

Governance



Leadership groups

EY Global Executive

Global Governance Council

Area operating executives

Global Practice Group

**The Global Network Council (GNC)
and Growth Markets Council (GMC)**

Industries

**Global sustainability and ESG governance,
functions and working groups**








EY team members in a meeting






EY Global Executive*


The EY Global Executive (GE) is the board of Ernst & Young Global Limited (the central coordinating entity of the EY global organization) and is responsible for setting the EY global organization's objectives, strategy and policies. The GE brings together perspectives from across the EY organization, including the leaders of the Areas, service lines and functions.

	Janet Truncale	EY Global Chair and CEO
	Harsha Basnayake	EY Global Managing Partner – Business Administration and Risk
	Anthony Caterino	EY Global Managing Partner – Business Enablement
	Raj Sharma	EY Global Managing Partner – Growth & Innovation
	Jad Shimaly	EY Global Managing Partner – Client Service

Functions

	Trent Henry	EY Global Vice Chair – Talent
	Hanne Jesca Bax	EY Global Vice Chair – Markets
	Andres Saenz	EY Global Vice Chair – Strategy

Service Lines

	Marie-Laure Delarue	EY Global Vice Chair – Assurance
	Errol Gardner	EY Global Vice Chair – Consulting
	Marna Ricker	EY Global Vice Chair – Tax
	Andrea Guerzoni	EY Global Vice Chair – Strategy and Transactions

Geographies

	Julie Boland	EY Americas Area Managing Partner and EY US Chair and Managing Partner
	Patrick Winter	EY Asia-Pacific Area Managing Partner
	Julie Linn Teigland	EY EMEIA Area Managing Partner; EY Global Leader, Women. Fast forward

Committees

	Rajiv Memani	EY Global Emerging Markets Committee Chair; EY India Chairman and Regional Managing Partner
	Jack Chan	EY Global Emerging Markets Committee Member; EY China Chairman; EY Greater China Regional Managing Partner

* The GE composition is as per publication date.

Global Governance Council*

The Global Governance Council (GGC) is a key governance body of EYG. It comprises one or more representative(s) from each Region, other at-large representatives from any member firm and independent non-executives (INEs). The GGC advises EYG on policies, strategies and the public interest aspects of its decision-making. The GGC approves, in some instances upon the recommendation of the GE, certain matters that could affect the EY organization.

Americas

Canada



Uros Karadzic

Partner

US



Elizabeth M. Arrendale

Principal



Peter Davis

Principal



Regina Balderas

Partner



Susan S. Garfield

Partner



Lee Henderson

Partner



Anita L. Holloway

Partner



Joseph McGrath

Partner



Joe Robinson

Partner



Carly I. Warren

Partner



Sajid Usman

Principal

Israel



Eli Barda

Partner

Latin America



Dario Leisner

Partner



Patricia Paz

Partner

* The GGC composition is as per publication date.

Global Governance Council*

APAC

APAC FSO



Swee Yen Yeoh

Partner

Asean



Anil Kumar Puri

Partner



Vincent Toong

Partner

Greater China



Dilys Chau

Partner

Japan



Seiko Sugimoto

Partner



Kiyoto Tanaka

Partner

Korea



Sang Il Bae

Partner

Oceania



Amber R. Cerny

Partner



Brad Tozer

Partner & Global Presiding Partner
of the GGC

* The GGC composition is as per publication date.

Global Governance Council*

EMEIA

Africa



Shailen Ramgoolam Partner

CESA



Eirinikos Platis Partner

EMEIA FSO



Wessel Geurts Partner



Aidan Tiernan Partner

Europe West



Aldo Alberto Amorese Partner



Charles-Emmanuel Chosson Partner



Jolanda Dolente Partner



Folkert Gaarlandt Partner



Olaf Riedel Partner

India



Ajit Krishnan Partner

MENA



Omar Odeh Partner

Nordics



Carina Marie G. Korsgaard Partner

UKI



Adrian Browne Partner



Chris C. Lewis Partner

Global INE



Duane DesParte Independent Non-Executive



Tonia Lovell Independent Non-Executive

* The GGC composition is as per publication date.

Understanding each other's experiences is the first step toward creating a more equitable work environment.

Meet Pegah

EY supervising associate



Area operating executives

Member firms are grouped into three geographic areas: Americas; Asia-Pacific; and Europe, Middle East, India and Africa (EMEIA) (Areas). The Areas comprise multiple regions (Regions). Regions are groupings of member firms along geographical lines with the exception of the Financial Services Organization (FSO) Regions, which comprise the financial services activities of the relevant member firms within an Area. Each Area is coordinated by an Area Operating Executive, which focuses on strategy, execution and operations of its respective Area.

Global Practice Group

The Global Practice Group brings together the members of the GE, GE committees, regional leaders and sector leaders. It seeks to promote a common understanding of EY strategic objectives and helps drive consistency of execution across the organization.

The GNC and GMC

In 2024, the EY organization established two member firm engagement forums: the Global Network Council (GNC) and the Growth Markets Council (GMC). The GNC comprises the 10 largest geographies across the EY organization, and the GMC comprises representation from Regions in emerging markets. These forums will help maintain important dialogue among member firms across the world, encouraging active engagement across the EY organization to support on the execution of the All in strategy, while remaining mindful of the diverse needs of all the markets EY teams serve.



Industries

By being industry focused, EY teams can help clients better anticipate market trends, identify the implications for their businesses, and deliver sector-specific solutions.



Linda Hill

Consumer & Health



Omar Ali

Financial Services



Catherine Friday

Government & Infrastructure



Steve Wilkinson

Industrials and Energy



Bridget Walsh

Private Equity



Hyong Kim

Technology, Media & Entertainment
and Telecommunications

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Meet Leon

EY senior manager



Global sustainability and ESG governance, functions and working groups

EY Global Sustainability Executive

The EY Global Sustainability Executive comprises leaders across EY service lines, sectors, industry and geographies and advises and helps coordinate the value-led sustainability work that EY teams provide to EY clients. It is chaired by Amy Brachio, EY Global Vice Chair – Sustainability, with representatives from across the global EY organization including the EY Global Climate Change and Sustainability Services Leader.

EY Global Corporate Responsibility Governance Council

The Corporate Responsibility Governance Council (CRGC) includes seven members of the GE and represents a cross-section of senior leaders across geographies. The CRGC provides advice and works with the EY Global Corporate Responsibility function, which advises on and supports the EY Ripples program, helps drive progress on EY sustainability ambitions, and works to support greater transparency through the EY Non-Financial Reporting Hub. The EY Global Corporate Responsibility function is led by the EY Global Corporate Responsibility Leader, who reports to a GE member and sits on the EY Global Sustainability Executive.

EY Global Corporate Responsibility – Responsible Business

The Responsible Business function advises and supports operationalizing the EY environment strategy and other sustainability-related initiatives around the globe and reports to the CRGC. This function collaborates with EY member firms to assist translating EY global initiatives into local opportunities across the Areas. This helps to embed social and environmental value creation across the EY organization and helps drive global consistency on leading services.

The Responsible Business function also helps coordinate nonfinancial reporting processes. This includes the EY annual Value Realized report, and all voluntary nonfinancial reporting, such as CDP. This function also coordinates internal quarterly processes for nonfinancial reporting across a range of metrics.

The Responsible Business function advises and supports operationalizing the EY environment strategy and other sustainability-related initiatives around the globe and reports to the CRGC.

All in Member Firm Sustainability Working Group

To support the new EY environment strategy and broader sustainability objectives, EY convened the All in Member Firm Sustainability Working Group in FY24, bringing together EY leaders of the Areas and EY member firms representing the largest employee headcount and revenues, to provide input and advice on sustainability strategy, commitments and implementation. This working group will continue to help encourage the adoption of EY global sustainability strategic initiatives so they yield the desired impact throughout the global network of member firms.

Global DE&I

To help drive consistent progress around the world, we continue to use the [EY DE&I Roadmap and Culture Change Continuum](#), our approach and methodology for DE&I. The roadmap is brought to life with the support and advice of the EY Global Diversity, Equity & Inclusiveness Steering Committee (GDEISC), co-chaired by EY Global Chair and CEO, Janet Truncale, and EY Global Vice Chair – Diversity, Equity & Inclusiveness, Karyn Twaronite.

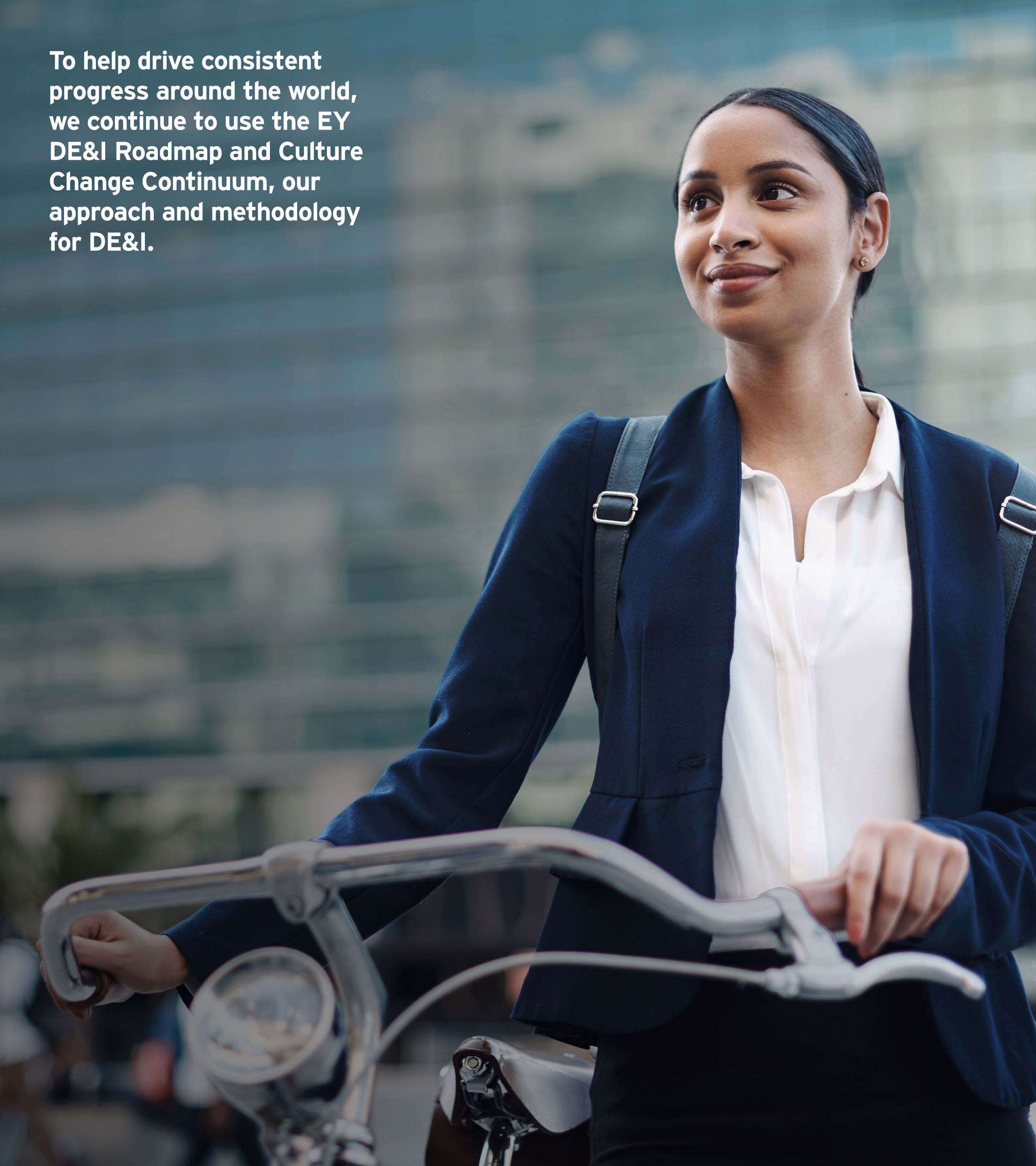
Global Risk Management

The EY Global Risk Management function supports the EY organization in identifying, managing and monitoring risk, including ESG topics. It provides coordinated advice, support and assistance to EY member firms on independence, conflicts, compliance, regulatory policy and security issues, as well as dealing with claims and any queries regarding ethics. The EY Global Risk Management function is led by the EY Global Risk Management Leader.



EY people connecting in the office.

To help drive consistent progress around the world, we continue to use the EY DE&I Roadmap and Culture Change Continuum, our approach and methodology for DE&I.



Understanding each other's experiences is the first step toward creating a more equitable work environment.

Meet N'Golopé

EY manager



Evolving toward regulated reporting

Approach to reporting

Starting with the first EY Global Review in 2004, it is remarkable how much the annual reporting process for EY has evolved over 20 years. An initial focus on limited metrics for financial performance and the investment in EY people has expanded significantly to demonstrate value across the four dimensions of people value, client value, social value and financial value. Just as that first report had a focus on “taking a closer look at a time of change,” the market is experiencing another time of change and is evolving rapidly to meet the increasing demands for more transparent and decision-useful information.

For the last three years, this report has provided the EY organization’s progress on demonstrating value across people, client, social and financial impacts. The report has also been aligned with the WEF-IBC Stakeholder Capitalism metrics, a collaborative initiative EY helped lead to bring a private sector voice to the importance of reporting on sustainability issues in a consistent and comparable way. We have continued to expand our WEF-IBC disclosures year over year, in addition to reporting against other frameworks such as the Taskforce for Climate-related Financial Disclosures. As the market is shifting to regulated sustainability reporting, the EY organization is preparing to respond to new reporting requirements around the world through the frameworks

of the IFRS International Sustainability Standards Board (ISSB) and the EU Corporate Sustainability Reporting Directive (CSRD).

Like many other organizations potentially in scope for both reporting regimes, we expect to adapt over the coming years as the market advances, and the regulatory framework further develops and so EY disclosures may evolve over time.

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The results of the double materiality assessment should help inform strategy and decision-making with respect to the management of impacts, risks and opportunities related to the most material sustainability topics in the coming years, subject to the applicable regulatory reporting from time to time.

The journey to align current reporting with the double materiality assessment

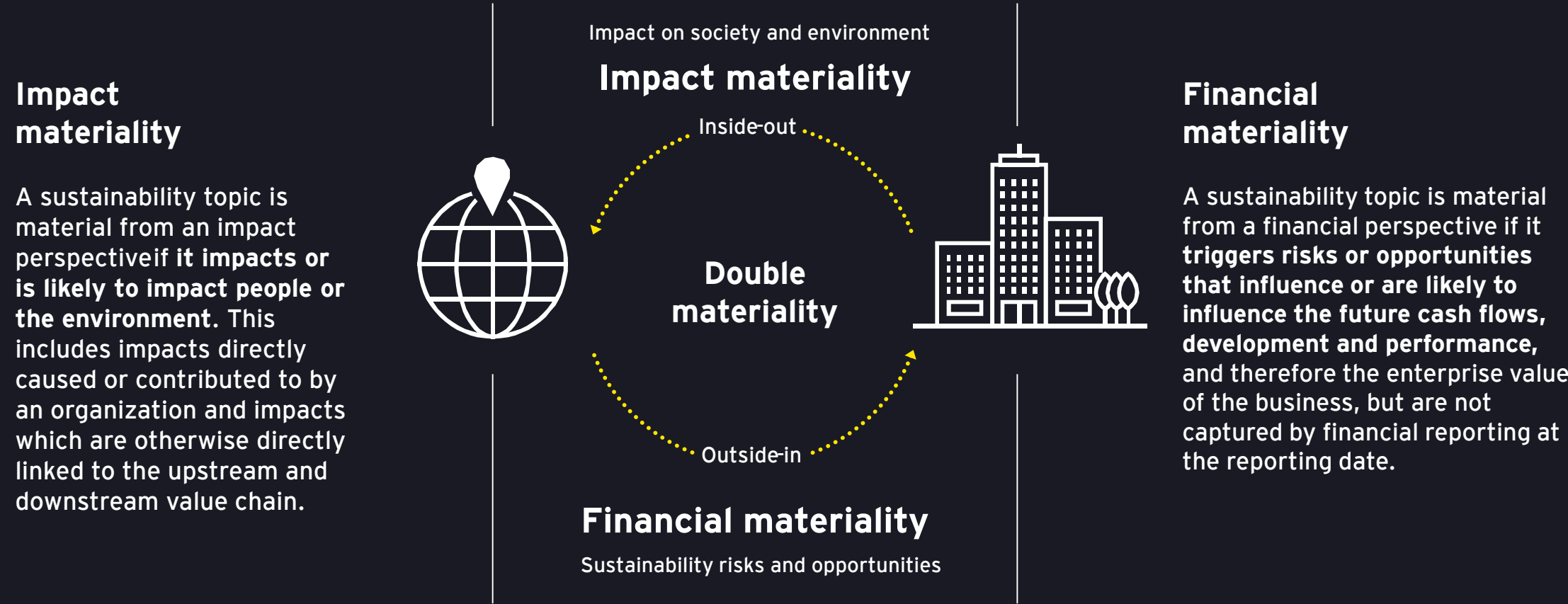
One of the largest readiness activities we undertook this year as we begin to prepare for regulatory reporting was a double materiality assessment (DMA), led by the EY Netherlands CCaSS teams and including collaboration with CCaSS teams from Australia, Germany, Greece, the Nordics, Spain, Switzerland and the US. The DMA process is intended to direct companies to approach sustainability from two different perspectives: impact materiality (inside-out perspective) and financial materiality (outside-in perspective). A sustainability matter meets the criteria of double materiality if it is material from either one or both perspectives.

Building on our approach from prior years, we have developed a top-down methodology and bottom-up validation process

to engage relevant functions and geographical layers of the EY organization. The results of the double materiality assessment should help inform strategy and decision-making with respect to the management of impacts, risks and opportunities related to the most material sustainability topics in the coming years, subject to the applicable regulatory reporting from time to time. Each in-scope member firm should be able to take the DMA guidance and findings and apply it to the local requirements and circumstances. This assessment will be an ongoing process aligned with the EY strategy and risk assessment cycles and serves as an input for sustainability due diligence procedures.

The results of the assessment are indicated in the following table along with a guide for the scoring process. We were happy to find that the findings did not differ greatly from prior materiality assessments. This assessment was the first step to begin aligning with upcoming regulatory requirements for double materiality. This assessment is not to be considered compliant or in any way a final output for any future CSRD or ISSB filing from member firms or other EY entities. EY expects to make adjustments each year to continue refining and building on this initial phase. As such, we expect the topics below may change over time.

The double materiality assessment is a starting point to prepare for regulatory reporting requirements



The double materiality assessment includes the following four steps



This is a summary view of the process undertaken in FY24. The double materiality assessment methodology will continue to evolve and align with relevant regulatory requirements for each in-scope member firm as needed. The double materiality assessment and above processes should not be seen to represent or comply with a specific jurisdiction’s requirements as each in-scope member firm may need to comply separately. We expect our reporting will adapt over time as the market progresses with new standards and requirements.

12 Sustainability matters

Sustainability matter	Description
Climate change	Climate change impacts the EY organization’s operations and value chain. This includes greenhouse gas emissions in the direct and indirect supply chain, environmental damage due to energy consumption, disruptions in operations and decreased productivity stemming from physical climate risks and disruption to global business continuity due to nature declines. There is an opportunity to increase client engagements as a result of client transition climate risks.
Organizational culture and business ethics, integrity and independence	Organizational culture and business ethics, integrity and independence is the collective set of shared values, beliefs and practices that shape the work environment and influence the behavior of the employees. For EY this is shaped by practices that continuously promote the EY organization’s values and principles, which serve as a guiding framework for decision-making and behavior and also stimulates employee empowerment to promote transparency around business practices and communications.
Economic contribution	Economic contribution encompasses the positive effects an organization has on broader economic growth through its offerings, employment practices, public engagement and community investments. EY economic contribution is exemplified by its role in providing valuable products and services that help drive market efficiency and innovation, its employment of a significant workforce that supports economic stability, and its active involvement in public discourse and community investment that collectively foster a robust economic environment.
Equal treatment and opportunities for all	DE&I are critical components of an organizational strategy to foster a respectful, skilled, and inclusive workforce. At EY, attracting and retaining high-performing, diverse teams is as a key business lever, as EY believes that a diversified array of perspectives helps drive innovation and growth, by giving everybody the chance to grow and enhance their knowledge and skills.

Sustainability matter	Description
Global governance and geopolitics	Global governance and geopolitics involve the interplay of political, economic and legal structures that shape international relations and impact business operations on a global scale. For EY, this means navigating the challenges within the EY network posed by geopolitical instability or drastic events such as global health crises and pandemics, which can lead to significant business disruptions. EY strives to strategically manage these risks to maintain operational continuity and adapt to the evolving geopolitical landscape to safeguard its global interests and client services.
Privacy and data security	Privacy and data security refers to the practices, processes and policies that govern the secure handling of confidential information, the protection of personal data and the appropriate use of technology within an organization. At EY, this involves proactively identifying and mitigating the risks associated with potential data breaches or data loss, which can have far-reaching negative impacts on client relationships and the EY reputation. EY is vigilant in the steps it takes to secure and protect client and EY data managed in compliance with regulatory requirements, client contracts and local laws.
Audit quality, quality of services and trust in the capital markets	Quality of services is a critical measure of the member firms’ ability to meet and exceed client expectations, directly influencing reputation and business success. For member firms, this encompasses the responsibility of providing high-quality assurance and advisory services to clients to support the operation, trust and confidence of capital markets. This is critical to serving the public interest, which drives economic growth and long-term value for society. Continual improvement, investment in people and innovation of services are important drivers for the development of next-generation solutions so member firms continue to be viewed as trusted providers.
Responsible AI and digital technology	Responsible AI and digital technology involve the ethical development and application of AI, as it allows organizations to compete, protect and accelerate due to its transformative potential. For EY, this also means paving the way to responsible use of AI, which includes addressing the environmental footprint of data processing and mitigating any potential social harm that may arise from AI deployment. Leveraging AI and addressing its associated effects leads to not only increased productivity and efficiency but can provide EY with a competitive edge.

12 Sustainability matters

Sustainability matter	Description
Responsible and sustainable supply chain	Responsible and sustainable supply chain management involves the procurement of goods and services, with a focus on environmental sustainability and the financial, health and safety well-being of value chain workers. EY strives to ensure that its supply chain activities do not lead to human rights violations or environmental damage, recognizing that such misconduct can result in harm toward workers and to EY. By promoting fair labor practices and environmental sustainability, EY aims to improve relationships with suppliers and maintain a supply chain that reflects the organization's commitment to corporate responsibility and sustainability.
Serviced impacts and dependencies	Serviced impacts and dependencies refer to the outcomes and reliance that EY operations have on client activities, particularly in terms of environmental and social effects. EY is cognizant of the potential environmental and social damage that can result from client impacts, and thus, it actively works to help enable client sustainability through its services. The EY organization also acknowledges its engagement with high environmental or social impact sectors, and it seeks to manage these risks through strategic planning and by promoting sustainable practices across its service offerings.
Stakeholder engagement and informing public discourse	Consolidating and leveraging EY knowledge and experiences to develop informed views, individually and through industry associations. Responding to regulatory and legislative proposals on key public policy issues, developing thought leadership to help inform public debate on timely issues and providing analysis to clients and other stakeholders to assist them in assessing the impacts of significant public policy issues.

Sustainability matter	Description
Working conditions for own workforce	Working conditions for EY people encompass the EY organization's commitment to ensuring fair compensation and the health and safety of EY people. EY recognizes the importance of providing adequate wages to support the financial wellbeing of EY people. It also understands that the working environment should support people's wellbeing and a healthy work-life balance to mitigate burnout and maintain productivity. Addressing work-related illnesses and injuries, as well as helping safeguard against human rights violations, is essential to protect the wellbeing of EY people. Failure to maintain positive working conditions can result in adverse impact to employee health, increased absenteeism and disruption to business continuity. EY is therefore committed to fostering a supportive and respectful workplace that upholds the rights and needs of EY people.

In total, we have identified 58 initial impacts, risks and opportunities (IROs) that will be used to further inform our readiness activities.