

Creating long-term value for EY

# People



# Meet Josh

Member firm partner



## EY: where ambition meets opportunity

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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.

### Empowering EY people

Excitingly this year we launched our first organization-wide, artificial intelligence (AI)-enabled platform called My Career Hub, which puts "skills@center" of the employee journey and lays the foundation for transformation of the EY Talent acquisition and talent management lifecycle. This initiative sets us up to revolutionize and democratize the career experience, enabling employees to access opportunities that match their skills and career aspirations. Success should hinge on what individuals can do, not who they know.

**Wellbeing has become a central aspect of EY culture. We are focused on embedding it into our work practices and creating an environment that recognizes and supports the wellbeing needs of individuals and teams.**

More than 100,000 employees have already created skills profiles to personalize their learning paths. Designed to provide more equitable access to opportunities for EY people, it helps them navigate the range of opportunities available and develop into exceptional leaders for the future. We expect this to result in better client satisfaction by tapping into the broadest possible talent pool.

We continue to make significant strides in weaving DE&I into EY hiring practices, broadening access to EY to a wider array of talent and helping them find opportunities that are best suited to their skills and competencies. We've also enhanced key moments in the recruitment journey and embedded accountability as an integral part of EY culture.

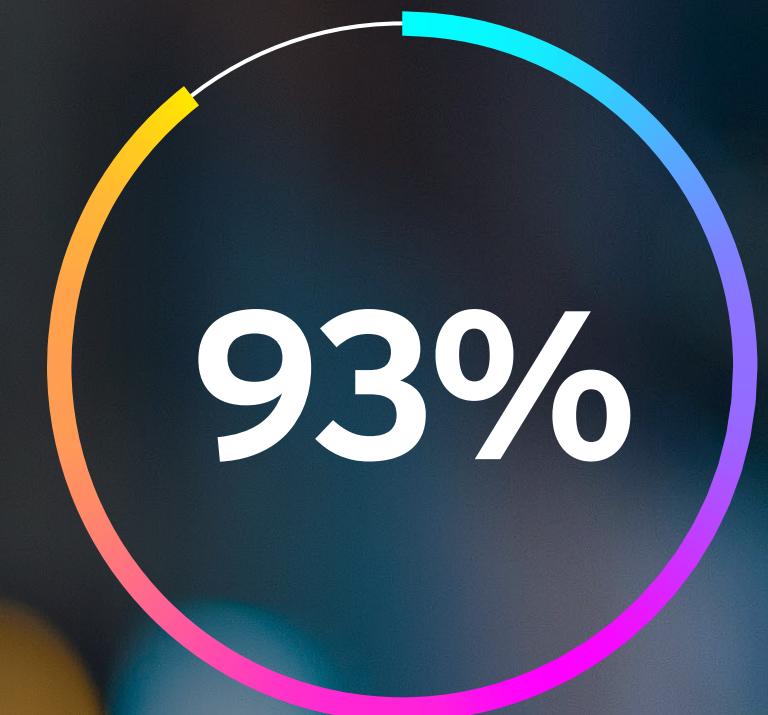
We continue to leverage both technology and critical human interactions to attract, engage and reward the best people. We've achieved a 93% satisfaction rating from our new hires with respect to the recruitment process, and the feedback from our candidate experience survey has been invaluable. We're also in the process of reviewing EY global pay strategy to emphasize skills, fairness and transparency. We continue to conduct regular pay equity reviews and have undertaken a review – including more than 20 member firms across all three EY geographic Areas – of our approach to parental

leave to identify opportunities to be more inclusive and provide greater support to EY people and their families.

Wellbeing has become a central aspect of EY culture. We are focused on embedding it into our work practices and creating an environment that recognizes and supports the wellbeing needs of individuals and teams. For example, member firms offer programs that aim to meet the physical, emotional, financial and social wellbeing needs of EY people.

In addition, the member firm in the US launched the Vitality Index, which leverages sentiment and operational data from various sources to assess the wellbeing of employees. It is currently in use in the US, and we are exploring the possibility of expanding its use more broadly. This marks a strategic evolution in our commitment to providing tangible, data-driven solutions that support the wellbeing of EY people.

We also continue to examine how we can demonstrate a strong commitment to self-care, supporting EY people to find the right level of balance for their life circumstances. We seek to continuously improve in fostering a supportive and respectful workplace.



**satisfaction rating from our new hires with respect to the recruitment process**

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Creating a culture of continuous learning, curiosity, experimentation, and innovation is key to ensuring employees remain engaged and motivated to upskill in AI.



**SIMON BROWN**

EY GLOBAL LEARNING & DEVELOPMENT LEADER





Milestones FY24

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The EY Degree program taught us the importance of not just finding answers but asking the right questions. It pushed us out of our comfort zones, challenged us, and showed us how to welcome new experiences.

MADINA LAUPITZ

SENIOR, AUDIT  
Based in Berlin, who gave the EY Masters in Business Analytics graduate address

#### Investing in the future

EY continues to prioritize investment in learning and development with client serving professionals having dedicated 65 hours each to formal learning, above the average of 60 hours each dedicated to learning by EY people overall. The agility of the EY learning strategy and curriculum has enabled us to rapidly develop and integrate a comprehensive portfolio of forward-focused learning interactions.

Coinciding with the launch of EY.ai around the globe, the EY overarching AI strategy, we introduced a specialized learning course – AI Now.

The uptake has been extraordinarily rapid and exceptionally well-received, with over 250,000 individuals completing the course within the first six months. The eagerness of EY people to gain AI proficiency is also reflected in the 40,000 AI badges that have been awarded and a further 40,000 in progress.

The EY Badges program continues to grow, recently reaching a major milestone of over half a million badges awarded since it was introduced. Meanwhile, EY collaboration with Hult International Business School has yielded nearly 300 graduates from the three EY Degree programs, with more expected soon.

#### Helping develop leaders

We're dedicated to nurturing future leaders through our learning and development initiatives. At EY Milestones events over 30,000 new seniors, managers, senior managers, executive directors and their Core Business Services counterparts learned essential leadership skills, reinforcing their role in the EY mission to build a better working world. The EY Elevate program, with 799 participants, offers world-class education and coaching to develop the next generation of leaders. While the Global New Partner Program, held in Vienna hosting 987 equity partners and their guests from 77 countries, celebrates and supports new equity partners in their leadership journey.

# 30,000+

employees earned essential leadership skills at Milestones events



EY Global New Partner Program, Class of 2023, in Vienna

# Nearly half of the mobility participants are women, and half are from emerging market countries, reinforcing the EY commitment to DE&I efforts.

## Creating unique career paths

The EY mobility programs have enabled thousands of assignments this year. We have had more than 4,000 people on international assignments across 1,000 different cities. The EY Mobility4U program has been particularly successful, with a diverse group of participants hosted across 72 different countries. Nearly half of the mobility participants are women, and half are from emerging market countries, reinforcing the EY commitment to DE&I efforts.

Feedback from assignees has been overwhelmingly positive with 93% of assignees rating their mobility experience as exceptional in participant listening surveys and 80% seeing a progressive impact on their career long-term. EY mobility efforts have also been recognized in the 2024 Forum for Expatriate Management (FEM) Americas EMMA industry awards. EY is a place where you can build a remarkable career, surrounded by opportunities to grow, learn and lead.

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The mobility experience allows the EY organization to differentiate itself in the marketplace. The mobility experience really is exceptional; I've experienced a wide array of people, views and cultures that has allowed me to adapt and grow.



JOE KLEDIS  
PARTNER, ERNST & YOUNG LLP



EY people meeting at the office entrance



# Meet Marjana

EY senior



# A more diverse, equitable and inclusive working world

## DE&I are core to who we are, how we work and how we live our values.

The EY purpose is to build a better working world, and for EY, that means one where differences are valued, practices are equitable, and everyone experiences a sense of belonging – where people are inspired to team and lead inclusively in their interactions every day. That's why DE&I continues to be a strategic priority at EY.

EY research demonstrates a compelling rationale for prioritizing and continuing to invest in DE&I efforts as part of the EY business strategy. The [EY 2023 DE&I Business Impact Research](#) validates how both diversity and inclusiveness are critical in impacting top-line metrics including retention, revenue and margin.

The EY overarching global DE&I priority statement is “Enrich the diversity, equity and inclusiveness of our culture, leadership and teams.”

### DE&I governance and equitable impact

To demonstrate the EY commitment to DE&I, the EY Global Executive (GE) signed the [Global Executive Diversity, Equity and Inclusiveness Statement](#). This reinforces that DE&I is a key business lever, and ensures that we hold ourselves accountable for progress. As such, the GE will promote

representation of the broad range of differences across the organization around the globe at the most senior levels. To set a consistent path around the world, we continue to use the [DE&I Roadmap and Culture Change Continuum](#), our approach and methodology for DE&I.



EY people at an EY event

## The EY commitment to advance DE&I includes an elevated and ongoing focus on social equity, which is about clearing obstacles, building more inclusive environments, and enabling equitable access to resources and opportunities.

The roadmap is brought to life by the EY Global Diversity, Equity & Inclusiveness Steering Committee (GDEISC), which is co-chaired by EY Global Chair and CEO Janet Truncate and EY Global Vice Chair – Diversity, Equity & Inclusiveness Karyn Twaronite. Its members, drawn from leadership across the organization, explore challenges, surface successful practices and collaborate to advise on meaningful solutions.

We use the Global DE&I Progress Report (formerly Tracker) as a key tool to help drive accountability and consistent actions across the global organization in support of our ambition and strategy. Now in its fifth year, the tool sets an industry leading-class standard in representation and inclusiveness aspirations, across a range of differences, visible and non-visible, including diversity of career, work experiences and gender in leadership roles. Additionally, we review aggregated data on gender and cultural background differentials from internal people surveys for insights on how people experience inclusiveness at EY. We continue to see collective progress across the organization as well as identify areas where we can close gaps to ensure EY people have access to inclusive, equitable experiences.

We have made progress on gender representation among EY Global leadership roles as well as on locally relevant diversity dimensions at the country level. For example, women make up 35%\* of the GE and among partners of member firms around the globe, 25% are women. The EY Global Practice Group, which is a body of Ernst & Young Global Limited that brings together the members of the GE, GE committees, regional leaders and sector leaders, includes 29% women.

### Focus on social equity

The EY commitment to advance DE&I includes an elevated and ongoing focus on social equity, which is about clearing obstacles, building more inclusive environments, and enabling equitable access to resources and opportunities.

This continues to be a critical part of the broader EY DE&I strategy, with ongoing efforts across the organization led by an EY Global Social Equity Taskforce (GSET) steering committee, which includes EY Global Vice Chair – Consulting Errol Gardner; EY Global Vice Chair – DE&I Karyn Twaronite; and EY Asia-Pacific Area Managing Partner Patrick Winter.

This focus delivers on work set in motion by the broader GSET, which was formed in 2020 under the sponsorship of the prior EY Global Chairman and CEO, to address societally rooted systemic inequities, including racism. The taskforce's remit was to advise on developing a powerful suite of actions to advance social equity at EY and beyond, anchored by this statement: We commit to advance social equity and inclusive growth. We stand against injustice, bias, discrimination and racism.

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



25%

of EY partners  
globally are women

\* As of the publication date, women make up 35% of the GE. Because of the EY Global leadership transition at the end of FY24, the number of women briefly declined and then increased and is reflected in the data table in the appendix.



# impact

of EY Uplift social equity storytelling series

3.4m  
people reached

100+  
countries viewed stories

97k  
engagements and reshares

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We're strengthened by our mix of people, across a broad range of differences. Teaming and leading inclusively across this broad mix enables us to better spot EY clients' needs, to identify the right solutions, and create more opportunities for more people — now, and in the future.



KARYN TWARONITE  
EY GLOBAL VICE CHAIR – DE&I

Understanding each other's experiences – especially when these experiences are unfamiliar to us – is the first step toward creating a more equitable work environment.

#### How can a story uplift social equity?

Understanding each other's experiences – especially when these experiences are unfamiliar to us – is the first step toward creating a more equitable work environment.

More than two dozen EY people and alumni from across the global

#### EY in action

##### Global recognition for our DE&I efforts

EY receives recognition around the world for our DE&I efforts, and this year was no exception:

- ▶ Inclusion Award at World 50 Group's 2024 Inclusion & Diversity (I&D) Impact Awards for our best-in-class neurodiversity inclusiveness efforts
- ▶ Culture Impact Award at Unily Unite 23 for the Uplift social equity storytelling campaign

organization have shared their personal stories through the EY Uplift social equity storytelling series. With films featured at EY forums, industry conferences and shared widely across social media, this series has built awareness, and inspired reflection, learning and action. These stories have reached more than 3.4 million people,

generated 97,000 engagements and reshares, and the EY social equity web pages have been viewed in over 100 countries.

#### The EY European DEI Index: insights and lessons

The EY European DEI Index was developed in collaboration with FT Longitude, drawing on the perspectives of 900 managers and 900 non-managerial employees from nine European countries. An important contribution to the on-going debate with EY clients and the business world, it provides insights on how to truly anchor a DE&I culture in the workplace and lessons that all organizations can apply.

## An expanded lens on socio-economic background and social mobility

We all have different starting points based on our backgrounds and identities, which shape the experiences, and sometimes the barriers we face. One aspect of our identity that is often overlooked at work, is our socio-economic background. Our upbringing, the education and income of prior generations, impacts the extent to which we can access resources, networks and opportunities. It can also come with social stigma and pressure to hide our backgrounds for fear of judgment, negative perception of capability or pressure to "fit in." This can significantly impact career experiences and progression.

Social mobility is how a person's socio-economic situation changes over time. With it playing an important role in social cohesion and economic growth, and being inconsistently enabled across the globe, we're surfacing this important topic globally as part of our broader DE&I and social equity efforts, to spark new conversations and promote action.

Sponsored by the GDEISC, and to continue momentum of the successful Uplift social equity campaign, [new films](#) focused on socio-economic background and social mobility help us lean into some stories of EY people and alumni, so we better understand and connect with each other.

## Embedding equity into the talent processes and better understanding how we can improve

Since FY22, EY baseline expectations for all EY Regions and countries were set for the year-end performance management and reward processes.

The baseline sets an expectation that all member firms are meeting a consistent "minimum standard" in how equity in these two key talent processes is applied and provides a foundation to support ongoing progress. A pay equity review has been conducted in all EY Regions using different methodologies that included a methodology provided by the EY Data Insights and Analytics teams, another methodology that was reviewed by the EY Total Rewards teams, or a methodology that is required by applicable law.

## Inclusive leadership as a key competency, for all EY people

Inclusive leadership is a focus in both performance and development considerations at EY. It's included in leadership development activities for partners, principals, executive directors and directors (PPEDDs). To help all EY people become more inclusive leaders, we developed an e-learning program focused on the foundational behaviors of inclusive leadership. The Inclusive Leadership for All (IL4ALL) course is available to all EY people. Currently, nearly half of EY people have completed the full course since its launch.

Building on the IL4ALL e-learning, EY further enhanced inclusive leadership skills with the launch of Upstanding Interventions. This e-learning is designed to support people in creating more inclusive and equitable environments for all by intervening in situations of potential inequity, providing practical examples on how and when to take action. The course has been completed by 60,000 EY people since launch.

## All in Moment team meeting practice

Since launching in early FY24, many EY teams have started adopting the new All in Moment (AIM) – a simple meeting practice where teams pause for small prompts that enable all voices to be heard and valued. This is a powerful way to make meetings more inclusive and equitable for everyone. AIM has been used and amplified across EY meetings and forums spanning functions and geographies. Given its early success and impact at EY, the [AIM framework](#) – which provides practical tips and guidance – is now available externally, as a resource for others to create more inclusive meeting experiences.



**60,000+**

**employees completed  
Upstanding Interventions e-learning**

# Meet Flavio

EY alumnus



# Boosting a sense of belonging for everybody

To better understand how EY people experience inclusiveness, an evolving set of questions has been asked in our EY People Pulse survey for several years.

Responses to inclusiveness questions are consistently among the top scoring items in the survey, telling us that EY people are feeling the impact of our efforts around the world. For example, for the past two years, survey results on "EY provides a work environment where I feel free to be myself" and "Feel included and supported by the people I interact with each day" have been in the 81% to 83% range. We pay close attention to any demographic differentials in aggregated scoring, which also factor into the EY Global DE&I Progress Report results – with the aim to close any gaps and create more consistent experiences for all EY people.

## EY Belonging Barometer 3.0

The third global [Belonging Barometer study](#) of 5,000 working adults from a range of industries and organizations, provides insights on emerging trends and importance of DE&I to businesses. The findings underscore the importance of DE&I to global workers across generations – overall, 74% of respondents say a company's prioritization of DE&I factors into their choice to join or work there.

## Self-identification capabilities

To help better understand and support the needs of all EY people, and strengthen a sense of belonging for everybody, EY continues to offer opportunities for EY people in over 100 countries to self-identify, enabling the organization to acknowledge and recognize differences in a way many have come to expect. This also provides a deeper understanding of EY people, so our commitment to driving greater equity in areas relating to career development can be strengthened. All information shared is optional and confidential.

## Understanding the drivers of belonging in Asia-Pacific

For organizations working across the highly diverse countries and territories of Asia-Pacific, an understanding of the drivers of belonging can be a game changer. The [EY Belonging Barometer Asia-Pacific](#) study uses local languages to demystify the meaning of belonging in seven markets, and shows that a strong sense of belonging among employees can reap substantial financial benefits for organizations – reducing costs by US\$100 billion.

# Meet Gian Andrea

EY staff



**Accessibility is integrated into our development methodology and procurement processes. We have trained our designers, developers and content creators to create accessible products and content and conduct regular accessibility reviews of our sites, tools and content.**

## Driving disability inclusion at EY and beyond

As part of the EY organization's commitment to advancing disability inclusion in business, we continue to play an important role supporting [The Valuable 500](#) – a global initiative of 500 organizations committed to innovating together for disability inclusion. As a proud member of The Valuable 500, we continue

to report on various disability inclusion standards, including workforce representation, goals, training, employee resource groups (ERGs) and digital accessibility. Refer to the table below for EY disability disclosures.\*

**Workforce representation** What percentage of the company's workforce identifies as disabled/living with a disability?

Of those who responded to an internal survey of EY people in FY24, 3.4% identified as having a disability, split equally between women and men. This question was asked in over 70 countries, representing 70% of EY total headcount.

**Goals** Which goals has the company defined specific to disability inclusion and how are business leaders measured against these goals?

The EY Global DE&I Progress Report contains questions about disability practices, such as accessibility, reasonable adjustments and accommodations, and integration of neurodivergent colleagues throughout the business. EY professionals with leadership roles in the EY organization are encouraged to set qualitative DE&I ambitions, which can include a disability focus. Progress toward meeting these ambitions is reviewed annually.

**Training** Does your company have a disability inclusion training for its managers and employers?

EY people are encouraged to complete a customized training on inclusive leadership, which integrates disability-specific content.

**Employee resource groups (ERGs)** Does your company have a disability specific ERG in place with an executive sponsor?

EY has various disability-specific ERGs at the country, Region and Area level. For example, we have networks focused on disabilities in the Americas, UK and Ireland, and Asia-Pacific. Some locations also have topic-specific communities, for example on deafness and hard of hearing, blindness and low vision, and stammering and stuttering. One of the largest is our 2,000-member global neurodiversity community. The EY Global Vice Chair of Transformation is the Global Disability Sponsor, and there are senior-level executive sponsors in each of our three global Areas. Region, country and local chapters typically have their own executive sponsors.

**Digital accessibility** Has your company undertaken a review of the accessibility of its digital platforms and content? If not, does the company have a plan to undertake a review over the next calendar year?

Since 2019, the organization has had a Global Digital Accessibility Policy (which is reviewed regularly) that mandates all new development of digital tools and content to follow WCAG 2.2 AA accessibility standards. Enterprise websites – the ey.com public website and our intranet – are fully accessible. Accessibility is integrated into our development methodology and procurement processes. We have trained our designers, developers and content creators to create accessible products and content and conduct regular accessibility reviews of our sites, tools and content.



Reach of EY Neuro-Diverse  
Centers of Excellence

**850**  
EY people

**13**  
countries

**23**  
cities

**We've integrated office accessibility into our standards for global design and construction, so that EY offices are built to be accessible and inclusive.**

#### **Embedding accessibility**

To further embed accessibility throughout the EY organization:

- We've integrated office accessibility into our standards for global design and construction, so that EY offices are built to be accessible and inclusive.
- We offer a Technology Accessibility Support Service, which enables all EY people to directly access a wide range of assistive technologies along with specialist consultation, training and troubleshooting support.
- EY Global Travel Services launched a program to provide EY travelers with disabilities dedicated help desk assistance when planning business travel.

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

#### **A picture is worth a thousand words**

We aim to have people with disabilities represented authentically in our imagery and communications, free of biases and stereotypes, and displaying a wide range of disabilities and intersectional identities. In FY24, we expanded our internal photo library to include original EY photographs of professionals with and without disabilities, collaborating in EY offices. The photographs were taken to maximize authenticity and realism, emphasize teaming, and portray a variety of ages and backgrounds.

#### **A neurodiverse world is a better working world**

Tapping into the talents of neurodivergent professionals in the EY Neuro-Diverse Centers of Excellence (NCoEs) helps us accelerate EY clients' sustainable value journey and workforce transformation plans through collaborative ecosystems around the world.

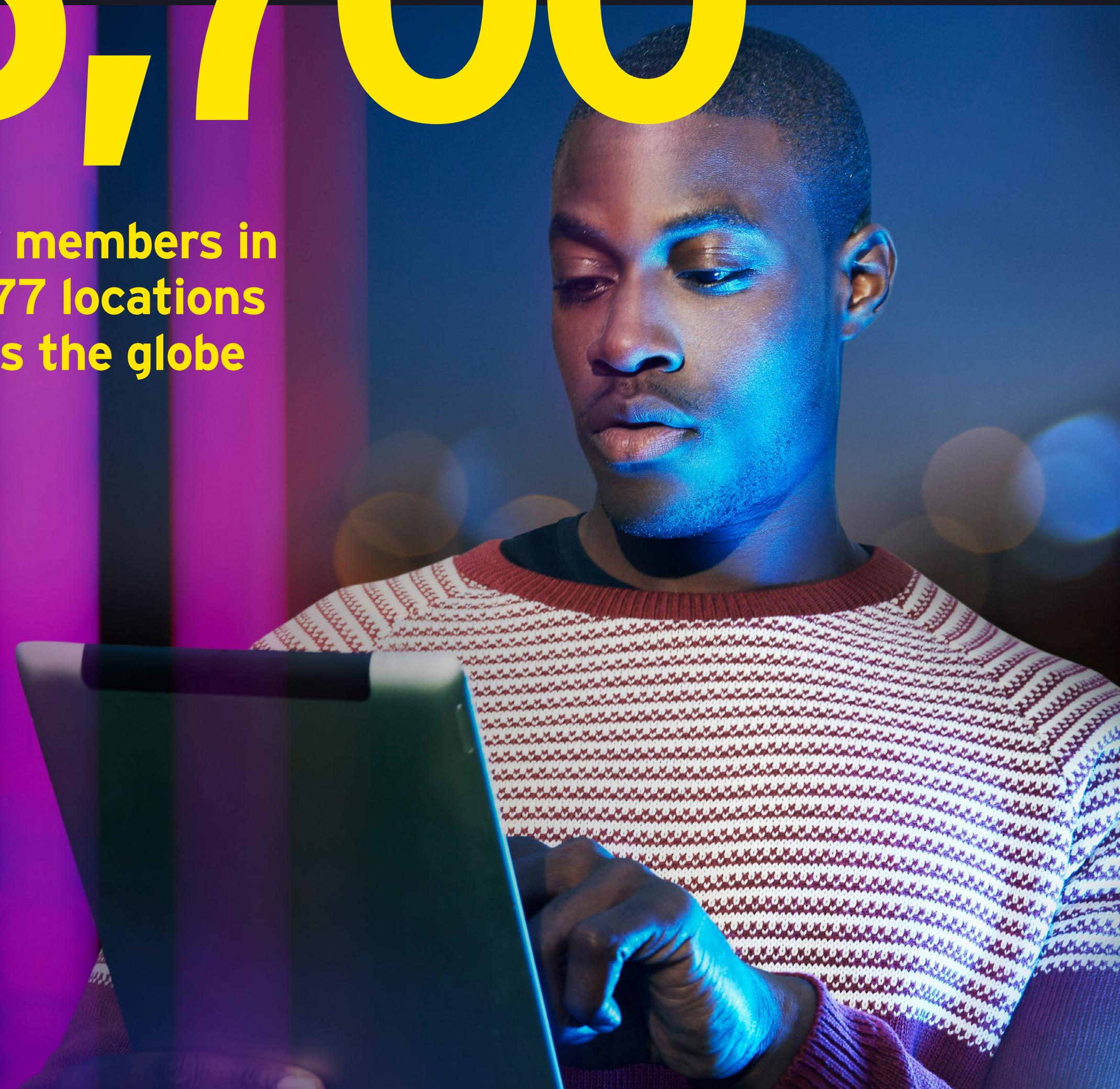
In FY24 EY launched three more NCoEs, resulting in centers now in 23 cities across 13 countries – and works with clients to support their own scalable neurodiversity programs. Over 850 EY people working across these centers of excellence have helped develop creative solutions that drive innovation via emerging technology to create new products and processes that save millions of service delivery hours. The inclusive value that the NCoEs have helped create is in excess of US\$1 billion by orchestrating powerful ecosystems to align business, academia, government, and nongovernmental organizations (NGOs) and the nonprofit sector. The EY approach to neurodiversity has been recognized as a leading practice by the World Economic Forum [Global Parity Alliance](#) and many other organizations.

#### **Developing neurodiversity ecosystems in India and Japan**

In FY23, EY Global Delivery Services (GDS) in India opened its neurodiversity at work program. The program works to enhance equitable practices and taps into the strengths of neurodiverse candidates and colleagues, through customized hiring and onboarding processes, accessibility support such as quiet rooms and job coaches, as well as ongoing awareness initiatives for everyone to build an inclusive culture. The member firm in Japan recently launched its [Diverse Abilities Center](#) to enhance the employment opportunities and working environment for neurodivergent individuals. The center provides a supportive environment where individuals can experiment with flexible working styles that meet their needs.

# 5,700

**Unity members in  
over 77 locations  
across the globe**



### **The interconnectedness of DE&I and AI**

As we rely more on AI to complement human potential, it's important to EY people, clients and other stakeholders that we use AI ethically and responsibly. Viewing AI through a DE&I lens can help achieve that. EY developed an [early position](#) highlighting how together, AI and DE&I can accelerate positive impact. EY leading professionals have also been prominent in the media on the intersection of AI and DE&I, with articles on [building confidence in AI and the metaverse](#) and embedding [DE&I into AI strategy](#).

Additionally, EY recognizes that different groups may be impacted by evolving AI technologies, in different ways. For example, in support of International Day of Persons with Disabilities, EY thought leadership highlighted [potential and risks that AI can present for people with disabilities](#).

### **Standing with the EY LGBTQ+ community**

EY continues to recognize and support the EY LGBTQ+ community as a vibrant part of the diverse global EY organization. International Day Against Homophobia, Transphobia and Biphobia (IDAHOTB) is a reminder that LGBTQ+ people around the world still face high levels of social exclusion, inequity, discrimination, and sometimes violence and incarceration – simply for being themselves.

This year's global EY theme for IDAHOTB was, "Pride across generations: No one left behind." Three EY leaders, Kevin Brown, Lucretia Aik and Tia Sidhu, shared how different generations can come together on LGBTQ+ inclusion in the workplace. In addition, local Unity (the EY LGBTQ+ network of 5,700 members in over 77 locations across the globe) chapters held many IDAHOTB events and activities around the world. Some of these included the Colors of the Rainbow photography competition, panel discussions and in-person celebrations.

### **EY leaders among OUTstanding LGBTQ+ Role Model Lists**

In FY24, several EY senior professionals with leadership roles were among the [OUTstanding LGBTQ+ Role Model Lists](#), including Catherine Vaughan, EY Global Financial Crime and Compliance Leader on Top 100 LGBTQ+ Executives and Julie Linn Teigland, EY EMEA Area Managing Partner on the Top 50 Ally Executives.

### **Diversity4Tech Summit 2024 features EY as key sponsor**

As part of the [Mobile World Congress Barcelona 2024](#), the EY organization was the headline sponsor of the Diversity4Tech Summit 2024, for a second year. EY professionals with leadership roles in the EY organization participated in a number of panel discussions, including [Why Diversity in Tech is Important](#), [How to Build a More Diverse, Equitable and Inclusive Workplace](#) and [Unleashing the Potential of Neurodiverse Talent](#), joined by senior executives from other major companies.