



EY India Sustainability Report 2018

Table of content



A note from Chairman, India Region	page - 4
Towards a sustainable future	page - 11
Creating and sustaining value	page - 15
Our people	page - 21
Our operations	page - 35
Our clients	page - 43
Our communities	page - 53
How we are organized	page - 61
About this report	page - 65







A note from Chairman, India Region

Rajiv Memani

Chairman and Regional Managing
Partner - India, EY

Chairman Global Emerging Markets
Committee - EY



Today, India has emerged as one of the fastest growing economies backed by strong macro-economic fundamentals. Structural reforms like the Goods and Services Tax (GST), Insolvency and Bankruptcy Code and sectoral reforms have played a pivotal role in making India an attractive destination for investments. The policy continuity enabled by a strong and stable government at the helm provides enhanced confidence to both domestic and foreign investors.

In this milieu, the country is at an inflection point with a vision of not only achieving the full potential of economic growth but also ensuring that the socio-economic benefits of higher growth reach more people. The government's thrust on driving greater financial and social inclusion through a robust digital infrastructure and several policy programs geared toward equitable growth are laying a solid groundwork for a sustainable future.

As the wheels of change to address inequality gain speed, businesses in India too need to bolster their commitment to serve the larger community and make it a part of their strategic decision-making. At EY, giving back to the society and sustainability sit at the core of our purpose of *building a better working world*. **In this report, we share with you a glimpse of the work we are doing across our organization, thereby contributing to the country's progress as well as sustainability goals.**

Instilling professional values and building trust

Like in other parts of the world, India too has an intense regulatory scrutiny on firms offering professional services. As a result, even more than before, building trust among our stakeholders, delivering high-quality service and reinforcing our EY core values of integrity among our people continue to be our most important focus areas today.

At the same time, technology and digital disruption continue to transform not only the business landscape in India but is also fundamentally changing the way the government is functioning and is taking benefits of education, healthcare, banking and other public services to the underserved population. We are glad to play

a role in this important transformation of the country through the several technology-led programs that we are supporting for various state governments. For instance, in 2018, we helped develop one of the largest e-governance platform, for a state government that enables faster and efficient delivery of over 800 citizen services. Our end-to-end automated Goods and Services Tax (GST) compliance platform handled 440 million invoices (28% of the country's volume) last year, making us the country's largest GST service provider. Further, we continue to work with the central and several state governments on issues of national importance, including infrastructure development, education and skilling, agriculture productivity and increasing investments, among others.

Our work with India Inc. to accelerate their digital transformation agenda through our varied solutions in digital, analytics and cybersecurity is helping businesses manage their risks, become operationally efficient and improve their end-customer experience.

Continuing our commitment to nurturing entrepreneurial spirit of India and taking it to the global stage, last year, we celebrated the 20th anniversary of our EY Entrepreneur Of The Year Awards program. The EOY Awards is the only such global business awards program in India that recognizes exceptional entrepreneurs who are driving innovation, creating jobs and driving economic development.

Developing talent and leadership

For over a decade, we have been recognized as the #1 professional services organization and the #1 brand among professional services firms for five consecutive editions of the Global Brand Survey¹. Today we are about 38,000 people strong (including Global Delivery Services) across 28 offices in 13 cities.

Our people are motivated by our purpose through the work they do each day and we continue to invest in them through our industry-leading learning and mobility opportunities that help them enhance their career. In 2018 alone, our people spent 5,65,795 hours in learning over 2,484 programs delivered in India and abroad. Embedding an inclusive culture enables our

¹Global Brand Survey, conducted by Ipsos, an independent research agency, commissioned by EY. Ranked # 1 in successive editions of the survey Ipsos (2019 and 2017), Kantar (2015), TNS (2013), TNS (2011)

people to achieve their potential and helps us create highest performing teams that deliver high quality service to our clients. To develop a gender-balanced workforce, over the years, we have implemented several programs and policies focusing on creating equal employment opportunities as well as sensitizing people on unconscious bias. Today, our women talent pool stands at 34% (up by 1% from last year) and we have over 40 women in leadership roles. In 2018, we also increased our efforts towards hiring differently-abled individuals. We continue to involve our people to help build an inclusive and supportive environment for the differently-abled to ensure they have an equal chance to succeed in their professional lives.

Contributing to sustainable growth

Our purpose is a constant reminder to not only support our clients in driving their sustainable growth but also to challenge ourselves to work in a more environmentally sustainable manner. Through our Climate Change and Sustainability Services (CCaSS), we assist our clients around the world to adopt a holistic approach towards integrating business goals and sustainability.

Our Corporate Social Responsibility (CSR) arm, the EY Foundation, has been leading several initiatives to reduce our carbon footprint and waste streams across locations. In the last decade, we have planted more than 1 million trees. In 2018, we committed ourselves to addressing the hazards of air pollution in North India by helping raise awareness about environment-friendly harvesting techniques among 25,000 farmers in Punjab. This intervention is expected to reduce 300,000 tons of CO2 emissions and save 48 billion liters of water by the end of 2019.

We continue to increase the reach and impact of our programs in the areas of education and rural entrepreneurship. Along with our collaborations with non-government organizations (NGOs), today, we are providing entrepreneurship opportunities to over 200,000 women and families in 3,000 villages across 10 states. Over 500,000 children are benefitted through various education programs which are aimed at either increasing access to quality education or improving classroom experience. EY Foundation Scholarships, benefit 3,000 undergraduate students each year, 60% of whom are girls.

As we apply our problem-solving approach in solving some of the toughest challenges of our country, thousands of EY professionals across our member firms in India volunteer their time and skills by participating in the various CSR initiatives. In 2019, we will be able to take this commitment even further with our global Corporate Responsibility program, EY Ripples, which expands the number of opportunities for our people to use their knowledge and experience to positively impact the lives of our future generations and help several impact entrepreneurs solve their business challenges.

The last decade has tremendously changed the world and consequently how we, as individuals and organizations, interact with our larger communities and our planet. We believe there is tremendous opportunity for businesses in India to collaborate and complement efforts of the government and other social organizations to create an equitable and sustainable society. We, at EY, are committed to this journey of creating a positive change in our wider communities.



At a glance



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Awards and recognition

- ▶ Our commitment to our people and workplace has been recognized through various awards.
- ▶ Here is a list of some of the organizations that have recognized our efforts in 2017–2018: Ranked as the #1 brand among the Big Four in India for the fourth successive edition of the Global Brand Survey 2017 (Ipsos)
- ▶ Ranked as World's Most Attractive professional services employer for 2018, 2017, 2016 by Universum
- ▶ Ranked as the #1 brand among the Big Four in India for the fourth successive edition of the Global Brand Survey 2017 (Ipsos)
- ▶ Ranked as World's Most Attractive professional services employer for 2018, 2017, 2016 by Universum
- ▶ Featured as one of India's best companies to work for - Great Place To Work 2018
- ▶ Ranked in Top 10 Best companies for women to work in India - AVTAR Group and Working Mother Media 2018
- ▶ Ranged amongst India's Top 50 and among the best in Professional Services by Great Places to Work in partnership with Economic Times 2017
- ▶ 'EY WIN- EY Women's India Network' acknowledged with the Employee Network Excellence Award 2017 by BD Foundation
- ▶ Ranked No. 1 in the "Continuous innovation in HR Strategy at Work" - World HRD awards 2017
- ▶ Ranked number 1 in the "Organization with innovative practices" category - World HRD Congress Awards 2016, 2015, 2014
- ▶ D&I impact award - World HRD Congress 2017, 2016, 2015
- ▶ Among the top 100 best companies for women in India - AVTAR 2017, 2016
- ▶ Best Leadership Development Program for Top management - World HRD Congress 2017, 2016
- ▶ Best Corporate Social Responsibility- World HRD Congress Awards 2016, 2015
- ▶ Ranked number 1 in the "Dream companies to work for" category - World HRD Congress 2014 Awards
- ▶ Ranked number 1 "Dream Employer of the Year" as part of the dream companies to work for Awards 2014 - World HRD Congress
- ▶ Best Corporate Social Responsibility Practices in 2013-14 and 2014-2015 - Global CSR Excellence and Leadership Award and Lokmat's Corporate Excellence Award, respectively
- ▶ Among the top 5 organizations in India for "The employee network excellence" - D&I award 2016 by Bizdivas

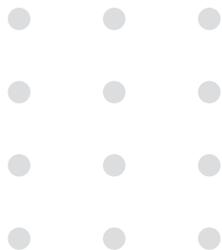
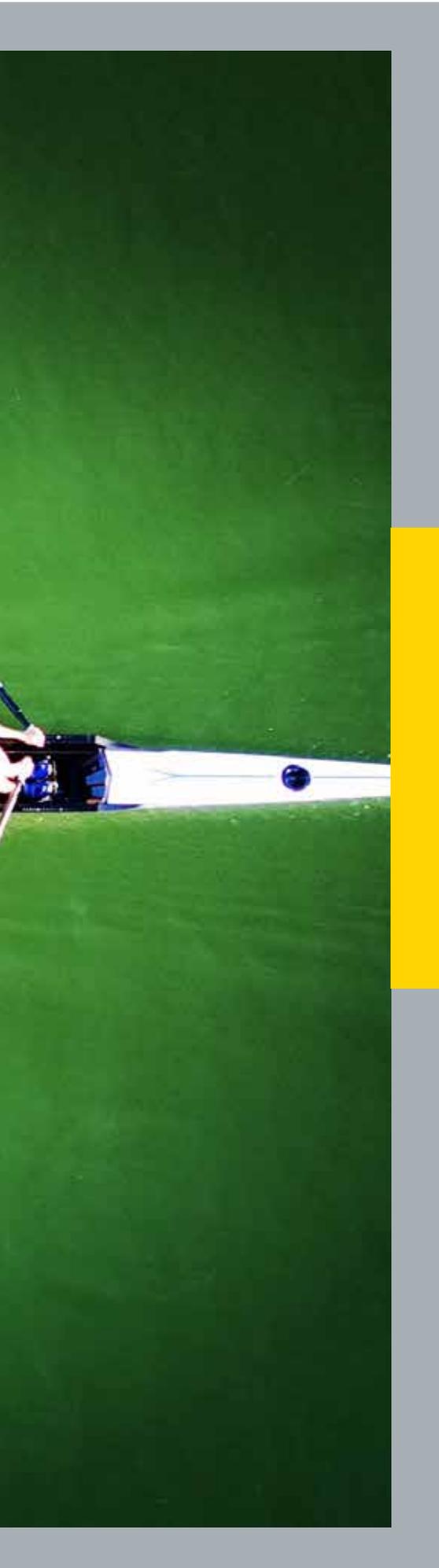


Helping organizations and government navigate the digital future

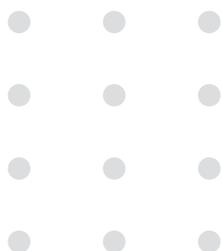
- ▶ We are helping one of India's largest bank to design and operate their innovation and customer experience center to instill an innovation mindset in its 2,70,000 people.
- ▶ DigiGSTTM, our integrated GST Suvidha Provider (GSP) - Application Service providers (ASP) solution is flexible, intuitive and scalable GST compliance platform, enabling companies across sectors to make a seamless transition to Goods and Services Tax (GST).
- ▶ We are helping one of the world's largest telecom companies in their global Robotics Process Automation Program, encompassing cost optimization, better customer service and reduced risk of business disruption
- ▶ We are working with one of the leading manufacturers to establish their global cybersecurity strategy in over 90 countries. We are also performing a peer benchmarking review and establishing a threat intelligence framework for the organization.
- ▶ Our proprietary tool, Cosmos, is deploying data analytics to enable a leading bank in the Middle-East to manage their anti-money laundering and key compliance requirements in real-time.
- ▶ We are designing the digital lending platform for one of India's fastest growing players in financial services to enable the delivery of a next generation customer experience with greater responsiveness and efficacy.
- ▶ EY India is enabling the creation of an ecosystem for promoting solar rooftop investments across 14 Indian states by supporting in business modelling and capacity building.
- ▶ We are developing an intelligent automation program including robotics for one of India's largest construction organization by redesigning routine and complex business processes to enhance productivity and delivery lead times.
- ▶ We are transforming the business analytics capability of an Indian entertainment conglomerate that is streaming content across more than 170 countries. This may enable effective customer service, improved content performance and revenue growth.
- ▶ EY value Chain Sync, our proprietary tool is helping one of India's leading consumer products company succeed in a complex and fast-moving retail environment with an agile and responsive supply chain.
- ▶ We are collaborating with one of India's youngest states in its endeavor to ensure good governance. The newly created state aims to enhance citizen experience by providing integrated services through a common digital platform.







Towards a sustainable future



What is sustainable development?

Sustainable development² has been defined in many ways, but the most frequently quoted definition is from “Our Common Future”, also known as the Brundtland Report, which says, “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

*In 2015, 193-member states of the United Nations adopted 17 global Sustainable Development Goals (SDGs) with the aim of ending poverty, fighting inequality and injustice, and tackling climate change by 2030.

The SDGs cover broad challenges such as economic inclusion, diminishing natural resources, geopolitical instability, environmental degradation and the impacts of climate change. Business, academia and non-profit organizations globally played a part in achieving these goals.

Many companies also have been working to address environmental, social and economic issues. They recognize that they can address complex sustainability challenges only by scaling up their efforts and collaborating with peers,

industry and sector bodies, customers, governments, non-profit organizations, and society, in general.

In a disruptive, changing world filled with technological advancements, the need for sustainability becomes increasingly important.

At EY India, we believe that sustainability is a structured approach to achieve a holistic and triple bottom line growth. Apart from risk identification and mitigation, as well as a significant improvement in the efficiency of processes and systems for optimization of resources, the other proven tangible and intangible benefits of sustainability include its positive impact on employees’ morale, an organization being recognized as an employer of choice, supply chains being motivated to adopt leading practices and consumers being educated on the importance of responsible behavior.

*https://www.ey.com/en_gl/sustainable-development-goals

<https://www.ey.com/in/en/services/specialty-services/climate-change-and-sustainability-services>

Sustainable development goals

The importance of the UN Sustainable Development Goals (SDGs) as a framework for addressing global challenges has grown, and this momentum is expected to continue as organizations continue to evaluate and report on their

alignment with the targets. EY has been focused on promoting diversity and gender equality, sustainable employment and economic growth, education and environmental sustainability as well as collaborating in these areas.

Human and labor rights

Supporting our people and communities



²<https://www.iisd.org/topic/sustainable-development>

Inside EY

- ▶ Creating an exceptional experience for our people
- ▶ Strengthening our diverse and inclusive culture
- ▶ Promoting diversity to produce broad opportunities and experiences across teams and service lines
- ▶ Developing purpose-driven leaders
- ▶ Listening to and recognizing our people
- ▶ Being recognized as a "great place to work"

In our supply chain

- ▶ Driving responsibility in our supply chain
- ▶ Increasing supplier diversity

In our communities

- ▶ Driving inclusive growth
- ▶ Supporting the next generation
- ▶ Helping social entrepreneurs working with women led institutions to help rural women micro entrepreneurs who are a part of the bottom of the pyramid (BoP)
- ▶ Involving our people
- ▶ Working with others for positive change
- ▶ Aligning action through global coordination

Anti-corruption

Supporting our clients and profession

16

Peace, justice and strong institutions

17

Partnership for the goals

How we do business?

- ▶ Living by our values
- ▶ Upholding the highest professional standards
- ▶ Reinforcing our commitment to quality
- ▶ Engaging with our stakeholders

Serving the public interest through our services

- ▶ Building trust and confidence in the capital markets
- ▶ Helping businesses to innovate with purpose

Environment

Supporting environmental sustainability

12

Responsible consumption and production

13

Climate action

15

Life on land

17

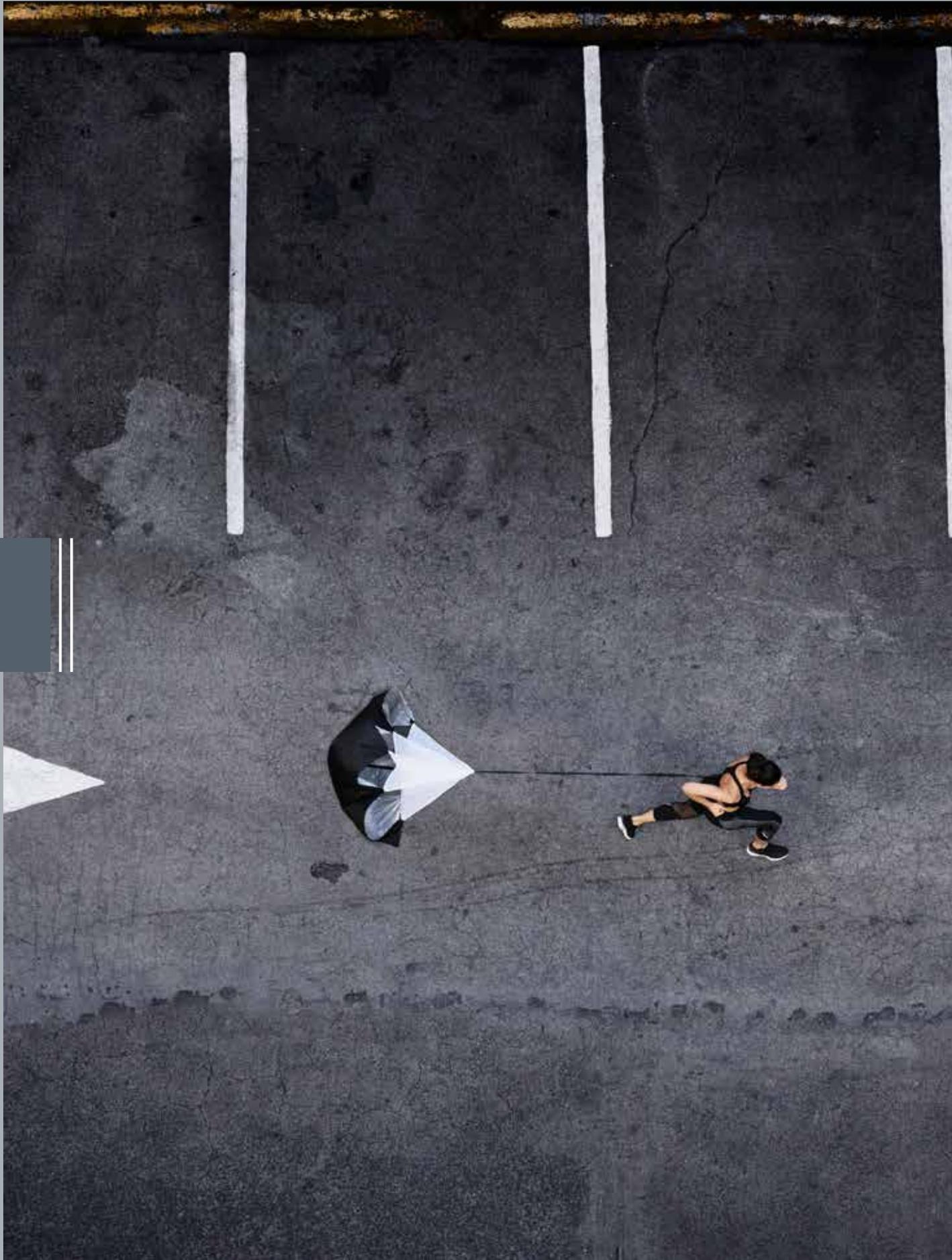
Partnership for the goals

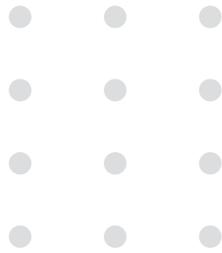
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Clean water and sanitation

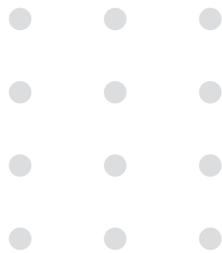
- ▶ Helping our clients become more sustainable
- ▶ Positively influence change
- ▶ Water conservation initiatives undertaken in rural India
- ▶ Managing our own impact







Creating and sustaining value



Creating and sustaining value

In India, EY is among the leading providers of Advisory, Tax, Transactions and Assurance services. As per Global Brand Survey, conducted by an independent research agency commissioned by EY, the organization is also the number one professional services brand* in India, which is a testimony to our relentless commitment to deliver exceptional client service.

Our purpose

A sense of purpose is an essential part of a business. But a purpose can only be realized if it's embedded into an organization's strategy, and if it's completely embraced by the people working within that organization to create a powerful, purpose-driven culture.

EY is committed to building a better working world. Through this purpose, we create confidence among the stakeholders and capital markets, supporting our clients to drive sustainable growth across the world. We maintain a strong commitment to our collective values, which guide our actions.

Our purpose defines why we exist as an organization and helps our people understand the significance of their work. In this transformative age, when the world is becoming more complex, our purpose helps us navigate the dynamic landscape.

Through our peer-based global award program, Better Begins with you, we recognize and celebrate our people who have found inspiring and impactful ways to bring EY's purpose - building a better working world - to life. The program builds on our culture of recognition, where our people actively recognize others who do extraordinary work every day.

With our shared values underpinning their actions, these forward-thinking individuals and teams transform how we help our clients improve and grow, how we create exceptional experiences for our people at EY, how we contribute to our communities and how we bring new ideas, products and services to market.

Across every part of EY, with every client, we dig deeper in pursuit of better working - the relentless search behind our purpose. Because when business, governments and people work better, the world works better.



Our values define who we are and remain the bedrock of our culture. They are the fundamental beliefs of our global organization. They guide our actions and behavior. They influence the way we work with each other - and the way we serve our clients and engage with our communities. Instilling them in everything we do is one of the most important sources of our organizational strength.

We are

1 People who demonstrate integrity, respect and teaming

2 People with energy, enthusiasm and the courage to lead

3 People who build relationships based on doing the right thing

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

Every year, we celebrate the way we live our values through our Chairman's Values Award. Through this award, we give our people the opportunity to recognize their colleagues who are bringing our values to life every day. This is an important way in which we are building our shared culture, founded on our strong commitment to our values.

Business performance

1. Last year, EY in India welcomed about 5,000 new colleagues and is today, the leading professional services organization in the country employing about 38,000 people (including Global Delivery Centers) in over 28 offices.
2. EY India continues its market-leading position and has been ranked the #1 professional services brand for four successive editions of the Global Brand Survey – 2017, 2015, 2013 and 2011.
3. In India, EY is engaged with Union Government of India and several state governments to roll out major transformational programs in the areas of ease of doing business, GST, investment promotion, e-governance, infrastructure development, healthcare and education services delivery. We continue to be the #1 Tax firm in India and maintain our market leadership in tax and economic policy, controversy and litigation. In 2018, we led first India-US Bilateral Advance pricing agreement (APA) closure. Our automated GST compliance platform, DigiGST®, has enabled processing and submission of 450 million invoices to Goods and Services Tax Network (GSTN) and 28% of Goods and Services Tax Provider (GSP) transactions through GSTN. We are increasingly focused on infusing technology into our Tax offerings and gaining leadership in Tax technology.
4. In Advisory, EY India maintains its #1 market and brand position among the Big Four and enjoys leadership position in Risk Advisory. Over the last two years, we have built market-leading Analytics, Intelligent Automation and Risk Technology practices and focus on leveraging technology and specialist solutions to help clients manage risks. We have also been delivering multi-competency transformation engagements.
5. EY India maintains its #1 position in Transactions Advisory Services (TAS) as well and has been ranked as the #1 Financial Advisor (in terms of number of deals) for over a decade as per Bloomberg, Mergermarket and Thomson Reuters. TAS enjoys a dominant market share in diligence advisory in Private Equity deals and is also the only firm to offer end-to-end restructuring services. In 2018, we launched new service offerings including PE value creation and investor relations.
6. In Assurance, we continue to work with our clients to minimize the risk of conducting business, which helps inspire confidence among investors and capital markets. We are increasingly using technology and data analytics to improve quality and transparency in our audits. In 2018, we re-named our Fraud Investigation and Dispute Service practice to Forensic & Investigation Services, which has 800+ forensic professionals and continues to drive innovation and digital focus across its offerings.
7. We achieved strong growth in our key focus sectors such as technology, financial services, government and public sector, and consumer products and retail.

Our future outlook

India offers a tremendous growth opportunity owing to its rapid urbanization, growing young population and government's focus on development and digitization. It has a vibrant mid-market segment offering tremendous opportunities to the consulting firms. The country is also being increasingly used as a hot-bed of innovation and for developing global solutions at competitive costs. EY, with its diverse service offerings and knowledge solutions, is well-positioned to continue its strong growth.

As clients rapidly adapt to technology disruption and the Indian Government accelerates its "Digital India" initiative, EY is firmly embracing technology and expanding its talent base especially in the areas of digital, analytics and cyber (DAC) and hiring graduates with a Science Technology Engineering Mathematics (STEM) background.

Instilling professional values

As a global organization, we believe that we play a vital role in promoting investor confidence in financial reporting and the world's capital markets. We recognize the importance of this role and take seriously our commitment to provide high-quality professional services. We also understand that, apart from our people, our reputation is our most important asset. EY's shared approach, globally consistent policies and practices, independence processes and code of conduct strengthen EY India's ability to set the bar for service quality.

Setting the tone at the top

Our senior leadership delivers robust and key messages that demonstrate the highest standard of ethics and professional responsibility.

Our approach to ethics and integrity is embedded in our training programs and internal communication. The senior management regularly reinforces these expectations and the importance of performing quality work and complying with professional standards and internal policies through varied communication channels. Also, we assess the quality of professional service as a key metric to evaluate and reward all professionals.

In a culture that strongly supports collaboration and teamwork, we place strong emphasis on the importance of consultation in dealing with complex or subjective matters. We are committed to delivering quality services that reflect our professional capabilities and are appropriate to the specific issues and needs of the clients. We commit ourselves, as professionals, to uphold the trust placed in us by clients and other parties.

We continue to emphasize that no single client is more important than our professional reputation – the reputation of our network of firms and the reputation of each of our professionals.

Code of conduct

The organization is committed to building a better working world, and EY's Global Code of Conduct and Values underpins this purpose. Every day, each one of us could be faced with challenging and difficult choices; yet, it is simply a part of living and working in a demanding, complex and increasingly globalized business environment. In this context, it is the integrity and professionalism that we bring to these challenges that define our reputation as a firm.

While the Global Code of Conduct provides a clear set of standards for our business conduct and presents each one of us with an ethical and behavioral framework, the India guidance document on the Global Code of Conduct provides further clarity and supplemental guidelines for topics specific to India (some driven by local laws) within the framework defined in the Global Code. Our people are required to abide by five categories of principles:

- ▶ Working with one another
- ▶ Working with clients and others
- ▶ Acting with professional integrity
- ▶ Maintaining our objectivity and independence
- ▶ Respecting intellectual capital

The Global Code of Conduct provides an ethical framework to guide our day-to-day conduct. Everyone at EY is required to make a personal commitment to abide by our Global Code of Conduct. Our EY Ethics Global Hotline provides our people, clients and others outside the organization with a confidential means to report activity involving unethical or improper behavior that may be in violation of professional standards or otherwise inconsistent with the Global Code of Conduct

Risk Management (RM)

The Risk Management (RM) team oversees organization-wide activities designed to help all our people meet our global and local compliance responsibilities, and support our client-facing teams in delivering quality and exceptional client service. In person and online trainings are conducted to apprise our professionals of applicable policies and requirements. We uphold the professional standards and rules applicable to us, and our member firms, as well as actively work with the regulators who oversee our professional conduct. RM team works closely with all parts of the organization to identify and manage risk, providing coordinated advice and assistance on independence, conflicts, compliance, regulatory, policy, ethics and values, and security issues.

Independence

Independence means that EY member practices and their professionals should be (in fact/mind) and should appear to be (in appearance) free from interests that might be regarded as being incompatible with objectivity, integrity and impartiality. EY India follows the EY Global Independence Policy, which

establishes mandatory requirements and prohibitions with respect to the most common independence matters related to EY member practices and their professionals; as well as the more stringent independence rules than those contained in this policy that are required by country regulatory or standard-setting bodies.

EY India provides independence training to professionals, including globally deployed independence training. Partners and professionals are required to use the global monitoring system for verifying permitted investments, reporting financial interests and periodic confirmation purposes, according to their rank and individual requirements. Partners and professionals are subject to random testing every year. Appropriate disciplinary actions based on the applicable global risk management guidance in relation to breaches of professional/regulatory rules and violations of EYG Independence Policy have been implemented.

Protecting data

At EY, we believe that a strong business reputation depends on a robust data privacy and information security program.

EY views data privacy and information security as fundamental components of doing business. We are committed to protecting information assets, personal data and client information. We believe that a solid data policy and information security program are essential components of a leading professional services organization.

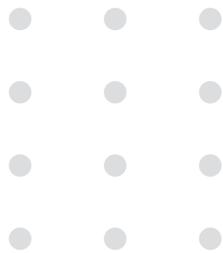
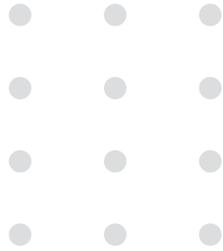
EY's global data privacy policy addresses the issues raised by modern data management tools and systems. We apply a common set of personal data management principles to all our member firms, providing a framework for processing personal data in compliance with local privacy laws and professional standards, as well as their own internal policies.







Our people



Our people

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In our ambition to build a better working world for our clients, people and community, we are passionately driving an inclusive environment and enabling our people with opportunities to create sustainable impact to our key stakeholders. In this pursuit, EY Ripples, our new corporate responsibility program, allows our people to leverage their skills, knowledge and experience in “supporting next generation and impacting entrepreneurs” and make a difference to the society. ”

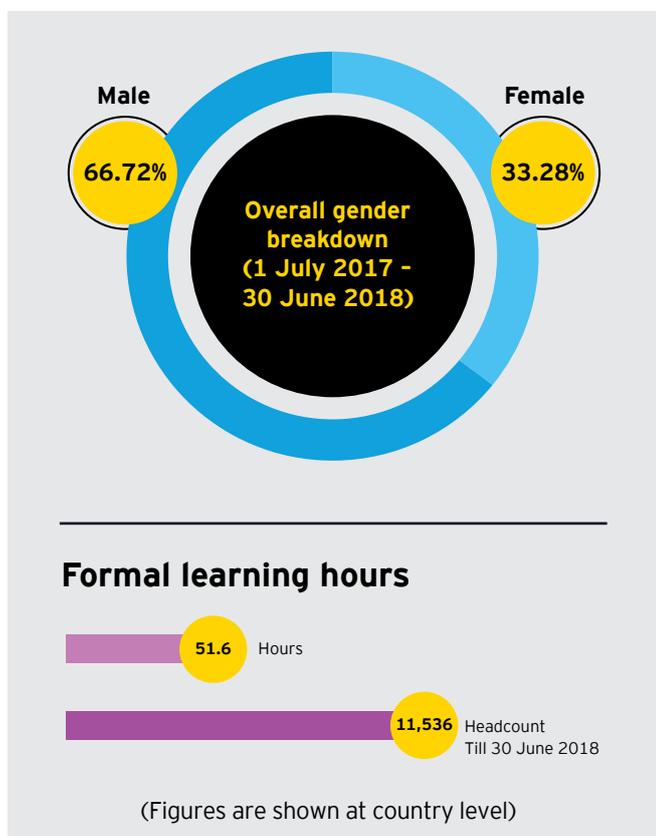
Sandeep Kohli

Partner, Talent Leader, India.



EY India's efforts are directed at attracting people who are entrepreneurial, who have the passion to make a difference, who thrive in international teams and who have a global mindset. We aim at providing an exceptional EY experience to them.

We empower our employees while they are with us to have a sense of purpose and to have the opportunities that add value to their overall career experience. If and when people choose to leave us, we do not see this as an end to the relationship but just the next stage and maintain a strong relationship. Whether they go on to work with a client or a competitor, start their own business or retire, they will be a welcomed lifelong member of EY India's alumni network.



Our alumni network

Our commitment to attract great people and develop future leaders relies on our ability to provide a rich and inclusive EY experience. The EY India Alumni Network plays a crucial role in helping deliver this goal. With the premise, "whenever you join, however long you stay here the exceptional experience of EY, lasts a lifetime," the EY alumni program is focused on ensuring a life-long association.

The alumni network in India started in 2012 and has over 11,000 registered members. Subsequent to the launch of

several initiatives including an exclusive portal, e-newsletter and reunion events in the first year, the next few years of the program have helped consolidate and further expand the alumni network. In its sixth year currently, the India alumni became part of an EY global alumni portal which gave them access to 2,00,000 EY alumni from all over the world.

Connect, a print magazine for alumni at senior levels, was launched in the second year and the fifth edition was released recently. Alumni Connect, a quarterly e-newsletter featuring interviews with some of our distinguished alumni, the latest news, reports and job opportunities, continues to be circulated to all registered alumni. Select alumni are invited to webcasts, key events and forums of relevance to them in their current roles. The dedicated secure website also helps the alumni stay connected to EY and to other registered alumni as well.

Creating the highest-performing teams

EY India is proud of EY's culture of teaming. We know from experience and research that our best-performing teams are made up of highly engaged individuals from diverse backgrounds. These teams excel by being adaptable and flexible without losing focus and by welcoming diverse views. They consistently use best-in-class approaches, tools and methodologies; undertake learning, experience and coaching; and are always focused on delivering the best results, rather than on where, when or how the work gets done.

To support these teams, we are committed to continually providing our people with training that develops their skills, challenging client opportunities, a diverse workplace, flexibility and choice, and a framework to guide their career development.

Our recruitment activities focus on attracting future business leaders – people who have a global mindset and thrive in international teams, and who will drive the success of our business. We want all our people to feel enthused by their work and their colleagues and to be comfortable in an organization that give them the flexibility to achieve their professional and personal aspirations. We relentlessly work to engage our people meaningfully through conversations, choices and celebration.

We hear and speak with our people at all times and in countless ways. Our people get the opportunity to interact with leaders of the organization through platforms such as leadership town halls, counselling family, speak up forum (a virtual platform to connect with the Chairman) and feedback discussion with counselor). We also train our counselors to have authentic conversations with their counselees to share feedback on their performance and help them achieve their career aspirations.

At EY India, celebrations and having fun are part of our work life. While we work hard throughout the year, we make it a point to find time to celebrate individual and team successes. Be it the success of completing a critical project, a team anniversary, applauding high utilization numbers or a new win, celebration is a must. With a focus on diversity, we celebrate all festivals with pomp and élan, including the pursuit of various sports and extracurricular activities. Also, every year we launch our global awards program Better begins with you. The program celebrates individuals and teams that embody our purpose of Building a better working world in their everyday actions.

We take pride in the fact that many of our alumni become leaders in academia, government, the non-profit sector or in the business community. Others play a role in growing and sustaining new organizations. We are open to welcoming back our alumni members. In India, 242 former EY employees rejoined during FY18. We have won numerous awards from around the world that recognize our status as a premier employer.

Mobility

We want to provide our people with ample opportunities to build careers that best complement their respective strengths and interests. Our mobility programs include cross-border and cross-service line opportunities, as well as opportunities to work within different industry segments.

Our global exchange program offers high-performing professionals with assignments that typically last 18 months. For those interested in a shorter assignment, our new horizons program offers high-performing staff and seniors the opportunity to participate in a three-month assignment in another country.

Total employee attrition for FY17-18

Equivalent level	Below 30	Attrition % below 30	Age 30-50	Attrition % between 30-50	Above 50	Attrition % above 50	Grand total
Partner		0.0%	6	2.5%	2	4.5%	8
Executive director		0.0%	10	16.4%	1	6.3%	11
Director		0.0%	3	31.6%		0.0%	3
Associate director		0.0%	50	12.5%	4	38.1%	54
Senior manager		0.0%	77	15.3%	2	28.6%	79
Manager	41	15.3%	215	24.3%	3	60.0%	259
Senior executive	257	23.3%	316	25.8%	3	33.3%	576
Executive	694	20.3%	148	25.9%	1	25.0%	843
Staff	405	28.2%	79	20.7%	4	21.1%	488
Intern	78	22.9%		0.0%		0.0%	78
Grand total	1475	22.4%	904	21.2%	20	17.2%	2399

Developing and supporting our people through world-class learning

Helping EY India's professionals to learn, develop and lead is fundamental to creating value for our people and our clients. At a global level, EY has a unique global career development framework called EY and You (EYU), which focuses on learning, experiences and coaching.

Monitoring and strengthening performance

As an organization, we are committed to building strong career value for our people and equipping them with skills and experiences that help build a better working world. In this endeavor, we introduced a new approach to manage career, development and performance - LEAD (Leadership Evaluation and Development). Based on Leadership@EY, LEAD is all about having future-focused career conversations and high-quality feedback from multiple feedback providers on a regular basis. Supported by an easy-to-use, intuitive tool SuccessFactors, LEAD is available on a real-time basis enabling greater insights into peer comparison and areas of development to achieve career goals. Empowering our people to own their career, LEAD is our promise to re-define the experience of our people with better feedback, better conversations and better experiences.

Tailored training

EY India provides our people with access to high-quality formal learning through a structured organization-wide curriculum that contains technical content. It is accessible in a variety of formats, including:

- ▶ Face-to-face: through case studies, lectures and simulations
- ▶ On-the-job training: through working in different environments, which offer exciting and challenging experiences through a wide variety of assignments
- ▶ Virtual: through web-based tutorials, videos and webcasts

EY's web-based global learning management system enables EY employees to flexibly organize their learning. They can use it to search for content, to identify where gaps in their learning might exist and to develop a "learning map" to meet future needs.

World Class, a learning program enables employees to receive the same baseline level of high-quality learning across the globe. One global team is now responsible for developing a learning curriculum that is relevant across the entire organization, as well as specific programs for each of the service lines. The program blends classroom, mobile, electronic and social learning.

We believe that career management is an integral aspect of development and have therefore embedded it into our people development strategy. We focus on helping employees discover and develop their talents, manage their careers and enhance their personal growth.

Our holistic development framework EYU not only provides a consistent structure, but also recognizes that everyone is unique. Every employee is assigned a counselor, who helps the counselee determine the appropriate formal learning and experiences that are needed to achieve their unique career goals. We also have tools to capture and manage continuous feedback, as well as mid-year and annual reviews. We encourage our people to request real-time feedback. It not only encourages continual improvement, but also improves mid-year and annual performance reviews that all our employees receive. In FY18, 100% of our EY India employees received a formal performance review.

Organizing milestone events

Those who are newly promoted to the senior, manager, senior manager or executive director ranks are invited to milestone events. These face-to-face events follow a global format and combine a mixture of learning and celebration. Members of the leadership team, right up to the EY Global Chairman and CEO, play an active role at these events.

Milestone data event FY'18

Program's name	Training location	Total
Global New Partner Program	Barcelona, Spain	31
New Director/ Associate Director Program	Hyderabad	103
New Senior Manager/ Associate Director Program	Bella Center, Copenhagen	167
New Senior Program	NCR	641
New Manager/Associate Director Program	Amsterdam	408
Grand total		1,350

Implementing strong leadership programs

EY delivers tailored programs to develop our leaders, including:

- ▶ Global NextGen: it is a two-year program that gives potential member firms' partners the opportunity to respond to a series of challenges that will develop their leadership and entrepreneurial skills. It prepares them for their role as partners in a motivating and structured way and provides transparency around the partner promotion process.
- ▶ Global Exchange Program: it provides high-performing seniors and managers the opportunity to go on 18 to 24 months international assignments before returning to share their learning with colleagues.
- ▶ New horizons: it gives high-performing seniors the chance to undertake a three-month period of employment in another country.

In FY18, each client-serving professional in EY India accumulated an average of 51.6 hours of learning.

Formal learning plays a crucial role in development. EY India delivers a rich, focused curriculum for our people, recognizing the different roles they play and the variety of experiences and learning they need throughout their development. We continue to increase our focus on coaching and experiences alongside formal learning. **In India, we have a broad spectrum of 905 soft skill programs and over 1,579 technical courses available to employees.**

Through EY India's formal learning programs, training activities and other informal learning opportunities, we expose our people to a broad range of sustainability issues. **From the EY Global Code of Conduct, and anti-bribery and insider-trading policies, to diversity and inclusiveness training and networks, to the skills development opportunities in local communities, we make sustainability a fundamental component of our people's careers and their growth, within and beyond EY.**

Total learning hours by gender, FY 18

	Total hours	%
Male	3,68,782	65%
Female	1,97,013	35%
Total	5,65,795	

Learning hours by level, FY18

Equivalent level	Male	Female	Total hours
Partners, executive directors, directors	10,169	1,347	11,516
Senior managers, assistant directors, directors	32,854	7,104	39,957
Managers	41,703	12,803	54,505
Senior consultants, assistant managers, senior executives	83,460	32,437	1,15,897
*Consultants, associate consultants, executives	1,37,900	87,806	2,25,707
Analysts/interns	62,696	55,517	1,18,213
Total	3,68,782	1,97,014	5,65,795

Celebrating and supporting diverse talent

When we bring together talented and engaged people to create the highest-performing teams, we are able to deliver exceptional client service. These teams use cross-cultural strength to tackle concerns, they instinctively value diverse perspectives and lead inclusively. We have made a strong commitment to diversify our leadership. In particular, we have focused on increasing the number of new female partners.

At EY, diversity is more than just a program. Embedding a sustainable, inclusive culture in the way we work enables our people to achieve their potential and make a difference. We are focused on both diversity and inclusiveness. By diversity, we refer to getting the right mix of demographics in our workforce, including both seen and unseen differences in terms of gender, ethnicity, national cultures, subcultures within countries, sexual orientation, disability, generation, etc. By inclusiveness, we refer to the way we make that mix work. It is about creating an environment where all people feel valued, are part of the community and are able to perform their best. It is also about equality and opportunity and making sure that differences are celebrated, so that talented people from any background can rise to the top. It is also about guaranteeing that opportunities to develop and advance are available for all from day one.

In addition to this, Diversity and Inclusiveness (D&I) is also important from the point of attracting and retaining the best talent and responding effectively to market demands and demographic changes. We have maintained a dedicated focus on attracting women, as well as visibly diverse students and professional hires. We also attempt to reach out to veterans and people with disabilities. We ensure that our commitment to diversity and inclusiveness is embedded in all of our recruiting practices.

In India, diversity and inclusiveness is of great strategic importance to us because it affects our people, our clients and our communities. We build a diverse and inclusive environment through:

- ▶ Robust D&I practices across the firm to drive our D&I-related priorities.
- ▶ Providing equal opportunities by recruiting candidates for all jobs, irrespective of race, religion, color, creed, national origin, age and gender.
- ▶ Gender sensitization to apprise people of unconscious biases and enable them to deal with it appropriately.
- ▶ Cross-cultural inclusion of people from diverse educational backgrounds, gender, ethnicity, geographies, cultures and physical abilities.

We have not experienced any incidents of discrimination, nor have we had to take any action in response to an incident of discrimination.

We make sure that we achieve a culture which is inclusive. Our focus areas and initiatives are as follows:

- 1 Creating a supportive and inclusive environment
- 2 Making flexibility a way of life
- 3 Illuminating the path to leadership for women

Creating a supportive and inclusive environment

Leadership team at EY is strongly committed towards creating an enabling work environment for differently-abled employees and believes that they must be nurtured and empowered so that they can contribute towards building an inclusive environment and significantly in building a better working world. To channelize our efforts in this direction, a core group of partners have been formed to drive the disability inclusion agenda. The core group has partner representation from each location and are taking a focused approach on recruitment and retention of people with diverse abilities.

We follow unique policies to build an environment of diverse and inclusive environment. These include equal employment opportunity, sensitizing people managers on unconscious bias, zero tolerance policy, health and wellness awareness, and providing networking opportunities.

EY Women's India Network (WIN) across all EY offices locations provides a platform for women to connect, voice their opinions, learn from each other, build relationships and be inspired. "EY WIN" addresses professional and personal needs of women employees by promoting networking and relationship building, showcasing role models, providing self-development tools, and engaging with women professionals across industries and client organizations.

We conduct focused group discussions (FGDs) with our women employees to understand what's working well and what's not. FGDs also cover the challenges women face to get to the next level, how they overcome them and what each of us can do to encourage women to excel towards managerial levels. These informative and interactive sessions are open to all employees across the organization.



Networking with EY women leaders

Apart from face-to-face engagement, we also give access to Everywoman Network, a virtual community for women. The platform provides an opportunity to women to develop their leadership skills using workbooks, webinars, articles, videos, etc. The network covers a wide range of topics relevant to women's leadership and allows the women to explore the development tools available and with a topic that meets their requirements. We also recently launched the EY WIN Learning Hub, an initiative in which we share information related to the trending topics on everywoman network in the form of the e-learning modules to our women employees monthly. Some of these modules have been converted as topics for face-to-face sessions and senior women colleagues have been covering those as part of the capability building series.

Gender sensitization sessions

Unconscious bias awareness workshops are conducted to raise awareness on any possibility of unconscious bias and suggest ways of counteracting it. This also helps in ensuring that roundtables/review committees result in fair and equitable evaluations. Along with this, starting last year, an email campaign was launched for managers and above during the annual moderation phase to increase awareness of the influence of unconscious biases.

We also conduct theatre style intervention around gender sensitization and awareness of unconscious biases. These sessions are centered on how unconscious biases play a role while making decisions related to hiring, engagement allocation, performance evaluation for women who have been on maternity, sensitivity towards both genders and various aspects of Prevention of Sexual Harassment policy.





Zero tolerance policy

We have formal policies for prevention of sexual harassment and workplace harassment with core committees to deal with complaints. All complaints of harassment are treated seriously and are confidential. We conduct a prompt and thorough investigation of all complaints and initiate appropriate disciplinary action. We conduct awareness sessions for members of the sexual harassment committee, Talent Team (HR) and employees. We also sensitize all our new joiners in the on boarding sessions.

Recruitment

We follow fair employment practices that support the growth of a fair and inclusive workplace that especially helps our women employees to perform to their full potential. Special drives are conducted to ensure right focus on:

- ▶ Incentivizing women hiring
- ▶ Sensitizing hiring managers
- ▶ Rehiring women on career break and engaging with alumni
- ▶ Engaging with diversity vendors
- ▶ Mandatory senior woman interviewer for manager hiring
- ▶ All interviewers in Advisory are trained on competency based interviewing and on dealing with unconscious bias in interviews

D&I awards

To encourage and acknowledge the work of individuals who are inclusive leaders and progressive thinkers with a dynamic attitude, we extend D&I Role Model, Catalyst, Rising Star and Inclusive team awards.

Making flexibility a way of life

- ▶ My Life endeavors to support professionals seeking to meet their personal/work life integration, needs and preferences through new ways of working like flexi-time arrangement, telecommuting, part-time working and other benefits like enhanced maternity benefit, adoption leave, paternity leave, provision for commissioning mothers and day care facility.
- ▶ **MomEY** is the support system for our working mothers from pre-maternity to motherhood and beyond endeavors. The MomEY range of offerings include Back In Game (BIG) and Break and Beyond that help new moms have the best of both the worlds.
- ▶ **Back In Game:** the BIG program focuses on the needs of working mothers and helps ease their comeback into the workplace. The program guarantees working mothers, who take a career break of minimum one year for maternity/child care related reasons, the choice of returning to work at any time within five years from the date of leaving the organization. The re-hiring is done in a role similar to the role the employee was handling when she left the organization, without any formal interview process. The program is applicable to all women employees at EY embarking on maternity or deciding to take a break from work for childcare.



- ▶ **Once in EY, always in EY:** to reconnect with women who are on career break, we launched an initiative “Once in EY, always with EY”. Through this initiative, we invited our women alumni to explore career options with us once again with a believe that this bond will help us grow stronger as our alumni are an integral part of EY’s growth story. We have been having regular conversations with our alumni talent pool who are willing to return to work alongside with us.
- ▶ **Break and Beyond:** It is a maternity and transition-support program intended to provide support to mothers-to-be and mothers returning to work after a maternity leave. The coaching support ensures that women feel in control over the choices they make. It also helps new mothers to work through the changes at work and have a smooth transition to work. The program extends the maternity coaching and transition support to mothers at EY at three stages, i.e., pre-maternity, maternity leave and re-integration and return to work stage.

Program offerings: the program broadly offers:

- ▶ Maternity coaching and transition support by maternity coaches
- ▶ HR and counselor connects at frequent intervals throughout the three stages
- ▶ Gift hamper to EY Moms celebrating arrival of the baby
- ▶ Parking slot in the office on priority (pre- maternity)
- ▶ Maternity ready reckoner across the organization.

Breakdown for gender FY18

Gender breakdown	%	All India headcount
Males	66.72%	7697
Females	33.28%	3839

Illuminating the path to leadership for women

To increase the representation of women in the leadership, every year we conduct a detailed review of the performance and potential of women. This helps identify our women high performers who have the potential to take up the partnership level in the near future. The identified women with leadership potential are assigned “career watchers,” who understand the aspiration of the “career watchee” and support them in their growth plans. Career watchers guide, support and help career watchees realize their unique potential and prepare them to take greater responsibilities in future.

Setting targets and tracking progress help focus on increasing D&I in the firm. Reflecting this, the leaders of each geographical area look at the D&I metrics and actively evaluate leadership, partner pipelines and promotion processes for member firms around the world.

More broadly, EY measures how people feel about the work culture through a biennial EY Global People Survey.

Women leadership workshops bring together high-potential women and equip them to realize their potential as female leaders. These workshops focus on building career strategies to help women progress to a leadership position and enabling them to evolve their personal brand.

Providing competitive compensation and benefits

At EY, we want our people to receive compensation that is highly competitive with the prevailing employment market circumstances and business conditions. We work hard to drive business results so that we can provide competitive remuneration packages to our people.

We strongly believe that having an equitable and aligned process is just as important as the level of reward to be able to have highly engaged employees. Our reward strategy provides a strategic framework of common reward elements for all employees, encompassing base pay, variable pay, recognition, benefits, our inclusive work environment, and our performance and development framework. By providing such a range of components, we acknowledge that reward is not just about money; rather, it is about colleagues, career opportunities, the learning experience, the culture and the working environment.

We abide by three guiding principles in our approach to compensation: to be fair, be market competitive and differentially invest in top performers. Our compensation benefits for all full-time employees include:

- ▶ Performance-linked variable pay
- ▶ Insurance (medical hospitalization and life insurance)
- ▶ Leave (earned, medical, maternity, paternity and adoption)
- ▶ Transport assistance
- ▶ Retirals (gratuity, PF and superannuation)

We view ourselves as an equal-opportunity employer, because we recruit and promote all job classifications regardless of an individual's race, religion, color, creed, national origin, age, gender, marital status, disability, citizenship or veteran status. We do not discriminate in compensation based on gender or any other factors.

EY India provides attractive employment conditions, which are negotiated individually rather than by collective bargaining. Although there are no formal notice periods specifically for operational changes, employees are informed of them at the earliest possible.

Creating a flexible workplace

We want our people to have balanced, well-rounded lives, because people are at the center of how we deliver our services to our clients. We cannot decide the balance for each

individual because everyone has different needs. However, we do aim to create a flexible workplace that supports the needs of our people

We continually look to find ways to support and enable individuals to:

- ▶ Work independently in an informal capacity
- ▶ Remove barriers to virtual teaming
- ▶ Adapt safety, health and environmental policies to cover well-being and emergency care

We aspire to build and deliver a workplace of the future by ensuring effective technology, innovative space design and a more flexible as well as output-focused culture that empowers our people to achieve their personal best and deliver exceptional client service.

To aid our employees in successfully striking a balance in their personal and professional lives, EY India gives them the option to work flexibly. To further strengthen this commitment, we have in a place My Life, a program that endeavors to support all professionals seeking to meet their personal/work-life integration needs and preferences. It aims at providing them more control over their work and empowers them to work differently. This initiative not only aims at enhancing the morale, job satisfaction and efficiency of employees, but also gives an opportunity to the firm to have greater engagement with the employees at all levels.

My Life includes options such as:

- ▶ Flexi-time arrangement
- ▶ Part-time working
- ▶ Telecommuting

We also recognize that it is important to spend time with any new member of the family, and therefore we provide our people with options of:

- ▶ Maternity leave
- ▶ Adoption leave
- ▶ Paternity leave
- ▶ Day care center

Also keeping in mind, the inclusiveness agenda and our priority of building the workplace of the future, our office structures are barrier-free and give convenient access to people to address their needs and enable them to effectively collaborate and deliver.

Seamlessly connecting our people

Providing our people with flexible work practices requires us to support them with the right technology – and the Messaging and Collaboration program is doing just that. Our people can connect with each other more easily than ever before by accessing new and exciting technological capabilities. For e.g., videoconferencing is possible from individuals' laptops or mobile devices with just a few clicks of a button, and cloud technology supports enhanced and instant access to global information, networks and knowledge. This means our people have increasing flexibility around where and how they work and a greater ability to adapt their working patterns to meet their client and personal commitments.

Supporting health and well-being

We often organize health awareness sessions to enhance the awareness of our professionals about illnesses and therefore helping them to effectively manage their lifestyles. We have organized sessions on stress management for our women colleagues to provide simple and effective ways to minimize stress. Various other sessions have also been organized, such as parenting workshops and workshops on grooming mind and body wellness. We have also organized health awareness sessions on cervical cancer and health check-up camps.

Supporting working families

Day care centers: many of our employees are young parents. We understand the concerns of being a new mother/father and support our employees in this phase of adding a new member to their families. Our free-of-charge day care centers are located within our office premises and provide employees with the choice of bringing their newborns to work. In the absence of a family member at home, employees can rest assured that their little ones will be well taken care of at the day care center. We also have full-time trained domestic helps to supervise and take care of the facility.

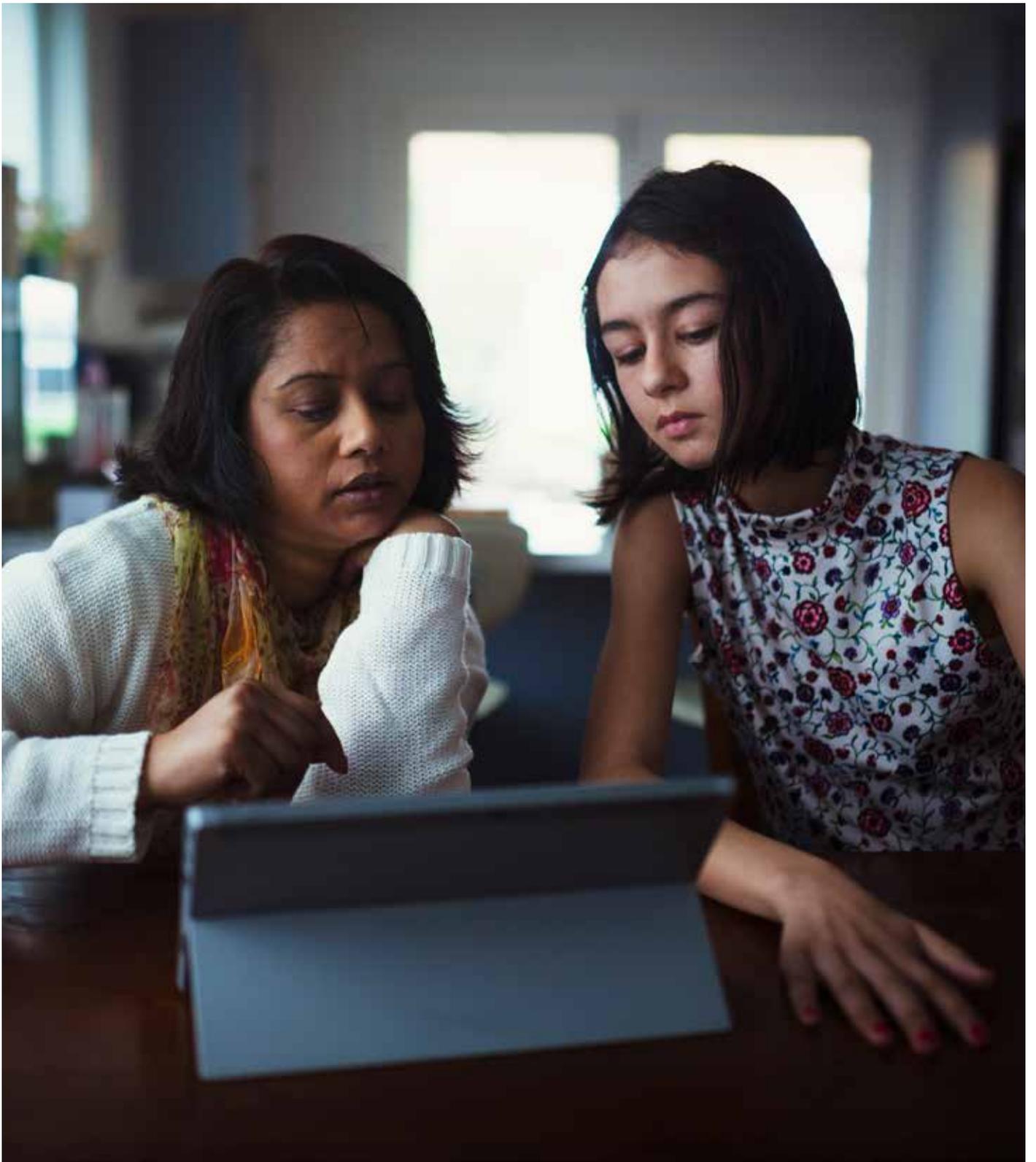
Safety

Wherever our people are located – at our offices or at a client site – their safety is our priority. A dedicated team oversees our rigorous and clear policies, which have been developed to protect our people and assets against reasonably foreseeable threats that might result in injury, loss, damage or impairment.

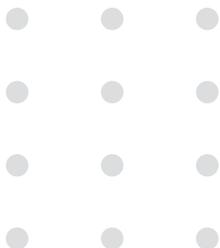
Our efforts are directed to maintain a safe and healthy working environment for all our employees and to prevent harassment, intimidation or humiliation of any kind at the workplace. We have a policy for prevention and prosecution of acts of sexual harassment at workplace. We conduct regular awareness sessions to help employees better understand the policy's salient features. We also conduct theater style gender-sensitization sessions to create awareness in a fun way.

Average parental leave days by gender









Our operations



Our operations

As a department, it is our deepest commitment to ensure that the organization is socially, economically, and environmentally conscious in all its actions.

Stand up work zones (SUWZ)

In addition to health benefits, the stand-up work zones are ideal places for people to brainstorm new ideas, discuss the latest project, or run into old colleagues and find out what they are currently up to.

The SUWZ is a smart and efficient space/environment to connect with teams for a focused or casual discussion over a coffee.



Environmental sustainability is one of the defining challenges of our times. At Administration and Workplace Services (AWS), we are committed to designing the interiors and our facilities, engaging in operational practices that address sustainability and help us minimize our impact on the environment.

We have a long tradition of conservation and environmental stewardship, and in recent years we've taken a few additional steps to enhance our commitments to our sustainable practices in all our facilities. These commitments include an ambitious initiative to contribute to the vision of being carbon neutral by 2022.

Each of us have a responsibility to reduce the organization's impact on the environment and we engage in creating knowledge, tools and experiences that foster environmentally-conscious actions and create a culture of sustainability in our facilities



Ravindra Singh

National Director, Workplace Services, India

Flexible workspace (project rooms)

A new design concept in EY is called the flexible workspace. Flexible workspaces feature desks, tables and chairs that are easily movable and easily resizable. This contrasts with the more traditional office plan where the locations of desks, chairs, tables and other resources are fixed and unchanging.

Safe and secure work zones (SSWZ)

It is an ideal place to work on weekends and after office hours with complete safety and security. These secure and safe zones are equipped with all the facilities - standalone AC units, CCTV coverage and tea and coffee dispensing units.

Lounge areas

At EY, we have created areas with very relaxed and comfortable sitting environment. These areas are suitable for a variety of different activities including impromptu meetings, group meetings, breaks from work, and activities requiring focused concentration.

Connect with nature

One of the most powerful and enduring trends that we have adopted is reshaping workplace by reconnecting people with nature.

This concept is based on the premise that we have an innate need to connect with nature. Connecting with nature results in better health, concentration, creativity and work performance. The theory behind this concept is that it improves both physical and psychological health. Additionally, it reduces stress and enhances mood.

Day light harvesting

At EY, we understand that natural light is healthier than artificial light and we are harvesting natural light in most of our facilities. This not only saves cost but at the same time improves both physical and psychological health of employees.

Indoor plants

In all our facilities we have planted indoor plants to purify the air.



A snapshot of our green initiatives:

Item	Initiative	Impact	Water reduction (million liters per year)
Electricity	Solar panels installed in GVT	Average 13,600 units of electricity generated (every year)	
	Green power in Bangalore office	3,150,528 units of electricity generated per year)	
Water	Bio blocks in men's washrooms	Helps in saving water	20.5
	Tap aerators across locations	Saves 60% of water used in washbasins	9.5
No waste	Removal of paper cups across locations	Saves more than 10 million paper cups (every year)	
Air	Good indoor air quality index maintained. Regular internal checks conducted	Ensures a safe and comfortable environment	
	Pool cab facility available for our people in GVT and Noida offices	70% of the vehicles used are electric cars	

Technology: enhancing work and collaboration

Technology moves at an incredible pace. We started to work on how EY Technology could meet clients' needs and keep pace with competitors in today's rapidly changing technology marketplace. We recognized that markets were moving towards a more subscription based economy and a high level of expectation for technology to be integrated into the services that EY delivers every day. We embedded "Grow, Enable, Protect" strategy and aligned our business units to these areas with a focus on driving profitable revenue growth, operational excellence and protecting EY's brand.

To truly add value, we are becoming a true partner to the business - generating revenue and making the difference in client bid pursuits. Creating the "Client Technology" business unit was a positive step.

Changing the way, we operate with emphasis on speed, re-use, quality and cost-effectiveness created "Enterprise Workplace Technology" which provides secure, reliable and resilient technology services and solutions to the enterprise, with a focus on customer satisfaction, operational excellence and cost optimization.

We are constantly striving to enhance collaborations across teams through innovative digital solutions and automation for improving business processes and IT operations.

To power our digital client solutions and enable greater internal collaboration, EY is delivering market relevant technology products. Some of the client collaboration enterprise tools such as EY Canvas, Helix, Atlas, PACE and Pulse provide enhanced user experience.

EY has transformed legacy applications under GetOffNotes program to new technologies like Microsoft .Net/SharePoint to reduce operational costs and has also implemented upgraded user interface frameworks for enhanced user experience.

EY has automated tools for Talent Management team to enable smooth pre-interview and on boarding processes and integrated vendor applications for simplified travel bookings and hotel management system to help improve user experience for our employees.

We have continued our contribution for a sustainable environment by introducing tools like e-bills and Digital File Management System which maintain employees' certificates and important documents reducing usage of physical assets like paper, printer ink usage, etc.

The focus was to “redefine what it means to be connected” and introduce on-the-go mobile apps. Multiple mobile-friendly applications like GSTInfo, Travel Planning, WorkFlow2Go, S4B on mobile, RSA Soft Token, OnePass, etc. have been launched to help EY users to work and collaborate on the go with easier, real time access to information. OnePass - a new self-service password management mobile app which helps employee to reset windows password without calling EY technology support desk is also functional. EY has also introduced 4G technology data cards to compliment the access anywhere strategy.

EY also provides video conference services, whose increased usage (~4000 per year) helps reduce carbon footprint by avoiding business travel and saves cost to the organization.

Skype for Business is EY’s primary tool for communication with internal colleagues and external clients, enabling users to connect and collaborate wherever they are. Our people can collaborate from anywhere with Skype for Business instant messaging, online meetings and audio and video calls on iOS or Android mobile or tablet devices. Skype for Business continues to roll out new features to enable our people to easily collaborate internally and with our clients.

In EY, service desk transformation initiatives bring enhanced customer experience by automation and proactive support models. Interactive voice response (IVR)-based guided auto response system contributes to an improved service level performance and enhanced customer satisfaction level at 96%.

With increased focus on employee self-service options, EY has redesigned internal EY Appstore where user can order EY software on demand without contacting EY Technology. Similarly, employees have an option to request for frequently-used peripherals such as data card and power adapters from the online Self-service tool.

EY Technology implemented Windows 10 which is Microsoft’s newest operating system. It has enhanced features and functionalities, with touch-enabled solutions. Windows 10 creates a digital experience that is intuitive and purposeful; empowering users, impressive to our clients.

Our OnePrint operation brings substantial and sustainable cost savings by leveraging new multifunction devices, default duplex printing and optimizing device operations via comprehensive management and technology tools. OnePrint supports EY’s environmental sustainability goals by providing a carbon footprint analysis to illustrate energy efficiency, reduced paper consumption, toner recycling and minimized corporate environmental footprint. Our print behaviors are best in class as compared to any industry standards. All these have contributed in effective savings of around 1200 trees.

Protecting EY

Information security (Info Sec) prevents, detects, responds and mitigates cyber-risk, protecting EY and client data, and our information management systems. As part of our comprehensive suite of security initiatives that strengthen our brand and support our Vision 2020 goals, latest tools reduce the risk to EY by protecting laptops from ransomware, zero-day attacks and malicious redirects from websites, emails or by visiting malicious sites.

Security awareness learning remains a key component of our Enterprise Security Program; See Something Say Something, Security Awareness Month and Acceptable use of Technology Policy.

Accessible technologies

In the field of technology, accessibility means making sure that the software, hardware and services that we buy or build are accessible and usable for people of all abilities, without any limitations.

Making solutions accessible has a multitude of benefits - it helps to familiarize people whose first language is not English, it aids people who have been affected by a temporary injury and it eases the process of getting used to systems/ technology for aging people.

EY Technology is working to improve the accessibility of technology solutions and services for people for all abilities.

For Example

- ▶ We’ve taken industry web accessibility guidelines and used them to form EY’s own, easy-to-use EY Web Accessibility standard to which all web-based solutions delivered by EY Technology must adhere.
- ▶ We’ve adopted Nuance Dragon as our global standard for voice recognition software, entering into an enterprise agreement that means we can provide this software at a lower cost. Nuance Dragon allows you to control your PC using voice commands, which is great for people afflicted with a physical impairment. For example, it enables you to dictate a document or an e-mail, rather than having to type on a keyboard.
- ▶ Our new messaging and collaboration tools provide more accessible solutions. These include SharePoint, which is compliant with the EY web accessibility standard, Outlook which has great assistive technology compatibility and Skype which helps us communicate through voice and video easily and conveniently.

- ▶ Adding closed captions and supporting transcripts when conducting webcasts helps people to get maximum benefit from these sessions, i.e., if they have difficulty in hearing, if the language being spoken is not their first language or if the viewer wants to watch the video in an environment where it is not appropriate to increase the volume of the audio.

Procurement and supply chain sustainability

EY is committed to building a better working world the one that creates sustainable and inclusive economic growth. We recognize that our responsibility to minimize the environmental impact of our business operations extends to our people and clients and to the wider communities in which we all live.

All our suppliers are expected to meet and encouraged to exceed the guidance outlined in EY Supplier Code of Conduct.

We expect our suppliers to adhere to EY Supplier Code of Conduct and:

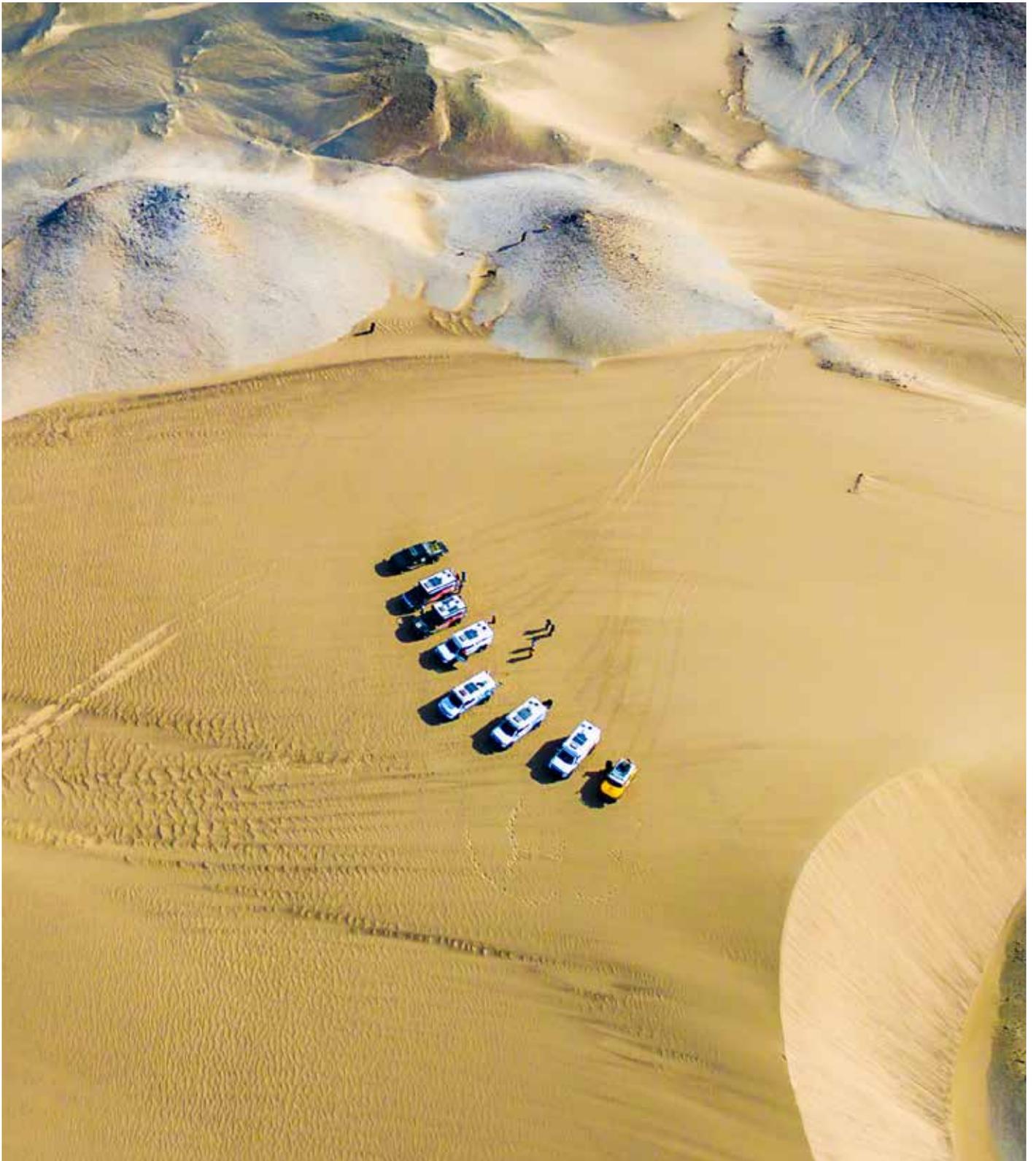
- ▶ Comply with applicable laws, regulations and standards and aim to exceed minimum requirements.
- ▶ Integrate environmental considerations into business decisions and employ leading practices where applicable.
- ▶ Self-monitor and demonstrate their compliance to Supplier Code of Conduct.
- ▶ Embrace established procurement practices which include ethical business practices and local regulatory compliances.

The principles expressed in EY Supplier Code of Conduct encompass an important constituent of supplier selection and evaluation. We expect our suppliers to inculcate these standards within their organizations. Supplier's performance and adherence to high business standards is an important and integral part of the value chain. We promote and expect application of high legal, ethical, environmental and employee related standards within our own business and among our suppliers.

The major planks incorporated as a part of EY Supplier Code of Conduct are:

- ▶ Compliance with laws
- ▶ Environment and sustainability guideline
- ▶ Labour practices and human rights
- ▶ Diversity and inclusiveness
- ▶ Health and safety
- ▶ Business practices and ethics
- ▶ Monitoring and Compliance with the Supplier Code of Conduct

EY expects suppliers to actively audit and monitor its day-to-day management process to ensure compliance with EY Code of Conduct. EY shall have the right to audit the Vendor as per the Environment and Sustainability guidelines as stipulated in Supplier Code of Conduct through offline assessment or by onsite audit, administered by EY personnel or by a third-party.







Our clients

Our clients

An integral part to building a better working world is our commitment to promote increased trust and confidence in business, sustainable growth, within and beyond EY, development of talent in all its forms and greater collaboration.

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

Exceptional client service

To be the best brand, we need to provide exceptional client service (ECS) at every interaction. This is a foundational tenet of the Vision 2020+ strategy and priorities.

While ECS declares our ambition, client experience is the actual result and a reflection of how our clients view us, our services and the overall experience while engaging with EY. In this changing digital world, it is more important than ever in differentiating ourselves from our competitors. A good enough experience is no longer good enough. Today, clients not only expect to be served by the best mix of people offering the most relevant and innovative services, they also want an interesting, memorable and value-enhancing experience from the organizations they work with.

The Client Experience Program is a globally consistent program that helps us anticipate client needs, assess our performance against their expectations and provides points of view on areas of opportunity and improvement. The client experience program is an integral part of the Account Management Framework (AMF); it is the framework which helps us monitor and boost the end-to-end client experience that we are delivering across the client's lifecycle. The program gathers insights on client expectation and experience through

- ▶ **Communicating expectation of service quality (ESQ):** it's an opportunity for EY to gain deeper understanding of clients' strategies and issues and what ECS means to our clients. It brings EY's focus and seriousness of our commitment to the way we do business with the client.
- ▶ **Discuss whether expectations were met:** it's a discussion between the client stakeholder with a senior EY professional, who is not part of/independent of the engagement delivery team, after certain amount of



We deeply value our client relationships and constantly work towards raising the bar on how we serve our clients. This is a foundational tenant of the Vision 2020+ strategy and priorities, it underpins everything that we do and deliver to our clients. We need to provide exceptional service every time. Our endeavor is to be more connected, insightful and responsive to our client's business agenda and goals, offering insights and services that effectively address their issues and concerns. Across our service lines, we believe that our service delivery is incomplete until we know what's in our clients' mind. The feedback is important to us and is acted upon at every step of the engagement delivery. We are committed to driving quality and building a strong, long-lasting relationship with our clients. This commitment to providing the best service to our clients is deeply embedded into our culture and mindset. ”

Sibjyoti Basu

Partner and India Client Experience Leader

Feedback from our clients received reinforces that:

- ▶ Clients want EY to help them provide relevant insights on topics like digital, robotics and data analytics.
- ▶ Clients recognize the strong knowledge of our teams, be it technical or regulatory.
- ▶ EY is their preferred go to organization for strategic advice which helps them make informed decisions.

In the last year survey, over 95% clients expressed satisfaction on EY team on parameters such as relationship, communicate findings, timely response, teaming with their organization and understanding client expectations.

At EY, we place great emphasis on regularly seeking client feedback through the client experience program. This is why, we have included seeking client experience feedback as one of the parameters in our client servicing professional performance objectives, new joiner on-boarding programs and to recognize high performing talent.

What we do for our clients can be matched by our competitors, but how we serve our clients sets us apart from the rest.

Our services

In this transformative age, we must stay ahead of new trends. We need to maintain and improve the quality of our traditional services and our sector knowledge, while making a greater use of emerging technologies and different skills to create new and innovative offerings.

Technological change is redefining the market for everyone. In this disrupted, connected and fast-paced world, our clients are increasingly turning to us for advice and insights on how to better manage risk, whether to seek growth and how to weave digital into their strategy and operations.

Assurance

The global business environment is being reshaped by transformational developments on the regulatory front that have practical implications on both the financial and reporting environment. This has led to significant challenges on the reporting and governance front for management, boards, audit committees and auditors. We help our clients understand and address these challenges through a wide portfolio of solutions around accounting change, forensics and integrity services, smooth transitioning during audit

rotation, cross border transactions and capital market activities. We are also seeking to build a better working world by helping businesses respond to societal, environmental and economic challenges resulting from shifting market demands and the changing economic and regulatory environment through our Climate Change and Sustainability Services.

By using technology, our Financial Accounting Advisory Services (FAAS) teams assist finance leaders in addressing the strategic accounting and financial reporting challenges that their businesses and the finance functions are facing. In addition, our services are built on and enhanced by our core technical capabilities that include digital forensics, electronic discovery, data analytics, cyber investigations and information governance.

The assurance practice offers multidisciplinary insights across geographies to help clients minimize the risk of conducting business in multiple cultures and jurisdictions, that helps inspire confidence amongst investors and capital markets.

Thought leaderships: July 2017-June 2018

- ▶ Reporting Insights
- ▶ Ind AS transition: journey of Indian corporates
- ▶ Embedding fair value in financial reporting
- ▶ Companies Amendment Act 2017: an overview of key changes
- ▶ Revenue reckoning: a transformational new standard
- ▶ Applying Ind AS
- ▶ Are you ready to disclose the effect of adopting Ind AS?
- ▶ Audit committee considerations for the new revenue standard
- ▶ IPO Readiness Survey
- ▶ SEBI Listing Obligations and Disclosure Requirements (Amendment) Regulations, 2018

Tax

More than 3500 Tax professionals at EY, India provide you with deep technical knowledge, both globally and locally, combined with practical, commercial and industry experience. We draw our global insights and perspectives to build proactive, integrated direct and indirect tax strategies that help you recognize the opportunities in business change and build sustainable growth in India and wherever else you are

in the world.

We draw on extensive accounting and compliance experience and tried-and-tested methodologies that allow you to manage your direct and indirect tax compliance and reporting obligations effectively. We help you assess, improve and monitor your tax function's processes, controls and risk management and maintain effective relationships with the tax authorities.

Our differentiators

- ▶ Complete suite of services and offerings
- ▶ Unique global coordination model supported by a global network
- ▶ Robust technology configurable to clients' operations
- ▶ Tax Knowledge and Solutions Group of senior tax technical specialists focused on technical research, innovation, ideation and tax support for the India Tax practice
- ▶ Powered by some of the finest tax minds in the country
- ▶ Quarterly tax policy forums and tax forums

Our talented people, consistent methodologies and unwavering commitment to quality service help you build the strong compliance and reporting foundations and sustainable tax strategies that help your business succeed.

- ▶ Ranked as #1 brand for Tax Services in India in biennial Global Brand Survey 2017 (Ipsos), 2015 (Kantar), 2013 (TNS) and 2011 (TNS)
- ▶ A tier-one tax firm for the 14th consecutive year - Euromoney ITR, World Tax Guide 2016
- ▶ Top Tax Dispute Resolution Lawyers and Advisors in India - International Tax Review

Advisory

EY's over 7500 Advisory professionals help to drive business performance, manage risk and sustain improvement through our broad industry experience and sector-focused approach. We work with large enterprises and government institutions on their most pressing management and operational challenges. As a market-leading global transformation advisor, we help turn strategy into reality. We believe in one business, one Advisory practice and operate as a single business across all geographical areas. Our global integration facilitates decision-making and speed of execution with highly experienced people. We attract and retain top talent across industries and are structured to mobilize our people quickly. We have a single modular methodology of wherever we work, we deliver consistently. Our services revolve around

performance improvement including Digital Transformation, Finance Transformation, Customer Management, Supply Chain and Operations and People and Organization; Technology Consulting, Risk Advisory including Internal Audit, Risk Assurance and Risk Transformation; Digital and Emerging Technology Services, Analytics, Cybersecurity, Actuarial and Financial Services Risk Management.

We lead the market in our reputation for Advisory services. Some of our select recognitions and accolades are:

- ▶ Ranked as #1 Brand for Advisory Services (including Risk Advisory and Business Consulting) in India for 2017 (Ipsos)
- ▶ EY has been named a global leader for Innovation Consulting Services, ahead of all consulting service providers, by Forrester Research, Q4, 2018
- ▶ Ranked No. 4 in the Cybersecurity Ventures' list of Most Innovative Cybersecurity companies in the world - March 2017
- ▶ Ranked #1 for distinctiveness (FY17 Global Brand Survey)
- ▶ Ranked #1 on exceptional client experience, builds strong relationships, best mix of talent and technical quality (FY17 Global Brand Survey)

Digital at EY

In a digital world, EY provides confidence to clients, boards and stakeholders by transformation, delivering quality services that help them grow and protect their business, and build a better working world. Through our deep understanding of new technologies and innovation, professional judgment and human insight, EY inspires confidence in the capital markets and helps leaders seize the upside of disruption.

EY's team of digital consultants deliver world-class business transformations globally and locally. Our digital capability is embedded across all our services enabling a whole-of-business solution. Our data-driven insights along with our global experiences and networks enable us to deliver results in transforming digital businesses of clients. EY can help unlock the full potential of digital by making it deliver commercial value through a whole-of-business approach to strategy and practical implementation.

Digital at EY is about more than technology, it is the levers that businesses can use to drive business transformation, elevate customer experience and engagement and identify demand for and test new products and services. Understanding the intersection of business, risk and digital is fundamental to EY's digital experience and capability.

TAS

With over 1,200 transactions professionals and over 40 dedicated partners in this service line in India, EY's Transaction Advisory Services (TAS) provides a full range of integrated services including investment banking advisory, transaction support, valuation, modeling and economics, restructuring and turnaround services, transaction tax, operational transaction service and corporate finance strategy. Our value addition and differentiation lie in industry and sector-focused teams, assisting them in strategically managing capital and transactions in a constantly evolving world.

Awards and recognition:

- ▶ Ranked as #1 brand for Transaction Advisory Services in India for Global Brand Survey 2017 (Ipsos), 2013 (TNS) and 2011 (TNS)
- ▶ Ranked as #1 Financial Advisor in 2018 M&A league tables, for deal count across databases
 - ▶ For 17 consecutive years by Bloomberg (2002 - 2018)
 - ▶ For 13 consecutive years by Thomson Reuters and Mergermarket (2006 - 2018)
- ▶ Ranked #1 in the Venture Intelligence League Table (2018) for Transaction Advisor to Private Equity deals
- ▶ Won the "Investment Bank of the Year - M&A" award for 2018 by VCCircle
- ▶ Won the "Investment Bank of the Year" award for 2016 by VCCircle
- ▶ Ranked as #1 Accountant Advisor by deal value and deal count for 2013 - 2018 by Mergermarket

Applying an industry focus

EY India has access to dedicated global sector centers around the world, which serve as networks for sharing industry-focused knowledge. EY's commitment towards time and resources mean that its member firms can anticipate market trends, identify implications and develop clear points of view on the relevant industry issues. The following are the sectors of EY.

- ▶ Automotive
- ▶ Consumer Products & Retail
- ▶ Financial Services
- ▶ Government & Public Sector
- ▶ Education
- ▶ Life Sciences
- ▶ Healthcare
- ▶ Media & Entertainment
- ▶ Mining & Metals
- ▶ Oil & Gas
- ▶ Power & Utilities
- ▶ Real Estate, Hospitality and Construction
- ▶ Infrastructure & Construction
- ▶ Technology
- ▶ Telecommunications
- ▶ e-Commerce



EY Climate Change and Sustainability Services (CCaSS)



“

Over the years, sustainability has become increasingly important for companies given the 7%-8% GDP growth which requires them to operate in a resource constraint world. Sustainability is a structured approach towards inclusive and long-term growth. Despite being the third largest economy in the world, India also has the largest number of people living below the international poverty line. For this sheer size and rapid growth, sustainability, which calls for equitable distribution of resources, is a challenge. In spite of these challenges, India is a conscious aspirant. It has shown leadership in combating climate change and meeting the Sustainable Developmental Goals (SDGs), as is reflected in many of its developmental schemes.

Chaitanya Kalia

Partner - Climate Change and Sustainability Services



The United Nations Intergovernmental Panel on Climate Change (IPCC) published a landmark report on 8 October 2018 on the impacts of global warming of 1.5°C above pre-industrial levels, in the context of strengthening the global response to the threat of climate change. The discussions following Conference of Parties 24 in Katowice, Poland, and the results of the IPCC Report are expected to put pressure on policy makers for effective energy policy changes, and increase the need for investors to assess the climate impact on their investment portfolio. Further, results from the last three editions of EY's Investor Survey Data show that non-financial information, pertaining to environmental, social and governance (ESG) matters, play an increasingly influential role in investment decision-making. Thus, there is increased expectation from businesses to not only adopt strategies for mitigating the risk of climate change, but also effectively communicate this to their investors and other stakeholder groups.

In recent years, adopting a sustainable growth strategy has become increasingly important for companies given the future of a resource constraint world. EY's Climate Change and Sustainability Services (CCaSS) works with businesses and is also engaged closely with International Financial Institutions (IFIs) to identify risks associated with climate change, and help implement sustainable business strategies that aim at mitigation. We do this through innovative solutions that are conceptualized, customized and executed by our team of professionals with multi-disciplinary expertise in climate change and sustainability issues across industry sectors.

Climate change: risk assessment and mitigation

- ▶ Support corporations in meeting the prescribed requirements of Task Force on Climate-related Financial Disclosures and generate valuable information for investors and shareholders to help improve their understanding of the impact of climate risks and reduce the risk of a systematic financial shock on the economy due to climate change.
- ▶ Support businesses in the developing internal carbon pricing frameworks and deciding internal carbon prices for impactful mitigation action.
- ▶ Assist businesses in implementing climate change initiatives such as the Science Based Target Initiative, EP 100, RE 100, EV 100, Below 50, etc.;

- ▶ Support companies in accessing climate finance (e.g., National Adaptation Fund, Green Climate Fund), advisory services for market based mechanisms (Perform Achieve and Trade, Renewable Energy Certificate Carbon markets), and structuring of climate change funds for state national governments

Outcome measurement and valuation: total value approach

- ▶ Develop natural and social capital valuation framework and support companies in estimating the total value created for stakeholders and the society.

Integrated Reporting (IR)

- ▶ Support organizations in the implementation of "integrated thinking" and adopt the International Integrated Reporting Council's (IIRC) IR framework through a well-defined and time-bound roadmap and use of customized tools for maturity assessment and materiality analysis.
- ▶ Support formation of internal governance and enhancing data management for KPIs.
- ▶ Carry out independent assurance of non-financial disclosures in IR using the applicable global standards.

Sustainability strategy: circular economy, sustainable supply chain

- ▶ Support companies in strategic waste management, linear take-make-waste system to circular system, extended producer responsibility, policy formulation and other measures to minimize environmental footprint, address issues of resource scarcity and deliver a competitive business model that is focused on the long-term value creation.
- ▶ Support businesses in adoption of sustainable supply chain initiatives through awareness and capacity-building programs for procurement functions, development of supplier selection criteria, supplier audits based on requirements of leading guidelines such as Business Social Compliance Initiative, Ethical Trading Initiative, Sedex, and carrying out source and origin traceability programs.

- ▶ Support companies in strategic water management, footprint and baselining, strategy for water neutrality/positivity and review of program outcomes.

Environment, health and safety (EHS)

- ▶ Environment, health and safety (EHS) services, including behavior based safety systems, program management and due diligence reviews.

Sustainability Reporting Advisory and Assurance

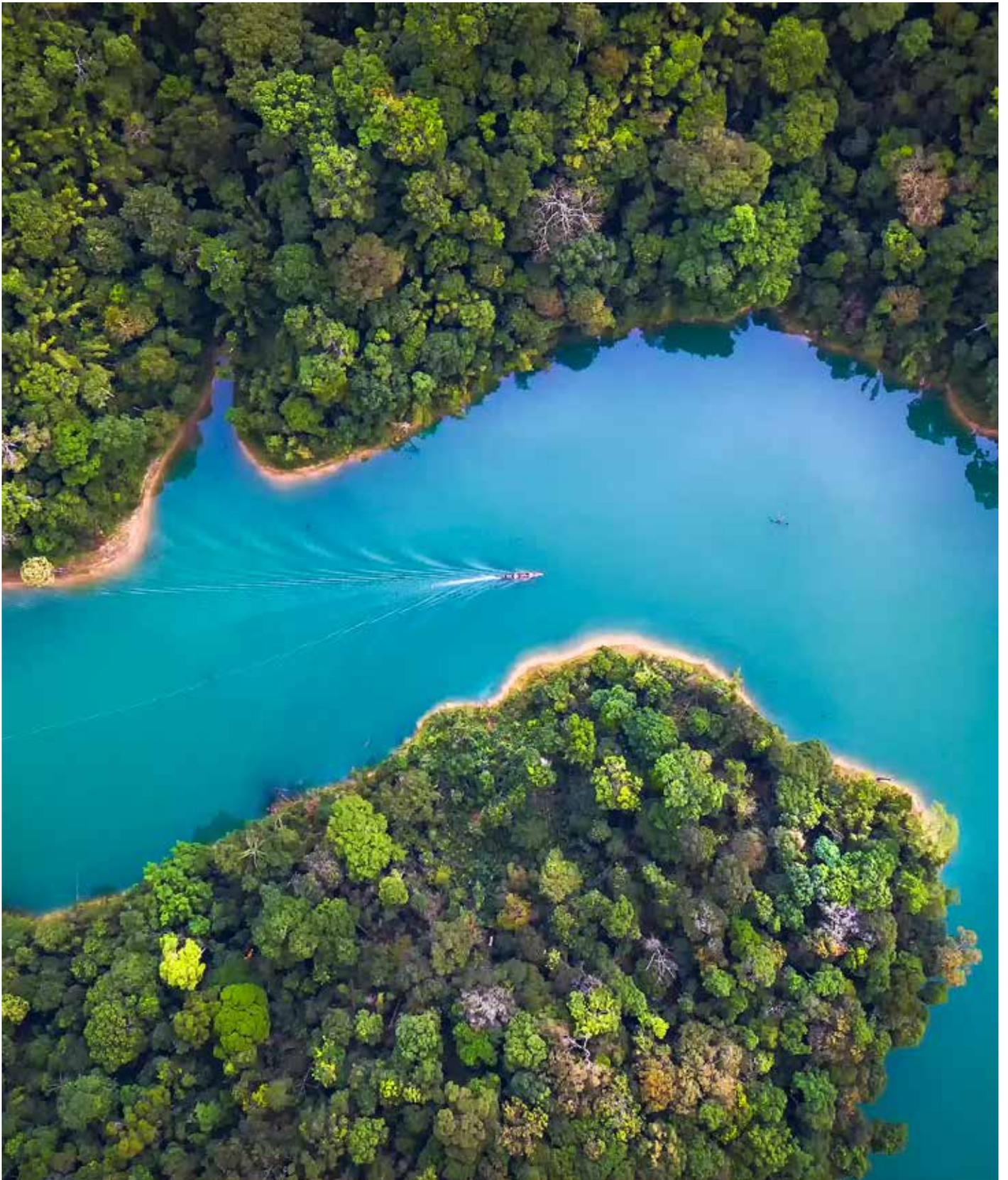
- ▶ Develop unique, high-impact sustainability disclosures based on various national and global principles and reporting frameworks (such as the Sustainable Development Goals, Global Reporting Initiative, National Voluntary Guidelines, Business Responsibility Reporting, Carbon Disclosure Project, etc.).
- ▶ Independent assurance of disclosures based on relevant standards (e.g., ISAE 3000, AA 1000).

Contribution to sustainability knowledge and thought leadership: we regularly share our analysis and expert opinions with our clients and the larger business communities. Through our thought leadership, we share timely and topical sectors' knowledge with regulatory bodies, academic institutions and standard setting bodies to positively influence the community and affect change.

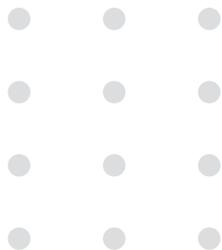
Partnering for Integrated Reporting Standards setting: we are among a select group of organizations supporting the IIRC in the development of the integrated reporting <IR> Framework. Several EY senior leaders have served at the IIRC in creating background and position papers, developing the framework and conducting industry outreach.

Partnering for sustainability reporting and disclosure database: we are a stakeholder as well as data partners with the Global Reporting Initiative (GRI). In this role, we provide technical expertise for developing the sustainability reporting guidelines and standards, promote the practice of sustainability reporting in the industry, contribute towards capturing vital information about sustainability reporting and support the development of a disclosure database for GRI.

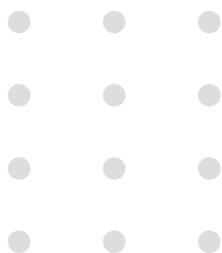








Our communities

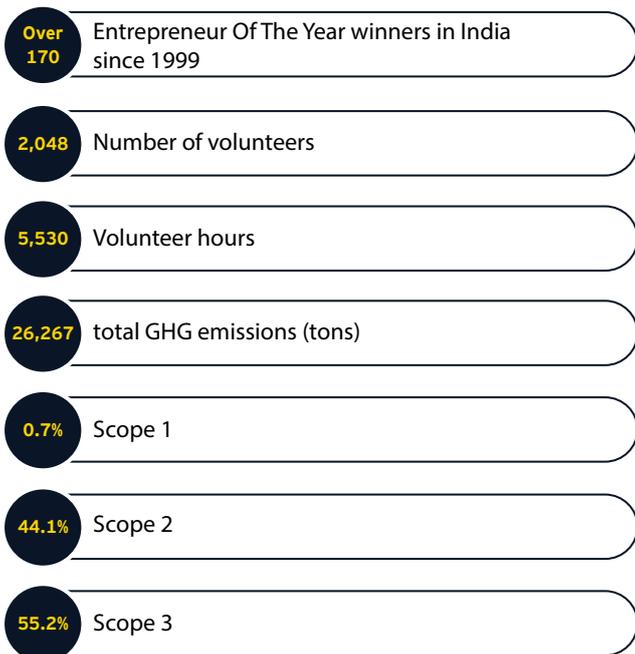


Our communities

Driving inclusive growth is at the heart of fulfilling our purpose and shapes our approach towards creating positive social impact in our communities. We believe business can and must do more to foster the economic growth that benefits everyone and not just a few. More than doing business responsibly, it means applying the knowledge, skills and experience we use in our business every day to help address society's toughest challenges.

This is how we can make the biggest and most distinctive impact. We use social impact programs to extend the value of our knowledge and services to people and places we might not otherwise reach - specially to impact entrepreneurs at the forefront of accelerating quality job creation and affordable access to basic goods and services, and to the next generation of talent, who constitute our key areas of focus.

2018 highlights



*GHG: greenhouse gas

* Scope is explained below in the section measuring our carbon footprint



Entrepreneurs are innovators who are displacing old conventions with fresh ideas. They are passionate individuals who use agile innovation to create profitable enterprises with profound positive impact on industries, societies and individual lives.



Farokh Balsara

Partner and EOY India Program Leader

Supporting entrepreneurship

The EY Entrepreneur Of The Year® (EOY) India program has been shining the spotlight on the influence of entrepreneurial passion on success. The EOY awards program is widely recognized as the only global business award with a rich legacy of honoring the men and women who are building market-leading enterprises that impact the way we live, work and play, and build a better world for us. Over 170 entrepreneurs have been recognized as part of this very distinctive program since its launch in India 20 years ago. Our winners are some of the most influential and recognizable names in global and Indian business namely, **NR Narayana Murthy, Sunil Bharti Mittal, Kumar Mangalam Birla, Anand Mahindra, Mukesh Ambani, Anil Agarwal, Dilip Shanghvi,**

Rahul Bhatia, Adi Godrej, Uday Kotak, Cyrus S Poonawalla, Vinita and Nilesh Gupta, Vivek Chaand Sehgal and Sanjiv Bajaj, to name a few.

The EOY Awards Gala brings together India's foremost business leaders to honor program finalists and winners. The jury panel for the awards program, over its previous editions, has featured business luminaries including **Mr. Dilip Shanghvi (Sun Pharmaceuticals); Mr. Kumar Mangalam Birla (Aditya Birla Group); Mr. R.C. Bhargava (Maruti Suzuki); Mr. Harsh Mariwala (Marico); Mr. S. Ramadorai (TCS); Mr. G.V. Prasad (Dr. Reddy's Laboratories); Mr. Sanjay Nayar (KKR India); Ms. Shikha Sharma (Axis Bank); Dr. Rajiv B. Lall (IDFC); Mr. Ishaat Hussain (Tata Sons); Mr. A. Vellayan (Murugappa Group); Ms. Arundhati Bhattacharya (State Bank of India) and Ms. Kalpana Morparia (J P Morgan)**, among other such exceptional personalities.

Contributing to a better working world

At EY, we are building a better working world for our clients, people and communities. We are passionate about sharing with the communities in which we live and work, as well as taking care of the environment for the next generation.

Established in December 2004, EY Foundation (EYF) is a not-for-profit organization engaged in community-oriented initiatives. EY India contributes 0.5% of the firm's revenues to the EYF/charities.

In India, we are focused on developing communities to become self-reliant. Our education programs touch the lives of over 400,000 children. Our economic and social empowerment programs reach out to 200,000 women across more than 3,000 villages. We have taken a pledge to be carbon neutral by 2022 and are taking several steps towards this goal. We have planted one million trees till now and will continue to plant 100,000 trees every year till we achieve carbon neutrality.

Our new global corporate responsibility program enables us to leverage the knowledge, skills and experience of our people to improve the lives of less privileged individuals and communities. EY Ripples focuses on two areas of social impact:

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



Supporting education

Our education programs are aimed at supporting innovative and scalable models of change to help create a brighter future for our next generation.

- ▶ **Student Scholarship program:** we support the education of more than 3,000 students each year, out of which 60% are girls. Over 9,500 students have been benefitted from EYF Scholarships since 2007. Additionally, we also support children of contract staff. Assistance is provided for five years for graduation courses and six years for professional courses such as engineering and medicine.
- ▶ **Toon Masti:** developed and created by EY Foundation, Toon Masti is a cartoon-based content to make learning joyful and comprehensible for the younger students in classes first to fifth. The content is based on the NCERT prescribed syllabi for Mathematics and Environmental Studies. Both personal computer and DVD version are available and is distributed free of cost to government schools/organizations imparting education free of cost to poor children.

Toon Masti has the potential to benefit more than five million children in seven states.

- ▶ **Supporting admissions in private schools under the 25% Right to Education (RTE) quota:** EY has partnered with Indus Action (IA), an NGO that aims to bring a systemic change to the Indian education system, to facilitate the admission of underprivileged children in private schools. Promoting inclusivity and equal access to education under the Right to Education (RTE) Act, 2005, that mandates non-minority private schools to reserve at least 25% of seats in primary school for children belonging to economically weaker sections (EWS).

About 60,000 children have been enrolled for academic year 2018-19. Indus Action has enrolled around 250,000 children in private schools for academic year 2019-20 under this initiative.

- ▶ **Smart Class Program:** EYF is supporting Sampark Foundation for its Smart Class Program in Chhattisgarh. By replacing ineffective rote-based learning with innovative and easily comprehensible teaching methods, Smart Class aims to improve learning outcomes in basic Math and English in classes first to fifth. The program is reaching to more than 6,000 schools and ~400,000 children in Chhattisgarh.
- ▶ **Vivekdisha:** This program provides distance education to thousands of underprivileged children through video conference in rural parts of West Bengal. Twenty-two centers spread across the state provide secondary to under-graduate level education, teacher training, spiritual heritage programs, telemedicine services and research programs. Through this initiative, EY is reaching out to more than 10,000 students through interactive learning.

Empowering entrepreneurs

At EY, we believe entrepreneurship can not only unlock economic opportunities, taking millions out of poverty, but also spark a positive social change. In a country like India, where 70% of the population dwells in rural towns and villages, the need for rural entrepreneurship opportunities is paramount for a tenable and sustainable future of the country.

We invest, in entrepreneurs, particularly women, who can help restore and create economic and social wellbeing. This is handled primarily through organizing women into Self Help Groups (SHGs), helping create bank linkages and then facilitating inter lending to promote income generating

activities on an entrepreneurial basis. Similarly, we also invest in educating farmers on agricultural best practices which in turn helps improve agricultural yield productivity. EYF is helping create entrepreneurship opportunities for 200,000 women in more than 3,000 villages in 10 states.

Savita Kishan Gowde

Savita, a tribal woman, hails from Wakahlwade, Khed Block in Pune. Savita has studied till class 4 and used to work in other people's farms to earn a living. Through the SHG in her village, Savita learnt tailoring, basic math and language skills and today teaches these skills to other women in her SHG. Today, most women in her group earn up to INR1,500 (US\$23) a month and Savita is earning up to INR4,000 per month with which she is able to finance her children's education.

Environmental sustainability

As an organization, we have taken a voluntary pledge to be carbon neutral and water neutral by 2022

Environmental sustainability is one of our key focus areas and we are continuously striving to find new ways to reduce our energy consumption, carbon footprint and waste stream.

We are taking several steps to reduce our environment impact in response to the rising threat of climate change and stress on our planet's resources.



Helping reduce air pollution in North India

EY Foundation is supporting the India Paryavaran Sahayak (IPS) Foundation in raising awareness of environment-friendly harvesting techniques as an alternative to crop residue burning among farmers in Punjab.

This intervention is expected to reach over 25,000 farmers across 300 villages in Punjab, reduce 300,000 tons of CO2 emissions and save 48 billion liters of water by end of 2019.

- ▶ **Planting saplings:** one million trees have been planted till now. The number of trees to be planted each year is 100,000 till EY is carbon neutral.
- ▶ **Watershed initiative:** EY Foundation has collaborated with Srinivasan Services Trust for desilting and minor irrigation works in several villages in Khed and Ambegaon blocks in Pune district. This has created additional water capacity for nearly 100 million liters.

Some of our sustainability efforts at our workplace includes:

- ▶ Bio blocks in the men's washroom Pan-India is expected to save as much as 20.5 million liters of water each year.
- ▶ Aerators installed on taps saves 60% of water used in washbasins which is estimated at 9.5 million liters per annum.
- ▶ Removal of paper cups across our locations saves 10 million paper cups every year.
- ▶ About 31 lakhs units of electricity in Bangalore office is generated from renewable resources, i.e., green power used in this facility.

Driving change through our people

Snapshot of our volunteering initiatives (2018)

- ▶ Blood donation drive: 666 units donated
- ▶ Sponsor a child's education: 120 employees supporting 480 students (April 2017-March 2018)
- ▶ Student scholarships: about 100 employees across the country have volunteered for mentoring students enrolled under EY Foundation's Student Scholarship program.
- ▶ Clothes donation drive: more than 20,000 kg of clothes donated

Volunteering is an important part of our culture. Our people provide their professional skills and capabilities by serving on not-for-profit boards, supporting schools, mentoring students, assisting high-impact entrepreneurs and striving to reduce our environmental footprint. We call it skills-based volunteering, and it gives our people additional experience in project management, teamwork and leadership.

- ▶ **Sponsor a child's education:** this is a matching contribution program, which means that our employees can sponsor the education of any deserving child and EY will match their contribution.
- ▶ **Give Back to Society (GBS):** the program empowers each one of EY's employees to generate funds, resources and campaign for an NGO or cause of their choice. Under the GBS program, on contributing to an NGO of their choice, at the discretion of the organization, the employee is eligible to a "Give Back to Society incentive - GBS Incentive" which is equal to the contribution made by them (on a net of tax basis).
- ▶ **Clothes donation drive:** every year, EY organizes an annual clothes donation drive in partnership with Goonj, an NGO, for the thousands who lack the basic dignity of clothing. In 2018, our people collected more than 20,000 kg clothes for Goonj.
- ▶ **Voluntary blood donation camps:** blood donation camps, an important part of our social responsibility calendar, is also open to employees of other organizations sharing the same office premises. In 2018, more than 600 of our people across our offices donated blood.
- ▶ **Mentoring:** our people mentor students under the scholarship scheme. During these interactive weekend sessions, guidance is offered to the students on career planning, soft skills and lots more.
- ▶ **Disaster relief:** our employees raised INR88 lakhs towards the Kerala flood relief operations to which the EY Foundation made a matching contribution. The total contribution made was INR176 lakhs.





Community contributions

In FY18, **2,048** of our employees volunteered **5,530** hours of their time.

Measuring our carbon footprint

We continue to build-out our GHG measurement and reporting. Working with our own in-house CCaSS professionals, we have established a global methodology for calculating our environmental impact. As we continue to refine it, we are looking for ways to evolve our methods and employ leading practices to ensure that we have a credible global footprint.

In addition, we are working with our stakeholders to lay the foundation for improved centralized data collection to streamline our work and enhance the quality of the energy and business travel data gathered. This is likely to enable us to set meaningful goals and reduction targets across the globe.

FY18 carbon footprint

Direct emissions	Metric tons of CO ₂
Scope 1: Direct fuel usage for maintenance of backup generators	185
Indirect emissions	
Scope 2: Office energy consumption	11588
Scope 3: Business travel	14,494
Total emissions	26,267

*Emissions were calculated in accordance with the World Resources Institute/World Business Council for Sustainable Development's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

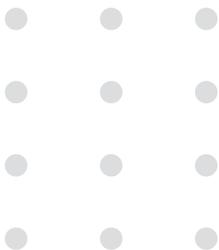
Spotlight on the environment Efficiency efforts

We continue to increase the energy efficiency of our offices. Although travel is critical to our business, we are investing in alternatives such as telepresence videoconferencing as well as enhanced desktop and mobile options.

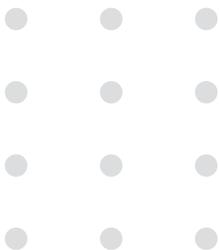
By globalizing many core business functions, such as IT, real estate and travel procurement, EY is enabling every country to follow more consistent operational practices that will help reduce our environmental impact.







How are we organized



How we are organized

Globalization is shaping our world by expanding its horizons as trade, technology and investment increasingly connect countries and companies around the globe and it is also compressing time and distance with the movement of people and products and spread of ideas faster than ever before.

At EY, we have long thought that globalization is one of the defining issues of our time. Our response has been to transform our organization so that we keep pace with the changing needs of our clients and our people.

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

Our global structure

EY's structure composes of the executive and regions. The executive includes our global leadership, governance bodies and our four geographic areas. While working together, these various bodies oversee our global strategy, brand, business planning, investments and priorities. Our four service lines are represented and enabled by the four functions of Markets, Operations, People and Risk.

Our 28 regions are grouped under four geographic areas: Americas, Europe, Middle East, India and Africa (EMEIA), Asia-Pacific, and Japan.

This structure is streamlined allowing us to make decisions quickly, executing our strategy and providing exceptional client service wherever in the world our clients do business.

We can access the right people and assemble high-performing teams to deliver exceptional client services worldwide.

So, we're not merely a loose collection of national practices - we are a global organization, unified in our approach.

Inclusive borderless teams

As one of the most globally integrated organizations in our field, we seek to develop a global mindset in all our people.

We have seen that a work culture committed to diversity and inclusiveness drives our ability to think globally. Our leaders are accountable for building that culture - for setting goals,

developing actions and monitoring results, and engaging clients and thought leaders.

Global Governance Council

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

Global Executive (GE)

At EY, we have a global leadership team that sets a single global strategy and agenda. This management structure allows us to make decisions and support exceptional client service wherever in the world EY clients do businesses.

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

The Global Executive brings together the three dimensions of EY:

- ▶ Functions
- ▶ Services
- ▶ Geographies

It is chaired by our chairman and chief executive officer and includes:

- ▶ The chief operating officer
- ▶ Our four area managing partners
- ▶ Our global functional leaders - the global managing partners of People, Markets, Quality and Risk Management, and Operations and Finance
- ▶ Our global service line vice chairs - Assurance, Advisory, Tax and Transaction Advisory Services.
- ▶ A representative from the emerging markets practices

Corporate Responsibility Governance Council

EY's global Corporate Responsibility Governance Council (CRGC) draws together leaders from across our organization to help further embed purpose, inclusiveness, responsibility and sustainability throughout our business.

The CRGC is the ultimate body providing oversight of the global corporate responsibility (CR) function and CR activity around the world. It acts on behalf of the Global Executive (GE), ensuring activity delivers on our CR's commitment and that it is aligned with our business strategy. The membership of the CRGC includes nine members of the GE and represents a cross-section of our most senior leaders across geographies (including all four areas' managing partners), service lines and functions.

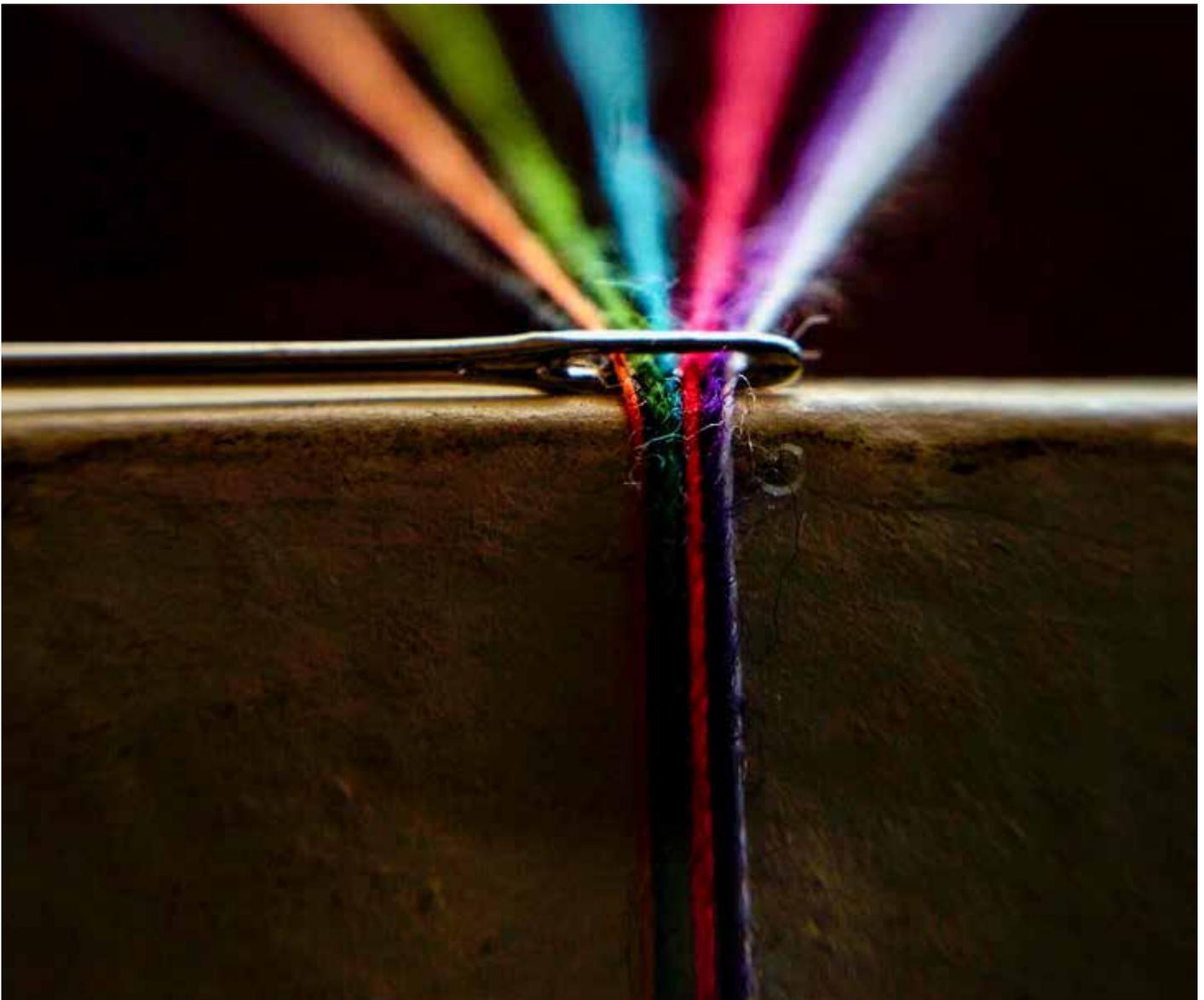
Member firm organization structure of EY India

EY India is part of EMEIA, which unites EY firms from more than 90 countries in Europe, the Middle East, India and Africa to offer clients the best possible teams, resources and services.

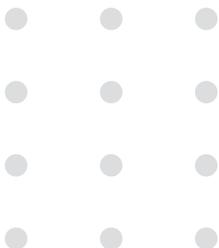
In India, the member firms are organized as either limited liability partnership firms, partnership firms or private limited companies.

Significant organizational changes

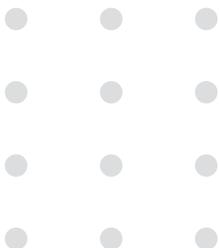
EY India experienced no significant change in terms of ownership or structure during the 2018 fiscal year reporting period, other than the routine retirement/induction of new partners.







About this report



About this report

This is EY India's sixth sustainability report. This report covers the 2018 fiscal year, from 1 July 2017 to 30 June 2018. Some initiatives or stories that were launched in FY18 are included in the report since they may be relevant and provide more up-to-date information to our stakeholders. The report follows EY India's previous report, published in 2017. We are committed to reporting biannually on our activities.

Defining the boundary of the report

Environmental boundary

Our carbon footprint is calculated according to the World Resources Institute/World Business Council for Sustainable Development's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. Direct and indirect emissions' sources are included in the scope of our carbon footprint, for which we gathered and analyzed information from:

Scope 1: Direct fuel usage for maintenance of backup generators

Scope 2: Office energy consumption

Scope 3: Business travel

Emissions associated with fuel combustion are incorporated in Scope 1. Emissions related to the use of purchased electricity are incorporated in Scope 2, regardless of the lease agreement. Emissions resulting from business travel, including air, rail and vehicle, are incorporated in Scope 3.

Boundary limitations

For calculating carbon footprint, employees from EY member firms outside India, who were assigned to work on projects within the country, were excluded from the scope, as their physical location was in a different region. Also excluded from our boundary were the companies that have a relationship with EY but have no financial ties with EY India.

There have been no significant changes from the previous reporting period in the scope, boundary or measurement methods applied in this report. EY India is not aware of any such matters that could significantly affect comparability between periods or organizations.

Determining the content and materiality of the report

We have developed this report in accordance with Global Reporting Initiative (GRI) G4 (Core) Sustainability Reporting Guidelines. Members from EY's Sustainability Services team advised EY India on the content of our report, using an approach similar to what they use with their external clients. We have used a systematic approach to understand the issues that our report should cover and basis this, we measured our performance against these issues.

Materiality

While developing this report, EY India adopted a systematic approach defining all the relevant stakeholders. To determine the material aspects of this report, EYG undertook a stakeholder engagement process in 2014. The sustainability working group engaged local stakeholders from more than a dozen countries to identify the performance indicators that the stakeholders consider material and relevant globally

To determine the materiality of the sustainability-related issues our stakeholders raised, EY India considered the following sources:

- ▶ EY's Vision 2020 purpose to Build a better working world and our strategy to deliver on this vision
- ▶ Experience from previous sustainability reports
- ▶ Competitors' global sustainability reports available in the public domain

Once the data was aggregated, EYG developed a materiality matrix that ranked the various sustainability issues against stakeholder interest and relevancy to our business impact. Stakeholder survey results from all the participating countries were weighted equally, even though the number of participants varied from country to country. Internal and external stakeholders were also given equal weightage. Aspect ratings were determined using a system where 0.5 reflects a baseline level of importance as the aspect was identified in the initial selection of topics, one equals important and two equals very important. Based on the ratings, we identified the top aspects aligned to GRI G4 (Core) Sustainability Reporting Guidelines that our participating country member firms could report on.

Based on these results, EYG plotted 25 issues of maximum importance to stakeholders and to EY's sustainability working

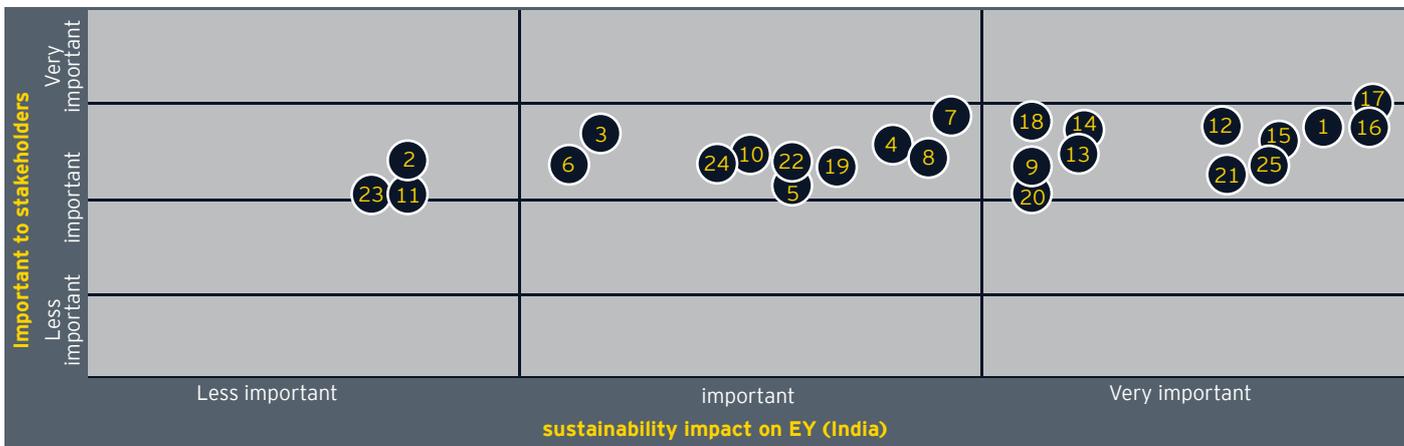
group on a matrix. We then categorized the issues into three segments that reflect the rating system:

- ▶ Very important: there were 12 issues/aspects that stakeholders and the sustainability working group classified as very important. We determined these issues to be most material to EY and the issues on which we would produce a full disclosure of management approach (DMA) as well as at least one indicator for each aspect.
- ▶ Important: we classified 10 issues/aspects as being important or elective in materiality. These may include some DMA, but we may not report a full DMA or indicators.

- ▶ Less important: we classified three issues/aspects as less important. These were the issues that stakeholders and our sustainability working group deemed to be less material. We have elected not to report a DMA or indicators for these issues.



The materiality chart shows the selected G4 aspects according to both stakeholders' importance and the impact on EY India.



Topics	GRI G4 indicators	EY *KPIs	
1	Generated economic value and market share, including donations and community investments	EC1	EY1
2	Sustainability in our EY services (this includes all sustainability-related services, not restricted to EY's Climate Change and Sustainability Services)		EY4
3	Governance practices		EY8
4	Employment compensation and benefits	LA2	
5	Training, education and career development	LA9, 11	
6	Diversity and equal opportunity	LA12, 13	
7	Anti-corruption training at EY	SO3-5	
8	Anti-corruption assessment, mitigation and reported incidents	SO3-5	
9	Customer satisfaction	PR5	
10	Customer privacy	PR8	
11	EY non-compliance with laws and regulations regarding our services	PR9	
12	EY support of entrepreneurship		EY3
13	Sustainability training for EY employees		EY7
14	Human rights within the EY workforce	HR3, 4	



15	Responsible procurement practices	EN32-33, HR10, SO9, LA14	EY5
16	Energy usage and climate change	EN3-19	
17	Pro-bono and volunteering at work		EY2
18	Impact mitigation by professional services (e.g., cleantech and sustainability-related services)	EN27	EY5
19	Employment statistics (age, gender, retention)	LA1	
20	Business travel	EN30	
21	Human rights in the supply chain	HR1, 4	EY5
22	Parental leave	LA3	
23	Materials and waste (e.g., office materials)	EN1, 2, 23	
24	Notice periods for employment-related changes	LA4	
25	Sustainability of major EY events		EY6

KPI: key performance indicators

EY-specific KPIs

EY1: EY market share for EY; EY2: pro-bono and volunteering, number of hours and persons involved; EY3: EY’s commitment to supporting entrepreneurship in the local community; EY4: inclusion of sustainability views in our services; EY5: implementation of procurement policy; EY6: implementation of EY’s global guidance for greening our meetings; EY7: sustainability-related subjects included in employee training; EY8: governance practices

Assurance

This sustainability report was reviewed internally. This report did not receive assurance from an external auditor.

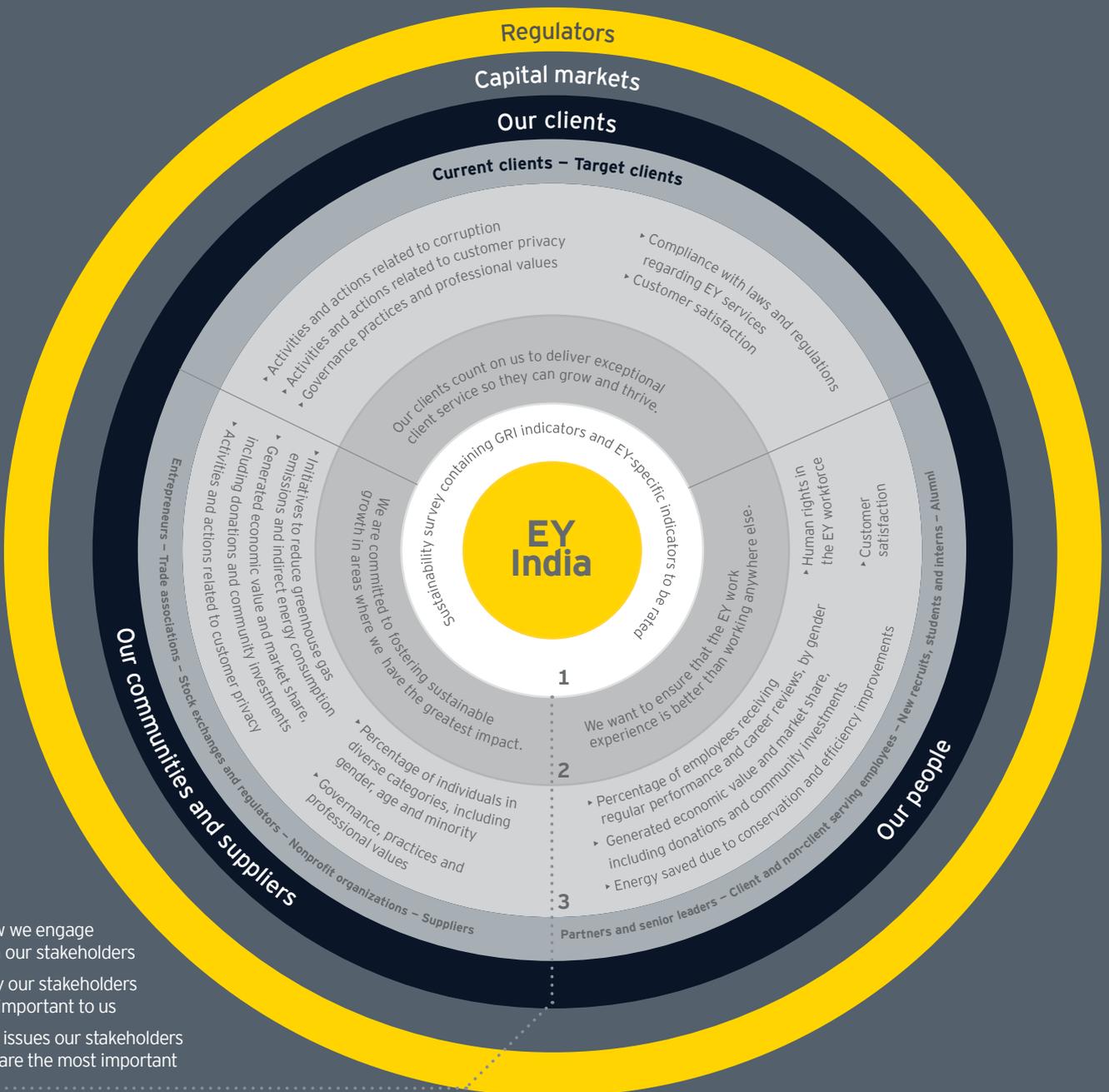
Restatements

There have been no restatements related to this report.

Our approach

Our approach to the 2018 sustainability report reflects the EY Global's ambition to strengthen globally but empower member firms locally, to embolden stakeholder relationships everywhere and to become the most favored employer in the professional services industry. To achieve these ambitious goals, it is vital for EY to listen to our stakeholders – our clients, our people and our communities. We learn what is important to them, how they view us today and the path they expect us to follow. These insights have a direct impact on our success. They enable us to identify material issues, including

risks and opportunities, enhance our approach to risk and improve our performance. As such, we need to understand their views, adapt an approach or direction to reflect our understanding and communicate the impact of their input. The diagram above indicates how we engage with our stakeholders, as well as their interdependence and influence our decision-making process.



GRI summary table

The GRI summary table provided below indicates where the report's information corresponding to the GRI's G4 Guidelines is located. Page numbers refer to pages in this report.

Indicator	Location	Indicator	Location
G4-1	4	G4-27	66-69
G4-3	Cover	G4-28	66
G4-4	At a glance page	G4-29	66
G4-5	At a glance page	G4-30	66
G4-6	63	G4-31	73
G4-7	63	G4-32	68-69, 71
G4-8	At a glance page, 44-50	G4-33	NA
G4-9	At a glance	G4-34	62-63
G4-10	30	G4-56	18-19
G4-11	NA	G4-EC1	NA
G4-12	40	G4-EN3	54,58
G4-13	63	G4-EN27	38, 57-58
G4-14	18 - 19	G4-HR3	27
G4-15	45, 54-56	G4-LA2	31
G4-16	50	G4-LA9	26
G4-17	NA	G4-LA11	25
G4-19	66-69	G4-LA12	24,73
G4-20	66-69	G4-S03	18-19
G4-21	66-69	G4-S04	At a glance
G4-22	69	G4-S05	NA
G4-23	69	G4-PR5	44-45
G4-24	70	G4-PR8	19, 38-39
G4-25	70		
G4-26	70		

Data overview

Labor

Total employee attrition for FY17-18

Equivalent level	Below 30	Attrition below 30	Age 30-50	Attrition % between 30-50	Above 50	Attrition % above 50	Grand total
Partner		0.0%	6	2.5%	2	4.5%	8
Executive director		0.0%	10	16.4%	1	6.3%	11
Director		0.0%	3	31.6%		0.0%	3
Associate director		0.0%	50	12.5%	4	38.1%	54
Senior manager		0.0%	77	15.3%	2	28.6%	79
Manager	41	15.3%	215	24.3%	3	60.0%	259
Senior executive	257	23.3%	316	25.8%	3	33.3%	576
Executive	694	20.3%	148	25.9%	1	25.0%	843
Staff	405	28.2%	79	20.7%	4	21.1%	488
Intern	78	22.9%		0.0%		0.0%	78
Grand total	1475	22.4%	904	21.2%	20	17.2%	2399

Total formal learning hours by category

Equivalent level	Male	Female	Total hours
Partner, executive directors, directors	10,169	1,347	11,516
Senior managers, assistant directors, directors	32,854	7,104	39,957
Managers	41,703	12,803	54,505
Senior consultants, assistant managers, senior executives	83,460	32,437	1,15,897
*Consultants, associate consultants, executives	1,37,900	87,806	2,25,707
Analysts/interns	62,696	55,517	1,18,213
Total	3,68,782	1,97,014	5,65,795

Percentage of employees receiving regular performance and career development reviews

Title	FY 18	FY 17	FY 16	FY 15	FY 14
Employees receiving regular performance and career development reviews	99.96	100	99.9	100	100

Employee breakdown by gender

Gender breakdown	%	All India head count
Males	66.72%	7697
Females	33.28%	3839

Employee breakdown by age

Equivalent level	Age below 30	%	Age between 30-50	%	Age above 50	%
Partner		0.00%	251	5.36%	48	38.10%
Executive director		0.00%	63	1.34%	17	13.49%
Director		0.00%	12	0.26%	1	0.79%
Associate director	2	0.03%	432	9.22%	8	6.35%
Senior manager	6	0.09%	529	11.29%	8	6.35%
Manager	279	4.15%	939	20.04%	5	3.97%
Senior executive	1156	17.19%	1349	28.79%	11	8.73%
Executive	3493	51.95%	680	14.51%	4	3.17%
Staff	1463	21.76%	431	9.20%	24	19.05%
Intern	325	4.83%		0.00%		0.00%
Grand total	6724		4686		126	

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