



Shape the future
with confidence

EY Ireland
**Transparency
Report 2024**
Volume 1



The better the question. The better the answer. The better the world works.

01

LEADERSHIP MESSAGES

- 1. Our EY Ireland leaders
- 2. FY24 Highlights
- 3. Foreword from Frank O’Keeffe, Managing Partner
- 4. Reflections from Mike McKerr, Chairperson
- 5. Message from Roger Wallace, Assurance Lead

02

TRUST IN AUDIT

- 1. Building Trust and Confidence
- 2. Ensuring Quality
- 3. Sustainable Audit Quality
- 4. EY Ireland Audit Quality Board (AQB)
- 5. Audit Quality Review (AQR)
- 6. Managing Our Risks

03

WHO WE ARE

- 1. Across Our Practice Areas
- 2. Spotlight on AI and Data
- 3. Assurance
- 4. Tax and Law
- 5. Strategy and Transactions (SaT)
- 6. Consulting
- 7. Financial Services
- 8. EY Private
- 9. EY Entrepreneur of the Year™
- 10. Our Island of Ireland Office Presence

04

OUR PEOPLE AND OUR ENVIRONMENT

- 1. Our People
- 2. The EY Global Code of Conduct
- 3. Creating the Workforce of the Future
- 4. Developing our People
- 5. Creating Exceptional Experiences
- 6. Attracting the Best Talent
- 7. Shaping our Culture
- 8. EY Ireland DE&I Networks
- 9. Putting Equity into Practice
- 10. The Power of the Collective
- 11. Environmental Sustainability



1

LEADERSHIP MESSAGES



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

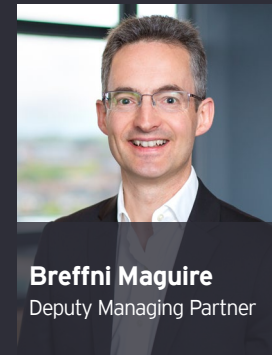
Our EY Ireland leaders

Our leadership team leads our island of Ireland business with a united vision, a cohesive strategy and a commitment to excellence, setting the highest standards for themselves and for all of our teams to strive for.

Together, we are dedicated to fostering an inclusive, collaborative environment that embraces diversity and unique perspectives, and to cultivating a workplace where every individual feels deeply valued so that they can thrive and deliver exceptional outcomes for our clients to help them embrace opportunities and navigate challenges, so that they can shape the future with confidence.



Frank O’Keeffe
Managing Partner



Breffni Maguire
Deputy Managing Partner



Barry McCarthy
Consulting Lead



Graham Reid
Tax and Law Lead & Head of Markets



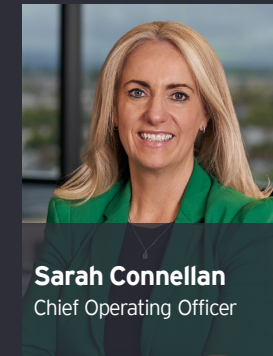
Roger Wallace
Assurance Lead



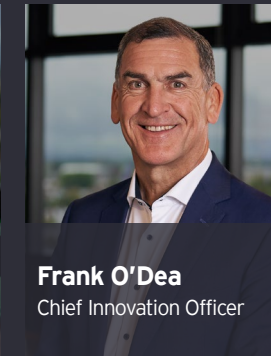
Luke Charleton
Strategy and Transactions Lead



Colin Ryan
Financial Services Lead



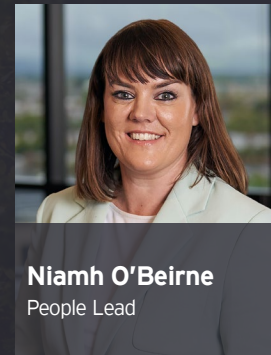
Sarah Connellan
Chief Operating Officer



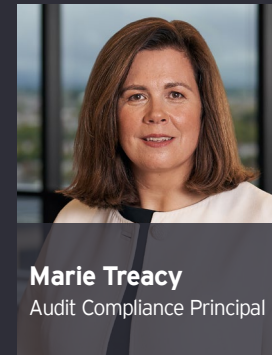
Frank O’Dea
Chief Innovation Officer



Carol Murphy
Chief Risk Officer



Niamh O’Beirne
People Lead



Marie Treacy
Audit Compliance Principal



Suzanne Tucker
General Counsel



John McCormack
Financial Services Assurance Lead



Ian Venner
Country Ethics & Independence Partner

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

EY Ireland FY24 highlights

REPUBLIC OF IRELAND (ROI)

ROI revenue

€727m



+10% Growth

Audit Quality

9th year

Entered the 9th year of our Sustainable Audit Quality Programme

Charitable donations

€570k

ROI headcount for FY24

4,237



49% Female

51% Male

ISLAND OF IRELAND (IOI)

#1

IOI revenue

€772m

of the Big Four for IOI Revenue

Investment in firm education and learning

€6m

Promoting entrepreneurship

27 Years

EY Entrepreneur Of The Year™



EY Entrepreneur Of The Year™

Prominent Sports & Arts Sponsorship

Ulster Rugby

Hockey Ireland

UCD Rugby

Ballet Ireland



IOI Headcount
5,196

49% Female

51% Male

1,415

New hires FY24

FY24 promotions/progressions

1,804



49% Female

51% Male

7

New Equity Partners announced on 1 July 2024

153

Total Equity Partners across IOI on 1 July 2024

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Foreword

from Frank O’Keeffe, Managing Partner, EY Ireland

Welcome to the EY Ireland 2024 Transparency Report

Here in EY Ireland we are incredibly proud of the work we do to serve our clients, our people and the communities we have the privilege to live and work in. Our clients continue to navigate incredible complexity every day – economic, political, social, technological and environmental – making forward planning more difficult than it has been for some time. And yet in the midst of such uncertainty, they continue to display remarkable resilience and innovation.

In EY Ireland, we recognise the critical role of transformative technologies such as Artificial Intelligence (AI) in driving the next wave of digital transformation. Today our clients are focused on areas such as the responsible use of AI, how to balance regulation and innovation and how to ensure data integrity throughout their organisations.

As we move at pace with our clients to unlock the full potential of AI we are investing heavily in our own capabilities to amplify human potential and to reshape the way we work.

Importantly, as we chart our course through the AI landscape, we remain committed to ethical practices and transparency, privacy, risk and responsible use of data

are watchwords for EY Ireland. For our clients, we're their trusted partners, with them every step of the way so they can navigate their AI journey confidently.

For our business I’m delighted that we are continuing to grow and that we have maintained our position as the Number 1 Professional Services provider on the island of Ireland. That we have delivered sustained performance across our four service lines (Tax & Law, Assurance, Consulting and Strategy & Transactions) despite a more challenging market this year, is testament to our world class teams and our brilliant clients.

Of course, our people are what set us apart in the market. Our clients know we are truly dedicated to providing a world class service to them and to the communities we serve.

As a proudly people-focused organisation, we were very pleased in FY24 to welcome more than 1,415 talented, driven and highly skilled people to our firm. We now have 102 different nationalities working in EY Ireland each bringing their own unique traits and perspectives as they help us deliver on our purpose of Building a Better Working World.



Frank O’Keeffe
Managing Partner, EY Ireland



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

We are committed to addressing gender balance at all levels of the organisation and accelerating diversity in leadership positions. Our ambition is to achieve and maintain 50/50 gender parity up to level 5 (Director) and 35% female representation in our partnership. Our long-term goal is to attain these targets in both our leadership team and partner population as quickly as possible and we will be publishing our 2024 gender pay gap report later this year.

Having a positive impact on the communities we serve remains core to EY Ireland. This year, EY is embarking on a new global strategy, All In, that embraces togetherness, inclusiveness and collaboration to ensure that EY’s globally integrated multi-disciplinary network continues to lead through a rapidly evolving technology driven era.

This is not just a business strategy but an attitude that celebrates partnership and cooperation in an increasingly complex world. We are All In together as we strive to achieve purposeful growth and to deliver exceptional outcomes for all of our clients while we shape the future with confidence.

Please [get in touch with me](#) if you have any questions or feedback on EY Ireland’s business.

Best regards

Frank O’Keeffe | Managing Partner, EY Ireland



Fanad Lighthouse, County Donegal



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Reflections

from Mike McKerr, Chairperson, EY Ireland

Reflecting on the past 12 months, I am filled with an immense sense of pride at the actions we are taking to Build a Better Working World for all.

As Chairperson of EY Ireland, I am privileged to witness first-hand the exceptional work of our dedicated teams across the island of Ireland for a broad and varied portfolio of clients. Over the past year EY Ireland has continued to adapt to the ever-changing demands of the professional landscape, harnessing innovative new technologies while keeping our core mission in sharp focus - delivering meaningful value to our clients, our people, and the communities we serve.

Our leadership team and every one of our 5,100+ people across the island of Ireland has embraced a new ambition this year: to be the #1 for clients, people, and society. For our clients, we achieve this through service excellence, insightful assessments, and a deep understanding of capital markets and global economies. For our talented and diverse workforce - with over 100 nationalities working at EY Ireland - we provide the supports, mentorships and access to technology to enable them to thrive.

For society, we seek to make a meaningful impact through our commitment to sustainability and the EY Carbon agenda, and by championing initiatives such as the EY4All Employment programme including the Refugee Access Programme and the Trinity Centre for

People with Intellectual Disability, as well as our volunteer and pro bono work. We also support our local communities through our continued sponsorship of the Irish Hockey League, Ballet Ireland and the Cork Neptune Basketball Club’s Inclusion team. The EY Entrepreneur of the Year™ programme, now in its 27th year here in Ireland, celebrates and champions Irish innovation, drives employment, and supports economic activity across the island of Ireland. These initiatives and ambitions continue to be central to our strategy for FY25 and beyond.

I look forward to another successful year in my role as Chairperson and remain as committed and as engaged as ever to support the EY Ireland Leadership team and EY Ireland as we move forward together, going All In on the next stage of growth.

Best regards

Mike McKerr | Chairperson, EY Ireland



Mike McKerr

Chairperson, EY Ireland



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O’Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Message

from Roger Wallace | Assurance Lead, EY Ireland

Quality. Trust. Confidence. Assurance.
These are the objectives we strive for in everything we do for our clients at EY Ireland.

This report is my first as Assurance Lead for EY Ireland, and as I look back at the last year, I am proud of the exceptional work we have delivered for our clients and broader stakeholders.

In a rapidly-changing business landscape, the comprehensive, high-quality, and insightful Assurance services that we provide to our clients are more important than ever. Our high standards are critical to building trust, transparency and confidence in businesses and capital markets throughout the country and internationally while also serving the broader public interest.

At the core of EY Ireland’s unwavering commitment to higher-quality audits is our focus on evolving our Assurance service delivery model. Our model focuses on investing in the best and brightest talent at every level, maximising the use of data and technology including harnessing new technology opportunities and simplifying and innovating our processes to create enhanced experiences for both our clients and our own people; the result is increased stakeholder trust and sustainable, long-term value creation for society overall.

Our EY Ireland Assurance team comprises Audit, Financial Accounting Advisory Services (FAAS), Data Analytics and AI, Climate Change and Sustainability Services (CCaSS) and Forensic & Integrity Services (FIS). EY Ireland remains focused on investing and developing state-of-the-art digital platforms and analytical tools that drive deeper insights for our clients and sharpen our focus on audit risk.

As technology continues to evolve rapidly, we are equipping our teams with the skills and competencies to harness its power and potential. Whether in generative AI, business intelligence, or robotic process automation, our Assurance teams are continuing to upskill, to enable them to deliver for our clients. Recognising the transformative power of AI - and generative AI in particular - we're committed to bringing even more expertise to these technologies for enhanced individual performance, team collaboration, and client success. Ensuring trust and confidence in the Large Language Models (LLMs) that underpin generative AI chatbots or the other applications that we will seamlessly integrate into our lives and organisations will be key - and is something that we do each and every day in our Assurance practice.



Roger Wallace

Assurance Lead, EY Ireland



01 LEADERSHIP MESSAGES

Our EY Ireland leaders

EY Ireland FY24 Highlights

Foreword from Frank O'Keeffe, Managing Partner

Reflections from Mike McKerr, Chairperson

Message from Roger Wallace, Assurance Lead

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

With expectations and reporting mandates around sustainability increasing year-on-year, our CCaSS team continues to remain at the forefront of the climate change and sustainability reporting landscape. Sustainability reporting can evolve into a strategic advantage by going beyond compliance and integrating sustainability into the broader business strategy.

EY Ireland continues to take the necessary steps to build trust and confidence and ensure consistently high-quality audits. This includes investing significantly in our digital services. Our EY Digital Audit supports the delivery of high-quality audits through a better focus on risks of material misstatement and audit evidence to respond to those risks.

Quality continues to be a fundamental strategic objective for EY Ireland and is embedded as one of our six global performance metrics for all partners across all service lines. The EY Ireland Audit Quality Board is a key pillar in our governance structure, and continues to oversee all matters relating to audit quality. It meets formally and receives regular updates on our Sustainable Audit Quality programme, our Audit Quality Support Team (AQST), the results of internal and external reviews and related root cause analyses, resourcing, audit transformation activities, Global Audit Methodology (GAM) updates as well as our dashboard of quality measures.

As ever, full adherence to regulations remains fundamental to everything we do in EY Ireland. We continue to interact and meet frequently with the Irish Auditing and Accounting Supervisory Authority (IAASA) and the Professional Standards Department of Chartered Accountants Ireland (PSD) and engage proactively with them at all times.

Our FY24 Transparency Report provides an overview of our achievements, as well as more detailed information on our goals and objectives at EY Ireland, and our continuing efforts to Build a Better Working World. Please [get in touch with me](#) if you have any questions or feedback.

Best regards,

Roger Wallace | Assurance Lead, EY Ireland



TRUST IN AUDIT





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

Building Trust and Confidence

Ensuring Quality

Sustainable Audit Quality

EY Ireland Audit Quality Board (AQB)

Audit Quality Review (AQR)

Managing Our Risks

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Building Trust and Confidence

EY Ireland’s contribution to enhanced trust and confidence in financial reporting in the capital markets is to consistently deliver high-quality audits.

With its audit services, EY Ireland furthers the public interest, by targeting the stakeholders’ need for trust and confidence in capital markets. Informed utilisation of digital platforms and communication pathways makes the process smooth and comprehensive, giving leading-edge insight.

The EY Digital Audit, the specific term for this suite of tools and processes, includes the latest and most efficient data capture and a data-driven, end-to-end, audit approach.

EY Ireland continues to deploy our greatest asset in delivering quality and building trust: our people. The winning combination of these individuals and the use of leading technologies and advanced data analytics means we can both prioritise the public interest and continue Building a Better Working World.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

Building Trust and Confidence

Ensuring Quality

Sustainable Audit Quality

EY Ireland Audit Quality Board (AQB)

Audit Quality Review (AQR)

Managing Our Risks

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Ensuring Quality

Quality continues to be a fundamental strategic objective for EY Ireland; it is embedded as one of our six global performance metrics for all partners across all service lines.

We meet frequently with our regulators, IAASA and the PSD; at all times our engagement with them is open and positive, as we value their important oversight role for the firm.

We also meet with government departments and policymakers to discuss our sector, emerging trends, and opportunities to advance the quality of the audit profession, and EY Ireland's role.



Convention Centre, Dublin

Sustainable Audit Quality

Our work is based on the primacy of quality at all times. This is central to our responsibility to provide confidence in the capital markets, which is reflected in our Sustainable Audit Quality (SAQ) programme. SAQ remains the highest priority for our Assurance practice.

SAQ establishes a strong governance structure that empowers EY Ireland to provide high-quality audits. It is implemented locally, but coordinated and overseen globally. The word "sustainable" in SAQ indicates that this is not a short-term initiative, but a continual process of improvement. Key to the success of our SAQ programme is the strong commitment of EY Ireland's leadership to investing in, and delivering, the fruits of this initiative.

Further information on our Sustainable Audit Quality programme is available in our Transparency Report - Volume 2.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

Building Trust and Confidence

Ensuring Quality

Sustainable Audit Quality

EY Ireland Audit Quality Board (AQB)

Audit Quality Review (AQR)

Managing Our Risks

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

EY Ireland Audit Quality Board (AQB)

The EY Ireland AQB, established in 2016 as a permanent aspect of our governance structure, continues to oversee all matters relating to audit quality; it also sets the agenda for the local SAQ programme. Our Assurance Lead chairs the AQB, and members include the Quality Enablement Leader, the Country Ethics & Independence Leader, and our Audit Compliance Principal. It meets formally on a quarterly basis with monthly touchpoints. The AQB receives regular updates on aspects of our SAQ programme, such as scope and progress of AQST coaching, internal and external review results, status of action plans in response to root cause analysis and a dashboard of audit quality indicators.

During our FY24, the AQB considered and agreed actions on a wide range of topics, including our engagement coaching programmes, the progress of implementation plans in response to revised standards including

ISA (Ireland) 600 and those in relation to CSRD, and the development and content of EY Ireland training events.

The AQB oversees a number of global and local audit quality initiatives, including:

- ▶ The Milestones Project Management Programme, which helps engagement teams keep a steady course throughout the audit.
- ▶ Our Audit Quality Service Team (AQST) initiative, which involves a dedicated team of experienced auditors, brought together to perform real-time, in-depth, independent reviews of a sample of audits for each audit cycle. These AQST reviews enhance the quality of both the audit under review and other audits on which team members apply the lessons learned. They offer input to our learning and development programme for the rest of the audit service line, including identifying common themes and examples of good practice.

Audit Quality Review (AQR)

AQR is a global programme which includes a review of a sample of audit engagements. This complements external practice-monitoring and other oversight activities, such as inspection programmes carried out by audit regulators.

During EY Ireland's FY24 AQR inspection, 100% of engagements reviewed were rated as having no significant findings or deficiencies. This compares to 93% of engagements reviewed in 2023 rated as having no significant findings or deficiencies. Where findings are deemed to be material, a root cause analysis is undertaken, and a remediation action plan prepared to identify suitable actions to improve audit quality across our practice.

Lessons learnt from the findings are also built into future training.

Further details can be found in Volume 2 of our Transparency Report.



Fanad head, Donegal



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

Building Trust and Confidence

Ensuring Quality

Sustainable Audit Quality

EY Ireland Audit Quality Board (AQB)

Audit Quality Review (AQR)

Managing Our Risks

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Managing Our Risks

An essential way to manage risk and serve the public interest is to enhance the quality of all EY Ireland services. This includes and goes beyond the SAQ programme.

A key ongoing activity in 2024 is the evolution of our System of Quality Management following the implementation in 2023 of International Standard of Quality Management (ISQM) 1, which requires a proactive and risk-based approach to managing quality.

Our Chief Risk Officer (CRO) for EY Ireland, Colette Devey, was appointed on 1 July 2024 replacing Carol Murphy who held the role until 30 June 2024. The CRO is responsible for overseeing EY Ireland's risk assessment and management processes, in addition to supporting EY Ireland's operation of its System of Quality Management as required by ISQM1.

We meet the ongoing challenge of managing risk by investment in recruiting, training, and retaining highly qualified people in different disciplines across all our service lines. EY Ireland also invests in strong quality functions such as our Professional Practice Group, Financial Reporting Group, the SAQ programme team, the Regulatory and Independence Group, and the System of Quality Management team. These functions advise, support, and empower our people, and implement quality initiatives to a consistently high standard.

Our Risk Management team works with all parts of EY Ireland to help us identify, assess, monitor, and manage risk and foster responsible growth.

We provide coordinated advice and assistance to our engagement teams on independence, policy, business continuity, conflicts of interest, risk management and compliance, security, ethics, and other key risk matters.

Independence is an integral part of the EY Code of Conduct. Each of us is responsible for our own personal independence and that of EY Ireland. We take our personal financial interests in the context of EY Ireland's relationships with our clients very seriously.

A suite of policies exist which inform our operating procedures and controls, each of which help and support our business with the appropriate level of risk mitigation and management.

In this transformative age, in which business and individuals rely heavily on technology and data, our data protection and information security frameworks are fundamental to ensuring that we are actively managing and monitoring these risks. In FY24, we have evolved our assessment of the data and technology risks relating to the adoption of AI.

We protect information assets, personal data and client information, throughout creation, transmission and storage, in accordance with the requirements of all applicable laws, regulations and professional standards.

Poolbeg Lighthouse, Dublin





EY

3

WHO
WE
ARE



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

Across Our PRACTICE AREAS

Throughout our history, EY Ireland has stood as a bastion of informed, careful and responsible practice in audits and the advice we give our clients. Partnering with them to seize opportunities, always mindful of ethics and the social as well as business environment, we give all of our attention, intelligence and experience. In FY24 we have enhanced our skilful deployment of the latest tools from technology and social advances to attain our goals and those of the individuals and businesses we serve. AI has vast potential, and we are moving swiftly though carefully to make the most of generative AI, the metaverse, the Internet of Things, quantum computing and others. Every generation has its challenges, but it's hard to think of a richer but more delicate time than the one we now encounter, with 5G fuelling lightning-fast transactions. Our thinking has to keep up to speed. Informed by our research into leadership and cybersecurity, we are well placed to demonstrate behaviour and give the best advice in this burgeoning area.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

Spotlight on AI and Data

With the advent of innovative technologies, businesses can unlock deep insights from their data, enabling them to anticipate market trends, personalise customer experiences, and streamline processes. This technological edge allows companies to not only react swiftly to dynamic market conditions but also to proactively shape their strategies to lead the market, driving growth and profitability in an increasingly data-driven world.

Artificial Intelligence

Generative AI, or AI in general, has been disrupting traditional business models and paving the way for a new era of innovation. As organisations grapple with the rapid pace of technological advancement, EY Ireland has been helping numerous clients embrace the transformative potential of AI. Recognising the critical role of AI in driving the next wave of digital transformation, EY Ireland has strategically positioned itself to lead from the front.

The launch of EY.ai and EYQ in October 2023 is a testament to this commitment, signifying a major milestone in the journey towards a smarter, more connected world, where AI amplifies human potential and reshapes the way we live and work. EY.ai brings together an AI ecosystem encompassing a range of business, technological, and academic capabilities in AI. This includes leading-edge alliances with some of the world's most innovative organisations that are defining the future of AI, while EYQ, a conversational AI assistant has been enabling EY Ireland people to harness Large Language Model (LLM) capabilities within a secure environment.

The 2024 EY Ireland Tech Leaders Outlook Survey released in May concluded that the majority of organisations are showing strong interest in the transformative potential of AI. However, this interest is not converting into action, with more than 6 in 10 (62%) saying they are not yet investing in AI technologies and do not have an AI related strategy in place. EY Ireland is proactively stepping in to bridge the gap between interest and action in AI adoption.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

Through a panel of expert guidance and demonstration, EY Ireland is committed to helping organisations realise the value of AI. In doing so, EY Ireland has adopted and embraced a set of responsible AI principles that act as a guiding framework for the development and use of AI.

As EY Ireland continues to lead the charge in integrating AI into the fabric of business operations, the commitment to these principles ensures that the deployment of AI technologies is not only innovative but also ethical and sustainable. By setting a standard for responsible AI, EY Ireland is not just transforming businesses; it is shaping a future where technology serves humanity with accountability and integrity. The journey towards an AI-augmented world is filled with opportunities and challenges, but with EY Ireland's guidance, organisations can navigate this landscape with confidence, unlocking new possibilities for growth, efficiency, and societal benefit. This is the vision that EY Ireland upholds—a world where AI is a force for good, driving progress and prosperity for all.

A global network of EY Data & AI capabilities at your fingertips

AI plays a critical role in our everyday lives, often without us even realising it. Alexa customises the morning news, Spotify suggests what songs to listen to with its Discover Weekly soundtrack, Netflix recommends what content to watch, Fitbit encourages the morning walk, and Ring notifies you someone is approaching the door. We use AI in our lives with little thought but high expectations.

The last 12 months have also seen this shift happening in the workplace. Encouraged and enabled by the launch of ChatGPT-4, companies are investing to deliver AI enabled use cases that transform their customer and internal processes.

EY Ireland's wavespace AI Lab, established in 2022, provides an innovative environment and ability to understand, shape, prototype and plan how this transformational technology can deliver value to organisations. The AI Lab also has an enterprise partnership with ADAPT, Ireland's AI collaboration across eight universities and centred in Trinity College Dublin, which provides us access to ground-breaking research and leading academics.

Over 40 clients, from sectors including government, health, financial services, life sciences, consumer goods and foods and utilities, have now visited the AI Lab for a customised innovation workshop.

The EY Ireland AI Lab is also the European Hub for Digital Manufacturing with a specific focus on life sciences and dedicated set of AI assets. We recently welcomed three separate global Life Sciences clients to our Dublin AI Lab for related innovation sessions.

Furthermore, we recently welcomed the Irish Society for the Prevention of Cruelty to Children to the AI Lab to help them reflect on both the opportunities and risks associated with AI. This has helped increase their overall organisational awareness and started to shape key areas of focus.

EY Ireland's wavespace programme is a key example of how we are pushing the technology, but always seeing it in context of responsible use. There our top technology people test the best practice, utilising in-person, hybrid, virtual and metaverse events.

And as ever, Building a Better Working World.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



Technology, Data Platform and Cloud Services

Data and analytics have become core assets for most businesses. They are now transitioning to become data centric, accelerated by modern cloud platforms which are backed by robust security measures. Irish businesses are undergoing a pivotal transformation, transitioning to data-centric models propelled by modern cloud platforms and underpinned by stringent security measures. As they strive for greater efficiency and an increased market share amidst fierce competition, the overhaul of existing technology and data infrastructures has become an urgent priority.

Data is now recognised as the strategic currency of the digital age, with shared data intelligence and insights unlocking the true value of operational, customer, and market data. Organisations that fail to embrace this currency will find themselves at a disadvantage, unable

to compete with their more advanced counterparts who can swiftly adapt to changing market conditions and evolving customer needs and behaviours.

EY Ireland has been helping clients leverage this competitive advantage by enabling technological platforms that are built to seamlessly support the exponential growth in data volume. By ensuring high standards of data governance are in place, organisations are now able to manage the availability, integrity and security of data as well as to control its usage.

By adopting a cloud first strategy, EY Ireland has helped clients navigate the complexities of cloud services and enabled them to capitalise on advancements for a more streamlined and cost-effective IT infrastructure. Cloud strategies need to be dynamic and subject to ongoing change. Through a network of strong vendor relationships, cross-service line teaming, and global

capabilities, EY Ireland has worked with clients on their overall transformative journey through:

- ▶ Strategy definition and business case development.
- ▶ Current state analysis and future state technology assessment and gap analysis.
- ▶ Strategic application platform rationalisation (i.e., buy/build/retire/outsource).
- ▶ System implementation, integration, testing and benefits realisation.

It is imperative for organisations to embark on the journey by effectively harnessing the power of technology to simplify, rationalise and centralise operations, clearing the way to improve efficiency and extend capabilities using data as the medium.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



Salthill, Galway

ASSURANCE

Audit

Core to our unwavering commitment to high-quality audits is EY Ireland's focus on evolving our Assurance service delivery model. Our aim is for EY Ireland to thrive in an ever-changing business landscape while providing a differentiated and insightful Assurance service that fully complies with regulatory benchmarks.

Our Assurance service delivery model transformation (SDMT) initiative focuses on investing in talent, maximising use of data and technology, and simplifying and innovating our processes. Through these we are creating enhanced experiences for both our clients and our own people; the result is increased stakeholder trust and sustainable, long-term value creation for society overall.

Financial Accounting & Advisory Services (FAAS)

EY Ireland FAAS empowers financial leaders - CFOs, controllers, treasurers, and audit committees - with insight and services tailored to navigate the complex landscape of regulatory compliance, financial and non-financial

reporting requirements. Our comprehensive suite of services includes accounting and reporting, transaction accounting, finance optimisation, treasury, and corporate governance solutions, all designed to help businesses adapt to dynamic market conditions. Leveraging innovative data analytics, AI, and technological advancements, we offer support to instil confidence in financial strategies.

Our Treasury function is a leader in enhancing the evolving role of corporate treasurers. By actively collaborating with more than 250 experts worldwide we harness a collective treasury knowledge for the benefit of our clients to achieve top-tier treasury architecture. Our team provides specialised knowledge and expertise from a global network of professionals, allowing treasurers to improve resource optimisation and integration with business operations. EY Ireland's approach promises a transformation in Treasury performance and its role in organisational strategy.

Our team's unique combination of technical accounting knowledge, treasury acumen, and advisory expertise strengthens board confidence, fostering trust and transparency among a broader range of stakeholders.

Climate Change and Sustainability Services (CCaSS) team

Globally, the CCaSS practice comprises approximately 4,000+ sustainability professionals with deep technical knowledge, experience and expertise, and is a recognised market leader for sustainability services, with a 20+ year legacy. As a rapidly growing service line, we take pride in being a trusted cross-sector advisor and a contributing member to leading global sustainability organisations and standard setters.

At EY Ireland, our growing CCaSS team supports our clients as they navigate their environmental, social and governance (ESG) strategies and reporting compliance. Our specialist team support clients through both the challenges and opportunities that sustainability brings. Our team brings together professionals with experience in engineering, science, business, finance, and operations, with a deep understanding of specific policy and regulatory requirements. Together, with our other service lines, we support clients at every stage of their sustainability campaign.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



River Suir Bridge, Waterford

TAX AND LAW

Ireland continues to be extremely attractive to foreign multinationals given its predictable legal and business regime, stable political environment, availability to talent, English speaking population, access to the euro-zone, all helped by a supportive tax regime. These attributes have underpinned Ireland's attractiveness as a location to invest in the aftermath of Brexit.

US multinationals, and increasingly investors from other countries, find the attributes that Ireland offers very appealing and many of these companies are long term investors and continue to invest into Ireland.

The seismic shift in the international tax environment will undoubtedly continue to be felt through the remainder of 2024 and beyond as the OECD and EU Pillar Two reforms become "real" and corporates and investors adjust to the new regime. Ireland having signed up the Pillar Two 15% Global Minimum tax rate will have an important role for many corporates and investors in this new regime.

Technology, including AI, will play a key role in the changing tax environment as its adoption becomes more

widespread and provides the solutions to gathering and assessing the vast amount of financial and non-financial data that will be needed to prepare the new tax returns and to meet the new tax compliance requirements.

The increasing focus and proliferation of technology and AI heralds a transformative era for businesses and EY Ireland Tax & Law is embracing and driving forward the use of technology solutions and AI to deliver enhanced and new services.

For businesses, AI including generative AI offers unprecedented opportunities for efficiency gains, data analysis, and customer engagement, enabling personalised services at scale. However, it also poses risks such as ethical concerns, data privacy issues and worries of job displacement, all of which require careful navigation over the coming years including aligning with new legal requirements.

These new requirements create onerous obligations on businesses and include the EU AI Act which came into force in August 2024. The EU AI Act creates a

harmonised legal framework for the regulation of certain types of AI systems and general-purpose AI models for the first time. As the AI Act marks a new era of digital governance, the second Network and Information Security Directive ("NIS2") sets a new standard for cybersecurity resilience in the public and private sector from October 2024. EY Ireland's Tax and Law business is well placed to support businesses navigate through this evolving complex and onerous legal and tax environment.

Law continues to grow at an accelerated pace and to match this growth we have made significant investment in our Law business hiring two market leading Corporate M&A partners and building out the strength and depth of our practice areas. With the expertise that we now have within the Law team, and increased M&A market activity we are seeing opportunity not only for Law itself but also for Law in collaboration with other EY Ireland businesses such as the wider Tax business, Tech Consulting, Strategy, People Advisory Services and Corporate Finance.



Cork City



STRATEGY AND TRANSACTIONS (SaT)

01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

Our Strategy and Transactions (SaT) team guides our clients in identifying, understanding and embracing business complexity, at any and all stages of their journey, to help position them for the future. Our highly experienced and skilled teams based in Ireland leverage our global capabilities, tools and knowledge to develop and drive corporate strategy, capital allocation and transaction execution, all the while focused on long-term value creation for the clients who choose to work with us.

Despite a challenging global environment for transactions, our team has thrived, and we have helped our clients take advantage of opportunities, whether in investment, divestment or simply steadying the ship. We have invested globally in technologies to support solution delivery. This means we can offer deeper insights, strengthen execution and provide a seamless delivery to help our clients make better decisions and achieve maximum growth.

These technologies include a significant focus on Spotlight on AI and Data analytics, for example, we have embedded the use of analytics tools across our teams in all services. We take pride in this differentiator, which offers our clients new and unique ways to unlock value.

This extends to the provision of non-financial services such as cyber/IT diligence, where investment in sectoral experts has taken our market offering to a new level in an area now fundamental to corporate strategy.

Our Turnaround & Restructuring Strategy team, a cornerstone of the SaT offering since inception, provides sound and practical guidance for our clients in times of need, including distressed advisory and corporate restructuring.

The Government and Infrastructure team has further strengthened across the island and is now firmly embedded in the Irish government advisory market.

Our Strategy and Debt Advisory teams have really grown in size and scale. Having dedicated valuations, modelling and economics capability in our regional offices as well as in Dublin has resulted in significant recognition of the depth of SaT expertise.

Our Corporate Finance teams have been involved in multiple landmark Irish transactions, leading from the front in bringing global recognition to our top Irish companies. They have been particularly successful

in the technology sector, where our reputation has grown as a market-leading dealmaker. The Transaction Strategy Execution team has also successfully advised Irish companies in their quests for global expansion. The dedicated Transaction Diligence team continues to service local and global clients through curated and owned relationships.

Our success was recognised through involvement in six award-winning deals at the recent Finance Dublin awards. The Transaction Diligence team was awarded Due Diligence team of the year at the Irish Investor Awards.

We were proud to host the global final of the EY NextGen programme in Dublin, focused on identifying and nurturing future transaction advisory women leaders among the world's undergraduate population. Our local SaT team is firmly committed to leading in promoting diversity, including gender, in our teams and in the SaT community globally. This is highlighted through our engagement with EY's Entrepreneurial Winning Women programme, where we provide mentors from among our team to challenge and inspire the country's leading women business owners and founders.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



Harp bridge, Dublin

CONSULTING

The nature of work is changing fast. Clients are continuously challenged by the evolving working world to adopt new behaviours – to be more innovative, more agile, and more collaborative. Making these adjustments put organisations on a path to prosperous and more sustainable growth.

Our workforce across Technology Consulting, Business Consulting, People Consulting and Risk Consulting, is the driving force behind major, high profile transformation programmes in Ireland today. Whether in the Energy sector, Health, Central Government, Consumer Products & Retail or Life Sciences, we bring the best of our global network to deliver world-class transformative programmes of change to our clients.

During FY24 we supported our National Health System in the development of their Digital Health Strategic Implementation Roadmap to Digitise the provision of patient care. This will have a transformative impact on how health care is delivered to all citizens on the island

of Ireland. EY Ireland is supporting the programme with Strategic Technology Leadership, Programme and Project Management, Business Design, Organisational Design, Change and Training expertise.

We continue to support a range of Energy and Utility clients in their drive toward a net zero footprint, across the island of Ireland. One of these is the national Smart Metering programme, where we brought a full-stack technology, people, and business consulting service to support the continued successful rollout (over 1.7 million meters installed).

In FY24 we invested in Sustainability Consulting services to assist our clients in how they can meet the Corporate Sustainability requirements. Our Supply Chain & Operations team have been complemented by our Digital Manufacturing team working with Global Life Sciences, and food manufacturing firms on the deployment of digital capabilities across their manufacturing sites while integrating emerging technologies (MES, sensors, AR/VR,

EY Ireland Consulting delivers innovative solutions that enable our clients to realise transformations that place humans at the centre, deploy technology at speed and innovation at scale. Clients seek our help in navigating their way to delivering long-term value.

predictive analytics) to improve yield, minimise production downtime, and improve overall equipment effectiveness.

We are also leading the way in terms of supporting Advanced Manufacturing Clients to drive improvements in their Capacity & Demand Planning at Manufacturing Sites in Ireland and globally supporting inventory management, warehouse optimisation and bringing leading Supply Chain Technology tools to our clients.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



Grand Canal Dock, Dublin

FINANCIAL SERVICES

Developing Purpose-Led FS Solutions

About Financial Services (FS)

EY Ireland's FS practice is part of an integrated team of approximately 19,000 professionals dedicated to financial services located across 15 markets in Europe, the Middle East, India, and Africa (EMEIA).

Our Presence in Ireland

Located in Dublin, Galway, and Cork, we have expanded our headcount by 54% over the past three years, with more than 1,000 professionals, including 62 partners, providing core services across Assurance, Tax, Consulting and SaT. Over the coming years, we will continue to nurture these core businesses, the foundation of our practice.

Launch of our Global Sustainable Finance Innovation Hub

Financial Services has a critical role to play in accelerating efforts of governments, businesses and households in meeting environmental, social, and governance (ESG) ambitions. Recognising the importance of the role Financial Services plays we launched our FS specific, SME led Sustainable Finance Innovation Hub in Dublin in FY24.

The creation of the Dublin hub will see our sustainable finance team more than triple in size. Another 40 specialists skilled in all aspects of ESG can support our clients and markets to deliver the latest thinking and advice on ESG reporting.

Our Purpose

The financial services industry plays an important and positive role in Ireland. It contributes significantly to economic prosperity, creating thousands of jobs and attracting international investment. It touches all our lives by creating access to finance, insurance and savings and retirement options. This platform of financial stability has been an enabler of new opportunities for people and businesses alike. Our vision for EY Ireland's Financial Services practice is clear: we want to build the #1 financial services practice – one that is stronger, innovative, inclusive and sustainable. Ireland is a recognised Global Centre of Excellence for financial services, and we are committed to building upon and sustaining this position.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

Collaborating with External Stakeholders to Build a Better FS Ireland:

Recognising the collective expertise of EY Ireland Financial Services, as part of the EY Global Financial Services organisation, and the significant role we hold in Ireland, we are dedicated to sharing our knowledge and working collaboratively with a wide range of industry bodies, working groups, and NGOs to create a positive impact on people, clients, and local communities.

Over the past 12 months, our initiatives have included:

- ▶ Sponsoring annual member events for Insurance Ireland, Irish Funds, Irish Association of Investment Managers (IAIM) and Banking Payments Federation Ireland (BPFI).
- ▶ Supporting the activities of Irish Funds' charity BasisPoint.
- ▶ Organising a hackathon with the Gardaí and industry members to develop solutions for combating human trafficking.
- ▶ Collaborating with Insurance Ireland on its sustainability agenda.
- ▶ Partnering with member firms in the funds industry to develop future female leaders through the Triple FS programme.
- ▶ Participating Member of 100 Women in Finance.
- ▶ Actively participating in important government led consultations including the Funds Sector 2030 Review.

Building a Better Financial Services Ireland - Accelerate to Elevate

is the title of our FY24 research programme which we believe will support the growth of Ireland's financial services industry. Using a framework focused on Technological Infrastructure & Innovation, Demographics & Labour Supply, Cross-Border Business & Trade Environment, Macroeconomic Fundamentals & Policy, and Regulatory & Legal Framework, we will provide a comprehensive view of what most influences the growth of global financial services centres. Through the course of interviews, surveys, and round-table sessions with industry stakeholders, we will present actionable insights to support our industry's ambitions.

In summary, our Financial Services practice is dedicated to driving innovation, fostering sustainable growth, and maintaining a strong, inclusive financial services industry in Ireland.



The financial services sector plays a central role in the transition to a more sustainable future.



Colin Ryan

EY Ireland Financial Services Lead

Forty foot, Sandycove, Dublin



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

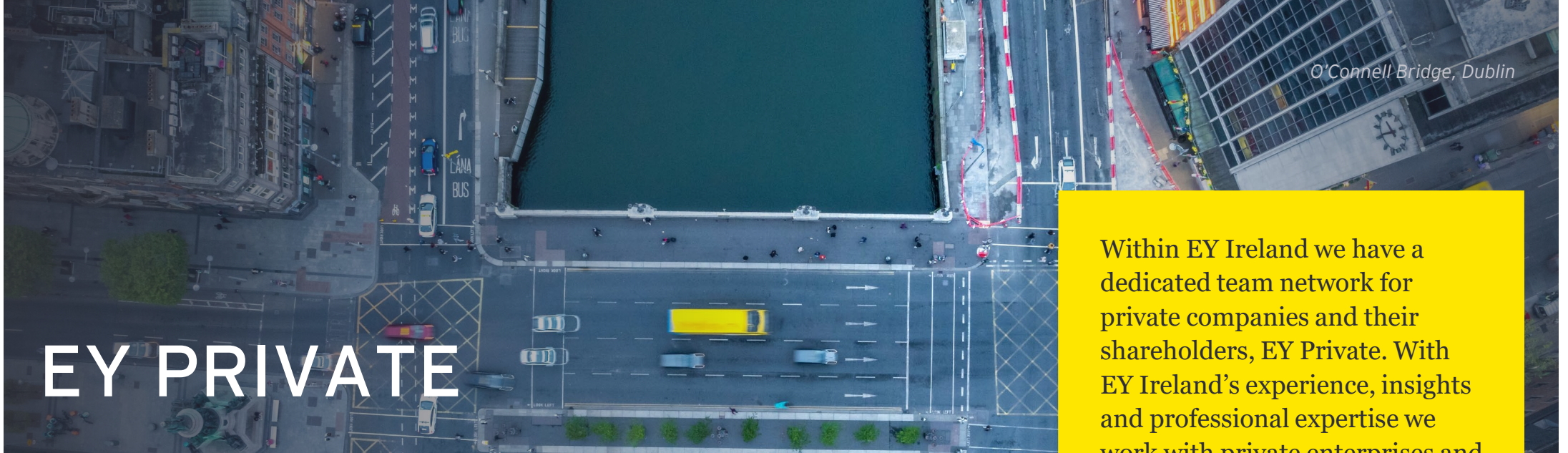
Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



Our EY Private partner-led multi-disciplinary teams work with clients to help them formulate and execute strategies for growth and success. Wherever a business is in its life cycle, our dedicated team of EY Private specialists bring tailored solutions to the business and its shareholders across a broad range of areas including tax, law, consulting, audit and transaction advisory. EY Ireland has an unrivalled track record of advising and supporting the world's leading private businesses, from Silicon Valley to multi-generational family businesses, to our best-in-class EY Entrepreneur Of The Year™ programme.

This team of over 20 partners across six offices and a number of service lines, led by Roger Wallace, brings the full strength and breadth of our Irish and global practices for private business and entrepreneurs across the island of Ireland. Our experts provide a comprehensive suite of services to private businesses, their owners, entrepreneurs, C-suite executives, and the sources of private capital that fund their ambitions. EY Private's

dedicated specialist advisers have extensive experience in working with some of Ireland's largest family business and can help them to navigate the unique challenges faced by family-owned companies.

EY Private spans our full practice, supporting private companies across Assurance, Tax, M&A and Transaction Advisory, as well as critical specialisations in Strategy, Law, Sustainability, Data Analytics & AI, Cyber Risk, and Technology Consulting. We also serve private individuals, including families and their family offices, particularly with Tax and Legal services, offering an end-to-end service.

Indeed, a significant number of EY Ireland clients are private. Whether a start-up or a multinational market leader, private clients of EY Ireland enjoy the right combination of professionals who will match the unique needs of the business and its owners.

Within EY Ireland we have a dedicated team network for private companies and their shareholders, EY Private. With EY Ireland's experience, insights and professional expertise we work with private enterprises and their shareholders to navigate the challenges facing their business.

EY Ireland has a long history of working alongside the world's largest, most ambitious, and fast-growing private entrepreneurial businesses. We use all our skills and experience to support and accelerate their journey to market leadership.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

EY ENTREPRENEUR OF THE YEAR™: Supporting Entrepreneurs

Promoting confidence, growth & global scaling amongst an unrivalled network of entrepreneurs across the island of Ireland.

Now in its 27th year, the EY Entrepreneur Of The Year™ programme continues to go from strength to strength. The quality of businesses entered remains breathtaking. It is a source of great pride that the EY Entrepreneur Of The Year™ programme on this island is considered a stand-out in our global network. This is a testament to the excellent business leaders who have participated in this programme over the 27 years of its existence and who continue to give their time and energy so generously to the programme.

Our alumni community comprises more than 650 entrepreneurs representing some of the greatest business minds of Ireland.

Collectively these employ more than 250,000 people and generate revenues of more than €25 billion annually - they really are the life blood of our economy. Entrepreneurs from emerging, established, and international businesses operate across all industry sectors from the Republic of Ireland and Northern Ireland.

Through their exploration of new technologies, sciences, applications and markets, Ireland's entrepreneurs provide innovative answers and solutions to today's greatest challenges. They are often pioneers within their respective industries, both in Ireland and across global markets.

They forge their own unique trails to enable their companies, people, and the wider economy to reach new heights. Entrepreneurs are the bedrock of innovation and employment right across Ireland. They take risks, innovate, and create.

The 2024 EY Entrepreneur of The Year™ once again recognises and celebrates these fearless innovators and pioneers who constantly push boundaries, disrupt industries, and create successful, impactful businesses, all the while carving a unique path for others to follow. They are curious, courageous, solution-driven individuals who possess a unique ability to overcome any obstacle.

Their resilience, dogged perseverance and unbreakable resolve is nothing short of inspirational to all of us who have the privilege to know and support them on their journey.

The categories in our EY Entrepreneur of The Year™ programme apply across all sectors on the island of Ireland. Ventures range from fast-growing entrepreneurial businesses and established international groups to long-standing family enterprises. Our Sustainability Award, which recognises the critical importance of innovation and leadership in meeting sustainability challenges, was introduced to the EY Entrepreneur of The Year™ Ireland programme in 2022. This award is presented to the finalist whose business is making the biggest contribution towards environmental sustainability.



CEO Retreat, Cape Town



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT

The EY Entrepreneur of The Year™ team displays the energy and drive responsible for the EY Entrepreneur of The Year™ programme. Each year, we hold 20-plus annual events for our alumni and finalists, including an investment initiative, Pitch Perfect, which offers alumni the opportunity to invest in each other's businesses. We have also established strong links with the governments in both ROI and NI. The social impact of our programme is significant; we encourage and champion female entrepreneurship and, through our annual female forum, address the issues that matter most to female entrepreneurs.

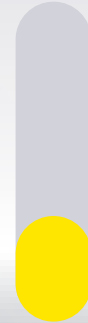
Additionally, we support our alumni through various initiatives, including charitable fundraising and Irish Rugby Football Union (IRFU) mentorship.

The highlight of our annual calendar is a CEO Retreat and in May 2024 we travelled to Cape Town, South Africa with over 100 entrepreneurs, Irish media, Enterprise Ireland and Invest Northern Ireland for a week of executive learning, networking, and cultural experiences. This unofficial trade mission undoubtedly expanded business ties between Ireland and South Africa and forged many new business relationships and friendships amongst the travelling party.



CEO Retreat delegation visit to Philippi Village Project

650+
Alumni across
27 years



33%
EOY alumni
co-investment

250,000+
Total EOY alumni
employment in
Ireland & NI



75%
Alumni do business
with one another



Being selected as a finalist for the EY Entrepreneur Of The Year™ programme was such an honour. Winning my category and the overall award was a dream come true.

Sam Moffett

EOY 2023 Overall Winner

CEO and Founder Moffett Automated Storage





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

Across Our Practice Areas

Spotlight on AI and Data

Assurance

Tax and Law

Strategy and Transactions (SaT)

Consulting

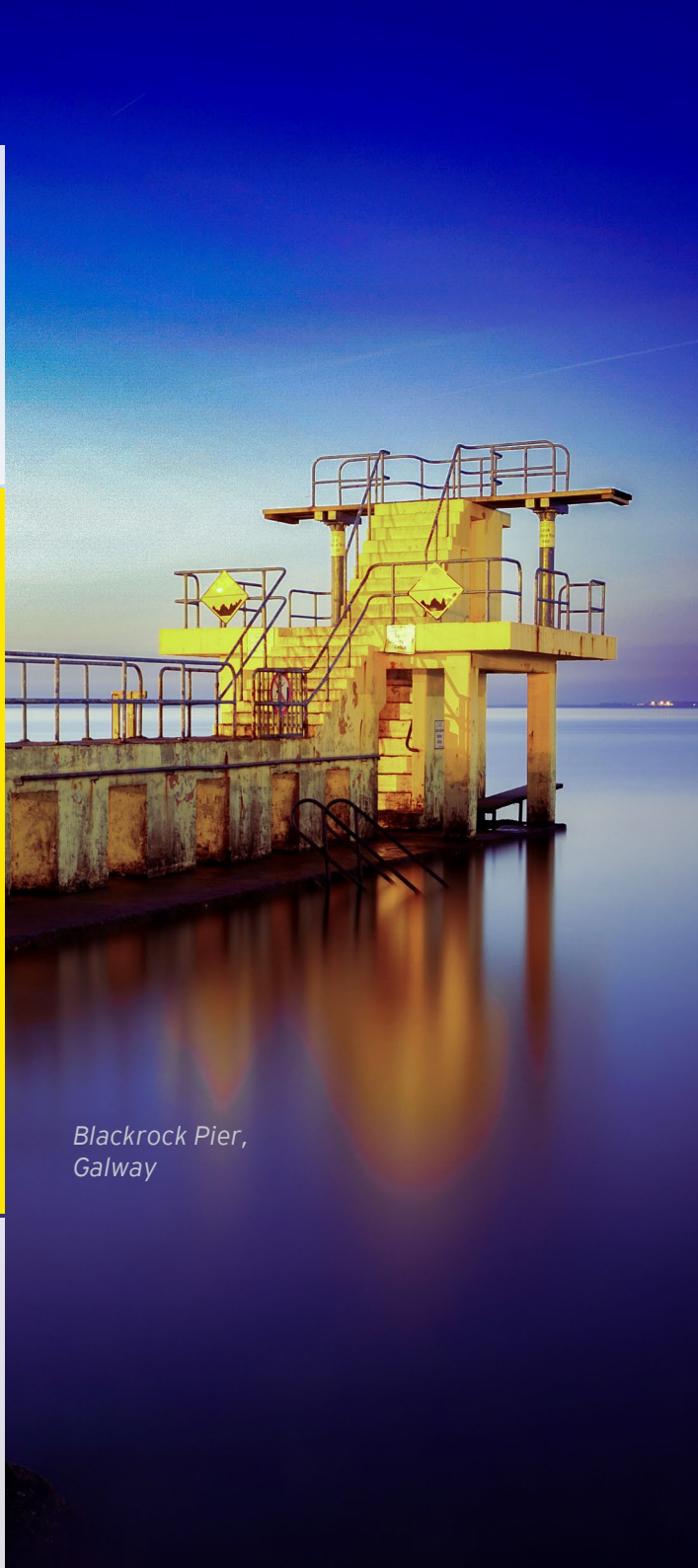
Financial Services

EY Private

EY Entrepreneur of the Year™

Our Island of Ireland Office Presence

04 OUR PEOPLE AND OUR ENVIRONMENT



*Blackrock Pier,
Galway*

Our island of Ireland office network is core to EY's purpose of Building a Better Working World

For EY Ireland, our regional presence is central to EY's ambition of Building a Better Working World. Over recent years, we have significantly expanded our footprint outside Dublin and Belfast, by investing in partners, people, new capabilities and service offerings across the island's regions.

Our Dublin office is a thriving centre of innovation and world class teaming where our clients and teams routinely gather to tackle complex issues together.

With 3,472 people we offer a full suite of client services from our Dublin offices across Tax & Law, Strategy & Transactions, Assurance and Consulting. Our AI labs and our wavespace immersive facilities are where we team with our clients to rethink the future.

In 2026 we will be moving to our new state of the art Dublin HQ in Wilton Park to accommodate our growing business and to super charge our client facilities. It is a unique landmark development setting the standard for sustainable offices of the future and we can't wait to share it with our people and our clients.

Our EY Ireland regional practice also continues to thrive alongside the fast-growing economies of Cork, Galway, Waterford and Limerick and the surrounding areas. Our regional offering now spans the full range of EY Ireland's professional services including Assurance, Consulting, Tax, Law, Corporate Finance and Strategy. We also host a National Pensions and a National Accounting Compliance and Reporting Centre of Excellence and possess a rapidly growing footprint in the areas of AI, Data Analytics and Life Sciences.

With 900 people our regional practice has witnessed remarkable growth in headcount over recent years having doubled in size since 2018. Thanks to increased client demand in the region we have exciting growth plans as we continue to invest in the talent and technology required in today's dynamic marketplace.

Our EY Northern Ireland practice has also experienced strong growth in recent years as clients continue to turn to us in record numbers to help them with their most complex and strategic problems. Last year we announced 1,000 new jobs in Belfast as part of our commitment to ensuring that we continue to have the best talent encompassing a diverse range of skillsets and specialisms to meet the changing needs of our great clients.

“

I am very proud to take on the incredible opportunity to lead EY Ireland's Cork office, as we look to build on the transformational success of recent years and chart a course for the next phase of growth for the practice, our clients and our community.



Ronan Murray

EY Cork Managing Partner





4

OUR PEOPLE
AND
ENVIRONMENT



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Our People Focused on a Common Purpose

At EY Ireland, our purpose is Building a Better Working World. In a world where people are continually navigating transformative change, our purpose acts as our North Star - providing the context and meaning for the work we do every day.

We believe a better working world is one where economic growth is sustainable and inclusive, and we work continuously to improve the quality of services, investing in innovation and in our EY Ireland people and culture.

We pride ourselves on creating an exceptional employee experience that places people at the heart of everything we do. We encourage diverse perspectives, combined with an inclusive culture to drive better decision-making and stimulate innovation. Through the EY Transformative Leadership Model, we are nurturing the next generation of leaders, equipped with the skills necessary to be adaptive and resilient in a disruptive world.

We harness AI to support, upskill and augment EY Ireland professionals to boost productivity, enrich our roles and deliver a better career experience. This gives EY Ireland people the time and headspace for more critical thinking and creativity - asking the right questions, instead of searching for better answers.

We are proud to work with others to use our knowledge, skills and experience to help create long-term value and positive change for EY Ireland clients, people and society.



The EY Global Code of Conduct

Our purpose is clear – to Build a Better Working World.

An essential guide in our behaviour as we work towards this is the EY Code of Conduct. This gives all our people support and direction in how we carry out our daily business lives.

- ▶ We aspire to deliver quality in everything we do to help build trust and confidence in economies the world over.
- ▶ We behave according to the principles contained in the Code.
- ▶ We promote and support the Code in our day-to-day business activities, through both personal leadership and business practice.
- ▶ We encourage consultation and the seeking of advice, as appropriate, from the resources available to assist in the application of the Code.
- ▶ We understand that deviations from, or violations of, the Code are unacceptable and that we must speak up whenever we are aware of such behaviour.
- ▶ EY does not permit retaliation of any kind for good faith reports of perceived illegal or unethical behaviour.
- ▶ We acknowledge that breaches of the Code may result in disciplinary action, up to and including termination of employment.
- ▶ We affirm our understanding of the principles contained in the Code and our commitment to abide by them.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability



Creating the Workforce of the Future

AI Learning

At EY Ireland, we have adapted quickly to the AI revolution. Recognising the transformative power of AI and generative AI, we're reshaping how we do things, harnessing these new technologies for enhanced individual performance, team collaboration, and client success.

At EY Ireland, we are embracing the unprecedented efficiencies that generative AI and Machine Learning can offer in our daily lives.

To equip and encourage our people on their journeys, we launched the AI @ EY Learning Series in April 2024. The aim of the series is to provide comprehensive AI awareness in this ever-changing landscape.

We are conscious that we are not all in the same place on our journey, and therefore we designed the series across three levels, addressing 3 pivotal skillsets:

- 1. AI Baseline:** Grasping AI fundamentals to demystify the technology, with a focus on EYQ (EY's own purpose built LLM) and prompt engineering.
- 2. AI Fluency:** Applying AI insights directly to our work, enhancing quality and innovation.
- 3. AI Go-to-Market:** Empowering clients to unlock AI's potential, driving their digital transformation.

To accommodate diverse learning styles, we offer a blend of online modules, interactive workshops, and dedicated EY AI Badges, each tailored to different proficiency levels. EY Badges aim to equip our people with future focused skills by offering learning opportunities that significantly enhance their professional journeys.

In FY24, 60 new badges were unveiled spanning the key areas of Technology, Business, and Leadership, available at Bronze, Silver, Gold, and Platinum levels. The adaptable design of the Badge programme is crucial to its success, as it allows people to select a learning option that aligns with their client engagements.

As we chart our course through the AI landscape, we remain committed to ethical practices and transparency. Our proactive learning strategy not only keeps EY Ireland at the forefront of AI adoption but also ensures that we're shaping a future where technology amplifies human potential, fosters trust, and creates a **Better Working World**.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Developing our People

The People Strategy

EY Ireland's People Strategy is about attracting, engaging and retaining world class people with the right skills, values and leadership mindset to bring our strategy to life every day. It aims to create an exceptional people proposition and position EY Ireland as the number one choice in this regard. This strategy is based on five core pillars, with a deep focus on Diversity, Equity, and Inclusion (DE&I).

EY Ireland is committed to providing an exceptional, purposeful, and motivating career experience for its employees. The strategy includes a relentless focus on development with a future-proofed, market-relevant emphasis. Efforts have been made to simplify recruitment and make the promotion process more transparent. Additionally, the strategy ensures high-calibre and consistent career counselling.

The introduction of new, globally-aligned categories to EY's performance management model LEAD have been implemented to provide a clearer and more comprehensive framework for evaluating performance and fostering career conversations. More than 600 counsellors have been trained to fully engage with these new categories that will shape future performance discussions.

Overall, the career pillar is a testament to EY Ireland's dedication to creating a supportive environment where employees can grow and thrive, aligning with our ambition to be the top choice for talent by providing a robust platform for career progression and development.



LinkedIn Top 25 Companies Award

EY Ireland has been recognised as **#9 in the top 25 companies** in Ireland for career growth, according to [LinkedIn's Top Companies list](#) for 2024. This prestigious list serves as a resource for professionals seeking to advance their careers in dynamic and supportive work environments. EY Ireland's inclusion in this list reflects its commitment to employee development and its robust career advancement opportunities.

The recognition by LinkedIn is a testament to EY Ireland's investment in its people and its ability to create an environment where employees can thrive and build successful careers. EY Ireland's ranking among the top companies in Ireland is a clear indication of its success in setting its workforce up for advancement and success in the ever-evolving business world.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Learning Hub

Earlier in 2024, EY Ireland unveiled a significant addition to its Dublin office with the opening of the Learning Hub, a dedicated space, specifically designed to enhance the professional development of our employees. The Learning Hub demonstrates EY Ireland's dedication to lifelong learning and the professional growth of its employees, emphasising EY Ireland's investment in nurturing their skills and knowledge.

The Learning Hub is strategically placed away from the buzz of daily office activities, providing a focused environment where attendees can immerse themselves in learning without the usual workplace distractions. This separation is crucial in helping individuals maintain a productive mindset, so they can optimise their learning experience.

The versatility of the Learning Hub is one of its most notable features. The space has been thoughtfully designed to accommodate a diverse range of learning methodologies. Whether it's traditional lectures, interactive workshops, collaborative teaming events, or even social

gatherings, the Learning Hub can be tailored to suit the specific needs of each session, ensuring that learning is not only effective but also personalised.

Since its inception, the Learning Hub has hosted an array of events, including leadership training sessions, technical assurance and tax training, induction programmes for summer interns and graduates, as well as initiatives focused on diversity, equity, and inclusion. Moreover, the space has proven to be a valuable asset for cultural activities, as evidenced by its use by the EY Ireland Choir. The Learning Hub has quickly become a central point for growth, collaboration, and the sharing of knowledge within EY Ireland.

The Summer Academy

We are delighted to bring together colleagues from our Audit practice for our annual flagship event, bringing together everyone from Audit Seniors to Partners for an immersive learning experience. Spanning two days, the event comprises five separate sessions: four in the iconic Aviva Stadium and one in Cork and is attended by approximately 800 of our Audit colleagues.

The Academy is a collaborative in-person event, focused on updating our people on changes to EY's global audit methodologies while also providing an opportunity to focus our minds on assurance leadership priorities for the year ahead. Each session is facilitated by subject matter experts from within our business, offering opportunities for face-to-face learning, knowledge exchange and networking.

Feedback from these sessions highlights the value of the Academy, with participants noting that the skills gained, and connections made are directly relevant to their work. In addition, the feedback reminds us of the value of bringing people together face-to-face.

There is no doubt that the Summer Academy provides a vital opportunity for professional growth, reinforcing the leadership and technical skills required in today's fast-evolving audit landscape.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Creating Exceptional Experiences

Wellbeing, Recognition, Sports & Social

Employee wellbeing is a critical component of organisational vitality, and EY Ireland fully recognises its role as a fundamental driver of success. EY Ireland is committed to creating a supportive work environment and in FY24 delivered a suite of initiatives designed to improve the physical, mental, financial, and emotional wellness of its employees.

Mental health is a key element of EY Ireland's wellbeing strategy. EY Ireland has introduced substantial measures to offer mental health awareness training to its employees. These initiatives are crafted to provide staff with the ability to detect mental health issues in themselves and their peers, as well as access to the necessary support services. This year this commitment is bolstered by the availability of around 45 First Aid Mental Health Employees, who are specially trained to provide guidance and assistance.

Physical and social wellbeing are also central to EY Ireland's approach. EY Ireland encourages an active lifestyle by providing gym memberships and wellbeing seminars and workshops. In FY24 our sports and social clubs further developed as a fundamental part of our culture, featuring a wide range of activities such as book and board game clubs, relays, hiking, soccer, padel tennis, and cycling. These clubs play a crucial role in fostering a sense of community and belonging, enhancing the social wellbeing of our team.

Financial health was yet another area of focus for EY Ireland this year. Recognising the profound impact financial stress can have on an individual's overall health, EY Ireland launched a Financial Wellbeing programme. This initiative offers financial education and tailored advice through webinars and one-on-one consultations. The aim is to equip employees with the tools to make informed financial choices for themselves and their families, leading to a greater sense of security and wellbeing.

To reinforce our wellbeing pillars, in FY24 we initiated a '12 Days of Benefits' campaign during November and December, showcasing our extensive benefits offerings. The campaign included health assessments, bike maintenance services, mental health training, pension information sessions, a financial wellbeing webinar, insights into our health insurance options, a spotlight on the power of recognition through our Applause platform, and a celebration of our sports and social clubs. The campaign concluded with the distribution of Clevercards vouchers in January as a gesture of gratitude for our employees' outstanding dedication and hard work.

EY Ireland's dedication to wellbeing is proactive and responsive, constantly adapting to meet the evolving needs of our employees. We actively engage with our staff to gather feedback and refine our wellbeing initiatives, ensuring they are effective and relevant for our valued team members.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Attracting the Best Talent

Student Recruitment

At EY Ireland we search out those who share our commitment to success, to an excellent client experience, and Building a Better Working World. To maintain this quality of human talent we focus on the next generation.

In FY24, EY Ireland was nominated in nine categories at the annual GradIreland Industry Awards for Excellence in Early Talent & Graduate Recruitment. This reflected our ranking as one of the top employers in Ireland. Out of the nine categories, EY Ireland won three bronze awards for Best Student Marketing Campaign, Best Graduate Training and Development Programme and Sustainability in Early Talent Recruitment. On top of this, EY Ireland has also been nominated for the Graduate Employer of the Year award at the 2024 Workplace Excellence Awards.

EY Ireland is consistently ranked amongst the top employers in Ireland by Students (Universum 2023) and have ascended two places to eighth in Ireland, in the “employer of choice” rankings among business and economics students.

In the past EY Ireland received Gold (Best Student Marketing Campaign) in four consecutive years; Silver (Best Innovation on Campus); Silver (Best Training and Development Programme); and Bronze (Best Internship programme).

However, we are acknowledged number one for our university and on-campus recruitment efforts by students in the Cybil 2024 report, which surveys trends

and tastes in graduate recruitment, for our careers stand at job fairs.

EY Ireland was also rated third for the best student careers website and fifth for the best promotional content for 2024.

As well as promoting excellence in our external student attraction efforts, we also ensure an exceptional employee experience by our early talent programmes such as the EY Ireland Summer Internship and Work Placement programmes.

We are always seeking new ways to attract and retain student talent through campus engagement and early ID programmes. This way we maintain a focus on building an exceptional workforce that will become EY Ireland’s leaders of the future.

This year we are looking for exceptional students. These will work in traditional service lines of Tax, Assurance, Consulting and Strategy and Transactions, but also new areas of growth within the business such as Climate Change as a Sustainability Service, Data Analytics, AI, EY Law and Technology.

EY Ireland is consistently **ranked amongst the top employers** in Ireland by Students (Universum 2023) and has ascended two places to eighth in Ireland, in the “employer of choice” rankings among business and economics students.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability



Shaping our Culture

Employee Listening

The EY People Pulse Survey which runs three times per year testifies to our culture of listening and continuous improvement. It ensures that employee feedback is not just collected but is integral to guiding EY Ireland's path forward, as an essential component of EY Ireland's people strategy. This ongoing dialogue gives the organisation a greater understanding of what makes the workforce tick, gauging morale, satisfaction, and engagement.

The survey focuses on employee wellbeing and exceptional experience, key strategic topics such as Transformative Leadership, Reward, Sustainability, and Diversity, Equity & Inclusion, while also delving into spotlight items such as remote working, wellbeing, tools and technology, risk management, and the role of the office in the employee's experience. The survey ensures that every employee's voice is heard and valued, while remaining anonymous and confidential.

The survey's data can reveal strengths we build upon, but equally important is exposure of emerging challenges and difficulties facing our workforce. Fruits of the survey allow EY Ireland to stay responsive to employees' needs. Data we harvest drives change by informing initiatives that improve the work environment and culture, leading to meaningful enhancements of policies, training, and communication.

In H2 FY24 we also undertook a firm-wide culture review using EY Ireland's Culture Fitness Diagnostic Survey and a series of focus groups. This allowed EY Ireland to take a deeper and holistic view of our current culture and experiences across the workforce, and will inform our People Strategy in FY25 and beyond.

Focus on Feedback

In FY24, as part of our ongoing efforts to shape our culture, we introduced new learning modules that emphasise the importance of giving and receiving timely feedback. We believe this quality is fundamental to a positive and effective work environment, promoting transparency, continuous improvement, and increased employee morale.

Providing prompt feedback enables employees to quickly comprehend the impact of their actions and adjust their behaviour accordingly. This rapid response helps prevent minor issues from escalating and ensures that positive behaviours are immediately reinforced, encouraging their recurrence.

To support our employees in developing this critical skill, we focused on Feedback, Radical Candour and Challenging Conversations during our spring/summer Counselling Family Trees (CFT) sessions. CFTs operate across EY Ireland, offering an inclusive environment where individuals can feel part of a cohesive team and build stronger connections.



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

- Our People
- The EY Global Code of Conduct
- Creating the Workforce of the Future
- Developing our People
- Creating Exceptional Experiences
- Attracting the Best Talent
- Shaping our Culture
- EY Ireland DE&I Networks**
- Putting Equity into Practice
- The Power of the Collective
- Environmental Sustainability

EY Ireland DE&I Networks A Beacon of Inclusion and Diversity

We take immense pride in our team of **5,196 exceptional individuals, hailing from 102 different nationalities**, each bringing their unique traits and perspectives.

Our employee-driven EY Ireland Networks are instrumental in nurturing an environment where every colleague feels like an integral part of EY.

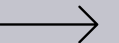
Through a series of DE&I events, these networks provide dynamic opportunities for our employees to honour and exhibit the rich tapestry of cultures, heritages, and personal identities that make up EY Ireland.



Diversity, equity, and inclusion are the bedrock of EY Ireland's culture.

Highlighting Inclusivity and Diversity

Our DE&I Networks are key in championing a culture of inclusivity, celebrating the diverse fabric of our workforce, and offering unwavering support to our community and colleagues. Our pulse data consistently shows that there is a strong positive correlation between the level of active employee engagement with DE&I networks and their overall exceptional experience rating. Our network membership has grown significantly over the last year. Here are some of their impactful endeavours over FY24:





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability



Ability Network

The Ability Network aims to build a more disability confident EY Ireland. In December, we marked International Day of Persons with Disabilities by taking part in the #PurpleLightUp Campaign, and by running a webinar with the inspirational Dr Sinead Kane. Dr Kane has 5% vision, and has among many achievements completed the World Marathon Challenge, which is 7 marathons on 7 continents within 7 days. The Ability Network also supported the launch of the EY4ALL playbook in partnership with the Trinity Centre for People with Intellectual Disabilities (TCPID). It was a fantastic event with many colleagues, over 70 clients, the graduates, and the then Minister for Education Simon Harris. The network also marked World Down Syndrome Day in March, supporting the #LotsofSocks national campaign. The network wrapped up FY24 with their Transition to Employment workshops for the new group of students graduating from TCPID. This programme eases fears and manages expectations of students leaving academia and transitioning into meaningful employment.



I have been the Co-Chair of the Ability Network for a number of years. I am proud to be part of a group that works to create a sense of community and support for all employees. The Network's aim is to remove barriers to inclusion affecting existing employees and future candidates.



Cora Milligan
Co-chair



International Network

The International Network aims to create a platform where colleagues can be more open-minded, integrated, and inclusive. This year's events included South African Heritage Day, a Diwali celebration, Thanksgiving lunch, Pakistan Cultural Day, a Philippines cultural celebration and their flagship event during Cultural Diversity month in May which was a Seanchóiche. A Seanchóiche is an Irish tradition that goes beyond storytelling. It's a cultural practice where oral stories captivate and connect us all. Each Seanchóiche is focused on a central theme. The theme of our Storytelling night was Belonging - a word that embodies inclusivity and acceptance.

Members also hosted an immigration and visa clinic, monthly new joiner coffee connects and worked with the Mental Health Network to run an event on socialisation and integration in a new country. The network was also involved in launching the Cultural Connector programme in partnership with onboarding and the DE&I team.



Being part of the International Network has provided me with an opportunity to integrate into the wider EY Ireland community. By being a network lead - I have found a place where I can live my purpose to create opportunities for others to connect, belong and flourish.



Jani McNally
Co-chair





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability



Mental Health Network

The Mental Health Network aims to create an environment where people feel safe to talk openly about their mental health. This year, the network demonstrated its commitment to mental health through key fundraising campaigns, including raising over €19,000 for Movember. The network also organised a 'Blue Mondays' talk with Brian Pennie and a digital detox webinar during Stress Awareness Month, prioritising mental health and resilience.



In the Mental Health Network, we're all about keeping the conversation going to shake off the stigma of mental health issues at work. No matter how big or small, every step we take towards a more open and supportive environment for mental health chats makes a greater sense of belonging at EY Ireland.



Lewis Murphy
Co-chair



Family Network

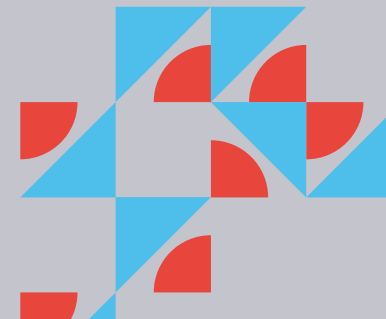
The Family Network aims to foster support, networking, and advocacy for all families, building strong connections among colleagues. Understanding the importance of family and inclusivity, the Family Network partnered with Unity, our LGBTQIA+ Network, and BelongTo to support LGBTQIA+ children, creating a safe and supportive environment for diverse families. The network also organised a 'kids in the office' day, bringing together over 135 children and 102 staff and parents across three offices, fostering a family-friendly workplace. The network also took part in the Dublin Pride event in June which was a resounding success.



My reason for joining Family Network was to get a sense of belonging not only for myself but for my family as well. They now feel part of the EY Ireland Family after attending the Family Network event in the Dublin office in April – seeing smiles on the faces of all the people attending makes me happy.



Nishant Agrawal
Co-chair





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability



Unity Network

The Unity Network achieved a remarkable 57% increase in membership since April 2023, reflecting the growing commitment to LGBTQIA+ inclusion within EY Ireland. The network launched Transgender Identity, Expression, and Transition Guidelines, which led them to be shortlisted as a finalist in the National Diversity and Inclusion awards. They also provided Trans101 training to over 210 senior managers and members, enhancing understanding and support for our transgender colleagues. This year saw 7 people in IOI highlighted at the UK&I Unity Awards recognising leaders and allies helping to drive LGBTQIA+ inclusiveness. As always, Dublin Pride was a major event, with more than 100 colleagues taking part. They also raised more than €2,100 for designated charity partner, BelongTo Youth Services.

“

Joining the Unity Network has been an uplifting experience, where I can feel confident and supported to be myself at work. I have been inspired and motivated to push further, being visible and vocal in promoting a workplace where everyone can feel safe to be themselves.



Craig Staunton
Committee member

These initiatives are a testament to EY Ireland's dedication to creating a workplace where everyone feels valued and supported. Our DE&I Networks are essential in driving positive change, both within EY Ireland and in the communities we serve.

We remain steadfast in our pursuit of a Better Working World, where diversity, equity, and inclusion are not just ideals but lived experiences.



Women's Network

The EY Women's Network aims to establish a supportive community of women and to educate and inform the broader EY Ireland team about gender-related issues. Their International Women's Day celebrations highlighted the incredible male, female and non-binary advocates, allies, and role models across EY Ireland with a total of 1,484 nominations across all service lines and regions, and 79 people shortlisted. The Women's Network collaborated with the Unity network for Lesbian Visibility week. They also participated in the Vhi Women's Mini Marathon, ran a women's health series, hosted educational events and continued their women's mentoring programme.

“

The network is a vibrant community of inspiring women and I'm fortunate to have formed some truly amazing friendships, during my time here. I'm grateful for the supportive and dynamic environment that encourages us to make a meaningful impact together.



Paulina Gryn-Jablonska
Committee member





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

Putting Equity into Practice

At EY Ireland, our dedication to diversity, equity, and inclusion is woven into the fabric of our people development, client service, and community leadership.

Our culture is built on the foundation of creating a Better Working World, where we are committed to an environment that embraces diversity, practices fairness, and cultivates a sense of belonging for all.

EY Ireland is a place that encourages every individual to collaborate and lead with inclusivity at the heart of their everyday interactions. Our advocacy for social inclusion and fairness showcases the significant role businesses can play in driving change by prioritising accessibility and diversity within their operations. Below are some narratives that highlight our impact:

The Culture Connector Programme

This initiative provides a supportive network for those relocating to Ireland for work at EY Ireland, easing the transition by connecting them with a Culture Connector from their home country. This programme is a collaborative effort between DE&I Ireland, Onboarding, and the International Network, with the key objectives of fostering a sense of belonging, enhancing intercultural awareness, and offering practical guidance to new joiners. Piloted in FY24 the Culture Connector Programme has successfully matched 99 individuals to date.

Gender Projection Tool

The DE&I team at EY Ireland continues to support service lines in tracking progress towards our Diversity, Equity, and Inclusion representation goals. The Gender Projection Tool, developed in collaboration with the Transformation Delivery team, is now being used by Recruitment and Strategic Talent Partners to gain insights into gender dynamics within each service line, aiding our journey towards gender parity.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

The EY Ireland Refugee Access Programme

Now in its fourth year, the EY Ireland Refugee Access Programme is an award-winning 12-week mentoring and upskilling initiative that has been instrumental in breaking down employment barriers for refugees and asylum-seekers in Ireland. With over 100 volunteers, the programme has supported 27 colleagues and 50 alumni, making a significant impact on race and ethnicity equality in the workplace.

Dublin City Charter of Inclusion

On 25 April 2024, the Lord Mayor of Dublin launched the Dublin City Charter of Inclusion, a collaborative initiative between Common Purpose, EY Ireland, and 30 young Dubliners from diverse backgrounds. The charter represents a commitment to creating a more inclusive and equitable city, reflecting EY Ireland's dedication to diversity, equity, and inclusion within EY Ireland and the broader community.

Employment Guide for People with Intellectual Disabilities

EY Ireland's partnership with the Trinity Centre for People with Intellectual Disabilities began in 2017 with a trial internship programme. Over the years, this initiative has evolved into a comprehensive approach to employing individuals with intellectual disabilities. EY Ireland has developed a guide based on the collective insights from various stakeholders, aiming to inspire and inform other firms on the value of including individuals with intellectual disabilities in the workforce.



The Power of THE COLLECTIVE

Every action and initiative we undertake, from DE&I Network events to equity-focused programs, and the integration of these principles into our business immersion and cultural experiences within our internships and graduate programs, affirms EY Ireland's dedication to diversity, equity, and inclusion. These efforts stand as a clear affirmation of our values and our commitment to social impact and social justice. They underscore the powerful role that business culture, objectives, and colleagues play in effecting real change for marginalised, underrepresented groups and in forging a more accepting and inclusive society.





01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

- Our People
- The EY Global Code of Conduct
- Creating the Workforce of the Future
- Developing our People
- Creating Exceptional Experiences
- Attracting the Best Talent
- Shaping our Culture
- EY Ireland DE&I Networks
- Putting Equity into Practice
- The Power of the Collective
- Environmental Sustainability**

Environmental Sustainability

EY Ireland's Carbon Footprint

EY Ireland is proud to be carbon negative for the fourth year running. We are committed to continuing to reduce our waste generation through innovative strategies. At EY Ireland we prioritise products and services that prevent or eliminate waste. As a professional services firm, our services are intellectually based. Emissions originate from our offices and business travel undertaken by client teams. Our focus is therefore on reducing travel (especially air travel) and improving the energy efficiency of our buildings and minimising waste. A detailed overview of our carbon footprint is contained in our [Societal Impact report](#), and we have noted some of our key initiatives enacted to minimise and sustainably manage waste from our offices including the following:

Waste & Recycling

- ▶ A plastics reduction strategy to reduce single-use plastics including introduction of keep cups for all employees.
- ▶ Green tariff pricing for disposable cups, the proceeds of which are donated to our nominated sustainable charity.
- ▶ Our coffee grinds are donated to a charity that uses them to make sustainable soap available for sale in our offices.
- ▶ Protocol implemented for all returned hardware for reuse (including keyboards, mice, headsets).
- ▶ Backpacks no longer in use by our employees are donated to a sponsored charity.

- ▶ Laptop Recycling - re-furnishable laptops are donated to charity or schools across Ireland. Obsolete assets/hardware are sent to a specialist company who assess the condition to either resell or break down and reuse all materials/components.
- ▶ Appointments are maintained on central data repositories and are paperless.
- ▶ Mobile devices - returned devices are sent to a specialist company which evaluates their condition and either refurbishes and returns, or resells the hardware, or sustainably destroys the components.

Sustainable Catering

We are committed to reducing the carbon footprint of the meals served in our employee canteen. To achieve this, we have engaged a specialist in analysing the carbon footprint of food items. This enables our catering team to make informed, carbon-conscious decisions when planning our menus. The approach involved a life-cycle analysis that assesses CO2 emissions from both production and distribution for each ingredient, culminating in a comprehensive emission calculation.

Commuting

Encouraging sustainable commuting is a key focus. Our secure bike sheds, and end-of-journey facilities such as Smart commuter lockers, drying rooms and shower facilities, make it easier for employees to choose sustainable modes of transport.

We provide on-site bicycle repair services to motivate our staff to bike to work.



Our future EY Ireland head office has been constructed to the highest environmental and sustainability standards providing best in class facilities for our people and reflecting our bold EY climate ambitions



Sarah Connellan
Chief Operating Officer

Ruins of James Fort, Co. Cork, Ireland



01 LEADERSHIP MESSAGES

02 TRUST IN AUDIT

03 WHO WE ARE

04 OUR PEOPLE AND OUR ENVIRONMENT

Our People

The EY Global Code of Conduct

Creating the Workforce of the Future

Developing our People

Creating Exceptional Experiences

Attracting the Best Talent

Shaping our Culture

EY Ireland DE&I Networks

Putting Equity into Practice

The Power of the Collective

Environmental Sustainability

New Beginnings - Wilton Park

We had an extensive process to select our new offices and were delighted this year to announce the selection of Wilton Park as the location of our fantastic new EY Ireland head office in Dublin.

Wilton Park will be our breathtaking new Dublin home from Summer 2026. The Wilton Park estate is already the location of LinkedIn Ireland and will be the home of EY Ireland, Stripe and a range of other businesses. The area is brilliantly served by public transport - including Dart, Luas and Bus - aligning to our progress on sustainable commuting for all.

Wilton Park is a unique landmark development setting the standard for sustainable offices of the future. The development places great emphasis on ESG from building inception, through design, construction, and operation including:

- ▶ Extensive green infrastructure with significant overall biodiversity gain.
- ▶ Energy efficient design minimising embodied and operational carbon.
- ▶ Fossil fuel free design.
- ▶ Water saving technology - rainwater harvesting, low flow sanitary ware, high efficiency irrigation systems, drought tolerant planting palette.
- ▶ ESG in construction - considerate contractors scheme, waste minimisation, energy/water use reduction, worker opportunities, with a minimum 10% of the workforce to be apprentices.

- ▶ Health and Wellbeing: excellent daylighting and external views. Optimised thermal comfort and enhanced ventilation rates.
- ▶ Best in class Active Commuter facilities with commuter lounge area, extensive bike parking, shower and lockers and separate gender-neutral shower/changing facilities.
- ▶ Providing access to two stunning rooftop garden terraces with a range of biodiversity initiatives.



BER Target A3



NZEB Compliant



Target ILFI Zero Carbon Certification



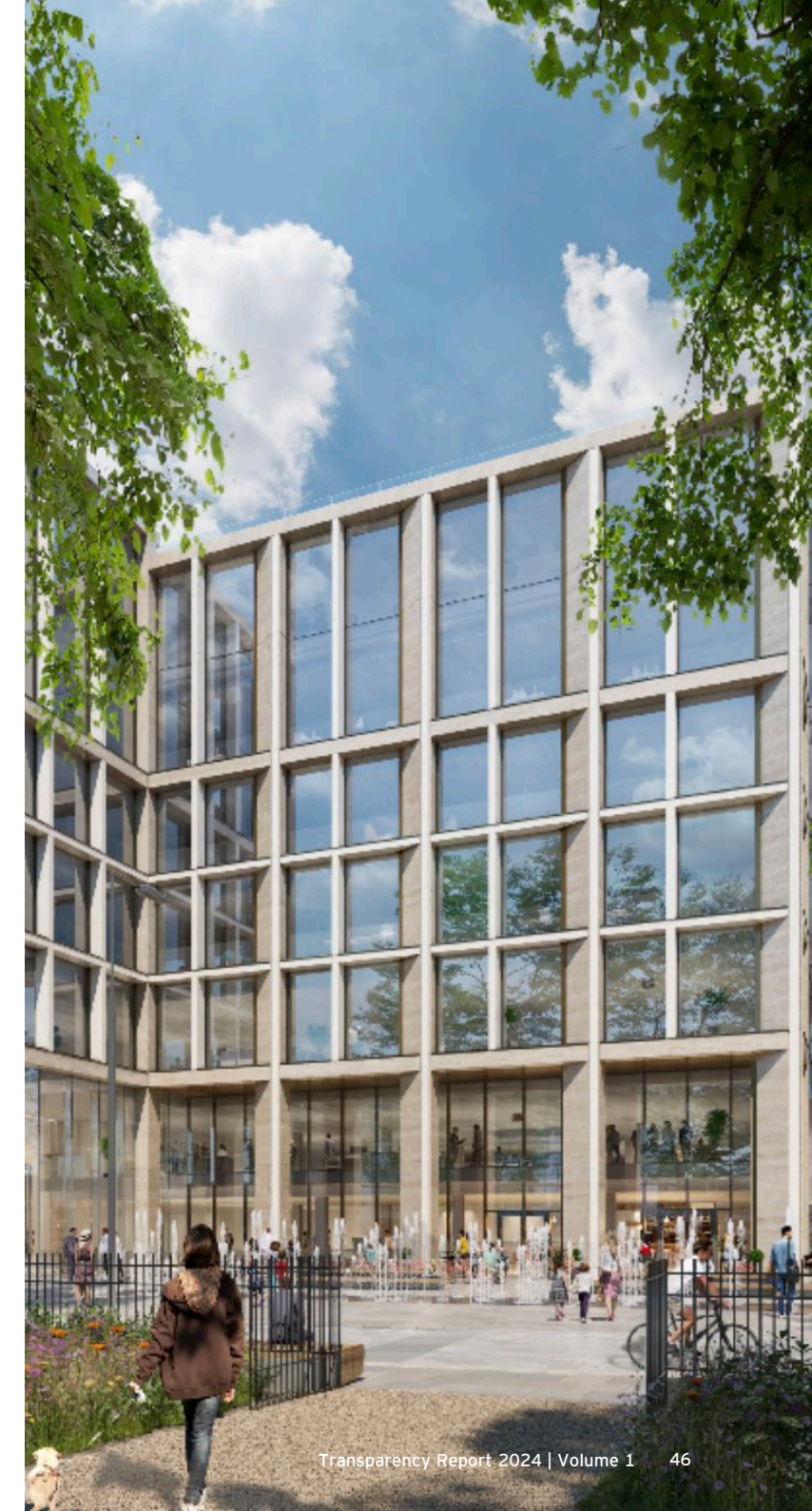
Wiredscore Platinum Certification



LEED Platinum v4 - shell & core



WELL Gold certification (v2 2018)





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