



Will you shape the future

or be shaped by it?

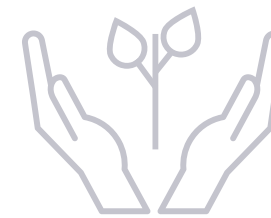
EY Canada
Impact Report
2025



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



Shape the future
with confidence



We respectfully acknowledge that EY offices across Turtle Island (Canada) are located on the traditional, treaty and unceded territories of First Nations, Inuit and Métis peoples. Indigenous Peoples share a sacred relation with the land and this land acknowledgment is the first step in learning about our history, taking action toward reconciliation and respecting the lands and waters that give us life and sustain our livelihoods.

Contents



Look for this icon for
AI related content

01 Our story

02 Our people

03 Our society

04 Our clients

05 Appendix

01 Our story

04 A letter from our Chair, CEO
and Chief Inclusiveness Officer

02 Our people

- 06 Shaper of the future: Tanya Landry
- 09 Enabling our people with future-focused skills,
opportunities to thrive and career agility
- 12 Focusing on wellbeing as a top priority
- 15 Demonstrating our unwavering commitment
to inclusion

03 Our society

- 24 Shaper of the future: Huda Baig
- 26 Amplifying EY Ripples – our skills-based, volunteer
platform – to help create positive social impact
- 35 Growing our legacy of entrepreneurship for all
- 39 Thinking holistically about our sustainability strategy

04 Our clients

- 47 Shaper of the future: Sylvain Golsse
- 49 Fuelling AI transformation from the inside out
- 54 Going *all in* to support Canadian businesses,
governments and organizations in changing times
- 56 Unleashing the full lift of ecosystems and alliances
- 58 Elevating solutions that help clients adapt to
current realities
- 61 Creating space for more learning and
valuable conversations
- 63 Remaining steadfast in our duty to build trust and
confidence in the capital markets
- 65 Shaper of the future: Deiandra Griffith

05 Appendix

68 EY Canada's 2025 climate report

Our story

A LETTER FROM OUR CHAIR, CEO
AND CHIEF INCLUSIVENESS OFFICER

At EY Canada, courage means stepping forward together to address the challenges facing us as a nation. Whether advancing innovation, growing with purpose or creating opportunities for people to thrive, we’re collaborating with colleagues, clients and communities to turn complexity into possibility.

This has always been the way we work. For more than 160 years, we’ve been inspired by Canadian ambition – the organizations, businesses, nonprofits, social enterprises and entrepreneurs that pioneer and break new ground to make meaningful change across our great country. We are amazed by the people who bring this nation – and our organization – to life. By putting people first, we’ve been honoured to help drive economic progress, resilience and growth. Now, we’re expanding that momentum to achieve our ambition and shape the future with confidence for all.

Here, you’ll read the highlights, metrics and milestones that tell the story of our 2025 fiscal year. You’ll discover Shapers of the Future: EY people who are daring to lead us in **Building a better working world.**

This report shines the spotlight on EY teams, allied organizations and key stakeholders who are innovating every aspect of our operations to deliver answers the world needs now. We do this by:

- Enabling our nearly 9,000 people in Canada with future-focused skills, opportunities to thrive and career agility.
- Reimagining learning and development for the AI age, where technology enhances human potential.
- Maintaining our commitment to inclusiveness and deepening our focus on wellbeing, ensuring everyone feels seen, supported and empowered to succeed.
- Creating dynamic opportunities to support community builders who are strengthening this country from coast to coast to coast.
- Evolving our services to meet clients where they are and develop greater agility going forward.

As a firm, we’re always evaluating our goals and challenging ourselves to do better. To **Shape the future with confidence,** we have to continue adapting, innovating and leading with integrity as we aim to serve clients, communities and one another best. It’s a responsibility we’re proud to bear.

This report reflects that passionate determination to go *all in* for Canada and help build the stronger, more resilient country we know we can be.



Alycia Calvert

EY Canada Chair, CEO
and Chief Inclusiveness Officer

Alycia

Are we courageous
enough to build

a bolder
Canada?

In a word: yes

Our people



Tanya Landry

EY National Executive Assistant
Leader Group, Canada,
Associate Director

Curious traveller
Connection catalyst
Shaper of the future



“

What drives me is knowing that everyday moments of clarity, collaboration and courage — not just big initiatives — can shape the future.

I shape the future by exploring the world with curiosity and openness, documenting my travels through photography.

Each journey deepens my appreciation for diverse perspectives and the power of shared experiences. At EY, I have the flexibility to pursue those adventures and I bring what I’m learning right back to our team. I shape the future by helping people connect, collaborate and work smarter. I’m excited about using AI not just to automate tasks, but to elevate how we think, communicate and deliver.

28 Countries visited so far

including a memory-making trip to Cuba with my mom before she passed

Japan and South Korea

Next-up travel destinations in 2025



Applied AI bronze badge

Achieved and making an impact in practice



National Microsoft Copilot Champion

Helping others learn, adopt and use copilot across her national team

At EY Canada, our
nearly 9,000 people
are are working to
**Shape the future
with confidence.**

What does that really mean? We work together to help develop, empower and fuel an extraordinary you. And when we say together, we mean it.

Our purpose-driven, multidisciplinary colleagues nationwide influence everything we do. They are on the frontlines of how we deliver for our clients. We take the insights, ideas and perspectives of our highly engaged workforce to heart. We ask questions, consider answers and take informed action. This intel shapes the programs, policies, benefits and offerings that define our workplace. In turn, our people are empowered to shape the future with confidence for clients across the market, as well as colleagues right across our organization and communities everywhere.

Building on our culture and the values that make EY an employer of choice, we're helping Shape the future with confidence by helping our people to:



Develop an extraordinary you:

centred on professional growth, building skills and expanding leadership capabilities



Empower an extraordinary you:

focused on personal fulfillment and thriving in a flexible and supportive environment that encourages wellbeing



Fuel an extraordinary you:

by enabling an inclusive culture with diverse teams that inspire, innovate, challenge and encourage lasting connections at work and in the community

**How are we
delivering on
that promise?**





We're proud to see our people-focused programs and culture regularly celebrated through a range of top employer awards.

FY25 EMPLOYER AWARDS:



Enabling our people with future-focused skills, opportunities to thrive and career agility

At EY, our goal is to provide programs, support and opportunities for our people to shape the future with confidence. We’re thrilled to see our people embracing these opportunities.

Last year, that included:

400,000
Learning hours logged



50+
Annual learning hours
completed on average, per person, including topics like real-world markets insights, soft-skills like leadership development, competency-specific development and so much more



AI enablement was a dominant theme in our learning programs this year. We believe future readiness is a multidimensional equation – and AI is a powerful variable in that dynamic. This year, we focused AI learning around three interconnected elements:

Capability: equipping our people with the skills to deliver today and the digital fluency to continuously adapt, especially as AI reshapes how we work, think and create value.

Mindset: cultivating a lens that embraces complexity, curiosity and resilience – qualities that are essential in a world where AI is accelerating change and challenging assumptions.

Connection: building the human networks that foster trust, collaboration and faster decision-making because even in an AI-enabled world, relationships remain at the heart of progress.

✦ **Shaping the future**

“
We are continuously reflecting on what our people have told us about why they joined EY and what they value most once they’re here. Every decision we make about supporting learning and career growth — and providing meaningful work experiences — begins with the insight our people share. Their expectations drive our vision.”

Massimo Marinelli
EY Canada Managing Partner, Talent





Our holistic approach is helping our people access the tools, support and environment to grow and succeed in an AI-augmented workspace. We listened closely, experimented boldly and moved fast in conjunction with our AI Program Office to support initiatives like AI champion networks, create new Catalyst roles in the business, expand immersive learning experiences and support development opportunities.

3,000

Spots filled during EY Canada AI Learning Week

1,031

EY AI Badges initiated

including nearly 400 completed in AI Foundations, AI Engineering, Applied AI, Responsible AI and Cybersecurity AI

AI productivity tools

Rolled out to transform our operations and those of our clients through generative AI capabilities

NEWLY LAUNCHED

EY Canada AI Hub

One-stop-shop for information and resources to help people stay up to date on all the latest AI developments



These programs and initiatives are greater than the sum of their parts

Taken together, they reflect our firm’s central philosophy: embed learning opportunities in the flow of work and create space to personalize those experiences to individual aspirations and goals.



Skill-building isn’t something we do. It’s an intentional way of approaching work and career growth. Year over year, we’re helping one another identify the learning and experiences needed to grow. We’re making space for people to prioritize that development as part of their daily flow, and championing one another’s success.



Shelagh Best
EY Canada Deputy Talent Leader

This year, we deepened that focus by expanding our existing suite of learning and development offerings and evolving our mission to our people.

Opportunities to thrive

We've made a formal commitment that encourages our people to take time for activities that support their professional growth, personal wellbeing and community engagement.

Many of our people were already engaging in this kind of activity, whether pursuing an EY Tech MBA, pursuing an AI Badge, joining a language skills class or exploring a sabbatical to fulfill personal projects. Now, we're empowering everyone to be much more intentional by deliberately developing approaches that fit individual and team needs and goals. For example, planning guides for individuals – coupled with companion guides for counsellors and leaders – help people map out experiences and opportunities that help them thrive.

“

Our Professional Women's Network mentorship program has the potential to create a ripple effect of growth and empowerment across EY. By connecting women with mentors who can guide and inspire them, we're not just supporting individual development—we're building a culture where women feel seen, supported and motivated to thrive.



Cecilia Zhao
Business Partner Manager,
Global Assurance Learning

Embracing career agility

Careers are never one-size-fits-all. We understand that personal and professional aspirations are distinctive. As we enable our people to expand firm knowledge, skills and networks, we also encourage everyone to adapt approaches to their own individual goals.

Here, we can maintain an updated internal profile – accessible to others who may be seeking someone with similar skills or interests – within our internal platform. The hub also offers features, information and tools to help people evolve skills in line with career goals, counsellor conversations and emerging opportunities across our Canadian firm and around the world.

“

At EY, once you raise your hand and say, ‘Hey, I want to do something,’ people are incredibly generous with their time and supportive in helping navigate your career.



Clara Shin
Senior Manager,
Sustainability Advisory Services

Sustainable progress starts with meaningful enablement

It's not enough to launch new initiatives or ways of learning. People need easy, accessible channels to explore what's available and track progress. That's why we launched our:

NEW

Extraordinary You dashboard

an all-in-one, customizable platform that streamlines the employee experience.

The dashboard puts everything our people need – from learning and wellbeing resources to time off and benefits – at their fingertips.

Focusing on wellbeing as a top priority

Our people want to work in environments that reinforce wellbeing and personal time. As a firm, that requires us to continually invest in our culture.

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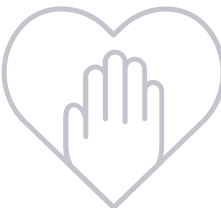
Wellbeing Champions
now model healthy behaviours and promote wellbeing programs to build awareness across Canada

72%

of EY Canada people
say they're experiencing a level of wellbeing that's right for them – up 3% over last year

86%

feel included and supported
by the people they interact with each day



These numbers¹ only tell one part of our wellbeing story.
We focus on mental health by connecting physical, mental, social and financial wellbeing.

¹ EY Canada People Pulse Survey, April 2025 for all statistics included above



✦ **Shaping the future**

“
At EY, each of us works to foster wellbeing within our teams. Whether maintaining an open dialogue with our colleagues' about their needs throughout a client engagement, encouraging each other to employ practical tools like mindfulness to stay focused and resilient, or engaging with the firm's wellbeing resources, we lead by example and support one another.”

Adam Berg
EY Canada, Senior Manager Transaction Tax Advisory



We focus on mental health by connecting physical, mental, social and financial wellbeing

Our always-on approach to supporting wellbeing connects a number of different priority areas. This includes a formal and funded framework for mental health support that our people can count on whenever they need it.

We provide up to

\$5,000 annually

for all EY employees and eligible dependents to access counselling and therapy.

Already included in our benefits plan at no cost to employees are confidential, short-term counselling and referral services through our Employee Assistance Program through TELUS Health, as well as MindBeacon Cognitive Behaviour Therapy, an innovative digital solution, and Healthcare Online.

During Mental Health Week, we ramp up our focus on wellbeing to help people understand these programs and services better, access what they need and connect with one another.

Our EY Wellbeing Fund grew by 20% and became even more adaptable

Some 7,903 of our people claimed our newly increased **wellbeing benefit of \$1,200** for everything from cooking classes to music lessons, financial planning and fitness equipment.

“

My husband works in academia and doesn’t have access to the same kinds of benefits that we do at EY. When I joined the firm and realized the \$5,000 mental health benefit was available to each of us and our dependents, it made a huge difference. My husband was able to start seeing a therapist about what he suspected was ADHD. Through the benefit, he got the help needed to channel his ADHD into a strength – whether lecturing or publishing – and manage the challenges that sometimes come along the way. It’s been amazing for him and for us both.



Rose Dawoodjee
EY Canada Supervising Associate, Tax Learning

Our Total Rewards Roadmap
tailors benefits to personal priorities

At EY, we’ve long supported a holistic approach to compensation; one built around base salary, bonuses, rewards, benefits, flexibility, time off and wellbeing.

Through our new Total Rewards Roadmap, our people gain immediate access to information on how these pieces fit together and what they can customize to best meet their own needs. We know planning and saving for the future is a high priority.

To meet that need, we updated personalized savings benefits.

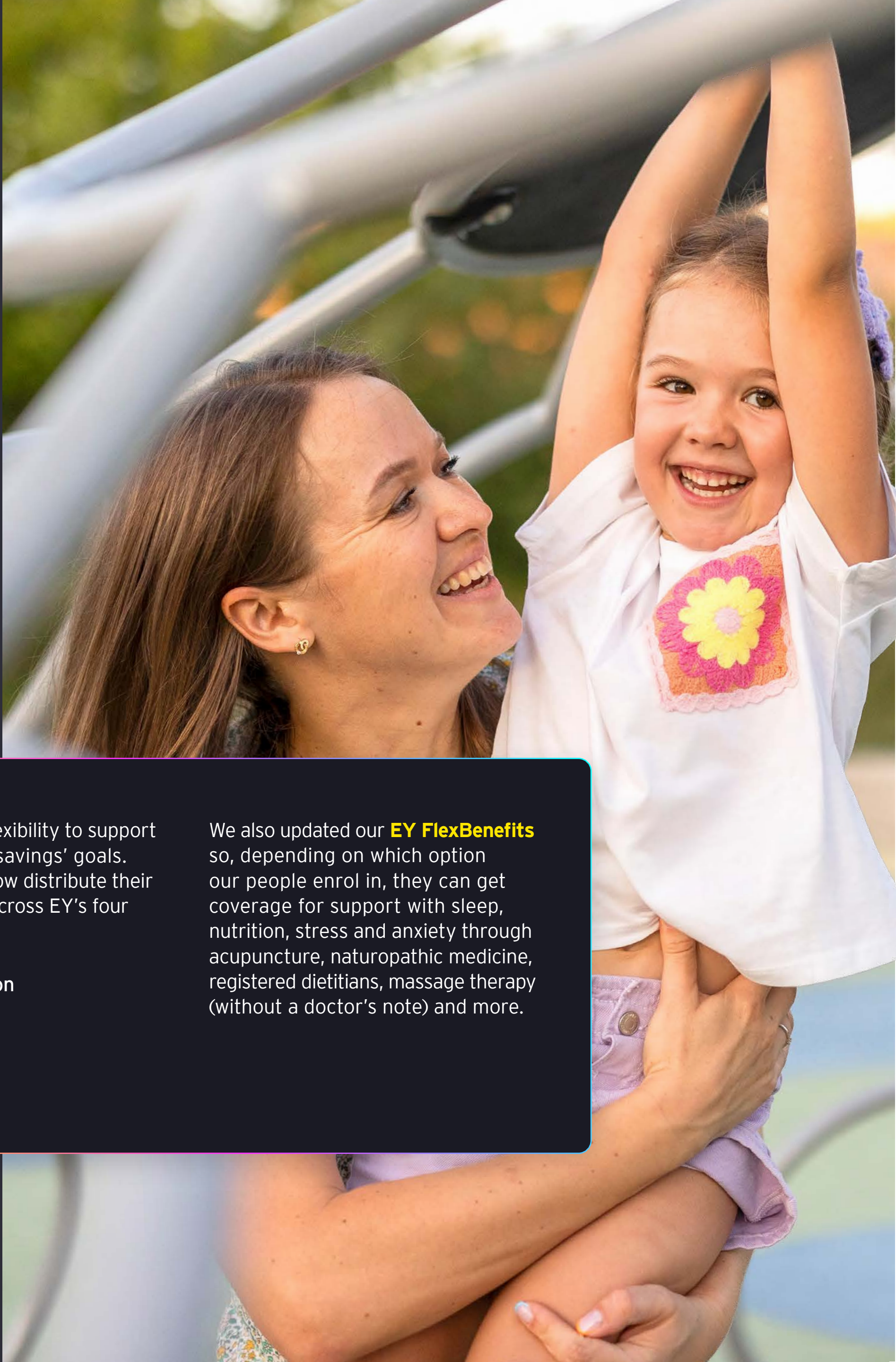
Newly created
flexibility

to direct income
into any (or all) of
four EY savings plans

In 2025, we provided more flexibility to support our people in meeting their savings’ goals. Pension plan members can now distribute their 4% employee contributions across EY’s four different ways to save:

- ✔ Direct contribution pension
- ✔ RRSP
- ✔ TFSA
- ✔ and/or FHSA

We also updated our **EY FlexBenefits** so, depending on which option our people enrol in, they can get coverage for support with sleep, nutrition, stress and anxiety through acupuncture, naturopathic medicine, registered dietitians, massage therapy (without a doctor’s note) and more.



Enjoying more time off

Each of us defines flexibility a little differently. That’s why we offer **extended vacation programs** – which allow our people to purchase additional vacation days supplementing paid vacation, personal days and holidays, **flexible work arrangements** such as reduced schedules and compressed workweeks and six-week to four-month **sabbaticals** compensated at 15% of gross salary each pay period.

Still, nothing beats an extra long weekend or extended break now and then. In 2025, we provided everyone with **an extra day off on each statutory holiday from May to October**. These additional days are one more way we are encouraging one another to nurture wellbeing. We continue to close our offices through the December holiday period, creating an additional break to enjoy with family and friends without using up vacation days.

Remembering to celebrate the wins

Each of us has a role to play in identifying amazing progress and shining the spotlight on meaningful momentum.



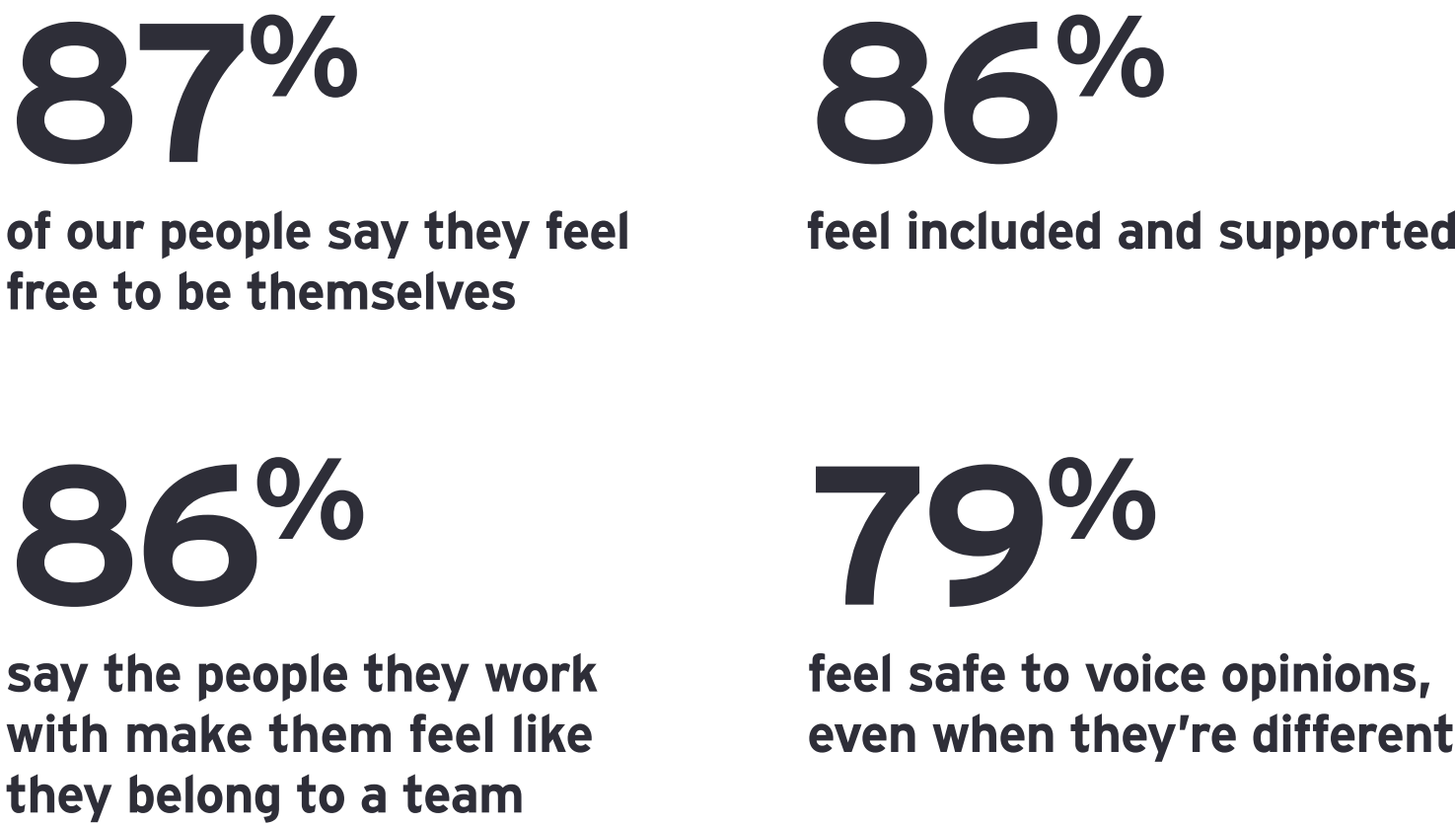
At EY we
believe in lifting
one another up

13,000+
Recognition awards
delivered to celebrate
impact of more than
5,600 people

Demonstrating our unwavering commitment to inclusion

We want to help people feel valued, respected and empowered to contribute their fullest potential.

Across Canada, the numbers² tell us we're moving in the right direction:




² EY Canada People Pulse Survey, April 2025 for all statistics included above

✦ **Shaping the future**

“
Inclusion means cultivating teams that inspire, innovate, challenge and encourage lasting connections. To be truly inclusive, we must be a workplace where experiences needed for career progression are assigned equitably and we take purposeful steps to help fuel a truly extraordinary you.”

Muriam De Angelis
EY Canada
Inclusiveness Leader



At EY, we've created an internal structure to reinforce the culture that underpins our progress



**Canadian
Inclusiveness Advisory
Council (CIAC)**

Led by Alycia Calvert, EY Canada Chair, CEO and Chief Inclusiveness Officer, this pivotal body is composed of influential leaders from various service lines, regions and functions. This diverse representation ensures that the CIAC is well equipped to advance diversity, equity and inclusiveness initiatives across the organization.



**EY Canada
Inclusiveness Team**

EY Talent team responsible for embedding our commitment to inclusion and belonging as a core value that shapes our culture, drives our innovation and enhances our ability to serve our clients effectively.



**Business Resource
Groups (BRG)**

Voluntary, employee-led groups that aim to foster a culture of inclusiveness and collaboration aligned with EY's organizational mission, values, goals, business practices and objectives.

[All BRG](#) →

Our structure and governance framework supports inclusion, weaving this value into the fabric of our organization.

As part of our inclusiveness journey, we continue investing in communities, relationships and belonging

Furthering reconciliation, year over year

In 2019, we began exploring objectives to further Indigenous reconciliation within our business practices. This included collaborating with Indigenous Treaty Partners and Barrington Consulting Group in 2023 to assess the status of our reconciliation journey and identify gaps. Based on this insight, we formed a Reconciliation Action Plan and mapped out key milestones.

In the years since, we’ve made progress on our goals, including our efforts as part of the firm’s Global Indigenous Network: a vital platform dedicated to connecting and supporting EY Indigenous staff across our global network.

“

The work I do at EY goes beyond just a job. It’s a personal responsibility. I am committed to creating safe spaces for Indigenous professionals and establishing meaningful relationships with the communities we serve. This is not just a priority: it is a mission to ensure that these connections are built on respect, trust and empowerment.



Karli Crowshoe
EY Canada Indigenous Relations Leader and member of the Piikani Nation



EY Indigenous Intern Program

Created for all students and recent graduates who self-identify as Indigenous (First Nations, Inuit or Métis), this program is intended to increase the Indigenous population within EY by purposefully creating professional opportunities for these individuals. In 2025, we were thrilled to welcome seven interns to EY through this program.

“

Being part of the Indigenous Intern Program was an enriching experience. I learned a lot about the corporate environment and gained valuable skills in teamwork and communication. The program also provided a unique perspective on the importance of collaboration in the workplace. I particularly enjoyed the mentorship aspect, which helped me navigate my career path more effectively.



Trevor Van Den Heuvel
Intern (CS), Technology Consulting and grandson of a member of the Siksika Nation



We also hosted a series of events and activities to **build greater awareness of Indigenous culture and communities** and support a broader ecosystem of understanding and equity on the National Day for Truth and Reconciliation – as well as throughout the year.

BEADING CLASS

Taught by Karli Crowshoe, whose small business, The Chief's Daughter, revives traditional stories and the oral culture of the Blackfoot People through precise beadwork. Participants learned the basics of beading an orange shirt pin.

NATIONAL INDIGENOUS HISTORY MONTH DIGEST

Launched to celebrate Indigenous History Month (IHM), this new communication amplified Indigenous voices in the arts, literature, film and media. It also included an Indigenous Professional Council member highlight, facts and IHM events happening across Canada.

LAND ACKNOWLEDGEMENT WORKSHOP

Explored the history, culture and contributions of Indigenous peoples, highlighting the significance of recognizing traditional territories.

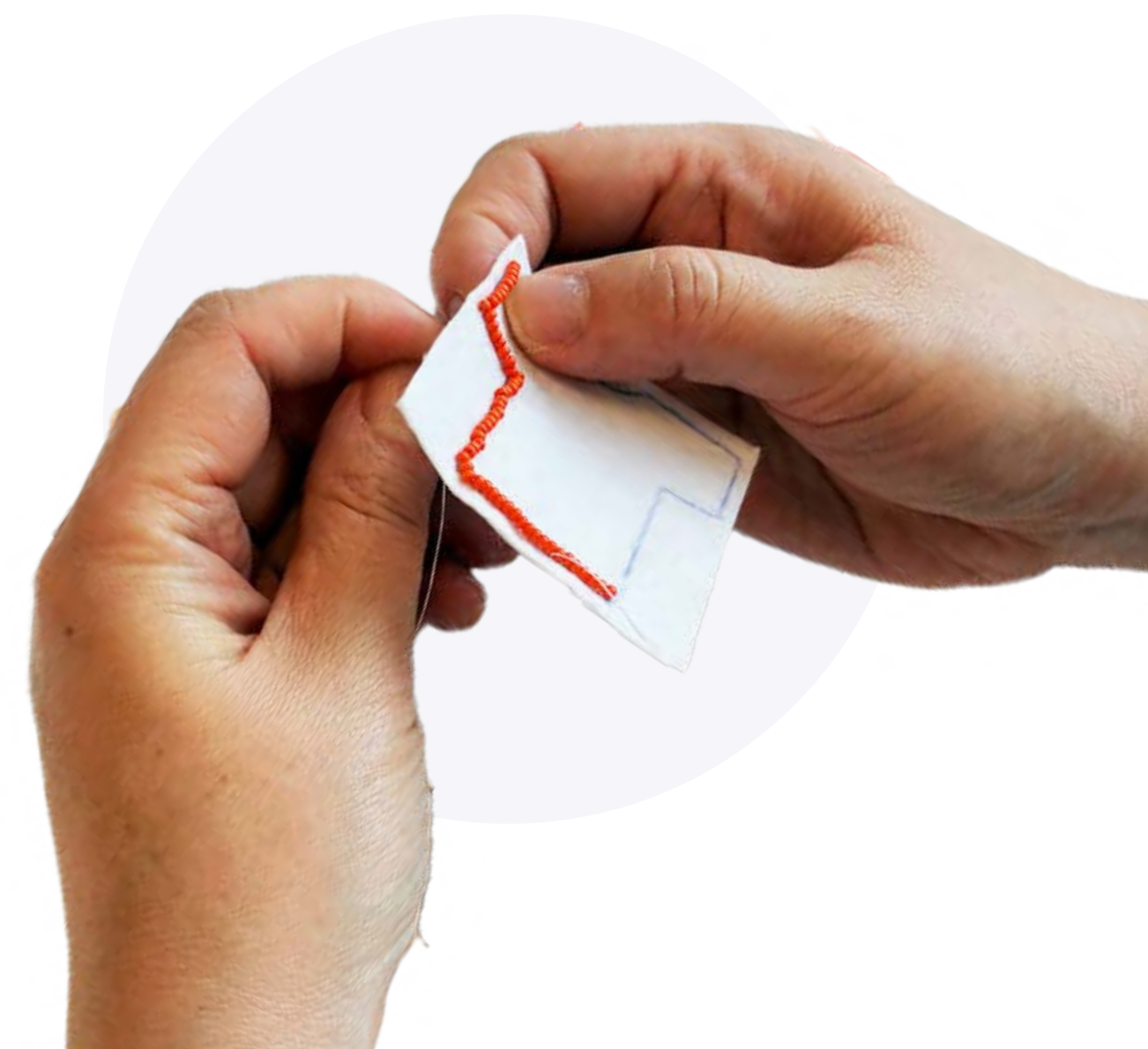
ELDERS CIRCLE SOCIETY CONVERSATION

Shared intimate knowledge about the impact of colonization on Indigenous communities.

We also embed inclusiveness into our learning to extend its reach

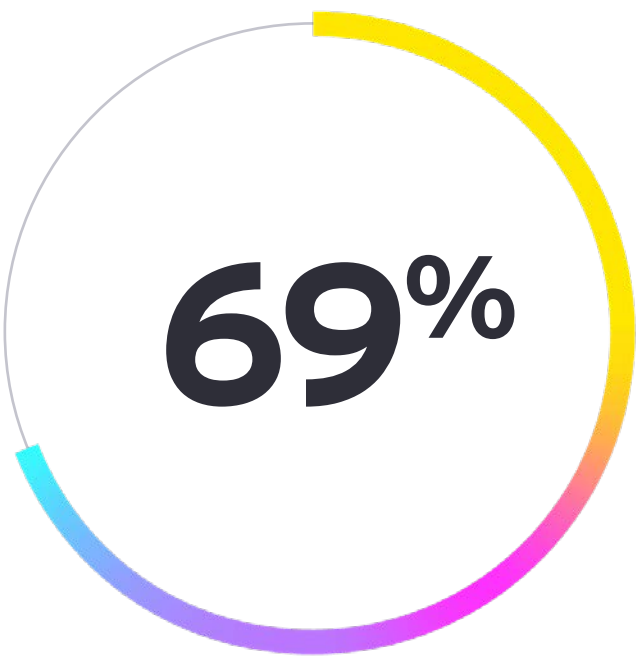
Inclusion starts with intention. At EY, we want everyone to have every opportunity to explore inclusion from a variety of perspectives. For example, in 2025, our people participated in:

- ✓ Inclusive Leadership for All podcasts and e-learning courses
- ✓ Indigenous awareness training
- ✓ EY Badges focused on displaying emotional intelligence leading with agility, leveraging collective strengths
- ✓ Many other inclusion-focused programs



Still, shaping the future with confidence requires us to continually consider what we need to do next to keep momentum going

For example, only



of our people in Canada say they have equitable access to opportunities.
We're listening and working to shift that sentiment through tangible, trackable efforts.



Our people formed **three new business resource groups**, embracing inclusiveness and expanding relationships within the firm and beyond:

Each of these groups seeks to draw from and celebrate members' unique skills, perspectives and heritage and enhance workplace culture and collaboration.

✦ **EY Veterans Network**

Connects EY people who have honourably served in the Canadian Armed Forces and the Royal Canadian Mounted Police.

“ We’re enabling our colleagues with a venue to share service-related experiences and to explore how those experiences can enrich our values as an organization and contribute to personal wellbeing, as well as client needs through diversity thought and approach to addressing issues. I already sense the bond our veteran community is developing.



Jeff Hamilton
Director, Markets &
Business Development

✦ **EY Sikh Community**

Links EY people who identify with or have cultural, spiritual or familial ties to the Sikh community.

“ This community stands as a beacon of inclusivity, empowerment and unity, creating a supportive environment for Sikh professionals. By focusing on building strong relationships and drawing from our collective knowledge, we aim for mutual growth and positive change. Together, we celebrate diversity and innovation, so that every member can thrive and make a meaningful contribution to society.



Diljyot Khara
Senior Manager,
Technology Risk

✦ **EY Middle Eastern and North African Community (MENAC)**

Brings together EY employees who identify with or have cultural ties to the Middle Eastern and North African regions.

“ Membership creates a supportive environment by fostering a strong sense of belonging and collaboration, while also offering tremendous networking opportunities. Engaging with the success stories of colleagues who share similar cultural backgrounds is truly inspiring. I can confidently say my involvement in the MENA community is contributing to shaping my career journey at EY.



Okba Grissia
Senior Tax Staff

Business Resource Groups

This builds on the existing breadth and depth of our 10 business resource groups, including 3 launched in 2024: EY Jewish Community, EY Ukrainians and Friends Community and EY Muslim Community.

- 1 Abilities Network
- 2 Black Professional Network (BPN)
- 3 Indigenous Professional Council (IPC)
- 4 Latinx Professional Network (LPN)
- 5 Pan Asian Professional Network (PAPN)
- 6 Professional Women's Network (PWN)
- 7 Unity Network
- 8 Veteran's Network ^{NEW}
- 9 Today's Families Community (TFC)
- 10 EY Ukrainians and Friends Community (U+)
- 11 EY Jewish Community (EYJC)
- 12 EY Muslim Community (EYMC)
- 13 EY Sikh Community (EYSC) ^{NEW}
- 14 Middle Eastern & North African Community (MENAC) ^{NEW}



Forty Canadian teams amplified inclusion through our first-ever Proactive Allyship Challenge

It's critical to develop the mindset and skills to support one another. That's why we launched this three-week-long interactive experience. Filled with fun, team-based activities, the challenge encouraged deeper conversations that fostered trust, understanding, collaboration and inclusive leadership skills.

“

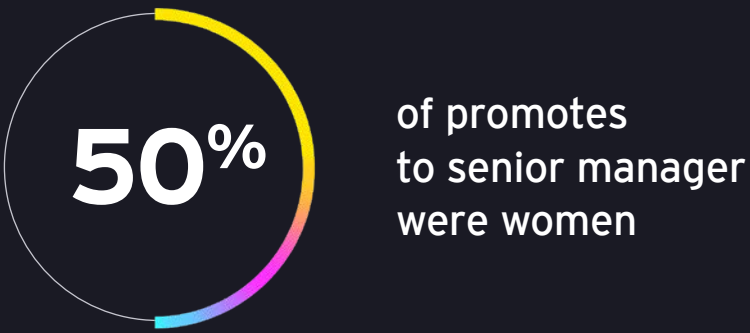
Proactive allyship is about showing up with intention. Our team had the opportunity to participate in the Proactive Allyship Challenge, in which we embraced curiosity, built trust, and deepened belonging — one activity at a time. We learned, reflected, and responded together, turning awareness into action and connection into culture.



Kinsey Christopoulos
Canadian Organizational Effectiveness Leader

Stronger governance enhanced inclusion for Women@EY

In Canada, we continue to advance governance and foster leadership development initiatives that embed inclusion for women at all ranks, demonstrated by:



We also maintain key employee-led networks which reflect the intersectionality of women's lives by bringing people together around a range of topics and priorities.





Neuroinclusion remains a top priority across our organization

Ten years ago, we launched **EY's Neurodiversity Centres of Excellence** at a global scale.



Our goal?

Study best practices around neuroinclusion and further the movement around neurodiversity in the workplace.

We see the ways neuroinclusion continues to benefit our business here in Canada, across financial and performance metrics. More and more of our people, including managers, are neurodiverse. And we continue learning from one another as we reshape our ways of working to help everyone to thrive.

Our society

Huda Baig

EY Canada, Associate Director,
Client Technology

Endurance athlete
Agile innovator
Shaper of the future



EY Ripples Champions of Change
Award recipient, AI for Good



“

I’ve always loved picking up new skills and sharing what I learn with other people. I’m helping make education equitable and future-focused. Being able to see that specific impact is really important to me.

I was born into a low-income household and witnessed many people in similar situations face insurmountable barriers to improving their circumstances.

For me, education changed everything. It empowered me to be the CEO of my own life and shape it with my own choices. I want to make education accessible to every child, regardless of background, so they can shape their future with confidence.

At EY, I get to live that purpose.

I am most passionate about transformation fuelled by technology – from making education more interactive and equitable to helping institutions digitally transform.

I also continue to learn and evolve my own skills

as we help clients and communities address problems at scale. I take every opportunity to expand my own learning journey personally and professionally.

450,000+

students use the Little Thinking Minds tools

and were positively impacted by Huda’s collaborative work integrating responsible AI into educational tools.

Purposeful learning



Huda is pursuing an EY Master’s in Business, AI and Data – while also training for an Ironman and building on seven years of mixed martial arts training.

Together with leading organizations, **our people positively impact millions of lives in Canada**

Everything we do has the potential to make things better for one another, our clients and society. At EY, we create inspirational opportunities for our people to translate the skills they have into the broader impact they want to make and a thriving Canada for all.

Weaving volunteerism and advocacy right into

the extraordinary career experience, we help shape the future with confidence by:

- ✔ Creating pathways for developing the next generation of talent and leadership in our profession
- ✔ Supporting entrepreneurial business builders, scaling companies and cultivating innovative ecosystems critical to Canada’s growth
- ✔ Advancing Canada’s sustainable economy while working to move climate and productivity efforts forward
- ✔ Elevating inclusiveness and modelling strong leadership

We develop platforms that allow our people to give back in ways that connect these pillars. The impact we’re making on society is one way we help turn national priorities into bold actions that define Canada’s future.

How are we delivering on that promise?



Amplifying EY Ripples – our skills-based, volunteer platform – to help create positive social impact

Across Canada, nonprofits and social impact organizations are solving wicked problems and enabling more people to succeed. At EY, we’re inspired by the remarkable progress these groups are making for society. We want to help them generate positive social and environmental outcomes.

EY Ripples connects EY and our clients’ people to nonprofits and social enterprises. This platform empowers us to offer our time, skillsets and enthusiasm to help these important organizations achieve their most impactful goals.

Through skills-based volunteerism – such as pro-bono projects, EY Connect Days, the EY Eco-Innovators Network and our strategic impact programs – we share our skills, thinking and passion to help organizations scale their impact.

1.3m lives impacted³ 3,900+ volunteers

300+ organizations in portfolio

28,000+ volunteer hours logged through EY Ripples initiatives



EY Ripples Champions of Change national recognition program launched during Volunteer Appreciation Week in 2025

³ The lives impacted methodology for measuring social value is based on the long-term value impact pathway, which is a theory of change that provides a framework for monitoring and evaluating outcomes and impacts. The methodology measures the outcome and value addition of EY initiatives in the community. It quantifies the impact by specifically evaluating how many lives were positively impacted from the initiative through assessing both the breadth and depth of impact the EY Ripples initiatives are having. The methodology employs data from the EY Ripples data collection portal, complemented by external data sources, to thoroughly evaluate the program's effectiveness.

The lives impacted methodology adopts a conservative approach, focusing on the number of direct and indirect beneficiaries reached through the EY Ripples program, discounted for attribution. Since it's not practical for each beneficiary to disclose their indirect beneficiaries, each focus area of the EY Ripples program requires its own set of research-based assumptions, approaches and beneficiaries for calculating lives impacted. Quantifying depth of impact was arrived at through stakeholder interviews and external third-party research. The EY organization has also integrated country-level SDG performance scores into its measurement approach to assess attribution in a systematic way where activity-specific data is not available. As part of quality control and data validation, the data from the EY Ripples Portal is routinely validated by the EY Ripples Global Measurement and Reporting (M&R) team. Third-party limited assurance has been obtained over the EY lives impacted metric for FY24.

✦ Shaping the future

“EY Ripples provides a unique opportunity to work with, learn from and be inspired by Canada’s nonprofit organizations and social enterprises. These leaders are changing the future for us all. By working with them and sharing our skills, we get to play a part in their missions. They allow us to help make positive change and we couldn’t be more excited to collaborate with them.”

Laura Schlee

EY Canada Corporate Responsibility Leader



Pro bono engagements allow our people to collaborate for community impact

Through pro bono engagements, our people align personal interests and professional skillsets – learning what nonprofits and other social enterprises are aiming to achieve and helping progress those goals.

This year’s projects included:

- ✓ Crafting an assessment on effective cultural training for employers for Keepers of the Circle, an urban Indigenous Hub helping women obtain meaningful employment and careers.
- ✓ Designing a financial model for Lucky Iron Life, a social enterprise working to reduce challenges with iron deficiency.
- ✓ Developing a global expansion plan for Fashion Takes Action, an organization removing barriers to sustainable fashion, to grow their My Clothes My World youth education program.



30

pro bono projects

led by EY Canada people and lasting three to six months

“

Fantastic organizations are making significant strides on critical issues affecting everyday Canadians. I am proud to mobilize and lead EY teams in our collaboration with Trellis, where we worked on six pro bono projects in change management, enterprise risk management and process efficiency to support vulnerable youth and families in Calgary. It’s inspiring to see Trellis’s impactful work and contribute to meaningful change as they grow a community where everyone can flourish.



Roger Crawley
EY Canada Senior Manager and EY Ripples of Change Award recipient, Pro bono Projects



EY Connect Day and short-term volunteering: teaming with colleagues and clients to benefit society

“

EY Connect Day gives us a chance to support impactful work being done in the community in a meaningful way. It’s a small reflection of what we can make possible when we pull together to contribute our time and skills to advance the efforts of high-impact organizations. I’m proud to volunteer and represent EY Ripples while contributing to societal impact.



Carson Brett
EY Canada Partner and EY Ripples Champions of Change Award recipient, EY Connect Day

OUR IMPACT

We support local community with two dedicated, firm wide EY Connect Days every year

2,000
EY people and clients, including client allies, teamed up to volunteer at 100+ activities – up from 1,800 last year



ACE Canada Coffee Chats

Building on our relationship with the country's most recognized undergraduate case competition, our people volunteered at 18 university events over the course of the year. On EY Connect Day, we launched a new coffee chat initiative, pairing up with university students over informal coffee chats to offer mentorship and provide future business leaders with a supportive sounding board.

Through coffee chats and case competitions, EY employees are empowering the next generation by helping students build the skills and confidence they need to secure meaningful work upon graduation.

289

EY people volunteered with ACE Canada on EY Connect Days and throughout the year.

“

Organizing and participating in the ACE Canada Coffee Chats initiative provided me with an opportunity to give back to an organization dedicated to preparing the next generation of the workforce. It was amazing to see firsthand how students are navigating the current state of the job market and provide guidance on how they can be successful in their search. Hearing back from students I have connected with showed the impact of my actions from giving a small amount of time to help others. I cannot wait to get involved again in the future!



Jonathan Zhang
EY Canada Consultant,
Workforce Advisory

makingTheMove ForWomenByWomen

makingTheMove is a social enterprise providing career transition services to skilled newcomers of African descent in Canada, such as coaching and opportunities to connect them to industry leaders, to help fight unemployment and underemployment.

In fiscal 2025, for the second year, we hosted makingTheMove's ForWomenByWomen conference, bringing together high-achieving women from all backgrounds and all levels to connect, learn and grow together.

500

attendees connected with EY and client volunteers around career insights.

\$17,000+

in-kind EY contributions of event space and catering.



Our EY Eco-Innovators Network advances equitable climate and environmental action

This employee-led, environmental activism network provides our people with a forum to tackle climate-related challenges in their own lives, in the firm and with our clients. Through six distinctive, one- to three-month innovation sprints, EY people tackle eco-focused topics together. The Network also teams up with clients to combine efforts and grow our impact.

“

To promote the circular economy, we organized an ewaste collection drive, street cleanup and clothing donation sorting initiatives. I encourage everyone to find the opportunities that speak to them and get involved. I’m passionate about the environment, so this was such a fulfilling experience for me personally. Being part of the Eco-Innovators Network has been a fulfilling experience where we’re making a real impact.



Mohit Jigyasi
EY Canada Senior Consultant
and EY Ripples Champions of Change
Award recipient, Eco-Innovators Network

2,900
EY people attended
Eco-Innovators
Network events.

930+
participants engaged
in Veganuary
a month-long Eco-Innovators sprint to
build understanding of the environmental
impacts of our food choices.

Building awareness to reduce waste

Collaborating with Earth Day Canada, our Eco-Innovators Network ran a waste awareness campaign in EY office kitchens nationally. By creating creatively designed, dedicated disposable coffee cup receptacles – accompanied by a social media challenge campaign – we collected thousands of paper cups across Canada.



The goal?
Generate a deeper understanding
of the impact we can make by
choosing reusable coffee mugs
instead and engage our people in
pledging to make positive change.

11,000
Disposable coffee cups collected
as people committed to choosing more
environmentally friendly options going forward



Impact programs create opportunities for EY people to shape momentum

To address key social and environmental issues raised by our people, clients and communities, we've developed signature EY Ripples impact programs aligned to themes including AI for good and sustainable finance.

Through these initiatives, we can provide more resources to collaboratively tackle and mitigate challenges. This year's priority programs build on previous momentum on core issues, like bridging Canada's digital divide.

“

Leading the AI for Good and Sustainable Finance impact programs, I'm proud of the momentum we've built across Canada. By connecting EY knowledge and collaborating on innovative approaches, we're helping impactful initiatives scale, so communities see real benefits and stakeholders gain confidence in supporting activities that deliver long-term social and environmental progress.



Yvette Freake
EY Canada, Impact Programs
and Communications Manager

Using responsible AI as a force for good through EY Ripples



Because society constantly evolves, we continually assess our impact programs to explore new ways of contributing. That includes supporting nonprofits and social enterprises in implementing responsible and sustainable AI practices. Specifically, we want to turn our internal EY experience – like upskilling thousands of our own people through new learning programs – into contributions that help society tap AI’s potential safely, ethically and responsibly.

Through the EY Ripples AI for Good program, we help nonprofits and social enterprises:

- ✔ Upskill youth and underserved groups on AI
- ✔ Enhance nonprofit impact through generative AI
- ✔ Support and scale sustainable, community-driven AI solutions

Climate Resilient Communities

Climate Resilient Communities is a Toronto-based organization that that uses data, climate and community organizing expertise to strengthen equity-deserving communities’ capacities to bounce forward. How? Helping them mobilize collective voices and find solutions to challenges exacerbated by the changing climate.

To contribute, our cross-functional EY team developed a detailed go-to-market strategy for the group’s multilingual climate chatbot that makes climate information accessible to Toronto’s multilingual communities in more than 200 languages.

250
pro bono hours contributed by 8 EY volunteers

MLCC Climate Chatbot →



EY-Microsoft AI Skills Passport

Jobs are changing. We want to help the next generation understand how these shifts will affect careers – and the future.

Together with EY’s longtime Ecosystems & Alliances Partner, Microsoft, we met this need by launching a new course for young people in Canada.

NEW

Course covering AI-related career information and perspectives

We're helping young people educate themselves on the possibilities to shape their own futures.





We also onboarded three nonprofit organizations onto the AI Skills Passport

Designed to help students aged 16 and older learn about, work with and apply AI technologies to industries and careers they'd like to pursue. That includes:



Network for Teaching Entrepreneurship Canada (NFTE)

Ignites the entrepreneurial mindset with unique learning experiences that empower all students to own their futures



Youth Employment Services (YES)

Supports young people from underrepresented and low-income communities in the Greater Toronto Area and across Canada. Through more than 20 innovative programs and services, YES empowers youth to achieve meaningful employment.



Victoria Literacy Connection

Helps children, youth and adults improve their literacy abilities, including reading, writing, math, English language learning, digital, financial and media skills by providing tutoring and a variety of other programs



We continue deepening our focus on sustainable finance in Canada

Sustainable finance means integrating environmental, social and governance (ESG) criteria into financial services to promote long-term economic growth while considering ecological and social impacts. This can involve organizations leveraging tools such as impact bonds or grants to finance activities based on the achievement of outcomes. At EY, we’re acting as an intermediary and advisor on this front, providing guidance and convening governments, investors and social purpose organizations to create better outcomes.

Carolinian Canada Coalition (CCC)

Facilitates the award-winning Conservation Impact Bond (CIB), a first-of-its-kind, pay-for-success, blended finance model that reconciles people, ecosystems and economies to grow climate-resilient, healthy landscapes in the spirit and practice of reconciliation.

CCC is now scaling the model through Zone Impact Bond III (ZIB III) to enhance 400 hectares (1,000 acres) across the Carolinian Zone, Canada’s most biodiverse and threatened ecoregion. In this newest phase, EY has been working with CCC and Ivey Business School to develop thought leadership on the importance of Indigenous worldviews in conservation finance to help disseminate and scale this successful approach across Canada.



Growing our legacy of entrepreneurship for all

When entrepreneurs succeed, Canada thrives. Over 30 years, we’ve invested in the entrepreneurial ecosystem to help unlock that potential. Now, we’re thrilled to see so many made-in-Canada solutions improving lives and shaping markets.

Since program launch in 1994:



Canada’s EY Entrepreneur Of The Year® Awards
Recognizing regional entrepreneurs across Canada who create and build market-leading businesses.

**Shaping the future**

“

When we support and recognize entrepreneurship at its best, we’re doing much more than celebrating a single founder or organization. We’re cultivating the entrepreneurial ecosystem that’s building Canada for the future. We’re inspiring the next generation of innovators to test that idea, build that prototype, explore that possibility. We’re creating a country where innovation and productivity can flourish.

Rachel Rodrigues

EY Canada
Entrepreneur Of
The Year Program
Director





Ken Harris
CEO and Founder of Plusgrade,
Canada's EY Entrepreneur
Of The Year 2024



**Canada's EY Entrepreneur
Of The Year® Awards**

Ken Harris uses technology to democratize travel and reframe customer experience.

Ken saw a clear customer experience gap when he inquired about upgrading to business class on a busy flight, only to be told it wasn't possible. Set on democratizing the travel experience, Ken founded [Plusgrade](#): a revolutionary, white-label upgrade solution that integrates directly into airline booking systems.

Setting a new standard for 200 travel brands in 60 countries

When establishing Plusgrade in 2009, Ken faced considerable skepticism. He forged ahead anyway. By 2023, Plusgrade was generating over \$5 billion in revenue. As Ken scales Plusgrade, he's made sure the broader community benefits from the organization's growth.

Representing Canada on the global stage

Ken competed against more than 50 countries at the EY World Entrepreneur Of The Year™ Awards in Monaco in June 2025.



EY Entrepreneurs Access Network

Supporting Black and Indigenous leaders in accessing learning and networks to bridge disparity gaps and improve outcomes. **Since program launch in 2022:**

1,000

hours dedicated to the program

15

companies



122

employees



17

entrepreneurs

\$30m

combined revenue reflected in the
2025 Entrepreneurs Access Network cohort



Creative innovator. Community builder. Philanthropic contributor. Helps and supports entrepreneurs in optimizing operations through innovative technological tools.

“

My vision for CC4 Solutions is clear: be the undisputed leader of digital transformation.



Carla Casseus
CEO,
[CC4 Solutions](#)

Courageous leader. Dialogue cultivator. Visual translator. Delivers strategic, inclusive design solutions that connect organizations with diverse and Indigenous audiences.

“

We're listening and advising on projects that venture into new and unknown territories, while acknowledging the experiences and stories of the past.



Jennifer Tabak
Co-CEO,
[Design de Plume Inc.](#)



EY Entrepreneurial Winning Women™

Providing ambitious entrepreneurs with the resources, network and access they need to unlock their full potential.



\$20m
combined revenue reflected in the 2025 Winning Women cohort of 22 North American businesses

Inspirational trailblazer. Data-backed thinker. Industry game-changer. Democratizes access to psychometric data so that no one has to rely on luck to realize their superpower.

“
Everyone deserves the same opportunity to do great things, and with every product launch, that is precisely what Plum delivers: a chance to realize your full potential.



Caitlin MacGregor
CEO and Co-Founder,
[Plum](#)

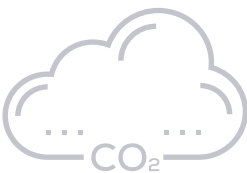
49
Winning Women from across Canada

have been included in the North American program since 2013, the first year Canada joined the program.

Thinking holistically about our sustainability strategy



Our sustainability efforts are focused on:



Managing our emissions in alignment with our business growth



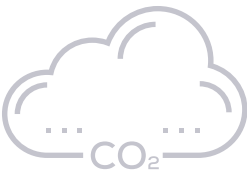
Engaging with people, clients and communities to collectively mitigate impacts of climate change

✦ **Shaping the future**

“ Sustainability is everybody’s business. We aim to inspire one another to think, operate and lead sustainably in every aspect of our operations. That means framing sustainability through a broad, inclusive lens while maintaining a deep focus on the impacts of our own operations on the planet. ”

Sonya Fraser
EY Canada Chief Financial Officer and Chief Operating Officer

Managing our emissions in alignment with business growth



From the suppliers we choose to the environmental impact of our work and just about everything in between: we've made sustainability both an individual and collective responsibility. This grounds our culture in thoughtful intention.

We continued the journey of validating our ambition with the Net-Zero Challenge in fiscal 2025. Alongside more than 300 other Canadian companies, we're participating in this government-led challenge to bolster our Canadian carbon ambitions and help build a better, more sustainable working world. It's a natural fit for our organization. This voluntary, made-in-Canada initiative encourages businesses to develop targets and implement effective plans to transition their facilities and operations to net-zero emissions by 2050. See [Appendix](#).

⁴ Renewable electricity consumption includes purchase agreements and through energy attribute certificates (EACs), such as renewable energy certificates, I-REC and other renewable instruments that are RE100-compliant.

At EY, we're working to reduce our carbon intensity across our EY Canada locations. We're pleased to be making progress on these fronts:

95%

of our Canadian office spaces are in LEED-certified designed buildings (by square footage). They are energy efficient, have lower GHG emissions and provide healthier built environments for people.

100%

of EY Canada electricity consumption is covered by RE100 compliant instruments⁴

9,410

RECs were transferred from the EY US to Canada and retired to cover EY Canada's 9,410 MWh of electricity usage; as a result, we were able to achieve

25%

reduction in emissions intensity (market based) compared to FY24 base year.





Engaging with people, clients and communities to collectively mitigate impacts of climate change



Addressing climate change and fostering a more sustainable future requires all of us to work together. That's why at EY we're focused on collaborative opportunities to play a part in positive progress.

Igniting the power of our people

EY BioBlitz

In our offices across Canada, naturalist experts led groups of EY Ripples volunteers in a collaborative effort to identify and document local biodiversity within a designated area and logged findings through the iNaturalist app.



200

EY people and client contacts took part in the BioBlitz for our spring EY Connect Day.

EY Intern Sustainability Challenge

This year, the Eco-Innovators network launched our first-ever, month-long sustainability challenge for EY summer interns. We asked them to bring forward ideas to make our offices more sustainable – and they delivered.

The winning concept? **“Sustainable September.”** 30 days of coordinated activities and events to engage our people and build greater awareness around sustainability priorities. The initiative came to life in our EY Vancouver office.

“

Participating in Sustainable September was a powerful reminder of how small, collective actions can drive meaningful change. It was awesome to be part of a team that sparked real conversations and action around sustainability.



Alex Del Corro
Staff, Audit

Empowering internal teams to address climate change and sustainability

As a firm, our in-house climate change and sustainability services (CCaSS) practice helps us understand the impact we’re making on the world, and adapt to create a better future for all. Whether sharing insight on regulatory changes (for example, reporting requirements to support Canada’s new Federal Plastics Registry) or educating internal teams on emerging human rights initiatives: this group helps us keep pace with changing realities and support our clients in doing the same.

Four Futures

Sustainability is part of our core business strategy and services provided to Canadian clients. This year, we committed to engage Canadian business and government leaders and board members in conversations on economic resilience, as well as public- and private-sector preparedness to face the increasing impacts of climate change. With that in mind, we brought our signature:

EY Four Futures

immersive experience to Toronto

WHAT IS THE FOUR FUTURES EXPERIENCE?

Previously run at COP28, COP16, New York and London Climate Weeks, “Four Futures” takes participants to four different futures for the world in 2055. The experience bridges the gap between climate data and social and human impact. It allows participants to not only contextualize the science, but also see, hear and emotionally connect with the impact of the choices we make today.

WHAT’S THE GOAL OF FOUR FUTURES?

Empower participants to think boldly about actions and strategy today, and reflect on both the risks and opportunities the future may bring.

15 sessions

connected senior leaders and EY people through the experience and related discussion sessions.





Impact Alliance for Sustainability with Desjardins

As Canada's largest cooperative financial institution, Desjardins is deeply committed to building a more sustainable and inclusive economy. Through targeted support for renewable energy and a clear path to net-zero emissions by 2040, Desjardins is actively engaged in combating climate change.

The Alliance serves as a catalyst through EY Ripples, connecting cleantech founders with sustainability experts and ecosystem partners committed to advancing climate action.

By fostering synergies across mitigation, adaptation and resilience-building, the Alliance empowers entrepreneurs to scale their impact and contribute meaningfully to the transition towards a greener economy. The 2025 cohort brings together:

12 bold entrepreneurs poised to drive transformative change

“

Blending our entrepreneurial and environmental priorities, EY and Desjardins are creating an ecosystem in which more entrepreneurs can directly impact the climate crisis by developing and deploying creative solutions the world needs now.



Caroline Colongo
Global Client Service Partner,
Desjardins

Nature Positive Initiative (NPI)

Formed to preserve the integrity, align on guidance and support the implementation of Nature Positive’s global goals, NPI is a diverse alliance of 27 of the world’s largest nature conservation organizations, sustainable business platforms, standard-setting organizations, academic, Indigenous and local government networks. The group has launched a global process to build consensus around a credible and practical minimum set of State of Nature Metrics.



The goal?

Shift collective focus from measuring the state of nature rather than the pressures on it.



“

We are thrilled to support NPI on the development of the State of Nature metrics. It was great to showcase the progress at the ICUN World Conservation Congress and felt like a key moment on the road to COP17. Biodiversity is collapsing at an alarming rate — with disastrous effects on human wellbeing, climate change and entire economies. By piloting this program, we hope to help shape effective measuring processes that can help global organizations set and achieve goals to preserve nature now.



Geneviève Beaudoin-Lebeuf
Senior Manager
EY Canada Nature Lead



Collaborating with communities

Impact bonds for nature in Canada

In 2025, we teamed up with Nature Investment Hub and Carolinian Canada to co-host a workshop on the emerging potential of impact bonds for nature across Canada.



The goal?

Hosted at our EY office in Toronto, this four-hour hybrid workshop brought together more than 40 participants in the financial services sector and included an in-person visit to our Four Futures experience; remarks from Samantha Whiteye, Indigenous Leadership Director at Carolinian Canada; and a grounding in ethical space to set the tone for inclusive dialogue.

Then, we joined the Nature Investment Hub and Carolinian Canada to share insights on emerging trends in nature finance.

The outcome?

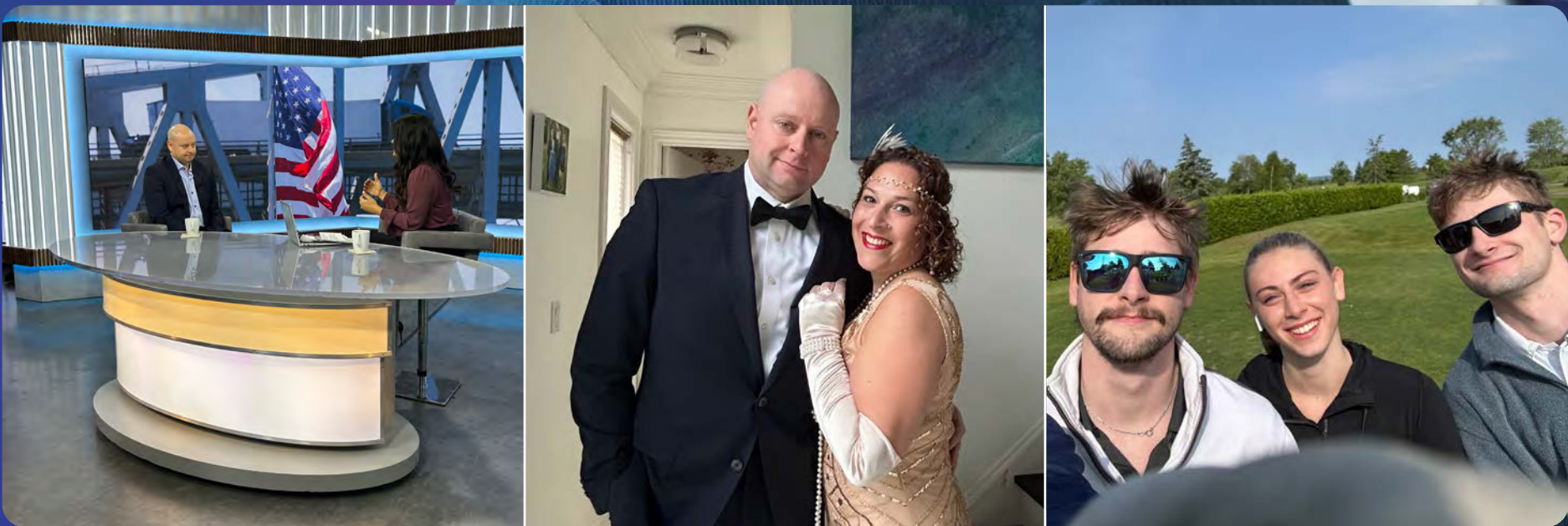
A public-facing report on key takeaways to further the discussion in Canada.

Our clients

Sylvain Golsse

EY Canada, Partner and National
Global Trade Leader

Relentless paddler
Tariff navigator
Shaper of the future



“

Canada is poised to transform a remarkably complex moment in our history into an exciting opportunity. Working together and thinking creatively, public and private sector organizations can evolve trade, infrastructure and growth in the spirit of building a stronger, more productive Canada.

Helping clients create resilience in the face of shifting realities is a huge part of what I do. I draw inspiration from everywhere: the businesses and organizations I work with, EY teams and the people in my life.

Time and time again, I've seen the ways chronic health issues and other challenges have impacted my loved ones. I learn a lot from the people around me about what it means to adapt and I channel that thinking into the work that I do.

Our job isn't to have a crystal ball. It's to show up with perspectives and experiences, and strengthen resilience and build a stronger future for our clients.

Hundreds

of meaningful conversations

with Canadian organizations, journalists and stakeholders to help leaders track, analyze and act with confidence in an evolving trade landscape

3 years

showing resilience

out on the water through standup paddle boarding – but still working to travel across the water in a straight line



We're innovating to redefine what **our clients** **can achieve in Canada** **and around the world**

Being *all in* for our clients means empowering them to drive economic growth and create resilience. At EY, we look ahead to understand how the world is changing. Then, we evolve our offerings and insights to help organizations address emerging challenges and opportunities.

The value we create looks different for each client, industry and sector we serve. Through our Assurance, Consulting, EY-Parthenon and Tax practice groups, we innovate our own business, hone new skills and provide seasoned advice the market needs next.



This is how we ignite growth and nurture an inclusive ecosystem that positions Canada to shine on the world stage.

How are we
delivering on
that promise?



Fuelling AI transformation from the inside out

Accelerating our own transformation allows us to better guide clients on their AI journeys. That’s why we developed new AI solutions and made a commitment to applying them here first, as Client Zero.



How?

We set the north star for EY’s functional transformation, announced \$1.4 billion initial investments and were first to market among the Big Four professional services firms when we launched the EY.ai program, as well as EYQ as a central marketplace for AI, in 2023.



✦ Shaping the future

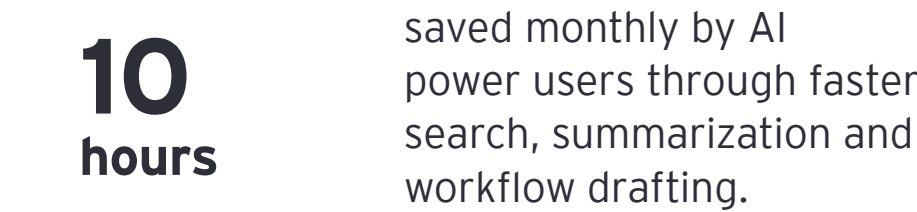
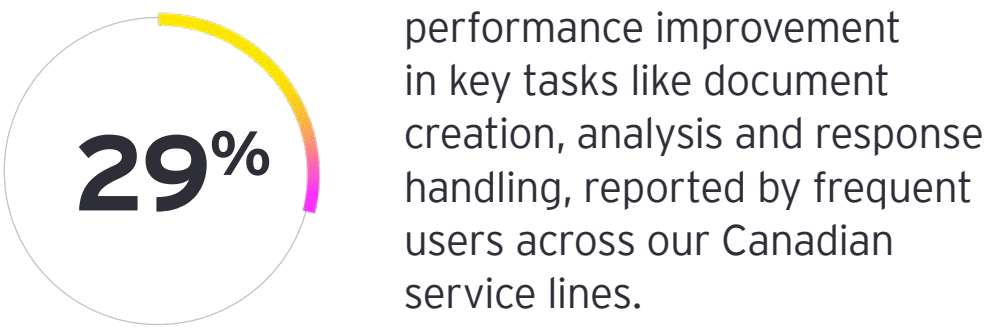
“ Responsible AI is not an afterthought. At EY, we believe it’s the starting line, the lifeline and the constant pulse of every AI initiative.

Biren Agnihotri
EY Canada
Chief Technology
Officer

A portrait of Biren Agnihotri, a man with dark hair wearing a grey blazer over a white shirt, smiling.

We became Client Zero through turning our clients' questions towards ourselves

Under the leadership of Biren Agnihotri, EY Canada Chief Technology Officer, we're drawing on our valuable Client Zero experience to empower Canadian organizations to embrace – and make the most of – responsible AI while keeping humans at the centre.

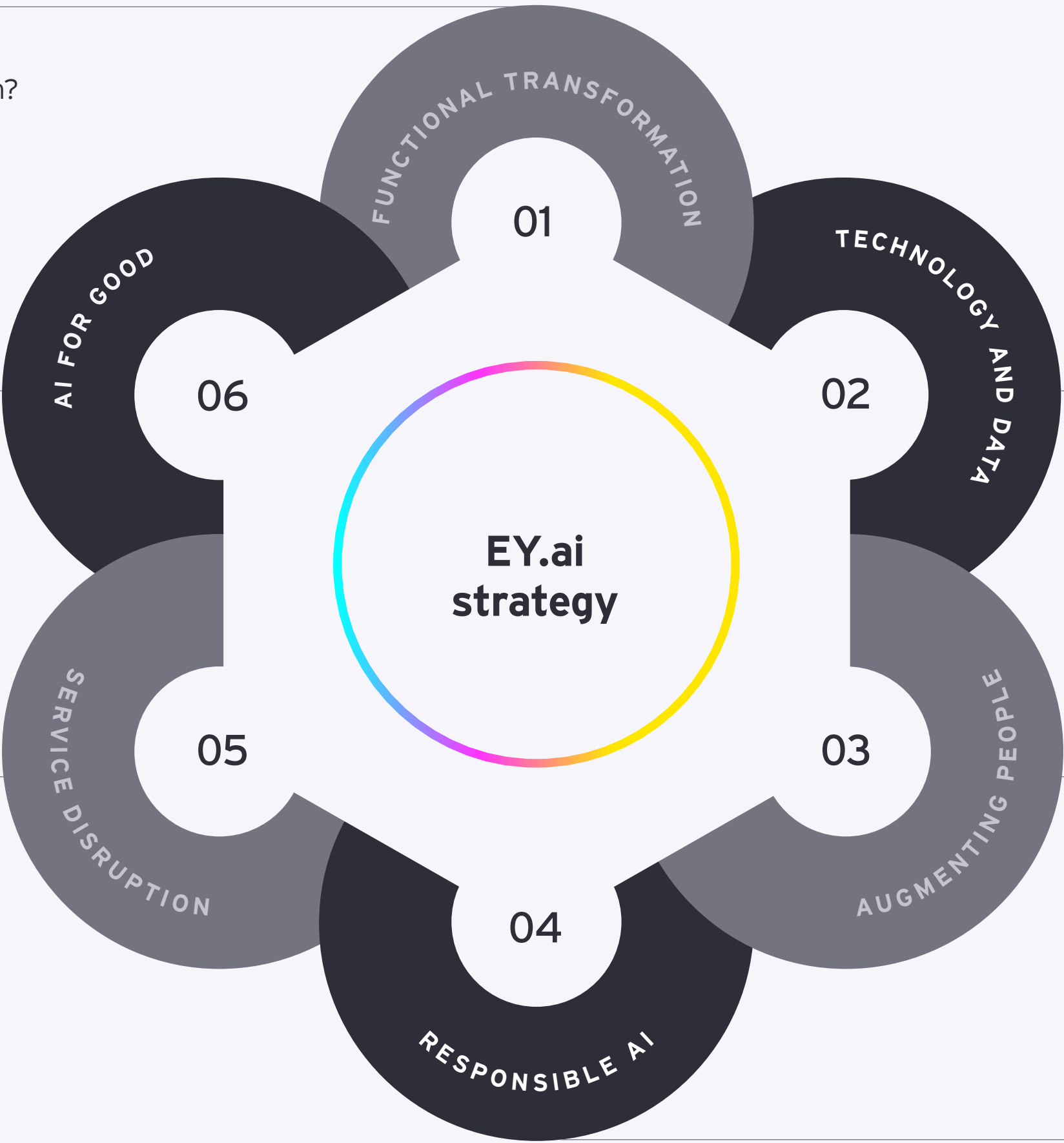


How do we **evolve our AI strategy** and reshape our business from within?

How will AI help us achieve our **social** and **environmental responsibility** ambition?

How can we **reimagine our services** and the ways we work with clients and our ecosystem partners?

A multifaceted approach to transforming ourselves



Do we have the right **technology foundations** and is our **data ready** for AI adoption?

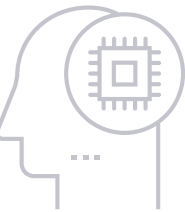
What is the right strategy for **transforming** and **AI enabling our workforce**?

How can we **build confidence in AI** systems with responsible, sustainable governance and risk frameworks?

Helping Canadian organizations adopt and deploy AI responsibly

Being Client Zero has taught us many lessons, and our teams take these stories to our clients. Deploying AI strategically, purposefully and responsibly helps businesses succeed in a world that’s always changing. Whether it’s generative, agentic or any other AI application, we launch EY.ai foundational solutions to help businesses and other groups assess where they stand on AI deployment and set the course for continuing, responsible adoption of this tool.

From opportunity identification, to the articulation of the value created, to supporting more efficient and more responsible transformation,



EY.ai drives outcomes

“Capitalizing on AI’s full potential requires us to address relevant risks and embrace a responsible, sustainable approach to adoption. That’s what allows organizations to take AI beyond bottom-line improvements, start driving innovation and delivering long-term value for people, clients and communities.



Yvonne Zhu
EY Canada Partner,
Responsible AI Leader

Made in Canada: innovative AI solutions

01

EY FlexiGenAI

A no-code gen AI orchestration platform to accelerate enterprise adoption by enabling organizations to build, deploy and scale secure gen AI solutions and agents.

Client opportunities

- Enterprises looking to responsibly adopt and scale gen AI
- Enterprises with siloed gen AI experiments aiming to streamline operations and collaboration
- Teams struggling to integrate gen AI into existing systems

02

EY.ai Maturity Model

Designed to help an organization visualize its current gen AI maturity across seven dimensions and provide recommended actions to get to the next level.

Client opportunities

- Leaders who want a clear understanding of current maturity
- Organizations that want to understand their AI target state
- Clients looking for an efficient AI roadmap to bridge AI gaps

03

EY.ai Confidence Index

Helps drive confidence in data, technology and processes that form the infrastructure of the AI ecosystem.

Client opportunities

- Clients who are concerned about speed of AI adoption
- Organizations that must comply with evolving regulations
- Stakeholders concerned with reducing their downside risk

04

EY IP (Intelligent Predictor)

Proprietary AI-powered solution that deploys patented quantum computing capabilities focused on time-series forecasting, designed to tackle predictive challenges and optimize operations to cost savings and revenue growth.

Client opportunities

- Organizations seeking accurate and reliable predictions
- Clients avoiding new software acquisitions or configurations
- Customers seeking specific results with greater transparency



We also bring our people
AI ideation and innovation
through engaging initiatives

Across our service lines, we encourage Spark Teams to submit bold ideas, participate in our transformation to disrupt the status quo and help us all do things differently. With our people leading the innovation process, we generate a wealth of ways to support our clients on their responsible AI journeys as well as ways to improve their employee experience.What does that look like?

What is the EY AI Spark Program?

Part of our ongoing commitment to innovation and excellence, we launched a comprehensive, 13-week internal AI opportunity assessment project.

WHY?

Harness our collective capabilities to spot transformational AI ideas aligned to our strategic goals and address key business challenges

THE RESULTS?

\$170m

in annual benefits found⁵

777,000 hours

in capacity gain identified⁵

207

transformational ideas generated

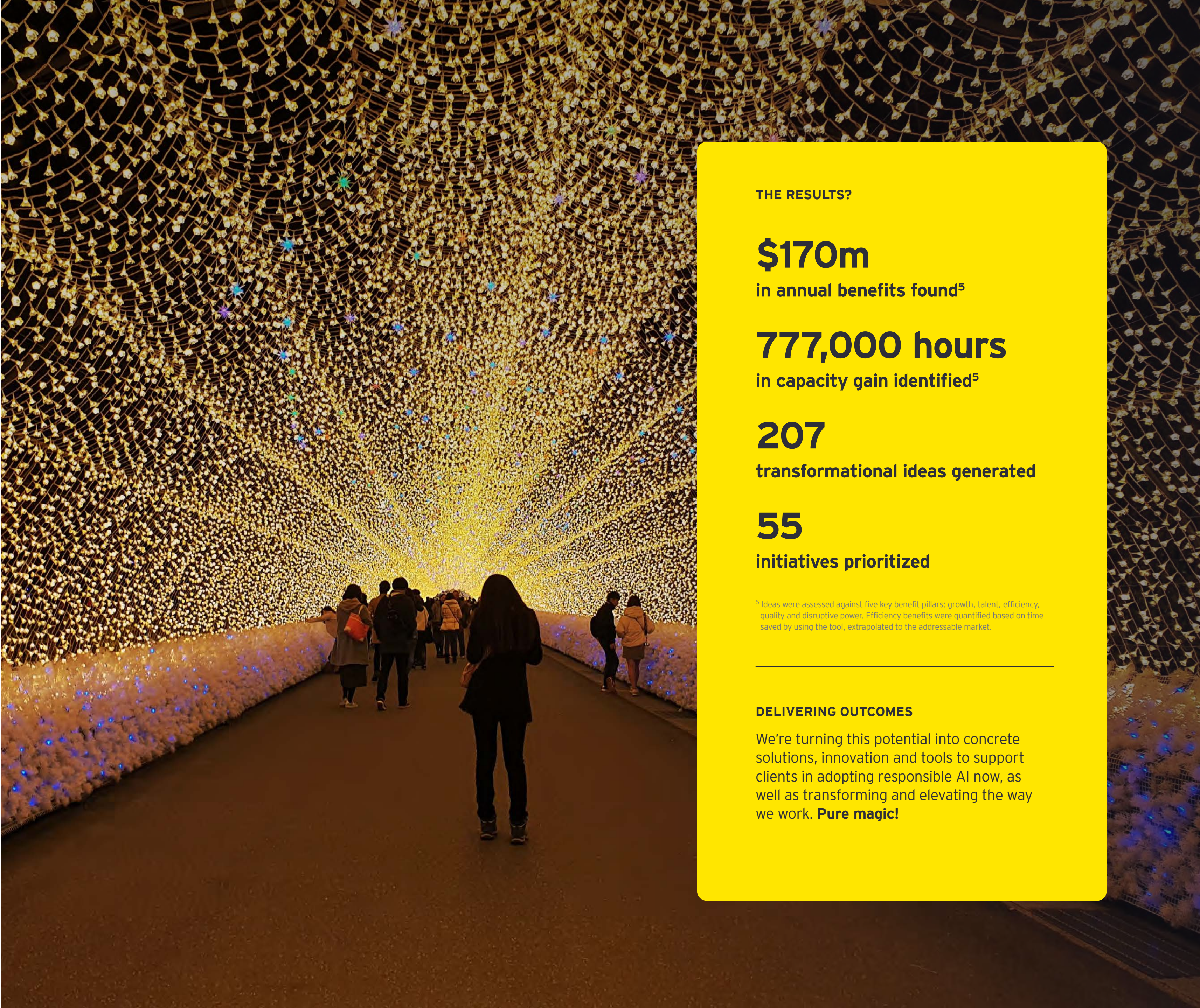
55

initiatives prioritized

⁵ Ideas were assessed against five key benefit pillars: growth, talent, efficiency, quality and disruptive power. Efficiency benefits were quantified based on time saved by using the tool, extrapolated to the addressable market.

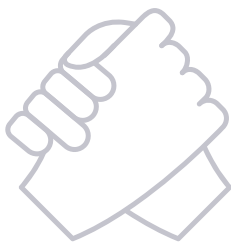
DELIVERING OUTCOMES

We're turning this potential into concrete solutions, innovation and tools to support clients in adopting responsible AI now, as well as transforming and elevating the way we work. **Pure magic!**



Going all in to support Canadian businesses, governments and organizations in changing times

Canada is at a historic crossroads. So much change is taking place quickly. From the operational impacts of trade and policy shifts to significant economic flux and the rapid acceleration of AI: this environment gives new meaning to the concept of complexity.



We are determined to work alongside our public and private sector clients

to navigate this landscape while building a stronger Canada

✦ **Shaping the future**

“

We seek to be a gateway to progress for our clients, connecting multidisciplinary capabilities on the ground in Canada with rich insight and broad reach from the global EY network. When we say we’re the most global professional services organization, we mean it — and that strength is helping our clients turn tumultuous times into sustainable opportunities.

Linda Williams

EY Canada
Managing Partner,
Clients & Industries





Our people are in the market, offering actionable insights and relevant services to enable strategic client conversations that make an impact across industries and sectors. Oil and gas. Consumer packaged goods. Metals and mining. Advanced manufacturing and mobility. Retail. Banking and capital markets. We serve as our clients' thought leaders and provokers, delivering trusted advice and solutions to simplify and find the path to progress, innovation and enhanced productivity.

“The ability to navigate ambiguity has become a super strength for Canadian businesses. It’s the key to thriving in an increasingly interconnected and unpredictable global economy. At EY, we are inspired by the ways businesses, organizations and entire industries are adapting right now. We’re honoured to work with them to help shape a more resilient, forward-looking Canada that is prepared to lead in an era defined by constant change.



Mauricio Zelaya
EY-Parthenon Partner
and National Economics Leader

Unleashing the full lift of ecosystems and alliances

In Canada, we’ve built remarkable strength across our ecosystems and alliances partners.

What does that mean?

We can open the door to supercharged guidance that helps our clients address tough questions and transform quickly.

45

active EY alliances clients can explore right here in Canada



The environment we’re creating offers clients a **one-stop shop**. They tap into advanced technology backed by rich insight all built into bespoke solutions tailored to address specific business needs.



✦ Shaping the future

“ We work collaboratively across our ecosystem of alliance partners to address our clients’ most challenging problems. Combining our business, functional and technical knowledge with the scale of our technology partners’ platforms and solutions creates tremendous value for our clients.

Laura Joudrie

EY Canada Leader, Ecosystems & Alliances



MICROSOFT AWARDS:

- ✦ Microsoft 2025 Canada (SI) Partner of the Year
 - ✦ Microsoft 2024 Advisory Partner of the Year for the 5th consecutive year
 - ✦ Microsoft 2024 Sustainability Changemaker Partner of the Year for the 2nd consecutive year
 - ✦ Microsoft 2024 Dynamics 365 Finance Partner of the Year
 - ✦ Microsoft 2024 Intelligent Automation Partner of the Year
-

SERVICENOW AWARDS:

- ✦ ServiceNow 2025 Worldwide Financial Services Industry Partner of the Year
 - ✦ ServiceNow 2025 Americas Customer Workflow Partner of the Year
 - ✦ ServiceNow 2025 Worldwide Built With Partner of the Year
-

SNOWFLAKE AWARDS:

- ✦ Snowflake Financial Services Data Cloud Services Partner of the Year 2025
 - ✦ Snowflake Media & Entertainment Data Cloud Services Partner of the Year 2025
-

DAYFORCE AWARDS:

- ✦ Dayforce 2024 Partner of the Year

Elevating solutions that help clients adapt to current realities



At EY, we continually assess what we offer and how we work to provide effective solutions.

This helps clients across Canada tackle tough problems and seize purposeful opportunities.

✦ **Shaping the future**

“

We look outwards to understand what it means to show up for our clients here and now. That’s why we invest in Canadian innovation — building solutions like FlexiGenAI, our enterprise platform for agentic AI, and EY Intelligent Predictor, our advanced forecasting engine. These solutions reflect our commitment to continuous improvement and delivering real impact for our clients.

Charlotte Sobolewski

AI Leader, Consumer Retail and Life Sciences Sector, EY Canada



Managed services

Offering clients a new way to operate, innovate and grow, our managed services go far beyond traditional outsourcing. We can take operational responsibility for business-critical functions across finance, tax, risk, cybersecurity, legal, talent and sustainability.

THE GOAL?

Deliver scalable, outcome-driven solutions

that are powered by domain capabilities, platform-based technologies and deep industry insight.

“

Managed services is really an intersection point for us. We connect people, tools and skillsets in direct alignment with a specific client need. This multifunctional and collaborative approach allows us to truly work smoothly within an organization and help them build new capabilities for the future.



Kim Lesley
EY Canada Managed Services
Leader

EY-Parthenon

Expanding EY-Parthenon across our Strategy and Transactions practice reinforces our commitment to innovation and client-centric services. This links deep functional and sector knowledge, paired with innovative technology and an investor mindset.

THE GOAL?

Work with CEOs, boards, private equity and governments

to deliver solutions that work in practice, not just on paper.

“

Geopolitical, macroeconomic, technological and societal forces are progressively impacting Canadian businesses, and we're responding by proactively adapting to help our clients transform and create value through deep functional talent and sector capabilities, innovative AI-powered technology and an investor mindset.



Shane Dunn
Canada Managing Partner,
EY-Parthenon

EY Studio+

Integrating our full spectrum of services, [EY Studio+](#) now combines leading talent in design, sales, marketing and customer experience.

THE GOAL?

Drive growth and transformation

for clients in an AI-driven era.

“

EY Studio+ brings together creativity, technology and strategy to help our clients reimagine experiences and deliver real business outcomes. It's how we show up differently in the market helping Canadian organizations transform faster, more effectively and with confidence.



Jennifer Baziuk
EY Canada Partner, Studio+
Leader and Insurance
Consulting Leader



Tax Navigator

Consolidating tax legislation, case law, government documents and commentary: Tax Navigator supports clients in accessing fresh thinking and up-to-date perspectives to support better decision-making.

THE GOAL?

As the only Big Four professional services organization in Canada

to operate a commercial tax publisher, we continue innovating and teaming around emerging technologies to address priority topics and complex challenges.

“

The Tax Navigator FlexiGenAI collaboration is revolutionizing tax research by transforming the way our people access EY’s market-leading tax content. FlexiGenAI is critical in driving market competitiveness in tax research and is a key enabler of how we deliver value across our tax practice.



Sania Ilahi
EY Canada Partner,
Tax

Digital sustainability

Drawing on EY alliance partners Microsoft and Snowflake, the Digital Sustainability tool allows clients to streamline the calculation of Scope 1, 2 and 3 greenhouse gas (GHG) emissions. Through harmonized and automated mapping of emission factors and quantification methodologies, we enable organizations with insights and analytics in real time.

THE GOAL?

Help businesses go beyond reporting

and take actionable steps to meet sustainability goals and objectives, here and now.

“

Collaborating with our alliance partners has been a core competency to how we deliver impactful sustainability solutions for our clients. We are excited about the journey we are on with our clients, supporting the operationalization of sustainability performance and building responsible and resilient supply chains, harnessing data and technology.



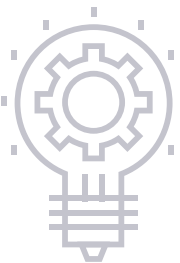
Anima Osei
EY Canada Sustainability
Solutions and Alliances Leader

Creating space for more learning and valuable conversations

We are always assessing new ways to expand our knowledge and evolve the ways we serve clients, communities and one another.

We work in tandem with clients and community groups

to tailor education-based volunteerism to connect students and others with insight and mentorship.



Doing so is part of how we collaborate to advance Canadian industries and foster a brighter future.



Demystifying mining for a new generation

Everything is mining. That’s the message EY people shared with Grade 6, 7 and 8 students through an EY Connect Day education program delivered by volunteers at schools in Toronto, Montréal, Vancouver and Calgary.

Responding to market demand, the EY Metals and Mining Center of Excellence developed this cross-country EY Ripples initiative to help bring bright young and passionate minds into mining careers and support the industry’s green energy transition.

Teaming with E2 Adventures, EY volunteers delivered engaging, interactive experiences to open young learners up to a world of mining and the related career possibility.

“By engaging with young people through activities like these, we can showcase and promote a wider variety of career paths available in mining and metals and share real-world experience with students as they consider all their options.



Danielle Renaud
EY Canada Partner, Assurance



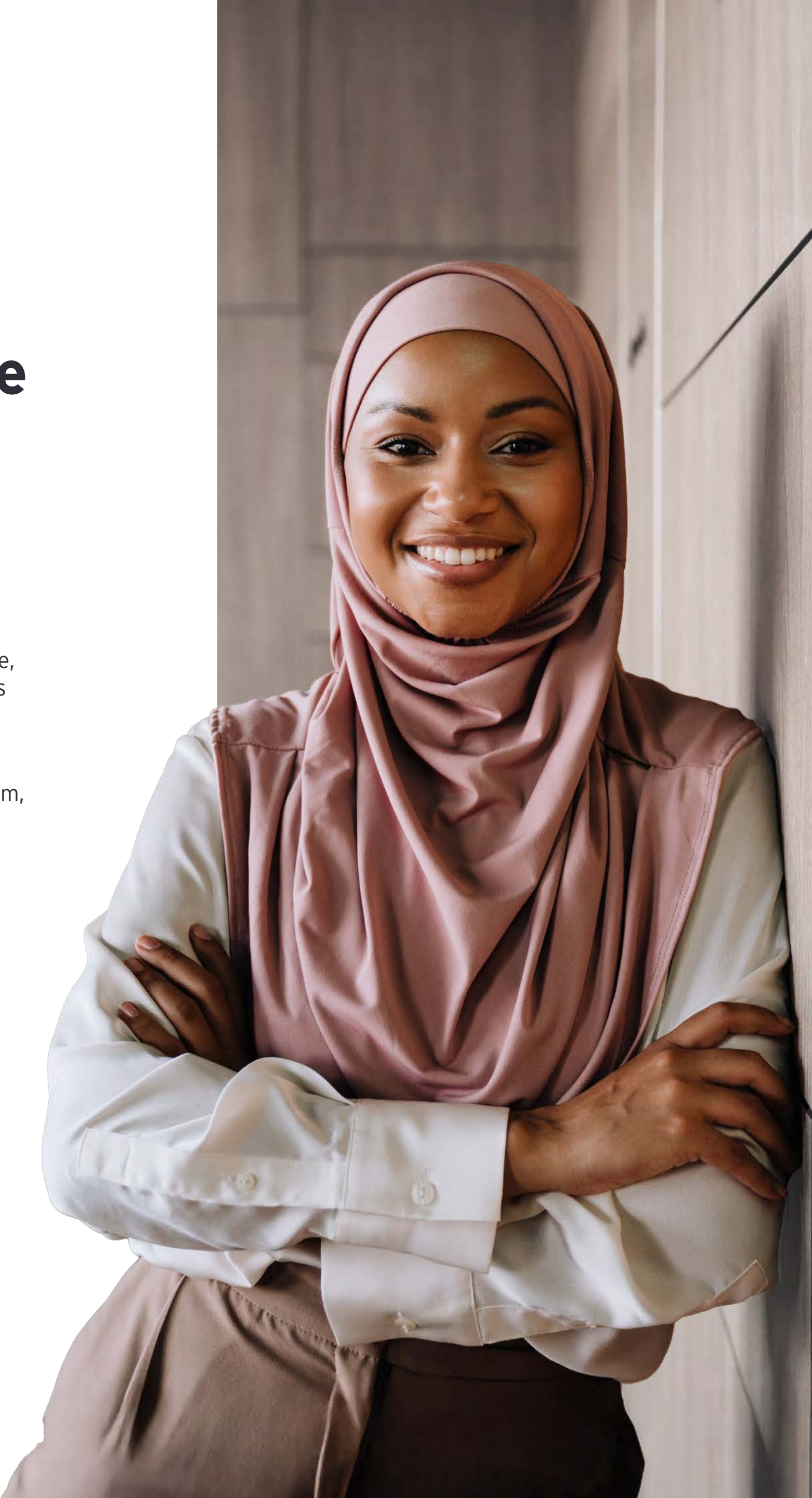
Remaining steadfast in our duty to build trust and confidence in the capital markets

Upholding trust and confidence in the capital markets sits at the very core of our purpose.

As auditors, we support Canada’s leading organizations and global innovators as they capture, communicate, report and govern value. Stakeholders, regulators, investors and customers rely on us to serve the public interest. And we are continually examining our processes and technologies to meet that need best.

With this foundation in place, we execute every independent audit with professional skepticism, due care, independence and objectivity in accordance with professional standards by:

- ✓ Deploying AI and emerging technologies to transform the audit of the future
- ✓ Empowering our people with leading tools allows them to provide distinctive client experiences backed by richer data and deeper insights
- ✓ Modernizing and streamlining our audit approach to strengthen pacing, reinforce milestones and address issues in real time
- ✓ Enabling our people to work collaboratively, purposefully and effectively to deliver a more efficient audit for our clients
- ✓ Developing well-rounded auditors with the capabilities, skillsets and perspective to shape the future with confidence
- ✓ Upskilling our people with emerging technology and equipping them with industry knowledge, enabling them to deliver sharper insights, improved audits and greater value to clients



✦ **Shaping the future**

“Building trust and confidence is core to our purpose at EY. By upholding the highest standards in audit quality, independence, integrity, objectivity and professional skepticism, we tell the world: Canada’s capital markets and economy are fair, transparent and open for business.”

Zahid Fazal
EY Canada Managing Partner, Assurance



Implementing a continuous improvement mindset to elevate assurance

To maintain the highest standards in audit quality and drive confidence in the capital markets, we must anticipate tomorrow’s needs today. Our continuous improvement mindset makes that possible. From the learning we offer to the innovative and emerging technologies we use: our teams focus on being better, day over day and year over year.

83
average hours
of continuing professional
education training completed
by audit professionals

1,940
audit professionals

We also commit to embracing innovation to support quality

Our EY Data Intelligence and Delivery Group and Assurance Innovation Lab are embedded in the audit practice.

This helps us manage tech deployment, equipping our people with the most advanced skills and technologies available now and down the road. Specifically, our Assurance Innovation Lab is a premier and unique EY Canada group focused on delivering data services which effectively and efficiently support audit quality by:

- ✔ Driving the digital audit strategy for audit engagements by deploying our global AI-enabled tools in Canada
- ✔ Using specialized systems knowledge to execute data extraction and transformation
- ✔ Providing innovative services, using both existing and custom technology
- ✔ Delivering data flow analysis and data insights, including benchmarking, to audit teams



Deiandra Griffith

EY Canada, Senior Manager,
Assurance Innovation Lab

Tennis amateur
Assurance innovator
Shaper of the future



“

I value curiosity, courage and integrity. That’s what drives me to keep learning personally and professionally.

I’m learning to play tennis right now. It’s totally new for me and that’s what I love. Always a curious person, I look for chances to explore the world through reading, music, conversations, travel and trying different experiences. Tennis is a blank page for me right now. It requires me to push myself into uncharted waters and open myself up to development and growth.

Curiosity shapes my professional life, too. I joined EY’s audit practice in Barbados before immigrating to Canada. Once I started with the Canadian firm, my background in economics got me thinking a lot about how we use data at work and across the audit. To learn more, I volunteered as a digital coach when we were rolling out new audit analytics technology, helping teams implement digital strategies. That opened the door to a full-time role in innovation.

Now, I’m a Senior Manager in EY Canada’s Assurance Innovation team. We look at how people work and how we can help one another succeed. Our team is all about removing roadblocks for our people so they can deliver transparent, high-quality audit and assurance services. For example, we’re helping colleagues adopt AI and other emerging technologies to improve assurance as well as the way each of us experiences work. By staying curious and thinking creatively, our team is supporting better results and meaningful careers. I’m proud to play a part in that evolution.

2

EY offices
experienced so far

Welches, Barbados
and Toronto, Canada



450+

innovative audit
and assurance teams

supported through tech adoption
and deployment

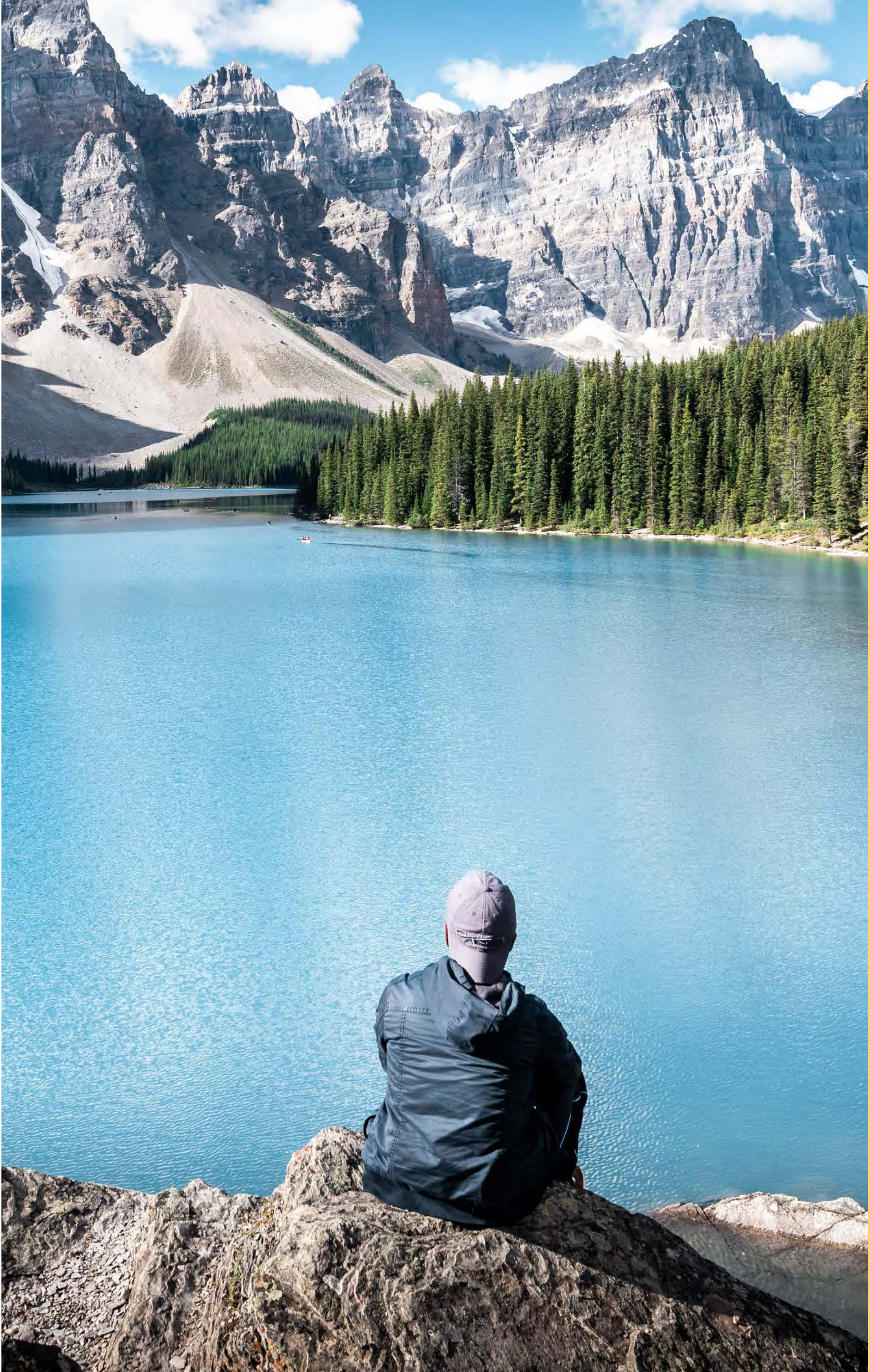
Our people contribute to meaningful public discourse to shape the profession for the future

Through their collective efforts, EY professionals are making a significant impact on the evolution of financial reporting in Canada and beyond, championing transparency, consistency and the public trust.

EY Partner Guy Jones sits on the Canadian Accounting Standards Board (AcSB), enhancing the quality and integrity of financial reporting across Canada. **He is joined by fellow EY partners who actively participate in key AcSB groups and committees:**

- ✔ IFRS Discussion Group (IDG): **Jeff Glassford and Lara Iob**
- ✔ IFRS Interpretations Committee Member Support Group: **Lara Iob**
- ✔ Insurance Transition Resource Group: **Janice Deganis**
- ✔ Pension Plan Advisory Committee: **Uros Karadzic**
- ✔ Private Enterprise Advisory Committee (PEAC): **Adam Rybinski**
- ✔ Not-For-Profit Advisory Committee (NFPAC): **Kathi Aspros**

In addition, **Claire Patra** and **Christine Evans** sit on the CPA Canada Sustainability Reporting Advisory Committee.



Similarly, our Climate Change and Sustainability Services (CCaSS) teams provide insight on the evolving sustainability regulatory, scientific, and investment landscape. In Canada, this includes helping companies futureproof their business strategies by integrating nature and climate-related risks and opportunities.

EY supports Canadian organizations in remaining competitive by aligning with both mandatory and voluntary disclosure frameworks while also navigating international standards. This includes the Canadian Sustainability Standards Board (CSSB), as well as global initiatives like the EU’s Corporate Sustainability Reporting Directive (CSRD), the International Sustainability Standards Board (ISSB), and the Taskforce on Nature-related Financial Disclosures (TNFD). CCaSS helps clients navigate the complexities of this evolving reporting landscape while identifying strategic opportunities for long-term value creation.

This unique practice also informs EY’s internal strategy for **addressing climate change and sustainability matters.**

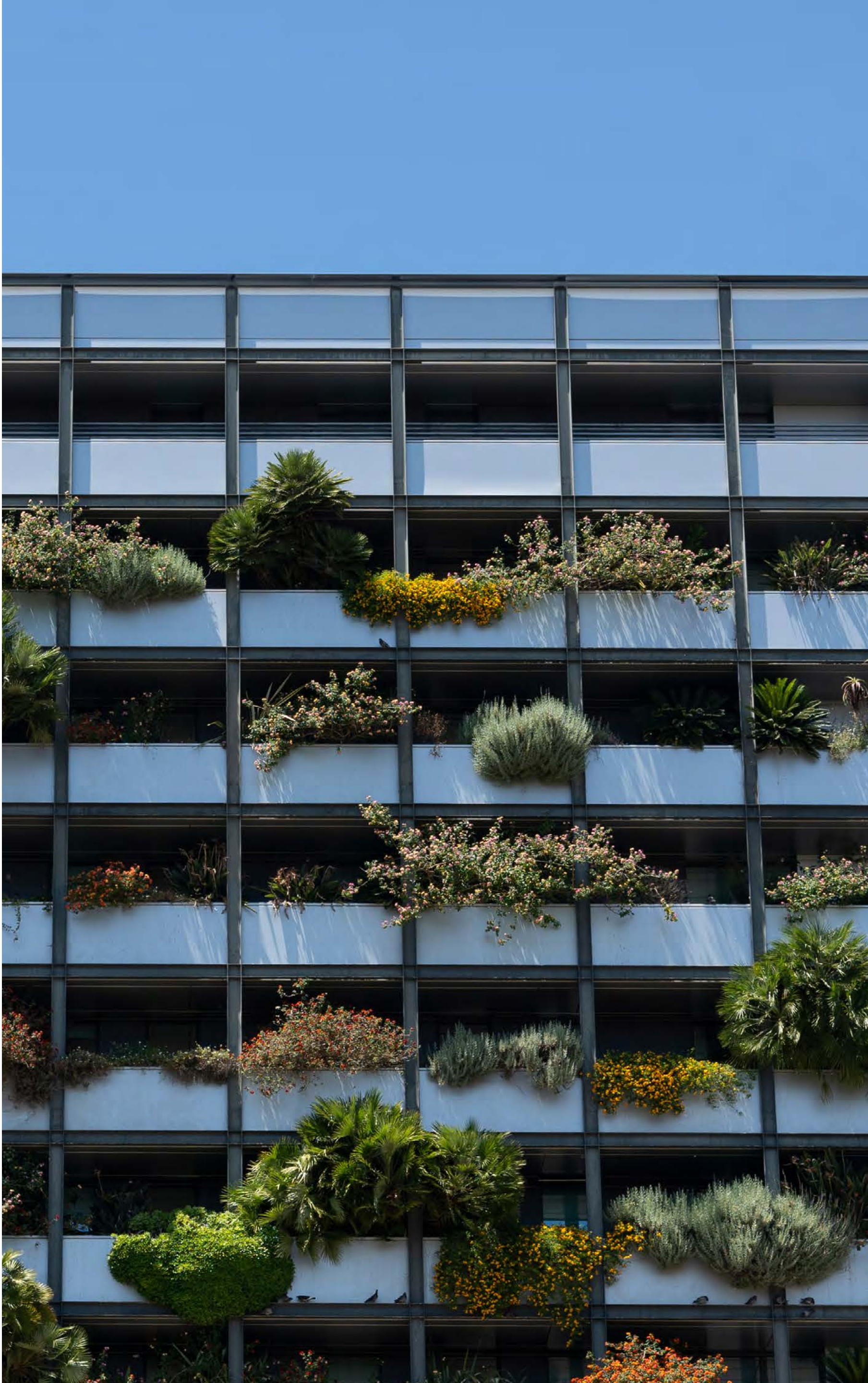
Appendix



EY Canada's 2025 climate report

About this report

Standardization of climate-related disclosures is rapidly evolving globally, and EY continues to be at the forefront of these developments. In this report, EY Canada continues to utilize the four-pillar structure of the Taskforce for Climate-Related Disclosures (TCFD) – Governance, Strategy, Risk Management and Metrics, and Targets – to discuss its progress addressing climate change in its operations.



Reporting boundary

This report covers the Canadian Operations of Ernst & Young LLP (EY Canada), including 18 locations across 9 provinces.

Our progress

Supporting the Canadian Government’s ambition to reduce GHG emissions by 40% to 45% by 2030 relative to its 2005 base year, and reach net zero by 2050, we have committed to participate in the government-led Canadian Net-Zero Challenge (the “Challenge”). This voluntary, made-in-Canada initiative offers a fit-for-purpose solution to help guide Canadian businesses and public sector organizations in developing and implementing credible and effective plans to transition to a low-carbon economy while anticipating and responding to market trends.

As part of the Challenge, we established Canada-specific targets, using 2024 as a baseline and developing a transition strategy to achieve these targets. These targets, explained in the Metrics and Targets section below, reflect and recognize the steady progress we have made since 2019 in addressing our Scope 1-3 emissions.

EY Canada recognizes our role in contributing to reducing our organization’s collective carbon footprint and continues to seek opportunities to improve our performance.



Climate governance

EY Canada Chair and Chief Executive Officer (CEO) and Executive Committee (EC) team maintain overall responsibility and oversight of the assessment and management of enterprise risks, including climate-related issues. This includes ensuring adequate systems are in place to identify, monitor, attest and report key climate-related risks and opportunities that impact EY Canada's operations and value chain. This group also ensures effective policies and procedures related to climate issues are developed and implemented effectively.

That oversight extends to the firm's climate-related ambitions, including EY Canada's net-zero strategy. Our Canadian Chief Operating Officer (COO) holds accountability for the implementation of EY Canada's net-zero strategy and integration of climate-related risk management across EY operations.

At the operational level, the COO is supported by the Sustainability Lead, who is responsible for advancing climate-related initiatives and targets and for keeping the EC abreast of progress and reporting. The Sustainability Lead works closely with the EY Americas and Global Sustainability teams, Global Responsible Business Network, EY Canada Markets and Supply Chain teams, and Climate Change and Sustainability Services. Decarbonization targets and GHG emissions tracking are supported by our Enterprise Support Services team and activated through various internal networks.

Strategy

EY Canada recognizes that its failure to effectively assess and manage climate-related risks, in the short and long term, could impact our organization.

We hold ourselves accountable for the footprint of our operations and seek opportunities to improve our business practices and enhance our environmental performance. While EY Canada continues to make substantial investments in artificial intelligence to enhance operational efficiency and empower both our people and clients with stronger evidence-based decision-making capabilities, we remain committed to managing the environmental impacts of our transformation. As we integrate advanced technologies, we are actively working to monitor and reduce changes in our greenhouse gas (GHG) emissions footprint, ensuring that innovation goes hand in hand with sustainability. As part of the AI scaleup in Canada, we are closely monitoring the impact on our emissions footprint with the goal to reduce it by transitioning to renewable energy sources for data centres, optimizing AI capabilities with algorithms to be more energy-efficient, and developing better training practices and AI models in the future.

In addition, we recognize the growing frequency and severity of extreme weather events across Canada and are identifying critical opportunities to invest in support mechanisms to enable our people and systems to withstand growing impacts and continue our operations.

As well, as a global leader in sustainability consulting services, we recognize our role in enhancing the sustainability performance of our clients through our service offerings and broader market education efforts.



Risk management

Risk management (RM) is overseen by the Global RM Leader, who is responsible for helping to monitor, identify and mitigate enterprise risks as part of the broader enterprise risk management (ERM) framework. The ERM priorities are communicated to EY Global member firms, including EY Canada. The Global RM Leader is responsible for establishing a consistent risk management framework around the globe and coordinating risk management across EY. This includes risk management processes over climate-related issues. EY Canada appoints member professionals to lead risk management initiatives. As part of this process, member professionals review and assess climate-related risks and efforts to address and integrate them in the enterprise-wide risk management processes.



Metrics and targets

SCOPE 1 AND 2 EMISSIONS

GHG emissions are tracked for Canadian operations according to the GHG Protocol Corporate Accounting and Reporting Standard. This includes Scope 1 and 2 emissions from EY Canada leased office spaces where we have operational control. Scope 1 emissions result from energy consumption of natural gas and diesel for heating and cooling buildings. Scope 2 emissions include heat, chilled water and electricity sourced from third parties/grid.

EY is part of the RE100, a global corporate renewable energy initiative for businesses committed to 100% renewable energy. Renewable electricity consumption includes purchase agreements and through energy attribute certificates (EACs), such as renewable energy certificates, I-REC and other renewable instruments that are RE100 compliant.

This year, EY Canada continued to purchase RE100-compliant renewable electricity certificates to reduce emissions from electricity consumption at offices, and engage property managers and employees in focused emission-reduction efforts. This allows us to balance growth of our business and workforce while reducing emissions intensity.

Between FY24 and FY25, a number of factors contributed to changes in Scope 1 and Scope 2 emissions, including improved data sourced from third-party property managers. We also added office space in Toronto and Victoria. As well, several offices continued to explore opportunities to adopt energy efficiency measures to reduce site-level emissions. For example, in Toronto lighting was reduced in the corridors to incorporate more natural light.

SCOPE 1 AND 2 EMISSIONS (MTCO ₂ E) ⁶	FY2024	FY2025
Scope 1	567	423
Scope 2 (location-based) ⁷	991	1,209
Scope 2 (market-based)	156	175
Emissions intensity (location-based)	0.025CO ₂ e/m ²	0.025CO ₂ e/m ²
Emissions intensity (market-based)	0.012CO ₂ e/m ²	0.009CO ₂ e/m ²

⁶ FY24 Scope 1-3 GHG emissions have been revised based on most recent data.
⁷ Scope 2 location-based and market-based emissions are reported separately to reflect emissions from physical grid intensities from Canadian offices and emissions resulting from electricity consumption after renewable energy certificates (RECs) are included.

EY Canada Targets

Reduce Scope 1 and 2 emissions GHG intensity per square metre of office space by 26% by June 30, 2035, 75% by June 30, 2045, below FY24 base year and reach net zero by June 30, 2050.

SCOPE 3 EMISSIONS

Our most significant categories of Scope 3 emissions include business travel and purchased goods and services. In FY25, total Scope 3 emissions were 25,237 MTCO₂e across material and other categories.⁸ The Company continues to refine its Scope 3 emission calculations to enhance accuracy and transparency.

While our most material Scope 3 emissions categories grew proportionately to the growth of our business, we continue to identify ways to effectively manage them, reducing the intensity per FTE and dollar of revenue. We continue investing in advanced solutions and strategies to address the most material categories of Scope 3 emissions – Purchased goods and services and Business travel – engaging with our critical suppliers on identifying low-carbon alternatives and collecting more reliable data; and introducing more robust calculation and tracking methods to capture business travel-related emissions. In FY25, EY Canada participated in procurement of Sustainable Aviation Fuel (SAF) certificates administered by EY Global, equivalent to approximately 1% of our business air travel emissions. This initiative aims to expand travel strategy to purchase SAFs for 5% of EY overall air travel over time.

⁶ FY24 Scope 1-3 GHG emissions have been revised based on most recent data.

⁸ FY24 Scope 3 emissions exclude estimated emissions from Category 15: Investments driven by pension fund contributions. EY Canada continues to investigate these emissions and has excluded them from its Scope 3 GHG emissions at this time

SCOPE 3 EMISSIONS (MTCO ₂ E) ⁶	FY2024	FY2025
Category 1: Purchased goods and services	7,070	7,843
Category 3: Fuel-and energy – related activities	557	710
Category 5: Waste generated in operations	754	760
Category 6: Business travel	10,920	11,834
Category 7: Employee commuting (inc. remote working)	4,279	4,090
Total	23,580	25,237

EY Canada Targets

Reduce Scope 1 and 2 emissions GHG intensity per square metre of office space by 26% by June 30, 2035, 75% by June 30, 2045, below FY24 base year and reach net zero by June 30, 2050.

Reduce absolute purchased goods and services emissions by 26% by June 30, 2035, 75% by June 30, 2045, below FY24 base year and reach net zero by June 30, 2050.



EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

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