

An aerial photograph of a coastline. The left side of the image shows vibrant pink water, likely a lagoon or a specific type of coral reef. A narrow, light-colored strip of land or road runs diagonally from the top center towards the bottom right, separating the pink water from a darker, textured area of water or land on the right. A yellow rectangular frame is overlaid on the left side of the image, containing text.

# How can value realised today reshape tomorrow?

EY Oceania Value Realised Scorecard  
November 2022



The better the question. The better the answer. The better the world works.



**EY**

Building a better  
working world

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## Message from the EY Regional Managing Partner and CEO, Oceania

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### Our commitment to transparency

EY Oceania is committed to transparency. In 2021, we presented our first Value Realised Scorecard, providing a baseline to evaluate our performance. This year's Scorecard details our ambitions across key metrics that are important to us and our stakeholders and performance and progress towards these commitments.

At EY, we are guided by our purpose of building a better working world, a world where economic growth is sustainable and inclusive. We use this lens to continuously develop the services and solutions that help clients deliver better outcomes for their stakeholders. It also drives us to invest in, develop the skills and wellbeing of our people and inspires us to give back to the communities in which we live and work.

In sharing this year's Scorecard, I want to commend our people for providing meaningful service to clients, and for their commitment to our EY values and goals across Oceania. I am pleased to see signs of positive progress in this year's report, but as ever, we must strive to do better, ask better questions, and identify our areas for improvement.

While outside this Scorecard's reporting period, the recent tragic death of one of our employees shocked and saddened us. It prompted deep reflection across the organisation on how we ensure we have an environment and culture that enables people to thrive. We made the decision to commission an independent review of our workplace culture, work practices and psychological health and safety. A critical part of this independent review process will be to ask our EY people to share their own experiences, both the good and the bad. These insights will help shape our workplace culture so everyone can flourish. We are committed to transparency with the findings of this review, and to implementing its recommendations.

We are driven by our own commitments to [climate](#) and [inclusion](#), which align with EY Global. We have reported on them in this report and you can read more about our Global ambitions in the [2022 Global Value Realized report](#).

Developing our market-leading strategy and approach to sustainability has been important in the past year, led by Mat Nelson, our inaugural Chief Sustainability Officer. This report demonstrates this sustainability strategy in action, merging the three components of People, Society and Clients.

## Looking ahead

Thinking about the year ahead, we will have plenty of opportunities to extend the good work highlighted in this report as we progress our decision to move forward with partner votes to separate into two distinct organisations.

One would be a simplified, more agile network of multidisciplinary member firms across the globe committed to assurance, tax and advisory services with all the capabilities required to deliver high-quality audits, serve the public interest, and focus on the CFO agenda and sustainability.

The other would be a new global corporate organisation comprising Consulting, the majority of Tax, Strategy and Transactions, and managed services focused on clients' growth, risk and transformation agendas, enabled by technology. Partner votes, held over the course of FY23, will determine whether we move forward. We have taken this bold step because we believe this is the way we can better serve EY people, clients, and broader stakeholders in a once-in-a-generation opportunity to redefine the future of professional services.

With two separate organisations, we believe we will create better and more dynamic career opportunities; EY people can learn more, take on new roles, and explore different mobility options. There will be the opportunity to continue enhancing audit quality along with increased access to capital to reinvest in people and client services and solutions, with a laser focus on the issues that matter most to clients and stakeholders.

It would mean more choice for clients for both audit and transformation services, and a stronger focus on ESG priorities, as well as more opportunities to develop new corporate responsibility programs – including co-investments in “green” projects – so that we can make an even bigger impact in our communities.

Of course, this proposal represents a significant change. But some things will remain the same. Both organisations will be values-focused and purpose-driven, and both will preserve the strong EY culture and commitment to diversity, equity and inclusiveness (DE&I), collaboration and teaming.

I am proud of the leadership and bold course EY is charting. I look forward to the opportunities ahead, and to building an even better working world.

I want to thank our Partners, people and clients for their support this year. I invite you to read more about our business in this year's Scorecard.



**David Larocca**

EY Regional Managing Partner and CEO, Oceania

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## Message from the EY Regional Chief Sustainability Officer, Oceania

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The last 12 months has seen incredible change across the globe as well as here in Oceania and what has become clear is that a focus on sustainability is more important than ever. As the world grapples with issues like climate change, social dislocation, cost of living and global conflict, EY Oceania recognises we have an important role in playing our part to support our clients, our people and our communities to respond to the challenges.

For this reason, we have invested heavily in the execution of our sustainability strategy over the past 12 months and taken steps to focus on the metrics and ambitions that EY Oceania and our stakeholders believe can have the greatest impact.

Much progress has been made across the four pillars of our sustainability strategy and in the delivery of many of our sustainability initiatives. The EY Net Zero Centre has had a significant impact in helping some of Australia and New Zealand's largest emitters take the first steps in their decarbonisation journeys, the EY Ripples program has reached more people in the community than ever before, and EY people have really embraced the Sustainability Action Network with over 1,000 members signing up in the first few months.

The way we measure and evaluate our progress is critical to understanding how EY is tracking against our commitments. We use the WEF-IBC Stakeholder Capitalism Metrics to guide our reporting. This is an important part of integrating ESG performance into our business strategy and practices. It is also a recognition, along with our reporting on the United Nations Global Compact (UNGC), of the importance of the United Nations Sustainable Development Goals (UN SDGs). We continue to be proud participants in the UNGC and reaffirm our commitment to its Ten Principles.

Transparency and public disclosures are crucial components in building and maintaining trust. As with our inaugural Scorecard, our approach to transparency is guided by two important factors:

1. Understanding our stakeholders' needs and expectations
2. Understanding our corporate responsibility

There are of course still a number of challenges that will be a focus for us in the coming years. Although we have seen improvement in key metrics from the global EY people pulse survey, we still have a long way to go in ensuring our people have the time to

dedicate to their health and wellbeing needs. We have also not seen enough uplift in the percentage of female Partners in the business or the percentage of Partners from a culturally and linguistically diverse background. Progress on our target to 100% renewable energy has also been impacted by the electricity market conditions but we are still hopeful of achieving our 2025 target.

In 2019, the EY organisation refreshed its global strategy. NextWave frames our ambition to create long-term value for our clients, our people and society. The Oceania Value Realised Scorecard builds on the NextWave strategy, complementing our [Global EY Value Realized Report](#) and the [Transparency Report \(Australia\)](#).

We are committed to our purpose of building a better working world and ensuring EY services and people are guided by our values, our commitment to creating long-term value and high standards of business practices.

We are committed to understanding our performance so we can improve our impact, which will be especially pivotal over the next 12 months. We will continue to engage with our stakeholders to refine our performance measures. While much effort has been made to get to where we are today, we are committed to going beyond these ambitions to improve our impact.

Lastly, I want to say thank you to all the stakeholders I have engaged with over the last 12 months. Your insight, challenge and support has made us a better business and helped further our ambitions in accelerating impact with our clients, our people and our communities.



**Mathew Nelson**

EY Regional Chief Sustainability Officer, Oceania

# Our ambition and sustainability strategy

## Client Impact

Metric	Target
Rating as met or exceeded expectations	95%
Average recommendation score	8
Client impact metric <sup>1</sup>	TBD

## Our Footprint

Metric	Target
Greenhouse gas emissions	-40% FY25
Waste <sup>2</sup>	TBD
Renewable energy	100% FY25
Sustainability Action Network members	1,000

## Societal Impact

Metric	Target
Spend on Indigenous suppliers	3% FY24
Lives impacted	758,193 FY23

## People Impact

Metric	Target	
DIVERSITY	Female Firm-wide %	50%
	Female Executive Leadership Team %	50%
	Female Partner %	40% FY25
	Culturally and Linguistically Diverse (CALD) Partner %	30% FY27
SENTIMENT OF OUR PEOPLE	People Survey – Exceptional Experience	80% 2025
	People Survey – Belonging	not set
	People Survey – Mental health needs	not set
INVESTIGATIONS	Workplace investigations (formal)	not set
REMUNERATION	Partner pay parity	0
	Gender pay parity (excludes Partners)	0
	CALD pay gap	0
	Turnover <sup>3</sup> (12 month rolling average)	not set



### NOTES:

- 1 We are developing a client impact metric to ensure we understand and can continue to improve impact
- 2 Data is not currently available for all sites. We are developing a metric and plan to report outcomes.
- 3 Turnover is defined as the number of voluntary exits in the 12 months period divided by the average headcount within the same period.

Specific targets for some metrics are not set, rather we will strive to continuously improve.

## Our performance

### Client Impact

Metric	2022	2021	Target
Rating as met or exceeded expectations	99%	99%	☑
Average recommendation score	8.8	8.8	☑
Client impact metric <sup>1</sup>			TBD

### Our Footprint

Metric	2022	2021	Target
Greenhouse gas emissions	17,490	11,677	⚠
Waste <sup>2</sup>			TBD
Renewable energy	11%	not available	⚠
Sustainability Action Network members	1,098 <sup>3</sup>	not set	☑

### Societal Impact

Metric	2022	2021	Target
Spend on Indigenous suppliers	1.3%	1%	⚠
Lives impacted	1.65 m	313,931	☑

### People Impact

Metric	2022	2021	Target	
DIVERSITY	Female Firm-wide %	50% female	50% female	☑
	Female Executive Leadership Team %	54%	54%	☑
	Female Partner %	30%	29%	⚠
	Culturally and Linguistically Diverse (CALD) Partner %	23%	23%	⚠
SENTIMENT OF OUR PEOPLE	People Survey – Exceptional Experience	77%	73%	☑
	People Survey – Belonging	87%	83%	not set
	People Survey – Mental health needs	61%	56%	not set
INVESTIGATIONS	Workplace investigations (formal)	17	12	not set
	Partner pay parity	0.3%	0.9%	▶
REMUNERATION	Gender pay parity (excludes Partners)	0.9%	0.6%	▶
	CALD pay gap	5%	not available	▶
	Turnover <sup>4</sup> (12 month rolling average)	22%	19%	not set

#### LEGEND:



Achieved



Needs attention



On track

#### NOTES:

1 We are developing a client impact metric to ensure we understand and can continue to improve impact

2 Data is not currently available for all sites. We are developing a metric and plan to report outcomes.

3 Sustainability Action Network members at Scorecard publication date.

4 Turnover is defined as the number of voluntary exits in the 12 months period divided by the average headcount within the same period.

Specific targets for some metrics are not set, rather we will strive to continuously improve.

## We have been recognised as:

### #1 Endorsed Employer

on the Work180 Gender Equity Index

### Platinum Employer

status at the Australian Workplace Equality Index awards

### Winner of Diversity, Equity & Inclusion

for our SwitchedOn program, The Australian HR Awards

### Finalists at the Australia AITD Awards

Australian Institute of Training & Development Best Use of Technology for Learning - Transformation Realised Summit, Best Capability Building Program - EY Virtual Leadership Skills and Best Blended Learning Solution - Digital Efficiency Skills for Hybrid Work, Best Use of Gamification/Simulation for Learning

### Winner of the APAC EMMAs Awards

Expatriate Management & Mobility Awards Best Employee Experience & Engagement for our International Remote Work (IRW) program

### ASIC 2022 Audit Inspection Report

Best performer of all firms audited, with an error rate of 15%

#### Notes on the Value Realised Scorecard:

- All figures are for the Australian Financial Year 2022 (FY22), unless otherwise stated.
- All monetary amounts are in Australian Dollars (AUD).
- EY Oceania refers to the EY member firms in Australia, New Zealand, Fiji and Papua New Guinea, each of which is a separate legal entity.
- All figures relate to EY Oceania unless specified otherwise
- Data and commentary should be considered in the context of COVID-19 which impacts some data points.
- The measures included in this Scorecard have been determined based on an assessment of stakeholder needs and general corporate responsibility. Some metrics are not included because the Scorecard is not necessarily the appropriate forum for releasing this information or, in some circumstances, privacy concerns outweigh their inclusion. We continue to consult with our stakeholders as to the appropriateness of further disclosures in the future. This is part of an ongoing commitment to assess each Scorecard component to ensure we have appropriate metrics so that we can understand our impact and improve. The Value Realised Scorecard is in addition to the [Transparency Report \(Australia\)](#) and our [Modern Slavery Statement](#). The Scorecard is produced with an intention to avoid duplication of content.
- Please note, there are some aspirations we are working towards but as yet do not have the right data to be able to confidently measure progress. We are seeking to resolve this.

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# Creating long-term value for clients

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Helping clients  
grow, optimise  
and protect value

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We create long-term value for clients by helping them address today's challenges, understand emerging trends, mitigate risks, and seek opportunities.

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We believe that a purpose-led strategy is the path to growth in a COVID-19 impacted environment - a strategy that considers multiple stakeholders and addresses key issues of trust, trade, technology and sustainability, and puts people at the centre of decisions.

EY teams help clients grow, optimise, and protect value. We bring together all EY capabilities across service lines, sector knowledge, data, technology, and our ecosystem to meet clients' diverse needs.

Our ambition is to create a leading-class client relationship and experience program, designed to deliver client value, a differentiated client experience and strong relationships.

**Our primary stakeholders related to client and financial value are:**

- ▶ EY clients, and those we hope to work with
- ▶ Our people and member firm Partners, and those we hope will work with us
- ▶ Governments, regulators, and governing bodies
- ▶ Capital markets and the economies in which our work has an impact

**Our corporate responsibility actions include:**

- ▶ Making sure trust and confidence in capital markets is justified
- ▶ Promoting and contributing to good governance.
- ▶ Supporting clients to deliver long-term value for their stakeholders, including the community
- ▶ Considering the broad effects on society of clients acting on our advice
- ▶ Engaging in the policy process as part of our efforts to foster trust in markets and build a better working world

**As Tax Advisors we:**

- ▶ Support compliance with the tax system so that governments can deliver services for the benefit of society. EY Australia is a voluntary signatory of the Australian Tax Advisory Firm Governance Best Practice Principles, developed and co-signed by Deloitte Australia, KPMG Australia and PwC Australia. The Principles complement compliance with the legal, professional and regulatory regime applying to them and comply with the current and future requirements relating to government procurement. The Principles should also build further confidence and trust amongst wider stakeholders, including clients, the wider community, regulators, governments and other agencies.
- ▶ Foster open dialogue with tax administrators, government officials and other stakeholders about tax issues, the impact of policy decisions and the contributions that companies and individuals make to society.

- ▶ Have robust processes for monitoring the quality and appropriateness of our advice, seeking to ensure it meets high professional standards and ethical expectations.

**In providing Assurance and Audit Services, we:**

- ▶ Support high quality professional standards for financial reporting, auditing, and assurance.
- ▶ Confirm that financial and non-financial statements present fairly, in all material respects, an entity's financial position, sustainability performance, results of operations and cash flows.
- ▶ Act according to fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.
- ▶ Do not undertake non-audit services that would compromise our independence.
- ▶ Support our people to act in the public interest in accordance with APES 110 Code of Ethics for Professional Accountants (including Independence Standards) - Responding to Non-Compliance with Law and Regulations (NOCLAR).
- ▶ Consistently invest in audit quality initiatives to drive quality improvements in response to changing business environments. ASIC's 2022 Audit Inspection Report found, for the third consecutive year, that EY was the best performer of all firms audited, with an error rate of 15%.
- ▶ Recognise we have a role to play in educating the public about the purpose and scope of audits.

# Client

Our NextWave ambition is to create a leading-class client relationship and experience program, designed to help deliver client value, a differentiated client experience and strong relationships. EY Oceania has committed to three strategic priorities - digital government, Net Zero Centre and SpaceTech. All three are focus areas that we believe will bring tremendous value to our clients and to the communities that they serve.

We regularly assess client satisfaction with the quality of our services through quantitative and qualitative client insights. These occur on both an informal basis during day-to-day client service, as well as through formal and independent reviews that take place with key people in client businesses, including audit committee chairs and board members.

We use feedback from these interviews to improve the way we serve our clients.

Overall Client Experience (CX) Activity has increased by 24.7% in FY22. However, the largest gain is in Expectations of Service Quality (ESQ) activities which have increased by 417%. Our Win/Loss reviews have also increased by 13%.

We had 1,059 client touchpoints in FY22. This comprised:

- 671 Assessments of Service Quality (ASQ)
- 150 Expectations of Service Quality
- 238 Win Loss Reviews

2022	2021	Change
<b>CUSTOMER SATISFACTION SURVEY</b>		
<b>99%</b> rated as met or exceeded expectations	<b>99%</b> rated as met or exceeded expectations	No change
<b>8.8/10</b> average recommendation score	<b>8.8/10</b> average recommendation score	No change

## Financial Value

Financial Value Revenue reported is for year end 30 June for Australia, New Zealand, Papua New Guinea and Fiji, and includes revenue from delivery of our services and client expenses.

As partnerships, EY member firms distribute their entire profit each year to their Partners. Like any business, profit each year varies due to a range of factors that include the overall revenue of the business and our recurring costs. In addition, the year-to-year profit that is distributed can be impacted by a number of one-off items which have the effect of increasing the volatility of profits distributed each year. Reported here is the average annual increase in per partner earnings over the last three years. We provide this three-year average to best reflect the actual increase in profits distributed to Partners over time considering the volatility referred to above.

Closing the gender Partner pay gap is a priority. The overall gap reflects the historical gap in the proportion of female to male Partners and the years of experience of our female Partners. For example, as we have been working hard to increase the overall percentage of female Partners, we have a larger proportion of females in the 1-to-6-year Partner category. However, we are committed to increasing the proportion of female Partners being represented in our highest remunerated Partners. While the like-for-like pay parity is negligible, total Partner gender pay gap could continue to increase as the greater proportion of women who have been admitted as Partners in recent years progress through the member firms. This accounts for the increase in FY22.

2022	2021	Change
<b>FINANCIAL VALUE</b>		
<b>\$3 b</b> Revenue	<b>\$2.5 b</b> Revenue	<b>\$0.5 b</b> Increase
<b>Revenue by Service Line:</b>		
<b>\$620 m</b> Assurance	<b>\$578 m</b> Assurance	<b>7%</b> Increase
<b>\$746 m</b> Tax (including People Advisory Services)	<b>\$633 m</b> Tax	<b>18%</b> Increase
<b>\$1.2 b</b> Consulting (including Risk)	<b>\$976 m</b> Consulting (including Risk)	<b>23%</b> Increase
<b>\$449 m</b> Strategy and Transactions (SaT)	<b>\$355 m</b> Strategy and Transactions (SaT)	<b>27%</b> Increase
<b>11%</b> Average annual increase in Partner earnings (FY20-FY22)	<b>7%</b> Average annual increase in Partner earnings (FY19-21)	<b>4 pt</b> Increase (for the relevant period)
<b>0.3%</b> Partner gender pay parity (like-for-like)	<b>0.9%</b> Partner gender pay parity (like-for-like)	<b>0.6 pt</b> Decrease This decrease shows that pay parity has improved in favour of females
<b>25%</b> Partner gender pay gap (overall)	<b>22%</b> Partner gender pay gap (overall)	<b>3 pt</b> Increase

# Quality and Independence

Partners are evaluated and compensated based on criteria that include specific quality and risk management indicators, covering both actions and results.

Specific quality and risk performance measures have been developed to account for:

- Providing technical excellence
- Living the EY values as demonstrated by behaviours and attitude
- Demonstrating knowledge of, and leadership in, quality and risk management
- Complying with policies and procedures
- Complying with laws, regulations, and professional duties
- Contributing to protecting and enhancing the EY brand

The Partner compensation philosophy calls for meaningfully differentiated rewards based on a Partner's level of performance, as measured within the context of the performance management framework. Partners are assessed annually on their performance in delivering high quality, exceptional client service and people engagement, alongside financial and market metrics.

Quality concerns arising from external inspections and the EY quality review programme result in financial penalties to our Partners and limits their overall performance evaluation for the year, regardless of how they have performed in the other areas in which their performance is measured.

Note: Other metrics related to Quality and Independence for Assurance are provided in the [EY Australia Transparency Report](#).

2022	2021	Change
<b>QUALITY AND INDEPENDENCE</b>		
<p><b>97%</b> Partners rated as either meeting or exceeding expectations for Quality Risk Management (QRM).</p>	<p><b>99%</b> Partners rated as either meeting or exceeding expectations for Quality Risk Management (QRM).</p>	<p><b>2 pt</b> Decrease We continue to hold a high expectation of the performance of our Partners in relation to quality and risk management. Our Partners will be assessed as not meeting expectations if they have, for example, been late, did not complete certain mandatory training, undertake quarterly independence confirmation or are late in seeking pre-approval for using a third-party supplier.</p>
<p><b>15%</b> ASIC Audit Inspection Report error rate</p>	<p><b>7%</b> ASIC Audit Inspection Report error rate</p>	<p><b>8 pt</b> Decrease While the FY22 result is not as strong as in FY21, EY was the best performer of all firms audited</p>

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# Creating long-term value for society

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Building trust in capital  
markets and having  
a positive impact on  
communities and  
the planet

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We know that as an organisation, EY Oceania can make the biggest contribution to our communities when we take the same distinctive services and competencies we use in our business every day to help address society's toughest challenges.

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Beyond the work we do in our business, we make a positive social impact through our pro bono program, our Reconciliation Action Plan (Australia), support for our focus charities and our corporate responsibility program, EY Ripples. We also strive to minimise our environmental footprint while embedding principles of responsibility and sustainability across the entire EY business.

Globally, the EY organisation is bringing more focus to align our efforts to strengthen our communities with the knowledge, skills and experience of our people through EY Ripples.

EY Ripples aims to positively impact the lives of one billion people across the globe by 2030 through three key areas of social impact:

1. Working with impact entrepreneurs to help scale businesses that purposefully target progress towards the UN Sustainable Development Goals
2. Helping young people develop the mindsets and transferable skills they need most to sustain meaningful work in the future

3. Accelerating environmental sustainability by working to drive the adoption of behaviours, technologies and business models that protect and regenerate the environment while unlocking economic opportunity

**Our primary stakeholders related to society are:**

- ▶ The communities in which we work and impact
- ▶ EY people and Partners
- ▶ Suppliers and those with whom we work
- ▶ Governments, regulators and governing bodies, particularly climate-related agencies
- ▶ Non-government organisations, particularly Reconciliation Australia

**Our corporate responsibility actions include:**

- ▶ Respecting our responsibility to protect the human rights of our people and those we engage for products and services
- ▶ Striving to minimise our environmental footprint and embed principles of responsibility and sustainability across our business
- ▶ Working to secure a better future for Australia's First Nations People by working with the First Nations sector and the government agencies and organisations that empower them
- ▶ Seeking to make a positive social impact through our pro bono program, support for charities, and EY Ripples

- ▶ Focusing on our key areas of social impact which involve supporting youth, education, impact entrepreneurs, environment, mental health, Indigenous programs and building a more diverse and inclusive society
- ▶ Recognising the potential of entrepreneurs as creators of societal and economic value, driving innovation, bringing new concepts and products to market, and creating jobs and wealth
- ▶ Sharing our insights and knowledge, and leading discussions by asking better questions on issues that impact markets, clients, our people, and communities

## Supply Chain Diversity - Working with Diverse Businesses

	2022	2021	Change	2023 target
<b>WORKING WITH DIVERSE BUSINESSES</b>				
Spend with Aboriginal and Torres Strait Islander suppliers	<b>\$1.8 m</b> 1.3% of influenceable spend	<b>\$1.1 m</b> 1% of influenceable spend	<b>64%</b> increase	<b>2%</b> of influenceable spend
Spend with Māori and Pasifika suppliers	<b>\$2.7 m NZD</b>	data not collected		
Female-owned suppliers	<b>\$2.0 m</b>	data not collected		
Social enterprises	<b>\$0.2 m</b>	data not collected		

Supplier diversity is one of the ways we can contribute to our communities, supporting and working alongside businesses owned by or that assist underrepresented or disadvantaged groups. We track our spending in Oceania for Indigenous, Māori and female-owned businesses, and social enterprises.

Since FY20, EY has been a signatory to the Raising the Bar commitment with the Business Council of Australia to grow Indigenous procurement over five years in Australia. In FY22, EY procured \$1.8 million from Indigenous businesses through a combination of supply chain spend and securing the services of First Nations businesses to work with us on client engagements. While we are proud this represented a 64% increase on FY21, at 1.3% of influenceable spend, it fell short of our 1.5% target for FY22. Our FY23 target is 2% of total

influenceable spend. We are focused on both targeted areas of supply chain spend and opportunities to work with Indigenous businesses for government client tenders and engagements to help achieve this. We continue to work closely with organisations like Supply Nation to identify new opportunities to engage with more Indigenous businesses.

We began tracking our spend with Māori-owned and female-owned businesses and social enterprises in FY22. While we do not yet have targets, we are working with intermediary advocacy organisations, including Amotai (Māori and Pasifika-owned businesses in New Zealand) and WEConnect International (female-owned businesses). In FY23, we also began working with Social Traders in Australia (social enterprises).

Through our supplier diversity efforts, we strive not only to procure from and work with businesses but also to contribute to their growth and sustainability. We do this through advocacy, capacity and capability building, and through our EY Ripples program.

## Climate and Environment - Greenhouse Gas emissions

	2022	2021	Change
<b>GREENHOUSE GAS (GHG) EMISSIONS</b>			
Scope 1	309 tCO <sub>2</sub> e	214 tCO <sub>2</sub> e	44% increase
Scope 2	5,826 tCO <sub>2</sub> e	3,451 tCO <sub>2</sub> e	69% increase
Scope 3	11,512 tCO <sub>2</sub> e	8,012 tCO <sub>2</sub> e	44% increase
<b>Total</b>	<b>17,647 tCO<sub>2</sub>e</b>	<b>11,677 tCO<sub>2</sub>e</b>	<b>51%</b> increase
Removals/offsets	121%	134%	

In FY22, the global EY organisation is carbon negative again after first achieving this important milestone in 2020. This is part of the EY ambition to reach net zero in 2025. To offset FY22 emissions, EY has invested across the globe in a diverse portfolio of nature and technology-based projects. All projects are independently verified, additional, permanent, not used for other purposes, do not result in leakage, and have a positive impact on communities. Total offsets for FY22 represent 121% of our FY22 emissions.

Reducing our greenhouse gas (GHG) emissions in line with our Science Based Targets initiative (SBTi)-validated 1.5C degree pathway to achieve net zero in 2025 requires a total emissions reduction of 40% from our FY19 baseline. This includes a 35% reduction in business travel emissions by 2025. The EY emissions target is aggressive, and the challenge we face in reaching our net zero ambition is reducing our absolute emissions while continuing to grow our business. Air travel is our largest single source of emissions, and in FY23, our priority will be on reducing non-client travel, turning our focus to client travel thereafter.

Total Oceania FY22 GHG emissions represent a 50% increase on FY21, due largely to Scope 3 travel emissions and Scope 2 office electricity usage following a return to more normal business practices in the second half of FY22 and new office sites opening in Australia.

## Reconciliation

	2022	2021	Change	2023 target
<b>RECONCILIATION</b>				
Permanent full-time Aboriginal and Torres Strait Islander employees	17	17	no change	25
EY people undertaking cultural awareness training	6,307	532	1,086% Increase	100% of EY Australia people within 6 months of joining
Pro bono hours with Indigenous organisations*	1,275	1,460	13% Decrease	not set

In September 2021, EY Australia released our second Stretch Reconciliation Action Plan, detailing our reconciliation ambitions to 2024 with a focus on increasing our cultural capability and supporting Aboriginal and Torres Strait Islander peoples in developing business and employment opportunities.

EY Australia fully supports a constitutionally enshrined Voice to Parliament in order to bring about real change to secure the social, political and economic future of First Nations peoples.

As the statement speaks to and hears the voices of many Aboriginal and Torres Strait Islander peoples, it is vital to ensure that there is transparency, clarity and accountability in regard to this commitment, and that the principles of the United Nations' Declaration on the Rights of Indigenous Peoples are upheld.

In Australia, we have recently internally developed a place based Aboriginal and Torres Strait Islander strategy. We are in the process of setting up an Indigenous Council with senior Indigenous and non-Indigenous EY leaders, to foster and ensure that the voices of EY Aboriginal and Torres Strait Islander peoples are heard and respected, are at the heart of our work with Indigenous communities and organisations, that the conversations are ongoing and that these voices lead us in embedding cultural confidence for all people at EY.

\* Charities and community organisations where Indigenous peoples/communities are primary beneficiaries.

# Community Investment and Engagement

	2022	2021	Change	2023 target
<b>COMMUNITY INVESTMENT AND ENGAGEMENT</b>				
EY Ripples - Lives Impacted	1,651,551	313,931	426% Increase	758,193
Hours invested by EY people	31,829	31,437	1% Increase	
Sponsorship and donations	\$2 m	\$1.6 m	25% Increase	
Leveraged donations	\$0.8 m	not available		
EY people holding volunteer positions on not-for-profit, community, education and professional organisations	386 people	380 people	negligible	
	515 organisations	580 organisations	negligible	

EY Ripples is our global corporate responsibility program which brings together the global EY network to achieve one shared vision: to positively impact one billion lives by 2030. Aligned to the United Nations Sustainable Development Goals, it embodies our quest to accelerate progress towards a socially just, economically inclusive, and environmentally regenerative future for all. Using the skills, knowledge and experience of our people, EY Ripples focuses on supporting the next-generation workforce, working with impact entrepreneurs, and accelerating environmental sustainability.

In FY22, EY Ripples initiatives undertaken by EY Oceania people positively impacted 1.65 million lives here and around the world. FY22 was an unusually strong year and our FY23 target reflects the Oceania trajectory needed to achieve our part in the EY Ripples 2030 global vision.

Beyond our EY Ripples program, we support our communities through the offering of pro bono services, philanthropic financial giving and sponsorships with charities, arts, education, community, and social purpose organisations. Hours invested include pro bono services, EY

Ripples hours, and unskilled community volunteering. EY sponsorships include the arts, charities, education, and other community and social purpose organisations. Donations include EY donations and EY matching of workplace giving donations. The year-on-year increase reflects an increase in sponsorship following COVID-19 pandemic impacts in the prior year. Leveraged donations are reported for the first time and include employee/partner donations and EY-led fundraising.

# Entrepreneurs

EY has long recognised the importance of entrepreneurs as creators of social and economic value, driving innovation, bringing new concepts and products to market, and creating jobs and wealth. For over three decades, we have made it EY business across the globe to adapt our experience, industry capabilities and resources to advise, guide and recognise entrepreneurial, high-growth companies of all sizes. EY supports entrepreneurs at their many stages of development through our programs and by supporting the initiatives of others, including regulators, policymakers, educational institutions, accelerators, not-for-profits, and industry associations.

We are passionate about developing the start-up and entrepreneurial ecosystem and supporting founders' innovative start-up ideas, companies and their owners to capitalise on transformative opportunities and realise their potential. EY Oceania provides significant support to the entrepreneurial ecosystem by providing access to experienced resources, office spaces, mentors, technology tools including EY Velocity and more.

## EY Entrepreneur Of The Year™

For 21 years, the Australian EY Entrepreneur Of The Year program has recognised ambitious leaders who build and sustain successful, dynamic businesses and reframe the future.

Resilient, forward-thinking individuals who understand that combining innovative business models and technology, will disrupt and enhance the market. Leaders who foster purpose-led, sustainable business practices, resulting in better outcomes for the communities in which they operate. And, in this time of significant change, men and women who help drive Australia's economic recovery, by transforming to shape new industries and reimagine a better tomorrow.

Entrepreneur Of The Year recognises and celebrates the contribution of these exceptional individuals. It also helps to ensure national and international recognition of successful finalists and alumni, while providing invaluable networking opportunities. Winners from more than 140 city-based awards in more than 50 countries compete for the title of EY World Entrepreneur Of The Year. In Australia, since 2001 we have celebrated more than 1,700 entrepreneurs through EY Entrepreneur Of The Year. This year, the program celebrated [six national finalists](#) selected by a group of [highly respected iconic judges](#), themselves considered entrepreneurial trailblazers, chaired by [Lucy Turnbull AO](#). Congratulations to [Linda Brown](#), CEO and President, Torrens University Australia, winner of EY Entrepreneur Of The Year 2021 Australia. You can read more at [EY Entrepreneur Of The Year™ | EY Australia](#).

## Entrepreneurial Winning Women

Now in its 13th year, EY Entrepreneurial Winning Women identifies high-potential female entrepreneurs and provides support to help accelerate their business growth. EY teams provide founders with ongoing access to our resources, networks, and know-how, helping to strengthen their abilities to become market leaders. At the same time, the program creates a vibrant global community of successful female entrepreneurs and inspiring peer role models.

## She Starts Out

LGBTQ+ women and non-binary social impact entrepreneurs are supported through the EY Unity and EY Ripples program, She Starts Out. She Starts Out is a business mentoring program led by our EY Unity LGBTQ+ network, designed as a means of making a meaningful impact in the wider rainbow community as well as raising the profile

of queer women at EY. The program ran for the second time in 2022, having supported a highly diverse group of more than 1.1 LGBTQ+ women and non-binary founders of social impact businesses across Australia and New Zealand.

## EY Foundry

EY further supports entrepreneurs with EY Foundry. EY Foundry is a start-up incubator for early-stage, B2B, technology start-ups in the tax, accounting, legal tech, regtech, fintech, and HR tech space that spans seven countries across Oceania and ASEAN.

To date, EY Foundry has helped to achieved 40% female founder diversity and 50% culturally and linguistically diverse founder representation across our portfolio of Oceania start-ups. As one early EY touchpoint with start-up founders, EY Foundry complements existing EY entrepreneurship programs. Next year's program will focus on supporting entrepreneurs driving broader societal change in sustainability and people and wellness. You can read more about EY Foundry at [www.ey.com/EYFoundry](http://www.ey.com/EYFoundry).

## EY 7 Drivers of Growth

7 Drivers of Growth is a framework to help entrepreneurs identify where they need to focus to achieve their growth ambitions. We facilitate 7 Drivers of Growth workshops for entrepreneurs through the proprietary Growth Navigator tool and the digital resource, EY Velocity, across the globe.

To year-end FY22, EY teams have helped to enable and support more than 1,000 ambitious entrepreneurs across Oceania to develop and rethink their strategy to realise sustainable growth by participating in EY 7 Drivers of Growth sessions.

Nearly 400 entrepreneurs have used EY Velocity: a digital, free-of-charge platform dedicated to helping agile entrepreneurs build, grow and transform their business with full self-serve access to unique content and resources (including the EY 7 Drivers of Growth), hot topics, tools and valuable access to global peers.

### Supporting the initiatives of the start-up and entrepreneurial ecosystem

Regulatory and policy guidance and support, Heads Over Heels, SBE, Fintech Australia, Blockchain Australia, Insurtech Australia, StartupBootCamp, Medtech Actuator and Ministry of Awesome are all examples of ecosystem initiatives that EY teams supported in 2021 with both financial and in-kind pro bono advice and support.

Sample highlights include:

#### Heads Over Heels

EY Australia is a platinum, longest-serving sponsor of Heads Over Heels, a not-for-profit organisation that has a mission to increase the representation of women leading high growth companies. Heads Over Heels does this by facilitating quality personal business connections to carefully selected outstanding Australian female entrepreneurs. The results deliver game changing outcomes for the female entrepreneurs and their growth ready businesses. Heads Over Heels was founded in 2010 and has accelerated the growth of 100 Australian female entrepreneurs over the last 12 years, through over 4,500 offers of connection. Through this sponsorship, EY Australia plays a key role in supporting upcoming female entrepreneurs, with three progressing to the EY Entrepreneurial Winning Program and another progressing to the Entrepreneur Of The Year program.

2022	2021	Change
<b>ENTREPRENEURS</b>		
EY Entrepreneur Of The Year		
<b>27</b> national finalists		
Programs were run in Australia and New Zealand. The 2022 New Zealand program included participants that were unable to compete in 2021 due to pandemic restrictions		
<b>1,153</b> Entrepreneurs supported through 7 EY Drivers of Growth Program	<b>1,000+</b> Entrepreneurs supported through 7 EY Drivers of Growth Program	<b>68</b> Increase (to 7 June 2022)
<b>5</b> Start-ups supported by EY Foundry	<b>4</b> Start-ups supported by EY Foundry	<b>1</b> Increase

These ecosystem partnerships provide greater collaboration with connectors and investors who support the entrepreneurial ecosystem across Australia.

#### Fintech Australia

EY Australia has a proud history of supporting the Fintech Industry. From B2C, B2B, start-ups, investors, incumbent financial institutions to regulators, policymakers, educational institutions, accelerators/hubs and industry associations such as FinTech Australia, we act as a connector and policy advisor to drive financial services entrepreneurship and growth.

Our EY Private and Financial Services teams, bring the best of EY to support entrepreneurs and Fintech companies of all sizes and structures, helping them achieve economic sustainability and growth, fund and commercialise innovation, use technology to solve problems and build

companies to service global markets. In a fast-changing world, we give Fintech founders and their businesses the support they need to be effective today and create long-term value for tomorrow.

#### Young Presidents Organisation (YPO)

Since 2017, the global EY organisation has been a strategic learning advisor to YPO, a network of young chief executives with 27,000 members in more than 130 countries. As YPO's Global Learning Supporter, EY teams provide members with valuable and topical content and learnings, to support their motto of 'Lifelong learning'. EY 7 Drivers of Growth is one of the most popular learning modules for YPO members.

# Tax

As a private partnership, taxes are paid by EY Partners and not the EY member firms. For EY Australia, we have processes in place to help establish that the individual tax positions of EY Partners are sufficiently transparent to the firm, to help assure the Australian Taxation Office (ATO) and our own Partner group that total partnership income is appropriately reported to the ATO and regulatory authorities in accordance with the law.

Total taxes paid is across Australia and New Zealand. This includes taxes paid by EY entities and taxes paid by Partners and staff on EY income.

EY Australia is also a voluntary signatory of the Australian Tax Advisory Firm Governance Best Practice Principles. These were developed collaboratively and co-signed by Deloitte Australia, KPMG Australia and PwC Australia. The Principles complement compliance with the legal, professional and regulatory regime applying to them and comply with the current and future requirements relating to government procurement. The Principles should also build further confidence and trust amongst wider stakeholders, including clients, the wider community, regulators, governments and other agencies.

2022	2021	Change
<b>TAX</b>		
<b>\$839 m</b> total taxes paid (approximately)	<b>\$660 m</b> total taxes paid (approximately)	<b>\$179 m</b> Increase
<b>38%</b> average effective tax rate paid by Australia and New Zealand Partners on member firm incomes	<b>38%</b> average effective tax rate paid by Australia and New Zealand Partners on member firm incomes	no change



# Creating long-term value for EY people

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Providing an  
exceptional experience  
for EY people

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People are at the core of EY businesses. Their combined skills, knowledge, insights and the quality services they provide help build trust and confidence in the world's capital markets and economies.

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Building a better working world is our purpose and the lens through which EY people understand the significance of their work at EY. We believe this purpose-driven culture differentiates us in the market, helps EY teams to attract outstanding leaders and contributes to the reputation as a training ground for sectors across the economy.

We seek to retain EY people by giving them interesting and challenging work, allowing them to develop their skills and knowledge while maintaining their personal integrity. We believe when people pursue meaningful careers and are supported to reach their potential, then collectively we can move closer to realising our purpose.

The reporting period for this Scorecard has again been challenging as we seek to navigate through the global pandemic and adjust to periods of remote working. We, like many others, have sought to provide additional support to EY people and are determined to understand the challenges and facilitate the support of EY people by the right systems, practices and culture.

Diversity and inclusiveness are central to who we are and how we work. We hold a collective ambition to foster an environment where differences are valued, practices are equitable, and everyone experiences a sense of belonging - where people are inspired to team and lead inclusively in their interactions every day.

**Our primary stakeholders related to people are:**

- ▶ EY people, member firm Partners, and their families
- ▶ EY clients, suppliers, and contractors
- ▶ Governing bodies including governments, regulators, and employee-related organisations
- ▶ The communities in which our people work and live

**Our corporate responsibility actions include:**

- ▶ Providing a safe and inclusive working environment
- ▶ Enhancing the wellbeing of EY people
- ▶ Working continuously to improve the quality of EY services by investing in our people

- ▶ Developing transformative leaders who are purpose driven and bring out the best in themselves and others
- ▶ Supporting our people to make good decisions by providing an ethical and behavioural framework in our Global Code of Conduct, which is anchored in our values and supported by the EY Ethics Hotline
- ▶ Considering and managing the impact of technology and automation on potential job displacement and anticipate the capabilities our people will need in the future
- ▶ Supporting and harnessing the power of EY alumni

## Talent Attraction

Whether EY people pursue opportunities outside the organisation or stay for their entire careers, the ambition is that the EY experience will bring value to them and those they impact.

Figures provided include Oceania headcount at 30 June 2022 (excludes temporary employees and contractors).

2022	2021	Change
<b>TALENT ATTRACTION</b>		
<b>10,176</b> Staff Headcount	<b>8,775</b> Staff Headcount	<b>16%</b> YoY, Staff headcount increase
<b>764</b> Partners	<b>697</b> Partners	<b>10%</b> YoY, Partner headcount increase
<b>4,792</b> Total new hires	<b>2,599</b> Total new hires	<b>84%</b> YoY, increase: hiring volume almost doubled
<b>22%</b> Turnover	<b>19%</b> Turnover	<b>3 pt</b> increase

## Diversity Equity and Inclusiveness

We purposefully hire a diverse mix of individuals to generate the best solutions for EY clients. We hire people based on merit, experience and skillset, and assess candidates from across the world against a mix of behavioural and technical standards.

**Our Diversity, Equity and Inclusion (DE&I) strategy centres around three anchors:**

- ▶ Shaping the conversation - a bold voice on DE&I in the pursuit of long-term impact; transformative leaders, curious and confident to hold conversations about diversity and inclusion, mental health, and workplace behaviour; amplify and elevate diverse voices.

- ▶ Equity by design - continue to adapt and refine our workplaces, policies and practices to help enable a diverse mix of people to thrive in their work, career and home lives; co-design new and ongoing equity initiatives; invest in diverse talent for balanced and equitable representation in leadership and commercial areas of focus.
- ▶ Inclusiveness and belonging for every day - accessible tools, education for EY people to leverage for inclusion at day-to-day touchpoints; embedded DE&I into account planning and delivery measures, workplace behaviour, talent management and communications; foster connection and belonging in a hybrid work environment; invest further in cross-cultural capability.

**We are focused on:**

- ▶ Being a bold voice on DE&I in the pursuit of long-term positive impact.
- ▶ Adapting and refining our workplaces, policies, and practices to help enable a diverse mix of people to thrive in their work, career, and home lives.
- ▶ Seeking to further embed DE&I (representation) into account planning and engagement delivery measures (inclusiveness).
- ▶ Including inclusiveness and belonging as part of how EY teams develop leadership, culture, and experience.

### Gender diversity

EY Oceania has kept overall gender diversity at 50% for successive years and has recruited equal numbers of men and women at the graduate level. An opportunity remains at the experienced senior manager level to ensure that we are building and recruiting talent for an equitable Partner pipeline. EY Oceania has set a target to reach 40% of females in the member firm partnerships by 2026.

### Cultural diversity

We have an opportunity to review our strategy and understanding around cultural diversity. We are committed to doing better and are seeking to understand the range of factors that impact achieving diversity and inclusion. EY Oceania has set a target of 30% cultural diversity in the member firm partnerships by 2027.

	2022	2021	Change
<b>DIVERSITY AND INCLUSIVENESS</b>			
	<b>50%</b> or 5,502 EY Oceania headcount are female	<b>50%</b> or 4,674 of EY Oceania headcount are female	no change
	<b>54%</b> Female Executive Leadership Team	<b>54%</b> Female Executive Leadership Team	no change
	<b>30%</b> or 232 EY Oceania Female Partner / Principal	<b>29%</b> or 199 EY Oceania Female Partner / Principal	<b>1 pt</b> increase of Female Partners
	<b>35%</b> or 380 Female Partners, Principal, Executive Directors and Directors (PPEDDs)	<b>32%</b> or 312 Female PPEDDs	<b>3 pt</b> increase in female PPEDDs
<b>Female by Rank</b>			
	<b>46%</b> or 1,106 Senior Manager / Associate Director	<b>47%</b> or 972 Senior Manager / Associate Director	<b>1 pt</b> decrease
	<b>51%</b> or 972 Manager / Assistant Director	<b>50%</b> or 844 Manager / Assistant Director	<b>1 pt</b> increase
	<b>56%</b> or 1,424 Senior / Supervising Associate / Senior Associate	<b>54%</b> or 1,198 Senior / Supervising Associate / Senior Associate	<b>2 pt</b> increase
	<b>50%</b> or 1,154 Staff / Assistant / Associate	<b>49%</b> or 965 Staff / Assistant / Associate	<b>1 pt</b> increase
	<b>48%</b> or 157 Intern	<b>46%</b> or 95 Intern	<b>2 pt</b> increase
	<b>96%</b> or 309 Admin	<b>96%</b> or 288 Admin	no change

2022	2021	Change
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**CULTURAL DIVERSITY**

<p><b>23%</b> of EY Oceania member firm Partners who disclosed their background identify as CALD (17% of total EY Oceania Partners identify as culturally diverse)</p>	<p><b>23%</b> of EY Oceania member firm Partners who have disclosed their cultural background have identified as CALD</p>	<p>No change in culturally diverse Partners Target: 30% of Partners are CALD by 2027 EY Oceania defines Culturally and Linguistically Diverse (CALD) employees as those with a non-Anglo-Celtic background.</p>
<p><b>2,791 or 50%</b> of EY Oceania headcount (including member firm Partners) who disclosed their background identify as CALD. This constitutes 26% of the total EY Oceania employees.</p>	<p>not available</p>	<p>Promotions into the Manager rank and above should reflect the existing cultural diversity of the rank. This goal was met in 2022 for the Sr. Manager 1-3 promotions but fell short in Manager promotions (-2) and Sr. Manager 4 promotions (-7).</p>

**INDIGENOUS**

From the most recent People list, there are 17 individuals who identify as Aboriginal or Torres Strait Islander and 39 who identify as New Zealand Māori

**DISABILITY**

We do not hold this data

# Talent Attraction and Acquisition

## Our employee value proposition

Our employee value proposition - the promise to our EY people - is "The exceptional EY experience: it's yours to build." That promise directly links to our purpose of building a better working world, putting our people at the heart of what we do. Our global strategy explicitly states that we "help enable diverse and unique career journeys." We promise to provide the tech, teams, scale, challenges, opportunities, culture, support and relationships that make EY Oceania the ideal place for people to invest their time and talents.

In FY22, we launched EY Pathways - our new approach to internal recruitment in Oceania. EY Pathways has provided the permission, policy and process our people need to seek out new experiences within EY Oceania and involved the launch of our new Career Concierge service. The Career Concierge is a confidential, safe space for our people to explore careers at EY. Since the launch we've seen an increase in internal recruitment activity, and our recent people pulse results have shown that internal transfers saw a 9.5% uplift in their exceptional experience. We've supported more than 200 people to move across service lines within Australia and New Zealand this year, in addition to hundreds of people who have moved up or sideways into new roles within their team or service line.

## Our focus on Diversity, Equity, & Inclusion

At EY, we're particularly passionate about Diversity, Equity and Inclusion (DE&I). Our founder, Arthur Young, was deaf and vision impaired, and from the start, we have embraced diverse abilities. Our organisation's strategy is underpinned by the need to attract talent from different backgrounds and experiences to thrive in an inclusive culture.

- ▶ This year, we have worked with CareerTrackers to employ 14 interns and graduates who identify as Aboriginal or Torres Strait Islander, and at an experienced hire level, we have exceeded our Stretch Reconciliation Action Plan employment targets.
- ▶ We've hired 14 women through our Engage with EY program, specifically focused on women who are embarking on the next stage of their professional careers, and offered permanent roles to six mature-aged interns through the Victorian Government's Digital Skills Pilot Program.
- ▶ We also established our SwitchedOn neurodiversity program in collaboration with the University of Sydney's Mind and Brain Centre. We hired 12 interns across Core Business Services, Strategy and Transactions, and Consulting, with eight program participants (67%) being offered ongoing employment with EY. As a result of the program, leaders experienced a nine-point confidence increase for working with neurodivergent (ND) talent; participants rated EY an average of 6.8/10 in readiness to employ ND talent, and 8/10 for inclusiveness and belonging; and 89% of participants would recommend EY Oceania as an employer of choice.
- ▶ In FY22, we established our collaboration with veteran-owned organisation With You With Me, and to date have hired ten military veterans, with an additional 21 currently progressing through the EY-sponsored reskilling academy.
- ▶ We hired 14 EY people from Ukraine and Russia following the war in Ukraine. We onboarded an Afghan woman on a refugee visa following the Taliban occupation in Afghanistan.
- ▶ We are committed to hiring more refugees through our collaboration with Talent Beyond Boundaries in FY23.

A better working world starts with the people at EY who are building it every day. That's why we're focused on providing equitable access to

a range of career opportunities to help make our peoples' exceptional EY experience a reality. In FY22, we created an inclusive capability uplift plan for our Talent Acquisition (TA) team, which has now been extended to hiring managers and interviewers to improve accessibility and inclusion throughout our recruitment processes. This plan includes a focus on gender equity, disability confidence and inclusion, tackling unconscious bias, and LGBTQ+ inclusion in collaboration with Pride in Diversity. The plan leverages two existing training programs available to all our EY people - "inclusive leadership for all" and "bystander intervention". In FY22, we were ranked as the #1 endorsed employer on the Work180 Gender Equity Index and retained Platinum Employer status at the Australian Workplace Equality Index awards.

On gender diversity, we've refreshed the recruitment and hiring approval processes to increase the representation of women through every stage of our the talent pipeline. Across FY22, 41.4% of applications were submitted by women. This increased to 49.6% representation at interview stage, and 51.8% of offers extended were to women. Overall, 52.9% of our EY Oceania FY22 hires were women, compared to 47% across the globe.

## Focus on Ballarat

EY Australia established a new service delivery centre in Ballarat to meet the needs of EY clients and our current and future growth. We selected a location and collaboration opportunities that set us up to make meaningful, long-term contributions to Ballarat and surrounding areas, as well as establishing a sustainable operating model that supports regional Australia. Establishing the service delivery centre in the Ballarat Technology Park was a unique collaboration opportunity between Federation University, the City of Ballarat, and the Victorian

Government. This centre complements our city-based and offshore delivery capabilities with regionally based resources to service clients that require work to be done onshore. It's our ambition to create a vibrant regional talent pool, to help address growing skills shortages in our metropolitan areas. The type of work that will be done in the Ballarat service delivery centre will be largely administrative to begin with. Over time, we hope to expand our services to meet the needs of clients in other sectors. This is a win-win for regional Victorians and EY clients, many of whom are large Australian organisations. For regional Victorians, the delivery centre will create a significant number of new jobs over the next three years. For EY clients, the new centre will provide Australia-based administrative support rather than offshoring these services. This is an opportunity for people from all walks of life to have a career with EY and to benefit from working in a regional area of Victoria. The aim is to develop a diverse group of talented colleagues including people of all ages, Indigenous Australians and veterans who live in areas close to Ballarat, giving people in regional Victoria access to careers they may not have considered.

#### **Talent Attraction**

Across FY22 we offered roles to more than 3,000 experienced hires, with an EY global best-in-class offer acceptance rate of 85%. We've recruited more than 500 interns and 1,000 graduates, with more than 165 Campus events hosted or attended by EY across Australia and New Zealand. We now have more than 250 active contingent workers engaged across a variety of service lines and client projects.

Three major talent brand campaigns have exceeded expectations this year both internally and externally. Our 'Coming Home' campaign received more than 5,000 engagements across LinkedIn and brought almost 1,900 new visitors to our EY.com careers site. The 'Reframe This Moment' campaign featured 32 EY people stories and saw over 5 million impressions and 450,000 engagements across social media. And our 'Future Is Bright' campaign attracted more than 7,500 applications from students for our graduate and vacationer programs, over 108,000 visits to our student careers pages, and 35,000 new visitors to our careers site.

Newly launched in FY22, the EY candidate experience survey is sent to all EY candidates - including those who accept, decline, or don't receive an offer. The results showed the EY Oceania Talent Acquisition team that candidates who receive an offer from us have an exceptional experience - 94% of those who accepted, and 88% of those who declined, agreed with this statement. 90% felt that they were contacted by one of our TA team in a timely manner after submitting their application, and 96% felt that their interviews were organised in an efficient and timely manner. 97% felt that they were treated with honesty, fairness, and respect throughout the recruitment process.

# Training and Career Development

At EY, we seek to equip our people with the right tools and skills and to anticipate the capabilities they will need in the future. We offer a three-part approach to personal and professional development: learning opportunities, stimulating work experiences and transformational coaching.

To accommodate the evolving modern workforce, we have increased our virtual offerings. This increase in virtual training delivery helped our learners to remain compliant with our globally mandated learning requirements, with 88% of our learners exceeding the 20-hour minimum for the year.

EY Badges are a modern solution to developing valuable future-focused skills for our employees. Earning an EY Badge enables EY learners to improve their credentials, shape their career and prepare them for the future. Currently there are more than 320 badges available for our people to choose from across a broad range of innovative, transformative, and future-oriented topics.

An initiative in place to encourage learners to complete Badges is the EY Tech MBA program, a fully funded Executive MBA program awarded by Hult International Business School free of charge to all EY Employees (regardless of rank and tenure, with the exception of EY contractors, interns and alumni). The program requires learners to complete 16 EY Badges spanning three categories – Technology, Leadership and Business and prepare an insight paper for each pillar - as well as complete a final capstone project.

2022	2021	Change
<b>TRAINING AND CAREER DEVELOPMENT</b>		
<b>282,380</b> Total learning hours	<b>164,664</b> Total learning hours	<b>72%</b> Increase
<b>39.5</b> Learning hours average per full time employee	<b>32.5</b> Learning hours average per full time employee	<b>22%</b> Increase
<b>181,118</b> Total continuous learning hours	<b>118,675</b> Total continuous learning hours	<b>53%</b> Increase
<b>1,053</b> Badges awarded	<b>1,826</b> Badges	<b>42%</b> Decrease
Additional 4,671 badges initiated		
<small>Note: Learning hours refers to instructor-led training programs. Continuous learning refers to self-paced online learning. Badges refers to an on-demand, digital credentials program to help our people develop future-focused skills.</small>		

## Recognition

The myAPPLAUSE program provides an opportunity for people in Oceania to recognise the achievements of others. People can say “thank you” or show appreciation with an eCard and can nominate people for awards in recognition of going above and beyond resulting in points to spend in the myAPPLAUSE platform. Length of service anniversaries are also awarded with myAPPLAUSE points which can be redeemed for gift cards through the myAPPLAUSE program.

2022	2021	Change
<b>RECOGNITION</b> <b>\$65,855</b> <small>myAPPLAUSE awarded</small>	<b>\$50,750</b> <small>myAPPLAUSE awarded</small>	<b>30%</b> <small>Increase</small>

## Workplace Culture and Engagement

EY people survey results are based on employee responses from a Pulse Survey. Pulse Surveys provide a snapshot of a moment in time.

The EY Engagement Index measured the following sentiments:

1. Pride: “I am proud to work for EY Oceania”
2. Advocacy: “I would recommend EY Oceania as a great place to work”
3. Accomplishment: “My work gives me a sense of personal accomplishment”
4. Intent to stay: “I rarely think about looking for a job at another organisation”

We are pleased with our people engagement and experience scores, particularly given the ongoing remote working challenges presented by the COVID-19 pandemic. However, there are some clear areas for improvement, including better supporting the mental and emotional health needs of our people.

In response, new initiatives designed to better support EY people include the work of EY Oceania Chief Mental Health Advisor, Jono Nicholas, and EY Oceania Partner Development & Wellbeing Lead, Rachel Thomas, as well as the launch of our EY Mental Health SharePoint, which provides a single point of access to a range of mental health support tools.

The Oceania Leadership Advisory Forum has been established to meet regularly with members of the Oceania Executive Leadership Team to provide feedback on, and contribute ideas to, a range of firmwide strategic priorities. The Forum is an avenue for Oceania people to raise questions or share ideas and also play a role as change ambassadors. The Forum provides leadership with a better understanding of the voice, needs and concerns of our people, and its input has helped inform and shape a range of actions.

### Other support includes:

- ▶ Unplugged Days - a day of paid leave to help enable our people in Australia, New Zealand and Papua New Guinea to shut down and take the day to rest, disconnect and focus on wellbeing.
- ▶ Covid Leave - up to 10 days of COVID-19 specific leave for COVID-19 related matters.
- ▶ To support employee’s health and financial wellbeing, all people across Australia are covered with group life, salary continuance, and total permanent disablement insurance. EY is focused on making sure people have a positive sense of financial wellbeing and know that this is an area that we can help people feel protected if it becomes necessary. (Note: In NZ we provide life and terminal illness insurance, income protection and group critical illness / trauma cover)
- ▶ Setup Allowance - For our Australia and New Zealand people, we offer financial assistance to meet the costs of creating a comfortable and productive remote office environment.

## Wellbeing

EY Oceania is committed to caring for its greatest assets – our people. We have embedded a wellbeing culture through the ambition of leadership and the provision of appropriate resources for EY people to achieve optimal health and performance through a clearly articulated framework and offering that has helped enable a greater connection to, and engagement with, wellbeing.

The EY Transformative Leadership model combines our purpose, values, and leadership behaviours with wellbeing at the core. Transformative Leadership supports how we each realise our purpose, connecting head and heart, fostering deep connectivity through empathy and instilling confidence through interactions with colleagues and clients. Transformative leaders are purpose-driven and bring out the best in themselves and others.

As part of the performance management and development process, EY people focus on “Better Me”, a reflection of whether they are mindful and fully present, maintaining personal wellbeing to sustain positive energy and fuel resilience. The introduction of wellbeing as part of our performance and development and transformative leadership models ensures appropriate emphasis is placed on the importance of wellbeing. This reduces barriers and creates an environment where EY people can freely discuss any wellbeing-related challenges without judgement and be guided to the available support.

2022

2021

Change

### WORKPLACE CULTURE AND ENGAGEMENT

**77%**  
Exceptional Experience (July 2022)

**73%**  
Exceptional Experience (July 2021)

**75%**  
Staff Engagement Index (March 2022)

**75%**  
Staff Engagement Index (July 2021)

#### Improvement Areas Progress

- ▶ 87% report feeling a sense of belonging (+4 pt since July '21)
- ▶ 42% I have a good understanding of the changes that will be required from me to make NextWave (our strategy) successful (-8 pt since Jul'21).
- ▶ 61% felt that they were able able to dedicate time to my health and wellbeing needs (+5 pt since Jul'21).
- ▶ 65% are comfortable with the personal and professional demands for their time (+8 pt since Jul'21).

#### Improvement Areas

- ▶ 83% I feel a sense of belonging
- ▶ 50% I have a good understanding of the changes that will be required from me to make NextWave (our strategy) successful
- ▶ 56% I am able to dedicate time to support my mental and emotional health needs
- ▶ 57% I am comfortable with the personal and professional demands for my time

- #### Identified improvement areas
- ▶ 87 Accredited Mental Health First Aiders
  - ▶ 6,801 enrolled in myWELLBEING
  - ▶ 1,955 Health Risk Assessments
  - ▶ 4,426 Employees completed Bystander Intervention Training

#### Supporting Initiatives

- ▶ 70+ Accredited Mental Health First Aiders
- ▶ 6,383+ enrolled in myWELLBEING
- ▶ 2,872 Health Risk Assessments
- ▶ 2,664 Employees completed Bystander Intervention Training

Exceptional Experience has been on a positive trend and the latest score shows our highest ever, 77% (+4pt since Jul '21).

We are on track to achieve our 2025 NextWave ambition target of 80%.

Wellbeing items have shown strong improvement since last year, but are still identified as an area of focus, particularly for our female respondents, respondents at Manager rank, and Assurance population.

Note: Bystander Intervention training equips our people with the tools to take action to identify, speak out or seek to engage others in responding to specific incidents of bullying, harassment, discrimination, and intolerance.

# Workplace Investigations

We take a proactive approach to preventing and resolving workplace issues. Regular communication, training, and reconfirming expectations form part of our strategy to help ensure all EY people are aware and advocate for a safe and positive working environment. We aim to proactively promote appropriate workplace behaviour through policies, training, and coaching (for example, the rolling out of Bystander Intervention training) and to provide a variety of channels for raising complaints and dispute resolution.

We are trying to achieve an open and psychologically safe work environment where EY people and Partners are not only behaving in the right way, but are also comfortable resolving issues themselves if appropriate, and are equally comfortable raising complaints when required. All misconduct and disciplinary complaints are investigated. Where required, a formal investigation is undertaken.

We expect the highest standards of behaviour right through the EY organisation, and the Ethics Oversight Group (EOG) is in place to guide even the highest levels of our organisation so that they are held to the same standards as our people.

We measure success not necessarily by the reduction in the number or type of complaints (because, as we know, low reporting can be symptomatic of problems in itself). Rather, we look for a reduction in the severity of complaints and for a general sense that everyone in the business feels fully supported and confident that issues are taken seriously and dealt with appropriately.

2022	2021	Change
<b>WORKPLACE INVESTIGATIONS</b>		
<b>17</b> Formal Workplace Investigations	<b>12</b> Formal Workplace Investigations	<b>5</b> Increase
<b>Breakdown</b>		
<b>Sexual Harassment</b>		
<ul style="list-style-type: none"> <li>5 substantiated</li> </ul>	<ul style="list-style-type: none"> <li>2 substantiated</li> <li>2 partially substantiated</li> <li>2 inconclusive</li> </ul>	
<b>Bullying</b>		
<ul style="list-style-type: none"> <li>4 substantiated</li> <li>2 not substantiated</li> <li>1 inconclusive (investigation underway)</li> </ul>	<ul style="list-style-type: none"> <li>1 substantiated</li> <li>1 partially substantiated</li> <li>2 inconclusive</li> <li>2 not substantiated</li> </ul>	
<b>Harassment</b>		
<ul style="list-style-type: none"> <li>1 not substantiated</li> </ul>		
<b>Multiple allegations (Bullying, Harassment, Sexual Harassment)</b>		
<ul style="list-style-type: none"> <li>4 substantiated</li> </ul>		
<b>64</b> Misconduct and Disciplinary Complaints	<b>39*</b> Misconduct and Disciplinary Complaints	
<b>Breakdown</b>		
<ul style="list-style-type: none"> <li>1 Assault</li> <li>55 Breach of policy</li> <li>7 Breach of values</li> <li>1 Theft</li> </ul>	<ul style="list-style-type: none"> <li>1 Assault</li> <li>27 Breach of policy</li> <li>10 Breach of values</li> <li>1 Theft</li> </ul>	<ul style="list-style-type: none"> <li>no change</li> <li>28 Increase</li> <li>3 Decrease</li> <li>no change</li> </ul>
* data not reported in FY21 Value Realised Scorecard		

We take all complaints seriously. EY Oceania adopts a neutral and balanced fact-finding approach that aims to protect the rights of the complainant and the respondent. Every complaint is different, and the specific procedure to be adopted in the consideration of each matter is determined according to the circumstances. Methods for managing a complaint can range from informal, discreet enquiries to commencing a formal investigation. There are several different avenues for employees wishing to discuss or raise a complaint formally or informally, including:

- Any Partner
- Talent Specialist Team
- Welfare Contact Officers
- Ethics Hotline
- Employee Assistance Program
- Mental Health First Aider

Our complaints management process is focused on procedural fairness with a strong focus on employee wellbeing and psychological safety. Outcomes in the past year included informal management, facilitated conversation, verbal warning, written warning, through to financial sanctions/withholding of promotion, and termination of employment.

We have seen an increase in misconduct and disciplinary complaints in FY22. With many of our people working remotely in FY21 we saw a decrease in complaints due to people not being in the office or attending events together. We have also increased training so that our people know what types of behaviours to report including our Bystander Intervention training and training of Welfare Contact Officers.

# Compensation and Benefits

EY people have equal access to 18 weeks of paid parental leave and no break in superannuation or KiwiSaver arrangements for up to 12 months. There is no eligibility period. EY Oceania provides flexible options to use the leave to meet the unique needs of each family. We offer paid leave for fertility treatment, early pregnancy loss, and new grandparents.

Gender pay equity is about ensuring individuals who are doing equal or comparable work at the same performance standard are paid equally. We use compa-ratio for gender pay analysis, looking at an individual's final salary compared with what they should be getting paid according to the current market rate. This data is summarised as averages and compared to obtain a firm-wide indication of gender pay parity.

The gender pay gap is calculated in accordance with the criteria of the Australian Government Workplace Gender Equality Agency (WGEA) and is based on EY Australia's 2021 submission. The gender pay gap measures the difference between the average earnings of women and men in the workforce, it is not the difference between two people being paid differently for work of the same or comparable value. According to the WGEA, closing the gender pay gap goes beyond ensuring equal pay, it requires a cultural change to remove the barriers to the full and equal participation of women in the workforce.

We continually review our salary bands against credible industry benchmarks and adjust accordingly to help ensure we offer competitive salaries for EY people. The benchmark surveys we participate in for Australia include Aon, Financial Institutions Remuneration Group (FIRG), VenCon, Mercer Legal, Mercer Actuarial, Mercer High Tech and Radford. For New Zealand, Strategic Pay Big 4 remuneration survey, REMonTAP, VenCon and Financial Institutions Remuneration Group (FIRG).

2022	2021	Change
<b>COMPENSATION AND BENEFITS</b>		
<b>743</b> Employees and Partners taking parental leave	<b>795</b> Employees and Partners taking parental leave	<b>52</b> Decrease
<b>22</b> Weeks average duration	<b>19</b> Weeks average duration	<b>3</b> Increase
<b>339</b> Men taking parental leave (average 10.2 weeks)	<b>338</b> Men taking parental leave (average 9.2 weeks)	<b>1</b> Increase
<b>404</b> Women taking parental leave (average 31.8 weeks)	<b>457</b> Women taking parental leave (average 26.1 weeks)	<b>53</b> Decrease
<b>0.9%</b> Gender pay parity (like-for-like)	<b>0.6%</b> Gender pay parity (like-for-like)	<b>0.3 pt</b> Increase. This increase shows that pay parity has increased in favour of males
<b>13%</b> Gender salary gap (for Australia in accordance with WGEA methodology)*	<b>9%</b> Gender salary gap (for Australia in accordance with WGEA methodology)	<b>4 pt</b> Increase
<b>10%</b> Gender salary gap for EY Oceania at 1 July 2022	not available	
<b>5%</b> CALD pay gap		

Rates of pay and salary bands are not included in this Scorecard as they are relevant to a specific stakeholder group, our people, and not all of our team members support the open distribution of this information. Therefore, we separately have engaged directly with our workforce on this topic (see focus Area below). Pay parity and salary gap are

considered the relevant measures under Compensation as they have wider societal implications and relate to the broader principle of overall fairness in how we remunerate EY people and Partners.

We acknowledge there is an opportunity to look at the overall pay gap more closely as another way to assess gender equality across

EY Oceania. We continue to consider appropriate forums for further compensation disclosures through consultation with our stakeholders, particularly EY people and member firm Partners.

### Salary

- ▶ Each year, EY Oceania undertakes a comprehensive market review against credible industry benchmarks to ensure we are offering competitive salaries for EY people.
  - ▶ The regular People Pulse survey indicated EY people would like more transparency around the link between pay and performance.
  - ▶ We took this finding on board and discussed it with our Staff Leadership Advisory Forum to determine the best, most meaningful way to provide this transparency.
  - ▶ The decision was made to include performance categories into performance assessments to assist with providing transparency around the link between performance and pay.
  - ▶ Service line team meetings were held where leaders provided details on the entry-level payment across all roles as well as more information on the inputs that determine pay and promotion.
- ▶ Team meetings were held to reinforce this detail on entry level payments and provide the opportunity for further discussions with teams.
  - ▶ One-on-one/two-on-one conversations held with individuals and their leaders and/or counsellors to discuss compensation outcomes and what it means for employees specifically in terms of their career at EY.
  - ▶ Sharing pay points provided context for the possible future trajectory for individuals' careers at EY. The ambition is to an open, honest and transparent disclosure to EY people about where the entry pay points for roles commence at each rank, but in a meaningful and relevant way.
  - ▶ Feedback on the new process has been very positive from our people, and we will continue to review and refine going forward.
  - ▶ We do not believe that providing salary band information in the press is meaningful or relevant to our people and will continue to discuss it with them individually.

# Safety

EY Oceania's commitment to health and safety is managed through the comprehensive Safety Management System (SMS). This includes policies, procedures, and initiatives designed to promote leading-class practices, assist EY people in reaching their full potential and maintain their wellbeing, and meet our health and safety obligations across Oceania.

Lost-time injury frequency refers to the number of injuries that resulted in absence from work for at least one full day any time after the day of incident, or placed on restricted duties, per one million hours worked.

An external Health & Safety review is conducted every two years. The review assesses our Australian and New Zealand operations against the "International Standard for Occupational Health & Safety Management Systems ISO 45001:2018". Our most recent review in December 2019 was successful with no non-compliance findings.

Note: Incident data provided is for Australia and New Zealand combined.

2022	2021	Change
<b>SAFETY</b>		
<b>0.7</b> Lost-time injury frequency rate	<b>1.4</b> Lost-time injury frequency rate	<b>52%</b> Decrease in lost-time frequency rate
<b>0%</b> Overdue incident investigations	<b>0%</b> Overdue incident investigations	no change
<b>96%</b> Health & Safety training compliance	<b>96%</b> Health & Safety training compliance	FY21 saw an increase in LTIFR due to COVID-19 related incidents (mental health, ergonomic) which reduced during FY22
<b>18</b> Internal compliance reviews completed	<b>24</b> Internal compliance reviews completed	Restructure and consolidation of the Internal Compliance Review program, streamlining the number of reviews undertaken
<b>0</b> Penalties and regulatory breaches	<b>0</b> Penalties and regulator breaches	

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EYSCORE 010434-22-AUNZ.  
ED None. S20229-001741.

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