Having lots of dots on the map doesn’t mean anything if they’re not connected.

Ernst & Young helps you navigate the global regulatory landscape and understand the risks of working in multiple cultures and jurisdictions. Find out how our global teams can help you connect the dots at ey.com/assurance.

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Building a brighter future
Welcome to the spring edition of Partner Alumni Connect.

The theme for this issue is contributing to society and having a positive impact on people’s lives. For many years, we have worked with social enterprises, young entrepreneurs and youths from some of the UK’s most deprived areas to give them a helping hand.

We have always been committed to corporate responsibility and will keep going above and beyond to make a telling contribution. With your help, we want to continue making a difference through Vision 2020 – our plan to make Ernst & Young the world’s leading global professional services firm. As part of that strategy, one of our goals is to build a better world working by collaborating with local communities and helping give something back.

Keeping with the corporate responsibility theme, we speak to Liz Bingham, John Harley and David Vaughan about their respective roles in helping bring about positive change.

We also hear from former partner Richard King about the Willow Foundation, a special days charity for 16-40 year olds with serious illnesses, and find out what Alec Carstairs has been up to since leaving the firm in 2012. He talks to us about working with the Vine Trust – a Scottish initiative that provides medical services to remote communities across Peru and Tanzania.

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In brief

EY one of UK’s best companies to work for

Amin Mawji wins British Muslim award

UK&I ASSURANCE Partner
Amin Mawji has won the ‘Best In Accountancy & Finance’ accolade at the inaugural British Muslim Awards 2013. Held on 1 February this year, the awards ceremony in Manchester was attended by more than 500 guests. More than 10,000 nominations from all over Britain were submitted to the competition, which celebrates the high achievements of British Muslims and highlights the significant role they play in society. The awards ranged from achievements in business, charity and sport to arts and culture.

ERNST & YOUNG has been ranked 14th in The Sunday Times’ top 25 big British companies to work for, ahead of KPMG, Boots and Accenture. Each year, the newspaper and employee engagement body, Best Companies, celebrate the UK’s best workplaces. Employees from participating organisations are surveyed based on a rigorous methodology, enabling Best Companies to compile lists of the 100 top small, medium-sized and big businesses. The list’s prestige continues to rise each year, making this the competition that every organisation wants to be involved in.

As part of the competition, Ernst & Young also received a One Star accreditation standard, which acknowledges excellence in the workplace, and was shortlisted in the special award for wellbeing.

Singh attends exclusive round table

DARRA SINGH from UK&I Advisory joined an exclusive round table discussion with Vince Cable, Secretary of State for Business, Innovation and Skills, in late 2012. Representatives from the Royal Bank of Scotland and The Prince’s Trust, and local government and enterprise leaders also attended. The group met in November 2012 to discuss how the local agenda, which focuses on maximising the value of small-scale local initiatives and activities, could develop to help communities support young people who launch and grow their own businesses. The group, with representatives from business, charity and government, looked at ways in which EY could help to give young people better access to employment. These include:
• Working to accelerate social mobility among young people
• Providing job opportunities for young people who come from disadvantaged backgrounds
• Providing training and development for budding entrepreneurs
• Collaborating with community partners who have a proven track record in support of entrepreneurs and/or young people
• Providing commercial opportunities within Ernst & Young’s supply chain for social entrepreneurs, in addition to training and development opportunities.

The round table cemented the firm’s commitment to combating youth unemployment.

International Women’s Day

THE INTERNATIONAL WOMEN’S DAY (IWD) was held on 8 March and we celebrated the occasion by highlighting female economic empowerment. This year, Ernst & Young’s Financial Services team led a fundraising campaign that will support women in Madagascar. In the capital, Antananarivo, many women with children have limited access to financial services and struggle to pay for education and schooling expenses. To help address the problem, EY FSO is working to increase women’s access to saving accounts, remittance transfer services and insurance.

The EY FSO’s work will build on The Microfinance Project - a government initiative launched in the 1990s to give poor women in Madagascar access to savings and loans.

Bingham one of ‘UK’s most powerful women’

LIZ BINGHAM, UK&I Managing Partner - People, has been named one of the UK’s most powerful women in the BBC Radio 4 Women’s Hour Power List 2013. The list ranks the 100 most powerful women in the UK and documents their achievements and contributions to society. Liz was the only ‘Big Four’ representative in the list, and her recognition comes from a successful career at EY and work on changing attitudes towards diversity and inclusiveness in the workplace.

Supporting a great charity

THIS YEAR we were announced as the Official Partner, honorary accountant and major fundraiser of Comic Relief, with 2013’s Red Nose Day marking our 13th year of support for the charity. Our people count all UK public postal donations (some £5m in 2011) for free to ensure Comic Relief keeps its Golden Pound pledge: that every penny raised goes to good causes.

“ The firm was ranked higher than other leading companies in The Sunday Times’ list ”

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Connect with Liz: lbingham@uk.ey.com
Corporate Responsibility (CR) is not what it used to be. Until recently, the phrase was generally associated with unspecified charity work, boosting recycling rates and perhaps vague notions of behaving responsibly in the marketplace. Today, it is something far bigger, more considered and, for Ernst & Young, fundamental to the firm’s ethos.

Contributing to UK society is at the heart of a philosophy that forms the basis for launching some of the firm’s recent programmes and initiatives. In 2012, Smart Futures was created to offer paid work experience and mentoring to young London students from underprivileged areas with the aim of improving their chances of securing employment in the City.

Last year, the firm also set up the Accelerate Network, which provides skilled support to social and start-up entrepreneurs by offering long-term mentoring and access to events for networking, learning and sharing. Elsewhere, Ernst & Young has joined forces with the Private Equity Foundation (PEF) — an initiative to support disadvantaged young people — to tackle the NEET (not in education, employment or training) problem in Shoreditch via a scheme called ThinkForward.

Of the hundreds of Ernst & Young people who invest their time and energy in these initiatives, three in particular make a big contribution: namely Liz Bingham, Managing Partner for people, Transaction Partner David Vaughan and John Harley, Deputy Chair, University of Brighton, and former Global Head of Private Equity.

Here, they tell us about the various initiatives they are involved in and discuss their commitment to building a better working world.

Q Which aspect of CR do you identify with most?
Liz: Diversity and inclusiveness needs to be much broader than visible diversity around ethnicity and gender, and it needs to encompass things like background and social mobility. As a firm, we’re very committed to the Cabinet and deputy prime minister’s agenda around social mobility and we have signed up to the social mobility compact (a government initiative encouraging businesses to support local communities and schools). Working with kids from less privileged backgrounds, which might not be the norm for a big four firm, is right at the heart of diversity and inclusiveness.

Q How did you first get involved in CR initiatives?
David: Historically, my involvement in CR was like everybody else’s: I gave money to good causes and occasionally spent the day painting sheds. Some five or six years ago, I was approached by one of our major private equity clients about a foundation they were launching and we were asked to contribute funding to get the thing up and running. That developed into us doing pro bono work, carrying out due diligence on many of the charities that people want to invest in, and helping the charities themselves get more organised around business planning. We then got involved in support disadvantaged young people — to tackle the NEET (not in education, employment or training) problem in Shoreditch via a scheme called ThinkForward.

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in one of the most exciting things the PEF has done, ThinkForward, which is aimed at dealing with the NEET problem in Shoreditch schools. We essentially designed, built and supported that charity from day one by putting more than 4,000 pro bono hours into it and over £1m of time at chargeable rates. Why? Making sure school kids are ready for the world of work is as important to us as it is for any business. It’s been a great opportunity for our people to get out of their comfort zone and do something that they would not normally do in their day jobs. I’ve gone from sending off a few cheques to being actively involved in the PEF; I’ve gone from being an observer to someone who is heavily involved on a daily basis.

John: After working on Ernst & Young’s global client strategy, I came back to the UK firm in 2008 at a time when I had an eye on my retirement date. I agreed with Scott Halliday, who was taking over as UK Chairman at that time, that I’d do some non-executive stuff. We agreed that I would join the board of a university and now five years on, I’m Deputy Chairman of the University of Brighton. I’m also Chair of Finance for, and on the board of, Groundwork, which is heavily involved in helping kids in deprived areas. We give the organisation our skilled advice, so it’s no longer about offering a cheque. I think there is quite a change in society as a whole; the people working with universities all very much want to contribute to society and, frankly, that was not something that our generation ever really did.

Steve Varley and I organised our involvement in the Social Business Trust (SBT) – another scheme that helps disadvantaged young people – immediately prior to my retirement. We advertised the scheme within the firm and received 27 applicants from 25-28-year-olds wanting to be assistant to the CEO, which was just overwhelming. It reafirms how important it is for young people to do something, and it should be seen as a career builder because it gets them closer to people in business and gives them a different perspective.

Q How has the firm’s approach to CR changed?

David: The change in the leadership’s attitude is important. The reaction eight or nine years ago to this stuff would probably have been, ‘Well ok, if you want to get involved it’s up to you’ but now it is ‘Absolutely, that’s a great thing to do.’

John: What has changed is that people share a greater sense of social responsibility. Before it was, ‘It’s not our problem, the government or local authority will sort that out!’ but now there’s a greater effort to help.

Q What do you get personally and professionally from your CR work?

Liz: With Smart Futures, we ran a pilot programme last year for 21 individuals who came into the firm, and five have since been offered places on our school-leaver programme. Even though we’re only a mile or two away from their schools, these kids would never have thought about Ernst & Young as a place where they could feel comfortable, be themselves and succeed. I’m hugely proud of that.

David: I’m most proud of ThinkForward, which has had nearly 100 of our people working on it at times. The charity is touching the lives of hundreds of young people.

What has changed in recent years is that people now share a greater sense of social responsibility

Q John, have you noticed a difference in the firm’s approach to CR?

John: Just listening to Liz and David’s comments and hearing how ThinkForward has developed is really heart-warming. It’s great to see how much effort has gone in to these initiatives and the success that’s come from them. I think it’s great that we’ve kept going, especially because it’s so easy to say, ‘We can’t afford this, it’s too expensive’.

Q What would you say to someone who is considering doing CR work?

Liz: My advice to any person or business is to do it, but in a sustainable way. To do that, you need to spend time thinking about the business case for you. You’ve got to shift the mindset from, ‘It’s all about philanthropy and spending on things’ and bring it to the heart of the business and to the heart of how you engage with your people and with the market. Once you’ve done that, you have a good chance of making it sustainable.

John: On the education side, we’ve been able to get a few retiring partners onto boards of universities as audit committee members. It’s a good outlet, because the contact between them and the firm continues. Some of us are now helping EY’s advisory practice in terms of bidding for work in education, as we have a working knowledge of the sector. It’s mutually beneficial: we’re giving our time for free to help the sector while getting more contacts, which helps EY. It’s CR, but it’s helping our existing business, which is something we should be quite happy to talk about.

Liz: There needs to be much better collaboration between the government, business and the third sector. Even within the third sector, there are lots of charities doing the same things and they don’t speak to one another. Businesses need to figure out how to help the third sector to be more effective and how they can collaborate more with each other and the government. Finally, politicians have a big part to play in all this in terms of regulation and facilitating some of what businesses and the third sector are trying to do.

We know that in today’s world, you face unprecedented challenges and responsibilities. At Ernst & Young, we believe in securing the present, and building robust strategies to help financial institutions and government bodies plan for the future. Find out how our financial services teams can help you find a resolution at ey.com/uk.

See More | Vision

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I’m positive about the firm’s performance during the past six months, following an exceptionally good period last year in which we registered highest growth since 2007. We’ve had steady momentum in the last financial year and I feel we’re making the right progress in this difficult economy. No doubt many of you have seen that the Big Four has been the focus of a large amount of media coverage recently. Firstly, we all had representatives give evidence before the Public Accounts Committee on the tax planning we provide to multinational clients. For those of you who didn’t see the hearing, the line of questioning was, as expected, tough. However, our Tax Service Line Leader, John Dixon, did an excellent job of showing our firm’s commitment to doing the right thing. We do expect more debate on this issue and are always mindful of our public interest responsibilities. We have informed the debate and are willing to engage in further constructive dialogue.

A few weeks later, we saw the Competition Commission (CC) publish a summary of its provisional findings and possible recommendations on competition in the UK audit market. We’re confident that competition between audit firms is healthy and robust, and we were pleased that the CC recognised that audits are, for the most part, done to a service we provide to our clients is effective and diligent. We will continue to cooperate fully with the CC as it develops its findings and recommendations as part of the on-going inquiry.

Our connection to emerging markets is a key benefit to help clients access fast-growth areas such as Brazil, Russia, India, China and the Middle East. On the domestic front, the UK economy is slowly healing. I don’t see green shoots of recovery, but neither do I think we’ll descend into more austere times over the coming year. I’m more positive about the UK than I have been for quite some time.

Since my last column, I participated in a trade mission to Brazil led by Prime Minister David Cameron. This provided the opportunity to showcase our great Brazil business, led by Jorge Menegassi, Chairman of Ernst & Young Terco. During the visit, I highlighted the contribution that EY made to the London 2012 Olympics, and worked with British companies to get them involved in big infrastructure projects in Brazil for the 2014 FIFA World Cup and 2016 Olympics. It was a great trade mission and a personal highlight was meeting President Dilma Rousseff at the president’s palace in Brasilia. I was also lucky enough to be invited by Number 10 to attend David Cameron’s historic Bloomberg speech earlier this year on the future of the EU and Great Britain’s role in the European market. The key message is that we need to make sure British enterprises have a strong business and trading relationship with our EU neighbours. We have already started working with other influential organisations – such as the Confederation of British Industry – on what the nature of our trading relationship with the EU should be. Once again, our intent is to help shape the business agenda in the UK for our clients.

A new vision

A major development since the last edition of Partner Alumni Connect is Vision 2020, our plan to make EY the leading global professional services organisation over the next seven years. Vision 2020 includes our defined purpose – building a better working world; a clear ambition across a range of measures; a strategy to help us fulfill our purpose and achieve our ambition; and a positioning that sets us apart in the market.

First and foremost, the commitment to quality and our values remain our bedrock. Our new strategy builds upon our widely recognised advantage as the most globally integrated organisation in our profession. Our strategy will build upon this advantage by supporting the highest-performing teams, regardless of location, in providing exceptional client service worldwide.

Our commitment to delivering Exceptional Client Service is based on three principles: be connected, be responsive and be insightful. The first involves understanding clients’ agendas and serving them using our global resources. The second requires us to respond promptly to any issue, making ourselves increasingly available to clients and offering them continued feedback. And the third relates to offering high-value insights into our clients’ companies and providing business-oriented services. Vision 2020 encompasses everything that we do as a firm, from our

Vision 2020 is attracting great people and developing future leaders

service lines to all the great people that work at EY. For instance, our assurance service line is instrumental in providing the transparency that enables capital markets to function properly – an area of the business that we’ll continue to improve to support our clients.

Part of our commitment to building a better working world includes the critical role we play in our communities. We always encourage our current and former partners to assist charities and trusts and work pro bono for organisations throughout the UK. It’s important for me to get involved with other organisations and help make a difference. I am on the investment committee of the Social Business Trust (SBT), which offers advice and support to the UK’s highest potential social enterprises. There’s two parts to the SBT: the first involves us teaming with our clients to help companies and make a massive difference in society. The second is my personal commitment to bringing about positive change while heading a powerful organisation.

To that end, I work with Time Wise, a specialist jobs site recruiting for professional part-time roles, to help get women back into the workplace as part of my commitment to gender diversity. I recently attended a dinner with the FTSE 100 women’s network and I am a member of the 30 Club, a group of business leaders who work to get more women onto UK boards. All this is about taking an active role in society.

Part of the family

Also core to Vision 2020 is attracting great people and developing future leaders who either spend their careers with the firm or move on to pastures new. This involves enabling our former partners and staff to remain lifetime members of one of the world’s best business networks through our Alumni programme. We want everyone in the EY family to be proud to have worked for us, from the moment they arrive to the day they leave.

On another note, it pleases me to see the EY ITEM Club getting more influential. Widely regarded as the UK’s best-known independent economic forecasting group, the club has been sponsored solely by Ernst & Young for 25 years, which is a fantastic achievement. We expect it to continue offering forecasts that will assist our clients in their business planning for many years.

Finally, my wife is about to become a magistrate so it’s an exciting time for the Savarley family. I have six triathlons booked in for this year, although I’m a bit fretful that I’m not quite fit enough. However, I’m running to and from Marylebone Station most days, which is 8km each way, to get in shape and I’m confident I will be ready when the time comes.

Connect with Steve: savarley@uk.ey.com
people by putting up a spreadsheet on a wall, no matter how positive the numbers are. You have to tap into some core beliefs and desires of the individual to keep them in the organisation and ask them to go above and beyond on a daily basis. You can’t do it with financial reward or tales of revenue growth.

If we help banks, insurance companies and asset managers transform to serve the public better and we do it in a way that is collaborative and positive, that’s building a better working world. You can connect what the individual is doing on a daily basis with that purpose and that’s a big challenge, but if we get it right we build an organisation that people clamour to get into.

Being responsible
More and more, we try and use the natural skills we have in the firm for corporate responsibility initiatives. We support entrepreneurialism in developing markets and work with educational groups, offering mentoring, coaching and teaching. We also get kids into the firm to experience what it’s like being in a place of work, and it’s fantastic to see them develop over a week. They start off rather timid and shy, we teach them some skills and bring them out of their shells and, by the end of the week, they’re fantastic.

We’re sponsoring the Olympics in Rio 2016, so we gave a group of kids who were with us for a week a task of seeing what we could learn from London 2012. The kids worked for a day or two on that and then presented their findings. They gave really good presentations and raised some key issues, so it was a fantastic experience.

I hope working with children and teenagers will encourage them to think about a career with Ernst & Young. The first step is to raise their expectations and give them a belief that this is a career they could have. We miss out on a lot of talent because people assume that they are the wrong kind of person for our organisation, whether that is because of their background or the educational direction they’re taking. It’s a terrible shame because we had great talent in last summer. Highly entrepreneurial talent is what we want and limiting where we get that from is something we can’t afford to do.

On a personal note, I’m looking forward to taking part in this year’s modern pentathlon. Three years ago, we started sponsoring the Oxford and Cambridge modern pentathlon match, so we’ve been involved in it for a while and put money into sports clubs to open up fencing, riding, shooting, swimming and running to more people. The money we put into the clubs is aimed at drawing in people who don’t have their own horse or equipment and have never fenced in their life.

A couple of years back, the guys behind the Oxford and Cambridge Pentathlon said to us, ‘It’s great you’re offering financial support, but put your money where your mouth is and get involved’. Last year, we did a modern pentathlon over two days at a Tunbridge school and it was just the most amazing experience. We had 24 mixed-gender teams, all with four members each. Convincing Ernst & Young’s HR team to let us have some of the firm’s young staff members with swords and put them on horses wasn’t easy, but we did it and took part in last year’s competition. My team competed and it was fantastic fun. We didn’t win, so we’ve set ourselves the task of competing again this May and doing a little bit better than last time…

The training involves lots of running around Battersea Park, thrashing around swimming pools and finding somewhere to shoot pistols at very small targets. We’ll also learn to ride a horse to get around a show-jumping course, which I’m nervous about. But it’ll all be fine.

Position or role at Ernst & Young: Partner IT Risk and Assurance
Time with the firm: 28 years
I was mentored/coached by: Jan Babia and Eugene Bannon

Ernst & Young experience that I will never forget:
Attending SMC (partner admission assessment) in Brighton, which was very demanding but I learnt a lot about myself.

The thing I’ll miss most about EY: Without doubt the people.

My plans for the future: I am acting as a consultant to the firm in the short term. I hope to spend about 30 days a year as a consultant, and work as a non-executive director.

Most people don’t know I am… Married to a vicar, although I’m not quite sure what people think about how a typical vicar’s husband should act.

Hobbies:
Rugby Union. I also enjoy golf and playing the guitar.

Favourite saying: A pint of Guinness, please.

Connect with Paul: pauldurkin@btinternet.com

I t’s still an unusual and tough market in the UK. The banking sector is still getting to grips with the issues it’s been stressed with for a while, and there are continued questions around capital and PPI mis-selling to work through. Insurance and asset management are slightly more normalised, although the very low interest rates aren’t helping generate returns for savers. An unfortunate by-product for our clients is that there is a lot of work for us to do in some of those areas and we’re focused on trying to help them get through any negative issues as quickly as possible.

We’re facing a lot of work on PPI and interest rate swaps to help our clients restructure those positions as quickly as possible, and give regulators and markets more confidence over their balance sheets and long-term business models.

Building a better working world
Vision 2020 is well timed for us and no one would argue that providing better corporate governance doesn’t add to a better working world. So, we need to live up to that purpose in the decisions we make and the behaviour we exhibit in the market. Through that lens, Vision 2020 lands at a very opportune time for us. If we can help the market build better banks, a better working financial system for the UK, Europe and the world, and balance that with helping clients to be as successful as they can be in generating wealth and opportunities, it would be a fantastic story.

We’re energised about exceptional client service, because it’s long overdue. When we compare ourselves with outstanding service organisations, whatever industry they’re in, there’s a lot to learn. We are master technicians first, good businesspeople second and service culture providers third, which is not really where we want to be. That said, I’m not saying we’re weak, but we have work to do to catch up with companies outside of professional services, where client service is the absolute lead criteria of success.

There are lots of good lessons that we can learn. Excellent client service is about communication. We’re not aiming to be very good at client service, we’re aiming to be exceptional. To achieve this, we need to start with people who care so much they’ll go beyond what they need to do because they want to. That’s the culture that Vision 2020 sets out.

Hiring and retaining the right personnel is essential to achieving our vision. You can’t motivate and retain
Touching people’s lives

Richard King, former Deputy Managing Partner, explains why he dedicates his spare time to special days charity the Willow Foundation

In an illustrious 35-year career, Richard King, Ernst & Young’s former Deputy Managing Partner, more than made his mark. Among his many achievements, he helped establish the firm’s partner alumni network before retiring to become a non-executive director.

When not working as a non-exec, Richard dedicates his time to an unpaid post that is a particular source of great pride, “I got involved with the Willow Foundation just as I was leaving EY because Nicky Swan, our HR Director at the time, was on the charity’s board of trustees,” says Richard. “They wanted someone who had pretty big and broad connections and good financial sense, as it was a young charity and once you get more than £2–3m in income it all gets a bit complicated. I joined as a non-exec or trustee in August 2010 and became Chairman six months later.” Contributing to a charity that was, and still is, close to Richard’s heart also encouraged him to get involved. “I thought the time and effort I could offer was more valuable than giving cash,” he says. “I believed in the cause and wanted to make a difference.”

Special moments
Former Arsenal and Scotland goalkeeper Bob Wilson set up the Willow Foundation in 1999 in memory of his daughter, Anna, who died from cancer aged 31. The foundation provides special days to seriously ill 16–40 year olds. These are the sort of family experiences that took Anna and her family out of her mind off her cancer and treatment. This year, it will provide the 10,000th special day. “That will be a big milestone for us,” says Richard, reflecting on the breadth of the experiences the charity has brought to its beneficiaries. “We do anything from hiring a snow machine for a white Christmas or getting access to stars and sportsmen to things other people find relatively normal like going away with the family for the weekend.” In some respects, the charity does extraordinary things to bring a sense of normality back to lives affected by disease. Richard explains: “There are thousands of people going through this and whether you are a kid or you have kids, suddenly finding out that you have cancer is debilitating.”

The Willow Foundation estimates that there are 14,000 people aged 16–40 diagnosed with a serious or life-threatening illness each year. The charity can provide special days to 1,000 of them, thanks to the fundraising efforts of those who contribute to the cause. Developing the charity’s identity, securing its future in tough times and helping change more people’s lives are the long-term goals. The Willow Foundation has, directly or indirectly, already touched nearly 100,000 people.

Richard is also keen to encourage others to make a difference by contributing to their chosen charities. “People can have an enormous amount of fun and take great pleasure when they pick the right cause for them,” he says. “Working with any charity is great and I’d urge anyone to get involved.”

The charity has helped nearly 100,000 people

Each year, 14,000 people aged 16–40 are diagnosed with serious or life-threatening illnesses

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Find out more ➤ non-execs.com

Connect with Richard: richard.king35@btinternet.com

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Each year, 14,000 people aged 16–40 are diagnosed with serious or life-threatening illnesses

The charity has helped nearly 100,000 people
The alumni network’s role in mentoring young entrepreneurs, and supporting social enterprises and disadvantaged youths is really paying off. Martin Cook, Managing Partner Commercial, explains...
**Friends in wild places**

A charity with a passionate desire to help the world’s poor has led one of Ernst & Young’s former senior partners on a journey to the Amazon, Africa and back.

Transferring medical boat from a Gibraltar shipyard to Lake Victoria in Africa is just one of many challenges that Alec Carstairs has encountered since he started working with Scottish charity The Vine Trust in 2003.

Before retiring as Senior Partner in Scotland last June, Alec was busy juggling his day job and charity work. He now has more time for the trust, which provides medical services to remote communities across Peru and Tanzania, and accommodation and care for vulnerable children in both countries.

While working as Finance Director for the trust, Alec likes to immerse himself in projects that make a difference to the lives of some of the world’s poorest people. He and his colleagues are currently hatching a plan to get the medical boat – which will serve as a floating doctor and dentist’s clinic – from Gibraltar to Mombasa and across 620 miles of dry land to Lake Victoria, the world’s second-largest freshwater lake.

A huge challenge it may be, but Alec has no doubts about the team’s ability to deliver. “We operate with a can-do attitude and use our connections,” he says.

From providing medical facilities to accommodation for orphans, the Vine Trust makes such achievements possible by relying on its volunteers and donors. Each year, more than 300 people from the UK provide medical support or work on construction projects in Peru and Tanzania. Alec takes 10–15 people from the business world to Africa or South America every 12 months to see the Trust’s work, which has yielded everything from donations to corporate sponsorship and free legal advice.

**Building on connections**

From humble beginnings, The Vine Trust has grown into a big cause. “In 2002, the charity was making about £3,000. In 10 years, we have achieved quite a transformation,” Alec says.

The Vine Trust started out as Branches, a small charity shop that was established in 1985 by churches in Borrowstounness, Scotland, to help famine victims in Ethiopia and Sudan. By 2002, the charity had grown and gained a different focus – the street orphans of Peru.

Since joining to contribute to a worthy venture, Alec has brought financial acumen and extensive social and business networks to the charity. Today, the Vine Trust supports eight homes in Peru for abandoned boys, four in Tanzania and two – soon to be three – boats offering primary medical care to impoverished and remote communities. Princess Anne is the patron of the charity, and its first generation of boys are entering adulthood and taking up roles in tourism, engineering and the police.

The Peruvian economy is improving, giving the nation the capital to sustain the homes without needing to rely on support from the Vine Trust. As such, the charity’s financial contribution may slowly diminish, although Alec insists making a difference is not just about money. “Every individual in the UK has connections and what I have found most rewarding in this whole process is that when you are passionate about something you can encourage others to engage in it,” Alec says. “So, you doing even a little can make a huge difference.”

**Get involved in EY’s corporate responsibility programme**

- **Our CR programme** utilises the considerable skill and knowledge of our staff to support young people and entrepreneurs to achieve their potential. Together we can provide a greater social impact, and we welcome our alumni members to join us to deliver our programmes and benefit from networking opportunities within and beyond Ernst & Young.

  - **Current opportunities** are summarised below, and you can also contact us at corporate.responsibility.uk.ey.com for more information.

  - **Accelerate Network:**
    - Through Accelerate Network, we are helping entrepreneurs leading social enterprises to grow their businesses
    - We are using our networks and mentorship to deliver help and support to people leading the small businesses that will grow the economy

  - **Through Smart Futures** and the Accelerate Network, EY invites you to join our network in London or Leeds and help us to deliver skilled support to entrepreneurs through events, workshops and one-to-one mentoring.

  - **Smart Futures:**
    - Over 10 months the Smart Futures programme provides participants with three weeks’ paid work experience at Ernst & Young, a coach, networking opportunities and links into our recruitment channels.
    - As part of the high energy, fast paced work experience element of the programme, students took part in a wide range of activities designed to increase their chances of securing employment in the future, including at EY.
    - Get involved with Smart Futures by co-delivering a workshop, attending a lunch to meet our students or providing a small piece of work/research for them to complete.

- **What most people don’t know about me:**
  - I’m half Belgian.
  - I love motor racing, art, photography and magic.

  - **Favourite saying:** Change is inevitable – except from a vending machine.

  **Connect with James:** jineal@yahoo.com

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**Position or role at Ernst & Young:**
Managing Partner of Lead Advisory within T&{\$}\$ in the UK, and Global Head of Project Finance and Infrastructure Advisory.

**Time with the firm:**
14 years. I joined as a direct entry partner following a career in banking with Morgan Grenfell and then Deutsche Bank.

**The thing I’ll miss most about the firm:**
The people and, in particular, the friendships, camaraderie, openness, intellect and humour.

**The thing I’ll miss least:**
Timesheets and commuting.

**Plans for the future:**
Travel, motor racing and some non-executive roles.

**Connect with Martin:** mcook@uk.ey.com

**Connect with Alec:** alec@celaconsulting.com

**Website:** www.vinetrust.org

**Favourite saying:** Change is inevitable – except from a vending machine.

**Connect with James:** jineal@yahoo.com

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**Connect with Alec:**

- Connect with Alec: alec@celaconsulting.com
- Website: www.vinetrust.org
I am from a working-class background and am not a graduate. But in 1981, as a school leaver with A-levels, I had an opportunity to join BDO Stoy Hayward’s restructuring business. It was complete luck that I fell into an area that I really enjoyed. After more than four years, I talked to my network of friends in what were then the Big Eight, did my due diligence on which firm I would choose to join and plumped for Arthur Young, as it was then. Even in those days, the firm described its culture as very much a meritocracy. If you worked hard, applied yourself and were a good team player, then anybody, regardless of their background, would have an opportunity to succeed. In 1986, when I joined, the restructuring business had promoted two partners: one was the late David Pallen, who was a school leaver like me, and the other was a woman, Maggie Mills, who is still with us. That spoke volumes to me and is why I’m so passionate about creating an environment where everyone can succeed.

What about mentors? Have there been any people who have helped you progress? Very much so. When I first started, David Pallen was an amazing inspiration, both from a technical competency perspective and in terms of being actively encouraging of teams and individuals. More recently, Alan Bloom, who is an icon in the world of restructuring, has been incredibly influential and generous with his time and expertise. Finally, Jon Hughes, head of TAS for the UK & Ireland, has been an inspiration because of his relentless focus on his clients and the market and his desire to create an environment where others can learn from him.

Do you also mentor people? I have mentored many people over the years, either in a formal or informal capacity. I am absolutely passionate about giving back and feel I have a duty to mentor, coach, support and be a role model for people.

What has been your biggest achievement in terms of diversity? When we were awarded Workplace Equality last year. Workplace equality is something that we should all aspire to.

What else do you want to achieve in terms of D&I? There are probably two things. One is inclusive leadership: how do we truly harness diversity of thought, rather than simply championing visible diversity? The second thing is flexibility: in 10 years’ time, the notion of having a huge glass office building in a prime location in London full of 3,000 people may be as antiquated as the workhouses we had in the Victorian era. Offering flexible and remote working would show that we employ trusted individuals and recognise them for their output, rather than their input.

Connect with Liz: binghaml@uk.ey.com

In her spare time... When not doing her two day jobs, Liz loves to travel. Her partner, Linda, is a Kiwi, so they have travelled extensively in the southern hemisphere and also have a bolthole in Spain. Next up is Grenada for some sunshine, but what Liz would really love to do someday is to combine her love of travel with her passion for learning about ancient civilisations. That’s my ‘If I won the jackpot on the lottery’ dream,” she says.
After 13 years with HMRC, Pat Billingham left her job as a tax inspector to join Ernst & Young in 1987. Over the next 25 years, she made Partner, held several leadership positions, mentored many graduates and led the tax practice in the different businesses within which she worked. Despite retiring as a partner, Pat has no plans to withdraw from active business life, with non-executive roles and voluntary work to keep her busy.

Q: What was your first role at Ernst & Young?
A: I joined the predecessor firm, Ernst and Whinney, and worked in a group that specialised in acquisitions. I did a lot of due diligence work, which allowed me to apply the skills I learnt as an inspector in a commercial environment. I joined as a manager, was promoted to Senior Manager 18 months later in 1989 and I was admitted to the partnership in 1995.

Q: What are your fondest memories from the firm?
A: First and foremost, I have really enjoyed my job, which has provided a wide variety of roles in terms of technical work, clients and opportunities to influence and contribute to the direction of the firm. I have also enjoyed seeing the people that I have mentored develop and become my bosses and the partners of tomorrow.

Q: Who mentored you?
A: I was fortunate enough to be mentored by a number of partners and colleagues throughout my career. I was recruited by Brian Turner, who observed at the time that my transition from the public service to the profession was “immediate”. I was obviously in the right job and have been ever since. Andrew Jones encouraged me to aim for partnership and many other friends and colleagues have supported me throughout the last 25 years.

Q: When did you retire from EY?
A: I retired as a partner in June last year and have since been working as a consultant on a project to explore the benefits of a tax alumni programme.

Q: What are your plans after you finish the consultancy work?
A: I would like a portfolio of non-executive directorships, which I believe will provide the right mix of continuing involvement in business and flexibility around when I work. I am keen to become involved in education more widely and have recently presented a lecture at Exeter University. I have also volunteered to support a charity that provides material to teachers to support them in teaching personal finance. This is critically important as the levels of knowledge in this area are generally very low.

Q: How has the firm’s alumni network helped you to adjust to your new life?
A: It has made me focus on how important networks are. To be a successful partner, you have to network and I am finding my contacts to be invaluable as I move on from the networks naturally provided within a firm the size of Ernst & Young.

Q: What are your thoughts on Ernst & Young’s approach to corporate responsibility?
A: Power and responsibility go together in my mind, so I think it is entirely appropriate for large businesses to think about their role in the community and in society in general. I am delighted at how seriously the firm takes its wider social responsibilities and feel proud to be associated with a brand that champions diversity and inclusiveness. As part of a minority group within the partnership, I applaud the efforts being made by the firm to provide equal opportunities for all.

Let your contacts be invaluable as you move on from the networks naturally provided within a firm the size of Ernst & Young.

Are your details available in the partner alumni directory?

If you have not already done so, please update the alumni team with any changes to your contact details, as the next edition of the directory will be circulated via email in June.

If you do not currently receive the directory, and would like to do so, please contact the alumni team for further details.

Contact us at eyalumni@uk.ey.com

Photography: Phil Adams
The view from the boardroom of Ernst & Young’s offices in the centre of Glasgow is one to savour. Floor-to-ceiling windows on two sides of the long, spacious room provide panoramic views over the bustling city and, in the late afternoon sunshine, the outlook is spectacular. The vantage point also provides a great spot to witness the resurgence of the east end of Glasgow, which is benefitting from a massive investment programme being rolled out ahead of the Glasgow 2014 Commonwealth Games. The new Emirates Arena, which includes the Sir Chris Hoy Velodrome, is now part of the city’s skyline. The Velodrome has just hosted its second event around its 250-metre track and 4,500-capacity stadium, while the Arena itself is large enough to accommodate 12 badminton courts and welcome 5,000 spectators. Alongside this, the 35 hectares and 1,400 future homes that make up the Athletes’ Village are beginning to take shape. Celtic Park, which will host the Commonwealth Games Opening Ceremony on 23 July 2014 in front of 60,000 fans, completes the impressive line-up. As views go, this one takes some beating.

“2012 was the year of the Olympics, everything was about the Olympics,” says Jim Bishop, Senior Partner at Ernst & Young in Scotland, while taking in the view of the city skyline from the firm’s office. “Now we’re into 2013, we’re going to see some very big developments in Glasgow.” The firm moved into its state-of-the-art offices in May 2011, relocating from the other side of George Square. In September that year, Scotland’s First Minister...

As Glasgow prepares for the Commonwealth Games in 2014, Ernst & Young is playing a key role in ensuring the sporting spectacle makes a lasting impression on the city...
Alex Salmond opened the building and announced a sponsorship deal with Glasgow 2014, which revealed Ernst & Young as the Official Professional Advisor for the 20th Commonwealth Games.

“One of Ernst & Young’s founders, Arthur Young, was born in Glasgow,” commented Salmond during the press conference, “and it is fitting that the firm will now help bring this fantastic sporting event to his home city.”

Some 18 months on from that conference, Jim Bishop, Senior Partner at Ernst & Young, said: “One of Ernst & Young’s founders, Arthur Young, was born in Glasgow,” commented Salmond during the press conference, “and it is fitting that the firm will now help bring this fantastic sporting event to his home city.”

For an event with true global reach, securing a corporate presence is no bad thing, but as Jim explains, “There are projects happening across the city as well as plans to give the place a lift with flags and banners in preparation for the Games. Being at the heart of that gives our people a sense of pride.”

He continues: “Getting involved in Glasgow 2014 makes our people feel good that, as a business, we are doing something that will have a lasting impact on the city in which they live and work. The fact that we are associated with the Games movement and involved with something that is putting Scotland on the map is making our people feel pretty proud of being a part of Ernst & Young right now.”

Along with the feel-good factor, there is of course an important commercial element to the deal, which includes advisory, tax, risk management and programme assurance work. “We have a dual role,” Jim explains. “First and foremost we are the Official Professional Advisor to the Commonwealth Games which means we have been engaged to give the board and Organising Committee assurance that the Games will be successful; in other words delivered on time and on budget. Clearly that is the responsibility of the Commonwealth Games Board, but they are bringing in our skills and services to give them independent assurance that everything is on track.”

David Grevenberg, Chief Executive of Glasgow 2014 Ltd, agrees. “The choice of Ernst & Young as Official Professional Advisor was a key early appointment for us. As an entity, the lifecycle of the Organising Committee is so compressed that it’s enormously valuable for us to have access to external specialists and be able to utilise their expertise and knowledge to execute best practice and get things right the first time.”

For a project of this size, there is an obvious necessity to get things right; after all the Commonwealth Games will showcase the city to a global TV audience of 1.5 billion. The event will also generate £350m worth of business opportunities, of which £276m of the procurement programme contracts have so far been awarded to Scottish-based companies. With spending on construction and refurbishment work reaching a peak, around 1,000 jobs will be created during the run-up to 2014. Ensuring things go smoothly is in everybody’s interest.

But Ernst & Young’s role extends far beyond the provision of services outlined in the Official Supporter deal. By winning that contract through a competitive bidding process, the company was also able to negotiate an important sponsorship package and all the promotional opportunities that go along with it.

For an event with true global reach, securing a corporate presence is no bad thing, but as Jim points out, the arrangement isn’t just about logos and advertising. “We want to share the benefits of our involvement with our people and our clients,” he explains. “From tickets and hospitality to behind-the-scenes tours, as well as access to the volunteer programme and Queen’s Baton Relay, the firm will be giving hundreds of people the chance to be a part of the Commonwealth Games.

Jim adds that demand to participate will be high, as the firm’s recently launched volunteering programme illustrates. “As part of our sponsorship rights, we have access to a number of places for Ernst & Young people to take part in Glasgow 2014’s volunteer programme,” he says. “We opened up this opportunity to everyone at the firm and we received over 200 enquiries from right across the country. Choosing who would represent the firm was difficult.”

The spread of people who have entered the Ernst & Young programme, he continues, ranges from those passionate about the city to those interested in sport or just eager to volunteer and contribute to the Games.

The final element of Ernst & Young’s commitment to the Games is the formation of an advisory panel, which draws upon the expertise of individuals within the firm with multi-Games experience. The team, led by Douglas Nisbet, client service partner for Glasgow 2014, includes David Leather, a partner who was the deputy chief executive at the Manchester Commonwealth Games in 2002.

As Jim explains, teamwork will play a key role both now and in the future. “The advisory panel brings together the best of our knowledge beyond necessarily our local Scottish practice,” he notes. “It gives strategic support and broader direction to the project by bringing together senior partners with direct Games experience. Bearing in mind we are the professional advisors to Rio 2016, you can imagine that our Commonwealth Games people and Brazilian practice are working fairly closely on this also. The lessons learned from London to Glasgow to Rio will be very similar.”

In fact, as well as helping establish the Olympic Delivery Authority for London 2012, Ernst & Young has also signed up to be the first Tier 2 sponsor of the 2016 Olympics and Paralympics in Rio de Janeiro. The firm knows how to handle major sporting events, having previously worked on the 1988 Olympics in Seoul and the 1996 Games in Atlanta.

In terms of making predictions, one outcome that would certainly make Jim’s day would be a home-grown triumph in the event. “It would be great to see Sir Chris Hoy win a gold medal. He has been such an ambassador for British sport and an iconic individual; it would be fantastic – and, of course, he’s Scottish.”

Jim Bishop, Senior Partner at Ernst & Young in Scotland, gives his view on the value of corporate responsibility.

“The work we are doing for Glasgow 2014 will contribute to a successful Commonwealth Games and, in turn, there is something very powerful about making a positive contribution to the city of Glasgow. This is a project that will make a long-lasting difference.

“In terms of corporate responsibility, we could add up a lot of small-scale contributions of people’s time and effort to various projects and not get anywhere near the impact we will have on the local communities of Glasgow through our work with the Organising Committee for Glasgow 2014.

Ultimately, we want to build a better working world, and that means making the difference to our clients, the people who work for us and society as a whole. I think our involvement with Glasgow 2014 ticks all these boxes.”

Connect with Jim: jbishop@uk.ey.com

Glasgow 2014 Official Professional Advisor & Supporter

The fact that we are associated with the Games and putting Scotland on the map is making our people feel pretty proud
Former partner Tim Curry explains how a small community venture evolved into a much bigger initiative that supports social enterprises in the UK launched in 2009. We’ve since extended to seven investors, with British Gas recently joining board. SBT carries out due diligence on potential social enterprises and presents the proposition to its Investment Committee, which comprises one senior representative from each of the seven investors.

Q How much involvement does Ernst & Young have in the SBT? Steve Varley has always been a keen supporter and he was a founder member of the Investment Committee. Ernst & Young contributes money and resources to the cause, including a full-time seconded partner who works for SBT as one of our investment managers.

Q What has SBT invested in? We’ve invested in seven enterprises in slightly more than two years. One of them is The Challenge Network, which takes 16-year-olds from their local communities and puts them through a structured programme. Initially, we focus on team building and skills development during a one-week outward-bound course, followed by a second residential week in a local university. Challenge then gets the teams involved in a project in their local community, so the kids come up with a plan to work with, say, an old people’s home or a local scout troop. After that, the team delivers the project over four weekends before graduating from the programme. Bain, Clifford Chance and Ernst & Young have all helped Challenge – which recently welcomed EY partner Richard Wilson to its board – develop its business strategy, so SBT is really making a difference.

Other SBT projects involve nurseries in London, micro-finance in Blackburn and using bikes to provide employment and community services to vulnerable people. For me, getting involved in these types of initiatives is a great way to use the skills that I’ve developed. You get the chance to apply your functional expertise to real business problems while making a difference. It’s a privilege, as well as lots of fun, to be able to do this.

Q How are you involved in the Social Business Trust (SBT)? I am one of the co-founders of SBT, a £15m investment fund. Social enterprises are businesses that focus on earning income to maximise social welfare as opposed to making a profit to distribute to shareholders. The kinds of enterprises we want to help are established, proven ventures that have got to a certain scale but they’re stuck.

Q When was SBT set up? It started in about 2005 when Permira, the private equity fund run by Damon Buffini, was trying to work out how to do more in terms of corporate social responsibility (CSR). Damon came to an organisation I was a trustee of called Community Action Network (CAN), which was run by a friend of mine called Adele Blakebrough. Adele sold to Damon the concept that the best way to do CSR was to get Permira staff involved in social businesses that needed their expertise. Permira gave CAN some money and resources and I was on the investment committee for that. We called it the Breakthrough project (a four-year initiative launched in 2005). Once that came to an end, we set up SBT, got six corporates involved – Ernst & Young, Bain, Permira, Credit Suisse, Thomson Reuters and Clifford Chance – and

Connect with Tim: tim.curry.home@gmail.com
The world’s rapid-growth markets will drive a resurgence in global growth. The latest edition of our forecast offers insights.

To read more, please visit: ey.com/GL/en/issues/driving-growth

ITEM Club UK spring forecast
Ernst & Young is the sole sponsor of the ITEM Club, which is one of the UK’s best-known independent economic forecasting groups.

To learn more about ITEM Club and to read the spring forecast, please visit: ey.com/uk

Looking beyond the obvious: Globalisation and new opportunities for growth

Is your company playing it safe? In today’s complex, globalised world, that’s not unusual. Most companies are sticking to obvious locations for investment and refusing to take risks in an uncertain environment. But it’s also risky to stand still while competitors race ahead.

To find out more, please visit: ey.com/GL/en/issues/driving-growth

Eurozone forecast spring 2013
The risk of an imminent Eurozone break-up has reduced and economic growth is likely to resume from mid-2013, according to our latest forecast.

To learn more, please visit: ey.com/GL/en/issues/business-environment/eurzone

Capital Insights: Capital insights explores the latest global trends and explains how companies can thrive in today’s fast-moving business environment.

To view the latest digital edition or download a copy, please visit: ey.com/GL/en/issues/capital-and-transactions

BoardMatters Quarterly
How can boards and management work together to best represent their stakeholders? We explore this subject in our latest issue.

To download this issue, please visit: ey.com/uk/en/services/assurance

Knowledge on the go
Android and Apple iPhone/iPad users can also view these publications on the EYInsights app. Visit the Android Marketplace or the iTunes App Store to download the app free of charge.
Here are the latest board announcements involving some of our alumni members.

**Kathleen O’Donovan**
On 5 December 2012, Kathleen was appointed Non-Executive Director of FTSE 250 company DC Smith plc.

**Richard King**
On 1 January, Richard was appointed Non-Executive Director and Audit Committee Chair of The Grass Roots Group plc.

**Richard Murray**
Richard was appointed Non-Executive Director at JXK Oil & Gas plc, effective from 1 January 2013.

**Philip Hilling**
On 1 February, Philip was appointed Senior Independent Director at Tenet Group Ltd, one of the UK’s largest adviser support businesses.

**Graham Prothero**
On 1 February, Graham was appointed Group Finance Director of construction group Galliford Try plc, a FTSE 250 company.

**Jan Babiak**
On 1 March, Jan Babiak was appointed Non-Executive Director of the Royal Mail Group.

**Correction and apology:**
In the Autumn 2012 edition of this publication, we incorrectly stated that Nigel Moore had been appointed Non-Executive Director of JXK Oil & Gas on 9 August 2012. Nigel was, in fact, appointed to the board of JXK Oil & Gas in 2007, and was Chairman of the Audit Committee until July of 2012. That month, he was appointed Chairman of the board.

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**Mark Gregory, EY’s Chief Economist for the UK and Ireland, tells us about the firm’s 25-year relationship with the Ernst & Young ITEM Club**

**Q** How does your economic insight help businesses? Throughout my career, economists have been in and out of favour, but since the financial crisis began in 2007–08, economics has been back on the agenda. When the economy was growing, economics was almost in the background and people weren’t too worried about things. Now the economic outlook is much more challenging: growth is low, or even non-existent, and sectors, geographies and segments of the population are performing in different ways. Because of that, businesses need to be much more sophisticated in their understanding of the economic environment and use that understanding to shape their strategies in a more tailored way. That relates to ITEM’s ability to produce independent economic forecasts across all the different facets of business.

**Q** How will the Ernst & Young ITEM Club help further strengthen the firm’s position in the UK marketplace? By taking ITEM and the other insights this firm has, and linking it with economic advisory, we think there is a real opportunity to position this firm as the adviser on economics to business. The Ernst & Young ITEM brand is uniquely positioned in the space where economics meets finance, and gives us a real chance to own this area. The next special report will be on inflation, which has been a big economic issue recently, and the aim in future is to pick the issues that matter to our clients. We also want to develop the Ernst & Young ITEM Club for 25 quarters, our UK economic forecast, as well as four special reports that the firm produces for each year: one is on the budget and the other three cover issues of our choice. Typically, we’ll have something on the consumer spending outlook and on the export sector and, this year, we’ll be doing something on inflation.

**Q** What is your role at the firm? As Ernst & Young’s Chief Economist for the UK and Ireland, I’m responsible for helping build our brand in the marketplace and establishing the firm as a respected commentator on economic issues and how they affect businesses. We use economics and the content that we sponsor, such as the Ernst & Young ITEM Club forecasts, to deepen our relationship with clients through one-to-one meetings with senior executives, and presentations and workshops with executive committees. We receive ITEM’s quarterly UK economic forecast, as well as four special reports that the club produces for each year. We also make sure that clients regularly get access to our material. We have some 40 economists working at Ernst & Young with a range of specialties, such as macro, regulatory and business economics. The team regularly works with clients, including some large companies and organisations, on the more complex economic projects that they face.

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**For more information**
For the ITEM Club’s spring 2013 UK forecast, available from 15 April, please visit ey.com/uk/economics. Our latest updates are also available at the same web address, or on Twitter via @EY ITEMClub and @MarkGregoryEY. To contact us or subscribe to our mailings, email economics@uk.ey.com.
MARRIOTT COUNTY HALL

London Annual retired partners lunch

Our More London Place (MLP) office was being refurbished, so we staged last year’s London lunch at the Marriott County Hall. Steve Varley and Martin Cook gave short speeches at the event, which was attended by more than 100 former and current partners. This year’s event will be held at MLP on 3 December.
**Birmingham Alumni reception**

Former Birmingham Partner, Nick Woodward, shared some of his adventures from competing in The Clipper Round the World Yacht Race 2011-12. Speeches were also given by Steve Varley and Martin Cook.

**Nottingham alumni reception**

Gordon Newlands, Senior Partner, hosted the evening and talked about Paul Smith, a local entrepreneur who opened his first shop in Nottingham in 1970. Smith, who has since become a world-renowned clothes designer, then treated EY partners to a private evening of high fashion.
Glasgow Alumni reception

Douglas Nisbet, Senior Partner, gave a short speech to the 97 alumni members attending the drinks reception, which was held at our client suite in the firm’s Glasgow office.

Toronto was the setting for Canada’s biggest ever alumni reunion, with more than 1,500 people in attendance. Trent Henry, Chairman and CEO of Ernst & Young Canada, gave the welcome speech and announced the firm’s three-year sponsorship of global entertainment giant Cirque Du Soleil.
Dates for your diary

London alumni events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Venue</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 May</td>
<td>Annual F50 Alumni Drinks Reception</td>
<td>The Royal Exchange, London</td>
<td>18:30-21:30</td>
</tr>
<tr>
<td>26 June</td>
<td>Annual UK&amp;I Alumni Drinks Reception</td>
<td>The British Museum</td>
<td>18:00-22:00</td>
</tr>
<tr>
<td>3 Oct</td>
<td>Audit Committee Chair/Independent Director Alumni Briefing</td>
<td>Ernst &amp; Young – More London Place</td>
<td>09:00-16:00</td>
</tr>
<tr>
<td>3 Dec</td>
<td>Annual Retired Partners Christmas Lunch</td>
<td>Ernst &amp; Young – More London Place</td>
<td>12:00-15:00</td>
</tr>
</tbody>
</table>

Booking: email Jemma Bryan at eyalumni@uk.ey.com

Regional events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Venue</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>June tbc</td>
<td>Annual Alumni Drinks Reception</td>
<td>Edinburgh – tbc</td>
<td>tbc</td>
</tr>
<tr>
<td>June tbc</td>
<td>Annual Alumni Drinks Reception</td>
<td>Reading – tbc</td>
<td>tbc</td>
</tr>
<tr>
<td>Summer tbc</td>
<td>Annual Alumni Drinks Reception</td>
<td>Manchester – tbc</td>
<td>tbc</td>
</tr>
<tr>
<td>Summer tbc</td>
<td>Annual Alumni Drinks Reception</td>
<td>Liverpool – tbc</td>
<td>tbc</td>
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</tbody>
</table>

Booking: email eyalumni@uk.ey.com, indicating which regional events you are interested in attending

London: FTSE 350 – Independent Director Programme events

This programme is sponsored by Partner Richard Wilson and is open to FTSE 350 non-executive directors.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event type</th>
<th>Title</th>
<th>Speaker</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 May</td>
<td>Breakfast</td>
<td>The Bribery Act</td>
<td>John Smart and Jonathan Midrup, Ernst &amp; Young</td>
<td>08:30-10:30</td>
</tr>
<tr>
<td>10 June</td>
<td>Evening Reception</td>
<td>The Bribery Act with a private viewing of ‘David Bowie is’</td>
<td>The V&amp;A London</td>
<td>18:00-21:00</td>
</tr>
<tr>
<td>13 June</td>
<td>Dinner</td>
<td>Female on boards</td>
<td>Helena Morrissey, CEO, Newton Investment Management</td>
<td>18:00-21:00</td>
</tr>
<tr>
<td>15 Oct</td>
<td>Lunch</td>
<td>Eurozone</td>
<td>Mark Gregory, Ernst &amp; Young</td>
<td>12:00-14:00</td>
</tr>
<tr>
<td>22 Oct</td>
<td>Dinner</td>
<td>The investor’s evolving role in stewardship</td>
<td>David Pitt-Watson, former CEO of Hermes Focus Funds</td>
<td>18:00-21:00</td>
</tr>
</tbody>
</table>

Location: Ernst & Young Headquarters, 1 More London Place, London SE1 2AF
Booking: email Sharon Missah at nedis@uk.ey.com

London: mid-market – Independent Director Programme events

This programme is sponsored by Partner Andy Glover and is open to all mid-market non-executive directors.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event type</th>
<th>Title</th>
<th>Speaker</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 May</td>
<td>Breakfast</td>
<td>Bank &amp; Capital Markets Financing</td>
<td>Luke Reeves, Ernst &amp; Young</td>
<td>08:30-10:30</td>
</tr>
<tr>
<td>10 June</td>
<td>Evening Reception</td>
<td>The Bribery Act with a private viewing of ‘David Bowie is’</td>
<td>The V&amp;A, London</td>
<td>18:00-21:00</td>
</tr>
<tr>
<td>9 July</td>
<td>Breakfast</td>
<td>Executive remuneration – trends and updates</td>
<td>Giles Capon, Ernst &amp; Young</td>
<td>08:30-10:30</td>
</tr>
<tr>
<td>12 Sept</td>
<td>Lunch</td>
<td>Risk and personal reputation</td>
<td>John Smith, Ernst &amp; Young</td>
<td>12:00-14:00</td>
</tr>
</tbody>
</table>

Location: Ernst & Young Headquarters, 1 More London Place, London SE1 2AF
Booking: email Lindsey Grazier at nedis@uk.ey.com

Regional Independent Director Programme events

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Type</th>
<th>Title</th>
<th>Speaker</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 June</td>
<td>Dublin</td>
<td>Dinner</td>
<td>The role of the Chairman and the culture of the Board</td>
<td>Michael Buckley, Non-executive Chairman of DCC plc and Northern Rock (Asset Management) plc</td>
<td>18:00-21:00</td>
</tr>
<tr>
<td>3 Sept</td>
<td>Edinburgh</td>
<td>Dinner</td>
<td>Board effectiveness and the role of the independent director</td>
<td>Richard Wilson, Ernst &amp; Young</td>
<td>18:00-21:00</td>
</tr>
</tbody>
</table>

Dublin: email Danielle O’Brien at danielle.obrien@ie.ey.com
Edinburgh: email Kate Heriot at kheriot@uk.ey.com

Regional ITEM Club events

<table>
<thead>
<tr>
<th>Date</th>
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<th>Event Type</th>
<th>Title</th>
<th>Speaker</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 May</td>
<td>Edinburgh</td>
<td>Dinner</td>
<td>Economic Forecast: Ernst &amp; Young Scottish and Eurozone Forecast</td>
<td>Dougie Adams, Senior Economic Adviser, Scottish ITEM Club and Mark Gregory, Ernst &amp; Young</td>
<td>tbc</td>
</tr>
</tbody>
</table>

Booking: email Kate Heriot at kheriot@uk.ey.com

Our budget special report was published on 1 March, to be followed by our Spring UK forecast on 15 April. For the latest updates on ITEM Club, visit ey.com/uk/economics or follow us on Twitter @EY_ITEMClub or @MarkGregoryEY. To contact us or subscribe to our mailings, email economics@uk.ey.com

Contact the alumni programmes team

Lillian is leaving the firm to return home to Australia. We wish her the best of luck for the future and welcome her as a new member of the firm’s alumni network.

Martin Cook
Managing Partner – Commercial and Alumni Programme Sponsor
020 7951 7572
mcook@uk.ey.com

Sam Salimi
Senior Marketing Manager Alumni programme
020 7951 3480
ssalimi@uk.ey.com

Lillian Conroy
Senior Marketing Executive Alumni programmes
020 7951 0943
lconroy@uk.ey.com
A fond farewell

In his final message from Westminster, Michael Boyd, the first Chairman of the Partner Alumni Council, discusses handing over the reins to Richard King.

H arold Wilson said seven days was a long time in politics. Having now been a Managing Director at UK Trade & Investment (UKTI) for almost two years, I certainly know what he meant! My responsibilities are constantly changing and every day brings a new challenge! But I don’t regret making the leap from private to public sector and all my experience at Ernst & Young keeps me well focussed on the measures that matter.

This month began with my taking on sole managing director responsibility for Investment in the organisation; contrasting with the three Managing Directors dedicated to Trade. So business life, for me at least, gets no less hectic in retirement! Ernst & Young continues to play a strong role in developing international trade through its trade routes initiatives and I see the firm leading the way among its peers.

The firm is frequently applauded for its International Competitiveness Surveys, often cited by Government as being the authoritative record of leading countries’ inward investment performance. The UK Survey continues to indicate our leadership in Europe, I am pleased to note; but the irony hasn’t escaped me that my own performance is still measured by reference to Ernst & Young.

It was three years ago this month that I agreed to help create and then Chair the newly-formed Ernst & Young Partner Alumni Council. From the outset I undertook to do this for three years and then pass over the reins to my successor. That time has come! I am delighted that Richard King has gallantly agreed to take over from me as I leave the Council at the end of April. Three other council members are joining me, Stephen Barrett, Geoff Norman and Donald Turner. I would like to take this opportunity to thank them and the continuing members for helping us get the Council off the ground under Sam Salimi’s strong guiding hand. I wish Richard and his team of council members a great deal of success going forward.

Those with long memories will recall me saying our aim for the Alumni Programme was simple. Our goal was, and still is, to:

• Keep you involved and informed of the progress of the firm
• Provide you with networking opportunities with both former and current partners
• Provide you with technical and commercial support to help you in your new business roles

In short, creating life-long relationships benefitting our community and the firm.

This publication marks the sixth edition of Partner Alumni Connect. Our Alumni Directory is now in its fifth edition. Our programme of events, notifications of non-executive director opportunities and regular briefings has been widely welcomed. The regular and increasing attendance by alumni at the Ernst & Young Item Club events is evidence of the popularity and appeal of these economic forecasting sessions. We have come a long way in three years. But there is still much to do. The Global Alumni Portal is going to be with us later this year and the Council is looking at new terms of reference which will widen the scope of its remit to cover alumni other than former partners; the constituency will therefore cover some 25,000 former Ernst & Young people who have worked for the firm in the UK and Ireland.

I leave the Council in great hands and know that the firm will benefit from a wealth of experience, enabling an excellent forum for providing strategic input on matters affecting all alumni and where the foundation of a community built on strong relationships prevails.

Richard and his team of council members a great deal of success going forward.

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We believe entrepreneurship is at the heart of all successful companies. Ernst & Young works with some of the world’s most outstanding companies to help them foster that spirit and grow. Find out how we can help you turn good into great at www.eoy.co.uk.

See More | Entrepreneurship