



EY Ireland Transparency Report 2025

Volume 1



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

Shape the future
with confidence

Leadership Messages

EY Ireland's Leadership team, emphasising their commitment to guiding the business with purpose, clarity, and impact.

[EXPLORE MORE](#)

Trust In Audit

EY Ireland's approach to trust in audit, focusing on risk management, sustainable audit quality, and digital innovation.

[EXPLORE MORE](#)

Who We Are

EY Ireland's practice areas, regional footprint, and our refreshed multidisciplinary industry and sector model.

[EXPLORE MORE](#)

The Future Won't Wait

EY Ireland's perspective on digital and change agility, highlighting AI and technology as drivers of innovation and collaboration.

[EXPLORE MORE](#)

Our People and Environment

The heart of EY Ireland is our people and inclusive culture, talent, wellbeing, inclusion, and our environmental responsibility.

[EXPLORE MORE](#)

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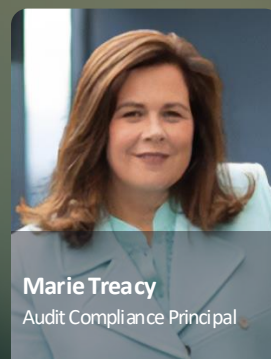
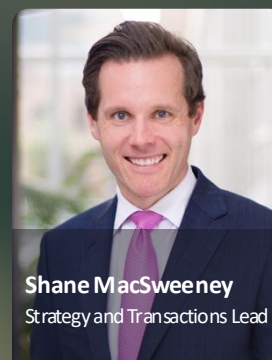
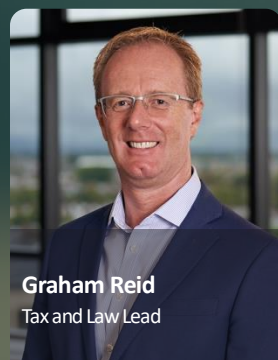
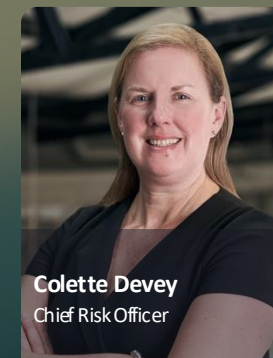
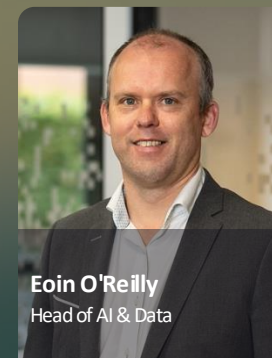
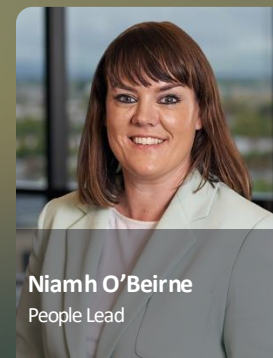
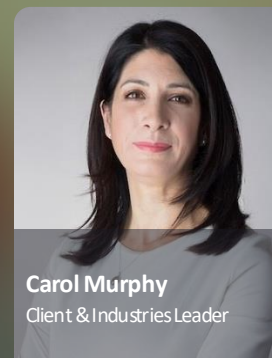
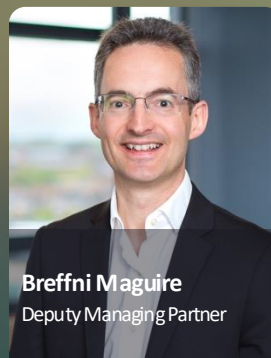


Our EY Ireland Leaders

Our leadership team guides our EY Ireland business with purpose, clarity, and impact. Through a clear vision and cohesive strategy, we work together to shape growth, drive ethical innovation, and strengthen the trust our clients and communities place in us.

We foster an environment built on collaboration, inclusion, and diversity of thought, recognising that the strength of our business lies in the unique perspectives and talents of our people.

In turn, this enables us to deliver exceptional outcomes for our clients — helping them embrace opportunities, navigate challenges, and shape the future with confidence.





EY Ireland FY25 highlights

REPUBLIC OF IRELAND (ROI)

ROI Revenue
€781m

↑ +7.5%
Growth

5
Offices

Creating Long-Term Value
for Economy

Currently we support:

€660m

Total GDP

Audit Quality
10th year

Entered the 10th year of our
Sustainable Audit Quality
Programme

141

Total Equity Partners
across ROI on 1 July
2025

7,140

Total Jobs

4,431

Jobs Directly

2,709

Jobs Indirectly

ROI Headcount for FY25

4,431

49%
Female

51%
Male

+5%
Headcount
Growth

1,442

Promotions

1,377

New Hires

ISLAND OF IRELAND (IOI)

IOI Revenue
€843m

↑ +9%
Growth


7
Offices

Creating Long-Term Value
for Economy

Currently we support:

€745m

Total GDP

 **EY Entrepreneur
Of The Year™**

Promoting
Entrepreneurship
28 Years

154

Total Equity Partners
across IOI on 1 July
2025

#1

of the Big Four
for IOI Revenue

IOI Headcount for FY25

5,460

49%
Female

51%
Male

4th year of

**CFO
SUMMIT
2025**

HOSTED
BY
EY

IN PARTNERSHIP
WITH
FT LIVE

110

Nationalities



Foreword

from Frank O’Keeffe, Managing Partner, EY Ireland

Welcome to the EY Ireland 2025 Transparency Report

At EY Ireland, we are incredibly proud of the work we do to serve our clients, our people and the communities where we live and work. Our clients continue to navigate extraordinary geopolitical, economic, technological, and environmental complexity – consistently demonstrating resilience, ambition and innovation.

As a firm, we’ve continued to invest in our footprint, expanding our presence across the island of Ireland, and remain focused on ensuring we are always where our clients need us, when they need us. We are committed to navigating challenges and opportunities in a global marketplace that is constantly evolving, with forward looking investment in areas such as Artificial Intelligence (AI), cybersecurity, managed services and sustainability, while also

enhancing our traditional services in Assurance, Consulting, Tax & Law, and Strategy and Transactions.

This year marked a major milestone with the opening of a new office in Derry/Londonderry, the 7th EY office on the island of Ireland, demonstrating commitment to regional growth, recognition of the exceptional talent in the Northwest, and dedication to being where clients need services most. We are also excited that in 2026 EY Ireland will move to a new landmark headquarters at the Wilton Park campus that will foster collaboration, innovation and growth.

This year also saw the launch of our Geopolitical Strategy Unit, helping clients navigate political risk, supply chain disruption, data governance and regulatory change in a

period of heightened complexity. We are proud to partner with indigenous and multinational organisations across Ireland to help them discern the signal from the noise, make ‘no regret’ decisions, and shape the future with confidence.

In a world where trust is valuable, and vulnerable, our Assurance teams continue to deliver high-quality, data-driven audits that strengthen faith in capital markets and serve the public interest. We remain committed to sustainable audit quality, regulatory excellence and continuous improvement, investing in digital platforms, analytics and responsible AI to meet rising expectations and support long-term value.





At EY Ireland, we are privileged to work with organisations every day to harness this game-changing technology to reimagine strategy, talent, planning, and performance. From our Wavespace AI Lab to our AI Skills Passport and EYQ, EY's own conversational AI assistant platform, we are embedding AI into how we serve clients, how we work, and how we learn, supported by our Responsible AI framework, developed in partnership with government and academia, ensuring that trust, ethics and transparency remain at the heart of our transformation.

As we respond to global changes and client needs, we remain guided by a clear strategic vision. Our new All in strategy is our north star shaping how we grow, collaborate and deliver impact. It reflects our shared commitment to purposeful growth, and global collaboration. We continue to invest in our people, our capabilities and our communities to ensure that EY Ireland remains future-fit and values-led.

Our people are the heartbeat of our success. In FY25, we welcomed over 1,647 new colleagues across the island of Ireland and celebrated the promotion and progression of 1,642 of our people. We continued to invest in learning and future-focused skills while also launching new wellbeing initiatives, expanding our DE&I networks, and strengthening our focus on inclusive leadership and intercultural competence. We

are delighted to share that, over half of our workforce is international, representing 110 nationalities, a reflection of the vibrant, global EY Ireland community we're building. As we continue to grow, we remain committed to ensuring that inclusion remains at the heart of our vibrant culture.

We are very proud of the progress we've made this year and equally excited at the prospect of what lies ahead. Thank you for your continued trust in EY Ireland. Together, we will shape the future with confidence.

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

Best regards,

Frank O'Keeffe | Managing Partner, EY Ireland





Reflections

from Mike McKerr, Chairperson, EY Ireland

In a period marked by both geopolitical uncertainty and opportunity, our firm has remained focused on helping our clients and our people to shape the future with confidence.

As Chair of EY Ireland, I am privileged to witness firsthand the exceptional work of our dedicated teams across the island of Ireland, advising and supporting a diverse range of clients. The past 12 months while challenging in many ways, have also been a period of great opportunity, as transformative new technologies such as Artificial Intelligence have begun to meaningfully reshape industries at an unprecedented pace.

Our leadership team and our people across the island have been at the forefront of this evolution, adapting to the rapidly evolving professional landscape, harnessing AI and innovative new technology, while keeping our core mission in sharp focus: delivering meaningful value to our clients, our people, and the communities we have the privilege to serve.

For our talented and diverse workforce – now more than 5,400 strong and, with the opening of our new office in Derry/Londonderry, located across seven cities on the island of Ireland – we provide the best-

in-class supports, mentorships and access to technology to enable them to thrive.

As a firm we are incredibly proud of the EY Entrepreneur of the Year™ programme. Now in its 28th year, this unique initiative continues to celebrate, acclaim and inspire entrepreneurs right across the island of Ireland, bringing together a powerful community of innovators, job creators and disruptors.

Our commitment to community is equally strong. We are proud to support organisations such as the Irish Hockey League and the national teams, Ballet Ireland, the Cork Neptune Basketball Club's Inclusion team and our charity partners the Irish Cancer Society and Action Cancer. In the workplace we continue to champion initiatives such as the EY4All Employment programme, including the Refugee Access Programme and our partnership with the Trinity Centre for People with Intellectual Disabilities.

As we look to the future, I remain as excited and energised as ever by the potential of our proud firm, our people and the EY Ireland Leadership team, and look forward to continuing to be of service at a time when the global marketplace is changing around us at incredible speed. By staying true to our purpose, embracing change and putting trust at the heart of everything we do, we will continue to help our clients and the communities we serve shape the future with confidence.

Best regards,

Mike McKerr | EY Ireland Chairperson





Message

from Roger Wallace, Assurance Lead, EY Ireland

Quality. Trust. Confidence. Assurance. These values are the bedrock of every engagement – audit and non-audit – we undertake at EY Ireland.

As I reflect on the past 12 months, I am proud of the exceptional work delivered for our clients during a period of geopolitical uncertainty and disruption. In today's rapidly changing environment, maintaining trust and confidence is more critical than ever. EY Ireland's rigorous, data-driven Assurance services play a vital role in enhancing transparency and confidence in businesses and capital markets, while also serving the broader public interest.

Evolving regulation, digital transformation and competition are reshaping the audit landscape at speed. At the core of EY Ireland's commitment to audit quality is our focus on continually improving our service model. We invest in top talent, maximise the use of data and technology, leverage EY's global scale and multidisciplinary expertise, and simplify processes to create better experiences for clients and people alike. The result is greater stakeholder trust and long-term value creation for society.

EY Ireland Assurance – spanning Audit, Climate Change and Sustainability Services (CCaSS), Financial

Accounting Advisory Services (FAAS), and Forensic & Integrity Services – helps organisations manage risk and complexity while building trust in the capital markets. Our Audit teams deliver high-quality, analytics-driven audits with independence and rigour. CCaSS, FAAS and Forensics teams support finance functions, protect reputations, and help clients turn sustainability ambition into action. Together, they promote sustainable, long-term value for stakeholders.

We continue to invest significantly in digital platforms and analytical tools that deepen insights and sharpen audit focus. AI, particularly Generative AI, is enhancing the scope and speed of audits, and we are equipping our teams with the skills and frameworks to use it responsibly. As AI becomes a bigger part of how businesses and society operate, trust in its models and outputs is more important than ever. At EY Ireland, we bring the same independent thinking and professional scepticism to AI-driven insights as we do to everything else we do.

EY Ireland has taken significant steps to strengthen audit quality, including investment in our EY Digital Audit, which improves risk focus and the quality of audit evidence. With sustainability reporting mandates growing, our CCaSS team remains at the forefront of this rapidly evolving field. Sustainability reporting is increasingly a source of strategic advantage when embedded in business strategy. While timelines on some regulations, notably the EU Omnibus, have shifted, businesses are using this window to act on “no regret” sustainability priorities that build resilience and long-term value.





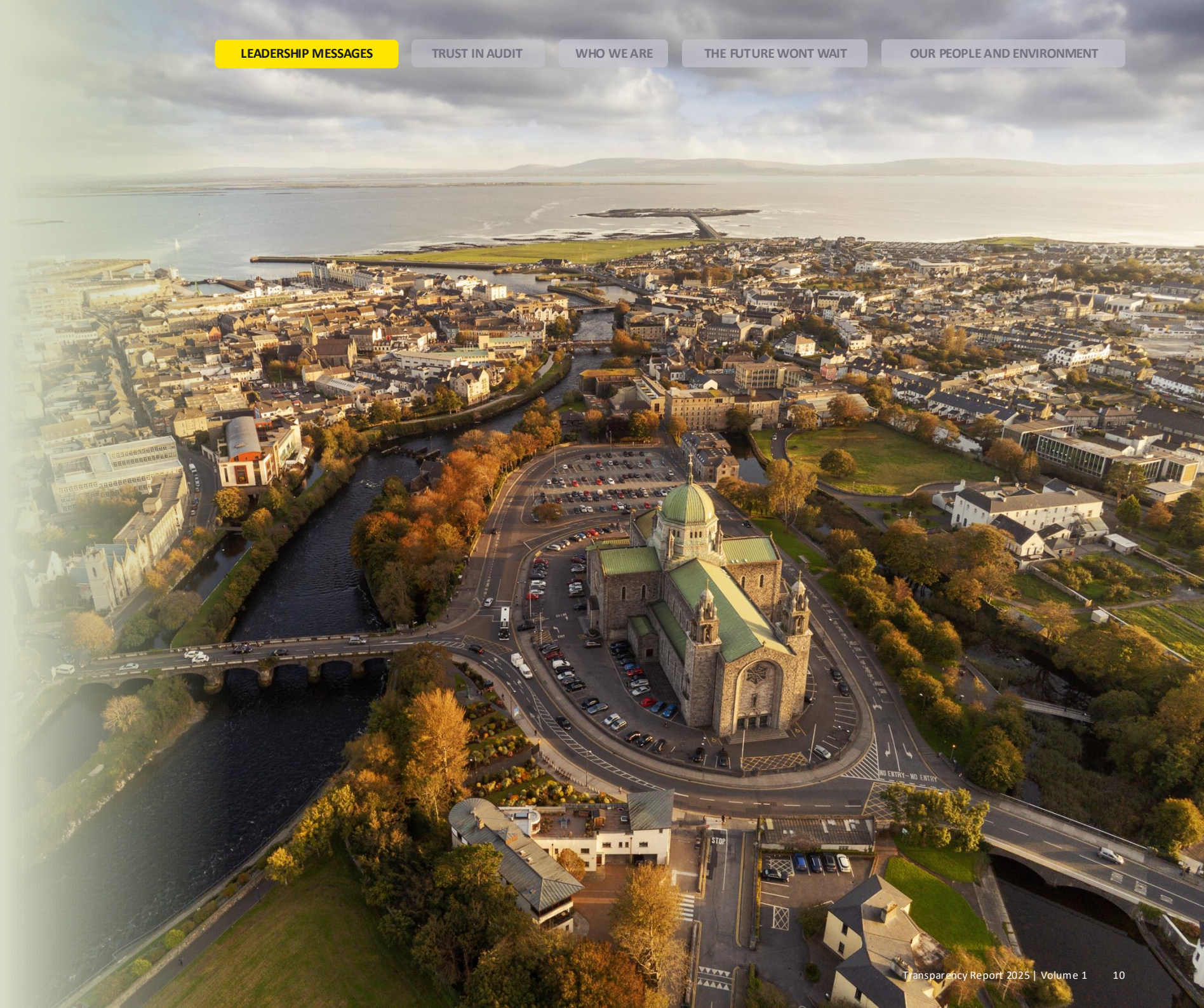
Quality remains a core strategic objective, embedded as one of EY's six global partner performance metrics. The EY Ireland Audit Quality Board oversees audit quality locally, setting the agenda for our Sustainable Audit Quality programme, including audit transformation, methodology updates, and quality dashboards.

We continue to engage openly with our regulators in Ireland as well as with policymakers and government to advance audit quality and EY Ireland's role in shaping the profession.

Our 2025 Transparency Report shares an overview of these achievements and outlines our continued efforts to help clients shape their future with confidence.

Best regards,

Roger Wallace | Head of Assurance, EY Ireland





LEADERSHIP MESSAGES

TRUST IN AUDIT

WHO WE ARE

THE FUTURE WON'T WAIT

OUR PEOPLE AND ENVIRONMENT

Trust In Audit

Managing Risks

Building Trust and Confidence

Ensuring Quality



Managing Risks

An essential way to manage risk and serve the public interest is to enhance the quality of all EY Ireland services.

Our System of Quality Management is embedded across our business, and we take a proactive risk-based approach to managing quality as a key and ongoing activity in accordance with International Standard of Quality Management (ISQM) 1.

Our Chief Risk Officer (CRO) for EY Ireland, Colette Devey, is responsible for overseeing EY Ireland's risk assessment and management processes, in addition to supporting EY Ireland's operation of its System of Quality Management as required by ISQM1.

Our ongoing investment in recruiting, training, and retaining highly qualified people on a cross discipline basis ensures effective management of risk across our service lines. We also invest in strong quality functions such as our Professional Practice Group, Financial Reporting Group, the Sustainable Audit Quality programme, the Regulatory and Independence Group, and the System of Quality Management team. These functions advise, support, and empower our people,

and implement quality initiatives to a consistently high standard.

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

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

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

A suite of policies exist which inform our operating procedures and controls, each of which help and support our business with the appropriate level of risk mitigation and management. Our comprehensive mandatory annual compliance training, supplemented

with regular All Staff communications on matters such as Data Security and Personal Independence, combine to ensure that only the highest standards of excellence are maintained by our people at all times.

In this transformative age, in which business and individuals rely heavily on technology and data, our data protection and information security frameworks are fundamental to ensuring that we are actively managing and monitoring these risks. We maintain key focus on emerging risks associated with technical innovation, most especially regarding AI evolution and associated data considerations.

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



Building Trust and Confidence

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

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

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

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

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

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

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



Ensuring Quality

Sustainable Audit Quality

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

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

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

EY Ireland Audit Quality Board (AQB)

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

During FY25, the AQB considered and agreed actions on a wide range of topics, including our engagement coaching programmes, our policies in relation to the use of AI in Assurance engagement, the progress of implementation plans in response to revised standards including those in relation to the Corporate Sustainability Reporting Directive (CSRD), and the development and content of EY Ireland training events.

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

- The Milestones and Executive Involvement Programme, which helps engagement teams keep a steady course throughout the audit.
- Our AQST initiative, which involves a dedicated team of experienced auditors, brought together to perform real-time, in-depth, independent reviews of a sample of audits for each audit cycle. These AQST reviews enhance the quality of both the audit under review and other audits on which team members apply the lessons learned. They offer input to our learning and development programme for the rest of the audit service line, including identifying common themes and examples of good practice.
- The Partner Workload Tool, which helps with the assessment of whether our signatories have the capacity and capabilities to serve in assigned roles.

Audit Quality Review (AQR)

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

EY Ireland’s FY25 AQR inspection returned excellent results with 95% of engagements reviewed rated as having no significant findings or deficiencies. Where findings are deemed to be material, a root cause analysis is undertaken, and a remediation action plan prepared to identify suitable actions to improve audit quality across our practice. Lessons learnt from the findings are also built into future training.

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

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Who We Are

Across our Practice Areas

Our Industry and Sector Focus

EY Ireland Regional Presence

EY Entrepreneur of the Year™ Programme

Convening with C-Suite

CFO Summit 2025 in partnership
with the Financial Times



Across our Practice Areas

Assurance

EY Ireland's Assurance practice, with almost 2,000 professionals, is pivotal in fostering trust in financial reporting and enhancing audit quality amid a rapidly evolving regulatory landscape. The team delivers statutory and regulatory audits, financial reporting, and assurance on sustainability and non-financial information. By harnessing EY Canvas — our global audit platform — alongside advanced analytics and AI, the practice strengthens risk assessment and provides insights to empower clients. With a steadfast commitment to independence, integrity, and transparency, EY Ireland Assurance promotes confidence in capital markets while delivering tailored, integrated support in an increasingly complex environment.

Tax & Law

EY Ireland's Tax & Law practice comprises over 700 professionals, including tax advisors, lawyers, technologists, and compliance specialists. The team deliver corporate, international, indirect, transaction, people-worker and private client tax services, legal advisory, policy & controversy support, and transfer pricing expertise. Enabled by the EY Global Tax Platform and AI-driven tools, the team manages complexity, ensures compliance and transparency, and reduces risk. Embedded in multidisciplinary teams, the team deliver cohesive, values-led advice across Tax, Law, Assurance and Consulting.

Core Business Services (CBS)

EY Ireland's CBS comprises over 460 professionals serving in finance, IT, Talent, legal & risk, marketing, communications, business development, operations, and facilities. CBS teams deliver essential support—from internal accounting and analytics to talent management, brand, and risk compliance—powered by innovation and integrated digital tools. Anchored in firm values, CBS enables scalable, efficient operations and seamless collaboration across Assurance, Consulting, Tax & Law and SaT. The team ensure client-facing teams are empowered to deliver exceptional client outcomes with agility and consistency.

Consulting

EY Ireland's Consulting practice comprises close to 2,000 professionals, including business, technology, people advisory and sector specialists. Their core strengths include digital and finance transformation, cybersecurity, data & AI, supply chain and organisational change. Backed by EY.ai and enhanced by ongoing strategic investments, the team deploys global accelerators with local insight. Values-driven and collaborative, Consulting works closely with Assurance, Tax & Law and SaT to deliver high-impact, client-led transformation that builds long-term resilience.

Strategy and Transactions (SaT)

EY Ireland's SaT team of over 300 professionals supports clients across the transaction lifecycle—strategy, due diligence, valuation, restructuring, and integration. Operating under the EY-Parthenon brand, the team combines commercial insight with deep sector knowledge and advanced analytics. SaT professionals help clients unlock value and make informed decisions. Working closely with Tax & Law, Assurance and Consulting, the team delivers integrated, outcome-focused advice that supports complex transactions and long-term strategic growth.



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Our Partners and exceptional teams right across the island of Ireland work together to ensure that we understand our clients' needs and that we bring the very best of EY Ireland's capabilities to our clients to solve their most complex problems



Carol Murphy
Client and Industries
Leader,
EY Ireland

Our Industry and Sector Focus

At EY Ireland, conversations with clients often focus on helping them distinguish the “signal from the noise.” The past 12 months have been marked by considerable disruption, and remaining focused and agile in a rapidly changing world has never been more important.

In a year defined by geopolitical disruption and the rapid evolution of technologies such as AI, clients across all sectors have been impacted in different ways. EY Ireland leaders have worked closely with clients to understand their challenges, support responses to unprecedented levels of change, and help prepare for what may be coming next.

Key highlights over the year included the launch of the Geopolitical Strategy Unit to advise clients on navigating unprecedented global volatility; the CFO Summit in partnership with the Financial Times; a series of CEO Ministerial roundtable dinners; and multiple NED events covering themes such as AI, foreign direct investment (FDI), digitalisation, and

competitiveness. These initiatives brought together a blend of strategic insights, sector perspectives, and technical expertise. Another standout initiative was the annual EY Entrepreneur of the Year programme, which continues to champion and celebrate entrepreneurship and innovation across the island of Ireland.

These achievements were made possible by the dedication and commitment of the EY Ireland Markets team, whose tireless work has been instrumental in showcasing the brand and supporting clients.

Industry and Sector Focus

In FY25, EY launched its new “All in” strategy alongside a refreshed Industry and Sector model. Drawing on insights from experience and the firm's unique client feedback (“CX”) programme, it is clear that clients expect deep industry expertise and innovative solutions to meet their rapidly evolving needs.

To address this, multidisciplinary Industry and Sector teams have been established to provide functional and technical expertise, enabling clients to navigate disruption and anticipate what lies ahead.

Over the following pages we will share the industries and sectors that our teams are working in alongside our clients to shape the future with confidence.



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Our industry ambition is clear; to be recognised as leaders in innovation and transformation, with a focus on patient and consumer centricity, enabled by technology and sustainability

**Ronan Glynn**

Consumer and Health
Leader at EY Ireland

Consumer & Health Industry

Our Consumer & Health Industry practice spans three core sectors: Life Sciences, Consumer Products and Retail (CPR), and Health, supported by multidisciplinary teams across strategy, digital transformation, data analytics and AI, tax, audit, law, ESG, and more.

Our Consumer and Health team brings together a diverse mix of backgrounds and expertise – from doctors to actuaries, digital architects to sustainability, supply chain and cybersecurity experts. We deliver tailored solutions that meet the unique challenges faced by our diverse range of clients.

Driving Innovation and Impact

In Health, our multidisciplinary team grounded in clinical and operational insight and experience is supporting a growing range of public and private clients to solve their most complex issues. This includes supporting a major healthcare client to build a system to centralise patient data into one accessible record for healthcare professionals and patients. This initiative is not merely about technological advancement; it is about fundamentally enhancing the service for patients and our client. By consolidating patient data into a single, centralised location, healthcare professionals will have immediate access to their patient's healthcare records. This leads to more informed decision-making and ultimately, better patient outcomes.

The Life Sciences sector continues to build global momentum and reputation, with growth driven by Biopharmaceutical and MedTech digital manufacturing and commercial strategy. We help companies navigate global geopolitical uncertainty and harness disruptive technology by forming the right alliances, better allocating resources and building trust with customers. Our dedicated Life Sciences team has deep industry experience, combined with cross-service line solutions and our global network providing a differentiated offering to clients. The team are able to offer clients a broad range of expertise across the biopharmaceutical value chain and to support the ambition to help bring innovation to patients across the globe.

In CPR, we're responding to shifting market dynamics, supporting clients to embed AI in their operations, build resilience in their supply chains and protect their businesses from increasingly sophisticated cyberattacks. We enable our clients' focus on driving consumer value in their businesses through proposition development and commercial optimisation, against a complex background of tightening consumer budgets and volatile commodity prices. Our team includes experts from industry working alongside cross service line specialists to provide clients with end to end delivery of their ambition.

Shaping the Debate

Looking ahead, our focus is on sustainability, data analytics and AI, digital transformation, and ecosystem collaboration. We're aligning with government strategies, expanding ESG and consumer experience capabilities, and leveraging global Centres of Excellence to scale impact.

Over the past year, we've made strong progress in thought leadership and public engagement. Key themes have included digital health transformation, particularly around Electronic Health Records (EHRs), AI, and mental health, alongside integrated care and human-centred healthcare models. We sponsored major events like the National Health Summit and BPCI Conference and took part in the Irish Pharmacy Union Annual Conference and the EY Ireland Life Sciences Global Trade Forum.

Our Health Spring Series and Future Consumer Index shape and influence public policy debates and client communities in these areas, demonstrating our commitment to delivering innovation, connectivity, and social value across these sectors.



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Our purpose is clear: to build a better financial services Ireland for our people, our clients and our community. It's what shapes the work we do every day — and how we do it. By combining global capability with deep local knowledge, we're helping to build a more sustainable, resilient and inclusive sector

**Colin Ryan**EY Ireland Financial
Services Lead

Financial Services

EY Financial Services Ireland brings together a multidisciplinary team of professionals across Assurance, Tax, Consulting, and Strategy & Transactions, working collaboratively to help clients navigate an increasingly complex financial landscape. The practice supports a broad range of sectors, including Banking, Insurance, Wealth and Asset Management (WAM), Payments, and Aviation Finance, through a fully integrated model. The strength of this model lies in its ability to bring multidisciplinary teams together to solve our clients' most complex issues, achieve strategic goals, and unlock value at speed. In doing so, we remain focused on supporting growth in Ireland's Financial Services sector.

While the global outlook has become increasingly volatile — shaped by fast-moving geopolitical tensions, shifting trade dynamics, and renewed uncertainty around US tariffs — our focus remains clear. We're working closely with clients to help them respond with agility, build resilience, and stay ahead of both the risks and opportunities this environment presents. Now more than ever, building a sustainable and competitive financial services sector will require clear purpose, strong collaboration and trusted advice.

FY25 Highlights

Over the past year, EY Ireland Financial Services deepened its collaboration with the sector and overall financial services industry. Our “Building a Better Financial Services Ireland” report, launched in early 2025, was well received by clients and industry leaders alike. It outlined a clear opportunity: up to €3.4 billion in additional gross value added (GVA) and 30,000 new jobs by 2028. Realising that growth, however, depends on progress in five critical areas — AI adoption, regulatory readiness, sustainable finance, fintech innovation, and future skills.

We sponsor a range of leading industry events across Banking, WAM, Insurance and Aviation Finance, including the European Insurance Forum, BPFI Payments Conference, BPFI Retail Banking Conference and the Multifonds Annual Conference. We are proud to sponsor key initiatives such as the European Anti Fin-Crime Summit which highlight important issues impacting our society.

We also hosted our flagship EY Ireland Funds Forum in December '24, bringing together senior leaders from

the WAM sector to share perspectives on the future of the financial services industry and the role their sector can play in unlocking its potential growth. Across these platforms, we explored critical topics such as digital transformation, AI, ESG, regulatory change, sustainability, and sector resilience.

Through event sponsorships, joint seminars, and workshops, we actively foster collaboration across the financial services ecosystem—partnering with industry bodies like BPFI, Insurance Ireland, Irish Funds, and ISKHA, as well as member-led organisations such as 100 Women in Finance, Women in ETFs, and Triple FS. These collaborations reflect our commitment to driving positive change, advancing inclusion, and shaping a more resilient and forward-looking industry.



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Strong infrastructure and effective delivery of Government services are the bedrock of successful economies and societies. At EY Ireland we're working with public and private sector clients across the island of Ireland and beyond on policy planning, strategic procurement and first-class project delivery



Shane MacSweeney
Government &
Infrastructure Leader at
EY Ireland

Government & Infrastructure

At EY Ireland, the Government & Infrastructure (G&I) industry encompasses a diverse range of sectors, including public services, social infrastructure, transportation technology, security and resilience as well as private sector real estate, hospitality and construction. Our dedicated G&I team brings together deep multidisciplinary expertise to deliver tailored solutions that address the unique challenges our clients face. We serve a broad spectrum of clients, including government agencies, public sector organisations, and private sector entities involved in infrastructure development and real estate.

In the past year, EY Ireland has made substantial strides in promoting public-private partnerships (PPPs) to drive infrastructure development. Our initiatives focused on enhancing collaboration between sectors, resulting in several successful projects that have positively impacted communities. We have worked with government departments and agencies across the island of Ireland on a diverse range of projects from public transport through to the delivery of Responsible AI guidelines.

Our commitment to public engagement has been evident through various community outreach programmes and industry forums. We have actively participated in discussions on policy reforms and infrastructure investment strategies, contributing to the national dialogue on enhancing public services in a range of settings and media. Our efforts have been recognised in multiple industry publications, further solidifying EY Ireland's reputation as a thought leader in the G&I space. Furthermore, we launched a series of thought leadership reports addressing critical issues such as infrastructure funding and the role of technology in public service delivery.

Looking Ahead

Looking ahead, the G&I industry is poised for significant transformation over the coming years. The recently updated Ireland National Development Plan, committing a record €275 billion in funding over the coming decade, gives Ireland the funding and policy certainty needed to transform housing, energy, water, transport and health infrastructure, however effective implementation and delivery will be key.

More broadly, key trends to watch include the increasing emphasis on green infrastructure projects, as governments prioritise climate resilience and sustainability. Additionally, the integration of advanced technologies such as AI and data analytics will enhance decision-making processes and operational efficiencies across the industry.



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The transformation sweeping the industrials and energy sectors brings more opportunities than challenges – for those that get ahead of change

**Sean Casey**

Industrials and Energy
Leader at EY Ireland

Industrials & Energy

The Industrials and Energy Industry (I&E) plays a vital role in shaping our Irish economy, encompassing a wide range of sectors that touch our daily lives. From the essential factories of manufacturing and construction to the innovative fields of renewable energy and smart technologies, this industry is not just about production – it's about progress. Our clients range from traditional players in mining and construction to leading utility providers across Ireland, all of whom are navigating the exciting challenges and opportunities in energy generation and transmission.

These sectors play a central role in growing and sustaining Ireland's economic prosperity, enabling the delivery of critical infrastructure and services, job creation and fostering innovation in our economy.

Sector Outlook

Decarbonisation, digitisation, geopolitical uncertainty and cost pressures are reshaping these sectors. Companies in mining and metals, oil and gas, and power and utilities face the challenge of balancing short-term commercial pressures with the need to innovate for the future. Achieving financial success, committing to Net Zero, and harnessing the opportunities presented by AI are all intertwined challenges and opportunities.

EY Ireland assists energy and resource companies in navigating these challenges and more. Our local I&E team across the island of Ireland combines deep industry knowledge with practical experience to help clients meet today's goals and create sustainable long-term value.

Supporting our Clients

Over the past year, we have leveraged the very best of the local and global EY organisation to support clients as they confront a range of challenges, including climate change and building resilience, harnessing new technologies, adjusting to geopolitical uncertainty, evolving regulation and shifting market dynamics. We have facilitated clients to develop and deliver on their strategic goals, supported the delivery of key energy infrastructure and led some of the largest business and technology transformation programmes on the island of Ireland.

We have a unique perspective and bring insightful solutions to our clients' complex challenges. Engaging in forums and events and public debate to discuss and share them is essential for us. Through our longstanding relationships with organisations, trade and industry bodies, we explore key strategic areas of focus and empower the collective debate.

We have played a key role in supporting organisations to address Ireland's electricity security of supply challenge as well as in the ongoing development of Ireland's Offshore Wind Industry.

These discussions are enriched by an annual schedule of EY Ireland thought leadership contributions from our subject matter experts and timely engagement in the public debate, with media and with policymakers.

Given the central nature of the industrial and energy sector to the economy and society on the island of Ireland, the next 12 months and beyond looks set to be another busy period and our team of professionals will be working with our clients to help them shape their future with confidence.



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In an increasingly uncertain economic landscape, Irish indigenous companies remain the backbone of both our economy and our communities. At EY Private, our focus is delivering tailored, strategic solutions across all our service lines to support their stability and growth

**Frank O'Neill**

EY Private Leader at EY Ireland

EY Private

At EY Private, our partner-led, multidisciplinary teams are dedicated to helping private businesses and their stakeholders deal with business challenges and opportunities at every stage of their journey, from start-up to succession. We help them develop and execute strategies for growth and long-term success, unlocking international expansion and nurturing a growth mindset.

Our renewed sector focus enables us to bring the most relevant and knowledgeable expertise from across the firm to our EY Private clients. Backed by deep sector experience and a broad range of capabilities, our EY Private specialists deliver tailored solutions in tax, law, consulting, assurance, and strategy and transaction support to both businesses and their shareholders.

Proven Track Record

EY and EY Ireland have a proven track record of advising some of the world's leading private enterprises, from innovators to multi-generational family businesses. Now in its 28th year in Ireland, our award-winning EY Entrepreneur of the Year Programme, supported by Enterprise Ireland, Invest

Northern Ireland and Julius Baer stands as a testament to our commitment to private enterprise and to acclaim and support these exceptional businesses right across the island of Ireland.

Our EY Private team operates across seven offices and multiple service lines throughout the island of Ireland, with the ability to tap into EY's global network of experts to help our clients unlock value and opportunity globally. Successful Irish businesses think globally and EY Private is the perfect match. Together, we are bringing the full strength of our Irish and global networks to serve entrepreneurs, business owners, executives, and private capital providers.

Developing a Community of Clients

Across the past year, we have hosted a range of inspiring and insightful events for our EY Private clients, including breakfast briefings, discussions on reciprocal tariffs and on how private companies can get 'investment ready'. We also run client-specific strategy sessions to unlock their potential and support our local entrepreneurial champions.

The EY Private community of clients continue to be a critical component of the growth and success of EY Ireland, and we will continue to scale, attract and grow with them. Whether it is an ambitious start-up looking to scale up and succeed, or a global market leader (or an aspiring one), we are committed to bringing the best of EY Ireland to them, ensuring that every single client benefits from bespoke support and the right mix of professionals to meet the unique needs of their business and ownership structure.



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Our ambition is to lead in innovation and transformation, focusing on client success through cutting-edge technology and sustainable practices

**Grit Young**

TMT Leader at EY Ireland

Technology, Media & Telecommunications

At EY Ireland, the Technology, Media, and Telecommunications (TMT) industry team drives innovation through advisory, implementation, and managed services across assurance, tax, strategy & transactions, and consulting. Our team of professionals supports multinational and indigenous clients, government departments, and major telecom providers.

Supporting our clients to Navigate Disruption

In the Technology sector, companies are navigating a rapidly evolving landscape shaped by advancements in AI and changing business models. While our recent Tech Leaders Outlook Survey provided insights into CIO priorities regarding B2B demand, it represents just one aspect of the broader technology narrative. Many firms are poised to benefit from increasing AI demand but must also contend with competitive threats from AI-first challengers, regulatory challenges, and the need to address geopolitical and cybersecurity risks. EY Ireland provides strategic advice to help clients manage these complexities and seize growth opportunities.

The Media sector is experiencing rapid digitisation, with significant growth in streaming services, online news, and the diversification of traditional media into education and online learning. Media firms are investing in technology and AI to personalise content and enhance user engagement.

In Telecommunications, competition is redefining pricing and margins. Key trends include the rollout of 5G and fibre broadband requiring substantial investments, leading to market consolidation, operators leveraging AI and automation to enhance efficiency, and government initiatives to address urban connectivity gaps, with the Gigabit Infrastructure Act mandating a public digital asset database.

Looking ahead, we expect AI, cybersecurity, geopolitical shifts and 5G expansion will continue to shape the TMT industry. We are committed to supporting indigenous, FDI and global TMT clients as they navigate this complex landscape. By bringing the best of local and global EY expertise we are supporting clients to seize opportunities, embed cutting-edge technologies, reduce costs, enhance security, and

access specialised expertise through a range of solutions, including our growing Managed Services capabilities and key Strategic Alliances.

Investing in Innovation

We continue to actively invest in talent through work placements and engage in forums such as STEM and AI Labs. We are proud to be sponsors of initiatives like the Dublin Tech Summit, the Technology Ireland Awards, the Cybersecurity Summit and the Diversity in Tech Awards, as part of our commitment to fostering indigenous innovation and entrepreneurship.



EY Ireland Regional Presence

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The growth of our EY Ireland regional offices mirrors the phenomenal growth of our national practice. We are poised for further development, and we look forward to charting this next phase of growth for our clients and the community



Ronan Murray
EY Ireland Cork Office
Managing Partner

Our EY Ireland regional practice is market leading and continues to experience significant growth, thanks to its flexible and agile approach to helping our clients find solutions to today's business complexities and opportunities.

With over 800 people and 19 Equity Partners across our offices in **Cork, Limerick, Waterford and Galway**, we offer the broadest capabilities in the market with a full range of services including Assurance, Consulting, Tax & Law, Strategy & Transactions and Financial Services. Our clients are navigating an evolving global marketplace that is changing at pace. We are dedicated to making forward looking investments in areas including AI, geopolitical strategy, cybersecurity, managed services, M&A and sustainability.

A standout moment from FY25 was the continuation of our sponsorship of the annual Cork Chamber Dublin Dinner. The night featured a keynote address by Frank O'Keeffe, EY Ireland Managing Partner and former Tánaiste and Minister, Simon Coveney who has since joined EY Ireland's Geopolitical Strategy team.

Our regional offices across Cork, Limerick, Waterford and Galway continue to engage the business community and leaders through a range of events, offering our clients a platform to learn and lead the way in terms of strategy, risk and resilience.

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EY has built a fast-growing business in Northern Ireland, the expansion of our business into the Northwest is a significant milestone and it reflects our ongoing commitment to investing in the region and continuing to support economic growth



Rob Heron
EY Northern Ireland
Managing Partner

Our EY Northern Ireland practice has also experienced fantastic growth recently, with the opening of its second office located in Ebrington Plaza, Derry/Londonderry. With over 1,100 people and 13 Equity Partners across our Belfast

and Derry/Londonderry offices, we offer a wide range of capabilities for a diverse range of clients - from exciting local startups to global household brands. We're proud to deliver projects that drive innovation and transformation, and allow our people to make an impact, both locally and globally.

The new Northwest office is the 7th on the island and will play a crucial role in our strategy to expand our regional presence across Northern Ireland and will be a key driver in delivering our market-leading services for clients. It also reinforces our commitment made at the Northern Ireland Investment Summit in September 2023 to create 1,000 new jobs in Northern Ireland. We are also working with the Department of the Economy on the Assured Skills Academy programme and delivered 3 in FY25. The Academies were facilitated by Belfast Metropolitan College and South Eastern Regional College and covered skills in Data & Analytics, Digital Engineering and Risk & Regulatory Compliance.



EY Entrepreneur of the Year™ Programme

Celebrating and Supporting Ireland's Entrepreneurial Community

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

Now in its 28th year, the EY Entrepreneur Of The Year™ (EOY) programme continues to go from strength to strength. With every passing year the calibre and number of Irish entrepreneurs who submit nominations to be part of this programme is truly remarkable. EY Ireland is proud to champion and support these brave business leaders as they shape the future of business, society and our world with confidence.

Collectively the EOY alumni community which currently includes over 650 of Ireland's leading entrepreneurs, employs more than 275,000 people and generates revenues of more than €28 billion annually. They are the backbone of our economy and an unending source of pride and inspiration to us all.

Every year our independent judging panel comprising of previous EOY finalists select 24 new finalists to be part of this very special programme. Eight finalists are selected to compete across each of our three award categories: Emerging, Established, and International. We also present a sustainability award to the finalist who is making the biggest contribution towards environmental sustainability through their business. The overall EOY Ireland Award is presented to one of

the category winners who then goes on to represent Ireland's entrepreneurial community at the World EY EOY Awards ceremony in Monaco. Sharon Cunningham and Orlaith Ryan, co-founders of Shorla Oncology were named EY EOY Emerging and Overall winners at our Gala awards Ceremony in November 2024.



The EY EOY programme is exceptional and far exceeded our expectations on every level. Having access to such a dynamic group of successful entrepreneurs coupled with access to the CEO retreat, in person events and other engagement opportunities provides a unique and extremely beneficial experience. The infectious energy of the finalists and alumni network is unparalleled and is something we feel very privileged to be part of now and in the years to come.

Sharon Cunningham and Orlaith Ryan,
Co-Founders Shorla Oncology



EOY Ireland is much more than an awards programme – it is an important and carefully created ecosystem that celebrates and connects over 650 entrepreneurs across the island of Ireland. Through their pioneering endeavours in science, technology, service and product development these intrepid business leaders are providing innovative answers and solutions to many of today's greatest challenges. They are highly respected in their fields and are often leading visionaries within their respective industries, both in Ireland and across global markets.

Our dedicated EOY team orchestrates a year-round programme of dynamic events and engaging experiences designed to engage, unite and inspire our extensive alumni network. Through these activities we encourage them to think bigger for themselves, their business and their communities. Our annual calendar

includes:

- The Ireland Retreat – running over two days in January this event features thought provoking and motivational contributions from leading business minds, government ministers and media commentators as well as a site visit to an iconic location or business.
- The Female Forum – a network of over 95 female alumni who we engage around matters of common interest. Minister for Health Jennifer Carroll McNeill T.D. was the special guest at this year's event.
- Pitch Perfect – a quarterly event hosted by EY Ireland which offers alumni the opportunity to invest in each other's businesses.

Additionally, we support our alumni in their charitable fundraising endeavours and through our Irish Rugby

Football Union (IRFU) mentorship programme.

The highlight of our annual calendar is undoubtedly the EOY CEO Retreat. In May 2025 we travelled to Japan for our most ambitious and biggest CEO Retreat to date. Our delegation of 140 comprised our 2025 EOY Finalists, programme alumni, sponsors, representatives from Enterprise Ireland and Invest Northern Ireland and media. During the week we heard from a range of Japanese business leaders, leading academic minds and global thought leaders. We embarked in several site visits to iconic locations including the Tokyo Stock Exchange, SoftBank Headquarters, Ireland House and the World Expo in Osaka. We also had the opportunity to network and engage with Japanese entrepreneurs and experience the very best of Japanese culture and hospitality.

This was the largest unofficial trade mission from the

island of Ireland in 2025 and undoubtedly strengthened the business and cultural relationship that exists between Ireland and Japan. Read more on our 2025 CEO Retreat to Japan [here](#).





Convening with C-Suite

In today's fast-moving and unpredictable environment, C-suite leaders are navigating a complex mix of disruption, opportunity, and responsibility. At EY Ireland, we're helping leaders not just respond — but lead with purpose and confidence.

In 2025, our flagship initiatives have become powerful platforms for dialogue and action. From high-impact roundtable dinners with senior government ministers to our CFO Summit, we're creating space for meaningful conversations between business and policy leaders. These engagements allow executives to influence the national agenda, shape regulatory conversations, and forge the relationships that drive progress.

Our CEO Outlook publications and C-suite podcast series continue to resonate with senior leaders, offering sharp insights into emerging challenges and strategic priorities across sectors. Through these channels, we surface the real issues leaders are grappling with — and offer fresh thinking to help them move forward.

This is more than thought leadership. It's about fostering a community of decision-makers committed to shaping a more resilient, innovative, and inclusive future.





CFO Summit 2025 in partnership with the Financial Times

At EY Ireland, we are committed to bringing the C-suite community together to share insights, build connections, and tackle the challenges shaping business today. We believe that when leaders come together, they exchange ideas, learn from one another, and drive meaningful impact across their organisations.

Now in its 4th year, EY's CFO Summit 2025, in partnership with the Financial Times, brought the CFO community together to connect, share insights, and discuss the issues shaping finance today. Over 2,000 clients joined the live online broadcast, while more than 250 C-suite leaders attended in person at the historic Mansion House. Irish and international speakers explored key topics, including geopolitical and economic shifts, sustainability in capital markets, and innovation in the age of AI. The Summit highlighted the value of the CFO community coming together to exchange ideas, learn from one another, and navigate the evolving role of finance leaders.

EY's 5th CFO Summit, in partnership with the Financial Times, is confirmed for Thursday, 5 March 2026.





LEADERSHIP MESSAGES

TRUST IN AUDIT

WHO WE ARE

THE FUTURE WON'T WAIT

OUR PEOPLE AND ENVIRONMENT

THE FUTURE WON'T WAIT

Embracing Digital and
Change Agility

AI @ EY Ireland

Helping Clients
on their AI Journey



Embracing Digital and Change Agility

The digital revolution is reshaping how businesses operate, engage with customers, and deliver value.

Organisations that fail to keep pace risk falling behind more agile competitors. To thrive, they must embrace both digital and change agility – not just to manage disruption, but to turn it into opportunity.

Digital agility is about more than infrastructure. It is the ability to rapidly adopt new technologies, processes, and business models, supported by a mindset of continuous learning and innovation. Change agility, in turn, is the capacity to adapt quickly to shifting markets, regulations, or unexpected events. Both are rooted in cultures that prioritise transparency, flexibility, resilience, and proactive problem-solving.

At EY Ireland, we see three priorities shaping the organisations that do this well. First, they invest in the right digital infrastructure, using technologies such as artificial intelligence, cloud computing, and data analytics to accelerate insight, automate processes, and free talent to focus on higher-value opportunities. Second, their leaders set the tone by creating a culture where experimentation is encouraged, voices are heard, and failure is treated as part of learning. Finally, they place their people at the centre of transformation, involving them early, enabling upskilling and mobility,

and breaking down silos to encourage collaboration.

The foundation of agility is always a culture that enables people to succeed. When teams are connected, diverse perspectives combine to solve complex challenges and deliver stronger results. By embedding digital and change agility, organisations can navigate uncertainty, seize opportunities, and achieve sustainable growth.

These are not buzzwords but essential capabilities for today's business environment — and nowhere is this clearer than in the rise of artificial intelligence in the workplace, which is rapidly shaping how people work, learn, and create.

Without change agility, digital modernisation will fall flat, and organisations will spend more time remediating than reaping the benefits of their investment.





AI @ EY Ireland

At EY Ireland, we believe leadership in AI starts with ourselves. That's why we've made EY Ireland our own "Client Zero" — placing ourselves at the forefront of enterprise-wide transformation to understand what's required to unlock AI's full potential.

With an initial global investment of US\$1.4 billion, EY has embarked on an extensive transformation program across its enterprise and client services. This ongoing journey has allowed EY to tackle challenges and uncover lasting impacts, generating insights and recommendations that can guide others on their AI transformation journeys.

Today, more than 1,000 AI prototypes are in active development using EYQ across over 850 Azure OpenAI instances. This includes innovations across tax, audit, consulting, and strategy, developed with human-centred design at their core. The result: 81% staff adoption of GenAI solutions across the organisation — demonstrating real-world engagement, not just experimentation.

EY Ireland's AI Steering Group, comprising representatives from right across our business, is leading the transformation

of our service delivery by embedding AI across our offerings. We are driving innovation and automation through strategic partnerships with IBM, Microsoft, NVIDIA, SAP and ServiceNow. AI is enhancing our client services in various ways, including:

- Consulting services powered by AI: We are using AI to improve project management, business analysis, software development, and testing — accelerating delivery and enhancing outcomes
- Expanding audit capabilities: AI broadens the scope of data used in audits, allowing us to provide more relevant and timely insights.
- Faster insights for deals: Our internal Edge Platform enables quicker, data-driven insights for strategy, deal origination, and due diligence in our Strategy and Transactions work.

The Future won't wait

Our Future Won't wait campaign aimed to raise awareness of AI's transformative potential among Irish business leaders. Through this campaign, EY Ireland established itself as a trusted partner in AI adoption, demonstrating our credentials in the space. The campaign was recognised as a finalist in the All-Ireland Marketing Awards and secured a Bronze Award at the Irish Media Awards. The campaign utilised various

channels to communicate with our audience, including Thought Leadership, Events, and Strategic Sponsorships.

EY Ireland also participated in the Analytics Summit, Microsoft AI Tour, and Dublin Tech Summit, engaging with clients, policymakers, and industry leaders. These platforms allowed us to demonstrate our capabilities, share our vision, and strengthen relationships across both public and private sectors — cementing our reputation as a leader in the AI and technology consulting landscape.

We created exceptional client experiences, highlighted by our first roundtable dinner with many of Ireland's top CIOs, CTOs and technology leaders, including Emer Higgins, Minister of State for Public Procurement, Digitalisation, and eGovernment. Throughout the year, we hosted numerous events in our Head Office, inviting clients and prospects to explore how AI is transforming organisations.





Helping Clients on their AI Journey

EY Ireland is dedicated to assisting Irish business leaders in transforming their organisations, having completed numerous AI client transformations over the past year.

Examples include;

- Embedding AI in a B2B contact centre to support a 15% increase in sales
- Supporting the rollout of Microsoft Copilot across a major Irish PLC for over 2,000 global users, focusing on user-centric adoption interventions and developing value-driven AI use cases
- Defining the AI Guidance, Policy and Risk Management approach for a global entertainment company
- Driving the AI manufacturing strategy and AI use cases for a major Life Sciences organisation.

Responsible AI

We are committed to ensuring that both our AI journey and that of our clients are responsible. This commitment aligns with regulations and plays a crucial role in upholding our reputation and fostering trust.

To guide our efforts, we have adopted nine fundamental Responsible AI principles:

- | | |
|--------------------|-------------------|
| 1. Accountability | 6. Explainability |
| 2. Data Protection | 7. Fairness |
| 3. Reliability | 8. Compliance |
| 4. Security | 9. Sustainability |
| 5. Transparency | |

Recently, EY Ireland showcased our responsible AI capabilities by developing the 'Guidelines for the Responsible Use of AI in the Irish Public Service,' published in May 2025.

This initiative made Ireland the first EU country to release comprehensive guidelines for public servants on designing, developing, deploying, and maintaining AI solutions responsibly. We take pride in our role in shaping and delivering this significant initiative for the Irish government.

Evolving Our Wavespace AI Lab

EY Ireland's Wavespace AI Lab serves as a European centre designed to help clients explore, plan, and deliver AI solutions that create real value. Powered by our EY Fabric platform, the lab supports everything from building

prototypes to experimenting with generative AI alongside our clients.

Over the past year, 40 clients have collaborated with the AI Lab on diverse topics, including establishing a global AI Centre of Excellence, exploring AI solutions for tariff challenges with international trade leaders, and designing future customer and finance processes using Agentic AI for a major utility company.

We continue to benefit from our partnership with ADAPT – Ireland's university-led AI research collaboration – where we sponsor two PhD students, granting us access to cutting-edge research in this rapidly evolving field.

EY AI for Social Impact program

EY has partnered with Microsoft for the AI Skills Passport (AISP), which helps students build AI skills for career development. This free online program has positively impacted approximately 2.5 million people, with the involvement of 6,700 EY employees globally. We are accelerating the rollout of AISP across Ireland in the coming months, collaborating with schools and organisations.





LEADERSHIP MESSAGES

TRUST IN AUDIT

WHO WE ARE

THE FUTURE WON'T WAIT

OUR PEOPLE AND ENVIRONMENT

Our People and Environment

Our People

Culture & Identity

Talent Attraction & Recruitment

Wellbeing and Recognition

Diversity, Equity and Inclusion

EY Ireland's Sustainable Daily Habits

Sustainable Architecture



Our People

In a world defined by rapid transformation and growing complexity, our people remain the cornerstone of everything we do. FY25 was a year of continued investment and evolution in our people experience — one shaped by our values, driven by purpose, and enabled by transformation.

At EY Ireland, our people proposition articulates the holistic experience we offer to our people throughout their career journey. It reflects our strategic commitment to creating an environment where our people can thrive, grow, and contribute meaningfully to our purpose of building a better working world. This proposition is underpinned

by our refreshed Employee Value Proposition (EVP): *Shape your future with confidence* — a clear and compelling promise of the opportunities, support, and culture we offer. This commitment enables us to attract, retain and develop world-class talent in a dynamic and increasingly digital world.

Aligned with the EY Global All in strategy, our people proposition supports our ambition by:

- Empowering our people to lead with confidence in a digital age
- Embedding inclusive leadership and belonging into every stage of the employee journey
- Offering flexible, tech-enabled career paths that support mobility, hybrid working, and personal growth
- Prioritising wellbeing and resilience to enable sustainable performance

This proposition is delivered through five interconnected pillars: Culture & Identity, Talent Attraction & Recruitment, Careers, Learning & Development, Wellbeing & Recognition, and Diversity, Equity & Inclusion. Together, these pillars shape the exceptional experience we strive to deliver for every EY Ireland colleague.





Culture & Identity

Our EY Ireland culture is a critical component of our success. It shapes how our teams interact with one another and with their clients, it is fundamental to how our people approach their work and decision making, it enhances employee experience and helps us to attract and retain the best talent and clients.

The EY Ireland culture is based on a set of clear, long-established values. We are:

- People who demonstrate integrity, respect, teaming, and inclusiveness.
- People with energy, enthusiasm, and the courage to lead.
- People who build relationships based on doing the right things. We expect our people to adhere to our values across all areas of activity.

Underpinning our values is a comprehensive set of policies, outlining the standards and behaviours we require of our people. Our [global Code of Conduct](#) sets out our globally consistent expectations, and all employees commit to meet these each year. It clearly states the standard for the conduct of our business. It provides an ethical framework to guide us especially when choices are complex and challenging.

In FY25, to further bring these values to life and embed consistent, values-led leadership behaviours across the firm, we co-created and launched the EY Ireland Leadership Charter. This was designed from the outputs of a firmwide culture review in 2024 and sets out the behaviours expected of all colleagues to continue cultivating our strong culture.

The charter was activated through Counselling Family Trees (CFTs – small groups of different levels within EY Ireland designed to build connections and give our people the opportunity to extend their networks and ask questions in an open forum environment), with 140 Partner and Director CFT Leads facilitating and championing these workshops.

One of the ways in which we reinforce our values and behaviours is via our internal ‘applause’ recognition platform, where colleagues can acknowledge one another’s contributions in an innovative, fun, and public way. Nominations can be made for financial or non-financial awards, including an online ‘wall’ where people can publicly recognise colleagues who have made a difference and demonstrated our values.





Talent Attraction & Recruitment

In FY25, EY Ireland continued to strengthen its position as a destination of choice for top talent, driven by a bold employer brand, data-led transformation, and a commitment to delivering an exceptional candidate experience.



Student attraction and recruitment

Our award-winning “Your Story Starts Now” campaign earned the GradIreland Award for Best Student Marketing Campaign 2025, reflecting the creativity and impact of our student engagement strategy. Applications for our graduate programme rose by 18.5%, while our Summer Internship Programme (SIP) saw a 20% increase. These results underscore the growing appeal of EY Ireland among early talent.

We also made significant strides in employer brand visibility. According to the 2025 Cybil Report, we climbed from 10th to 2nd place for best social media—making us the top-ranked Big 4 firm in this category. Our Student Induction Programme (SIP) ads achieved a 364% increase in impressions, a 221% rise in engagement, and a 61% boost in clicks. Overall, we moved up one place in the employer attraction rankings, from 7th to 6th.

We look forward to building on and continuing this momentum with our FY26 campaign, Smart Move. At EY Ireland, we offer more than just a graduate role. As Ireland’s largest and fastest-growing professional services firm, we offer access to clients and opportunities you will not find anywhere else. Our promise is simple: we provide the culture, support and flexibility you need to shape your future with

confidence. This is your smart move towards building a meaningful, exciting career.

Experienced Hire attraction and recruitment

Our experienced hire recruitment also saw notable improvements.

Offer acceptance rates rose, internal mobility increased, the average referral rate reached 22%, and time-to-offer reduced by 11 days reflecting our focus on speed and quality. Our transformation journey continued with the rollout of several digital tools to enhance transparency, compliance, and efficiency. These included an Interview Feedback App for streamlined candidate evaluations and a Requisition Approval App to automate and track new role creation.

Finally, we continued to embed inclusive practices across our recruitment funnel. Gender representation data is now tracked at each stage—from screening to onboarding—ensuring we remain focused on equity and transparency throughout the hiring journey.





Wellbeing and Recognition

Employee wellbeing remains a critical component of the employee value proposition in EY Ireland. Throughout FY25, EY Ireland was committed to creating a supportive work environment and has delivered a suite of initiatives designed to enhance the physical, mental, financial, and social wellbeing of its employees.

Mental health is a key element of EY Ireland's wellbeing strategy. We have trained new mental health first aiders across the firm and refreshed training for our current first aiders. We now have nearly 65 first aiders across the firm, specially trained to provide guidance and assistance. Across the firm, our ongoing mental health awareness training continues to be rolled out, ensuring that employees have the ability to detect mental health issues in themselves and their peers, as well as access to the necessary support services.

Financial wellbeing remains a focus. Continuing our Financial Wellbeing programme, we offered financial education and tailored advice through webinars and one-on-one consultations. This initiative aims to equip employees with the tools to make informed financial choices for themselves and their families, leading to a greater sense of security and wellbeing.

Physical and social wellbeing are also central to EY Ireland's approach. We encourage an active lifestyle by providing gym memberships and wellbeing seminars and workshops.

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

In FY25, our sports and social clubs continued to thrive with approximately 30 clubs, featuring activities such as hiking, golf, tag, and tennis, alongside social activities like book clubs, board games, and arts and crafts. We had great uptake in our gym membership, with over 800 employees utilising the facilities.

Our flu vaccination programme was well attended this year, with over 500 vaccinations administered. This year alongside our healthcare provider we rolled out heartbeat screening in all our offices, with electrocardiogram (ECG), physical examination with doctor & review by cardiologist, 800 employees were screened.



Supportive Leave Policies

In FY25 we launched a new suite of Supportive Leave Policies to support colleagues during times of difficult and challenging personal life circumstances.

These include policies on:

- Fertility Leave
- Pregnancy Loss
- Domestic Abuse
- Menopause
- Surrogacy Leave

To complement the launch and provide additional support for employees and managers on these sensitive topics we ran a series of learning and awareness events with external experts on the topics of Fertility, Menopause and Domestic Violence.



Careers, Learning & Development

At EY Ireland we believe that learning is not a moment – it's a mindset. We are committed to a focus on continuous learning, ensuring our people are always evolving. We empower our people to grow and shape their future with confidence through a blend of core foundational and structured development coupled with flexible and personalised learning opportunities.

We're investing in early careers to build tomorrow's talent ...

200

Tax Graduates enrolled in ETALLIA, a four-year learning academy

250

new Seniors completed the New Senior Programme

We have updated our exam strategy and strengthened the exam culture by embedding exam success in leadership communications and meetings.

This includes supporting counsellors to assist trainees, expanding exam lectures to improve readiness, using data to boost engagement, and offering wellbeing initiatives to help trainees balance work and exam preparation.

247,000+

Learning Hours delivered across the island of Ireland

1,640+

colleagues promoted and progressed in their careers

... strengthening leadership for lasting success ...

Activated

Leadership Charter

firm-wide

700+

partners & colleagues completed TRACOM Social Styles workshops & masterclasses

Rolled out

Coaching4Growth 1:1

coaching program

180

new Managers completed the People Manager Fundamentals programme

Launched

Navigate Circles

peer learning initiative

1,000+

attendees joined Counsellor Conversations workshops

... and future-proofing skills to shape the future with confidence.

We are committed to equipping our people with the skills and confidence to lead in an AI-enabled world. Our approach to learning is grounded in the belief that future-focused capabilities — particularly in artificial intelligence are essential to delivering long-term value for our clients and society. In FY25, we reimagined our AI learning pathways to move beyond foundational awareness and into applied fluency.



Diversity, Equity and Inclusion

A Culture of Belonging

EY Ireland continues to focus on Diversity, Equity, and Inclusion (DE&I), guided by a clear vision to be the most inclusive employer for diverse minds — within our industry, with our clients, and across our communities. Since the launch of our firmwide DE&I strategy we have embedded inclusion into every stage of the employee experience, from recruitment to retirement. Our people remain central to this journey, shaping a culture of belonging and equity in action.

In FY25, we introduced the Intercultural Competence Programme, Reverse Mentoring, and the Gender Representation Projection Tool, reflecting our commitment to data-driven equity. Notably, our diversity has grown faster than national trends.

52% of our workforce are now international, representing almost 110 nationalities.

As we continue to evolve, we recognise **true inclusion requires intentional, equitable, intercultural action.**

We will continue to focus on:

- Deepening collaboration between our DE&I Networks to address intersectional inclusion.
- Embed intercultural competence to ensure colleagues feel represented connected and empowered.
- Supporting leadership development and allyship across all levels of the firm.
- Enhancing data-driven insights to measure impact and inform future priorities.

Intercultural Competence @ EY Ireland

In response to a rapid ethnically diversifying workforce EY Ireland launched a firmwide Intercultural Competence programme. This initiative is designed to build awareness, sensitivity, and competence across all levels of the firm, with a particular focus on race and ethnicity.



Careers without Borders

EY Ireland proudly sponsors the Refugee Access Programme (RAP), and Trinity Access Program. You can read about these initiatives and more in our **Societal Impact report**.





Diversity, Equity and Inclusion

Community and Connection

At EY Ireland, our six Diversity, Equity, and Inclusion (DE&I) Networks continue to play a vital role in building a workplace where everyone feels welcome, valued, and supported.

In FY25, these networks—International, Ability, Mental Health, Family, Unity, and Women’s —have grown significantly, now engaging over 2,100 active members across the firm. Our DE&I Networks are not only communities of support —they are active platforms for change.

They help identify barriers, shape inclusive policies, and deliver initiatives that reflect the diverse needs of our people.

The **Ability Network** promotes inclusion for employees with visible and invisible disabilities. Key efforts include EY’s “going purple” campaign for the International Day of Persons with Disabilities with AslAm training, and EY Ireland sponsoring the Hidden Disabilities sunflower initiative to raise awareness and support.

The **Family Network** supported employees with caregiving duties and promoted intergenerational inclusion. Highlights include a Cinema Day across four regions with nearly 500 attendees and €1,000 raised for Children’s Health and Parent Rooms.

The **Mental Health Network** focused on emotional wellbeing this year, raising €11,899 for Movember and increasing membership by 20% since FY24. Additionally, 50 EY Ireland employees took part in Darkness into Light, raising €1,500 for the suicide prevention charity Pieta.

The **International Network** helped colleagues from various cultures feel welcome by hosting events like the “Taste of Cultures” food fair and providing support through visa clinics, coffee sessions, the Cultural Connector Programme, and fundraising activities.

The **Unity Network**, promoting LGBTQIA+ inclusion, achieved key milestones this year: we received the Outstanding Company award at GCN Galas 2024 and hosted a networking event with 50 industry professionals. We also launched the ‘BU’ Pride campaign across several cities, donating over €2,150 from ticket sales to BelongTo.

The **Women’s Network** promoted gender equity and leadership, receiving over 1,270 International Women’s Day nominations and recognising 11 colleagues. They also contributed to EY Ireland’s Menopause Policy and awareness training.





EY Ireland's Sustainable Daily Habits

At EY Ireland we continue to prioritise products and services that prevent or eliminate waste. As a professional services firm, our services are intellectually based.

Emissions originate from our offices and business travel undertaken by client teams. Our focus is therefore on reducing travel (especially air travel) and improving the energy efficiency of our buildings and minimising waste. A detailed overview of our carbon footprint is contained in our Societal Impact report, and we have maintained and expanded on our key initiatives enacted to minimise and sustainably manage waste from our offices.

We are committed to reducing our carbon footprint by embedding sustainability into everyday operations. Key initiatives include cutting single-use plastics through keep cups and green tariff pricing, repurposing coffee grinds into sustainable soap, and donating reusable assets such as laptops, mobile devices, and backpacks to schools and charities. All paper is FSC certified, office deliveries are consolidated to lower emissions, and obsolete hardware is responsibly recycled.

To further reduce impact, we promote sustainable commuting with centrally located offices supported by

secure bike storage, smart commuter lockers, drying rooms, and shower facilities – making sustainable travel a practical choice for employees.

Building Skills for a Sustainable Future

Supported by the EY Global Environment Strategy, we continue to embed sustainability learning opportunities across all levels of our organisation. By embedding a culture of continuous learning, we aim to ensure our people can engage meaningfully with clients, regulators, and stakeholders on the risks and opportunities of a rapidly changing world.

In FY25, we launched a number of flagship initiatives to deepen awareness and drive behavioural change including:

Four Futures Program

An immersive, in-person experience encouraging participants to think boldly and radically about today's decisions, reflecting on both their organisational role and individual agency in shaping a sustainable future; and

Sustainability Masterclass

A free, globally accessible webinar series designed to equip future-focused business leaders with essential sustainability knowledge, emerging trends, and

actionable strategies that embed sustainability at the core of business value creation.

Looking ahead, we will expand our focus areas to include green IT, sustainable buildings, air pollution, biodiversity, waste reduction, and water consumption. These priorities will be underpinned by robust data collection, clear target-setting, and long-term investment strategies aligned with global best practices.

Through these actions, we aim not only to accelerate EY Ireland's environmental performance but also to play a leading role in building the skills, awareness, and collaborative solutions needed to address the climate and nature challenges facing society.



Sustainable Architecture

It is with great excitement that we prepare for our upcoming office move to our breathtaking new Dublin location in Wilton Park, which we will make our home from the summer of 2026.

The offices have been constructed to the highest environmental and sustainability standards which reflect our bold EY climate ambitions. Wilton Park will be a modern, intelligent building that will use the latest smart technology with the ability to flex to suit our growing business and our new ways of working. It will be a gamechanger for our client's experience as well as our people's experience.

Our new offices at Wilton Park have been designed with sustainability at their core, integrating environmental performance into every aspect of the building with a LEED BD+C Core and Shell Platinum certification.

Located in a vibrant, well-connected part of Dublin, the development supports low-carbon commuting through proximity to public transport, cycling routes, and pedestrian-friendly infrastructure.

Water conservation is prioritised through smart metering, low-flow fixture used both in common areas

of Wilton Park and EY Ireland's fitout that reduce potable water use while maintaining comfort and functionality.

Energy efficiency is a defining feature, with the building partly being powered by renewable sources, including on-site solar panels. A high-performance facade and intelligent building systems work together to optimise energy use, air quality, and lighting.

EY Ireland's fitout builds on these foundations, targeting LEED ID+C Platinum, and incorporates sustainable materials, efficient systems, and design strategies that reflect our commitment to climate leadership and wider ESG goals.

Supporting collaboration and an enhanced working environment

In designing our new offices, the EY Ireland Design team created a dynamic ecosystem of interconnected neighbourhoods that naturally create collaboration while respecting individual work preferences. Team rooms and central hubs for informal exchanges and collaborative moments, bridging surrounding zones to create seamless flow between focused work and team interaction. Collaborative spaces in certain neighbourhoods provide lively, flexible environments specifically designed for brainstorming and experimentation, while others encourage natural movement and connection, drawing inspiration from

Dublin's vibrant Georgian street life. The variety of furniture and spatial configurations – from social hubs to intimate meeting nooks – ensures that different team dynamics and collaboration styles are supported, creating an environment where both spontaneous interactions and planned teamwork can thrive.



BER Target A3



NZEB Compliant



Target ILFI Zero Carbon Certification



Wiredscore Platinum Certification

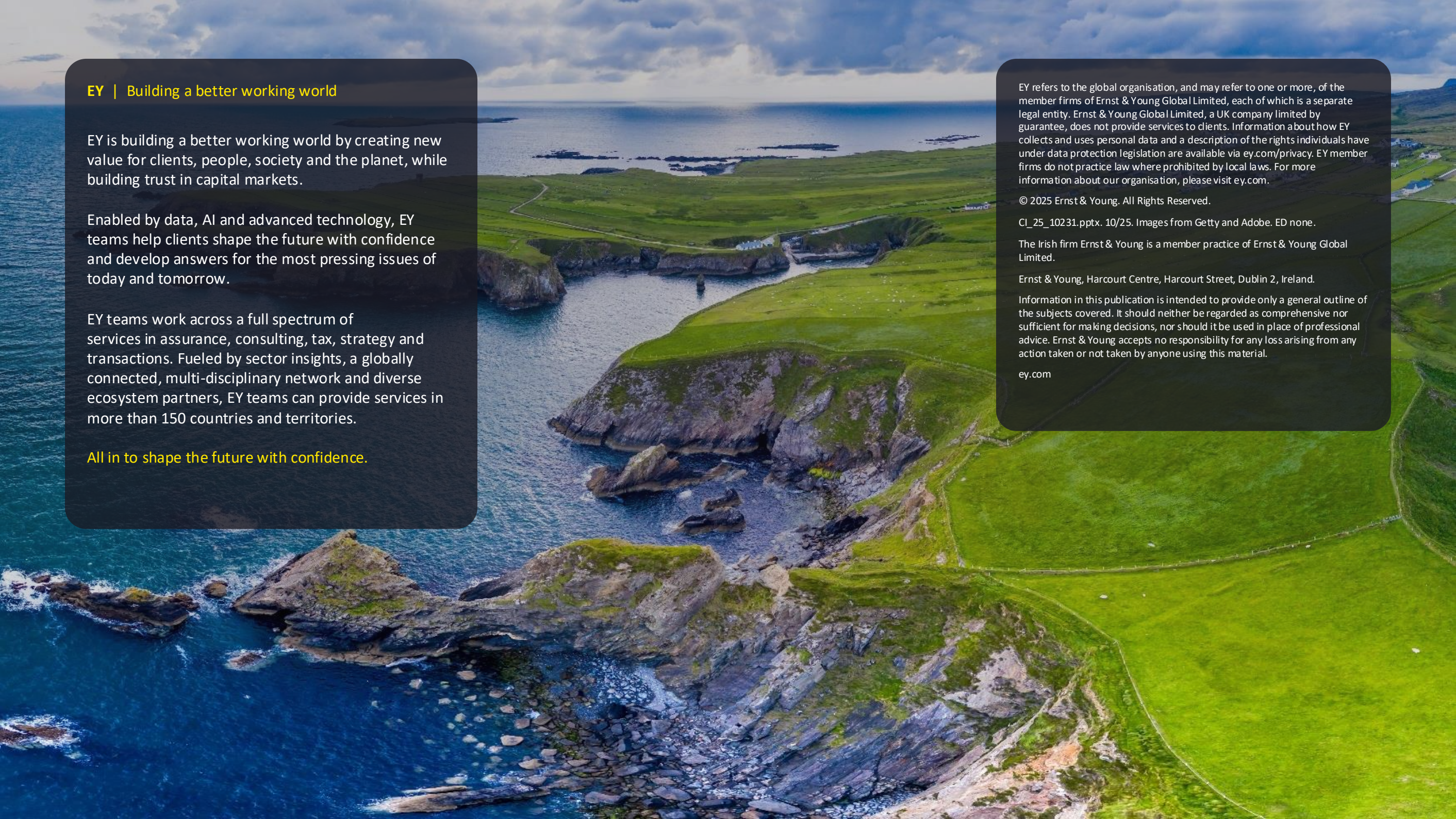


LEED Platinum v4 - shell & core



WELL Gold certification (v2 2018)





EY | Building a better working world

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