

How does the work we do help the UK thrive?

EY UK 2026 Impact Report

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

Shape the future with confidence

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Throughout this report, Ernst & Young LLP is referred to as 'EY UK' and may also be referred to as 'we', 'us' or 'our'. EY UK (including its financial services practice) is part of the United Kingdom and Ireland (UK&I) Region.

York train station, North Yorkshire



Shaping the UK's future with confidence

Anna Anthony
EY UK Managing Partner

Across the UK, we're living through a period of profound change.

New technologies, shifting expectations and economic pressures are reshaping business, society and the way we work. Change brings opportunity, but progress depends on the confidence in the decisions being made and the outcomes they can deliver.

EY has an important role to play in helping the UK navigate change and shape its future with confidence.

Our EY UK 2026 Impact Report tells that story. Financial results are one important measure of our performance, but they offer only part of the picture. What matters just as much is the value we create through our work with clients, our investment in people and our contribution to communities across the UK.

Across 125 stories from every part of our UK business, the report brings our purpose to life. It shows how our people are building trust, creating opportunity and bringing together different perspectives to address some of the UK's most pressing challenges.

Building trust through change

One of the privileges of my role is seeing the breadth of what our people do every day.

Even after many years at EY UK, I continue to be struck by how they help organisations tackle challenges, respond to change and seize new opportunities. On any given day, that work can range from helping one of England's largest hospital trusts cut patient waiting times in Lincolnshire to bringing business, government and academic leaders together in Belfast to confront the realities of a changing climate.

Trust is fundamental to this work. This ranges from high-quality audits that support confidence in businesses and markets to teams across the firm helping clients manage risk, make informed decisions and transform responsibly.

As AI changes how organisations operate and how people work, that responsibility is becoming even more important. Technology has the potential to unlock new sources of growth, but its value will depend on how it is developed, governed and used.

Our role is not simply to help organisations adopt new technology. It is to combine technical expertise with sound judgement, challenge assumptions and help clients make changes that people can trust.

Developing the talent the UK needs

One of the most important ways we help shape UK society is through the talent we help develop.

Today, thousands of colleagues work from 20 offices across the UK, from Belfast and Edinburgh to Newcastle, Birmingham and London. Our people represent more than 120 nationalities, bringing different experiences and perspectives to the issues our clients face.

Every year, we recruit thousands of people through our graduate, school leaver, internship and work experience programmes. Some will spend decades with us. Others will go on to lead organisations, start businesses or pursue opportunities elsewhere. Both outcomes matter.

At a time when skills, productivity and innovation are critical to the UK's long-term success, we have a responsibility to help people build rewarding careers, develop the skills they will need for the future and fulfil their potential.



That means investing in technical capabilities, including AI and data literacy, while continuing to develop the qualities that technology cannot replace: curiosity, integrity, empathy, collaboration and professional judgement.

It also means widening access to opportunity. In FY26, the EY Foundation, our independent charity, supported 3,780 young people eligible for free school meals to develop the skills, experience and confidence to take their next step into employment or further education.

By investing in people, we help businesses grow, strengthen communities and support the UK's future prosperity.

Working together to create lasting value

The challenges facing the UK cannot be addressed by any one organisation. Progress depends on business, government and communities working together.

The stories in this report show that approach in practice. They reflect the dedication and expertise of EY people across the UK, while they also recognise that meaningful outcomes are achieved with clients, communities and partners.

Sustaining that contribution requires continued investment in our people and capabilities. That is why growth matters: it enables us to create jobs, build new skills and increase our contribution to the clients, communities and economies we serve.

The years ahead will bring complex decisions, but also real possibilities. I am optimistic because I see every day what our people, clients and partners can achieve when they combine ambition with responsibility and expertise with a willingness to listen.

That is how EY will continue to build trust, create opportunity and help shape the UK's future with confidence.

> "The years ahead will bring complex decisions, but also real possibilities. I am optimistic because I see every day what our people, clients and partners can achieve when they combine ambition with responsibility and expertise with a willingness to listen.

Anna Anthony
EY UK Managing Partner

The organisations that keep moving are the ones where people don't wait to be told what to do next



Stuart Gregory, UK&I Deputy Regional Managing Partner, on keeping an entrepreneurial spirit alive at scale, helping businesses and society navigate change, and why he's optimistic about the future.

What's the biggest leadership challenge within a large organisation like EY UK?

The bigger an organisation gets, the easier it is to lean on what worked yesterday. That's understandable because those approaches got us to where we are today. But the world doesn't hold still out of respect for your past successes. Markets move, expectations change, and it all happens faster than large organisations are naturally built for.

So, I think the challenge is to keep entrepreneurial spirit alive at scale. The organisations that keep moving are the ones where people don't wait to be told what to do next. They spot opportunities, question whether the obvious answer is the right one and look for a better way forward.

That applies whether you're a graduate on your first project or a partner running a business. When people take real ownership, an organisation keeps questioning itself and keeps adapting. When they don't, it starts to settle and the risk is that settling rarely announces itself; it simply becomes the norm.

What role does EY have in helping businesses navigate change?

The issues facing our clients and wider society are huge and interconnected, with no easy answers. Whether it's helping businesses embrace AI, supporting the transition to a more sustainable economy, improving productivity or building trust in a rapidly changing world, progress depends on people being willing to think differently and act fast.

That means encouraging curiosity, backing new ideas and recognising that meaningful change rarely comes from staying within comfortable boundaries. Not every idea will succeed first time, but organisations that learn, adapt and keep moving forward will create the greatest impact over the long term.

Ultimately, our role is not simply to respond to change; it's to help drive it. When we create opportunities for talented people to take on new challenges, bring different perspectives and solve complex problems, the impact reaches far beyond our organisation. It helps businesses across the globe grow, communities thrive and will ultimately help the UK remain competitive in a fast-changing world.

What gives you confidence about the future?

There's no question that the pace of change is accelerating. New technologies, shifting expectations and a more complex operating environment mean the future will look different from the past. That's a reality for every organisation.

What gives me confidence is people's ability to adapt. Throughout my career, I've seen individuals and teams take on challenges that initially felt daunting and manage to find a way forward. I see that same mindset across EY UK today: curiosity, a willingness to learn and the confidence to challenge themselves. They bring different perspectives and fresh thinking, alongside a genuine desire to make a difference for clients, communities and each other.

I'm also encouraged by the fact that the next generation is entering the workplace with a different set of experiences and expectations. They are often more comfortable with change, more open to new ways of working and more willing to question established thinking. That's healthy. Every organisation benefits from people who are prepared to ask whether there's a better way.

None of us knows exactly what the future holds. But if we continue to create an environment where talented people can grow, contribute and take ownership, then there's every reason to be optimistic about what comes next and the positive impact we can have together.

Stuart Gregory
EY UK&I Deputy Regional Managing Partner



Creating greater value with AI

The conversation around AI at EY UK has moved beyond tools and productivity. Preetham Peddanagari, UK Chief Technology Officer reflects on how AI is helping reshape services, ways of working and the value we create for clients.

Over the past year, how has the conversation around AI changed?

The biggest shift in client conversations is from "What tools should we deploy?" to a more fundamental question: "How do we redesign the organisation to create greater value?"

Early conversations were dominated by adoption and productivity. Those still matter, but they are increasingly the entry point, not the destination. Leaders are now asking how AI changes client outcomes, workflows, talent, knowledge and even commercial models.

That is a much bigger transformation. The opportunity is not simply to make today's processes faster, but to redesign how work and services are delivered. At that point, AI stops being a technology initiative and becomes a business transformation agenda.

What's something you wish more people understood about EY today?

I wish more people saw EY UK not simply as a professional services firm that uses technology, but increasingly as a knowledge business enabled by it.

Our advantage is the expertise built through thousands of engagements across sectors, markets and disciplines. Historically, much of that knowledge sat with individuals or was scattered across documents and systems. AI gives us the opportunity to connect knowledge, make it more accessible and apply it consistently.

The value of technology is not just that it helps an individual work faster; it can also help the whole organisation learn from, reuse and scale the best of what we know. We also recognise the importance of ensuring transformation is delivered in a responsible way. Through AI for Good, we are exploring how technologies can help address and tackle some of society's most pressing social and environmental challenges.

What has made you most proud this year?

What has made me proud is seeing ownership of AI move into the business.

A year ago, conversations were led by technology teams. Today, people closest to our clients and services are asking how AI should change the work itself – not simply which tools to use.

Such a shift is important because transformation at this scale cannot be delivered by a small group of specialists; it has to be shaped by people who understand the work, the client and the outcome. Seeing that happen across EY UK gives me confidence we are moving from experimentation to lasting change.

What's your priority for FY27?

Our focus is on moving further and faster.

That means building the foundations that allow technology, data, knowledge and people to work together seamlessly across the business. It means continuing to transform services, investing in core capabilities and helping our people develop the skills they'll need for the future.

Ultimately, success won't be defined by how much AI we use. It will be defined by whether we deliver better outcomes for clients, create better experiences for our people and generate greater long-term impact.

Preetham Peddanagari
EY UK Chief Technology Officer

Building a lasting impact across the UK

People

Operating in a rapidly changing world, we develop future-ready skills, widen opportunity, build inclusive communities and support wellbeing across EY UK.

2,300 Total number of hires

3,700 Internal promotions and progressions

1.2mn Learning hours delivered

120 Number of nationalities

Society

We make a positive impact through volunteering, charitable giving and pro bono work, as well as our efforts to reduce our environmental impact and support more sustainable choices.

5,600 volunteers

Over **3.4mn** lives impacted through EY Ripples

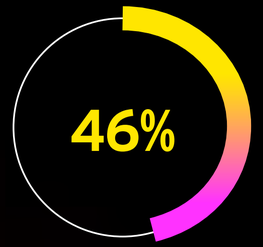
3,780 young people eligible for free school meals supported by the EY Foundation in FY26

Microsoft 365 Copilot made available to all EY people in the UK

Clients

We help clients navigate change, build trust and unlock opportunity through transformation, innovation and collaboration.

Sales growth for AI and data projects



£3.2bn Combined revenue of our EY Entrepreneur Of The Year UK finalists

Embedded **enterprise-scale agentic AI** into global audit platform

Financial

Our financial performance enables continued investment in our people, technology and contribution to the UK.

Fee income **£3.86bn** 2% UK revenue growth in FY26

20 offices in the UK

Over **25%** increase in the total value of employee bonuses



Total UK tax contribution for FY26 was more than **£1.3bn**

people

Creating long-term value through our people. This pillar shows how, operating in a rapidly changing world, we develop future-ready skills, widen opportunity, build inclusive communities and support wellbeing across EY UK.

Cotswold Guiting Power, Gloucestershire



Anne-Marie Balfe
EY UK Talent Leader

The future belongs to the curious

As technological development continues to impact the world of work, Anne-Marie Balfe, EY UK Talent Leader, talks about opportunity, why organisations have a responsibility to invest in skills, and the value of staying curious.

People often ask how AI will affect the next generation of talent within professional services. What's your answer?

When I stood on stage at our student induction in September in front of more than a thousand people at the very beginning of their careers, I saw a room full of talent, energy and possibility.

The reality is that none of us can say with certainty what the workforce will look like in the future, because technology will continue to evolve in ways that we can't yet predict. What we do know is that uncertainty has never been a reason to invest less in people. If anything, it makes that investment more important.

Technology will continue to change how work gets done, but it doesn't replace the human qualities that sit at the heart of professional services: the ability to earn trust, exercise judgement, be agile, confidently navigate complexity and uphold professional standards. Those responsibilities still belong to people, which is why our people are at the heart of our business, and we continue to bring talented individuals into the organisation and help them build the skills they will need for the future.

EY is investing heavily in AI tools and training. What does that mean for how you invest in development more broadly?

The two have to move together. If an organisation is investing in technology, it has a responsibility to invest in its people, because one without the other simply doesn't deliver the outcomes you're looking for.

Part of that means giving people access to the right AI tools and making sure they have the training and confidence to use them effectively. But technology is influencing much more than the tools we use day to day. It's changing workflows, reshaping services and shifting what clients need from us, which means keeping pace. This requires a broader set of capabilities than technical training alone can provide.

That is why we're investing just as deliberately in things that have nothing to do with technology. We are making investments to equip our people with the skills, knowledge and experience to pursue a broad range of career opportunities across our global network. We're expanding secondments, creating more opportunities for in-person learning and continuing to strengthen leadership development, because the most valuable lessons still come from working alongside other people, sharing experiences and learning in real-world situations.

The impact is felt beyond our own organisation. Whether someone spends their entire career at EY UK or eventually takes their experience elsewhere, they carry those skills, our values, professional standards and ways of working into other businesses, sectors and communities across the UK. As a profession built around developing people, helping them grow in ways that create a wider positive impact feels fundamental to what we do. That is also why we are proud to stay connected through the EY Alumni Network, creating opportunities to share insights, expertise and support long after people leave the firm.

What does it take to make development real for people, rather than something they just hope for?

It starts with making time for it. Learning has a habit of slipping to the edge of the day job and if organisations aren't prepared to protect time for development, it's very unlikely to happen consistently.

That's very much the thinking behind Thrive Time, which was created in direct response to what our people told us would make the greatest difference. Every person at EY UK receives 10 dedicated days each year to focus on learning, corporate responsibility and personal growth. It's not simply about encouraging people to find the time; it's about giving them the time. That investment helped us deliver 1.2 million learning hours in FY26 alone.

What I find most rewarding is seeing how people choose to use their Thrive Time. Our Sports Network is a great example, bringing colleagues together through shared interests, supporting wellbeing, raising money for charity and helping people build relationships and networks from the moment they join the firm. None of that was prescribed. It was created by people who saw an opportunity to build something meaningful and bring others with them.

Career Agility reflects the same philosophy by helping people explore new experiences, move between teams and build capabilities they might never otherwise have discovered. We want individuals to feel that growth and opportunity are available throughout their careers here, and that the next chapter of their development is something they can find within the firm, rather than feeling they need to look elsewhere.

What advice would you give someone starting their career today?

Be curious. It's simple advice, and the most useful I have.

Be curious about technology and how it's changing the world. Be curious about your clients, your colleagues, and the work around you. Most of all, be curious about your own potential – most people underestimate theirs.

The people who thrive keep learning, keep asking questions and keep paying attention to what's changing. Skills will keep evolving. Curiosity is what helps you keep pace, and it's something anyone can choose.

Turning inclusion into action

Dr Fatima Tresh, EY UK Inclusiveness Leader, on turning inclusion from a concept into everyday actions that create fairer experiences and stronger business performance.

When you think about inclusion at EY UK today, what does it mean in practice – for our people and for the business?

Inclusion has always meant creating an environment where people can contribute, grow and succeed. But the context around us has changed. EY UK is more diverse than it was five years ago, across ethnicity, gender, generation, culture and socio-economic background, and that means inclusion has to be much more intentional.

As teams become more diverse, inclusion requires greater intentionality to ensure different perspectives are heard and opportunities are consistent. That is why inclusion matters so much: it is the lever that helps diversity translate into better performance.

What has EY UK been focused on over the past year?

One of the biggest shifts has been taking inclusion from something that can feel abstract and turning it into something practical. We took stock of all the guidance, tools and resources available across EY UK and focused on what would have the greatest impact day-to-day.

We want inclusion to feel accessible and achievable, not something specialist. The result is five inclusive skills, each with six practical actions that help people lead, manage, coach, recruit and develop others more inclusively. They're simple behaviours that, when applied consistently for everyone, help create a better experience for all.

This work has been shaped by broad input from across EY UK. Through our culture of equity work, we engaged more than 750 partners, alongside inclusion champions, networks and communities across the business, to understand what inclusion really looks like in practice.

It means inclusion is no longer another task on a to-do list; it becomes part of how we work in a diverse business. It is about asking: how can I bring the best out of someone whose lived experience or working style may be different from mine?

What role do businesses like EY UK have in creating opportunity and belonging?

I think businesses have a responsibility to create environments where people can thrive and feel they belong, but I do think there is a misconception about what this really means. When we don't talk about inclusion in practical terms, it can create a perception that inclusion is only about support. Support is important, but stretch is equally important. If we only support, we can unintentionally limit opportunity. When we support and stretch, we make sure everyone can demonstrate their capability and potential. Because it's not about fixing talent, it's about creating the conditions for growth.

The challenge is making inclusion a lived reality in a busy business environment. That is why the practical work is so important. We have applied inclusive actions to the moments that matter most, recruitment, performance conversations, development and coaching, so inclusion fits into the flow of work rather than sitting outside it.

What we have heard consistently through our engagement with partners, networks and communities is that while people may have different experiences, the fundamentals of inclusion are often the same: being listened to, having access to opportunity and feeling able to contribute fully. Embedding those behaviours consistently benefits both our people and our business.

What gives you confidence about the future of inclusion at EY UK?

I am optimistic because we are creating more consistency. We are moving from everyone defining inclusion differently to aligning around the same principles and practical behaviours. That means we can see where inclusion is happening consistently, where there is variability, and what people can do differently to reduce that variability.

My hope is that in five years' time we're truly inclusive by design, that experiences are consistent at EY UK, in terms of access to opportunities, the quality of conversations and outcomes. Success will be when inclusion is not seen as a separate agenda, but simply part of how we work every day. Because it's not about ticking boxes, it's about everyday habits.



Dr Fatima Tresh
EY UK Inclusiveness Leader

Using medical experience to transform essential services

in conversation with

Sahil Shah

Manager, People Consulting, EY UK

What led you from medicine to consulting?

Pausing a medical career I had invested years in was not easy, but I believed I could help more people by strengthening the systems that shape society.

Working as a doctor taught me the importance of service, empathy and decisiveness. It also showed me the reality of delivering care within overstretched and fragmented systems. In Accident & Emergency, I would sometimes return for my next shift to find the same patients still waiting to be seen. Staff had changed over, but those patients remained caught in a system struggling to keep pace with demand.

That experience led me to ask: how can we improve the systems people depend on, and not just the individual interactions within them? That question ultimately brought me to EY UK.

How have you turned your medical experience into a strength at EY?

Leaving a clearly defined career path came with uncertainty. I had to adapt to the corporate world, learn a new language and understand different governance and stakeholder dynamics.

Through training, professional development and the support of colleagues who invested in my growth, I have developed skills in transformation, assurance and organisational change. At the same time, my clinical background continues to shape how I approach problems. It encourages me to consider how decisions affect both the people delivering a service and those depending on it.

I have learned that changing your career does not mean leaving your previous experience behind. At EY UK, I can combine my clinical perspective with expertise in technology, data, operations and change to address complex challenges across healthcare and the wider public sector.

Where have you seen the greatest impact?

Some of my most meaningful work has been in healthcare, where I supported an organisation to strengthen and safely scale urgent cancer referral pathways serving thousands of patients across London. I helped its leaders consider how governance, data, operational processes and ways of working could support more consistent care as services grew.

The work aligned closely with my purpose because the decisions ultimately shaped how patients will access the right care at the right time. It showed me how my medical experience remained relevant but could now influence the design of services at a system level.

I have also used my medical expertise to assess the governance and handling of medicines across internal humanitarian aid supply operations. My recommendations prompted a review of key processes aimed at reducing medical waste and strengthening global aid systems. It reinforced how experience developed in one setting can create value elsewhere when combined with curiosity and a willingness to learn.

Which experiences have brought your purpose to life?

One highlight was leading the inaugural National Highways Roads Academy graduation ceremony for 60 graduates. It brought together leaders from across the roads sector to celebrate talent and reinforce the importance of investing in skills. I saw a clear parallel with healthcare: people are the backbone of every system, and lasting improvement depends on developing and supporting them.

I am equally proud of the impact beyond client work. As Co-Chair of EY's South Asian Community, I help lead a network of more than 900 members. After a discussion about bringing our dual identities to work, a colleague shared how strongly the conversation had resonated with their experience. That message brought home why creating space for honest conversations matters.

Outside EY, I am a trustee of Shishukunj, which supports more than 400 young people across two weekly youth centres. The leadership and governance skills I have developed at EY UK are helping me contribute more effectively to the charity and my local community.

What impact do you hope to create next?

My career has shown me that impact is not defined by a job title or profession. It comes from listening to people, understanding the systems shaping their experiences and bringing different skills together to create lasting change.

Looking ahead, I want to lead multidisciplinary transformation that uses technology responsibly while remaining human-centred. I hope to help organisations improve the services that patients and the public rely on, while continuing to grow as a leader within EY UK and my community.



Management Consultancies Association (MCA)
Award Winner

> My career has changed direction, but the mission remains the same: creating better outcomes for people at scale.



Building belonging:

Creating a community for early career professionals

Starting a career is more than just learning a role. It is also about building connections, finding support and feeling part of something bigger. When Kirat Singh joined EY as a cybersecurity apprentice in the UK, he benefited from the support of his immediate team. However, there was no dedicated space for apprentices, graduates, interns and placement students to connect across the organisation, share experiences or discuss the challenges and opportunities of early career life. Recognising this gap, the group set out to create a community where people could build relationships beyond their local teams and feel connected to a wider network.

The result was the Early Careers Network (ECN), a community created by early career professionals, for early career professionals. Bringing together colleagues from across service lines and locations, the network provides opportunities to connect, collaborate and learn from one another. It creates space for apprentices, graduates, interns and placement students to share experiences, build confidence and develop relationships with colleagues they may never otherwise meet through their day-to-day work.

What began as an idea has quickly grown into a thriving community across EY teams in the UK and Ireland. In just a few months, the network attracted more than 250 members across EY UK & Ireland. Supported by Dudes Mduduzi Mswabuki, Vice Chair of Inclusiveness within the global EY organisation, the launch event welcomed more than 75 attendees and laid the foundations for a programme of development events, networking opportunities and cross-service-line collaboration.

Through the ECN, members have been able to expand their networks, learn from colleagues with different experiences and perspectives, and build a stronger sense of belonging across the organisation. The network has created opportunities to socialise, share challenges, celebrate successes and feel more connected to the wider EY community across the UK beyond immediate teams or locations.

the network attracted

250+

members across EY UK & Ireland

Helping digital technology apprentices learn, connect and grow

The Digital & Technology Degree Apprenticeship Network has grown into a diverse and thriving community of apprentices working across a wide range of teams, technologies and client engagements. As the programme expanded, creating opportunities for apprentices to connect, learn from one another and feel supported became increasingly important. In 2024, a structured Apprentice Network was established to strengthen those connections and help apprentices succeed throughout their degree and professional development journey.

As Apprentice Network Lead, Elle Wood worked alongside a team of apprentice representatives to create a year round programme built around three core pillars: university support, skills development and community. Throughout FY26, the network delivered monthly newsletters, learning sessions and community events that brought apprentices together from across Technology Consulting. Sessions explored topics including digital engineering, artificial intelligence, insurance and promotion readiness, helping apprentices broaden their knowledge and develop skills beyond their day-to-day roles.

The network also provides dedicated support for apprentices balancing academic and professional commitments. This includes one-to-one guidance on dissertations, end-point assessments and graduation, helping individuals navigate some of the most significant milestones of their degree programme with greater confidence.

During FY26, the Apprentice Network delivered 12 newsletters, more than 20 development sessions and regular social and networking events. By combining academic support, technical learning and peer connection, the programme has created a more engaging and connected experience for apprentices across Technology Consulting.

By investing in early careers talent through structured development and a strong sense of community, the network is helping apprentices thrive while building a sustainable pipeline of future technology consulting leaders.

12

apprenticeship newsletters delivered during FY26

20+

development sessions delivered, alongside regular social and networking events



SKILLS, TALENT & CAREERS

Extending leadership beyond the partnership

As careers evolve and traditional ideas about retirement continue to change, the Partner Transition Programme is helping Partners view life beyond the partnership not as an ending, but as an opportunity to create impact in new ways.

The programme connects Partners with opportunities to support entrepreneurs, charities and community organisations, while exploring what a purposeful next chapter could look like. Through the EY Entrepreneur Clinic, participants provide guidance to founders from the EY Ignite Programme, sharing commercial insight and leadership experience that can help growing businesses overcome challenges and accelerate growth.

Partners are also introduced to trustee opportunities through Step on Board, enabling charities and community organisations to benefit from experienced leadership and stronger governance. These organisations gain access to trusted advisers, while Partners have the opportunity to apply decades of experience in areas that can create meaningful social value.

The impact flows in both directions. Entrepreneurs and charities benefit from expert support, while Partners gain confidence in the transferability of their skills and a clearer understanding of how they can continue making a difference beyond their professional careers.

By creating pathways that connect experienced leaders with organisations that need their expertise, the programme demonstrates how investment in people can generate long-term social value. It is helping redefine leadership beyond the partnership and ensuring that experience, knowledge and networks continue to benefit communities long into the future.



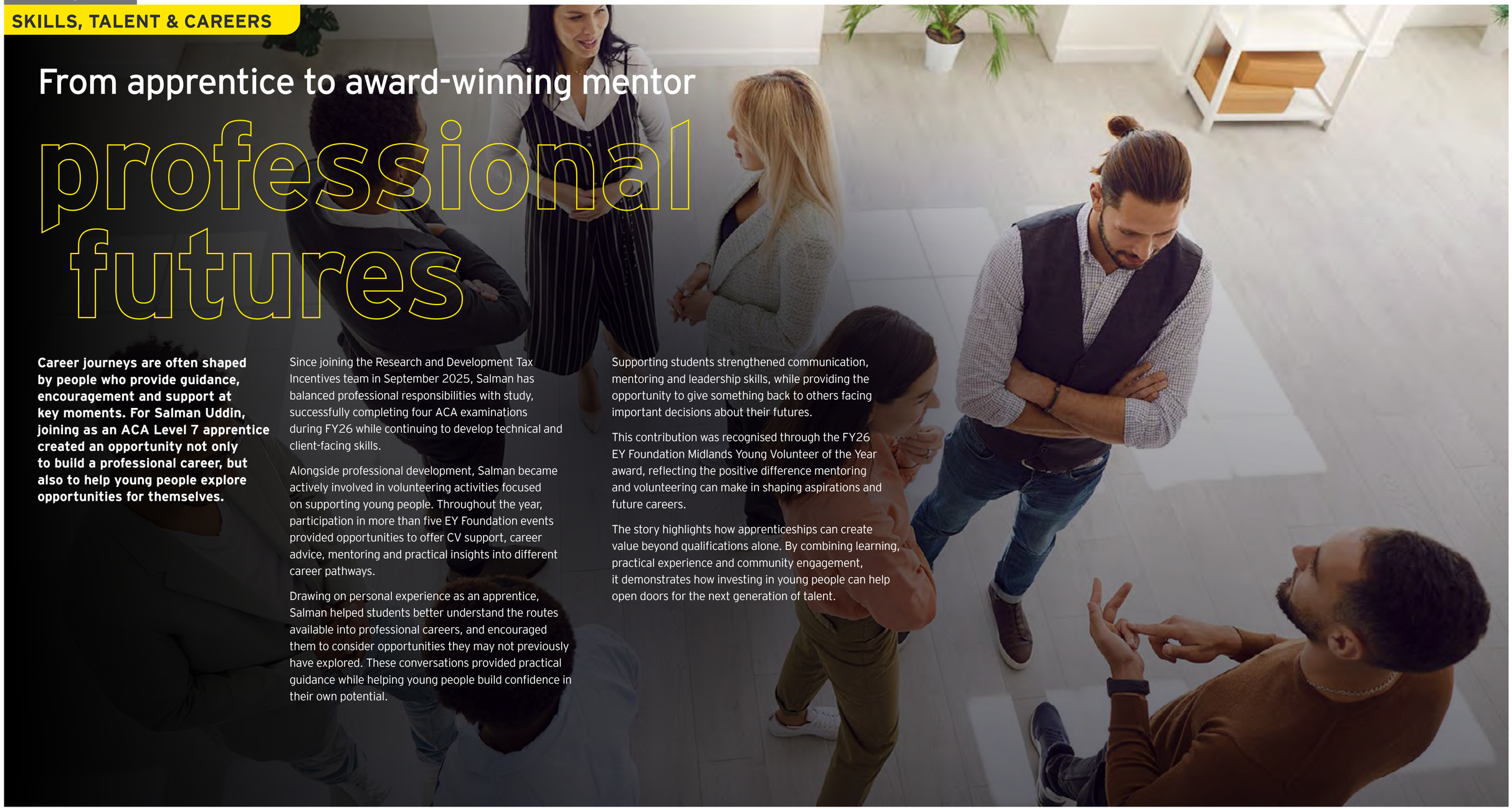
> “The individual sessions were mind-blowing. I left the session full of energy, ideas and, most importantly, a new group of connections with deep knowledge across their respective industries.

Leslie Owusu
Founder of Gazelle Global and EY Entrepreneur Clinic entrepreneur

SKILLS, TALENT & CAREERS

From apprentice to award-winning mentor

professional futures



Career journeys are often shaped by people who provide guidance, encouragement and support at key moments. For Salman Uddin, joining as an ACA Level 7 apprentice created an opportunity not only to build a professional career, but also to help young people explore opportunities for themselves.

Since joining the Research and Development Tax Incentives team in September 2025, Salman has balanced professional responsibilities with study, successfully completing four ACA examinations during FY26 while continuing to develop technical and client-facing skills.

Alongside professional development, Salman became actively involved in volunteering activities focused on supporting young people. Throughout the year, participation in more than five EY Foundation events provided opportunities to offer CV support, career advice, mentoring and practical insights into different career pathways.

Drawing on personal experience as an apprentice, Salman helped students better understand the routes available into professional careers, and encouraged them to consider opportunities they may not previously have explored. These conversations provided practical guidance while helping young people build confidence in their own potential.

Supporting students strengthened communication, mentoring and leadership skills, while providing the opportunity to give something back to others facing important decisions about their futures.

This contribution was recognised through the FY26 EY Foundation Midlands Young Volunteer of the Year award, reflecting the positive difference mentoring and volunteering can make in shaping aspirations and future careers.

The story highlights how apprenticeships can create value beyond qualifications alone. By combining learning, practical experience and community engagement, it demonstrates how investing in young people can help open doors for the next generation of talent.



Different journeys and new career opportunities

Northern Ireland

Creating opportunities for people to build new careers, while developing the skills needed for the future workforce, is a priority for EY UK in Northern Ireland. Through the Assured Skills Academy programme, colleagues are helping to connect talented individuals from a wide range of backgrounds with meaningful employment opportunities, while building capabilities that support evolving client needs.

Delivered in collaboration with the Department for the Economy and local further education colleges, the programme provides six-to-eight weeks of employer-designed training tailored to specific business requirements. During FY26, there were three Assured Skills academies supporting EY-Parthenon, Consulting and the AI and Data teams. Together, these programmes helped participants gain practical skills, industry knowledge and confidence as they prepared for careers within professional services.

A key strength of the academies is their ability to attract people with a variety of experiences and career journeys. Participants have included recent graduates, individuals returning to work following caring responsibilities, people who were unemployed, and those seeking a change in career direction. This diversity creates opportunities for individuals who may not have considered EY UK through more traditional routes, while also bringing fresh perspectives into the organisation.

The programme continues to generate significant interest across Northern Ireland. Almost 700 applications were received for the three academies during FY26, with around 30% of applicants progressing to interview. The broad range of employment backgrounds in the applicant pool highlights the programme's role in widening access to employment and supporting social mobility across the region.

Twenty-nine participants joined EY UK through the programme during FY26. Successful candidates entered the organisation as established cohorts, having already developed relationships and collaborative skills during their academy experience. Since launching, nine Assured Skills Academies have been delivered, demonstrating how collaboration between employers, education providers and government can create practical pathways into employment, while helping build the capabilities needed for the future.

29

participants joined the programme during FY26

Giving people a stronger voice

Creating an environment where people can thrive starts with listening. Through the People Council, colleagues across Assurance came together to help strengthen workplace culture, improve the employee experience and create more opportunities for people to influence the issues that matter most to them. The Council was established to provide a forum where colleagues could share their perspectives, collaborate on solutions and help shape a more supportive and inclusive working environment.

Feedback from colleagues highlighted several areas affecting employee experience, development and retention. These included challenges around cross-team collaboration, maintaining social connections in a hybrid working environment, and improving visibility of career development opportunities, particularly secondments and mobility pathways. In response, Council members from across Assurance worked together to better understand these challenges and identify practical actions that could make a difference.

One recurring theme was a limited understanding of how different sub-service-lines operated, which could make collaboration and career exploration more difficult. To address this, the Council introduced collaboration sessions that brought together colleagues of the same grade from different teams. These sessions created opportunities to share experiences, learn about different areas of the business and build new professional connections across Assurance.

The Council also recognised that building relationships can be more challenging in a post-pandemic workplace. To help strengthen connections, it launched a randomised coffee networking programme that encouraged colleagues to meet people outside their immediate teams. The initiative has engaged more than 60 colleagues over four months and continues to create opportunities for networking and relationship building.

Career mobility was another key priority. Council members highlighted the importance of greater transparency around secondment opportunities, and worked with leadership to raise awareness of the role mobility can play in attracting and retaining talent. As a result, communications around secondment cycles and opportunities were enhanced, while leaders reinforced the importance of supporting career mobility across Assurance.

The People Council helped launch more than 40 cross-service-line collaboration sessions across two major offices, established an ongoing networking programme and increased awareness of secondment opportunities through stronger communications and leadership engagement. Together, these actions demonstrate how empowering colleagues to share their experiences can lead to meaningful improvements in workplace culture, connection and career development.

Colleagues across Assurance have played an important role in enabling positive change, helping to strengthen connections, expand opportunities and create a better experience for everyone.

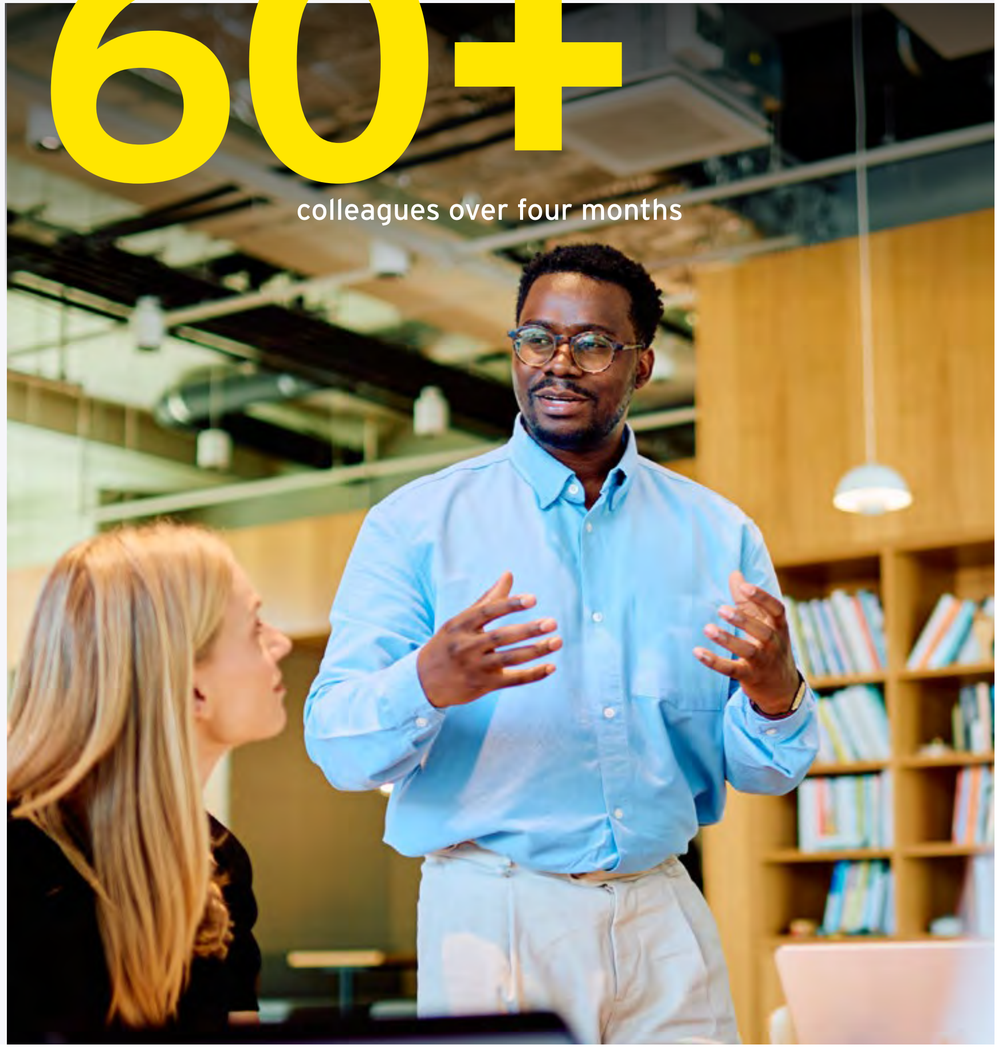
> “The People Council has shown that some of the most impactful changes come directly from listening to colleagues, understanding their experiences and turning their feedback into action.

Luke Henderson
CCaSS People Council

The People Council has engaged

60+

colleagues over four months





From experimentation to innovation in transfer pricing

What began as a commitment to developing future-ready skills through Thrive Time has evolved into a team-wide effort to embed AI into everyday ways of working.

Today, the UK Transfer Pricing team is recognised across the Tax practice for its strong engagement with AI learning and adoption, translating new skills into practical tools, greater efficiency and enhanced support for clients.

With strong partner sponsorship, a dedicated Tech Champions network comprising three team members and one partner was established to make AI learning accessible, relevant and closely connected to day-to-day client work. Together, the team created a structured approach to building capability, sharing live tips and insights, running learning sessions and encouraging participation through competitions that recognised innovative use cases.

To help colleagues build confidence and practical skills, the team developed central resources including a prompt library, shared learning from the wider AI Champions network and increased awareness of new technology capabilities. This focus on knowledge-sharing helped move learning quickly into practice. Team members now create and exchange prompts, build their own AI agents and actively contribute ideas that improve how work is delivered.

The initiative also led to the creation of a dedicated AI development group within the UK Transfer Pricing team. Working alongside colleagues across the global organisation, the group supports agent development while contributing to the adoption of wider technology tools including Copilot, Laurel and Cowork. Throughout the programme, maintaining alignment with the firm's AI governance framework remained a priority, helping colleagues experiment responsibly while safeguarding confidentiality and professional judgement.

At its heart, the programme's success has been driven by strong sponsorship, practical learning opportunities and a culture that encourages experimentation. By turning AI learning into everyday capability, the Transfer Pricing team is helping shape a more innovative, efficient and future-ready way of working.

Growth Company creating opportunity in Greater Manchester

Economic growth can create lasting benefits for communities when it is connected to skills, employment and opportunity. Through his role as a Non-Executive Director of the Growth Company, Tehseen Ali has helped support initiatives that bring together businesses, public sector organisations and education providers to drive inclusive growth across Greater Manchester.

The organisation works to attract investment, support growing businesses and develop skills that help people access employment opportunities. During the year, it supported 63 inward investment projects, helping create around 2,500 jobs and generate £158 million of economic value for the region.

Tehseen's role reflects how EY UK people contribute their experience and insight beyond client work. By sharing knowledge in areas such as business growth, leadership and workforce development, they help organisations strengthen their impact and create opportunities for local communities.

63 inward investment projects

helping create approximately

2,500 jobs

Statistic source: The Growth Company

£158mn

of economic value generated for the region

Greater Manchester

A workplace where faith and belief belong

EY UK has been recognised for its commitment to creating a faith-friendly workplace, reflecting a long-standing commitment to creating an environment where people of all faiths, beliefs and non-beliefs feel respected, valued and able to thrive. The recognition came through the REDI Index, an international benchmark that assesses how organisations support faith inclusion in the workplace.

The achievement was celebrated at the fourth annual REDI Awards, where around 106 colleagues and members of faith and belief communities came together to share experiences and recognise progress.

While the award itself is significant, its importance lies in what it represents. It reflects the collective efforts of colleagues across the organisation to build a culture where people can bring their whole selves to work.

This includes supporting faith and belief networks, encouraging open and respectful dialogue, and making practical adjustments that allow colleagues to observe important religious dates and practices.

Creating an environment where different perspectives, experiences and beliefs are welcomed helps strengthen collaboration, wellbeing and a sense of belonging. When people feel comfortable being themselves at work, they are more likely to contribute fully, build stronger relationships and support others to do the same.

106

colleagues and members of faith and belief communities attended the REDI awards

SOCIAL MOBILITY & EDUCATION

Inspiring future talent through through Discover EY and Career Starters

The Discover EY and Career Starters programmes are helping young people from across the UK explore their potential, build confidence and make informed decisions about their future careers. Designed to broaden access to professional services, the programmes provide practical experience, networking opportunities and direct exposure to professionals, helping students understand opportunities that may previously have felt out of reach.

In 2026, Discover EY welcomed its largest cohort from diverse socioeconomic backgrounds to date. Of the 289 participants, 121 identified as being from a lower socioeconomic background, representing 42% of the cohort. Participation within this stream increased by 17% compared with 2025, highlighting continued progress in reaching talented young people from a wide variety of backgrounds.

The Career Starters programme engaged 174 students, providing insight into careers across Audit, Tax and Consulting. A newly introduced Women in Business pathway welcomed 76 participants, creating additional opportunities for future female business leaders.

Across both programmes, students gained practical insights into professional services, while developing a clearer understanding of the skills and behaviours that support future success, with 284 participants progressing to the final stages of consideration for apprenticeship or internship opportunities beginning in 2027.

In total, 463 students took part in the programmes during 2026. Beyond the numbers, feedback showed increased confidence, higher aspirations and a stronger sense of belonging. For many participants, the experience did more than introduce a potential career path; it helped them see possibilities for themselves that they had not previously considered.

By helping young people develop confidence, broaden their aspirations and gain access to professional networks, Discover EY and Career Starters are supporting greater social mobility and helping create more inclusive pathways into the world of work.

> “The environment was so welcoming and warm. It was very straightforward to follow as it was all very organised, and I learnt a lot about what it would be like to work at EY.

Discover EY participant
Edinburgh

463

students took part in the programmes during 2026



> “It’s helped me better understand the skills and mindset needed for future opportunities within financial services, especially in assurance.

Discover EY participant
Edinburgh

Technology and opportunity

Bringing leaders together on AI and social mobility

AI is creating new opportunities for innovation, productivity and growth. As organisations adopt new technologies and ways of working, there is an opportunity to broaden access to knowledge, skills and expertise, helping more people develop their careers and contribute value in new ways. To explore how organisations can unlock this potential, EY teams in the UK and Ireland joined Microsoft UK & Ireland, who brought together senior leaders from across the technology and professional services sectors to examine the relationship between AI and social mobility.

Through a series of leadership roundtables, the initiative has created a forum for shared learning, open dialogue and collective action. Discussions have focused on how organisations can help AI expand opportunity, support career progression and enable people from all socioeconomic backgrounds to thrive in an increasingly AI-enabled economy. Participants have explored common challenges, shared practical approaches and identified opportunities to work together to drive meaningful change.

More than 15 technology organisations, representing a range of sizes and sectors, have contributed to the discussions. By bringing together diverse perspectives and experiences, the roundtables have encouraged deeper understanding of the actions needed to improve social mobility outcomes and create fairer pathways to career development.

EY teams in the UK have shared insights drawn from more than a decade of work on social mobility, including experience gained through the EY Foundation, voluntary socioeconomic pay gap reporting, and the integration of socioeconomic inclusion into talent processes. This contribution has helped inform wider conversations about how organisations can embed social mobility into business strategy, talent development and AI skills initiatives.

The collaboration reflects a shared belief that the challenge is bigger than any one organisation. By building stronger connections between businesses and encouraging practical action, the initiative is helping create a cross-sector understanding of how AI can support more inclusive career opportunities and long-term economic participation. Through ongoing engagement, the ambition is to translate learning into practical solutions that improve progression and social mobility outcomes across organisations and industries.



15+

technology organisations, representing a range of sizes and sectors, have contributed to the discussions

SOCIAL MOBILITY & EDUCATION

Widening access to professional services



“

This programme demonstrates the real value of opening up access to professional services and creating pathways for talented people who may not otherwise have seen a career in our sector as within reach. Its impact has been clear not only in the confidence, skills and ambition developed by the participants, but also in the positive effect it has had on our colleagues and the way we work. At EY UK, we place real value on diversity, because we see every day the different perspectives, experiences and ideas it brings to our people, our clients and the quality of the work that we deliver.

Rob Heron
Managing Partner, EY Northern Ireland

Talent can be found in every community, but access to opportunity is not always equal. In Northern Ireland, colleagues from across EY UK came together to create a social mobility and widening participation programme designed to help people from a range of backgrounds gain practical experience, build confidence and explore careers in professional services.

The four-week placement programme was developed to support individuals from lower socioeconomic backgrounds, many of whom had little or no previous exposure to professional services careers. Recognising the barriers that can prevent talented people from accessing opportunities, colleagues worked together to create an inclusive experience focused on personal development, workplace skills and career awareness. Recruitment was supported through job centres and voluntary, community and social enterprise organisations, helping to reach individuals who may not otherwise have considered professional services as an accessible career path.

The programme was delivered through collaboration across EY teams, with colleagues volunteering their time to provide mentoring, guidance and practical support throughout the placement. Through hands-on learning and real-world experiences, participants developed workplace confidence, digital skills and a greater understanding of professional environments.

Twelve participants took part, supported by 56 colleagues working across 71 roles. Four participants have already secured 12-month placements with the CBS Client Due Diligence team in Belfast, while others continue to progress through recruitment processes. Participant feedback highlighted improvements in confidence, communication skills, digital capability and workplace readiness, demonstrating the value of practical experience combined with dedicated support.

The programme concluded with a celebration event bringing together participants, colleagues and family members to recognise achievements and mark an important milestone in each individual’s journey. By opening doors to professional services careers and creating tangible pathways into employment, the programme demonstrates how inclusive opportunities can help talented people realise their potential and take meaningful steps towards sustainable careers.

“

This programme has changed my life. I have never been in an environment where I felt so respected.

Programme Participant

SOCIAL MOBILITY & EDUCATION

Creating space to grow and thrive



Across EY UK, colleague Networks help create connection, belonging and opportunities for development. Together, they form a community that supports colleagues from a wide range of backgrounds and experiences, helping to foster an inclusive culture where people can thrive. The Social Mobility Network, run jointly with EY Foundation (EYF), raises awareness of how socioeconomic background can influence opportunity and career progression, creating space for colleagues to learn, share experiences and build confidence.

We asked one of our Unlock Your Potential participants to share their experience with us.

The Unlock Your Potential session was one of those development experiences that stayed with me long after it ended. Stepping away from day-to-day responsibilities, and spending time with colleagues from different parts of the business, created a valuable opportunity to share experiences, learn from one another and have open, honest conversations. It helped me reconnect with strengths and capabilities that can sometimes be overlooked in the pace of everyday work.

The facilitator brought genuine energy and enthusiasm to the session, creating an environment that encouraged reflection, self-discovery and meaningful discussion. Rather than focusing solely on traditional career development, participants were encouraged to think more deeply about what motivates them, what they value and how they contribute to the people and teams around them.

One of the most impactful conversations centred on imposter syndrome. It was reassuring to recognise that many of the doubts and self-limiting beliefs people experience are far more common than we often realise. Through practical exercises and discussion, participants explored ways to recognise these thought patterns and challenge them, helping build greater self awareness and confidence.

The session also encouraged reflection on personal strengths and personal brand. Taking time to identify the qualities, experiences and values that shape how we show up at work reinforced the importance of authenticity and purpose. It served as a reminder that personal growth is not about changing who we are but understanding ourselves more deeply and making the most of what we already bring.

> “The character strengths section was really interesting and useful as it can be quite uncomfortable and difficult to articulate what you are good at and this session enabled this in a positive way.
>
> Session participant

USING THRIVE TIME

Using Thrive Time to attend the session proved to be a valuable investment in personal development. The impact was reflected in participant feedback, with the session achieving an average score of 9.4 out of 10. Most importantly, the experience created space for colleagues to build confidence, challenge self-doubt and recognise their potential, helping them thrive both personally and professionally.

Creating space for wellbeing across EY UK

2,000+

people attended Health EY sessions during FY26

Good health and wellbeing play an important role in helping people thrive, both at work and beyond. Through Health EY, EY UK's dedicated health and wellbeing programme, colleagues have access to practical support, education and open conversations that help them look after their physical and mental health.

During FY26, the programme continued to evolve to reflect the changing needs of our people. New Health EY Live webinars explored topics including neurodiversity and wellbeing, cancer and mental health awareness, while continuing to provide support and education around established wellbeing priorities such as menopause and men's health. A dedicated Learning Week also examined the relationship between AI and wellbeing, helping colleagues explore both the opportunities and challenges that emerging technologies can present for health, productivity and work-life balance.

Recognising the important role managers play in supporting wellbeing, two new Stress Masterclass sessions were added to EY UK's Management Essentials learning programme. These sessions provided managers with practical tools and greater understanding to help identify, prevent and manage work-related stress within their teams.

Throughout the year, Health EY worked alongside occupational health providers, benefits partners, diversity, equity and inclusiveness (DE&I) networks and colleagues across the business to create wellbeing content that was relevant, inclusive and accessible. The team also contributed to wider conversations about workplace wellbeing across the UK, joining a panel discussion at the Wellbeing at Work Conference in March 2026 to explore practical approaches to supporting health and work participation.

More than 2,000 people attended Health EY sessions during FY26, alongside increased use of wellbeing support services including Peppy Menopause and Help@hand, the employee assistance programme. This engagement reflects the value colleagues place on accessible support, education and open conversations about physical, mental and financial wellbeing. Together, these efforts continue to strengthen a workplace culture where people feel better informed, supported, and able to prioritise their wellbeing.

Turning a return to work into an opportunity to thrive

We asked one of our colleagues returning from maternity leave to share her experience with us.

Returning to work after maternity leave was a significant personal and professional transition. Alongside the excitement of beginning a new chapter came the challenge of adapting to new routines, responsibilities and priorities, both at home and at work.

To support that transition, I used some of my Personal Growth hours to take part in the Career & Family 1:1 Coaching programme. Through a series of confidential sessions with an independent coach, I had dedicated time to reflect on both the practical and emotional aspects of returning to work. The coaching helped rebuild confidence, explore ways of balancing professional responsibilities with family life, and develop strategies that felt right for my circumstances.

Most importantly, the experience shifted my perspective. Rather than focusing solely on returning to work, it encouraged me to think about how I could thrive during this new stage of life. Having space to reflect and talk openly about the opportunities and challenges of becoming a working parent helped me approach the transition with greater confidence, clarity and perspective.

Following the programme, I shared my experience on Viva Engage to raise awareness of the support available and encourage other parents to explore the coaching opportunity. Opening up about my own experience felt important. It helped normalise conversations about major life transitions and reinforced the message that seeking support is a strength, not a weakness.

The response demonstrated the power of sharing personal experiences. The post reached almost 300 colleagues and sparked conversations with people navigating similar transitions. Its impact extended beyond the platform itself, with colleagues from across the UK and Ireland reaching out to learn more about the programme and how they could access support.

When people feel supported through key life transitions, they are better equipped to navigate change with confidence. Programmes such as Career & Family Coaching can provide practical guidance and reassurance at important moments, helping working parents feel empowered to succeed both professionally and personally. By creating opportunities for reflection, coaching and connection, the programme is helping parents build confidence and thrive in their careers while managing the realities of family life.

300

colleagues reached, sparking conversations with people navigating similar transitions





£20,000+

raised by the Sports Network for charitable causes

The EY UK Sports Network

Community, recognition and alumni connection

Sport has a unique ability to bring people together, creating connections that span across teams, locations and backgrounds. Across EY UK, the Sports Network has continued to demonstrate the role sport can play in strengthening wellbeing, inclusion and community, helping colleagues build relationships that extend far beyond their day-to-day roles.

Open to all people across service lines, grades and locations, the network creates opportunities for colleagues to connect through sporting, social and charity-led activities. Over the past year, its volunteer-led community has delivered a broad programme of activity through 85 sports clubs around the UK, providing regular opportunities for people to participate, develop new friendships and support their wellbeing.

Alongside local and national club activity, the network has brought colleagues together through a range of flagship events, including the JP Morgan Corporate Challenge, Red Nose Day Netball Tournament, A1 and M8 Cups, London Cricket Blast, and the Sports Network x Alumni Charity Quiz Night. These events have helped foster connections between people who might not otherwise meet, encouraging collaboration and a greater sense of belonging across the organisation.

The network has also continued to expand its reach by strengthening relationships with the EY Alumni Community, creating opportunities for former and current colleagues to reconnect through shared sporting interests. This has helped maintain valuable professional and personal connections, while reinforcing the sense of community that extends beyond employment with EY UK.

Beyond sporting participation, the network has contributed to broader conversations about wellbeing and employee experience. Initiatives such as the Sports Engagement Index session have encouraged discussion on the role sport can play in supporting healthy, connected and inclusive workplaces. The network has also helped raise awareness of opportunities available through EY UK's Athlete Career Readiness Programme.

Through volunteer-led fundraising activities, the network has raised more than £20,000 for charitable causes, demonstrating how shared interests can create meaningful benefits for communities as well as colleagues.

The continued growth and success of the EY UK Sports Network shows how sport can be a powerful enabler of belonging. By creating spaces where people can build friendships, strengthen professional relationships and support important causes, the network is helping to foster a more connected and inclusive community across EY UK.

85

sports clubs across the UK have delivered a broad programme of volunteer-led activity over the past year

The EY UK Sports Network

Celebrating success: the Sport awards

The Sports Awards brought together colleagues from across the UK to celebrate the people, teams and volunteers who help make the Sports Teams' Network a vibrant and inclusive community. More than an awards ceremony, the event highlighted the role sport plays in supporting wellbeing, building relationships and strengthening a sense of belonging.

More than 140 colleagues attended, representing sports clubs, offices and service lines from across the country, travelling from locations including Cambridge, Manchester, Luton, Newcastle and Edinburgh.

The awards recognised contributions across eight categories, highlighting sporting success, volunteer leadership, community impact, and efforts to make participation more accessible. Support from senior leaders reinforced the growing recognition of the positive role sport can play in creating a connected and inclusive workplace.

The evening also generated meaningful support for a charitable cause, with colleagues raising £1,320 for Alzheimer's and Dementia Support Services, rising to £2,320 through matched funding.

> Some of the most important things we gain through sport can't be measured on a scoreboard. Confidence. Connection. Community. That's the true legacy.

Joice Maduaka
EY Global Lead for Athlete Programmes
(two-time Olympian for Great Britain)



£1,320

raised for Alzheimer's and Dementia Support Services

Reconnecting with alumni: the Charity Quiz Night

Strong professional relationships often extend far beyond the workplace. Recognising the value of maintaining those connections, the EY UK Sports Teams' Network partnered with the EY Alumni Network to host the first Sports Network x Alumni Charity Quiz Night, creating an opportunity for current colleagues and alumni to reconnect through a shared passion for sport.

The event brought together former and current members of the EY community for an evening of networking, conversation and friendly competition. By creating mixed teams of alumni and employees, the quiz encouraged participants to build new relationships while renewing existing ones.

The evening also supported a charitable cause. The winning team, EY Touch Rugby, chose to donate the prize fund to Movember, supporting the charity's work to improve men's health. Through participant contributions, the event raised £440, with EY match funding expected to increase the total contribution to £880.

> The Sports Quiz Night was a fantastic example of how sport can bring people together beyond the workplace. It created a relaxed environment for current colleagues and alumni to reconnect, build new relationships and continue to feel part of the EY community.

Maya Rossi
Senior, Technology Consulting, EY UK
EY Sports Teams' Network

HEALTH AND WELLBEING

Bringing offices together through team sport

The origins: five-a-side football in Newcastle

What started as regular five-a-side football sessions has become a powerful way for colleagues in Newcastle to connect, support their wellbeing and build relationships across the office.

Bringing together people from different teams, grades and service lines, the sessions have created opportunities for colleagues to meet beyond their day-to-day work. Many participants use Thrive Time to take part.

Building on the popularity of the football sessions, colleagues launched the A1 Cup, a charity-focused sporting event that brought together teams from Newcastle and Edinburgh through football and netball.

Growing into the A1 and M8 Cups

Established in 2025, the A1 Cup and M8 Cup unite colleagues together through football, netball, wellbeing and community engagement. The A1 Cup sees colleagues from Edinburgh and Newcastle compete, while the M8 Cup brings together teams from Edinburgh and Glasgow. Created to strengthen relationships across offices and encourage participation in physical activity, the events also provide opportunities to raise funds for local charities and create a sense of community that extends well beyond the pitch.

Over the past year, colleagues worked together to organise and deliver both events, coordinating venues, participants, fundraising activities and post-match social gatherings. More than 60 colleagues took part across the two competitions, supported by many others who attended as spectators.

Together, the events raised an impressive £2,500 for local charities, including Rape Crisis Tyneside and Northumberland and Beatson Cancer Charity. Just as importantly, they created opportunities for colleagues from different service lines, grades and offices to build new relationships.

£2,500

raised for local charities

60+

colleagues took part across the two competitions



> “I came along to support colleagues from both offices and was amazed by the turnout. It felt like much more than a football match... It was a great opportunity to connect with people I wouldn’t normally work with, while supporting a fantastic cause and creating a real sense of community across EY.
>
> EY UK Colleague

HEALTH AND WELLBEING

Club sport in action:

Netball, padel and the London Sports Gala

EY London Netball's Red Nose Day Tournament

From humble beginnings, this sporting event has become a growing example of how colleagues can collaborate to support one another, build connections and make a positive difference in their communities. Organised by the EY London Netball Club, the annual Red Nose Day Tournament returned for its second year, assembling colleagues from across EY UK for a day of sport, fundraising and community engagement.

The tournament attracted more than 150 participants from London, Reading, and surrounding regional offices, alongside members of other EY London sports clubs. The result was an inclusive event that welcomed participants with a wide range of sporting experience – including many stepping onto a netball court for the first time – raising more than £2,000 for Comic Relief.

The event also highlighted the value of EY UK's Thrive time initiative, which provides colleagues with dedicated time to focus on activities that support wellbeing, personal development, community engagement and social connection.

> "The growth of this event compared to last year has been incredible. EY UK's Thrive time initiative has been instrumental in enabling greater participation, with many colleagues stepping onto a netball court for the first time while coming together to support a fantastic cause and build meaningful connections across the firm. We look forward to hosting again next year.

Charlotte Prince
Senior, Global Compliance & Reporting EY UK
EY London Netball Club Captain

£2,000+



HEALTH AND WELLBEING

Strengthening connections and belonging through sport: the EY Padel Club

When Luke Henderson and James Clark founded the EY Padel Club two years ago, their aim was simple: to connect colleagues through a shared passion for one of the world's fastest-growing sports. What was initially a small community has since grown into one of the largest networks within the EY Sports Network.

Supported by a dedicated committee – including Florence Hockaday, who received an Unsung Hero award at the EY Sports Network Awards – the club has built a community of more than 100 active colleagues. Through regular playing sessions, internal and external competitions, social events and charity activities, participants have been able to form connections that extend well beyond their day-to-day roles.

The club has provided a valuable way for colleagues to meet people they may not otherwise encounter. Sessions designed specifically for women, graduates and beginners have also made it easier for new joiners and those unfamiliar with the sport to get involved.

Alongside its focus on inclusion and wellbeing, the club has created opportunities for colleagues to represent EY UK in external competitions. Recent achievements include reaching the final of a major corporate tournament in Canary Wharf, and winning an external league across the men's and women's competitions, as well as a charity padel tournament that raised more than £1,500 for Great Ormond Street Hospital.

> "The EY Padel Club has been a highlight of my time at EY. It's helped colleagues from across the firm connect, stay active and enjoy some friendly competition, while giving me the opportunity to grow in confidence as a leader.
>
> Florence Hockaday
> Senior, CCaSS, EY UK

LONDON SPORTS GALA 2025

Friendly competition brought the London Sports Network together in 2025, when EY Basketball hosted the annual Sports Gala – after winning the EY Golf hosted event the previous year. More than 50 players from seven EY sports clubs took part, supported by seven EY Basketball volunteers who provided coaching and guidance throughout the day.

EY Touch Rugby won the final against EY Padel, but the wider result came through collective fundraising. With support from the matched donation scheme, the event raised £1,600 for Great Ormond Street Hospital.

The Gala gave colleagues an opportunity to try less familiar sports, build connections across teams and contribute to an important cause through a shared day of activity.



£3,100

raised for Great Ormond Street Hospital by the London Sports Network and the EY Padel Club

Supporting LGBTQ+ young people through Purple Friday



Creating a more inclusive society requires both awareness and action. To support LGBTQ+ young people across Scotland and raise awareness of the challenges many continue to face, EY Unity Scotland, part of the EY UK LGBTQ+ network, organised a week-long fundraising and awareness campaign in celebration of Purple Friday.

The campaign supported LGBT Youth Scotland, a charity that helps LGBTQ+ young people feel safe, supported and confident in who they are. Through services, advocacy and community spaces, the organisation provides practical and emotional support that helps young people navigate challenges, build resilience and thrive. With much of the charity's funding directed towards frontline services, fundraising activities play an important role in ensuring support reaches those who need it most.

Throughout the week, colleagues across EY in Scotland took part in a range of activities that encouraged learning, engagement and support for the charity. These included a bake sale, a daily quiz and a purple-themed awareness day, creating opportunities for colleagues to learn more about LGBTQ+ experiences, while contributing to a shared fundraising goal.

The campaign generated strong engagement across the business and raised

£1,250

for LGBT Youth Scotland, including matched funding from EY UK. Participation exceeded expectations, demonstrating colleagues' commitment to supporting more inclusive communities.

Beyond the funds raised, the initiative encouraged visible allyship and meaningful conversations about inclusion. By combining fundraising with education and awareness, the campaign helped strengthen understanding of LGBTQ+ experiences, while supporting an organisation that provides vital services to young people across Scotland.

EY Childfree and Childless (CFCL)

Creating an inclusive environment for our colleagues



The EY Childfree and Childless (CFCL) Community provides a professionally guided, confidential space where colleagues can find support, connection and understanding. With almost 200 members globally, the community brings together people who are childless not by choice and those who are childfree by choice, recognising that while their experiences may differ, they often face similar social expectations, pressures and questions about their personal circumstances.

Meeting every six weeks, the community creates a safe environment where members can share experiences, discuss challenges and access support from people who understand their experiences. Throughout the year, members also have opportunities to hear from external speakers through webinars covering topics relevant to the community.

A key focus of the community is raising awareness and fostering understanding.

Each year, members mark World Childless Week, which in 2026 takes place from 14 to 20 September. The week helps shine a light on the experiences of people who are childless not by choice, encourages open and meaningful conversations, and provides opportunities for support, connection and learning.

The impact of the community is reflected in the experiences of its members. By creating a space where colleagues can speak openly without judgement, the community helps replace isolation with connection and validation. Members can share their experiences with people who understand, without feeling the need to explain or defend their choices or circumstances. Most importantly, it reminds colleagues that they are not alone.

This feedback highlights the difference an inclusive and supportive community can make, helping colleagues feel a stronger sense of belonging and connection.

> “The fact that there can be a conversation on this topic, in a friendly community, where others understand you and do everything to support you, means so much. It literally changed my life and gave me so much strength.
>
> **Community member**

200

members globally

DIVERSITY, EQUITY, INCLUSION & BELONGING

Making sponsorship in leadership progression more visible and inclusive



Advocacy, access to networks and sponsorship can all help create opportunities and support career growth. To help future leaders better understand these dynamics, the Inclusive Sponsorship for Aspiring Partners sessions explored how sponsorship can contribute to more equitable career development.

The initiative was embedded within the Financial Services (FS) Consulting Managing Director Forum (MDF) learning programme, alongside Service Quality and Business Development. Integrating sponsorship into broader leadership discussions helped position it as a core element of career development rather than a standalone topic.

Delivered across multiple cohorts in London and Edinburgh, the programme helped increase awareness and understanding of sponsorship among aspiring senior leaders. All MDFs were invited to participate, encouraging broader engagement with inclusive leadership practices and career development conversations.

The programme highlighted the importance of making sponsorship more visible and accessible. By increasing understanding of the less visible factors that can influence career advancement, it provided greater clarity around progression and encouraged more inclusive approaches to leadership development.



The Mothership: a community for working mothers

Balancing a career and parenthood can be rewarding, but it can also present significant challenges. The Mothership was created to provide a dedicated community where mothers can connect, share experiences and support one another through every stage of their parenting journey.

Over the past year, the community has grown from around 50 members within Consulting to more than 250 members across every service line and grade, demonstrating the demand for a supportive and inclusive space. Through regular community calls, active online engagement and peer support, members have developed meaningful relationships and gained access to practical advice from others with shared experiences.

A key focus has been creating space for conversations that are often missing in workplace settings. Alongside discussions about maternity leave and returning to work, events have covered infertility, pregnancy loss and hormonal health, helping colleagues find support during some of the most challenging moments of their lives.

The community has also delivered practical outcomes. During the year it developed a family support toolkit, established a buddy network and partnered with the Women's Network to deliver collaborative events. Recognition as an official affinity group has further strengthened its ability to advocate for working parents and influence positive change. Most recently, the Buddy Network connected 16 mothers into peer-support pairs, providing a valuable source of support, advice and connection.

250+

members across every service line and grade

From skills academy to career confidence



> Getting a role at EY gave me confidence in my abilities and helped me build a future I had not always thought was possible.

Russell Coates
Associate, Risk Management, EY UK

Careers do not always follow a straight line. For Russell Coates, the journey to a permanent role at EY UK was shaped by determination, resilience and a desire to find an environment where skills and potential could be recognised beyond traditional measures of success.

Before joining EY UK, Russell had built a career in writing and editing. Although he later completed both a bachelor's degree and a master's degree, his educational journey had been unconventional. Having left school without formal qualifications and as someone on the autism spectrum who also experiences anxiety, he often found that traditional recruitment processes did not fully reflect his experience, potential or capabilities.

That changed through the Digital Skills Academy, delivered by Specialisterne and supported by EY UK in Northern Ireland. The programme provided a practical and supportive environment to develop digital capabilities, explore career options and engage directly with employers. For Russell, the experience stood out because of its emphasis on learning, personal development and creating conditions where people could grow with the right support around them.

After completing the Academy, Russell successfully applied for a 52-week social value placement with the EY AI and Data team. The recruitment process was thoughtfully adapted to make it more accessible, helping him feel comfortable and able to demonstrate his strengths. Being offered the placement marked an important turning point, opening the door to opportunities that had previously felt out of reach.

During the year long placement, Russell worked on client engagements, developed new technical and professional skills, and learned from colleagues who invested time in supporting his development. Just as importantly, he experienced a workplace culture that actively supports neurodivergent people and helps colleagues access the adjustments and understanding they may need to thrive.

The placement led to a permanent role in Financial Crime Risk Analysis, providing the foundation for a rewarding career. Since joining EY UK, Russell has continued to grow in confidence and now helps support interns, work experience students and future participants in the Digital Skills Academy, creating a full circle moment and helping others navigate their own career journeys.



Strengthening professional networks through shared experience in internal audit and controls

The relationships people build, the support they receive, and the ability to learn from shared experiences can all help people navigate change and progress in their careers.

The Women in Internal Audit and Controls Network was created with this goal in mind. Now in its third year, it has evolved into a trusted community bringing together women from EY and leading financial services organisations to connect, learn and support one another.

The network's fifth event focused on resilience, exploring how it is built and strengthened throughout both professional and personal life. Through a combination of personal storytelling, keynote reflections and facilitated discussions, participants were encouraged to share experiences that are not always openly discussed in workplace settings.

The event created valuable opportunities for attendees to exchange perspectives, gain practical insights and learn from one another's experiences. Feedback consistently highlighted the value of authentic conversations, and the importance of having a safe environment where people feel comfortable discussing challenges and opportunities.

The network continues to grow each year, attracting both returning members and new participants from across the profession. Its success demonstrates the demand for spaces where women can build strong relationships, access peer support and strengthen professional networks beyond organisational boundaries.

DIVERSITY, EQUITY, INCLUSION & BELONGING

Celebrating pride and progress

Across Northern Ireland, the Unity Network continues to play an important role in supporting LGBTQIA+ colleagues and allies, helping to foster a culture of inclusion, visibility and belonging. Throughout the year, the network has marked key moments for the community through activities including World AIDS Day, the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), and educational sessions that encourage greater understanding and allyship.

A highlight of the year was EY UK's participation in Belfast Pride, marking the seventh consecutive year that colleagues from Northern Ireland have joined the celebrations. The 2025 Pride theme, "No Going Back", provided a powerful reminder of the importance of continuing progress towards equality and inclusion for LGBTQIA+ communities.

More than 120 EY people, together with family members and friends, took part in the event, demonstrating visible support for LGBTQIA+ colleagues and the wider community. The strong turnout reflected the ongoing commitment across Northern Ireland to creating an environment where people feel able to bring their authentic selves to work and where allies can play an active role in supporting inclusion.

Through participation in Pride and year-round awareness activities, the Northern Ireland Unity Network continues to help strengthen understanding, encourage allyship and create opportunities for connection. These activities contribute to a workplace culture where people feel respected, valued and supported, while demonstrating EY UK's commitment to inclusion within the communities in which we work and live.

120+

EY people, together with family members and friends, took part in the event



Northern Ireland

DIVERSITY, EQUITY, INCLUSION & BELONGING

A growing network supporting women at every stage of their careers

Creating an inclusive workplace where people can thrive often begins with connection. Over the past year, the Women's Network has continued to help women build confidence, grow their networks and access opportunities that support career development and progression.

With more than 4,000 members across the UK, Ireland and international locations, the network has become a significant source of support, development and community for women at every stage of their careers.

Throughout FY26, a broad programme of development activities focused on confidence, visibility and career progression. POWER UP workshops encouraged participants to explore topics such as networking, communication, personal ownership and purpose, providing practical tools that could be applied both professionally and personally.

The network also celebrated achievements and elevated role models through initiatives linked to International Women's Day. During the year, almost 300 award nominations recognised outstanding contributions from women across the organisation, helping showcase talent and inspire future leaders.

Regional teams expanded opportunities beyond London, delivering events focused on leadership, resilience, personal brand and wellbeing. At the same time, the network strengthened its commitment to allyship through dedicated activities and increased engagement from male advocates.



4,000+

members across the UK, Ireland and international locations

"POWER UP was insightful, inspiring and valuable. Participants were engaged and energised and reflected on applying key learnings to enhance their careers and wider lives.

Rebecca Sullivan
Senior Manager, People Advisory Services Tax, EY UK
POWER UP table coach

84%

of POWER UP participants said the content was relevant to their career stage

DIVERSITY, EQUITY, INCLUSION & BELONGING



“

EY Women’s Network has continued to have a significant impact across our region this year, championing inclusion, celebrating success and inspiring future leaders. A particular highlight has been the Cambridge office being home to three of the eight EY International Women’s Day Award winners for 2026, alongside contributing an outstanding 36 nominations. This is a fantastic testament to the dedication, leadership and contributions of our people in Cambridge, and reflects the strong culture of support and recognition that EYWN continues to foster within our office, which I feel both privileged and proud to be part of.

Lucy Manning
Senior Manager, Audit, EY UK
EY Women’s Network Cambridge office lead

During the year, the network supported:

4,000 members

50 volunteers

14 regional teams

12 development events delivered

1,750+ people attended

DIVERSITY, EQUITY, INCLUSION & BELONGING

Strengthening support for trans and non-binary communities

Since 2022, EY UK has partnered with Trans in the City to help advance inclusion for trans and non-binary communities, building a relationship focused on increasing awareness, strengthening allyship and supporting more inclusive workplaces.

The collaboration gives colleagues opportunities to learn from specialists, access practical inclusion resources and connect with organisations across a wide range of sectors. Through Trans in the City's network of sponsors and inclusion leaders, knowledge and leading practices are shared, helping deepen understanding of the experiences of trans and non-binary people, while encouraging continuous learning across the organisation.

Throughout the year, colleagues have taken part in specialist training and awareness activities designed to build confidence, understanding and allyship. The collaboration also provides access to more than eight hours of specialist training and learning resources, helping colleagues continue to develop their knowledge and support for trans and non-binary inclusion.

A key moment during the year was the Trans Awareness Week allyship event delivered in collaboration with Trans in the City. The event combined a Trans 101 learning session with discussion and networking opportunities, bringing together colleagues, clients and members of the wider community. Trans and non-binary speakers shared personal experiences that offered valuable insights into the importance of inclusive workplaces and supportive allyship.

Feedback highlighted the impact of hearing directly about people's lived experiences, with attendees describing the session as insightful, thought-provoking and eye-opening. The positive response reinforced the value of learning through personal stories and open dialogue, while helping participants build greater understanding and confidence as allies. Building on this success, plans are in place to broaden the reach of future events by bringing similar sessions to additional locations across the UK during FY27.

Beyond individual events, the relationship strengthens collaboration with organisations across industries, and contributes to wider efforts to create workplaces where everyone feels respected, valued and able to thrive. Through a combination of education, allyship and collaboration, we are helping foster conversations, increase awareness and support a more inclusive environment for trans and non-binary colleagues and communities across the UK.



DIVERSITY, EQUITY, INCLUSION & BELONGING

One inclusive environment, two unique journeys

When Aggie Johnstone and Beata Palasz joined EY UK's student programme, they brought different experiences, perspectives and strengths. Their journeys were not the same, but both found an environment where they could develop confidence, build on their strengths and succeed in ways that worked for them.

For Aggie, joining the programme coincided with an important period of personal discovery. Shortly after joining, Aggie was diagnosed as autistic and was navigating both the transition into professional life and a greater understanding of personal neurodiversity. The flexibility and inclusive culture of the programme helped create the conditions needed to balance work, study and exam preparation in a way that supported continued development and achievement.

For Beata, who identifies as neurodivergent, the programme represented the start of a new and unfamiliar chapter. From the outset, personalised support, coaching conversations and encouragement from colleagues helped Beata understand individual qualities, adapt to a new environment and grow in confidence while remaining authentic.

Although their experiences were different, both students describe the value of having trusted people around them who listened, understood their individual needs and created space for them to thrive. Coaching and mentoring relationships played an important role in helping each student build confidence, embrace their strengths and realise their potential.

The value of that support can be seen in different ways. To date, Aggie has passed all ICAEW examinations at the first attempt, while Beata cites increased confidence as having the greatest influence on future ambitions and personal growth. Both say the programme's supportive culture, flexibility and coaching has helped them develop professionally and build a strong sense of belonging.

Their experiences demonstrate that there is no single path to success. When people feel able to be themselves, build on their strengths and access the support that is right for them, confidence can grow and potential can flourish.



VOICES FROM THE PROGRAMME

> I am most proud of the confidence I have gained throughout the programme. It has shown me what I can achieve and motivated me to keep growing.

Beata Palasz
Student

> What stands out is how independently Aggie has navigated the programme. My role has been less about intervention and more about creating space, through coaching conversations, for her to succeed.

Nicola Matthews
Senior Associate, Talent Team, EY UK

> Beata has embraced the support available to her, using it to better understand herself and continue to grow in confidence.

Khulat Hashmi
Senior Associate, Talent Team, EY UK

> The flexibility of EY, and the inclusive culture with no questions asked, has allowed me to thrive through the programme.

Aggie Johnstone
Student

SUSTAINABILITY



“Student Induction 2025 showed that successful events can also be sustainable. By adopting the EY Sustainability Framework, establishing measurable targets and creating shared accountability, sustainability remained at the heart of every decision while still delivering an engaging and memorable experience for our students.

Sam Neale
Assistant Director, Talent Team, EY UK

100+

volunteers supported the event

Building a sustainable mindset from day one

EY Student Induction 2025

The choices organisations make today will shape the future for people, communities and the environment. For the 1,125 students joining EY teams in the UK through the 2025 Student Induction programme, sustainability was introduced not as a separate topic, but as an integral part of how responsible business decisions are made every day.

As students began their careers, they experienced first-hand how sustainability considerations can be embedded into large-scale programmes, without compromising quality or engagement. Throughout the planning and delivery of the induction, teams incorporated responsible sourcing, waste reduction, circular resource management and lower-carbon catering choices, demonstrating how practical decisions can collectively contribute to positive environmental outcomes.

The programme also provided an opportunity to showcase how sustainability can create value beyond environmental impact. More than 100 volunteers supported the event, developing communication, leadership and interpersonal skills through direct engagement with students, suppliers and event teams. Twenty-six speakers shared their experiences and perspectives, creating opportunities for learning, connection and professional development.

Accessibility and inclusion remained central to the event design. Step-free access, wide walkways, clear wayfinding, and dedicated quiet, prayer and nursing spaces helped create an environment where attendees could participate comfortably and feel welcome. Work experience opportunities and volunteer involvement further supported skills development and future employability.

Environmental performance was a key priority throughout the programme, which was powered entirely by renewable energy, achieving zero waste and 93% recyclability.

Perhaps most importantly, the programme demonstrated to more than 1,100 future professionals that sustainability is not limited to dedicated environmental initiatives. Whether through procurement decisions, event planning, resource management or inclusive design, responsible business practices can be embedded into everyday activities and contribute to sustainable outcomes.

By integrating sustainability throughout one of the organisation’s largest people programmes, Student Induction 2025 helped create a positive experience for new joiners while reinforcing EY teams’ commitment to creating long-term value for people, communities and the environment.

“The 2025 Student Induction was an amazing testament to our All In strategy and ambition. I saw teams from across the business come together to create an incredible experience for our new students. The energy, engagement and enthusiasm were remarkable.

Anne-Marie Balfe
EY UK Talent Leader

IMPACT

Powered entirely by renewable electricity, the programme delivered a carbon saving of 3.13 tCO_2e and achieved a per-attendee footprint of 26.55 kg CO_2e. It sent zero waste to landfill, recycled 93.1% of materials and repurposed, reused, donated or recycled 100% of event assets. Lower-carbon catering choices, including 60% vegetarian and vegan menu options and the removal of red meat, further supported the programme’s sustainability objectives.

Society

Creating long-term value for society. This pillar showcases how EY UK creates positive impact through volunteering, charitable giving and pro bono work, and our efforts to reduce our environmental impact and support more sustainable choices.

Birchmere Park, Thamesmead



Our commitment to social impact

At EY UK, 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.

Collectively, we work with more than 60 charities and community organisations across the UK through EY Ripples, our corporate responsibility programme, which enables our people to volunteer their time and expertise, alongside charitable giving, pro bono projects, and strategic relationships that all support 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. The EY Foundation is an important part of that commitment, supporting young people to develop skills, access opportunities and prepare for the world of work.

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 2026.



Fredrik Burger
EY UK Partner



Mary Pickles
EY UK Director of Corporate Responsibility

Social impact through skills and collaboration

Mary Pickles, Director of Corporate Responsibility and Fredrik Burger, Partner and sponsor of the EY UK relationship with the Social Business Trust, discuss how expertise, collaborations and people come together to create opportunities, build capability and deliver lasting social impact.

Q: How does EY UK create impact beyond the work we do for clients?

Fredrik: One of the biggest ways we contribute is through the expertise we develop and the reach we have across the UK and global economy. We work with major businesses, critical infrastructure providers, and entrepreneurs and employ thousands of new recruits every year from across the UK. That gives us a broad perspective and creates opportunities to share knowledge, skills and ideas in places where they can make a real impact.

Mary: We also have an ability to bring together people and organisations who might not otherwise work together. Through our partnerships and networks, we help connect different perspectives to tackle complex challenges. This year, for example, we co-hosted a roundtable with the Foreign, Commonwealth and Development Office to explore how AI could help address global development challenges. Convening diverse voices around important issues is one of the most valuable contributions we can make because progress often depends on people sharing different perspectives and expertise to identify opportunities to grow and develop.

Q: What role do collaborations play in delivering that impact?

Fredrik: They are fundamental to our approach. A relationship like the Social Business Trust allows us to put our skills and expertise to work where they're needed most. We've been a founding corporate supporter for 15 years and, together with other partners, the Social Business Trust has delivered more than 85,000 hours of in-kind support to 40 social enterprises. What organisations often need isn't just funding, but access to skills, experience and networks that can help them grow sustainably.

Mary: Collaborations enable us to reach a wider range of organisations and ultimately individuals than we could do on our own and that is really important. They bring together different skills, resources and perspectives so we can better understand local needs, combine our expertise with their specialist knowledge, and create solutions that have greater reach and sustainability than any organisation could achieve alone.

That spirit of collaboration also extends beyond people's time with the firm through our growing Alumni Network, which brings together former members of the firm to share experience, support one another and strengthen the organisations they serve now. For example, our Alumni charity network includes more than 120 members supporting organisations across the UK. And we have many alumni who have gone on to establish their own social enterprises and charities, leveraging the skills they developed while with EY and we're really proud of that.

Q: What role do the skills our people develop play in that impact?

Mary: It's one of the most direct ways our work reaches beyond the firm. Our volunteering opportunities and pro bono work are focused on bringing together the skills of our people with the organisations that need them most. Through the EY Foundation our colleagues support young people as they prepare for work, while programmes such as Inspiration for All connect our Partners with school leaders to share leadership experience and practical advice.

Fredrik: We also provide specialist skills-based support. Our finance colleagues delivered workshops for CFOs across nine social enterprises and helped Hertfordshire Independent Living Service develop a finance programme, equipping managers with greater confidence in budgeting, governance and decision-making. The more expertise our people develop, the more they can share it with organisations and communities in ways that are meaningful to them. For me, that's one of the most meaningful ways we can contribute to society.

Q: Looking ahead, where do you see the biggest opportunity for EY UK to create social impact?

Mary: The opportunity is to continue connecting the skills of our people with the needs of society. As organisations face increasingly complex challenges, access to expertise, networks and support are becoming even more important. Collaboration is also becoming even more important – these are issues that can't be tackled by one organisation alone, and working and learning together is key. We have an opportunity to deepen our impact by building sustainable, long-term relationships with local communities, working with charities and organisations in multiple ways to help them thrive.

Fredrik: I agree. New technologies such as AI are creating significant opportunities, but they also raise important questions around skills, accessibility and responsible adoption. EY UK has an important role to play in helping organisations navigate that change, ensuring the benefits of innovation can be shared more widely across society. EY Foundation's work with the Social Tech Trust on the AI and social mobility Challenge Prize is an excellent example of this and we'll be looking for more opportunities to engage in these sorts of collaborations as a firm.

Corporate Responsibility



At EY UK, our Corporate Responsibility approach focuses on empowering our people to support the wider community in a way that brings them purpose while having the broadest impact possible. We do this by:

- Encouraging local community connections through our local charitable fundraising relationships
- Maximising our skills-based volunteering programme – EY Ripples – which encourages volunteering through Thrive Time
- Partnering with social enterprises and charities to help them grow and thrive through pro-bono work

We support the EY Foundation and invest in long-term partnerships with organisations such as Social Business Trust and National Numeracy. Together, they help social collaborations grow and increase social mobility.

This section highlights the stories and achievements of our people in the communities we serve.

EY Giving Week

Collective action for local communities

Our contribution to society is a year-round commitment, with colleagues across EY supporting communities through volunteering, fundraising and community engagement. EY Giving Week is an annual initiative that brings these efforts together, providing a dedicated opportunity for colleagues to collectively demonstrate how their time, skills and actions can create meaningful and lasting impact in the communities where they live and work.

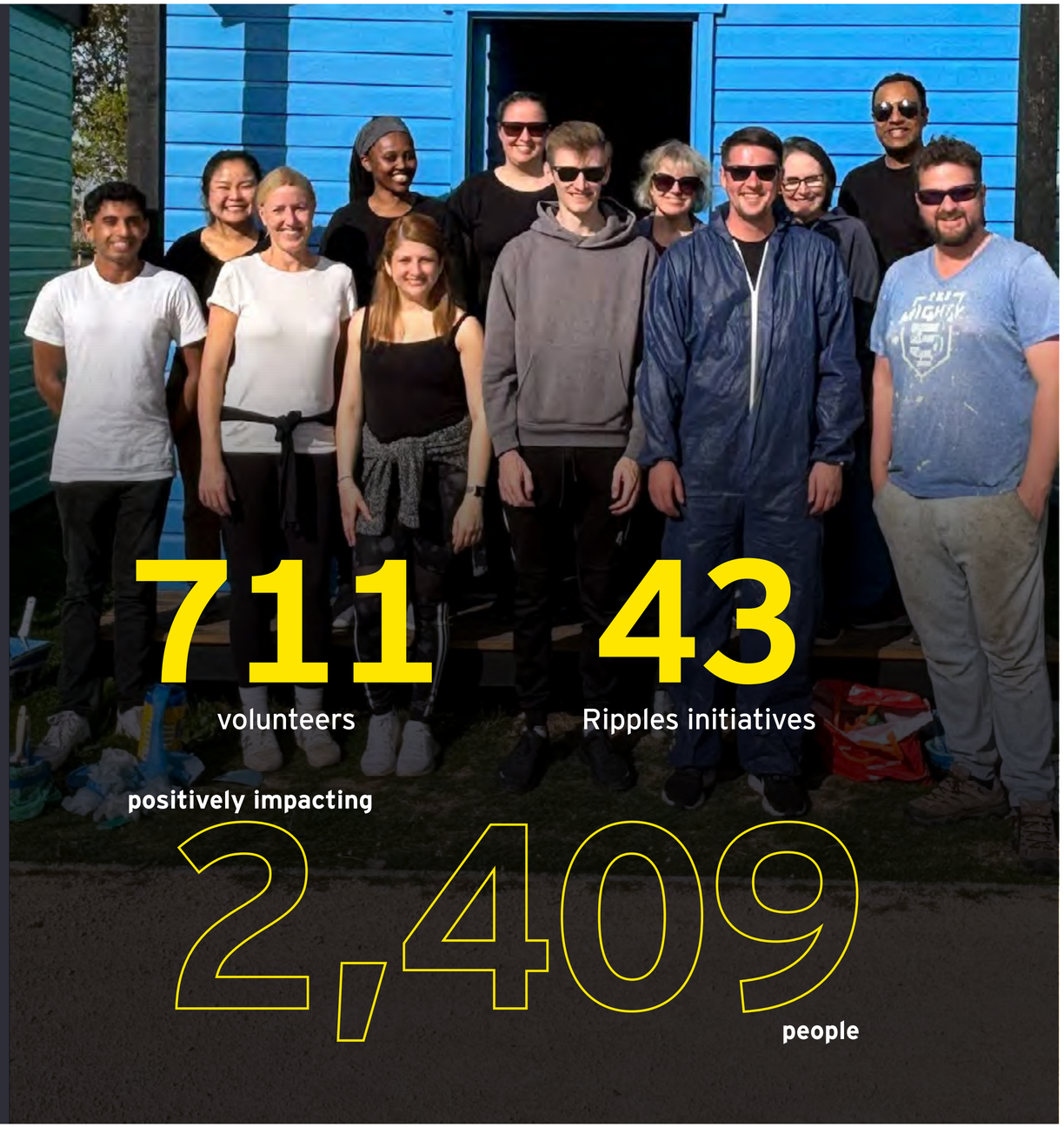
Continuing a long-standing tradition of community involvement, EY Giving Week 2025 took place in September and offered colleagues a wide range of opportunities to contribute their time, skills and energy to local community and environmental initiatives. The programme strengthened relationships with charities, community organisations and environmental groups, while showcasing the passion, generosity and commitment of EY people across the UK.

Building on the success of previous years, EY Giving Week provided opportunities for people to contribute their time, skills and energy to a wide range of community and environmental initiatives. The programme strengthened relationships with local charities, community organisations and environmental groups, while showcasing the passion and generosity of colleagues across EY UK.

A series of EY Ripples initiatives formed the heart of the week, offering practical ways for teams to support local needs and create positive outcomes. From community projects to environmental activities, volunteers worked together to make a tangible difference while gaining a deeper understanding of the challenges facing local communities.

711 volunteers took part in 43 EY Ripples initiatives, positively impacting 2,409 people. Environmental activities also contributed to local sustainability efforts, with 61 kg of food diverted from landfill and 71 bags of litter collected through clean-up initiatives.

EY Giving Week continues to demonstrate what can be achieved when people come together with purpose and a shared commitment to building a better working world. The volunteering, fundraising and community partnerships supported during the week created benefits that extend well beyond the event itself.



Supporting local charities, building lasting connections

As a firm, we also support our people's fundraising efforts by matching their fundraising. In FY26, EY UK provided over £272,000 in matched funding, extending the reach and impact of employee-led fundraising activities.

Each year colleagues from EY UK teams have come together to support office-chosen charities that reflect the causes and communities closest to them. Through fundraising, volunteering and advocacy, colleagues have helped local organisations continue their vital work while strengthening community connections.

Colleagues in every EY UK office nominate and vote on which local charity they will support, while volunteer relationship managers take on the challenge of driving these relationships and activities.

Support has taken many forms, including quizzes, bake sales, raffles, sporting challenges and sponsored events. Colleagues have also dedicated time to volunteering activities, using Thrive Time to support causes they care about, develop new skills, and build lasting relationships with charity partners and fellow colleagues.

Together, these efforts have delivered significant impact. Over the past two years, colleagues from EY UK teams have raised more than £408,000 in support of 16 office-chosen charities across the UK. The value extends beyond fundraising by helping charities engage new audiences, strengthen relationships and create opportunities for continued collaboration.

Action Cancer, reflecting on its partnership with EY UK, described the fundraising efforts as having raised an outstanding £100,000 in support of services across Northern Ireland, and praised the commitment and enthusiasm of EY UK volunteers.

The charity noted: "The passion, enthusiasm and energy was absolutely superb, allowing us to build meaningful new relationships and develop lots of innovative fundraising activities."

The story is also one of people. EY UK Relationship Managers volunteered alongside their day-to-day roles to champion local charities, encourage volunteering and fundraising activity and help partnerships thrive.

The charities supported represented a broad range of causes, from children's hospices and health charities to environmental organisations and community services, all making a visible difference in the communities they serve.

Initially starting as one-year relationships, our charity office relationships going forward will now formally be for two years – allowing greater collaboration and deeper connections. But as new charity relationships begin, the programme leaves a lasting legacy of collaboration, generosity and community impact. Building on strong foundations, EY UK teams look forward to creating even more opportunities for fundraising, volunteering and positive change in the years ahead.

Give As You Earn and Matched Funding

Our people also give generously to the charities that personally matter to them through our Give As You Earn scheme. In FY26 more than £305,000 was donated by EY people through Give As You Earn.

The programme also contributed to EY achieving a Platinum Payroll Giving Quality Mark, recognising our commitment to making charitable giving accessible and impactful for our people.

> "We were incredibly proud to have worked with EY UK over the last two years. The partnership raised an outstanding £100,000 in support of Action Cancer's services right across Northern Ireland. Throughout the partnership, EY UK staff demonstrated remarkable commitment and enthusiasm, taking part in a wide range of fundraising activities and awareness initiatives. The passion, enthusiasm and energy was absolutely superb, allowing us to build meaningful new relationships and develop lots of innovative fundraising activities.
>
> From participating in the Belfast Marathon and supporting our Action Cancer Shops Challenge to hosting awareness events and engaging colleagues across the business, the team embraced every opportunity to make a difference. We would like to extend our sincere thanks to everyone at EY UK for their dedication, generosity and support, which has made a huge impact and allowed us to continue providing life-saving and life-changing services to local people.
>
> Action Cancer

CORPORATE RESPONSIBILITY – CHARITY INITIATIVES AND FUNDRAISING

Winter Appeal: How colleagues come together to support communities



The Jingle Bell Drop campaign raised nearly

£6,000

Across the UK, these efforts raised

£33,031

during December

Each December provides another opportunity for an extraordinary outpouring of generosity across the UK, as colleagues came together to support communities through the EY UK Winter Appeal. From donating household essentials to raising funds for local charities, people across the region found meaningful ways to support those facing challenges during the winter months.

The campaign began with Jingle Bell Drop, a UK-wide food bank collection coordinated across all UK offices. Seventeen donation points were established nationwide, making it easy for colleagues to contribute. The response was remarkable, with thousands of essential items collected for local food banks and community organisations.

Together, colleagues donated 4,168 household items, helping provide the equivalent of 14,380 meals for people in need. In addition, £6,867 was generated through matched funding for charities selected by local offices, extending the impact of every contribution.

The spirit of giving extended well beyond food donations. Teams organised fundraising and collection activities including shoebox appeals, coat collections, children's charity donations and performances by the EY Choir. Across the UK, these efforts raised £33,031.49 during December alone, supporting charities making a difference in local communities.

Many colleagues also supported the EY Foundation through its Donate the Last Hour of Your Pay initiative. The campaign raised nearly £6,000, helping the Foundation reach and empower more young people as they build confidence, develop skills and access future opportunities.

The Winter Appeal demonstrated the collective impact possible when people unite behind a shared purpose. Through donations, fundraising and volunteering, colleagues provided practical support, strengthened community organisations and brought warmth and hope to people during the winter months.

CORPORATE RESPONSIBILITY – CHARITY INITIATIVES AND FUNDRAISING

Combining fundraising and professional skills to support survivors



For the past two years, colleagues in Newcastle have worked alongside Rape Crisis Tyneside & Northumberland (RCTN) as their nominated local office charity, building a partnership that has gone beyond fundraising to provide meaningful support for a charity delivering vital services to survivors of sexual violence.

Throughout FY26, the Newcastle office organised a range of fundraising and engagement activities, including a comedy night, Dragon Boat Race, Great North Run, Christmas raffle, A1 Cup and Jingle Bell Drop. These events brought colleagues together, helping raise funds for RCTN while increasing awareness of the charity's work across the office and wider community.

Alongside fundraising activities, colleagues also contributed their time, skills and expertise through volunteering, Thrive Time and Newcastle's first Consulting for Society event. This initiative demonstrated how professional expertise can support charities beyond traditional fundraising by helping address strategic and operational challenges that contribute to long-term sustainability.

As part of the event, three volunteer teams, comprising 14 colleagues, worked directly with RCTN representatives to explore practical solutions to a real organisational challenge. Drawing on consulting skills and collaborative problem-solving, the teams developed recommendations covering areas including corporate fundraising, governance, stakeholder engagement, awareness-raising, partnership development and organisational sustainability. The outputs provided valuable perspectives to support the charity's future planning and decision-making.

The event also created meaningful development opportunities for participants, enabling colleagues to collaborate across the Newcastle office while applying their skills to a purpose-led challenge. By combining community engagement with knowledge sharing, the initiative highlighted how professional expertise can create lasting social value when directed towards organisations working to support vulnerable communities.

The partnership has strengthened understanding across the office of the impact of sexual violence on individuals and communities, while helping colleagues build closer connections with an organisation providing life-changing support across the region. Through a combination of fundraising, volunteering and skills-based support, colleagues have contributed both immediate and longer-term value to the charity.

The funds raised and expertise shared throughout the partnership have helped RCTN continue delivering essential services, while supporting its future development and resilience. Just as importantly, the sustained commitment shown by colleagues has demonstrated the positive impact that can be achieved through long-term community partnerships, bringing people together to support an important cause and create lasting change in local communities.

> “Fundraising for RCTN in FY26 reinforced the positive impact we can achieve when people unite behind a shared purpose. Every contribution, event and act of support helped raise awareness and funds for an incredible cause, making the experience both rewarding and memorable. I am proud to have played a part in supporting a charity that provides invaluable support across our region.
>
> **Laura Harle**
> **Senior, Risk Consulting, EY UK**

Helping ADSS turn ambition into action



> “This fantastic session gave us the space, facilitation and support to challenge our thinking and test whether our priorities remain the right ones.

Katie Antill
Chief Executive Officer, ADSS

As the More London Place nominated office charity, EY colleagues have worked with Alzheimer's and Dementia Support Services (ADSS) to not only fundraise but to offer real insight and value.

ADSS wanted to turn its strategy into clear priorities while keeping the voices of people living with dementia, carers and community stakeholders at the centre of its future plans.

A cross-firm EY UK team designed and facilitated an EY wavespace session grounded in lived experience and co-creation. Through 'future-back' thinking, systems mapping and collaborative design, participants aligned around four priorities: Be Accessible, Be Equitable, Be Visible and Be Heard.

The session transformed complex strategic challenges into a shared Theory of Change and practical roadmap for delivery, helping ADSS build greater alignment around its future direction and how it creates impact for the communities it serves.

EY UK also helped bring the strategy to life through an awareness and fundraising activation that raised more than £2,800 in one day, and increased engagement with dementia related issues. ADSS left with stronger alignment and a clearer roadmap for supporting people affected by dementia.

raised in one day for ADSS

£2,800+

When community action creates lasting impact

Supporting people affected by cancer requires more than treatment alone. Access to emotional, physical and practical support can play an important role in helping individuals and families navigate diagnosis, treatment and recovery. Through a two-year charity partnership with Action Cancer, EY UK colleagues across Northern Ireland came together to raise funds, share skills and support services that make a meaningful difference to people living with cancer.

The relationship united EY UK colleagues behind a shared purpose, creating opportunities to contribute through fundraising, volunteering and community engagement activities. Staff participated in cycling challenges, charity shop takeovers, bucket collections and local events, helping generate support for Action Cancer's work across Northern Ireland. Alongside fundraising, EY UK people also provided skills-based volunteering, sharing AI knowledge and insights with the charity's senior leadership team to help support its wider organisational goals.

Together, these efforts raised more than £112,000, helping to fund Action Cancer's Integrative Cancer Care programme. Funding from the relationship enabled almost 1,700 cancer support sessions, including 833 counselling sessions, 500 pain and symptom support sessions, and 364 nutrition and exercise sessions. Action Cancer also reported improved wellbeing among 84% of counselling clients and improved health outcomes for 87% of people participating in nutrition and exercise programmes. The incredible impact of the partnership can be seen in the support delivered to individuals and families across Northern Ireland.

"

Over the past two years, our EY Northern Ireland people have embraced Action Cancer's cause wholeheartedly, whether through fundraising events, volunteering their time or supporting local initiatives, and their enthusiasm and commitment have been extraordinary.

Raising over £112,000 for Action Cancer is a fantastic achievement, but the real impact lies in the support it will provide to people and families when they need it most. We are immensely proud of knowing that it will help provide counselling, pain and symptom support, and nutrition and exercise services for hundreds of people affected by cancer across Northern Ireland. We would like to thank everyone at Action Cancer for the opportunity to collaborate and support their important work.

Rob Heron
Managing Partner, EY Northern Ireland



£112,000+
raised

Every kilometre counted



Throughout May, more than 100 EY UK colleagues from across the UK together supported Great Ormond Street Hospital Charity (GOSH Charity) and the Irish Cancer Society through the EY 5k A Day in May challenge.

Participants committed to completing a daily activity, choosing from a 5k run or walk, 20k cycle, 1.6k swim or 6k row. What began as a personal commitment quickly became a shared effort that bonded colleagues across teams and locations, united by a common goal of supporting two charities that provide vital care and support for children, patients and families facing significant challenges.

Alongside raising funds and awareness, the initiative encouraged colleagues to prioritise their wellbeing, stay active and strengthen connections with one another. Throughout the month, participants celebrated milestones, shared their progress and motivated each other, creating a strong sense of community that extended beyond geographical and organisational boundaries.

The collective effort delivered a meaningful result. By the end of May, colleagues had raised £22,534 for Great Ormond Street Hospital Charity and €7,428 for the Irish Cancer Society. The success of the challenge reflects the generosity, determination and team spirit of everyone involved, demonstrating how consistent individual actions can combine to create a significant positive impact for people and communities.

> “The challenge showed how small daily actions can create a significant impact when they are part of a larger, common purpose.

Tom Wicka
Senior Manager, Clients & Industries, EY UK
Challenge organiser



£22,534
raised for Great Ormond Street Hospital Charity

€7,428
for the Irish Cancer Society

Volunteering

Through EY Ripples, we create volunteering opportunities that bring together EY people, clients and community organisations to deliver meaningful, lasting change. Skills-based volunteering remains at the heart of our approach, enabling our people to apply their knowledge and experience where it can make the greatest difference. Alongside this, we are broadening access to purposeful volunteering opportunities that respond to local needs, strengthen connections with communities and enable more of our people to participate. Every opportunity is aligned with the people and organisations we support and with our four impact themes: AI for Good, Skilling & Future Workforce, Sustainability, and Access & Inclusion.

AI for Good

Our next four stories focus on using AI for good. AI has the potential to be a powerful force for good when it is used to expand opportunity, build skills and support more inclusive economic growth. At EY UK, this ambition is reflected through a focus on helping people, communities and organisations understand and benefit from AI in practical and responsible ways. Through collaborations with technology providers, charities, educators and employers, AI is being positioned not simply as a technology challenge, but as a tool that can help address social mobility, employability and skills gaps while supporting progress towards broader societal goals.

This year, the EY UK and Microsoft AI Skills Passport has continued to play a central role in that ambition. The free online learning programme helps people aged 16 and over build the knowledge and confidence needed to succeed in an AI-enabled economy. Accessible via web and mobile, it introduces learners to what AI is, how it is being used today, the importance of responsible and ethical AI, and the growing role of AI across business, sustainability and technology. The programme concludes with a Microsoft certificate, helping participants demonstrate their learning and enhance their employability while making AI literacy more accessible to people from all backgrounds.

Beyond the AI Skills Passport, EY's AI for Good approach brings together a range of initiatives designed to use technology for positive social impact. AI Skills Labs help impact-driven organisations understand how AI can improve productivity and accelerate their mission through practical training and hands-on learning. Impact Hives connect non-profits, entrepreneurs and business leaders to explore how AI can help address social and environmental challenges, creating opportunities for collaboration and innovation. These programmes help ensure that organisations with a social purpose can access the skills, networks and insights needed to benefit from emerging technologies.

AI for Good also extends into broader collaborations that support innovation, sustainability and digital inclusion. Through programmes such as Technovation, young women are supported to develop technology and entrepreneurship skills, helping prepare the next generation of problem-solvers and innovators. EY's collaboration with Zooniverse enables employees and organisations to contribute to citizen science projects, using data and technology to support environmental research and analysis. Together, these initiatives demonstrate how AI and digital technologies can be applied not only to drive productivity and growth, but also to create positive outcomes for people, communities and the environment.

CORPORATE RESPONSIBILITY – VOLUNTEERING (AI FOR GOOD)



Global collaboration for responsible AI growth

In May 2026, EY teams in the UK partnered with the UK Foreign, Commonwealth and Development Office (FCDO) at the inaugural Global Conference to co-host a ministerial roundtable exploring how AI can help address global development challenges.

Jointly hosted by Minister Seema Malhotra and Rohan Malik OBE, EY UK&I Managing Partner for Government & Public Sector, the session brought together 40 senior leaders from government, technology, business, development finance, philanthropy and social innovation.

The discussion focused on a critical challenge across Africa and Asia. While locally developed AI solutions have significant potential to improve health outcomes, livelihoods and economic inclusion, many struggle to move beyond pilot programmes. Participants explored barriers to scale, including funding constraints, procurement challenges, infrastructure limitations, trust and capability development.

Through EY Ripples, EY teams in the UK convened governments, development agencies, investors, technology companies and innovators to examine how stronger public-private collaboration can help responsible and inclusive AI solutions reach more people. The roundtable highlighted opportunities to accelerate adoption, and showcased innovations such as Jacaranda Health, whose AI-enabled maternal health platform is helping improve outcomes for millions of women in Kenya.

The event also marked the launch of a new Global EY Ripples initiative designed to connect governments, corporates and technology partners with pioneering AI innovators across the Global South. By bringing together organisations with complementary capabilities, the initiative aims to help promising innovations overcome barriers to growth and extend their impact.

Beyond the discussion itself, the session generated momentum for future collaboration, thought leadership and partnership programmes with the FCDO. It reinforced the importance of collective action in helping AI innovations move from promising ideas to scalable solutions.

The discussion highlighted a simple but powerful reality: AI innovation already exists across the Global South. The challenge is not invention, but scale, and partnerships are key to unlocking that opportunity.

> “AI has enormous potential to help address some of the world’s most pressing challenges, but technology alone cannot deliver impact.

Rohan Malik
EY UK&I Managing Partner for Government & Public Sector

CORPORATE RESPONSIBILITY – VOLUNTEERING (AI FOR GOOD)

Building AI confidence across communities

As AI continues to reshape how people learn, work and access opportunities, EY UK in Northern Ireland has brought together its skills, partnerships and networks to help communities engage with AI confidently and responsibly. Through a connected programme of AI for Good activity, colleagues worked with young people, charities and social enterprises to demystify AI, explain its practical relevance, and support people to explore how it can be used in ethical and meaningful ways. The approach reflects EY's focus on making technology accessible, inclusive and relevant to the people and organisations who can benefit from it most.

A key part of the programme was the rollout of the EY and Microsoft AI Skills Passport in partnership with Kippie, Include Youth and SistersIN. The programme introduced young people and underserved groups to AI while helping them build employability skills through a recognised learning pathway. EY colleagues also designed and delivered a three-part AI learning series for CO3 (Chief Officers 3rd Sector), Northern Ireland's membership body for leaders across the voluntary, community and social enterprise sector. Through these sessions, charity and social enterprise leaders explored topics including AI strategy, governance, service delivery, operations, fundraising, communications and advocacy.

The programme also included an AI enablement workshop for the senior leadership team at Action Cancer, helping participants explore how digital skills and AI could support the organisation's strategic priorities and day-to-day operations. Across the programme, content and delivery were tailored to the needs of different audiences, helping people and organisations take practical first steps towards using AI to support positive social impact.

The programme delivered tangible benefits across Northern Ireland. AI Skills Passport sessions engaged young people in Belfast and Derry/Londonderry, while more than 100 young women were introduced to the programme through a SistersIN AI event. To extend the reach of the initiative, around 35 EY Northern Ireland colleagues and volunteers were trained to support delivery. More than 20 charity and social enterprise leaders also gained practical insights through sessions delivered in partnership with CO3 and Action Cancer.

By helping young people, charities and social enterprises develop the confidence and capability to engage with AI, the programme has supported communities in building skills for the future of work, while encouraging more inclusive access to the opportunities created by emerging technologies.



> This work matters because it equips our people to use their skills in ways that create lasting value beyond our business. By helping young people, charities and social enterprises build confidence with AI, we are supporting more inclusive access to opportunity and strengthening the communities we live and work in.

Gareth Kelly
Partner, EY Northern Ireland

CORPORATE RESPONSIBILITY – VOLUNTEERING (AI FOR GOOD)



Tackling inequality through AI innovation

The AI and Social Mobility Challenge Prize was created to support organisations using artificial intelligence to help young people from low-income backgrounds access education, skills development and employment opportunities. By connecting innovators, funders, employers and technology specialists, the programme aims to encourage the development of responsible AI solutions that can help address barriers to social mobility.

Delivered by EY Foundation and Social Tech Trust, in partnership with the Social Mobility Commission and supported by global organisations including EY UK, the AI and Social Mobility Challenge Prize supports responsible AI solutions that help young people from low-income backgrounds access education, skills, employment and long-term opportunity.

The programme recognises the potential for AI to transform learning, careers guidance, mentoring, employability support and professional networking. At the same time, it responds to an important challenge: ensuring technological advancement benefits those who are often furthest from opportunity. By supporting purpose-driven innovators, the initiative aims to encourage the development of solutions that improve outcomes for young people and help create fairer access to support and opportunity.

Applications opened in June 2026 and attracted ventures from across the UK focused on using technology to address social mobility challenges. Eight ventures were shortlisted in August 2026 to join a cohort programme focused on growth, impact development and capital readiness.

Support from partners, including the EY Ripples programme, will include structured learning, expert-led workshops, mentoring, ecosystem connections, investor and funder readiness support, Microsoft Azure credits, and access to a non-dilutive grant fund. This combination of financial, technical and strategic support is designed to help promising ventures strengthen their solutions and increase their reach.

The ventures selected are expected to support hundreds of young people from low-income backgrounds, with the potential to scale their impact to thousands more over time. The programme will culminate in a public showcase at Parliament in October 2026, demonstrating how responsible AI can be harnessed to improve social mobility and create new pathways to opportunity.

By combining innovation, collaboration and social purpose, the Challenge Prize aims to ensure that AI becomes a tool for greater inclusion, helping more young people access the skills, networks and opportunities needed to thrive in a rapidly changing world.

CORPORATE RESPONSIBILITY – VOLUNTEERING (AI FOR GOOD)

Empowering the next generation of AI changemakers

As part of EY's AI for Good ambition, EY UK works with Technovation to support girls and young women in developing AI, technology and entrepreneurship skills. In June 2026, in collaboration with ServiceNow, EY hosted a Technovation showcase event at EY Wavespace London, bringing together participants, EY volunteers and collaborating organisations to present AI-powered solutions to social and environmental challenges.

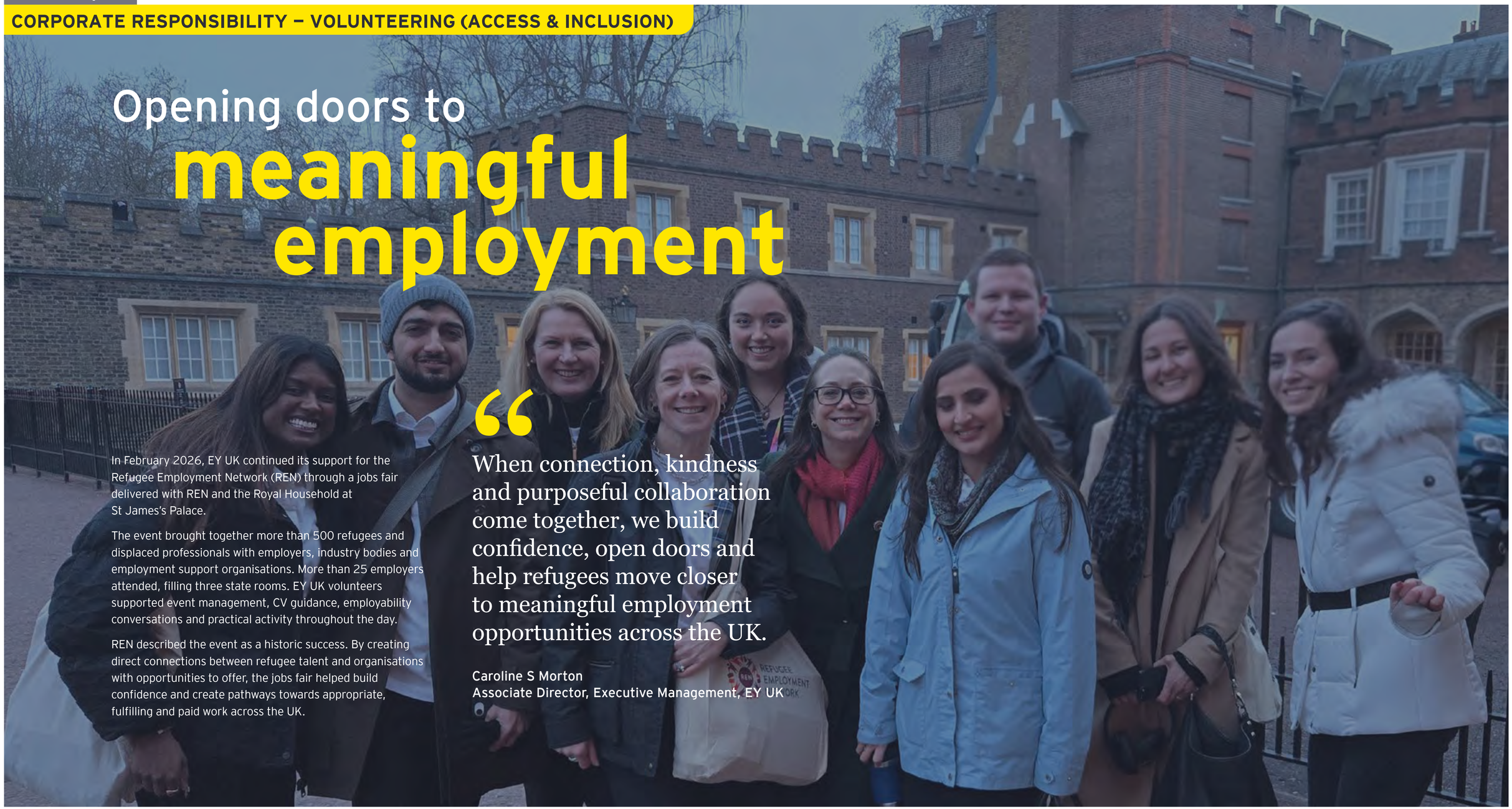
EY volunteers provided coaching, mentoring and feedback to help participants refine their ideas, strengthen their presentations and build confidence in communicating their solutions. The event gave young people the opportunity to showcase their work, learn from industry professionals and connect with peers who share an interest in technology, innovation and entrepreneurship.

The programme demonstrates how AI and technology can be used to address real-world challenges, while helping more girls and young women explore opportunities in innovation, entrepreneurship and the future world of work.



> "Through Technovation, EY volunteers helped inspire the next generation of AI innovators, supporting young people to develop the confidence, skills and entrepreneurial mindset to turn their ideas into action.
>
> **Emma Mitchell**
> **Associate Director, Executive Management, EY UK**

Opening doors to meaningful employment



In February 2026, EY UK continued its support for the Refugee Employment Network (REN) through a jobs fair delivered with REN and the Royal Household at St James's Palace.

The event brought together more than 500 refugees and displaced professionals with employers, industry bodies and employment support organisations. More than 25 employers attended, filling three state rooms. EY UK volunteers supported event management, CV guidance, employability conversations and practical activity throughout the day.

REN described the event as a historic success. By creating direct connections between refugee talent and organisations with opportunities to offer, the jobs fair helped build confidence and create pathways towards appropriate, fulfilling and paid work across the UK.

> "When connection, kindness and purposeful collaboration come together, we build confidence, open doors and help refugees move closer to meaningful employment opportunities across the UK.

Caroline S Morton
Associate Director, Executive Management, EY UK



From rehabilitation to a brighter future with StandOut

For people preparing to leave prison, rebuilding a life can be challenging. StandOut, an award-winning charity, helps people make positive change, realise their potential and take steps towards a more stable future. Its programme begins in prison and continues after release, providing coaching, practical support and guidance for as long as it is needed.

Each month, EY UK volunteers visit HMP Wandsworth, HMP Wormwood Scrubs and HMP Pentonville. Through CV workshops, mock interviews and graduation events, they help participants build confidence and prepare for employment and life beyond prison.

In one-to-one CV workshops, volunteers help trainees identify their strengths and present their experience in a way that reflects their potential. Mock interviews simulate real recruitment conversations, providing practical feedback and helping participants feel better prepared for future opportunities.

Graduation events offer an opportunity to celebrate progress and achievement. Volunteers join trainees as they reflect on their journeys and receive certificates, creating moments of encouragement, connection and pride.

The programme continues to grow. In FY26, 252 people received employment opportunities and rehabilitative support, with help from 42 EY UK volunteers. The initiative also achieved a 35% increase in social impact compared with the previous year. In addition to volunteering, EY UK colleagues provide project management support, working closely with StandOut to understand emerging needs and strengthen programme effectiveness.

The partnership continues to evolve. Looking ahead, StandOut will take part in EY UK's Consulting for Society event to be held on 28 September 2026, helping the charity explore solutions to current challenges and connect with new audiences. EY UK also plans to introduce the EY Skills Passport programme, providing participants with an opportunity to explore the fundamentals of AI and develop future-focused skills.

Together, EY UK and StandOut are helping people move beyond their past and towards brighter futures. By creating pathways to employment, confidence and opportunity, the programme demonstrates the power of second chances and the lasting difference that sustained support can make.

252
people received employment opportunities and rehabilitative support

42
EY UK volunteers

35%
increase in social impact compared with the previous year

Helping pupils with Time to Code and Time to Read

EY UK volunteers worked with Business in the Community Northern Ireland to deliver two practical education programmes for primary school pupils: Time to Code and Time to Read.

Through Time to Code, 10 volunteers introduced 105 pupils across four primary schools to coding over eight weeks. Using practical activities, they helped children develop creativity, problem-solving and logical thinking. The programme was also delivered for the first time at Ebrington Primary School in the North West, supported by volunteers from the EY Ebrington office.

Alongside this, 18 volunteers contributed 232 hours to Time to Read, providing weekly one-to-one reading support for 65 pupils across 16 schools. Volunteers offered consistent encouragement and individual attention, helping pupils strengthen their literacy, confidence and positive learning habits.

Together, the programmes reached 170 pupils through 20 school engagements, combining digital learning with sustained reading support.

170

pupils reached through the programmes



20

school engagements, combining digital learning with sustained reading support

> “Witnessing the children growing in confidence, asking questions and developing their problem-solving skills has been a very rewarding experience.”
>
> Finnola Mallon
> Manager, Business Consulting, EY UK
> EY Time to Code volunteer

Supporting STEM skills through hands-on learning

STEM at EY helps young people explore coding, technology and engineering through a series of hands-on events delivered across the UK. Combining Code Club and Team Repair activities, the programme gives children aged 7 to 12 the opportunity to learn through practical challenges and creative problem-solving.

Approximately six events are delivered each year in EY offices and schools across the UK. During school holidays, young people are invited into EY workplaces to take part in STEM activities, while school-based sessions help extend opportunities to communities that may have less access to STEM learning.

Through Code Club, participants explore coding, app development and game creation, choosing activities that match their interests and experience levels. Team Repair introduces engineering and sustainability by teaching children how to repair electronic devices and understand how technology works. Together, the activities encourage experimentation, curiosity and hands-on learning.

EY volunteers are at the heart of every event, providing practical support, technical guidance and encouragement throughout the sessions. Whether helping participants debug a coding project or supporting a repair challenge, volunteers create an engaging environment where young people can develop new skills and experience the satisfaction of bringing their ideas and projects to life.

> “There’s nothing quite like seeing a child’s excitement when their coding project works or a device they’ve repaired comes back to life. Those moments of achievement are what make these events so rewarding.

Sarah Vaz
Manager, Technology Consulting, EY UK
EY STEM Ambassador



CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)

Helping young people find confidence in numeracy



Confidence with numbers influences many aspects of life, from managing finances and making informed decisions to accessing employment and education opportunities. This year, EY teams in the UK continued their long-standing support for National Numeracy, helping improve numeracy confidence, strengthen financial capability and promote social mobility across the UK.

Low confidence with numbers can create barriers far beyond the classroom, affecting financial wellbeing, career opportunities and everyday decision-making. Through volunteering, awareness campaigns, community engagement and skills-based support, colleagues across EY UK helped encourage more positive attitudes towards numeracy, while increasing awareness of resources available to support learning and development.

A key focus during the year was empowering colleagues to become Numeracy Champions. Through school visits, outreach activities and awareness initiatives, volunteers shared their experiences and demonstrated the value of numeracy as an essential life skill. By challenging perceptions about maths and encouraging open conversations around confidence with numbers, they helped people recognise that numeracy is a skill that can be developed over time.

The programme also focused on supporting individuals and communities disproportionately affected by low numeracy confidence, helping improve inclusion, employability and financial resilience. This support was echoed by a young participant, Ibrahim, who said: "It can help you with life and need it for the future."

His words reflect a challenge experienced by many people and highlight the importance of creating supportive opportunities to build confidence and capability.

During FY26, support from EY teams in the UK helped more than 3,715 young people build confidence with numbers and better understand its importance as a life skill. EY teams also supported National Numeracy's research into AI and numeracy, helping explore how confidence with numbers can support participation in an increasingly technology-enabled economy.

The research reinforced the connection between numeracy skills, digital confidence and future employment opportunities. Through volunteering, advocacy and collaboration, EY teams in the UK are helping more people develop the confidence and skills they need to thrive in a changing world, creating stronger foundations for financial wellbeing, employability and opportunity.

CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)



Inspiring future career success across Northern Ireland

> “The Meet the Expert sessions were invaluable, and my team were able to incorporate much of the learning we acquired into our business.”
>
> **Amy**
> **Student Participant, St Patrick’s Academy**

Helping young people understand the opportunities available to them is an important step in preparing them for the future world of work. Through its ongoing partnership with Young Enterprise Northern Ireland (YENI), EY UK continued to support students across Northern Ireland during FY26, helping them build confidence, develop employability skills and gain a greater understanding of potential career pathways.

Across 40 hours of volunteering, EY UK people shared their experience, insights and enthusiasm through a range of activities designed to connect classroom learning with the realities of the workplace. Volunteers supported enterprise competitions, trade fairs, mentoring programmes, school visits and careers-focused speaker sessions, providing practical guidance and encouraging students to develop skills such as communication, teamwork, problem-solving and resilience.

Throughout the year, 11 EY Northern Ireland volunteers, including Northern Ireland Managing Partner Rob Heron and COO Jonathan Williamson, engaged directly with students across the region. By discussing their own career journeys, sharing workplace experiences and providing feedback on business ideas, volunteers helped make future career opportunities feel more tangible and accessible. These interactions gave students the opportunity to explore how the skills they are developing in education can translate into future employment and career success.

The programme directly engaged 456 young people through mentoring, judging, school visits and careers-related activities. Feedback from participants highlighted the value of hearing directly from business professionals, and demonstrated how meaningful volunteering can help raise aspirations, increase confidence and provide greater clarity about future opportunities.

The wider Young Enterprise Northern Ireland programme also reported strong outcomes, with 86% of participants saying their employability skills and confidence had improved and 90% reporting increased awareness of careers and pathways available to them. These results underline the value of early engagement between education and business in helping young people prepare for the future.

CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)



Strengthening school leadership through mentoring

> “Working with Inspiration for All is incredibly rewarding. By strategically matching EY partner volunteers with school leaders, we create purposeful mentoring relationships that strengthen leadership, shape culture and practice across schools, and improve outcomes for thousands of young people.

Amy Hood
Assistant Director, BMC, EY UK
EY Ripples initiative lead and relationship manager

Strong leadership in education can have a lasting influence on the experiences and outcomes of young people. Through Inspiring Partnerships, a nine-month reciprocal mentoring programme delivered by Inspiration for All, EY UK Partners are paired with senior education leaders from schools serving some of the most disadvantaged communities. By strengthening leadership capability in these schools, the programme aims to improve outcomes and support social mobility.

The programme reflects EY UK's commitment to building a better working world, by supporting the people who shape school culture, practice and outcomes.

Each mentoring partnership is carefully matched based on the EY volunteer's strengths, experience and leadership style. Following a facilitated kick-off meeting, participants take part in monthly one-hour mentoring sessions, either in person or online. The structured programme guides partners through goal setting, development and reflection, before concluding with a review of learning and leadership growth.

The mentoring relationships create a trusted space where leaders from different sectors can exchange perspectives, challenge their thinking and learn from one another. Since EY first offered the programme to Partners, more than 100 participants have taken part, with strong feedback and continued demand highlighting the value of cross-sector collaboration.

During FY26, 37 education leaders were supported through the programme and matched with 35 EY UK Partners. Together, these leaders were responsible for 321,030 pupils across primary schools, secondary schools and Multi-Academy Trusts.

By helping education leaders build confidence, broaden perspectives and strengthen their leadership capabilities, the programme supports positive change in schools and communities, creating benefits that can extend to thousands of young people.

CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)

Empowering Northern Ireland's future female leaders

Supporting young women at a pivotal stage in their education can help shape their confidence, ambitions and future career choices. Through a partnership with the SistersIN Leadership Programme, EY UK worked with female sixth-form students across Northern Ireland to provide mentoring, skills development and insight into future career opportunities.

Over eight months, female students aged 17 to 18 from 12 schools took part in the programme, supported by 14 female EY mentors, who shared their career journeys and provided one-to-one guidance. The programme was designed to help participants build confidence, develop leadership skills and gain a broader understanding of the opportunities available to them as they considered their next steps.

Alongside mentoring, EY UK delivered two virtual masterclasses focused on AI and introduced students to the EY and Microsoft AI Skills Passport. These sessions helped participants explore emerging technologies and develop awareness of the skills that are increasingly important in a changing world of work.

To deepen that experience, students were welcomed to the Belfast office for a dedicated work shadowing day. The visit provided first-hand insight into inclusivity, sustainability, technology, employability skills and EY career pathways, helping students connect classroom learning with real workplace experiences.

The partnership concluded with participation in the SistersIN celebration event, bringing together representatives from 60 schools across Northern Ireland, and providing an opportunity to reflect on the programme's impact. Through mentoring, workplace exposure and skills development, the initiative helped young women broaden their aspirations, strengthen their confidence and see clearer pathways into future careers.



"This partnership is invaluable in helping young female leaders see what is possible. By connecting them with positive role models and practical support, we are helping to build confidence, ambition and belief in their future potential.

Judith Savage
Partner, EY Northern Ireland

CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)

Raise Up Foundation: Helping young people see their future

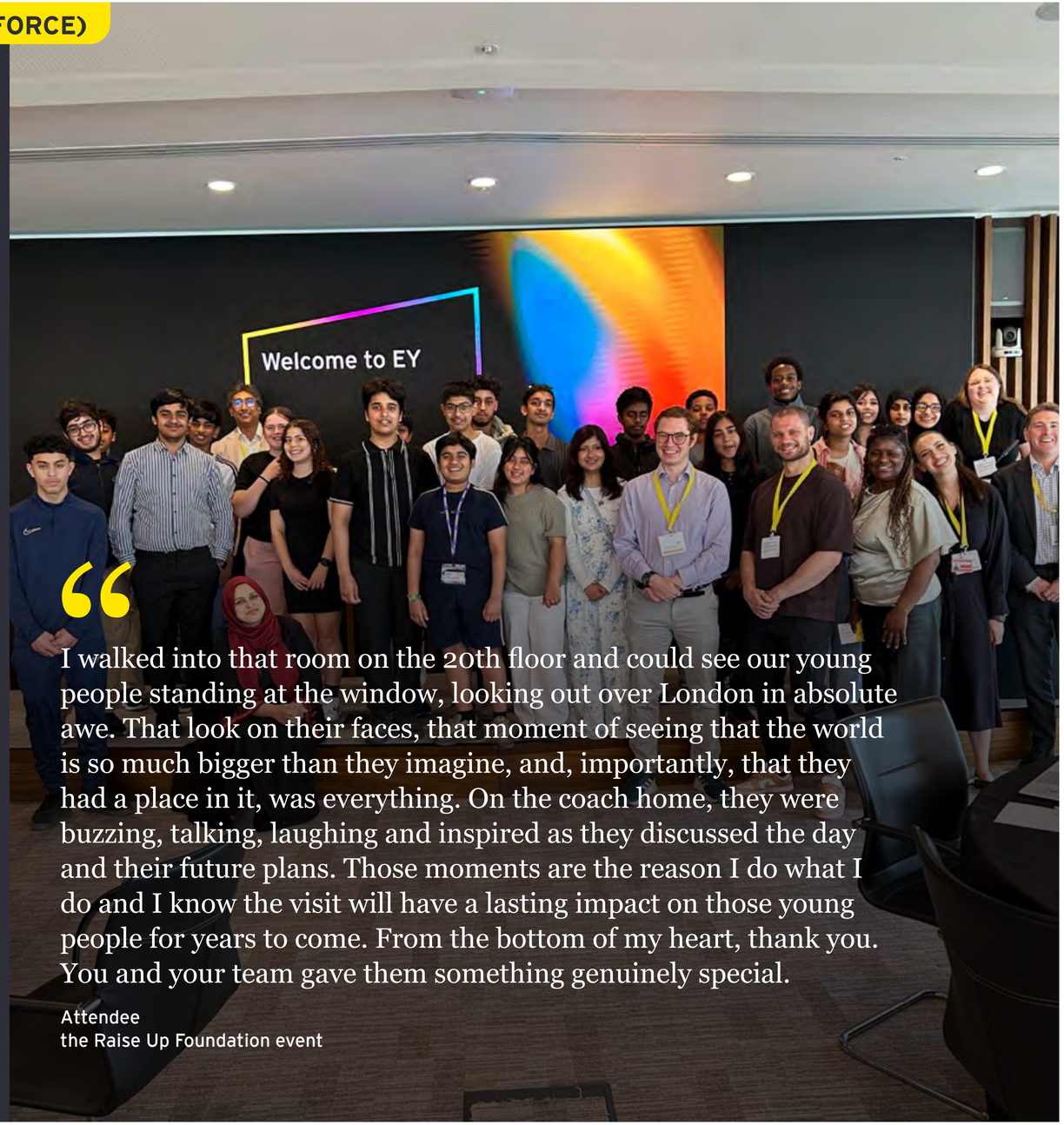
For many young people, understanding future career opportunities is about more than knowing what jobs exist. It is about having the confidence, exposure and sense of belonging needed to imagine themselves pursuing those opportunities.

Through a workplace visit organised with the Raise Up Foundation, EY teams in the UK helped create that experience for around 30 young people aged 12 to 14 from low-income backgrounds, providing insight into professional careers and future possibilities.

Held at an EY London office, the visit was designed to give participants access to experiences and networks they might not otherwise encounter. EY volunteers delivered a structured and welcoming programme, introducing young people to the organisation, facilitating career-focused discussions, and creating opportunities to connect with people from across the business.

An interactive employability activity encouraged participants to consider the skills and qualities that can support future success, helping career aspirations feel more tangible and achievable. Careful planning ensured an inclusive and accessible environment where participants felt comfortable, supported and able to engage fully throughout the day. Ten EY volunteers shared their experiences and answered questions, providing authentic insights into the world of work and demonstrating the different pathways available.

By opening doors to professional environments, and connecting young people with positive role models, the initiative helped build confidence, raise aspirations and provide greater clarity about future opportunities. For many participants, it offered a chance to see possibilities that previously felt distant or unfamiliar.



> “I walked into that room on the 20th floor and could see our young people standing at the window, looking out over London in absolute awe. That look on their faces, that moment of seeing that the world is so much bigger than they imagine, and, importantly, that they had a place in it, was everything. On the coach home, they were buzzing, talking, laughing and inspired as they discussed the day and their future plans. Those moments are the reason I do what I do and I know the visit will have a lasting impact on those young people for years to come. From the bottom of my heart, thank you. You and your team gave them something genuinely special.
>
> **Attendee**
> **the Raise Up Foundation event**

CORPORATE RESPONSIBILITY – VOLUNTEERING (SKILLING AND FUTURE WORKFORCE)



Greater Manchester

Connecting women, employers and opportunity in Greater Manchester

Smart Works Greater Manchester helps unemployed women across Greater Manchester and the wider North West prepare for and secure employment through free career coaching, interview preparation and professional clothing.

Corporate partnerships, fundraising and volunteer support help the charity continue providing these services free of charge. In 2025, EY UK people across the region supported the charity through fundraising, volunteering and raising awareness of its work, with nearly 50 colleagues taking part in the Smart Works Step Up Challenge.

During the year, Smart Works Greater Manchester also expanded engagement with employers, sponsors and community partners across the region, helping generate the financial and practical support needed to sustain and grow its services.

Additionally, a key event this year was the launch of the Smart Works Greater Manchester Unemployment Index by Andy Burnham, then in his role as Mayor of Greater Manchester. The Index highlights the barriers women face when seeking employment, and the actions employers, policymakers and other stakeholders can take to support change. The launch brought together business leaders, employers and supporters from across the region, raising both awareness and funds for the charity's work.

By connecting businesses, supporters and local communities, Smart Works Greater Manchester is helping create pathways into employment for women across the region and strengthening its ability to support even more women in the future.

Supporting marine conservation across the globe



As part of a Zooniverse citizen science initiative, 95 EY colleagues in the UK took part in a virtual volunteering activity supporting marine researchers in Aotearoa, New Zealand, helping to protect biodiversity in marine reserves from thousands of miles away. Volunteers classified underwater images used to monitor fish populations and assess the effectiveness of conservation zones.

The data generated helps scientists develop strategies to protect taonga (treasured) species and ecosystems under pressure from overfishing, pollution, and climate change. By participating online, EY volunteers were able to support global marine conservation efforts and contribute to research that helps safeguard healthy oceans and the communities that rely on them for their livelihoods.

CORPORATE RESPONSIBILITY – VOLUNTEERING (SUSTAINABILITY)

1,250 hours for habitats and rehabilitation



Wildlife Aid Foundation rescues and rehabilitates wild animals while protecting biodiversity and educating communities. What began in a back garden has grown into one of the UK's busiest wildlife hospitals, caring for more than 20,000 animals each year.

Through EY Ripples, EY UK volunteers have worked alongside the charity on its 20-acre site in Surrey. Activities have included restoring ponds, planting and protecting trees, developing an orchard, improving water flow and creating new habitats.

During FY26, volunteers contributed more than 1,250 hours and built three fox release pens. The pens provide a safe environment where young foxes can adapt to the outdoors before returning to the wild. Greater release capacity also creates room for new hospital admissions.

The work has combined practical environmental impact with opportunities for colleagues to connect across teams, spend time outdoors and contribute directly to local wildlife recovery.

WAF has now been chosen as the core charity relationship for our More London Place office.

> "This was one of the most rewarding EY volunteering experiences I've taken part in. It was a great chance to get outdoors, meet new people and do something genuinely worthwhile.

James Dilks-Hopper
Senior Manager, Strategy and Execution, EY UK
EY UK volunteer



A day of giving back at Mudchute Farm

Eighteen colleagues from the Financial Accounting Advisory Services team supported Mudchute Park & Farm on the Isle of Dogs in London. Working together, they helped maintain the urban farm's facilities and outdoor spaces, creating a welcoming environment for visitors, staff and the local community.

CORPORATE RESPONSIBILITY – VOLUNTEERING (SUSTAINABILITY)

Cleaning up our communities

As part of our commitment to creating positive social and environmental impact, our people took part in litter-picking activities that improved local green spaces and neighbourhoods. Alongside the environmental benefits, these events brought colleagues together around a shared purpose, creating opportunities to build relationships, strengthen teamwork and connect with the communities we support.

With CleanupUK,

130
EY UK employees spent over

325
hours volunteering, collecting

170
bags of litter, equating to

1,156 kgs
of litter

Restoring rivers, strengthening communities

Around 20 EY colleagues from Bristol supported the Severn Rivers Trust at a local river site (Fromebridge Mill), learning about the river and its brush-type Fish Pass, the first of its kind in the UK, to help conserve migratory fish. The team took part in litter picking, surveying the river wildlife, and water quality testing to help protect and restore the local waterway. Their efforts contributed to the Severn Rivers Trust's work to create healthier rivers and stronger communities.

Beyond the environmental impact, the day gave colleagues an opportunity to connect with nature, support their wellbeing and spend time together while making a positive difference.

Leading by example for greener communities

Around 30 colleagues from EY's global Client and Industry team, including Hanne Jesca Bax, EY Global Vice Chair, Clients and Industries, supported Cleanup UK at Mile End Park in London. They collected litter from the local area, demonstrating how a simple team activity can help create a cleaner, more sustainable community.

> "There are no titles here, just people choosing to care and choosing to act."

Hanne Jesca Bax
EY Global Vice Chair, Clients & Industries

Cleaning up for a greener community

As part of EY Giving Week, 45 enthusiastic colleagues came together to support CleanupUK at a litter-picking event in Southwark Park, London. For many, it was their first opportunity to meet in person, and the day provided a chance to build new connections while contributing to a community environmental project. Working as one team, colleagues collected bags of litter from across the park, helping to create a cleaner, greener and more welcoming space for everyone to enjoy.

Leadership through simple actions

Fifteen colleagues from EY UK's Core Business Services leadership team, led by Christabel Cowling, supported Team London Bridge in the green spaces surrounding London Bridge. Equipped with litter pickers and bags, they removed waste to help make these public spaces cleaner and more welcoming.

> "Moments like this are a great reminder that leadership shows up in many forms – and sometimes, the most impactful ones are the simplest."

Christabel Cowling
Chief Financial Officer, EY UK LLP



CORPORATE RESPONSIBILITY – VOLUNTEERING (SUSTAINABILITY)





Supporting nature through local action

Protecting local green spaces and supporting community wellbeing often begins with practical, hands-on action. Across Northern Ireland, colleagues involved in the EY UK Sustainability Network and its eco-innovator group have worked alongside environmental and community organisations to help care for valued natural spaces, while building stronger connections between people, communities and nature.

Throughout the year, volunteers have partnered with organisations including The Conservation Volunteers (TCV), The Ravine Project and St Columb's Park Reconciliation Trust, to support environmental initiatives across Belfast, Holywood and Derry/Londonderry. These partnerships have created opportunities for colleagues to contribute directly to projects focused on biodiversity, environmental stewardship and community wellbeing. Activities included preparing tree nursery growing beds, restoring pollinator and therapy gardens, creating habitats, planting sunflowers and participating in community litter-picking events.

The work has also provided opportunities for colleagues to better understand the environmental challenges facing local communities, and the important role organisations can play in supporting positive environmental and social outcomes. By working alongside community groups and environmental charities, EY volunteers gained firsthand insight into the long-term effort required to protect natural habitats, improve access to nature, and create healthier environments for people to enjoy.

Around 40 colleagues supported projects with TCV, while 21 volunteers took part in activities at The Ravine Project. In Derry/Londonderry, nine EY volunteers helped remove approximately 10-12 kilograms of rubbish from a park used by local residents and more than 300 weekly community centre participants.

Support provided at The Ravine Project also helped create opportunities for clients to develop practical skills, confidence and social connections through nature-based activities, demonstrating how environmental projects can deliver wider community benefits.

By contributing time, skills and enthusiasm, EY volunteers are helping to protect nature, improve shared green spaces and strengthen community connections across Northern Ireland.

> "This work is hugely important because it helps us support local environmental organisations while giving our people a practical way to engage with sustainability in their own communities. Our eco-innovator group is active, engaged and committed to creating opportunities for colleagues to make a positive difference throughout the year.
>
> Gareth Martin
> EY UK Partner and EY Northern Ireland Sustainability Lead



SPOTLIGHT – NEWCASTLE OFFICE

Supporting Newcastle communities through The People's Kitchen



Our Newcastle office has strong connections with its local community, with colleagues giving their time and sharing their skills to make a difference across the North East. From helping young people build confidence and explore new pathways into education and work, to supporting people experiencing hardship, these partnerships are helping to widen opportunity and strengthen the communities around us.

For people experiencing homelessness and hardship, access to practical support can make a meaningful difference. Through an ongoing partnership with The People's Kitchen, EY UK colleagues in Newcastle have helped support a charity that provides meals, clothing and essential assistance to members of the local community who need it most.

Since FY24, volunteers have participated in volunteering activities with The People's Kitchen, a long-established Newcastle charity that is entirely volunteer led. Every additional volunteer directly helps the charity to continue delivering its services and support people facing significant challenges.

Colleagues have helped with a wide range of activities, including food preparation, cleaning, recycling, organising donated clothing, preparing food parcels, stocking deliveries and supporting the day-to-day operation of the charity. These practical contributions help The People's Kitchen keep up essential support for people experiencing hardship, while maintaining services that many members of the local community rely upon.

The partnership has also created opportunities for colleagues to become more closely connected with their local community. The charity's location near the EY Newcastle office has encouraged regular participation and made volunteering accessible to a broad range of teams, helping community engagement become part of everyday office culture.

What began as a team-building activity has evolved into a lasting partnership with The People's Kitchen. As more colleagues have become involved, their volunteering has helped the charity continue providing essential support to people in need, while strengthening community connections and reinforcing a culture of giving back.

SPOTLIGHT – NEWCASTLE OFFICE

Opening doors to future careers in the North East



For many young people supported by IntoUniversity, stepping into the EY Newcastle office was their first experience of a professional workplace. Those experiences can play an important role in building confidence, raising aspirations and helping young people see new possibilities for their future.

IntoUniversity helps young people facing disadvantage to break cycles of poverty, and feel inspired to achieve by providing long-term, personalised pastoral and academic support that empowers them to succeed in education and beyond.

IntoUniversity opens up access to educational and career opportunities they may not otherwise experience. Between March and June 2026, EY UK colleagues hosted three employability and workplace experience events for approximately 90 young people from disadvantaged backgrounds across the North East of England. The sessions combined business simulations, team challenges and careers-focused activities designed to develop communication, teamwork, leadership and presentation skills.

The workshops gave students the opportunity to experience a professional office environment while working alongside volunteers. Through practical challenges and collaborative activities, participants were encouraged to step outside their comfort zones, build confidence and develop skills that can support their future education and career journeys.

Feedback from students, school staff and IntoUniversity highlighted the value of the sessions. One student described the best aspect of the day as "the setting – because it is a real office" and the opportunity to "work together as a team because it improved my confidence." Another reflected: "I learned I could work with more people than I realised, how to be mature, and how to speak up in a team." They added that "the best part was the competition because it helped me put my best efforts in."

School staff praised the organisation of the events and the support provided by colleagues across the office, noting that students felt encouraged throughout the experience. IntoUniversity also highlighted that many participants came out of their shell during the workshops and gained practical insights into the world of work.

The collaboration also supported broader social mobility and recruitment objectives. IntoUniversity shared information about EY Newcastle apprenticeship opportunities across its North East network, helping connect young people with future pathways into employment. According to the EY Foundation North Regional Manager, Smart Futures applications have increased since the promotion of these opportunities through the charity's network.

By combining meaningful workplace experiences with practical skills development and exposure to future career opportunities, the programme helped broaden access to the world of work for young people who may not otherwise have had that chance. For many participants, it provided a first glimpse into a professional environment, increased confidence in their own abilities, and demonstrated that careers in organisations such as EY UK could be within reach.

SPOTLIGHT – NEWCASTLE OFFICE

Mentoring that makes a difference to career development at Durham University

Mentoring Programme 2025/26: volunteers from Newcastle helped first and second-year undergraduate students gain the knowledge, perspective and practical guidance needed to navigate the early stages of their professional journeys.

Working in partnership with Durham University's Careers and Enterprise Centre, EY colleagues participated in a structured three-month programme running from November 2025 to February 2026. Combining one-to-one mentoring, career coaching and employability support, the initiative gave students access to experienced professionals as they explored future career paths, internships, placements and graduate opportunities.

Ten mentors from Newcastle committed their time to the programme, each providing around 12 hours of guidance and development support. Alongside individual sessions, volunteers contributed to career insight workshops, diversity-focused discussions and networking activities designed to help students prepare for the workplace and refine their professional ambitions.

The mentoring relationships offered guidance tailored to each student's goals and interests. Mentors shared real-world experiences, encouraged reflection and helped participants identify practical next steps. Volunteers also hosted the programme's celebration event in the Newcastle office, giving students additional opportunities to connect with professionals and experience a workplace environment first-hand.

The programme delivered strong outcomes. All mentees reported increased confidence and stronger employability skills, while 91% said the mentoring relationship made a meaningful contribution to their career development. Feedback highlighted the value of receiving practical advice and personalised guidance during an important stage of career planning.

By sharing their experience and expertise, Newcastle colleagues helped students broaden their aspirations and better prepare for future opportunities. The programme demonstrates how mentoring can open doors, inspire ambition and create lasting benefits for the next generation of talent.

91%

of mentees said the relationship made a meaningful contribution to their career development

> "The mentoring programme provided genuinely personalised and practical support at a crucial stage of my development. It has had a meaningful impact on both my confidence and approach to career development, which is why I would highly recommend it to other students."
>
> Student participant

Durham University, Queen's Campus, Thornaby

SPOTLIGHT – NEWCASTLE OFFICE

Helping more young people discover apprenticeship opportunities in the North East



For many young people, degree apprenticeships provide a valuable route into higher education and professional careers. Yet awareness of these opportunities, particularly among those from lower socioeconomic backgrounds, remains limited.

To help address this challenge, EY UK Newcastle office worked with Northumbria University's Business Clinic on a live consultancy project focused on improving access to degree apprenticeship opportunities across the North East. Together with EY colleagues, a team of students conducted research with current apprentices and young people, alongside competitor analysis, to better understand the barriers that can prevent individuals from pursuing alternative career pathways.

Drawing on these insights, the students developed recommendations to increase awareness of degree apprenticeships and improve access to professional opportunities. There was a strong emphasis on widening participation among groups underrepresented in professional careers, including socially mobile applicants, women and those interested in digital careers. Through working on a live client engagement, the students gained practical consulting experience, applied their research skills to a real-world challenge, and developed recommendations to support future employability outcomes across the North East.

For EY UK, the project delivered an evidence-based recruitment and outreach strategy containing 10 actionable recommendations to strengthen local talent attraction, improve engagement with prospective candidates, and support a diverse and sustainable apprenticeship pipeline in Newcastle. More broadly, the work demonstrated how collaboration between business and higher education can widen access to opportunity, strengthen social mobility and help develop future talent across the region.

SPOTLIGHT – EY FOUNDATION

EY Foundation

Introduction



The EY Foundation, the independent charity set up by EY UK, has continued to grow its impact in support of young people from low-income backgrounds.

Now in its 12th year, the EY Foundation supported 3,780 free-school-meal-eligible young people through its programmes and workshops across the UK during FY26.

Some other FY26 highlights include the launch of a new Youth Voice Forum, involving 10 young people who will help shape the charity's work and ensure the perspectives of young people are reflected throughout its programmes and activities.

The Foundation also delivered Beyond Horizons, a place-based pilot in Bradford that brought together schools, employers and local partners to provide a more structured and accessible experience of the workplace for Year 8 students.

Additionally, it launched the AI and Social Mobility Challenge Prize, a first-of-its-kind UK initiative supporting ventures that use AI to improve social mobility outcomes for young people from low-income backgrounds.

The charity continued to evolve its programmes in FY26, introducing new content focused on intrinsic motivation training, wellbeing at work guidance, and additional support linked to apprenticeship applications. This included numerical reasoning practice and preparation for assessment activities.

Drawing on insights from its programmes, the EY Foundation submitted evidence to both the Work and Pensions Select Committee inquiry into young people not in education, employment or training (NEET) and Alan Milburn's Youth Employment Review.

Innovation also remained a focus during the year. During a programme workshop for students applying for EY apprenticeships, the EY Foundation piloted an AI-enabled avatar to help answer questions about the application process.

It also trialled a Business Academy model as an additional way to provide meaningful experiences of work, with 150 young people taking part in structured "day in the life" sessions with different teams, employers and sectors.

The Foundation further strengthened its thought leadership and research activity, publishing three complementary reports with the Institute for the Future of Work (IFOW), to help educators, employers and policymakers embed motivation-based approaches within existing skills training and careers-focused programmes.

In a further initiative, it ran a workshop with Year 12 students on what they want from companies designing generative AI for education. Learnings from this event informed the Department for Education's (DofE) report into how AI education tools can be better aligned with young people's needs.

In addition, the EY Foundation convened three employer roundtables exploring what further actions employers can take to drive social mobility, and partnered with Demos to explore how employers – particularly small and medium-sized enterprises (SMEs) – can boost social mobility for young people.

SPOTLIGHT – EY FOUNDATION

Opening doors through Smart Futures

Through its ongoing partnership with the EY Foundation, colleagues in Newcastle helped young people gain valuable workplace experience, develop employability skills and build confidence in their future career ambitions.

The Smart Futures Business & Technology Work Experience Programme supports young people aged 16 to 17 who may face barriers to accessing professional career opportunities. Delivered in partnership with the EY Foundation, the programme helps participants develop skills, confidence, experience and professional networks to support future transitions into higher education, apprenticeships and employment.

Hosted in the Newcastle office, the programme provided meaningful exposure to professional services careers while helping participants build practical workplace skills and a clearer understanding of future opportunities.

Volunteers designed and delivered a three-day programme introducing participants to a range of career pathways, including apprenticeships, business and technology roles. Through presentations, workshops and interactive activities, young people gained insight into different areas of EY UK and explored the skills needed to succeed in the workplace.

Colleagues from across the business shared their own experiences, led practical exercises and supported collaborative projects based on real workplace challenges. The programme culminated in team presentations to an EY judging panel, with participants receiving feedback, coaching and encouragement to strengthen their communication and presentation skills.

The partnership extended beyond the core programme. During the summer, Newcastle colleagues supported a dedicated Smart Futures Private Equity programme, creating opportunities for a further 20 young people. Alongside EY-Parthenon and Montagu teams, colleagues helped participants gain additional insight into careers within the professional services and investment sectors.

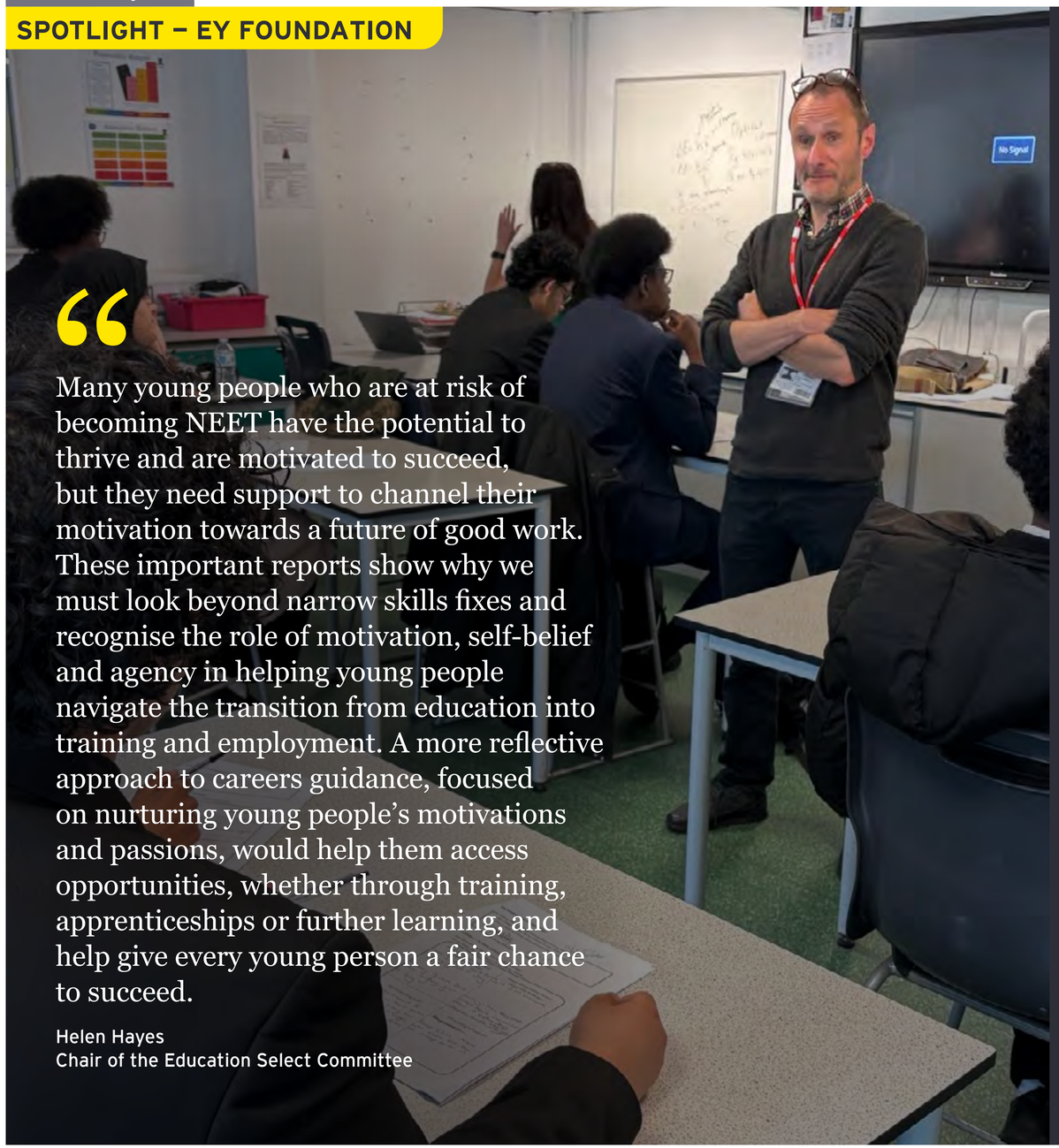
Throughout FY26, colleagues also continued fundraising and volunteering activities in support of the EY Foundation. Their commitment was recognised through the EY Foundation Northern Impact Awards, where the Newcastle team were nominated for the EY Foundation Northern EY Team Award, and Jason Simms was named EY Foundation Northern Fundraiser of the Year.

By combining work experience, mentoring, career insights and ongoing community support, the programme helped young people build confidence, broaden aspirations and access opportunities they may not otherwise have encountered.



> “I’ve been part of EY Foundation initiatives for three years and can honestly say it has been the most rewarding part of my career. It has inspired the direction I want to take professionally and allowed me to give back in a way that makes the most of my experience. I would encourage anyone to get involved, it has been a highlight of my time at EY UK.
>
> **Jason Simms**
> **Manager, Consulting Service Delivery, EY UK**

SPOTLIGHT – EY FOUNDATION



> “Many young people who are at risk of becoming NEET have the potential to thrive and are motivated to succeed, but they need support to channel their motivation towards a future of good work. These important reports show why we must look beyond narrow skills fixes and recognise the role of motivation, self-belief and agency in helping young people navigate the transition from education into training and employment. A more reflective approach to careers guidance, focused on nurturing young people’s motivations and passions, would help them access opportunities, whether through training, apprenticeships or further learning, and help give every young person a fair chance to succeed.
>
> **Helen Hayes**
> **Chair of the Education Select Committee**

Channelling Motivation: nurturing interests and aspirations to build future success

Preparing young people for the future of work requires more than technical skills alone. Recognising this challenge, the EY Foundation partnered with the Institute for the Future of Work (IFOW) to develop and test Channelling Motivation, an evidence-based intervention designed to help young people from low-income backgrounds gain the confidence, purpose and sense of agency needed to succeed in a changing world of work.

The initiative was piloted through the EY Foundation's Smart Futures programme. Participants explored their strengths, interests and aspirations while building the employability skills needed to take their next steps towards education, training and employment. The pilot focused specifically on developing intrinsic and internalised forms of motivation, helping young people better understand their goals and feel more empowered to pursue them.

The results were encouraging. Those who took part reported motivation levels related to school or work that were 20% to 35% higher than the control group. Alongside these outcomes, the project generated valuable evidence on the role motivation can play in improving readiness for work, particularly for young people facing barriers to opportunity.

To support wider adoption, the EY Foundation and IFOW translated their findings into practical resources for educators, employers and policymakers. Three complementary reports were published: a research and policy paper, an independent evaluation of the pilot, and a practical framework designed to help organisations embed motivation-focused approaches into employability programmes.

The findings were also shared through a national webinar that brought together leaders from education, employment and policy, to explore how evidence-based interventions could support more young people in navigating a rapidly-changing labour market.

By connecting research with practical action, the project demonstrated how greater focus on motivation, self-belief and agency can help young people prepare for the future of work. The evidence and tools developed through the initiative have the potential to influence how employability programmes are designed, helping more young people build confidence, access opportunities and progress towards good work.

SPOTLIGHT – EY FOUNDATION

Beyond Horizons: Helping young people see what comes next

The experiences young people have early in their education can play an important role in shaping their confidence, aspirations and future choices. Yet access to meaningful workplace experiences remains uneven, particularly for young people from lower-income backgrounds.

Beyond Horizons is an EY Foundation pilot designed to explore how high-quality experiences of work can begin earlier and become more accessible. Developed in response to growing evidence that career readiness starts well before key educational decisions are made, the programme focused on Year 8 pupils and tested a new, place-based approach to work experience in Bradford.

Co-designed with more than 150 local stakeholders, Beyond Horizons brought together schools, employers and community partners to create a more modern model of engagement.

Four secondary schools participated, reaching more than 100 pupils eligible for free school meals through activities focused on identifying strengths, understanding local growth sectors, experiencing the world of work and planning for the future.

Rather than relying solely on traditional workplace visits, the programme combined employer encounters, simulated workplace tasks, local labour market insights and structured reflection. This helped pupils make stronger connections between their interests, strengths and aspirations and the opportunities available to them in the future.

Colleagues based in West Yorkshire supported school engagement activities and shared their own career journeys with participants. A local production company also created reusable content showcasing role models and highlighting career pathways available within the region.

Seventy-two per cent of surveyed pupils improved their awareness of future job sectors and 73% improved their awareness of local employers. Young people also reported greater confidence, self-awareness and optimism, with the proportion feeling positive or hopeful about their future career increasing from 48% to 85% after participation.

Beyond Horizons helped young people recognise their strengths, explore future pathways and make more informed decisions about their next steps, including future GCSE subject choices. The pilot also engaged 16 employer and institutional partners, including nine SMEs, demonstrating how earlier, locally connected experiences can broaden horizons, strengthen aspirations and equip young people to navigate their futures with greater confidence.



SPOTLIGHT – EY FOUNDATION

A shared commitment to social mobility, with life-changing impact



For the past five years, the EY Foundation has partnered with the University of Warwick to help young people in the Midlands build confidence, develop employability skills and prepare for the world of work. Through a shared commitment to social mobility, the partnership has created meaningful opportunities for young people from underrepresented backgrounds to gain experience, develop professionally and take the next step in their careers.

In recognition of this commitment, the University of Warwick was named the EY Foundation's Midlands Employer Partner of the Year 2026. A key contributor to this achievement has been the university's Social Inclusion Early Careers Internship Programme, which provides EY Foundation alumni with a valuable route into professional experience beyond the Foundation's programmes.

To date, 10 EY Foundation alumni have completed the internship programme. The 12-month, full-time paid programme combines practical workplace experience with professional development and a Level 3 qualification. Interns contribute to social inclusion initiatives, gain hands-on experience within host departments and develop the skills and confidence needed to progress in their careers. The programme also forms part of the university's wider commitment to improving social mobility within its workforce.

The impact of the partnership can be seen in the experiences of the young people involved. One former participant, now working full-time in banking in Manchester, described the combination of the EY Foundation programme and the University of Warwick internship as "life changing." Stories like this highlight the transformative effect that access to high-quality opportunities can have on future employment outcomes.

The partnership has also sought to inspire broader change. Through a blog published by the EY Foundation, the University of Warwick shared lessons from its social mobility journey and encouraged other employers to consider how they can support young people from lower-income and underrepresented backgrounds. The blog continues to provide practical insight for organisations seeking to strengthen their own approach to social mobility.

By investing in paid, skills-based opportunities and creating clear routes into employment, the partnership demonstrates the important role employers can play in widening access to opportunity. Through long-term collaboration and a focus on lasting outcomes, the EY Foundation and the University of Warwick are helping more young people gain experience, grow in confidence and build brighter futures.

> "Doing social mobility work is not lowering the bar, it's widening the gates. Your background shouldn't determine your future. The business case is clear. If you're looking for diversity of thought, diversity of voice, I'd ask employers not 'why should we do this?' but 'why shouldn't we?'

Claire Algar
Social Inclusion Manager, University of Warwick

10
EY Foundation alumni have completed the internship programme

SPOTLIGHT – EY FOUNDATION



Leeds office Beyond Horizons

The Leeds Financial Restructuring team have been dedicated supporters of the EY Foundation for many years. Led by Bridie Clews in her role as CSR Lead, the team has hosted and supported young people across a range of programmes, not only in the North but nationally.

Opportunities to support young people have been shared widely across the Leeds office, helping to engage volunteers from a variety of service lines. EY colleagues have contributed their time and expertise as business hosts, mock interviewers, panellists and workshop volunteers, providing young people with valuable insight into the world of work and supporting them to build confidence in their employability skills.

Through their leadership, Kate Jarman and Georgina Knockton of EY Leeds have played a valuable role in raising the profile of both the Foundation and Beyond Horizons, a place-based pilot designed for Year 8 students, aged 12–13, to build confidence, awareness and agency before key education and career decisions are made. They have helped create opportunities for EY Leeds colleagues to engage through school-based volunteering, and connected us with EY Brand colleagues to increase awareness of the programme through media coverage, including the Yorkshire Post.

The impact of these partnerships has been celebrated through the EY Foundation Impact Awards. In recognition of the team's ongoing commitment, Bridie and the Leeds Financial Restructuring team were named EY Foundation's Northern EY Team of the Year. Reflecting on their win, Bridie shared:

> "As a team, we love getting involved with all the amazing initiatives EYF have to offer and can't wait to continue supporting them in the future. It's a joy just to have the opportunity to make an impact on the lives of young people. To win an award for it is really quite incredible!
>
> **Bridie Clews**
> **Senior, Strategy and Execution, EY UK**

The Leeds office was also represented in the individual award categories, with Patty Rotroxsa receiving the Northern Mentor of the Year Award in recognition of her outstanding contribution to EY Foundation programmes. Through her mentoring and ongoing support, Patty has helped young people build confidence, develop their career aspirations and access opportunities beyond the programme itself.

Together, Bridie, Kate, Georgina, Patty and the wider EY Leeds community continue to play a vital role in supporting EY Foundation's mission, demonstrating the lasting impact that committed volunteers can have on the lives of young people.

SPOTLIGHT – EY FOUNDATION



Running with purpose: a year of challenge and impact

Over the past year, Nicola Henry, Senior Executive, has taken on an extraordinary personal challenge: completing 12 races in 12 months across 12 countries, while raising funds for the EY Foundation.

What began as an ambitious goal became a journey of resilience, growth and purpose. A self-described novice runner, Nicola pushed far beyond her comfort zone, completing a marathon, six half-marathons, four 10k races and a 5k event in countries including Morocco, France, Belgium and Spain.

The challenge demanded far more than physical endurance. Alongside the commitments of everyday life, Nicola balanced training, travel and recovery, navigating injuries, illness and the setbacks that inevitably accompany such a demanding undertaking. Each race brought new experiences, new obstacles and new opportunities to keep moving forward.

By combining a personal goal with fundraising for the EY Foundation, Nicola transformed a year of running into something with a wider purpose. The challenge not only tested determination and perseverance, but also helped support the Foundation's work with young people, demonstrating how individual actions can contribute to a broader social impact.

Through dedication, consistency and a commitment to giving back, Nicola's journey shows how personal challenges can create meaningful benefits beyond the finish line.

12 races | **12** months | **12** countries

SPOTLIGHT – EY FOUNDATION

Turning every mile into opportunity

In April, Sacha Holt took on the challenge of cycling from Buckingham Palace in London to the Eiffel Tower in Paris to raise funds and awareness for the EY Foundation, supporting its work to help young people overcome barriers to employment. What began as an ambitious personal challenge became an opportunity to shine a light on the Foundation's programmes and the difference they make in communities across the UK.

Throughout the training period and the journey itself, Sacha promoted the work of the EY Foundation, encouraging colleagues, friends and wider networks to learn more about the organisation's support for young people. The funds raised will contribute to programmes that help young people build confidence, develop employability skills and access opportunities that may otherwise be out of reach.

While completing the journey from London to Paris was a significant achievement in itself, the lasting impact comes from the support generated for young people and the increased awareness of the EY Foundation's work. By combining personal determination with a commitment to helping others, Sacha helped raise vital funds and champion the importance of creating more inclusive opportunities for the next generation.



SPOTLIGHT – EY FOUNDATION

From self-doubt to summit success

In January, a message about an EY Foundation challenge climb Mount Toubkal seemed easy to dismiss. Having recently stepped away from rugby and gained a significant amount of weight, Benjamin Collins', Staff/Assistant, Audit first reaction was simple: "I could never do that." Yet what began as an intimidating challenge soon became the catalyst for a remarkable personal transformation.

By February, Benjamin had signed up, despite having no previous mountain-climbing experience. Determined to prepare, he committed to a demanding training plan, starting with climbs up Cave Hill in Belfast. The early stages were difficult, but over the following months his confidence and fitness steadily grew. Multiple ascents of Slieve Donard helped build both physical endurance and self-belief, while a disciplined approach to training resulted in a weight loss of almost four stone. Even with months of preparation, however, the prospect of climbing Mount Toubkal, North Africa's highest peak at 4,167 metres, remained daunting.

The challenge was about more than reaching a summit. Together, the team raised £25,000 for the EY Foundation, helping support programmes that provide young people from low-income backgrounds with access to skills, opportunities and pathways into employment. The fundraising effort connected personal achievement with a wider social purpose, creating opportunities for young people to build confidence and shape brighter futures.

The trek itself tested participants with steep climbs, high altitude and physical exhaustion. On the second day, Benjamin fell behind the group and faced moments when continuing felt almost impossible. During those difficult stretches, support from family, friends, colleagues and fellow trekkers provided the motivation to keep going. The experience became a powerful reminder of the value of teamwork and encouragement when facing significant challenges.

Reaching the summit alongside EY colleagues was an unforgettable achievement. More than a physical accomplishment, it represented months of commitment, resilience and personal growth. The experience strengthened relationships across the team, raised awareness of social mobility challenges and demonstrated how collective effort can create meaningful impact for others.



> "My journey to Mount Toubkal taught me that no matter how low you feel or how impossible a goal seems, determination and consistent effort can carry you further than you ever imagined. The mountain wasn't just a physical challenge, it was proof that with hard work, you can rise above any obstacle and achieve things you once thought were beyond your reach.

Benjamin Collins
Staff/Assistant, Audit, EY UK

SPOTLIGHT – IGNITE

Supporting Black British entrepreneurs to grow and build long-term value



> “The founders we support already have the drive, ideas and resilience; EY professionals help provide the insight, networks and practical support to accelerate their next stage of growth. It has been a privilege to help shape Ignite from a blank canvas into a platform that creates value for entrepreneurs, communities and EY colleagues alike.

Noble Allen
Senior Manager, Global Compliance & Reporting, EY UK
EY UK Ignite Co-Ambassador

What happens when entrepreneurial ambition is matched with the right networks, practical support and opportunities for growth? For the founders participating in Ignite, the results have been transformative for both their businesses and the communities they serve.

Part of the EY UK Black Entrepreneur Hub, Ignite supports Black British entrepreneurs at a critical stage of growth. The programme helps founders strengthen their businesses, expand professional networks and build long-term value.

Developed in response to insights from Dr Carlton Brown and the Black British Entrepreneur Conference, Ignite combines practical business support with meaningful connections. Through mentoring, leadership development, peer learning and engagement with experienced entrepreneurs and business leaders, participants gain the relationships, knowledge and confidence needed to navigate growth.

The collaborative environment also creates lasting networks, enabling founders to learn from one another and continue sharing experiences long after the programme ends.

Ignite creates value for EY people too. Through skills-based volunteering, colleagues develop leadership, mentoring and commercial skills while supporting entrepreneurs on their growth journeys. This year, the programme expanded further through support for Darren Miller, founder and CEO of the Black British Initiative, sponsoring three entrepreneurs to access an accelerated MBA programme.

The measurable impact is significant. Participants have benefited from more than 100 hours of free learning and development opportunities, while EY colleagues have contributed more than 278 hours of skills-based volunteering. Collectively, participating businesses have an estimated reach of more than 225,000 lives through the people they employ and the communities they support.

For many founders, the programme has built stronger businesses, increased confidence and broadened ambitions. By connecting Black British entrepreneurs with skills, networks and support, Ignite continues to help create lasting value for individuals, businesses and communities.

225,000+
lives reached

SPOTLIGHT – IGNITE

Using our skills to open doors

In conversation with

Malika Cornwall

Manager, Transactions & Corporate Finance, EY UK
EY UK Ignite Co-Ambassador

How did your own experience of entrepreneurship shape your involvement in Ignite?

I have always been passionate about entrepreneurship and helping people bring ideas to life. Before becoming involved in Ignite, I had mentored founders through EY UK and FounderVine, which made me eager to explore how else I could support entrepreneurs.

I also took part in an accelerator programme while developing my own business idea. Although it wasn't something I ultimately scaled, it gave me first-hand understanding of the challenges founders face, and the value of having people around you who can offer guidance and perspective. It really strengthened my desire to use the skills I have developed at EY UK to support others on that journey.

Why is improving access for Black-owned businesses personally important to you?

Black business owners continue to face barriers to growth, particularly when accessing debt and equity funding. This resonates with me personally because members of my own family have encountered similar challenges in their businesses.

Through my work in corporate finance and M&A, I regularly work with founders and management teams looking to sell or acquire businesses and assets. When I consider the knowledge and skills I have gained at EY UK, I feel empowered to use it to help Black-owned businesses access the support they need to grow.

How are you helping Ignite reach the founders who could benefit?

As a co-ambassador, I focus primarily on delivering the programme and generating interest among business owners and EY UK stakeholders. I have attended events to promote Ignite, build awareness and help the programme reach founders who could benefit from it.

The programme has supported 24 entrepreneurs representing 24 businesses. Through EY UK's collaboration with the Black British Entrepreneur Conference and the Black British Initiative, founders have accessed mentoring, practical skills labs, AI-focused learning, panel discussions and opportunities for further development and investor exposure.

What has shown you that the programme is working?

The strongest evidence of Ignite's impact comes from the founders themselves. One entrepreneur described the mini-MBA as a pivotal experience that helped transform their approach from a creative practice into a more structured and growth-ready business. Another said the programme expanded their strategic vision and ambition, while providing access to experts and a network of like-minded Black entrepreneurs.

One particularly memorable moment was seeing a programme participant connect with an EY UK Partner who believed so strongly in the business that they personally invested in it. For me, that demonstrates what can happen when talented founders gain access to the right people, knowledge and opportunities.

How has the experience developed you too?

I have learned that creating support is only part of the challenge. Founders also need to know that support exists and be able to access it. There are many organisations supporting entrepreneurs, but founders are not always aware of the resources available to them.

Being involved in the programme has also helped me grow. Speaking at conferences and hosting sessions has strengthened my confidence as a public speaker and significantly expanded my network. Most importantly, it has made me appreciate the access to knowledge and expertise we have at EY UK, and the difference we can make when we share it.

What change would you most like to see for Black-owned businesses?

I want to see stronger prospects for Black-owned businesses, particularly through improved access to funding. I also want greater awareness of the barriers these founders face and of the contribution their businesses can make to the wider UK economy.

The gaps that remain inspire me to keep pushing for change. There are opportunities for EY UK people to make a difference, whether through Ignite, EY Ripples or simply by applying their professional skills to support entrepreneurs beyond the firm.



> "Do not take for granted the knowledge and resources we have at EY UK. Think about how you can use your skills to benefit others.

SPOTLIGHT – IGNITE

When ambition meets access

In conversation with

Noble Allen

Senior Manager, Global Compliance & Reporting, EY UK
EY UK Ignite Co-Ambassador

Why was Ignite a programme you wanted to help shape?

Talent and ambition are everywhere, but access to the right advice, networks and opportunities is not. Black British entrepreneurs are building businesses that can create jobs, support communities and contribute to the UK economy, yet many lack established networks and practical support when they are ready to grow.

I have helped shape Ignite from the outset, and one of the things I'm most proud of is how practical it has become. What matters to me is that it turns good intentions into practical action by connecting entrepreneurs with knowledge, relationships and opportunities that can make a tangible difference.

What does meaningful support look like for a founder in Ignite?

Ignite combines mentoring, leadership development, peer learning and access to experienced entrepreneurs and business leaders. It gives founders the space to examine their strategies, build relationships and strengthen the confidence and capabilities they need to navigate growth.

The peer network is particularly powerful. Building a business can be isolating, so the opportunity to speak openly with other founders facing similar challenges, and form relationships that continue beyond the programme, is incredibly valuable.

Where are you seeing Ignite make a tangible difference?

Participants have collectively received more than 100 hours of free learning and development, while EY UK colleagues have contributed over 278 hours through skills-based volunteering. The participating entrepreneurs reported that their businesses collectively affect more than 225,000 lives, including employees and the communities they serve.

Those figures matter, but the human impact matters most. Every founder who becomes better equipped to grow has the potential to create opportunities for others.

Which milestone best captures the programme's potential?

A significant milestone was EY UK sponsoring three entrepreneurs to undertake an accelerated MBA programme through the Black British Initiative. It demonstrated how Ignite could turn support into a concrete opportunity, helping the founders strengthen their leadership, expand their networks and build knowledge for their longer-term ambitions.

I am equally proud of the EY UK colleagues who contribute their time and expertise. The learning works both ways: engaging with entrepreneurs gives our people exposure to different perspectives and commercial challenges.

What has listening to founders taught you?

My biggest lesson is that meaningful inclusion must translate into practical opportunity. The founders we've worked with have reinforced the importance of listening and understanding what support will make the greatest difference at each stage of their journey, rather than assuming one approach will work for everyone.

Impact does not always come from having every answer. Sometimes it comes from bringing the right people together, creating space for honest conversations and opening doors that might otherwise remain closed.

Where could Ignite create even greater impact next?

The priority should remain creating practical, distinctive and lasting value for Black British entrepreneurs. Ignite has an opportunity to deepen its impact by building stronger connections and supporting ambitious businesses at important stages of growth.

What gives me optimism is the ambition of the entrepreneurs and the commitment of EY UK colleagues and external collaborators who believe in the programme's purpose. I am excited by what the next chapter could achieve for founders, their communities and the wider UK economy.



SPOTLIGHT – IGNITE



Where culture, craft and enterprise meet

Founded by Richard Aina, I-JŌKŌ is a British-Nigerian design practice creating contemporary furniture and spaces inspired by African cultural histories, craft traditions and ways of gathering. Through participation in the EY Ignite programme, part of the EY UK Black Entrepreneur Hub – which supports Black British entrepreneurs through mentoring, business development, networking opportunities and leadership learning – Richard has received support to strengthen the practice's commercial foundations and prepare it for sustainable growth.

Through EY Ignite, Richard accessed mentoring, business development support, networking opportunities and leadership learning designed to help entrepreneurs build resilient and commercially successful businesses. The programme provided a platform to challenge ideas, refine strategy and identify opportunities for growth, while connecting Richard with a network of experienced advisers and fellow founders.

EY support has helped Richard articulate I-JŌKŌ's value proposition more clearly, strengthen its commercial approach, and consider how the business can expand while remaining true to its creative and cultural purpose. The programme also helped identify the relationships, structures and resources needed to support long-term growth.

Founded on research into African material culture and design histories, I-JŌKŌ develops contemporary furniture collections and design projects that draw inspiration from historic forms, craft knowledge and material traditions. Through this work, the practice contributes to greater visibility and appreciation of African design within the wider creative sector.

For Richard, the support provided through EY Ignite has been instrumental in bridging the gap between creative ambition and business growth. By combining entrepreneurial support with access to networks and expertise, the programme has helped equip I-JŌKŌ with the tools and confidence needed to pursue its next stage of development.

Paying opportunity forward

In conversation with

Anthony Chandler

Senior Manager, Audit, EY UK

Pro-bono work enables EY people to use their professional skills to help organisations address complex social challenges and increase their impact. Our flagship pro-bono activity is delivered through Social Business Trust, a partnership spanning more than 15 years that connects EY expertise with ambitious social enterprises to support their growth and sustainability. We also recognise that many colleagues are passionate about causes close to their hearts, and we provide opportunities for them to contribute their skills to a wider range of charitable and social impact projects. Together, these activities help strengthen social purpose organisations while supporting the development of our people and advancing our commitment to building a better working world.

How did your own experience shape your commitment to pro bono?

My connection to pro bono and social impact is deeply personal. Growing up in South London in a low-income household, I experienced first-hand the difference that mentors, social enterprises and opportunity programmes can make. Many of the opportunities that shaped my career existed because people and organisations were willing to invest their time, skills and expertise in young people from disadvantaged backgrounds.

That experience stayed with me throughout my career. Before pro bono became part of my role, I volunteered with the EY Foundation, supported schools across Southwark and Lewisham, and mentored young people through critical stages of their education and career planning. Giving back in communities where I had once studied made the work especially meaningful.

When did volunteering become a professional purpose?

My formal pro bono journey began through EY UK's partnership with Social Business Trust, where I supported a social enterprise focused on offender rehabilitation. What started as a financial modelling project developed into financial literacy training, highlighting to me how professional skills can create meaningful and lasting impact.

That experience led to an 11-month secondment with Social Business Trust during the COVID-19 pandemic. Supporting social enterprises through a period of significant uncertainty transformed my understanding of the role businesses can play in helping organisations remain resilient and continue serving vulnerable communities.

A particularly significant step was helping introduce Career Ready into the Social Business Trust's portfolio. Having benefited from similar programmes myself, it felt like a genuine full-circle moment to help create opportunities for the next generation.

What can professional expertise unlock for social enterprises?

Professional expertise can help social enterprises strengthen their operations, build resilience and extend their impact. My secondment gave me the opportunity to see social impact from both sides of the partnership, and ultimately became the catalyst for my leadership role in pro bono when I returned to EY UK.

Since then, I have helped shape EY UK's approach by strengthening governance, developing specific service line strategies and creating practical guidance that makes pro bono opportunities easier for people across the business to access and deliver.

Most recently, that work has contributed to more than 18,000 pro bono hours being delivered across the firm. What matters most, however, is what sits behind those hours: charities, social enterprises and community organisations accessing skills and expertise that can help them expand their impact.

What has leading pro bono taught you about shared value?

The biggest lesson I have learned is that sustainable impact requires more than good intentions. Successful programmes need clear goals, strong collaboration and a commitment to measuring and understanding their impact.

I have also come to see pro bono differently. Rather than viewing it simply as charitable activity, I now see it as a powerful way to develop people, strengthen organisations and create measurable social value at the same time. Perhaps most rewarding has been seeing EY UK colleagues discover new skills, perspectives and passions through pro bono experiences. People often join an engagement intending to help others and leave having developed themselves in ways they had not anticipated. The most successful initiatives create value for everyone involved.

How do you want to pay opportunity forward?

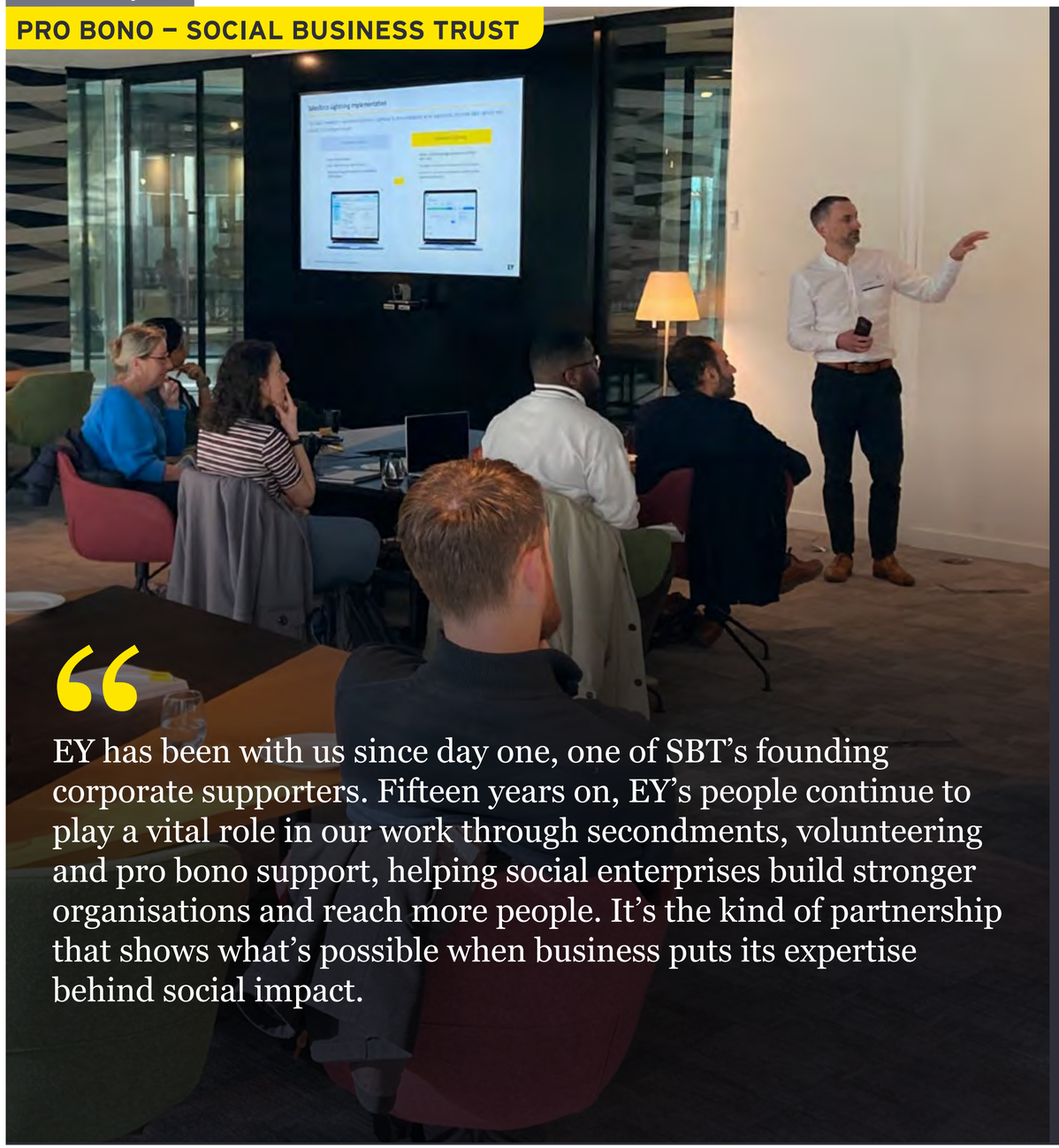
Looking ahead, I want to make pro bono even more accessible across EY UK and encourage more people, particularly those earlier in their careers, to recognise the positive impact their skills can have beyond the workplace.

I am particularly passionate about helping others access the kinds of opportunities that helped shape my own journey. If we can continue connecting EY UK's skills with organisations tackling society's most pressing challenges, the impact for communities, social enterprises and our people will continue to grow.



> "The opportunities that helped me move from a disadvantaged background into a professional career were created by people willing to invest their time and expertise in others. My ambition is to help create more of those opportunities for others.

PRO BONO – SOCIAL BUSINESS TRUST



> “EY has been with us since day one, one of SBT’s founding corporate supporters. Fifteen years on, EY’s people continue to play a vital role in our work through secondments, volunteering and pro bono support, helping social enterprises build stronger organisations and reach more people. It’s the kind of partnership that shows what’s possible when business puts its expertise behind social impact.

A long-term collaboration with Social Business Trust

The Social Business Trust (SBT) connects leading businesses with high-impact charities and social enterprises, providing skills, expertise and resources to help them grow their impact and reach more people.

For 15 years, EY UK professionals have supported SBT as one of its six founding corporate supporters, helping social enterprises address operational, financial, legal and governance challenges. What began with a small number of specialist engagements has developed into a structured programme combining pro bono projects, executive coaching, secondments, governance, impact measurement and relationship management.

Since SBT was created in December 2010, 40 social enterprises have received investment, governance and practical support through its wider corporate network. More than 100 EY UK employees have contributed to projects over the life of the relationship, many across multiple phases.

Fourteen EY UK professionals have completed secondments since 2021, acting as investment managers who connect portfolio organisations with the right corporate support.

The relationship also adapted at moments of acute need. On the first day of the COVID-19 lockdown, SBT and its corporate supporters created Project Rainbow, shifting attention to immediate operating challenges faced by social enterprises. Support ranged from sourcing emergency sanitary equipment to pro bono furlough guidance, alongside a digital advisory board focused on resilience and adaptation.

Across the wider partnership, SBT reports more than 85,000 hours, equivalent to 12,000 days, of in-kind support for 40 organisations. EY UK has consistently gone well beyond its agreed minimum of 250 pro bono days a year, alongside two full-time secondees. EY UK has renewed its commitment for a further four years.

PRO BONO – SOCIAL BUSINESS TRUST



Strengthening financial leadership across social enterprise

> “The EY workshops created a valuable space for our social enterprise finance leaders to connect, share learning and gain practical insight.
>
> Jen Coles
> SBT Investment Manager

EY UK collaborated with Social Business Trust (SBT) to deliver a two-part workshop series for finance leaders across its social enterprise portfolio. Colleagues from Audit and Financial Accounting Advisory Services brought together core finance, assurance and facilitation skills through a wider pro bono and EY Ripples initiative.

The first session focused on budgeting, forecasting and cash flow. The second explored financial strategy, governance and reporting, risk awareness, and the skills and resources finance teams need. Representatives from nine social enterprises took part, using the sessions to compare approaches, discuss common challenges and learn from peers.

Feedback highlighted the balance between practical content and open discussion. By supporting a group rather than a single organisation, the workshops created a wider platform for finance leaders to adopt useful practices and strengthen the financial foundations of their social enterprises.

PRO BONO – SOCIAL BUSINESS TRUST

Transforming young lives through the magic of football



Bloomsbury Football Foundation supports

6,500

young people every week across London

Football can play a powerful role in helping young people build confidence, resilience and a sense of belonging. Yet for many children, financial, social and cultural barriers continue to limit access to organised sport and the opportunities it can create.

Bloomsbury Football Foundation is working to change that. By removing barriers to participation, the charity provides young people with a safe place to play, a trusted adult who believes in them and a community where they can belong.

Having demonstrated meaningful impact through its London programmes, Bloomsbury Football Foundation set an ambitious goal to reach 40,000 young people every week by 2030. With around 80% of children from low-income families living outside London, the charity identified an opportunity to bring its proven approach to more communities across England.

A team from EY-Parthenon, EY UK partnered with the charity to help turn that ambition into a practical and sustainable growth strategy. Working closely with Bloomsbury's leadership team, the project focused on identifying where the charity could create the greatest impact, how new programmes could be launched, and how future growth could be achieved while maintaining the quality and values that define its work.

The collaboration resulted in a practical playbook for national expansion, alongside a phased roadmap to support future decision-making. The framework provided greater clarity on where and how the charity could grow, helping leaders plan for the future while remaining focused on their mission and the young people they serve.

By helping Bloomsbury extend a proven model of impact to more communities, the project has strengthened the charity's ability to expand its reach while preserving the qualities that have made its programmes successful. As the charity grows into new areas, thousands more young people will have the opportunity to benefit from the confidence, friendships and life opportunities that football can help create.

IMPACT

The impact reaches far beyond the pitch, with around 96% of parents reporting that their child has grown in confidence and 95% saying their child has made friends from different backgrounds.

> "Working with EY-Parthenon has set the standard for professionalism when it comes to working with consultants. The team's passion for our social mission made them go above and beyond in delivering meaningful outputs that will help shape our growth strategy.
>
> Head of Impact & Strategy
> Bloomsbury Football Foundation

PRO BONO – SOCIAL BUSINESS TRUST

Growing careers through social impact

Pro bono work enables EY UK professionals to use their skills in new and meaningful ways, supporting organisations tackling complex social challenges while developing their own capabilities and perspectives. The experiences of Alex Tunnicliff, Business Consulting Senior Manager, and Nadae Cherradi, Consulting Operations Senior Manager, show how these opportunities can create value for both the organisations supported and for the people who volunteer.

Alex moved from teaching through Teach First into public sector consulting, then completed a ten-month secondment with Social Business Trust (SBT). As an investment manager, Alex worked directly with social enterprises and helped them access skills and support to grow their impact. The move strengthened leadership and stakeholder management, while connecting different stages of a career around a consistent motivation to improve outcomes for people and communities.

Nadae identified a need for clearer and more consistent governance of pro bono work in Consulting. In 2024, she led a cross-functional steering committee spanning Operations, Resourcing, Finance, Corporate Responsibility and SBT. The group developed a framework covering opportunity assessment, resourcing, engagement setup, tracking, affordability, quality and risk. The Consulting pro-bono strategy has since been successfully implemented.

Together, the two experiences show how purpose-led opportunities can strengthen careers as well as communities. One created growth through a hands on secondment; the other turned good intentions into a more scalable and governed capability for future pro-bono work.



> “What makes me most proud is how we transformed pro bono from a collection of good intentions into a strategic, scalable and governed capability that creates value for society and our people.
>
> **Nadae Cherradi**
> **Associate Director, Executive Management, EY UK**

PRO BONO – SOCIAL BUSINESS TRUST

Designing a more personal route to retail wellbeing

The Retail Trust is the charity for people working in retail. For nearly 200 years, they've helped colleagues and businesses live healthier, happier lives by providing expert wellbeing, financial and workplace support at every stage of their careers, as well as in retirement through community-based retirement living.

In the last year, the charity guided retail colleagues through their toughest moments. The Retail Trust took 11,649 helpline calls, delivered 8,520 counselling sessions, provided £537,000 in financial support and responded to 87 critical incidents.

Yet some retail colleagues said that help still felt distant, with people often coming forward only at crisis point.

Through Social Business Trust, an EY Studio+ team provided around 1,400 hours of pro bono support to help Retail Trust explore an alternative model. Working with the Retail Trust leadership and retail organisations, the team researched everyday needs on UK high streets and in distribution centres, developed and tested consumer facing ideas, and built a roadmap and business case for launch.

The research showed that people were more likely to engage with support when it felt personal and relevant to their everyday lives. From more than 50 opportunities, the team prioritised four propositions for testing: a digital peer community, a system recognising everyday wins, career focused training and microlearning, and shareable features that could build advocacy for the charity.

The Retail Trust now has a reusable proposition framework and a technical roadmap to guide future pilots. The work delivered by EY UK helps to create a practical path towards the charity's ambition to reach a million colleagues.



PRO BONO – SOCIAL BUSINESS TRUST

Preparing parkrun for its next million events



“You could not have been more helpful: responsive, thorough, analytical and agile. You are leaving parkrun with a clear sense of where we are now and where we want to go.

Elizabeth Duggan
CEO, parkrun

500,000+
people walk, jog, run or volunteer each weekend

2,800+
locations

On 13 June 2026, more than 1,700 participants and volunteers gathered at Bushy Park for the millionth parkrun event, in the place where the first event began with 13 runners and five volunteers in October 2004.

Today, more than 500,000 people walk, jog, run or volunteer each weekend at over 2,800 locations in 23 countries. Behind that activity is a staff team of around 90 people, supporting tens of thousands of volunteers across time zones. As registrations passed 12 million and the organisation expanded, parkrun wanted to understand how its culture, systems and ways of working needed to evolve.

EY UK People Consulting team worked closely alongside parkrun, conducting 15 interviews, an all-staff culture survey and five focus groups. The work identified four priorities: values, ways of working, a global mindset with strong local inclusion, and the systems and capabilities needed for future growth.

Each priority was translated into practical actions, named owners and timeframes. The resulting roadmap is now being refined across parkrun's regions, helping the charity protect the community spirit that made it successful while building greater clarity for its next stage.

PRO BONO – SOCIAL BUSINESS TRUST



A stronger culture for AllChild's next stage of growth

AllChild supports children in underserved communities through early, joined-up help. By 2025, the charity had worked with more than 9,000 children across 15 communities and was preparing for national expansion. To support that growth, EY UK's People Advisory Services team helped AllChild strengthen and scale its culture while protecting the qualities that make the organisation distinctive.

Over nine months, the team used structured interviews, staff-led focus groups and leadership workshops to help AllChild surface its own answers. Internal culture champions were trained to run sessions so that every employee could contribute. The process led to three values rooted in staff feedback: Ambition, Connection and Trust, together known as ACT.

The team then translated ACT into five practical shifts and a three-part roadmap, separating immediate actions from longer-term change. The plan covered recruitment, induction, performance management and everyday team routines as AllChild expanded into Salford and Hastings.

Just three months after launch, 76% of employees said they felt inspired by the new vision and values, while 74% recognised ACT in their daily work. AllChild now has an 18-month implementation plan and a stronger cultural foundation to support expansion into new communities.

> "Working with EY at this pivotal moment was invaluable. They brought together diverse perspectives to design a set of values that truly reflect who we are and where we are going.

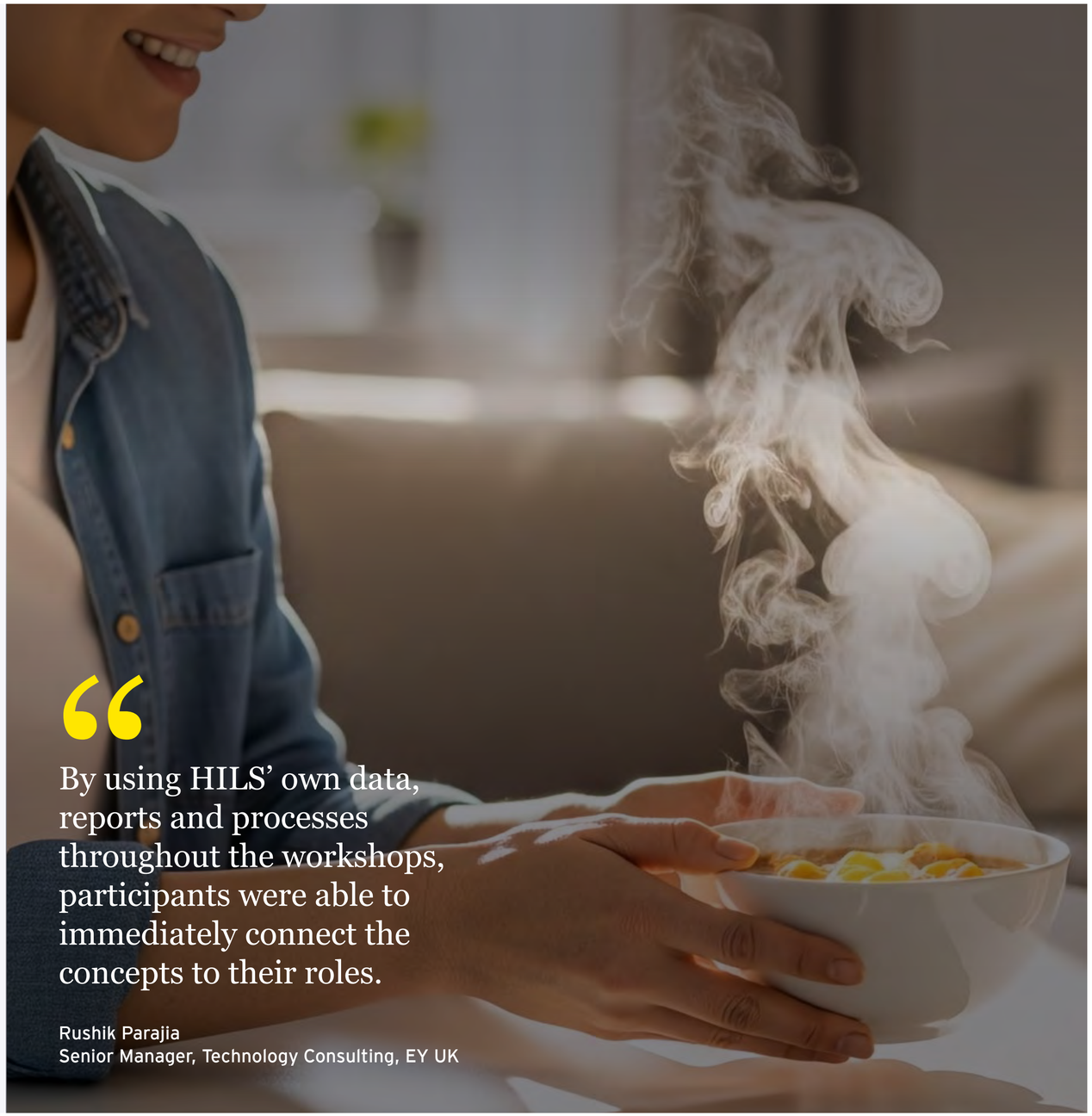
Louisa Mitchell
CEO, AllChild

PRO BONO – SOCIAL BUSINESS TRUST

Building financial confidence at Health & Independent Living Support

Health & Independent Living Support (HILS) provides Meals on Wheels and independent living services across Hertfordshire. Through EY Ripples and Social Business Trust, EY UK professionals designed a tailored finance programme to help senior managers without a finance background play a more active role in budgeting, reporting and decision-making.

Using HILS' own data, reports and operational processes, EY UK designed a tailored programme covering budgeting, forecasting, financial reporting and performance management. The practical approach helped managers build confidence in using financial information to support planning and day-to-day decision-making. HILS responded positively to several ideas introduced during the workshops and considered incorporating them into financial management and planning. The programme strengthened confidence as well as practical capability, helping managers contribute more fully to financial conversations and support the organisation's long-term resilience.



> "By using HILS' own data, reports and processes throughout the workshops, participants were able to immediately connect the concepts to their roles.

Rushik Parajia
Senior Manager, Technology Consulting, EY UK

PRO BONO



Using tax expertise to support people in need

£2.1mn+
in tax debt relief

34 volunteers

1,380 hours of support

Across EY UK's Tax practice, colleagues are using their professional skills to help people facing complex tax challenges through pro bono support for TaxAid, the charity that provides free tax advice to individuals who cannot afford professional assistance.

For many people, navigating the tax system can be overwhelming, particularly during periods of financial hardship. Through their volunteering, EY UK colleagues help beneficiaries understand their obligations, resolve complex tax issues and access support that may otherwise be out of reach. The result is not only practical assistance but also greater confidence, peace of mind and improved financial wellbeing.

The impact of the partnership is both measurable and personal. During the 2025-26 tax year, EY UK volunteers worked on 201 TaxAid cases, supporting more than £2.1 million in tax debt relief. For beneficiaries, these outcomes can be life-changing, relieving financial pressure and allowing them to focus on rebuilding stability for themselves and their families.

The programme brought together 34 volunteers from four teams, who collectively contributed 1,380 hours of support throughout the year. Alongside this significant investment of time and expertise, EY teams in the UK also provided a £50,000 charitable donation to help TaxAid continue delivering trusted advice to vulnerable individuals across the country.

The partnership demonstrates how professional skills can generate impact far beyond day-to-day client work. By applying specialist tax knowledge to support people facing complex challenges, volunteers are helping individuals achieve practical financial outcomes while also improving their confidence in managing future obligations.

Beyond the immediate financial benefits, the programme helps create stronger and more financially resilient communities. It is an example of how skills-based volunteering can combine professional expertise with social purpose, ensuring that people who need support most can access guidance that has a lasting impact on their lives.

Helping East Suffolk Trust move from ambition to action

East Suffolk Trust is a new environmental charity established to support nature recovery across Suffolk. Its core income is committed by a major infrastructure project, with at least £78 million expected over 70 years. That long-term base gives the charity an opportunity to build an ambitious and potentially replicable model for landscape recovery.

EY UK involvement began before a chief executive was appointed. From March 2026, a team member worked full-time alongside the new chief executive, supported by a wider network of specialists. The work included a financial model for grants, a risk framework and a programme management system as the charity opened its first grant round.

The charity moved from set-up to delivery within its first year, awarding its first grants in July 2026. The team also supported a longer-term strategic question: how do we deploy resources for the greatest impact?

Consultation with organisations including the RSPB, Suffolk Wildlife Trust and local authorities informed options for the Board to consider.

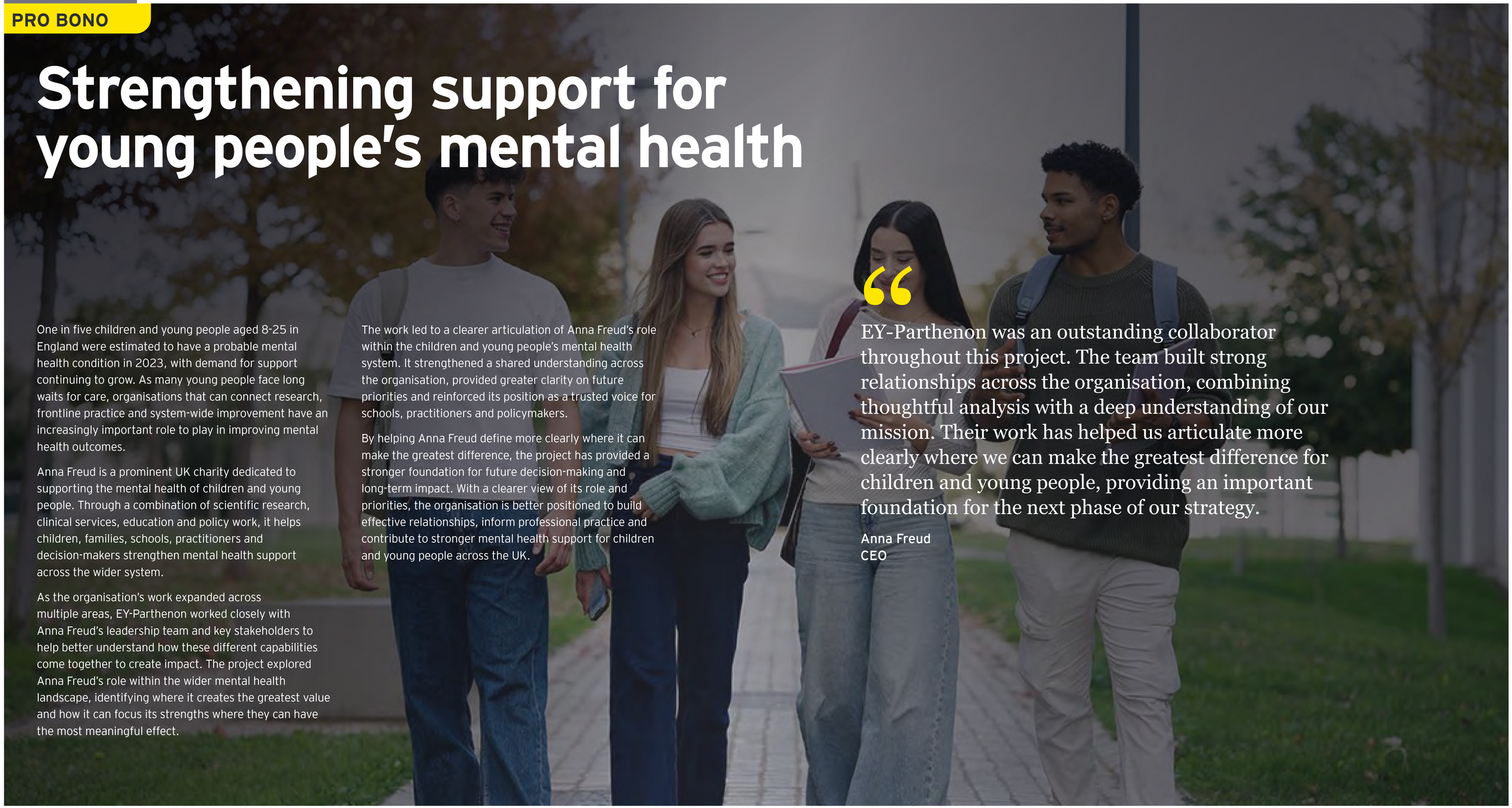
The collaboration combined hands-on operational support with longer-term thinking, helping a new charity begin funding projects while developing a clear basis for decades of nature recovery.

> “The team has provided a great combination of constructive, strategic input alongside hands-on operational support. In less than a year, we’re already awarding grants to projects for nature and people in Suffolk.
>
> **East Suffolk Trust spokesperson**



East Suffolk

Strengthening support for young people's mental health



One in five children and young people aged 8-25 in England were estimated to have a probable mental health condition in 2023, with demand for support continuing to grow. As many young people face long waits for care, organisations that can connect research, frontline practice and system-wide improvement have an increasingly important role to play in improving mental health outcomes.

Anna Freud is a prominent UK charity dedicated to supporting the mental health of children and young people. Through a combination of scientific research, clinical services, education and policy work, it helps children, families, schools, practitioners and decision-makers strengthen mental health support across the wider system.

As the organisation's work expanded across multiple areas, EY-Parthenon worked closely with Anna Freud's leadership team and key stakeholders to help better understand how these different capabilities come together to create impact. The project explored Anna Freud's role within the wider mental health landscape, identifying where it creates the greatest value and how it can focus its strengths where they can have the most meaningful effect.

The work led to a clearer articulation of Anna Freud's role within the children and young people's mental health system. It strengthened a shared understanding across the organisation, provided greater clarity on future priorities and reinforced its position as a trusted voice for schools, practitioners and policymakers.

By helping Anna Freud define more clearly where it can make the greatest difference, the project has provided a stronger foundation for future decision-making and long-term impact. With a clearer view of its role and priorities, the organisation is better positioned to build effective relationships, inform professional practice and contribute to stronger mental health support for children and young people across the UK.

> "EY-Parthenon was an outstanding collaborator throughout this project. The team built strong relationships across the organisation, combining thoughtful analysis with a deep understanding of our mission. Their work has helped us articulate more clearly where we can make the greatest difference for children and young people, providing an important foundation for the next phase of our strategy.
>
> **Anna Freud**
> **CEO**

Improving pathways into work for young people with Spear

Over one million young people aged 16-24 in the UK are not in education, employment or training (NEET), representing more than one in eight young people. While many employment support programmes exist, young people often face very different barriers to work, meaning successful outcomes depend not only on national policy, but also on how support is delivered locally.

Spear is a youth employment charity that equips young people facing barriers to work with the confidence, skills and long-term support needed to move into sustained employment or further education. Alongside delivering frontline programmes, the organisation works with government, employers and partners to strengthen employment support and improve opportunities for young people across the UK.

Building on Spear's experience, the EY-Parthenon team worked alongside the charity to develop a clearer picture of how the UK's employment support system supports young people facing barriers to employment. Bringing together public policy, practitioner insight and frontline perspectives, the project explored how national employment policy is delivered through Jobcentres and local partners, and the factors that influence the support young people receive. It showed that while national policy provides an important framework, successful outcomes often depend on understanding each young person's circumstances and connecting them with the right local services.

The project also highlighted the importance of greater visibility of outcomes and learning across the employment support system, helping demonstrate how evidence from frontline delivery could better inform future policy and service improvement. Through these insights, Spear has a stronger evidence base to inform future engagement with policymakers, and contribute to discussions on how employment support for young people can continue to evolve.

By strengthening the evidence underpinning its engagement with policymakers, Spear is better placed to drive future discussions on how employment support can better meet the needs of young people across the UK.

1mn+

young people aged 16-24 are not in education, employment or training (NEET)



> "The EY team did an excellent job. They listened, asked insightful questions and fully grasped the challenges we came with. They were very flexible in making time to join in with primary research and supplemented that with secondary research of their own. They then created some extremely helpful frameworks to present the findings back to us. They have added immense value to our thinking.
>
> **Head of Impact and Strategic Projects, Spear**

POWER OF CONVENING

Power to convene – strengthening charity leadership across the UK

Many of our former Equity Partners feel an attachment to the firm well beyond their time directly with us – with many alumni staying connected to the firm through ambassador, coaching, and mentoring roles. In addition, we have a number of thriving alumni led business networks – bringing alumni partners with various roles in the financial and business sectors together with EY UK to continue their contribution to the UK economy and wider society.

In particular, 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 Alumnus, the Charity and Trustee Network is an independent peer-to-peer support group. It welcomes current and former senior EY UK professionals who hold founder, chair, trustee, and advisory roles, and share a passion for the not-for-profit 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.

The Network continues to grow – with over 120 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 and the global not-for-profit sector.

140+
charity boards across sectors

120+
Network members

POWER OF CONVENING

Turning insight into action for inclusive employment



Northern Ireland has one of the highest rates of economic inactivity in the UK, with many people facing barriers to employment linked to health, skills, social disadvantage and limited access to opportunities. While Belfast has benefited from significant economic growth in recent decades, not every community has shared equally in that progress. Against this backdrop, EY UK in Northern Ireland helped create space for meaningful conversations about how businesses can play a role in widening access to work and supporting more inclusive economic growth.

To help senior leaders better understand the realities behind the statistics, Rob Heron, Managing Partner of EY Northern Ireland and a Board Member of Business in the Community Northern Ireland (BiTC NI), led one of BiTC NI's Seeing is Believing visits that brought together leaders from across the private and public sectors. The programme connected participants directly with organisations and individuals working to address exclusion and economic inactivity at a community level. Through visits and discussions with GEMS NI, HMP Maghaberry and Include Youth, participants heard first-hand accounts from people overcoming challenges linked to ethnicity, involvement with the justice system, care experience and social disadvantage.

By placing lived experience at the centre of the discussion, the visit encouraged a deeper understanding of the complex factors that can affect access to employment. Hearing directly from individuals navigating these challenges helped participants move beyond assumptions and consider the practical steps organisations can take to create more inclusive workplaces. Conversations focused on areas such as recruitment, mentoring, volunteering and broader employment practices that can open pathways into work for people who may otherwise be overlooked.

The event brought together leaders from more than a dozen organisations across Northern Ireland, creating opportunities to share perspectives and identify areas for collective action. Participants gained valuable insight into the experiences of people from ethnically diverse communities, individuals preparing to leave the justice system and young people facing significant disadvantage. The discussions highlighted how collaboration between businesses, community organisations and public services can help expand access to opportunities and strengthen support for those seeking to enter or re-enter employment.

The visit reinforced a simple but important message: meaningful progress on inclusion begins with listening. By helping business leaders engage directly with lived experience, the programme encouraged a greater understanding of the barriers many people face, and highlighted the role that organisations can play in creating opportunities, unlocking potential and supporting more inclusive growth across Northern Ireland.

As a direct result of this visit, BITC NI and Include Youth launched Career Connect to support care-experienced young people to engage more actively with businesses and understand routes to employment.

POWER OF CONVENING



A legacy of hope, opportunity and resilience

Some stories stay with you long after the event has ended. The story of Damilola Taylor is one of them. A contribution from Dudes Mswabuki, EY Global Vice-Chair – Inclusiveness on the importance of EY supporting initiatives that help create opportunities.

Twenty-five years after Damilola's death, his legacy continues to create opportunities for young people through the work of the Damilola Taylor Trust (DTT), founded by his parents, Richard and Gloria Taylor. What began as a response to unimaginable loss has become a long-standing commitment to helping young people build safer, more positive futures.

In my role as EY Global Vice Chair of Inclusiveness, supporting initiatives that help create opportunities for people from all backgrounds is especially important to me. The work of the Damilola Taylor Trust reflects that same commitment, helping young people access the support, confidence and opportunities they need to shape their futures.

Since its creation in 2001, the Damilola Taylor Trust has focused on helping young people overcome barriers and access opportunities that might otherwise be out of reach. Over the years, it has supported initiatives spanning education, employability, mentoring and leadership development. One of its earliest programmes, launched in partnership with King's College London, helped widen access to medical education for talented young people from disadvantaged backgrounds. Since then, the Trust has continued to develop programmes that support employability, career development and social mobility.

The Trust's impact extends far beyond individual initiatives. Through programmes such as the Career Pathway Programme and Career Search and Skills Development programme, young people have gained access to training, work experience, mentoring and career opportunities that help build confidence and open doors to employment.

The organisation has also championed positive narratives about young people. Through initiatives such as the Spirit of London Awards and the Damilola Taylor Memorial Lectures, it has created platforms that celebrate achievement, encourage aspiration and bring together organisations committed to supporting the next generation.

What stands out most is the Trust's focus on long-term change. Its work recognises that creating opportunity is not simply about addressing immediate challenges. It is about helping young people develop the skills, confidence and support networks that enable them to shape their own futures.

That commitment continues today through the Trust's plans for the future, including a strategic collaboration with YouthBuild Ventures UK. Together, they aim to support hundreds of young people through practical training, leadership development, mentoring and wellbeing support, while creating new pathways into employment, apprenticeships and further education.

The Damilola Taylor Trust demonstrates what can happen when resilience is matched with determination and long-term commitment. For 25 years, it has transformed personal tragedy into opportunities for thousands of young people and has helped keep alive Damilola's message of hope, possibility and belief in a better future. The Trust's greatest achievement is not only the programmes it has delivered, but the lives it has helped shape. That legacy continues today and will remain an inspiration for many years to come.

ENVIRONMENTAL SUSTAINABILITY

Building businesses that can weather the storm

In conversation with

Rob Doepel

EY UK Chief Sustainability Officer



Energy volatility, extreme weather and pressure on global supply chains are changing the way businesses think about sustainability. Rob Doepel, EY UK Chief Sustainability Officer, explains why resilience is moving up the agenda and how EY UK is responding.

Q: How has the sustainability conversation changed over the past year?

It has changed considerably. Energy price volatility, extreme weather events and disruption to global supply chains are turning risks that once felt further away into challenges organisations are dealing with now, so that focus and priority will continue to evolve.

Two issues are bringing sustainability into immediate focus: affordability, particularly around energy, and resilience across supply chains. On energy, businesses are looking at renewables, distributed generation and storage as ways to reduce their exposure to global price shocks. For some organisations, action is becoming critical to managing costs; for others, it offers an opportunity to differentiate.

Extreme weather is putting similar pressure on supply chains, where drought, fire and flooding can quickly disrupt supplies and drive-up prices. Businesses are still thinking about their sustainability ambitions, but they are also asking more fundamental questions: do we have reliable access to affordable energy, are our supply chains resilient, and can we keep operating when disruption hits?

Q: Is sustainability becoming everyone's responsibility?

It is becoming more embedded because many sustainability issues are now core business issues, from revenue generation to operational resilience. Responding effectively therefore requires ownership and input from across the business. We are increasingly speaking with CFOs, heads of strategy and risk leaders, as well as colleagues in operations, procurement and supply chain, because these issues affect the decisions they are making every day.

The more closely sustainability is connected to finance, strategy and operations, the easier it becomes to turn ambition into practical action and build resilience into the way a business operates.

Q: What does embedding sustainability look like at EY UK?

We need to keep pushing on the things we can directly control, including travel emissions, energy use and the choices we make when refurbishing our offices. We have made significant progress, but we can't become complacent about it.

The other part is bringing sustainability into all our client work. If we are supporting a major infrastructure programme, we should be talking about emissions, nature and environmental impact alongside the financial case. If we are preparing a business for sale, those considerations should be part of the diligence rather than sitting alongside it as a separate exercise.

We will always need specialists who are looking ahead, but if we are giving strategic advice, we should also be thinking about the resilience of the client's business, its inputs and its customers. I can see our confidence growing across EY UK, and that is the journey we are on.

Making sustainability meaningful

in conversation with

Alwyn Hopkins

EY UK&I Industrials and Energy Sustainability Leader

What first drew you to sustainability?

I joined EY UK as a graduate in 2017 and worked across several areas of the business before beginning to focus on sustainability in 2019. Initially working on carbon pricing, I quickly realised I wanted to spend my career helping businesses navigate the transition to a more sustainable economy.

How has your role evolved?

My primary role is leading our sustainability work for energy-intensive businesses across the UK, from manufacturers and transport operators to energy producers.

However, this year, I have also had the opportunity to help shape EY UK's own approach to sustainability – including leading the refresh of our UK Environment Strategy and contributing to our global approach. As someone who typically advises clients, it has been valuable to experience first-hand the challenges of developing a practical and deliverable strategy that reflects the views of many different stakeholders.

What does meaningful sustainability look like in practice?

This year's focus on strengthening EY UK's approach to environmental sustainability has meant looking beyond carbon emissions and considering a broader set of performance-impacting sustainability matters for our business – ranging from our supply chain to workplaces, corporate responsibility, and the environmental impact of the work we do. A robust approach across these areas helps us better serve our clients, our people and the communities in which we operate.

Meanwhile, across my client work this year, the businesses I work with have been most concerned with environmental, social, and governance-related risk management. A moment that stands out to me from this work was a client saying that our support was making them "a better business." For me, that captured what sustainability should be about: creating practical improvements that strengthen organisations and deliver long-term value.

Which part of shaping EY UK's approach has been most rewarding?

One highlight has been engaging with senior leaders across the business to help shape our refreshed Environment Strategy. I am particularly proud of the clarity and focus we have created across key areas considered, including travel, energy, real estate, supply chain and corporate responsibility.

What has been equally rewarding is seeing enthusiasm for sustainability emerge from all levels of the organisation. Groups such as our Shadow Board have helped challenge and strengthen our thinking, supporting creation of an approach that is both ambitious and achievable.

Creating impact isn't just about having the right strategy. It's about helping people understand, engage and act on that strategy.

What have you learned through your involvement?

I keep returning to the importance of communication. Sustainability can often become highly technical, but real progress only happens when people understand what it means for them and their organisation.

I have seen this lesson reinforced outside my day job, through volunteering as a coach and Treasurer at the London Mets Baseball Club. Coaching beginners has taught me that expertise only creates value when it is explained in a way people can relate to. In sport, that means focusing on simple, understandable instructions rather than technical language. The same principle applies to sustainability: communicating clearly and using the right language to help people move from understanding to action.

Why do you believe businesses like EY can be optimistic about sustainability at this time?

It is becoming clear that sustainability issues are critically linked to business priorities as well as a responsibility.

For example, for businesses in the extractives sectors, local environmental impact defines their license to operate – while energy-intensive businesses are looking at energy efficiency as both a cost and a sustainability priority.

For professional services businesses such as EY, this is exciting as our impact can extend beyond our own operations, and can include helping clients transform, supporting wider, economy-wide goals.





From sustainability insight to practical action:

sharing insights from the Rt Hon. Lord Deben

Throughout FY26, EY teams in the UK continued embedding sustainability into everyday business decisions, including events, travel and supplier engagement. Practical actions included encouraging lower-carbon travel, reducing event waste, strengthening responsible sourcing, and working with suppliers that share EY's commitment to sustainable business practices.

To give colleagues an opportunity to engage with these issues, more than 100 people attended a January 2026 Inspiration Session with The Rt Hon. Lord Deben, former Chair of the UK Climate Change Committee. The discussion explored how resource efficiency, resilient supply chains and evidence-based decisions can support both business performance and environmental goals.

The session also highlighted the value of collaboration and accountability. Closer engagement with suppliers, including small and diverse businesses, can encourage innovation and strengthen resilience, while credible measurement and reporting help organisations demonstrate progress and build trust.

By combining practical action with opportunities to learn and engage, initiatives such as this event have been helping EY teams understand how routine choices can reduce environmental impact, strengthen resilience and create long-term value.

> "The session highlighted the power of collaboration in driving sustainable change. From responsible travel and events to stronger supplier relationships, it reinforced how better everyday decisions can collectively deliver meaningful environmental and social impact.

Nicky Bullock
Associate Director, Executive Management, EY UK

ENVIRONMENTAL SUSTAINABILITY

Building a smarter waste strategy across EY

Reducing operational waste starts with understanding how people interact with workplace systems every day and identifying practical ways to make sustainable choices easier. During FY26, Jessica Tite led a UK-wide programme of waste audits and colleague engagement roadshows that helped shape the operational waste strategy for EY teams in the UK.

The programme brought together facilities teams, waste management partners and colleagues from across the UK estate to build a clearer picture of how waste is generated, managed and recycled. Beginning in London and expanding to multiple locations, including Bristol, Manchester, Newcastle and Birmingham, the roadshows provided opportunities for colleagues to share ideas through interactive activities, recycling challenges and feedback sessions.

In total, more than 200 pieces of colleague feedback were collected, offering valuable insight into everyday recycling experiences and helping identify opportunities for improvement.

Alongside the engagement programme, waste audits were completed across multiple EY UK sites. These assessments reviewed waste streams, bin infrastructure, segregation practices and opportunities to improve recycling performance while responding to changing legislative requirements. Together, the audits and colleague feedback highlighted both operational and behavioural barriers that can make effective waste management more challenging.

Several consistent themes emerged. Colleagues called for simpler recycling systems, clearer communications and more intuitive disposal points. Audit findings reinforced these observations, creating a strong evidence base for future action.

The insights gathered are now helping inform initiatives including standardised waste signage, enhanced recycling communications, and exploration of additional recycling streams planned for rollout during FY27.

By combining operational analysis with direct colleague engagement, the programme has created a practical roadmap for reducing waste and improving resource efficiency across the UK estate. Reaching multiple sites and generating more than 200 pieces of feedback, the initiative has strengthened understanding of where improvements can have the greatest impact, laying the foundations for more sustainable workplace behaviours in the years ahead.

200+

pieces of colleague feedback were collected



ENVIRONMENTAL SUSTAINABILITY

Raising the bar for sustainable event design

In July 2025, EY teams in the UK reached an important sustainability milestone by delivering our most sustainable Partner Conference to date. Convening more than 1,200 attendees in London, the event demonstrated how large-scale conferences can be designed and delivered with sustainability considerations embedded throughout, while maintaining a high-quality attendee experience.

The achievement was made possible through collaboration between EY teams in the UK, Worlds Better, Identity (formerly Smyle), the venue and a wide network of suppliers. Sustainability considerations were integrated into every stage of planning and delivery, from catering and production to logistics and onsite operations, helping to establish new approaches for future events.

The event was powered by 100% renewable electricity, while measures were taken across energy use, waste management, procurement and catering to help reduce environmental impact. Sustainability considerations guided decision-making throughout the event lifecycle, demonstrating how practical action and collaboration can support more sustainable event delivery at scale.

A strong focus on circularity helped minimise waste. No waste was sent to landfill, while 73% was recycled or composted, including 418kg of food waste. The venue's onsite wormery provided an innovative solution for processing food waste into nutrient-rich compost. Production materials were repurposed, donated, reused or recycled wherever possible, while single-use plastics were reduced and a hire-first approach for furniture, audiovisual equipment and décor helped minimise the need for new materials.

Sustainability also shaped catering decisions. More than 81% of food served was vegetarian or vegan, while 90% of produce was sourced within the UK, supporting local supply chains. Carbon footprint labelling encouraged attendees to make informed choices and increased awareness of the environmental impacts associated with food consumption.



1,200+

attendees in London

ENVIRONMENTAL SUSTAINABILITY

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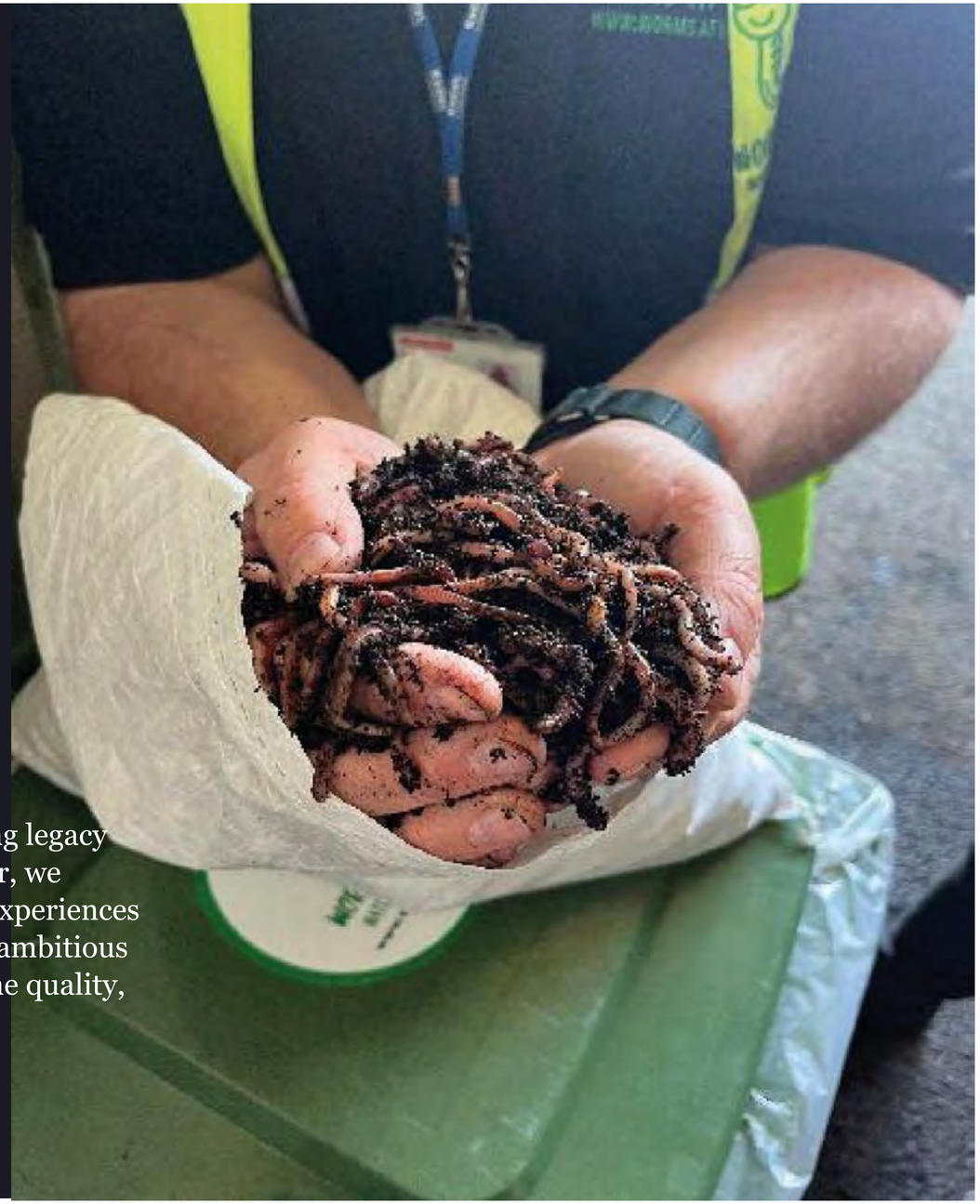
The event created significant social value for participants and volunteers alike. Sustainability training was provided to suppliers and EY teams, while 36 volunteers gained hands-on experience supporting delivery. Accessibility and inclusion were central to the event design, with step-free access, clear wayfinding and dedicated quiet, prayer and nursing spaces helping to create a more inclusive experience for attendees.

Beyond the event itself, efforts were made to extend its positive impact within the local community. Florals were donated to a nearby care home, EY-branded materials were repurposed through charities supporting wildlife conservation and community arts initiatives, staff t-shirts were recycled into new textile products, and fundraising activities helped support the EY Foundation.

The conference's success was recognised externally with a Bronze Award at the 2026 Eventex Awards for Sustainable Event Concept, a sustainability award from Team London Bridge and a shortlisting by the EN Awards. Together, these achievements demonstrate how collaboration, innovation and long-term thinking can help drive more sustainable event design while creating positive outcomes for attendees, communities and the environment.

> "It was incredible to create a meaningful and lasting legacy that extended far beyond the event itself. Together, we proved that sustainability and exceptional event experiences are not mutually exclusive. We were able to meet ambitious sustainability objectives without compromising the quality, creativity or impact of the event.

Georgina Hallahan
Associate Director, Brand, Market & Communications, EY UK



clients

Creating long-term value through our work. This pillar highlights how we help clients navigate change, build trust and unlock opportunity through transformation, innovation and collaboration.

Leeds, Southbank

Helping great businesses grow

Ally Scott, EY UK Clients and Industries Leader and Co-Partner Sponsor of EY UK Entrepreneur Of The Year, discusses helping organisations turn ambition into action and supporting the entrepreneurs shaping the UK's future growth.

Q: Looking back over the past year, what makes you most proud of the impact EY UK teams have delivered for our clients?

I'm proud of how our teams have helped our clients turn ambition into progress amid significant change and uncertainty. Growth and comfort do not co-exist right now. The issues organisations face rarely sit in a single neat box, so they need advisers with a deep understanding of their business and sector and what it takes to transform and be successful. When we bring those perspectives, we help clients make confident decisions.

Q: What has been key to helping clients stay resilient and adapt?

We see it as our role to help executives recognise the impact that a fracturing world can have on their strategy and operations. To prepare for the unexpected. Over the last year there are countless examples of how we have helped clients adapt their business and operating models in response to external events, to remain successful. Bringing our global industry experience to the table in areas such as risk management, supply chain transformation, technological change, geopolitics – that's what helps us deliver the exceptional client experience we are recognised for.

We can only deliver great outcomes with truly connected and diverse client coverage teams that allow us to bring the very best of EY to our clients, when it matters, and this lies at the heart of our Clients & Industries model.

Q: EY UK Entrepreneur Of The Year has been running for almost 30 years. What is the programme trying to achieve?

The programme exists to support the innovators, founders and business leaders building companies, creating employment and transforming industries right across the UK. At EY we recognise the critical contribution entrepreneurs make to our economy, in every region. This year's cohort collectively employs more than 20,000 people and generates over £3.2 billion in annual revenue. Their purpose, resilience and ambition is inspirational to others. Nonetheless, scaling up can be challenging and so we believe our Entrepreneur Of The Year programme gives access to mentors, role models, peer groups and advice to build confidence and accelerate growth.

Q: What role does EY play in supporting the UK's entrepreneurial ecosystem?

Our role is to help strengthen the conditions in which ambitious businesses can grow. We contribute experience, advice, relationships and convening power, connecting founders with advisers, investors, established business leaders and each other. This helps ideas move more quickly, gives businesses access to the right support and strengthens the entrepreneurial ecosystem on which future UK growth depends.



Ally Scott
EY UK Clients and Industries Leader



Martina Neary
EY UK Financial Services Clients and Industries Leader

Value Realisation across all of our Clients and Industries

Martina Neary, UK Financial Services Clients and Industries Leader, shares how organisations are embracing innovation while building the trust, governance and resilience needed for long-term success.

Q: Looking back over the past year, what makes you most proud of how EY UK teams have supported our clients?

What stands out to me is how brilliantly our teams have helped organisations embrace new opportunities while managing the risks that come with them to deliver more value for their stakeholders.

Across all of the sectors we operate in, organisations are responding to rapid advances in technology, evolving regulation and changing customer expectations. Our role has been to help clients navigate that complexity and make informed decisions about the future.

How is EY UK helping organisations innovate responsibly?

The opportunity created by AI and emerging technologies is enormous, but adopting these technologies has to be practical, safe and rooted in strong foundations. We help organisations connect strategy, technology, data and governance so they can use AI in ways that create meaningful value.

Q: What does resilience mean in this environment?

It means helping organisations prepare for disruption, not simply respond after it happens. Cyber security, operational resilience and crisis management are now central to transformation. Our teams are helping organisations strengthen controls, modernise identity and access management, and build the capabilities needed to prevent, manage and recover from incidents. The specific challenges vary by sector, but the goal is the same: stronger, safer organisations that can keep serving their customers.

Q: Where can EY UK make the greatest difference as the industry looks ahead?

Our greatest contribution is bringing skills, technology and deep industry expertise together to reimagine how value can be realised in greater ways for the UK and Ireland. Organisations are navigating connected questions about growth, technology, regulation, assurance, audit, cyber security and transformation, and the answers rarely sit within one discipline. Across the full spectrum of our business, we can convene clients, regulators and specialists to help organisations review, reimagine and deliver their strategies.

In my sector – insurance, for example, that means helping organisations respond to sector-specific change while drawing on broader insight from across the market. More broadly, our tax and managed services capabilities help clients keep pace with evolving requirements and sustain change over time. By connecting those perspectives, we can support innovation and growth that creates lasting value for businesses, customers and wider society.

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Transforming patient care through elective recovery

For thousands of patients across Lincolnshire, longer waiting times had become an increasingly pressing challenge following the pandemic. United Lincolnshire Teaching Hospitals NHS Trust (ULTH), one of the largest acute hospital trusts in England serving more than 760,000 people, had seen its elective waiting list increase by 88%, placing significant pressure on operational performance, workforce capacity and financial sustainability. While the Trust faced immediate delivery challenges, it also recognised the need for long-term, sustainable improvement that would strengthen services well beyond the recovery period.

EY UK was engaged as a strategic delivery partner to help tackle both priorities. Working alongside leaders, clinicians and operational teams, a multidisciplinary team embedded itself within the organisation to co-develop solutions and support implementation across four key areas: referral to treatment (RTT) management, medical workforce planning, outpatients, and theatres. Rather than taking a traditional consultancy approach, the focus was on working shoulder to shoulder with the Trust, building capability and creating lasting change.

The programme combined hands-on operational support with advanced analytics, AI and data-driven insights to help improve performance and decision-making. Teams validated more than 10,000 patients on the waiting list, reviewed consultant job plans across 30 specialties, developed demand and capacity models, created operational dashboards and supported clinical leaders in challenging existing ways of working. Throughout the programme, the emphasis remained on transferring skills and knowledge, so that improvements could be sustained by Trust teams long after the engagement ended.

The programme delivered significant benefits for patients, staff and the wider organisation. EY UK helped support the delivery of £9.5 million in financial savings. Targeted RTT interventions contributed to an improvement in performance against the national waiting time standard, while the proportion of patients waiting more than 52 weeks fell from 3.4% to less than 1%.

Beyond the measurable outcomes, the work helped strengthen performance management, improve visibility of demand and capacity, and embed data-driven decision-making into day-to-day operations. The Trust became one of the most improved NHS organisations nationally in reducing long waits, while enhancing its ability to balance operational performance with financial recovery.



MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Connecting the founders driving UK growth

For almost 30 years, EY Entrepreneur Of The Year UK has brought together founders and business leaders from some of the UK's most dynamic and fast-growing businesses. More than a recognition programme, it creates a trusted community where entrepreneurs can learn from one another, share experiences openly and build relationships that support long-term growth.

In 2026, the programme engaged entrepreneurs from across London, the Midlands, the North, Scotland and the South, representing industries including technology, healthcare, energy, manufacturing and consumer products. Through regional events, leadership discussions, networking opportunities and the annual retreat experience, participants exchanged ideas, explored common challenges and gained perspectives from peers facing similar opportunities and pressures.

By bringing together leaders from different sectors, regions and stages of growth, the programme helps strengthen leadership capability and encourages collaboration across the UK's entrepreneurial ecosystem. The connections formed often extend beyond the programme itself, creating lasting networks that support founders as they continue to grow their businesses.

Participating businesses collectively employ 20,499 people and generate £3.22 billion in annual revenue. Six participating businesses are planning future IPOs, while 15 have identified a need for additional capital to support growth and expansion.

By helping ambitious founders learn from one another, build valuable connections and access new perspectives, EY Entrepreneur Of The Year UK contributes to a more connected and resilient business community, supporting the innovation, jobs and economic value created by entrepreneurial businesses across the UK.



> "EY Entrepreneur Of The Year is about far more than recognising business success. It creates meaningful connections between entrepreneurs who are shaping industries, creating jobs and driving growth across the UK. The relationships and insights shared through the programme often have a lasting impact long after the awards cycle ends.

Ally Scott
EY UK Clients and Industries Leader

IMPACT

EY Entrepreneur Of The Year UK helps ambitious founders learn, connect and grow, strengthening the ecosystem of entrepreneurial businesses that create jobs, innovation and economic value across the UK.

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Helping bring the UK's warm homes ambition to life



The UK Government's Warm Homes Plan is one of the most significant public sector transformation programmes in recent years. Led by the Department for Energy Security and Net Zero (DESNZ), it aims to improve home energy efficiency, reduce carbon emissions, lower household energy bills and help tackle fuel poverty. Backed by £15bn of investment, the programme could upgrade up to 5 million homes by 2030 and help lift up to 1 million families out of fuel poverty.

EY UK was appointed as a key adviser to DESNZ, helping translate this ambition into a practical and deliverable programme. Working alongside organisations including Ofgem, Great British Energy and the Energy Saving Trust, teams supported the design of customer propositions, intervention models, delivery approaches and operating structures, bringing together a complex network of stakeholders around a shared goal.

A pivotal moment came when senior leaders from seven organisations needed to align around a common vision for delivery. Through an EY wavespace session at London Bridge, stakeholders gathered in an immersive environment designed to encourage collaboration, challenge assumptions and build consensus. The session helped shape a shared understanding of how the future Warm Homes Agency could operate and deliver meaningful outcomes for citizens across the UK.

Alongside the wider programme, EY UK also helped design the Warm Homes Loan Scheme, enabling more homeowners to access funding for energy-efficiency improvements. Combining customer insight, market knowledge and policy experience, the team developed a scalable model centred on household needs, supported by data-driven decision-making, a clear operating model and a technology roadmap.

The resulting framework engaged both large and small lenders, helping more households access funding for energy-efficiency upgrades. The scheme launched six months ahead of schedule, achieved strong customer engagement, reduced projected administration costs and established a pilot designed to increase the impact of a £13bn portfolio.

Together, the Warm Homes Plan and Warm Homes Loan Scheme show how collaboration between government, industry and EY UK professionals can help turn policy ambition into practical delivery. By helping shape the foundations of both programmes, the team has supported progress towards warmer, more energy-efficient homes, lower energy costs and the UK's net zero ambitions.

The programme could upgrade up to

5 million

homes by 2030

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Supporting the NHS to shape care for the future



The NHS has set out an ambitious vision for the future of healthcare through its 10 Year Health Plan, focused on delivering more care in communities, accelerating digital transformation and preventing ill health before treatment is needed. The challenge now is turning that vision into meaningful change for patients and staff across one of the world's largest and most complex healthcare systems.

Over the past year, teams worked alongside the Department of Health and Social Care and NHS England to help shape the programmes that will bring this plan to life. Working closely with national leaders, clinicians, patient representatives and health system partners, the focus was on translating long-term ambition into practical action across some of the NHS's most important priorities, including cancer care, urgent and emergency services, community care and planned treatment pathways.

The work helped create a shared understanding of how services could be redesigned around the needs of patients, with a clear focus on improving patient outcomes, experiences and access to care. By helping organisations align around common goals and practical solutions, it laid important foundations for delivering large-scale change across the health system.

The ambition is that patients will benefit from faster diagnoses, more joined-up care and simpler access to services, while giving healthcare professionals better support to provide the care that people need. For many involved, this represented one of the first opportunities to move from aspiration to implementation, helping make the NHS's long term vision a reality and creating a health system better prepared for future generations.

There could be no greater priority than to get this right for patients and staff. This is the first chance we have had to take the 10 Year Health Plan and translate it into reality for a specific condition. This will drive better outcomes, improve service delivery and create a better patient care experience.

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Delivering affordable journeys at a national scale



Affordable and accessible public transport plays a vital role in connecting people to work, education and essential services. Since January 2023, the Department for Transport's National Bus Fare Cap (NBFC) scheme has helped make bus travel more affordable across England by capping single bus fares, providing cost-of-living support while encouraging greater use of public transport.

EY UK has served as the Department for Transport's delivery partner for the scheme, providing both strategic advice and operational delivery support. Working closely with government and bus operators, EY UK has helped design policy rules and funding mechanisms, manage stakeholder engagement, collect and assure operator data, model funding requirements and calculate operator reimbursement payments. The team has also provided analytical and policy insight to support the future direction of the programme.

During the reporting period, EY UK supported the successful delivery of the £3 national fare cap, providing end-to-end programme management across policy design, operator engagement, data collection, assurance, funding modelling and scheme administration. The programme brought together more than 150 bus operators, all major commercial operators across England outside London, and numerous local authorities and community organisations.

Since its introduction, the fare cap has supported more than 730 million passenger journeys and facilitated the distribution of over £700 million in subsidy funding, helping to keep public transport affordable for millions of passengers. Approximately 90% of the English bus market by patronage has participated in the scheme, demonstrating strong industry engagement and national reach.

Independent Department for Transport evaluation found that the fare cap delivered meaningful financial benefits, particularly for passengers on lower incomes and those who regularly purchase single tickets. The evaluation also found that 67% to 73% of people who would otherwise have travelled by another mode of transport reported saving money because of the fare cap. Analysis of the original £2 fare cap further found that it contributed to an estimated 5% increase in bus patronage across England outside London, supporting both public transport recovery and more sustainable travel choices.

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

Safer prisons through prevention and partnership

Management Consultancies Association (MCA)
Finalist

The London Prison Violence Reduction (PVR) Service is a first-of-its-kind transformation programme tackling one of the public sector's most entrenched challenges: escalating violence within London's prisons.

Commissioned by the Mayor's Office for Policing and Crime (MOPAC) between 2024 and 2026, and delivered by charity Catch22, which specialises in designing and delivering public services, the initiative brought together specialist partners to support over 1,000 individuals in HMP Wandsworth, HMP Pentonville and HMP Feltham B. The service introduced a structured, trauma-informed and evidence-based model, redefining what safer, rehabilitative custodial environments can become.

EY Studio+ was central in codesigning the model, while EY Outreach drove culture change through purposeful activity that built confidence and prosocial behaviour.

Informed by strategic needs analysis, the PVR Service united practitioners, lived experience specialists and service designers to tackle root causes including trauma, exploitation, debt and fractured staff-resident relationships.

Publicly available evidence shows HMP Wandsworth recorded measurable reductions in violence between April 2025 and early 2026, with these improvements published on 6 March 2026. During this period, prisoner on prisoner violence fell to 267 incidents (down 70 year-on-year), assaults on staff reduced to 151 (down 99), and self-harm incidents decreased to 373 (down 78).

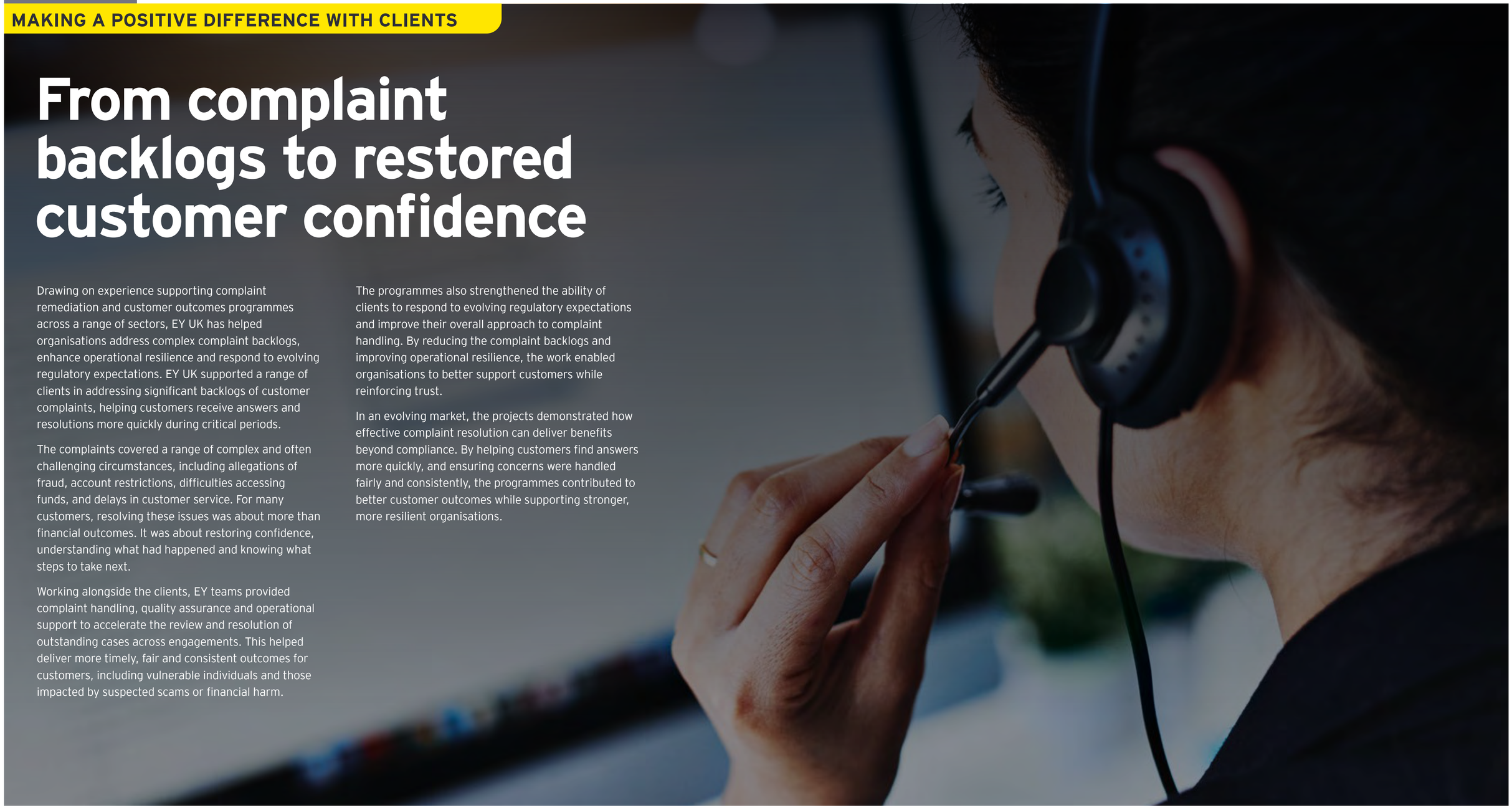
One service user said: "No one has ever given us an opportunity like this … you see how we can be different."

> "Working with EY Studio+ and EY Outreach has shown what true sector shaping partnership looks like. They bring a rare blend of professionalism, curiosity, and pace, combined with a genuine commitment to driving systemic reform across the public service sector. From the early days of the PVR pilots to our expanding collaboration, EY have been more than delivery partners; they've been thought partners aligned with our values and passionate about creating meaningful change. Their ability to connect people, unlock resources, and co-design evidence-based approaches has strengthened our work and amplified our impact. Together, we're not just improving services, we're reshaping what safer and more effective justice systems can look like, to deliver resilience and aspirations in people and communities.

Matt Randle
Director of Justice, Catch22

MAKING A POSITIVE DIFFERENCE WITH CLIENTS

From complaint backlogs to restored customer confidence



Drawing on experience supporting complaint remediation and customer outcomes programmes across a range of sectors, EY UK has helped organisations address complex complaint backlogs, enhance operational resilience and respond to evolving regulatory expectations. EY UK supported a range of clients in addressing significant backlogs of customer complaints, helping customers receive answers and resolutions more quickly during critical periods.

The complaints covered a range of complex and often challenging circumstances, including allegations of fraud, account restrictions, difficulties accessing funds, and delays in customer service. For many customers, resolving these issues was about more than financial outcomes. It was about restoring confidence, understanding what had happened and knowing what steps to take next.

Working alongside the clients, EY teams provided complaint handling, quality assurance and operational support to accelerate the review and resolution of outstanding cases across engagements. This helped deliver more timely, fair and consistent outcomes for customers, including vulnerable individuals and those impacted by suspected scams or financial harm.

The programmes also strengthened the ability of clients to respond to evolving regulatory expectations and improve their overall approach to complaint handling. By reducing the complaint backlogs and improving operational resilience, the work enabled organisations to better support customers while reinforcing trust.

In an evolving market, the projects demonstrated how effective complaint resolution can deliver benefits beyond compliance. By helping customers find answers more quickly, and ensuring concerns were handled fairly and consistently, the programmes contributed to better customer outcomes while supporting stronger, more resilient organisations.

EMPLOYMENT, INNOVATION & TECHNOLOGY

Shaping the next decade of UK growth through the UK Government's Industrial Strategy



The UK Government's Industrial Strategy sets out a bold ten-year ambition to increase investment, accelerate growth and strengthen the UK's position across eight priority sectors and the places where they cluster. EY has worked in close partnership with the Department for Business, Innovation, Science and Trade and across the UK government to support the development and implementation of the Strategy, to ensure a ruthless focus on execution and drive robust and consistent implementation across government.

After working together on the blueprint for how to drive growth, EY had the privilege of hosting 50 senior civil servants from across government and leading UK businesses in EY wavespace, our immersive collaborative environment, to focus on driving delivery of the Strategy. The aim was to supercharge national growth and sustain momentum over a decade of change, addressing complex cross-government trade-offs and driving clarity on execution.

The eight sectors identified within the Strategy provide the UK with powerful growth engines for innovation, investment and productivity. Together, the government will work with the private sector to deliver a roadmap to define the UK's future prosperity, and it was heartening to witness the close collaboration between policymakers and business - essential to addressing evolving industry needs, sustaining growth and driving prosperity across the UK.

EMPLOYMENT, INNOVATION & TECHNOLOGY

Convening leaders to build Scotland and India's next chapter



Long before the UK India trade agreement became a reality, India was recognised as a market with significant long-term potential for Scotland. Over several years, EY helped bring together stakeholders from across government, industry, academia, financial services and business to strengthen ties between Scotland and India. Working closely with the Consulate General of India, and a wide range of public and private sector organisations, EY played a convening role, creating opportunities for organisations that may not otherwise have connected to explore collaboration, investment and knowledge-sharing.

The impact of those connections can already be seen across several sectors. One example was introducing the Scottish Lifesciences Association into wider Scotland-India discussions and helping facilitate dialogue with the Association of Biotechnology Led Enterprises in India. What began as a series of conversations later developed into a formal Memorandum of Understanding between the organisations.

Higher education also emerged as an area of significant opportunity. As India introduced reforms that opened the door to international branch campuses, EY prepared white papers and organised discussions with leading Scottish universities to explore what these changes could mean in practice. These early conversations helped institutions better understand the opportunity and consider how they could engage with one of the world's largest education markets.

The financial services sector has also been part of the journey. EY initiated discussions with financial services organisations and investment funds across Scotland, to raise awareness of opportunities within the Indian market. This included highlighting the role of Gujarat International Finance Tec City, known as GIFT City, and facilitating engagement with regulators, to help Scottish investors better understand India's evolving financial landscape and potential areas for future collaboration.

Alongside this work, India continued to be championed as a strategic growth market for Scotch whisky. Through industry forums, briefings, stakeholder discussions and engagement with trade bodies, EY helped maintain momentum around an opportunity that had long been constrained by tariffs, regulatory complexity, and market access challenges. Efforts were focused not only on established operators, but also on helping mid-market Scottish businesses gain greater insight into India's business environment and connect with people who could support future growth ambitions.

By acting as a connector between industry, academia, government, investors and Indian stakeholders, EY helped create the networks and partnerships that are now supporting deeper economic collaboration between Scotland and India. The groundwork has been laid, and the opportunities emerging today reflect the value of sustained engagement long before market conditions aligned.

Building the case for a more connected Europe

In collaboration with Liberty Global, EY UK explored how better connectivity can help unlock Europe's economic and digital future. The resulting report, Connecting Europe's Futures, looks at the role of gigabit-capable networks in supporting growth, innovation and the adoption of technologies like AI across industries and communities.

The research found that despite strong progress, gaps in connectivity remain across critical areas such as schools, hospitals and supply chains, limiting opportunity and holding back economic growth. By quantifying the impact of these gaps, the report provides a compelling case for continued investment in the digital infrastructure that underpins modern society.

The impact extends far beyond the telecommunications sector. By positioning connectivity as a foundation for inclusion, innovation and long-term growth, the collaboration has helped shape the conversation on how Europe can ensure that the benefits of digital transformation and AI are shared more broadly across society.

The report reinforces the role of connectivity in improving access to opportunity, supporting public services and enabling more inclusive economic participation.

> "The ambition on connectivity is clear — in the UK and across Europe — but ambition alone will not deliver the productivity and AI gains now within reach. The priority must be execution: closing the hardest gaps faster, providing long-term investment confidence, and ensuring that network rollout is matched by real-world adoption in businesses and public services.
>
> **Manuel Kohnstamm**
> **Chief Corporate Affairs Officer at Liberty Global**

EMPLOYMENT, INNOVATION & TECHNOLOGY

Balancing AI innovation with energy responsibility



In collaboration with the GSMA (Global System for Mobile Communications Association), EY UK explored the energy implications of AI for the telecommunications sector, helping mobile operators understand how to balance the rapid adoption of AI with sustainability objectives.

The report examines both the growing energy demands associated with AI and the opportunities AI presents to improve network efficiency, reduce emissions and optimise energy use across digital infrastructure.

This collaboration demonstrates commitment to addressing complex societal challenges beyond financial performance. By providing evidence-based insights to support more sustainable AI adoption, the work helps industry leaders make informed decisions that enable innovation while managing environmental impact, contributing to a more sustainable and resilient digital future.

INCLUSIVE ENTREPRENEURSHIP AND GROWTH

HSBC Women's Business Growth Initiative:

Helping female entrepreneurs

build confidence, networks and growth opportunities



Building a successful business takes more than a strong product or service. It also requires confidence, visibility and access to the right networks. Through a collaboration with HSBC UK, EY teams in the UK helped create opportunities for female entrepreneurs to strengthen their personal brands, connect with peers and access practical support for future growth.

In Manchester, more than 40 female entrepreneurs came together for an Elevating Your Brand masterclass hosted at the EY office and delivered in partnership with the HSBC Women's Business Growth Initiative. The programme supports female entrepreneurs through access to insights, networks, masterclasses and funding opportunities.

The session focused on helping participants define and strengthen their personal brand, understand what sets them apart and communicate their business story more effectively. Through a workshop delivered by EY teams on personal branding and storytelling, combined with practical exercises, entrepreneurs explored how their personal brand is reflected in their business, how to tell compelling stories to customers, investors and partners, and how to increase their visibility and impact.

A panel of female founders shared their experiences of building and scaling businesses, offering insights into the opportunities and challenges they had encountered along the way. The event concluded with networking and peer-to-peer discussions, creating space for entrepreneurs to build new connections and learn from one another.

The collaboration has since expanded through the HSBC UK Small Business Growth Awards. During 2026 and 2027, EY teams in the UK and HSBC professionals will provide one-to-one mentoring support to small business owners across the UK. The 10 entrepreneurs who won the award will benefit from guidance, support and connections that can help them navigate the next stage of their growth journey.

40+

female entrepreneurs came together for a masterclass

INCLUSIVE ENTREPRENEURSHIP AND GROWTH

Strengthening networks for women entrepreneurs

Women entrepreneurs continue to play an important role in driving innovation, creating jobs and supporting economic growth across the island of Ireland. Throughout 2026, EY UK in Northern Ireland continued its support for Women in Business (WIB), helping to expand access to mentoring, networks and development opportunities for women business leaders with ambitions to grow and scale their organisations.

Sponsored by Roisin Shanks, EY UK supported the We GrowAll-Island programme, led by Inter Trade Ireland in partnership with Invest Northern Ireland and Enterprise Ireland, supported by the Shared Island Enterprise Scheme funded by the Government of Ireland. EY supported the delivery partners Women in Business NI and Network Ireland. Each cohort brings together 25 women entrepreneurs from across the island of Ireland, providing access to practical support, peer networks and learning opportunities designed to help accelerate business growth.

Participants benefit from a structured development programme that includes residential retreats, masterclasses, mastermind sessions, one-to-one coaching and peer-to-peer learning.

Alongside these opportunities, they gain access to a strong all-island community of founders, creating valuable connections and an ongoing network of support. The programme is designed for ambitious business leaders, owners, founders, directors and partners who are seeking to strengthen their businesses, enter new markets, develop their teams and enhance their brand presence.

EY UK's contribution included encouraging members of its Entrepreneur Of The Year™ and Entrepreneurial Winning Women™ alumni communities to volunteer as mentors, connecting programme participants with experienced founders and business leaders who could share practical insights from their own growth journeys. Support was also extended through sponsorship of two Grow It NI alumni dinners and wider Women in Business initiatives, including the inaugural WIB Power Hour and the EY Founders Clinic, which attracted more than 300 participants at the All-Island Female Entrepreneurship Conference.

The initiative supported 25 women entrepreneurs across the island of Ireland while helping to strengthen access to advice, mentoring and professional networks. By creating opportunities for collaboration, learning and connection, the programme helped participants build confidence, develop new relationships and access the support needed to pursue their business ambitions.

By bringing together experienced entrepreneurs, emerging business leaders and a strong all-island network, EY UK contributed to an environment where more women entrepreneurs can develop the skills, confidence and connections needed to grow sustainable businesses and create long-term economic value.



> "We are incredibly proud of this collaboration and the meaningful impact it is having on female entrepreneurs across Ireland. By combining practical support, experienced mentoring and access to strong networks, we are helping ambitious women leaders build confidence, scale their businesses and realise their full potential.

Roisin Shanks
Partner, EY UK

INCLUSIVE ENTREPRENEURSHIP AND GROWTH

Expanding access to essential services through Catalyst

Around the world, too many people still lack access to essential healthcare and clean water. Today, one in two people are not fully covered by essential healthcare services, while one in four do not have access to clean water. Addressing these challenges requires innovative solutions, sustained investment and support for the organisations working closest to communities.

Through EY Ripples, professionals from EY UK have joined forces with Reckitt's Catalyst programme to support social entrepreneurs who are improving access to healthcare, water, sanitation and hygiene across emerging markets. The programme focuses on helping female and under-represented founders grow organisations that are tackling some of society's most pressing health and hygiene challenges.

Over the past two years, EY professionals have provided business coaching to more than 20 Catalyst entrepreneurs. Support has included guidance on scaling impact, preparing for investment, business development and sales strategy, helping founders strengthen their organisations and expand their reach.

One entrepreneur supported through the programme is Megan Mukuria, founder of Zana Africa. Reflecting on the experience, Megan said: "Together with my EY coach, we have worked to move my company forward, further and faster. It has been refreshing to have an outside-in lens on my plans and a confidential sounding board to provide support during the next phase of growth for Zana Africa as we deliver critical educational support and feminine hygiene products for women and girls across Kenya."

By supporting organisations such as Zana Africa, the collaboration between EY and Reckitt's Catalyst programme is helping social enterprises build resilience, grow their impact and reach more people with essential services. Together, EY and Reckitt are helping foster innovation and create a more inclusive, equitable and healthier future.





A stronger future for Scottish Ballet

Arts and cultural organisations across the UK face a common challenge: how to attract new audiences while maintaining meaningful connections with existing supporters. The organisation wanted to broaden and diversify its audience, deepen engagement and create a stronger foundation for long-term growth and financial sustainability.

EY UK worked with Scottish Ballet to develop an insight-led audience growth strategy, combining audience research and market analysis to better understand existing and potential audiences. The collaboration focused on creating a shared evidence base that could guide future decisions on programming, engagement and investment, helping the organisation take a more informed and strategic approach to audience development.

Rather than delivering a one-off strategy, the partnership adopted an agile, test-and-learn approach. Through a collaborative framework of research, experimentation and continuous learning, teams worked together to identify priority audience segments, explore new growth opportunities and test ideas designed to strengthen engagement and reach. This created greater organisational alignment around audience priorities and supported more confident decision-making across the organisation.

The impact of this work has already become visible. Website engagement increased by 42%, social media audiences grew by 34%, and paid member retention improved by 14%. The partnership also exceeded membership revenue targets, helping demonstrate how clearer audience insight and more targeted engagement can contribute to stronger commercial outcomes.

Beyond the immediate results, the collaboration helped build lasting capability within Scottish Ballet. Audience segmentation is being embedded into customer relationship management processes, insight-led targeting is being used across campaigns, and teams have developed new research skills that enable them to apply audience insights independently. A test-and-learn culture is now supporting future audience growth and engagement activities.

Social media audiences grew by

Website engagement increased by

> “Partnering with EY Studio+ has enabled us to build a future-ready, sustainable growth model, equipping us to expand our reach and connect with new audiences.”

Robert Murray
Director of Brand, Audience & Digital at Scottish Ballet

SUSTAINABILITY AND CLIMATE

Four Futures: Award winning thinking for a more sustainable future



FY26 was a landmark year for Four Futures, an immersive sustainability experience from the global EY organisation. The programme received national recognition at the 2025 Management Consultancies Association (MCA) Awards, winning both Best Use of Thought Leadership and Project of the Year. The latter, selected from across all category winners, recognises the consulting initiative judged to have delivered the most exceptional overall impact, innovation and client value. The recognition reflected Four Futures' ability to combine climate science, technology and immersive storytelling to help organisations engage with long-term sustainability challenges in practical and meaningful ways.

Throughout the year, Four Futures continued to evolve beyond a standalone experience into a catalyst for strategic dialogue. Together with other service lines, CCaSS (Climate Change and Sustainability Services) delivered bespoke workshops with major organisations, helping leadership teams explore future risks, opportunities and the practical implications of sustainability transformation within their businesses. The experience also formed part of the programme delivered by EY UK during London Climate Action Week, creating a forum for organisations to discuss resilience, value creation and the role of business in shaping a more sustainable future.

A major milestone was reached in May 2026 with the completion of a permanent Four Futures installation at the More London office. Providing a dedicated home for the experience has increased accessibility, enabled year-round engagement and created a platform for future growth.

Looking ahead, the CCaSS team is exploring opportunities to scale the experience further across the global EY organisation and beyond.

EY Four Futures framework

SUSTAINABILITY AND CLIMATE

Four Futures in Northern Ireland – exploring tomorrow's climate challenges today



In April and May 2026, EY UK brought the EY's Four Futures immersive climate installation to Northern Ireland for the first time, creating a powerful opportunity for leaders to explore how climate, geopolitical and societal pressures could shape the region by 2055. Hosted in Belfast from 27 April to 1 May, the experience brought together senior figures from government, business and academia to step into four possible futures and consider the decisions needed today to strengthen resilience, support the transition to a lower carbon economy, and unlock long-term value for communities and organisations.

What made the programme particularly impactful was its focus on Northern Ireland's local context. By adapting global Four Futures content to reflect the region's economy and key sectors, participants were able to engage with climate challenges through realistic and relevant scenarios. The experience moved conversations beyond theory, helping leaders better understand the implications of climate risk, the role of enabling regulation and the practical actions that can support sustainable progress.

More than 200 senior leaders took part in a series of interactive sessions designed for small groups of around 25 participants. The format encouraged deeper discussion, meaningful collaboration and the exchange of ideas across sectors. It also created opportunities for action-focused conversations with clients, policymakers and decision-makers, while strengthening EY UK's role in convening dialogue on sustainability and the future of Northern Ireland.

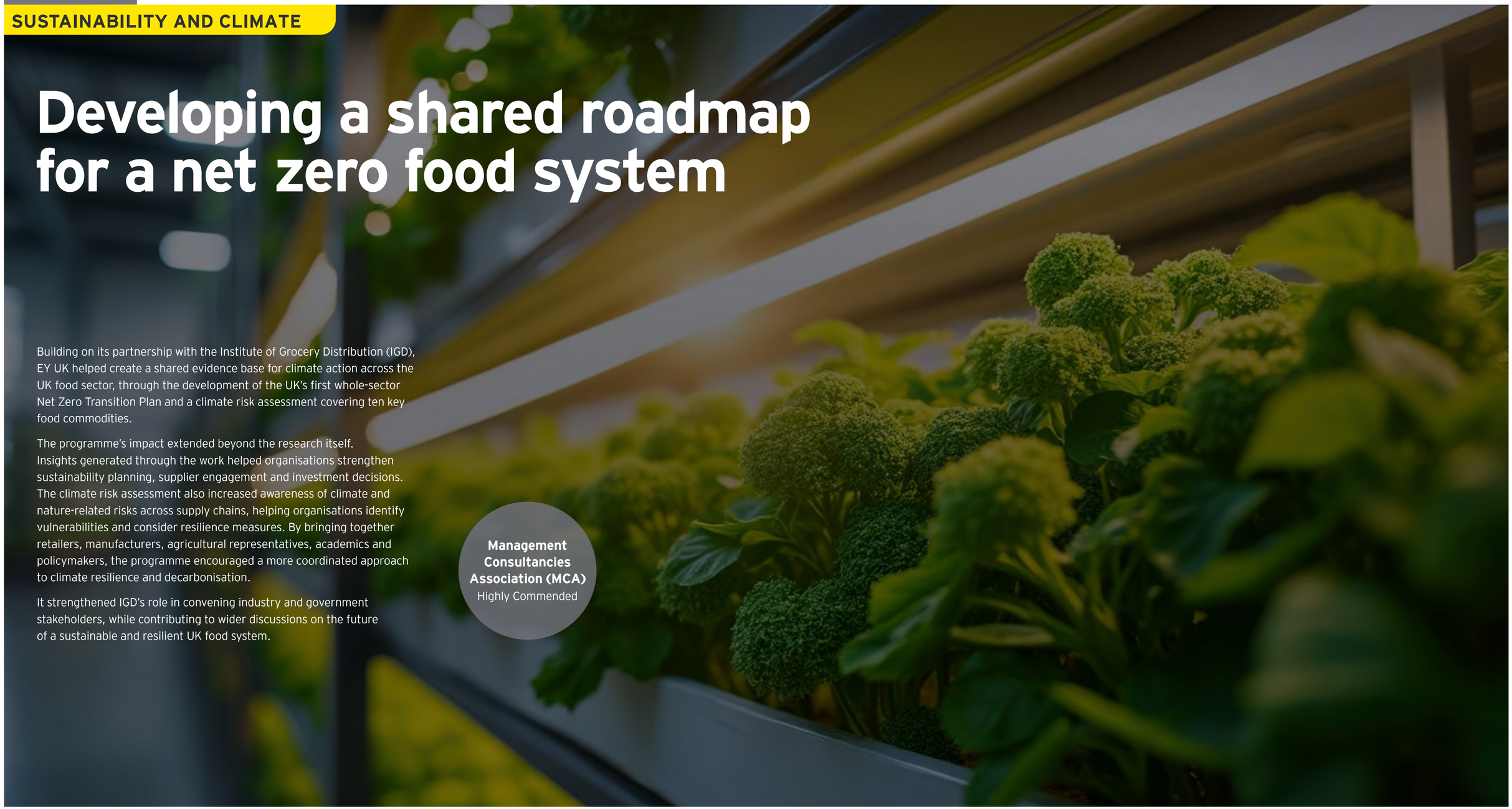
By bringing Four Futures to Belfast, EY UK helped participants view climate risk not only as an environmental challenge, but as a shared economic and societal issue requiring collective action. The programme demonstrated how bringing together diverse perspectives can help turn ambition into practical steps that support a more resilient, sustainable and prosperous future for the region.

> "Four Futures provided a powerful and thought-provoking experience, helping leaders from across Northern Ireland explore how today's decisions could shape our future. By bringing together voices from business, government and academia, we encouraged meaningful dialogue on the actions needed to build a more resilient, sustainable and prosperous future for our region.

Judith Savage
Partner, EY Northern Ireland

SUSTAINABILITY AND CLIMATE

Developing a shared roadmap for a net zero food system



Building on its partnership with the Institute of Grocery Distribution (IGD), EY UK helped create a shared evidence base for climate action across the UK food sector, through the development of the UK's first whole-sector Net Zero Transition Plan and a climate risk assessment covering ten key food commodities.

The programme's impact extended beyond the research itself. Insights generated through the work helped organisations strengthen sustainability planning, supplier engagement and investment decisions. The climate risk assessment also increased awareness of climate and nature-related risks across supply chains, helping organisations identify vulnerabilities and consider resilience measures. By bringing together retailers, manufacturers, agricultural representatives, academics and policymakers, the programme encouraged a more coordinated approach to climate resilience and decarbonisation.

It strengthened IGD's role in convening industry and government stakeholders, while contributing to wider discussions on the future of a sustainable and resilient UK food system.

Management Consultancies Association (MCA)
Highly Commended

SUSTAINABILITY AND CLIMATE

The operations, initiatives and ambition behind Go-Ahead's sustainability strategy

In conversation with Bruno Cozzo, Head of ESG, Go-Ahead Group

Q: As an operator serving millions of passengers across the UK and internationally, why did Go-Ahead embark on this sustainability strategy programme?

At Go-Ahead, we operate bus and rail services across the UK and internationally, including regulated markets such as London and Manchester, as well as operations in Singapore, Sweden, Norway, Ireland and Australia. Over several years we had built strong sustainability initiatives, including a climate change strategy and targets, a gender equality programme, and responsible procurement commitments. However, these activities existed independently. We wanted a single ESG strategy that would connect everything we were already doing, create a common direction for the future and provide a clear framework that colleagues across the business could understand and act on.

Building the foundation for change

Q: What role did EY play in helping Go-Ahead develop and deliver this strategy?

As a relatively small ESG function supporting a large and complex international business, we knew we needed an experienced partner. EY brought specialist expertise across both ESG and strategy. Together, we undertook an extensive programme of stakeholder interviews, document reviews, peer analysis, and external benchmarking to identify our most important ESG issues and inform our strategy. The approach we took gave us confidence that the strategy was grounded in evidence, aligned to our commercial objectives, and capable of creating genuine social and environmental value.

Making sustainability relevant for everyone

Q: What made this strategy practical, accessible and relevant across the whole organisation?

One of the most important objectives was ensuring the ESG strategy could truly reach everyone, from operational teams through to senior leadership. With the vast majority of our workforce based in operating companies, including drivers and engineers, we needed something that could be understood, owned, and delivered across the organisation. EY helped us shape a strategy that was practical, action-oriented and accessible, focusing heavily on language, clarity and usability. The outcome was a framework designed to resonate equally with executives, depot teams and front-line colleagues, creating a foundation that people could actively engage with rather than simply read.

Navigating complexity together

Q: What challenges did the project face, and how did the partnership with EY help maintain momentum?

During the programme, Go-Ahead went through a period of organisational change, including changes to our leadership team and our organisational structure. Although a strong and substantive strategy had been developed and presented early in the process, it needed to be fit for the changing business – and went through a few iterations accordingly. It was ultimately approved and received strong support from executives, operating company leaders, and shareholders. This was enabled by the strength of the foundational work and analysis, and a trusted, collaborative relationship between EY and Go-Ahead.

Creating impact beyond the strategy document

Q: What value is the strategy already creating, and how has EY contributed to that impact?

Although the strategy is still in the early stages of implementation, it is already serving as a foundation for action across the business. The framework supports our ambitious transition towards a zero-tailpipe-emissions fleet by 2035, reinforces programmes designed to improve inclusion and gender balance, and has informed updates to our sustainable procurement approach. Importantly, the work helped strengthen internal understanding that ESG is not simply a compliance exercise or a "nice-to-have": the evidence-base developed during the project helped demonstrate how sustainability supports commercial success, strengthens bids for new business and delivers value for customers, colleagues and communities. It has therefore become a platform for future change.

Leadership spotlight

Strong leadership was critical throughout the programme. As Head of ESG, Bruno Cozzo led the development of the strategy across the organisation, coordinating multiple stakeholders while ensuring the final framework reflected the realities of the business. Working closely with EY, he helped align environmental, social and governance priorities into a single coherent vision, while championing the importance of creating something practical, meaningful and capable of delivering tangible outcomes for employees, passengers and communities. A key success factor was his focus on ensuring the strategy could be understood and applied throughout the organisation.

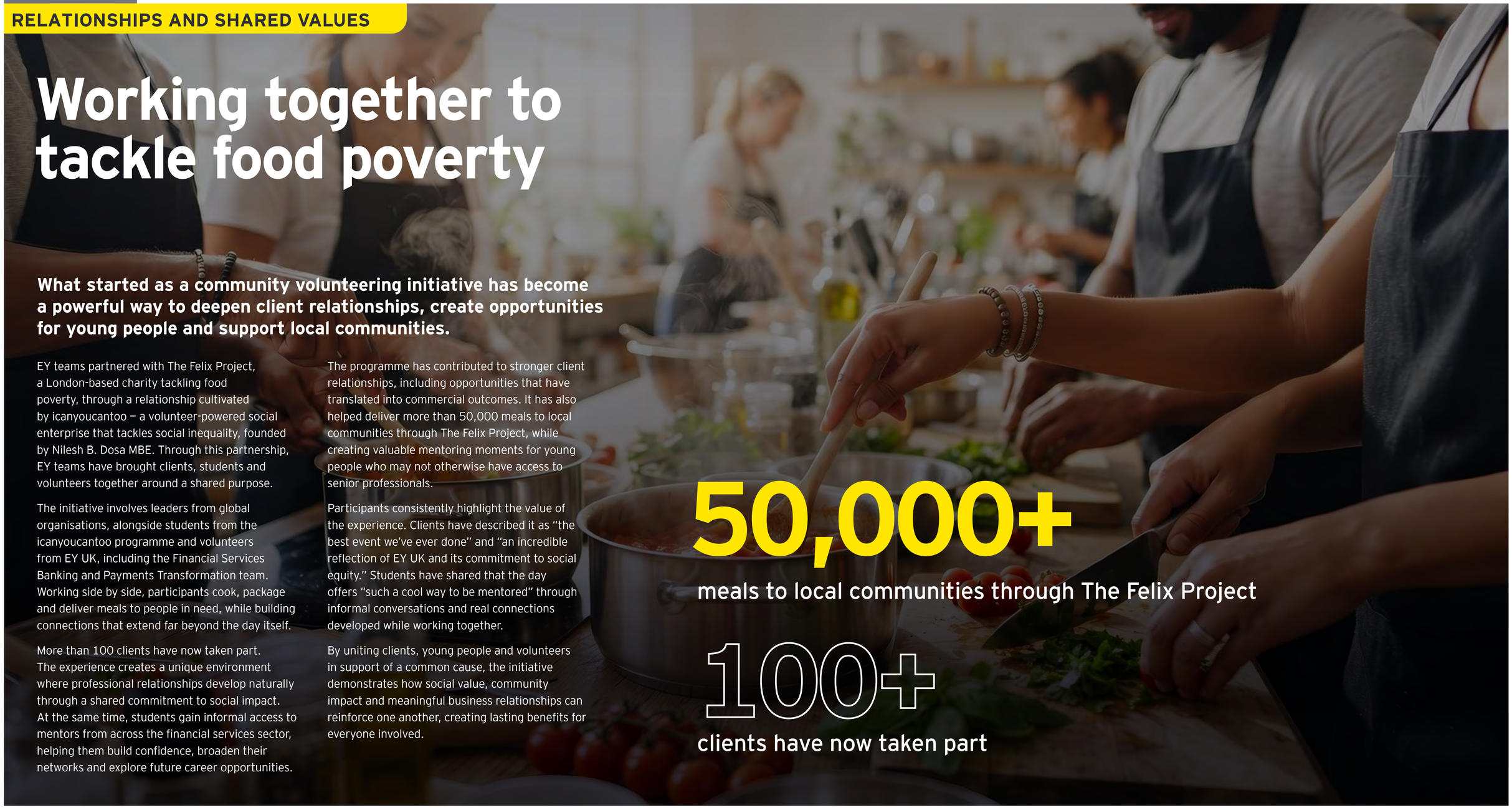


"Our experience was very good. I'm really glad we worked with EY."

Bruno Cozzo
Head of ESG, Go-Ahead Group

RELATIONSHIPS AND SHARED VALUES

Working together to tackle food poverty



What started as a community volunteering initiative has become a powerful way to deepen client relationships, create opportunities for young people and support local communities.

EY teams partnered with The Felix Project, a London-based charity tackling food poverty, through a relationship cultivated by icanyoucantoo – a volunteer-powered social enterprise that tackles social inequality, founded by Nilesh B. Dosa MBE. Through this partnership, EY teams have brought clients, students and volunteers together around a shared purpose.

The initiative involves leaders from global organisations, alongside students from the icanyoucantoo programme and volunteers from EY UK, including the Financial Services Banking and Payments Transformation team. Working side by side, participants cook, package and deliver meals to people in need, while building connections that extend far beyond the day itself.

More than 100 clients have now taken part. The experience creates a unique environment where professional relationships develop naturally through a shared commitment to social impact. At the same time, students gain informal access to mentors from across the financial services sector, helping them build confidence, broaden their networks and explore future career opportunities.

The programme has contributed to stronger client relationships, including opportunities that have translated into commercial outcomes. It has also helped deliver more than 50,000 meals to local communities through The Felix Project, while creating valuable mentoring moments for young people who may not otherwise have access to senior professionals.

Participants consistently highlight the value of the experience. Clients have described it as "the best event we've ever done" and "an incredible reflection of EY UK and its commitment to social equity." Students have shared that the day offers "such a cool way to be mentored" through informal conversations and real connections developed while working together.

By uniting clients, young people and volunteers in support of a common cause, the initiative demonstrates how social value, community impact and meaningful business relationships can reinforce one another, creating lasting benefits for everyone involved.

50,000+

meals to local communities through The Felix Project

100+

clients have now taken part

Supporting creativity, connection and culture through the arts

Art has the ability to spark new thinking, inspire fresh perspectives and bring people together. Through partnerships with Tate and the Royal Academy (RA) of Arts, EY UK continues to connect clients and colleagues with access to art and culture while supporting two of the UK's most influential arts institutions.

For clients, these experiences created opportunities to build deeper relationships beyond the traditional business environment. Across two evening events and six private breakfast tours, more than 200 clients were welcomed to engage with art, culture and one another in a setting that encouraged meaningful conversations and lasting connections. The value of these experiences is reflected in the views of EY leaders, with 95% of those surveyed recognising the role that arts and culture can play in strengthening client relationships.

For people at EY UK, access to exhibitions at Tate and the RA offered opportunities to explore new ideas, broaden perspectives and spend time with friends, family and colleagues in inspiring surroundings. More than 4,500 colleagues attended exhibitions during the year, demonstrating the continued appeal of culture as a way to encourage curiosity, creativity and connection.

At a time when innovation depends on fresh thinking and human connection, support for the arts helps create spaces where both can flourish. By investing in culture, EY UK is helping to inspire creativity, strengthen relationships and contribute to a more vibrant and connected society.



200+
clients

4,500+
colleagues attended exhibitions during the year

RELATIONSHIPS AND SHARED VALUES

TRANSFORM: A decade of innovation for impact, together



This year marked a significant milestone for TRANSFORM, the impact accelerator created by EY UK, Unilever and the UK Foreign, Commonwealth & Development Office (FCDO): 10 years of supporting innovative enterprises that improve livelihoods, health and environmental outcomes for low income communities.

Since its launch in 2015, TRANSFORM has demonstrated how collaboration between business, government and entrepreneurs can help social enterprises test, strengthen and scale market-based solutions to some of the world's most pressing challenges. Over the past decade, the programme has supported more than 160 enterprise and research projects across 19 countries, helping innovative organisations address issues including digital health, sanitation, plastic waste, livelihoods and climate resilience.

In 2026, TRANSFORM reached a major landmark, surpassing 20 million individuals reached across Africa and Asia. The programme's impact has been strengthened by the contribution of more than 550 people from across the global EY organisation, who have volunteered their time to provide strategic advice, business insight and practical support. Their contribution has helped enterprises strengthen business models, attract investment and expand the reach of their solutions.

To help others benefit from the programme's learning, TRANSFORM also launched the TRANSFORM Playbook, an open-access resource that captures more than a decade of practical experience in building successful public-private partnerships. By sharing proven approaches and lessons learned, the Playbook provides a foundation for future collaborations seeking to create sustainable, scalable impact.

Through long-term collaboration between business, government and entrepreneurs, the programme has helped create solutions that improve millions of lives while building a lasting legacy for future innovation and impact.

TRANSFORM has supported more than

160
projects across

19
countries

> We are immensely proud of the impact TRANSFORM has created, not only in the lives reached, but in demonstrating how long-term, trusted collaborations can unlock scale and systems-level impact across complex sustainable development challenges.

Richard Taylor
EY UK&I Consumer Sector Leader

> When we work together, we can achieve far more than any organisation could alone.

Rianne Buter
VP Sustainability, Unilever

RELATIONSHIPS AND SHARED VALUES

Rowing for change: Resilience, purpose and possibility

During FY26, the EY Private Equity team supported Row For Life Pacific, a fundraising and awareness initiative led by three women preparing to row across the Mid-Pacific Ocean in aid of Cancer Research UK as part of the World's Toughest Row. The sponsorship enabled clients, stakeholders and colleagues to connect with a story centred on perseverance, purpose and the importance of supporting charitable causes that can make a lasting difference.

The challenge brought together three women whose lives had been shaped by experiences including ocean rowing, cancer and motherhood. Their campaign focused on raising funds for life-changing cancer research, challenging perceptions of what women can achieve and demonstrating the power of resilience in the face of adversity. The crew undertook the challenge aboard Vaquita, the world's first eco R45 ocean rowing boat, built using more sustainable manufacturing processes and named after the critically endangered vaquita porpoise.

The EY Private Equity team provided sponsorship support to Row For Life Pacific, helping the crew progress its fundraising and awareness-building activities ahead of the 2026 ocean crossing. In addition to financial support, the team helped raise visibility for the initiative through social media and internal networks, amplifying the campaign's message and encouraging wider engagement with the cause.

As part of the partnership, the private equity community also participated in an internal challenge, Beat the Crew. Over four weeks, eight teams collectively rowed an impressive distance, demonstrating enthusiasm, teamwork and a shared commitment to supporting the initiative.

Beyond fundraising, the initiative aims to help raise awareness of women's achievements, promote conversations around wellbeing and encourage broader engagement with community-focused initiatives, including the EY Women in PE network.

By supporting Row For Life Pacific, the EY Private Equity team contributed to a cause that brought together charitable fundraising, female empowerment and environmental awareness. The initiative demonstrates how purpose-led collaboration can amplify important causes, inspire action and create positive impact that extends beyond the event itself.



> "Row For Life transformed a bold ambition into an opportunity to make a real difference. Through their dedication to Cancer Research UK, the crew showed how passion and purpose can inspire others, challenge what people believe is possible and leave a lasting impact far beyond the ocean they set out to cross.
>
> Jon Morris
> EY UK&I Private Equity Value Creation Leader



finance

Creating long-term value through sustainable growth. This pillar shows how our financial performance enables continued investment in our people, technology and contribution to the UK.

Leeds, Financial District

EY UK delivers revenue growth while accelerating investments in people and technology

EY UK has announced fee income of £3.86bn for the financial year ending 3 July 2026, achieving 2% revenue growth in a challenging market while accelerating investments in talent and technology.

EY UK saw continued revenue growth of 6% for EY-Parthenon, 3% for Tax and 3% for Assurance, offsetting a marginal decrease in Consulting revenues of 3%. Consumer & Health and Technology, Media and Telecommunications were EY's top performing industry sectors, which grew strongly by 8% and 5% respectively.

"

These are a solid set of results in a challenging market. We've continued to grow the business, while making significant investments in talent and technology to support our future growth and deliver high quality and innovative services to our clients. In FY26 alone, we hired 2,300 people across all parts of the UK, made over 3,700 internal promotions and progressions and announced a significant evolution of our global Alliance with Microsoft.

We also recognised the contribution and performance of our people with our largest variable pay pool to date, whilst continuing to invest in training and development, with over 1.2m learning hours completed. With economic uncertainty, technological transformation and shifting expectations of business reshaping every sector, I'm proud of the steps we've taken to position our firm for the future while continuing to deliver for our clients, people and the communities we operate in.

Anna Anthony, EY UK Managing Partner

Financial information

Prior year figure is noted below current year date

£3.86bn
£3.78bn UK fee income

£702mn
£679mn Distributable profits before tax

£870k
£787k Average distributable profit per partner

-3%
-6% Growth in Consulting revenues

3%
5% Growth in Tax revenues

3%
3% Growth in Assurance revenues

6%
10% Growth in EY-Parthenon revenues

Over **25%** increase in total value of employee bonuses


Data and
metrics

Reporting against the WEF-IBC stakeholder capitalism metrics

Pillar	Theme	Metric and disclosure name	FY26 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: https://www.ey.com/en_uk
	Quality of governing body	Governance body composition	During FY26, following a comprehensive governance review, responsibility for the executive management of EY UK was delegated to the Country Managing Partner. The Country Managing Partner is supported in discharging this function by a newly constituted committee, the UK Executive Management Committee ("MCo"). MCo advises and supports the Country Managing Partner in relation to the following responsibilities (among others): ▪ Establishing and executing the people strategy of EY UK. ▪ Establishing and executing the societal impact strategy of EY UK, including but not limited to environmental sustainability and corporate social responsibility. For more information on Governance and Leadership and updates regarding our the governance structures of EY UK, please refer to our EY UK 2026 Transparency Report.
	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 FY26.
		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 2025 to 30 June 2026 there were 157 notifications to the hotline for EY UK. There was one report relating to the Channel Islands and no reports relating to the 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 10 new reports in FY26.
		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	FY26 disclosure
Planet	**Climate change**	Greenhouse gas (GHG) emissions	Information on our GHG emissions performance can be found on page 146. A detailed breakdown of our Scope 1, 2 and 3 GHG emissions can be found on pages 146-150. 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 2026. 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 2026.
		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 EY Global 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 EY Global Value Realized 2026 report for more information on this assessment. The analysis determined that in the UK, 7% 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. The land use assessment approach includes a 1km buffer zone to include sites that fall outside of a direct intersection of a KBA.
	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 the EY Value Realized 2026 report. EY UK's water consumption in FY26 was 42.20 million litres; this information is also used to calculate Scope 3 emissions related to water supply and treatment for its office locations. 31% of offices are in high/extremely high risk areas and 49% of the workforce live in these areas.

* 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	FY26 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 and 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 FY26, no complaints or concerns were raised regarding modern slavery or human trafficking taking place in our UK business. In FY26, quarterly risk assessments were undertaken to identify high-risk supplier industries against procurement spend. Our total spend in high-risk industries for FY26 was [12]%. For more information, please refer to our EY Global Human Rights statement.
		Diversity and inclusion	Refer to our 'People Section' for details on DE&I at EY UK and page 153 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, our Global Code of Conduct and the EY Global Supplier Code of Conduct.
	Health and wellbeing	Health and safety	In FY26, there were no fatal work-related injuries and no specified injuries reportable under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). One work-related injury was reported under RIDDOR following failure of a landlord's equipment, which was outside of EY's direct control. The injury resulted in the employee being absent from work for more than seven consecutive days and therefore met the reporting threshold for an over-seven-day injury. The principal types of work-related accident recorded during FY26 were: ▪ Slips, trips and falls 3 ▪ Minor injuries (cuts, bruises and blisters) 4 ▪ Contact with equipment or furnishings 5
		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 25.
	Skills for the future	Training provided	Information on our training and development by employee rank and gender can be found on page 154.

Pillar	Theme	Metric and disclosure name	FY26 disclosure
Prosperity	**Employment and wealth generation**	Economic contribution	Details of our financial performance and economic contributions can be found on page 140.
		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 **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 ($)	As a professional service organisation, our innovation efforts extend beyond the traditional research and development definition. The global EY organisation invests in innovation to develop better products and services to serve clients and EY people. The operational expenditure for the development of our wavespace technologies in FY26 was £4,961.
	Employment and wealth generation	Infrastructure investments and services supported	For more information on our infrastructure investments and services supported, please refer to **Society** and **Clients**.
		Significant indirect economic impacts	While we do not currently measure our indirect economic impacts, further information on how we create value for society can be found on page 44.
	Community and social vitality	Total Social Investment ($)	Information on our community investments can be found on page 155.

EY UK GHG emissions summary – FY26

Methodology

We have measured and reported our greenhouse gas emissions (GHG) using the following guidelines, protocols, conversion factors and global warming potential (GWP) values:

1. HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2).
2. WRI / WBSCD The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004.
3. WRI / WBSCD The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011.
4. UK Government Conversion Factors for Company Reporting (Year: 2025, Next publication date: June 2026, Version 1.10 – DESNZ / DEFRA.
5. WRI / WBSCD The Greenhouse Gas Protocol: Scope 2 Guidance, An amendment to the GHG Protocol Corporate Standard, 2015.
6. Antithesis: Estimating Energy Consumption & GHG Emissions for Remote Workers Whitepaper, February 2021.
7. IEA: Emissions Factors 2024 Annual GHG emission factors for World countries from electricity and heat generation (September 2024).
8. IEA: Energy Statistics Data Browser (10 June 2025).
9. Commuting mode share (%) for each transport (EY Global Commuting Survey).
10. Average commuting distance for each transport mode (EY Global Commuting Survey).

Whilst we have used the GHG Protocol Value Chain (Scope 3) Standard (see 4 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.

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.

Data assurance

Financial 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.
This data is also reviewed annually by the UK Firm's financial auditors, in compliance with the SECR framework.

GHG emissions data for EY UK LLP		FY24	FY25	FY26	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 1	Natural gas – consumption	0	0	0	0%	None		No natural gas consumed - all contracted gas is biogas (backed by RGGOs).
	Biogas – consumption	1	1	1	0%	None		
	Diesel for generators – consumption	0	0	1	0%	None		FY26: Change to calculation methodology to more accurately reflect real operating conditions / events and consumption
	[+]Fugitive emissions (refrigerants)	315	288	543	0%	See note [4] below	8.9%	Investigating options to collect excluded data.
	Scope 1 total tCO_2e	316	288	544				
	Scope 1 total tCO_2e per m^2	0.003	0.003	0.005				
Scope 2	Electricity – generation	3,197	2,781	1,993	2%	None		
	Scope 2 (location-based) total tCO_2e	3,197	2,781	1,993				
	Scope 2 (location-based) total tCO_2e per m^2	0.031	0.027	0.020				
	Scope 2 (market-based) total tCO_2e	0	0	0	2%	None		
	Scope 2 (market-based) total tCO_2e per m^2	0	0	0.000				
Scopes 1 + 2	Scopes 1 + 2 (location-based) total tCO_2e	3,513	3,069	2,537				
	Scopes 1 + 2 (location-based) total tCO_2e per m^2	0.034	0.030	0.026				
	Scopes 1 + 2 (market-based) total tCO_2e	316	288	544				
	Scopes 1 + 2 (market-based) total tCO_2e per m^2	0.003	0.003	0.005				

GHG emissions data for EY UK LLP		FY24	FY25	FY26	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 3	Cat 1: Purchased goods and services – paper	38	46	41	0%	See note [8] below	<1%	Error in previous weight calculation methodology discovered in FY26 - all prior years re-stated.
	Cat 2: Capital goods	Not quantified		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%	None		
	Cat 3:[5] WTT – Biogas	349	358	291	0%	None		
	Cat 3:[5] WTT – Diesel for generators	0	0	0	0%	None		
	Cat 3: Electricity – transmission and distribution	283	291	198	2%	None		
	Cat 3:[6] WTT – Electricity generation	709	721	560	2%	None		
	Cat 3:[6] WTT – Electricity transmission and distribution	61	62	55	2%	None		
	Cat 4: Upstream transportation and distribution	Not quantified		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)	3	3	3	0%	See note [9] below	2%	Investigating options to collect data currently excluded.
	Cat 5: Water supply	6	8	8	59%			
	Cat 5: Water treatment	7	6	7	59%			
	Cat 6:[1,2] Business travel – air	38,788	24,596	28,102	10%	None		Estimations for directly invoiced air travel and flights booked via non-standard channels via extrapolation.
	Cat 6:[1,5] WTT – business travel – air	4,770	4,988	5,533	10%	None		Estimations for directly invoiced air travel and flights booked via non-standard channels via extrapolation.
	Cat 6:[2] Business travel – rail	507	575	564	75%	None		Estimations are via extrapolation process based on known travel pattern data.
	Cat 6:[5] WTT – business travel – rail	128	146	162	75%	None		Estimations are via extrapolation process based on known travel pattern data.
	Cat 6:[2,3] Business travel – road	884	886	853	3%	None		Estimations for directly invoiced taxi travel + car hire booked via non-standard channels via extrapolation.
	Cat 6:[3,5] WTT – business travel – road	230	231	225	3%	None		Estimations for directly invoiced taxi travel + car hire booked via non-standard channels via extrapolation.
	Cat 7: Employee commuting	1,423	2,576	2,512	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 and heating)	7,619	5,554	5,147	0%	None		Methodologies used: FY21 to FY23 - EcoAct, FY24 onwards - Antithesis (to align with EY Global approach).
	Cat 8: Upstream leased assets	Not relevant		Not relevant	N/A	N/A	N/A	Not relevant - we do not lease any assets.
	Cat 9: Downstream transportation and distribution	Not relevant		Not relevant	N/A	N/A	N/A	We do not transport or distribute physical products.
	Cat 10: Processing of sold products	Not relevant		Not relevant	N/A	N/A	N/A	Not relevant - we do not sell physical products.
	Cat 11: Use of sold products	Not quantified		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		Not relevant	N/A	N/A	N/A	Not relevant - we do not sell physical products.
	Cat 13: Downstream leased assets	Not relevant		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		Not relevant	N/A	N/A	N/A	Not relevant - we do not operate franchises.
	Cat 15: Investments	Not relevant		Not relevant	N/A	N/A	N/A	Not relevant - we have no applicable investments.

GHG emissions data for EY UK LLP		FY24	FY25	FY26	% estimated data	Specific exclusions	% excluded scope	Notes
Scope 3 Continued	Scope 3 (business travel only) total tCO_2e	45,308	31,422	35,439				
	Scope 3 (business travel only) total tCO_2e per FTE	2.44	1.76	2.05				
	Scope 3 (business travel only) total tCO_2e per £m revenue	12.269	8.330	9.354				
	All Scope 3 total tCO_2e	55,806	41,047	44,260				
	All Scope 3 total tCO_2e per FTE	3.009	2.302	2.554				
	Total gross location-based GHG emissions tCO_2e (Scopes 1 + 2 + 3)	59,318	44,116	46,797				
	Total gross location-based tCO_2e per £m revenue (Scopes 1 + 2 + 3)	16.06	11.70	12.35				
	Total gross location-based tCO_2e per FTE (Scopes 1 + 2 + 3)	3.20	2.47	2.70				
	Total gross market-based GHG emissions tCO_2e (Scopes 1 + 2 + 3)	56,121	41,335	44,804				
	Total gross market-based tCO_2e per £m revenue (Scopes 1 + 2 + 3)	15.20	10.96	11.83				
	Total gross market-based tCO_2e per FTE (Scopes 1 + 2 + 3)	3.03	2.32	2.59				
	Outside of scopes[7]	555	569	462	0%	None		Measured emissions relate to biogas consumption.
	Exported renewable electricity reduction	0	0	0	N/A	N/A	N/A	For details, please visit: Environmental objectives and targets
	Offsets	66,916	48,860	69,579	0%	None	N/A	For details, please visit: Environmental objectives and targets
	Green tariffs	0	0	0	N/A	N/A	N/A	For details, please visit: Environmental objectives and targets
	Woodland Carbon Units	0	0	0	N/A	N/A	N/A	For details, please visit: Environmental objectives and targets
	Total net location-based GHG emissions tCO_2e (Scopes 1 + 2 + 3)	-7,043	-4,175	-22,320				
	Total net location-based tCO_2e per £m revenue (Scopes 1 + 2 + 3)	-1.91	-1.11	-5.89				
	Total net location-based tCO_2e per FTE (Scopes 1 + 2 + 3)	-0.38	-0.23	-1.29				
	Total net market-based GHG emissions tCO_2e (Scopes 1 + 2 + 3)	-10,239	-6,955	45,266				
	Total net market-based tCO_2e per £m revenue (Scopes 1 + 2 + 3)	-2.77	-1.84	11.95				
	Total net market-based tCO_2e per FTE (Scopes 1 + 2 + 3)	-0.55	-0.39	2.61				

Notes to GHG emissions data for Ernst & Young UK LLP

The 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 (non-CO2) greenhouse gases – CH4 and N2O – are presented as CO2 equivalents (CO2e) using Global Warming Potential (GWP) factors. GWP for CO2 (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 Guidance section of the 'Business travel – land' tab of 'UK Government Conversion Factors for Company Reporting (Year: 2026, Next publication date: June 2027, 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. The EY organisation 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 the EY organisation).
3. Road emissions include the following travel modes: car, taxi, motorbike and car rentals.
4. EY Derry, EY Liverpool, EY Reading, EY Southampton, EY Jersey & EY 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 Jersey, EY Guernsey.
9. EY Jersey, EY Guernsey.

\+ Fugitive emissions have been restated for all periods. This was necessary due to an error in the equipment classification of a number of chiller units in our More London Place and 25 Churchill Place sites. Once re-classified, the methodology used to recalculate emissions from these units was consistent with that used previously. Restated emissions account for a change in total Scope 1 refrigerant emissions of -5.2% in FY20, +0.1% in FY21, -12.3% in FY22, -30.2% in FY23, -27.7% in FY24 and -31.4% in FY25, with changes in total gross location-based GHG emissions tCO2e (Scopes 1 + 2 + 3) as follows: -0.6% in FY20, 0.0% in FY21, --0.1% in FY22, -0.2% in FY23, -0.2% in FY24 and -0.2% in FY25. There are no targets purely in relation to fugitive emissions and therefore there has been no material impact on overall targets or performance trends.

Emissions data supporting information for EY UK	
Company information	This report covers the total emissions of Ernst & Young LLP ('EY UK'), which is a limited liability partnership incorporated under English Law with registered number OC300001 and is a member firm of Ernst & Young Global Limited. Registered office and principal place of business: 1 More London Place, London SE1 2AF.
Reporting period	The data in this latest FY26 report covers the period 28/06/25 to 03/07/26. Each emissions reporting year period corresponds with the firm's financial reporting year. FY20 was the first year we reported our emissions using the Ernst & Young LLP legal entity financial scope. See 'Organisational boundary' section notes for further information.
Quantification and reporting methodology	We have measured and reported our GHG emissions using the following guidelines, protocols, conversion factors and global warming potential (GWP) values: i. HM Government, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019 (Updated Introduction and Chapters 1 and 2). ii. World Resources Institute (WRI) / World Business Council for Sustainable Development (WBSCD) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), March 2004. iii. WRI / WBSCD The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard, September 2011. iv. UK Government Conversion Factors for Company Reporting (Year: 2026, Next publication date: June 2027, Version 1.10 - DESNZ / DEFRA. v. WRI / WBSCD The Greenhouse Gas Protocol: Scope 2 Guidance, An amendment to the GHG Protocol Corporate Standard, 2015. vi. Antithesis: Estimating Energy Consumption & GHG Emissions for Remote Workers Whitepaper, February 2021. vii. International Energy Agency (IEA): Emissions Factors 2025 Annual GHG emission factors for World countries from electricity and heat generation (September 2025). viii. IEA: Energy Statistics Data Browser (10 June 2025). ix. Commuting mode share (%) for each transport (EY Global Commuting Survey). x. Average commuting distance for each transport mode (EY Global Commuting Survey). 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. 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.
Organisational boundary	We have used the financial control approach to identify the GHG emissions for which we have responsibility. The boundaries of our reported emissions are aligned to those of the financial disclosure of EY UK. This comprises all locations operating in Great Britain, Northern Ireland and Channel Islands (except where noted as an exclusion). This alignment is effective as of FY20, instigated by the requirement to comply with The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, specifically pertaining to annual energy use, greenhouse gas emissions and related information. These regulations implement the UK government's policy on SECR, requiring large LLPs (as defined in sections 465 and 466 of the Companies Act 2006) to prepare and file energy and carbon information in accounts and reports via an 'Energy and Carbon Report'. As such, the scope of emissions reporting is now aligned with that of our financial disclosure. The emissions of Ernst & Young Global Services LLP are not included, because it is a separate legal entity and does not contribute to the financial disclosures of EY UK. Data also does not include any activities of the Republic of Ireland firm for the same reasons.
Operational scopes	We have measured our Scopes 1, 2 and significant Scope 3 emissions.
Geographical breakdown	We report all locations outlined in the organisational boundary as a collective total.
Base year	In compliance with the regulatory requirements of the UK's Streamlined Energy and Carbon Reporting Guidelines, the scope of our emissions reporting is aligned to that of the firm's financial disclosure. We have set our baseline year as FY20 to provide a fixed base year from which we will measure both our absolute and normalised performance going forward. We will recalculate all emissions from the base year to the reporting year in the event that either: a) changes occur which meet the recommended recalculation criteria outlined in 'Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance, March 2019', Chapter 1 - Step 5 - Action ii b) changes occur which equate to or exceed a 5% deviation (positive or negative) from previously calculated data. Fugitive emissions have been restated for all periods. This was necessary due to an error in the equipment classification of a number of chiller units in our More London Place and 25 Churchill Place sites. Once re-classified, the methodology used to recalculate emissions from these units was consistent with that used previously. Restated emissions account for a change in total Scope 1 refrigerant emissions of -5.2% in FY20, +0.1% in FY21, -12.3% in FY22, -30.2% in FY23, -27.7% in FY24 and -31.4% in FY25, with changes in total gross location-based GHG emissions tCO_2e (Scopes 1 + 2 + 3) as follows: -0.6% in FY20, 0.0% in FY21, --0.1% in FY22, -0.2% in FY23, -0.2% in FY24 and -0.2% in FY25. There are no targets purely in relation to fugitive emissions and therefore there has been no material impact on overall targets or performance trends.

Emissions data supporting information for EY UK	
Targets	During the reporting period, Christabel Cowling (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 EY organisation announced revised carbon targets, to meet the current Science Based Target initiative (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 (https://www.ey.com/content/dam/ey-unified-site/ey-com/en-gl/campaigns/value-reporting/documents/ey-gl-how-will-action-today-shape-the-future-of-climate-and-nature-12-2024.pdf). EY 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 UK Impact Report and our environmental objectives and target (https://www.ey.com/en_uk/about-us/corporate-responsibility/environmental-objectives-and-target).
Intensity measurement	As a professional services firm, our products and services are intellectually based. Emissions arise as a result of our office locations, home working and from business travel activity. We use both a footprint emissions intensity metric (tCO_2e per m^2) and a headcount intensity metric (tCO_2e per FTE) to normalise our data and provide meaningful performance indicators. Scopes 1 and 2: For our buildings, the material source of emissions (Scopes 1 + 2) is energy consumption, which is materially influenced by the number of people occupying our office space (via cooling / heating / ventilation demand, catering services, media displays and on-desk power supplies etc.). Emissions intensity from energy consumption (tCO_2e per m^2) decreased by 12% in FY25 compared to FY24. Scope 3: Global economic conditions, focussed activity to manage air travel as a key element of the UK Net Zero Strategy and a reduction in GHG emissions conversion factors for air travel have all contributed to an overall reduction in business travel emissions during FY25, with emissions intensity (tCO_2e per FTE) decreasing by 28% compared to FY24.
Data assurance	Data provided in this report has been audited on a limited assurance basis by BDO LLP as follows: ▪ Scope 1 total GHG emissions (tCO_2e) consisting of natural gas, biogas, diesel and fugitive emissions ▪ Scope 2 (location-based) total GHG emissions (tCO_2e) consisting of electricity consumption ▪ Scope 2 (market-based) total GHG emissions (tCO_2e) consisting of electricity consumption ▪ Scope 3 total GHG emissions (tCO_2e) consisting of purchased goods and services, FERA, water supply and treatment, waste, business travel and employee commuting and homeworking only ▪ Total energy consumption (kWh) 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. This data is also reviewed annually by the UK Firm's financial auditors, in compliance with the SECR framework.
Carbon offsets	The EY organisation invests in a carbon offset portfolio, including multiple projects that offset or remove carbon through reforestation, regenerative agriculture, biochar and forest conservation (https://www.ey.com/content/dam/ey-unified-site/ey-com/en-gl/campaigns/value-reporting/documents/ey-gl-how-will-action-today-shape-the-future-of-climate-and-nature-12-2024.pdf). A number of these offsets (as shown in the GHG emissions data table PDF) have subsequently been allocated to EY UK. The carbon offsets are allocated based on the proportion it contributes to the Ernst & Young Global Limited ('EY Global') carbon footprint. EY UK's reported contribution is derived based on the EY Global carbon footprint basis of preparation, which may differ from individual member firm's carbon footprint scoping, allocation and measurement methodologies. For further details, please refer to the latest EY Environment Report, available to download from here: https://www.ey.com/en_gl/insights/sustainability/how-we-provide-environmental-transparency-and-insight.
Woodland Carbon Units	The EY organisation did not buy or retire any Woodland Carbon Units during the reporting period.
Electricity	▪ Electricity purchased for own use or consumption: 15,217 MWh ▪ Renewable electricity generated from owned or controlled sources: 0 MWh ▪ Electricity exported to the grid: 0 MWh
Heat generation	With the exception of biogas combustion for heating in our own offices, we have not generated any heat.

Emissions data supporting information for EY UK	
Green tariffs	The EY global carbon decarbonisation targets include a target to procure 100% renewable energy. Electricity: From October 2007 to October 2021, the EY organisation purchased renewable tariff electricity directly from energy providers for offices where we controlled the supply (and appropriate tariffs were available). From October 2021, the EY organisation commenced a 10-year Virtual Power Purchase Agreement (VPPA) which has enabled the construction of a new solar farm facility in Thornham, Norfolk. As part of this VPPA, the EY organisation EY receives environmental credits from the site operator for 61% of the electricity generated by this facility. These are provided in the form of OFGEM-backed Renewable Energy Guarantees of Origin (REGOs). The REGOs received are used to offset emissions from all non-renewable electricity consumed in UK sites, including both that procured directly from energy providers and supplied via landlords. When reporting location-based emissions related to our electricity consumption, the appropriate years' DESNZ / DEFRA UK electricity grid average emissions factors have been applied to all electricity purchased, including those from renewable sources, non-renewable sources and those where the source is unknown (e.g., landlord-supplied electricity). We have accounted for the purchase of renewable electricity through our market-based reporting of emissions in line with the GHG Protocol's updated Scope 2 Guidance. Gas: Since January 2018, we have purchased renewable biogas instead of fossil-fuel based natural gas. All biogas procured from suppliers is backed by recognised certification schemes (i.e., RGGOs), which provide evidence that it is from guaranteed renewable sources.
Market-based scope 2 emissions reporting	Electricity-related emissions have been reported in line with previous years, providing both location-based and market-based calculations for Scope 2 emissions. Using a market-based approach, our FY26 Scope 2 emissions total 0 (zero) tCO_2e, compared with 1,993 tCO_2e using the location-based approach. When calculating market-based emissions, we have taken the conservative approach by only allocating a zero-carbon emissions factor to REGO-backed electricity where we have documentary evidence of certification in place.

Facts and figures – people

Formal learning

	FY24[3]	FY25	FY26
Learning hours delivered	9,77,830	1,182,883	1,446,391
Learning hours per person	49.5	61.9	73.3

Average hours of formal learning per person according to rank

Rank[1]	FY24[3]	FY25	FY26
PPEDD[2]	43.4	61.6	56.2
Senior Manager/Associate Director	40.1	57.7	51.6
Manager/Assistant Director	44.4	61.6	53.7
Supervisor Associate/Senior Associate/Senior	48.4	57.1	71.5
Staff/Assistant/Associate	76.0	83.1	159.2
Intern	107.6	79.5	59.8
Administrator	5.6	10.8	11.4

Average hours of formal learning per person according to gender[7]

	2024	2025	FY26
Male[5]	48.7	58.1	78.5
Female[5]	42.2	49.0	67.9
Overall[6]	42.0	54.4	70.5

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.

1. Does not include contractors.
2. PPED - Partners/Principals/Executive Directors/Directors.
3. A significant increase in headcount in P12 accounts for the large variance.
4. FY24 figures are now actual – were previously a rolling 12 month view showing 11 months of FY24 and P12 of FY23.

Promotions

	FY24	FY25	FY26
Total promotions	2,743	2,674	2,572
Promotions to Partner[8]	66	91	110
% of females among promoted Partners	33%	40%	36%

Attrition – overall and by gender

	FY24	FY25	FY26
Female	11.0%	10.9%	11.80%
Male	12.2%	12.8%	12.8%
Overall	11.6%	11.9%	12.4%

% are for our voluntary attrition rate

5. Data based on total workforce where gender declared.
6. Average hrs were for total workforce, including those where gender details were not declared.
7. Average hrs of formal learning by gender is based on calendar year reporting (Jan 1 - Dec 31 2019, 2020, 2021, 2022).
8. Promotions to Partner cover those effective at the start of FY27. They do not include those promoted from Salaried Partner to Equity Partner. Additionally, for the start of FY27 there were 32 promotions from Salaried Partner to Equity Partner, of which 41% were female

Leadership groups by gender and ethnicity

	FY24				FY25				FY26			
	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	40	10	0	8	63%	13%	0%	11	36%	10%	0%

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

	FY24				FY25				FY26			
	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	894	27	18	7.2	830	27.2%	18.7%	7.383%	811	27.30%	19.10%	7.40%
Salaried Partners	757	29	18	10.9	741	30.8%	19.8%	11.679%	761	31.50%	20.70%	12.20%
Equity and Salaried Partners combined	1651	28	18	8.9	1571	28.9%	19.2%	9.4%	1572	29.30%	19.90%	9.80%

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]	42.2%	57.8%	44.6%	39.4%	11.0%	3.9%	1.0%	0.1%
Attrition	11.8%	12.8%	Not measured	Not measured	Not measured	Not measured	Not measured	Not measured
Ranks – Client Serving								
Equity Partner[12]	27.3%	72.7%	0.0%	0.2%	26.9%	57.0%	15.9%	0.0%
Salaried Partner[12]	31.5%	68.5%	0.0%	3.9%	40.5%	40.5%	14.3%	0.8%
Executive Director	54.2%	45.8%	0.0%	0.0%	8.3%	54.2%	33.3%	4.2%
Senior Manager	43.0%	57.0%	0.0%	28.0%	49.6%	17.2%	4.9%	0.2%
Manager	48.6%	51.4%	0.3%	62.3%	29.4%	6.8%	1.0%	0.2%
Senior	48.0%	52.0%	12.8%	75.0%	9.8%	1.6%	0.7%	0.0%
Staff/Assistant	41.9%	58.1%	70.5%	26.8%	2.1%	0.4%	0.2%	0.0%
EY Internal Support Ranks								
Director	49.2%	50.8%	0.0%	0.6%	22.0%	47.1%	26.8%	3.5%
Associate Director	61.8%	38.2%	0.0%	5.1%	40.8%	40.6%	12.5%	1.0%
Assistant Director	66.8%	33.2%	0.0%	25.5%	42.3%	24.1%	7.2%	1.0%
Supervising Associate	67.6%	32.4%	0.9%	40.4%	33.8%	16.4%	8.0%	0.5%
Senior Associate	72.3%	27.7%	2.2%	52.8%	24.3%	12.2%	7.3%	1.2%
Associate	62.5%	37.5%	19.9%	40.3%	21.0%	6.8%	9.7%	2.3%
Admin	96.1%	3.9%	1.2%	5.8%	19.0%	31.3%	35.9%	6.9%

11. There were four hires and 54 of our workforce who identified under the gender of 'Others'. Additionally there was one hire and two of our workforce for which their age had not been recorded. These are note included in the above %. Equity / Salaried Partner data as per day 1 FY27, to take account of promotions to and leavers from the Partnership
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

	FY25 Lives Impacted	FY25 Participants	FY26 Lives Impacted	FY26 Participants
UK	**5,005**	**5,789**	**3,355**	**5,580**

*Figures in this table are rounded to the nearest 1000

Participants by EY Ripples focus area

	FY25 Participants	FY26 Participants
Accelerating Environment	2,158	2,107
Impact Entrepreneurs	757	672
Next Generation	2,857	2,735

Community investment

	FY23	FY24	FY25	FY26
Hours invested by EY people (000s)[13]	51.7	58.5	66.9	63
Value of time contributions (£mn)	6.1	4.9	7.9	5.5
Cash investments (£mn)	7.0	5.1	5.9	4.8

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 146 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	2026
Favourability	70%	68%	66%	69%
Committed to building an inclusive culture*	45%	41%	44%	39%
Deliver an exceptional client experience	46%	48%	42%	41%
Delivers outcomes that create real value	N/A	N/A	N/A	44%

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

* Answers based on agreement with the statement 'Diverse teams and culture' during 2023-2025 and 'Committed to building an inclusive culture' in 2026

Growth in revenue by service line

	FY23	FY24	FY25	2026
Assurance	17%	10%	3%	3%
Consulting	18%	-4%	-6%	-3%
EY-Parthenon	8%	-13%	10%	6%
Tax	20%	4%	5%	3%
Total	**£3.69bn**	**£3.70bn**	**£3.78bn**	**£3.86bn**

Consumer & Health and Technology, Media and Telecommunications were EY's top performing industry sectors, which grew strongly by 8% and 5% respectively.

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