



**How do we
collectively**

**make a difference
to the UK?**

EY UK 2025 Impact Report



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



**Shape the future
with confidence**



Contents

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Introduction from
Anna Anthony
EY UK Country Managing Partner

Welcome to the EY UK 2025 Impact Report

One of the most rewarding aspects of my role is witnessing – firsthand – the positive impact that our people make every day. It is a privilege to see how their work and actions contribute meaningfully to the communities we serve and operate in.

While we are proud to have achieved another year of revenue growth in FY25, our impact as a business goes far beyond this. This report is a celebration of real, lasting impact. It is not just about metrics or milestones – it is about the thousands of moments where EY people bring their expertise, passion, and values to make a meaningful difference.

Our clients

Whether supporting high-growth scale-ups through our EY Entrepreneur Of The Year™ UK programme, helping our clients navigate complexity and unlock new opportunities, or driving innovation with our technology alliance partners – our work helps to transform organisations and strengthen the fabric of the UK economy.

We continue to invest in key growth areas, emerging technologies, and the ongoing enhancement of audit quality. Working with more than 20,000 clients in FY25, the feedback we hear reflects our commitment to excellence and our deep sense of public interest responsibility.

Our people

At our core, EY UK are a people business. The diversity of thought, experience, and expertise across our teams is what makes us a firm that people want to work for and that clients want to work with.

With 20,000 colleagues working in 20 locations across the UK and representing more than 120 nationalities, we proudly play a vital role in developing skills across multiple sectors and specialisms.

We continue to invest in talent, with 3,500 trainees in our business at any one time, and thousands more supported through graduate, school leaver, and internship programmes.

Our people are mentors, volunteers, and changemakers. Through initiatives like EY Ripples, we've helped thousands in our communities to build future-ready skills. Our commitment to social mobility is opening doors for talent from every background. The EY Foundation, our independent charity, has supported over 4,000 young people and created more than 3,000 volunteering opportunities this year. Through our actions, we're helping to build a more inclusive society.

Our contribution to UK growth agenda

We were pleased to see the professional and business services sector recognised in the government's new Modern Industrial Strategy as a key driver of the UK's future growth. EY UK is proud to contribute to this agenda – as a major employer, a driver of innovation, and a trusted partner to UK government, businesses and institutions.

Our EY UK 2025 Impact Report

I am proud to have built my career at a firm where purpose is more than a statement. To shape the future with confidence requires intentional and consistent action, and our people demonstrate that every single day.

This report reflects the values we hold and the future we are helping to shape – one where business is a force for good, and where we continue to lead with purpose.

Thank you to every EY colleague across the UK. This is your story and it's one we are proud to tell.

The AI opportunity

How is AI shaping the way we work?

Maximising AI's opportunity isn't just about mastering a new tool; it's about navigating the emotional and practical shifts that come with it. In my experience, adoption unfolds across three horizons: uncertainty, as people worry about disruption; realisation, as they begin to see what's possible; and transformation, when working without AI becomes hard to imagine. Confidence builds alongside capability. The curve is as much psychological as skills-based, and it demands a mindset shift. That transformation is also organisational: as confidence grows, teams move from chasing efficiency to creating value – using AI to solve complex client challenges, move faster and think more creatively. AI isn't replacing human judgement; it's amplifying the insight and impact we deliver.

What skills matter most as people adapt?

Technical literacy matters, but it's not the whole picture. What really counts is leading people through change – bringing empathy, clear communication and an understanding of the human side of technology. Those skills keep teams confident, curious and focused as they adapt.

Can AI create more equal opportunities at work?

Yes – absolutely. AI can be a powerful equaliser, opening access to knowledge, automating routine work and freeing people to focus on problem solving regardless of location, background or traditional pathways. But equity isn't automatic. It requires intentional design: diverse teams building, testing and applying AI responsibly so the technology reflects many perspectives and serves everyone fairly

How is AI helping us create more client value?

Value shows up in two ways. First, AI is changing how we work. By automating routine tasks, it frees capacity to focus on what matters, applying our knowledge, experience and judgement to deliver deeper insights and stronger outcomes. Second, we're helping clients across sectors to use AI to address their biggest challenges: improving efficiency, uncovering opportunities and reshaping how they operate.

Our 200-year legacy in assurance gives us credibility – and responsibility – to help organisations adopt AI safely, with robust governance and controls. That legacy gives us credibility when it comes to helping organisations adopt AI safely and that's a responsibility we take seriously.

In conversation with

Preetham Peddanagari
EY UK Chief Technology Officer

Building a culture of inclusion

How is the EY UK approach to diversity, equity and inclusion (DE&I) evolving?

Fatima Tresh: Fundamentally, DE&I is about behaviour change, and behaviours are shaped by context. There are no shortcuts or quick fixes.

The approach has evolved as our collective understanding of inclusive behaviour change has developed. For example, we now know that building inclusion into the environment is more effective for behaviour change than trying to change attitudes. Making changes to the environment means we can benefit a broader group of people with one initiative. So we've been evolving from lots of small initiatives for different groups to systemic change that is effective, sustainable and benefits everyone.

Sally Bucknell: That's right. Our focus now is not just on increasing diversity, but on equity and inclusion for all our people. It's about creating a culture that supports all our people to thrive. When we align our processes and culture with inclusive principles, rather than trying to retrofit them, we see stronger outcomes and a more equitable experience for everyone.

What were your key achievements and milestones in FY25?

Sally: We've been recognised by the FTSE Women Leaders Review as a leading private sector employer for the gender diversity of our Board, and we were re-accredited by the National Equality Standard for the third time, which confirms the strength and consistency of our DE&I strategy. We've also made significant progress in board diversity. We're close to meeting our target for ethnic-minority partners and we've encouraged other UK businesses to measure and report on the ethnic diversity of their leadership teams through our sponsorship of the Parker Review. Inclusion is built into our succession planning and doing this well is driving change. But there's still more to do, which we acknowledge, especially around female representation and Black representation at the partnership level.

Fatima: Inclusion needs to be a consistent golden thread through the whole talent management process. A significant milestone for me has been bringing our leadership team together to co-create an approach that strengthens that golden thread by embedding inclusive design. Getting everyone aligned on where we need to go next was a big commitment.

In conversation with

Sally Bucknell
EY UK Culture & Inclusion Director

In conversation with

Dr Fatima Tresh
EY UK DE&I Strategy
& Implementation Lead

Building a culture of inclusion

How does EY UK promote a culture of inclusiveness?

Fatima: We use the employee lifecycle as a framework to assess inclusiveness. Being data-driven, we look for any disparities in outcomes to identify if a process, or any points in a process, has a different impact on one group than another. Process owners can then identify and address the cause of any disparities, not the symptom. That way, we fix the process, not the person, and we make the business more effective.

One example is our feedback culture. We know that feedback predicts performance outcomes and is a key part of our performance culture. Our equitable feedback campaign has trained over 800 managers to provide high quality, bias-free performance feedback to everyone to enhance our performance process. We've also improved how we bring context into performance management and have nominated inclusion champions to disrupt bias in performance reviews.

Sally: Our employee networks play a huge role too. There are seven networks in the UK, housing over 30 communities, including EY Unity, our LGBT+ network, Women's Network, Embrace – our faith and belief network, REN – our race and ethnicity network, Ability EY, Social Mobility Network, and our Life Network. Each network has dedicated partner sponsors and committees that create environments where people feel heard, supported and empowered to grow. They're run by volunteers who are passionate about inclusion, and they're a powerful source of belonging for our people.

What aspects of our approach to inclusiveness makes you feel proud?

Sally: I'm always proud when partners ask us to share our approach with clients, whether it's about social mobility, equity in performance processes, or the strength of our employee networks. It shows that our work is recognised as innovative and impactful, not just internally but in the wider market.

One of the reasons we've been able to innovate and impact change in this way is the quality of our data. We ask our people to share information about themselves, and our high levels of data disclosure mean we can truly understand the different experiences and outcomes for various groups. We can be transparent about our challenges and confident that we're focusing on the right issues. It has enabled us to publish pay gaps for all the characteristics we collect data on, not just those required by law. This transparency and commitment to using data for positive change is something I believe differentiates us in the market.

Fatima: For me, one of the things I'm most proud of is the firm's appetite and commitment to getting this right, even when it means holding the mirror up and asking difficult questions. Our people are naturally curious and analytical; they want to understand the root causes and help shape smart, lasting solutions. It's the accumulation of these everyday conversations, testing new approaches, and stories of impact that makes inclusiveness work very fulfilling.

Can you share what excites you most about our commitment to inclusiveness?

Sally: Inclusiveness is absolutely embedded in our values. I see our commitment to diversity and inclusion show up every day, whether it's in the way we support our employee networks, the openness of our leaders to feedback, or the way we strive to help everyone feel they belong and can thrive. Our diversity is here to stay, and what excites me most is how we're making it contribute directly to our commercial success by focusing on embedding inclusive design. We have an incredibly diverse workforce, with people from over 120 nationalities, and I'm proud that we're working to make that diversity a real driver of better outcomes for our clients and our people.

Fatima: What excites me is the collective energy across EY UK to build a business that works better for everyone. There's a real recognition that if different groups are experiencing different outcomes, then we're not at our best. Inclusive decisions are increasingly seen as better decisions, and that's where real change is happening. We're designing a firm that is inclusive by design, not just by intervention, and it gives me confidence that we're moving in the right direction.



Creating value with lasting impact

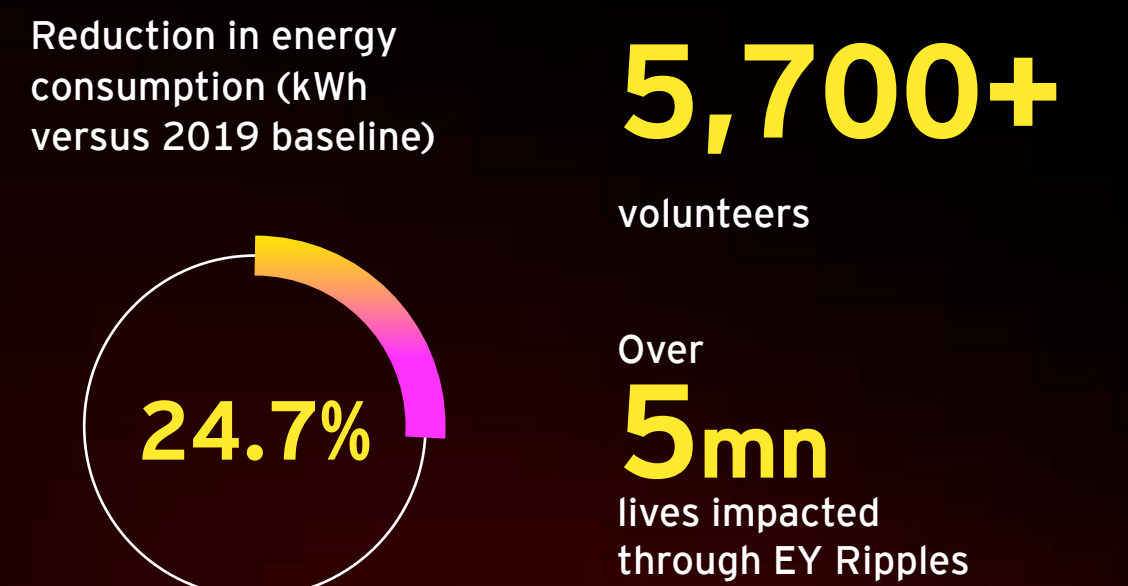
People

We dedicate significant time and resources to cultivate a diverse and inclusive workplace to ensure our people have fulfilling careers and reach their potential.



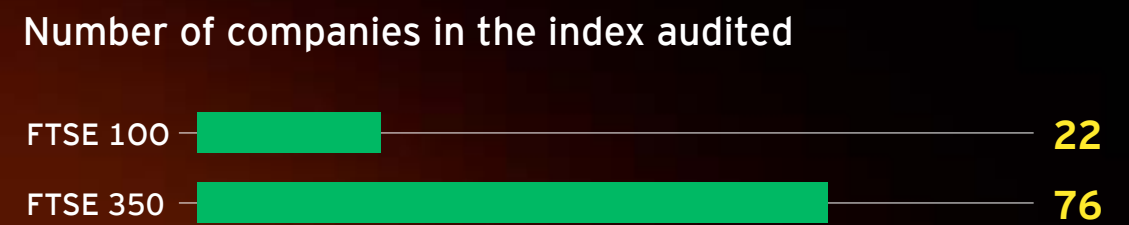
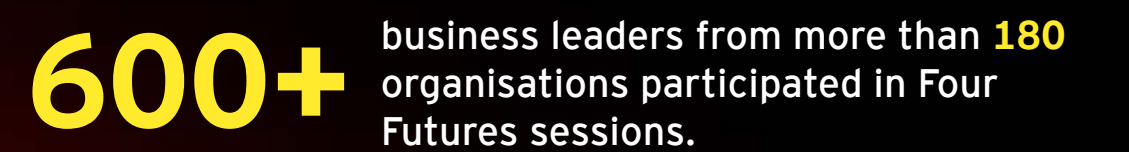
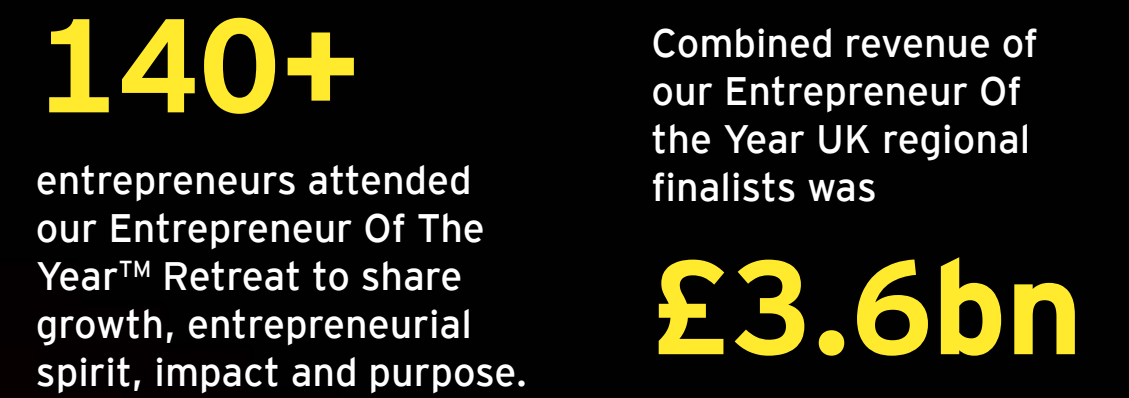
Society

We take great pride in our active community involvement, committing resources to initiatives that deliver significant and credible positive societal impact.



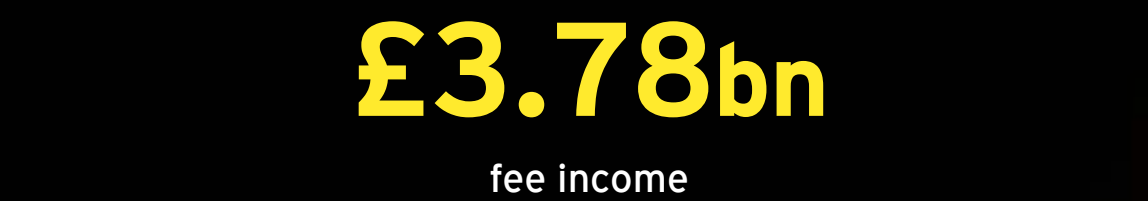
Clients

We use our collective expertise, industry insights, data analytics, technology, and strategic alliances to deliver world-class services, innovative solutions, high-quality products, and cutting-edge platforms that drive clients' success.



Financial

We make long-term investments in our business that have been the foundation of our growth and have positioned us strongly to sustain and enhance this trajectory in the future.



Creating positive
value for

People



In conversation with

Anne-Marie Balfe
EY UK&I Strategic Talent Partner

How EY people create impact every day

How do our people create impact – both inside and beyond EY UK?

I am constantly amazed and proud, of the hugely positive impact our people make every day. You see it in client work, in how we build our culture, and in the way we support the communities around us. People mentor, volunteer, support charities, and champion social mobility programmes. There are so many opportunities to make a difference – from secondments with the EY Foundation, to serving as school governors or helping local organisations with their finances.

Many of these contributions happen quietly, but they make a real difference, and they reflect a culture where people feel empowered and supported to go beyond their roles, not because it's expected, but because they genuinely care.

Our people are also central to our public interest role in building trust in the capital markets. That's a responsibility and a core component of our business and something I think is a huge part of the contribution we make to the UK. We work with clients to solve tough challenges and deliver outcomes that matter – across industries and borders. And that impact doesn't end when someone leaves. Many of our alumni go on to lead in government, major corporations and mission-driven organisations. We're not just building careers – we're shaping the talent that drives progress across the UK.

What are we doing to create an environment where people can thrive and succeed?

We want EY UK to be a place where people feel supported, where opportunities are real, and where making an impact is part of everyday work. That means creating fair and inclusive systems, holding ourselves accountable, and creating policies reflect the kind of culture we want to build. Inclusion is not a side initiative; it's embedded across the business. It's incorporated into how we hire, promote, and lead. We want to be seen as an organisation people aspire to join. That means opening doors for people from all backgrounds. In the UK, we've made changes to our graduate and student recruitment, with a focus on increasing students from lower socioeconomic backgrounds. We are working with charities such as the EY Foundation to reach students who might not otherwise consider a career with us. We want them to see us as a place where they belong and can build a meaningful career.

Looking back over the past year, was there a moment that made you especially proud of EY people?

One highlight for me was welcoming around 1,300 new graduates and students at their induction. It was a powerful reminder of the energy and ambition our people bring: seeing them connect, learn, and start their careers together was a real highlight. The diversity of the group, the quality of the conversations, the sense of possibility: it reminded me why it's so important we invest so much in our people. That event was not just about onboarding, it was about setting the tone for the kind of impact they will go on to make, within our business, with clients, and across the UK.

Driving change for our people

It's easy to launch programmes and initiatives, but harder to build change that lasts. That's why our focus has moved from short-term solutions and focuses instead on fixing the systems that shape people's experiences.

It started with an honest reflection: while diversity has improved, especially at senior levels, the underlying processes weren't where we needed them to be. Recruitment options had widened, and flagship programmes like Future Leaders and EY Accelerator had opened doors. But the question became, are we doing everything we can to create real equity?

We brought senior voices together and aligned them on an evolved approach. Our focus shifted to creating systemic change. That meant looking closely at how work is allocated, how feedback is given, and how performance is assessed. Managers were trained to contextualise performance and make fairer decisions. Inclusion champions now sit in performance reviews to challenge any unintended bias.

Equity is about removing barriers that affect certain groups more than others and doing it in a way that benefits everyone. By changing the environment, not just asking people to change their attitudes, inclusion becomes an integral part of how things work.

There is pride in the milestone achievements as well. We have been recognised under the National Equality Standard for the third time. In addition, we have been recognised as the top private company for board diversity in the FTSE Women Leaders Review.

Data plays a big role. High levels of disclosure across gender, ethnicity and social background allow the team to go beyond legal requirements and publish detailed pay gap reports. More importantly, that data is used to identify where systems are failing, not to target specific groups, but to improve outcomes for everyone.

With seven active groups across gender, race and ethnicity, LGBT+, social mobility, ability and more, they offer safe spaces and leadership development. The Thrive Time programme gives every employee up to 10 days a year for learning, volunteering and personal growth, including time spent in these networks.

What stands out most is the shift in everyday behaviour. Partners are changing who they assign work to, expanding their teams and being more intentional about inclusion. Internal conversations have matured, moving from abstract ideas to tangible actions. And when clients ask to hear more about what's working, it's a sign that the approach is not just credible but leading the way.

The team is proud of the consistency. Inclusion isn't a trend, it's a value. Even when external sentiment shifts, the commitment stays strong. With over 125 nationalities represented, the goal now is to make sure that diversity leads to better decisions, stronger teams and fairer outcomes.

The message is simple. If different groups are having different experiences, something in the system isn't working. So the focus is no longer on fixing people. It's on fixing the processes that shape their success.

“

The most meaningful progress this year has come from stepping back and asking what really drives change.

“

Employee networks continue to be a powerful force.

More than **120**
nationalities represented

People profile interview

Asad Iqbal, EY UK Social Mobility Lead

How have you been able to get involved in social impact during your time at EY UK?

Since joining as a graduate 10 years ago, I've been able to get involved in a wide range of social impact activities. From leading the Forensics Corporate Social Responsibility team to creating the Forensics Wellbeing Lead and DE&I Lead roles, there has always been scope to engage in the causes that matter to me. Most recently, I've been on secondment with the fantastic EY Foundation – coming from a lower socio-economic background myself, working with the Foundation's Leadership Team to build and execute their strategy has been an incredibly impactful way to use my experience to pay it forward.

What have you learned from your experience, and how has it shaped your time at EY UK?

One of the most valuable learnings for me has been the incredible level of support from the business to pursue initiatives that can make a difference both internally and in the wider community. Whether it's through the Foundation, Ripples or local activity, there is a plethora of opportunities that allow our people to use their skills to benefit others. Where opportunities don't already exist, we also have the encouragement to build opportunities ourselves – for example Kar-Wai Hau and I created the Grief & Loss Affinity Group as a way of making sure there was space to talk about this important issue in the workplace.

Can you share a moment or experience that made you feel proud of the impact you've helped drive?

There have been a few – taking part in the EY Foundation Mud Trial for the second year running was special, especially as I was doing it as part of the Foundation team. A special shout out to our CEO, Lynne Peabody, for leading the charge on the fancy dress theme of 'jungle' by doing the entire course in an inflatable flamingo costume! It's also been really meaningful to lead on our pro-bono work in Forensics supporting the Windrush generation in claiming compensation for financial losses – a great example of how we can use our technical skills to benefit wider societal issues.

“

One of the most valuable learnings for me has been the incredible level of support from the business to pursue initiatives that can make a difference both internally and in the wider community.



Creating employment pathways with Assured Skills Academies

This year marked another milestone in our commitment to building skills and creating opportunities across Northern Ireland. We have now successfully completed six Assured Skills Academies, with three of these delivered in FY25. These latest academies focused on digital engineering, data and analytics, and risk and regulatory compliance, all of which are shaping the future of work.

A total of 57 students completed these three academies, and we were proud to welcome 41 of them as new joiners to the Northern Ireland team. Their journeys reflect the real-world impact of these programmes, which are designed not just to teach but to transform lives.

We continued our strong partnership with Belfast Metropolitan College and expanded our reach by working with South Eastern Regional College in Bangor. This helped us widen our geographical catchment and deepen our support for local communities.

Importantly, 25% of applicants were either unemployed or economically inactive, meaning they were neither working nor actively seeking work. For many, these academies offer a fresh start and a pathway into meaningful employment.

57
students completed
three academies



“These programmes are more than just training. They are about unlocking potential, building confidence, and helping people at all stages of life take the next step in their careers.”

Empowering social mobility through inclusive initiatives

The joint EY and EY Foundation Social Mobility Network is helping to break down barriers for people from less advantaged backgrounds, creating spaces where everyone can grow, connect and thrive. In FY25, the network ran 13 events across 20 UK offices, welcoming over 1,000 attendees and growing its membership by 84% to 617 people. These events weren't just well-attended, they were meaningful, practical and deeply personal.

From skills development workshops to mentorship programmes delivered in partnership with the 93% Club, participants gained tools to boost their confidence and build their professional profiles. One of the highlights was the Big Number Natter event for National Numeracy Day, which focused on the importance of number skills in improving social mobility. The network also marked Social Mobility Awareness Day with a leadership panel and a guest speaker who shared their inspiring journey, sparking honest conversations about the challenges people face and the resilience they show.

Looking ahead, the network is focused on deepening its partnerships and reaching even more people. The goal is to continue supporting individuals from lower socio-economic backgrounds and to help build a workplace culture where everyone has the chance to succeed.



“It broadened my understanding of how people experience social mobility, as the speakers came from a range of cultural backgrounds, but all faced challenges.”

13 events

20 UK offices

1,000 attendees



Empowering future leaders through apprenticeships

Apprenticeship programmes are helping shape the future by giving school leavers the chance to start their careers with confidence and purpose. These programmes are designed to be inclusive and accessible, offering tailored routes into the workplace that combine hands-on experience with academic learning. Whether participants train directly with the employer or through a third-party collaboration such as with Northumbria University, they gain the skills and support needed to thrive.

Since 2017, the Chartered Management Degree Apprenticeship (CMDA) with Northumbria University has been a standout example. Based in the Newcastle office, this initiative blends academic study with practical work, giving apprentices a well-rounded experience. They take part in mentoring, collaborative projects, and networking, all supported by experienced mentors and leaders. The programme is designed to be inclusive, welcoming applicants from all backgrounds and helping them build a strong foundation for their careers.

In 2025, the CMDA programme expanded to include the Core Business Services (CBS) practice, welcoming four new school leavers. These new participants join the existing CMDA cohort, bringing the programme's opportunities to additional areas of the business. Over four years, they'll rotate across CBS functions while completing their degree, gaining a broad understanding of the business and developing a wide range of skills.

The impact of these programmes is clear. This year, 18 apprentices completed the CMDA, with 12 earning a first-class degree and six achieving a 2:1. These results reflect not just academic success but the strength of the support and opportunities available throughout the programme.

Looking ahead, the goal is to keep evolving these programmes to meet changing skills needs and prepare apprentices for the future. By investing in young talent and offering them real opportunities, these programmes are building a sustainable pipeline of future leaders ready to take on the challenges of tomorrow.

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I was enrolled in the CMDA pilot in 2017 and graduated with a degree in Business Leadership and

Management Practice in 2019. The programme allowed me to expand my skills and directly apply my learning to my role, leading to my promotion to manager. I also focused my final project on improving the apprentice journey, which has positively impacted our new apprentices. Completing the apprenticeship has enabled me to share my experiences and support others in their growth.

– Louise McGarvie, Senior Manager, Ernst & Young LLP

“



I started the CMDA Programme in September 2019 as a school leaver. The programme

provided me with practical, hands-on experience while earning a wage. The integration into the firm was seamless, and I felt a strong sense of community. Graduating in winter 2022, I was promoted to Executive in October 2023, and more recently to Manager in October 2025. I owe my growth to the opportunities and coaching I received throughout the CMDA programme, which transformed my professional journey.

– Lauren Braby, Manager, Ernst & Young LLP

Opening doors for the future: Discover EY UK programme

The Discover EY UK programme has become a powerful stepping stone for first-year university students from under-represented backgrounds. Since 2023, it has grown by an impressive 92%, with the introduction of a Social Mobility stream alongside the existing Women and Black Heritage streams. In 2025, the programme welcomed its largest ever group of 299 students, and the impact is already clear. So far, 163 students have secured a return internship, placement or graduate offer for 2026, with another 26 currently in the final stages of the process.

Over two days, students get a real sense of what it's like to work here. They explore different service lines, hear from inspiring speakers, take part in skills sessions and connect with others through panels and networking. What stands out most is the culture. EY UK's Networks and Communities play a key role in helping students see how their individuality will be supported and celebrated.

This programme isn't just about giving students a glimpse into the world of work. It's about building a future where talent from all backgrounds can thrive. And with plans to grow even further in 2026, the momentum is only building.



“

You shape your own career. That line from EY Discovery Day has stayed with me. But what made the biggest impact were the women who shared how they had done exactly that – by showing up, speaking out and lifting others with them.

“

I got to learn more about Assurance and how EY UK supports Black professionals in the workplace.

“

The overall atmosphere was very friendly and compassionate. There is a real sense of community, and it is clear that employees value each other and the working environment. There is also a lot of emphasis on representation, especially in terms of diversity and inclusion.

“

EY culture focuses on empowering and being inclusive and this was clearly displayed throughout the two-day programme. The general atmosphere complemented this as it felt like a place where you can be valued as an employee and really be comfortable and relaxed.

Include Youth

Include Youth is a rights-based charity with a simple but powerful mission: to empower care-experienced and disadvantaged young people aged 14 to 24 to thrive. Founded in 1979 and based in Belfast, they've become a vital support network for young people across Northern Ireland, including the Northwest. Each year, Include Youth works with 850 to 900 young people in NI navigating key moments of transition, from leaving care to re-entering education or finding employment. Many face significant barriers, but Include Youth's tailored, person-centred approach gives them the tools and confidence to take the next step. Their programmes span a wide range of needs. Give & Take offers pre-employability training and real-world work experience. Essential Skills builds capability in literacy, numeracy, and ICT, while Heads UP! focuses on youth leadership and positive mental health. Alongside this, mentoring and personal development support help young people not only gain skills but also feel seen, supported, and capable of shaping their future.

In Belfast and Derry/Londonderry, 18 care-experienced young people took part in a 10-week digital-skills programme. Over 16 hours of training, they built confidence, learned new tools and shared their ideas for an app to support others like them.

To help them continue learning beyond the classroom, £3,000 was donated to provide laptops. This simple but powerful gesture gave each participant a lasting resource and a boost toward future opportunities. The programme showed how targeted support and collaboration can make a real difference in young lives.

Delivery is deeply rooted in local communities, from Belfast and Lisburn to Armagh, Ballymena, Derry/Londonderry,

and Omagh, ensuring support is never out of reach. Whether it's helping someone find their first job, gain a qualification, or feel a sense of belonging, Include Youth continues to create meaningful, lasting impact across the region.

At its heart, this is a story about potential, and what's possible when the right people show up at the right time, with the right support.



“The outcomes of this initiative have been significant. I observed improvements in the young people’s skills and their ability to communicate effectively through technology. They gained a better understanding of how these tools can enhance their learning and future opportunities. Overall, being part of the Social Value initiative has been a transformative experience for both the young people and me as an educator. I am grateful for the opportunity to contribute to their development and look forward to seeing the lasting impact of this programme.

– Jason Wallace, Consultant in Technology Consulting

850+

Working with young people each year

Spreading LGBTQ+ awareness through reverse mentoring

The Reverse Mentoring Programme, led by the Present and Future Leaders Workstream within the Unity LGBTQ+ Network, is helping to shift perspectives and build stronger understanding across the organisation. Now in its fourth cohort, the programme has paired 15 junior LGBTQ+ staff with senior leaders who are outside the community but eager to learn more about the lived experiences of LGBTQ+ colleagues.

Over six months, each pair meets regularly to explore topics such as gender identity, allyship, mental health and current issues affecting the LGBTQ+ community. These conversations are supported by resources and guidance to help both mentors and mentees engage meaningfully and respectfully. The aim is simple but powerful: to create a safe space for honest dialogue that leads to greater empathy, awareness and change.

Feedback is a key part of the programme's success. Participants are encouraged to reflect on their experience and share what they've learned, helping to shape future cohorts and ensure the programme continues to grow and improve. The impact is already clear. Senior leaders who have been involved in the programme are gaining deeper insight into the challenges LGBTQ+ staff face, and mentors are finding validation and empowerment through sharing their stories.

The next cohort is already underway, with 20 new pairings. Plans are also in motion to share learnings across the global EY organisation helping other regions set up their own reverse mentoring initiatives and build inclusive cultures from the ground up.

paired **15** junior LGBTQ+ staff with senior leaders

Here's what some of the students had to say:

“ I found the Reverse Mentoring programme incredibly valuable and highly recommend it. Whilst it was initially daunting as someone outside of the LGBTQ+ community, the purpose of the programme is to create a safe space for conversations. I now feel more confident in being an ally.

– Feedback from a Partner who took part in the scheme as a mentee

“ Acting as a mentor in the scheme was an invaluable experience, which made me feel empowered and validated in my experiences as an LGBTQ+ individual in the workplace.

– Feedback from a junior member of staff who took part in the scheme as a mentor

The EY Black Community

The EY Black Community (EYBC) has continued to make a meaningful impact by creating spaces that celebrate Black talent, foster career development and strengthen community ties.

Throughout the year, the network has partnered with similar groups across other organisations to launch a cross-firm collaboration. The aim of this initiative is to support career development and retention by creating space for open dialogue, shared guidance and meaningful ally engagement. With over 1,000 employees taking part across eight events, four in London and four in regional offices, this effort has helped build a stronger, more connected network of Black professionals. Senior leaders, including those at the highest levels, have shown their support by actively participating and listening.

These initiatives reflect a growing movement to not only celebrate Black excellence but to ensure it is nurtured, supported and sustained across every level of the workplace.

Members of EYBC have also gained external recognition for their efforts to foster inclusiveness and equity. Notably, in October, EY Partner, Dwanye Gibson Wright and Senior Consultant Yeshua Carter were finalists for the 2024 Black British Business Awards, nominated in the Senior Leader and Rising Star categories within Professional Services, respectively. Yeshua Carter won the Rising Star Award for his role as co-founder of EY Outreach, a project that implements early intervention, diversion, and preventive strategies in mainstream education, alternative provisions, prisons, and other out-of-school settings.

EY Carers' Community

Creating an inclusive environment for our colleagues

Caring for a loved one, whether a parent, partner, child, sibling or friend, can be deeply fulfilling, but it often comes with emotional and practical challenges. The Carers' Community exists to support people navigating these responsibilities, offering guidance, connection and a safe space to share experiences. It's a place where individuals come together to learn from one another, find comfort and build resilience.

Throughout the year, the community runs webinars with experts on topics that matter to carers. These have included sessions on dementia, Alzheimer's, and the complex decisions around choosing and funding care homes. Alongside these, informal bi-monthly chats provide a relaxed setting for people to talk openly about the everyday realities of caring. There's no fixed agenda, just honest conversation and mutual support. One-to-one coaching is also available, and carers are introduced to each other to help build connections beyond the sessions.

One of the most meaningful moments in the calendar is Carers' Week. This annual campaign raises awareness of the challenges unpaid carers face, celebrates the vital role they play in families and communities, and encourages those who may not identify as carers to recognise their responsibilities and seek support. It's a powerful reminder of the importance of empathy and understanding in the workplace.

Looking ahead, the community is working closely with other networks and groups to broaden the conversation. This collaboration has led to new sessions on topics such as caring for neurodivergent children, navigating grief and loss, and understanding the wider landscape of care. These discussions are helping to build a more inclusive and informed environment for everyone.



“

The EY Carers' Community has been a pillar of strength, knowledge and importantly community over the past several years. From the formal external sessions led by professionals to the informal group sessions, I have gained so much guidance and knowledge on navigating this, at times, very hard and stressful period.

– Danny Smith, Industrials and Energy Market Segment Manager, Clients & Industries team

ActionAble – uniting action on disability inclusion in the UK

This year marked a powerful move forward in disability inclusion across UK businesses, thanks to ActionAble, led by Sara Weller CBE and Leigh Smyth, founder of ImpactMatch. ActionAble's mission is clear: to equip every UK PLC with the tools and strategies needed to build and activate disability inclusion plans.

ActionAble launched in February with a bold, digital-first event that brought together 860 leaders to inspire real change and action. The EY Ability network hosted a virtual booth to share experiences and learning. ActionAble2025 became the UK's largest virtual action-based event focused on disability inclusion, setting the tone for a year of momentum. The full story and outcomes from that day are captured in the [ActionAble Impact Report](#).

The ActionAble Impact Report was prepared by ImpactMatch and launched at the House of Lords in July, hosted by Baroness Martha Lane-Fox, and supported by EY UK. The report laid out clear recommendations for boards, policymakers, and senior leaders. Sara Weller CBE delivered a compelling call to action, urging leaders to champion the '3 Rs': Report transparently, Recruit inclusively and Respect the employee voice. Anne-Marie Balfe, EY UKI Talent Leader, spoke about EY UK's progress and commitment to disability inclusion, joined by James Ellery-Gower, a former colleague, who shared his personal story. The event was attended by over 140 leaders, role models and disability inclusion advocates, all engaging in meaningful conversations and committing to action, both in the room and across social media.

Later this year, ActionAble plans to host a roundtable, bringing together 10 financial services leaders to explore 'reasons to commit', and why disability inclusion matters to financial services. A report planned for publication in 2026 will underpin ActionAble's work through next year.

This story is a testament to what happens when bold ideas meet committed people. From a virtual booth to the House of Lords, and now to boardroom conversations, the journey continues with purpose and pride.



Women in Internal Audit and Controls network

The Women in Internal Audit and Controls network have become a powerful force for change, creating a space where women and their allies can come together to share experiences, support one another, and grow professionally.

Over the past two years, this network has helped women across the sector feel seen, heard, and empowered to take the next step in their careers.

This year, two standout events brought the community even closer. The first tackled the topic of imposter syndrome, with a panel of senior women from leading financial services firms offering honest reflections and practical advice from their own journeys.

The second event, held in partnership with the Women in Internal Audit community group of a professional body, focused on 'accelerating action' for International Women's Day 2025. Both gatherings sparked meaningful conversations and left attendees feeling inspired and energised.

The impact of these events has been felt far beyond the room. Clients have expressed deep appreciation for the thoughtfulness and care put into each session, and the feedback has been overwhelmingly positive. One attendee shared how the openness and vulnerability of the speakers made the event unforgettable, while the Chair of the Women in Internal Audit community group we partnered with praised the team's dedication to creating a space that truly delivered on its goals.

As the network continues to grow, so does its influence. Familiar faces return, new ones join, and the sense of community strengthens with each event. The commitment to supporting women in internal audit and controls is clear, and the journey ahead looks bright with more opportunities to connect, learn and lead.

“
Clients have expressed deep appreciation for the thoughtfulness and care put into each session, and the feedback has been overwhelmingly positive.”



People profile interview

Amber Mitilnakis, Programme and Change Management Team

Seconded role: Chief of Staff to Christabel Cowling, UK LLP CFO & UKI CBS Managing Partner

What have you enjoyed most working here?

I've really enjoyed the variety of opportunities and the chance to collaborate with brilliant people across different teams. EY UK creates space for you to grow, challenge yourself, and make a meaningful contribution. No two days are the same and every project brings something new. That's what keeps it exciting and what makes EY UK such a rewarding place to build a career.

Who inspires you at work?

I'm inspired by colleagues who lead with empathy and clarity – those who bring people together and create momentum. In my current role, I'm fortunate enough to work very closely with Christabel Cowling, the UK LLP CFO and UKI CBS Managing Partner, who provides a great example of that. I've learned so much from how she balances strategic thinking with genuine care for the team. That balance has shaped how I aim to show up for others in my own work.

What kind of impact can you have here?

Impact comes from how we show up for each other. I've found that some of the most meaningful contributions come through collaboration – bringing together different perspectives to solve complex problems. I also see impact in the everyday moments: supporting someone's growth, helping a team navigate change, or creating space for new ideas to thrive.

We are encouraged to bring our whole selves to work, and I've seen firsthand how that openness leads to stronger connections, better outcomes, and a more inclusive culture.

Can you share a moment or experience that made you feel proud of the impact you've helped drive?

Witnessing an initiative evolve from a concept to reality was remarkable. It was driven by a passionate team united by a single goal – creating space for people to step away from daily demands and dedicate time to learning and personal development.

Seeing how quickly it was embraced across teams, and hearing feedback about how it's helped people manage their time and wellbeing was incredible.

It showed how small changes can have a big impact when they're aligned with our values and designed to support meaningful change.

“EY UK creates space for you to grow, challenge yourself, and make a meaningful contribution. Impact comes from how we show up for each other.”



Empowering female future leaders

The Women's Network continues to play a vital role in supporting women to grow their careers and shape a more inclusive workplace. With over 4,000 members, the network offers a range of opportunities including mentoring, financial literacy sessions, and the popular Power Up workshops. These sessions give women across the organisation a chance to share their stories, offer guidance and build confidence in a supportive environment.

One of the standout moments of the year was the International Women's Day Awards, now in its fifth year. More than 2,000 people joined the celebrations either virtually or through local watch parties, with over 720 nominations submitted across eight categories. The keynote from Anna Anthony, EY UK Managing Partner, reflected on her journey and the importance of visible female role models in leadership.

The network has focused on building stronger connections across other communities and increasing male engagement in gender conversations. Between November 2023 and April 2024, male membership grew from 5.3 percent to 6.2 percent, showing a growing commitment to allyship and shared responsibility.

Regional offices have played a key role in bringing the network to life. Coffee Mornings, especially those held monthly in Leeds, have become a space for genuine connection and collaboration. These informal gatherings help colleagues build relationships, share insights and develop leadership skills in a relaxed setting.

Over **4,000** members

“

The monthly coffee mornings in our Leeds office have become a vibrant space for connection and collaboration. They not only foster relationships among colleagues but also create a supportive community where everyone feels valued and heard. Together, we are building a network that empowers and inspires.

– **Silviya Petrova-Lewin, Change & Transformation Manager, EY Consulting**



Grow-It: All-Island Programme

In partnership with Women in Business NI and Network Ireland, our EY teams in Northern Ireland are proud to support the Grow It: All-Island programme. This programme, which was funded through Shared Island Fund, powered by InterTradelreland, is designed to bring together and empower 30 women entrepreneurs, with 15 participants from each region. Our support includes encouraging our EY Entrepreneur Of The Year and Entrepreneurial Winning Women alumni groups to act as mentors, as well as sponsoring two of the Grow It NI alumni dinners. Two of our current Entrepreneurial Winning Women have also come through this programme.

The Grow It: All-Island programme offers a rich mix of experiences for participants. Residential retreats, masterclasses, and mastermind sessions provide opportunities for deep learning and connection. One-to-one coaching and peer-to-peer learning help each entrepreneur develop their skills and confidence. Participants also gain access to a vibrant all-island network of founders, creating a supportive community that extends far beyond the programme itself.

This initiative is aimed at committed business leaders, including owners, founders, directors, and partners, who have a clear vision to scale their businesses, build strong teams, enter new markets, and sharpen their brand presence.

“

The programme is about more than just business growth; it is about building confidence, fostering collaboration, and helping women entrepreneurs realise their full potential.

Putting wellbeing first: How Health EY UK is supporting people across the UK

Wellbeing is a foundation for us to thrive. Health EY UK, our dedicated wellbeing programme, exists to support colleagues in looking after their physical and mental health. Whether through workplace policies, practical resources, or expert-led sessions, the programme is designed to meet people where they are and help them feel supported.

This year we introduced a refreshed wellbeing framework that builds on our UK health and wellbeing strategy. As part of this, we reimagined our webinar programme to make it more accessible and relevant. Topics range from maintaining a healthy diet and avoiding a sedentary lifestyle to stress awareness, mental health, menopause, men's health, and work-related stress.

We repeat the sessions monthly at different times, making it easier for people to join when it suits them. Delivered in collaboration with our occupational health provider, the programme also features new quarterly sessions tailored for managers.

One of the highlights of the year was our annual virtual wellbeing week. This featured powerful sessions in partnership with Movember, where we focused on men's health, resilience stories from EY UK's veterans' community, and mental health support with the Samaritans. We had an incredible response, with around 2,000 people attending and engaging with the content.

Recognising the vital role managers play in supporting their teams, we launched new learning sessions specifically for them. These covered how to manage work-related stress and how to support colleagues with long-term health conditions. The sessions were well received, with 1,300 people attending. This is a clear sign that our people are eager to lead with empathy and care.

In response to feedback, we introduced Peppy, a menopause support app that offers expert, personalised, and confidential guidance. The app is available not only to those directly affected but also to partners and friends. So far, nearly 500 people have registered, with 100 one-to-one consultations and 2,400 chats exchanged. Over 70% of users said they feel more positive about EY UK as a result, which tells us we are making a meaningful difference.

We also saw a strong and rising 14% uptake in our employee assistance programme, showing that more people are reaching out for support when they need it. Health EY UK continues to promote these existing benefits to ensure everyone knows what supports are available.

Looking ahead, we are thinking carefully about how progress and change, especially in areas like technology, can affect people's wellbeing. That is why we partnered with the National Forum for Health and Wellbeing at Work to produce a paper exploring how artificial intelligence is

influencing people's work, health, and wellbeing. Presented at a House of Commons event, the paper offers valuable insights into how people feel about AI and its impact. We are proud to be part of this conversation and remain committed to contributing thought leadership on health and wellbeing in the workplace.



“Looking ahead, we are thinking carefully about how progress and change, especially in areas like technology, can affect people's wellbeing.”

Over
70%
of users said they feel more positive about EY UK

Connecting colleagues through sport

This year has been a standout one for our Sports Teams network, with remarkable growth and engagement across the board. There are now 82 active teams nationwide, and 41 of those were formed in just the past year. The teams span 25 different sports, ranging from cricket and basketball to running and touch rugby, showing the breadth of interests and enthusiasm among our people.

Among the many highlights was a corporate challenge running event and the annual CSR Sports Gala, which brought teams from across London together for friendly competition and meaningful connections. The network also played a key role in charity fundraising, organising tournaments that raised approximately £4,000 and demonstrating the positive impact sport can have beyond the pitch.

This year, we held our first-ever national sports tournament in Bristol, giving our colleagues the chance to compete, connect and celebrate together in person. Our annual EY Sports Awards gave us a chance to celebrate the contributions of our members, especially those who go above and beyond to promote inclusivity.

The network is also a vital part of the onboarding experience for new joiners. Club representatives attend induction events and reach out to help people feel connected from day one, making sure that sport is not just an activity but a way to build lasting relationships.

Our EY Sports Teams network continues to connect colleagues, support wellbeing, and strengthen our inclusive community across the UK.

As one member from Edinburgh put it, “The 5@5 run club has transformed our office culture. It’s not just about fitness, it’s about connection, wellbeing and showing up for each other.”

82
teams nationwide

25
sports

41 new teams
in 2025



My 2025 running challenge

- 12 races in 12 months in 12 cities

Personal account from Nicola Henry

Last year, I set out on a journey to improve my health and fitness, determined to return to running after nearly eight years away from the sport. Back then, I was just starting out and completed a Couch to 5K programme for fun, but I hadn’t run since. This time, I joined a gym and began building up my training gradually. The early days were tough, but I stayed consistent and kept pushing forward. That perseverance led me to set a goal I never thought possible: to take part in the Paris Half Marathon the following March, which also happens to be my birthday month. Soon, this ambition grew into my 2025 Running Challenge, where I aim to complete 12 races in 12 months across 12 different cities.

From the start, I wanted this challenge to be about more than just personal achievement. I decided to raise funds for a charity that truly resonates with my own story. That’s why I reached out to the EY Foundation, a national independent charity that tackles barriers to employment faced by young people eligible for free school meals through their programmes and workshops, helping them to unlock their potential and succeed in the workplace. Growing up in a single-parent household and receiving free school meals myself, I know first-hand how much difference this kind of support can make for young people who might not otherwise have access to the skills and opportunities needed to build a professional career.

Alongside my fundraising, I’ve also got involved with the EY Foundation’s Smart Futures programme. I’ve conducted telephone interviews with some of the young participants, and I have recently flown to London to take part in employability workshops, working directly with the young people who benefit from the charity’s work. I was also delighted earlier this year to be appointed as Executive Assistant for EY’s Social Mobility Network UK.

This journey has shown me that anyone, at any level, can make a real difference. It’s not just about the miles run or the races completed, it’s about the impact we can have when we support each other and our communities.



Putting purpose at the heart of Total Reward

We believe that wellbeing should be more than a line in a policy document. It should be something our people genuinely feel in their day-to-day lives. That is why our Total Reward offering, MyReward, is built around the principles of equality, autonomy and purpose. At the heart of this offering is the Spend Account, a benefit designed to give every UK employee the freedom to invest in their health and wellbeing in ways that are meaningful to them.

Each year, employees receive a £500 taxable fund that they can use to support their wellbeing in whatever way suits their lifestyle. The flexibility of the Spend Account ensures that people can make choices that reflect their individual needs and priorities.

In 2024, more than 20,000 employees accessed their Spend Account, and the choices they made speak volumes about the personal impact of this benefit. The feedback we have received has been both heartfelt and powerful. One employee described the Spend Account as a gift, something unexpected that allowed them to try new things like tap dancing while also continuing with hobbies they already enjoyed.

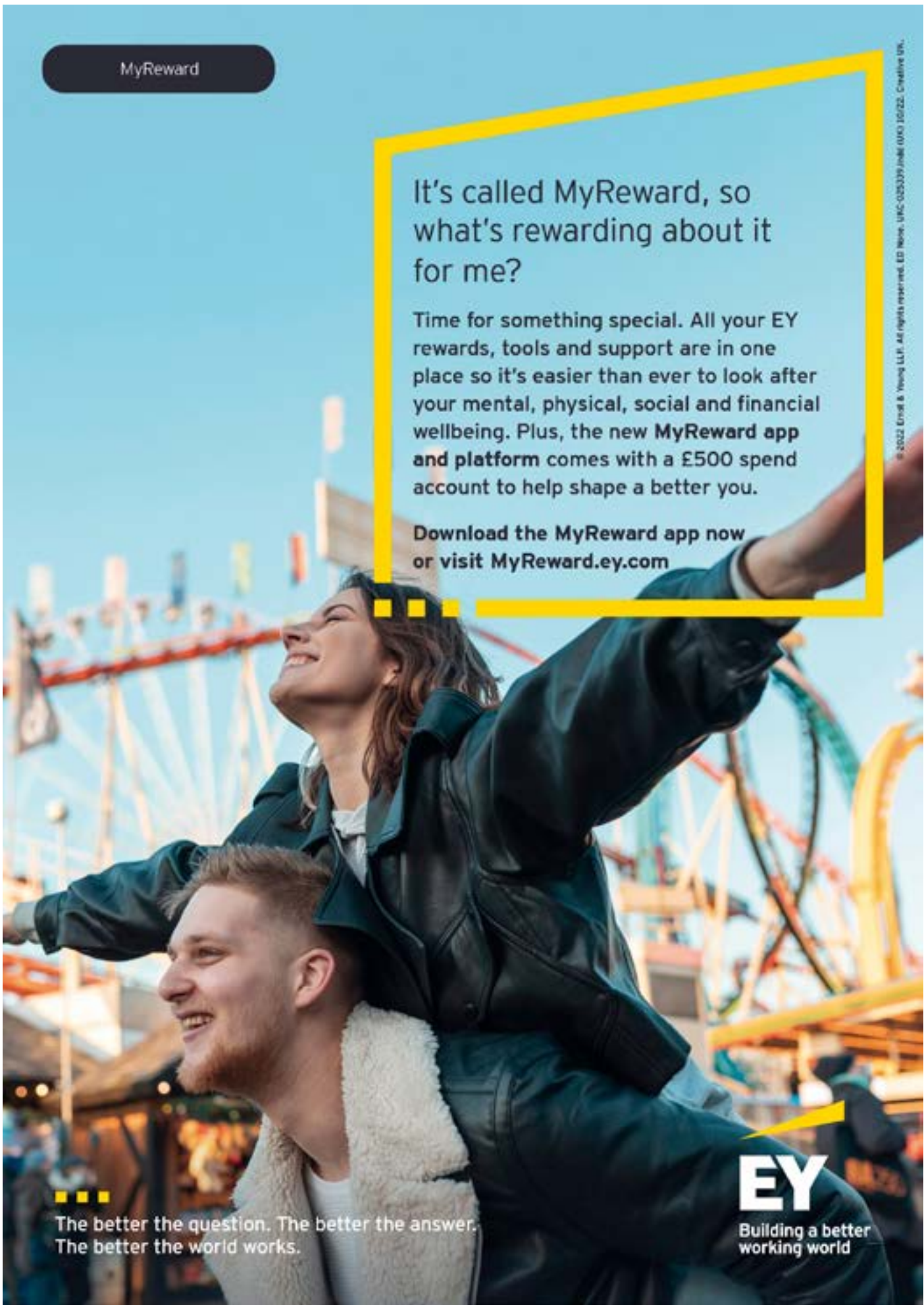
They shared how the fund helped them cover the cost of appointments with osteopaths and chiropodists, ultimately supporting both their physical and emotional wellbeing in a way that felt personal and empowering.

People used the fund to purchase fitness trackers, spa treatments, dental care, and to spend time with loved ones. These decisions highlight the diversity of our people and the importance of giving them the autonomy to choose what wellbeing looks like for them.

Another employee reflected on how easy it is for personal wellbeing to fall down the priority list when work demands are high. They explained that the Spend Account gave them permission to invest in themselves without guilt, offering a rare and valuable opportunity to focus on their health and happiness.

In our 2025 employee benefit survey, the Spend Account was named the most valued benefit, ranking ahead of Private Medical Insurance, Pension and our employee discount scheme. We continue to evolve this offering, regularly reviewing how and where people can use their fund to ensure it remains relevant, inclusive and impactful.

This is not just a financial benefit. It is a reflection of our culture and our commitment to putting people first. By giving our employees the freedom to choose what supports their wellbeing, we are helping them feel seen, valued and empowered to take care of themselves in the way that works best for them.



“ This is not just a financial benefit. It is a reflection of our culture and our commitment to putting people first.

More than
20,000
employees accessed their Spend Account

Helping our people to thrive

Thrive Time is one of our signal commitments to our Employee Value Proposition: Developing, Empowering and Fuelling extraordinary employees.

We heard from our employees that it can be difficult to set time aside for learning and development, taking part in activities that positively impact our communities, or prioritising their wellbeing in a busy work environment.

Launched during FY25, Thrive Time helps employees balance client and work commitments with time for their own professional and personal growth, their health and wellbeing and pursue what matters most to them.

Thrive Time brings together some of the great resources we already have, such as our many learning courses or volunteering opportunities through EY Ripples or the EY Foundation. It also introduces additional focus on personal growth and wellbeing to help employees prioritise time for activities that will help them thrive, through our networks or sports teams for example, or pursuing individual interests and passions.

Each individual has 10 days a year to focus on their development and wellbeing; five Learning Days to build new skills, two Corporate Responsibility Days to support local communities, and three Personal Growth Days for passions like sport, networking, or creative pursuits.

To help bring this idea to life, a Thrive Hive event was held at 25 Churchill Place in Canary Wharf. The lunchtime event featured stalls hosted by colleagues from across the business, sharing ideas and inspiration on how to make the most of Thrive Time. Teams from the EY Foundation, Sports Network, Learning and Development, Corporate Responsibility, and Curated Experiences all took part.

With over 200 people attending, the event created a real buzz in the office. It sparked conversations, built awareness, and encouraged people to think differently about how they use their time.

The success of the Thrive Hive means similar pop-up events are now planned for other offices across the UK, helping more people discover how Thrive Time can support their personal and professional growth.

“Our CR days are a great opportunity to come together as a team and do something positive for the community, as well as building our relationships outside of the office.

– Luke Russell, Senior Manager, Risk Consulting

1.1mn
learning hours

8,300
hours spent on corporate responsibility activities

4,100
hours spent on personal growth



People profile interview

Heeral Dave, Senior Manager, Business Consulting, Ernst & Young LLP

How did you first get involved in the climate and social justice space?

I've been drawn to social and environmental issues for as long as I can remember, even before I had the words to describe what I was feeling. I just knew that some things didn't seem fair. At university, I found myself spending as much time organising a charity fundraiser show as I did on my degree, which definitely worried my mum. That experience, along with being exposed to people from more privileged backgrounds, only strengthened my passion for equity. When I started my career, I joined the graduate CSR committee and loved it so much that I stayed on as co-lead the following year.

How do you pursue that passion through your work?

Early on, I realised that my values aligned most closely with the government and not-for-profit sectors, where the focus is on improving social and environmental outcomes. So, I chose to specialise in those areas, which allowed me to bring my interests into my day-to-day work as a consultant. Outside of client work, I've always looked for ways to support existing initiatives and create new ones. I've enjoyed being part of the staff environmental sustainability group, Eco-Innovators, and was proud to help set up an Inclusion and Climate Justice workstream. Another rewarding experience was delivering a pro-bono consulting project for a Kenyan childcare charity.

What motivates you in this work, and what advice would you give to others who want to lead change?

I'm often driven by frustration at inequality and the sense that life outcomes can depend too much on luck. I also feel a responsibility to use my own privilege consciously. For anyone wanting to lead change, my advice is: don't overthink it, just start. Find an opportunity or a person, begin a conversation, and if you have an idea, gather others to help make it happen. Once you've got something in motion, think carefully about the impact you want to achieve and work backwards to shape your actions. It's also important to consider any unintended consequences and think of net impact. And don't forget to look after yourself. These issues can feel heavy, and it's okay to not carry them alone. I like to remind myself that we're all small cogs in a big, interconnected network – like mycelium. If that idea resonates, I highly recommend reading 'Emergent Strategy' by Adrienne Maree Brown.

Can you share a moment or experience that made you feel proud of the impact you've helped drive?

One moment that stands out was organising an event focused on climate justice, featuring an Indigenous American speaker from the Lakota of Standing Rock. After the session, someone reached out and said, "As an Indigenous employee in Canada, *miigwetch* (thank you) for having this session." That feedback meant a lot. Another proud moment came when a charity client told me they were still using the work I had supported, even two years after the project ended. Knowing that something I helped build continued to make a difference long after I stepped away was incredibly rewarding.



Creating positive
value for

Society



Making a positive impact to society

At EY, our purpose is to build a better working world. This means driving sustainable growth and creating lasting, positive impact for communities across the UK.

We empower our people to bring this purpose to life every day – through their work, their skills, and their commitment to making a difference. The EY corporate responsibility programme, EY Ripples, enables our people to volunteer their time and expertise, while charitable giving, employee fundraising, and pro-bono projects extend our reach and impact to support programmes and organisations driving social change.

We are committed to increasing social mobility in the UK and opening doors for individuals from all backgrounds to achieve their full potential. At the same time, we continue to reduce our environmental impacts and support our people in making sustainable choices.

Delivering high-quality audits that serve the public interest remains central to our role within the UK. Our Audit Quality Strategy, refreshed annually, underpins this commitment and is detailed in the EY UK Transparency Report 2025.

From sustainability to community engagement, we are steadfast in our mission to create lasting and meaningful change and help shape a fair and inclusive society.

Charitable giving

EY Giving Week

September 2024 brought us EY Giving Week, our annual celebration of corporate responsibility and a chance for everyone at EY UK to come together and make a real difference in the communities where we live and work. The energy and enthusiasm were unmistakable, and even the rain could not dampen the mood.

Throughout the week, 17 EY Ripples initiatives were created especially for teams across our offices. The response was fantastic, with 506 volunteers from 13 offices stepping up to take part. Together, they made a tangible impact, reaching 2,376 people, saving 61 kilograms of food from landfill, and collecting 71 bags of litter in just one park. Activities ranged from plastic fishing around the docks of Canary Wharf and employability workshops with the EY Foundation, to food invention challenges using surplus ingredients, park clean-ups and much more.

Fundraising was another highlight of the week. EY Giving Week marked the start of our new two-year relationships with a wonderful group of local charities chosen by each office. Many of these charities visited our offices to share their stories and raise much-needed funds for the important work they do in our communities. The week was filled with bake sales, sports challenges and even a jazz night, all in the spirit of giving back.

“EY Giving Week 2024 was a powerful reminder of what we can achieve when we come together with purpose and passion, making a lasting impact on the communities we care about.

The Sports Teams' Network also held its annual sports gala during the week to support the EY Foundation. The event brought together 120 members and raised an impressive £1,680 in a single day.

We also hosted a lunch and learn session on Give As You Earn, encouraging everyone to explore this benefit and discover how easy it is to support charities in a tax-efficient way.

By the end of the week, the collective efforts of our people had raised almost £30,000. EY Giving Week 2024 was a powerful reminder of what we can achieve when we come together with purpose and passion, making a lasting impact on the communities we care about.

£30,000
raised in one week



Charitable giving

Employee fundraising for local communities

Across our UK offices, employee fundraising during FY25 raised over £323,000 for our chosen charities. That's £55,000 more than last year, and it reflects the growing energy and commitment of our people. The charities we supported include EY Foundation, Comic Relief, and a range of local organisations chosen by our teams.

Fundraising took many forms, from quizzes and cake bakes to fun runs, raffles, jazz nights, and comedy evenings. These events didn't just raise money. They raised awareness of the causes we care about, brought people together, and helped build a sense of community and shared purpose.

Beyond fundraising, many local teams rolled up their sleeves and got involved in hands-on volunteering. Some mentored young children, helped with homework, and joined in sports and recreational activities. Others took part in gardening, maintained habitats, and supported local soup kitchens. These efforts created real connections and made a visible difference in the lives of those we served.

To amplify the impact of these activities, EY UK offers matched funding for individuals and teams. This support helps boost the reach and effectiveness of every initiative, making sure that the time and energy our people invest goes even further.

In Aberdeen, our team has built a strong relationship with ALC. Volunteers regularly spend time at the centre, engaging with children through mentoring, sports, and creative activities. We've also raised funds by taking part in the Aberdeen Kilt Walk and even brought some festive fun; team members dressed up as the Easter Bunny and Chewbacca to bring smiles to the children at ALC's summer gala.

In Northern Ireland, our partnership with Action Cancer has grown into something truly special. From indoor cycle rides and street collections to the Belfast marathon relay and a daring hotel abseil, our fundraising efforts have been bold and heartfelt. These activities have been shared widely across internal updates and social media, sparking conversations and admiration from clients and colleagues alike.

Action Cancer's lunch and learn sessions have deepened our understanding of their mission, and a tour of their facilities gave our team a powerful glimpse into the lives being touched by our support. These experiences have strengthened our empathy and connection, reminding us why this work matters.

Ultimately, our charitable giving is about more than numbers. It's about people coming together to make a difference, building relationships, inspiring change, and strengthening our communities. As we look ahead, we remain committed to this journey, knowing that every step we take brings hope and support to those who need it most.

“

Each week, our volunteers spend time mentoring children, helping with homework, and getting involved in sports and arts and crafts. It's been incredible to see how these small moments build lasting connections.

– Leila Catherine Turner-Smith, EY Relationship Manager for ALC – Aberdeen

“

What began as a simple desire to give back has evolved into a vibrant partnership filled with purpose and passion. From sponsored cycle rides to street collections and daring abseils, our team's creativity and commitment have made a real impact. It's more than fundraising — it's part of who we are.

– Russ Stokes, EY Relationship Manager for Action Cancer – Northern Ireland

Employees raised over

£323,000
for chosen charities

Our EY UK alumni are continuing to give back to society

Driven by the passion and expertise of seniors and alumni members, the Charity and Trustee Network is helping charities create lasting impact and make a positive difference every day, from local communities across the UK to transformative initiatives in Africa.

Established in September 2021 and chaired by Rod Roman (EY UK Partner Alumni), the Charity and Trustee Network is an independent peer-to-peer support group. It welcomes all current and former senior EY UK professionals who hold founder, chair, trustee and advisory roles, or who share a passion for the charity sector.

The network offers a collaborative space for members to access board-level insights and connect on key topics including strategy, finance, governance, ESG, public policy, and board agendas. This environment encourages open discussion and the sharing of practical experience, helping members to support each other and the charities they serve.

In FY25, the Charity and Trustee Network grew to over 100 members, collectively representing more than 140 charity boards across sectors such as health, disability, education, social mobility, wildlife, the arts, diversity, and more.

Thank you to the network members whose continued engagement and passion are driving this initiative's success and making a positive difference every day to our communities, ESG goals, and the global charity sector.

“

I quickly learnt that founding the charity [50 Million Voices] had been the easy part and that growing our global impact would be much tougher!

Support like this is gold dust. Most importantly, it helps our beneficiaries who stutter to achieve their full potential, and who now come from over 40 countries!

– **Iain Wilkie, Founder & Chair of 50 Million Voices and EY UK Partner Alumni**

Lighting up the night for Bliss little lights walk

Mala Shah Coulon, EY UK and non-executive trustee on the board of Bliss

It's not every day you see balloons, prams and fairy lights at EY UK, but on a chilly Saturday in November, our office at 1 More London Place transformed into something truly special. It became the starting and end point for the Bliss Little Lights Walk, a heartfelt event marking World Prematurity Day. This walk wasn't just about raising awareness and funds, it was about celebrating the strength of premature and sick babies and remembering those who sadly didn't make it.

For me, this event brought together three incredibly important parts of my life: EY UK, where I have worked for nearly 30 years, the charity Bliss, on whose board I have been a non-executive trustee for eight years, and my own preemie twins, who are now taller than I am!

A huge thank you goes to EY UK's facilities, hospitality and security teams, and to Duncan Baldry, a fellow EY UK partner for all their work behind the scenes.

Thanks to the generosity and spirit of everyone involved, Bliss raised over £21,000 from this walk (beating the previous year's £20,000). This will go directly towards supporting the charity's vital work for families across the UK.

It's amazing to see how an empty office space can be turned into a place of warmth, hope and community. This event showed that no matter your role or title, you can help make a real difference.

Charitable giving

Comic Relief

We are proud to have supported Comic Relief’s mission for the last 25 years in our role as honorary accountants. For Red Nose Day 2025, we raised over £20,000 through employee fundraising, Gift Aid and EY UK matched funding. The energy and creativity across the UK were incredible, with everyone embracing the 80s theme that Comic Relief used to celebrate its 40th anniversary. Offices nationwide sold red noses and merchandise, ran raffles, scavenger hunts and sports challenges, and brought their own unique Red Nose Day magic to life.

Aberdeen had heaps of fun with an 80s-themed aerobics class. Belfast, Birmingham, Edinburgh and Luton hosted brilliant bake sales. Budding artists in Bristol, Cambridge, Glasgow, Leeds, Reading and beyond showed their talents in canvas painting workshops. Liverpool enjoyed a pizza and quiz night, while London got giggly with a comedy night. Manchester rolled out the tombola, Newcastle held a table tennis tournament and quiz, and Southampton ran their annual nose and spoon race. Safe to say, a lot of fun was had by all.

Beyond Red Nose Day, our teams also competed in a netball tournament to raise even more funds for this brilliant charity. Looking back, we are proud of the difference we have made together and excited to see how Comic Relief continues to evolve and inspire.

This year, we will bring our role as honorary accountants for Comic Relief to a close. We are proud to have supported their mission since 1999, and we certainly went out with a bang!



Raised over **£20,000** for Red Nose Day

Helping create safer communities

Team London Bridge, known as TLB, is a Business Improvement District that brings together a diverse network of organisations across retail, hospitality, professional services, public services and more, all working together to enhance the safety, resilience and vibrancy of the local area. The network also includes representation from both the Metropolitan and British Transport Police, reinforcing its commitment to public safety.

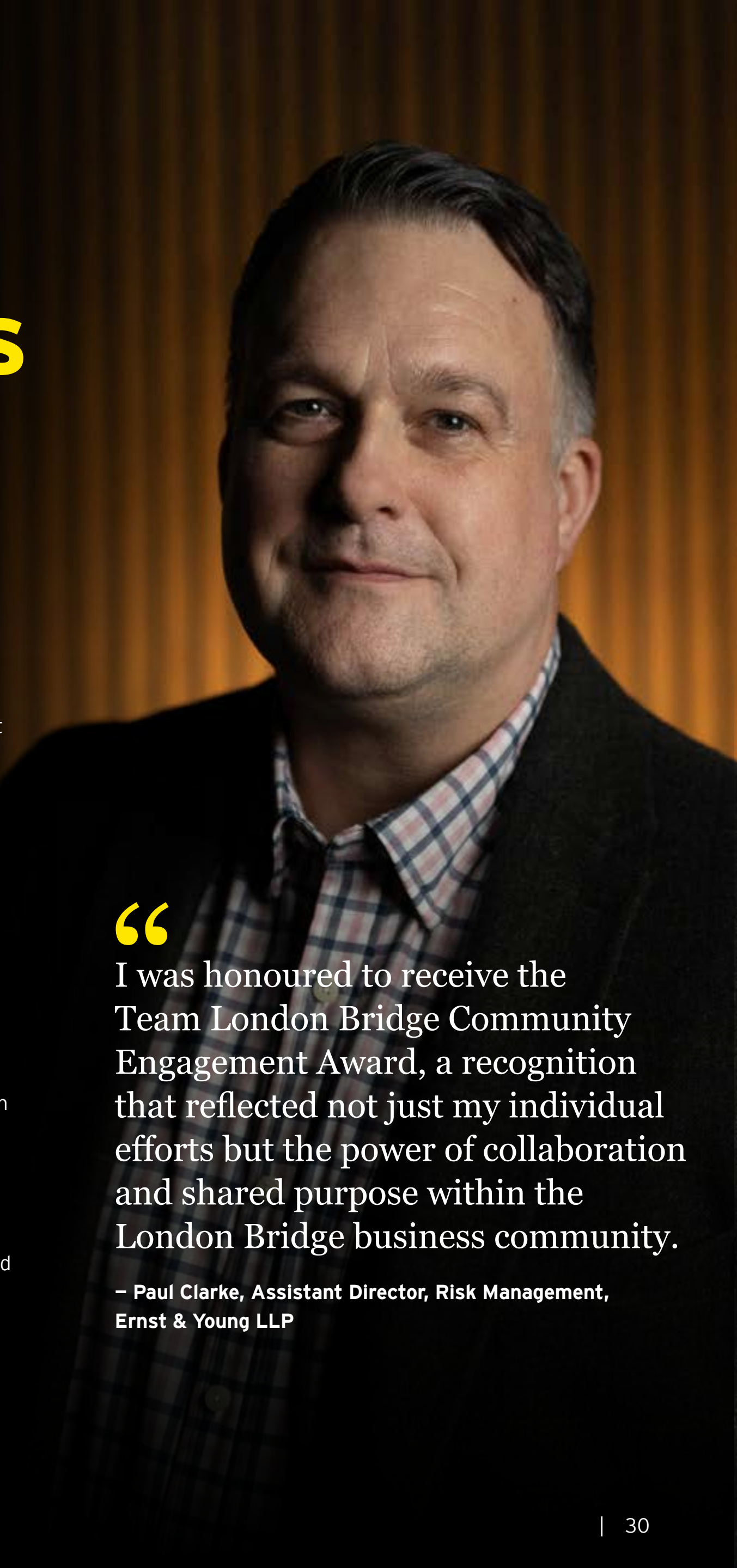
Paul Clarke, Protective Intelligence and Risk Manager in the EY UK Business Resilience team has worked closely with TLB and in 2025 received the Team London Bridge Community Engagement Award.

One of the most meaningful aspects of this collaboration has been the way it encourages early insight into emerging threats. Organisations can respond more quickly and in a coordinated way, reducing the impact of disruptions and protecting both people and places. The meetings also help build cross-sector resilience, allowing businesses to understand how challenges in one industry can ripple across others, and prompting joint action for improved resilience.

The network has helped strengthen relationships and trust among local stakeholders. Regular engagement has created a sense of openness and mutual support, making the London Bridge business community more connected and better equipped to face future challenges together.

“I was honoured to receive the Team London Bridge Community Engagement Award, a recognition that reflected not just my individual efforts but the power of collaboration and shared purpose within the London Bridge business community.

– Paul Clarke, Assistant Director, Risk Management, Ernst & Young LLP



Empowering our people through EY Ripples

Giving back to society is not an extra task. It is a core part of who we are and how we grow as a business and as individuals. Our commitment to corporate responsibility is deeply embedded in our culture and talent agenda, and it shows in the way our people step up to support their communities.

Through EY Ripples, the EY corporate responsibility strategy, we empower our people to create positive change at both grassroots and societal levels. Every EY UK person has two days of volunteering allowance each year, which they can use to support causes close to their hearts. Whether it is helping local charities or joining structured EY Ripples initiatives, the impact is real and far-reaching.

This year alone, 5,789 EY UK volunteers reached an incredible five million people through EY Ripples. Over 30,000 hours were dedicated to volunteering alongside day-to-day responsibilities, including pro-bono support through partners like Social Business Trust. Many of our people also continue to support the fantastic work of the EY Foundation.

One area where we have seen growing momentum is in our support for primary education. Under EY Ripples, one of our key focus areas is Supporting the Next Generation. This year, we deepened our partnership with 2B Enterprising to deliver The Bumbles of Honeywood Enterprise Education Programme. This unique initiative introduces primary school pupils to essential life skills such as communication, resilience, teamwork, financial literacy and leadership. The programme is built around a series of beautifully illustrated storybooks, supported by lesson plans, presentations and interactive activities. These come to life through three in-person workshops delivered by the 2B Enterprising education team. The workshops offer fun, inclusive and engaging learning experiences, including hands-on enterprise challenges and real-world insights from employers like EY UK. These sessions help children connect with the world of work in a way that is inspiring and relatable.

We are also proud of the continued success of Code Club, which focuses on introducing primary school children to the world of coding. These sessions give young people the chance to learn how to build websites, apps, games and more in a safe and creative environment. Participants work on exciting projects, meet like-minded peers, and develop valuable social and technical skills. EY UK volunteers support the sessions alongside parents or guardians, helping children explore technology in a hands-on way. This year, we took things a step further with our first STEM Ladder event, which brought Code Club together with a Team Repair workshop. Children had the chance to fix gadgets and gain practical engineering experience, sparking curiosity and confidence in STEM subjects. We have also continued our collaboration with EY Foundation, working closely with them to deliver Code Club sessions as part of their Futures programmes across the UK.

These initiatives are more than just volunteering. They are about creating opportunities, building confidence and inspiring the next generation.



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When a child who has never spoken in class suddenly finds the courage to join in ... that’s not a lesson, it’s a lifeline. Our collaboration is making this magic happen, planting seeds of ambition and self-belief that will grow for years to come.

– 2B Enterprising

Over **5mn** lives impacted through
EY Ripples by **5,700+** volunteers

Over **30,000** hours of volunteering

People profile interview

Jayne Brewer, CEO, 2B Enterprising

Supported through EY Ripples

How is 2B Enterprising creating positive change in the communities you work with?

2B Enterprising has established a programme to support the development of employability and enterprise skills from the very earliest stage in ones learning journey. We work with over 400 primary schools in the UK – delivering inspiring education sessions focused on developing the skills and experience of young people to prepare them for future work and life. Primary schools often sit in the heart of every community – a central point for engagement and a key hub for nurturing the minds of our future leaders. The programme comprises storybooks, lesson plans and activities for primary educators to utilise with those aged 5 to 11 – teaching skills such as leadership, problem solving, communication, teamwork, creativity, resilience and determination. Our aim is to ensure our future generations are armed with the relevant skills for success – while exposing them to role models and work environments which inspire and raise aspirations.

What has stood out to you about this relationship, and how has it helped strengthen your impact?

The people, their passion and their purpose. Every single EY UK person we have met – whatever their position, whatever their discipline,

has demonstrated a real commitment to their vision of ‘Building a better working world’. Whether we’re on a Teams call, attending an event or delivering a workshop in a primary school – the EY UK colleagues always show up, fully engaged and interested. It’s rare to work with an organisation where the team vision is so clearly shared and reflected in their work. EY UK first supported a school in Bristol but has since expanded its support across the UK to include Birmingham and London – furthering the access to essential resources which will certainly help build a better working world.

When you look back on this past year, what are you most proud of in terms of 2B Enterprising’s impact?

We’ve worked with over 19,467 pupils in the last academic year alone – and 66,000 since we launched in 2021. We could not do this without the support of organisations such as EY UK – giving young people the opportunity to not only access resources without budgetary constraints but meet with colleagues and leaders from one of the most recognised global professional services brands is something we are all very proud of. Seeing many young people, who wouldn’t usually engage with educational activities, get actively involved and enthused in what we deliver is incredibly satisfying and we can’t wait to expand this further internationally and through more accessible digital tools.

“Every single EY UK person we have met — whatever their position, whatever their discipline — has demonstrated a real commitment to the vision of ‘Building a better working world’.

Working with over **400** primary schools in the UK

19,467 pupils engaged



Empowering Black British entrepreneurs

In FY25, EY UK took a bold step toward addressing wealth disparity in the UK by launching a new initiative to support Black British entrepreneurs. Working closely with Dr Carlton Brown of the Black British Entrepreneur Conference and our colleagues in the EY Global Supply Chain Services Team, we developed a programme designed to unlock potential and drive growth.

Originally named the EY Empowerment of Black British Entrepreneurs programme and now known as Ignite as part of our Black Entrepreneur Hub, this initiative brought together a cohort of 10 entrepreneurs from a wide range of industries. Each participant was matched with an EY UK mentor and took part in tailored upskilling sessions focused on the challenges they faced. They gained access to valuable networking opportunities and heard directly from successful entrepreneurs and investors. Using the EY 7 Drivers of Growth framework, they were encouraged to think strategically about scaling their businesses. The peer-supported environment also allowed them to learn from one another and build lasting connections.

Ignite is more than a programme. It is a commitment to equity, opportunity and long-term impact. By supporting Black British entrepreneurs with the tools, mentorship and networks they need, EY UK is helping to build a more inclusive and prosperous future for all.

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The success of the programme has been deeply encouraging. We are proud to continue championing this group and are expanding the offering to include the opportunity for participants to complete a dedicated MBA through the Black British Initiative.



People profile interview

Marva Williams, Founder, Shhh... Menopause Wellness

Supported by EY Ignite

What does having an impact mean to you?

As a Menopause Coach and Counsellor, having an impact means being able to transform lives through awareness, education and support. Too often, women suffer in silence, dismissed or misunderstood. For me, impact is about changing that narrative ensuring that women feel seen, validated and equipped with practical tools to navigate this stage of life with confidence and dignity.

How is Shhh... Menopause Wellness creating positive change in the lives of others?

Shhh... Menopause Wellness is more than a brand, it's a lifeline. We provide symptom-led, natural products alongside education, counselling and community support so that women no longer feel isolated on their menopause journey. Through our advocacy, we are not only tackling stigma but also championing inclusivity by amplifying the voices of women, particularly Black and South Asian women, whose experiences are too often overlooked in this conversation.

How has your experience in the EY Ignite programme helped you grow your business and deepen your impact?

The EY Ignite programme has been a catalyst for growth, giving me both the practical frameworks and the confidence to scale Shhh... Menopause Wellness. I have been stretched to think bigger, refine my business strategy, and articulate our mission with greater clarity. A special part of this journey has been the mentorship and encouragement of Karen Lay of EY UK. Karen's guidance, insight and belief in my vision have been instrumental in helping me strengthen Shhh... and remain anchored in purpose as I expand our impact.

One of the proudest moments in my journey was to speak at the Confronting Disparities: Women's Health and Race conference at Reading University. With Shhh... Menopause Wellness at the heart of the conversation, the event created a much-needed space to explore how systemic inequities continue to shape women's health, especially for Black and Brown women who are so often left out of the narrative.

It was a day marked by honesty, courage and connection. One of the most powerful moments came during the keynote speech, which laid bare how racism in medicine has harmed Black women's health, not just in the past but in the present day. Hearing those truths spoken out loud was both sobering and galvanising, and it reminded me why these conversations matter so deeply.

This achievement is deeply personal to me because it showed what's possible when we bring truth to the forefront and give people permission to listen, reflect and act. Walking away from that day, I felt a renewed conviction that change is not only possible – it's our responsibility. And Shhh... Menopause Wellness will continue to create those spaces where voices are amplified, stigma is broken, and solutions are born.



Gbemi Shitta

Founder, SweetDoughThings

Supported by EY Ignite



What does meaningful impact look like at SweetDoughThings, and how do you bring that to life in the business?

At SweetDoughThings, meaningful impact isn't just about the treats we create, it's about making joy, inclusivity and choice tangible in every aspect of our business. That means designing products that anyone can enjoy, whether they're vegan, sugar-conscious, or managing other dietary needs, without compromising on flavour or fun.

But impact goes beyond the sweets themselves. It's in our deliberate operational choices: sourcing ingredients and packaging locally, designing recyclable packaging, and repurposing production waste to support local farms. It's in the way we nurture a diverse team, champion women-led leadership, and mentor emerging entrepreneurs.

In what ways has working with EY UK helped you grow your impact or reach more people?

Working with EY UK people has been transformative in helping SweetDoughThings scale both impact and reach. Programmes like EY Ignite,

alongside mentorship and networking opportunities, have allowed me to step back and think strategically about growth, from reaching new markets to optimising operations and connecting with partners we might not have met otherwise.

This collaboration has also amplified our voice. Participating in panels and advisory sessions has allowed us to share our story and values with a wider audience, proving that a business can be commercially successful while prioritising social and environmental responsibility.

When you reflect on SweetDoughThings' journey, what impact are you most proud of and why?

I'm especially proud that we've shown a small, women-led, minority-owned business can thrive at scale while staying true to its values. Every challenge, from ingredient sourcing to navigating retail and regulatory hurdles, has reinforced that impact isn't just about numbers; it's about creating lasting, positive change for everyone we touch. That, ultimately, is the legacy we're building with SweetDoughThings.

“It's about making joy, inclusivity, and choice tangible in every aspect of our business.

Roneish Myers

Founder, MoneyHeave

Supported by EY Ignite



Please briefly describe MoneyHeave's purpose

MoneyHeave exists to break down barriers to economic equality, improve wellbeing, and support healthier financial habits. We empower employees, underrepresented communities and students through financial education that's accessible, relatable, and rooted in real-life experience. MoneyHeave was created to offer something different: a safe, supportive space where learning about money is honest, empowering and human.

What does having an impact mean to you?

For many individuals in the UK, financial education is something that they have

250
workshops

never been taught. So, it's an absolute privilege to be able to educate, raise awareness and be part of so many different individuals' lives from different cultures and countries. It allows my work to be so much more meaningful. I have the opportunity to do purposeful work, and it means everything to have a job where you can see a difference actually being made.

How is MoneyHeave creating positive change in the lives of others?

To date, we have supported over 9,500 individuals, delivered more than 250 workshops, and produced 12 programmes. These programmes achieved measurable outcomes: 60% of participants reported reduced financial stress, 80% described the sessions as highly engaging, and 90% took immediate action to improve their financial situation. These results demonstrate that carefully designed interventions can transform behaviour, confidence, and raise awareness.

9,500
individuals

How has your experience in the EY Ignite programme helped you grow MoneyHeave and deepen your impact?

It has been a real eye-opener. The programme gave me the space to step back from the day-to-day and really think about how to scale MoneyHeave in a sustainable way. I didn't just get a mentor, I gained someone who felt like a consultant in my business, and the match was so powerful because they were truly passionate about financial wellbeing. That support, along with the chance to connect with other founders and be part of a wider network, has been invaluable. One of the highlights for me was working with the EY UK Social Mobility team on National Numeracy Day, where I spoke on a panel to over 500 individuals. Opportunities like that have opened new doors, sharpened our strategy, and strengthened my confidence to grow MoneyHeave and deepen our impact.

12
programmes

What's one moment or achievement you're most proud of on your journey so far?

This is such a hard question, because there are so many moments and achievements! However, what really touches my heart is when we get an email or a message from a student, an employee or just someone from the community, old or young, and they are able to share how a workshop, workbook or video that we've put out has been impactful in their lives. It's a blessing when people come back to us and say, "We've been able to clear this amount of debt", or "We've been able to save this amount of money" or "We are no longer feeling financially stressed."

We've been privileged to have won and been nominated for various awards for our contributions. It's a breath of fresh air because it's not been an easy journey for us as an organisation, but in these moments, it reminds us why we do what we do, and it keeps us going.

Andrea Stewart

Founder, The Shades of Melanin

Supported by EY Ignite

What does meaningful impact look like at The Shades of Melanin, and how do you bring that to life in the business?

For me, meaningful impact at The Shades of Melanin means creating a diverse and inclusive brand that truly celebrates, empowers and represents all skin types. It is about shifting narratives and educating people, making sure every shade, every story and every experience is seen and valued. I bring that to life through community-led initiatives, podcasts, publications and collaborations with establishments that share the same vision. Every choice I make, from product design to formulations, is guided by a commitment to reflect real people. It is not just about creating products, it is about driving lasting cultural change and highlighting the importance of sun safety for everyone.

In what ways has working with the programme helped you grow your impact or reach more people?

Being part of the programme has been a transformative and confidence-building experience. The visibility it gave me helped me connect with other purpose-driven founders, gain exposure to new audiences and access the tools I needed to grow effectively. That support really amplified my voice and helped The Shades of Melanin reach more communities while staying true to its mission.

When you reflect on The Shades of Melanin's journey, what impact are you most proud of and why?

When I look back on The Shades of Melanin's journey, I am most proud of the community that has grown around it, the consumers I have listened to and supported. The changes made based on their feedback have helped strengthen and build a trustworthy brand. Hearing from people who finally see themselves represented means everything to me. My personal story reminds me why I started. The greatest impact is not just about the brand, it is also about the education behind it.

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I am most proud of the community that has grown around it, the consumers I have listened to and supported.



EY Foundation

Over two million young people in the UK are eligible for free school meals, and the ambition of the EY Foundation is to ensure they have the same employment and earnings potential as their peers. This goal is being pursued through a mix of direct programme delivery, digital innovation and collaboration with employers and partners who share a commitment to equal opportunity in the workplace.

In the past year, 4,000 young people eligible for free school meals took part in programmes and workshops designed to build their confidence, skills and career readiness. This work was made possible thanks to the dedication of 2,052 volunteers, many of whom work at EY UK, and the involvement of 348 employers who provided guidance, experience, and training.

Several new initiatives were introduced in 2024 and 2025 to deepen impact. One focused on helping young people navigate apprenticeship applications, offering tailored support around numerical reasoning tests and other common assessment tools used by employers. Another supported 162 young people in exploring entrepreneurship, helping them take early steps toward starting their own businesses. In Bradford, co-design sessions were held with young people to understand what high-quality work experience should look like and how local support could help raise aspirations and develop key skills.

These efforts are part of a wider push to create systemic change, ensuring that young people from low-income backgrounds are not just included in the future of work, but are equipped to thrive in it.



2,052
volunteers

young people eligible for free
school meals participated

4,000

Intrinsic motivation research

A new research project commissioned by the EY Foundation and carried out by the Institute for the Future of Work has explored how young people from low-income backgrounds can better prepare for the changes happening in the workplace. With technology transforming the way we live and work, the study focused on how intrinsic and internal forms of motivation can help young people develop the skills they need to thrive.

Intrinsic motivation means doing something because it feels rewarding or enjoyable in itself, and internal motivation is engaging in an activity because it aligns with a person's values. The research found that when young people have lower levels of these kinds of motivation, it can make it harder for them to build meaningful careers. But it also showed that motivation isn't fixed, it can be nurtured with the right support.

To help turn these insights into action, the Institute developed the Good Work Motivation Cycle. This framework offers practical ways to help young people develop different forms of motivation and build skills like creativity, problem-solving and collaboration. These are the kinds of abilities that are increasingly valued in today's job market.

The findings offer useful guidance for those designing policies and programmes to support young people as they move from education into work. As a next step, the EY Foundation will be testing the framework through its employability skills programmes, helping more young people take confident steps towards securing meaningful and rewarding work.

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This framework offers practical ways to help young people develop different forms of motivation and build skills like creativity, problem-solving and collaboration.



SME study to understand what drives social mobility

Across the UK, employers are being encouraged to take meaningful steps to improve social mobility by actively recruiting young people from a low-income background. By adopting inclusive recruitment, progression and retention practices, businesses can help close skills gaps while unlocking the potential of talented individuals who are often overlooked.

To better understand what motivates businesses to prioritise social mobility, a study was commissioned with small and medium-sized enterprises in Northwest England. The findings, published in partnership with Groundswell Innovation, highlight that social mobility is not just a moral responsibility, it's a smart business move. The report outlines the risks of doing nothing and shares real examples of how organisations of all sizes are making a difference.

This research builds on the 2024 report 'The Opportunity Effect' by Demos, which makes a strong case for social mobility as a driver of productivity and economic growth across the UK.



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As someone who's benefited from social mobility programmes, I've seen how powerful it is when employers genuinely commit to social mobility. My understanding has grown from seeing it as a way to help young people access opportunities, to recognising it as a long-term investment in diverse talent and innovation. For us, it's a real sigh of relief because it shows we're seen, understood and supported. We're not having to constantly prove we're worthy at every step. With that support, our progress continues to advance, giving us the space to build our skills and confidence without constantly battling unseen barriers.

– Huma Kiyani, a member of the EY Foundation Youth Advisory Board, shared her personal experience

AI and social mobility

As artificial intelligence (AI) continues to reshape the world of work, the EY Foundation has released a paper exploring what this shift means for social mobility. With the labour market evolving rapidly, the paper highlights both the opportunities and the risks for young people, especially those from low-income backgrounds, in an increasingly AI-driven economy.

Endorsed by the Chair of the Social Mobility Commission, the paper doesn't just raise questions, it introduces two practical projects aimed at understanding how AI can be used to support young people in building better futures. These initiatives are designed to generate real insights into how technology can be made more inclusive and empowering.

The paper also makes a clear call to action. As Kester notes, the ground rules for AI are being shaped now. For those committed to supporting communities that have often been overlooked, this is the moment to step forward and help ensure that no one is left behind.



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Young people are the future of work and of our society. As we go through this technological transformation, it is vital that young people, whatever their background, are able to use these extraordinary new tools to build a fairer future of better work. This timely and pioneering report gets right to the heart of what the issues are in this space and how we need to work together to go about finding inclusive and engaging solutions to them.

– Kester Brewin from the Institute for the Future of Work

People profile interview

Giles Dunn, Partner, UK Consumer and Life Sciences Market Lead and Head of Cyber Engineering

Yash Sharma, Senior Manager, Cyber Transformation, Risk and Compliance, Ernst & Young LLP

Supporting EY Foundation

Q: How did you first get involved with the EY Foundation, and what inspired you to take action?

Giles Dunn: My journey with the EY Foundation started quite organically. I remember walking through the main entrance at EY UK and seeing the Foundation team sharing their volunteering opportunities. It got me thinking about how my team could get involved in a way that really played to our strengths. Rather than just encouraging individuals to volunteer separately, I saw an opportunity for us to come together as a team and offer even more by combining our specialist knowledge. That's when I reached out to Yash and said, "Let's make this tangible." From there, we built something together that's now having a real impact.

Yash Sharma: Giles' idea was the spark, and I helped turn it into reality. We realised there were pockets of interest across the team, but what was missing was a coherent channel. Under Giles' leadership, we set up a structure that allowed us to bring together excited people and create a real foundation for our involvement.

Q: What does your work with the Foundation look like in practice? What impact have you seen?

Yash Sharma: We've hosted several sessions as part of the STEM Futures and Tech Futures programmes, engaging with around 60 to 70 students in different ways. The highlight has been the three-day

programmes where students come in to learn about cyber, what it is, how it works, and how it impacts the world around them. It's been fascinating to see their curiosity grow, especially when we share real-world examples of how cyber plays a role in industries they care about. The students get to meet everyone from partners to new graduates, which makes the experience relatable and inspiring.

We've also seen a positive shift within our own team. About 40 to 50 colleagues have volunteered, and we now have 10 active mentors supporting students over the long term. Many team members have signed up as volunteers after seeing the impact firsthand.

Giles Dunn: Our goal was to create a pathway for young people who wouldn't normally know how to get into a cyber career. We wanted them to be articulate and confident enough at 18 to go to an interview and win a role on merit. The mentorship and longer-term relationships we've built have really upped the success rate for those wanting to enter cyber.

Q: How has this experience shaped your own journey?

Giles Dunn: It's added the thing I value most in life, giving back. I've worked in the military and government, where supporting others is key. Being able to balance our client commitments with opportunities to make a difference for

young people is genuinely fulfilling. It's especially inspiring to see students discover the range of opportunities in cyber and realise just how much is possible. That sense of excitement and possibility makes this work really meaningful for me.

Yash Sharma: It's been a source of pride to see someone from our team come through the Foundation, join our cyber team and thrive. Watching him grow and drive the Foundation agenda within cyber has been a full-circle moment. His school even won an award for participation, and seeing that recognition was very special.

Q: What advice would you give to others who want to get involved with the EY Foundation?

Giles Dunn: Don't be scared, just give it a go. You can add value in ways you might not expect. It's not just about volunteering for two days; think about how you can facilitate more with your access and experience. The more senior you are, the more impact you can have by bringing people together to amplify your impact together.

Yash Sharma: There's a lot happening with the Foundation, different programmes at different times. My advice is to look out for opportunities and get involved in as many as you can. Each experience is unique and rewarding.

Supporting social enterprise through the Social Business Trust

Building financial sustainability for specialist education

As a corporate supporter of Social Business Trust, we often take on pro-bono work for their portfolio of social enterprises, including ones like Speech and Language UK. Speech and Language UK is a charity that exists to support children who face challenges with speech and language, including running two specialist schools that cater to children with complex or severe difficulties in talking and understanding words. As the cost of delivering high-quality education continued to rise, particularly due to significant inflation in operational expenses, the organisation found itself needing a more strategic and sustainable approach to determining the pricing of school places. This was essential not only to cover day-to-day running costs but also to ensure long-term financial stability and continued support for the children and families who rely on their services.

To help address this challenge, a team from EY UK's Transactions and Corporate Finance service line partnered with Speech and Language UK to develop a flexible financial model that could evaluate the cost base of both schools under a range

of scenarios. The model was built using detailed inputs from each school, including anonymised pupil-level data that allowed the team to assess the impact of different fee structures. It also included functionality to apply sensitivities to various cost categories, enabling the charity to simulate potential financial shocks and better prepare for future uncertainties.

The output of the model was designed to be both practical and insightful, featuring a clear structure of tables and graphs that allowed the charity to test pricing assumptions, monitor cost coverage and plan more effectively for sustainable operations. Beyond the numbers, the model also helped strengthen internal processes and supported more informed, data-driven conversations with local authorities, who play a key role in funding specialist school places.

Importantly, Speech and Language UK has now embedded the model into their regular planning cycle, updating it as new pupils join and circumstances evolve. This has given the organisation greater confidence in its long-term decision-making and helped reinforce its financial resilience.

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Working with Speech and Language UK was such a rewarding experience. Assisting them with forecasting allowed me to develop my own skills while helping ensure their placement pricing maintained a stable financial position, enabling them to continue supporting children with speech and language difficulties.

– EY team member



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The EY UK financial modelling support was invaluable, providing us with the clarity and insights needed to navigate the complexities of school fee structures. This collaboration has been instrumental in helping us strengthen our financial planning and, ultimately, better serve the children and families who rely on our support.

– Neil Maslen, Director of Education at Speech and Language UK

People profile interview

Joanne Hay, CEO, SBT

EY UK works with the Social Business Trust (SBT) to provide resources and expertise to the social enterprises they support to enable them to tackle their challenges, grow their impact and fulfil their potential to create lasting social change.

Q1. What does meaningful impact look like to you, and how do you see it reflected in the work of Social Business Trust?

For me, meaningful social impact is about lasting change in people's lives, not just short-term fixes or outputs. It's about shifting the conditions that hold inequality in place.

Earlier in my career, I worked in government. I saw how policy can set the stage for change, but it was always the work happening in schools, charities and communities that made it real. Later when I ran an education social enterprise, impact wasn't just about exam results. It was about helping young people believe in themselves, build networks and feel they had choices.

SBT backs brilliant charitable social enterprises tackling systemic challenges in education, employment and health. We do that through a mix of grant funding and professional support. It might sound unglamorous but what leaders often tell me is how hard it is to build the basics; steady income, finding the right people, good digital tools and a clear strategy. These things are vital, but they're often underfunded.

That's why SBT support matters. When a youth organisation redesigns its staffing model and creates more consistent support for young people, or a charity improves its digital systems and suddenly has the capacity to scale nationally, that's transformative. It's the difference between just getting by and truly making a lasting difference.

Q2. How has the partnership between EY UK and Social Business Trust helped drive greater impact for the social enterprises you support?

EY UK has been part of SBT since day one and continues to shape the work we do. This year alone, EY UK colleagues have helped more than 24 charities and supported over two million people to succeed in education, find good jobs, and lead healthier lives.

What makes this partnership so powerful is the quality of the people EY UK brings to the table. They bring deep business know-how and a genuine desire to help. Support is practical, thoughtful and tailored, from all parts of the business. It's a partnership I'm proud of.

Q3. What are you most proud of when you reflect on the impact Social Business Trust has made?

We have managed to bridge the gap between commercial thinking and social impact to help charities grow stronger and reach further. We've stayed lean and flexible, with a brilliant team including two EY UK secondees who bring fresh energy and expertise. We've listened closely and adapted to what our partners need.

But what really makes me proud is our volunteers. They're the heart of SBT. Whether it's helping shape strategy, mentoring, or running masterclasses, they show up when it matters. The change they help create often happens quietly, but its impact is hugely valued by our charity partners.

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I am proud of every charity we've supported ... when they succeed, we all succeed, and the ripple effect of that success touches lives across the UK.



Supporting social enterprise through the Social Business Trust

Supporting the not-for-profit organisation, HILS, to become England's largest meals-on-wheels provider

Health & Independent Living Support (HILS) is a not-for-profit organisation with a simple but powerful mission: to help people stay healthy, happy and independent. At the heart of their work is the Meals on Wheels service, which has grown to become the largest of its kind in England. But behind that growth is a story of thoughtful support, strategic guidance and a shared commitment to making life better for thousands of people.

Since 2017, Fredrik Bürger, a partner in EY-Parthenon, has served as SBT Investment Director for HILS. Over the past eight years, he's brought not just business insight but a deep sense of purpose to the role. Fredrik has helped guide CEO Sarah Wren and her leadership team through key decisions, offering advice on everything from VAT compliance to technology upgrades. He's also been a steady presence on the Board, helping HILS navigate challenges and seize opportunities.

One of the biggest hurdles came when food prices were set to rise sharply, first by 9%, then by 13% just three months later. A detailed benchmarking analysis comparing food inflation with supplier costs gave HILS the data they needed to renegotiate terms. The result? The second price increase was cut in half, and a downward-only price revision was secured.

As HILS continued to grow, they faced new challenges within their workforce. The expansion brought together teams from councils, charities and private providers, each with different structures and roles. Financial pressures were also mounting, with changes to National Living Wage and National Insurance contributions, and over 50 employees on zero-hours contracts that risked becoming non-compliant.

To help HILS navigate this complexity, Nicola Oldroyd, Manager, and Adam Gibson, Director, from the Workforce Advisory team, led a group of consultants to develop a tailored solution. Over four weeks, they mapped out the entire Meals on Wheels service, analysing roles, locations and operating models. They identified variations across sites and built scenarios to show how workforce productivity could be affected. Their final report included strategic recommendations and a clear handover plan, giving HILS the tools to forecast and visualise service demand throughout the year.

Together, these efforts have helped HILS not only grow but thrive. From strategic board-level advice to hands-on workforce planning, the support has made a real difference, ensuring that HILS can continue to deliver meals, care and connection to those who need it most.

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I feel like I can contribute with thoughts and ideas in a very concrete way. I find it extremely fulfilling to see, not least through driving some meals on wheels rounds in a snowstorm, the fantastic impact the organisation has in the communities in which they operate.

– **Fredrik Bürger, EY Partner and SBT Investment Director on HILS' Board**

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My firsthand experience underscored the importance of sharing our Strategic Workforce Planning capabilities in helping HILS address challenges that, without our intervention, could have hindered their ability to sustain both their workforce and the vital services they provide to the community.

– **Nicola Oldroyd, Manager, Workforce Advisory team**



Supporting social enterprise through the Social Business Trust

Driving collaboration to activate employee value propositions

Social enterprises often face unique challenges when it comes to attracting and retaining talented people. Without the ability to compete on salary alone, many struggle to articulate what makes them a great place to work.

To help address this, an EY UK consulting team delivered a programme with a simple but powerful goal: equip the Social Business Trust's HR and talent leaders with the tools to define and activate a compelling Employee Value Proposition (EVP) that reflects their organisation's purpose, culture and strengths.

Over the course of three interactive workshops, more than 30 HR and talent leaders from across the SBT portfolio came together to learn, share and grow. Each session built on the last. The first introduced the fundamentals of EVP, helping participants understand what it is and why it matters. The second explored the core components of a strong EVP, encouraging leaders to think about which elements they should emphasise or refine. The final session focused on practical strategies for bringing their EVP to life, with tools and frameworks to support ongoing development.

These workshops created a shared learning environment where people could test ideas, discuss challenges and build a supportive community. Attendees left with practical resources and a clearer sense of how to position their organisation as a place where people feel valued and inspired.

Feedback was overwhelmingly positive. Participants rated their improved understanding of EVP at 9.3 out of 10, and their confidence in using the tools provided at 8.7.

Following the success of the programme, EY UK's People Consulting team is now adapting the workshop model to cover other key topics such as leadership development, performance management and career pathways.



SBT talent and HR
leaders engaged

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The EY Lane4 facilitators left these sessions feeling enriched and were deeply inspired by the sense of purpose and the tangible impact demonstrated by the charities who participated in the EVP workshops. We enjoyed the challenge of exploring the unique levers that the charity sector could use to enhance their EVP.

– Leonie Marshall, Senior Manager, EY Lane4,
Ernst & Young LLP

“

EY UK's EVP training has equipped us with practical tools to listen more effectively to our staff and to respond thoughtfully. The insights gained are helping us to refine our EVP, ensuring we not only attract and retain skilled team members but also nurture a culture where colleagues feel valued and supported.

– Laura Lewis-Williams, Managing Director
at Challenge Partners

Supporting social enterprise through the Social Business Trust

Inspiration for all: mentoring to drive social mobility

Inspiring Partnerships is a nine-month reciprocal mentoring programme that pairs senior education leaders with EY UK partners to foster leadership excellence and drive social mobility. To ensure purposeful connections, Inspiration for All engages with EY UK volunteers to understand their strengths, experience and leadership style, enabling thoughtful and strategic matching.

Designed to fit around demanding schedules, the programme offers one-hour mentoring sessions each month, either in person or online. Each partnership begins with a facilitated initial meeting, followed by structured sessions that progress from goal setting and scoping, through development and reflection, to a final review of learnings and leadership growth.

The programme creates a safe and trusted space for leaders to share, reflect and grow. Ultimately, it improves outcomes for young people through stronger and more confident leadership. Since launching the initial pilot, EY UK has supported over 100 participants through the programme. The overwhelmingly positive feedback from both education and EY UK leaders has driven strong demand, reinforcing the programme's value in fostering impactful collaboration, leadership development and social impact. It continues to resonate deeply with EY UK's commitment to building a better working world and we look forward to many more successful partnerships.

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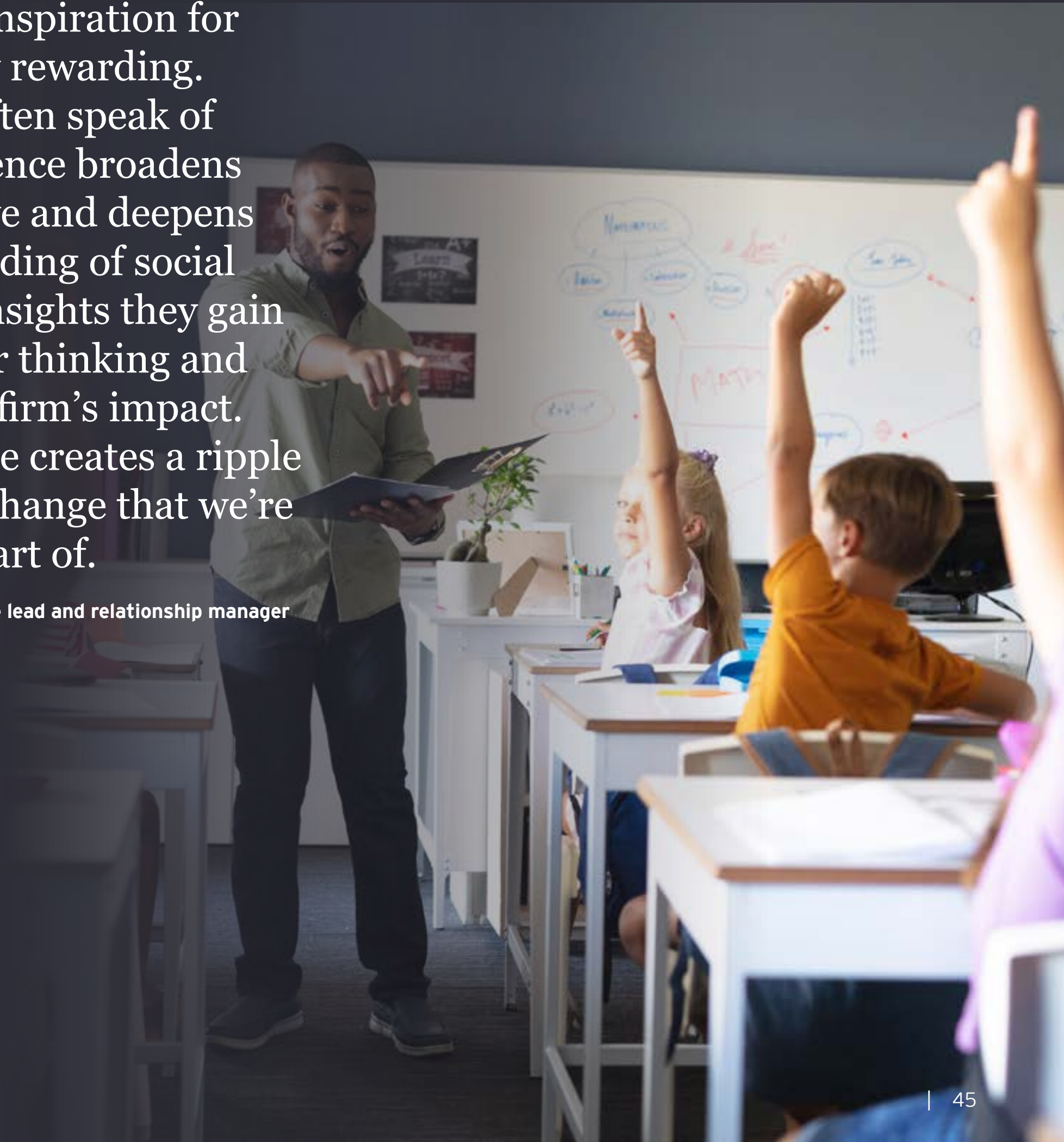
Our impact data consistently shows that when leadership is truly collaborative, it can transform outcomes for underserved young people. EY UK partners and school leaders are strategically matched, creating powerful experiences that shape leadership and drive lasting change. School leaders build on their expertise to deliver lasting impact across attainment, wellbeing, and future outcomes for young people.

– Sarah Caton, CEO Inspiration for All

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Working with Inspiration for All is incredibly rewarding. Our Partners often speak of how the experience broadens their perspective and deepens their understanding of social mobility. The insights they gain help shape their thinking and strengthen our firm's impact. This programme creates a ripple of meaningful change that we're proud to be a part of.

– Amy Hood, EY UK Initiative lead and relationship manager



Supporting social enterprise through the Social Business Trust

Expanding the impact of Jamie's Farm



Jamie's Farm is a charity that supports children at risk of exclusion from school by offering immersive residential experiences on working farms. While Jamie's Farm's holistic and evidence-based approach creates impactful experiences, the model is resource-intensive and difficult to scale.

To address this, the Cultivating Change programme was created to deepen and extend the charity's impact beyond residential visits. The aim is to enable more sustained engagement with schools, embed Jamie's Farm's methodology into everyday teaching, and tackle the systemic barriers to pupil inclusion and wellbeing.

An EY-Parthenon team worked closely with Jamie's Farm to shape Cultivating Change as a strategic extension of their core offer. Through three interactive workshops, including one at the Bath site, the team helped Jamie's Farm explore opportunities within the UK education system, understand the needs of schools and pupils and learn from the approaches of other organisations.

Together, Jamie's Farm and the EY-Parthenon team prioritised the initiatives most likely to deliver real impact, taking into account current capabilities and delivery costs to develop a practical roadmap. The final report provided clear recommendations on which schools to target, how to price and promote the programme, and how to align it with the priorities of school decision-makers. Five specific initiatives were included: engaging school leadership, structured lead-ins and follow-ups, wider teacher involvement, structured teacher reflection and the inclusion of teacher trainees.

This work enabled Jamie's Farm to launch an expanded offer with partner schools in the following academic year. It also positioned the charity to influence teaching practice more widely and extend its reach beyond residential experiences as Cultivating Change grows over the next two to five years.

“Thank you for the expertise you have brought to the project and all the work you have conducted; it really feels like you have ingested what the charity is all about and how we can make this crucial initiative a success.

– CEO, Jamie's Farm

“The team from EY-Parthenon demonstrated exceptional expertise, quickly immersing themselves in our complex project and exhibiting a strong commitment to our mission. Their ability to synthesise insights into clear strategic recommendations was highly impactful, providing us with a valuable and actionable plan for the future. We couldn't recommend them highly enough.

– Head of Impact and Influence

National Numeracy

We were delighted to announce this past November that we had become a corporate supporter of National Numeracy, a charity that believes that better numeracy can drive social mobility and open up new opportunities for brighter futures.

Our journey with National Numeracy so far has been inspiring. We are a lead supporter of their nationwide campaigns, National Numeracy Day and Number Confidence Week, which empower individuals to engage with educational tools and resources.

We launched our partnership as part of Number Confidence Week in November 2024, marking the beginning of a shared commitment to positive change.

EY UK colleagues have volunteered in ‘My Maths Story’ and ‘Maths in the real world’ assemblies and classroom sessions, a programme designed to inspire children to see the value of everyday maths and understand its importance as a life skill. Our people have shared their own experiences to help young learners build confidence and curiosity about numbers. Our whole network of EY UK corporate volunteers were acknowledged recently by the charity for their work as part of their Volunteer of the Month recognition.



Our involvement goes even further. One of our EY UK Partners, Chris Richardson, sits on the National Numeracy Leadership Council, while another, Naomi Burger, joined the charity’s Gender Taskforce. Both are helping to steer national efforts to improve numeracy for equality, access to sustainable careers, and greater social mobility.

Naomi believes “tackling numeracy is a tangible way to address societal inequality and as an employer, we have an important role to play in how we recruit, train and talk about numeracy, to remove unnecessary barriers, raise awareness and encourage confidence.”

When asked about a moment or experience that made her feel proud of the impact she has helped drive, Naomi said, “I loved meeting some of the National Numeracy Ambassadors at the launch event; it was the morning I spent at a local school, sharing my maths story that stands out for me. I really hope that seeing someone like me, who did not enjoy competitive mental arithmetic in primary school, going on to have a rewarding and exciting career built on a numerically driven professional qualification will encourage the girls in particular to stick with it and find confidence in their ability to work with numbers.”

As part of National Numeracy Day 2025, the EY UK Social Mobility Network hosted a Big Number Natter, which turned out to be the largest event of its kind the charity has ever seen. Five hundred and thirty-six colleagues joined the conversation about numbers and their impact on our lives. In a further show of engagement, 124 EY UK colleagues and clients also took part in a second natter aligned with a scam-awareness campaign, highlighting the real-world importance of numeracy in protecting against fraud.

This partnership is about more than numbers. It is about building confidence, unlocking potential, and helping people of all ages see that everyone can succeed with the right support.

The voices of our people bring this partnership to life.

Helped over

2,500 young people

“



What stands out to me is the sheer scale of our work together over the past year. From EY UK volunteers across the country helping over 2,500 young people see the maths in the world beyond school to EY UK colleagues taking part in our biggest ever workplace ‘Number Natter’ for National Numeracy Day — the impact has certainly exceeded all my expectations. Beyond scale, EY UK’s leadership has also helped us deepen our impact. Whether it’s raising awareness during Number Confidence Week, joining the National Numeracy Leadership Council or galvanising employers to help address the ‘gender number confidence gap’, these efforts demonstrate just how important tackling the issue of low numeracy really is.

– Sam Sims, Chief Executive, National Numeracy



How StandOut is helping people rebuild their lives



“It is immensely rewarding to support individuals on their path to redemption, providing them with second chances that open doors to new beginnings.

– Krittika Jayakumar, EY UK Volunteer

When someone leaves prison, the road ahead can feel uncertain. That is where StandOut comes in. It is a programme that helps people nearing release build the confidence and skills they need to find work and reconnect with society.

Every month, EY UK volunteers step into three London prisons: HMP Wandsworth, Wormwood Scrubs, and Pentonville. They support StandOut trainees in meaningful ways. In CV workshops, volunteers sit down one-to-one with participants to help them craft their personal stories. Using preloaded templates, they guide trainees in expressing their strengths and experiences, building both confidence and clarity.

Mock interviews offer another layer of support. Volunteers simulate real employer interviews based on job descriptions chosen by the trainees themselves. After each session, they provide honest, constructive feedback. This helps participants prepare for the real world with practical insights and encouragement.

Graduation afternoons are a chance to celebrate progress. Volunteers join the trainees as they reflect on their journeys and receive certificates. While interaction is more limited, these moments of recognition and conversation help foster a sense of community and pride.

Behind the scenes, EY UK also contributes through project management roles. Volunteers work closely with StandOut to identify needs and improve the programme's impact.

Looking ahead, the programme is evolving. EY UK is working with Microsoft to introduce AI-powered virtual training. This will give inmates access to digital skills that boost their confidence and employability in today's world.

Launching the EY STEM app in Northern Ireland

EY teams in Northern Ireland launched the EY STEM app with a pilot in three schools: Ashfield Girls' High School in Belfast, Assumption Grammar School in Ballynahinch, and St Cecilia's College in Derry/Londonderry.

The free-to-use EY STEM App is aimed at girls aged between 13 to 18 years old and features an immersive programme of modules and activities focused on the four broad areas of STEM – Science, Technology, Engineering and Mathematics. The app is designed to be used as an out-of-classroom tool to reinforce and expand educational experiences with learning modules developed by world-leading institutions such as Stanford University.

This initiative is part of our commitment to support and empower the next generation of girls to explore and pursue careers in STEM.

During the 2025 financial year, more than 200 girls across these three schools engaged with the app. The team in Northern Ireland is now planning to offer the app to every all-girls post-primary schools in the region in the next financial year. Throughout the pilot, a dedicated team of volunteers provided support by sharing insights and updates directly with teachers in the participating schools.

Feedback from the pilot was very positive, and all three schools have chosen to use the app again in the coming year for their Year 10 pupils. This continued engagement highlights the real-world impact of the programme and our ongoing commitment to inspiring young women to see the possibilities within STEM.



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This is a fantastic opportunity for Ashfield Girls' High School to be involved in the pilot scheme with EY teams. We are always seeking ways to address the disparity of genders in STEM-based subjects through innovative means, both inside and outside of the classroom. Recently, we have launched the EY STEM app to our Year 10 pupils and parents. With our Year 10 pupils selecting their GCSE subjects later this year, we hope this makes an impact and stimulates an interest in pursuing STEM-based careers.

– Louise Hanvey, Principal, Ashfield Girls' High School

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This is more than just an educational app; it's an empowerment tool that can help bridge the gender gap in STEM fields.

– Judith Savage, EY Northern Ireland Consulting Partner

Helping young people future-proof their careers with EY UK and Microsoft AI Skills Passport



We believe it's essential to help young people embrace AI and build the skills and confidence they need to thrive in the AI economy.

This year, we launched EY UK and Microsoft AI Skills Passport, a free online learning programme designed for young people aged 16 and up and open to anyone curious about AI.

Accessible via web and mobile, the course takes between six and 10 hours to complete and ends with a Microsoft certificate. Learners explore what AI is and isn't, how it's used today, the ethical considerations behind responsible AI, and how AI connects to careers in business, sustainability and technology. This initiative creates the opportunity for a

huge step up in terms of employability and will help young people hit the ground running at the start of their careers.

At our launch event, we brought together voices from across sectors: education leaders, government stakeholders, charity partners, and our long-standing partners at Microsoft. More than just a programme launch, the event sparked meaningful conversations about the future of work, social mobility, and the role of ethical AI.

We heard that immediate action is essential to keep pace with the rapid evolution of AI and digital technology. Teachers face real challenges in upskilling and supporting students, especially with limited resources and infrastructure. Concerns about safety and job displacement are

real, and building trust through ethical frameworks is crucial. Making AI literacy accessible helps foster curiosity and agility, rather than marginalisation. And perhaps most importantly, businesses, schools, government, charities and young people must work together to create lasting change.

What made this event truly special was seeing cross-sector collaboration come to life. From a powerful panel discussion to the enthusiasm for activating the AI Skills Passport through trusted community networks, the sense of shared purpose was inspiring. This is just the beginning, and we're proud to be part of a movement that's helping young people shape their futures with confidence and purpose.



“When we start to properly build our muscle of skills building within the AI space, it will set the foundation for growth of our skills opportunities moving forward.

– Jen Wyatt, UK Director of Education, Microsoft

Time to Code and Time to Read

EY people partnered with Business in the Community NI to provide volunteers for two impactful programmes, Time to Code and Time to Read. These initiatives are designed to support primary school pupils in developing essential skills for their futures.

For Time to Code, 23 volunteers delivered the eight-week programme across nine primary schools, reaching 240 pupils. This marks the third consecutive year we have run Time to Code with Business in the Community and local schools. Over the past three years, our volunteers have introduced the programme to 500 pupils across Northern Ireland, helping them build confidence and capability in digital skills.

Time to Read was introduced for the first time in 2025, with 19 volunteers supporting 40 pupils across 17 schools. The programme focuses on helping children strengthen their reading skills through regular one-to-one sessions. We are excited to continue delivering Time to Read with Business in the Community NI in the coming year.

Feedback from both volunteers and schools has been overwhelmingly positive. One volunteer shared that spending time reading with her two pupils was the highlight of her week. A primary school teacher also expressed appreciation for the Time to Code programme.

These programmes are a powerful example of how EY UK and Northern Ireland people are making a real-world difference, supporting education, building confidence, and helping young learners unlock their potential.

“Thank you so much for taking time out of your work schedule to support our children in their learning. It has been an invaluable experience for them, and we appreciate getting to be part of the very successful Time to Code programme once again. The children have loved every minute of it and the skills they have learnt over the weeks are evident in other areas of their ICT progression.”

– Time to Code Primary school teacher



19
40
17
volunteers
pupils
schools



Shaping a sustainable future with confidence

In conversation with
Rob Doepel
EY UK Chief Sustainability Officer

How does the EY approach to sustainability align with its wider business priorities?

It aligns pretty well actually. Our purpose is to shape the future with confidence, which drives us to be clear-eyed about the kind of future we're shaping. The world will become more carbon-constrained, and expectations around sustainable business operations are rising. We are focused on making the changes we need to within our own business, and whilst that might appear relatively straightforward being a people business, the reality is much more nuanced.

But the true alignment is around how we work with our clients, helping them navigate disruption and change, and ensuring sustainability is a key part of that transformation.

Over the last 12 months, where have you seen the most significant progress in the EY sustainability journey?

There are three areas that really stand out to me.

First, our shift to more sustainable ways of working post-COVID-19, especially around travel. Even as business practices have normalised, our travel-related emissions have stayed low. That's not accidental; it reflects a conscious commitment to doing things differently.

Second, our investment in training our people and building the skills required to help tackle sustainability-related topics. It makes a positive impact on our own business and our clients, but also to the wider UK business landscape. Consider that every person who moves on from our organisation does so with strong foundational sustainability skills, and that ripple effect contributes positively to UK society.

Third, and perhaps most importantly, is the work we've done with clients to move from sustainability ambitions to credible, actionable plans. That shift – helping clients move from pledges to measurable commitments – is something I'm especially proud of.

What challenges have provided the most valuable lessons in advancing sustainability ambitions?

Geopolitical changes around the dynamics of environmental, social and governance (ESG) and sustainability have shaped the landscape in recent years. It's created tension but also sharpened the conversation. It has forced organisations to be more rigorous in their sustainability reporting, ensuring there's real value and impact behind them. This scrutiny is helping redefine sustainability, focusing on long-term viability and circular business models. In many ways, I see this challenge as a gift. It's an opportunity to reframe the narrative and strengthen the case for sustainable transformation.

How is EY UK engaging with clients, partners and communities to accelerate progress on sustainability goals?

We're helping clients move from ambition to action – embedding sustainability into every project, not just the ones traditionally

considered environmentally focused. That means sharing our own journey, like implementing carbon budgets and encouraging purposeful travel, and creating forums where clients from across different sectors can learn from each other and from us.

A great example is our work on the Net Zero Transition Plan for the UK Food System, published with IGD. EY UK professionals helped shape a roadmap showing how the sector – from farm to fork – can cut emissions and reach net zero by 2050. It's a model for how collaboration can unlock real change.

We also engage clients as part of our Scope 3 emissions – co-designing projects to reduce impact. And through the EY Foundation, we support workforce entry and mobility programmes to build a skilled, sustainable UK workforce.

What is the importance of sustainability to people within the organisation and for those considering joining?

In one word, massive. One of the top questions consistently asked during campus interviews is about our sustainability performance. And it doesn't stop with our graduate joiners. Expectations are high, and rightly so, from across our workforce.

People want to see leadership in this space. Not just in how we operate internally, but in how we influence clients. If a client has a poor sustainability record, the question becomes: are we helping them improve?

That shift from passive observation to active influence is driving deeper integration of sustainability into every project we do. And that's why I'm both hopeful and inspired. People within EY UK are raising the bar, and they'll keep pushing for meaningful change.

UK Net Zero strategy

Despite a challenging year, EY UK remained committed to reaching net zero remained strong across travel, procurement and energy use. While the EY global policy shifts and leadership decisions are still evolving, EY UK took practical steps to reduce emissions and support more sustainable choices in everyday operations.

Air travel emissions stayed within the FY25 target, even with an increase in travel activity. This was a significant achievement, given the pressures to reconnect in person. Meanwhile, energy consumption across UK offices fell by 24.7% (kWh versus 2019 baseline), and all electricity and gas used was backed by renewable energy certification. The UK Virtual Power Purchase Agreement also delivered over 12,700 megawatt hours of zero-carbon power, more than covering energy needs and helping to decarbonise the wider UK energy sector.

A range of internal tools were introduced to help people make more sustainable choices at work. The Meeting Space Navigator encouraged teams to use internal meeting rooms and book venues with strong environmental credentials. A new rail travel booking system was linked directly to expense claims, making it easier to choose lower-emission journeys. A Travel, Meetings and Events chatbot was also launched, offering instant guidance on sustainable travel options.

Efforts to influence the supply chain continued, with a focus on encouraging suppliers to set science-based targets. EY UK offered training sessions, and new contracts with suppliers and landlords included commitments to these targets. Progress was closely monitored to ensure that 75% of suppliers by spend are aligned with this goal.

To reduce the environmental impact of internal operations, a Sustainable Events Playbook was introduced. This gave organisers a practical checklist and planning tool to track emissions from meetings and events. A venue sustainability scorecard was also implemented, helping teams choose locations based on their environmental standards.

Earlier this year, the global EY organisation published a new [EY Global Environmental Strategy](#). EY UK is now preparing to develop its own updated strategy, which will build on current progress and set the direction for the years ahead.

UK office energy consumption fell by

24.7%

kWh compared with the
2019 baseline



Driving sustainability in our events

Over the past year, the events team made real progress in reducing the environmental impact of live events, building on two years of experience and aligning with the UKI net-zero strategy. Their starting point was the UKI Partner Meeting in November 2024, one of the largest and most ambitious events of the year. With a clear mission and a strong business case, the team partnered with Worlds Better, a woman-owned sustainability consultancy, to assess current practices and create a roadmap for more sustainable event delivery.

The initiative was launched at a point when interest in event sustainability was growing, allowing the team to position itself early in shaping the direction of emerging practises, and this team saw an opportunity to lead. Working closely with Worlds Better, production agency Smyle, and venue partner BCD, they piloted a range of sustainability measures. Using TRACE by Isla to track carbon metrics, the results were impressive.

Renewable electricity powered the event entirely, saving 0.5 tonnes of carbon emissions. All food came from within the UK, and every supplier was located within 50 miles of the venue. EY UK eliminated single-use plastic serveware, saving over two tonnes of carbon (equivalent to 10 return flights between London and Dublin), and replaced plastic wrap with low-impact

alternatives. The team reused or donated more than 70% of materials and recycled nearly 19%. Nothing went to landfill. The social impact was just as meaningful. The team donated over 3,000 meals to The Felix Project, helping to fight food poverty in London. Catering contributions raised an additional £340 to offset emissions and support global causes. Supplier networks also provided work experience opportunities, showing how collaboration can extend beyond logistics to create real change.

Inspired by the success of this pilot, the team developed a sustainability framework, checklist and recommended metrics to guide future events. Staff received targeted training on sustainable sourcing, and a “basic, better, best” framework was introduced to help others adopt the same approach.

This mindset has now been embedded across the live events programme. More sustainable practices were introduced at other events throughout the year, including the EOY programme and client gatherings. For the first time at an arts event, badges were removed entirely, saving hundreds of plastic and magnet-based items. Event features were designed for reuse, and partnerships with local charities like Floral Angels repurposed leftover materials, from bars to bouquets, to bring joy to others.

The focus shifted from recycling to reuse

and circularity. Supplier relationships evolved into active partnerships, and zero landfill and plant-based catering became standard. Local sourcing and community donations added lasting social value, while staff education empowered teams to make informed, sustainable choices. The events team is now fully equipped to continue this journey, making decisions that protect the planet and support communities, one event at a time.

“This year marked a turning point. Investment in consultancy helped shape a clear sustainability strategy, and a new playbook now guides planning and delivery.”



EY UK Sustainability Shadow Board

Interview Zahan Bharucha, Program Manager,
Creative and Innovation, Global Climate Change
and Sustainability Services

What is the Sustainability Shadow Board?

The Sustainability Shadow Board is a platform that brings together emerging leaders from across the business to influence and challenge sustainability strategy. For me, it has been a space where I could contribute to shaping priorities and help make decisions that reflect a wider range of perspectives. It is not just about representation, it is about empowering the next generation to drive meaningful change and be part of the conversation on what a sustainable future should look like.

What has been the most impactful moment or project during your time on the board?

Co-chairing the board in 2025 was a real highlight. One of the most impactful moments for me was representing EY UK at events like London Climate Action Week and Anthropy. These events brought together responsible leaders and organisations to explore how to make the UK a better place. I had the opportunity to help design and deliver workshops and panels for young entrepreneurs and change-makers, focusing on how emerging leaders can be agents of change in building a more inclusive and sustainable world. Being part of those conversations and seeing the energy and ideas from the next generation was incredibly inspiring.

How has the experience shaped your view of the business?

Being part of the board deepened my understanding of what intergenerational leadership really means. I saw first-hand how bringing together different voices can strengthen decision-making, improve cultural awareness and help make the business more future-ready. Most importantly, I felt that the board gave young leaders not just a seat at the table, but the power to hold leadership accountable on sustainability goals. That sense of trust and responsibility has stayed with me and helps me thrive in my daily work in the Climate and Innovation team of our Global Climate Change and Sustainability Services practice.

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It is about
empowering the next
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meaningful change
and be part of the
conversation on what
a sustainable future
should look like.



Sustainable travel



A new internal booking system made rail travel easier by linking directly to expense claims, encouraging more people to choose lower-emission journeys. A Travel, Meetings and Events chatbot and checklist were also launched, offering instant guidance on sustainable travel options. These tools were supported by a global Events Guide, which helped shape a new sustainable events playbook.

Progress was also made in transforming the car fleet. The fleet now includes 727 electric vehicles and 193 plug-in hybrids, with only three petrol cars remaining from the previous scheme. These will be phased out as their leases end. The current fleet has achieved an average carbon output of just five grams per kilometre, down from eight grams the previous year. Uptake of the scheme stands at around 5% of eligible employees, in line with industry benchmarks. Looking ahead, plans include expanding the battery electric vehicle programme, increasing awareness of low-emission options and exploring the introduction of used vehicle salary sacrifice.

Recent market developments, including new electric models and changes to government grants, are helping to support this transition. The introduction of updated HMRC Advisory Electric Rates for home and public charging is also making it easier and fairer for employees to adopt electric vehicles.

While broader decisions around travel and emissions are still pending, these initiatives show how small, steady changes can make a meaningful difference. They also reflect a growing commitment to sustainability across teams, suppliers and systems.

The fleet now includes

727 electric vehicles **193** plug-in hybrids

While the journey to net zero continues to face challenges, especially around travel and leadership decisions, efforts to reduce emissions and embed sustainability into everyday practices have not slowed down. This year, EY UK took several practical steps to support more sustainable choices across travel, meetings and events.

Carbon emissions from travel were closely monitored, and new tools were introduced to help people make greener decisions. One of these was the Meeting Space Navigator, designed to encourage the use of internal meeting rooms and promote venues with strong sustainability credentials near office locations. Venue booking supplier BCD also rolled out a sustainability scorecard, helping teams choose spaces based on environmental standards. This played a key role in selecting the venues for both the annual Student Induction event and the Partner Meeting in November 2024, which used 100% renewable energy.

Supporting small suppliers and an inclusive supply chain

Over the past year, new tools and partnerships have helped strengthen efforts to build a supply chain that is both more diverse and more sustainable. Following investment in the Clientshare platform, the Supplier Link tool was further developed to connect with small businesses owned by minority groups, LGBTQ+ individuals and veterans. This free-to-use portal saw a 10% increase in membership, expanding opportunities for underrepresented suppliers to work with EY UK.

Collaboration has been key. Working alongside the EY Global Supply Chain Services team and advocacy partners including WEConnect, MSDUK, OutBritain and Social Enterprise UK, preparations earlier this year led to the UK's first Supplier Diversity, Equity and Inclusion Day – an event designed to celebrate progress and open new conversations about making supply chains more inclusive. Future reports will share learnings and outcomes from this initiative.

The Pulse tool has also been enhanced to ensure that every supplier review includes a conversation about diversity and sustainability. These reviews are more than just performance checks; they are moments to reflect, challenge and improve. As part of this process, for every supplier KPI scored by teams in the past year, EY UK planted 112 trees via the Clientshare platform, in partnership with the climate action organisation Ecologi – turning everyday decisions into meaningful environmental action.

The global EY organisation launched a new environmental strategy, and teams are working hard to find fresh ways to collaborate with suppliers of all sizes. Whether the impact is large or small, every step contributes to the wider ambition of reaching net-zero and building a better working world.



Building a greener future, one office at a time



Eco-Innovators is a passionate, peer-led network of over 4,000 EY UK volunteers who are driving environmental change from within. With sustainability champions based in nine EY UK offices, the network is powered by the creativity and commitment of its people, all working together to make a real difference.

The group has launched a range of initiatives that are changing behaviours and improving the environmental footprint of workplaces.

The network's flagship project, the Eco-assessment, has had a major impact. Covering 18 offices across the UK, it looked at performance across Environmental, Social, and Governance criteria, with a focus on waste, energy, technical services, and IT sustainability. The findings showed strong recycling rates in most locations, thanks to good internal

practices and support from local councils. At the same time, the assessment highlighted areas for improvement, especially around waste reuse and energy recovery.

One standout effort has been the creation of educational videos focused on waste management. These have helped colleagues better understand how to sort and recycle waste properly, leading to cleaner recycling streams and a stronger culture of responsibility around disposal.

Another simple but effective change has been encouraging reusable bags during lunch breaks. By swapping single-use plastics for reusable options, colleagues have cut down on waste and embraced more sustainable habits in their daily routines.

The network has also tackled the challenge of electronic waste by promoting responsible disposal of old electronics. By doing so, they've helped prevent harmful materials from ending up in landfills and supported the principles of a circular economy.

Creativity played a big role too. Through upcycling workshops like 'Learn to Sew', people have picked up skills to repair and repurpose items instead of throwing them away. These sessions have not only reduced waste but also sparked a sense of resourcefulness and pride in making something new from something old.

In another engaging initiative, interactive sessions called 'Carbon in Your Coffee' have helped colleagues understand the environmental impact of everyday choices. These workshops have encouraged more mindful consumption and opened up conversations about sustainability in daily life.

These insights have helped offices share best practices and take targeted action to reduce their environmental impact. The Eco-assessment has become a roadmap for ongoing progress and continues to inspire new ideas and improvements.

Beehives are connecting communities, schools and colleagues

This year, the beehive project has continued to quietly make a meaningful impact. Even though some planned activities were paused, the hives remained a powerful way to engage people and spark learning.

In June, staff in London came together to celebrate Sustainability Week with observation hive visits at 25 Churchill Place and 1 More London Place. Around 300 colleagues attended each event, getting a close-up look at the bees and discovering more about their role in supporting biodiversity.

The hives have also inspired local communities. In Edinburgh, a charity that supports children with autism was welcomed to visit the hives. The children had the chance to interact with the bees and learn about pollinators and their vital role in food production and ecological balance. It was a hands-on experience that sparked curiosity and connection.

Schools continue to benefit from the outreach programme run by The Good Bee Co, our partners in delivering this project. Observation hives are brought into classrooms, and school groups are welcomed at hive sites, giving young people a chance to learn about nature in a direct and memorable way.

Looking ahead, more staff engagement activities are planned in Aberdeen, Edinburgh and Glasgow. There are also plans to involve clients by incorporating honey from the hives into hospitality offerings. Menu cards will share the story behind the honey, highlighting the importance of biodiversity and sustainability.

Excitingly, the team is exploring a new hive location in the north of England, likely in Manchester. The aim is to find a community-based site that supports local ecology and offers public access. The hope is to have this new site identified and ready to launch next year.



Creating positive
value for

clients

Creating confidence through uncertainty

Over the past year, what makes you most proud of how EY teams have delivered impact for clients?

2025 has brought geopolitical shifts on a scale we haven't seen in some time – materially affecting markets, reshaping valuations, and testing boardroom resilience. What makes me proud is how EY teams have shown up for our clients. We've had to become more accessible, more innovative and more proactive than ever before. Offering clear insights and a point of view on the big issues that matter – and so helping our clients shape their futures with confidence.

We have brought the full breadth of EY capabilities to help our clients build capability, solve complex challenges, and navigate uncertainty with conviction. It's not just about delivering services; it's about showing up with purpose, agility and care while seeing the bigger picture.

What's been key to helping clients stay resilient and adapt in a year of global uncertainty?

Across all segments of our client base, we focus on insightful client conversations, anticipating events and providing the necessary support for adaptation and transformation, ensuring organisations can preserve value while making meaningful economic, sustainability and social impacts.

In leveraging the power of our global EY organisation to help clients stay one step ahead, we have facilitated major technology transformations, including the digitisation of business models and the integration of AI applications. By investing time and resources into our clients, we help them remain resilient in a disruptive market, maintaining their competitive edge and the stakeholder value they strive to protect and grow.

Can you share a project from the past year that made you feel especially proud of the work we do and how we do it?

One project that stands out for me is the work of our EY-Parthenon Capital & Debt Advisory team with Cycle Pharmaceuticals. We advised on securing a £100 million financing facility to support their growth which in turn helps fuel and expand their societal impact, particularly through their Free Goods Programme, which ensures patients with rare diseases can access treatment regardless of their ability to pay.

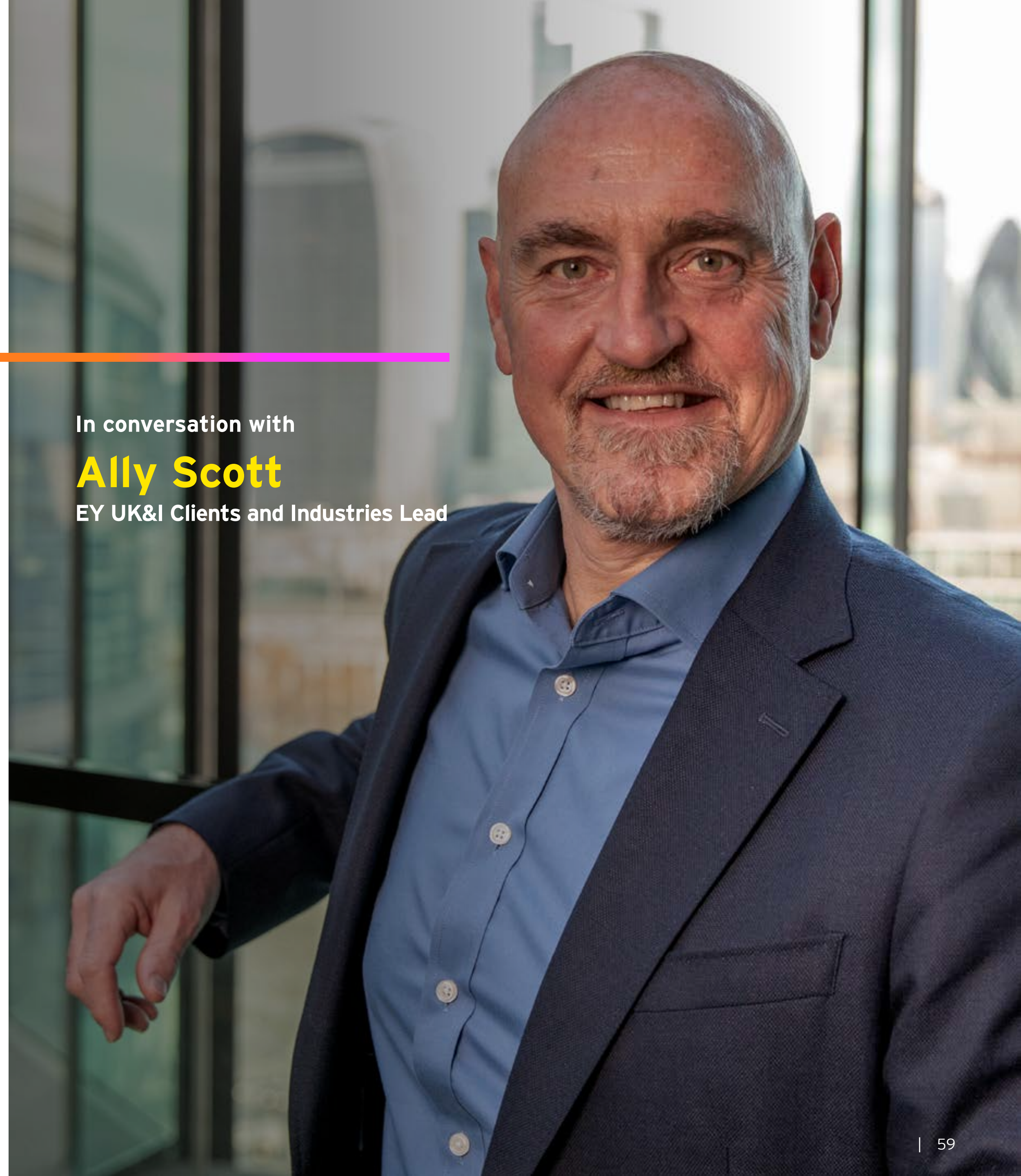
Cycle Pharma's Group CEO, James Harrison, is an alumnus of the EY Entrepreneur Of The Year™ 2024 UK programme and now serves as a judge for our UK programme in 2025. His continued engagement to help other entrepreneurs, alongside our own year-on-year commitment to the programme, strengthens the support we provide to help entrepreneurs scale their businesses and make a meaningful contribution to the UK economy and wider society.

As a Partner Sponsor for the EY Entrepreneur Of The Year™ programme in the UK, I'm very proud of the way we continue to build meaningful relationships with entrepreneurs, who are often at the leading edge with frontier technologies and new business models. We encourage and applaud their ambition through mentorship and masterclass content, helping them scale their businesses to create a lasting impact in so many ways.

In conversation with

Ally Scott

EY UK&I Clients and Industries Lead





In conversation with
Martina Neary
EY UK&I Financial Services Client
and Industries Leader

Making a difference for clients by thinking boldly and acting with empathy

Looking back over the past year, what are you most proud of in how EY teams have created impact for clients?

What I've been most proud of is the creativity and energy that teams bring to client delivery. There's a real willingness to make things happen, especially when it comes to social impact. That drive comes from individuals on the ground just as much as it does from leadership.

I witness people consistently striving for better outcomes at their clients and in their communities, putting in time and effort to achieve results that matter. That energy is contagious. The engagement is proactive and genuine. In my own team, I've seen people step up to support community kitchens and showcase inclusive pathways to employment with clients. This kind of impact is designed into the work, not added on. It reflects a culture where purpose and professionalism go hand in hand.

What do you think is key to helping clients stay resilient in a year of geopolitical uncertainty and turmoil?

Resilience comes from staying focused on what truly matters – to our clients and to our team members. That clarity becomes even more valuable in a volatile world. When disruption is everywhere, the best response is to double down on what clients need in the moment and make sure that's being delivered, while also recognising what employees require to succeed.

In times of noise and uncertainty, our role is to be the opposite: to be focused, clear and reliable so clients can move forward with confidence. That's how we build and sustain trust.

Was there a moment this year that really brought home the value of EY work and how we show up for clients?

One initiative that stood out was the work led by our life and pensions team in collaboration with EY Studio+. They tackled a real barrier to financial wellbeing. Many people are excluded from investing simply because they cannot afford advice.

The team conducted primary research and developed insights exploring how financial guidance could be offered in a way that is accessible and impactful, helping clients navigate this space with confidence. Their approach was innovative, using avatars to bring financial advice to life – thoughtful and driven by a desire to protect and empower customers.

This initiative was a powerful example of how creativity, insight and a strong sense of purpose can come together to deliver meaningful change. It showed what is possible when teams think boldly and act with empathy.

Four Futures

EY Four Futures is an immersive, science-led experience designed to transport business leaders 30 years into the future. It enables them to explore four radically different futures shaped by the decisions they make today. First launched at COP 28, EY Four Futures was developed by the EY Global Climate Change and Sustainability Services team.

Anchored in science and harnessing data and technology, it bridges the gap between climate data and real-world impact through powerful storytelling and emotional engagement. It enables business leaders not only to contextualise science, but also see, hear and feel the impact our choices have on future generations. This emotive experience uses immersive storytelling to redefine sustainability as a strategic imperative, not just a compliance exercise.

In FY25, over 600 business leaders from more than 180 organisations participated in sessions across four UK events. The impact was clear and compelling.

Looking ahead, EY Four Futures will continue to inspire and equip leaders to take bold steps toward a sustainable future, ensuring that the decisions made today shape a better world for tomorrow.

“

EY Four Futures provided the perfect opportunity to bring leaders together to engage them on a personal and business level about the importance of taking action on sustainability.

– Senior Manager, Insurance Company

“

This wasn't just a workshop – it was a catalyst for change. Four Futures strengthened our belief in transformative action, ensuring sustainability will be a value driver, not just a regulatory obligation.

– Chief Sustainability Officer,
FTSE 100 Consumer Goods Company

business leaders from more than

180

organisations participated in sessions across four UK events

Project Willow

at Grangemouth Refinery

For more than a hundred years, the Grangemouth refinery has been central to Scotland's energy supply and a key part of the regional economy. But by 2024, rising costs, global competition and a steady decline in demand for traditional fuels made its current operations unsustainable. Plans were announced to end crude oil refining by mid-2025, with the site set to transition into a fuel import and distribution terminal.

This shift raised serious questions about the future of local jobs, supply chains and the wider community. In response, a major initiative launched with support from both the UK and Scottish governments. The goal was to explore whether Grangemouth could be transformed into a viable low-carbon hub, and what it would take to make that happen.

That initiative became known as Project Willow. It was designed to reduce uncertainty, attract investment and lay the groundwork for a just transition. At its heart was a commitment to finding credible, sustainable paths forward that could protect livelihoods while helping Scotland meet its climate goals.

Grangemouth is more than an industrial site. It's a place of work, a network of supply chains and a source of identity for the region. The transition risked economic decline and social disruption, but it also presented a unique opportunity. If successful, the project could show how legacy infrastructure can be reimagined to support low-carbon technologies, protect jobs and attract global investment, all while staying true to net-zero goals.

The work began with a detailed assessment of over 300 potential technologies, drawing on research and interviews with suppliers, customers, government departments, regulators and academics. These were narrowed down into four logical clusters, which were then evaluated for technical and commercial viability. From this, the team developed a preferred set of nine projects, chosen for their ability to work together and deliver real impact.

The roadmap included technologies such as hydrothermal and dissolution plastic recycling, biorefining using waste materials, bioethanol production from Scottish timber, anaerobic digestion for biogas, and the conversion of oilseed crops into sustainable aviation fuel and renewable diesel. It also explored fuel switching to low-carbon hydrogen, the production of e-methanol and e-ammonia, and the conversion of methanol into jet fuel.

This plan laid out a clear vision for Grangemouth's future, showing where investment could be made and how public, private and blended finance models could support it. The potential impact was significant. Up to 1,200 direct operational jobs could be created by 2040, with a total economic contribution of £1 billion to £2 billion. Emissions reductions of six million tonnes per year were achievable, representing seven percent of Scotland's 1990 emissions baseline. £232 million has been committed in total from the UK Government and the Scottish Government, providing a strong foundation for confidence and momentum.

The project helped define credible industrial options for the site, enabling Scottish Enterprise to begin actively marketing Grangemouth to industrial and low-carbon investors in partnership with government and industry.

Most importantly, Project Willow brought together ministers, enterprise agencies, unions, community groups and investors around a shared vision. It provided a clear reference point, built through collaboration, that helped build trust and support for change.

Looking ahead, the groundwork laid by Project Willow has positioned Grangemouth to become a national example of how industrial legacy can be transformed into a low-carbon future. It offers a replicable model for other regions facing similar challenges and shows that with the right approach, a just transition is not only possible, it's within reach.

“

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£1bn to £2bn

Accelerating sustainable development with AI at London Climate Action Week

In June 2025, our Climate Change and Sustainability Services team collaborated with London Climate Action Week to host an interactive workshop focused on exploring how AI is being used to advance sustainability. We welcomed over 40 clients at an EY Wavespace™, an immersive collaboration environment designed to accelerate innovation, tackle complex challenges and unlock transformative outcomes.

The discussion centred around three key areas: the role of AI in strengthening climate resilience and disaster preparedness, its contribution to biodiversity conservation and habitat restoration, and the ways in which AI-enabled solutions are helping to build more inclusive and connected communities.

Clients had the chance to learn and network with our AI ecosystem partners from big tech and startups on how they are leveraging AI for a solutions-oriented approach to sustainability challenges – including the use of digital twins, physics engine capabilities, and AI-enabled supply chain data platforms.

The workshop also provided a valuable opportunity to understand how our clients are feeling about AI. Some expressed optimism about its potential to deliver scalable benefits for both the planet and society, while others raised important concerns about environmental impacts, ethical considerations, inequality and the future of work. The conversation was thoughtful and balanced, reflecting a genuine desire to harness innovation responsibly.

Throughout the workshop, we explored the delicate balance between innovation and responsibility. Participants agreed that the technology already exists to make a real difference, and the challenge now lies in how we choose to apply it. When used thoughtfully and with purpose, AI can become a powerful catalyst for positive change in the climate space.

We create space for these kinds of conversations and continue to support our clients in building the confidence to act boldly and move faster toward a more sustainable future.

“The discussion centred around three key areas: the role of AI in strengthening climate resilience and disaster preparedness, its contribution to biodiversity conservation and habitat restoration, and the ways in which AI-enabled solutions are helping to build more inclusive and connected communities.”

Supporting the arts through corporate partnerships

The arts have a unique power to bring people together, spark new ideas, and offer fresh perspectives. Through corporate support with two of the UK's most respected cultural institutions, the Victoria and Albert Museum and the Royal Academy of Arts, hundreds of clients and colleagues have had the chance to experience this first-hand.

Over the past year, we hosted three evening events and eight private breakfast tours across both venues, welcoming more than 750 clients. Among them were over 100 senior executives from priority accounts, who had the opportunity to connect in a relaxed and inspiring setting. These experiences helped deepen relationships in ways that go beyond the usual business environment. In fact, 96% of surveyed leaders said that engaging with the arts helped strengthen client connections, showing how shared cultural moments can open up new conversations and build trust.

Colleagues also had the chance to explore some of London's most exciting exhibitions through curated visits. These outings offered more than just a change of scenery; they encouraged creativity, inspired fresh thinking, and helped people feel more connected to each other and to the wider world.

“
By helping world-class institutions remain vibrant and accessible, these partnerships are contributing to a richer, more creative society, one where everyone has the chance to be inspired.



The Felix Project

We have changed the dynamic of our client relationships, aiming to develop deeper purpose-led connections while simultaneously making a meaningful difference in the local community.

We collaborated with The Felix Project, a London-based charity tackling food poverty, through a relationship driven by icanyoucantoo, a volunteer-powered social enterprise that tackles social inequality. icanyoucantoo was also founded by Nilesh B. Dosa MBE, who is an Associate Director in the EY Banking & Capital Markets team.

We brought together client participants, including leaders from three major financial institutions, along with students from the icanyoucantoo programme, and volunteers from our Banking and Payment Transformation team to cook, package and deliver meals side-by-side.

Clients have described the experience as “the best event we’ve ever done” and “an incredible reflection of the EY team’s commitment to social equity.” Young people have commented “this is such a cool way to be mentored – informally and casually – and across an entire day.”

The initiative has proven that delivering social value, and meaningful corporate relationships, can absolutely go hand-in-hand.





Net zero transition for the UK food system

In a major step forward for climate action, a coalition of leading organisations including EY UK came together to shape a climate transition plan for the UK food system. The result is a comprehensive roadmap that shows how the sector can collectively reduce greenhouse gas emissions and move towards net zero by 2050.

Published and commissioned by IGD, the Institute of Grocery Distribution in November 2024, *A Net Zero Transition Plan for the UK Food System* takes a whole-system approach. It examines emissions across the entire journey from farm to fork, including agriculture, food processing, retail, and household waste. The modelling work was built on WRAP's UK Food System GHG Model and enriched by Scotland's Rural College's agricultural expertise, ensuring the plan reflects the realities of the sector.

With the food industry responsible for around one-third of global emissions, the challenge is significant. Tight margins and growing regulatory demands make it difficult for individual businesses to lead the way. This roadmap offers a compelling case for collective action, showing how collaboration can unlock the tools, investment, and momentum needed to drive meaningful change.

Engaging stakeholders was central to the process. Voices from across the sector were brought together, including major retailers, processors, and representatives from government and devolved administrations. Their insights helped shape a practical and credible plan, supported by timed actions and policy recommendations designed to deliver real progress.

The report has already sparked important conversations about how the food system can decarbonise. The work continues, with partners committed to turning ambition into action and helping the industry move from intention to impact.

Foreign, Commonwealth and Development Office India-UK programme

Born from a commitment between former UK Prime Minister Boris Johnson and Prime Minister of India, Narendra Modi, the India-UK Cyber Cooperation Programme set out to build stronger cyber defences across India's critical institutions. Over two and a half years, this initiative has supported national and state-level efforts to protect vital sectors like healthcare, telecoms and energy, while also improving cyber resilience among police forces and communities.

Despite navigating a complex political landscape, including elections, global summits and cyber threats, the EY UK team delivered meaningful change. Working closely with UK-India Joint Working Groups, subject-matter experts, the British High Commission and agencies across India, the programme helped improve technical capabilities, strengthen infrastructure and raise public awareness. One of its proudest achievements has been empowering women and young people in rural areas to stay safer online.

This work is a true example of international cooperation, innovation and shared purpose.

Bringing the best of consulting to the table

The team behind this programme embraced a 'one team' mindset, bringing together people from different service lines, sectors and cultures. This diversity wasn't just a strength – it was essential. It helped the team understand the environments they were working in and encouraged fresh thinking and resilience.

Team members stepped up to take on new responsibilities, creating space for innovation and learning. Staying ahead of industry trends was key, but so was the energy and commitment to doing the right thing. Faced with the realities of cybercrime, the team held fast to a clear ethical principle: protect people first. That meant every decision was made with the wellbeing of citizens in mind.

Real impact for clients and communities

The programme delivered change through three core areas: tackling cybercrime, protecting critical national infrastructure and building awareness and skills. Independent monitoring showed a 41% boost in cyber confidence among those involved in the infrastructure workstream.

In Gujarat, a citizen awareness campaign co-developed with local law enforcement trained officers to create materials for the state's 70 million residents. These sessions helped people better understand cyberbullying and password safety. Across nine districts, the programme trained 264 police officers in cyber-crime investigation, helping them take a more proactive approach to digital threats.

The second phase of the programme focused on universities, equipping students with cybersecurity knowledge and laying the groundwork for long-term strategic impact.

Shifting the dial to end disability exclusion in the working world

In December 2024, a powerful gathering took place in London that brought together representatives from some of the world's most influential organisations. Hosted as part of a unique EY wavespace™ experience, the event marked a major step forward in the mission to leverage the power of business to end disability exclusion. It was built around a simple but compelling idea: it only takes 6% of any system to spark transformative change.

Over two days, participants from the Valuable 500 Iconic Partners network came together to share knowledge, solve problems and build momentum. The goal was clear: accelerate action and accountability across one of the world's largest CEO collectives. This event represented a key milestone on the journey toward the first-ever Accountability Summit on Disability Inclusion, set to take place in Tokyo in December 2025.

The experience brought together the strengths of the ecosystem to shift the dial on disability inclusion. It was not just about discussion but enabling a shared commitment to meaningful, sustained progress.

“

A true milestone for us.

– Katy Talikowska, CEO of the Valuable 500



Enhancing asset management at IHS Towers

Across Africa and Latin America, millions of people rely on mobile networks for education, healthcare, financial access and safety. Yet in many regions, unstable infrastructure and limited visibility over essential assets can disrupt connectivity and slow progress.

To address this, IHS Towers, one of the largest independent owners, operators and developers of shared communications infrastructure in the world by tower count, collaborated with EY teams to design a best-in-class enterprise asset management capability. The goal: to strengthen operational efficiency across its more than 37,000 towers, laying the foundation for more efficient and resilient infrastructure.

EY teams and IHS worked together to simplify and redesign over 98 core workflows and establish robust controls, KPIs and governance frameworks. The team developed an integrated asset-management model within Microsoft D365, replacing fragmented and manual processes with a single, scalable design to prepare IHS's asset, warehouse, finance, and field engineering teams for digital transformation.

As work progresses, this programme is expected to deliver far-reaching impact. By improving data accuracy, asset visibility, and process efficiency, IHS will be able to reduce downtime, extend equipment lifecycles, and reduce carbon emissions from unnecessary maintenance travel. More importantly, enhanced reliability of tower operations will help expand and stabilise mobile connectivity, bridging the digital divide, supporting financial inclusion, and unlocking new economic opportunities across emerging markets.

This strengthened foundation will help IHS to scale tower rollout and continue investing in local skills and talent development – powering opportunity, resilience and progress for the communities it serves.



Thought leadership on how AI can drive smarter networks and a greener planet

In a groundbreaking collaboration, Liberty Global and EY teams explored how artificial intelligence can help the telecommunications industry grow sustainably. Their joint report, *Smarter Networks, Greener Planet*, set out to answer a big question: Can AI help telecoms reduce their environmental impact while handling ever-increasing data demands?

The findings were both surprising and hopeful. While AI does require more energy, it can also dramatically improve efficiency. The report showed that telecom networks could manage 50 times more data with only a 10% rise in energy use. That kind of leap could eliminate direct emissions, extend the life of equipment by up to 70%, and even allow networks to contribute clean energy back to the grid.

The team identified eight practical steps to help the industry get there. These included using AI to improve energy efficiency, embracing circular economy principles and building sustainability into AI governance from the start. Together, these recommendations offer a clear path for telecoms to grow responsibly.

This work didn't just stay on paper. It shaped real conversations with EU policymakers and global telecom leaders, including a presentation at the Global System for Mobile Communications Association (GSMA) Board meeting. It also introduced new tools like a network dependency index and scenario planning framework, which are now guiding investment and sustainability decisions across the sector.

The impact reached beyond the industry too. Media coverage in outlets like the Financial Times and Politico helped position Liberty Global as a leader in sustainable innovation. The project has even been recognised as a finalist at the MCA Awards 2025.



“We’re excited about the potential of AI to help us reduce emissions. We’re already seeing the benefits in how we optimise energy use and build more efficient networks.

– Mike Fries, CEO of Liberty Global

Coaching civil servants to lead with confidence and purpose

Since 2020, more than 5,000 civil servants across the UK have received executive coaching through the EY UK managed coaching service. The service provides senior civil servants with highly personalised support, enabling them to lead more effectively in times of challenge and change. The initiative was born from a shared ambition to improve outcomes for citizens by strengthening leadership across government.

The Executive Coaching Service offers one-to-one support tailored to each individual's leadership journey. To make this possible, the team carefully built and regularly refreshed a diverse pool of 130 executive coaches. These coaches bring a diverse range of backgrounds and experiences, including former senior government officials, professional athletes, published authors and professionals in areas such as neurodivergent communication and conflict resolution. This breadth of perspective means civil servants can find a coach who truly understands their context and goals.

Over the past five years, the programme has delivered more than 26,000 hours of coaching. The results speak for themselves: 99% of participants say they would recommend coaching to a colleague, and many do. Since the programme began, demand has more than doubled, with over 1,500 civil servants now accessing coaching each year.

To keep pace with this growth and help the service remains secure, accessible and impactful, several improvements have been introduced. A secure video platform was integrated to meet the varied information security needs of different departments. An algorithmic matching tool now helps leaders find the right coach more quickly, and on-demand reporting allows organisations to track the impact of coaching in real time.

These enhancements have helped drive both demand and results. In fact, 90% of those surveyed after completing their coaching said it had improved their impact. This includes leaders involved in critical work such as delivering the COVID-19 vaccination programme and negotiating major trade deals.

The coaching programme was launched at a time when civil servants were facing unprecedented challenges. From managing the UK's departure from the EU to responding to the pandemic, mass migration and climate change, leaders faced intense pressure. Coaching gave them the space to reflect, build confidence and lead with clarity.

To support the unique needs of different government organisations, a team of Client Value Leads (CVLs) was put in place. Each CVL works closely with a cluster of departments, helping to shape coaching programmes, brief coaches and analyse outcomes. They also lead improvements across three key focus areas: client experience, coachee experience and coach development.

For the most senior civil servants, a bespoke matching service is available. These leaders can talk through their context and receive personalised coach recommendations. This approach has led to 100% of senior participants recommending their coach.

Coach development has also been a priority. Monthly CPD sessions provide a space for coaches to share insights and learn from each other. These sessions have covered topics such as supporting women in leadership and leveraging neurodiverse strengths. The result is a stronger, more connected coaching community that continues to grow in both depth and impact.

Today, the Executive Coaching Service is widely used across the public sector.

The appetite for coaching continues to grow, driven largely by word-of-mouth. Leaders who've experienced coaching describe it as transformational.

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I bring myself more fully to work, I'm occupying more space, speaking more directly, feeling less stressed and overwhelmed ... My time with my coach was liberating.

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I trust my own judgement more. I feel like I've come into my own in a way I hadn't before.

Providing strategy advice to Olive Academies

Across England, school exclusions are rising at an alarming rate. In 2023 and 2024 alone, over 955,000 suspensions and 10,900 permanent exclusions were recorded – a 16% increase from the previous year, according to the Department for Education. Many of these children face barriers to learning that mainstream education cannot always meet.

Olive Academies is a multi-academy trust that operates seven alternative provision schools across London, the South East and East of England. These schools offer creative and personalised education that re-engages young people who have not been able to succeed in mainstream schools and help them fulfil their potential.

Members of the EY-Parthenon team partnered with Olive Academies to help shape its strategic priorities and develop sustainable income models that will strengthen its centres of excellence and support future growth. Working closely with the trust's leadership and trustees, members of the team facilitated a series of strategy workshops and collaborative discussions to define Olive Academies' five-year strategic goals.

Together, we explored a range of opportunities, including outreach programmes designed to prevent exclusions in mainstream schools and inclusion focused consultancy services for external and public clients.

The outcome was a clear roadmap that balances ambition with sustainability. EY-Parthenon teams helped Olive Academies develop growth scenarios that align commissioned income revenue with strategic expansion goals through to 2029. This work equips the trust to continue transforming the lives of children and young people excluded from mainstream education.

This collaboration demonstrates how strategic support can empower education providers to scale their impact and build a more inclusive future for all learners.

“

Thanks again for your support and commitment to the project and helping Olive Academies with the next steps in our development. The delivered report will definitely inform our discussions going forward and has provided a valuable insight into where we need to focus when developing our new growth strategy.

– Deputy CEO, Olive Academies

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This was a high-quality project where it felt that we were working in partnership throughout ... The project surpassed my expectations in terms of quality and outcomes. I am extremely grateful to everyone for their professionalism and support.

– CEO, Olive Academies

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I really enjoyed working with Olive Academies, it was my first pro-bono project and it was great to see the real impact that we had on helping the organisation. I found it really interesting to work with the Exec to understand their priorities and how to balance achieving their mission versus profits (to further invest in their business). It was very enjoyable to work with such lovely clients definitely my best project of the year!

– Senior Consultant, EY-Parthenon Strategy

Sustainable growth strategy for the Homeless World Cup

Homelessness affects more than 100 million people globally, with more than a billion lacking adequate housing. The Homeless World Cup (HWC) exists to challenge this crisis by using football to tackle social exclusion and shift public perceptions. Through its annual world-class tournament and year-round work with grassroots organisations, HWC builds international connections, shares skills and strengthens local football programmes that support people experiencing homelessness.

In August 2025, HWC celebrated its twentieth annual tournament in Norway, bringing together 63 teams, 500 players and 48 nations. Beyond the flagship event, HWC connects a network of around 70 grassroots organisations that use football throughout the year to combat homelessness and social isolation.

Between May and August 2024, EY-Parthenon teams partnered with HWC to refresh its strategy and help grow its impact over the next five years in a financially sustainable way. Through secondary research, stakeholder interviews and collaborative workshops with HWC leadership and key supporters, the team validated the organisation's north star – its vision of a world without homelessness and its mission to use football to inspire change.

Together, team members from EY-Parthenon and HWC mapped out the opportunities, funding models and operating capabilities needed for sustainable growth. A key part of this work was helping HWC articulate its ultimate ambition: to become a recognised feature on the global sporting calendar. Ideas from the HWC team and supporters included strengthening partnerships with major sporting bodies and broadening fundraising and branding opportunities.

The result was a clear framework and roadmap that empowers HWC to expand its global reach while remaining financially resilient and true to its purpose. This collaboration brought alignment across HWC's leadership, board and supporters on strategic priorities and growth opportunities and laid the foundation for scaling fundraising, partnerships and operational capabilities.

By helping shape this strategy, we contributed to strengthening HWC's ability to change lives through football and build a better working world where everyone deserves a home.



“

We were at a crucial stage of our development with our plans severely curtailed by the global pandemic. We needed a new plan which involved looking at our core purpose allied with our current situation which could be implemented and put into action. Team members from EY-Parthenon provided us with the advice and insight which allowed that to happen and our new five-year plan is currently being implemented. This input was vital for us.

– President and Co-Founder, Homeless World Cup

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Working with the Homeless World Cup team was highly rewarding. Despite their global scope and recent success, they are a small team so EY-Parthenon teams played an important role in helping them identify both their north star for the next five years as well as a strategy to get there, helping them understand how they need to adapt as an organisation to meet the fantastic goals they have for using football as a vehicle for real social change.

– Senior Consultant, EY-Parthenon Strategy



Co-innovating for sustainability impact in the UK

The EY-Microsoft alliance has evolved into a force for sustainability transformation, combining deep sector knowledge with cutting-edge technology to address some of the most complex challenges faced by our largest clients.

Product-led innovation with Microsoft

At the heart of our collaboration is the joint development and deployment of Microsoft Sustainability Manager (MSM), which EY UK has extended through proprietary accelerators such as the EY Net zero Transformation Accelerator. This solution enables clients to operationalise their net zero journeys by forecasting emissions across Scope 1, 2 and 3, modelling interventions to assess their financial impact and prioritising decarbonisation strategies that align with business growth.

The EY Sustainability Intelligence Platform, built on Microsoft Fabric, integrates ESG data lakes, real-time reporting and audit-ready controls. EY UK teams continue to develop a suite of accelerators on this platform to help clients address complex challenges, support regulatory compliance and enable cross-functional collaboration on sustainability goals.

Client impact across the UK

EY teams and Microsoft have delivered sustainability solutions to several of the UK's most recognisable organisations, including leaders in consumer goods, healthcare, media and manufacturing.

One such client is a UK-based multinational consumer products company that required a technology solution to address two sets of complex business needs. This company needed a robust platform to report against the EU's Corporate Sustainability Reporting Directive (CSRD), as well as to track and report on its broader sustainability metrics both internally and externally. The company was also struggling to performance-manage its global decarbonisation initiatives and make better investment decisions without more sophisticated scenario-modelling capabilities.

Leveraging the EY-Microsoft Alliance and drawing on Microsoft's referral and the EY team's experience, the team delivered a comprehensive solution to address their immediate needs while laying the groundwork for future expansion of the platform across additional sustainability use cases. The alliance proposed solutions using the EY Net Zero Transformation (NZN) configuration for Microsoft Sustainability Manager (MSM) and Sustainability Data Solutions on Fabric (SDSF), helping them gain a unified, audit-ready view of its sustainability performance. Microsoft's technological capabilities and EY team's implementation experience, strategic insights and industry knowledge ultimately secured their trust and partnership.

The EY-Microsoft collaboration continues to expand into additional areas such as water, waste, regenerative agriculture and deforestation, with AI and advanced analytics driving further innovation.

People profile interview

James Killian, Senior Partner Development Manager, Microsoft

The EY-Microsoft alliance focuses on leveraging the strengths of both organisations to drive long-term value for clients. They collaborate on transformative cloud solutions and AI-driven innovations, and ESG and sustainability solutions to drive client’s digital transformation.

How does the EY-Microsoft alliance help promote social mobility?

Our aim is to empower underrepresented communities through technology and build an inclusive digital economy. A good example of this work is the EY UK and Microsoft AI Skills Passport, a free online AI skilling course aimed at students and young people from low-income backgrounds, which we launched at an event with leaders from business, charity and education in April 2025. It’s a brilliant example of an initiative that tackles the issues of social mobility head-on and I was thrilled to have been a part of the launch event.

How do you see AI contributing to positive societal impact, especially in areas like education, employability and sustainability?

In education, we are seeing examples of AI enabling personalised learning experiences tailored to each student’s pace, style and needs. It’s also helping educational professionals to be more efficient day-to-day when it comes to their admin loads, freeing up more time to focus on the educational delivery work that they care most about and that delivers most value to the students they serve.

From an employability perspective, tools like Copilot are putting the power of AI in everyone’s pocket. For jobseekers, this makes it easier than ever to conduct research, learn new skills and prepare for interviews.

And there are a range of areas where innovations in AI can help accelerate progress towards achieving sustainability goals. Climate modelling is one example, where AI is being used to simulate and predict climate patterns which in turn enable better planning and responses to climate change. I have also seen brilliant examples of AI being used for wildlife conservation, where AI-powered image and sound recognition tools monitor endangered species and detect poaching activities around the world.

What excites you most about the future of AI?

In my view, the most exciting potential of AI lies in its ability to unlock opportunity for individuals regardless of their background, and the crucial role it will play in shaping how we live and work. We all want to do more of things that drive value for us. AI will only help us with that, making us more efficient and productive so we have more time to do the things we want to do the most.

What initiative or project are you most proud of this year?

It was great to be involved in the EY Smart Futures Financial Services Programme, a flagship initiative by the EY Foundation, which is designed to support young people from low-income backgrounds as they transition into the world of work. It offers a blend of paid work experience, employability skills training and mentoring so covers a lot of bases in a short time. As a judge on a ‘Dragons Den’ style pitching exercise as part of the programme, I was blown away by the ideas, passion and professionalism they brought to the table. (And it was brilliant fun, too!)

What’s next for the alliance, what are you most excited about?

I’ve seen firsthand the power of the EY-Microsoft alliance, having worked in both companies. I am really looking forward to continued collaboration on these important initiatives and building awareness around them, both inside and outside of EY UK and Microsoft. We have brilliant people working in both organisations – the support of our colleagues will be crucial to the sustained success of our programmes. We’re helping young people be the best they can be as they embark on their chosen careers. There is huge reward in that.



EY Entrepreneur Of The Year™ UK

The EY organisation is a long-standing supporter of entrepreneurship.

The EY Entrepreneur Of The Year™ (EoY) programme recognises exceptional entrepreneurs who demonstrate extraordinary vision, resilience and dedication to making a positive impact. The programme celebrates leaders who not only excel in business but who also work to improve quality of life in their communities, countries and around the world.

More than 150 entrepreneurs from across the UK entered the 2024 programme, with 10 UK finalists competing for the prestigious UK title. This year's finalists have driven meaningful change, creating jobs, inspiring growth and making lasting contributions to their industries and communities.

A highlight of the EoY programme is bringing together the finalists, past winners and alumni to share stories of growth, entrepreneurial spirit, impact and purpose across the perpetual programme that runs in all regions in the UK. This year, at our annual Retreat, we brought together over 100 of the UK's top entrepreneurs, with businesses representing diverse sectors and contributing £7bn+ in revenue and employing more than 19,600 people.



“EoY programme has been running for over 40 years and helps to connect and support entrepreneurs as they continue to scale and grow their businesses.

– Alexandra Fogal, EY Entrepreneur Of The Year™ UK, Co-Partner Lead

“This year’s regional finalists are truly inspiring. In a rapidly changing macroeconomic environment, they have continued to innovate, adapt and thrive, building impressive businesses that span a broad range of sectors and regions of the UK, in turn creating thousands of jobs across the country.

– Ally Scott, EY Entrepreneur Of The Year™ UK, Co-Partner Lead

“The EY Entrepreneur Of The Year™ programme is life-changing. The people you meet, connections you build, and ideas you exchange will help guide your entrepreneurial journey for years to come. At a time when the world around us is changing at pace – from rapid advances in technology and AI, to a shifting political and economic landscape – it’s never been more important for entrepreneurs to have a trusted community of leaders to turn to.

– Dr. Ben Maruthappu, of Cera Care, EY Entrepreneur Of The Year™ 2024 UK overall winner

British Business Bank

The British Business Bank, the UK government's economic development bank, is focused on improving access to finance markets for smaller businesses across the country. In a strategic move commissioned by the Chancellor of the Exchequer, the Bank sought to strengthen its commercial investment pipeline by engaging pension funds as a source of capital to unlock new growth opportunities for the UK economy.

The core ambition behind this initiative aimed to raise funds and offer advisory support to third-party capital providers, enabling institutional investors to access private growth markets more effectively. By doing so, the Bank aimed to improve the overall functioning of SME finance markets, ensuring that high-potential small and medium-sized enterprises could access the capital they need to scale, innovate and contribute meaningfully to national economic development.

A key advantage of this approach was the shift away from relying solely on the Bank's own balance sheet, which is funded by taxpayers. Instead, the strategy focused on mobilising private sector capital, particularly from defined contribution and defined benefit pension funds. This transition not only expanded the pool of available investment for SMEs but also allowed public funds to be redirected toward other essential programmes.

EY teams played a central role in helping the British Business Bank deliver on this ambition. Our team supported the design of a fund vehicle and investment strategy that would appeal to institutional investors, ensuring it was both commercially viable and aligned with the Bank's policy objectives. We also led the development and implementation of a target operating model, which included the procurement of key third-party partners to support fund operations. In addition, EY UK provided regulatory guidance to help the Bank secure the necessary authorisations, and we worked closely with stakeholders to facilitate capital commitments from pension funds.

Through this collaboration, EY teams helped the British Business Bank move closer to its goal of creating a more dynamic and inclusive finance market for SMEs. By addressing barriers to investment and fostering institutional appetite for direct engagement in private growth markets, the initiative has laid the groundwork for a more resilient and opportunity-rich environment for UK businesses.

This is a story of strategic partnership, policy innovation and practical impact – one that demonstrates how targeted financial interventions, supported by specialist guidance, can unlock real economic value and help build a stronger future for small businesses across the UK.

Steering inclusion for neurodivergent drivers

Across the UK, commercial drivers face long hours, unpredictable incidents and long stretches of isolation. For neurodivergent drivers, these challenges can be even more intense, affecting their mental health and sense of safety on the road. Recognising this, a collaborative programme launched to explore how digital tools could better support these drivers and make their journeys safer and more inclusive.

Through the Roads for All initiative, which began in 2021, a new open platform called Digital Lab was developed. It brings together data, insights and innovation to help improve conditions for drivers across the mobility sector. Organisations representing over 155,000 drivers joined forces with drivers themselves to share experiences and ideas. This was made possible through a series of sessions that created space for honest conversations and practical problem-solving.

The aim was to understand the everyday realities faced by neurodivergent drivers and to find meaningful ways to support them.

The insights gathered have been captured in the *Digital Lab Steering Inclusion* report, which now helps companies operating on UK roads better support bus, coach and fleet drivers with neurodivergent conditions. It's a step forward in recognising the mental health needs of those who spend their working lives behind the wheel, and in making the roads safer and more welcoming for everyone.

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Digital Lab is where we challenge the thinking of organisation members. They cannot understand the lack of safety a driver feels on the road by sitting in their safe space

– Senior leader



Staying accountable to nature – with the BBC

Sustainability has become an essential focus for organisations worldwide, as businesses recognise the urgent need to reduce their environmental impact and operate responsibly.

EY's Climate Change and Sustainability Services team worked with the BBC to help the broadcaster evaluate its exposure to nature risks and identify opportunities for more sustainable operations. The BBC undertook a pilot project in alignment with the Taskforce on Nature-related Financial Disclosures (TNFD) to assess their intersection with nature, to understand the exposure and impact of their operations and footprint on the natural world.

The team used cutting-edge tools such as the EY Nature Analytics Tool (NAT) to assess the BBC's potential impacts, risks and dependencies on nature as well as its intersection with protected areas and vulnerable ecosystems. By analysing the BBC's physical assets and proximity to sensitive nature sites, EY provided insights to guide the organisation toward measurable reductions in its environmental impact.

This collaboration reflects EY's broader commitment to helping clients navigate complex sustainability challenges and drive tangible change, demonstrating how organisations can align operational practices with environmental responsibility.

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When big companies get together and start making big decisions on how they want their company to exist, the principles they want to be founded on - if we start moving towards one that is restorative particularly for ecosystems and nature, its going to benefit the societies in which we work and the areas that we depend on.

– Tom Gray, Nature Strategy Lead, BBC

Creating positive
value

Financial

A year of UK revenue growth and fee income of £3.78bn

EY UK reports another year of revenue growth, with fee income of £3.78bn in FY25.

We delivered strong revenue growth of 10% for its Strategy and Transactions business, 5% for Tax and 3% for Assurance, while Consulting revenues decreased 6% reflecting more difficult trading conditions. Financial Services and Consumer and Health were EY UK's top-performing industry sectors and grew strongly at 5% and 9% respectively.

Distributable profits before tax were £679mn (£653mn in FY24).

“

We are proud to have delivered both revenue and income growth over the last 12 months. We have continued to invest in the skills and capabilities needed to support our future growth and deliver high quality innovative services for our clients, whilst also responding to areas of changing demand. While the economic environment remains unpredictable and challenging, we have a clear strategy to drive our business forward and better support our clients. I'm proud of the positive impact we're continuing to make in a sector that will play a key role in supporting the UK's future growth ambitions.

– Anna Anthony, EY UK Managing Partner

Financial information

Prior year figure is noted below current year date

£3.78bn
£3.7bn 2024 UK fee income

£679mn
£653mn Distributable profits before tax

£787k
723k Average distributable profit per partner

-6%
-4% Growth in consulting revenues

5%
4% Growth in tax revenues

3%
10% Growth in assurance revenues

10%
-13% Growth in SAT revenues

£78.8mn
£66.2mn Bonuses paid to EY people (excluding Partners)*

*Reflects actual bonus payouts excluding employer NI.

Investing in audit quality

Audit quality and new technologies

The delivery of consistent high-quality audits remains a priority for the global EY organisation. Significant investments continue to be made in the implementation of new tools, resources and training, including a \$1bn global investment in audit technology, AI and advanced data analytics to enhance its audit approach.

EY UK currently audits 22 of the FTSE 100 and 76 of the FTSE 350, as well as a large number of private businesses and public sector bodies. Recent audit wins include Revolut, LG, Aberdeen and the University of Cambridge.

As part of our investment in new technologies, we launched the EY.ai Agentic Platform in March 2025 in collaboration with NVIDIA, providing custom frameworks for designing and deploying responsible agentic AI solutions for EY teams and clients. We also rolled out Microsoft 365 Copilot across our business, with over 12,000 people now using the tool in the UK.

We have also published our EY UK 2025 Transparency Report and EY UK 2025 Audit Quality Report.

Ebrington Plaza opening

The EY team in Northern Ireland has taken an exciting step forward by opening a second location in the region, responding to growing client demand and the wealth of exceptional talent in the Northwest. Our office in Ebrington Plaza is now the seventh EY location on the island of Ireland, and the new office in the Derry City and Strabane District Council area is set to play a crucial role in our strategy to expand its regional presence.

The launch was about more than just business. We partnered with ASpace2, a social enterprise that offers training and support for young people and adults with additional needs. On opening day, ASpace2 baked and handed out over 400 boxes of bakery favourites, helping to increase their profile throughout the region and demonstrating the power of local collaboration.

The opening of the Ebrington Plaza office represents more than a new address. It is a commitment to growth, partnership and social value, and a celebration of the vibrant spirit of the Northwest.



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The selection of Ebrington Plaza is a significant milestone for EY. It reflects our ongoing commitment to investing in the region and supporting economic growth.

– Rob Heron, Managing Partner of EY Northern Ireland

Data and metrics

A man in a dark suit is seen from the side, holding a tablet. He is standing in front of a large wall of digital screens. The screens display various data visualizations, including line graphs, bar charts, and tables of numbers. The background is dark with some blurred lights, suggesting a modern office or data center environment. The text 'Data and metrics' is overlaid in large, bold, yellow letters.

Reporting against the WEF-IBC stakeholder capitalism metrics

Pillar	Theme	Metric and disclosure name	FY25 disclosure
Principles of Governance	Governing purpose	Setting purpose	Our purpose is Building a better working world. The insights and quality services we provide help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. In a world that’s changing faster than ever, our purpose is our guide – providing the context and meaning for the work we do every day. For more information please visit: EY.com
	Quality of governing body	Governance body composition	<p>In FY25 the UK Country Committee (UKCC) continued to serve as a committee of the EY UK LLP Board, to manage the operations of EY UK. In FY25 the UKCC was responsible for the management of various activities of EY UK as outlined in the duties in the Terms of Reference. This includes environmental, social and governance (ESG)-related activities for the following:</p> <ul style="list-style-type: none">▪ Societal impact, including environmental sustainability and corporate responsibility.▪ Monitoring Diversity, Equity and Inclusiveness (DE&I) strategy development and execution.▪ Health and safety.▪ People policies and culture, particularly with regard to consistent implementation across regions.▪ Conduct, ethics and independence matters. <p>For more information on Governance and Leadership and updates regarding our governance structures, please refer to our EY UK 2025 Transparency Report.</p>
	Stakeholder engagement	Material issues impacting stakeholders	In FY24, the global EY organisation undertook a comprehensive double materiality assessment (DMA). Building on the approach from prior years, a top down methodology and bottom-up validation process was developed to engage relevant functions and geographical layers of the global EY organisation. The results of the assessment 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. The global EY organisation expects to make adjustments each year to continue refining and building on this initial DMA. As such, we expect the topics may change over time. Please refer to our EY Global Value Realized report for more information on material environmental, social, and economic issues relevant to the global EY organisation.
	Risk and opportunity oversight	Integrating risk and opportunity into business process	EY UK maintains an ongoing risk profile to monitor and manage its 15 principal risks. This profile includes a full assessment of each risk, including risk drivers, impacts and the associated control environment. The profile is reviewed against key metrics, including risk appetite, with regular updates to the profile and material changes in the current and anticipated management of the risks being reported through EY UK’s risk governance framework. The profile covers all material risks to EY UK, including economic and data management risks. A specific risk relates to ESG and tracks risks associated with climate change, EY UK’s Corporate Social Responsibility agenda, and other matters such as Diversity, Equity, and Inclusion commitments. Details of EY UK’s risk profile and its approach to ongoing risk management is published within the Transparency Report.
	Ethical behaviour	Anti-corruption	In addition to the annual training on the EY Global Code of Conduct, EY UK has a suite of policies and guidance to address conflicts of interest and financial crime, including the Anti-Bribery Global Policy, the Anti-Bribery Global Policy UK Addendum and the UK&I Hospitality, Gifts and Favours Policy, supported by robust training and communications program. Annual Financial Crime learning is mandatory for all EY UK people. The global EY organisation also has a global policy codifying the requirement that all people report any concerns about corruption or other behaviour that does not comply with the EY Global Code of Conduct or applicable laws and regulations (the NOCLAR policy, or reporting fraud, illegal acts, and other non-compliance with laws, regulations, and the EY Global Code of Conduct). In addition to a strong internal culture, we practice in a highly regulated environment that includes rigorous reporting obligations of unlawful conduct (including self-reporting). The EY Global Anti-Bribery Policy UK Addendum is accompanied by an anti-corruption control framework, which is reviewed annually. There were no confirmed cases of corruption in FY25.
		Protected ethics advice and reporting mechanisms	The EY/Ethics Hotline is a method for reporting conduct that may be unethical, illegal, in violation of professional standards, or otherwise inconsistent with the EY Global Code of Conduct. Our people, clients and communities can make a report to the global EY organisation using the EY/Ethics Hotline (online or by telephone), which includes information about how the report will be responded to. From 1 July 2024 to 30 June 2025 there were 132 notifications to the hotline for EY UK. There were no reports relating to the Channel Islands or Isle of Man. Gibraltar is not included as EY UK GCO does not advise this member firm and does not have access to their associated data. EY UK also has an ethics support tool, Culture Shift. This tool allows individuals to report cultural concerns and also provides guidance resources. The tool complements the existing suite of reporting options for UK EY employees and partners only who have experienced or witnessed behaviours they believe are unacceptable. For the Culture Shift tool, there were 20 new reports in FY25.
		Alignment of strategy and policies to lobbying	The global EY organisation is politically neutral. We recognise at the same time that it is important to engage with our regulators, politicians and policymakers on issues which significantly impact business and society.

Pillar	Theme	Metric and disclosure name	FY25 disclosure
Planet	Climate change	Greenhouse gas (GHG) emissions	Information on our GHG emissions performance can be found on page 87. A detailed breakdown of our Scope 1, 2 and 3 GHG emissions can be found on pages 84-86. For further information, please refer to Carbon footprint summary .
		TCFD implementation	TCFD implementation is guided by the global EY organisation on behalf of member firms. For more information on the global EY climate approach, please refer to the Taskforce on Climate-related Financial Disclosures (TCFD) Index in the EY Value Realized 2025 . EY UK LLP reports against TCFD requirements i.e., governance, risk management, strategy and targets/metrics/performance in relation to climate-related risks and opportunities. This is in compliance with the Climate-related Financial Disclosure Regulations 2022 and is incorporated into the Energy and Carbon Report section of the Ernst & Young LLP Members' Annual Report and Annual Financial Statement for the period ending 27 June 2025.
		Paris-aligned GHG emissions targets	In line with our commitment to review our progress and plans within five years, the EY Global Environment Strategy updates our targets and evolves our plans in line with global standards and frameworks to build on the progress already made. To build upon our progress to date, the global EY organisation has reviewed and evolved its carbon ambition, which included goals to 2025, to meet the current guidelines for net zero. This includes both a near-term target to halve emissions by FY30, and deep, sustained emissions reductions over time to achieve net zero by FY50 (90% GHG emissions reduction), both against an FY19 baseline.
	Nature loss	Land use and ecological sensitivity	Annually at a global level, the global EY organisation conducts an analysis to review EY office locations to understand if they are located in or adjacent to key biodiversity areas (KBAs). Please refer to our <i>EY Global Value Realized 2025</i> report for more information on this assessment. The analysis determined that in the UK, 7.1% of EY offices (St. Helier, Jersey and St. Peter Port, Guernsey) are within 1km of key biodiversity areas (KBAs).* Locations of the global EY organisation are predominantly in major urban and business centres. The location selection process is driven by proximity to EY clients, talent pool and business case; key selection criteria include a Class A office building that is well located within the city and will meet the needs of clients, internal governance and enablement of the workforce.
	Freshwater availability	Water consumption and withdrawal in water-stressed areas	The global EY organisation's primary use of public water supplies in our office buildings is for drinking and sanitation purposes. For more information on our Global Aqueduct Water Risk Assessment, please refer to our <i>EY Value Realized 2025</i> report. EY UK's water consumption in FY25 was 39.7 millions of litres; this information is also used to calculate Scope 3 emissions related to water supply and treatment for its office locations. 25% of offices are in high/extremely high risk areas and 73.7% of the workforce live in these areas.
	Solid waste	Impact of solid waste disposal	This metric was reported in FY24 but has been excluded in FY25 following the global EY organisation double materiality assessment.

* The land use assessment approach includes a 1km buffer zone to include sites that fall outside of a direct intersection of a KBA.

Pillar	Theme	Metric and disclosure name	FY25 disclosure
People	Dignity and equality	Pay equality, pay gap	For detailed results on our pay gap, please refer to our 2025 Pay Gap report.
		Wage level	Ratio of National Minimum Wage to EY National minimum entry level wage is 1:1.03 (assuming a 35-hour working week as per our standard contractual terms). Please see CEO wage ratio report for details on CEO wage ratios.
		Discrimination and harassment incidents and the total amount of monetary losses	Although we do not report specifically on these topics, the global EY organisation is committed to creating an environment where differences are respected and valued, and where our people feel safe and have the opportunity to contribute fully. The EY Global Inclusion and Non-discrimination policy provides consistency and clarifies what is meant by discrimination, intimidation and harassment, and encourages equitable and respectful treatment for our people across borders.
		Human rights review, grievance impact & modern slavery	In accordance with the EY Global Human Rights Statement, we do not tolerate any form of human rights abuse, including modern slavery or human trafficking, in any part of our business or within our supply chains. During FY25, no complaints or concerns were raised regarding modern slavery or human trafficking taking place in our UK business. In FY25, quarterly risk assessments were undertaken to identify high-risk supplier industries against procurement spend. Our total spend in high-risk industries for FY25 was 14.2%. For more information, please refer to our Modern Slavery Statement.
		Diversity and inclusion	Refer to our ‘People Section’ for details on DE&I at EY UK and page 89 in the index for data on workforce diversity.
		Risk for incidents of child, forced or compulsory labour	We manage these issues through the EY Global Human Rights Statement, the EY UK Modern Slavery Statement, the EY Global Code of Conduct and the EY Global Supplier Code of Conduct.
	Health and wellbeing	Health and safety	In FY25, there were no fatalities as a result of work-related injuries, there were no high-consequence work-related injuries (taking this to mean major injuries as defined by RIDDOR), and there were no recordable work-related injuries (taking this to mean other RIDDOR reportable accidents). The main types of work-related injury were: <ul style="list-style-type: none"> ▪ Bruises/Impacts 12 ▪ Burns/Scolds 1 ▪ Choking 1 ▪ Cuts/Abrasions 10 ▪ Electrocution 1 ▪ Falls 2 ▪ Strains/Sprains 2
		Employee wellbeing	There was a 2.1% absenteeism rate. For more information on our health and wellbeing services offered to our employees, please refer to page 20 .
	Skills for the future	Training provided	Information on our training and development by employee rank and gender can be found on page 88 .

Pillar	Theme	Metric and disclosure name	FY25 disclosure
Prosperity	Employment and wealth generation	Absolute number and rate of employment	Absolute number and rate of employment data are available on page 88 .
		Economic contribution	Details of our financial performance and economic contributions can be found on page 87 .
		Financial investment contribution	As a professional services organisation, EY UK is not as capital intensive as other industries. For further details, please refer to the ‘Creating Value for Clients’ section of the report. As an LLP, Ernst & Young LLP does not issue shares or conduct share buybacks.
	Innovation of better products and services	Total R&D expenses (\$)	As a professional service organisation, our innovation efforts extend beyond the traditional research and development definition. The global EY organisation invests in innovation to develop better products and services to serve clients and EY people. The operational expenditure for the development of our wavespace technologies in FY25 was £4.7mn.
	Employment and wealth generation	Infrastructure investments and services supported	For more information on our infrastructure investments and services supported, please refer to the sections on Creating value for Society and Creating value for Clients .
		Significant indirect economic impacts	While we do not currently measure our indirect economic impacts, further information on how we create value for society can be found on page 91 .
	Community and social vitality	Total Social Investment (\$)	Information on our community investments can be found on page 91 .

EY UK GHG emissions summary – FY25

Methodology	<div>We have measured and reported our greenhouse gas emissions (GHG) using the following guidelines, protocols, conversion factors and global warming potential (GWP) values:</div> <div><div><div>1. HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2).</div><div>2. WRI/WBSCD The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004.</div><div>3. WRI/WBSCD The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011.</div><div>4. UK Government Conversion Factors for Company Reporting (Year: 2025, Next publication date: June 2026, Version 1.10 – DESNZ/DEFRA.</div><div>5. WRI/WBSCD The Greenhouse Gas Protocol: Scope 2 Guidance, An amendment to the GHG Protocol Corporate Standard, 2015.</div><div>6. Antithesis: Estimating Energy Consumption & GHG Emissions for Remote Workers Whitepaper, February 2021</div><div>7. IEA: Emissions Factors 2024 Annual GHG emission factors for World countries from electricity and heat generation (September 2024).</div><div>8. IEA: Energy Statistics Data Browser (10 June 2025)</div><div>9. Commuting mode share (%) for each transport (EY Global Commuting Survey)</div><div>10. Average commuting distance for each transport mode (EY Global Commuting Survey)</div></div><div>Whilst we have used the GHG Protocol Value Chain (Scope 3) Standard (see iv above), we are not yet able to report on all relevant categories. However, we have reported on those which we believe to be most material to our overall environmental impacts and carbon footprint.</div><div>The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 implement the government's policy on Streamlined Energy and Carbon Reporting (SECR). The EY organisation is required to comply with mandatory greenhouse gas reporting requirements under the SECR policy, ensuring that all relevant emissions sources required under such legislation have been included in this report and that our reporting is consistent with the relevant requirements.</div></div>
Data assurance	<div>Data provided in this report has been audited on a limited assurance basis by BDO LLP. This was conducted in accordance with the International Standard on Assurance Engagements 3000 (Revised) (ISAE 3000) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and International Standard on Assurance Engagements 3410 (ISAE 3410) Assurance Engagements on Greenhouse Gas Statements.</div> <div>This data is also reviewed annually by the UK Firm’s financial auditors, in compliance with the SECR framework.</div>

GHG emissions data for EY UK		FY20	FY21	FY22	FY23	FY24	FY25	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 1	Natural gas – consumption	1	0	0	0	0	0	0%	None		No natural gas consumed – all contracted gas is biogas (backed by RGGOs).
	Biogas – consumption	1	1	1	1	1	1	0%	None		
	Diesel for generators – consumption	0	0	0	0	0	0	0%	None		Diesel used only in MLP back-up generators.
	Fugitive emissions (refrigerants)	677	973	457	465	436	419	0%	See note ⁴ below	8%	Investigating options to collect excluded data.
	Scope 1 total tCO ₂ e	679	973	457	466	437	420				
	Scope 1 total tCO ₂ e per m ²	0.006	0.009	0.004	0.004	0.004	0.004				
Scope 2	Electricity – generation	4,445	2,837	3,120	3,468	3,197	2,781	2%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Scope 2 (location-based) total tCO ₂ e	4,445	2,837	3,120	3,468	3,197	2,781				
	Scope 2 (location-based) total tCO ₂ e per m ²	0.042	0.026	0.027	0.032	0.031	0.027				
	Scope 2 (market-based) total tCO ₂ e	2,499	302	0	0	0	0	2%	Cardiff workspace		See narrative below in section entitled ‘Market-based scope 2 emissions reporting’.
	Scope 2 (market-based) total tCO ₂ e per m2	0.024	0.003	0.000	0.000	0.000	0.000				
Scopes 1 + 2	Scopes 1 + 2 (location-based) total tCO ₂ e	5,124	3,811	3,577	3,934	3,634	3,201				
	Scopes 1 + 2 (location-based) total tCO ₂ e per m ²	0.048	0.035	0.031	0.037	0.035	0.031				
	Scopes 1 + 2 (market-based) total tCO ₂ e	3,177	1,275	457	466	437	420				
	Scopes 1 + 2 (market-based) total tCO ₂ e per m ²	0.030	0.012	0.004	0.004	0.004	0.004				

GHG emissions data for EY UK		FY20	FY21	FY22	FY23	FY24	FY25	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 3	Cat 1: Purchased goods and services – paper	374	8	9	14	17	19	0%	See note ⁸ below	<1%	Calculation aligned to 2023 UK Gov GHG Conversion Factors for Company Reporting – all years restated.
	Cat 2: Capital goods			Not quantified				N/A	N/A		We have not tried to quantify these emissions yet.
	Cat 3: ⁵ WTT – Natural gas	0	0	0	0	0	0	0%	None		
	Cat 3: ⁵ WTT – Biogas	460	438	338	353	349	358	0%	None		
	Cat 3: ⁵ WTT – Diesel for generators	0	0	0	0	0	0	0%	None		
	Cat 3: Electricity – transmission and distribution	382	251	285	300	283	291	2%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Cat 3: ⁶ WTT – Electricity generation	613	739	746	769	709	721	2%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Cat 3: ⁶ WTT – Electricity transmission & distribution	53	65	68	66	61	62	2%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Cat 4: Upstream transportation and distribution			Not quantified				N/A	N/A		We have not tried to quantify these emissions yet.
	Cat 5: Waste generated in operations (activities included: solid waste treatment)	36	5	8	11	3	3	0%	See note ⁹ below	2%	Investigating options to collect data currently excluded.
	Cat 5: Water supply	Not quantified			7	6	8	59%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Cat 5: Water treatment	Not quantified			8	7	6	59%	Cardiff workspace	<1%	Cardiff is managed office space with desking for 6 people only. Data not available.
	Cat 6: ^{1,2} Business travel – air	41,960	106	21,660	46,513	38,788	24,596	13%	None		Estimations for directly invoiced air travel and flights booked via non-standard channels via extrapolation.
	Cat 6: ^{1,5} WTT – business travel – air	4,594	12	2,372	5,720	4,770	4,988	13%	None		Estimations for directly invoiced air travel and flights booked via non-standard channels via extrapolation.
	Cat 6: ² Business travel – rail	731	4	145	329	507	575	83%	None		Estimations are via extrapolation process based on known travel pattern data.
	Cat 6: ⁵ WTT – business travel – rail	140	1	37	83	128	146	83%	None		Estimations are via extrapolation process based on known travel pattern data.
	Cat 6: ^{2,3} Business travel – road	1,767	94	671	1,004	884	886	5%	None		Estimations for directly invoiced taxi travel + car hire booked via non-standard channels via extrapolation.
	Cat 6: ^{3,5} WTT – business travel – road	450	25	174	261	230	231	5%	None		Estimations for directly invoiced taxi travel + car hire booked via non-standard channels via extrapolation.
	Cat 7: Employee commuting		Not quantified			1,423	2,576	N/A	N/A	N/A	Employee commuting included for first time in FY24. FY25 calculated based on EY Global commuting survey.
	Cat 7: Homeworking (office equipment + heating)	Not quantified	11,994	7,604	7,882	7,619	5,554	0%	None		Methodologies used: FY21 to FY23 – EcoAct, FY24 onwards – Antithesis (to align with approach across the global EY organisation).
	Cat 8: Upstream leased assets			Not relevant				N/A	N/A	N/A	Not relevant – we do not lease any assets.
	Cat 9: Downstream transportation and distribution			Not relevant				N/A	N/A	N/A	We do not transport or distribute physical products.
	Cat 10: Processing of sold products			Not relevant				N/A	N/A	N/A	Not relevant – we do not sell physical products.
	Cat 11: Use of sold products			Not quantified				N/A	N/A	N/A	We have not tried to quantify these emissions yet.
	Cat 12: End-of-life treatment of sold products			Not relevant				N/A	N/A	N/A	Not relevant – we do not sell physical products.
	Cat 13: Downstream leased assets			Not relevant				N/A	N/A	N/A	Not relevant – we do not own assets that are leased to other entities.
	Cat 14: Franchises			Not relevant				N/A	N/A	N/A	Not relevant – we do not operate franchises.
	Cat 15: Investments			Not relevant				N/A	N/A	N/A	Not relevant – we have no applicable investments.

GHG emissions data for EY UK		FY20	FY21	FY22	FY23	FY24	FY25	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 3 Continued	Scope 3 (business travel only) total tCO ₂ e	49,642	241	25,058	53,911	45,308	31,422				
	Scope 3 (business travel only) total tCO ₂ e per FTE	3.34	0.02	1.56	2.97	2.44	1.76				
	Scope 3 (business travel only) total tCO ₂ e per £m revenue	19.338	0.088	7.760	14.357	12.269	8.330				
	All Scope 3 total tCO ₂ e	51,561	13,740	34,117	63,322	55,785	41,020				
	All Scope 3 total tCO ₂ e per FTE	3.469	0.866	2.119	3.486	3.008	2.301				
Total gross location-based GHG emissions tCO ₂ e (Scopes 1 + 2 + 3)		56,684	17,551	37,694	67,256	59,418	44,221				
Total gross location-based tCO ₂ e per £m revenue (Scopes 1 + 2 + 3)		22.08	6.37	11.67	17.91	16.09	11.72				
Total gross location-based tCO ₂ e per FTE (Scopes 1 + 2 + 3)		3.81	1.11	2.34	3.70	3.20	2.48				
Total gross market-based GHG emissions tCO ₂ e (Scopes 1 + 2 + 3)		54,738	15,015	34,574	63,788	56,222	41,440				
Total gross market-based tCO ₂ e per £m revenue (Scopes 1 + 2 + 3)		21.32	5.45	10.71	16.99	15.22	10.99				
Total gross market-based tCO ₂ e per FTE (Scopes 1 + 2 + 3)		3.68	0.95	2.15	3.51	3.03	2.32				
Outside of scopes ⁷		731	695	538	561	555	569	0%	None		Measured emissions relate to biogas consumption.
Exported renewable electricity reduction		0	0	0	0	0	0	N/A	N/A	N/A	For details, please visit: https://www.ey.com/en_uk/corporate-responsibility/ghg-emissions-overview .
Offsets		0	20,921	33,000	98,048	66,916	48,860	0%	None	N/A	For details, please visit: https://www.ey.com/en_uk/corporate-responsibility/ghg-emissions-overview .
Green tariffs		0	0	0	0	0	0	N/A	N/A	N/A	For details, please visit: https://www.ey.com/en_uk/corporate-responsibility/ghg-emissions-overview .
Woodland Carbon Units		0	0	0	0	0	0	N/A	N/A	N/A	For details, please visit: https://www.ey.com/en_uk/corporate-responsibility/ghg-emissions-overview .
Total net location-based GHG emissions tCO ₂ e (Scopes 1 + 2 + 3)		57,416	-2,675	5,231	-30,231	-6,943	-4,070				
Total net location-based tCO ₂ e per £m revenue (Scopes 1 + 2 + 3)		22.37	-0.97	1.62	-8.05	-1.88	-1.08				
Total net location-based tCO ₂ e per FTE (Scopes 1 + 2 + 3)		3.86	-0.17	0.32	-1.66	-0.37	-0.23				
Total net market-based GHG emissions tCO ₂ e (Scopes 1 + 2 + 3)		55,469	-5,211	2,112	-33,699	-10,139	-6,851				
Total net market-based tCO ₂ e per £m revenue (Scopes 1 + 2 + 3)		21.61	-1.89	0.65	-8.97	-2.75	-1.82				
Total net market-based tCO ₂ e per FTE (Scopes 1 + 2 + 3)		3.73	-0.33	0.13	-1.86	-0.55	-0.38				

Notes to GHG emissions data for Ernst & Young UK LLP

Kyoto Protocol and Montreal Protocol listed gases are primarily based on the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) over a 100-year period excl. feedback loops (this is consistent with reporting under the Paris Agreement). In some cases AR4, AR6 or estimates presented in the EU F-gas regulations annexes are used instead where AR5 values are not available. Values for the non-carbon dioxide (CO₂) greenhouse gases – CH₄ and N₂O – are presented as CO₂ equivalents (CO₂e) using Global Warming Potential (GWP) factors. GWP for CO (Carbon Dioxide) = 1, CH₄ (Methane) = 28, GWP for N₂O (Nitrous oxide) = 265. This approach is consistent with the recommendations of the GHG Protocol.

1. All Scope 3 emissions relating to 'Business travel – air' include the effects of radiative forcing (RF), in line with DESNZ/DEFRA's recommended approach and provided conversion factors.

2. The 'control' approach (as outlined in the 'Business travel – land' tab of 'UK Government Conversion Factors for Company Reporting (Year: 2025, Next publication date: June 2026, Version 1.0) – DESNZ/DEFRA' and Annex A ('Organisational boundary') of 'HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2)') has been used in order to decide whether to report these emissions as Scope 1 or Scope 3. EY UK meets neither the financial nor operational control criteria outlined therein, so all emissions from employee travel have been reported as Scope 3 (i.e., these are transport-related activities in vehicles not owned or controlled by EY UK).

3. Road emissions include the following travel modes: car, taxi, motorbike and car hire.

4. EY UK offices in Derry, Liverpool, Reading, Southampton, Jersey and Guernsey.

5. 'Well to Tank' or 'WTT' factors account for the emissions associated with extracting, refining, and transportation of raw fuel to the vehicle, asset or process under scrutiny.

6. 'Well to Tank' or 'WTT' factors account for the emissions associated with extraction, refining and transportation of primary fuels before their use in the generation of electricity.

7. 'Outside of scopes' account for the direct CO₂ impact of burning biofuels (i.e., biogas). They are labelled 'outside of scopes' because the Scope 1 impact of these fuels has been determined to be a net '0' (since the fuel source itself absorbs an equivalent amount of CO₂ during the growth phase as the amount of CO₂ released through combustion).

8. EY UK offices in Jersey and Guernsey.

9. Cardiff workspace, EY UK offices in Derry/Londonderry, Jersey and Guernsey.

Emissions data supporting information for EY UK

Reasons for changes in emissions

In FY25, our total gross scope 1, 2 and 3 emissions decreased by approximately 26% compared to the previous year. The material influences on this performance were as follows:

Travel: Whilst total emissions from business travel in FY25 fell by 30.6% compared to FY24, total distance travelled increased by 6% (with distance travelled per FTE by 11%). The primary reason for the reduction in absolute business travel emissions was, therefore, due to a decrease in GHG emissions conversion factors for air travel within the ‘UK Government Conversion Factors for Company Reporting (Year: 2025, Next publication date: June 2026, Version 1.0) – DESNZ/DEFRA’ – ‘Business travel – air’ and ‘WTT – business travel – air’ categories.

However, we remained focused on delivering against our published emissions targets to FY25 as part of our UK Net Zero Strategy. So, in addition to continuing to allocate internal air travel ‘carbon budgets’ to all business functions, and monitoring of performance by our UK Environmental Sustainability Committee, EY UK implemented additional tools to support sustainable travel choices in the workplace. These included a meeting space navigator SharePoint tool to encourage internal use of meeting rooms, and set up local hotel agreements with sustainable venues local to EY UK offices, an internal rail travel booking system linked directly to the expense claims system and provision of instant assistance with travel, meetings and events via a TME chatbot, which gives guidance on sustainable travel and choices.

Energy: In FY25, our location-based Scope 2 emissions decreased by 13% compared to the previous year.

The reporting period saw a notable uplift in the occupancy levels of UK offices compared to the previous year – notably at our largest office (More London Place), where building occupancy increased by 9%. However, FY25 consumption per head (i.e. kWh/FTE) at this site actually decreased by 1.3%. As the lease end date for this site approaches, we will consider utilising ground/air source heat pumps to reduce energy consumption beyond that already achieved, following previous lighting, plant and equipment upgrades.

Short-term opportunities for implementing further energy efficiency measures across the UK estate are somewhat limited, as most HVAC plant servicing buildings where our offices are located is owned and operated by the landlord. However, we remain committed to reducing energy consumption wherever possible, and will upgrade to low-energy LED lighting in our Bristol and Luton offices during 2025.

In July 2024, our Cambridge office relocated to state-of-the-art premises in Cambridge Square, with our Leeds operations moving to a new low-energy site in Wellington Place in September – the latter having building-specific energy targets and performance monitoring in place. And our third largest UK office (Birmingham) will move to new energy-efficient premises. We therefore expect to see reduced energy consumption for these UK offices during FY26.

Targets

In January 2021, the global EY organisation announced a global science-based decarbonisation target of reaching net zero in 2025 with a 40% reduction in our absolute Scopes 1, 2 and 3 greenhouse gas (GHG) emissions against an FY19 baseline, based on the relevant standards and definitions at that time. In line with the validation of these targets by the Science Based Target initiative (SBTi), we committed to reviewing them against the latest criteria within five years. For more information, please refer to the EY Environment Report, available here: [EY Environment Report](#)

In response to these targets, EY LLP (UK) developed its UK Net Zero Strategy, comprising six key actions critical to achieving our local emissions reduction targets, with strategic initiatives to put each one into practice. For further information please refer to our FY24 UK Impact Report or view our environmental objectives and targets: [Environmental objectives and targets](#)

During the reporting period, Gavin Jordan (EY UK Chief Financial Officer) was the member of the UK LLP Board responsible for achieving these targets.

To build on our progress, in January 2025 the global EY organisation announced a revised carbon ambition, to meet the current SBTi guidelines for net zero. This includes both a near-term target to halve emissions by FY30, and deep, sustained emissions reductions over time to achieve net zero by FY50 (90% GHG emissions reduction), both against an FY19 baseline. For more information, please refer to the [EY Global Environment Strategy](#).

EY LLP (UK) is currently revising its current UK Net Zero Strategy to align with and support the new Global Environment Strategy. Details will be published during FY26.

Facts and figures – people

We provide the support, experiences and opportunities our people need to build their careers within EY UK and beyond.

Formal learning

	FY23	FY24***	FY25
Learning hours delivered	9,03,206	9,77,830	11,82,883
Learning hours per person	47.1	49.5	61.9

Average hours of formal learning per person according to rank

Rank ¹	FY23	FY24***	FY25
PPEDD ²	46.6	43.4	61.6
Senior Manager/Associate Director	38.7	40.1	57.7
Manager/Assistant Director	39.5	44.4	61.6
Supervisor Associate/Senior Associate/Senior	44.6	48.4	57.1
Staff/Assistant/Associate	74	76.0	83.1
Intern	74.7	107.6	79.5
Administrator	9.3	5.6	10.8

Average hours of formal learning per person according to gender³

	2022	2023	2024
Male ⁴	47.5	48.7	58.1
Female ⁴	40.7	42.2	48.98
Overall ⁵	39.8	42	54.35

Learning hours represent formal learning, delivered by the UK&I Learning & Development team, only. Learning delivered by an external provider (e.g. as part of an Accounting Apprenticeship/Graduate Programme to achieve a professional qualification (such as ICAEW/ICAS)), is not included in the figures and averages shown.

The learning data includes EY UK, not including Ireland, Isle of Man nor Gibraltar. Data source – Global Learning dashboard as updated on 08/09/2025.

1. Does not include contractors.
2. PPED – Partners/Principals/Executive Directors/Directors.
3. Average hrs of formal learning by gender is based on calendar year reporting (Jan 1 – Dec 31 2022, 2023, 2024).
4. Data based on total workforce where gender declared.
5. Average hrs were for total workforce, including those where gender details were not declared.

Promotions

	FY23	FY24	FY25
Total promotions	3,232	2,743	2,674
Promotions to Partner ⁶	117	66	91
% of females among promoted Partners	37%	33%	40%

Headcount – overall and by gender

	FY23	FY24	FY25
Female	10,030	9,748	9,513
Male	11,054	10,435	10,092
Overall ⁷	21,136	20,294	19,685

Attrition – overall and by gender

	FY23	FY24	FY25
Female	11.8%	11.0%	10.9%
Male	12.9%	12.2%	12.8%
Overall	12.4%	11.6%	11.9%

6. Promotions to Partner cover those effective at the start of FY26. They do not include those promoted from Non-Equity Partner to Equity Partner. Additionally, for the start of FY26 there were 31 promotions to from Non-Equity Partner to Equity Partner, of which 23% were female.
7. We have 80 people recorded as 'Others'. These aren't included in the male/female split in the above.

Leadership groups by gender and ethnicity

	FY23				FY24				FY25			
	Total Number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰	Total number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰	Total number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰
LLP Board	10	60	10	0	10	40	10	0	8	63%	13%	0%

Partners/Principals/Executive Directors/Directors by gender and ethnicity

	FY23				FY24				FY25			
	Total Number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰	Total number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰	Total number ⁸	% female ⁹	% ethnic minority ⁹	% ethnic minority Black/Mixed Black heritage ¹⁰
Equity Partners	930	27	18	6.9	894	27	18	7.2	830	27.2%	18.7%	7.383%
Non-Equity Partners	771	31	15	10.8	757	29	18	10.9	741	30.8%	19.8%	11.679%
Equity & Non-Equity Partners combined	1701	29	17	8.5	1651	28	18	8.9	1571	28.9%	19.2%	9.4%

8. As new Board make up/Partner promotions take place at the start of our Financial Year, numbers given are based on position of first day of the following year.
9. Based on those that have declared as Male/Female or their ethnicity.
10. Based on % of our ethnic minority Partners that are Black/mixed Black heritage.

Workforce data by role

			Age					
	Female	Male	Under 25	25-34	35-44	45-54	55-64	65 and over
Hires ¹¹	44.2%	55.8%	42.8%	41.1%	11.3%	3.8%	1.0%	0.0%
Attrition	10.9%	12.8%	Not measured	Not measured	Not measured	Not measured	Not measured	Not measured
Ranks – Client Serving								
Equity Partner ¹²	27.2%	72.8%	0.0%	0.6%	27.8%	57.0%	14.6%	0.0%
Non-Equity Partner ¹²	30.8%	69.2%	0.0%	3.5%	39.9%	42.9%	12.7%	0.9%
Executive Director	36.7%	63.3%	0.0%	0.0%	3.3%	50.0%	43.3%	3.3%
Senior Manager	43.1%	56.9%	0.0%	26.8%	50.6%	18.1%	4.3%	0.1%
Manager	47.5%	52.5%	0.2%	63.4%	28.5%	6.5%	1.3%	0.1%
Senior	48.1%	51.9%	10.6%	77.2%	9.7%	1.7%	0.7%	0.1%
Staff/Assistant	45.7%	54.3%	64.2%	33.2%	2.2%	0.3%	0.1%	0.0%
EY Internal Support Ranks								
Director	49.8%	50.2%	0.0%	0.6%	22.5%	47.0%	25.7%	4.1%
Associate Director	61.4%	38.6%	0.0%	5.6%	42.2%	37.6%	13.9%	0.6%
Assistant Director	66.3%	33.7%	0.0%	27.7%	41.7%	22.3%	7.5%	0.8%
Supervising Associate	63.8%	36.2%	0.0%	40.8%	36.2%	14.7%	7.8%	0.5%
Senior Associate	70.0%	30.0%	2.9%	51.5%	24.0%	13.0%	7.6%	1.0%
Associate	68.1%	31.9%	18.1%	43.1%	18.1%	10.8%	8.3%	1.5%
Admin	96.0%	4.0%	1.8%	7.7%	19.8%	31.4%	35.2%	4.2%

People By Service Line	FY23	FY24	FY25
Assurance	6,134	6,300	6,613
Tax	4,372	3,496	3,446
Consulting	4,998	5,109	4,228
Strategy and Transactions	1,967	1,798	1,877
Core Business Services	3,665	3,591	3,521
Grand Total	21,136	20,294	19,685

11. There were 14 hires and 80 of our workforce who idenified as under the gender of ‘Others’.

12. Partner data as per first day of FY26

Facts and figures – social

EY Ripples, the EY Corporate Responsibility programme, is anchored in a long-term goal to positively impact one billion people. Since EY Ripples was launched in 2018, we have positively impacted 253 million lives globally.

EY Ripples participation and lives impacted		
	Lives Impacted	Participants
UK&I – UK	4,199,807	4,043
UKI FSO – UK	805,218	1,746
Total	5,005,025	5,789

Participants by EY Ripples focus area	
	Participants
Accelerating Environment	2,158
Impact Entrepreneurs	757
Next Generation	2,857
Total UK (excluding ROI and Gibraltar)	5,772

Community investment	FY23	FY24	FY25
Hours invested by EY people (000s) ¹³	51.7	58.5	66.9
Value of time contributions (£mn)	6.1	4.9	7.9
Cash investments (£mn)	7.0	5.1	5.9

13. Hours reported include time contributions beyond EY Ripples (e.g., other skilled and traditional volunteering and pro-bono activities.)

Facts and figures – client

We conduct an annual brand survey to understand how EY and its competitors are perceived, to ensure that we are delivering an exceptional experience to our clients.

The latest survey is based on 152 telephone interviews with C-suite members and their direct reports at major UK organisations. We have maintained our lead as the most favoured UK professional services brand.

Brand perceptions			
	2023	2024	2025
Favourability	67% (#2)	68% (#1)	66% (#1)
Diverse teams and culture	45% (#1)	41% (#3)	44% (#1)
Deliver an exceptional client experience	46% (#1)	48% (#1)	42% (#1)
Creates value for society	24% (#1)	31% (#1)	27% (#1)

Our ability to achieve our ambition and fulfil our purpose depends on our sustained and sustainable financial success.

Growth in revenue by service line			
	FY23	FY24	FY25
Assurance	17%	10%	3%
Consulting	18%	-4%	-6%
Strategy and Transactions	8%	-13%	10%
Tax	20%	4%	5%
Total	£3.69bn	£3.70bn	£3.78bn

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