



Global review 2018: How do we create value and build trust in this transformative age?

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

EY
Building a better
working world

We are living in a transformative age. Rapidly advancing technology, globalization, the rise of the emerging markets and shifting demographics are changing business and society faster than ever. Traditional business models are being upended, sectors are converging, workforces are transitioning and the global economy is becoming ever more complex. Disruption is the new normal, and businesses are either disrupters or they are being disrupted.

At EY, our purpose is *Building a better working world*. An important part of fulfilling our purpose is asking better questions. These questions help businesses and governments to discover better answers and navigate today's dynamic landscape. To make sure we succeed, we are transforming ourselves at the same time – offering new services, creating new alliances, shaping the future of work for EY people and transforming how we support our communities.

Fulfilling our purpose requires building trust across society. This is an important objective of all businesses across the globe. Doing so requires business to be more transparent and to demonstrate the ways in which it creates value for all stakeholders. In this year's Global review, you can learn about the exciting ways we're changing and how we create value and build trust in this transformative age.

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Hear from our Global Chairman and CEO

In this transformative age, technology is reshaping every aspect of business and society, from sector convergence to business models, and from communication protocols to new social constructs.

The nature of work is evolving, too, as a result of both this rapidly advancing technology and the different outlook of new generations of workers.

At EY, we feel a responsibility to demonstrate how, even in a time of great change, we are *Building a better working world* for our clients, for our people and for our communities.

For our clients, we're doing that by asking better questions, and innovating and adapting our own business to the new realities they face. We're evolving our services in the areas of Assurance, Tax, Advisory and Transaction Advisory Services. We're building our sector knowledge and developing new managed services and other business models. We also recently announced an additional US\$1b investment in innovation and client technology over the next two years. And, we are growing and diversifying our workforce, while teaming with alliance partners from across the globe.

We are helping our 260,000 people around the world to stay ahead of new trends by offering them world-class training and opportunities for experiential learning. We're helping them develop skills not only in our traditional services, but also in fields such as data analytics, robotic process automation and artificial intelligence – all the while gaining new credentials, or “badges,” demonstrating their new skills. And we're extending our workforce by tapping into the gig economy with our own advanced technology recruitment platform, GigNow. We're proud to once again be recognized as one of the world's best employers by organizations such as the *Great Places to Work Institute*, *Fortune*, *Universum* and *DiversityInc.*

For our communities, and for all of our stakeholders, we're working to demonstrate the value that we, and business, create even in a time of great change. Through global teams with multidisciplinary skill sets we help digital pioneers fight data piracy; guide governments through cash-flow crises; unlock new medical treatments with data analytics; and deliver

high-quality audits to build trust in financial markets and business. In the year ahead we will make an even greater impact in our communities as we amplify our corporate responsibility efforts through a new global program called EY Ripples.

Recently I've been involved in many discussions about how to increase focus on building trust through new approaches to corporate reporting, focusing on long-term value creation for all stakeholders. These discussions have now become a movement, involving businesses and a broad range of their stakeholders. Through our involvement with the Embankment Project for Inclusive Capitalism, it's an effort that I'm proud to say we're at the forefront of. This year, we are progressing toward more open reporting, focused on how we create long-term value for our stakeholders. In this global review, we are reporting a broader range of metrics that highlight our activities in attracting, developing and retaining our people, demonstrate our commitment to our communities, and the environment, among others. It's a beginning of a journey we intend to continue in future years.

The world is changing in ways that we couldn't have imagined just a few years ago, and I'm incredibly optimistic about the future – because these changes create enormous opportunities for all of us.

EY is capitalizing on these opportunities by providing enhanced value to our stakeholders, as demonstrated by another solid performance in our 2018 financial year, which ended on June 30. Our global revenues grew strongly across all of our geographies and service lines, by 7.4% in local currency terms (nearly 11% in US dollars), to US\$34.8b. This brings our five-year CAGR – since we started on our Vision 2020 journey – to 8.5% in local currency.

As we look to the future at EY, we will continue to grow and transform, working with all of our stakeholders, to live our values and fulfil our purpose of *Building a better working world*.



A handwritten signature in black ink that reads "Mark Weinberger".

Mark A. Weinberger
EY Global Chairman and CEO

Building trust and confidence



At EY, all of our services help to build confidence, whether directly through our work or indirectly through what our work allows others to achieve.

We play a crucial role in the functioning of global capital markets, and therefore the business world as a whole. This is true across all four of our service lines – because we are a global organization, we are able to offer our clients consistent services and service methodologies wherever they do business, tailored specifically for their market and circumstance.

In this transformative age, we have to stay ahead of new trends. We need to maintain and improve the quality of our traditional services and our sector knowledge, while making greater use of emerging technologies and different skills to create new, innovative offerings. We serve our clients and build trust and confidence through:

1. Evolving our services
 2. Expanding our innovation capacity
 3. Looking at digital from every angle
 4. Investing in emerging markets
 5. Ensuring quality
 6. Strengthening our brand
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CHAPTER 1

Evolving our services

Technological change is redefining the market for everyone. In this disrupted, connected and fast-paced world, our clients are increasingly turning to us for advice and insights on how to better manage risk, where to seek growth and how to weave digital into their strategy and operations. Like us, they're focused on driving innovation – not just in products and services, but in business models too. In this transformative age, we must keep asking ourselves, "What's next?"

Assurance

For Assurance, advancing technology, tools and skills creates the opportunity to continually innovate, improve effectiveness, enhance perspectives and increase stakeholder confidence.

In Audit, our own transformation and digitalization – through investing more than US\$500m in technology in the past few years – has transformed the provision of EY services. EY Canvas is the foundation of our technology, with companies able to receive real-time updates through our Client Portal. Meanwhile, EY Helix allows analytics to be embedded in every significant aspect of the audit. Rather than testing smaller samples, we can now capture, transform and analyze full populations of structured and unstructured data using our Hadoop platform. This helps us to explore both the detail and the bigger picture. EY auditors can now deliver a truly analytics-driven audit. They can identify more easily where to focus their time, and concentrate on auditing rather than the collection of data. With information at their fingertips, auditors' inquisitiveness and skepticism are enhanced.

This truly digital audit improves audit quality: investors can have more confidence in the financial reporting of EY audit clients; audit committees and management benefit from greater risk insight and new perspectives; and company management and finance teams have time freed up to focus on the most relevant issues. Our skilled auditors, using state-of-the-art technology, are able to bring a new level of insight and perspective to the audit and, in turn, to a company's business operation.

EY Financial Accounting Advisory Services teams continue to help finance leaders interpret, communicate and shape the strategy around the numbers they report. From advising on complex issues arising from new accounting guidance to improving existing accounting processes, our goal is to help clients find insights that may not be immediately evident. We are not only helping transform the way our clients work, but the way we work. This involves us constantly challenging how we help add value. And with an ever-increasing focus on the environment, health and safety, and sustainability – as well as investor interest in non-financial information – we've enhanced EY Climate Change and Sustainability Services to measure value beyond what is captured on the financial statement.

Tax

In Tax, we help build a better working world by advising our clients on meeting their tax obligations and resolving tax controversy. In FY18, we helped organizations and individuals across the globe meet their tax obligations by filing over 1 million tax returns with more than 180 tax authorities and regulators. We also 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 by paying the correct amount of a variety of taxes.

In order to stay to keep pace with a changing tax landscape, EY Tax has introduced services and solutions that it can tailor to meet each client's needs and address their unique circumstances.

A range of converging factors – increasing tax complexity due to significant legislative changes including US tax reform, implementation of Base Erosion and Profit Shifting regulation, more governmental enforcement of tax laws around the world, a shortage of qualified talent and the proliferation of digital technology in government – is causing companies to rethink the tax department and how to futureproof it for tomorrow. Our clients are demanding better integrated, technology-based solutions to the challenges of their tax operations. For many, that includes closely assessing build or buy in-house models versus outsource and co-source options. The EY Tax and Finance Operate platform of processes, technology and people helps our clients define the right sourcing mix.

EY professionals in Tax Technology and Transformation Services are focused on building the new model for today's tax function. They're taking a fundamentally different look at the tax function and what it takes to operate in a hyper-connected global economy. That includes addressing unprecedented strategic and operational challenges, acting on digital tax authorities' demands for real-time access to data, and responding to rapid innovation in technology.

Advisory

At EY, we are developing our Advisory services to proactively meet the needs of our clients. We're continuously challenging and enhancing our assets and capability based on our strategic growth drivers – analytics, cybersecurity, strategy and customer, technology and digital. We have also invested in key strategic hires and acquired new talent, insights and capabilities in AI, design, robotics and other transformative disciplines.

We are shifting our ways of providing services by creating ecosystems through strategic alliances, through the use of automation, and through managed services to provide end-to-end services and solutions for our clients.

We are proud of some key capability launches in FY18 that demonstrate how we are enhancing our services. These include: EY Catalyst, a leading operational excellence cloud-based platform that can help clients significantly enhance their performance improvement programs in supply chain and manufacturing; EY Risk Navigator, an integrated solution built on the SAP®Cloud Platform – SAP's open platform-as-a-service – that helps EY clients take advantage of predictive analytics to monitor and manage risk and compliance in the digital age; Internal Audit Re-imagined, which infuses new technology solutions – analytics (EY Optix), robotics (Automation Central) and risk assessment (RiskApp supported by ThinkTank) into our core intelligent automation offerings; and EY PathScan, which identifies complex cybersecurity attacks. Flagship cybersecurity centers were opened in Dallas and Muscat, with Melbourne scheduled to open in FY19.

Our network of wavespace™ innovation centers currently operate from 18 global flagship locations, with further centers to open in FY19.

Through these offerings, Advisory is helping organizations solve their most pressing issues, transform themselves and manage change and risk.

Transaction Advisory Services

In Transaction Advisory Services (TAS), our professionals are using the EY Capital Agenda framework to help companies drive inclusive growth. We do that by focusing on capital and transaction strategies through execution to drive fast-track value creation. In a rapidly changing, increasingly digital and disrupted business environment, TAS supports the flow of capital across borders, helps bring new products and innovation to market, and helps organizations to reshape themselves for a better future.

The use of transaction analytics is one way EY has been doing this – carrying out advanced quantitative analysis to drive more accurate deal observations and insights. In other words, the use of knowledge to replace speculation.

One of the more forward-looking analytic tools is Embryonic, which was launched in the first quarter. Embryonic helps EY clients to dynamically analyze their ecosystems and predict disruption ahead of the curve.

Navigating a converging sector landscape

The global EY sector teams are seeing technology transform entire industries, and our clients need to respond with digital at the heart of their growth strategies. The old lines between different sectors are rapidly blurring, and EY is helping our clients find value where industries converge.

Clients are looking for more than traditional people-based consulting models. As a result, EY is identifying and designing new cross-service line and cross-sector services and solutions that are based around technology and data.

In this digital world, EY's clients recognize the need to adapt and innovate in order to grow. However, their opportunities and challenges are specific to them, making each digital journey unique. That's why our digital go-to-market strategy is sector-led and issue-focused.

The global EY sector teams are at the forefront of understanding the drivers of disruption in each sector, and support our clients to respond to the individual requirements they have for creating a digitally enabled business model.

In FY18, we continued to help our clients embrace industry disruption as an opportunity. At *Innovation Realized™ 2018*, in Amsterdam, and *World Entrepreneur of the Year™* in Monaco, EY held sessions designed to shape the debate on topics such as smart cities, healthcare and the future consumer.

Creating new business models

EY is faced with a complex, rapidly changing business environment, which is disrupting professional services business models. Our response to this changing business environment is to complement our traditional services with new alternative business models we are developing, which enable us to adapt, differentiate ourselves and thrive in a new world of business.

We are already taking steps to investigate and adopt alternative business models. For example, we are developing new industry-focused asset and IP-based solutions, and service line initiatives are already in place to build alternative business models, enabling opportunities to develop new solutions and to automate existing services. These asset-based solutions are underpinned by technology assets. They differ commercially to our traditional services, with revenue often generated via a subscription or license for use of the asset. They strongly leverage our alliance partners and are data-intensive in nature.

We are also offering new managed services, strategic arrangements with clients to provide delivery of a well-defined set of high-value services on a recurring basis. We are offering these in areas such as finance, tax, risk and compliance, where we can offer EY clients leading technology, knowledgeable professionals, and flexibility and scalability, to address today's business challenges – for a reduced and more predictable cost than doing it in-house.

Building an ecosystem – acquisitions and alliances

To build our existing services, we are creating a robust ecosystem through acquisitions and alliances.

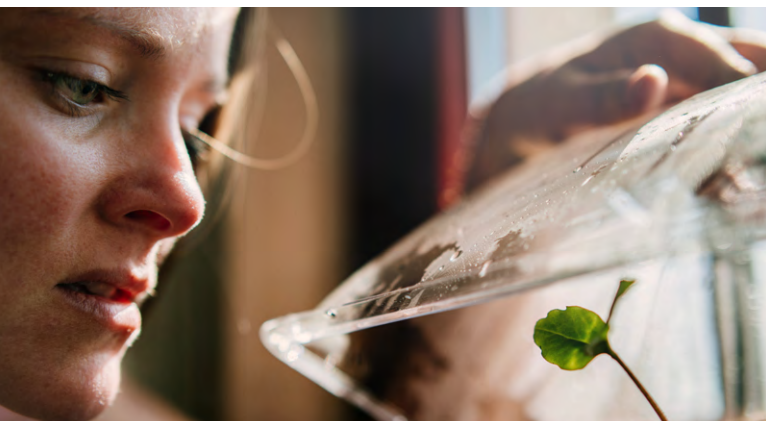
In the last six years, there have been more than 120 strategic acquisitions in EY around the world. These investments have brought highly skilled teams, new capabilities, unique assets and valuable intellectual property into EY, directly enhancing the value that can be provided to clients around the world.

The acquisitions have supplemented existing service offerings and accelerated the build out of key strategic priorities such as digital, data analytics, strategy and cybersecurity. The world is undergoing rapid advances in technology and the acquisitions in these strategic areas are helping us address our clients' business imperatives in an ever-changing market environment.

In today's complex business environment, no one organization can offer its clients everything. EY has entered into 21 strategic alliances with technology and industry leaders that allow us to blend powerful technology and innovative methods with our distinctive capabilities and industry experience to help clients address their toughest challenges.

EY collaborates with organizations such as SAP, Microsoft, IBM, Adobe, Blackline, Pega and ServiceNow to create pioneering solutions, powered by leading and emerging technologies, including AI, blockchain, Internet of Things and cybersecurity.

The solutions address a broad range of client needs, including helping them turn insights into business breakthroughs, accelerating their supply chain strategies, and modernizing their finance and accounting processes.



CHAPTER 2

Expanding our innovation capacity

Innovation is about creating an agile organization that can manage any shift, change or disruption from any direction while also seizing opportunities.

To help us do this, we plan to invest US\$1 billion in new technology solutions, client services and innovation over the next two years. This is part of EY's ongoing plans to provide clients with innovative services using the latest disruptive technologies.

The new US\$1 billion funding is in addition to our existing, significant annual technology investment. We will use it to create new technology-based services in areas such as financial services, cyber, risk management, managed services and software services as well as digital tax and audit services.

The changes we're seeing today require us to think about innovation beyond technology solutions and redefine who we are, how we charge, how we deliver and what services we offer. We've embarked on a worldwide effort to disrupt ourselves and adapt for the future, which has required us to create an innovation culture.

We look at innovation holistically, exploring opportunities in every function of business, and are currently focused on disruptive technologies: AI, RPA, blockchain and advanced analytics.

In 2018, we launched the world's first blockchain platform for marine insurance and we started a pilot for the EY Blockchain Analyzer, a suite of blockchain audit technologies that enhances the ability to perform an in-depth review of cryptocurrency business transactions.

And to help meet the growing need for organizations to leverage disruptive technologies, we unveiled the EY Global Innovation Garage in Palo Alto, California, home to the EY Global Innovation team. Leading talent, including mathematicians, cryptographers and AI professionals, will provide strategic thinking that inspires forward-thinking and fosters innovative solutions for EY and its clients.

The convergence of these technologies is driving new levels of innovation within EY, and it's having an impact. We are, for example, a leading user of RPA, both for clients and internally. This year we created 1,300 bots for clients and 700 for use within EY. Those 700 have saved us 2.1 million hours of repetitive tasks, freeing up our people for higher-level work. And today there are more than 20,000 data and analytics practitioners in EY, including over 2,000 fully fledged data scientists.



CHAPTER 3

Looking at digital from every angle

Weaving digital into everything we do

This transformative age is shaped by collisions of ideas and technologies, which offer opportunities to catalyze and create growth, reshaping businesses in ways never before imagined. No sector, no country and no business is immune from the impact of disruption. The companies that thrive in this fast-evolving digital world will be those that seize the upside of disruption.

At EY, we believe that looking at digital from every angle will unlock new opportunities in this transformative age. Organizations will harness the full power of digital only when they see it as part of something bigger. Digital is a way of thinking and acting to be embedded across the whole enterprise, including strategy, innovation, experience, operations and trust. Our view is that organizations do not need a digital strategy – they need a business strategy that is fit for the digital world. It's about making every part of the organization digital-fit now and seizing the upside of disruption.

EY supports clients as they develop and execute an agile business strategy that helps them to adapt to a constantly changing digital environment, thereby seizing opportunities and managing risks at every stage of the value chain. We look at the whole enterprise and explore key issues like enterprise strategy, innovation, experience and trust. No matter where our clients are on their digital journey, this approach can help them confidently navigate digital disruption.

We're also leading the dialogue on digital and Innovation Realized™, our uniquely immersive and interactive retreat, is designed to help leaders transform their business and win in a digital world. This year, over two days, an invited group of corporate executives, startup CEOs and market influencers went on an inspirational journey – engaging in small group discussions, collaborating with peers and solving shared challenges.

Expanding our wavespace™ network

EY wavespace™ is our network of global growth and innovation centers, where we bring digital communities together to help clients explore new business models and emerging technologies that can transform their business. The centers are used to create facilitated, immersive pre-sales events for clients, and in carrying out large transformational engagements.

Emerging technologies that we embrace include RPA, AI, intelligent automation, blockchain, advanced analytics, VR/AR and cybersecurity. We collaborate with our global alliance partners, universities, startups and other providers to bring the latest emerging technology to EY clients. Several new

businesses have been brought into EY to add top talent to the fold and expand our emerging technology capabilities. EY wavespace™ currently operates in 18 locations, with further centers to open in FY19.



CHAPTER 4

Investing in emerging markets

The emerging markets play an important role at EY in driving revenue growth and innovation.

EY's leading position in many of the world's emerging economies is underpinned by our ongoing investment in them. This year, 32% of the newly promoted partners came from the emerging markets, a reflection of the important role these markets are playing in our organization's growth.

We support companies in developed and emerging markets to improve cross-border opportunities. Our purpose of building a better working world also includes working with companies, governments and non-governmental organizations to support emerging economies in their growth trajectories, improve the business environment, and better understand and manage risk.

The Emerging Markets Center quickly and effectively connects clients to the world's fastest-growing economies. We share the breadth of our knowledge through a wide range of initiatives, tools and applications, offering businesses in both mature and emerging markets an in-depth and cross-border approach.

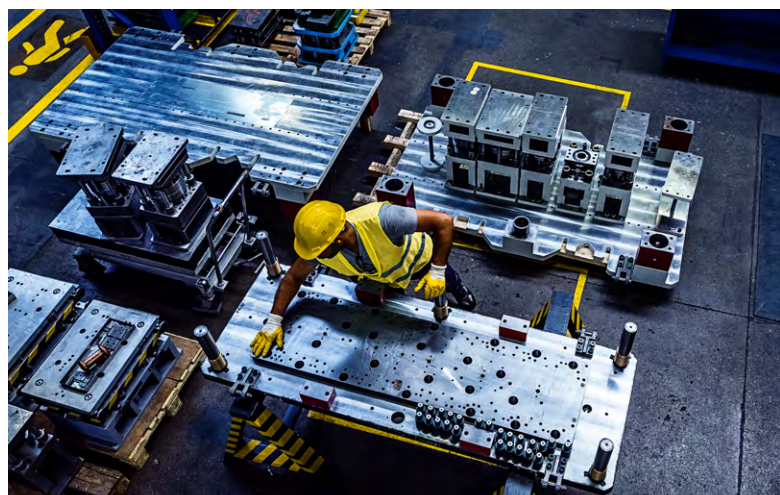
And the EY Global Emerging Markets Committee comprises senior managing partners from emerging economies across the globe. Its purpose is to use our global approach to expand and leverage experience and talent in the emerging markets, and to empower our local teams who work closely with clients across the developing world, or those with an interest in expanding into these markets.

In FY18, EY has been expanding the emerging markets offering in digital, analytics and cyber (DAC) to help clients navigate this transformative age. The emerging markets DAC businesses have grown the number of people by 30% and has set up experience labs, aligned to the EY wavespace™ network across the globe, to showcase DAC services across Greater China, ASEAN, India, Africa and Latin America.

EY revenue growth in emerging markets has outstripped our growth in developed markets for several years. Over the same period, largely because of the strength of the US dollar versus other currencies, the proportion of revenue that emerging markets contribute to our total has grown only slightly, to about 18% in FY18.

Revenue growth by market (local currency)

	FY16	FY17	FY18
Emerging markets	12.8%	8.9%	10.0%
Developed markets	8.2%	7.6%	6.9%
Total	9.0%	7.8%	7.4%



CHAPTER 5

Ensuring quality

Assurance is the backbone of our organization. It is our largest service offering today – in terms of both revenue and people – and it will remain our largest service offering well into the future.

We are strong believers in our multidisciplinary model – the skills and knowledge of EY people in other service lines provide critical knowledge to EY audits. Quality is a fundamental strategic objective for our entire organization – it's embedded as one of our six global performance metrics for all of the partners across all of our services. We regularly meet with regulators and standard-setters across the world to discuss our business, emerging trends and opportunities to advance the quality of the audit profession, and our role in it.

Sustainable Audit Quality

Our role as auditors is to serve the public interest and provide confidence to the capital markets by delivering high-quality audits. The Sustainable Audit Quality (SAQ) program is EY's commitment to conducting globally consistent, high-quality audits sustained over time. SAQ demonstrates EY's determination to keep audit quality as our primary focus. It is the single most important factor in our decision-making, and the key measure on which our professional reputation stands. Around the world, we now have a network of 500 Quality Enablement Leaders – senior Assurance leaders who provide on-the-ground quality support and guidance to our engagement teams.

Our investments of more than US\$500m in audit technology, including EY Canvas, our digital audit platform, EY Helix, our analytics tool and EY Atlas, our research platform are also crucial steps to high-quality audits that are agile, efficient and insightful, while meeting both our expectations and the evolving needs of everyone involved – businesses, regulators and investors.

The EY Audit Academy offers a consistent audit-training program for all of our people across the world. Our people are given technology-enabled simulations and case studies and work on them in small groups, in the same way as they would in an audit. The blend of learning we provide is intended to teach our auditors not just what to think, but also how to think, since they will be developing the deep, critical thinking skills and business acumen that are essential to delivering high-quality audits.

Our publication, *Audit quality: a globally sustainable approach*, examines the progress that has been made under the six SAQ components: tone at the top; strengthen people capabilities; simplification; audit technology and digital; enablement and quality support; and accountability. It shows that at EY we provide an environment in which our auditors thrive. We recruit, develop and retain the right people, embrace innovation, encourage simplification and monitor closely what we do.

Our aim is to lead with passion, pride and purpose, to exceed regulatory benchmarks and produce audits of the highest quality. Continuous improvement is critical to the way we operate, and quality is the key to our culture.

External inspections

The International Forum of Independent Audit Regulators (IFIAR) comprises independent audit regulators from 52 jurisdictions in Africa, the Americas, Asia, Europe, the Middle East and Oceania. IFIAR provides a forum for regulators to share knowledge of the audit market and share the practical experience gained from their independent audit regulatory activity. During 2015, IFIAR challenged the global audit networks to reduce the

percentage of listed public interest entity (PIE) audits that have inspection findings by at least 25% over a four-year period using the 2015 survey results as a baseline. We are making consistent progress towards achieving the IFIAR challenge.

Internal inspections

We also perform internal inspections on our engagements. The results for our internal inspections for the IFIAR regulated countries in 2016 and 2017 are as follows:

Internal inspection results of audits in IFIAR-regulated countries

	2015	2016	2017
Compliant engagements	72%	68%	73%
Compliant engagements with immaterial findings	21%	24%	21%
Total compliant engagements¹	93%	92%	94%
Deficient engagements²	7%	8%	6%

Internal inspection results of all audits

	2015	2016	2017
Compliant engagements	69%	67%	71%
Compliant engagements with immaterial findings	22%	25%	21%
Total compliant engagements¹	91%	92%	92%
Deficient engagements²	9%	8%	8%

¹Such findings may result in the need for additional audit procedures or documentation. However, given their nature these matters would not be expected to have a significant impact to the overall audit conclusion.

²Findings in procedures or documentation that are material to the financial statements, auditor's reports or were not performed in accordance with our policies.

In addition to meeting the IFIAR benchmark, we have established an internal goal to increase our compliant engagements 10% per year. Through 2017, 74% of our geographic Regions have met this 10% target or the IFIAR challenge percentage of reducing overall firm significant deficiencies by 25% by 2019. The percent of our Regions that met the 10% target in 2016 was 59%.

Managing our risks

An essential way in which we manage our risks and serve the public interest is to work continuously to improve the quality of all EY services. This includes and goes well beyond the SAQ program.

Across our service lines, we invest in recruiting, training and retaining highly qualified people in their respective disciplines. We also invest in strong Quality functions and Professional Practice functions in our geographies to advise, support and enable our people, and to implement our quality initiatives to a consistently high standard around the world. These functions advise on engagements in real-time, and operate our global quality review program, which evaluates engagements for quality as well as compliance with EY policies and professional standards. Findings from the quality review program are reported to the Risk Management function and the Global Executive.

The EY Risk Management function teams with all parts of our organization to help us identify, monitor and manage risk and enable and support responsible growth. We provide coordinated advice and assistance to our engagement teams on independence, policy, business continuity, conflicts of interest, compliance, security, ethics and other key risk matters.

Risk Management also provides global processes and tools that support our people in evaluating, accepting and serving the right clients with approved services, in accordance with our commitment to objectivity and independence, and while protecting our brand. The EY Global Code of Conduct governs the ethical and professional behavior of all EY people. Risk Management helps to draft, and monitors compliance with, the Code.

Independence is also an integral part of the EY Global Code of Conduct. We are each responsible for our own personal independence and the independence of EY. We are mindful of our own personal financial interests and EY's relationships with our clients.

We maintain other policies and procedures to help and support our businesses with the appropriate level of risk mitigation and management. In this transformative age, in which business and individuals rely so heavily on technology and data, among our most important is our data protection and information security framework. We protect information assets, personal data and client information, through their creation, transmission and storage, in accordance with the requirement of applicable laws, regulations and professional standards.



CHAPTER 6

Strengthening our brand

In today's connected world, a strong global brand has enormous power: it helps to protect, direct and grow our businesses, it helps to create trust in EY, and it builds pride in our people. It means that we can communicate and deliver our aligned strategy worldwide and reinforce consistent standards around the world.

The most important way we build our brand is through our people's daily interaction with clients – our high-performing teams providing exceptional client service and fulfilling our purpose of *Building a better working world*.

Back in 2013, we launched our new brand name, logo and tagline – and the reaction has been great among EY people and in the market. Based on our purpose of Building a better working world for our people, our clients and our communities, we developed a distinctive idea around how to do that – by asking better questions that help shape dialogue. Because by asking better questions we help solve our clients', and the world's, toughest challenges and build a better working world.

Since then we have amplified our purpose and diverse service offerings through the Better Questions campaign online and in print in places such as *The Economist* and *The Wall Street Journal*, integrated with our own digital and social channels, as well as in major airports around the world including Frankfurt, New York, London, Hong Kong and San Francisco. Across the digital ecosystem, we are communicating to multiple audiences our purpose, diverse services and high-impact events such as Innovation Realized and World Entrepreneur Of The Year™.

We are making progress toward our ambition of becoming the best professional services brand globally. Our own Global Brand Survey, which interviews over 4,600 C-suite and business decision-makers helps track our progress. When EY's global strategy, Vision 2020, launched in 2013, EY was second in brand favorability and improved in 2017 to tie most favorable brand among the Big Four. In addition, our survey measured that EY has the leading brand in 12 of our 26 geographic Regions. This sustained improvement in our brand metrics suggests the exceptional client service our people deliver every day and efforts to build a more distinctive brand are making a positive impact on how EY is perceived.

Brand favorability³

	2013	2015	2017
EY global ranking	#2	#2	Tied #1
Best brand in EY regions	n/a	7 (25% of 28 regions)	12 (38% of 26 regions)

³EY's Global Brand Survey results.

Data harbors the answer

EY is working with PSA Marine to help optimize operations at the world's largest transshipment hub.



The world's port of call

At any one time, there are around 1,000 vessels in Singapore waters - with a vessel arriving at or departing from the port of Singapore every two to three minutes

By virtue of its strategic location on the world's major trade routes, Singapore is the world's busiest container transshipment hub and leading maritime center. Here, container ships stop en-route to some 600 ports around the world - usually to load cargo into other container vessels. The logistics are complex and demanding.

Jimmy Koh, Head of Pilotage in PSA Marine, which provides pilotage and harbor towage to vessels calling at Singapore, explains more: "The latest generation of container mega-vessels can extend up to 400 meters, the length of several football pitches. Piloting vessels of that length and size to and from terminals in such a busy port requires time and skill. Any delays in vessel arrivals can have a huge ripple effect for port operations overall, with resources like cranes and trailer trucks idling, and port workers waiting and on hold."

Looking to achieve more efficient marine operations, PSA Marine and EY asked whether data analytics harbor the answer?

Utilizing untapped data

Predictive analytics and machine learning create

WOUTER VAN GROENESTIJN, Associate Partner,
Transaction Advisory Services, EY Singapore

"We, and PSA Marine, could see there was untapped operational data - from the distance between the pilot boarding-ground and destination berth to the size and weight of vessels to tidal information, and many other factors affecting the time it takes vessels to transit through the port."

ANDRE TOH, partner ey singapore

"Using predictive analytics and machine learning, we created an application that PSA Marine can now use to optimize resources and determine key variables such as when pilots and tugs should meet the incoming or outgoing vessel, and how long the vessel transit duration will be - bringing about higher port productivity overall."

Making a difference

Higher levels of efficiency and effectiveness helps PSA Marine to differentiate itself, achieve greater sustainability and strengthen its competitive advantage

PSA Marine is now better positioned to provide higher service quality to the port of Singapore, its customers and the tens of thousands of vessels it serves by planning and allocating marine resources more efficiently and effectively. These efficiencies can then be passed onto the container and marine terminals, benefitting their managers and workers.

Mr. Koh ends: "Leveraging this data generated from our business operations and investing in data analytics has enabled us to provide more effective and efficient services to terminals, the shipping community and the port of Singapore as a whole."

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Understanding the challenges of children in need

We helped create a new way of enabling better child care delivery.

How can data protect kids?

Providing the best chances in life is a complex and expensive job

Around the world 275m children are exposed to violence at home each year, and as many as 2.7 million could be living in institutional care worldwide*. Once a child with complex social, emotional and educational needs enters care, it is becoming increasingly difficult for them to leave the system. Stretched care systems focus on short-term needs and struggle to maximize efficiencies from connecting all stakeholders involved in the process. The problem is acute in New South Wales (NSW), Australia, where almost US\$750m is spent on out-of-home care each year.

NSW wanted to shift from an approach which focused on placing children in care, to one that focuses on long-term outcomes - understanding the children's needs and providing the best mix of services. This involves creating a picture of each child's circumstances and needs to achieve better life outcomes for the child.

To do this, we have been working with the NSW Department of Family and Community Services designing a system that is pro-active and which creates a single view of children at risk of harm.

EY was asked to help because "they had not only the great thinking for this task, they were a partner that could be trusted by the whole range of stakeholders involved," said Maree Walk, Former Deputy Secretary, NSW Family and Community Services.

**MAREE WALK, Former Deputy Secretary,
NSW Family and Community Services.**

"They really understood the kind of problem we were trying to solve."

Connecting care to context

Creating a tool to join the dots behind essential care delivery

The Child Protection Intelligence Portal has been designed to underpin the 'child centric' service system by connecting relevant data from partners including police, education and health data. Everyone responsible for protecting children at risk - including helpline workers, carers, caseworkers - pulling together all the relevant information they need quickly and easily, to make the best possible decision concerning a child's welfare.

So if, for example, a helpline worker receives a call from someone who believes a child at a particular address is unsafe, they will be able to view location, socio-economic, crime and medical data associated with that address to assess the level of risk for a child living there - and take appropriate action. Better informed risk assessments and intervention decisions can be made based on a much broader range of data.

The information can also be viewed across a range of devices, including mobile, which means that caseworkers can spend more time out working with children and families and less time in the office.

MARK NIXON, Client Service Partner
for the NSW Department of Family and Community Services

"To develop the portal, we brought together all of our industry experience, strategic technology alliances, offshore teams, and our strong data analytics capability"

Enabling decision makers to make better decisions

With more coordinated data, governments can serve society more effectively - and efficiently

In addition to the immediate benefits of having more children from better coordination of care services, there are also longer term benefits for the government.

"The work we've done with EY shows that within 10 years, we will be seeing between \$220-370m of savings, which can be re-invested in the system."

The experience we gained on this project has wide-ranging applicability in helping to use data to address other social challenges. It was used to develop EY's Citizen Intelligence Platform, which uses smart data and analytics to bring together information from multiple agencies and organizations, combining it with powerful indexing and search capabilities.

This intelligent platform is supporting governments re-allocate assets and redesign service delivery as they improve the lives of the most vulnerable people in society.

*UNICEF:

https://www.unicef.org/media/media_96099.html

<https://news.un.org/en/audio/2017/06/628582>

Contact **Lucille Halloran**

EY Oceania Government & Health Sciences Leader, EY Asia-Pacific

Restoring trust in the wine industry, from grape to glass

Wine fraud is a significant issue for the wine industry - but blockchain could help change that.

In vino veritas?

Adulterated wine and fake labels cause headaches for the wine industry

GIUSEPPE PERRONE, Advisory Senior Manager

"People, of course, want to know that what they're eating and drinking is what it claims to be, and that it comes from a reputable source, but adulterated wine, or fake labels on wine bottles, are major issues for the industry. In Italy alone wine sellers lose €2b of revenue because of it."

That's why LaVis, one of the biggest wine producers in Italy has also become one of the first to sell blockchain-certified wine using EY Ops Chain.

Picking wine by the label

Data is captured from every stage of the wine-making process; smart labels tell the story

Blockchain is a method of recording data - a digital ledger of transactions, agreements and contracts. The technology is often associated with cryptocurrencies, but it can, and is, used for anything that needs to be independently recorded and verified as having happened. This allows for faster, cheaper collaboration, stronger information security and more reliable data.

EY Ops Chain is a set of applications and services designed to help organizations commercialize the use of blockchain technology across their enterprise.

Each of LaVis' bottles now comes with a smart label - a unique QR code - that the buyer scans.

This label tells the 'story' of the wine. Not just the history of LaVis and their vineyards, but a full account of the wine's DNA: when and where the grapes were harvested, how the wine was treated – for example the quality of the sulphites – the bottling date, lot number and more.

This information is based on data captured during each stage of the wine making process, using a mix of manual records and automated tools like drones and Internet of Things (IoT) technology, and recorded into a blockchain.

Furthermore each time the bottle moves – between producers, brokers, importers, wholesalers, distributors and retailers – the status of the bottle is also updated on the blockchain.

As Giuseppe says, "Blockchain in the wine industry means we can add a layer of transparency and traceability – captured in a decentralized, permanent, time-stamped record – to every stage of the bottle's journey."

Contact: **Paul Brody**

EY Global Innovation Leader – Blockchain

A nice finish

Blockchain builds brands by meeting rising demand for authenticity and provenance

Our work with LaVis is about letting their customers see exactly what's gone into the wine that they're drinking, and connect more closely with the LaVis brand.

The benefits of blockchain, like added security and visibility, aren't limited to the wine industry. We're working with organizations from farmers to insurers, to help them meet growing demand for authenticity and accountability, and ultimately greater trust, in the products and services that people are buying.

Developing purpose-driven leaders



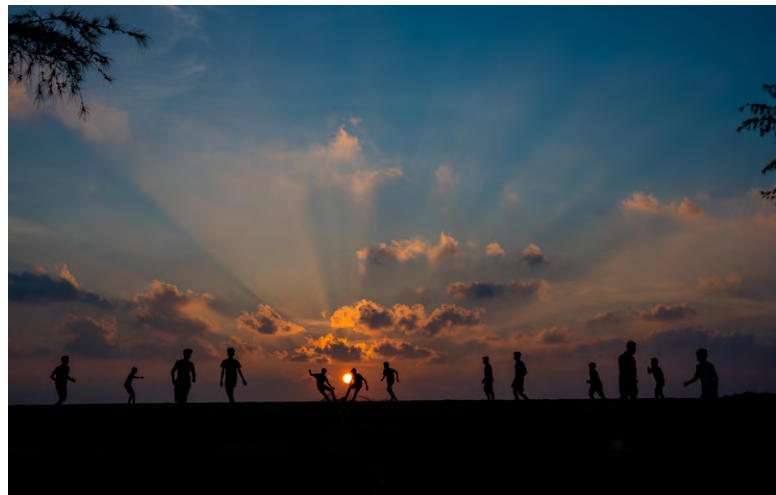
Recruiting, managing and retaining top talent, and developing high-performing teams and outstanding leaders are some of the top concerns of all types of organizations around the world.

Certainly for us, our main assets are the combined skills and knowledge of our people. So everything we do for our 260,000 people across 150 countries is a vital part of building a better working world. We aim to give all of our people interesting, challenging work that allows them continuously to develop their skills and knowledge. And to do so in an ethical environment that strongly supports their personal integrity.

We do this by:

1. Fostering the right culture
 2. Engaging our people
 3. Creating the workforce of the future
 4. Attracting the best talent
 5. Ensuring a diverse and inclusive environment
 6. Building lifelong relationships
-

Our promise to each of our people is this: whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.



CHAPTER 1

Fostering the right culture

To ensure that our culture remains healthy, promotes the right behavior and helps to build trust in our organization, our profession and businesses broadly, we track our people's perceptions and experiences through the EY Global People Survey. In addition, over the next year we plan to conduct a full culture assessment of our entire global organization.

Our purpose – building a better working world

Our purpose is *building a better working world*.

The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

Our purpose defines why we exist as an organization and helps our people understand the significance of their work. We believe that every audit, every tax return, every advisory opportunity, every interaction with a client or colleague should make the working world better than it was before.

In this transformative age, when the world is becoming more complex and harder to navigate all the time, our purpose acts as our North Star – a fixed point to get our bearings from.

Purpose is important because when you provide people with context you empower them and engage them, leading to greater commitment, greater motivation and better results for clients.

Each year we celebrate our purpose through a global recognition program called **Better Begins With You**. We award US\$1m across four categories to further develop programs of teams and individuals who have found inspiring and impactful ways to bring our purpose to life.

It lets us recognize the most spectacular things our people are doing every day to create a better working world for clients and communities. Recipients of the award have included those who have built leading-edge software tools for clients, developed refugee-assistance programs in Germany, and created educational support programs for disadvantaged South African girls.

OUR VALUES

Our values define who we are, guiding our actions and behavior. They influence the way we work with each other, the way we serve our clients and how we engage with our communities. We are:

- ▶ People who demonstrate integrity, respect and teaming
- ▶ People with energy, enthusiasm and the courage to lead
- ▶ People who build relationships based on doing the right thing
- ▶ Developing a global mindset

Developing a global mindset

Our clients need integrated, cross-border service and the same high quality wherever they do business around the world. Our people want to build careers in an organization that's global in its outlook and inclusive in its approach.



CHAPTER 2

Engaging our people

Our people are a strategic asset

At EY, we think of “engagement” as a combination of factors – pride, advocacy, commitment and satisfaction. We combine these into an “engagement index” that is central to our biennial Global People Survey (GPS) – one of our most important management measurement tools, which we use across all levels of our organization. We have been conducting these surveys of all of our people globally since 2005, and each year we use sophisticated data analysis to understand the link between our people’s answers and how our business performs.

Data analysis on the results of EY’s GPS demonstrates that higher engagement leads to better business results. Our most engaged teams significantly outperform less engaged ones. They have 8 percentage points higher retention of people, 4 percentage points higher revenue growth per person and 8 percentage points higher gross margin – they retain people longer and their top- and bottom-line performance is better.

For the past several years, our engagement index has been at 73%, which is good – and at historical highs – but every year we aim to improve. We prioritize action items to drive positive change, such as motivating and inspiring our people through better conversations, career progression and enabling everyone to be part of a counselling family to increase satisfaction and belonging.

Global People Survey results

	FY16	FY17	FY18
Total survey participants	178,000	193,000	203,000
Participants as % of headcount	81%	82%	82%
Engagement Index score	73%	73%	73%
Pride in EY score*	84%	84%	84%

*“I am proud to work for EY” has remained constant at 84% over the past three years. This is a key driver of engagement, recruitment referrals and retention.



CHAPTER 3

Creating the workforce of the future

Organizations today – EY clients as well as us – are seeing some of the biggest changes the workplace has ever seen, brought about by advances in machine intelligence and evolving attitudes to work.

To succeed today, organizations need to adapt to these changes; we have a responsibility to equip our people with the right tools and skills, and anticipate the skills they will need in the future.

It's an issue at the top of the agenda for CEOs and board members everywhere, and an important area of focus for us, too – as our continued success depends not only on having people with the right mix of skills today, but also in the future.

Our strategic talent planning program proactively considers the impacts of disruption on EY and ensures that we continue to attract, develop and retain the talent we need. We have a deep commitment to enhancing the growth and development of current EY people, as well as hiring new people with the right skills for the future.

Today, learning must happen at a higher pace than change. Workplace learning is now a key differentiator between businesses that thrive and those that don't. This year, we provided our people with 13 million hours of formal education and spent more than US\$500m on training, complemented by coaching and providing our people with the right work experiences. We are increasingly investing in online learning, and this year provided more than 2,500 course across a broad range of business

topics through leading online learning platform. Formal learning is the baseline complemented, and significantly enhanced by coaching, mentoring and ensuring our people get the right work experiences.

Formal learning

	FY16	FY17	FY18
Learning hours delivered (million)	12	12	13
Learning hours per person	54	51	51
Total investment in learning (million)	US\$500	US\$500	US\$500

We are always looking at innovative learning ideas, and this year, we've rolled out a new program - EY Badges - where our people can earn digital credentials in skills that differentiate them in the market, such as artificial intelligence, blockchain, innovation and analytics.

Badges are earned - which can be displayed internally and externally, and shared on social media profiles - by completing relevant learning from various providers, gaining experience and sharing their knowledge with others. The badges come in four categories: bronze, silver, gold and platinum - and the standards for getting them are consistent around the world.

Badges can help match our people with engagements and projects based on verified skills - which, in turn, will enable our teams to provide better results for EY clients. And by building in incentives to develop the skills of the future, we're creating a workforce that's ready to handle whatever may come.

Career progression

We provide the support, experiences and opportunities for people to build their career at EY and beyond. In FY18, we were proud to promote 33,888 people and 747 people were promoted to partner across our member firms.

To further support EY people, this year we also launched LEAD, a new global approach to career,

development and performance, with future-focused career conversations, regular and useful feedback and ongoing insight into their performance.

LEAD provides greater transparency and redirects the use of time, so our people can spend more time having meaningful conversations that shape their

Promotions

	FY16	FY17	FY18
Total promotions	32,192	31,950	33,888
Promotions to partner	714	669	747
% of women among new partners	29	30	29
% of promoted partners from emerging markets	35	36	32

futures. It will enable our people to gain the skills, insights and confidence they need to be agile, dynamic leaders who ask better questions, grow our businesses and our clients' businesses, and build a better working world.

Even in its first year, LEAD is having an impact. People are getting more feedback - 1.7 million pieces across EY, which is three times the amount of feedback they had the year before. And they are getting more timely feedback. Instead of having to wait until the end of the year, feedback discussions are spread throughout the year. We intend to build off our early success, by focusing on more relevant feedback and strategic career discussions in the coming year.

Tapping into the gig economy

We continue to develop our workforce by moving toward one that provides us with the flexibility we need to meet our needs and our clients' needs through a broader range of people. EY is tapping into the "gig" economy - where people who are seeking exciting projects and who possess specialty skills want to work with EY on a freelance basis.

GigNow is the global solution that is propelling EY forward into the future of work by building a more flexible workforce model that is able to quickly tap into the best talent around the world, when and where we need it. This agile mix of full-time employees and contractors will ensure EY remains adaptable and on the leading edge of innovation. It offers EY direct access to the world's top contractor talent at a lower cost, faster rate and it gives us the ability to efficiently scale our talent base in response to capacity, skills and project needs.

Creating a flexible environment with EY@work

EY@Work is the evolution of our workplace - in terms of physical space, technology and ways of working. It promotes a flexible environment that enables our people to deliver exceptional client service, individually and through high-performing teams, and helps to attract and retain the highly talented professionals. It provides energizing and efficient workspaces supported by current technology that enables our people to work easily both in and out of the office.

EY is a long-time proponent of flexible work environments that vary from working remotely or outside typical business hours to formal flexible work arrangements involving reduced or seasonal schedules. As the gig economy grows, it's even more important to examine what flexibility means for our people and organization.

We've also introduced a suite of new technology tools, such as telepresence and Skype for Business, to help our people work simpler, faster and smarter. These tools help our teams collaborate globally, and they improve efficiency and productivity, giving our people more freedom to work how and when they want.



CHAPTER 4

Attracting Talent

In order to help clients, it's vital that we attract the best talent to EY.

Last year about 2 million people applied to work at EY member firms around the world, demonstrating how attractive an employer we are on a global basis. We hired almost 65,000 people, which works out to hiring a person every eight minutes around the clock, 365 days a year.

Global recruits and applicants

	FY16	FY17	FY18
Global job applicants	1,803,544	1,695,789	1,831,174
Global permanent hires	55,023	59,040	62,405

We also monitor our "attractiveness" through a range of external benchmarks. In 2017, we were once again ranked the most attractive professional-services employer among business students globally by Universum, and came in fourth overall; behind Google, Apple and Goldman Sachs. For the first time, Universum also named us among the top 50 most attractive employers for engineering and IT students, at number 49, demonstrating the new skills that we are recruiting and the changing nature of services we offer clients.

Universum World's Most Attractive Employer ranking - business students

	2016	2017	2018
Among Big Four *	1	1	1
Overall	3	4	4

*The Big Four professional services organizations are Deloitte, EY, KPMG and PwC.

Universum World's Most Attractive Employer ranking - science and engineering students

	2016	2017	2018
Among Big Four *	3	2	2
Overall	52	49	37

*The Big Four professional services organizations are Deloitte, EY, KPMG and PwC.

In 2017, the Great Place To Work Institute once again named EY one of the 25 Best Multinational Workplaces for the third straight year - and the only one of the Big Four to make the list.

Great Places To Work Institute - 25 Best Multinational Workplaces ranking*

	2015	2016	2017
Overall	23	21	17

*Survey based on feedback from our own people.

Typically, about one-fifth of our people leave us each year; rates vary across services and geographies, of course. While this may seem high by the standards of other sectors, in professional services, this level of turnover is normal, reflecting the high demand for our people's skills, especially in stronger economic times. We monitor this rate to make sure that, for example, we are retaining our highest performers at a higher-than-average rate, and that we are retaining women and men equally.

Attrition rate by gender

	FY16	FY17	FY18
Women	18.7%	18.8%	21.2%
Men	19.4%	18.7%	20.9%
Overall	19.00%	20.40%	21.01%



CHAPTER 5

Ensuring a diverse and inclusive environment

At EY, we believe that only the highest-performing teams that maximize the power of diverse opinions, perspectives and backgrounds will succeed. These teams are both diverse, and inclusive.

Our internal research bears this out - we analyzed 22,000 EY audit engagements and found that teams with a balance of gender outperformed, in both financial performance and quality, teams that were less balanced.

Diversity is about differences. Each of us is different, and at EY, we value and respect that. We think about differences broadly; they include, but aren't limited to background, education, gender, ethnicity, nationality, age, working and thinking styles, religious background, sexual orientation, ability and technical skills. Inclusiveness is about leveraging differences to achieve better business results. It's about creating an environment where all of our people feel, and are, valued. An environment where they are able to bring their differences to work each day, and where they contribute their personal best in every encounter.

Diversity and inclusiveness (D&I) enables us to innovate, modernize our workplaces and be most agile to stay ahead of the external forces that shape our businesses. To achieve our goal, we embed the principles of D&I in all of our business processes. For example, we are building the skills of all our people to enable them to team and lead inclusively, and in recruitment processes, we actively look for candidates with a global mindset.

After launching inclusion and nondiscrimination policies in some regions, in 2018, we launched the new EY Inclusion and nondiscrimination global policy to all of our people. The policy clarifies what is meant by discrimination, intimidation and harassment, and will help us continue to shape our inclusive culture, build highest-performing teams and enable equitable and respectful treatment of all our people.

The Global Diversity and Inclusiveness Steering Committee (GDISC) is a critical component to advancing the D&I agenda throughout EY. Comprising senior leaders from across our service lines, areas and regions, each member is committed to using their experience, knowledge of the organization and their influence to enhance EY's inclusive culture. GDISC members are instrumental in raising awareness of important D&I topics such as the power of belonging, equitable sponsorship, insider-outsider dynamics and bias, to name a few.

Their collective efforts contribute to EY being recognized as a D&I leader in many of the markets in which we operate.

At EY, we're committed to fairness and equality and the advancement of all under-represented groups. An important part of our diversity and inclusiveness agenda is related to the advancement of women, and on a global basis gender balance is the most straightforward to measure and report. Currently, 48% of our people overall are women. But we have more work to do to improve the percentage of women in leadership positions. Currently, 20% of our member firm partners are women, and 29% of newly promoted partners this year are women. Among leadership groups, 26% of our Global Executive members; 33% of our Global Governance Council; and 22% of our Global Practice Group are women. Among the leaders of our 301 largest accounts, 12% are women.

Partners/Principals/Executive Directors/Directors by gender

	FY16		FY17		FY18	
	Total	% Women/men	Total	% Women/men	Total	% Women/men
Partners and Principals	11,562	19.8%/80.2%	11,484	19.7%/80.3%	11,870	20.4%/79.6%
Partners, Principals, Exec. Dirs., Directors	17,558	23.4%/76.6%	17,410	23.3%/76.7%	18,093	24.0%/76.0%
Total people	230,800	47.5%/52.5%	247,570	47.5%/52.5%	261,559	47.6%/52.4%

Leadership groups by gender

	FY16		FY17		FY18	
	Total	% Women/men	Total	% Women/men	Total	% Women/men
Global Executive	18	28%/72%	18	22%/78%	19	26%/74%
Global Practice Group	115	22%/78%	116	22%/78%	122	22%/78%
Global Governance Council	42	31%/69%	39	36%/64%	39	33%/67%
Global Client Service Partners*	285	7%/93%	287	10%/90%	301	12%/88%

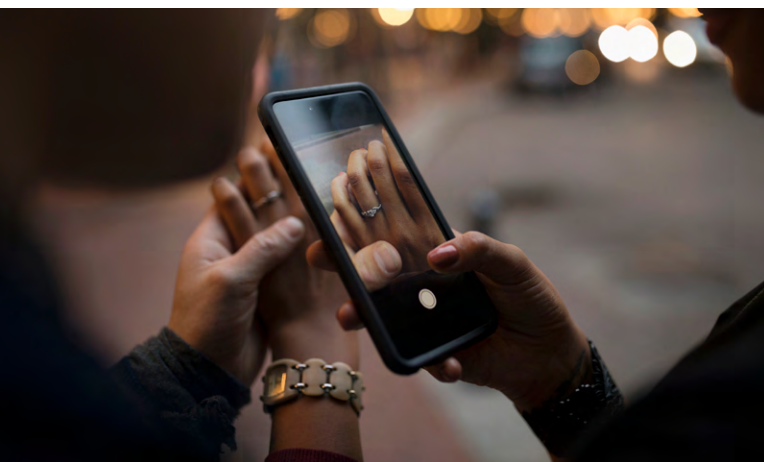
*Lead client servers on our largest global clients.

To improve the number of women in these leadership groups, we are taking a number of important steps. First, around the world, we have numerous mentoring and sponsorship programs to support high-potential women in more junior ranks. We also rigorously review candidate pools to ensure that potential candidates for promotion and direct admit partner are gender diverse. Women's advancement and leadership are central to business performance and economic prosperity. While we acknowledge that we have far to go, at EY, we are working toward an environment in which men and women have an equal opportunity to participate and advance in the workplace.

a better working world long after leaving, as they continue to do great things in business, as entrepreneurs, in government, in academia and in their communities. We are proud to be one of the great training grounds for business and financial talent globally.

Strong relationships are key to our business – they underpin our high-performing teams delivering exceptional client service. They drive our commitment to build a better working world. Our alumni are some of the most important contacts we have. By nurturing alumni relationships, we create more opportunities to develop our people, grow our business, and deliver on our purpose.

One way we do this is through the EY Alumni network, an on- and off-line community that is active in more than 70 countries and which helps connect all EY people, past and present, to more opportunities, more resources and more of the people that they need to know for the future. It's a mutually beneficial relationship, allowing alumni to continue to build on the legacy they created at EY and helping EY to continue to deliver on our promise to build a better working world.



CHAPTER 6

Building lifelong relationships

We make a promise to our people – whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.

However long someone stays with us, we don't want leaving EY to be the end of our relationship. Our 1 million alumni around the world continue to build

Driving sustainable and inclusive growth

At EY, we strongly believe that the things we do every day go a long way toward fulfilling our purpose of building a better working world.



EY people also make positive contributions to the public interest by playing important roles across business and through their communities as members of professional associations, of trainers, by working with standard setters and participating on boards.

An important part of the answer lies in demonstrating that business can be an important part of the solution by driving sustainable and inclusive economic growth, to which everyone can contribute and from which everyone can benefit.

We're using our influence to create positive change across the business world in a number of ways:

1. Amplifying our social impact through our new corporate responsibility platform, EY Ripples
2. Building trust through more transparent corporate reporting
3. Supporting entrepreneurs: who are significant drivers of social and economic impact?
4. Operating responsibly across our organization

We believe business can and must do more to foster the kind of economic growth that benefits everyone, not just a few. More than doing business responsibly, that means applying the knowledge, skills and experience we use in our business every day to help address society's toughest challenges.



CHAPTER 1

Amplifying our social impact through our new corporate responsibility platform, EY Ripples

This year, EY invested US\$112 million in projects dedicated to strengthening our communities and our people contributed over 739,000 hours to hundreds of initiatives across the world. In addition, EY partners and people make significant personal donations to a variety of community initiatives.

To further amplify our social impact, we are bringing greater focus, scale and cohesion to our efforts by better aligning them with the knowledge, skills and experience of our people. We will launch a new global initiative in FY19, EY Ripples, to focus on two areas of social impact:

- Working with impact entrepreneurs to help scale businesses that purposefully and successfully target progress toward the United Nations Sustainable Development Goals
 - Helping young people to develop the mindsets and transferable skills they need most to find and sustain meaningful work in this transformative age
-

Impact entrepreneurs build businesses that tackle the causes and symptoms of social inequality and empower people to change their lives. Their enterprises create an outsized impact on the lives and livelihoods of people in their communities by accelerating creation of quality jobs; providing avenues for women, young people and other underrepresented groups to actively participate in the economy; advancing equitable access to vital goods and services; and/or by innovating products and services that help protect and restore the environment.

By making EY knowledge, skills and experience available to these businesses on a not-for-profit basis, we help improve their resilience, productivity and capacity for sustainable growth.

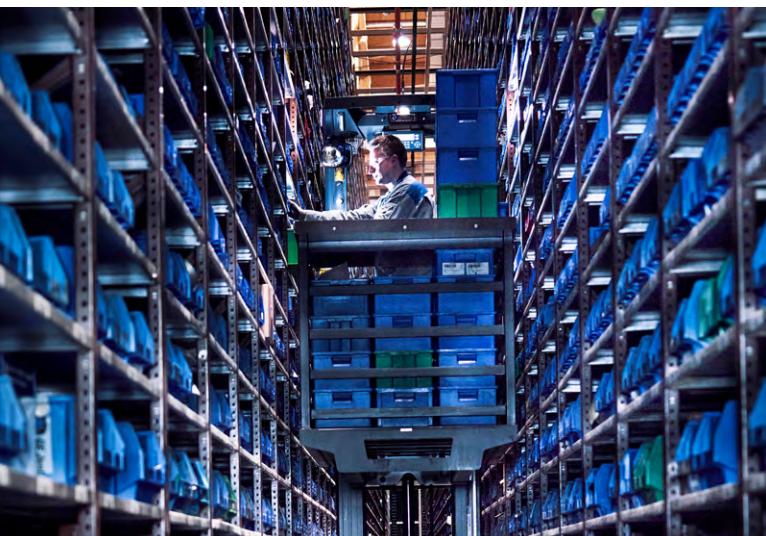
EY has a long and proud history of supporting young people by creating pathways to education and employment. But today's transformative age poses challenges that access to education alone can't solve. We know this because global youth unemployment figures remain unchanged over recent years, despite more young people successfully completing secondary and tertiary education. When many school children today will end up in jobs that don't even exist yet - and when many of the jobs that do may disappear because of automation - we need to think differently.

This is why we're sharpening the focus of our support for the next generation, placing greater emphasis on the development of mindsets and transferable skills such as initiative and self-reliance, creativity and innovation, and critical reasoning and complex problem-solving.

Community investment

	FY16	FY17	FY18
Hours invested in community initiatives worldwide by EY people (000's)	700	700	739
Value of time contributions (US\$m)	44	47	51
Cash investments (US\$m)	57	58	61
Total (US\$m)	101	105	112

Our focus areas let us use our distinctive knowledge, skills and experience and, our existing social impact initiatives, to tackle some of the biggest challenges affecting our world. They allow us to create a powerful ripple effect, not only on our people and our business, but also on communities and economies - a ripple that brings to life how the knowledge, skills and experience we use, and the actions we take, can build a better working world for all.



CHAPTER 2

Building trust through more transparent corporate reporting

In recent years, there has been much conversation about corporate reporting and whether current methods are still fit for purpose.

Business, the media, governments and regulators, and academics have all been involved. The growing consensus is that if businesses want to build trust then they must tell a more complete story of how they are creating value for all of their stakeholders. This story must go beyond presenting a narrow range of financial metrics to encompassing a broader range of both financial and nonfinancial metrics that provide a more transparent view of an organization's purpose, strategy and execution.

Different groups have suggested different principles and practices, and EY has been involved in several efforts, including with the International Integrated Reporting Council and the United Nations Global Compact. For the past year, we've been working on an initiative called The Embankment Project for Inclusive Capitalism, in an effort to produce a common framework to measure foundational elements of long-term value creation. This will help companies better demonstrate how they create value for a full range of stakeholders, including employees, supply chains, communities and society at large - promoting more inclusive and sustainable growth.



CHAPTER 3

Supporting entrepreneurs: who are significant drivers of social and economic impact

Entrepreneurs make a difference. They not only have great ideas, but also the drive to make them a reality. They use their fresh thinking and hard work to create positive social change - bringing new concepts and products to market, and creating jobs and wealth.

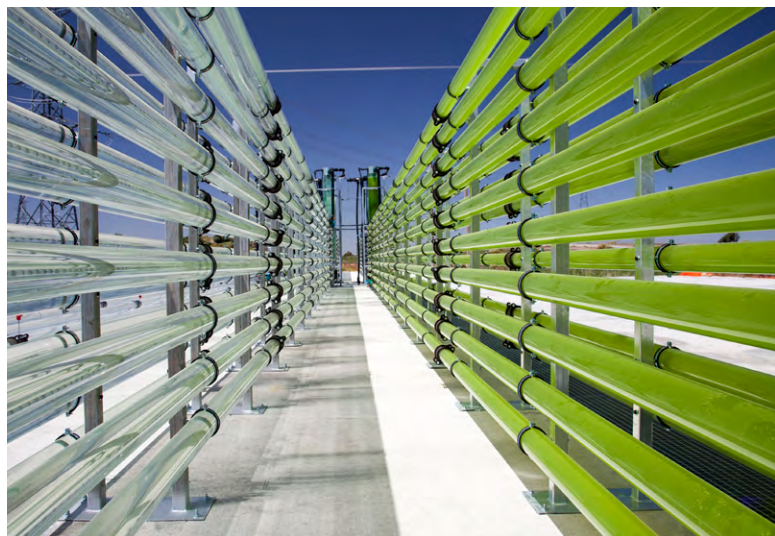
We have long recognized the potential of entrepreneurs. For more than three decades, we have been working with entrepreneurs, adapting our experience, industry capabilities and resources to work for entrepreneurial, fast-growth companies. We work with a range of businesses, from those receiving their first venture funding through to large mid-cap companies, whose value may be measured in billions of dollars. Our commitment to entrepreneurial companies, in both emerging and developed economies around the world, helps ensure that we're working with more of tomorrow's global leaders, today.

EY started the Entrepreneur Of The Year™ Awards program to celebrate successful entrepreneurs, so they could share their stories, inspire others and receive the recognition they deserve. Our first program took place in 1986 in Milwaukee, Wisconsin, USA. Today, the program spans more than 140 cities in more than 50 countries, which together represent more than 90% of the global economy.

The 18th EY World Entrepreneur Of The Year™, which ran from 13-17 June 2018, saw 56 Entrepreneur Of The Year finalists descend on Monaco. We also convened some of the world's most inspiring entrepreneurs, game changers and government leaders to discuss the transformative age we're living in. There were sessions on digital disruption, industry convergence and geopolitical uncertainty. This year's winner was Rubens Menin from Brazil who grew his company, MRV Engenharia, into Latin America's largest residential real estate developer out of a desire to provide affordable housing for families struggling to take their first step on the property ladder.

Spanning 65 countries and 430 participants, the EY Entrepreneurial Winning Women™ program identifies high-potential women entrepreneurs whose businesses show real potential to scale and provides them with ongoing support to help accelerate their growth. Now in its 11th year, the program targets savvy women founders who have built profitable small companies but have not yet found the essential tools needed to expand sustainably. EY gives the founders ongoing access to our vast resources, rich 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 women entrepreneurs and inspiring peer role models.

Recognizing the ever-growing importance of entrepreneurial startup companies in driving innovation, EY has established a global digital resource known as EY Velocity. It's designed to help these companies connect with peers, established entrepreneurs and EY professionals; focus on relevant hot topics and the 7 Drivers of Growth; and act to identify key actions to be addressed. In FY19, the next release of EY Velocity will also help these companies to identify much-needed sources of capital.



CHAPTER 4

Operating responsibly across our organization

To credibly engage others in driving sustainable, inclusive growth, we must lead by example.

We want to embed principles of responsibility, sustainability and inclusive growth more deeply in everything we do, and improve our ability to show that we meet the highest standards of ethical business. This includes galvanizing further effort across our global organization to minimize the negative impacts of EY operations on the environment.

We have clear global policies ranging that include our Global Code of Conduct, our Supplier Code of Conduct and our Data Privacy Policy that set out how we operate responsibly. We are a signatory to the UN Global Compact, and we are guided by our values and our purpose.

Minimizing our environmental impact

Individual Regions have already made far-reaching commitments to environmental sustainability – up to and including becoming carbon and water neutral – and are taking action on specific issues such as plastics pollution as well. In the UK, for example, we are switching all offices away from disposable cups and catering consumables, which will reduce consumption of single-use plastic items by nearly 8 million pieces and almost 60 tons a year.

We've also made positive strides in using technology - especially high-end video conferencing to reduce our air miles and on-demand printing to dramatically reduce paper waste - and this has helped reduce our greenhouse gas emissions from 5.23 tons per person to 4.89 tons this past year. But we recognize we need to do much more, particularly to reduce business travel, which makes up around 80% of our emissions.

Our priority now is to establish a global framework that helps accelerate leading practices across the whole of our global organization. That's why, in FY19, we will implement a new Global Environmental Statement to help drive further action to improve environmental performance across our businesses and supply chain.

It will also stress the power every EY professional has to drive positive change. Everyday choices we each make about things like when and how we travel, and how we manage our waste, can feel small and insignificant. But when more than 260,000 of our people make the same smart choices, the ripple effect can create a huge difference.

Greenhouse gas emissions
metric tonnes CO₂ (estimated)*

	FY15	FY16	FY17
Total emissions	986,000	1,185,000	1,190,000
Emissions per employee (FTE)	5.15	5.23	4.89
Scope 1/2 GHG protocol	204,000	209,000	189,000
Scope 3 GHG protocol	782,000	976,000	1,001,000

*The carbon footprint of our global organization is calculated in line with the EY global carbon footprint methodology. This is based on the Greenhouse Gas (GHG) Protocol developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), using its "location-based" approach to reporting. Emissions calculations use 2017 conversion factors published by the Department for Business, Energy & Industrial Strategy in the UK, or locally published factors where appropriate. The conversion factors used to calculate emissions from air travel include the impact of "radiative forcing." For further details, please refer to <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017>

Driving sustainable growth through our supply chain

Our commitment to promoting principles of inclusiveness, sustainability and responsibility extends beyond our own organization. It also includes our continued efforts to promote high business standards within our supply chain, and to maintain and grow a diverse supplier base that reflects the markets, clients and communities we serve.

Just as the EY Global Code of Conduct sets out the standards expected of every EY person, the Global Supplier Code of Conduct does the same for our suppliers. We view their performance as an integral part of the EY value chain and expect all suppliers to meet high legal, ethical, environmental and employment-related standards.

Identifying, developing and doing business with diverse suppliers is a key component of our strategic sourcing and procurement activities. Through our D&I procurement initiative, we actively encourage small and minority-owned businesses to become registered suppliers and support them to achieve their full potential. EY has committed to sourcing US\$100 million of products and services from women-owned businesses by 2020.

Turning waste into opportunity

One solution to tackling poor sanitation.



How can one toilet benefit hundreds of people?

Taking an entrepreneurial approach to tackling poor sanitation

Sanergy is a great example of a small and growing business purposefully driving progress toward the United Nations Sustainable Development Goals (SDGs).

Committed to advancing equitable access to improved sanitation (SDG 6), the company makes and sells low-cost, high-quality toilets for use by residents of Nairobi's informal settlements (slums). Here, open sewers, poor sanitation and lack of clean water are some of the biggest causes of death in children under the age of five.

As well as working with landlords who provide the toilets as a value-add service to their tenants, Sanergy also works with entrepreneurs who operate their own toilets as small businesses, charging fellow residents on a pay-per-use basis.

With toilets designed to collect waste into sealed plastic containers, Sanergy staff collect these containers and take them to a processing site where that waste is turned into organic fertilizer, insect-based animal feed and renewable energy.

In addition to the toilets and the waste collection service, Sanergy also provides franchisees with training, access to financing, and ongoing operational and marketing support.

Today there are hundreds of Sanergy toilets across Nairobi, serving over 30,000 people every day, and helping to convert more than 8,000 tons of waste into useful by-products.

Taking the business to the next level

Joining forces with Nairobi's city leaders to scale-up the solution

Having proven their approach, Sanergy now wants to partner with Nairobi's city leaders to take their business to the next step.

They asked for our help to develop a new financial model: one that details the cost-per-customer of their solutions, and the public subsidy required to scale-up and operate the business in a public/private partnership, which Sanergy will present to Nairobi's city leaders.

JON SHEPARD, Director, EY

"Sixty-percent of the world's population will live in urban areas by 2050."

Contact: **Jon Shepard**

EY Global Enterprise Growth Services Director

How can infrastructure keep up with urbanization?

Bringing new ways of thinking to long-standing challenges

"But the infrastructure on the ground isn't always keeping up with this expansion. This means there's a really big opportunity for what's called 'non-sewered sanitation', which is what Sanergy is focused on."

"We're proud that we can use the knowledge, skills and experience of our people to support innovative companies like Sanergy. The ripple effect of helping them grow is providing life-saving access to safe, dignified and affordable sanitation for hundreds of thousands of people."

As well as helping individual impact entrepreneurs improve their businesses' resilience, productivity and capacity for sustainable growth, we are also collaborating with other organizations to translate what we learn from these projects into broader insights.

From providing guidance on improving the growth potential of businesses advancing equitable access to safe water and non-sewered sanitation, to tackling the challenge of last-mile distribution, we aim to help accelerate the growth of entire sectors.

Facts and figures

04

In recent years there has been much conversation about corporate reporting and whether current methods are still fit for purpose. Business, the media, governments and regulators, and academics have all been involved. The growing consensus is that if businesses want to build trust then they must tell a more complete story of how they are creating value for all of their stakeholders. This story must go beyond presenting a narrow range of financial metrics to encompassing a broader range of both financial and nonfinancial metrics that provide a more transparent view of an organization's purpose, objectives and plans.

Different groups have suggested different principles and practices, and EY has been involved in several efforts, including with the International Integrated Reporting Council and the United Nations Global Compact. For the past year, we've been working on an initiative called The Embankment Project for Inclusive Capitalism, in an effort to produce a common

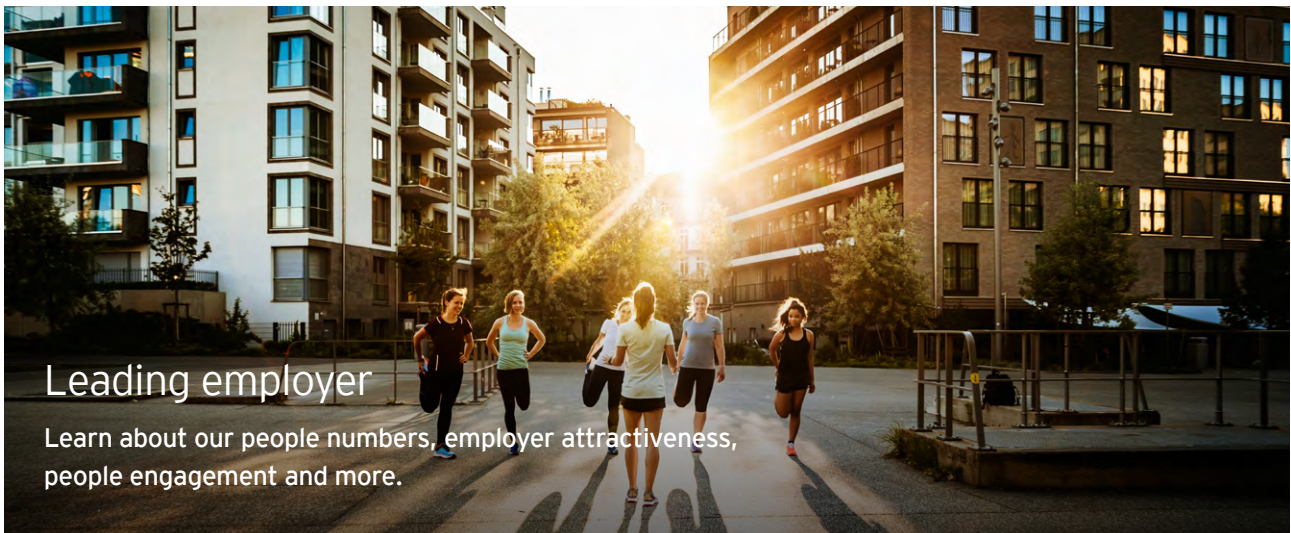
framework to measure foundational elements of long-term value creation. This will help companies better demonstrate how they create value for a full range of stakeholders, including employees, supply chains, communities and society at large - promoting more inclusive and sustainable growth.

This year at EY, we are moving toward communicating more information regarding our important stakeholders - our people, our engagement, involvement in communities and our effect on environment. We are including a broader range of financial and nonfinancial metrics in addition to the traditional financial ones in this global review, and are moving to a three-year reporting time horizon to better show trends.

We look at major strategic assets including our people, our relationships with clients and other stakeholders, our brand and our financial strength. We organize these according to the five elements of our strategic ambition:

- ▶ To be the most favored employer
- ▶ To be #1 or #2 in market share in our chosen services
- ▶ To have leading growth and competitive earnings
- ▶ To have the best brand
- ▶ To have positive and strong relationships with our stakeholders

This is a journey that we're just starting on, so we welcome feedback on our approach.

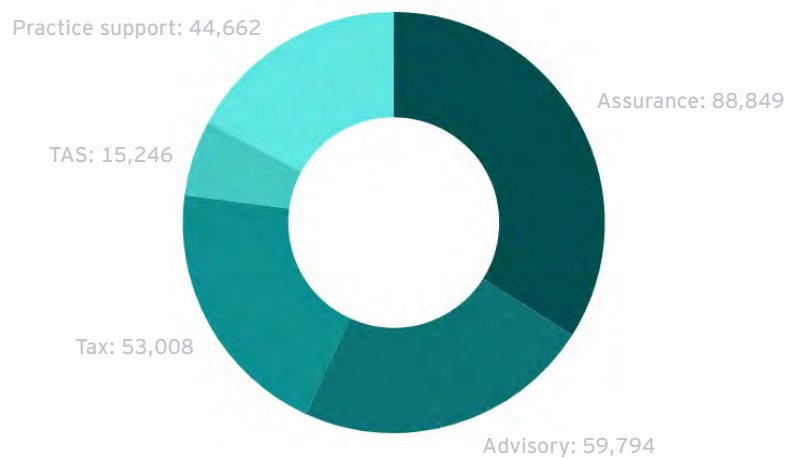


Global headcount

People by Service Line - FY18

Total: 261,559 | ↑ 5.7% on FY17

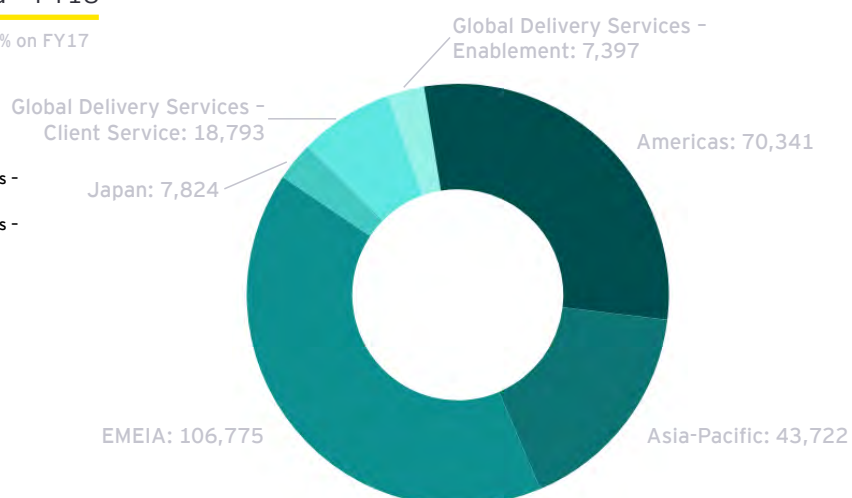
- Assurance
- Advisory
- Tax
- TAS
- Practice support



People by Area - FY18

Total: 261,559 | ↑ 5.7% on FY17

- Americas
- Asia-Pacific
- EMEIA
- Japan
- Global Delivery Services - Client Service
- Global Delivery Services - Enablement
- Executive Services and Functions



People by service line - three year comparison*

	FY15 vs FY16	FY16	FY15 vs FY16	FY17	FY18 vs FY17	FY18
Assurance	7.5%	82,555	4.9%	86,562	2.6%	88,849
Advisory	15.6%	48,104	11.3%	53,525	11.7%	59,794
Tax	7.0%	46,216	6.9%	49,386	7.3%	53,008
TAS	14.1%	12,236	11.6%	13,654	11.7%	15,246
Practice Support	6.5%	41,689	6.6%	44,443	0.5%	44,662
Total	9.2%	230,800	7.3%	247,570	20.40%	261,559

*Headcount numbers reflect personnel at the end of each financial year

People by area - three year comparison

	FY16 vs FY15	FY16	FY15 vs FY16	FY17	FY18 vs FY17	FY18
Americas	6.0%	65,691	2.1%	67,075	4.9%	70,341
Asia-Pacific	11.4%	38,986	7.5%	41,898	4.4%	43,722
EMEIA	7.7%	93,943	7.3%	100,792	5.9%	106,775
Japan	0.3%	7,682	2.6%	7,880	-0.7%	7,824
Global Delivery Services - Client Service**	32.9%	12,382	31.2%	16,248	15.7%	18,793
Global Delivery Services - Enablement	20.2%	5,734	25.6%	7,200	2.7%	7,397
Executive services and functions^	4.2%	6,382	1.9%	6,477	3.6%	6,707
Total	9.2%	230,800	7.3%	247,570	5.7%	261,559

*Headcount numbers reflect personnel at the end of each financial year

**Global Delivery Services (GDS) is the EY internal shared services organization, consisting of legal entities ultimately owned by a number of EY member firms. GDS entities support EY member firms across the world by providing support capabilities to their client-serving account teams as well as internal enablement support services.

^Includes such teams as: Global and Area management; Technology; Talent; Finance; Brand, Marketing and Communications; Knowledge; Markets and risk management. See site for reference: https://www.ey.com/en_gl/global-review/2018/facts-and-figures

Employer attractiveness

Universum World's Most Attractive Employer ranking - business students

	2016	2017	2018
Among Big Four *	1	1	1
Overall	3	4	4

*The Big Four professional services organizations are Deloitte, EY, KPMG and PwC.

Universum World's Most Attractive Employer ranking - science/engineering students

	2016	2017	2018
Among Big Four *	3	2	2
Overall	52	49	37

*The Big Four professional services organizations are Deloitte, EY, KPMG and PwC.

Great Places To Work Institute - 25 Best Multinational Workplaces ranking*

	2015	2016	2017
Overall	23	21	17

*Survey based on feedback from our own people.

Global recruits and applicants

	FY16	FY17	FY18
Global job applicants	1,803,544	1,695,789	1,831,174
Global hiring – client service	55,023	59,040	62,405

Attrition

Attrition rate - overall and by gender

	FY16	FY17	FY18
Women	18.7%	18.8%	21.2%
Men	19.4%	18.7%	20.9%
Overall	19.00%	20.40%	21.01%

People engagement

Global People Survey results

	FY16	FY17	FY18
Total survey participants	178,000	193,000	203,000
Participants as % of headcount	81%	82%	82%
Engagement Index score	73%	73%	73%
Pride in EY score*	84%	84%	84%

*"I am proud to work for EY" has remained constant at 84% over the past three years. This is a key driver of engagement, recruitment referrals and retention.

Career progression

Promotions

	FY16	FY17	FY18
Total promotions	32,192	31,950	33,888
Promotions to partner	714	669	747
% of women among new partners	29	30	29
% of promoted partners from emerging markets	35	36	32

Developing skills and capabilities

Formal learning

	FY16	FY17	FY18
Learning hours delivered	12m	12m	13m
Learning hours per person	54	51	51
Total investment in training (million)	US\$500	US\$500	US\$500

Diversity and inclusiveness

Partners/Principals/Executive Directors/Directors by gender

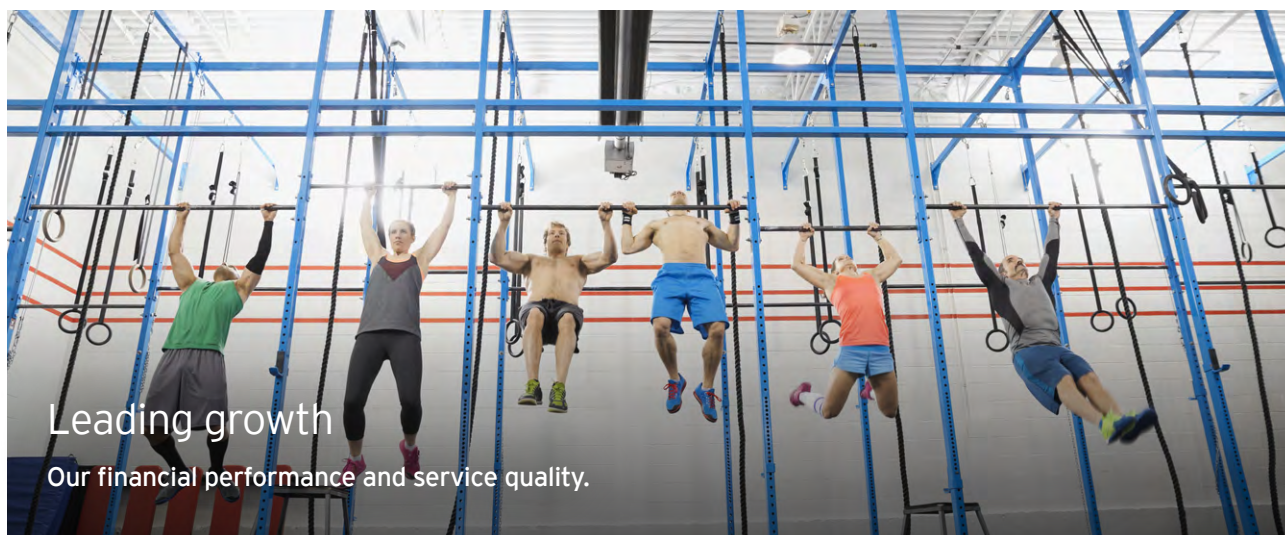
	FY16		FY17		FY18	
	Total	% Women/men	Total	% Women/men	Total	% Women/men
Partners and Principals	11,562	19.8%/80.2%	11,484	19.7%/80.3%	11,870	20.4%/79.6%
Partners, Principals, Executive Directors, Directors	17,558	23.4%/76.6%	17,410	23.3%/76.7%	18,093	24.0%/76.0%
Total people	230,800	47.5%/52.5%	247,570	47.5%/52.5%	261,559	47.6%/52.4%

Global headcount

Leadership groups by gender

	FY16		FY17		FY18	
	Total	% Women/men	Total	% Women/men	Total	% Women/men
Global Executive	18	28%/72%	18	22%/78%	19	26%/74%
Global Practice Group	115	22%/78%	116	22%/78%	122	22%/78%
Global Governance Council	42	31%/69%	39	36%/64%	39	33%/67%
Global Client Service Partners*	285	7%/93%	287	10%/90%	301	12%/88%

* Lead client servers on our largest global clients.

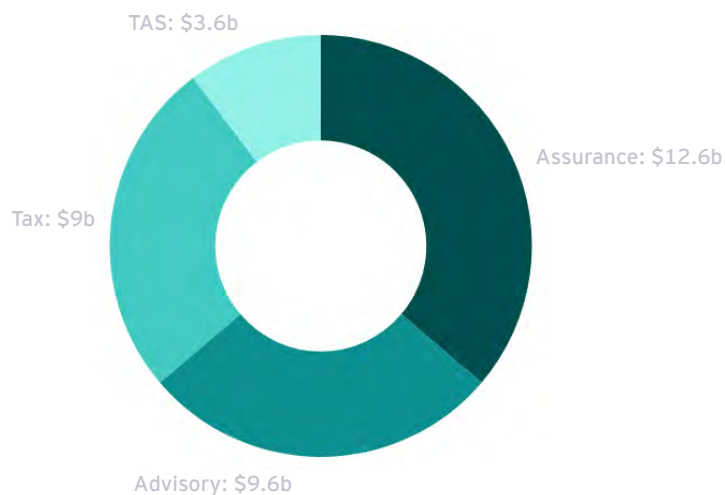


Revenues

Revenue by Service Line (US\$b) - FY18

Total revenue: (US\$b) 34.8b | ↑ 7.4% on FY17

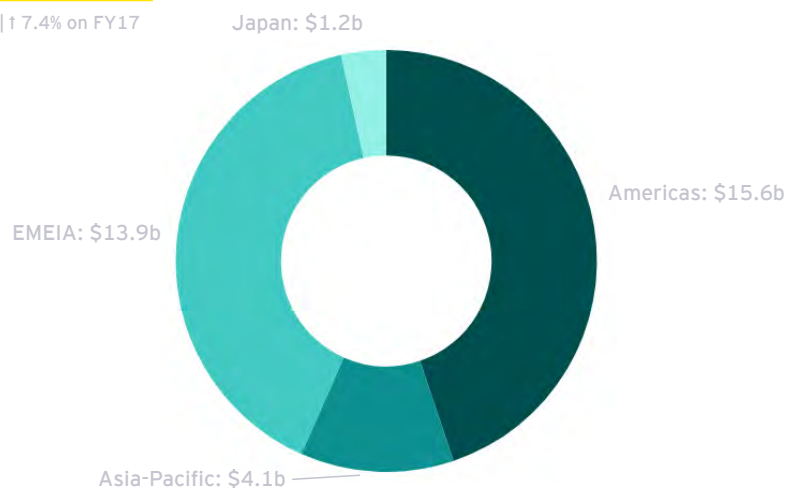
■ Assurance
 ■ Advisory
 ■ Tax
 ■ TAS



Revenue by Area (US\$b) - FY18

Total revenue: (US\$b) 34.8b | ↑ 7.4% on FY17

■ Americas
 ■ Asia-Pacific
 ■ EMEIA
 ■ Japan



Five-year CAGR

8.5%

Revenue by Service Line (US\$b)* – three-year comparison

	FY16 vs FY15	FY16	FY15 vs FY16	FY17	FY18 vs FY17	FY18
Assurance	4.8%	11.3	4.0%	11.6	4.4%	12.6
Advisory	13.1%	7.8	10.4%	8.5	10.1%	9.6
Tax	9.6%	7.8	7.9%	8.2	6.4%	9.0
TAS	14.2%	2.7	15.5%	3.1	13.9%	3.6
Total	9.0%	29.6	7.8%	31.4	7.4%	34.8

* Revenues include expenses billed to clients. For purposes of reporting combined global revenues, revenues between member firms have been eliminated.

Revenue by Area (US\$b)* – three-year comparison

	FY16 vs FY15	FY16	FY15 vs FY16	FY17	FY18 vs FY17	FY18
Americas	9.7%	13.6	7.0%	14.5	7.3%	15.6
Asia-Pacific	12.5%	3.2	11.3%	3.6	10.5%	4.1
EMEIA	7.5%	11.7	8.6%	12.2	6.9%	13.9
Japan	6.4%	1.1	-2.0%	1.1	3.2%	1.2
Total	9.0%	29.6	7.8%	31.4	7.4%	34.8

* Revenues include expenses billed to clients. For purposes of reporting combined global revenues, revenues between member firms have been eliminated.

Revenue growth by market type (local currency)

	FY16	FY17	FY18
Emerging markets	12.8%	8.9%	10.0%
Developed markets	8.2%	7.6%	6.9%
Total	9.0%	7.8%	7.4%

Quality

Internal inspection results of audits in IFIAR-regulated countries

	2015	2016	2017
Compliant engagements	72%	68%	73%
Compliant engagements with immaterial findings	21%	24%	21%
Total compliant engagements*	93%	92%	94%
Deficient engagements^	7%	8%	6%

*Such findings may result in the need for additional audit procedures or documentation. However, given their nature these matters would not be expected to have a significant impact to the overall audit conclusion.

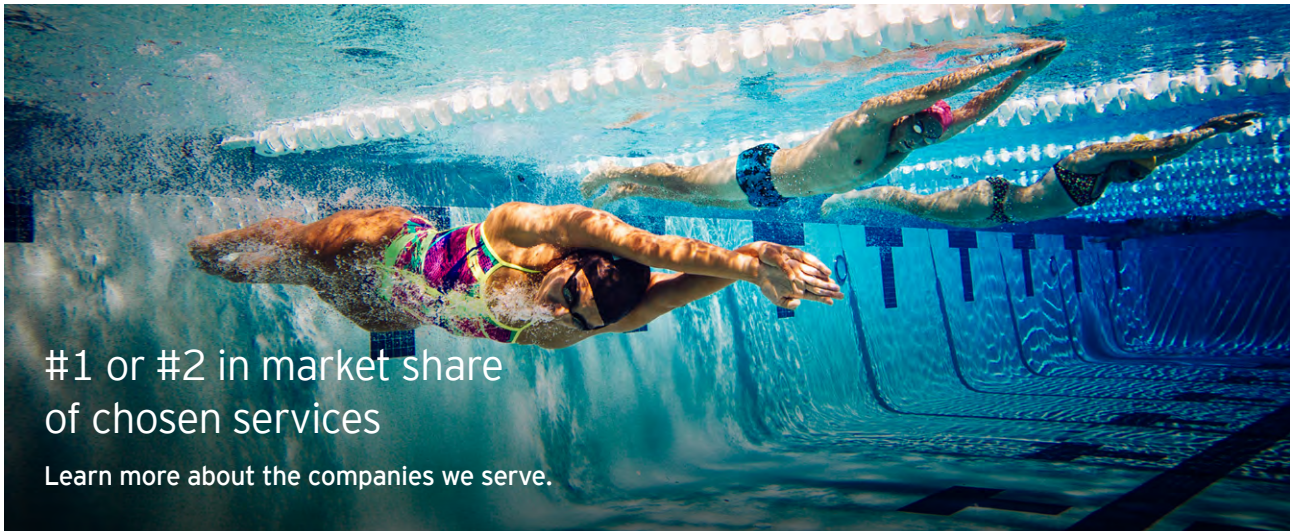
^Findings in procedures or documentation that are material to the financial statements, auditor's reports or were not performed in accordance with our policies.

Internal inspection results of all audits

	2015	2016	2017
Compliant engagements	69%	67%	71%
Compliant engagements with immaterial findings	22%	25%	21%
Total compliant engagements*	91%	92%	92%
Deficient engagements^	9%	8%	8%

*Such findings may result in the need for additional audit procedures or documentation. However, given their nature these matters would not be expected to have a significant impact to the overall audit conclusion.

^Findings in procedures or documentation that are material to the financial statements, auditor's reports or were not performed in accordance with our policies.

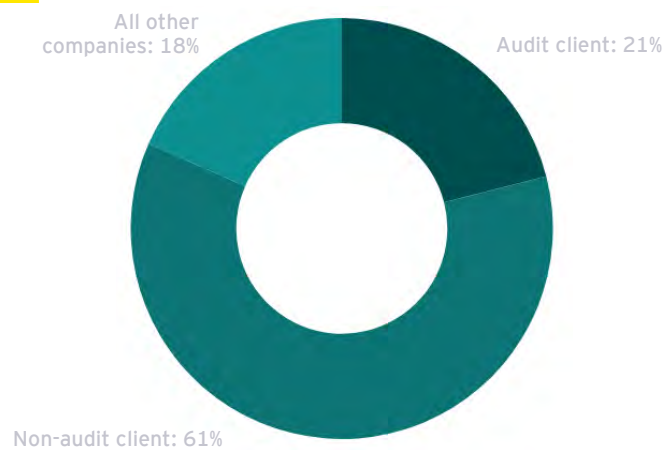


Client makeup

Fortune Global 500 - FY18

Percentage of index served

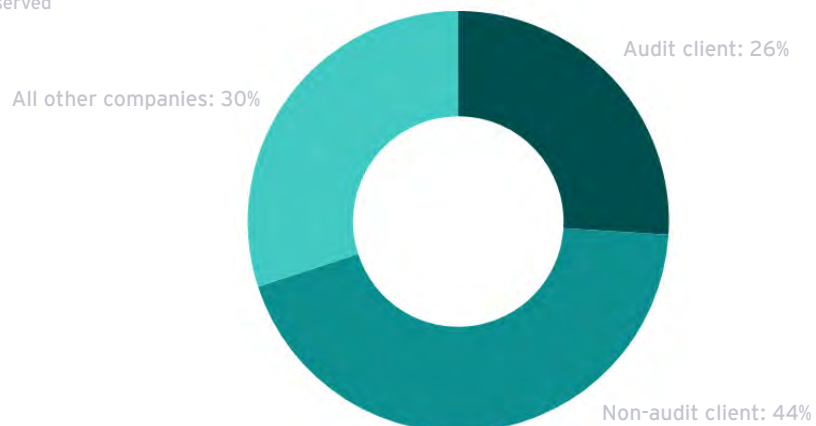
- Audit client
- Non-audit client
- All other companies



Forbes Global 2000 - FY18

Percentage of index served

- Audit client
- Non-audit client
- All other companies



Fortune Global 500 - percentage of companies in index served (three-year comparison)*

	FY16	FY17	FY18
Audit client	23%	22%	21%
Non-audit client	56%	55%	61%
Total	79%	77%	82%

*At least US\$500,000 in EY revenue during the financial year

Forbes Global 2000 - percentage of companies in index served (three-year comparison)*

	FY16	FY17	FY18
Audit client	26%	26%	26%
Non-audit client	41%	43%	44%
Total	67%	69%	70%

*At least US\$500,000 in EY revenue during the financial year

EY's audit market share of IPOs (three-year comparison)

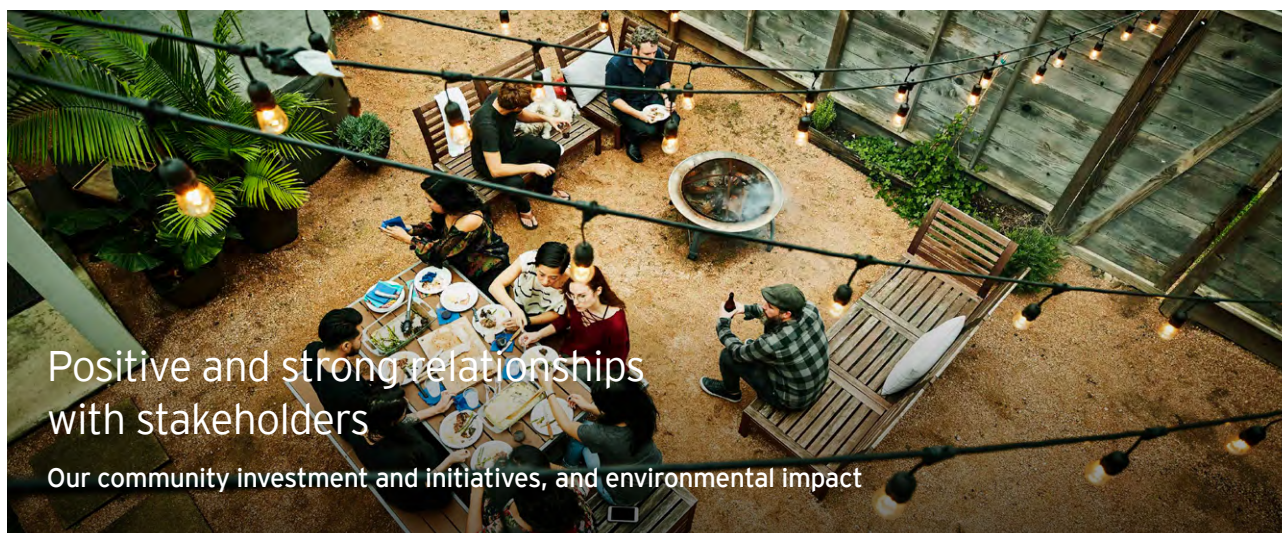
	2016	2017	2018
EY ranking by deal numbers	1	1	1
EY ranking by proceeds	3	1	1



Brand favorability*

	2013	2015	2017
EY global ranking	#2	#2	Tied #1
Best brand in EY regions	n/a	7 (25% of 28 regions)	12 (38% of 26 regions)

*EY's Global Brand Survey results.



Positive and strong relationships with stakeholders

Our community investment and initiatives, and environmental impact

Community investment

	FY16	FY17	FY18
Hours invested in community initiatives worldwide by EY people (000's)	700	700	739
Value of time contributions (US\$m)	44	47	51
Cash investments (US\$m)	57	58	61
Total	101	105	112

*EY uses the LBG framework and methodology to measure and value our community investments. The framework is a global standard for measuring community contributions and is aligned with leading sustainability indices such as the Dow Jones Sustainability Index and the Global Reporting Initiative.

Greenhouse gas emissions metric tons CO2 (estimated)*

	FY15	FY16	FY17
Total emissions	986,000	1,185,000	1,190,000
Emissions per employee (FTE)	5.15	5.23	4.89
Scope 1/2 GHG protocol	204,000	209,000	189,000
Scope 3 GHG protocol	782,000	976,000	1,001,000

*The carbon footprint of our global organization is calculated in line with the EY global carbon footprint methodology. This is based on the Greenhouse Gas (GHG) Protocol developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), using its "location-based" approach to reporting. Emissions calculations use 2017 conversion factors published by the Department for Business, Energy & Industrial Strategy in the UK, or locally published factors where appropriate. The conversion factors used to calculate emissions from air travel include the impact of "radiative forcing."

For further details, please refer to <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2017>.

Emissions from office energy consumption are estimated using activity data from 26 member firms, representing 70% of the global office portfolio. The majority of the reduction can be attributed to changes in GHG conversion factors for grid electricity in key locations.

Emissions from air travel are estimated using distance data that represents 83% of global spend on air travel.

Emissions from ground transportation (including rail travel and business travel in EY-owned, rental and employee vehicles) are estimated using fuel consumption and distance data for approximately 80% of employees.

FY16 figures for Scope 3 emissions and emissions per full-time employee have been restated following a change in travel provider and improvements to our carbon footprint calculation methodology. We are unable to restate FY15 figures on a like-for-like basis, due to limitations in the historical data.

Leadership and locations

Find out about our leaders and the locations we operate in.

The Global Executive is our most senior management body and focuses on strategy, execution and operations. Its members bring together all the elements of our global organization, including our functions, service lines, geographic areas and committees.

Mark A. Weinberger

Global Chairman & CEO

Carmine Di Sibio

EY Global Managing Partner –
Client Service

Lou Pagnutti

EY Global Managing Partner –
Business Enablement

Beth Brooke-Marciniak

EY Global Vice Chair –
Public Policy

Trent Henry

EY Global Vice Chair –
Talent

David Holtze

EY Global Vice Chair –
Finance and CFO

Jay Nibbe

EY Global Vice Chair –
Markets

Felice Persico

EY Global Vice Chair –
Assurance

Norman Lonergan

EY Global Vice Chair –
Advisory

Kate Barton

EY Global Vice Chair – Tax

Steve Krouskos

EY Global Vice Chair –
Transaction Advisory
Services

Kelly Grier

US Chairman and EY
Americas Managing Partner

Patrick Winter

EY Asia-Pacific Area
Managing Partner

Andy Baldwin

EY EMEA Area Managing
Partner

Scott Halliday

EY Japan Chairman and
Area Managing Partner

Alison Kay

EY Global Accounts
Committee Chair

Rajiv Memani

Chair of the EY Global
Emerging Markets Committee,
Chairman and Regional
Managing Partner – India

Albert Ng

EY Global Emerging Markets
Committee Member,
Chairman – China, Regional
Managing Partner –
Greater China

Jessie Qin

EY EMEA Advisory Center
Solution Lead, Ernst & Young –
Switzerland Partner

Other leaders

Area and Regional Managing Partners.

To ensure we are efficient and effective, we have organized our legal entities into 27 similarly-sized - in terms of both people and revenues - business units called Regions. These Regions, led by Regional Managing Partners, are grouped into four geographic Areas: Americas; Asia-Pacific; EMEIA and Japan.

Americas

Kelly Grier

Area Managing Partner,
Americas

Regional Managing Partners

Jad Shimaly

Canada

Julie Boland

USA – Central

Anthony Caterino

Financial Services
Organization

Ronen Barel

Israel

Francisco Álvarez

Latin America – North

Rich Jeanneret

USA – Northeast

Sergio Romani

Latin America – South

Randy Cain

USA – Southwest

Kay Matthews

USA – West

Asia-Pacific

Patrick Winter

Area Managing Partner –
Asia-Pacific

Regional Managing Partners

Max Loh

ASEAN

Gary Hwa

Financial Services
Organization

Albert Ng

Greater China

Jin Sug Suh

Korea

Tony Johnson

Oceania

EMEIA

Andy Baldwin

Area Managing Partner –
EMEIA

Regional Managing Partners

Ajen Sita

Africa

Jacek Kedzior

Central, Eastern and
Southeast Europe

Joe Watt

CIS

Marcel van Loo

Financial Services
Organization

Julie Teigland

GSA

Rajiv Memani

India

Donato Iacovone

Mediterranean

Abdulaziz Al-Sowailim

MENA

Erik Mamelund

Nordics

Steve Varley

UK&I

Jean-Pierre Letartre

Western Europe Maghreb

Japan

Scott Halliday

Area Managing Partner,
Japan

Other leaders

Industries

Our sector focus means we can help clients better anticipate market trends, identify the implications for their businesses, and deliver sector-specific solutions. It is part of our commitment to exceptional client service. Shaun Crawford, as EY Global Vice Chair – Industry, oversees the work that EY teams do across our industry sectors.

Shaun Crawford

Global Vice Chair – Industry

Advanced Manufacturing
& Mobility

Randy Miller

Health Sciences & Wellness

Pamela Spence

Consumer

Kristina Rogers

Private Equity

Andres Saenz

Energy

Benoit Laclau

Smart Infrastructure

George Atalla

Financial Services

Gary Hwa

Technology, Media
& Telecoms

Greg Cudahy

Other leaders

Global Governance Council

The Global Governance Council consists of 36 senior client-serving partner-ranked professionals drawn from member firms across the four EY Areas, and up to six independent non-executive members. These senior EY professionals who otherwise do not hold senior management roles, are elected by their peers. They advise EY on policies and strategies and the approval of the Global Governance Council is required for a number of significant matters that affect the organization as a whole.

Americas Regions – 14 representatives

Canada

Paul Battista*

Central

Julie Gannon Boland

FSO

Laura Giovacco
Belinda Pestana

Israel

Chen Shein

Latin America – North

Francisco Olivares

Latin America – South

Andrea Weichert

Northeast

Diana Hoff

Southeast

Oscar Suarez

Southwest

Bill Strait

West

Beth Carr

National Practices

Kevin Brown
Alex Shahidi
Katrina Kimpel

Asia-Pacific Regions – 5 representatives

ASEAN

Wilson P Tan

FSO

Effie Xin

Greater China

Vincent Chan

Korea

Dong Chul Kim

Oceania

Trent Van Veen*

EMEIA Regions – 15 representatives

Africa

Gerald Lincoln

BeNe

Alexey Loza

CSE

Guntars Krols

FSO

Rosheen Dries

WEM

Gilles Puissochet

GSA

Ralf Bostedt

Robin Errico

India

Sonu Iyer

Mediterranean

Francisco Javier Sanchez
Ramos

MENA

Yasmeen Muhtaseb

Nordics

Torben Bender*

UK and Ireland

Chris Voogd
Alison Duncan

Japan – 2 representatives

Masami Koike*

Koji Fujiman

Global Independent Non-Executives - up to 6 representatives

CK Chow

Atsushi Saito

David Thorburn

Jurgen Kluge

* Presiding Partner

Areas

EY member firms are organized into 26 Regions which are grouped into four geographic Areas: Americas; Europe, Middle East, India and Africa (EMEIA); Asia-Pacific; and Japan.

Americas

Canada	Financial Services Organization	Israel	Latin America – North	Latin America – South	USA – Central
	Bahamas		Bolivia	Argentina	
	Bermuda		Colombia	Brazil	
	British Virgin Islands		Costa Rica	Chile	
	Cayman Islands		Dominican Republic	Paraguay	
	United States		Ecuador	Uruguay	
			El Salvador		
			Guatemala		
			Honduras		
			Mexico		
			Nicaragua		
			Panama		
			Peru		
			Venezuela		
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USA – Northeast	USA – Southeast	USA – Southwest	USA – West		
	Aruba				
	Barbados				
	Curaçao				
	Jamaica				
	St Lucia				
	Trinidad and Tobago				
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Areas

EY member firms are organized into 26 Regions which are grouped into four geographic Areas: Americas; Europe, Middle East, India and Africa (EMEIA); Asia-Pacific; and Japan.

Asia-Pacific

ASEAN	Financial Services Organization	Greater China	Korea	Oceania
Brunei		China		Australia
Cambodia		Mongolia		Fiji
Guam		Taiwan		New Zealand
Indonesia				Papua New Guinea
Laos				
Malaysia				
Maldives				
Myanmar				
N. Mariana Islands				
Philippines				
Singapore				
Sri Lanka				
Thailand				
Vietnam				

Japan

Japan

Areas

EY member firms are organized into 26 Regions which are grouped into four geographic Areas: Americas; Europe, Middle East, India and Africa (EMEIA); Asia-Pacific; and Japan.

EMEIA

Africa	Central, Eastern and Southeastern Europe	Financial Services Organization	Middle East North Africa	Germany, Switzerland and Austria
Angola		Gibraltar	Afghanistan	Austria
Botswana	Albania		Bahrain	Germany
Cameroon	Armenia		Egypt	Liechtenstein
Chad	Azerbaijan		Iraq	Switzerland
Congo	Belarus		Jordan	
Democratic Republic of the Congo	Bosnia and Herzegovina		Kuwait	
Equatorial Guinea	Bulgaria		Lebanon	
Gabon	Croatia		Libya	
Ghana	Cyprus		Oman	
Guinea	Czech Republic		Pakistan	
Ivory Coast	Estonia		Palestinian Authority	
Kenya	Georgia		Qatar	
Madagascar	Greece		Saudi Arabia	
Malawi	Hungary		Syria	
Mauritius	Kazakhstan		United Arab Emirates	
Mozambique	Kosovo			
Namibia	Kyrgyz Republic			
Nigeria	Latvia			
Rwanda	Lithuania			
Senegal	FYR of Macedonia			
Seychelles	Malta			
South Africa	Moldova			
South Sudan	Montenegro			
Tanzania	Poland			
Uganda	Romania			
Zambia	Russia			
Zimbabwe				

Areas

EY member firms are organized into 26 Regions which are grouped into four geographic Areas: Americas; Europe, Middle East, India and Africa (EMEIA); Asia-Pacific; and Japan.

EMEIA (cont'd)

Nordics	India	UK and Ireland	Mediterranean	Western Europe Maghreb
Denmark	Bangladesh	Republic of Ireland	Italy	Algeria
Finland	India	United Kingdom	Portugal	Belgium
Iceland			Spain	France
Norway				Luxembourg
Sweden				Monaco
				Morocco
				Netherlands
				Tunisia

Our locations

With over 700 locations in over 150 countries, we provide local knowledge with global experience.



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