Human rights
Due Diligence Statement 2023

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An introduction

In the spring of 2023, EY in Norway has conducted due diligence in its own operations, EY’s global service centre and supply chain in accordance with the requirements of the Transparency Act. Based on gap analysis and risk assessment, we have identified relevant human rights that EY needs to pay special attention to. Respect for human rights is rooted in EY globally and with the management and board of EY in Norway.

In our own operations and EY’s Global Service Center, we have identified three areas where the risk of negative impact is greatest:

- Right to fair and favourable working conditions (including rest, leisure and reasonable limitation of working hours)
- The right to health (physical inactivity in the working day, mental health linked to high work intensity and stress levels)
- The right not to be subjected to discrimination and harassment

For EY’s global service centers, we also include the right to assembly and freedom of association as an important right to follow.

We already have good processes in place in all categories, but have also identified measures for the coming year that will strengthen the work to further safeguard the rights in EY in Norway, as well as measures for the follow-up of EY’s service centers.

Using a risk-based approach, we have identified eight companies in our supply chain with a medium or high risk of human rights violations due to industry, supply chain raw materials and available information on human rights maturity. In total, we found 13 rights particularly relevant for our value chain from raw material to final product/service. In the coming year, we will enter into dialogue with the identified suppliers to further map their work and what measures they have in place.

In this report, we go into more detail about methodology, mapping and findings in our own operations and supply chain, and finally activities planned for the coming year.
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**EY in Norway and industry risk**

EY is one of the world’s leading centres of expertise in auditing and advisory services. Our work covers audit, tax, strategy and transaction and consulting services with over 365,000 employees in more than 150 countries. In Norway, we are more than 2,400 colleagues in 27 geographical locations. Our customers constitute a cross-section of the Norwegian economy with operations in most sectors. For more information on EY’s legal structure, ownership and responsibilities, please read our Transparency Report for fiscal year 2022.

In Norway, the audit and advisory industry is strictly regulated with a number of statutory controls and procedures. However, negative impacts on employees’ rights during the work stay or in the recruitment phase may occur, which will be the case in any workplace. As a global company where we cooperate across borders, there may also be greater risk in countries where there are less public controls and procedures. However, the biggest risk lies in our supply chain.

**Our approach**

Respect for human rights is directly linked to EY’s mission to “Building a Better Working World”. Our approach to and compliance with human rights is in line with international human rights conventions, such as the International Covenant on Political and Civil Rights, the International Covenant on Economic, Social and Cultural Rights as well as the ILO’s 10 core conventions. Furthermore, we conduct our business in line with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights.

On 1 July 2022, the Transparency Act came into force and as a result, EY has Norway initiated a due diligence assessment of its own operations, EY’s global service centres and supply chain. Furthermore, we will outline EY’s review of its work to identify risks and processes to prevent human rights violations in line with applicable principles.
Respect for human rights

Anchoring accountability

EY's "Ethical Compass" is our **Global Code of Conduct**— the code of conduct that underpins our conduct and EY's culture. It reaffirms EY's attitudes and commitment to safeguarding the integrity and ethical concerns of its employees. In addition, we have global and local governance documents that underline EY's commitment to ensuring respect for human rights and supporting the safeguarding of human rights in our operations.

Our policies and commitments for our own business:

- EY's Global Code of Conduct
- EY Global Human Rights Statement
- EY Global Executive (GE) Diversity, Equity and Inclusiveness Statement

EY's Global Code of Conduct has clear principles that guide us in our actions and the way we do business, and must be adhered to by everyone at EY. All EY employees must complete training and sign that they work in accordance with the Code of Conduct annually. In fiscal year 2022, 94% of employees completed the training and 99% signed on to understanding and commitment to complying with the Code of Conduct. Conduct that violates our Global Code of Conduct, such as discrimination or sexual harassment, is not tolerated and will have consequences.

In fiscal year 2022, one breach of the Code of Conduct was recorded in EY in Norway. The case has been followed up and handled in accordance with internal guidelines. Through our efforts to ensure compliance with the Code of Conduct, and by frequently communicating the Code, we strive to create an environment that encourages all employees to behave responsibly — and to report any non-conformities without fear of retaliation.

Routines for uncovering and preventing negative impacts on human rights

Whistleblowing service and duty of disclosure

As part of ensuring that our ethical guidelines and applicable laws are followed, EY has its own whistleblowing service called the "EY Ethics Hotline". This whistleblowing service is rooted on a global level and allows EY's customers, partners, associates and other parties outside the organization to report anonymously about activity that may be unethical, inappropriate, contrary to professional standards, inconsistent with EY values, or our Code of Conduct. Written and oral reports to the EY Ethics Hotline are subject to immediate follow-up by the Ethics Committee. Of those, each case is assessed according to EY's standardized processes for assessing breach severity and proportionate consequences. We also provide for redress or compensation where relevant.

At EY in Norway, it is most common for complaints or concerns to be raised via managers, counselors or other contact persons. All cases, regardless of channel, are handled by the Ethics Committee on suspicion of violations of the Code of Conduct. Management is always informed.

In line with the duty of disclosure, cf. Section 6 of the Transparency Act, we have established an internal routine for receiving and responding to inquiries from the public regarding how we handle actual and potential negative consequences on human rights. So far, we have only received and responded to inquiries from customers in the form of questionnaires.

Conduct that violates our Global Code of Conduct, such as discrimination or sexual harassment, is not tolerated.
Risk in own business

In the winter of 2022/23, we have investigated how EY in Norway ensures respect for human rights in our own operations. To map EY's internal human rights work and form a prioritized risk list of its own operations, we conducted a gap analysis on internal governance documents and procedures. The due diligence is endorsed by the Board and carried out in accordance with the OECD Guidelines and the UN Guiding Principles.

Gap analysis

The gap analysis approach was divided into two main parts, where the first part consisted of a thorough document review of significant governance documents and guidelines. The second part consisted of in-depth interviews with relevant departments for further mapping of routines and practices, as well as feedback from employees through the People Pulse Survey and input from working groups. We also conducted an in-depth interview with a focus group from our service centre in India. The two-part assessment has provided an overview of how EY in Norway and EY's service centre work with human rights, and in what areas the inherent risks to our sector of potential negative impact lie. Furthermore, media searches were conducted to investigate industry risks.

Findings from the gap analysis identify three areas where the risk of negative impact is greatest:

Current human rights in our business

- Right to fair and favourable working conditions (including rest, leisure and reasonable limitation of working hours)
- The right to health (physical inactivity in the working day, mental health linked to high work intensity and stress levels)
- The right not to be subjected to discrimination and harassment

Risk in EY Global Delivery Services

EY Global Delivery Services (GDS) is a network of service centres that support all EY business areas globally. The network consists of more than 75,000 employees, of which approximately 60,000 are employed in 10 offices in India. EY in Norway collaborates with several competence teams in GDS and approx. 14% of the working hours on external and internal deliveries in Norway are delivered by colleagues in GDS.

As part of EY Global, the same ethical guidelines, the Global Code of Conduct, apply to EY GDS as to EY globally. Locally, EY GDS has good initiatives to promote safety, well-being and inclusion in the workplace. At the same time, India is less regulated in terms of workers' rights. Based on country risk* and interviews with EY GDS India employees, we consider there to be a greater risk of discrimination and workload for colleagues at EY GDS than for EY employees in Norway.

Current human rights in EY Global Delivery Service

- Right to fair and favourable working conditions (fair wages, a decent living wage, safe and healthy working conditions, rest, leisure and reasonable limitation of working hours, holidays, etc.)
- The right to health (physical inactivity in the working day, mental health linked to high work intensity and stress levels)
- The right not to be subjected to discrimination and harassment
- Right to assembly and freedom of association

* World Report 2022: India | Human Rights Watch (hrw.org)
EY Global Delivery Services (GDS) is a network of service centres that support all EY business areas globally.

Fair and favourable working conditions
Follow-up of working hours
The market in which we operate means that our employees at times have high job intensity, high pressure and short deadlines. This can lead to overtime work, which in turn can affect the employee's rest and leisure time. We are aware of the industry risk and therefore have in place several preventive measures to ensure employees' rest and compliance with the Working Environment Act.

- Good hourly reporting where both each employee and superior continuously have an overview of overtime hours and vacation days
- Follow-up of employees who are at risk of exceeding the legal limits for overtime and lack of continuous breaks between working days
- Support for the allocation of time and prioritizing tasks by Counselor/Team Lead
- Staffing projects in advance of delivery to ensure adequate resources for the tasks
- Daylight saving time with a seven-hour working day during periods of lower activity; June–August

Workplace support
All employees have at least one dedicated contact in the organization. At start-up, new employees are part of the “buddy program” with a person who supports and guides at start-up. Furthermore, all employees have a dedicated Counselor with an established process for contact and support throughout their career path at EY.

Employee feedback
At EY, we conduct regular People Pulse Surveys to investigate and measure job satisfaction, sense of belonging, autonomy and other aspects of everyday work at EY. Our goal is to see a steady increase in the Engagement Index and achieve 80% by 2025 in terms of Exceptional Experience Rating. Fiscal year 2022, we had a score of 83%. EY's Talent (HR) department is constantly working to ensure that employee welfare and rights are preserved; And feedback from employees influences measures and priorities.
Promote good health

Stress and health

Hectic working days, where there are a number of requirements with short deadlines, can lead to high levels of stress and affect workers’ mental health. Difficulties in reconciling work, leisure and/or family commitments are additional factors that can contribute to work-related stress. Workers who experience stress for long periods of time can develop physical and mental health problems. We are aware that work-related stress occurs at EY and are therefore committed to offering our employees guidance, tools and facilitation to be able to handle this in their everyday life in the best possible way.

Individual guidance

Stress management and well-being are addressed regularly in performance appraisals and follow-up from the employee counselor. Through insurance that covers full-time employees of EY in Norway, we offer psychologists in difficult life situations. In addition, we have a more low-threshold psychologist service for help with stress management and skills to manage and master everyday life.

EY’s hybrid work model

EY’s hybrid work model offers our employees flexibility in their everyday work and allows employees to shape their lives more than ever before. Flexibility can have a positive impact on both physical and mental health, by allowing employees to allocate their own time as needed and desired, and thus be more flexible to participate in both physical and social activities. At the same time, a hybrid working model is changing how managers follow up and see their employees, and each employee also has a greater responsibility to set limits on working time and leisure time with the risk that entails. Talent (HR) and management follow the effects of the Hybrid Work Model closely, both for employees and the organization as a whole. Overall, flexibility and trust are highly valued by our employees.

Wellbeing week

EY in the Nordic region invests in initiatives aimed at diversity, belonging and well-being, and has a dedicated Nordic manager for this work. Twice a year we invite you to “Wellbeing Week”, a week to promote positive mental health. It is an event with lectures, yoga and various exercises focusing on stress management.
Promote equity and prevent discrimination and harassment in the workplace

Equity
EY in Norway and the Nordic countries has an active work to promote gender equality and equity at all levels of the organisation. At lower position levels, on the board and the total employee population, we have achieved gender balance, between 40%-60% men and women. The challenge for EY in Norway is gender balance at director and partner level; and we have implemented several measures to investigate the cause of fewer female partners and to facilitate gender balance also at senior management level. Examples of activities are:

- Measures to recruit more female partners
- Nordic Career Watch: A voluntary sponsorship programme for women with leadership potential at manager and senior manager level
- Courses; Inclusive Leadership for all, recommended for everyone with leadership responsibilities
- Established network of girls in business areas with fewer girls/women
- Partner of ODA network

Discrimination and harassment
EY has zero tolerance for discrimination and harassment of any kind. Our culture is built on our shared values where respect, courtesy and professionalism, devoid of discrimination, bullying and harassment are core values. Nevertheless, discrimination and harassment are inherent risks in any workplace, including us. In fiscal year 2022, we have uncovered one instance of discrimination/harassment. The situation was handled by our Nordic Ethics Committee and appropriate reaction was given by management. EY in Norway and the Nordic region has a number of established preventive measures to reduce the risk of discrimination and harassment and to make everyone feel included and safe with us.

Anchoring of responsibility
In addition to our Code of Conduct, we have a Global Inclusion and Non-Discriminatory Policy and a Global Executive Diversity & Inclusion Statement. They not only emphasize that diversity and inclusion are important to business, but also ensure that EY member firms themselves are responsible for progress, starting with management's attitudes. The work on diversity, belonging and inclusion at EY in Norway is anchored
in the management and board; And we take an approach to incorporating diversity, belonging and inclusion into all processes and situations.

To strengthen accountability throughout the EY organization assists The Global Diversity & Inclusion Tracker helps track progress across all EY regions by consistently measuring diversity and inclusion globally. EY globally has also established the Global Social Equity Task Force (GSET) to develop action plans that specifically address inequalities and discrimination. The working group includes EY leaders from a variety of backgrounds and perspectives, across geographies, service areas and functions. The group supports diversity, belonging and the inclusion agenda globally. In Norway and the Nordic region, activities are run by a dedicated role, Nordic DE&I Lead.

Recruitment
EY in Norway regularly recruits new employees and there will always be an inherent risk of discrimination in recruitment processes. Unconscious bias is something everyone has and is at the greatest risk of making suboptimal decisions and discrimination. The following processes are in place and being developed to prevent discrimination in the recruitment process; and most importantly ensure all talent is welcome at EY.

- Inclusive text in the job advert (improved 2022)
- Pre-interview Unconscious Bias course; all interviewers are invited
- Always more than one interviewer
- Ability tests, personality profiling and case interviews
- Equality and diversity checks through the process from applicants, to interviews, to offers and employment

The risk factors are assessed regularly to ensure that priorities are continuously updated and integrated into our work to prevent risks from increasing or materialising.

Promotion, salary adjustment and bonus
With more than 2,000 employees at EY in Norway, following up employees, assessing skills, promotion and determining salary and bonuses is a comprehensive process. As with recruitment, there is an inherent risk of discrimination in these situations, and EY has good routines and processes in place to ensure fair assessment of employees.

- All employees have a Counselor with established routines and advice for guidance throughout the year; with a minimum of 3 follow-up conversations each year where work and progression are discussed
- All employees collect feedback from managers and customers during the year
- After the third cycle, all employees are assessed in an annual review, where managers and payroll managers in Talent (HR) first consider promotion; then salary and bonuses are assessed for all
  - In this process, a payroll tool is used that:
    - Trigger an “Unconscious bias training” before you can access payroll data
    - Provides a visual status of employees’ salaries; broken down by gender, location, service areas, etc.
    - Provides a clear line-up of employees and change intervals you can provide
    - Continuous overview of difference in distribution between men and women
- Proposed promotions, salary adjustments and bonuses are always reviewed by Talent (HR) management and payroll managers prior to final approval. If there is suspicion of discrimination due to an unequal distribution between gender, location, service area, etc., the adjustments will be reassessed
- All employees with project responsibility are measured on quantitative KPIs such as sales, chargeable hours and income on the projects they manage
Social Gatherings and Code and Conduct

During periods with many social gatherings and at large gatherings, managers remind employees of the Code of Conduct, both in writing and orally, with the intention of preventing situations of discrimination and/or harassment from taking place, and to make employees feel safe to speak up if it should occur.

EY has long been committed to diversity, belonging and inclusion. Building teams that perform well, are diverse and inclusive, is important in our industry, which assists both Norwegian and international companies.

Diversity leads to different perspectives that strengthen projects, customer relationships and drive professionalism and critical thinking. When it comes to diversity in our business, we still have a way to go and we are constantly working to strengthen diversity internally. EY in the Nordics and Norway have also established several internal networks to support belonging and inclusion, such as International @EY, resource group for members and supporters of LGBT+, and focus group to ensure disabled people’s access to EY. The groups are open to everyone and aim to offer belonging in addition to ensuring a communication channel to management with a focus on inclusion.

All employees have a Councilor with established routines and advice for guidance throughout the year.
Respect for human rights in EY's supply chain

EY in Norway supply chain is largely suppliers based in the Nordic region. In fiscal year 2022, EY made over $50 million worth of purchases in Norway from over 1,000 suppliers that form the basis for its risk assessment. This disclosure includes all actors from whom we have purchased goods or services in the 2022 financial year.

Anchoring accountability

EY's Supplier Code of Conduct (sCoC) is EY's code of conduct for our suppliers and includes commitments to respect human rights. Among other things, EY requires all our suppliers to commit to respecting and safeguarding human rights in their own operations and supply chains, as well as an expectation of due diligence to prevent forced labour. By signing EY's General Terms and Conditions, the supplier agrees to abide by EY's Supplier Code of Conduct in its delivery to EY. As part of our efforts to comply with the requirements of the Transparency Act, we have proposed an update to EY's Supplier Code of Conduct and strengthened the due diligence process at Nordic and Norwegian level. The process will be endorsed by management and the board in spring 2023.

Our policies and commitments for your own supply chain:

- EY's Supplier Code of Conduct (oppdateres våren 2023)
- EY's general terms and conditions (Nordisk versjon)
- EY Global Procurement Policy (intern policy)

Routines for purchasing and follow-up of our suppliers

All EY personnel must comply with the requirements of our internal Global Procurement and Supply Chain Policy when procuring goods or services on behalf of EY, regardless of the size of their purchase. One of the points is that all contracts with suppliers should include an obligation on the supplier to comply with the EY Supplier Code of Conduct or equivalent supplier policy (as determined by Supply Chain Services and/or the General Council Office). For purchases exceeding USD 50,000, Global Supply Chain Services must be included in the purchase and supplier selection.

EY Global Supply Chain Services helps optimize EY's purchasing power across products and services. As part of our procurement activities, they seek suppliers who are innovative and can offer exceptional customer service and support. We are committed to maintaining a diverse supplier base and building relationships with suppliers that reflect the market, customers and communities we serve.

Vårt Environmental Social Governance services-team, som is part of Supply Chain Services, driving an inclusive and sustainable mindset across EY's supply chain. Among other things, the team provides training for all Supply Chain employees on ESG topics; and all have attended courses on human rights in the supply chain and how to reduce the risk of human rights violations; including forced labour.

EY Global Supply Chain Services has an established ESG Supplier Due Diligence process that includes ESG-related issues and compliance with our Request for Proposals (RFP) Code of Conduct (RFP) and supplier onboarding stage. In addition, an ESG due diligence assessment was piloted at the global level in fiscal year 2022. It included 98 major suppliers in industries considered to have higher expected risk —
suppliers that supply to EY Nordics are included. The questions were based on EY’s Supplier Code of Conduct, human rights obligations, and social and environmental sustainability. A follow-up process for the participating suppliers is also in place, and this includes quarterly touchpoints regarding areas for improvement. EY in Norway and the Nordic countries will follow the status of this work.

Supply chain risk

In addition to the survey carried out by EY Global Supply Chain, EY has conducted due diligence in Norway and the Nordic countries based on the OECD Guidance for Responsible Business Conduct in fiscal year 2023. The risk mapping was divided into two phases. In the first phase, the list of all Nordic suppliers in the 2022 financial year was assessed according to country, sector and company size. An overall analysis was made of all Nordic suppliers with consumption above USD 500,000. After the first phase, a selection of suppliers was identified for further investigation. A comprehensive desk analysis was then conducted regarding risks related to country, sector, product and raw material. Furthermore, the maturity of the supplier’s human rights work was reviewed by examining the suppliers’ public documents via websites, as well as media searches.

Findings and risk areas in our supply chain

EY’s suppliers in Norway are all located in Norway or in the Nordic region, so the risk of human rights violations is generally lower. However, the risk of human rights violations increases when examining suppliers’ industries and raw materials included in the product. Four industries were identified where the risk of negative impact on human rights is high. The industries that were identified as high-risk are:

- technology and IT
- cleaning, canteen/catering
- Construction industry
- Event and entertainment industry
Purchasing products: IT and mobile phones
For suppliers of IT products and mobile phones in general, we find the risk of breaks related to assembly of products and production of components. The factories where IT products are assembled and manufactured are largely located in Asian countries where human rights violations occur frequently. Risks are particularly related to: violations of the right to a living wage, forced overtime, short-term contracts and the right to form and join trade unions. Furthermore, there are risks related to health and safety, as the production of electronics requires the handling of a large number of hazardous chemicals. Lack of personal protective equipment and inadequate health and safety training further increase the risk of rights violations.

Raw materials used in IT products and mobile phones include metals and minerals. The extraction of raw materials takes place globally and often in countries associated with weakened governance and human rights violations. Risks related to the extraction of raw materials in a number of countries relate to rights such as fair and favourable working conditions, the right to health and safety, the right not to be subjected to child labour and forced labour.

Procurement of services: cleaning & canteen services, construction and event industry
We have suppliers who provide services to us such as the operation of canteens, cleaning of offices, events and the construction industry. The latter is associated with the development of EY's new locations, including a new headquarters in Oslo. In these industries, a large proportion of young, unskilled, temporary and/or foreign workers are generally employed who may have less knowledge about the rights to which they are entitled. These are factors that make workers extra vulnerable.

For suppliers of cleaning services, catering/canteen, events/entertainment and the construction industry, we collectively find a potential risk of negative impact on rights related to fair and good working conditions, including low wages, withholding of wages, illegal work, short-term contracts, lack of overtime pay, high work pressure and social dumping. Other risks are discrimination and sexual harassment, as well as the right to health and safety in connection with stressful physical work, work at heights and lack of HSE measures. The survey indicates that there is a need for extra follow-up regarding procurement of services in these industries because employees are more vulnerable.

Furthermore, we find additional risks of negative human rights impacts when examining the raw materials included in the products of our service providers. For example, for some food products such as coffee, tea, cocoa and sugar, there is a very high risk of human rights violations in the supply chain. Furthermore, there are potential health risks associated with chemicals used in the production of cleaning products and, not least, high risks related to raw materials such as metal and wood (medium risk), which are used by our suppliers’ subcontractors in the construction industry.

Current human rights in EY in Norway’s supply chain:
The risk mapping reveals a range of rights where there is a potential risk of negative impact in EY’s supply chain, from industry risk to raw material extraction itself, as the final link in EY’s supply chain. The rights we have identified apply:

- Right to fair and favourable working conditions (fair wages, a decent living wage, safe and healthy working conditions, rest, leisure and reasonable limitation of working hours, holidays, etc.)
- Right not to be subjected to discrimination and sexual harassment
- The right to freedom of association with others, and to form and join trade unions
- Right to assembly and freedom of association
- Right to an adequate standard of living
- Right to health and safety
- Minorities and indigenous peoples’ rights
- The right to clean drinking water and sanitation
- Right not to be subjected to forced labour
- Right not to be trafficked
- Right to freedom of movement
- Right not to be subjected to child labour
- The rights of all migrant workers and members of their families
Further work to safeguard human rights

Activities we will implement in 2023

Ensuring human rights throughout EY’s value chain is an ongoing effort. EY is a company where people are at the centre and a priority is to look after all employees and ensure that they feel safe and cared for at work. The results of our survey show areas where we can become even better in our own business, but the most important measure for 2023 is to strengthen our purchasing process and compliance with the Supplier Code of Conduct.

Five priority measures for fiscal year 2024

Below we have listed 5 priority measures for the coming year in our own operations and supply chain, respectively:

- **Own business:**
  - Design the process for annual due diligence for EY in Norway with a clear division of responsibilities to be endorsed by the board. The purpose is to structure the work on follow-up of risk areas and activities throughout the year

- **Recruitment:**
  - Ensure awareness to everyone who participates in the recruitment process to reduce the risk of “Unconscious Bias” throughout the recruitment process. With this, we want to promote diversity at EY and prevent discrimination

- **EY Global Delivery Services:**
  - Follow-up with local management: Engage with local leadership to identify better local initiatives to ensure human rights for the teams we work with

- **Supply chain:**
  - Control system for Supplier Code of Conduct: EY in Norway and the Nordic region will strengthen local control of the Supplier Code of Conduct, signing and follow-up of compliance for risk industries

- **Follow up with suppliers:**
  - EY in Norway and the Nordic region will follow up our largest suppliers who score medium or high on risk based on country, industry and human rights maturity. We will initiate dialogue to gain insight into their work to prevent human rights violations and provide documentation. The work will take place in collaboration with EY Global Supply Chain and established supplier contacts

  - Supplier selection courses: EY in Norway and the Nordics will strengthen local procurement guidance on behalf of EY. The purpose is to make local buyers more aware of the choice of suppliers and what expectations EY has of them, as well as simplify overview and follow-up of suppliers

Oslo, 24 April 2023

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Respect for human rights is rooted in EY globally and with the management and board of EY in Norway.
At EY, we work every day to fulfill our vision of "building a better working world"; to help make private and public enterprises work better — for our employees, our customers and the society in which we operate. Backed by data and technology, we build trust and help create long-term value and sustainable growth for our customers. We work across our disciplines, auditing, consulting, tax, legal, strategy and transactions, so we can ask better questions to answer the complex challenges facing the world today.

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