



# Our vision, values and impact

UN Global Compact 2014



**EY**

Building a better  
working world

# Table of contents

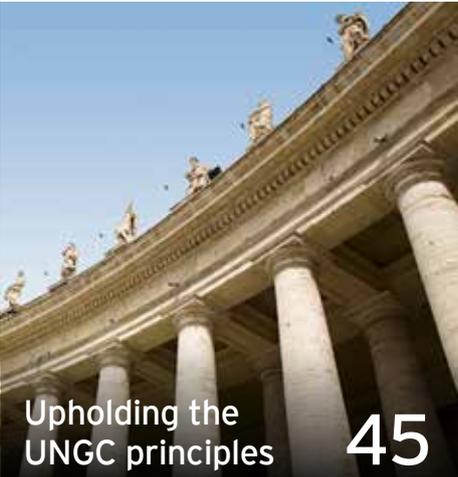
About EY **1**  
 Introduction **3**



High-performing teams **6**  
 Diversity and inclusiveness **7**  
 Learning and development **10**  
 Developing leaders **11**  
 Addressing the challenge of youth  
 unemployment **14**  
 Our workplace **16**  
 Listening and communicating **17**  
 Awards **18**  
 Policies and frameworks that set  
 a strong foundation **19**

Exceptional client service **22**  
 Strengthening our profession **23**  
 Internal rigor and anti-corruption  
 policies **25**  
 Supporting entrepreneurs **29**  
 Increasing opportunities for women in  
 business **34**

Supporting clients **42**  
 Active involvement **42**  
 Our carbon footprint **42**  
 Changing behavior **43**



Human rights **46**  
 Labor **46**  
 Environment **47**  
 Anti-corruption **47**  
 UN Women's Empowerment Principles **48**



# About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, 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. For more information about our organization, please visit [ey.com](http://ey.com).

Our combined global revenues for the financial year ending 30 June 2014 were US\$27.4 billion. With a total headcount of 190,000 people, EY operates in more than 150 countries around the world. Read our Global Review, which can be found at [www.ey.com/globalreview](http://www.ey.com/globalreview), to learn more about our financial performance and for further information about EY.

You can read more about our commitments in our Global Review ([www.ey.com/globalreview](http://www.ey.com/globalreview)), Global Transparency Report ([www.ey.com/transparencyreport](http://www.ey.com/transparencyreport)) and EY Global Code of Conduct ([www.ey.com/codeconduct](http://www.ey.com/codeconduct)).

# UN Global Compact

This Communication on Progress provides brief highlights of actions that EY is taking on a global basis to address United Nations Global Compact (UNGC) principles on human rights, labor, the environment and anti-corruption. The 10 principles are listed below, and throughout the report you will see how EY upholds them. Read pages 45-48 for an overview of each UN principle and the correlating EY activity.

	Principles
Human rights	1 Businesses should support and respect the protection of internationally proclaimed human rights
	2 Make sure that they are not complicit in human rights abuses
Labor	3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
	4 The elimination of all forms of forced and compulsory labor
	5 The effective abolition of child labor
	6 The elimination of discrimination in respect of employment and occupation
Environment	7 Businesses should support a precautionary approach to environmental challenges
	8 Undertake initiatives to promote greater environmental responsibility
	9 Encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	10 Businesses should work against corruption in all its forms, including extortion and bribery

[www.unglobalcompact.org](http://www.unglobalcompact.org)

# Introduction



**Mark A. Weinberger**  
Global Chairman and  
CEO, EY

As part of our journey toward Vision 2020, our strategic plan, we have been taking a close look at how the world is changing and how EY can play its part in building a better working world. We understand that globalization; evolving relationships among economies, institutions and nations; and accelerating technological innovation have created an interconnectedness and interdependency among business, people and communities. And we recognize that, as a result, collaboration will be fundamental to our success.

As a proud member of the United Nations Global Compact (UNGC), we believe the 10 principles outlined by the UNGC align closely with our own purpose and values. We share a desire to build a sustainable and inclusive global economy that delivers lasting benefits to people, communities and markets.

This will happen by delivering on our commitments and by fostering sustainable growth in ways that we feel can have the biggest impact. And we do that in a number of important areas. We deliver insights and quality services that contribute to our clients' success, strengthen the connection between service quality and market growth, and enhance public trust in capital markets. We create and support high-performing teams – teams that work across borders and cultures to deliver exceptional client service. And, we support our communities through entrepreneurship, and by developing a diverse and inclusive future workforce, including championing the role of women in business.

Throughout this report, you can read about how EY is building a better working world in these areas and more, and upholding the UNGC principles in the areas of human rights, labor, anti-corruption and environment.

I hope you will read it with interest.

## Building a better working world

EY is committed to doing its part in building a better working world. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.



# Supporting our people

At EY, our people are our only significant asset and success for us is dependent on the quality and commitment of our people and how they team together. That is why creating the highest-performing teams – attracting, developing and inspiring great people and promoting a culture that supports them in working together – is central to EY's strategy.

We know that bright, talented people are keen to develop personally and professionally. We work hard to engage and inspire our people, so that they can reach their goals and ensure their time at EY is valuable in terms of what they learn, the experiences they get, and the development of their own personal brand.

To define this commitment, we have developed a unique proposition for our people. We promise that whenever they join EY, however long they stay, the exceptional EY experience lasts a lifetime. To support this promise, we are committed to a valuable recruiting experience, developing future leaders, seeking out and leveraging diversity, promoting learning and development, delivering flexibility and, above all, protecting the safety and well-being of our people.

In this section, you will read about our award-winning culture, how we are developing our people and the ways in which EY is evolving to meet the changing needs of our workforce.

In this section, see how we are addressing the UNGC principles focusing on Human Rights and Labor. Visit page 46 for further detail.



“High-performing teams are powerful because they harness energy and enthusiasm toward a common goal. This requires combining the right mix of people with the right leadership in a work culture that encourages collaboration and respects differences.”

– Nancy Altobello, EY Global Vice Chair, Talent

## Creating high-performing teams

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

To support these teams, we are committed to:

- ▶ Providing our people with training that develops their skills.
- ▶ Delivering challenging client opportunities.
- ▶ Creating a diverse and inclusive workplace.
- ▶ Ensuring flexibility and choice.
- ▶ Building a robust framework to guide our people through their career development.

### The exceptional EY experience

We want the time people spend at EY to be more valuable than time spent with any other employer. And we believe the relationships people make and the experiences they have should start before they join us – and last a lifetime.

**Attracting great people and providing them with a best-in-class recruitment experience is vital if we are to be the employer of choice for future global leaders.**

We work hard to attract people who are curious and entrepreneurial, who thrive in international teams and who have a global mindset. If, and when, people choose to leave EY, we don't see this as an end to the relationship, just the next stage. Wherever they go on to work, they will be a lifelong member of the EY alumni network.

Above all, we want every interaction that people have with us to be positive so that even if they choose not to join us, or if we don't make them an offer, they will still speak positively about our brand.



Maximizing the power of difference helps us create the highest-performing teams for EY and for our clients.

## Differences matter

Globalization brings an influx of information from an increasingly diverse workforce. In this fast changing environment, every situation and context brings its own set of challenges. The ability to invite and learn from different perspectives is fundamental to driving innovation, building strong relationships and delivering the best approaches for our clients.

### Diversity and inclusiveness (D&I)

At EY, we have a specific definition of D&I.

**Diversity is about differences:** each of us is different, and at EY we value and respect individual differences. Today, we think broadly about differences – they include background, education, gender, ethnicity, nationality, generation, age, working and thinking styles, religious background, sexual orientation, ability and technical skills. There are also differences according to service line, sector and function.

**Inclusiveness is about leveraging those differences:** it is about creating an environment where all of our people feel, and are, valued, where they are able to bring their differences to work each day, and where they contribute their personal best in every encounter. This ultimately achieves better business results.

### Our journey to change

Our Area and Regional leaders take overall responsibility for D&I within EY. They are accountable for driving this through the business – through hiring, succession planning and promotion – and in leading by example.

We ensure that our leaders communicate the importance of leading inclusively to our people. Specifically, articulating how to turn the diversity of our global organization into competitive advantage and how working inclusively will help our people build vital leadership skills. To support this:

- ▶ Our Global Executive sponsored the creation of a roadmap for success. *EY's Winning through diversity and inclusiveness: a roadmap for success* has been shared with our partners around the world to support their D&I activities.
- ▶ Our leadership programs across the globe develop the skills of all our people to team and lead inclusively. These programs explore the impact of unconscious bias, develop inclusive behaviors, and inspire our current and future leaders to practice how to value and leverage differences.
- ▶ We embed core principles of inclusiveness in all our processes and across our entire organization, so that D&I is a part of everything we do.

“Successful leaders integrate different viewpoints into their decision-making. They include the whole world, not just pieces of it. We believe this approach is the only way to succeed in today’s global economy.”

– Karyn Twaronite, Global Diversity and Inclusiveness Officer



The workforce has never been more diverse and, as a global organization, we have leaders, training, tools and initiatives that reflect and support this change:

## A Global D&I leader

EY's first Global Diversity & Inclusiveness Officer was appointed in 2014, reflecting how vital D&I is to our business.

## Tailored training

- ▶ We provide Enhanced Cultural Intelligence Training for teams in EY that work across cultural borders on a day-to-day basis. This training explains the importance, and advantages, of D&I.
- ▶ We all bring social stereotypes and cultural experiences into how we make decisions, but it is possible to improve decision-making by recognizing the possible unconscious biases that might be at play. To help our people do this, we have developed an unconscious-bias toolkit and related training, which more than 14,000 employees have completed to date.

## Smart tools

We provide tools that support D&I at work. These include GlobeSmart®, which provides business-related cultural information on more than 85 countries, helping our people in their day-to-day interactions with colleagues, clients and others from other countries. The tool allows our people to:

- ▶ Use five defined dimensions of culture to learn about their preferred work styles
- ▶ Compare their profiles with other individuals, teams and average country profiles
- ▶ Get advice on how to adjust their styles to work more effectively with different cultures

## Promoting internal and external networks

EY has networks that help encourage and support different groups of employees. These include women's networks, lesbian, gay, bisexual and transgender (LGBT) networks, black networks, EY parents' networks, disability working groups, faith networks, Far East networks, South Asian networks, Latino networks and Pan-Asian networks, as well as networks that support people affected by illness, caregivers and members of military families.

## Sponsorships and collaboration

- ▶ EY sponsored the:
  - ▶ Tokyo Rainbow Pride Parade, which promotes better integration of the LGBT+ (lesbian, gay, bisexual, transgender and allies) community into society.
  - ▶ Annual lecture of the Kaleidoscope Trust on International Day Against Homophobia and Transphobia. The Kaleidoscope Trust promotes diversity and LGBT rights, internationally.
  - ▶ Inspirational Role Model category at the European Diversity Awards. These awards recognize and celebrate organizations and individuals that have shown innovation, creativity and commitment to equality, diversity and inclusion.
  - ▶ First LGBT global summit held by Out & Equal. This event brings together delegates from the world's largest businesses to discuss making workplaces safe and equitable for LGBT people and to share ideas for the future.
  - ▶ Annual Precious Awards for six years. These UK awards recognize and celebrate talented women of color who have demonstrated exceptional determination, innovation and entrepreneurial skills in business.
  - ▶ Women's Forum and the Forbes Women Summit.
  - ▶ Paralympic Games 2016, Rio.
- ▶ In the UK, we are supporting the local representative for UN Women in their mission for gender equality and the empowerment of women through education and awareness, along with lobbying governments and raising funds and support for worldwide UN Women projects.

## Diversity recruitment

EY was the first of the Big Four to assign full-time, partner-level leadership to diversity recruiting. We are committed to embedding D&I into our recruiting practices around the world. For example, in the US, we are focused on attracting women, ethnically diverse students, professional hires, LGBT people, veterans and people with disabilities. In Europe, Middle East, India and Africa (EMEIA), we focus on gender and increasing the number of females we recruit at all ranks.

Building diverse leadership teams by increasing the number of senior women leaders is a key focus for us, and we continue to make progress in terms of representation:

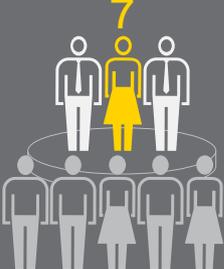
In FY14, out of the 675 people who were admitted as new partners across our global organization, 26% of them are women. This figure is up from 18% in 2008; and although we know we need to do more, we are making progress.



Our Global Advisory Council (GAC) is made up of partners from all of our geographic Areas and four directors from outside of EY. The GAC advises our Global Executive on important operational and strategic decisions. Approximately 25% of the GAC are women.



Our Senior Leadership team includes seven women.



## Enabling mobility and cross-border opportunities

Many of our people undertake international assignments or transfers in order to fill a business need and to develop their careers.

## Welcoming back our boomerangs

We are very proud that a relatively high proportion of our people are what we call “boomerangs” – people who have left EY but have

subsequently returned to us. In FY14, 7,615 people globally came back to us. It means adding to the mix of people at EY who have experiences within and outside the organization.

## Programs and networks

- ▶ Around the world we have developed programs and networks to help our high-performing women achieve their goals. For example:
  - ▶ **EMEIA Women's Leadership Program:** aimed at senior women with the potential to make it to partner-level, this program looks at the personal challenges the participants face and any self-limiting beliefs that might hold them back. The program focuses on increasing confidence and using the support of networks throughout the business. For example, by using small coaching groups, it encourages women to work through personal issues and helps them identify recurrent themes and challenges that are unique to them.
  - ▶ **Career Watch program:** senior leaders act as advocates for high-potential women and minorities of either gender. They ensure participants receive mentoring and are given challenging client assignments and opportunities to network with other senior leaders. Career Watch operates in Austria, Belgium, the Commonwealth of Independent States (CIS), Germany, India, the Mediterranean area, the Netherlands, the Nordics, Switzerland, the UK and the US.
  - ▶ **Navigator program:** despite the strong representation of women joining EY at graduate entry level, our profession still struggles to retain women at manager-level and above. To address this we developed the Navigator program, which creates opportunities for female managers to develop their networks and to debate the issues they face in advancing their careers.
  - ▶ **Internal networks:** our EY women's networks exist to share best practices, successes and ideas; create opportunities to connect with sponsors and role models; and bring a sense of community. We run these networks around the world – for example, in Australia, Africa, Belgium, Canada, China, India, Italy, Ireland, the Nordics, the Netherlands, Poland, the UK and the US – and we continue to expand.

## Tracking progress

To ensure we are tracking progress, each of our geographical areas is looking at its D&I metrics and actively looking at leadership and partner pipelines and promotion processes around the world.

In EMEIA, for example, we have introduced a gender reporting template for each of EMEIA's 12 Regions, covering a range of metrics including gender, promotions, recruitment, leavers, performance ratings and engagement scores. The data are reviewed on a regular basis with leaders so that trends can be identified and addressed.

More broadly, we measure how people feel about our work culture through our biennial Global People Survey.



## Developing and supporting our people through world-class learning

We want our people to get the most out of their time at EY, whether they are here for two years or twenty. Helping our people to learn, develop and lead is fundamental to creating value for our people and our clients. To support this, we have a unique global career development framework called EYU, which stands for “EY and You” and focuses on learning, experiences and coaching.

Our people can find all the information they need about EYU, regardless of their location or service line, through our dedicated internal EYU website.

### Monitoring and strengthening performance

EYU links to our global Performance Management and Development Process (PMDP). PMDP helps our people monitor and direct their performance and align their efforts to our strategic priorities. The most important element of PMDP is the conversations our people have with their counselors as they build their careers at EY.

To make it easier for people to adjust goals and to seek and share feedback as an ongoing activity throughout the year, we created My Development Site. This global online system features a list of the experiences that are currently available to people in a given location. With one click, individuals can select an experience that they think meets their development needs and send details to a sponsor who will help them to gain that experience.

### Training to suit individual needs

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

- ▶ **Face-to-face:** through case studies, lectures and simulations
- ▶ **On-the-job training**
- ▶ **Virtual:** through web-based, videos, webcasts

Our web-based global learning management system enables people to organize their learning. They can use it to search for content, identify where gaps in their learning might exist, and develop a “learning map” to meet future needs.

Through our World-Class Learning Program, we are working to ensure our people receive the same baseline level of high-quality learning across the globe. Our global team develops a learning curriculum that is relevant across our entire organization, as well as specific programs for each of our service lines. The program blends classroom, mobile and electronic learning.

### Coaching

In addition to technical content, our people develop through coaching. We encourage as many coaching conversations as possible throughout the year, and our global coaching curriculum enables people to develop their coaching skills as they progress within EY.

# Developing leaders

Developing leaders is fundamental to our future success and we want to be the employer of choice for future leaders. We are committed to developing our people and nurturing lifelong relationships: creating outstanding leaders who bring their vision and skills to EY and may also go on to other roles in industry, government and academia, joining our alumni network of 750,000 EY brand ambassadors.

This is why we:

## Organize milestone events

Newly promoted seniors, managers, senior managers and executive directors are invited to milestone events. These face-to-face events follow a global format and combine a mixture of learning and celebration. Members of the leadership team, right up to our Chairman and CEO, play an active role at these events. For example:

- ▶ More than 3,000 new senior managers and associate directors participated in milestone events within their Areas in 2014 last year.
- ▶ Our program for newly promoted managers and assistant directors brought together more than 6,000 participants at 2014 events.
- ▶ The Global New Partner Program (GNPP), September 2014, brought together more than 625 newly admitted partners and their guests in Istanbul, Turkey, and combined celebration and inspiration with goal setting, orientation and learning.

## Implement strong leadership programs

We deliver tailored programs to develop our leaders, including:

- ▶ **Global NextGen** – prepares future partners for their very important leadership role in a motivating and structured way. The two-year program gives potential partners the opportunity to respond to a series of real-life challenges that develop their leadership and entrepreneurial skills. Global NextGen also provides structured development for prospective partners and delivers transparency around the partner promotion process.
- ▶ **Global Exchange Program** – provides high-performing seniors and managers the opportunity to go on 18- to 24-month international assignments before returning to share their learning with colleagues.
- ▶ **New Horizons** – gives high-performing seniors the chance to undertake a three-month period of employment in another country.

## Focusing on future leaders

As part of our commitment to building a better working world, we also engage, develop and learn from young people who we believe will become future leaders – within or outside of EY.

We are helping the future workforce and future leaders develop the skills and characteristics required to enable businesses and societies to thrive through a variety of opportunities. For example, around the world we run skills workshops or leadership development training at schools and universities. At the same time, we also mentor young people who may be at risk of dropping out of education to better understand their opportunities and to see their future in a different way.



“For us, developing future leaders is not only about helping those who will join us, it’s about reaching as broad a group of high-school and university students as possible. That’s how you build a better working world.”

– Shirley Jackson, EY Global Recruitment Leader

Our programs for young people include:

**Campus activities** – with 28,316 graduates hired in FY14, we know how important it is that our future leaders understand and share our values. This is why we developed a global toolkit to help those involved in recruiting on-campus explain EY’s values to students and the opportunities and lifelong experiences available at EY.

**Cadet Program** – our Australian firm runs this challenging program, which combines full-time work with part-time university studies for students with determination and focus. By providing extensive training, coaching, detailed guidance and skills development throughout the program, we’re helping young people set themselves up for success and expanding their networks. The program is run out of our Sydney, Brisbane and Melbourne offices.

**Discover EY** – is an innovative two-day program run specifically for university students from underrepresented minorities. It provides an insight into what a career in audit or tax has to offer through interactive workshops, case studies and one-to-one networking opportunities with EY people.

**EY Degree** – is run in collaboration with Lancaster University, UK, and provides accountancy students with a bursary, paid work experience and the chance to complete some of their chartered accountancy examinations – helping them make a head start in their career.

**EY scholarships for university students** – we are helping young students through a variety of bursaries, scholarships and, in some locations, paid work experience alongside financial support. These scholarships are run locally in mainland China, India, New Zealand, Russia, Singapore, Taiwan, the UK, Ukraine and the US for talented and ambitious students.

**EY Young Tax Professional of the Year Program** – is aimed at finding the tax leaders of tomorrow. The worldwide competition gives participants the chance to make connections with tax and business leaders, to understand the key trends and challenges for the profession and to share experiences with people from a range of backgrounds.

**Global Student Experience** – our new program gives selected interns around the world an opportunity to see how EY’s exceptional client service is delivered on a global scale, while they gain valuable international experience by living and working in a different location.

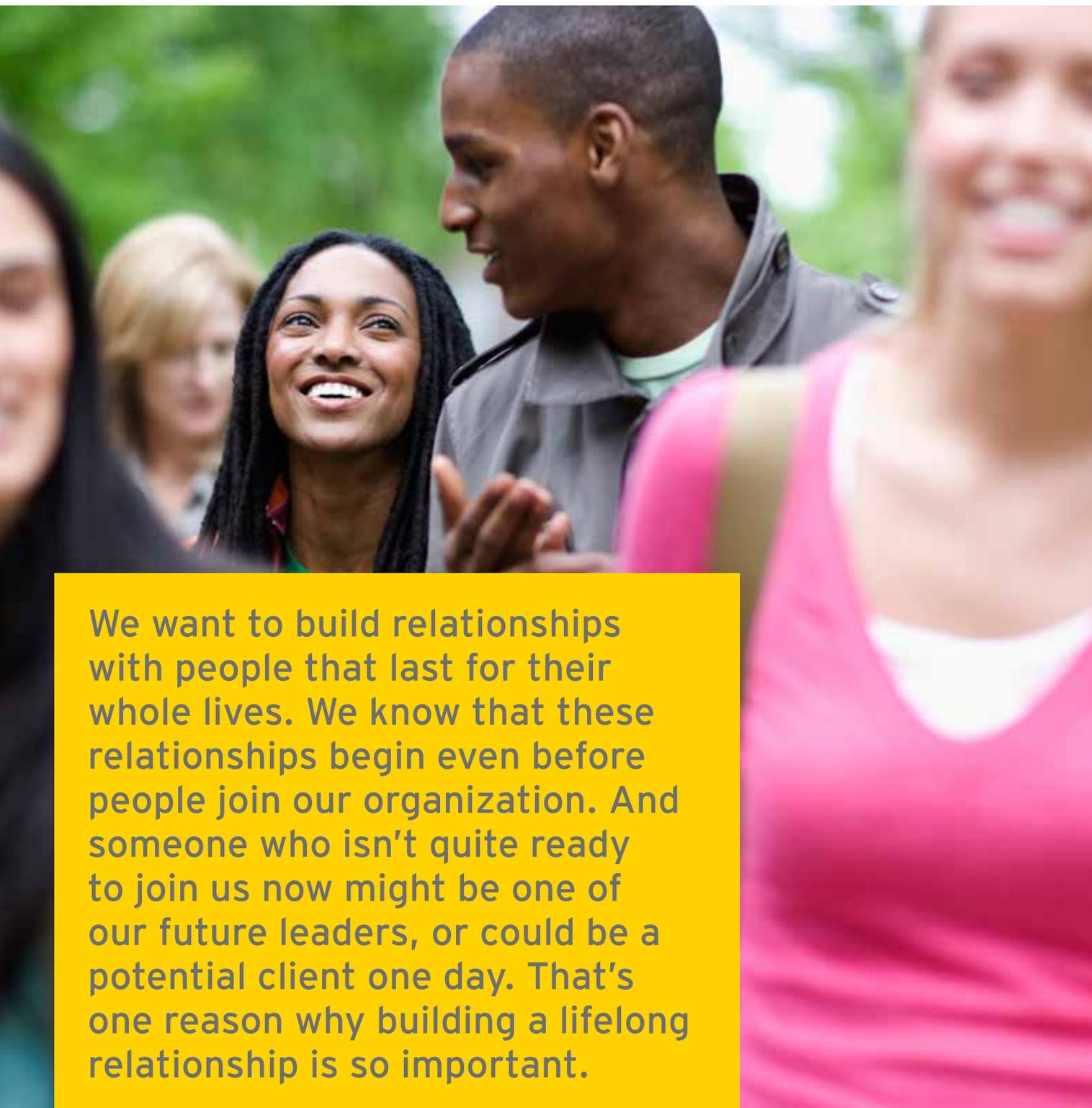
**Internship Program** – around the world we’re helping EY interns gain practical experience of working and building their credentials and networks. With 14,936 interns in FY14, we are proud of our program. And each year, we celebrate and inspire young people at the EY International Intern Leadership Conference (IILC). The four-day annual event is open to EY interns from around the world, where they have the chance to network and hear presentations from senior EY leaders, including the Global Chairman and CEO.

**Leadership Academy Program** – over the past four years, the EY UK & Ireland student recruitment team has run a successful leadership academy for high performers in their first or penultimate years at university. We work with leading management development tutors to deliver a four-day residential leadership program, designed to provide high-potential students with an understanding of their leadership potential. The program helps participants develop self-awareness and influencing skills and better understand their strengths and the different paths to leadership. The program is set to expand in 2015, helping us attract the brightest and most talented future talent.



**Pathfinder program** – EY Germany’s “Pathfinder” initiative gives young people exposure to the working world. Each year we give three young disadvantaged people the opportunity to complete a commercial apprenticeship at EY, helping young people develop through new experiences. Next year the program will expand to our six largest offices in Germany. Since Pathfinder began in 2007, 18 pathfinders have been through the program.

**Programs or scholarships for those joining EY from high school** – in Mexico, our assurance practice offers scholarships to high-potential students to support them during the last year of their high-school education as they train for full-time positions at EY. In the UK, our School Leaver Program provides the chance for young people to join the workplace after high school, where they can develop valuable technical skills and gain a professional qualification over a five-year training program.



We want to build relationships with people that last for their whole lives. We know that these relationships begin even before people join our organization. And someone who isn't quite ready to join us now might be one of our future leaders, or could be a potential client one day. That's one reason why building a lifelong relationship is so important.

## Helping young people explore options for their future

“In addition to the thousands of young people we hire, we help thousands more develop the skills needed to join the working world as employees or as young entrepreneurs.”

– **Nicky Major, EY Global Sustainability Leader**

At a time of unprecedented rates of youth unemployment, EY is using its intellectual capital to help address this intractable issue, and is committed to helping young people gain the skills necessary to become work ready. Why? Because we believe that we can make our most significant impact on society by supporting global, regional and local economic stability and growth.

Our people act as mentors, coaches and buddies around the world – helping young people stay on track, gain new skills and raise their aspirations. For example:

**Focus, Australia** – our people act as mentors on this award-winning Australian Business Community Network program, which focuses on delivering leadership skills for female students from high-needs schools. Our people are helping students understand their futures differently: helping to bridge the gap between different socio-economic, cultural or demographic groups.

**Junior Achievement (JA)** – we’re working with JA in a number of countries, directly with students. We’re proud to be supporting the world’s largest organization dedicated to educating students about workforce readiness, entrepreneurship and financial literacy through hands-on programs.

**Pathways to Education, Canada** – every year, thousands of Canadian students make the life-altering decision to drop out of high school – with more than 50% choosing to do so in some of the country’s most vulnerable neighborhoods. EY Canada is a founding sponsor of Pathways to Education, a program that helps youth in low-income Canadian communities graduate from high school and successfully transition into post-secondary education. It provides comprehensive academic, financial and social support to young people and has reduced high school dropout rates by as much as 70%.





**Smart Futures, UK** – helps disadvantaged young people at school. Developed in-house by our people, the program identifies ambitious and motivated young students from underprivileged backgrounds who have the academic ability and raw talent to make it at EY but who hadn't considered that kind of career as an option.

As part of the 10-month program, students take part in a wide range of activities designed to increase their chances of securing employment. They also gain three weeks' paid work experience at EY and are given a mentor, networking opportunities and links to our recruitment channels. The program aims to help young people see their futures differently, and our mentors are there for them every step of the way. Many apply to join EY when they complete their education.

**College Mentoring for Access and Persistence (College MAP), US** – we understand that an education can mean the difference between just getting by and succeeding in life. Yet for many students in the US, going to college seems too far out of their reach. That's why in 2009, EY US created College MAP.

Through College MAP, we help demystify, and assist in, the process of applying to and affording college, encouraging students who might not have considered applying for college to do so. In addition, we work with students to build the skills that will help them persist in completing post-secondary education. Since the program's inception, 660 EY professionals have mentored more than 1000 students. In that time, EY US has also raised US\$678,000 in scholarships for College MAP scholars. In 2014, we announced our expansion of the program as part of a Commitment to Action at the Clinton Global Initiative meeting. In the past year alone, the program has expanded from 22 cities to 26 cities in the US. We expect the program's success to continue as more EY professionals seek to help disadvantaged students prepare for a more prosperous future.

**The Edge Education Foundation's Program for After Class Enrichment (PACE), Malaysia** – our people collaborate with The Edge Education Foundation to mentor young people from economically disadvantaged backgrounds, acting as role models and teaching them basic financial literacy and entrepreneurial skills. And to promote additional engagement and awareness, we invite the PACE students and their parents to our office to help them better understand the benefits of continuing education and the opportunities and possibilities available to them.

#### Solutions through collaboration

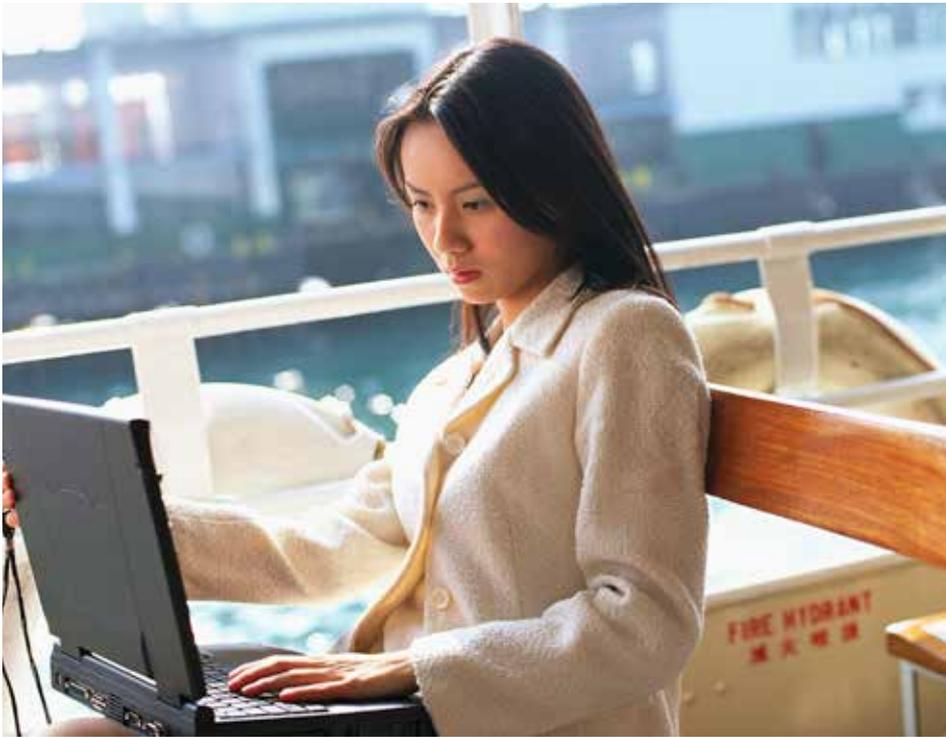
We're proud of our initiatives around the world. Nationally and locally we are helping young people to access education, become work ready, gain work experience and find employment, and we are helping young entrepreneurs create jobs for themselves and others.

In Europe we've joined the Alliance for Youth and announced our plan to offer 55,000 traineeships and 35,000 internships for young people across the continent by 2020, and to help thousands with work readiness or starting their own company.

In the US, our Clinton Global Initiative commitment to expand the College Map Program reflects our ongoing aim to help underserved young people access higher education and plan their future.

[www.ey.com/youthjobcreation](http://www.ey.com/youthjobcreation)

Read more about how we are developing the workforce of the future in: *Empowering our people, strengthening our communities – 100 examples from around the world*, [www.ey.com/cr](http://www.ey.com/cr).



We recognize that sitting at the same desk for eight hours each day isn't always the best route to exceptional client service. And we know many of our people want to work differently, so we work hard to deliver flexibility and choice.

## A dynamic and flexible work environment

We want our people to succeed personally and professionally and aim to create a workplace that supports them in doing so – one that supports flexible working practices and boosts collaboration between people and teams.

High-performance teaming relies on creating the right environment for our people, and our Workplace of the Future (WOTF) initiative is helping us improve the way we team, connect and perform across teams and borders. As part of this initiative, we are developing a trust-based, output-focused environment: introducing new IT and communications technologies and innovative space design, and supporting the health and well-being of our people. Ultimately, these changes will help us to continue to deliver the quality service that our clients expect and support a culture of flexibility and empowerment that helps to attract and retain great people.

### Flexibility and choice

Flexibility is an increasingly important issue for our people and potential recruits – specifically the ability to combine a career with other aspects of their lives such as family commitments, volunteering in the community or sports.

### Seamlessly connecting our people

Flexible work practices need the right technology to support them. Our Messaging and Collaboration Program is overhauling our technology capabilities. By accessing new and exciting technological capabilities, our people can connect with each other more easily than ever before. For example, videoconferencing will soon be possible from individuals' laptops or mobile devices with just a few clicks of a button, and cloud technology will support enhanced and instant access to global information, networks and knowledge. This

means our people will have increasing flexibility around where and how they work and a greater ability to adapt their working patterns to meet their client and personal commitments.

### Transforming office space

Creating the right workplace environment is helping our people work smarter. After initial pilots in 2013, we have followed up by transforming our office spaces in Alpharetta, Atlanta, Bucharest, Groningen, Indianapolis, Johannesburg, Prague, San Francisco, Sydney and Utrecht. Our people at these locations are enjoying the focus on flexibility and collaboration that these changes support. By early fiscal year 2015, around 20 more EY offices around the world will have also undergone a major redesign.

### Supporting health and well-being

Health and well-being programs at EY are not just about keeping fit – they cover broader issues relating to work-life balance. Reflecting this, in 33 countries we run assistance programs tailored for the local market, more than half of which provide counseling and lifestyle support. In the US, for instance, we have a program called EY Assist, which covers fitness and wellness, academic coaching, convenience services, legal support, and clinical assessment and referral.

### Safety

The safety of our people is our priority, wherever they are located. Our dedicated team oversees EY's rigorous and clear policies, which have been developed to protect our people and assets against reasonably foreseeable threats that might result in injury, loss, damage or impairment.

# Engaging with our people

Engaging with employees means listening, sharing, recognizing and rewarding them for their energy and commitment. Around the world, we do this in a variety of ways.

## Valuing and rewarding our people

EY operates in more than 150 countries worldwide, and we believe in providing our people with highly competitive compensation in keeping with local needs, the prevailing employment market circumstances and relevant business conditions.

Although compensation is a local matter, we have deployed a global compensation administration tool to more than 80 countries to enable a more accurate comparison of pay data. This is a significant step forward in how we maintain a fair and efficient reward process for our people. By housing all our employee reward data in one place, the tool allows our reward professionals and managers to determine and apply salary increases and bonus payments more efficiently than in the past.

## Recognizing achievements

Through our Chairman's Values Award (CVA), we celebrate those who live our values in their day-to-day lives. This is our way of helping our people nominate and acknowledge the inspiring individuals around them who have gone the extra mile for their clients, their colleagues and their communities.

## Sharing, listening and responding

We are committed to engaging our people, understanding their views, asking for feedback and acting on it. To do this, we use:

**Listening tools:** EY's Global People Survey (GPS) is one way we listen to our people. As part of the survey, which takes place every two years, we ask all our people how they think EY is doing. Questions cover our strategy and leadership, quality, recognition and rewards, inclusiveness, development and corporate responsibility. The survey has been in place for more than 10 years and provides our leadership with valuable feedback on what is working and what we can improve on.

In addition to the GPS, we keep the lines of communication open by asking for feedback through face-to-face meetings, spot surveys, polls and focus groups.

In 2014, we conducted a "pulse" survey. This is a shorter, more focused version of the GPS, concentrating on engagement and the priority action areas identified in the 2013 GPS. The pulse survey is intended to measure the current feeling within our organization and provides an early progress-check on movement and trends since the 2013 GPS and before the 2015 GPS.

**Transparent communications:** at EY, we believe in being transparent with our people: no organization can engage its people without communicating with them clearly and regularly. And in turn, we expect our people to demonstrate this culture of transparency with their stakeholders. Some of the ways we connect with our people around the world include:

**Social networking tools:** in 2014 we introduced a new social networking tool, Yammer, which allows us to share our best practices, successes and suggestions with each other worldwide. It enables greater networking across ranks, service lines and cultures, and helps people to share ideas. So far we have more than 100,000 users in more than 140 countries sharing over a thousand messages a day. Our Yammer network is also expanding opportunities for partners and other senior leaders to communicate with everyone in EY.

We also connect with our people through:

- ▶ Your EY Daily News: our daily internal email newfeed
- ▶ Magazines published by our service lines
- ▶ Internal newsletters targeted at specific global groups
- ▶ Frequent opportunities to engage with our colleagues and leaders
- ▶ Counselling families
- ▶ Town halls
- ▶ Twitter accounts
- ▶ Our own global YouTube channel  
[www.youtube.com/user/ErnstandYoungGlobal](http://www.youtube.com/user/ErnstandYoungGlobal)



EY is the world's most attractive professional services employer – and second most attractive employer overall – in Universum's 2014 World's Most Attractive Employer ranking.

“No company has been able to better articulate its deep commitment to creating an inclusive workplace both globally and domestically than EY.”

– *DiversityInc magazine* ranked EY third on its global Top 50 list in 2014

## Awards and recognition

Our commitment to our people and our workplace has been recognized through various awards:

- ▶ Australian Workplace Equality Index Silver Tier Employer
- ▶ Australian Human Resources Institute's Diversity Award
- ▶ Business Disability Forum's Best Talent Award (EY UK and Ireland)
- ▶ Catalyst Award for EY's dedication to the recruitment, development and advancement of women
- ▶ Corporate Research Foundation Institute's Best Employers (EY South Africa)
- ▶ DiversityInc's Top 10 Companies for Diversity for seven consecutive years
- ▶ DiversityInc's Top 10 Companies for Executive Women
- ▶ ET Now's Diversity Impact Award and Talent Leadership Award (EY India)
- ▶ FORTUNE's 100 Best Companies to Work For list® for 15th year
- ▶ InBusiness Best Workplace in Cyprus
- ▶ Great Place to Work Institute's Top 25 World's Best Multinational Workplaces
- ▶ Great Place to Work Institute's Best Companies to Work For (EY Mexico and EY UK)
- ▶ Human Rights Campaign Foundation's Corporate Equity Index gave EY 100% rating for the ninth consecutive year (EY US)
- ▶ MediaCorp's Best Diversity Employers for five consecutive years for EY Canada
- ▶ Mexico's Ministry of Labor and Social Welfare named EY an Inclusive and Responsible Family Company (EY Mexico)
- ▶ NTUC Women's Development Secretariat's Best Companies for Mums and Best Supportive Colleagues awards (EY Singapore)
- ▶ Opportunity Now and Race for Opportunity Top 10 private sector organizations for both gender and Black and Minority Ethnic (BME) diversity and inclusion
- ▶ Opportunity Now and Race for Opportunity Top Ten Private Sector Performer, recognizing our work in race and gender equality (EY UK and Ireland)
- ▶ SG Enable's Enabling Employer award in support of persons with disabilities (EY Singapore)
- ▶ Singapore's 100 Leading Graduate Employers, second place
- ▶ Stonewall's European Diversity Award
- ▶ Stonewall's Star Performer inaugural member
- ▶ Stonewall's Top 100 public and private sector employers for gay, lesbian and bisexual employees (EY UK and Ireland)
- ▶ The National Association for Female Executives Top 10 Companies
- ▶ The Times Top 50 Employers for Women (EY UK and Ireland)
- ▶ The Equal Opportunity for Women in the Workplace Agency's Employer of Choice for Women for 11 consecutive years (EY Australia)
- ▶ Working Mother's Best Companies for Multicultural Women
- ▶ Working Mother's Top 10 Companies for Working Mothers; 100 Best Companies for Working Mothers for 15 consecutive years

# Our values create a strong foundation

Like any responsible and sustainable business, our values are the fundamental beliefs of our global organization. They are the bedrock of our culture and they guide our actions and behavior. Specifically:

- ▶ EY's senior leaders set the tone from the top
- ▶ Our values are shared by our people
- ▶ EY's Code of Conduct and policies provide guidance on how we should behave and what we should expect from others

## Code of Conduct

The Code provides a clear set of the standards that guide our actions and our business conduct. Organized into five categories, the Code contains principles that are to be followed by everyone within EY. And we ask everyone at EY, no matter where they are in the world, to make a personal commitment to abide by our Global Code of Conduct. Specifically:

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

## Shared values

Our shared values inspire our people and guide them to do the right thing, and EY's commitment to quality is embedded in who we are and in everything we do. We are:

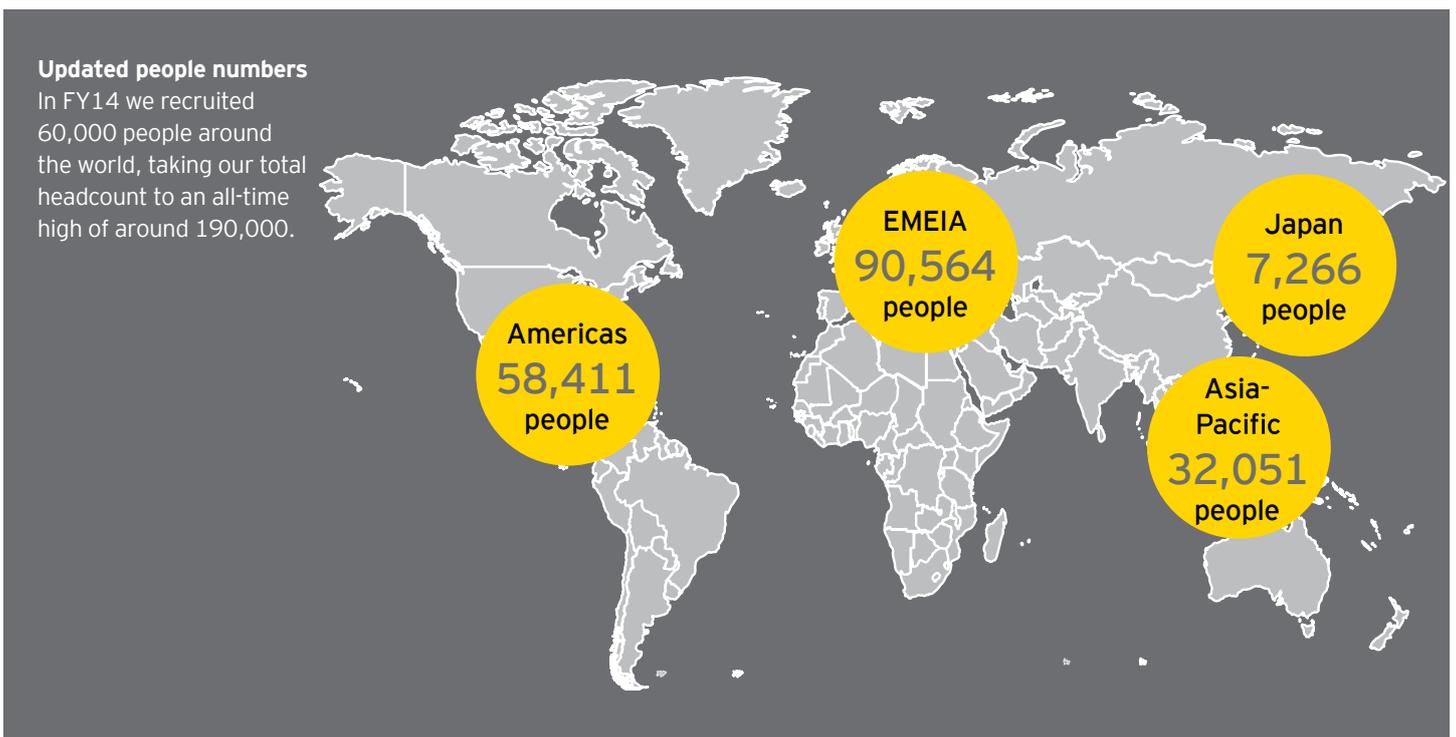
- ▶ People who demonstrate integrity, respect and teaming
- ▶ People with energy, enthusiasm and the courage to lead
- ▶ People who build relationships based on doing the right thing

## EY/Ethics Hotline

We support the Global Code of Conduct with our EY/Ethics Hotline that can be used confidentially, either anonymously or on a disclosed basis, to report an activity that may involve conduct that is unethical, illegal, in violation of professional standards or otherwise inconsistent with our Global Code of Conduct. Employees, clients and others can contact the hotline by telephone or internet using their local language, 24 hours a day, 365 days a year.

When a report comes into the EY/Ethics Hotline, it receives immediate and careful attention. Depending on the type of issue, people from Risk Management, Human Resources, Legal or other functions are involved to address it. Although we encourage people to raise any concerns with their counselor, mentor, local partner or any other person of trust first, the hotline is available for circumstances where other channels of communication are inappropriate.

[www.eyethics.com](http://www.eyethics.com)





# Supporting our clients, our profession and our marketplace

Fundamental to building a better working world is our commitment to promoting increased trust and confidence in business, sustainable growth, within and beyond EY, development of talent in all its forms and greater collaboration. An important way we do this is through our services – which help build trust and confidence in the capital markets, around the world.

This is why our efforts to support our clients, our profession and our marketplace are underscored by working together with stakeholders. We are proud to work with governments, policymakers, nonprofits and regulators to create positive, long-term change.

Our multi-pronged approach reflects our belief that our profession plays a vital role in promoting investor confidence in financial reporting and the world's capital markets. We recognize the importance of this role and take seriously our commitment to executing high-quality professional services. EY's reputation for quality is fundamental to this. Through globally consistent policies and practices, independence processes and our Global Code of Conduct, we continue to set the bar for service quality.

Additionally, around the world, we are committed to helping support economic growth and job creation that is driven by entrepreneurs and the increased participation of women in business, as well as contributing to developing the next generation of talent. Through this focus we believe that we have a significant role to play in supporting sustainable economic growth and in addressing some of the world's most pressing issues such as youth employment – one of the most intractable issues affecting business, society and the economy today.

In this section, see how we are addressing the UNGC principles focusing on anti-corruption. Visit page 47 for further detail.

# Building a better working world through our services

At EY, we believe that through every audit, every tax return, every advisory opportunity, every interaction with a client or colleague, our people are making the working world a better place than it was before. And our services are helping to build trust and confidence – directly and indirectly. For example, through our:

**Assurance service line**, we help build confidence to stakeholders. Auditors play a vital role in the efficient functioning of our capital markets by promoting transparency and supporting investor confidence.

**Assurance has five sub-service lines:** External Audit, Financial Accounting Advisory Services (FAAS), Climate Change and Sustainability Services (CCaSS), Accounting Compliance and Reporting (ACR), and Fraud Investigation and Dispute Services (FIDS).

**Transaction Advisory Services (TAS)**, we help our clients raise, preserve, invest and optimize capital – and to work more efficiently and effectively.

**TAS has three sub-service lines:** Transaction Support, Capital Transformation and Transaction Tax.

**Tax service line**, we are dedicated to helping clients meet their complex tax obligations around the globe and to understand risks associated with their tax decisions.

**Tax has several sub-service lines:** Business Tax Services, Global Compliance and Reporting, Human Capital, Indirect Tax, International Tax Services and Transaction Tax.

**Advisory service line**, we focus on improving clients' performance by helping them to translate their strategy into reality through better risk management, improved finance functions, and better supply chain and customer management.

**Advisory's sub-service lines include:** Performance Improvement, Risk, and IT Risk and Assurance. It has deep competencies in risk, finance, supply chain and customer and information technology.

Our standing in the market has been recognized by external organizations around the world:

- ▶ Best Audit Services award for Asia Hedge Fund Services by HFM Awards Asia
- ▶ AsiaRisk's Consulting Firm of the Year, for FSO APAC
- ▶ Excellence in Productivity & Innovation at the Singapore Accountancy Awards (EY Singapore)
- ▶ Alternative Investment Audit & Advisory Firm of the Year by Wealth & Finance Magazine (EY Luxembourg)
- ▶ Best management consulting firm by BRW Client Choice Awards (EY Australia)
- ▶ First for Risk Management, Banking and Securities and Insurance by Gartner
- ▶ First for Business Consulting, GRC, Organization & Change, Public Sector, Life Sciences by IDC
- ▶ Winner of Most Admired Knowledge Enterprise Award for the 16th time by Global Most Admired Knowledge Enterprise (MAKE)





## Helping clients report transparently

Around the world, we are helping clients with sustainability reporting. This often requires companies to measure processes and impacts they have not measured before. In addition to creating greater transparency, this can also help in efforts to reduce the use of natural resources, increase efficiency and improve operational performance. Transparent reporting can also help companies to strengthen their reputation, increase access to capital, and meet the expectations and increase the trust of their stakeholders. At EY, we recently introduced a global sustainability report template, promoting greater transparency and consistency in our own reporting.

## Tackling fraud and managing risk

Our more-than-2,000 fraud investigation and dispute professionals around the world are helping clients deal with complex issues of fraud, regulatory compliance and business disputes. We do this by assembling teams who bring their broad sector experience, their deep subject-matter knowledge and the latest insights from our work worldwide. By helping our clients manage their fraud risk and compliance exposure better, we are helping to build trust in the marketplace.

## Promoting transparency and trust

We take our public interest responsibilities seriously, and we work hard to maintain an open and frank dialogue with our stakeholders as part of our broader commitment to building a better working world. When meeting with our stakeholders, we seek to better understand their points of view and provide our perspective. We support improvements in corporate governance, financial reporting and other matters that affect our capital markets more broadly. Specifically:

**Through engagement** – We are engaging increasingly with global organizations including the:

- ▶ Financial Stability Board
- ▶ International Forum of Independent Audit Regulators
- ▶ Basel Committee on Banking Supervision
- ▶ Organization for Economic Cooperation and Development (OECD)
- ▶ International Organization of Securities Commissions

We also participate in global forums, such as those held by the World Economic Forum in Davos and elsewhere, that bring together thought leaders on issues important to us and our stakeholders. And we have enhanced our engagement with the OECD as it works to revise its Corporate Governance Principles.

In 2014 we have met regularly with investors, regulators, legislators and other stakeholders to discuss the latest issues and opportunities affecting our profession. Investors are among our key stakeholders and EY has continued to increase our investor engagement around the world to make sure we understand their perspectives on auditing, financial reporting, corporate governance and other capital market issues.

**Convening stakeholders** – We are committed to proactively bringing together key stakeholders. For example, EY held a workshop with investors in the UK to discuss aspects of EY's audit methodology, governance and other key topics. And we have continued to hold private dialogue dinners with investors and other stakeholders from around the globe to foster discussion about ways to improve corporate governance. These dinners are independently moderated and held on a Chatham House Rule or off-the-record basis to encourage frank discussion.

**Supporting networks and associations** – EY is:

- ▶ An active participant in the Global Auditor Investor Dialogue, an informal network of leading global institutional investors and major global auditing networks, to exchange views on current financial reporting and auditing issues.

- ▶ A member of leading organizations including the Asian Corporate Governance Association.
- ▶ A frequent sponsor of International Corporate Governance Network conferences and a sponsor of Transparency International's Corruption Perception Index.
- ▶ Signatory to the World Economic Forum Partnering Against Corruption Initiative (PACI). PACI's mission is to develop multi-industry principles and practices that will result in a competitive and level playing field based on integrity, fairness and ethical conduct.

**Engagement with stakeholders enhances our perspectives on a wide variety of policy matters. We value the opportunity to better understand the views of others.**



We are proud to support our clients to promote transparency and trust through our international development team.

Around the world our international development team focuses on stimulating economic growth through governmental reform and financial management; the provision of infrastructure; and providing support to the emerging private sector.

In achieving this, the team works primarily with leading non-governmental organizations, development banks, inter-governmental organizations and aid agencies to strengthen countries as they achieve their development targets.

# Walking the walk

Our organization is built on strong internal structures and frameworks. These include policies that set the foundation for us as an organization. They guide the behavior of each EY person, help us limit risk, ensure independence and support measures like anti-corruption.

## A globally integrated approach

Over the past decade we have transformed our organization to keep in step with globalization and the changing needs of EY's people and clients. Today, global integration is one of our greatest strengths.

It enables us to implement our global strategy effectively and helps our member firms deliver consistent quality and exceptional client service. Other benefits include a greater scale of resources and more opportunities for our people. In terms of audit, our integrated approach helps us to apply global audit standards, enhances audit quality, and supports the consistent application and inspection of our audit and other service methodologies. But the benefits go beyond just audit. Importantly, an integrated focus on quality and risk management, including independence, across all service lines increases our ability to produce clear, consistent guidance and related training in a timely way.

Benefits of our global approach include:

- ▶ A strong, global, diverse leadership team with one global strategy, complementing local accountability
- ▶ The ability to look across EY, resulting in improved quality and risk management
- ▶ A broader view of the market for investment purposes and to address specific client issues
- ▶ Sharing knowledge and experiences from external and internal inspections to enhance audit quality
- ▶ Consistency of services and better access to specialist resources
- ▶ A higher level of quality assurance for cross-border companies
  
- ▶ The ability to support the development and effectiveness of global International Financial Reporting Standards (IFRS), integrated capital markets, industry and other subject matter resource networks

The structure of the EY organization and our global policies and procedures on quality follow the organization of Article 40 of the European Union's 8th Company Law Directive.

## Executive and Regions

EY is organized into the Executive and Regions. The Executive includes the Global Executive, our highest management body, its committees and teams. It sits across 28 Regions, which are divided into four Areas: Americas, Asia-Pacific, EMEA (Europe, Middle East, India and Africa) and Japan.

The Executive is responsible for our global approach to strategy, quality, risk management, business planning, investments and priorities. We operate through our Regions and this model allows for greater focus on our stakeholders, ensuring that EY can build stronger relationships and be more responsive to local needs.

EY's global organization structure includes:

- ▶ Global Advisory Council
- ▶ Global Executive
- ▶ Global Executive Committees
- ▶ Global Practice Group
- ▶ EYG member firms

For more information, read page 8, *EY Global Transparency Report 2014*, [www.ey.com/transparencyreport](http://www.ey.com/transparencyreport).

## Our Code of Conduct

EY's Code of Conduct, explained in detail earlier in this report, sets out our principles and guides our behavior across all areas of activity. More detailed information is provided on page 19.

Our stance will always be that no client is more important than professional reputation – the reputation of EY and the reputation of each of our people.

**"The Code provides a clear set of standards for our business conduct. It presents each of us with an ethical and behavioral framework to guide our response to the challenging and sometimes difficult choices we face."**

**– Beth Brooke-Marciniak, EY Global Vice Chair – Public Policy**

## Our independent non-executive representatives (INEs)

EY has invited world-class leaders in related fields to serve as INEs on the Global Advisory Council (GAC). They provide an independent voice to the highest levels of management and insight into the interests of EY's key stakeholders. EY follows the UK Audit Firm Governance Code model for INEs by selecting individuals who command respect and collectively enhance shareholder confidence by virtue of their independence, stature, experience and expertise.

### EY's INEs

- ▶ Shyamala Gopinath
- ▶ Sir Richard Lambert
- ▶ Klaus Mangold
- ▶ Mark Olson

For more information, read page 10, *EY Global Transparency Report 2014*, [www.ey.com/transparencyreport](http://www.ey.com/transparencyreport).

## Global risk management

EY's Global Vice Chair – Risk Management is responsible for enterprise-wide risk management, including overseeing organization-wide quality initiatives across EY's four service lines in Assurance, Advisory, Tax and Transaction Advisory Services.

The Global Vice Chair – Risk Management is also responsible for establishing globally consistent risk management execution priorities and enterprise-wide risk management. These priorities cascade to member firms, and their execution is monitored through a formal Enterprise Risk Management Program.

For more information, read page 13, *EY Global Transparency Report 2014*, [www.ey.com/transparencyreport](http://www.ey.com/transparencyreport).

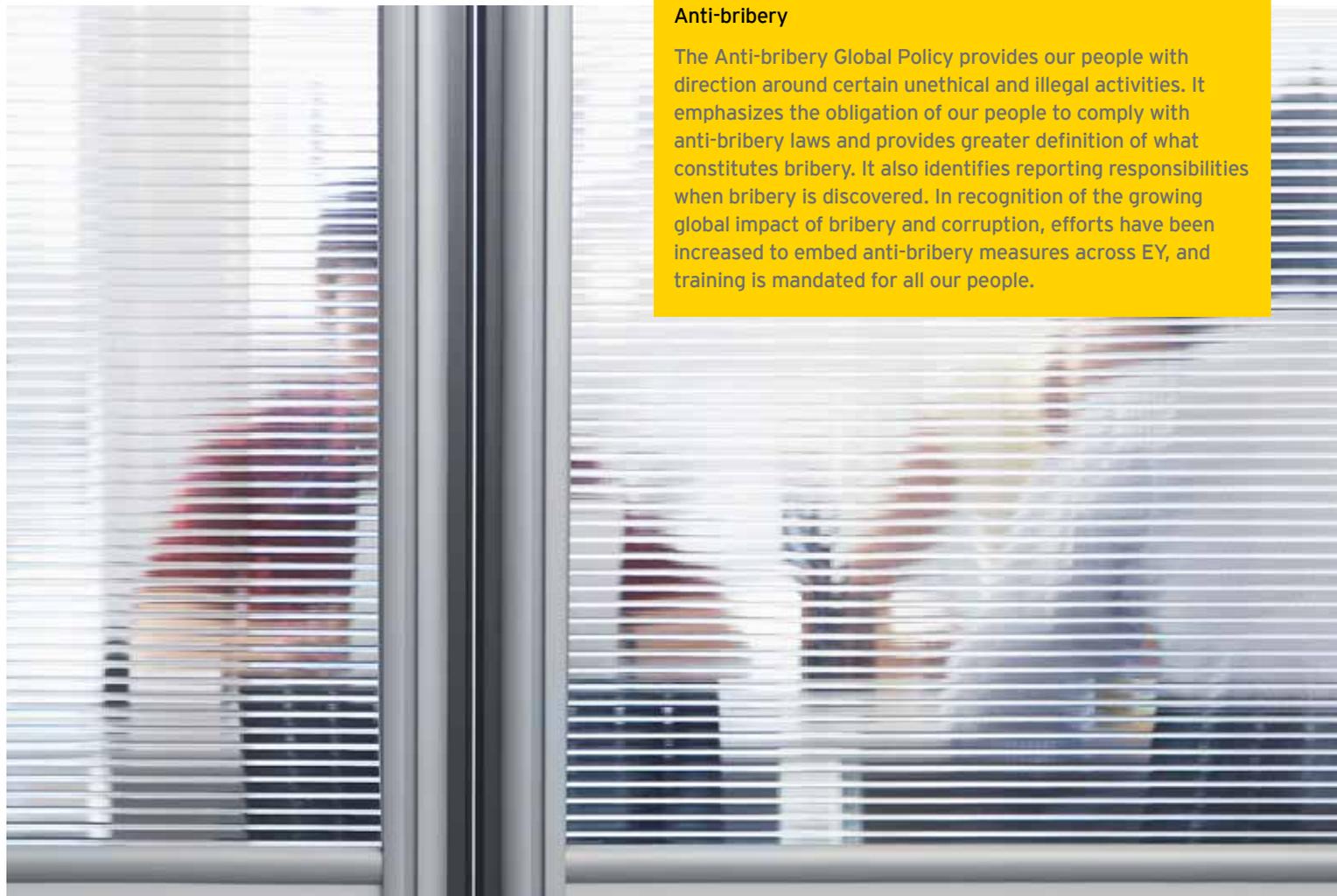
### Tackling bribery and insider trading

#### Insider trading

Our Insider Trading Global Policy reaffirms the obligation of our people not to trade in securities with insider information, provides detail on what constitutes insider information and identifies with whom our people should consult if they have questions regarding their responsibilities.

#### Anti-bribery

The Anti-bribery Global Policy provides our people with direction around certain unethical and illegal activities. It emphasizes the obligation of our people to comply with anti-bribery laws and provides greater definition of what constitutes bribery. It also identifies reporting responsibilities when bribery is discovered. In recognition of the growing global impact of bribery and corruption, efforts have been increased to embed anti-bribery measures across EY, and training is mandated for all our people.



## Complying with legal requirements

**Trade sanctions:** EY monitors sanctions issued in multiple geographies and provides guidance to our people on impacted activities.

**Data privacy:** the Global Personal Data Privacy Policy sets out the principles to be applied to the use and protection of personal data, including data relating to current, past and prospective personnel, clients, suppliers and business associates.

**Document retention:** EY member firms apply their retention policies to all engagements and personnel. Documents must be preserved whenever any person becomes aware of any actual or reasonably anticipated claim, litigation, investigation, subpoena or other government proceeding involving a member firm or any of its work.

Visit *EY's Global Transparency Report 2014*, page 22, for more information. [www.ey.com/transparencyreport](http://www.ey.com/transparencyreport).

## Internal quality control systems

Providing high-quality professional audit services independently, objectively and ethically is fundamental to EY member firms'

success as independent auditors. We continue to invest in initiatives to promote enhanced objectivity, independence and professional skepticism. For example, we have:

- ▶ Designed a comprehensive set of global audit quality control policies and practices that meet the requirements of the International Standards on Quality Control, issued by the International Auditing and Assurance Standards Board (IAASB).
- ▶ A Client Acceptance and Continuance Policy that sets out principles to determine whether to either accept a new client or engagement or to continue an existing client or engagement. These principles are fundamental to maintaining quality, managing risk, protecting our people and meeting regulatory requirements.
- ▶ A Conflicts of Interest Global Policy that defines global standards for addressing categories of potential conflicts of interest and a process for identifying them. It also includes provisions for managing potential conflicts of interest as quickly and efficiently as possible through the use of appropriate safeguards.
- ▶ A Global Audit Methodology (EY GAM) that provides a global framework for delivering high-quality audit services through the consistent application of thought processes, judgments and procedures in all audit engagements.
- ▶ The Global Tool for Acceptance and Continuance (GTAC) – EY's intranet-based system for efficiently coordinating client and engagement acceptance and continuance activities in line with global, service line and member firm policies. GTAC takes users through the acceptance and continuance requirements and identifies the policies and references to professional standards needed to assess both business opportunities and associated risks.
- ▶ The Global AQR program – the cornerstone of our process to monitor audit quality. All EY member firms execute the Global AQR program, report results and develop responsive actions plans. The program's primary goals are to determine whether global and member firm quality control systems are appropriately designed and followed in executing audit engagements and to provide member firms reasonable assurance of compliance with policies and procedures, professional standards and regulatory requirements.

As part of Vision 2020, EY is spending US\$400m on improving audit methodologies and tools to continue to enhance audit quality. At the same time, a major investment in technology and services, of US\$1.2b, is delivering transformational technologies to help EY member firms better connect with their clients.



## Independence practices

Auditor independence is fundamental to the quality of audits and investor confidence in financial reporting and more broadly in the capital markets. We have a number of policies and systems in place to support this. Examples include:

- ▶ **EYG Independence Policy** – this sets out the independence requirements for member firms, professionals and other employees.
- ▶ **Global Independence System (GIS)** – an intranet-based tool that helps determine the listed entities from which independence is required and the independence restrictions that apply to each.
- ▶ **Global Monitoring System (GMS)** – an important global tool that helps identify proscribed securities and other impermissible financial interests.
- ▶ **Audit committees and corporate governance** – EY recognizes the important role audit committees and similar corporate governance bodies play in overseeing auditor independence. Through our quality review programs, we monitor and test compliance with our standards for audit committee communications, as well as the preapproval of services, where applicable.
- ▶ **Service Offering Reference Tool (SORT)** – this includes guidance around which services can be delivered to audit and non-audit clients, as well as independence and other risk management issues.
- ▶ **Business Relationship Evaluation Tool (BRET)** – supports our business relationships' compliance with independence requirements. Our people are required to use BRET in many circumstances to evaluate and obtain advance approval of any potential business relationship with an audit client.

## Audit partner rotation

EY supports audit partner rotation because it provides a fresh perspective and promotes independence from company management, while retaining expertise and knowledge of the business. Audit partner rotation, combined with independence requirements, enhanced systems of internal quality controls and independent audit oversight, helps strengthen independence and objectivity. Together, they are important safeguards of audit quality.

EY member firms comply with the audit partner rotation requirements of the code of the International Ethics Standards Board for Accountants (IESBA), each individual country's standard setter and/or regulator, and the US Securities and Exchange Commission (SEC) where required.

For more information, read page 22, *EY Global Transparency Report 2014*, [www.ey.com/transparencyreport](http://www.ey.com/transparencyreport).

## Supply chain rigor

We also look at our supplier relationships both to make our supplier base more diverse and to raise supply chain standards. Our Global Procurement Policy includes a Supplier Code of Conduct to ensure that those organizations that supply us with products or services operate to the high standards that we expect of ourselves.

# Strengthening our communities

We believe we can make our most significant impact on society by concentrating our efforts on the areas where society's needs intersect with our own business strategy and the distinctive skills, services and experience of our people. By extending the reach of our core business and competencies in the areas of entrepreneurship, the next generation of talent and a diverse and inclusive society, we can support global, regional and local economic stability and growth and address some of the major issues that the world is facing.

## Supporting entrepreneurs

EY has been advising, supporting and championing entrepreneurs for decades and we are proud of our role in helping them succeed and grow sustainably. Entrepreneurs drive innovation and create jobs and wealth for their communities, which results in broader economic growth and other social benefits in the marketplace. This is why we are committed to helping entrepreneurs – big or small – achieve their potential.

## Programs for entrepreneurs

At EY, we believe in supporting entrepreneurs at their many stages of development through programs delivered by our people, and in some cases designed by them. The programs, highlighted below, support small and medium-size entrepreneurs, including:

- Small entrepreneurs in low-income countries
- High-impact entrepreneurs in emerging markets
- Budding student entrepreneurs

By sharing their time, experiences and skills, our people help entrepreneurs to make a difference to their businesses and their communities. At the same time, we recognize that our support of medium- and small-scale entrepreneurs enables our people to develop new skills and experience how a business operates in its entirety.

We also believe that by supporting entrepreneurship – through teaching, collaboration and our intellectual capital – we can address the issue of youth unemployment. This is why, in addition to the thousands of young people we hire, we help thousands more develop the skills needed to join the working world as young entrepreneurs or to become more valued employees.



## Enterprise Growth Services

### Helping entrepreneurs change lives

Enterprise Growth Services (EGS) extends EY's long-standing commitment to advising, supporting and championing entrepreneurs. EGS is a corporate social enterprise, bringing the best of our people, services and expertise to organizations that would not ordinarily be able to work with us.

Our teams help job-creating small businesses and the social entrepreneurs who use the power of the market to improve health, education and access to energy in their communities. We're building a better working world in areas of real need, and giving our people exceptional experiences that last a lifetime.

[www.ey.com/EGS](http://www.ey.com/EGS)



## Accelerate

### Developing the most promising social enterprises

Accelerate focuses on providing business acumen and expertise to the social enterprise sector in order to drive operational efficiency and in turn increase social impact.

Accelerate supports young social entrepreneurs (18-30) and social enterprises with a focus on supporting young people into employment, training or enterprise.

The program includes access to a business advisor who provides tailored one-to-one support for each of our social entrepreneurs; bespoke workshops targeted at increasing knowledge and understanding of the core business challenges faced by the cohort; and the opportunity to pitch for business troubleshooting support through a resource investment panel.

[www.ey.com/accelerate](http://www.ey.com/accelerate)

## Network for Teaching Entrepreneurship

### Inspiring and engaging the next generation

We are proud to support the Network for Teaching Entrepreneurship (NFTE), an organization that has, over the past 25 years, provided entrepreneurship education to more than 500,000 young people worldwide at risk of dropping out of school. NFTE helps students see the relevance of their studies through a series of fun and engaging activities that teach the concepts of entrepreneurship and business. Mentored by our people, students create business plans for their ideas and take part in classroom, city-wide and national competitions.

Our people volunteer their time – whether mentoring students, supporting teachers by acting as guest speakers, judging business plan competitions or participating on the NFTE board. We have supported NFTE in Belgium, Chile, China, Colombia, Germany, India, Ireland, Israel, New Zealand, Saudi Arabia and the US. To date, EY has granted college scholarships to top NFTE US graduates totaling more than US\$300,000 since 1998.

[www.nfte.com](http://www.nfte.com)

In 2014 we announced our collaboration with the Network for Teaching Entrepreneurship (NFTE) on a new Entrepreneurial Mindset Index (EMI). This index identifies the presence of entrepreneurial characteristics – traits such as initiative, flexibility, problem-solving and opportunity recognition – in youth in different countries.

The index will enable governments, employers and youth groups to focus on developing all the necessary characteristics in young people to enable them to become entrepreneurs or better-skilled employees. We believe the EMI will help develop and shape the next generation of entrepreneurs and employees.

## EY Vantage Program

### Leading change in emerging markets

The EY Vantage Program works in collaboration with nonprofit organizations like Endeavor and Power of Youth to provide support to high-impact entrepreneurs at no fee, promoting social and economic growth in emerging markets.

We dedicate our most valuable resource – our talented people – to work alongside entrepreneurs in emerging markets. EY Vantage Advisors spend six to seven weeks assisting entrepreneurs and working with them to identify and address their key business challenges. Since 2005, more than 181 of our top-performing mid-career have served as EY Vantage Advisors. They have enhanced their skills, developed their potential as leaders and increased EY's visibility and reach in the entrepreneurial sector.

[www.ey.com/Vantage](http://www.ey.com/Vantage)



For more information on how EY people are supporting entrepreneurs, read *Empowering our people, strengthening our communities – 100 examples from around the world*, [www.ey.com/cr](http://www.ey.com/cr).

## G20 Young Entrepreneurs Alliance

### Convening young entrepreneurs

EY is proud to sponsor and facilitate the annual meeting of G20 Young Entrepreneurs Alliance (G20 YEA). As a collective of leading entrepreneurship non-governmental organizations (NGOs), G20 YEA represents more than 500,000 entrepreneurs across G20 countries and the European Union, who have already created an estimated 5 million jobs.

## Chrysalis LEAP experience

### Sculpting innovators into future leaders

EY is the main sponsor of this new initiative in Cyprus. Chrysalis LEAP aims to teach aspiring entrepreneurs how to develop their business plans, find investors and transform their ideas into profitable businesses.

Qualifying teams start the program with an intensive boot camp and later attend highly specialized workshops. The program culminates in teams pitching their ideas to a panel of industry experts.

[www.chrysalisleap.com](http://www.chrysalisleap.com)

## Youth Business International

### Encouraging young entrepreneurs around the world

We work with Youth Business International, an NGO that coordinates a global network of charities that provide loans, training and mentoring to young entrepreneurs who can't access finance from other sources. We help the young entrepreneurs directly and have also supported YBI in developing its thinking and capability around performance measurement and data analytics.

[www.youthbusiness.org](http://www.youthbusiness.org)

## Enactus

### Using the power of entrepreneurial action to transform lives

Enactus is a global community of students, academics and business leaders that uses the power of entrepreneurship to transform lives and build a more sustainable world. Through Enactus, university students deliver community outreach projects to help people in need, gaining leadership skills at the same time. They are guided by academic advisors and people from EY and other businesses.

EY has been a platinum sponsor for several years, playing a key part in Enactus' annual national competitions where young students showcase the life-changing projects they have completed.

[www.enactus.org](http://www.enactus.org)

Over the past 28 years, EY Entrepreneur Of The Year™ has recognized and celebrated the achievements of tens of thousands of entrepreneurs around the world.

The publicity it creates doesn't just benefit the business community; it benefits our people, who tell us they feel a sense of pride from the linking of our name to leading entrepreneurs and innovators, and to such strong role models.

### EY Entrepreneur Of The Year™

As the first and only truly global award of its kind, our program celebrates those who are building and leading successful, growing and dynamic businesses, recognizing them through regional and national awards programs in over 150 cities in more than 60 countries. Each nation's winner then competes for the title of EY World Entrepreneur Of The Year™.

Our Global Center for Entrepreneurship and Innovation's annual survey for 2014 highlights the impact of the winners on local and global economies. For the third straight year, our global survey of Entrepreneur Of The Year winners revealed that they expect their employee numbers to increase by 19% for 2014. This is up from 16% in 2012 and 2013. And 76% expect to add to their global workforce this year.

[www.ey.com/jobcreation](http://www.ey.com/jobcreation)

[www.ey.com/weoy](http://www.ey.com/weoy)



### EY World Entrepreneur Of The Year™ winner A focus on inclusive growth

On 8 June 2014, Uday Kotak, Founder, Executive Vice Chairman and Managing Director of Kotak Mahindra Bank, was named EY World Entrepreneur Of The Year 2014. In the 1980s, Kotak saw great potential in investment in India. He turned down a coveted position with a large conglomerate to start his own finance company instead. Through innovative partnerships and bold expansion, Kotak has turned his US\$250,000 in seed money into a highly diversified international bank with US\$2.8 billion in revenues. The Chair of the EY judging panel said, "We were impressed with his strong focus on inclusive growth, providing low-cost services to rural customers that have a tangible impact on people's lives."

[www.kotak.com](http://www.kotak.com)





## Identifying and increasing opportunities for women

EY understands the value women bring to business, society and the economy. That is why we are proud to support and convene inspiring women around the world through collaboration, sponsorship and networks, covering the public and private sector. And even before women begin their career, we are helping girls access the right skills so that they can become inspiring young women and future leaders. In this section, you can read how we are helping to empower women and also upholding the UN Women's Empowerment Principles.

### Why women?

Put simply, we know that women have the potential to play a greater role in the world's economic and social success than they currently do. And over the next decade, women will have an enormous influence on business, politics and society – as producers, entrepreneurs, employees and consumers.

Here are some of the ways we are helping women achieve their potential:

### Worldwide Women Public Sector Leaders Network

With one billion women expected to join the workforce, start businesses and take up leadership positions in the next few years, women are now seen as the next big emerging market – and one that governments around the world need to account for. Our research shows, however, that despite women constituting a significant part of the overall public sector workforce in many countries, they are significantly underrepresented at leadership levels: only 20% of women hold cabinet positions worldwide.

Given public sector leaders make decisions affecting the welfare of millions of citizens, it is imperative that women are an integral part of this decision-making process, and in a way that reflects the gender balance within society.

We are helping to address this gender imbalance through:

- ▶ Our Worldwide Women Public Sector Leaders Network, which gives women leaders in the public sector visibility of each other, enabling them to connect with other women in similar positions at a global level, and facilitates exchange on leading practices. We believe that by sharing best practices, these leaders can identify increased opportunities for women in the public sector.
- ▶ Our research – the Worldwide Index of Women as Public Sector Leaders has identified certain actions that, when taken together, lead to greater representation of women in leadership roles.  
**[www.ey.com/worldwidewomeninpublicsector](http://www.ey.com/worldwidewomeninpublicsector)**

### Global Women in Business Advisory Council (GWBAC)

EY's GWBAC is a network that helps to promote, support and better understand women in business. Women business owners and leaders are able to benefit from:

- ▶ A forum to exchange ideas and experiences
- ▶ Mentoring opportunities
- ▶ One-to-one coaching
- ▶ Access to a wide network of peers and thought leadership relevant to them

## The EY Entrepreneurial Winning Women™ Program

Now in its eighth year, the program identifies women entrepreneurs with promising high-growth businesses and connects them to an elite business network and customized executive leadership program that helps them think bigger and set bolder plans in motion. Results show the program is spurring rapid growth - according to an independent impact assessment directed by the Babson College Center for Women's Entrepreneurial Leadership, North America program participant companies' total 2013 revenue was 63% higher than their total revenues in the years before they joined the program.

Winners are introduced to an influential network of entrepreneurs, corporate leaders, investors and advisors, as well as potential partners, strategic alliances, customers and suppliers who can help them scale their companies. The program's year-round activities are designed to help women entrepreneurs:

- ▶ Expand their knowledge with the latest information, research and executive dialogues about business strategies and practices
- ▶ Identify potential partners, strategic alliances, customers and suppliers, as well as prospective sources of private capital
- ▶ Access informal, one-to-one guidance and support

**Independent research conducted by Babson College found North American program participants average 20% revenue growth annually. In the second year of participation, revenue growth can be upwards of 50%.**

- ▶ Strengthen their executive leadership and business skills and identify opportunities to grow through meetings with senior advisors and seasoned entrepreneurs
- ▶ Increase national and regional visibility for themselves and their companies among corporate executives, investors and the media

Now rolled out in more than 25 countries, including Australia, Asia-Pacific, Brazil, Canada, Indonesia, Israel, Japan, New Zealand, South Africa, and the US, the program has made a significant difference through its strategic support of women entrepreneurs.

The program will continue to expand across EMEIA and into certain MENA countries.



“The EY Entrepreneurial Winning Women™ Program has helped me to be bolder – I’m now setting my sights on a 300% growth plan. The opportunities that presented themselves once I gained access to this elite network enabled me to begin building a public profile, seek advisors and utilize new tools and insights, all of which have literally changed my life and erased any doubt of what’s really possible as a leader.”

– **Kari Warberg Block**, CEO of Earth-Kind and member of the Entrepreneurial Winning Women Class of 2012

## EY Entrepreneurial Winning Women™ program case studies

### Inspiring and educating young women in Indonesia and beyond

Believing that every girl has great potential, Nina Juliana Moran and her two sisters wanted to create a teen girl magazine in Indonesia that was smarter than most: inspiring and educating in its articles and fashion spreads. Unlike any other teen magazines, *GoGirl!* aims to educate its teen readers and includes heavier subjects like politics, the environment, economics, women’s empowerment and entrepreneurship.

Monthly magazine *Gogirl!* has a circulation of 180,000 copies in Indonesia, with many other Asian countries interested in distributing it. Meaning that Nina’s dream for the magazine to expand to new regional markets is about to become reality.

### Challenging the odds and exceeding expectations

When Jacqui Spice returned to New Zealand after a decade abroad, she identified that there was a lack of high-level service being offered to high-net-worth people travelling or investing in the country. This prompted her to investigate creating a concierge service. In September 2005, out of sheer determination to lift herself out of unemployment, Spice started her personal concierge business – Touch of Spice.

With simple core values – be available 24/7, never say no, think outside the box and exceed expectations – the business has grown from strength to strength. Today the company is the market leader for luxury short-term villa rentals in New Zealand and is recognized by Condé Nast Traveler as a leading villa rental company for four years in a row.

The journey has not been easy – with professional and personal hurdles to overcome, but Spice’s success is the result of hard work, an unrelenting belief in her vision and a passion to deliver the best service.

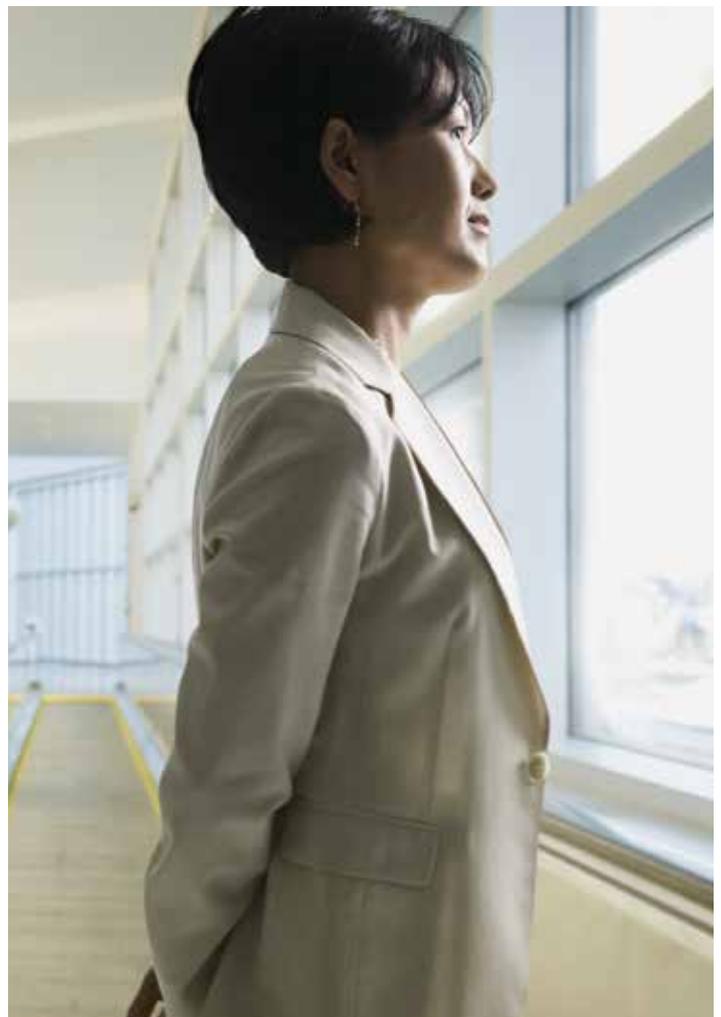
### Protecting the human rights of workers

Kathy Cheng of Redwood Classics, is the founder of an apparel manufacturer in Canada, one of the few to remain based there. With recent off-shore manufacturing tragedies, such as the Bangladesh factory collapse, and poor working conditions, Redwood Classics prides itself on providing safe and clean working conditions, where employees are treated like family.

Several leading companies have come to Redwood Classics for their quality and commitment to social responsibility – and this commitment to quality and community has led to many accolades including a place on *Apparel Magazine*’s list of top 10 innovators.

Cheng’s success is a testament to strong vision and leadership. She has modernized an old trade, creating a strong framework of human rights and social responsibility.

Hear from EY Entrepreneurial Winning Women™ participants directly in our video, which shares their personal and business growth success stories, and read our *Force Multipliers* report, [www.ey.com/winningwomen](http://www.ey.com/winningwomen).





## The Women Athlete Business Network

We established our Women Athlete Business Network (WABN) as part of our sponsorship of the Rio 2016 Olympic Games. The network aims to help women athletes find meaningful and fulfilling careers when they retire from sport. It works by connecting the athletes with former professionals who have made a successful transition out of competitive sport and with top women leaders in business.

The initiative fits perfectly with our existing efforts to support women in business, and it is inspiring for our people to know that we are working with some of the greatest athletes of all time. Our structured approach means that we are:

**Delivering research:** WABN recently collaborated with *espnW* on a new research report that dives further into the connection between sport and women's leadership. *Making the connection: women, sport and leadership*, [www.ey.com/press](http://www.ey.com/press), includes a global survey of

400 women executives. Respondents clearly indicated that a sports background benefits a woman's career. Nearly three-quarters (74%) agree that a background in sports can help accelerate a woman's leadership and career potential. Close to two-thirds (61%) say that past sporting involvement has contributed to their current career success and has a positive influence on their hiring decisions.

**Creating mentoring opportunities:** The WABN's new mentoring program – created together with the International Women's Forum – pairs 25 current and former elite female athletes with top women in business. The mentors will teach, guide and inspire these athletes – just as their coaches have – throughout 2015, helping them convert the passion, leadership and discipline learned through sport to success in business. The mentees – women who represent 17 sports from 14 countries – will have a local EY liaison and access to the WABN global online community, which provides further networking opportunities and specialized leadership development content.



**Positive and sustainable social change is driven by the power of collaboration. That's why we actively work with government, nonprofits and other corporates to advance opportunities for women around the world.**

### Supporting civic and business organizations

We support a wide range of organizations and initiatives that work to improve opportunities for women around the world. For example, we are:

**Leading the debate:** at the World Economic Forum, for the eighth year in a row, EY convened business, government and NGO leaders to celebrate women's leadership and the important role women play in sustaining and building the global economy. Our Chairman and CEO Mark Weinberger delivered opening remarks where he highlighted the business impact of D&I. In addition, Beth Brooke-Marciniak, our Global Vice Chair, Public Policy, was one of 120 influential leaders who participated in an open forum discussion on *Faith and Gender Equality: Mind the Gap*, on women empowering women.

**Committed to action:** as members of the Clinton Global Initiative (CGI), we announced our participation in several multi-stakeholder commitments. Two of our most recent are directly focused on developing women:

- ▶ EY has joined She Works, an IFC-led partnership to advance women's employment in the private sector. Together with nine other major organizations, EY has pledged to improve employment opportunities for more than 300,000 women over the next two years. The She Works partnership includes measures such as mentorship programs, flexible working arrangements and leadership training to increase diversity in management.
- ▶ Supporting the development and advancement of women-owned businesses. The CGI commitment supports the development of 15,000 women entrepreneurs outside the US and an increase in corporates' supply-chain spend with women-owned businesses by at least US\$1.5b annually. We will help prepare women for entering into large corporate supply chains through initiatives such as mentoring and providing access to networks.

#### Founding members of:

- ▶ WE Connect International – an organization committed to helping women entrepreneurs around the world gain access to global supply chains. We are also local members in Canada, Chile, Costa Rica, China, Europe, India, Mexico and Nigeria.
- ▶ The Third Billion Campaign – a global alliance of corporations, governments, nonprofit organizations, academic institutions and individuals helping to prepare women to more fully participate in the global economy.

For more information, read pages 8-10, *Women: the next emerging market*, [www.ey.com/women](http://www.ey.com/women)

## Celebrating International Women's Day, 2014

To mark this day, our Women Athletes Global Leadership Network hosted a live global webcast on 10 March 2014 attended by more than 2,600 EY people and clients. Entitled "Playing to win: lessons from women athletes and leaders," participants heard from many of the greatest female champions of sport and business, including Beth Brooke-Marciniak, our Global Vice Chair of Public Policy; tennis legend Martina Navratilova; Dame Kelly Holmes, British double Olympic champion and Founder of the DKH Legacy Trust; and Helena Morrissey, CBE, founder of the 30% Club. They shared their lessons of success and failure – on the field and in the workplace – discussing topics including the leadership qualities critical to success, overcoming obstacles and adversity, the greatest challenges women still face and making mentorship work.

## Developing future generations

Our NextGen Africa Program is designed to create a network of support for the next generation of women leaders in Africa. It provides leadership skills training, extra tutoring, mentoring and financial assistance for tertiary education. So far, more than 100 schoolgirls (aged between 15 and 18) have been selected based on their overall grades and leadership skills.

The curriculum prepares girls for university, and beyond, and includes an innovative three-part experience that consists of "leadership camp" courses. Our people are involved at every step,

and we believe the program will create a network of innovative, ethical leaders with a passion for the continent's development.

The program currently runs in the Gauteng and KwaZulu-Natal provinces of South Africa and will be launched in Cape Town in 2015.

## Research and analysis

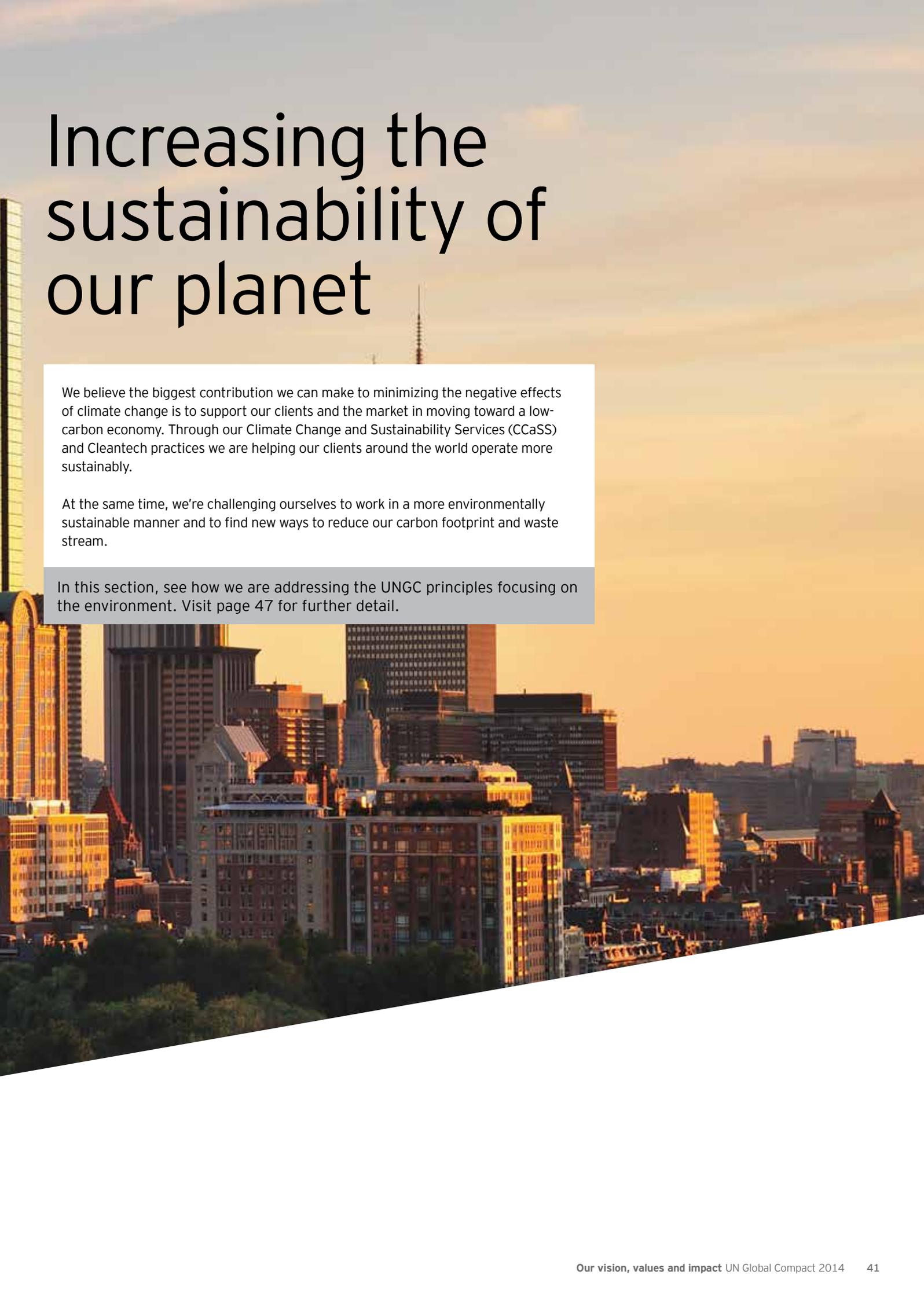
As part of our commitment to leading the dialogue around the advancement of women, we have been prolific publishers of research papers dealing with women's workplace and business issues, including:

- ▶ **The Vital entrepreneur:** [www.ey.com/global](http://www.ey.com/global)
- ▶ **Force Multipliers:** [www.ey.com/sgm](http://www.ey.com/sgm)
- ▶ **Women: the next emerging market:** [www.ey.com/women](http://www.ey.com/women)
- ▶ **Unleashing the power of women entrepreneurs:** [www.ey.com/womenentrepreneurs](http://www.ey.com/womenentrepreneurs)
- ▶ **Worldwide Index of Women as Public Sector Leaders:** [www.ey.com/womenleadershipindex](http://www.ey.com/womenleadershipindex)
- ▶ **High achievers – Recognizing the power of women to spur business and economic growth:** [www.ey.com/highachievers](http://www.ey.com/highachievers)
- ▶ **Women of Africa – a powerful untapped economic force:** [www.ey.com/womenofafrica](http://www.ey.com/womenofafrica)
- ▶ **Global Point of View, Women on Boards:** [www.ey.com/global](http://www.ey.com/global)





# Increasing the sustainability of our planet



We believe the biggest contribution we can make to minimizing the negative effects of climate change is to support our clients and the market in moving toward a low-carbon economy. Through our Climate Change and Sustainability Services (CCaSS) and Cleantech practices we are helping our clients around the world operate more sustainably.

At the same time, we're challenging ourselves to work in a more environmentally sustainable manner and to find new ways to reduce our carbon footprint and waste stream.

In this section, see how we are addressing the UNGC principles focusing on the environment. Visit [page 47](#) for further detail.

# Supporting our clients on their lower-carbon journey

Our Cleantech and CCaSS professionals help governments and organizations around the world address the environmental, social and economic impacts of climate change. They help clients reach their sustainability goals and transition to a lower-carbon economy by providing a range of skills and services. For example:

- ▶ We help clients identify their entire carbon footprint and help them prepare for, and respond to, risks around prolonged drought, sea-level changes and adverse weather patterns.
- ▶ Our global CCaSS practice helps organizations to understand the components of a sustainability strategy and improve their performance in this regard. We have developed best practices to help clients address the most important sustainability factors, including managing risk in a resource-constrained economy.

- ▶ Our Global Cleantech Center comprises professionals, drawn from across the world, in assurance, tax, transaction and advisory services who understand the business dynamics of cleantech and help clients innovate in technology, business models, financing mechanisms, cross-sector partnerships and corporate adoption.
- ▶ We also advise clients on meeting energy-use targets, helping to them to reduce carbon emissions and enhance their corporate reputation.

## Positively influencing change

As a leading provider of sustainability services, we continue to contribute to the sustainability debate and share knowledge with our clients and the broader business community. It is through these debates that we can positively influence change, working closely with key regulatory bodies and industry standard setters. For example:

Our Global CCaSS practice organized and hosted the third Global Sustainability Summit, bringing together key figures from the worlds of government, business and academia.

We are among a select group of organizations supporting the International Integrated Reporting Council (IIRC) through our participation on the Board, the Council, working groups and secondments (with an EY person serving as Deputy to the CEO).

We led the development of the “Value Creation – Background Paper for the IIRC” and have built on this relationship by holding joint EY/IIRC roundtables in France and Brazil.

We contribute to technical sustainability working groups aimed at standardizing definitions and approaches, such as the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and the American Institute of Certified Public Accountants (AICPA).

We were a major sponsor of the Global Reporting Initiative Global Conference.

## Our global carbon footprint

We continue to build out our greenhouse gas measurement and reporting. Working with our own in-house Climate Change and Sustainability Services professionals, we have established a global methodology for calculating our environmental impacts.

As we continue to refine it, we are looking for ways to allow our methods to continue to evolve and to employ leading practices to make sure we have a credible global footprint.

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

We also continue to increase the energy efficiency of our offices and, although travel is critical to our business, we are investing in travel alternatives, like Telepresence videoconferencing and enhanced desktop and mobile options.

## Increasing efficiencies

By globalizing many of our core business functions, such as IT, real estate, procurement and travel, we are increasingly able to share insights and progress around the world. This allows us to improve the environmental sustainability of our operations by sharing best practices to set global environmental goals and to measure progress through our newly created environmental scorecard for global functions.

## EY's carbon footprint



**918,000**

tCO<sub>2</sub>e

**5.13**

tCO<sub>2</sub>e / FTE

Scope 1 and 2 emissions from office energy consumption and EY owned vehicles



**22%**

EY's total travel emissions



**78%**

Further information in the explanatory notes

## Explanatory notes

Our carbon footprint is calculated in line with the EYG Carbon Footprint Methodology, which is based on the WRI/WBCSD Greenhouse Gas Protocol.

We have used 2014 CO<sub>2</sub> conversion factors published by DEFRA/DECC in the UK, or locally published factors where appropriate, to calculate our emissions. The conversion factors used to calculate emissions from air travel include the impact of "radiative forcing."

For further details please refer to <http://www.ukconversionfactorscarbonsmart.co.uk/>

We collect activity data from a selection of our global operations to estimate our emissions. This data is then extrapolated to provide an estimate of our total global emissions. Specifically:

- ▶ Emissions from office energy consumption are estimated using activity data collected from 22 of our member firms, representing 64% of our office portfolio.
- ▶ Emissions from air travel are estimated using distance data that represents 91% of our spend on air travel.
- ▶ Emissions from ground transportation (including rail travel and business travel in EY owned, rental and employee vehicles) are estimated using fuel consumption and distance data for approximately 75% of our employees.

During the course of FY14 we have made a number of changes to the way we collect our carbon footprint data. These changes relate to the number of EY offices for which energy data is collected and the ongoing implementation of a multi-year global travel procurement program. Our carbon footprint does not therefore represent a like-for-like comparison with global carbon footprint data we have published previously. We will continue to develop our approach to carbon reporting in FY15.

## Engaging and educating

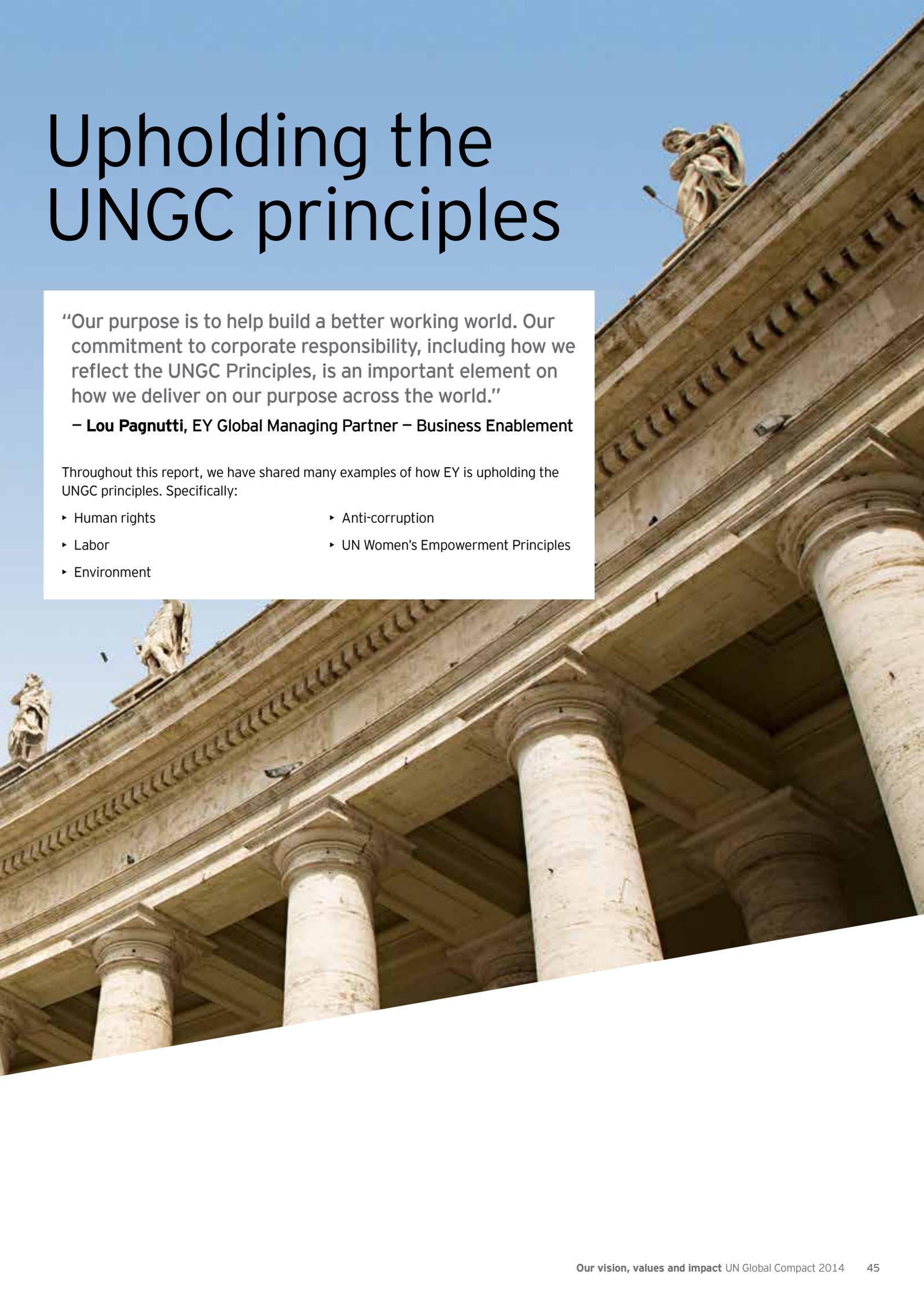
Around the world, we are seeking to reduce our environmental footprint by engaging with and educating our people. Examples include:

EY offices participated in Earth Hour 2014 in Argentina, Australia, Bosnia and Herzegovina, Bulgaria, Canada, China (including Hong Kong), Croatia, Cyprus, the Czech Republic, Finland, Hungary, India, Israel, Italy, Mexico, Montenegro, New Zealand, Poland, Portugal, Romania, Serbia, Singapore, Slovakia, Spain, Turkey, the UK and the US. Local campaigns such as environment week or zero-waste initiatives engage our people to make small changes that have a big impact. In the US, our EcoCare network comprises more than 1,000 EY volunteers who constantly find new ways to make us greener. And in the UK, volunteers in almost every office, known as "environment champions," educate their peers about leading practices relating to travel, energy use and reducing waste.

Working with NGOs like Earthwatch allows our people to increase their environmental awareness. Our people conduct scientific research on a week-long expedition with Earthwatch and provide skill-based volunteer services to a local entrepreneur or organization.



# Upholding the UNGC principles



“Our purpose is to help build a better working world. Our commitment to corporate responsibility, including how we reflect the UNGC Principles, is an important element on how we deliver on our purpose across the world.”

– **Lou Pagnutti**, EY Global Managing Partner – Business Enablement

Throughout this report, we have shared many examples of how EY is upholding the UNGC principles. Specifically:

- ▶ Human rights
- ▶ Labor
- ▶ Environment
- ▶ Anti-corruption
- ▶ UN Women’s Empowerment Principles



## Human rights

UNGC principles: Businesses should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses.

**Please refer to the following sections to understand how EY upholds the UNGC human rights principles**

Section	Page	Section	Page
Health and well-being	16	EY/Ethics Hotline	19
Safety	16	Shared values	19
EY Code of Conduct	19	Global Procurement Policy	28

## Labor

UNGC principles: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labor, the effective abolition of child labor, and the elimination of discrimination with respect to employment and occupation.

**Please refer to the following sections to understand how EY upholds the UNGC labor principles**

Section	Page	Section	Page
High-performing teams	6	Workplace of the future	16
Our people culture – the exceptional EY experience	6	Compensation	17
Diversity and inclusiveness	7	Recognizing the achievements of our people	17
Diversity and inclusiveness training, sponsorships, collaboration	7	Listening, responding and sharing	17
Diversity recruiting	9	Encouraging feedback	17
Learning and development opportunities	10	Sharing knowledge, creating transparency	17
Empowering current and future leaders	11	Awards and recognition	18
Addressing youth unemployment	14	EY/Ethics Hotline	19
Safety	16	Shared values	19
Health and well-being	16	EY Code of Conduct	19
Encouraging flexibility and choice	16	Increasing opportunities for women	34

## Environment

UNGC principles: Businesses should support a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility, and encourage the development and diffusion of environmentally friendly technologies.

**Please refer to the following sections to understand how EY upholds the UNGC environment principles**

Section	Page	Section	Page
Helping clients transition to a lower-carbon economy	42	EY's global carbon footprint	43
Sustainability reporting	42	Changing our behavior	43
Engaging with stakeholders – regulators, governments and nonprofits	42	Educating our people and raising internal awareness	43
Creating a global sustainability report template	43		

## Anti-corruption

UNGC principle: Businesses should work against all forms of corruption, including extortion and bribery.

**Please refer to the following sections to understand how EY upholds the UNGC anti-corruption principles**

Section	Page	Section	Page
Engaging with stakeholders – regulators, governments and nonprofits	23	Independent non-executives Anti-bribery	26
Helping our clients tackle fraud and manage risk	23	Global Policy	
Sustainability reporting	23	Insider Trading Global Policy	26
Our structure	25	Global risk management	26
EY Code of Conduct	25	Independence practices	28
Limiting risk and promoting strong integration, globally	25	Supply chain rigor	28



## UN Women's Empowerment Principles

EY is a signatory of the UN Women's Empowerment Principles, a set of principles for business that offer guidance on how to empower women in the workplace, marketplace and community. They are the result of collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact.

### The principles are

#### 1. Establish high-level corporate leadership for gender equality

Section	Page	Section	Page
Diversity and inclusiveness	7	Awards	18
Tracking our progress	9		

#### 2. Treat all women and men fairly at work – respect and support human rights and non-discrimination

Section	Page	Section	Page
Code of Conduct	19	Global Procurement Policy	28
Our shared values	19		

#### 3. Ensure the health, safety and well-being of all women and men workers

Section	Page	Section	Page
Safety	16	Health and well-being	16

#### 4. Promote education, training and professional development for women

Section	Page	Section	Page
Diversity and inclusiveness	7	Increasing opportunities for women in business	34

#### 5. Implement enterprise development, supply chain and marketing practices that empower women

Section	Page	Section	Page
Supply chain	28	Clinton Global Initiative	38
WE Connect	38		

#### 6. Promote equality through community initiatives and advocacy

Section	Page	Section	Page
Diversity and inclusiveness – including UN Women UK	8	Increasing opportunities for women in business	34

#### 7. Measure and publicly report on progress to achieve gender equality

UN Global Compact	<a href="http://www.ey.com/ungc">www.ey.com/ungc</a>		
Women: the next emerging market	<a href="http://www.ey.com/women">www.ey.com/women</a>		
Section	Page	Section	Page
Tracking our progress	9	Awards	18

## Americas

### Canada

### Central (US)

#### Financial Services Organization

Bahamas, Bermuda, British Virgin Islands, Cayman Islands, United States

### Israel

### Mexico and Central America

Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama

### Northeast (US)

### South America

Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay, Venezuela

### Southeast (US)

Aruba, Barbados, Curacao, Jamaica, Trinidad and Tobago

### Southwest (US)

### West (US)

## EMEIA

### Africa

Angola, Botswana, Cameroon, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Ethiopia, Gabon, Ghana, Guinea, Ivory Coast, Kenya, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Seychelles, South Africa, South Sudan, Tanzania, Uganda, Zambia, Zimbabwe

### BeNe

Belgium, Netherlands

### Central and Southeast Europe

Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Kosovo, Latvia, Lithuania, FYR of Macedonia, Malta, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia, Turkey

### CIS

Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Russia, Ukraine, Uzbekistan

### Financial Services Organization

### FraMaLux

Algeria, France, Luxembourg, Monaco, Morocco, Tunisia

### GSA

Austria, Germany, Liechtenstein, Switzerland

### India

Bangladesh, India

### Mediterranean

Italy, Portugal, Spain

### Middle East and North Africa

Afghanistan, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Pakistan, Palestinian Authority, Qatar, Saudi Arabia, Syria, United Arab Emirates

### Nordics

Denmark, Finland, Iceland, Norway, Sweden

### UK & Ireland

Republic of Ireland, United Kingdom

## Asia-Pacific

### Asean

Brunei, Cambodia, Guam, Indonesia, Laos, Malaysia, Maldives, Myanmar, N. Mariana Islands, Philippines, Singapore, Sri Lanka, Thailand, Vietnam

### Financial Services Organization

### Greater China

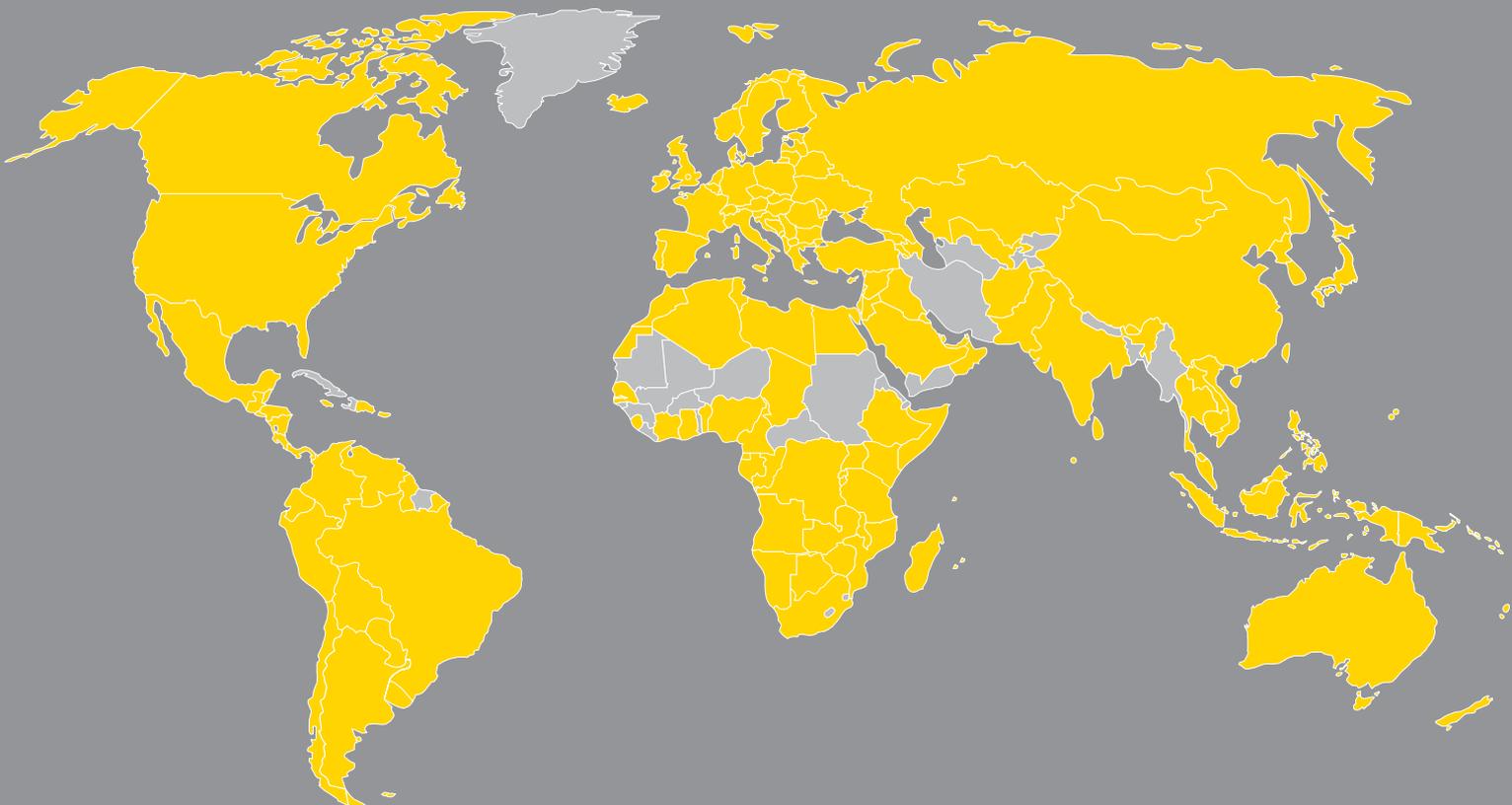
Mainland China, Hong Kong, Macau, Mongolia, Taiwan

### Korea

### Oceania

Australia, Fiji, New Zealand, Papua New Guinea

## Japan



## About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, 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. For more information about our organization, please visit [ey.com](http://ey.com).

© 2015 EYGM Limited.  
All Rights Reserved.

EYG no. FY0011

EMEIA Marketing Agency  
1001465

ED None



In line with EY's commitment to minimize its impact on the environment, this document has been printed on paper with a high recycled content.

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

**[ey.com](http://ey.com)**

## Contact

### Nicky Major

EY Global Corporate Sustainability Leader  
[nmajor@uk.ey.com](mailto:nmajor@uk.ey.com)

Office: +44 (0)20 7951 1132

Follow on Twitter: @nickymajor