

Group Internal Audit Charter

Terms of Reference

Approved by the Group Audit Committee | 22 July 2022

Bank of Ireland Information Classification Green



**Bank of
Ireland**

Group Internal Audit Charter

1. Purpose

As the third line of defence within the Group's Risk Management Framework, Group Internal Audit (GIA) provides independent, timely, objective, and reasonable assurance to its key stakeholders on the effectiveness of the Group's risk management, governance and internal control framework.

GIA's purpose is to **'Make Bank of Ireland Better'**.

To achieve this, we strive to enhance and protect the Group, its customers and stakeholders, by providing risk-based and objective assurance, advice, and insight. GIA seeks to contribute to the enhancement of risk management standards, including proactive identification of issues and risk exposures. GIA promotes sustainable remediation of identified issues and sharing of lessons learned, for the on-going benefit of the Group, its customers, and key stakeholders.

2. Role

The role of GIA is to understand the Group's key risks and to examine and evaluate the adequacy and effectiveness of the systems of risk management, governance and internal control, within first and second lines of defence, as operated by the Group. This enables GIA to provide objective and reasonable assurance to the Group Audit Committee (GAC) of the Board of Bank of Ireland Group plc, the Court Audit Committee (CAC) of the Court of Directors of the Bank¹, the Board Risk Committee, Court Risk Committee, subsidiary audit and risk committees as relevant, management and other interested parties (including the regulators / supervisors, and external auditors), that the Group's key risks are being appropriately and effectively identified, assessed, monitored, managed and reported.

At least annually, GIA provides an update to the Board on the Group's overall control environment and risk management approach. The quality of enterprise insight conveyed via these overall opinions represent the most prominent mechanism through which GIA delivers its purpose to Bank of Ireland and form the basis of all supporting plans and activities. GIA utilises a range of products and approaches, with a focus on agility, to ensure these opinions are up to date and comprehensive to enable the Board and management to make informed and timely decisions.

GIA's role in the provision of independent reasonable assurance operates on the basis that management has primary accountability for effective risk management, including the management of fraud risk.

While maintaining its independence, GIA may also provide consulting advice as required on risk management, governance and internal controls through, for example, attendance at steering committees or workshops.

3. Scope

GIA's mandate covers all of the Group's activities, including services provided by third parties, subject to the right to audit. Assurance activities will be risk-based to focus on the more significant / key risks arising from the Group's activities.

¹ The duties of the GAC extend to the Company and the Group as a whole, while the duties of the CAC extend to the GovCo Group as a whole, subject, where appropriate, to the authority of the GAC. The GovCo Group consists of the 'Bank' and its subsidiaries.

4. Independence and Objectivity

GIA's independence is protected by the authority vested in it by the GAC and all GIA activities shall remain free from undue influence by management or other restrictions. GIA staff are required to have and maintain an impartial, unbiased attitude and avoid any conflict of interest.

The Group Chief Internal Auditor (GCIA) manages the internal audit function and has a primary (functional) reporting line to the Chair of the GAC, as well as a secondary (administrative) reporting line to the Group CEO. The GAC is responsible for approving the GIA risk-based assurance plan (6+6 month), the supporting annual budget, and resource plan. Subject to the approval of the GAC, the CAC will consider, review and evaluate the performance appraisal and remuneration of the GCIA, and the appointment, replacement, or dismissal of the GCIA.

Additionally, where the GCIA has roles and / or responsibilities that fall outside of internal auditing, safeguards are in place to provide measured separation of the dual roles. The GCIA refrains from reviewing and / or approving any internal-audit assurance report for non-internal audit functions over which the GCIA has management responsibilities i.e., Speak-up & Investigations, and Credit Review. A policy is in place to limit impairment to independence and objectivity.

As independence is essential in ensuring the effectiveness of the internal audit function, internal auditors cannot themselves develop or implement systems or procedures or controls or engage in any other activity they normally would be expected to review. In addition, internal auditors are precluded from auditing specific operations that they had previously been responsible for, or directly involved in, for a minimum period of 1 year.²

Independence will not be compromised where GIA personnel attend steering committees or workshops in order to advise on risk management and control, if GIA is satisfied that, in the circumstances of the case, no conflict arises between GIA's role as independent assurance provider and adviser / consultant. A GIA consulting & advisory policy is in place to limit impairment to independence and objectivity. Additionally, in agreement with GIA, the Terms of Reference of such committees should clearly stipulate the role of GIA in attendance.

The GCIA provides an annual attestation of the independence to the GAC, CAC and subsidiary audit committees, as relevant. In the event of any conflict or impairment of independence arising, the GCIA will inform the Chair of the GAC, CAC and / or the subsidiary audit committees as relevant, at the earliest possible opportunity.

GIA governs itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework.

² GIA have prescribed controls in place to prevent such conflicts arising. Where co-sourcing or outsourcing is used, to avoid possible conflicts of interest, the co-source / outsource partner must ensure that a sufficient 'cooling-off' period (minimum of 1 year) has elapsed if the co-source / outsource partner carried out work in the area being reviewed in the Group.

5. Access

GIA staff have unrestricted access to all of the Group's functions, records, assets, property and personnel necessary for the discharge of GIA's accountabilities. In addition, the GCIA has direct access to the Governor, the Group Chief Executive, and the Chairs of the GAC, CAC and subsidiary audit committees, as required.

This right of access extends to organisations that carry out outsourced functions on behalf of the Group and extends to businesses in which the Group has a substantial interest, subject to the Group's contractual right to audit.

6. Reporting

The outcome of each assignment will be formally reported to the head of the relevant business / function and other parties, as appropriate. Assignment reports are required to be objective, timely, risk focused, and seek to add value.

GIA will follow up and report on the adequacy and effectiveness of management actions to implement appropriate solutions to issues identified / reported by GIA during its assurance activities. GIA reports on the status of all open issues to the GAC, CAC and subsidiary audit committees, and CEO as relevant.

GIA will meet with the Group's regulators / supervisors periodically and provide them with updates of the findings from completed assignments.

The GCIA will meet formally with the Group Chief Executive Officer on a quarterly basis, or more frequently where necessary. Likewise, the GCIA or delegate will meet with members of the Group Executive Committee on a quarterly basis, or more frequently where necessary. The GCIA, or nominated representative, is an attendee at GAC meetings, CAC meetings, subsidiary audit and risk committee meetings, Board Risk Committee, Court Risk Committee and Executive Risk Committee (ERC) meetings. In addition, the GCIA is an independent attendee at Group Executive Committee meetings and has the right to attend any other Group committees or governance fora.

The GCIA will present formal updates to the GAC and the CAC on a quarterly basis and to the Board Risk Committee, Court Risk Committee and subsidiary audit and risk committees as required. At least once per year, the GCIA will meet the GAC, CAC and subsidiary audit committees, without the presence of management. In addition, the GCIA will meet with the Chairs of the GAC and CAC on a regular basis and additionally, with the Chairs of subsidiary audit committees, as required.

In accordance with the Terms of Reference of the GAC and CAC, the GCIA may, if necessary, request the Secretary of the GAC and CAC to convene a meeting of the committee.

7. Responsibilities

The GCIA is accountable to the GAC, CAC and subsidiary audit committees, as relevant, for GIA's programme of assurance activities, including the reporting of overall findings and any areas of concern resulting from such assurance activities.

GIA's assurance activities include a number of undertakings (on a risk-based approach where appropriate):

- a) reviewing / assessing the governance, risk management and internal control framework of the Group, including the risk and control culture;

- b) reviewing and appraising the identification and management of risk, the effectiveness of the systems of control, including key management information used for strategic and operational decision making, and advising management on solutions for improvements, where appropriate;
- c) responding to regulator / supervisor requests, including those in relation to review of remediation of actions;
- c) assessing and providing opinion on the Group's control environment and risk management approach on an enterprise-wide level;
- d) reviewing the effectiveness of the Group's management of conduct risk, both in relation to customer outcomes and markets;
- e) assessing the firm's compliance with prudential regulations, as required by the relevant regulatory authority;
- f) responding to regulator / supervisor requests, including those in relation to review of remediation of actions; and
- g) evaluating specific operations at the request of the Board or management, as appropriate.

GIA is not relieved of responsibility to review areas of the Group which are subject to review by other Group functions and / or control self-assessment processes but must assess the extent to which it can rely on the work of others in planning its assurance activities.

8. Planning

GIA's planned assurance activities are developed by assessing and prioritising the Group's higher risk areas. This is informed by a review of the Group's key priorities, risks and challenges and discussions with management, as well as members of the GAC, CAC and subsidiary audit committees, as relevant. The GIA Assurance Plan is approved by the CAC on a bi-annual basis, subject to approval of the GAC, and relevant elements of the plan are provided to subsidiary audit committees for their approval, as relevant. The plan is flexible and subject to ongoing review to ensure the focus remains on areas of higher risk. The GCIA will communicate the impact of resource limitations and significant interim changes to senior management and the Board. Any material alteration to the plan requires the approval of the CAC, subject to approval of the GAC and subsidiary audit committees, as relevant.

9. Quality Assurance & Improvement Programme

On an ongoing basis, GIA's audit methodology is reviewed and aligned with the professional standards of the Institute of Internal Auditors (IIA) and the UK Financial Services Code, issued by the Chartered Institute of Internal Auditors. GIA's audit methodology is also periodically reviewed in light of new developments and evolving industry practice. Performance against the standards is assessed by formal review and sign-off of individual audit assignments by management, as prescribed in methodology, and the operation of an independent quality assurance (QA) review programme. The QA programme allows for both internal and external QA reviews and is aimed at ensuring the continuous improvement of GIA's assurance activities. Findings of the QA review programme are shared with the GAC, CAC and subsidiary audit committees on an annual basis, and include an overview of QA results, key lessons learned, and actions taken to address them.

GIA recognises the mandatory nature of the IIA's Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the IIA Standards and Definition of Internal Auditing. The GCIA will periodically discuss the mandatory aspects of the standards and the extent of the commitment to them with senior management, the GAC, CAC and subsidiary audit committees, as relevant.

GIA seeks to ensure that staff have the required capability to meet the requirements of its Charter but, if a gap in the specific skills or expertise required for an assignment is identified, GIA will consider the option of co-sourcing / outsourcing.

In line with IIA standards, independent effectiveness reviews of GIA will be commissioned by the GAC at least every 5 years.

10. Integrity and Confidentiality

GIA staff are required to operate to the highest standards of integrity.

All data and / or information obtained or received by GIA staff in the course of duty or otherwise will be treated in accordance with Group data management and retention policies and guidelines.

11. GCIA's Obligations under the Central Bank (Supervision and Enforcement) Act, 2013

Section 38(2) - Protected Disclosures specifies that a person appointed to perform a pre-approval controlled function, such as the GCIA, shall, as soon as it is practicable to do so, disclose to the Central Bank of Ireland, information relating to one or more of the matters specified in The Act (Section 38), subsection (1)(a) to (d) which he or she believes will be of material assistance to the Bank:

- (a) that an offence under any provision of financial services legislation may have been or may be being committed;
- (b) that a prescribed contravention may have been or may be being committed;
- (c) that any other provision of financial services legislation may have been or may be being contravened;
- (d) that evidence of any matter which comes within paragraph (a), (b) or (c) has been, is being or is likely to be deliberately concealed or destroyed.

Should this occur, the following steps will be taken by the GCIA:

- (i) the GCIA will establish if the matter has been / will be disclosed by management to the CBol within a reasonable timeframe;
- (ii) if the GCIA is not satisfied with step 1, the matter will be raised with the Chief Compliance Officer / Group Chief Risk Officer;
- (iii) if the GCIA is not satisfied that the reporting obligations will be met on foot of step 2, the matter will be raised with the Group CEO;
- (iv) if the GCIA is not satisfied that the reporting obligations will be met on foot of step 3, the matter will be raised with the Chair of the GAC; and
- (v) if the GCIA is not satisfied that the reporting obligations will be met on foot of step 4, the matter will be raised with the relevant contact in the CBol.

12. Approval

The GIA Charter will be reviewed on an annual basis and any changes proposed will be subject to approval by the GAC.

