



# Corporate Responsibility Report 2010/2011

Ernst & Young the Netherlands



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# Corporate Responsibility profile



## Corporate Responsibility: a matter of policy

Our professionals translate the problems facing our clients into services. The high standards we set on quality, transparency, integrity and professionalism form the framework in which we operate. Ernst & Young helps clients improve their financial performance, achieve growth and advises on risk management. Ernst & Young has a social function. Reliable information, whether financial or non-financial, is essential to the proper functioning of markets and to safeguarding the public interest. Our Assurance, Advisory, Tax and Transaction Advisory Services are rooted in transparency, reliability and independence. These aspects, together with professional quality standards, underline Ernst & Young's relationships with our stakeholders. Those stakeholders include the organizations we have identified in line with our clients, employees and suppliers.

## Our four priorities

We wish to optimize our own sustainability performance as well as that of our clients. By doing so, we will contribute to creating an economic climate in which the importance of sustainability is fully acknowledged. Our contribution relies on a combination of professional knowledge in a variety of disciplines, including reporting, internal control, audit, tax, risk management, performance improvement and strategic information management. This is our core business and this is how we make the difference.

We support our clients in the various aspects of Corporate Responsibility (CR), but we also wish to ensure that our own operations are conducted in a sustainable and responsible manner. We have therefore established four key focus areas of CR policy, known as the four E's:

1. **Entrepreneurship.** We encourage entrepreneurship and wish to be seen as Thought Leader in this area.
2. **Employees.** We strive to be an Employer of Choice. Ernst & Young is a knowledge organization and our employees determine the quality of our services. We work to create an attractive working environment, devoting due attention to Diversity & Inclusiveness. We promote vitality and wellbeing, both physical and emotional. We believe this is the only way to ensure that everyone within the organization achieves their full potential.
3. **Environment.** As a service organization, our operational activities have relatively minor environmental impact. We continue to work to reduce our ecological footprint and increase sustainable procurement.
4. **Community Engagement.** We share our knowledge, skills and expertise with society and the communities of which we are a part and are therefore keen to undertake projects on behalf of organizations with a clear social or philanthropic purpose.

# Corporate Responsibility profile

## Corporate Responsibility: in line with our own values

Our people share the same values worldwide. Our Values Statement is the universal Ernst & Young declaration that sets out who we are and what we stand for:

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

Our values form the framework in which our people operate.

## Commitment at the highest level

At Ernst & Young, CR is embedded within the organization at the highest management level, being one of the direct responsibilities of the Managing Partner. It is also a responsibility of all line managers, since we consider the full integration of CR within our services to be extremely important. This underlines our commitment.

For each of the respective E's, a member of the Leadership Team was appointed to assume overall responsibility. The Leadership Team relies on the support of a CR Team.

Core values	CR policy	Focus Areas
<ul style="list-style-type: none"> <li>▸ People who demonstrate integrity, respect, and teaming</li> <li>▸ People with energy, enthusiasm, and the courage to lead</li> <li>▸ People who build relationships based on doing the right thing</li> </ul>	1. Entrepreneurship	<ul style="list-style-type: none"> <li>▸ Service offerings to clients</li> <li>▸ Ernst &amp; Young seminars</li> <li>▸ Publications</li> <li>▸ Professorships</li> </ul>
	2. Employees	<ul style="list-style-type: none"> <li>▸ Learning &amp; Development</li> <li>▸ Diversity &amp; Inclusiveness</li> <li>▸ Vitality</li> <li>▸ Employee Engagement</li> </ul>
	3. Environment	<ul style="list-style-type: none"> <li>▸ CO<sub>2</sub> emissions reduction</li> <li>▸ Sustainability in Ernst &amp; Young procurement</li> </ul>
	4. Community Engagement	<ul style="list-style-type: none"> <li>▸ Ernst &amp; Young Foundation</li> <li>▸ Sport Sponsoring</li> </ul>

# Corporate Responsibility profile

## Scope of this report

This is the first Corporate Responsibility report published by Ernst & Young in the Netherlands. It sets out our approach to CR, the activities undertaken during the fiscal year 2010/2011 and the results achieved so far.

Within the Ernst & Young worldwide organization, operations are organized into four geographical areas: Americas; Asia-Pacific; EMEIA (Europe, Middle East, India and Africa) and Japan. Ernst & Young's activities in the Netherlands are a geographical part of the EMEIA organization, consisting of 93 countries divided into 11 geographic sub areas and the Financial Services sub area, which facilitates all services provided to the financial sector. Together with Belgium, the Netherlands forms the "BeNe" sub area. This report reflects the Netherlands operations. Activities in the Netherlands are carried on by the entities Ernst & Young Accountants LLP, Ernst & Young Belastingadviseurs LLP, Ernst & Young Actuarissen B.V., Ernst & Young CertifyPoint B.V., Ernst & Young VAT Rep B.V. and the Stichting Ernst & Young Foundation. Ernst & Young Nederland LLP is the coordinating and facilitating entity of the Dutch Ernst & Young organization but does not provide any services to clients. Ernst & Young Belastingadviseurs LLP has a strategic alliance with Holland Van Gijzen Advocaten en Notarissen LLP. Holland Van Gijzen accordingly falls within the scope of this report.

This report is based on the Global Reporting Initiative (GRI) guidelines and we report according to C+ level. The subjects presented are consistent with our CR policy and are based on a materiality analysis.

As a global organization, Ernst & Young endorses the Global Compact principles established by the UN and reports accordingly at global level. The information is derived from a variety of sources. Insofar as possible, it is taken from existing systems (e.g., Human Resources (HR) records and financial accounts), supplemented with information provided by the line managers responsible for the subject under consideration. The CO<sub>2</sub> footprint has been calculated by means of the Greenhouse Gas Protocol of WRI/WBCSD. Ernst & Young in the Netherlands uses foreign datacenters. Since the impact of this outsourced activity cannot be allocated accurately to Ernst & Young in the Netherlands, it is not included in energy consumption and CO<sub>2</sub> emission calculations.

The information in this report was collated by the CR team, audited internally by the Climate Change and Sustainability Services (CCaSS) team and then provided with assurance externally by BDO. The Assurance Report is presented on page 30. Assurance was also provided on the comparative figures presented in this report.

In addition to this CR report, Ernst & Young publishes an Annual Review and Financial Statements for fiscal year 2010/2011. Ernst & Young Accountants LLP also publishes a Transparency Report. This is a statutory requirement for firms that audit the financial statements of public interest entities. The main topics covered by the Transparency Report are governance, quality (policy and assurance), independence and remuneration policy.

# Letter from the Managing Partner



Pieter Jongstra

Corporate Responsibility (CR) is fundamental to everything we do! We are embedding CR in our thinking and our hearts. The first step is role modeling and commitment at the top and among the people at every level in our organization. The second is integrating sustainability into our daily practice.

Looking back at the year, a higher score on CR in our staff satisfaction survey and a pronounced and enthusiastic CR drive in both our internal operations and our client services are confirmation that our CR policy is heading in the right direction. To me, the improvement in our CR key figures on the previous year is proof that the themes we placed so prominently on our CR agenda for fiscal year 2010/2011 - awareness and integration - are bearing fruit. Such improvements underpin our function in society.

CR is essentially about making a difference in society. And last year we made progress in each of the four E's we have prioritized: Entrepreneurship, Employees, Environment and Community Engagement.

## **Awareness and integration**

Raising awareness of CR and the opportunities it creates is indispensable. As part of our work, we help our clients achieve their own CR objectives. However, integrating CR into our own organization is just as important since efforts on both fronts are mutually reinforcing.

It is my firm belief that only through awareness and integration CR opportunities can be exploited in full: for our clients, for ourselves and for the wider community.

During the year, we highlighted the importance of sustainability by means of intensive internal communication programs that urged our people to integrate CR into their day-to-day work. And not without success. Concrete examples are given in the next chapters.

Needless to say, we devoted specific attention to the sustainability of our own business operations. It is vital that internal developments keep pace with what we stand for in our external market approach. We conducted an active Diversity & Inclusiveness policy, further reduced the environmental impact of our operations, developed a sustainable procurement policy and established the Stichting Ernst & Young Foundation to sharpen up and bundle our Community Engagement activities.

## **Embedding CR in our business**

Although CR is no longer in its infancy, we are still in the early stages of a long process. Clients increasingly regard CR as a business driver and an intrinsic part of their operations. It is only right that we should take a similar approach and embed CR in all aspects of our service offering. We offer clients a multidisciplinary package of services.

# Letter from the Managing Partner

Our integrated approach and ability to draw on the knowledge and skills of a network extending beyond more than 140 countries worldwide are of immense value.

Our Service Lines and market sectors are taking promising steps forward in the field of CR. At Assurance, for example, we are becoming more involved in sustainability reporting and the verification of CO<sub>2</sub> emissions, including those from biofuels. We are increasingly being called upon to advise on various sustainability issues in relation to environmental levies and trade in CO<sub>2</sub> emission rights. We published several reports to inform our clients about the opportunities offered by CR.

Our four E's - Entrepreneurship, Employees, Environment and Community Engagement - set clear priorities with targets and measurable key performance indicators (KPIs) to steer our CR policy. We must make progress on the KPIs every year in the years ahead. Throughout the year, we worked to raise awareness and embed CR in our offerings. It is time to build upon the efforts to date to achieve a critical mass in this area. CR offers significant opportunities for our clients and the wider community and hence for our own organization. I shall continue to make every effort to ensure that these opportunities are exploited to the full.

**Pieter Jongstra**  
*Managing Partner, Ernst & Young the Netherlands*



# Our Corporate Responsibility agenda in 2010/2011



## Entrepreneurship

### **Building a firm foundation: knowledge and awareness of CR**

The success of our efforts to integrate sustainability into our service offerings will depend to a significant degree on knowledge development and awareness among our own people, ensuring that they operate with the right mindset. Only then can we offer appropriate services, propose appropriate solutions and achieve our own sustainability objectives. We also integrate sustainability into our own operational activities.

Our ambition for fiscal year 2010/2011 was therefore to raise awareness across our Service Lines. A number of internal communication campaigns were launched to bring the importance of sustainability to the attention of all staff, who were encouraged to think about ways in which sustainability can be integrated into our day-to-day activities.

In July 2010 we organized the first Corporate Responsibility Brainstorm session, which focused on the four key priorities of our CR policy: Entrepreneurship, Employees, Environment and Community Engagement. This brainstorming session proved a very effective means of creating support and encouraging an exchange of ideas.

Several meetings and roundtables were organized. In November 2010, various offices took part in Sustainability Day. Earlier in the year, we conducted an awareness campaign to coincide with World Water Day. The managers of the Service Lines and market sectors met on several occasions to discuss the importance of CR to our service offerings and to establish a firm implementation strategy for the future.

CR has now been integrated into various training courses and other Service Line training programs. The second CR Brainstorm was held in June 2011 and was attended by more than 75 people. It is going to be an annual event from now on.

### **Integrating sustainability into our services**

Clients in all sectors face a growing number of CR challenges. We wish to help them recognize and exploit the opportunities. We believe that a truly sustainable future demands that companies strike an appropriate balance between their financial and non-financial performance. Doing so will benefit the various stakeholders.

We have developed an approach to help clients achieve sustainable business excellence based on managing change and continuous improvement through a synchronized management and reporting process. Following an initial period to increase awareness of sustainability and climate change, we help clients integrate sustainability into their overall business operations.

This includes developing a system of monitoring results and risk analysis. We then provide support in producing transparent reports for the benefit of key stakeholders. The information collected raises further awareness of the business performance and the opportunities offered by sustainability and climate change. Finally, Sustainability Reporting can be supported by integrated assurance on financial and non-financial information.



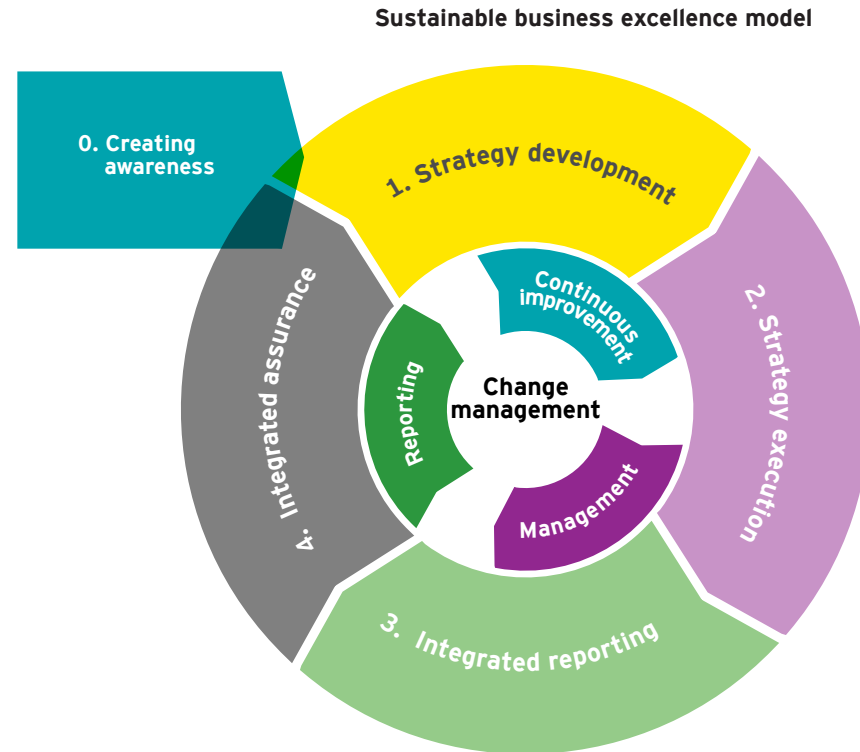
# Our Corporate Responsibility agenda in 2010/2011

## Entrepreneurship

We are able to draw upon knowledge from all parts of the world and to respond to challenges promptly and flexibly. Our clients derive great benefits from this approach because Ernst & Young is a highly integrated global organization.

All our disciplines offer knowledge, skills and experience in the broad field of sustainability. We regard sustainability as a multidisciplinary theme which demands a multidisciplinary approach. By embedding CR into our service offering, we can help clients turn risks and challenges into opportunities, generate revenue and reduce costs. The catalyst of our integrated service offering is the multidisciplinary Climate Change and Sustainability Services Team, which brings together all key skills required from the specialist fields of our Service Lines: Assurance, Tax, Advisory and Transaction Advisory Services.

Sustainability is therefore rapidly becoming the common denominator running through all Service Lines, enabling us to approach sustainability issues in an integrated and coordinated manner. Assurance is increasingly called upon to assist in sustainability reporting, whereas Advisory is able to identify how an organization can optimize its entire process for example in order to reduce its carbon and water footprints.



# Our Corporate Responsibility agenda in 2010/2011

## Entrepreneurship

Our Tax advisors can advise clients about ways to reduce their tax liability through investments in sustainability, such as energy-efficient vehicles or in-house power supply systems relying on wind turbines or solar panels.

The market sectors also made good progress in embedding CR within their service offering during the year. We received accreditation during the year to verify biofuels as well as CO<sub>2</sub> emissions. Another project, somewhat more practical in nature, was conducted on behalf of a hospital which was seeking ways to reduce the tax liability of staff who have the use of a company car. Current regulations demand that staff keep an accurate record of the kilometres driven on official business and those driven for personal reasons. We suggested that the adoption of electric vehicles would create a win-win situation, reducing both environmental impact and administrative burden. A final example concerns the assurance services for the integrated annual report 2010 of the Port of Rotterdam Authority, which included (for the second successive year) an integrated auditor's report.

# Our Corporate Responsibility agenda in 2010/2011

## Key information provided by an Activity-Based Environmental Footprint Model

The Activity-Based Environmental Footprint Model developed during the year is an example of an existing concept adapted to address the aims of CR. The model is based on the activity-based costing concept and is used to quantify the use of natural resources in various activities. It then becomes possible to develop alternative scenarios which reveal the environmental effects of certain decisions. The model also allows financial parameters to be included, thus establishing a direct link between sustainability and costs. Using the model, it is possible to calculate the effects of a transition to green electricity, both in terms of costs and carbon emissions. The model facilitates the production of integrated reports for both internal use and external publication.



# Our Corporate Responsibility agenda in 2010/2011

## Entrepreneurship

During the year, Nancy Kamp-Roelands (CR Director) was presented with a sustainability award by the Minister of Housing, Spatial Planning and the Environment, in recognition of her 20 years' work championing the sustainability and transparency of non-financial performance within the accountancy profession. Nancy has been a driving force in embedding non-financial information (e.g., information related to environmental and social performance) within accounting and for providing assurance on it. She is the co-author of guidelines that have become the foundation for reporting on CR. Not just in the Netherlands but worldwide.

During FY10/11, we organized 60 client seminars and workshops. Our specialists were regularly called upon to speak at conferences at home and abroad. In May 2011, the seventh annual Ernst & Young Top 30 Global Consumer Packaged Goods Forum was held in Paris. The theme was Reaching Consumers Effectively Globally. We took this opportunity to present our report, *Duurzaamheid in de aanbidding* ("Sustainability on offer").

At international level, we are represented on the International Accounting Standards Board and the GRI. During the year, Ernst & Young provided the chair of the UNCTAD Reporting Group, which promotes trade between developing countries and the developed countries by improving transparency, not only on financial reporting but also on corporate responsibility and governance.

### Thought Leadership

Achieving our ambitious CR objectives calls for strong Thought Leadership. In other words, we must accept and act upon our own responsibilities by taking an active part in the development of new standards and regulations. We do so through membership of a number of influential policy bodies and think-tanks, contributing to the development of the entire profession. We consider this to be an integral part of our responsibility. Active engagement not only benefits our organization, but also the sector as a whole, our clients and society. We help develop and disseminate knowledge through research and education at both national and international level.

In the Netherlands, Ernst & Young is actively involved in the *Raad voor de Jaarverslaggeving* (The Dutch Accounting Standards Board (DASB)) and the Transparency Benchmark Program (see [www.transparantiebenchmark.nl](http://www.transparantiebenchmark.nl)). The Transparency Benchmark is an initiative of the Ministry of Economic Affairs, Agriculture and Innovation. It monitors the degree of transparency in Corporate Responsibility reports and ranks them accordingly. The benchmark is based on the guidelines produced by DASB and on the Global Reporting Initiative (GRI). The number of companies included in the ranking rose from 175 to 500 during the year.



# Our Corporate Responsibility agenda in 2010/2011

## Entrepreneurship

We represent the Prince of Wales Accounting for Sustainability project, which in association with the GRI has established the International Integrated Reporting Committee. We also assisted in the development of assurance standards for the rules of the International Federation of Accountants (IFAC) on reporting greenhouse gas emissions.

### Research and education

We continue to take an active part in research and education with a view to developing and disseminating knowledge about sustainability. We encourage our staff to affiliate themselves with a university or higher education college and are therefore closely involved in a number of graduate and postgraduate programs such as those offered by Erasmus University Rotterdam and the University of Groningen. We believe that it is crucial for students to combine academic knowledge with practical experience.

Nancy Kamp-Roelands developed a postgraduate program for the Erasmus University in the past which focuses on CR management and auditing. Following four years as program director at Erasmus, Nancy has been appointed visiting professor at Strathclyde University, Scotland. Dick de Waard (Assurance Leader BeNe for Climate Change and Sustainability Services) is professor of Auditing at the University of Groningen. In his inaugural speech Dick strongly canvassed for authentic reporting on sustainability. He asserted the important role of the accountant as an annual report on sustainability offers a powerful vehicle to interact with

stakeholders about issues that really matter to the business (*Als de vos de passie preekt*, January 2011). Clearly, both devote much attention to the integration of non-financial CR information in both reporting procedures and the assurance itself. Overall, more than a dozen Ernst & Young partners hold chairs at universities in/outside the Netherlands.

Research is only one way in which we try to raise awareness of the opportunities offered by sustainability among our clients. During the year, we published a number of articles in national and international magazines and newspapers drawing attention to the growing momentum for Corporate Responsibility management and auditing at the national and international business. Two studies are worth mentioning as they illustrate that we can benefit from taking note of a number of pioneers around us. These studies are based on in-depth interviews with well-known CEOs and CFOs, who are facing the challenges in their own particular way, suitable for the enterprises they run. These interviews offer encouragement, inspiration and lessons learned (*Ketens van Duurzaamheid*, October 2010). The financial sector from a non-financial perspective: "The Path forward", focused on the quality of sustainability reporting by the top 20 companies in the European financial sector. In the context of integrating CR into our business operations, Ernst & Young Global conducted several studies. We presented on the latest developments in integrated reporting at the World Congress of Accountants "The journey to integrated reporting" (November 2010).

# Our Corporate Responsibility agenda in 2010/2011

## Entrepreneurship

Ernst & Young plays an active part in the CleanTech Business Club, encouraging entrepreneurs to achieve sound growth by means of the Exceptional Growth program and the Entrepreneur Of The Year competition. We also make the knowledge developed by the Global E&Y Renewable Energy Centre available to the club members, with active support from the local Renewable Energy team. During the year, our Transactions Advisory Services (TAS) practice organized the first Sustainable Entrepreneur Contest for start-ups.

### **Entrepreneur Of The Year program**

One means by which we encourage entrepreneurship is the Entrepreneur Of The Year program. In the Netherlands, the title Entrepreneur Of The Year is now recognized as a prestigious business award, recognizing entrepreneurs who manage to get the best out of themselves and their business setting - something that we ourselves strive to do. There are three categories: Emerging Entrepreneur Of The Year, Accelerating Entrepreneur Of The Year and Master Entrepreneur Of The Year. The winner in each category is selected by means of a number of elimination rounds, a visit to the company concerned and extensive deliberations by an expert panel of judges. In this year's competition, CR became one of the criteria on which entrants are judged.

The winner of the Master category goes on to compete for the title World Entrepreneur Of The Year, awarded annually to the very best of the winners of over fifty national contests. The presentation ceremony is held in Monaco. We have been organizing the competition in the Netherlands for the past 15 years. It has given rise to a very extensive international network of entrepreneurs - the Ernst & Young Entrepreneur Of The Year Society - of which all finalists automatically become a member.

# Our Corporate Responsibility agenda in 2010/2011

## Employees

In a knowledge organization such as ours, quality is determined by our people, their professionalism, personality, competences, values and integrity. We attach great importance to being an employer of choice, which we believe is essential if our people are to perform to their full potential. Our people are also essential in terms of the organization's ability to attract and retain people of the appropriate caliber. Our People policy has four priorities:

- ▶ Learning & Development (professional and personal development)
- ▶ Diversity & Inclusiveness
- ▶ Vitality
- ▶ Employee engagement

### Changes within the organization

Over the past three years, our people have seen a number of internal changes which made significant demands on their flexibility. In 2008, Ernst & Young transitioned into becoming a highly integrated global organization, adopting an ambitious strategy to achieve market leadership by 2013. The strategy calls for even more attention to quality and operational excellence. During the transition period, the organization also had to contend with the effects of the global economic crisis. We took drastic measures to reduce operational expenditure, including a freeze on wage costs.

An efficiency program was introduced which involved restructuring processes such as secretarial support and financial administration. This inevitably increased the staff workload.

At the same time, we continued to pursue further quality improvement. We became more alert to the individual performance of employees and we examined the extent to which certain positions met the organizational requirements. We approached all change processes with due care, devoting a lot of attention to the social aspects, i.e. the implications for staff. Every effort was made to find alternative employment for those whose job ceased to exist. It must be remembered that the measures not only affected the staff who left us, but also those who remained. In these circumstances, it is of paramount importance that working conditions and opportunities for professional and personal development are maintained at a very high level.

At the end of fiscal year 2010/2011, the staff level was 3,642 (headcount) excluding partners. We welcomed 655 new employees and said goodbye to 728 employees. This outflow was a logical result of the usual annual turnover in combination with an efficiency program aimed at reducing the number of support staff through globalization by adopting alternative working methods. In parallel, we saw the off-shoring of some client service activities.



# Our Corporate Responsibility agenda in 2010/2011

## Employees

Although we have been pursuing this avenue on a limited scale, it is clear that it is more efficient to have some of the more routine work (for example some of our compliance work) carried out by the Global Talent Hub in India. The off-shoring process anticipates the likely shortages in the labor market in Europe.

### **Learning & Development**

During the year, the organization's expenditure on Learning & Development increased to €9.3 million. Relative to staff numbers, this increase per capita was due in part to the greater focus on quality as well as the desire to promote professionalism and to create a more critical mindset among professionals.

Ernst & Young introduced EYU for its people a few years ago; a holistic approach that connects learning, experiences and coaching to facilitate our people to take ownership of their own potential, whether social, emotional or professional, and of their own personal wellbeing. The approach encourages people to improve their performance and optimize their career opportunities. It seeks to develop knowledge, skills and competences by offering learning opportunities and connecting them to on-the-job-experiences and it stimulates a coaching mindset that applies to every employee's daily interaction with clients, colleagues and superiors.

The global nature of our organization benefits both clients and staff.

We encourage employees to gain experience across Service Lines, sectors and geographical locations at home and abroad. Our focus on international mobility offers staff yet another opportunity to develop their talents. During the year, 92 employees took up a posting abroad, within the EY organization while 42 people from other countries spent time working in the Netherlands. We are currently examining the possibility of linking postings to pro bono projects in countries such as India.

Many of our training programs are international by nature. During the year, a number of milestone events were organized for staff who were recently promoted to a certain level within the organization, such as senior employee, manager or senior manager. The milestone events are of several days' duration and are attended by hundreds of staff from all over the world, including many from the Netherlands. The events are perceived as being extremely inspiring and motivational experiences, greatly contributing to the sense of unity and the international character of our organization. CR has become an important criterion in our choice of venues for EMEIA milestone events and we have started to include CR in some of the EMEIA milestone events' curriculums as we are keen to grow awareness across the area.



# Our Corporate Responsibility agenda in 2010/2011

## Employees

### Diversity & Inclusiveness

We would like our people to reflect the diversity of talent available in society at large. Our clients rightfully expect this of us. In recent years, we have been successful in increasing the number of women in senior positions. In 2005, only 3% of our partners were female. In fiscal year 2010/2011, this figure has increased to 9.6%. To ensure retention of female managers, senior managers and directors, we offer individual support in their personal and professional development through our Career Watch program, in which experienced partners are involved as mentors and coaches. During the year, Women's Leadership Programs took place at national and EMEIA level and a substantial number of women from the Netherlands participated. To reduce turnover of staff, we have taken measures to facilitate a good work-life balance. We have set firm targets to increase the number of women in senior positions by the end of fiscal year 2012/2013: 12.5% of partners, 20% of directors and 30% of senior managers.

At the close of the fiscal year, the Leadership Team of the sub area Belgium and the Netherlands welcomed its second female partner (nine partners in total). Diversity is not just a matter of gender balance. It also relates to ethnic background and that is why we started creating awareness of interpersonal relationships and possible prejudices by offering awareness workshops and also the Career Watch program. The outcome of these awareness workshops will offer a foundation to create a more balanced workforce from a true Diversity & Inclusiveness perspective. In total, 62 employees took part in the Career Watch program.

### Vitality: Fit4theJob

We have high expectations of our people and offer them every opportunity to develop their full potential. Accordingly, we invest in a number of programs to promote a safe, healthy and comfortable working environment. During the year, we invested €427,000 in health and wellbeing programs. Our main vitality program is called: "Fit4theJob", which has enjoyed a massive surge in participation since it was first launched in 2009. More than 700 employees have taken part in one or more components of the program. It is our ambition that all employees will eventually participate. Fit4theJob is an all-embracing concept to stimulate vitality and wellbeing: it comprises a health and lifestyle questionnaire, a health check, training sessions at various levels and workshops on topics such as sleep, diet, relaxation, exercise and coping with stress.

Fit4theJob focuses on personal vitality and wellbeing. Participants have access to online support via intranet and can seek support from a health expert. Staff can also take part in the various sports programs organized by the regional offices. Within the framework of EYU, Fit4theJob will be complemented by Fit2Lead in fiscal year 2011/2012 in which participants can develop their coaching skills. Fit4theJob is an extension of the Top Performer Program for our partners.

Top Performer has been running since mid-2008 and 42% of our partners have taken part since. Both programs encourage participants to examine their lifestyles and devote attention to those aspects which influence health,

# Our Corporate Responsibility agenda in 2010/2011

## Employees

resilience and energy management. Under the guidance of top-class athletes, our people achieve a better balance within six months. An improvement is noted in every aspect of vitality: 85% feel fitter, 51% report improved concentration at work, 75% have more stamina and 63% experience a better work-life balance.

During the year, a new group of 12 senior managers from various Dutch companies were invited to take part in the program as guests. The initiative was warmly received and a further group has now joined the Top Performer Program.

Flexible working arrangements are an essential component of our efforts to ensure sustainable employability. We believe that greater autonomy in this respect increases job satisfaction and motivates staff. Greater flexibility provides a better work-life balance, reduces stress, increases productivity and reduces our environmental impact.

We therefore offer our people flexible options, including part-time hours or working from home and have noted an increase in take-up. However, flexibility has yet to permeate the entire organization since it represents such a radical departure from the established corporate culture. Staff also enjoy opportunities for study and under certain conditions may take an unpaid sabbatical. The vitality program and other efforts to optimize working conditions kept absenteeism around 3.1% in fiscal year 2010/2011 well in line with the previous year (2.9% in fiscal year 2009/2010).

### **Employee Engagement**

We attach great importance to a constructive dialog with our employees and have a robust staff consultation structure. The *Ondernemingsraad* (Works Council; OR) comprises 19 directly elected members who meet approximately eight times a year. Guests may be invited to the meetings if their input is appropriate to the agenda. The People Leader in the Leadership Team maintains ongoing contact with the Works Council on behalf of the Leadership Team. Topics discussed during the year included the recession and its impact on Ernst & Young, CR and the terms and conditions of employment (including the CO<sub>2</sub> bonus/penalty scheme for lease cars).

All staff have an annual performance appraisal and once again dialog is central. Staff have the opportunity to provide their own input; they may seek feedback from colleagues (peer review) and subordinates.

The line manager takes this input into account in the final assessment, following discussion during a roundtable meeting attended by several people who are at least one rank above those being assessed. This process ensures that performance appraisal at Ernst & Young is not one-way traffic but is fair and objective.

Every other year, we conduct the Global People Survey (GPS) which examines staff satisfaction. Based on the GPS results for 2011, the Corporate Responsibility Index shows a favorable score of 54%, an increase of 5% on 2009.

# Our Corporate Responsibility agenda in 2010/2011

## Employees

Regarding the GPS's three CR-related index questions, there was a substantial (13%) improvement on the question, "EY has done a good job communicating its involvement in programs that support: Environment (i.e., our commitment to minimizing EY's negative impact on the environment)". In other words, the higher score on the CR Index shows that our awareness communication was effective.

The Global Code of Conduct sets out the standards and values of our organization. It provides a framework of ethical and behavioral guidelines which address aspects such as working with one another, working with clients and third parties, acting with professional integrity, maintaining our objectivity and independence and respecting intellectual capital. The Global Code of Conduct informs all our decisions and is in the public domain: it is published on the website.

We also have EY/Ethics, a global ethics hotline ("whistle blower"), to provide Ernst & Young's people, clients and others outside the organization with a means to confidentially report activity that may involve unethical or improper behavior, that may be in violation of professional standards or that may otherwise be inconsistent with the Global Code of Conduct.

# Our Corporate Responsibility agenda in 2010/2011

## Environment

To formulate a policy on our carbon footprint effectively, we started by taking a baseline measurement in fiscal year 2008/2009 to obtain clarity about the environmental impact of our operational activities. We concluded it made sense to focus on adjusting our policy primarily around greening our offices, procurement and mobility. Not surprisingly, the carbon footprint measurement of our activities showed that we have relatively little environmental impact compared to companies in other sectors. Like other organizations in the business services sector, our ecological footprint is almost entirely due to vehicle use and the energy consumption of our offices. We reduced our impact in both areas during the year. Furthermore, we devoted considerable attention to increasing awareness of environmental responsibility, to greening our purchasing policies and the sustainable use of facilities. We will further define and refine our environmental objectives during the coming year. In total we have reduced our CO<sub>2</sub> impact (compared to baseline 2008/2009) by 18.4%. We are therefore well on course to achieve our target of a 25% reduction by fiscal year 2012/2013.

### CO<sub>2</sub> footprint largely due to vehicle use

In fiscal year 2008/2009, our total CO<sub>2</sub> emission was 27,975 tonnes (tCO<sub>2</sub>). Of this, vehicle use accounted for almost 62%. The policies around company (lease) vehicles were adjusted during the fiscal year and employees are now eligible to drive vehicles with an energy label D or better. A bonus/penalty policy was also introduced, with financial incentives for employees to opt for a vehicle with low carbon emissions.

Further initiatives will be applied from January 1, 2012.

We also intend to examine the possibility of using electric vehicles, including scooters. Staff will be encouraged to use public transport wherever possible. For several years, those who drive a company car have been eligible for a free Business Card for train travel. Take-up has been low to date. We therefore intend to promote the use of public transport more forcefully next year.

We want to develop further initiatives to make staff more aware of their individual car usage. Starting in fiscal year 2011/2012, every employee with a lease car will receive an annual statement of the number of kilometres driven and their CO<sub>2</sub> emissions. The measures taken to date have reduced the carbon footprint of vehicle use in our lease fleet by 7% to 16,189 tCO<sub>2</sub> compared with baseline fiscal year 2008/2009.

During the year, the number of flights increased by 24% compared with the baseline (13,518 compared with 10,859 in fiscal year 2008/2009). While this is in line with Ernst & Young's globalization, it is not in line with our desire to reduce our carbon footprint. We shall take further initiatives to reduce the number of flights. For example we encourage greater use of video-conferencing and other IT facilities.





# Our Corporate Responsibility agenda in 2010/2011

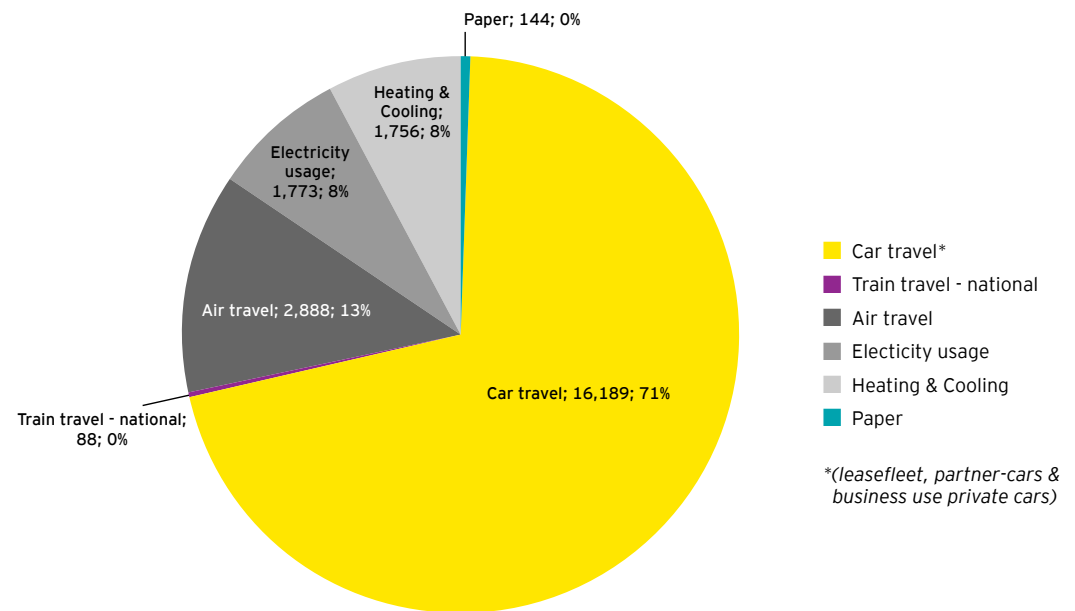
## Environment

### Greening our offices

At the time of the baseline measurement, energy consumption at our offices produced 8,306 tCO<sub>2</sub> of our total carbon emissions. By fiscal year 2010/2011, this figure has been reduced to 3,529 tCO<sub>2</sub> partly due to our transition to green energy. Almost all our office buildings have now been rated and certified, enabling us to examine further means to reduce energy consumption. Our transition to green energy has made remarkable progress. Almost all offices now use only green energy.

One notable pilot project involved the greening of our office in The Hague (470 employees). Various measures were taken to improve sustainability and the energy rating has risen from G to C. Improvements include an underground heat exchange system, roof insulation and lighting which automatically adjusts itself according to the level of daylight and is controlled by presence detectors. These measures are likely to lead to a reduction of CO<sub>2</sub> emissions by 35%. This is one of the first listed buildings in the Netherlands to have been adapted in this way. There are further benefits in that the offices are now more comfortable to work in, which is likely to increase productivity and staff satisfaction. Given the success of this pilot project, similar measures will be taken at our other office locations.

Breakdown of CO<sub>2</sub>-emission FY10/11



# Our Corporate Responsibility agenda in 2010/2011

## Environment

### **Facility management**

Paper consumption was reduced during fiscal year 2010/2011 from 292,600 kg to 261,400 kg. This was partly due to the introduction of a more efficient printing system. In addition, we now use only FSC-certified paper.

A more efficient waste separation process will be implemented during the next fiscal year. Our aim is to ensure that waste is recycled to the greatest extent possible. We started a pilot in fiscal year 2010/2011 and our ambition is to reduce our waste production in the years ahead.

We have integrated sustainability criteria into our purchasing and procurement policy, with particular regard to environmental and working conditions throughout the supply chain. The criteria are binding conditions.

An example of sustainable procurement is that the vast majority of offices now use only UTZ-certified coffee. The UTZ label is a guarantee of sustainable production and fair trade practices throughout the chain. We also wish to increase the number of organic products available (and hence purchased) in our staff restaurants. A trial project has been launched in Rotterdam and The Hague offices.

# Our Corporate Responsibility agenda in 2010/2011

## Community Engagement

Community Engagement revolves around our willingness to share our knowledge and professional skills but also includes sponsoring. We encourage all staff to devote their time and talents to projects undertaken by organizations with clear social aims. Taking part in such projects broadens horizons and offers excellent opportunities for personal development.

### **Stichting Ernst & Young Foundation**

The most important milestone in terms of Community Engagement was undoubtedly the creation of the Stichting Ernst & Young Foundation. In the past, individual employees and partners took their own initiatives to make our knowledge and skills available for the greater good. The activities are now coordinated by the Stichting Ernst & Young Foundation, which was established in 2010 for this very purpose. Many diverse and very successful projects have allowed others to benefit from our expertise in accounting, tax, financial and general business advice. The new foundation addresses the need to streamline and coordinate these activities. It is to be managed by a Board chaired by Pieter Jongstra, Managing Partner of our organization in the Netherlands and Belgium. We encourage our staff to participate actively in Stichting Ernst & Young Foundation.

One of the foundation's initial activities was to formulate selection criteria for the organizations we wish to help. We have formed three long-term alliances with focus partners to allow our staff to take part in voluntary work, pro bono projects and Thought Leadership projects.

We focus on non-profit organizations which are active in the fields of sustainable enterprise, environmental protection or education.

It is no coincidence that these are the areas we prioritize in our sustainability policy. Ernst & Young wishes to encourage sustainable enterprise, to invest in the development of young talent and to reduce our own environmental impact. During the year, we entered into a cooperation with Urgenda, an organization which promotes innovation and sustainability in the Netherlands. Urgenda is the driving force behind Sustainability Day (November 11), in which a number of our offices took part in 2010. Our Financial Services (FS) sub area ran a pro bono consultancy session for Natuurmonumenten, a leading national nature conservation organization, while Transaction Advisory Services organized a Green Entrepreneur Contest, in which the business plans of start-up companies were assessed in terms of their sustainability. Our association with Urgenda is now taking further shape. Urgenda has several ongoing projects to which Ernst & Young will contribute its expertise.

Our second focus partner is the Business in Development Network (BID Network), for whom we are acting as a coaching partner for the Business Without Borders competition and the Women in Business competition. This competition is open to Dutch entrepreneurs who wish to set up a small or medium-sized enterprise in a developing country. Our specialists help them produce an effective business plan.

# Our Corporate Responsibility agenda in 2010/2011

## Community Engagement

The third focus partner is the Network For Teaching Entrepreneurship (NFTE), an internationally renowned organization which is supported by Ernst & Young worldwide. NFTE aims to familiarize young people with the principles of sustainable business. NFTE Nederland is a strategic partner in the OPEDUCA project, which works to enhance the development opportunities of young people everywhere in the interests of a truly sustainable world and global society.

### **Sports sponsorship: a long tradition**

Our organization and sports form an excellent pairing. We wish to make the difference for our clients and to get the very best out of ourselves. In other words, we want to be a winner! Just as in the world of sports, our service offering is all about achieving potential and making a real difference. That is not only true at an individual level, but also applies to teams and large organizations. We wish to enhance the climate for sports in the Netherlands in a sustainable manner. This will entail more than sponsorship alone. We intend to raise Dutch sports to a higher level. Our ambitions arise from our passion for sports. In practical terms, we translate that passion into a number of sponsorship activities, devoting particular attention to sports for the disabled.

We are constantly seeking ways to share our knowledge and skills with others. Sports associations are welcome to contact our sports desk (staffed in association with Holland Van Gijzen) with any fiscal, legal or administrative questions they may have.

For many years we have supported the Jeugdsportfonds (Youth Sport Fund) through direct sponsorship, tax and financial advice and the audit of its annual financial statements. The Fund pays sports club subscriptions and buys equipment for children whose families would otherwise be unable to afford the costs involved.

Since 1997, we have been one of the six Partners in Sport to NOC\*NSF (Netherlands Olympic Committee and National Sports Federation). One of the themes of our sponsorship is coaching, whereby we see a clear link with our own activities. To achieve your full potential, you need a coach. That applies equally to sportsmen, to our own young employees who are coached by a more experienced colleague and to our clients who often see us in the role of business coach. During the year, we built further on this theme and now actively support NOC\*NSF in training top sports coaches by bringing them into contact with senior figures from the business world in a sort of buddy system.

Since the start of our own coaching campaign in 2008, we have also been a partner to NLCoach. This organization represents the interests of all coaches in the Netherlands and works closely alongside NOC\*NSF.

The summer of 2009 saw the launch of the NLCoach Talent Award scheme, which offers talented coaches aged between 20 and 35 the opportunity to gain international experience.

# Our Corporate Responsibility agenda in 2010/2011

## Community Engagement

A second theme of our sponsorship program is the Netherlands' desire to host the 2028 Olympics. We have lent our name to the Olympic Plan 2028, which sets out eight key ambitions intended to strengthen the country's vitality in terms of the economy, infrastructure, social cohesion and public health. We are represented on the *Olympisch Vuur* (Olympic Flame) advisory committee and in 2009 we formed the *Olympische Kring* (Olympic Ring), an elite group of experienced business managers who, based on their individual areas of expertise, will examine how the private sector can assist in the development and implementation of the Olympic Plan 2028. The group will also act as an informal advisory board to NOC\*NSF and individual sports federations. In creating this group, which met on three occasions during the year, we have tried to build a bridge between the public and private sectors to help the Netherlands attain the desired Olympic level.

### **Sports for the disabled**

Sports for the disabled plays an important part in our sponsorship policy. Since 2009, Ernst & Young has increased its agreed sponsorship of the Fonds Gehandicaptensport (Sport for the Disabled Fund) by 1% under the fair share system. Our contribution is earmarked for activities designed to enhance the quality of coaches, whether professionals or volunteers.

Esther Vergeer has been the world number one wheelchair tennis player for more than ten years, winning 37 Grand Slams, 21 year-end championships and five Paralympics titles. We have sponsored Esther ever since she launched her sporting career in 1999. We also support Special Olympics Nederland, the organization which ensures that trained coaches and helpers are available at all national and international sports competitions for people with learning difficulties.

# Ambitions and objectives

CR Aspect	Ambition	KPI	KPI description	Objective
<b>Entrepreneurship</b>	Support clients in their journey to sustainable entrepreneurship by ensuring that CR is reflected in our core business services and product solutions portfolio	1	Clients of EY Nederland to whom any CR service has been sold during the fiscal year compared to the total number of clients	10% in FY11/12 50% in FY15/16
	Create Thought Leadership	2	EY seminars (CR and non-CR)  External publications (CR)	25% of seminars and publications are CR related in FY12/13; 60% of seminars and publications are CR related in FY15/16
<b>Employees</b>	Work environment: promoting personal vitality	3	Employees and partners participating in Fit4theJob/Top Performer program	Employees: 26% in FY11/12 35% in FY12/13 Partners: 80% FY12/13
	Work environment: enabling Diversity & Inclusiveness	4	Female senior managers, female directors and female partners  High potentials with an ethnic minority background to join Career Watch program	30% senior managers, 20% directors and 12.5% partners in FY12/13  5 high potentials with ethnic minority background in FY12/13
	Work environment: stimulating flexible working arrangements	5	Staff working from home for 10% of their regular working week	10% of employees working 10% of their regular working week from home in FY13/14
<b>Environment</b>	Monitor and reduce our carbon footprint with focus on green mobility and greening our offices	6	Absolute CO <sub>2</sub> emissions	Reduction of 25% in FY12/13 compared to FY08/09
	Embed environmental sustainability in our central procurement	7	Suppliers which have signed our Supplier Code of Conduct	90% in FY13/14
<b>Community Engagement</b>	Contribute to community engagement initiatives through volunteering, pro bono work and donations	8	Hours spent on focus Community Engagement Organisations	9,000 hours in FY12/13

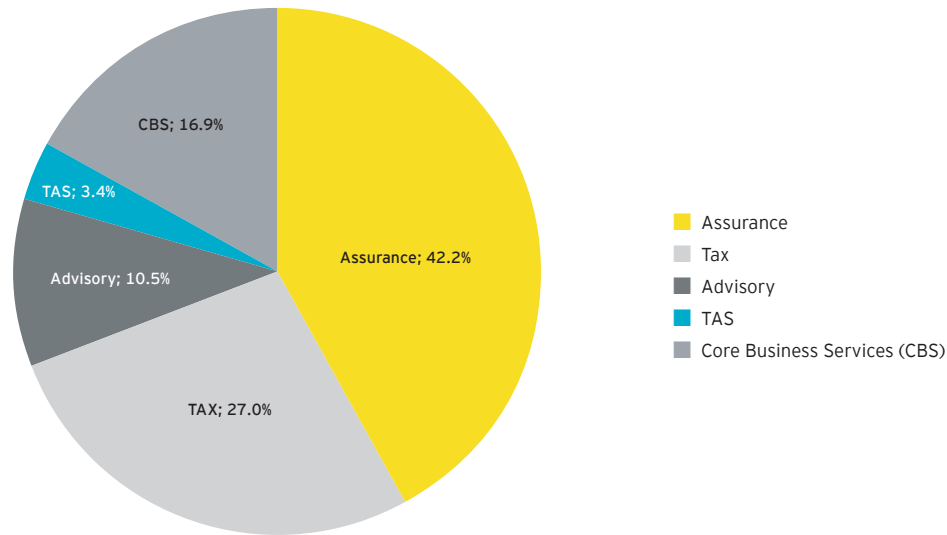


# Key figures

Key figures Employees (including partners)	unit	FY10/11	FY09/10
Average	FTE	3,739	3,860
Part-time/full-time	%	25.6/74.4	26.5/73.5
Average years of service	years	8.3	8.0
Male employees	years	8.6	8.3
Female employees	years	8.0	7.5
Absenteeism	%	3.1	2.9
Number of training hours	hours	146,603	142,755
Female partners	%	9.6	9.0
Female directors	%	9.8	10.3
Female senior managers	%	20.1	19.2
Female managers	%	35.0	34.3
Fit4theJob employees	%	24.4	NA
Fit4theJob partners	%	42	NA
Average age	years	34.9	34.6

# Key figures

## Staff by Service Line



## Staff by gender and age

< 21 year		21 - 30		31 - 40		41 - 50		51 and older	
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0.5%	0.8%	16.2%	26.1%	13.0%	16.2%	7.6%	9.6%	3.9%	6.1%

## Key figures

	unit	FY10/11	FY09/10
<b>Key Figures Environment</b>			
Travel by car*	1,000 litres	6,850	7,052
Travel by train	1,000 km	2,253	2,129
Travel by air	1,000 km	22,271	17,128
Electricity usage (incl. Airco), green and grey	1,000 kWh	13,550	13,774
Gas usage	1,000 m <sup>3</sup>	763	762
Paper usage	1,000 kg	261	293
<b>Total CO<sub>2</sub>-emissions</b>	<b>tonneCo<sub>2</sub></b>	<b>22,838</b>	<b>24,816</b>
Reduction according to baseline	%	18.4%	11.3%
CO <sub>2</sub> per FTE (incl. contractors/trainees etc.)	tonneCo <sub>2</sub> /FTE	5.9	6.1
CO <sub>2</sub> per m <sup>2</sup> office space	kgCo <sub>2</sub> /m <sup>2</sup>	208	217

\* = also includes private mileage by authorized lessees

# Assurance Report

## To: Ernst & Young Nederland LLP

### Engagement

We have performed an assurance engagement in accordance with Standard 3410 'Assurance standard relating to social reports'. Our assurance engagement aimed to obtain limited assurance that the information in the Corporate Responsibility Report (CR Report) of Ernst & Young Nederland LLP is, in all material respects, a reliable and adequate representation of the performance with respect to Corporate Responsibility during the year ended 30 June 2011. Our engagement does not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.

The procedures performed in order to obtain limited assurance aim to verify the plausibility of information and are more limited than procedures to obtain reasonable assurance. Therefore less assurance is obtained than in an engagement to obtain reasonable assurance.

### Ernst & Young Nederland LLP's responsibility for the CR Report

Ernst & Young Nederland LLP is responsible for the preparation of the report and the information therein. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation of a CR Report that is free of material misstatements, selecting and applying appropriate reporting policies that include the Global Reporting Initiative (GRI) reporting principles and using measurement methods and estimates that are reasonable in the circumstances.

The choices made by management, the scope of this report and the reporting policy, including any inherent limitations that could affect the reliability of information, are set out on page 5 of the report.

### The auditor's responsibility

Our responsibility is to express a conclusion with regard to the CR Report based on the engagement described above. We conducted our limited assurance engagement in accordance with Dutch law, the relevant Standards on Auditing and the requirements set out therein with respect to the independence of assurance team members.

We have performed all the procedures deemed necessary to obtain the evidence that is sufficient and appropriate to provide a basis for our conclusions. Our main procedures were:

- ▶ assess the acceptability of the reporting principles used in the CR Report for the year ended 30 June 2011 against the Sustainability Reporting Guidelines issued by the Global Reporting Initiative;
- ▶ assess the significant estimates and calculations made in preparing the CR Report for the year ended 30 June 2011 and inquiries regarding its consistent application;
- ▶ review the reliability of the information in the CR Report of Ernst & Young Nederland LLP by:
  - ▶ obtaining an understanding of the sector and the relevant social responsibility issues specific for the organization;

# Assurance Report

To: Ernst & Young Nederland LLP

- ▶ obtaining an understanding of the systems and methods used to collect, process and consolidate the reported information, including the related internal controls;
- ▶ perform, based on a risk analysis, further procedures related to substantiating the quantitative and descriptive information in the report, by a combination of analytical procedures and inquiries. This includes interviews with the company officers responsible and evaluating relevant internal and external sources of information. We conducted these procedures on a test basis at the group level.
- ▶ assess the sufficiency of the CR Report for the year ended 30 June 2011 of Ernst & Young Nederland LLP and its overall presentation against the criteria set out above.

## Conclusions

Based on our procedures performed to obtain a limited assurance nothing came to our attention that causes us to believe that the information in the CR Report for the year ended 30 June 2011 of Ernst & Young Nederland LLP, in all material respects, does not provide a reliable and sufficient representation of the policy, business operations and performance with respect to Corporate Responsibility during the year ended 30 June 2011, in accordance with the Sustainability Reporting Guidelines issued by the Global Reporting Initiative.

Rotterdam, 27 September 2011

BDO Audit & Assurance B.V.  
for and on behalf of,

w.s. W.A. de Jong RA

# GRI-Table

G3.1 Content Index						
Application Level		C+	Third-party-checked		Assured by	BDO
STANDARD DISCLOSURES PART I: Profile Disclosures						
1. Strategy and Analysis						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1,1	Statement from the most senior decision-maker of the organization.	Fully	This report - Letter from the managing partner - Page 6,7			
2. Organizational Profile						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2,1	Name of the organization.	Fully	This report - Corporate Responsibility profile - page 3,4,5			
2,2	Primary brands, products, and/or services.	Fully	Annual Review 2010-2011 - Profile - page 3			
2,3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Annual Review 2010-2011 - Profile - page 3 Annual Review 2010-2011 - World of Ernst & Young - page 6,7			
2,4	Location of organization's headquarters.	Fully	Credits			
2,5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	This report - Corporate Responsibility profile - page 3,4,5 Annual Review 2010-2011 - World of Ernst & Young - page 6,7			
2,6	Nature of ownership and legal form.	Fully	Annual Review 2010-2011 - Report of the Board - page 50			
2,7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Annual Review 2010-2011 - Report of the Board - page 8-44			
2,8	Scale of the reporting organization.	Fully	Annual Review 2010-2011 - Report of the Board - page 8-44			
2,9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			
2,10	Awards received in the reporting period.	Not	not reported	We would like to only report on the awards related to CR.	Does not exist	The firm itself did not receive any awards in relation to CR, however some of our employees did receive awards. This is reported in the Entrepreneurship section.
3. Report Parameters						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3,1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,2	Date of most recent previous report (if any).	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,3	Reporting cycle (annual, biennial, etc.)	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,4	Contact point for questions regarding the report or its contents.	Fully	Credits			
3,5	Process for defining report content.	Fully	This report - Corporate Responsibility profile - page 3,4,5			



# GRI-Table

3,6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	This report - Corporate Responsibility profile - page 3,4,5			
3,10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/ periods, nature of business, measurement methods).	Not	Not Applicable		Does not exist	This is the first CR-report
3,11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Not	Not Applicable		Does not exist	This is the first CR-report
3,12	Table identifying the location of the Standard Disclosures in the report.	Fully	This report - GRI-Table			
3,13	Policy and current practice with regard to seeking external assurance for the report.	Fully	This report - Corporate responsibility profile - page 3,4,5			
<b>4. Governance, Commitments, and Engagement</b>						
<b>Profile Disclosure</b>	<b>Description</b>	<b>Reported</b>	<b>Cross-reference/Direct answer</b>	<b>If applicable, indicate the part not reported</b>	<b>Reason for omission</b>	<b>Explanation</b>
4,1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Annual Review 2010-2011 - Report of the Board - page 50-52			
4,2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Annual Review 2010-2011 - Report of the Board - page 50-52			
4,3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Annual Review 2010-2011 - Report of the Board - page 50-52			
4,4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	Annual Review 2010-2011 - Report of the Board - page 50-52			
4,14	List of stakeholder groups engaged by the organization.	Fully	This report - Corporate Responsibility Profile - Page 3,4,5			
4,15	Basis for identification and selection of stakeholders with whom to engage.	Fully	This report - Corporate Responsibility Profile - Page 3,4,5			

# GRI-Table

## STANDARD DISCLOSURES PART III: Performance Indicators

### Economic

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation
<b>Economic performance</b>						
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Annual Review 2010-2011 - Key figures - page 5			

### Indirect economic impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			
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### Environmental

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation
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### Energy

EN3	Direct energy consumption by primary energy source.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			
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### Emissions, effluents and waste

EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	This report - Key figures - page 27-29			
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### Social: Labor Practices and Decent Work

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation
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### Employment

LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	This report - Key figures - page 27-29			
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25 This report - Key figures - page 27-29			

### Occupational health and safety

LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Partially	This report - Key figures - page 27-29	We do not report on the rates of injury	Not material	With regard to our sector, the rate of injury is not material
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			

# GRI-Table

Training and education						
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	This report - Key figures - page 27-29			
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			
Diversity and equal opportunity						
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	This report - Key figures - page 27-29			
Social: Society						
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation
Local communities						
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	This report - Our Corporate Responsibility agenda in 2010/2011 - page 8-25			

# Appendix

## Publications CR published in FY10/11:

- 1 Inaugural lecture of Dick de Waard as professor at Groningen University, entitled When the fox preaches, January 2011 \*
- 2 Inaugural lecture of Jan Peter Balkenende as professor at Erasmus University Rotterdam, entitled On governance and Corporate Responsibility, March 2011 \*
- 3 Paper by Nancy Kamp-Roelands at the World Congress of Accountants, entitled The connected reporting framework, March 2011
- 4 The financial sector from a non-financial perspective: the path forward, study of non-financial reporting in the financial sector, March 2011
- 5 Chains of sustainability: from external pressure to internal drive, Freek van Eijk, Nancy Kamp-Roelands, Roel Smit, Dick de Waard \*
- 6 CSR is also financially responsible, Nancy Kamp-Roelands and Theo Quaijtaal, February 2011 \*
- 7 What's in your sustainability report?, article in Brewers Guardian by Nancy Kamp-Roelands, Doug Johnston and Eric Dierickx of Ernst & Young, September/October 2010
- 8 Participation by Nancy Kamp-Roelands in a TV program entitled The sustainable route, 12 September 2010 \* <http://www.boeddhistischeomroep.nl/uitzending.aspx?lntYear=2010&lntType=0&lntEntityId=1305>
- 9 Interview with Nancy Kamp-Roelands in Accountant magazine, entitled Milestone in sustainability, April 2011 \* [http://www.accountant.nl/readfile.aspx?ContentID=67101&ObjectID=912066&Type=1&File=0000035457\\_Duurzaamheid.pdf](http://www.accountant.nl/readfile.aspx?ContentID=67101&ObjectID=912066&Type=1&File=0000035457_Duurzaamheid.pdf)
- 10 Interview with Nancy Kamp-Roelands in Het Financieel Dagblad, entitled Environmental reports must stand the test, 15 February 2011 \*

\* *Dutch-language*

*About Ernst & Young*

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 152,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

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