



## ANNUAL REPORT & GROUP FINANCIAL STATEMENTS

HEAnet CLG Group (a company limited by guarantee)  
Financial Year Ended 31 December 2024



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# CHAIRPERSON'S REPORT



## Mike Murphy

Chairperson, Board of HEAnet  
Professor Emeritus,  
Technological University Dublin

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**On behalf of the HEAnet Group (Group), I am pleased to present the 2024 Annual Report and Group Financial Statements.**

**The year 2024 marked another year of significant progress and achievement for HEAnet CLG (HEAnet) and its subsidiary, EduCampus Services DAC (EduCampus). Both organisations continued to excel in their mission to provide innovative digital solutions and essential information and communications technology (ICT) infrastructure to Ireland's education and research sector. The year also brought transformational developments, including the announcement of the consolidation of HEAnet and EduCampus, a decision that promises to enhance the delivery of services across the sector.**

### **A Year of Connection and Collaboration**

The theme of the 2024 HEAnet Annual Conference, "Connectivity Matters," resonated with our achievements and priorities this year. Connectivity lies at the heart of everything we do, from the advanced digital infrastructure that supports Ireland's education and research communities to the personal and professional networks that underpin our collective success.

In Killarney, we welcomed a record 438 delegates to our annual conference, which remains a flagship event for knowledge exchange and networking within our sector. This year's gathering also provided a platform to launch our new HEAnet Strategic Plan 2025–2030. The plan outlines an ambitious vision to empower excellence in education and research.

## Strengthening Digital Infrastructure and Resilience

In 2024, HEAnet advanced its role as a trusted provider of critical national infrastructure. Investments in the national backbone network continued, ensuring Ireland's education and research institutions are equipped to meet connectivity demands through the end of the decade. Our work to enhance broadband capacities for Irish schools also delivered tangible benefits, increasing speeds while reducing costs through innovative public procurement processes.

On cybersecurity, the Security Operations Centre (SOC) and Security Information and Event Management (SIEM) service demonstrated its value in detecting and mitigating digital threats, with twenty-two (22) clients successfully onboarded by year-end. Meanwhile, the ICT Security Services team expanded its impact, reaching thirty-four (34) clients and achieving ISO27001 accreditation, further solidifying HEAnet's leadership in information security.

## A Commitment to Sustainability and Inclusion

Sustainability, inclusion, and wellbeing continued to guide our actions in 2024. HEAnet adhered to the Government of Ireland's Climate Action Plan and progressed its ESG strategy. We retained our standing in the Ibec Top 100 Companies Leading in Wellbeing Index and renewed our KeepWell Mark accreditation through 2026. Additionally, we achieved the Investors in Diversity Bronze accreditation and introduced a new Gender Equality Plan, underscoring our commitment to fostering a culture of equality, diversity, and inclusion (EDI).

## Preparing for Transformation

The announcement of the integration of HEAnet and EduCampus is a defining moment for the Group. This decision, which aligns with our shared mission to deliver excellence in digital and shared services, sets the stage for greater collaboration, a wider range of services, and increased impact. On behalf of the

Board, I wish to thank the leadership teams of HEAnet and EduCampus for their dedication to this process. I am confident that this integration will further enhance the value we deliver to our clients and stakeholders.

## Governance and Compliance

In accordance with the 2016 Code of Practice for the Governance of State Bodies (the Code), I wish to report to you on the company's compliance with the requirements set out in the Code, and specifically on the following matters relating to the reporting period the 1st of January 2024 to the 31st of December 2024:

1. There were no commercially significant developments. No new subsidiaries or joint ventures were established, and there were no share acquisitions or disposals. In October 2024 the Board of HEAnet and its subsidiary company, EduCampus, announced the decision to formally integrate both organisations into a single entity. The merger will take place over 2025 and continue into 2026, following a structured, two-phase approach.
2. No off-balance sheet financial transactions took place.
3. I confirm that all appropriate procedures for financial reporting, internal audit, travel, procurement, and asset disposals are being carried out.
4. The Company has policies and procedures in place to endeavour to ensure compliance with public procurement requirements.
5. I acknowledge the Directors' responsibility for ensuring an effective system of internal financial control is in place. A statement on the system of internal financial controls is included with the Annual Report, on pages 50-52.
6. The Company has a Board Charter in place. A Group Code of Business Conduct for Directors and Employees is also in place.

7. HEAnet is a private company and none of its directly-employed staff are public or civil servants. Salary and compensation decisions are made using a formalised internal performance management system against benchmarked salary bands. As such, HEAnet does not follow government policy on the pay of the Chief Executive Officer and other employees but does take note of comparisons.
8. Board Directors are not paid a salary or remuneration for their service. Expenses payments to Directors and staff are in accordance with rates sanctioned by the Minister for Finance and the Minister for Public Expenditure and Reform.
9. There are no post-balance sheet events to report.
10. The Company follows the principles of the Public Spending Code, as they are interpreted and agreed with its funders.
11. Procedures have been put in place for the making of protected disclosures in accordance with S. 21 (1) of the Protected Disclosures Act 2014, as amended.
12. The Company strives to comply with Government travel policy in all respects as far as possible.
13. The Company has complied with its obligations under tax law.
14. HEAnet is not involved in any legal disputes with any other state bodies. HEAnet's subsidiary company EduCampus is currently participating in a tri-partite mediation process with a third-party vendor and a university client.
15. As far as possible, HEAnet is taking all necessary steps to comply with the 2016 Code of Practice for the Governance of State Bodies (the Code). A "compliance gap analysis" is carried out regularly to analyse compliance against the provisions of the Code. The analysis was conducted again during the first quarter of 2025 (the Q1 2025 Compliance Analysis). The Q1 2025 Compliance Analysis covered 260 Code Provisions and was reviewed by the HEAnet and EduCampus Boards at their respective March 2025 Board meetings where in full or partial compliance with 74% of the Code Provisions was noted for both HEAnet and EduCampus. Further detail on the Q1 2025 Compliance Analysis is set out in the Structure, Governance and Management Section of the Trustees' Report (incorporating Directors' Report).
16. HEAnet has a single subsidiary company, EduCampus Services DAC, and this company continues to operate for the purpose for which it was established.
17. As of the 31st of December 2024, the HEAnet Board has six (06) / 46% female and seven (07) / 54% male members. The Board is guided by and exceeds the Government target of a minimum of 40% representation of each gender in its membership.

As Chairperson, I wish to thank the HEAnet and EduCampus boards, the executive teams, and all staff members for their unwavering dedication and professionalism. Their combined efforts have made 2024 a year of exceptional progress and set the foundation for continued success.

Looking ahead, we embrace the challenges and opportunities that lie before us, confident in our ability to innovate, collaborate, and deliver world-class digital solutions for Ireland's education and research sector.

### **Professor Mike Murphy**

Chairperson, Board of HEAnet  
Professor Emeritus, Technological University Dublin





# A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



**Ronan Byrne**

Chief Executive Officer, HEAnet

**I am pleased to report that 2024 was another year of excellent performance, continued service expansion, and strategic investment in our critical national infrastructure.**

## **Advancing Cybersecurity and Digital Resilience**

Cybersecurity and helping the education and research sector stay safe online remained one of our key priorities. Over the course of the year, we continued to onboard further clients to our SOC & SIEM service, culminating in twenty-two (22) clients onboarded to the service by the end of the year. In only its second year of operation, the SOC & SIEM service has proven an essential tool in detecting and alerting our clients to potential high-risk cyber security compromises.

In parallel, we expanded our ICT Security Services offering to reach thirty-four (34) clients. This service provides clients with security and risk assessments, vulnerability and penetration testing, and security awareness training, which, this year, has been delivered to over two thousand staff working in third-level education. The ICT Security Services offering is also the first

service within our services portfolio to secure ISO27001 accreditation, reinforcing our commitment to information security excellence.

## **Investing in Connectivity for the Future**

Connectivity enhancements were a major focus in 2024, with significant progress made on upgrading the national backbone network. This multi-year project involves extensive equipment replacement across both optical and IP layers, ensuring our network capacity will meet national demands through the end of the decade.

We also made strides in improving broadband levels across Irish schools and I am happy to report that through our most recent aggregated public procurement process, we are providing increased broadband capacities to schools at a lesser cost than heretofore.



## Focusing on Sustainability and Organisational Excellence

We came into 2024 with a new ESG strategy and I am proud to report that we are making excellent progress against our stated ESG goals. We also commenced reporting in adherence to the Government of Ireland's 2024 Climate Action Plan.

I am delighted to report that HEAnet once again secured a listing in the Ibec Top 100 Companies Leading in Wellbeing Index for 2024, and we also secured reaccreditation of the Ibec KeepWell Mark for a further two-year period to 2026. We achieved an 'Investors in Diversity' Bronze accreditation, which reflects our attention and investment in EDI. In this regard, I was also very pleased to announce the completion of a new Gender Equality Plan before year-end.

We exist to serve our client members, and we thank them again for their continued support over 2024. It was particularly satisfying to maintain our Client Net Promoter Score at a high level of +78, as informed by clients in a survey conducted during May.

## Supporting Research and Global Collaboration

We continue to lead and participate across a wide breadth of research initiatives. At a European level, we are active across quantum communications (EuroQCI), high-performance computing (EuroHPC), and open science (EOSC) programmes. A particular highlight of our research engagement this year was joining an Irish Government delegation to visit CERN, Geneva, in pursuit of Ireland's application to join the European Organisation for Nuclear Research from 2025.

## Setting a Strategic Vision for 2025–2030

A key highlight and major deliverable of 2024 was the development of our new HEAnet Strategic Plan 2025-2030. This plan has been informed by extensive external engagement over the course of the year and reflects key inputs from funders, clients and key stakeholders. The plan sets

out a new vision, "To Empower Excellence in Education and Research," which tasks us to do more across all education levels while also tasking us to provide greater support to Irish researchers in their global collaboration pursuits. Our strategy was launched at the HEAnet Conference in Killarney, which hosted a record 438 delegates. The event was a fitting platform to share our ambitions and engage with our diverse audience of stakeholders.

## Building on Success for the Future

As we embark on our strategic journey to the end of the decade, we step forward confidently, building on past success and experience. We embrace the responsibility of providing critical infrastructure and services that unquestionably underpin the workings of a successful education and research sector. Our efforts underpin theirs, and it is critical that we continue to invest and reinvent to meet future needs and in anticipation of future challenges.

In late 2024, our respective Boards announced the decision to consolidate the operations of HEAnet and our subsidiary company, EduCampus. This project was initiated in Q4, 2024 and will progress over the course of 2025. I look forward to working more closely with our EduCampus colleagues and leveraging our collective strengths for a greater impact.

The HEAnet ambition remains resolute to achieve more and enable greater outcomes by providing world-class ICT infrastructure and services. The infrastructure and services that we provide are critical to the daily operation and success of Ireland's education and research system. Very simply, its success relies on ours.

I look forward to another impactful year working with colleagues, board members, clients, funders, and all other national and international stakeholders. I sincerely thank all for their collegiate support over 2024.

## Ronan Byrne

Chief Executive Officer, HEAnet

# BOARD OF DIRECTORS AND OTHER INFORMATION

## Members of the Board of Directors as at 8 May 2025

Professor Mike Murphy (Board  
Chairperson)

Dr. Billy Bennett

Ms. Orla Christle

Dr. Paul Feldman

Mr. Phillip Fischer

Dr. Orla Flynn

Mr. Braonán Gardiner

Ms. Nora Geary

Mr. Patrick Magee

Ms. Rachel O'Connell

Professor Noel O'Connor

Ms. Aoife Tuohy

Ms. Allison Kavanagh

## Secretary and Registered Office

Ms. Emma Cuddihy  
Third Floor  
North Dock Two  
93/94 North Wall Quay  
Dublin D01 V8Y6  
Ireland

Parent Company Number: 275301  
Subsidiary Company Number: 560681

Parent CHY Number: 12414  
Subsidiary CHY Number: 21490

Parent CRA Registration Number:  
20036270  
Subsidiary CRA Registration Number:  
20105242

## Executive Management Team

Mr. Ronan Byrne, Chief Executive Officer

Mr. Brian Boyle, Technical Services Director

Ms. Emma Cuddihy, Director of Corporate  
Governance and Company Secretary

Mr. John Creaven, Client Services Director

Ms. Katie Harris, People Operations  
Director

Mr. Dónal Ó Cearbhaill, Schools  
Network Director

Mr. David Stafford, Head of Finance  
and Risk

Ms. Karen Thornton, Director of Strategy  
and Business Planning

## Independent Auditor

PricewaterhouseCoopers  
Chartered Accountants and Statutory  
Audit Firm  
One Spencer Dock  
North Wall Quay  
Dublin 1  
D01 X9R7

## Banks

Bank of Ireland  
IFSC Branch  
Dockline  
Mayor Street Lower  
Dublin D01 K8N7  
Ireland

Allied Irish Bank  
1 - 4 Lower Baggot Street  
Dublin 2  
D02 X342

## Solicitors

Byrne Wallace Shields LLP  
88 Harcourt Street  
Dublin 2  
D02 DK18









# TRUSTEES' REPORT

(INCORPORATING  
DIRECTORS' REPORT)

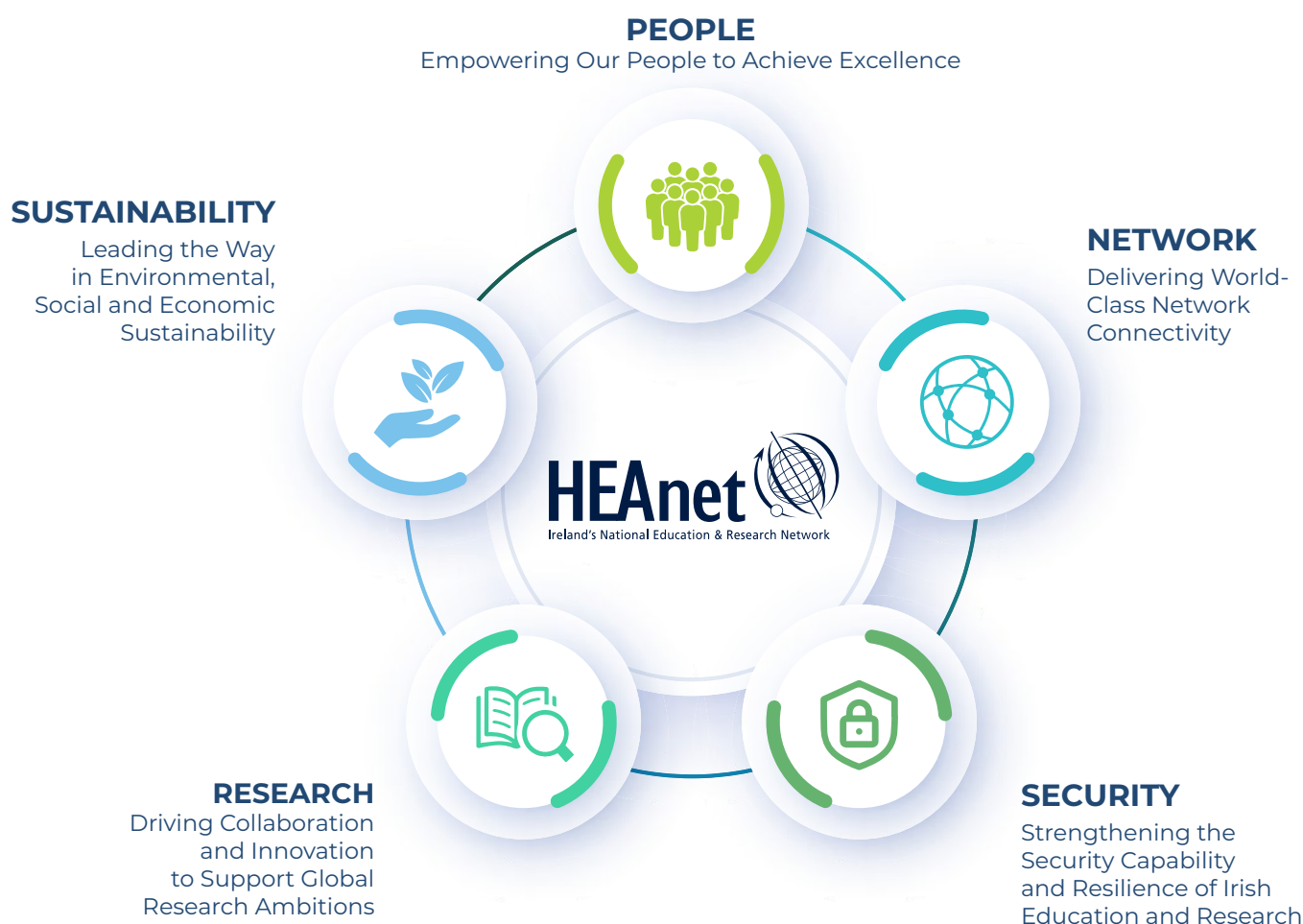
# OBJECTIVES AND ACTIVITIES

## STRATEGIC DIRECTION

In 2024, we saw the launch of the HEAnet Strategy 2025-2030, which set our vision to empower excellence in the education and research sector. We have set ambitious targets for ourselves, recognising the pivotal role HEAnet plays in supporting the country's academic and research communities.

The HEAnet Strategy 2025-2030 will guide our performance over the upcoming years and allow us to further position ourselves as a trusted partner that delivers innovative technology solutions for the advancement of the sector.

At HEAnet, we are passionate about connecting education and empowering research. Our new strategy is built on five focus areas: network, security, research, sustainability and people. Our focus areas have been selected based on careful consideration of the current and future needs of the sector, consultations with various stakeholders, and workshops with the HEAnet Board, heads of functions, managers and staff. Together, we will continue to enhance HEAnet's existing services and develop new solutions to address the challenges in the education and research sector. The full strategy document is available on our website<sup>1</sup>.



<sup>1</sup> [www.heanet.ie/beanet-strategy](http://www.heanet.ie/beanet-strategy)

## HEANET STRATEGY 2023-2024

The five strategic pillars of the HEAnet strategy 2023-2024 continued to guide our performance over the year and allowed HEAnet to deliver on our vision to enable Ireland's digital ambition by creating common, repeatable and shareable solutions for the education and research community in Ireland.

### Research Engagement

A key strategic goal for HEAnet was to develop a deeper engagement with the Irish research community by collaborating with our research client base. We further supported the development of research infrastructures, fostered collaborations and assisted in accessing Irish and EU funding opportunities.

### Connectivity

HEAnet provides fast, effective and resilient connectivity with access to both commercial and academic resources through a variety of providers and peers. Increasing the total external connectivity

to ensure that the HEAnet service can meet the anticipated growing traffic demands of our clients.

### Identity

The HEAnet strategy to evolve and expand the identity service portfolio continued throughout the period of the strategy.

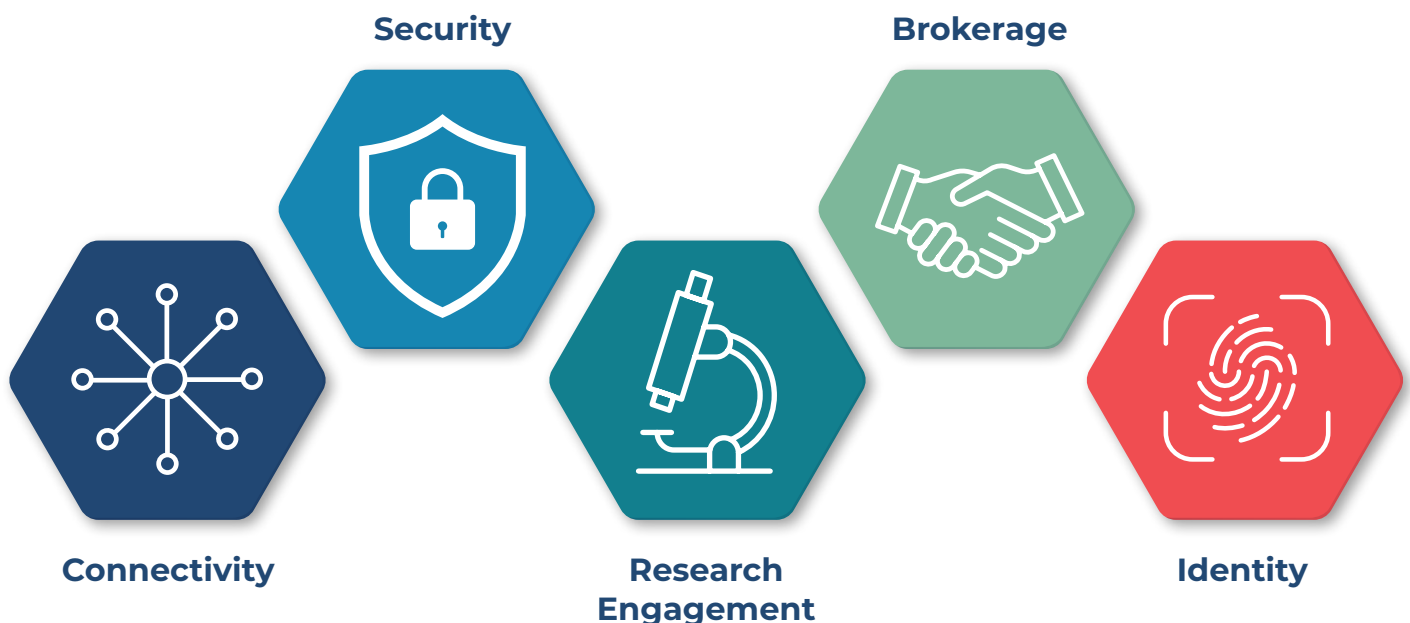
### Brokerage

HEAnet Brokerage, in partnership with the Department of Education and the Office of Government Procurement (OGP), continued to assist clients in streamlining their ICT procurement process.

### Security

HEAnet recognised the evolving threat landscape and the increase in cyber-attacks across all education and research sectors. HEAnet took a leadership role in supporting and advising our clients on their security and associated risk challenges. The development of a Security Operations Centre further served to reduce cyber risks and associated business interruptions.

## Strategic Pillars 2023-24





# ACHIEVEMENTS AND PERFORMANCE

The following section presents key 2024 achievements and performance across all key focus areas in HEAnet.

## RESEARCH ENGAGEMENT

Throughout 2024, we have actively supported researchers and higher education institutions (HEIs) across Ireland by promoting innovative services and fostering collaboration. Key activities included:

- **Webinars and Outreach:** In collaboration with the Irish Centre for High-End Computing (ICHEC), we organised stakeholder webinars targeting researchers and support staff, highlighting core services such as basic HEAnet offerings, opportunities through the ADVANCE-CRT<sup>2</sup> programme and access to cascade funding and research infrastructure support.
- **Key Presentations:** We contributed to strategic forums, such as the SFI Research Centre Directors' meeting, leading to consultations with prominent research centres like APC and BiOrbic. Additionally, we presented at notable conferences, including TNC 2024, the CONUL Conference, and the Sonraí Annual Conference.

These initiatives enhanced awareness and adoption of our services, fostering collaboration within the research community.

## NATIONAL AND INTERNATIONAL COLLABORATION

Our partnerships at both national and international levels delivered significant advancements in research infrastructure:

- **National Timing Grid:** We collaborated with the National Standards Authority of Ireland (NSAI) and clients to advance a national timing grid, ensuring precise synchronisation aligned with NSAI standards.
- **Fibre Sensing Technologies:** Engagements on leveraging fibre optic cables for seismic and environmental research were initiated, enabling vast data collection for researchers.
- **Digital Research Environment (DRE):** Discussions commenced on deploying a pilot DRE based on SURF's ResearchCloud. This initiative, involving various HEIs and ICHEC, aims to provide a scalable national platform for research services by 2025.

<sup>2</sup> The ADVANCE CRT is a doctoral Centre for Research Training in Advanced Networks for Sustainable Societies.

## RESEARCH ENGAGEMENT ACTIVITIES 2024



# 7

### Strategic National initiatives:

- EOSC-Ireland
- Planning for Digital Research Environment (DRE) PoC
- DataSpaces
- Research Services procurements
- National PID roadmap
- Support CERN membership
- Ireland QCI



# 9

### International Engagements

- EOSC Federation build up and policy
- EOSC-A Task force leadership
- Advisory to Portugal Open Science strategy
- EUDAT user board
- GÉANT SIG-NGN, TF-RED, SIG-CSS
- EuroHPC



# 19

### National Community workshops:

- 11x RESIN
- 3x EOSC
- 5x roadshows (UCC-ERI, NCI, ATU, TUDublin, TUS)



# 5

### National projects support

- T&F
- Fibre sensing
- OpenIreland test bed
- Spectrum as a Service (TCD/NTT/NEC)
- Fidelity – fibre procurement

# 1

### New service definition (IRLDAT)

# MoUs

FibreSeis for DIAS.

OpenIreland Energise 6G OpenRAN



## RESIN: NATIONAL FORUM FOR RESEARCH SERVICES AND INFRASTRUCTURE

RESIN was established in March 2022 and brings together IT, library and research management staff from HEIs to discuss, share and collaborate on topics of mutual interest related to research support. In 2024, the group focussed on two primary actions:

- **Research IT Competency Model:** RESIN developed a comprehensive competency model detailing the roles, required skills, and support mechanisms for Research IT staff. This document aims to assist institutions without a dedicated Research IT function by outlining the benefits and challenges of establishing one. Published in December 2024<sup>3</sup>, the model was also showcased at the HEAnet Conference 2024.
- **RESIN InfoShares:** Monthly webinars provided a platform for knowledge-sharing on topics such as HPC, automation, timing and frequency services, and research data management. Other topics included the National Open Research Forum (NORF) Persistent Identifier Roadmap, CRIS systems, ethics and data protection, and digital preservation. These sessions facilitated collaboration and the exchange of best practices within the community.

## NORF ACTION PLAN AND OPEN SCIENCE INITIATIVES

Our contributions to the NORF Action Plan focused on fostering Open Science:

- **Shared Data Storage Service:** we led a pilot project, ending in 2024, to establish a national data storage service for active research data. The proposed service, with support from partners from HEIs, is expected to become operational in 2025, subject to funding, with 50% of universities expressing interest.
- **Persistent Identifiers (PIDs):** we supported the development of a National PID Roadmap and Strategy and led discussions on its implementation through webinars and advisory groups.
- **EOSC Contributions:** Representing Ireland in the European Open Science Cloud (EOSC), we co-chaired the task force on Long-Term Data Preservation and outlined Ireland's strategy to integrate with the EOSC federation by 2026.

### Data Spaces and Data Spaces Support Centre

In 2024, HEAnet and ICHEC published a position paper proposing a Common Data Space for Ireland (IRL-DataSpace)<sup>4</sup> framework, a federated ecosystem for national data sharing and governance. This initiative, targeting research, innovation, and public policymaking, seeks to:

- Enhance collaboration across academia, industry, and government.
- Build a high-SLA, FAIR-compliant digital platform with robust resources and professional support.

<sup>3</sup> RESIN White Paper on Research IT Competency <https://zenodo.org/records/14417511>

<sup>4</sup> IRL-DataSpace & IRL-DSSC Position Paper A Common Data Space & Support Centre for Ireland <https://zenodo.org/records/11350936>



# CONNECTIVITY

## Innovation

In 2024, we reinforced our commitment to innovation through collaborations on several national and international projects.

## International Connectivity

We are one of Europe's few national education and research networks (NRENs) entirely reliant on submarine cables for global Internet connectivity. With the recent attacks on the submarine cable infrastructure in the Baltic Sea and the Red Sea, securing fibre optic submarine cables has become a global imperative.

Over the years, we have consistently supported and advocated for new submarine cable initiatives. In July 2024, we responded to the Department of Environment, Climate and Communications (DECC) consultation on Ireland's international connectivity, where we outlined the importance of submarine cables to the Irish education and research (E&R) community and shared our ambition to have additional connectivity from Ireland directly to Portugal, France, Spain, Canada, Japan, Denmark and Norway in the next 5 years. These new links will enable the creation of a research and education exchange point in Ireland, bolstering connectivity resilience while positioning Ireland as a Western European hub for the global E&R community.

In October 2024, the European Union (EU) awarded funding for several cross-border projects, including two of particular relevance to us:

- PISCES Submarine Cable: Connecting Galway with France, Spain, and Portugal by 2027.
- Far North Submarine Cable: Linking Galway with Canada and Japan by late 2026.

With support from GÉANT and international NRENs, we are working to secure capacity on these cables to advance its vision of a hub for the global E&R community.

## External Connectivity

We continue to connect to two international Tier-1 Internet service providers in Dublin at 100 Gbit/s. This combined connectivity to the general Internet, along with GÉANT, NORDUnet and JISC, provides HEAnet clients with an appropriate level of international connectivity, resilience and security.



## IrelandQCI

Ireland's Quantum Communications Infrastructure (IrelandQCI), an Irish consortium led by the Walton Institute, is undertaking a €10M project funded by the EU Digital Europe Programme and DECC. The initiative aims to establish a quantum communication network between Dublin, Waterford, and Cork, while also testing the integration of quantum communication devices into conventional networks. We are one of the key partners of this project, and our role is to build and operate the staging quantum communications network.

One of the key achievements of IrelandQCI, with significant involvement from HEAnet, was the demonstration of Ireland's first quantum-encrypted 100 Gbit/s circuit between HEAnet's Citywest and Parkwest data centres in March 2024.

# GÉANT 5

## Facts and Figures



# 37

**Partners**

(including GÉANT Association)

–

# 2

**Associated Partners**

(SWITCH, Jisc)

–

# 43

**Countries**



**Project Value:**

# €82.64m

of which EC funding:

# €55m

## GÉANT 5

The GÉANT 5 project, funded under Horizon Europe, commenced in January 2023, following the successful conclusion of GÉANT 4 in 2022. GN5-1, the first in a series of projects within the GÉANT 5 framework, concluded in December 2024, achieving its objectives.

In October 2024, the European Commission approved the GN5-2 bid under the Framework Partnership Agreement. The project, valued at over €80M, will run from January 2025 to June 2027. We will contribute 15 staff members, accounting for 77 person-months of effort in areas including networking, security, trust and identity, and above-the-net services.

### HEAnet Connectivity

The HEAnet network serves as a vital link for more than one million students, staff, and researchers daily, enabling education and research endeavours.

HEAnet is the primary connectivity provider for Ireland's research and educational sector, encompassing primary, post-primary, and further and higher education. Our connectivity supports a wide range of critical services, giving users seamless access to resources wherever they are in the country.

The reliability of the network is at the core of our service priorities, and we set high standards to consistently deliver uninterrupted and high-performance connectivity that exceeds our clients' requirements. The nationwide reliance on our network places considerable responsibility on HEAnet, driving us to incorporate proactive measures into our network design to mitigate unexpected outages. In 2024, HEAnet is proud to report another year of exceptional performance, with service availability surpassing stated commitments. All resilient client connections achieved an annual availability rate exceeding 99.99%, while non-resilient client connections surpassed the 99.5% annual target.

In 2024, our client connectivity programme brought eighteen (18) new sites online and upgraded our twelve (12) existing sites to higher bandwidth. Beyond expansion, we successfully renewed contracts for thirteen (13) sites approaching their end through our tendering process and extended contracts for all other sites within existing terms, resulting in cost savings through reduced annual charges.

Following the commencement of 100 Gbit/s service for clients last year, we continued to build on this progress by delivering a 100 Gbit/s connection to

the University of Galway this year. We look forward to other clients upgrading to this enhanced capacity in the near future, highlighting the dynamic growth in the use of our network connectivity as a foundational aspect of our clients' businesses.

### Schools Network

Our Schools Network connects all primary and post-primary schools across Ireland. On any given day, we play a pivotal role in connecting over one million students and teachers to the digital world.

Through our dedicated Schools Network, we provide vital internet access and network security services to over 4,000 primary and post-primary schools across the country.



Over  
**4,000**  
primary and  
post-primary schools  
across the country

Ireland's schools rely on us to provide high-speed connectivity and network security. We ensure that all schools have access to fast and reliable internet connections, enabling students and teachers to engage in online learning, research, and collaboration. We provide robust security measures to protect schools' networks from cyber threats, safeguarding sensitive data and ensuring a safe online environment for students and staff.

In 2023, using EU National Recovery and Resilience Plan (NRRP) funding, we completed an ambitious project to connect more than 1,000 primary schools to our network at enterprise-level bandwidth and reliability.

This ensured that all primary schools across the country had a minimum bandwidth available to them of 100 Mbit/s or higher. Following the completion of this project, early in 2024, we saw demand for bandwidth continue to grow which resulted in a further upgrade for 13% of these schools to between 200 to 300 Mbit/s. Based on the successful upgrades and the further growth in demand, it was agreed that the minimum connectivity to be provided to these 1,000 schools will be 200 Mbit/s. These upgrades should be completed by mid-2026.

Demand continues to grow at the post-primary school level, and now more than 27% of these schools have a connection of 500 Mbit/s or higher.

To facilitate the increased capacity for individual schools, work has been ongoing to future-proof the core network. This has included upgrading the core capacity to allow for future growth. The backbone network has been upgraded to 300 Gbit/s, and in 2024, interconnects with providers will be at 100 Gbit/s for the first time.

These upgrades enhance the learning experience in schools – empowering students and teachers by giving them secure access to a wealth of online resources. We help bridge the digital divide and ensure that all students succeed in an increasingly digital world. The Schools Network plays a crucial role in supporting Ireland's education system, enabling schools to achieve their full potential and prepare students for the future.





## IDENTITY

### Identity

The HEAnet Edugate service serves as a Single-Sign-On solution for the Irish education community, enabling seamless access to a wide range of campus services. In 2024, this essential service facilitated over 40 million connections. As our clients progress with their strategic mergers, we have continued to work with them to make it easy to merge Identity Provider (IdP) databases (directories of users) from multiple sources. Recognising the critical importance of secure access and identity management, we have also enhanced the protection of our clients' IdP's with upgraded firewall support.

### Access

eduroam is a Wi-Fi service designed to provide secure internet access to students, researchers, and staff in participating institutions at their college or university, and whilst visiting other participating institutions both in Ireland and globally. This means that students and staff are connected anywhere within their campuses, and beyond, as eduroam is available in an ever-increasing number of hotspots.

In 2024, we introduced a new service from the eduroam family – eduroam Visitor Access. HEAnet clients who already offer the eduroam service on their Wi-Fi networks can now avail of the eduroam Visitor Access service. This service can provide temporary internet connectivity for groups and visitors of all sizes, from 4 – 400 plus people, even if they do not have their own eduroam accounts. The service has already been appreciated in the client community and is now used by several client institutions.



## HEAnet Brokerage Services



HEAnet Brokerage Service is designed to simplify the acquisition of Information and Communications Technology ("ICT") services and assets by our clients

### BROKERAGE

HEAnet's Brokerage Service Team is committed to streamlining ICT procurement activities, saving clients time, money, and effort.

We run sector-wide Frameworks and Dynamic Purchasing System's (DPSs) for the client base, along with running mini competitions under OGP Frameworks on behalf of clients, which they can utilise in their procurement process. We support and assist clients through every step of the procurement process, saving them significant effort.

Our catalogue continues to grow and in 2024 we added a number of new Frameworks, such as Software Applications Platforms and re-ran the very popular Desktop/Laptop tender. The catalogue also includes many Preferential Pricing Agreements.

We collaborate with International partners such as GÉANT to gain access to brokered agreements throughout Europe. This collaboration allows us to access advanced cloud service provider platforms and infrastructure, delivering unparalleled opportunities and efficiencies to our clients.



During 2024, we partnered with GÉANT and others to put the new OCRE 24 Framework in place. OCRE 24 is replacing the very successful IaaS+ (Infrastructure as a Service) Framework. We are proud to have been a key leader in this effort, which underpins the delivery of cloud-based ICT services to all clients.

To assist clients in making the best use of our catalogue, we host supplier workshops and webinars on a range of topics throughout the calendar year. In 2024, our events attracted over 500 attendees, with very positive feedback highlighting their value to clients.

## SECURITY

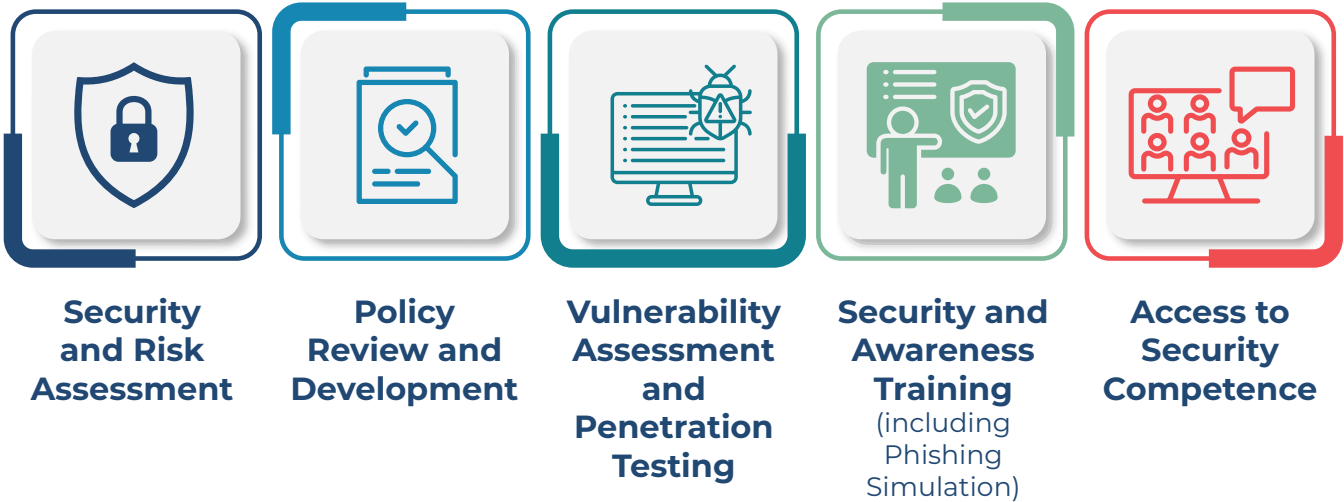
### ICT Security Services

We provide a range of ICT Security services. The objective is to provide a standardised set of core security services common to all clients. These will be provided using

a dedicated HEAnet team to augment an institution's IT department resources whilst using a suite of services that are common, shareable, and repeatable across our clients.

The range of services provided are outlined below:

### ICT Security Services





We secured sustainable funding in 2023 to provide ICT Security Services to a wider client base, and this has continued, allowing the team to continue to provide vital services to clients in 2024.

The ICT Security Services provided by HEAnet continue to evolve to meet our clients' changing ICT security needs. In 2024, our services continued to be in high demand from clients for security awareness training, phishing simulation, and penetration testing.

### **Expanding Training Outreach**

We delivered a total of sixty-two (62) online training sessions, alongside a number of in-person sessions tailored for specific groups. These sessions were aimed to address the unique needs of a number of stakeholders, such as University Executive Committees (UET) and specific groups of attendees (e.g. Finance group).

### **Enhancing Cybersecurity Through Penetration Testing and Vulnerability Scanning**

We have also successfully conducted thirty-six (36) penetration tests and vulnerability scans throughout the year. These critical assessments played a pivotal role in identifying and mitigating potential risks, thereby helping clients to strengthen their cybersecurity posture.

### **Raising Awareness Through Phishing Campaigns**

Our team executed twelve (12) phishing campaigns to enhance organisational resilience to cyber threats. These campaigns not only measured clients' cybersecurity awareness but also provided actionable insights to our clients to assist in improving response strategies and reinforce the importance of vigilance among end-users.

### **Policy Reviews and Development**

A number of key policy reviews and policy developments took place for our clients. Some key ICT Security policy requests from our clients included Artificial Intelligence Policy, Information Security Policy, and Bring Your Own Device Policy.

### **Events and Workshops**

Our team members actively participated in two (02) client workshops as part of the HEAnet Meet Our Subject Matter Experts workshops.

We also organised one (01) ICT client security forum for our clients. This forum was facilitated as a hybrid roundtable session for all eligible clients and conducted via Microsoft Teams and onsite at our office in October 2024. The workshop was enhanced by the participation of a third-party subject matter expert, who provided valuable insight throughout the session.

Our team also delivered a compelling talk on the cybersecurity landscape affecting the education sector during the HEAnet Conference 2024. This presentation underscored the pressing challenges institutions face and shared innovative strategies to navigate an ever-evolving threat landscape.

### **New eLearning Platform**

An additional element of training service was procured and announced to all eligible clients in December 2024. The new component of the ICT Security Services is an eLearning Platform, which allows on-demand Security Awareness training to be made available to eligible clients from the 3rd of January 2025. This eLearning Platform will complement the live training sessions currently available to eligible clients.



**Available to ICT  
Security Services  
clients**

## **New eLearning Platform**



### **SOC & SIEM SERVICES**

In response to strong client demand and following the securing of an initial funding allocation in 2022, we initiated a programme to establish a SOC & SIEM service designed to address the needs of Ireland's Further and Higher Education sector.

We are pleased to report that the implementation of SOC & SIEM has made excellent progress throughout 2024, with the services now fully operational for twenty-two (22) clients that have completed the onboarding process. These clients benefit from significantly reduced time to detect and respond to security threats, thus decreasing the likelihood of breaches and minimising the impact of security incidents.

The sectoral approach to delivering this service has proven highly effective, with threats and vulnerabilities detected and communicated securely and responsibly to our clients. This proactive approach has enabled the timely removal of vulnerabilities, ensuring greater security for all involved. We have also continued

our programme of issuing and sharing valuable insights, enhancing the overall security posture of the community.

The onboarding status at the end of 2024 is that we have successfully engaged twenty-two (22) clients in total, who are now fully onboarded and using the service. A further five (05) clients are actively deploying the solution, with go-live expected in 2025.



### **SOC & SIEM Services**

now used by

# **22**

**HEAnet clients**

## OTHER STRATEGIC AREAS OF FOCUS

### Sustainability

In 2023, alongside EduCampus, we launched our Group Environmental, Social and Governance (ESG) Strategy, which sets out our ambition to be “a sustainability champion for the Irish education sector that generates positive economic, environmental, and social impact for our upstream and downstream value chain stakeholders”.

This commitment laid the foundation for our continued sustainability efforts, recognising that our success is interconnected with the wellbeing of our people, the communities we serve, the health of our planet, and the integrity of our governance practices. In 2024, we made substantial strides in each of these areas, driven by the establishment of our ESG Council.

### Environment

Our commitment to environmental sustainability has never been stronger. Over the past year, we have implemented initiatives aimed at reducing our carbon footprint and increasing our energy efficiency. We are proud to report a significant reduction in greenhouse gas (GHG) emissions and a marked increase in our energy efficiency against our baseline figures. Our efforts are part of our strategy to support Ireland's Climate Action Plan and to achieve the targets set in the Public Sector Climate Action Mandate. In our ESG Strategy, we committed to adopting the Public Sector Climate Action Mandate (the Mandate), which has set ambitious emission reduction and energy efficiency targets for public bodies. Whilst we are not a public sector body, we are committed to complying with the Mandate. In 2024, we registered with the Sustainable Energy Authority of Ireland (SEAI) and have commenced reporting via

their Monitoring and Reporting system. In compliance with the Mandate, our targets are to reduce our GHG emissions by 51% by 2030 and to increase the improvement in our energy efficiency to 50% by 2030.

### GHG emissions

In general, when we refer to reducing GHG emissions, we refer to the emissions that come from the energy we use, i.e., emissions from the gas used to heat buildings and water and the emissions that are produced offsite to generate the electricity used.

Our GHG emissions originate from our data centres, office and employee travel, as per the current SEAI reporting requirements. 90% of our GHG emissions are based on electricity usage in our head office and data centre locations. Our GHG emissions baseline figure<sup>5</sup> is 591,763 kgCO<sub>2</sub><sup>6</sup>. Between our baseline figure and 2024, we have reduced our emissions by 343,472 kgCO<sub>2</sub><sup>7</sup> or 58%. The Mandate target for 2030 for HEAnet is 126,420 kgCO<sub>2</sub> which based on our current trajectory will likely be met.

### Energy efficiency

In simple terms, energy efficiency means using less energy to get the same job done. At HEAnet, we use a single energy source – grid electricity. This is the energy we use to heat our office and power our data centres. Our total energy efficiency has improved by 89.6% since 2009, exceeding the target of 50%.

We have been able to achieve the GHG emissions and energy efficiency targets to date due to proactive measures taken, including:

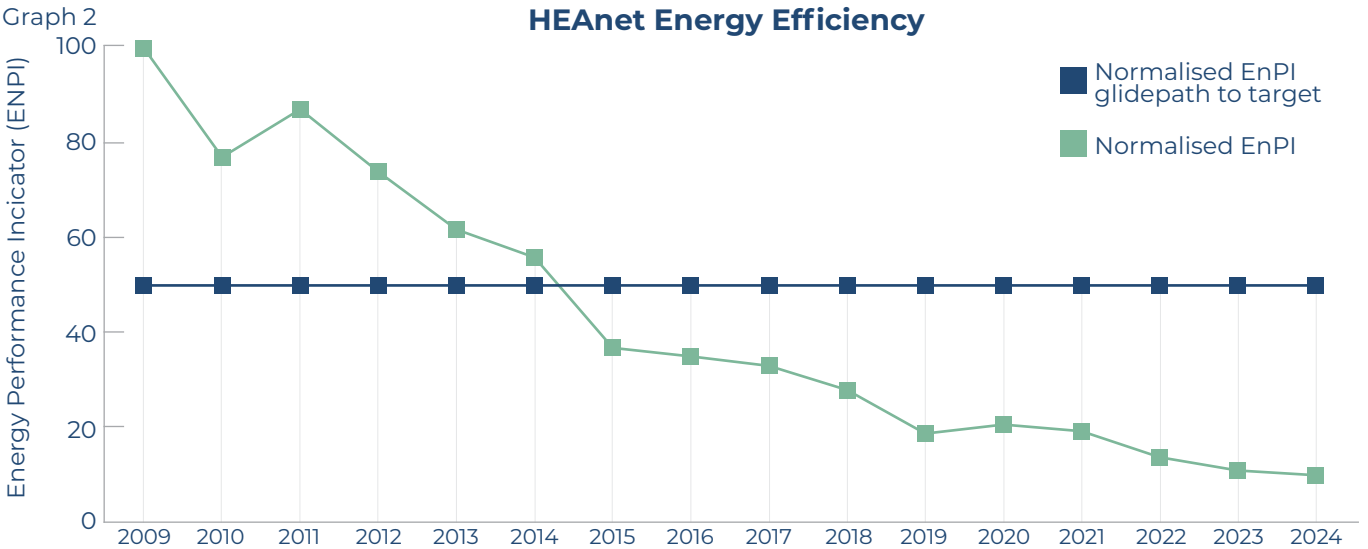
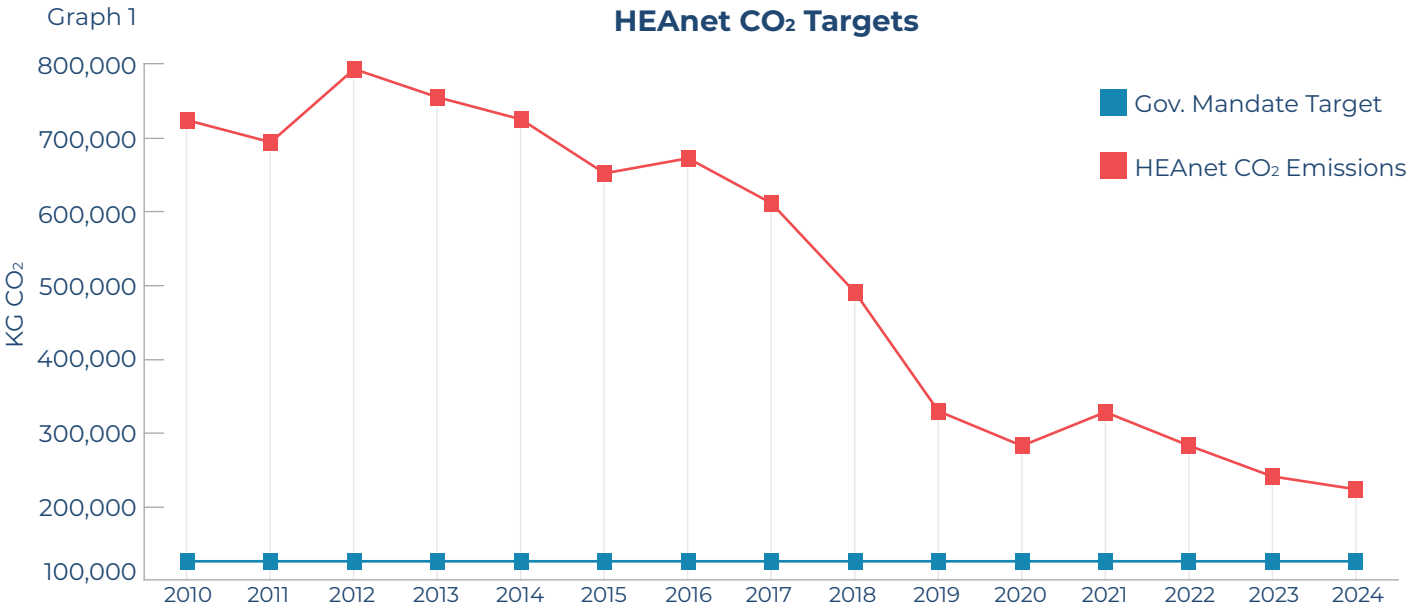
- Reduction in our Primary data centre footprint from three to two data centres.
- Relocation to a Nearly Zero Energy Building (NZEB).
- The efficiency of the electricity grid has increased due in part to the integration of renewable energy sources.

<sup>5</sup> The average between 2016 and 2018, as per SEAI guidelines.

<sup>6</sup> GHG emissions numbers are preliminary numbers. Final numbers will be available in August 2025 as per the SEAI reporting timeline.

<sup>7</sup> Kilograms (kg) of carbon dioxide (CO<sub>2</sub>) equivalent (e), where carbon dioxide equivalent is a standard unit for counting GHG emissions.





**Social**

Equally important is our dedication to social responsibility. Since the launch of our ESG Strategy, we have strengthened our initiatives to promote equality, diversity and inclusion via our EDI Council, invested in employee wellbeing, health and safety and professional growth, and actively engaged with the communities in which we operate. More details are provided in the People Operations section of the report.

**Governance**

Our governance practices are the foundation of our commitment to transparency, ethical conduct, and sustainable business practices. In 2024, we introduced a new ESG governance structure, enhanced our risk management processes, and upheld the highest standards of compliance and ethical conduct.

ESG Council

Our ESG Council was established to oversee the delivery of our ESG Strategy, ensuring integration into our business operations, and regularly reviewing our ESG performance.

Training

Our employees completed mandatory training in EDI, ESG (including climate action), health and safety, and information security awareness throughout the year, ensuring a strong understanding of our standards and reinforcing a culture of compliance and responsibility across the company.

Risk Management

We reviewed and updated our risk management framework and integrated ESG considerations into our risk assessments. This allowed us to proactively identify and mitigate risks related to climate change and supply chain disruptions.



## PEOPLE OPERATIONS

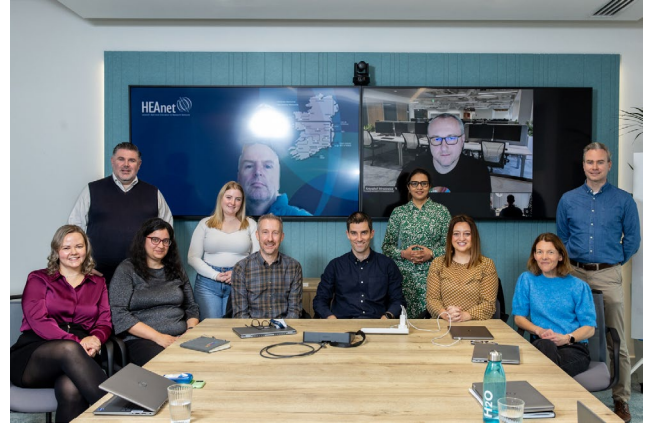
### Ibec KeepWell Mark & Top 100 Companies Index

The HEAnet Group continues to focus on employee wellbeing as a priority, and we have successfully implemented a comprehensive wellbeing programme over the course of 2024. The Group achieved reaccreditation through Ibec's newly refreshed KeepWell Mark programme following an in-depth audit in October 2024. Additionally, in recognition of our wellbeing efforts, HEAnet and EduCampus were once again selected for inclusion in the Ibec Top 100 Wellbeing Company Index. This index recognises companies across Ireland that are leading the way in employee wellbeing.

The KeepWell Mark audit report noted that "Since the initial KeepWell Mark Accreditation for HEAnet in 2018, there has been clear and consistent growth in the strategic planning and delivery of the organisation's Wellbeing Strategy. Senior management's commitment to the ongoing development of wellbeing initiatives, facilities, and supports was reflected in focus group members' positive feedback regarding employee-centred policies, work systems and behaviours that support work-life balance."

Our continued support for flexible working opportunities and maintaining a healthy work-life balance remains a focus, and

we introduced our Work-Life Balance Framework for all staff in 2024. This framework solidifies our commitment to continued flexibility and attending to our sense of community and connection.



### Group EDI Council

The hard work and dedication of our Group EDI Council have been acknowledged through our Investors in Diversity Bronze accreditation from the Irish Centre for Diversity received in December 2023. Key achievements during 2024 include developing and publishing our Group Menopause Policy, a Group Domestic Violence Leave Policy and rolling out a comprehensive calendar of EDI events and training initiatives.

Further, HEAnet and EduCampus have been nominated by the Irish Centre for Diversity as finalists in the Public Sector Organisation of the Year in the Irish Diversity and Inclusion Awards 2025. The Group's nomination is a testament to how far we have come on our EDI journey and to the efforts of our EDI Council and all HEAnet and EduCampus colleagues.

### Group Gender Equality Plan (GEP)

The HEAnet Group recognises the value that gender balance in the workplace brings to our colleagues, our organisation and society as a whole. During 2024, with the support of a dedicated project team and of the EDI Council, we developed a comprehensive Group GEP spanning 2025-2030. We now look forward to integrating our GEP within HEAnet and EduCampus

over the coming months and striving to further unlock our potential to influence gender equality and balance for the benefit of all.

### **Smarter Travel Mark**

The Smarter Travel Mark is a certification that recognises and celebrates companies and organisations committed to promoting active and sustainable travel among staff, visitors and students. HEAnet is proud to have received this recognition in 2024, underscoring our dedication to employer-led sustainable travel initiatives. By achieving the Silver Smarter Travel Mark, HEAnet demonstrates a strong commitment to changing attitudes and behaviours toward walking, cycling, and public transport, reducing single-person car usage. HEAnet has implemented measures that facilitate, support, and encourage sustainable travel options for our workforce and visitors. This certification acknowledges HEAnet as a company that prioritises the importance and value of sustainable travel initiatives, highlighting our role in promoting environmental sustainability and enhancing the wellbeing of our community.

### **HEAnet Health and Safety**

In 2024, significant efforts were undertaken by our HEAnet Workplace Experience Team and our Health & Safety Committee to review and update our Health & Safety statement and policy and practices to align with our increased staffing size and our new office premises in North Dock 2. We placed emphasis on staff training with the development of a comprehensive onboarding module for our internal learning management system and mandatory training in manual handling and ergonomic assessments. Additionally, HEAnet trained eight (08) new first aider responders and two (02) ergonomic assessors.

### **Resourcing**

In 2024, we successfully onboarded fourteen (14) new colleagues at HEAnet,

spanning all areas of the company. In addition, five (05) HEAnet colleagues transitioned to new opportunities within the business, having been successful in the associated recruitment process. This internal mobility has offered HEAnet invaluable opportunities to retain our valued colleagues while supporting their ongoing professional development.

As we embark on an exciting new strategic period, we look forward to continuing to position ourselves as an employer of choice to continue attracting and engaging the highly skilled colleagues who will help us deliver on our strategic priorities.

## **EDUCAMPUS SERVICES**

### **EduCampus: Empowering Higher Education through Innovative Shared Services**

EduCampus, a subsidiary of HEAnet, continues to lead in delivering business-critical management information systems (MIS) to higher education and research organisations across Ireland. Since its establishment in 2015, EduCampus has remained steadfast in its vision to provide new, imaginative, and flexible approaches to ICT shared services, enabling institutions to enhance efficiency, mitigate risks, and reduce costs. Currently, we are providing services to over 143,000 students and 22,000 staff across four Universities, five Technological Universities, two Institutes of Technology, five Colleges, and one Government commission.

The EduCampus portfolio of applications, set out in Figure 1, provided to our clients, are fundamental systems to the operating success of Higher Education Institutes. Our partnership with leadership teams from across the sector, as well as system users and subject matter experts from the client community, ensure we leverage new technologies and emerging concepts that align with both our client's and the sectors strategic ambitions.



# EduCampus Services

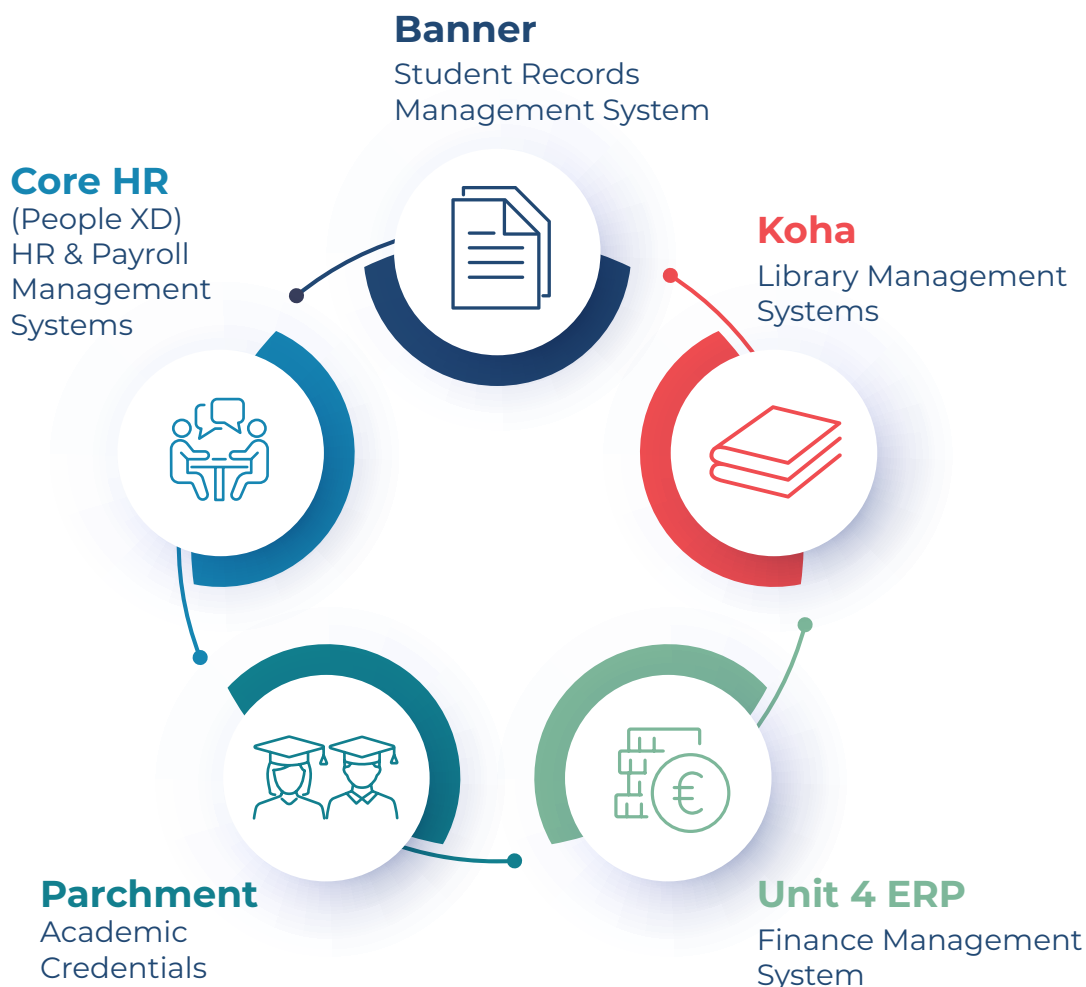


Figure 1

## Key Achievements in 2024

2024 was a significant year of accomplishment for EduCampus across all pillars of our business.

### Strategic Partnerships and Framework Agreements:

In January, EduCampus signed a €35M, four-year agreement with Version 1 Software Limited to bolster ICT implementation and consulting capabilities, supporting both EduCampus clients and the wider HEI sector. In partnership with our clients, EduCampus completed the tender for the Issuance, Receipt and Verification of Academic Credentials and Official Documentation. This resulted in a 7-year, €25M Framework Agreement with Parchment for which

existing and future clients can avail of. This solution will have a key role over the coming years as the landscape shifts in how formal learning will be delivered, paving the way for institutions to transform and modernise the provision of recognised awards through digital technology.

### Programme and Project Successes:

The implementation of the Banner 9 Student Records Management System (SRMS) at TU Dublin is progressing at pace, with major milestones achieved in 2024. Additionally, in the SRMS team, Customer Relationship Management (CRM) Recruit was successfully delivered in SETU ahead of schedule.

Other key successes include the merger and integration of multiple Technological Universities Koha Library Systems, the delivery of Scan market solution in ATU, which will streamline procurement to pay compliance reporting obligations; the enhancement of Gender Pay Gap reporting requirements and implementation of innovative academic solutions like the University Skills Passport through collaboration on N-TUTORR-funded projects.

Service Excellence:  
The EduCampus service management team continues to provide our clients with operational excellence through continued and sustained vendor and client engagement, ensuring our HEI's receive the optimal experience from Suppliers, as demonstrated by Figure 2 below.



Figure 2

Interaction with our clients is an integral part of our business model and over the course of 2024, EduCampus have facilitated extensive user engagement sessions through annual reviews, user group meetings, and onsite visits, gathering invaluable client feedback.

Commitment to Sustainability:

2024 saw the delivery of the EduCampus Climate Action Roadmap to the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), showcasing our dedication to energy efficiency and ESG compliance. In addition, ESG training was provided to staff and board members, reinforcing a culture of sustainable and responsible practices.

**Looking Ahead**

As EduCampus transitions into its Strategy 2025–2030, the organisation remains committed to aligning the priorities of higher education institutions with national objectives. By leveraging its expertise, fostering stakeholder collaboration, and championing innovation, EduCampus is well-positioned to navigate the dynamic landscape of higher education and research in Ireland.

EduCampus is proud to be part of the HEAnet group, working together to advance digital transformation and shared service excellence across Ireland's education sector. We look forward to our integration, which will further enhance the value we deliver to our clients and stakeholders.



# PLANS FOR FUTURE PERIODS

## Network Upgrade

The HEAnet IP network, refreshed in 2018, is undergoing a significant upgrade following end-of-life notifications from Juniper Networks in 2022. We launched a two-year €3.5M programme to replace and upgrade equipment by 2025. Key projects include:

- **Core and Optical Network Upgrades:** Core router upgrades and most optical network updates were completed in 2024.
- **Technological Universities:** Router replacements at Technological Universities (TU) and Institutes of Technology (IoT) began in Q3 of 2024 and will conclude in mid-2025.
- **Data Centres:** A tender for data centre network equipment was completed in 2024, with implementation planned by mid-2025.
- **Service Provisioning Tool:** Development of a new tool, in collaboration with GÉANT and SurfNet, supports service efficiency.

This upgrade extends the core network's lifecycle until 2028, with TU and IoT equipment expected to last 10 years. Funding has also been sought to replace routers at smaller client sites, with tenders planned for 2025 and implementation in late 2025 or early 2026.

## Research Engagement

In 2025, HEAnet will enhance its research support by promoting national research infrastructure to advance EOSC. Key initiatives include:

- Engaging with Irish stakeholders to support FAIR data and services.
- Collaborating with DFHERIS to establish governance and funding for EOSC.

HEAnet will lead Ireland's contribution to the extended EOSC infrastructure following the completion of the EU node rollout in 2024. Additionally, the IRLDAT project has defined a national production service, with implementation expected by summer 2025, pending funding.

## Sustainability

As we reflect on our sustainability achievements to date, we are mindful of the challenges that lie ahead. The path to sustainability is not without obstacles, but we are confident that our new Strategy 2025-2030, coupled with the unwavering support of our community, will propel us forward. We will continue to innovate, collaborate, and lead by example in our pursuit of a more sustainable and equitable future. We will maintain our engagement with DFHERIS and the SEAI and monitor the requirements of the Mandate as they evolve.

# FINANCIAL REVIEW

The results for 2024 show another strong performance with group turnover increasing by approximately 6% year on year to €62,679,581 (2023: €58,986,050). There was growth of 9% in the parent company while headline turnover in the subsidiary was mostly flat year on year. The increase in turnover was attributable to the continued investment by the Department of Education in two significant grant funded projects: the roll-out of a centrally funded SOC & SIEM service, and the expansion of the project to deliver high-speed internet connectivity to Irelands primary and post-primary schools.

The majority of the Group's income continues to be earned from a combination of state grants, via the Department of Education (representing about 70% of total income), membership fees charged to clients (8% of total), and income earned from other chargeable services (22%). The total state grant funding recognised in income in 2024 was €44,768,511 (2023: €40,839,344). State grant funding is booked as a deferred grant and recognised as income in the profit and loss in line with the costs for which it is expected to compensate.

## **Development and performance throughout the financial year and position at the end of the year**

There was a small deficit of €35,039 (2023: surplus of €329,983) recorded in the profit and loss statement. The deficit is fully attributable to the parent company and the closing reserves position after recognising this deficit remains in line with the Board approved reserves policy. Additionally, there was a planned release of €385,800 (2023: €256,718) from accumulated deferred grants to cover funding shortfalls in centrally funded projects in the subsidiary company. There are accumulated deferred grants

of €2,574,491 (2023: €3,183,431) in the subsidiary company to cover such funding deficits however the matter of securing sufficient central grant funding for operations into the future remains a priority for the directors.

The subsidiary continues to operate on a cost recovery basis, so no surplus or deficit is recognised on normal operations and there were no other funds released from accumulated equity reserves to cover operational costs. As per the companies' constitutions, both HEAnet and EduCampus are prohibited from making any distribution of funds to shareholders.

## **Closing balance sheet position at end of year**

The total assets increased slightly year on year to €39,214,937 (2023: €38,229,096). Overall however the net book value of tangible fixed assets decreased slightly. HEAnet is in the middle of a multi-annual project to replace a significant proportion of its national core network. During the year there was capital expenditure of €1,555,509 (2023: €5,030,980) and a depreciation charge of €1,614,659 (2023: €1,677,835). Additionally, equipment with a historical cost €1,780,631 was disposed (2023: €0). Further works to enhance the main head-office location were carried out with a value of €96,406 (2023: €3,707,406) and these have been capitalised in line with the term of the lease agreement. The directors decided to allow the lease lapse at the next break date in 2025 on two other office locations where the subsidiary company is based. The subsidiary will re-locate to HEAnet's main office during 2025. Estimated exit costs have been recognised in these accounts for the expected costs on handing back the premises.

In current assets, trade and other receivables have decreased to €10,386,874 (2023: €12,063,283) due to reducing the overall prepayments balance. There is €4,300,385 in debtors and accrued (un-invoiced) income (2023: €4,358,551), of which some relates to a corresponding balance in accrued costs. No provision for impairment against trade debtors is recognised in the accounts although there

is a contingent liability being disclosed in these accounts due to the existence of some uncertainty as to the timing and amount of settlement of all client charges. The cash balance at year end was €22,342,089 (2023: €19,541,276), and the increase is largely due to the receipt of some advance payments for certain grants.

## Key Performance Indicators

Key Performance Indicators for HEAnet CLG	2024	2023
Internally generated income as a proportion of total income	19%	21.4%
Debtors days at year end	13	25
Capital expenditure / total expenditure	5.6%	22.3%
Payroll cost / total cost	27.7%	27.3%
Staff turnover in %	7.9%	7%
Training days per staff member per year	3.5	2.7
Cash reserves	€20.4M	€17.7M
Number of clients	79	79
Average number of employees	105.8	98.5
Customer satisfaction (Net Promoter Score)	+78	+79

Key Performance Indicators for EduCampus Services DAC	2024	2023
Project expenditure / total expenditure	31%	8%
Payroll cost / total cost	19%	19%
Staff turnover in %	6.1%	17.7%
Training days per staff member per year	2.8	2.0
Cash reserves	€1.9M	€1.8M
Number of client entities	17	16
Average number of employees	32.8	34

## Principal risks and uncertainties

The Directors continue to consider the major risks facing HEAnet Group and risk management is a standing agenda item at Group Audit and Risk Committee meetings. There is a corporate risk register that identifies and classifies risks into one of five pre-defined company-wide risk categories. Risks are scored according to likelihood of occurrence and potential impact, and this tool is used to identify gaps and design an appropriate control environment. The risk categories defined by the directors are:

- Finance and Funding
- Organisation and People
- Governance, legal and compliance
- Operational (incl. IT, security and supplier management)
- Strategic (incl. major projects & client management)

## Disruption due to cyber-attack including ransomware attacks

In recent years the risk of disruption to operations due to cyber-attacks has been deemed to be the most critical risk the organisation faces. There are two perspectives on this for the group. The first is one of ensuring to safeguard and protect its own assets and data. This is achieved through a robust system of IT governance and compliance and includes providing security awareness training for all staff members with an emphasis on identifying phishing attempts. There is a continued focus on vulnerability scanning of specific systems within the HEAnet network.

The second perspective reflects HEAnet's position as a provider of IT security services to its clients, namely via its training and awareness service (ICT security service), and the operation of a security operations centre service (SOC & SIEM service). The impact could be manifested operationally as data loss, or as a reputational risk associated with the provision of security services to clients.

HEAnet continues to prepare insofar as possible through a system of on-going training and auditing against the public sector cyber security baseline standards. The Board have directed that cyber-attack preparedness reviews take place on an annual basis.

## Risk to staff recruitment and retention

The directors continue to focus on the risk of failing to be able to attract and retain staff at all levels, and the impact that this may have on achieving strategic and operational objectives. In general, the level of turnover has receded since the 'post-pandemic' spike in the last number of years. The combination of pressures due to cost-of-living, transport and housing continue to place pressure on the Group to compete for staff, and management are committed to ensuring HEAnet offer staff and candidates attractive work options.

## Funding risks

As organisations primarily reliant on State funding, the risk exists that any reduction in allocated funding will impact the Groups' abilities to achieve its strategic objectives. The funding landscape tightened during 2024, and on-going monitoring of costs was necessary during the year to ensure the Group companies could operate within the funding envelope that had been allocated. Relations with the funding organisations are strong, although this pressure has continued into 2025. There is a reality to be acknowledged that State funding must be re-awarded every year, and Government departments budgets can be impacted by other national priorities, such as housing and healthcare.

## Liquidity issues in subsidiary company

EduCampus Services meets its working capital requirements by way of grant funding support from the Department of Education and client income. The central grant allocation for 2025 increased slightly compared to 2024, but not to the extent to keep up with rising costs and contractual



obligations on the main contracts. EduCampus's operational expenditure is primarily committed to multi-annual service contracts with several key vendors and other fixed contracts including staff and premises costs.

The company's forecasts and projections, taking account of reasonably possible changes in trading performance, and having considered in detail the potential risks, both on operations and on the funding outlook, continue to show that the company will be able to operate within the level of its funding, albeit there will be certain periods where cash requirements will peak due to a mis-alignment of payment dates and timing of receipt of grant income.

HEAnet has provided a letter of support to its subsidiary company indicating its willingness to provide, if required, short-term cashflow support covering the period of 12 months from signing the financial statements. The Directors are satisfied that adequate support will be made available for EduCampus Services to continue operations for the next year.

### **“Project Connect” – the project to integrate HEAnet and its subsidiary company**

In late 2024 and early 2025 a decision was made to integrate HEAnet and its subsidiary company given the alignment in operations, strategic objectives, and the client base of both companies. This project is being progressed during 2025 with external support from the Department of Education. The directors are however aware of the risk that the CEO and other senior management personnel will need to dedicate time to this project at the expense of other strategic objectives. This is being managed through the use of external advisors to support the planning and implementation phases, as well as establishing a formal project governance structure internally.

### **Energy costs and supply concerns**

There are a several dimensions to energy risks for the group: financial in terms of increased energy costs, business continuity in terms of the risk of disruption to services in the event of an energy supply interruption, and considerations of commitments made under the Group's environmental, social and governance (ESG) goals set during 2023.

Operationally, the equipment that is used to provide HEAnet's national network is located in a number of geographically diverse data centres, which have their own business continuity plans in the event of disruption. While the pressure on the energy supply system has eased during 2024 compared to the sensitivity in recent years there remains some risk of disruption to services.

### **Long Term Financial Risks and Commitments**

HEAnet Group has in place processes to review the financial implications and risks arising out of the Group's long-term contractual commitments for all major funded project activity. This is a standing agenda item at the annual budget setting meeting of the Group Finance Sub-Committee.

### **Accounting records**

The measures taken by the Directors to secure compliance with the Company's obligation to keep adequate accounting records are the use of systems and procedures and the employment of competent and appropriate persons. The accounting records of the Group and Company are kept at Third Floor, North Dock Two, 93/94 North Wall Quay, Dublin, D01 V8Y6, Ireland.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Introduction

HEAnet, Ireland's National Education and Research Network, was incorporated in November 1997 and provides internet connectivity and associated ICT services to education and research organisations throughout Ireland, including all primary and post-primary schools. EduCampus was incorporated in April 2015 as a subsidiary company of HEAnet to implement, maintain, and support business-critical systems for clients in the education sector.

HEAnet is a Company Limited by Guarantee and Not Having a Share Capital. EduCampus is a subsidiary company and a Designated Activity Company, with ninety-two (92%) of the ordinary voting share capital held by HEAnet. Both HEAnet and EduCampus have charitable tax status and are registered with the Charities Regulator.

HEAnet and EduCampus (each a Company and together the Group) are governed by the Companies Act 2014 and the specific legal obligations set out in the legislation. In addition, the HEAnet Board and the EduCampus Board are each committed to following best practice corporate governance and both entities comply with the Code of Practice for the Governance of State Bodies to the extent practicable and possible.

HEAnet and EduCampus are registered charities, and both comply with the Charities Act 2009 and the Charities Governance Code and make an annual return to the Charities Regulator and file

annual financial statements. The HEAnet Board and the EduCampus Board are each responsible for promoting their Companies' success by leading and directing their activities. The Boards provide strategic guidance to their organisations and monitor and review the Companies' activities and the effectiveness of management.

The Ordinary Members and Directors of the Companies are appointed in accordance with the Constitutions and the Companies Act 2014.

Directors are appointed for a term of four years and may be re-appointed for a second term of four years but may not be appointed for more than two consecutive terms of four years, at the end of which a director must retire from office. No director may be appointed for a third consecutive term. A Director may be re-appointed to the Board of Directors after a period of four years has elapsed since that director's last term of office. The Boards of HEAnet and EduCampus Services share group committees.

The Group governance structure, incorporating the standing Group Committees, is as follows:

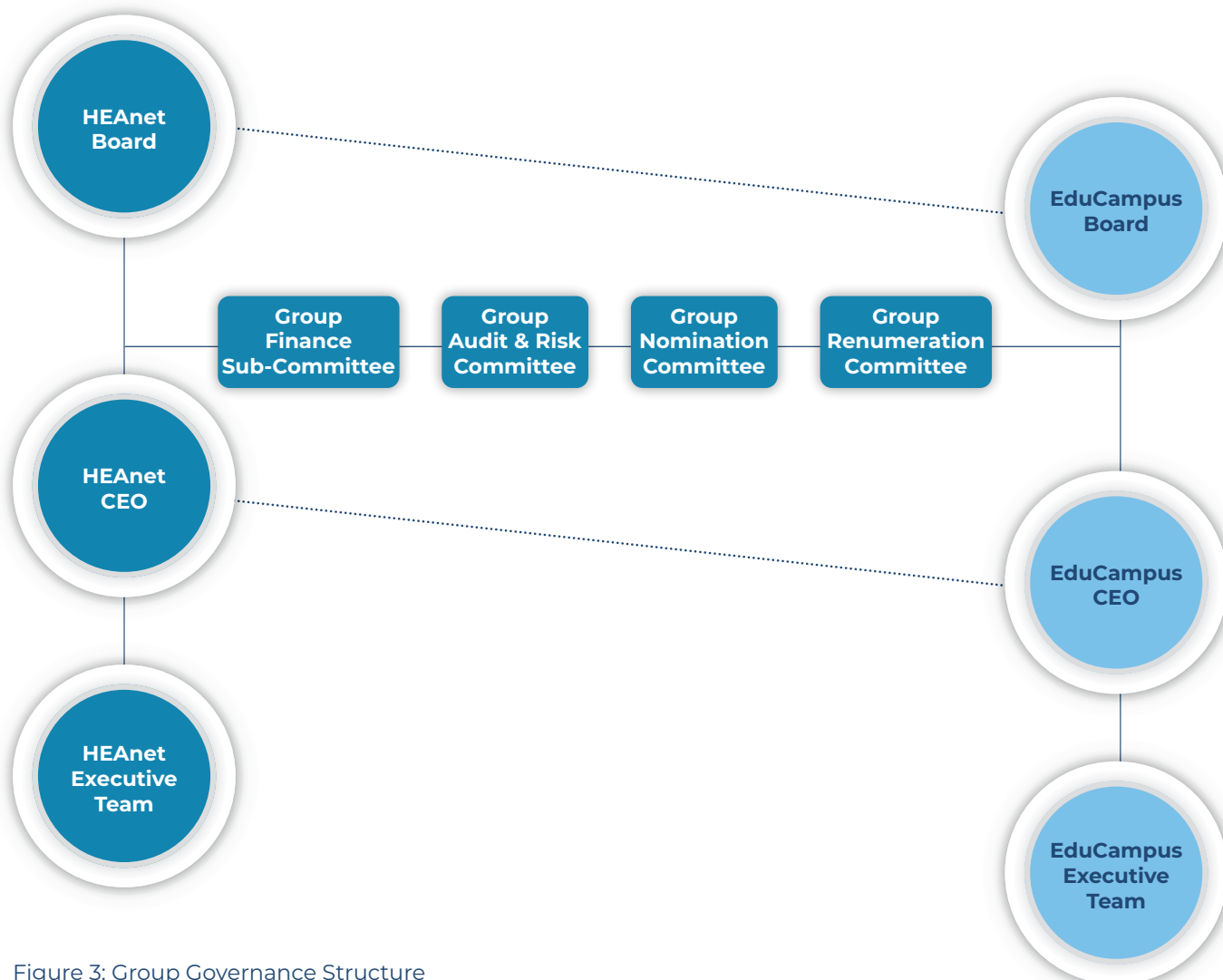


Figure 3: Group Governance Structure

## HEAnet Board of Directors

### Board Structure

The composition of the HEAnet Board of Directors is determined by the HEAnet Constitution.

Under the current Constitution, the Higher Education Authority (HEA), the seven (07) university members and Technological University Dublin (TU Dublin) may appoint one (01) director each to the HEAnet Board. In addition, the HEA, following consultation with the Technological Higher Education Association (THEA), the Consortium of National and University Libraries (CONUL), and the Department of Enterprise, Trade and Employment (previously referred to as the Department

of Jobs, Enterprise and Innovation), as the case may be, are entitled to appoint:

- Two (02) people to serve as Directors of HEAnet to represent the Institutes of Technology/Technological Universities.
- One (01) person to serve as a Director of HEAnet to represent CONUL.
- One (01) person to serve as a Director of HEAnet to represent the Department of Enterprise, Trade and Employment (previously referred to as the Department of Jobs, Enterprise, and Innovation).

Article 42(c) of the constitution allows the Directors to appoint one director as an addition to the existing Directors appointed by the Ordinary Members and the HEA.

The following HEAnet Directors served during the financial year ending 31 December 2024:

	Name	Appointed	Resigned/Retired
Technological Higher Education Association	Dr. Billy Bennett (ATU)		
University of Limerick	Mr. Gary Butler Mr. Braonán Gardiner	December 2024	November 2024
Higher Education Authority	Ms. Orla Christle	March 2024	
Consortium of National and University Libraries	Dr. Sandra Collins Ms. Allison Kavanagh	March 2024	March 2024
University College Cork	Dr. Gerard Culley Ms. Nora Geary	September 2024	September 2024
Independent Board Member (appointed annually)	Dr. Paul Feldman	June 2024	June 2024
University College Dublin	Mr. Phillip Fischer		
Technological Higher Education Association	Dr. Orla Flynn (ATU)		
Trinity College Dublin	Mr. Patrick Magee (Deputy Chair)		
Technological University Dublin	Professor Mike Murphy (Chair)		
Maynooth University	Ms. Rachel O'Connell		
Dublin City University	Professor Noel O'Connor		
University of Galway	Ms. Aoife Tuohy		

#### Gender Balance, Diversity and Inclusion

As of 31 December 2024, the HEAnet Board had six (06) / 46% female and seven (07) / 54% male members, with one (01) vacant position.

As of the end of 2024, the HEAnet Board met the Government target of a minimum of forty per cent (40%) representation of each gender. The HEAnet Board continues to be highly cognisant of the benefits of diversity, particularly gender diversity. The Group Nomination Committee continues to work with the HEAnet Board and the EduCampus Board to foster and support gender balance, diversity and inclusion on the Boards and the Group Committees.

#### Board Responsibilities

The HEAnet Board held six (06) scheduled meetings during 2024. The scheduled meetings were held in February 2024; March 2024; May 2024; September 2024; November 2024; and December 2024. In addition, the HEAnet Board held two additional Board meetings during 2024. The additional HEAnet Board meetings were held in June and October 2024.

Details of attendance at HEAnet Board meetings is set out in the "Board and Committee Attendance 2024" section of this report. The work and responsibilities of the HEAnet Board are set out in:



- The HEAnet Board Charter, which includes details of matters reserved for Board decision.
- The HEAnet Group Code of Business Conduct for Directors and Employees.

The HEAnet Board has a schedule of agenda items which sets out the key matters to be considered at Board meetings and which includes:

- Reports from the Chief Executive Officer.
- Bi-Annual Reports from the EduCampus Chief Executive Officer.
- Declaration of Conflicts of Interests.
- Reports from Group Committees.
- Updates on Financial Reporting and Budgeting.
- Corporate Governance Matters.

In 2024, the HEAnet Board also considered and, where appropriate, approved the following key matters:

- The HEAnet Annual Report & Financial Statements for the year ended 31 December 2023, having convened with the External Auditor.
- The HEAnet Quarterly Financial Statements.
- The HEAnet Three-Year Budget and Five-Year Capital Budget.
- The HEAnet Group Pension Plan 2023 Governance and Operational Report.
- The HEAnet Strategy 2025 – 2030.
- An update on the implementation of the HEAnet Group Environmental, Social & Governance Strategy.
- Approval of policies including the Group Protected Disclosures Policy, Group Gift, Hospitality and Entertainment Policy and the HEAnet Conflict of Interest Policy.
- The update from the People Operations Director in relation to employee engagement and wellness.
- The output of the System of Internal Financial Controls Review.

- Updated Terms of Reference for Group Committees.
- Appointments to the HEAnet and EduCampus Boards, Group Committees and appointment of the Group Company Secretary.
- Updates to the HEAnet Board level risk register, risk management policy and risk appetite statement.
- An internal evaluation of the Board of Directors.
- In accordance with Section 225(2)(a) of the Companies Acts, the directors reviewed the Directors Compliance Statement and acknowledged their responsibilities in respect of securing compliance with its “relevant obligations”.

## Corporate Governance

### Governance Codes

- The Code of Practice for the Governance of State Bodies

Analysis of HEAnet and EduCampus' compliance with the provisions of the Code was undertaken in 2024.

The Code compliance analysis involved a review of 260 Code Provisions. HEAnet and EduCampus are in either full or partial compliance with seventy-four per cent (74%) of the Code Provisions, whilst twenty-five per cent (25%) of the Code Provisions are not deemed to apply to HEAnet and EduCampus. HEAnet and EduCampus are non-compliant with one per cent (1%) of the Code Provisions.

As HEAnet and EduCampus are companies incorporated under the Companies Act 2014, the parties acknowledge that “The provisions of this Code do not override existing statutory requirements and other obligations imposed by the Companies Act 2014, or any other relevant legislation.”

A Business Performance and Delivery Agreement (BPDA) between the Department of Education (DoE), the DFHERIS, HEAnet and EduCampus was executed by all parties in December 2021. During 2021, in finalising the BPDA, HEAnet and EduCampus engaged extensively with the DoE on HEAnet and EduCampus' compliance with the Code.

- The Charities Governance Code

In 2024, HEAnet continued to ensure compliance with the Charities Governance Code. The HEAnet Charities Governance Code Compliance Record Form for 2024 was approved by the HEAnet Board in March 2025. The EduCampus Charities Governance Code Compliance Record Form for 2024 was approved by the EduCampus Board in May 2025.

HEAnet and EduCampus confirm their compliance with the Charities Governance Code for 2024.

#### Risk Management

The Group Audit & Risk Committee supports both HEAnet and EduCampus in meeting their responsibilities regarding risk management, controls, and governance.

Both HEAnet and EduCampus have an actively maintained Board-level risk register. The HEAnet and EduCampus Board level risk registers are reviewed and discussed at each quarterly Group Audit & Risk Committee meeting to ensure new risks are identified and expended risks are deleted. Each Board receives quarterly updates from the Group Audit & Risk Committee on risk management in its respective company, and the updated board-level risk registers are considered and approved as appropriate.

In addition, corporate-level risk registers are supported by functional risk registers and team risk registers within each company. They are reviewed on a regular basis by the members of the executive team within each company.

Both HEAnet and EduCampus have a separate Risk Management Policy. The purpose of the Risk Management Policies is to ensure that the Companies are equipped to monitor and manage key risks in line with good practice. The policies are intended to support compliance with the Code of Practice for the Governance of State Bodies. The revised HEAnet Risk Management Policy was approved by the HEAnet Board in Q4 2024, whilst the revised EduCampus Risk Management Policy was also approved by the EduCampus Board in Q4 2024.

The HEAnet Board approved Risk Appetite Statement is as follows:

***“HEAnet seeks to mitigate risk as far as possible. It is recognised, however, that to successfully achieve its objectives, it must be prepared to accept some risk and avail of opportunities where the potential reward justifies the acceptance of a certain level of additional risk. HEAnet has a low-risk appetite for matters pertaining to cyber security risk”.***

### Procurement

HEAnet and EduCampus are publicly funded companies, and both adhere to national and EU rules governing public procurement. Office of Government Procurement (OGP) frameworks are utilised extensively as required. HEAnet adheres to an ICT support agreement which has been agreed with DoE, DFHERIS and the OGP. The agreement formally recognises HEAnet's ICT procurement support role in the context of the brokerage services it provides to the education and research sector. In addition, it clarifies that HEAnet can leverage OGP frameworks whilst also recognising that HEAnet create their own frameworks and, further, that HEAnet leverage the procurement conduits of GÉANT and fellow NRENs on behalf of its clients.

### HEAnet Group Committees

HEAnet and EduCampus share the following standing Group Committees:

#### • **Group Audit & Risk Committee**

The Group Audit & Risk Committee provides support to the HEAnet and EduCampus Boards in meeting their responsibilities for matters relating to risk management, controls, and governance. The role of the Group Audit & Risk Committee is to provide assurance to the HEAnet Board and the EduCampus Board by ensuring that a system of internal control comprising financial and operational controls, compliance and risk management is maintained and operated effectively.

An independent audit firm provides the internal audit function for HEAnet and EduCampus. The Group Audit & Risk Committee approves a risk-based internal audit plan on a three-year rolling basis, which is updated as appropriate. The Internal Auditor undertakes an annual audit of the system of internal financial controls and other risk-based audits that focus on key business areas identified in the risk registers.

The Group Audit & Risk Committee held four scheduled meetings in 2024. The scheduled meetings were held in February, April, August and November 2024.

At its meetings, the Group Audit & Risk Committee, amongst other matters, reviewed and, where appropriate, approved the following matters:

- The Annual Report & Financial Statements for each of HEAnet and EduCampus for the year ended 31 December 2024, having convened with the External Auditor.
- The effectiveness of the External Audit and the 2024 external audit.
- The External Auditor's Letter of Engagement.
- Prior internal audit progress reports for HEAnet and EduCampus.
- The internal audit reports and associated recommendations, arising from the HEAnet and EduCampus' System of Internal Financial Controls audits.
- The internal audit reports, and associated recommendations, arising from operational audits undertaken at HEAnet and EduCampus.
- The HEAnet and EduCampus Board level risk registers.
- The effectiveness of the Internal Auditor.
- The HEAnet and EduCampus Internal Audit Plan for 2024 to 2026.
- The Group's Protected Disclosure Policy.
- The Compliance and Internal Control Assessment as completed by the Chief Executive Officer in each organisation, which allowed the Group Audit & Risk Committee to evaluate internal controls across a broad range of areas.
- Compliance with the Code of Practice for the Governance of State Bodies.
- The requirements under Section 225 of the Companies Act 2014 in relation to the HEAnet Directors' Compliance Statement.

- The HEAnet and EduCampus Risk Management Policy and Risk Appetite Statement.

In addition to the above, the Group Audit & Risk Committee also undertook a review of its Terms of Reference and made recommendations in relation to amendments thereto to the HEAnet Board.

#### • **Group Finance Sub-Committee**

The Group Finance Sub-Committee considers all financial matters relating to HEAnet and EduCampus and reports its findings and recommendations to the respective Boards. During 2024, the Group Finance Sub-Committee held four scheduled meetings. The meetings were held in February, April, August and November 2024. The Group Finance Sub-Committee also held one additional meeting in April 2024.

At its meetings, the Group Finance Sub-Committee, amongst other matters, reviewed and where appropriate, approved the following matters:

- The quarterly financial and non-financial metrics, management financial statements and the general financial state of HEAnet and EduCampus.
- The HEAnet and EduCampus' Annual Report & Financial Statements for the year ended 31 December 2023.
- The HEAnet and EduCampus budgets, including major capital grant applications for the organisation.
- The financial implications and risks of major funded project activity.
- Capital Projects.

In addition to the above, the Group Finance Sub-Committee also undertook a review of its Terms of Reference and made recommendations in relation to amendments to the HEAnet Board.

#### • **Group Remuneration Committee**

The Group Remuneration Committee considers matters pertaining to the HEAnet and EduCampus Chief Executive Officer's remuneration. In addition, the Group Remuneration Committee consists of two members from the HEAnet Board and two members from the EduCampus Board. Both the HEAnet Board Chair and the EduCampus Board Chair serve on the Group Remuneration Committee, however, neither acts as Chair of the Group Remuneration Committee. The Group Remuneration Committee held two scheduled meetings in February and March 2024.

#### • **Group Nomination Committee**

The Group Nomination Committee considered matters pertaining to HEAnet and EduCampus Board and Group Committee composition, refreshment, and succession planning.

During 2024, the Group Nomination Committee held four scheduled meetings. The scheduled meetings were held in February, April, August and November 2024.

In addition to considering matters pertaining to Board and Group Committee composition, refreshment, and succession planning, taking into account the Board and Group Committee Skills Matrix and the benefits of diversity, during 2024, the Group Nomination Committee also undertook a review of its Terms of Reference and made recommendations in relation to amendments thereto to the HEAnet Board.

#### Group Advisory Forum

A Group Advisory Forum was established in 2021, comprising of representatives from the HEAnet and EduCampus Boards, the Chief Executive Officers of HEAnet and EduCampus as well as external stakeholders. The Group Advisory Forum considers and provides advice on issues pertaining to Group services as well as national and international developments



in the MIS /Networking Sectors. The Group Advisory Forum convened in April 2024 and October 2024.

#### Steering Committee

The Boards of HEAnet and EduCampus have created a Steering Committee comprised of representatives from the Boards and Executive Teams of HEAnet and EduCampus. The role of this Committee is to steer the integration of HEAnet and EduCampus in a way that ensures the continued delivery of the excellent services offered separately by each company. The Steering Committee met three times during 2024 in October, November and December and have provided regular updates to the HEAnet and EduCampus Boards.

#### **Induction and Training for Directors**

Newly appointed Directors receive a Letter of Appointment and undergo an Induction Programme, which includes briefing meetings with relevant personnel and the provision of Group and Company related documentation, including strategy documentation, relevant policies, briefing materials and information pertaining to Directors' duties.

The 2024 Director Development Programme was approved by the Boards of both HEAnet and EduCampus in Q4 2023. The 2024 Director Briefing Session included training on Directors' Duties and General Scheme of the Charities (Amendment) Bill, Director Climate Action Leadership Training, Finance for Board Directors and Data Protection / Technology Law.

The 2025 Director Development Programme was noted by the Boards of both HEAnet and EduCampus in Q4 2024.

#### **Board and Committee Expenses**

HEAnet and EduCampus directorships are on a pro-bono basis, as stipulated in each company's constitution. Travel costs and expenses incurred by Directors in connection with the business of the Companies are reimbursed in accordance with the rates approved by the Minister for Finance and the Minister for Public Expenditure and Reform. The aggregate expenses paid to Board Directors during 2024 was €4,651.79 (HEAnet: €4,651.79; EduCampus: €0).

#### **Board and Committee Attendance 2024**

	Board	Group Audit and Risk Committee	Group Finance Sub-Committee	Group Nominations Committee	Group Remuneration Committee
Number of meetings held in 2024	8	4	5	4	2
Dr. Billy Bennett	6 / 8	4 / 4	-	-	-
Mr. Gary Butler	0 / 7	-	-	-	0 / 2
Ms. Orla Christle	5 / 6	-	-	-	-
Dr. Sandra Collins	2 / 2	-	-	-	-
Dr. Gerard Culley	4 / 5	-	-	-	-
Dr. Paul Feldman	5 / 8	2 / 3	-	-	-
Mr. Phillip Fischer	5 / 8	-	5 / 5	-	-
Dr. Orla Flynn	7 / 8	-	-	4 / 4	-
Mr. Braonán Gardiner	1 / 1	-	-	-	-
Ms. Nora Geary	2 / 3	-	-	-	-
Ms. Allison Kavanagh	5 / 6	1 / 1	-	-	-
Mr. Patrick Magee	8 / 8	-	-	4 / 4	-

**Board and Committee Attendance 2024** (Continued)

	Board	Group Audit and Risk Committee	Group Finance Sub-Committee	Group Nominations Committee	Group Remuneration Committee
Prof Mike Murphy	8 / 8	-	5 / 5	-	2 / 2
Ms. Rachel O'Connell	8 / 8	-	5 / 5	-	-
Prof Noel O'Connor	6 / 8	-	-	4 / 4	-
Ms. Aoife Tuohy	5 / 8	3 / 4	-	-	-
Non-Board members					
Mr. Cormac McSweeney	-	4 / 4	-	-	-
Ms. Geraldine Minogue	-	1 / 3	-	-	-
Ms. Mary Kerr	-	1 / 1	-	-	-
Mr. David Smith	-	-	5 / 5	-	-
Mr. David Denieffe	-	-	-	4 / 4	-
Dr. Aidan McGrath	-	-	-	-	2 / 2
Dr. Joe Ryan	-	-	-	-	2 / 2

**Reference and Administrative Details**Ordinary Members

The Ordinary Members of HEAnet CLG are:

- Trinity College Dublin
- University College Dublin
- University College Cork
- University of Galway
- University of Limerick
- Dublin City University
- Maynooth University
- Technological University Dublin
- Technological Higher Education Association (two members)
- Department of Enterprise, Trade and Employment (formerly Department of Jobs, Enterprise, and Innovation)
- The Higher Education Authority

The Ordinary Members of HEAnet may also consist of persons appointed as members by the Higher Education Authority after consulting with the Technological Higher Education Association and Department of Enterprise, Trade and Employment (formerly the Department of Jobs, Enterprise, and Innovation), as the case may be and subject to a maximum of:

- Two (02) people to be members to represent the Technological Higher Education Association and
- One (01) person to be a member to represent the Department of Enterprise, Trade and Employment (formerly Department of Jobs, Enterprise, and Innovation).

The appointed representatives to act on behalf of the Ordinary Members are:

Ordinary Members	Appointed Representatives
Trinity College Dublin	Ms. Victoria Butler
University College Dublin	Mr. David Kelly
University College Cork	Ms. Nora Geary
University of Galway	Ms. Sharon Bailey
University of Limerick	Professor Kerstin Mey
Dublin City University	Dr. Declan Raftery
Maynooth University	Dr. Mike O'Malley
Technological University Dublin	Ms. Bridget Gleeson
Technological Higher Education Association	Vacant
Technological Higher Education Association (SETU)	Mr. Cormac O'Toole
Department of Enterprise, Trade and Employment (formerly Department of Jobs, Enterprise, and Innovation)	Vacant
The Higher Education Authority	Dr. Vivienne Patterson

### Beneficial Interests

The Directors, Company Secretary and their families had no beneficial interests in the Group and Company as of 31 December 2024.

### Directors' Compliance Statement

The HEAnet Directors, in accordance with Section 225(2) (a) of the Companies Act 2014 (the Act), acknowledge that they are responsible for securing the company's compliance with its "relevant obligations". Relevant obligations, in the context of the company, are the company's obligations under:

- (a) The Act, where a breach of the obligations would be a category 1 or category 2
- (b) The Act, where a breach of the obligation would be a serious market abuse or prospectus offence; and
- (c) Tax law.

Pursuant to Section 225(2)(b) of the Act, the Directors confirm that:

- i. A Compliance Policy Statement has been established by the company in accordance with Section

225(3(a) of the Act setting out the company's policies (that, in the Directors' opinion, are appropriate to the company) in respect of compliance by the company with its relevant obligations:

- ii. Appropriate arrangements and structures that, in the Directors' opinion, are designed to secure material compliance with the company's relevant obligations, have been put in place; and
- iii. The Directors confirm that the arrangements and structures referred to in (ii) above were reviewed during the financial year.

### Internal Financial Control

The HEAnet Board acknowledges its responsibility for ensuring that an effective system of internal financial control is maintained and operated. Such a system can provide only reasonable and not absolute assurances against material error, and the system in place is proportionate to the size and nature of the company. The key procedures which have been put in place by HEAnet Board to provide effective internal financial control include the following:

- Adopting best practice corporate governance principles as described in the Code of Practice for the Governance of State Bodies. The HEAnet Board is committed to following best practice corporate governance and complies with the Code of Practice for the Governance of State Bodies to the extent practical and possible.
- Clearly defined management responsibilities, including segregation of duties and authorisation limits are in place for control of purchasing, payments, receipts, and payroll.
- A comprehensive annual budgeting process that is reviewed and approved by the Group Finance Sub-Committee and the HEAnet Board. The HEAnet Board reviews financial reports and performance against budget throughout the year.
- Establishing formal procedures to monitor the activities and safeguard the assets of the organisation.
- The Group Audit & Risk Committee meets on a regular basis to discuss risk management, including financial risks. The Group Audit & Risk Committee also receives periodic reports from the outsourced internal audit function, which always includes an annual review of the system of internal financial controls.
- Reserving a schedule of matters for the decision of the HEAnet Board

Through the steps above, the HEAnet Board has reviewed the effectiveness of the system of internal control in 2024.

### **Disclosures required by Code of Practice for the Governance of State Bodies (2016)**

The HEAnet Board is responsible for ensuring that HEAnet has complied with the requirements of the Code, as published by the Department of Public Expenditure and Reform in August 2016, to the extent possible and practicable. The following disclosures are required by the Code:

### **Board Fees**

All fees paid to Board members are detailed in the Structure, Governance and Management section of the Trustees' Report incorporating the Directors' Report.

### **Board Meetings and Attendance**

A record of the number of Board and Committee meetings and the attendance records are described in the Structure, Governance and Management section of the Trustees' Report.

### **Employee Short-Term Benefits Breakdown**

The Code requires that the State bodies provide information concerning short-term employee benefits in relation to services rendered during the reporting period where those benefits exceed the threshold of €60,000 – the data should be provided in bands of €10,000. In accordance with DPER Circular 13/2014 Management of and Accountability for Grants from Exchequer Funds, this information is presented in Note 9 of the financial statements.

### **Termination / Severance Payments and Agreements**

The Code requires specific disclosures in relation to termination payments over €10,000. The financial statements disclose an amount of €136,050, included in staff costs, is a full and final termination payment to one employee. (2023: zero).

### **Disclosure of Key Management Personnel Compensation**

The disclosure of key management personnel compensation is detailed in Note 9 of the financial statements.

### **Legal Costs and Settlements**

There were costs of €59,936 relating to fees for the settlement of an employee matter in 2024. Also, to date €51,781 was incurred in the subsidiary company in respect of a mediation process that they are participating in and which remains on-going.



Expenditure incurred in relation to general legal advice received by HEAnet is disclosed in consultancy costs below.

### Consultancy Costs

	2024	2023
Tax and financial advisory	€49,278	€74,672
Consultancy other	€45,990	€108,352
Pension and human resources	€102,196	€53,794
Legal	€149,830	€105,150
Public relations and marketing	€119,542	€97,386
<b>Total</b>	<b>€466,838</b>	<b>€439,355</b>

### Travel and Subsistence and Hospitality Expenditure

	2024	2023
International Travel	€81,603	€75,747
National Travel	€40,737	€42,614
Hospitality	€52,489	€87,529
<b>Total</b>	<b>€174,829</b>	<b>€205,889</b>

### Statement of Compliance

The HEAnet Board has adopted the Code of Practice for the Governance of State Bodies and has put procedures in place to ensure compliance with the Code to the extent practicable and possible. HEAnet has complied with the requirements of the Code, as published by the Department of Public Expenditure and Reform in August 2016, to the extent practicable and possible.

### Events Since the End of the Financial Period

There were no significant events which occurred between 31 December 2024 and the date of approval of the Annual Report & Financial Statements.

### Political Donations

There were no political donations made by the company during the financial period ended 31 December 2024.

### Research and Development

The company did not engage in research and development activities during the financial period ended 31 December 2024.

### Disclosure of Information to External Auditor

The Directors in office at the date of approval of the Annual Report and Financial Statements have each confirmed that:

- As far as he/she is aware, there is no relevant audit information of which the Company's External Auditor is unaware and
- He/she has taken all the steps that he/she ought to have taken as a Director to make himself/herself aware of any relevant audit information and to establish that the External Auditor is aware of that information.

### External Auditor

The External Auditor, PricewaterhouseCoopers, has indicated its willingness to continue in office, and a resolution that it continues in office will be proposed at the Annual General Meeting.

**On behalf of the Board**  
**Professor Mike Murphy**  
**Dr. Billy Bennett**  
**8 May 2025**

# STATEMENT OF INTERNAL CONTROL

## 1. Responsibility

On behalf of the Directors of HEAnet CLG (HEAnet), I acknowledge our responsibility for ensuring that an effective system of internal controls is put in place, maintained and operated.

## 2. Effectiveness

The system of internal controls can provide only reasonable and not absolute assurance that Company assets are safeguarded, transactions are properly authorised and recorded, and that material errors, irregularities or fraud would be prevented or detected in a timely period.

## 3. Key control procedures

HEAnet's system of internal control is based on a framework of regular management information and an administrative system based on division of responsibilities, delegation and accountability. In practice, effective internal control is ensured by adhering to a formalised system of internal financial policies and procedures, of which the key controls are:

- Clearly defined management responsibilities including segregation of duties and authorisation limits for approvals of payments;
- Adopting the relevant corporate governance principles from the Code of Practice for the Governance of State Bodies as agreed in the Business Performance and Delivery Agreement (BPDA) with the Department of Education and the Department of Further and Higher Education, Research, Innovation and Science;
- Establishing formal procedures to monitor the activities and safeguard the assets of the organisation;
- An annual budgeting process that is reviewed and approved by the Group Finance Sub-Committee and the Board of Directors;
- Regular financial reporting by management to the Group Finance Sub-Committee and the Board of Directors on performance against budgets;
- Reserving a schedule of matters for decision of the Board.

Effective monitoring and reviewing of the systems of internal control by the HEAnet Board is informed by the work of the Group Audit & Risk Committee, the Internal Auditor and the External Auditor. The Management Team led by the Chief Executive Officer, is responsible for the development and maintenance of the internal controls framework.

The Board of HEAnet and the Board of EduCampus Services are served by a common, permanent Group Audit & Risk Committee, comprising members from the Board of EduCampus Services, the Board of HEAnet, and an independent external member. As described in the Group Audit & Risk Committee's Terms of Reference, the Group Audit & Risk Committee's duties include:

- responsibility for reviewing the effectiveness of internal controls;
- reviewing the risk management framework (including the risk appetite and risk register);
- reviewing the three-year internal audit plan, the internal audit charter and the internal auditor's work programme; and
- liaising with and receiving reports from the External Auditor.

## Risk management and internal audit

The internal audit work programme including the three-year internal audit plan is prepared having regard to HEAnet's risk register. The risk register is reviewed at each meeting of the Group Audit & Risk Committee. The outcome of the discussion of risk at the Group Audit & Risk Committee is reported at each Board meeting. The Group Audit & Risk Committee meets with the External Auditor and the Internal Auditor in closed sessions in the financial year. The external auditor also presents to the HEAnet and EduCampus Services' Boards in May.

Internal audit services in 2024 were provided on an outsourced basis by Mazars LLP under a contract awarded in 2023 under an Office of Government Procurement (OGP) Framework. At a minimum the internal audit work programme always includes a review of the system of internal financial controls. At least (01) further internal audit review of another part of HEAnet operations also normally takes place during the year. During 2023 (03) targeted internal audit reviews took place.

### Review of the system of internal financial controls

This review took place during May 2024 and the final report was presented by the Internal Auditor to the Group Audit & Risk Committee in November 2024. There were no high priority findings and some medium and low-level findings.

The overall audit opinion was that: "Audit results indicate that reasonable assurance can be placed on the adequacy and operating effectiveness of internal controls to mitigate and/or manage those inherent risks to which the activity under review is exposed. Overall, there is an adequate and effective system of governance, risk management and internal control. While some control risks were identified, this should not significantly impact on the achievement of objectives. The disclosure of some high and/or medium priority observations means that normal on-going

management supervision, together with the resolution of any findings raised in this report, should ensure that the control risk remains low."

### Cyber security management review

This review took place during July 2024. The audit objective was to evaluate HEAnet's compliance with the Public Sector Cyber Security Baseline Standards in order to identify potential gaps, and to recommend possible actions to close any gaps identified. This audit was limited to testing the existence and operating effectiveness of controls within the 'Respond' domain only.

The outcome of the review was that "audit results indicate that reasonable assurance can be placed on the adequacy and operating effectiveness of internal controls to mitigate and/or manage those inherent risks to which the activity under review is exposed. Overall, there is an adequate and effective system of governance, risk management and internal control. While some control risks were identified, this should not significantly impact the achievement of objectives. The disclosure of some high, medium and/or low priority observations means that normal ongoing management supervision, together with the resolution of any findings raised in this report, should ensure that the control risk remains low."

### Review of IT general controls

This review took place during July 2024 and the final report was presented by the Internal Auditor to the Group Audit & Risk Committee in November 2024.

The objective of this internal audit work was to provide reasonable assurance as to the adequacy and effectiveness of the logical security controls in operation within HEAnet's Active Directory, MS Dynamics and SharePoint applications, and underlying infrastructure elements.

No high priority findings were identified, and a number of medium and low priority findings were made, with associated recommendations for resolution. The overall audit opinion was that “Audit results indicate that reasonable assurance can be placed on the adequacy and operating effectiveness of internal controls to mitigate and/or manage those inherent risks to which the activity under review is exposed.”

The implementation of recommended actions arising from prior internal audit reviews are tracked by the Group Audit & Risk Committee at each scheduled Group Audit & Risk Committee meeting.

#### **4. Annual review of controls**

I can confirm that for the year ended 31 December 2024 the Board of HEAnet carried out certain targeted reviews of the effectiveness of certain sections of the systems of internal controls.

#### **5. Control weaknesses identified and reported in these accounts**

No control weaknesses have been identified that resulted in an instance of fraud, or a material loss, contingency, or uncertainty being disclosed in the Financial Statements or the External Auditor’s Report on the Financial Statements.

#### **6. Corrective action for specified weaknesses**

There is no specific remedy of any control weaknesses arising from section five above that is to be described here.

#### **7. Procurement**

HEAnet strives for compliance with public procurement rules and guidelines. During the year a breach of procurement compliance was identified where a contract for IT software support was renewed without being properly sent out for tender. The non-compliant expenditure in the year was €36,579, and this contract is being regularized before the next renewal date.

#### **On behalf of the Board**

**Professor Mike Murphy**  
**8 May 2025**



# STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Directors are responsible for preparing the Directors' Report and the Group Financial Statements in accordance with Irish law.

Irish company law requires the Directors to prepare Group Financial Statements for each financial year which give a true and fair view of the assets, liabilities and financial position at the end of the financial year and the surplus and deficit for the financial year. Under company law, the Directors have prepared the Group financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish Law) and with the Statement of Recommended Practice Accounting for Further and Higher Education (FE/HE SORP).

Under Irish company law, the Directors shall not approve the group financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position as at the end of the financial year and the surplus or deficit for the financial year.

In preparing these Financial Statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the group financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material

departures from those standards being disclosed and explained in the notes to the financial statements; and

- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to:

- correctly record and explain the transactions of the group;
- enable, at any time, the assets, liabilities, financial position and surplus or deficit of the group to be determined with reasonable accuracy; and
- are prepared in accordance with accounting standards generally accepted in Ireland and comply with the Companies Act 2014.

The Directors are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in Ireland governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

## On behalf of the Board

**Professor Mike Murphy**

**Dr. Billy Bennett**

**8 May 2025**



## ***Independent auditors' report to the members of HEAnet CLG group***

### **Report on the audit of the financial statements**

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#### **Opinion**

In our opinion:

- HEAnet CLG group's group financial statements and company financial statements (the "financial statements") give a true and fair view of the group's and the company's assets, liabilities and financial position as at 31 December 2024 and of the group's and the company's loss and the group's cash flows for the year then ended;
- the group financial statements have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" Section 1A, and Irish law); and
- the financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Annual Report, which comprise:

- the Consolidated and Company Balance Sheet as at 31 December 2024;
  - the Consolidated and Company Statement of Comprehensive Income and Expenditure for the year then ended;
  - the Consolidated Statement of Cash Flows for the year then ended;
  - the Consolidated and Company Statements of Changes in Equity for the year then ended; and
  - the notes to the financial statements, which include a description of the significant accounting policies.
- 

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (Ireland) ("ISAs (Ireland)") and applicable law. Our responsibilities under ISAs (Ireland) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Independence**

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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#### **Conclusions relating to going concern**

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the



company's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's or the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

## Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Trustees' Report, we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees' Report for the year ended 31 December 2024 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.
- Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' Report.

## Responsibilities for the financial statements and the audit

### *Responsibilities of the directors for the financial statements*

As explained more fully in the Statement of Directors' Responsibilities set out on page 53, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

### *Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

[https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf)

This description forms part of our auditors' report.

### *Use of this report*

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## **Other required reporting**

### **Companies Act 2014 opinions on other matters**

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the company financial statements to be readily and properly audited.
- The Consolidated and Company Balance Sheet is in agreement with the accounting records.





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## Other exception reporting

### *Directors' remuneration and transactions*

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.

A handwritten signature in black ink that reads 'Aisling Meagher'.

Aisling Meagher  
for and on behalf of PricewaterhouseCoopers  
Chartered Accountants and Statutory Audit Firm  
Dublin  
8 May 2025

# CONSOLIDATED AND COMPANY STATEMENTS OF COMPREHENSIVE INCOME AND EXPENDITURE

Financial Year Ended 31 December 2024

		2024		2023	
	Notes	Consolidated €	Company €	Consolidated €	Company €
<b>Income</b>					
Funding body grants	5	44,768,511	30,157,840	40,839,344	26,626,862
Client connectivity income	6	4,844,833	4,855,507	4,533,657	4,544,331
Other client income	7	13,040,718	2,216,818	13,606,987	2,698,898
Investment income	8	25,519	25,066	6,062	5,601
		62,679,581	37,255,231	58,986,050	33,875,691
<b>Expenditure</b>					
Staff costs	9	(13,565,915)	(10,329,822)	(12,264,298)	(9,151,818)
Direct costs of delivering services	10	(26,608,954)	(19,532,717)	(30,175,443)	(19,156,751)
Administration expenses	10	(7,508,786)	(6,286,528)	(5,032,419)	(3,833,580)
Other operating expenses	10	(15,049,143)	(1,159,382)	(11,190,947)	(1,410,599)
		(62,732,799)	(37,308,449)	(58,663,106)	(33,552,748)
<b>(Deficit)/Surplus before other gains/(losses)</b>		(53,218)	(53,218)	322,943	322,943
Gain on disposal of assets	12	18,179	18,179	7,040	7,040
<b>Total comprehensive (loss)/income for the year</b>		(35,039)	(35,039)	329,983	329,983
Represented by:					
- Restricted comprehensive (loss)/income for the year		-	-	-	-
- Unrestricted comprehensive (loss)/income for the year		(35,039)	(35,039)	329,983	329,983
- Attributable to the organisation		(35,039)	(35,039)	329,983	329,983
		(35,039)	(35,039)	329,983	329,983

All items of income and expenditure relate to continuing activities.

# CONSOLIDATED AND COMPANY STATEMENTS OF CHANGES IN EQUITY

Financial Year Ended 31 December 2024

	Income and expenditure account		Total excluding non-controlling interest	Non-controlling interest	Total
	Restricted €	Unrestricted €	€	€	€
<b>CONSOLIDATED</b>					
Balance at 1 January 2023	-	4,491,319	4,491,319	8	4,491,327
Gain from the income and expenditure statement	-	329,983	329,983	4	329,987
Release of restricted funds spent in year	-	-	-	-	-
<b>Total comprehensive income for the year</b>	-	329,983	329,983	4	329,987
<b>Balance at 31 December 2023</b>	-	4,821,302	4,821,302	12	4,821,314
Balance at 1 January 2024	-	4,821,302	4,821,302	12	4,821,314
Loss from the income and expenditure statement	-	(35,039)	(35,039)	-	(35,039)
Release of restricted funds spent in year	-	-	-	-	-
<b>Total comprehensive income for the year</b>	-	(35,039)	(35,039)	-	(35,039)
<b>Balance at 31 December 2024</b>	-	4,786,263	4,786,263	12	4,786,275

**CONSOLIDATED AND COMPANY STATEMENTS OF CHANGES IN EQUITY** (Continued)

Financial Year Ended 31 December 2024

	Income and expenditure account		Total excluding non-controlling interest	Non-controlling interest	Total
	Restricted €	Unrestricted €	€	€	€
<b>COMPANY</b>					
Balance at 1 January 2023	-	3,114,243	3,114,243		3,114,243
Gain from the income and expenditure statement	-	329,983	329,983		329,983
Release of restricted funds spent in year	-	-	-		-
<b>Total comprehensive income for the year</b>	-	329,983	329,983		329,983
<b>Balance at 31 December 2023</b>	-	3,444,226	3,444,226		3,444,226
Balance at 1 January 2024	-	3,444,226	3,444,226		3,444,226
Loss from the income and expenditure statement	-	(35,039)	(35,039)		(35,039)
Release of restricted funds spent in year	-	-	-		-
<b>Total comprehensive income for the year</b>	-	(35,039)	(35,039)		(35,039)
<b>Balance at 31 December 2024</b>	-	3,409,186	3,409,186		3,409,186



# CONSOLIDATED AND COMPANY BALANCE SHEETS

As at 31 December 2024

		2024		2023	
	Notes	Consolidated €	Company €	Consolidated €	Company €
<b>Non-current assets</b>					
Intangible assets	11	461,457	461,457	540,870	540,870
Tangible assets	12	6,024,517	6,022,825	6,083,668	6,079,076
Financial assets	13	-	92	-	92
		6,485,974	6,484,374	6,624,538	6,620,039
<b>Current assets</b>					
Trade and other receivables (including €Nil (2023: €Nil) due after more than one year)	14	10,386,874	2,717,439	12,063,283	5,530,266
Cash and cash equivalents		22,342,089	20,417,754	19,541,276	17,725,078
		32,728,963	23,135,193	31,604,558	23,255,344
Less: <b>Creditors</b> (amounts falling due within one year)	15	(19,352,935)	(11,956,103)	(16,444,131)	(12,401,057)
<b>Net current assets</b>		13,376,028	11,179,090	15,160,427	10,854,286
<b>Total assets less current liabilities</b>		19,862,002	17,663,465	21,784,966	17,474,325
<b>Creditors</b> (amounts falling due after more than one year)					
Deferred grants	17	(8,589,756)	(7,770,000)	(10,426,959)	(7,498,000)
Capital grants	17	(6,485,967)	(6,484,275)	(6,536,689)	(6,532,097)
		(15,075,723)	(14,254,275)	(16,963,648)	(14,030,097)
<b>Total net assets</b>		4,786,275	3,409,186	4,821,314	3,444,226
<b>Restricted reserves</b>					
Income and expenditure reserve - restricted reserve	19	-	-	-	-
<b>Unrestricted reserves</b>					
Income and expenditure reserve - unrestricted	19	4,786,263	3,409,186	4,821,302	3,444,226
Non-controlling interest	22	12	-	12	-
<b>Total reserves</b>		4,786,275	3,409,186	4,821,314	3,444,226

The Financial Statements were approved by the Governing Body on 8 May 2025 and were signed on its behalf on that date by:

On behalf of the Board

**Professor Mike Murphy**  
**Dr. Billy Bennett**

# CONSOLIDATED STATEMENT OF CASH FLOWS

Financial Year Ended 31 December 2024

	2024 €	2023 €
	Consolidated	Consolidated
<b>Cash flow from operating activities</b>		
(Deficit)/Surplus for the year	(35,039)	329,983
<b>Adjustment for non-cash items</b>		
Amortisation of intangible assets	146,379	22,085
Depreciation on tangible assets	1,614,659	1,677,835
Profit on sale of tangible assets	(18,179)	(7,040)
Investment income	(25,519)	(6,062)
Decrease in prepayments	1,257,478	1,114,734
Decrease/(Increase) in debtors	425,863	(3,965,872)
Increase in creditors	2,901,871	2,043,233
(Decrease)/Increase in long term creditors	(1,887,925)	4,347,905
<b>Net cash generated from/(used in) operating activities</b>	<b>4,379,589</b>	<b>5,556,801</b>
<b>Cash flows from investing activities</b>		
Proceeds from sales of tangible assets	18,179	7,040
Purchases of tangible fixed assets	(1,555,509)	(5,030,980)
Purchases of intangible assets	(66,966)	(540,874)
Interest received	25,519	6,062
<b>Net cash used in investing activities</b>	<b>(1,578,777)</b>	<b>(5,558,752)</b>
<b>Cash flows from financing activities</b>		
Issue of ordinary share capital	-	4
<b>Net cash used in financing activities</b>	<b>-</b>	<b>4</b>
<b>Net Increase/(Decrease) in cash and cash equivalents in the year</b>	<b>2,800,812</b>	<b>(1,948)</b>
Cash and cash equivalents at beginning of the year	19,541,276	19,543,223
Cash and cash equivalents at end of the year	22,342,089	19,541,276
<b>Components of cash and cash equivalents</b>		
Cash and cash equivalents comprised:		
Cash at bank and in hand	22,342,089	19,541,276
Short term deposit accounts	-	-
<b>Cash equivalents</b>	<b>22,342,089</b>	<b>19,541,276</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 1 General information

### (a) Overview of principal activities

HEAnet CLG is Ireland's National Education and Research Network, providing internet connectivity and associated ICT services to education and research organisations throughout Ireland, including all primary and post primary schools. Its subsidiary, EduCampus Services DAC, represents a continued commitment to the delivery of MIS shared services to the higher education sector.

### (b) Subsidiaries

HEAnet CLG has one subsidiary Company EduCampus Services DAC. HEAnet holds 92% of the shares and has a controlling stake in that Company.

### (c) Details of incorporation and registered office

HEAnet CLG was incorporated on 12th November 1997. EduCampus Services DAC was incorporated on 20th April 2015. The registered office of the Group and Company is North Dock Two, 93-94 North Wall Quay, Dublin 1, Dublin, D01 V8Y6.

## 2 Statement of compliance

The Group Financial Statements of HEAnet Group have been prepared on a going concern basis and in accordance with Irish GAAP (accounting standards issued by the Financial Reporting Council including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish Law ), including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)' and with the Statement

of Recommended Practice - Accounting for Further and Higher Education 2015 (HE SORP) and the Companies Act 2014.

## 3 Accounting policies

The principal accounting policies applied in the preparation of these consolidated Financial Statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### (a) Basis of preparation of Financial Statements

These consolidated Financial Statements are prepared on a going concern basis, under the historical cost convention.

The preparation of Financial Statements in conformity with FRS102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year. It also requires the Directors to exercise their judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are disclosed in note 4.

### (b) Going concern

The Group meets its working capital requirements by way of grant funding from the Department of Education, as well as membership contribution from clients. All necessary funding has been confirmed for 2025 and the importance of technology in education is appreciated now, more than ever.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

While the Government's financial position will be challenging next year and some downward budgetary pressure may be applied, the Company's forecasts and projections, taking account of reasonably possible changes in trading performance, and having considered in detail the potential risks, continue to show that the Group and Company should be able to operate within the level of its current cash reserves. The Directors are confident that adequate support will be made available for the Group to continue operations next year and into the future. The Group therefore continues to adopt the going concern basis in preparing Group Financial Statements.

**(c) Basis of consolidation**

The Group consolidated Financial Statements include the Financial Statements of the Company and all of its subsidiary undertakings made up to 31 December 2024.

A subsidiary is an entity controlled by the Group. Control is the power to govern the financial and operating policies of an entity to obtain benefits from its activities. Where the Group owns less than 50% of the voting powers of an entity but controls the entity by virtue of an agreement with other investors, which give it control of the financial and operating policies of the entity, it accounts for that entity as a subsidiary.

All intra-Group transactions, balances, income and expenses are eliminated on consolidation. Adjustments are made to eliminate the profit or loss arising on transactions with associates to the extent of the Group's interest in the entity.

**(d) Foreign currencies**

The Group Financial Statements are presented in Euro, denominated by the symbol '€'.  
The Group functional and presentation currency is the Euro.

Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling at the balance sheet date and revenues, costs and non-monetary assets at the exchange rates ruling at the dates of the transactions, except that where a transaction is covered by a forward exchange contract, the contracted exchange rate is used.

Profits and losses arising from foreign currency transactions and on settlement of amounts receivable and payable in foreign currency are dealt with in the profit and loss account. Monetary assets are money held and amounts to be received in money; all other assets are non-monetary assets. All foreign exchange gains and losses are presented in the profit and loss account within "other operating expenses".

**(e) Income**

Income is measured at the fair value of the consideration received or receivable and represents the amount receivable for services rendered.

*(i) Recognition of grant income*

The HE SORP allows the accounting policy choice of applying the accruals model or the performance model when accounting for Government grants. Non-exchange transactions are defined as those transactions whereby an entity receives value from another entity without directly giving approximately equal value in exchange. As all of HEAnet grants are considered to be government grants, no non-exchange grant transactions have been recognised in the Financial Statements and the option to apply the accruals model to the recognition of all grant income has been adopted.



**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

Grant income is recognised in income on an accruals basis over the periods in which the entity recognised the related costs for which the grant was intended to compensate.

Grants related to assets shall be recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as long-term capital grants.

Income includes grants received from the Department of Education for Central and Service Provision, Core HEAnet Infrastructure and IoT Infrastructure. Income also includes grants received directly from the Department of Education for the Primary Schools Network, and grants received for the phased national rollout of the 100 Mbit/s to the Post-Primary Schools project. This project is funded by the Department of Education.

*(ii) Client connectivity*

Client contributions are a contribution from member clients based on a client charging model prepared annually and approved by the Board of Directors. Income is recognised in the period in which it is earned.

Core HEAnet infrastructure client income comprises client contribution to the set-up costs of new point to point circuits, multi-media services, and co-location charges for equipment housing/hosted data services at HEAnet out-sourced facilities, and is recognised when the service is provided.

*(iii) Other Client income*

Client service income relates to additional optional client services, which are invoiced separately to the annual Client Contribution, and is recognised when the service is provided.

Brokerage services/support income includes client contribution to the management of, and participation in, commercial agreements to secure savings on behalf of HEAnet clients and is recognised when the service is provided.

Intercompany SLA income includes the agreed cost of support (Finance, HR, Company Secretarial & LAN Support) provided by HEAnet to EduCampus Services and is recognised when the service is provided.

*(iv) Recognition of costs associated with grant income and client charges*

The associated costs of grants and client contributions are recognised in the cost line titled "Direct costs of delivering services", with the exception of staff, overhead and other administrative costs relating to projects, which are recognised in administration costs. Other operating costs includes other central costs associated with provision of services to clients including data centres and IT costs.

*(v) Bank interest receivable*

Bank interest income is recognised using the effective interest rate method.

**(f) Employee benefits**

The Group provides a range of benefits to employees, company sponsored health insurance, sick pay, risk cover and defined contribution pension.

*(i) Short term benefits*

Short-term benefits including compensation for loss of employment, holiday pay, and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)*(ii) Pensions*

The Group operates a defined contribution pension plan for its employees. The pension entitlements of the employees are secured by contributions to a separately administered defined contribution pension scheme and the assets of the plan are held separately from the Group. Once the contributions have been paid, the Group has no further payment obligations. The expected cost of providing pensions to employees is charged to the profit and loss account when they are due. Amounts not paid are included in accruals in the balance sheet.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each financial year. The effect of any change in either residual values or useful lives is accounted for prospectively.

Repairs and maintenance are accounted for through the profit and loss account.

Tangible fixed assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

**(g) Intangible assets**

Computer software is carried at cost less accumulated amortisation and accumulated impairment and is amortised over its estimated useful life as follows:

Computer software	2 years
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Intangible fixed assets are reviewed for impairment if there is an indication that the intangible asset may be impaired.

**(h) Tangible fixed assets**

Fixed assets are carried at cost less accumulated depreciation and accumulated impairment. Cost includes the original purchase price and costs directly attributable to bringing the asset to use.

Depreciation is calculated in order to write off the cost of tangible fixed assets over their estimated useful lives using the straight-line method. The estimated useful lives of tangible fixed assets by reference to which depreciation has been calculated are as follows:

Computer hardware	3 years
Fixtures and fittings	4 years
Leasehold Improvements	Remainder of lease period

**(i) Impairment of non-financial assets**

At the end of each financial year, non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset may be impaired. If there is such an indication, the recoverable amount is estimated.

If the recoverable amount of the asset is less than the carrying amount of the asset, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the profit and loss account.

**(j) Investments – Company**

*Investments in subsidiary Company*  
Investment in a subsidiary company is held at cost less accumulated impairment losses.

**(k) Cash and cash equivalents**

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less. Cash and cash equivalents are initially measured at transaction price and subsequently measured at amortised cost.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**(l) Financial instruments**

The Group has chosen to adopt the sections 11 and 12 of the FRS 102 in respect of financial instruments.

*(i) Financial assets*

Basic financial assets, including trade and other receivables, cash and bank balances and investments in subsidiaries, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade and other debtors and cash and cash equivalents, which constitute financing transactions, are subsequently carried at amortised cost using the effective interest method.

At the end of each financial year, financial assets measured at amortised cost are assessed for objective evidence of impairment. If there is objective evidence that a financial asset measured at amortised cost is impaired, an impairment loss is recognised in profit or loss. The impairment loss is the difference between the financial asset's carrying amount and the present value of the financial asset's estimated cash inflows discounted at the asset's original effective interest rate.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decrease can be objectively related to an event occurring after the impairment was recognised the previously recognised impairment loss is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment loss not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

*(ii) Financial liabilities*

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

*(iii) Offsetting*

Financial assets and liabilities are offset and the net amounts presented in the Financial Statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**(m) Related party transactions**

The Group discloses transactions with related parties which are not wholly owned within the Group.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the Directors, separate disclosure is necessary to understand the effect of the transactions on the Group Financial Statements.

**(n) Indefeasible Rights of Use (IRU's)**

Expenditure on the purchased IRU capacity contracts are accounted for as service contracts, and accordingly, the prepaid balance is recorded as a prepayment and is amortised on a straight line basis as an expense over the life of the service level agreement.

**(o) Funds**

All transactions of the organisation have been recorded and reported as income into or expenditure from funds which are classified as "restricted", "designated" or "unrestricted".

*(i) Restricted funds*

Income is treated as restricted where the grant donor has specified that it may only be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or the terms under which it was raised. All other expenditure is treated as unrestricted.

*(ii) Unrestricted funds*

Unrestricted funds are client contributions received for the general purpose of the organisation which have no explicit restrictions attaching to them.

The balance of the unrestricted fund at the end of the year represents the reserves held by the organisation for general use in furtherance of its work.

*(iii) Designated reserves*

On occasion the Board designates certain elements of unrestricted funds to be used for a specific future purpose. The designated funds within unrestricted funds in place at the balance sheet date include infrastructure current expenditure. These funds have been designated by the Board for the purpose of certain funds to cover the cost of infrastructure which are funded in arrears. As these funds are an internal matter designated by the organisation, these have not been called out on the face of the primary statements, however transfers within designated reserves are dealt with in note 19 of the Financial Statements.

**4 Critical accounting judgement and estimation uncertainty**

The Directors make estimates and assumptions concerning the future in the process of preparing the Entity Financial Statements. The resulting accounting estimates will, by definition, seldom equal the related actual results. While there is always a risk where judgements and estimates are used, none of these is considered by the Directors to pose a serious risk of requiring material restatement in the next financial year. This is addressed below:

*Useful economic lives of tangible fixed assets*

Depreciation is calculated in order to write off the cost of tangible fixed assets over their estimated useful lives by equal annual instalments. The estimated useful lives of tangible fixed assets detailed in the accounting policies is considered appropriate.

*Bad Debt Provision*

The Directors have assessed the recoverability of trade debtors at year end and decided that an impairment provision is not required. All debtor balances are considered recoverable at the balance sheet date.



**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**4 Critical accounting judgement and estimation uncertainty** (continued)*Grant Receivable*

In the Directors view all grant receivables at the balance sheet date are recoverable in full.

5 Funding body grants	Notes	2024		2023	
		Consolidated €	Company €	Consolidated €	Company €
<b>(a) Recurrent grant</b>					
HEAnet recurrent grants		9,902,260	9,902,260	8,776,100	8,776,100
Schools network infrastructure recurrent grants		1,610,923	1,610,923	1,484,844	1,484,844
Schools high speed recurrent grants		5,924,788	5,924,788	6,298,079	6,298,079
Schools Primary Broadband recurrent grants		6,555,520	6,555,520	6,118,430	6,118,430
EduCampus operational recurrent grants		12,224,105	-	12,390,130	-
		36,217,597	23,993,491	35,067,583	22,677,453
<b>(b) Specific grants</b>					
European Commission grant		340,376	340,376	373,596	373,596
SOC & SIEM grant		3,917,160	3,917,160	1,843,120	1,843,120
IrelandQCI grant		149,296	149,296	38,993	38,993
MIS refresh project grant		419,677	-	875,674	-
SETU CRM recruit		640,892	-	-	-
Credentials		26,568	-	20,213	-
N-TUTORR		-	-	20,910	-
TU Merge Project		724,648	-	896,573	-
e-Invoicing funding		-	-	6,082	-
HRP Services statutory change Gender Pay Gap		166,299	-	-	-
SharePoint implementation		105,581	-	-	-
EduCampus Office Move		300,000	-	-	-
		6,790,497	4,406,831	4,075,162	2,255,709
Total non-capital funding body grants	16 (a)	43,008,094	28,400,323	39,142,744	24,933,162

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

<b>5 Funding body grants</b> (Cont'd)		<b>2024</b>		<b>2023</b>	
	Notes	Consolidated €	Company €	Consolidated €	Company €
<b>(c) Capital grants</b>					
Core HEAnet infrastructure capital amortisation	17(a)	611,973	611,973	719,088	719,088
Schools network infrastructure capital amortisation	17(a)	-	-	3,826	3,826
Schools high speed capital amortisation	17(a)	11,434	11,434	53,577	53,577
Schools Primary Broadband Amortisation	17(a)	647,962	647,962	645,053	645,053
Operational capital amortisation	17(a)	489,049	486,149	275,056	272,156
		1,760,418	1,757,518	1,696,600	1,693,700
Total funding body grants		44,768,511	30,157,840	40,839,344	26,626,862

<b>6 Client connectivity income</b>		<b>2024</b>		<b>2023</b>	
		Consolidated €	Company €	Consolidated €	Company €
Unrestricted client contribution charges		4,464,357	4,475,031	4,317,147	4,327,821
Unrestricted income from client connectivity charges		380,476	380,476	216,510	216,510
		4,844,833	4,855,507	4,533,657	4,544,331

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

7 Other client income	2024		2023	
	Consolidated €	Company €	Consolidated €	Company €
Client service income	12,170,365	582,334	12,595,198	845,987
ICT Procurement	870,353	1,114,957	1,011,789	1,358,934
Intercompany SLA support	-	519,527	-	493,978
	13,040,718	2,216,818	13,606,987	2,698,898

8 Investment Income	2024		2023	
	Consolidated €	Company €	Consolidated €	Company €
Interest Received	25,519	25,066	6,062	5,601

9 Staff Costs	2024		2023	
	Consolidated €	Company €	Consolidated €	Company €
<b>(a) Staff costs</b>				
Salaries	10,945,539	8,452,594	9,936,938	7,509,426
Seconded costs	128,873	-	130,022	-
Social security costs	1,185,406	906,032	1,072,612	808,758
Retirement benefit costs	1,059,282	779,906	919,320	673,758
Company sponsored health insurance	171,869	132,386	127,770	100,770
Company sponsored risk	74,946	59,104	77,636	59,106
	13,565,915	10,329,822	12,264,298	9,151,818

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

9 Staff Costs (Cont'd)	2024 Number	2023 Number
	Consolidated €	Company €
<b>(b) Remuneration</b>		
<b>Remuneration of other higher paid staff (company):</b>		
€60,000 - €69,999	17	14
€70,000 - €79,999	19	18
€80,000 - €89,999	13	13
€80,000 - €89,999	9	7
€100,000 - €109,999	7	10
€110,000 - €119,999	8	5
€120,000 - €129,999	2	1
€130,000 - €139,999	1	2
€140,000 - €149,999	2	-
€150,000 - €159,999	-	-
€160,000 - €169,999	-	-
€170,000 - €179,999	-	1
€180,000 - €189,999	1	-
	79	71
<b>Remuneration of other higher paid staff (consolidated, including secondees):</b>		
€60,000 - €69,999	25	19
€70,000 - €79,999	26	24
€80,000 - €89,999	15	15
€90,000 - €99,999	13	8
€100,000 - €109,999	7	12
€110,000 - €119,999	11	7
€120,000 - €129,999	3	1
€130,000 - €139,999	1	2
€140,000 - €149,999	2	1
€150,000 - €159,999	1	-
€160,000 - €169,999	-	1
€170,000 - €179,999	1	1
€180,000 - €189,999	1	-
	106	91

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

<b>9 Staff Costs</b> (Cont'd)	<b>2024</b> <b>Number</b>	<b>2023</b> <b>Number</b>
	Consolidated €	Company €
<b>(c) Average staff numbers by major category (HEAnet):</b>		
Management	7	8
Administration	24	20
Technical/engineers/service delivery	75	69
	106	97
<b>Average staff numbers by major category (consolidated, including secondees):</b>		
Management	13	14
Management	27	25
Administration	98	92
Technical/engineers/service delivery	138	131

Additional disclosures are included in the above table to show the number of staff in the band between €60,000 and €69,999. This is not required under the HE SORP, but is a requirement of the Code of Practice for the Governance of State Bodies (2016).

**(d) Key management personnel**

The key management personnel of the group have been identified as the Directors (of whom none is appointed to any salaried office or position within the company), and the senior management team (14 personnel) (2023: 14). The total compensation paid to these personnel in 2024 was €2,081,277 (2023: €1,971,559) and this includes salary, pension contributions and health insurance contributions.



**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

10 Analysis of total expenditure by activity	2024		2023	
	Consolidated €	Company €	Consolidated €	Company €
Staff costs (note 9 (a))	13,565,915	10,329,822	12,264,298	9,151,818
Direct cost of delivering services	26,608,954	19,532,717	30,175,443	19,156,751
Administration expenses	7,508,786	6,286,528	5,032,419	3,833,580
Other operating expenses	15,049,143	1,159,382	11,190,947	1,410,599
	62,732,799	37,308,449	58,663,106	33,552,748
Administration Expenses Include:				
Rent, rates, service charge and office support	2,280,325	1,401,597	2,241,825	1,491,972
Consultancy and professional fees	589,834	423,856	648,457	416,661
Depreciation and amortisation	440,951	438,051	250,441	247,542
External auditors' remuneration in respect of audit services *	75,524	46,822	75,524	46,822
External auditors' remuneration in respect of non-audit services *	9,077	6,002	9,077	6,002
Foreign exchange (gain)/loss	-	-	-	-
Other operating expenses include:				
IT Service costs	11,705,584	-	9,226,788	-
Service continuity	2,432,981	-	933,698	-
HEAnet conference	41,920	41,920	48,060	48,060

\* Auditors remuneration is inclusive of VAT.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

11 Intangible assets	2024		2023	
	Consolidated €	Company €	Consolidated €	Company €
<b>Cost</b>				
At 1 January	1,181,528	1,010,859	635,926	465,257
Additions in the year	66,966	66,966	540,874	540,874
Disposals	(19,180)	(19,180)	-	-
At 31 December	1,229,314	1,058,645	1,176,800	1,006,131
<b>Accumulated amortisation</b>				
At 1 January	(640,657)	(469,988)	(613,845)	(443,176)
Charge for the year	(146,379)	(146,379)	(22,085)	(22,085)
Disposals	19,180	19,180	-	-
At 31 December	(767,857)	(597,188)	(635,930)	(465,261)
<b>Net book value</b>				
At 31 December	461,457	461,457	540,870	540,870

12 Tangible assets	Leaseholds €	Fixtures, fittings and equipment €	Computer hardware €	Total €
<b>CONSOLIDATED</b>				
<b>Cost</b>				
At 1 January 2024	3,938,506	417,539	16,512,385	20,868,431
Additions	16,409	12,096	1,170,361	1,198,866
Assets awaiting commission	79,997	-	276,646	356,643
Disposals	-	(5,696)	(1,774,935)	(1,780,631)
At 31 December 2024	4,034,912	423,939	16,184,458	20,643,309
<b>Accumulated depreciation</b>				
At 1 January 2024	(261,388)	(412,868)	(14,110,508)	(14,874,763)
Charge for the year	(436,713)	(4,238)	(1,173,708)	(1,614,659)
Disposals	-	5,696	1,774,935	1,780,631
At 31 December 2024	(698,101)	(411,410)	(13,509,281)	(14,618,972)
<b>Net book value</b>				
At 31 December 2024	3,336,811	12,529	2,675,177	6,024,517
At 31 December 2023	3,677,119	4,671	2,401,878	6,083,668

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

12 Tangible assets (Cont'd)	Leaseholds €	Fixtures, fittings and equipment €	Computer hardware €	Total €
<b>COMPANY</b>				
<b>Cost</b>				
At 1 January 2024	3,919,271	30,029	16,425,151	20,374,452
Additions	16,409	12,096	1,170,361	1,198,866
Assets awaiting commission	79,997	-	276,646	356,643
Disposals	-	(5,696)	(1,774,935)	(1,780,631)
At 31 December 2024	4,015,677	36,429	16,097,224	20,149,330
<b>Accumulated depreciation</b>				
At 1 January 2024	(246,744)	(25,358)	(14,023,274)	(14,295,376)
Charge for the year	(433,813)	(4,238)	(1,173,708)	(1,611,760)
Disposals	-	5,696	1,774,935	1,780,631
At 31 December 2024	(680,557)	(23,901)	(13,422,047)	(14,126,505)
<b>Net book value</b>				
At 31 December 2024	3,335,120	12,529	2,675,177	6,022,825
At 31 December 2023	3,672,527	4,671	2,401,878	6,079,076

12 Tangible assets (Cont'd)	Consolidated		Company	
	2024 €	2023 €	2024 €	2023 €
Disposal figure includes the following:				
<b>Cost</b>				
Hardware	1,774,935	-	1,774,935	-
Software	19,180	-	19,180	-
Fixtures and fittings	5,696	-	5,696	-
<b>Accumulated depreciation</b>				
Hardware	(1,774,935)	-	(1,774,935)	-
Software	(19,180)	-	(19,180)	-
Fixtures and fittings	(5,696)	-	(5,696)	-
<b>Profit on disposal</b>				
Hardware	18,000	-	18,000	-

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

12 Tangible assets (Cont'd)	Consolidated		Company	
	2024 €	2023 €	2024 €	2023 €
<b>Future tangible asset purchase commitments</b>				
Contracted for but not provided in Financial Statements	-	200,449	-	200,449
Authorised by the Directors but not contracted for	960,200	1,534,225	960,200	1,534,225

No assets are held under finance leases.

Tangible assets additions includes €79,997 of assets awaiting commissioning for work completed on the fitout of the new office in North Dock Two. This asset will be capitalised and commissioned in 2025.

**13 Financial assets**

Fixed asset investments comprise HEAnet's shareholding in its subsidiary Company, EduCampus Services DAC. HEAnet holds 92% of the shares and has a controlling stake in that Company. EduCampus Services registered office is 5 Exchange Place, IFSC, Dublin D01 EK83, Ireland.

EduCampus Service DAC was formed to provide quality IT and MIS shared services to the higher education sector, in line with the National Strategy for Higher Education to 2030. EduCampus Services DAC commenced business operations on 1 October 2015.

14 Trade and other receivables	Consolidated		Company	
	2024 €	2023 €	2024 €	2023 €
Amounts falling due within one year:				
Trade debtors	718,495	1,287,104	251,484	538,435
Accrued income	3,581,890	3,071,447	73,310	49,644
Amounts owed by group companies	-	-	186,547	193,481
Other debtors	5,826	3,664	4,771	2,350
Grant receivable	463,243	826,165	152,017	762,880
VAT receivable	-	-	-	-
Deferred expenditure	5,617,420	6,874,899	2,049,310	3,983,477
	10,386,874	12,063,283	2,717,439	5,530,266

Amounts owed by group companies are unsecured, interest free and payable within 30 days in line with other HEAnet client invoices.  
There is no provision for impairment carried against trade debtors.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

<b>15 Creditors</b> (amounts falling due within one year)	<b>Consolidated</b>		<b>Company</b>	
	<b>2024</b> €	<b>2023</b> €	<b>2024</b> €	<b>2023</b> €
Trade creditors	1,121,638	1,622,537	938,073	819,435
Accruals	9,654,785	7,483,687	5,802,852	5,337,553
Taxation and social insurance	639,768	737,204	549,394	651,664
Deferred grants	5,657,426	4,926,309	3,902,691	4,671,836
Deferred income	2,054,759	1,452,422	590,358	772,794
Other accruals	224,557	221,972	172,735	147,775
	19,352,935	16,444,131	11,956,103	12,401,057
Included in the above taxation and social insurance liability are the following:				
VAT payable	267,487	383,978	267,487	382,871
RCT payable	120	3,835	120	3,835
PAYE	177,496	171,851	132,731	129,747
PRSI	138,784	125,253	106,372	95,794
Local property tax	355	320	293	249
Universal social charge	35,331	34,475	26,764	25,959
Company sponsored health insurance	20,196	17,491	15,627	13,210
	639,769	737,204	549,394	651,664

Amounts owing to trade creditors are subject to agreed payment terms, which are generally 30 days. Tax and social insurance are repayable in accordance with the applicable statutory provisions.



**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

16 Grants	Consolidated		Company	
	2024 €	2023 €	2024 €	2023 €
<b>(a) Grants</b>				
Balance at beginning of the year	15,353,266	15,075,636	12,169,835	10,480,866
Grants received/receivable during the year	43,689,875	44,905,009	29,691,045	32,106,763
	59,043,142	59,980,645	41,860,881	42,587,629
Less:				
Recurrent grant released to revenue (note 5(a), (b))	(43,086,265)	(39,142,744)	(28,478,495)	(24,933,162)
Transfer to capital grants (note 17)	(1,709,696)	(5,484,633)	(1,709,696)	(5,484,633)
Transfer to designated fund	-	-	-	-
Deferred grants at end of year	14,247,182	15,353,267	11,672,691	12,169,836
<b>(b) Grants due within/after one year</b>				
Thereof:				
Amounts falling due within one year	5,657,426	4,926,309	3,902,691	4,671,836
Amounts falling due after one year	8,589,756	10,426,959	7,770,000	7,498,000
	14,247,182	15,353,267	11,672,691	12,169,836

**(c) Government grants**

The majority of HEAnet Group's activity is supported by way of grant funding from the Department of Education.

Some grants (e.g. operational costs for the schools project, which is funded by the Department of Education) are 100% funded in arrears, based on matured liabilities.

Other grants are funded up to a certain agreed figure based on budgetary projections provided in advance by HEAnet. The Company is responsible for operating within the scope of the agreed budget.

Grants are provided on the basis of providing service in the periods to which the grants relate and are not contingent on meeting any future conditions.

The Group's obligations are organised so that the majority of contracts are cancellable on short notice periods (approximately three months) in the event grant funding was withdrawn.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**16 Grants** (Continued)**(d) Analysis of deferred grants and grant income for the year ended 31 December 2024**

Name of grantor	Name of grant	Purpose of grant	Opening deferral 1 January 2024 €	Grant received 2024 €	Income and Expenditure 2024 €	Closing deferral 31 December 2024 €	Reason for closing deferral
Department of Education	Vote 26 C.16	HEAnet Capital and Recurrent Research Grant	-	4,934,569	(4,934,569)	-	-
Department of Education and the European Commission	Vote 26 C.12	HEAnet Capital and Recurrent Research Grant	10,674,488	9,701,358	(11,061,257)	9,314,589	Commitments in 2024 for future expenditure
Department of Education	Vote 26 C.04	Schools Broadband Network Capital and Recurrent Grant	104,594	1,506,329	(1,610,923)	-	-
Department of Education	Vote 26 C.04	Schools Post-Primary Capital and Recurrent Grant	323,849	6,637,228	(5,924,788)	1,036,290	Commitments in 2024 for future expenditure
Department of Education	Vote 26 C.04	Schools Primary Broadband intervention programme Capital and Recurrent Grant	1,066,905	6,899,262	(6,644,353)	1,321,813	Commitments in 2024 for future expenditure
Department of Further and Higher Education, Research, Innovation and Science		Fund membership of European Open Science Cloud (EOSC)	-	12,300	(12,300)	-	-
<b>HEAnet closing balance</b>			<b>12,169,836</b>	<b>29,691,045</b>	<b>(30,188,191)</b>	<b>11,672,691</b>	

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**16 Grants** (Continued)**(d) Analysis of deferred grants and grant income for the year ended 31 December 2024**

Name of grantor	Name of grant	Purpose of grant	Opening deferral 1 January 2024 €	Grant received 2024 €	Income and Expenditure 2024 €	Closing deferral 31 December 2024 €	Reason for closing deferral
Department of Education	Vote 26 C.04	These grants are utilised in providing quality IT and MIS shared services to the Technological Universities / Institutes of Technology	1,462,630	11,778,000	(12,224,105)	1,016,525	Commitments in 2024 for future expenditure
Department of Education	Vote 26 C.16	Funding the refresh of the remaining Managed Information Systems	1,571,671	317,972	(419,677)	1,469,966	Future capital purchase commitments for the MIS refresh project
Department of Education		Funding the Merging of Technological Universities	122,344	602,303	(724,647)	-	-
Department of Education		Funding the MTU (Cork) Credentials	26,787	(219)	(26,568)	-	-
Department of Education		Funding HRP statutory change	-	180,656	(166,299)	14,357	Commitments in 2024 for future expenditure
Department of Education		Funding SETU SRMS CRM recruit	-	658,016	(640,892)	17,124	Commitments in 2024 for future expenditure
Department of Education		Funding SharePoint project	-	162,101	(105,581)	56,520	Commitments in 2024 for future expenditure
Department of Education		Funding office move to North Dock Two	-	300,000	(300,000)	-	-
<b>EduCampus closing balance</b>			<b>3,183,431</b>	<b>13,998,830</b>	<b>(14,607,770)</b>	<b>2,574,491</b>	
<b>HEAnet Group closing balance</b>			<b>15,353,267</b>	<b>43,689,875</b>	<b>(44,795,961)</b>	<b>14,247,182</b>	

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

<b>17 Creditors</b> (amounts falling due after more than one year)	<b>Consolidated</b>		<b>Company</b>	
	<b>2024</b> €	<b>2023</b> €	<b>2024</b> €	<b>2023</b> €
Deferred grants (note 16(b))	8,589,756	10,426,959	7,770,000	7,498,000
Capital grants (note 17(a))	6,485,967	6,536,689	6,484,275	6,532,097
	15,075,723	16,963,648	14,254,275	14,030,097
<b>(b) Capital grants</b>				
Balance at beginning of the year	6,536,689	2,748,656	6,532,096	2,741,164
Grants received/receivable during the year (note 16(a))	1,709,696	5,484,633	1,709,696	5,484,633
	8,246,385	8,233,289	8,241,792	8,225,796
Amortisation for the year	(1,760,418)	(1,696,600)	(1,757,518)	(1,693,700)
Balance at end of year	6,485,967	6,536,689	6,484,274	6,532,096
Included in the amortisation of capital grants for the year is amortisation in respect of:				
Core HEAnet infrastructure	611,973	719,088	611,973	719,088
Schools network	-	3,826	-	3,826
Schools high speed	11,434	53,577	11,434	53,577
Schools Primary Broadband	647,962	645,053	647,962	645,053
Leasehold improvements	486,149	272,156	486,149	272,156
EduCampus	2,900	2,900	-	-
	1,760,418	1,696,600	1,757,518	1,693,700

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

18 Operating lease commitments	Consolidated		Company	
	2024 €	2023 €	2024 €	2023 €
Minimum lease payment under operating leases recognised as an expense during the year	1,857,817	1,995,551	1,567,333	1,580,355
At period end, the Company has outstanding commitments under non-cancellable operating lease that fall due as follows:				
Within one year	1,309,493	1,750,223	1,115,970	1,459,939
Later than one year and not later than five years	3,207,657	3,716,166	3,207,657	3,522,643
Later than five years	1,895,661	2,696,645	1,895,661	2,696,645
Total lease payments due	6,412,811	8,163,033	6,219,288	7,679,226

19 Funds note	Unrestricted funds - general reserve €	Designated funds - general reserve €	Total €
<b>CONSOLIDATED</b>			
Opening balance	1,691,319	2,800,000	4,491,319
Net movement in statement of comprehensive income	329,983	-	329,983
Movements between funds	-	-	-
<b>Closing balance at 31 December 2023</b>	2,021,302	2,800,000	4,821,302
Net movement in statement of comprehensive income	(35,039)	-	(35,039)
Movements between funds	-	-	-
<b>Closing balance at 31 December 2024</b>	1,986,263	2,800,000	4,786,263
<b>Company</b>			
Opening balance	1,314,243	1,800,000	3,114,243
Net movement in statement of comprehensive income	329,983	-	329,983
Movements between funds	-	-	-
<b>Closing balance at 31 December 2023</b>	1,644,226	1,800,000	3,444,226
Net movement in statement of comprehensive income	(35,039)	-	(35,039)
Movements between funds	-	-	-
<b>Closing balance at 31 December 2024</b>	1,609,186	1,800,000	3,409,186



**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**Restricted funds**

Restricted funds comprise the following:

Restricted capital grants are grants received for capital expenditure relating to specific capital projects such as the Core HEAnet infrastructure capital project or the Schools network infrastructure capital project.

Grants are provided by the grant authority for the specific capital project stipulated. Amortisation of the relevant grants and the related depreciation expenditure are treated as restricted income and expenditure in the statement of comprehensive income and expenditure.

Other restricted funds relate to other income which has been received from a grant authority or other organisation with specific restrictions attaching to it. Such income is held in a restricted fund and utilised to fund the related expenditure when incurred. The Company does not have any restricted reserves €Nil (2023: €Nil).

**Unrestricted funds**

Unrestricted funds comprise the following:

Unrestricted general funds (primarily client contributions) comprise all funds which have been received and used in the ordinary course of business which are not subject to a specific restriction by the grantor or donor.

**Designated funds**

Designated funds Comprise the Following:

Designated funds include funds designated by the Board for a specific purpose. The Board designated an amount of €1.8m as a designated fund for infrastructure recurrent expenditure, ring-fenced for cash flow purposes because certain recurrent grants are received in arrears, and €1m as a designated fund ring-fenced for expenditure on the MIS project in future years.

**20 Related party transactions**

HEAnet provides network and related services to its members. It operates on a cost recovery basis, whereby the members approve a budget for HEAnet to provide the required services and HEAnet invoices the members in accordance with the services which have been requested. HEAnet is in receipt of grant funding which is used to offset the cost of providing these services.

In 2015, HEAnet established a subsidiary Company, EduCampus Services DAC, and HEAnet holds the majority of the shares (92%). The ultimate controlling party of the group is HEAnet. Business support services were provided to EduCampus Services DAC, which amounted to €519,527 (2023: €493,978).

On 1 March 2016 EduCampus Services became a client of HEAnet. Client contribution charges for 2024 were €10,674 (2023: €10,674).

Other services provided by HEAnet to EduCampus Services relate to Web-hosting, Managed IdP and Managed eduroam Radius Service. Other services charged by HEAnet for the period amounted to €8,320 (2023: €8,320). The balance receivable in respect of all services from EduCampus Services at the year-end was €Nil (2023: € Nil).

The receivable is unsecured, due in 30 days and no guarantees have been received.

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)

Dr. Orla Flynn is a director of HEAnet and is also the President of Atlantic Technological University (ATU). During the year HEAnet CLG provided services to ATU and received services from ATU. The services provided to ATU and provided from ATU were subject to normal commercial terms and amounted to the below:

During the year, HEAnet CLG provided services to ATU, and amounted to €40,409 (2023: €112,798). At the year end, the amount due from ATU was €Nil (2023: €440).

During the year, HEAnet received services from ATU, and amounted to €2,100 (2023: €2,100). At the year end, the amount due to ATU was €Nil (2023: €1,200).

Ronan Byrne is Chief Executive Officer of HEAnet CLG and is also a director of GÉANT. During the year HEAnet CLG provided services to GÉANT and received services from GÉANT. The services provided to GÉANT and provided from GÉANT were subject to normal commercial terms and amounted to the below:

During the year, HEAnet CLG provided services to GÉANT, and amounted to €48,000 (2023: €104,000). At the year-end, the amount due from GÉANT was €Nil (2023: €Nil).

During the year, HEAnet CLG received services from GÉANT, and this amounted to €947,941 (2023: €469,230). At the year-end, the amount due to GÉANT was €Nil (2023: €Nil). Deferred expenditure in respect of GÉANT at year-end was €462,547 (2023: €6,134).

During the year, HEAnet CLG received grant income from GÉANT, and this amounted to €246,782 (2023: €323,676). The grant receivable in respect of GÉANT at year-end was €117,321 (2023: €132,880). The deferred grant in respect of GÉANT at year-end was €68,014 (2023: €108,727).

**Limited by guarantee**

The liability of members is limited to the amount (not to exceed €1.27) guaranteed by each member.

**21 Group structure**

At 20 April 2015, HEAnet established a subsidiary Company EduCampus Services and retains a 92% controlling stake of the share capital of that Company.

<b>22 Non-controlling interests</b>	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>
The movement in non-controlling interests was as follows:		
<i>With voting rights</i>		
At 1 January	8	8
Total comprehensive income attributable to non-controlling interest	-	-
At 31 December	8	8
<i>Without voting rights</i>		
At 1 January	4	-
Total comprehensive income attributable to non-controlling interest	-	4
At 31 December	4	4

**NOTES TO THE FINANCIAL STATEMENTS** (Continued)**23 Subsidiaries and related undertakings**

The related undertakings whose results or financial performance principally affect the figures shown in the Consolidated Financial Statements are as follows:

Company	Principal activity	Status	Country of incorporation
EduCampus Services DAC	MIS shared services	92% owned	Ireland

**24 Contingent liability**

EduCampus Services is currently engaged in a large multi-annual project with a university client for the implementation of a student records management system. The parties involved, including EduCampus Services, the university client and the vendor, agreed to enter into a mediation process in 2023 to resolve a number of issues that have arisen in the delivery of the project. The project with the client continued to be delivered in 2024 and during the year operational charges totalling €1.721m were billed to, and paid by, the university. A further payment of €579k was received from the university in April 2025. The 2024 accounts include costs incurred and paid to the third-party vendor in 2022 of €659k, and further accrued costs of €2.477m. There is a corresponding accrued income receivable balance of €3.137m in the accounts in respect of these costs.

Currently, there is no indication that EduCampus Services will not be able to recover all of its costs from the client, and the company's legal advisor has provided an opinion to support this judgement. However, as the mediation process is ongoing there is a certain degree of estimation uncertainty as to the ultimate outcome of the process and whether or not this will involve any future outflow by EduCampus Services in addressing issues following completion of the mediation process. At this stage it is too early to estimate

with any degree of reliability the extent of such outflows if any, and on that basis no provision has been included in the financial statements in relation to same.

**25 Pension plans**

The pension entitlements of employees arise under a defined contribution plan, which commenced in September 1999. The Group's contribution charge to the profit and loss account for the year ended 31 December 2024 amounted to €1,059,282 (2023: €919,320).

**26 Subsequent events**

There were no subsequent events to report.

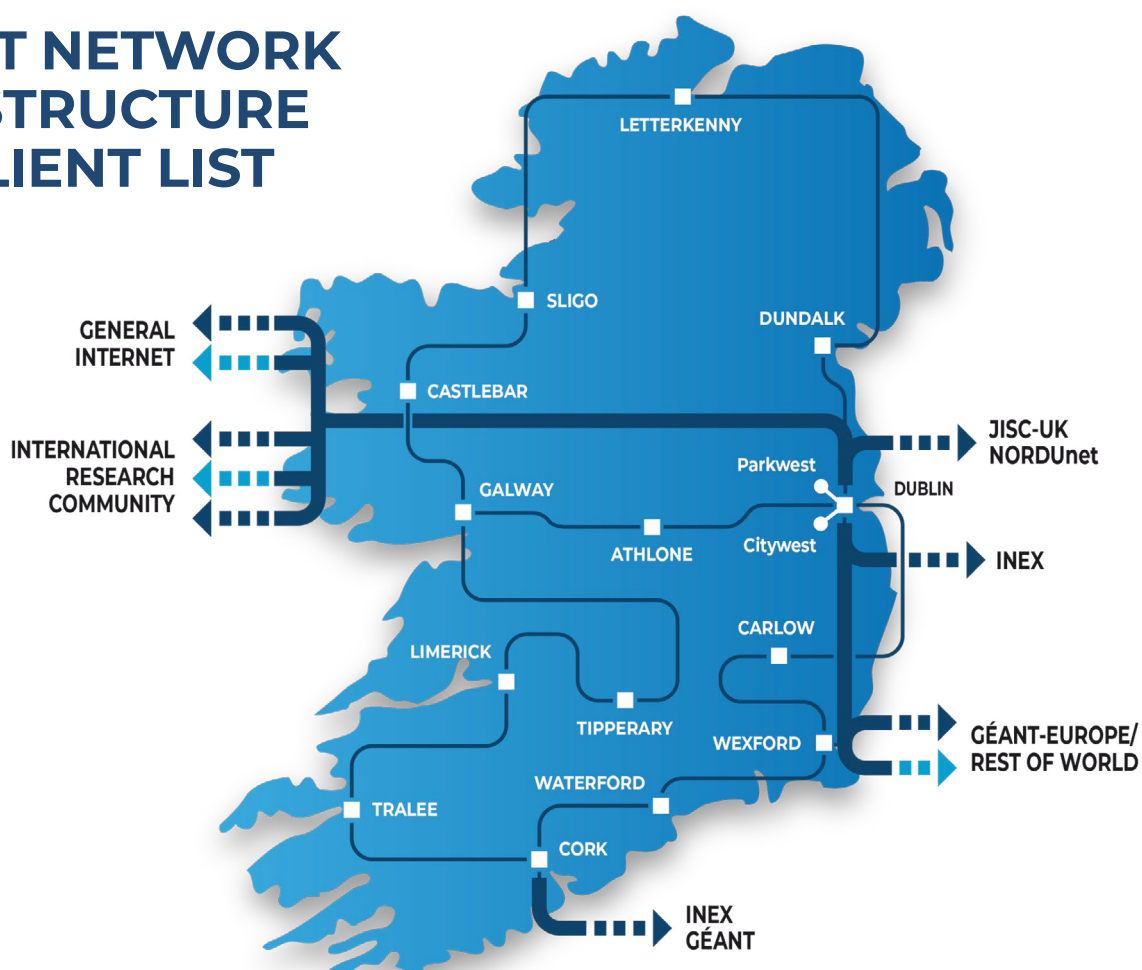
**27 Comparatives**

Certain comparative figures have been re-classified for presentation purposes.

**28 Approval of the financial statements**

The Directors approved the Group and Company Financial Statements on 8 May 2025.

# HEANET NETWORK INFRASTRUCTURE AND CLIENT LIST



- Atlantic Technological University (ATU)
- Arts Council
- Ballyfermot College of Further Education (BCFE)
- Carlow College, St. Patrick's
- Cavan and Monaghan Education and Training Board (cmetb)
- Central Applications Office (CAO)
- City of Dublin Education and Training Board
- College of Anaesthesiologists of Ireland (CAI)
- Cork Education and Training Board (cetb)
- CORU
- Department of Education
- Department of Further and Higher Education, Research, Innovation and Science (DFHERIS)
- Donegal Education and Training Board
- Dublin City University (DCU)
- Dublin Institute for Advanced Studies (DIAS)
- Dublin and Dún Laoghaire Education and Training Board (ddletb)
- Dún Laoghaire Further Education Institute (DFEI)
- Dundalk Institute of Technology (DkIT)
- Economic and Social Research Institute (ESRI)
- EduCampus Services DAC
- Education and Training Boards Ireland (ETBI)
- Education Shared Business Services (ESBS)
- Educational Research Centre (ERC)
- Environmental Protection Agency (EPA)

**HEANET NETWORK INFRASTRUCTURE AND CLIENT LIST** (Continued)

- Eurofound
- Galway and Roscommon Education and Training Board (gretb)
- Grangegorman Development Agency
- Health Information and Quality Authority (HIQA)
- Health Research Board (HRB)
- Higher Education Authority (HEA)
- Houses of the Oireachtas
- .ie (IE Domain Registry)
- Inland Fisheries Ireland
- Institute of Art, Design and Technology Dún Laoghaire (IADT)
- Institute of Public Administration (IPA)
- IOB
- Irish Centre for High-End Computing (ICHEC)
- Irish College of GPs (ICGP)
- Irish Prison Service
- Irish Universities Association (IUA)
- Kerry Education and Training Board
- Kildare and Wicklow Education and Training Board (kwetb)
- Kilkenny and Carlow Education and Training Board (kcetb)
- Laois and Offaly Education and Training Board (loetb)
- Limerick and Clare Education and Training Board (lcetb)
- Longford and Westmeath Education and Training Board (lwetb)
- Louth and Meath Education and Training Board (lmetb)
- Marine Institute - Foras na Mara
- Marino Institute of Education
- Mary Immaculate College (MIC)
- Maynooth University
- Mayo, Sligo and Leitrim Education and Training Board (msletb)
- Medical Council
- Met Éireann
- Mountbellew Agricultural College
- Munster Technological University (MTU)
- National Cancer Registry Ireland (NCRI)
- National College of Art and Design (NCAD)
- National College of Ireland (NCI)
- National University of Ireland (NUI)
- Ollscoil na Gaillimhe - University of Galway
- Quality and Qualifications Ireland (QQI)
- Royal College of Physicians of Ireland
- Royal College of Surgeons in Ireland (RCSI)
- Royal Irish Academy (RIA)
- Royal Irish Academy of Music (RIAM)
- SOLAS
- South East Technological University (SETU)
- St. Michael's House
- Teagasc
- Technological University Dublin (TU Dublin)
- Technological University of the Shannon (TUS)
- The Honorable Society of King's Inns (King's Inns)
- Tipperary Education and Training Board
- Trinity College Dublin (TCD)
- University College Cork (UCC)
- University College Dublin (UCD)
- University of Limerick (UL)
- Waterford and Wexford Education and Training Board (wwetb)



## GLOSSARY

**APC** - Advanced Process Control is a technology used in industrial automation to optimise process performance through real-time monitoring and adjustments, improving efficiency and quality.

**BiOrbic** – Ireland’s national bioeconomy research centre, focused on sustainable and circular bio-based solutions through innovation and collaboration.

**BPDA** - Business Performance and Delivery Agreement.

**CERN** - European Organisation for Nuclear Research is one of the world’s leading scientific institutions dedicated to fundamental physics research.

**CONUL** - The Consortium of National and University Libraries is the representative body for Ireland’s research and academic libraries. It aims to advance research, teaching, and learning by promoting collaboration among university and national libraries.

**CRM** - Customer Relationship Management refers to technology, strategies, and practices that help organisations manage interactions with customers, clients, and stakeholders to improve relationships and drive growth.

**DECC** – Department of Environment Climate and Communications.

**DFHERIS** - The Department of Further and Higher Education, Research, Innovation and Science is an Irish government department responsible for higher education, skills training, research funding, and innovation policy.

**DRE** - Digital Resilience and European Digital Infrastructure refers to initiatives aimed at strengthening Europe’s digital sovereignty, cybersecurity, and critical infrastructure resilience. It aligns with EU policies like the Digital Decade, NIS2 Directive, Cyber Resilience Act, and EuroQCI, ensuring that Europe remains competitive and secure in the digital space.

**DPSs** - Dynamic Purchasing Systems.

**EDI** – Equality, Diversity and Inclusion.

**EOSC** – European Open Science Cloud is an initiative by the European Commission aimed at creating a federated, open, and trusted environment for sharing and reusing research data and services across Europe.

**E&R** – Education and Research.

**ESG** - Environmental Social and Governance.

**EuroQCI** – European Quantum Communication Infrastructure is an initiative by the European Union aimed at developing a secure quantum communication network across Europe.

**GÉANT** - GÉANT is the pan-European research and education network, providing high-speed, secure, and resilient connectivity to millions of researchers, students, and academics across Europe.

**GHG** - Greenhouse Gases refer to gases that trap heat in the Earth’s atmosphere, contributing to climate change and global warming. These include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), and fluorinated gases.

**GN5** -The GÉANT GN5-1 project is a pan-European initiative focused on advancing high-performance networking, security, and cloud services for research and education communities across Europe. It builds on previous GN projects to enhance connectivity, cybersecurity, and digital collaboration.

**HEA** - The Higher Education Authority is the statutory body responsible for funding, policy development, and oversight of higher education institutions in Ireland.

**HEAnet CLG** – References to HEAnet or ‘Company’ alone refer to HEAnet CLG.

**HEAnet Group** – Refer to both HEAnet CLG and EduCampus Services DAC.

**HEIs** – Higher Education Institutions.

**ICT** – Information and Communications Technology.

**ICHEC** – Irish Centre for High-End Computing is Ireland's national high-performance computing (HPC) Centre, providing advanced computational resources and expertise for research, industry, and public sector applications.

**IDP** – Identity Provider Databases.

**IrelandQCI** – Ireland's Quantum Communication Infrastructure is Ireland's initiative under the broader European Quantum Communication Infrastructure (EuroQCI) program. It aims to develop, test, and deploy quantum-secure communication technologies to protect sensitive data and support future-proof cybersecurity solutions.

**IUA Universities** – The Irish Universities Association (IUA) member universities include Dublin City University, Maynooth University, Trinity College Dublin, TU Dublin, University College Cork, University of Galway, University College Dublin, and the University of Limerick <https://www.iua.ie/>

**MyAccessID** – The MyAccessID Identity and Access Management Service is provided by GÉANT to establish a common Identity Layer for Infrastructure Service Domains (ISDs).

**MIS** – A Management Information System (MIS) is a digital system used by organisations to collect, process, store, and analyse data to support decision-making and improve operations.

**NSAI** - National Standards Authority of Ireland is Ireland's official standards, certification, and metrology body, responsible for developing, maintaining, and promoting standards across industries. It ensures regulatory compliance, quality assurance, and safety in various sectors, including technology, cybersecurity, quantum computing, and ICT infrastructure.

**NRRP**- The National Recovery and Resilience Plan (NRRP) is part of the EU Recovery and Resilience Facility (RRF), which provides funding to EU member states to support economic recovery post-COVID-19 and drive digital and green transitions.

**NORF** – Ireland's National Open Research Forum was established in 2017 to advance the national Open Research agenda. NORF serves as a platform for communication, consultation, and collaboration among key stakeholders in the research system on strategic issues, policies, and procedures related to open research. <https://dri.ie/norf/>

**NREN** – National Research and Education Networks are specialised internet service providers that cater to the needs of research and education communities within their respective countries.

**NZEB** - Nearly Zero Energy Buildings are highly energy-efficient buildings that consume very little energy and meet most of their energy needs through renewable sources. This is a key concept in EU and Irish sustainability policies aimed at reducing carbon emissions and energy consumption in the built environment.

**OCRE24** - The OCRE 2024 Framework is set to replace the previous 2020 IaaS+ Framework, aiming to enhance cloud service procurement for the research and education community.

**OGP** - The Office of Government Procurement is the central body responsible for public procurement in Ireland. It ensures that government departments, public sector bodies, and agencies follow efficient, transparent, and cost-effective procurement processes.

**Public Sector Climate Action Mandate** – This mandate requires public sector bodies to take a leadership role in climate action, demonstrating their commitment through tangible and necessary measures.

**RESIN** – The National Forum for Research Services and Infrastructure brings together research support professionals from Irish Universities, Technological Universities, Research Performing Organisations, Research Funding Organisations, and Research Infrastructures. Coordinated by HEAnet, RESIN facilitates collaborative discussions among research IT staff, librarians specialising in research data management, and other key stakeholders. <https://resin.heanet.ie/>

**SFI** – Science Foundation of Ireland - The largest funder of competitive research in Ireland, supporting projects across various challenges and sectors

**SRMS** - School Records Management System. A digital system used by educational institutions to manage and maintain student records and administrative data.

**SOLAS** – SOLAS is the State agency responsible for overseeing the development of a world-class Further Education and Training sector in Ireland, ensuring the provision of essential skills to support the country's future workforce. <https://www.solas.ie/>

**SOC & SIEM** – Security Operations Centre and Security Information and Event Management.

**SURF** – SURF is the ICT cooperative for Dutch education and research institutions, serving as the equivalent of HEAnet in the Netherlands. <https://www.surf.nl/en>

**THEA** - The Technological Higher Education Association is the representative body for Ireland's Technological Universities (TUs) and Institutes of Technology (IoTs).

**TU** – Technological Universities in the Republic of Ireland include Technological University Dublin, Munster Technological University, Technological University of the Shannon: Midlands Midwest, Atlantic Technological University, and South East Technological University.

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