

How can value realized today reshape tomorrow?

EY Value Realized 2022:
reporting progress on
global impact



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



EY

Building a better
working world

EY values: who we are

All EY people live by a set of shared values that define who we are.

These values 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 EY professionals serve clients and engage with our communities.

We are, and always will be:

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

The EY purpose

EY's purpose is *Building a better working world*.

The insights and quality services we provide 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 our stakeholders. In so doing, we play a critical role in building a better working world for EY people, for clients and for our communities.

In a world that's changing faster than ever, our purpose is our guide – providing the context and meaning for the work we do every day – and will be the foundation for any future EY businesses.



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Letter from the EY Global Chairman and CEO

EY Value Realized 2022 is our annual report on the impact we have on our stakeholders – EY people, clients and society as we execute on the EY NextWave strategy and ambition: to create long-term value as the world's most trusted, distinctive professional services organization.

Creating long-term value for EY stakeholders

What does creating long-term value mean? For EY people, it means giving them the experiences, training, skills and support they need to build a career that is unique to them. In FY22, we spent more than US\$300 million on training and delivered more than 59 hours of training per person. There are now more than 250 different [EY Badges](#) on offer, ranging from AI to sustainability, impact entrepreneurship to supply chain planning. Since the program was launched in 2017, more than 280,000 EY Badges have been awarded.

Creating long-term value for EY people also means keeping them safe. At the outset of the war in Ukraine this year, our immediate focus was on helping EY colleagues and their families who wanted to leave, as well as those who had to, or chose to, stay. EY crisis and mobility teams worked in tandem to provide transport, accommodation, food and medical care; EY member firms have also gone on to collectively raise US\$1.8 million to provide additional support for EY people, their families and communities.

In light of the war in Ukraine, the EY global organization also made the difficult decision to separate the Russian and Belarusian member firms from the global network. This is now [complete](#).

I have been humbled by the many ways EY people came together in support of EY colleagues, as well as the wider community impacted by the war, and I want to thank the EY people and leaders who have been front and center of our efforts in this.

Creating long-term value for society means having a positive impact on the planet and on the communities in which we live and work. We have reduced our carbon emissions globally by 56% from our FY19 baseline, ensuring that we remain on track for our 2025 net-zero target. In addition, in FY22, more than 91,000 EY people from 129 countries devoted their time and skills on EY Ripples projects, positively impacting 27 million lives. We have positively impacted more than 81 million lives since the launch of EY Ripples in 2018, and we continue to make good progress toward our ambition to positively impact 1 billion lives by 2030.

We also work with like-minded organizations – government bodies, nonprofits, multinational corporations and impact investors – to achieve together what no single organization could achieve alone. For example, this year we [expanded the relationship with Microsoft](#) to increase social equity in the digital economy, providing training and skills development opportunities to support millions of people to enter or re-enter the workforce or build new businesses by 2025.

For clients we create long-term value by building trust and transparency in business and the capital markets, and helping them to grow, optimize and protect value. We innovate, collaborate globally and embed technology into everything we do – today more than 60,000 technologists, working under the Tech@EY banner help drive technology and data-enabled business transformation for EY clients. We continue to bring the best of EY (service lines, sector knowledge and our ecosystem of alliances) to meet clients' increasingly complex needs, particularly around their transformation challenges, and help them adjust to a fast-changing and dynamic world.

A record year

Our focus on the value EY member firms create for stakeholders has made us a successful and sustainable organization, and we've experienced exceptional growth this year. The energy and commitment of EY people has led to our highest reported growth in almost two decades, with EY now a US\$45.4 billion organization growing at 16.4% in local currency.

Measuring and reporting on our progress, beyond the financial results, is an important way for us to hold the organization accountable to the EY purpose, strategy, ambition and the individual commitments we make to colleagues, clients and society. It also shows us where we need to improve.

In this year's Value Realized report we share stories of our far-reaching global impact and the value we are creating – for 365,000 EY people worldwide, for clients in every sector and geography and for the communities in which we live and work. This year we also expanded our reporting on progress toward realizing that value by incorporating increased environmental, social and governance (ESG) disclosures; using the World Economic Forum's International Business Council (WEF-IBC) Stakeholder Capitalism Metrics as well as the United Nations Global Compact (UNGC); and the United Nations Sustainable Development Goals (UN SDGs). I am pleased that EY continues to be a participant in the UNGC, and in this report I reaffirm our commitment toward its Ten Principles.

Taken together, EY is in a position of great strength, and I'm so proud of all that we have achieved.

Looking ahead

We have an exciting future ahead. As announced at the beginning of September, EY leaders reached the decision to move forward with partner votes to separate into two distinct organizations. One would be a simplified, more agile global network of multidisciplinary member firms committed to assurance, tax and advisory services with all the capabilities required to deliver high-quality audits, serve the public interest, and focus on the CFO agenda and sustainability. The other would be a new global corporate organization comprising Consulting, the majority of Tax, Strategy and Transactions, and managed services focused on clients' growth, risk, and transformation agendas, enabled by technology. Partner votes, held over the course of FY23, will determine whether we move forward.

We recommended taking this bold step because we believe this is the way we can better serve EY people, clients, and broader stakeholders in a once-in-a-generation opportunity to redefine the future of professional services.

With two separate organizations, we believe we would create better and more dynamic career opportunities; EY people can learn more, take on new roles, and explore different mobility options.

It would also mean increased access to capital to reinvest in people and client services and solutions, with a laser focus on the issues that matter most to clients and stakeholders.

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

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

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



A handwritten signature in black ink, appearing to read 'C. Di Sibio'.

Carmine Di Sibio
EY Global Chairman and CEO

September 2022

Creating long-term value for all stakeholders

People value

82% of EY people agree their experience is exceptional

3.9m people applied to join EY in FY22

280,000 EY Badges awarded since program began

130 EY Tech MBA and EY Masters graduates

450 EY Badges awarded every day

Only Big Four organization on the Fortune 100 Best Companies to Work For® list every year for the last 24 years

Largest-ever class of PPEDD** with 35% women (FY22)

Societal value

US\$1b investment to facilitate trust and transformation through assurance services

81m+ lives positively impacted since EY Ripples launched and on track to meet 1b target by 2030

#1 Sustainability leader for outstanding work helping companies achieve sustainability goals, according to Verdantix

Over **5,000** EY Badges in sustainability completed

On track to meet target of **100%** renewable energy in EY offices by 2025

Client value

80% of EY businesses on cloud

More than **60,000** technologists in EY

99 ecosystem partners

Preferred auditor to take companies public since 2012

Sustainability engagements delivered to over **3,000** clients

Invested **US\$3.2b** in FY22 as part of 3-year, **US\$10b** commitment to audit quality, innovation, technology and people

Financial value

Total revenues of **US\$45.4b**

16.4% growth (LC*)

Highest growth rate in nearly two decades

Assurance
Growth: 8.9%
Revenue: US\$14.4b

Consulting
Growth: 27.1%
Revenue: US\$13.8b

Strategy and Transactions
Growth: 25.4%
Revenue: US\$5.9b

Tax
Growth: 10.5%
Revenue: US\$11.3b

8.4% 8-year CAGR (2014-22)

EMEA
14.4% growth
Revenues of US\$17.1b

Americas
19.3% growth
Revenues of US\$21.1b

Asia-Pacific
13.1% growth
Revenues of US\$7.2b

**Partners, Principals, Executive Directors and Directors

*Local currency

An update on what's material to EY – identifying what matters to our stakeholders

Understanding the needs and interests of all stakeholders is fundamental to executing on the EY NextWave strategy and delivering on the ambition to deliver long-term value to EY people, clients and society.

To aid in this understanding, we conduct formal materiality assessments to prioritize topics that are both: most important to EY's business performance and where EY can have the greatest impact on stakeholders. We are then able to act on our findings by embedding these topics even more deeply into the EY business strategy, in response to stakeholders' needs. We have conducted materiality assessments in the past and are committed to updating them on a regular basis to reflect changes in business and stakeholder priorities, along with global trends.

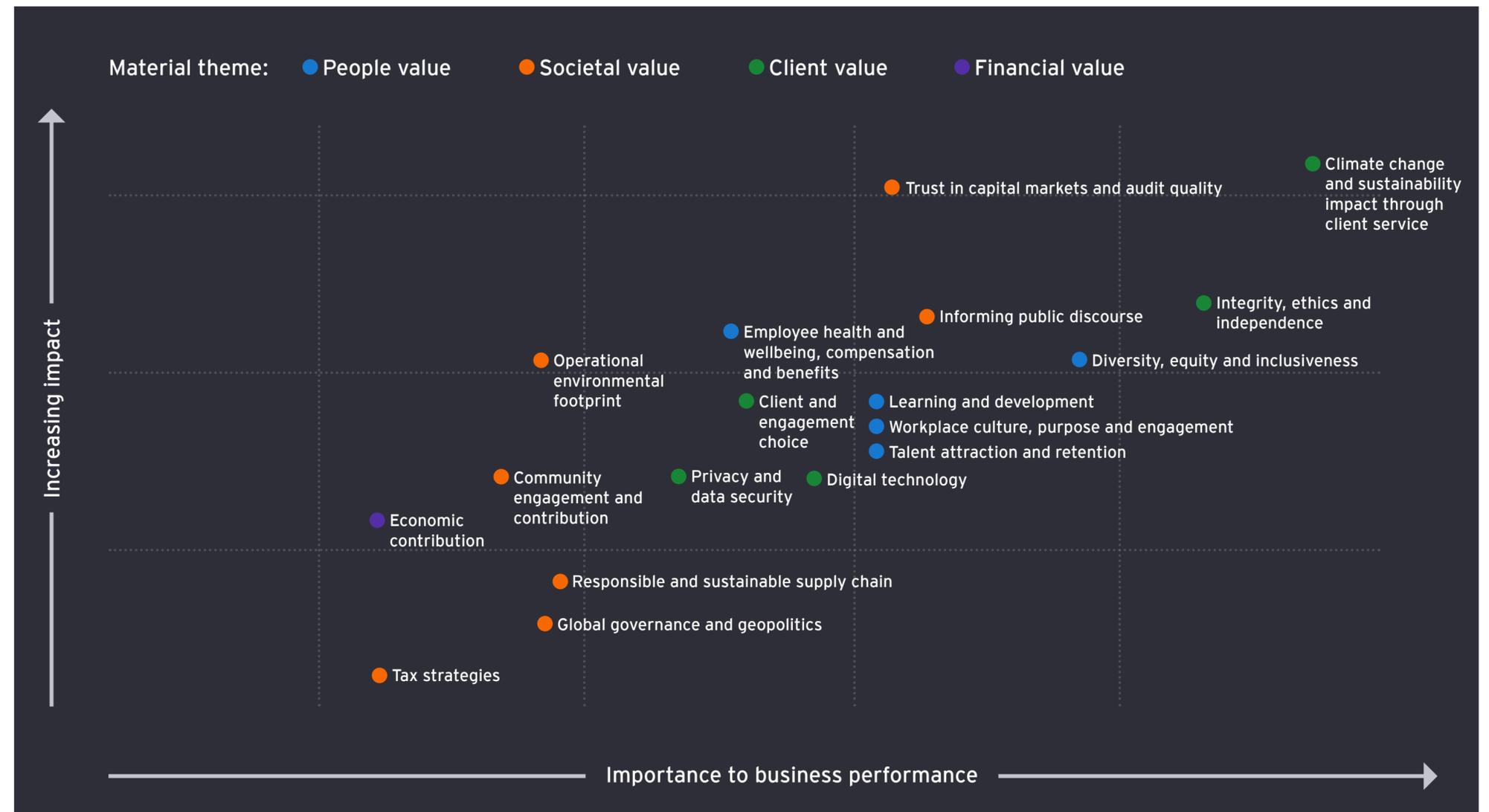
The most recent materiality assessment, based on the concept of double materiality, was conducted in FY22 by EY professionals on the Climate Change and Sustainability Services team guided by the Global Reporting Initiative (GRI) framework and considering future reporting requirements. The robust process included senior leadership input; external stakeholder interviews with clients, regulators and academics; industry and peer analyses; employee focus groups; internal and external media and communication reviews; and impact analysis.

From previous materiality assessments and looking ahead, we continue to further integrate these topics into the EY governance model and enterprise risk processes – this allows us to fully integrate sustainability into EY strategic priorities.

The results of the most recent assessment are indicated in the following materiality matrix. All topics indicated are material to EY, with the topics in the upper-right quadrant being the most material to EY stakeholders and EY business performance with opportunity for greatest impact.

As we have prioritized the most material topics, we acknowledge the interconnected nature of environmental, social and governance (ESG) topics and consider all topics listed on the matrix as areas of importance – understanding the progress made in one area may have impact on others.

For definitions of the highest priority material topics and more information please refer to [page 34](#).



Creating long-term value for EY people

We are committed to delivering on our promise to all EY people: The exceptional EY experience – it's yours to build.



280,000
EY Badges awarded

“The exceptional EY experience. It’s yours to build” is the EY promise to its people – that we will provide the opportunities, the tech, the learning, the scale, and a diverse, equitable and inclusive culture to enable them to build their own exceptional experience.

Continuing lifelong learning

Following the success of the [EY Tech MBA](#) in 2020, with the first class of graduates in 2021, this year we launched two new fully accredited qualifications in association with Hult International Business School – an [EY Masters in Business Analytics](#) and the [EY Masters in Sustainability](#). These Masters are free for EY people, regardless of rank or location, with the aim of helping them gain the knowledge, practical skills and experience they need to create long-term value for clients, people and society.

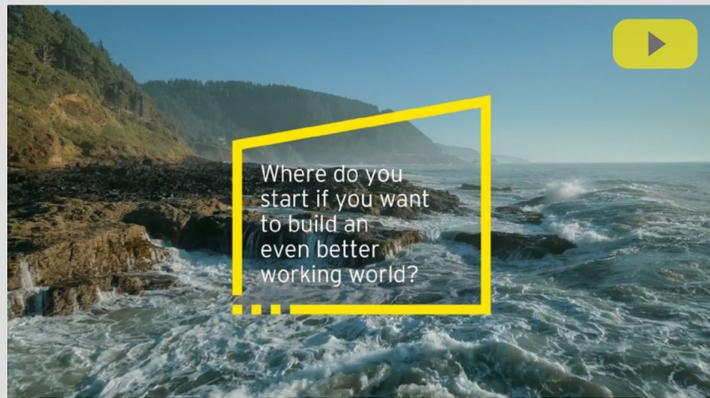
With the EY Tech MBA and our two additional degree offerings, we expect more than 250 graduates in the coming fiscal year.

All of our EY degrees are built on the [EY Badges](#) program. There are 254 Badges on offer from Bronze level to Platinum across three pillars (technology, business and leadership) and 25 topics - ranging from artificial intelligence to sustainability to supply chain planning. The badges combine a learning component with practical application, enhancing participants’ ability to deliver relevant services to clients and coach their colleagues. This year we’ve awarded 120,000 Badges, taking our total to more than 280,000 since the program’s inception in 2017.

EY people on the move

One of the most powerful experiences we offer EY people is the opportunity to work across cultures and borders. To provide equitable access to mobility experiences for all EY people, this year we brought together the best parts of the legacy mobility programs to create Mobility4U. A new, streamlined program, it’s a single point of access for short- and long-term global assignments. It gives users the opportunity to work across geographies and service lines and broaden their global mindset and network.

This year we celebrated 120 new EY Tech MBA graduates. Hailing from across the world and different parts of EY, we're proud of their hard work and dedication.



Building transformative leaders

This year we celebrated the largest-ever number of partners, principals, executive directors and directors (PPEDD) promotions – 2,424, of which 35% were women. These promotions reflect the strength of the EY organization and our confidence in the future. Through the EY NextWave strategy and ambition, we remain committed to investing in the next generation of leaders and giving everyone at EY opportunities to grow and develop, as evidenced by the nearly 50,000 EY people who were promoted around the world this year.



We remain committed to investing in the next generation of leaders.

Enabling a unique career journey

As clients' needs continue to evolve and become even more complex, we need people from a broader range of backgrounds. Today there are more than 60,000 EY technology professionals working alongside people with backgrounds in strategy, consulting, accounting, finance, sustainability, law and tax.

While recruiting from this wider pool of talent, we recognize that peoples' expectations of work, their careers and what success means are evolving too. The EY NextWave Careers frameworks – organized around specific business capabilities – include globally consistent role profiles with clarity around the responsibilities, technical and business skills, and knowledge typically expected at a certain rank. This provides EY people with the right guidance to plan, grow and bring out the best in themselves and others, and provides EY leaders with greater insight into the skills in the EY workforce – paving the way for better business decisions around resourcing, strategic workforce planning, recruiting, learning and development, and reward.

Listen to our webcast featuring Jacky Wright, Chief Digital Officer at Microsoft US, and Suzi Russell-Gilford, EY Global Microsoft Tax Alliance Leader, who share their insights on how to thrive as a woman in tech and build a successful career.

Listening to EY people

Understanding how people are feeling, and what they need, is crucial to enabling their personal and professional success. Listening tools like EY People Pulse – a short survey we offer to EY people three times a year – is one of the ways we do this. We think it's important to continue to share experiences, areas of improvement and new ideas and proposals – arguably truer in today's constantly

changing and challenging world. Today 82% of EY people agree that their experience is exceptional. We know that there is more that we can do, and initiatives like EY People Pulse help focus how we can improve the experiences of EY people.

This year, **3.9** million people applied to work at EY, out of which we hired 133,000. We also implemented new technology to bring an exceptional job search experience for candidates. This includes a suite of mobile-enabled technologies – so that candidates can search for jobs on the go – and a simpler, more integrated hiring process.



Today 82% of EY people agree that their experience is exceptional.

As people return to the office safely, we are also committed to optimizing the way we work with each other and with EY clients. We have long believed in the importance of flexible working. In a post-COVID-19 world, we continue to use what we have learned, including through listening, to ensure that hybrid working – part home, part EY office – offers the right level of flexibility, so that EY people have the time they need for learning and development, volunteer opportunities and their wellbeing.

Helping EY people prioritize their wellbeing helps ensure they have a more well-rounded and positive EY experience.

We recognize that mental health and wellbeing are key concerns for our profession. Given this, we strive to provide a safe work environment for all EY people and frequently review EY wellbeing benefits to align with their needs.

Today, the global EY organization offers more than 100 wellbeing programs across four pillars – physical, mental/emotional, social and financial. These offerings include employee assistance programs and wellbeing apps that focus on sleep and exercise; physical challenges; reimbursement funds for wellness-related purchases (e.g., exercise equipment, nutritionist); and expanded coverage and support for mental health. In addition, we are actively building a culture of care that includes wellbeing education and understanding and setting boundaries. As an example of this expanded and elevated focus, EY Americas has appointed a [Chief Wellbeing Officer](#), dedicated to meeting the physical, emotional, financial and social wellbeing needs of EY people. We also have an extensive mindfulness network with global and regional leaders who are passionate about supporting the development and wellbeing of EY people. We continue to examine how we can demonstrate a strong commitment to self-care and supporting EY people to find the right level of balance for their life circumstances.

Wherever your working world takes you

The EY alumni network consists of more than 1 million people doing great things in business, as entrepreneurs, in government, in academia and in their communities. The network helps connect EY people, past and present, to more opportunities, more resources and more of the people they need to know for the future. There are currently more than 80,000 EY alumni working at our largest global accounts, of which more than 7,000 are board members at the C-suite level. It's a mutually beneficial relationship, allowing alumni to continue to build on the EY legacy they created and helping EY to continue to deliver on our promise to build a better working world.



100

wellbeing programs

A more diverse, equitable and inclusive workplace

Diversity, equity and inclusiveness are core to who we are, how we work and how we live our values.

We hold a collective commitment to continue to nurture an environment where all differences are valued, practices are equitable, and everyone experiences a sense of belonging – where people are inspired to team and lead inclusively in their interactions every day.

To help EY clients tackle their toughest challenges we need the best ideas from the broadest group of people, and the EY value of inclusiveness underpins our actions to create meaningful work experiences for all EY people. EY leaders are focused on ensuring that opportunities are equitable, differences are valued, people feel supported, and all voices are heard.

To demonstrate our commitment, the EY Global Executive, the highest EY leadership body, signed the [Global Executive Diversity, Equity and Inclusiveness Statement](#). Not only does this reinforce that DE&I is a key business lever, but it also ensures that we hold ourselves accountable for progress.

To reflect the changes in our diversity and inclusiveness (D&I) journey and thought process, we've evolved how we consider D&I at EY globally – to explicitly incorporate equity. Equity accounts for the uniqueness we all bring – recognizing that different individuals and social groups have different needs, starting points and opportunities.

We now refer to our work as diversity, equity and inclusiveness (DE&I). It better reflects who we are and how we work. It shows our commitment to shaping environments that support inclusive experiences and remove barriers impeding equal outcomes – so everyone can thrive.

As such, the Global Executive will promote representation of the broad range of differences across EY globally at the most senior levels within the organization. To drive consistent progress around the world we use the [DE&I Roadmap and Culture Change Continuum](#), our approach and methodology for DE&I that sets out our journey.

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To help clients tackle their toughest challenges, we need the best ideas from the broadest group of people.

The roadmap is brought to life by the EY Global Diversity, Equity and Inclusiveness Steering Committee (GDEISC), co-chaired by EY Global Chairman and CEO Carmine Di Sibio and EY Global Vice Chair – Diversity, Equity & Inclusiveness Karyn Twaronite. Its members, drawn from across the organization, explore challenges, surface successful practices and collaborate on solutions.

To help all EY people become more inclusive leaders and team members, we developed an e-learning program focused on the foundational behaviors of inclusive leadership. Last year the **Inclusive Leadership for All course became available to all 365,000 people** in the global EY organization, with more than 167,000 people completing the course since its launch.

For accountability to DE&I progress across the EY organization, we use the Global DE&I Tracker as a measurement of diversity and inclusiveness that covers a range of differences, both visible and not visible, including people's lived experiences. It sets a business and industry best-in-class standard in both representation and inclusiveness goals and tracks progress across the EY organization globally and for each business unit and service line in support of our NextWave ambition and strategy. This is the third year using the Global DE&I Tracker, and we have seen continued compounding progress of tracker results across the EY organization.

EY people work hard every day to help build a more inclusive working world, and are proud when respected organizations recognize our efforts.

In 2020 we set up the Global Social Equity Task Force (GSET) to develop and prioritize cohesive global actions. The GSET is sponsored by EY Global Chairman and CEO Carmine Di Sibio and led by EY Global Vice Chair – Consulting Errol Gardner; EY Global Vice Chair – Diversity, Equity & Inclusiveness Karyn Twaronite; and EY Asia-Pacific Area Managing Partner Pat Winter. Comprised of EY leaders from around the world, representing a wide range of backgrounds and perspectives, the GSET’s work has been anchored by this statement: *We commit to advance social equity and inclusive growth. We stand against injustice, bias, discrimination and racism.*

To deliver on EY commitments to advance social equity, our focus areas include:

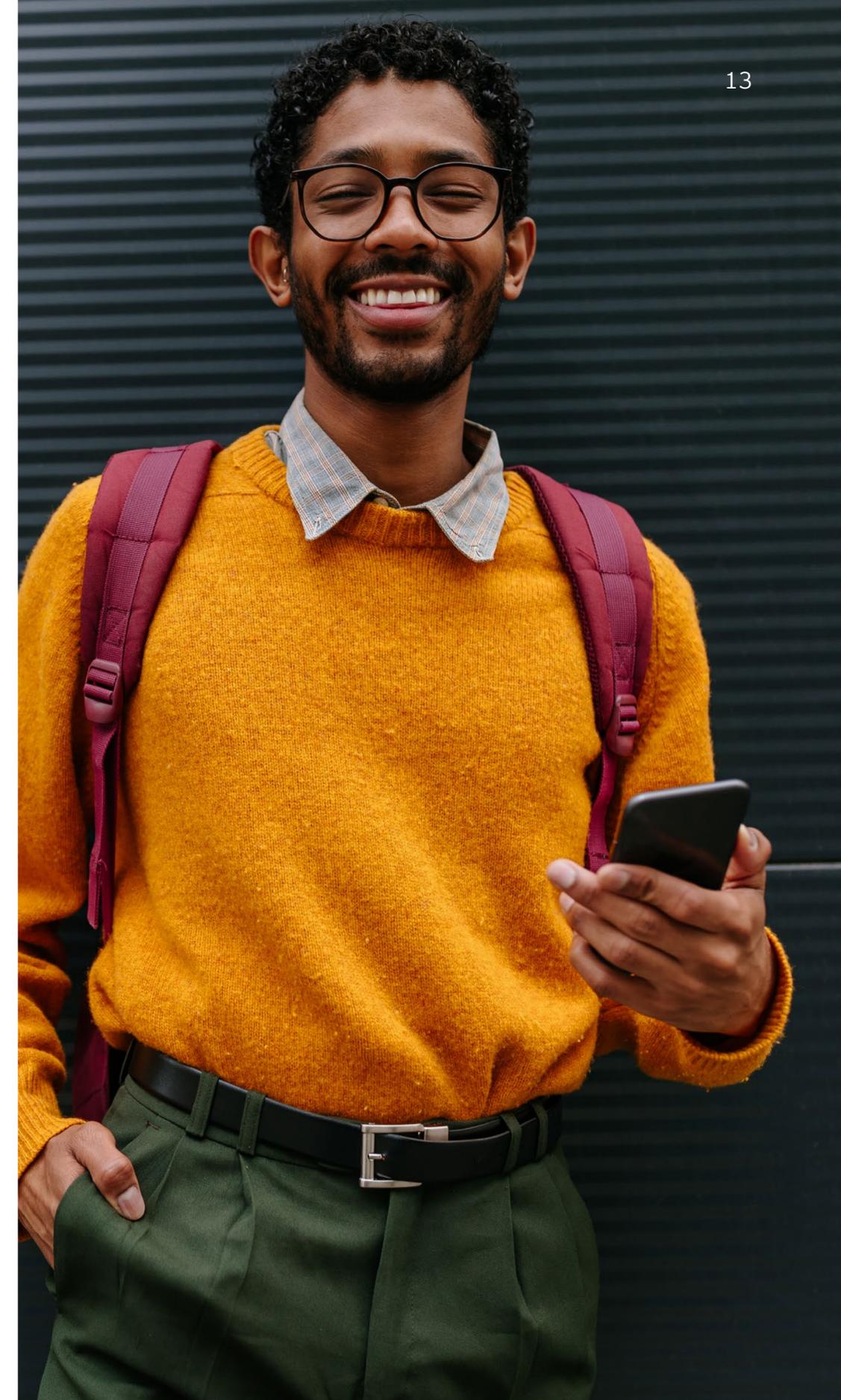
- ▶ Raising consciousness of social equity and inclusiveness
- ▶ Challenging internal systems, processes and programs through an equity lens
- ▶ Building higher level inclusive leadership practices and skills among all EY people
- ▶ Inspiring greater social equity and inclusiveness among clients, suppliers and communities

Embedding equity into the talent processes

This year (FY22), EY set baseline expectations for all EY Regions and countries to meet for the year-end performance management and reward processes. The baseline ensures that all countries are meeting a consistent “minimum standard” in how we are applying equity in these two key talent processes. EY Regional Managing Partners attested that pay equity reviews took place and confirmed that the baseline expectations were met in their Regions.

As recommended by the GSET, an internal global social equity campaign was launched as part of ongoing efforts to advance social equity and inclusive growth. The objective was to heighten global social equity awareness for EY people through hearing and learning from the experiences of colleagues. With willingness to listen and learn from others’ lived experiences, we can shift our perspectives and better understand the challenges and “outsider” experiences they may face, which may differ from our own. Through greater understanding, empathy, and stronger connections, we’re able to be better, more inclusive colleagues and teammates.

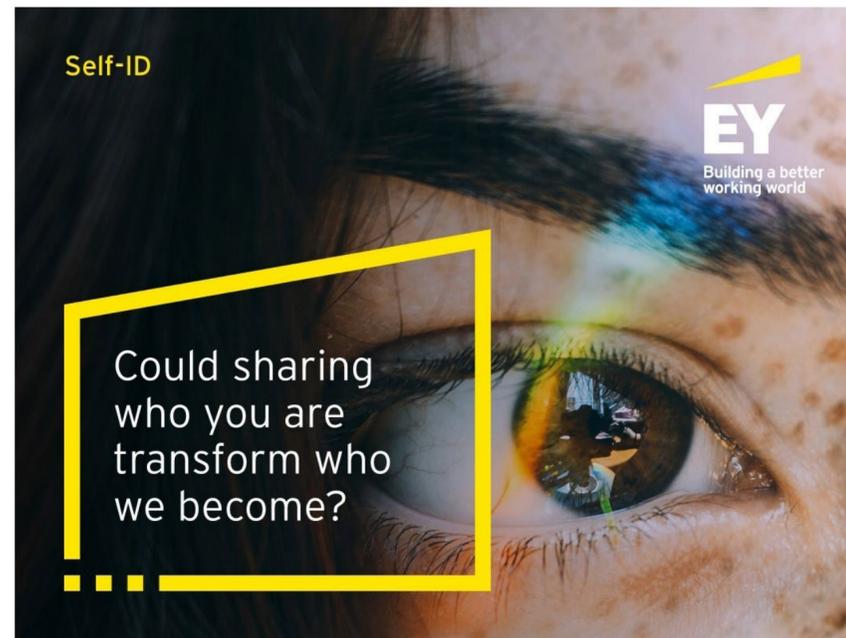
In the US, [the EY Alliance with The King Center](#) offers clients a unique opportunity to integrate the teachings of Dr. Martin Luther King Jr. into their own DE&I strategy and initiatives. Also, as part of EY’s long-standing relationship with the World Economic Forum, we are an active member of several other global initiatives aimed at elevating and sharing DE&I best practices and insights.



Boosting a sense of belonging for everybody

Expanding self-identification (Self-ID) capabilities

To help us better understand and support the needs of all EY people and ensure hidden inequities are uncovered and addressed, we launched expanded global Self-ID capabilities during the past year – an increased range of choices for EY people to complete under “personal information.” This provides us with a deeper understanding of the EY population, so we can strengthen our commitment to driving greater equity in areas relating to career development by monitoring and analyzing demographic trends and gaps. All information shared is optional and confidential.



Driving disability inclusion at EY and beyond

Hank Prybylski, EY Global Vice Chair – Transformation, was appointed as the Global Executive Sponsor for Disability in 2021. Today, each EY Area Managing Partner appoints a senior leader as Disability Executive Sponsor; together, they drive disability inclusion throughout EY business strategies and day-to-day practices.

As part of the EY commitment to advancing disability inclusion in business, we're expanding our role with [The Valuable 500](#) – a global initiative of 500 organizations committed to innovating together for disability inclusion. EY Global Chairman and CEO Carmine Di Sibio is one of The Valuable 500's 13 Iconic Leaders – a group of CEOs committed to co-creating solutions to advance opportunities for people with disabilities. EY is also an early adopter of Generation Valuable, which will identify and build a community of disabled people who share their experiences upward to show C-suite leaders how to make businesses more inclusive. Participants will be paired with a mentor at the C-suite level within their organization and will conduct a deep dive into each of the Valuable 500's transformation pillars.

A neurodiverse world is a better working world

Tapping into the talents of neurodivergent professionals in the EY Neuro-Diverse Centers of Excellence helps us accelerate EY clients' technology transformation plans and drive creativity to solve the most challenging problems.

EY has six Neuro-Diverse Centers of Excellence in the US, with others in Canada, Costa Rica, India, Poland, Spain and the UK, and works with clients to support their own scalable neurodiversity programs. More than 300 EY people working in these centers of excellence have helped develop creative solutions that save millions of service delivery hours and enable even more innovative and efficient client service.



People who are on the autism spectrum are often technologically inclined and detail oriented. They often possess exemplary math, pattern recognition and memory skills. [Listen as Hiren Shukla](#), EY Global and Americas Neuro-Diverse Center of Excellence Leader, talks with thought leaders from ServiceNow and Ivey Business School about how tapping into neurodivergent talent can help fill critical skills needs and drive transformation, innovation and sustainable growth.

Women. Fast forward

At EY, we are creating an inclusive culture to enable women's potential to truly transform society and build a better working world.

The EY global [Women. Fast forward](#) platform seeks to empower a diverse workforce by enabling women and girls to reach their potential through education, mentorship, innovation and entrepreneurial opportunities. The aim is to close the gender gap and nurture an environment where everyone can become architects of the transformative age.

This global platform engages EY people, clients and communities to advance gender equality across three pillars:

- ▶ Women entrepreneurs
- ▶ Women in leadership
- ▶ Next generation

Some of the global campaigns and programs under the Women. Fast forward umbrella include [EY Entrepreneurial Winning Women™](#), [Entrepreneur mentoring community](#), [EY Women Athletes Business Network](#), [EY NextGen Women](#), [EY Ripples](#), [the EY STEM App](#), and [EY Women in Technology](#).



We're [rolling out the EY STEM App](#) to seven additional countries following a successful pilot in India and the US. For example, EY MENA is collaborating with the UAE Minister of Governmental Development and the Future and Emirates Schools Establishment to impact the minds and future careers of 10,000 young Emirati girls around the country. The app aims to inspire girls aged 13 to 18 to pursue STEM (science, technology, engineering and mathematics) careers. We're proud that the pilot received recognition from the Nobel Prize Summit, the UN Global Compact on Gender Equality, the OECD Observatory of Public Sector Innovation and the International Center for Research on Women. Read more about how we are [helping to inspire the next generation of women in STEM](#).

Standing with the EY LGBT+ community

To celebrate International Day Against Homophobia, Transphobia and Biphobia (IDAHOTB) this year, we released a new IDAHOTB video to all EY people, featuring EY leaders in conversation, highlighting the importance of allyship and visible LGBT+ role models. Local Unity (EY's LGBT+ network) chapters also held many IDAHOTB events and celebrations around the globe. EY member firms have also implemented impactful benefits and tools to stand with the LGBT+ community, including new wellbeing benefits that provide affirming health care services for EY people in the LGBT+ community and an LGBT+ Allyship Directory. We continue to recognize and support the EY LGBT+ community as a vibrant part of the diverse global EY organization.



EY colleagues take part in Zurich Pride celebrations.

Moriaki Kida, EY Japan Chairperson and CEO, was ranked No. 1 in the most recent OUTstanding LGBT+ Role Model List. The [list](#) showcases leaders and allies who are breaking down barriers and creating more inclusive workplaces across the world.

Creating long-term value for society

EY is committed to building trust in the capital markets and having a positive impact on communities and the planet.





40%

Reduction in
global emissions by FY25

Sustainability is everybody's business

We believe that achieving social, economic and environmental sustainability is the most pressing issue of our time. It is important to all stakeholders – from employees, consumers and society, the providers of financial capital – as well as the environment itself. And that makes it everybody's business. We are committed to supporting clients on their sustainability journeys – creating a better, more sustainable working world.

A more sustainable EY

In FY21 EY reached a major milestone in our carbon ambition – we became carbon negative globally. To reach net zero in 2025, we will continue to deliver on our seven-point plan to reduce our greenhouse gas (GHG) emissions in line with our Science Based Targets initiative (SBTi)-validated 1.5°C degree pathway.¹ We aim to reduce our total global emissions by 40% by FY25 (from the FY19 baseline), which includes reducing business travel emissions by 35%.

In FY22 our GHG emissions totaled 597,000 tonnes of carbon dioxide equivalent (tCO₂e). While this represents a 56% reduction from FY19, it also reflects a 53% increase from FY21 – a year that saw a significant drop in our Scope 3 travel emissions and Scope 2 office electricity usage. This was not unexpected, as many EY businesses resumed more normal business practices, and our 1.5°C pathway factors in an expected increase in GHG emissions in the post-COVID-19 environment. We also recognize that business growth – including a 29% FTE increase since FY19 – does further increase emissions.

¹The EY net-zero pathway was validated by SBTi in 2020. We continue to follow the latest SBTi developments on net-zero standards.

“The challenge we face in FY23 and beyond is to continue to grow EY businesses and maintain our distinctive global culture, while reducing our absolute emissions. We are confident that the actions laid out in the EY carbon ambition will position us to meet this challenge.”

*Steve Varley
Global Vice Chair – Sustainability*

We are proud to be carbon negative in FY22, for the second year running. To offset the FY22 emissions we have not yet eliminated, EY has invested in a diverse portfolio of nature and technology-based projects. These include forest protection, wind and solar renewable energy, clean cookstoves, peatland protection, regenerative agriculture, blue carbon and biochar. Combined, they offset 723,000 tCO₂e, representing 121 % of EY’s FY22 emissions – and confirming our carbon negative position for FY22. All 10 projects meet our criteria for quality offsets and have demonstrated that they are independently verified, additional, permanent, not used for other purposes, will not result in leakage, and have a positive impact on the community. EY has also signed a Memorandum of Understanding for the future offtake of direct air capture from a pioneering project in the UK.

Like EY clients, we strive to improve our processes around measuring and reporting GHG emissions. Through the implementation of a software solution from an EY alliance partner, we can now more precisely track our emissions across Scopes 1 and 2. This includes data points like energy usage, water consumption, fuel data and more from approximately 650 offices across the EY network. Collecting this data on a monthly basis will deliver more insights about our emissions and enable a faster response where required. We also continue to closely track our Scope 3 emissions through analysis of our travel bookings and spend across air, rail and car.

47% of electricity consumed in EY globally is supplied from renewable energy sources. This includes 100% renewable energy supply in the UK, US, Canada and Germany, and a significant proportion of energy from renewable sources in India, Japan as well as a number of countries across South America.

Becoming a change agent

Understanding the issues at the heart of sustainability is critical if real change is to be achieved. That’s why we continue to support EY people to build their understanding of the risks and opportunities for a net-zero emissions future, the environmental and social impacts of climate change, biodiversity, and other key issues. In FY22 EY people began more than 8,000 sustainability-related EY Badges, with 5,000 EY Badges awarded. In addition, about 1,000 badges were awarded to leaders across EY as part of a leadership education program focusing on key sustainability themes and client issues.

The EY Masters in Sustainability by Hult launched in January 2022 and is available to all EY people. This program is designed to equip participants with the knowledge and strategies they need to recommend sustainable choices and create long-term value for EY clients, people and society.

Driving change is an important part of Sustainability@EY – a new internal community of action launching in FY23. Working together in a community-led approach, Sustainability@EY will help EY people grow their knowledge of key issues, understand how we are helping clients create value from sustainability, and encourage personal and collective action that makes a difference.

We encourage EY suppliers to drive change by supporting them as they set science-based targets for their organizations. We provide helpful training to encourage their own decarbonization journeys. To date, 52% of EY suppliers have set a science-based target. Our aim is that 75% will have a science-based target in place by FY25.



How do you preserve biodiversity with the click of a button?

The EY **Better Working World Data Challenge** invites university students, early career data scientists and EY people to use technology to address the world’s biggest environmental issues. Our 2022 event saw more than 9,000 entrants from over 100 countries and 1,800+ universities harness the power of AI to create models that **locate and protect biodiversity** – a key indicator of the health of an ecosystem.

Value-led sustainability: supporting clients on their sustainability journey

No one organization or industry can address today’s sustainability challenges alone. Business, government, society and individuals all have a role to play. At EY, we’re reframing how business approaches sustainability, putting it at the center of how value is created.

Hear insights from CEOs and leaders at our clients [Dell Technologies](#), [SAP](#) and [Fidelity International](#), who are leading the way in creating value from sustainability through a focus on decarbonization, data transparency, technology and innovation.

As we upskill EY people to grow their sustainability skills and experience, we have delivered [EY Sustainability](#) solutions to more than 3,000 clients. At the core is the EY [Climate Change and Sustainability Services](#) practice with people located around the globe, who bring over 20 years of experience in sustainability and ESG. Together, we utilize deep technical skills across a breadth of issues to help businesses protect and create value from sustainability. This includes delivering technology-based solutions through alliances with [Enablon](#), [IBM](#), [Microsoft](#) and [SAP](#). We continue to develop technology, products and services to help EY clients further embed sustainability into their strategies.

“We are proud to be recognized as a sustainability leader by the analyst Verdantix and ranked as one of the top two leading sustainability services firms by the analyst HFS. Both reinforce the EY position as market leaders.”

*Matthew Bell
EY Global Climate Change and Sustainability Services Leader*

EY was ranked the [No. 1 sustainability consultancy](#) by *Sustainability* magazine. We also ranked #28 of the top [100 companies in sustainability](#) by the same publication.

Stronger when we work with others

We continue to use our convening power to bring like-minded organizations together to protect and create value from sustainability for business, society and the planet. In 2021, EY leaders took part in the 26th UN Climate Change Conference of the Parties (COP26) – the first COP summit to bring business and finance leaders together with government to determine the need for collective action. We were on the ground in Glasgow to collaborate with clients, stakeholders and governments on climate finance, policies and solutions. At COP27, to take place in November 2022 in Egypt, EY will continue the fight to accelerate progress toward a net-zero emissions future, working with clients to translate the promises made into business actions that make a real impact. An EY team focused on how organizations can support and protect biodiversity will also take part in COP15 – the 15th Conference of Parties to the UN Convention on Biological Diversity – in Montreal, Canada, in December 2022.

We continue to engage with standard setters on the measurement and reporting of sustainability – from the Financial Accounting Standards Board (FASB), Sustainability Accounting Standards Board (SASB) and the GRI, to our recent response to the proposals from the newly formed International Sustainability Standards Board (ISSB). EY is also a proud member of the [Taskforce on Nature-related Financial Disclosures](#) (TNFD), actively contributing to the ongoing development of the TNFD’s first nature-based disclosures framework.

[Listen](#) to Ryan Bogner and Bryn Pittinger from the EY Environmental, Health, Safety and Sustainability team talk about building a more sustainable working world for clients.

EY continues to be an active partner of the [Sustainable Markets Initiative](#) (SMI), a leading global sustainability program started in 2020, which has been championed by His Majesty King Charles III. Working alongside the Royal Household and other global private sector partners, EY drives impact by providing five secondees, and supporting industry Task Force Groups and the ‘Scaling Private Sector Investment’ work.

Through our leadership of the [S30 forum](#) (part of the SMI), EY leads an ongoing dialogue with over 30 Chief Sustainability Officers from some of the most influential companies around the globe. During 2022 we’ve convened educational sessions on topics such as biodiversity, new developments on ESG reporting, and geopolitical risks influencing sustainability, among others.

EY also joined the [Alliance to End Plastic Waste](#), alongside more than 90 companies, collaborators and supporters. We pledged to help build a resilient and biodiverse world through reforestation, research and carbon reduction as part of our involvement with 1t.org, and became a signatory to [Carbon Call](#) to encourage more organizations to report their emissions regularly, transparently and comprehensively.

Velislava (Veli) Ivanova, EY Americas Chief Sustainability Officer and Americas Climate Change and Sustainability Services Leader, was recognized as one of the [Top 100 Women in Sustainability](#) by *Sustainability* magazine and named No. 2 of the [Top 25 Sustainability Leaders in Consulting of 2022](#) by The Consulting Report.

Having a positive impact on communities

We believe we have a duty to act responsibly and in the long-term interests of all stakeholders, guided by the EY purpose of *Building a better working world*.

As a participant in the [United Nations Global Compact \(UNGC\)](#), the global EY organization is committed to advancing the UN SDGs and to aligning strategy and operations with the UNGC Ten Principles. This means that we continue to embed responsibility, inclusiveness and sustainability more deeply in everything we do, for example, [by innovating toward a net-zero emissions future](#) and making a global commitment to upholding human rights through the [EY Global Human Rights statement](#).

[EY Ripples](#), the EY corporate responsibility program, embodies our quest to accelerate progress toward a socially just, economically inclusive and environmentally regenerative future for all.

“

More than 2,000 EY people initiated an EY Badge in Impact Entrepreneurship.

EY Ripples mobilizes EY people, clients and other organizations to bring their skills, knowledge and resources to bear on UN SDG-focused projects. Together, the shared vision is to positively impact 1 billion lives by 2030.

Using our skills to accelerate the UN SDGs

This year, projects to support [impact entrepreneurs](#) included supporting the rapid expansion plans of [Jibu](#), which now has 75 franchises distributing safe water in six countries. More than 2,000 EY people initiated an EY Badge in Impact Entrepreneurship with more than 700 badges earned in this topic.

Companies can encourage social intrapreneurship by creating a culture of innovation, promoting collaboration and measuring social, environmental and governance impact. We worked with the World Economic Forum to share insight on how to help social intrapreneurs achieve ESG targets. [Read how.](#)

In a report from EY and Ashoka we explore how [closing five vital gaps](#) can rebalance finance in service of a diverse and thriving network of entrepreneurial climate innovators.

As part of the focus on the [next generation workforce](#), EY people facilitated Future Skills workshops, available in 39 countries, to help equip almost 12,000 young people with life and career skills they need to set them up for success. Topics covered included environmental sustainability, emerging technology and workforce readiness.



Through EY Ripples skills-based volunteering, EY professionals are standing against racism to build a better working world. By supporting programs like Bridging the Digital Divide, we are helping connect underserved Black students with internet, hardware and online mentoring, as part of the EY commitment to support the next generation workforce.



81
million lives
positively
impacted since
EY Ripples began

As part of the focus on environmental sustainability, EY teams participated in projects such as launching New Zealand's Aotearoa Sustainability Academy, codsigned with the Toitū Tahua Centre for Sustainable Finance. This online certificate gives employees the understanding and skills they need to incorporate sustainability into their daily lives and work. In addition, we launched the Only One Earth campaign – mobilizing EY people in 80 countries – to highlight why protecting and restoring biodiversity is critical to the way we all live.

In FY22 more than 91,000 EY people shared their time and skills on EY Ripples projects, positively impacting 27 million lives. We have positively impacted more than 81 million lives since the 2018 launch of EY Ripples. More broadly, EY invested US\$159 million into projects dedicated to strengthening communities, and EY people contributed 1,123,000 hours to a variety of initiatives and in-kind projects.

We are proud of the many awards EY teams have won. This year this includes the 2022 SAP Pinnacle Award for Social Impact, Life Terra Climate Action Award, 2022 Microsoft USA Inclusion Changemaker Award and the Social Contribution Corporate Award by Korea Economic Daily.

“

By joining forces with like-minded organizations, across multiple countries, we can achieve together what no single organization could achieve alone.

Working with like-minded organizations to create impact at scale

EY Ripples is mobilizing an ever-expanding community of national and global organizations – government bodies, nonprofits, multinational corporations and impact investors – to support the achievement of the UN SDGs. By joining forces with like-minded organizations, across multiple countries, we can achieve together what no single organization could achieve alone.

This year, we expanded the relationship with Microsoft to increase social equity in the digital economy, providing training and skills development opportunities to support millions of people to enter or re-enter the workforce or build new businesses by 2025.

We joined forces with SAP to develop and roll out text-based courses on design thinking and entrepreneurship. Distilling EY Future Skills Workshop modules into bite-size learning, provided via daily text messages, this program makes important knowledge accessible to anyone with a mobile phone.

We also extended TRANSFORM – a joint initiative with Unilever and the UK's Foreign, Commonwealth & Development Office – out to 2025. TRANSFORM is based on the idea that lasting change will come from local entrepreneurs with breakthrough ideas. In its first six years, TRANSFORM has supported 61 projects across 13 countries, positively impacting the lives of 6 million people.

Enhancing trust in the capital markets

EY is committed to enhancing trust and confidence in the capital markets and having a positive impact on communities and the planet.

EY auditors, as part of a multidisciplinary team that includes specialists in critical areas of risk, are deeply committed to their responsibility to serve investors and the public interest by delivering high-quality audits. EY member firms have an important responsibility to enhance trust and confidence in the capital markets by addressing risk and complexity. This is integral to the EY strategy and ambition to create long-term value for clients, people and society, and to fulfill the EY purpose of *Building a better working world*.

One of the specific ways EY member firms help build trust is through the Sustainable Audit Quality (SAQ) program. The SAQ is an EY commitment to conducting globally consistent, high-quality audits sustained over time. Since the SAQ's launch in 2015 there have been significant advances in technology, which have supported the development of a data-first audit approach.



“Through high-quality audits, we bolster public trust in the global markets. And, we instill confidence through the integrity, independence and professional skepticism we bring to the audit.”

Marie-Laure Delarue
EY Global Vice Chair – Assurance

To support the changing needs of the capital markets, EY has committed to invest US \$1 billion in a next generation technology platform for assurance services. This investment is one of the ways that EY is delivering on its public interest commitment to continuously improve audit quality.



External and internal inspections

EY strives to continuously improve audit quality and the latest external and internal inspection results demonstrate the success of these efforts, supported by the EY SAQ program.

EY achieved the first International Forum of Independent Audit Regulators (IFIAR) 25% reduction in inspections findings for 2019 and the EY combined deficiency rate for the recently released IFIAR 2021 survey was 20% as compared to the published rate of 30%, which is an aggregate of the six largest firms.

Internal inspections are also performed on engagements each year as part of the Audit Quality Review (AQR) program, which is an important element of assessing the system of quality control at the member firm, regional and global levels of EY.

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. For 2021 this resulted in 96% of the engagements being compliant.

Internal inspection results of audits in IFIAR-regulated countries

	2019	2020	2021
Compliant engagements	77%	80%	86%
Compliant engagements with immaterial findings*	17%	17%	11%
Total compliant engagements	94%	97%	97%
Deficient engagements**	6%	3%	3%

Internal inspection results of all audits

	2019	2020	2021
Compliant engagements	75%	79%	84%
Compliant engagements with immaterial findings*	19%	17%	12%
Total compliant engagements	94%	96%	96%
Deficient engagements**	6%	4%	4%

How EY audits are contributing to a net-zero global economy

While there is no explicit standard on climate-related matters under internationally accepted accounting standards (including IFRS and US GAAP, among others), stakeholders increasingly expect entities to explain how climate-related matters are considered when preparing financial statements.

Stakeholders also expect robust disclosures on the most significant assumptions, estimates and judgements related to climate change, and investors too have highlighted the importance of reducing entities’ environmental impact as it relates to their investment-making decisions.

For example, through the Glasgow Financial Alliance for Net Zero (GFANZ), more than US\$130 trillion of private capital is committed to accelerating the transition to a zero-emissions economy by 2050. EY is a member of GFANZ and will demonstrate performance against its commitments in next year’s report, EY Value Realized 2023.

As climate-related matters continue to evolve and entities take additional actions to tackle climate change, it’s vital that financial statements reflect the most updated assessment of climate-related risks and their impact on the financial statements.

Today 3,000 EY Climate Change and Sustainability Services professionals support audits in areas such as the evaluation of complex environmental liabilities, renewal of energy credits and asset retirement obligations. These specialists also team with EY audit professionals to provide assurance over sustainability reports, greenhouse gas emissions, green and climate bonds and Task Force on Climate-related Financial Disclosures (TCFD) reports.

To support this, we continue to upskill EY auditors. We have developed a specific methodology to provide assurance on nonfinancial reporting based on the globally accepted International Standard on Assurance Engagements (ISAE 3000 (revised)) released by the International Auditing and Assurance Standards Board (IAASB). We are continuing to enhance the enablement to EY audit teams in considering the effects of climate-related risks on financial statements.

We remain focused on training EY audit teams on a range of sustainability-related topics – including an introduction to GHG emissions, auditing metrics that support Scopes 1, 2 and 3 GHG emissions, evaluating carbon credits, net zero, carbon neutral disclosures and human capital metrics.

We are training EY audit teams on the new disclosure standards that are being developed by various standard setters and regulatory bodies, including the ISSB’s exposure drafts and the European Union’s Corporate Sustainability Reporting Directive (CSRD) covering a range of ESG topics and the U.S. Securities and Exchange Commission’s proposed rule on climate-related disclosures. We support the effort to create a global baseline of sustainability reporting standards and believe that this activity will lead to more transparency, consistency and global comparability in sustainability reporting, as well as shift the requirements for reporting around sustainability matters from a voluntary practice to mandatory.

*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.

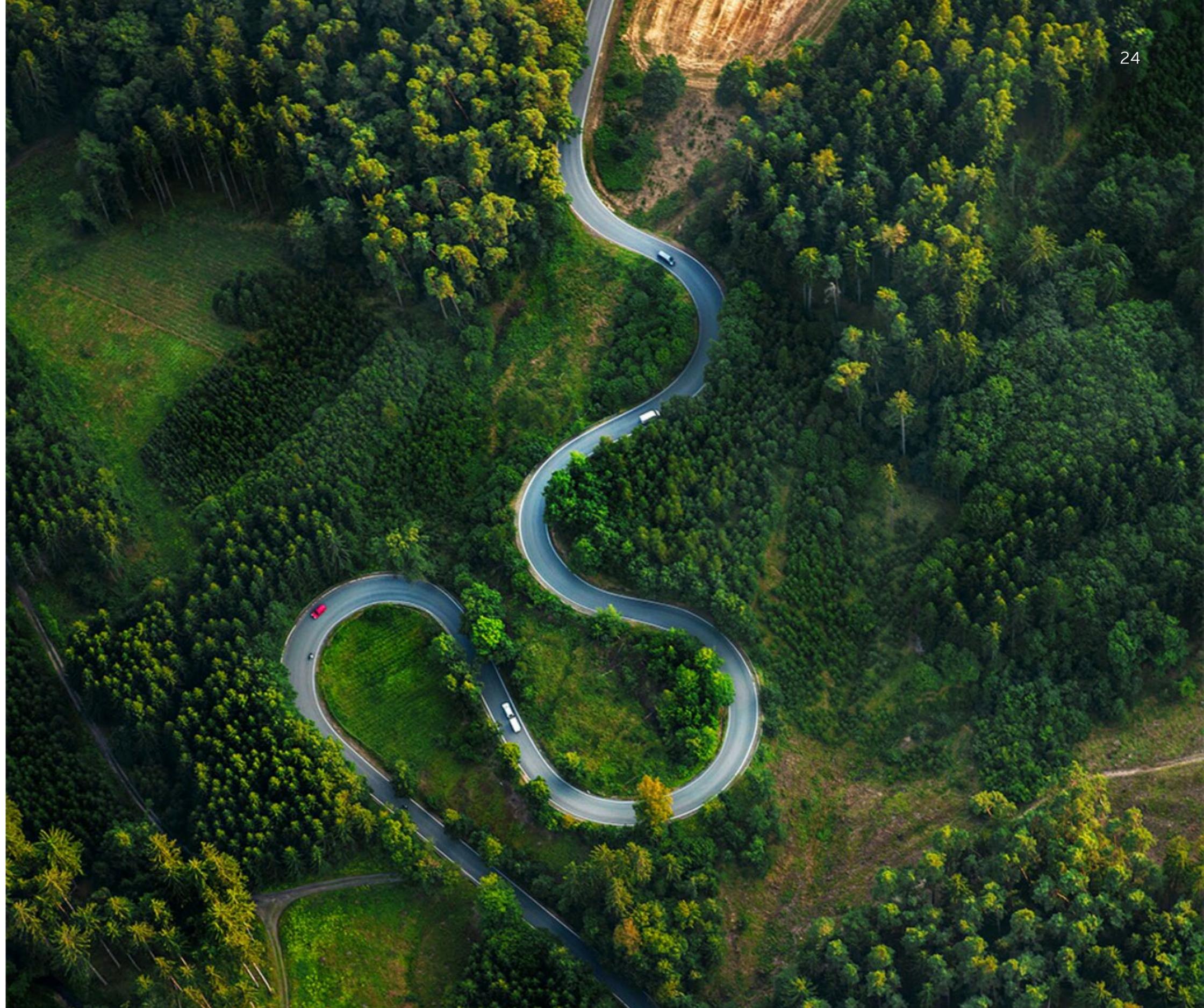
The sustainable finance agenda, including reporting and assurance standards, is an important driver of net zero and protecting environmental, social and financial value. In this regard, EY takes its audit role extremely seriously and is under no illusion about the challenges ahead if, collectively, corporate entities, governments and individuals don't take the necessary steps to address climate change.

Read more about how EY believes [Sustainability is everybody's business](#).

EY has long been a supporter of evolving the corporate reporting model to better reflect the different forms of value that companies create beyond pure financial value. We were a founding member of the [Embankment Project for Inclusive Capitalism](#), and are a member of the World Economic Forum's International Business Council (WEF-IBC). As part of WEF-IBC, EY contributed to the collaborative effort to bring a private-sector voice to the importance of reporting on ESG topics – in a consistent and comparable way – and evolving the way we understand how business creates and protects value.

Providing trust and transparency around sustainability is vital – find out more about the “why” and the “how”:

- ▶ [Why ESG performance is important for investors](#)
- ▶ [How can boards strengthen governance to accelerate their ESG journeys?](#)
- ▶ [The Future of Sustainability Reporting Standards](#)
- ▶ [Five priorities to build trust in ESG](#)



Creating long-term value for EY clients

We create long-term value for EY clients by helping them grow, optimize and protect value.





60,000
technologists in EY

EY brings together business and technology ecosystems and alliances, domain experience, and diverse teams with complementary skills and capabilities to create new business value for entrepreneurs, companies and governments in more than 150 countries.

Investing in innovation, technology and sustainability

Unlike pure play technology service providers, EY creates long-term value by bringing together deep business insights, multidisciplinary teams, and powerful ecosystems to harness technology for positive human impact.

This includes delivering technology-based solutions through alliances with Enablon, IBM, Microsoft and SAP, and developing technology products, assets and services to help EY clients further embed sustainability into their strategies. Read more about EY's efforts to ensure that sustainability is everyone's business.

We also continue to expand our data, technology and digital transformation capabilities, and embed them into everything we do. Not only is this helping further build trust in the capital markets by strengthening audit quality, including technology-driven innovations in risk and audit procedures to detect and prevent fraud, but we are also focused on AI, data and other disruptive technologies.

"Fake news" threatens trust in the media and democracy. Using blockchain, EY and Agenzia ANSA are helping to maintain and restore it.

How do you transform diverse populations into connected communities? Data and analytics transformed a consumer product company's diversity and inclusion program into an organization-wide cultural movement.

More than **1 trillion** lines of data analyzed using technology-based solutions.

Closely linked to EY investments in technology are investments in innovation. The innovation team, led by EY Global Chief Innovation Officer Jeff Wong looks ahead, investigating and examining what disruptive, emerging technologies can achieve.

As part of the US\$10 billion, three-year investment commitment announced in FY21, there has been EY investment of US\$3.2 billion this year in audit quality, innovation, technology and people to help EY clients solve their increasingly complex challenges.

EY teams are helping leading biopharma companies develop cell and gene therapy to deliver transformational therapeutics that tackle cancer and other chronic diseases.

Meeting clients' transformation challenges

Whatever the scale of the challenge, we help businesses realize business transformation by putting humans at the center, deploying technology at speed and innovating at scale – this is the core of the EY Transformation Realized™ approach.

EY has the experience, technologies, proven track record and breadth of capabilities – strategists, designers, engineers, data scientists, technologists, people advisory, risk, cyber and tax – to turn transformation ambitions into reality.

How to launch a sustainable direct-to-consumer business in no time.

The Innovation and Experience Design practice helped a co-op find a market niche and co-create a thriving new business in six months.

The EY Partner Ecosystem

We have always said that in today's complex, inter-connected world, no single organization has all the answers. That's why the EY Partner Ecosystem is a fundamental part of the EY client proposition.



The EY Partner Ecosystem is about more than technology. It brings together a broad range of skills, products, services, experiences, data, competencies, industries and geographies from multiple partners. Collaborating in a trusted relationship, the EY Partner Ecosystem can get to the heart of the way organizations work and the way their customers behave in a shorter time, while yielding better outcomes at reduced risk.

Today we are proud to be recognized for the transformative value we help EY clients realize.

Your world, running on ours, better

In a tough market, more organizations than ever know that EY Managed Services can make key client functions such as tax, risk, finance and legal more efficient and effective. EY Managed Services lifts the client burden of noncore but board-critical activities through easy-to-integrate solutions. In other words: “Your world, running on ours, better.”

Read EY Global Managing Partner – Managed Services Paul Clark's take on how managed services can accelerate business transformation.

Developing EY people

EY clients need more than leading-edge innovations – they also need them to be applicable in the real world and make a meaningful impact. That's why there is EY investment in technology and people, to build the transformative mindsets and technology skills needed to analyze, innovate and think and act globally.

Today more than 60,000 technologists, working under the Tech@EY banner, help drive technology and data enabled business transformation for EY clients.

EY people have earned more than 122,000 EY Badges in future-focused skills such as big data and analytics, innovation, robotics process automation, AI, blockchain, and quantum computing.

EY leadership teams



The EY Global Executive

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

Carmine Di Sibio

EY Global Chairman and CEO

Andy Baldwin

EY Global Managing Partner – Client Service

Steve Krouskos

EY Global Managing Partner – Business Enablement

Trent Henry

EY Global Vice Chair – Talent

Jay Nibbe

EY Global Vice Chair – Markets

Nicola Morini Bianzino

EY Global Chief Client Technology Officer

Hank Prybylski

EY Global Vice Chair – Transformation

Marie-Laure Delarue

EY Global Vice Chair – Assurance

Errol Gardner

EY Global Vice Chair – Consulting

Kate Barton

EY Global Vice Chair – Tax

Marna Ricker

EY Global Vice Chair – Tax (Elect)

Andrea Guerzoni

EY Global Vice Chair – Strategy and Transactions (SaT)

Julie Boland

EY Americas Area Managing Partner

Patrick Winter

EY Asia-Pacific Area Managing Partner

Julie Teigland

EY Europe, Middle East, India and Africa (EMEIA)

Area Managing Partner

Alice Chan

Chair of the Global Accounts Committee

Rajiv Memani

Chair of the Global Emerging Markets Committee

Jack Chan

Emerging Markets Committee Member

Jessie Qin

Member firm partner on rotation

Area and Regional Managing Partners

EY legal entities are organized into similarly-sized – in terms of both people and revenues – business units called Regions. These Regions, led by Regional Managing Partners, are grouped into geographic Areas: Americas, EMEIA and Asia-Pacific.

Americas

Julie Boland

EY Americas Area Managing Partner

Steve Payne

EY Americas Deputy Area Managing Principal

Angie Christie

USA – Central

Marcelo Bartholo

USA – East

Frank Mahoney

USA – West

Janet Truncale

EY Americas Financial Services Organization Regional Managing Partner

Jad Shimaly

Canada

Sharon Shulman

Israel

Manuel Solano

EY Latin America – North Regional Managing Partner

Ted Acosta

EY Latin America – South Regional Managing Partner

EMEIA

Julie Teigland

EY EMEIA Area Managing Partner

Rudi Braes

EY EMEIA Deputy Area Managing Partner

Ajen Sita

EY Africa Regional Managing Partner

Jacek Kedzior

EY Central, Eastern and Southeastern Europe & Central Asia (CESA) Regional Managing Partner

Marcel van Loo

EY Europe West Regional Managing Partner

Omar Ali

EY EMEIA Financial Services Organization Regional Managing Partner

Rajiv Memani

EY India Regional Managing Partner

Abdulaziz Al-Sowailim

EY Middle East North Africa (MENA) Regional Managing Partner

Jesper Almström

EY Nordics Regional Managing Partner

Hywel Ball

EY UK & Ireland Regional Managing Partner

Asia-Pacific

Patrick Winter

EY Asia-Pacific Area Managing Partner

Harsha Basnayake

EY Asia-Pacific Deputy Area Managing Partner

Nam Soon Liew

EY Asean Regional Managing Partner

Gary Hwa

EY Asia-Pacific Financial Services Organization Regional Managing Partner

Jack Chan

EY Greater China Regional Managing Partner

Moriaki Kida

EY Japan Regional Managing Partner

Yong Keun Park

EY Korea Regional Managing Partner

David Larocca

EY Oceania Regional Managing Partner

Global Governance Council

The Global Governance Council consists of senior client-serving partner-ranked professionals drawn from EY Regions and currently one independent non-executive member. These senior EY professionals who otherwise do not hold senior management roles, are elected by their peers.

Americas

Americas Financial Services Organization

Shelly Fliehe, Mark Jain

Canada

Glenn Parkinson

Central

Malcomb Coley, Angie Kelly

East

Arun Subhas, Gaurav Gupta

Israel

Itsik Morovits

Latin America – North

Margarita Salas

Latin America – South

Gustavo Rousseaux

West

Marney MacKenna, Phillip Mazzie

National Practices

Sara Elinson, Ayan Roy

EMEIA

Africa

Shailen Ramgoolam

Central, Eastern and Southeastern Europe & Central Asia

Eirinikos Platis

EMEIA Financial Services Organization

Paul Nijssen, Philip Vermeulen

Europe West

Marc Cosaert, Ole Halfpap, Pierre Jouanne, Helen Pelzmann, Francisco Javier Sanchez Ramos

India

Jayesh Sanghvi

MENA

Yasmeen Muhtaseb

Nordics

Carina Marie G. Korsgaard

UK & Ireland

Alison Duncan, John Higgins

Asia-Pacific

Asean

Susanti Susanti, Vincent Toong

Asia-Pacific Financial Services Organization

Swee Yen Yeoh

Greater China

Dilys Chau

Japan

Koji Fujima, Seiko Sugimoto

Korea

Sang Il Bae

Oceania

Brad Tozer

At-large

Trent van Veen (Presiding Partner)

Global Independent Non-Executive

CK Chow

Industries

Our sector focus means EY teams can help clients better anticipate market trends, identify the implications for their businesses, and deliver sector-specific solutions. Andres Saenz, as EY Global Vice Chair – Industry, oversees the work that EY teams do across our industry sectors.

Andres Saenz

EY Global Vice Chair – Industry

Randall J. Miller

Advanced Manufacturing & Mobility

Kristina Rogers

Consumer

Serge Colle

Energy & Resources

Gary Hwa

Financial Services

George Atalla

Government & Public Sector

Pamela Spence

Health Sciences & Wellness

Bridget Walsh

Private Equity

Greg Cudahy

Technology, Media & Entertainment and Telecommunications

Global Practice Group

The Global Practice Group (GPG) is a leadership body that brings together the EY Global Executive, Area Operating Executives, Executive function leaders and Markets leaders.

The GPG is organized to promote coordination and synergy within the EY network and facilitates the implementation of strategic mandates, guidelines and best practices in relation to:

- ▶ Strategy implementation and execution, including:
 - ▶ Investment priorities
 - ▶ Resource mobilization
- ▶ Alignment between the Regions in the implementation of Talent, Markets, Risks, and Service Lines principles and activities.

The GPG acts as a sounding board for strategic initiatives, policies and procedures and provides input for the agendas of the EY Global Executive and other committees.

Global sustainability and ESG governance

Global Sustainability Executive

The EY Global Sustainability Executive, comprised of EY leaders across EY service lines, sectors, industry and geographies, oversees the value-led sustainability work that EY teams deliver to EY clients, as well as progress to deliver on EY’s sustainability ambitions. It is chaired by Steve Varley, Global Vice Chair – Sustainability, with representatives from across the global EY organization including Amy Brachio, EY Global Deputy Vice Chair – Sustainability, and Dr. Matthew Bell, EY Global Climate Change and Sustainability Services Leader.

Global Corporate Responsibility

The EY Global Executive has established a Corporate Responsibility Governance Council (CRGC) that acts as one of its committees. The CRGC includes seven members of the EY Global Executive and represents a cross-section of senior leaders across geographies. The CRGC has oversight of the Global Corporate Responsibility function, which operationalizes the EY Ripples program, drives greater transparency through the newly created Non-Financial Reporting Hub, and progresses best practices toward other sustainability commitments. The Global Corporate Responsibility function is led by Gillian Hinde.

Global DE&I

The global EY organization DE&I strategy drives consistent progress around the world using the DE&I Roadmap and Culture Change Continuum, our approach and methodology for DE&I that sets out our journey. The roadmap is brought to life by the EY Global Diversity, Equity and Inclusiveness Steering Committee (GDEISC), co-chaired by EY Global Chairman and CEO Carmine Di Sibio and EY Global Vice Chair – Diversity, Equity and Inclusiveness Karyn Twaronite.

Global Risk Management

The EY Global Risk Management function supports the global EY organization to identify, manage and monitor risk, including ESG. It provides coordinated advice and assistance on independence, conflicts, compliance, regulatory policy, security issues, as well as dealing with claims and any queries regarding ethics. The EY Global Risk Management function is led by EY Global Risk Management Leader Joe Watt.

EY materiality assessment topics



EY materiality assessment topics

EY conducted the most recent materiality assessment during FY22 and prioritized the below topics as the most material to EY business performance, importance to stakeholders, and where EY can have greatest impact. See below for more details on how EY integrates these topics into business strategy and day-to-day operations.

Topic	What this means at EY	Topic	What this means at EY
<p>Climate change and sustainability impact through client service</p> <ul style="list-style-type: none"> ▶ Integration of sustainability into EY systems, processes and delivery models ▶ Client services and advice aligned to the scientific imperative ▶ Building sustainability capability across partners and people ▶ Evolving existing services and innovating new services, including developing tools and methodologies ▶ Contribution to methodologies, standards and policies ▶ Impacts on key global challenges including but not limited to biodiversity, circular economy, water, education, human rights, water and food security 	<p>For more details on the EY focus on climate change and sustainability through client service and other critical initiatives, refer to page 17 and page 19.</p> <p>Refer to page 17 and this article for information on how EY manages its impact on key climate change and sustainability challenges.</p>	<p>Integrity, ethics and independence</p> <ul style="list-style-type: none"> ▶ Code of conduct ▶ Independence ▶ Ethical decisions ▶ Anti-bribery ▶ Anti-corruption 	<p>Refer to our disclosures for “Anti-corruption” and “Protected ethics advice and reporting mechanisms” on page 39.</p>
<p>Trust in capital markets and audit quality</p> <ul style="list-style-type: none"> ▶ Providing assurance and advisory services to support the operation of capital markets ▶ Providing information to give confidence in financial and nonfinancial information ▶ Collaborate and advocate for better and more consistent nonfinancial standards ▶ Audit quality ▶ Audit independence ▶ Maintaining professional skepticism ▶ Engagement with regulators and other stakeholders 	<p>Refer to page 22 for information on how EY builds trust in the capital markets and page 26 for information on how we create long-term value for EY clients.</p>	<p>Informing public discourse</p> <ul style="list-style-type: none"> ▶ Consolidating our knowledge and leveraging our experience to develop informed views ▶ Separately and through industry associations, respond to regulatory and legislative proposals on key public policy issues ▶ Developing thought leadership to inform public debate on timely issues ▶ Provide information and analysis to our clients to assist them in assessing the impacts of significant public policy issues 	<p>Engaging with regulators and the audit profession to advance audit quality globally. Refer to GPPC paper, The Auditor’s Response to the Risks of Material Misstatement arising from estimates made in applying IFRS 17 Insurance Contracts, as an example.</p> <p>Responding to policy initiatives around ESG reporting that are now consolidating. Refer to the EY US SEC comment letter as an example.</p> <p>Refer to the EY-Oxford Analytica report for the EY view on the future of sustainability reporting standards.</p> <p>Highlighting the cross-border implications of key technology policy developments. Refer to Reflections on the EU’s proposed legal framework for AI as an example.</p>

Topic

What this means at EY

Diversity, equity and inclusiveness

- ▶ Diversity, equity and inclusiveness across a broad range of differences (as set out in the EY Global Executive Diversity, Equity and Inclusiveness Statement) and at all levels of the EY organization.

Refer to [page 12](#) for the EY commitment to creating a more diverse, equitable and inclusive workplace.

Learning and development

- ▶ Onboarding of new partners and people
- ▶ Formal learning programs
- ▶ Coaching and mentoring
- ▶ Career development
- ▶ Acting as a “factory for talent”: providing employment and contributing skilled and purpose-driven leaders

The EY experience includes lifelong learning. Refer to [page 9](#) for information on the learning and development opportunities offered to EY people.

Workplace culture, purpose and engagement

- ▶ Workforce engagement
- ▶ Aligning the EY culture with the EY purpose of *Building a better working world*
- ▶ Supportive and flexible workplace culture
- ▶ High-performing teams
- ▶ Innovation culture
- ▶ Supporting a strong commitment to self-care and life balance

All EY people live by a set of shared values that define who we are, and our purpose is the meaning behind the work we do every day. Both create the foundation of the EY culture - a critical element for delivering long-term value to EY stakeholders.

Refer to [page 2](#) for more information on EY values and purpose and [page 9](#) for how this culture delivers long-term value to EY people. Refer to [page 11](#) for more information on how EY is supporting employee health and wellbeing.

There has been EY investment of US\$3.2b of its US\$10b, three-year commitment this year in audit quality, innovation, technology and people to help EY clients solve their increasingly complex challenges. For more information on the innovative services offered to EY clients, refer to [page 26](#).

Topic

What this means at EY

Talent attraction and retention

- ▶ Attracting and retaining the best global talent and leadership
- ▶ Minimizing turnover
- ▶ Providing equitable compensation for employees

EY is proud of its promise to EY people - that we will provide the opportunities, the tech, the learning, the scale, and a diverse, equitable and inclusive culture to enable them to build their own exceptional experience.

EY also commits to providing equal and equitable compensation and benefits to employees, which are regularly assessed for new talent and existing employees.

Refer to [page 40](#) for compensation disclosures and [page 47](#) for more information on hires and applicants.

While turnover is an expected aspect of the professional services business model, we continue to support a network of over 1 million EY [alumni](#).

WEF-IBC
Stakeholder
Capitalism
Metrics and
UNGC Ten
Principles
summary tables



As part of EY’s membership in the World Economic Forum’s International Business Council (WEF-IBC), we include the [WEF-IBC Stakeholder Capitalism Metrics](#) in this report.

EY’s commitment to report on the metrics is subject to the “disclose or explain” principle. The EY global organization includes member firms that are structured in different ways. Certain metrics may request data that may not adequately measure EY’s contribution to stakeholder capitalism. Where applicable, narratives and explanations have been provided in response to the metric.

Reporting against the WEF-IBC Stakeholder Capitalism Metrics

Principles of governance

Theme	Metric	EY disclosure
Governing purpose	1. Setting purpose	<p>EY exists to build a better working world, helping create long-term value for clients, people and society and build trust in the capital markets.</p> <p>Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.</p> <p>Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.</p>
Quality of governing body	2. Governance body composition	<p>EY leadership teams include the EY Global Executive, Area and Regional Managing Partners, the Global Governance Council, Industry leaders and the Global Practice Group. Refer to page 29 for more information on EY leadership groups and page 48 for gender diversity figures.</p> <p>The EY Global Executive is measured against EY NextWave strategy key performance indicators, including monitoring progress on diversity and inclusion goals, lives impacted through the EY Ripples program, and carbon ambition progress.</p>
Stakeholder engagement	3. Material issues impacting stakeholders	<p>To understand the most critical interests of EY stakeholders, we completed a comprehensive reassessment of the material environmental, social and economic issues relevant to the EY organization in FY22.</p> <p>The results of this global materiality assessment are informing the EY business strategy, goal setting, resource allocation, external disclosures, and identification and management of risks.</p> <p>For more details on the materiality assessment process, results and how EY is addressing material topics, refer to page 7 and page 34.</p>
Risk and opportunity oversight	4. Integrating risk and opportunity	<p>EY takes a comprehensive and forward-looking approach to the enterprise risk management process through a long-term value mindset that seeks to protect and enhance EY positioning in the market.</p> <p>The EY Risk Management function, leveraging expertise from across the EY member firms, works with business leaders to identify risks critical to the organization’s public interest responsibilities and EY NextWave strategy. Given the fluid and multidimensional ways in which a risk or risks can materialize in any jurisdiction, EY benefits from a wide-ranging network of professionals that can rapidly respond as and when needed.</p>

Principles of governance

Risk and opportunity oversight

4. Integrating risk and opportunity

The EY Risk Management function engages functional teams at the Global, Area, Region and member firm levels to integrate these processes throughout the geographies in which EY operates. This extensive coverage allows EY to identify and actively monitor matters as close to real time as possible. This program is overseen at the EY Global Executive, with each member overseeing at least one key risk category. We utilize Archer, a tech-enabled risk management solution, to manage the planning, monitoring and mitigation of each key risk category.

As of September 2022, EY has identified 15 key risk categories:

- ▶ Financial crime
- ▶ Business continuity and crisis response
- ▶ Insider threat and culture and business conduct
- ▶ Regulatory and public policy
- ▶ Data protection and data ethics
- ▶ Cybersecurity
- ▶ Information technology
- ▶ Program governance and execution
- ▶ Third party
- ▶ Talent management
- ▶ Service innovation
- ▶ Macroeconomic and geopolitical
- ▶ Client acceptance and continuance
- ▶ Independence
- ▶ ESG

ESG risk has emerged as a key risk category and is currently being embedded into this process. The ESG risk assessment has surfaced numerous ways in which EY operations or market positioning could be threatened from ESG risks, and specifically climate-related risks. Climate-related risk is a specific risk within the ESG risk category that threatens to impact businesses and communities with which EY teams work around the world. EY is developing a plan to mitigate these risks for the organization and for EY teams' work with clients and broader stakeholders. For more information about our TCFD analysis, see [page 39](#). For more information about our refreshed Materiality Assessment, refer to [page 7](#) and [page 34](#).

Ethical behavior

5. Anti-corruption

All EY people are required to complete anti-bribery and corruption training when they join EY. Starting this fiscal year, EY people will complete this training annually.

Please refer to the other anti-corruption policies and procedures in place that are included in the table, Supporting the Ten Principles of the UNGC and the UN Sustainable Development Goals, found on [page 43](#).

Principles of governance

<p>Ethical behavior</p>	<p>6. Protected ethics advice and reporting mechanisms</p>	<p>The EY/Ethics Hotline provides EY people, clients and others a means to report confidentially any activity or concern that may involve unethical or illegal behavior that is inconsistent with the EY Global Code of Conduct. All reports received are given careful attention, and all reports are acknowledged in a timely way.</p> <p>A link to the hotline is prominent on EY’s internal websites and is also easily found with a simple internet search. It is available in nine languages; alternatively, there is a telephone line for which interpreters are available.</p> <p>We have demonstrated our commitment to the Code and the hotline with comprehensive training and communications throughout the EY network of member firms.</p> <p>Ethical behavior in any organization, including EY, depends on its people. Unfortunately, events and actions of a small number of people can sometimes contravene the ethical code and threaten to undermine the organization’s strong commitment to ethics and integrity. What is critical is how leaders respond. At EY, we take any ethical breaches seriously and respond appropriately through prompt investigation, remedial action and consequence management. Whenever potential ethical breaches are identified, corrective actions are taken.</p> <p>For example, EY US agreed to a settlement with the SEC concerning unethical behavior involving the sharing of answer keys to internal and external CPE programs. The behavior occurred mostly prior to June 2019 by a relatively small group of our most junior-level people and was self-disclosed to the PCAOB following an extensive internal investigation. Sharing answers on any assessment or exam is a violation of the EY Global Code of Conduct, and is not tolerated at EY. Any EY person who fails to live up to our high standard of ethics, integrity and honesty is subject to discipline, up to and including termination. Those individuals who were not terminated for their misconduct were subject to a framework of additional discipline that included financial and performance review consequences.</p> <p>We accept accountability for EY people whose behavior violates the EY Global Code of Conduct and EY values. In response to this behavior, sophisticated remediation measures were implemented and additional controls were introduced, including new learning programs and new testing and monitoring programs, to enhance the EY professional education environment by both preventing and detecting future cheating or unethical behavior.</p>
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Planet

Theme	Metric	EY disclosure
<p>Climate change</p>	<p>7. GHG emissions</p>	<p>EY decreased emissions by 56% in FY22 compared to our FY19 baseline year. EY Scope 1, 2 and 3 emission disclosures and details on the EY carbon ambition can be found on page 17 and page 49.</p> <p>During FY22, we implemented a new emissions tracking system across 50 member firms (approximately 650 offices), and we are in the process of obtaining external assurance over our GHG emissions inventory. For more information on emissions tracking, refer to page 18.</p> <p>EY has set an ambition to be net zero in 2025. EY is delivering its carbon ambition and continues to actively reduce its absolute emissions in line with its SBTi-validated 1.5°C pathway.</p> <p>Additional information on the seven actions to accomplish the EY carbon ambition to be net zero in 2025 can be found here.</p>

Planet

Climate change	8. TCFD implementation	<p>TCFD assessment results are integrated into EY Risk Management procedures and into the EY CDP response.</p> <p>EY is currently refreshing our global TCFD assessment to better understand quantitative impact of climate-related risks and opportunities. This deeper, quantitative assessment builds on the TCFD assessment conducted in FY21.</p> <p>This assessment includes representatives from EY Real Estate, Travel, Procurement, Risk Management, Sustainability, Corporate Responsibility, Strategy and Sector teams.</p> <p>We expect to publish a full TCFD report in the coming months. The report will include a scenario analysis and impact with a sector lens applied.</p>
Nature loss	9. Land use and ecological sensitivity	<p>Annually, EY conducts an analysis to review EY office locations to understand if they are located in or adjacent to key biodiversity areas. This year’s analysis determined that 10 EY office locations, representing approximately 1% of EY office locations and approximately 1% of the aggregate global EY member firm headcount, are in key biodiversity areas (KBA).</p> <p>Office locations of EY member firms are predominantly in major urban and business centers. The location selection process is driven by proximity to EY clients, talent pool and business case; key selection criteria includes a Class A office building that is well located within the city and will meet the needs of clients, internal governance and enablement of the workforce.</p> <p>We are pleased that the recent KBA mapping analysis confirmed that most offices are not in or adjacent to key biodiversity areas. Land use management action plans are under development, and the location selection processes continue to align with EY sustainability efforts.</p>
Fresh water availability	10. Water consumption	<p>EY refreshed our WRI Aqueduct water risk assessment and expanded our review to cover all of the 850 EY offices globally.</p> <p>Twenty-four percent of EY office locations, representing 40% of aggregate EY member firm headcount, were deemed to be in high or extremely high baseline water stress areas. The most prevalent risks identified were baseline water stress, untreated connected wastewater and limited sanitation services.</p> <p>A global data management system has been implemented to track and report water usage. Water management action plans will be developed to reduce our own consumption, further reduce water-related risks and support the local communities in which we operate, especially those in areas of high or extremely high baseline water stress.</p>

People

Theme	Metric	EY disclosure
Dignity and equality	11. Pay equality	<p>In 2022 EY launched a standard pay equity analysis methodology across all its locations to ensure each member firm applies a uniform methodology for assessing pay levels between men and women across all employees, except where local statutory methodologies are required.</p> <p>EY is committed to pay equity and fair practices for EY people and has processes and policies that focus on equitable compensation. EY employee compensation is designed to be competitive in the market and be connected to an individual’s work experience and performance, while being equitable internally. To be equitable internally, EY people should be similarly paid when performing similar work.</p>
	12. Wage level	An entry-level wage assessment was performed and confirmed that 100% of EY employees are paid above the applicable jurisdiction’s minimum wage.

People

	<p>13. D&I</p>	<p>We are committed to nurturing an environment where all differences are valued, practices are equitable, and everyone experiences a sense of belonging. To enable this, we have expanded our global self-identification (Self-ID) capabilities for EY people and are supporting an initiative from 'Generation Valuable' to make businesses more inclusive for people with disabilities. We also continue to scale our Neuro-Diverse Centers of Excellence and work with clients to support their own neurodiversity programs. Our diversity focus extends up to the EY partnership where we are committed to strategies to ensure a greater balance in terms of ethnicity and gender.</p> <p>Refer to page 12 for details on DE&I at EY and page 48 for data on workforce diversity.</p>
<p>Dignity and equality</p>	<p>14. Risks for incidents of child, forced or compulsory labor</p>	<p>After EY issued its first Global Human Rights statement in 2021, teams were engaged across the EY organization to identify initiatives across EY people, clients, suppliers and communities that would reinforce the EY commitment to respect and uphold human rights. Over the course of the last year, EY has:</p> <ul style="list-style-type: none"> ▶ Developed a training for all EY people to promote further understanding of human rights in the context of business. The training will launch in FY23. ▶ Reviewed client and engagement acceptance and continuance procedures and identified opportunities to further incorporate human rights considerations. ▶ Conducted reviews of top global suppliers on topics including modern slavery and have provided additional training resources to suppliers. ▶ Developed listening sessions with EY people to understand key topics and pressing questions. These sessions will launch in FY23. <p>EY's responsibility to respect human rights extends beyond the direct operations of EY member firms into their supply chains, where we seek to influence the broad adoption of labor rights and maintain an active view of the human rights performance of direct and indirect suppliers, starting with the largest EY suppliers.</p> <p>Just as the EY Global Code of Conduct sets out the standards of ethical behavior expected of every EY person, the EY Supplier Code of Conduct does the same for EY suppliers. The EY Supplier Code of Conduct outlines expectations around issues including sustainability, human rights, modern slavery and child labor, and suppliers are asked to verify their adherence and standards at the RFI/RFP stage (and reaffirming at the time of contract execution). At the RFI/RFP stage, responses to environmental and social sustainability questions are scored and weighted and influence the supplier selection.</p> <p>In addition, the EY Supplier Portal provides EY procurement professionals with visibility of the capabilities of current and potential suppliers. Suppliers meeting certain spend thresholds complete a self-assessment questionnaire so decision-makers can better understand the suppliers' social and environmental policies, practices and certifications. Questions cover topics such as modern slavery, ISO 14001 certifications and how they monitor standards in their own supply chain.</p>
<p>Health and wellbeing</p>	<p>15. Health and safety</p>	<p>The health and safety of EY people is paramount, and globally there are policies and procedures in place to ensure workplace safety. Fatalities and work-related injuries are not tracked globally, as the risk of accidents in EY businesses is low.</p> <p>While physical work-related injuries are not a significant risk to EY people, we recognize the impact a demanding work environment can have on EY people's wellbeing, specifically mental health. Refer to page 11 for more details on the wellbeing support offered to EY people.</p>
<p>Skills for the future</p>	<p>16. Training provided</p>	<p>EY is investing in EY people's development so they can build the transformative mindsets and tech skillsets needed to deliver exceptional client service and thrive. EY Badges give EY people the opportunity to develop and obtain credentials in future-focused skills, while increasing career value and professional visibility. In FY22 EY launched new sustainability badges and a Masters in Sustainability. More than 8,000 EY people initiated sustainability badges in FY22.</p> <p>Refer to page 9 for more details on EY investments in lifelong learning and page 47 for data on training programs and spend.</p>

Prosperity

Theme	Metric	EY disclosure
Employment and wealth generation	17. Absolute number and rate of employment	Absolute number and rate of employment data are available on page 48 .
	18. Economic contribution	<p>In FY22 combined EY global revenues were US\$45.4b, and a significant portion of revenues are used for employee wages and benefits and compensation to the owners. Total community investment was in excess of US\$159m.</p> <p>EY does not currently report payments to providers of capital and governments and financial assistance received from the government, as it does not significantly demonstrate the EY contribution to economies. Refer to page 20 for information on EY's community investment efforts beyond what can be monetized and page 49 for data on EY societal value through the number of lives impacted and community investments.</p>
	19. Financial investment contribution	<p>Capital expenditures across the global organization in FY22 amounted to US\$800m; however, the EY businesses are not capital intensive. For a more thorough view of EY investments refer to page 26.</p> <p>Financial investment contribution is measured through CapEx as it relates to EY member firms. Share buybacks and dividend payments are not recorded at EY given that the EY organization consists of separate member firms, a number of which are private partnerships.</p>
Innovation of better products and services	20. Total R&D expenses	<p>This year there was EY investment of US\$3.2b in audit quality, innovation, technology and people – part of the US\$10b, three-year commitment announced in FY21.</p> <p>As a professional service organization, our innovation efforts extend beyond the traditional research and development definition; instead, EY investments in developing better products and services to serve clients and EY people better capture the current focus on innovation.</p> <p>Refer to page 26 for more information on our innovation focus and efforts.</p>
Community and social vitality	21. Total tax paid	Due to the EY ownership structure, a significant component of the taxes related to EY revenue is paid by the individual owners of the business and not directly by member firms. EY does not have access to the information regarding the income taxes paid by owners of the business. In general, EY individual owners pay tax at or near the highest marginal rate in their respective home jurisdictions. Other taxes paid throughout the EY global organization are not currently reported at the global level.

Supporting the Ten Principles of the UNGC and the UN Sustainable Development Goals

We reaffirm EY’s commitment to the Ten Principles of the United Nations Global Compact (UNGC), and this report doubles as the EY UNGC Communications on Progress.

UNGC principle	EY commitment	SDG impact
Human rights	<p>1. Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>After EY issued its first Global Human Rights statement in 2021, teams were engaged across the EY organization to identify initiatives across EY people, clients, suppliers and communities that would reinforce the EY commitment to respect and uphold human rights. Over the course of the last year, EY has:</p> <ul style="list-style-type: none"> ▶ Developed a training for all EY people to promote further understanding of human rights in the context of business. The training will launch in FY23. ▶ Reviewed client and engagement acceptance and continuance procedures and identified opportunities to further incorporate human rights considerations. ▶ Conducted reviews of top global suppliers on topics including modern slavery and have provided additional training resources to suppliers. ▶ Developed listening sessions with EY people to understand key topics and pressing questions. These sessions will launch in FY23. <p>EY’s responsibility to respect human rights extends beyond the direct operations of EY member firms into their supply chains, where we seek to influence the broad adoption of labor rights and maintain an active view of the human rights performance of direct and indirect suppliers.</p> <p>Just as the EY Global Code of Conduct sets out the standards of ethical behavior expected of every EY person, the EY Supplier Code of Conduct does the same for EY suppliers. The EY Supplier Code of Conduct outlines expectations around issues including sustainability, human rights, modern slavery and child labor, and suppliers are asked to verify their adherence and standards at the RFI/RFP stage (and reaffirming at the time of contract execution). At the RFI/RFP stage for certain larger suppliers, responses to environmental and social sustainability questions are scored and weighted and influence the supplier selection.</p> <p>In addition, the EY Supplier Portal provides EY procurement professionals with visibility of the capabilities of current and potential suppliers. Suppliers meeting certain spend thresholds complete a self-assessment questionnaire so decision-makers can better understand the suppliers’ social and environmental policies, practices and certifications. Questions cover topics such as modern slavery, ISO 14001 certifications and how they monitor standards in their own supply chain.</p>	
	<p>2. Make sure that they are not complicit in human rights abuses</p>	<p>See UNGC Principle No. 1.</p>
Labor	<p>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p>	<p>Please refer to the Global EY Human Rights Statement.</p>

UNGC principle

EY commitment

SDG impact

4. The elimination of all forms of forced and compulsory labor

See UNGC Principle No. 1.

5. The effective abolition of child labor

See UNGC Principle No. 1.

6. The elimination of discrimination in respect of employment and occupation

In 2022, EY launched a standard pay equity analysis methodology across all its locations to ensure each member firm applies a uniform methodology for assessing pay levels between men and women across all employees, except where local statutory methodologies are required.

EY is committed to pay equity and fair practices for EY people and has processes and policies that focus on equitable compensation. EY employee compensation is designed to be competitive in the market and be connected to an individual's work experience and performance, while being equitable internally. To be equitable internally, EY people should be similarly paid when performing similar work.

In addition, please refer to [page 12](#).

Environment

7. Businesses should support a precautionary approach to environmental challenges

Refer to [page 17](#) for more information on how sustainability is everybody's business.

8. Undertake initiatives to promote greater environmental responsibility

9. Encourage the development and diffusion of environmentally friendly technologies



Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery

All EY people are required to complete anti-bribery and corruption training when they join EY. Starting this fiscal year, EY people will complete this training annually.

The EY Global Code of Conduct sets the standard for how EY people behave and treat each other at work, how relationships are built with colleagues and clients, how services are delivered and how EY upholds and protects our reputation.

The Code identifies resources to whom questions about unethical or unlawful behavior may be directed. It was recently enhanced to reflect EY's commitment to inclusiveness, diversity and anti-racism, and is supported by a broad communications and training program.

To further ensure the Code of Conduct is embedded in the organization's culture, EY people must complete an annual declaration affirming that they have read, understood and will act in accordance with the Code of Conduct. The Code, and annual affirmation, recognize that EY personnel have a responsibility to speak up when behavior is observed that does not live up to the principles contained in the Code.



UNGC principle

EY commitment

SDG impact

Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery

EY is committed to the fight against corruption in all forms.

- ▶ There is an EY Global Ethics & Compliance Leader, a role within the Global Risk Management function, reporting to the EY Global Risk Management Leader. The role includes responsibilities for communication and education on the EY Code of Conduct as well as monitoring completion of the EY annual Code of Conduct affirmation process.
- ▶ Additionally, an EY Global Financial Crime Leader has been appointed. This person oversees the design and implementation of EY first line anti-corruption policies and procedures and for monitoring compliance. The role also reports to the EY Global Risk Management Leader.
- ▶ There is a suite of EY policies and guidance to address financial crime and other corruption, including Anti-Bribery & Corruption, Hospitality & Gifts, and Conflict of Interest, which are supported by a robust training and communications program. The EY Global Anti-Bribery & Corruption policy is accompanied by an anti-corruption compliance program, and all EY member firm partners and employees are required to complete related anti-bribery training.
- ▶ EY also has a Global policy that codifies the expectation that EY people report any concerns about corruption or other behavior that does not comply with the EY Global Code of Conduct (the NOCLAR policy, or Reporting fraud, illegal acts and other non-compliance with laws, regulations and the EY Global Code of Conduct).
- ▶ In addition to a strong internal culture, EY member firms practice in a highly regulated environment that includes rigorous reporting obligations of unlawful conduct (including self-reporting).

Externally, EY continues to play a role to combat corruption and other forms of financial crime, for example through service offerings from EY Forensic & Integrity Services. These services help clients balance business objectives and risks, build data-centric ethics and compliance programs, and ultimately develop a culture of integrity.

EY continues to engage with the World Economic Forum’s Partnering Against Corruption Initiative (PACI) Community. The PACI is a key avenue for EY to engage with peers across professional services and beyond to understand the corruption risk landscape, debate and contribute to evolving practices to combat corruption and to share thought leadership on the same. Over the years, the focus of PACI has evolved to take on financial crime matters more broadly and EY continues to hold a seat on the Gatekeeper’s taskforce that examines these issues more closely.

EY facts and figures

We define our success broadly – we measure the value we create for our stakeholders (people, society and clients) alongside our financial performance.



People value

We are committed to delivering on our promise to all EY people: “The exceptional EY experience – it’s yours to build”. We do that by providing the support, experiences and opportunities people need to build their careers in EY and beyond.

Formal learning

	FY20	FY21	FY22
Learning hours delivered	16m	18m	20m
Learning hours per person*	54	59	59
Total investment in training** (US\$)	\$450m	\$270m	\$300m
Total expenditure per person* (US\$)	\$1,488	\$880	\$877

*Average headcount is used to calculate training metrics ‘per person’. This is calculated using the average number of employees over the course of the year; this includes interns but not contractors.

**Total training investment includes global and Region (all member firms) direct spend on learning design, development, deployment of formal learning (including EY Badges and degrees) and travel for EY people. This does not include the cost of learners’ time or cost of time spent by non-learning professionals on content design and facilitation.

Average hours of formal learning per person according to rank

Rank*	FY21	FY22
PPEDD**	47	44
Senior Manager/Associate Director	42	39
Manager/Assistant Director	51	48
Supervisory Associate/Senior Associate/Senior	57	54
Staff/Assistant/Associate	78	78
Intern	53	59
Administrator	12	9

*Does not include contractors

**Partners, Principals, Executive Directors and Directors

Average hours of formal learning per person according to gender

	FY21	FY22
Male	58	59
Female	59	59
Overall	59	59

Promotions

	FY20	FY21	FY22
Total promotions	43,800	44,464	49,626
Promotions to member firm partner	600	830	1,033
% of women among new partners*	33%	34%	32%
% of promoted partners from emerging markets	37%	30%	32%

*The calculation for FY21 and now FY22 has been updated to reflect percentage of women promoted to partner and principal, excluding those promoted to executive director and director roles.

We monitor our “attractiveness” through a range of benchmarks.

Global recruits and applicants

	FY20	FY21	FY22
Job applicants (all)	1,985,000	2,180,915	3,864,374
Hiring – client service	76,720	69,179	120,891

Leadership groups by gender

	2020 total	Women/men	2021 total	Women/men	2022 total	Women/men
EY Global Executive	18	33%/67%	18	33%/67%	18	33%/67%
Regional Managing Partners	24	8%/92%	22	10%/90%	22	10%/90%
Industry Sector Leaders	8	25%/75%	8	25%/75%	8	37%/63%
Global Practice Group*	112	27%/73%	110	27%/73%	126	29%/71%
Global Governance Council	40	28%/72%	48	33%/67%	38	34%/66%
GCSP**	298	13%/87%	289	16%/84%	274	15%/85%

*Global Practice Group brings together the EY Global Executive, Area Operating Executives, Executive Function Leaders and Markets Leaders to promote coordination and synergy within the EY network and facilitate the implementation of strategic mandates, guidelines and best practices in relation to strategy implementation and execution and alignment between the Regions.

**Global Client Service Partner - lead client service coordinators on the largest EY clients across the globe.

Partners, Principals, Executive Directors and Directors by gender

	2020 total	Women/men	2021 total	Women/men	2022 total	Women/men
Partners/Principals	12,496	22%/78%	12,938	23%/77%	13,668	24%/76%
PPEDD*	19,663	26%/74%	20,666	27%/73%	22,289	28%/72%
Total people	298,965	48%/52%	312,250	48%/52%	365,399	48%/52%

*Partners, Principals, Executive Directors and Directors

Attrition rate – overall and by gender

	FY20	FY21	FY22
Women	17.6%	21.0%	23.8%
Men	18.8%	22.6%	25.8%
Overall	18.2%	21.5%	24.9%

At EY, we think broadly about differences. However, not all of these differences are tracked or can be reported, particularly on a global basis. At EY we are committed to teaming and leading inclusively across all differences, and we recognize that demographic and social groups can differ widely between geographies. Demographic data beyond gender and age, where appropriate and permissible, is typically retained at the local country level.

Workforce data – by role* (FY22)

	Women	Men	Under 30 years old	30 to 50 years old	Over 50 years old
Hires	45.7%	54.3%	73.0%	25.6%	1.4%
Attrition	23.8%	25.8%	30.4%	19.3%	10.9%

Client-serving

Partner	23.9%	76.1%	0.0%	65.8%	34.2%
Executive Director	30.3%	69.7%	0.0%	68.6%	31.4%
Senior Manager	38.0%	62.0%	3.6%	88.7%	7.7%
Manager	42.5%	57.5%	28.8%	68.0%	3.2%
Senior	45.9%	54.1%	66.4%	32.5%	1.1%
Staff/Assistant	52.4%	47.6%	91.0%	8.6%	0.4%
Administrative	85.7%	14.3%	19.5%	53.3%	27.2%

EY internal support services, such as Global and Area leadership; Technology; Talent; Finance; Brand, Marketing and Communications; Knowledge; Markets; and Risk Management

Director	48.2%	51.8%	0.1%	54.9%	45.0%
Associate Director	56.7%	43.3%	0.5%	72.2%	27.3%
Assistant Director	55.7%	44.3%	4.6%	80.8%	14.6%
Supervising Associate	57.2%	42.8%	15.6%	75.3%	9.1%
Senior Associate	60.8%	39.2%	39.3%	54.1%	6.6%
Associate	62.6%	37.4%	66.2%	28.0%	5.8%

*Excludes interns and contractors

Societal value

EY Ripples, the EY corporate responsibility program, is anchored in a long-term goal to positively impact 1 billion people by 2030. Since EY Ripples was launched in 2018, we have positively impacted more than 81 million lives.

Lives impacted*

	FY21	FY22
Total	20m	27m

Lives impacted by SDG in FY22

SDG 17: Partnerships for the goals	6,130,000
SDG 7: Climate Action	5,101,000
SDG 8: Decent work and economic growth	4,919,000
SDG 4: Quality education	3,421,000
SDG 6: Clean water and sanitation	1,735,000
Other	5,416,000

*'Lives impacted' figures encompass evaluation of both direct and indirect beneficiaries of EY Ripples initiatives – for example, both the leaders of impact enterprises and the customer base they serve – and are weighted according to the depth and breadth of impact that can be attributed to EY support. The impact of each initiative is also mapped to the most relevant SDG, based on ultimate impact.

We use community investment as one of the measures to demonstrate the long-term value EY creates for society.

Community investment

	FY20	FY21	FY22
Hours invested by EY people*	790,000	837,000	1,123,000
Value of time contributions (US\$)	\$52m	\$48m	\$75m
Cash investments (US\$)	\$74m	\$71m	\$83m
Total (US\$)	\$126m	\$119m	\$159m

*Hours reported include time contributions beyond EY Ripples (e.g., other skilled and traditional volunteering activities, pro-bono activities and Corporate Responsibility functional staff time).

We measure our greenhouse gas emissions and offsets to validate progress toward our carbon ambition to become net zero in 2025.

Greenhouse gas emissions*

	FY20	FY21	FY22
Total emissions (tCO2e)	976,000	394,000	597,000
Emissions per employee (tCO2e/FTE)	3.3	1.3	1.7
Scope 1 GHG protocol (tCO2e)	9,000	10,000	18,000
Scope 2 GHG protocol (tCO2e)	132,000	106,000	148,000
Scope 3 GHG protocol (tCO2e)	835,000	278,000	431,000
Emissions per dollar of revenue (tCO2e/US\$000)	0.0263	0.0099	0.0131

*Greenhouse gas emissions are 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 Scope 2 emissions. Emissions calculations use 2021 conversion factors published by the UK Department for Business, Energy & Industrial Strategy or locally published factors where appropriate. Conversion factors used to calculate emissions from air travel include the impact of "radiative forcing." Emissions from office energy consumption are estimated using activity data representing 91% of the global office portfolio. Figures for each of the three reported years (above) include emissions relating to the following Scope 3 categories: business travel; employee commuting; remote working; waste generated in operations; and fuel and energy related activities.

EY member firms play the combined role of a major global employer, providing stable, high-quality jobs to a combined number of more than 365,000 people.

People by service line*

	FY19 vs. FY20	FY20	FY20 vs. FY21	FY21	FY21 vs. FY22	FY22
Assurance	5.3%	99,239	1.7%	100,891	11.0%	112,019
Tax	6.6%	63,484	0.2%	63,631	11.9%	71,231
Consulting	6.3%	71,397	15.4%	82,398	33.0%	109,571
Strategy and Transactions	7.2%	19,072	5.3%	20,086	21.3%	24,355
Practice support	1.1%	45,773	-1.2%	45,244	6.6%	48,223
Total	5.3%	298,965	4.4%	312,250	17.0%	365,399

People by Area

	FY19 vs. FY20	FY20	FY20 vs. FY21	FY21	FY21 vs. FY22	FY22
Americas	1.1%	75,951	4.0%	78,967	15.5%	91,189
EMEIA	2.7%	117,306	3.4%	121,325	16.5%	141,307
Asia-Pacific	4.8%	58,960	0.0%	58,953	10.1%	64,903
GDS* - Client Service	41.6%	32,446	21.2%	39,328	32.7%	52,207
GDS - Enablement	-18.2%	7,354	-0.3%	7,330	15.2%	8,443
Exec services and functions**	7.2%	6,948	-8.7%	6,347	15.8%	7,350
Total	5.3%	298,965	4.4%	312,250	17%	365,399

*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 EY internal support services, such as Global and Area leadership; Technology; Talent; Finance; Brand, Marketing and Communications; Knowledge; Markets; and Risk Management.

EY auditors, as part of a multidisciplinary team that includes specialists in critical areas of risk, are deeply committed to their responsibility to serve investors and the public interest by delivering high-quality audits. EY member firms have an important responsibility to enhance trust and confidence in business and the capital markets by addressing risk and complexity.

Internal inspections are performed on engagements each year as part of the Audit Quality Review (AQR) program, which is an important element of assessing the system of quality control at the member firm, regional and global levels of EY.

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.

Internal inspection results of audits in IFIAR-regulated countries

	2019	2020	2021
Compliant engagements	77%	80%	86%
Compliant engagements with immaterial findings*	17%	17%	11%
Total compliant engagements	94%	97%	97%
Deficient engagements**	6%	3%	3%

Internal inspection of all audits

	2019	2020	2021
Compliant engagements	75%	79%	84%
Compliant engagements with immaterial findings*	19%	17%	12%
Total compliant engagements	94%	96%	96%
Deficient engagements**	6%	4%	4%

*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.

Client value

EY teams help clients grow, optimize and protect value.

Fortune Global 500 - percentage of companies in index served

	FY20	FY21	FY22
Audit client	23%	24%	27%
Non-audit client	61%	60%	60%
All other companies	16%	16%	13%
Total	100%	100%	100%

Forbes Global 2000 - percentage of companies in index served

	FY20	FY21	FY22
Audit client	27%	27%	27%
Non-audit client	46%	46%	51%
All other companies	27%	27%	22%
Total	100%	100%	100%

EY audit market share of IPOs (global)

	2019	2020	2021
EY ranking by deal numbers	1	1	1
EY ranking by proceeds	2	2	1

To measure how EY teams are delivering an exceptional experience to clients, we use the Global Brand Survey. Every two years it tracks the EY ambition to be the No. 1 brand among professional services organizations as measured by favorability across clients and non-clients. In the last survey, more than 4,400 EY clients and prospects across the world were interviewed, and we established a clear lead as the most favored global professional services brand.

Brand favorability

	2017	2019	2021
EY global ranking	Tied 1	Tied 1	#1
Best brand in EY Regions	15 (54% of 28 Regions)	15 (63% of 24 Regions)	16 (67% of 24 Regions)

Financial value

Our ability to achieve our ambition and fulfill our purpose depends on our sustained and sustainable financial success.

Revenue by service line (US\$b)

	FY19 vs. FY20 in LC*	FY20	FY20 vs. FY21 in LC	FY21	FY21 vs. FY22 in LC	FY22
Assurance	3.1%	12.8	2.5%	13.6	8.9%	14.4
Tax	5.1%	9.8	3.9%	10.5	10.5%	11.3
Consulting	4.9%	10.5	3.5%	11.1	27.1%	13.8
Strategy and Transactions	2.8%	4.1	10.4%	4.8	25.4%	5.9
Total	4.1%	37.2	4.0%	40.0	16.4%	45.4

*Local currency

Revenue by Area (US\$b)

	FY19 vs. FY20 in LC*	FY20	FY20 vs. FY21 in LC	FY21	FY21 vs. FY22 in LC	FY22
Americas	3.4%	17.2	2.9%	17.7	19.3%	21.1
EMEIA	3.4%	14.2	3.8%	15.7	14.4%	17.1
Asia-Pacific	8.2%	5.8	8.1%	6.6	13.1%	7.2
Total	4.1%	37.2	4.0%	40.0	16.4%	45.4

*Local currency

8-year CAGR (FY14-22)

8.4%

Revenue growth by market type

	FY20	FY21	FY22
Emerging markets	6.0%	5.5%	16.2%
Developed markets	3.7%	3.7%	16.4%
Total	4.1%	4.0%	16.4%

Revenue from emerging markets (US\$m)

	FY20	% of total	FY21	% of total	FY22	% of total
	6,377	17.1%	6,384	16.0%	7,643	16.8%

EY | Building a better working world

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

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

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

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