

# Deloitte.



## Committed in creating trust

2023 Transparency Report

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The leadership message<sup>1</sup>

# Committed in creating Trust

- the most valuable commodity in the market



**LARI HINTSANEN,**  
CEO and Partner, Deloitte Oy

As the global leader in the professional services market, quality, trust and transparency are integral in everything we do. We take the role that we play in serving the public interest extremely seriously while also shaping the future of the audit profession. This report is to demonstrate the importance we place on this role and how we continue to invest in our business to ensure that we perform to the highest standard.

We want to lead the way and deliver on our responsibility to provide transparency to the capital markets and other stakeholders. We are deeply committed to audit quality, independence, ethics and integrity in all that we do.

After years of turmoil, we can now say that we are living the new normal, where change is constant. With more change, everything is more complex. At the same time, everything is getting more connected: ecosystems, technology, supply chains and even workforces. For this new, more connected world to work, it needs trust, built by transparency.

Digital transformation is accelerating, bringing opportunities but also new things

to consider, for example, the use of artificial intelligence in business. Also, we are heading towards an era where businesses are responsible not only to shareholders but to all stakeholders, and that needs transparency. Ways of producing products and services are also changing, adopting more networked models.

The more complex and disruptive these changes, the more regulation tries to create predictability and establish common rules in the market. The new normal sets us an unseen challenge. For us this means that we need to step up yet again and lead the way in order that we can operate in the new normal and build trust, no matter how connected and complex the world might be.



Amid the economic, climate, social and regulatory uncertainty that businesses are faced with, the audit landscape continues to evolve and change. Providing confidence, insight and robust assurance remains our priority. As the reporting requirements of businesses and their stakeholders continue to evolve, we work tirelessly to inform the ongoing debate and provide confidence and clarity to stakeholders. Sustainability reporting is one such area, and as scrutiny heightens, we

are working continuously to provide clear guidelines in order to support companies in navigating the complexities of the landscape.

We have always been at our best during paradigm shifts; it is our job to lead the way. Audit quality is and has been at the centre of quality because we can only make an impact that matters with audit quality. We are determined to take all of the lessons we have learned from these disruptive times

and make things better. A resilient company uses these moments in history to take leaps forward.

**LARI HINTSANEN**

<sup>1</sup> Throughout this report, the terms 'Deloitte', 'it', 'we', 'us' and 'our' refer to one or more of one or more of Deloitte Touche Tohmatsu Limited, its network of member firms and their related entities. For more information about the Deloitte network, please see page 3 or read [About the network \(deloitte.com\)](https://www.deloitte.com).





# The Deloitte network

## Deloitte Finland: Legal structure and ownership

Deloitte Oy is a limited liability company, incorporated under the laws of Finland, and it is wholly owned by its members (which comprise the Finnish equity partners, Deloitte North and South Europe [NSE] LLP, and Deloitte NSE No2 CLG). The Finnish parent company, Deloitte Oy, provides audit and assurance, financial advisory, risk advisory, and tax and legal services to its clients. The company's wholly owned subsidiary, Deloitte Consulting Oy, provides management consulting services. In addition, Deloitte Corporate Finance Oy and Deloitte ICM Oy are also wholly owned subsidiaries of Deloitte Oy.

Deloitte Oy is a Finnish affiliate of Deloitte NSE LLP, a UK private company, limited by guarantee, and a member firm of the Deloitte network. As of 15 December 2020, Deloitte NSE No2 CLG, a legal entity under Irish law, became the majority shareholder of Deloitte Oy. Deloitte NSE No2 CLG is a subsidiary of Deloitte NSE LLP. Deloitte Oy is referred to throughout this report as 'Deloitte Finland', and Deloitte NSE LLP is referred to throughout this report as 'Deloitte NSE'.

Deloitte Finland holds the practice rights to provide professional services using the 'Deloitte' name, which it extends to Deloitte entities within its territory (comprised of Bahrain, Belgium, Cyprus, Denmark, Egypt, Finland, Greece, Iceland, Iraq, Ireland, Italy, Jordan, Kuwait, Lebanon, Libya, Malta, the Netherlands, Norway, Oman, the Palestinian Ruled Territories, Qatar, the Republic

of the Sudan, Saudi Arabia, Sweden, Switzerland, the United Arab Emirates, the United Kingdom and Yemen).

Deloitte Oy in Finland is authorised to serve as an auditor for clients in Finland.

## The Deloitte network

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

## Deloitte Touche Tohmatsu Limited

Deloitte Touche Tohmatsu Limited (DTTL or 'Deloitte Global') is a UK private company, limited by guarantee, incorporated in England and Wales. DTTL serves a coordinating role for its member firms and their related entities by requiring adherence to policies and protocols with the objective of promoting a consistently high level of quality, professional conduct and service across the Deloitte network. DTTL does not provide professional services to clients or direct, manage, control or own any interest in any member firm or any member firm's related entities. For more information about the Deloitte network, follow this link: [About Deloitte](#)





**Deloitte Finland**

# Governance – leadership in action

**Objective**

The leadership structure in Deloitte Finland is established to comply with the requirements of the Finnish Companies Act and to support an active and involving partnership. Deloitte Finland operates as a limited liability company in which each shareholder (with the exception of Deloitte NSE and Deloitte NSE No2 CLG) works as a partner. Deloitte Finland is established under Finnish law.

The governance of Deloitte Finland is executed through the following organs.

**The Annual General Meeting**

The shareholders exercise their decision-making power at the Annual General Meeting, which appoints the Board of Directors, appoints the auditors of the company and manages other definite matters governed by the Limited Liability Companies Act and Articles of Association. The decisions of the organ comply with the provisions of the Limited Liability Companies Act and the Articles of Association.

**The Leadership Team**

The Leadership Team assists the CEO in preparing the decisions and decision-making. The Leadership Team leads and manages matters related to operational functions; financial, customer and human resources; and risk management.

**The CEO**

The CEO, Lari Hintsanen, sees to the executive management of the company in accordance with the instructions and orders given by the Board of Directors.

**The Board of Directors**

The Board of Directors sees to the administration of the company and the appropriate organisation of its operations (its general competence).

**THE BOARD OF DIRECTORS EXECUTES THE FOLLOWING TASKS:**

- It directs and supervises both the operations of the company and the Chief Executive Officer (CEO) – It appoints and discharges the CEO – It approves the objectives and the principles regarding the risk management of the company
- It secures the operations of the management system
- It is responsible for the appropriate arrangement of the control of the company accounts and finances, and its compliance with the Limited Liability Companies Act, other laws and the Articles of Association

The Board of Directors consists of three members, all of whom are authorised public accountants: Jukka Vattulainen (Chairman), Reeta Virolainen and Marika Nevalainen.

**The Partnership Council**

The Partnership Council consists of representatives of the partners who are elected by the nomination committee. The nomination committee is established separately among the partners. The Partnership Council is responsible for evaluating the performance of the CEO and the members of the Leadership Team in the tasks assigned for them and in regard to whether they have achieved their objectives. The Partnership Council supervises and evaluates the CEO's performance in evaluating partners' performances and, together with the CEO, makes a proposal for rewarding the partners. The Partnership Council consists of five to six members.

**Risk management's organisation**

The ultimate responsibility for Deloitte Finland's risk management lies with the Board of Directors. The development of risk management and operational risk management are managed by the CEO and the Reputation and Risk Leader. The Reputation and Risk Leader works closely with international risk management organisations established on Nordic, NSE and global levels. In addition, the Reputation and Risk Leader is supported by a group of professionals specialising in risk management and other persons responsible for service areas' risk and quality supervision. The Reputation and Risk Leader reports actions to the Board of Directors and to the Partnership Council.

## Our purpose and commitment: Instilling trust and confidence

**At Deloitte Finland** our purpose is to make an impact that goes beyond the expected impact. For Audit & Assurance, this means constantly evolving Audit & Assurance processes, leveraging leading-edge technology, and applying a diversity of skillsets, knowledge and experience to deliver high-quality services. We take great pride in instilling confidence and trust in the capital markets and are committed to relentlessly raising the standards of quality, always acting with integrity, independence and transparency. We are continuously building our capabilities in order to support the delivery of high-quality audits and other assurance engagements and to make leading contributions towards shaping the future of the audit profession.

# Deloitte Audit & Assurance serves the public interest

## A focus on audit quality

Deloitte's commitment to audit quality permeates everything we do. The independent audit is a central element of the corporate reporting ecosystem that is in place to enhance the confidence and trust of investors and other stakeholders, as well as to promote the effective functioning of capital markets. Deloitte is keenly aware of our obligation to deliver audit services that meet the challenges and complexities of the current environment while complying with professional and regulatory standards. For the corporate reporting ecosystem to function as intended, it is vital that the auditor's role be executed effectively.

Deloitte is committed to doing more than simply meeting regulatory requirements and conforming to expectations. Deloitte is going beyond the expected and setting the standard of excellence for the profession. In keeping with that objective, our commitment to audit quality is unequivocal.

## Deloitte Audit & Assurance leadership

The Deloitte Global Audit & Assurance Executive is led by Jean-Marc Mickeler, the

Deloitte Global Audit & Assurance Business Leader, whose responsibilities include defining and driving the Deloitte Global Audit & Assurance strategy, with a particular focus on the following:

- Driving key audit and assurance initiatives and policies across the Deloitte network in order to accomplish quality outcomes
- Leading transformational initiatives in order to innovate the way in which our audit and assurance engagements are executed and to meet the evolving needs of our stakeholders

Marika Nevalainen, the Audit & Assurance Business Leader in Finland, was appointed by the Deloitte Finland CEO after consultation with the Nordic Audit Leader and the Finnish Partnership Council. Marika Nevalainen and other leaders of Audit & Assurance develop and implement the strategy for the Audit & Assurance practice, including the related policies and procedures. In all of their activities, Deloitte Finland leaders of Audit & Assurance are responsible for the overarching objective of audit quality, including compliance with both applicable professional standards and regulatory requirements. Deloitte Finland's

strategy is developed in alignment with the overall strategic direction established for the Deloitte network.

Deloitte Finland's Audit & Assurance leaders participate in Deloitte network groups that set and monitor quality standards and from which a number of audit quality initiatives emanate.

## Entities that Deloitte audits

As part of Deloitte's commitment to supporting the capital markets with Audit & Assurance services, we are focused on auditing entities when it serves the public interest and where we have the capabilities to perform a quality audit with objectivity and in compliance with applicable professional standards and laws and regulations, including those relating to ethics and independence.

Deloitte Finland has detailed policies and procedures in place for the acceptance of prospective clients, the continuance of existing engagements and the assessment of engagement risk. These policies and procedures are designed with the objective that Deloitte Finland will only accept or continue

with the following types of engagement:

- Engagements that it has the capabilities (including time and resources) to perform
- Engagements for which it can comply with all the relevant professional standards, laws and regulations, including those relating to ethics
- Engagements in which it considers the client's management team to act with

integrity and in alignment with shared values

The company we keep is a critical foundational aspect of our Audit & Assurance strategy, and global shared values guide our behaviour in regard to leading the way, serving with integrity, taking care of each other, fostering inclusion and collaborating for measurable impact. We ask ourselves the following question: With what type of entities do we, as a global network, want

to be associated? In order to answer this question, an Audit & Assurance risk appetite statement has been developed to serve as the foundation for the company we want to keep. The risk appetite statement can be used as a tool to promote robust discussion on risk and as a basis upon which acceptance and continuance decisions can be debated and challenged effectively and credibly. The statement, quoted below, sets the tone for the risk

## Audit & Assurance - the future, today

At Deloitte, meeting expectations is where our Audit & Assurance services begin.

Our people's commitment to integrity, to serving the public interest and to delivering high-quality assurance over the areas that matter most to our stakeholders is at the core of everything we do.

Our unwavering dedication to quality drives our sustained quality leadership position. We remain focused on excellence across people, process and technology. Each of these core components helps us to deliver our vision for a better future, creating an impact that not only meets expectations but goes beyond them.

What does this look like? It looks like a constantly evolving Audit & Assurance practice, leveraging bright minds, effective processes and world-class technologies from across our global organisation while drawing on our years of experience. We deliver high-quality services in an efficient and effective way that upholds integrity, builds confidence and drives value by focusing on what really matters.

Audit & Assurance transformation is an important shift across the network in the way Deloitte practitioners work and includes the following:







culture and aims to drive global consistency in the engagement acceptance and continuance decision-making process:

Deloitte's Audit & Assurance portfolio risk appetite underpins our purpose-led agenda and reinforces our Principles of Business Conduct, which articulate the standards to which we hold ourselves, wherever in the world we live and work, in order to build and maintain a sustainable business for current and future generations.

Consistent with our commitment to fulfilling our purpose and to acting in the public interest, we recognise that taking on a

degree of risk is a natural consequence of doing business. In order to deliver high-quality Audit & Assurance services and make informed decisions that are aligned with our strategy and values, we proactively identify and manage risk through our quality-control processes, policies and procedures.

We aspire to having a portfolio of clients that aligns with our shared values, respects our professionals, recognises emerging issues and societal responsibilities, and that is committed to providing transparency to stakeholders in the financial reporting ecosystem. We endeavour to have a portfolio that does not include clients that lack integrity, engage in illegal activities, disregard the authenticity

of financial accounting and reporting or are unwilling to establish and maintain sufficient internal controls and related processes.

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### Fewer, stronger member firms

As a locally registered and regulated audit firm, Deloitte Finland has decision-making authority regarding regulatory matters and professional obligations, and it maintains ultimate responsibility for the execution of Audit & Assurance services in accordance with professional standards and local laws and regulations. Deloitte Finland is responsible for maintaining and operating an effective system of quality management in order to support the performance of high-quality Audit & Assurance engagements. As a member of a combined firm within the Deloitte network, we work in close cooperation with the other geographies in the NSE member firm and benefit from the additional oversight of quality, risk-management and monitoring activities. This structure fosters shared investment in audit innovation and resources, as well as the sharing of leading practices across geographies, contributing to our collective aspiration to continuously improve audit quality.

### Delivering audit excellence through process, people and technology transformation<sup>2</sup>

With the Deloitte Way, Deloitte is bringing standardisation, consistency and efficiency in order to drive quality into the core of how our audits are executed; our audits are executed with automation that improves routine tasks and analytics that support audit execution, yielding a deeper and more insightful view of the available data. As a result, we are improving the quality of the audits we deliver while also creating a richer talent experience for our people and clients, providing a streamlined, digital audit experience that provides greater transparency and insights.

Innovation and technology enablement are an expectation in today's fast-changing business environment, and this expectation holds true for the audit profession as well. Today's complex business environment requires that the audit be dynamic, multidimensional and insightful. There is a demand for real-time, relevant information, and we need to evolve our audits as the entities we audit innovate their businesses and processes. Leveraging evolving technology and data, a Deloitte audit delivers deeper

### The multidisciplinary model (MDM)

Deloitte's robust multidisciplinary business model comprises Audit & Assurance, tax, consulting and risk and financial advisory practices, and it is an important contributor to the organisation's ability to deliver high-quality Audit & Assurance services. Specifically, the scope of corporate reporting has begun to expand, and it is expected to transform drastically in the near future; financial statements and corporate disclosures will continue to become more complex due to ESG considerations and other matters (cyber, AI, data privacy matters etc.). In addition, as big data and other digital advances become routine, the demand for data analysts and IT specialists will grow accordingly.

The multidisciplinary model (MDM) remains foundational to Deloitte's cross-disciplinary services globally. Deloitte prides itself on having a deep bench of independent specialists who can be deployed around the world on engagements in order to provide subject-matter expertise and new, insightful perspectives. Deloitte believes that the current MDM helps the organisation deliver high-quality Audit & Assurance engagements is in the public interest and reinforces the resilience of the Audit & Assurance practice. The strengths of the MDM include the following:

- The possibility to develop industry or thematic insights (e.g. climate, governance, corporate strategy insights) through multiple lenses, which enhances auditors' understanding of the business risks relevant to conducting audits
- The MDM enables access to functional specialists and industry experts who are independent and who provide audit support, helping to deliver high-quality audits, which will become more important as we move towards broader corporate reporting
- The breadth of the MDM is attractive to candidates who may not want to limit their career options to only providing Audit & Assurance services
- The scale of the MDM brings greater resilience to each Deloitte business line, including Audit & Assurance, allowing continued investment in technology, methodology and process in order to support the delivery of high-quality services

Deloitte leadership recognises that each Deloitte business line is important and critical to the organisation's ability to deliver in regard to its public interest responsibilities. Management's attention and investment allocations are not limited to the business lines with the highest growth rates.

Deloitte acknowledges the possibility and perception of conflicts of interest and, therefore, has robust conflicts and independence policies and systems that help ensure that Deloitte's strategy is executed in alignment with regulatory and professional requirements. In some areas, Deloitte's policies are more stringent than professional standards, laws or regulations.

<sup>2</sup> For more information about Deloitte audit innovation, please refer to the pages on Deloitte [Global Impact Report](#), [Audit innovation](#) and [Audit & Assurance: the Deloitte way](#) that can be found at Deloitte.com.

insights in order to create more consistent, transparent and valuable Audit & Assurance services for our stakeholders. Deloitte brings bright minds, effective processes and world-class technologies from across its global organisation in order to deliver an impact that goes beyond expectations.

Deloitte Finland's auditors are enhancing the way they work by making more use of data-driven analytics, as well as by making use of cognitive and cloud-based technologies. This is due, in part, to the increased automation and effectiveness these provide, but it is also due to the need for Deloitte Finland to stay abreast of the technological advances used by the entities that we audit.

Deloitte is committed to the continued investment in the emerging technologies and the diversity of thought that enable the delivery of enhanced quality, insights and value to our clients and the markets. Deloitte's global audit platforms, Deloitte Omnia and Deloitte Lewia, demonstrate our commitment to delivering digital, high-quality audits of all sizes and levels of complexity. Deloitte Omnia is our cloud-based, end-to-end audit-delivery platform for larger and complex audits, while Deloitte Lewia delivers a streamlined, right-sized digital audit experience for low-risk and less complex entities. The development, enhancement and deployment of both platforms will continue over the next few years. Deloitte is also developing and implementing innovative global data and analytics solutions and our integrated suite of enabling innovation technologies, which are all connected in the cloud.

### Environmental, social and governance reporting<sup>3</sup>

The foundations of business are changing rapidly. Long-term resiliency and the ability

to create enduring value are directly linked to alignment with the values and expectations of society. Market participants and other stakeholders are calling for greater insight into how organisations are building, protecting and enhancing the enterprise's value over time, and they are specifically demanding enhanced transparency around environmental, social and governance (ESG) impacts and the dependencies of a company's business model and strategy.

Specifically, Deloitte recognises that climate change poses a risk to financial stability and impacts on businesses in many sectors with increased disclosure and reporting expectations from various stakeholders.

Deloitte is taking strategic actions to educate our people on climate change and its potential impact on audited entities in order to support the execution of high-quality audits and give appropriate consideration to climate-related risks and opportunities. This includes the readiness to provide assurance services related to sustainability reports in line with the Corporate Sustainability Reporting Directive (CSRD), the deployment of materials (such as a climate learning curriculum) and providing a framework and related guidance in order to consider climate-related matters as part of an audit.

### Broader corporate reporting

Traditional financial reporting is beginning to evolve into broader corporate reporting. To support this evolution, standard-setting and rulemaking efforts regarding sustainability have been made by the International Sustainability Standards Board (ISSB) and others around the world.

These standards emphasise the need for better connectivity between financial and non-financial reporting and will help the

users of corporate disclosures to better understand and compare information about entities. Further, these standards will enable greater transparency, consistency and comparability globally, and they will make the requirements for climate-related reporting shift from being voluntary to being mandatory.

To be effective, the standards need to be adopted globally, in a consistent manner, in order to deliver corporate reporting which is comparable, based on the global baseline, and supplemented by local considerations where warranted. These standards will also need to be brought into regulation around the world, together with the associated enforcement, monitoring, governance and controls, assurance and training. The developments in standard setting and rulemaking are intended to not only create transparency and consistency in global baseline reporting but to also make it clear that the information found in both financial reporting and sustainability reporting is an essential input, informing a stakeholder's view of an entity's value.

Therefore, there is a growing demand for companies to integrate climate-related considerations and other ESG considerations into internal control policies and procedures, enhancing the maturity of the systems, processes and governance of climate-related and other ESG information. As a result, those charged with governance (e.g. audit committees, boards) are increasingly incorporating ESG considerations into their oversight responsibilities for their organisation's management and reporting, and into their data-collection processes and controls.

Deloitte understands that, given the increased risks associated with climate change, it is important for climate-related factors to be properly incorporated into

corporate reporting. Today, some stakeholder's expectations may not be met by financial statements prepared in accordance with current accounting frameworks. As corporate reporting continues to evolve and stakeholders accommodate and adapt to market shifts and public sentiment, it is important to allow for appropriate due process in order to develop robust standards that are applied consistently across the globe and it is important to drive reporting that is responsive to the growing requests of investors and other stakeholders.

Deloitte remains committed to engaging in meaningful and transparent conversations with investors, standard setters, regulators and other relevant stakeholders. We also look forward to supporting reduced standard and regulatory fragmentation, and to greater market confidence as consistency in standards is realised globally.

### Assurance

Along with the increased focus on and scrutiny of ESG reporting comes the increased need for confidence in the quality of disclosures and increasing calls for assurance requirements. Individual jurisdictions, such as the European Union and the United States, are moving to introduce or strengthen regulation around sustainability reporting. Assurance requirements are increasingly becoming mandatory.

Providing assurance on ESG information should be expected to follow a professional framework that includes competence, independence and a system of quality management (SQM), and it should be subject to oversight and inspection, as well as to professional liability mechanisms, in order to ensure that credible assurance is delivered to the market.

Below are specific actions that Deloitte is undertaking to support the execution of high-quality assurance that appropriately address voluntary ESG reporting and regulatory requirements:

- Engaging in shaping the capital market infrastructure for sustainability reporting, tied to enterprise value through collaboration on both climate and ESG standard-setting reporting, and assurance initiatives (such as the IFRS Foundation, the International Auditing and Assurance Standards Board, and the International Ethics Standards Board for Accountants) and active participation in local ESG-related forums in Finland
- Actively participating in various global platforms, such as the World Economic Forum and the 2022 UN Framework Convention on Climate Change (COP27)



<sup>3</sup> For more information about Deloitte's alignment with environmental, social and governance issues, please refer to Deloitte's [Global Impact Report](#).



## Shaping the future of the audit profession

The provision of relevant and reliable financial information and, increasingly, non-financial information is critical to both the capital markets and broader society. Policymakers, regulators, investors, company directors, audit committees and auditors all have important roles in ensuring that the users of corporate information have a clear and robust picture of the uncertainties and risks involved in a company's business model, thus helping to support their informed decision-making.

Uncertainty and complexity are set to remain central themes over the coming years, driven by heightened global challenges and the rapid advancement of technology.

Deloitte is committed to establishing a meaningful vision for the future of the profession which addresses the shifting needs of society.

We are continually innovating in order to address the challenges of efficiency and effectiveness through technology, data and ways of working. In parallel, the role of Audit & Assurance in the corporate reporting ecosystem, its responsibility to act in the public interest and its evolving contribution to societal value remains at the forefront of our work in this area. Through proactive engagement with a range of stakeholders, we seek to understand the rapidly developing issues faced by society today (e.g. ESG, cyber, AI, data privacy issues) and the role that Audit & Assurance can play in responding to change and driving change for the better.

We strive to engage with these parties, both formally and informally, in order to share, offer and debate about ideas that foster our collective ambition to ensure the ongoing and growing relevance of Audit & Assurance to the capital markets.

- The deployment of enhanced guidance in order to deliver limited and reasonable ESG assurance through Deloitte's global sustainability assurance methodology, building capacity through global and localised learning focused on ESG
- Developing technology-enabled tools, including a tool to evaluate a company's sustainability disclosures against common ESG standards
- Systematic learning investment in our professionals in order to be ready to serve our clients and provide sustainability assurance in line with the CSRD directive

Deloitte supports the continued collaboration of all participants in the corporate reporting ecosystem, working together to develop and implement common standards upon which to measure, disclose and ultimately assure ESG information.

### Auditing in disruptive times

In the wake of tremendous global disruption- marked by public health, political, and social uncertainties over the past few years – the profession, along with all corporate reporting ecosystem stakeholders, has been affected. Deloitte's response to the uncertainties and disruptions has included efforts to continue advancing the profession while prioritising the well-being of its people.

Awareness regarding the heightened risk of fraud, the presence of emerging or evolving risk factors and the need for effective internal control environments remain critical, particularly in the current environment. Although the existing accounting frameworks have provisions for uncertainties, financial statement users and regulators should continue to expect a higher degree of market and economic volatility in the near term.

Deloitte has consistently welcomed the public statements and guidance issued by regulators that recognise uncertainties and emphasise the importance of high-quality, forward-looking corporate disclosures. Greater transparency benefits the public, as does raising awareness about these issues, especially when all corporate reporting ecosystem stakeholders participate. More clarity about the unique and complementary responsibilities of management, audit committees, entities, auditors, regulators and other stakeholders enables the investing public to hold

these parties accountable in a way that effectively serves the public interest.

The value of high-quality Audit & Assurance services is not diminished in the midst of global unrest. Rather, investors and other stakeholders continue to call for professional services based on independence and objectivity-based principles and practices in order to engender trust and inspire confidence in the capital markets, and Deloitte is committed to leading the way.

Deloitte Finland's commitment to serving the public interest – especially as it relates to behaving according to the highest standards of

ethics, integrity, independence and transparency – is steadfast. Deloitte is keenly aware of the gravity of the responsibility that comes with meeting professional obligations and discharging its role as an auditor within the corporate reporting ecosystem globally. The following principles remain at the forefront and are continuously reinforced with our Audit & Assurance practitioners:

- Exercise professional scepticism and due professional care
- Critically evaluate the quality of the audit evidence obtained and determine whether it is sufficient and appropriate in order to

address the relevant risks

- Make well-reasoned professional judgments, supported by clear documentation
- Foster a culture of excellence and consultation
- Demonstrate commitment to integrity and ethical behaviour, including commitment to compliance with regulatory and professional obligations
- Stay connected and support one another

## Our commitment:

Further, to help the world achieve the goals of the Paris Agreement,<sup>41</sup> Deloitte has launched WorldClimate, a strategy to drive responsible climate choices within the Deloitte network and beyond.

<sup>41</sup>**The Paris Agreement** is a legally binding international treaty on climate change. It was adopted by 196 parties at the United Nations Climate Change Conference in Paris, France, on 12 December 2015 and entered into force on 4 November 2016. Per the UN, its overarching goal is to hold the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.

# Deloitte's priority focus on audit quality

Deloitte's commitment to audit quality is central to everything we do. We consistently deliver on this commitment by instilling a culture of quality and excellence across the network, establishing business and financial priorities, and developing effective processes, tools and technologies to be applied in the execution of audits.

Deloitte's brand is defined by the high-quality audits it delivers and by its unwavering commitment to the continuous improvement of its systems of quality management. Making sure audit quality keeps pace with emerging economic, business and regulatory conditions, as well as with technological advances, is critical to the continual enhancement of Deloitte's role in protecting the public interest and supporting the effective functioning of the corporate reporting ecosystem.

## Leadership commitment and tone at the top

Deloitte's culture of quality and excellence begins with a strong tone from the top, starting with the tone of senior leadership and running through to that of the leaders in all our offices and Audit & Assurance engagements. Deloitte's focus on audit quality is evident through the direct involvement of leaders in initiatives, emphasising that quality is the highest priority for Audit & Assurance practitioners at all levels, and consistent messaging reinforces the importance placed on executing high-quality Audit & Assurance engagements. Deloitte's relentless pursuit of quality defines not just what we do, but also who we are.

## The SQM

Deloitte believes an effective SQM is crucial for the consistent performance of high-quality audit engagements, and we continue to make significant investments in our people, processes and technologies that underlie Deloitte's quality management processes.

Regulators and standard setters in Finland and globally are also focused on driving further improvements in firms' SQMs. In December 2020, the IAASB released its new, revised suite of quality management

- Relevant ethical requirements
- Engagement performance
- Governance and leadership
- Resources
- The firm's risk assessment process
- Information and communication
- The acceptance and continuance of client relationships and specific engagements
- The monitoring and remediation process

standards, including International Standard on Quality Management 1 (ISQM 1). SQMs complying with ISQM 1 had to be designed and implemented by 15 December 2022.

ISQM 1 introduced a risk-based approach to SQMs that requires firms to respond to quality objectives and risks to our ability to execute high-quality audits in the following areas:

The effective implementation of ISQM 1 has been and remains a key element of Deloitte's global audit quality strategy. Deloitte Finland's ISQM 1 implementation activities

were completed by 15 December 2022, building on the multi-year investments and commitment already delivered to go beyond the requirements of the existing professional standards.

As part of the implementation of ISQM 1, quality objectives, quality risks and responses were formalised and brought together on a globally consistent technology platform in order to facilitate the design and maintenance of the system and the operation through tri-annual self-assessments by business process owners and through the reporting capabilities that support the required annual evaluation.

Deloitte Finland continues to work with

leaders across the firm, as well as the broader network, in order to further enhance our proactive approach to managing the quality of the engagements performed – identifying and addressing risks to audit quality. Driving continued advancements in quality management processes will serve us well in the future as the environment within which we operate continues to evolve and become increasingly complex.

Consistent with Deloitte's culture of continuous improvement and innovation, Deloitte Finland's ISQM 1 implementation efforts have provided us with the opportunity to challenge ourselves – examining those areas where we can further enhance and transform our SQM. Audit quality is always

front and centre, and robust audit-quality monitoring processes play an integral role in our ability to continually improve.

The first annual evaluation of the SQM must be performed within one year following 15 December 2022. Deloitte Finland performed its first evaluation of its SQM on 31 May 2023.

## Conclusion on the effectiveness of the SQM1

Deloitte Finland is responsible for designing, implementing and operating an SQM for audits or reviews of financial statements (or other assurance-service engagements or related service engagements performed by the firm) that provides the firm with





reasonable assurance that the objectives of the SQM are being achieved. The objectives follow:

- The firm and its personnel fulfil their responsibilities in accordance with professional standards and applicable legal and regulatory requirements, and they conduct engagements in accordance with such standards and requirements.
- Any engagement reports issued by the firm or engagement partners are appropriate in the circumstances.
- Deloitte Finland conducts its evaluation in accordance with ISQM1.

Deloitte Finland concluded that the SQM provides the firm with reasonable assurance that the objectives of the SQM are being achieved as of 31 May 2023.

Reasonable assurance is obtained when the risk that the objectives of the SQM are not achieved is reduced to an acceptably low level. Reasonable assurance is not an absolute level of assurance because there are inherent limitations to an SQM.

#### **Independence, objectivity and professional scepticism**

The execution of high-quality audits requires independence, objectivity and professional scepticism. This means a continuous and tangible focus on Deloitte's critical role in serving the public interest, including creating a culture of quality wherein doing the right thing is of paramount importance. Deloitte consistently reinforces the important role of auditors as independent evaluators who must maintain a mindset of professional scepticism throughout the conduct of their work. This approach to the audit is reflected in Deloitte policies, methods, procedures and in the lessons learned, and these are reinforced through quality management and accountability measures.

#### **The audit approach**

Deloitte's approach to performing a high-quality audit involves the use of an audit methodology, common across the Deloitte network, supplemented by audit tools that are used by our practitioners to plan, perform, supervise, review, document, conclude and communicate the results of each audit. Deloitte's audit approach is underpinned by professional standards, as well as by any requirements under the applicable laws and regulations.

Deloitte's audit methodology is risk based, focusing on the financial statement account balances, disclosures and underlying assertions that have a reasonable possibility of being materially misstated. Our audit methodology is also dynamic – it evolves continuously in order to keep pace with the changing demands of investors, companies and other stakeholders. It recognises that advances in the availability and management of large data sets and in statistical science are relevant to continuing to enhance the quality of Deloitte audits.

Resources to support Deloitte practitioners in the execution of high-quality audits

The resources applied by Deloitte practitioners in the performance of their audits include the proprietary tools, guidance, materials and practice aids used in conducting audits, which are available to all our practitioners in the Deloitte Global Technical Library (an extensive online library) and in our audit-execution platforms (EMS, Deloitte Omnia and Deloitte Lewvia). Deloitte regularly issues accounting and auditing guidance to our practitioners and communicates developments that should be factored into audit risk assessments and responses in order to maintain and drive quality audit execution.

#### **Consultation**

Risk management considerations are integral to Deloitte's audit business and to the performance of audit engagements. That is why Deloitte views consultation as an essential, collaborative process, one that involves a robust challenge and helps determine the most appropriate answers to complex questions. Deloitte has identified the circumstances under which consultation outside of the engagement team is required in order to demonstrate an appropriate level of professional judgment and the exercise of professional scepticism. Deloitte consultation policies require that conclusions are documented, understood and implemented. Foundational to the effectiveness of the consultation process is Deloitte's investment in consultation resources who have the appropriate skills and expertise. In addition to formal consultations, whenever engagement partners and teams need additional information or perspectives, they are encouraged to seek assistance from the Audit Quality team or others in the organisation with specialised knowledge.





# External and internal audit-quality monitoring

## Monitoring of audit quality

A continued focus on audit quality is of paramount importance to the Deloitte brand. It is critical that a Deloitte audit is consistently executed and of high quality, wherever in the world it is performed. The objective of monitoring and remediation processes is to provide leadership with relevant, reliable and timely information about the design, implementation and operation of the SQM in order to enable appropriate and timely actions to be taken in regard to responding to identified deficiencies. This includes the identification of deficiencies and good practices in the SQM and the assessment of the effectiveness of remedial actions in regard to driving improvements in audit quality.

## SQM monitoring

SQM monitoring is an integral part of Deloitte Finland's monitoring activities, and it considers the relevant requirements of ISQM 1, and it evaluates the design, implementation and operating effectiveness of responses that address the quality risks that have been identified for the firm.

Audit quality indicators are used in conjunction with other metrics to further assist Deloitte Finland in developing and monitoring audit-quality action plans and reporting on the progress in its audit-quality journey.

## The monitoring of in-process engagements

Continuous audit-quality monitoring by Deloitte Finland drives a faster response to audit issues in process engagements, driving identification, timely solutions and real-time corrective actions which are achieved by the following measures:



- The deployment and monitoring of a series of core diagnostics, enabling engagement partners and teams, as well as Deloitte Finland audit-quality leaders, to continuously monitor audit quality and take immediate action.
- A programme of subject matter-specific 'health checks' are used to assist Deloitte Finland audit-quality leaders in assessing progress and identifying potential issues in process engagements.
- The results of the monitoring of in-progress engagements are evaluated overall in order to determine whether additional communication and support are needed for audit engagement teams with respect to adherence to the audit methodology or updates thereto

## Inspections of completed engagements

Key components of the inspections of completed engagements include the following:

- Risk-based engagement selection and the consideration of all major industries served by Deloitte Finland
- A mandatory moderation panel with which to drive consistency in findings and engagement ratings
- Network monitoring with external partners and deputies, independent of Deloitte Finland, who drive global consistency by providing inputs and sharing best practices for monitoring programmes
- Identifying appropriate resources (from within Deloitte Finland as well as from other Deloitte geographies) with the right

experience and industry knowledge, including establishing central review teams

## External inspections

In addition to our own monitoring of audit quality, as an audit firm, Deloitte Oy is subject to external inspection by the Finnish Patent and Registration Office (PRH) and the US Public Company Accounting Oversight Board (PCAOB).

The PRH conducted an inspection of Deloitte Finland in autumn 2021. In addition, to the audit-quality inspection, the PRH conducted an inspection relating to the auditor's compliance with anti-money laundering legislation and related regulations at Deloitte Finland in 2021.

The PCAOB did not conduct an inspection of Deloitte Finland during the period.

## Root cause analysis and remediation

Continuous improvement is essential to Deloitte's culture of quality and excellence. Understanding why engagement-level findings and SQM deficiencies occur is critical to being able to design effective remedial actions. When engagement-level findings or SQM deficiencies are identified during the performance of an audit engagement, engagement-level remediation is imperative in order to drive continuous improvement in audit quality and avoid future similar findings. An audit-quality plan is prepared by Deloitte Finland and provides for the effective implementation and monitoring of key audit-quality priorities.



# Professional development and performance management

Deloitte's culture of excellence and the design of learning programmes place people at the forefront.<sup>5</sup> Deloitte practitioners are technically proficient with high levels of ethics, integrity, professional scepticism and objectivity; they apply their judgment and experience with passion and commitment. We are continuously enhancing our skill sets, knowledge and experience in order that they go beyond expectations and deliver meaningful impact.

Deloitte is committed to delivering an unrivalled talent experience, developing practitioners and furthering their careers by creating a life-long learning environment, advancing audit education, skill sets and flexible career options that appeal to the auditors of today and will appeal to the auditors of tomorrow.

Deloitte practitioners bring diverse backgrounds, knowledge and skills that enhance our capabilities to deliver the highest-quality audits as an organisation. We support and empower our people to achieve their full potential by valuing and demonstrating diversity, equity, inclusion and well-being.

In addition, operational discipline, effective management of the business and our singular approach to doing audits – known as 'the Deloitte Way' – provide global consistency to our audits.

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

## Learning and development initiatives

Deloitte's transformed approach to audit delivery is changing the audit experience for our professionals. Audit teams are empowered by advanced tools and technologies, and the more extensive use of data analytics within a guided workflow in order to execute the end-to-end audit cycle. For our professionals, this means focusing on how the engagement is planned, executed and managed consistently across the globe using our innovative techniques and capabilities. It also offers opportunities to enhance their technical and professional skill sets and capabilities. For example, in order to work more effectively and deliver higher-quality engagements, the following skills become more important: enhanced data analytics, project management, critical thinking, communication, enhanced professional judgment and the application of accounting and auditing principles.

Not only do we deliver value in more areas, but as capabilities and skill sets are enhanced, we build greater confidence and become ever-better evaluators of risk.

Deloitte has made substantial investments in talent and learning strategies, and we have transformed the technical audit curriculum in order to build the following refreshed skill sets and proficiency required by each level:

- At the core, we have a single, global, mandatory technical-learning audit curriculum for auditors, targeting learners by level using a dynamic blend of live instructor-led, digital on-demand courses and on-the-job activities.

<sup>5</sup> For more information about Deloitte's commitment to its people, please refer to the [Audit & Assurance People page](#) at Deloitte.com.







- All client-service professionals are required to follow the firm's learning requirements for their roles and complete sufficient continuing professional education each year and over a cyclical three-year period to ensure both compliance with regulatory standards and Deloitte internal policies. This is achieved through structured, formal learning programmes – such as internal or external courses, seminars or e-learning – covering all areas of the competency model (e.g. shared competencies, function-specific technical competencies and competencies in areas of specialisation).
- All client-service professionals have clearly defined role expectations, and global talent standards outline the capabilities that are required of practitioners at each level.

Deloitte has also established specific learning opportunities for specialists working on audit engagements in order to support their knowledge and understanding of the audit process. Enhanced project management, a key capability for executing audit engagements, has been included in the annual development programmes, which provide a blend of technical and soft-skill learning development.

The objective of the Deloitte Finland professional development programme is to help partners and practitioners maintain and enhance their professional competence and ensure the consistency of audit execution. To supplement on-the-job development, Deloitte Finland provides continuing formal professional development programmes in relevant subject areas that are consistent with the Deloitte Global Audit & Assurance Curriculum.

Our personnel participate in broad and diverse training sessions in

order to ensure the development and maintenance of their professional skill sets. Deloitte organises training sessions internally, both in Finland and abroad. In addition, our experts participate in external training sessions in specialised fields. Our experts/specialists are actively involved in the work of the Finnish Institute of Authorised Public Accountants' Board of Directors and Committees. Thus, our experts/specialists participate in the general development of the auditing sector. The content of the trainings is developed continuously. This takes into account legislative changes and the changes in the operational environment, as well as the requirements of the profession.

**Deloitte University**

# Deloitte. University

Deloitte actively cultivates its collective knowledge and skills of Deloitte professionals globally through continued investment in Deloitte Universities (DUs). These are state-of-the-art learning and development centres focused on Deloitte culture and rooted in the principles of connectedness and leadership in highly inclusive learning environment<sup>6</sup>. Last year, in-person programming returned to DUs, providing opportunities for our people to reconnect with each other after several years of remote learning.

**Audit & Assurance Leadership appointments**

Critical Audit & Assurance leadership roles are clearly defined. A role profile and key performance indicator framework provide a basis for consistent leadership appointments and evaluations across the Deloitte Audit & Assurance network and align member firms' and Deloitte Global Audit & Assurance's strategic objectives. Deloitte has introduced globally consistent standards for member-firm Audit & Assurance leaders, including Audit & Assurance business leaders, Audit & Assurance quality leaders and Audit & Assurance risk leaders through clearly defined roles, responsibilities and expected success outcomes. These inform objective-setting and evaluation processes and reinforce Deloitte's culture of quality and excellence. The robust monitoring of succession planning helps ensure Deloitte is developing and appointing the appropriate individuals with the capabilities to achieve these consistent standards.

**Remuneration**

The execution of high-quality audits is expected from all practitioners and is embedded across the Deloitte network. Audit quality is recognised through reward and recognition programmes and is built into performance standards at every level; practitioners' overall evaluations are measured against these standards.

In accordance with global policies, Deloitte Finland's partners are evaluated on a yearly basis, and depending on the outcome of the evaluation, the remuneration of partners may increase or decrease.

Specifically, partner evaluations take the following factors into account:

- **Quality:** Uncompromising quality in all professional work
- **Risk:** Consistent and strong contributions across all areas of risk
- **Performance:** Strong performance against key metrics and objectives

- **Leadership:** Demonstration of strong leadership skills and partner behaviour which reflect the organisation's culture
- **Clients:** Client portfolios are managed and roles are performed
- **Business:** Shaping and delivering on the firm's strategic and financial plan
- **People/talent:** There are contributions from all aspects of talent management, including people development, coaching and mentoring
- **Stewardship:** Thought-leadership, innovation and brand protection roles
- **Collaboration:** Working across the firm and being inclusive of other partners and our people

**Attraction and retention**

The current environment for talent is extremely competitive and the attraction and retention of our people is a strategic priority for Deloitte. We acknowledge the challenges our people are facing and recognise our part in re-establishing the connections that so many have missed during the COVID-19 pandemic. Deloitte is focused on transforming the Audit & Assurance talent experience, including reimagining the ways of working in order to improve retention and further advance the diversity, equity and inclusion, and the well-being of Deloitte people. We are looking at opportunities to collectively expand the talent experience. This focus on our people and the retention of top talent enhance Deloitte's ability to deliver high-quality audits.

Deloitte continues to receive recognition and awards across the globe for its commitment to delivering an unrivalled talent experience for its people Awards and recognition | Deloitte Global.

**MAKING AN IMPACT EVERY DAY**

We believe human connection can help create innovative solutions and lasting impact on pressing issues of our time. By harnessing the collective power of Deloitte's network of people, clients, nonprofits, and communities, we aim to achieve lasting social impact for the greater good.



<sup>6</sup> EU transparency reporting requirement: information concerning the basis for the partners' remuneration in audit firms.



# Independence, ethics and additional disclosures

## Deloitte Global Independence



**Deloitte Global Independence** sets **independence policies and procedural expectations** based upon the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and, where applicable, the independence standards of the US Securities and Exchange Commission and the Public Company Accounting Oversight Board.



**Deloitte Global Independence** supports firms, as needed, with their ongoing SQM monitoring activities and gives insights into global areas of focus. On a three-year cycle, it performs network monitoring activities through its monitoring programme, providing recommendations and observations for consideration as part of firms' monitoring and remediation activities. In-depth follow-up reviews are conducted as needed.



**Deloitte Global Independence** provides firms with **technical independence** expertise, as required, which also informs potential enhancements to global policies, procedural expectations, tools and practice-support activities.



**Deloitte Global Independence** delivers **global systems** with which to provide its people with entity information and support compliance with personal and professional independence requirements, including financial interests, scope of service and business relationship approvals.



**Deloitte Global Independence** promotes **independence awareness** across the Deloitte network through active engagement with independence and business leadership groups, periodic communications and alerts, and the development of guidance, learning and instructions.

## Deloitte Finland Independence

Deloitte Finland has quality responses that address quality objectives and quality risks as they relate to the relevant ethical requirements for independence. These responses include policies and procedures that are based on expectations that are set out in Deloitte Global independence policies and which are supplemented, if appropriate, to reflect additional national or regional requirements that may be more restrictive than Deloitte Global policies. Deloitte Finland leadership reinforces the importance of compliance with independence and the related quality management standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte Finland. Strategies and procedures with which to communicate the importance of independence to partners, other professionals and support staff have been adopted, emphasising each individual's responsibility to understand and meet the independence requirements. The Director of Independence is responsible for overseeing independence matters, including the design, implementation, operation, monitoring and maintenance of the Standard on Quality Control (SQC) related to independence. As part of the firm's SQM, Deloitte Finland has done the following:

- Implemented responses in order to address the quality objectives and quality risks it has identified for its key independence areas
- Performed appropriate monitoring activities in its key independence areas
- Put appropriate independence governance in place

### The firm's key independence areas include:

- Client, engagement and business relationships, including the use of the independence business process tools, the Deloitte Entity Search and Compliance (DESC) system and the Service Request Monitoring (SRM) application

- Firm and personal financial relationships, including the use of the Global Independence Monitoring System (GIMS)
- Employment relationships and other relationships
- Independence confirmations
- Independence consultations
- Independence-related policies, communications and learning
- Breaches of independence requirements
- Disciplinary measures for failures in order to adhere to the applicable independence requirements



### DESC Deloitte Entity Search and Compliance

A global, searchable database containing specific entity information relevant in determining personal and professional independence restrictions



### SRM Service Request Monitoring

An application integrated with DESC that provides a standard business process workflow for submitting and reviewing preapproval requests to provide services to clients and enter into business relationships with clients



### GIMS Global Independence Monitoring System

An application that contains financial relationship data with the relevant independence compliance indicators

### The rotation of key audit partners and professionals

According to the Auditing Act in Finland, the total duration of the engagements of an auditor or an audit firm of a public-interest entity shall not exceed ten years. Further,

EU Public Interest Entities (PIE) regulations require that the key audit partners who are responsible for carrying out a statutory audit shall cease their participation in the statutory audit of the audited entity no later than seven years from the date of their appointment. In Deloitte Finland, a leadership group monitors the staffing of the firm's public-interest entities and ensures the rotation of key members of the audit team in compliance with the requirements and ensures that this happens without the loss of important knowledge and experience of the client's business.

### Confirmation of the review of independence practices and monitoring

In accordance with Article 13.2 (g) of the EU Audit Regulation, we confirm that an internal review of our independence practices was conducted in autumn 2021. The practice review and other monitoring processes provide us with assurance that our independence policies are, in general, appropriately observed and, where exceptions are noted, we can identify where further action is required. In addition, the practice review includes an assessment of compliance with Deloitte Global independence policies. The results of these internal reviews are reported to the Board of Directors and the Leadership Team.

### Deloitte Finland's ethics

All Deloitte professionals are expected to act with integrity, in accordance with high ethical standards described in the Deloitte Global Principles of Business Conduct (the 'Global Code'). The Global Code is embedded into each member firm's code of conduct and defines the commitments that all Deloitte professionals make regarding ethical standards, as well as explaining each individual's responsibilities to their clients, colleagues and society.

In addition to the Global Code, other foundational elements of Deloitte's ethics programme include global policies, a programme of training and communications, and established reporting channels that are supported by defined incident management protocols. For continuous improvement, regular programme assessments and reviews are conducted, and feedback is collected from our professionals through an annual ethics survey. Ethics at Deloitte are led by the Deloitte Global Chief Ethics Officer at the global level and by member-firm ethics officers at the local level; the ethics officers are experienced partners with direct access to the member firm's CEO and governing body. Deloitte Global and member-firm ethics leaders work together to continually monitor risks and to reinforce compliance with the Global Code.

Deloitte Finland maintains policies and procedures that build on global policies and are designed to provide reasonable assurance that its professionals comply with the relevant ethical requirements.

The ethical requirements for audit services and the related assurance services provided by Deloitte Finland are in accordance with Deloitte Global policies and procedures, which align with the requirements and guidance set out in the international Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, the standard-setting body of the International Federation of Accountants.

Deloitte Finland reinforces its commitments to ethics and integrity through communication tools, learning programmes, compliance processes and measurement systems. In addition, Deloitte Finland requires all partners, other professionals and support staff to annually confirm that they have read and comprehended the member firm's code of conduct and understand that it is their responsibility to comply with it.

# Deloitte Global Ethics

Deloitte is committed to conducting business with honesty, distinctive quality and high standards of professional behaviour.

Deloitte's Global Principles of Business Conduct ('Global Code') outlines Deloitte's ethical commitments as a network and expectations for Deloitte's approximately 457,000 people, giving a strong, principled foundation. The foundations of the network's ethics programme are comprised of the following elements: opriately in the face of misconduct.



# Appendices



# Appendix A | EU/EEA audit firms

## Disclosure in accordance with Article 13.2 (b)(ii)–(iv) of the EU Audit Regulation

EU/EEA member states (Article 13.2 (b)(iii) EU Audit Regulation: The countries in which each audit firm that is a member of the network is qualified as a statutory auditor or has its registered office, central administration or principal place of business).

The name of the audit firms carrying out statutory audits in each member state (Article 13.2 (b)(ii) EU Audit Regulation: The name of each audit firm that is a member of the network)

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Austria	Deloitte Audit Wirtschaftsprüfungs GmbH
	Deloitte Niederösterreich Wirtschaftsprüfungs GmbH
	Deloitte Oberösterreich Wirtschaftsprüfungs GmbH
	Deloitte Salzburg Wirtschaftsprüfungs GmbH
	Deloitte Tirol Wirtschaftsprüfungs GmbH
	Deloitte Wirtschaftsprüfung Styria GmbH
Belgium	Deloitte Bedrijfsrevisoren/Réviseurs d'Entreprises BV/SRL
Bulgaria	Deloitte Audit OOD
Croatia	Deloitte d.o.o. za usluge revizije
Cyprus	Deloitte Limited
Czech Republic	Deloitte Audit s.r.o.
	Deloitte Assurance s.r.o.
Denmark	Deloitte Statsautoriseret Revisionspartnerselskab
Estonia	AS Deloitte Audit Eesti
Finland	Deloitte Oy

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
France	Deloitte & Associés
	Deloitte Marque & Gendrot
	Deloitte Audit Holding
	BEAS
	Cisane
	Constantin Associés
	DB Consultant
	ECA Audit
	Opus 3.14 Audit et Conseil
	Pierre-Henri Scacchi et Associés
	Revi Conseil
Germany	Deloitte GmbH Wirtschaftsprüfungsgesellschaft
	Deutsche Baurevision GmbH Wirtschaftsprüfungsgesellschaft
	SüdTreu Süddeutsche Treuhand GmbH Wirtschaftsprüfungsgesellschaft
Greece	Deloitte Certified Public Accountants S.A.
Hungary	Deloitte Könyvvizsgáló és Tanácsadó Kft.
Iceland	Deloitte ehf.
Ireland	Deloitte Ireland LLP
Italy	Deloitte & Touche S.p.A.
Latvia	Deloitte Audits Latvia SIA
Liechtenstein	Deloitte (Liechtenstein) AG

EU/EEA member state	Name of audit firms carrying out statutory audits in each member state
Lithuania	Deloitte Lietuva UAB
Luxembourg	Deloitte Audit
Malta	Deloitte Audit Limited
Netherlands	Deloitte Accountants B.V.
Norway	Deloitte AS
Poland	Deloitte Audyt spółka z ograniczoną odpowiedzialnością spółka komandytowa
	Deloitte Audyt spółka z ograniczoną odpowiedzialnością
	Deloitte Assurance spółka z ograniczoną odpowiedzialnością
Portugal	Deloitte & Associados, SROC S.A.
Romania	Deloitte Audit SRL
Slovakia	Deloitte Audit s.r.o.
Slovenia	Deloitte Revizija d.o.o.
Spain	Deloitte, S.L.
Sweden	Deloitte AB

#### Disclosure in accordance with Article 13.2 (b)(iv) of the EU Audit Regulation

The total turnover achieved by the audit firms that are members of the network, resulting from the statutory audit of annual and consolidated financial statements: €2.3 billion<sup>7</sup>.

<sup>7</sup> Each amount represents an estimate based upon the best efforts to collect this data. Certain Deloitte audit firms registered to perform statutory audits in respective member states provide statutory audit services, as well as other audit, assurance and non-audit services. While Deloitte endeavoured to collect specific statutory audit turnover for each EU/EEA Deloitte audit firm, in certain cases turnover from other services has been included. The turnover amounts included herein are as of 31 May 2023, except for a limited number of instances where a Deloitte audit firm has different financial year-end or has not finalised its reporting for the period. In these cases, the turnover amounts are for the relevant financial year or the preceding financial year. Where a currency other than the euro is used in a member state, the amount in euros was translated using the average exchange rate in effect for the period 1 June 2022 to 31 May 2023.

## Appendix B | Financial information

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

The breakdown of Deloitte Finland's turnover in the financial year of 2023:

Turnover	[euro,€]
Statutory audit (PIEs or PIE subsidiaries)	21 800 095
Statutory audit (non-PIEs or non-PIE subsidiaries)	14 375 240
Non-audit services (audited PIEs or PIE subsidiaries)	1 379 952
Non-audit services (audited non-PIEs or non-PIE subsidiaries)	6 652 154
Non-audit services (other entities)	110 131 227
<b>Total</b>	<b>154 338 668</b>



## Appendix C | Public interest entities

### Disclosure in accordance with Article 13.2 (f) of the EU Audit Regulation

Public interest entities audited for statutory purposes by Deloitte Oy in the financial year of 2023:



Aspo Oyj

Atria Oyj - as of 25 April 2023

Castellum Helsinki Finance Holding Abp

CRH Finland Services Oyj

Danske Kiinnitysluottopankki Oyj

Fortum Oyj

Kesko Oyj

Mandatum Henkivakuutusosakeyhtiö

Nokia Oyj

Panostaja Oyj

Revenio Group Oyj

Sampo Oyj

SATO Oyj

TietoEVRY Oyj

Vaisala Oy (until 28 March 2023)

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