



How can we
create long-term
value for a better
working world?

EY Global review 2019



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



Building a better
working world

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Chairman and CEO's letter



FY19 – another year of strong growth

EY today is in a great place. Around the world we're helping more clients, in more places, tackle a wider variety of their toughest challenges than ever before.

Over the past five years, more than 140 acquisitions in EY resulted in US\$1.8b of revenue and 8,000 new colleagues.

And our purpose, Building a better working world, continues to inspire EY people to not only serve EY clients, but to also use our knowledge, skills and experiences to support the communities in which we live and work.

This year EY member firms invested nearly US\$113m in projects dedicated to strengthening communities, and EY people contributed 745,000 hours of time to a variety of initiatives and value-in-kind projects.

Taken together, EY's focus on clients, people and society contributed to another year of strong growth, with total headcount up to more than 284,000 people and combined global revenue up 8% to US\$36.4b.

Transforming through technology

We have been incredibly successful. But in a world that is changing faster than ever, what clients, people and other stakeholders want and need from us is changing, and we're changing too.

We are transforming ourselves, and EY clients' businesses, through technology and data.

Today, there are more than 45,000 people with technology backgrounds, and AI scientists, mathematicians and cryptographers are among EY teams as well as more than 20,000 data specialists.

Technology, along with data and innovation, is core to EY business – not a bolt-on – and integral to our growth.

Nearly 80% of revenue-generating technology in EY is on the cloud, meaning we can connect and work more efficiently than ever before. Each of our service lines continue to develop global, platform-based solutions that encompass big data, automation and analytics to better support the evolving needs of EY clients. We're market-leaders in Robotic Process Automation and we've delivered ground-breaking blockchain projects for clients.

We will continue to use technology to transform traditional services and launch new offerings as we extract maximum value from our US\$1 billion technology investment plan. At the same time we will continue to focus on innovation, collaborate with alliance partners and build out our ecosystem.

A new global strategy

Technology is not the only megatrend affecting EY business. Globalization, demographic shifts and environmental change are also transforming the business landscape and society.

That is why this year we took a fresh look at our global strategy and asked ourselves far-reaching questions such as: what new challenges and opportunities will clients, EY people and society face? And how should we shape EY business so that we can continue to help our stakeholders navigate these challenges and embrace those opportunities?

The answer is NextWave: our strategy and ambition to create long-term value for clients, people and society as the world's most trusted, distinctive professional services organization.

For clients, creating long-term value is about helping them grow, optimize and protect value so they can address today's challenges and move forward into the next wave of innovation and technological and social change.

For EY people, long-term value is about creating an exceptional experience for them, one that includes investing in new experiences and honing the leadership skills that EY clients need.

For society, long-term value is created through the work that EY people do every day – fostering confidence and trust in the world's capital markets and broader business.

We also believe that businesses can do more to foster inclusive economic growth that benefits all stakeholders.

The new EY Ripples global corporate responsibility program will enable more EY people to apply their skills and knowledge to support the next generation workforce, help impact entrepreneurs scale their businesses, and accelerate environmental sustainability.

Trust

Trust is a critical element of our ambition. Building trust and confidence in business has always been the cornerstone of our purpose; with our NextWave ambition, we are unequivocally stating our goal to become the most trusted professional services organization.

To measure how we are doing against our ambition we use The Embankment Project's [Long-Term Value Framework](#), which recognizes the importance of a wide range of stakeholders, and non-financial as well as financial metrics.

That means we define our success broadly; we measure our financial performance alongside the value we create for clients, for EY people and for society. In this Global review we report a broad range of metrics to demonstrate how we do this.

Looking to the opportunities ahead

EY has been a successful organization for well over a century because we have always embraced and adapted to the changing world.

I'm incredibly proud of all that we have accomplished together over the past year. I'm even more excited about the opportunities ahead: creating long-term value for clients, EY people and society and, ultimately, Building a better working world.



Carmine Di Sibio
EY Global Chairman and CEO

Our values: who we are

At EY we live by a set of shared values that define who we are. They are the fundamental beliefs of the EY organization. They guide our actions and behavior. They influence the way we work with each other, and the way we serve clients and engage with the communities in which we live and work.

Every day, each one of us makes choices and decisions that directly affect the way we experience each other and the way clients and wider communities experience us. The EY values give us confidence that we are using the same principles to help us make these decisions throughout the organization.

Although a lot has been changing with EY, and will continue to change, our values remain the same. They are the foundation on which EY is built.

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.

How we are creating long-term value for clients

We create long-term value for EY clients by helping them grow, optimize and protect value, so that they can not only address today's challenges but also move forward into the next wave of innovation and technological and social change. To do that EY is committed to providing an exceptional experience to clients, bringing the whole of the EY organization to meet their needs.

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EY clients operate in a complex, inter-connected business environment, with rapidly advancing technology, globalization and demographic shifts creating unprecedented opportunity – and risk – for business.

In this environment clients need us to provide them with a broader range of services than ever before, and we are meeting that demand.

We bring together service line competencies, sector knowledge, data, technology and strategic alliance relationships to provide services, solutions, products, and platforms that are helping clients transform and comply; to grow; to handle a range of non-core functions; and to weave digital into everything they do.

Today more than 284,000 EY people in more than 150 countries create long-term value for clients by helping them not only address today's challenges but also move forward into the next wave of innovation and technological and social change.

By making even greater use of EY's biggest strengths – use of technology, great people, client-centric approach and global footprint – we are helping clients address challenges and opportunities, build trust and ultimately thrive in a fast-changing world.



Transforming clients – and EY – through data and technology

Helping clients address digital disruption

Today new and technology-based EY services help clients address the digital disruption they're facing.

For example, by using artificial intelligence (AI) and natural language processing, the EY Document Intelligence solution is helping teams analyze business documents and contracts more efficiently and effectively.

This year the solution was moved to the cloud and, after successful pilots with Assurance teams globally on lease accounting change and audit engagements, processing time was reduced by up to 90% and accuracy increased by up to 25%.

There are also several EY clients in the wine industry, using EY blockchain solutions to help assure the quality, provenance and authenticity of new and vintage wines and to help reduce the significant issue of wine fraud. So far more than 11 million bottles of wine are being tracked using the EY OpsChain platform.

The EY and Microsoft blockchain solution for content rights and royalties management, launched in FY19, now processes 25,000 transactions every day, supporting a wide range of complex agreements, streaming rights and royalties management.

And a multi-million-dollar investment in EY Blockchain Analyzer is delivering new upgrades for blockchain and cryptocurrency audit and tax services. It's being rolled out to more than 100 EY Assurance clients that hold or trade cryptocurrencies, or operate in the blockchain ecosystem. Overall this year we achieved a three-fold increase in the number of blockchain projects.

Moreover, today nearly 80% of revenue-generating technology in EY is on the cloud, meaning we can connect and work more efficiently than ever before, and more easily provide the best of what EY has to offer to every single client.

We will continue to extract maximum value from our US\$1 billion technology investment plan – on top of the annual technology investment – to ultimately deliver on our purpose of building a better working world in this digital economy.

Innovating today, for tomorrow

Innovation as an imperative

In EY innovation goes beyond technology solutions to redefine who we are, how we charge, how we deliver and what services are offered. As part of our focus on innovation we are on an ongoing journey to disrupt ourselves and adapt for the future.

We also think about what innovation means for clients and use it as an opportunity to focus not just on today's challenges but tomorrow's too.

Our annual [Innovation Realized™](#) events, for example, have been held for the past four years. Uniquely immersive and interactive, [Innovation Realized™](#) is designed not to predict the future but to instead encourage conversation and collaboration, so that attendees can thrive today, tomorrow and beyond.

At this year's event academics, futurologists, musicians, authors, social scientists, entrepreneurs, corporate leaders and clients from 35 different countries came together to focus on a range of different topics, from bias and AI to China's millennials.

Collaborating to innovate: acquisitions and alliances

Bringing clients the full range of services and capabilities

No one organization today has all the answers. That is why in EY we are expanding our knowledge and EY services through acquisitions and an ecosystem of [alliances](#).

In FY19 there were 20 acquisitions and eight new alliances which expanded EY's skills and capabilities in areas like digital, strategy, operations and technology. Over the past five years 140 acquisitions in EY have resulted in US\$1.8b of combined revenue and 8,000 new colleagues.

There are now more than 20 strategic alliances, which allow EY to combine emerging and widely used technologies with our own capabilities to develop new offerings.

We are also nurturing strong relationships with organizations outside of technology so that we can fill skills gaps and bring diverse teams of different subject-matter professionals to help create client value.



EY helped leading biopharma companies develop their operating models and infrastructure for a [transformational therapeutic approach](#).

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140 acquisitions in EY have resulted in US\$1.8b of combined revenue and 8,000 new colleagues in the past five years.

A global network of wavespace™ centers

Co-innovating alongside clients

The speed of technological disruption means that we need to co-innovate alongside clients to develop new solutions that directly respond to their needs.

One of the ways we do that is through the expanding network of EY wavespace™ centers based in 35 locations worldwide, where we help clients drive action in the 'now', prioritize 'what's next' and imagine the future.

Each wavespace™ is designed to facilitate collaboration and accelerate creativity. They include spaces for design, tech demos, data labs, incubation and workshops, and bring together EY teams and emerging technologies, to help clients explore possibilities and find answers faster.



Trust matters

Building trust and confidence – the cornerstone of EY

Across business and broader society today, trust has never been more valuable and in some quarters has never been in shorter supply.

We believe that trust is a lead indicator of future corporate performance – the way in which stakeholders, including investors and customers, trust a company or brand now will affect how they behave towards it in the future – and in turn impact the company performance.

Building trust and confidence has always been the cornerstone of EY.

EY's Assurance services help to foster confidence in the capital markets by delivering high-quality audits, and all EY services help to build trust, whether directly through the work we do or indirectly through what our work allows others to achieve.

Our work around blockchain, for example, supports authenticity and accountability, and ultimately greater trust, in the products and services that people are buying.

EY services around risk management are also focused on strengthening trust. This year we launched [Trust by Design \(TxD\)](#), the latest methodology to help clients embrace disruption and innovate for long-term growth, while building and maintaining trust with their stakeholders.

We continue to focus on building trust through new approaches to corporate reporting and creating long-term value for all stakeholders via our work with the Coalition for Inclusive Capitalism and the [Embankment Project for Inclusive Capitalism \(EPIC\)](#).

Closely connected is the work that we do supporting clients on their journey to becoming more purpose-led organizations – one where they can connect with their full range of stakeholders in new ways and define and establish a sense of purpose beyond the balance sheet.

MS@EY

Developing end-to-end services for EY clients

Companies face an ongoing balancing act – the need to invest in new technologies for their core functions, while still managing costs.

The growing EY [Managed Services](#) offering – MS@EY – helps clients reimagine how to operate their core functions, like finance, tax, risk, accounting and compliance.

There are already many EY services offered on a managed basis and we are scaling this part of EY service offerings in order to meet demand, building a differentiated managed services offering to help clients even more comprehensively.

Different from traditional outsourcing, Managed Services is part of the EY commitment to provision of end-to-end services and solutions for clients. The approach is built on a deep sector and domain experience and uses our knowledge, processes and technology ecosystem to add value – and not merely reduce cost.



Charting new territories

Helping clients better anticipate market trends with a sector focus

Today agriculture generates 14.5% of greenhouse gases, consumes 70% of fresh water and occupies nearly 40% of the global landmass. And more people now suffer from obesity than from malnutrition. The EY report [why your next big bet should be in food innovation](#) outlines why there is a huge opportunity in resolving paradoxes like these.

It's just one of the many pieces of sector-led thought leadership designed to help clients better anticipate market trends.

Across EY we use [industry knowledge](#), integrated with our cross-service line delivery model, to address clients' most pressing issues.

From helping smart cities become even smarter, advising governments on how to better connect with citizens, or [how to prepare for tomorrow's climate, today](#) we identify the sector-specific implications, today and tomorrow, for clients' businesses.



Supporting ground-breaking entrepreneurs

Recognizing the importance of entrepreneurs as engines of growth

We believe [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 over 30 years we have been working with entrepreneurs and [EY Entrepreneur Of The Year](#) winners, drawing on EY experience, industry capabilities and the [EY 7 Drivers of Growth](#) framework to support entrepreneurial, high-growth companies.



Asking better questions to get to better answers

Thriving in a fast-changing world

The pace of change has never been faster. New paths are opening, new ways to unlock value are emerging, and new opportunities for human engagement are being created.

Clients expect technology-enabled solutions to be designed and built quickly. To do that, we bring together teams from across geographies, service lines and sectors to help clients build trust and thrive in a fast-changing world.

- ▶ How could blockchain help to track every drop of blood and to measure every outcome? Find out how EY is putting 'blood on a blockchain' to seek a better blood donor experience for [Canadian Blood Services](#).
- ▶ How can technology transform the business of adventure? Find out how [Royal Caribbean](#) looked to EY to help it cruise into the digital age.
- ▶ How can you turn spectators into fans? Find out how EY and [Velon](#) used IoT solutions to build an app that brought cycling straight to the fans.
- ▶ How do you teach an algorithm to think like an auditor? Find out how Naoto Ichihara, an Assurance partner in EY Japan, and his team developed an [AI program](#) that would help revolutionize the auditing landscape.
- ▶ How does a small nation realize big plans in AI? Find out how we helped Estonia realize its [AI ambitions](#).

EY service lines

Our service line capabilities

EY's combined
global revenue grew

US\$36.4b

↑ 8%

We bring industry experience and service line capabilities – [Assurance](#), [Advisory](#), [Transaction Advisory Services \(TAS\)](#) and [Tax](#) – to corporations, middle-market companies, family-owned firms, entrepreneurs, governments and public sector agencies, to help them solve their most complex problems.

Assurance

In Assurance, trust and confidence, which has always been vital to financial information, continues to take on new meaning as stakeholder requirements evolve.

With the agile and intelligent use of technology and digital solutions, EY Assurance teams are delivering new services, and strengthening continuing ones. This provides a new level of trust that promotes investor confidence and helps organizations meet regulatory responsibilities, manages risk and supports long-term, sustainable economic growth.

In Audit, serving the public interest through the delivery of high-quality audits consistently around the world is a top priority. EY professionals have an important role in instilling trust and confidence in the capital markets – and beyond. Significant investments continue to be made to deliver state-of-the-art tools and develop our organization's people. EY audit teams embrace a digital-first approach and are supported by a more than US\$600m investment in new and emerging technologies.

The EY Digital Audit is the first connected, data-driven audit, digitally transformed and technology enabled from end-to-end. EY audit professionals, and the companies we audit, are connected through EY Canvas, a global audit platform. Audit procedures and processes have been automated reducing client burden and enhancing the focus on areas requiring auditor judgment. And, through the use of global data analyzers and analytics, EY audit professionals use an advanced data-driven approach to building audit evidence to support conclusions.

The EY Digital Audit promotes quality, curiosity and professional skepticism. Investors can be more confident in the financial reporting of EY audit clients, and audit committees and companies' management teams benefit from greater, data-driven risk insight and new perspectives.

To meet the unique requirements of private companies, EY has also developed the EY Private Client Audit Experience. A customized experience, it utilizes enhanced tools, technologies and guidance specifically formulated for private companies, embraces the benefits of leading-edge technology and facilitates a deeper dive into each business.

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 reporting processes, the goal is to help organizations improve insights, raise trust and strengthen decision-making in ongoing reporting and transactional situations.

And with an ever-increasing focus on the environment, health and safety, and sustainability – as well as investor interest in non-financial information – there have been enhancements to EY Climate Change and Sustainability Services to measure value beyond what is captured on the financial statements.

EY Forensic & Integrity Services professionals help organizations protect and restore enterprise and financial reputation. They assist companies and their legal counsel to investigate facts, resolve disputes and manage regulatory challenges, and put integrity at the heart of compliance programs to better manage ethical and reputational risks.

Assurance
combined
global revenue

US\$12.6b

↑ 4.4%

Advisory

In Advisory EY professionals are working with clients to deliver enterprise transformation – helping them to innovate, grow, optimize and protect their businesses, ready for the now, next and beyond.

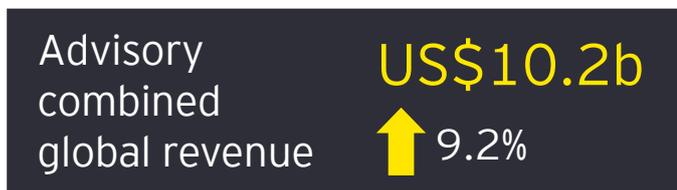
The Business and Risk, Technology, and People Advisory Services continue to invest in strategic growth drivers – transformation design, customer, cybersecurity, data and technology, Financial Audit IT (FAIT) and workforce advisory. These growth drivers help to reimagine organizations' futures, without compromising the present.

In this disrupted, connected and fast-paced world we're helping clients accelerate ahead of the speed of change and using transformation to unlock both value and human potential.

To help clients thrive in disruption, we've developed a new approach to managing risk called [Trust by Design](#). It elevates risk management from a responsive function to a proactive tool for strategic decision-making. This helps organizations to create products and services with trust in mind at every step, helping them secure sustainable, long-term growth.

EY technology professionals are bringing their knowledge together to help transform and integrate businesses, using their systems implementation capabilities as well as disruptive technologies such as Intelligent Automation, Artificial Intelligence, Cloud and Blockchain.

Across Advisory the approach to transformation draws on our depth of experience and global scale – and on EY's multidisciplinary teams and alliances – to produce results at speed, while building trust and managing risks.



Analyst relations

The EY Global Analyst Relations team works to give an insight into how EY teams provide value for EY clients, ensuring that they are ready for the now, next and beyond.

We are proud of our many positive independent evaluations.

This year for example, Forrester positioned EY as a [Leader in The Forrester Wave™: Global Digital Business Transformation Accelerators, Q1 2019](#) (March 19, 2019).

We were also recognized by IDC MarketScape as a Leader for Worldwide Business and Digital Strategy Consulting Services ([IDC MarketScape: Worldwide Business Consulting Services 2019 Vendor Assessment](#), Doc # US44339119, April 2019 and [IDC MarketScape: Worldwide Digital Strategy Consulting Services 2019 Vendor Assessment](#), Doc # US43700818, June 2019.)

Find out more about how we work with analysts, as well as our full [list of independent evaluations](#).

Transaction Advisory Services (TAS)

TAS is focused on helping companies reshape their performance, reimagine their ecosystem and reinvent themselves for a better future.

In a rapidly changing world, TAS uses the EY Capital Agenda framework to help businesses reshape their portfolios and seize the upside of disruption. Buying, selling and reshaping are all fundamental elements of strategies to better optimize strategic, commercial, operational and financial performance.

During the last year TAS shifted its focus from individual services offerings to five integrated Connected Capital Solutions (CCS).

These solutions – strategy realized, buy and integrate, sell and separate, reshaping results, and corporate finance – combine service capabilities across TAS, and all of EY, to enable clients' most complex transaction and capital events. The Connected Capital Solutions focus played a big role in propelling EY teams to advise on six of the top 10 deals globally in FY19.



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Looking ahead TAS will launch major platform additions to its Connected Capital Technologies – an integrated suite that brings deeper insights and faster decision making around capital and transaction events. Planned additions include the launch of a global AI-based platform for the buy and integrate solution, and the Digital Direct reporting platform for all five solutions.

The launch of Embryonic 2.0 – an ecosystem predictive analytics tool – will help clients reimagine growth strategies by providing powerful, visual insight into more innovative collaborations across new markets. Additionally, TAS will continue to add market-leading talent, with plans to add record numbers of partners, balanced between internal promotions and direct external partner additions.

With continued investments in technology and talent, TAS will continue to build its stature as the most trusted globally integrated advisor for transformational transactions and capital events.



Tax

In this increasingly complex era, EY is fostering a new standard of service – helping clients revolutionize their tax functions, legal departments and Human Resources to become agile, cross-border, digitally-enhanced operators as the next waves of innovation continue to break.

An EY [survey](#) of over 1,700 global tax and finance executives highlighted that 87% did not have adequate resources to respond to the changing legislative landscape. This is likely the reason we are experiencing an increase in the demand for global compliance and reporting services, which are designed to help clients on their transformation journeys.

The EY Tax and Finance Operate (TFO) service delivers a full range of co-sourced services across the entire tax lifecycle of planning, provision, compliance and controversy. The EY Legal Managed Services (LMS) offerings have also been significantly expanded by acquisitions of Riverview Law and Pangea3 from Thomson Reuters, bringing the total number of EY Law professionals across the globe to 3,500.

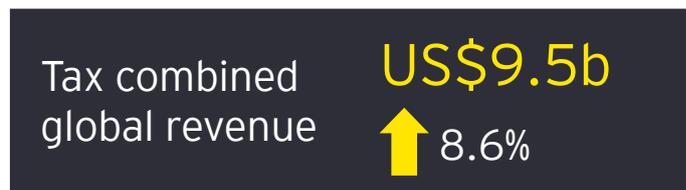
Leveraging the strength of the strategic alliance with Microsoft, we have invested in the EY Global Tax Platform (GTP), which serves as a shared work environment for clients and EY professionals. With tax-relevant data in a single technology platform, we can better manage risk and enable future digital reporting requirements.

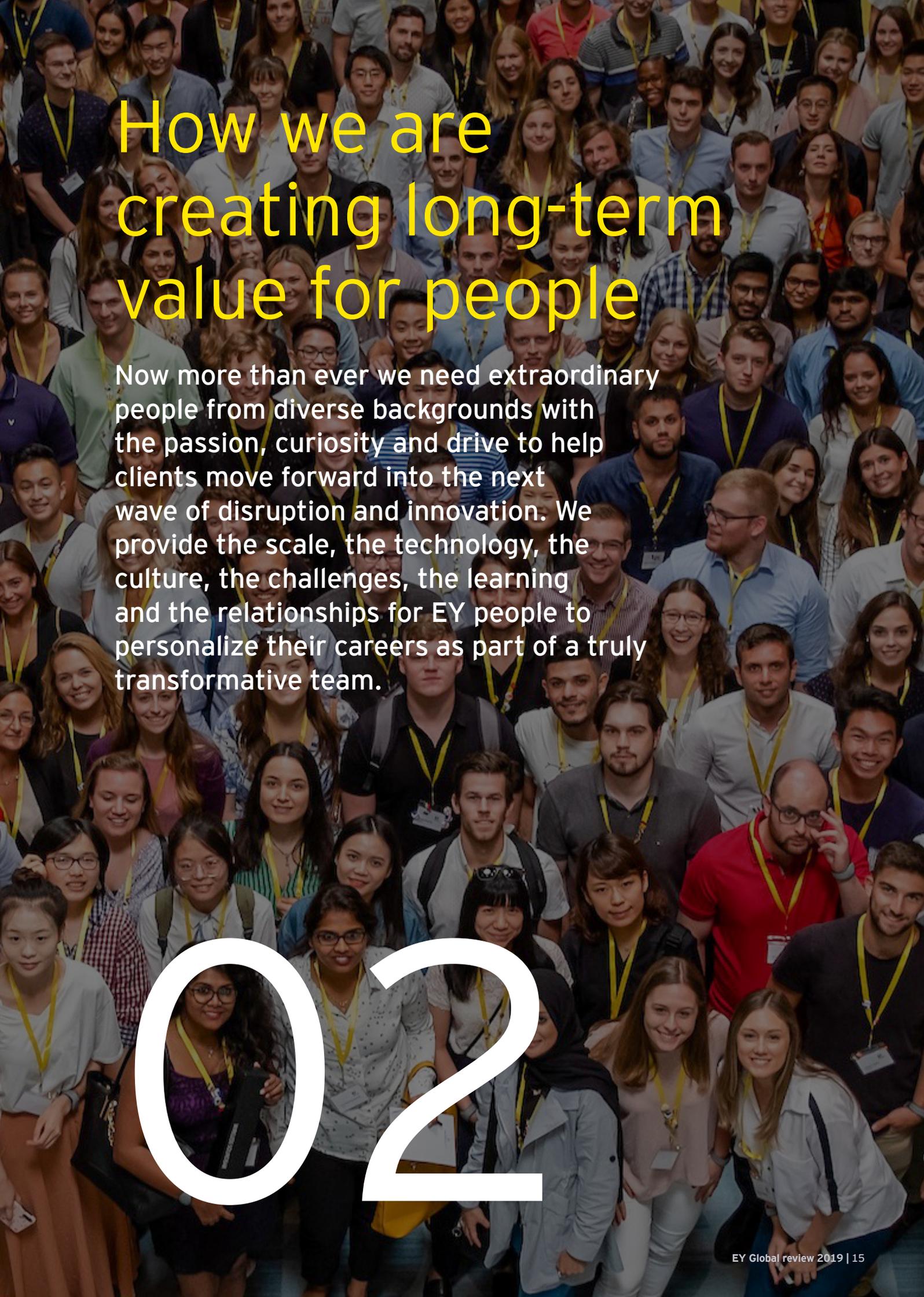
We have also launched an Advanced Technology Tax Lab, dedicated to solving complex tax issues through the application of advanced technologies. Through the Lab we’re augmenting GTP and our other platforms with the wide deployment of analytics and automation design tools to power advanced technologies like blockchain and AI-based services.

Through the EY People Advisory Services (PAS) offerings, EY teams also continue to help clients gain a competitive people advantage by addressing complex workforce issues ranging from organization transformation, effective talent deployment and mobility to reimagining human resources within global organizations. In addition, we continue to grow our integrated mobility offerings.

We continue to emphasize the importance of learning and development – ensuring all EY Tax, Law and PAS people become more digitally fluent and use technology to provide their services in the most efficient way possible.

We are helping EY clients do the same. There are many converging activities that will test Tax departments. The diversity of EY talent, global connectivity and collaborative philosophy means we’re inspired to ask better questions to help organizations design better outcomes, deliver long-lasting results and achieve a competitive advantage.





How we are creating long-term value for people

Now more than ever we need extraordinary people from diverse backgrounds with the passion, curiosity and drive to help clients move forward into the next wave of disruption and innovation. We provide the scale, the technology, the culture, the challenges, the learning and the relationships for EY people to personalize their careers as part of a truly transformative team.

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To address clients' toughest challenges, we are evolving how we recruit, retain, support and develop EY people.

This means that while we will continue to hire accountants, tax lawyers and consultants, we are increasingly recruiting from a much wider pool of talent.

Today there are more than 45,000 EY people with technology backgrounds, and AI scientists, mathematicians and cryptographers are among EY teams as well as more than 20,000 data specialists.

Just as importantly, we work hard to ensure that all EY people, whatever their skillset, have the career guidance and tools – like clear and transparent career frameworks, a variety of career options, inspiring experiences and personalized learning and rewards – to build careers as unique as they are.

Investing in providing long-term value for EY people is a vital part of our strategy. We believe that giving people access to the most relevant and in-demand skills through initiatives like [EY Badges](#) increases their career value and professional visibility, and equips them with the right skills and experience to respond to the changing needs of EY clients.

However, without uniquely human traits like creativity, authenticity, connectivity, empathy and curiosity, we can't build a better working world. That's why building an agile workforce means that we also invest significantly in non-technical learning.

We expect people to learn, of course, during internships, on the job and through formal training.

But we place just as much emphasis on valuable experiences that will stretch their leadership abilities. These experiences can include short- and long-term international secondments, moving between service lines, and opportunities afforded by [EY Ripples](#).

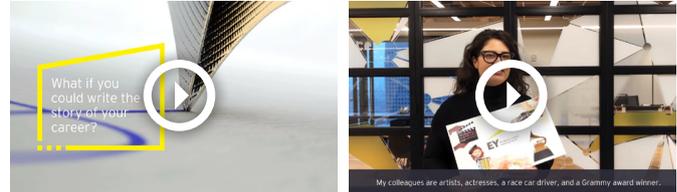
Through a broad range of experiences and programs, as well as a new leadership model that puts EY people at the center, we can nurture and develop behaviors that help EY people lead and inspire those around them – at EY and [beyond](#).

And diversity is also a vital part of the EY strategy, because getting the right mix of people is crucial to innovation.

We empower an exceptional experience for all EY people, but it's theirs to build. By providing all EY people with the opportunities to develop new skills, take on challenging projects, and encouraging an agile, growth-oriented

mindset, we are developing transformative leaders who are purpose-driven and bring out the best in themselves and others.

Listen to EY people share their experiences of working at EY



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Future-facing skills

Digital credentials to differentiate in the market

Today's fast-changing world means that we can't just rely on periodic training and traditional work experience to keep people up to speed.

EY Badges lets EY people earn digital credentials in skills that differentiate them in the market, such as data analytics, AI, data transformation and information strategy.

EY Badges builds on a commitment to equip EY people with the necessary skills to solve complex problems, lead the highest performing teams and stay relevant in a rapidly changing world.

This year more than 13,000 EY Badges were earned and more than 50,000 initiated, with data visualization and RPA (robotic process automation) among the most earned badges to date.

Overall approximately US\$530m was invested into training this year and more than 14m formal hours of learning was completed, in addition to experiential development and structured mentoring.

Formal learning	FY17	FY18	FY19
Learning hours delivered	12m	13m	14m
Learning hours per person	51	51	54
Total investment in training (US\$m)	\$500m	\$500m	\$530m

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More than 13,000 EY Badges were earned and more than 50,000 initiated – data visualization and RPA (robotic process automation) were among the most earned badges.



Tapping into a global marketplace for talented people

Bringing in hot skills

We continue to expand [GigNow](#), the online portal that sources and matches qualified contractors with projects at EY and on-boards them quickly so they can begin making valuable contributions right away.

With GigNow, we’re tapping into a global marketplace of people who are looking for flexibility, enabling EY, in turn, to be able to bring in hot skills in the areas of cyber, digital, robotics and blockchain. Today GigNow is live in 35 countries and 36,000 people are registered in the platform.

A leading employer

Ranked by Universum and Great Place to Work

We are a leading employer with a combined number of more than 284,000 people in more than 150 countries. This year more than 69,000 client-serving people joined EY from among 2 million global applicants – one person every eight minutes, 365 days a year.

We are proud that once again we were named the #1 professional services employer for the fourth consecutive year in Universum’s 2019 “World’s Most Attractive Employers” annual ranking – moving up one place on 2018 to become the second most attractive employer overall. We were also ranked #1 out of the Big Four on Universum’s new global ranking for the World’s Most Attractive Employers “D&I Index”.

We were also named and moved up 12 places to 7th place in the 2019 Great Place to Work (GPTW) “World’s Best Workplaces” list. Organizations ranked on the list are judged as having excellent policies and practices that support a culture of trust, and this is the fifth consecutive year EY has been named on the list.

Universum WMAE ranking – business students	2017	2018	2019
Among Big Four	1	1	1
Overall	4	3	2

Universum WMAE ranking – science/engineering students	2017	2018	2019
Among Big Four	2	2	2
Overall	49	37	43

GPTW institute – 25 best multinational workplaces	2017	2018	2019
Overall	17	19	7

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One million alumni

Nurturing leaders at EY – and beyond

Strong relationships are key to EY – it’s what underpins our high-performing teams delivering exceptional service for clients. And EY alumni are some of the most important relationships we have.

The EY Alumni network, an on- and off-line community that is active in more than 70 countries, helps connect all of these EY people, past and present, to more opportunities, more resources and more of the people that they need to know for the future.

Today you can find EY alumni – more than one million people around the world – in every sector: as entrepreneurs, academics, corporate leaders and working in charitable organizations and government agencies.

Whenever you join, however long you stay, the exceptional EY experience lasts a lifetime.



What happens when great minds don’t think alike?

Successful organizations create inclusive environments where employees feel free to be themselves, are valued for what makes them unique, feel a strong sense of belonging, and have equitable opportunities. This drives better decision-making, stimulates innovation and increases organizational agility and resilience.

Disruption is here to stay. Creating diverse and inclusive workplaces, however, can enable organizations to respond with agility and thrive.

At EY we think about [diversity](#) broadly. Inclusive teaming and leadership are behaviors and actions that people display when they open their minds to perspectives different from their own, and make sure that everyone on their teams and around them can contribute their best.

Inclusive organizations maximize the power of all differences to realize the full potential of all their employees. This drives better decision-making, stimulates innovation, and increases organizational agility and resilience.

We recruit and invest in people that reflect a broad spectrum of perspectives, backgrounds and experiences, because solving the problems of a complex world demands it. That is why diversity and inclusiveness are fundamental to EY. We embed core diversity and inclusiveness principles across the entire organization, and we equip EY people with the skills and confidence to team and lead inclusively to maximize everyone's contributions.

The [roadmap for success](#) is our approach and methodology for diversity and inclusiveness and sets out our journey. The roadmap is supported by the Global Diversity and Inclusiveness Steering Committee. Members are drawn from across the organization and the Committee is charged with bringing the roadmap to life across EY by exploring diversity and inclusiveness challenges, elevating successful practices and collaborating on solutions to accelerate positive progress.

The benefits of belonging

Cultivating a sense of belonging for all

Belonging is key to unlocking the business benefits of diversity and inclusiveness.

When we feel a strong sense of belonging, we feel free to be ourselves and safe to offer different points of view and dissenting opinions. We also believe that our contributions matter and that we are 'insiders' – a trusted, integral part of a team, network or community.

Given the increasing diversity of teams in EY, we cannot take a sense of belonging for granted. That is why we, as leaders, colleagues and team members, need to be purposeful and deliberate in cultivating a sense of belonging for all, to harness its benefits for us as individuals, for highest-performing teams and for our organizations.

The focus over the last year has been to create awareness and take actions to strengthen a sense of belonging for everybody in EY. The guide [Creating a strong sense of belonging for all](#) articulates the personal and business benefits of belonging and the barriers that inhibit it, along with suggestions about how to create a stronger sense of belonging for ourselves and others.

Last year we were inducted into DiversityInc magazine's Top 50 Hall of Fame, and we maintained this status in 2019. The Hall of Fame honors companies that have demonstrated a longstanding and consistent commitment to diversity and inclusion.

Around the world we're proud of the many [awards and accolades](#) that spotlight EY's commitment to diversity and inclusiveness.

At EY, we award [Badges](#) for future-focused skills including for 'Inclusive Intelligence' – we believe this is one of the skills EY people need to succeed in a fast-paced, interconnected world.

A neurodiverse world is a better working world

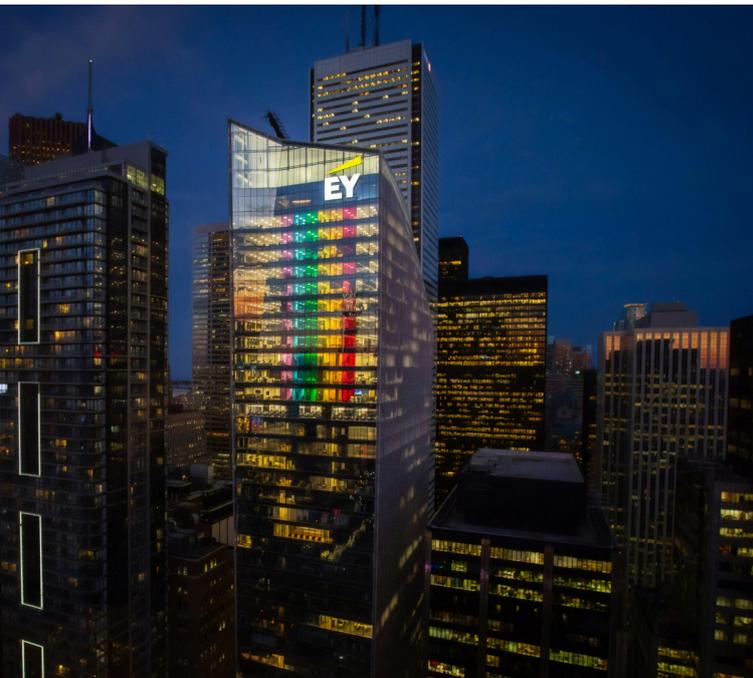
Including everyone, across all abilities

When the first [EY Neurodiversity Center of Excellence](#) was launched in Philadelphia in 2016 we expected positive impacts for EY people and the EY brand.

After nine months, we compared the work of the pilot team to a neurotypical one. Quality, efficiency and productivity were comparable, but there was a surprise. The neurodiverse employees excelled at innovation.

In the first month, the team had identified process improvements that cut the time for technical training in half. They learned how to automate processes far faster than the neurotypical account professionals they trained with. They then used the resulting downtime to create training videos to help others.

Three years on, the Neurodiversity Centers of Excellence have expanded to locations in Chicago, Dallas, Nashville, Philadelphia and San Jose, and we hope soon around the world. They are not only changing lives, they're also strengthening EY: reducing costs, enhancing service quality and efficiency, and driving innovation.



Moving from commitment to action on LGBT+ equality

Championing inclusion around the world

We are proud to be a leading voice on LGBT+ inclusion, convening dialogue and championing inclusion around the world, and engaging with clients and other organizations as they also navigate the political, legal and social complexities of this topic.

This year we supported [new research](#) developed with NYU's Center for Diversity, Inclusion, and Belonging focused on how leading private sector organizations, including EY, are pressing for LGBT+ inclusion even in countries where discriminatory laws make it challenging to be out as an LGBT+ professional.

And to help advance social and economic inclusion for all LGBT+ people, this year seven organizations, including EY, formed the [Partnership for Global LGBTI Equality](#). This first-of-its-kind initiative will work in collaboration with the World Economic Forum's Centre for New Economy and Society to enlist CEOs to implement the United Nations (UN) LGBTI Standards.

EY teams around the world showed their continued support for LGBT+ people throughout June during WorldPride 2019. [#ProudToBelong](#)

In the US, we have had a 100% rating on the Human Rights Campaign's Corporate Equality Index, designating EY as a 'Best Place to Work for LGBT+ Equality', every year since 2005.

Transforming experiences through trans-inclusion

Proud to support TDOV

At EY, we want to be a welcoming workplace for everyone identifying on the full gender identity spectrum.

In the US for example we have a program that offers employees coverage of up to US\$25,000 for transition-related expenses not covered by their medical plan. We also offer a Trans & Gender Diversity Toolkit on leading trans-inclusive practices and specific guidelines for supporting individuals through a transition process.

We're also proud to support the International Transgender Day of Visibility (TDOV) and use it to acknowledge the accomplishments of transgender colleagues, clients and the broader trans community worldwide. Launched in 2009, TDOV celebrates transgender people and the courage it takes to live openly and authentically.

Women. Fast forward

Advancing gender equality

An important part of the EY diversity and inclusiveness agenda is related to the advancement of women. Women Fast forward is a global platform that engages EY people, clients and communities to advance gender equality.

On a global basis, gender balance is the most straightforward to measure and report. While we are proud of the progress we are making, we know we have more work to do to improve the percentage of women in leadership positions.

Partners/Principals/Exec Directors/Directors by gender	2017		2018		2019	
	Total	Women/men	Total	Women/men	Total	Women/men
Partners/Principals	11,484	19.7%/80.3%	11,870	20.4%/79.6%	12,309	21%/79%
Partners, Principals, Exec Directors, Directors	17,410	23.3%/76.7%	18,093	24.0%/76.0%	18,868	25%/75%
Total people	247,570	47.5%/52.5%	261,559	47.6%/52.4%	284,018	48%/52%

Leadership groups by gender	2017		2018		2019	
	Total	Women/men	Total	Women/men	Total	Women/men
Global Executive	18	22%/78%	19	26%/74%	16	31%/69%
Global Practice Group	116	22%/78%	122	22%/78%	116	24%/76%
Global Governance Council	39	36%/64%	39	33%/67%	41	25%/75%
Global Client Service Partner*	287	10%/90%	301	12%/88%	300	13%/87%

* Lead client service coordinators on the largest EY clients across the globe

Teaming up for gender equality

Working with the UN Women's Global Innovation Coalition for Change (GICC)

This year we joined forces with the GICC to help ensure that gender equality is embedded in technological innovation.

We developed [five principles](#) – specific improvements – that companies can adopt that will accelerate gender equality.

In addition to the principles, we also developed the GICC Action Point Assessment in co-ordination with UN Women to help businesses benchmark themselves against the GICC principles. This tool helps businesses measure their innovation and engagement rates, identify decisions to accelerate gender parity through innovation and earn a UN Women endorsement.

How one woman is inspiring sustainable business growth

Faith Moyo's experience led her to develop the Business Accelerator program to drive [inclusive growth](#) in Zimbabwe.

Taking disability confidence global

Promoting disability inclusion in the workplace

The World Health Organization estimates that one billion people in the world currently live with a disability. That's one in seven of us.

Throughout EY we focus on how we, and other organizations, can continue to promote both visible and non-visible disability inclusion in the workplace.

We are making important strides in this area and are working with many enlightened organizations to share leading practices and work collaboratively on this topic.

[Taking disability confidence global](#) is one example of EY's commitment to promoting visible and non-visible disability inclusion. Launched this year, it provides practical tips on how organizations can build disability confidence.

How we are creating long-term value for society

Despite the waves of change that is all around us, some things remain constant. We know that long-term value for society is created not just through what we do, but also how we do it. We also believe that business has a role to play to foster inclusive growth that benefits all stakeholders.

03

At EY we strongly believe that the things we do every day go a long way toward creating long-term value for society.

EY Assurance services help to foster confidence in the capital markets by delivering high-quality audits, and all EY services help to build trust, whether directly through the work EY teams do or indirectly through what that work allows others to achieve. That is why across the four service lines there is significant investment in recruiting, training and retaining highly qualified people in their respective disciplines.

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

In addition to what we do every day we also believe that business has a role to play to foster the kind of economic growth that benefits everyone, not just a few – sustainable, inclusive growth.

When we outlined EY's purpose – Building a better working world – in 2013 we started our own journey to focus as an organization on the advancement of all stakeholders.

That is why this year we joined nearly 200 Business Roundtable CEOs to [sign a new Statement of Purpose of a Corporation](#) to affirm our commitment to all stakeholders.

Signing the Statement on the Purpose of a Corporation, along with our ongoing work with the [Embankment Project for Inclusive Capitalism \(EPIC\)](#), are just some of the ways we are creating long-term value for society at large.



Sustainable Audit Quality

Conducting globally consistent, high-quality audits sustained over time

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

The role of EY auditors is to serve the public interest and provide confidence to the capital markets by providing high-quality audits. The Sustainable Audit Quality (SAQ) program is our commitment to conducting globally consistent, high-quality audits sustained over time.

SAQ demonstrates our 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. Read our [SAQ document](#) to find out more.

We are strong believers in the multidisciplinary model – the skills and knowledge of EY people in other service lines provide the breadth and depth of technical skills and industry experience necessary to deliver high-quality, complex audits. It also gives us the scale and resources to invest in cutting-edge technologies that are reshaping the way information is gathered and analyzed.



External inspections

In 2015, the International Forum of Independent Audit Regulators (IFIAR) issued a challenge to the global audit networks, calling on them to achieve a 25% reduction in 'deficient audits' – audits with at least one significant inspection finding – by 2019 for listed public interest entities. EY achieved this goal in 2019.

Internal inspections

Internal inspections are also performed on engagements each year. EY leadership conducts the annual Audit Quality Review (AQR) program as an important element of assessing the system of quality control at the member firm, regional and global levels. The results of the AQR process are summarized globally (including for Areas and Regions), along with any key areas where the results tell us that continued improvements are required. Below are our results:

Internal inspection results of audits in IFIAR-regulated countries	2016	2017	2018
Compliant engagements	68%	73%	75%
Compliant engagements with immaterial findings*	24%	21%	19%
Total compliant engagements	92%	94%	94%
Deficient engagements**	8%	6%	6%

Internal inspection of all audits	2017	2018	2019
Compliant engagements	71%	72%	75%
Compliant engagements with immaterial findings*	21%	21%	19%
Total compliant engagements	92%	93%	94%
Deficient engagements**	8%	7%	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 or auditor's reports, or were not performed in accordance with EY policies.

Ensuring quality

Ensuring the quality of all of EY's services

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

Across the service lines, there is investment in recruiting, training and retaining highly qualified people in their respective disciplines. We also invest in strong Quality functions and Professional Practice functions across geographies to advise, support and enable EY people, and to implement quality initiatives to a consistently high standard around the world.

These functions advise on client 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.

Quality is a fundamental strategic objective for entire EY organization – it's embedded as one of the six global performance metrics for all of the partners across all EY services. We regularly meet with regulators and standard-setters across the world to discuss EY business, emerging trends and opportunities to advance the quality of the audit profession, and EY auditors' role in it.

The EY [Global Code of Conduct](#) is a clear set of standards for business conduct. It provides the ethical and behavioral framework on which we base decisions every day. The Code is anchored in [the EY values](#) and underpins all that we do.

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



Risk management

Risk management – enabling responsible growth

EY risk management teams work across the organization to help identify, monitor and manage risk, and enables EY professionals to meet their compliance obligations efficiently and effectively.

It also gives EY people the processes, tools and knowledge to take on the right opportunities; pull together the right teams; and offer EY clients the broadest range of services, in accordance with EY's commitment to objectivity and independence.

Risk management underpins sustainable business practices and relationships and ultimately helps clients innovate and build value and trust with their stakeholders through EY services.

An important element of risk mitigation and management in EY is 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.

Could what you do today change someone's life forever?

When we look at the world today, we see a huge opportunity to use our skills, knowledge and experience to address some of the toughest social challenges of our time – from inequality to climate change to tech-led job displacement – and drive sustainable, inclusive growth.

We believe that through small actions – made by every EY person, every day, we can create ripples that grow and join with others to create huge waves of change.

This year we launched [EY Ripples](#) – our global corporate responsibility program to scale our efforts to drive positive change.

EY Ripples brings together our social impact initiatives across the world under one shared vision: to mobilize more than a million people across EY and wider networks to positively impact the lives of 250 million people by 2025, and 1 billion people by 2030.

Our 2030 goal aligns with the timeline for achieving the [UN Sustainable Development Goals](#) (SDGs).

EY Ripples focuses on three areas where we believe we can use our skills, knowledge and experience to make the biggest difference:

1. [Supporting the next generation workforce](#): supporting young and underserved people to develop the mindsets and skills they'll need to find and sustain meaningful work.
2. [Working with impact entrepreneurs](#): helping scale small and growing businesses that purposefully drive progress toward the SDGs.
3. [Accelerating environmental sustainability](#): driving adoption of behaviors, technologies and business models that protect and regenerate the environment while unlocking economic opportunity.

We know that achieving impact on the scale set out by the SDGs and by EY Ripples requires rapid innovation, as well as long-term, collaborative effort across the public, private and non-profit sectors. That's why our approach emphasizes building relationships with clients and other like-minded organizations.

Our goal also acts as a push for continued innovation within EY as we aim to:

- ▶ Offer more exceptional social impact experiences that help EY people develop as inclusive leaders
- ▶ Harness the power of digital technology to expand EY's reach and impact
- ▶ Share insights and perspectives that can accelerate systemic change

As a first step to innovation, we launched a global technology platform designed to make it easier than ever for EY people across the world to find EY Ripples opportunities that match their passions, skills and availability. Already hosting opportunities for 80% of EY people, it will reach global coverage by mid-2020.

These are the early stages of an exciting, multi-year journey – not only to transform our impact on the communities where we live and work, but also to embed positive social and environmental value more deeply in everything we do.

“
EY Ripples aims to mobilize more than 1 million people across EY and wider networks to positively impact the lives of 250 million people by 2025, and 1 billion people by 2030.



Supporting the next generation workforce

Enabling mindsets and skills for the future of work

In a future defined by careers that don't yet exist, the greatest gift we can give young and underserved people is to help them be resilient, adaptable and life-long learners.

This includes focusing on distinctly human capabilities such as initiative and self-reliance, creativity and innovation, and critical thinking and problem-solving.

Beyond established EY member firm initiatives, such as [College MAP](#) in the US and [NextGen](#) in South Africa, we continue to expand our support for some of the world's leading youth-focused NGOs.

For example, we've deepened our relationship with [Junior Achievement](#) (JA), who serve more than 10 million students in over 100 countries annually, helping them prepare for the future of employment and entrepreneurship. This year, we built on our existing collaboration with JA in 9 countries, and signed a global agreement to pilot additional mentoring programs in 18 more countries.

Working with impact entrepreneurs

Helping scale businesses that drive progress toward the UN SDGs

Billions of people around the world are still excluded from opportunities, goods and services that many of us take for granted – clean water, safe and affordable energy to power homes, quality jobs and healthcare, or access to credit.



Image above courtesy of Easy Solar - bringing clean, affordable energy to off-grid families in Sierra Leone.

Impact entrepreneurs are creating some of the [best ideas and boldest actions for tackling inequality](#) via business models that drive progress toward the SDGs. EY has long committed to helping improve impact enterprises' resilience, productivity and capacity for sustainable growth.

Every year, EY people dedicate thousands of hours of not-for-profit consulting support to impact entrepreneurs. These diverse projects are supported around the world and help scale some of the most effective approaches for driving sustainable, inclusive growth. In FY19, EY expertise and guidance has helped boost agricultural livelihoods across Africa, enhance sanitation in India and scale access to affordable solar energy in Sierra Leone.

We also continue to share insights from these projects to help accelerate the development of entire sectors – for example the joint report with Unilever, [How can a trickle become a torrent?](#) which offers guidance on building sustainable enterprises that could bring safe drinking water to tens of millions of people.

In the past decade we have built strong relationships with leading impact investors and entrepreneurship networks. Now, as with the safe water report with Unilever, we are increasingly collaborating with clients to activate shared purpose.

For example, this year the World Bank joined EY in committing to positively affect the lives of 10 million people by 2022. Based on our ongoing support of impact entrepreneurs in its network, EY has also been invited to join TRANSFORM – a cross-sector collaboration with Unilever and the UK Department for Development (DFID), which aims to help 100 million low-income people in Africa and Asia gain access to life-enhancing goods and services by 2025.

Community investment	FY17	FY18	FY19
Hours invested by EY people (000's)	700	739	745
Value of time contributions (US\$m)	47	51	48
Cash investments (US\$m)	58	61	64
Total (US\$m)	105	112	113

Accelerating environmental sustainability

Minimizing environmental impact while unlocking economic opportunity

Tackling social inequality also requires working to avert the worst effects of climate change.

Wherever they occur around the world, climate shocks hit the poorest in society hardest. The World Bank has estimated that, if global temperature rises continue unabated, it could result in 100 million more people living in extreme poverty by 2030.

EY remains committed to driving purposeful action that minimizes the negative impacts of businesses' activities on the environment. EY [Climate Change and Sustainability Services](#) teams help clients understand and act on the risks and opportunities arising from climate change, innovating in areas such as climate resilience, the circular economy, renewable energy, water accounting and alternative waste treatment. Working with clients to understand the sustainability issues that matter most to their businesses, we evaluate supply chains, conduct materiality assessments, create sustainability strategies, and more - ultimately helping clients reduce costs while unlocking sustainable business opportunities.

We also challenge ourselves to operate the EY organization in a more environmentally sustainable way. We've made positive strides in reducing our environment impacts, for example through the award-winning efforts of the UK member firm to [reduce consumption of single-use plastics](#). In April, the US member firm entered into a renewable energy Virtual Power Purchase Agreement (VPPA) to initiate the construction of two large-scale Texas-based wind farms. These wind farms will generate enough zero-carbon electricity to offset the absolute greenhouse gas (GHG) emissions of the US firm, setting it up to be powered by 100% renewable energy in 2020.

While we have succeeded in continuing to reduce our direct emissions from office energy consumption by 15% over the last three years, our indirect emissions from business travel have increased. We are committed to bringing the best of EY from around the world to our clients, and we recognize the need to meet this commitment in innovative ways that can reduce travel and decouple our growth from environmental impact.

Following announcement of a new [global environmental statement](#) last year, we've developed and are implementing detailed member firm plans to prioritize action around business travel, office energy consumption, waste and water use, and sustainable procurement. By summer 2020, EY will finalize and announce environmental commitments that will move us another step toward being a more sustainable and responsible business.

We understand the importance of committing to actions that will tackle the interconnected challenges of climate change and inequality. By adding an environmental sustainability focus to the global EY Ripples program, we are bringing the power of the collective knowledge and experience of EY, as well as the breadth and depth of the EY network, to this critical task. Together, we can work toward a more sustainable future and the achievement of the UN SDGs.

Greenhouse gas emissions: CO2 emissions (metric tonnes)	FY16	FY17	FY18
Total emissions	1,185,000	1,190,000	1,345,000
Emissions per employee (FTE)	5.23	4.89	5.23
Scope 1/2 GHG protocol	209,000	189,000	178,000
Scope 3 GHG protocol	976,000	1,001,000	1,167,000



EY facts and figures

We do not define our success just by financial value; our own financial performance is measured alongside the value we create for clients, for EY people and for society.

04

The Embankment Project's [Long-Term Value framework](#) is built on four value dimensions: consumer/client value, human/people value, social value and financial value.

We have aligned the elements of our ambition to these categories. That means that we do not just define our success primarily by financial value; our own financial performance is measured alongside the value we create for clients, for EY people and for society.

Clients

To help clients grow, optimize, and protect value, we are committed to providing them with an exceptional experience, bringing the whole of the EY organization to meet their needs.

Serving more clients across more markets and industries

Learn more about the companies we serve.

Fortune Global 500 – percentage of companies in index served	FY17	FY18	FY19
Audit client	22%	21%	23%
Non-audit client	56%	61%	61%
All other companies	22%	18%	16%
Total	100%	100%	100%

Forbes Global 2000 – percentage of companies in index served	FY17	FY18	FY19
Audit client	26%	26%	27%
Non-audit client	43%	44%	45%
All other companies	31%	30%	28%
Total	100%	100%	100%

EY audit market share of IPOs (global)	2017	2018	2019
EY ranking by deal numbers	1	1	1
EY ranking by proceeds	1	3	4

Strengthening the EY brand

Our Global Brand Survey tracks our ambition to be the #1 brand among professional services organizations as measured by favorability and distinctiveness across clients and non-clients.

Brand favorability	2015	2017	2019
EY global ranking	2	Tied 1	Tied 1
Best brand in EY regions	7	12 (25% of 28 Regions)	9 (38% of 24 Regions)

People

We are committed to giving EY people an exceptional experience that lasts their entire life. Learn about EY people numbers, employer attractiveness, people engagement and more.

People engagement

We track EY people's perceptions and experiences of EY through our Global People Survey. At EY we think of 'engagement' as a combination of factors – pride, advocacy, commitment and satisfaction – and combine these into an 'engagement index'.

Global People Survey results	FY17	FY18	FY19
Total participants	193,000	203,000	216,586
%age of headcount	81%	82%	81%
Overall engagement	73%	73%	73%
Would recommend EY	74%	73%	75%
Satisfied with EY	68%	67%	69%
Committed to EY	67%	67%	63%
Proud to work for EY	84%	84%	82%

An attractive brand for recruits

We monitor our 'attractiveness' through a range of external benchmarks such as Universum's World's Most Attractive Employer (amongst business students and science/engineering students) and the Great Place to Work (GPTW) Institute.

Universum WMAE ranking – business students	2017	2018	2019
Among Big Four	1	1	1
Overall	4	3	2

Universum WMAE ranking – science/engineering students	2017	2018	2019
Among Big Four	2	2	2
Overall	49	37	43

A great place to work

GPTW institute – 25 best multinational workplaces	2017	2018	2019
Overall	17	19	7

Global recruits and applicants	FY17	FY18	FY19
Job applicants	1,695,789	1,831,174	2,227,404
Hiring – client service	59,040	62,405	69,698

Attrition rate – overall and by gender	FY17	FY18	FY19
Women	18.8%	21.2%	20.4%
Men	18.7%	20.9%	21.0%
Overall	18.7%	21.0%	20.7%

Building careers with impact

We provide the support, experiences and opportunities for people to build their career at EY and beyond.

Promotions	FY17	FY18	FY19
Total promotions	31,950	33,888	41,336
Promotions to partner	669	747	758
% of women among new partners	30%	29%	28%
% of promoted partners from Emerging markets	36%	32%	35%

Skills development

Formal learning	FY17	FY18	FY19
Learning hours delivered	12m	13m	14m
Learning hours per person	51	51	54
Total investment in training (US\$m)	\$500m	\$500m	\$530m

A commitment to diversity

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.

Partners/Principals/Exec Directors/Directors by gender	2017		2018		2019	
	Total	Women/men	Total	Women/men	Total	Women/men
Partners/Principals	11,484	19.7%/80.3%	11,870	20.4%/79.6%	12,309	21.1%/78.9%
Partners/Principals/Exec Directors/Directors	17,410	23.3%/76.7%	18,093	24.0%/76.0%	18,868	24.7%/75.3%
Total people	247,570	47.5%/52.5%	261,559	47.6%/52.4%	284,018	47.6%/52.3%

Leadership groups by gender	2017		2018		2019	
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Global Executive	18	22%/78%	19	26%/74%	16	31%/69%
Global Practice Group	116	22%/78%	122	22%/78%	116	24%/76%
Global Governance Council	39	36%/64%	39	33%/67%	41	25%/75%
Global Client Service Partner*	287	10%/90%	301	12%/88%	300	13%/87%

* Lead client service coordinators on the largest EY clients across the globe

Global employment

We are a major global employer, providing stable, high-quality jobs to a combined number of more than 284,000 people in more than 150 countries – helping more clients, in more places, than ever before.

People by Service Line	FY16 vs FY17	FY17	FY17 vs FY 18	FY18	FY18 vs FY 19	FY19
Assurance	4.9%	86,562	2.6%	88,849	6.0%	94,220
Advisory	11.3%	53,525	11.7%	59,794	12.8%	67,477
Tax	6.9%	49,386	7.3%	53,008	12.4%	59,577
TAS	11.6%	13,654	11.7%	15,246	14.5%	17,461
Practice support	6.6%	44,443	0.5%	44,662	1.4%	45,283
Total	7.3%	247,570	5.7%	261,559	8.6%	284,018

* The FY18 June headcount includes a reclassification of 1,208 people who have been reclassified from Practice Support to Tax SL. This enables a more like v like comparison to FY19, as the equivalent headcount for June FY19 is also classified in Tax SL. Equivalent reclassification from Practice Support to Tax is also reflected in the table above for FY17.

People by Area	FY16 vs FY17	FY17	FY17 vs FY 18	FY18	FY18 vs FY 19	FY19
Americas	2.1%	67,075	4.9%	70,341	6.8%	75,117
Asia-Pacific	7.5%	41,898	4.4%	43,722	10.0%	48,108
EMEIA	7.3%	100,792	5.9%	106,775	7.0%	114,266
Japan	2.6%	7,880	-0.7%	7,824	4.1%	8,145
GDS* – Client Services	31.2%	16,248	15.7%	18,793	21.9%	22,914
GDS – Enablement Services	25.6%	7,200	2.7%	7,397	21.5%	8,988
Exec svcs and functions	1.9%	6,477	3.6%	6,707	-3.4%	6,480
Total	7.3%	247,570	5.7%	261,559	8.6%	284,018

* 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.

Society

We are committed to building trust in the capital markets, and having a positive impact on communities and the planet.

Building trust and confidence

Under our ambition to create long-term value for society we measure the trust and confidence we are building among stakeholders, including regulators.

Internal inspection results of audits in IFIAR-regulated countries	2016	2017	2018
Compliant engagements	68%	73%	75%
Compliant engagements with immaterial findings	24%	21%	19%
Total compliant engagements	92%	94%	94%
Deficient engagements	8%	6%	6%

Internal inspection of all audits	2017	2018	2019
Compliant engagements	71%	72%	75%
Compliant engagements with immaterial findings	21%	21%	19%
Total compliant engagements	92%	93%	94%
Deficient engagements	8%	7%	6%

Our impact in society

Under our ambition to create long-term for society we measure our community investment.

Community investment	FY17	FY18	FY19
Hours invested by EY people (000's)	700	739	745
Value of time contributions (US\$m)	47	51	48
Cash investments (US\$m)	58	61	64
Total (US\$m)	105	112	113

Environmental impact

Under our ambition to create long-term for society we measure our environmental impact.

Greenhouse gas emissions: CO2 emissions (metric tonnes)	FY16	FY17	FY18
Total emissions	1,185,000	1,190,000	1,345,000
Emissions per employee (FTE)	5.23	4.89	5.23
Scope 1/2 GHG protocol	209,000	189,000	178,000
Scope 3 GHG protocol	976,000	1,001,000	1,167,000

Revenue and growth

Our ability to achieve our ambition and fulfil our purpose depends on our sustained and sustainable financial success. Our financial ambition is to be the profession's long-term growth leader and to adapt and find new ways to grow in our ever-evolving landscape.

Revenue

Revenue by Service Line (US\$b)	FY16 vs FY17	FY17	FY17 vs FY18	FY18	FY18 vs FY19	FY19
Assurance	4.0%	11.6	4.4%	12.6	4.4%	12.6
Advisory	10.4%	8.5	10.1%	9.6	9.2%	10.2
Tax	7.9%	8.2	6.4%	9.0	8.6%	9.5
TAS	15.5%	3.1	13.9%	3.6	15.5%	4.1
Total	7.8%	31.4	7.4%	34.8	8.0%	36.4

Revenue by Area (US\$b)	FY16 vs FY17	FY17	FY17 vs FY18	FY18	FY18 vs FY19	FY19
Americas	7.0%	14.5	7.3%	15.6	8.5%	16.7
Asia-Pacific	11.3%	3.6	10.5%	4.1	9.1%	4.3
EMEIA	8.6%	12.2	6.9%	13.9	7.1%	14.2
Japan	-2.0%	1.1	3.2%	1.2	7.5%	1.2
Total	7.8%	31.4	7.4%	34.8	8.0%	36.4

5-year CAGR

8.3%

Global investment and footprint

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

Revenue growth by market type	FY17	FY18	FY19
Emerging markets	8.9%	10.0%	10.7%
Developed markets	7.6%	6.9%	7.4%
Total	7.8%	7.4%	8.0%

Revenue from emerging markets	FY17	% of total	FY18	% of total	FY19	% of total
	5,417	17.2%	6,061	17.4%	6,239	17.1%

Leadership and locations

05

Leadership team

The Global Executive is our highest body, focusing on strategy, execution and operations. Its membership brings together all the elements of our global organization, including the leaders of our geographic Areas and service lines.

Carmine Di Sibio

EY Global Chairman and Chief Executive Officer

Andy Baldwin

EY Global Managing Partner – Client Service

Lou Pagnutti

EY Global Managing Partner – Business Enablement

Trent Henry

EY Global Vice Chair – Talent

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 (TAS)

Kelly Grier

EY Americas Area Managing Partner

Patrick Winter

EY Asia-Pacific Area Managing Partner

Julie Teigland

EY EMEIA (Europe, Middle East, India and Africa)
Area Managing Partner

Alison Kay

Chair of the Global Accounts Committee

Rajiv Memani

Chair of the Emerging Markets Committee

Albert Ng

Emerging Market Committee Member

Jessie Qin

Member firm partner on rotation

Area and Regional Managing Partners

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

Americas

Kelly Grier
EY Americas Area Managing Partner

Frank Mahoney
USA – West

Ronen Barel
Israel

Julie Boland
USA – Central

Anthony Caterino
Financial Services Organization

Manuel Solano
Latin America – North

Rich Jeanneret
USA – East

Jad Shimaly
Canada

Ted Acosta
Latin America – South

EMEIA

Julie Teigland
EY EMEIA Area Managing Partner

Marcel van Loo
Financial Services Organization

Abdulaziz Al-Sowailim
MENA

Ajen Sita
Africa

Ute Benzel
Germany, Switzerland, Austria

Jesper Almstrom
Nordics

Jacek Kedzior
Central, Eastern and Southeastern
Europe & Central Asia

Rajiv Memani
India

Steve Varley
UK and Ireland

Donato Iacovone
Mediterranean

Alain Perroux
Western Europe Maghreb

Asia-Pacific

Patrick Winter
EY Asia-Pacific Area
Managing Partner

Albert Ng
Greater China

Jin Sug Suh
Korea

Nam Soon Liew
Asean

Koichi Tsuji
Japan

Tony Johnson
Oceania

Gary Hwa
Financial Services Organization

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

EY Global Vice Chair – Industry

Greg Cudahy

Technology, Media & Telecoms

George Atalla

Smart Infrastructure

Benoit Laclau

Energy

Kristina Rogers

Consumer

Andres Saenz

Private Equity

Randall J. Miller

Advanced Manufacturing & Mobility

Gary Hwa

Financial Services

Pamela Spence

Health Sciences & Wellness

Global Governance Council

The Global Governance Council consists of senior client-serving partner-ranked professionals drawn from member firms across EY 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

Americas FSO

Udanda Clark
Laura Giovacco

East

Becky Carey
Gaurav Gupta

Latin America - South

Sergio Almeida

Canada

Glenn Parkinson

Israel

Chen Shein

West

Beth Carr
Bill Strait

Central

Malcomb Coley
Andrew Lee

Latin America - North

Carlos Rochin

National Practices

Pilar Dostal
Barak Ravid

Asia-Pacific Regions

Asia-Pacific FSO

Warrick Gard

Japan

Koji Fujima
Masami Koike

Oceania

Trent van Veen (Presiding Partner)

Greater China

Vincent Chan

Korea

Dong Chul Kim

EMEIA Regions

Africa

Shailen Ramgoolam

India

Jayesh Sanghvi

WEM

Herman de Ruijter
Gilles Puissochet

CESA

Dilek Cilingir
Natalia Starygina

Med

Javier Sanchez Ramos

UK and Ireland

Alison Duncan
Chris Voogd

EMEIA FSO

Paul Nijssen
Aidan Walsh

MENA

Yasmeen Muhtaseb

Nordics

Bengt Nyholm

GSA

Ole Halfpap
Helen Pelzmann

Global Independent Non-Executives

CK Chow
Jurgen Kluge
Atsushi Saito
David Thorburn

Areas

EY member firms are organized into Regions that are grouped into three geographic Areas: Americas; EMEIA; and Asia-Pacific.

Americas

Canada

Financial Services Organization

Bahamas, Bermuda, British Virgin Islands, Cayman Islands, United States

Israel

Latin America – North

Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Venezuela

Latin America – South

Argentina, Brazil, Chile, Paraguay, Uruguay

USA – Central

Aruba, Barbados, Jamaica, Curacao, Puerto Rico, Saint Lucia, Trinidad and Tobago

USA – East

USA – West

EMEIA

Africa

Angola, Botswana, Ghana, Kenya, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, South Africa, Tanzania, Uganda, Zambia, Zimbabwe

Central, Eastern and Southeastern Europe & Central Asia

Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Georgia, Greece, Hungary, Kazakhstan, Kosovo, Kryrgyz Republic, Latvia, Lithuania, FYR of Macedonia, Malta, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, Ukraine, Uzbekistan

Financial Services Organization

Gibraltar

Germany, Switzerland & Austria

Austria, Germany, Liechtenstein, Switzerland

India

Bangladesh, India

Mediterranean

Italy, Portugal, Spain

Middle East and North Africa

Afghanistan, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Pakistan, Palestinian Authority, Qatar, Saudi Arabia, Syria, United Arab Emirates

Nordics

Denmark, Finland, Iceland, Norway, Sweden

UK & Ireland

Republic of Ireland, United Kingdom

Western Europe Maghreb

Algeria, Belgium, Cameroon, Chad, Congo, Democratic Republic of Congo, Equatorial Guinea, France, Gabon, Guinea, Ivory Coast, Luxembourg, Monaco, Morocco, Senegal, The Netherlands, Tunisia

Asia-Pacific

Asean

Brunei, Cambodia, Guam, Indonesia, Laos, Malaysia, Maldives, Myanmar, N. Mariana Islands, Philippines, Singapore, Sri Lanka, Thailand, Vietnam

Financial Services Organization

Greater China

Mainland China, Hong Kong, Macau, Mongolia, Taiwan

Japan

Korea

Oceania

Australia, Fiji, New Zealand, Papua New Guinea

About EY

EY is a global leader in assurance, tax, transaction and advisory services. 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.

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