



## 2025 Transparency Report

Deloitte Ireland LLP  
September 2025

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# Foreword from our CEO, Harry Goddard



Welcome to the Deloitte Ireland Transparency report 2025.

As we publish this report, we do so against the backdrop of an increasingly complex world, one shaped by the acceleration of digital innovation, geopolitical uncertainty, climate urgency and evolving societal expectations. In

these moments, I believe the foundations of trust, transparency and accountability matter more than ever.

At Deloitte, we remain deeply committed to our role in the public interest. That commitment is visible in every audit we deliver, in every investment we make in our people, and in every initiative we undertake to strengthen the integrity of the capital markets. At a time when scrutiny is intensifying and the stakes are rising, we take seriously our responsibility to provide assurance that is rigorous, reliable and grounded in professional excellence.

## Audit evolution

The audit profession continues to undergo profound transformation. The emergence of AI and advanced data analytics, the acceleration of ESG reporting and shifting regulatory frameworks are redefining what it means to be an auditor in the 21st century.

Our approach to this change is deliberate. We are investing in people, processes and technology to ensure that we meet the expectations of today's excellence while also anticipating those of tomorrow. From embedding intelligent automation into our audit workflows, to deepening our ESG capabilities, we are creating multidisciplinary teams that can respond to increasingly sophisticated client and societal demands.

This year, we continued to enhance our audit platforms and tools, ensuring that quality, independence and transparency remain at the heart of every engagement. Deloitte Omnia and Deloitte Levvia, our global audit technologies have been further embedded across our practices, enabling enhanced insights and consistency at scale.

## Shaping the future of the profession

Our profession's future will be determined by the calibre of people we attract, support and develop. "I am proud that Deloitte Ireland is leading the market in how we engage early talent. In 2025, we delivered more than 120,475 hours of learning across the practice, ensuring our people are equipped to navigate complexity with competence and confidence.

Audit quality is, of course, a non-negotiable. In every engagement, our ambition is to provide the clarity, challenge and independence that those we work with rely on.

Of course, ethics, objectivity and professional judgement remain at the heart of how we serve the public interest. That is why we are building teams that can assess risk holistically and drive insight and reinforce trust in business and institutions. We continue to invest significantly in our systems of quality management, in line with ISQM1, and we remain transparent in how we govern ourselves, respond to inspection findings and engage with regulators.

As we look to the future, our teams aim to lead with purpose, to act with integrity and to deliver quality that earns trust. In doing so, we honour our responsibility to the public interest, to regulators, clients and society.

I would invite you to engage with the contents of this report, and to continue to hold us to the extremely high standards we have set for ourselves.

Warm regards, Harry

**Harry Goddard**  
**CEO, Deloitte Ireland**  
**On behalf of Deloitte Ireland LLP**  
September 2025

# Report of the Public Interest Oversight Committee



## Introduction

It is with pleasure that I welcome you to this report on the activity of the Public Interest Oversight Committee of Deloitte Ireland ('PIOC' or 'the Committee') for the year ended 31 May 2025.

The Committee is made up of three independent non-executive members. I act as Chair of the Committee, and I am fortunate to benefit from the experience of fellow independent non-executive members, Gerardine Doyle and Peter Kelly. The firm leadership is represented by Harry Goddard, CEO of Deloitte Ireland and Brian O'Callaghan, Audit & Assurance Business Leader. Emer O'Shaughnessy, Audit & Assurance partner and the firm Risk & Reputation Leader, is the Committee Secretary.

## Activities of the Committee

The Committee is charged with providing independent oversight on how Deloitte Ireland meets its public interest obligations.

Gerardine, Peter and I are firmly committed to carrying out our responsibilities with appropriate rigour and resolve. In order to deliver on this commitment, the Committee has worked with the firm's leadership over the course of the year to challenge, monitor and provide guidance as part of our overall remit.

The Committee is focused on engaging with firm leadership, Deloitte partners, and staff to ensure that the public interest is a consistent priority for all of those who work in the firm. In our work this year, we have continued to observe Deloitte teams acting with integrity and objectivity in order to serve the public interest.

During the year, the Committee received regular updates on, and gave consideration to, topics such as audit quality, the system of quality management, ethics, independence, people and purpose, regulatory matters and contentious and public interest matters. In addition, the Committee reviewed the social impact of the firm's activities and initiatives and key emerging developments such as audit transformation and Environmental, Social and Governance (ESG) reporting and sustainability.

## Our continuing focus on audit quality

Audit quality remains the key focus for the Committee. We demonstrated this focus by maintaining audit quality as a standing item on the agenda of all Committee meetings in the last year. During these meetings the Committee welcomed inputs from Darren Griffin, National Professional Practice Director, Christian MacManus, Audit Risk Leader, Shane Guckian, National Director of Audit Quality, and other members of the Quality and Risk teams. A wide variety of areas were presented on, including updates on audit quality initiatives being undertaken by the firm, regulatory interactions, reports on external inspection activities, the internal monitoring and remediation programme and risk management.

The Committee monitored the outcome of both internal and external inspection activity for the period and examined the action plans proposed by firm leadership 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 future of audit and transformation developments remained a key consideration for the Committee. 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 AI in engagements, and on the continued roll out of the two new audit platforms, Omnia and Levvia. The Committee discussed with the firm's leadership the quality management processes put in place to ensure that audit quality remains at the forefront of the transformation strategy.

## Ethics, culture and inclusion

Central to the functioning of any regulated audit practice must be a constant focus on ethics and culture. The Committee is unwavering in its belief that a robust system that values ethics and culture is the most effective way to ensure the firm acts in the public interest. Our examination of the firm's culture was greatly assisted by the input from Declan Butler, Tax & Legal partner and Chief Ethics Officer, on the firm's ethics programme and on the results of the 2024 ethics survey.

The Committee also benefited from the firm's People and Purpose team. Zoë Briggs, Inclusion Lead, and Torunn Dahl, Head of Talent, Learning and 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, Multicultural and Neurodiversity networks, which aim to positively reinforce inclusive behaviours across the firm. 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.

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 greatly encouraged by the firm's commitment to addressing inequality through education, skills development, and access to opportunity.

**Engagement with the firm’s leadership**

Throughout the year the Committee benefited from regular engagement with Harry Goddard as CEO, who spoke to us about the performance of the business in absolute terms and relatively against the strategy as set out by the firm leadership. Furthermore, the Committee engaged with Lorraine Griffin, Chairperson of Deloitte Ireland Partner Council and NSE Board Member, as well as Brian O’Callaghan, the Audit & Assurance Business Leader.

The Committee continue to hold a private independent non-executive members session at the end of each Committee meeting to deliberate any matters from the meeting that require further discussion and to set agenda topics for the subsequent meeting. The Committee shares relevant points from this meeting with the CEO to ensure they are addressed.

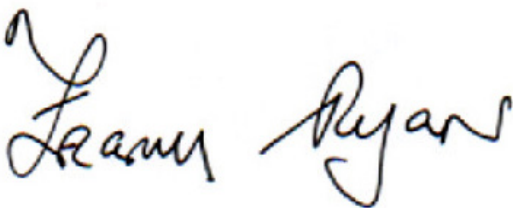
As chair of the Committee, I believe it is important to engage with firm leadership between formal Committee meetings, and I have continued to do this over the last year. My goal with these engagements is to facilitate two-way communication between the firm and the Committee.

Gerardine, Peter and I also attended the Deloitte Ireland National Partner Meeting in December 2024. An important part of this gathering is the opportunity for me, on behalf of the Committee, to present to the partnership on the role of the Committee and to provide a synopsis of the work undertaken during the previous twelve months.

**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.

The guiding principle of the Committee is to fulfil our obligations of holding the firm to account to ensure that audit quality and the public interest remain central to the firm’s culture. Protection of the public interest must always be prioritised. The Committee is of the view that Deloitte Ireland remain strongly committed to acting with integrity to serve the public interest.



**Frank Ryan**  
**Chairperson**  
**Deloitte Ireland Public Interest**  
**Oversight Committee**  
September 2025



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



At Deloitte, our purpose is to make an impact that matters for our clients, our people, and society. At the heart of this is the imperative to build trust and to act with integrity to serve the public interest. 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 – it is at the core of each decision we make, how we act, and how we approach our work.

Trust is foundational, and in today's rapidly changing and complex environment, it is more important than ever. As demands of business and society changes, regulation and technology are also evolving at every increasing pace. Against the backdrop the quality of audit and assurance services is increasingly vital to support the capital markets and wider society to navigate future challenges.

I am extremely proud of the work our people do to deliver excellence to our clients, to relentlessly raise the standards of quality and to protect the public interest. Hence, I welcome the opportunity to report on our Audit & Assurance business over the past financial year, providing regulators, investors, audit committees and other stakeholders insight into our unwavering focus on maintaining the highest-quality standards and our commitment to continuous improvement in order to prepare for the future.

## **Our commitment to quality and excellence**

Our Audit & Assurance culture remains firmly centred around quality and excellence. Our commitment to quality begins with a strong tone from the top which permeates everything we

do and is the guiding principle through which we deliver audit and assurance services to our clients and engage with relevant stakeholders. It also shapes how we maintain and operate our system of quality management and governance structures, which are central to maintaining the highest quality in our service delivery while also serving the broader public interest.

As part of our commitment to quality and excellence, we welcome the engagement with our Public Interest Oversight Committee and value the challenge and perspectives that they bring. We also continue to proactively engage with our regulators, welcome their observations, and address their challenges.

Quality underpins everything we do, and we won't stop striving to maintain the highest quality standards in order to deliver on the evolving needs of stakeholders relating to corporate reporting.

## **Evolution of audit and assurance**

Putting quality first means investing in our people, our processes and technology, to transform how we deliver audit and assurance engagements – something which continues to be a strategic priority for us.

In my report last year, I spoke about the need for audit and assurance services to be reliable, accessible, and transparent, all of which have become even more important in light of evolving market needs and the current complex business environment. As an audit profession, we are still very much on the journey of exploration and challenge of what the future of audit and assurance will be. Undoubtedly, digital technology and artificial intelligence innovation will play a key role in shaping how we deliver audit and assurance

engagements in the future, to ensure that audit and assurance services remain dynamic and insightful and continue to instil confidence and trust in the capital markets.

In this regard, we continue to invest in technology and transformation in order to deliver dynamic and insightful engagements and to empower our audit and assurance professionals. One example of this, is our global audit platforms, Deloitte Omnia and Deloitte Levvia, which enable our people to deliver digital, high-quality engagements in a consistent and standardised manner. Our technology platforms enhance supervision of an engagement with transparent oversight and real-time progress monitoring, raising the standards of quality and setting new standards of excellence.



### Our dynamic and agile people

Our people remain central to our commitment of quality and excellence, and we continue to invest in the audit and assurance skill sets of our people in response to technology and transformation developments and evolving stakeholder needs. It is fundamental that as our people's skills and capabilities evolve, they do so in the context of integrity, professional scepticism, and an unwavering focus on quality and serving the broad public interest.

Our investments in technology to date, have enabled our people to shift their focus from some of the routine and repetitive tasks to the more complex and judgemental areas of our audit and assurance engagements. This has had the mutual benefit

of creating a more enjoyable talent experience for our people while also delivering more valuable and dynamic insights to relevant stakeholders. We are committed to continuing to create a richer talent experience for our people and improving the quality of the services we deliver.

I am greatly encouraged by the opportunity this presents to those who are considering a career in audit and assurance. The future leaders of our profession will be instrumental in reimagining audit and assurance by applying their curiosity, by being agile in how they respond to evolving market needs and by challenging how we can continue to leverage innovation to execute dynamic, insightful and high-quality engagements to serve the broader public interest.

### Conclusion

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 Business Leader**

September 2025



# 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 The Ewart, 3 Bedford St, Belfast BT2 7EP, United Kingdom 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 2025, the firm had 150 partners and 3,547 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.

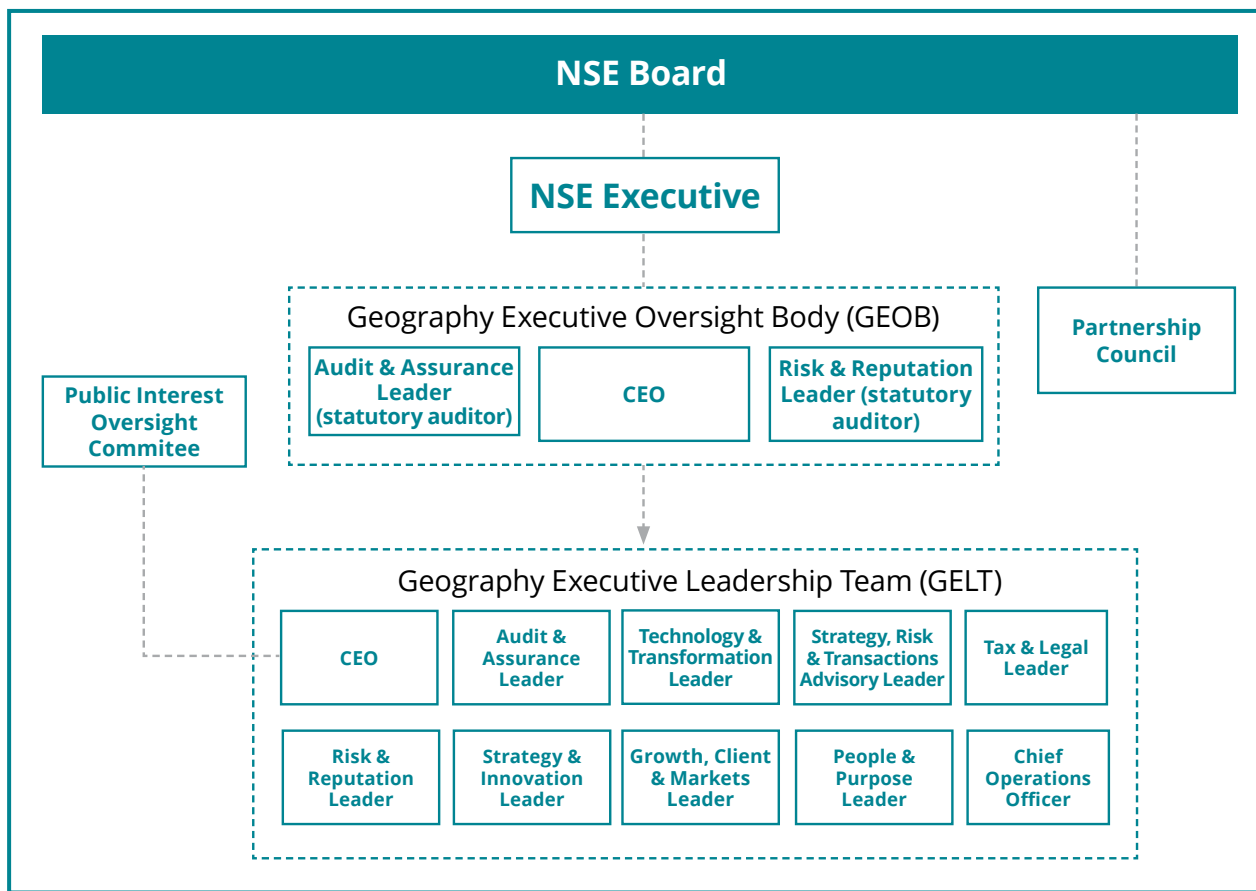
The CEO as at 31 May 2025 was Harry Goddard, who has served in this role since 1 June 2019. He was re-appointed for a further term of four years on 1 June 2023. He is responsible to the partners and the Partnership Council for the management and operation of all

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 2025. 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 FY25 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 2025 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 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 eight times during the year. Details of the members of the Partnership Council are set out in [Appendix A](#).

**Audit Leadership**

Our Audit & Assurance Leader on 31 May 2025 was Brian O’Callaghan. Brian was appointed as Audit & Assurance Leader by the CEO of Deloitte Ireland on 1 June 2024.

Brian and Audit & Assurance 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, and finance assurance. The National Professional Practice Director (“NPPD”) on 31 May 2025 was Darren Griffin. In this role, Darren 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 Monitoring and Remediation leader, the Financial Services Audit Quality Partner and the Consumer & Technology Business Audit Quality Partner.

The AQC’s remit is:

- 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 1 requirements across the audit practice including challenging and approving various quality initiatives as required under the ISQM 1 governance framework
- 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

# Our purpose and commitment: Instilling trust and confidence

At Deloitte Ireland, our purpose is to make an impact that matters by helping to protect the public interest and building trust and confidence in business and capital markets. 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 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 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 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 Audit & Assurance strategy. Key strategy areas of focus include:

- Building on Deloitte Audit & Assurance strengths in embedding quality excellence and technology-led transformation, to effectively deliver on the evolving needs of stakeholders relating to corporate reporting and the audit.
- Investing in the future, including enhancing the experience of Deloitte Audit & Assurance's people and increasing collaboration across the organisation to deliver on key focus areas such as GenAI, finance transformation, and sustainability.

## 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 & Assurance portfolio 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 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.

## Fewer, 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.



### 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.

The span of change and complexity in the current external environment around the world highlight the value of Deloitte's MDM and is pivotal to delivering high-quality Audit & Assurance work. The growth in Deloitte's non-Audit & Assurance business lines results in higher quality resources available to the Audit & Assurance practice, enabling transformation to drive enhancements in audit quality.

Specifically, the scope of corporate reporting is transforming 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.

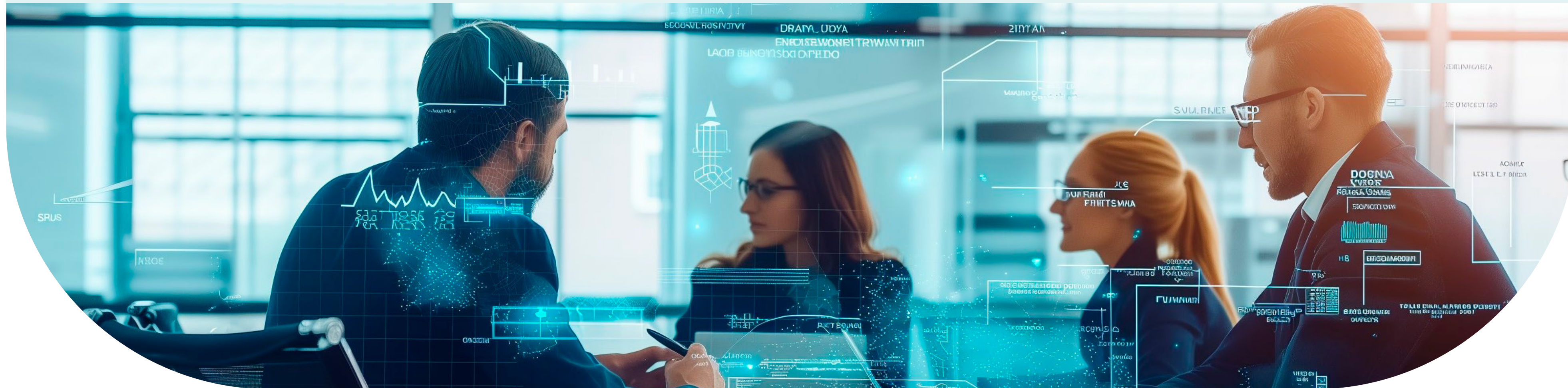
- The global scale of the MDM brings greater resilience to each Deloitte business line, including audit and assurance, allowing continued investment in technology, methodology, and process to support delivery of high-quality, cross-border services.

Deloitte leadership recognises that each Deloitte business line is important 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.

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.

Last year, we made an intentional decision to modernise and simplify Deloitte's storefront and go-to-market strategy. For Audit & Assurance, the modernised storefront will allow us to continue to align core skillsets and capabilities, and provide vibrant, engaging career opportunities for our people.



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.

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:

<b>Transform and technology-enable Audit &amp; Assurance execution to harness the power of innovation</b>	<b>Continuously evolve Deloitte’s Audit &amp; Assurance solutions to respond to future stakeholder needs</b>
<b>Transform the talent experience including the use of extended delivery models</b>	<b>Support our people through transformation and change consistently across the globe</b>

**Delivering excellence through process, people, and technology transformation.<sup>2</sup>**

Deloitte Audit & Assurance’s ongoing investment in technology and transformation supports delivering high-quality audits, underpinned by our market-leading platforms, Deloitte Omnia and Deloitte Levvia. 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.

Our technology and transformation capability also positions us to respond rapidly to new developments, such as GenAI and sustainability, while continuing to drive high-quality outcomes. We have established a mature and highly effective technology development and delivery capability, which will remain a critical enabler of transforming the way we plan and execute high-quality engagements. This, coupled with our global methodology and processes is the foundation for modernised delivery.

Our technology investments, help enable practitioners to execute engagements in a consistent and standardised manner, driven through digitised workpapers and methodology embedded into the platforms. Our technology platforms enhance supervision of an engagement with transparent oversight and real-time progress monitoring, providing access to the latest data and flagging areas for attention on a timely basis throughout the audit.



<sup>2</sup> For more information about Deloitte Audit & Assurance audit innovation, please refer to the [Audit innovation](#) page on Deloitte.com.

### Deloitte Audit & Assurance's and Gen AI strategy

Deloitte Audit & Assurance is continuing to invest in artificial intelligence innovation, including Generative AI (GenAI), and we have already made significant progress on transforming the delivery of our work with our innovative technologies, Deloitte Omnia and Deloitte Levvia. These solutions, combined with our exceptional people and digitised processes, position Deloitte practitioners to apply these innovations in meaningful ways to a financial statement audit.

We are focused on ethical and responsible use of AI for both clients and our people:

- Within the entities Deloitte audits, we are evaluating the impact of AI and GenAI implementation on financial reporting and other disclosures, as well as the entity's assessment and response to AI-related risks (including related internal controls). As companies begin to adopt and incorporate AI into their business processes, we remain ready to consider relevant implications to the financial reporting processes.
- We are continuing to embed AI and GenAI in audits, consistent with applicable laws and professional standards, harnessing the power of cognitive technologies within the Deloitte Omnia and Deloitte Levvia platforms. We have several AI and GenAI-enabled solutions in use today including Research Assistant and Smart Review. Going forward, these innovative capabilities will further support Deloitte auditors in delivering high quality audits including further risk-sensing, identification of potential issues, and automation of certain processes. However, professional skepticism and the skill set that we rely on as auditors today will continue to be critical to responsible use and evaluation of AI and GenAI. Going forward, these innovative capabilities will further support Deloitte auditors in delivering high

quality audits including further risk-sensing, identification of potential issues, and automation of certain processes. However, professional skepticism and the skill set that we rely on as auditors today will continue to be critical to responsible use and evaluation of AI and GenAI.

- Finally, Deloitte is investing in learning and development for Deloitte Audit & Assurance practitioners and professionals, training them on the impact of GenAI, its risks, limitations, and expectations about how to use GenAI effectively and responsibly on their engagements.

### Sustainability reporting<sup>3</sup>

Sustainability matters continue to present risks and opportunities for businesses across sectors and geographies, giving rise to stakeholder demand for transparent disclosure and reporting. From a financial reporting perspective, Deloitte's audit approach is designed to promote consistent and appropriate consideration of sustainability-related risks and opportunities, which enables a deeper understanding of potential impacts on the financial statements and well-documented conclusions. We reinforce this with our people through learning, guidance, and various resources.

In the evolution from traditional financial reporting to broader corporate reporting, significant standard-setting activity has resulted in new or enhanced disclosure requirements.

We have seen the first wave of entities in scope of the Corporate Sustainability Reporting Directive (CSRD) publish comprehensive sustainability reporting in accordance with European Sustainability Reporting Standards (ESRS). There has also been significant uncertainty in respect to the future direction of sustainability reporting in Europe and beyond driven by political and economic factors.

On 26 February 2025, the European Commission released an Omnibus proposal to reduce the scope of sustainability reporting and due diligence requirements and delay implementation for future reporters. As part of this proposal only the largest companies would report under European Sustainability Reporting Standards (ESRS), with a subset of those companies to report under the EU Taxonomy. These changes continue to be subject to negotiation and so may change further, needing to be approved by the European Parliament and the Council of the European Union and transposed into national law to become effective. Furthermore, the Commission announced that it will simplify ESRS disclosure requirements and amend the EU Taxonomy. We are continuing to monitor these ongoing simplification efforts.

Deloitte is a strong advocate for decision-useful sustainability reporting and we continue to monitor regulatory developments in this space, recognising the important role we play in active stakeholder engagement. Whilst the regulatory developments noted above have impacted the number of organisations in scope and the timing of implementation, we still see a growing appetite for organisations to report on a voluntarily basis to demonstrate their commitment to sustainability and the progress that they are making.

### Sustainability assurance

The demand for sustainability assurance highlights the importance of professional standards that enable consistent, high-quality execution globally. This has been seen with the issuance of the first wave of assurance reports for organisations subject to CSRD in recent months. Voluntary assurance is also recognised as a valuable tool to instill trust in corporate sustainability reporting.

Deloitte is well positioned to deliver high quality assurance on sustainability information. As auditors, we uphold the

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

core tenets of integrity, credibility, and objectivity and abide by professional requirements regarding competence, independence, and systems of quality management. Our audit and assurance 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 services that appropriately address both voluntary sustainability reporting and mandatory reporting requirements:

- Developing and enhancing Deloitte's global sustainability assurance methodology, which includes supplemental guidance and resources for specific sustainability reporting standards and frameworks. In particular, we have supplemented our global sustainability 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 sustainability reporting and assurance topics.
- Developing and deploying technology-enabled solutions, such as sustainability disclosure checklists.
- Leveraging our global network and MDM to share subject matter knowledge and experience.
- Engaging to shape the capital market infrastructure for sustainability reporting tied to enterprise value through collaboration on standard setting, reporting, and assurance

initiatives, such as the IFRS Foundation, the IAASB, and the International Ethics Standards Board for Accountants (IESBA).

- Engaging with our regulators in respect to local requirements linked to the enacting legislation for the Corporate Sustainability Reporting Directive.

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.



# 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.

The public benefits from greater transparency delivered by a corporate reporting ecosystem in which all stakeholders participate and raise awareness of key issues. 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

Deloitte Ireland has a well-established *Young Audit Professionals Forum (YAPF)* that comprises employees from across the Audit & Assurance department. In 2025 the Forum focused their attention on (i) the attractiveness of the accounting/auditing profession, and (ii) diversity.

These areas of research recognise particular challenges that impact both Deloitte and the wider industry. The Forum research observed that fewer people are studying accountancy or applying for roles, so we sought to understand the reason for this and to put forward suggestions to bring about change.

The YAPF explored the importance of diversity and how important it is for Ireland and Northern Ireland to be attractive and welcoming places to both live and work. Deloitte has a role in promoting diversity within the work place to make people feel comfortable and accepted. In 2025 the Forum canvassed

opinion on both topics using focus groups to understand the experiences and viewpoints of colleagues across various career levels. In due course, the Forum will be presenting their findings and recommendations to the Audit & Assurance Executive.



# Professional development and performance management

Deloitte's culture of excellence and the design of learning programmes place people at the forefront<sup>4</sup>. Deloitte practitioners are technically proficient with high levels of ethics, integrity, professional skepticism, and objectivity, applying their judgment and experience with passion and commitment. We are continuously enhancing our skillsets, knowledge, and experience to 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 all our people to achieve their full potential by fostering an inclusive culture that helps them thrive.

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



4. For more information about Deloitte's commitment to its people, please refer to [Our People](#) 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 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. The following skills remain as important as ever—enhanced data analytics, project management, critical thinking, communication, professional judgment, and the application of accounting and auditing principles to work 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 programmes, 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 grade with a dedicated learning journey combining leadership, technical and professional skills programmes. In 2024 almost 86,000 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.
- 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.

Aligned to Deloitte Audit & Assurance's efforts to deliver a more skills-focused career experience, we are prioritising learning modernisation by providing experiences that are skills-based, tailored, and relevant for practitioners and professionals in their specific roles.

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 programme 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.

For 2025 our Assistant Managers to Partners attended our Technical Excellence conference which covered key topics including Empowering Innovation – *The power of AI, Fraud in Focus* and *Evaluating Audit Information*. This was a fantastic opportunity for the entire Audit & Assurance leadership to connect, collaborate and grow together.



Our Assurance business has continued to grow and to support the dynamic requirements of our clients. In 2025 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 to work with clients on new and emerging projects.

The development of our future work force remains key and in 2025, we continue to deploy 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 bespoke Audit case study simulations, our Olympic Challenge, Personal Branding, Wellbeing, Gen AI, Business Writing and Presentation skills.

The programme is highly rated by our interns and co-ops.

Our suite of Step programmes has been refreshed and continues to support our people, our Step In programme supports our new hires as they onboard into the Audit & Assurance department, Step Up supports our graduates to springboard their career to the next level supporting them to become our next generation of business leaders. Our Step Through programme supports our newly promoted Assistant Managers transition into the management group. This programme is packed with engaging technical, leadership, and professional development sessions, along with fantastic networking opportunities within Audit & Assurance and across the firm.

#### **Deloitte University<sup>5</sup>**

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. Since opening the Westlake, Texas location in 2011, we’ve launched additional facilities in Beijing, Brussels, Hyderabad, Mexico City, Paris, Singapore, and Toronto. 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,

enabling alignment of member firm and Deloitte Global Audit & Assurance strategic objectives. Deloitte maintains 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 programmes 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 an annual basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease. Specifically, partner evaluations take many factors into account based on partners’ annually agreed objectives including: business performance and the successful outcome of internal or external file and firm quality standards, inspections and reviews.

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.

5. 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 prioritise 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 five 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: At a glance

## Social Impact



**€1,093,580**  
Total value of societal impact



**10,882**  
Pro bono & volunteer hours



**12,123**  
WorldClass futures impacted



Lead signatory to Elevate, the Inclusive Workplace Pledge with Business in the Community



Partnered with **60** charities and non-profit organisations to give back to society through our WorldImpact ambitions



**18**  
Sports and Social Clubs



**56**  
trained Mental Health Champions




**83%**  
of individuals feel their choices around flexibility are respected




Gold EcoVadis Sustainability Rating

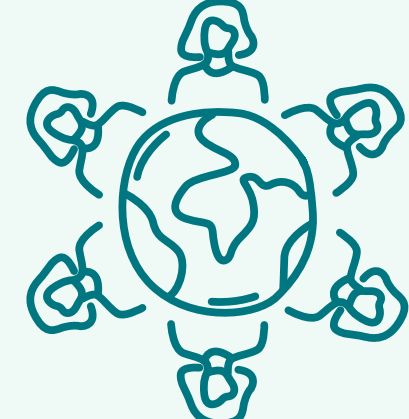
## Inclusion




**34%**  
female partners




**50%**  
of Partner Council are female




**50%**  
of Executive Leadership team are female




**50%**  
female Directors promoted in 2024



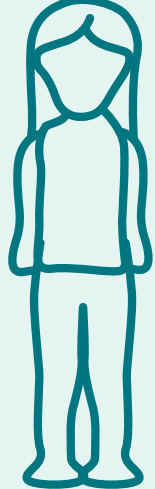
**20%**  
of our FY25 Transition Year programme were from DEIS schools




**72**  
Nationalities




**6** Inclusion networks reaching **992** people




Almost **180** women supported through the Board Ready Programme over the last five years



**5** women joined our Return to Work programme in 2024, with 80% receiving offers to continue their journey with Deloitte



**87%**  
of individuals believe their work environment is respectful, supportive and inclusive



It is our **3rd year** as a signatory to the Women in Finance Charter

## 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 Aspire Programme, 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 30 individuals and their families within the direct provision system in Ireland, providing invaluable training and development opportunities, to help the participants develop

job skills, improve their CVs, and explore career growth areas for the future. In 2024, we launched the Deloitte Development programme to complement the ambitions of the Internship. Candidates are invited to participate in an online work readiness programme to help them on their employment journey.

The Return to Work programme is an opportunity for individuals who've taken an extended career break to relaunch their careers at Deloitte Ireland through a bespoke, structured, and very supportive 9-month professionally paid placement. The minimum career break length is one and a half years, but we've had people who've been away from the workplace for up to 13-years. We work with a social enterprise called Career Returners, aiming

## Case studies – social impact

Deloitte is committed to making a positive impact on the societies in which we live and work. To ensure this goal is tangible and measurable, we have set a target to empower 100 million people globally by 2030 through education, skills development, and access to opportunity. In support of this global objective, Deloitte Ireland has focused its efforts around four pillars: volunteering and in-house programmes, pro-bono engagements, annual investments, and fundraising. Across all these pillars, our aim is to create impact by sharing our professional skills and time with the charity sector. During the financial year 2025, Deloitte Ireland's total societal impact, including time and financial contributions, amounted to €1,093,580. Over 10,882 pro-bono and volunteer hours were delivered, partnerships were formed with 60 charities, 13,523 individual futures were positively impacted, and €500,000 was allocated through the People's Impact Fund.

The **Aspire Programme** (formerly the Development Programme) is a six-month work placement at Deloitte designed to support professionals involved in the international protection process or under temporary protection in securing employment opportunities and developing their careers in Ireland. Throughout the placement, participants are supported to deliver impactful work on both client and internal projects, providing valuable experience within the Irish market. Additionally, they receive coaching to explore potential career growth areas and have the opportunity to join a community to build a professional network. Since 2020, 20 participants have completed a work placement with us across eight distinct areas of the business. The programme is expanding again this year, with three new teams joining. Following the placement, some participants have been offered permanent contracts, while others have secured roles in County Councils, the banking industry, and other professional services.

During FY25, Rethink Ireland, Deloitte Ireland, and the Department of Rural and Community Development partnered to establish the €500,000 one-year **Deloitte People's Impact Fund**, aimed at supporting projects that promote equity of opportunity and access to employment by developing the employability skills of young adults and/or facilitating their employment. The fund includes both financial and non-financial support, offering our people the opportunity to collaborate with Rethink and the awardees on tailored business and capacity-building initiatives to ensure the sustainability and growth of the projects beyond the grant period. Over the grant term, the fund is supporting four organisations dedicated to helping vulnerable young adults aged 15 to 30 into employment.

One of the most tangible ways Deloitte Ireland can make a social impact is through offering our professional expertise on a **Pro-Bono** basis. During the year we also established a Pro-Bono steering committee with representation across all four business units. We also professionalised the project governance and resource allocation for each Pro-Bono project. These efforts have delivered results – we delivered in total 1,090 hours of Pro-Bono work; a material increase on the previous year. We also are building a pipeline of projects where our professional skills can help. The Pro-Bono work is aligned with our purpose and allows Deloitte teams to engage in meaningful and impactful work. Our goal for FY26 is to continue to grow and develop the Pro-Bono projects and the organisations who we work with.

Deloitte Ireland's sustained commitment to societal impact demonstrates how strategic collaboration and dedicated resources can drive meaningful change. By focusing on education, skills development, and expanding access to opportunity, we continue to empower thousands of individuals and strengthen communities across Ireland. As we progress towards our 2030 global target, we remain dedicated to deepening our partnerships, enhancing our programmes, and leveraging our expertise to create lasting, positive outcomes for society.

to make career breaks a valid part of a lifetime career. Our programme is gender neutral, but the research has found that the majority of individuals who take a career break are women. We offer ongoing coaching, mentoring, and learning opportunities within the programme, and work very closely with the business to identify meaningful roles for the candidates that could lead to permanent employment. We piloted our first Return-to-Work programme in May 2022, and the impact is clear – to date we’ve recruited 26 women and two men into full and part-time positions at experienced levels right across our business. To date, we are delighted that 83% of our returners have been offered permanent roles following their placement. These individuals have since taken on the role of a ‘Returner Companion’ to the following year’s participants, offering advice and guidance based on their personal experience of returning to work.

**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 3,628 hours of volunteering time over FY25 (representing 33% 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 1,500 hours in pursuit of this goal. FY25, Audit & Assurance continued our sponsorship of the Irish Funds Transition Year Financial Literacy Programme as part of our Deloitte World Class objectives. 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.

**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 forth Gender Pay Gap report during the year and continued to drive towards our gender diversity ambitions. In audit, 34% (FY’23: 29%) of our partners are female while overall 51% (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. Our inclusion passport is also in place in Audit & Assurance empowering individuals to speak to their People Leader and agree reasonable accommodations and supports to enable them to thrive both personally and professionally. The inclusion passport has been a very useful complement to DeloitteWorks, used by team members to define new working patterns that work best for them, their teams and the entities we audit.



This year we launched a new Women in Leadership network designed to create a supportive community for senior women across our business to connect and leverage for success. We've also taken on the role of Chair of the 30% Club Professional Services Group, putting us in the unique position to drive real change in gender diversity at the most senior levels throughout the sector. Recent enhanced policies to support people at various life stages include a menopause & menstruation policy and a fertility leave policy, and we've also introduced a Menopause Community who promote awareness, the sharing of experiences and practical support. 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 fourth cohort starting in Autumn 2025.

In terms of social inclusion, we provide the opportunity for voluntary disclosure in all our recruitment drives to allow us to measure bias within our recruitment process. 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.

### **Wellbeing**

We consistently engage with our people, and through the Engage for Change survey, we maintain a platform for open and honest feedback about their experiences. This feedback helps guide and shape the decisions and actions we take to drive ongoing improvement. The survey addresses a variety of topics, including physical and mental wellbeing. We have strengthened our commitment to actively fostering a culture of wellbeing through policies, resources, initiatives, connections,

and activities. We prioritise the mental health and psychological safety of our people by encouraging open conversations about mental health, monitoring efforts to reduce stress, and providing effective, accessible wellbeing support. Over the past year, the Mental Health Network has enhanced our focus on mental health support through collaboration with other inclusion networks. During Mental Health Week, our six inclusion networks worked together to emphasise the importance of workplace communities with a "Communities Fair." Our flagship event was a partnership with Social Impact, hosting a nationwide pub quiz to raise funds for mental health charity partners.

### **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. 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 FY25 including Sensational Kids, Liberties Training Centre and Tivoli Training Centre.

# 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 1 has been and remains a key element of Deloitte's global audit and assurance quality strategy.

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 becomes increasingly complex.

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Ireland's efforts relating to ISQM (Ireland) 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 (Ireland) 1 requires an annual evaluation of the SQM. Deloitte Ireland performed its annual evaluation of its SQM as of 31 May 2025.

Deloitte Ireland is busy implementing the Public Company Accounting Oversight Board's standard on a Firm's System of Quality Control (QC 1000) that is effective on 15 December 2026 and believes this continues to strengthen the firm's SQM.

### Conclusion on the effectiveness of the SQM

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 2025.

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 skepticism. 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 skepticism 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, in statistical science as well as GenAI 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 / Research Portal, an extensive online library, and in our audit execution platforms (such as Deloitte 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 judgment and the exercise of professional skepticism.

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 team, or others in the organisation with specialised knowledge.



# 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.
- Identifying appropriate resources (from within Deloitte Ireland as well as from other Deloitte geographies or Deloitte Global) with the right experience.



### 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 and Assurance quality leaders to continuously monitor quality and take immediate action.
- A programme of subject matter specific "health checks" to assist Deloitte Ireland's Audit and Assurance quality leaders in assessing progress and identifying potential issues on in-process engagements.
- 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.
- 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 regulatory bodies including IAASA, CAI, FRC and the PCAOB.

In the year ended 31 May 2025, IAASA, the regulator for Public Interest Entity audits in Ireland, carried out their annual inspection in line with their annual Quality Assurance Programme.

As part of this inspection they reviewed five audits of Public Interest Entities and also assessed the system of quality management in the following areas:

- acceptance and continuance of client relationships and specific engagements
- relevant ethical requirements
- resources – human resources
- 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 2.

There were four yellow finding as part of the SQM testing. The report explaining the full results was published in March 2025 and can be found [here](#).

In December 2024, the PCAOB finalised their report, in relation to the review they carried in the Spring of 2024. They did not identify any deficiencies in relation to the work performed to support our audit opinions of the three files reviewed. We also did not receive any significant findings in relation to our System of Quality Management. The related report can be found [here](#).



### 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.

# 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:** Technical independence expertise, as required, which also informs potential enhancements to intellectual resources.
  - Human resources:** Technical independence expertise, as required, which also informs potential enhancements to intellectual resources.
-  Supports 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, alerts, technical training, and webcasts.

## 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 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 programme include global policies, a programme of training and communications, and established reporting channels supported by defined incident management protocols. For continuous improvement, regular programme 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 programmes 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 October 2024, in conjunction with Deloitte Global, "The Dilemma" was launched, a short form video series exploring real life scenarios of unethical behaviour in the workplace with an emphasis on examination misconduct.



**99%**  
of staff believe Deloitte  
Ireland is an ethical  
place to work (up 2%)

Ireland scored higher than  
the NSE average on 12 out  
of 13 comparable questions  
in our most recent survey



**99%**  
of staff understand their  
responsibilities to report  
unethical behaviour

**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 programme 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

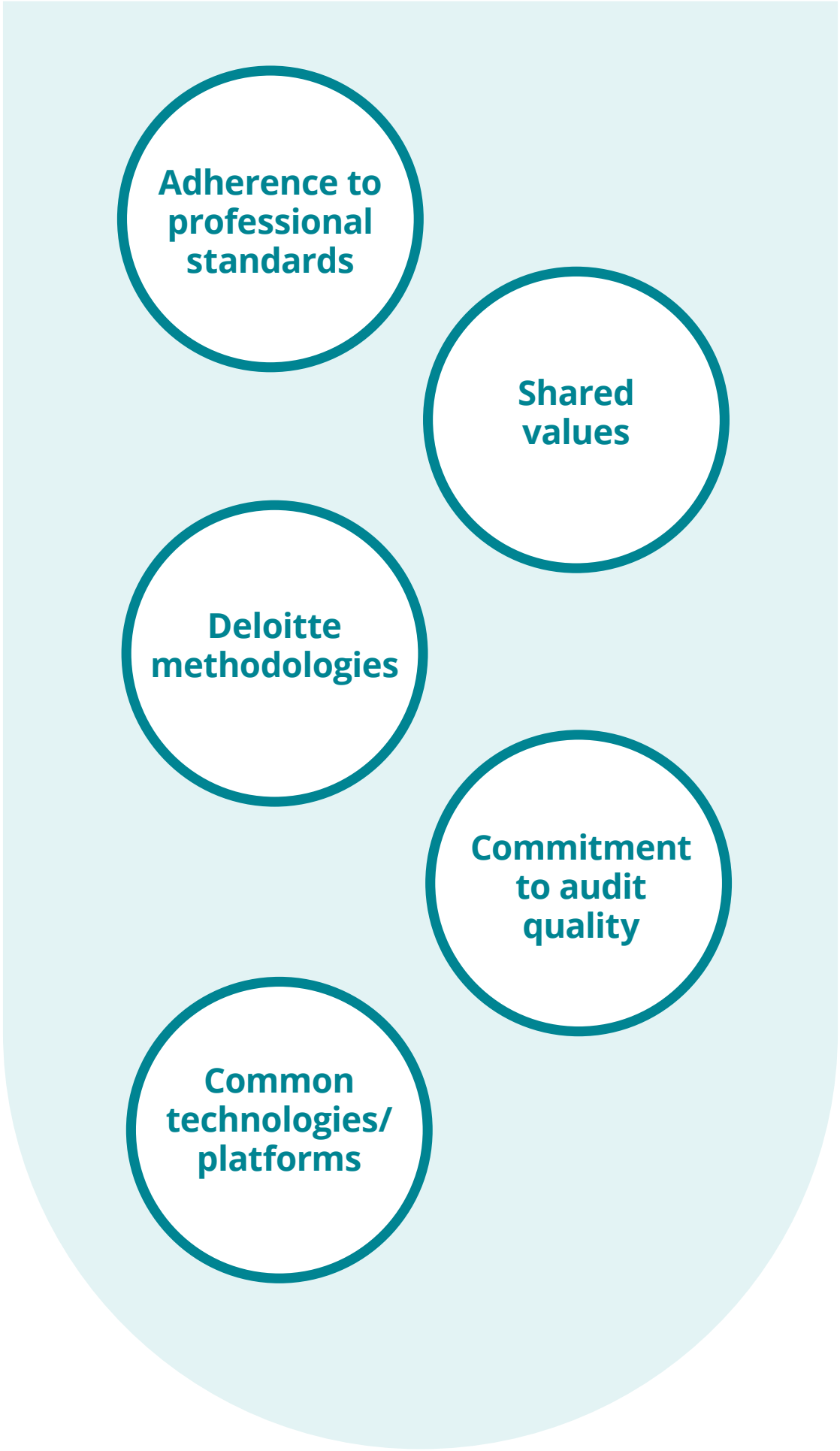
The Deloitte network (also known as the Deloitte organisation) is DTTL, a globally connected network of DTTL member firms and their respective related entities operating in more than 150 countries and territories across the world. These separate and independent member firms operate under a common brand.

#### 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.

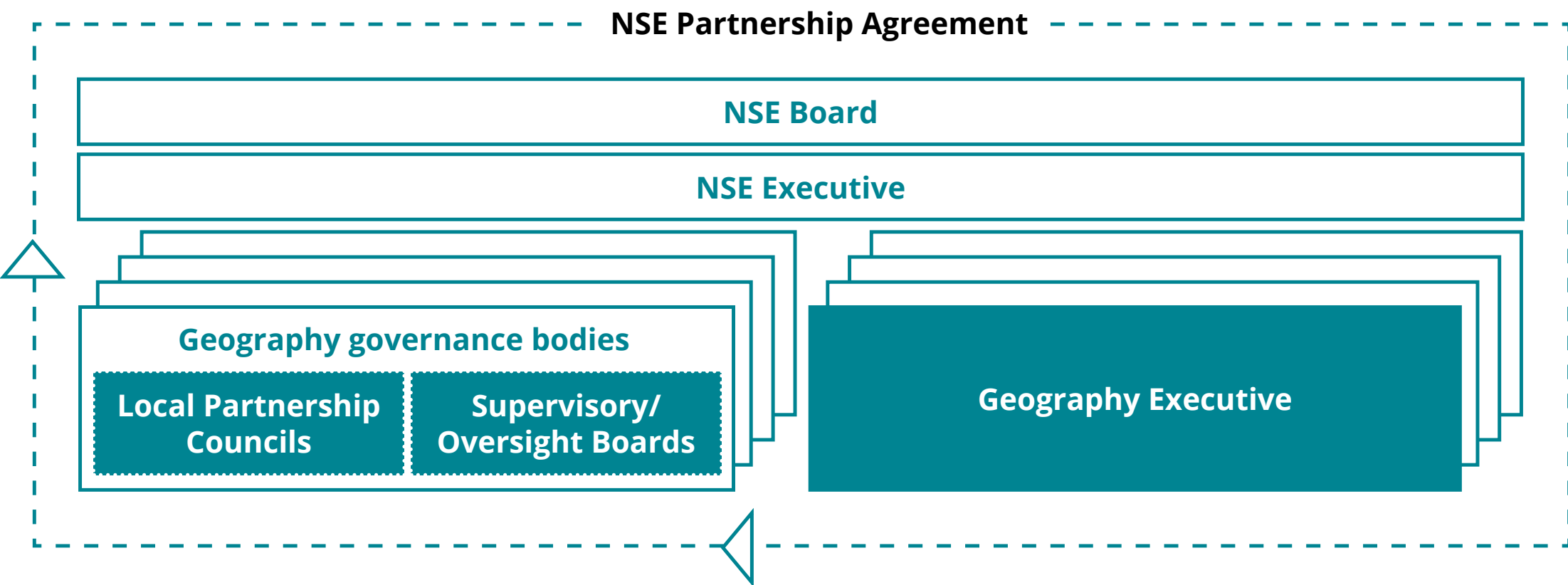
“Deloitte” is the brand under which approximately 460,000 dedicated professionals and practitioners in independent member firms (or their respective related entities) throughout the world collaborate to provide leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. 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

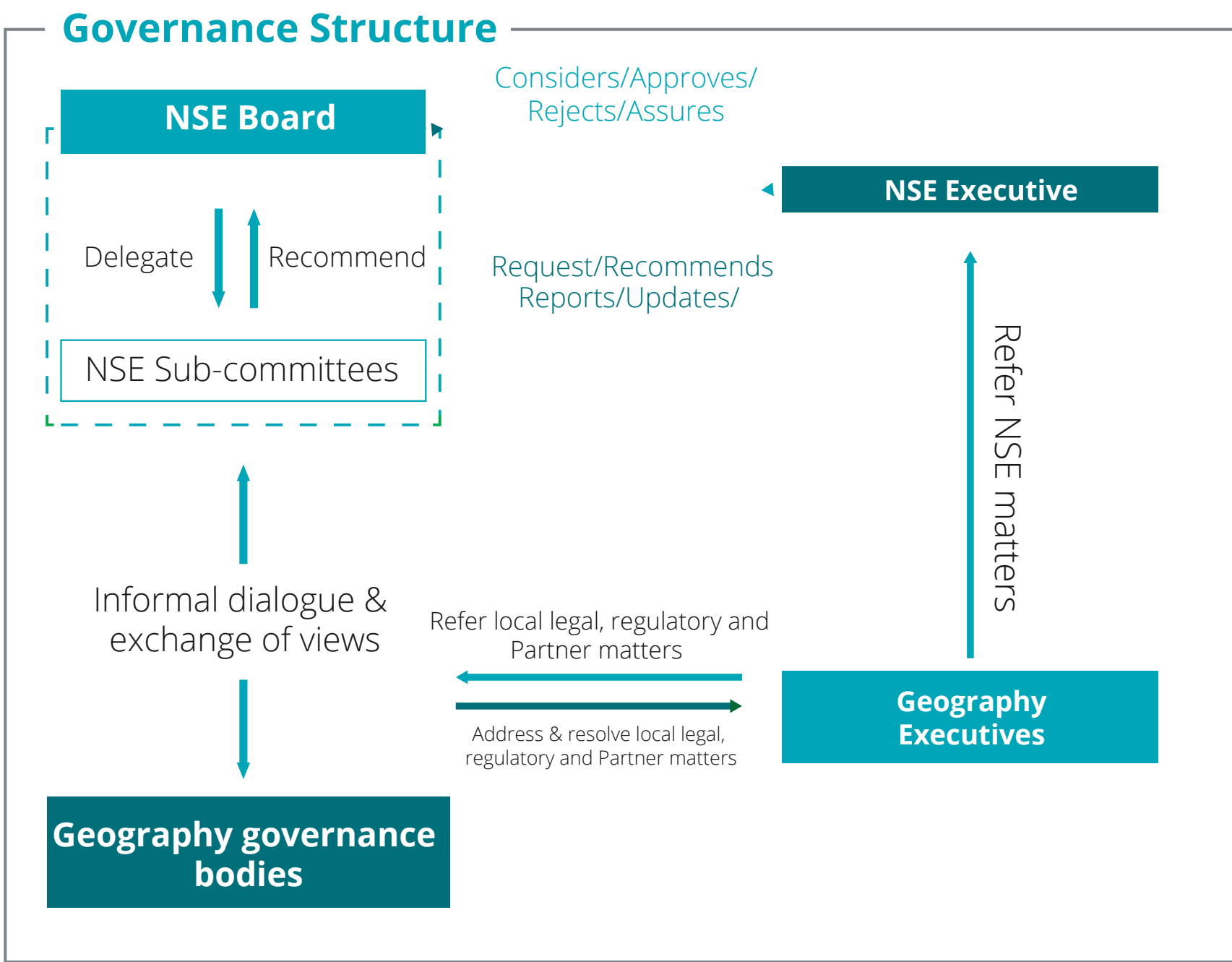
## Deloitte Ireland: governance – leadership in action

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.

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	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 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 2025, the GEOB and GELT members are:



**Harry Goddard**  
CEO Deloitte Ireland

**Audit & Assurance Leader**  
(statutory auditor)

**CEO**

**Risk & Reputation Leader**  
(statutory auditor)

**IE Geography Leadership Team**



**Brian O'Callaghan**  
Audit & Assurance Leader



**Emer O'Shaughnessy**  
Risk & Reputation Leader



**Ita Langton**  
Technology & Transformation Leader



**Anya Cummins**  
Strategy, Risk & Transactions Advisory Leader



**Daryl Hanberry**  
Tax and Legal Leader



**Yvonne Byrne**  
Strategy & Innovation Leader



**Peter Glynn**  
Growth, Client & Markets Leader



**Sinead Gogan**  
People & Purpose Leader



**Martin Reilly**  
Chief Operations Officer

## The Partnership Council

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



**Lorraine Griffin**  
(Chairperson)



**Ruairi Allen**



**Declan Butler**



**Deirdre Carwood**



**Valarie Daunt**



**Sinéad McHugh**



**David Shanahan**

During the year ended 31 May 2025, 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	8	8
Declan Butler	8	8
Ruairi Allen	8	8
Deirdre Carwood	8	7
Sinéad McHugh	8	8
David Shanahan	8	8
Valarie Daunt	5	4

\*Valarie Daunt appointment effective from October 2024

The years in role and GELT meetings held and attended during the year to 31 May 2025 are set out below.


Five GEOB meetings were convened during the year to 31 May 2025, all of which were fully attended by the GEOB members.

	Years in Role	Meetings held	Meetings Attended
Harry Goddard	6	22	22
Martin Reilly	2	22	17
Brian O'Callaghan	1	22	22
Yvonne Byrne	2	22	20
Peter Glynn	2	22	19
Daryl Hanberry	2	22	22
Sinead Gogan	2.5	22	21
Anya Cummins	2	22	19
Emer O'Shaughnessy	1	22	20
Ita Langton	1	22	21


Harry Goddard also attended 11 NSE Executive Meetings.

## Public Interest Oversight Committee


The INEs for FY25 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

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
France	Deloitte & Associés
	Deloitte Marque & Gendrot
	Deloitte Audit Holding
	BEAS
	Constantin Associés
	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.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Liechtenstein	Deloitte (Liechtenstein) AG
Lithuania	UAB Deloitte Lietuva
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 Polska spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Assurance Polska 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: €2.2 billion<sup>6</sup>

6. 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 2025, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalised 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 2024 to 31 May 2025.

# Appendix C | Financial information<sup>14</sup>

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

The breakdown of Deloitte Ireland LLP’s 2024 turnover<sup>15</sup>:

Deloitte Ireland LLP – Group	FY25 €’000
Statutory audit (PIEs or PIE subsidiaries)	10,683
Statutory audit (non-PIEs or non-PIE subsidiaries)	129,427
Non-audit services (audited entities)	21,367
Non-audit services (other entities)	396,957
Total	558,433

Included in the total Deloitte Ireland LLP turnover, is Deloitte (NI) Limited turnover of €16,531k, consisting of: Statutory audit (UK PIEs or PIE subsidiaries) turnover of €684k, statutory audit (non-PIEs or non-PIE subsidiaries) turnover of €5,075k, non-audit services provided to entities we audit of €701k and non-audit services (other entities) of €10,780k.



14 Non-EU (third-country) auditors may choose to present financial information in this or other alternative formats (click here for illustrative example).

15 “Turnover” for some member firms may mean revenues, net sales, etc.

16 EU transparency reporting requirement: information about the total turnover of the audit firm, divided into the following categories:

- 2(k)(i). Revenues from the statutory audit of annual and consolidated financial statements of public-interest entities and entities belonging to a group of undertakings whose parent undertaking is a public-interest entity;
- 2(k)(ii). Revenues from the statutory audit of annual and consolidated financial statements of other entities;
- 2(k)(iii). Revenues from permitted non-audit services to entities that are audited by the audit firm; and
- 2(k)(iv). Revenues from non-audit services to other entities.

# 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 2025:

Entity name
American Century ICAV
Aries Capital Designated Activity Company
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
Berkshire Hathaway European
Black Diamond CLO 2015-1 DAC
Black Diamond CLO 2017-2 Designated Activity Company
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
Canada Life International Assurance (Ireland) DAC
Cantillon Funds PLC
Clontarf Park CLO Designated Activity Company
CRH Finance DAC
CRH SMW Finance DAC
Cronus Finance DAC
CVC Cordatus Loan Fund III DAC
Dublin Bay Securities 2018-MAI Designated Activity Company
FAM Series UCITS ICAV
Federated Hermes Investment Funds plc
Fidelity Institutional Liquidity Fund plc
Fidelity UCITS ICAV

Entity name
Fidelity UCITS II ICAV
Freshwater Finance Public Limited Company
Gasrule Insurance DAC
Glanbia Public Limited Company
Glencore Capital Finance DAC
Greenlight Reinsurance Ireland DAC
Greenval Insurance Designated Activity Company
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
iShares VII Public Limited Company
Lifeguard Insurance (Dublin) DAC
Loomis Reinsurance Designated Activity Company
Madison Park V CLO
Magellan Mortgages No.4 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

Entity name
Napier Park Europe Loan Management I DAC
Nokatus Insurance Company Designated Activity Company (DAC)
Octium Life Designated Activity Company
Ornua Insurance Designated Activity Company
Ossiam IRL ICAV
Palmerston Park CLO Designated Activity Company
Phoenix Park CLO DAC
Plurima Funds
Richmond Park CLO DAC
Riverstone International Ireland DAC
Rize UCITS ICAV
RSIF International Limited
Saol Assurance DAC
SEGOVIA EUROPEAN CLO 4-2017 DAC
SEGOVIA EUROPEAN CLO 5-2018 DAC
Société d'Assurances Générales Appliquées (SAGA) dac
Squadron Reinsurance Designated Activity Company
Starts (Ireland) Public Limited Company
Sutton Park CLO DAC
Tokio Marine Funds Plc
Transmission Finance Designated Activity Company
VHI Insurance DAC
Vishay Insurance Limited DAC
Willow Park CLO DAC
WisdomTree Issuer ICAV
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 2025:

Entity name	Entity name	Entity name
Northern Bank Limited	Progressive Building Society	NIE Finance PLC



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