



MOORE

HELPING YOU THRIVE IN A CHANGING WORLD

2023/2024 Moore Australia Audit Transparency Report

Moore Australia Statistics

13

Offices across Australia

550+

440 Fee earners
110 Support staff

76

Partners

56

Graduates across the Australian network in 2024 to date

\$100m

Over \$100m AUD in revenue

26.9

Average number of years experience for partners in our network

Moore Global Statistics

114

Moore Global countries

227

Moore Global firms

522

Offices around the world

37,000

Global professionals support each other

\$3.95b

Over \$3.95b USD in revenue

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Foreword

Moore. Ambitious.

In a time of heightened scrutiny from government, media, and the public, we at Moore Australia remain resolute in our commitment to delivering the highest standards of audit quality. Our robust systems of quality management are not only operating effectively but are also continuously evolving to meet the demands of an ever-changing regulatory environment. Whilst we acknowledge that no system is infallible, we are confident in our ability to identify any issues promptly and take swift, effective action to remediate them.

Our response to the recent Treasury consultation paper on the regulation of accounting, auditing, and consulting firms in Australia underscores our agility as a network. We have engaged proactively, offering insights and recommendations that reflect our deep understanding of the industry and our unwavering commitment to maintaining the integrity of our profession.

This year, our audit divisions have experienced significant growth, a clear indication of the trust our clients place in us. This growth is not just a testament to the quality of our work but also to the enduring relationships we have cultivated with our clients, who rely on us to navigate an increasingly complex regulatory landscape.

Looking ahead, we are preparing our teams for the assurance of sustainability reporting, a new frontier in our industry. We recognise the importance of this emerging area and are dedicated to ensuring our teams are equipped with the knowledge and skills necessary to lead in this space.

We are also actively integrating artificial intelligence into our workflows, not as a replacement for human expertise, but as a tool to enhance our capabilities and drive even greater efficiency and accuracy in our audits.

Our swift and effective response to the ASIC requirement for public companies to include a consolidated entity disclosure statement in their annual financial report is yet another example of how we, as a network, can adapt to changes and deliver timely, relevant solutions for our clients. It is this ability to be agile which will ensure we are able to meet the future head on.

In conclusion, this Audit Transparency Report is not merely a regulatory requirement; it is a showcase of our commitment to excellence and our confidence in the robustness of our audit methodology. We believe it will provide our stakeholders with the assurance that Moore Australia is not only meeting but exceeding the expectations placed upon us in this challenging environment.

Thank you for your continued trust in Moore Australia.



DAVID TOMASI
MOORE AUSTRALIA
CHAIRMAN

About Moore Australia

At Moore Australia, it's not about us. It's all about you. When it comes to providing personalised and commercially astute audit, accounting, tax and business advisory services, it simply can't be anything else.

We are a highly successful network of accounting, auditing and professional services firms. We are also part of the Moore Global Network, advising local, national and international clients in the public and private sectors. Moore Australia generates annual revenues in excess of \$100m, has 13 offices with over 550 people nationwide and is constantly growing.

We have extensive experience in state and local government, biotechnology, energy, mining and renewables, health and aged care, education, manufacturing, not-for-profit, property and construction, retail, tourism and hospitality and have a strong presence in the following service lines: Audit and Assurance, Asia Desk, Business Advisory, Taxation, Corporate Finance, Governance and Risk Advisory.

GOVERNANCE

As at 30 June 2024, the Moore Australia network comprised of 4 firms:

- Queensland and Northern New South Wales
- South Australia and Northern Territory
- Victoria and Tasmania
- Western Australia

These firms operate across 15 office locations throughout Australia. Moore Australia is a limited liability company registered in Australia and is owned by the member firms within Australia. Each member firm with firm revenue exceeding \$4m is entitled to have a firm appointed Director on the Board of Moore Australia to represent their firm's interests.

THE BOARD

Moore Australia Board members nominate suitable candidates for its Chair, who is appointed via a resolution of the Board for a period of two (2) years subject to satisfactory performance. The Chair currently also serves as a representative on the Moore Global Board.

Moore Australia has a General Manager ("GM") who is also a Board member. The GM is appointed by the

Board and has overall responsibility for providing leadership and strategic direction for the network and overseeing the day-to-day operations of the national secretariat and national committees.

Authority to act is granted to the GM by the Board; hence the GM ultimately remains accountable to the Board.

THE ROLE OF THE BOARD

The role of the Board of Moore Australia is to serve the interests of all its stakeholders, provide strategic direction for member firms and manage risks associated with being a part of the Moore network within Australia. Resolutions made by the Board are expected to be adopted by all member firms. Each Board member has the responsibility to communicate resolutions to their respective firms and to ensure they are actioned.

Prior to admission into the network, all prospective member firms are required to be approved by both the Moore Australia Board and the Moore Global Board. If the approval process is successful, the prospective member firm must enter into a Member Firm Agreement with Moore Global and a Deed of Accession, whereby the new member firm agrees to be bound by the Moore Australia Members' Agreement.

Moore Australia's constitution is contained in the Members' Agreement, which includes processes for the appointment of Directors, voting rights and meeting expectations. The Board is required to meet at least three times in any one financial year. For this transparency year past, the Board met five times face-to-face.

Moore Australia had a number of national committees in operation during the transparency reporting period. Each committee has its own Charter which outlines its primary purpose/s and details relevant duties and responsibilities which align with the expectations of the Board. Each committee provides regular updates to the Board, and each Charter is reviewed at least annually to ensure its ongoing relevance.



Dining for a Dream

In May 2024, Moore Australia (QLD/NNSW) hosted a fundraiser for Dolly's Dream. The hugely successful event raised over \$36,000 for the anti-bullying charity.

BOARD MEMBERS

As at 30 June 2024, the Moore Australia Board consisted of:



David Tomasi
CHAIR
Australia
MANAGING PARTNER
Western Australia



Grant Miles
MANAGING PARTNER
South Australia /
Northern Territory



Steven Sakkas
CHIEF EXECUTIVE
OFFICER
Victoria / Tasmania



Greg Mallam
MANAGING PARTNER
Queensland / Northern
New South Wales



Dr Lana Weldon
GENERAL MANAGER
& NATIONAL HEAD OF
QUALITY MANAGEMENT

SUCCESSION PLANNING

From 1 July 2024, there will be changes to the Moore Australia Board. Each firm will maintain a single vote.



James Tng
MANAGING PARTNER
Western Australia
James will replace David Tomasi as WA representative from 1 July 2024. David will become independent chair.



Matt Thomson
CEO
Queensland / Northern
New South Wales
Matt will join the board to represent QLD/NNSW firm. Greg will step down in a phased approach.

DEDICATED NATIONAL TECHNICAL RESOURCES

The Moore Australia network firms are supported at a national level with dedicated technical experts, who each offer several decades of expertise in their fields. The Moore Australia Network team are dedicated to operational excellence through safeguarding quality and ethical standards.

Each acts as a subject matter expert and internal consultant, but also as a key innovator.

Relevant to the Audit and Assurance process these highly talented individuals offer nearly 90 years of industry expertise:



Dr Lana Weldon

GENERAL MANAGER & NATIONAL HEAD OF QUALITY MANAGEMENT

Lana is the General Manager and National Head of Quality Management at Moore Australia. Lana is approaching 30 years' experience across varied areas including Audit, Governance and Quality Management, including a tenure as an Associate Professor at a tertiary institution and significant experience as a director of listed entities. Lana is responsible for overseeing Quality Management for the network.



Kristen Haines

NATIONAL HEAD OF TECHNICAL ACCOUNTING

With over 15 years' experience in Accounting Standards, Kristen helps teams apply and simplify financial reporting requirements. Kristen started her career at the AASB and progressed to auditing roles with a big-4 firm. In addition to financial reporting, Kristen is leading our implementation of sustainability reporting, training teams and clients on this emerging area. Kristen is an integral part of our internal training team, presents to clients and produces guidance publications on topical issues and the latest corporate reporting developments.



Kaisee Chwalko

NATIONAL HEAD OF TECHNICAL AUDIT

Kaisee has extensive experience in performing audit and assurance services gained from over 15 years of experience with several mid-tier firms within a diverse range of local and international clients. In 2020, Kaisee was appointed the National Head of Technical Audit to provide specialist technical advice, training and research services to the Moore Australia affiliation and its clients.



Varun Kumar

NATIONAL HEAD OF TECHNICAL TAX AND BUSINESS ADVISORY

Varun assists network firms in keeping up to date with taxation and regulatory changes and provides technical support to network firms in relation to various taxation matters. Varun assists the National Business Advisory and National Tax committees in meeting their strategic objectives. Varun has over 14 years of experience in providing tax compliance and advisory services.

Moore Growth and Moore Talent

Moore Growth is Moore Australia's Commitment to Learning and Development. It allows our staff to achieve their ambition and supports the future of our profession.

We have written extensively about Moore Growth in our previous transparency reports and we are exceptionally proud of the quality and variety of L&D opportunities we have been able to create for our staff over the past three years.

In 2023-2024 we set out to accurately measure the amount of training undertaken by staff. In addition to the many hours of L&D delivered by our national team and mandatory CPD, our colleagues undertook in excess of 8,500 hours of additional, non-mandatory training.

Furthermore, to evidence our commitment to the quality of support we lend to our newer staff members, we applied to become a CAANZ RTE.

The Recognised Training Employer status is a recognition of the quality of training Moore Australia firms provide to CA students for the duration of their studies.

The ambition of our staff and clients is the core of our business. We believe they should be provided with every opportunity to thrive.

To this end, over the past three years we have continued to develop our extensive in-house training programs which encompass technical skills training, leadership training, mentorship programs and professional skills training.

Our training roadshow has given way to even more specialist technical training. We are adding training on AI, additional DEIB training and bringing further business development and marketing training.

Making changes to our training program demonstrates our ability to listen to staff and clients' needs and react with agility. It is yet another way in which we demonstrate we are committed to supporting them to grow and thrive in an equally dynamic world.

8,500

Our colleagues undertook in excess of 8,500 hours of additional, non-mandatory training in 2023-2024.



New Beginnings

In March 2024, Moore Australia (VIC/TAS) opened their new Geelong office. The office brings together their two Geelong teams, and was designed to encourage open communication.



International Relationships

At Moore, our purpose is to help people thrive – our clients, our people and the communities in which they live and work.

ABOUT MOORE GLOBAL

We're a global accounting and advisory family of 37,000 people across more than 227 independent firms and 114 countries, connecting and collaborating to take care of our clients' needs – local, national and international. When you work with Moore firms, you'll work with people who care deeply about your success and who have the drive and dedication to deliver results for you and your business.

You'll have greater access to senior expertise than with many firms. We'll be here for you whenever you need us – to help you see through the maze of information, to guide you in your decisions, to make sure you take advantage of every opportunity and to help you thrive in a changing world.

At Moore Global and Moore Australia alike, our aim is

simple: To be the world's most respected professional network.

We believe that respect will be earned by the way we grow; the way we work together; the way we deliver quality in everything we do; the way we drive innovation; the way we provide exceptional value; and, most significantly, the way we change the world.

This is the Moore Way.

LEADERSHIP

We have exceptional global leadership and executive support, as evidenced by our world-class team.

Led by Global CEO Anton Colella, this team provides inspirational, transformational and visionary leadership for the network, as well as unparalleled quality and technical expertise.



Anton Colella
GLOBAL CEO



Vivienne Muir
GLOBAL COO AND
DIRECTOR OF QUALITY



Louise Millar
GLOBAL DIRECTOR
OF MARKETING AND
COMMUNICATIONS



Karen Storie
GLOBAL FINANCIAL
DIRECTOR



Craig Johnston
GLOBAL CHIEF
INNOVATION OFFICER



Margie Alt
GLOBAL DIRECTOR OF
TALENT



Jeff Blackbeard
GLOBAL DIRECTOR
OF SECTORS AND
MARKETS

NETWORK STRUCTURE

Each firm within the Moore Australia Network is an independent member firm of Moore Global Network Limited which comprises 227 separate and independent member firms operating locally in countries around the world.

Member firms offer assurance, accounting, tax and a range of other international business services across 114 countries through an aggregate of some 558 offices and 37,000+ personnel. Membership of Moore Global is regulated by contractual agreement.

Moore Global is a company incorporated in accordance with the Laws of England and provides no audit or other professional services to clients. Its role is to promote the co-ordination of member firms' professional strategies, and this is led by a Global Board comprising of regional representatives.

BOARD MEMBERS

Andy Armanino:	Chairman California, USA North America
Anton Colella:	Global CEO London, UK
Alan Badey:	New York, USA, North America
Bruce Zicari:	New York, USA, North America
Charles Reid:	Durban, South Africa, Middle East & Africa
David Tomasi:	Perth, Australia, Asia Pacific
Liang Chun:	Beijing, China, Asia Pacific
Matt Armanino:	California, USA, North America
Michael Bick:	Rotterdam, Netherlands, Europe
Mick Aw:	Singapore, Singapore, Asia Pacific
Phillippe Craninx:	Antwerp, Belgium, Europe
Ruy Gomes:	Belo Horizonte, Brazil, Latin America
Rick Davis:	South Carolina, USA North America
Vivienne Muir:	North Berwick, Europe

REGIONS

Member firms are divided into five regions, each with their own regional council comprising elected members from firms in that region. Broadly, regional councils meet quarterly.

REGIONAL DIRECTORS

Jeff Blackbeard	Africa & Middle East
Leon Hou	Asia Pacific
John Stanford	Europe
Valeria Gagliani	Latin America
Ellen O'Sullivan	North America

GLOBAL QUALITY & STANDARDS BOARD

Moore Global has a Global Quality & Standards Board comprising representatives from each of the regions. This Committee reports to the Global Board.

Operating through the five regions, its main role is to monitor the adherence by member firms to the international quality standards and to assess the suitability of candidate firms for admission.

QUALITY DIRECTORS

Vivienne Muir:	Global Director of Quality
Karen Wong:	Global Director of Quality Monitoring
Tony Caldwell:	Global Director of Professional Standards
Arturo Fortun:	Director of Quality Monitoring
Jan Bosch:	Director of Quality Monitoring
Korena Xie:	Global Manager of Assurance Methodology

Each member firm of Moore Global is separate and independent from both Moore Global and other member firms. Member firms of Moore Global do not share their respective profits or losses, they are not under common ownership or control and each member firm appoints its own management.

Member firms are expected to comply with applicable regulatory and professional obligations including, where relevant, those established by the International Federation of Accountants ('IFAC') and its affiliated bodies. Membership also requires compliance with various administrative obligations, but these do not expand upon the requirements of relevant professional bodies.

Concerning the delivery of assurance services, member firms are required to complete and maintain compliance questionnaires and are subject to periodic monitoring visits. The nature of monitoring procedures gives recognition to the professional environment in which individual firms operate.

Equivalent procedures are applied where firms are candidates for admission. Where deficiencies are identified at a member firm, remedial recommendations are made. If deficiencies are not resolved, then the Global Board may determine that the firm be excluded from membership.

Neither Moore Global nor any role within it carries any executive authority over the operations of individual member firms. All member firms and correspondent firms are independent entities owned and managed in each location. Their membership of Moore Global should not be construed as constituting or implying any partnership between them.



National Conference

In November we hosted our annual technical training conference, with the largest attendance to date. 150 delegates received technical training, leadership lessons from Steven Bradbury and more.

Transparency and Collaboration

The Moore Australia network consists of four independent firms at year-end. To promote transparency, knowledge exchange and to ensure all member firms work to the same meticulous standards, Moore Australia maintains a national committee structure.

Though all committees form an integral part of Moore Australia's communication infrastructure, the Moore Australia Audit and Assurance Committee (MAAAC) and the National Quality Committee (NQC), are those most pertinent to audit. Both committees benefit from national oversight by key technical experts.

Within the field of Audit, these Committees provide an advisory role and spearhead the implementation of global standards.



ASIA DESK

The purpose of Moore Australia's Asia Desk is to promote a "one firm" approach to cross-border business between Moore Australia and fellow APAC network firms. It also provides strategic support in terms of client relationship management, marketing and preliminary engagement acceptance for all member firms of MA in dealing with the Asia market.



CORPORATE FINANCE

The Corporate Finance Committee provide a dedicated forum for member firms to assist in lead advisory and transaction support services.



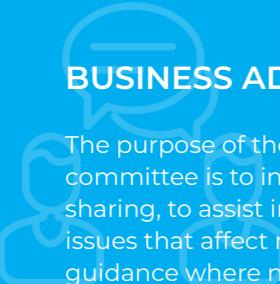
MAAAC

Moore Australia's Audit and Assurance Committee provides a dedicated forum for member firms to assist in ensuring compliance with the various auditing, accounting and quality standards applicable to the profession and the audit sector, and to collaborate and share expertise.



NATIONAL QUALITY COMMITTEE

The purpose of the National Quality Committee is to be responsible for the oversight of the National Quality Management System at Moore Australia.



BUSINESS ADVISORY

The purpose of the business advisory committee is to increase knowledge sharing, to assist in identifying BA related issues that affect member firms, to provide guidance where necessary and to release service line alerts to clients and staff on relevant matters.



HUMAN RESOURCES

The HR committee assists the board in achieving their strategy to be an employer of choice by:

- Aligning policy
- Developing and sustaining best practices around recruitment and retention
- Supporting cohesion and collaboration across the member firms



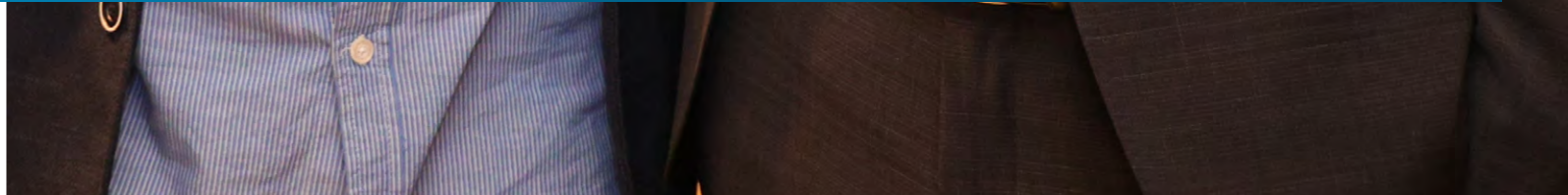
MARKETING & COMMS

The Marketing and Communications Committee provides a centralised platform for regional firm marketing managers to collaborate, provide consultation and advisory services to firms and stakeholders and support brand cohesion and collaboration across the member firms.



TAXATION

The purpose of the Tax Committee is to provide a dedicated forum for member firms to assist in streamlining the tax compliance and consulting process by staying up to date with legislative changes to ensure consistent compliance Australia wide.



MOORE AUSTRALIA AUDIT AND ASSURANCE COMMITTEE

MAAAC provides a dedicated forum for member firms to assist in ensuring compliance with the various auditing, accounting and quality standards applicable to the profession and the audit sector, and to collaborate and share expertise.

MAAAC OBJECTIVES

- To develop and continuously improve an appropriate audit methodology that meets the local and international requirements of member firms.
- To identify any developments that may require amendment of the policies, procedures and templates used by member firms.
- To develop and establish regular training and learning and development programs to meet the needs of member firms.
- To identify audit and accounting related issues that affect member firms and to provide guidance where necessary.
- To receive and respond to member firms' queries on auditing and accounting standards and matters pertaining to the auditing profession.
- To remain up to date on relevant technical developments and to recommend and advise member firms on changes and standardisation matters of national importance.
- To promote the service offering through internal and external opportunities including, but not limited to, conferences, seminars and public forums.

These objectives may be achieved through the use of the National Technical resources.

MAAAC met ten times during the financial year.

Members and firm representatives at the end of June 2024 are:

SHAUN WILLIAMS – MOORE AUSTRALIA (WA) (CHAIR FROM OCT 2023)

Shaun has over 20 years' experience in providing audit, accounting and corporate advisory services, both in Australia and internationally. He is responsible for the execution and delivery of audit, assurance and related services. His considerable audit experience includes direct engagement responsibility for numerous ASX listed entities, small to large private and public unlisted companies and indigenous organisations.

MURRAY MCDONALD – MOORE AUSTRALIA (QLD/NNSW)

Specialising in audit and assurance, Murray is a registered company auditor providing independent audit services across a range of industries. Having worked with private and public companies within Australia and overseas, Murray has extensive experience within industries including insurance services, mining, superannuation, education and not-for-profit.

ANTHONY PIKE – MOORE AUSTRALIA (SA/NT)

As a director in our Adelaide office, Anthony has been a Chartered Accountant in professional practice for over 30 years. The first thing that new clients notice about Anthony is his extraordinary dedication to their business success. His diligence and commitment create a high level understanding of their business which ensures clients benefit fully from his valuable commercial advice. Anthony is a strong supporter of Indigenous Business and travels interstate frequently to attend various board and management meetings for his indigenous clients.

GEORGE DAKIS – MOORE AUSTRALIA (VIC/TAS) (CHAIR UNTIL OCT 2023)

George is a director in Melbourne. George's expertise includes external audit, corporate governance, risk management, system and process re-engineering and financial reporting advice. He continues to work closely with a number of industry and professional associations in delivering up to date commentary and analysis through publications and speaking engagements.

ANDREW JOHNSON – MOORE AUSTRALIA (VIC/TAS) (JOINED OCT 2023)

Andrew is a Director in Melbourne and joined the committee in October 2023 to replace George Dakis. During his career, he has developed in-depth knowledge of international financial reporting standards and deep expertise in providing audit and statutory accounting services to several public as well as medium to large private companies.

CRAIG HEMPHILL – MOORE MARKHAMS NZ (OBSERVER)

MICHAEL RANIA – MOORE MARKHAMS NZ (OBSERVER)

NATIONAL QUALITY COMMITTEE

The purpose of the National Quality Committee (NQC) is to support the Board in its management of quality within the network.

OBJECTIVES

- To be responsible for the oversight of the National Quality Management System at Moore Australia

Key responsibilities of the Committee

- To provide input into identifying and addressing quality issues concerning the Moore Australia Network in all services lines.
- To bring member representative views, knowledge and input to oversight, review and implementation of national quality policy.
- To oversee the National Review Program, including providing support and input to the National Head of Quality Management.
- To review the process for monitoring the Network's compliance with Moore Global Standards.
- To oversee remediation activity as it pertains to quality.
- To review and challenge the network risk framework, policies and procedures within the context of the Network's strategy.
- To review the Network's arrangements for regulatory compliance and consider any material findings from regulatory reviews.
- To implement policies and procedures developed by the Head of National Quality Management in the member firms and monitor compliance with these by their respective firms.

NQC met ten times during the reporting timeline.

Members and firm representatives at the end of June 2024 are:

DR LANA WELDON (CHAIR) – MOORE AUSTRALIA

Lana is the General Manager and National Head of Quality Management. She was appointed a director of Moore Australia in 2023 and then as chair of the NQC. Lana has 30 years experience across varied areas including Audit, Governance and Quality Management, including a tenure as an Associate Professor in an Accounting Department and significant experience as a director of listed entities.

MURRAY MCDONALD – MOORE AUSTRALIA (QLD/NNSW)

Specialising in audit and assurance Murray is a registered company auditor providing independent audit services across a range of industries. Having worked with private and public companies within Australia and overseas, Murray has extensive experience within industries including insurance services, mining, superannuation, education, not-for-profit, and professional services.

MATTHEW EDWARDS – MOORE AUSTRALIA (SA/NT)

Matthew is a Director in our Adelaide office and joined the team as a graduate accountant in 2002. Originally working with clients from a compliance and business advisory perspective, over the years he has developed a strong interest in self managed superannuation, superannuation planning, estate planning and intergenerational wealth strategy. Today he is responsible for the tax and administration of all the firm's self managed superannuation funds.

JOHN DEWAR – MOORE AUSTRALIA (VIC/TAS)

John is a Director in the Melbourne office. John has substantial experience providing commercial, financial and taxation advice to privately held businesses and their owners. He has a particular focus on the healthcare industry with a client base that includes device developers, digital health providers, disability service providers, practices and practitioners.

MICHELLE SHAFIZADEH – MOORE AUSTRALIA (WA)

Michelle is a Director in the Perth office. Michelle has over 26 years' experience within a public sector audit office and large mid-tier firms, bringing a wealth of knowledge and experience. Michelle is also past Chairperson of the WA regional CAANZ council and a member of the AUASB.

BENJAMIN YEO – MOORE AUSTRALIA (VIC/TAS) (OBSERVER)

ANDREW STEEL – MOORE MARKHAMS NZ (OBSERVER)

Introduction to Audit at Moore Australia

OUR RISK BASED APPROACH

Our risk-based methodology focuses on examining key business processes and procedures that are vital to achieving the goals and objectives of our clients. This allows our teams to adequately identify and assess the risks relevant to the engagement and plan our audit appropriately to ensure we obtain sufficient appropriate audit evidence on each and every client. Our risk based approach involves identifying the areas of the financial statements that are most susceptible to material misstatement, and then designing client appropriate audit procedures that are tailored to address those risks.

BENEFITS OF A RISK BASED APPROACH TO AUDITING

We focus our risk assessment and related audit activities on each client's unique circumstances and risks and how well management responds to those risks. By understanding the underlying risks that

impact an organisation's business drivers, we develop a more comprehensive and effective audit strategy that provides our clients with comprehensive risk coverage and increased value.

The audit methodology adopted by the network has been developed nationally by Moore Australia to comply with Australian Standards of Auditing ("ASA's") and align with Moore Global's methodology. Moore Australia auditors undertake all audit engagements using CaseWare Working Papers and the associated Moore Australia national audit template.

OUR PEOPLE

An effective audit requires effective leadership and the right team. At Moore Australia we always find the right people for the right role, and ensure the appropriate training is available to each individual's needs. Without our people, we cannot continue to build on our client experience, our efficiencies, or our audit approach. This is why, when we recruit, we

ensure each member of our team is the right fit and believes in our common goal of excellence.

THE EVER-CHANGING AUDIT LANDSCAPE

Our commitment to excellent client service continues to push our audit process to be redefined and reimaged. This allows Moore Australia to grow and adapt easily to changing environments, different industries and different risk profiles.

Our use of CaseWare technology allows audits to be performed in a fully digital environment. This technology, along with our use of portal platforms, allows for the secure housing and transfer of information from clients to audit staff. It improves efficiencies and allows us to provide excellent client service in an agile working environment no matter whether our staff are at the client site, our offices or working from home as they strive for work-life balance.

THE USE OF TECHNOLOGY AND DATA IN OUR AUDITS

The use of technology in our audits continues to be a focus area as the use of the right technology and data can improve the efficiency of our audits as well as allow our audit team to focus on riskier areas of the engagement.

Last year we implemented DataSnipper, a tool that allows us to better extract data from source documentation and automate part of the audit process. We have continued to gain efficiencies and save time on low value, repetitive tasks, allowing our teams to focus on areas of greater complexity and judgements. We have also seen the use of new technologies help with staff retention at junior levels, as they embrace and use the technological world in which they are adept.

We continue to explore and pilot the use of Data and look at ways that we can continue to modernise and enhance our audit techniques using AI and other technology resources. This includes exploring technology solutions that assist with:

- **Data analytics and ratio analysis;**
- **Forensic investigations and fraud;**
- **Corroborating evidence and building expectations; and**
- **Increasing the depth and coverage of our testing.**

In an ever-changing climate and environment, quality and innovation is at the forefront of everything we do.

Our Risk-Based Audit Methodology

AUDIT PLANNING

- Understand your business
- Perform analytical reviews
- Determine the information required for the audit
- Establish timelines
- Assess industry knowledge and staff requirements

BUSINESS RISK & ASSESSMENT

- Identify, assess and document business risks external and internal
- Document audit and accounting risks
- Determine audit complications
- Systems documentation and controls testing
- Draw conclusions and report any findings to Management

DEVELOP AUDIT PLAN

- Identify audit procedures to be performed
- Apply our risk model to determine extent of testing required
- Allocate resources
- Confirm scope of audit with Management
- Report to the Audit Committee

PERFORM TESTS

- Address risk areas identified throughout the planning process and control testing phase
- Verify transactions and balances
- Draw conclusions

REPORTING

- Audit report on financial statements and remuneration report
- Report findings to Management and the Audit Committee
- Provide Management letter



Graduates with Heart

In February we traditionally welcome our new graduates to the network during our graduate conference. In addition to their technical training, grads learn about the power of our network and the importance of giving back.

Environmental, Social and Governance Services

ESG strategy is imperative. At Moore Australia, we can help organisations meet their ESG goals through our unique ESG framework. Our framework is not only easy to implement and understand, but can help you create fundamental change.

This year has been a milestone year for ESG and sustainability reporting with the legislation, in the final stages of finalisation in Parliament at the time of writing, which will introduce mandatory sustainability reporting focussed on climate change effective for some companies from 1 January 2025. The Australian Accounting Standards Board are also poised to issue the first two Australian Sustainability Reporting Standards and Assurance requirements are expected to follow.

Moore Australia welcomes the clarity the legislation and new standards provide in this area. For the past years ESG reporting has been rife with greenwashing accusations, paired with confusion. The new standards will provide credibility and a robust framework for businesses to adhere to, whilst providing assurances for stakeholders around business practices.

Where ESG historically was the realm of large listed companies, we continue to see more mid-market organisations being either required to provide sustainability information to financiers or larger customers or electing to provide that information voluntarily ahead of mandated reporting or stakeholder engagement campaigns.

As the sustainability reporting landscape continues to mature and clients get a clearer understanding of what their reporting requirements are, we are here to help you thrive. Moore Australia, together with the Moore Global network, is developing tools and services to assist organisations with every step of their sustainability journey.

Our experts can help your organisation consider ESG in your risk management and strategy discussions, monitor your greenhouse gas (GHG) emissions or model how resilient your organisation is to climate change. Moreover, our services don't stop at the environmental issues. We can also assist with social measures such as equity and diversity and other employee related issues.

Moore Australia is an ESG leader firm in the Moore Global network. This not only allows us to work with other ESG experts around our global network, but it also demonstrates our commitment to providing innovative and robust services to our clients, whilst allowing us to provide mentorship and support to other firms in the network who are at the beginning of their ESG journey.

We feel privileged to be part of the ESG and sustainability journey of our clients and their stakeholders. As part of our commitment to our existing and future clients we have hosted and will continue to arrange webinars and resources to help you on your sustainability journey.

Moore Australia is committed to the same transparency we value from our peers and clients in the market. To demonstrate this commitment, we publish our own sustainability report and this year are aiming to include our GHG Emissions. Although we know we have work to do in this space, it will allow us to take those first steps. So when we say "we know how you feel", we truly do.

ESG NEWS AND UPDATES

The ESG landscape is forever changing. Head over to our website for the latest news and updates. Scan the QR code below.



Quality Management

Global standards, local implementation

GLOBAL QUALITY STANDARDS

Following the successful implementation of the global Moore Quality Management (MQM) tool during 2023 and our full Independent Monitoring Program review (IMP), we are confident that our System of Quality Management (SOQM) meets national and international standards.

LOOKING FORWARD – ONGOING QUALITY MANAGEMENT

New quality management standards implementation

We review our Quality Management policies and procedures annually, make any necessary changes and ensure that our teams are updated on these. Annual training is performed on the suite of Quality Management policies and all new staff are required to familiarise themselves with the full suite of Quality Management policies and procedures as part of the onboarding process.

Our program of audit engagement file reviews continued during 2024 with findings being shared between firms to facilitate learning.

Each member firm has adopted a nationally consistent approach to managing quality

Our System of Quality Management includes policies and procedures which ensure we meet the requirements of ASQM 1, Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance Engagements and Related Services Engagements.

We have identified the following key drivers of audit quality across our firms:

- A top-down culture of and commitment to audit quality and independence;
- Skills and competence of our people;
- The ongoing effectiveness of our audit processes;
- Understanding factors outside of our control; and
- Monitoring and remediation processes.

TOP-DOWN CULTURE OF AND COMMITMENT TO AUDIT QUALITY AND INDEPENDENCE

Our commitment to Quality is evidenced in both our Global and National strategies, putting Quality at the core of our business. Both our audit and non-audit Directors, as well as other senior executives, recognise audit quality and independence as being fundamental to the ongoing strength of our brand and success of our business. This permeates the entire network. It is front of mind in all formal and informal communication with Directors and Team members, and is embedded in our training and technical materials and documented policies and procedures. Moore Australia have a National Quality Committee who meet monthly, comprising representatives from each firm, that identify and manage any quality risks that may be identified.

SKILLS AND COMPETENCE OF OUR PEOPLE

We have a diverse mix of Directors and Senior Executives allowing us to meet the challenges of operating in an evolving profession. We make necessary investments in the professional development of our auditors focusing on their development into analytical, rational, critical, technical, inquisitive and sceptical thinkers with excellent communication skills.

A national technical training program is run and available to all our auditors, which compliments each firm's established learning and development framework. During this transparency reporting period this included a National Audit Conference targeting audit Directors and senior staff, extensive technical training by our National Head of Technical Audit and National Head of Technical Accounting and Sustainability Reporting, ongoing Hot Topic Training and targeted, on-request training for individual offices.

We recognise the importance of attracting and retaining a diverse mix of high performing individuals, who are afforded opportunities to develop genuine industry specialisations to further strengthen our brand in key strategic markets.

Directors and staff are evaluated regularly, considering

their performance in the period under review, and aiming to identify any ways the individual firm and broader network can assist in ensuring individuals continue to progress to be able to meet their full potential. The frequency of evaluations will vary from firm to firm, but typically more junior staff will be assessed at the end of larger individual assignments, and at six-monthly intervals, whilst more senior staff will be assessed six-monthly or on an annual basis.

EFFECTIVENESS OF AUDIT PROCESSES

Our risk-based methodology focuses on examining key business processes that are critical to achieving the goals and objectives of our clients. This was described in detail in Section 6 of this report.

UNDERSTANDING FACTORS OUTSIDE OF OUR CONTROL

There are factors that exist in relation to an entity that are largely outside our control. At Moore Australia we pride ourselves on our ability to create meaningful relationships with our clients. Thus, by obtaining an in-depth understanding of our clients and the environments in which they operate, we are able to determine the extent to which these factors may have an impact on the risks of material misstatement in the engagement. The nature and extent of audit procedures undertaken are intrinsically linked to the identification and assessment of such risks.

MONITORING AND REMEDIATION PROCESSES

External Accountability and Monitoring

- ASIC – The most recent inspection of a Moore Australia Network Firm was conducted in 2018/2019. The most recent inspection of the Moore Australia network of firms was conducted during 2014 and 2015.
- CAANZ – Follow up from the completion of the 2013 Audit Quality Survey occurred in January 2015.
- Those findings from external reviews and follow up action required, as well as ASIC monitoring reports, are communicated to network firms via members

of the Moore Australia Audit and Assurance Committee, the annual audit conference and the national audit training program. The successful implementation of remedial action required is reviewed as part of both the Moore Global and Moore Australia monitoring programs.

Internal Accountability and Monitoring

- Moore Global is a member of IFACs Forum of Firms. As a member, Moore Global is required to coordinate regular global internal quality assurance reviews. The review cycle for 2021-24 included a review of Moore Australia during 2023. The review was finalised and no significant findings were identified.
- Each audit partner is subject to a cyclical file inspection review which is coordinated by Moore Australia.
- In addition, Moore Australia conducts additional reviews of each firm's compliance with its ASQM obligations.
- Moore Australia also runs a financial statement review program which includes a detailed technical review of the financial statements of selected listed and Public Interest Entity audit clients. This is performed by Moore Australia's Head of Technical Accounting and Sustainability Reporting.
- All partners and staff are provided refresher training and updates on their mandatory ethics and independence responsibilities routinely; and
- All firms in the network participate in the Internal Monitoring Program to monitor compliance with the requirements of the Quality Management policies. This review took place for 2023 and no significant findings were identified. This review is scheduled for later in 2024 again.

As part of our ongoing commitment to quality, every Public Interest Entity audit client of the network is subject to an Engagement Quality Review ("EQR") for both the annual audit and half-year review engagements in accordance with ASQM 2. Other audit engagements may also be subject to EQRs as and when required, including:

- where significant uncertainty around going concern exists;
- where certain types of modified audit opinions are being considered;
- in instances where it is required to safeguard against a potential threat to independence;

- where the audit risks associated with the engagement has been deemed high; and
- otherwise, at the lead engagement partner's specific request.

CLIENT ACCEPTANCE AND CONTINUANCE PROCEDURES

For all new assignments, a thorough client engagement process is conducted that covers ethical issues and other professional risk assessment measures. Every potential audit client is considered in relation to:

- the reasons for the proposed change in auditor, through making enquiries of the predecessor auditor;
- potential independence risks and possible conflicts of interest;
- the firm's resources and experience, to ensure that the firm will be able to complete the assignment to the highest professional standards;
- the management and ownership of the potential client, including confirming the identity of individuals; and the potential client's business and the risk associated with the industry or area within which it operates.

Similar safeguards apply to ongoing client relationships and independence in relation to audit clients is reassessed at both the commencement and the conclusion of each audit.



"The industry has been under much scrutiny these past few years. It's encouraging to see new safeguards and standards come in to play to help bring continued integrity to our work. It will help maintain the confidence of our clients in our work, now and in the future."

Shaun Williams,
Audit Partner,
Moore Australia (WA)

Audit Academy

Collaboration around Technical Knowledge

At Moore Australia, we pride ourselves on our in-house technical knowledge and the varied experience of our National technical team. This team is made up of subject matter experts who simultaneously have backgrounds as education facilitators within the profession.

It is no surprise that when our Global network decided to roll out an Internationally applicable Audit Academy to the network, the Moore Australia technical team was approached for collaboration on this prestigious project.

network at any of these levels and can be assigned by firms based on individual requirements.

The content includes comprehensive course guides, presentations, video recordings and quizzes to measure understanding of the applicable learning outcomes. This content will be translated into multiple languages to ensure it can be used across the network. Each of the courses is accredited for CPD/CPE in multiple jurisdictions and certification will be provided for participation in learning.

PROJECT AT A GLANCE

The Audit Academy project comprises the content development and delivery of a three year on-demand learning syllabus produced in collaboration with our global network's Moore Talent team. Three levels of learning based on International Auditing Standards, described as Foundation, Extension and Experienced, will be available to all network firms, including Moore Australia, through our global Talent Hub. This learning is applicable to graduates or lateral hires who join the



The Moore Way- A Culture of Respect and Support

At Moore Australia, our culture and professional integrity are what guides us through business processes and lie at the heart of our Audit and Quality Assurance processes. We are a people-first network, aiming to be the world's most respected professional services network.

That respect will be earned by the way in which we grow and work together, demonstrate our integrity in everything we do and through the quality we deliver. Our statement might be audacious, but we truly believe this is how we can change the world.

CARE

We'll guide you and support you in a changing world



PASSION

Our drive and dedication delivers results



COMMUNITY

Our global community will help you realise your ambition



ACCESS

We are here, whenever you need us



RESPONSIBLE LEADERSHIP AND ROLE MODELS

Moore Australia's senior leadership team lead by example. To bring longevity to our highly talented workforce, we promote responsible leadership and put great effort into looking after our teams' mental and physical well-being. Each of our firms does this in a slightly different way, but we all do it with the same sense of family. We offer hybrid working environments, support programs, training, mindfulness programs, and work-life balance training, to name a few initiatives. Most importantly we set the tone at the top by creating an inclusive work environment, where everyone feels valued and everyone is able to speak up.

FOSTER AMBITION

We are investing in the leaders of tomorrow. In November 2023 we held our first Emerging Leaders conference. This conference trains those starting out on their leadership journey on how to manage people, conflicts and their time. The conference was exceptionally well received and has received the best feedback of any of our L&D and conference programs to date. The conference run bi-annually to ensure each of our aspiring leaders has the opportunity to take part.

We also foster ambitious role models through initiatives such as our global aspiring leaders' program, Moore Ambition, and our highly prestigious Harvard Leadership Program.

ETHICS, TRAINING AND CONTINUOUS EDUCATION

One of the keys to success in Audit and Assurance is to always grow and learn. We have an extensive in-house training program, with regular training sessions on technical competencies, to ensure our staff are well equipped to service their clients and perform high quality and efficient assurance engagements. We run regular live workshops and all training is recorded so team members can still participate in their own time should they miss the initial live session.

All our audit staff that are members of Chartered Accountants Australia and New Zealand (CAANZ) are required to meet the mandatory continuing professional development (CPD) requirements of the institute, including the specific requirements for

ethics learning. Many of our less experienced staff are in the process of completing external qualifications including their post graduate studies with CAANZ and we support their studies with study skills workshops and the facilitation of study groups.

Moore Australia, in conjunction with the Moore Global network, provides sufficient learning and development opportunities to meet and indeed exceed, the required professional CPD.

INITIATIVES FOR NEXT YEAR

Comprehensive training plans – Our comprehensive training schedule continues to be further enhanced and expanded. We are identifying those technical and professional skills that staff require at each level and ensuring that we have a robust training schedule that will help deliver the training that the staff need, when they need it. This will continue to be supplemented by training on changing requirements and specific focus areas where our teams need additional guidance. Continual training allows our teams to further strive for their common goal of excellence.

Digital Transformation – Our digital transformation projects continue to enhance our staff's experiences at work. Our focus over the next years will be the safe use of AI in a professional services environment. Our teams are actively trialling various platforms, with a look at how we can best use various AI Tools to enhance and improve our work-flow, to best serve our customers.

100%

Of Emerging Leaders Conference delegates agreed that Moore offers them training to support them throughout their career.

Ethics

ETHICS IS THE CORNERSTONE OF OUR PROFESSION

At Moore Australia, we take our ethical responsibilities seriously and emphasise to our teams that we serve the public interest. We acknowledge that true ethical compliance requires a principle-based approach to embrace the spirit of the code rather than adherence to specific rules.

Moore Australia adheres to APES 110 Code of Ethics for Professional Accountants, including Independence Standards issued by the Accounting Professional and Ethical Standards Board (APESB) in Australia, which espouses the following fundamental principles:

- **Integrity:** We require our people to be straightforward and honest in all professional and business relationships.
- **Objectivity:** We don't allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- **Competence and due care:** We maintain professional knowledge and skill at the level required to ensure that our clients receive competent professional service based on current technical and professional standards and we

act diligently and in accordance with applicable technical and professional standards.

- **Confidentiality:** We respect the confidentiality of information acquired in the performing of our services and don't disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to do so, nor do we use the information for the personal advantage of our team or third parties.
- **Professional behaviour:** We comply with relevant laws and regulations and avoid any conduct that may discredit the profession.

At Moore Australia, the National Head of Quality Management actively takes part in the Network's Global Ethics Committee to ensure Moore Australia are at the forefront of any new developments in the Ethics environment.

Each individual firm within the Moore Australia network is required to have an Ethics Partner who is responsible for their firm's compliance with all Ethical policies, procedures and principles applicable to the firm.

INDEPENDENCE

The provision of our audit services is subject to our strict policies in respect to maintaining our independence. This is achieved through the application of our Quality Management Policies to ensure each firm's compliance with the requirements of ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Corporations Act 2001 (where applicable) and APES 110 Code of Ethics for Professional Accountants ("the Code"). Compliance is facilitated through relevant client and engagement specific forms that are used by all member firms of the Moore Australia network to ensure that we are compliant with the 'network firm' requirements of the Code. The following safeguards are enforced to ensure our objectivity is maintained and we are free from conflicts of interest when discharging our professional responsibilities:

- Partners or staff do not act in a managerial or decision-making capacity, and are not involved in processing or originating transactions for our audit clients;
- Where non-audit services are provided to our audit clients, we are satisfied that these services do not have a material impact on our planned audit procedures and we will not express any assurance in relation to these procedures; and
- Partners and staff involved in the provision of non-audit services to our audit clients do not have the authority to accept these engagements without preliminary authorisation from the audit partner.

As auditors, direct and material financial interest in our assurance clients or controlled entities and material associates is prohibited. This prohibition extends to:

- All partners and professional staff of any firm within the Moore Australia network, and any superannuation fund, companies or trusts controlled by them;
- Spouses, domestic partners and dependents of our partners and professional staff;
- Certain other relatives of partners and professional staff who directly provide any professional services to the client and its controlled entities; and
- The firm and all other firms within the Moore Australia network including controlled entities.

The following policies and procedures are undertaken to ensure compliance with our Quality Management Policies:

- Six-monthly declarations are signed by all partners and staff confirming they hold no prohibited financial or employment relationships with assurance clients of any firm within the Moore Australia network;
- Independence declarations on each audit engagement are signed by all engagement team members confirming their independence;
- Conflict checks are performed on all new clients to identify any potential conflicts of interest;
- Where non-audit services are to be provided to an audit client that may create a threat to independence, approval by the engagement partner and the firm's Ethics Partner is obtained prior to the commencement of the engagement;
- All new partners and professional staff undertake ethics and independence training as part of their induction when joining a Moore Australia firm;
- Ethics refresher training is prescribed annually for all professional staff.
- Cyclical internal engagement file reviews for all service lines are performed.





APPENDIX 1 - FIRM DETAILS

Moore Australia (VIC/TAS)

LEGAL STRUCTURE

During the year ended 30 June 2024, Moore Australia in Victoria operated through Moore Australia (Vic) Pty Ltd, which is a private company which acts as agent for individual Directors' trusts. There are no outside shareholders. Audit services were conducted by Moore Australia Audit (Vic), a partnership of individuals, comprising of five Directors of Moore Australia (Vic) Pty Ltd. Audits were conducted by designated audit partners all of whom are registered company auditors.

GOVERNANCE

Moore Australia (Vic) Pty Ltd has a Board of Directors comprising all of the Directors. The Board has a Chief Executive Officer, who is also a Director, to oversee the governance of the organisation. The Chief Executive Officer reports to the Board of Directors and meets with the Board monthly.

The key roles of the Board of Directors are:

- **governance;**
- **setting strategic direction;**
- **ensuring the Chief Executive Officer executes the Company's business strategy;**
- **approving plans and budgets to support the business strategy;**
- **monitoring financial compliance; and**
- **appointment of the Chief Executive Officer.**

The Chief Executive Officer, who is responsible for the day to day operations of the firm, is appointed by and accountable to the Board of Directors. The company's Chief Executive Officer is Steven Sakkas. The key roles of the Chief Executive Officer are:

- **leadership and vision;**
- **propose and execute approved strategies;**
- **propose business plans and budgets to support strategies; and**
- **operate the business in accordance with the strategies and plans approved by the Board.**

BASIS FOR DIRECTOR REMUNERATION

Directors of Moore Australia (Vic) Pty Ltd are remunerated as follows:

- **Equity directors are remunerated by a fixed share of profits and profit share based on the percentage of**

- **interest held in Moore Australia (Vic) Pty Ltd**
- **Fixed draw directors are compensated with a fixed profit share and performance-linked bonus. Performance evaluations consider both financial and non-financial metrics, with individual director assessments conducted annually based on monthly meetings with the CEO. The fixed profit share is determined by the Board of Directors**
- **Audit partners and staff are not remunerated by reference to non-audit services sold to audit clients.**
- **The appointment of equity and non-equity directors is subject to approval by the Board of Directors.**

NAMES OF RELEVANT ENTITIES AUDITED BY CURRENT MOORE AUSTRALIA AUDIT (VIC) (OF THE KINDS MENTIONED IN SUBSECTION 332A (1) OF THE ACT)

This list includes those clients to which the firm issued an audit report in accordance with the requirements of Division 3 of Part 2M.3 of the Corporations Act 2001 during the transparency reporting year.

Alice Queen Limited
Lithium Universe Limited
Millennium Services Group Limited
Oakridge International Limited
Rewardle Holdings Limited
Atomos Limited
FAR Limited

Services Provided	Revenue from Services	
	2024 (\$'000)	2023 (\$'000)
Audits and reviews of financial statements	7,814	6,637
Revenue relating to non-audit services to audit clients	1,010	980
Other assurance and non-audit services	24,638	14,410
Total Fees	33,462	26,027

Moore Australia (WA)

LEGAL STRUCTURE

During the year ended 30 June 2024, Moore Australia in Western Australia operated through Moore Australia (WA) Pty Ltd, which is a private company which acts as agent for individual Directors' trusts. There are no outside shareholders.

Audit services were conducted by Moore Australia Audit (WA), a partnership of individuals, comprising of 14 Partners who are also Directors of Moore Australia (WA) Pty Ltd. Audits were conducted by designated audit partners all of which are registered company auditors.

GOVERNANCE

Moore Australia (WA) Pty Ltd has a Board of Directors comprising all of the Directors.

The key roles of the board are:

- **governance;**
- **setting strategic direction;**
- **ensuring the Managing Partner executes the Company's business strategy;**
- **approving plans and budgets to support the business strategy;**
- **monitoring financial compliance; and**
- **appointment of the Managing Partner.**

The Managing Partner, who is responsible for the day-to-day operations of the firm, is appointed by and accountable to the Board of Directors.

Until 30 June 2024, the Managing partner was David Tomasi. Effective 1 July 2024 James Tng will assume the role. The key roles of the Managing Partner are:

- **leadership and vision;**
- **propose and execute approved strategies;**
- **propose business plans and budgets to support strategies; and**
- **operate the business in accordance with the strategies and plans approved by the Board.**

NAMES OF RELEVANT ENTITIES AUDITED BY CURRENT MOORE AUSTRALIA AUDIT (WA) (OF THE KINDS MENTIONED IN SUBSECTION 332A (1) OF THE ACT)

This list includes those clients to which the firm issued an audit report in accordance with the requirements of Division 3 of Part 2M.3 of the Corporations Act 2001 during the transparency reporting year.

Advanced Braking Technology Limited
 Altech Batteries Limited
 Ark Mines Limited
 Australian Silica Quartz Group Limited
 Calidus Resources Limited
 Chariot Corporation Limited
 Civec Limited (subsidiaries)
 Credit Intelligence Limited
 Crigen Resources Limited
 Dragon Mountain Gold Limited
 Dundas Minerals Limited
 DXN Limited
 DY6 Metals Limited
 Fertoz Limited
 FFI Holdings Limited
 Golden Deeps Limited
 Great Northern Minerals Limited
 International Equities Corporation Limited
 Labyrinth Resources Limited
 Lanthanein Resources Limited
 Lepidico Limited
 MEC Resources Limited
 Metals Australia Limited
 Oceana Lithium Limited
 OliveX Holdings Limited
 QX Resources Limited
 Resource Base Limited
 RLF Agtech Limited
 Rofina Group Limited

Sabre Resources Limited
 Smart Auto Australia Limited
 Toro Energy Limited
 Wellard Limited
 Wellfully Limited

BASIS FOR DIRECTOR REMUNERATION

Directors of Moore Australia (WA) Pty Ltd are remunerated as follows:

- **4 x Directors by a fixed salary and bonus which is linked to the firm achieving its net profit target.**
- **14 x Directors by profit share based on the percentage of interest held in Moore Australia (WA) Pty Ltd and Moore Australia Audit (WA).**

The fixed salary and bonus are determined by the Board of Directors.

No part of audit-related remuneration is incentive based.

Audit partners and staff are not remunerated by reference to non-audit services sold to audit clients.

The distribution of profit share is approved by the board of Directors taking into consideration the profitability and cashflow of the Company and audit partnership.

MOORE AUSTRALIA (WA) FINANCIAL INFORMATION

Services Provided	Revenue from Services	
	2024 (\$'000)	2023 (\$'000)
Audits and reviews of financial statements	7,300	6,400
Revenue relating to non-audit services to audit clients	900	700
Other assurance and non-audit services	14,400	13,300
Total Fees	22,600	20,400

MOORE AUSTRALIA

Moore Australia is part of a global network of offices, providing auditing and financial reporting services, advising local, national and international clients in the public and private sectors. Moore Australia generates annual revenues close to \$100m.

Moore Australia is part of the Moore Global network and has offices and 550+ people nationwide.

Moore Australia has extensive experience in state and local government, biotechnology, energy mining and renewables, health and aged care, education, manufacturing, not for profit, property and construction, retail and tourism and hospitality and has a strong presence in the following service lines: Asia Desk, Audit & Assurance, Business Advisory, Taxation, Corporate Finance, Governance and Risk Advisory.

CONTACT US

With offices across Australia, we are always near you.

Find your nearest advisor at:
www.moore-australia.com.au



www.moore-australia.com.au

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The information provided in this document is for general advice only and does not represent, nor intend to be advice. We recommend that prior to taking any action or making any decision, that you consult with an advisor to ensure that individual circumstances are taken into account.