

Building trust through assurance

Transparency Report 2020



Our values



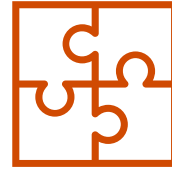
Act with integrity



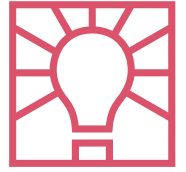
Make a difference



Care



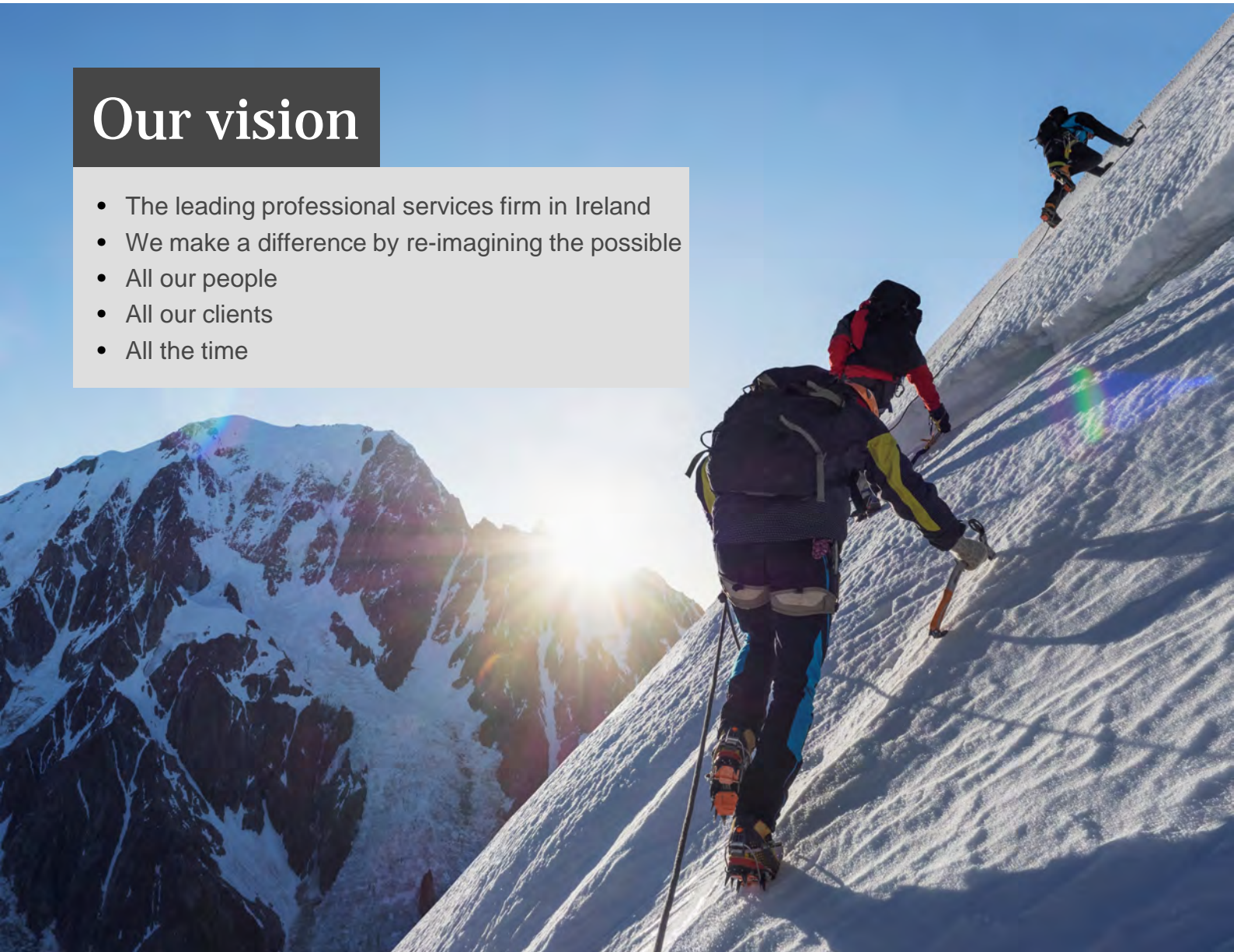
Work together



Reimagine
the possible

Our vision

- The leading professional services firm in Ireland
- We make a difference by re-imagining the possible
- All our people
- All our clients
- All the time



Contents

Audit Quality Report		
	A message from our Managing Partner	4
	A message from our Assurance Leader	6
	A message from the Chair of our Public Interest Body	11
Transparency Report		
1.	Legal structure and ownership of the Irish firm	15
2.	The PricewaterhouseCoopers Network	16
3.	Governance structure of the Irish firm	20
4.	The Irish Audit Firm Governance Code	23
5.	System of Quality Management	25
6.	External inspections	39
7.	Public interest entity audit clients	40
8.	Independence policies and practices	41
9.	Continuing professional education of our people	44
10.	Corporate responsibility	45
11.	Financial reporting	48
12.	Partner remuneration	53
Appendices		
1.	Profiles of our Territory Leadership Team	55
2.	Profiles of the Committee of the Board	57
3.	Profiles of the Independent Non-Executives of the Public Interest Body	59
4.	List of Public Interest Entity Audit Clients	60
5.	EU Entities	63

Welcome to our 2020 Transparency Report

A message from our Managing Partner



Twelve months ago we were all struggling with the enormity of the challenges which the emerging global pandemic posed, attempting to deal with the seismic change COVID-19 was having on the way we lived and worked.

The economic cost has been significant, as has been the impact on vulnerable industries such as hospitality, tourism and travel. And there continues to be a deep human cost of the pandemic, from the deaths of loved ones to the physical effects of infection and the impact on mental wellbeing.

For my own part, I am incredibly proud of how everyone at PwC has responded to the crisis. Without the fantastic efforts and commitment of our people, we simply would not have emerged from this pandemic in the robust shape that we are in today.

Our purpose and values played a central role in guiding our response and in ensuring we set the right 'tone from the top'. Our value 'Care' came to the fore as we looked out for and looked after one another. As did our value 'Act with Integrity' as we reinforced the critical importance of maintaining our high quality standards in a new work environment.

Like many other Irish businesses, we are now preparing for the post-COVID world with cautious optimism and positivity and planning for the new ways of working that COVID has shown us are possible.

An improved outlook, but concerns remain high

Our recent CEO survey would suggest confidence is rebounding, albeit from a near historic low. This confidence is underpinned by the rollout of vaccines, an extensive global fiscal stimulus and relief packages, and a sense that having 'come through COVID-19', a business is ready to confidently tackle any challenge that may be around the corner.

In spite of increased positivity, there are concerns around the threats that abound in the disrupted environment. Concerns around health risks, cyber threats, misinformation, organisational culture and the environment.

The increase in concern about cyber threats and misinformation coincides with many businesses having pivoted to online and remote working. With the recognition that there will be no going back to the way things were pre-COVID, it is likely that these concerns will only increase. Equally, the prolonged period of remote working and an evolution to hybrid working models, will test the strength of any organisation's culture and connectivity.

It is also apparent that Irish businesses are more committed than ever to fully embed climate change, one of the biggest challenges of our generation, into their business strategy. Indeed, climate is just one leg of the Environmental, Social, and Corporate Governance ("ESG") agenda. Companies in all sectors are facing increasing market demand for transparency of non-financial reporting of ESG performance. ESG is no longer optional and is quickly becoming a differentiator and an indicator of long-term business value.

Our clients continue to need our specialist assistance in responding to these challenges and concerns.



Responding to the challenges ahead

What our clients need now more than ever is help building trust and transforming themselves to meet the demands of a very different environment. In order to maintain and build trust today in this age of transparency, companies need to establish robust mechanisms across a range of performance metrics that are of top importance to shareholders and stakeholders. These metrics extend beyond the financial to include sustainability, data privacy, cyber security, supply chain integrity, and diversity and inclusion. The support we can provide is anchored in our position of trust to deliver high quality audits.

As Enda mentions, our reputation for quality is built on three principles, central to which is the quality of our people. As one of Ireland's largest employers of graduates, PwC has a huge focus on developing key talent. We ensure that our clients get the best advice and our people are the best they can be. In a world of change, it is becoming increasingly more important that people are equipped to be part of the workforce of the future. By engaging, training and empowering our people, we are setting up the platform for future improvement, innovation and success.

We continuously invest in innovation and new technology to support our people and our services across the firm, to meet the changing audit challenges in the digital age and to enhance the quality of our audit services. In that regard, we continue to welcome the positive role that IAASA plays in safeguarding Ireland's reputation for having a strong regulatory environment in which to do business.

In conclusion

Our continuous focus on quality remains fundamental to our reputation, our position of trust and to our continuing success.

This Transparency Report describes in detail how we constantly focus on quality and will give you an insight into why we continue to hold the trust of Irish business.

I hope you find this Transparency Report informative.

Feargal O'Rourke

Managing Partner

A message from our Assurance Leader



Feargal has highlighted the profound impact the current pandemic is having on how we live and work. The COVID-19 pandemic has taken a huge toll on the world's health and wellbeing. The human and economic cost is significant. Our own business is not immune from the challenges created, and as Assurance Leader, my responsibility is to make sure that at PwC we evolve and respond to those challenges.

This begins with tone at the top and creating an environment of quality and high performance. Building trust in the transparency, objectivity and effectiveness of our audit work is key to our purpose - 'to build trust and solve important problems' - and in these uncertain and turbulent times has become more important than ever and critical to providing assurance that shareholders can rely on.

Delivering quality audit and other assurance services requires access to the necessary capabilities - the combination of both people and technology. That's why our quality objectives focus on having the right capabilities, under the right leadership and quality culture, and promoting the right values.

Auditing through the pandemic

The pandemic has brought significant challenges for many of the businesses we audit, at a time when confidence and trust are at a premium. As organisations navigate their way through the crisis, the important role auditors play in society has been reinforced.

Over the past year, we've had to make some major, and rapid, changes to how we undertake our audits. We are a profession that has spent more than 150 years working alongside the organisations we audit in close physical proximity, allowing real time debate and discussion of audit and accounting issues. At the peak of the pandemic, and indeed at the present time, all 1,400 of our Assurance partners and staff are continuing to work from home, with no physical access to the organisations they audit, meaning that approaches we have always taken for granted have had to be completely rethought.

The pandemic has shown the true value of our extensive investment in technology over recent years. Our audit technology infrastructure and tools have been in place for a number of years and enabled our people to continue to carry out their work despite the significant change in our physical work environment. When we moved to remote working, all of our auditors were immediately able to access our suite of audit technology tools remotely, and to engage with each other, and with those we were auditing, on a face to face basis - albeit through a video screen. Audit teams created "virtual audit rooms" where whole teams worked together via secure wireless technology. We have also reimaged our processes with regard to the supervision and review of our audits. Throughout, I have been hugely impressed with the resilience of our auditors, and their agility in adapting technology to enable us to continue delivering quality audits.



Regulatory environment

The legislation enacted in 2014 by the European Commission, which was introduced into Irish statute in 2016, has altered the audit and professional services market for Public Interest Entities (“PIEs”) within the European Union. This legislation has also widened the remit of the Irish Auditing and Accounting Supervisory Authority (“IAASA”) to include direct responsibility for the inspection of the audits of PIEs in Ireland. During 2020, IAASA completed its inspection of the firm as part of their annual inspection process. We strongly support the role that IAASA plays in safeguarding Ireland’s reputation for having a strong regulatory environment in which to do business and we remain committed to continuing to engage with them in a positive and constructive manner.

The foundations of quality at PwC

We believe that quality is the most important aspect of Assurance performance. Our reputation for quality remains founded on three principles:

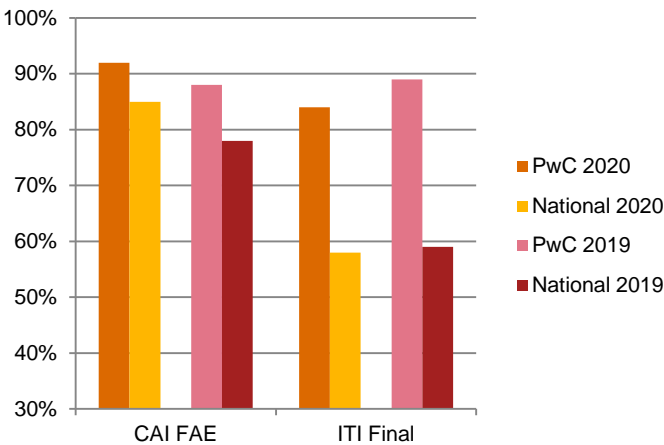
- We recruit, train and develop quality people;
- We provide them with comprehensive audit methodology, enabled by cutting edge technology; and
- We operate a quality management system focused on continuous quality improvement.

Our reputation for quality in the Irish market has been hard-earned. We realise that it is only by maintaining a continuous focus on these principles that we can protect this reputation.

Our people

We depend on our ability as a firm to recruit, train, develop and retain talented professionals with diverse skills and perspectives who share in PwC’s strong sense of personal responsibility for delivering high-quality services. As one of Ireland’s largest graduate employers, we continued to recruit throughout the pandemic, virtually onboarding more than 300 graduates and 100 experienced hires to join the Firm in 2020.

We support our graduate trainees through a focused training programme, the success of which is evidenced by our success rate in the professional examinations of both Chartered Accountants Ireland (“CAI”) and the Irish Taxation Institute (“ITI”), which far exceeds the national average success rate. I would like to congratulate all our successful candidates in these examinations in achieving a key milestone in their professional careers. I am delighted to report that in 2020 nine of our PwC graduate trainees achieved top 10 placings in their final professional exams of CAI and ITI respectively, including achieving first places in both the CAI and ITI final exams.



Assurance professionals need to have the commercial skills to understand business models and business risk, the technical skills to comply with standards and the relationship skills to engage with clients. It takes agility and experience to combine these skills with the scepticism required to do an effective audit. During 2020, in excess of 150,000 hours were spent by Assurance partners and staff on training to sharpen their professional judgement, scepticism, technical and professional skills and a further 6,000 hours were spent on industry-specific training - a very significant but invaluable investment in the future.



Investing in technology and innovation

Trust, Quality and Innovation - What does one have to do with the others? - Everything. We need confidence in the machines that make our work more efficient, as much as we do in the people who harness them. That's why we are facing digital disruption head on.

We place the most innovative technology in the hands of people who can - and care to - make a difference for our audit clients. By combining people and the right technologies, we turn today's ideas into tomorrow's solutions and drive the right outcomes.

Our technology is built and implemented globally ensuring consistency across the PwC Network. Our tools enhance audit quality and efficiency through automation, connectivity and mobility. Our cloud-based tools provide smart dashboards to show teams real-time audit progress, enhanced project management functionality and seamless integration with our clients.

- *Aura Platinum* - our enterprise resource planning system for the audit - is at the heart of how we build and execute the audit plan, and drives quality and consistency and lays the foundation for future digitisation and automation.
- *Connect* - our collaborative platform where we share data, document requests and audit status. It provides fast, efficient and secure information sharing with our clients and audit teams at every stage of the audit. Audit and client teams know where things stand at all times through a consolidated dashboard, digitisation of engagement matters and automated key performance indicators.
- *Halo for Journals* - our market-leading data analytics tool that allows us to interrogate, test and analyse huge volumes of business-critical data, analysing whole populations, spotting and visualising anomalies and trends in financial information - providing valuable insights to our teams and our clients.

- *Aura Count* - our stock-taking app developed to take advantage of new technologies and mobile platforms facilitates the end-to-end process for inventory counts, allowing our engagement teams to create and manage count procedures, and counters to record results directly onto their mobile device or tablet.

In the future, we believe that a step-change in audit quality will be achieved through a new partnership between people and technology. PwC is investing heavily in advanced digital skills and artificial intelligence ('AI') powered tools that are transforming the way people and technology work together. AI and automation have the potential to enhance audit work with exceptional speed and accuracy, eliminating human bias and error, and augmenting human judgement. Our auditors will work with intelligent machines where vast volumes of data can be analysed and interpreted in seconds using advanced analytics and visualisation - to spot patterns and trends in data, and detect anomalies and exceptions.

While new technologies will continue to transform the way audits are performed in the future, the connectivity and mobility of our tools and technologies today have also served us so well in continuing business as usual - but in a very different way - in these challenging times of remote working.

We're continuing to invest in our assurance technology tools to further empower our assurance professionals and we're reflecting those changes to transform our assurance operating model. These emerging technologies are set to revolutionise the audit, enhancing client service, quality and efficiency, and giving our people more time to do what machines can't. The changes will mean that our assurance business stays fit for purpose in tomorrow's world.



Values and judgements

Performing quality audits requires more than just the right processes. At its core, an auditor's role is to assess with a "reasonable" degree of assurance whether the financial statements prepared by the company's management are free of "material misstatements" - reaching a professional judgement on whether the financial statements present a fair picture of the company's financial performance and position. To carry out this assessment effectively, the auditor needs to use all the capabilities that have been built up in line with our quality objectives. These include applying ethical behaviour in accordance with PwC's values, professional scepticism, specialist skills and judgement - all supported by our state-of-the-art technology.

Our tireless pursuit of quality

The delivery of statutory audits is a matter of the highest public interest. We are proud of our reputation for quality but we recognise that there is always room for improvement.

We've continued to challenge ourselves to think more deeply about audit quality and to further develop the processes we have put in place to help deliver and regularly assess quality. For example, we have embedded additional quality controls in relation to how our engagement teams have considered the impact of COVID-19.

Our System of Quality Management for Assurance is described in detail in Section 5 on page 25. The key elements of our quality management processes are:

- Our Assurance Quality Committee, representing assurance leadership, risk and quality, accounting technical, audit methodology, independence and training meets regularly to set policy in matters directly impacting audit quality, to consider the design and operating effectiveness of our System of Quality Management and to monitor the implementation of agreed plans across our practice;
- A dedicated team of senior staff who support audit teams in matters relating to audit risk and quality. In 2020 the aggregate time spent on these activities, including developing and leading training, equated to seven partner/director and 13 manager/staff full time equivalents;
- In 2020 we continued our Key Performance Indicator process which reviews adherence to a series of key audit quality indicators on a sample of over 100 audit engagements annually. In 2020 the results of this programme continue to demonstrate our strong culture of quality and compliance;
- In 2020 we also performed quality reviews on a real time basis for some of our more significant audit engagements;
- Annual financial statements prepared under International Financial Reporting Standards for all equity listed companies, and certain other higher risk clients, are subject to an independent review by our accounting technical team;
- Our extended audit opinions are also subject to independent review;
- On an annual basis we are subject to review of audit engagement quality by an independent team from the PwC global network; and
- On a triennial basis our quality control system is subject to full review by an independent team from the PwC global network, with update reviews in the other two years. Our last full scope review was completed during 2020.



The Firm's leadership is committed to quality work and has established a culture of upholding the values of integrity, independence, professional ethics and professional competence. We continually emphasise the fact that every partner and member of staff has a personal responsibility to do the right thing through the exercise of good judgement and to play their part in delivering high quality audits. And we don't stand still. In any year, together with our network colleagues, we take stock of the ways in which our quality and control systems can be improved and for the year ahead we seek to make further refinements and improvements in this area.

Looking to the future

Whilst I remain optimistic, I recognise that challenges will continue as we navigate the uncertain times ahead and address the range of national and international challenges in a disrupted environment. These challenges will all impact the organisations that we audit: the risks they face, the results they report and the disclosures they make. We remain strongly committed to playing our part in the recovery and delivering high quality audits.

This year has shown us that the future cannot be predicted. However, no matter what disruption might follow from the current crisis, the profession will always need to attract bright, committed people to work in our firm. While what our people will need to do to provide assurance and trust to stakeholders may change, the professionalism and integrity they are required to have will endure.

Throughout 2020, our people have tackled some enormous challenges, both personally and professionally, and I'm immensely proud of the way we have worked together in these very unusual circumstances. I would like to sincerely thank all of our people for the agility and commitment they have shown in continuing to deliver high quality audits throughout the year.

I hope this Transparency Report demonstrates our unwavering commitment to quality and conveys the seriousness with which we approach our public interest responsibility and our willingness and desire to engage with you about audit quality.

If you have a point of view, or would like to meet to discuss audit quality, please feel free to contact me.

Enda McDonagh

Assurance Leader

A message from the Chair of our Public Interest Body



I am pleased to report on the Public Interest Body ("PIB") and its activities for 2020.

Introduction

The outbreak of the COVID-19 pandemic in early 2020 created a challenging working environment for both the firm and its clients. Both had to react to the almost 'overnight' introduction of remote working and the consequent disruption to well established business models and ways of doing things. These issues will be discussed later in this report.

Audit Firm Governance Code

The firm's governance is informed by the principles and provisions of the 2012 Irish Audit Firm Governance Code ("the Code") which the firm voluntarily applies to all aspects of its business and not just to the audit of public interest entities as required by the Code. Under the Code the independent non-executives ("INEs") are mandated to promote shareholder confidence in the public interest aspects of the firm's decision-making, engagement with stakeholders and the management of reputational risks.


They achieve this by independent challenge of the firm's strategy, policies and decision-making processes, and by encouraging openness and transparency as the best ways to demonstrate that the firm's governance structure is working in the interest of shareholders and the public interest.

The PIB meets formally a minimum of four times each year. In addition to the matters brought to the PIB for discussion by the executive team, INEs are free to add any item which in their view requires examination and challenge to the agenda for PIB meetings. The freedom to do this is important from an independence perspective and the INEs constantly seek to identify ways in which they can improve their effectiveness in safeguarding the public interest, strengthening the firm's governance and promoting audit quality. The INEs meet in private session at the end of each meeting and I bring any significant matters arising to the attention of the managing partner.

Activities

I continue to engage with the managing partner between formal PIB meetings to be kept fully briefed on any issues that might be of interest to the INEs either in respect of the firm or the profession in general. As mentioned above, in normal circumstances the PIB meets four times annually but during 2020 a number of update meetings were scheduled to apprise the INEs of the firm's approach to dealing with the many challenges arising from the pandemic. With the exception of our March meeting all meetings of the PIB were conducted virtually.

During the year the PIB received regular updates on, and gave consideration to, the regulatory issues and open litigation faced by the firm. There were ongoing discussions on the culture of the firm, risk management, promotion of audit quality, people and operational matters. Tone at the top and culture is reported on in more detail as a separate heading.



Also, during the year we met with members of the Territory Admissions Committee (“TAC”) to discuss the factors taken into consideration when assessing a candidate and building a business case for partner admission. At a number of meetings special consideration was given to digitalisation and the impact on the firm of disruption in the delivery model for professional services. We receive a report from the chair of the Committee of the Board (“CoB”) on its activities at each PIB meeting.

Response to the COVID-19 Pandemic

The pandemic posed some unique challenges for the firm. How the firm responded had the potential to impact on its reputation, its commitment to its stated values and culture and its commitment to the highest professional and ethical standards including audit quality. It had to adapt very quickly to ensure that:

- The safety of all staff, clients and the communities in which the firm operates was paramount.
- It continued to provide the highest quality services not only to its audit clients but all clients, across all lines of service.
- The firm's values and culture continued to underpin all engagements with staff in a remote working environment.
- Every effort was made to ensure all staff felt included and connected to the firm, with particular efforts directed to the graduate intake of 2020, who completed their induction by virtual means.
- It supported the physical and mental wellbeing of its people.
- It developed an appropriate and safe return to office protocol when permitted by public health guidelines, and at all times decision making was consistent with public health advice and guidance.

The firm was in a strong position to meet these challenges due to its significant investment in technology, upskilling of staff and its focus on digital learning and smart working.

The firm prides itself on the importance it places on employee physical and mental wellbeing and this is captured under the Inspired People pillar of its Vision 2023. This provided the basis for a far greater and more immediate emphasis on mental wellbeing and available supports as a result of the pandemic. The INEs have been very impressed by this emphasis and importance on people welfare noting that it is a powerful example of the firm's 'care value' at work. It was also accepted that people's wellbeing is always under threat and the firm needs to be constantly vigilant.

For all audit firms, the pandemic potentially created a number of challenges to audit quality such as reviewing systems and controls in a remote environment and making judgements, for example on going concern, liquidity and impairment in an uncertain environment. In response to these the firm introduced a number of additional measures including partner panels and mini-centres of excellence to support engagement teams. In addition, the firm has provided additional coaching, development and mentoring of more junior audit team members.

Tone at the Top, Culture and Values

The firm's culture continues to be a matter of interest for the INEs and has been a topic for discussion at all PIB meetings during the year. As referred to earlier, remote working presents particular challenges for the firm in ensuring that its stated culture continues to infuse behaviour and decision making at all levels within the firm. The INEs have been impressed by the efforts of the firm to achieve this and also by its determination to create a strong sense of connection and belonging among its people. The new graduate intake was most affected by remote working's potential for disconnect with the firm and every effort was made to make the virtual induction a success and to connect them with their teams and peers.

During the year the INEs had a number of meetings with staff from all levels within the firm to understand and assess how the firm's culture is working. We reviewed in detail the outcome of the self-assessment of 'Tone at the Top' by the managing partner. These interactions have led us to believe that an appropriate culture based on the firm's stated values continues to exist throughout the firm. As culture is not static but a dynamic phenomenon underpinned by human behaviour we will review and assess how it operates within the firm on an annual basis.

External Stakeholders

During the year we continued to engage with a range of external stakeholders including PIE clients, investors and regulators to gather external perspectives on the firm and to inform the manner in which the approach to our work evolves. Audit committees of the firm's public interest entity audit clients are particularly important stakeholders and it is essential for the INEs to hear their views on the quality of the PwC audit. Other matters of interest to the INEs include their views on auditor challenge, auditor independence, composition and changing profile of the audit team, auditor knowledge of the sector and key risks.

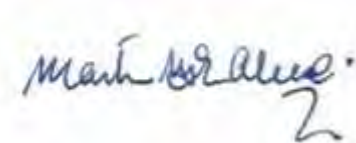
During the year we engaged with a group of independent non-executive directors ("NEDs") of the firm's PIE clients to hear their views on the various UK reports in response to the high profile corporate collapses there and elsewhere and the implications for NEDs. Other matters of interest included their views on the increasing investor focus on non financial reporting, ESG integration and sustainable finance.

Composition of the PIB

The Public Interest Body consists of seven members – four INEs, including the independent chair, the firm's managing partner, the chair of the CoB and the Risk and Quality partner who is also the firm's designated ethics partner.

Danuta Gray stepped down on 31 December 2020 after serving for six years as an INE. I would like to place on record our appreciation of Danuta's insights and contributions to the work of the PIB. I look forward to working with colleagues on the PIB during 2021.

As always, if any of PwC's stakeholders would like to raise any issues related to the Code or our work do please get in touch with me directly.

A handwritten signature in blue ink that reads "Martin McAleese" with a stylized number "2" written below it.

Martin McAleese

Chair of the Public Interest Body



Transparency Report

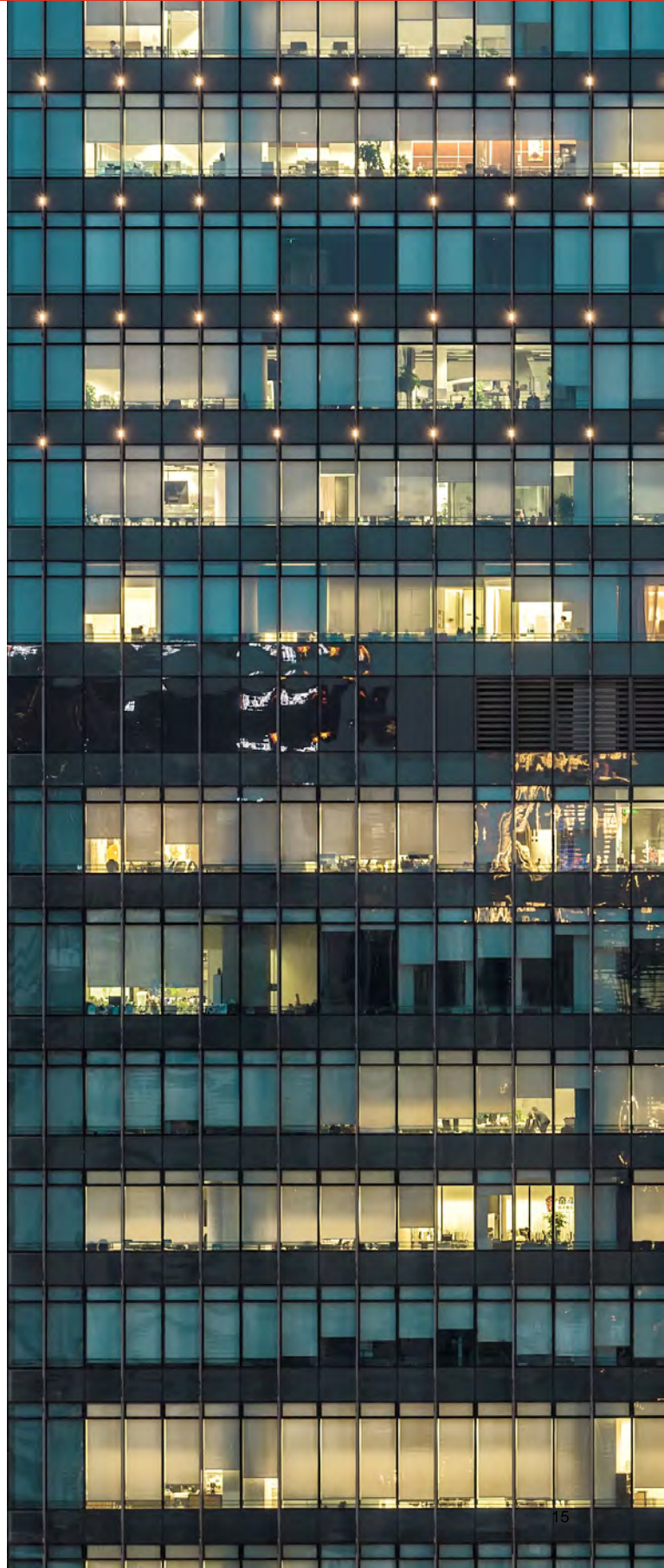


1. Legal structure and ownership of the Irish firm

The Irish firm of PricewaterhouseCoopers (“the firm”) consists of seven Irish general partnerships formed under the Partnership Act 1890. They are wholly owned by the Partners in the firm. Partners have equal voting rights in all matters relating to the partnerships. The firm has 122 partners.

The firm also operates and controls a number of corporate entities that are required for legal and operational purposes.

The firm employs more than 3,100 people. It operates from offices in Dublin, Cork, Galway, Kilkenny, Limerick, Waterford and Wexford.





2. The PricewaterhouseCoopers Network

2.1 Global Network

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited ("PwCIL") operate and provide professional services. Together, these firms form the PwC network. 'PwC' is often used to refer either to individual firms within the PwC network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent. The PwC network is not a global partnership, a single firm, or a multinational corporation. The PwC network consists of firms which are separate legal entities.

2.2 PricewaterhouseCoopers International Limited

Firms in the PwC network are members in, or have other connections to, PricewaterhouseCoopers International Limited ("PwCIL"), an English private company limited by guarantee. PwCIL does not practise accountancy or provide services to clients. Rather its purpose is to act as a coordinating entity for member firms in the PwC network. Focusing on key areas such as strategy, brand, and risk and quality, PwCIL coordinates the development and implementation of policies and initiatives to achieve a common and coordinated approach amongst individual member firms where appropriate. Member firms of PwCIL can use the PwC name and draw on the resources and methodologies of the PwC network. In addition, member firms may draw upon the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms are bound to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL.

The PwC network is not one international partnership. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other member firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions. PwCIL has no right or ability to control member firm's exercise of professional judgement.

2.3 Governance bodies of PwCIL

The governance bodies of PwCIL are:

Global Board, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of the network standards. The Board does not have an external role. Board members are elected by partners from all PwC firms around the world every four years.

Network Leadership Team, which is responsible for setting the overall strategy for the PwC network and the standards to which the PwC firms agree to adhere.

Strategy Council, which is made up of the leaders of the largest PwC firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy.

Global Leadership Team is appointed by and reports to the Network Leadership Team and the Chairman of the PwC network. Its members are responsible for leading teams drawn from network firms to coordinate activities across all areas of our business.

2.4 Key features of the network

Every PwC firm is responsible for its own risk and quality performance and, where necessary, for driving improvements. Each PwC firm is also exclusively responsible for the delivery of services to its clients.

Our Network Standards applicable to all Network firms cover a variety of areas including ethics and business conduct, independence, anti-money laundering, anti-trust/fair-competition, anti corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading. We take compliance with these requirements seriously and strive to embrace the spirit and not just the letter of those requirements. All partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations, as part of the system to support appropriate understanding of the requirements under which we operate. Partners and staff are required to uphold and comply with the standards developed by the PwC Network and leadership in our firm monitors compliance with these obligations.

In addition to the PwC Values (Act with Integrity, Make a difference, Care, Work together, Reimagine the possible) and PwC Purpose, we have adopted the PwC Network Standards which include a Code of Conduct, and related policies that clearly describe the behaviours expected of our partners and other professionals - behaviours that will enable us to build public trust. Because of the wide variety of situations that our professionals may face, our standards provide guidance under a broad range of circumstances, but all with a common goal - to do the right thing.

To support transparency and consistency, each PwC member firm's Territory Managing Partner signs an annual confirmation of compliance with certain standards, including across a range of ethical and compliance areas.

These confirmations are reviewed by others who are independent from the PwC firm in question. Member firms are required to develop an action plan to address specific matters where they are not in compliance; such action plans are reviewed and execution of the plan is monitored.

There are some common principles and processes to guide PwC firms in applying the standards. Major elements include:

- the way we do business;
- sustainable culture;
- policies and processes; and
- quality reviews.

The way we do business

PwC firms undertake their businesses within the framework of applicable professional standards, laws, regulations and internal policies. These are supplemented by a PwC Code of Ethics and Business Conduct for their partners and staff. The PwC Ireland Code of Conduct is set out at <https://www.pwc.ie/about-us/code-of-conduct.html>

Sustainable culture

To promote continuing business success, PwC firms nurture a culture that supports and encourages PwC people to behave appropriately and ethically, especially when they have to make tough decisions. PwC people have ready access to a wide array of support networks within their respective member firms, both formal and informal, and technical specialists to help them reach appropriate solutions. The foundation of PwC's culture is objectivity, professional scepticism, cooperation between PwC firms and consultation.

Policies and processes

Each PwC firm has its own policies, based on the common standards and policies of the PwC Network. PwC firms also have access to common methodologies, technologies and supporting materials for many services. These methodologies, technologies and content are designed to help a member firm's partners and staff perform their work more consistently, and support their compliance with the way PwC does business.

Quality reviews

Each PwC firm is responsible for monitoring the effectiveness of its own quality control systems. This includes performing a self-assessment of its systems and procedures and carrying out, or arranging to be carried out on its behalf, an independent review. In addition, PwCIL monitors member firms' compliance. This includes monitoring not only whether each PwC firm conducts objective quality control reviews of all of its services, but also includes consideration of a member firm's processes to identify and respond to significant risks.

In accordance with applicable regulatory requirements, each firm may also be reviewed periodically, in some cases annually, by national and international regulators or professional bodies.

2.5 Assurance quality review programme

For Assurance work there is a specific quality review programme based on relevant professional standards relating to quality controls including International Standards on Quality Control (Ireland) 1: 'Quality control for firms that perform audits and reviews of historical financial information, and other assurance and related services engagements' and, where applicable, the US Public Company Accounting Oversight Board Quality Controls Standards.

Quality Management for Service Excellence ("QMSE")

Delivering service of the highest quality is core to our purpose and our assurance strategy, the focus of which is to strengthen trust and transparency in our clients, in the capital markets and wider society.

To help put this strategy into effect, the PwC network has a framework for quality management which integrates quality management into business processes and the firm-wide risk management process. The framework has an overall quality objective for the Assurance practice focused on having the people and processes to deliver services in an effective and efficient manner that meets the expectations of our clients and other stakeholders.

This overall quality objective is supported by a series of underlying quality management objectives and our System of Quality Management (“SoQM”) must be designed and operated so that these objectives are achieved with reasonable assurance. The achievement of these objectives is supported by a quality management process established by our Assurance leadership, business process owners, and partners and staff. This quality management process includes:

- identifying risks to achieving the quality objectives;
- designing and implementing responses to the assessed quality risks;
- monitoring the design and operating effectiveness of the policies and procedures through the use of process-integrated monitoring activities such as real-time assurance as well as appropriate Assurance quality indicators;
- continuously improving the quality management system when areas for improvement are identified by performing root cause analyses and implementing remedial actions; and
- establishing a quality-related recognition and accountability framework to be used in appraisals, remuneration, and career progression decisions.

The overriding objective of the Assurance quality review programme is to assess for each PwC firm that:

- quality management systems are appropriately designed, are operating effectively and comply with applicable network standards and policies;
- engagements selected for review were performed in accordance with professional standards and PwC Audit requirements; and
- significant risks are identified and managed appropriately.

2.6 Monitoring of Assurance quality

We recognise that quality in the Assurance services we deliver to clients is key to maintaining the confidence of investors and other stakeholders in the integrity of our work. It is a key element to our Assurance strategy.

Responsibility for appropriate quality management lies with Leadership of our firm - the “first line of defence”. This includes the design and operation of an effective System of Quality Management (“SoQM”) that is responsive to our specific risks to delivering quality audit engagements, using the Network’s QMSE framework.

Our firm’s monitoring procedures include an ongoing assessment aimed at evaluating whether the policies and procedures which constitute our SoQM are designed appropriately and operating effectively to provide reasonable assurance that our audit and non-audit assurance engagements are performed in compliance with laws, regulations and professional standards - the “second line of defence”.

Our monitoring also encompasses a review of completed engagements (Engagement Compliance Reviews-ECR) as well as periodic monitoring of our SoQM by an objective team. The results of these procedures, together with our ongoing monitoring, form the basis for the continuous improvement of our SoQM.

Our firm’s monitoring program is based on a consistent Network-wide inspections program based on professional standards relating to quality control including ISQC 1 as well as Network policies, procedures, tools and guidance.

ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit or non-audit assurance reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards, laws and regulations, and other applicable engagement-related policies and procedures.

Reviews are led by experienced Assurance partners, supported by independent teams of partners, directors, and senior managers and other specialists. Review teams receive training to support them in fulfilling their responsibilities, and utilise a range of checklists and tools developed at the Network level when conducting their review procedures.

Finally, the PwC Network coordinates an inspection program to review the design and operating effectiveness of our SoQM - the “third line of defence”. The use of a central team to monitor these inspections across the Network enables a consistent view and sharing of relevant experience across the PwC Network.

The results of the inspections are reported to our firm’s leadership who are responsible for analysing the findings and implementing remedial actions as necessary. In situations where adverse quality issues on engagements are identified, based on the nature and circumstances of the issues, the responsible partner or our firm’s Assurance leadership personnel may be subject to additional mentoring, training or further sanctions in accordance with our firm’s Recognition and Accountability Framework.

Partners and employees of our firm are informed about the review results and the actions taken to enable them to draw the necessary conclusions for the performance of their engagements. In addition, the Global Assurance Quality Inspections (“GAQ-I”) Leader informs engagement partners of our firm, who are responsible for group audits involving cross-border work, about relevant quality review findings in other PwC member firms which enables our partners to consider these findings in planning and performing their audit work.

Our System of Quality Management for Assurance is described in detail in Section 5.

In 2020 PwC won
the following
Gradireland
awards



1st place in:

Best Internship Programme >50

1st place in:

Best Innovation on Campus

Silver in:

Best Graduate Training and
Development Programme



Recruitment

In 2020, we recruited over 400
staff, including more than 300
graduates

Commitment to training and development

Over 150,000 hours spent by
our assurance people on training
and personal development

284,000
people worldwide

Working in **155** countries

59 nationalities are represented
in PwC Ireland

3. Governance structure of the Irish firm

The governance structure of the Irish firm is made up of four main elements; the Managing Partner, the Territory Leadership Team ("TLT"), the Committee of the Board ("CoB") and the Public Interest Body ("PIB").

3.1 The Managing Partner

The Managing Partner is elected by the partners for a four-year term after which he or she may be re-elected for a further term of four years. Our current Managing Partner is Feargal O'Rourke. He took office in July 2015, having served as the Tax leader since 2011. In December 2018, Feargal was re-elected as Managing Partner for a second term of four years commencing in July 2019. In addition to chairing the TLT, Feargal is responsible for the leadership and strategic direction of the firm and its role in PwC's global network.

3.2 The Territory Leadership Team

The TLT is responsible for developing and implementing the policies and strategy of the firm, and for its direction and management. The TLT also takes overall responsibility for the systems of internal control (which include controls relating to quality) and for reviewing and evaluating their effectiveness. During the year ended 31 December 2020 the TLT held meetings on a monthly basis, but also conducted formal business at additional meetings as necessary.

The members of the TLT are appointed by the firm's Managing Partner. The current members, whose profiles are included in Appendix 1, are:

Enda McDonagh, our Assurance leader. Enda was appointed to this role on 1 July 2015.

Ciarán Kelly, our Advisory leader. Ciarán was appointed to this role on 1 July 2015.

Susan Kilty, our Tax leader. Susan was appointed to this role on 1 July 2019. Prior to that, Susan acted as our People Partner since 2013.

Emma Scott, our People Partner. Emma was appointed to this role on 1 July 2019.

Paul Tuite, our Chief Operating Officer. Paul was appointed to this role on 1 July 2015. Prior to that, Paul acted as our Advisory Leader since 2011. Paul was also appointed as Deputy Managing Partner on 1 July 2019.

Ronan Doyle, our Risk leader. Ronan was appointed to this role on 1 July 2015.

Joe Tynan, our Head of Digital. Joe was appointed to this role on 1 July 2019. Prior to that, Joe acted as our Tax leader since 2015.

David McGee, our Markets and Strategy leader. David was appointed to this role on 1 July 2015.

Elizabeth Davis, the firm's General Counsel who has been in this role since 2014.

TLT members' attendance at TLT meetings for the year ended 31 December 2020

	Board meetings	
	A	B
Feargal O'Rourke	41	41
Paul Tuite	41	41
Elizabeth Davis	41	40
Ronan Doyle	41	41
Ciarán Kelly	41	41
Susan Kilty	41	41
Enda McDonagh	41	39
David McGee	41	37
Emma Scott	41	41
Joe Tynan	41	41

A = Maximum number of meetings could have attended

B = Number of meetings actually attended

3.3 The Committee of the Board

The CoB, which is independent of the TLT, is elected by the partners for a four-year term. The CoB meets at least four times each year and meetings are attended by the Managing Partner, as an ex officio member. The CoB provides the Managing Partner with guidance on matters of actual or potential concern to the partners, including national, legal, regulatory and fiscal issues and requirements impacting or potentially impacting the Irish firm and its business. It is also responsible for overseeing the process for nominating and electing the Managing Partner.

The members of the CoB at 31 December 2020, all of whom were elected by the partners with effect from 1 January 2020 were:

Ivan McLoughlin (Chair);

Damian Byrne;

Fíona deBúrca;

Jean Delaney;

Gareth Hynes;

Gillian Lowth;

Pat Mahon; and

Michael McDaid

The firm's Risk Leader reports on risk and quality matters periodically to the CoB.

Profiles of the CoB are included in Appendix 2.

CoB members' attendance at CoB meetings for the year ended 31 December 2020

	Board meetings	
	A	B
Ivan McLoughlin	11	11
Damian Byrne	11	11
Fíona deBúrca	11	10
Jean Delaney	11	10
Gareth Hynes	11	11
Gillian Lowth	11	11
Pat Mahon	11	11
Michael McDaid	11	11

A = Maximum number of meetings could have attended

B = Number of meetings actually attended

3.4 The Public Interest Body

On 12 February 2013 the firm's partners, by unanimous vote, approved the establishment and constitution of a Public Interest Body on which a majority of Independent Non Executives ("INEs") sit, in accordance with the principles set out in the Irish Audit Firm Governance Code ("the Code"), issued by CARB in June 2012. The PIB's purpose is to enhance stakeholder confidence in the public interest aspects of the firm's activities through the involvement of INEs.

The Code states that the INEs should enhance confidence in the public interest aspects of the firm's decision-making, stakeholder dialogue and management of reputational risks, including those in the firm's businesses that are not otherwise effectively addressed by regulation.

In addition to those duties prescribed by the Code, the members of the PIB are also expected to provide input on other matters, including the public interest aspects of the firm's strategy, policies and procedures relating to operational risk management, internal control, quality and compliance with regulation and external reporting.

The PIB comprises up to four INEs, the Managing Partner, the Chair of the CoB and the Risk leader, subject to the INEs always being in the majority.

The INEs are nominated by the Territory Managing Partner and approved by the TLT and the CoB. The Chair of the PIB is elected by the INEs. Each INE has a service contract that sets out their rights and duties.

The current INEs are:

Dr Martin McAleese (Chair);

Nicholas Kearns; and

Mark Ryan

Profiles of the current INE members of the PIB are set out in Appendix 3.

The PIB is expected to meet at least four times yearly. A part of each meeting is set aside to allow the INEs to meet as a separate group to discuss matters relating to their remit.

PIB members' attendance at PIB meetings for the year ended 31 December 2020

	Body meetings	
	A	B
Dr Martin McAleese (Chair)	4	4
Danuta Gray	4	4
Nicholas Kearns	4	4
Mark Ryan	4	4
Feargal O'Rourke	4	4
Ivan McLoughlin	4	4
Ronan Doyle	4	4

A = Maximum number of meetings could have attended

B = Number of meetings actually attended

Ivan McLoughlin joined the PIB on 1 January 2020.

Danuta Gray retired as a member of the PIB on 31 December 2020.

The PIB also has time allotted in its programme of meetings during the year to:

- review and discuss people management policies and procedures with the firm's leadership; and
- review and discuss reports on issues raised under the firm's whistleblowing policies and procedures.

The PIB is given access to such information and such reports, minutes, notices and other documentation as it requires for the proper discharge of its duties.

The Chair of the PIB presents an annual report of the PIB to the partners at a partners' meeting which the Chair and the other INEs attend.

Independence of the non-executives

The INEs are subject to an independence policy that makes sure they remain independent of the firm, its partners and staff, and its assurance clients. In developing this policy, the firm considered the International Ethical Standards Board for Accountants (“IESBA”) Code of Ethics for Professional Accountants and, where appropriate, the regulations of the U.S. Securities and Exchange Commission (“SEC”) and the Public Company Accounting Oversight Board (“PCAOB”). In addition, the independence policy reflects the requirements of Irish professional bodies and regulations such as the Ethical Standard for Auditors (Ireland) 2017 issued by IAASA, as well as considering what a reasonable third party would expect of an INE.

Under the policy, no INE should have a personal or business relationship with a partner or member of staff of the firm, nor can they be a director of a public interest entity audit client of the firm, nor hold a material financial interest in any audit client.

The INEs must confirm compliance with this policy in respect of their financial, business and personal relationships before being appointed and every year thereafter.

Other matters

Appropriate indemnity insurance is in place in respect of any legal action against any INE and sufficient resources are provided by the firm to enable each INE to perform their duties, which includes, where considered appropriate and necessary to discharge their duties, access to independent professional advice at the expense of the firm.

A process has also been established to resolve disputes between the INEs and the governance structures and management of the firm. This process is set out in the terms of reference of the PIB, which can be found here: <https://www.pwc.ie/about-us/governance.html>





4. The Irish Audit Firm Governance Code

The Irish Audit Firm Governance Code (“the Code”) was issued by the Chartered Accountants Regulatory Board (“CARB”) in June 2012.

The Code applies to firms that audit public interest entities, defined as entities registered in the Republic of Ireland which are included within the scope of SI 277 of 2007: Transparency Directive (2004/109/EC) Regulations 2007, as amended.

The Code consists of 19 principles and 29 provisions. These principles and provisions are organised into six areas being:

- leadership;
- values;
- independent non-executives;
- operations;
- reporting; and
- dialogue.

An overview of our compliance with the Code is included below. Sections 3, 5, 7 and 11 provide further details of how we have applied the principles of the Code.

Leadership

The governance bodies of PwC Ireland are explained in Section 3, which sets out the constitution, membership, duties, and responsibilities of each of the governance bodies.

The TLT has responsibility and clear authority for the running of the firm including the non-audit businesses, and is accountable to the partners. No individual has unfettered powers of decision. This is achieved through the governance bodies of the firm, each of which has clear terms of reference.

Each body has matters specifically reserved for their decision. The CoB provides internal oversight of the TLT.

Values

The firm’s leadership is committed to quality and has dedicated resources to establishing high standards in quality, independence, integrity, objectivity and professional ethics. Quality has been embedded throughout the firm and detailed policies have been endorsed by the leadership team including ethical, human resources and engagement performance.

Our reputation is built on our independence and integrity. We recognise the public interest vested in our audit practice and we take an uncompromising approach to audit quality, based on our core values of *Work together, Make a difference, Reimagine the possible, Care and Act with integrity*. We believe that audit quality begins with the tone set by the leadership of the firm.

Section 5 contains further details about our values and ‘who we are’, which have also been embodied within the PwC Ireland Code of Conduct.

Consultation is a key element of quality control. Although the firm has policies setting out the circumstances under which consultation is mandatory, our consultative culture means that our engagement teams often consult with each other on an informal basis as well as with experts and regularly in situations where consultation is not formally required.

We consider that this culture of openness and willingness to consult, share and discuss issues can only be of benefit and enhance the quality of what we do and how we do it.

Independent non-executives

The PIB comprises up to four independent non-executives, the Managing Partner, the Chair of the CoB and the Risk Leader, subject to the INEs always being in the majority.

The PIB’s purpose is to enhance stakeholder confidence in the public interest aspects of the firm’s activities through the involvement of independent non-executives. Further details of the activities of the PIB can be found on pages 11 to 13 and in Section 3.

Operations

The firm has systems and controls in place to follow professional standards and applicable legal and regulatory requirements.

Section 5 deals with our System of Quality Management for Assurance and explains:

- our policies and procedures for following applicable legal and regulatory requirements, and international and national standards on auditing, quality control and ethics including auditor independence;
- how we manage potential and actual conflicts of interest; and
- how people can report concerns about the firm's commitment to quality work and professional judgement and values.

Section 5 also sets out more information on the firm's policies and procedures for managing people in support of our commitment to quality.

Section 6 sets out details of external inspections of the firm and the results arising from them.

Reporting

The governance bodies receive timely and appropriate information to enable them to discharge their duties.

This Audit Quality and Transparency Report provides the disclosures required to be made by the Governance Code. Section 11 includes:

- the financial information set out in Regulation (EU) No 537/2014;
- a statement of the responsibilities of the TLT for preparing financial statements;
- a statement in respect of going concern;
- a management commentary covering principal risks and uncertainties, and how those risks are managed; and
- our internal control review process.

Talking with stakeholders

The report from Dr Martin McAleese, Chair of the PIB on pages 11 to 13 discusses our activities in relation to talking with stakeholders.

Statement of compliance with the Irish Audit Firm Governance Code

The Territory Leadership Team has reviewed the provisions of the Code together with details of how the firm is complying with those provisions and has concluded that, as at 31 December 2020, PwC Ireland is in compliance with the provisions of the Code.





5. System of Quality Management

Quality comes from more than the systems and processes that are embedded in the way we work to achieve compliance with standards and regulation. Ultimately, it depends on the culture of the firm, which is based on the 'tone at the top' and our ability to recruit, train and motivate intelligent professionals who take personal responsibility to deliver high-quality work.

5.1 Introduction

All member firms of the PwC global network are obliged to abide by certain common risk and quality policies approved by PwCIL and to conduct risk and quality reviews. The PwC global network's audit and quality control standards are set out in various policies. The firm's policies are based on these common policies, which are supplemented to address local professional standards and regulatory requirements. In addition, our client, regulatory and public interest responsibilities demand that we consistently deliver reliable and high quality work.

The firm's quality control systems for our Assurance practice are based on International Standard on Quality Control (Ireland) 1 'Quality control for firms that perform audits and reviews of historical financial information and other assurance and related services engagements' ("ISQC (Ireland) 1"), issued by IAASA.

ISQC (Ireland) 1 applies to firms that perform audits and reviews of financial statements and provide other assurance and related services. The objective of ISQC (Ireland) 1 is for the firm to establish and maintain a system of quality control to provide it with reasonable assurance that:

- the firm and its personnel comply with professional standards and applicable legal and regulatory requirements; and
- reports issued by the firm, or by engagement leaders, are appropriate in the circumstances.

In addition, compliance with International Standards on Auditing (Ireland) requires the firm to have a system of quality control over its auditing practice.

The policies and procedures that form our internal quality control system have been documented, and there is a monitoring regime to enable the TLT to review the extent to which the policies and procedures are operating effectively. The policies and procedures are embedded as part of the firm's day-to-day activities.

While compliance with ISQC (Ireland) 1 is a requirement for our Assurance practice, the firm also applies the principles of ISQC (Ireland) 1 to its Tax and Advisory practices. As a result, many of our systems, policies and procedures operate firmwide across all parts of our business. Consequently, the narrative below explains both our internal control system and our internal quality control system, and we have included those additional policies, procedures and practices which exist in respect of our Assurance practice.

5.2 Explanation of our System of Quality Management

Our System of Quality Management includes the six elements of quality control set out in ISQC (Ireland) 1, which are:

1. Leadership responsibilities for quality within the firm;
2. Ethical requirements;
3. Acceptance and continuance of client relationships and specific engagements;
4. Human resources;
5. Engagement performance - assurance; and
6. Monitoring.

In Sections 5.2.1 to 5.2.6 below we set out how our internal control system and internal quality control system incorporate each of the above elements. Section 5.2.7 contains our statement on the effectiveness of the firm's internal quality control system.

Certain elements of the firm's internal quality control system are reviewed by the firm's regulators. In addition, the PwC Network monitors PwC Ireland's compliance with PwC's Network Risk Management Standards. Updates and changes to the firm's internal quality control system, as well as points needing reinforcement, are communicated to partners and staff via mandatory training and other technical communications.

5.2.1 Leadership responsibilities for quality within the firm

Organisational structure

The TLT, under Feargal O'Rourke's leadership, is responsible for the firm's internal control system and internal quality control system. Day-to-day responsibility for implementing these systems and for monitoring risk and the effectiveness of control is delegated to the Lines of Service, Internal Firm Functions and Risk and Quality, where appropriate.

The firm's leadership is committed to quality work and has established a culture of upholding the values of integrity, independence, professional ethics and professional competence. Dedicated resources working to establish and maintain high standards in quality, independence and professional ethics are in place. Quality has been embedded throughout the firm and the detailed policies endorsed by the leadership team including ethical requirements, human resources and engagement performance are discussed below.

Ronan Doyle is the firm Risk Leader and a member of the TLT. In addition, each Line of Service has a partner responsible for Risk and Quality within the Line of Service.

Culture and tone at the top

PwC recognises the importance of developing a culture across the whole firm based on professionalism, partnership, integrity, transparency and a strong work ethic. It starts with the right tone at the top. The culture informs the choices we make and is reflected in our vision.

Our ambition is to be the leading professional services firm in Ireland, purpose led and values driven. We set the standard and we drive the agenda for our profession. We value our past but look to invest in our future to leave the firm even stronger than when we inherited it. We realise our vision by living and breathing a common set of values and behaviours.

Assurance Quality Committee

Our Assurance Quality Committee, representing assurance leadership, risk and quality, accounting technical, audit methodology, independence and training is a key component of our quality management process for Assurance and meets regularly to set policy in matters directly impacting audit quality, to consider the design and operating effectiveness of our System of Quality Management and to monitor the implementation of agreed plans across our practice.

5.2.2 Ethical requirements

We take compliance with ethical requirements seriously and seek to embrace the spirit and not just the letter of those requirements. Our Code of Conduct ("Code") guides us, no matter where we are or what we do. It's how we do business.

Our Code reinforces the importance of conducting business within the framework of professional standards, laws and regulations, together with our own policies, values and standards. It outlines the values and behaviours that define how we do business. It holds us accountable to be open-minded and responsive and to give our best.

All of our people undertake periodic mandatory training and assessments to ensure they understand the ethical requirements under which we operate. They are also required to confirm annually that they are aware of relevant ethical and professional obligations.

Professional conduct

The reputation and success of the firm depends on the professionalism and integrity of each and every partner and member of staff. Partners and staff uphold the Code and standards developed by the PwC Network and PwC Ireland. The firm monitors compliance with these obligations.

On joining the firm, all staff and partners are provided with a copy of the PwC Ireland Code of Conduct and must confirm annually that they are familiar with it. The Code sets out what we stand for and is underpinned by the following overarching principles:

- behaving professionally;
- doing business and acting with integrity;
- upholding our and our clients' reputations;
- fostering a sense of care for people and the environment and treating them with respect;
- acting in a socially responsible manner;
- working together collaboratively and thinking about the way we work;
- cultivating curiosity and innovation; and
- considering the ethical dimensions of our actions.

Independence

The firm has adopted the PwC Global policies and related rules regarding independence and compliance, complemented as necessary to reflect more restrictive local professional and regulatory rules. These are explained more fully in Section 8.

Ethics Helpline

The Code encourages partners and staff to speak up and express concerns in good faith, fairly, honestly and respectfully. We are committed to dealing responsibly, openly and professionally with any genuine concerns raised about possible malpractice or unethical behaviour. We are committed to protecting our people against retaliation so if a genuine concern is raised, the individual raising the concern will be protected from suffering any form of retaliation. If the individual has acted in good faith, it does not matter if they are mistaken regarding the concerns that they raise.

All partners and staff are reminded of the firm's complaints and allegations policy on a regular basis throughout the year.

The firm has an ethics helpline whereby concerns can be reported on-line or by phone. This is available to any partner or member of staff who observes inappropriate business conduct or unethical behaviour that cannot be resolved locally, or where the normal consultation processes are not appropriate. We encourage our partners and members of staff to use the ethics helpline for consultation as well as reporting. In addition, third parties may also call the ethics helpline.

Information Protection

Confidentiality, information security and data protection are key elements of our professional responsibilities. Misuse or loss of confidential client information or personal data may expose the firm to legal proceedings and it may also impact our reputation.

The firm's Chief Operating Officer, Paul Tuite, is the TLT member responsible for information protection, and he is also the firm's Chief Data Officer.

In this role, he is supported by the Information Protection Committee, which is responsible for providing oversight, policy and strategic direction on information risk matters. Membership of the Information Protection Committee comprises representatives from Risk & Quality, Office of General Counsel, Information Technology, Data Protection, Information Security and the Lines of Service.

As part of the firm's membership of CAI, all of our people are required to comply with CAI's fundamental principle of confidentiality. There are legal and regulatory obligations on our people regarding handling of confidential information and personal data, and contractual terms govern the use and disclosure of information.

The firm provides confidentiality, information security and data protection training upon recruitment, annual update training and awareness campaigns for all partners and staff thereafter, and training to various departments on an ad hoc basis throughout the year.

We also have in place an accountability framework and the appropriate technical and organisation measures to promote compliance with the EU General Data Protection Regulation (GDPR). Our GDPR programme is embedded into the firm's existing Information Protection framework, ensuring a comprehensive and coordinated approach to the handling of personal data in compliance with the obligations of the GDPR. Our standard privacy notice is available to the public at

<https://www.pwc.ie/policies/privacy.html>

The firm operates an Information Security Policy that is aligned with ISO/IEC 27002:2013 for all client data that comes under its control or ownership. The firm's information security policies and procedures aim to make sure that:

- information is protected from internal and external threats;
- confidentiality, availability and integrity of information is maintained;
- statutory, regulatory and contractual obligations are met; and
- appropriate classification of data to ensure it is appropriately handled.

Our policies and procedures include:

- encryption of all the firm's laptops, PCs and removable media;
- secure and PwC managed apps for data accessed by mobile devices;
- software restricting the use of removable media to approved and encrypted devices only;
- access to engagement files – both electronic and hard copy paper files – which is restricted to those with a 'need to know';
- clear-desk policy, both in our offices, at client sites, at home and when travelling;
- securing hard copy files when not in use;
- remote access to our network is via a secure virtual private network, or equivalent technology;
- policies are in place for the transmission of data by email outside of the organisation; and
- access to operational areas of PwC Ireland and our buildings is restricted.

The firm's policies and standards are supported by ongoing compliance monitoring carried out by the firm's internal audit and compliance teams and is supplemented by checks by the PwC Network's global security organisation.

The firm has incident reporting and response procedures that seek to minimise the impact of any data loss. These procedures include notifying clients when it is known that their data is at risk and, where appropriate and feasible, taking corrective actions.

Anti-Corruption

We are opposed to corruption in any form. Our Code of Conduct makes it clear that it is unacceptable for our people to solicit, accept, offer, promise or pay bribes, including facilitation payments – whether directly or through a third party.

Policies, training and procedures in respect of anti-corruption are in place. All of our people undertake training to ensure they understand the policies and procedures under which we operate and also local laws and regulations. All professional staff and partners must confirm annually that they are familiar with the firm's requirements and guidelines in respect of anti-corruption.

5.2.3 Acceptance and continuance of client relationships and specific engagements

Considerations in accepting and continuing an audit client relationship

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality, which we believe goes hand-in-hand with our purpose to build trust in society. We have established policies and procedures for the acceptance of client relationships and audit engagements that consider whether we are competent to perform the engagement and have the necessary capabilities including time and resources, can comply with relevant ethical requirements, including independence, and have appropriately considered the integrity of the client. We reassess these considerations in determining whether we should continue with the client engagement and have in place policies and procedures related to withdrawing from an engagement or a client relationship when necessary.

Client and Engagement Acceptance and Continuance

We have implemented a process to identify acceptable clients based on the PwC Network's proprietary decision support systems for audit client acceptance and retention (called Acceptance and Continuance ("A&C")). A&C facilitates a determination by the engagement team, business management and risk management specialists of whether the risks related to an existing client or a potential client are manageable, and whether or not PwC should be associated with the particular client and its management.

More specifically, this system enables:

Engagement teams:

- to document their consideration of matters required by professional standards related to acceptance and continuance;
- to identify and document issues or risk factors and their resolution, for example through consultation, by adjusting the resource plan or audit approach or putting in place other safeguards to mitigate identified risks or by declining to perform the engagement; and
- to facilitate the evaluation of the risks associated with accepting or continuing with a client and engagement.

The firm (including leadership and risk management):

- to facilitate the evaluation of the risks associated with accepting or continuing with clients and engagements;
- to provide an overview of the risks associated with accepting or continuing with clients and engagements across the client portfolio; and
- to understand the methodology, basis and minimum considerations other member firms in the Network have applied in assessing audit acceptance and continuance.



Relationship checks, independence assessments and conflicts of interest

Before accepting a new engagement, we perform:

- checks to identify relevant relationships. Where conflicts of interest are identified, we either decline to accept an engagement or we put in place arrangements to make sure that potential conflicts of interest are appropriately managed; and
- in the case of new audit clients, a comprehensive independence assessment is performed. The assessment covers all aspects of independence in relation to a new potential audit client. This enables us to identify non-audit services provided to that potential audit client and:
 - for those services which the Ethical Standard or other regulations prohibit an auditor to provide to audit clients, to determine whether they can be terminated in line with the relevant regulatory requirements before we are appointed as auditor or not. Where we are able to terminate the provision of such services, the non-audit service providers in the PwC Network are instructed to terminate the service in line with the relevant regulatory requirements prior to our appointment and confirm that they have done so. If we are unable to terminate the non-audit service in line with the relevant regulatory requirements before our potential audit appointment, we decline the audit appointment; and
 - for those services which we can continue to provide, we identify the threats to our independence and objectivity and the safeguards which are in place. Where the threats to our independence and objectivity are unsurmountable, we decline the audit appointment.

Withdrawal from an engagement

Policies and procedures are in place for circumstances in which we determine that we should, or are required to, withdraw from an engagement. These policies include the need for appropriate consultations both within the firm and with those charged with governance at our clients, together with ensuring compliance with legal and professional obligations.

The policies and procedures also deal with circumstances where we become aware of information after accepting the engagement which, had we been aware of that information earlier, would have led us to declining the engagement.

5.2.4 Human resources

Perhaps the most critical components of quality are the skills and personal qualities of our people. As a professional services firm, many of these skills and qualities are relevant to all our Lines of Service. As a consequence, our strategy for recruitment, engagement, development, diversity, remuneration and wellbeing is consistent across the firm.

Quality people

The quality of our work is determined largely by the quality of our people. Consequently, we aim to recruit, train, develop and retain the best and brightest people who share in the firm's strong sense of responsibility for delivering high-quality services.

Recruitment

Across the firm, we recruited over 400 new people, including over 300 graduates, in 2020.

We have always believed that the best audits are performed by high achieving individuals. Accordingly, we maintain a strategy of accepting the best graduates into our audit business and set a high academic threshold.

All recruits for our full-time programmes are required to submit an application form and are interviewed by two people. Certain information such as qualifications is verified.

We believe that investing in a broad range of skills, experiences and backgrounds puts us in a stronger position to understand and meet the needs of our clients. This year we have continued to recruit from the non-traditional academic backgrounds of finance and accounting.

All our people are advised through our induction training and reminded regularly thereafter of the culture, values and core attributes of PwC.

When working with our clients and our colleagues to build trust in society and solve important problems, we *Work together, Make a difference, Reimagine the possible, Care and Act with integrity*.

Assignment of engagement teams

Partners and staff are assigned to engagement teams based on the individuals' experience, competencies and grade. In addition, for certain types of work we specify levels of experience and specific additional training to make sure that the individuals are competent to undertake that type of work. In some areas, formal accreditation is needed; for example, only accredited individuals can lead or undertake certain types of work such as capital market transactions and due diligence work.

Performance evaluation

We continue to invest in equipping our partners and staff with the coaching and management skills needed to give honest feedback to continually improve performance. We expect feedback to be provided regularly by and to all staff and partners. This feedback then forms a key element of our annual appraisal process. All partners and staff assess their performance against their agreed objectives and against grade-related Global Core Competencies.

The appraisal process covers technical competence and quality, and consideration is given not only to what an individual has achieved, but also how they achieved it. Based on this assessment, individuals are assigned a performance rating that is benchmarked across the firm and which influences their salary, bonus and progression within the firm. Unsatisfactory work results in reduced or no performance related remuneration and corrective action being taken, as appropriate.

Career development

We develop our people through a combination of on-the-job experience, coaching and training programmes. These are supported by additional development opportunities, such as internal and external secondments, international assignments, membership of professional committees and working groups, community partnerships and voluntary programmes.

Each member of staff has a manager assigned to them, who is responsible for their performance management, coaching and well-being. This manager works with the individual to understand their strengths and development areas, and assess what opportunities are available to help them to acquire necessary skills.

Promotion

Any promotion in the firm is based on an individual's performance, their skills and the business case. In the case of promotion to director or admission to partnership, the process is particularly thorough and involves the Lines of Service leadership teams. All potential admissions to partnership are put to the full partnership for consideration.

Within Assurance, the process for promotion to director and admission to partnership involves a formal assessment of the quality of the individual's work and their adherence to ethical requirements and professional standards. We take this process seriously and will not promote an individual to director or admit an individual to the partnership if we have any concerns about the quality of their work.



Diversity, valuing differences and inclusion

What does it all mean?

Diversity at PwC

Bringing together the perspective of individuals of all backgrounds, life experiences, preferences and beliefs to create better outcomes for our clients, our people and our communities



Having diverse people

A PwC workplace that brings together the perspective of individuals of all backgrounds, life experiences, preferences and beliefs



Valuing differences

Collective and individual ability, as PwC professionals, to thrive in a talent-diverse environment where everyone's perspectives are appreciated and respected



A culture of inclusion

An environment where people can be their true selves, sharing their unique perspectives while knowing their contributions are valued

Diversity, Inclusion and Connection

At PwC, our focus on diversity and inclusion is about making our Firm a great place to work for all of our people. Advancing and supporting diversity and inclusion isn't just the right thing to do. An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for stakeholders and society.

Inclusive leadership and developing human skills including working with our teams to understand and address unconscious bias is a priority at PwC. The strength in different perspectives from people who are willing to challenge the status quo and think differently from one another supports high levels of innovation and collaboration.

In 2020, Diversity, Inclusion and Connection became more important than ever as we dealt with the impact of COVID-19 and witnessed the Black Lives Matter movement. These events presented challenges but also opportunities for us to listen, learn and take action allowing us to engage with our people in a more meaningful and human way.

Our significant investment in technology to digitally enable our firm and empower our talented people has set us up for success and allowed us to remain closely connected although physically apart. A number of interactive initiatives are in place across our teams such as Chew and Chats, Walk and Talks and Coffee Roulette to support our people and promote opportunities for inclusive social engagement.

It is important to note that while we have adapted our delivery vehicles as a result of the current environment, the core elements of our Diversity and Inclusion strategy remain the same focussing on inclusion, flexibility and wellbeing.

Our Diversity & Inclusion ("D&I") Council was established in 2016 and has brought true strategic value to the firm leading initiatives under 4 key pillars: Gender, Shine (LGBTQ+), Cultural and Generational.

We ensure that our D&I values are visible and experienced throughout the full employee life cycle starting with a candidate's first engagement with us. All of the roles we advertise have been checked for unbiased language and we ensure our recruitment partners provide us with a balanced pool of diverse candidates for open roles. An equality statement is included in all of our job descriptions and our Global Open Minds unconscious bias training is mandatory for all of our people. We have also run additional Unconscious Bias sessions in previous years with our Partners - further demonstrating their commitment to inclusive leadership.

All new hires are taken through our D&I framework as part of their onboarding programme and offered a number of paths to connect and engage with our D&I networks, groups and events throughout the year.

Our D&I google site is a one stop shop for our people to go and learn about each Pillar of our D&I strategy, latest news, events and initiatives to better support them and their teams throughout their career at PwC.

Gender Pay Gap

We published our Gender Pay Gap in February 2020 for the second year, having been the first professional services firm in Ireland to publish in 2019. Being transparent about our numbers and the journey we are on is core to our values and supports the ongoing work of our D&I Council, in particular our Gender Pillar.

We are progressing well against our action plan, resulting in a reduction in our pay and bonus gaps. We are currently working on the 2021 analysis and will continue our journey to address the insights highlighted and calibrate our action plan as necessary.

Gender Diversity

The gender diversity group has an established Women in Tech Network with a mission to empower, educate and mentor women as they develop their careers in Technology. Since it was launched in 2019, we have grown our network to over 300 women and men. Our hugely successful Women who Lead campaign was launched as part of this year's International Women's Day celebrations celebrating and recognising PwC women across all levels for their leadership. The gender pillar has also established regular Lean In Circles to connect and support our people.

Shine Ally Network (LGBTQ)

Shine @ PwC is our inclusive business network for LGBTQ+ people, allies and supporters. We run educational programmes throughout the year to further embed the behaviours of an inclusive and values-led workplace. In 2020 we had to reimagine our events due to COVID-19 but continued to have excellent engagement particularly across our Pride events including the virtual Dublin Pride Parade. Our Ally network is made up of 200 active members.

Cultural Inclusion

Our international community has been actively growing and continues to expand. This along with a focus on Race and Ethnicity and celebrating different cultures in Ireland is a key element of our inclusion strategy. Our Cultural network promotes a culture of belonging at PwC. In addition to the support already in place, we launched a Global Mobility internal site to help those new to Ireland and introduced new onboarding events for international hires. We ran a number of events to celebrate World Culture Day including a fun quiz to promote cultural awareness.

Generational

We are committed to capitalising on the benefits generational diversity brings to our firm and promote an open forum where people can get together and connect across all generations. We ran an Intergenerational Workplace Day in November 2020 to drive awareness and highlight the benefits of having four generations in the workplace.

Sponsorship of the DCU Centre of Excellence for D&I

PwC are a founding member of the DCU Centre of Excellence for D&I, the only University in the world to have such a centre and we are the only professional services firm involved. Continuing our commitment to push beyond mere legal compliance with D&I requirements, our first research initiative in partnership with the Centre aims to look at how to enhance access to employment for people from under-represented social backgrounds.

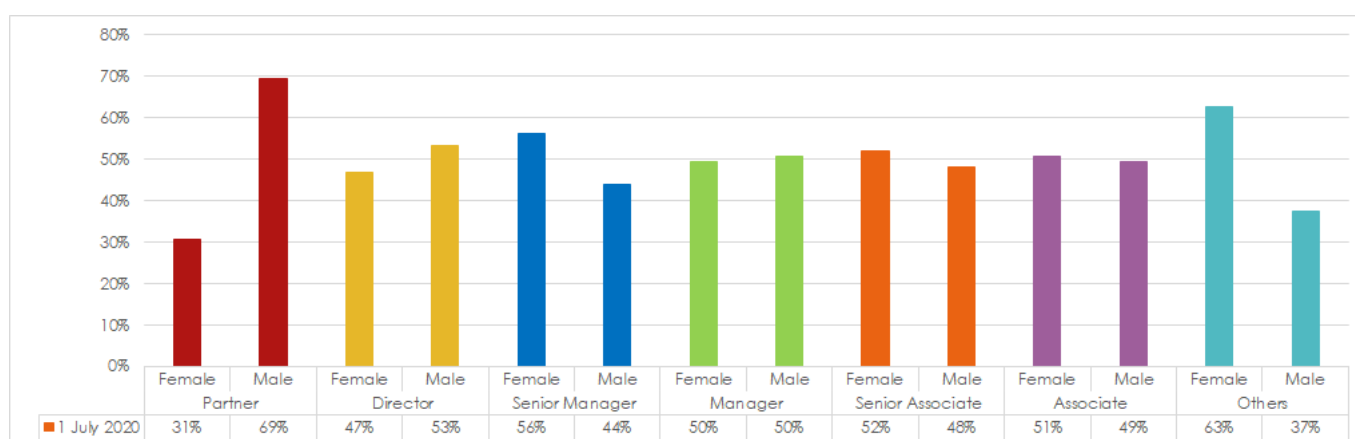
Inclusive Listening

Each year PwC Ireland participates in a PwC Global People Survey, asking a number of questions to determine our performance in key areas of inclusion and belonging. In 2020 we were unable to complete this survey as a result of COVID-19 and instead we ran People Experience Surveys with a view to understanding how our people were navigating through the pandemic. In 2021, we will be asking several demographic questions in our Global People Survey that will better enable us to understand the experience that minority groups have at PwC. In addition, we launched a Voice to Leadership initiative in 2020 particularly creating more opportunities for the D&I community to share their views and help shape key people impacting initiatives e.g. our new approach to everyday flexibility.

Workforce profile

Of our existing partners, 31% are female. Over the past three years, 36% of our new admissions to the partnership were female. The goal is to focus on ensuring that we have a healthy and diverse pipeline to support our ambitions.

To have impact and serve our communities, our stakeholders and our clients, we need diverse talent. It's imperative we attract, retain and develop diverse professionals to spur innovation, drive growth and sustain competitive advantage in the marketplace, in particular as we plan for the future of work. Creating these conditions requires the efforts of all, underpinning our core values of Work together, Make a difference, Reimagine the possible, Care and Act with integrity.



Wellbeing and Everyday Flexibility

Be well, work well, our wellness programme has a simple goal: helping our people to perform at their best, at work, at home and everywhere in between. It is all about providing resources that help support the journey to greater overall wellbeing.

At PwC, we focus on four dimensions of wellbeing - physical, emotional, mental and spiritual - providing a number of supports to our people year round including: seminars, 1:1 expert appointments such as nutritionists or psychologists, medicals and screenings, flu shots, mental health support, relevant toolkits and a range of other resources.

In 2020 our focus was on finding ways to support our people in a virtual world with our 'Be well, Work well' programme becoming a top priority as we put the health, safety and wellbeing of our people at the forefront of our response to COVID-19.

Throughout the year we continued to build on our suite of resources and particularly focussed on evolving our offering on Mental Health which aims to provide support to our people to identify signs and symptoms of Mental Health and how to access help and support. We continuously promote our Employee Assistance programme, run through Laya Healthcare. This confidential service offers a number of counselling and one to one support for our people as well as their immediate family members.

At the outset of the pandemic over 700 people attended a seminar on how to manage your mental health during COVID-19 and over 400 have attended our dedicated Mental Health half day programme since it was launched at the end of 2019. In addition, we pivoted all the offerings above to a virtual world including our highly popular digital gym and fitness calendar offering a range of Pilates, mindfulness, high intensity training and family fitness sessions throughout the year.

Our approach to **Everyday Flexibility** along with a range of supports on smart working were launched in November 2020 with a view to supporting our people with their wellbeing by enabling them to have an Everyday Flexibility conversation with their leader to work in a way that suits them, their clients and their teams. This approach has been an evolution of our former Flexibility policies and is available to all our people. A range of supports are available to support conversations on Everyday Flexibility such as conversation guides, examples of work practices that can be availed of and a comprehensive toolkit. Our approach is fluid and agile in nature, supporting our people with their wellbeing and a more modern way of working to perform at their best.



5.2.5 Engagement performance - assurance

We invest heavily in the effectiveness of our audits, in the skills of our people (as noted above) and in our underlying audit methodology, as well as in making the right amount of time and resources available. We pay close attention to the findings of regulatory inspections on the quality of our work. Just as important are the internal indicators and processes that monitor the effectiveness of our risk and quality processes.

PwC Audit

As a member of the PwC Network, we have access to and use PwC Audit, a common audit methodology and process. This methodology is based on the International Standards on Auditing (ISAs), with additional PwC policy and guidance provided where appropriate. PwC Audit policies and procedures are designed to facilitate audits conducted in compliance with all ISA requirements that are relevant to each individual audit engagement. In Ireland, this policy and guidance is supplemented to address local professional standards and regulatory requirements. Our common audit methodology provides the framework to enable PwC member firms to consistently comply in all respects with applicable professional standards, regulations and legal requirements. Our audit approach in Ireland adheres to International Standards on Auditing (Ireland) and laws and regulations in Ireland.

The PwC Audit Guide explains PwC's methodology. The Guide along with PwC's technology-based audit support tools, templates and content support engagement teams in conducting assurance and related services engagements.

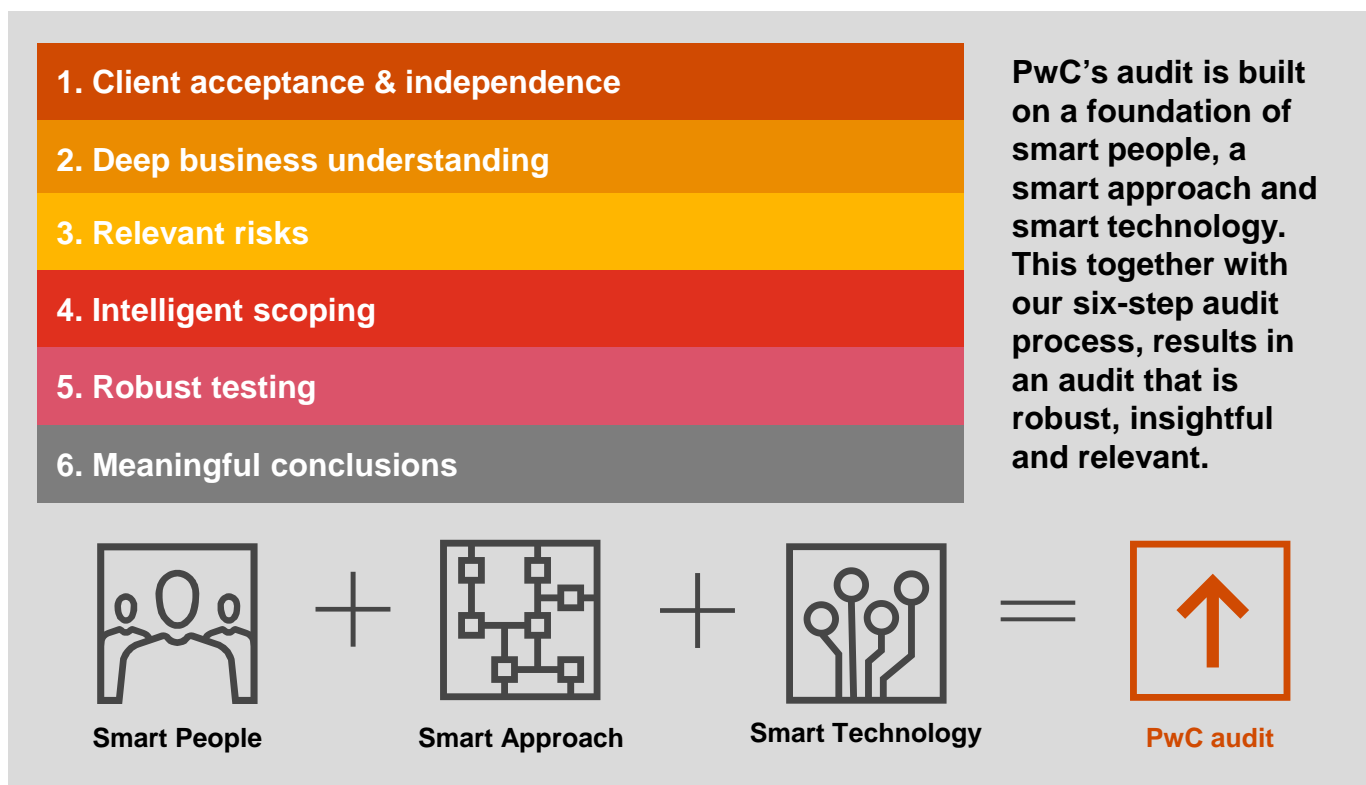
Developed technology

We continue to invest in audit technology that builds quality into the audit and enhances our ability to provide insights to our clients. Our technology is built and implemented globally ensuring consistency across the PwC Network. Our tools that enhance audit quality and efficiency through automation, connectivity and mobility include:

- *Aura Platinum* is the latest, cloud-based release of Aura. It's at the heart of how we build and execute the audit plan. Aura is used globally across all PwC audits, delivering audits tailored to the client's business. Targeted audit plans specify risk levels, controls reliance and substantive testing. Smart dashboards show teams audit progress and the impact of scoping decisions more quickly. New functionality includes:
 - Enhanced dashboards - makes teams more efficient by helping them focus on what's important
 - Improved workflow view - facilitates better project management
 - Seamless integration with assurance tools - changes flow straight into Connect

- *The Connect Suite* is our collaborative platform where we share data, document requests and audit status. It provides fast, efficient and secure information sharing with our clients and multi-location audit teams at every stage of the audit:
 - *Connect* monitors the status of requests and information between our clients and the engagement team in real time. Audit and client teams know where things stand at all times through a consolidated dashboard showing all sites, digitisation of engagement matters, and automated key performance indicators.
 - *Connect Audit Manager* streamlines, standardises and automates group and component teams coordination for multi-location and statutory/regulatory audits. It provides a single digital platform to see all outbound and inbound work and digitises the entire coordination process so there's greater transparency, compliance and quality for complex multi-location audits.
- *Halo* is our market-leading audit technology that allows us to interrogate, test and analyse huge volumes of business-critical data, analysing whole populations, spotting and visualising anomalies and trends in financial information. It enables us to analyse patterns and trends, identify unusual and high risk transactions, to identify and assess risks and determine where to focus audit efforts and provide valuable insight to our teams and our clients. Halo works with data from any system and there are a number of applications for different industries and risks.
- *Aura Count* A stock-taking app has been created to take advantage of new technologies and mobile platforms to perform and document all aspects of an inventory count observation. It has been built by PwC in response to feedback from teams that using a mobile device would improve the quality and execution of counts. Aura Count drives quality by guiding the Counter through our standardised process which includes quality checks meaning testing and documentation are complete and any issues are investigated at the count.





Comprehensive policies and procedures

The firm has comprehensive policies and procedures in place for our assurance practice. These are regularly updated to reflect new professional developments, changes in our operating environment and emerging external issues, as well as the needs and concerns of the practice. These policies cover both professional and regulatory requirements and also reflect the guidance that the firm provides to its professionals on how best to implement them. They are available in electronic files and databases and are accessible to our people remotely.

Consultation and support

Consultation is a key element of quality control. The firm has policies setting out the circumstances under which consultation is mandatory.

The firm's technical experts track new developments in relevant areas and provide updates to the appropriate professional people. Our consultative culture means that our engagement teams regularly consult with experts and others.

Supervision and review

The engagement leader and senior engagement team members supervise the audit, review the work, coach the team and maintain audit quality. Our audit software, Aura, is designed to help audit team members track the progress of the engagement and therefore make sure that all work has been completed, that work is reviewed by the relevant individuals, including the engagement leader and, where relevant, the Engagement Quality Control Reviewer (known in PwC Audit as the Quality Review Partner), and that all matters arising have been appropriately addressed.

The engagement leader is expected to:

- lead the performance of the audit and its documentation by being proactively and sufficiently involved throughout the audit, including being satisfied that audit risks have been assessed and responded to appropriately;
- drive a cultural mind-set that strives for continuous quality improvement, challenges engagement team members to think, be rigorous and apply professional scepticism;
- foster an integrated coaching culture and demonstrate a willingness to learn and to coach others;
- be responsible for the engagement team undertaking appropriate consultation on difficult or contentious matters, initiating those consultations where necessary;
- have an ongoing involvement in assessing the progress of the audit, and in making key judgements;
- be satisfied that the review, supervision and quality control procedures in place are adequate and effective; and
- have an overall responsibility for reviewing and assessing the quality of the work done, its proper and timely documentation and the conclusions reached.

Senior engagement team members support the engagement leader by:

- setting an example in the performance of the audit and its documentation by being involved throughout the audit, including identifying the audit risks and being satisfied that they are responded to appropriately;
- applying professional scepticism, striving for continuous quality improvement, challenging engagement team members and applying rigour to the audit process;
- fostering an integrated coaching culture and demonstrating a willingness to learn and coach others;
- together with the engagement leader, putting in place arrangements for timely reviews of audit work and documentation, and, taking into account the nature, extent and level of reviews already performed by other members of the team, satisfying himself or herself that the work performed and documentation is appropriate; and
- reviewing work done and the record of the audit, including considering the quality of the audit process and the results of the work and the documentation of conclusions.

In addition to reviews by the engagement leader and senior engagement team members, all staff are expected to critically self-review their own work to make sure it meets the relevant requirements.

Engagement Quality Control Review

We appoint a quality review partner (“QRP”) to conduct engagement quality control reviews of the audits of EU PIEs, other listed clients and clients identified as higher risk. QRPs are experienced partners who are independent of the core engagement team and are responsible for reviewing key aspects of the audit, including independence, significant risks and their responses, judgements, uncorrected misstatements, documentation of work done in the areas reviewed, the financial statements, communications with those charged with governance and the appropriateness of the audit report to be issued. When their review is completed, any matters raised are resolved to their satisfaction in advance of the audit report date.

Engagement documentation

At the end of an engagement, teams are required to assemble the hard copy paper file and then archive both this and the electronic file within set periods laid down by professional standards and law. In the case of the electronic audit file, automated processes exist to make sure that the file is archived on time and the act of archiving prevents any further amendments being made to the file.

The hard copy paper file is archived using an electronic system that logs the files.

All engagement files are destroyed after periods specified by law or professional standards. In the case of audit files, this is generally eight years after the report signing date.

Audit reporting

We are acutely aware that the effectiveness of our work as auditors is directly linked to the effectiveness of our reporting, whether to audit committees or boards of directors, or in external reporting.

Reporting to audit committees

When reporting to audit committees and those charged with governance we place particular emphasis on communicating our planned audit approach.

During the course of the audit we communicate any threats to auditor objectivity, including independence, timely observations arising from our audit on the significant risks and judgements that impact the reported financial performance and position in the financial statements, other matters required by laws and regulations and any other information that is relevant to the audit committee’s responsibility to oversee the financial reporting process.

In part, this presentation of significant judgements includes highlighting to the audit committee the judgements that have been made by management in preparing the financial statements that we believe are important to an understanding of the performance being presented.

The firm has implemented a policy whereby the annual financial statements prepared under International Financial Reporting Standards (“IFRS”) for all equity listed companies, and certain other higher risk clients, are subject to an independent review by a senior member of our accounting technical team.



External reporting

We are conscious that our audit reports should be clear and unambiguous. The form and content of our audit opinions are laid down by Irish legislation and IAASA for Irish entities under ISA (Ireland) 700 'Forming an Opinion and Reporting on Financial Statements'. Where ISA (Ireland) 701 'Communicating Key Audit Matters in the Independent Auditor's Report' applies, we include descriptions of how our audit addressed the key audit matters that in our professional judgement were of most significance, an overview of the scope of our audit and how we identified and applied the concept of materiality in planning and performing the audit.

Extended audit reports under ISA (Ireland) 701 provide us with the ability to 'tell the story of our audit' within our audit report in a meaningful and informative way to enhance users' understanding of the financial statements.

We welcome the continued feedback that we have received both from our clients and from stakeholders and other commentators on our audit reports. We also welcome, fully support and embrace greater transparency over the audit process.

Engagement leaders only conclude on the truth and fairness of the financial statements and sign an audit opinion following appropriate review of the work performed by the audit team, resolution of issues identified, clarification of any uncertainties and an assessment of uncorrected misstatements, both quantitative and qualitative, identified in respect of the financial statements.

Consultation procedures are in place where a modified, or a qualified, opinion is considered. The consultation process assists in ensuring the audit opinion is appropriate to the particular circumstances.

In addition to the audit opinion, in certain situations we also have reporting obligations to regulators and to other organisations specified by Irish law.

Reporting obligations under legislation

We are cognisant of our reporting obligations under the following legislation. In 2020, we made the following reports in accordance with these obligations:

Criminal Justice (Theft and Fraud Offences) Act, 2001 - An Garda Síochána	10 reports
Criminal Justice (Money Laundering and Terrorist Financing) Act 2010 section 42 - An Garda Síochána and The Revenue Commissioners	21 reports
Companies Act 2014, section 393(1) – The Director of Corporate Enforcement	3 reports

5.2.6 Monitoring

We recognise that quality in the Assurance services we deliver to clients is key to maintaining the confidence of investors and other stakeholders in the integrity of our work. It is a key element to our Assurance strategy.

Responsibility for appropriate quality management lies with the Leadership of our firm. This includes effective monitoring processes aimed at evaluating whether the policies and procedures which constitute our System of Quality Management are designed appropriately and operating effectively to provide reasonable assurance that our audit and non-audit assurance engagements are performed in compliance with laws, regulations and professional standards.

Our firm's monitoring program is based on the PwC Network's Global Assurance Quality - Inspections ("GAQ-I") Program. This program, which is based on professional standards relating to quality control including ISQC (Ireland) 1, contains policies, procedures, tools and guidance which are used by PwC Network firms.

The GAQ-I program is coordinated by a central team which consists of a GAQ-I Leader with a group of International Team Leaders ("ITLs") who are senior partners seconded to the GAQ-I central team by PwC member firms. Provision of oversight by the ITLs and their continuous involvement and support enable a consistent and effective performance of reviews across the PwC network.

Our firm's monitoring procedures include an ongoing assessment of the design and effectiveness of our System of Quality Management (Quality Management Reviews), as well as a review of completed engagements (Engagement Compliance Reviews). The results of these procedures form the basis for the continuous improvement of our System of Quality Management.

Engagement Compliance Reviews ("ECR")

ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit or non-audit assurance reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards and other applicable engagement-related policies and procedures.

Reviews are led by experienced Assurance partners, supported by independent teams of partners, directors, managers and other specialists. Review teams receive training to support them in fulfilling their responsibilities, and utilise a range of GAQ-I-approved checklists and tools when conducting their review procedures.

The results of the quality reviews are reported to our firm's leadership who are responsible for analysing the findings and implementing remedial actions as necessary. In situations where adverse quality issues on engagements are identified, based on the nature and circumstances of the issues, the responsible partner or our firm's Assurance leadership personnel may be subject to additional mentoring, training or further sanctions in accordance with our firm's Recognition and Accountability Framework.

Partners and employees of our firm are informed about the review results and the actions taken to enable them to draw the necessary conclusions for the performance of their engagements. In addition, the GAQ-I Leader informs engagement partners of our firm, who are responsible for group audits involving crossborder work, about relevant quality review findings in other PwC member firms which enables our partners to consider these findings in planning and performing their audit work.

Quality Management Review ("QMR")

A full QMR, led and resourced from other PwC Network firms, is performed every three years with an update review being performed in the intervening years. The update reviews perform targeted assessments, monitor progress on remediation of any control issues raised in the last review and assess the impact of any new developments on the internal quality control systems.

The aim of the QMR is to assess the effectiveness of a member firm's internal quality control systems, including compliance with professional standards such as ISQC (Ireland) 1. PwC Ireland was subject to a full QMR in 2020. A small number of control issues identified are in the process of being remediated.

Quality Key Performance Indicators

Each year a PwC Ireland team, independent of the engagement team, assesses a sample of at least 100 completed engagements against Key Performance Indicators (KPIs) of audit quality.

KPIs are set each year to take account of matters arising from regulatory reviews and the ECR, in order to ensure that they focus on those aspects of our work where behavioural change and improvements in quality are considered necessary. Compliance with the quality KPIs therefore represents an ongoing challenge as we strive to continually improve audit quality.

In the year to 31 December 2020, 16 audit quality KPIs were assessed, covering various aspects of the audit from planning to execution and completion. The results of this programme in 2020 continue to demonstrate our strong culture of quality and compliance.

The results of these assessments are reported to the engagement teams and are collated centrally to assess whether any action, such as additional training, technical updates or changes to policy or procedures is required.

In 2020, we also performed quality reviews on a real time basis for some of our more significant audit engagements.

Annual review of firmwide procedures

In accordance with ISQC (Ireland) 1 an internal review of firmwide procedures is undertaken annually, which includes testing of the effectiveness of the Assurance practice's quality controls in functional areas such as leadership, training and independence.

Continuous improvement programme

Quality monitoring is an integral part of the firm's continuous improvement programme. The firm constantly evaluates inputs from formal programmes such as those described above and a variety of informal sources in an ongoing effort to improve policies, procedures and the consistency of the quality of work. Instances of failure to meet performance standards are treated seriously and the partner responsible is counselled to improve performance. Appropriate steps are taken to fully encourage and support improvement. Further sanctions may be applied in accordance with our firm's Recognition and Accountability Framework.

We operate in a highly regulated environment, with many different laws and regulations that need to be followed. In addition to the firm's own internal review procedures, the firm is subject to monitoring by a number of regulatory authorities. The most recent external inspections of the firm by Irish and overseas regulators are outlined in Section 6 and any findings from these inspections form part of our continuous improvement programme.

5.2.7 Evaluation of effectiveness of quality control system

The Territory Leadership Team has evaluated the operating effectiveness of the firm's quality control system at 31 December 2020 and is satisfied that it is functioning effectively.

6. External inspections

6.1 Irish Regulators

The firm is an approved statutory audit firm within the meaning of the Companies (Statutory Audits) Act 2018.

IAASA, as the designated competent authority for the oversight of statutory audit firms in Ireland, conducts quality assurance inspections of statutory audit firms currently engaged in the audits of public interest entities (“PIEs”) as well as a sample of PIE audit engagements within the firms. Chartered Accountants Ireland (“CAI”) conducts quality assurance inspections of statutory audit firms in relation to audit engagements of non-PIE entities.

During 2020, IAASA completed its inspection of the firm as part of their annual inspection process. The report on their inspection was published in March 2021 and is available from the IAASA website. We are committed to continuing to fully engage with IAASA in a positive and constructive manner in the years to come.

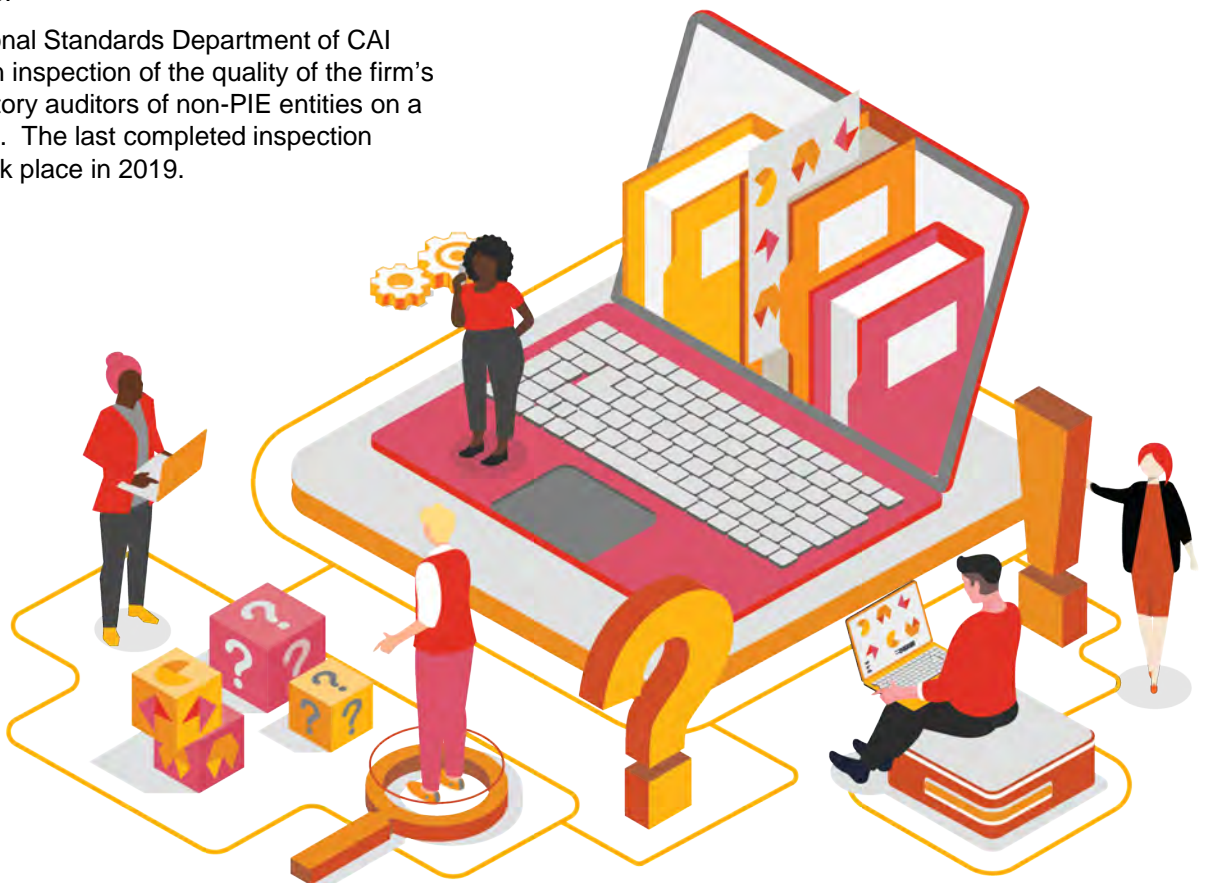
The Professional Standards Department of CAI undertakes an inspection of the quality of the firm’s work as statutory auditors of non-PIE entities on a periodic basis. The last completed inspection of the firm took place in 2019.

6.2 Overseas Regulators

The firm is registered in the United States of America in order to meet US requirements in relation to the audits of certain entities. As a requirement of this registration, the firm is subject to monitoring by the Public Company Accounting Oversight Board (“PCAOB”). During 2019, the PCAOB, in cooperation with IAASA, performed an inspection of the firm. The report on their inspection has not yet been published and will be available once published from the PCAOB website. We are committed to continuing to fully engage with the PCAOB in a positive and constructive manner in the years to come.

We are also registered with Audit Regulators in Japan and Jersey.

The findings arising from external inspections are incorporated into our continuous improvement programme as described in Section 5.





7. Public interest entity audit clients

A list of the public interest entities, as defined in the European Union (Statutory Audits) (Directive 2006/43/EC, as amended by Directive 2014/56/EU, and Regulation (EU) No 537/2014) Regulations 2016 (SI No. 312 of 2016), for which we carried out a statutory audit during the year ended 31 December 2020 can be found in Appendix 4.





8. Independence policies and practices

8.1 Organisation

The firm's Risk Leader is designated as the Ethics and Business Conduct Partner and in turn is supported by the Independence Director and a core team of independence specialists who ensure the firm applies robust and consistent independence policies, procedures and tools.

8.2 Policies and guidance

PwC Network Independence Policy which is based on the International Ethical Standards Board for Accountants ("IESBA") Code of Ethics for Professional Accountants sets out the minimum standards which all member firms of PwCIL have agreed to follow, including processes that are to be followed to maintain independence from clients. The independence requirements of the US Securities and Exchange Commission (SEC) and those of the US Public Company Accounting Oversight Board (PCAOB) are in certain instances more restrictive than the IESBA Code and the PwC Network policy accounts for this by including provisions that are specifically applicable to SEC restricted entities.

The firm also supplements the PwC Network policy where required by Irish professional bodies and regulations such as the Ethical Standard for Auditors (Ireland) 2017 issued by the Irish Auditing and Accounting Supervisory Authority ("IAASA").

The firm's independence policy covers, among others, the following areas:

- **personal and firm independence** including policies and guidance on the holding of financial interests and other financial arrangements, e.g. bank accounts and loans, by partners, staff, the firm and its pension schemes
- **non-audit services and fee arrangements.** The policy is supported by Statements of Permitted Services ("SOPS"), and the PwC EU Baseline Internal Policy and Guidance on Non-Audit Services which provide practical guidance on the application of the policy in respect of non-audit services to assurance clients

- **business relationships, including policies and guidance on joint business relationships** (such as joint ventures and joint marketing) and purchasing goods and services acquired in the normal course of business
- **the rotation of audit engagement personnel**

8.3 Independence systems

The PwC network has a number of global systems to assist PwC Ireland and its partners and staff to comply with the firm's independence policies and procedures. These systems include:

- The **Central Entity Service ("CES")**, which contains information about corporate entities including the firm's public interest audit clients and SEC restricted clients and their related securities. CES assists our people to determine the independence status of clients or potential clients of the firm before entering into a new non-audit engagement or business relationship;
- **Checkpoint**, which is used by the firm and all partners and practice staff to pre-clear securities before acquisition and to record their subsequent purchases and disposals. Where a member firm wins a new audit client, this system automatically informs those holding securities in this client of the requirement to sell the security;
- **Statements of Permitted Services ("SOPS")**, which provides practical guidance to engagement teams on permissibility of prospective non-assurance services, including independence threats and safeguards and prohibitions; and
- **Authorisation for Services ("AFS")**, which facilitates communication between a non-audit services engagement leader and the audit engagement leader, documenting the potential independence threats of the service and proposed safeguards, and acting as a record of the audit partner's conclusion on the acceptability of the service.

The firm also has a number of local processes and systems, which include:

- A rotation tracking process that monitors compliance with the firm's audit rotation policies for engagement leaders, other key audit partners and senior staff involved in an audit for all public interest entity audit clients of the firm;
- A consultations database that records independence consultation requests and the responses given;
- A database that records significant business relationships entered into by the firm (excluding the purchase of goods or services in the normal course of business). These relationships are reviewed periodically to ensure their ongoing permissibility;
- A register of external appointments held by our people. These appointments are reviewed annually to ensure their ongoing permissibility; and
- A register of directorships, consultancies and employments held by former partners of the Irish firm. These are reviewed annually to ensure their ongoing permissibility.

8.4 Engagement leader, Quality Review Partner (QRP) and Key Audit Partner rotation policy

We adhere to the rotation requirements of the independence rules published by IESBA, IAASA and the SEC as applicable to a particular audited entity.

The principal requirements are as follows:

- **Public interest entities and other listed entities that are subject to the IAASA Ethical Standard**
 - Engagement leader and key audit partner tenure is set at five years with a five year cooling off period. The tenure of the QRP is set at seven years with a five year cooling off period.
- **SEC registered issuers** - The audit engagement partner tenure is set at five years with a five year cooling off period. The tenure of the QRP is set at five years with a five year cooling off period.
- **Entities which meet the IESBA or PwC's internal definition of public interest entity**
 - The tenure for engagement leader, QRP and key partners involved in the audit is set at seven years. The cooling off periods are:
 - five years for the engagement leader;
 - three years for the QRP; and
 - two years for key partners involved in the audit.
- **All other entities** - The tenure for the engagement leader, QRP and key partners involved in the audit is set by our policy at ten years with a two year cooling off period.



8.5 Training and confirmations

Annually, all partners and practice staff receive mandatory training on the firm's independence policies and related topics. Completion is monitored and non-completion may lead to disciplinary action.

All new recruits and newly appointed managers receive training on the firm's independence policy and related topics. Periodically, all our people receive equivalent reinforcement training. Additional face-to-face training is delivered to members of the practice on an as-needed basis by the firm's independence specialists and risk and quality teams.

All our people are required to confirm at least annually their compliance with all aspects of the firm's independence policy including their own personal independence. In addition, all partners and directors with lead engagement responsibilities confirm that all non-audit services and business relationships for which they are responsible are in compliance with policy and that the firm's processes have been followed in accepting these engagements and relationships. These confirmations serve two primary purposes: to identify any threats to independence that may have arisen; and as a periodic reminder of the firm's independence policies and procedures.

Consideration of engagement team independence is a mandatory step on all audit engagements and confirmation is required from all members of the engagement team for listed audit clients and related entities.

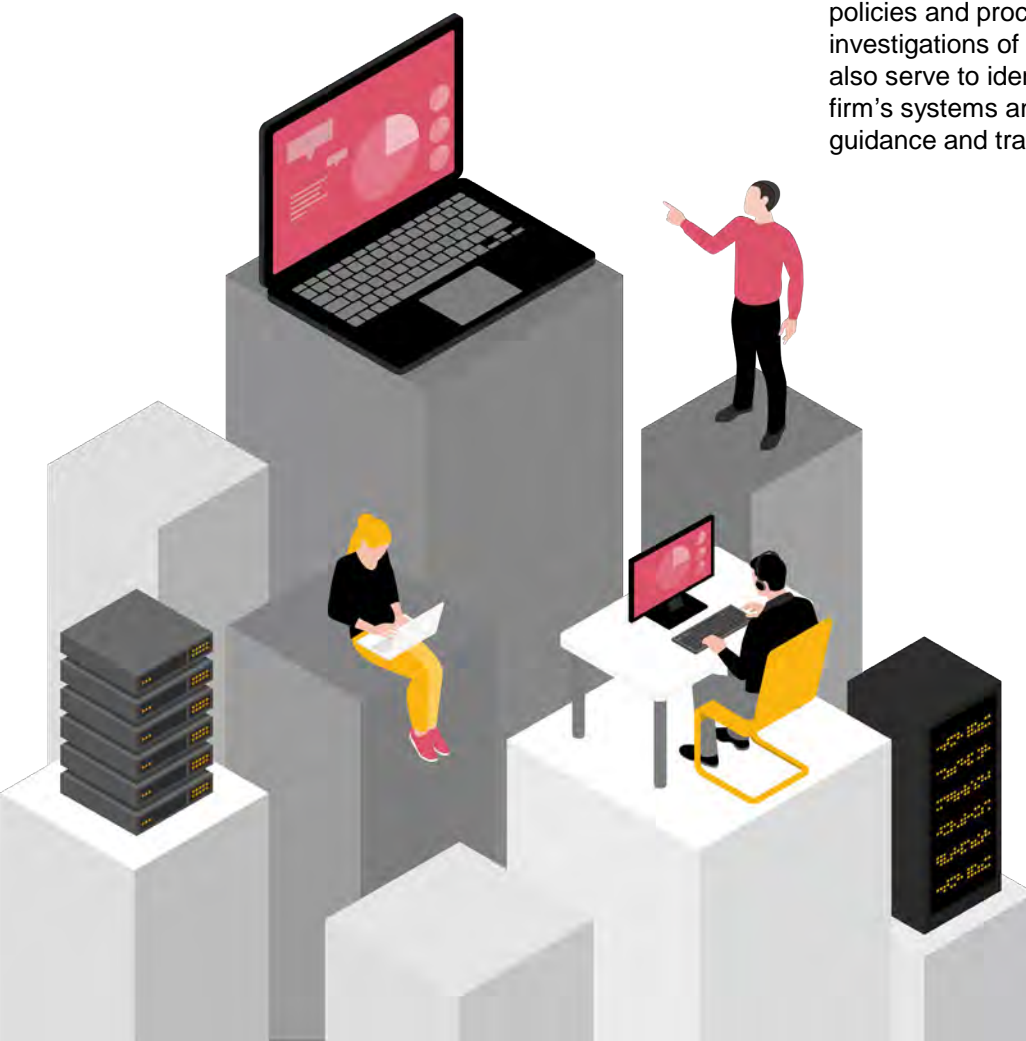
8.6 Compliance monitoring

Our independence procedures and practices are subject to review on an ongoing basis. This is achieved through a monitoring and testing programme, which includes:

- Quality control reviews of engagements for compliance with risk management processes, including independence;
- Central monitoring of independence key performance indicators including compliance with AFS requirements;
- Annual compliance independence confirmations by partners and staff;
- Personal independence audits of a selection of partners, directors and managers; and
- Annual assessment of the firm's adherence with the PwC network's risk management standards for independence.

Potential breaches of the firm's independence policies that are identified from self-disclosures, compliance confirmations, personal independence audits, engagement reviews and other monitoring activities are investigated by the firm's Independence team to determine if a reportable breach has occurred. A breach of independence policies by a partner or staff member is assessed under the Irish Firm Accountability Framework and may lead to disciplinary action.

The results of the firm's monitoring are reported to the firm's Risk leader and provide assurance that the firm's policies and processes are being followed. The investigations of any identified violations of policies also serve to identify the need for improvements in the firm's systems and processes, and for additional guidance and training.





9. Continuing profession education of our people

Capabilities and technical competence are developed through learning, education, work experience and coaching.

Our people develop theoretical knowledge, professional skills and values through the work they perform, the coaching received from others and from formal learning activities that they undertake throughout the year.

9.1 Learning and education

Our PwC Professional global leadership framework underpins a training curriculum which provides a wealth of opportunities for our people to build professional skills and knowledge to support the delivery of high quality assurance services to our clients.

Learning and development is a continuous process which starts with onboarding activities when a person joins the firm. It continues throughout their career and is tailored to the grade, role, responsibilities and experience of each individual.

On joining the firm, all new people are required to complete onboarding training, which focuses on audit methodology and tools, skills training, professional development, compliance, independence and ethical rules, as well as our culture and values.

Our on-going training curriculum includes grade transition and talent programmes as well as technical, management and business skills programmes.

In addition, our industry groups provide specialised training programmes relevant to their sectors that enable our people to improve their understanding of our clients' businesses; for example, people engaged in audits in the Financial Services Sector are trained in the particular risks and audit challenges specific to those industries.

We maintain capabilities and technical competence as follows:

- All partners and staff must complete annual risk and quality update training spanning matters relating to compliance, independence and ethics;

- The mandatory technical training programme builds foundation technical capabilities relevant to auditors. Annual update training addresses new external requirements, internal policy or methodology changes and the remediation of observations raised through internal quality reviews and external inspections;
- We consider training needs on an on-going basis and release training materials throughout the year to respond to emerging performance gaps promptly when they are identified;
- We monitor the completion of mandatory training and follow up any exceptions;
- We review the training programme for compliance with PwC network standards; and
- We have processes in place to equip our tutors with effective instructor skills and the effectiveness of our training programme is assessed through a number of evaluation techniques.

9.2 Access to reference material and subject matter experts

The firm maintains online reference materials covering all aspects of policy, procedure and methodology as well as a library of all relevant auditing, accounting and ethical standards. To keep theoretical knowledge up to date, partners and staff receive regular electronic update communications on technical and regulatory topics as they arise. A group of technical subject matter experts is also available.

9.3 Work experience and coaching

Each engagement leader is responsible for staffing their engagements with people who have the appropriate professional competence and experience required in the circumstances.

As described in our engagement performance section at 5.2.5 above, engagement leaders are ultimately responsible for determining the extent, direction, supervision and review of the work of more junior people to whom work is delegated. This process is consultative, where appropriate, and forms part of a culture that embraces coaching in all we do at all levels within the firm.

10. Corporate responsibility

Responsible Business Leadership

Our Responsible Business Leadership (RBL) strategy, which reimagines Corporate Responsibility to go beyond doing the right thing, is a purpose driven strategy, focused on impact and demonstrates taking responsibility for our actions and being a catalyst for change in Ireland.

At PwC, we believe we have a responsibility to play a significant role in developing our communities and in helping to resolve the many problems that these communities face. We aim to use our skills, voice and relationships to make a difference, generate change and create a lasting impact on the world around us. This belief is at the heart of our strategy.

Our RBL Strategy has two areas of focus:

- **Social Impact:** making a change in our local communities and across Ireland with the volunteer efforts of our people, including raising vital funds, donating hours, providing pro bono services and leading with our values. Through this we aim to leverage the enormous talent, enthusiasm and generosity of our people across Ireland to make a significant and lasting contribution.
- **Sustainability:** we aim to reduce our carbon footprint, reduce our waste and ensure our people and clients are equipped to make the best choices to ensure a sustainable and prosperous future for everyone.



Responsible Business Leaders

Many of society's greatest challenges today impact the way businesses operate. We support our clients as they address these challenges, bringing to bear our innovation and skills, and operating in a way that focuses on ethics, integrity and trust.

In 2020, PwC Ireland was recertified with the Business Working Responsibly Mark certification. The Mark assesses best in class CSR and sustainability and includes leadership, policies, practices, performance and the impact in areas such as - employee engagement, innovation, environmental practices, supply chain management and engagement with the local community.

We also play an active role in many initiatives to enhance trust and transparency between government, business and society.

Social Impact

Our community-based programmes are designed to maximise the benefits we bring to the people and communities we engage with. An area of particular focus is that of youth education and development and supporting our local communities.

Due to COVID-19 a number of initiatives planned for 2020 did not take place and are now due to launch in 2021, including our new Charity Partners, which will see PwC partner with two charities, for a two year period with a financial commitment of up to €200,000 over the 2 year period, offering pro bono services and volunteering opportunities for our people. This is also inline with our new staff volunteering policy, which will empower our people to volunteer as a team or individually one day per year for a cause of their choice.

Junior Achievement

The firm supports our people who take time out of their working day over a period of six to twelve weeks, to deliver Junior Achievement educational programmes targeted at inner city schools. These programmes focus on the delivery of a business related topic to students between the ages of 5 and 15 years. In 2020, we had 18 volunteers participate in the programmes, which entailed more than 200 hours of volunteering.

North East Inner City Council (NEIC)

In 2020, we further developed our relationship with the North East Inner City Council (NEIC). The NEIC is a government-led initiative focusing on social and economic regenerations of Dublin's North East Inner City, just around the corner from our Spencer Dock headquarters. Our aim was to support their missions to bring local businesses together and to support their goals to provide a safe and vibrant local community.

PwC Managing Partner, Feargal O'Rourke sits on the implementation board of the NEIC as the Business Liaison Leader, using his expertise and connections in the business industry to ensure this initiative is at the forefront of firms and companies like our own, as a top priority.

We continue to support the NEIC a number of ways:

NEIC Work Experience

In February 2020, we launched a dedicated PwC/NEIC Transition Year programme and took 30 local students for a full week long programme facilitated by Savvy Teen Academy. This programme was focused on providing the students with valuable work experience, including employability skills, presentation and interview skills, while gaining support with developing their CV. 30 PwC volunteers mentored the students, providing a total of 60 hours of one-on-one work experience, building connections and providing mentorship, in an aim to breakdown societal barriers.

Each year we continue to grow the number of students we are supporting. In the autumn of 2020 we worked with the NEIC to reimage this offering for 2021, given the current global pandemic. More than 250 Transition Year and Leaving Cert Applied students from schools within Dublin City Centre were offered a one day programme coordinated by PwC. Coordinating this programme included connecting corporate companies with the Savvy Teen Academy to sponsor this programme. PwC piloted the programme, and worked with four schools to deliver the programme to over 90 students early in 2021.

Pro Bono Support

In addition to the above, PwC donated a variety of items since deepening our relationship with the NEIC, including gym equipment to Docklands Boxing Club, and over 45 pieces of furniture to the Belvedere Youth Club, which supports local youth, and Shannogue Stables a Therapeutic Riding Centre.

Other community initiatives and programmes include:

- As part of our annual corporate giving initiatives we donated €20,000 at the end of 2020 to Focus Ireland, to sponsor a Star and Pieta House.
- In September 2020, PwC Staff walked, ran and cycled 1,935km collectively to raise funds as part of the PwC Virtual Race Week, in support of Barretstown, Aware and The Simon Community, raising €6,815.
- The Santa Scheme has been running in PwC for over 10 years, it is a key part of PwC's festive work, and ongoing commitment to the communities in which we live. The Santa Scheme brings huge Christmas joy every year to the children of two schools, a preschool and a charitable organisation. In 2020, 585 people donated over €26,000 to this initiative. The money raised was divided amongst the charities by the number of children and families it was helping.
- Camara is a social enterprise dedicated to using technology to improve education and livelihood skills in disadvantaged communities around the world. PwC is delighted to support Camara's work in improving education through technology amongst disadvantaged communities in Ireland, Jamaica and Africa. PwC has donated over 4,750 used computers to Camara to date, making it Camara's largest donor. The computers have been refurbished and have resulted in an improved education for over 50,000 children in disadvantaged communities.

Cork Initiatives

- In May 2020, a fundraising Quiz was hosted by our Cork colleagues, where €2,220 was raised for the Mercy University Hospital's COVID-19 Fund.
- In August 2020, our Cork office organised a 'One Office, One Week' series of initiatives whereby staff held a number of small events together including a team cycle, a 5km challenge, virtual tea party and more, raising €2,639 for the Mercy University Hospital 'Cancer Appeal Fund'.
- In October 2020, the team sponsored plants for the patients' area at the Mercy University Hospital.
- A virtual bingo event was held in November raising €1,950 for the Mercy University Hospital 'Mercy Heroes'.
- The Cork staff held the annual 'Santa Scheme' in December to benefit Cuanlee Refuge and the Good Shepherd Cork, raising €1,295 and also donated presents to aid families in need.

Sustainability

As part of our goal to be leaders in our community and a catalyst for change, PwC is driving positive environmental change. We ensure we are making every effort to reduce our waste and think responsibly in everything we do.

Low Carbon Pledge Report

- In 2018, together with 46 other companies, PwC signed up to the Business in the Community Ireland (BITCI) Low Carbon Pledge. We pledged to reduce our Carbon footprint by 50% before 2030. PwC has again submitted our 2019 figures.
- In 2019, as part of this commitment PwC worked with the BITCI to report on these findings developing a report that identifies that participating companies have engaged positively with the decarbonisation challenge and have already delivered meaningful emissions reductions.

We also seek to minimise the adverse impact our business has on the environment. Since we moved to our Spencer Dock offices the environmental initiatives we have in place have resulted in the following positive impacts on the environment:

- Waste Recovery / Recycling – In 2020 we recycled 71% (2019: 77%) of our waste. The remaining 29% (2019: 23%) of our waste was recovered as solid fuel or within waste to energy plant. As a result of these initiatives none of our waste was sent to landfill. As a firm we continue to exceed our annual recycling target of 70%.
- Our energy usage reduced by 23% over 2019 figures, primarily reflecting the periods of office closures during 2020 due to the COVID-19 restrictions. Also in 2020 all PwC Ireland offices moved to 100% renewable electricity. The PwC Green Team will continue to explore environmental opportunities for 2021 to help further enhance our existing environmental programme.
- In 2019, PwC removed all hardcopy newspapers, replacing these with online subscriptions for employees.

In 2018, PwC Ireland was awarded two important accreditations by Certification Europe. The Occupational Health and Safety Management Certification 18001, recognises the highest standards in employee health and safety. The second award, developed by the International Organisation for Standardisation ("ISO"), 14001 Environmental Management System confirms that PwC meets the international industry specific environmental standards.

In 2020, we were recertified to ISO 14001 for another three year cycle and also successfully migrated from OHSAS 18001 to ISO 45001:2018 Occupational Health & Safety Management. Our practices in our Dublin, Cork, Galway, Waterford and Wexford offices are all accredited to these standards.

In 2020, PwC Global announced that our strategy for the years to come is to achieve a net zero carbon footprint for the PwC network by 2030. To achieve Net Zero target we must reduce our carbon emissions by a minimum of 50% compared to our baseline year of 2019 and then invest in carbon removal projects for the remaining emissions.

To achieve our net zero commitment we aim to;

- a) Decarbonise Operations in line with science based targets by reducing our total emissions by a fixed amount each year; and
- b) Engage with our suppliers to encourage and support them to set their own science based targets towards decarbonisation.



11. Financial reporting

11.1 Fee analysis

An analysis of the firm's revenue, excluding Value Added Tax, for the financial year ending 31 December 2020 is shown below:

	2020 €m	2019 €m
Revenue	391	422
Expenses and disbursements on client assignments	(50)	(60)
Net revenue	341	362

An analysis of the revenue is as follows:

	2020			2019		
	Audit clients €m	Non-audit clients €m	All clients €m	Audit clients €m	Non-audit clients €m	All clients €m
Assurance						
Revenue	134	34	168	135	42	177
Expenses and disbursements on client assignments	(18)	(5)	(23)	(17)	(5)	(22)
Net revenue	116 (iii)	29	145	118 (iii)	37	155
Tax services						
Revenue			140			140
Expenses and disbursements on client assignments			(20)			(19)
Net revenue			120 (iv)			121 (iv)
Advisory services						
Revenue			83			105
Expenses and disbursements on client assignments			(7)			(19)
Net revenue			76 (iv)			86 (iv)

(i) Revenue is presented in the above table in accordance with Regulation (EU) No 537/2014 Regulations 2016 (SI No. 312 of 2016) and represents amounts recoverable from clients for professional services provided during the year. Revenue is measured at the fair value of consideration received or receivable on each client assignment, including expenses and disbursements but excluding discounts and Value Added Tax. Revenue is recognised when the amount can be reliably measured and it is probable that future economic benefits will flow.

- Assurance fees include fees for statutory audit, audit work for group reporting purposes and revenues derived from other assurance services (including risk and internal audit services).

- Tax includes business and personal tax, indirect tax and international tax services.

- Advisory includes information security, consulting, strategy and performance improvement services, M&A advisory, project finance, insolvency, restructuring, transaction support and integration, valuations, business modelling and human capital services.

(ii) The Revenue above represents fees earned by the Republic of Ireland firm of PricewaterhouseCoopers and does not include fees earned in Ireland by other firms established and regulated in territories outside of the Republic of Ireland who also practice under the name PricewaterhouseCoopers.

(iii) Included in the above is €20m (2019: €22m) in relation to revenue from the statutory audit of annual and consolidated financial statements of EU public-interest entities and entities belonging to a group of undertakings whose parent undertaking is a EU public-interest entity. This includes the audits of the Irish components/subsidiaries of EU public-interest entities whose parent is not located in Ireland.

(iv) Included in the above is a total of €64m (2019: €64m) in relation to revenue from permitted non-audit services to entities that are audited by the Republic of Ireland firm of PricewaterhouseCoopers.

11.2 Responsibility for financial reporting

Responsibility for the preparation of financial information is vested in the firm's Chief Operating Officer, Paul Tuite. Financial performance is reviewed on a monthly basis by the TLT. Financial information is circulated to all partners on a monthly basis and is presented and discussed at quarterly partner meetings.

11.3 Going concern

The TLT has a reasonable expectation that the firm has adequate financial resources to meet its operational needs for the foreseeable future and therefore considers that the firm is a going concern.

11.4 Managing risk

We have a clear business strategy. In implementing this strategy it is vital that we also manage the risks associated with it. As a result we have a defined process for assessing, monitoring and controlling risk.

The TLT takes overall responsibility for establishing systems of internal control and for reviewing and evaluating their effectiveness.

The day-to-day responsibility for implementation of these systems and for ongoing monitoring of risk and the effectiveness of controls rests with the firm's senior management.

The systems, which have been in place throughout the financial year, include the following:

- the Risk Committee, a TLT subcommittee, is responsible for making sure that the processes and controls are in place to identify, evaluate and manage risk;
- periodic reviews of performance and quality are carried out independently by the PwC network; and
- our risk and quality functions oversee our professional services risk management systems and report to the TLT.



Our principal risks and uncertainties

The key risks and uncertainties faced by our business, and our management response, are summarised below.

Risk/Uncertainty	Response
Quality: Significant quality failure in the firm or the PwC network, due to either engaging with an inappropriate client or inadequate delivery of services leading to a potential service failing, litigation and/or regulatory action	<p>Our internal quality management systems, which are designed to maintain and enhance quality, include:</p> <ul style="list-style-type: none"> • Recruitment standards and staff development procedures • Client acceptance and retention processes • Client engagement standards supported by methodologies and tools • Quality reviews of PwC network firms • Monitoring and review of key performance indicators by the TLT
Regulatory change: Failure to respond to regulatory changes which will impact our business	<ul style="list-style-type: none"> • Timely involvement by the TLT to anticipate and understand changes in applicable regulatory regimes and consideration of the potential operational impact • Timely updating of the firm's processes and procedures to ensure compliance with current and developing regulation • Communication and training programmes to ensure our people and our clients are kept informed
Public perception and reputation: Failure to respond in a transparent manner to issues raised by 'public interest' debates	<ul style="list-style-type: none"> • Embedding a culture of 'doing the right thing' for our people, our clients and our communities, as a matter of strategic intent • Open and active engagement in serious debate with relevant stakeholders on trust-related and public interest issues • Sharing of knowledge and insights on trust to sustain, widen and enrich the discussion • Actively participating in, leading on and collaborating on initiatives to enhance trust
People and talent: Failure to engage fully with our people, impacting our ability to attract, develop and retain the best talent and provide quality services	<ul style="list-style-type: none"> • Continuing a focused and targeted Graduate Recruitment plan annually and experienced hire career offering • Maintaining focus on retention and succession planning for key and critical talent incl. firmwide Talent Council • Diversity & Inclusion Council continuing to progress ambitions on our four pillars of Gender, Generational, International and GLEE • Maintaining strong tone at the top on expectations of the PwC professional, aligned to our vision, our values and Code of Conduct • Monitoring and review of KPIs by the TLT, including staff surveys and regular client feedback
Independence and regulatory requirements: Failure to comply with relevant independence, legal, ethical, regulatory or professional requirements	<p>Established compliance and independence management systems including:</p> <ul style="list-style-type: none"> • Clear policies, procedures and guidance • Mandatory training for all partners and staff • Client and engagement acceptance procedures • Annual independence and compliance submissions for all partners and staff • Regular monitoring and reporting to the TLT

Risk/Uncertainty	Response
<p>Geopolitical: Failure to respond to the potential impact of geopolitical uncertainties on the Irish economy and our business</p>	<ul style="list-style-type: none"> • Timely involvement by the TLT and the wider partnership to monitor international developments • Actively participating in, leading on and collaborating with key stakeholders at a national and international level to communicate our views • Communication with our people and our clients to ensure they are kept informed and up to date on developments and their potential impact
<p>Data compromise: Misuse or loss of confidential client information or personal data, as a result of a cybersecurity breach or inappropriate action by staff, may expose the firm to legal proceedings, and/or impact our reputation</p>	<ul style="list-style-type: none"> • The firm's Chief Operating Officer is the TLT member responsible for Information Security • The firm operates an information security management system, aligned to ISO/IEC 27002:2013 which includes: <ul style="list-style-type: none"> ➢ Governance and policies for client data and other information ➢ Maintaining the confidentiality, availability and integrity of information ➢ Physical, technical and human resource controls ➢ Encryption of all laptops, PCs and memory sticks ➢ Security of remote access to our network • Regular monitoring and independent review systems • GDPR compliance programme is embedded to ensure a comprehensive and coordinated approach to the handling of personal data • Comprehensive incident management programme to minimise adverse impact of any data compromise
<p>Digital disruption: Failure to use advanced technology to underpin new business models and cost structures for existing services</p>	<ul style="list-style-type: none"> • Significant investment in new and innovative technology solutions for existing services • Commitment to new platforms to allow delivery of quality services
<p>Business continuity: Failure to manage critical system or infrastructure availability impacting ability to service clients and manage the business</p>	<ul style="list-style-type: none"> • Comprehensive incident management programme addressing disaster recovery and business continuity to minimise adverse impact • Incident management and disaster recovery teams are in place to respond to any such incidents • Significant investment in new and innovative technology solutions across the business enhancing our connectivity and mobility

11.5 Litigation

In common with all major accounting firms, PricewaterhouseCoopers receives, from time to time, claims asserting that loss has been caused to the claimant by alleged professional negligence.

An outstanding matter relates to proceedings against the firm in relation to the audit of Quinn Insurance Limited. We believe that these proceedings are unjustified and devoid of merit. The circumstances behind the proceedings are complex and technical and involve many interrelated parties, including the Joint Administrators of Quinn Insurance themselves. We stand by the quality of our work and are vigorously defending these proceedings.

11.6 Review of internal control

The Irish Audit Firm Governance Code requires the firm to conduct, at least annually, a review of the effectiveness of the firm's internal control systems, covering material controls such as financial, operational and compliance controls, and risk management systems. In maintaining sound systems of internal control and risk management, and in reviewing its effectiveness, we have applied the principles of 'Guidance on Risk Management, Internal Control and Related Financial and Business Reporting' (the Turnbull guidance), issued in September 2014 by the FRC.

The TLT takes overall responsibility for PwC Ireland's internal control systems and for reviewing their effectiveness. It has reviewed the systems of internal control in operation throughout the year ended 31 December 2020, and up to the date of approval of this Transparency Report, using a process that involves, inter alia:

- reports and/or confirmations from relevant partners, committees and functions concerning the operation of those elements of the system for which they are responsible;
- reports of periodic reviews of the firm's performance, quality and controls, which have been carried out independently by the PwC network; and
- reports from the firm's regulators.

Our internal control systems are designed to manage, rather than eliminate, the risk of failure to achieve business objectives or, in the case of financial controls, the risk of material misstatement in our financial statements. Accordingly, they provide only reasonable and not absolute assurance against such failure or material misstatement.





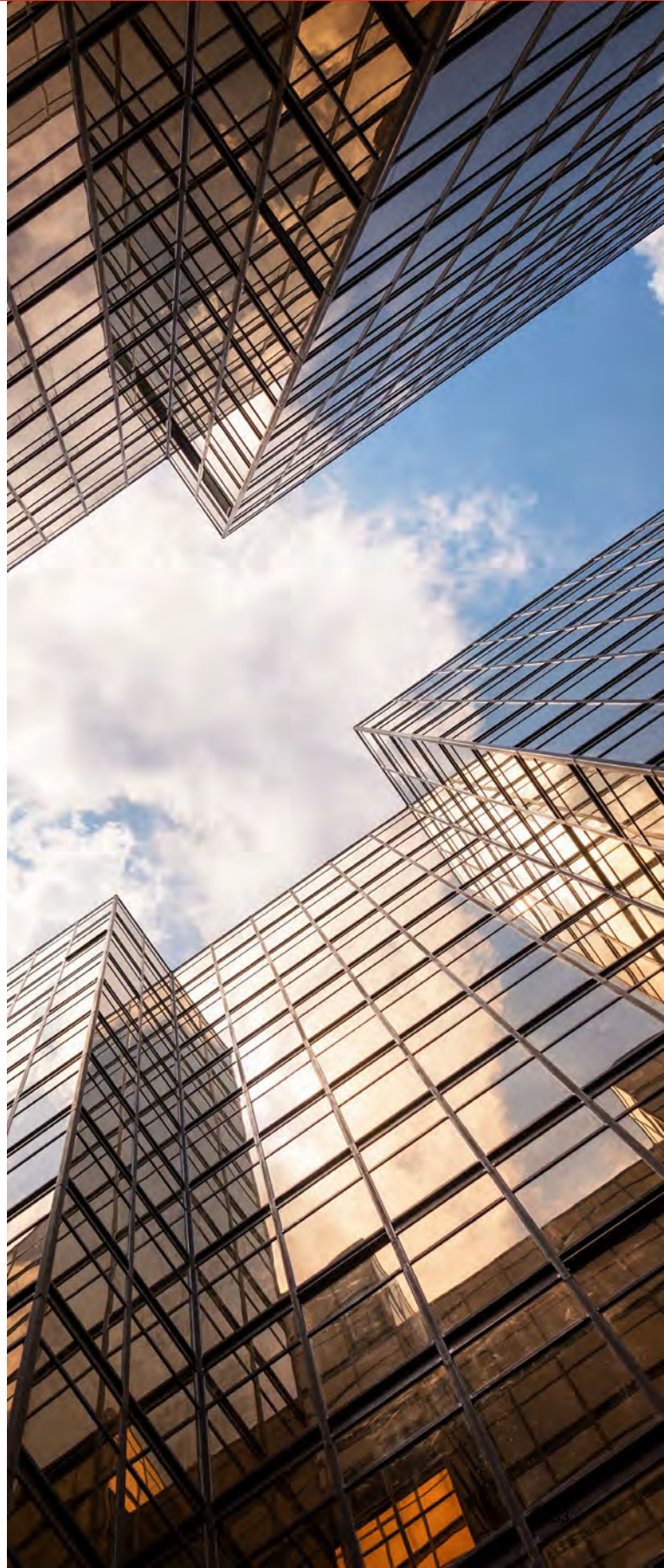
12. Partner remuneration

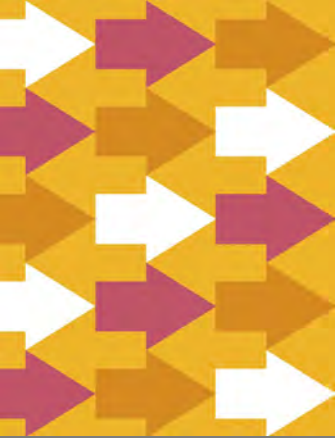
Partners are remunerated solely out of the profits of the firm. The final allocation and distribution of profit to individual partners is made by the Managing Partner with input from the Territory Leadership Team, after a partner's performance has been assessed, and is based on a partner's role, sustained performance and professional experience ("Partner Income System").

The key criteria applied to assess an individual partner's sustained performance include an assessment of their impact with clients and in the marketplace, their impact in the firm and their engagement with our people. There is transparency among the partners in relation to the allocation of profits.

Assurance partners are not permitted to be, nor are they incentivised to be, evaluated or remunerated for the selling of non-audit services to their audit clients.

The operation of the Partner Income System is overseen by two independent partners approved by the partners ("Income Oversight Partners"). The Income Oversight Partners report to the partners on an annual basis as to whether or not, in their view, the Territory Leadership Team has operated fairly in applying the Partner Income System.





Appendices

Appendix 1: Profiles of our Territory Leadership Team



Feargal O'Rourke
Managing Partner

Feargal is the Managing Partner of PwC Ireland. Prior to this, he was the head of the firm's Tax practice. He has also served as the Markets Partner in Ireland. From 2004 to 2010 he headed up the PwC Tax Technology Network in EMEA which comprised partners in over 90 countries dealing with major European and Global accounts and in that role interacted with the leading companies in this area.

He has worked in the technology sector advising multinationals investing in Ireland on Irish issues and European and Global structures and has acted for many household names in this space.

He is a Fellow of the Institute of Chartered Accountants in Ireland and an Associate of the Irish Taxation Institute. He joined the firm in 1986 and became a partner in 1996.



Enda McDonagh
Assurance

Enda leads the firm's Assurance practice. Enda has over 25 years' experience as an auditor and business advisor to companies operating in the industrial products, life science and pharmaceutical industries.

This experience includes supporting Irish headquartered global companies as well as multi-national companies with their operations in Ireland. He worked in PwC Boston between 2000 and 2003.

Enda is a Fellow of the Institute of Chartered Accountants in Ireland. He joined the firm in 1994 and became a partner in 2006.



Ciarán Kelly
Advisory

Ciarán leads the firm's Advisory practice. Ciarán's client work has focused mainly across the Financial Services industry, where for more than 20 years he has overseen multiple change and transformation programmes across domestic and international Financial Services clients, supporting restructuring programmes, risk and crisis management and market growth strategies. Prior to joining PwC, Ciarán worked for 9 years within the banking industry.

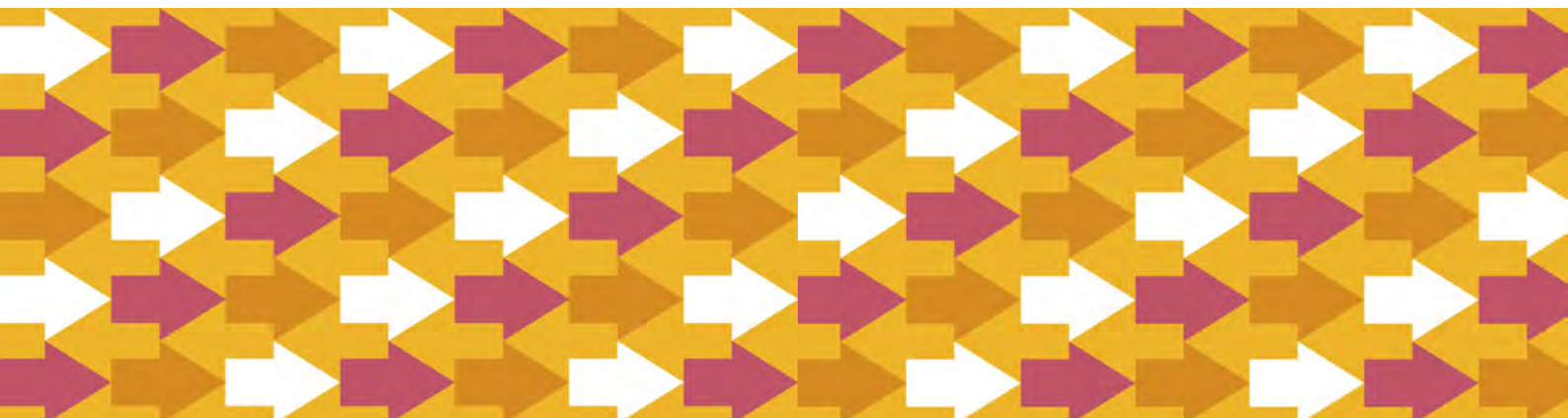
Ciarán joined the firm in 1999 and became a partner in 2006.



Susan Kilty
Tax

Susan leads the firm tax practice, a team of over 650 professionals who use their deep expertise and experience to guide companies as they look to manage their tax affairs in Ireland and Internationally. Recent years have seen significant changes in tax and it can be a challenge to stay up to date with OECD, US, EU and domestic changes. Our specialised teams do that, bringing the appropriate advice to companies when they need it, allowing those companies to focus on their business. Susan is a partner since 2007.

Prior to leading the Tax Practice, Susan was a member of the Irish Leadership team with responsibility for Human Capital. Between September 2018 and December 2020, she was also a member of the EMEA Executive Team with responsibility for Human Capital.





Emma Scott
People

Emma is the firm's People leader and an Assurance partner in the Banking, Insurance and Aviation Finance group. Emma has more than 20 years audit and assurance experience in the financial services sector including 4 years with PwC in Australia.

Emma leads audit engagements on a portfolio of large international and domestic banking, aviation finance and insurance clients. Emma has extensive experience in IFRS, US GAAP, capital markets transactions and Sarbanes-Oxley controls.

Emma is a Fellow of the Institute of Chartered Accountants in Ireland. She joined the firm in 1996 and became a partner in 2008.



Paul Tuite
Chief Operating Officer and Deputy Managing Partner

Paul is the firm's Chief Operating Officer and Deputy Managing Partner. Paul has been a member of the Irish firm's leadership team since 2003 and previously held the roles of Advisory Leader and Finance Partner. Paul has extensive experience in advising public and privately owned corporates across a range of sectors including manufacturing, construction, distribution and services. He acts as Relationship Partner for a number of the firm's larger clients. His client work is focused on M&A activity such as financial and vendor due diligence, stock exchange reporting, restructuring and advice in relation to the financial and commercial aspects of acquisition agreements. These services are provided to corporates, private equity organisations and funders.

Paul is a Fellow of the Institute of Chartered Accountants in Ireland. He joined the firm in 1988 became a partner in 2001.



Ronan Doyle
Risk Leader

Ronan is the firm's Risk leader and also leads the firm's Banking Insurance and Aviation Finance practice. He has significant experience in the audit of financial services companies, both domestic and overseas.

Ronan is also responsible for market risk services group within PwC Ireland which provide advice on strategy, controls, complex accounting and valuation related issues.

Ronan is a Fellow of the Institute of Chartered Accountants in Ireland. He joined the firm in 1995 and became a partner in 2006.



David McGee
Markets and Strategy

David is the firm's Markets & Strategy partner and a partner in our advisory practice. David is a Strategy partner and leads our Strategy Consulting offer. His industry specialism is retail and consumer packaged goods with over 30 years' experience in the sector, both in industry roles and as a consultant. David has extensive experience advising clients on diverse projects including digital, technology, corporate strategy, operational effectiveness and supply chain. His clients include indigenous firms and Irish and foreign owned multi-nationals in the sector.

Prior to joining PwC in 2008, David held a senior role in a major Irish retail and wholesale company. David leads the PwC Ireland team which was involved in the development of PwC's TransformIT methodology, a structured approach to helping organisations drive change in their IT function.



Elizabeth Davis
General Counsel

Elizabeth is General Counsel at PwC Ireland. As General Counsel, Elizabeth oversees and manages all legal matters on behalf of the firm, including litigation, commercial and risk issues.

Elizabeth has over 15 years' experience in litigation, regulation and corporate law. Prior to joining PwC in 2014, she was Chief Legal Counsel, Europe at Mercer. She was called to the Irish Bar in 1998.



Joe Tynan
Head of Digital

Joe leads the PwC Digital team which is ensuring PwC is the most Digitally enabled professional services firm in Ireland.

The businesses we work with are changing. We are thinking beyond the boundaries of PwC, turning our digital evolution into an advantage in the marketplace. By putting the right technology solutions at the fingertips of digitally-empowered professionals, we can enhance our people's skills, collaborate and innovate, support client needs and elevate their experience. In addition, Joe leads our commitment to being Net Zero by 2030.

Joe is also a member of the PwC EMEA tax leadership team and leads out transformation program across EMEA.

Appendix 2: Profiles of the Committee of the Board



Ivan McLoughlin (Chair)

Ivan is a partner in the audit practice. He has extensive experience in financial services having been with the firm for 28 years, of which 16 years have been as an audit partner. He has deep industry experience in the areas of retail, corporate and investment banking, and aircraft & equipment leasing, having worked with both Irish and international clients.

Ivan also leads the securitisation practice in Dublin and provides audit services to various securitisation structures.

Ivan is a Fellow of the Institute of Chartered Accountants Ireland.



Fiona deBúrca

Fiona is a partner in the audit practice and specialises in the asset management industry. She has over 20 years' experience in advising and auditing asset management clients including mutual funds, hedge funds, private equity and loan origination entities and their service providers administered in Ireland and internationally.

Fiona has worked in the PwC London, PwC LA and PwC Orange County offices advising on asset management, banking and real estate assignments for a variety of organisations, including the FCA.

Fiona has been involved with the Irish Funds industry association ("IF") for a number of years and has been a member of IF's committees. Fiona is a Fellow of the Institute of Chartered Accountants in Ireland, sits on the Council of Chartered Accountants Ireland and is a member of Chartered Accountants Ireland Education Training and Lifelong Learning Board.



Damian Byrne

Damian is a partner in our assurance practice. He leads some of our largest FDI audit assignments, leveraging his expertise in US auditing and accounting standards and he has extensive experience working with listed companies. Damian has very broad industry experience having served clients in the technology, telecommunications, pharma and life sciences, real estate and services sectors.

Damian served on the PwC Ireland leadership team from 2011 to 2015 responsible for the firm's Business Development and Marketing function. Damian co-chairs PwC's programme for non-executive directors, The Boardroom @ PwC.

Damian is a Fellow of the Institute of Chartered Accountants in Ireland. He has also served on the board of the Croke Park Stadium Company and on the GAA's audit and remuneration committees from 2015 to 2018.



Jean Delaney

Jean Delaney is a partner in PwC Ireland's foreign direct investment tax practice specialising in the pharmaceutical/life science sector. She leads PwC Ireland's pharmaceutical/life science practice, a cross-discipline team of 15 partners and 120 staff. The team serves major medical devices and pharmaceutical clients with significant operations in Ireland and abroad.

Jean acts for a number of household names in the pharmaceutical / life science sector including US, Japanese, UK and Irish headquartered multinationals. Jean has extensive cross border experience which includes direct and indirect tax planning for principal companies and supply chain operations.

She has been a partner since 2000 and has held a number of leadership positions in PwC Ireland during that time.

Jean is an Associate of the Irish Taxation Institute and a Fellow of the Institute of Chartered Accountants in Ireland.



Gareth Hynes

Gareth is an Assurance partner and works primarily with listed multinational Groups and companies operating in the technology and pharmaceutical sectors. Gareth has been with PwC for over 20 years and has significant experience advising large public companies on IFRS, Listing Rules and Corporate Governance requirements. He has also advised on multiple capital markets transactions is an experienced practitioner in IFRS and US GAAP.

From 2012 to 2018 Gareth led our Assurance Transformation team for PwC Ireland and was a member of our Audit Quality Committee which oversees compliance with quality standards in PwC Ireland. Gareth is a Fellow of the Institute of Chartered Accountants in Ireland.



Pat Mahon

Pat is a partner in the PwC Ireland tax practice. He specialises in advising companies on all aspects of employment taxes including revenue audits, equity plans, global mobility and social taxes. He advises Irish and international organisations across all industry sectors.

Pat is also the partner in charge of risk management for the PwC Ireland tax practice.

Between 2011 and 2016, Pat was a member of the Advisory Group on Tax and Social Welfare established by the Irish Government. He currently represents the Irish Tax Institute on the main Tax Administration Liaison Committee. Pat is a graduate of Dublin City University and is also an Associate of the Irish Tax Institute.



Gillian Lowth

Gillian is an Assurance partner in the asset and wealth management practice in Dublin, Limerick and Galway. She has significant local and international experience providing audit and business advisory services to a wide range of Irish and international asset managers and promoters. She has considerable experience dealing with UCITS, Alternative Investment Funds and Structured Entities, using both Irish and offshore domiciled products and covering a wide spectrum of fund structures, strategies and GAAP.

Gillian also currently works across a broad base of loan origination, private equity and real estate clients.

Gillian is a Fellow of the Institute of Chartered Accountants in Ireland.



Michael McDaid

Michael is a partner in the advisory practice and specialises in the delivery of strategic change engagements across the Irish public, healthcare, commercial state and private sectors. He has a proven track record in successfully delivering complex, large scale transformation projects for his clients.

Most of his work in recent years has been in the public sector, where he has worked across most government departments, the health system, the country's leading higher education institutions, commercial state organisations and other public bodies.

He has led a number of high profile, large scale and nationally important engagements, where he has interacted with the highest levels of government and the public service.

Appendix 3: Profiles of the Independent Non-Executives of the Public Interest Body



Dr Martin McAleese (Chair)

Martin McAleese was nominated to the Seanad by An Taoiseach, Enda Kenny TD in May 2011, a position in which he served until his resignation in February 2013. During that time he was the independent chair of the Inter-departmental Committee to establish the facts of state involvement with the Magdalen Laundries.

"Your Country, Your Call", a highly successful, national competition launched in 2010 was his brain-child.

He was appointed Chancellor and Chair of the Governing Authority of Dublin City University in July 2011 and was re-appointed for a second five year term in September 2016. In October 2013 he was appointed as independent Chair of the Oversight Committee to implement the agreed Framework for the resolution of the Priory Hall housing issue. In June 2018 he was appointed joint Patron of the 30% Club Ireland and in April 2019 appointed Patron of the Irish Banking Culture Board. Martin formerly practised as an accountant and dentist.



Nicholas Kearns

Nicholas Kearns has held a number of senior positions in the Irish courts system. He was appointed a judge of the Supreme Court in November 2004, having served six years as a judge of the High Court. In 2009 he was appointed President of the High Court and has presided over a number of high profile cases. In addition, he chaired the Referendum Commission in the Irish referendum on citizenship and also served as an alternate judge to the European Court of Human Rights.

Following his retirement in December 2015, he has pursued a number of other activities, including a Masters Degree in creative writing at Trinity College. In 2016 he was appointed Chairman of the Personal Injuries Commission, which addressed issues around compensation for certain injuries, making recommendations which have since been enacted into law. He was appointed to the PIB in September 2016.



Mark Ryan

Mark is a highly experienced board director and business leader who has successfully operated at senior management level in Ireland and internationally.

Mark was Country Managing Director of Accenture in Ireland between 2005 and 2014. During his career with Accenture, he served in numerous management and executive roles in delivering major strategy, IT and business change programmes for Accenture's clients locally and internationally. Mark spent extended periods with Accenture in both the UK and US.

Mark is a Science Graduate of Trinity College Dublin and a member of the Institute of Directors.

Mark serves as Non-executive with DCC plc, Publicis Dublin, Econiq and Star 2 Star Communications (USA). Mark is also chairman of the Kefron Group. He sits on the Ireland Strategic Investment Fund (ISIF) Committee and the Leinster Rugby Professional Game Board.

Mark joined the PIB in August 2017.

Appendix 4: List of Public Interest Entity Audit Clients

This list includes those audit clients, for whom PwC issued an audit opinion between 1 January 2020 and 31 December 2020 who are public interest entities as defined in the European Union (Statutory Audits) (Directive 2006/43/EC, as amended by Directive 2014/56/EU, and Regulation (EU) No 537/2014) Regulations 2016 (SI No. 312 of 2016).

Name	Name
Aberdeen Private Equity Global Fund of Funds plc	CACI Life dac
Aegon Asset Management Investment Company (Ireland) plc (formerly Kames Capital Investment Company (Ireland) plc)	CACI Non-Life dac
Allianz Global Life dac	CACI Reinsurance dac
Allianz plc	Carraig Insurance dac
Allianz Re Dublin dac	Caterpillar International Finance dac
Allied World Assurance Company (Europe) dac	CG Portfolio Fund plc
Alreford dac	Chaucer Insurance Company dac
Aquarius + Investments plc	CIMA Finance dac
Arca Vita International dac	CNP Europe Life dac
Arch Insurance (EU) dac	CNP Santander Insurance Europe dac
Argentum Fund (Ireland) plc	CNP Santander Insurance Life dac
Ark Life Assurance Company dac	Crown Asia-Pacific Private Equity plc
Athora Ireland plc	Crown Asia-Pacific Private Equity II plc
Atradius Reinsurance dac	Crown Asia-Pacific Private Equity III plc
Aureus Fund (Ireland) plc	Crown Asia-Pacific Private Equity IV plc
Aviva Insurance Ireland dac	Crown Co-Investment Opportunities plc
Aviva Investors Liquidity Funds plc	Crown Co-Investment Opportunities II plc
Aviva Life & Pensions Ireland dac	Crown Global Secondaries II plc
Aviva Undershaft Six dac (formerly Area Life International Assurance dac)	Crown Global Secondaries III plc
AXA IM Strategies plc	Crown Global Secondaries IV plc
AXA MPS Financial dac	D-A-CH Portfolio (Ireland) plc
Azimut Life dac (formerly AZ Life dac)	Darep dac
Azor Mortgages plc	Darta Saving Life Assurance dac
Bain Capital Euro CLO 2017-1 dac	Dell Bank International dac
Bain Capital Euro CLO 2018-1 dac	DEPFA ACS Bank dac
Bain Capital Euro CLO 2018-2 dac	DEPFA Bank plc
Bank of America Europe dac (formerly Bank of America Merrill Lynch International dac)	Dimensional Funds plc
Bank of Cyprus Holdings plc	DLL RE dac
Berkeley Re dac	EAA Covered Bond Bank plc
BNP Paribas Vartry Reinsurance dac	Efficient Capital CTA Index Fund, a sub-fund of DMS UCITS Platform ICAV

Appendix 4: List of Public Interest Entity Audit Clients

Name	Name
ENI Insurance dac	HLI Danube Limited (Formerly Harcourt Life Ireland Danube dac)
ESB Finance dac	Impax Funds (Ireland) plc
Esprit Insurance dac	InChiaro Life dac
Euroben Life & Pension dac	Inora Life dac
EuroChem Finance dac	Invesco Markets plc
Everest Insurance (Ireland), dac	Invesco Markets II plc
Fastnet Securities 5 dac	Invesco Markets III plc
Fastnet Securities 6 dac	Invesco Physical Markets plc
Fastnet Securities 10 dac	J.P. Morgan Bank (Ireland) plc
Fastnet Securities 11 dac	JPMorgan ETFs (Ireland) ICAV
Fastnet Securities 12 dac	KBC Bank Ireland plc
Fastnet Securities 13 dac	Kerry Group plc
Fastnet Securities 14 dac	Kronborg dac
Fastnet Securities 15 dac	Libra (European Loan Conduit No. 31) dac
FBD Holdings plc	Linde plc
FBD Insurance plc	Macquarie Bank Europe dac
FDI Insurance dac	MBA Community Loans plc
FIL Life Insurance (Ireland) dac	Medical Insurance Company dac
FinEx Funds plc	Miripro Insurance Company dac
FinEx Physically Backed Funds plc	Monument Life Insurance dac (formerly Laguna Life dac)
Formuesforvaltning Private Markets plc	Monument Trinity A dac (formerly Monument Insurance dac)
Franklin Floating Rate Fund plc	Monument Trinity B dac (formerly Monument Assurance dac)
Franklin LibertyShares ICAV	Newhaven CLO dac
FROSN-2018 dac	Newhaven II CLO dac
Gasrule Insurance dac	Oceanic Global Investment Funds plc
GoldenTree Emerging Markets ICAV	OCP Euro CLO 2017-2 dac
GoldenTree High Yield Value Fund Offshore plc	Ornua Insurance dac
GoldenTree Loan Management EUR CLO 1 dac	P/E FX STRATEGY FUND (a sub-fund of DMS UCITS Platform ICAV)
Goldman Sachs ETF ICAV	Peak Re dac
Grafton Group plc	Permanent TSB Group Holdings plc
Great American International Insurance (EU) dac	Permanent TSB plc
Greenval Insurance dac	Philip Morris International Insurance (Ireland) dac
Hannover Re (Ireland) dac	Phoenix Funding 2 dac
Hansard Europe dac	Phoenix Funding 3 dac
HDI Reinsurance (Ireland) SE	Phoenix Funding 4 dac
Hipototta No. 4 plc	Phoenix Funding 5 dac
Hipototta No. 5 plc	Phoenix Funding 6 dac

Appendix 4: List of Public Interest Entity Audit Clients

Name	Name
PIMCO ETFs plc	Steel Funding dac
Porsche International Reinsurance dac	Tabula ICAV
Princemark Holdings dac	TCS Insurance Company of Ireland dac
Redcedar dac	The Capital Holdings Fund plc
Royal London Insurance dac	Tokio Marine Funds plc
Rye Harbour CLO, dac	Trium UCITS Platform plc
Santam Structured Reinsurance dac	UBS (Irl) ETF plc
Santander International Products plc	UBS (Irl) Fund Solutions plc (formerly known as UBS ETFs plc)
Sasol International Insurance dac	UnipolRe dac
SCF Rahoituspalvelut II dac	Utmost Ireland dac
SCF Rahoituspalvelut VII dac	Utmost PanEurope dac
SCF Rahoituspalvelut VIII dac	Vanguard Funds plc
SCF Rahoituspalvelut KIMI VI dac	Vital Blue Insurance dac
Secucor Finance 2013-I dac	Volkswagen Insurance Company dac
Securitas Group Reinsurance dac	Volkswagen Reinsurance Company dac
SIBUR Securities dac	XL Insurance Company SE
Silverback Finance dac	Xtrackers (IE) plc
Société d'Assurances Générales Appliquées (SAGA) dac	Yuki Asia Umbrella Fund
Source CSOP Markets plc	Zurich Insurance plc
SSGA SPDR ETFs Europe I plc	Zurich Life Assurance plc
SSGA SPDR ETFs Europe II plc	

Appendix 5: EU Entities

List of PwC Network audit firms and sole practitioner statutory auditors in European Union/European Economic Area Member States

Member State	Audit firm/statutory auditor
Austria	PwC Wirtschaftsprüfung GmbH, Wien PwC Oberösterreich Wirtschaftsprüfung und Steuerberatung GmbH, Linz PwC Kärnten Wirtschaftsprüfung und Steuerberatung GmbH, Klagenfurt PwC Steiermark Wirtschaftsprüfung und Steuerberatung GmbH, Graz PwC Salzburg Wirtschaftsprüfung und Steuerberatung GmbH, Salzburg PwC Österreich GmbH, Wien
Belgium	PwC Bedrijfsrevisoren bv/Reviseurs d'entreprises srl
Bulgaria	PricewaterhouseCoopers Audit OOD
Croatia	PricewaterhouseCoopers d.o.o
Cyprus	PricewaterhouseCoopers Limited
Czech Republic	PricewaterhouseCoopers Audit s.r.o
Denmark	PricewaterhouseCoopers Statsautoriseret Revisionspartnerselskab
Estonia	AS PricewaterhouseCoopers
Finland	PricewaterhouseCoopers Oy
France	PricewaterhouseCoopers Audit PricewaterhouseCoopers Entreprises PricewaterhouseCoopers France PricewaterhouseCoopers Services France PwC Entrepreneurs CAC PwC Entrepreneurs Commissariat aux Comptes PwC Entrepreneurs Audit PwC Entrepreneurs Audit France PwC Entrepreneurs CAC France PwC Entrepreneurs Commissariat aux Comptes France PwC Entrepreneurs France PwC Entrepreneurs Services Expertise et Audit Lafarge M. Philippe Aerts M. Jean-François Bourrin M. Jean-Laurent Bracieux M. Didier Brun M. Anouar Lazrak Mme Elisabeth L'Hermite M. François Miane

Appendix 5: EU Entities

Member State	Audit firm/statutory auditor
	M. Yves Moutou M. Claude Palméro M. Pierre Pégaz-Fiornet M. Antoine Priollaud
Germany	PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft Wibera WPG AG
Gibraltar	PricewaterhouseCoopers Limited
Greece	PricewaterhouseCoopers Auditing Company SA
Hungary	PricewaterhouseCoopers Könyvvizsgáló Kft.
Iceland	PricewaterhouseCoopers ehf
Ireland	PricewaterhouseCoopers
Italy	PricewaterhouseCoopers Spa
Latvia	PricewaterhouseCoopers SIA
Liechtenstein	PricewaterhouseCoopers GmbH, Vaduz
Lithuania	PricewaterhouseCoopers UAB
Luxembourg	PricewaterhouseCoopers, Société cooperative
Malta	PricewaterhouseCoopers
Netherlands	PricewaterhouseCoopers Accountants N.V. Coöperatie PricewaterhouseCoopers Nederland U.A.
Norway	PricewaterhouseCoopers AS
Poland	PricewaterhouseCoopers Polska sp. z o.o. PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością Audyt sp. k. PricewaterhouseCoopers Polska spółka z ograniczoną odpowiedzialnością sp. k.
Portugal	PricewaterhouseCoopers & Associados-Sociedade de Revisores Oficiais do Contas Lda
Romania	PricewaterhouseCoopers Audit S.R.L.
Slovakia (Slovak Republic)	PricewaterhouseCoopers Slovensko, s.r.o.
Slovenia	PricewaterhouseCoopers d.o.o.
Spain	PricewaterhouseCoopers Auditores, S.L.
Sweden	PricewaterhouseCoopers AB Öhrlings PricewaterhouseCoopers AB
UK	PricewaterhouseCoopers LLP James Chalmers Katharine Finn

Total turnover achieved by statutory auditors and audit firms from EU/EEA Member States that are members of the PwC Network resulting, to the best extent calculable, from the statutory audit of annual and consolidated financial statements is approximately €3.2 billion. This represents the turnover from each entity's most recent financial year converted to Euros at the exchange rate prevailing as of 31 December 2020.



At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 155 countries with over 284,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.ie.

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

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