



A Member of Crowe Horwath International

Transparency Report 2017



Audit / Tax / Advisory

Smart decisions. Lasting value.



Introduction

This year's Transparency Report is published amidst a period of unprecedented political and economic change within the United Kingdom (UK).

It is now more important than ever that businesses in the UK, both those founded here and those that have expanded here, can have confidence in a stable and rigorous corporate reporting environment. The audit profession in the UK has a huge part to play in that.

We continue to participate actively in the development of audit in the UK and globally. We have a number of partners who sit on committees at the Financial Reporting Council and the Institute of Chartered Accountants in

England and Wales. We are also very active within Crowe Horwath International, now the eighth largest global professional services network.

At Crowe, we continue to put the quality of our work at the top of the agenda. In our report this year we have provided further detail on how we do this including publishing extracts from the findings of our people survey 'YouCount', which we believe are relevant to audit quality.

I have considered the internal quality control processes that we have in place in respect of audit work and I am satisfied that they are appropriate and effective.



David Mellor
Chief Executive
For and on behalf of
Crowe Clark Whitehill LLP

30 June 2017



Our firm

We are a leading national, audit, tax and advisory firm operating from eight offices across England.

Crowe Clark Whitehill LLP is a limited liability partnership registered in England and Wales. The firm owns Crowe Clark Whitehill (London) Limited, which also carries an audit registration, and Crowe Clark Whitehill Financial Planning Limited.

The practice that operates in the Isle of Man as Crowe Clark Whitehill LLC is an independent firm and is not covered by this report.

Governance and management

We are governed, ultimately, by our members, which comprise senior equity and equity partners who meet at least twice each year.

The Supervisory Board comprises a chairman together with one member to represent the partners of the London office and another for the partners of the offices outside London (the regional offices). Each position has a term of office of three years and members of the Supervisory Board may be re-elected. The chairman is elected through a vote of all senior equity partners. Other members of the Supervisory Board are elected by the senior equity partners of the office or offices they represent.

The Chief Executive is appointed by the Supervisory Board and does not have a fixed term of office.

The Chief Executive appoints an Executive Team, which includes the Managing Partner of the London office, the Managing Partner of the regional offices and the Finance Partner.

In the year ended 31 March 2017, the Executive Team met 13 times. The Supervisory Board normally meets quarterly and also meets with the Executive Team five times each year. The chairman of the Supervisory Board and the Chief Executive also meet regularly outside of the normal pattern of meetings.

The Chief Executive appoints management responsibility in designated areas such as people, professional standards, risk and IT. Towards the end of the year, we appointed our first General Counsel.

Partners and responsible individuals

At 31 March 2017, there were 73 partners, of whom 39 were Responsible Individuals (RIs) for audit purposes. In the year, there was one RI who was not a partner.

UK association

Crowe Clark Whitehill is the founding member of HCWA, an association of independent accountancy practices providing business support, including technical and training resources, to its members. HCWA is not a network within the meaning of the FRC's Ethical Standards.



Our people – Governance, Executive and Management

Supervisory Board	Chief Executive	Executive Team
Louis Baker – Chairman	David Mellor	Nigel Bostock – London Office Managing Partner
Keith Newman – Regional Offices		Johnathan Dudley – Regional Offices Managing Partner
Tina Allison – London Offices		Mike Hicks – Finance Partner
Management		
Steve Gale – Head of Professional Standards and Audit Compliance Principal		Tony White – People Director
Helen Drew – Quality Assurance Partner		Ian Norman – IT Director
Shona Harvie – Risk Partner		Stephen Adshead – General Counsel

Crowe Horwath International

Crowe Clark Whitehill is a member of Crowe Horwath International, an international network of independent audit, tax and advisory firms.

As a member of the network, we work with fellow member firms to provide services to businesses and organisations across borders and regions.

We actively participate in the network. Appropriate bilateral agreements govern work between network members. Crowe Horwath International has a system of audit quality monitoring in place and member firms are subject to periodic network audit and tax quality assurance reviews.

Legal and constitutional structure

Crowe Horwath International is an international network of independently owned and managed accounting and advisory firms that may be licensed to use the 'Crowe' 'Crowe Horwath' or 'Horwath' brand in connection with the provision of accounting, auditing, tax, advisory and other professional services to their clients.

Crowe Horwath International is commercially organised under the laws of Switzerland as a Verein (Association) and is a non-practicing entity, which does not provide professional services in its own right. Crowe Horwath International is wholly owned by its member firms and operates through a wholly-owned subsidiary incorporated under the laws of the State of New York in the United States (US) where it is headquartered.

Crowe Horwath International is considered a 'network' as defined under the Code of Ethics of the International Ethics Standards Board of Accountants (IESBA), and by virtue of its membership of the Forum of Firms.

Leadership, governance and management

The Board of Directors ('Board') is responsible for the governance of Crowe Horwath International. The Board is charged with overseeing the activities of the network, including setting strategy and policy. With the exception of the Chief Executive Officer, the Board is made up of individuals representing member firms in Crowe Horwath International.

The Management Committee operates according to the responsibilities and authority that is delegated to it by the Board and oversees the daily management of the network's operations. It consists of the Chief Executive Officer, Chief Operating Officer, the network's regional executives and the International Accounting and Audit Director.

Members of the leadership team at 31 March 2017

Network committees are chaired by partners in member firms. Our partners and people take an active part in these committees. In addition, they also participate in training and other events, both as attendees and as presenters.

“Crowe Horwath International is the eighth largest global professional services network, with 200 independent member firms operating from offices around the world.”

Members of the Board of Directors

Charles Allen – Co-Chairman
United States

Yang Jiantao – Co-Chairman
China

J. Kevin McGrath – Chief Executive Officer
United States

David Mellor
United Kingdom

Mok Wai Ling
Malaysia

Spiro Paule
Australia

Vijay P. Thacker
India

Jorge Castelblanco
Colombia

Kuang Hui Tan
Singapore

Christophe Rocard
France

Jim Powers
United States

Management Committee

J. Kevin McGrath
Chief Executive Officer

Juan Carlos Lara
Regional Executive – Americas

Bernard Deloménie
Regional Executive – EMEA

Kamel Abouchakra
Chief Operating Officer

Mok Yuen Lok
Regional Executive – Asia-Pacific

David Chitty
International Accounting and Audit Director

International Committee Chairs

Michael Jetter – Accounting and Audit
Germany

Mike Varney – Global Risk Consulting
United States

Claudia Ortiz – International Tax
Argentina

Robert Hecker – Hotel, Tourism and Leisure
Singapore

Peter Varley – Global Corporate Advisors
United Kingdom

Lynda Blackshaw – Global Marketing Strategy
Crowe Horwath International (from 1 January 2017)

Maintaining quality in audit

Crowe Clark Whitehill has developed systems that are in compliance with the requirements of International Standard on Quality Control 1.

Maintaining quality

We are committed to quality across all our service lines but recognise the particular importance of ensuring appropriate quality within the regulated area of audit. We review regularly the requirements of ISQC1 to ensure that our policies and procedures are appropriate.

We also realise the importance of setting the tone from the top. The Chief Executive, together with the Executive Team, promotes a culture that recognises audit quality within a professional and regulated environment, and compliance with professional ethical requirements. Three quarters of the Executive Team are audit RIs.

Leadership

The Chief Executive is responsible for ensuring that the policies and procedures in place and that all work carried out by the firm, including audit assignments, is conducted to a satisfactory standard.

A number of partners are appointed to roles to ensure this is achieved. They include:

- Head of Professional Standards, who is also the Audit Compliance Principal
- Ethics Partner
- Quality Assurance Partner
- Risk Partner
- Financial Services Compliance Partner.

Risk management

The Chief Executive considers risk at all levels: strategic, professional, reputational, operational and financial. The Risk Management Partner works in consultation with all areas of the business to develop appropriate risk management policies and procedures that respond to the

professional, reputational and operational risks. These policies and procedures are included in the Risk Manual, which is provided to all our people through our intranet.

Client acceptance and continuance

Our client acceptance and continuance procedures are outlined in the Risk Manual. This sets out a range of considerations including the appropriateness of the prospective client, the ability to service the client, fees and risk. The take-on procedures are also covered in terms of anti-money laundering checks, conflict checks and assessment of risk.

All decisions to engage clients that are of higher risk, or to perform services that are of higher risk, are approved by an acceptance committee.

Deciding whether or not it is appropriate to continue an audit appointment is embedded within the audit methodology. If the risk profile of a client changes to a significant degree, the client acceptance procedure is invoked; this may include the acceptance committee.

Audit methodology and software

We have developed our own audit methodology over a number of years. This is tailored to deal with the different requirements of corporate businesses and professional practices, non profit entities and pension schemes.

Other assurance work is carried out using either internally developed programmes and guidance or commercially available materials.

Our audit approach and methodology has been applied to a commercially-available software package. Supporting policies and guidance is developed and issued by our National Accounting and Audit Technical Department. These are distributed by email to audit partners and employees and maintained on a dedicated page within our intranet. Additional guidance in specialist areas such as listed companies, non profits and pension schemes is developed and distributed by the teams responsible for those areas.

Our audit work programmes include compulsory elements dedicated to ethical requirements to ensure that these areas are considered at set stages on all audit engagements.

We continually evolve our audit methodology and our use of software to reflect changes in auditing standards, best practice, regulatory observations and FRC thematic reviews.

We have a dedicated internal team responsible for the maintenance and development of the audit software, which includes providing a helpdesk for audit teams.

Audit files are maintained in a cloud environment, enabling efficient and effective working for audit teams. All laptops have hard-drive encryption and we provide encrypted USB drives to assist with the secure transfer of client data. We also have a secure portal through which the firm and clients can exchange information securely.

The policy in place for the completion of audit files is in line with the requirements of ISQC 1.

All audit personnel have access to a full library of technical reference materials on accounting and audit matters, which is available both online and offline.

Engagement teams

Policies and procedures are designed to ensure that engagement teams, including the Audit Engagement Partner and Engagement Quality Control Review (EQCR) Partner, if applicable, have the appropriate knowledge, skills and experience to carry out their roles on each individual assignment.

A system of accreditation operates such that certain audit assignments require either a partner or manager (or both) to be a designated specialist in order to act for those clients. Accreditations exist for the audits of:

- listed companies

- non profit entities
- pension schemes.

Specialist courses or conferences are run in the accredited areas, each of which contain sector-specific accounting and audit training.

The audit partners and managers select the most appropriate people for the team. During the audit, procedures are in place to supervise, provide on the job training, and appraise the team members during and after the execution of the audit.

Our employment levels are monitored continuously, both nationally and at an office level. There is a national staff planning tool to assist partners and managers to ensure that audit assignments have the appropriate level of staffing in terms of experience and available personnel.

A set of policies and procedures are in place that indicate when an EQCR is needed. The EQCR Partner is appointed by the Audit Compliance Principal (ACP) or, where the ACP is the engagement partner, the Ethics Partner.

There are schedules in our audit work programme covering the responsibilities and conclusions of the EQCR Partner. We have policies and procedures in the event there is a difference of opinion between the Engagement Partner and the EQCR Partner.

Our rotation policy, to deal with the ethical threat of long association, is aligned with the requirements of the FRC's Ethical Standards. Where there are such threats, the Ethics Partner will consider whether any safeguards put in place are sufficient or, if no satisfactory safeguards are available, will require that there is a change to the audit team.

The rotation of audit engagement partners and EQCR partners on public interest entities is monitored by the Audit Compliance Principal.

Independence and ethics

There is a strong consultative and cooperative culture within the firm, which is greatly encouraged. The Head of Professional Standards and the Ethics Partner are regularly consulted on a range of matters.

As a firm we are subject to the Code of Ethics of the Institute of Chartered Accountants in England and Wales (ICAEW) and the Ethical Standards issued by the Financial Reporting Council (FRC).

Our policy is that partners and employees do not have a personal interest in clients of the firm but, where this does occur, perhaps because of historical family trusts, there are safeguards in place to ensure that objectivity is not compromised. We do not permit any of our partners or employees to hold financial interests in audit clients.

A list of prohibited investments is maintained and published on our intranet, which identifies all listed companies that we act for and whether they are audit clients. We also notify Crowe Horwath International of the public interest entities that we act for.

Conflict and independence checks are carried out on new clients according to independence requirements and the nature of the risk. If appropriate, these will extend to firms in the Crowe Horwath International network.

All new partners and employees complete a statement of independence and confidentiality, which incorporates a 'fit and proper' form, on joining the firm. Additionally, each partner and employee completes a similar form on an annual basis. Any declarations on those forms that may indicate an issue regarding independence are reviewed and, where appropriate, suitable action is taken. The forms for all the partners are reviewed by the Audit Compliance Principal.

The partners are also required to notify the compliance team of all instances where they hold directorships or similar offices outside of the firm's normal business.

Our independence procedures are reviewed internally each year as part of our quality reviews. Following these reviews, the Ethics Partner will consider whether changes to our procedures are necessary and agree an action plan to address any such matters with the Audit Compliance Principal and Head of Professional Standards.

Our Ethics Manual sets out the firm's policies on ethical matters and is supplemented by additional guidance in the form of bulletins. Ethical matters are included in the training programme as appropriate.

Any partner or employee is required to notify the Ethics Partner immediately should any matters touching upon independence or ethical requirements arise.

All queries and notifications relating to ethics and independence are required to be logged in the ethics database, which is accessed through our intranet. The Ethics Partner's response to the matter is recorded here and communicated back.

In the event that breaches of ethical standards are identified, these are recorded and, where necessary, reported to the ICAEW or FRC as required. No such report was made in the year ended 31 March 2017.

People and development

There are training and development policies for all partners and employees with a variety of programmes delivered and tailored to every individual's level of experience.

There are two update courses each year, which are mandatory for audit personnel other than those under training contracts. These courses include training on new or revised standards, as well as matters impacting quality that have been identified through audit quality inspections including our internal Quality Assurance Reviews. Specialist courses are also run in the accredited areas to ensure there is appropriate training on the audit and accounting matters specific to those sectors.

There is a Management Development Programme for those at manager level and above across all areas of the firm's operations. This training course, developed in partnership with the ICAEW, continues to run and has just completed the final module for the tenth cohort.

The Partner Pioneer Programme, established in 2016, develops skills and experience to help drive succession, leadership and sustainable growth.

During the year, we ran our first YouCount survey, which was completed by partners and employees from all parts of the firm. The participation rate was just under 85%.

The chart below sets out the responses that we believe are the most relevant to assessing audit quality.

■ % Agree ■ % Neutral ■ % Disagree

I believe that the firm conducts its business activities with honesty and integrity



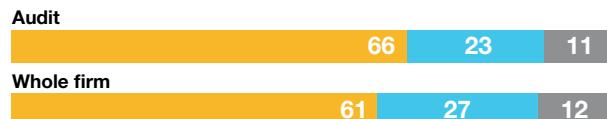
The firm provides the resources necessary for me to work effectively



I am clear about what is expected of me in my role



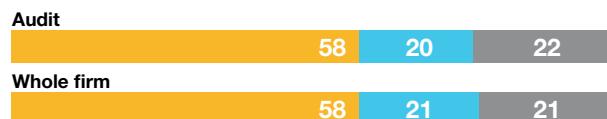
I have access to the training/development I need to develop my career in the firm



I have received the training I need to perform the job I'm doing



I have sufficient time, support and training to carry out my work to the highest quality



The Chief Executive, Executive Team, Audit Compliance Principal and Head of People are considering the results to determine what actions may be appropriate in response. Although many of the responses are encouraging, we are not complacent and will seek to understand what measures can be taken that may improve the 'agreement' percentages.

Partners and client-facing employees are required to assess their continuing professional development during their annual appraisal. They reflect on their role and identify the learning and education they need to complete, to ensure they remain competent to carry out that role.

Appraisals

Everyone in the business, from the Chief Executive through to all employees at all levels, take part in a formal annual appraisal which reflects on the achievement of objectives and set targets for the future.

Audit partners and audit employees have objectives relating to audit quality.

As part of their annual appraisal process, audit partners receive an 'audit quality indicator' report, which is also sent to their appraiser. This report includes details of:

- the results of any internal or external quality reviews undertaken in the year
- their attendance record at required training courses
- any other matters that impact audit quality such as complaints, breaches of ethical standards or adverse regulatory findings.

Those who are appraising non-audit partners are made aware of any issues that have impacted on audit quality, such as ethics and independence.

Data protection and information security

We have a framework to meet the statutory and commercial requirements of data protection and information security. The document sets out our overall approach and outlines a review from each of the diverse ranges of practice areas and support services, and includes key risks and responses. This framework is supported by two formal policies:

- the Data Protection Policy, which sets out compliance with the Data Protection Act 1998
- the Information Security Policy, which sets out compliance with the Financial Services Act and with generally accepted good practice in IT and security.

Both of these policies are included in the Risk Manual. To support data protection and information security, we provide online data protection training for all our people and maintain its transparency with regards to online data privacy in line with European data legislation.

With the introduction of the General Data Protection Regulation (GDPR) from May 2018, we are preparing the firm's platforms, policies and processes to comply with the regulation.

Monitoring quality

Our firm is subject to a comprehensive programme of Quality Assurance Reviews from both internal and external sources.

Regulation and audit inspection

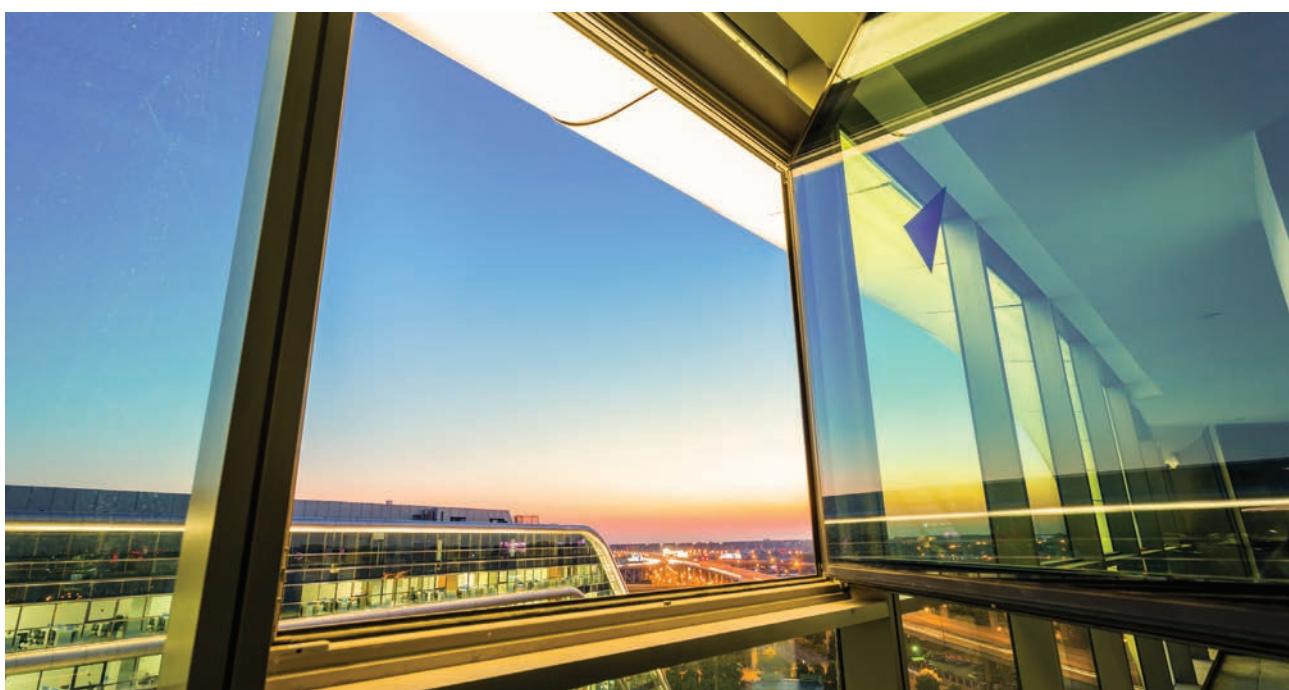
From 17 June 2016, the Financial Reporting Council (FRC) became the competent authority in the UK for audit. As a result, it is responsible for the review of the quality of the audits of Public Interest Entities (PIEs), as well as the 'whole of firm' procedures of those audit firms that audit PIEs. These reviews are conducted by the FRC's Audit Quality Review team (AQRt).

At 31 March 2017, the firm had 14 PIE audits as shown in the table.

Category of PIE audit	Number of audits
UK companies with an equity listing on an EU regulated market	4
Companies incorporated in the Crown Dependencies with an equity listing on an EU regulated market	3
Other overseas companies with an equity listing on an EU regulated market	6
UK companies with a debt listing on a regulated market	1
Total	14

The Quality Assurance Department (QAD) of the ICAEW conducts annual inspections in respect of audit work not covered by the AQRt. The QAD also conducts annual Practice Assurance inspections. Practice Assurance is the ICAEW's process of monitoring and improving quality standards in member firms across the UK and covers the non-regulated part of our business, which includes tax and advisory services.

We are registered with the Public Company Accounting Oversight Board (PCAOB) in the US. We do not conduct audits of companies listed on US markets but do audit some group components of such companies. As a result, the firm comes within the remit of the PCAOB for audit inspection where the size and nature of that component means that the firm has a 'substantial role' on the audit of a US listed company.



Our audits are subject to the following monitoring regime:

	Internal		External		
	National Quality Department	Crowe Horwath International	FRC Audit Quality Review team	ICAEW Quality Assurance Department	PCAOB
Frequency of inspection	Annual	Three-yearly	Three-yearly	Annual, with alternate full and interim scope inspections	No set frequency
Report concluded within the period of this Transparency Report	Yes	No	No	Yes	No
Last inspection	2016	2015	2014-2015	2016	2013
Public report	No	No	No ¹	No	Yes

The QAD issued its latest report to the firm in November 2016, which covered file reviews conducted in the earlier part of that year. The QAD completed 10 'full' file reviews, the results of which were as follows:

File score	Number of files reviewed	
	2016	2014
1 = Satisfactory	4	2
2A = Generally acceptable	5	6
2B = Improvements required	1	1
3 = Significant improvements required	0	0

In both 2016 and 2014, the QAD also carried out a focused review on a file where they identified that improvements were required in their previous inspection visit. In response to the findings of the focused review in 2016, we are carrying out further quality control monitoring in respect of that audit.

¹ Prior to 17 June 2016, Crowe Clark Whitehill was one of the nine 'major audit firms' subject to whole firm review by the Audit Quality Review team of the FRC due to the number of public interest entities audited by the firm. Under that regime, the FRC published its inspection reports of the nine major firms. Crowe Clark Whitehill has three reports published by the FRC, the last of which was in February 2015. All three reports are available from the FRC website: <https://frc.org.uk/Our-Work/Audit-and-Actuarial-Regulation/Audit-Quality-Review/Audit-firm-specific-reports.aspx>.

Internal Quality Assurance Reviews

We carry out annual Quality Assurance Reviews (QAR), led by the Quality Assurance Partner and run by the National Quality Assurance Director.

At the conclusion of the reviews, the Quality Assurance Partner produces formal reports to the Chief Executive with a specific report on audit. Separate reports are produced on non-audit areas and the handling of clients' money. The QARs are conducted under carefully defined procedures.

The results of QARs are reflected in partners' annual appraisals and, for audit partners, will be reflected in their Audit Quality Indicator Report.

Audit QAR

The Audit QAR programme includes both reviews of individual audit files and whole firm procedures, including independence and ethical matters. The review also includes monitoring our firm's progress on delivering action plans agreed with its external reviewers.

The selection of audit files to be reviewed in any one year is based partly on the rotational selection of RIs plus a sample of higher risk audit assignments.

File reviews are carried out using a bespoke programme. Where audits are in a specialised sector, the reviewer is also required to have the appropriate skills and experience to carry out the review. Files are graded using a scoring system designed to mirror as far as possible the system used by the AQRt and the QAD.

Key Performance Indicator	2016	2015	2014	2013
Proportion of files scoring 1 or 2A should be at least 50%	63.6%	54.2%	64.0%	47.7%
Proportion of files scoring 1 or 2A increases	Yes	No	Yes	
Achieved				
No files scoring 3	No	No	No	Yes

Whenever a file scores 3, there is careful consideration of the circumstances to determine whether this indicates that the audit opinion was inappropriate or that it is indicative of a systemic failure within the audit methodology. Neither of these factors were identified with respect to the 2016 reviews.

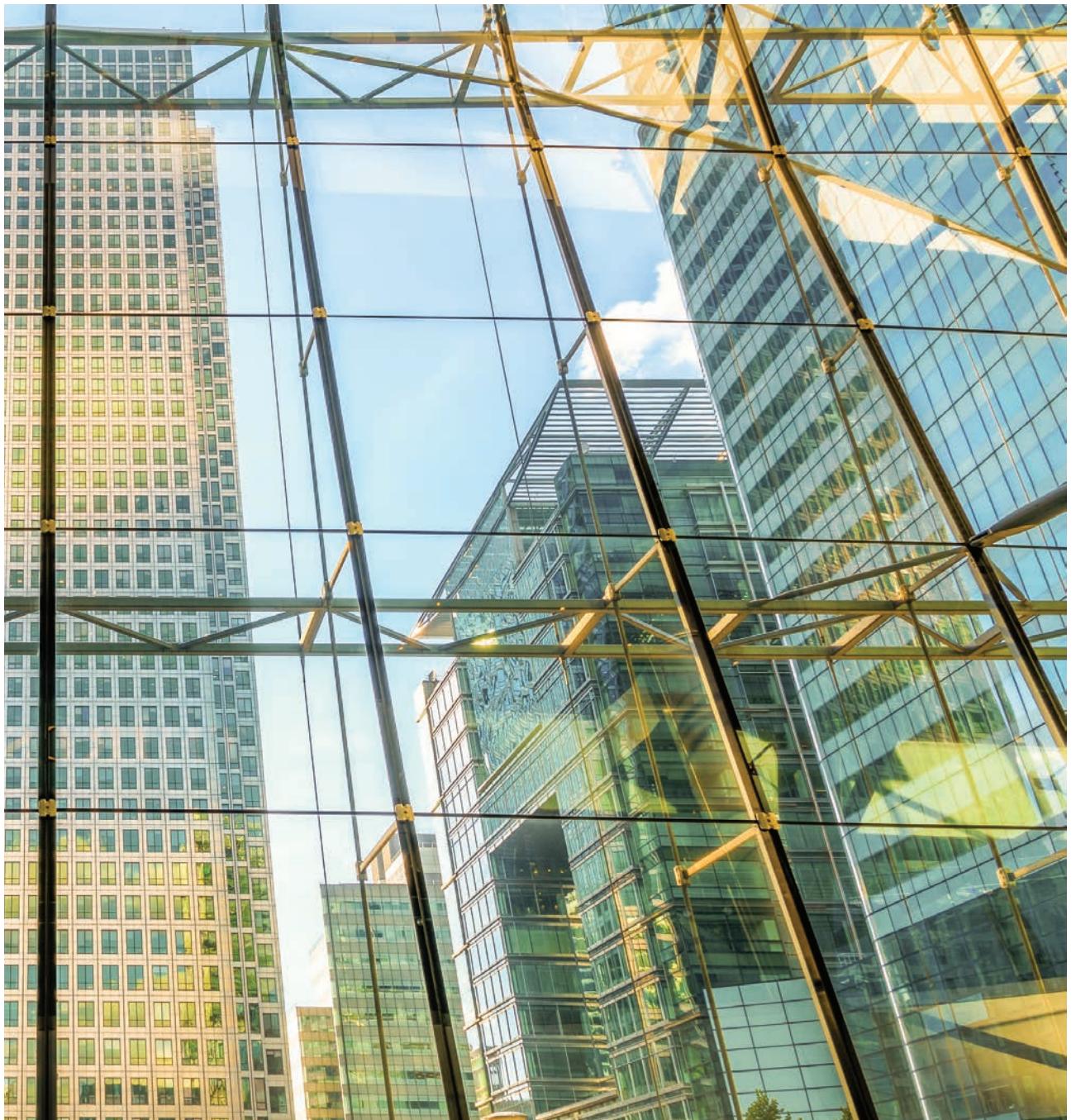
File score	What the score means
1	The file was of a good standard
2A	The file was of an acceptable standard with limited improvements required
2B	The file was of an acceptable standard overall with improvements required
3	The file was below an acceptable standard

The Audit Compliance Partner is required to develop an action plan to address the issues raised by the QAR. This action plan is incorporated in the final report to the Chief Executive. The Chief Executive distributes the final report to all partners and RIs.

External investigations

We do not have any matters currently under investigation by the FRC's Conduct Committee. There is one audit investigation currently in progress with another regulator.

Since the end of the year under review, the firm has received a fine and severe reprimand from the ICAEW as a result of breaches of audit independence that we self-reported during 2015. Two partners, including one RI, received severe reprimands and fines in connection with the same matter.



Participation and involvement

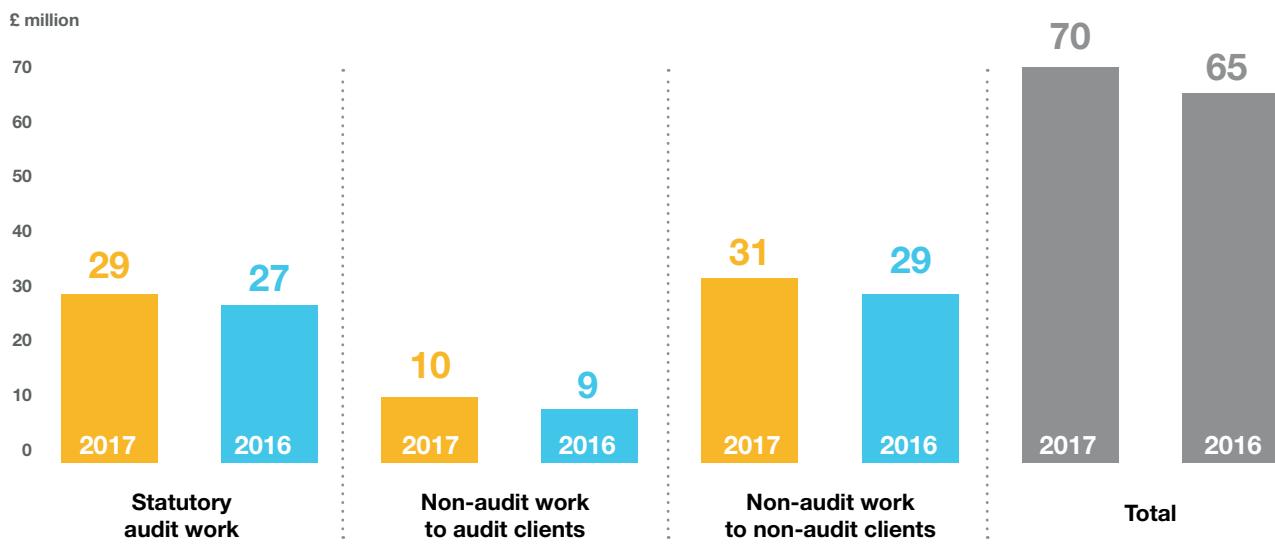
Our people take an active role in developing best practice and quality within the accountancy profession.

Name	Position held	Body
Tina Allison	Member, Charities Special Interest Group Member, Education Funding Authority: Working Group 2	ICAEW EFA
Louis Baker	Member, Tax Committee	APP
Susan Ball	Member, Employment Taxes Committee Member, National Employment Tax Forum Member, Council	CIOT CIOT CIOT
Guy Biggin	Member, Charity Special Interest Group	IRM
John Cassidy	Deputy Chairman, Enquiries and Appeals Committee Member, Management of Taxes Sub-Committee Member, Professional Conduct in Relation to Taxation Committee	ICAEW CIOT ICAEW
Helen Drew	Member, Audit Registration Committee	ICAEW
Johnathan Dudley	Member, Manufacturing Special Interest Group Steering Committee	ICAEW
Tom Elliott	Member, Private Client Technical Sub-Committee	ICAEW
Paul Fay	Member, Tax Committee	QCA
Pesh Framjee	Chair, Audit Insights Group on the Not for Profit sector Technical Advisor, Charity SORP Committee Member, Committee updating Audit Practice Group Note 11 Member, IFRS in Non for Profit Sector Working Group Member, Charity Committee Special Advisor, Charity Finance Group	ICAEW CC/OSCR FRC CCAB ICAEW CFG
Steve Gale	Member, Technical Advisory Group (Audit) Member, International Committee Working Group for the LLP SORP	FRC FRC CCAB
Naziar Hashemi	Member, Audit Insights Group on the Not for Profit sector Member, Technical Advisory Group	ICAEW CFG
Shona Harvie	Chair, Executive Board Member, Pensions SORP Working Party Member, Auditors Technical Discussion Group Member, Joint Working Group	PRAG PRAG PRAG PRAG/IA
Michael Jayson	Member, Technical Advisory Committee Chairman, Technical Advisory Committee	ICAEW MSCA
David Mellor	Member of Council (Senior Partner in a mid-tier firm) Member, Remuneration Committee	ICAEW ICAEW
Andrew Penketh	Member, Pensions Sub Committee Member, AAF 02/07 Relevant Trustees Committee Member, AAF 02/07 Mastertrusts Committee	ICAEW ICAEW ICAEW
Matthew Stallabrass	Member, Technical Advisory Group (Ethics) Chairman, Financial Reporting Experts Group	FRC QCA

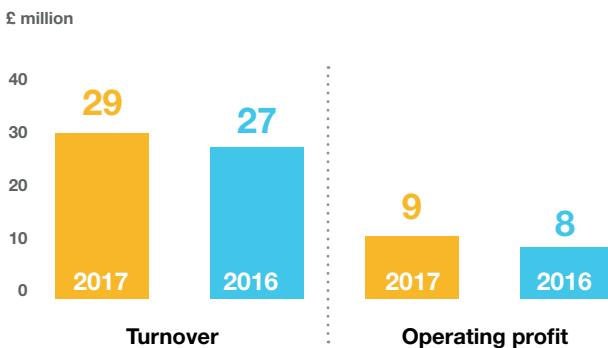
Key: APP – Association of Partnership Practitioners, CC – Charity Commission, CCAB – Consultative Committee of Accountancy Bodies, CIOT – Chartered Institute of Taxation, EFA – Education Funding Authority, FRC – Financial Reporting Council, IA – Investment Association, ICAEW – Institute of Chartered Accountants in England and Wales, IRM – Institute of Risk Management, OSCR – Office of the Scottish Charities Regulator, PRAG – Pensions Research Accountants Group, MSCA – Manchester Society of Chartered Accountants, QCA – Quoted Companies Alliance.

Our firm's financial information

Analysis of fee income



Audit profitability



Operating profit is calculated after charging direct employee costs and allocating other overheads (such as space costs, IT and general practice costs) proportionate to employee costs.

Remuneration of partners

Partners are remunerated solely out of the profits of the firm. Each partner receives an initial allocation that is paid monthly through the year. The remaining profit is split into pools, which represent a return on their investment in the firm, an element to reward their performance with the final element being shared on a points basis. Performance allocations are determined by a remuneration committee and reflect the results of partner appraisals.

No element of the partner or employee remuneration is related directly to the selling of non-audit services to audit clients.

Where there are quality failures, the Chief Executive together with the Executive Team and Supervisory Board, will determine whether a fine should be levied on a partner. A quality failure may be evidenced by a number of factors including a file being graded 3 in an external or internal quality review inspection, an adverse regulatory finding, a complaint or claim by a client.

This system applies to all partners.

Audit clients

The table below lists our audit clients who were listed on a recognised exchange, together with major non profits and pension schemes, where we signed an audit opinion in the year ended 31 March 2017.

- AB Dynamics Plc
- Academies' Enterprise Trust
- Adamas Finance Asia Limited
- Adept Telecom Plc
- Alcatel Lucent Pension Scheme
- Angus Energy Plc
- Aquatic Foods Group Plc
- BAA Pension Scheme
- Bank of England Pension Scheme
- BMR Group Plc
- CentralNIC Group Plc
- Challenger Acquisitions Limited*
- Chapel Down Group Plc
- Christian Aid
- Civil Aviation Authority Pension Scheme
- Cleantech Building Material Plc
- Condor Gold Plc
- Craven House Capital Plc
- D E UK Pension Plan
- daVictus Plc*
- Diversified Gas and Oil Plc
- DP Poland Plc
- Echo Energy Plc
- Falcon Media House Limited*
- Filta Group Holdings Plc
- Fishing Republic Plc
- Fusionex International Plc
- General Medical Council
- Golden Lane Housing Limited*
- Green & Smart Holdings Plc
- Hardy Oil and Gas Plc*
- Healthperm Resourcing Plc
- Islamic Relief Worldwide
- Jaguar Pension Scheme
- Jarvis Securities Plc
- Land Rover Pension Scheme
- Learning Technologies Group Plc
- Legendary Investments Plc
- Lloyd's Register Pension Scheme
- LV= Employee Pension Plan
- Malvern International Plc
- MayAir Group Plc
- Medilink – Global UK Limited
- Miloc Group Limited
- Nationwide Building Society Pension Fund
- Oasis Charitable Trust
- Pearson Group Pension Plan
- PHSC Plc
- PipeHawk Plc
- Plexus Holdings Plc
- Prime People Plc
- Quadrise Fuels International Plc
- Real Good Food Plc
- Royal Mencap Society
- Royal National Lifeboat Institution
- Royal Society for the Protection of Birds
- Sealand Capital Galaxy Limited*
- SI Pension Scheme
- Sightsavers International
- Sound Energy Plc
- Sovereign Mines of Africa Plc
- Sunrise Resources Plc
- Tax System Plc
- Tertiary Minerals Plc
- Toople Plc*†
- Trafalgar New Homes Plc
- Turning Point
- Vast Resources Plc
- Vertu Capital Limited*
- Water Intelligence Plc
- Xerox Pension Scheme
- Xplorer Plc*†
- Xtract Resources Plc
- ZincOx Resources Plc

† Clients falling within the definition of Public Interest Entities in the Statutory Auditors (Transparency) Instrument 2008

* Clients that are Public Interest Entities within the meaning of the Statutory Auditors and Third Country Auditors Regulations 2016

**Smart decisions.
Lasting value.**



Start the conversation

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