

Transparency Report 2023

EY Canada



Building a better
working world

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Message from our leaders



Jad Shimaly

EY Canada

CHAIR

Welcome to EY Canada's Transparency Report 2023. We believe that what we are doing to continuously improve audit quality, how we identify and mitigate current and emerging risks, and how we maintain our independence as auditors should be transparent to stakeholders. This report is one of the ways in which we provide an update on what we are doing in these areas.

The execution of high-quality audits with independence, integrity and objectivity in accordance with professional standards is a top priority for EY Canada and the EY Global organization. High-quality audits build trust and confidence in capital markets, which drives investment and economic growth, creating long-term value for society.

Companies, regulators, investors and other stakeholders count on us to deliver high-quality audits, and to support this, we are committed to continuous improvement and providing an environment in which auditors can thrive. This includes recruiting, developing and retaining talented people and nurturing their careers, embracing innovation, encouraging simplification and critically evaluating the work of audit teams to identify areas for improvement. Our data-first approach enhances audit quality because our teams see the big picture and focus on the key risks in the audit, including potential fraud risks. At EY Canada, our reputation is based on and grounded in providing high-quality professional audit services.

We recognize the need to constantly evolve to address the dynamic risks faced by the companies we audit, and we continue to engage with stakeholders to address key topics such as reporting on environmental, social and governance, cybersecurity and other technology-related matters to shape the audit of the future.

We embrace the transparency objectives of the European Union's Regulation 537/2014 (Regulation), which requires Canadian statutory auditors of public interest entities (PIEs) to publish annual transparency reports. The EY Canada Transparency Report 2023 complies with the Regulation and covers the fiscal year ended June 30, 2023, as well as any more recent relevant events.

This report highlights how we have implemented the International Standard on Quality Management 1 (ISQM 1) to drive further audit quality improvements. The new standard, which became effective 15 December 2022, requires audit firms to design, implement and monitor a system of quality management. EY Canada performed its first annual evaluation as of 30 June 2023 and concluded that the System of Quality Management provides reasonable assurance that the system's objectives are being achieved. You can find more detail on this evaluation in the **System of Quality Management** section of this report.

This report is intended to be read in conjunction with EY Canada's annual audit quality report, which can be found [here](#). EY Canada publishes an audit quality report voluntarily to provide more information about how we manage our Canadian audit practice, support our people and take actions to improve audit quality and maintain our independence.

We encourage all EY stakeholders—including clients and their investors, audit committee members and regulators—to continue to engage with us on our strategy as well as any of the matters covered in this report.



Zahid Fazal

EY Canada

**MANAGING PARTNER,
ASSURANCE SERVICES**



Janice Rath

EY Canada

**PROFESSIONAL PRACTICE
DIRECTOR**



About us

About us



In Canada, Ernst & Young LLP (Ernst & Young Canada) is an Ontario, Canada, limited liability partnership. Ernst & Young Canada* is wholly owned by its Canadian partners who are Chartered Professional Accountants. It is a Canadian member firm of Ernst & Young Global Limited, a UK company limited by guarantee (EYG). In this report, we refer to ourselves as "Ernst & Young Canada," "EY Canada," "we," "us" or "our." EY refers collectively to the global organization of the member firms of EYG.

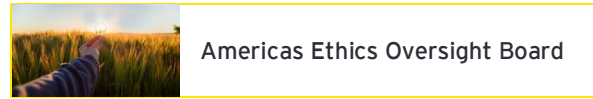
EYG member firms are grouped into three geographic Areas: Americas; Asia-Pacific; and Europe, Middle East, India and Africa (EMEIA). The Areas comprise multiple Regions. Regions are grouped within geographical lines with the exception of the Financial Services Operations (FSO) Region, which comprise the financial services activities of the relevant member firms within an Area.

Ernst & Young Canada is part of the Americas Area, which comprises member firms in 33 countries. Within the Americas Area, there were eight Regions and as of 1 July 2023 that number was reduced to seven through a combination of two Regions. EY Canada represents one of those Regions.

Ernst & Young Canada is a member of Ernst & Young Americas LLC (EY Americas), the coordinating entity for the Americas Area. Partners and principals (referred to collectively as "partners") of the EYG member firms in the Americas are also members of EY Americas. EY Americas has no financial operations and does not provide services to clients.

The coordinating body for EY Americas is the Americas Operating Executive (AOE). It oversees the execution of global EY strategy in the Americas and comprises: the Americas Area Managing Partner, the Americas Deputy Managing Partner, the Area Leaders for Accounts and Talent, the Area Leaders for Assurance, Consulting, Strategy and Transactions, and Tax, and the Managing Partners of each of the Regions in the Americas.

Each Region elects a Regional Partner Forum (RPF), whose representatives advise and act as a sounding board for Regional leadership. Most partners who are elected as Presiding Partners of their respective RPF also serve as their Region's representative on the Global Governance Council.



With membership drawn from the EY Americas leadership, the service lines and the member firms of the Americas Area, the Americas Ethics Oversight Board (AEOB) strives to create an environment that encourages all personnel to act responsibly, including reporting potential misconduct without fear of retaliation. The AEOB also evaluates the findings of investigations and disciplinary actions taken by the EY Americas member firms involving alleged or actual violations of the EY Global Code of Conduct or other ethical standards applicable to the member firms of EY Americas, and their partners and employees for fair and consistent enforcement and imposition of consequences for violations thereof.

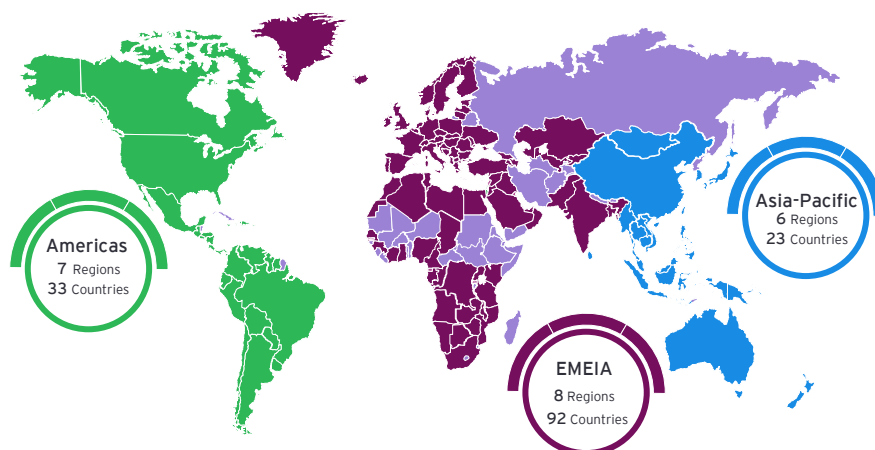
**A separate entity, Ernst & Young L.P., a Manitoba (Canada) limited partnership, provides the services of its non-chartered professional accountant limited partners to Ernst & Young LLP pursuant to a services agreement. All professional services, including the services of all non-CPAs, are provided through Ernst & Young LLP.*



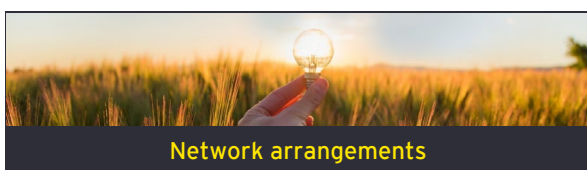
The business and affairs of Ernst & Young Canada are managed by its Chair/Chief Executive Officer supported by its Executive Committee and overseen by the Canadian Partner Forum. The Executive Committee consists of the senior management of Ernst & Young Canada, including the Chair/Chief Executive Officer, the Service Line Managing Partners of our four service lines, and certain other members as the Chair/Chief Executive Officer may determine from time to time.

Among other matters, the Executive Committee is responsible for certain partner matters (for example, partner admissions, separations, disciplinary matters and earnings allocations). The Canadian Partner Forum acts in an advisory role to the Chair/Chief Executive Officer on matters of policy, strategy, operational matters, partner-related matters, marketing and other matters as requested. Among other matters, key responsibilities of the Canadian Partner Forum include ratifying significant and material changes to the organization and structure of Ernst & Young Canada and ratifying the appointment, reappointment or removal of the Chair/Chief Executive Office

EY Areas, Regions and Countries*



*Figures are as of 1 July 2023



Network arrangements

EY is a global leader in assurance, tax, strategy and transactions, and consulting services. Worldwide, more than 390,000 people in member firms in 148 countries share a commitment to building a better working world, united by shared values and an unwavering commitment to quality, integrity and professional skepticism. In today's global market, the integrated EY approach is particularly important in the delivery of high-quality multinational audits, which can span nearly every country in the world.

This integrated approach enables EY member firms to develop and draw upon the range and depth of experience required to perform such diverse and complex audits.

EYG coordinates the various activities of the member firms and promotes cooperation among them. EYG does not provide services, but its objectives include the promotion of exceptional high-quality client service by member firms worldwide. Each member firm is a separate legal entity. Each member firm's obligations and responsibilities, as a member of EYG, are governed by the regulations of EYG and various other agreements.

The structure and principal bodies of the global organization, described below, reflect the principle that EY, as a global organization, has a common shared strategy.

At the same time, the EY network operates on a Regional level within the Areas. This operating model allows for greater focus on stakeholders in the Regions, permitting member firms to build stronger relationships with clients and others in each country, and be more responsive to local needs.



Global Governance Council

The Global Governance Council (GGC) is a key governance body of EYG. It comprises one or more representative(s) from each Region, other at-large representatives from any member firm and independent non-executives (INEs). The Regional representatives, who otherwise do not hold senior management roles, are elected by their RPFs for a three-year term, with the ability to be reappointed for one additional three-year term. The GGC advises EYG on policies, strategies, and the public interest aspects of its decision-making. The GGC approves, in some instances upon the recommendation of the Global Executive (GE), certain matters that could affect EY.



Independent Non-Executives

Up to six global INEs are appointed from outside EY. The global INEs are senior leaders, either from the public or the private sector, and reflect diverse geographic and professional backgrounds. They bring to the global organization, and the GGC, the significant benefit of their varied perspectives and depth of knowledge. The global INEs also form a majority of the Public Interest Sub-Committee of the GGC. The role of the Public Interest Sub-Committee includes public interest aspects of decision-making and dialogue with stakeholders, issues raised under whistleblowing policies and procedures, and engagement in quality and risk management discussions. The global INEs are nominated by a dedicated committee, approved by the GE and ratified by the GGC.



Global Executive (GE)

The GE brings together EY leadership functions, services and geographies. It is chaired by the Chairman and CEO of EYG and includes its Global Managing Partners of Client Service and Business Enablement; the Area Managing Partners; the global functional leader for Talent; the leaders of the global service lines—Assurance, Consulting, Strategy and Transactions, and Tax; and one EYG member firm partner on rotation.

The GE also includes the Global Vice Chair of Markets, the Global Vice Chair of Transformation, the Chief Client Technology Officer, the Chair of the Global Accounts Committee, the Chair of the Emerging Markets Committee, as well as a representative from the Emerging Markets practices.

The GE and the GGC approve nominations for the Chairman and CEO of EYG and ratify appointments of the Global Managing Partners. The GE also approves appointments of Global Vice Chairs. The GGC ratifies the appointments of any Global Vice Chair who serves as a member of the GE.

The GE’s responsibilities include the promotion of global objectives and the development, approval and, where relevant, implementation of:

- ▶ Global strategies and plans
- ▶ Common standards, methodologies and policies to be promoted within member firms
- ▶ People initiatives, including criteria and processes for admission, evaluation, development, and reward and retirement of partners
- ▶ Quality improvement and protection programs
- ▶ Proposals regarding regulatory matters and public policy

- ▶ Policies and guidance relating to member firms’ service of international clients, business development, and markets and branding
- ▶ EY development funds and investment priorities
- ▶ EYG’s annual financial reports and budgets
- ▶ GGC recommendations on certain matters

The GE also has the power to mediate and adjudicate disputes between member firms.



GE committees

Established by the GE, and bringing together representatives from across the organization, the GE committees are responsible for making recommendations to the GE. In addition to the Global Audit Committee, examples of other committees include Assurance, Consulting, Tax, Strategy and Transactions, Global Markets and Investments, Global Accounts, Emerging Markets, Talent and Risk Management.



Global Practice Group

The Global Practice Group brings together the members of the GE, GE committees, Regional leaders, and sector leaders. It seeks to promote a common understanding of EY strategic objectives and helps drive consistency of execution across the organization.



EYG member firms

Under the regulations of EYG, member firms commit themselves to pursue EY objectives, such as the provision of high-quality services worldwide. To that end, the member firms undertake the implementation of global strategies and plans, and work to maintain the prescribed scope of service capability. They are required to comply with common standards, methodologies and policies, including those regarding audit methodology, quality and risk management, independence, knowledge sharing, talent and technology.

Above all, EYG member firms commit to conducting their professional practices in accordance with applicable professional and ethical standards, and all applicable requirements of law. This commitment to integrity and doing the right thing is underpinned by the EY Global Code of Conduct (see page 14) and EY values.

Besides adopting the regulations of EYG, member firms enter into several other agreements covering aspects of their membership in the EY organization,

such as the right and obligation to use the EY name and share knowledge among member firms.

Member firms are subject to reviews to evaluate adherence to EYG requirements and policies governing issues, such as independence, quality and risk management, audit methodology and talent. Member firms unable to meet quality commitments

and other EYG membership requirements may be subject to termination from the EY organization.

For more information, see the [EY Canada audit quality report](#).



System of Quality Management

System of Quality Management



During this year, we finalized the implementation of the International Standard on Quality Management 1 (ISQM 1), issued by the International Auditing and Assurance Standards Board (IAASB), which became effective 15 December 2022.

EY Canada's System of Quality Management presented here also meets the requirements of the current International Standards on Quality Control (ISQC 1), issued by the IAASB. ISQM 1 replaced ISQC 1 on December 15, 2022.

In 2023, we performed our first annual evaluation of our system of quality management in accordance with ISQM 1. We evaluated the results of tests of our controls in our system of quality management, internal and external inspections, personal independence compliance testing and other inputs.



Structure

EY Canada aims to provide high-quality professional audit services independently, objectively and ethically. We continue to invest in initiatives to promote enhanced objectivity, independence, and professional skepticism. These are fundamental attributes of a high-quality audit. Designing, implementing and operating an effective System of Quality Management is essential to these efforts.



Designing, implementing and operating a System of Quality Management

ISQM 1 requires a more proactive and risk-based approach to managing quality at the firm level by requiring firms to design, implement and operate a System of Quality Management. ISQM 1 also requires firms to evaluate, at least annually, the effectiveness of their System of Quality Management.

ISQM 1 includes robust requirements for the governance, leadership and culture of professional accountancy firms, and introduces a risk assessment process to focus the firm's attention on mitigating risks that may impact engagement quality. It also requires more extensive monitoring of the System of Quality Management to identify deficiencies that require corrective actions and to provide the basis for

evaluating the overall effectiveness of the System of Quality Management.

ISQM 1 outlines an integrated and iterative approach to the System of Quality Management based on the nature and circumstances of the firm and the engagements it performs. It also takes into consideration the changes in the practice and the different operating models of the firms (e.g., use of technology, network and multidisciplinary firms).

The EY approach is to implement a System of Quality Management that is consistently applied across the entire network of member firms to promote engagement quality and operating effectiveness. This is especially important in a global economy where many audits are transnational and involve the use of other EY member firms.

To achieve this purpose, EYG member firms have access to certain policies, technologies, strategies and programs to be used in the design, implementation and operation of the member firms' System of Quality Management. The purpose of these resources is to support member firms and their personnel.

For example, EY has established an approach to the required risk assessment process that includes input and feedback from across EY services lines, functions, and geographic areas to develop global baseline minimums, including quality objectives (based on ISQM 1 requirements), quality risks and responses (including System of Quality Management key controls) assumed to be applicable to EYG member firms. In addition, EY has developed global tools to enable the System of Quality Management processes.

EY member firms, including EY Canada, are responsible for the design, implementation, and operation of their System of Quality Management, and have the responsibility to:

- ▶ Evaluate policies, technologies, strategies, programs and baseline provided to them, and
- ▶ Determine if they need to be enhanced by the member firm to be appropriate for use.



System of Quality Management roles

To enable the design, implementation and operation of EY Canada's System of Quality Management, individuals are assigned to SQM roles. The individuals in these roles have the appropriate experience, knowledge, influence and authority, and sufficient time to fulfill their System of Quality Management roles and are accountable for fulfilling their responsibilities. SQM roles and responsibilities are

defined in the Global SQM policies to drive consistency in the execution of EY Canada's System of Quality Management.

Key roles within the System of Quality Management include:

Ultimate responsibility and accountability: The EY Canada Chair is the individual assigned ultimate responsibility and accountability for the System of Quality Management including concluding on its effectiveness.

Operational responsibility for the System of Quality Management: The Canadian Assurance Managing Partner is the individual assigned operational responsibility for the System of Quality Management. This includes recommending the System of Quality Management annual evaluation conclusion to the EY Canada Chair. The Canadian Assurance Managing Partner, who remains accountable, assigns an SQM Operational Leader to assist them in fulfilling their System of Quality Management-related responsibilities. A SQM Operational Committee has been formed, chaired by the Canadian Assurance Managing Partner. The purpose of the SQM Operational Committee is to oversee the operational responsibility of the System of Quality Management. The SQM Operational Committee includes the SQM Operational Leader, leaders within the service lines (Tax, Consulting and Strategy and Transactions), leaders within the various functions (Independence, Risk Management, Talent, Professional Practice and Assurance Quality Enablement).

Operational responsibility for compliance with independence requirements: The Canadian Independence leader is the individual assigned operational responsibility for compliance with independence requirements.

Operational responsibility for monitoring the System of Quality Management: The Canadian Professional Practice Director is the individual assigned operational responsibility for monitoring the System of Quality Management. This includes concurring with or proposing changes to the recommended System of Quality Management annual evaluation conclusion. The Canadian Professional Practice Director, who remains accountable, assigns an SQM Monitoring Leader to assist them in fulfilling their System of Quality Management-related responsibilities. A SQM Oversight Committee has been formed, chaired by the Canadian Professional Practice Director. The purpose of the SQM Oversight Committee is to oversee the monitoring processes and activities of the System of Quality Management. The SQM Oversight Committee includes the SQM Monitoring Leader, EY Canada Chair, Canadian Assurance Managing Partner, Assurance Quality Enablement Leader, Canadian Independence Leader, Canadian Risk Management Leader, and General Counsel.



Effectiveness of System of Quality Management annual evaluation conclusion as of 30 June 2023

The EY Canada Chair, on behalf of EY Canada is required to evaluate the System of Quality Management on an annual basis, as of 30 June, and conclude on its effectiveness. The evaluation process is executed annually based on the Global SQM Annual Evaluation policy.

This evaluation is based on whether EY Canada's System of Quality Management provides reasonable assurance that:

- ▶ EY Canada and its personnel are fulfilling their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and engagements are being conducted in accordance with such standards and requirements; and
- ▶ Reports being issued by the member firm and engagement partners are appropriate in the circumstances.

The evaluation of the effectiveness of the System of Quality Management is focused on the present (i.e., as of 30 June); however, the evaluation uses information gathered from monitoring activities performed over a period of time as a basis for determining whether the System of Quality Management objectives are being achieved. Professional judgment is used in evaluating the results of monitoring activities, including in determining whether findings, individually or in combination with other findings, rise to the level of a deficiency. Any deficiencies identified require a root cause analysis to be performed, a quality improvement plan to be developed and are evaluated to determine the severity and pervasiveness of the deficiency. When determining the System of Quality Management annual evaluation conclusion, if a severe deficiency was identified, a member firm would need to assess whether the effect of the deficiency was corrected, and the actions taken by 30 June were effective.

System of Quality Management annual evaluation conclusion as of 30 June 2023









The annual evaluation conclusion for EY Canada as of 30 June 2023 is that the System of Quality Management provides reasonable assurance that the objectives of the system of quality management are being achieved.



Components of our System of Quality Management

Components of our System of Quality Management

In the following sections, we describe the principal components of our System of Quality Management:

-  [System of Quality Management risk assessment process](#)
-  [Governance and leadership](#)
-  [Relevant ethical and legal requirements](#)
-  [Client and engagement acceptance and continuance](#)
-  [Engagement performance](#)
-  [Resources](#)
-  [Information and communication](#)
-  [System of Quality Management Monitoring and Remediation process](#)



EY Canada has designed and implemented a risk assessment process to establish quality objectives, identify and assess quality risks and design and implement responses to address the quality risks as required by ISQM 1. The risk assessment process is executed annually to drive consistency in the execution of the EY Canada System of Quality Management.

In order to drive consistency while providing EYG member firms an approach that is scalable and adaptable based on the facts and circumstances of the member firm, representatives of Global Assurance Leadership developed Global SQM baselines.

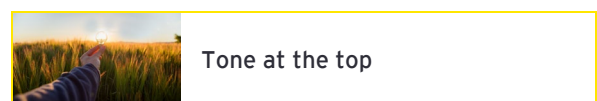
EYG member firms have the responsibility to evaluate the Global System of Quality Management baselines and determine if the Global System of Quality

Management baselines need to be enhanced or adapted by the member firm to be appropriate for use (e.g., additional quality risks, customization of responses).

EY Canada reviewed the Global System of Quality Management baselines and performed the following:

- ▶ Accepted or rejected Global baseline Quality Risks and Resources after appropriate analysis of our facts and circumstances.
- ▶ Accepted or rejected the Global baseline Resources and Key Controls after appropriate analysis of our facts and circumstances.
- ▶ Together with the Area, identified the level of execution of Global baseline Key Controls.
- ▶ Customized accepted Global, Area and Region baseline Key Controls.

The review of the Global System of Quality Management baselines considered the facts and circumstances of EY Canada including, the nature and operating characteristics of EY Canada, the types of engagements performed and systemic trends from monitoring activities within the SQM.



EY Canada's leadership is responsible for setting the right tone at the top and demonstrating the EY commitment to serve the public interest by performing audits that promote confidence in financial reporting. While the tone at the top is vital, EY people also understand that quality and professional responsibility start with them and that within their teams and communities, they are leaders too. EY shared values, which inspire EY people and guide them to do the right thing, and the EY commitment to quality are embedded in who we are and in everything we do.

The EY culture strongly supports audit quality, collaboration and emphasizes the importance of consultation in dealing with complex or subjective

accounting, auditing, reporting, regulatory and independence matters.

The consistent stance of EY Canada has been that no client is more important than the Firm's professional reputation and the reputation of each of our professionals.

The EY Global Code of Conduct and other policies describe the EY approach to business ethics and integrity, which is embedded in the EY culture of consultation, training programs and internal communications. Senior leadership reinforces the importance of performing quality work, complying with professional standards, adhering to EY policies and leading by example. In addition, EY member firms assess the quality of professional services provided as a key metric in evaluating and rewarding EY professionals.

In order to measure the quality culture across EY member firms and provide EY Canada with valuable insights into the perceptions of the culture of quality, including tone at the top, collaboration, and workload management and ethical behaviour, a Global Quality Survey was launched in April 2023. The results of the Global Quality Survey were used to identify areas where EY Canada was doing well and where more actions may be required. The Global Quality Survey results indicate that our people recognize that the tone at the top set by leadership demonstrates commitment to quality and that EY recognizes and values contributions to quality. The recognition of our strong culture of consultation, coaching and continuous quality improvement is also reflected in the results of the Global Quality Survey.



Global Code of Conduct

We promote a culture of integrity among our professionals. The EY Global Code of Conduct provides a clear set of principles that guide our actions and our business conduct and are to be followed by all EY personnel. The EY Global Code of Conduct is divided into five categories:

1. Working with one another
2. Working with clients and others
3. Acting with professional integrity
4. Maintaining our objectivity and independence
5. Protecting data, information and intellectual capital

Through our procedures to support compliance with the EY Global Code of Conduct and through ongoing communications, we strive to create an environment that encourages all personnel to act responsibly, including reporting misconduct without fear of retaliation.



Relevant ethical and legal requirements



Independence

Compliance with relevant ethical requirements, including independence is a key element of the System of Quality Management. It involves determining that we are independent in fact, as well as appearance. The ethical requirements relevant to our audits and professional services are included in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (the IESBA Code). We also comply with local ethical requirements or codes in the jurisdictions of our audits and professional services. Refer to the Independence Practices section for information on policies, tools and processes relating to maintaining independence.



Rotation and long association

EY Canada complies with the long association and partner rotation requirements of the IESBA Code, the CPA Code of Professional Conduct of the various provincial institutes of the Chartered Professional Accountants in Canada (Canadian CPA Code), as well as the U.S. Securities and Exchange Commission (SEC), where applicable.

EY Canada supports audit partner rotation because it provides a fresh perspective and promotes independence from company management, while retaining experience and knowledge of the business.

Audit partner rotation, combined with independence requirements, enhanced systems of internal quality controls and independent audit oversight, are important safeguards of audit quality.

For PIEs, the EY Global Independence Policy requires the lead engagement partner, the engagement quality reviewer and other audit partners who make key decisions or judgments on matters significant to the audit (together, the key audit partners), to be rotated after seven years. For a new PIE, (including a newly listed company), key audit partners may remain in place for an additional two years before rotating off the team if they have served the company for six or more years prior to the listing.

Under the IESBA Code upon completing the maximum service period for rotation, a key audit partner may

not lead or coordinate professional services to the PIE company we audit until after completing a cooling-off period. This period is five years for a lead audit engagement partner, three years for an engagement quality reviewer and two years for other partners subject to rotation. For Canadian reporting issuer audit clients, the cooling-off period is five years for the lead audit engagement partner and the engagement quality reviewer.

For US SEC issuer audit clients, including foreign private issuers, the lead audit engagement partner and the engagement quality reviewer can serve a maximum of 5 years followed by a five-year cooling-off period. Other audit engagement team partners subject to SEC rotation are required to rotate off after seven years, with a cooling-off period of two years.

Where the required cooling-off period for the lead audit engagement partner established by the local legislative body or regulator is less than five years, the higher of that cooling-off period or three years may be substituted for the otherwise required five-year cooling-off period. This jurisdictional exception for the lead audit engagement partner may only be applied for audit periods beginning prior to 15 December 2023.

In addition to the key audit partner rotation requirements applicable to PIE companies we audit, EY has established a long association safeguards framework. This is consistent with the requirements of the IESBA Code and includes consideration of the threats to independence created by the involvement of professionals over a long period of time and a safeguards framework to address such threats.

We employ tools to monitor compliance with internal rotation, and requirements for audit partners and other professionals who have had a long association with the audited entity. There is also a process for rotation planning and decision-making that involves consultation with, and approvals by the appropriate members of Assurance Leadership.



External rotation

For public interest entities, we comply with the external audit firm rotation requirements of Article 17 (1) of the EU Audit Regulation.



Whistleblowing

The EY Ethics Hotline provides EY people, clients and others outside of the organization with a means to confidentially report activity that may involve unethical or improper behaviour, and that may be in violation of professional standards or otherwise inconsistent with the EY shared values or Global Code of Conduct. Globally, the hotline is operated by an

external organization that provides confidential and, if desired, anonymous hotline reporting.

When a report comes into the EY Ethics Hotline, either by phone or internet, it receives prompt attention by the member firm's legal function.

Depending on the content of the report, appropriate individuals from the General Counsel's office, Ethics & Compliance, Talent or other functions are also involved in addressing the report. EYG member firms are encouraged to log into the EY Ethics Hotline matters that are reported locally outside of the EY Ethics Hotline.



Non-compliance with laws and regulations

In accordance with the IESBA Code of Ethics, EY has adopted a policy designed to meet its obligations to report non-compliance with laws and regulations (NOCLAR). The policy covers reporting obligations with respect to non-compliant activity by clients or EY personnel, as relevant to their respective business activities.

In addition to the NOCLAR reporting obligations, EY may be required to make certain reports to relevant regulatory authorities regarding possible misconduct by clients – actual or suspected. Where such obligations exist, reports are made in accordance with local laws.



Anti-bribery

The EY Global Anti-bribery Policy provides EY people with direction on certain unethical and illegal activities. It emphasizes the obligation to comply with anti-bribery laws and provides a definition of what constitutes bribery. It also identifies reporting responsibilities when bribery is discovered. In recognition of the growing global impact of bribery and corruption, efforts have been sustained to continue to embed anti-bribery measures across EY.



Insider trading

Securities trading is governed by many laws and regulations, and EY personnel are obliged to comply with applicable laws and regulations regarding insider trading. This means EY personnel are prohibited from trading securities while in possession of material non-public information.

The EY Global Insider Trading Policy reaffirms the obligation of EY people not to trade securities when in possession of insider information, provides detail on what constitutes insider information and identifies

with whom EY people should consult if they have questions regarding their responsibilities.



Economic and trade sanctions

It is important that EY people are aware of and comply with the ever-changing international economic and trade sanctions. EY monitors sanctions issued in multiple geographies both prior to business relationships being accepted and as they continue. Guidance is provided to EY people on impacted relationships and activities.



Anti-money laundering

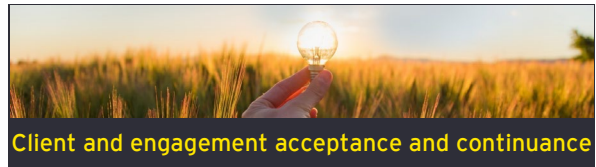
EY Canada has obligations under applicable anti-money laundering (AML) regulations when it is acting as a financial intermediary. Consistent with the EY global guidance on AML, EY Canada has implemented policies and procedures designed to meet these obligations. EY people are trained on their responsibilities under the regulations and provided guidance on who to consult when they have questions.



Data protection and confidentiality

The EY global policy on data protection and confidentiality sets out the principles to be applied to the collection, use and protection of all information that EY has responsibility for, including personal data relating to current, past and prospective personnel, clients, suppliers and business associates, as well as other information considered confidential to clients, third parties or the EY organization.

This policy is consistent with the requirements of the European Union's General Data Protection Regulation (GDPR), and other applicable laws and regulations concerning data protection and privacy in addition to relevant professional standards providing a framework for confidentiality. EY also has binding corporate rules approved by UK and EU regulators in place to facilitate the movement of personal data within the EY network. Furthermore, we have a policy to address Canadian data privacy requirements and business needs.



Client and engagement acceptance and continuance



Global policy on client and engagement acceptance and continuance

The EY global policy on client and engagement acceptance sets out principles for member firms to determine whether to accept a new client, a new engagement with an existing client, or to continue with an existing client or engagement. The EY global policy on client and engagement acceptance is an example of a policy issued by EYG to help ensure the adherence to EY values, to address network risk and to drive consistency in the System of Quality Management.

The objectives of the policy are to:

- ▶ Establish a rigorous process for evaluating risk and making decisions to accept or continue clients or engagements
- ▶ Meet applicable independence requirements
- ▶ Identify and deal appropriately with any conflicts of interest
- ▶ Identify and decline clients or engagements that pose excessive risk
- ▶ Highlight clients or engagements that are inconsistent with EY's values
- ▶ Require consultation with designated professionals to identify additional risk management procedures for specific high-risk factors
- ▶ Comply with legal, regulatory and professional requirements

In addition, the EY global policy on conflicts of interest defines global standards for addressing categories of potential conflicts of interest and a process for identifying them. It also includes provisions aimed at mitigating potential conflicts of interest as quickly and efficiently as possible, using appropriate safeguards. Such safeguards may include obtaining client consent to act for another party where a conflict of interest may exist, establishing separate engagement teams to act for two or more parties, implementing appropriate separations between engagement teams or declining an engagement to avoid an identified conflict.

The EY global policy on conflicts of interest and associated guidance considers the increasing complexity of engagements and client relationships, and the need for speed and accuracy in responding to clients. They also align with the IESBA Code.



Putting policy into practice

We use the EY Process for Acceptance of Clients and Engagements (PACE) to coordinate client and engagement acceptance and continuance activities in line with global, service line and member firm policies. PACE takes users through the acceptance and continuance requirements and identifies the policies and references to professional standards needed to assess both business opportunities and associated risks. PACE is an example of technological resources used by EYG member firms across the globe to drive consistency in the System of Quality Management.

The process for acceptance or continuance of clients and engagements includes consideration of the engagement team's assessment of risk factors across a broad range of categories such as industry, management's attitude, internal controls, audit complexity and related parties.

As part of this process, we carefully consider the risk characteristics of a prospective client or engagement, and the results of due diligence procedures. Before taking on a new engagement or client, we also determine whether we can commit sufficient and appropriate resources to deliver quality service, especially in highly technical areas, and if the services the client is requesting are appropriate for us to provide.

The approval process provides that new listed entity audit engagements may not be accepted without an approval by the Canadian Assurance Managing Partner (AMP) and the Canadian Professional Practice Director (PPD).

In the EY annual client and engagement continuance process, we review our service and ability to continue providing a quality service and confirm that clients share EY Canada's commitment to quality and transparency in financial reporting. The lead audit engagement partner of each audit, together with our Assurance leadership, annually reviews our relationship with the entities we audit to determine whether continuance is appropriate.

As a result of this review, certain audit engagements are identified as requiring additional oversight procedures during the audit (close monitoring), and some audit relationships are discontinued. As with the client and engagement acceptance process, our PPD and AMP are involved in the continuance process.



Engagement performance

There is continuous EY investment in improving audit methodologies and tools, with the goal of consistently delivering high-quality audits.



The EY Digital Audit

The EY Digital Audit helps EY teams meet evolving stakeholder expectations.

It supports EY professionals in driving quality across all phases of the audit by pairing advanced capabilities with the right digital skill sets and a culture of continued innovation.

The EY Digital Audit is deployed globally and is well-established and proven in the market:

- ▶ **EY Canvas** facilitates secure and cloud-based workflow, communication, and documentation.
- ▶ **EY Canvas Client Portal** connects EY professionals with client users.
- ▶ **EY Atlas** serves as the central repository of accounting knowledge for EY teams and audited entities.
- ▶ **EY Smart Automation** capabilities drive automation of core activities and are directly integrated in EY Canvas.
- ▶ **EY Helix** enables EY teams to analyze large amounts of journal entry data.

These technologies support EY teams in driving quality by **connecting** companies and teams, **automating** audit procedures and processes, and **analyzing** data using advanced technologies.



Connecting

Seamlessly connecting entities and audit teams to each other, as well as to the right information, is the foundation of a high-quality audit.

Deployed globally, EY Canvas is hosted safely in the cloud, and leverages industry-leading technology for web applications. This allows the provision of data security and the ability to update the software to respond to changes in the accounting profession and regulatory environment.

Through the use of profile questions, audit engagements in EY Canvas are automatically configured with information relevant to an entity's type (e.g., listed, public interest entity) and industry. This helps our teams customize audit plans and keep

them up-to-date, and provides direct linkage to audit guidance, professional standards, and documentation templates. Many forms that enable audit documentation are integrated into EY Canvas. With the Milestones program, as discussed in the **infrastructure supporting quality** section, EY Canvas enables effective project management. EY Canvas is built with a user interface that allows the team to visualize risks and their relationship to the planned response and work performed in key areas. It also enables a linkage for audit teams on what are known as group audits to communicate relevant information and instructions to component audit teams so that the primary team can direct execution and monitor performance of the group audit.

EY Canvas includes the EY Canvas Client Portal to assist teams in communicating with entities' management and streamlining their requests.

EY Canvas is further supplemented by the EY Atlas global research platform that provides access to the latest accounting knowledge for both EY professionals and the entities they audit.



Automating

Smart technologies help to enable greater levels of automation, centralization, and standardization throughout the audit.

The EY Smart Automation Hub provides a centralized access point for automation capabilities that is fully embedded in EY Canvas. These capabilities utilize large scale automation and other advanced technologies, to both enhance project management and support audit testing.

Automating and accelerating routine procedures enables audit teams to focus on the most prominent risks and complex judgment areas.

At the same time, audit support activities are streamlined—significantly reducing the administrative support effort required from entities' management, finance and accounting teams.



Analyzing

The deployment of end-to-end analytics enables a smarter, data-driven approach that supports EY teams in identifying risk, detecting anomalies and generating insights.

The EY Helix global analytics suite (EY Helix) comprises data analyzers for core business and accounting processes, alongside industry and transaction-specific analyzers.

This allows audit engagement teams to deploy targeted data analytics specific to the entity being audited to better understand financial activities and business processes. The result is an enhanced risk-based approach that supports higher quality audit evidence, effective identification of trends and anomalies, and deeper levels of insight and business intelligence. Refer to **Audit methodology** in the **Resources** section for additional information on how the data-driven, end-to-end, audit approach is central to delivering a quality audit.

The use of EY Helix is supported through seamless and secure data access enabled by a standardized and centralized data delivery process, a range of extraction and connection methods, and leading-edge security protocols.

There is continued investment in new analyzers across a range of sectors and accounting areas to enhance the quality of audit procedures.



Investment in next generation Assurance technology

The EY Digital Audit advances higher audit quality through better focus on risks of material misstatement and higher quality audit evidence to respond to those risks.

As noted in the **infrastructure supporting quality** section, EY is investing in next-generation Assurance technology to facilitate trust, transparency, and transformation.

Building on the strengths of EY's existing global audit technology suite, this four-year investment program is driving the future of Assurance technology via the integration and transformation of leading-edge capabilities into one seamless platform—powering the next generation of data-driven Assurance services.

Investment is focused across three core transformation areas to drive continued quality and value:

- ▶ User experience and collaboration
- ▶ Data access and analytics
- ▶ Business intelligence



Fraud

At a global level, EY is committed to leading the profession more widely to address stakeholders' questions about the auditor's role in fraud detection.

Companies have never been as data rich as they are today, providing new opportunities to detect material frauds through data mining, analysis and interpretation.

Auditors are increasingly using data analytics to identify unusual transactions and patterns of transactions that might indicate a material fraud and exercising professional skepticism when following up on these transactions.

Additional actions taken to address this important area of the audit, include:

- ▶ The use of data analytics for fraud testing in audits of listed entities globally. Using additional internal and external data and information to respond quickly to external risk indicators, such as short selling and whistleblowers
- ▶ Utilizing electronic confirmations for audit evidence wherever possible
- ▶ Mandating annual fraud training for all audit professionals that incorporates the experience of EY forensics professionals
- ▶ Requiring the use of forensic specialists in the audit on a targeted-risk basis to assess potential risks of fraud
- ▶ Expanding the use of our Global Assurance Risk Centre of Excellence building on the latest technology, to further leverage external data through adverse media scrapping, key forensic metrics, short seller monitoring, tools to evaluate document authenticity, and other technology to enhance fraud risk identification and response in our audits.



Reviews of audit work

EY policies describe the requirements for timely and direct senior professional participation, as well as the level of review required for the work performed and the requirements for documenting the work performed and conclusions reached. Supervisory members of an audit engagement team perform a detailed review of the audit documentation for technical accuracy and completeness. Senior audit executives and engagement partners perform a second-level review to determine the adequacy of the audit work as a whole and the related accounting and financial statement presentation. Where appropriate, and based on risk, a tax professional reviews the significant tax and other relevant working papers.

The nature, timing and extent of the reviews of audit work depend on many factors, including:

- ▶ Risk, materiality, subjectivity and complexity of the subject matter
- ▶ Ability and experience of audit engagement team members preparing the audit documentation
- ▶ Level of the reviewer’s direct participation in the audit work
- ▶ Extent of consultation employed

EY policies also describe the critically important role of the Partner-in-charge (PIC) in managing and

achieving quality on the audit and reinforcing the importance of quality to all members of the audit team.

For listed and certain other companies, an engagement quality reviewer (described below in the *Engagement quality reviews* section) reviews important areas of accounting, financial reporting and audit execution, as well as the financial statements of the audited entity and the auditor’s report.



Consultation requirements

EY consultation policies are built upon a culture of collaboration, whereby audit professionals are encouraged to share perspectives on complex accounting, auditing and reporting issues. Consultation requirements and related policies are designed to involve the right resources, so that audit engagement teams reach appropriate conclusions.

The EY culture of consultation helps audit engagement teams deliver high-quality services that meet the needs of all of our stakeholders.

For complex and sensitive matters, there is a formal process requiring consultation outside of the audit engagement team with other personnel who have more experience or specialized knowledge, primarily Professional Practice and Independence personnel. In the interests of objectivity and professional skepticism, EY policies require members of Professional Practice, Independence and certain others to not participate in a consultation if they currently serve, or have recently served, the entity to which the consultation relates. In these circumstances, other appropriately qualified individuals would be assigned.

EY policies also require that all formal consultations are documented, including written concurrence from the person or persons consulted, to demonstrate their understanding of the matter and its resolution.



Engagement quality reviews

EY engagement quality review policies address the qualifications of engagement quality reviewers. Engagement quality reviewers are experienced professionals with significant subject-matter knowledge. They are independent of the audit engagement team and provide an objective evaluation of the significant judgments the audit engagement team made, and the conclusions reached thereon. The performance of an engagement quality review, however, does not reduce the responsibilities of the PIC for the engagement and its performance. In no circumstances may the responsibility of the

engagement quality reviewer be delegated to another individual.

EY policies and practices related to the assignment and eligibility of professionals to serve as engagement quality reviewers have been enhanced to conform with the requirements of International Standard on Quality Management (ISQM) 2, **Engagement Quality Reviews**. These enhancements focus on assigning an engagement quality reviewer who has the appropriate competence and capabilities, including sufficient time, as well as having sufficient authority and objectivity to achieve an effective engagement quality review. Training and enablement support the execution of the engagement quality review.

The engagement quality review spans the entire engagement cycle, including planning, risk assessment, audit strategy and execution. Policies and procedures for the performance and documentation of engagement quality reviews provide specific guidelines on the nature, timing and extent of the procedures to be performed, and the required documentation evidencing their completion. In all circumstances, the engagement quality review is completed before the date of the auditor's report.

The Canadian Assurance Managing Partner and Canadian Professional Practice Director approves the assignment of the engagement quality reviewer to each listed entity engagement.



Audit engagement team resolution process for differences of professional opinion

EY has a collaborative culture that encourages and expects people to speak up, without fear of reprisal, if a difference of professional opinion arises or if they are uncomfortable about a matter relating to an engagement. Policies and procedures are designed to empower members of an audit engagement team to raise any disagreements relating to significant accounting, auditing or reporting matters.

These policies are made clear to people as they join EY, and we continue to promote a culture that reinforces a person's responsibility and authority to make their own views heard and seek out the views of others.

Differences of professional opinion that arise during an audit are generally resolved at the audit engagement team level. However, if any person involved in the discussion of an issue is not satisfied with the decision, they refer it to the next level of authority until an agreement is reached or a final decision is made, including consultation with Professional Practice if required.

Furthermore, if the engagement quality reviewer makes recommendations that the PIC does not accept or the matter is not resolved to the reviewer's satisfaction, the auditor's report is not issued until the matter is resolved.

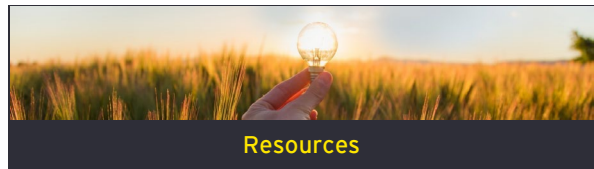
Differences of professional opinion that are resolved through consultation with Professional Practice are appropriately documented.



Documentation retention

The Records and Information Retention and Disposition Global Policy and related local policies support and build upon provisions within the EY Global Code of Conduct regarding acting with professional integrity in terms of documenting work and respecting intellectual capital. This policy and the Global Retention Schedule (GRS) establish records and information management (RIM) requirements for the management of records and information and documents throughout their life cycle including the requirement to securely discard or delete records for which the retention period has expired, unless special and acceptable circumstances apply.

This policy, the GRS and RIM requirements are in accordance with applicable professional standards and are based on regulatory, legal, and business requirements and obligations. They apply to all engagements and personnel and address Canadian legal requirements, applicable to the creation and maintenance of working papers, relevant to the work performed.



Resources

EY Canada is committed to investing in talent to drive further advances in audit quality.



Formation of audit engagement teams

The assignment of professionals to an audit engagement is made under the direction of our Assurance leadership. The factors considered when assigning people to audit engagement teams include engagement size and complexity; engagement risk; specialized industry knowledge and experience; timing of work; continuity; and opportunities for on-the-job training. For more complex engagements, consideration is given to whether specialized or additional knowledge is needed to supplement or enhance the audit engagement team.

In many situations, professionals with experience in a specialized area of accounting or auditing, such as tax or information technology, are assigned as part of the audit engagement team to assist in performing audit procedures and obtaining sufficient appropriate audit evidence. Additionally, internal specialists who have

knowledge outside of accounting or auditing, such as forensics, asset valuation, actuarial analysis and environmental, social and governance (ESG), may perform work in their field that is used by the audit engagement team to assist in obtaining sufficient appropriate audit evidence.

EY Canada's policies require the approval of the assignment of individuals to specific audit roles by our Assurance leadership and the PPD.



Service delivery centres

Global Delivery Services (GDS) is an integrated network of EY service delivery centres that provide services to support EY member firms. Across all disciplines, GDS teams combine deep technical knowledge with a focus on innovation, automation and process improvement to create hundreds of customized and scalable services that provide greater value for the EY organization.



Audit methodology

EY GAM provides a global framework for delivering high-quality audit services through the consistent application of thought processes, judgments and procedures in all audit engagements, regardless of the size. EY GAM also requires compliance with relevant ethical requirements, including independence from the audited entity. Making risk assessments; reconsidering and modifying them as appropriate; and using these assessments to determine the nature, timing and extent of audit procedures are fundamental to EY GAM. EY GAM is based on International Standards on Auditing (ISAs) and is supplemented to comply with Canadian auditing standards and regulatory or statutory requirements and where applicable with the Public Company Accounting Oversight Board (PCAOB) and American Institute of Certified Public Accountants (AICPA) auditing standards and regulatory or statutory requirements.

EY Digital GAM, which is part of EY GAM, focuses on simplifying tasks and improving connection from one audit procedure to the next by leveraging full populations of entity data. All procedures, including risk assessment and substantive procedures start with a data-first mindset, by analyzing relevant financial and non-financial data and supplementing this with traditional audit techniques such as inquiries, observations and inspection. The ability to analyze disaggregated data using the EY Helix global analytics suite enhances audit engagement teams' understanding of the entity's business and focuses on the identification of entity-specific risks, key transactions and trends and anomalies that may be indicators of misstatement or fraud.

Our data-driven audit approach focuses on the audit of higher-risk transactions and enables a dynamic audit strategy that is reactive to readily identifiable changes in the data.

EY auditors access EY GAM via EY Atlas, an online proprietary tool. EY GAM is organized by topic and helps EY auditors focus on identifying and responding to financial statement risks. EY GAM consists of two key components: requirements and guidance; and supporting forms and examples. The requirements and guidance reflect both auditing standards and EY policies. Examples in EY GAM supplement the requirements and guidance with leading practice illustrations.

Recently, EY GAM was updated for the requirements of ISA 220 (Revised), Quality Control for an Audit of Financial Statements, ISQM 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, and new independence requirements of the International Ethics Standards Board for Accountants' Code of Ethics for pre-concurrence of non-assurance services and disclosure of fees. A suite of enablement to implement the new and revised requirements was issued.

We have also issued accounting and auditing considerations related to evolving economic conditions, including increases in inflation and interest rates.



Certification of technology

EY has a robust global certification process to help ensure technology used in audit engagements is fit-for-purpose (i.e., that the solution meets its objectives, is appropriate for use in the audit circumstances and that EY people have the appropriate competencies to use the solution).

Certification addresses a range of aspects, including that the solution has a clear audit evidence objective, has been appropriately tested, that methodology, enablement and learning are available to support its application and relevant legal and regulatory requirements have been managed (e.g., data privacy).



Information and communication

ISQM 1 requires obtaining, generating or using information and communicating information, to enable the design, implementation and operation of the System of Quality Management. The quality objectives within the information and communication

component address the effective two-way communication between the member firm and:

- ▶ Its personnel
- ▶ Member firms within the EY network
- ▶ External parties
- ▶ Service providers

Effective two-way communication is essential to the operation of the System of Quality Management and the performance of audit engagements. The Global SQM policy provides the requirements for EYG member firms to communicate internally and externally about the member firm's System of Quality Management.



EY Canada has established an SQM monitoring and remediation process to:

- ▶ Provide relevant, reliable and timely information about the design, implementation and operation of EY Canada's System of Quality Management
- ▶ Provide a basis for the identification of deficiencies
- ▶ Take appropriate actions to respond to any identified deficiencies

Information obtained from the monitoring and remediation process about the design, implementation and operation of the System of Quality Management is evaluated to conclude on the effectiveness in achieving the objectives of the EY Canada's System of Quality Management.

System of Quality Management monitoring activities include:

- ▶ Tests of System of Quality Management key controls
- ▶ Internal and external engagement inspections
- ▶ Other monitoring activities, including, but not limited to:
 - ▶ Tests of compliance with ethical requirements related to independence of EY Canada and its personnel
 - ▶ Quality criticisms made by external regulators relevant to the System of Quality Management
 - ▶ Issues reported through the Ethics hotline

The monitoring and remediation process is executed annually based on the Global SQM Monitoring and Remediation policy.



Tests of System of Quality Management key controls

System of Quality Management key controls have been designed and implemented to mitigate quality risks. The objective of performing tests of System of Quality Management key controls within EY Canada's System of Quality Management includes determining whether the System of Quality Management key controls:

- ▶ Were designed, implemented and operated in accordance with the Control Owner's understanding and documentation thereof
- ▶ Were operated on a timely basis by the Control Owner/Control Operator specified in the design of the System of Quality Management key control
- ▶ Resulted in the timely resolution of any matters (information accumulated) identified
- ▶ Were based on reliable information (i.e., information used in the performance of the System of Quality Management key control is complete and accurate, if applicable)

Individuals testing System of Quality Management key controls are competent, objective and independent of the control owners and control operators.



Audit quality reviews (AQRs)

EY Canada executes an Audit Quality Review (AQR) program in accordance with the Global AQR policy, and reports results and develops responsive action plans. The AQR program complies with the requirements and guidelines in ISQM 1 and is supplemented, where necessary, to comply with EY Canada professional standards and regulatory requirements. It also aids EY Canada's continual efforts to identify areas where we can improve our performance or enhance our policies and procedures.

Audit quality reviews include the inspection of at least one completed engagement for each PIC on a cyclical basis.

For each PIC, the engagements selected are based on a risk-based approach, emphasizing audit engagements that are large, complex or of significant public interest, including elements of unpredictability.

The AQR program includes detailed file reviews covering a large sample of listed and non-listed audit engagements, and public interest entities and non-public interest entities, to measure compliance with internal policies and procedures; EY GAM requirements; and professional standards and regulatory requirements.

The AQR program complements external inspection activities, such as inspection programs executed by

audit regulators and provincial regulators. It also informs us of our compliance with regulatory requirements, professional standards, and policies and procedures.

AQR reviewers and team leaders are selected for their skills and professional competence in accounting and auditing, as well as their industry specialization. Team leaders and reviewers are independent of the engagements and teams they are reviewing and are normally assigned to inspections outside of their home location.

The AQR program is supplemented by a program that covers inspections of other assurance and related services engagements regardless of the service line performing the work. This is referred to as the Other Assurance Quality Review (OAQR) program.

The results of the AQR and OAQR processes are summarized globally, along with any key areas where the results indicate that continued improvements are required. Summarized results are shared within the network. Measures to resolve audit quality matters noted from the AQR program and regulatory inspections are addressed by Canadian Assurance leadership and the Canadian PPD. This program provides important practice monitoring feedback for our System of Quality Management and continuing quality improvement efforts.



External quality assurance reviews

EY Canada's audit practice is subject to annual inspection by the Canadian Public Accountability Board (CPAB) for audits of Canadian public companies. As part of its inspections, CPAB reviews selected engagements and evaluates EY Canada's quality management system. The most recent inspection report on EY Canada was issued by CPAB on January 17, 2023. Information on CPAB can be found at cpab-ccrc.ca.

In addition, EY Canada's audit practice is subject to inspection by the PCAOB for audits of US SEC issuers. As part of its inspections, the PCAOB evaluates the firm's quality control systems and reviews selected engagements. The most recent inspection report on EY Canada was issued by the PCAOB on April 8, 2022.

Information on the PCAOB, along with publicly available inspection reports, can be found at pcaobus.org. The public portions of the PCAOB's reports describe the procedures performed during the inspections and certain observations regarding audit performance.

We respect and benefit from the regulatory inspections process. We thoroughly evaluate the points raised during the inspections to identify areas where we can improve audit quality and the relevance to the System of Quality Management.

Engagements with significant findings and certain other engagements are subject to root cause analysis (see next section). Together with the AQR process, external inspections provide valuable insights into the quality of EY Canada audits. These insights help us to effectively execute high-quality audits.



Engagement-level root cause analysis and action plans

Engagement-level root cause analysis is a central part of the EY quality improvement framework, providing an in-depth assessment of the root causes that underlie an engagement's positive or negative inspection outcome. The findings of each root cause are analyzed in detail. Analyzing this research enables a better understanding of the drivers behind both positive and negative outcomes. It also allows us to focus on key behaviours that drive positive and high-quality results, a process that is fundamental and foundational to continuous improvement.

Once the engagement root cause analysis has been completed, we assess whether there are pervasive issues that require firmwide responsive actions.



Audit quality indicators

Assurance leadership also monitors the execution of the EY strategy and quality priorities through a combination of metrics or audit quality indicators (AQIs).

While no single reportable metric or set of metrics should be viewed as a sole indicator of audit quality, a set of metrics can be used to give an indication of audit quality. The AQIs are embedded in our quality control processes and provide early warnings of issues that we may need to address across our audit practice. They include external and internal inspection results: Milestones performance, which helps audit teams stay on pace with their execution; people surveys; retention rates and deployment of mandatory learning.

Enabled by the EY organization's strong global integration of tools, practices and policies, country specific data is accumulated monthly on a variety of topics. The AQIs include both leading and lagging quality-related indicators and span across themes related to execution, talent, remediation and enablement. Each AQI is measured against

established targets, with outliers requiring an evaluation and appropriate response. The AQIs are also aligned to aspects of the EY accountability framework to reinforce priorities for the country leadership network and are subject to an annual review to help ensure they remain relevant and responsive to quality initiatives.

Elements reported through a Global AQI dashboard are subject to an annual review to help ensure they remain relevant and responsive to quality initiatives.

The Global AQI dashboard helps inform leadership about whether particular actions are having the intended effect.



Identifying and assessing System of Quality Management deficiencies and performing root cause

Findings from various monitoring activities provide information about the design, implementation and operation of the System of Quality Management which indicates that one or more deficiencies may exist. EY Canada evaluates each finding or aggregation of findings to determine whether a deficiency exists. Potential findings identified, and their assessment are reviewed by the SQM Oversight Committee.

If any deficiencies are identified, a root cause process is executed to determine the root cause, to assess the severity and pervasiveness of the deficiency, and to develop responsive actions.

Representatives from Global and Area Professional Practice and Assurance Leadership meet on a regular basis to review the results of monitoring activities to drive consistency in the application of the framework for identifying and assessing findings and evaluating deficiencies and performing root cause analyses as described in the Global SQM Monitoring and Remediation policy.



System of Quality Management Quality Improvement Plans

For any identified deficiencies, quality improvement plans are developed, which include:

- ▶ Correcting the effect of the identified deficiency
- ▶ Remediating identified deficiencies in a timely manner
- ▶ Evaluating the effectiveness of the remediation actions

Quality improvement plans are developed by the SQM Operational Committee and are reviewed by the SQM Oversight Committee to help ensure the appropriateness of the actions designed. Subsequently, we monitor the effectiveness of the remedial actions implemented.



Infrastructure supporting quality

Infrastructure supporting quality



Strategy

NextWave is the EY global strategy and ambition to deliver long-term value to clients, people and society. It has put EY in a strong position to adapt and innovate, while the EY purpose of **building a better working world** continues to inspire EY people to use EY knowledge, skills and experiences to support the communities in which they live and work. The insights and quality services EY member firms deliver help enhance trust in business and the capital markets in support of sustainable, long-term value creation.

For EY Assurance services, the NextWave strategy is informed by a recognition that markets are being reshaped profoundly by data and technology disruptions, climate change, demographics shifts and globalization.

EY continues to harness the inherent strengths of its member firms' greatest asset in delivering quality and building trust—EY people. By enhancing their skills and experiences, while also transforming the way EY teams work, they better deliver on the EY purpose of serving the public interest.

Through a data-driven approach, enabled by the transformation and integration of our digital technology capabilities, EY teams aim to deliver high-quality audits with independence, integrity and objectivity in accordance with professional standards. EY member firms provide their audit professionals with additional training and enablement to help detect fraud. The data-first approach and enhanced training elevates EY teams' experiences, so they can spend more time addressing risks and exercising professional judgment.

Data and technology continue to transform the audit and support the changing needs of the capital markets. In June 2022, the EY organization announced a US\$1b investment in evolving a next-generation technology platform. This integrated platform builds on the already strong foundations of the EY Assurance leading-class technology suite, driving audit quality and greater value for audited entities by facilitating trust, transparency and transformation. It will provide new data access capabilities and advanced analytics, incorporate new forms of business intelligence, and enhance the user experience for audited entities and EY people—all important components of delivering high-quality audits.



Global Audit Quality Committee

The EY Global Audit Quality Committee (GAQC) comprises senior leaders from across the EY organization with extensive, diverse and highly relevant experience. The GAQC advises EY Assurance leadership on the many aspects of the organization's business, operations, culture, talent strategy, governance and risk management that affect audit quality.

The committee develops innovative ideas and approaches to delivering high-quality audits, so that leading practices can be shared across the organization.



Quality Enablement Leaders

The EY Quality Enablement Leaders (QEL) network is a group of senior Assurance leaders around the world who drive improvements in audit quality by empowering engagement teams and driving operational excellence within the global Assurance practice.



Sustainable audit quality

To support auditors in fulfilling their purpose, the EY organization created the Sustainable Audit Quality (SAQ) program, which provides a framework to help address the evolving risks of the audit. SAQ is a globally consistent approach to achieving and sustaining high-quality audits across the EY network.



Professional Practice

The Global Vice Chair of Professional Practice, referred to as the Global Professional Practice Director (Global PPD), is overseen by the Global Vice Chair of Assurance and works to establish global audit quality control policies and procedures. Each of the Area PPDs as well as the Global Delivery Service PPD is overseen by the Global PPD and the related Area Assurance Leader.

The Global PPD also leads and oversees the Global Professional Practice group. This is a global network of technical subject-matter specialists in accounting

and auditing standards who are consulted on accounting, auditing and financial reporting matters; and perform various practice monitoring and risk management activities. In addition, the Professional Practice group is expanding its capacity on nonfinancial reporting in anticipation of the finalization of the inaugural standards by the International Sustainability Standards Board.

The Global PPD oversees the development of the EY Global Audit Methodology (EY GAM) and related audit policies and technologies so that they are consistent with relevant professional standards and regulatory requirements. The Global Professional Practice group also oversees the development of the guidance, training and monitoring programs, and processes used by member firm professionals to execute audits consistently and effectively. The Global, Area, Regional and Country PPDs, together with other professionals who work with them in each member firm, are knowledgeable about EY people, audited entities and processes. They are readily accessible for consultation with audit engagement teams.

impact a member firm's ability to effectively conduct business (e.g., disruption to banking systems, sustained cyber-attacks).



Risk Management

Risk Management (RM) coordinates organization-wide activities designed to help EY people meet global and local compliance responsibilities and support client-facing teams in delivering quality and exceptional client service. Responsibility for high-quality service and ownership of the risks associated with quality is placed with the EYG member firms and their service lines.

Among other things, the Global RM Leader helps monitor the identification and mitigation of these risks, as well as other risks across the organization as part of the broader enterprise risk management (ERM) framework. The ERM priorities are communicated to EYG member firms.

The Global RM Leader is responsible for establishing a consistent risk management framework around the globe and coordinating risk management across EY.

Member firm professionals are appointed to lead risk management initiatives (supported by other staff and professionals), including coordinating with the service lines on such matters.

Global Risk Management has placed more focus on business resiliency in business continuity planning efforts in EY. A key component of this approach is the recognition that many crises do not just "happen"; there are usually indicators of escalating factors as a crisis unfolds. This approach allows EYG member firms to begin addressing mitigation of risks while continuing to carry on "business as usual" at the very early stages of a potential business impact situation. Our process goes beyond traditional workforce life and safety issues by delving into factors that could



Independence practices

Independence practices

The EY Global Independence Policy requires EY Canada and our people to comply with the independence standards applicable to specific engagements (e.g., the IESBA Code of Ethics; the Canadian CPA Code; SEC, PCAOB rules and regulations). The EY Global Independence Policy is an example of a policy issued by EYG to enable the operation of the SQM and the performance of ISQM 1 engagements.

Failure to comply with applicable independence requirements will factor into decisions relating to a person's promotion and compensation, and may lead to other disciplinary measures, including separation from EY Canada.

EY Canada has implemented EY global applications, tools and processes to support us, our professionals and other employees in complying with independence policies.



EY Global Independence Policy

The EY Global Independence Policy contains the independence requirements for EYG member firms, professionals and other personnel. It is a robust policy predicated on the IESBA Code and supplemented by more stringent requirements in jurisdictions, where prescribed, by the local legislative body, regulator or standard-setting body. The policy also contains guidance designed to facilitate an understanding and the application of the independence rules.

EY Global Independence Policy is an example of an Intellectual resource provided by a Global Function to drive consistency in the System of Quality Management.

The EY Global Independence Policy and the Canadian Supplement to the EY Global Independence Policy set forth the requirements for EY Canada and its professionals with respect to the most common independence matters and is designed to comply with or exceed the applicable independence requirements of SEC Rule 2-01 of Regulation S-X, the PCAOB independence standards, the IESBA Code and the Canadian CPA Code.



Global Independence System

The Global Independence System (GIS) is an intranet-based tool that helps EY professionals identify the entities from which independence is required and the independence restrictions that apply. The tool

includes family-tree data relating to audit clients and their affiliates, other entities for which independence restrictions apply, and for other entities for which there are no independence restrictions. Family-tree data is updated by client-serving engagement teams. The entity data includes notations that indicate the independence rules that apply to each entity, helping our people determine the type of services that can be provided or other interests or relationships that can be entered into.

GIS is an example of a technological resource provided by a Global Function to drive consistency in the System of Quality Management.



Global Monitoring System

The Global Monitoring System (GMS) is another important global tool that assists in identifying proscribed securities and other impermissible financial interests. Professionals ranked as manager and above are required to enter details about all securities they hold, or those held by their immediate family, into the GMS. When a proscribed security is entered or if a security, they hold becomes proscribed, professionals receive a notice and are required to dispose of the security. Identified exceptions are reported through an independence incident reporting system for regulatory matters.

GMS also facilitates annual and quarterly confirmation of compliance with independence policies, as described below. GMS is an example of a technological resource made available to EYG member firms to drive consistency in the System of Quality Management.



Independence compliance

EY has established several processes and programs aimed at monitoring the compliance with independence requirements of EYG member firms and their people. These include the following activities, programs and processes.



Independence confirmation

Annually, EY Canada is included in an Area-wide process to confirm compliance with the EY Global Independence Policy and process requirements, and to report identified exceptions, if any.

All EY professionals are required to confirm compliance with the EY Global Code of Conduct at least annually. All client-facing professionals at the ranks of manager through partner, and certain others, based on role or function, are required to confirm compliance with independence policies and procedures quarterly.



Independence compliance reviews

EY conducts internal procedures to assess member firm compliance with independence matters. These reviews include aspects of compliance related to non-audit services, business relationships with the companies we audit and financial relationships of EYG member firms.



Personal independence compliance testing

Each year, the EY Global Independence team establishes a program for personal independence compliance testing (PICT), which is an audit of an individual's compliance with the requirement to report financial interests in GMS. As part of the PICT, the selected individuals will provide account statements and other documentation of their financial interests, which are then compared to information reported in GMS as of the relevant period being tested to determine if there are unreported interests. Any unreported interests are evaluated with consequences assigned as deemed appropriate. In the most recent reporting year, we tested Canadian Partners and other professionals for their compliance with our independence policies, as part of EY Canada's system of quality control.



Non-audit services

EY monitors compliance with professional standards, laws and regulations governing the provision of non-audit services to audited entities through a variety of mechanisms. These include the use of tools, such as PACE (see page 17) and the Service Offering Reference Tool (SORT) (see below), and training and required procedures completed during the performance of audits and internal inspection processes. There is also a process in place for the review and approval of certain non-audit services in advance of accepting the engagement.



Global independence learning

EY develops and deploys a variety of independence learning programs. All EY professionals and certain other personnel are required to participate in annual independence learning to help maintain independence from the companies EYG member firms' audit.

The goal is to help EY people understand their responsibilities and to enable each of them, and their member firms, to be free from interests that might be regarded as incompatible with objectivity, integrity and impartiality in serving an audit client.

The annual independence learning program covers independence requirements, focusing on recent changes to policy, as well as recurring themes and topics of importance. Timely completion of annual independence learning is required and is monitored closely.

In addition to the annual learning program, independence awareness is promoted through events and materials, including new-hire programs, milestone programs and core service line curricula.

The annual independence learning program is an example of an intellectual resource provided by a Global Function to drive consistency in the System of Quality Management.



Service Offering Reference Tool

Service Offering Reference Tool (SORT) serves as the master list of approved EY services. We assess and monitor our portfolio of services on an ongoing basis to confirm that they are permitted by professional standards, laws and regulations, and to make sure that we have the right methodologies, procedures and processes in place as new service offerings are developed. We restrict services from being provided that could present undue independence or other risks.

SORT further provides EY people with information about EY service offerings. It includes guidance on which services can be provided to entities we audit and non-audit clients, as well as independence and other risk management considerations.

SORT is an example of a technological resource made available to EYG member firms to drive consistency in the System of Quality Management.



Business Relationships Independence Data Gathering and Evaluation (BRIDGE)

EY people are required to use Business Relationships Independence Data Gathering and Evaluation (BRIDGE) tool in many circumstances to identify, evaluate and obtain advance approval of a potential business relationship with an entity we audit, thereby supporting our compliance with independence requirements.

BRIDGE is an example of a technological resource made available to EYG member firms to drive consistency in the System of Quality Management.



Audit committees and oversight of independence

We recognize the important role audit committees and similar corporate governance bodies undertake in the oversight of auditor independence. Empowered and independent audit committees perform a vital role on behalf of shareholders in protecting independence and preventing conflicts of interest. We are committed to robust and regular communication with audit committees or those charged with governance. Through the EY quality review programs, we monitor and test compliance with EY standards for audit committee communications, as well as the pre-approval of non-audit services, where applicable.

For more information, see the [EY Canada audit quality report](#).



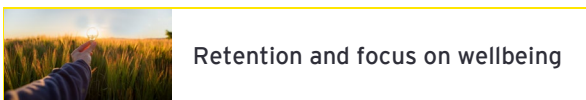
Investing in exceptional talent and continuing education

Investing in exceptional talent and continuing education



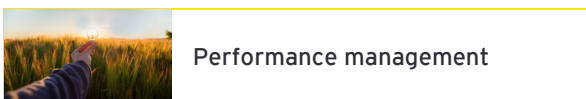
EY Canada is committed to investing in our number one asset—our talent—to help ensure we keep our promise to them, while advancing audit quality.

Talent investment needs to focus more broadly on the development of new skillsets—enabling teams to harness the full potential of new technology and bring a new lens to their work.



Retaining talent is a key contributor to the delivery of high-quality audits.

An increasingly important talent priority has been a focus on wellbeing and improving the day-to-day experience of EY people. The overarching goal is to embed a wellbeing culture through the commitment of leadership to provide the financial, physical, emotional and social support that enables EY people to be the best they can be.

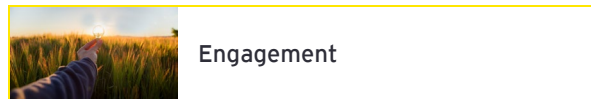


EY has a performance management framework that supports our people's careers, inspires their growth and recognizes the value they bring to EY Canada. Through ongoing feedback, counselor insights and development conversations, we can better align individuals with the EY strategy and enable a focus on the future. An individual's dashboard provides a snapshot of performance against the Transformative Leadership dimensions, including quality, risk management, technical excellence and engagement metrics. Feedback received during an annual cycle is aggregated and used as an input to compensation and reward programs.

At the centre of the framework are conversations between counselee and counselor, covering topics such as understanding diverse career paths, creating an inclusive and equitable environment and pursuing learning and new experiences. These conversations

help to identify opportunities for further development and to build future-focused skills.

The performance management framework extends to partners, executive directors and directors, and applies to all EYG member firms around the world. It reinforces the global business agenda by continuing to link performance to wider goals and values. The process includes goal setting, ongoing feedback, personal development planning and an annual performance review, all tied to partners' recognition and reward. Documenting partners' goals and performance is the cornerstone of the evaluation process. A member firm partner's goals are required to reflect various global and local priorities across six metrics, the most important one being quality.



The EY People Pulse survey is run three times per year to gather feedback on key elements that drive engagement and retention. Each survey focuses on different strategic drivers (e.g., careers, learning and skills) and includes other relevant topics.

The EY Team Experience survey is another critical element of our employee listening strategy, aimed at improving the day-to-day experience for our engagement teams. Team members provide feedback on their experience of an engagement across a variety of questions, rated on a five-point scale. This feedback provides actionable insights and pathways for tangible change at the engagement team level.

EY Assurance runs an initiative known as "Global Voices," which unites 200 high-performing junior professionals from across the world and all sub-service lines. Its purpose is to empower and engage the EYG member firms' workforces by seeking their feedback on a wide range of topics of strategic importance, to broaden leadership perspectives. Leadership teams are increasingly engaged and motivated to understand the group's perspectives on business-critical challenges like talent retention, technology and innovation, and ESG and societal impact.



The Audit Academy

The Audit Academy is EY’s global learning program for auditors. It builds auditors’ core skill sets and evolves over time—for example to complement those core skills with the new capabilities needed to support the EY Digital Audit. Every year, the content and focus of the Audit Academy is adjusted to address new technologies and strategic priorities that promote audit quality. Any changes are agreed by Assurance leadership, following recommendations from the EY Global Assurance Learning Steering Committee.

Inspection and quality review findings are reviewed regularly to assess and address root causes, and the conclusions are then fed into the Audit Academy curriculum to enhance and strengthen continual learning.

Teams can be sure that they are receiving leading-class and globally consistent core learning. Whether that involves focusing on changes in regulation, mastering emerging technologies or embedding data analytics into existing audit practices, the Audit Academy has the resources in place to support every need. Moreover, the Audit Academy encourages and empowers individuals to apply professional skepticism, think critically and deliver exceptional client service.

Post pandemic, the Audit Academy now delivers a blend of on-demand learning and simulation or case study-based learning that can be deployed either physically or virtually.



Professional development

The EY Badges program supplements our required learning program and enables professionals to gain future-focused skills including artificial intelligence, blockchain, robotic process automation, innovation and cybersecurity, as well as other capabilities that are in high demand, such as sustainability.

Our people can also earn an EY Tech MBA and/or Masters in Business Analytics and Sustainability. These are online qualifications awarded by Hult International Business School, an accredited university, that are available free of charge to all EY people.

As of 30 June 2023, EY Canada awarded 1,229 EY Badges to current audit professionals, including over 700 in in analytics and data strategy alone.

In total, during the financial year to 30 June 2023, EY Canada audit professionals undertook 200,000 hours of learning (consistent with the previous year), averaging 70 hours each.

Continuing Education (CE) is an essential aspect of our professional environment that helps ensure client serving personnel continue to learn and develop as professionals and produce quality work that is of the highest standard and value to our clients. EY Canada requires all client serving personnel complete a minimum of 120 CE credit hours over a rolling three-year period, with a minimum of 20 CE credit hours completed annually. Of these credits, 8 must cover technical subject matter annually with 48 over a rolling three-year period in order to satisfy certain criteria in accordance with EY’s Global CE Policy.

In the March 2023 EY Canada employee listening survey, 85% of respondents said that EY provides them with learning opportunities that build the skills they need to be successful and 81% said that what they are learning at EY is helping them to achieve their career aspirations.

There are also a variety of learning programs that have been developed specifically for member firm partners. These are available to all member firm partners worldwide and cover topics including Transformative Leadership, Disruptive Technology, and Sustainability. These are supplemented by high-touch, immersive programs for select groups of partners on topics such as Client Leadership and Disruptive Technology, and there are also regular learning programs on audit-specific topics such as fraud.

Where an EYG member firm audits and reviews International Financial Reporting Standards (IFRS) financial statements, relevant audit engagement team members undertake learning to become IFRS-accredited. Where non-US professionals conduct an audit of an SEC Registrant, relevant audit engagement team members undertake PCAOB, SEC and US GAAP learning based on the circumstances of the engagement.



Knowledge and internal communications

In addition to professional development and performance management, we understand the importance of providing audit engagement teams with up-to-date information to help them perform their professional responsibilities. There is significant EY investment in knowledge and communication networks to enable the rapid dissemination of information to help people collaborate and share best practices. Some EY resources and tools include:

- ▶ EY Atlas, which includes local and international accounting and auditing standards, as well as interpretive guidance
- ▶ Publications such as International GAAP, IFRS developments and illustrative financial statements

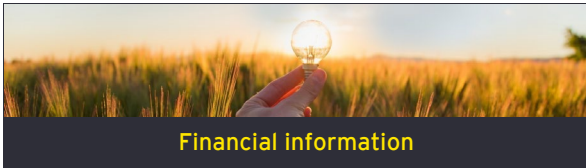
- ▶ Frequent updates covering assurance and independence policies, developments from standard-setters and regulators, as well as internal commentary thereon
- ▶ Practice alerts and webcasts, covering a range of global and country-specific matters, designed for continuous improvement in EYG member firms' Assurance practices.

For more information, see the [EY Canada audit quality report](#).



Revenue and remuneration

Revenue and remuneration

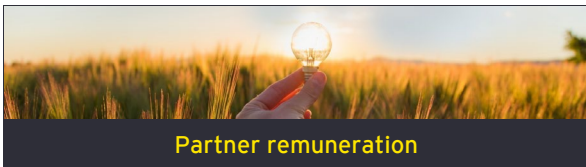


Financial information

Revenue includes expenses billed to clients, and revenue related to billings to other EYG member firms. Revenue amounts disclosed in this report include revenue from both audit and non-audit clients.

Financial information for the year ended on 30 June 2023 expressed in Canadian dollars

| Service | Revenue (in millions) | Percent |
|---|-----------------------|-------------|
| Audits and directly related services for companies we audit listed in EU | \$18 | 1% |
| Other audits and directly related services (excl clients listed in EU) | \$535 | 23% |
| Non-audit services provided to companies we audit listed in EU | \$2 | - |
| Non-audit services provided to other entities (excl clients listed in EU) | \$1,802 | 76% |
| Total revenue | \$2,357 | 100% |



Partner remuneration

Quality is at the centre of the EY strategy and is a key component of EY performance management systems. EY Canada partners are evaluated and compensated based on criteria that include specific quality and risk management indicators. Equally, when EY Canada partners do not adhere to quality standards, remedial actions are taken. These may include performance monitoring, compensation adjustment, additional training, additional supervision or reassignment—or, in instances of repeated or particularly serious non-compliance, separation from EY Canada.

EY policies prohibit evaluating and compensating lead audit engagement partners and other key audit partners on an engagement based on the sale of non-assurance services to companies they audit. This reinforces to EY partners their professional obligation to maintain independence and objectivity.

Specific quality and risk performance measures have been developed to account for:

- ▶ Providing technical excellence
- ▶ Living the EY values as demonstrated by behaviours and attitude
- ▶ Demonstrating knowledge of, and leadership in, quality and risk management
- ▶ Complying with policies and procedures
- ▶ Complying with laws, regulations and professional duties

The EY partner compensation philosophy calls for meaningfully differentiated rewards based on a partner's level of performance, as measured within the context of the performance management framework. Partners are assessed annually on their performance in delivering high-quality, exceptional client service and people engagement, alongside financial and market metrics.

We operate under a system that requires quality to be a significant consideration in a partner's overall year-end rating.

To recognize different market values for different skills and roles, and to attract and retain high-performing individuals, the following factors are also considered when we determine our partners' total reward:

- ▶ Experience
- ▶ Role and responsibility
- ▶ Long-term potential

For more information, see the [EY Canada audit quality report](#).



Appendix 1: List of PIE audit clients

Appendix 1: List of PIE audit clients



In the fiscal year that ended on 30 June 2023, EY Canada performed audits of the following EU listed PIEs:

- ▶ Canadian Imperial Bank Of Commerce
- ▶ Questerre Energy Corporation
- ▶ Hydro-Québec



Appendix 2: Approved EYG member firms

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List of approved EYG member firms in an EU or EEA (European Economic Area) member state

As of 30 June 2023, the following EYG member firms are approved to carry out statutory audits in an EU or EEA member state:

| Member state | Statutory auditor or audit firm |
|----------------|---|
| Austria | Ernst & Young Wirtschaftsprüfungsgesellschaft m.b.H. |
| Belgium | EY Assurance Services SRL |
| | EY Bedrijfsrevisoren SRL |
| | EY Europe SRL |
| Bulgaria | Ernst & Young Audit OOD |
| Croatia | Ernst & Young d.o.o. |
| Cyprus | Ernst & Young Cyprus Limited |
| | Ernst & Young |
| | Ernst & Young CEA (South) Services Ltd |
| | Ernst & Young CEA (South) Holdings Plc |
| Czech Republic | Ernst & Young Audit, s.r.o. |
| Denmark | EY Godkendt Revisionspartnerselskab |
| | EY Partnership P/S |
| | Komplementarselskabet af 1. januar 2008 A/S |
| | EY Grønland Godkendt Revisionsanpartsselskab |
| Estonia | Ernst & Young Baltic AS |
| | Baltic Network OU |
| Finland | Ernst & Young Oy |
| France | Auditex |
| | Ernst & Young Audit |
| | Ernst & Young et Autres |
| | EY & Associés |
| | Picarle et Associes |
| Germany | Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft |
| | Ernst & Young Heilbronner Treuhand-GmbH Wirtschaftsprüfungsgesellschaft |
| | EY Revision und Treuhand GmbH Wirtschaftsprüfungsgesellschaft |
| | Treuhand-Süd GmbH Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft |
| | TS GmbH Wirtschaftsprüfungsgesellschaft |
| | TS Treuhand GmbH Wirtschaftsprüfungsgesellschaft |
| | Schitag Schwäbische Treuhand GmbH Wirtschaftsprüfungsgesellschaft |
| Greece | Ernst & Young (Hellas) Certified Auditors Accountants S.A. |
| Hungary | Ernst & Young Könyvvizsgáló Korlátolt Felelősségű Társaság |
| Iceland | Ernst & Young ehf |

| Member state | Statutory auditor or audit firm |
|---------------|---|
| Ireland | Ernst & Young Chartered Accountants |
| Italy | EY S.p.A. |
| Latvia | Ernst & Young Baltic SIA |
| Liechtenstein | Ernst & Young AG, Basel |
| | Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Stuttgart, Germany |
| | Ernst & Young AG, Vaduz |
| Lithuania | Ernst & Young Baltic UAB |
| Luxembourg | Ernst & Young Luxembourg S.A. |
| | EYL Luxembourg |
| | Ernst & Young S.A. |
| Malta | Ernst & Young Malta Limited |
| Netherlands | Ernst & Young Accountants LLP |
| Norway | Ernst & Young AS |
| Poland | Ernst & Young Audyt Polska sp. z o.o. |
| | Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością Finance sp. k |
| | Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością Doradztwo Podatkowe sp. k. |
| | Ernst & Young Audyt Polska spółka z ograniczoną odpowiedzialnością sp. k. |
| | Ernst & Young Usługi Finansowe Audyt sp. z o.o. |
| Portugal | Ernst & Young Audit & Associados–SROC, S.A. |
| Romania | Ernst & Young Assurance Services SRL |
| | Ernst & Young Support Services SRL |
| Slovakia | Ernst & Young Slovakia, spol. s r.o. |
| Slovenia | Ernst & Young d.o.o. |
| Spain | ATD Auditores Sector Público, S.L.U |
| | Ernst & Young S.L. |
| Sweden | Ernst & Young AB |

Total revenue for the year ended on 30 June 2023 for these EYG member firms, resulting from statutory audits of annual and consolidated financial statements was approximately € 2.6 billion.

EY | Building a better working world

EY exists to build a better working world, helping create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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