of other applicable regulatory bodies (which may include those of a foreign jurisdiction where those requirements apply extraterritorially). 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 Institute of Chartered Accountants of Pakistan (ICAP), Securities and Exchange Commission of Pakistan (SECP) and other regulatory authorities.

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 network's audit clients, their management, directors, and significant owners.

KPMGTH 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 implement 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 described [in section 3.7.1](#).

KPMGTH 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 our 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.

#### *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.

KPMGTH professionals are responsible for making appropriate inquiries and taking other appropriate actions on an on-going 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 2017 over 83 of our people were subject to these audits (this included approximately 24% of our partners).

### *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 KPMGTH 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 KPMGTH professionals by audit clients.

### *Firm financial Independence*

KPMGTH also use KICS to record their own investments in SEC entities and affiliates (including funds), and in locally listed companies and funds, direct and material indirect investments held in pension, 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, KPMGTH confirms compliance with independence requirements as part of the Risk Compliance Program.

### *Business relationships / suppliers*

KPMGTH 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 independence requirements.

### *Independence Clearance process*

KPMGTH 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.

### *Independence training and confirmations*

KPMGTH provide 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 the earlier of;

- a) thirty days after joining KPMGTH or,
- b) before providing any services to and SEC client or its affiliate

We also provide all personnel with training on the Code of Conduct and ethical behavior, 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 3 months 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.

### *Non-audit services*

We have policies, which are consistent with IESBA principles and applicable laws and regulations, the "list of prohibited services" issued by ICAP, the Code of Corporate Governance contained in Listing Regulations and with other applicable laws and regulations, which address the scope of services that can be provided to audit clients.

We establish and maintain a process to review and approve all new and modified services that are developed by the KPMGTH 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.

### *Fee dependency*

KPMG International's policies recognize 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 were to represent more than 10% 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 client.
- a senior partner from another operating firm would be appointed as the engagement quality control reviewer

No audit client accounted for more than 10% of the total fees received by our firm over the last two years.

### *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.

### *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 the independence policies, whether identified in the compliance review, self-declared or otherwise, professionals are

subject to an independence disciplinary policy.

KPMGTH 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.

#### *Compliance with laws, regulations, and anti-bribery and corruption*

Compliance with laws, regulation and standards is a key aspect for all KPMGTH personnel. In particular, KPMGTH 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, professional standards and the KPMG Code of Conduct is required to be completed by client facing professionals at a minimum of once every two years, with new hires completing such training within three months of joining our firm. 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

required to participate in anti-bribery training.

Further information on KPMG International anti-bribery and corruption can be found on [the anti-bribery and corruption site](#).

#### *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.

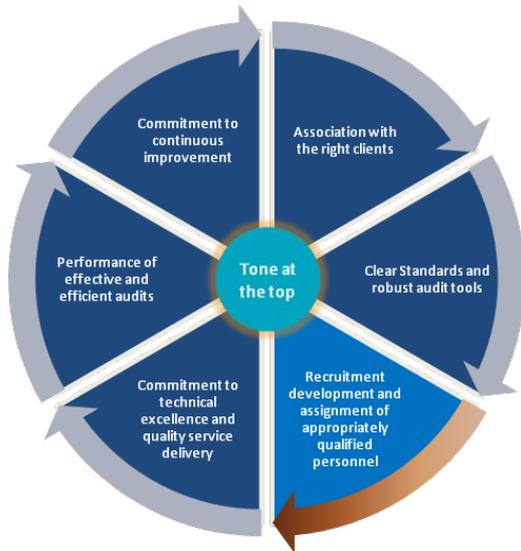
KPMGTH partners are subject to periodic rotation of their responsibilities for audit clients under applicable laws, regulations, independence rules and KPMG International policy. These requirements place limits on the number of consecutive years that partners in certain roles may provide statutory audit 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.

KPMGTH 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**

KPMGTH is required to act for a financial institution audit client for a maximum period of 5 years and not to act as auditor for such clients for a 3 years thereafter, referred to as the ‘cooling off

period'. KPMGTH has processes in place to track and manage audit firm rotation.



### 3.4 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 on our vision. This requires recruitment, promotion and retention of professionals and a robust capacity and resource management processes. KPMG's global behaviors, 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 behaviors is 'Delivering Quality'.

#### 3.4.1 Recruitment

All candidates submit an application and are employed following a variety of selection processes, which may include application screening, competency-based interviews and qualification / reference checks.

KPMGTH recruited over 145 new people in the year ended 30 June 2017 (2016: approximately 242).

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

KPMGTH also recruits significant numbers at an experienced hire level.

#### 3.4.2 Personal development

It is important that all professionals have the necessary business and leadership skills to be able to perform quality work in addition to technical skills [\(sec 3.5.1\)](#). In relation to the audit, opportunities are provided for professionals to develop the skills, behaviors, and personal qualities that form the foundations of a successful career in auditing. Courses are available to enhance personal effectiveness and develop technical, leadership, and business skills.

KPMGTH professionals are developed further for high performance through coaching and mentoring on the job, stretch assignments, and country rotational and global mobility opportunities.

#### 3.4.3 Inclusion and Diversity programs

KPMGTH work hard to 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 organization and the diversity of KPMGTH 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.

### 3.4.4 Evaluation, compensation and promotion

KPMGTH professionals, including partners, annual goal-setting and performance reviews. Each professional is evaluated their agreed-upon goals, demonstration of the KPMG global behaviors 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

#### *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.

KPMGTH monitors quality and compliance incidents and maintain quality metrics for the purposes of partner assignments and also for the purposes of partner evaluation, promotion and remuneration.

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

### 3.4.5 Partner admissions

Our process for admission to partnership is rigorous and thorough, involving appropriate members of leadership. 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.

### 3.4.6 Assignment of personnel

KPMGTH has procedures in place to assign both the engagement partners and other professionals to a specific engagement on the basis of his or her skill sets, relevant professional and industry experience, and the nature of the assignment or engagement. Function heads are responsible for the partner 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, the 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 partners 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 KPMG member firms.

When considering the appropriate competence and capabilities expected of the engagement team as a whole, the engagement partner'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 specialized areas of accounting or auditing
- knowledge of relevant industries in which the client operates
- ability to apply professional judgment, and
- an understanding of KPMG's quality control policies and procedures.

### 3.4.7 QPR results and results of regulatory inspections. Employee Engagement

Biennially KPMGTH invite 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.

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.

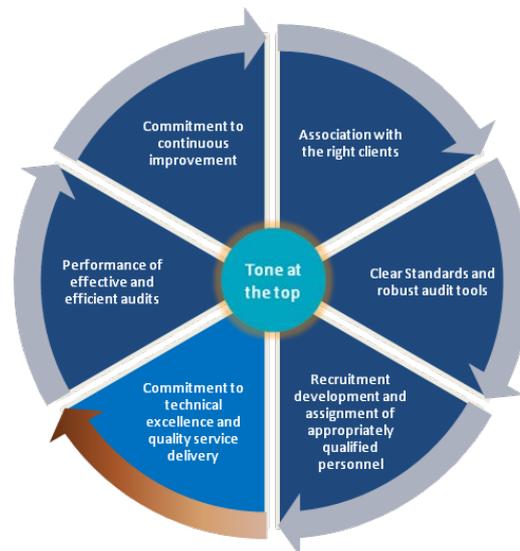
KPMGTH participate in the GPS, monitor results and take appropriate actions to communicate and respond to the findings of the survey.

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.



### 3.5 Commitment to technical excellence and quality service delivery

All KPMGTH professionals with the technical training and support they need. This includes access to networks of specialists and professional practice departments ("DPP"), 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 we use our audit accreditation and licensing policies to require professionals to have the appropriate knowledge and experience for their assigned engagements.

#### 3.5.1 Professional training

In addition to personal development discussed at 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*

Audit Learning and Development steering groups at the global, regional and where applicable, KPMGTH identify annual technical 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 International Standards Group (ISG) and Department of Professional Practice (DPP), as appropriate, to ensure the training is of the highest quality, 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.

## 3.5.2 Accreditation and licensing

All KPMG professionals are required to comply with applicable professional license rules and satisfy the Continuing Professional Development (CPD) 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 audit professionals working on engagements have appropriate audit, accounting and industry knowledge, and

experience in the local predominant financial reporting framework.

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.

## 3.5.3 Access to specialist networks

KPMGTH engagement teams have access to a network of local KPMG specialists or 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, Treasury, Actuarial, Forensic, Valuation) to be assigned to a specific audit engagement is considered as part of the audit engagement acceptance and continuance process.

## 3.5.4 Consultation

We promote a culture in which consultation is recognized 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) or equivalent.

Technical accounting and auditing support is available to our firm through MESA DPP, the International Standards Group (ISG) as well as the US Capital Markets Group for work on 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)*

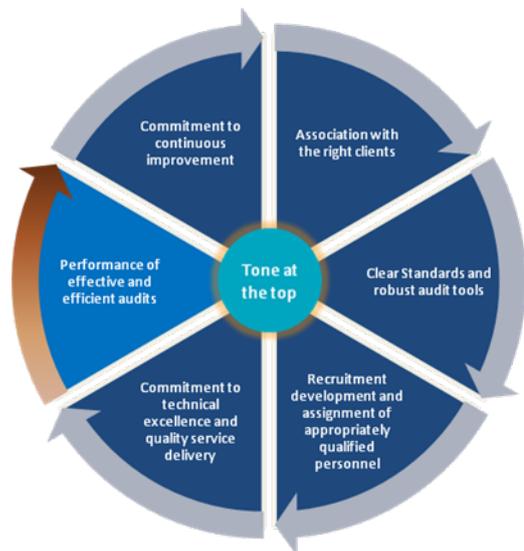
The ISG works with Global IFRS and ISAs topic teams with geographic representation from around the world to promote consistency of interpretation of IFRS between member firms, identify emerging issues, and develop global guidance on a timely basis.

Further details about the GSC and ISG and its activities are available in the [supplement to the KPMG International Transparency Report](#).

### 3.5.5 Developing business understanding and industry knowledge

A key part of engagement 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 which is made available to audit professionals within eAuditIT. 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 eAuditIT.



### 3.6 Performance of effective and efficient audits

#### 3.6.1 KPMG Audit Process

Our audit workflow is enabled through eAuditIT, KPMG International’s activity based workflow and electronic audit file. eAuditIT 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.

#### *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 partner 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 partner 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 partner 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 partner 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.

#### *Critical assessment of audit evidence with emphasis on professional skepticism*

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. The analysis of the audit evidence requires each of our team members to exercise professional judgment and maintain professional skepticism to obtain sufficient appropriate audit evidence.

Professional skepticism involves a questioning mind and alertness to contradictions or inconsistencies in audit evidence. Professional skepticism features prominently throughout auditing standards and receives significant focus from regulators. The KPMGTH Audit Quality Framework emphasizes the importance of maintaining an attitude of professional skepticism 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 emphasizes the importance of having the right mind-set - 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; and
- 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.

#### *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 our professionals, without compromising on quality, KPMGTH promotes a continuous learning environment. We support a coaching culture throughout KPMG as part of enabling personnel to achieve their full potential.

Ongoing mentoring and on-the-job coaching 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 their 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, coaching, and supervision is timely review of the work performed so that significant matters are promptly identified, discussed and addressed.

#### *Appropriately supported and documented conclusions*

KPMGTH 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.

KAM recognizes 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 finalized. 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 auditors' report but may be more restrictive under certain applicable regulations.

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 judgments made in reaching those conclusions.

#### *Appropriate involvement of the Engagement Quality Control reviewer (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 and the 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 significant judgments the engagement team made and the conclusions it reached;
- review of the financial statements and proposed auditor's report; and
- evaluation of the conclusions reached in formulating the auditors' report and consideration 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.

KPMGTH 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.

### *Reporting*

Auditing standards, Companies Ordinance, 1984 and other Special Companies Regulations, largely dictate the format and content of the audit report that includes an opinion on the fair presentation of the client's financial statements in all material respects. Experienced engagement partners arrive at all audit opinions based on the audit performed.

In preparing audit reports, engagement partners have access to extensive reporting guidance and technical support to audit 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)

### *Insightful, open and honest two-way communication with those charged with governance*

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 KPMGTH 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 program 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.

*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 engagements, 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.

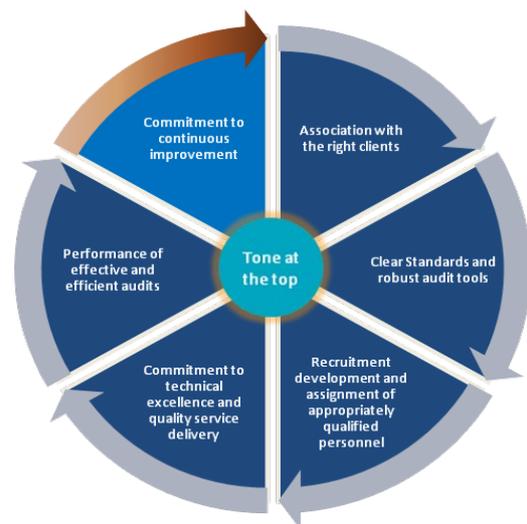
**3.6.2 Client confidentiality, information security and data privacy**

The importance of maintaining client confidentiality is emphasized through a variety of mechanisms including the Code of Conduct, training, and the annual affidavit/confirmation process, that all of our 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.

Our firm has clear policies on information security that 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 KPMGTH personnel.



**3.7 Commitment to continuous improvement**

We commit to continually improve the quality, consistency and efficiency of our audits. Integrated quality monitoring and compliance programs 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 programs are globally administered and consistent in their approach across member firms, including the nature and extent of testing and reporting. KPMGTH compare the results of internal monitoring programs with the results of those of any external inspection programs and take appropriate action.

### 3.7.1 Monitoring

#### *Internal monitoring*

Our monitoring programs evaluate both:

- engagement performance in compliance with the applicable standards, applicable laws and regulation and KPMG International policies and procedures
- KPMGTH 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 programs are communicated internally, and the overall results and lessons from the programs are considered and appropriate action is taken at local, regional and global levels. Our internal monitoring program also contributes to the assessment 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, the Quality Performance Review (QPR) Programme and Risk Compliance Programme (RCP).

Additionally, all member firms are covered at least every 3 years by the cross functional GCR program.

Participation in QPR, RCP and GCR is a condition of ongoing membership of the KPMG network.

#### *Audit Quality Performance Reviews (QPRs)*

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

#### **Risk-based approach**

Each engagement leader is reviewed at least once in a 3- year cycle. A risk-based approach is used to select engagements.

KPMGTH conducts the annual QPR program in accordance with global QPR instructions. The reviews are performed at KPMGTH level and are monitored regionally and globally. Member firm Audit QPR reviews are overseen by a senior experienced lead reviewer independent from the member firm.

#### **Reviewer selection, preparation and process**

There are robust criteria for 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 emphasized in subsequent inspection programs 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 Program (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 [KPMGTH system of quality control with Global Quality & Risk Management policies and key legal and regulatory requirements relating to the delivery of professional services; and
- provide the basis for KPMGTH 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 actions plans.

#### *Global Compliance Review Programs (GCRs)*

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 reinforce this commitment; and
- the completeness and robustness of our RCP.

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

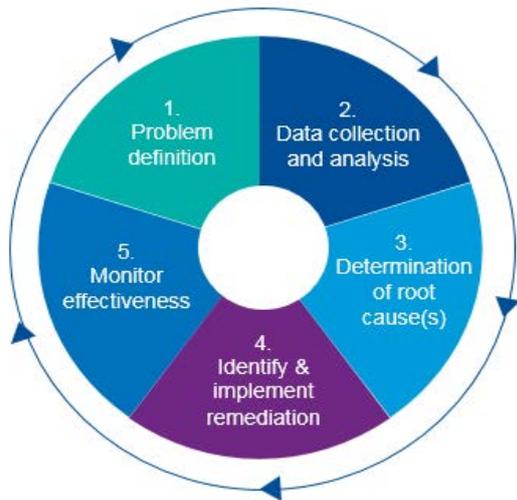
We develop action plans to respond to all GCR findings and agree these with the GCR team. Our progress on action plans is monitored by a global GCR central team. Results are reported to the Global Quality & Risk Management Steering Group (GQRMSG), and where necessary to appropriate KPMG International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

#### *Root cause Analysis (RCA)*

KPMGTH 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 KPMGTH 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.

KPMGTH's Head of Audit is responsible for the development and implementation of action plans as a results of RCA including identification of solution owners. The Risk Management Partner monitors their implementation.

#### *External monitoring*

KPMGTH, being a firm registered with The Institute of Chartered Accountants of Pakistan is also subject to a Quality Control Review (QCR) by ICAP.

#### *Quality Assurance Board*

Every firm registered with ICAP and conducting audits of financial

statements of listed entities is required to undergo a QCR organized by the Quality Assurance Board after every two and half years.

The Quality Control Board comprises of 11 members including the Chairman. The Chairman is member of the institute. Council of the institute nominates five members who are the members of the institute out of which two members are from industry while three are audit partners from practicing firms. One member is nominated by the State Bank of Pakistan. Four members are nominated by The Securities and Exchange Commission of Pakistan (SECP) Out of which at least two are members of the institute. One member is nominated by the stock exchange. These members can be both the practicing members and members from the industry. The Board performs its function and discharge its responsibilities in accordance with Quality Control Framework independent of the council.

QCR is carried out by following a set of procedures, which provide assurance on the standard of audit work performed by members in practice. Working paper files of specific audit engagements are selected from a list of audit clients of the firm, and are reviewed to determine the audit report issued by the firm in respect of reviewed client(s), was supported or not supported by appropriate audit evidence.

The selection of audit engagements is made in such a manner that at least twenty five percent of all audit partners, as well as all office locations engaged in audit practice, are covered in the review.

None of the external inspections have identified any issues that have a material impact on the conduct of our statutory audit business.

### *Audit Oversight Board*

An independent Audit Oversight Board (AOB) is established in the public interest by Securities and Exchange Commission of Pakistan (SECP) and Institute of Chartered Accountants of Pakistan (ICAP), in line with international standards. Its functions, among many others, includes registration and de-registration of audit firms, which intend to carry out audit of public interest companies and oversight and review of the Quality Assurance Board of the Institute of Chartered Accountants of Pakistan (ICAP).

AOB comprise of seven members including its chairman. The members and the chairman of AOB shall be appointed by the Federal Government on the recommendation of the nominating committee.

### 3.7.2 Recommendations for improvements

At a global level, through the GAQIC and the GORMSG, KPMG International reviews the results of the quality monitoring programs, analyzes 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.

### 3.7.3 External Feedback and dialogue

#### *Regulator*

Quality Assurance Board completed their work on the last quality assurance review of KPMGTH on 07 March 2016 and issued the certificate of assessment on 26 May 2016.

#### *Client Feedback*

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

#### *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 in our general terms of business.

## 4 Public Interest Audit Client

During the period covered by this Transparency Report, KPMGTH has signed an audit report for Oil and Gas Development Company Limited (OGDCL) that has transferable securities listed on a regulated market in United Kingdom.

## 5 Financial information

### 5.1 KPMG Network Revenue

For the year ended 30th September 2016, KPMG member firms reported total global revenues of **US\$25.42 bn**.

Total revenues generated by KPMG statutory auditors and audit firms, from EU and EEA Member States resulting from the statutory audit of annual and consolidated financial statements was

**Euro 2.6 billion** during the year ending 30th September 2016.

Revenues for the year ended 30th September 2017 will be published in December 2017 on [kpmg.com](http://kpmg.com), and contained within the 2017 KPMG International Annual Review. An updated statement of EU/EEA statutory audit revenues for the 12 months to 30th September 2017 will be available within the KPMG International Transparency Report, also to be published in December 2017 on [kpmg.com](http://kpmg.com).

A list of KPMG network firms and sole practitioner statutory auditors in European Union/ European Economic Area Member States is detailed in

Appendix A2 – <https://home.kpmg.com/xx/en/home/about/governance/list-of-kpmg-eu-eea-audit-firms.html>

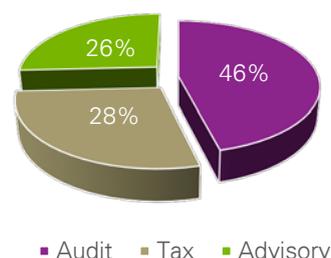
All figures presented to the best extent calculable and translated at the average exchange rate prevailing in the 12 months ended 30th September 2016 (and 30th September 2017 for the updated numbers to be published in the KPMG International Transparency Report).

## 5.2 KPMGTH Revenue

KPMGTH revenues from the statutory audit for the year ended June 30, 2017.

	<b>PKR. Thousand</b>
- Revenue from audit of statutory and consolidated financial statements of non-EU audit clients listed in EU i.e. OGDCL	<b>6,177</b>
- Total other revenue	<b>1,717,517</b>

## Revenue - For the year ended 30 June 2017



## 6 Partner remuneration

### 6.1 Partners' profit share

The majority of partners are equity partners and their share of profit is determined at the time of admission as a full partner or when there is a change in the partnership. The compensation of other partners is determined by the senior partner and approved by partnership. A proportion of profit is offered as incentive to partners performing exceptionally. The Board decides on the proportion of profit to be offered as incentive and evaluates partner's performance. Audit partner remuneration setting takes no account of the level of non-audit services provided to the partner's audit clients.

Partner's compensation takes in to account quality and ethics incidents.

### 6.2 Drawings

During the year, Partners working within KPMGTH received monthly drawings, and from time to time, additional profit distributions. The level and timing of the additional distributions are decided by the board, taking into account cash requirements for operating and investing activities. All such drawings and profit distributions to partners represent payments on account of current year profits.

## 7 Network arrangements

### 7.1 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 and 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.

### 7.2 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 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.

### 7.3 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.

### 7.4 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. Sub-licensees 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 deputy chairman, the global chief operations 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; and
- 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 its Transparency Report, which is available at the following link:

<https://www.kpmg.com/Global/en/about/governance/Pages/transparency-report.aspx>

## 7.5 Area Quality & 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; and
- report to Global Head of – Quality, Risk and Regulatory.

## **8 Statement by the Board of KPMG Taseer Hadi & Co on the effectiveness of quality controls and independence**

The measures and procedures that serve as the basis for the system of quality control for KPMGTH outlined in this report aim to provide a reasonable degree of assurance that the statutory audits carried out by our firm complies 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 Board of KPMGTH has considered:

- the design and operation of the quality control systems as described in this report
- the findings from the various compliance programs operated by our firm (including the KPMG International Review Programs as described in section [3.7.1](#) and our local compliance monitoring programs); and
- findings from regulatory inspections and subsequent follow up and/or remedial actions.

Taking all of this evidence together, the Board of KPMGTH confirms with a reasonable level of assurance that the systems of quality control within our firm have operated effectively in the year to 30 June 2017.

Further, the Board of KPMGTH confirms that an internal review of independence compliance within our firm has been conducted in the year to 30 June 2017.

### **A. Husain A. Basrai**

*Senior Partner*

For and on behalf of KPMG Taseer Hadi & Co.

Karachi, 31 October 2017

## 9 Appendices

### A 1. KPMG's Values

#### KPMG Values

KPMG people work together to deliver value to clients. We believe strongly in a common set of shared values which guide our behavior when dealing with both clients and each other:

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

## A 2. List of KPMG Audit entities located in EU & EEA

This is a list of KPMG audit firms as defined in Article 2 (3) of EU Directive 2006/43/EC which are located in EU/EEA countries. It has been prepared solely for the purpose of compliance by KPMG member firms with Regulation (EU) No 537/2014 on specific requirements regarding statutory audit of public-interest entities and repealing Commission Decision 2005/909/EC. It is prepared by KPMG International Cooperative ('KPMGI'), a Swiss entity which provides no professional services to clients. To the best of our knowledge, the list is accurate as of 30 June 2017. However, we cannot and do not warrant its accuracy at any given time. <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:02014R0537-20140616&from=EN>

Location	Firm Name
Austria	KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Wien)
Austria	KPMG Alpen-Treuhand GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Linz)
Austria	KPMG Alpen-Treuhand GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Wien)
Austria	KPMG Austria GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Linz)
Austria	KPMG Niederösterreich GmbH, Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
Austria	Plan Treuhand GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Linz)
Austria	Plan Treuhand GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft (Wien)
Austria	Securitas Revisions- und Treuhandgesellschaft m.b.H.
Austria	T&A Wirtschaftsprüfungs- und Steuerberatungsgesellschaft mbH
Austria	Treuhand - Salzburg GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
Austria	K 17 Wirtschaftsprüfungs GmbH
Austria	K 41 Wirtschaftsprüfungs GmbH
Austria	KPMG Wirtschaftsprüfungs- und Steuerberatungs GmbH
Austria	KPMG Burgenland Wirtschaftstreuhand GmbH
Austria	SKP Schüßling, Kofler & Partner GmbH Wirtschaftsprüfungs- und Steuerberatungsgesellschaft
Austria	THS Wirtschaftsprüfungs- und Steuerberatungsgesellschaft m.b.H.
Belgium	KPMG Bedrijfsrevisoren/KPMG Réviseurs d'Entreprises
Bulgaria	KPMG Bulgaria OOD
Croatia	KPMG Croatia d.o.o. za reviziju
Cyprus	KPMG Limited
Czech Republic	KPMG Ceska republika Audit, s.r.o.
Denmark	KPMG P/S
Estonia	KPMG Baltics OÜ
Finland	KPMG Oy Ab
Finland	KPMG Julkishallinnon Palvelut Oy
France	Avignon Experts Comptables
France	CEGEST
France	FUTIN Associés
France	KPMG Audit DFA S.A.S.
France	KPMG Audit Est S.A.S.
France	KPMG Audit FS I S.A.S.
France	KPMG Audit ID S.A.S.
France	KPMG Audit IS S.A.S.
France	KPMG Audit Nord S.A.S.
France	KPMG Audit Normandie S.A.S.
France	KPMG Audit Ouest S.A.S.
France	KPMG Audit Paris et Centre S.A.S.
France	KPMG Audit Rhône Alpes Auvergne S.A.S.

Location	Firm Name
France	KPMG Audit Sud-Est S.A.S.
France	KPMG Audit Sud-Ouest S.A.S.
France	KPMG SA
France	KPMG Tartaroli
France	SALUSTRO REYDEL S.A.
France	SAS de Commissaires aux Comptes Berthoud Coldefy Chabaliér
France	SEGEC
France	SGADG
Germany	KPMG AG Wirtschaftsprüfungsgesellschaft
Germany	ATH Allgemeine Treuhandgesellschaft mbH Wirtschaftsprüfungsgesellschaft
Germany	EUREVISIO GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft
Germany	KPMG Bayerische Treuhandgesellschaft Aktiengesellschaft Wirtschaftsprüfungsgesellschaft
Germany	KPMG Prüfungs-und Beratungsgesellschaft für den Öffentlichen Sektor Aktiengesellschaft
Gibraltar	KPMG Limited
Greece	KPMG Certified Auditors AE
Hungary	KPMG Hungária Kft./KPMG Hungary Ltd.
Iceland	KPMG ehf.
Ireland	KPMG
Italy	KPMG S.p.A.
Italy	KPMG Audit S.p.A.
Latvia	KPMG Baltics SIA
Liechtenstein	KPMG (Liechtenstein) AG
Lithuania	'KPMG Baltics' UAB
Luxembourg	KPMG Luxembourg
Malta	KPMG
Netherlands	KPMG Accountants N.V.
Norway	KPMG Holding AS
Norway	KPMG AS
Poland	KPMG Audyt Sp. z.o.o.
Poland	KPMG Audyt Sp. z.o.o. Sp. Komandytowa
Portugal	KPMG & Associados - Sociedade de Revisores Oficiais de Contas, S.A.
Romania	KPMG Audit SRL
Slovakia	KPMG Slovensko spol. s r.o.
Slovenia	KPMG Slovenija, podjetje za revidiranje, d.o.o.
Spain	KPMG Auditores, S.L.
Sweden	KPMG AB
United Kingdom	KPMG LLP
United Kingdom	KPMG Audit Holdings Limited
United Kingdom	KPMG Audit Plc
United Kingdom	KPMG Holdings Limited
United Kingdom	KPMG Overseas Services Limited

#### List of KPMG audit entities located in EU & EEA/As at 30 June 2017



## Offices in Pakistan

### **Karachi Office**

Sheikh Sultan Trust Building  
Beaumont Road  
Karachi 75300  
Phone +92 (21) 3568 5847  
Fax +92 (21) 3568 5095  
eMail karachi@kpmg.com

### **Lahore Office**

2nd Floor, Servis House  
2-Main Gulberg, Jail Road  
Lahore 54000  
Phone +92 (42) 3579 0901-6  
Fax +92 (42) 3579 0907  
eMail lahore@kpmg.com

### **Islamabad Office**

Sixth Floor, State Life Building  
Blue Area  
Islamabad  
Phone +92 (51) 282 3558  
Fax +92 (51) 282 2671  
eMail islamabad@kpmg.com

[www.kpmg.com](http://www.kpmg.com)

© 2017 KPMG Taseer Hadi & Co., a Partnership firm registered in Pakistan and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. All rights reserved.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.