



2024 Transparency Report

Deloitte Ireland LLP
September 2024





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Foreword from our CEO, Harry Goddard¹



I am delighted to welcome you to the Deloitte Ireland Transparency Report 2024.

At Deloitte, we take a huge amount of pride in our role serving the public interest. We are committed to continually improving the quality of our delivery. The capital markets, shareholders, customers, employees, regulators, and management all place significant trust in our auditors. It is our

responsibility to provide an exacting and reliable opinion on the financial statements of an entity and to always serve with integrity. Our audit professionals are dedicated to consistently honouring the responsibility that has been bestowed upon them.

The purpose of our business is to make an impact that matters. Our shared values are at the core of each decision we make. These values compel us to be leaders in our profession, to serve with integrity, to take care of each other, to foster inclusion and to collaborate for measurable impact. The contents of this Transparency Report and our Impact Report will demonstrate how our multidisciplinary teams of professionals have made a transformational impact on behalf of their colleagues, clients, and society.

The one constant for audit professionals is the ever-increasing complexity they encounter when fulfilling their duties. The entities they audit are becoming more intricate and stakeholders' expectations are increasing. We have met this challenge by broadening and deepening the specialisms within our teams, investing in technology and strengthening our technical and quality processes.

The ongoing professional education of our people is a critical enabler to our audit services. We led the market in Ireland and replaced the traditional training contract in favour of offering all our new graduates a permanent role. This was motivated by a desire to demonstrate our commitment to those who are motivated to begin their careers with Deloitte. We continue to invest and innovate in our training content and delivery, ensuring our people are at the forefront of changing standards and regulations. Our Audit & Assurance learning pathways are available to all of our professionals. These programmes are tailored to each person's career stage, specialism and role. Last year, almost 70,000 learning hours were delivered to our colleagues in the practice. In 2024, we were the first member firm in our North and South Europe (NSE) group to deploy our two-day Corporate Sustainability Reporting Directive (CSRD) learning bootcamps, with the aim of preparing our professionals as they navigate the new ESG regulatory requirements. Elsewhere, we've also opened applications in our "Next Gen Council", which

aims to amplify the perspectives of the Gen Z and Millennials within Deloitte Ireland, ensuring they have the opportunity to influence the firm's strategic priorities.

Over the last year, the increased demand for automation and the availability of data has accelerated the use of technology by audit professionals. Deloitte's global audit platforms, Deloitte Omnia and Deloitte Levvia, highlight our commitment to delivering digital, high-quality engagements of all sizes and levels of complexity. As we look ahead, innovations and the use of intelligent technology will provide enhancements which will increase the quality and efficacy of our audits. Enhancements which we will continue to leverage sensibly and responsibly.

Deloitte has always been about making an impact that matters. By showcasing the tangible effects our business is having on individuals, their businesses, as well as on society, the Deloitte Impact Report, which will be published in early October, brings into focus our purpose-led culture and shows through genuine accounts how it is lived every day. This dedication to what we do isn't just a point of pride to me, but it reflects the wider commitment of our people to our collective responsibilities as members of society.

This is the first transparency report to be published since the sad passing of former Taoiseach John Bruton. Between 2013 and 2020, John was the chair of the Deloitte Ireland Public Interest Oversight Committee. I had the privilege of working with John and can attest to the contribution he made to our firm and his country. On behalf of the firm, I wish to offer my sincere condolences to his family and many friends. May he rest in peace.

I would like to express my gratitude to Michael Hartwell, who completed his term as Head of Audit & Assurance this year. By any measure, Michael achieved a considerable amount during his tenure, and on behalf of the partnership, I thank him. Similarly, I wish Brian O'Callaghan every success as he takes on the role of Head of Audit & Assurance.

On behalf of Deloitte, I hope you, the reader, find the contents of this Transparency Report of value and that you take comfort from our commitment to serving the public interest and delivering on our purpose. I can guarantee that we will remain steadfast in our desire to do so and to justify the trust placed in us.

Harry Goddard
CEO, Deloitte Ireland
On behalf of Deloitte Ireland LLP
September 2024

1. Throughout this report, the terms "Deloitte, we, us, and our" refer to one or more of Deloitte Ireland LLP, Deloitte Touche Tohmatsu Limited, its network of member firms, and their related entities. For more information about the Deloitte network, please see page 34 or [About the network \(deloitte.com\)](https://www.deloitte.com/about-the-network).

Report of the Public Interest Oversight Committee



Introduction

It is with pleasure that I present my report on the activity of the Public Interest Oversight Committee of Deloitte Ireland ('PIOC' or 'the Committee') for the year ended 31 May 2024.

The Committee comprised three Independent Non-Executive Members, Gerardine Doyle, Peter Kelly and I as Chair, and two representatives of management, Harry Goddard, the Deloitte Ireland CEO, and Michael Hartwell, the Audit & Assurance Business Leader. Brian O'Callaghan, an Audit & Assurance partner in the firm and the Risk & Reputation Leader, acted as our appointed secretary.

On 31 May, Michael Hartwell completed his term as Audit & Assurance Business Leader and effective 1 June, Brian O'Callaghan assumed the role of Audit & Assurance Business Leader. The Committee would like to place on record its thanks to Michael for his open and transparent dealings with this Committee and for the dedicated and visionary leadership he brought to the Audit & Assurance business over the last six years. We wish him well in the future and look forward to his continued contribution as a valued Audit & Assurance partner in the firm.

Effective from 1 June, Emer O'Shaughnessy, an Audit & Assurance partner in the firm took on the role of Risk & Reputation Leader and will act as the Committee's secretary.

The Committee would also like to place on record its sympathy to the family of Mr. John Bruton, a former Chair of the Deloitte Ireland Public Interest Oversight Committee. John Bruton acted as Committee Chair from 2013 to 2020, a role he filled with distinction, and made a significant contribution to the Committee during his tenure. Ar dheis Dé go raibh a anam.

Activities of the Committee

Gerardine, Peter and I have worked with the firm's leadership over the course of the year to challenge, monitor and provide guidance as part of our overall remit of providing independent oversight of how the firm meets its public interest obligations.

During the year, the Committee received regular updates on, and gave consideration to, topics such as the system of quality management, audit quality, ethics, people and purpose, regulatory matters, contentious and public interest matters, social impact and key emerging developments such as audit transformation including Generative Artificial Intelligence (Gen AI) and Environmental, Social and Governance (ESG) reporting and sustainability.

Our continuing focus on audit quality:

Audit quality remains a fundamental consideration of the Committee, and our activity continued to place a heavy emphasis on this again in the current year. Audit quality was a standing item in all our meetings, with presentations being provided by Eimear McCarthy, National Professional Practice Director, Christian MacManus, Audit Risk Leader, Shane Guckian, National Director of Audit Quality, and other members of the Quality team. A wide variety of areas were presented on including updates on regulatory interactions, the status of external inspection activities, audit quality initiatives being undertaken by the firm, risk management, and on the Audit Quality Monitoring and Measurement (AQMM) programme. In comprehensively considering both the outcome of the AQMM activity and the external inspection activity for the period, the Committee had discussions with firm leadership on the action plans to address areas for improvement and to maintain the quality standards. We are encouraged by how seriously the firm views all inspection results and we will continue to oversee how the resulting actions are monitored and addressed. The Committee also spent time during the year understanding the firm's preparations for its first US Public Company Accounting Oversight Board (PCAOB) inspection, which took place in March 2024.

A key developing consideration in relation to audit quality is the topic of audit transformation. Matthew Foley, Audit & Assurance Transformation Lead Partner, presented to the Committee on the ongoing transformation strategy to standardise, centralise and automate processes within Audit & Assurance. Matthew provided an overview of the use of technology and automation in engagements and on the continued roll out of the two new audit platforms, Omnia and Levvia. Paul McGarry, Audit & Assurance Extended Delivery Lead Partner, also provided updates on the development of both onshore and offshore centres of excellence that provide capacity and flexibility to the delivery of engagements. The Committee discussed with the firm's leadership the quality management processes put in place to ensure quality standards and appropriate oversight are achieved in the extended delivery model.



Ethics, culture and inclusion:

The Committee continues to place important focus on ethics and culture, as these are fundamental building blocks for ensuring the firm acts in the public interest. Declan Butler, Chief Ethics Officer, presented to the Committee on the ethics programme activity for the year and on the results of the firm's 2023 Ethics Survey. The Committee found the survey results encouraging, as they demonstrated that a strong ethical culture continues to exist throughout the firm, aligned to the firm's shared values.

In connection with the topics of culture, social inclusion and wellbeing, we had several presentations during the year from the People & Purpose team. Zoë Briggs, Inclusion Lead, and Torunn Dahl, Head of Talent, Learning & Inclusion, presented on various initiatives within the Diversity, Equity & Inclusion ('DEI') programme, such as the Deloitte Ireland Gender Pay Gap Report, the Return to Work Programme and activities undertaken by the Pride, Mental Health and Neurodiversity networks, which aim to positively reinforce inclusive behaviours across the firm. Ciara McLaughlin, HR Business Partner, presented on the newly launched graduate training programme, the Future Leaders Academy, and outlined the access initiatives in place to enable a diverse spectrum of individuals to access the early careers opportunities on offer in the firm. Adrienne Daly, Head of Social Impact, presented on the social impact ambition for the firm, sharing useful insights on some of the current initiatives in place. The Committee has been impressed by the efforts of the firm to ensure that the DEI and access programmes are given important focus and appropriate support.

Sustainability - assurance and reporting:

In my closing comments last year, I noted that the Corporate Sustainability Reporting Directive ('CSRD') and ESG reporting would continue to be an important area of focus for the

Committee, and we received a number of briefings during the year on these topics. Glenn Gillard, Sustainability Market Lead, and Jamie Schmidt, Assurance Lead Partner, provided various presentations to the Committee, including on how the firm is preparing to fulfil its role in providing assurance over ESG reporting, on the firm's progress in building out its ESG team's capabilities and expertise, services being provided and various technical regulatory updates as CSRD readiness activities progressed. Caitlín Flanagan, WorldClimate Sustainability Lead, also presented to the Committee on the Deloitte Ireland WorldClimate Sustainability strategy, providing key insights to the sustainability initiatives underway in the firm. The Committee welcomes the sustainability strategy in place in the firm which aims to make a measurable impact for the environment, for its people and to meet the higher expectations set by its clients and the wider public.

Engagement with the firm's leadership:

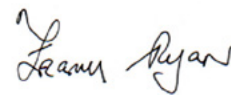
The Committee continued to receive regular briefings from Harry Goddard as CEO on the overall business, the firm strategy and firm performance. We also received specific briefings from Lorraine Griffin, the Chair of the Deloitte Ireland Partner Council and NSE Board member, and from Michael Hartwell on the Audit & Assurance strategy and other matters of public interest.

I continue to engage with firm leadership between formal Committee meetings, to be kept abreast of any issues that might be of interest to the Committee and to bring to their attention, in a timely manner, any matters that the independent members of the Committee would like to raise.

The independent members of the Committee also attended the annual national partners' meeting in December 2023, at which I presented to the partnership on the role of the Committee and provided an overview of its activities for the year.

Summary

I would like to thank the firm's leadership and my fellow Committee members for their dedication and commitment over the past year. We look forward to working with the firm's leadership as we move forward into the next financial year. Audit plays an important role in protecting the public interest and serving the capital markets, and as a committee we remain committed to holding the firm to account to ensure that audit quality and the public interest remain central to the firm's culture.



Frank Ryan
Chairperson
Deloitte Ireland Public Interest
Oversight Committee
September 2024



Report from Brian O'Callaghan, Audit & Assurance Business Leader



As the recently appointed Audit & Assurance Business Leader, I am pleased to have the opportunity to report on how our people at Deloitte continue to be anchored by a strong unconditional focus on serving the broad public interest. At our core, is the imperative to build trust through executing consistent, high-quality audit and assurance engagements. Being transparent

about our commitment to quality is very much in the public interest and underpins the purpose of this Report.

Culture of quality

Quality continues to be the number one priority for our Audit & Assurance practitioners, at all levels, and remains at the heart of everything we do. Our unwavering commitment to quality begins with a strong tone from the top. Our leaders across the business prioritise and emphasise the fundamental importance of executing high-quality engagements and acting with integrity to serve the public interest. By acting with integrity, we have earned the trust of clients, regulators, and the public. Upholding that trust is our single most important responsibility and one which shapes the work we do.

The execution of quality audits remains high on the agenda of regulators and other stakeholders across the globe. We continue to proactively engage with our regulators, welcome their observations, and address their challenges. In March 2024, we received our first PCAOB inspection. I am proud of the commitment and preparedness that our people displayed both leading up to, and during, the inspection. While a formal report has not yet been issued, the overall outcome confirms that our commitment to quality is central to everything we do.

Transforming audit and assurance

Our people, our processes and technology are central to executing high-quality engagements and the role which each of these core components play in this regard has significantly changed in recent times. In today's fast-changing world, there is a need for reliable, accessible, and transparent information. Moreover, in the current complex business environment, there is a need for audit and assurance services to be dynamic and insightful. We have responded to these evolving needs by investing in our people, our processes and technology, to transform how we work – and we will continue to do so. Our new global audit platforms, Deloitte Omnia and Deloitte Levvia, is one example of our commitment to investing in and delivering digital,

high-quality engagements of all sizes and levels of complexity. With the continued investment in transformation and artificial intelligence innovation, we aim to create a dynamic work environment, empower audit and assurance professionals, and set new standards of excellence.

We are particularly cognisant that a significant portion of our Audit & Assurance practice comprises of young professionals, and we are firmly committed to providing appropriate platforms to encourage these future leaders of our business to play a key role in shaping the transformation journey that our Audit & Assurance business is on. I have been extremely encouraged by my conversations with our young professionals in recent months, listening to their enthusiasm and confidence in our business. And I have been particularly impressed by their perspectives, ideas and input on how we continue to embrace artificial intelligence innovation and technology to execute dynamic, insightful and high-quality engagements.

The attractiveness of the audit profession has been subject to debate in recent times and hence creating a meaningful vision for the future of the profession and transforming the Audit & Assurance talent experience is a key priority for our business. It is of critical importance that we continue to be leaders in reimagining the ways of working to improve attraction and retention of our people and to bringing standardisation, consistency, and efficiency to drive quality into the core of how our engagements are executed.

Sustainability reporting

The area of sustainability reporting remains a key focus area for us – and indeed for regulators, investors, and wider society alike. The evolution from traditional financial reporting to broader, forward-looking corporate reporting is happening at pace, with significant standard-setting activity taking place since our last Transparency Report was issued. A key development in July 2024 saw the Corporate Sustainability Reporting Directive (CSRD) being transposed into Irish legislation, representing a significant stride in bringing clarity to both the preparers and the users of sustainability reporting. We are encouraged by the collaboration of all participants in the sustainability reporting area and continue to engage with regulators in respect of local requirements.

The stakes are high for companies to provide transparent and reliable information on environmental, social, and governance (ESG) matters. Stakeholders expect a clear picture of where businesses are and where they are heading, and regulators will hold sustainability data to the same standards as traditional

financial information. We have a critical role to play in ensuring companies meet their financial reporting obligations on ESG impacts and in encouraging greater transparency in the form of independent assurance. We have continued to invest in a cross firm multidisciplinary sustainability team, combining our deep audit, assurance and ESG expertise, and we are well positioned to deliver high quality assurance on ESG information.

Conclusion

All the considerations set out above must be framed against a backdrop of continued commentary in the public domain regarding the future of the audit and assurance profession. Uncertainty and complexity are set to remain a central theme over the coming years, driven by heightened global challenges and the rapid advancement of technology. We welcome the debate on the audit product of the future and strive to engage with both regulators and policymakers across the Irish, EU and global markets on the topic, through the lens of public interest. We also appreciate the engagement with our Public Interest

Oversight Committee on this topic and value the perspectives they bring. I take pride in our audit profession and firmly believe that it will remain valuable, trusted, and well-positioned to support the capital markets navigate the challenges ahead.

I invite you to read this report to gain a deeper understanding of our commitment to executing high-quality audit and assurance engagements, to our clients, our people, and society and to acting with integrity and protecting the public interest.



Brian O'Callaghan

Audit & Assurance Leader

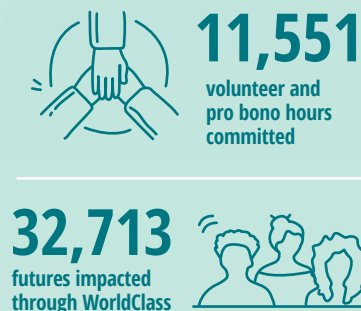
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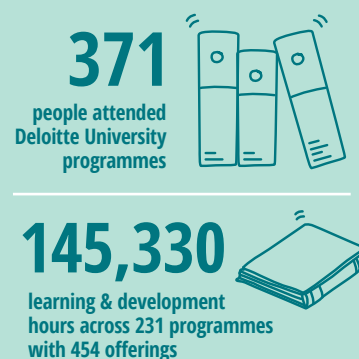
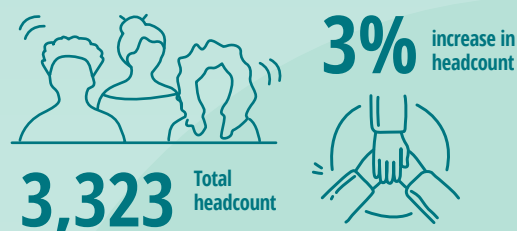


Our impact: At a glance

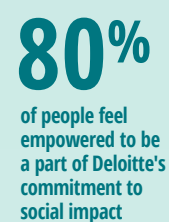
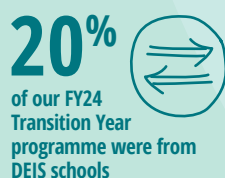
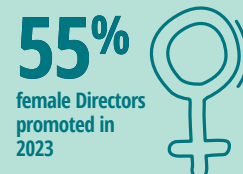
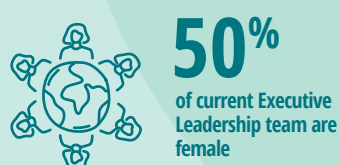
Social



Talent, Learning & development



Diversity & Inclusion



Deloitte Ireland leadership in action

Deloitte Ireland: governance

Deloitte Ireland LLP operates as a limited liability partnership, established under the Limited Liability Partnerships Act 2000, with a registered office at 27-45 Great Victoria Street, Lincoln Building, Belfast, BT2 7SL, Northern Ireland and registration number NC1499.

Deloitte provides audit and assurance, risk advisory, tax, financial advisory and related services in the Republic of Ireland and Northern Ireland and consulting services in the Republic of Ireland, through Deloitte Ireland LLP and its subsidiary corporate entities (collectively the "Firm"). A core part of the overall firm is the two registered audit firms, Deloitte Ireland LLP and its subsidiary Deloitte (NI) Limited, both registered as statutory audit firms with Chartered Accountants Ireland.

Services provided are subject to the laws, regulations and professional requirements of the jurisdictions in which Deloitte Ireland operates.

At 31 May 2024, the firm had 140 partners and 3,414 staff.

Deloitte Ireland has an established governance structure comprised of four main elements:

- The Chief Executive Officer (CEO)
- The Geography Executive Oversight Body (GEOB) and the Geography Executive Leadership Team (GELT)
- The Public Interest Oversight Committee
- The Partnership Council under the leadership of the Chairperson of the firm

The CEO

The CEO is elected by the partners for a four-year term after which he or she may be re-elected for a further term of four years. The CEO shall not serve more than two terms.

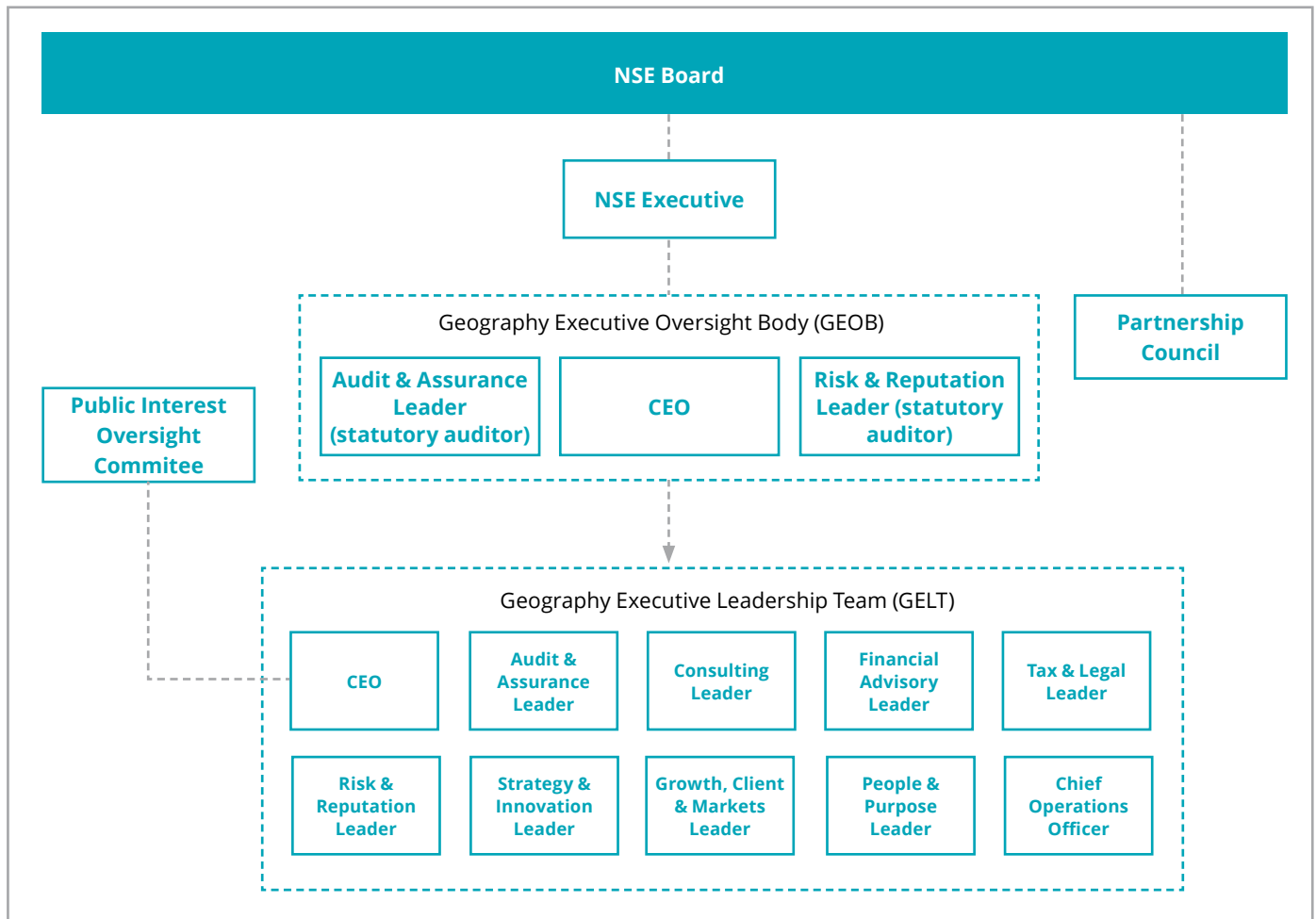
The CEO as at 31 May 2024 was Harry Goddard, who has served in this role since 1 June 2019. He was re-appointed for a further term of four years on 1 June 2023. He is responsible to the

partners and the Partnership Council for the management and operation of all aspects of the business of the firm within the policy and planning framework determined by the partners. He also is a member of the Deloitte North and South Europe (NSE) Executive.

The Geography Executive Oversight Body and the Geography Executive Leadership Team

The Geography Executive Oversight Body (GEOB) was established on 1 June 2023. It has the ultimate responsibility for the firm's governance and is the ultimate decision-making management body in the firm. The standing members of the GEOB are the CEO, the Audit & Assurance Leader, and the Risk & Reputation Leader. Two of the three members of the GEOB at any time must always be eligible to be registered as Irish or EU statutory auditors. In accordance with the principles in ISQM (Ireland) 1, the CEO has assumed ultimate responsibility for Deloitte Ireland's system of quality management with assistance from the Audit & Assurance Leader and Risk & Reputation Leader.

The Geography Executive Leadership Team (GELT) sits under the GEOB and reports into it. The chart below shows the Deloitte Ireland governance structure as at 31 May 2024. Details of the members of the GEOB and the GELT in Deloitte Ireland are set out in [Appendix A](#).



The Public Interest Oversight Committee (the "Committee")

The Public Interest Oversight Committee (the "Committee" or "PIOC") was established in 2013 in accordance with the principles set out in the Irish Audit Firm Governance Code, published by the Chartered Accountants Regulatory Board (CARB) in June 2012. The Committee comprises three independent non-executive members (INEs), together with the CEO and the Audit & Assurance Leader. Appointments of INEs to the Committee are for a four-year term. The Committee shall appoint a Secretary each year, who shall be entitled to attend meetings of the Committee. The Risk & Reputation Leader currently acts as Secretary.

The INEs for FY24 were the Chairman Frank Ryan, Professor Gerardine Doyle and Justice Peter Kelly.

Questions arising at any meeting of the Committee shall be decided by a majority vote with only the INEs being entitled to vote.

The Committee serves, and seeks to safeguard, the public interest by enhancing stakeholder confidence in the public interest aspects of the firm's decision making, initiating and encouraging dialogue and feedback from relevant stakeholders relating to the firm's audit and assurance services and advising the firm on the management of reputational risks relating to the firm's audit and assurance services. Annually, the Committee reports on their activity to all partners at a national partners' meeting. If there is a disagreement with the Committee and the leadership of the firm, the Committee can seek to address this with all partners through a national partner meeting.

In discharging its functions, the Committee has particular regard to the Audit Firm Governance Code. A report from the Committee is included on pages 2 and 3. Additional biographical details of members of the Committee are available on our [website](#).

The Chairperson

The Chairperson is elected by the partners for a term of up to four years after which he or she may be re-elected for a further term of four years. The Chairperson shall not serve more than two terms and the roles of Chairperson and CEO may not be concurrently held by any one partner.

Our Chairperson on 31 May 2024 was Lorraine Griffin, who has served in this office since 1 June 2023. The Chairperson presides at meetings of the partners and shall act impartially in the conduct of the business of those meetings.

The Chairperson is also a member of the Deloitte NSE Board.

The Partnership Council

The Partnership Council has a supervisory role on behalf of the partners and is responsible for:

- ensuring equity and fairness between partners
- ensuring partner alignment with NSE principles
- conducting soundings to identify candidates for CEO, Chair, and membership of the Partnership Council
- ensuring fairness in implementation of NSE policies and strategies by the CEO
- making recommendations to the firm on specific matters reserved for partner approval as set out in the partnership agreement.

The Partnership Council consists of seven members including the Chairperson and six elected partners. The CEO is an invited member of the Partnership Council Meetings. The Partnership Council met ten times during the year. Details of the members of the Partnership Council are set out in [Appendix A](#).

Audit Leadership

The Audit & Assurance Leader on 31 May 2024 was Michael Hartwell, who has served in this role since 2018. Brian O'Callaghan was appointed as the Audit & Assurance Leader, commencing 1 June 2024, by the CEO of Deloitte Ireland.

Brian and audit senior leadership develop and implement the strategy for the Audit & Assurance practice, including related policies and procedures. In all of their activities, Deloitte Ireland senior leaders are responsible for the overarching objective of audit quality, including compliance with applicable professional standards and regulatory requirements. Deloitte Ireland's strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Ireland Audit & Assurance leaders participate in Deloitte network groups that set and monitor quality standards, and from which a number of audit quality initiatives emanate.

Brian has appointed an Audit & Assurance leadership team, which includes individual partner leads for quality, people & purpose, operations & transformation, clients & industries, assurance and finance. The National Professional Practice Director ("NPPD") on 31 May 2024 was Eimear McCarthy, who served in this role since November 2019. Darren Griffin assumed the role of NPPD in September 2024. In this role he is charged with ensuring the implementation of the audit quality agenda and is the Audit Quality Leader for the firm. He is supported by a dedicated central audit quality team.

The Audit Quality Committee ("AQC") supports the monitoring and governance of audit quality initiatives. This Committee is comprised of the Audit & Assurance leader, the NPPD, the Audit Risk Leader, the National Director of Audit Quality, the Audit Learning Director, the Financial Services Audit Quality Partner and the Consumer & Technology Business Audit Quality Partner.

The AQC's remit is:

- Developing and implementing an Audit Quality Plan specific to Deloitte Ireland based on the risks in the portfolio and outcomes from external and internal inspections and internal monitoring programmes
- Strategic responses to the underlying causes of inspection findings, including recurring underlying causes from year to year
- Ensuring the actions arising from the portfolio risk review are implemented
- Overseeing the execution of the AQMM programme including the related causal factor analysis and remediation work
- Contributing to the content and delivery of our learning curriculum
- Ensuring the central technical team has the appropriate resources to carry out their role
- Overseeing operating effectiveness of ISQM (Ireland) 1 requirements across the Audit & Assurance practice including challenging and approving various quality initiatives as required under the ISQM (Ireland) 1 governance framework

Our purpose and commitment: Instilling trust and confidence

At Deloitte Ireland, our purpose is to make an impact that goes beyond the expected. For Audit & Assurance, this means constantly evolving audit and assurance processes, leveraging leading-edge technology, applying a diversity of skillsets, knowledge, and experience to deliver high-quality services. We take great pride in instilling confidence and trust in the capital markets and are committed to relentlessly raising the standards of quality and always acting with integrity, independence, and transparency. We are continuously building our capabilities to support the delivery of high-quality audit and assurance engagements and making leading contributions to shaping the future of the profession.



Deloitte Audit & Assurance: Our commitment to serving the public interest

A focus on quality

Deloitte's commitment to quality permeates everything we do. The independent audit is a central element of the corporate reporting ecosystem, in place to enhance the confidence and trust of investors and other stakeholders, as well as to promote the effective functioning of the capital markets. Deloitte is keenly aware of our obligation to deliver audit and assurance services that meet the challenges and complexities of the current environment, while complying with professional and regulatory standards. For the corporate reporting ecosystem to function as intended, it is vital that the auditor's role be executed effectively.

Deloitte is committed to doing more than simply meeting regulatory requirements and conforming to expectations. Deloitte aims to go beyond the expected to set the standard of excellence for the profession. In keeping with that objective, our commitment to quality is unequivocal.

Deloitte Global leadership

The Deloitte Global Audit & Assurance Executive, which includes the Audit & Assurance Business Leaders from the larger member firms is led by Jean-Marc Mickeler, the Deloitte Global Audit & Assurance Business Leader. His responsibilities include working with the member firms to define and drive the global Audit & Assurance strategy, with a particular focus on:

- Driving key audit and assurance initiatives across the Deloitte network to accomplish quality outcomes.
- Leading transformational initiatives to innovate the way our audit and assurance engagements are executed to meet the evolving needs of our stakeholders.

The company we keep

As part of Deloitte's Audit & Assurance commitment to supporting the capital markets, we are focused on engaging with entities where it serves the public interest and where we have the capabilities to perform quality work objectively and in compliance with applicable professional standards and laws and regulations, including those relating to ethics and independence.

The company we keep is a critical foundational aspect of our Audit & Assurance strategy and global shared values that guide our behavior to lead the way, serve with integrity, take care of each other, foster inclusion, and collaborate for measurable impact. Our audit and assurance portfolio risk appetite statement serves as the foundation for the company we keep.

Deloitte's Audit & Assurance portfolio risk appetite underpins our purpose led agenda and reinforces our Principles of Business Conduct, which articulate the standards to which we hold ourselves, wherever in the world we live and work, in order to build and maintain a sustainable business for current and future generations.

Consistent with our commitment to purpose and to act in the public interest, we recognise that taking on a degree of risk is a natural consequence of doing business. In order to deliver high-quality audit and assurance services, we proactively identify and manage risk through our quality management processes, policies, and procedures to make informed decisions aligned to our strategy and values.

We aspire to have a portfolio of clients that aligns with our shared values, respects our people, recognises emerging issues and societal responsibilities, and is committed to providing transparency to stakeholders in the corporate reporting ecosystem. We endeavor to have a portfolio that does not include clients that lack integrity, engage in illegal activities, disregard the authenticity of financial accounting and reporting, or are unwilling to establish and maintain sufficient internal controls and related processes.



The risk appetite statement can be used as a tool to promote robust discussion of risk, and as a basis upon which acceptance and continuance decisions can be debated and challenged effectively and credibly. The statement as shown below, sets the tone for our risk culture and aims to drive global consistency in the engagement acceptance and continuance decision-making process:

Deloitte Ireland has detailed policies and procedures in place for the acceptance of prospective clients, the continuance of existing engagements, and the assessment of engagement risk. These policies and procedures are designed with the objective that Deloitte Ireland will only accept or continue with engagements where it:

- Is able to perform the engagement and has the capabilities, including time and resources, to do so.
- Can comply with all relevant professional standards and laws and regulations, including those relating to ethics, independence, and conflicts of interest assessments and considerations.
- Considers the client's management team to act with integrity and in alignment with our shared values.

Stronger member firms

Within the Deloitte member firm structure, Deloitte Ireland is part of the Deloitte North and South Europe (NSE) member firm. As a locally registered and regulated audit firm in Ireland, we have decision-making authority regarding regulatory matters and professional obligations and maintain ultimate responsibility for the execution of audit and assurance services in accordance with professional standards and local laws and regulations. Deloitte Ireland is responsible for maintaining and operating an effective system of quality management to support the performance of high-quality audit and assurance engagements. As a member of a combined firm within the Deloitte network, we work in close cooperation with the other geographies in the NSE member firm and benefit from additional oversight of quality, risk management, and monitoring activities. This structure fosters shared investment in innovation and resources as well as the sharing of leading practices across geographies, driving standardisation and consistency across the Audit & Assurance business and contributing to our collective aspirations of continuous improvement in quality.



Delivering excellence through process, people, and technology transformation²

Our people's commitment to integrity, to serve the public interest, and to deliver high-quality assurance over the areas that matter most to our stakeholders is at the core of everything we do.

Our unwavering dedication to quality drives our sustained quality leadership position. We remain focused on excellence across people, process, and technology. Each of these core components helps us to deliver our vision for a better future, creating an impact that goes beyond expectations.

What does this look like? A constantly evolving audit and assurance practice, leveraging bright minds, effective processes, and world-class technologies from across our global organisation while drawing on our years of experience. We deliver high-quality services in an efficient and effective way that upholds integrity, builds confidence, and drives value by focusing on what really matters.

The Audit & Assurance transformation and change strategy is focused on the following outcomes:

Transform and technology-enable A&A execution to harness the power of innovation

Continuously evolve Deloitte's A&A products to respond to future stakeholder needs

Transform the talent experience including the use of extended delivery models

Support our people through transformation and change consistently across the globe

With The Deloitte Way, Deloitte is bringing standardisation, consistency, and efficiency to drive quality into the core of how our engagements are executed: with automation that improves routine tasks and analytics that support audit execution—yielding a deeper and more insightful view into the available data. As a result, we are improving the quality of the services we deliver while also creating a richer talent experience for our people and clients.

Innovation and technology enablement are an expectation in today's fast-changing world, and this expectation holds true for the profession as well. Today's complex business environment requires that the audit and assurance we deliver is dynamic, multidimensional, and insightful. There is a demand for real-time, relevant information, and we are evolving our audit and assurance services as Deloitte clients innovate their businesses and processes. Leveraging evolving technology and data, Deloitte delivers deeper insights to create more consistent and transparent audit and assurance for our stakeholders.

At Deloitte Ireland, our auditors enhance the way they work by utilising data-driven analytics, cognitive, and cloud-based technologies. We continue to make significant investments

in AI, data analytics and Robotic Process Automation (RPA) that reflect Deloitte's commitment to transforming audits, enhancing client service, and integrating innovative tools into its operations. With successful implementation of the above technological advancements, Deloitte aims to create a dynamic work environment, empower audit professionals, and set new standards of excellence. This ongoing investment underscores Deloitte's leadership in revolutionising the audit industry through technology and a commitment to excellence and its people.

Deloitte is committed to the continued investment in emerging technologies and diversity of thought that enables the delivery of enhanced quality, insights, and value to our clients and the markets. Deloitte's global audit platforms, Deloitte Omnia and Deloitte Levvia, demonstrate our commitment to delivering digital, high-quality engagements of all sizes and levels of complexity. Deloitte Omnia is our cloud-based, end-to-end delivery platform for large and complex engagements, while Deloitte Levvia delivers a streamlined, right-sized digital experience for low risk, less complex entities. Ongoing enhancement and global deployment of both platforms are well underway and will continue as we embed further innovation for a differentiated client and auditor experience.

² For more information about Deloitte audit innovation, please refer to Deloitte Global Impact Report and [Audit innovation](#) and [Audit & Assurance: the Deloitte way](#) pages on [Deloitte.com](#).

Deloitte A&A's Gen AI strategy

Deloitte A&A is continuing to invest in artificial intelligence innovation, and we have already made significant progress on transforming the delivery of our work with our innovative technologies, Deloitte Omnia and Deloitte Levvia. We are focused on ethical and responsible use of Gen AI for both clients and our people:

- Within the entities we audit, we are evaluating the impact of AI implementation on financial reporting and other disclosures, as well as the entity's assessment and response to AI-related risks (including related internal controls). We expect that companies will begin to adopt and incorporate AI into their business processes, and we will be ready to consider any relevant implications to the financial reporting processes.
- We are assessing how we can use Gen AI in our audits and remain focused on harnessing the power of cognitive technologies within our Deloitte Omnia and Deloitte Levvia platforms. Going forward, we believe Gen AI will further support our auditors in delivering high quality audits including supporting further risk-sensing, identification of potential issues, and automation of certain processes. Professional scepticism and the skill set that we rely on as auditors today will, however, continue to be critical to responsible use and evaluation of AI, specifically Gen AI.
- Finally, we are investing heavily in learning and development for Deloitte A&A practitioners and professionals, training them on the impact of Gen AI, its risks, limitations, and expectations about how to use Gen AI effectively on their engagements.

Sustainability reporting³

The foundations of business are changing rapidly—long-term resiliency and the ability to create enduring value is directly linked to alignment with the values and expectations of society. Market participants and other stakeholders are calling for greater insight into how organisations are building, protecting, and enhancing enterprise value over time, and are specifically demanding enhanced transparency around climate-related and broader environmental, social, and governance (ESG) impacts and the dependencies of an entity's business model and strategy.

Specifically, Deloitte recognises that climate change poses a risk to financial stability and impacts businesses in many sectors with increased disclosure and reporting expectations from various stakeholders. Deloitte's audit approach is designed to promote consistent and appropriate consideration of climate related risks and opportunities that enable a deeper understanding of potential impacts of climate change on the financial statements to enable evaluation and well documented conclusions. We continue to emphasise this with our people through learnings, guidance, and other resources.

The evolution from traditional financial reporting to broader corporate reporting is happening at pace, with significant standard-setting activity driving companies to ready themselves for new or enhanced disclosure requirements. The IFRS Sustainability Disclosure Standards published by the International Sustainability Standards Board (ISSB) create a global baseline for sustainability reporting. CSRD will be adopted in Ireland on a phased basis for accounting periods beginning on or after 1 January 2024, creating a baseline for sustainability reporting. It mandates reporting in accordance with European Sustainability Reporting Standards (ESRS) and has significant extraterritorial reach. Other jurisdictions have passed their own corporate reporting requirements, notably the IFRS Sustainability Disclosure Standards published by the International Sustainability Standards Board (ISSB), and the US SEC's climate disclosure rule, which requires registrants to disclose climate related risks. Deloitte is a strong advocate for enhanced sustainability reporting and recognises the important role we play in raising awareness of these new requirements through active stakeholder engagement as entities we work with prepare for mandatory sustainability reporting requirements.

³ For more information about Deloitte's alignment with sustainability reporting, please refer to Deloitte [Global Impact Report](#).

Corporate reporting standards and regulatory requirements are intended to drive better connectivity between financial and non-financial reporting and to help users of corporate disclosures better understand and compare information about entities. To be effective, these standards need to enable corporate reporting that is comparable, based on a global baseline, and supplemented by local considerations where warranted. Given the comprehensive nature of certain sustainability reporting requirements and the pace at which it has been developed, further guidance and interpretation is needed in the marketplace to support both preparers and users of the information. As these standards are brought into regulation around the world, so too are the associated enforcement, monitoring, governance and controls, assurance, and training mechanisms. It is critical that the entire sustainability reporting ecosystem—including standard-setters, policy makers, and regulators—work together to limit fragmentation in support of consistent, comparable disclosures.

The developments in standard-setting and rulemaking make clear that information in financial reporting and information contained in sustainability reporting together are essential inputs to inform a stakeholder's view of an entity's value. Therefore, there is a growing demand for companies to integrate climate-related and other ESG considerations into internal control policies and procedures, enhancing the maturity of systems, processes, and governance over climate-related and other ESG information. Those charged with governance (e.g., audit committees, boards) are increasingly incorporating ESG considerations in their oversight responsibilities of an organisation's management, its reporting, and their data-collection processes and controls.

Deloitte understands that given the increased risks associated with climate change, it is important for climate-related factors to be properly incorporated into corporate reporting. Today some stakeholders' expectations may not be met by financial statements prepared in accordance with current accounting

frameworks. As corporate reporting continues to evolve and stakeholders accommodate and adapt to market shifts and public sentiment, it is important to allow for appropriate due process to develop robust standards applied consistently across the globe and to drive reporting that is responsive to the growing asks of investors and other stakeholders.

Deloitte remains committed to engaging in meaningful and transparent conversations with investors, standard-setters, regulators, and other relevant stakeholders. We continue to support reduced standard and regulatory fragmentation and look forward to greater market confidence as consistency in standards is realized globally.

The phased adoption of the Corporate Sustainability Reporting Directive in Ireland over the next number of years, along with the associated mandatory limited assurance requirement represents a significant change for both the entities we work with and the services we provide with significant efforts ongoing by Deloitte Ireland to prepare for this change.

Assurance

With the heightened focus and scrutiny of ESG reporting also comes the need for confidence over the quality of disclosures in the form of independent assurance. Assurance over sustainability reporting is increasingly becoming mandatory, as demonstrated by the corporate reporting regulations passed in the European Union that require limited assurance with an expectation to move to reasonable assurance in future years.

The growing demand for sustainability assurance highlights the importance of professional standards that enable consistent, high-quality execution globally. Deloitte is supportive of the IAASB's work to develop a global sustainability assurance standard, ISSA 5000, i.e., as a global baseline for sustainability assurance. Widespread adoption of ISSA 5000 is critical to avoid the undue complexity and cost associated with fragmented assurance standards. Locally in Ireland, IAASA will mandate ISAE 3000 for sustainability assurance reporting under the Corporate Sustainability Reporting Directive for accounting periods beginning on or after 1 January 2024 until such time that ISSA 5000 is able to be adopted.

Deloitte is well positioned to deliver high quality assurance on ESG information. As auditors, we uphold the core tenants of integrity, credibility, and objectivity and abide by professional requirements regarding competence, independence, and systems of quality management. Our audit work and related systems are subject to oversight and inspection as well as professional liability mechanisms to ensure that credible assurance is delivered to the market.



Below are specific actions that Deloitte is undertaking to support execution of high-quality assurance that appropriately addresses both voluntary ESG reporting and mandatory reporting requirements:

- Developing and enhancing guidance for performing ESG assurance through Deloitte's global sustainability assurance methodology, which includes supplemental guidance for specific sustainability reporting standards and frameworks. In particular, we have supplemented our global ESG assurance methodology with guidance, tools, and templates specific to the performance of limited assurance over CSRD sustainability reporting.
- Building capacity through global and localised learning focused on ESG.
- Developing and starting to deploy technology-enabled solutions, such as a tool to evaluate a company's sustainability disclosures against common ESG standards.
- Engaging in shaping the capital market infrastructure for sustainability reporting tied to enterprise value through collaboration on climate and ESG standard setting reporting, and assurance initiatives, such as the IFRS Foundation, the International Auditing and Assurance Standards Board (IAASB), and the International Ethics Standards Board for Accountants (IESBA).
- Actively participating in various global platforms such as the World Economic Forum and the 2023 UN Climate Change Conference (COP28).
- Engaging with our regulators in respect of local requirements linked to the enacting legislation for CSRD.

Deloitte supports the continued collaboration of all participants in the corporate reporting ecosystem, working together to develop and implement common standards upon which to measure, disclose, and ultimately assure ESG information.

Deloitte's commitment

Further, to help the world achieve the goals of the Paris Agreement,⁴ Deloitte is committed to *WorldClimate*, a strategy to drive responsible climate choices within the Deloitte network and beyond.

Refer to the upcoming issuance of the 2024 Deloitte Global Impact Report for the complete report on this important initiative.



⁴ The [Paris Agreement](#) is a legally binding international treaty on climate change. It was adopted by 196 parties at the United Nations (UN) Climate Change Conference (COP21) in Paris, France, on 12 December 2015 and was entered into force on 4 November 2016. Per the UN, its overarching goal is to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.

Multidisciplinary model (MDM)

Deloitte's MDM brings the breadth and depth of services across Deloitte's businesses, connecting many different disciplines to provide expertise and broad perspective. The MDM is a core strength of Deloitte and will remain the foundation of our strategy. Our current strategy and business model have a positive impact on quality.

Specifically, the scope of corporate reporting is expanding and transforming considerably every day with the emerging voluntary and mandatory disclosure requirements around ESG, cyber, AI, data privacy, and more. Deloitte prides itself on having a deep bench of independent specialists who can be deployed around the world on audit and assurance engagements to provide subject matter expertise and new, insightful perspectives.

Other strengths of the MDM include:

- The possibility to develop industry or thematic insights (e.g., climate, governance, corporate strategy, etc.) through multiple lenses, which enhances auditors' understanding of business risks relevant to conducting audit and assurance services.
- The breadth of the MDM creates richer career paths and mobility for our people making the business attractive to candidates who may not want to limit their career options to providing audit and assurance services only.

- The global scale of the MDM brings greater resilience to each Deloitte business line, including Audit & Assurance, allowing continued investment in technology, methodology, and process to support delivery of high-quality, cross-border services.

Deloitte leadership recognises that each Deloitte business line is important and critical to the organisation's ability to deliver on its public interest responsibilities. Management's attention and investment allocation are not limited to the business lines with the highest growth rates.

Deloitte acknowledges the possibility and perception of conflicts of interest, and therefore has robust conflicts and independence policies and systems to help ensure that Deloitte's strategy is executed in alignment with regulatory and professional requirements. In some areas, Deloitte policies are more stringent than professional standards, laws, or regulations.

While we are always evaluating ways to improve Deloitte's ability to deliver on our public interest mandate, we remain confident that Deloitte's MDM and our shared purpose and values make us well-positioned to navigate future challenges while continuing to lead with quality.

We recently embarked on a thoughtful process to modernise and simplify Deloitte's storefront and go-to market strategy. Regarding Audit & Assurance, we are confident this modernised storefront will further enhance the quality of the engagements we deliver, align core skillsets and capabilities, and provide vibrant career paths for our people.



Shaping the future of the audit profession

The provision of relevant and reliable financial and, increasingly, non-financial information is critical to both the capital markets and broader society. Policy makers, regulators, investors, company directors, audit committees, and auditors all have an important role so that users of corporate information have a clear and robust picture of uncertainties and risks in a company's business model to help support their informed decision making.

Uncertainty and complexity are set to remain a central theme over the coming years, driven by heightened global challenges and the rapid advancement of technology.

In today's environment, a sharpened awareness regarding the heightened risk of fraud, the presence of emerging or evolving risk factors, and the need for effective internal control environments remains critical. Although the existing accounting frameworks have provisions for uncertainties, financial statement users and regulators should continue to expect a high degree of market and economic volatility in the near term.

Deloitte has consistently welcomed public statements and guidance issued by regulators that recognise uncertainties and emphasise the importance of high-quality, forward-looking corporate disclosures. Greater transparency benefits the public, just as raising awareness about these issues, especially when all corporate reporting ecosystem stakeholders participate. More clarity about the unique and complementary responsibilities of management, audit committees, entities, auditors, regulators, and other stakeholders enables the investing public to hold these parties accountable in a way that effectively serves the public interest.

The value of high-quality audit and assurance services is not diminished in the midst of global unrest. Rather, investors and other stakeholders continue to call for professional services based on independence and objectivity-based principles and practices to engender trust and inspire confidence in the capital markets—and Deloitte is committed to leading the way.

Deloitte Ireland's commitment to serving the public interest—especially as it relates to behaving according to the highest standards of ethics, integrity, independence, and transparency is steadfast. Deloitte is keenly aware of the gravity of responsibility that comes with meeting professional obligations and discharging its role as auditors within the corporate reporting ecosystem globally. The following principles remain at the forefront and are continuously reinforced with Audit & Assurance practitioners:

- Exercise professional scepticism and due professional care.
- Critically evaluate the quality of audit evidence obtained and determine whether it is sufficient and appropriate to address relevant risks.
- Make well-reasoned professional judgements supported by clear documentation.

- Foster a culture of excellence and consultation.
- Demonstrate commitment to integrity and ethical behavior, including compliance with regulatory and professional obligations.
- Stay connected and support one another.

Deloitte is committed to establishing a meaningful vision for the future of the profession which addresses the shifting needs of society.

We are continually innovating to improve our effectiveness through technology, data, and ways of working. In parallel, the role of audit and assurance in the corporate reporting ecosystem, its responsibility to act in the public interest, and its evolving contribution to societal value remains at the forefront of our work in this area. Through proactive engagement with a range of stakeholders, we seek to understand today's rapidly developing issues faced by society (e.g., ESG, cyber, AI, data privacy, etc.) and the role that audit and assurance can play in responding and driving change for the better.

We strive to engage with these parties, both formally and informally, to share, offer, and debate ideas that foster our collective ambition to ensure the ongoing and growing relevance of audit and assurance to the capital markets.



Case study: Young Audit Professionals

The attractiveness of the audit profession has been subject to debate in recent times. For our Audit & Assurance business, one of our key priorities is to create and sustain a meaningful vision for the future of the profession. Recognising that a significant portion of our practice comprises of young professionals, we're firmly committed to providing appropriate platforms to encourage our young professionals to play a key role in shaping our business and encourage the collaborative creation of a diverse and adaptable environment built on our shared values

An example of how we achieve this is through the Young Audit Professionals Forum. Members of the Young Audit Professional Forum play a pivotal role in being a voice for our younger professionals and a sounding board for our leadership. They are actively involved in the direction of our business and are engaged in a number of activities and projects where they seek to understand the voices within the business. The Young Audit Professionals Forum capture the insights, vision and ideas of our young professionals, amplifying these towards Deloitte's leadership.

These young professionals, both locally and across the wider Deloitte network, develop and deploy projects that assist and inspire audit professionals across the Deloitte network not only in executing high quality audits, but in ways of working, transformation initiatives and understanding the needs and priorities of our people.

The Young Audit Professionals Forum are involved in many different areas formally and informally within Audit & Assurance where they have the platform and opportunity to shape and input into ideas that foster our collective ambition in ensuring utmost relevance of Audit & Assurance to capital markets and wider society. Throughout the year, the Young Audit Professionals Forum showcase their commitment to establishing a meaningful vision for the future of the profession

by their involvement in hosting firm wide events, setting the agenda for our purpose led engagement sessions with our Audit & Assurance team, leading out on a number of topical projects through various interactions across a range of stakeholders and presenting the findings of their research to the Audit & Assurance Executive Leadership Team, ensuring our leaders are hearing directly from our young auditors.

Topics relevant in the current year included researching various possibilities of expanding beyond traditional recruitment approaches and examining the challenges and potential opportunities within. In addition, a key focus of theirs was on reassessing the role of our associate in today's hybrid work environment by considering the significant transformation initiatives in recent times and ensuring we equip our people with the skills and capabilities to excel in the future of the audit profession.

Our people are the pulse of how we deliver distinction to our clients and impact within society. Ensuring involvement by our young audit professionals in these types of initiatives results in a more meaningful experience for our people in achieving our shared values, relevant insight by our leadership team into the younger members of our team and creates a strong foundation, preparing our future leaders.



Professional development and performance management

Deloitte's culture of excellence and the design of learning programs place people at the forefront.⁵ Deloitte practitioners are technically proficient with high levels of ethics, integrity, professional scepticism, and objectivity, applying their judgement and experience with passion and commitment. We are continuously enhancing our skillsets, knowledge, and experience to go beyond the expected and deliver meaningful impact.

Deloitte is committed to delivering an unrivalled talent experience, developing practitioners, and furthering their careers by creating a life-long learning environment—advancing education, skillsets, and flexible career options that appeal to auditors of today and tomorrow.

Deloitte practitioners bring diverse backgrounds, knowledge, and skills that enhance capabilities as an organisation in delivering the highest quality. We support and empower our people to achieve their full potential by valuing and demonstrating diversity, equity, inclusion, and wellbeing.

Deloitte recognises and rewards its Audit & Assurance practitioners and professionals and makes meaningful investments in their futures.



5. For more information about Deloitte's commitment to its people, please refer to [Audit & Assurance People page](#) on Deloitte.com.

Learning and development initiatives

Deloitte's transformed approach to delivery is changing the experience for practitioners. Teams are empowered by advanced tools and technologies and more extensive use of data and analytics within a guided workflow to execute the end-to-end audit. For Deloitte practitioners, this means focusing on how the engagement is planned, executed, and managed consistently across the globe using our innovative techniques and capabilities. It also offers opportunities to enhance their technical and professional skillsets and competencies. For example, the following skills remain as important as ever – enhanced data analytics, project management, critical thinking, communication, professional judgement, and the application of accounting and auditing principles to work more effectively and deliver high-quality engagements. As capabilities and skillsets are enhanced, we build greater confidence and become ever-better evaluators of risk.

Deloitte has made substantial investments in talent and learning strategies and transformed the technical curriculum to build the refreshed skillsets and proficiency required by level.

- At the core, Deloitte has a single, global mandatory audit technical learning curriculum, tailored for learners by level, using a dynamic blend of live instructor-led, digital on-demand courses, and on-the-job activities.
- All client service practitioners are required to follow the firm's learning requirements for their roles and complete sufficient continuing professional education (CPE) each year and over a cyclical three-year period to ensure both compliance with regulatory standards and Deloitte internal policies. This is achieved through structured, formal learning programs, such as internal or external courses, seminars, or e-learning covering all areas of the competency model (e.g., shared competencies, function-specific technical competencies, and competencies in areas of specialisation).
- Our Audit & Assurance Learning pathways provide each level with a dedicated learning journey combining leadership, technical and professional skills programmes. In 2023, almost 70,000 learning hours were delivered to the Audit & Assurance department across digital, virtual and facilitator led modalities. These include structured global training programmes in addition to local technical training programmes such as the Essential Professional Update (EPU) series of briefings.
- All client service practitioners have clearly defined role expectations and global Talent Standards which outline the capabilities that are required of practitioners at each level.



Deloitte has also established specific learning opportunities for specialists working on engagements to support their knowledge and understanding. In addition, our assurance learning offering is being expanded to respond to emerging business needs.

The objective of the Deloitte Ireland professional development program is to help partners and practitioners maintain and enhance their professional competence and ensure consistency of execution. To supplement on-the-job development, Deloitte Ireland provides formal continuing professional development programmes in relevant subject areas consistent with the Deloitte Global Audit & Assurance Curriculum.

In 2024, the Audit & Assurance learning team designed and delivered one Technical Excellence conference that was attended by all levels from Assistant Manager to Partner covering key topics including the Deloitte Extended Delivery Model, ESG, Pillar II Tax and Artificial Intelligence (AI). This was an opportunity for the entire Audit & Assurance leadership team to connect, collaborate and grow together.

Our Assurance business has continued to grow and to support the dynamic requirements of our Assurance teams. In 2024 we designed bespoke learning pathways focusing on specialism areas across the department driving growth and enhancing our MDM offerings. The pathways provide just in time skills and knowledge enhancements including focusing on new and emerging areas.

The development of our future talent remains critical and in 2024, we designed and deployed a bespoke programme “Educate and Elevate” which was delivered to over 200 Audit & Assurance interns and co-ops across Ireland. This series of learning and growth workshops covered hot topics such as Artificial Intelligence, Design Thinking, bespoke Audit case study simulations, our Olympic Challenge, Sustainability, and Business Writing and Communication skills.

In 2024, Deloitte Ireland collaborated with the NSE Audit & Assurance network and were the first member firm to deploy our two-day CSRD learning bootcamps. These workshops are upskilling our people to support their clients navigate the new ESG regulatory requirements.



Deloitte University⁶

Deloitte actively cultivates the collective knowledge and skills of Deloitte people globally through continued investment in Deloitte Universities (DU), the cornerstone of our organisation's commitment to leadership development and technical training for Deloitte people around the world. These are state-of-the-

art learning and development centres focused on Deloitte culture and founded in the principles of connectedness and leadership in a highly inclusive learning environment.¹¹ Since opening the Westlake, Texas location in 2011, we've launched additional facilities in Brussels, Hyderabad, Mexico City, Paris, Singapore, and Toronto, and have a new site under construction in Beijing. Being together for “moments that matter” is critical as we develop the next generation of leaders, as well as create—and strengthen—the connections that are so important to succeeding in a global organisation serving multinational clients.

Audit & Assurance Leadership appointments

Critical Audit & Assurance leadership roles are clearly defined. A role profile and key performance indicator framework provide a basis for consistent leadership appointments and evaluations across the Deloitte Audit & Assurance network and align member firm and Deloitte Global Audit & Assurance strategic objectives. Deloitte has introduced globally consistent standards for member firm Audit & Assurance leaders, including Audit & Assurance Business Leaders, Audit & Assurance Quality Leaders, and Audit & Assurance Risk Leaders through clearly defined roles, responsibilities, and expected success outcomes. These inform objective setting and evaluation processes and reinforce Deloitte's culture of quality and excellence. Robust monitoring of succession planning helps ensure Deloitte is developing and appointing the appropriate individuals with the capabilities to achieve these consistent standards.

Remuneration

Execution of high-quality is expected from all practitioners and is embedded across the Deloitte network. This is recognised through reward and recognition programs and is built into performance standards at every level, against which practitioners' overall evaluations are measured.

In accordance with global policies, Deloitte Ireland's partners are evaluated on a yearly basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. Specifically, partner evaluation is assessed across three dimensions, namely, shared values, personal attributes and capabilities.

As stewards of our firm, all partners should be role models of our shared values. It is up to the partners, collectively, to know our firm, to take a broader view and to set the “tone at the top”, guided by our values and our culture as an organisation, delivering quality to our clients.

6. For more information about Deloitte Universities, please refer to Deloitte [Global Impact Report](#).

Shared values:***Our Shared Values are at the heart of what we do***

Our Shared Values are at the core of each decision we make, how we act, and help us deliver impact how and where it matters most.

Lead the way

We are not only leading the profession, but also reinventing it for the future. We are also committed to creating opportunity and leading the way to a more sustainable world.

Serve with integrity

By acting ethically and with integrity, we have earned the trust of clients, regulators, and the public. Upholding that trust is our single most important responsibility.

Take care of each other

We look out for one another and prioritize respect, fairness, development, and well-being.

Foster inclusion

We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.

Collaborate for measurable impact

We approach our work with a collaborative mindset, teaming across businesses, geographies, and skills to deliver tangible, measurable, attributable impact.

Attraction and retention

The current environment for talent is extremely competitive and attraction and retention of our people is a strategic priority for Deloitte. Deloitte is focused on transforming the Audit & Assurance talent experience, including reimagining the ways of working to improve retention and further advance the diversity, equity, and inclusion (DEI), and wellbeing of Deloitte people. We are looking at opportunities to collectively expand the talent experience. This focus on our people and retention of top talent is critical to Deloitte's ability to deliver high-quality.

In Deloitte Ireland, we have recently reimagined our graduate and early careers development pathway as the Future Leaders Academy, transferring trainee professionals onto permanent contracts from day one, alongside an enhanced development pathway for the first 5 years of their career.

For our management group we offer a broad curriculum of leadership and professional capability programmes through both local offerings and our recently opened Deloitte University EMEA campus in Paris, France. We also invest significantly in our people's

development through their opportunities to work across varied clients and engagements, as well as their exposure to mentoring, sponsorship and development by different stakeholders.

In addition to the development of our people, we have invested significantly in their wellbeing through the provision of private healthcare for all employees and their families, alongside a comprehensive wellbeing programme involving flu vaccines, health check-ups, counselling services and regular talks on wellbeing. We also have a multitude of sports & social clubs and inclusion networks where people can make connections across the firm and engage in activities outside of their day-to-day roles. These initiatives and communities are key to supporting our culture of inclusion and our ability to retain top talent.

Deloitte continues to receive recognition and awards across the [globe](#) and [locally](#) for its commitment to delivering an unrivalled talent experience for its people.



Our Impact

Bringing diversity of thought through our doors

There is a clear business case for a diversity and inclusion focus within organisations. A large part of our talent strategy is to broaden our recruitment lens to ensure we are supporting people from diverse backgrounds to join our organisation. Barriers to employment exist in many forms but with intentional focus and support, they can be overcome.

By opening our doors for individuals who may otherwise find it hard to access the professional services sector we can attract greater diversity to our workforce. Access to the right skills is central to building the strongest leadership and team in our firm. We are striving to maximise diversity of thought at Deloitte Ireland and fostering inclusion is at the heart of our business strategy. We do this through a number of different programmes, including our [Development Internship](#), [Return to Work programme](#), setting Transition Year DEIS targets, and our University Access partnerships.

The Development Internship offers a 6-month internship within Deloitte Ireland to individuals who have submitted their

applications for international protection/refugee status and are awaiting a final decision. Since our inaugural programme in 2020, we have impacted 20 individuals and their families within the direct provision system in Ireland, providing invaluable training and development opportunities, to help the interns develop job skills, improve their CVs, and explore career growth areas for the future. [Read here](#) how the programme has made an impact on some of their careers. In 2024, we launched the Deloitte Development programme to complement the ambitions of the Internship. 50 candidates are invited to participate in a 12 week online work readiness programme to help them on their employment journey.

To support people who are returning to the workplace after a career break, we have a Return to Work (RtW) programme targeted at people who have been out of work for 18 months or more, providing them with additional structured support under the programme. We launched the programme with a pilot in May 2022, providing opportunities to individuals who are aiming to re-launch their career following a career break of 18+ months (some returners had a break of 10+ years). Last year, five individuals joined the structured and supportive six-month programme in roles across our business

Case study – social impact

Deloitte sponsored Irish Funds – the representative body for the investment management industry in Ireland – to support the roll out of a programme which will see transition year students from around the country receive financial literacy training. Deloitte provided finance professionals to facilitate the programme in five of the 18 schools involved across the country.

Deloitte Project Lead, Alan Cuddihy, sets the scene for this initiative by explaining that Irish Funds launched a pilot program in the 2022-23 school year around financial literacy education, and it proved to be a hit with students and teachers alike.

“When Irish Funds sought a sponsor to help roll out the program on a wider scale the following year, it made absolute sense that Deloitte should be involved. First of all, it tied in neatly with work that’s being going on in the background around a national financial literacy program that will involve more than just transition year students. As a society we need to increase our levels of financial literacy.”

“It also resonated strongly with our corporate social responsibility remit, and allowed us to utilise our industry expertise to educate participants on the programme.”

The programme involved a hands-on approach from us, and we provided five finance professionals acting as facilitators to drive the initiative in a number of the participating schools. These

professionals also attended end-of-programme presentations to their schools and individual participants, and we also attended the presentations at all of the schools where other industry participants were facilitating the programme.

Rachel Basquel, one of the Deloitte facilitators, described her experience: “I thoroughly enjoyed collaborating with Irish Funds on the Financial Literacy programme. It has been a long time since I was in secondary school and the energy the young adults brought to each session was great. The students were really eager to learn about the funds industry and were particularly surprised to realise how large the funds industry is in Ireland. They loved investing in the stock market but weren’t as happy when they realised the money (and the returns) were a simulation as part of the programme! From a personal point of view, I loved going out to the schools, telling them a bit about my background, and hopefully providing them with an insight into the careers available to them when they finish school.”

This year was very much a “test and learn” phase. A key achievement is that both Irish Funds and Deloitte have a robust model in place that can be rolled out to more transition year students around the country.

And as the topic of financial literacy grows in importance in the future, we’re well placed to play our part in providing financial education to the communities in which we operate.

including Audit & Assurance. Following their placements we were delighted to offer all participants the opportunity to continue their journey with Deloitte. The programme offers bespoke coaching with [Career Returners](#) and day-to-day supports.

Our Impact

At Deloitte, our purpose, to make an impact that matters, is embedded in everything we do, and one of our priorities is to make a lasting, positive impact on our community. In line with the firm's growth ambition to FY25, we are committing €5 million in a Deloitte Impact Fund in time and money. This will enable our journey, to impact at least 300,000 lives by 2030, across Ireland and 100 million globally, while becoming the leading professional services firm making an impact in our community with our Social Impact agenda. Our people play a significant role in advancing our overall social impact ambition, and you can read more about that in the Impact Report.

Audit Impact

Our Audit & Assurance professionals gave 2,400 hours of volunteering time over FY24 (representing 21% of the total firm volunteering hours). We are driven by our WorldClass ambition to develop job skills, improve educational outcomes, and expand opportunities and our Audit & Assurance colleagues volunteered nearly 600 hours in pursuit of this goal. In FY24, Audit & Assurance led out on a new Deloitte WorldClass sponsorship of the Irish Funds Transition Year Financial Literacy Programme. As part of this sponsorship Deloitte volunteers delivered financial

literacy modules to a diverse population of over 600 students in 18 schools across 10 counties. While WorldClass is our priority focus, we also have a responsibility to support our wider WorldImpact programmes with donations and support also being directed to WorldClimate and DEI charities. During FY24, our flagship fundraiser, 'One Good Turn', raised nearly €110,000 for cancer research and support charities in Ireland as well as Simon Community Northern Ireland. The event provides an opportunity for our colleagues to support their own wellbeing through connection and collaboration, while also raising much needed funds for our local communities.

Diversity, equity and inclusion

We are committed to being an inclusive workplace where each individual is valued and can find their purpose. In terms of gender balance, we published our third [Gender Pay Gap report](#) during the year and continued to drive towards our gender diversity ambitions. In audit, 32% (FY'23: 29%) of our partners are female while overall 49% (FY'23: 48%) of our people in audit are female. Over the past few years, we have introduced a number of policies and initiatives to support everyone in the workplace at every stage of their career. DeloitteWorks, our flexible working policy, provides choice, flexibility and control to people in how they work across client sites, Deloitte offices and at home. This year we introduced enhanced leave offerings and new policies to support people at various life stages with a new menopause & menstruation policy and a fertility leave policy. Our Return to Work programme is another example that attracts diverse



candidates to our pipeline and has become a staple inclusion initiative at Deloitte Ireland. The success of this programme has resulted in this programme becoming an annual offering with a third cohort starting in Autumn 2024.

In terms of social inclusion, this year represented the fourth year of using voluntary disclosure in our graduate recruitment campaign to allow us to measure bias within our recruitment process. We have launched voluntary disclosure in our experienced hiring process over the past few years. Measuring diversity, equity and inclusion across a broad range of categories has allowed us to tailor more focused initiatives for Audit & Assurance recruitment. These have included a review of our transition year programme to reserve 20% of places for students from DEIS schools and a targeting of our internship programme to university access students. Our inclusion passport has also been rolled out in Audit & Assurance allowing individuals to more easily agree reasonable accommodations and supports to enable them to thrive at work. The inclusion passport has been a very useful complement to our DeloitteWorks hybrid working programme, used by team members to define new working patterns that work best for them, their teams and the entities we audit.

Wellbeing

We continuously engage with our people, and through our Engage for Change programme, we have opened a dialogue for open and honest feedback about our people's experiences. This feedback is used to influence and inform the choices and actions we make to continually improve. The survey covers a range of areas, including physical and mental wellbeing. We have increased our focus on actively promoting and building a culture of wellbeing through policies, resources, initiatives and activities. We prioritise the mental health and psychological safety of our people by facilitating open dialogue about mental health, tracking steps to minimise work related stress, as well as providing effective, accessible wellbeing supports. In the past year we have elevated our focus on mental health supports through our collaboration with the Elephant in the Room movement, adopting our own elephant, to support our people and their leaders in becoming more comfortable talking about mental health. Our six inclusion networks collaborated to design our elephant. To read more about this initiative, please visit our Impact Report.

Supporting the next generation of business and board leaders

Investing in future business leaders is very important to us as a firm. To support this, we provide a number of market leading programmes and bespoke activities designed to develop leaders and help them in times of change.

Partnering with the 30% Club on the Board Ready programme

A core value of Deloitte is encouraging diversity of thought in all arenas, including gender balance. To this end, we have worked with the 30% Club in Ireland, to encourage women to actively consider a future executive or non-executive director role. Our Board Ready programme has supported nearly 150 women over the past five years. Many of the participants have taken on board roles across a range of sectors. Rather than providing technical learning, the programme focuses on equipping women with the pathways, tools and expertise they need to be board ready. This is achieved by creating networking opportunities and showcasing third party subject matter experts offering insights on topics relevant to board agendas. The programme also gives access to experienced non-executive directors at different stages of their board careers, sharing insights and learnings that provide huge value to the participants.

NextGen CFO programme and Transition Labs

Our European-wide NextGen CFO programme of peer networking sessions and intensive workshops is designed to offer clients unique insights into the CFO role and its requirements. The Transition Lab is a personalised one-day workshop that helps individuals to frame their priorities, assess their talent and identify different approaches to manage complex stakeholder relationships. These workshops are facilitated by experienced industry partners, and in some cases market leading associates. To date we have helped over 120 executives and internal leaders to transition successfully to new roles or to amplify their presence in existing ones.

Global Boardroom Programme

The Deloitte Global Boardroom Programme brings together the knowledge and experience of Deloitte member firms worldwide. The programme addresses critical topics of universal interest to company boards and management. In Ireland, our boardroom programmes are centred on the creation of a non-executive director community through regular online content, in-person and virtual events, and access to relevant international content. In a complex business environment, Deloitte equips the next generation of board members and business leaders with essential resources that will prove invaluable in responding to future challenges.

Leadership engagement with Boardmatch

Internally, we are supporting our people to play leading roles on charity boards by using their skills and expertise for a cause they are passionate about. In 2022, Deloitte entered a partnership with Boardmatch, a not-for-profit board recruitment specialist, to connect our people with relevant board volunteer opportunities. Several successful placements have been made again in FY24 including The Shona Project, Plan International, Sing Ireland and Co-Operative Housing Ireland.

Deloitte's priority focus on audit quality

Deloitte's commitment to quality is central to everything we do. We consistently deliver on this commitment by instilling a culture of quality, integrity, and excellence across the network, establishing business and financial priorities, and developing effective processes, tools, and technologies applied in the execution of engagements. Deloitte's brand is defined by the high-quality audit and assurance services delivered and by the unwavering commitment to continuous improvement of our systems of quality management. Keeping pace with emerging economic, business, and regulatory conditions, as well as technological advances, is critical to the continual enhancement of Deloitte's role in protecting the public interest and supporting the effective functioning of the corporate reporting ecosystem.



Leadership commitment and tone at the top

Deloitte's culture of quality, integrity, and excellence begins with a strong tone from the top—from senior leadership through to the leaders in all our offices and audit and assurance engagements. This commitment is demonstrated through the direct involvement of leaders in initiatives emphasising that quality and professional behavior is the highest priority for audit and assurance practitioners at all levels and consistent messaging that reinforces the importance placed on executing high-quality engagements. Deloitte sets high ethical standards for the conduct of all its professionals and embeds integrity expectations into the Deloitte Global Principles of Business Conduct.

Deloitte's relentless pursuit of quality defines not just what we do, but who we are.

System of quality management (SQM)

Deloitte believes an effective SQM is crucial for the consistent performance of high-quality engagements, and we continue to make significant investments in our people, processes, and technologies that underlie Deloitte's quality management processes.

Regulators and standard setters in Ireland and globally are also focused on the effectiveness and continued improvements in firms' SQMs. Deloitte Ireland complies with ISQM (Ireland) 1 which requires annual evaluation of the SQM.

ISQM (Ireland) 1 introduces a risk-based approach to the SQM that require firms to respond to quality objectives and risks to our ability to execute high-quality audits in the following areas:

- The firm's risk assessment process
- Governance and leadership
- Relevant ethical requirements
- Acceptance and continuance of client relationships and specific engagements
- Engagement performance
- Resources
- Information and communication; and
- The monitoring and remediation process.

The effective implementation of ISQM (Ireland) 1 has been and remains a key element of Deloitte's global Audit & Assurance quality strategy. Deloitte Ireland LLP and Deloitte (NI) Limited operate under the same control environment.

As part of the implementation of ISQM 1, quality objectives, quality risks and responses were formalised and brought together in a globally consistent technology platform to facilitate the design and maintenance of the system, as well as the operation through tri-annual self-assessments by business process owners and reporting capabilities to support the required annual evaluation.

Deloitte Ireland continues to work with leaders across the firm, as well as the broader network, to further enhance our proactive approach to managing the quality of engagements performed—identifying and addressing risks to quality and driving continued advancements in quality management processes serves us well into the future as the environment within which we operate continues to evolve and become increasingly complex.

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Ireland's efforts relating to ISQM 1 and our SQM provide us the opportunity to continually challenge ourselves—examining those areas where we can further enhance and transform our SQM. Quality is always front and centre, and robust quality monitoring processes play an integral role in our ability to continually improve.

ISQM 1 requires an annual evaluation of the SQM. Deloitte Ireland performed its annual evaluation of its SQM as of 31 May 2024.

Conclusion on the effectiveness of the SQM⁷

Deloitte Ireland is responsible for designing, implementing, and operating a SQM for audits or reviews of financial statements, or other assurance or related services engagements performed by the firm, that provides the firm with reasonable assurance that the objectives of the SQM are being achieved. The objectives are:

- The firm and its personnel fulfill their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and conduct engagements in accordance with such standards and requirements; and
- Engagement reports issued by the firm or engagement partners are appropriate in the circumstances.
- Deloitte Ireland conducted its evaluation in accordance with the ISQM (Ireland) 1.

Deloitte Ireland concluded that the SQM provides the firm with reasonable assurance that objectives of the SQM are being achieved as of 31 May 2024.

⁷ Conclusion per paragraph 54(a) of ISQM 1.

Reasonable assurance is obtained when the SQM reduces to an acceptably low level the risk that the objectives of the SQM are not achieved. Reasonable assurance is not an absolute level of assurance, because there are inherent limitations of a system of quality management.

Independence, objectivity, and professional scepticism

The execution of high-quality audit and assurance engagements requires independence, objectivity, and professional scepticism. This means a continuous and tangible focus on Deloitte's critical role in serving the public interest, including creating a culture of quality where doing the right thing is of paramount importance. Deloitte consistently reinforces the important role of auditors as independent evaluators who must maintain a mindset of professional scepticism throughout the conduct of our work. This approach is reflected in Deloitte policies, methods, procedures, and learning, and is reinforced through quality management and accountability measures.

Audit & Assurance approach

Deloitte's approach to performing a high-quality engagement involves the use of audit and standards-based assurance methodologies, common across the Deloitte network, supplemented by tools for use by our practitioners to plan, perform, supervise, review, document, conclude, and communicate the results of each engagement. Deloitte's approach is underpinned by professional standards, as well as the requirements of applicable laws and regulations.

Deloitte's audit methodology is risk-based, focusing on the financial statement account balances, disclosures, and underlying assertions that have a reasonable possibility of being materially misstated. Our methodologies are also dynamic—it evolves continuously to keep pace with the changing demands of investors, companies, and other stakeholders. It recognises that advances in the availability and management of large data sets and in statistical science are relevant to continuing to enhance the quality of Deloitte engagements.

Resources to support Deloitte practitioners in the execution of high-quality engagements

The resources applied by Deloitte practitioners in the performance of their work include the proprietary tools, guidance, materials, and practice aids used in conducting engagements, which are available to all our practitioners in the Deloitte Global Technical Library, an extensive online library, and in our audit execution platforms (such as EMS, Deloitte Omnia and Deloitte Levvia). These resources drive greater standardisation and consistency across Deloitte firms. Deloitte regularly issues guidance to our practitioners and communicates developments that should be factored into audit risk assessments and responses in order to maintain and drive quality execution.

Consultation

Quality and risk management considerations are integral to Deloitte's audit and assurance business and to the performance of engagements. That is why Deloitte views consultation as an essential, collaborative process—one that involves robust challenge and helps determine the most appropriate answers to complex questions. Deloitte has identified circumstances where consultation outside of the engagement team is required in order to demonstrate an appropriate level of professional judgement and the exercise of professional scepticism. Deloitte consultation policies require that conclusions are documented, understood, and implemented. Foundational to the effectiveness of the consultation process is Deloitte's investment in consultation resources who have the appropriate skills and expertise. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the central technical auditing and accounting team, or others in the organisation with specialised knowledge.

Deloitte is proud of its role supporting the capital markets, protecting investors, and the public trust.



External and internal quality monitoring

Monitoring of quality

A continued focus on quality is of paramount importance to the Deloitte brand. It is critical that a Deloitte engagement is consistently executed and of high-quality, wherever in the world it is performed.

The objective of monitoring and remediation processes are to provide relevant, reliable, and timely information about the design, implementation, and operation of the SQM to leadership in order to enable appropriate and timely actions to be taken to respond to identified deficiencies. This includes the identification of deficiencies and good practices in the SQM and the assessment of the effectiveness of remedial actions in driving improvements in audit quality.



SQM monitoring

SQM monitoring is an integral part of Deloitte Ireland's monitoring activities and considers relevant requirements in ISQM (Ireland) 1, as well as evaluating the design, implementation and operating effectiveness of responses that address the quality risks that have been identified for the firm.

Key components of SQM monitoring include:

- Risk-based approach to selecting business processes, quality risks and responses to monitor.
- Mandatory moderation panel to drive consistency in evaluating findings and deficiencies.
- Quality Management Observers and deputies, independent of Deloitte Ireland, who drive global consistency by providing input and sharing best practices for monitoring programs.
- Identifying appropriate resources (from within Deloitte Ireland as well as from other Deloitte geographies or Deloitte Global) with the right experience.

Audit Quality Indicators (AQIs) are used in conjunction with other metrics to further assist Deloitte Ireland in developing and monitoring quality action plans and reporting on the progress in its audit quality journey.



Monitoring of in-process engagements

Continuous quality monitoring by Deloitte Ireland involves the proactive identification of issues on in-process engagements in order to drive timely solutions and real time corrective actions. This is achieved through the following suite of activities:

- Deployment and monitoring of a series of core diagnostics, enabling engagement partners and teams, as well as Deloitte Ireland Audit & Assurance quality leaders to continuously monitor quality and take immediate action.

- A program of subject matter specific "health checks" to assist Deloitte Ireland Audit & Assurance quality leaders in assessing progress and identifying potential issues on in-process engagements.
- Inspections of in-process engagements which allows Deloitte Ireland to proactively identify and remediate any quality issues throughout the engagement.
- Results of monitoring of in-process engagements are evaluated overall to determine whether additional communication and support is needed for engagement teams with respect to adherence to the methodology or updates thereto.



Inspections of completed engagements

Key components of inspections of completed engagements include:

- Risk-based engagement selection and consideration of all major industries served by Deloitte Ireland while considering selecting all signing partners or partner equivalents on a cyclical basis.
- Mandatory moderation panel to drive consistency in findings and engagement ratings.
- Quality Management Observers and deputies, independent of Deloitte Ireland, who drive global consistency by providing input and sharing best practices for monitoring programs.
- Identifying appropriate resources (from within Deloitte Ireland as well as from other Deloitte geographies or Deloitte Global) with the right experience and industry knowledge.



External inspections

In addition to Deloitte Ireland's own monitoring of quality, we are subject to external monitoring by the following regulators including:

IAASA

IAASA is the regulator for Public Interest Entity audits in Ireland. During 2023, IAASA inspected five audits of Public Interest Entities and also assessed the design of the system of quality management in four component areas:

- Risk assessment process
- Governance and leadership
- Resources – technological resources, intellectual resources and service providers
- Information and communication

Of the five audit files reviewed, three received a Grade 1 and two received a Grade 3.

There was one yellow finding as part of the SQM testing.

The report explaining the full results was published in March 2024 and can be found [here](#).

PCAOB

The US Public Company Oversight Board ("PCAOB") is one of the largest audit regulators globally. The PCAOB conducts inspections of PCAOB registered firms across the globe and inspects PCAOB registered firms in 50 different non-US jurisdictions. PCAOB inspection reports provide investors, audit committees, and potential clients with important information they can use to make informed decisions about the audit quality of PCAOB registered firms. Earlier this year the PCAOB conducted their first ever inspection of Deloitte Ireland which involved the review of three audit files and an evaluation of elements of our System of Quality Management.

The PCAOB has not issued its report at the time of this report. However, based on the preliminary inspection results we expect that the report, when issued by the Board, will confirm that the PCAOB has not identified any deficiencies in relation to the work performed to support our audit opinions of the three files reviewed. We also do not expect any significant findings in relation to our System of Quality Management.



Root cause analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why engagement level findings and SQM deficiencies occur is critical to being able to design effective remedial actions. When engagement level findings or SQM deficiencies are identified, whether through internal or external monitoring activities, actions are taken to identify gaps and develop appropriate remediation activities. Remediation is imperative to drive continuous improvement in quality and avoid future similar findings. An audit quality plan is prepared by Deloitte Ireland and provides for effective implementation and monitoring of key audit quality priorities.



Independence, ethics and additional disclosures

Deloitte Global Independence



Sets independence policies and procedural expectations based upon the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and, where applicable, the independence standards of the US Securities and Exchange Commission and the Public Company Accounting Oversight Board.



Supports network services that a firm uses in the design, implementation, and operation of their system of quality management, including:

Technical resources: Global systems to provide its people with entity information to support compliance with personal and professional independence requirements, including financial interests, scope of service, and business relationship approvals.

Intellectual resources: Independence policy, e-learning, confirmation templates, monitoring instructions and other tools, templates, and guidance.

Human resources: Technical independence expertise, as required, which also informs potential enhancements to intellectual resources.



Participates in various elements of a firm's **system of quality management** monitoring and remediation process, as determined to be appropriate.



Promotes **independence awareness** across the Deloitte network through active engagement with independence and business leadership groups and periodic communications and alerts.

Deloitte Ireland Independence

Deloitte Ireland has quality responses that address quality objectives and quality risks as they relate to the relevant ethical requirements for independence. These responses include policies and procedures that are based on expectations set out in Deloitte Global Independence policies, and which are supplemented, as appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies. Deloitte Ireland leadership reinforces the importance of compliance with independence and related quality management standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte Ireland. Strategies and procedures to communicate the importance of independence to partners, other practitioners, and support staff have been adopted, emphasising each individual's responsibility to understand and meet the independence requirements. The Director of Independence is responsible for overseeing independence matters within Deloitte Ireland, including the design, implementation, operation, monitoring, and maintenance of the system of quality management related to independence.



As part of the firm's system of quality management, Deloitte Ireland has:

- Implemented responses to address quality objectives and quality risks it has identified for its key independence areas;
- Performed appropriate monitoring activities over its key independence areas; and
- Has appropriate independence governance in place.

The firm's key independence areas include:

- Client, engagement, and business relationships, including use of the independence business process tools, the Deloitte Entity Search and Compliance (DESC) system, and the Service Request Monitoring (SRM) application
- Firm and personal financial relationships, including the use of the Global Independence Monitoring System (GIMS)
- Employment and other relationships
- Independence confirmations
- Independence consultations
- Independence-related policies, communications, and learning
- Breaches of independence requirements
- Disciplinary measures for failures to adhere to applicable independence requirements

Independence compliance was considered as part of the internal review of the firm's system of quality management conducted during the year.



DESC

Deloitte Entity Search and Compliance

Global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions.



SRM

Service Request Monitoring

Application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to and enter into business relationships with clients.



GIMS

Global Independence Monitoring System

Application that contains financial relationship data with relevant independence compliance indicators.

Long association requirements of audit partners and practitioners

We apply audit partner rotation policies, such that audit engagement partners and the other key partners involved in all of our public interest clients are rotated after periods of five years for listed entities and other PIEs.

The engagement quality assurance partners are rotated after seven years for public interest entities and seven years for other clients. Rotation policies are also applied, where appropriate and necessary, to members of the audit engagement team, including specialists, with all key engagement team members assessed for long association risks if they have served for ten years on an individual engagement.

Ethics

All Deloitte people are expected to act with integrity in accordance with high ethical standards as described in the [Deloitte Global Principles of Business Conduct](#) ("Global Code"). The Global Code is embedded into each member firm's Code of Conduct and defines the commitments that all Deloitte people make regarding ethical standards, as well as explaining each individual's responsibilities to their clients, colleagues, and society.

In addition to the Global Code, other foundational elements of Deloitte's ethics program include global policies, a program of training and communications, and established reporting channels supported by defined incident management protocols. For continuous improvement, regular program assessments and reviews are conducted, and feedback is collected from Deloitte people through an annual ethics survey.

Ethics at Deloitte is led by the Deloitte Global Chief Ethics Officer at the global level, and by member firm Ethics Officers at the local level, all of whom are experienced partners with direct access to the member firm's CEO and governing body. Deloitte Global and member firm ethics leaders work together to continually monitor risk and to reinforce compliance with the Global Code. Ethics in Deloitte Ireland is led by Declan Butler who is an experienced partner with direct access to the CEO and GELT. Declan is assisted by Deirdre Carwood as Deputy Ethics Leader. In addition, Deloitte Ireland has implemented the [NSE Code of Conduct](#), which incorporates the Deloitte Global Principles of Business Conduct and describes critical professional behaviour that reflects local customs, regulations, and legal requirements.

Deloitte Ireland maintains policies and procedures that build on global policies and are designed to provide reasonable assurance that its people comply with relevant ethical requirements.

The ethical requirements for audit and related assurance services provided by Deloitte Ireland are in accordance with both the IAASA Ethical Standard for Auditors and the Chartered Accountants Ireland (CAI) Code of Ethics. Deloitte Ireland also complies with Deloitte Global policies and procedures, which align with the requirements and guidance set out in the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, a standard-setting body of the International Federation of Accountants (IFAC). When both IAASA and the CAI's codes are more restrictive than the Deloitte Global policies and procedures, Deloitte Ireland follows the applicable Irish codes.

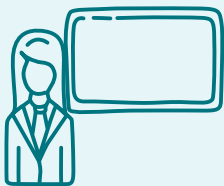
Deloitte Ireland reinforces its commitment to ethics and integrity through communication tools, learning programmes, compliance processes, and measurement systems for all people. Learning includes targeted content for onboarding, manager and senior manager promotion, partner admission, independent contractors, and refresher programs every two years. Mandatory eLearning courses include a 'Biennial Ethics Refresher' eLearning and the 'Course-Taking Integrity' eLearning for all partners and staff. We have continued to provide virtual and in person classroom-based ethics training to all new joiners. In addition, ethics have joined several business area all hands meetings to discuss the topic of ethics along with the respective ethics champion for the area.

Recent global training topics have included a focus on the importance of owning up to one's mistakes, being an active bystander, navigating personal relationships in the workplace, demonstrating respect, integrity and professionalism on social media, and ethical learning, and courses have included a confirmation that professionals are aware that answers should not be shared with others and doing so would constitute a violation of the Global Code. In addition, Deloitte Ireland conducts ethics reviews for senior leaders and requires all partners, other practitioners, and support staff to confirm annually that they have read and comprehended the member firm's Code of Conduct and understand that it is their responsibility to comply with it.

Our annual ethics survey results clearly demonstrate a belief that Deloitte is an ethical place to work and a belief that the Firm would take action to address unethical conduct when reported. Deloitte Ireland had the highest participation rate across NSE in the ethics survey.

The results of the survey were reported to the Executive, the Public Interest Oversight Committee, PCAOB and IAASA by Declan and form part of the basis for consideration of any development initiatives.

In December 2023, in conjunction with NSE, we published the "The Morning After" film to encourage positive behaviours involving alcohol. Deloitte Ireland also updated the Alcohol and Drugs at work policy in August 2023.



4 hours of
ethics and
anti-corruption
training

Irish results were **top in NSE** on
8 questions and
2nd on the remaining
two questions



97%
believe Deloitte is an
ethical place to work

94%
believe that Deloitte creates
an environment in which
concerns can be raised



Deloitte Global Ethics

Deloitte is committed to conducting business with honesty, distinctive quality, and high standards of professional behavior.

Deloitte's Global Principles of Business Conduct ("Global Code") outlines Deloitte's ethical commitments as a network and expectations for Deloitte's approximately 460,000 people, giving a strong, principled foundation. The foundations of the network's ethics program are comprised of the following elements:



Deloitte network: Legal structure and governance

Deloitte Ireland LLP: legal structure and ownership

Deloitte Ireland LLP is connected to the Deloitte network through Deloitte North and South Europe (Deloitte NSE), a member firm of Deloitte Touche Tohmatsu Limited. Deloitte Ireland LLP is referred to throughout this report as “Deloitte Ireland”, and i.e.: Deloitte North and South Europe is referred to throughout this report as “Deloitte NSE” or “NSE”. Deloitte NSE holds practice rights to provide professional services using the “Deloitte” name which it extends to Deloitte entities within its territory (comprised of UK, Netherlands, Denmark, Belgium, Iceland, Switzerland, Sweden, Norway, Finland, Italy, Greece, Malta, Cyprus, Lebanon, Jordan, Iraq, Kuwait, Bahrain, Qatar, United Arab Emirates, Oman, Yemen, Saudi Arabia, Egypt, Libya and Palestinian Ruled Territories), including Deloitte Ireland. Deloitte Ireland is authorised to serve as an auditor for clients in the Republic of Ireland and Northern Ireland. Deloitte NSE does not provide services to clients.

Network description

The Deloitte network

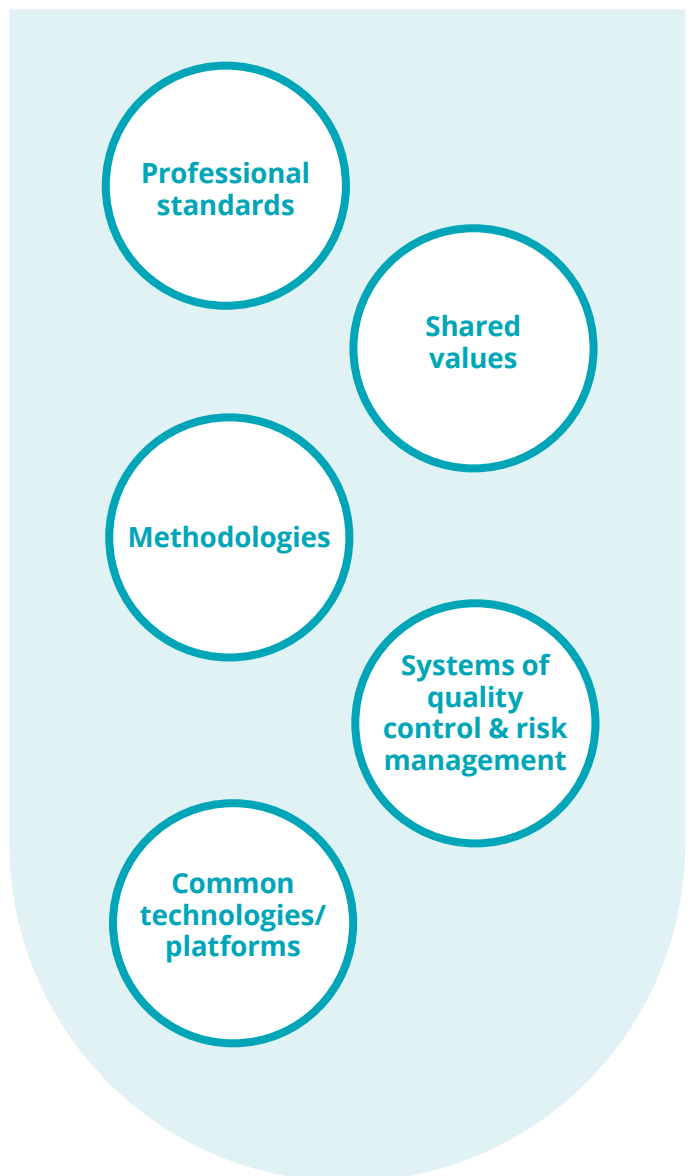
The Deloitte network (also known as the Deloitte organisation) is DTTL, a globally connected network of DTTL member firms and their respective related entities operating in more than 150 countries and territories across the world. These separate and independent member firms operate under a common brand.

Deloitte Touche Tohmatsu Limited (DTTL or Deloitte Global)

Deloitte Touche Tohmatsu Limited is a private company limited by guarantee incorporated in England and Wales. DTTL serves a coordinating role for its member firms and their respective related entities and establishes policies and protocols with the objective of promoting a consistently high level of quality, professional conduct, and service across the Deloitte network. DTTL does not provide services to clients and does not direct, manage, or control any member firm or any of their respective related entities.

“Deloitte” is the brand under which approximately 460,000 dedicated professionals and practitioners in independent member firms (or their respective related entities) throughout the world collaborate to provide audit and assurance, consulting, financial advisory, risk advisory, tax, and related services to select clients. These member firms are members of DTTL. DTTL, these member firms and each of their respective related entities form the Deloitte organisation. Each DTTL member firm and/or its related entities provides services in particular geographic areas and is subject to the laws and professional regulations of the country or countries in which it operates. Each DTTL member firm is structured in accordance with national laws, regulations, customary practice, and other factors, and may secure the

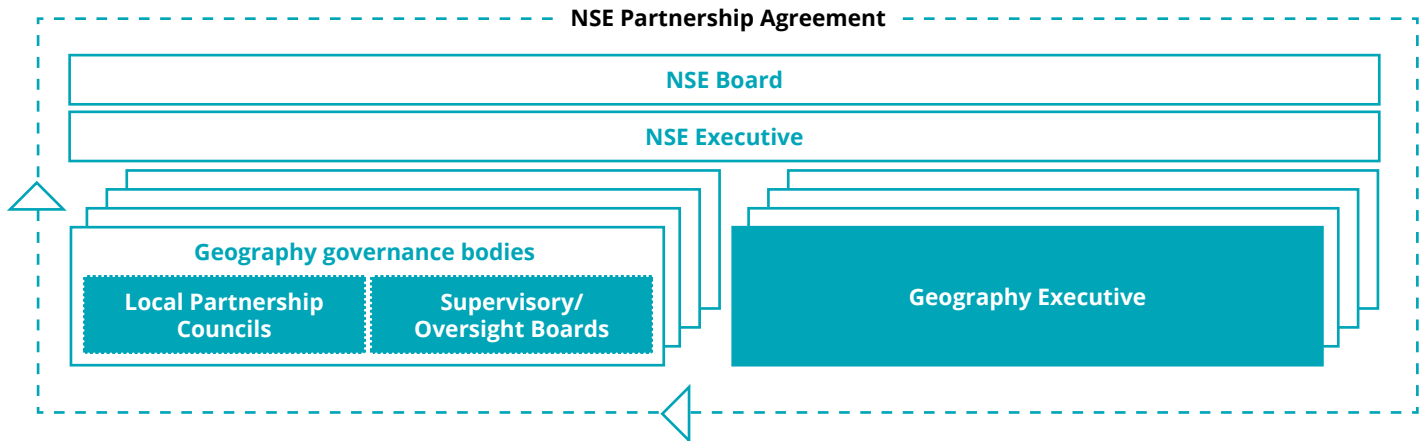
provision of professional services in its respective territories through related entities. Not every DTTL member firm or its related entities provides all services, and certain services may not be available to audit and assurance clients under the rules and regulations applicable to audit firms. DTTL, and each DTTL member firm and each of its related entities, are legally separate and independent, cannot obligate or bind any other, and are liable only for their own acts and omissions, and not those of any other. The Deloitte organisation is a global network of independent firms and not a partnership or a single firm. DTTL does not provide services to clients.



Deloitte NSE: Governance

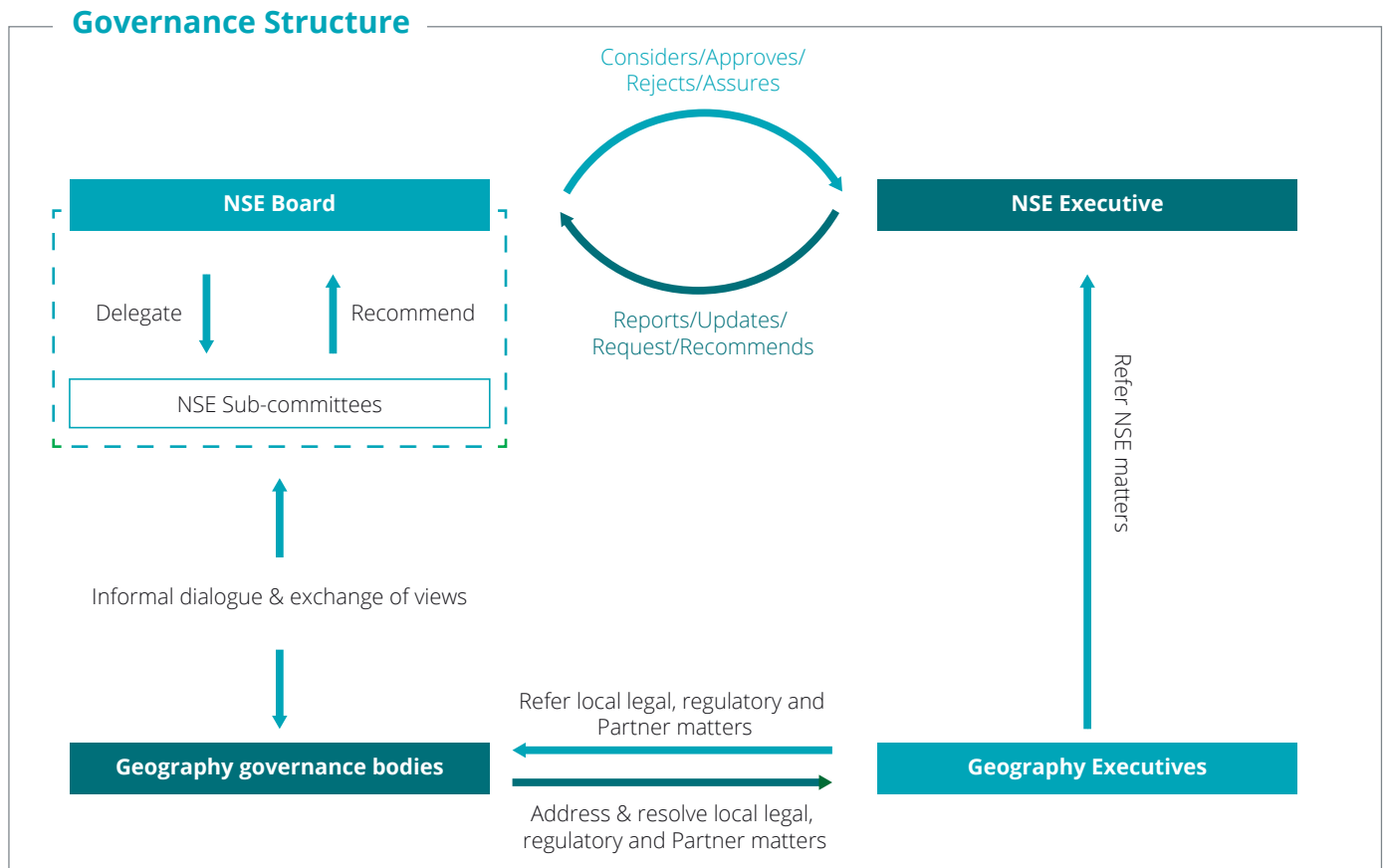
Deloitte Ireland: governance – leadership in action

The Deloitte NSE governance structure consists of the NSE Board, the NSE Executive, Geography governance bodies and Geography Executives, underpinned by the NSE Partnership Agreement.



- The **NSE Partnership Agreement** underpins the governance of NSE.
- The **NSE Board** is the primary governance body of NSE, responsible for ensuring high quality governance and stewardship of NSE. The NSE Board works with the NSE Executive to set and approve the long-term strategic objectives of NSE and the markets in which it operates. The NSE Board comprises the NSE CEO, NSE Chair and elected members, as well as Independent Non-Executives (INEs) and a Deloitte Global Representative. The latter do not have voting roles.
- The **NSE Board** oversees the risk appetite in each business area; is responsible for the oversight of the executive function, ensuring alignment with Deloitte Global obligations; and is responsible for the promotion and protection of NSE Equity Partner interests generally.
- The **NSE Executive** is responsible for developing NSE strategy and vision as well as NSE policies, and overseeing their implementation and execution.
- **Geography governance** bodies exist where this is required for legal and/or regulatory purposes and to oversee local Partner matters. Examples: the Deloitte Ireland Partnership Council and Public Interest Oversight Committee.
- The **Geography Executive** works with the NSE Executive to reflect the Connected+ Autonomy operating model (balancing local and central requirements), including the development and delivery of approved plans, in line with the NSE strategy, tailored to reflect local market conditions.

The NSE governance and leadership structure provides clear paths of communication from a Geography to NSE level:



Deloitte Ireland: Risk Management

Deloitte Ireland has implemented an Enterprise Risk Framework to identify the principal risks and uncertainties facing the firm, both from a quality and a business perspective, including financial and internal controls.

In implementing the framework, the firm maintains a business risk register. The risks identified are rated according to impact and likelihood. Procedures to manage and mitigate the risks were identified, together with the frequency of reporting to the GELT.

The risks are categorised into eight priority risks, with ownership of each risk shown in the table below. In 2024, to highlight the increasing importance and complexity of artificial intelligence, Generative AI was added to the priority risks and its impact to the firm and its strategy will be explored further in FY24.

There may be other risks and uncertainties that are not yet considered material or not yet known to the firm and the principal risks may change to accommodate such developments.

Deloitte NSE and Deloitte Ireland have in place an internal audit function. An NSE wide plan is set at the start of each financial year and is supplemented with additional Irish specific audits based on a risk assessment process.

During the year, five Irish firm level audits were completed. All reports issued are reported to the Risk & Reputation Leader (RRL) in Ireland along with the relevant business owner and the RRL reports to the GELT on key findings. The GELT reviewed the effectiveness of the systems of internal control and risk management and did not identify any significant weaknesses.

| Risk Category | Priority Risk | Owner |
|--------------------|--|--------------------------|
| Strategic | Economic, political & competitor shifts | GELT |
| Strategic | Resilience of the financial & operating model to future shocks | Chief Operating Officer |
| Strategic | Climate Change | GELT |
| Strategic | Transformation | Chief Operating Officer |
| Strategic | Generative AI [NEW] | GELT |
| Regulatory & Legal | Our reputation, role & future public interest impact | Audit & Assurance Leader |
| People | Hiring and retaining top talent | People & Purpose Leader |
| People | People & Culture | People & Purpose Leader |

Appendices

Appendix A | Deloitte Ireland

Those Charged with Governance

The Partnership Council

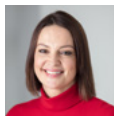
The Partnership Council consists of seven members including the Chairperson and six elected partners (with one current vacancy). The members of the current Partnership Council are set out below.



Lorraine Griffin
(Chairperson)



Sinéad McHugh



Deirdre Carwood



David Shanahan
effective
1 September
2023



Declan Butler



Ruairi Allen

During the year ended 31 May 2024, the Partnership Council met 13 times and also gathered for a number of ad hoc meetings throughout the year.

| | Number of Meetings | Meetings Attended |
|--------------------|--------------------|-------------------|
| Lorraine Griffin | 13 | 13 |
| Ruairi Allen | 13 | 12 |
| Declan Butler | 13 | 12 |
| Deirdre Carwood | 13 | 10 |
| David Shanahan | 13 | 10 |
| Sinead McHugh | 13 | 12 |
| Emer O'Shaughnessy | 13 | 13 |

*David Shanahan appointment effective from 1 September 2023

The Geography Executive Oversight Body and the Geography Executive Leadership Team

The Geography Executive Oversight Body (GEOB) consists of the CEO, Audit & Assurance Leader, and Risk and Reputation Leader. The Geography Executive Leadership Team (GELT) comprises the CEO and the other nine members as set out below.

As of 1 June 2024, the GEOB and GELT members are:

Harry Goddard

CEO Deloitte Ireland

Geography Executive Oversight Body (GEOB)

**Audit & Assurance
Leader**
(Statutory Auditor)

CEO (Chair)

**Risk & Reputation
Leader**
(Statutory Auditor)

IE Geography Leadership Team

**Brian
O'Callaghan**
Audit &
Assurance

**Emer
O'Shaughnessy**
Risk & Reputation

Ita Langton
Technology &
Transformation

Anya Cummins
Strategy, Risk &
Transaction

**Daryl
Hanberry**
Tax and Legal

Yvonne Byrne
Strategy

Peter Glynn
Growth

Sinead Gogan
People &
Purpose

Martin Reilly
Chief Operations
Officer

As of 31 May 2024, Michael Hartwell (Audit & Assurance), Cormac Hughes (Consulting) and David Kinsella (Risk Advisory) stepped down from the Executive.

The years in role and GELT meetings held and attended during the year to 31 May 2024 are set out below.

Six GEOB meetings were convened during the year to 31 May 2024, all of which were fully attended by the GEOB members.

| | Years in Role | Meetings held | Meetings Attended |
|-------------------|---------------|---------------|-------------------|
| Harry Goddard | 5 | 21 | 19 |
| Michael Hartwell | 6 | 21 | 17 |
| Cormac Hughes | 5 | 21 | 20 |
| Martin Reilly | 1 | 21 | 21 |
| Brian O'Callaghan | 1 | 21 | 20 |
| Yvonne Byrne | 1 | 21 | 20 |
| Peter Glynn | 1 | 21 | 21 |
| Daryl Hanberry | 1 | 21 | 17 |
| David Kinsella | 3 | 21 | 20 |
| Sinead Gogan | 1.5 | 21 | 18 |
| Anya Cummins | 1 | 21 | 19 |

Harry Goddard also attended 10 NSE Executive Meetings.

Public Interest Oversight Committee

The INEs for FY24 were:



Frank Ryan



**Gerardine
Doyle**



Peter Kelly

Additional biographical details of members of the Public Interest Oversight Committee are available on our [website](#).



Appendix B | EU EEA audit firms

Disclosure in accordance with Article 13.2 (b)(ii)-(iv) of the EU Audit Regulation

EU/EEA member state

(Article 13.2 (b)(iii) EU Audit Regulation: the countries in which each audit firm that is a member of the network is qualified as a statutory auditor or has its registered office, central administration, or principal place of business)

Name of audit firms carrying out statutory audits in each member state

(Article 13.2 (b)(ii) EU Audit Regulation: the name of each audit firm that is a member of the network)

| EU/EEA member state | Name of audit firms carrying out statutory audits in each member state |
|---------------------|--|
| Austria | Deloitte Audit Wirtschaftsprüfungs GmbH |
| | Deloitte Niederösterreich Wirtschaftsprüfungs GmbH |
| | Deloitte Oberösterreich Wirtschaftsprüfungs GmbH |
| | Deloitte Salzburg Wirtschaftsprüfungs GmbH |
| | Deloitte Tirol Wirtschaftsprüfungs GmbH |
| | Deloitte Wirtschaftsprüfung Styria GmbH |
| Belgium | Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL |
| Bulgaria | Deloitte Audit OOD |
| Croatia | Deloitte d.o.o. za usluge revizije |
| Cyprus | Deloitte Limited |
| Czech Republic | Deloitte Audit s.r.o. |
| | Deloitte Assurance s.r.o. |
| Denmark | Deloitte Statsautoriseret Revisionspartnerselskab |
| Estonia | AS Deloitte Audit Eesti |
| Finland | Deloitte Oy |
| France | Deloitte & Associés |
| | Deloitte Marque & Gendrot |
| | Deloitte Audit Holding |
| | BEAS |
| | Cisane |
| | Constantin Associés |
| | DB Consultant |
| | ECA Audit |
| | Opus 3.14 Audit et Conseil |
| | Pierre-Henri Scacchi et Associés |
| | Revi Conseil |
| Germany | Deloitte GmbH Wirtschaftsprüfungsgesellschaft |
| | Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft |
| | SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft |
| Greece | Deloitte Certified Public Accountants S.A. |
| Hungary | Deloitte Könyvvizsgáló és Tanácsadó Kft. |
| Iceland | Deloitte ehf. |

| EU/EEA member state | Name of audit firms carrying out statutory audits in each member state |
|---------------------|---|
| Ireland | Deloitte Ireland LLP |
| Italy | Deloitte & Touche S.p.A. |
| Latvia | Deloitte Audits Latvia SIA |
| Liechtenstein | Deloitte (Liechtenstein) AG |
| Lithuania | Deloitte Lietuva UAB |
| Luxembourg | Deloitte Audit |
| Malta | Deloitte Audit Limited |
| Netherlands | Deloitte Accountants B.V. |
| Norway | Deloitte AS |
| Poland | Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa |
| | Deloitte Audyt spółka z ograniczoną odpowiedzialnością |
| | Deloitte Assurance spółka z ograniczoną odpowiedzialnością |
| Portugal | Deloitte & Associados, SROC S.A. |
| Romania | Deloitte Audit SRL |
| Slovakia | Deloitte Audit s.r.o. |
| Slovenia | Deloitte Revizija d.o.o. |
| Spain | Deloitte Auditores, S.L. |
| Sweden | Deloitte AB |

Disclosure in accordance with Article 13.2 (b)(iv) of the EU Audit Regulation

The total turnover achieved by the audit firms that are members of the network, resulting from the statutory audit of annual and consolidated financial statements: €1.9billion⁷

⁷ Amount represents an estimate determined based upon best efforts to collect this data. Certain Deloitte audit firms registered to perform statutory audits in respective member states provide statutory audit services as well as other audit, assurance, and non-audit services. While Deloitte endeavored to collect specific statutory audit turnover for each EU/EEA Deloitte audit firm, in certain cases turnover from other services has been included. The turnover amounts included herein are as of 31 May 2024, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalized its reporting for such period. In these cases, turnover amounts are for the relevant financial year or preceding financial year. Where currency other than the Euro is used in the member state, the amount in Euros was translated using an average exchange rate in effect for the period 1 June 2023 to 31 May 2024.

Appendix C | Financial information

Disclosure in accordance with Article 13.2 (k)(i)-(iv) of the EU Audit Regulation

The breakdown of Deloitte Ireland LLP's 2024 turnover:

| | Deloitte Ireland LLP⁸ |
|--|---|
| 2024 Turnover €'000 | €'000 |
| Statutory audit (PIEs or PIE subsidiaries) | 9,573 |
| Statutory audit (non-PIEs or non-PIE subsidiaries) | 115,025 |
| Non-audit services provided to entities we audit | 19,428 |
| Non-audit services (other entities) | 373,486 |
| Total | 517,512 |

⁸ Included in the total Deloitte Ireland LLP turnover, is Deloitte (NI) Limited turnover of €15,296k, consisting of: Statutory audit (PIEs or PIE subsidiaries) turnover of €482k, statutory audit (non-PIEs or non-PIE subsidiaries) turnover of €5,945k, non-audit services provided to entities we audit of €755k and non-audit services (other entities) of €8,114k.

The firm's finance department, which is the responsibility of the Finance Partner, maintains the firm's financial records. The GELT reviews financial performance on a monthly basis and financial information is available to all partners monthly. Under the Deloitte Ireland LLP partnership agreement, the Partnership Council is responsible for ensuring that financial statements are prepared and presented for approval by the partners annually. The financial statements of Deloitte Ireland LLP are produced under International Financial Reporting Standards as adopted in the EU.



Appendix D | Public interest entities

Disclosure in accordance with Article 13.2 (f) of the EU Audit Regulation

Public interest entities audited for statutory purposes by Deloitte Ireland LLP in the financial year 2024:

| Entity name |
|---|
| Argentum Securities Ireland PLC |
| Avoca CLO XIV Designated Activity Company |
| Avoca CLO XIX Designated Activity Company |
| Avoca CLO XV Designated Activity Company |
| Avoca CLO XVI Designated Activity Company |
| Avoca CLO XVIII Designated Activity Company |
| Avoca Credit Opportunities Public Limited Company |
| AXIS Re SE |
| AXIS Specialty Europe SE |
| Berkshire Hathaway European |
| Bilspedition Transport Operations Reinsurance dac |
| BlackRock European CLO I DAC |
| BlackRock European CLO IV Designated Activity Company |
| BlackRock European CLO V DAC |
| BlackRock European CLO VI Designated Activity Company |
| BNP PARIBAS EASY ICAV |
| BNP Paribas Vartry Reinsurance Dac |
| Brown Reinsurance dac |
| Burlington Mortgages No.1 Designated Activity Company |
| Canada Life International Assurance (Ireland) DAC |
| Canada Life Re Ireland dac |
| Cantillon Funds PLC |
| Clontarf Park CLO Designated Activity Company |
| Clwyd Managed Futures and Hedge Fund Strategy |
| Corsair Finance (Ireland) Designated Activity Company |
| Corsair Finance (Ireland) No 2 DAC |

| Entity name |
|--|
| CRH Finance DAC |
| CRH SMW Finance DAC |
| Cronus Finance DAC |
| CVC Cordatus Loan Fund III DAC |
| CVC Cordatus Loan Fund VI DAC |
| CVC Cordatus Loan Fund X Designated Activity Company |
| Dali Capital PLC |
| Dublin Bay Securities 2018-MAI Designated Activity Company |
| ESB Finance DAC |
| FAM Series UCITS ICAV |
| Federated Hermes Investment Funds plc |
| Fidelity Institutional Liquidity Fund plc |
| Fidelity UCITS ICAV |
| Fidelity UCITS II ICAV |
| Fundlogic Alternative Fund PLC |
| Gas Networks Ireland |
| Gasrule Insurance DAC |
| GE Capital European Funding Unlimited Company |
| Glanbia Public Limited Company |
| Glencore Capital Finance DAC |
| Greenlight Reinsurance Ireland DAC |
| Harp Issuer PLC |
| Haystack Re Designated Activity Company |
| Holland Park CLO DAC |
| Irish Life Assurance PLC |
| Irish Life Health Designated Activity Company |
| iShares II Public Limited Company |
| iShares III Public Limited Company |
| iShares IV Public Limited Company |
| iShares Public Limited Company |
| iShares V Public Limited Company |
| iShares VI Public Limited Company |

| Entity name |
|---|
| iShares VII Public Limited Company |
| Lifeguard Insurance (Dublin) DAC |
| Loomis Reinsurance Designated Activity Company |
| Magellan Mortgages No.1 Plc |
| Magellan Mortgages No. 3 PLC |
| Magellan Mortgages No.4 plc |
| Magnolia Finance II Plc |
| Man Funds plc |
| Marlay Park CLO Designated Activity Company |
| MetLife Europe d.a.c. |
| MetLife Europe Insurance d.a.c |
| Milltown Park CLO DAC |
| Miripro Insurance Company dac |
| MOL Reinsurance Co Dac |
| Montanaro Smaller Companies Plc |
| Napier Park Europe Loan Management I DAC |
| NEIL Overseas DAC |
| Octium Life Designated Activity Company |
| Ossiam IRL ICAV |
| Palmerston Park CLO Designated Activity Company |
| Phoenix Park CLO DAC |
| PI Indemnity Company dac |
| Plurima Funds |
| Purple Finance CLO 1 DAC |
| RGA International Reinsurance Company d.a.c. |
| Richmond Park CLO DAC |
| Riverstone International Ireland DAC |
| Rize UCITS ICAV |
| Roundstone Securities No. 1 DAC |
| RSIF International Limited |

Entity name

Samuelson International dac

Saol Assurance DAC

SEGOVIA EUROPEAN CLO 4-2017
DACSEGOVIA EUROPEAN CLO 5-2018
DAC**Entity name**Société d'Assurances Générales
Appliquées (SAGA) dacSquadron Reinsurance Designated
Activity Company

VHI Insurance DAC

Vishay Insurance Limited DAC

Entity name

Wagram Insurance Company DAC

Willow Park CLO DAC

WisdomTree Multi Asset Issuer Plc

Xitus Ireland Designated Activity
Company

Yuki Asia Umbrella Fund

UK Public Interest entities audited for statutory purposes by Deloitte (NI) Limited in the financial year 2024:

Entity name

Northern Bank Limited

Entity name

Progressive Building Society

Entity name

NIE Finance PLC





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