Deloitte.
University Press

Irish Report

Rewriting the rules for the digital age
2017 Deloitte Global Human Capital Trends

New
ULES

PREFACE

I'M pleased to bring you our Human Capital Trends Report for 2017. This year we surveyed over 10,000 business and HR leaders across 140 countries, including 196 leaders from Ireland.

The workforce has changed. It's more digital, automation-savvy, global, and diverse. This, along with rapidly evolving business needs, offers an opportunity for HR. Now is the time for HR to reimagine its talent, strategy, and practices.

HR can leverage new platforms, processes and tools to develop the workforce. From cognitive tools that can be used in recruiting to attract talent, to on – the – go learning that can be accessed anytime, anywhere – the opportunities are endless.

As a result of disruptive technologies and demographic changes, organisations face a radically shifting context for the workplace, the workforce and the world of work. We believe that HR can strongly influence how businesses organise, manage and develop their people at work in these ever changing times. HR can help leaders and organisations adapt to new technology, help people adapt to new models of work and careers, and help companies adapt to new changes in society.

This country report outlines the findings in the Irish market and is a companion to the Deloitte Global Human Capital trends 2017. We hope you find it insightful as you navigate through this new digital, global era. We believe that HR can lead the way in the most significant change to the workforce that we have ever seen. It's time to rewrite the rules for the Digital Age.

Valarie Daunt
Partner
Deloitte Ireland

CONTENTS

TAKE ANOTHER TURN

1 2 3 4 5 6 7 8 9 10
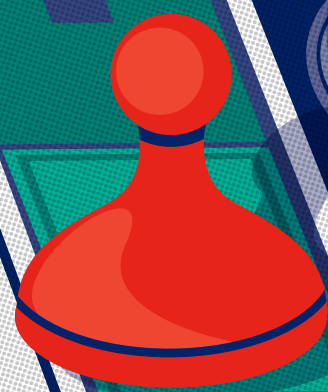
Introduction

This year's theme of our report is *'Rewriting the rules for the Digital Age'*. Irish organisations are facing the need to change.

OUR world is moving and evolving at an ever-growing pace; not only because of technology enhancements, but also because of social and demographic changes. Business and HR leaders recognise that the old paradigms won't deliver in this environment. They must now embrace the new ways of thinking about their companies, their talent, and their role in society.

In our Human Capital Trends Report 2017, we have created a new set of rules by which to understand and welcome the changing playing field.
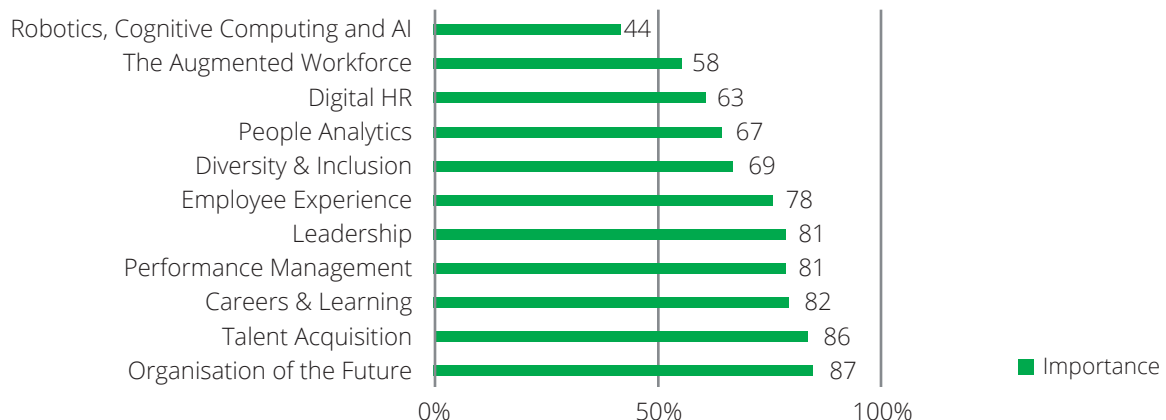
Despite advances in technology, such as artificial intelligence and cognitive computing - that have fundamentally revolutionised how we live, work and communicate - growth in business productivity has been at its lowest since the 2008 recession, demonstrating that business has not kept pace with technology[1]. Moreover, companies are continuing to be disrupted. Only 12% of the Fortune 500 companies from 1955 are still in business, and in 2016 alone, 26% fell off the list. Organisations need to adapt to remain successful in this Digital Age.

The game has changed, and so have the rules. In order to keep up with the ever changing landscape, we've highlighted the top trends in Ireland, and what Business and HR leaders need to do to stay in the game.

---

1. Deloitte Global Human Capital Trends, Rewriting the rules for the Digital Age, Deloitte University Press, 2017

IRISH TRENDS

| Trend	Importance
Robotics, Cognitive Computing and AI	44
The Augmented Workforce	58
Digital HR	63
People Analytics	67
Diversity & Inclusion	69
Employee Experience	78
Leadership	81
Performance Management	81
Careers & Learning	82
Talent Acquisition	86
Organisation of the Future	87

■ Importance

0%   50%   100%

Top 10 Global Trends

The 2017 global survey is the largest longitudinal study to date. With input from over 10,000 business and HR leaders, across 140 countries, we've found the top 10 trends in the new age. The trends in this year's report identify 10 areas in which organisations will need to close the gap between the pace of change and the challenges of work and talent.
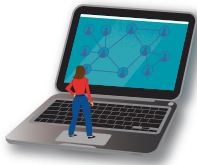
1. THE ORGANISATION OF THE FUTURE: ARRIVING NOW

Companies are racing to replace the traditional hierarchical structure with agile, empowered networks of teams. Given the pace and constant pressure to adapt, building an organisation of the future signals a shift from designing a new organisation to actively building organisational ecosystems and networks.

2. CAREERS AND LEARNING: REAL TIME, ALL THE TIME

The traditional sense of the word 'career' is being profoundly stripped. With this, companies are expected to offer an 'always-on' learning experience that allows employees to build their skills and career path in their own, quick way.

3. TALENT ACQUISITION: ENTER THE COGNITIVE RECRUITER

New breeds of recruiting platforms make the search for talent increasingly cognitive, almost revolutionary. With the constant change in jobs and skills, finding the right people in the right way has become paramount.

4. THE EMPLOYEE EXPERIENCE: CULTURE, ENGAGEMENT, AND BEYOND

The employee journey has become a key focus area for leading organisations. Studying the needs of the workforce and understanding the journey experience is becoming more noticeable. Workplace redesign, well-being and work productivity systems are all becoming part of the mandate for HR.

5. PERFORMANCE MANAGEMENT: PLAY A WINNING HAND

Coaching and continuous feedback has been an integral focus of performance management over the past few years. In 2017, companies are moving beyond experimentation to deploy new models on a wide scale.

6. LEADERSHIP DISRUPTED: PUSHING THE BOUNDARIES

With new organisational models and transformations, leadership approaches are also being challenged. 78% of organisations regard leadership as an important or very important issue. Organisations are clamouring for more diverse, agile leadership for the Digital Age.

7. DIGITAL HR: PLATFORMS, PEOPLE, AND WORK

Digital has become how we work and communicate. Going beyond digital HR platforms, and leading the charge on digital workplaces and workforces is the new ask. Fortunately, with so many options and a clear digital HR path, this ask has never before been so viable.

8. PEOPLE ANALYTICS: RECALCULATING THE ROUTE

Data and analytics has usually been considered a technical discipline, owned by a small team of data specialists. Now, people analytics is a business discipline, with spans to all areas in the organisation, from operations to financial performance.

9. DIVERSITY AND INCLUSION: THE REALITY GAP

Diversity strategies can no longer be left to the CHRO or diversity officer – it is a CEO-level issue. Despite efforts of inclusion and transparency, issues around diversity continue to be frustrating and challenging for many organisations.

10. THE FUTURE OF WORK: THE AUGMENTED WORKFORCE

Freelancing, crowds and "gig economy" workers are now part of the workforce. Together with robotics, artificial intelligence, and cognitive thinking, these will almost redesign every job, as well as rethinking the nature of work and workforce planning.

Top 10 Irish Trends

Irish organisation echo the global trends, reflecting the global nature of the Irish market. There are however some important differences that reflect some specific trends. For example, talent acquisition ranks higher in Ireland but the employee experience is less of a priority.

HOW WE REDESIGN THE ORGANISATIONS AND ITS LEADERSHIP FOR THE FUTURE

TREND 1
The organisation of the future: Arriving now

TREND 5
Leadership disrupted: Pushing the boundaries

HOW WE BUILD A NEW MANAGEMENT SYSTEM TO EMPOWER AND ENGAGE THE TEAMS

TREND 4
Performance management: Play a winning hand

TREND 7
Diversity and inclusion: The reality gap

HOW WE DESIGN THE EMPLOYEE EXPERIENCE FOR ENGAGEMENT, PRODUCTIVITY, AND GROWTH

TREND 6
The employee experience: Culture, engagement, and beyond

HOW WE BUILD A CULTURE OF CONTINUOUS LEARNING, ADAPTABILITY, GROWTH, AND PERSONAL DEVELOPMENT

TREND 3
Careers and learning: Real time, all the time

HOW WE LEVERAGE DIGITAL TECHNOLOGY TO DESIGN AND IMPROVE WORK, THE WORKPLACE, AND THE WORKFORCE

HOW WE LEVERAGE DATA, COGNITIVE TECHNOLOGIES, AND AI TO IMPROVE THE ORGANISATION AND IT'S TEAMS

TREND 9
Digital HR: Platforms, people, and work

TREND 2
Talent acquisition: Enter the cognitive recruiter

TREND 10
The future of work: The augmented workforce

TREND 8
People analytics: Recalculating the route

Trend #1 -

Organisation of the Future - Arriving now

The reason why this trend is so prominent is simple – high-performing organisations have radically changed the way they operate. 87% of Irish respondents marked this as their top trend in 2017. Organisations that are compounded by the old, industrial practices and systems must be confronted before real change can take hold.

Organisations were originally designed for efficiency and effectiveness, which often led to silos. These models, which are based on predictable commercial patterns, were not suited to an era of change and disruption. Now, organisations need to be designed for speed and agility. With this design brings a shift from hierarchy to networks. Humans generally work better in smaller teams, and day-to-day work gets done more effectively in networks. With this, we are seeing that the future of work is in a network of teams. For companies to stay agile, it is imperative that teams are formed and disbanded quickly. Once a team finishes a project, the team disperses and team members move on to a new project. This flexibility and movement is a key attribute of today's high-performing companies.
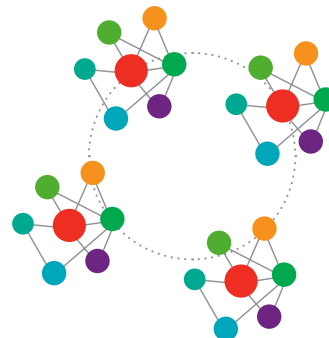
How things were
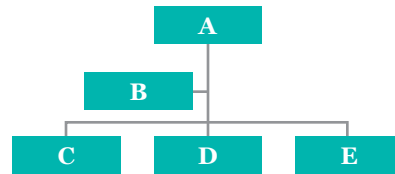
How things are

How things work

87% of respondents rate this trend as very important or important
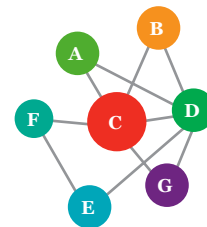
- Shared values and culture

- Transparent goals and projects

- Free flow of information and feedback

- People rewarded for their skills and abilities, not position

56% classified their organisations as agile, and only 8% considered themselves as very agile. This shows that companies still have far to go, but the gap is quickly closing. 42% of Irish organisations say they are exploring their organisation of the future, and 36% are in the process of designing it. The organisation of the future is in the making.

Simplification of work practices and new tools are just as important as new team networks. Tools such as Facebook 'Workplace' and Microsoft Skype are further facilitating networks and team hubs. While these tools and networks allow for agility and responsiveness, it also increases the need to coordinate teams and can lead to an overwhelming number of meetings, emails and messaging. With that, new organisations require new leadership approaches. Leaders of networked teams in agile organisations require skills like collaboration, communication, negotiation, resilience, emotional intelligence and creative thinking. Team orientated goals are also critical to create a sense of accountability and cooperation, which in turn has a positive effect on corporate effectiveness.

LESSONS FROM THE FRONT LINE

A leading insurance company recently transformed their ways of working and team approach. Having undergone a structural change of over 2,200 employees, the company established a flexible governance structure with agile teams grouped by functionality and facilitated a collaborative decision making environment. The digital platform that grew from this agile transformation changed how people purchase insurance and has set a new precedent for how insurers should do business.

66%
SAY AGILITY IS VERY
IMPORTANT YET…

ONLY **8%**
ARE HIGHLY
AGILE TODAY

NEXT STEPS:

Despite its importance, only 32% of Irish organisations perceive themselves as ready to deal with this trend. Rather than shying away from change, organisations need to embrace its speed. Identify new communication tools; 73% of organisations have already adopted these and are seeing the benefits. Adopt continuous feedback and allow for talent mobility – this will cultivate new agile teams, and thus encourage the organisation of the future.

Trend #2 -

Talent Acquisition

The continuing improvement in the Irish economy has exposed widespread talent and skills shortages. Leading organisations are embracing technologies and developing new models that make innovative use of on - and - off balance sheet talent sources. While talent acquisition is a priority for HR and business leaders globally, ranking third, in Ireland it ranks as the second most important trend.

HR are no longer solely responsible for talent acquisition, but draws from teams throughout the organisation. Hiring the best talent means that employers need to be transparent and have both a highly visible and highly attractive employment brand. Employees often find the employer, not the other way round.

86% of respondents rate this trend as very important or important
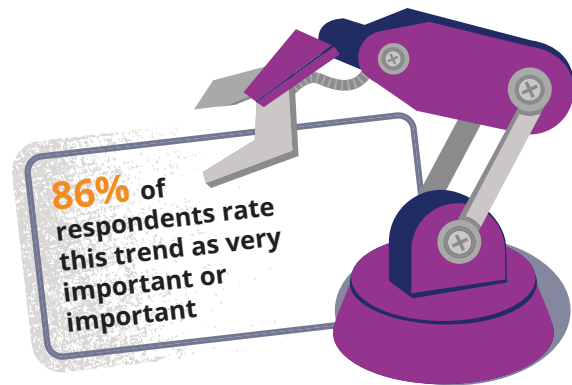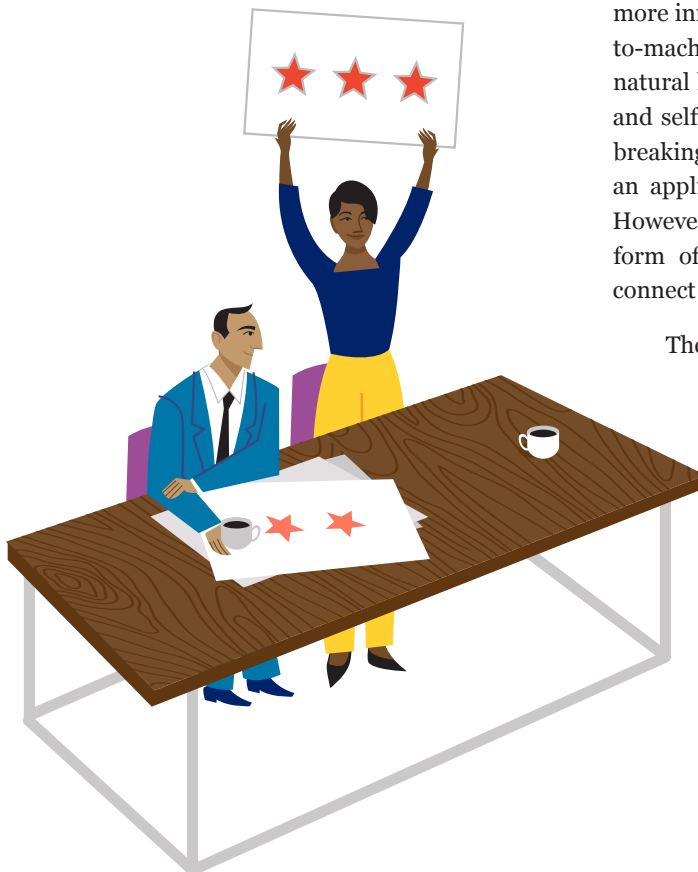
DISRUPTIVE NEW TECHNOLOGIES – FROM SOCIAL TO COGNITIVE

The biggest disruptor in talent acquisition is experimentation with new technology solutions. 70% of talent acquisition systems are coming from third party providers and organisations are actively seeking to capitalise on these new technologies to provide a compelling vision for potential talent. The more innovative ideas are focussed on AI, machine-to-machine learning, robotic process automation, natural language processing, predictive algorithms, and self-learning. Olivia, for example, is a ground-breaking chat bot that guides candidates through an application process with sequenced questions. However in Ireland, 79% of respondents use no form of AI, cognitive computing or robotics to connect to talent.

The candidate experience is the first phase of the broader employee experience, yet 60% of respondents in the Irish survey were not aware of the organisation's brand on social media sites such as Glassdoor etc. Platforms like this have become much more accurate places to gauge the employee experience of your current talent.

LESSONS FROM THE FRONT LINE

Global consumer products giant Unilever is combining gamification and video interviewing to create an all digital graduate recruitment process, simplified into four steps:

- Candidates complete an online form linked to their LinkedIn profile, no CVs needed.

- Candidates spend 20 minutes in a series of games available on computers tablets or smartphones. 13 games provide insight into capabilities such as problem solving, personality and communication style.

- Recording a video interview, HireVue digitally assesses and ranks the candidates to determine the correct fit. The strongest candidates then move on to the fourth step.

- Candidates are invited to the discovery centre for a "day in the life" at Unilever simulation, which allows them to assess the interpersonal traits in-person.

Unilvever proudly announced the transformation of the graduate recruitment TA process on their website. "Good news for the grads - that time on Minecraft and World of Warcraft may have been well spent". Although it's still early stages, Unilever are reporting significant improvements in the hiring process.

NEXT STEPS:

Accelerating digital, video capabilities, technology and continuing transparency are changing how recruiters source skilled employees. To attract talent, HR and the business must build psychological and emotional connections with candidates by: leveraging new technologies, building a digital employment brand, providing a compelling candidate experience, and looking to alternative talent sources.

ROUGHLY **60%** OF ORGANISATIONS DO NOT PLAN ON USING THESE FOR FUTURE RECRUITMENT ACTIVITIES

3/4 OF ORGANISATIONS DO NOT USE ROBOTICS, COGNITIVE COMPUTING, OR AI FOR RECRUITMENT ACTIVITIES
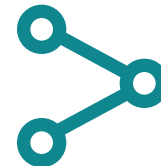
54% OF ORGANISATIONS' APPLICANTS ARE NOT AWARE OF THE EMPLOYERS' SOCIAL MEDIA BRAND

Trend #3 -

Careers and Learning

The concept of a career is being shaken to its core. While employees can now look forward to the prospect of 60-year careers, the half-life of skills is rapidly falling and organisations are being forced to deliver always on learning and development. While the length of the average career has increased to 60-70 years, the average tenure at a job is 4.5 years. These changes have catapulted careers and learning to number three in the Irish trends in 2017 from fifth where it had been for 2016 and 2015.

The focus on careers and learning by organisations is partly driven by demographic changes, Glassdoor's research suggests that the "ability to learn and progress" is the principle driver of an organisation's employer brand for millennials. Although, only 34% of respondents think their organisation is ready for this trend, 4/5 rate it as a priority.

While leading organisations are transforming their L&D infrastructure to the Digital Age, most organisations are lagging behind. Companies that provide dynamic career models outperform others by providing continuous learning opportunities and embedding a learning culture. Irish organisations are aware of this with 78% of organisations surveyed planning to move to a model offering flexible career paths with more of a focus on assignments and projects, which aligns to the Organisation of the Future trend.

The good news is that there has also been an explosion of free or low cost, high quality content that ensure easy access for those looking for continuous learning. YouTube, the Kahn academy, Udemy, NovoEd among others mean that education is only a click away.

82% of respondents rate this trend as very important or important
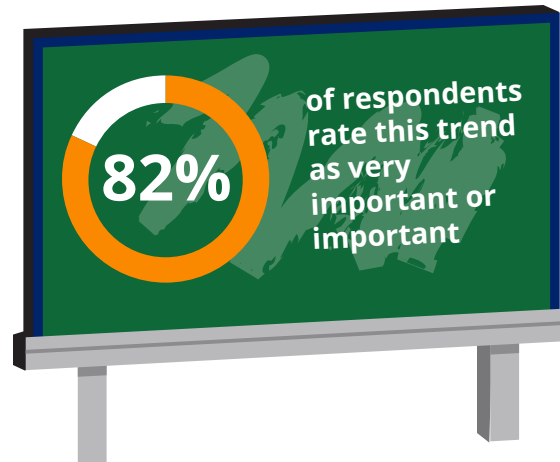
LESSONS FROM THE FRONT LINE

Companies such as Nestlé, Dell and Visa are focusing on convergence of skills within their organisations to build new corporate learning functions, using their corporate universities as cornerstones of collaboration, leadership development and cross functional innovation. As people become more dynamic in their careers, the need to build relationships and community connections becomes integral to performance and innovation.
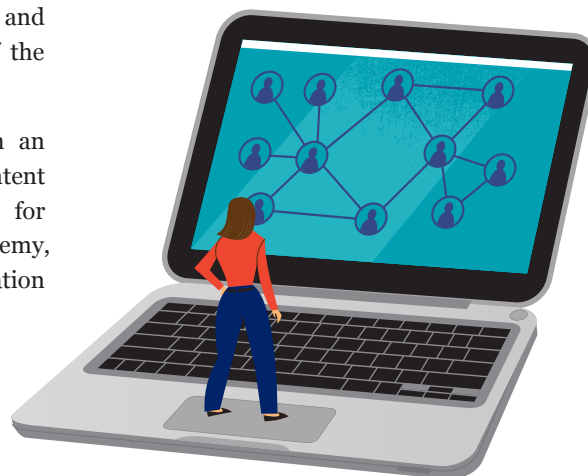
Beats brought together design thinking, engineering, and the love of music to breakthrough design for headphones. As the company grew, talent acquisition became a constant challenge. To ensure a continuous flow of talent Beats looked to their internal employees and collaborated with the University of Southern California to found an academy focused on "new literacies" including visual design, collaboration and iterative design, technical skills and business acumen. This has led to development of new skills as well as breakthroughs in design thinking that is being applied to cancer research and satellite based Wi-Fi.

71%
HAVE INTERNAL
MOBILITY
MODELS BUT...

...**41%**
ARE NOT
WELL USED

NEXT STEPS:

The impact of the fourth industrial revolution is fundamentally changing the nature of work and the meaning of career. When it comes to learning, the organisation's role is now to create an environment and the systems that allow employees to constantly learn and relearn. Allowing for developmental and rotational assignments, clear and multi-tracked career pathing, a seamless internal process for career models, and managing the employee brand are good starting points for HR.

Inclusive culture

IN a digital world with increasing transparency, employees expect an engaging, understanding and inclusive culture. Diversity and Inclusion has become a CEO-level issue around the world and in Ireland. We know that digital organisations that operate through a network of teams thrive on empowerment and open dialogue. The era of diversity as a check the box activity is over. Diversity and Inclusion need to be an integral part of the culture of an organisation. Customers, shareholders, and perspective talent all have a heightened awareness of Diversity and expect companies to be Inclusive.

How to create an inclusive culture:

• Start with Inclusive leadership. Ensure leaders understand the importance of diversity. Hold leaders accountable through transparent reports and metrics on recruitment, Diversity, promotion and compensation.

• Use technology and data to identify problems. Data can help identify gender and racial bias, disparities in compensation and reward. Tools to anonymise resumes should become part of the diversity effort.

• Diversity becomes part of the corporate infrastructure like IT and security. It must be practiced by everyone and owned by all leaders.

Extent to which organisations consider D&I
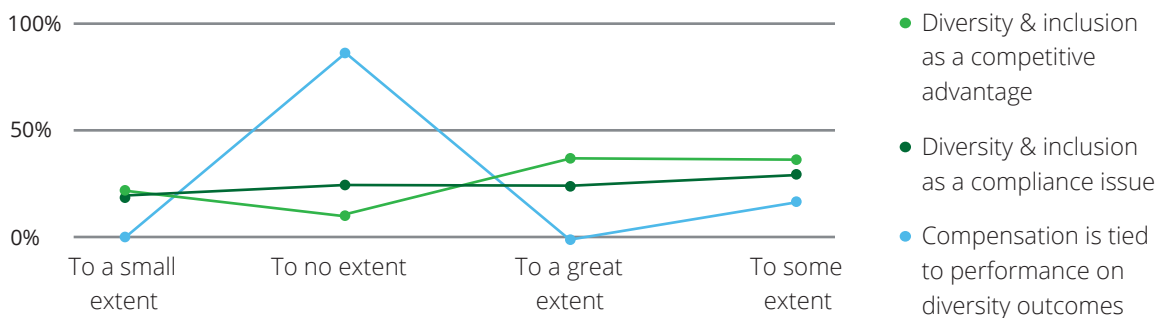
Gap analysis
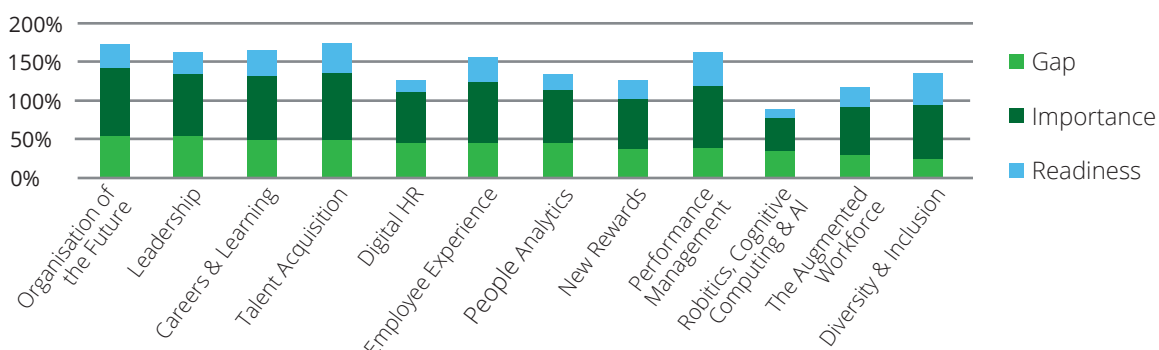
Future of work

IT'S clear that the future workforce will be more diverse and augmented by artificial intelligence, robotics and cognitive tools. Driven by accelerated connectivity and cognitive technology, the nature of work and the workforce is changing. The time to think about job design and growth has passed. **The future of work is now.**

In the past, we have focused on individual trends of future work; machines as talent, disruption and collaboration not competition. These are now unified in their force, and have fundamentally changed the nature of work at an unprecedented rate. Despite the growing presence of this augmented workforce, only 17% of global executives believe they are ready to manage a workforce with people, AI, and robots working side by side.

Just 11% of respondents feel they are ready for this challenge indicating the lowest readiness trend this year

Robotics, cognitive computing, and AI are reshaping the workforce, and will continue to do so. Organisations need to experiment and use these tools, and rethink the role of people. Many organisations understandably ask – what are the capabilities I need for success in the future? What aspect of work do you replace with machines? What will the impact of AI, robotics and cognitive technology be on customer experience and brand? Today there is a new focus on the "people aspects" of work. Skills such as empathy, creative thinking,

emotional intelligence, communication, persuasion and strategic decision making is more valuable than ever. Amazon, for example, has effectively used automation to scale warehousing and shipping rapidly during holiday seasons, while reducing the time it takes to train employees and maintain its reputation. 29% of Irish respondents are re-skilling employees to focus on capabilities unique to humans. Another 29% were re-skilling employees to supervise robots, cognitive computers and AI.

Overall, 36% of Irish organisations are in the process of implementing robotics, with a strong focus on operations.

45% said HR are generally not involved in managing robotic initiatives. However, this trend is impossible to ignore. HR should become more involved in the strategic decision making in relation to how an organisation will use AI, robotics and cognitive technologies to augment the workforce, as it is inevitably changing the ways of working, and will continue to move forward in this trajectory. HR leaders should focus on defining the difference between essential human skills, and nonessential tasks, which can be managed by machines. This requires reframing careers, designing new ways of working and learning – both at an individual and organisational level.

The future of work has arrived, and companies should embrace this disruptive opportunity.

Digital HR
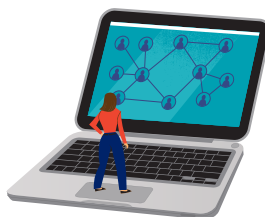
Organisation of the future

People Analytics

The new game rules

The game has changed, and with it brings new rules. The traditional HR ways of working have transformed into bolder, more diverse styles. We have outlined the main game changes below, and the new rule book for HR and business leaders.

OLD RULES	NEW RULES
01 • Organised for efficiency and effectiveness • Advancement through promotion upward with many levels to progress through	• Organised for learning, innovation and customer impact • Advancement through many assignments, diverse experiences, and multifunctional leadership assignments
02 • Employees are told what to learn by their managers or the career model • Careers go "up or out"	• Employees decide what to learn based on their team's needs and individual career goals • Careers go in every direction
03 • Employment brand is viewed as a marketing strategy • Job descriptions communicate what the organisation demands from the potential employee	• Employment brand has a complete strategy, reaching into all possible candidate pools and channels • Job descriptions focus on the needs of the candidates – a tactic that yields three times as many highly rated applicants*
04 • Employee experience defined by annual engagement surveys • Companies have a series of HR leaders across recruiting, learning, rewards, engagement, and other HR services	• Employee experience defined as a holistic view of life at work, requiring constant feedback, action, and monitoring • Companies have someone responsible for the complete employee experience, focused on employee journeys, experiences, engagement, and culture

*Andre Lavoie, "How to attract the best talent with your job descriptions," Aberdeen Essentials, September 25, 2015, www.aberdeenessentials.com/hcm-essentials/how-to-attract-the-best-talent-with-your-job-descriptions/.

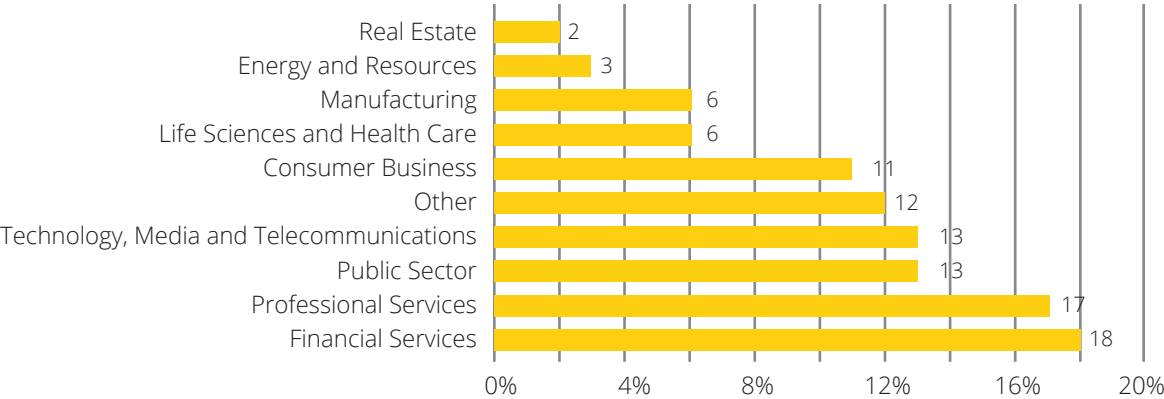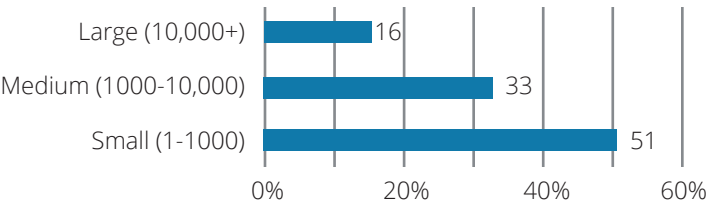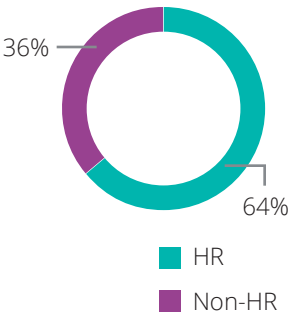| OLD RULES	NEW RULES
05 • Performance appraisals and goal-setting conducted once per year • Managers are focused on their employees' performance evaluation	• Check-ins conducted quarterly or more frequently; regular goal-setting occurs in an open, collaborative process • Managers are also evaluated by their employees, and are focused on coaching and developing people
06 • Leaders are identified and assessed based on experience, tenure, and business performance • Leaders must "pay their dues" to work their way up the leadership pipeline	• Leaders are assessed early in their careers for agility, creativity, and ability to lead and connect teams • Leaders are identified early and given early, outsized responsibility to test and develop their leadership skills
07 • HR programmes are designed for scale and consistency around the world	• HR programmes target employee segments, personae, and specific groups, providing them with journey maps relevant to their jobs and careers
08 • The organisation makes a business case for better data integration, quality, and tools • The people analytics team is a small set of technical experts with data management and statistical skills	• The organisation has already committed to accurate and integrated data, and has tools and processes to ensure quality ad ease of analysis • The people analytics team is a multidisciplinary team, with a focus on business consulting, visual communications, and problem solving
09 • Work-life balance is considered a challenge for employees to manage, with some support from the organisation • Companies measure diversity through the demographic profile of designated groups defined by attributes such as gender, race, nationality or age	• Work-life balance, family, and individual wellness are all considered part of the total employee experience • Companies measure inclusion, diversity, and lack of bias in all recruitment, promotion, pay, and other talent practices
10 • HR's job in automation is to focus on change management and workforce transition	• HR has a strategic role to facilitate and orchestrate the redesign of jobs and train the augmented workforce

Appendix

INDUSTRY

Industry	%
Real Estate	2
Energy and Resources	3
Manufacturing	6
Life Sciences and Health Care	6
Consumer Business	11
Other	12
Technology, Media and Telecommunications	13
Public Sector	13
Professional Services	17
Financial Services	18

BUSINESS SEGMENT

Segment	%
Large (10,000+)	16
Medium (1000-10,000)	33
Small (1-1000)	51

JOB FUNCTION

HR 64%
Non-HR 36%

ORGANISATIONAL LEVEL

Level	%
Individual	18
Mid-level	84
C Suite	94
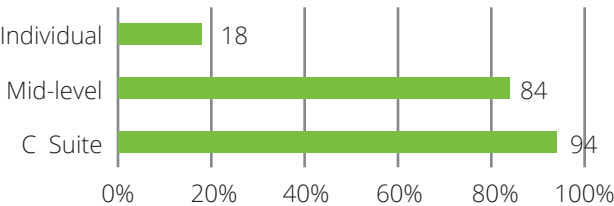
Contacts

Valarie Daunt
Partner – Human Capital
T: +353 1 417 8633
E: vdaunt@deloitte.ie

Diarmuid Marrinan
Director - HR Transformation
T: +353 1 417 2904
E: dmarrinan@deloitte.ie

Jackie Gilmore
Director – Organisation
Transformation & Talent
T: +353 1 417 2553
E: jgilmore@deloitte.ie

Andrew Kerr
Director - Organisation Design
T: +353 1 417 4761
E: ankerr@deloitte.ie

Ian Curtin
Senior Manager – Organisation
Transformation & Talent
T: +353 1 417 4761
E: icurtin@deloitte.ie

Vicky Menzies
Senior Manager – Organisation
Transformation & Talent
T: +353 1 417 5713
E: vmenzies@deloitte.ie

Robert Ryan
Senior Manager –
HR Transformation
T: +353 1 417 3671
E: roryan@deloitte.ie

Dublin
Deloitte & Touche House
Earlsfort Terrace
Dublin 2
T: +353 1 417 2200
F: +353 1 417 2300

Cork
No.6 Lapp's Quay
Cork
T: +353 21 490 7000
F: +353 21 490 7001

Limerick
Deloitte & Touche House
Charlotte Quay
Limerick
T: +353 61 435500
F: +353 61 418310

Galway
Galway Financial Services Centre
Moneenageisha Road
Galway
T: +353 91 706000
F: +353 91 706099

Belfast
19 Bedford Street
Belfast BT2 7EJ
Northern Ireland
T: +44 (0)28 9032 2861
F: +44 (0)28 9023 4786

New

ULES

Deloitte.
University Press

Sign up for Deloitte University Press updates at www.dupress.deloitte.com.

About Deloitte University Press

Deloitte University Press publishes original articles, reports and periodicals that provide insights for businesses, the public sector and NGOs. Our goal is to draw upon research and experience from throughout our professional services organization, and that of coauthors in academia and business, to advance the conversation on a broad spectrum of topics of interest to executives and government leaders.

Deloitte University Press is an imprint of Deloitte Development LLC.

About this publication

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or its and their affiliates are, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your finances or your business. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

None of Deloitte Touche Tohmatsu Limited, its member firms, or its and their respective affiliates shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

About Deloitte Ireland

At Deloitte, we make an impact that matters for our clients, our people, our profession, and in the wider society by delivering the solutions and insights they need to address their most complex business challenges. As one of the largest global professional services and consulting networks, with over 244,400 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. Deloitte Ireland has over 2,300 people providing audit, tax, consulting and corporate finance services to public and private clients spanning multiple industries. Our people have the leadership capabilities, experience, and insight to collaborate with clients so they can move forward with confidence.