



# Creating long-term value for EY People



## 4

ABOUT US  
MATERIALITY  
CLIENTS  
**PEOPLE**  
SOCIETY  
GRI INDEX  
FACTS & FIGURES  
APPENDIX

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Shape your future with confidence

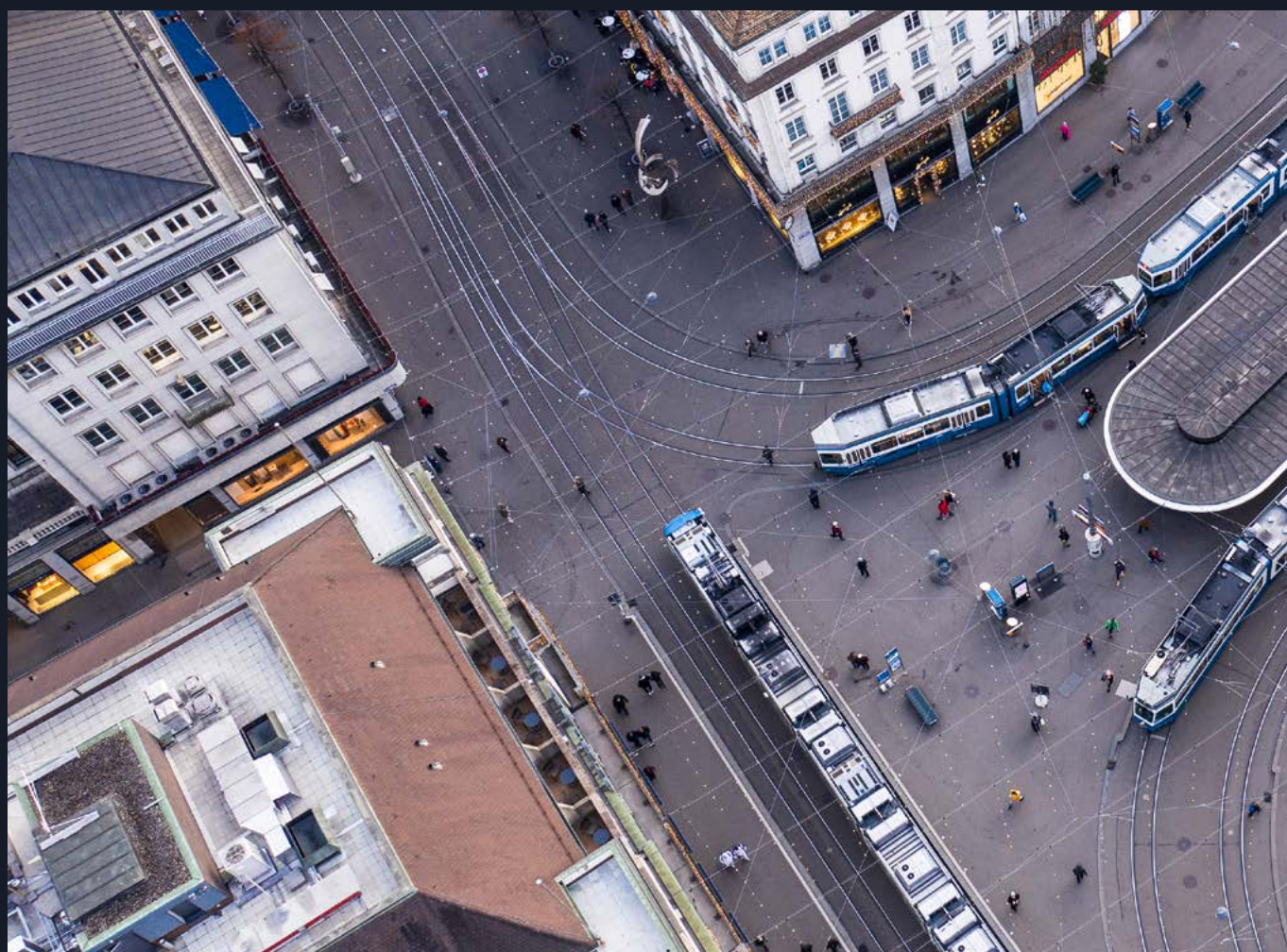
# Builders of a better working world

At EY, we're committed to creating an environment where everyone can bring their best selves to work. We're united by a common purpose and guided by EY core values. Here, every individual has the opportunity to apply their skills, dedication and passion to their roles.

Our people are at the heart of our business and bring our purpose – *Building a better working world* – to life. Together, we aim to deliver exceptional service to our clients and strengthen trusted relationship with our stakeholders. It's how we generate sustainable value.

We are dedicated to the wellbeing of our people and to promoting a diverse and inclusive work environment where every individual receives support and equal opportunities to grow.

Our Global Code of Conduct guides the behavior and actions of our people when working in teams and with our clients and stakeholders. The Chief Talent Officer – part of our Swiss Management Committee – is responsible for our organization's talent strategy and activities. In executing the strategy, our Chief Talent Officer is supported by the Talent Team (including HR Business Partners), which is led by the Head of Human Resources and the Talent Partners in all our service lines. To continuously refine and enhance the talent strategy, focus areas and working conditions, we consider feedback from various employee listening channels – including EY People Pulse surveys three times a year, ongoing surveys such as the onboarding and exit surveys – as well as People Sounding Board consultations.





# Attracting, developing and retaining diverse talent

As a professional services organization, attracting and retaining the best talent is key to delivering exceptional client services and growing our business. The ambition of our Talent strategy is to attract, engage and retain exceptional and diverse people.

Globally, EY was once again named among the world's top 10 most attractive employers in a survey conducted by employer branding specialist Universum in 2024. The survey included more than 144,000 business, IT and engineering students worldwide. On a country level, EY's overall ranking is 21 among the business students in 2024.

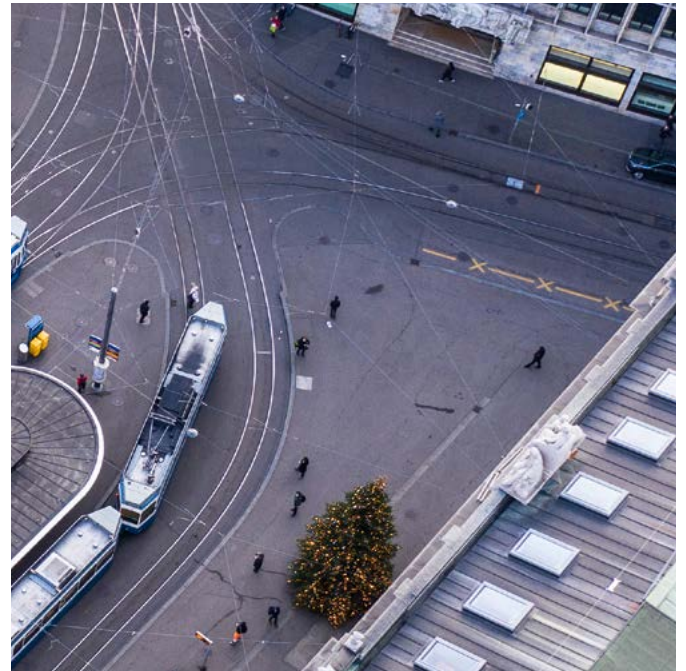


Figure 9

**Breakdown of total employees at EY Switzerland by gender (headcount)**

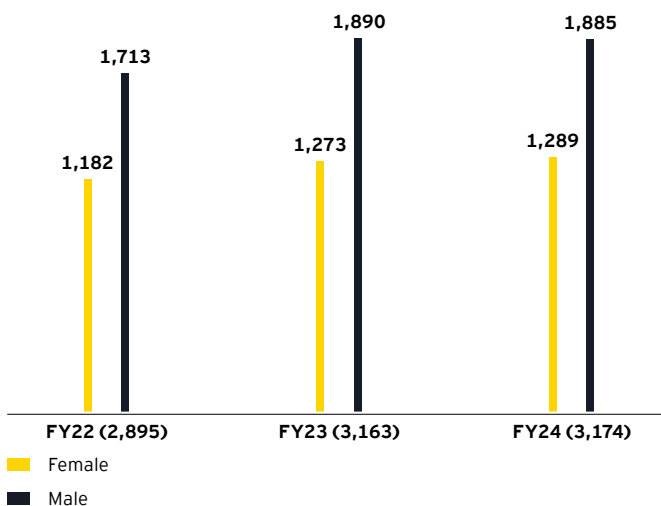
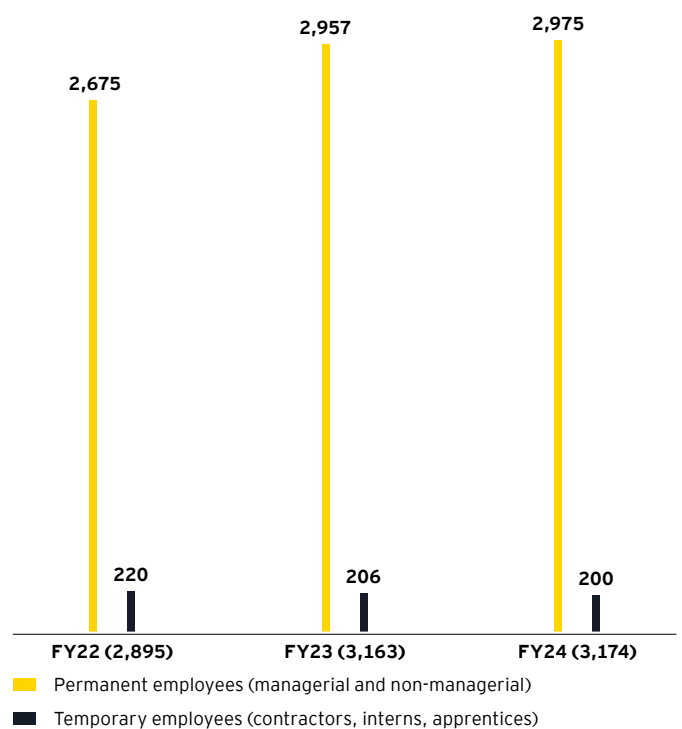


Figure 10

**Breakdown of employees at EY Switzerland by employee category (headcount)**



## Talent attraction and acquisition

EY's attractive global employee value proposition for talent promotes diverse career opportunities. We continuously screen the market to identify people who have the potential and skills to provide exceptional services to our clients – and become experts in their field and future leaders in the organization.

Our recruitment process focuses on both talented graduate and post-graduate hires as well as experienced professionals. We source our talent from diverse educational backgrounds and sectors to bring a versatile range of skills and capabilities into the organization.

To attract the next generation of talent, we actively reach out to young minds on university campuses as part of our recruitment strategy. Campus ambassadors from each service line engage directly with students. They promote our employer branding activities at selected universities and position EY as an employer of choice.

EY has highlighted 11 target universities, eight focus universities and is still evaluating the expansion to other universities, in order to access more diverse talents. Our work is supported by interns, working students or EY consultants – who interact directly with peers at their universities. With several EY representatives serving as guest lecturers, we are represented at over 20 campus lectures each year and we undertake a minimum of 70 campus activities in a typical year.

Formal and informal events are another opportunity to meet talented individuals. We collaborate with universities and are involved in about 120 different events, workshops and fairs. These platforms and channels enable us to network and build our professional relationships, exchange thoughts on multiple topics and promote our employer brand.

We use various channels to reach and meet experienced candidates (e.g., our EY career site, external job boards, EY employee referrals, the EY Alumni Network, employment networks and agencies). Approximately 15% of our new hires came from employee referrals in FY24.



## Hiring process and onboarding

At EY, our people work together to deliver high-quality services to our clients. The individuals we employ must meet the needs of our business, e.g., bringing certain competencies, skillsets and mindsets required by the hiring service line and our clients. In addition to assessing the skills and qualifications of candidates during the interview process, the hiring service line also considers factors such as existing client engagements, service offerings and solutions, market demand and requirements and future trends.

We hire two types of employees – permanent and temporary. Permanent employees are hired at both managerial and non-managerial levels. Temporary employees generally refer to contractors, interns and trainees or apprentices. We offer internships to students during or just after their bachelor's or master's studies. The duration of our internships ranges from 3-6 months. More than one-third of our interns stay with us after this experience and become working students or receive a permanent contract.

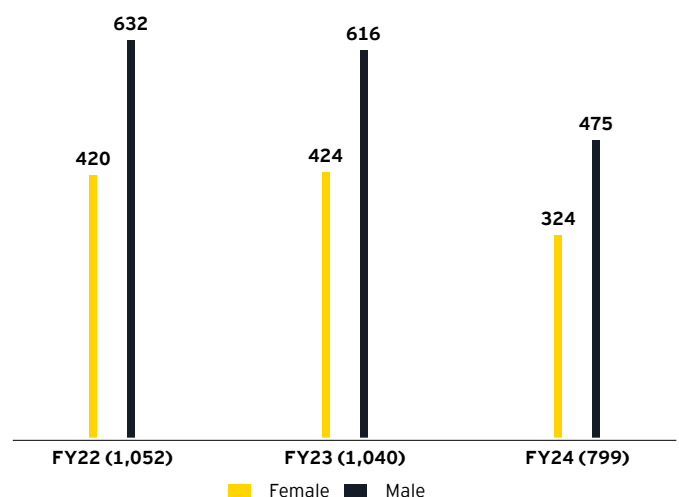
We are also a proud employer of commercial apprentices. A three-year dual program of vocational education and training is offered to young individuals. During the three-year period, apprentices rotate into different departments. We have certified practical trainers across various functional areas.

EY in Switzerland received 51,000 applications in FY24, which represents an increase of 12% compared to the prior year. To attract and recruit top talent, maintaining an exceptional candidate experience is critical. We are leveraging new technology to support this aim and continue to streamline processes for faster, more transparent hiring. We provide an onboarding program that sets new joiners up for success from day one. Each month we host an EY Welcome Day with various onboarding sessions covering important topics such as working time recording, DE&I agenda and events, corporate responsibility activities and counseling excellence. As a result, 82% of recent hires indicate that they have had an exceptional experience in their first year in FY24.



Figure 11

**Breakdown by gender (headcount) of new and re-hires, incl. acquisitions, for permanent and temporary staff**





# Lifelong learning

We enable our people by providing the support, experiences and opportunities they need to build their careers in EY and beyond.

## Building the leaders of tomorrow

The EY Leadership framework is supported by LEAD (Leadership Evaluation and Development) – our performance, development and career management tool. LEAD facilitates regular exchanges between the employee (counselee) and their supervisor (counselor) who supports and guides them on their career journey with EY. Through LEAD, employees request and receive written feedback from senior colleagues they have worked with on engagements. Such feedback enables them to better understand their strengths and focus areas for improvement as they further grow and develop in their career.

The LEAD feedback cycle runs three times a year and all permanent employees are required to participate. The first cycle includes the expectation conversation where performance ratings and feedback from the previous year-end are discussed and goals and aspirations for the new fiscal year are captured. The second cycle focuses on the career conversation discussing development measures and potential next career steps in preparation for the mid-year review. The third cycle is focused on the year-end performance evaluation and promotion/progression discussions. In the financial year 2024, 100% of our eligible people engaged in career development conversations, received feedback and an individual contribution category (rating) in LEAD. The feedback conversations between counselees and counselors are aimed at identifying key areas of growth and learnings that enable targeted skill-building and help advance development needs.

### Mobility4U

One of the most powerful experiences EY offers its people is the opportunity to work across cultures and borders. Our global Mobility4U program offers a single point of access for developmental and experiential mobility, giving our people the opportunity to work across geographies and service lines. Mobility assignments offered through the platform vary in duration (from three months up to two years) and location. We believe that mobility can provide an exceptional experience to our people, by building knowledge and skills as well as developing a global network and mindset. Our streamlined mobility offering encourages our people to take up mobility-based engagements as a part of their next career milestones.

## Enabling a unique career journey

Each employee has a personalized training curriculum which is accessible through our learning platform. The platform offers over 3,000 training modules made up of both mandatory and elective courses and covering a wide range of both technical and non-technical, firm-wide learnings. All client-serving employees at EY Switzerland have a service line-specific learning and development curriculum which is enabled by SAP SuccessFactors. Colleagues that are not client-serving also have a learning and development curriculum which includes mandatory business ethics and risk management training courses.

Our training modules comprise in-person trainings, as well as virtual live and web-based trainings accessible through SAP SuccessFactors. After completion of each training, we evaluate with feedback surveys how we can further improve the trainings.

### ■ Technical training

Each service line conducts its own technical training programs, either physically or virtually, via the EY learning platform. Further, external online training courses on Udemy, Skillsoft, goFLUENT and others covering a range of topics are offered free of cost to our people. All courses are regularly updated considering multiple factors including the service line requirements, regulatory and technology developments, market trends and the changing societal and digital trends. Our education policy covers internal and external trainings, incl. support on eligibility and process.

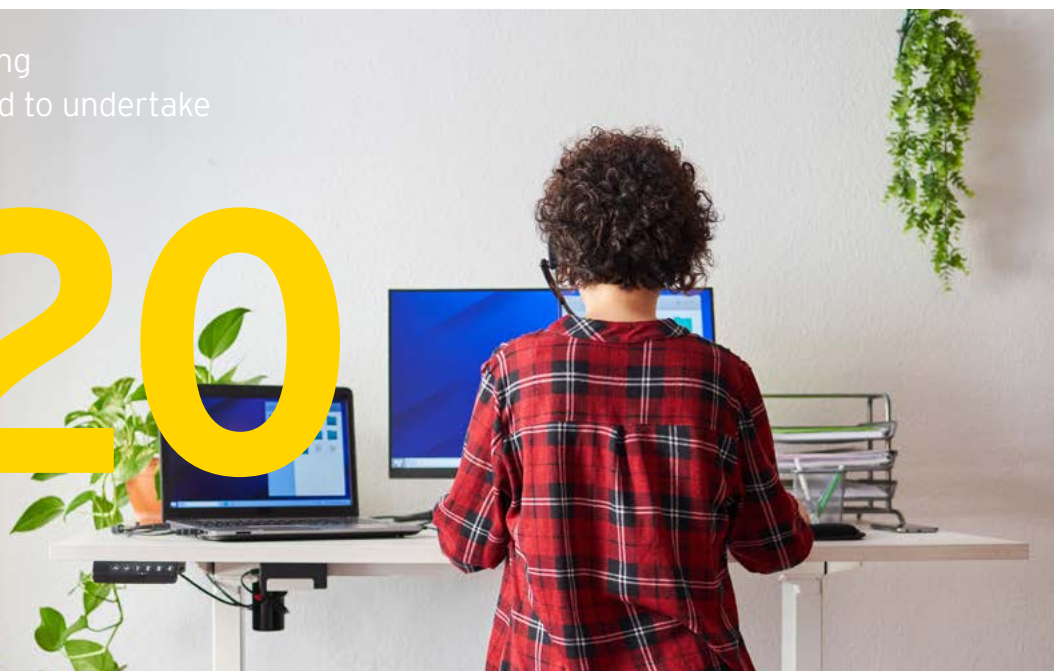
### ■ Non-technical skills and professional development

We offer training programs to help our people acquire and develop relevant skills. Non-technical skills training helps our people take up bigger challenges and embrace leadership responsibilities. Some of the key topics we address include transformative leadership skills, negotiation skills, communication and presentation skills, self-management and time management, purpose finding and mindfulness. Our people also receive appropriate milestone training when they are promoted.

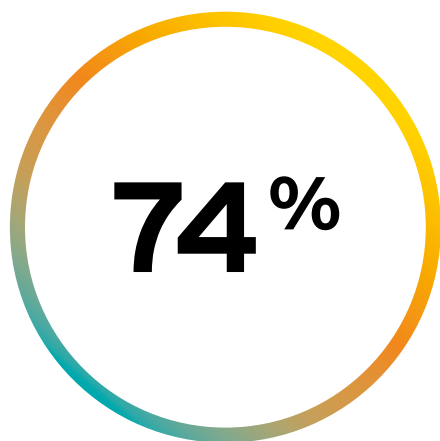
100% of client-facing people are required to undertake a minimum of

# 120

learning hours over a three-year period.







**74%**  
of EY people say  
they were provided with learning  
opportunities to build skills  
in FY23

We also offer voluntary certification training on a variety of topics through our **EY Badges** program. This global program is designed to upskill our people with digital capabilities and business acumen. Taking part helps individuals build the transformative mindset needed for the future. The program offers defined packages of learning content that help participants to develop new skills in areas like technology, artificial intelligence (AI) and sustainability. Upon completing each learning package, our people earn digital credentials, which can be shared internally and externally on their personal profile. There are over 250 Badges available, covering 25 topics across three pillars – technology, business and leadership. Badges range from bronze to platinum level and combine technical content with practical application, enhancing participants' ability to deliver relevant services to clients and coach their colleagues.

In FY24, our people earned 503 Badges, bringing the total number of Badges awarded since 2018 to 1,797.

In addition to the EY Badges, we also continue to offer EY degrees. Following the success of the EY Tech MBA and the EY Master's in Business Analytics, we launched another new fully accredited qualification in association with Hult International Business School – the EY Master's in Sustainability.

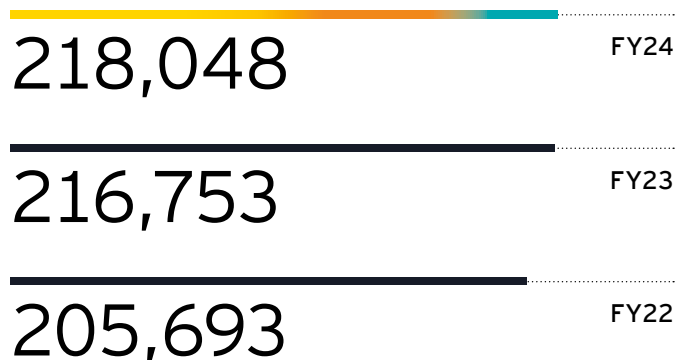
## ■ On-the-job training

We complement formal training with ongoing on-the-job support and coaching from managers and other team members throughout the delivery of client engagements. This is a core element of how we help our people grow in their roles, improve the quality of client deliverables and ensure timely feedback on development areas. The variety of engagements and client challenges – all experienced in an international working environment – enables our people to develop their technical and interpersonal skills and deepen their sector knowledge and expertise.

In FY24, we recorded an average of 69 learning hours per employee on training. Approximately 90% of our employees have completed at least one of the career or skills-related training modules.

Figure 12

### Total learning hours delivered to EY employees per year



# Our people's health and wellbeing

We are committed to ensuring a safe and healthy working environment where our people have the flexibility to balance the needs of our clients and our business with their individual needs. We recognize that mental health and wellbeing are key concerns for our profession. Given this, we strive to provide a safe work environment for all EY people and frequently review EY wellbeing programs to align with their needs. Our occupational health and safety management includes a variety of health programs and events, health awareness training, monetary and non-monetary benefits and recognition instruments.

Our policies and commitments are based on an annual human right impacts assessment (read more about this in the section: **Human rights, page 107-109**), including employee health and wellbeing as one of our potential salient human rights impacts. They ensure our operations manage potential adverse human rights impacts adequately.

The cantonal authorities in Switzerland carry out labor law inspections covering working conditions, accident prevention, health protection and prevention of psychosocial risks, recording of working hours, maternity and young workers' protection. In the last three reporting periods five EY offices in Switzerland were selected for review representing almost 50% of our locations in Switzerland. During the reporting period, no incidents of human rights violations have been identified within our operations. The authorities have identified limited instances of employees exceeding the maximum weekly working hours. Such instances were identified

during our peak business periods which are well-known and common for companies in our industry. The Swiss Labor Law (Art. 34a ArGV 2) has been amended to allow companies in our industry more flexibility to manage workload in these peak seasons with the implementation of an annual working time model. EY is currently preparing for the implementation of such an annual working time model, allowing for more flexibility both for EY people and our business to deal with fluctuations in work intensity throughout the year.

## Wellbeing@EY

EY's leadership model brings together EY's purpose, values and leadership behaviors. The model is designed to help everyone at EY build a "better me," a "better us" and a "better working world" for EY clients and society. Wellbeing is a major focus area of our leadership framework, which recognizes personal wellbeing as a core competence.

**Wellbeing@EY** is the umbrella initiative that helps us to build resilience, manage stress, deal with pressure and ultimately stay physically and mentally well so we can realize our full potential. We offer many individual health programs and initiatives, including:

- ▶ **EY Day:** EY Day is an annual celebratory day that provides an opportunity for our people to invest in themselves, in their teams and in their communities. We offer a wide range of activities that are sponsored by the leadership across the areas of health and wellbeing, learning and upskilling and corporate volunteering. Over 1,400 EY employees participated in EY Day in FY24.
- ▶ **Employee Assistance Program:** Our external provider Movis offers confidential personal employee assistance services, providing support, coaching and expert information on any work-related, personal, health and financial issues that our people may encounter. The number of consultations further increased in 2023 in comparison to previous year. This is due to intensified internal awareness campaign around this offering as well as trainings delivered.





- ▶ **Flu shot:** We offer free flu vaccinations to our people every fall.
- ▶ **Sports:** Our people have discounts at selected sports and fitness clubs.
- ▶ **EY Wellbeing:** We run various programs on maintaining the physical and mental wellbeing of our people. It includes health webcasts, articles, mindfulness trainings, virtual workout sessions, health-related tips and free access to external platforms for an improved lifestyle. The training offerings are made available to all employees and cover topics such as stress management, communication and conflict.
- ▶ **Mindfulness Network:** Mindfulness plays an increasingly important role in the business context – for more presence and focus but also for our mental health and wellbeing. Especially in these challenging times, it is an important support. We have a global network of professionals that practice mindfulness and provide trainings, webinars and internal articles.
- ▶ **EY Wellbeing Badges:** The EY Wellbeing Badges are designed to develop our people's ability to focus on and recognize the value of wellbeing, being mindful and fully present, maintaining personal wellbeing to sustain positive energy and fuel resilience. For further information on the EY Badges, see section: [Lifelong learning, page 66](#).
- ▶ **Assigned e-learning on recording of working time:** Every employee is assigned with an e-learning on "time recording and monitoring" to provide a better understanding of Swiss labor law requirements, overtime and extra-overtime accruals and compensation guidelines. We monitor working hours and vacation balances to make sure that our people take time to disconnect from work and get enough rest.

Feeling recognized and appreciated positively impacts our employees' mental wellbeing and we continue to emphasize the importance of recognition initiatives. We provide our people gifts to recognize special contributions to the firm's achievements or mark personal milestones such as work anniversaries, promotions, milestone birthdays, weddings or registered partnerships and successful completion of professional exams and apprenticeships.

We also run an employee recognition program called EY Merci. The EY Merci platform offers our people another way to recognize, appreciate and thank colleagues for demonstrating exemplary behaviors and living core EY values. In FY24, employees showed their appreciation to their colleagues by sending 1,234 thank you cards. In addition, exceptional performance has been rewarded with 4,749 monetary awards.

## Financial security at EY and beyond

We want our people to feel financially secure and capable of looking after their dependents during their careers at EY and beyond. Some ways we achieve this include:

- ▶ **Total reward and fair compensation:** We are committed to fair reward and compensation for all EY people and have processes and policies that focus on equitable compensation. EY employee compensation is designed to be competitive in the market and reflect an individual's work experience and performance, while being equitable internally. To be equitable internally, EY people should be similarly paid when performing similar work. Beyond compensation, our total reward approach is about bringing together different components from the areas of compensation, benefits, recognition and wellbeing that contribute to the collective value of working at EY. It includes a variety of opportunities, benefits, programs and policies to help EY people achieve success and to recognize the value they bring to EY's business.
- ▶ **Pension fund and insurance coverage:** We support our people with mandatory and supplementary contributions to pension plans. We fully cover cost for the mandatory and supplementary accident insurance. Our people also can benefit from discounts when purchasing supplementary health insurance coverage.
- ▶ **Further benefits during employment:** We provide our people with an SBB Half Fare Travelcard, collective insurance offerings and corporate discounts with selected suppliers.

## EY pension

Occupational pensions, consisting of age, death and disability coverage, are an important part of the benefits we provide to our employees. The employees of EY are members of the Pension Fund Ernst & Young (PFEY). It is a separate legal entity operating an occupational pension scheme in line with statutory provisions. Its Board of Trustees consists of 50% representatives of the employees (other than equity partners) and 50% representatives of the equity partners. PFEY operates as a semi-autonomous pension institution. It covers the risk of longevity, death and disablement up to a defined level, and the risk with respect to investments. Excess risks are covered with insurance protection by an insurance company. PFEY reports to its ensured members with an annual report covering key data, the audited financial statements and an annual report regarding the sustainability of its investments according to the ASIP ESG standard for pension funds. There is no additional pension foundation for equity partners.

For employees other than equity partners, EY contributes between 50% and 69% (total overall 64%) of the contribution payments which range from 8.5% to 19% of the insured salary, depending on the selected plan and on the age group. Ensured members have the option of a one-time capital payment of the accumulated savings capital at retirement age instead of monthly old-age pension payments.

The pension fund investments are important to our insured employees and equity partners. Total investments amount to approximately CHF 1.1 billion. The investment regulations of PFEY include application of sustainability and ethics criteria when considering an investment. PFEY was rated "A" according to the MSCI ESG rating designed to measure a company's resilience to material, long-term environmental, social, and governance (ESG). The scale range is "AAA" to "CCC" ("AAA" being the highest and "CCC" the lowest) based on ESG available data for 86% of the pension funds' investments (as of 30 June 2024). PFEY is significantly restricted with respect to selecting investments due to the independence requirements imposed by our external regulations. As such, most investments are indirect investments into funds whereby the fund managers exercise the voting rights. The majority of our investment managers, who are members of various associations, related to sustainability and the transition to a low-carbon economy, aim to consider ESG factors in the investment process.





## A safe and flexible work environment

Our commitment to workplace health and safety includes a range of measures to prevent and manage accidents. We use questionnaires on Occupational Health and Safety issued by the Swiss National Accident Insurance Fund (SUVA) and Federal Coordination Commission for Occupational Safety (FCOS). The questionnaires are used to detect potential accident risks and energy points in all 11 offices. Further, we have for each office one dedicated building manager and one dedicated health and safety specialist which both are assigned by our external facility management provider. They are complemented by the Occupational Safety Lead, a respective Risk and Security Lead and the Office Managing Partners. All these individuals report to the Crisis Management Team who manages the protocol with the Emergency Response Plan in place and executes them.

We comply in all our offices with the norms published by SUVA and FCOS on office lighting, minimum required square meters per employee and minimum required number of restrooms. From the perspective of ergonomic working, we apply the checklist of FCOS and adhere to guideline No. 6508 by providing adequate desks, chairs, monitors and lighting. The workstations at our new offices in Geneva, Lucerne and Basel are equipped with standing desks, ergonomic chairs and two screens each. We provide first aid kits in all our offices. In our larger office locations, we also have a medical and breastfeeding room.

We work with our external facility management provider to conduct a self-check to identify potential hazards in all our office locations. As a professional services firm, our people do not engage in dangerous work or perform activities in hazardous workplaces. As a result, there is no need for special workplace safety training. We have one to two designated company first responders at almost all offices. These individuals received emergency training provided by EY and an external provider. They oversee emergency situations and must refresh their training every two years. Further, we have dedicated evacuation staff trained by the respective landlords and, in some respects, by EY. The Everbridge Mobile App is our primary method for alerting all EY employees about emergencies that threaten or impact our EY offices or the surrounding area, including while they are traveling or at a client site.

The Crisis Management Team at our largest office, Zurich, runs occasional training and awareness sessions with the local leadership to ensure sure they are prepared for different crisis scenarios.

In the professional services industry, no work-related illnesses are defined by the public health authorities. Work-related fatalities and work-related injuries are not tracked, as the risk of accidents in EY businesses are low. Nonetheless, we run various awareness campaigns around accident prevention in the office, accident prevention while off work (vacation time), and ergonomic working practices. We can only report on illnesses, accidents and medical appointments in aggregate. In FY24, we report a slight increase of our people's overall absence rate due to illness, accident or medical appointments from 53.2 hours in FY23 to 55.1 hours per capita in FY24. All (100%) of our EY offices in Switzerland undergo an annual employee health and safety risk assessment conducted by our contracted facility manager.

We comply with all Swiss health and safety legislation and regulations. Most of the accidents involving our people occur during their non-working hours. To ensure the protection of our people in the event of an accident, they are provided with mandatory accident insurance coverage in alignment with the Swiss Accident Insurance Act ("UVG"). Additionally, we have salary provisions in case of illness or accident.

Our understanding of safety is not limited to only ensuring the physical safety of our people. As a responsible employer, we commit to provide a work environment where our people feel mentally and emotionally safe as well. To fulfill this responsibility, one of the primary focus areas for us is to foster a work environment of psychological safety, one that is free from discrimination, bullying and sexual harassment.

The EY/Ethics Hotline (for more details, see section: **Business ethics, page 34**) is our whistleblowing platform. Anyone can use it to register and handle employee concerns, including those related to any behavior that constitutes discrimination, bullying or sexual harassment. We are committed to ensuring that all reports are heard, investigated and remediated appropriately. Our external employee assistance provider can also be consulted for any issues our employees may face. We impose strict rules prohibiting

any retaliation against colleagues who in good faith report inappropriate behavior. Further, to create employee awareness on these concerns and on the ways to report inappropriate conduct, we have implemented Dignity at Work Guidelines and a Respect at Work training on our learning platform.

To maintain a healthy and collaborative work environment, we regularly familiarize our people – including new hires – with EY's compliance requirements. This includes training programs on EY's core values, Code of Conduct, independence and ethical standards. For more details on the trainings, see section: **Risk management, page 36.**

We support our leaders in better shaping and driving a diverse and inclusive culture anchored in our values through multiple leadership development trainings. Such training sessions are typically offered as two-hour virtual workshops and are centered around key leadership values and behaviors such as teaming, agility, belonging, wellbeing, etc. During the workshops, our leaders gain the following:

- ▶ Insights into perceived experiences of our people when it comes to leadership values and behaviors
- ▶ An understanding of the key building blocks for transformative and outcome-based leadership
- ▶ New perspectives and ideas on how to unlock motivation, inspire and engage our people

These workshops are well received and all our people at the rank of Manager and above are invited to participate in the series. We have a participation rate of about 70%.

The annual Code of Conduct training, which is mandatory for all our people, gives guidance on how to navigate potentially difficult situations that conflict with our values. Also, our Inclusive Leadership for All learning course helps people understand and adopt inclusive leadership behaviors that can bring our values to life and build an inclusive work culture.





## Workplace flexibility for better work-life integration

We are committed to a work environment where people are free to be themselves and bring the best of themselves to work. We believe this benefits our clients, our people's career development and our organization. Client centricity, teaming and collaboration are central to who we are as a professional services organization. We have always enabled flexible working practices and continue to do so. Our hybrid working guidelines facilitate an appropriate balance of client and business needs with individual flexibility. Furthermore, all our people are entitled to the following leave benefits:

- ▶ **Vacation:** Our people get an annual leave entitlement exceeding the regulatory minimum of 20 days. The annual leave entitlement ranges from 25 to 30 days depending on employee category and rank.
- ▶ **Purchased leave:** Since October 2022, all employees can purchase up to 15 additional days of leave per year.
- ▶ **Unpaid leave:** If the regular vacation or other flexible working time options do not meet individual needs and requirements, employees can also apply for unpaid leave.
- ▶ **Job portability:** Since May 2023, EY Switzerland has offered a flexible working solution enabling employees to perform their work for a short period of time from selected country locations for personal reasons.
- ▶ **Parental leave:** Mothers employed by us for more than one year are eligible to take 18 weeks of paid leave after the birth of the child. Fathers employed by us for more than one year are eligible to take three weeks of paid leave after the birth of the child.
- ▶ **Alternative family planning:** When becoming a parent to a child below six years of age, employees who have been with us for more than one year are eligible for four weeks of paid leave.
- ▶ **Phased return:** Employees who have already taken maternity leave, paternity leave or alternative family planning leave within the required time are also eligible for a phased return of up to 15 days, i.e., the option to work reduced days while maintaining full pay according to the contractual workload.
- ▶ **Care leave:** Our people are entitled to short-term leave and continued payment of salary for up to three days per incident to facilitate the organization and care for a family member or life partner. Employees who are parents of a minor child whose health is seriously impaired due to illness or an accident are jointly entitled to carer's leave of up to 14 weeks per incident provided that the employee is entitled to a carer's allowance under the Act on the Compensation for the Loss of Earnings ("EOG").
- ▶ **Other paid leave:** Extra paid leave is provided in case of certain life situations such as a wedding or partnership registration, death of family members and relocation.



**of our people returned to work  
after parental leave, in the last three  
reporting periods**

## Becoming a parent is a special moment in life

Our Parents@EY Framework was developed to recognize this and focuses on three main objectives:

- ▶ Helping parents to integrate work and family life
- ▶ Supporting EY people through the phase of new parenthood and beyond to create long-term career value
- ▶ Paving the way for consistent adoption of flexibility across the firm for all people by introducing a support model for parents

The benefits are designed to cover the three phases of becoming and being a parent: expectant parents, leave after the birth of a child, and the return to work and beyond. They are:

- ▶ Parents@EY Coaching: a program that aims to help parents through the transition at work by pairing them with a coach who can provide them with perspective and guidance
- ▶ Corporate membership with profawo: EY's membership entitles EY employees to access numerous services relating to the compatibility of family and career
- ▶ Increased paid parental leave
- ▶ Phased return benefit of 15 days: option to return part-time on a full pay basis for an agreed period over concurrent weeks
- ▶ Emergency childcare reimbursement
- ▶ Option to purchase additional leave

Finally, we also have the Parents@EY Network and offer a special program for kids on the national future day at selected offices. The network is about building a supportive culture where parents can reconcile their private needs with the demands of their job. It also is for the benefit of all colleagues and one element of many that is contributing to our employee value proposition.

We promote flexible and part-time working models for colleagues at all stages of their professional career so that they can balance a fulfilling professional career with personal commitments. If our people wish to remain employed by EY after they reach retirement age, there are possibilities to extend employment.



## Listening to EY people

Our people have the opportunity to express themselves and be heard through a number of employee listening channels. These channels also offer us an important source of feedback to refine our overall talent priorities, adapt working conditions and shape the future with confidence. Through regular feedback mechanisms and digitally enabled employee listening tools, we gain holistic insights about our people's experiences, including anonymous feedback on current working conditions such as reward and recognition, wellbeing and flexible working, career and learning opportunities, etc. We use this feedback to inform decisions toward sustainable actions and change. By speaking up, our people play an active role in building a culture of trust and transparency.



Our key listening tool is the EY People Pulse survey. This anonymous employee survey helps us to listen to our people, understand what we are doing well and what we need to improve. It fosters open and honest communication and supports us in making positive changes by reflecting beyond our overall Talent Strategy in Switzerland. The survey provides frequent and timely insights as we run it three times a year. The survey results for EY Switzerland showed a steady performance for each of the KPIs measured over the reporting period. A total of 82% of respondents expressed that they feel free to be themselves and 70% agree that their experience is exceptional. Almost three-quarters (73%) of EY people are proud to work at EY. We also review aggregated data on gender and cultural background differentials from the survey for insights on how people experience inclusiveness at EY. We acknowledge that there is more that we can do, and our listening tools help focus on how we can improve the experience of EY people and measure the success of our initiatives.

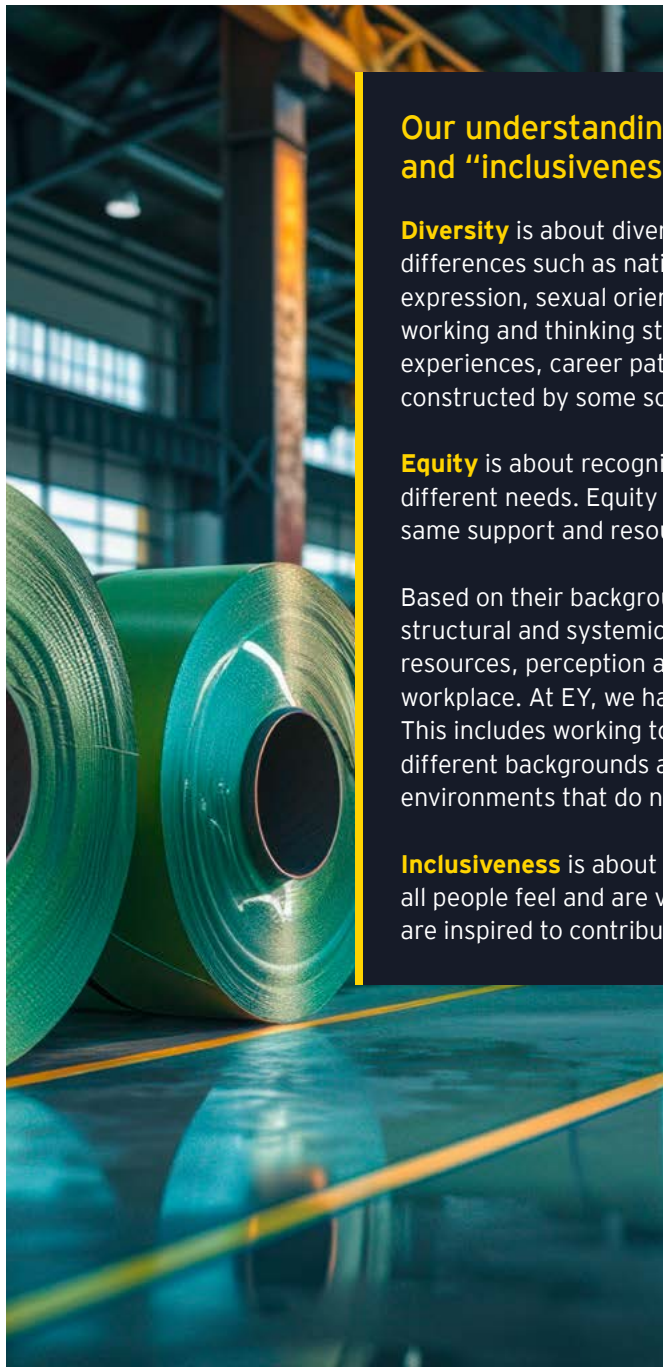
We further facilitate professional listening through anonymous recruitment, onboarding and exit surveys for each new hire and voluntary leaver. We also conduct other focused surveys and polls that help us measure the impact of key programs such as our career development and learning programs. These feed into continuous improvement activities ensuring maximized value for our people. We apply qualitative methods such as focus group discussions when we need more in-depth feedback. Our interactive Your Voice and People Sounding Board sessions enable a two-way communication where elected people representatives from each service line and Core Business Services functions participate to voice employee opinions, needs and concerns.

The results and responses received using the mentioned feedback and listening mechanisms are discussed comprehensively at various meetings and events. These include management and talent leadership meetings, all people webcasts, Your Voice and People Sounding Boards sessions. These discussions and the feedback results inform our decisions and lead to the introduction of a range of wellbeing, recognition and reward, and flexible working initiatives. The People Sounding Boards are also used to explore initiatives and changes in working conditions upfront.

# A more diverse, equitable and inclusive workplace

Diversity, Equity and Inclusiveness (DE&I) are core to who we are, how we work and how we live our values. We maintain a collective commitment to fostering an environment where all differences are valued, practices are equitable and everyone experiences a sense of belonging. The EY culture inspires people to team and

lead inclusively in their daily interactions. Guided by the principles of our Global Code of Conduct, we embrace multicultural experience and diversity as strengths of our global organization. It means we respect one another and strive for an inclusive environment, free from discrimination, intimidation and harassment.



## Our understanding of the terms “diversity” “equity” and “inclusiveness” (DE&I)

**Diversity** is about diverse perspectives. At EY we think broadly about differences such as nationality, language, education, gender identity and expression, sexual orientation, generation, age, socioeconomic background, working and thinking styles, religious background, abilities and disabilities, experiences, career paths, technical skills and identity dimensions defined and constructed by some societies in ethnic, color, cultural, or racial terms.

**Equity** is about recognizing that everyone has different starting points and different needs. Equity differs from equality, where everyone is provided with the same support and resources – but this doesn’t always result in equal outcomes.

Based on their backgrounds and identities, everyone faces different levels of structural and systemic advantages and disadvantages that impact access to resources, perception and evaluation, and sense of belonging – in and out of the workplace. At EY, we have a specific commitment to advancing social equity. This includes working to remove barriers that impede equal outcomes across different backgrounds and identities – and proactively and continually addressing environments that do not support an inclusive experience for everyone.

**Inclusiveness** is about leveraging differences to create an environment where all people feel and are valued for who they are, have a sense of belonging and are inspired to contribute their personal best in every encounter.

Fostering DE&I throughout our peoples’ career journey is a top priority for us at all relevant stages of the employee life cycle – from recruitment, development and promotion to retention. We foster a global mindset by helping our people to develop capabilities that enable them to adapt to different domestic and cross-border contexts. To help EY clients tackle their toughest challenges we need the best ideas, which comes from carefully listening and hearing everyone.



## ■ Our DE&I governance structure

Our DE&I Council and the DE&I Project Team coordinate the DE&I activities and deliver on our leadership's commitment. The DE&I Council Leader is also a member of the Swiss Management Committee. The DE&I Council and Project Team work collaboratively and seamlessly together with the Talent and Corporate Responsibility functions to ensure consistent and coordinated alignment when it comes to the respective strategies execution as well as people experience. We also regularly collaborate and exchange experience and best practices with DE&I leaders on regional, area and global levels as well as with our clients and external communities.

Our Global Executive (GE) has signed the **EY Global Executive Diversity, Equity & Inclusiveness Statement** based on our Global Anti-Discrimination Policy which ensures that diverse mindsets and opinions are represented and respected across EY. Not only does this reinforce that DE&I is a key business lever, but it also ensures that we hold ourselves accountable for progress.



## Boosting a sense of belonging for everybody

### ■ Women. Fast forward

EY Switzerland works actively toward increasing women's representation and participation across all service lines and business enablement functions. We currently have **1,243 female employees** working with us – **41% of our total workforce. Of those women, 82% carry out client-facing roles.**



EY Switzerland is proud to be a member of Advance, the leading business association for gender equality in Switzerland, comprising a network of over 150 Swiss-based companies committed to advancing gender parity.

By signing the **Advance Diversity Charter**, EY Switzerland has made a strong commitment to:

- ▶ **Fostering Gender Balance:** We are dedicated to promoting gender equality at all levels, with a specific focus on increasing the representation of women in management.
- ▶ **Creating an Inclusive Workplace:** We strive to develop an environment that supports fair and balanced hiring, career development, and leadership opportunities for women.

Our membership with Advance provides us with:

- ▶ **Access to Best Practices:** We receive insights, strategies, and tools that help us drive gender equality initiatives more effectively.
- ▶ **Tailored Development Programs:** Leadership programs and workshops offered through Advance enable us to upskill female talent and support their career growth.
- ▶ **Networking Opportunities:** Being part of a large community of like-minded organizations allows us to share knowledge, collaborate, and learn from peers on gender diversity challenges and successes.

In addition to benefiting from Advance's resources, EY Switzerland actively contributes to the broader gender equality movement through:

- ▶ **Thought Leadership:** We share our expertise and insights to shape country-wide conversations, including the publication of whitepapers such as **"Qualified, Ambitious, Overlooked: Revealing the Untapped Talent Pool of Women Over 40,"** which highlights the potential of underutilized talent in the workforce.
- ▶ **Best Practices:** We offer our gender diversity strategies and initiatives as benchmarks for others, helping to set high standards across industries. In FY24, we discussed best practice for flexible working in the article: **"A paradigm shift | Getting Clients on Board with Flex Working"**.
- ▶ **Workshops and Event Facilitation:** We contribute by hosting and facilitating events and workshops, offering our facilities to further promote knowledge sharing and collaborative learning within the Advance network. In FY24, we hosted the **Best Practice Workshop** and **Advance General Assembly** at EY premises.

Through our partnership with Advance, EY Switzerland is supported in our active work to:

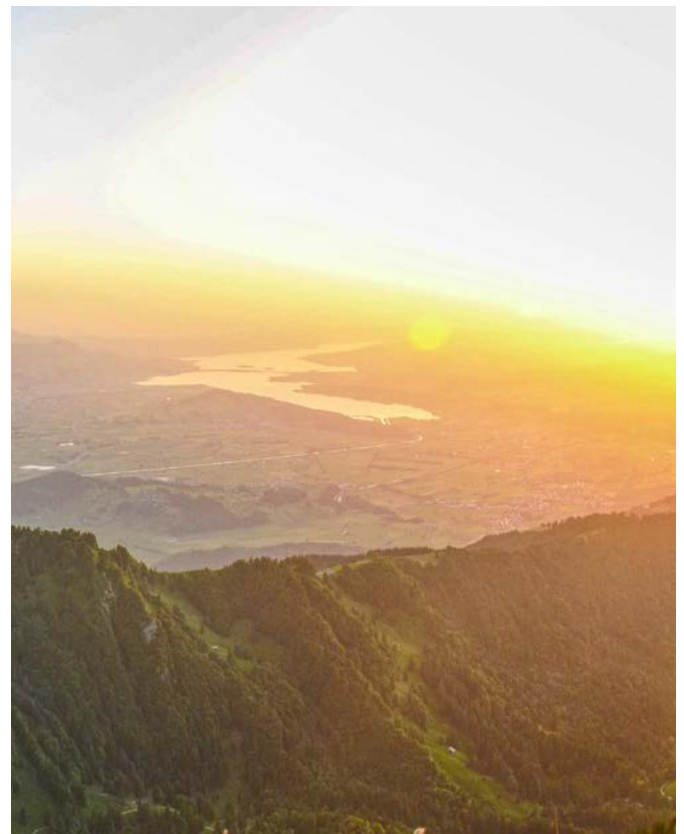
- ▶ **Close the Gender Gap in Management:** We are committed to significantly increasing the share of women in leadership roles.
- ▶ **Champion Balanced Leadership:** Our goal is to foster a leadership culture that values diverse perspectives and promotes balanced decision-making.

By leveraging and contributing to the resources and expertise provided by Advance, we continue to make tangible progress in promoting gender equality within our organization, while also contributing to the advancement of gender parity across the Swiss business landscape.

EY has identified specific DE&I metrics against which it tracks and evaluates its progress using the Global DE&I Tracker. If any act of inequity or injustice is identified during the progress monitoring and evaluation process, it is addressed and resolved by EY's Global Social Equity Task Force (GSET) comprising EY leaders from around the world.

To support gender equality in Switzerland, we are measured against defined promotion and recruiting KPIs for the entire Swiss practice each year. In FY24, progress against the five-year targets set in FY21 has been reviewed twice and further interventions to accelerate the achievement of our DE&I targets were discussed and agreed with each service line. We monitor gender equality in the context of performance appraisals, promotions and pay at each stage of the annual performance review process.

We conduct various learning programs at different stages of our female (also male) employees' careers to help them advance at EY. We focus our development programs for women at early and mid-stage careers by supporting participants in discovering their personal purpose, values and strengths. Building on this we then support them in acquiring leadership skills and crafting their own desired career path. For example, the Navigator development program, structured into three modules, is designed to help participants gain clarity on their career goals and advance on their leadership

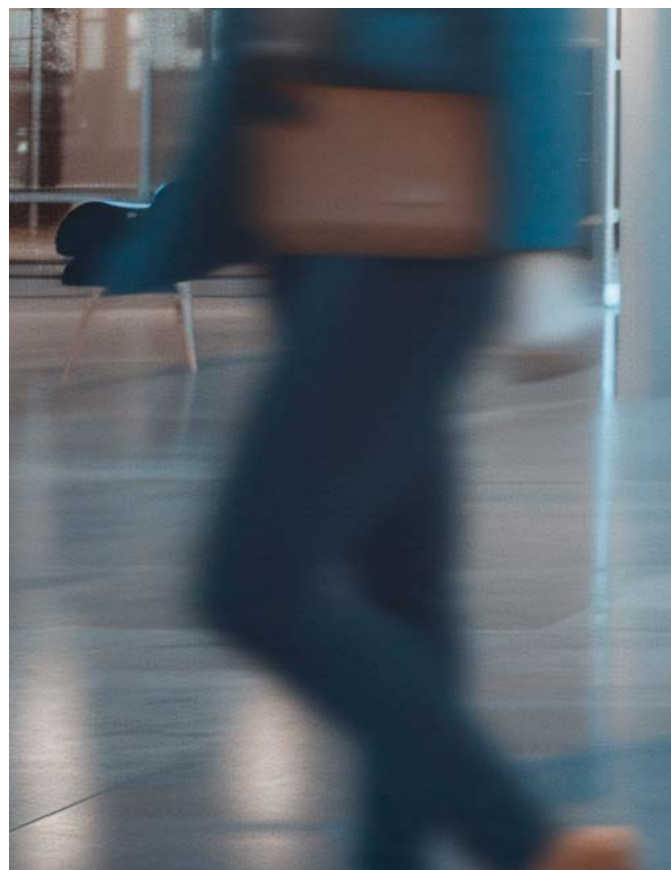




journey. By focusing on building self-awareness, articulating a personal brand, and identifying key career experiences, this program empowers women and men to take ownership of their careers and confidently pursue leadership roles.

These learning programs support in building the skills that drive confidence and courage as our people progress and grow into our future leaders. This, in turn, positively impacts gender equality in our organization. The positive effect is reflected in the number of female employees currently holding leadership positions and the promotions awarded to women.

Mentioned programs are complemented by the virtual Unconscious Bias training, which is provided in two formats to ensure maximum reach and impact. A standalone session is offered twice a year, scheduled before the people performance reviews. Additionally, the training is included as part of the performance review briefing package.



### During FY24:

- ▶ We promoted 16% of women and 17% men to their next-level role.
- ▶ 20% (vs. 18% in FY23) of Partners and Directors are female.
- ▶ Our women represent 33% of the Board of Directors.
- ▶ Our Swiss Management Committee consists of 18% female partners.



EY participates annually in the St. Gallen Diversity Benchmarking to assess EY's progress in DE&I and compare it with other Swiss companies and the Swiss consulting industry. The results of the 2024 benchmarking show that

EY Switzerland outperforms the industry average, with a higher representation of women in managerial ranks and a greater percentage of part-time working women in non-managerial positions.

This assessment not only delivers a clear view of the facts and figures, but also provides us with specific recommendations for our recruiting, pipeline management and career planning practices. The results of the assessment are incorporated into the Advance & HSG Gender Intelligence Report, which measures the progress of Swiss companies in the area of gender equality.

In FY24, we again shared our best practices in achieving gender equality with Advance and HSG. These are published in their Gender Intelligence Report and can be read [here](#).

Our commitment toward inclusive leadership is also evident in the programs we implement for integration and teaming at the global and Swiss level. These programs, including the examples below, foster diversity, equity and inclusiveness among all our people, regardless of their gender and provide opportunity for mobility and mentoring.

### EY Switzerland Mentoring Program

The mentoring program is set up to accelerate the advancement of our people by sharing knowledge and building relationships. The program is digitally enabled and open for all employees from Consultant to Senior Manager ranks. Each cycle has a window of six months of focused mentoring. Participants receive onboarding documents and conversation guides to optimize the mentoring experience. The key benefits of the program for mentees include the opportunity to build a wider network, develop new skills and knowledge, and gain clarity and confidence on career goals.

Mentors gain visibility to EY's aspiring younger talent and help to develop them through knowledge transfer and advice. This brings personal satisfaction and exposure to fresh perspectives, ideas and approaches, contributing to an inclusive leadership team culture. Since the launch of this program, we had over 650 mentoring couples.

# +650

In addition to the above-mentioned programs and initiatives, EY has instituted “Women. Fast forward,” a global platform for engaging our people, clients and communities to advance gender equality across the three pillars:

- ▶ Women in leadership
- ▶ Women entrepreneurs
- ▶ Next generation

EY Switzerland participates in these key programs. In each pillar, we bring together networks and resources to advance gender equality in organizations across all levels of decision making and leadership. Details on some of the key programs implemented under Women. Fast forward are provided below:

## Key “Women. Fast forward” programs

At EY, we believe gender equity is not a program to solve. It is a solution to society’s most complex issues. Women. Fast forward is an EY platform engaging EY people, clients and communities to accelerate gender equity in society. The platform aligns all the EY gender-focused efforts, from global programs to grassroots initiatives, to drive collective impact. It is a globally coordinated effort focused on three strategic pillars:

- ▶ Entrepreneurship
- ▶ Leadership
- ▶ Next generation

Some of the global programs under the Women. Fast forward umbrella includes EY Entrepreneurial Winning Women™, EY POWER Up™, EY Women Athletes Business Network, EY NextGen Women, the EY STEM App, and EY Women in Technology.

### EY Professional Women’s Network

The EY Professional Women’s Network is an internal organization that aims to create an environment where professionals feel better connected – to the firm, each other, the success of their teams, and the advancement of their careers. The network provides for diverse events to network with colleagues across all service lines and levels while developing aspects of skills, leadership and opportunities. One of the goals of the network is to provide an opportunity to share experiences and learn from each other as well as to share success stories and become closer connected. The network currently exists in various offices across the globe and organizes events for everybody. Our local network runs awareness campaigns through our monthly “Let’s talk” events, including around Movember (men’s health issues awareness month) and Pink ribbon (breast cancer awareness months).



**The EY POWER Up workshop** is a comprehensive leadership development program designed to empower women at all levels to advance their careers. Central to this workshop is the EY POWER Up tool, created by EY's Coaching practice to simplify and condense the vast amount of information available on professional development for current and aspiring female leaders. Participating female leaders work through the tool, gaining a deeper understanding of the behaviors that can either enhance or diminish their personal power. Through guided reflection, participants identify critical skills, knowledge, and capabilities needed for their success. In FY24, we held three workshops with 200 EY and external female leaders, enabling them to create clearer pathways toward their individual career goals and strengthen their ability to lead within EY and beyond.

Launched in FY24, the **"Shaping Your Tomorrow" initiative** is dedicated to fostering female talent within EY. It strengthens sponsorship and support for our female professionals through group and individual coaching with senior leaders. The aim of the program is raising visibility with the Financial Services Organization's executive team, exploring career paths, offering recognition, and improving retention and leadership pipelines. Participants gain a sense of belonging, career clarity, diverse perspectives, new skills, and networking opportunities. The program includes personal interaction, group conversations, peer coaching, and insights from internal and external speakers. This initiative highlights our commitment to gender diversity and inclusion, ensuring our female talents are well-supported and positioned for success.

#### **EY Entrepreneurial Winning Women™**

The program targets women founders who have built profitable small companies but have not yet found the essential tools needed to scale sustainably. The program offers female entrepreneurs the opportunity to participate in a bespoke executive education program with year-round activities to expand their knowledge, strengthen their skills and increase their visibility. The community consists to date of over 1,000 female entrepreneurs globally.

#### **Women Athlete**

The program commits to supporting the global female athlete community through advancing thought leadership, promoting athlete dialogue and supporting female athletes with successful next career opportunities once they retire from their career in sports.

#### **NextGen Women Competition**

This is a global competition that recognizes talented women currently studying at university with the potential of starting a career in EY Strategy and Transactions and Consulting practices. The challenge requires the participants to think critically and to come up with creative solutions for complex problems. In FY24, EY Switzerland offered four internships to the finalists of this competition.

EY is also involved in **EQUALS, the Gender Equality Forum** convened by UN Women to bring together partners from the world over to commit to specific actions toward gender equality.

## ■ Equal pay



In 2019, EY Switzerland received the Fair-ON-Pay label following a review by the external consultancy Comp-On AG in accordance with the certificate standard of Société Générale de Surveillance SA (SGS) and in compliance with the standards

set by the Swiss Federal Office for Gender Equality in 2019. This original certification was subject to an audit, which took place in 2021. In 2023, EY Switzerland went through a recertification assessment and was awarded the Fair-ON-Pay label with the distinction "advanced", which confirms that no systematic gender pay discrimination exists and the salary difference lies within a tolerance threshold of -2.5%/+2.5%, considering personal, role and organizational characteristics. This certificate is valid until August 2027 and includes an interim audit in 2025. The certification signifies the robust and fair overall average salary definition practice adopted by EY in the previous four years and underlines the firm's efforts to close biased pay gaps that might exist on an individual level. This is one of the many milestones on our continuous journey to promote gender equality and pay equity.

## ■ Standing with the EY LGBTQI+ community

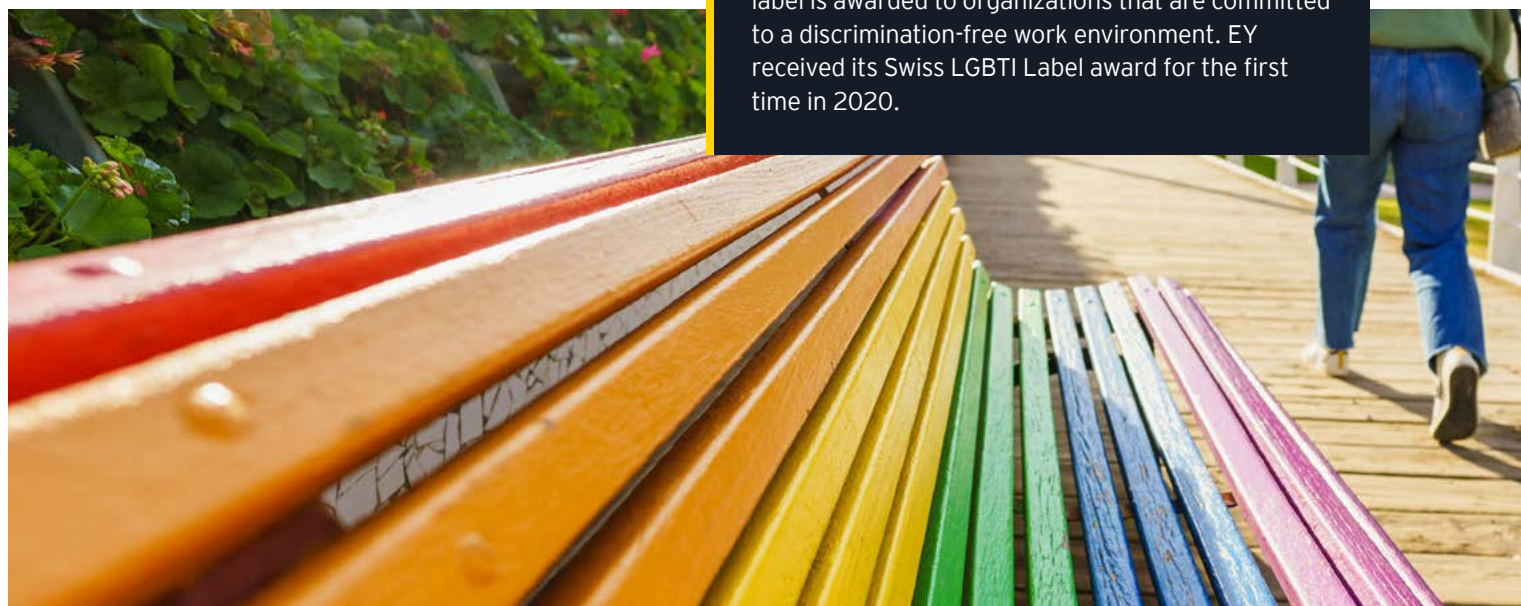


Creating a work environment where LGBTQI+ professionals can be their authentic selves at work is a core element of our DE&I

commitment. All EY people-oriented policies protect against discrimination based on sexual orientation or gender identity and our benefit packages apply to same-sex partnerships. EY's Unity Network for the LGBTQI+ community and its allies aim to raise awareness on biases and microaggressions, organizes networking events and runs mentoring programs. We have held a series of activities such as awareness-raising events, community and ally get-togethers and took part in the Zurich Pride Festival in 2024.

### Swiss LGBTI Label

In 2023, EY successfully went through the relabeling process for its efforts to create an inclusive and appreciative workplace for the LGBTQI+ community and was again awarded the Swiss LGBTI Label. This label is awarded to organizations that are committed to a discrimination-free work environment. EY received its Swiss LGBTI Label award for the first time in 2020.



## ■ Driving visibility for diverse ethnic backgrounds

We have a DE&I community called “Mosaic” that brings together individuals from diverse ethnic backgrounds, including Black, Asian and other underrepresented groups. The goal of Mosaic is to raise awareness about biases and microaggressions that may arise from cultural differences. Through awareness-raising and networking events, we address the unique challenges and needs of these diverse communities, fostering a more inclusive and supportive environment.

## ■ Driving disability inclusion at EY and beyond

EY acknowledges that everyone has a unique range of physical, sensory, neurological, cognitive and socioemotional abilities. Differences in abilities, just like other kinds of diversity, are seen as a source of strength, creativity and competitive advantage.

Globally, EY continues to play an important role with **The Valuable 500** – a global initiative of 500 organizations in national and international markets committed to innovating together for disability inclusion. As a part of The Valuable 500, we commit to the following:

- ▶ Enable our people to proudly bring their authentic and full selves to work every day.
- ▶ Deliver an inclusive employment journey from how we recruit to how we develop, retain and promote our people.
- ▶ Equip our people with the skills and knowledge needed to be inclusive of people with a disability.
- ▶ Provide a more accessible workplace through accessible technology and building design.
- ▶ Report required KPIs as part of our commitment to disability inclusion to Valuable 500 on an annual basis.

To build and deliver on our commitment to advancing disability inclusion in business, EY Switzerland is taking a variety of actions that are aligned with our strategy, focusing on three areas:

### 1. Awareness

Increasing awareness of disability-inclusive practices among our leaders and teams to strengthen EY’s open and inclusive culture around disability and support all of our people to feel disability confident.

### 2. Accessibility

Moving toward greater accessibility in our everyday work (including digital accessibility), with more transparency and consistency across EY for people requiring an adjustment.

### 3. Allies

Expanding our allies’ network (the Purple Champions) to engage with our disabled community more proactively, to share best practices and accelerate progress on the disability agenda.





EY Switzerland has implemented various inclusion initiatives in FY24:

#### 1. Collaboration with Special Olympics Switzerland

We started a partnership with Special Olympics Switzerland to support the National Winter Games for individuals with intellectual disabilities. Around this event, we organized several communication campaigns and awareness sessions to educate our employees and stakeholders on the importance of inclusion. Additionally, we offered hands-on volunteering opportunities, allowing our team to actively engage in supporting athletes and contributing to the success of the games.

#### 2. Partnership with myAbility

We continue to collaborate with **myAbility**, a social enterprise that fosters equal opportunities for people with disabilities or chronic illnesses. Through this partnership, we provide disability inclusion awareness sessions and practice-oriented trainings for our employees. We also participate in the **myAbility Talent® career starter program**, which builds confidence among individuals with disabilities and helps ease their path into the Swiss labor market.

#### 3. Purple Champions Network

Our **Purple Champions** network consists of EY volunteers dedicated to raising visibility and promoting inclusion for professionals with disabilities. Purple Champions actively work to build confidence and visibility for their colleagues, fostering a sense of belonging and support in the workplace.

#### 4. Travel Accessibility Desk

EY Switzerland has established a **Travel Accessibility Desk** to enhance travel experiences for employees with disabilities or special needs. This dedicated resource aims to provide tailored support and assistance, ensuring that all travel arrangements are accessible and comfortable.

Through these initiatives, we are committed to fostering a more inclusive and equitable workplace for all employees.

Learn more about our commitment to disability inclusiveness and accessibility [here](#).

## ■ Uplifting social equity

The EY commitment to advancing DE&I includes an elevated focus on social equity, which is about clearing obstacles, building more inclusive environments and enabling access to resources and opportunities. We are working to spot and address potential inequities and close gaps as we move toward greater social equity at EY. The EY Global Social Equity Task Force (GSET) was formed to develop and prioritize cohesive global actions to advance social equity, as part of our broader DE&I work. To deliver on EY commitments to advance social equity, our focus areas include:

- ▶ Raising consciousness of social equity and inclusiveness
- ▶ Challenging internal systems, processes and programs through an equity lens
- ▶ Building higher level inclusive leadership practices and skills among all EY people
- ▶ Inspiring greater social equity and inclusiveness among clients, suppliers and communities

In FY24, EY Switzerland participated in the UN Global Compact's Target Gender Equality program, marking another achievement in our commitment to advancing gender equality within our organization. By participating in this esteemed program, we gain access to valuable resources and best practices, as well as a global network of organizations dedicated to fostering gender equality. This collaboration enhances our understanding of gender-related challenges and strengthens our initiatives, enabling us to implement effective strategies that create a more inclusive workplace.

