



# What does business owe the world?

US Sustainability Report  
Summary 2017



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



Building a better  
working world



## About this report

The EY US Sustainability Report 2017 covers FY17, from 1 July 2016 to 30 June 2017. Several initiatives or stories that were launched in FY18 are included in this report as they may be relevant and provide more up-to-date information to our stakeholders.

Ernst & Young LLP (together with its affiliate, Ernst & Young U.S. LLP) is a limited liability partnership organized in Delaware and is a member firm of Ernst & Young Global Limited, a UK company limited by guarantee (EYG). In this report, we refer to ourselves as “EY US” and “we.” EY refers collectively to the global organization of the member firms of EYG.

## Learn more

This document is a high-level summary of our full sustainability report, available at [ey.com](https://www.ey.com).

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## PURPOSE

What happens when everyone in an organization is committed to a shared purpose?



### A word from Steve Howe, EY US Chairman and Americas Managing Partner

Take a look around the world today, and you will see so much that is inspiring – and that may make us feel uneasy. New ways of working and connecting, enabled by advances in technology and globalization, have accelerated to the point where what appears on the horizon is now right in our laps. It is a thrilling yet challenging time to be not just in business but also a citizen in the world.



With that in mind, Ernst & Young LLP (EY US) is constantly evolving our Vision 2020 framework for growth and success to continue to do what we do best: promoting trust and transparency in capital markets, and helping

companies prosper and drive job growth in a disruptive era. Innovation is at the core of these endeavors within our own operations – for example, in robotic process automation and machine learning, which can shift our people toward more complex and critically challenging tasks.

But all of what we do, no matter how we do it, is founded on our values and our overarching purpose. If you have ever read anything about EY before, then you know what I am about to say. Our message is as important now as it has ever been: our purpose is to build a better working world. And in this rapidly changing world, we have strength in numbers: more than 45,000 people in the US. We challenge them all to make an

impact to find one breakthrough idea, whether it is to redefine an important business process, to upend outmoded ways of thinking or to instill a new passion for a community issue.

In the pages that follow, you will see the advances we have made, both in our operations and how we help build a better working world. Many of these challenges are not so easily overcome, especially for a business that has grown – and is growing – as rapidly as we are. We are rising to the challenge. In many areas we are already leaders. We lead in revenue growth across our industry, we are recognized as leaders in diversity and inclusiveness, and we are an employer of choice on campus and among experienced professionals.

But we know we can be even better.

In the short term, EY US is focused on further improving our diversity and inclusiveness metrics, achieving our greenhouse gas emission targets and more. And we are learning more about where we need to improve and where we can help others as well, whether it is in supporting entrepreneurs and youth education or creating more equitable opportunities in the workplace.

Disruptive forces will not fade away – they will continue to evolve. And EY will evolve right alongside them, never losing sight of the core values of equity and opportunity that have propelled us in the past.

A handwritten signature in black ink that reads "Steve". The script is fluid and cursive, with a large, stylized 'S' and 'H'.

FY 2017

Through our member firms in the US and around the world, the EY organization serves our clients through a broad focus, centered on the entire account instead of just segmented areas. We group our client-serving people into four global service lines – Assurance, Tax, Transaction Advisory Services and Advisory – each of which has its own subservice lines. For more information about our service and subservice lines, please visit our [website](#). Core Business Services is our internal practice support group. We issue a sustainability report every two years, and where applicable, we provide 2015 benchmarks to our figures at right.

US revenue, growth and personnel



#1

Rank among Big Four in growth (Americas)  
*Same as in 2015*

\$13b

Total revenue in the US  
*\$11.2b in 2015*

6.6%

Annual revenue growth in the US  
*12.5% in 2015*

46,471

People in the US  
*Up from 40,148 in 2015*

Market position and accolades



#1

Leader in Fortune 500 and 1000, Russell 3000 audits, and IPOs

#4

EY US is proud to have been ranked as the fourth World's Most Attractive Employer in the Universum 2017 Employer Rankings, and for the 10th straight year, college students ranked us No. 1 in accounting

20 years

For the 20th consecutive year, EY US appears on *FORTUNE* magazine's 100 Best Companies to Work For® list

Vision 2020+

As part of defining our purpose of building a better working world and making it real, EY rolled out our Vision 2020 strategy a few years ago to get our people motivated behind an ambitious goal to be the top global professional services organization by 2020. And those plans have evolved into Vision 2020+, the next step in becoming a future-facing organization. It builds on the success we've achieved so far and accounts for the dramatic, fast-paced changes that the world is undergoing. Vision 2020+ addresses the changes we're seeing through a series of service line and sector big bets as well as execution priorities for the entire organization.

## Diversity and inclusiveness



# #1

Position on the *DiversityInc*  
Top 50 Companies for Diversity  
list, marking 15 years on the list

# 80%

Percentage of employees  
who indicated that their managers  
encourage and respect varying  
viewpoints, perspectives  
and styles

*82% in 2015*

# 39%

New hires from campuses  
who are minorities

*Same as in 2015*

## Equality



# 45%

Percentage of new hires  
who are women

*44% in 2015*

# 35%

Percentage of those promoted  
to partner, principal, executive  
director or director rank  
who are women

*Up from 32% in 2015*

## Ethics and training



# 100%

Percentage of client-serving  
professionals who signed the  
EY Global Code of Conduct

# 2.8m

Total continuing professional  
education (CPE) hours for  
EY US people

*2.5 million in 2015*

# 112,000

Hours of ethics-related  
training in the classroom,  
online and through web-based  
learning modules

*Over 100,000 in 2015*

EY US believes that doing well on the bottom line and doing well for society as a whole are not conflicting goals – that business is part of the solution and not just part of the problem.



# The future of sustainability in a changing world

In 2017, Gallup found that **36% of Americans had very little confidence in big business** – not much changed from the days of the financial crisis, and nearly the highest rate recorded in over 40 years of polling. And a 2016 Harvard University survey that exclusively examined a younger generation, ages 18 to 29, found that **more than half of participants did not support capitalism**.

In a time of great change, some Americans see the country shifting – or stuck – in an environment that doesn't favor them. Globalization continues unabated, cities are growing in importance, and rural areas are at greater risk of being left behind. A new innovation arrives, and just as quickly, a company vanishes. Thousands of jobs can disappear in an instant while others, requiring new skills, can surface just as quickly.

For businesses to survive and thrive over the long term, today's environment requires greater agility, innovation and resilience – and the benefits extend beyond the balance sheet. EY US believes that doing well on the bottom line and doing well for society as a whole are not conflicting goals – that business is part of the solution and not just part of the problem. That purpose galvanizes us every day, aligned not just to how we position ourselves to succeed in the market but also to engage our people and show their work is meaningful.

# 81%

Percentage of people who feel we live our values, according to the latest Global People Survey results in the US

## Agents for positive change

Efforts that drive sustainable development and inclusive capitalism – to spread economic opportunity while considering social and environmental impacts – are advancing nationally and globally. As an advisor to some of these initiatives, as well as to the world's biggest companies, EY US is in a position to act as an example and a resource for furthering mutually beneficial aspirations:

To make better decisions, stakeholders such as investors, lenders and insurance underwriters need **more impactful disclosures** centered around environmental, social and governance topics. Through work with the Task Force on Climate-related Financial Disclosures and the Embankment Project, our professionals are shaping the future through our insights into current trends and our understanding of a broad set of stakeholders.

In the emerging field of **social-impact investing**, talent and financing are matched with projects with measurable outcomes that can further improve society, such as by supporting entrepreneurs in developing markets. EY US professionals can participate in a number of programs to assist a tech startup in Brazil, a business incubator in Kenya and much more while developing themselves as leaders.

We accelerate positive change by investing in key thought leadership and engaging with a large range of stakeholders to collaborate on key workplace issues. For example, we conducted our third **Global generations study** to help us continue to understand the shifting demographics in today's workforce, specifically about trust. EY US and the Peterson Institute for International Economics released a study – **Is Gender Diversity Profitable? Evidence from a Global Study** – that reveals a correlation between gender diversity and profitability.



## Sustainable development goals

The importance of the **UN Sustainable Development Goals** (SDGs) as a framework for addressing global challenges has grown, and this momentum is expected to continue as organizations continue to assess and report on their alignment with the targets. EY has been particularly focused on promoting diversity and gender equality, sustainable employment and economic growth, education, and environmental stability – as well as partnerships in each of these areas.

### Human and labor rights

Supporting our people and communities



### Anti-corruption

Supporting our clients and profession



### Environment

Supporting environmental sustainability



### Inside EY

Creating an exceptional experience for our people

Strengthening our diverse and inclusive culture

Promoting diversity to produce broad opportunities and experiences across teams and service lines

Developing purpose-driven leaders

Listening to and recognizing our people

Being recognized as a “great place to work”

### In our supply chain

Driving responsibility in our supply chain

Increasing supplier diversity

### In our communities

Driving inclusive growth

Supporting the next generation

Involving our people

Working with others for positive change

Aligning action through global coordination

### How we do business

Living by our values

Upholding the highest professional standards

Reinforcing our commitment to quality

Engaging with our stakeholders

### Serving the public interest through our services

Building trust and confidence in the capital markets

Tackling corruption in all its forms

Helping businesses to innovate with purpose

Helping our clients become more sustainable

Positively influencing change

Managing our own impact





"The average age of our people is under 30. To truly engage with them, it's vital that we define ourselves by a purpose that's about the world around us, not just the data points in front of us."

Steve Howe, EY Americas Managing Partner



**"Always doing the right thing is  
paramount to our purpose."**

Ted Acosta, EY Americas Vice Chair – Risk Management

**82%**

Percentage of people  
who feel our partners  
or other leaders they  
work with demonstrate  
EY's values in their  
everyday behavior





# How our principles inform business

EY US is committed to doing our part in building a better working world. In a better working world, trust increases. Capital flows smoothly, and investors make informed decisions. Businesses grow sustainably – and employment rises. Talent in all its forms has room to grow in an environment of collaboration.

The EY US approach to business ethics and integrity is embedded in a culture of consultation, training programs and internal communications. Senior leaders regularly reinforce the importance of performing quality work and complying with professional standards and EY policies, leading by example and through various communications. Also, EY quality review programs assess the quality of professional service as a key metric in evaluating and rewarding all professionals.

## Global Code of Conduct

EY's **Global Code of Conduct**, which was refreshed in June 2017, governs the ethical and professional behavior of all of our people. Specifically, it addresses standards that guide our actions and business conduct in the following areas:

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

The Global Code of Conduct prompts our people to closely examine situations and act with a high level of ethical integrity. It includes a set of questions to help our people determine the appropriate course of action in given circumstances. In developing it, EY leadership recognized that no code can cover every eventuality – and that from time to time, we may require the advice and support of others in addressing some of the situations that arise during the normal course of business. In addition to established internal relationships, EY has created a support network for consultation and advice to help each of us live up to our Global Code of Conduct commitments.

Annually, each of us, from our chairman down, affirms our commitment to uphold

the Global Code of Conduct. We stress its importance when we recruit talent, and our new hires are required to acknowledge it as part of their onboarding. In our latest Global People Survey, 91% of our people say they adhere to EY's Global Code of Conduct, even in situations where there is pressure not to follow it.

The Global Code of Conduct is public and available to our clients and other stakeholders on [our website](#).

## Risk management and compliance

Led by Ted Acosta, our US Risk Management function teams with all parts of our organization to help us identify and manage EY's risk and design processes to enable compliance with legal, regulatory and contractual obligations. Risk Management provides coordinated advice and assistance to the business, engagement teams and individuals on ethics, independence, conflicts of interest, policies and compliance, business continuity, data privacy, security, and other key risk matters. Risk Management also provides processes and tools that support our people in evaluating, accepting and serving the right clients with approved services, in accordance with our commitment to objectivity and independence.

An essential way in which EY manages risk – as well as serves the public interest – is to work continuously to improve the quality

of all of our services. Across our service lines, we invest in recruiting, training and retaining the best people in their respective disciplines. We also invest in **strong Quality and Professional Practice functions** to advise, support and enable our people, and to implement our quality initiatives to a consistently high standard. These functions advise on engagements in real time and operate our global quality review program, which evaluates engagements for quality as well as compliance with EY policies and professional standards. Findings from the quality review program are regularly reported to the Risk Management function and the Global Executive, EY's most senior management body.

For more on risk and governance, read our [EY US Transparency Report 2017](#).

## A safe work environment for all

EY is committed to a safe and respectful workplace free of discrimination and harassment of any kind, so that all of our people are treated fairly and equitably every day. We reinforce this through enforcement of our Global Code of Conduct, policies and clear communications, and we continuously look for opportunities to strengthen our processes around these matters.





## How our purpose begins with our people

Our purpose – building a better working world – is what pulls together our individuals with diverse strengths, from varying professional groups and geographies, and from different walks of life, and motivates them to go further. High-performance teaming transforms our purpose into action – not through top-down, hierarchical management but through positive participation from our most junior members up to the highest levels of leadership. Finding the right individuals is one thing. Equipping them with the tools and the motivation to make an impact on the world together, as part of a team, is another – and it's what we drive toward each day. Because one of us is never as good as all of us.

### The exceptional EY experience

Our promise to our people is simple: whenever you join and however long you stay, the exceptional EY experience lasts a lifetime. It isn't unusual for a talented professional to leave EY in pursuit of another opportunity. From our perspective, we may be losing an employee, but we're building leaders for the world – and gaining another opportunity to network with talented people at thriving companies.

"EY taught me how to acclimate very quickly to different people and to different environments," says Maria Urani, Chief Information Officer at NetJets, who worked at EY for a decade in IT management consulting.

We know that when talented people are empowered and energized, the entire marketplace benefits. It's part of how we deliver on our strategic goal of developing talent for the world – and how we motivate our high-performing team members to become agile, purpose-driven leaders.

### Digital innovation

To respond to the power of digital and what some are calling the fourth industrial revolution, we're using new methodologies to predict what people we will need, for which businesses. And that guides the skills we search for on campuses (and which campuses we need to visit), as well as which kinds of experienced hires we focus on.

We've developed tools that rely on predictive data analysis for service lines to use, and more are in the works. We're using robotic process automation, which involves software and machine learning, to complete repetitive tasks. This frees up our people for more exciting work, and it creates new roles to continue our innovation journey and operate better in a technologically driven world.

And we always want to hear from our people about new ways of working and innovative client-serving approaches. In our Global People Survey, 83% agree that "I am encouraged to come up with new and better ways of doing things."

# 88%

Percentage of respondents who agreed that "The experiences I have at EY are valuable for my growth and development," according to the latest Global People Survey results in the US

# 82%

Percentage of people who answered affirmatively to "EY provides me with learning opportunities that build the skills I need to be successful"

80%

Percentage of respondents who indicated that their managers encourage and respect varying viewpoints, perspectives and styles, according to the latest Global People Survey results in the US

82%

Percentage of people who believe EY US has created an inclusive environment where people with diverse backgrounds and experiences can succeed

81%

Percentage of people who agree that EY US provides a work environment where they feel free to be themselves

### Diversity and inclusiveness

While there has been progress in the push to achieve full workplace inclusion for women, minorities and other underrepresented groups, much more can be done. Our efforts in diversity and inclusion further our business strategy – and they also address **UN Sustainable Development Goal 5 (Gender equality)**.

EY US invests in and recruits people with a broad spectrum of perspectives because we know that solving the problems of a complex and diverse business world requires that kind of approach. That's why diversity and inclusiveness (D&I) is fundamental to our business – and why our commitment cuts across not only race, ethnicity, gender and sexual orientation, religion and non-religion, but also varying skills, experiences, backgrounds and workstyles. Fostering an inclusive workplace culture where everyone also feels a strong sense of belonging is fundamental to driving innovation, building

strong relationships and delivering the best services to our clients.

We embed core principles of inclusiveness across our entire organization and throughout all of our business processes, and we equip our people with the skills and confidence to team and lead inclusively, so all team members can maximize their contribution, regardless of background. When this happens, we can deliver exceptional client service with more effective cross-border teams and richer perspectives, thus yielding better outcomes. And our internal and external metrics show that we're succeeding.

### Recognized as the best

In addition to being ranked as the No. 1 company overall by *DiversityInc*, EY US topped the lists in five out of nine categories:

Diversity councils

Employee resource groups

People with disabilities

Mentoring

Executive women





## Significant advances

Internally, we've seen a threefold growth in the representation of minorities at the partner and principal ranks since 2000, and women now comprise 40% of our client-serving professionals in the US.

Minorities account for 41% of the starts from our intern hires, 39% of our starts from entry-level hires and 51% of the starts from our experienced new hires. Today, minorities represent about 37% of our total US population – more than double the percentage from a decade ago.

In the US, 46% of all hires were women, and 35% of our promotions to partner, principal, executive director and director were women.

Of the six Regions in the US, two are led by women, and another is led by an African-American man. A woman leads our entire EY Americas Tax service line. In 2017, we announced that Kelly Grier would replace Steve Howe as EY US Chairman and Americas Managing Partner.

## Creative ideas from everyone

In 2016, we launched our **Neurodiversity** program, seeking out individuals on the autism spectrum. We recognized that some of the characteristics often associated with people on the autism spectrum – excellent mathematical abilities and technical skills, focus on details, and pattern recognition – line up with areas of growing need at EY US. "We are looking for neurodiverse individuals not because we want to have a diversity or inclusion program or it's a nice thing to do, but because it drives business value," said Hiren Shukla, who leads the group. It's been such a success that we have expanded the program and will continue to expand it. The program has been spotlighted in a [PBS NewsHour](#) segment featuring Steve Howe.

## Americas Inclusiveness Advisory Council

Steve Howe and Karyn Twaronite, EY Global Diversity & Inclusiveness Officer, co-chair the Americas Inclusiveness Advisory Council (IAC), comprising influential EY Americas leaders from across Regions, service lines and functions. The IAC meets regularly to share leading practices, explore D&I challenges and collaborate on high-impact actions that council members can take back to their respective units. Our council is allied with these organizations – and many others – promoting gender equity, minority and LGBT+ inclusion, diverse abilities and more:

**Catalyst**

**Center for Talent Innovation**

**Executive Leadership Council**

**Human Rights Campaign**

**National Gay and Lesbian Chamber of Commerce**

**National Organization on Disabilities**

**US Business Leaders Network**



84%

Percentage of our US people who said that their manager enabled flexibility, which is one of the ways we help our people maintain their career momentum

81%

Percentage of people who feel that their manager genuinely cares about their well-being

**“2nd.MD took the time to examine every detail of my medical history and connected me with a top cardiac physician. It was a wonderful experience, and I consider myself incredibly fortunate that EY offers this benefit.”**

David F., an associate director, about a benefit introduced in 2017 that gives our professionals direct no-cost access to top medical experts for second opinions. David F. was diagnosed with a rare heart condition and gained vital information from 2nd.MD doctors.

### Well-being

Because each of our people is different – across generations, abilities, working styles, and family sizes and compositions – we offer a diverse range of benefits that are frequently tweaked or even rethought to accommodate our people’s changing needs. To that end, we offer an evolving Total Rewards package that invests in the long-term physical and emotional wellness of our people. Its components include:

**Pathways to Parenthood.** Professionals who have been with EY US for a year are eligible for up to 16 weeks of fully paid time off. This includes primary care new fathers and adoptive parents, when welcoming a child through birth, adoption, surrogacy, foster care or legal guardianship. EY US was first among the Big Four to equalize paid parental leave for new mothers and fathers. Additionally, US employees are eligible for a lifetime maximum of \$25,000 per family to cover the cost of advanced reproductive technology (ART) procedures, surrogacy and/or adoption expenses. Fertility prescriptions are also covered, up to \$10,000, an additional lifetime coverage. ART procedures are available for our people and their spouse or registered domestic partner or surrogate.

**Personal/family care leave.** In 2017, we rolled out a new benefit that enables all US-salaried employees to take up to 10 days of paid time off annually for personal and family care needs, such as attending to a sick child or an elderly dependent.

**Flexibility.** Flexibility is embedded in our culture and is available to everyone regardless of gender and whether they are married or single, with or without children. We also have formal flexible work arrangements (FWAs) for those who need to flex more consistently. As long as they work at least 20 hours a week, our people on reduced-schedule FWAs are eligible for full-time benefits. Currently, approximately 4,000 people at EY US are on some type of FWA, 31 of whom were promoted to partner, principal, executive director or director during this past promotion season. FWAs do not diminish service quality – in fact, they enhance it, by allowing us to bring quality team members to the table on their own terms, promoting focus and helping them manage their career and life.

### Schedules that offer balance

Agnes Y. relies on her FWA as a working mother. One day, when she was one month pregnant, she was running after the morning train to get to her office in Southern California when she tripped and fell, and her computer bag fell into the platform gap. “Not only was it embarrassing for me, it got me thinking that it was not just me that I needed to take care of but my growing child, too,” she says. Agnes’ journey from then to now shows EY US’ approach to flexibility: she worked from home two days a week, took maternity leave for three months, assumed a 30-hour work week that quickly changed into a one-year leave of absence, then returned on an FWA that gave her Wednesdays off. And that didn’t derail her career: in 2017, she was promoted to executive director in People Advisory Services.



## Fair pay

Our leaders understand how important it is for all our people, across diverse high-performing teams and support roles, to share in the success of EY US. Pay equity is critical to our guiding principle of being fair. In August 2016, we signed on to the [Obama Administration's Equal Pay Pledge](#), part of which requires us to conduct an annual company-wide gender pay analysis across job roles and embed equal-pay efforts into broader initiatives. We conducted that survey in 2017 and will do so each year. And in 2017, we announced that we will not inquire about previous salaries during new hire negotiations and offers.



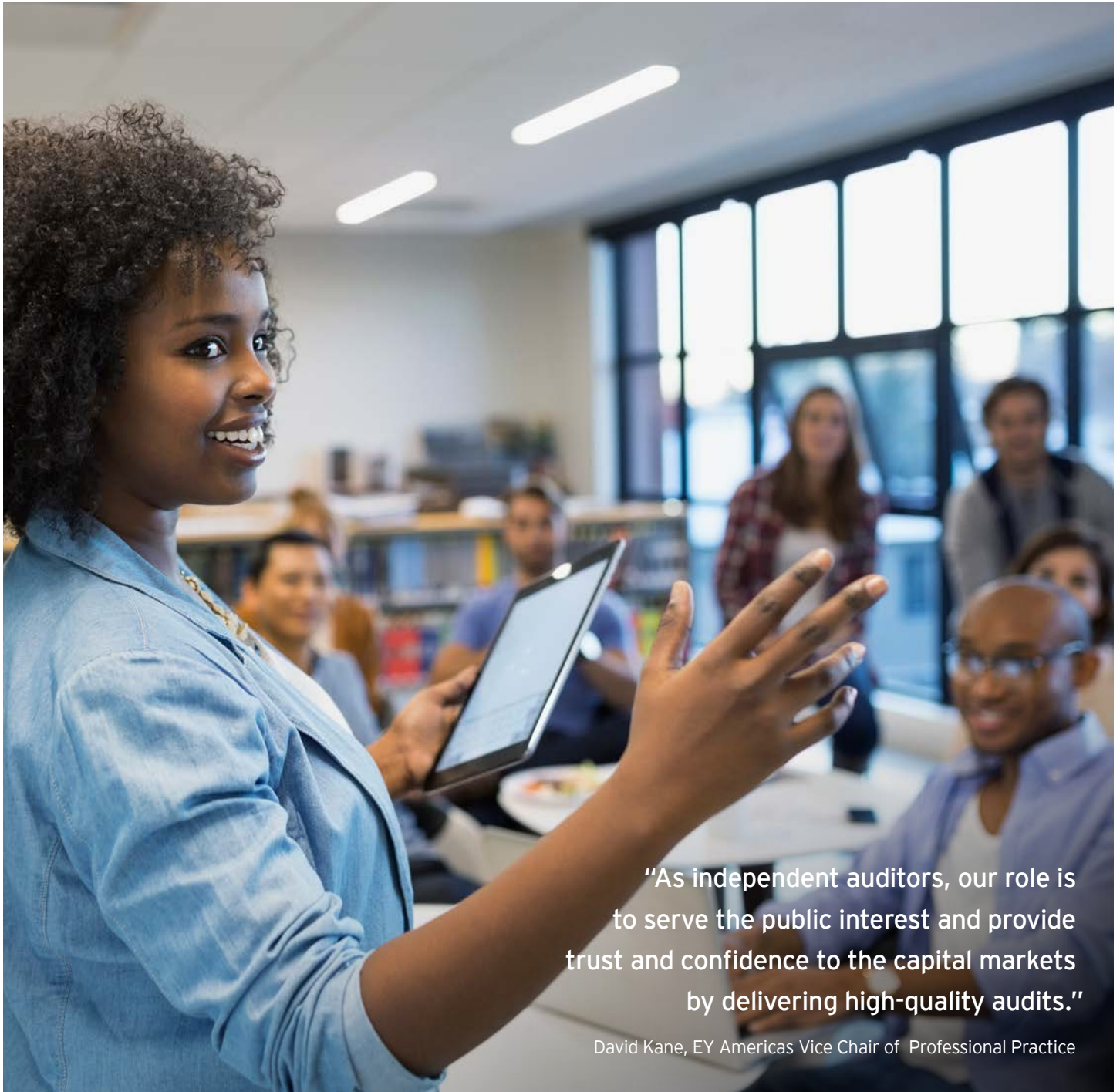
"This deliberate attention to equitable pay, along with our commitment to equitable sponsorship and increased flexibility, is essential to upholding EY's values and maintaining our inclusive culture."

Steve Howe,  
EY Americas Managing Partner



**“We don’t like EY at all – we love EY. And you have become an indispensable partner to us. And the encouragement and inspiration you have brought because of the company you work for is something that has become tangibly felt by many people in our organization.”**

Executive at an automotive client



**“As independent auditors, our role is to serve the public interest and provide trust and confidence to the capital markets by delivering high-quality audits.”**

David Kane, EY Americas Vice Chair of Professional Practice

# Exceptional client service

Providing the right services to the right clients is an essential foundation of EY US risk management processes. The **EY Global Client Acceptance and Continuance Policy**, which all EY member firms must follow, outlines principles to determine whether to accept a new client or a new engagement or to continue a relationship with an existing client. These principles are fundamental to maintaining quality and independence, managing risk and meeting regulatory requirements.

In addition, the **EY Global Conflicts of Interest Policy** defines global standards for categories of conflicts of interest and a process for identifying potential conflicts of interest. It also includes provisions for managing potential conflicts of interest quickly and efficiently through the use of appropriate safeguards. Such safeguards range from obtaining a client's consent to act for two or more clients, to member firms declining an engagement to avoid a potential conflict.

We use the **EY Process for Acceptance of Clients and Engagements (PACE)**, a new intranet-based system, for efficiently coordinating client and engagement acceptance and continuance activities in line with global, service line and member firm policies. PACE takes users through the acceptance and continuance requirements, and it identifies the policies and references to professional standards needed to assess both business opportunities and associated risks. As part of this process, we carefully consider the risk characteristics of a prospective client or engagement, whether the services are appropriate for us to provide and whether we can commit sufficient resources to deliver quality service, especially in highly technical areas.

## Independence practices

We have **EY Global Independence policies** that all US personnel and all US assurance engagement teams must comply with. These policies, in certain areas, are more restrictive than required by law or regulation.

We consider and evaluate independence from several perspectives, including our financial relationships and those of our people; employment relationships; business relationships; the permissibility of non-audit services we provide to audit clients; applicable partner rotation requirements; fee arrangements; audit committee preapproval, where applicable; and partner remuneration and compensation. Failure to comply with applicable professional independence requirements will factor into decisions relating to a person's annual performance and may lead to other disciplinary measures, including separation from EY US.

For more on our internal policies, read our [EY US Transparency Report 2017](#).

## Data privacy and confidentiality

Our confidentiality commitments span a wide range and include the confidentiality requirements of the AICPA's Code of Professional Conduct, our client contracts, and applicable laws and regulations. The **EY Global Code of Conduct** sets the foundation for our data protection practices and states that EY people respect and protect confidential information obtained from, or relating to, our clients or third parties, as well as personal information about our people, in accordance with local law and professional standards.

As a reflection of the EY Global Code of Conduct, our data protection program is grounded in a global network of our Data Protection professionals spanning across Risk Management and the General Counsel's Office, as well as our Information Security organization and its people and policies.

The **EY Confidentiality Global Policy** expands on the Global Code of Conduct's requirements and emphasizes the importance of protecting all confidential information throughout the entire data life cycle. It sets specific rules for sharing confidential information and what to do in case of loss, theft or inappropriate disclosure of confidential information.

The **EY Global Personal Data Privacy Policy** and **Binding Corporate Rules** set out the personal data management principles, including those related to current, past and prospective personnel, clients, suppliers and business associates. These policies are examined regularly for consistency with applicable laws and regulations concerning protection of personal data.

To reinforce our policies and procedures and keep pace with constantly evolving threats to data protection, we require our people to undergo data protection and information security training. This includes the EY Protecting Confidential Information online learning module for all new hires, which 98% of new hires completed in FY17. Each year, we also deploy an updated US data protection awareness program to help our people improve their understanding of data protection practices and security threats.

For more on our approach to data privacy and confidentiality, view [Protecting your data](#).



# 112,000

Total hours donated by  
EY US Connect Day volunteers

# 17,000

Number of volunteers



### Driven to contribute

Many of our people volunteer throughout the year. **EY Connect Day** is when we encourage all of them to do so on a single day. Whether they mentor youth, help job seekers or connect with veterans, EY professionals team with colleagues across service lines and walk away even more committed to their communities – while still having a blast.



# How we strive to build stronger communities

Underserved youth often find themselves missing out on opportunities for more rewarding careers. Many women make significantly less money than their male counterparts and are overlooked for promotions or financing for new ideas. Entrepreneurs have an idea that could lead to significant job growth and useful services but are stymied when they're busy juggling too many needs at once with too little money.

Our insightful professionals are well-suited to drive positive change in the world through energy, enthusiasm and the courage to lead. That's why we're particularly focused on **education, equity in the workplace and entrepreneurship**.

## Education

To avoid future skills gaps and help build diverse and inclusive workforces, we put our leadership skills and technical know-how to work for youth and further the aspirations of **UN Sustainable Development Goal 4 (Quality education)**.

**College Mentoring for Access and Persistence (MAP).** Our goal is to educate underserved students about the college application and financial aid process and to help them envision themselves as college-ready. To do so, we engage our people as Mentors to offer students – called Scholars – personalized support, coaching and guidance through the college application and decision-making processes. We also established a scholarship fund on behalf of the graduating class of 2013, and it's become a yearly tradition with great impact:

**\$1.3m:** total raised for first-year College MAP scholarships since 2009 (not counting 2017 figures)

**\$750k:** total raised for ongoing scholarship support beyond the first year

**1,300:** number of Scholars assisted

**Junior Achievement (JA).** EY US partners currently hold more than 40 board positions with JA, including seats on the JA USA and JA International boards. We are proud to have expanded the JA Company Program to additional cities across the US. EY US professionals volunteered 1,500 hours in 2017.

**Boys & Girls Clubs of America (BGCA).** Our involvement includes using fun, hands-on activities from our **Cyberchase** program to get kids engaged in learning about math and business. EY professionals serve on the boards of local Boys & Girls Clubs in 30 US and Canadian cities.

## Active on STEM

Of current science, technology, engineering and math (STEM) graduates, only an estimated 20% are women or from minority groups. Wanting to change that number, Lee Ann K., an associate director in Talent, founded **STEM Advantage**, a not-for-profit program that prepares and inspires young women and underserved minorities of all genders to pursue STEM careers through paid internships, mentorships and scholarships. To date, more than 1,000 young people have gone through the program in the US. We took notice – and awarded her group \$250,000 as part of our internal *Better begins with you* competition. All the operational and administrative costs of the scholarships are covered by the STEM Advantage Board.



## Making an impact and gaining confidence

Joyce O. has worked as an internal and external consultant, at local and national levels, behind the scenes and serving clients in the field. But to become the leader she wanted to be, she had yet to perform at the global level. So the Cleveland professional applied to become an advisor in the **EY Vantage** program. She was matched with a private Brazilian marketing agency that opens doors for national brands and advertisers to the country's burgeoning youth market. After two days of training and cultural preparation, Joyce traveled to her new home for the next two months: São Paulo. There, she worked with the Director of Human Resources to enhance the performance management system and career development process, driving the company's ability to recruit and retain talent. A year after her time in Brazil, Joyce seized a new opportunity within EY: a global leadership role within a Center of Excellence for our Advisory service line. She said, "There was just as much benefit to me as there was for the agency."

## Entrepreneurship

Entrepreneurs are a key engine for creating sustainable growth, and EY US has placed a major emphasis on growing their social impact, in line with **UN Sustainable Development Goal 8 (Decent work and economic growth)**.

### Entrepreneur Of The Year® program.

As the first and only truly global awards program of its kind, Entrepreneur Of The Year celebrates those who are building and leading successful, growing and dynamic businesses. In 2016, the *Harvard Business Review* examined the **9,200 executives in the US** who have won the award since its founding and discovered that they have added trillions of dollars to the economy.

**EY Vantage.** This program connects future EY leaders with the market leaders of tomorrow to accelerate growth and create jobs, working closely with Endeavor Global to select the most promising entrepreneurs who could benefit from our help to overcome their biggest obstacles. Over the course of six weeks, our top-performing managers and senior managers work alongside promising entrepreneurs in five emerging markets to help these businesses address their biggest obstacles to growth. In 2017, 20 US participants volunteered 4,800 hours (the equivalent of more than two years of full-time work) through this program.

### Network for Teaching Entrepreneurship (NFTE).

This global nonprofit is focused on bringing entrepreneurship education to teens from under-resourced communities. The program helps them see the relevance of their studies as they learn skills in key academic subject areas as well as business and financial planning. EY US partners serve on 9 of the 11 NFTE regional advisory boards across the US, and in 2017, nearly 400 EY US professionals performed nearly 2,400 hours of work in NFTE classrooms, at competitions and on field trips.

2,400

Total hours of work committed by EY employees in NFTE classrooms, at competitions and on field trips

400

Number of EY US employees participating in NFTE



## Equality

Advances in equity in the workplace correlate with sustained economic growth and community investment, aligning with **UN Sustainable Development Goals 5 (Gender equality)** and **8 (Decent work and economic growth)**.

EY US seeks to extend our impact as champions of diversity through programs and alliances that harness the untapped leadership potential of all people, recognizing our differences and promoting our strengths. We also sponsor research that examines the forces at work that hold some people back and the overall benefits of inclusiveness.

**Gender equity.** EY US seeks to advance women in business through our **Women. Fast forward** platform, an accelerator that employs our collective knowledge, experiences and convening power to push ourselves further and to help accelerate global gender parity. Through *Women. Fast forward*, we played a vital role as the #PressForProgress main campaign sponsor of International Women's Day. In addition, the national **EY Entrepreneurial Winning Women™** North America competition and executive education program, now in its 10th year, identifies a select group of high-potential women entrepreneurs whose businesses show real potential to scale – and then helps them do it.

**Ethnic diversity.** EY US has a strong brand presence each year at **Ascend** and annual events put on by the **National Association of Black Accountants, the Association of Latino Professionals for America (ALPFA), the National Black MBA Association and the National Society of Hispanic MBAs**, where we regularly run workshops on networking, mentoring and leadership development. EY US also sponsors the **Corporate Board Initiative** by the Executive Leadership Council, which creates opportunities for Black executives in the market to serve as directors on corporate boards. And through **Elements of Success**, offices across the US help Black college students prepare for career fairs, leadership conferences, interviews and other opportunities.

**LGBT+.** We have a long-standing relationship with **Out & Equal** and are an annual Advocate sponsor of the Out & Equal Workplace Summit. Since 2006, we have been among the top 10 companies ranked by number of attendees. We have sponsored workshops and hosted the first EY Transgender Diversity breakfast. EY US has also sponsored conferences put

on by **Out Leadership**, the first global LGBT+ leadership organization for the financial industry. Beth Brooke-Marciniak, EY Global Vice Chair – Public Policy, is a member of its Global Advisory Board. Chris Crespo, EY Americas Inclusiveness Director, and Theresa Harrison, Director of Supplier Diversity, provide leadership on the **National LGBT Chamber of Commerce's** Board of Directors and Procurement Council.

**Diverse abilities.** Megan Hobson, EY Americas Administration Leader and the Executive Sponsor for the AccessAbilities professional network, sits on **US Business Leadership Network's** Board of Directors, and many others within EY US sit on planning committees to help shape its annual conference. In 2017, Steve Howe, EY US Chairman and Americas Managing Partner, received the group's John D. Kemp Leadership Award. We were also the exclusive provider of professional services to the organizing committee for the **Paralympics**, and through our support, we helped shine a light on the talents and skills of people with diverse abilities.







## Stewards of the environment

Since 2009, we've teamed with the Earthwatch Institute, which engages people in worldwide scientific field research related to sustainable development. Our people use their professional skills to assist entrepreneurs (for example, to improve marketing and sales strategies) and conduct environmental research (such as collecting data on water quality). When Jimson M., a senior manager in New York, was a senior, he was an Earthwatch Ambassador in Brazil, where he advised research scientists studying bird migration patterns and global warming in rainforests. In the evening, his team advised a local entrepreneur about marketing and capital-raising for his sugar plantation business. "It was a tremendous learning opportunity that allowed me to team with individuals in five different countries that spoke half a dozen languages," Jimson says.

[Read this press release to learn about how we worked with entrepreneurs in Mexico and Peru.](#)

## A focus on the environment

Our commitment to environmental sustainability started long ago as a grassroots movement by passionate environmentalists in our offices. Now, environmental sustainability, led by EY Americas Director of Environmental Sustainability Leisha John, has become central to the EY US business strategy and is integrated into what we do across all service lines. From this, we gain a strategic advantage: our US firm can credibly deliver climate change and sustainability services, attract and retain talent, and promote operational excellence by reducing our environmental impact and cutting operational costs.

### Climate change

Beyond our focus on our own greenhouse gas emission targets, EY US services help companies track and address their own impacts on global warming.

In the short term, we're focused on achieving our target of cutting greenhouse gas (GHG) emissions by 12% by 2020, with an FY15 baseline. This strategy was developed based on a combination of benchmarking, research on market practices and industry insights, considering:

**Science:** studies from the Intergovernmental Panel on Climate Change on limiting the increase in global mean temperature to 2 degrees Celsius

**Policy:** policy commitments, including the US commitment in the UN's 21st Conference of the Parties

**Other GHG targets** in place in the professional services industry

The vast majority of our carbon output comes from two sources: office energy consumption from our real estate portfolio and business travel, particularly air travel. We have formalized and implemented initiatives to achieve our 2020 GHG target, aiming to reduce carbon output from office energy consumption by about 3% and business air travel by 9%. We collect year-over-year performance data and compare it to our FY15 baseline to determine progress.

In FY16, we published an **Americas-wide environmental statement** that formalizes our commitment to our stakeholders to operate in a manner that reduces our environmental impact. To do so, we're embedding environmental responsibility in our culture through a number of activities, including:

Working with our stakeholders to promote improved environmental performance

Executing a dedicated communications strategy to generate awareness and educate employees about environmental sustainability

Collaborating with leading nongovernmental organizations to promote sustainable business practices

Complying with applicable laws, regulations and standards relating to our environmental impacts and aiming to exceed their minimum requirements

-12%

Greenhouse gas emissions reduction target for 2020

849m

Number of miles of air travel by EY US employees in FY17

849

Collective time in years spent in the air during all that travel



## Team players for change

EY US is at the forefront of assisting businesses, governments and communities with broad sustainability topics to improve how we work and live. As a reflection of our commitment, we provide thought leadership on important topics that promote more inclusive capitalism and sustainable growth. Here are some of those reports.

*Click on images for full articles.*



Why we can't let uncertainty disrupt growth



Can sustainable energy drive sustainable growth?



Why we need to future proof our cities for sustainability



Is your city as smart as its residents?



How to inspire your people to innovate



Digital agriculture: enough to feed a rapidly growing world?





How collaboration can help create a healthier world



How do you make sure you're measuring the things that matter?



Can we turn pollution into products?



How a city transformed from bankruptcy to renewal



What if business were society's greatest problem solver?



Why the energy sector must embrace blockchain now

## Climate Change and Sustainability Services

How to address a complex and increasingly interrelated landscape of environmental, social and economic issues poses a unique challenge. [The EY US Climate Change and Sustainability Services](#) team helps clients to create more sustainable, profitable enterprises, and in doing so, further activates our purpose to build a better working world. Our multidisciplinary team of professionals combines our core experience in assurance, tax, transactions and advisory with environment, health, safety and sustainability skills and deep sector knowledge.



#### 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.

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