



Responsibility report

EY France's economic, social
and environmental contribution

January 2021

Contents

This report was designed to be viewed online.
For optimal readability, access it at ey.com/fr/rse

05 Editorial

07 EY in figures

09 Summary

EY France

11 EY France

15 Three trends that have a particularly marked effect on our service lines

17 Our ecosystem

19 Governance and shareholdings

21 Ethics, independence and transparency



Challenge 1: **Creating sustainable value for our clients**

27	Ensuring service quality and client satisfaction	33	Engaging in our communities
29	Supporting our clients in their sustainable transformation	35	Contributing to innovation
31	Data protection and information security		

Challenge 2: **Developing our talents in a human environment**

39	Attracting talent	45	Promoting diversity and strengthening inclusion (D&I)
41	Talent development	49	Increasing career flexibility
43	Ensuring well-being at work during this period of transformation		

Challenge 3: **Having a positive social footprint**

53	Engaging and enabling employees to get involved in the community	55	Reducing our environmental footprint
----	--	----	--------------------------------------

Description of CSR challenges and outlook

23 Materiality analysis

57 Methodology

Editorial

Éric Fourel
Chairman of EY France



Social and environmental issues have taken on an even more fundamental dimension during the health crisis.

At EY, we are convinced that this crisis can create the conditions for greater consciousness of the way companies approach their social and environmental commitments on a day-to-day basis. It actually highlights the need to pay attention at all times to other people, particularly the most vulnerable, reminding us that human beings are at the heart of any business.

In this new environment, relationships of mutual trust are the key to success: trust in our colleagues, particularly that they will not fail to fulfil their commitments despite more difficult living conditions; trust by colleagues that their employer and the company will ensure their safety at work and the creation of a resilient and agile professional environment. All EY stakeholders must also be able to trust that we are able to create value and fulfil our role in society to the fullest extent.

EY's sustainable performance in France is, above all, based on the collective trust of our colleagues and their individual commitment, as well as the trust placed in them by our clients. Being able to repay this trust is therefore quite naturally our permanent obsession.

This is why we must continue, more than ever, to act on all the critical points in our ecosystem to demonstrate that our actions converge in a consistent manner towards providing sustainable and responsible development for our teams, clients and the planet.

How? At EY, we have set ourselves bold targets for each of our strategic pillars, consisting of concrete measures which are detailed in this report: more inclusion, ethics, quality, greater understanding of CSR issues, less consumption, fewer carbon emissions, less waste.

Why? Because at EY we want to contribute fully to fostering a more responsible corporate performance, founded on a vision of human rights and preserving the planet that is shared by all economic actors. ■

EY in figures

EY France's activities, including in the EMEA area, are grouped into two regions: FSO, which brings together all of the *Financial Services* activities in 18 European countries and, since 1 July 2017, *Western Europe Maghreb* (WEM).

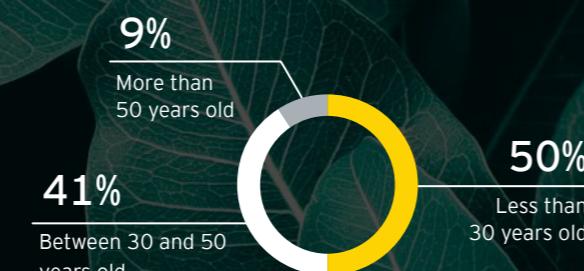
In September 2018, the WEM region was enlarged to include nine French-speaking African countries: Cameroon, Chad, Congo, DRC, Equatorial Guinea, Gabon, Guinea, Côte d'Ivoire and Senegal.

EY supports more than 200,000 clients around the world, both large multinationals and local/national companies alike.

BREAKDOWN OF VALUE CREATED IN FRANCE (as share of revenue)



BREAKDOWN OF EMPLOYEES by age group



OUR VALUES



ACQUISITIONS

On 31 July 2020, EY acquired the company **Kalydia**, well-known for its SAP solutions. This operation was undertaken in a context in which business transformation and an accelerated switch to digital platforms is an essential part of all companies' strategies. With this acquisition, we took a new step forward to reinforcing our technological skillset, increasing our ability to support our clients better as they undertake their transformation programmes in all areas, be they functional, technological changes or those involving people.

EY WORLDWIDE

298,965	employees
\$37.2 bn	revenue

Employee engagement index*:

73% (stable)

48% female employees

790,000 hours of skills mentoring

+150 countries

768 kteq CO₂
GES carbon footprint (scopes 1- 3)

EY IN THE WEM REGION

16,369	employees
€2.686 bn	revenue

Employee engagement index*:

71%

8/10 client satisfaction

EY FRANCE

6,154	employees
€1.175 bn	revenue

Employee engagement index*:

67%

19% female partners

341 partners

17 cities

6.86 training days

22% of employees in the region

76/100

In May 2020, EcoVadis performed a CSR assessment of EY France, centring on four main areas: Social, Environmental, Business Ethics and Responsible Purchasing.

EY France has an overall score in the top 1% of companies in the *Legal and Accounting Activities* sector.

GLOBAL COMPACT

EY is a signatory to the *United Nations Global Compact* and regularly reports on the implementation of its principles.

OUR CLIENTS

+ 200,000
CLIENTS WORLDWIDE

MAJOR INTERNATIONAL GROUPS
(French and foreign)

PUBLIC SECTOR AND NOT-FOR-PROFIT

ENTREPRENEURS MARKET

Summary

Throughout the year 2020, EY's CSR strategy, which is by definition sustainable, naturally remained centred on the long-term issues that we had identified surrounding our ability to innovate and contribute to building trust in the financial sector, setting up a working environment in which everyone can fulfil their potential and expand their skillset in an inclusive atmosphere, as well as our commitments within the company.

The health crisis obviously turned our daily reality upside-down, but not our outlook - we therefore continued our efforts to improve in relation to these issues, which had become more important than ever in the creation of a new post-pandemic future.

Their vast scope will require all EY staff and teams to work together in order to see progress. This is in line with our global strategy, NextWave, the ambition of which is to create sustainable value for our clients, employees, society and the company.

CHALLENGE 1

Creating sustainable value for our clients

By committing ourselves to providing our clients with attentive support, quality audits, useful advice and robust technical and sectorial expertise, we will be creating the conditions needed to increase their trust in the global economy.

Due to the diversity of our clients and assignments and the auditing work that we perform, EY is perfectly placed as an observer of the financial sector and the trends at play within it. Our mission is therefore to help our clients innovate by taking account of the technological, societal and environmental changes taking place today, including those relating to the health crisis. We also need to guide them towards sustainable growth, if only to ensure steady growth of their operations - in line with the first goal of our NextWave strategy - creating sustainable value for our clients. To do this, training our employees in the issues surrounding CSR is key, enabling them to support our clients in taking these challenges on board.

In taking these steps, we will be contributing to the **8th United Nations Sustainable Development Goal**, which aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

CHALLENGE 2

Developing our talents in a human environment

Our second NextWave goal consists of creating long-term value for our employees, which is essential both for them and for us since they are the foundation of our how our company performs. This entails not only attracting talent, but also empowering them to grow and adapt to their development aims, allowing them to choose their own path within our company and flourish there.

We are therefore making efforts to improve the experience that we offer our employees, centred obviously on their core business and their assignments, but also through career monitoring and the variety of support programmes and training courses we provide, covering a very wide range of fields with various training materials and modes of learning. The aim is to develop their employability, whether their career is to develop within EY or with other companies. Lastly, we offer our employees increasingly flexible options in terms of their day-to-day working lives and career paths so that these fit as much as possible with their own aspirations.

This ambition has to be built on a solid base: trust, an essential element that each of our employees needs in order to fully deploy their talent. This means that we have to be more and more attentive to them, listening more intently to their professional needs and their desires, ensuring that we look after the well-being of each person in line with our corporate purpose - ***Building a better working world***.

DASHBOARD

In order to measure progress linked to the activities we undertake, we would now like to announce our indicator dashboard. You will find it in the introduction to each of our challenges.

We want to intensify the development of a caring and inclusive working environment, one that is rich in intellect and human resources, ideas that have solidified this year through widespread reflection on how we maintain human connections and a lively corporate culture despite the health restrictions. While working remotely is possible for us, creating opportunities to link up remains key to maintaining human connections, well-being at work and our corporate culture.

We would also like to strengthen understanding amongst our employees of the meaning behind their assignments and bring this more into line with their projects and aspirations, fully aligning their jobs and their experience with the meaning they wish to give to their lives.

CHALLENGE 3

Having a positive social footprint

Finally, even though our environmental footprint may be small, we are working to reduce it further by, for example, modifying our professional travel policy to encourage travel by train for journeys that can be made in less than 4 hours, and we aim to offer incentives to purchase bicycles for the daily commute from home to the office.

In conclusion, we are encouraging our employees to give up some of their time and share their skills with our Engagement project. This project will offer them a range of opportunities to use their skills to benefit community projects. This will help them to create long-term value in the heart of our communities, in line with the third goal of our NextWave strategy.

EY France

Our service lines

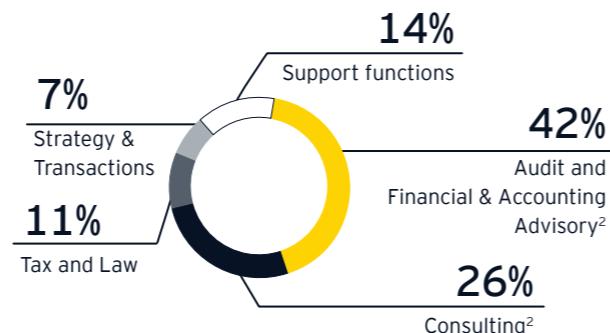
EY was built around four service lines: audit, advisory, tax & legal and transactions. The insights and quality services we deliver help to build trust in the economy and financial markets.

Coordinating our service lines is a key challenge when meeting the needs of our clients, requiring us to combine multiple and complementary skills.

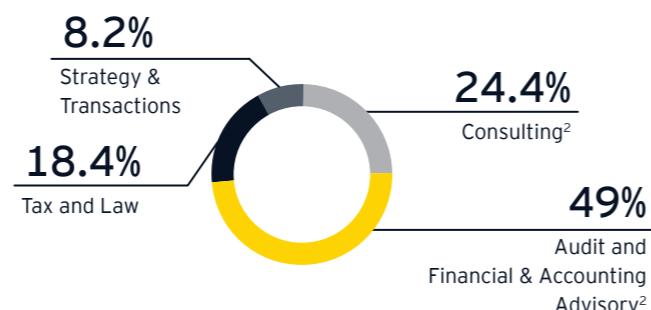
EY has a matrix structure: as well as our service line approach, we also employ a sector-specific approach that enables our employees and partners to master the challenges specific to their clients' activities. This network of expertise is deployed regardless of the nature of our assignments and allows us to offer our clients tailor-made support and a complete multi-disciplinary approach.

A number of our service lines are regulated (statutory auditing, accounting, legal), which means we are held to particularly high standards of independence and professional rigour. The obligations imposed on us, particularly in terms of incompatibility of services, compulsory rotation of our mandates, management of conflicts of interest and professional secrecy, guarantee our commitment to a more ethical professional environment.

BREAKDOWN OF EMPLOYEES [G4-LA12]¹



BREAKDOWN OF REVENUE



AUDIT AND FINANCIAL AND ACCOUNTING ADVISORY



Jean-Roch Varon

Partner in charge of our *Audit and Financial & Accounting Advisory* department

“

Through our Audit, Financial and Accounting Advisory, Forensics (*compliance*, investigations and arbitration) and CSR consultancy services, we are helping organisations to boost investor confidence, meet regulatory requirements and support sustainable growth.

In the context of the current health crisis, our digital auditing, which uses advanced technology and tools, enables us to carry out most of our auditing work remotely, whilst ensuring reliability and data security for our clients, thereby meeting the inherent quality challenges which come with our work and the expectations of our stakeholders.

Our sustainable performance and transformation consultancy teams have been supporting organisations with their CSR transformations since 1995. These teams are continually being reinforced: to help clients transform their business model, to comply with changes in the regulatory framework (non-financial performance, duty of care, etc.) and to meet the increasing expectations of stakeholders in terms of more transparent communications and more sustainable growth.

2,609
employees

- ▶ Helping our clients meet requirements concerning the transparency and reliability of financial and non-financial information
- ▶ Validating the quality and honesty of quantified information for third-party use
- ▶ Guiding and supporting our clients in their accountancy-related issues (standards, processes and operations)
- ▶ Assessing anti-fraud and anti-corruption systems, investigating allegations and analysing data

CONSULTING



Bertrand Baret

Partner in charge of our *Consulting* division

“

This year, EY Consulting repositioned itself as a specialist in transformation and digitalisation, allowing us to make our skills in innovation our main asset.

A successful business transformation relies on three factors: a human-centred approach (identifying talent), adopting new technology (source of value) and large-scale innovation, all of which mirror the three pillars of our organisation: *People Consulting*, *Technology Consulting* & *Business Consulting*.

Faced with recovery plans, business transformation is now, more than ever, a necessity. The crisis has brought down many barriers that we had in our minds and proven that we can carry out massive and rapid transformations. We have to utilise this to encourage our clients to imagine more ambitious transformations in order to create a more resilient world.

1,612
employees¹

Helping organisations to:

- ▶ Get ahead of changes in sectors and service lines in a constantly changing environment
- ▶ Understand and harness all digital opportunities
- ▶ Transform their organisation to improve its performance
- ▶ Manage risks

EY relies on a unique combination of function-specific, technological and sector-specific expertise to overcome the challenges facing our clients.

¹ Reference to the Global Reporting Initiative.

² Excl. transactions.

STRATEGY & TRANSACTIONS



Yannick de Kerhor
Partner in charge
of the *Strategy & Transactions*
department

591
employees¹

In this context, our services consist of:

- ▶ Providing advice about the different strategies to implement in order to create value
- ▶ Optimising and securing the sale and/or acquisition process
- ▶ Assessing tangible and intangible assets and validating strategic decisions by creating financial models
- ▶ Ensuring the operational success of pre- and post-acquisition transactions

“

Previously called *Transaction Advisory Services*, our service division is now called *Strategy & Transactions* in order to reflect our changed position, the result of investments made over the course of the last few years. These have made EY a recognised provider of strategy consulting services. Second differentiating factor: our large-scale investment in technology and digital, as a result of the massive growth of data. This deepens the scope of our investigations and allows us to concentrate our analyses on the tasks which require interpretation or reflection.

The companies we support find themselves in one of four situations: some, for example where the core business is based on digital technologies, have seen little impact from the health crisis. Others have been more impacted but have succeeded in repositioning themselves and transforming their business models. Some will struggle to survive and will have to review both their business model and their financial structure. Finally, the last category of companies remains impacted by the health crisis and the protective measures implemented, but should return to relative normality after the crisis has abated.

LEGAL AND TAX



Lionel Benant
Partner in charge
of the *Tax and Legal* division

640
employees

- ▶ Creating value in a sustainable and responsible way by designing and implementing innovative solutions in law and taxation
- ▶ Defending our clients' interests in a complex and constantly changing world of tax and law
- ▶ Identifying and rolling out solutions to enable our clients to achieve their operating targets whilst minimising their risks

“

The pandemic was a powerful revelation for all companies. It was also a significant accelerator of strategic decisions, even if those came with a large financial or human cost. The new modes of operating have still not completely settled during this phase of transition. The immediate psychological and operational pressures must also be taken into account, as these will influence the keys to success in *managing these changes*.

Our consultancy, as a player in transformation, has been able to position itself quickly around the challenges and this has been easier than doing it ourselves, enabling us to better serve our clients during this period of radical change. This strategy is guiding our actions towards a different horizon, with the words 'agility' and 'digital' having now entered daily use, just as 'meaning' and 'environment' have. As a member of a multi-disciplinary network, we were able to understand and bring together all the different dimensions (technological, human, operational, financial, etc.) in order to provide legal and fiscal solutions which incorporate this new environment, or "*the new normal*".

INTERNAL FUNCTIONS



Béatrice Delaunay
Partner and Chair
of the Business Interest Group
EY Services France

843
employees

“

Our internal functions include human resources, marketing and communications, *business development*, real estate, a knowledge management and sharing centre, finance, purchasing, IT and legal. Of these employees, 80 work at European or world level.

All of these services and teams dealt with the health crisis effectively, taking on board the limitations of remote working, and were able to ensure all EY in-house processes continued to operate optimally.

We sometimes had to accelerate the transformation of some processes but these experiences are now an integral part of our organisation.

The vast transformation of our communication methods mobilised the marketing, communications and HR teams, with the introduction of webcasts aimed at our clients and employees, virtual training and the decision to hold all formal and informal meetings online.

¹ Personnel as at 30/06/2020 of which 142 employees of EY Parthenon were reassigned to Strategy & Transactions from 1 July 2020.

Three trends

that have a particularly marked effect on our service lines

Massive growth of data

The digitalisation of the French economy was already underway before the health crisis and its scale was no longer in any doubt, as was demonstrated by a study carried out by the Institut CSA¹: many companies and government bodies took stock and triggered their digital transformation plans. The lockdown significantly accelerated this process, as it allowed a certain number of activities to be maintained, along with the link between companies and their employees (and also with civil society) despite the health restrictions.

In order to cope with the increasing amount and type of data that needed processing, we deployed new tools which allowed us to analyse a massive amount of data in fine detail and concentrate our work on those elements which provided the most added value.

The health crisis also revealed a very stark gulf between those companies which had already begun their digitalisation process and those which hadn't, as Bertrand Baret observed ([see the full interview](#)): "The companies which came through the crisis in the best shape were those which had the most advanced digitalisation." According to him, they had to reinvent their operations in order to survive the months to come, something which we too needed to do in order to support them.

However, this irreversible direction of movement also reinforces the need and the importance of considering the use and protection of the personal data that we collect and which is essential to the work we do with our clients and our employees.

Helping our clients limit their environmental footprint

The urgent need to reduce the impact of climate change as much as possible has in no way been altered by the health crisis. On the contrary, this crisis underlines the importance of taking care of the ecosystem we live in.

So, a growing number of companies are laying out or continuing with their plans to implement the requirements of the Paris Agreement signed in 2015. Their implementation requires careful thought about how to adapt and/or modify production, even going as far as questioning a company's business model. A growing number of companies are considering scaling back their operations, based on a new relationship between supply and demand, no longer based solely on growing sales of goods or services, but where supply is adapted to the real needs of people, companies and local communities, as well as the challenges of sustainable development, as defined by ADEME. This will be a major challenge for the economy in the next few years, as a result we are consolidating the knowledge and experience of our employees about these issues into the dedicated team we set up for this purpose in 1995.

Moreover, an important part in the changing role of the company in society (covered here on the facing page) has its origins in the environmental transition that regulators (particularly in Europe) intend to accelerate.

The changing role of the company

The health crisis also forced various parts of the economy to accelerate changes to the role of the company in society, as announced in the Pacte law passed in 2018 and the demands that it addresses.

The company has had to evolve primarily in relation to its employees, owing to the general onset of remote working, by reimagining its ways of working. Today, this change is now permanent, as remote working is here to stay. Besides the changes in the workplace, there is also the challenge of redefining how we manage employees, allowing them to function at their best in a way that gives them more responsibility and more worth. Managers must learn how to better lead their team remotely and new forms of interaction must be created, allowing training to be conducted and corporate culture to be maintained and developed, even from a distance. So many challenges for a company to face, on pain of losing engagement from its employees. However, there are also fantastic opportunities to further incentivise them.

One example is the increasing number of employees involved in the EY Foundation and in skills mentoring assignments, undeniable proof that our company has a role to play in meeting their desire to get involved in their community's future. We are therefore continuing in our efforts to achieve a working environment that is ever more human-centred and inclusive for our employees.

The role of the company has also changed within civil society, which expects greater capacity for social and economic change. This trend pre-existed the health crisis, as shown by the increased demands for non-financial reporting that we have seen over the last few years. However, the health crisis has highlighted the weaknesses in our society, more than ever before, and a new demand now directed at companies requires them to strengthen their role in social cohesion through any economic dynamism that they can inject locally, even at a time when the idea of local engagement may seem more abstract in a world of remote workers. Again, it is up to companies to take up this challenge for sustainable growth and better involvement in the City.

¹ Study conducted on a sample of more than 250 middle managers at companies and public bodies with more than 1,000 employees.

Our ecosystem

Overview of means of dialogue with our stakeholders



Clients

Helping decision-makers to understand and to act, to create a trusting environment and to contribute to sustainable growth.



International organisations and public authorities

Maintaining open and transparent relations with regulators and participating in professional bodies.



Employees

Growing our employees, continually developing their skills and promoting an inclusive and flexible working environment.



Company

Playing a role in the region's vitality by contributing to public debate and education.



Sub-/Co-contractors

Innovating, co-constructing.



Competitors

Creating healthy competition.



Suppliers

Promoting accountability within our supply chain.



EY Global - EY EMEA

Providing the same excellence all over the world. Ensuring that our clients benefit from an integrated, cross-functional network.

Dialogue with our main stakeholders

Listening to our stakeholders allows us to understand how they perceive our business and their expectations so that we can identify the main risks and opportunities, adapt our approach and improve our performance.

Clients

EY has developed a formal quality assessment process for its assignments. In order to support its clients, EY aims to enable organisations to innovate and transform.

Our role as a player in the financial world enables us, due to the diversity of our assignments and our clients, to monitor the underlying trends transforming society and to formulate questions that help to develop our clients' models and their uses, opening the door to new solutions. During the lockdown period, in order to maintain links with our clients and with all of our external stakeholders, we began doing webcasts (amongst other things) which proved very popular, and these allowed us, on the one hand, to answer technical questions generated by this unprecedented situation and, on the other hand, to continue sharing expert (and also intellectual) opinions.

International organisations and public authorities

Our partners and employees can be asked to contribute to standard setting and to reflect on the regulatory environment in which we operate. EY works with the National Society of Auditors (Compagnie nationale des commissaires aux comptes - CNCC) and its Department for Public Interest Companies (Département des entités d'intérêt public - DEIP), in a constructive dialogue with the auditing oversight board (Haut Conseil du Commissariat aux Comptes - H3C). As a member of F3P, which brings together the seven largest multi-disciplinary companies in France, we are working on promoting a multi-disciplinary model for maximising value creation and increasing economic actors' confidence.

Employees

A number of processes and tools are used to facilitate communications within EY: employees are guided within the organisation by their mentors, who help them to develop a short- and medium-term view of their careers.

In order to maintain links with our colleagues during the lockdown, regular webcasts were organised so we could share with everyone how EY was coping with the major issues. Two coaching guides were also published to support our employees through this period which proved particularly delicate for some. Our tools for interaction, Teams being the top one, allowed each team to organise meetings and discussions, coffee breaks, lunch breaks and virtual social events, which proved crucial for maintaining a sense of belonging and the desire to move forward together.

Company

Due to the diversity of its service lines and the sectors in which it operates, EY has a privileged view of the financial world, which it shares:

- ▶ in the many *think tanks* and networks in which the company is involved;
- ▶ through the publication of studies and analyses;
- ▶ with young people and people joining or rejoining the world of work as skills mentorees.

Governance and shareholdings

EY France as part of a global network

The EY network is organised into three areas: Americas, EMEIA and ASIA PAC, which are themselves divided into regions. EY France's activities, included in the EMEIA area, are grouped into two regions: WEM¹, composed of 17 countries; and FSO, which brings together all of the Financial Services activities in 18 European countries.

Organisation of governance

All the business activities of the WEM¹ region are coordinated through a committee currently chaired by Alain Perroux.

The committee comprises the heads of EY's main service lines, the managers of the company's main functions, the managers of the countries within the region and the market segment managers.

At a regional level, Alain Perroux and the key members of the management committee hold regular meetings with the elected representatives of the partners on an advisory committee - the *Regional Partners' Forum* - co-chaired by Marc Cosaert and Pierre Jouanne. The main subjects discussed with the *Regional Partners' Forum* include the appointment of the partners responsible for service lines and functions within the region, the preparation of the budget, the approval of the accounts, the appointment of partners, how their remuneration is balanced, the main investment projects, risk management and, generally speaking, all subjects relating to the management of our activities.

Implementation of EY's strategy in France is guided by the business and markets coordination committees chaired by Éric Fourel. Service line and function managers are shown opposite.

Operating in partnership

The capital owned by the EY France entities is held by the partners who work there. As at 30 June 2020, EY France had 341 partners.

The aim of the EY *partnership* is to develop the impact of our multi-disciplinary network, which aids the long-term management of our relationships with our various stakeholders. partners are assessed in accordance with criteria relating to quality, team management and client relations.

Every year, new partners are appointed through a rigorous co-opting process, taking into account numerous criteria, including a *business case*, their professional skills, their ability to meet the highest quality standards, their management skills and their adherence to the *partnership's* values.

During the financial year FY20, in France, 15 people were co-opted as partners from within our teams and seven were appointed directly to the position of partner.

YOUNG LEADERSHIP BOARD

WEM's **Young Leadership Board**, created in 2018, is a committee of non-partner employees who advise the executive team. The Board works on corporate social responsibility, employee engagement, diversity and inclusion and EY's attractiveness. It provides EY's executive team with points of view direct from its employees, making them players in the company's development. The **Young Leadership Board** structure is replicated within some of our service lines.

¹ Region comprised of EY entities located in Belgium, France, Luxembourg, the Netherlands and the Maghreb, expanded in 2018 to include nine French-speaking African countries: Cameroon, Chad, Congo, DRC, Equatorial Guinea, Gabon, Guinea, Côte d'Ivoire and Senegal.

EY FRANCE'S ORGANISATIONAL CHART AS OF 1 JULY 2020



Bertrand Baret
Consulting



Lionel Benant
Tax and Law



Béatrice Delaunay
Internal functions



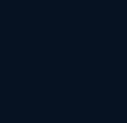
Yannick de Kerhor
Strategy & Transactions



Jean-Roch Varon
Audit and Financial Advisory



Éric Fourel
Chairman of EY France



Radwan Hoteit
Bank and Insurance Operations



Audrey Deconclois
Human resources



Laurent Miannay
Markets



Claire Nourry
Risk management



Emmanuelle Raveau
Marketing, Communications and Branding



Majida Sancho
Finance



Marianne Waysand
Legal

Ethics, independence and transparency

Ethics are central to the reputation of EY, its employees and its partners.

Ethical compliance is based on global policies and is enshrined in our values and our Code of Conduct.

The executive team emphasises the vital nature of ethics by setting an example and through regular communications.

Finally, training and awareness campaigns help remind every employee of the importance of complying with these rules.

VALUES AND CODE OF CONDUCT

EY adheres to professional values set out in a **Code of Conduct** signed by all its employees and partners when they join EY and every year thereafter.

The aim of the procedures for monitoring compliance with the code, enhanced work on example-setting and new communications is to create an environment conducive to responsible conduct on the part of our employees.

Anti-corruption and anti-money laundering

EY's corruption prevention policy and France's anti-corruption charter define EY's commitments in terms of combating corruption and influence peddling, as well as what behaviour is forbidden and provides our employees and partners with instructions on how to respond to unlawful or unethical activity.

An online training enables our employees to better understand potential corruption situations and the rules to follow in order to combat corruption. This is mandatory for all new employees.

Moreover, EY has implemented other measures in the wake of the Sapin II law, including:

- ▶ The creation of corruption and influence-peddling risk mapping. An update to this map was carried out in 2020.
- ▶ The rolling out of an alert system;
- ▶ The rolling out of anti-corruption training for employees particularly at risk.
- ▶ The strengthening of procedures and controls prior to the conclusion of agreements with third parties.
- ▶ The strengthening of accounting audits.

EY also plays a role in anti-money laundering and in preventing terrorist financing.

On this subject, we have enhanced our "Know Your Client" evaluation system, which now includes an anti-money laundering component. Our client and assignment acceptance process now incorporates money laundering risk, in addition to other risks related to corruption, ethics and economic sanctions.

Our anti-money laundering system was updated following publication, in 2019 and in 2020, of the new professional standards applicable to accountants and auditors, as well as to lawyers.

In order to help our professionals assess situations and meet the requirements of our professional regulations, we have designated a Tracfin contact partner for each of our businesses. Our initiatives to raise awareness among our professionals include periodic training, and all new hires attend a training session on the subject.

Management of conflicts of interest

EY's policy on conflicts of interest and the associated implementation guide are updated regularly to take into account the increasing complexity of our assignments. This policy complies with the most recent standards issued by the *International Ethics Standards Board for Accountants* and also takes account of the code of ethics of the legal profession.

EY evaluates the risk of a conflict of interest before each new assignment. Only after having followed a rigorous procedure do we decide to accept a new client, continue with a relationship or provide a new service that does not endanger our independence or expose us to a conflict of interest or any other breach of the applicable rules and laws.

1

Global Code of Conduct signed by our CEO and by all of our partners and employees

Independence

Independence guarantees the quality and added value of our audits. By providing an independent guarantee of the reliability, relevance and truthfulness of financial information, EY helps create the conditions for confidence in the economy, which is a key factor in market stability and the sustainability of business development. This requirement is also fundamental for our other service lines, as it ensures the objectivity of our advice and consultancy, in the interests of our clients and all our stakeholders.

To ensure independence, EY France performs a set of checks to verify that we are observing all the rules defined by the Code of Ethics of the *International Ethics Standards Board for Accountants* and by EY on a global level, and by the code of ethics for statutory auditors. Each year, all employees must confirm that they meet the requirements of EY's policies on independence.

Description of CSR challenges and outlook

Materiality analysis

The materiality analysis consists of identifying the various challenges related to our economic, social and societal responsibility and arranging them in hierarchical order.

The matrix opposite represents the level of materiality of challenges based on their importance in the eyes of our stakeholders (vertical axis) and their potential impact for EY (horizontal axis).

This materiality analysis has enabled us to identify **three key challenges** for EY France:



The rest of this report describes these challenges in detail. This materiality matrix highlights the importance for EY of attempting to achieve the 8th United Nations Sustainable Development Goal, which aims to promote:

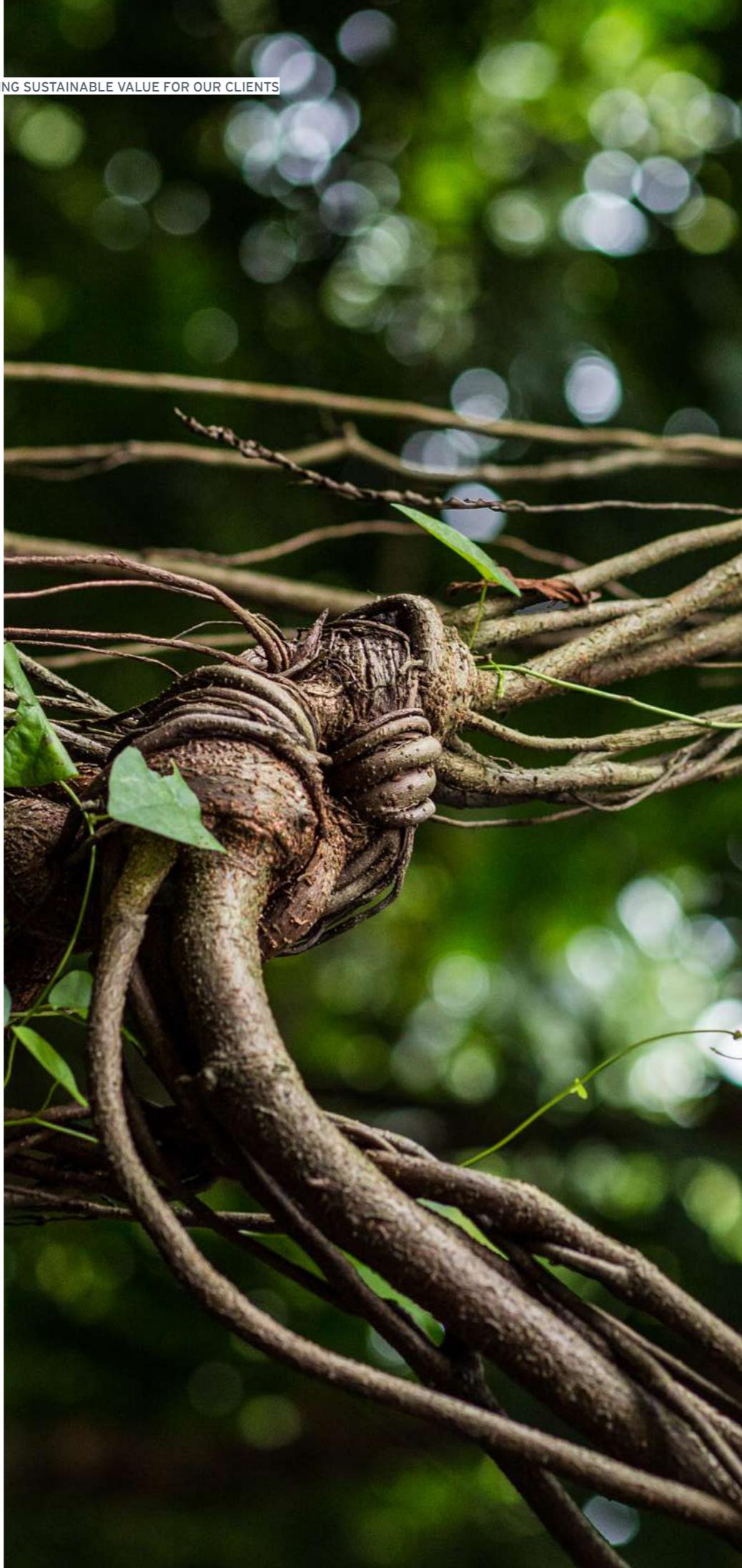
- Sustained, inclusive and sustainable economic growth,
- full and productive employment
- and decent work for all.

14 SUBJECTS, THREE PRIORITY CHALLENGES FOR EY

- Creating sustainable value for our clients
- Developing our talents in a human environment
- Having a positive social footprint

Low
Moderate
High





Challenge 1

Creating sustainable value for our clients

Our materiality analysis underlines the importance for EY of ensuring our assignments are carried out ethically, independently and transparently. This aspect is one of the cornerstones of our five service lines, and is discussed earlier in this document.

To create value for our clients, the first goal of our NextWave strategy, we are able to ensure quality assignments, protect our clients' and employees' data, contribute to innovation and play our part in the sustainable transformation now required of companies.

Finally, EY must continue to engage with local communities.

80/100

EY score in the Ethics pillar

In May 2020, EcoVadis performed a CSR assessment of EY France, centring on four main areas: Social, Environmental, Business Ethics and Responsible Purchasing.

Subject	Indicator	FY20 value	Aim	Outlook
Ethics	% of employees having signed the Code of Conduct	100%	100%	FY21
Sustainable transformation	Number of employees made aware of/trained in CSR issues ¹	250	1,000	FY22
Data protection	Introduction of an indicator which monitors the amount of CO ₂ emissions avoided by our clients thanks to our work			FY22
	Number of complaints about loss of client data over the last 3 years	0	0	FY22

¹ Awareness campaigns or training carried out by the CSR department and CCASS team - this figure does not include spontaneous training carried out elsewhere.

Ensuring service quality and client satisfaction

In order to ensure the quality of its assignments, EY has introduced a quality control system based on the policies, tools and procedures detailed in our audit transparency report.

Each service division has a partner in charge of quality and risk management, as well as a dedicated team.

Two types of internal controls ensure the quality of our assignments: controls embedded within the assignments themselves, and annual on-the-spot controls of the assignments.

EY implements a client satisfaction programme throughout the year:

- ▶ All members of the EY global network carry out satisfaction surveys. Via questionnaires or individual interviews, we question a selection of clients based on a risk analysis (renewal, rotation of the partner in charge). The frequent use of two interviewers in interviews helps to increase the quality of discussions and to produce a summary together with an action plan.
- ▶ In order to guarantee independent feedback, the interviewers are not involved in work for the client they are interviewing.
- ▶ In the financial year 2020, the number of surveys conducted across the Western Europe Maghreb (WEM) region reached 1,220 (695 interviews and 525 questionnaires), compared with 1,115 in FY19*. The regular increase in the number of surveys helped us have an even better understanding of our client relationships, with management improving thanks to the immediate sharing of negative feedback.

Moved by a desire for continuous improvement in our service quality, we are perfecting our approach to auditing every day to better catch any risk of fraud. More generally, we are willing to be the driver of the necessary changes, in a collective and constructive dialogue with all of our stakeholders, in order to review the role of auditors and the assignments we give them.

Three lines of defence are required to avoid fraud. Marie-Laure Delarue, *EY Global Assurance Vice-Chair*, outlined them in an article ([available online](#)), as well as the changes to be made to the role of auditor in order to better detect the risk of fraud.

* Data excludes our FSO services division.

EY is accredited by **COFRAC**¹ for the validation of environmental information, such as CO₂ emissions

EY's auditing activities are verified each year by **H3C**²

EY has a **PASSI**-certified IT/cyber space

8/10

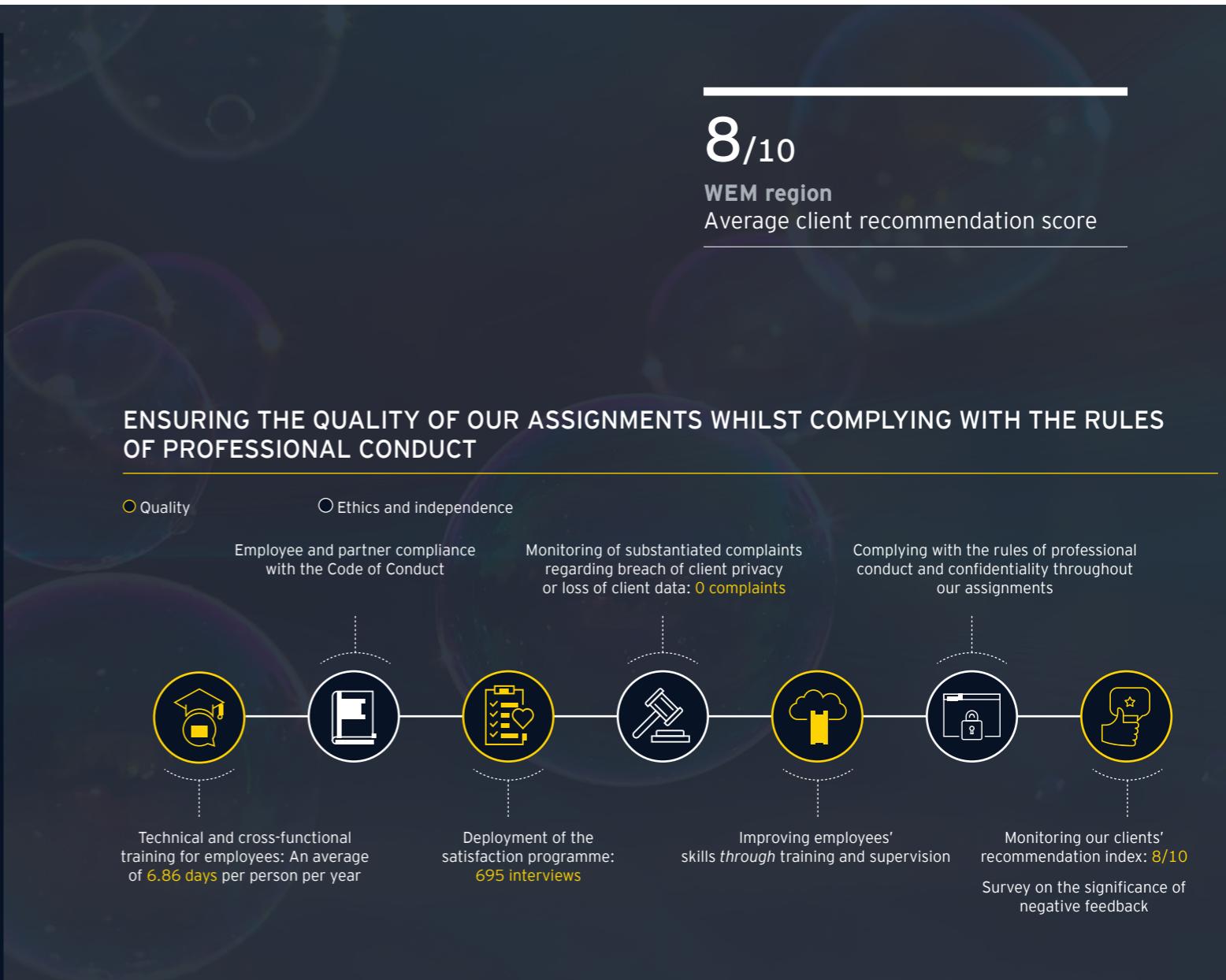
WEM region

Average client recommendation score

RECOMMENDATIONS MADE TO OUR EMPLOYEES AND PARTNERS TO ENSURE QUALITY

These are divided into four main areas:

- 1. Be independent**
Our decisions are based on facts and we do not allow our clients to influence them. We bear in mind the difference between the interests of client representatives and the objectives of our assignment, particularly in the case of audit.
- 2. Maintaining trust and integrity**
We comply with exacting ethical standards and we act properly. We tell the truth and conceal nothing from our clients, regardless of the consequences.
- 3. Maintaining an open and curious attitude**
We are objective and maintain an attitude of professional scepticism, asking questions until we get satisfactory answers. We continuously develop our skills and expertise.
- 4. Developing highly effective teams**
We are collectively responsible for high-quality work and supervision and we understand the rules of our profession. We ask for help when it is needed and we prefer direct communication.



¹ Verification of CO₂ emissions: accreditation no. 4-0551.
Verification of environmental, social and societal information: accreditations nos 3-1050, 3-1065 and 3-1067

² Haut Conseil du Commissariat aux Comptes – auditing oversight board

Supporting our clients in their sustainable transformation

As a service provider, our environmental and climate footprint is small.

Our actions to reduce it are detailed in **Challenge 3**. We also have a role to play in helping our clients identify physical risks and those linked to transition, in a changing regulatory environment, which are liable to be significantly affected by short-term reactions to natural disasters. This is why it is important to help them build a solid long-term strategic vision.

This support is all the more necessary as the consequences of climate change are beginning to appear more quickly than predicted in the scientific scenarios. As an example, according to the latest satellite data, coastal flooding will affect 300 million people and not 120 million by 2050. In the same way, the Himalayan glaciers are melting twice as quickly as initially predicted.

25 years of ongoing support

Since 1995, we have been supporting businesses, public authorities and international institutions in relation to these questions through our Sustainable Performance and Transformation team, made up of more than 100 sustainable development experts (1,200 at the global level) who engage in public debate in France and internationally on matters concerning corporate social responsibility (CSR) and help companies transition to a more sustainable economic model.

This team addresses matters such as non-financial reporting, energy efficiency, carbon trajectory, the circular economy, longevity of brands and product portfolios, *supply chain* risks (duty of vigilance) or even the measuring of social and economic shocks.

Our objective is to help our clients answer these three questions:

- ▶ **How can production be adapted to take account of dwindling resources and climate change** (changing processes, location, raw material usage, etc.)?
- ▶ **How to reduce the environmental impact** by setting targets and creating an action plan compatible with dwindling resources and climate change? This entails comprehensively reviewing our clients' processes and prioritising them (environmental impact, feasibility, forecasted return on investment in various scenarios involving changes in the carbon price).
- ▶ **How to develop new services** or new products that meet sustainability and traceability requirements?

100

expert sustainable development auditing consultants in France

1,200

worldwide

...which is increasingly being incorporated into all of our service lines...

This sustainable development expertise is being incorporated further and further into EY's other services: financial and non-financial certification for increased transparency vis-à-vis investors and other stakeholders, integration of ESG (environmental, social, governance) risks and opportunities in business acquisitions and disposals, market studies and business plans in clean technologies and strategic advice on the development of business models and product portfolios.

As the regulations begin to include action on climate change and sustainable development and as these take on more importance for our clients, we are also developing *ad hoc* services to provide better support for them.

Responsible digitalisation

The digital transformation of companies and public authorities is inevitable. It must be motivated by the necessity of economically viability, whilst complying with the challenges posed by regulations, society and the climate emergency.

Our teams have also developed a maturity measure (to be rolled out in two weeks) assessing the environmental and societal impacts of digitalisation for our clients, based on five areas. Next, they will be setting up a responsible digitalisation strategy, co-constructed with the client, and rolling out a full action plan with IT management.

Sustainable finance

As with other service activities, the environmental and climate footprint of banks, insurers and stockbrokers is small. However, through their role in financing the economy, the financial sector can have a lot of influence over the paths other businesses take as they tackle the environmental transition: exclusion policies for certain sectors or values, grading initiatives, credit or investment policies which include ESG criteria, development of prevention by insurers, etc.

The financial sector also faces many risks during the transition ('stranded assets' in particular) which could bring down the value of portfolios or yields and which require the development and implementation of ambitious transition strategies.

We are supporting our clients in the financial sector through all stages of their transition, of which three are major:

- ▶ incorporating sustainable development into the heart of processes: defining a strategy and targets, setting up associated governance, due diligence, inclusion of fiscal issues, human resources, etc.
- ▶ managing risks and regulatory compliance via the development of indicators, carrying out stress tests, adapting policies governing credit, investment and subscription and ensuring compliance with the new regulations¹
- ▶ developing products and services aimed at financing the environmental transition and adapting existing ones, developing *green bonds*, adopting the UN's responsible investment principles, etc.

... and relies on the ability of all our employees to take these concepts on board

In parallel with this expertise and these services, our employees are progressively absorbing the increasing urgency of environmental priorities. In addition to training on this subject, which is accessible to all employees, from this year we are raising awareness of CSR amongst all of our new employees. We will have to increase our efforts further to provide training on and raise awareness of environmental and climate issues so that each employee can fully appreciate their consequences for their profession.

Data protection and information security

Protecting our clients', partners' and employees' personal data and confidential information is in EY's DNA, with over half of our workforce being subject to a legal obligation to maintain professional secrecy¹.

As its reputation is at stake, EY aims to conduct itself in an exemplary manner in relation to these matters in order to build lasting relationships with its stakeholders based on trust and mutual interest.

The procedures and policies of the EY network on data protection and information security

In order to address the key challenges associated with the protection of personal data and maintain the trust of its clients, partners and employees, the EY global network has implemented the following:

- ▶ Comprehensive policies on the protection of personal data, confidential information and security
- ▶ Demanding procedures intended to:
 - analyse the impact of EY's new IT tools and systems, in terms of both security and the protection of personal data (in compliance with applicable regulations, particularly in relation to necessity and proportionality criteria and risks for the rights and liberties of the persons concerned) and confidential information, prior to their implementation
 - assess the effectiveness and adequacy of the security and confidentiality measures of EY's IT tools and systems².

Appropriate safeguards governing any personal data transfers, and in particular *Binding Corporate Rules* (BCRs) for transfers within the EY network.

- The list of EY BCRs for "data processing officers" and "subcontractors" are available here: ey.com/bcr. The implementation of these policies and procedures within the EY network is managed by two complementary teams:
- ▶ A team of lawyers and risk-management professionals responsible for compliance with the rules on the protection of personal data, confidentiality and professional secrecy of client information.
 - ▶ A team of IT experts responsible for information security.

0

complaints regarding losses of client data in the last three years [G4-PR8]

Implementation within EY France

GDPR compliance: an ongoing exercise

The General Data Protection Regulation (hereinafter "GDPR") entered into force in May 2018. In anticipation of certain GDPR obligations, EY had already introduced compliance procedures and tools (BCRs and the appointment of a CIL (IT and Civil Liberties Officer)).

A number of actions were therefore taken, including:

- ▶ The appointment of our *Data Protection Officer* (DPO) (replacing our CIL): this role is performed by Fabrice Naftalski (associate lawyer in charge of the Personal Data department), at EY Société d'Avocats.
- ▶ The setting up of relays within our various business areas and functional divisions.
- ▶ Updating our policies and procedures in connection with the protection of personal data (updating of EY's BCRs in 2018; strengthening of the procedure for managing data breaches; implementation of an operating procedure to manage requests from data subjects relating to their rights over their data, etc.)
- ▶ The updating of contracts with our clients and any other third party in relation to "personal data" aspects.

As compliance with the GDPR is an ongoing exercise, many actions have been undertaken in order to comply with the provisions of the legislation and regulators' instructions with regard to the protection of personal data (the National Commission for Information Technology and Civil Liberties (CNIL) and the European Data Protection Board (EDPB), which replaced the Article 29 Working Party), in particular:

- ▶ The updating of our processing activity logs.
- ▶ With regard to the United Kingdom's departure from the European Union (Brexit), actions aiming to anticipate a no-deal scenario, i.e. identifying and establishing guarantees to regulate transfers of personal data.
- ▶ The continuation of our training and awareness activities for the benefit of our employees, in particular by setting up compulsory e-learning modules in 2019, updating the IT Charter and providing specific training to those EY teams who handle personal data (HR, marketing).

Implementation of appropriate security measures

We are implementing security measures intended to maintain the security and confidentiality of personal data. These measures include:

- ▶ Physical security measures (in particular, secure access by badge, intrusion detection systems, video surveillance systems).
- ▶ Logical security measures, such as encrypting the hard drives of our employees' work computers, encrypting external media, the use of anti-malware software, the use of multi-factor authentication solutions and the automatic deployment of patches for our software.
- ▶ Organisational security measures, in particular a business continuity plan, a strict data access management policy, daily backups (incremental backups) and weekly backups (full backups) of our systems.
- ▶ A prior review of IT tools and systems by information security experts and our legal teams, the DPO and risk management before any roll-out within EY.
- ▶ In the event that subcontractors are required, compliance audits are to be carried out.
- ▶ In the event that further subcontractors are required, a compliance check is to be carried out to ensure that these organisations have sufficient similar guarantees in place regarding the implementation of appropriate technical and organisational measures to ensure data processing complies with the GDPR.

¹ EY is a multidisciplinary network made up of the following regulated professions: auditors, lawyers and accountants. These professions, and their employees, are subject to a legal obligation of professional secrecy.

² In particular, audits for compliance with "ISO 27001:2013", "SOC2 type 2" and "ISAE 3402/SOC I type 2" (or equivalent standards) are conducted by independent third parties on EY's data hosting centres in France, Germany, Singapore and the United States.

Engaging in our communities

80

studies published in FY20

EY is contributing to the transformation of society and surrounding communities via three main routes: sharing expert opinions via open access, support for entrepreneurship and working with the social solidarity economy (SSE).

Transforming communities through entrepreneurship

EY is committed to helping entrepreneurs develop their own sustainable growth,

- ▶ by supporting the national competition to help create innovative technology companies since 1998,
- ▶ by being a founder of "Moovjee" (Young Student Entrepreneurs Movement), which promotes and supports entrepreneurship and the creation, development and takeover of companies by students and young graduates.

EY also supports excellence in French entrepreneurship through the Entrepreneur of the Year Award, given to entrepreneurs with exceptional career trajectories. Held in 60 countries for the last 27 years at a regional, national and international level, each year it recognises 900 entrepreneurs with whom we are establishing special support relationships.

Due to the health crisis and its effects, we have had to adapt the programme for the Entrepreneur of the Year Award 2020. We were unable to organise meetings and decided not to award any prizes. Nevertheless, we are still working alongside French entrepreneurs and maintaining the link with the entrepreneurial community which we will meet again during the 2021 competition.

Sharing our expertise

Our experts compare their analyses through several *think tanks*, professional networks and organisations and share them via open access studies on subjects of current interest (80 in FY20¹). These shared studies allow EY to contribute to collective thought about how to transform society.

So, **EY Perspective** draws up a report of French and European regulations, the annual **Governance Perspective** covers France and 4 European countries and the **France Attractiveness Survey** is a report of foreign investment into France and how it is perceived by international investors.

Supporting the Social Solidarity Economy (SSE)

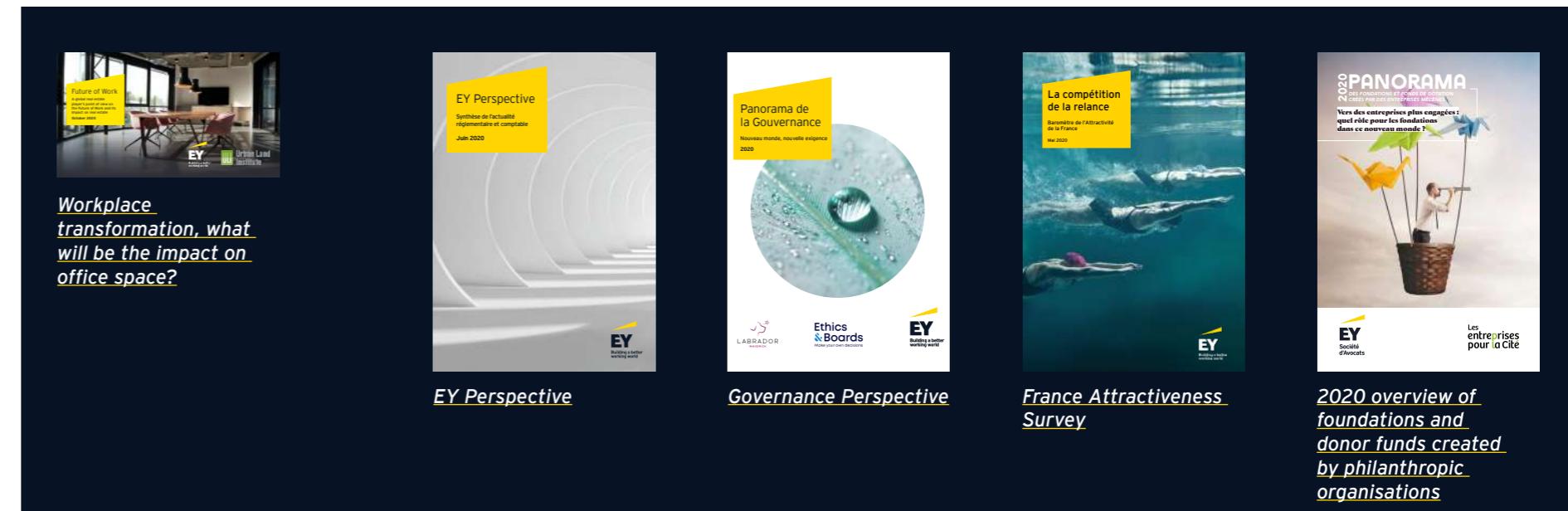
Created in 1995, EY's SSE department brings together more than 50 employees from auditing, tax and legal, as well as complementary skills consulting. They receive regular training to keep abreast of regulatory practices and changes. The SSE department organises regular meetings and conferences and publishes studies to give managers and participants an insight into the changes and challenges of this sector.

This is why the **2020 overview of foundations and donor funds created by philanthropic organisations** was created, the result of a collaboration between EY and Entreprises pour la Cité (Companies for the City). This 4th joint edition gives an overview of the philanthropic structures promoted by companies and analyses the existing links between the Foundation and the company, as well as the consequences of the recent French law on companies' social engagement (Pacte law).

QUESTIONS ABOUT TRANSFORMATION

EY provides expert analyses to companies through an online platform called ***Questions about transformation*** to help them understand and resolve the challenges they face using three important questions:

- ▶ What will my sector and my environment look like in the future?
- ▶ How will my company's various activities be affected?
- ▶ What approach should I take to transform my organisation?



¹ Studies, triptychs, panoramas, analyses, barometers and presentations.

Contributing to innovation

The growing power of digital platforms requires companies to rethink their relationships with all of their stakeholders, their operational processes and their corporate culture.

By choosing to transform companies *through* technology and data as a major pillar of our new NextWave strategy, EY is confirming its ambition to be a major player in this transformation.

EY LAB PARIS

EY's centre for innovation, collaboration and production of enhanced services in *analytics*, cybersecurity¹ and digitalisation, in Paris, forms part of our global network.

It houses a team of 70 people who, with the support of more than 500 experts, are providing support to our clients in the management of their digital transformation and the development of tools which use artificial intelligence, *analytics*, *blockchain* or *robotic process automation*.

EY Lab Paris can thereby offer:

- a facilitation service which can respond to complex questions from our clients in a collaborative manner, with professionals from our four service lines and EY Lab and/or international experts.
- two formats for client events, held in our event spaces dedicated to innovation and collaboration: an immersive workshop for learning how best to apply emerging technologies in the client's context and a personalised collective intelligence session to help solve a particular issue or accelerate decision-making.

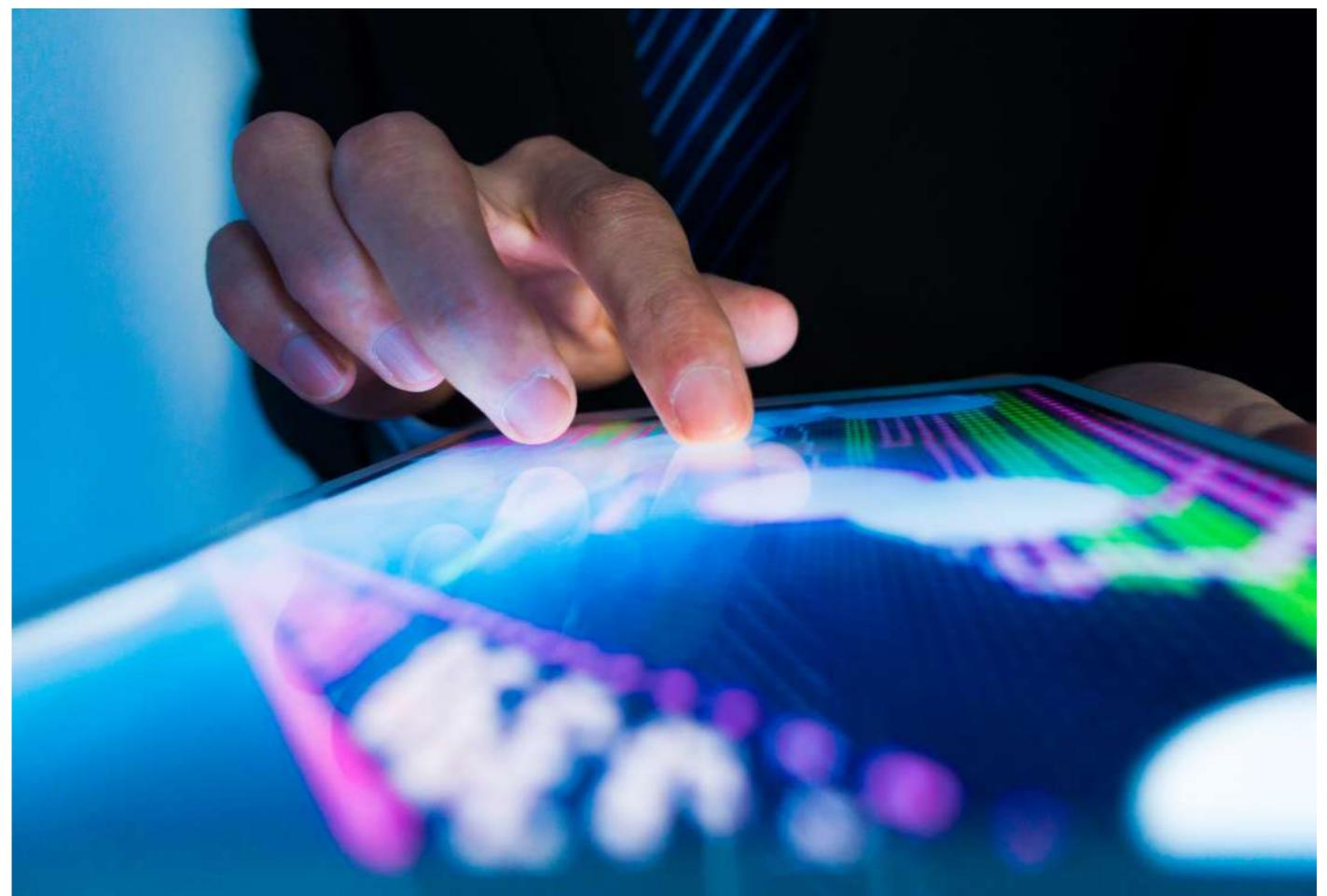
¹ EY produces our PASSI (IT System Security Audit Provider) audit assignments from our security laboratory, or CyberLab, where enhanced security measures have been implemented.

This ambition requires free innovation, both internally and externally, and the acquisition of the latest technological skillsets. EY has been able to bring these skills together through company acquisitions, but also by recruiting and training employees in the challenges presented by digitalisation.

Though technology and digitalisation are opening up new horizons by giving new power to the individual, they are also causing concerns about the number of job losses that they may induce and raising questions relating to cybersecurity and augmented humans. EY is therefore committed to considering and taking a position on the societal impacts of these innovations via its [Questions about transformation](#) portal.

This overview of innovation and transformation allows us to help build economic growth which is both sustainable and positive and to give life to our signature project *Building a Better Working World*.

At EY, our ability to innovate is fundamental to future-proofing our business model, since digital innovation is transforming both our jobs and the products we offer our clients. Our jobs will carry on into the future, but how we do them will change considerably, given the current trends in technological transformation, such as *analytics*, artificial intelligence or robotics.





Challenge 2

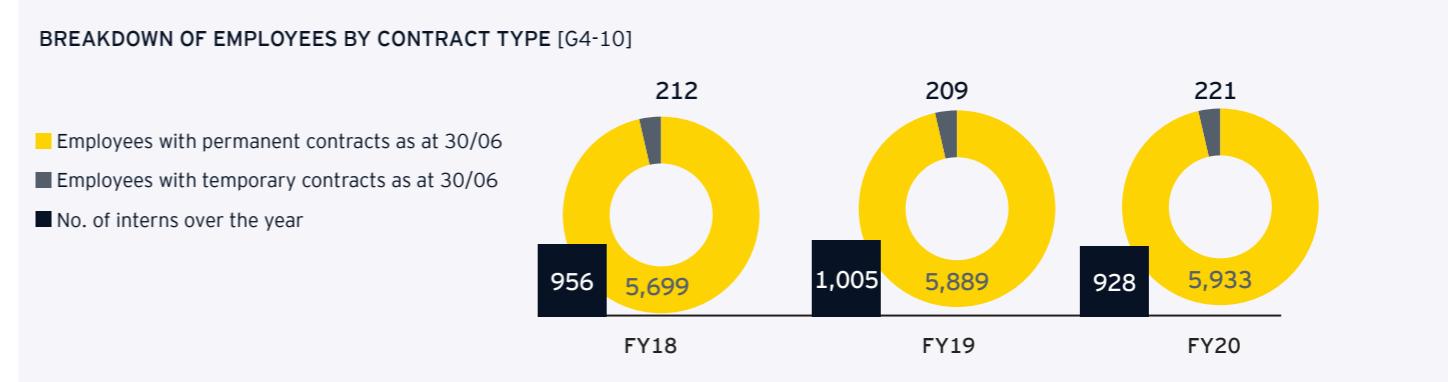
Developing our talents in a human environment

Our materiality analysis highlights the importance of being able to attract, develop and retain talent (in order to create long-term value for our employees) by ensuring their quality of life at work and a range of points of view, all in an environment in which everyone feels free to be themselves.

80/100

EY score in the Social and Human Rights pillar

Subject	Indicator	FY20 value	Aim	Outlook
Talent development	Level of virtualisation of training sessions (e-learning + remote training)	29%	50%	FY22
Engagement¹	Positive responses to the question "EY provides me with a working environment in which I am free to be myself"	80%	80%	FY23
Diversity and inclusion	Percentage of female partners	19%	23%	FY23
	Percentage of female members of teams working on client assignments	45%	48%	FY23



¹ We are changing the format of engagement surveys in FY21. We are also working on an additional relevant target to be included in the dashboard.

Attracting talent

To make ourselves known to young talent, EY is deploying a recruitment policy based on meeting these individuals throughout the year to introduce them to the diversity of the careers we offer. Our work to bring our talented people together extends onto our social media accounts, using the #tellmEY hashtag, allowing employees to share their everyday experiences of EY.

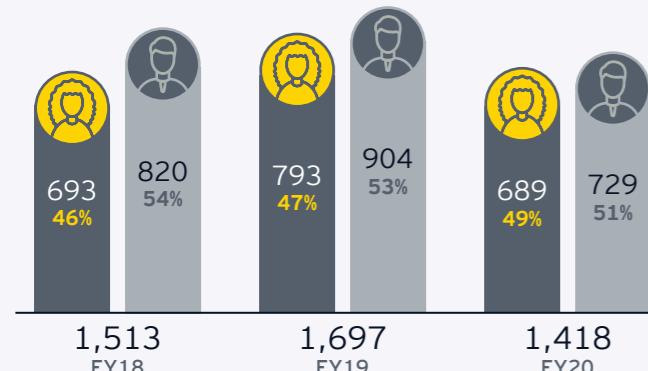
Talent scouting

EY is attractive to potential talent because we offer diverse careers that allow these individuals to develop rapidly. For our part, we seek talented people whose skills are suited to our assignments and our development. As in previous years, our recruitment drives have centred on students graduating from the grandes écoles and universities, but we have also expanded our search to include digital, data and cybersecurity specialists and those with degrees in accounting.

EY Emerging Leaders Programme **Leading your future/Leading the future**

In 2018, EY launched its pre-graduate programme called EY Emerging Leaders aimed at students studying at business and engineering colleges. It allows them to develop their skills through reflective workshops on leadership and to create innovative projects for EY with support from partners.

BREAKDOWN OF RECRUITS BY GENDER [G4-LA1]



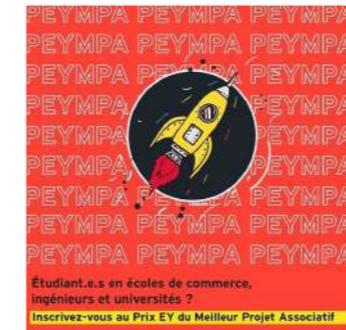
The students were given the opportunity to visit our offices and have informal discussions with our employees over the space of a full day, so they could discover the various facets of life at EY. The format this year will depend on how the health crisis develops.

Meeting talent

Our employees meet up with potential candidates both on campus and at more informal events: attendance at professional conferences, participation in the Cross du Figaro|EY cross-country race or other student sporting events organised by our partners such as the Essec and Centrale Supélec, or the EY TopEight rugby tournament organised by Neoma Business School.

Supporting student associations

The dynamic world of student associations can be a doorway into the professional world. To support students with their initiatives, each year EY rewards the best association projects through our Prix EY du Meilleur Projet Associatif (PEYMPA). Bringing it online this year has meant greater visibility on social media, where candidate associations have been able to make themselves heard in dynamic and original ways. This has allowed us to maintain contact with students and increase our interaction with them, whilst complying strictly with the lockdown safety measures.



PEYMPA is now fully part of our ambition for *Building a better working world*, as it is based on these three issues: professional integration and education, environment and CSR, diversity and inclusion. We are currently looking at awarding two prizes per year in order to satisfy this extensive and career-rewarding dialogue with the associations and are looking for partner institutions to help us achieve this.

Onboarding talent: a virtual but human encounter

Faced with health restrictions, we virtualised and completely redesigned how we onboard new employees, in order to keep it as pleasant an experience as possible and to create those special bonds that this type of event encourages. This was a success. So, for our employees working in auditing and accounting advisory, an onboarding pathway was drawn up. Conversations with well-known guests, group games, team workshops based on EY values and daily individual or team challenges helped create extensive interactions and promote competition between the candidates. This success was down to the conversations we encouraged with employees, a strengthened organising team and the online interactions we encouraged with the new starters (surveys, chats, etc.). This strong interaction is so necessary to create a sense of belonging and a shared culture that our auditing division decided to spread this year's recruitment drive over a longer period (September-January).

Cultivating a talent network

Our EY Alumni network

The EY Alumni network is an extension to the experience of each EY employee once they have left the company. It offers multiple opportunities for interaction and exchange to the 8,800 Alumni who are registered on the network and who tell us they love it.

EY Alumni shows our new employees that they are joining a corporate culture based on strong and lasting relationships which will continue throughout their professional careers.

Happy Trainee

This year, EY participated in the Happy Trainee survey which ran from February to August 2020 and collected feedback from our interns at the end of their time with us. This feedback was 79.6% positive, giving EY a score of 4.03/5. Giving interns the chance to provide feedback (allowing us to understand what motivates them and how they view the quality of their training) seemed essential to us given the challenging times, and we wanted to gather information which would help us move forward in the future. One thing we learnt, for example, was that our interns are motivated by the level of professionalism and skill within the teams around them, but that they need to find more meaning in the assignments they are given.

RECRUITMENT SOURCE	FY18	FY19	FY20
Target business schools ¹	51%	47%	51%
Target engineering schools ¹	15%	14%	14%
Other types of training	34%	39%	35%
Proportion of employees recruited during the year [G4-LA1]	27%	27%	22%
Recruitment rate for former EY interns	31%	34%	26%

¹ The set of schools for which EY carries out specific activities for recruitment purposes and to establish good student relations. These indicators relate solely to the recruitment of employees who work on client assignments.

EMPLOYEE TURNOVER [G4-LA1]	FY18	FY19	FY20
Employee turnover (average leaving rate ²)	23%	25%	21%
Leaving rate ² for client-serving employees	25%	27%	23%
Leaving rate ² for employees in support functions	11%	12%	10%
Leaving rate ² for women	22%	23%	19%
Leaving rate ² for men	24%	27%	23%
Leaving rate ² for people under 30	27%	28%	24%
Leaving rate ² for people aged 30-50	21%	23%	20%
Leaving rate ² for people over 50	8%	11%	7%

² Leaving rate: total number of people leaving from the category concerned/average monthly total number of employees in the category concerned.

Developing our talents

EY aims to provide the highest quality of service to its clients. Our employer promise is to provide employees with a memorable experience throughout their professional career.

These two ambitions call for investment not only in training and developing the skills of our employees, but also in their subsequent careers, so that they can give full rein to their qualities. Due to the health crisis, we put all of our training activities online between April and October and we hope to further virtualise them in the future to make them more flexible and also more relevant to the needs of our employees. Our aim is for 50% of all training to be online in FY22.

This required a redesign of the formats we use so that they could be shorter and include more interactivity with employees, which partly explains why the number of training days per employee has fallen.

LEAD

LEAD is our employee career and skills development tool. It is based on regular exchanges between the employee and the mentor supporting them and advising them on career management throughout their time at EY. Via LEAD, employees also request qualitative feedback from the colleagues and managers they work with on assignments, so they can benefit from personalised career follow-up.

Training

Each employee has a personalised training plan, accessible via the SuccessFactors platform, which includes mandatory training and training they can choose from depending on the skills they want to develop. It offers over 3,000 training courses available in innovative formats (TED Talks, games, simulations and videos), covering specific and developing topics.

Technical training

Each service line has its own technical training programmes. Individual external training courses covering a range of topics are also offered to our people if they particularly require this. The courses are updated in line with the development of our service lines and changing societal and digital trends.

Cross-functional training

In FY20, our *Summer Learning Events*, a week of events which bring together all cross-functional behavioural training offered to all employees, were cancelled and replaced this summer with *Summer Learning Boosters*, short online training sessions offered throughout the week to groups of 20-30 employees at a time. More than 1,200 employees participated in sessions on issues such as negotiation, remote management or leadership.

Our employees also receive specific training whenever they change roles (grade transition, mentoring) and have the option of certification training (EY Badges), e.g. in new technologies, sector-specific expertise and inclusive management, or even in order to obtain an MBA Tech certification.

"On-the-job" training

Support from senior managers and other management staff during assignments complements our training programmes on the technical foundations of the various professions. The variety of assignments and client challenges and the international working environment also mean that our employees can acquire extensive technical and sectoral experience which enhances their employability.

AVERAGE NUMBER OF TRAINING DAYS PER EMPLOYEE PER YEAR¹

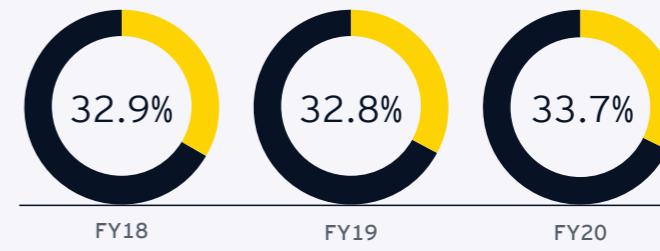
■ Employees working on client assignments
 ■ Employees working on internal functions
 — Average number of training days per employee per year



¹ The "average number of training days per employee per year" indicator only accounts for face-to-face training.

PROPORTION OF EMPLOYEES IN "EXECUTIVE" ROLES

Executives: partner, executive director, senior manager, manager, deputy director, associate director, director, administrative officer.



Well-being at work during this period of transformation

The health crisis has highlighted the need to transform our ways of working, as our capacity to house people in our premises is limited to 30% of our normal workforce. However, **flexible working** had already become part of EY's philosophy and was being practised so regularly that generalised remote working was quick and simple for us to implement. A specialist crisis team met daily to anticipate the measures that would be needed to best protect our employees and help stop the spread of Covid-19 within our company.

Making remote working the new normal has led to some major questions being raised: how do we preserve our strong corporate culture and solid connections between employees and keep everyone committed while everyone is working from home? How do we support our employees and guide them through this peculiar period?

We do this by sticking to the main pillars of our plan:

- establish and maintain a high degree of trust between employees and managers,
- preserve the well-being of our employees at work,
- create an inclusive environment for everyone regardless of their specific needs,
- create frequent opportunities to connect which are suited to the times we are living through.



LOCKED DOWN BUT STILL SUPPORTED

During the first lockdown, EY quickly provided all employees with a "Locked down but still supported" guide to help them survive this period as best they can. It was designed to bring together advice, tips and resources for best navigating professional, personal, physical and psychological challenges.



Remote working requires us to reinforce the level of support we give our employees, some of whom have found it particularly difficult to work remotely full-time, complicated for example by isolation and the mixing of home and work lives, in family situations which are sometimes complicated.

Redefining various places of work

Human resources have conducted studies and led focus groups made up of employees from across the company focussing on the challenges of working remotely. They have also collected feedback from employees and partners about their experiences of lockdown.

This has resulted in a reorganisation centred around **three workplaces, covered by an internal communications campaign begun in September 2020 and which will intensify as time goes on:**

- **working at the client's site:** employees are encouraged to work at their clients' premises, depending on the health policies in force at each of these, in order to maintain a close relationship with them;
- **working in the office:** this location remains the best place for team meetings, conversations and celebrations, but also for collaborative reflection and sharing ideas and knowledge. The office also remains, as before, a place in which employees can choose to be alone and work in peace and quiet;
- **working from home:** reserved for work requiring concentrated individual reflection.

For this purpose, EY is refitting our workplaces, restructuring meeting rooms and adding new collective spaces.

This will ultimately redefine the office within our corporate culture, which in essence becomes the collective space, reinforcing connections between people and collective working over time. This is the transformation, as internal policy, from **flexible working to smartworking**: each employee choosing a workplace suited to them, in agreement with their management and depending on the nature of their work. This evolution will hand further responsibility to employees and reinforce the need for shared trust within teams and for fluid communication.

A pleasant and welcoming environment

Whatever the circumstances, our responsibility as an employer is to maintain the well-being of each and every person. This is why EY remains committed to developing and promoting a pleasant and welcoming environment for our employees, despite the unprecedented period we went through in 2020. For this purpose, we have been paying special attention to balancing our employees' work and home lives during lockdown, by increasing the hours that our telephone counselling service is available, publishing two lockdown survival guides and setting up a remote medical consultation service with the help of our company health scheme provider.

We have also been offering PCR tests to those employees who want one, for example when they return from leave.

As our sports courses on site had to stop due to the health restrictions, we set up replacement courses via Zoom. Since the lockdown ended, a partnership with Gymlib has meant that employees can access more than 300 activities in more than 3,500 gyms in France, Belgium and Luxembourg and take remote gym classes via video.

4.16

days of absence per employee in FY20

Supporting remote working

Since remote working became the new normal at the end of the 2020 financial year, EY has been supporting employees attempting to balance their time spent in meetings and rest periods, and thereby manage their work/life balance. Remote training courses on this subject have been offered to employees. EY has also been encouraging managers to promote and maintain trust and be flexible towards their teams and in interpersonal relationships between the different members of their teams. The rapid deployment of Microsoft Teams in spring 2020 also helped make remote team working a possibility.

We also supported and encouraged employees to show off their spontaneous positive initiatives and inventiveness in the face of having to work remotely, by organising virtual celebrations via videoconferencing such as wine tastings, leaving drinks or coffee breaks in order to maintain and reinforce human contact and a sense of belonging to EY. These initiatives, as attractive as they might sound, are however no substitute for experiencing the full pleasure of being together, which may be lacking, particularly at difficult times. We have tried to remain as close as possible to our employees and listen to them, through the studies we have carried out, so we can keep improving our support in the context of the current health situation, whilst always looking forward to the post-crisis period.

RISKS AND ACCIDENTS ¹	2017	2018	2019 ²
Number of work-related accidents resulting in lost time	9	20	18
Frequency rate ³	1.28	2.27	2.03
Severity rate ⁴	0.02	0.03	0.05
COLLECTIVE AGREEMENT [G4-LA11]	FY18	FY19	FY20
Proportion of employees covered by a collective agreement	100%	100%	100%
ABSENTEEISM	FY18	FY19	FY20
Average number of days of absence per employee	3.70	1.33	4.16

¹ This data relates solely to the following companies: EY & Associés, Ernst & Young Société d'Avocats, EY Services France, Ernst & Young Advisory and Ernst & Young Actuaires-Conseils (entity absorbed into Ernst & Young Advisory on 1 July 2018).

² This data is calculated on the basis of the calendar year which preceded the publication of the report.

³ (Number of lost-time work-related accidents/number of hours worked) x 1,000,000

⁴ (Number of days lost/number of hours worked) x 1,000

Promoting diversity and strengthening inclusion (D&I) 1/2

All differences count for EY. Through our commitment to diversity and inclusion, our ambition is to draw value from our complementary differences to create the most effective teams and to obtain better results, both for ourselves and for our clients.

The EY France Diversity and Inclusion policy is based on three levers:

- ▶ **Creating conditions** that enable everybody to flourish at EY and reach their true potential, regardless of their individual characteristics,
- ▶ Promoting the creation of pluralist teams and encouraging **inclusive leadership** as a key skill for innovation and performance
- ▶ **Contributing to equality of treatment** and equality of opportunity in the City, by taking measures within our ecosystem.

Since signing the Diversity Charter in 2008, EY has been taking concrete action to promote inclusion and equality at work:

- ▶ **Training** of recruitment staff in the challenges of diversity,
- ▶ **Raising awareness** among new hires at *Welcome to EY* induction events,
- ▶ **Training** of managers on decision-making bias and inclusive management,
- ▶ **Networks** and clubs to encourage team engagement in promoting inclusion.

According to the latest internal attitudes survey, 80% of EY France teams felt that "EY has created an environment that incorporates diversity, in which people with different backgrounds and experiences can succeed".

Combating discrimination, bullying and sexual harassment

EY has set up a system for the reporting and handling of any behaviour that constitutes discrimination, bullying or sexual harassment, accompanied by the provision of external expert psychological support and mediation services.

In this context, EY has launched a national campaign called "And what if it happened to me?" aimed at raising awareness amongst all teams of the question of respect and seriously unethical behaviour.

After our Talent teams received further training in the prevention of seriously unethical behaviour, EY undertook to conduct this training with all middle management. 170 of them have already been trained and the sessions are to continue in 2021. Finally, all EY teams have taken a mandatory e-learning course called "*Leading with our values*" on the same subject.

#StOpE

At the end of 2018, EY launched the #StOpE (Stop Ordinary Sexism in Business) initiative with two other companies. Since then, EY has been putting in place concrete measures involving training, awareness campaigns and the handling of any situation reported to the Talent teams or to dedicated representatives involving sexual harassment. In 2020, #StOpE included 114 organisations.

Gender equality

EY France actively works to increase female representation in the organisation.

In 2020, the percentage of female employees in our teams in France was 52%. The proportion of women involved in client assignments was 45.5%, up 3 points in 3 years.

So as to favour access to positions of responsibility for our female employees, EY offers them professional development support programmes at different stages of their careers. On 30 June 2020, the proportion of female partners was 19%.

In FY21, women represented 33% of promotions to Partners and 36% of promotions to Associate Partners.

EY also monitors gender equality in the context of performance appraisals, promotions and pay at each stage of the annual performance review process.

CAREER AND PAY GENDER EQUALITY INDEX

In 2019, EY France published career and pay equality indexes for its entities with more than 1,000 employees. The index allows companies to see the progress they have made on the road to equal pay and to continuously improve their performance in this area.

94/100

Artois

86/100

Ernst & Young Advisory

88/100

Ernst & Young Société d'Avocats

97/100

EY & Associés

97/100

EY Services France



BREAKDOWN OF EMPLOYEES BY GRADE

	Men	Women
Partner	81%	19%
Associate Partner/Director	58%	42%
Senior Manager	54%	46%
Manager	52%	48%
Senior	52%	48%
Junior	48%	52%
Assistants	100%	

Promoting diversity and strengthening inclusion (D&I) 2/2



Measures for parents



Since signing the Parenthood Charter in 2008, EY has offered a series of measures designed to make life easier for employees who are parents or parents-to-be. It also provides them with a practical guide, summarising all the parental support steps and measures.

Disability

Since setting up its HR Disability division (Mission Handicap) in 2009, EY France has been pursuing an active policy promoting employees with disabilities. The policy is based on five action areas:

- ▶ the recruitment of people with disabilities,
- ▶ support for their integration and career development,
- ▶ training and raising awareness amongst all employees,
- ▶ developing sub-contracting with stakeholders in the sheltered and adapted sector,
- ▶ support for various stakeholders working towards the inclusion of people with disabilities in the City, particularly with employment through partnerships with Arpeje'h, Club Etre, Clubhouse and "Inclusive Day", Responsible Employment and Purchasing.

In parallel, EY is committed to promoting the inclusion of disabled students in the education sector via various support projects and the Special Disability Prize in the EY award scheme (Prix EY du Meilleur Projet Associatif - PEYMPA).

In 2020, EY published our new guide "The route of a disabled employee" aimed at promoting better understanding of the different types of disabilities and support mechanisms in place. This guide was published in the context of a national awareness campaign which included a series of events and a publicity campaign highlighting EY teams who were involved in disability issues.

During the lockdown and then in the ongoing context of remote working, EY 'Mission Handicap' has been listening to employees and is committed to supporting them very closely with psychological and physical support. The team has helped arrange the compensation and material help required according to the context.

NETWORKS

EY encourages its employees to engage in diversity and inclusion through a range of professional clubs and networks. Open to all, they bring together more than 1,000 people.

- ▶ **Diversity and Inclusion Ambassadors and Disability Ambassadors** promote awareness of D&I internally and provide support for 'Mission Handicap'
- ▶ the **Elles&You** network promotes the contribution of women and their career progression at EY
- ▶ the **Unity** network supports and promotes the inclusion of LGBT+ people at EY
- ▶ the **Club Maât** promotes collaborations between employees working in or wishing to work in Africa.

Any employee who wishes to can also support the inclusion of LGBT+ people at EY by joining LGBT+ Allies which has more than 600 members within EY France.

PARENTHOOD [G4-LA3]	FY18	FY19	FY20
Retention rate for women in the year following maternity leave ¹	81%	83%	91%
Rate for staying in post after parental leave ²	64%	81%	84%

DISABILITY [G4-LA12]	2017	2018	2019 ⁴
Disabled workers' employment rate ³	1.34	1.52	1.42
RESPONSIBLE PURCHASING	2017	2018	2019
Volume of purchases made with the sheltered sector (€K) ³	421	464	432

¹ Total number of female employees still employed on 30 June N after returning from maternity leave in FY N-1/Total number of female employees who rejoined the organisation after maternity leave during fiscal year N-1) x 100.

² (Total number of employees still employed on 30 June N after returning from parental leave in FY N-1/Total number of employees who rejoined the organisation after parental leave during fiscal year N-1) x 100.

³ According to the definition in the DOETH (French mandatory disability report on employment of disabled workers)

⁴ Rate calculated over a calendar year.



Gaining career flexibility

EY is looking to strengthen employee retention by making the EY experience unique for all employees. Talented individuals have three main aspirations: to develop their skills (which is very important because EY recruits so many young graduates), to develop a career path and work environment suited to their needs and to do work that is meaningful. In response, we offer them various mechanisms, all of them flexible, which complement *smartworking* and also contribute to making them responsible for their own career management.

Flexible career

The *flexible career* approach (an EY HR strategy) brings together all of the mechanisms that allow us to take into account the personal and professional needs and aspirations of EY employees more effectively throughout their careers, in order to offer them tailor-made progression pathways. Last year, a survey of the existing strategy was carried out, followed by interviews which helped us come up with proposals for strengthening career path flexibility within EY.

Now, three main types of flexibility exist:

- ▶ **Talent support programmes** which help talented employees to flourish professionally, such as Challenge, which offers young newcomers to auditing the opportunity to spend six months in auditing and six months within another EY division over the space of two years, at the end of which they can choose the department they would like to join.
- ▶ **Working time arrangements**, enabling employees to participate in a number of active life courses, learn skills or reorient themselves professionally, or devote time to a personal need or project, such as the Jumpstart programme which allows EY employees to create and develop their own company in parallel with their working hours.
- ▶ **Ad hoc career pathways providing support for an employee's personal project**, allowing them to have time off for a sporting or humanitarian project, for example, then to come back to work at EY afterwards.

We want to provide even more career path flexibility in the coming months, in terms of roles, service lines or geographical location.

Solidarity commitments

EY offers its employees opportunities for involvement beyond their jobs, by giving of their time and/or sharing their skills so that they can give meaning to their work beyond their client assignments. They can take up this opportunity via two routes:

- ▶ either by joining EY's in-house professional networks and clubs (see the [Diversity and Inclusion sites](#)),
- ▶ or by joining the Engagement team in its community solidarity projects in various ways which can be adapted to suit their desires or availability (see the [Employee Community Action Programme sites](#)).

Involving employees in our in-house development projects

The creation, several years ago, of an internal *think tank*, the *Talent Transformation Committee* (TTC), rolled out at national level in France, allows us to imbue them with our mindset, so as to build the future of EY. The TTC represents the diversity of our talents, experiences, career paths and skills. Chaired by Éric Fourel, Chairman of EY France, it brings together senior staff and managers from each service division, *Talent leaders* and, lastly, representatives from the Talent teams.

This year, we also wanted to create an HR innovation committee, a place for discussion between EY HR teams and with employees working on client assignments in these areas. The aim is to create opportunities for discussions about innovation and existing good practices, in order to build new product lines for our clients and improve our internal practices.



Challenge 3

Having a positive social footprint

Creating long-term value in the heart of our communities is the third goal of our NextWave strategy.

This relies on our ability to further engage the company with its local communities and to encourage our employees to get involved, particularly through skills mentoring.

However, this is also about our ability to reduce our environmental impact.

80/100

EY's score in the Environment pillar

In May 2020, EcoVadis performed a CSR assessment of EY France, centring on four main areas: Social, Environmental, Business Ethics and Responsible Purchasing.

EY's score in the Environment pillar was 80/100, but only 50/100 in the Responsible Purchasing pillar, meaning more work needs to be done.

Subject	Indicator	FY20 value	Aim	Outlook
Mentoring	Number of employees working within the EY Foundation, EY Ripples and skills mentoring assignments	702	950	FY21
	Hours of skills mentoring (EY Foundation, skills mentoring assignments, EY Ripples)	26,617	30,000	FY21
Carbon footprint	Greenhouse gas emissions (scopes 1-3) in teqCO ₂ before adjustment	18,063*	10,838	FY25

* As FY20 was not representative, FY19 was chosen as the reference year.

Engaging and enabling employees to get involved in the community

EY Foundation

Having broadened the scope of its social objectives at the start of 2019 to increase its impact, the EY Foundation began supporting even more projects by involving more employees and gradually reached its new positioning. Alongside its long-time support for manual skills, the EY Foundation has now added a second line to its operations, getting people into training and jobs. These two arms of its operations come together into a unique mission: "*putting human beings back into the workplace*".

This development took on its full scope in FY20 with a marked increase in its activities. 21 new projects were selected by the Foundation's Board (compared to 18 in FY19), most of which will have benefited from skills support over the course of their lifetime.

Likewise, employees have become involved in large numbers with an increase of 50% compared to the previous year. This human commitment, which constitutes the DNA of the EY Foundation, has now been incorporated into its new articles.

Thanks to the growing contribution of our employees, who give their time and share their technical and transverse skills with the projects supported by the EY Foundation, the ways to get involved are multiplying.

In fact, besides the support they provide, which can cover a period of up to two years, employees also get involved occasionally and/or in other ways.

Through this route, they can be mentors to young people enrolled on the [Internships for Success](#) programme run by the Lycée Jean-Zay in Paris or Marly-le-Roi in Yvelines (34 mentees were paired with mentors in FY20) or provide their *soft skills* to beneficiaries of the associations provided with skills support by the EY Foundation. This is the case for the association [Sortir de Prison, Intégrer l'entreprise](#) (*Leave Prison, Join the Company*) (SPILE) which tries to prevent reoffending by working to get current or former inmates into jobs.

Another example of short-term support which emerged this year is the *pro bono marathon*, which supported 10 community-based projects over the course of 1 day with a turn-key deliverable. On the occasion of the second French instalment of [Giving Tuesday](#) (a global movement encouraging giving and solidarity), several *pro bono* marathons were organised at the Bordeaux, Lyon, Marseille and Paris offices to raise awareness amongst EY employees about how they can share their skills and provide real support to associations.

Finally, the health crisis has had consequences for the way in which projects are supported and getting employees involved: new skill requirements emerged (operations continuity, moving to remote working, digitalisation, fundraising, etc.), remote support, reduction in the number of available employees per project and difficulty supporting some projects because of the 'digital divide'.



EY is continuing its commitment to culture and education

To achieve its ambition of *Building a better working world*, EY makes skills transfer a key component of its commitment, providing long-term support for projects that promote cultural democratisation, artistic creation and the training of new talent.

This long-term commitment has generally continued despite the current health crisis, both through financial support and the skills provided by our employees to *pro bono* assignments carried out as a team. In fact, providing their skills to community-based projects is a source of personal pride and fulfilment for the employees involved.

We also support cultural democratisation programmes run by historic institutions such as the [Paris National Opera](#), the [Louvre Museum](#), the [Bordeaux Opera](#) and the [Mahler Music Media Library](#). In the same vein, we encourage cultural events aimed at a wide audience, such as the [La Gacilly](#) festival of photography and the [Solidays](#) music festival.

We are hoping to support educational programmes for young people from disadvantaged backgrounds. The [Philippe Jaroussky Academy](#) and the [Versailles Baroque Music Centre](#), for example, provide musical training to young people free of charge, whilst [Positive Planet](#) encourages success amongst entrepreneurs from disadvantaged neighbourhoods.

HOURS OF SKILLS MENTORING

within projects supported by the EY Foundation and EY Ripples programme or via skills mentoring assignments

	FY18	FY19	FY20
EY Foundation ¹	10,137	11,415	13,052
EY Ripples except Foundation			3,294
Skills mentoring assignments	6,517	11,602	10,271
Total hours	16,654	23,017	26,617

¹ Number valid for the period 1 January to 31 December N.

EMPLOYEES SHARE THEIR SKILLS

within projects supported by the EY Foundation and EY Ripples programme or via skills mentoring assignments

	FY18	FY19	FY20
EY Foundation ¹	185	225	326
EY Ripples except Foundation	0	0	234
Skills mentoring assignments	133	171	142
Total employees involved	318	396	702

Reducing our environmental footprint

EY has been calculating its global carbon footprint for many years.

In 2020, for the first time, EY offset all of its emissions on a global scale with a view to becoming carbon neutral. A reduction plan for scopes 1-3 will be published in 2021 and will provide clear longer-term goals for all EY facilities around the world.

Many employees and partners of EY France are now helping design and implement ways we can reduce our footprint.

CARBON FOOTPRINT OF EY FRANCE (in tonnes of CO ₂ equivalent) [G4-EN15-16-17-18]			
	FY18	FY19	FY20
Scope 1 (emissions related to direct energy consumption)	1,044	1,140	972
Scope 2 (emissions related to indirect energy consumption)	378	491	468
Scope 3 (emissions related to business travel by our employees)	13,985	16,432	10,808
Total greenhouse gas emissions	15,407	18,063	12,248
Greenhouse gas emissions per employee	2.61	2.96	1.99
ENERGY CONSUMPTION OF EY FRANCE (in MWh) [G4-EN3]			
Electricity consumption	7,077	7,192	6,744
Natural gas consumption	0	0	0
PAPER MANAGEMENT [G4-EN1]			
Rate of digitisation of pay slips	77%	79%	80%
Number of electronic signatures (contracts, amendments)	14,953	13,135	12,625
Volume of recycled paper (tonnes)	216	246	180
TONNAGE OF WASTE (not including secure paper waste)			
Ordinary industrial waste (tonnes)	39.31		
Cardboard (tonnes)	20.26		
Plastic bottles (tonnes)	4.58		
Other (tonnes)	8.87		

Awareness-raising and training

In order to meet the climate and environmental challenges set in the Paris Agreement signed in 2015, our clients are having to transform their processes and business models. To help them do this, our professional divisions will also have to consider them.

We are therefore providing our employees with more and more frequent training and awareness campaigns in various formats (awareness training of new recruits, *brainstorming* sessions on particular topics, open-access training and regular communications on the subject). This baseline effort will be ramped up further in the coming months.

Reducing our own impact

EY's environmental impact is low, as we provide services: employee travel is our main source of CO₂ emissions.

In order to reduce emissions, our new transport policy now requires the use of trains for any journey of less than four hours and our travel booking tool will remind users of this requirement. Our new travel booking tool will include questions on how to avoid or reduce the impact of travel. At the same time, we hope to soon be offering employees the opportunity to purchase electric and standard bicycles at attractive prices. They can then use these bicycles instead of their cars for personal as well as professional journeys.

The health crisis has shown us that lots of meetings can indeed be held remotely without affecting their effectiveness using already existing tools and the deployment of Teams. On this basis, around 20 employees contemplated some good practices that should be put in place to maintain quality relationships with our internal stakeholders, whilst limiting the need for people to travel, thereby reducing their carbon footprint.

We have already been reducing the environmental impact of our IT equipment by making use of certified products (Energy Star, EPEAT Gold, GREENGUARD) and also by reconditioning our computers. Our employees are also regularly made aware of the impact of sending large emails to multiple recipients.

We are then recycling the waste from most of our equipment, such as computers, headsets and paper documents. In order to further reduce the quantity of plastic thrown away, we have been distributing mugs to employees to replace their paper cups. This year we implemented a system for weighing waste at our Tour First premises, which houses 78% of our employees, in order to better identify the actions that need to be taken. The reports we are getting from this are more valuable for the proportions than for the absolute value in this first year. The results have led us to install water fountains in the canteens on each floor to limit the number of plastic bottles being discarded.

Finally, although already small, we are also reducing the environmental impact of our premises. In spring 2020, we turned off the automatic function of the lighting in Tour First, where 79% of our employees are stationed.



Methodology

This publication is the 8th Responsibility Report from EY France.

Reporting period

This analysis relates to the company year 2020, i.e. 1 July 2019 to 30th June 2020 (called "FY20", for "Financial Year 2020") in the table of indicators given in the document.

Certain performance indicators, however, were drawn up based on the 2020 calendar year.

Scope of reporting

This report covers all of EY France's offices and activities. For human resources-related data, Monaco is also included.

The company data given under the banner of EY France covers the following entities:

EY & Associés, EY Advisory, E&Y Société d'Avocats, EY Services France, Artois, ACA Monaco, EY Ventury Avocats.

In this next section of the report, we will refer to French entities as EY France, "the company" or "we".

In addition, some indicators are published in relation to the France Maghreb Luxembourg or Western Europe Maghreb regions; this is explicitly mentioned.

In September 2018, the WEM region was expanded to include nine French-speaking African countries: Cameroon, Chad, Congo, DRC, Equatorial Guinea, Gabon, Guinea, Côte d'Ivoire and Senegal. In this report, the quantified data provided for the WEM region does not include these nine new countries, which joined after the 2018 financial year.

The data covers Belgium, France, Luxembourg, the Netherlands and the Maghreb.

Application of the GRI 4 Reference System

This report was prepared according to the Global Reporting Initiative (GRI 4) guidelines in compliance with the "essential criteria" option.

Materiality analysis and scope

Based on the EY Global materiality analysis, adapted for EY France, we identified which material aspects matched the *Global Reporting Initiative 4* guidelines' designation.

Reporting organisation

Reporting of indicators is centralised annually for the purposes of this report. It is based on internal data collection:

- ▶ human resources-related data is obtained from the Human Resources department;
- ▶ societal data is obtained from the department for External Relations and Mentoring, Management Audit and the EY Foundation;
- ▶ data on energy consumption is obtained from Corporate Services;
- ▶ data on business travel is obtained from our travel agency, Expenses department and Purchasing department;
- ▶ data on paper consumption is obtained from the Purchasing, Photocopying and IT departments.

For the reporting of greenhouse gas emissions, the conversion factors were standardised at EY Global level based on those proposed annually by the [World Resources Institute](#).

The various sources of emissions are recorded as follows:

- ▶ **Scope 1:** consumption of natural gas to heat buildings
- ▶ **Scope 2:** consumption of electricity for buildings
- ▶ **Scope 3:** business travel (car hire, travel by train and plane - excl. taxi).





EY | Building a better working world

EY's corporate purpose is to participate in building a fairer world, by creating long-term value for our clients, our employees and the company, and by increasing confidence in the financial markets. Experts in data processing and new technologies, the teams at EY, present in over 150 countries, help to create the conditions that foster trust in the economy and meet the challenges associated with growing, transforming and managing our clients' business activities. With their expertise in auditing, consulting, law, strategy, tax and transactions, the EY teams are perfectly positioned to decipher the complexities of the world of today, ask the right questions and provide the relevant answers.

EY refers to the global organisation, and may refer to one or more of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information on how EY collects and uses personal data, as well as the rights of data subjects under data protection law, can be found at [ey.com/privacy](#). EY's member firms do not practice law where local legislation prohibits this. For more information about our organisation, please visit our site at [ey.com](#).

© 2021 EY Services France.
All rights reserved.

Studio BMC France - 2010BMC199.
SCORE France No 2021-001.
ED none

This publication is for general information only and is not intended to replace professional accounting, tax, legal or other advice. For any specific questions you may have, please contact your advisers.

ey.com/fr/rse

Contact

CSR Manager

Elisabeth Dewavrin
elisabeth.dewavrin@fr.ey.com

Registered office of member entities of the EY France network

Tour First
1, Place des Saisons
92037 Paris-La Défense CEDEX France

Acknowledgements

EY would like to thank all those who contributed towards the production of this report:

Emmanuelle Raveau
Marketing and Communications Director

Élise Carrard
External Communications Manager

Éric Duvaud
CSR Committee Manager
Partner in charge of the CCASS team

Elisabeth Dewavrin
Coordination and compilation

Cécile Tuarze
Compilation

Sandrine da Cunha
Graphics