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# **Transparency Report 2024**

# Contents

Introduction	3
Managing Director's Message	4
Statement of Compliance	6
Legal Structure, ownership, and network affiliation	8-11
Leadership	12
Ethics and Independence	14
Engagement leader rotation	15
Provision of non-assurance services	15
Our People	16
Recruitment and performance evaluation	16
Staff development and training	16
Staff Events	16
Engagement assignment	18
Client acceptance procedures	18
Quality Control procedures	19
Quality Control reviews	20
Monitoring	21
Complaints and Allegations	22
Financial information	23
Public Interest Entities	24
Remuneration	24

# Introduction

Our organisation personifies the consolidation of knowledge, experience, expertise and resources aimed to convey the maximum and all-encompassing benefit to our clients. At Equis, we provide quality, personalised, and trustworthy services to our clients, with a high degree of personal attention. Focusing on the specific circumstances and environment of each individual client, we carefully assess and provide tailor-made solutions. Our structure invariably ensures the involvement of at least one director in every assignment undertaken. This provides our clients additional added value, making us our clients' trusted partners in their business affairs. Moreover, due to the closely knit professional team, our focus is on quality, efficiency, and value-for-money services. All this contributes to the continued success and strong relationships built between our organisation and clients.

This transparency report describes policies and procedures which are effective as at 31 December 2024.

# Managing Director's Message

This Transparency Report for the year ended 31 December 2024 has been prepared in accordance with the requirements of the Accountancy Profession Act, Cap. 281.

The report provides a comprehensive overview of our firm, including our core values, professional standards, and the procedures we adopt to ensure the consistent delivery of high-quality, timely, and efficient services to our clients. Our commitment to maintaining a high standard of audit quality remains a priority, underpinned by strict adherence to both auditing and ethical standards.

During 2023, the Company signed a memorandum of understanding with an established professional organisation in the consultancy, accounting, and audit industry, with the aim of creating a strategic alliance. Formal discussions to solidify this partnership are still underway, and we anticipate that this prospective collaboration will further strengthen our business operations.

I trust that the following report shall provide a useful insight into how our Company operates and how we constantly ensure that our professionalism and quality of work is maintained and enhanced.



A handwritten signature in blue ink, which appears to read 'D. Busuttill'.

David Busuttill  
Managing Director



# Statement of Compliance

## **Statement on the effectiveness on the quality management system**

Our quality management system is designed to provide reasonable assurance that the Company, its directors and staff comply with professional standards and regulatory and legal requirements, that work is performed to a consistently high standard and that reports issued by the Company are appropriate.

## **Statement on the effectiveness of the systems to safeguard objectivity and independence**

The design, operation and effectiveness of the Company's systems to safeguard objectivity and independence form part of the review of the quality management system.

Based on the evidence identified in this review, Equis confirms, with a reasonable level of assurance, that the independence procedures and practices have been implemented and the system is effective in ensuring independence. Furthermore, Equis confirms that the practices have been subject to internal review.

## **Statement of compliance with the professional training obligations**

On an annual basis, warrant holders are required to complete at least 40 hours or equivalent learning units of relevant professional development activity, of which 25 hours or equivalent units should be verifiable.

Our Company continuously promotes the active involvement of professional staff in local and international professional accounting and auditing organisations. Besides organising in-house and external seminars about various topics pertinent to our professional work, the Company also provides opportunities for staff to attend technical seminars and conferences.



# Legal structure and ownership

Equis Assurance Limited is a private limited company and is registered with the Accountancy Board under registration number AB/2/21/14. The Company operates from its offices situated at NOUV, MRO Frank Galea Road, Zebbug, ZBG 9019, Malta.

Further details on the services provided by Equis can be found on our website:

[www.equis.com.mt](http://www.equis.com.mt)

# Network affiliation

Equis is affiliated with INPACT International, which is an alliance of independent professional offices with over 100 firms across 60 countries worldwide. As a member, this enables the Equis Group to draw on the knowledge, expertise and support of fellow INPACT members in every continent, to complement the services provided locally.



# Directors



**David Busuttill**  
Managing Director

David is a Certified Public Accountant with a practising certificate in auditing. He was one of the founding members of the Accounting Firm Busuttill & Micallef CPAs in January 2002, the business of which was continued through Equis Assurance Limited and Equis Consultancy & Advisory Limited. Prior to this, David also managed a boutique audit firm for five years and was an audit manager at Grant Thornton Malta.

Having considerable experience in the area, David heads the business and advisory arm of the Company, whilst holding the position of Managing Director. David is known for being pragmatic towards problem solving issues, drawing on his strong background in varied business fields.



**Donatella Bondin**  
Director (Audit & Assurance)

Donatella has over 20 years' experience servicing a wide range of local and international audit clients. She initially began her auditing and accounting career working with one of the big four firms in Malta, where she was also seconded to work for various high profile clients across Europe.

Donatella joined Busuttill & Micallef's audit and assurance team in 2008 as a Senior Auditor. She was further promoted to Audit manager in 2014. She became a partner within the firm in July 2019.

Donatella is a Certified Public Accountant, holds a Bachelor of Arts (Honours) in Accountancy degree, is a member of the Malta Institute of Accountants and holds a practising certificate in auditing. She has considerable experience in planning and supervising audits and involved in assistance with technical matters, especially those relating to International Standards on Auditing (ISAs) and compliance with International Financial Reporting Standards (IFRSs) and local accounting standards (GAPSE and GAP SME). Donatella is also responsible for providing training to new recruits, coaching of team members and for planning and reviewing audit engagements.



**Nicholas Vella**  
**Director (Audit & Compliance)**

Nicholas Vella is a Certified Public Accountant with a practising certificate in auditing. Nicholas gained experience having previously worked with a Big Four audit firm. He has also successfully managed a boutique audit firm for five years before joining Equis. Nicholas, a very analytical and organised person with an eye for detail, has extensive hands-on experience in financial audits, accounting and tax planning, as well as servicing local and international clients.

His experience in carrying out and leading large audit engagements from start to finish helped in gaining knowledge about internal business processes and business risk exposures. As a result, through his versatility, he serves his clients in all their accountancy, auditing, and tax planning needs.

Nicholas holds a degree in accountancy from the University of Malta and a Diploma in Taxation from the Malta Institute of Taxation. He is also a member of the Malta Institute of Accountants and the Malta Institute of Taxation.



**Lorraine Muscat**  
**Director (Audit & Assurance)**

She is a graduate from the University of Malta, is a Certified Public Accountant and also holds a practising certificate in auditing.

Whilst managing a portfolio of the Company's clients, Lorraine is mainly responsible for audit assignments of both local and international clients. Apart from auditing, Lorraine is also involved in assistance with technical matters, especially those relating to International Standards on Auditing (ISAs) and compliance with International Financial Reporting Standards (IFRSs) and local accounting standards (GAPSE and GAPSME).

# Leadership

The Company's directors always have the ultimate responsibility for audit quality. They accept responsibility for leading and promoting a quality assurance culture within the Company and for providing and maintaining the manual and all necessary practical aids and guidance to support engagement quality. Company directors may serve in more than one role as follows:

- CP (Compliance Director) is responsible for monitoring the effectiveness of work performed and for all complaint and allegation matters. The CP is also required to consult and respond on all matters related to ethics, including independence, conflict of interest, privacy and confidentiality.
- HR (Human Resources) director is responsible for all human resource functions, including recordkeeping with respect to professional duties such as fees and continuing professional development (CPE).
- QCR (Quality Control Reviewer) is any professional performing the function of engagement quality control review.



# Ethics and Independence

The Company recognises the value of ethical leadership, and its objective is to provide reasonable assurance that the Company and its personnel comply with the relevant ethical and independence requirements. The Company's policies and procedures are designed to ensure that such requirements are adhered to.

The directors and all staff must be independent, both in mind and appearance, of their assurance responsibilities, clients and engagements.

Independence of mind permits the provision of an opinion without being affected by influences that compromise professional judgment, allowing an individual to act with integrity and exercise objectivity and professional scepticism.

Independence in appearance involves the avoidance of facts and circumstances that are so significant that a reasonable and informed third party, having knowledge of all relevant information would reasonably conclude that the Company's or a member of the engagement team's integrity, objectivity or professional scepticism have been compromised.

The Company is responsible for the development, implementation, monitoring and enforcement of policies and procedures designed to assist all directors and staff in understanding, identifying, documenting and managing independence threats

and for the resolution of independence issues that arise prior to or during engagements.

When threats to independence cannot be eliminated or reduced to an acceptable level by applying appropriate safeguards, the Company eliminates the activity, interest, or relationship that is creating the threat, or refuses to accept or continue the engagement (where withdrawal is not prohibited by law or regulation). When threats to independence that are not at an acceptable level are identified, and the Company decides to accept or continue the assurance engagement, the decision shall be documented. The documentation should include a description of threats identified and the safeguards applied to eliminate or reduce the threats to an acceptable level.

The Compliance Principal is responsible for, and ensures an appropriate resolution to independence threats. The Compliance Principal is required to review specific circumstances for any independence threats or potential threats. Staff members should inform the Compliance Principal immediately whenever independence threats are identified.

All members of staff, including all subcontracted professional individuals and directors prepare an independence form on an annual basis confirming their independence and compliance with the Company's policies and procedures.

#### Rotation of Key Audit Partners and Senior Personnel

The Company applies a gradual and proportionate rotation policy for key audit partners and senior audit personnel involved in statutory audits of public interest entities. Engagement Principals rotate off engagements after a maximum of seven years, with a cooling-off period of three years. Managers also follow phased rotation limits of ten years with a two-year cooling-off period. This policy is applied on an individual basis, rather than across the entire engagement team, and is adapted to the scale and complexity of the firm's audit practice. The firm actively monitors compliance with this policy and maintains evidence to support its effective implementation.

#### Provision of non-assurance services

The Company will only provide non-assurance services to an audit client provided that the principles contained within Directive 2 Code of Ethics are not breached.

The following safeguards will be applied where the following non-assurance services are provided:

- Taxation services – review of tax computation prepared by the audit client is performed by a staff member not involved on the audit engagement.
- Assistance in the preparation of financial statements – written representations is obtained from the client in respect of classifications and disclosures. Such safeguards are exercised through the approval of the financial statements and the final trial balance by the client.

All Directors, other than the audit engagement leader, who intend to carry out work for an audit client must notify the audit engagement leader before any such work starts so as to assess the overall impact of ethical requirements on the audit engagement.



# Our People

The Company's audit methodology is based around the fundamental principles of professional independence, transparency, and the highest level of ethical integrity, to achieve the best outcome for businesses and their stakeholders. Our audit team is made of highly qualified and experienced individuals. This guarantees a professional service provided in a timely and efficient manner.

## **Recruitment and performance evaluation**

The Company employs staff who have the relevant qualifications, experience, integrity and competencies and meet the high standards expected by Equis and demanded by our clients. The stages of recruitment include application interview and the verification of references. This is followed by offer and acceptance of employment. The performance of personnel is continuously evaluated by the audit directors. Each personnel are formally advised of progress, strengths and weaknesses, future objectives and their development plan by means of evaluation meeting with the audit directors.

## **Staff development and training**

The Compliance Principal (CP) and all qualified staff must meet the minimum continuing professional education requirements as defined

in Directive 1 to the Accountancy Profession Act, in accordance with IFAC's International Education Standard (IES) 7 and 8.

- IES 7, Continuing Professional Development: A Program of Lifelong Learning and Continuing Development of Professional Competence, requires IFAC member bodies to implement a continuing professional development (CPD) program as an essential part of a professional accountant's ongoing membership.
- IES 8, Audit Engagement Partner Competence, outlines the competence requirements for audit professionals. IFAC member bodies must establish policies and procedures to ensure members meet these requirements.

EQUIS regularly monitors personnel compliance with the minimum CPE requirements. It also organises regular training sessions designed to support the ongoing development of directors and staff. These sessions are conducted by both in-house and external speakers who are knowledgeable on the topic discussed.

## **Staff events**

Our social committee organises events throughout the year which provide the directors and staff to interact outside working hours.



# Engagement assignment

The Company's policy is to ensure the assignment of appropriate staff (individually and collectively) to each engagement. The Compliance Principal is responsible for ensuring that the individuals assigned, and the engagement team as a whole, have the necessary competencies to complete the engagement according to professional standards and the Company's quality control system.

It is the Company's policy that members of the audit team:

- should not have any family or personal relationships with any directors, officers or employees of an assurance client;
- should not have been directors of audit clients, nor should they seek employment with assurance clients within a period of two years from having worked on an audit assignment;
- should not be a shareholder in an assurance client company, or deal in the company shares or other securities of the assurance client.

# Client acceptance procedures

The Company accepts new engagements or continues existing engagements and client relationships only after a review process is conducted by the Compliance Principal who concludes that:

- the appropriate due diligence is in place;
- the client does not lack integrity;
- the Company is competent to perform the services required;
- the Company can comply with ethical requirements;
- the relevant independence and conflict of interest issues have been addressed, and
- experienced and skilled staff are allocated appropriately

When a new client is onboarded, the Company ensures compliance with the relevant ethical requirements (such as communicating with the previous auditor, if required by the applicable code of ethics), and prepares an engagement letter for the client's signature.

# Quality control Procedures

Equis Assurance Limited implements, maintains, monitors and enforces a quality control system that provides reasonable assurance that the Company complies with the requirements of International Standard on Quality Management Standard 1 (ISQM 1), issued by the International Auditing and Assurance Standards Board (IAASB), which took effect on 15 December 2022.

The Company has established a risk assessment process to be able to manage the quality of the engagements performed through (i) establishing quality objectives; (ii) identifying and assessing risks to the achievement of quality objectives; and (iii) designing and implementing responses to address the quality risks.

Equis Assurance Limited strives to provide a professional and qualitative service to all clients. Driven by the Company's core values and by continuously fostering an attitude of continuous improvement, Equis is committed to: -

- maintain quality at all costs for all the services provided and never to let commercial criterion take precedence over professional and other considerations.
- establish trust through consistent, regular, and open communication.
- retaining an unyielding commitment to quality, professional ethics, independence, and objectivity.
- enable and develop employees with greater agility and confidence in a rapidly changing world, equipping them with the skills they require to progress while serving clients.
- support employees by effective methodologies, processes, and new technology.
- being selective when accepting new clients through the implementation of rigorous client appointment techniques.
- consistently monitor, remedy, and adapt the System of Quality Management (SQM) to meet the changing challenges in the environment and enhance the service provided.
- provide transparency within the Company about actions to address quality, and the effectiveness of those actions.

Equis's commitment to quality through the Company's culture is measured by carrying out an annual performance evaluation that holds Principals at EQUIS accountable for quality outcomes. It shall conclude whether the system of quality management provides the Company with reasonable assurance that the objectives of the system of quality management are being achieved, in line with ISQM 1 (54) (a) to (c). Additionally, Staff Performance Appraisal also incorporates quality-related measures to address employees' commitment to quality.

# Quality control Reviews

In respect of every audit performed by the Company, the Engagement leader carries out an assessment against the Company's established criteria to determine whether an Engagement Quality Control Review (EQCR) shall be performed. This assessment should be made before the engagement is accepted, in the case of a new client relationship, and during the planning phase of the engagement, in the case of continuing clients. When a review is deemed necessary, this is always completed before any report is issued.

The criteria for the review by an EQCR reviewer are set out as follows:

- The company audited is a Public Interest Company;
- The identification of unusual circumstances or risks in an engagement or class of engagements;
- A specific requirement set down by laws or regulations;
- The long association with a client that exceeds 7 years for non-listed companies or Public Interest Companies, and also where procedures listed under point 3 above require so.

The EQCR shall include, as a minimum:

- A discussion of significant matters with the engagement leader.
- A review of the financial statements or other subject matter information and the proposed report.
- Consideration of whether the proposed report is appropriate in the circumstances, and
- A review of selected working paper file documentation relating to the significant judgments the engagement team made and the conclusions it reached.

# Monitoring

At EQUIS, monitoring and remediation facilitates the proactive and continual improvement of engagement quality and the SQM. Identifying and remediating deficiencies is constructive and is an essential part of an effective SQM with the objective to:

- monitor the SQM so that the firm has relevant, reliable, and timely information about the design, implementation, and operation of the SQM.
- take appropriate actions to respond to identified deficiencies, such that deficiencies are remediated on a timely basis, to prevent them from reoccurring.

The quality control policies and procedures are a key part of EQUIS's internal control system. Monitoring consists primarily of understanding this control system and determining - through interviews, walk-through tests, and file inspections - whether, and to what extent, this control system is operating effectively. It also includes developing recommendations to improve the system, especially if weaknesses are detected or if professional standards and practices have changed.

Equis is subject to periodic review by the Quality Assurance Unit (QAU) of the Accountancy Board, usually on a tri-annual basis. The most recent QAU review of the firm was completed in early 2025.

Safeguards that act as monitoring mechanisms for EQUIS's practice include:

- Internal and external education and training programs.
- Requirements that external professionals engaged by EQUIS know, understand, and enforce the practice's policies and procedures for engagement reviews, quality control reviews, and engagement leader approvals.
- A policy statement instructing Audit Personnel at the practice not to release any engagement financial statement information of any kind unless all necessary approvals are signed off.
- EQUIS's standard engagement completion and release control system, which outlines the required approvals and signoffs by engagement type, function, and individual responsible.
- Instructions to advise EQUIS when they observe significant or repeated smaller breaches of the auditor's policies or protocols.

# Complaints and Allegations

The Company is committed to providing a high-quality service to clients and takes any complaints and allegations made against the Company very seriously. All complaints of whatever nature are reported to the respective engagement leader for immediate appropriate action. Any complaint received from a client or other third party will be addressed by replying at the earliest practical moment, with an acknowledgement that the matter is being attended to, and that a response will be forthcoming after it has been appropriately investigated. Periodic reports of complaints shall be prepared and circulated to all directors for further advice, training, disciplinary action or internal quality control systems changes.

# Financial information

The combined turnover of the Company for the year 1st January 2024 up to 31st December 2024 amounted to €953,548.

## Revenue breakdown

Audit service	€739,838
Public interest entities & entities whose parent is a PIE	€79,905
Non-audit services to audit entities	€133,805

During the year ended 31 December 2024, Equis employed an average of 14 full-time equivalent (FTE) personnel.

# Public-Interest Entities

Equis Assurance Limited issued a statutory audit report during 2025, for the year ended 31 December 2024, on behalf of the following entity falling within the definition of Public Interest Entity:

- Brown's Pharma Holdings plc – C95118 Date of audit report 24th April 2025.
- Agora Estates plc - C91408 Audit report date: 23 April 2025

The Accountancy Profession Act Cap 281 defines public interest entities as those:

- whose transferable securities are admitted to trading on a regulated market of any EU member state;
- credit institutions;
- insurance undertakings, and
- any other entities as may be prescribed by the Accountancy Board.

The Accountancy Board may from time-to-time designate other entities as Public Interest Entities.

# Remuneration

The directors of the Company are allocated a fixed remuneration. Given that all directors are also shareholders, they are further entitled to a share of the Company's total profits which are allocated according to their respective shareholding.

None of the directors are remunerated based on fees generated by a particular service or client.



