
We're building a better working world.

Value realized in 2021



Building a better working world

A man with dark hair, wearing a blue and white plaid shirt over a dark t-shirt, is sitting in a field of green plants. He is looking down at a tablet computer he is holding in his hands. The background is a soft-focus field of greenery under a bright sky.

EY Canada* is proud to present our 2021 corporate responsibility report

We're passionate about turning our purpose – building a better working world – into meaningful progress to help shape and improve the future of our people, clients and communities.

This report is a high-level overview of how we make our people a priority, serve our clients with purpose, actively invest in Canadian society and protect our planet.

This is our commitment to accelerating change and continuing conversations that will lead to greater progress on the topics and outcomes that matter most for a sustainable future.

*EY Canada is Ernst & Young LLP, a member firm of EY

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Letter from

Our Chair, CEO and Chief Inclusiveness Officer

So much has shifted in the past year, from the ways we live and work to the ways we connect with one another. But what remains steadfast at EY is our purpose of building a better working world – and how we live that purpose in the face of our changing world and evolving markets.

For over 150 years, our organizational purpose has driven value creation, enablement and empowerment – for our own people in Canada, our clients and society. Working together with these stakeholders is nothing new. But working alongside them with a common goal of greater sustainability and inclusive growth is what we believe will make the difference between simply rebuilding for the present and transforming the future.

Our strength is our people – they're at the heart of everything we do. They take both pride and ownership in their responsibility and ability to help influence and deliver on our vision. It is their intellectual firepower, curiosity, empathy and commitment to stand together that allows us to give back in meaningful ways, where our efforts are needed most.

Our 2021 corporate responsibility report celebrates the best of what we do every day, showcasing the impact we're making and underscoring priority areas where we plan to redouble our efforts.

And while this report is just one more signpost in our journey, it shows how far we've come and how much impact we can achieve when people, businesses and communities join forces. We know this is only the beginning and we look forward to having even bigger impact. We're excited to work with you on the road ahead – to create positive change, learn from each other and build a better world along the way.

JAD SHIMALY

EY Canada Chair, CEO and Chief Inclusiveness Officer



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Our report is a testament to our fundamental belief in building a world that works better not just for some, but for all.

[JAD SHIMALY](#)

Chair, CEO and Chief Inclusiveness Officer,
EY Canada, Toronto

Our collective Canadian impact in 2021

How we're creating long-term value for our people, our clients, our society and the planet.



EY is proud to be **carbon negative** as of October 2021.

Cultivating exceptional experiences for our people

\$12m

invested into learning and development

First

ever fully accredited **FREE corporate EY MBAs in tech and sustainability** for full-time employees

7,600+

individualized awards presented through our **internal employee recognition system**

Helping clients innovate, grow, optimize and protect value

175

public companies audited

\$95b

in **COVID-19 government aid** accessed by Canadian businesses through an EY technology solution

4,000+

veterans provided with upskilling training through our **Cyber Workforce Enablement Program**

Creating a positive impact for local communities and our planet

\$2.6m+

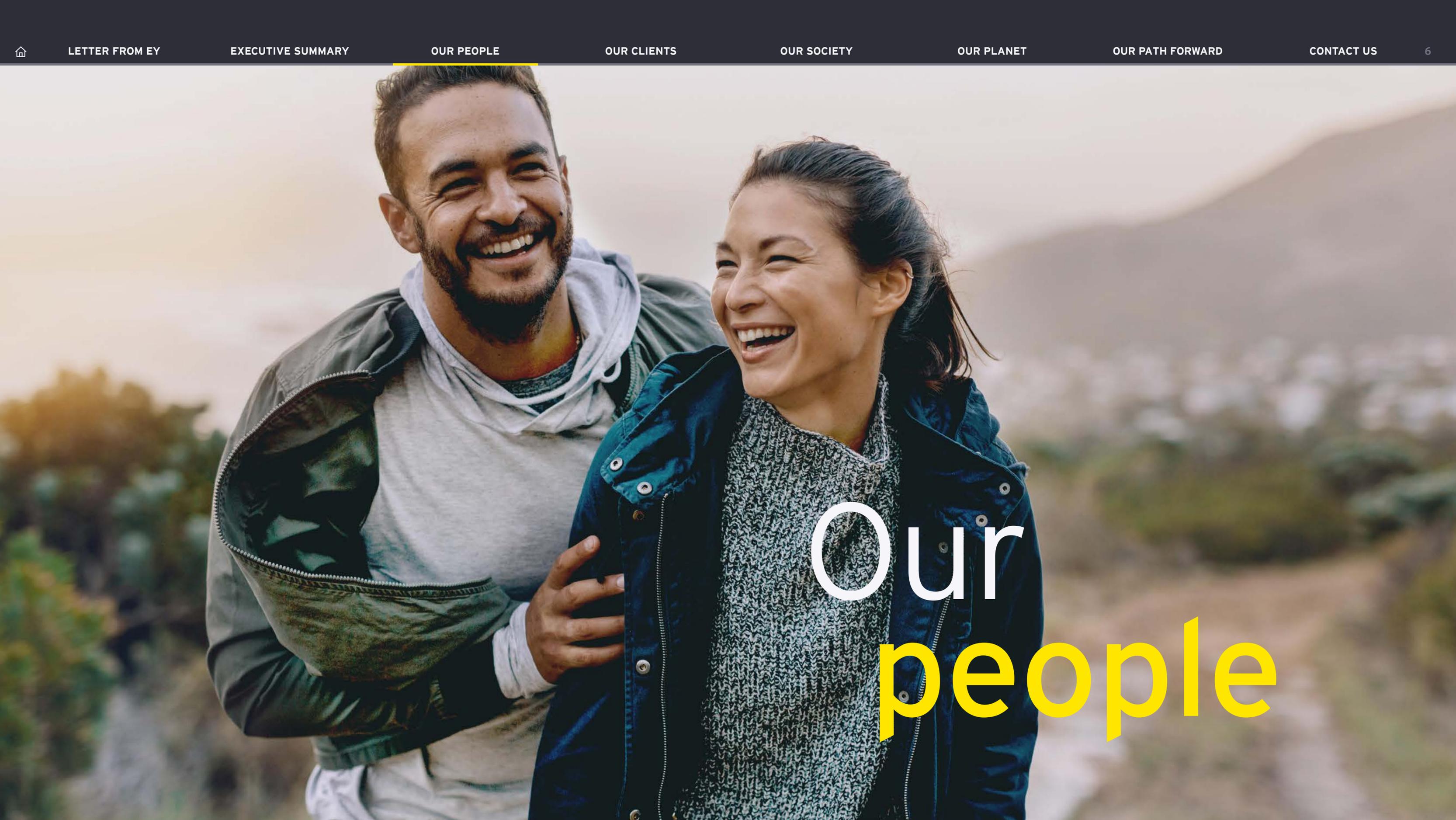
raised by EY people for United Way Canada

\$3.5m+

donated by **EY Canada** to communities and charitable causes across Canada

17,000+

hours invested by our organization and our people to **support our communities**



Our people

Cultivating exceptional experiences for our people

At EY, we set out every day to foster a diverse, equitable and inclusive workplace that values our people's unique differences. That collective commitment is core to who we are and how we work. Creating a sense of belonging in our work environment is how we can best position our people to make a meaningful impact for clients, societies and one another.

The results of these efforts come to life through the progress our people are driving in Canada and beyond. Advanced solutions that are changing the game for Canadian clients. High-performing EY teams that are cultivating more equitable growth. Meaningful volunteer contributions that fuel environmental, social, entrepreneurial and educational progress. Our people are fundamental to our ability to build a better working world. That's why we differentially invest in our people and their wellness, growth, development and success.

Across Canada

16

offices

6,300

people

700+

leaders



“

People bring great organizations to life. When you give people a clearly defined purpose, you set them and the organization up to successfully generate value for clients, society and one another.

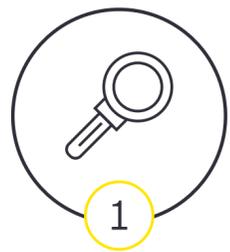
STEPHEN SHEA

Managing Partner, Talent,
EY Canada, Toronto

Diversity, equity and inclusion form the foundation of our organization

It's not enough to recruit and retain talented individuals who reflect the richness of today's global workforce. People need an organizational framework for diversity, equity and inclusion (DE&I) to truly thrive – one that reinforces a sense of belonging and connects inclusive culture with the ability to create long-term value. This is why we reflect our [DE&I values](#) in every decision and policy we make, at every level of our organization.

Our anti-racism framework:



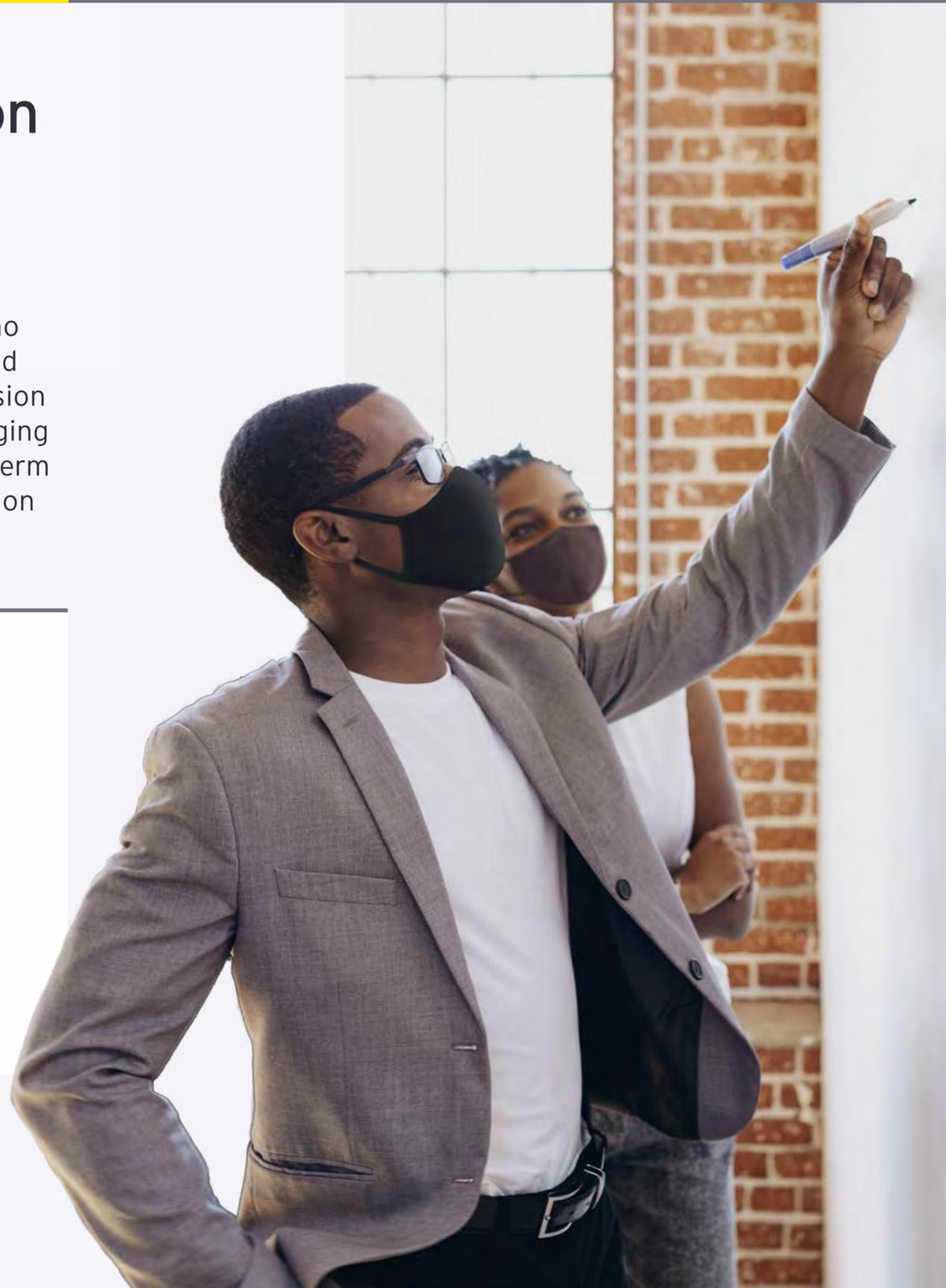
Evaluating internal talent and business processes



Driving policy change



Engaging communities and clients



HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR PEOPLE?

Our Chief Executive Officer stands as our Chief Inclusiveness Officer

At EY, tone from the top sets the bar on DE&I and brings our people into the dialogue. Not only does leadership commitment spur progress, it reinforces governance and accountability.

- ▶ By embracing his key leadership role in the organization, our Chair, CEO and Chief Inclusiveness Officer Jad Shimaly affirms that we prioritize [business and DE&I priorities](#) in equal measure.
- ▶ Our people and stakeholders hear Jad's voice on the most challenging social issues. Our commitment comes to life through listening sessions and other internal opportunities for our people to connect – both at poignantly difficult times and on a regular basis.
- ▶ We continually evaluate and update our recruitment processes to enhance inclusive and equitable hiring practices, such as developing a tailored approach for hiring neurodivergent talent.
- ▶ Our professional development programs and accreditations are made available to EY people at all levels at no financial cost, and can be completed at a pace that suits a wide range of lifestyles and career goals.
- ▶ We launched the Canadian Inclusiveness Advisory Council to proactively address racism, discrimination and the need for a corporate culture grounded in respect through an open letter to our people. EY Canada also pledged to The BlackNorth Initiative, and our CEO joined its board to ensure meaningful progress.

We actively seek out, champion and sponsor a diverse chorus of voices and perspectives

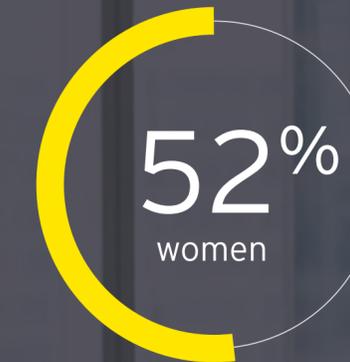
At EY, we consistently ask: who is not represented? Then we seek to build a more inclusive environment

- ▶ People need to see themselves reflected at every level of our organization to develop and grow with intention. That's why we've worked to ensure our leadership roles are more representative of Canada's diverse demographics. We're on a journey to continue making progress on this critical front.
- ▶ Diverse perspectives drive innovation, increase organizational agility and strengthen resilience to disruption. By focusing on DE&I within client engagements, high-visibility opportunities and leadership appointments, we deliberately promote an environment where everyone can aspire to champion teams and spearhead critical conversations.
- ▶ Since its launch in 2016, our EY Neurodiversity Centers of Excellence continue to recruit hundreds of neurodistinct individuals into our organization, and support other Canadian companies in creating comparable channels to draw talent from a more inclusive base than ever before.

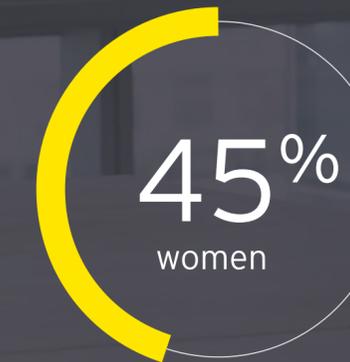


At EY Canada, we've achieved gender parity at the all-hands level, and are making significant progress in reaching the same across our management teams.

All employees



Management



The data provided is based on information collected from our internal voluntary diversity census. As completion of the census by personnel is voluntary, the data provided above is likely to be understated.

For the purposes of this data, we define "management" as any employee in a manager function, up to and including partners.

EY Neurodiversity Center of Excellence

1st

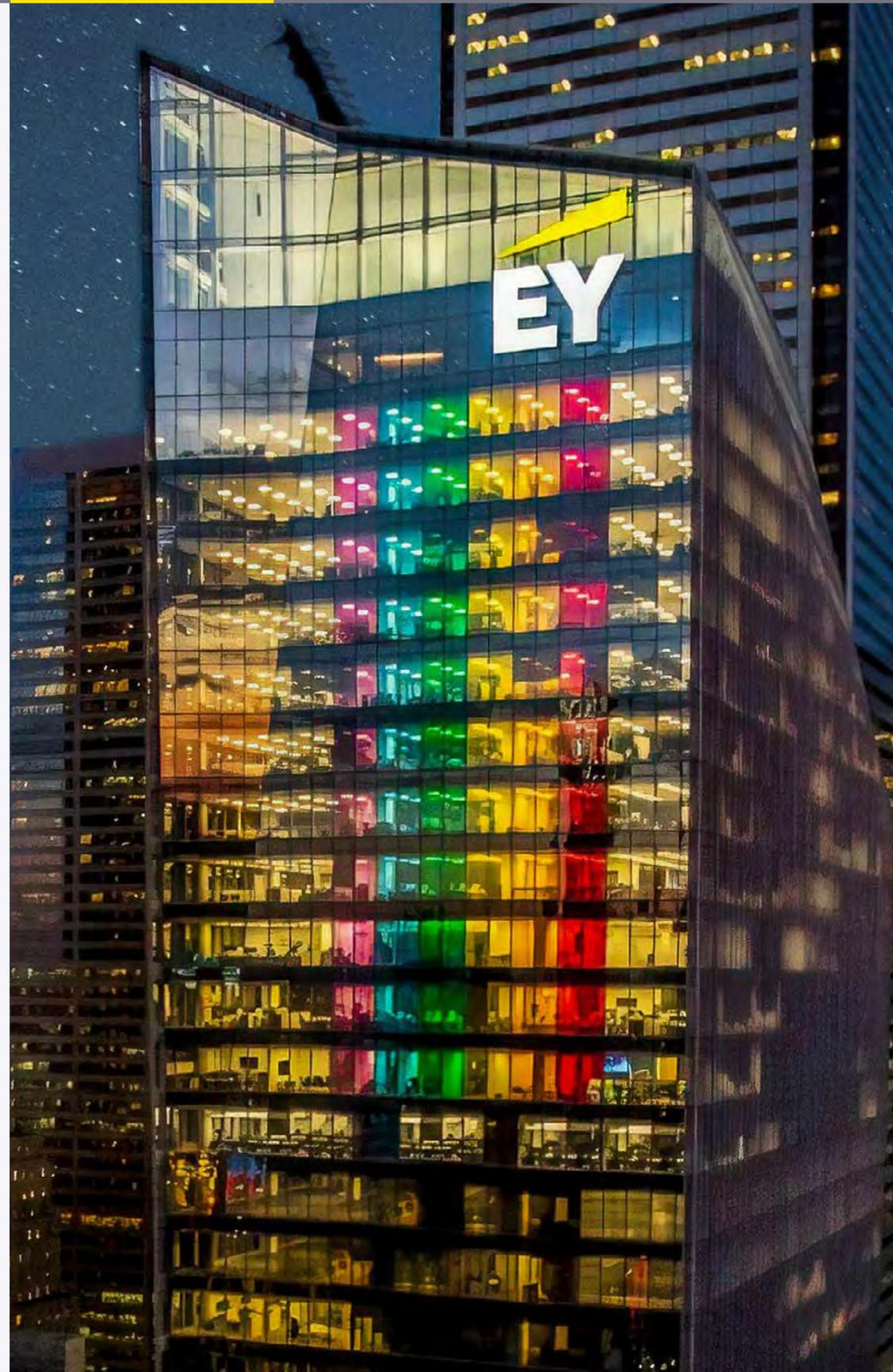
among professional
services firms to introduce a
neurodiversity program in 2016

3

Canadian centers in
Vancouver, Toronto
and Halifax

200

neurodistinct team members
we aim to hire by 2023



We reinforce DE&I as the thread that connects our organization

At EY, our operations are fundamentally grounded in DE&I. By nurturing an inclusive culture, we foster an environment where our people can learn, grow, evolve and thrive as leaders through:

- Culturally relevant observances and celebrations
- An emphasis on allyship
- Recruitment policies and training programs
- Performance management accountability
- Two-way employee dialogue

Building connections and sharing experiences are at the heart of inclusion and belonging at EY

We empower our people to create change and lasting impact through our professional affinity networks:

- EY Unity (2SLGBTQ+ network)
- EY Black Professionals Network
- EY Pan-Asian Professionals Network
- EY Professional Women's Network
- EY Indigenous Professionals Council
- EY Latino Professionals Network
- EY Today's Family Network
- EY AccessAbilities

Impact stories

Our impact stories come from the voices and experiences of our people, clients and community organizations.

Featured throughout sections of our report, they're all closely interconnected to our collective, people-centric efforts in building a better working world.



“

As a Métis woman, being a part of the EY Indigenous Professionals Council has been amazing for me because I can connect with people with similar experiences, backgrounds and values. We have been able to share how we feel — openly and honestly — about what is happening in the country and organization with respect to Indigenous issues.

BETH PACHKOWSKI

Diversity, Equity & Inclusion Coordinator,
EY Canada, Winnipeg

“

After moving to Toronto from the Caribbean, I had no experience in the broker dealer industry. Sivan immediately took me under his wing. He's a great leader who took the time to coach me, help develop my strengths and support me in building technical knowledge in this area.

PETA-GAYE RAINONEN

Senior Manager, Assurance Services,
EY Canada, Toronto

“

Investing in people and supporting them to feel comfortable in the workplace helps them achieve their full potential and develops them as great leaders who can meet the challenges of the profession. I wanted to support the drive and passion Peta-Gaye brings to her work and to her own continuous learning. My own experience at EY has been more rewarding because of my experience with mentors.

SIVAN ILANGKO, FCPA, FCA

Associate Partner, Assurance Services,
EY Canada, Toronto

Transformative learning helps build leaders of tomorrow

EY Canada learning programs span business, client, team and personal leadership education. These four perspectives shape what we consider good leadership at EY. They reinforce hiring thoughtfully, building teams purposefully and investing in people equitably. These programs create new ways for our people to continuously hone their skills, build the workforce of the future, and achieve career ambitions at EY and in the broader marketplace.

Whether through a library of more than 2,500 online learning programs or international mobility opportunities, we've established a broad range of ways for our people to pursue development goals and remain relevant in a fast-evolving marketplace.

Formal training in Canada

\$12m

invested in learning and development programs

308,458

hours of training completed

1,193

EY Badges earned by our people

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR PEOPLE?

- ▶ The EY Tech MBA is the first-ever fully accredited corporate MBA, launched in 2020 and offered [in association with Hult International Business School](#). EY's 300,000+ professionals in over 150 countries, including Canada, can pursue this degree virtually, for free. Candidates earn their degree based on a combination of 16 [EY Badges](#) spanning technology, leadership and business. We also added the EY Master's in Business Analytics and EY Master's in Sustainability in 2021 to our list of standout [professional development programs](#).



Communication is key to our people's success

By fostering channels for two-way communication and open, honest feedback, we provide ongoing opportunities for people to share their points of view and help guide our journey for the better.

From annual surveys to stakeholder advisory groups around major change initiatives, we make room for our people to influence decisions and direction within EY. These initiatives stretch across our operations as we intentionally bring diversity of thought to everything from our approach to DE&I, to the design and layout of our EY@Work offices of the future.

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR PEOPLE?

- ▶ EY LEAD performance management platform promotes a 360-degree approach to feedback, leading to more meaningful and transparent career conversations that look ahead, not back. LEAD is grounded in regular dialogues about our people, their careers, development, growth and learning to help individuals contemplate what's next by understanding how they can develop to achieve their aspirations.
- ▶ Our EY Canada People Advisory Forum provides another open environment where people can voice their views and challenge assumptions directly with the organization's leadership. This forum also acts as a sounding board for leaders to get feedback to create change on a wider scale.
- ▶ The [EY/Ethics Hotline](#) provides a means to confidentially report any activity or concern that may involve unethical or illegal behaviour. We encourage our people to communicate internally on ethics issues and promote channels and processes that enable any EY professional to easily raise a red flag, so they can feel confident and supported. Cases are investigated and addressed.
- ▶ EY teams transformed the way we connect with our people nationally through regular all-hands webcasts that are bringing value to our people, demonstrated by the rising amount and consistency in attendee numbers. The webcast Q&A segments provide an additional platform for two-way communication.



Impact stories

Transformative learning, resources to enhance wellbeing and two-way communication are helping our people succeed, thrive and make meaningful connections at work and at home.



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The EY Tech MBA offered experiential learning to keep pace with emerging practices to help deliver long-term value to clients. The program’s flexibility made it possible to not just balance but continue to achieve in both my career and personal life without putting anything on pause.

JENNIFER GREENHORN

Senior Manager, Consulting, Innovation & Experience Design,
EY Canada, Vancouver

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I've been able to use our flexible work arrangements to balance my home life while continuing to meaningfully grow my career. Last year, I took a sabbatical to focus on caring for my children as my wife ramped up her entrepreneurial business. This was an incredibly impactful time for us. It also enabled me to consider my future growth within the firm and pursue a dual role on my return.

LUKE COLE, CPA, CA, MMPA

Senior Manager, Assurance Services & Quality Network,
EY Canada, Toronto

“

The EY Canada People Advisory Forum has been an awesome experience. We have meaningful discussions and are encouraged by senior leadership to challenge assumptions and ideas. Every voice is welcomed in shaping initiatives across the firm, where each action builds into a better experience for our people.

RAFIK HANNA, CPA (DE)

Manager, US Business Tax Services,
EY Canada, Montréal

Equity is the foundation of compensation

People must be valued for their contributions and fairly compensated to build professional and personal success. This is a critical issue in the broader marketplace and one we're committed to addressing at EY. Our compensation approach is transparent and guided by a clearly articulated set of principles.

Our compensation strategy seeks to:

- 1 Be externally **competitive** and internally **equitable**
- 2 Differentiate pay for **top performance**
- 3 Operate in a **fiscally responsible** way



Last year, our employee recognition programs saw

3,800+

Canadian professionals recognized

7,600+

awards presented

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR PEOPLE?

- ▶ We provide competitive and comprehensive variable pay programs, benchmarked annually against Canadian industry standards (performance bonuses, on-the-spot recognition awards, flex benefits plan) to ensure we compensate our people fairly.
- ▶ Employee recognition programs, our Counsellor Appreciation Program, accreditation awards, and events like our annual Milestones conference (which welcomes hundreds of newly promoted EY professionals annually) create value by providing our people with opportunities to celebrate, learn and grow.
- ▶ Our self-service Recognition Award Center encourages leaders and colleagues to applaud and support one another across EY Canada through individualized awards.

Wellbeing is a commitment we make daily

Individual needs change as lives and realities shift. We recognize the intersectionality of our people's lives by underpinning a culture of caring with a focus on flexibility and wellness.

This philosophy spans the work experiences we create, programs we offer, benefits we curate and rewards we provide. From flexible work options to a market-leading, comprehensive mental health benefit, we commit to a culture that shows our people we care and that no one is alone.

Wellness matters

We know mental wellbeing is vital to holistic wellness – that's why we encourage our people to make their mental health a priority.

\$5,000

mental health benefit per individual and each eligible dependent per year

We encourage our people to continue mental wellness conversations with their teams and throughout the year.



HOW WE GO ABOVE AND BEYOND FOR OUR PEOPLE

Wellness

To promote mental wellness, we implemented a market-leading \$5,000 mental health benefit to empower our people and their dependents with 100% coverage across a wide range of services to ensure they can prioritize wellbeing. It's now part of our broader health and benefits plan in addition to 24/7 access to our EY Assist family and employee assistance program.

Family-friendly policies

Our family-friendly policies and benefits help working parents achieve their potential at work and at home. Our maternity leave top-up provides EY professionals with 100% of base salary for up to 17 weeks. It also offers fathers and adoptive parents a top-up to 100% of salary for four weeks so they can focus on family. We're also proud to offer adoption assistance of \$20,000 per child and extended parental leave.

Work-life harmony

Our people are encouraged to rest, recharge and reset in pursuit of work-life harmony. That includes building on paid personal days and leading vacation policies to provide extended summer long weekends, vacation programs that enable people to take an extra five to 20 days off (in addition to paid vacation time) and flexible work arrangements to adapt work schedules to individualized needs.

Convenient health care options

Our people have access to Healthcare Online, a virtual medical platform that provides employees and their dependents 24/7 access to health and mental health practitioners who can diagnose, provide medical advice and fill prescriptions virtually.



Our clients



Helping clients innovate, grow, optimize and protect value

When we work with a client, we're not only focused on the task at hand. We're also asking bold questions that help Canadian businesses redefine the value they create for their own stakeholders, customers and communities. Our services help build trust, whether directly through the work our teams undertake, or indirectly through what the work allows our clients to achieve.

As auditors, we've served clients and the public interest with purpose by building trust in the capital markets for more than 150 years. Our Assurance practice has always been the bedrock of our organization. From embracing a digital-first audit methodology to creating our own proprietary digital accelerators, we continuously invest in transforming assurance to better meet the evolving needs of Canadian companies and their stakeholders. That's equally true across our national Consulting, Tax, Strategy and Transactions practice groups.

Through offerings like our EY wavespace™ accelerator, EY Parthenon strategic consulting services, our extensive suite of digital tax tools and more, EY teams help enable an innovation economy that will define Canada now, next and beyond.

As we continually invest in our client service capabilities, we're fostering trust, spearheading transformation and supporting growth that helps businesses run better and generate sustainable value.



“

Our culture unifies our organization. It empowers us to channel our experience, knowledge and passion into helping our clients grow, our people thrive and our society flourish. We will continuously evolve and invest in our culture and client delivery to support those priorities and generate that value.

ALYCIA CALVERT

Managing Partner, Clients & Markets,
EY Canada, Toronto

Cultivating trust in the capital markets is our responsibility

Reframing the way businesses navigate and manage risk. Supporting clients in understanding regulatory change so they can transform accordingly. Providing clear insight that stakeholders can use to make important capital market decisions. All our client work serves the greater public interest by building an ecosystem of trust.

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR CLIENTS?

Advocacy and engagement are critical to our goal of building trust in the capital markets

- ▶ That includes representing the profession on key committees that shape national standards and regulatory policies. This helps our clients understand key issues that can influence their decisions and create a reliable business environment where they can thrive.
- ▶ As part of our commitment to building trust in the capital markets and having a positive impact on societies and the planet, we invest time, passion and experience to play our part in enabling a just and equitable energy transition in Canada. We actively and intentionally engage with governments, regulators and associations to help them increase trust in their own communities and markets – while advocating for environment, social and governance (ESG) strategy development and reporting transparency.



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As Chair of the Accounting Standards Board (AcSB) IFRS Discussion Group, I’m dedicated to raising awareness of international financial reporting standards. Diverse perspectives help shape an equitable, effective Canadian marketplace. We’re proud to proactively contribute to this national discussion.

GUY JONES

Partner, Accounting Standards Board IFRS Discussion Group Chair, EY Canada, Toronto

Quality is the foundation of our client-serving operations

Our results-driven frameworks and technology-driven solutions allow our people and our clients' teams to focus on best and highest use, knowing the fundamentals that underpin their decisions and choices can be trusted. Our globally consistent, high-quality, sustainable audits provide our clients and the markets with much-needed confidence.

- ▶ Our [Forensic & Integrity Services](#) practice helps Canadian companies balance business objectives and risks, build data-centric ethics and compliance programs and develop cultures of integrity.
- ▶ We contribute to and leverage the global firm's US\$2.5b investment in disruptive technologies, like AI and blockchain, to help enhance data capabilities of proprietary digital audit solutions like EY Canvas and EY Helix. Acting as one team, supported by diverse technology talent through homegrown tech hubs like tentthree|labs, allows us to scale globally, while integrating locally.
- ▶ By concentrating on continuous training and ongoing investments in [audit quality](#), we deliver client work that supports the broader marketplace with the assurance they need to make sound decisions stakeholders can count on. This creates opportunities for our clients to attract investment, spur innovation and build solutions that generate long-term value for us all.
- ▶ The [EY Global Code of Conduct](#) is rooted in our values and underpins everything we do. It's a guiding force that details the specific actions and behaviours each of us can take to demonstrate integrity, lead with courage and build relationships based on doing the right thing. In 2021, EY Canada's 6,300 people reviewed and signed the EY Global Code of Conduct. This represents a commitment that extends far beyond compliance alone, and sends a clear message: at EY, we're deeply committed to operating ethically and inclusively in all that we do, every day.



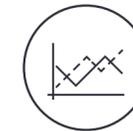
Digital-first approach to audits

[EY digital audit methodology](#), integrated proprietary technologies and strategic alliances surface more data and richer insights for our clients than ever before.

Innovating on already solid in-house foundations is how we push audit quality to the next stage of evolution. We use these data-driven tools to yield greater insights, leading to smarter decision-making and better focus for our clients and their stakeholders.



EY Canvas - online audit platform used across all EY audits.



EY Helix - digital accelerator that automates data analysis for our clients.



Continuous technology training - the EY Tech MBA, EY Badges and more empower our teams to pursue leading-edge capabilities and knowledge year over year.



tentthree|labs - our Canadian audit digital and innovation lab with multidisciplinary STEM professionals works with our audit teams to accelerate and enhance technology deployment to bring new insights to clients.



We help our clients capture the value they create and communicate it clearly

- ▶ By standing up critical paths, strategic plans and measurement/reporting functions, we're guiding companies in redesigning operating models that support the creation of sustainable, long-term value. This moves them forward in pursuit of their own ESG goals, while cultivating internal and external trust to buoy their efforts.

We amplify our impact by employing our trust-building skills in the business community

Trust-building centres prominently in our client work. Whether serving as independent board directors or convening board members and sharing leading practices, we're always looking for new ways to build trust in the market. Highlights include:

- ▶ The [EY Center for Board Matters](#) brings together Canadian leaders and directors with North American and global peers to cultivate timely, data-rich conversations, perspectives and tools to enhance board effectiveness.
- ▶ We shine the spotlight on the shifting landscapes our clients face through thought leadership, events, podcasts, research and points of view. Our trusted leading practices and perspectives are backed by experience, enlightening market stakeholders on complex business issues.

We provide our people with opportunities to enhance their leadership capabilities

Our extensive internal training programs span across sector topics and cover the latest developments so our people are better prepared for board and other positions. Highlights include:

- ▶ Milestones: annual Americas-wide program for newly promoted leaders
- ▶ Ian O. Ihnatowycz Ivey Institute for Leadership: character workshops for our leaders
- ▶ Elevate: partner readiness for senior managers



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Our life's journey inevitably leads to a moment when we all face a fork in the road. At that time, the ethical choice that maintains your integrity can have some rough patches and require some courage, but it is always the right path to follow.

[ZAIN RAHEEL](#)

Forensics & Integrity Leader,
EY Canada, Toronto

Transformational vision fuels exceptional client experiences

Driving digital transformation. Building stronger alliances. Furthering critical dialogue. Employing human-centred design. We harness transformational strategies to provide clients with a compelling suite of services, methodologies and opportunities that allow them to reimagine the value they create in the marketplace.

EY Canada wins Microsoft 2021 Industry Innovation Impact Award



Microsoft recognized EY Canada for successfully responding to our clients' biggest challenges through innovative Microsoft-powered solutions in cybersecurity, modern workplace, analytics and cloud financial reporting – including using Microsoft Azure to deliver leading cloud solutions to energy clients.

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR CLIENTS?

- ▶ Our industry-leading strategic alliances create value for our clients by connecting them to a vast ecosystem of major Canadian and global technology service providers. Our collaborations allow clients to evolve and accelerate their business transformation and capabilities, applying our broader suite of solutions and services to unleash their full potential.
- ▶ Every time we invest in technology and pair it with deep insight and knowledge against a client's biggest challenge, we help them transform to make a difference for real people, in real life. Examples include safeguarding a major insurer's data identity access management (DIAM) system to support an overnight shift to a remote working world, and developing a [virtual assistant](#) to respond to a company's massive influx of pandemic-related queries.
- ▶ Our service offerings drive transformation by enabling our clients to change their perspectives, enhance their operations and embrace better ways of working that help more people achieve more influential results – linking good business with doing good. Examples include pursuing client engagements that allow us to fuel technology-led disruption poised to impact Canada's transportation strategy for decades to come, and teaming with some of Canada's largest organizations to hold all-hands discussions on transformational approaches to diversity, equity and inclusion.



“

By connecting our deep sector knowledge with leading-edge capabilities and technology, we enable our clients to reframe the long-term value they create for their own clients, people and society. Our culture of collaboration with clients is grounded in our collective commitment to making a positive impact on the world.

[ANNE-MARIE HUBERT](#)

East Leader,
EY Canada, Montréal



The technology connection

EY Canada brings together the power of technology and collaboration to connect clients and ideas—generating the next wave of innovation-led solutions that propel industries and companies forward.

EY collaboration technology

- 1 [EY wavespace™](#) methodology provides a different way to come together virtually, and work through major transformation, in-person or remotely, using unique technology to enable better collaboration.
- 2 The [EY Design Studio](#) seizes the power of human-centred design to help brands, organizations, companies and governments transform to better serve stakeholders.
- 3 The [EY Technology Centre](#) marries client needs with innovative ideas and leading-edge technologies, so they can transform at speed and evolve to become truly future-ready.

Facilitating growth with technology solutions

We unite growth-focused resources and digital tools through compelling and accessible client portals. This enables our clients and the broader marketplace to tap into what they need to grow as they choose. Our new Tax tools provide end-to-end digital solutions that make extracting value easier. This industry-first suite is designed to not only handle labour-intensive essential functions, but also to provide the deep insights organizations need to grow.

Supporting Canada's economy alongside our veterans

EY Canada and With You With Me created the Cyber Workforce Enablement Program (CWEP) – a unique training organization founded by veterans for veterans as they transition out of the Canadian Armed Forces (CAF) and enter their civilian careers.

CAF veterans have similar traits to highly successful IT professionals and are therefore an excellent fit in emerging technology fields. The CWEP trains transitioning military personnel to become our current and future cyber workforce, addressing Canada's demand for security-cleared cyber resources and helping our veterans find meaningful employment. EY currently holds the CWEP procurement vehicle for the Government of Canada to call up cyber-trained resources when required.

Cyber Workforce Enablement Program (CWEP)

4,000+

Canadian Armed Forces veterans and spouses being upskilled as IT professionals

100+

active veteran positions in the market as a result of our CWEP

28

active projects in Government of Canada departments **staffed with veterans from the CWEP**



Connecting Canadian companies and talent with international insights

We tap into EY's global network to collect and produce relevant and diverse perspectives, to identify the trends and disruptors that will create challenges and opportunities both in Canada and abroad.

Global perspectives driving Canadian growth

Having a global client network means we have a direct line to the topmost concerns and experiences of business leaders around the world. We combine their insights with our analyses to create points of view that help guide and support Canadian companies as they navigate changes that impact our market.

- ▶ Our biannual **Renewable Energy Country Attractiveness Index (RECAI)** ranks the top 40 markets based on investment in renewable energy, a key part of the energy transition.
- ▶ Our **Top 10 business risks and opportunities for mining and metals** report surveys over 200 global mining and metals executives, with most respondents being from the C-suite.
- ▶ The **Future Consumer Index** measures consumer habits and changes so companies can better understand their customers' values and priorities.

- ▶ In the **Global Connected Citizen**, EY asked citizens from 12 countries about their lives, their use of technology and public services and their hopes for the future – to help our clients and communities learn more about how people experience the connected world and what can be improved.

EY Americas Mining and Metals Centre of Excellence

In 2021, we launched the EY Americas Mining and Metals Centre of Excellence to offer North and South American companies access to leading-edge services and solutions. Based in Toronto, the Centre is powered by EY wavespace™ and provides integrated solutions to facilitate digital transformation, operations management, decarbonization and more.

We're working with Canadian skills-training organization NORCAT to build an innovative workforce of the future that can support the mining and metals industry.

Standing up our Centre of Excellence in Canada is a demonstration of the outstanding strength of our Canadian talent and resources.



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Our EY Americas Mining and Metals Centre of Excellence supports companies as they navigate the path forward in a post-pandemic world. Collaborating with our Americas colleagues expands our capabilities, experience and perspectives so we can help our clients drive meaningful and long-term growth.

THEO YAMEOGO

Mining and Metals Leader,
EY Americas, Toronto

Impact stories

Our people are at the heart of our digital solutions. When we combine the human touch with artificial intelligence and data transparency, the results are both practical and transformative.



EMPOWERING ENTERPRISES WITH DIGITAL AUDITS

Using leading-edge technology, we're working with one of the world's largest dairy groups to digitize their end-to-end audit process. Our audit of the future methodology supports this privately owned family enterprise with next-level data, insight and analysis – fuelling their ability to make a continued impact on the Canadian market and around the world.

TRUST IN CYBERSECURITY

For a major Canadian oil and gas client, we collaborated with Microsoft to build a comprehensive project-tracking and documentation suite, AI models and cyber-analytics that helped the cybersecurity leadership pre-empt cyber threats and attacks.

TRANSFORMATION THROUGH TECHNOLOGY

Our Canadian innovation team was named a global winner in EY's global [Better Begins With You](#) peer recognition program for using blockchain to drive efficiency for Canadian Blood Services. By providing real-time visibility into the transport and processing of every blood donation, we improved transparency, reduced costs and supported better donor and patient outcomes.



For 27 years, the EY Canada Entrepreneur Of The Year® program has been celebrating:

4,700+

nominees

3,200

finalists

1,400+

award recipients

Aligning with impact entrepreneurs unleashes innovation

Collaborating with game-changing entrepreneurs and market-leading organizations. Customizing services to power Canada's mid-market growth engine. We don't only serve businesses that drive economic, social, environmental and societal growth. We advocate for and align with entrepreneurs, small businesses and private companies to accelerate the innovation economy.

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR CLIENTS?

In Canada, our dedicated [EY Private](#) practice has been supporting private business owners and entrepreneurs for decades

Our collaborative approach – together with our proprietary technology tools and audit methodology – provides transparency and trust for Canadian founders and innovators as they seize new opportunities and navigate new challenges. Our global network of seasoned advisors brings insight and perspective to how private companies can grow and prosper in Canada and beyond our borders.

We invest in a Canadian ecosystem that underpins equity in entrepreneurship

Achieving a true innovation economy requires entrepreneurship for all. Creativity and innovation shouldn't be capped by gender, race, age, ethnicity or sexual orientation. That's why we seek to build a diverse and inclusive Canadian ecosystem that enables entrepreneurial growth in every sector – by connecting all entrepreneurs with the support, mentorship, guidance, access, networks and funding they need to make meaningful progress.

Our Entrepreneurial Winning Women program and Entrepreneur Access Network for Black and Indigenous business owners are designed to make such impacts and break down these barriers for many Canadian entrepreneurs.



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Canada's unstoppable entrepreneurs help us rebuild in a post-pandemic world. They're agile, resilient and positioned to shape an innovation economy that delivers long-term, sustainable growth. We empower them to unlock potential, solve challenges and position Canada as a leader on the world stage.

[PAULA SMITH](#)

National Director, Entrepreneur Of The Year
EY Canada, Toronto

We're always innovating our client toolbox to help Canadian entrepreneurs balance short-term survival with long-term

- ▶ [New tools](#) help businesses capitalize on Canada's vast landscape of scientific research and experimental development (SR&ED) tax credits.
- ▶ Digital platforms like EY Velocity help Canadian companies accelerate their growth journey to market leadership.
- ▶ Holistic resilience frameworks to help lead businesses through disruption, uncertainty and complexity.

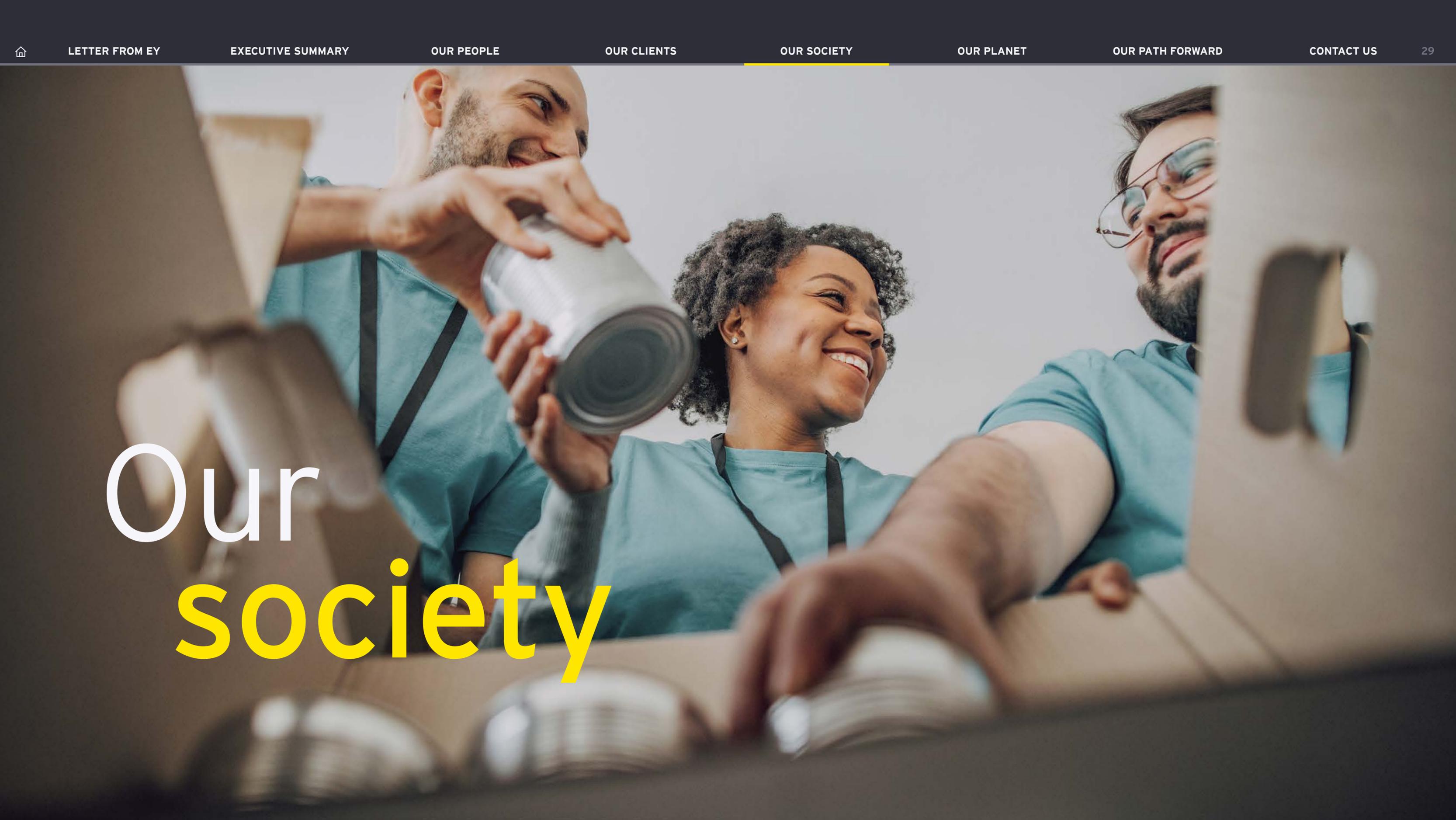
Our experience and tools help entrepreneurial clients from any sector tap into new growth that directly aligns to the long-term value they want to create for our world.

The EY Enterprise Resilience Framework helps clients prioritize what matters most

We developed a framework to identify nine strategic areas businesses can address to build a structured and comprehensive approach to crisis management and resilience.

Find out more about our [Enterprise Resilience Tool](#).





Our society

Creating a positive impact for local communities and our planet

Operating ethically, equitably and sustainably. Building communities deliberately. Standing up for what's right and just. These priorities guide the way we engage with and invest in our communities. The way we engage with society today will help shape Canada's environmental, educational and entrepreneurial landscape for generations to come.

Corporate responsibility connects community engagement and financial investment. The cumulative value of our contributions is greater than hours donated or dollars raised. It also comes to life in the success stories of the high-impact entrepreneurs we support, the post-secondary graduates we mentor or the carbon negativity we achieve. It's measured in momentum created and change realized.

In Canada, we drive this change and focus our community engagement and investments on four [corporate responsibility](#) pillars: environment, entrepreneurship, education and equity.



Investing time and dollars

17,000+

hours invested by our firm and our people to support our communities

\$3.5m+

donated by EY Canada in FY21 to charitable organizations and causes

\$2.6m+

raised by EY people in 2020 for the United Way



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The good we do today will lead to the greater good of tomorrow. Amplifying the positive impact that comes from people, organizations and communities working together is how we're actively building a better working world.

KENT KAUFIELD

ESG Markets Leader and Chief Sustainability Officer, EY Canada, Calgary



CORPORATE RESPONSIBILITY PILLAR:

Environment

Every organization has an obligation to environmental stewardship – climate change is everybody's business. Globally, EY is officially carbon negative as of October 2021 with the goal of becoming net zero by 2025. In Canada, we'll contribute to our net zero ambition by removing and offsetting more carbon than we emit.

Our community engagement strategies related to environmental sustainability include:

Committing to carbon negative and net zero goals globally

We continue to reduce our carbon emissions and work to launch new sustainable solutions for our people, clients and society. As business travel resumes and office returns increase, we'll continue to keep emissions below the Science Based Targets Initiative (SBTi)-validated 1.5°C pathway in 2022 and beyond, remaining carbon negative as we work toward net zero in 2025.

Appointing an EY Canada Chief Sustainability Officer

Our CSO drives the development of internal sustainability policies and programs. With this executive-level support, companies can develop and drive comprehensive ESG strategies that identify emerging opportunities by adopting innovations and technologies to create long-term value and realize sustainable growth in a rapidly evolving market.

Using our voice, experience and platform

As a member of the Pembina Institute alongside the Business Renewables Centre Canada, and a member of the Government of Alberta's ESG Working Group, we educate various sectors, industries and stakeholder groups on renewable power purchase agreements and ESG leading practices.

CORPORATE RESPONSIBILITY PILLAR:

Entrepreneurship

By recognizing, celebrating, supporting and connecting entrepreneurs, we can unleash progress that will make Canada an even better place to work and live.

Our community engagement strategies related to entrepreneurship include:

Celebrating and supporting Canadian entrepreneurs

In addition to the renowned Entrepreneur Of The Year program, the EY Entrepreneurial Winning Women™ program supports the ambitions of female founders. The EY Entrepreneur Access Network addresses the disparity experienced by Black and Indigenous business owners. We're committed to enabling these journeys that lead to creative solutions and innovations for the world's biggest issues.

Supporting the growth journeys of startups

Through our NEXT Canada sponsorship, we're providing growth resources and collaborative environments for Canadian entrepreneurs, enabling breakthrough solutions for scaling businesses and driving progress towards sustainable growth.

Accelerating the Canadian innovation economy

We're collaborating with MaRS Momentum, a multi-sector program that supports the high-growth technology entrepreneurs who are developing and using technology and science that help drive our innovation economy and improve the lives of everyone around the world.



CORPORATE RESPONSIBILITY PILLAR:

Education

By creating more equitable access to education, experiences and networks, we can empower tomorrow's leaders to develop the solutions society needs. We're committed to turning up and coming into future ready.

Our community engagement strategies related to education include:

Closing the gender gap and removing education barriers

We're providing women with skills development opportunities to help them succeed in the digital economy through the \$100,000 EY Women in Technology scholarship with BrainStation.

Breaking the cycle of poverty for young Canadians

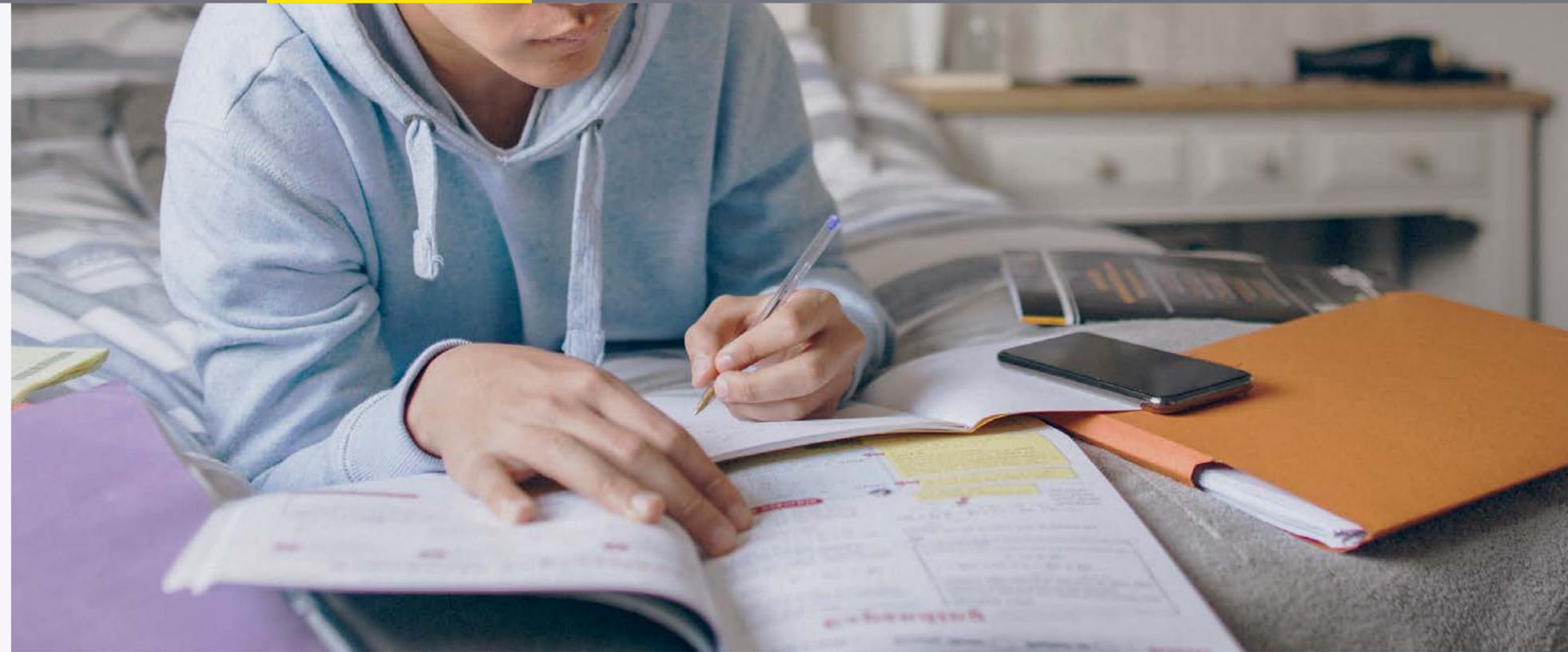
We're helping 6,000+ youths in low-income communities overcome barriers to education through our Pathways to Education sponsorship as a founding member. EY people continue to sit on the board and mentor students in addition to our volunteering and annual \$5K scholarship.

Building the next generation of leaders

To cultivate innovation and entrepreneurship through the Junior Achievement Company Program, EY people serve as advisors to guide students through creating, managing and liquidating businesses. The students use real money to make real products for real customers.

Nurturing growth through our time and dollars

We provide financial support, collaborate with and offer mentorship to top Canadian post-secondary institutions and their students. We also give back to the profession by supporting future CPAs. During the pandemic, 170 EY Canada volunteers proctored the CPA Common Final Exam at select hotels across Canada.





CORPORATE RESPONSIBILITY PILLAR:

Equity

Equity is the common thread that weaves across our community engagement initiatives. When we work to make a difference for the environment, entrepreneurship or education, we consistently ask: how can we do so in ways that underpin equity?

HOW ARE WE BUILDING BETTER FOR OUR SOCIETY?

Cultivating diversity and inclusion among our suppliers

Our DE&I-focused procurement strategy identifies, develops and works with certified diverse businesses to develop new solutions that enable us to respond to our clients' needs with holistic thinking. Through WEConnect International's community of certified women entrepreneurs, we're also accelerating the introduction of more diversity in Canada's supply chain.

Our diverse supply chain



Our Diverse Supplier Database portal facilitates a dedicated channel to identify diverse suppliers, specifically **businesses owned by women, minorities, veterans, 2SLGBTQ+ and persons with disabilities.**



We're a longstanding sponsor of the **Canadian Aboriginal Minority Supplier Council.**



Our **EY Supplier Code of Conduct** is included in all our external contractor relationships in Canada.



Our community engagement strategies related to equity include:

Amping up our fight against racism in the workplace

In the last year, we aligned with The Canadian Council of Business Leaders Against Anti-Black Systemic Racism, and joined The BlackNorth Initiative's Canadian mission to end anti-Black systemic racism using a business-first mindset.

Supporting and seeking truth and reconciliation

We're committed to becoming certified with the Canadian Council for Aboriginal Business's Progressive Aboriginal Relations (PAR) program to address issues facing Indigenous Peoples and break down barriers to economic opportunities in Canada.

Creating opportunities for Canadian entrepreneurs

The EY Entrepreneur Access Network helps bridge disparity gaps for Black and Indigenous leaders so they can access the learning and networks to transcend barriers and achieve professional and personal success.

Expanding representation in our everyday work

Our Neurodiversity Centers of Excellence help Canada lead in neurodiversity employment and provide companies with access to unique skills and solutions. We also signed the 50-30-80 federal government pledge on hiring and the Holland Bloorview Dear Everybody agreement on disability representation in the media.

Putting more seats at the table

We have been working alongside Canada's LGBT+ Chamber of Commerce (CGLCC) with ambitious entrepreneurs in the 2SLGBTQ+ community. For over five years, we've helped over 40 2SLGBTQ+ entrepreneurs tighten their business pitches to reach new heights and access mentoring, networking and scholarship opportunities.

CORPORATE RESPONSIBILITY PROGRAM:

EY Ripples

We ground our collective corporate responsibility efforts in an overarching skills-based flagship volunteer program: EY Ripples

Through this premier program, we empower our people to use the same skills they employ in client service in the context of volunteerism and community engagement. At EY, we use what we do best in a professional services capacity to support the next generation, work with impact entrepreneurs and accelerate environmental sustainability. Together, we create a positive ripple effect that helps develop a better future in Canada and beyond. EY Ripples volunteer initiatives amplify our broader social impact through a vast range of additional volunteer, sponsorship contributions in every Canadian office, market and geography.



“

EY Ripples isn't about one individual EY person giving back to society. Rather, it's about any EY person bringing the full power of the organization and EY networks to create positive impact in their communities.

DAMIAN ELEFThERIOU

Partner and Executive Sponsor, EY Ripples
EY Canada, Toronto

EY Ripples is our global corporate responsibility program aimed at mobilizing our 300,000 people around the world to build a better future by making a difference. It puts our values into action and shows what's possible when we work together.

1,000+

EY Canada EY Ripples volunteers in 2021

1b

lives positively impacted by 2030 (global EY goal)

100+

organizations in our Canadian EY Ripples portfolio

EY Ripples volunteer initiatives amplify our broader social impact through a vast range of contributions

These are just some of the organizations we support in Canada through EY Ripples:



Impact stories

Our purpose of building a better working world is driven by our sense of corporate responsibility. Listening to and learning from our communities help us use our skills to support and advocate for the changemakers of tomorrow.



“

EY Canada helped us adapt to a tripled caseload — while improving our capacity to deliver quality services, and protecting client confidentiality and organizational security in a remote environment. The result: client full-time employment increased 1,500% and 57% no longer needed social assistance within 6-12 months in the program.

LIA GRIMANIS

CEO, Up With Women

“

The EY Ripples team evaluated our corporate partnership strategy and determined how to scale our impact. EY's skills, knowledge and experience were instrumental in identifying new ways to approach partnerships and volunteerism to achieve our strategic goals. Their recommendations are helping us empower the next generation of leaders.

QUINN BINGHAM

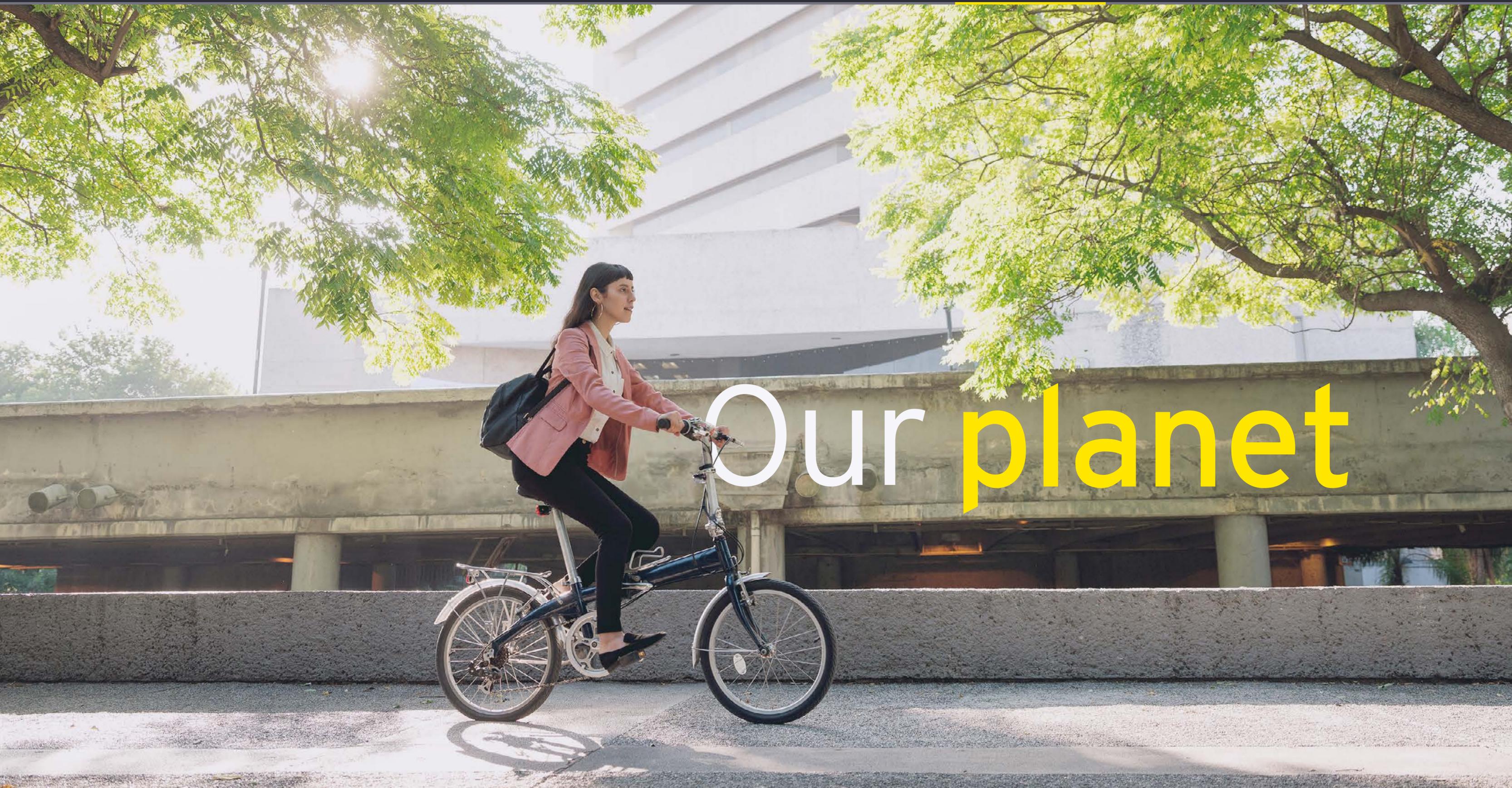
Vice President & Chief Development Officer,
Pathways to Education Canada

“

From providing strategy support to an India- and Bangladesh-based company, to running a business clinic for local entrepreneurs and leading ESG business development efforts, each EY Ripples experience is unique. I can give back to my community while developing strong client interaction, project management and business development skills.

KRISTEN PYPER

Senior, Climate Change and Sustainability Services,
EY Canada, Calgary



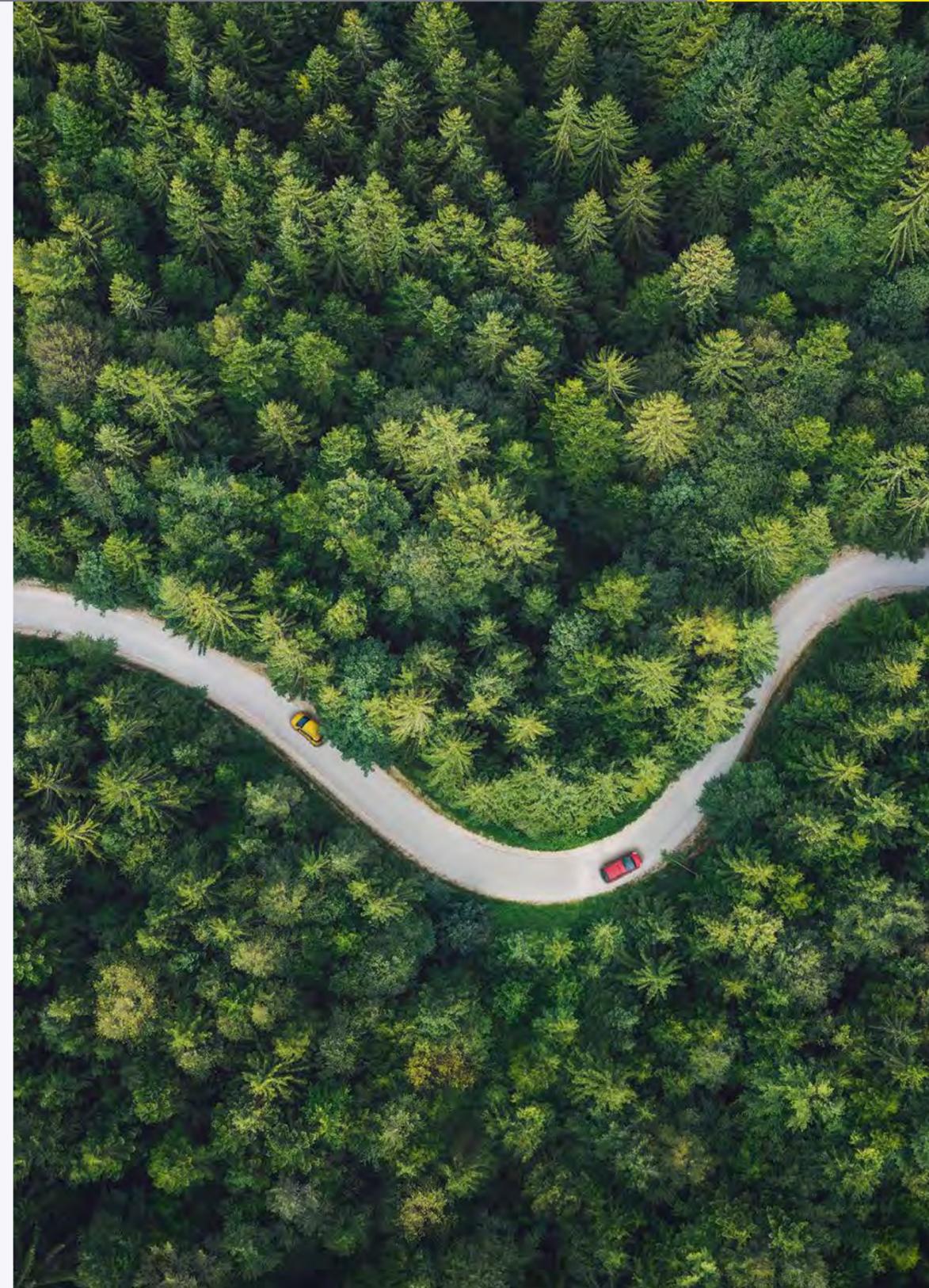
Our planet

Working towards net zero and sustainable growth

The climate crisis requires all of us to work together in slowing down damage and speeding up solutions. At EY, we're focused on sustainability for the long term. That means working to mitigate our environmental impacts immediately, while also implementing large-scale change so our planet never experiences this magnitude of adverse change again.

Progress comes through small decisions and big actions. We're delivering on our promise to our planet by combining incremental steps with monumental changes. This is how we enabled EY to achieve [carbon negativity](#) while also supporting our global march towards net zero.

We cannot accomplish these bold goals without the full engagement of all our people in every Canadian office and market. It will take all of us working together to truly turn the tide on climate change. That's why we've built an integrated approach to take urgent action now, and be active contributors to critical climate change and sustainability conversations taking place in the market.



“

Our environment is shaped by a climate crisis that will define us for generations to come. What we do as an organization every day — to not only mitigate those impacts but to proactively work towards bigger, bolder solutions — is important. Corporate citizens have a critical role to play in fighting climate change.

[THIBAUT MILLET](#)

Climate Change and Sustainability Services Leader,
EY Canada, Montréal



Championing ESG at all levels of the market

In early 2019, EY Canada was invited to participate in and chair a committee for the Government of Alberta's ESG Working Group. This group included approximately 50 participants representing oil and gas companies, financial institutions, government representatives and industry associations. The objective was to advise the Government on ESG priorities, creating and maintaining investment momentum in the province, and to ensure strategic alignment of ESG-related policy and communications related to ESG leadership in Alberta's energy sector.

In March 2021, the Province of Alberta formed the ESG Secretariat to build on the working group's outcomes by focusing on ESG policy in Alberta in connection with economic resilience.

Brad Ferguson, Assistant Deputy Minister, ESG Secretariat for the Government of Alberta, commends the value of EY's involvement, which brought insight, credibility and energy to the ESG Working Group process. He saw EY invest 100% of their time and effort, which, he said, speaks directly to our deep commitment to Alberta and the Canadian energy sector.

We're proud to support the Government of Alberta in finding the best solutions for navigating the energy transition. Working to drive down overall emissions with key stakeholders is one of the most significant ways EY Canada is contributing to Canada's ESG progress, as provinces like Alberta tell their stories about the E in ESG and beyond.

Our commitment to stakeholder capitalism spurs our focus on sustainable long-term value creation

As a member of the World Economic Forum's International Business Council (WEF-IBC), EY collaborated in the design of metrics to help standardize ESG reporting.

We track our own progress against WEF-IBC metrics at the global level. Learn more in our global [Value Realized](#) report. In Canada, we embed these principles in our approach to sustainable growth.



“

We're committed to continuing to support an equitable transition to a lower-carbon economy while enabling resilience in the Canadian economy. The value we bring is grounded in our deep understanding of how ESG creates long-term value for stakeholder and society, and the strength of our trusted relationships across all sectors of the Canadian economy.

MEGHAN HARRIS-NGAE

Climate Change and Sustainability Services Partner,
EY Canada, Calgary

Sustainability shapes our operations and movements in every office, from coast to coast

Across our operations and our facilities, our people are implementing new and better ways of mitigating our environmental impact and fostering sustainability.

HOW ARE WE ACTIVELY BUILDING BETTER FOR OUR PLANET?

Reaching our net zero ambition

- ▶ 35% reduction in business travel emissions (measured against a 2019-20 baseline) – the most significant way we'll reach our goal to become net zero in 2025.
- ▶ 75% of our suppliers (by spend) will be required to set science-based carbon reduction targets no later than 2025 – we're already having conversations with existing vendors and emphasizing this element in proposal scoring.
- ▶ 100% of remaining office electricity usage after reductions in energy use will come from renewable energy – our Canadian office buildings now have energy-saving capabilities like motion sensor lighting and programmed monitor sleep modes.

Adopting sustainable solutions

- ▶ Structuring electricity supply contracts through virtual power purchase agreements to introduce into national grids more electricity than we consume.
- ▶ Using nature-based solutions and carbon-reduction technologies to remove or offset more carbon than we emit.

Optimizing our use of technology

- ▶ Providing our teams with tools that enable them to calculate then reduce their carbon emissions related to client work. In Canada, we manage this with digital collaboration tools that help our people make informed decisions about their carbon footprint.
- ▶ Investing in services and solutions that help our clients profitably decarbonize their business and provide solutions to other sustainability challenges and opportunities.





Seeking to lead the way in sustainable office design

We're aligning with key real estate partners to invest in game-changing projects and infrastructure that will redefine our skylines in a more sustainable way. That includes our upcoming move to Vancouver's The Stack, one of North America's first net zero skyscrapers currently in construction. This represents a true first in Canada.

Proactively managing energy use in our buildings

In Canada, we use an Americas-wide reporting framework to track and mitigate Scope 1 and Scope 2 emissions in our network of local offices. This includes tracking diesel fuel, natural gas, chilled water, steam and electricity usage.

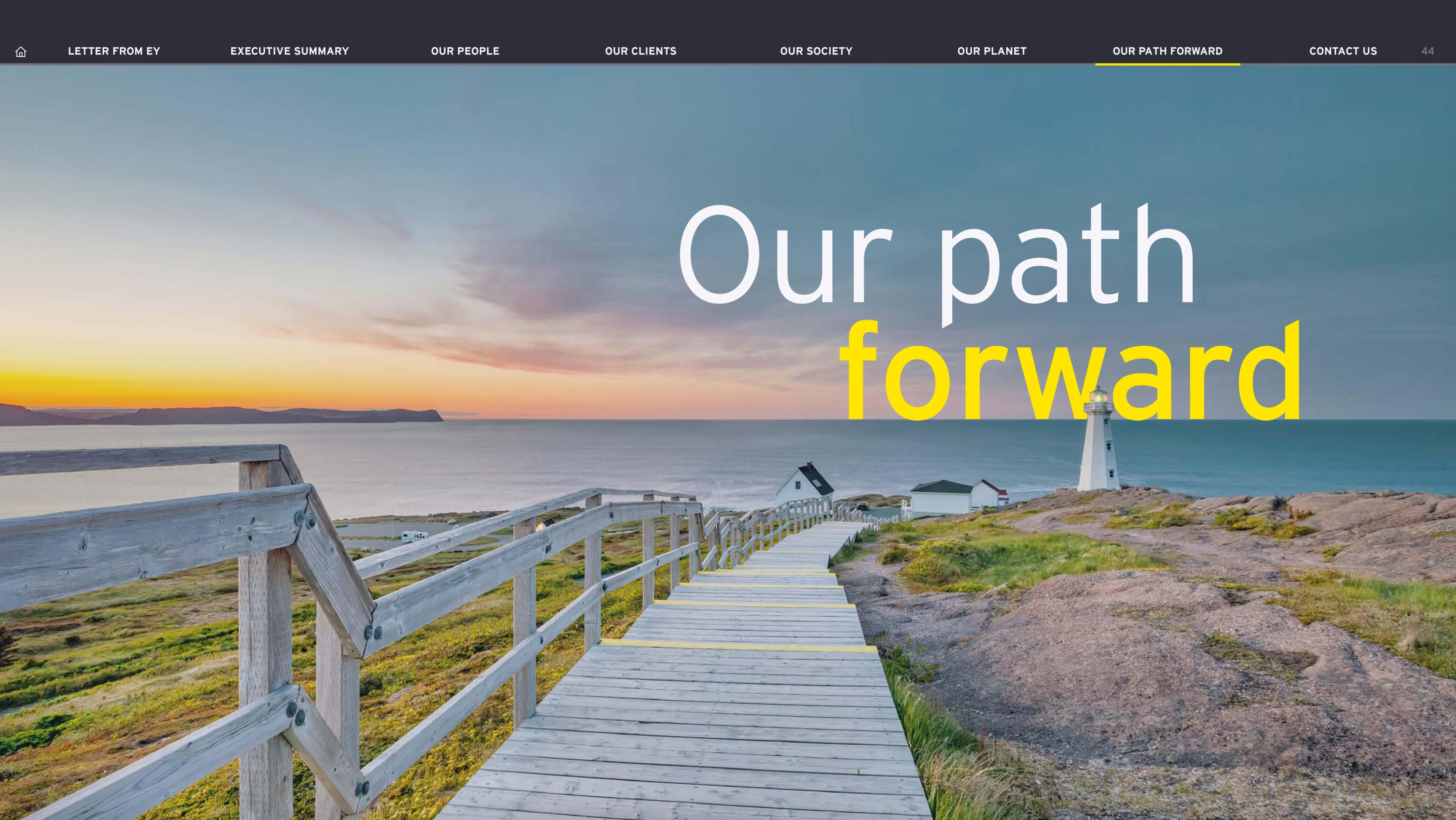
Making our people part of the shared journey to a sustainable future

We have long tracked Scope 3 energy emissions tied to employee travel, including air/rail/personal vehicle mileage for business travel and the costs of rental cars and taxis. Now we're building on that historical data to make meaningful change in the ways our people move to reduce our collective impact on the environment.

We nudge our teams to be the smartest business air travel consumers on the planet. That means balancing exceptional client service with the right decisions about when to travel and when to work virtually. Internal toolkits and communications campaigns build awareness of our travel nudge philosophy across Canada. As the working world progressively returns to business travel post-pandemic, our teams are well equipped to make informed decisions that support clients' needs and our broader sustainability goals.

LEED certification

76% of our Canadian offices now operate in **LEED-certified buildings.**



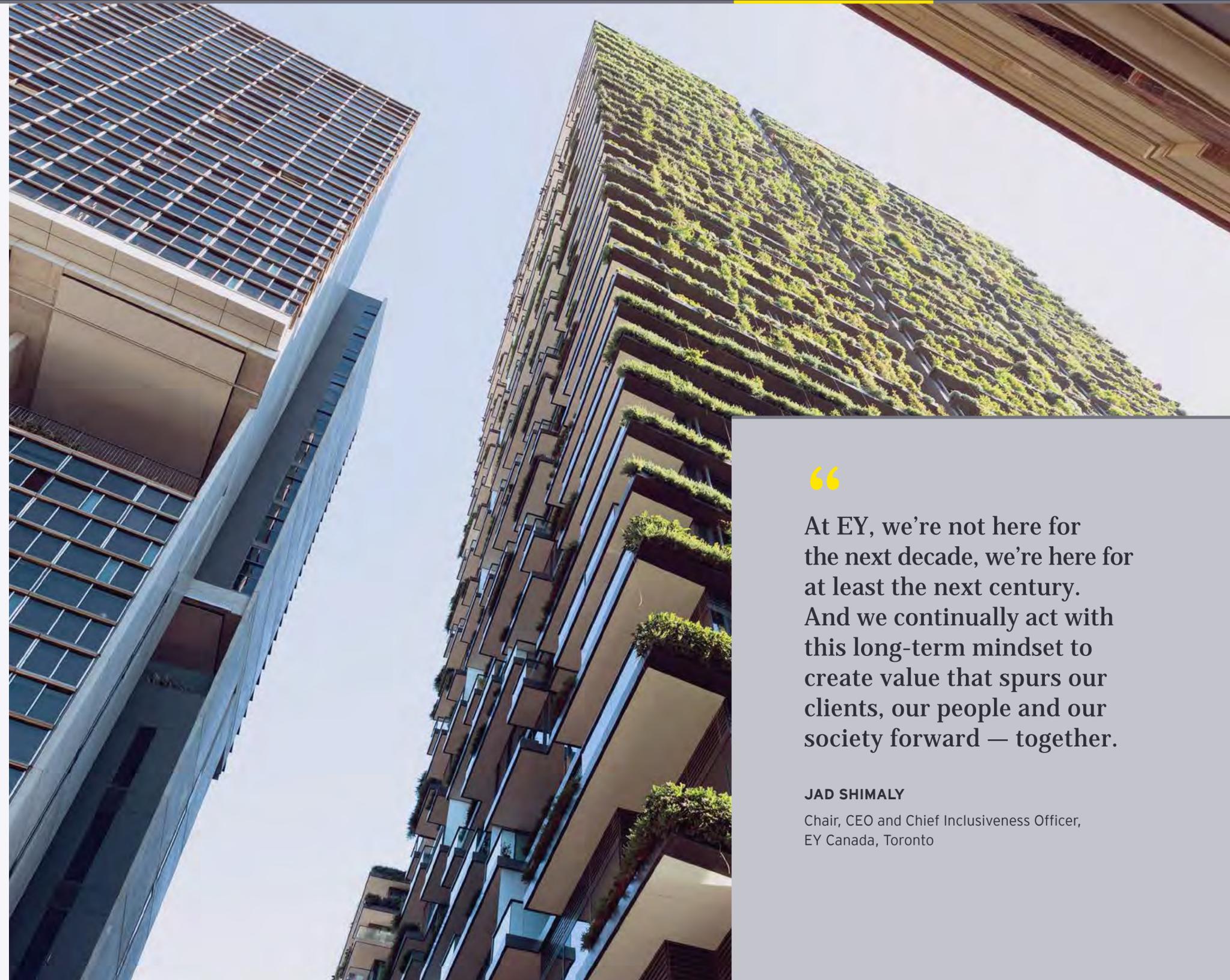
Our path forward

Turning purpose into actionable and measurable progress

When we look back on 2021, we're proud of what we've accomplished and excited about what we'll achieve together in the years ahead. There's no growth without continuous improvement and our goal is to become even better, sharing our progress as we work alongside those who are committed to doing the same.

To build the type of trust that will lead to meaningful progress, we must all embrace further dialogue and transparency. For us, building inclusive, resilient and future-ready leaders, organizations and communities means learning from the past, fostering and nurturing growth-oriented and people-centred mindsets and environments, investing in transformation and innovation, and working together today for our tomorrow.

As we continue our collective journey of creating greater trust, long-term value, sustainability and positive impact, we keep our eyes on the priorities and values that guide us and inform our every decision: our purpose of building a better working world.



“

At EY, we're not here for the next decade, we're here for at least the next century. And we continually act with this long-term mindset to create value that spurs our clients, our people and our society forward — together.

JAD SHIMALY

Chair, CEO and Chief Inclusiveness Officer,
EY Canada, Toronto

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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**Building a better
working world**