



## **Appendix C – Independence & Conflict of Interest Checklist**

### **External Audit Services**

#### **1. Purpose**

The purpose of this checklist is to ensure that any appointed auditor is demonstrably independent and free from actual, potential or perceived conflicts of interest.

All bidding firms must provide a formal independence declaration and disclose any relevant relationships.

The Audit & Governance Committee will review disclosures and determine whether safeguards are adequate.

#### **2. Disclosure Completeness**

The following must be confirmed by the bidding firm:

- All existing and recent relationships with the Chamber have been disclosed
- Confirmation of whether the firm is a Chamber member
- Disclosure of any connected entities or partner firms
- Confirmation of compliance with applicable ethical standards

#### **3. High-Risk (Generally Unacceptable) Conflicts**

The following would normally be considered disqualifying:

- Provision of non-audit services that involve preparing or influencing financial statements
- Any proposed audit team member who is:
  - A Director, Trustee or Officer of the Chamber
  - Closely related to senior management or Board members
- Any financial interest in the Chamber

If any of the above apply, the firm may be excluded from appointment.

#### **4. Medium-Risk (Potentially Manageable) Conflicts**

The following may be acceptable subject to appropriate safeguards:

- Firm is a Chamber member
- Previous low-risk advisory services
- The Chamber represents a material proportion of the firm's fee income

Where any of the above apply, the firm must clearly outline safeguards.



### **5. Safeguards Assessment**

Where relevant, the following safeguards may be required:

- Clear separation between audit team and any membership relationship
- No audit team involvement in member engagement or commercial activity
- Rotation of key audit personnel
- Independent internal quality review
- Annual formal independence confirmation

### **6. Overall Independence Assessment (For Committee Use)**

- No conflict identified
- Conflict identified but adequately mitigated
- Conflict not adequately mitigated (do not appoint)

Committee conclusion: \_\_\_\_\_

Date: \_\_\_\_\_