



Healthscope

Audit, Risk and Compliance Committee Charter

Healthscope Limited
ACN 144 840 639
(Company)
22 August 2017

1. Membership of the Committee

The Committee must consist of:

- only non executive directors;
- a majority of independent directors;
- an independent Chairman, who is not Chairman of the Board; and
- a minimum of 3 members of the Board.

The Board may appoint additional non executive directors to the Committee or remove and replace members of the Committee by resolution. Members may withdraw from membership by written notification to the Board.

Non committee members, including members of management and the external auditor, may attend meetings of the Committee at the invitation of the Committee Chairman.

It is intended that the members of the Committee between them should have the accounting and financial expertise, and a sufficient understanding of the industry in which the Company operates, to be able to effectively discharge the Committee's responsibilities effectively.

The Company Secretary must attend all Committee meetings as minute secretary.

2. Administrative matters

2.1 Meetings

The Committee will meet as often as the Committee members deem necessary in order to fulfil their role. However, it is intended that the Committee will meet four times a year.

2.2 Quorum

The quorum is at least 2 members.

2.3 Convening and notice of meeting

Notice will be given to every member of the Committee, of every meeting of the Committee, at the member's advised address for service of notice (or such other pre notified interim address where relevant). However, there is no minimum notice period and acknowledgement of receipt of notice by all members is not required before the meeting may be validly held.

2.4 Rights of access and authority

The Committee has rights of access to management and to auditors (external and internal) without management present, and rights to seek explanations and additional information from both management and auditors. Whilst the internal audit function reports to senior management, it is acknowledged that the internal auditors also report directly to the Committee.

The Committee may seek the advice of the Company's auditors, solicitors or such other independent advisers as to any matter pertaining to the powers or duties of the Committee or the responsibilities of the Committee, as the Committee may require.

2.5 Minutes

Minutes of meetings of the Committee must be kept by the Company Secretary and, after approval by the Committee Chairman, be presented at the next Board meeting. All minutes of the Committee must be entered into a minute book maintained for that purpose and be open at all times for inspection by any director.

2.6 Reporting

The Committee Chairman will provide a brief oral report to the Board meeting next following a meeting of the Committee, as to any material matters arising out of the Committee meeting. All directors will be permitted, within the Board meeting, to request information of the Committee Chairman or members of the Committee.

3. Role and responsibilities

3.1 Overview

The Committee's key responsibilities and functions are to:

- (a) oversee the Company's relationship with the external auditor and the external audit function generally;
- (b) oversee the Company's relationship with the internal auditor and the internal audit function generally;
- (c) oversee the preparation of the financial statements and reports;
- (d) oversee the Company's financial controls and systems; and
- (e) manage the process of identification and management of financial risk.

3.2 Audit

- (a) The Committee's primary roles with respect to the audit function are:
 - to assist the Board in relation to the reporting of financial information;
 - the appropriate application and amendment of accounting policies;
 - the appointment, independence and remuneration of the external auditor; and
 - to provide a link between the external auditors, the Board and management of the Company.
- (b) The following are intended to form part of the normal procedures for the Committee's audit responsibility.
 - Engage in the pro active oversight of the Company's financial reporting and disclosure processes and overseeing and reviewing the outputs of that process (including review of the Company's financial statements for accuracy and to ensure they reflect a true and fair view, as a basis for recommendation to and adoption by the Board).
 - Assist the Board in determining the reliability and integrity of accounting policies and financial reporting and disclosure practices.
 - Review financial statements for adherence to accounting standards and policies and other requirements relating to the preparation and presentation of financial results and oversee the financial reports and the results of external audit of those reports (including assessing whether external reporting is consistent with the Committee members' information and knowledge, and is adequate for shareholder needs).
 - Review the appropriateness of the accounting policies adopted by management in the composition and presentation of financial reports (or any changes made or contemplated in relation to the Company's accounting policies) and assess the management processes supporting external reporting.
 - Establish procedures for the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls and auditing matters, and procedures for the confidential, anonymous submission of concerns by employees regarding accounting and auditing matters.
 - Review management processes supporting external reporting, and any complaints or concerns raised internally regarding financial or accounting processes and practices.
 - Ensure that procedures are in place designed to verify the existence and effectiveness of accounting and financial systems and other systems of internal control which relate to financial risk management.
 - Approve the scope of the audit for Board approval.

- Review the effectiveness of the annual audit, placing emphasis on areas where the Committee or the external auditors believe special attention is necessary.
- Review the results and effectiveness of the internal audit programs and the performance and objectivity of the internal audit function, including whether the internal auditors are adequately resourced and co-ordinated with the external auditor. Monitor the independence of the internal audit programs from the external auditors and management. Review the outcomes and approve the internal audit program.
- Review and approve the appointment and dismissal of the senior internal audit executive.
- Review the performance, independence and objectivity of the external auditors.
- Review the procedures for selection and appointment of the external auditors and for the rotation of external audit engagement partners.
- Assume responsibility for the appointment (including the termination of an engagement), compensation, the terms of engagement and other contractual terms of the external auditors.
- Develop and oversee the implementation of the Company's policy on the engagement of the external auditor to supply non-audit services and ensure compliance with that policy.
- Provide advice to the Board as to whether the Committee is satisfied that the provision of non-audit services is compatible with the general standard of independence, and an explanation of why those non-audit services do not compromise audit independence, in order for the Board to be in a position to make the statements required by the *Corporations Act 2001* (Cth) to be included in the Company's annual report.

3.3 Risk and compliance

- (a) The Committee's specific function with respect to risk management is to review and report to the Board that:
- the Company's ongoing risk management program effectively identifies all areas of potential risk;
 - adequate policies and procedures have been designed and implemented to manage identified risks;
 - a regular program of audits is undertaken to test the adequacy of and compliance with prescribed policies; and
 - proper remedial action is undertaken to redress areas of weakness.
- (b) The following are intended to form part of the normal procedures for the Committee's risk and compliance responsibilities.
- Evaluating the adequacy and effectiveness of the management reporting and control systems used to monitor adherence to policies and guidelines and limits approved by the Board for management of balance sheet risks.
 - Evaluating the adequacy and effectiveness of the Company Group's financial and operational risk management control systems by reviewing risk registers and reports from management and external auditors.
 - Evaluating the structure and adequacy of the Company Group's business continuity plans.
 - Evaluating the structure and adequacy of the Company Group's own insurances on an annual basis.
 - Reviewing and making recommendations on the strategic direction, objectives and effectiveness of the Company Group's financial and operational risk management policies.

- Overseeing the establishment and maintenance of processes to ensure that there is:
 1. an adequate system of internal control, management of business risks and safeguard of assets,
 2. a review of internal control systems and the operational effectiveness of the policies and procedures related to risk and control; and
 3. a review, at least annually, of the Company's risk management framework.
- Evaluating the Company Group's exposure to fraud and overseeing investigations of allegations of fraud or malfeasance.
- Reviewing the procedures the Company has in place to ensure compliance with laws and regulations (particularly those which have a major potential impact on the Company in areas such as trade practices, occupational health and safety, and the environment).
- Evaluating any material exposure of the Company to economic, environmental and social sustainability risks and, if necessary, consider management of those risks.
- Advising the Board on the appropriateness of significant policies and procedures relating to financial processes and disclosures and reviewing the effectiveness of the Company's internal control framework.
- Reviewing and discussing with management and the internal and external auditors the overall adequacy and effectiveness of the Company's legal and regulatory compliance programs.

4. Relationship with external auditor

The Committee provides a link between the external auditor and the Board and has the responsibility and authority for the appointment and removal of the external auditor and to review the terms of its engagement.

The Committee is responsible for overseeing the Company's external audit policy, a copy of which is attached as Attachment 1.

5. Relationship with the internal auditor

The Committee has the responsibility of:

- (a) reviewing the internal auditor's objectives, competence and resourcing (including determining whether the internal audit function is to be provided by an internal or external party provider);
- (b) ensuring an appropriate program of internal audit activity is conducted each financial year;
- (c) reviewing and monitoring the progress of an internal audit and work program (without the presence of management);
- (d) overseeing the coordination of the internal and external audit; and
- (e) evaluating and critiquing management's responsiveness to internal auditor's finding and recommendations.

The Committee is responsible for overseeing the Company's Internal Audit Policy, a copy of which is attached as Attachment 2.

6. Review

The Board will, at least once in each year, review the membership and Charter of the Committee to determine its adequacy for current circumstances and the Committee may make recommendations to the Board in relation to the Committee's membership, responsibilities, functions or otherwise.

Attachment 1

External Audit Policy

Appointment

The Audit, Risk and Compliance Committee (Committee) has the responsibility and authority (subject to *Corporations Act 2001* (Cth) requirements) for the appointment, reappointment or replacement and remuneration of the external auditor as well as evaluating its effectiveness and independence. The Committee will review the appointment of the external auditor annually based on its assessment of the auditor's performance.

Assessment of External Auditor

The Committee will review the performance of the external auditor on an annual basis after completion of the year end audit. In evaluating the effectiveness of external audit, the Committee will assess the effectiveness of the external auditor based on a number of criteria including but not restricted to:

- the overall comprehensiveness of the external audit plan;
- the timeliness and quality of communications promised under the plan and delivered during the audit;
- the competency and industry knowledge of external audit staff; and
- the adequacy of resources to achieve the scope as outlined in the plan.

The Committee will seek feedback from management during the assessment process.

Independence

The Committee will review and assess the independence of the external auditor, including but not limited to any relationships with the Company or any other entity that may impair or appear to impair the external auditor's judgement or independence in respect of the Company. The review and assessment will be carried out annually at the time the external auditor presents its annual audit plan.

Prior to this review, the Committee will request a report from the external auditor which sets out all relationships that may affect its independence, including the provision of non audit services, financial relationships, employment and other relationships and any other matters that may reasonably be thought to have bearing on the external auditor's independence. The report should outline any safeguards that the external auditor has in place to reduce any threat to independence to an acceptable level.

Before the directors approve the half year and full year accounts, the external auditor will be asked to provide a declaration testifying to its independence in respect of the financial period in question. The external auditor will have a continuing obligation to notify the Committee, via the Company Secretary, of any new information it believes may be material to reviewing its independence.

The Committee has responsibility to develop and oversee the implementation of the Company's policy on the engagement of the external auditor to supply non audit services and to ensure compliance with that policy.

Rotation of External Audit Engagement Partner

The external audit engagement partner is required to rotate at least once every 5 years.

Attachment 2

Internal Audit Policy

The Internal Audit Policy sets out the purpose, scope, authority, accountability and responsibility of Internal Audit and is reviewed by the Board on an annual basis. Should be read in conjunction with the approved Audit, Risk and Compliance Committee Charter.

Definition of Internal Auditing

Internal Auditing is defined by the Institute of Internal Auditors (IIA) as an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps an organisation accomplish its objectives by bringing in a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Purpose and Scope

The purpose of the Internal Audit function is to provide the Board and Audit, Risk and Compliance Committee (the 'Committee') with an independent appraisal of the adequacy and the effectiveness of Healthscope's (HSO's) system of internal controls when compared with established standards. The primary objective is to assist the Board and the Committee in the effective discharge of their responsibilities.

The scope of Internal Audit extends to the whole Healthscope Group and covers all administrative, accounting, financial, functional and operational processes.

Position in the organisation

Independence is essential to the effectiveness of internal auditing. Internal Audit is independent of the activities that it audits to ensure unbiased judgements essential to its proper conduct and impartial advice to management.

The Head of Assurance is responsible for leading the Internal Audit function and reports directly to the Committee Chairman and CEO.

Accountability

The Head of Assurance is accountable to the Committee and management to:

- perform their responsibilities in accordance with this Policy;
- report and provide information concerning significant issues related to the processes for controlling the activities of HSO, including potential improvements to those processes;
- periodically provide information on the status and results of the audit plan and the sufficiency of the function's resources; and
- coordinate with HSO's other control and assurance functions (e.g., Clinical Quality and Compliance, Legal, Health and Safety etc.) and the external auditors.

Responsibilities

The responsibility of the Internal Audit function is to determine whether the organisation's risk management and control processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- risks are appropriately identified and managed
- significant financial, managerial, and operating information is accurate, reliable, and timely;
- resources are acquired economically, used efficiently, and are adequately protected;
- quality and continuous improvements are fostered in the organisation's control processes
- significant legislative or regulatory issues impacting the organisation are recognised and addressed appropriately; and
- the risk of fraud is managed appropriately.

The Head of Assurance has responsibility to:

- develop and deliver a Committee approved annual audit plan using an appropriate risk-based methodology, which includes risks or control concerns identified by management, reviewing the plan with the Committee and providing periodic updates;
- issue reports to the Committee and management summarising results of important matters identified through audit activities along with management's response to such issues/recommendations;
- maintain professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Policy;
- inform the Committee of significant emerging trends and successful practices in the internal auditing profession;
- assist in the investigation of suspected fraudulent activities, as requested, and notify management and the Committee as appropriate;
- assist in the investigation of significant violations of HSO's Code of Conduct, as appropriate, and notify management and the Committee of the results;
- consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to HSO at an effective overall cost;
- perform consulting services, beyond Internal Audit's assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services; and
- provide input in the coordination, development and maintenance of the Risk Management framework.

Responsibilities

At each Committee meeting, the Head of Assurance will provide activity reports to the Committee detailing:

- progress against the annual audit plan, audit accomplishments, and highlights of any significant audit findings and recommendations;
- the status of observations previously identified by the function;
- an update on the internal audit resources, including staffing of the function;
- significant compliance matters (unless such matters are being otherwise reported to the Committee by other Executives of General Managers); and
- the results of the external quality assessment review that is performed in accordance with the Institute of Internal Auditors (IIA) Standards at a minimum of every five years.

Authority and access

The Internal Audit function has strict accountability for confidentiality and safeguarding records and information, and is authorised to:

- have unrestricted access to all functions, information systems, records, property, and personnel, including where contractually authorised, relevant records of joint ventures, contractors, suppliers, and other third party service providers;
- have full and free access to the Committee;
- allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit objectives, within the scope of work and staffing as periodically reviewed and/or approved by the Committee; and
- Coordinate with management of the function being audited to obtain the necessary assistance of personnel, and to obtain other specialised services from within or outside HSO.

The Head of Assurance and the Internal Audit staff are not authorised to:

- perform any operational duties for the HSO Group. Under exceptional circumstances, approval to perform operational duties for HSO must be provided by the Committee Chairman. Where permission has been granted to the Internal Audit function to perform operational duties, additional safeguards to protect the Internal Audit function's independence should also be considered (i.e. self-review threat); and
- initiate or approve accounting transactions external to the internal audit service.

Standards of audit practice

Internal Audit adheres to the standards of best professional practice, such as those published by the Institute of Internal Auditors (IIA) and the Information Systems Audit and Control Association (ISACA).

Quality Assurance

The Head of Assurance is to maintain a process of review of the Internal Audit area to provide reasonable assurance that its work conforms with the relevant standards and to the requirements of this Policy. The Head of Assurance will ensure:

- all internal audit work is undertaken with proficiency and due professional care;
- all information gained by Internal Audit staff in the course of their audit work remains confidential and is not used or conveyed for purposes outside the scope of approved responsibilities;
- the skills, competence, experience and qualifications of audit members are appropriate for the audits being performed;
- that all audit projects are properly supervised and, where required, on the job training provided;
- compliance with all relevant Internal Audit policies and procedures;
- compliance with professional standards, as laid down by the Institute of Internal Auditors (IIA) i.e. the International Standards for the Professional Practice of Internal Auditing;
- compliance with the IIA and/or ISACA (Information Systems Audit and Control Association) Code of Ethics;
- that audit staff undertake continuing professional activities, maintain membership of relevant professional bodies, and are encouraged to undertake further tertiary studies, where considered appropriate; and
- the Head of Assurance will formally assess the value provided by the Internal Audit function to the HSO Group, by regularly seeking the views of major stakeholders and external bodies. This may take the form of interviews, audit evaluation surveys, or external/peer review processes conducted on a five yearly basis to benchmark against best practice.