

A young child with dark hair, wearing a white bucket hat and a yellow and white striped dress, is being held by an adult's hands. The child is looking directly at the camera with a curious expression. The background is a bright, grassy field. A yellow graphic element, consisting of a large bracket-like shape, frames the text on the left side of the image.

Is your measure of
success how many
others succeed?

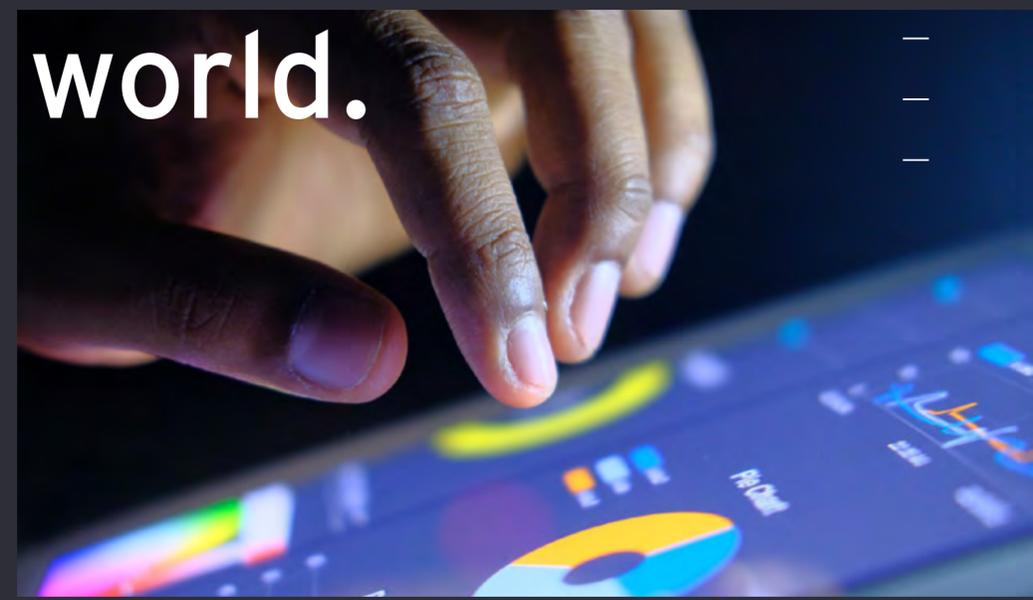
EY UK 2021 Impact Report



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



This report explores EY's commitment to creating value for all our stakeholders and building a better working world.



Contents



Creating value for all our stakeholders

At EY, our purpose is building a better working world. For us, that is not just a phrase but a working philosophy, the North Star by which we navigate.

It guides us in helping our clients deliver better outcomes for their stakeholders, empowers our people to achieve their full potential, and supports the communities in which we live and work.

At the same time, we are a commercial business, and we aim to grow profitably and sustainably. Our purpose is the catalyst to create long-term value for our stakeholders. It enables us to create value that goes beyond financial returns alone. Sustainable success is rooted in our impact on broader economic, human, and environmental issues.

Our purpose sets us apart, differentiates us from our competitors, motivates and engages our people and plays a crucial role in rebuilding the trust that is so important to our profession. It's embedded in NextWave – the EY Global strategy – and in the ambition to create long-term value for clients, people, and society as the world's most trusted, distinctive professional services organisation.

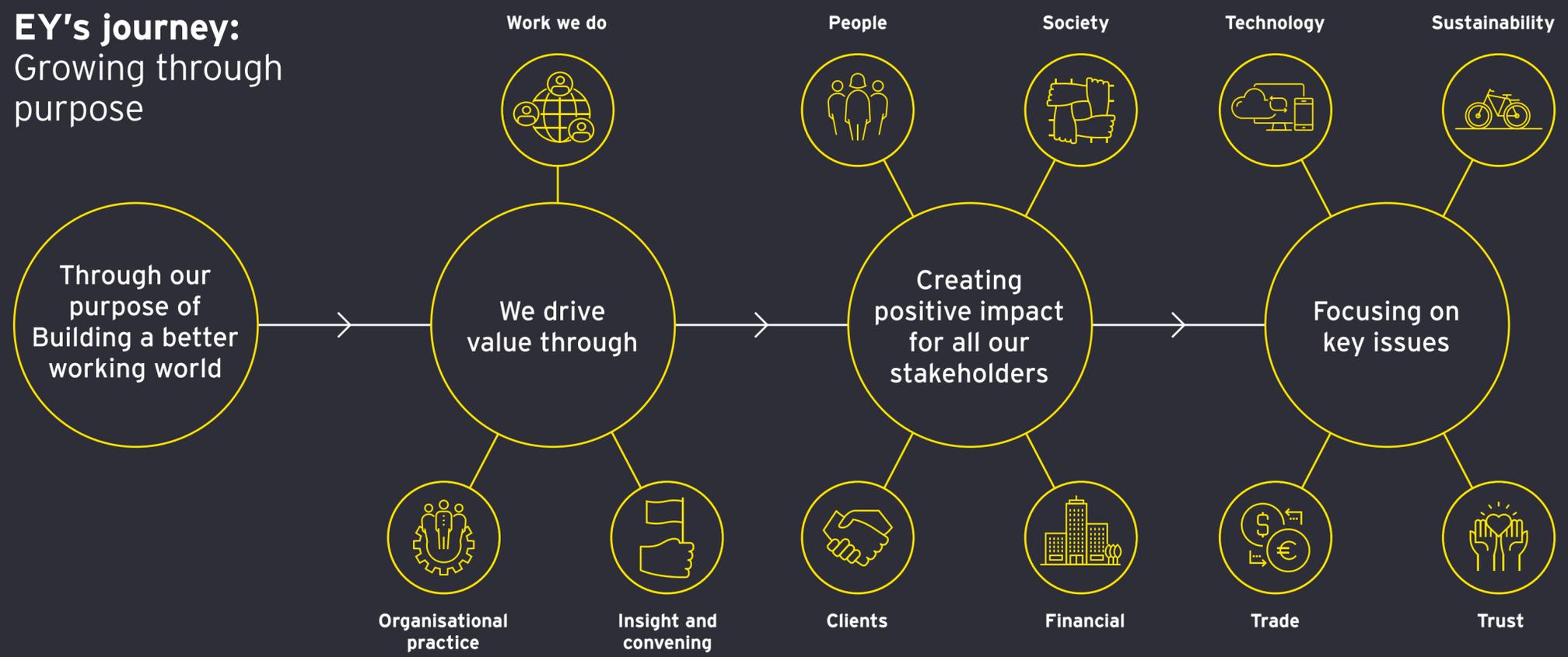


Our purpose goes far beyond profit, impacting the way we operate, how we do business, and the role we play in our communities.

Hywel Ball
EY UK Chair



EY's journey: Growing through purpose



BUILDING A



Our impact

This report, the first *Impact Report* EY UK has produced, lays out the value we believe we have created for our stakeholders in our 2021 Fiscal Year. In doing this, we share our performance against those targets we have previously established as well as actions we have taken which impact our stakeholders. For us, this report is the start of our journey, an important step in providing our stakeholders with the information they need to hold us accountable.

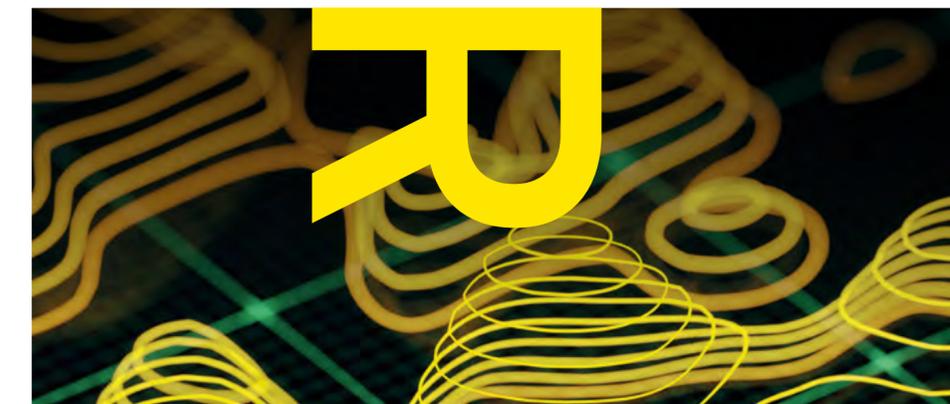
In future years, we will extend the metrics provided, share additional targets where they have yet to be established, and provide more information on where we think we are doing

well and where we need to do more. We will also provide further insight into our societal value strategy, in particular the actions we will be taking to increase our impact on the critical topics of trust in business, regional development, social mobility, diversity and inclusiveness (D&I) and addressing climate change and wider environmental impacts.

We have advocated for stakeholder capitalism for a number of years. In 2018, we led the Embankment Project for Inclusive Capitalism (EPIC), a joint initiative with 30 other companies and the [Coalition for Inclusive Capitalism](#) to redefine and measure how companies create value. NextWave seeks to put this into action.

As a member of the World Economic Forum's International Business Council (WEF-IBC), we champion the importance of reporting on environmental, social and governance (ESG) topics – consistently and comparably – and evolving how we understand how business creates value today.

As part of this effort, we are adopting [WEF-IBC Stakeholder Capitalism Metrics](#) to measure value for our stakeholders. We are already reporting on many of these metrics and look forward to expanding these measures further in future reporting. In doing this, we will follow the approach established in *EY Value Realized*, the [EY Global impact report](#), which measures our impact globally against the WEF-IBC metrics (see Appendix).



We were instrumental in creating specialist guidance for the UK Government to enable the safe return to work for millions of employees across the UK economy as lockdown lifted.

Working for the Department for Business, Energy & Industrial Strategy, in just two weeks, our team consulted almost 400 companies and trade associations, more than 500 individuals across the country and studied best practice across multiple sectors in a wide range of international geographies.

The result was a set of detailed guidance documents that helped Britain safely back to work to kick-start the economy. Our global connections and strong relationships across British business enabled us to mobilise rapidly and deliver a comprehensive response.

The Recovery and Sustainable Growth Taskforce brought together 17 major lenders, including high street and challenger banks, non-bank lenders, FinTechs and alternative finance providers to discuss how to respond consistently and consider interventions to ensure that the support the industry provided to businesses through COVID-19 can be maintained. Through our support for the taskforce, EY has been at the heart of the industry's efforts to support small and medium-sized enterprises, balancing the needs of customers, lenders, regulators, government and society.



Our working world

Every day, we help a wide range of public and private clients navigate the challenges they face, understand emerging trends, mitigate risks, and seek out opportunities in a post-pandemic world.

To do so, we harness the power of our service lines, sector knowledge, data, technology, and our relationships to meet clients' needs. We enable and support collaboration between governments, regulators, local authorities, corporations, investors, and financial institutions to use their collective capabilities to set objectives, develop opportunities, and address economic and social challenges at scale.

In the years ahead, organisations will face increasingly complex and inter-related challenges. We believe four main topics will drive the corporate agenda in the UK as we emerge from the pandemic, rebuilding and reshaping the economy.

These four topics: sustainability, how organisations transform themselves through data and technology, adapting to a changing global trade system and rebuilding trust between business and society, will be explored further in the next section of this report.

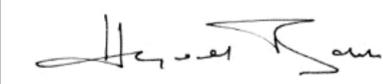
Creating long-term value

We drive value through the services we provide and the advice and insight we give, in the way we run our business and nurture our people, and in the way we collaborate with others and share our knowledge. Our purpose sits at the heart of this.

That means it's about more than generating profit alone. We believe that through better collaboration and a clear framework, businesses can work with the government and their peers to achieve more rapid social change. In doing so, companies can invest with confidence, help deliver society's priorities, and access new green growth opportunities.

We believe in creating real, long-term value for our people, the society in which we live and work, our clients and stakeholders with whom we partner, and, of course, for our business.

It is precisely this combination – this philosophy – that enables us to make a powerful contribution to building a better working world.



Hywel Ball
EY UK Chair



WORKING

Creating long-term value

660,000

Hours of training undertaken in FY21

86+%

EY survey responders highly value their training and would recommend to others

1.3m

Number of lives impacted by EY volunteers

Addressing the issues facing
UK business and society

Our agenda

1. Sustainability

Issue:
Sustainability is one of the defining global issues of our generation, and every business must play its part in tackling the challenges we face.

Our response:

We have set targets globally to significantly reduce our absolute emissions and will remove and offset more carbon than we emit each year. We have already achieved the EY global carbon ambition goal of becoming carbon negative (with EY in the UK also carbon negative) and we are on target to reach net zero in 2025.

We will cut absolute emissions by 40% across Scopes 1, 2 and 3 by FY25, against an FY19 baseline, consistent with a 1.5°C science-based target, approved by the [Science Based Targets initiative \(SBTi\)](#). And we have a [seven-point plan](#) to ensure we achieve this ambition. Our ambition reflects the changing expectations

of stakeholders, especially our people, for building a better working world and creating long-term value.

Alongside efforts to reduce our own footprint, EY teams continue to help organisations assess, respond to, and measure and report on the most significant resource and environmental challenges they face. As stakeholders increasingly focus on companies' sustainability credentials, robust and trusted reporting will be essential.

We also contribute to the broader sustainability dialogue, including: sharing global viewpoints on why COVID-19 could boost ESG performance and stakeholder capitalism; participating in conversations at COP26; and our involvement with the [Sustainable Markets Initiative](#).

Explore [our work on the Climate Business Forum](#) which has developed a clear set of actions that businesses can take to help achieve the UK's decarbonisation ambition.

2. Technology

Issue:

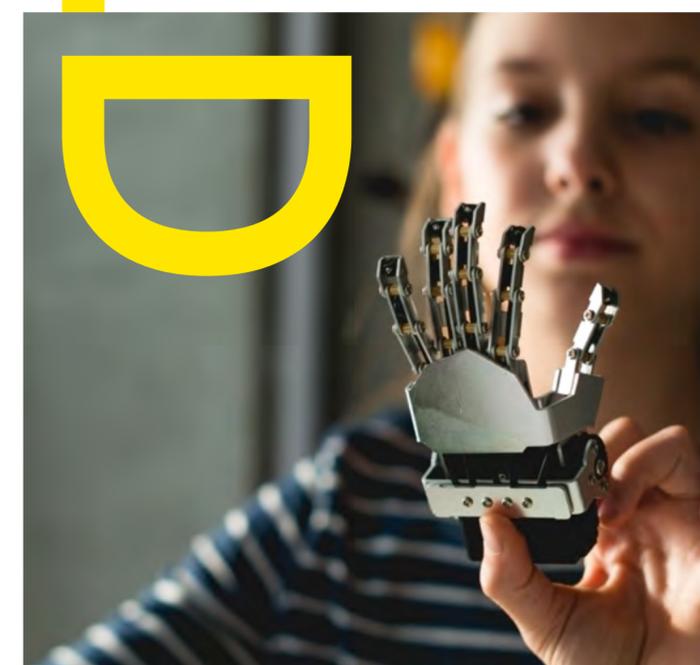
Digital, emerging technology and data analytics profoundly impact businesses in every industry, presenting significant opportunities and challenges. Technology is fundamentally transforming how customers interact with these businesses and how they operate. Those that embrace innovation and creativity will enjoy greater success and a decisive competitive advantage.

Our response:

This year, we expanded our strategic relationship with Microsoft to create long-term value for our clients by marrying our business ingenuity with Microsoft's cloud technologies.

The increased collaboration will launch new solutions and platforms that help organisations address business and societal challenges at scale through digital transformation. The relationship concentrates on helping clients reinvent back-office operations and innovate in key regulated sectors like financial services, energy, health, government, and manufacturing. In addition, the collaboration will create services that fuel client transformation, unlock value, and develop a first-of-its-kind, enterprise-scale, trusted data fabric.

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3. Trade

Issue:
Global trade is undergoing unprecedented change. Navigating volatile geopolitics and divergent regulatory and trading regimes is no easy task. After almost 50 years in which British companies have not had to focus on trade policy or indeed to build expertise in this area, it is now at the top of the agenda for Boards and management. Only by developing this capability can UK firms create new opportunities to generate value overseas.

Our response:
International trade typically impacts multiple functions of an organisation. Our approach reflects this with the holistic perspective we bring to issues. Trade skills are complemented by extensive knowledge of various business areas and sector specialisms, including tax, law, supply chain, workforce and immigration, sustainability, strategy, and transactions.

EY's Trade Strategy team helped clients in the UK as they planned for the end of the EU withdrawal transition period on 31 December 2020.

With a clear set of commercial actions for clients to take – from reviewing impacts on their supply chains to ensuring employees continued to have the right to work in the UK, to understanding the potential impact on their business of rules around data transfer between the UK and EU – EY's expertise was deployed to reduce adverse impacts and maximise the commercial opportunity for businesses tackling the change.

EY brought together key government ministers, clients and other organisations as British businesses began to try and identify the opportunities to come from the UK's new trade deals, re-engaging on trade strategy in a way they hadn't needed to for almost 50 years and enabling them to face the future with confidence.

4. Trust

Issue:
Trust is the foundation on which organisations build vital bonds with investors, clients, consumers and employees, supporting long-term growth and allowing them to face the future with confidence. But trust is in increasingly short supply. The 2021 Edelman Trust Barometer found that trust in companies headquartered in the UK fell by five points to 56%, its lowest position in eight years of tracking.

Our response:
Our work is fundamental to building trust in organisations, whether through our audits, which provide confidence in capital markets, our work on internal controls, tax compliance or in assessing and measuring non-financial performance. We help organisations build and embed trust across their activities.

We have helped a number of companies and public organisations to measure, quantify and improve their non-financial performance and impact on society. We have worked with them to help them apply the insights from this work to strategy development, decision-making and fact-based stakeholder dialogues and disclosures. We are active participants in key projects and initiatives which aim to increase trust in the private sector including WEF-IBC and the IFRS Foundation.

We are justifiably proud of our culture and the accountability it fosters. To ensure a proactive approach to compliance, we continuously review and enhance the way we conduct our business

and how we engage with the external expectations of the firm, including those of regulators. The [EY UK 2021 Audit Quality Report](#) gives greater detail of our investment and focus on this important part of our business.

In order to support colleagues in ensuring they always take the correct approach to day-to-day decision making, we have been creating a portal which provides access to a comprehensive database of information and advice. The result has been more collaboration between individuals and teams and a greater willingness to consult.

We have played a full role in the debate around reform of audit, corporate governance and corporate reporting.

While we worked towards the setting up of our own operationally separate audit business in July 2021, we also advocated for the additional steps which are necessary to restore trust and achieve the more stable corporate ecosystem which stakeholders and the public want to see. These include increasing the scope of audit, strengthening the regulator and looking more broadly at the responsibilities of company directors.

We brought together business leaders and other key stakeholders to discuss reform, to understand one another's views and to encourage them to make their views heard. We also shared our views and assessments of the impact of the Government's consultation, *Restoring trust in audit and corporate governance*, with the boards of companies which we audit.



Discover how we're building a better working world by creating value for our people, society and our clients.



Creating value for

our people



We will empower our people to live their purpose, by creating an exceptional experience where people belong.



EY provides the opportunities, training, and experiences that our people need – for now and the future. We work together to build careers and bring out the best in each other. This is how we attract and retain the most skilled and motivated people who are fundamental to our long-term success and help EY live up to its purpose.

Building exceptional experiences

We have developed a continuous learning culture at EY, where our people can access market-leading resources; work on interesting client opportunities and develop the relationships to personalise learning and their careers.

In FY21, we continued to invest significantly in learning. We swiftly transformed our classroom offering into high-quality virtual experiences for the 17,000+ people in the UK, as we moved to hybrid working. Despite the impact of COVID-19, we honoured learning commitments to all our students, apprentices and new joiners, and delivered more than 660,000 training hours.

Our EY Badges programme offers people the chance to develop a range of future-focused skills and earn externally recognised digital credentials. There are more than 230 badges, covering topics such as technology, sustainability and leadership. We continuously enhance the scheme and so far in 2021 added 54 new badges. In the UK, we have already awarded 4,800.

In 2020, we launched our first EY Tech MBA, which gives all our people the opportunity to complete a virtual-study MBA for free. The first cohort of graduates completed their training earlier this year. In July 2021, we launched a new master's degree – the EY Masters in Business Analytics.



In FY21, we focused on empowering our people to take ownership of their learning and experiences. We have run dedicated learning days and the Learning at Work Week. We introduced 'The Magnificent Six' behaviours and tools to roll out best practice for creating developmental experiences while working remotely, including impactful onboarding experiences. Currently we are focused on shaping and driving new behaviours and change to help embed hybrid working culture and best practice.



Reflecting this year's financial performance, we paid out £83m in bonuses to our UK people.

Health and well-being

Well-being is integral for performance. By supporting our people's physical and emotional health, we help them to reach their full potential.

Our well-being strategy focuses on four pillars: physical, mental/emotional, social, and financial. We offer our people the resources to prioritise their well-being, which has been the focus in our communications and leadership activities during the pandemic. In the UK, our HealthEY programme of webinars and resources helps to foster discussion on topics such as physical, mental, and social health, alongside our free, independently run, Employee Assistance Programme for those wanting more support for the challenges they may be facing. An average of more than 400 people attended each of our HealthEY webinars, with the 'It's OK, not to be OK' mental health event attracting 890 people.

Hybrid working

The health and safety of our people, clients, and communities remain a priority as we emerge from the pandemic. We continue to offer timely guidance for travel, meetings, and events, as well as a safe return to EY offices and client sites, based on the guidance from governments in the UK.

We consulted our people extensively as we developed our approach to hybrid working, an approach which we are piloting currently across our offices.

We believe how we use our offices is key, as places for collaboration, learning, socialising and teaming rather than as a place for individual working, which in most cases can be done more effectively remotely.

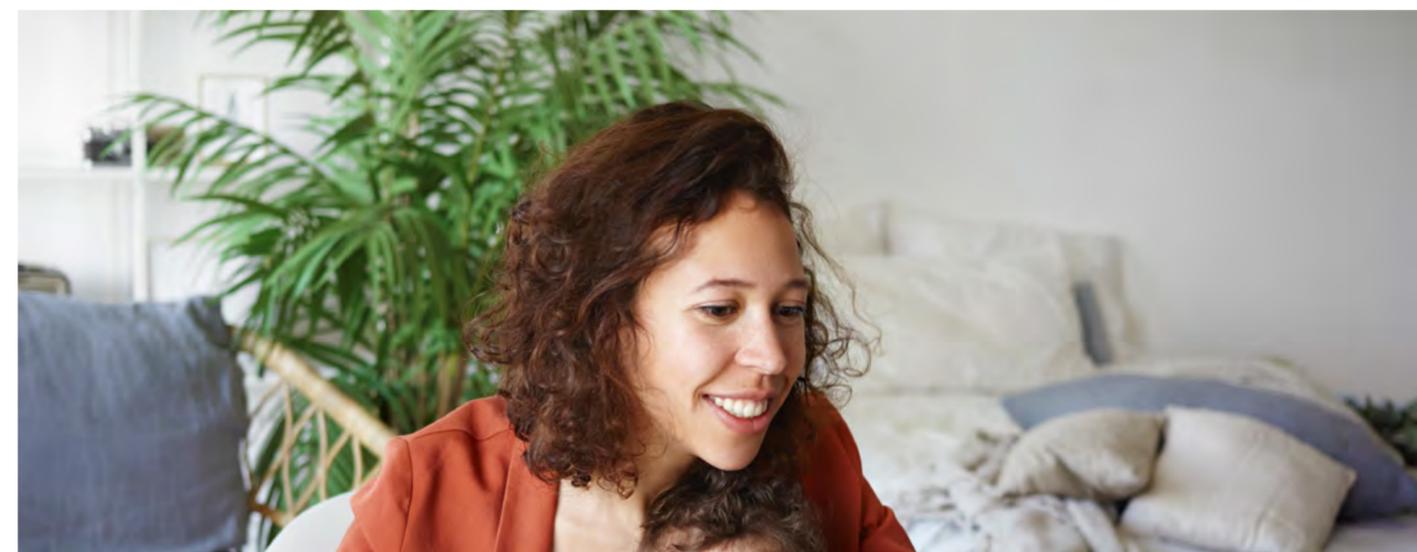
Some key principles underpin our approach to hybrid working: client centricity, striking a balance between collaborating and working individually, work-life balance and ensuring our new ways of working offer everyone consistent access to opportunities and experiences. Our intention is that our people can work on any given day in the location which is right for their client, their project, their team and of course for themselves.

Our ongoing investment in technology and a solid existing culture of flexible working, enabled us to adapt rapidly to the impact of the pandemic, with a fully remote work environment for all our people and also equips us well for hybrid working.

We completed independent air monitoring of all offices before reopening and placed comfort sensors across our offices and meeting rooms to check CO₂ rates.

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Investing in people

Our people are vital to EY's success.

In FY21, we employed more than

17,000

people in the UK in offices from Aberdeen to Southampton.

In FY21, we appointed 103 new equity Partners, of whom 65 are internal promotions. 32% of these appointments are women, while 18% are from an ethnic minority heritage.

As a result, we now have a total of 781 UK Partners, of whom 24% are female and 13% are from an ethnic minority heritage, with 1% identifying as Black and Mixed-Black heritage.

Meanwhile, we hired 2,550 people into new roles, 36% of whom are outside London. We promoted another 2,275. Attrition rates fell 2% on prior year to 10.9%.

We welcomed 1,088 student hires in August/September 2021, which included 909 graduates and 179 apprentices. Of those, 46% are women, 38% from an ethnic minority heritage, and 4% Black. Some 44% will be based outside London in our regional offices.

Our most recently published [gender pay gap figures](#), covering our 2020 financial year, showed an improvement of 4.7% to a median of 15.3%. This was driven by recruiting and promoting more women, particularly at senior levels.

As of 2020, we have voluntarily chosen to publish pay gaps by all ethnicity groups, sexual orientation and disability, to be transparent, but – more importantly – to measure our progress in creating long-term value and sustainability.

Our ethnicity gap widened by 1.9% to a median of 15.8%, largely due to an increase in the number of ethnic minority heritage graduates we employed during FY20. Our FY21 figures will be published in early 2022.

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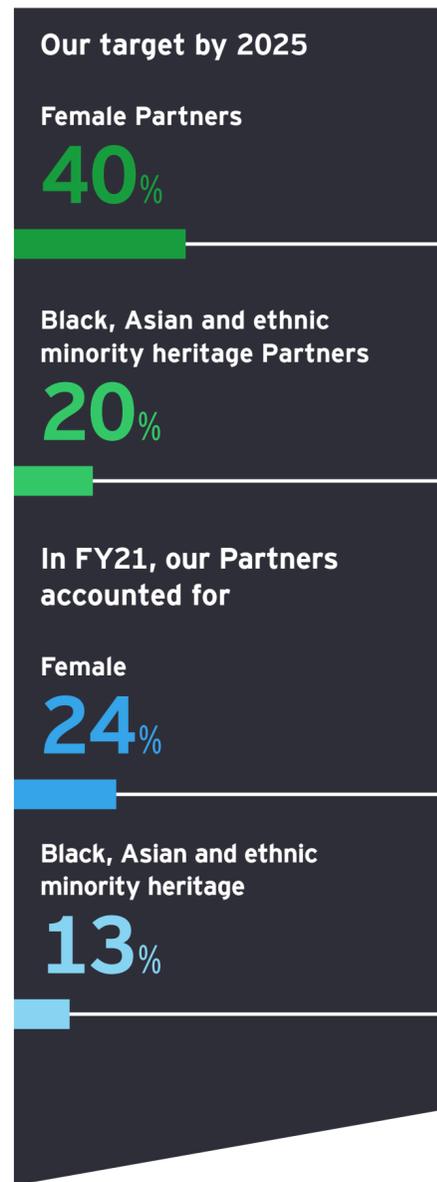
Since the beginning of the pandemic, the Global Delivery Services team in the UK has hosted a weekly 30-minute 'Tea and Toast' session open to everyone.

Topics varied and included isolation/loneliness, negative thought cycles, be kind, dealing with burn out, social anxiety, mindfulness, fun quizzes, and 'what is stress?'

of FY21 the UK partnership is 24% female, 13% ethnic minority heritage, 1% Black/Mixed-Black heritage, representing a 4% point, 3% point and 0.5% point increase since 2018 respectively. This progression is greater than that achieved over the previous 10 years.

Our focus is not just at partner level. We ensure that all our people can progress at every level. We use data to examine equity in key processes, particularly year end outcomes, work allocation and employee engagement. Our recent re-accreditation by the [National Equality Standard](#) confirms that our progress is good.

We continue to invest in targeted leadership programmes, with 100 ethnic minority heritage senior managers participating in the [Future Leaders Programme](#). AccelerateEY is an EMEA-wide programme for our female talent, starting at manager level and developing into a more structured programme for senior managers.



Investing in inclusivity

At EY, we have a strong focus on inclusion, which we talk about as creating a culture of belonging. Belonging means that you feel psychologically safe and are able to bring your best self to work.

In our employee surveys, almost 80% of us say that EY is a place where we belong. That is an astounding success. It is reflected in the fact that we are an attractive employer for diverse talent – 48% of our people are women and over 30% are from an ethnic minority heritage background.

Our D&I work is built on three pillars:

1. Belonging at EY: an accelerated focus on building a culture of equity, driven by actively inclusive behaviours.
2. Differential focus on race and gender, with a target to double the representation of female and ethnic minority heritage partners, to 40% and 20% (of which 15% will be Black Partners) respectively by 2025.
3. Be a leading, disruptive voice in D&I, and equip all our people to feel accountable and to talk openly and confidently with their teams, clients, communities and stakeholders about the value of D&I.

Our Belonging work has seen us amplify the voices of our people and create toolkits and coaching to empower our leaders to make real change in creating a sense of belonging. The language of belonging is part of EY's lexicon and the UK-wide Belonging communications campaign *#Strongwhenwebelong* brought the messages to life through storytelling. Each edition was themed around a different protected characteristic and partnered with the relevant employee network to provide the calls for action and the resources for awareness and education. EY Voice surveys reported that D&I and belonging was one of the loudest communications drumbeats of the past two years.

Most recently, this pillar has been articulated as our commitment to creating a 'Culture of Equity', activated through a consistent methodology based on the Global D&I Culture Change Continuum. We challenged ourselves to understand the root causes in our culture that prevented equitable outcomes.

In FY21, D&I learning and resources have increased, with the EY Global mandatory training, *Inclusion for All* and the UK-specific *Race Fluency* training. The half-day *Inclusion & belonging* workshop is in high demand for teams across the UK&I Firm, with over 90 workshops delivered in FY21 and 168 workshops scheduled for FY22.

In 2018, UK leadership agreed that, quite simply, while we continued to have a partnership that was 80% male and 90% White, we should choose, and conspicuously call out, a differential focus on race and gender. We made a [public commitment](#) to double the proportion of female and ethnic minority heritage Partners to 40% and 20% (of which 15% will be Black) respectively by 2025 resulting in faster and greater progress on this metric over these two years. At the end





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We continue to invest in an exceptional employee experience for all our employees regardless of difference.

For those starting their careers, the Student Recruitment and Apprenticeship teams deliver access programmes for all students. The suite of offerings also includes focused activity for under-represented groups, including [Black Heritage in Business](#) and *Women in Technology* insight programmes.

We continue to invest in an exceptional employee experience for all our employees regardless of difference. Our *six employee Networks* – Gender, Race and Ethnicity, Embrace (faith and belief), Ability, Unity (LGBT+) and Life (family, age, carers) – work to build community, to educate across differences and to connect with each other and with external stakeholders. Their activity is ambitious and impactful and they are a powerful influence on the D&I work that we do.

The events of May 2020, the murder of George Floyd and the global race protests, brought the experience of our Black colleagues into plain sight and, through the [Anti-Racism Commitments](#), we strengthened this focus. An end-to-end review of our talent processes looked at outcomes for Black employees showing that there are more disadvantageous outcomes for this group than

any others and our work to remove those must continue. We also commissioned our '[Getting In and Getting On](#)' research project in partnership with the [EY Foundation](#), to understand the challenges faced by young Black people entering work and to propose actions for employers to take.

The Anti-Racism Commitments and the public leadership messages were underpinned with concrete actions and a strong employee voice. As founding members of the CBI's [Change the Race Ratio](#), the Black British Network and the Black Professionals Charter (an employee-led group), we signed the BITC Letter to the Prime Minister on Ethnicity Pay Gap Reporting and led the way on transparency by publishing our own [pay gap data](#) for all ethnicities.

We have also sponsored, financially and in kind, the [Parker Review](#) and [Cranfield University's Female FTSE Board report](#) in 2020 and again in 2021.

Our voice has been strong on many other fronts, through our sponsorship of *Student Pride*, *IDAHOTB*, (both LGBT+) and as *Purple Champions* and *International Day for People with Disabilities* champions. We have featured in national and trade press on topics such as the menopause, religion at work and mental health.

Our clients and other stakeholders are increasingly interested in talking to us about D&I. The D&I team have been invited to talk to public and private sector organisations to share our work on culture change, targets and data, and employee networks. We believe that our impact on D&I should be felt as widely as possible. Social equity is part of our commitment to building a better working world.



How can neurodiversity help us to be better?

Building on our commitment to foster a highly supportive working environment for all our people, we continuously explore new ways to accelerate progress on diversity and inclusiveness.

Case study

This year, we announced the creation of a Neuro-Diverse Centre of Excellence (NCoE) in the UK to fuel innovation in technology, bring a new dimension of creativity, and drive greater diversity and inclusiveness in the workplace.

The NCoE will create a supportive working environment for individuals with cognitive differences, such as autism, dyslexia, and ADHD, as EY continues to learn from contributions of current neurodivergent employees. The NCoE will empower them to apply their strengths in emerging technologies, such as artificial intelligence, data analytics, automation, and blockchain.

Over the next three years

We aim to hire

150

neurodivergent individuals to work with EY's integrated client teams across the UK.

Further to that, we have already adapted our recruitment processes and working environment support to integrate the talents of neurodivergent employees. EY aims to recognise the potential of all employees and has, for example, established employee networks that help people, and their family members, with dyslexia, dyspraxia, autism and more.

The NCoE and the ripple effect of awareness and acceptance across our people will be a further step in progressing diversity, inclusiveness and belonging in the workplace and accessing the largely untapped talents of those with cognitive differences.

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

Creating
value for

society

We will enable our country to thrive: building trust between business and society, playing a leading role in social equality and the environment, and being at the forefront of change.

Every day, the work we do helps generate long-term value in the UK. The services and support we provide connect to every level of society, whether it is advising the UK Government, championing audit reform, empowering students, or supporting community projects.



Commitment to audit quality

Audit quality continues to be a priority on which we are focusing leadership time and investment.

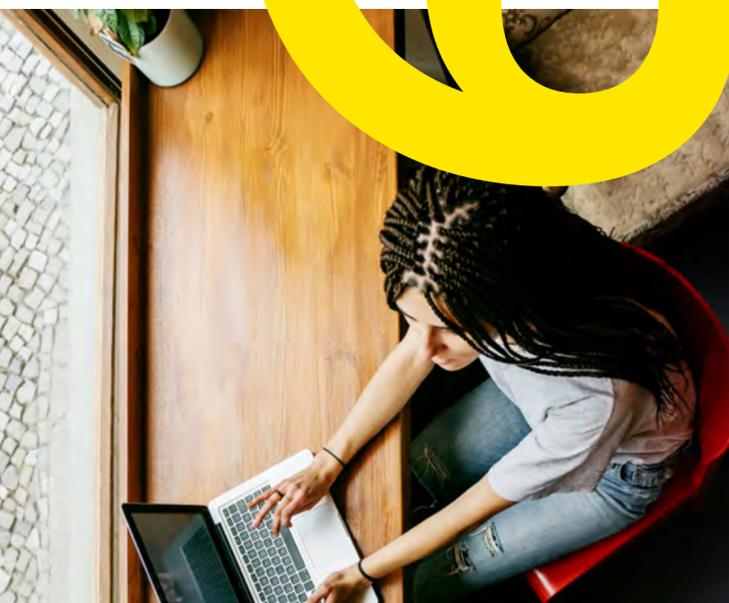
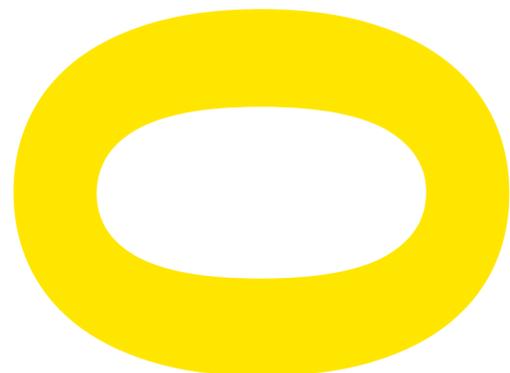
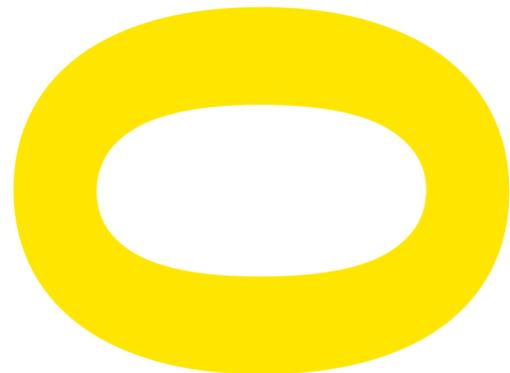
In FY21, we added more than 800 people to our UK audit teams, and increased spending on new technology. We now audit 23 of the FTSE 100, and 72 in the FTSE 350, as well as a large number of private businesses and public sector bodies.

In response to COVID-19 we also had to manage the challenges of remote working, complex audit judgements, delaying audit opinions and coping with difficult personal circumstances for our people. We maintained our collective commitment to delivering consistent and sustainable high-

quality audits in the public interest, with our people's support for each other and strong leadership crucial to our approach.

As part of a further multi-year investment to improve the consistency of audit quality – and recognising the increased expectations placed on audit – we launched a redesigned audit quality strategy. This includes a continued focus on developing a culture of professional scepticism, management support of audit partners, further investments in data-driven audit processes, and additional training for our teams. To find out more detail about EY's audit quality results and investment in audit quality, please read our in-depth [Audit Quality Report](#).

We offered approximately 600 less-advantaged students work experience placements across our business in FY21



The ripple effect

Through EY Ripples, our corporate responsibility programme, 2,373 volunteers contributed to a range of projects that positively **impacted almost 1.3 million people in the UK** this financial year.

One of the key areas of focus for the EY Ripples programme is our support of the **next generation workforce** by promoting social mobility. More than 1,000 people gave their time to help across these initiatives in FY21.

Our Student Talent Attraction and Acquisition team supports social mobility, teaching young people employment skills and providing work experience and support for their career ambitions. This year we offered approximately 600 less-advantaged students work experience placements across our business, including young people from across the EY Foundation programmes. We believe actions like this are essential to widening access to our profession.

Throughout the year, we partnered with several principal organisations to provide their network of students with access to our career pathways and support for their applications. These included upReach, which helps young people from less-advantaged backgrounds, Bright Network, with tailored campaigns for state-educated females and ethnic minorities, and Young Diverse World Changers, which targets diversity.

We provide guidance, practice, and support to every applicant and prospective applicant. For example, we developed a platform that provides hours of practice tests specifically for our application process. This, along with a wide variety of other activities such as events, social media engagement and webcasts, and access directly to recruiters, levels the playing field for students who don't have access to a dedicated careers service.

We also support and collaborate with the [EY Foundation](#), which tackles the barriers to employment faced by young people from less-advantaged backgrounds. The Foundation provides employability training and paid work experience to help young people on free school meals thrive in the workplace.

To tackle the significant variation in income and opportunity across the UK, the charity operates out of four regional hubs based in London, Glasgow, Birmingham, and Manchester. This ensures they support young people living in some of the country's most deprived communities. In addition to its four hubs, the Foundation maximises the geographic reach of its work by delivering its programmes in 17 different towns and cities.

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More than 1,000 people gave their time to support the next generation in FY21.

As well as giving our time and skills, we continued our fundraising activities. This year, we launched our inaugural charitable giving process, which will support 26 national and local charities over the next year.

In FY21, our significant donations included

£124,000

to the EY Foundation via Partner contributions and payroll.

£16,000

to charities through our EY Applause system, which is used to recognise our people for behaviour that goes above and beyond expectations.

£116,000

to schools and other educational institutions to purchase laptops.

£311,000

through EY matched funding, matching employee fundraising as individuals and teams.



The [EY Foundation Smart Futures programme](#), which runs throughout the UK, includes paid work experience, interactive employability skills training, and mentoring for Year 12 or S5 in Scotland. It is formally recognised and accredited by the [Institute of Leadership and Management](#) and helps develop critical skills essential in the workplace.

When compared to all EY applicants, 10% more Smart Futures students who apply to EY programmes fail the Numerical Reasoning Test. Our Maths Mindset Programme supports Smart Futures alumni who are interested not only in applying to work for us, but also those looking for employment in general. It provides one-to-one tutoring to develop numerical reasoning ability.

We work with impact entrepreneurs to help scale small and growing businesses that purposefully drive progress towards the Sustainable Development Goals.

In FY21, we continued our growing partnership with the [Social Business Trust](#) (SBT) to support high growth potential social enterprises to scale up their impact. In the past 18 months, we have directly supported 10 social enterprises, across a range of projects.

We have worked with the Trust for more than a decade to support social enterprises with high-growth potential to scale up their impact and deliver maximum societal value. This is achieved by investing professional support and cash grants from a group of leading corporate partners, including EY, in a carefully selected portfolio of social enterprises.

EY volunteers support SBT's portfolio of established social businesses with revenues of c.£1 million or more that have strong growth potential with the aim to help develop them to national scale or significance. Volunteers use their professional skills to help build expertise in a wide range of areas including strategy, HR, finance, and legal. We also provide one-to-one mentoring with the staff from the social enterprises. This mentoring provides support to all levels of individuals across these organisations.

We accelerate environmental sustainability by promoting behaviours, technologies, and business models that protect and regenerate the environment while unlocking economic opportunity.

More than 1,000 EY volunteers helped various environmental causes in FY21, including the [RSPB](#) and [Zooniverse](#).

Addressing the sustainability challenge

Our goal is to be a sustainability leader, decarbonising our business and reducing our wider environmental impacts and helping clients do the same. To support this, we have embedded environmental best practices and a market-leading approach to sustainable internal operations and aim to significantly reduce our carbon emissions linked to business travel and energy consumption.

We have already achieved the EY global carbon ambition goal of becoming carbon negative (with EY in the UK also carbon negative) and we are on target to reach net zero in 2025. We will do this through seven carbon actions, including a 35% reduction in business travel emissions by 2025, and by reducing overall office electricity usage and procuring 100% renewable energy. This year also marks the first full reporting year in which we have procured 100% biogas for our UK sites. Data on EY UK LLP FY21 carbon footprint can be found in the [appendices to this report](#).

Last year, we embarked on a 10-year zero-carbon [Power Purchase Agreement](#) (PPA) in the UK to support a new solar energy farm based in Norfolk. As a result, the bulk of the energy we use in the UK will continue to be zero carbon. The plant also generates a significant surplus of green energy, which is fed back into the grid to support our overall global net-zero objectives.

Meanwhile, we are reviewing the energy supplied by our UK landlords to reduce its emissions and improving the sustainability of the goods and services we buy. This journey is underpinned by improvements in our emissions measurement and performance reporting as well as how we communicate with our people on environmental issues.



Cleaning up our beaches and our offices

Working with the Marine Conservation Society Beachwatch, 10 volunteers from our Global Delivery Services team spent time clearing the beach and recording the types of litter they found. The team filled a total of 18 bags with 959 items weighing more than 25lbs. Nearly 70% of the rubbish collected was plastic/polystyrene and the survey enables a clear snapshot of just what litter is making its way to our coast – and from where.

EY's own commitment to eliminating plastic consumables has so far enabled us to cut single-use plastics in our workplaces by over 91%, including annually:

- ▶ Over 6.5 million disposable cups replaced with reusable cups and bottles.
- ▶ Approximately 1.2 million catering items switched to biodegradables.
- ▶ More than 60,000 plastic bottles in vending machines switched to cans.
- ▶ Over 47,000 branded carrier bags eliminated.

In FY21, our significant environmental progress included:

In FY21, our total Scope 2 emissions (2,837 tCO₂e) fell by over

36%

compared to the previous year (4,445 tCO₂e).

A number of energy efficiency projects were completed at our London Bridge office, despite challenges arising due to COVID-19. These included:

- ▶ Replacement of all fluorescent lighting and halogen lamps.
- ▶ A new digital lighting control system.
- ▶ Installation of a new Trend-based Building Energy Management system to provide refined control of the Heating, Ventilation and Cooling (HVAC) systems.

Energy consumption data for the FY21 period indicates a reduction of approximately

3.8m kWh

compared to FY20 – more than double the expected total of 1.6m kWh.

While the lower office occupation caused by the pandemic undoubtedly reduced energy use to some extent, the above initiatives were responsible for significant reductions beyond any pandemic-related impacts.

We're also building sustainability into our supply chain with an increase in sustainable procurement for products and services used across the business. The EY global carbon ambition includes a target for 75% of suppliers to have set a science-based target by 2025.

The UK firm has been listed as a [CDP Supplier Engagement Leader](#) – classified as in the top 7% of companies globally who are working with their supply chains on climate change.

Supporting social mobility

We removed upfront academic screening criteria for our student programmes, no longer asking candidates about their prior work experience or positions of responsibility held on their application form. Operating a 'blind CV' process, interviewers and assessors do not have access to a candidate's application form during the recruitment process.

We have utilised the strengths-based recruitment methodology for over 10 years and were one of the first adopters of this approach in the UK. Strengths-based recruitment supports social mobility as it is focused on job fit and future potential, rather than past experience and achievements.

Research has also shown that students from lower socio-economic groups do not perform as well on certain ability tests. We've addressed this by introducing a multi-assessment approach, using the latest recruitment technologies, allowing them to have a 'whole' person view of candidates.

We have also implemented a contextual data tool to provide enhanced social mobility monitoring of the applicant pool. This data is used to support assessment validation to ensure the recruitment process does not adversely impact under-represented groups.

Promoting skills

Skills are critical drivers of social inclusion, economic growth, and inward investment. A skills-based economy is a vital tool to ensure the UK's long-term recovery, driving employment and productivity.

That is why we place particular emphasis on training and developing the skills of the 17,000+ people who work for EY in the UK and helping to build broader capabilities across society.

This year, as part of our commitment to creating a world-leading skills economy in the UK, we became a founding member of the new WorldSkills UK: Skills Taskforce for Global Britain. The task force supports the government's commitment to using a skills-based economy to fuel a post-pandemic recovery by 2030.

Our involvement will help boost the breadth of capabilities in the UK's workforce and its attractiveness as a destination for foreign direct investment, which will become ever more competitive as countries begin to build back post-pandemic. Skills in knowledge-intensive sectors such as life sciences and digital technology remain a critical factor for investors when it comes to deciding where to put their money.

“

A skills-based economy is a vital tool to ensure the UK's long-term recovery, driving employment and productivity.

How can we use data to prevent homelessness?

The impacts of homelessness are severe and often long-lasting, impacting the individual and the broader community.

Case study

When homelessness in and around Maidstone soared by 58% in just five years, Maidstone Borough Council (MBC) knew it needed a different approach. It needed to shift its focus from responding to the immediate crisis to building early intervention and prevention capacity.

EY, and our data partner Xantura, helped pioneer a new approach to tackling homelessness by designing and implementing *OneView* – an innovative data and analytics tool that enables early intervention through predicting households at risk of homelessness.

OneView's predictive analytics and natural-language generation (NLG) capabilities have been key in achieving MBC's strategic priority of early intervention, and the results speak for themselves.

In just one year in Maidstone*, we:

Prevented almost

100

households from becoming homeless – despite the heightened risk brought on by the COVID-19 pandemic.

Reduced the risk of homelessness by

40%

through early intervention and generated £2.5 million in broader societal savings.

Reduced the time spent on administrative tasks by

61 days

enabling front-line officers to spend more time working directly with individuals.

Provided a

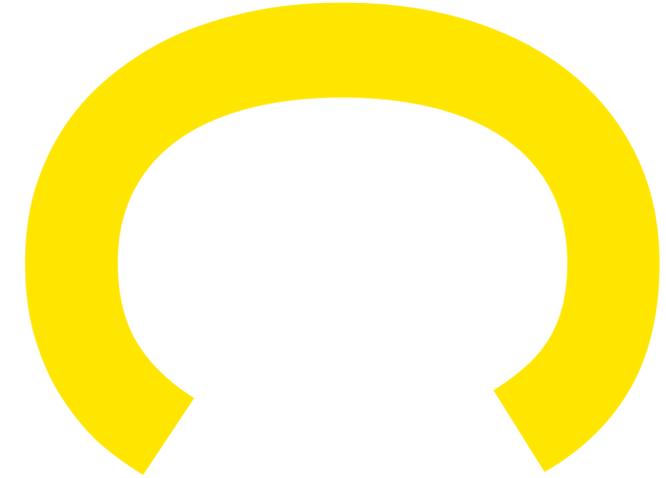
192%

return on investment for MBC with the potential to increase to 660% when the solution is rolled out more broadly.

*Statistics apply to Maidstone project specifically.

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

Creating value for clients



We will navigate our clients and stakeholders' biggest challenges by deploying the power of the whole firm.

UK firms operate in a complex and fast-moving business environment. They face rapidly changing demands from their customers, employees, and other stakeholders, all in a context of disrupted geopolitics, an evolving international trade environment and new and emerging technologies and business models.

To stay competitive and relevant, leaders must look to what comes next and transform their organisations for the world beyond the pandemic. Our role is to use our deep sector knowledge and our capabilities across the firm, in the UK and globally, to help deliver this change, creating value for our clients so they, in turn, can create value for their customers and clients, investors and the communities they operate in.

Investing in technology

EY continues to innovate and create, using technology and data, new solutions and services for clients. EY investments are also delivering significant digital innovation in areas like audit – effectively digitising the end-to-end audit process – supporting client technology platforms such as the EY Global Tax Platform and driving solutions like Diligence Edge, which uses AI to revolutionise mergers and acquisitions due diligence. In addition, our investment in technology is helping EY support global clients on some of the most pressing issues of today, including across their supply chains, which face both strategic and operational challenges that can only be solved through transformation.



Broadening capabilities

No single organisation today has all the services and capabilities clients need. That is why EY continues to expand knowledge and skills through an ecosystem of alliances and by convening clients and other stakeholders to try and solve challenges together.

There are more than 30 technology and industry alliances and more than 100 technology and innovation relationships in EY today. This ecosystem allows us to combine both emerging and widely-used technologies with our capabilities to develop new offerings for clients.

Investing in the future

Investments will help EY extend the range of digital offerings and client services through a diversified, connected, and intelligent ecosystem of strategic alliances and a global innovation network. For instance, we introduced 38 COVID-19-related solutions with 11 alliance partners to rapidly meet needs brought on by the pandemic in areas like crisis management, telehealth, case reporting and more.

Thinking strategically about the needs of clients and the market in a dynamic and challenging world has also driven our approach to acquisitions. In 2021, we acquired five businesses, adding more than 500 people and more than 4,000 clients.

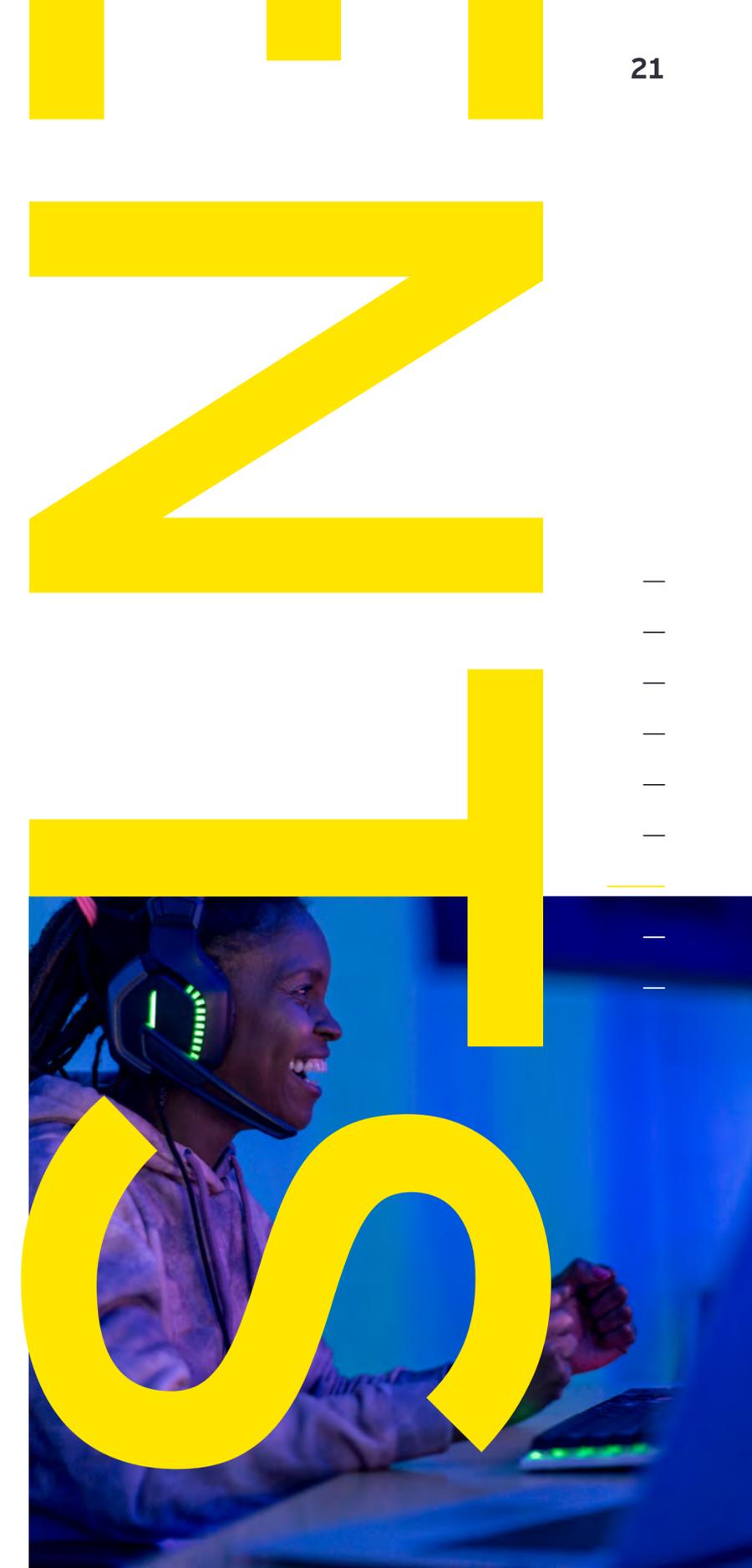
[Frank Hirth](#), a market-leading business providing UK and US personal tax services, will build on our leadership in private tax services, helping our clients navigate the increasing complexity of UK and US tax issues.

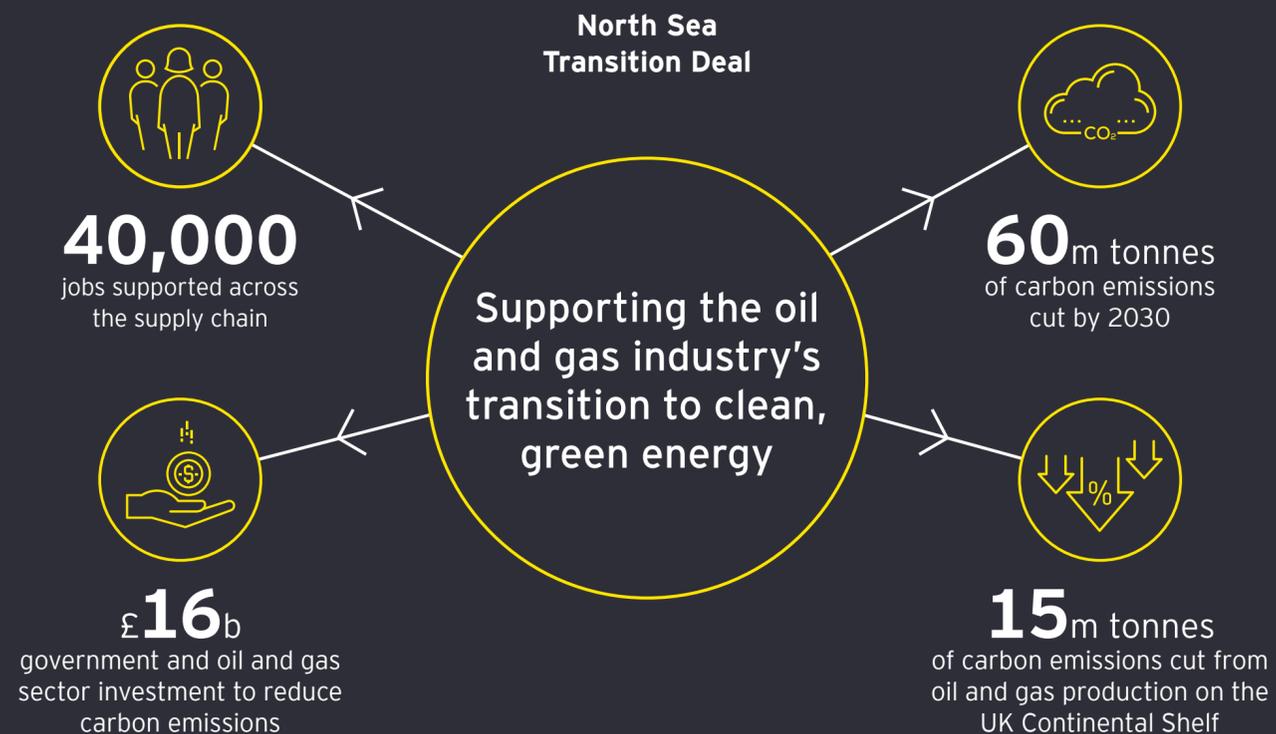
[Pythagoras](#), a technology company and Microsoft Gold Partner, will boost the range of technology services we provide to clients, while the acquisition of [Seaton Partners](#), which specialises in Microsoft Dynamics 365 Business Applications, will support our Microsoft growth ambition to expand capacity, capabilities and market presence.

[Lane4](#), a leading UK consultancy, specialises in leadership and team development, organisational performance, transformation and culture change. Now operating as EY Lane4, the acquisition is part of EY's People Advisory Services teams. [CMA Strategy Consulting](#) has joined the EY-Parthenon organisation, elevating its strategy and transaction-focused offerings and solutions across the digital infrastructure space and the technology, media and telecom (TMT) industry more broadly.

As our clients transform themselves to succeed in the long-term, responding to macro trends such as sustainability, the energy transition and emerging technology, EY will be there to support them.

Technology ecosystem





This year, we played a crucial part in the North Sea Transition Deal that supports the oil and gas industry's transition to clean, green energy.



Empowering transformation

From fossil fuels to FinTech, we provide help and support to ensure British businesses are fit for purpose and ready to prosper in the future.

This year, we played a crucial part in the [North Sea Transition Deal](#) that supports the oil and gas industry's transition to clean, green energy.

Working with the UK Government and the oil and gas industry, our experience across the oil and gas value chain and our collaboration with leading technology firms provided a unique combination of resources.

The historic deal will support up to 40,000 jobs across the supply chain and is expected to cut carbon emissions by up to 60 million tonnes by 2030, including 15 million tonnes from oil and gas production on the UK Continental Shelf – the equivalent of annual emissions from 90% of the UK's homes. Key commitments in the North Sea Transition Deal include joint government and oil and gas sector investment of up to £16 billion by 2030 to reduce carbon emissions. This includes up to £3 billion on Carbon Capture Usage and Storage.

With a focus on the structure, services, technologies, and capabilities needed for the industry to meet today's challenges, our insights help to create the changes necessary for long-term growth in a new energy world.

We were instrumental in saving more than 3,000 jobs plus an estimated tens of thousands more in the wider supply chain when [British Steel](#) was placed in compulsory liquidation. Our work in stabilising and keeping the 150-year-old business trading over 10 months helped facilitate its sale to Jingye, a leading Chinese steelmaker, laying the foundation for British Steel to continue creating value for decades to come.

Accelerating the UK's global leadership in FinTech, HM Treasury commissioned an independent review of the UK's FinTech sector. The Kalifa Review provides a clear strategy and delivery plan to ensure the UK can capitalise on the opportunities FinTech presents on a global basis. The project consisted of five key chapters, each led by a senior leader from the financial services sector, of which EY significantly contributed towards two: International and Skills.

Case study

Our purpose of building a better working world energised EY to convene a proactive forum to define and drive the action that businesses need to take and the support that they require from the government.

We created the Climate Business Forum (CBF) by working with the leaders of 11 of the UK's largest businesses (generating almost £100 billion in revenue and employing over 300,000 people) and 21 young students, entrepreneurs, and professionals who represent tomorrow's leadership.

The agenda had three main objectives:

1.

Turn the UK's decarbonisation ambition for the Green Industrial Revolution into a clear set of actions that UK businesses could quickly adopt within the next 12 months.

2.

Encourage alignment between the public and private sectors on the actions that need to take place.

3.

Create a multigenerational response to the global challenge posed by climate change.

As a result, the CBF has published a series of clear commitments and actions to help every UK business plot a practical path towards net zero. These commitments support the [UK Government's Ten Point Plan for a Green Industrial Revolution](#) and cover everything from collaboration and transparency to technology investment and circularity and from biodiversity to employee and consumer engagement.

How can we make the UK's green ambitions a reality?

The need to reduce carbon emissions and slow global warming has never been more urgent.



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



Creating financial value

We will create a lasting legacy for our firm by investing differentially to grow.

We saw strong growth across all areas of our business in the financial year ended 2 July 2021. This was driven by high levels of demand from our clients as companies adapted to the realities of COVID-19, as well as the long-term investments we have made in our people and services which have meant we have been resilient, agile and able to respond to our stakeholders' needs.

The decisions we took during the pandemic to continue investing in our people, business, and the range of services we provide to clients means that we are in a great position to build on our UK growth. We have ambitious growth plans and will be further strengthening our capabilities in areas such as ESG reporting, strategy and technology consulting.



EY in numbers

- £2.75^b** 2021 UK fee income
- 7.3%** Growth in UK revenues
- £533^m** Distributable profits before tax
- £749^k** Average distributable profit per partner
- £83^m** Bonuses paid to EY people (excluding Partners)
- £1.05^b** Total tax contribution for 2021
- 12.1%** Growth in strategy and transactions revenues
- 9.5%** Growth in consulting revenues
- 5.8%** Growth in assurance revenues
- 4.0%** Growth in tax revenues

Key sector performance:

- +24.6%** Advanced manufacturing and mobility
- +20.2%** Technology, media and telecommunications
- +18.5%** Government and infrastructure
- +14.2%** Consumer products
- +8.6%** Private equity
- +6.5%** Health services and wellness
- +5.4%** Financial services
- +2.1%** Energy



Case study

More than £20 billion is invested through company pension schemes in the UK every year, yet just 5% of UK businesses ensure their pension contributions are aligned with their values or sustainability targets. This is a huge gap, and an enormous opportunity for positive impact.

That's why we are one of the first professional services firms to commit to the [Green Pensions Charter](#). By pledging to achieve a net-zero emissions target for our staff pension investments by 2050, we are leading the way for other pension providers to do the same.

More than **15,000** people actively participate in our pension plan

which is expected to reach **£1b** of assets under management in the next five years.

This gives us an opportunity to play a leading role in accelerating the race to a green UK economy.

The Green Pensions Charter is aligned with the UN's [Race to Zero campaign](#), which aims to rally leadership for a healthy, resilient, zero carbon recovery that prevents future threats and unlocks inclusive, sustainable growth.

How can we help pension providers commit to net zero?

We believe pensions have the power to fuel a cleaner, healthier planet for our staff, our customers, and our families.

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

The EY global organisation is a member of the World Economic Forum's International Business Council (WEF-IBC). It participated in a collaborative effort to help standardise disclosure around ESG reporting. For the first time, EY UK LLP (EY's UK member firm) is implementing the WEF-IBC Stakeholder Capitalism Metrics in this report. We have followed the approach established in *EY Value Realized*, the [EY Global Impact report](#), which measures our impact globally against the WEF-IBC metrics.

Certain metrics may require data that may not adequately measure EY's contribution to stakeholder capitalism. Where applicable, narratives and explanation have been provided in response to the metric.

Reporting against the WEF-IBC Stakeholder Capitalism Metrics

Pillar	Theme	Metric	EY UK disclosure*
Principles of governance	Governing purpose	Setting purpose	Setting purpose has been outlined by our global report, for more information on how our purpose guides our UK strategy see page 3.
	Quality of governing body	Governance body composition	See Transparency Report .
	Stakeholder engagement	Material issues impacting stakeholders	Our approach to material issues can be found in our global report and WEF-IBC index. This report has been structured to showcase how we engaged with our core stakeholder groups at a UK level.
	Risk and opportunity oversight	Integrating risk and opportunity into business process	To understand the most critical interests of EY stakeholders, a comprehensive reassessment has been initiated of the material environmental, social and economic issues relevant to the EY organisation in FY22. The results of this global materiality assessment will be a key reference that will influence the EY business strategy, goal setting, resource allocation, external disclosures and identification and management of risks.
	Ethical behaviour	Anti-corruption	All EY people are required to complete anti-bribery and corruption training throughout their career. Please refer to the other anti-corruption policies and procedures in place in EY which are detailed in Value Realized, EY's 2021 Global Impact Report
		Protected ethics advice and reporting mechanisms	As outlined in our global report, EY has a dedicated Ethics Hotline for our people, our clients and others, as a means to report confidentially any activity or concern that may involve unethical or illegal behaviour that is inconsistent with the EY Global Code of Conduct.
		Alignment of strategy and policies to lobbying	EY is a politically neutral organisation. We recognise at the same time that it is important to engage with our regulators, politicians and policymakers on issues which significantly impact business and society. These include the topics described on page 6 of this report: Sustainability, Technology, Trade and Trust.
Planet	Climate change	Greenhouse gas (GHG) emissions**	We will cut absolute emissions by 40% across Scopes 1, 2 and 3 by FY25, against an FY19 baseline, consistent with a 1.5°C science-based target, approved by the Science Based Targets initiative (SBTi). And we have a seven point plan to ensure we achieve this ambition. Details of greenhouse gas emissions can be found on page 28.
		TCFD implementation	TCFD implementation is led by EY global on behalf of the wider organisation. See our global report for more detail. For details on our climate approach see page 6.
	Nature loss	Land use and ecological sensitivity	We manage land use and ecological sensitivity at a global level, for more detail see our global report. At a local level, we work closely with our partners and suppliers to reduce our operational ecological footprint. This is achieved through office-based and off-site initiatives, led by our Workplace Services team.
	Freshwater availability	Water consumption and withdrawal in water-stressed areas	We manage water consumption and water withdrawal at a global level – for more detail see our global report. At a local level, we work closely with our landlords, partners and suppliers to reduce our operational water footprint. This is achieved through office-based initiatives, led by our Technical Services team.

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Pillar	Theme	Metric	EY UK disclosure*
People	Dignity and equality	Pay equality	See our EY UK 2020 pay gap report .
		Wage level	An entry level wage assessment was performed in the UK and confirmed that all employee payments are compliant with the applicable jurisdiction's minimum wage.
		Pay gap**	See our EY UK 2020 pay gap report. By measuring our progress we will be able to continue to drive change that is focused and impactful.
		Discrimination**	Although we do not report on these specific measures, EY is committed to creating an environment where differences are respected and valued, and where our people feel safe and have the opportunity to contribute fully. Our internal <i>Inclusion and non-discrimination global policy</i> provides global consistency and clarifies what is meant by discrimination, intimidation and harassment, and encourages equitable and respectful treatment for our people across borders. The policy aligns with our internal <i>Reporting non-compliance with laws, regulations and EY's Code of Conduct Global Policy</i> , which reinforces the responsibility we all have to speak up whenever we see any behaviour that does not live up to EY values.
		Human rights, modern slavery**	EY will not tolerate any form of human rights abuse, including modern slavery or human trafficking. The firm is fully committed to ensuring modern slavery plays no part in its business or supply chains. Further details can be found in our Modern Slavery Statement .
		Diversity and inclusiveness	Information on diversity and inclusiveness can be found on page 11.
	Health and well-being	Risk for incidents of child, forced or compulsory labour	We manage this metric through our Global Human Rights statement, Global Code of Conduct and Global Supplier Code of Conduct. For more details on this approach please see our global report and WEB-IBC index.
		Health and safety	The health and safety of EY people is paramount, and globally there are policies and procedures in place to ensure workplace safety. Fatalities and work-related injuries are not tracked globally, as the risk of accidents in EY businesses is low. To support the mental and physical health of EY people, EY offers over 70 well-being services to its employees globally, many of which expanded in the last year. See page 10 for more detail.
		Employee well-being**	Our approach to employee well-being is detailed on page 10.
	Skills for the future	Training provided	Information on our commitment to training and development can be found within our Creating value for our people section which begins on page 9.
Prosperity	Employment and wealth generation	Absolute number and rate of employment	Further detail on our workforce is contained in the facts and figures section on page 32.
		Economic contribution	Details of our financial performance can be found on page 24.
		Financial investment contribution	Our business investment is discussed on page 20.
		Infrastructure investments and services supported**	Find out more in the 'Creating value for our society' section on page 15.
	Innovation of better products and services	Significant indirect economic impacts**	Find out more in the 'Creating value for our society' section on page 15.
		Total R&D expenses	EY Innovation and WaveSpace teams drive our research and innovation impacts. We also support our employees with a free EY Tech MBA in association with Hult International Business School available to all employees, see page 9.
Community and social vitality	Total tax paid	Information on tax paid can be found on page 24.	
	Total social investment**	More information on societal value created by EY can be found on page 15.	

* Our commitment to report on the metrics is subject to the 'disclose or explain' principle.

** Expanded WEF-IBC metric.

EY UK LLP GHG Emissions Report: FY21

We measure and report our emissions in line with HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2). [Explore full details on our reporting methodology here.](#)

GHG emissions data for EY UK LLP

		FY20	FY21	% of data estimated	Specific exclusions	% of scope excluded	Notes
Scope 1	Natural gas – consumption	1	0	0%	None		
	Biogas – consumption	1	1	0%	None		
	Diesel for generators – consumption	0	0	0%	None		Diesel used only in MLP back-up generators. Diesel is only used in one EY UK office as a back-up in case of power outages and as such is excluded as an immaterial source.
	Fugitive emissions (refrigerants)	677	973	0%	See note 4 below	< 1%	EY is developing a process to collect fugitive emissions data from those offices excluded.
	Scope 1 total tCO ₂ e	679	973				
	Scope 1 total tCO ₂ e per FTE	0.046	0.061				
	Scope 1 total tCO ₂ e per m ²	0.006	0.009				
Scope 2	Electricity – generation	4,445	2,837	3%	None		
	Scope 2 (location-based) total tCO ₂ e	4,445	2,837				
	Scope 2 (location-based) total tCO ₂ e per FTE	0.299	0.179				
	Scope 2 (location-based) total tCO ₂ e per m ²	0.042	0.026				
	Scope 2 (market-based) total tCO ₂ e	2,499	302	3%	None		Explore full details on our reporting methodology here.
Scope 1 + 2	Scope 1 + 2 total tCO ₂ e	5,124	3,811				
	Scope 1 + 2 total tCO ₂ e per FTE	0.345	0.240				
	Scope 1 + 2 total tCO ₂ e per m ²	0.048	0.035				

Appendices
continued

Appendices

continued

		FY20	FY21	% of data estimated	Specific exclusions	% of scope excluded	Notes
Scope 3	Purchased goods and services – paper consumption	143	28	0%	See note 4 below	< 1%	EY is developing a process to collect paper consumption information from those offices currently excluded.
	Capital goods	Not quantified	Not quantified	N/A	N/A		
	⁵ WTT – Natural gas	0	0	0%	None		
	⁵ WTT – Biogas	460	438	0%	None		
	⁵ WTT – Diesel for generators	0	0	0%	None		
	Electricity – transmission and distribution	382	251	3%	None		
	Upstream transportation and distribution	Not quantified	Not quantified	N/A	N/A		
	⁶ WTT – Electricity generation	613	739	3%	None		
	⁶ WTT – Electricity transmission and distribution	53	65	3%	None		
	Working from home incremental energy: electricity – generation	N/A	800	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	Working from home incremental energy: electricity – transmission and distribution	N/A	71	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	⁶ WTT – Working from home incremental energy: electricity generation	N/A	208	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	⁶ WTT – Working from home incremental energy: electricity transmission and distribution	N/A	18	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	Working from home incremental energy: natural gas – consumption	N/A	9,304	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	⁵ WTT – Working from home incremental energy: natural gas	N/A	1,592	0%	None		This category of Scope 3 emissions is included for the first time in FY21.
	Waste generated in operations (activities included: solid waste treatment)	36	5	0%	See note 4 below		EY is developing a process to collect waste generation information from those offices currently excluded.
	^{1,2} Business travel – air	41,960	106	62%	None		Distance calculations via extrapolation for directly invoiced air travel and flights booked via non-standard channels.
	^{1,5} WTT – business travel – air	4,594	12	62%	None		Distance calculations via extrapolation for directly invoiced air travel and flights booked via non-standard channels.
	² Business travel – rail	731	4	2%	None		Estimated data via extrapolation process based on known travel pattern data.
	⁵ WTT – business travel – rail	140	1	2%	None		Estimated data via extrapolation process based on known travel pattern data.
^{2,3} Business travel – road	1,767	94	1%	None		Distance calculations via extrapolation for directly invoiced taxi travel and car hire booked via non-standard channels.	
^{3,5} WTT – business travel – road	450	25	1%	None		Distance calculations via extrapolation for directly invoiced taxi travel and car hire booked via non-standard channels.	
Employee commuting	Not quantified	Not quantified	N/A	N/A	N/A		
Upstream leased assets	Not quantified	Not quantified	N/A	N/A	N/A	Not relevant – we do not lease any assets.	
Downstream transportation and distribution	Not quantified	Not quantified	N/A	N/A	N/A	We do not transport or distribute physical products.	

Appendices

continued

Notes to GHG emissions data for EY UK LLP

<p>Kyoto Protocol listed gases are based on the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) over a 100-year period. Values for the non-carbon dioxide (CO₂) greenhouse gases – CH₄ and N₂O – are presented as CO₂ equivalents (CO₂e) using Global Warming Potential (GWP) factors. GWP for CO₂ (carbon dioxide) = 1, CH₄ (methane) = 25, GWP for N₂O (nitrogen dioxide) = 298 – this is to remain consistent with UK GHG Inventory reporting under the Kyoto Protocol.</p>	
1	All Scope 3 emission relating to 'Business travel – air' include the effects of radiative forcing (RF), in line with DEFRA/DECC's recommended approach and provided conversion factors.
2	The 'control' approach (as outlined in the 'Business travel – land' tab of 'UK Government Conversion Factors for Company Reporting (Year: 2021, Expiry: 01/06/2022, Version 1.0) – DBEIS/DEFRA, 'Waste disposal' tab and Annex A ('Organisational boundary') of 'HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2)') has been used in order to decide whether to report these emissions as Scope 1 or Scope 3. EY meets neither the financial nor operational control criteria outlined therein, so all emissions from employee travel have been reported as Scope 3 (i.e. these are transport-related activities in vehicles not owned or controlled by EY).
3	Road emissions include the following travel modes: car, taxi, motorbike.
4	EY Jersey, EY Guernsey, EY AgilityWorks, EY Frank Hirth LLP, EY Incentives, EY Pythagoras, EY Seren.
5	'Well to Tank' or 'WTT' factors account for the emissions associated with extracting, refining, and transportation of raw fuel to the vehicle, asset or process under scrutiny.
6	'Well to Tank' or 'WTT' factors account for the emissions associated with extraction, refining and transportation of primary fuels before their use in the generation of electricity.
7	Outside of scopes account for the direct CO ₂ impact of burning biofuels (i.e. biogas). They are labelled 'outside of scopes' because the Scope 1 impact of these fuels has been determined to be a net '0' (since the fuel source itself absorbs an equivalent amount of CO ₂ during the growth phase as the amount of CO ₂ released through combustion).

EY facts and figures – people

Notes can be found at the end of this appendix.

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

Formal learning¹

	FY19 ²	FY20	FY21
Learning hours delivered	679414	643318	664051
Learning hours per person	41.6	42.4	42

Average hours of formal learning per person according to rank

Rank	FY20	FY21
Partner/Principal/Executive Director/Director	35.4	40.3
Senior Manager/Associate Director	30	29.6
Manager/Assistant Director	37.1	30.6
Supervisor Associate/Senior Associate/Senior	45.8	45.4
Staff/Assistant/Associate	63.8	65.4
Intern	40.1	56.4
Administrator	9.4	10.2

Average hours of formal learning per person according to gender

	2019	2020
Male ³	43.8	43.4
Female ³	40.5	39.3
Overall ⁴	41.6	40.1

Promotions

	FY19	FY20	FY21
Total promotions	2286	2351	2260
Promotions to partner ^{5,6}	42	26	64
% of women among new partners	36%	27%	36%

Headcount – overall and by gender⁷

	FY19	FY20	FY21
Women	7542	8065	8237
Men	8251	8900	9155
Overall	15793	16965	17403

Attrition rate – overall and by gender⁷

	FY19	FY20	FY21
Women	14.9%	11.9%	10.0%
Men	17.3%	13.8%	11.7%
Overall	16.1%	12.9%	10.9%

Appendices
continued

Leadership groups by gender and ethnicity

	FY19				FY20				FY21			
	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage
LLP Board ⁸	10	50	0	10	10	60	0	10	11	73	0	0

Partners/Principals/Executive Directors/Directors by gender and ethnicity

	FY19				FY20				FY21			
	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage	Total	% Women	% Black & Mixed-Black heritage	% other ethnic minority heritage
Partners/Principals ⁶	708	23%	0.4%	11%	716	23%	0.6%	13%	781	24%	0.6%	13%
Executive Directors/Directors ³	758	32.1%	1.0%	9.4%	840	33.5%	1.2%	10.4%	1020	34.1%	1.5%	11.2%

Workforce data^{7,9} – by role (FY21)

	Women	Men	Under 30 years old	30-50 years old	Over 50 years old
Hires	44.8%	55.2%	64.3%	33.2%	2.6%
Attrition	10%	11.70%	Not measured	Not measured	Not measured
Client serving					
Partner	23%	77%	0%	60%	40%
Executive Director	29%	71%	0%	72%	28%
Senior Manager	40%	60%	2%	90%	8%
Manager	47%	53%	25%	72%	3%
Senior	47%	53%	67%	32%	1%
Staff/Assistant	42%	58%	93%	7%	0%
EY internal support services such as: Global and Area leadership, Technology; Talent; Finance; Brand, Marketing and Communications; Knowledge; Markets; and Risk Management					
Director	46%	54%	0%	59%	41%
Associate Director	60%	40%	0%	78%	21%
Assistant Director	64%	36%	5%	85%	10%
Supervising Associate	67%	33%	17%	71%	11%
Senior Associate	71%	29%	35%	55%	11%
Associate	73%	27%	41%	41%	18%
Admin	96%	4%	6%	50%	44%

Appendices

continued

People by service line¹⁰

	FY19	FY20	FY21
Assurance	4230	4937	5089
Tax	3445	3731	3844
Consulting	3145	3059	3383
Strategy and Transactions	1483	1611	1598
Core business services	3490	3627	3489
Total	15793	16965	17403

EY facts and figures – social

EY Ripples, the EY Corporate Responsibility programme, is anchored in a long-term goal to positively impact one billion people by 2030. Since EY Ripples was launched in 2018, we have positively impacted 55 million lives globally.

EY Ripples participation and Lives impacted¹¹ FY21

	Participants	Lives Impacted
Total	2373	1.3m

Participants by EY Ripples focus area in FY21

	Participants
Supporting the Next Generation workforce (SNG)	1147
Working with Impact Entrepreneurs (WIE)	136
Accelerating Environmental Sustainability (AES)	1090

Community investment

	FY19	FY20	FY21
Hours invested by EY people (000s) ¹²	77.4	54.8	102.2
Value of time contributions (£m)	4.6	2.8	6.9
Cash investments (£m)	5.3	2.6	2.1
Total (£m)	9.8	5.4	9.0

Greenhouse gas emissions¹³

	FY20	FY21
Total gross emissions (tCO ₂ e)	56,453	17,572
Total net emissions (tCO ₂ e)	57,184	-2,654
Emissions per employee (tCO ₂ e/FTE)	3.85	-0.17
Scope 1 GHG protocol (tCO ₂ e)	679	973
Scope 2 GHG protocol (tCO ₂ e) – location based	4,445	2,837
Scope 3 GHG protocol (tCO ₂ e)	51,329	13,761
Emissions per GBP of revenue (tCO ₂ e/£000)	22.28	-0.96

EY facts and figures – client

We help clients grow, optimise and protect value.

FTSE 100 – number of companies in index audited

	FY19	FY20	FY21
Audit client	21	24	23

FTSE 350 – number of companies in index audited

	FY19	FY20	FY21
Audit client	67	72	72

For more information please refer to our [Audit Quality Report](#).

To measure how EY is delivering an exceptional experience to our clients, we use the Global Brand Survey. It tracks our ambition to be the No. 1 brand among professional services organisations as measured by favourability across clients and non-clients. For the latest survey, more than 200 UK respondents were interviewed. In FY21 we established a clear lead as the most favoured global professional services brand.

Brand favourability

	2017	2019	2021
Best brand in EY Region	#2	#1	Tied #1

EY facts and figures – financial

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

Revenue by service line¹⁰

	FY19	FY20	FY21
Assurance	-5%	+7.8%	+5.8%
Consulting	-3%	-4.7%	+9.5%
Strategy and Transactions	+9%	+9.4%	+12.1%
Tax	+8%	+8.1%	+4%
Total	£2.45b	£2.57b	£2.75b

Notes to EY facts and figures tables

Data does not include interns or contractors unless specifically stated.	
1	Learning hours includes those hours recorded in our Learning system, SuccessFactors, only. It excludes a) hours studying towards an apprenticeship or professional qualification and b) hours for any external certifications or experience based EY Badges (gold/platinum). Hours for these are not recorded in SuccessFactors.
2	FY19 learning data is unavailable due to a systems change. The number reported reflects the period 1st Jan–31st Dec 2019.
3	Data based on total workforce where gender declared.
4	Data based on average hours for total workforce, including those where gender details were not declared.
5	The variance of 1 is due to a female FY21 partner promote being included in this year's communications as they weren't included on the prior year release due to being on maternity leave.
6	Partner promotes take effect the first day of the following financial year.
7	There were 11 people recorded in our HR system as at the end of FY21 with either no gender identifier or a gender other than male/female.
8	The LLP Board is responsible for promoting and protecting the interests of the Firm and the general and operational management of the Firm as a whole, including overseeing compliance with all applicable professional regulatory and legal requirements.
9	There were 3 people recorded in our HR system as at the end of FY21 for whom an age was not recorded.
10	The service line information for FY21 above reflects the new EY structure (Advisory is now Consulting and Transaction Advisory Services is now Strategy and Transactions). The combined FY20 revenue and people data are the same as reported last year, the split by service line is also as reported last year and has not been reclassified.
11	'Lives Impacted' figures include evaluation of both direct and indirect beneficiaries of EY Ripples initiatives – for example, both the leaders of impact enterprises and the customer base they serve – and are weighted according to the depth and breadth of impact that can be attributed to EY support.
12	Hours reported include time contributions beyond EY Ripples (e.g., other skilled and traditional volunteering activities, pro bono activities and Corporate Responsibility functional staff time).
13	Greenhouse gas emissions are calculated in line with the EY global carbon footprint methodology. This is based on the Greenhouse Gas (GHG) Protocol developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), using its 'location-based' approach to reporting scope 2 emissions. Emissions calculations use 2021 conversion factors published by the UK Department for Business, Energy & Industrial Strategy or locally published factors where appropriate. Conversion factors used to calculate emissions from air travel include the impact of 'radiative forcing'. Emissions from office energy consumption are estimated using activity data representing 83% of the global office portfolio.

Appendices

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EY

Assurance | Tax | Strategy
and Transactions | Consulting

About EY

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

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

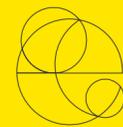
Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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