

# Transparency Report 2016

SyCip Gorres Velayo & Co.  
(EY Philippines)



Building a better  
working world



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More information about SyCip Gorres Velayo & Co. can be found at [sgv.ph](http://sgv.ph)  
More information about EY can be found at [ey.com](http://ey.com).



## Message from the Country Managing Partner and the EY Philippines Assurance Leader



Welcome to the 2016 Transparency Report of SyCip Gorres Velayo & Co. (“EY Philippines”). We appreciate that our stakeholders want to understand how we advance audit quality, manage risks and maintain our independence as auditors. This report is one of the ways in which we share with our stakeholders what we are doing in each of these areas. Regular dialogue is important to us and we welcome the opportunity to engage with our stakeholders on a range of matters.

Executing high-quality audits continues to be our number one priority. It is at the heart of our ability to serve the public interest and grow the global EY network successfully and responsibly, while achieving our purpose of building a better working world. Auditors play a vital role in the functioning of capital markets by promoting transparency and supporting investor confidence. Companies, regulators and other stakeholders count on us to deliver excellence in every engagement.

EY is focused on investing in tools to improve what we do, creating the highest-performing teams and building trust and confidence in the audits we perform.

The reputation of EY Philippines is based on and grounded in providing ethical and high-quality professional audit services objectively to every company we audit.

We continue to embrace the transparency objectives of the European Union’s 8<sup>th</sup> Company Law Directive, which requires statutory auditors of public interest entities to publish annual transparency reports.

The 2016 EY Philippines Transparency Report complies with the directive, and covers the fiscal year ended 30 June 2016. In this report, you can learn more about our internal quality control system: how we instill professional values, how we perform an audit, our review and consultation processes, our approach to audit quality reviews and our independence practices.

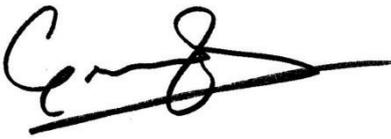
EY Philippines is focused on enhancing audit quality and maintaining our independence, informed by several matters including external and internal inspection findings. Continuously improving audit quality requires us to challenge approaches to audit execution, and we focus on this by evaluating all inspection findings and taking responsive actions.

At EY Philippines, we continued the following initiatives to further improve audit quality in FY2016:

- ▶ Use of audit transformation initiatives such as EY Canvas and EY Helix
- ▶ Use of Private Middle Market tools and service offerings to better understand clients’ needs and strengthen business relationships
- ▶ Continued implementation of mandatory consultations to ensure compliance with accounting, auditing and regulatory requirements, as well as institutionalization of accreditation requirements for Philippine and International Financial Reporting Standards and sector-specific regulations, as required by clients
- ▶ Strengthening of training programs and delivery infrastructure for the comprehensive dissemination of new accounting, auditing and regulatory requirements to a significantly expanded personnel base
- ▶ Continued involvement of partners in technical bodies such as the Auditing and Assurance Standards Council, the Financial Reporting Standards Council, and the Philippine Interpretations Committee
- ▶ Expansion of market groups to continuously focus on quality service delivery and sector specialization

- ▶ Continued focus on quality improvement initiatives such as risk management plans, and enablers for key engagement activities
- ▶ Continued proactive engagement with regulators on measures to improve audit quality

We encourage all our stakeholders – including investors, audit committee members, companies and regulators – to continue to engage with us on our strategy as well as any of the matters covered in this report.



Cirilo P. Noel  
Chairman and Managing Partner  
SyCip Gorres Velayo & Co.



Wilson P. Tan  
Assurance Leader  
SyCip Gorres Velayo & Co.

### **Our purpose: Building a better working world**

EY is committed to doing its part in building a better working world.

The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to stakeholders. In so doing, we play a critical role in building a better working world for our people, our clients and our communities.



## About us

### Legal structure, ownership and governance

In the Philippines, SyCip Gorres Velayo & Co. is a general professional partnership organized in Makati City and is a member firm of Ernst & Young Global Limited, a UK company limited by guarantee (EYG). In this report, we refer to ourselves as EY Philippines, “we,” “us” or “our.” EY refers collectively to the global organization of the member firms of EYG.

The powers and responsibilities relating to the management of EY Philippines are exercised by the Chairman and Managing Partner (“CMP”). In the performance of his duties and the exercise of his powers, the CMP is assisted by the Vice Chairman and Deputy Managing Partner and by a Management Committee consisting of the Chairman and Managing Partner, the Vice Chairman and Deputy Managing Partner, the Service Line leaders, the Chief Financial Officer and Head of Core Business Services, the Professional Practice Director and Head of Risk Management, the Chief Risk Officer, the Market Group leaders, and the General Counsel.

EY Philippines has eight offices across the country. As of 30 June 2016, it has 99 partners and principals, and a total personnel count of over 5,800.

EYG member firms are grouped into four geographic Areas: Americas; Asia-Pacific; Europe, Middle East, India and Africa (EMEIA); and Japan. The Areas comprise a number of Regions, which consist of member firms or sections of those firms. Within the Asia-Pacific Area, there are five Regions. EY Philippines is part of the ASEAN Region.

EY Philippines is part of the Asia-Pacific Area, which comprises member firms in 22 countries, and is a member of Ernst & Young Asia-Pacific Limited (Asia-Pacific Limited).

Asia-Pacific Limited, a Hong Kong company limited by guarantee, is the principal coordinating entity for the EYG member firms in the Asia-Pacific Area. It facilitates the coordination of these firms and cooperation between them, but it does not control them. Asia-Pacific Limited is a member firm of EYG, has no financial operations and does not provide any professional services.

Each Region elects a Regional Partner Forum (RPF), whose representatives give advice and act as a sounding board to Regional leadership. The partner elected as the presiding partner of the RPF also serves as the Region’s representative on the Global Governance Council (see page 6).

### Network arrangements

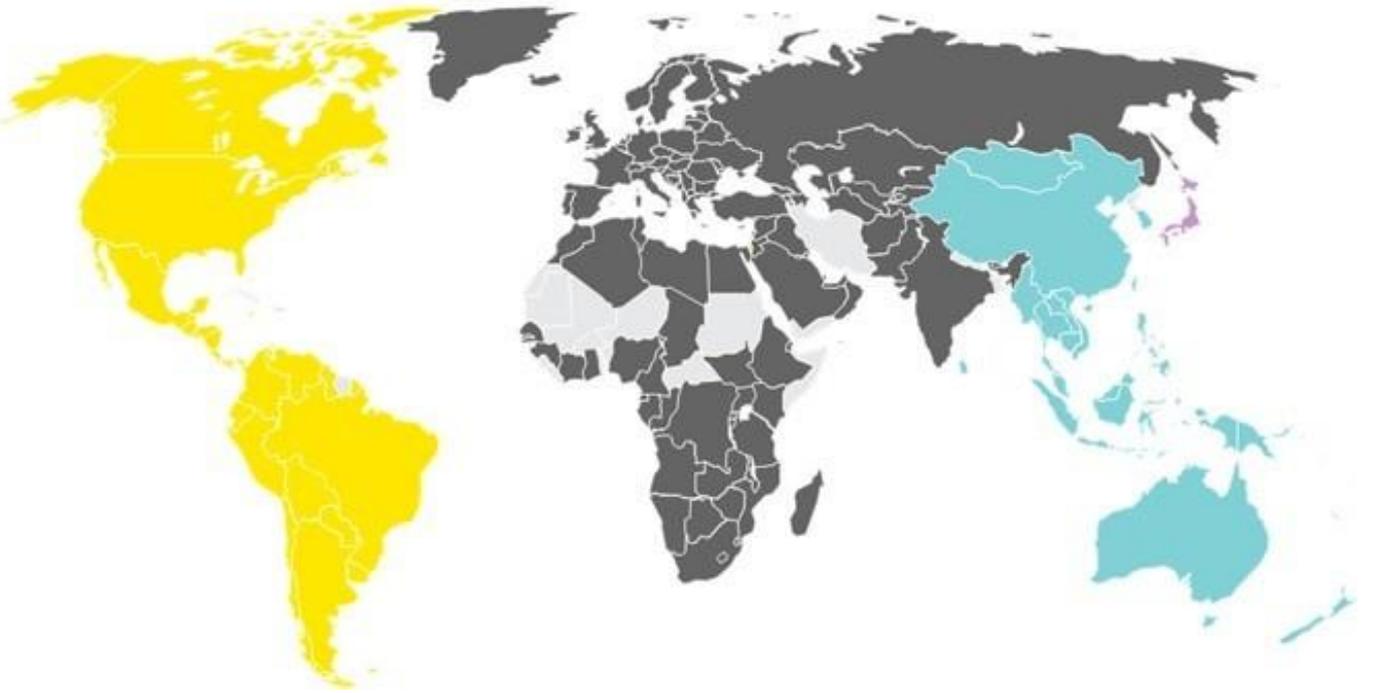
EY is a global leader in assurance, tax, transaction and advisory services. Worldwide, 230,000 people in member firms in 150 countries share a commitment to building a better working world, united by shared values and an unwavering commitment to quality, integrity and professional skepticism. In today’s global market, EY’s integrated approach is particularly important in the delivery of high-quality multinational audits, which can span multiple jurisdictions.

EY’s central entity, EYG, coordinates the member firms and promotes cooperation among them. EYG does not provide services, but its objectives include the promotion of exceptional, high-quality client service by member firms worldwide.

Each member firm is a legally distinct entity. Their obligations and responsibilities are governed by the regulations of EYG and various other agreements.

The structure and principal bodies of the global organization during the year ended 30 June 2016 are described below. They reflect the principle that EY, as a global organization, has one shared strategy.

Americas		EMEA		Asia-Pacific		Japan	
Regions	10	Regions	12	Regions	5	Region	1
Countries	30	Countries	99	Countries	22	Country	1



EY streamlined its operating model by creating the Executive and the Regions. The Executive includes the Global Executive (GE), its committees and teams, and the leadership of the four Areas. This streamlined structure allows EY to further enhance its global scale and the delivery of consistent exceptional client service worldwide, with the Executive responsible for one global approach to strategy, quality, risk management, business planning, investments and priorities.

At the same time, this operating model allows for greater stakeholder focus in the 28 Regions, permitting member firms to build stronger relationships with clients and others in each country and be more responsive to local needs.

### Global Governance Council

The Global Governance Council (GGC) is the main oversight body of EYG. It comprises one or more representatives from each Region, other member firm partners as at-large representatives and six independent non-executives (INEs). The Regional representatives, who otherwise do not hold senior management roles, are elected by their RPFs for a three-year term, with provisions for one successive reappointment. The GGC advises EYG on policies, strategies

and the public interest aspects of their decision-making. The approval of the GGC is required for a number of significant matters that could affect EY.

### Independent non-executives

Independent non-executives (INEs) are appointed from outside EY. They bring to the global organization, and the GGC, the significant benefit of their varied perspectives and views. The INEs also form a majority of the Public Interest Sub-Committee of the GGC, which addresses public interest matters including stakeholder dialogue. The INEs are nominated by a dedicated committee.

### Global Executive

The GE brings together EY's leadership functions, services and geographies. It is chaired by the Chairman and CEO of EYG and includes its Global Managing Partners of Client Service and Business Enablement; the Area Managing Partners; the global functional leadership for Talent and Finance; the leaders of the global service lines – Assurance, Advisory, Tax and Transaction Advisory Services; the Global Leader for Public Policy; and one EYG member firm partner on rotation.

The GE also includes the Chair of the Global Accounts Committee and the Chair of the Emerging Markets Committee, as well as a representative from the emerging markets practices.

The GE and the GGC approve nominations for the Chairman and CEO of EYG, and ratify appointments of the Global Managing Partners. The GE also approves appointments of Global Vice Chairs. The GGC ratifies the appointments of any Global Vice Chair who serves as a member of the GE. Furthermore, the GE appoints Area Managing Partners and approves appointments of Regional Managing Partners. The appointments of the Area Managing Partners are subject to ratification by the GGC.

The GE's responsibilities include the promotion of global objectives and the development, approval and, where relevant, implementation of:

- ▶ Global strategies and plans
- ▶ Common standards, methodologies and policies to be promoted within member firms
- ▶ People initiatives, including criteria and processes for admission, evaluation, development, reward and retirement of partners
- ▶ Quality improvement and protection programs
- ▶ Proposals regarding regulatory matters and public policy
- ▶ Policies and guidance relating to member firms' service of international clients, business development, markets and branding
- ▶ EY's development funds and investment priorities
- ▶ EYG's annual financial reports and budgets
- ▶ GGC recommendations
- ▶ Any other proposal that supports the global objectives

It also has the power to mediate and adjudicate disputes between member firms.

### **GE committees**

Established by the GE and bringing together representatives from the four Areas, the GE committees are responsible for making recommendations to the GE. There are committees for Global Markets and Investments, Global Accounts, Emerging Markets, Talent, Risk Management, Assurance, Advisory, Tax, and Transaction Advisory Services, and there is the Global Audit Committee.

### **Global Practice Group**

This group brings together the members of the GE, GE committees and Regional leaders. The Global Practice Group seeks to promote a common understanding of EY's strategic objectives and consistency of execution across the organization.

### **EYG member firms**

Under the regulations of EYG, member firms commit themselves to pursuing EY's objectives, such as the provision of high-quality service worldwide. To that end, the member firms undertake the implementation of the global strategies and plans, and maintenance of the prescribed scope of service capability. They are required to comply with common standards, methodologies and policies, including those regarding audit methodology, quality and risk management, independence, knowledge sharing, human resources, and technology.

Above all, EYG member firms commit to conducting their professional practices in accordance with applicable professional and ethical standards and all applicable requirements of law. This commitment to integrity and doing the right thing is underpinned by EY's Global Code of Conduct and EY's values (see page 10).

Besides adopting the regulations of EYG, member firms enter into several other agreements covering aspects of their membership in the EY organization such as the right and obligation to use the EY name and the sharing of knowledge.

Member firms are subject to reviews that evaluate their adherence to EYG requirements and policies governing issues such as independence, quality and risk management, audit methodology and human resources. As necessary, special focus reviews are performed to address situations or concerns as they arise. Member firms unable to meet the quality commitments and other EYG membership requirements may be subject to separation from the EY organization.



# Commitment to quality

## Infrastructure supporting quality

### Quality in our service lines

Vision 2020, which sets out EY's purpose, ambition and strategy, calls for EY member firms to provide exceptional client service worldwide. This is supported by an unwavering commitment to quality and service that is professionally and globally consistent, which means service that is based on objectivity, professional skepticism and adherence to EY and professional standards.

EY service lines are accountable for delivering quality engagements, including managing quality reviews and real-time quality assurance of engagements, which measures compliance with professional standards and all EY policies.

Vision 2020 has reinforced the ownership of quality within the service lines, including audit. It has also resulted in increased clarity around the role of risk management in policies and practices that support and improve quality audit.

The Global Vice Chair of Assurance coordinates member firms' compliance with and implementation of EY policies and procedures for assurance services.

### Professional Practice

The Global Vice Chair of Professional Practice, referred to as the Professional Practice Director (PPD), is overseen by the Global Vice Chair of Assurance and works directly with the Area PPDs to establish global audit quality control policies and procedures. Each of the Area PPDs is overseen by the Global PPD and the related Area Assurance Leader. This helps provide greater assurance as to the objectivity of audit quality and consultation processes.

The Global PPD and Area PPDs also lead and oversee the Professional Practice group. This is a Global and Area network of technical subject matter specialists in accounting and auditing standards who consult on accounting, auditing, and financial reporting matters and perform various practice monitoring and risk management activities.

The Global PPD oversees the development of the EY Global Audit Methodology (EY GAM) and related technologies to be consistent with relevant professional standards and regulatory requirements. The Professional Practice group also oversees the development of the guidance, training and monitoring programs and processes used by member firm professionals to execute audits consistently and effectively. The PPDs, together with other professionals who work with them in each member firm, are knowledgeable about EY people, clients and processes, and are readily accessible for consultation with audit engagement teams.

Additional resources often augment the Professional Practice group, including networks of professionals focused on:

- ▶ Internal-control reporting and related aspects of our audit methodology
- ▶ Accounting, auditing and risk issues for specific industries and sectors
- ▶ Event-specific issues involving areas of civil and political unrest; or sovereign debt and related accounting, auditing, reporting and disclosure implications
- ▶ General engagement issues and how to work effectively with audit committees

### Risk management

The responsibility for the delivery of high-quality service and ownership of the risks associated with quality is placed in the service lines. The Global Risk Management Leader oversees the management of these risks by the service lines, as he does in respect of other risks across the organization as part of the broader Enterprise Risk Management framework, and continues to work with the service lines on significant risks.

Member firm partners are appointed to lead risk management initiatives in the service lines and member firms, supported by other staff and professionals. The Global Risk Management Leader is responsible for establishing globally consistent risk management execution priorities and enterprise-wide risk management. These priorities cascade to member firms, and their execution is monitored through an Enterprise Risk Management program.

## Global confidentiality policy

Protecting confidential information is engrained in the everyday activities of EYG member firms. Respect for intellectual capital, and all other sensitive and restricted information, is established within the Global Code of Conduct, which provides a clear set of behaviors expected of all EY people. In order to further enhance this approach to protecting information, and to reflect the ever-increasing use and distribution of restricted data, EYG launched a new Global Confidentiality Policy in 2015. This policy provides added clarity to EY people and forms the fundamental element of a wider approach that includes other key policies on conflicts of interest, personal data privacy and records retention. Other elements of the approach include:

- ▶ Social media guidance
- ▶ Information handling requirements
- ▶ Knowledge sharing protocols

## Components of the audit quality control program

In the following sections, we describe the principal components of the EY Philippines audit quality control program:

- ▶ Instilling professional values
- ▶ Internal quality control system
- ▶ Client acceptance and continuance
- ▶ Performing audits
- ▶ Review and consultation
- ▶ Audit partner rotation
- ▶ Audit quality reviews
- ▶ External quality-assurance reviews
- ▶ Compliance with legal requirements

## Instilling professional values

### Sustainable Audit Quality

We understand that audit quality is our primary goal, and this is reflected in the launch of our Sustainable Audit Quality (SAQ) program. SAQ is our globally consistent approach to implementing the highest level of audit quality across the organization. Launched in 2015, it is the highest priority for our Assurance practice.

We use the word “sustainable” in SAQ to demonstrate that this is not a one-off, short-term initiative, but an ongoing process of improvement. EY has had a common audit methodology for some time, and now we have a common language and processes regarding audit quality.

There are six components to SAQ: tone at the top; people; simplification; transformation and innovation; enablement, quality support and monitoring; and accountability. SAQ is implemented by each member firm and is coordinated and overseen globally.

We are constantly reinforcing the importance of the six components. It is something we talk about with every regional Assurance leader and every partner. Audit quality and the key elements of SAQ are factors every senior manager, manager and team member must understand and be committed to implementing locally. SAQ is essential to all our goals and ambitions.

### Tone at the top

Senior EY leadership is responsible for setting the right tone at the top and demonstrating EY’s commitment to building a better working world through behavior and actions. While the tone at the top is vital, our people also understand that quality and professional responsibility start with them. Our shared values, which inspire our people and guide them to do the right thing, and our commitment to quality are embedded in who we are and in everything we do.

Our approach to business ethics and integrity is contained in the EY Global Code of Conduct and other policies, and is embedded in our culture of consultation, training programs and internal communications. Senior management regularly reinforces the importance of performing quality work, complying with professional standards, adhering to our policies, and leading by example through various communications. Also, our quality review programs assess professional service as a key metric in evaluating and rewarding all professionals.

Our culture strongly supports collaboration and places special emphasis on the importance of consultation in dealing with complex or subjective accounting, auditing, reporting, regulatory and independence matters. We believe it is important to determine that engagement teams and clients correctly follow consultation advice, and we emphasize this when necessary.

Our consistent stance has been that no client is more important than our professional reputation – the reputation of EY Philippines and the reputation of each of our professionals.

## Code of conduct

We promote a culture of integrity among our professionals. The EY Global Code of Conduct provides a clear set of standards that guides our actions and business conduct. It is organized into five categories, which contain principles that are to be followed by everyone at EY Philippines, to guide behavior across all areas of activity:

- ▶ Working with one another
- ▶ Working with clients and others
- ▶ Acting with professional integrity
- ▶ Maintaining our objectivity and independence
- ▶ Respecting intellectual capital

Through our procedures to monitor compliance with the EY Global Code of Conduct, and through frequent communications, we strive to create an environment that encourages all personnel to act responsibly, including reporting misconduct without fear of retaliation.

The EY Ethics Hotline provides our people, clients and others outside of the organization with a means to report activity confidentially. These activities may involve unethical or improper behavior, may be in violation of the professional standards or may otherwise be inconsistent with the EY Global Code of Conduct. The hotline is operated by an external organization that provides confidential and, if desired, anonymous hotline reporting services for companies worldwide.

When a report comes into the EY Ethics Hotline, either by phone or internet, it receives immediate attention. Depending on the content of the report, appropriate individuals from Risk Management, Talent, Legal or other functions are involved to address the report. All matters are handled by experienced individuals, with oversight from the global Risk Management function. For those matters that are reported outside of the EY Ethics Hotline, the same procedures are followed.

### Our values

#### Who we are

People who demonstrate integrity, respect and teaming

People with energy, enthusiasm and the courage to lead

People who build relationships based on doing the right thing

## Internal quality control system

The reputation of EY Philippines for providing high-quality professional audit services independently, objectively and ethically is fundamental to our success as independent auditors. We continue to invest in initiatives to promote enhanced objectivity, independence and professional skepticism. These are fundamental attributes of a high-quality audit.

At EY Philippines, our role as auditors is to provide assurance on the fair presentation of the financial statements of the companies we audit. We bring together qualified teams to provide our services, drawing on our proven experience across industry sectors and services. We continually strive to improve our quality and risk management processes so that the quality of our service is at a consistently high level.

We recognize that in today's environment – characterized by continuing globalization and the rapid movement of capital – the quality of our audit services has never been more important. As part of Vision 2020, EY continues to invest heavily in developing and maintaining our audit methodology, tools and other resources needed to support quality service delivery.

While the market and stakeholders continue to demand high-quality audits, they also demand increasingly efficient and effective delivery of audit services. In addition to the investment mentioned, EY continues to seek ways to improve the effectiveness and the efficiency of its audit methodology and processes, while maintaining audit quality.

We work to understand where our audit quality may not be up to our own expectations and those of stakeholders, including external audit firm regulators. We seek to learn from external and internal inspection activities and to identify the root causes of adverse quality occurrences to enable us to continually improve audit quality, and we believe that an important part of the audit inspections process is to take effective and appropriate actions to improve quality.

### Effectiveness of the quality control system

EY has designed and implemented a comprehensive set of global audit quality control policies and practices. These policies and practices meet the requirements of the International Standards on Quality Control issued by the International Auditing and Assurance Standards Board (IAASB). EY Philippines has adopted these global policies and procedures and supplemented them, as necessary, to comply with local laws and professional guidelines, and to address specific business needs.

We also execute the EY Audit Quality Review (AQR) program in order to evaluate whether our system of audit quality control has operated effectively, so as to provide reasonable assurance that EY Philippines and our people comply with applicable professional and internal standards, and regulatory requirements.

The results of the AQR program and external inspections are evaluated and communicated within EY Philippines to provide the basis for continual improvement in audit quality that is consistent with the highest standards in the profession.

The GE is responsible for implementing quality improvement and protection programs. As such, it reviews the results of our internal AQR program and external regulatory reviews, as well as any key actions designed to address areas for improvement.

The recent results of such monitoring, together with the recent feedback from independent regulatory inspection visits, provide EY Philippines with a basis to conclude that our internal control systems are designed appropriately and are operating effectively.

## Client acceptance and continuance

### EY policy

The Client Acceptance and Continuance Policy sets out principles for member firms to determine whether to accept a new client or a new engagement, or to continue with an existing client or engagement. These principles are fundamental to maintaining quality, managing risks, protecting our people and meeting regulatory requirements. The objectives of the policy are to:

- ▶ Establish a rigorous process for evaluating risks and making decisions to accept or continue clients or engagements
- ▶ Meet applicable independence requirements
- ▶ Identify and deal appropriately with any conflicts of interest
- ▶ Identify and decline clients that pose excessive risks
- ▶ Require consultation with designated professionals to identify additional risk management procedures for specific high-risk factors
- ▶ Comply with legal, regulatory and professional requirements

In addition, the EY Conflicts of Interest Global Policy defines global standards for addressing categories of potential conflicts of interest and a process for identifying them. It also includes provisions for managing potential conflicts of interest as quickly and efficiently as possible through the use of appropriate safeguards. Such safeguards range from obtaining a client's consent for EY member firms to act for two or more clients to declining an engagement in order to avoid an identified conflict.

The EY Conflicts of Interest Global Policy, and associated guidance, was updated in early 2015. The updates take into account the increasing complexity of our engagements and client relationships, and the need for speed and accuracy in responding to our clients. They also align with the latest International Ethics Standards Board for Accountants (IESBA) standards.

### Putting policy into practice

We use the EY Global Tool for Acceptance and Continuance (GTAC), an intranet-based system, for efficiently coordinating client and engagement acceptance and continuance activities in line with global, service line and member firm policies. GTAC takes users through the acceptance and continuance requirements, and identifies the policies and references to professional standards needed to assess both business opportunities and associated risks.

As part of this process, we carefully consider the risk characteristics of a prospective client and several due diligence procedures. Before we take on a new engagement or client, we determine if we can commit sufficient resources to deliver quality service, especially in highly technical areas, and if the services the client wants are appropriate for us to provide. The approval process is rigorous, and no new audit engagement may be accepted without the approval of our PPD.

In our annual client continuance process, we review our service delivery and ability to continue to provide quality service and confirm that clients share EY Philippines's commitment to quality and transparency in financial reporting. The partner in charge of each audit, together with our Assurance leadership, annually reviews our relationship with the audit client to determine whether continuance is appropriate.

As a result of this review, certain audit engagements are identified as requiring, and are then subjected to additional oversight procedures during the audit (close monitoring). Some audit engagements, however, are discontinued. As with the client acceptance process, our PPD is involved in the client continuance process and must agree with the continuance decisions.

Both client acceptance and client continuance decisions consider the engagement team's assessment of whether the company's management could pressure us to accept inappropriate accounting, auditing and reporting conclusions to undermine quality. Considerations and conclusions on the integrity of management are essential in acceptance and continuance decisions.

## Performing audits

As part of Vision 2020, EY has invested significantly in improving our audit methodologies and tools, with the goal of performing the highest-quality audits in the profession. This investment is consistent with EY's goal to have the leading audit practice in the profession by 2020 and reflects our commitment to building trust and confidence in the capital markets and in economies the world over.

### **Audit methodology**

The EY Global Audit Methodology (EY GAM) provides a global framework for delivering high-quality audit services through the consistent application of thought processes, judgments and procedures in all audit engagements. Making risk assessments, reconsidering and modifying them as appropriate, and using these assessments to determine the nature, timing and extent of audit procedures are fundamental to EY GAM. The methodology also emphasizes applying appropriate professional skepticism in the execution of audit procedures. EY GAM is based on International Standards on Auditing (ISAs) and is supplemented in the Philippines to comply with the local Philippine auditing standards and regulatory or statutory requirements.

The EY auditor is presented with a version of EY GAM organized by topic and designed to focus our audit strategy on the financial statement risks and the design and execution of the appropriate audit response to those risks. EY GAM consists of two key components: requirements and guidance, both with supporting forms and examples. The requirements and guidance reflect both the audit standards and EY policies. The forms and examples include leading practice illustrations and assist in performing and documenting audit procedures.

Using technology, EY GAM can be "profiled" or tailored to present the relevant requirements and guidance, depending on the nature of the entity being audited. For example, there are profiles for listed entities and for those considered noncomplex entities.

Enhancements to the audit methodology are made regularly as a result of new standards, emerging auditing issues and matters, implementation experiences, and external and internal inspection results. In 2016, EY GAM was updated to include the new and revised ISAs dealing with auditor reporting, other information included in an annual report and financial statement disclosures. We also enhanced EY GAM by adding guidance to address common questions from audit teams and issues arising from inspections.

In addition, we monitor current and emerging developments continually and issue timely audit planning and other reminders. These reminders emphasize areas noted during inspections as well as other key topics of interest to our regulators, including the International Forum of Independent Audit Regulators (IFIAR). These topics include professional skepticism, group audits, revenue recognition and engagement quality reviews.

EY GAM requires compliance with relevant ethical requirements, including independence from the company we audit.

### **Technology**

Our audit engagement teams use technology to assist in executing and documenting the work performed in accordance with EY GAM. Beginning in late fiscal year 2015, EY launched the next generation global audit platform, EY Canvas, on a phased basis across EYG member firms globally. The deployment continues and will be completed in fiscal year 2017 for EY Philippines. EY Canvas is web-based, built using state-of-the-art technology to provide heightened data security and allows us to evolve our software to respond to changes in the accounting profession and regulatory environment.

Through the use of profile questions, audit engagements in EY Canvas are automatically configured with information relevant to the company's listing requirements and industry, helping keep our audit plans customized and up-to-date by providing direct linkage to our audit guidance, professional standards and documentation templates. It is built with a fresh, clear design and user interface that allows users to visualize risks and their relationship to our planned response and work performed in key areas. EY Canvas also enables a linkage for our group audit teams to communicate interoffice risks and instructions so that the primary audit team can direct execution and monitor performance of the group audit. Over the coming year, we will phase out our predecessor audit support tool, GAMx.

Audit engagement teams use other software applications, forms and templates during various phases of an audit to assist in executing procedures, making and documenting audit conclusions, and performing analysis.

EY Helix is our suite of data analytic tools for use in audits. These tools help our engagement teams analyze a company's data, enhancing our risk assessment processes and enabling the audit of higher-risk transactions.

EY Helix is already assisting our people in asking better questions about audit findings and evaluating the outcomes. Analytics are transforming the audit by analyzing larger populations of audit-relevant data, identifying unseen patterns and trends in that data, and helping to direct our audit efforts. The use of analytics also allows us to obtain better perspectives, richer insights and a deeper understanding of transactions and areas of risk.

### **Formation of audit engagement teams**

EY Philippines policies require an annual review of partner assignments by our Assurance leadership and PPD to make sure that the professionals leading listed-company audits possess the appropriate competencies (i.e., the knowledge, skills and abilities) to fulfill their engagement responsibilities and are in compliance with applicable auditor rotation regulations.

The assignment of professionals to an audit engagement is also made under the direction of our Assurance leadership. Factors considered when assigning people to audit teams include competence, engagement size and complexity, specialized industry knowledge and experience, timing of work, continuity and opportunities for on-the-job training. For more complex engagements, consideration is given to whether specialized or additional expertise is needed to supplement or enhance the audit engagement team.

In many situations, internal specialists are assigned as part of the audit engagement team to assist in performing audit procedures and obtaining appropriate audit evidence. These professionals are used in situations requiring special skills or knowledge, such as information systems, asset valuation and actuarial analysis.

## **Review and consultation**

### **Reviews of audit work**

Our policies describe the requirements for timely and direct senior professional participation, as well as the level of review required for the work performed. Supervisory members of the audit engagement team perform a detailed review of the audit documentation for accuracy and completeness. Senior audit executives and/or engagement partners perform a second-level review to determine the adequacy of the audit work as a whole and the related accounting and financial statement presentation. A tax representative reviews the significant tax and other relevant working papers. For listed and certain other companies, an engagement quality reviewer (described below) reviews important areas of accounting, financial reporting and audit

execution, as well as the financial statements of the company we audit and our audit report.

The nature, timing and extent of the reviews of audit work depend on many factors, including:

- ▶ The risk, materiality, subjectivity and complexity of the subject matter
- ▶ The ability and experience of the audit team members preparing the audit documentation
- ▶ The level of the reviewer's direct participation in the audit work
- ▶ The extent of consultation employed

Our policies also describe the roles and responsibilities of each audit engagement team member for managing, directing and supervising the audit, as well as the requirements for documenting their work and conclusions.

### **Consultation requirements**

Our consultation policies are built upon a culture of collaboration, whereby audit professionals are encouraged to share perspectives on complex accounting, auditing and reporting issues. Consultation requirements and related policies are designed to involve the right resources so that audit teams reach appropriate conclusions.

**Consultation is built into the decision-making process; it is not just a process to provide advice.**

For complex and sensitive matters, we have a formal process requiring consultation with personnel outside of the audit engagement team who have more experience or specialized knowledge, primarily Professional Practice and Independence personnel. In the interests of objectivity and professional skepticism, our policies require members of Professional Practice, Independence and certain others to withdraw from a consultation if they currently serve, or have recently served, the client to which the consultation relates.

Our policies also require that we document all consultations, including written concurrence from the person or persons consulted, in order to demonstrate their understanding of the matter and its resolution.

### **Engagement quality reviews**

Engagement quality reviews are performed by audit partners in compliance with professional standards for audits of all listed companies and those considered higher risk. Engagement quality reviewers are experienced professionals with significant subject matter knowledge. They are independent of the engagement team and able to provide objective evaluation of significant accounting, auditing and reporting matters. In no circumstances may the responsibility of the engagement quality reviewer be delegated to another individual.

The engagement quality review spans the entire engagement cycle, including planning, risk assessment, audit strategy and execution. Policies and procedures for the performance and documentation of engagement quality reviews provide specific guidelines on the nature, timing and extent of the procedures to be performed and the required documentation evidencing their completion. Our PPD approves all engagement quality review assignments for listed companies and those considered higher risk.

### **Audit engagement team resolution process for differences of professional opinion**

EY has a collaborative culture that encourages and expects people to speak up, without fear of reprisal, if a difference of professional opinion arises or if they are uncomfortable about a matter relating to a client engagement. Policies and procedures are designed to empower members of an audit engagement team by requiring them to raise any disagreements relating to significant accounting, auditing or reporting matters.

These policies are made clear to people as they join EY, and we continue to promote a culture that reinforces a person's responsibility and authority to make their own views heard and canvas the views of others.

Differences of professional opinion that arise during an audit are generally resolved at the audit engagement team level. However, if any person involved in the discussion of an issue is not satisfied with the decision, he or she has both the right and the obligation to see that the issue is referred to the next level of authority until an agreement is reached or a final decision is made. Until such time, the parties in the discussion do not withdraw, step aside or otherwise extract themselves from the process.

Furthermore, if the engagement quality reviewer makes recommendations that the engagement partner does not accept or the matter is not resolved to the reviewer's satisfaction, the audit report is not issued until the matter is resolved by following consultation processes for resolving differences of professional opinion. Our documentation requirements for disagreements and their resolution are the same as for other consultations. Anyone involved in the process may separately document his or her personal position in an attachment to the documentation of the final decision.

## **Audit partner rotation**

EY supports mandatory audit partner rotation to help strengthen auditor independence. EY Philippines complies with the audit partner rotation requirements of the code of the International Ethics Standards Board for Accountants (IESBA), the Code of Ethics for Professional Accountants in the Philippines, the Philippine Securities and Exchange Commission, as well as the US Securities and Exchange

Commission (SEC), where required. EY Philippines supports audit partner rotation because it provides a fresh perspective and promotes independence from company management while retaining expertise and knowledge of the business. Audit partner rotation, combined with independence requirements, enhanced systems of internal quality controls and independent audit oversight, help strengthen independence and objectivity and are important safeguards of audit quality.

For public interest entities where the rotation of the audit partner is not mandated by local independence regulation or is less restrictive than the IESBA requirements, the EY Global Independence Policy requires the lead engagement partner and the engagement quality reviewer to be rotated after seven years. For a new public interest entity (including a newly listed company) client, the lead engagement partner and the engagement quality reviewer may remain in place for an additional two years before rotating off the team, regardless of the time they served prior to the listing. Following the rotation, the partner may not resume the lead or engagement quality review role until at least two years have elapsed.

To track the partner rotation, we employ tools that enable an effective monitoring of compliance with requirements. We have also implemented a process for the partner rotation planning and decision-making that involves consultation with, and approvals by, our Professional Practice and Independence professionals.

## **Audit quality reviews**

The Global Audit Quality Review (AQR) program is the cornerstone of our process to monitor audit quality. EY Philippines executes the Global AQR program, reports results and develops responsive actions plans. The primary goal of the program is to determine whether systems of quality controls, including those of EY Philippines, are appropriately designed and followed in the execution of audit engagements to provide reasonable assurance of compliance with policies and procedures, professional standards, and regulatory requirements. The Global AQR program complies with guidelines in the International Standard on Quality Control No. 1, as amended (ISQC No. 1), and is supplemented where necessary to comply with Philippine professional standards and regulatory requirements. It also aids EY Philippines' continual efforts to identify areas where we can improve our performance or enhance our policies and procedures.

Implemented annually, the program is coordinated and monitored by representatives of the PPD network, with oversight by the Assurance leadership.

The engagements reviewed each year are selected on a risk-based approach emphasizing audit engagements that are

large, complex or of significant public interest. The Global AQR program includes detailed, risk-focused file reviews covering a large sample of listed and non-listed audit engagements to measure compliance with internal policies and procedures, EY GAM requirements, and relevant local professional standards and regulatory requirements. It also includes reviews of a sample of non-audit engagements. These measure compliance with the relevant professional standards, and internal policies and procedures that should be applied in executing non-audit services. In addition, practice-level reviews are performed to assess the compliance with quality control policies and procedures in the functional areas set out in ISQC No. 1. The Global AQR program complements external practice monitoring and inspection activities, such as regulatory inspection programs and external peer reviews.

AQR reviewers and team leaders are selected for their skills and professional competence in accounting and auditing, as well as their industry specialization; they often work in the Global AQR program for a number of years and are highly skilled in the execution of the program. Team leaders and reviewers are assigned to inspections outside of their home locations and are independent of the audit teams reviewed.

The results of the Global AQR program and external practice-monitoring and inspection activities are evaluated and communicated to improve quality. Any quality improvement plans describe the follow-up actions to be taken, the people responsible, the timetable and deadlines, and sign-off on completed actions. Measures to resolve audit quality matters noted from the Global AQR program, regulatory inspections and peer reviews are addressed by our Assurance leadership and PPD with an input from Risk Management groups. The actions are monitored by our PPD and Assurance leadership. These programs provide important practice monitoring feedback for our continuing quality improvement efforts.

## External quality assurance review

EY Philippines' audit practice is subject to triennial inspection by the US Public Company Accounting Oversight Board (PCAOB). As part of its inspections, the PCAOB evaluates quality control systems and reviews selected engagements.

The last quality assurance inspection by the PCAOB took place in August 2015. The final report on the inspection was issued on 28 April 2016.

We respect and benefit from the PCAOB's inspection process. We thoroughly evaluate points raised during the inspection in order to identify areas where we can improve the audit quality. Together with our AQR process, external inspections aid us in making our audits and related control processes of the highest quality in the interests of investors and other stakeholders.

Information on the above-mentioned regulator along with publicly available inspection reports can be found on its website, [pcaob.org](http://pcaob.org).

## Compliance with legal requirements

The EY Global Code of Conduct provides a clear set of standards that guide our actions and business conduct. EY Philippines complies with applicable laws and regulations, and EY's values underpin our commitment to doing the right thing. This important commitment is supported by a number of policies and procedures, including:

### **Anti-bribery**

The Anti-bribery Global Policy provides our people with direction around certain unethical and illegal activities. It emphasizes the obligation of our people to comply with anti-bribery laws and provides a greater definition of what constitutes bribery. It also identifies reporting responsibilities when bribery is discovered. In recognition of the growing global impact of bribery and corruption, efforts have been increased to embed anti-bribery measures across EY, and training is mandated for all our people.

### **Insider trading**

The Insider Trading Global Policy reaffirms the obligation of our people not to trade in securities with insider information. It also provides details on what constitutes insider information and identifies whom our people should consult if they have questions regarding their responsibilities.

**Trade sanctions**

Given the level of EY's global integration, it is important that we are aware of the ever-changing situation in respect of international trade sanctions. EY monitors sanctions issued in multiple geographies and provides guidance to our people on impacted activities.

**Data privacy**

The Global Personal Data Privacy Policy sets out the principles to be applied to the use and protection of personal data, including data related to current, past and prospective personnel, clients, suppliers and business associates. This policy is consistent with applicable laws and regulations concerning data protection and privacy for maintaining and processing personal data. Furthermore, we have a policy to address our specific Philippine data privacy requirements and business needs.

**Document retention**

EY Philippines' record retention policy applies to all engagements and personnel. This policy emphasizes that all documents must be preserved whenever any person becomes aware of any actual or reasonably anticipated claim, litigation, investigation, subpoena or other government proceeding involving us or one of our clients that may relate to our work. It also addresses Philippine legal requirements applicable to the creation and maintenance of working papers relevant to the work performed.



## Independence practices

EY independence policies require EY Philippines and our people to comply with the independence standards applicable to specific engagements, including, for example, the independence standards of the International Ethics Standards Board for Accountants (IESBA) of the International Federation of Accountants (IFAC) and the independence standards of the Code of Ethics for Professional Accountants in the Philippines.

We consider and evaluate independence from several perspectives, including: our financial relationships and those of our people; employment relationships; business relationships; the permissibility of non-audit services we provide to audit clients; partner rotation; fee arrangements; audit committee preapproval, where applicable; and partner remuneration and compensation.

Failure to comply with applicable professional independence requirements will factor into a person's promotion and compensation decisions, and may lead to other disciplinary measures, including separation from EY Philippines.

EY Philippines has implemented EY's global applications, tools and processes to support us, our professionals and other employees, in complying with independence policies.

### EY Global Independence Policy

The EY Global Independence Policy contains the independence requirements for member firms, professionals and other personnel. It is a robust policy predicated on the IESBA Code of Ethics, supplemented with more stringent requirements where prescribed by a given regulator. The policy also contains guidance to help people apply the independence rules. The EY Global Independence Policy is readily accessible and easily searchable through EY's intranet.

### Global Independence System

The Global Independence System (GIS) is an intranet-based tool that helps our professionals identify the listed entities from which independence is required and the independence restrictions that apply. Most often, these are listed audit clients and their affiliates, but they can be other types of attest or assurance clients as well. The tool includes family-tree data relating to affiliates of listed audit clients and is

updated by client-serving engagement teams. The entity data includes notations that indicate the independence rules that apply to each entity, which helps our people determine the type of services that can be provided or other interests or relationships that can be entered into.

### Global Monitoring System

The Global Monitoring System (GMS) is another important global tool that assists in identifying proscribed securities and other impermissible financial interests. Professionals ranked as managers and above are required to enter any securities they hold, or those held by their immediate family, into the GMS. When a person enters a proscribed security, or if a security they hold becomes proscribed, they receive a notice and are required to dispose of the security. Identified exceptions are reported through the Global Independence Incident Reporting System (GIIRS) for regulatory matters.

GMS also facilitates the annual and quarterly confirmation of compliance with independence policies, as described below.

### Independence compliance

EY has established a number of processes and programs aimed at monitoring the compliance with independence requirements of EY member firms and their people. These include the following activities, programs and processes:

#### Independence confirmations

Timely and accurate completion of annual and quarterly independence confirmations is a high priority for the responsible leadership teams.

Annually, EY Philippines is included in an Area-wide process to confirm its compliance with the Global Independence Policy and requirements and to report identified exceptions, if any.

All EY professionals, and certain others based on their role or function, are required to confirm their compliance with independence policies and procedures at least once a year. All partners are required to confirm their compliance quarterly.

#### Global independence compliance reviews

EY conducts member firm visits to assess compliance with independence matters. These reviews include aspects of compliance related to non-audit services, business relationships with the companies we audit and financial relationships of member firms.

EY Philippines confirms that the Global Internal Audit last occurred during 2014.

#### **Personal independence compliance testing**

Each year, EY's Global Independence Team establishes a program for testing compliance with personal independence confirmation requirements and reporting of information into GMS. For the FY2016 testing cycle, EY Philippines tested 48 partners and other personnel.

#### **Non-audit services**

We monitor compliance with professional standards governing the provision of non-audit services to audit clients through a variety of mechanisms. These include the use of tools (e.g., GTAC – see page 11 and Service Offering Reference Tool (SORT) – see below), training and required procedures completed during the performance of audits and internal inspection processes.

#### **Global independence learning**

EY develops and deploys a variety of independence learning programs. All professionals and certain other personnel are required to participate in annual independence learning to help maintain our independence from the companies we audit.

The goal is to help our people understand their responsibility and to enable each of them, and EY, to be free from interests that might be regarded as being incompatible with objectivity, integrity and impartiality in serving an audit client.

The annual independence learning program covers independence requirements focusing on recent changes to the policy, as well as recurring themes and topics of importance. Timely completion of annual independence learning is required and is monitored closely.

In addition to the annual learning program, independence awareness is promoted through a number of events and materials, including the new-hire program, milestone programs and core service line curricula.

#### **Service Offering Reference Tool**

We assess and monitor our portfolio of services on an ongoing basis, confirming that they are permitted by law and professional standards, and to make sure that we have the right methodologies, procedures and processes in place as new service offerings are developed. We restrict services that could present undue independence or other risks from being provided. The Service Offering Reference Tool (SORT) provides our people with information about our service offerings. SORT includes guidance around which services can be delivered to audit and non-audit clients, as well as independence and other risk management issues.

#### **Business Relationship Evaluation Tool**

The Business Relationship Evaluation Tool (BRET) process helps to support our business relationships' compliance with independence requirements. Our people are required to use BRET in many circumstances to evaluate and obtain an advance approval of a potential business relationship with an audit client.

#### **Audit committees and oversight of independence**

We recognize the important role audit committees and similar corporate governance bodies undertake in the oversight of auditor independence. Empowered and independent audit committees perform a vital role on behalf of shareholders in protecting independence and preventing conflicts of interest. We are committed to robust and regular communication with audit committees or those charged with governance. Through our quality review programs, we monitor and test compliance with our standards for audit committee communications, as well as the pre-approval of non-audit services, where applicable.



## Continuing education of audit professionals

### Professional development

The EY career development framework, EYU, provides our people with opportunities for the right experiences, learning and coaching to help them grow and achieve their potential.

The learning component of EYU is based on an extensive and globally consistent learning curriculum that helps all our people develop the right technical and personal leadership skills, wherever they are located around the world. Core audit training courses are supplemented by learning programs that are developed in response to changes in accounting and reporting standards, independence and professional standards, and emerging practice issues.

We are redesigning our core audit training into “The Audit Academy” – a curriculum for learning. This high-impact learning combines interactive classroom-based simulations, “on-demand” e-learning modules and relevant reinforcement and application support.

Where EY audits and reviews International Financial Reporting Standards (IFRS) financial statements, relevant team members undertake learning to become IFRS accredited.

EY Philippines requires our audit professionals to obtain at least 20 hours of continuing professional education each year and at least 120 hours over a three-year period. Of these hours, 40% (8 hours each year and 48 hours over a three-year period) must cover technical subjects related to accounting and auditing.

In addition to formal learning, professional development occurs through coaching and experiences our professionals receive on the job. Coaching helps to transform knowledge and experience into practice.

Experienced professionals are expected to coach and develop less experienced personnel to create a continual learning environment. We also manage the assignment of our people to particular engagements in a systematic way that helps ensure that they have exposure to a range of experiences as part of their own development.

### Knowledge and internal communications

In addition to professional development and performance management, we understand the importance of providing client engagement teams with up-to-date information to help them perform their professional responsibilities. EY makes significant investments in knowledge and communication networks to enable the rapid dissemination of information to help people collaborate and share best practices. Examples include:

- ▶ Global Accounting and Auditing Information Tool (GAAIT), which includes local and international accounting and auditing standards as well as interpretive guidance
- ▶ Publications such as International GAAP, IFRS developments and illustrative financial statements
- ▶ *Global Accounting and Auditing News*, a weekly update covering assurance and independence policies, developments from standard setters and regulators as well as internal commentary thereon
- ▶ *Point of View and Overviews*, which provide important perspectives on the current public policy and regulatory developments
- ▶ Practice alerts and webcasts covering a range of global and country-specific matters designed for continuous improvement in the member firms’ Assurance practices

### Performance management

A comprehensive performance management process requires our people to set goals, have clear work expectations, receive feedback and talk about their performance. The Performance Management and Development Process (PMDP) is designed to help our people grow and succeed in their careers.

Under the PMDP, periodic job performance reviews are combined with annual self-appraisal and reviews. As part of the annual review process, each professional, in conjunction with his or her counselor (an assigned, more experienced professional), identifies opportunities for further development. Professionals and their counselors are guided by a set of expectations that articulate the knowledge, skills and behaviors that should be maintained and developed for their respective ranks. These expectations are derived from, and align with, EY’s global strategy and values.



## Revenue and remuneration

### Financial information

The financial information presented below for EY Philippines represents combined, not consolidated, revenues and includes expenses billed to clients and revenues related to billings to other EYG member firms. Also, revenue amounts disclosed in this report include revenues from both audit and non-audit clients.

“Other assurance services” revenue includes accounting and bookkeeping services; certain due diligence services; and risk-related services including internal controls, internal audits, technology and security; Sarbanes-Oxley (SOX) compliance; actuarial; fraud and forensics; and other attestation services. “Other non-audit services” revenue includes transaction, valuation, performance improvement, restructuring and other advisory-related services.

#### Financial information for the period ended 30 June 2016

Service	Percent of Revenue
Audit services	52%
Other assurance services	2%
Tax advisory	29%
Other non-audit services	17%
<b>Total</b>	<b>100%</b>

#### Prior-year performance

#### Financial information for the period ended 30 June 2015

Service	Percent of Revenue
Audit services	60%
Other assurance services	2%
Tax advisory	25%
Other non-audit services	13%
<b>Total</b>	<b>100%</b>

### Partner remuneration

Quality is at the center of EY’s business strategy and a key component of our performance management systems. EY Philippines partners and other professionals are evaluated and compensated based on criteria that include specific quality and risk management indicators, covering both actions and results.

Global performance management processes cover partners in EYG member firms around the world. They reinforce the global business agenda by linking performance to wider goals and values. These ongoing, cyclical processes include goal setting, personal development planning and performance review, and are tied to partners’ recognition and reward. It is the cornerstone of the evaluation process to document partners’ goals and performance. A partner’s goals are required to reflect various global priorities, one of which is quality.

EY prohibits evaluating and compensating lead audit engagement partners and other key audit partners on an engagement based on the sale of non-Assurance services to their audit clients. This reinforces their professional obligation to our partners, to maintain our independence and objectivity.

Specific quality and risk performance measures have been developed to account for:

- ▶ Technical excellence
- ▶ Living the EY values as demonstrated by behaviors and attitude
- ▶ Demonstrating knowledge of, and leadership in, quality and risk management
- ▶ Compliance with policies and procedures
- ▶ Compliance with laws, regulations and professional duties
- ▶ Contributing to protecting and enhancing the EY brand

The EY partner compensation philosophy calls for meaningfully differentiated rewards based on a partner’s level of performance, as measured by the Global Partner Performance Management (GPPM) process, which is a globally consistent evaluation process for all partners in EYG member firms around the world. Partners are assessed annually on their performance in delivering quality, exceptional client service and people engagement alongside our financial and market metrics.

We operate under a system that requires quality to be a significant consideration in a partner's overall year-end rating.

To recognize different market values for different skills and roles, and to attract and retain high-performing individuals, the following factors are also considered when calculating the total reward:

- ▶ Experience
- ▶ Role and responsibility
- ▶ Long-term potential
- ▶ Mobility

Instances of non-compliance with quality standards result in remedial actions, which may include compensation adjustment, additional training, additional supervision or reassignment. A pattern of non-compliance, or particularly serious non-compliance, may result in actions that include separation from EY Philippines.



## **Appendix: EY Philippines Public Interest Entity Audit Clients**

In the financial year that ended on 30 June 2016, EY Philippines performed audits of the following public interest entities whose transferable securities have been admitted to trading in Luxembourg:

- ▶ First Philippine Holdings Corporation
- ▶ Lopez Holdings Corporation
- ▶ Philippine Long Distance Telephone Company

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**About EY**

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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