

Strategic report (continued)

Going concern

The directors have considered the impact of COVID-19 on the company. Despite 15 months of working from home for most of the GDS locations, the company has not faced any disruption to the provision of services from subcontractors, nor has there been a drop in demand for services from Member Firms or significant payment delays from Member Firms. The future performance of the company is dependent upon the ongoing demand for GDS services from Member Firms and the ability of the company to procure those services. In both these aspects the company does not foresee any material uncertainty. The company has performed a going concern assessment under multiple scenarios, including a review of the cash flow forecast until December 2022. That forecast considers a conservative estimate of the future expected demand for services from Member Firms, cash collection and the subcontractors' ability to provide those services. The directors are confident that alternative steps could be taken to manage the company's cost base if there is an unexpected and significant reduction in demand for services from Member Firms. On this basis the directors are comfortable that the company has sufficient expected cash flows and is well placed to manage the risks and uncertainties arising as a result of COVID-19. Accordingly, the directors have concluded that the company remains a going concern and are satisfied that it is appropriate to prepare the financial statements on a going concern basis.

Section 172 statement

This statement sets out how the directors have had regard during the period ended 2 July 2021 to the matters set out in Section 172(1) (a) - (f) of the Companies Act 2006 when performing their duties.

In the performance of their duty to promote the success of the company, the directors had regard to a number of matters, consistent with the size and complexity of the business and its purpose. They had also considered, as appropriate, the views of the company's key stakeholders, as described in more detail below.

Key decisions of the company

As a result of the company's activity, the decisions of the board mainly relate to the provision and the procurement of Global Delivery Services to the Member Firms and other EY entities. The principal decisions that the company has taken in the period include the determination of the Global Delivery Services to be provided and preparation and approval of the company's annual budget for these services.

The company also paid dividends equal to \$117m.

In taking these decisions, the directors have focused, among other things, on what they considered may have an impact on the business of the company and the delivery of Global Delivery Services to the Member Firms in the long term.

Culture and strategy

The company's approach to business ethics and integrity reflects EY shared values as embedded in the EY Code of Conduct and other EY Global Policies.

Stakeholder engagement

The directors recognise the importance of the views of key stakeholders in maintaining a reputation for high standards of business conduct.

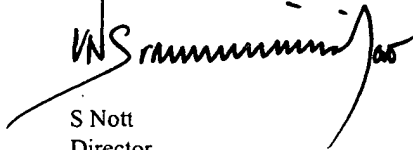
The main categories of stakeholders with whom the company engages and how such engagement takes form are described below.

- **Ultimate owners and customers:** the Member Firms are the company's customers and ultimate owners. The company creates value for the Member Firms by coordinating the provision of Global Delivery Services subcontracted to its subsidiaries. Engagement with the Member Firms and their evolving needs mainly takes place within the relevant EY network governance arrangements.
- **Subcontractors:** engagement with subcontractors is required for the provision of Global Delivery Services to the Member Firms and to provide such services in accordance with applicable policies, procedures and contractual framework. Subcontractors include the companies' subsidiaries.

Strategic report (continued)

- **People:** the quality of the Global Delivery Services that the company provides and procure to the Member Firms is central to the sustainability of the business of the company in the long term. Accordingly, the professionals who are responsible for the delivery of such services are an important part to the success of the company. The company's engagement and communication with these professionals (who primarily work for the companies' subsidiaries) have been conducted in conjunction with the relevant service line and Talent leaders of its subsidiaries. Wherever the directors are not directly involved in these initiatives and activities, they are still able to access the outcome of this engagement and to consider it in the board decision-making process.
- **Community and Environment:** the company assists its subsidiaries in their engagement with the environment and local communities through a series of initiatives which are part of the EY global Corporate Responsibility programme, which encourages the participation of EY professionals in opportunities which have a social or environmental impact.

For and on behalf of the Board



S Nott
Director

Date: 18 November 2021