

Bank of Ireland Group plc Compliance with the Capital Requirements Directives Governance Disclosures

Corporate Governance Statement

Regulation 84 of the Irish European Union (Capital Requirements) Regulations 2014 as amended (the 'Regulations') provides that where an institution maintains a website on the internet, such website shall contain an explanation of how the institution complies with the requirements of Regulations 76 to 83 of the Regulations. The purpose of this statement is to explain how the Group complies with the requirements of Regulations 76 to 83 of the Regulation.

Bank of Ireland Group plc ("BOIG plc") is a holding company operating through its subsidiaries including The Governor and Company of the Bank of Ireland (the "Bank") (together the "Group"). A common board of directors and committee structure applies with the same directors sitting on the Board of Directors of BOIG plc (the "Board") and on the Court of Directors of the Bank (the "Court") and on the committees of each of the Board and the Court.

Governance overview

The Board is accountable to shareholders for the overall direction and control of the Group. It is committed to high standards of governance designed to protect the long-term interests of shareholders and all other stakeholders while promoting the highest standards of integrity, transparency and accountability.

The Group believes it has robust governance arrangements, which include a clear organisational structure with well defined, transparent and consistent lines of responsibility, effective processes to identify, manage, monitor and report the risks to which it is or might be exposed and appropriate internal control mechanisms, including sound administrative and accounting procedures, IT systems and controls. The system of governance is subject to regular internal review.

The Board's oversight of risk and control is supported through delegation of certain responsibilities to Committees of the Board, the principal committees being the Group Audit Committee, the Board Risk Committee, the Group Nomination and Governance Committee ("N&G"), the Group Remuneration Committee.

The Court's oversight of risk and control is supported through delegation of certain responsibilities to committees of the Court, the principal committees being the Court Audit Committee, the Court Risk Committee, the Court Nomination and Governance Committee and the Court Remuneration Committee, each of which comprises the same members as the equivalent committee of the Board. Further information on these committees is set out below.

The Board's role is to provide leadership of the Group within the boundaries of risk appetite and a framework of prudent and effective controls which enable risk to be identified, assessed, measured and controlled. The Board sets the Group's strategic aims and risk appetite to support the strategy, ensuring that the necessary financial and human resources are in place for the Group to meet its objectives. The Board has a schedule of matters specifically reserved for its decision which is reviewed and updated regularly. Matters requiring Board approval are:

1. Strategy and Risk Appetite

- Determination of risk appetite and approval of the Group's Risk Appetite Statement
- Determination of the Group's strategy

2. Corporate and Capital Structure

- Approval of Common Equity Tier 1 capital investments of greater than €20 million in a regulated subsidiary and €40 million in any other subsidiary
- Approval of share issuances by any Group member to an entity outside of the Group
- Approval of equity underwriting of sums greater than €20 million

3. Management

- Approval of the Group's business plans and budgets
- Overseeing management of the business

4. Financial and Regulatory Reporting, Internal Controls, Risk and Capital Management

- Approval of Half Year Report, Annual Report & Accounts
- Approval of the Group Risk Framework
- Approval of the Group Internal Capital Adequacy Assessment Process ("ICAAP"), Internal Liquidity Adequacy Assessment ("ILAAP") and Recovery Plan
- Overseeing the internal control, compliance and risk management systems of the Group

- Approval of the Distribution Policy, the declaration of any interim dividend and any decision to recommend a final dividend to shareholders

5. Transactions

- Approval of acquisitions or divestments of companies involving a third party or management buyout except for credit management purposes
- Approval of guarantees, including those in respect of subsidiary companies, entered into by a member of the Group, other than in the normal course of business.
- Approval of capital expenditure in excess of €40 million.
- Approval of Class 1 or Class 2 transactions (each as defined by the Listing Rules)
- Approval of related party transactions (as defined by the Listing Rules) giving rise to an obligation to issue a shareholder circular

6. Corporate Governance, Board and Other Appointments

- Establishing the Company's purpose, values and strategy, and satisfying itself that these and its culture are aligned.
- Overseeing corporate governance and succession planning
- Establishing any sub-committees of the Board and approving their terms of reference.
- Approving the appointment of Directors and specified senior management appointments, including people having a material impact on the risk profile of the Company.
- Approving the appointment or removal of Heads of Control Functions.
- Convening general meetings of shareholders and approving all circulars to shareholders

7. Pension Scheme and Remuneration

- Approval of all changes to the funding of pension schemes in the Group and/or benefits of same
- Overseeing the Group's Remuneration Framework

The Board is responsible for determining high-level policy and strategic direction in relation to the nature and scale of risk that the Group is prepared to assume to achieve its strategic objectives.

The Board approves the Group Risk Framework on a triennial basis, with regular reviews of the Framework conducted by the Group Chief Risk Officer ("GCRO") and any suggested amendments emerging therefrom proposed to the Board for approval. The Board receives regular updates on the Group's risk environment and exposure to the Group's material risk types through a monthly Board Risk Report.

The work of the Board follows an agreed schedule of topics which evolves based on business need and is formally reviewed annually by the Board. The Board monitors and reviews the performance of the Group through a series of reports, updates from the Group's principal businesses on the execution of their business strategy and reports from each of the principal Board committees.

The composition of the Board, Court and their committees is structured to ensure that there is an appropriate mix of skills and experience and independence. Each of the Chair, Deputy Chair and all of the Non-Executive Directors ("NEDs") bring independent challenge and judgement to the deliberations of the Board and the Court through their experience, character, objectivity and integrity. Biographical details, including each Director's background, experience and independence classification, are set out on pages 82 to 86 of the Group's Annual Report for the financial year ending 31 December 2021 available at [2021 Results Announcement – Investor Relations \(bankofireland.com\)](#).

The Group ensures that individual Directors have sufficient time to dedicate to their duties, having regard to applicable regulatory limits on the number of executive and non-executive directorships which may be held by any individual Director. The Bank has been classified as a 'significant institution' under the Regulations. As at 31 December 2021, all Directors were within the directorship limits set out for significant institutions under the Regulations.

On an annual basis the Group conducts a review of the continued fitness and probity of members of the Board, whereby Directors are asked to confirm any changes in circumstances in respect of their compliance with the Fitness and Probity Standards issued by the Central Bank of Ireland and the guidelines issued jointly by the European Banking Authority ("EBA") and the European Securities and Markets Authority ("ESMA") on the assessment of the suitability of members of the management body and key function role holders. All changes in circumstances disclosed are assessed and their materiality determined. Time commitments of Directors are considered as part of this review process and Directors are asked to confirm that they continue to have sufficient time to perform their roles. Where a Director seeks permission to

assume an external position, whether a directorship or any other type of commitment, a formal process is undertaken to ensure that any potential conflicts of interest are avoided and that the Director remains within the directorship limits and continues to have sufficient time to dedicate to their Group responsibilities. The Board is asked to formally approve any formal external directorship positions prior to them being assumed by Directors.

The respective roles of the Chair of the Board and Court and the Group Chief Executive Officer, which are separate, are set out in writing and have been agreed by the Board.

The Chair oversees the operation and effectiveness of the Board and the Court including ensuring that agendas cover the key strategic items confronting the Group and encouraging all Directors to participate fully in the discussions and activities of the Board and Court. The Chair also ensures that there is effective communication with the Group's shareholders and promotes compliance with corporate governance standards.

The Senior Independent Director ("SID") provides Directors, the Group Secretary, the Group's shareholders and customers with an additional channel, other than the Chair or the Group Chief Executive Officer, through which to convey, should the need arise, concerns affecting the Chairship of the Board or Court, or any other issue.

The Group Chief Executive Officer is responsible for execution of approved strategy, holds delegated authority from the Board for the day to day management of the business and has ultimate executive responsibility for the Group's operations, compliance and performance.

Appointments to the Board and the Court

The Board is committed to identifying the people best qualified and available to serve on the Board and the Court and is responsible for the appointment of Directors. The Board and Court plan for renewal with the assistance of the Group N&G and the Court N&G, each of which comprise the same Directors, and regularly review Board and Court composition, tenure and succession planning. In accordance with the Director Assessment Policy and the Board and Court Diversity Policy, all appointments are made on merit against objective criteria (including the skills and experience the Board and Court as a whole requires to be effective) with due regard for the benefits of diversity on the Board and Court.

Prior to the appointment of a Director, the N&G approves a job specification, assesses the time commitment involved and identifies the skills and experience required for the role, having regard to the formal assessment of the skills profile of the Board and Court and succession planning. The recruitment process for NEDs is supported by experienced third-party professional search firms which collates an appropriate pool of candidates and provides independent assessments of the candidates. The Group works with the appointed firm to shortlist candidates, conducts interviews / meetings (including meetings with members of the N&G and the Board/Court) and completes comprehensive due diligence. In accordance with the Director Assessment Policy, the assessment process and the due diligence completed is extensive and includes self-certification confirmations of probity and financial soundness and external checks involving a review of various publicly available sources. The process also involves the N&G satisfying itself as to the candidate's ability to devote sufficient time to the role as well as their independence, fitness and probity, and assessing and documenting its consideration of possible conflicts of interests. The N&G then makes a recommendation to the Board and Court. Appointments will not proceed where conflicts emerge which are considered to be significant to the overall work of the Board/Court.

All newly-appointed Directors are provided with a comprehensive letter of appointment detailing their responsibilities as Directors, the terms of their appointment and the expected time commitment for the role. A copy of the standard terms and conditions of appointment for NEDs can be inspected during normal business hours by contacting the Group Secretary.

Induction and Professional Development

On appointment, all NEDs receive a comprehensive induction program designed to familiarise them with the Group's operations, management and governance structures, including the functioning of the Board and the role of the key committees. In addition, new NEDs undertake significant induction in relation to risk and business matters, including visits to or presentations by Group businesses and briefings with senior management.

On an ongoing basis, briefings appropriate to the business of the Group are provided to all NEDs. In order to ensure that the Directors continue to further their understanding of the issues facing the Group, Directors are provided with professional development sessions and briefings on a range of technical matters, tailored to their particular requirements. Directors are also offered the option of attending suitable external educational courses, events or conferences designed to provide an overview of current issues of relevance to Directors. A formal assessment of the collective skillset of the Board/Court is conducted annually.

Conflicts of Interest

Each of the Board and the Court have approved a Conflicts of Interest Policy, each of which sets out how actual, potential or perceived conflicts of interest are identified, reported and managed to ensure that Directors act at all times in the best interests of the Company and the Bank, as appropriate.

The Group Code of Conduct, which applies to all employees and Directors of the Group, clarifies the duty on all employees to avoid conflicts of interest. The Code of Conduct is reviewed by the N&G and communicated throughout the Group.

Internal Controls

The Directors acknowledge their overall responsibility for the Group's systems of internal control and for reviewing their effectiveness. Such systems are designed to ensure that there are thorough and regular evaluations of the nature and extent of risks and the ability of the Group to react accordingly. The Group operates a comprehensive internal control framework over financial reporting with documented procedures and guidelines to support the preparation of the consolidated financial statements.

Communications and Disclosures

Communication with shareholders is given high priority. One of the responsibilities of the Chair is to ensure effective communication with shareholders and to ensure that Directors develop an understanding of the views of major investors.

Performance Evaluation

There is a formal process in place for annual evaluation of the performance of the Board and Court, and that of their principal committees and of individual Directors (including the Chair). An internal evaluation of the performance of the Board, Court and their committees is conducted every year, with an externally facilitated review to be conducted at least every third year. The objective of these evaluations is to review past performance with the aim of identifying any opportunities for improvement, determining whether the Board/Court/committee as a whole is effective in discharging its responsibilities and, in the case of individual Directors, to determine whether each Director continues to contribute effectively and to demonstrate commitment to the role.

Group and Court Nomination & Governance Committees

The N&G shall comprise a minimum of three members, appointed by the Board, all of whom shall be NEDs, with a majority of members being Independent NEDs ("INED"). The Board Chair and the Deputy Chair shall be members of the Committee.

The key responsibilities of the N&G are set out in its terms of reference and include:

- leading the appointment process for new Board directors, establishing appropriate selection criteria and recommending suitable candidates to the Board for approval. When considering Board appointments, the Committee shall have regard to any regulatory requirements applicable to the assessment of the suitability of holders of such roles and the Board Director Assessment Policy (as in place and agreed annually) This includes regularly (and at least annually) reviewing the structure, size, composition and succession plans of the Board, Court and Committees (including consideration of the skills, knowledge, experience and diversity of Directors and their compliance with the relevant fitness and probity standards and making recommendations to the Board with regard to any changes it considers desirable);
- considering the appointment of Key Function Holders, proposed by management to ensure they have the appropriate integrity, adequate knowledge, experience, skill and competence for their roles, remaining cognisant of the gender balance and diversity profile of those in senior management and their direct reports, and make recommendations to the Board with regard to such appointments;
- ensuring plans are in place for orderly succession to both the board and senior management positions, and overseeing the development of a diverse pipeline for succession;
- keeping Board governance arrangements under review and making appropriate recommendations to the Board or Court to ensure corporate governance practices are consistent with good practice corporate governance standards;
- overseeing subsidiary governance to ensure that appropriate and proportionate governance arrangements are in place for Group subsidiaries;
- overseeing the annual evaluation of the performance of the Board and Court, including the arrangements and assessments aimed at ensuring the collective suitability of the Board, and the annual evaluation of the performance of individual Directors;
- making recommendations to the Board in respect of the approval of additional external appointments for Directors;

- reviewing at least annually the Board & Court Diversity Policy, its effectiveness; its linkage to company strategy; and its objectives, including its measurable objectives for achieving Board diversity and the extent to which these measurable objectives have been achieved;
- recommending appropriate internal policies on the selection and assessment of Directors and key function holders in the Group; overseeing the Group's compliance with the current Fitness and Probity standards; and
- overseeing subsidiary governance to ensure that appropriate and proportionate governance arrangements are in place for Group subsidiaries, including determination of matters to be reserved/delegated to the subsidiaries.

The terms of reference of the N&G state that in performing its duties, the N&G shall to the extent possible and on an ongoing basis, take account of the need to ensure that Board and Court decision making is not dominated by any one individual or small group of individuals in a manner that is detrimental to the interests of the Group as a whole.

The terms of reference of the N&G are reviewed at least annually by the N&G and recommended to the Board and Court for approval, and are available on the Group's website ([Board/Court Committees Terms of Reference - Bank of Ireland Group Website](#)).

The Board and Court benefit from the diverse range of skills, knowledge and experience acquired by the NEDs as directors of other companies, both national and international, or as leaders in the public and private sectors. The effectiveness of the Board and Court depends on ensuring the right balance of Directors with banking, broader financial services or commercial experience. Following review in 2021, the N&G determined that the skills profiles of the Board and Court were appropriate in the areas identified as relevant to the business of the Group.

The Group recognises the benefits of having a diverse board. In reviewing Board and Court composition and identifying suitable candidates, the N&G considers the benefits of all aspects of diversity including the skills identified as relevant to the business of the Group, regional and industry experience, background, nationality, gender, age and other relevant qualities in order to maintain an appropriate range and balance of skills, experience and background on the Board and Court.

The specific gender target set by the Board and Court is to maintain a minimum of 33% female representation on the Board, which had been exceeded with 45% female representation on the Board and Court at 1 January 2022, with a medium-term aspiration to have broadly equal gender representation on the Board and Court. The Board and Court are committed to gender diversity, to achieving the targets set and to ensuring an open and fair recruitment process.

The Director Assessment Policy, the Group Fitness & Probity and Suitability Policy and the Board/Court Diversity Policy are periodically reviewed by the N&G.

The Group and Court Remuneration Committees ("RemCo")

The RemCo shall comprise a minimum of three independent NEDs who have the knowledge, skills and experience to reach an independent judgement on the suitability of the policies and practices, including implications for risk and risk management. The RemCo is chaired by an INED and its composition is compliant with the requirements of the Regulations. In order to ensure that remuneration policies and procedures are consistent with effective risk management, there is common membership between the RemCo and the Board and Court Risk Committees.

The RemCo is responsible for the oversight of Group-wide remuneration policies and practices for all employees, with specific reference to the Chair, Executive Directors, Group Executive Committee ("GEC"), Heads of Control Functions, the Group Company Secretary and those employees whose activities have a material impact on the Group's risk profile. The remuneration of NEDs is determined by a Committee of the Chair and the Executive Directors, in consultation with the Chief People Officer and the Group Company Secretary, within the boundaries of the Company's Constitution. NED fees shall be determined by the Board/Court within the limits set by shareholders in accordance with the Articles of Association. The remuneration of the Chair is a matter for RemCo. Neither the Chair nor any Director participates in decisions relating to their own personal remuneration.

The RemCo is responsible for overseeing the annual review of the Group Remuneration Policy with input from the relevant risk management functions.

The terms of reference of the RemCo are reviewed annually by the RemCo and recommended to the Board and Court for approval, and are available on the Group's website ([Board/Court Committees Terms of Reference - Bank of Ireland Group Website](#)).

The terms of reference of the RemCo state that in framing remuneration strategy, frameworks and policies, the RemCo shall take into account the long-term interests of shareholders, investors and other stakeholders and the public interest.

It is the RemCo's responsibility to ensure that the Group's overall reward strategy is consistent with achievement of the Group's strategic objectives and compliance with applicable Regulations, insofar as possible given the constraints of operating within the Remuneration Restrictions.

Group Remuneration Policy

The Group Remuneration Policy provides a framework for all remuneration related policies and practices for all colleagues and Directors of the Group. The framework aims to enable the Group to become an employer of choice by attracting and retaining the right people in the right roles and thus support:

- the achievement of the Group's ambition – to become the National Champion bank for customers and the number one bank for partnerships;
- the Group's three strategic priorities – to transform the Bank, to serve customers brilliantly, and to grow sustainable profits;
- the Group's purpose – to enable our customers, colleagues and communities to thrive; and
- the Group's values of 'Customer Focused', 'One Group, One Team', 'Agile', and 'Accountable'.

The Policy is owned by the Chief People Officer with oversight from the RemCo, which reviews the Policy on an annual basis. The Policy applies, in its entirety, to all Group employees, Directors (including NEDs), self-employed external contractors and temporary employees in all institutions and other entities within the scope of prudential consolidation, including all branches. This Policy does not apply to Joint Ventures, which are subject to specific contractual agreements with Joint Venture partners.

Remuneration Restrictions

The application of market aligned remuneration policies and practices are constrained by significant remuneration restrictions which cover all Directors, senior management, employees and certain service providers across the Group (the "Remuneration Restrictions").

The Remuneration Restrictions were contained within the Covered Institutions¹ Financial Support Scheme 2008 and the 'Minister's Letter' (July 2011), under which the Group gave a number of commitments and undertakings to the Minister for Finance in respect of remuneration practices. The Minister's Letter was a further condition of the Transaction and Underwriting Agreement entered into with the Irish Government (July 2011) during the 2011 Recapitalisation of the Group. The Group maintains a dialogue with the Department of Finance in relation to Executive Director remuneration and other remuneration related topics and will respond appropriately to any revisions to the Remuneration Restrictions.

As a result of the Remuneration Restrictions, the Group is currently unable to provide a fixed/variable remuneration mix throughout the Group and is precluded from introducing any new bonus or incentive schemes, allowances or other fringe benefits without prior agreement of the Department of Finance.² Consequently, the absence of performance based variable pay, combined with the requirement to operate within an overall remuneration cap on individual salaries and allowances, constrains the ability of the Group to clearly link Group culture and values, risk culture, ESG objectives, customer outcomes and Group performance to remuneration. This results in people risks in terms of attraction and retention and, a lack of remuneration alignment with business goals, as well as some restrictions on the application of discretion and cost base inflexibility.

Remuneration ethos and principles

The Remuneration ethos is to reward employees fairly and competitively for their contribution to the Group. Reward arrangements are reviewed on a regular basis to assess competitiveness of total reward arrangements against market norms, acknowledging constraints of the Remuneration Restrictions. The following principles are applied:

Employee focused

The Group seeks to reward all employees fairly and transparently and promotes the concept of 'equal pay for equal work' through operating a consistent approach to remuneration for colleagues. Reward structures are designed to attract, retain and engage high calibre employees.

¹ Covered institutions are defined as institutions that have executed a guarantee acceptance deed and have been designated in an order by the Minister for Finance under the Credit Institutions (Financial Support) Scheme 2008. The Covered Institutions are The Governor and Company of the Bank of Ireland and Bank of Ireland Mortgage Bank.

² A small number of schemes have been approved under the Remuneration Restrictions. (Commission schemes in New Ireland Assurance Company (NIAC) and NIIB Group Ltd (Northridge Finance), a small annual bonus scheme in Marshall Leasing Ltd, a limited retention scheme in BOI (UK) plc, and a voluntary partying scheme).

Customer focused variable reward structures³:

- Support and encourage the fair treatment of customers.
- Mitigate the potential for conflict between commercial, customer and public interests.
- Avoid any conflict with an employee's duty to act in the best interests of customers or clients.

Inclusive basis

The Policy is designed and implemented on an inclusive basis, including gender-neutrality, with pay for male and female colleagues monitored on an annual basis. Monitoring is completed by People Services and reported to the RemCo.

Externally aligned

The Group uses recognised external benchmarks to understand the remuneration levels of industry peers and remuneration offered by other industries who compete with the Group for talent in each of the Group's geographical locations. Monitoring is completed by Reward and reported to the RemCo.

Performance aligned

Due to the Remuneration Restrictions, remuneration is only weakly aligned to performance via the potential salary increase awarded as part of the annual salary review process, which is dependent on a colleague's performance rating (based on performance versus financial and non-financial goals). The absence of performance based variable pay precludes the Group from aligning the remuneration of employees with the achievement of longer term customer, financial and strategic goals. However, divisional and individual performance measures and targets are aligned with business and risk objectives at either a Group or local business level, through a performance achievement process, ensuring alignment with business and risk strategy, culture and values, and long-term interests.

Risk aligned

A strong risk culture is promoted throughout the Group which encompasses the general awareness, attitude and behaviour of everyone in the Group. Due to the Remuneration Restrictions, the alignment between remuneration and risk management, is limited by the unavailability⁴ of variable remuneration to further incentivise prudent risk management. Each employee has risk goals as part of their individual performance achievement process which informs their end of year performance rating, thereby influencing their base pay level under the annual salary review process.

The Policy and associated procedures and practices reflect, where applicable, the provisions of national and EU legislation, agreements and commitments to the Minister for Finance (Irish Government), the Capital Requirements Directive, and relevant guidelines and technical standards issued by the EBA and other regulatory authorities.

Review

During 2021, independent advice was received by the Bank from a number of external advisers on a range of issues relating to remuneration, which is detailed in the Annual Report. The RemCo is responsible for approving the Policy and overseeing its implementation, including that remuneration policies and practices have been designed and implemented on a gender-neutral basis. To facilitate this, the Policy and remuneration practices are subject to an annual independent central review. Group Internal Audit, a third line of defence function, carries out this review. On a risk basis, Group Risk Assurance, a second line of defence function, monitors the Policy in relation to compliance with remuneration regulations and associated guidelines.

To support the alignment of risk and remuneration, where possible, and for good governance, the following applies:

- a) There is cross-membership between the RemCo and the Board Risk Committee.
- b) The GCRO attends at least one RemCo meeting per year to report on the Group's risk profile, its financial condition and future prospects, and to consider the implications of remuneration policies, if any, for risk and risk management within the Group.

The Board and Court Risk Committees ("BRC")

The BRC is established to monitor risk governance and to assist the Board in discharging its responsibilities in ensuring that risks relating to the Bank and its subsidiaries are properly identified, reported, and assessed; that risks are properly controlled; and that strategy is informed by and aligned with the Group's risk appetite.

³ Acknowledging that at present, only c.1% of colleagues have a variable reward structure

⁴ Except for the 1% of colleagues currently part of a variable reward structure.

The BRC shall comprise at least four members, all of whom will be NEDs whom the Board believes have appropriate knowledge, skills and expertise to understand and monitor risk strategy and risk appetite. The key responsibilities of the BRC are set out in its terms of reference, which are reviewed annually by the BRC and recommended to the Board and Court for approval, and are available on the Group's website ([Board/Court Committees Terms of Reference - Bank of Ireland Group Website](#)).

The BRC makes recommendations to the Group on risk matters where the Board has reserved authority, maintains oversight of the Group's risk profile, including adherence to Group risk principles, policies and standards, and approves material risk policies within delegated discretion.

The Executive Risk Committee ("ERC") is the most senior executive risk committee with responsibility for overseeing the material risks of the Group, taking a holistic approach to overseeing the effective management of risk (financial & non-financial) across the Group. It is responsible for monitoring the overall risk profile of the Group, as well as compliance with risk appetite and other approved policy limits, making recommendations to the BRC and regularly reporting to the GEC via the GCRO as ERC Chair.

Further details on the role of the ERC in the risk governance of the Group as at the end of the financial year ending 31 December 2021 are set out in the Risk Management Report which forms part of the Group Annual Report, which is available at [2021 Results Announcement – Investor Relations \(bankofireland.com\)](#)

The Group and Court Audit Committees ("GAC")

One of the key responsibilities of the GAC is to assist the Group in monitoring the integrity of the financial statements and to recommend to the Group that it believes that the Group Annual Report taken as a whole is fair, balanced and understandable and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy.

The GAC acts independently of the executive to ensure that the interests of the shareholders are properly protected in relation to financial reporting and internal controls. All members of the GAC are independent NEDs with relevant financial competence. The members of the GAC have extensive knowledge of financial markets, treasury, risk management and international accounting standards, and the GAC's composition is considered to meet all of the applicable requirements, including the need for recent and relevant financial experience and competence in accounting or auditing. The Chair of the BRC is a member of the GAC and the Chair of the GAC is a member of the BRC. There is also common membership between the GAC and the other Group committees. This common membership helps facilitate effective governance across all finance and risk issues and ensures that agendas are aligned, and any overlap of responsibilities is avoided where possible.

The key responsibilities of the GAC are set out in its terms of reference, which are reviewed annually by the GAC and recommended by the Board and Court for approval, and are available on the Group's website ([Board/Court Committees Terms of Reference - Bank of Ireland Group Website](#)).

Country by Country Reporting

Details of how the Group meets its country-by-country reporting obligations for the financial year end 31 December 2021 can be found on the Group's website at [Financial Information \(bankofireland.com\)](#).

Public Disclosure of Return on Assets

The Regulations, require disclosure in a firm's annual report and accounts of its return on assets. Details of the return on total assets for the Group for the financial year end 31 December 2021 can be found in the Group annual report of at [2021 Results Announcement – Investor Relations \(bankofireland.com\)](#).