EMEIA best practice

Supporting our Vision 2020

D&I Roadmap
“Our success in the market will depend on the individual talent that we are able to attract and retain and then how effectively that talent can work collectively in high performing teams.”

Mark Otty, EMEIA Area Managing Partner
Contents

04  Foreword – Seshni Samuel

06  EMEIA introduction

08  Establish a baseline and cascade awareness

14  Identify meaningful changes

32  Recognize and reward role models

40  EMEIA D&I key contacts
On 1 July 2014, I completed my first year in the role of EMEIA Talent Leader. EMEIA incorporates 99 countries across Europe, Middle East, India and Africa, and is one of four Areas making up our global organization.

I have had the opportunity to visit so many of our wonderful Regions and offices and meet so many of our talented teams and people. In reflecting on those first 12 months, it has been humbling, liberating and inspiring to experience the full breadth and depth of EMEIA and our global firm.

While many of our people every day experience the rich diversity and opportunity that we have at our fingertips, enabled through our global mindset, there is still more that we need to achieve if we are to leverage this fully as a powerful global competitive advantage. This global mindset is a critical component of our business success. Our ability to work effectively as a global organization and deliver exceptional service to our clients worldwide is fueled by and dependent on our ability to embed diversity and inclusiveness into the way that we do business. We have had the opportunity to discuss diversity and inclusiveness at many EMEIA leadership meetings, and I am encouraged by the strong, universal commitment to do more and achieve more.

For the second year in a row, we have been ranked by Universum as the second-best employer in the world according to business school graduates. As a talent organization, we are proud to be able to attract some of the best talent in the world. There are several reasons why graduates are attracted to us: we offer a powerful global brand with a strong purpose, vision and values, market reputation as a leading employer, world-class career opportunities and experiences, competitive rewards, flexibility and many other “Workplace of the Future” benefits. They know that time at EY will form the base of a meaningful career. Everything that we offer as an employer is underpinned by a promise that the time that is spent at EY will be “exceptional.” An “experience” to last a lifetime. “No matter when you join or however long you stay, the exceptional EY experience lasts a lifetime.”

A large component of that experience is an environment that respects the difference that each one of our people brings to our teams and allows every individual the opportunity to reach their full potential. Our responsibility is not just about “what” we offer but the “way” that we bring that experience to life. This is our culture.
We, as an organization, have fully realized that the scale, size and complexity of our organization and our work is beyond the intuitive grasp of any individual. All meaningful endeavors – both internally and externally – require teamwork, innovation, collaboration and cooperation. Diversity fuels innovation, and inclusiveness promotes teaming behaviors and leverages the differences and strengths of the team.

Continuing to embed and deliver our Vision 2020 strategy successfully has required us all to be open to growth, change and possibility. The success of our strategy is enabled in an inclusive environment, where we all feel that we share it, we support it and we will make it happen. That is the strength of inclusive leadership: being able to encourage diversity of thought, value difference and leverage the diverse strengths of the team. The same behaviors that are adopted by inclusive leadership styles are also the behaviors that contribute to a global mindset and the development of high-performing teams.

This year, we celebrated the promotion of 675 new partners globally – a 33% increase on last year. Across this group, there are 64 nationalities and 26% of them were female – an abundance of diversity and talent.

This year, we have also launched our Diversity and Inclusion (D&I) Roadmap, a definitive guide to enhancing our maturity as a diverse and inclusive organization. As a result, we have chosen to use the Roadmap and the steps within it to review our D&I activity and as a template to track our progress and measure our success. We hope that this will encourage continuous use of the Roadmap and help bring it to life.

This review celebrates and shares the D&I achievements across our Area over the last year, including progress with our agendas concerning gender, disability, sexual orientation, the retention of nationals, a focus on generations, flexibility and much more. I believe that our diversity strengthens us and our shared vision, purpose and values unite us. I encourage us all to always bring our authentic selves to work, so that others may bring theirs. “As we let our own light shine, we unconsciously give other people permission to do the same,” said Marianne Williamson, author.

Thank you for your contributions and enjoy the review.

Warm regards

Sesh
EMEIA introduction

FY14 has been a productive and progressive year for EMEIA’s D&I agenda, and we have seen many of our Regions and service lines pushing their D&I focus even higher up on their business and talent agendas.

At the beginning of FY14, a global project team was launched to consider how we could best embed our D&I strategy to support Vision 2020. Central to this focus was how to build the highest-performing teams that have the ability to include different perspectives and behaviors to allow everyone to perform at their best. As a result of this work, we launched the D&I Roadmap for success, which supports our work by:

- Articulating what we are trying to accomplish through D&I and how this links to the tenets of our overall business strategy
- Introducing a discussion document framework designed specifically for EY that can be used throughout our organization to guide our progress toward a set of common objectives
- Offering practical advice on how our Regions and service lines can assess their status, identify gaps and take concrete action to build and sustain a diverse and inclusive culture
- Providing tangible direction on how leaders, together and as individuals, can model the behaviors of teaming and leading inclusively and through their actions, and inspire others to do the same

In this review, we have taken the three critical stages in the Roadmap and have showcased some of the best practice in the Area to bring these stages to life.
Establish a baseline and cascade awareness
Establishing a baseline

To build a strong platform for progress, the business unit should first validate a baseline by gathering facts, analyzing data (both quantitative and qualitative) and developing a shared understanding of the current state.

At an EMEIA level, we have developed a reporting template for gender (the only metric we can consistently track globally), which we use when working with the Regions and service lines to review progress and to discuss objectives going forward. We look at traditional demographics such as retention, promotion rates and hiring numbers, and we also consider the gender differential on our people engagement survey, the distribution of performance rankings and the scheduling of assignments.

EMEIA gender reporting template

In FY14, we continued to see an improvement from FY11 on the number of women promoted to partner (from 15% in 2011 to 21%), but by using our data, we identified that we needed to do better with our recruitment activity and there is still unconscious bias impacting our review committee rankings.

Many of our Regions and service lines worked hard to progress their agendas, but we were still concerned that the progress overall was too slow. So we asked our global analytics teams to predict where our numbers would be by 2020, based on the last five years’ activity. Their analysis gave us some impactful insights at an EMEIA level:

- That our men have higher separation levels than our women at every rank
- That our women account for less than 50% of new hires at every rank
- That our women’s promotion rates were lower than men’s at every rank

Most startling was the finding that, even with all of our great energy and activity, if we continue to do what we have been doing for the last five years, the number of female partners will be the same in 2020 as it is today.

This analysis was presented to the EMEIA Operating Executive with five options that could escalate progress. They agreed one of the more ambitious set of targets:

1. All promotion rates should be representative of the pool that they are coming from with immediate effect at all levels.
2. The percentage of female new hires should increase by 5% (from current numbers) for all partners and executive directors.
3. The percentage of female new hires should increase by 35% (from current numbers) for all senior managers.
4. The percentage of female new hires should increase to 50% (from current numbers) for all managers, seniors and juniors.

Over the page are a number of ways that Regions have found to establish their baseline, analyze the data and start to raise awareness through reporting, focus groups, one-to-ones and surveys.
Africa – looking at the data

Our Africa Region is made up of 28 countries and 44 cities. With this cultural diversity comes many obstacles for progression and also many opportunities. Gender equality remains a challenge for many organizations, and this continues to be a serious constraint to economic growth.

In Africa, 21% of our partners are female and, in the last 12 months, we have appointed our first female partners in Mozambique, Ghana and the Ivory Coast – this is the first of the Big Four.

1. Strategic Gender Desk
To mark International Women’s Day in March 2014, the Regional Managing Partner Ajen Sita and Risk Leader Koko Khumalo launched the African Gender Desk. South Africa’s diversity challenges are compounded by their historical past, which has resulted in Africans, namely African females, being disadvantaged in terms of access and opportunities. As part of EY’s focus to embed diversity into the way we do business, EY’s leaders agree that the advancement and empowerment of women, namely African women, must continue to be a high priority.

To this end, the Gender Desk has been formed, a strategic, central platform from which issues relating to gender and gender empowerment are identified, discussed, addressed, actioned and communicated. Bringing gender into a more controlled, focused and elevated platform will lead to the spotlight being cast on gender issues and will result in more attention, action, awareness and success in furthering EY’s and South Africa’s gender agenda.

As sponsoring partner for this initiative, Koko reminded us that “enabling the Gender Desk further demonstrates EY’s commitment to ensuring that gender equality is actively incorporated into all policies, programs and plans, and that initiatives are structured and coordinated across the Region.”

2. Engaging with EY people
When the Africa D&I Leader Trevonica Naidu joined EY, her first objective was to connect with as many people as possible across the Region. She wanted to understand the perceptions and experiences that EY’s people had in relation to D&I. She carried out 78 interviews in eight months, which allowed our people to share their feedback in a more informal but direct manner. Respondents included partners, members of the leadership team, managers and trainees. These sessions gave EY the opportunity to get in touch with their people, promote awareness of D&I, identify gaps in knowledge about D&I and allow people to share their experiences.

Feedback from these sessions was provided to Africa’s Executive and key themes and issues were identified and addressed at various forums. Opportunities for improvement and change were identified and were taken into account in the newly developed D&I and gender strategies for the Region.

Assurance – making the link between diverse teams and profitability
While achieving workforce gender diversity has long been viewed as a desirable business objective, studies on the subject have usually focused on “soft” outcomes such as evaluating how diversity improves decision-making.

By analyzing 22,000 EY audit engagements in four countries (US, UK, Canada and China), our Global Markets – Strategy and Analysis Team quantified the impact of gender diversity on team performance within our own organization.

Our study demonstrates that there is a positive relationship between gender-balanced teams and profitability (when other factors that impact profitability are taken into consideration). With up to 3% profitability improvement, these results clearly indicate the importance of gender diversity on engagement team performance.

What is more, based on a small sample of audit quality review (AQR) data, gender-balanced teams are also associated with higher-quality engagements.
Supporting our Vision 2020 D&I Roadmap

Modeling engagement profitability

We used regression analysis to isolate the impact of non-gender factors on engagement profitability (margin) so that we could measure the difference between the predicted margin (based on our analytic model) and the actual margin. This difference represented the impact on business performance of having a gender-balanced team.

We now have specific evidence to demonstrate that a diverse workforce can have a materially beneficial impact on our business. This evidence reiterates the importance of diverse teaming and leading inclusively.

FraMaLux – making the most of their exit interviews

Our France, Maghreb and Luxembourg (FraMaLux) Region covers six countries and eighteen cities, so access to meaningful data that shows impact and trend is vitally important to be able to develop strategy. In FY14, a Gender Dashboard was implemented that focuses on performance rankings, promotions and recruitment, and it was clear that one area that needed to be addressed was the ongoing differential between the ranking of men and women.

In addition to this dashboard, HR has now started to conduct comprehensive exit interviews to try and identify the key reasons that our women leave us. Initial trends appear to show that women feel that they can’t have work-life balance and a career.

MED – following up their data analysis with a survey

Once you have gathered your data and identified your focus areas, it is often helpful to sound out your people on your findings and ask for their feedback, either by survey or in focus groups.

The MED, made up of Italy, Portugal and Spain, covers 32 cities, and they decided to pilot a survey in Italy that went out to all of their 2,581 people. They wanted to better understand what their people (both men and women) thought about career progression at EY, and they had a 50% response. The overarching message was that the respondents did feel that there was a difference between men and women in their career paths. At the beginning of their career, women are expecting to face more obstacles and men less, however, it’s interesting to see that then, later in their career, men seem to recognize that women do face more obstacles.

Participants were asked whether men and women have the same working approach, and the response to this was interesting, with 78% of women and only 53% of men saying yes. Those who think that men and women have a different working style suggest that women are:

- More sensitive with relationships
- More careful to pick up non-verbal signals
- Better at listening to people

The key obstacle to career development identified by both men and women was access to professional development. Additionally, the majority of the correspondents suggested that main areas of focus should be:

1. Flexibility – when and where to work
2. Organizational culture
3. Benefits offered by EY

MENA-focused conversations with our women in Saudi Arabia

Saudi Arabia is one of 15 countries in our Middle East and North Africa (MENA) Region and is well known for its more conservative approach to women in the workplace. Women have to have a separate entrance to the office and work on a different floor with separate facilities. Women are also not allowed to drive, so they need to be accompanied by a male when they travel to and from the office or clients. That said, we now have 66 women working in our Saudi offices and, as you would expect, these are talented and ambitious women that have lots to offer EY and our clients.
To focus on their challenges and aspirations, our D&I Lead for MENA conducted telephone interviews with 16 women in FY14. These interviews explored things such as the work environment, coaching, professional development, leadership support, flexibility, empowerment and future career aspirations, to name a few.

Key themes that came from the interviews were that the women felt they had limited interaction with managers and teams and a lack of mobility and training opportunities. In addition, they felt that flexibility was a key issue, with limited access to flexible working and the expectation of long hours spent in the office.

These and the other key issues identified were documented in a report, and the MENA D&I Partner Sponsor and other business leaders are now planning to visit Saudi Arabia. This visit will include meetings with local nationals with a particular focus on women, to ensure that the business identifies changes that can be made to address these challenges.

**Cascading awareness**

**EMEIA — removing bias from performance ratings**

During FY14, the Just in Time tool, developed in GSA, was rolled out to other Regions in EMEIA. The tool is used during performance roundtables to instantly differences in ratings and promotion decisions between female and male employees, analyze and then makes these differences visible. Any unconscious bias or gender-based stereotyping that might influence ratings or promotion decisions are uncovered during the roundtable process and can be discussed before decisions are finalized.

During FY14 the tool was also used in our CSE, FraMaLux, FSO, India and UK&I Regions, and we have already seen a positive impact in the gender balance of performance ratings in five of these six Regions.

**Africa — setting the tone from top**

In FY14, Ajen Sita, Regional Managing Partner Africa, hosted two strategic planning workshops for his leadership team to develop and commit to the Africa D&I strategy. At a high level, they agreed to focus on gender for the Region, with a focus on gender and race for South Africa. A detailed analysis of the diversity landscape informed our leadership’s discussions. Special attention was given to societal and cultural considerations, and leaders emphasized the need to set and drive the implementation of gender and race targets aggressively for the region.

In some parts of Africa, women cannot open bank accounts, they can’t borrow money and they can’t take on a job without the permission of their husbands. Even before adulthood, young girls drop out of school early, and there are real issues with pregnancy rates and crimes of violence against women.

Plans to address these challenges include the development of a gender strategy for Africa and engaging partners to be fully on board – and committed to driving the gender agenda.

**GSA — celebrating diversity with pizza**

EY Germany is a member of the German Diversity Charter and, in FY14, they decided to celebrate German Diversity Day in a fun, engaging and innovative way. Over 1,700 people in teams across the country were given the task of creating their own diversity pizza online. Each of the ingredients represented a different demographic at EY, and the teams had to pick ingredients based on this. So, for example, cheese represented age, tomatoes represented social and vegetables represented international people.

On 3 June 2014, which was German Diversity Day, over 400 pizzas were delivered to the teams that had designed them across all of our offices. This initiative proved extremely successful in promoting the benefits of diverse and inclusive teams, encouraging team collaboration and raising awareness.
D&I weeks

One way to raise awareness locally about D&I strategy and initiatives is by holding a D&I day or week. These events can engage large numbers of people in an array of activities both live and virtually.

FraMaLux – Week of New Frontiers

Bigger and better than ever, the 2014 New Frontiers program was a week-long educational experience for all the family. The week consisted of conferences, workshops and activities attended by 500 EY people. Highlights of the week included a talk from a French child psychiatrist, parental coaching workshops, disability awareness training and a dedicated family day. Also on the agenda was the Elle Magazine wellness event. Attended by 50 EY female seniors, Elle Active proved to be a fantastic way of promoting and encouraging the professional success of women in the workplace.

CIS – inaugural D&I week

In FY14, CIS wanted to focus on women’s leadership, a Workplace of the Future, flexible working and Gen Y for their first D&I week. The week was a great success, with each day focusing on a different topic. Different forms of media were used to reach the broadest community, including photographs, videos, live seminars and webinars. So, for example, day two saw a workshop called “Define the personal values that drive your career decisions,” delivered to help female managers achieve better results in business and their personal lives.

During day four, all employees were invited to a webinar called “Gender stereotypes in business: true or false,” where four psychological types and methods of interaction with them during negotiations were discussed.

“Building a better working world constitutes a collective ambition that incites us to have a reflection on how we live together in order for each of us, individually and with our teams, to blossom inside our organization. In this context, the purpose of the Week of New Frontiers is to make our organization more human, where anyone can make their voice heard and is respected, where anyone can enrich themselves through the differences of others.”

Sylvie Magnen, FraMaLux Talent Leader
Identify meaningful changes
Once the initial assessment is complete and Area and Regional leaders are fully engaged, the next stage of the Roadmap is to identify and focus on items that will have the greatest impact in signaling to the organization that change is truly happening.

Recruitment

Maximizing the potential of the talent pool is a business imperative across EMEIA. We can’t ignore hidden talent just because we are not able to see it. We need to continue to improve our recruiting practices to ensure that we are hiring talent from diverse backgrounds, so that they bring their unique perspectives to our high-performing teams.

We report on recruitment by gender across EMEIA and, in FY14, we saw the number of female direct admission partners increase to 11% from 9% in FY13. However, we recognize that work still needs to be done to see a substantial increase in the number of senior women we recruit into the business. This is replicated across other strands of diversity in various geographies, with increased focus on disability, black and minority ethnic recruiting, and the recruitment of nationals.

FraMaLux – focus on disability and education

Highlighting their status as a disability-friendly employer has been high on FraMaLux’s D&I agenda during FY14. This year saw them form partnerships with three of the top business schools they recruit from. Donations to each of these business schools allows the institutions to improve accessibility for disabled students – whether this is structural changes or ensuring that materials are available in different accessible formats. In addition to the monetary donation, they also provide workshops within the schools to raise awareness around disability in the workplace.

A pilot mentoring program for disabled students has also launched and, to date, two students have been mentored, with plans to expand the program into FY15. These mentoring relationships give the students advice on dealing with a disability in the workplace and managing the start of their careers. Many students do not understand how gaining official recognition of their disability can enable organizations to support them in the workplace. Through focused conversations, issues such as these are being addressed, and guidance and support around career options are being provided.

EY France also gives an annual grant to the best student association from high schools across the country. This year, it was extended to give a prize for the best disability project, and nine submissions were received. The winning project was from Music’All, who hold annual concerts that include contributions from disabled children.

FraMaLux disability recruitment campaign

CIS – opportunities for students with disabilities

In April 2014, CIS hosted the final round of the Path to Career 2014 competition for young disabled professionals. Sixteen finalists took part in the competition and attended training on CV writing, self-presentation and teamwork. The final round saw all participants go through three phases of evaluation: interviews with company representatives, individual presentations and participation in a business game.

In addition, finalists from the competition are invited to intern with CIS. Tatiana Zolotareva interned with the HR Department and said of her experience: “I want to tell each member of our team how grateful I am because, thanks to you, I now have an even stronger desire to develop and...”

Supporting our Vision 2020 D&I Roadmap
grow in the HR field. I understand that the path I’ve chosen, though not easy, is the right one. EY has been a real school of life for me. I hope to realize my potential, and I know that EY will remain one of the brightest and best memories in my life.”

Recruiters continue to interview finalists from the contest and have offered further internships in HR, finance, brand, marketing and communications, and advisory. More than 60 former participants are now employed by large Russian and international companies, and the program continues to highlight EY as a disability-friendly employer.

This year has seen a substantial change in process, and the aim is to provide all communications in English. This change is being implemented across the Region, and they are starting to see more mobility and the recruitment of international talent. The power of the different perspectives these people bring to the organization has also been noted.

In addition to attracting talent from abroad, the Nordic Recruitment Team has also been trained on how to recognize unconscious bias during the selection and interview process.

CSE – EY mentoring club for women
The CSE Region is seeing more and more countries establish women’s networks. However, Poland is still a leader in this initiative and, during FY14, set up the EY Energize Your Career (EYC) Club. The club is aimed at older students of Warsaw University of Technology and Warsaw University (faculty of Mathematics, Computer Science and Engineering) and has 15 to 20 members who were selected based on their CV and a covering letter.

The aim of EYC is to show female students in technical universities that becoming a consultant can be an interesting career path for an engineer and to convince female students that EY is a place where women can have a fulfilling career. The club helps members develop leadership, entrepreneurship and effective communication skills, and advises them on which classes to choose in order to gain knowledge and skills that will be useful in a consulting environment.

The club offers a number of different things to its members, including mentoring from existing EY consultants, business case solving sessions, networking events, training sessions, visits to EY offices, internships and student events.

“With 21 countries, CSE is a particularly diverse Region, with many different cultures and geographies. We are trying to make use of this wonderful diversity to share knowledge and best practice, and help our countries succeed in their individual agendas.”
MENA — a focus on nationalization

For MENA, attracting, developing and retaining national talent is an opportunity to develop a pipeline of national future leaders for the region. This strategy is imperative for EY’s long-term sustainability and successful operations in MENA. Nationals bring unique skills, local insights and perspectives. They are highly motivated and have strong relationships and firm ties within their communities. EY provides services to a number of government entities and local and regional family-owned businesses in MENA, and the insights, background and perspectives that our local employees bring have proved to be immensely valuable to our performance and operations, and consequently, provides satisfaction to our local clients.

To achieve our strategy of developing national talent, EY has introduced a number of programs and initiatives. For example, the Summer Internship program is a three-month program for national students in their final year of university. The purpose is to introduce these students to the working life and the working environment at EY. They go through a structured training program with a supervisor or manager who will give some coaching and guided development. We also facilitate rotations across the various service lines and departments if the interns are keen to understand the different dimensions of our business. This is useful and helps them choose the domains that they feel are closer to their career aspirations. Many of these interns come back after graduation to join EY as their employer of choice, but we are quite selective in the recruitment and interview process, as this will impact our talent pool going forward.

Further to the attraction strategy of interns and graduates, we have introduced some development and retention strategies for nationals:

1. Partners should be involved and have major roles in driving the nationalization agenda. It is important that the “tone on top” is strong.
2. Meetings with nationals should be scheduled throughout the year with the counselors, group managers and partners, with the aim of up-skilling and further development.

"At EY MENA, our people come from numerous backgrounds and nations, forming what is inherently one of the most diverse Regions in EMEIA. Through inclusive leadership, we continue to leverage this diversity to achieve better opportunities for our people, better-quality service for our clients and a better business outcome for our firm.

MENA has taken great strides toward achieving our Vision 2020 of building the highest-performing teams. We have launched a number of D&I programs to continue to develop our leadership pipeline, introduce greater gender equality and develop national talent. In 2014, we launched the Navigator program and continued with the roll-out plans of the cultural intelligence training, the unconscious bias trainings and the gender leadership webinars.

These and other programs and initiatives will continue in 2015 and beyond, as we contribute to the development of our people and the profitable growth of our business in MENA.”

Abdulaziz Al-Sowalim, Regional Managing Partner – MENA
3. Managers and above should have “development of nationals” as a KPI on their scorecards.

4. Nationals are assigned to experienced counselors and mentors whenever possible.

5. Nationals should be assigned with good portfolios of clients for the purpose of better exposure to various industries. The engagement managers should play a coaching role.

6. Nationals should be educated about fast-track policies and given opportunities to network and discuss challenges and career aspirations.

7. Focus groups should be conducted for nationals, to listen to their thoughts and suggestions.

**FraMaLux – giving back to the community**

FY14 has seen FraMaLux continue its program of offering mentoring to students from disadvantaged backgrounds. There are now over 200 EY people working with 200 students offering practical advice and guidance on career options, CV writing and much more. The program started four years ago, and they are now starting to see students who have been mentored join EY as interns or graduates.

**Training**

Building high-performing teams is one of our key commitments under Vision 2020, and many elements go into creating them. Underlying them all is the ability to include different viewpoints into our mindset, behavior and operations.

At an EMEIA level, we have developed a number of programs to help managers lead inclusively. Navigator, a program aimed at female managers, has been rolled out across a number of Regions in EMEIA, with very positive feedback from participants. Unconscious bias training continues to be a focus, with over 14,000 people having completed online training and many more completing classroom or virtual training. In addition, a half-day live workshop was piloted with partners in the MED, which gave people the opportunity to come together face to face and better understand how unconscious bias may be impacting how we make decisions about our people and how we go to market.

**CSE – mentoring and sponsorship program**

FY14 saw the launch of a successful mentoring and sponsorship program in CSE, which aims to increase female promotions and, in turn, improve female representation at partner level. This program is aimed at high-potential women from manager to executive director rank across our Advisory, TAS and Tax service lines.

Participants are matched with a partner sponsor or mentor, who meets with them regularly and maintains a constant oversight of their personal development and career progression. The recommendation is to have a minimum of two sessions each calendar year and catch up informally between these sessions.

To date, almost 30 women have participated and feedback has been extremely positive, with plans to extend the offering to the Assurance service line.
India – own your career
During FY14, Advisory in India held a female leadership program called Own Your Career. The workshop, attended by 16 senior managers and directors, aimed to enhance their potential as effective female leaders. Focusing on personal brand, strategic networking and communication skills, it also gave participants the opportunity to interact informally with EY leaders and learn from their diverse experiences. The workshop helped reinforce efforts to build a network of women who are committed to developing their own leadership brand and coach the next generation of female leaders, as well as reverse mentor the wider Advisory community.

Own Your Career participants

MENA – navigating careers and overcoming obstacles
In March 2014, as part of International Women’s Day celebrations, MENA organized a webinar on Women in Leadership. The focus of the webinar was on the importance of developing and building relationships, and a simple model for how to be ethically political in the workplace was presented. Over 200 women from across the MENA Region attended and were given practical advice and tips on how to build rapport through conversations. They also had the opportunity to network with other women in the office.

Women in MENA attending International Women’s Day webinar

BeNe – Mindbug challenge biases
BeNe continues to use its Mindbug training to raise awareness of the impact of unconscious bias. During FY14, 100 people at manager rank and above completed this training, which involved participants completing an implicit association test focused on gender. During a live workshop, the results of the tests are revealed and interactive exercises and group discussions are used to increase people’s awareness of their own unconscious bias. The results from the implicit association tests have shown that, in BeNe, there is an unconscious preference for male leadership, and actions can now be put in place to counteract this bias. A separate session was also arranged for 20 members of the recruitment team that focused on gender and cultural bias. This all-female team was surprised to learn that they had a preference for male leadership, which could, in turn, influence the candidates they put forward for positions.

Monic Zents, BeNe D&I Lead

“As within other companies, the tests showed that recruiters are even more biased than our client-serving managers and partners. This may be caused by the fact that recruiters want to hit targets as well and white men are considered a safer bet.”
**MENA – increasing cultural intelligence**

FY14 saw 500 people in Dubai and Qatar participate in cultural intelligence workshops. The aim of the workshops was to show the inherent diversity of MENA and provide the knowledge, tools and tips required to be an inclusive leader.

In addition, the MENA D&I team have collaborated with the Advisory and Tax service lines to co-design and deliver tailored sessions to suit service line requirements and needs. The Advisory Graduate Development Program saw 24 graduates trained on cultural intelligence and 124 people were trained as part of the Tax 1 and 2 programs. These sessions provided the opportunity for our people to understand inclusive leadership and leverage from the array of different perspectives our people bring to the workplace.

**CIS – Generations workshops**

In the course of 2014, CIS held a number of workshops called Generations X&Y: effective cross-interaction to support their highest-performing team’s culture. The majority of our people in CIS are Gen Y, and it makes good business sense to ensure that the fastest-growing segment of today’s workforce is understood in terms of needs, desires and attitudes.

The workshop featured group brainstorming on the following topics:

- My ideal office
- New ways of attracting graduates
- Expectations of feedback methods and frequency
- Best training delivery methods
- Ideal managers

**Nordics – maternity coaching**

During FY14, a maternity coaching program was piloted across Norway. This program, which is voluntary to participate in, offers coaching sessions during the last months before the women go on maternity leave, through the last part of maternity leave and for one to three months after they return to EY. So far, four women have participated and feedback has been positive. The program consists of five to eight coaching sessions and offers an arena for “thinking
out loud” without having to be strategic. A new maternity brochure has also been developed that clearly shows the processes before, during and post maternity leave.

The impact of maternity leave on performance ratings and salary review is also a focus and, during FY14, the Nordics started to analyze data related to this. It is hoped that this analysis will help them identify any worrying trends and allow them to put positive actions in place to ensure fair treatment.

**India – focus on Career Watch**

Strengthening the leadership pipeline has continued to be a big focus in India during FY14. They have continued to roll out Career Watch, our sponsorship program, and have expanded it so that now they are formally watching 44 high-potential women.

This program sees each of the women allocated a career watcher to focus on their professional and relationship development and to help identify opportunities that lead to personal and professional growth. On 1 July 2014, two watchees were promoted to partner.

**Navigator**

Despite strong representation of women joining EY at graduate-entry level, our industry still struggles to retain an acceptable level of female representation at manager level and above. Navigator was designed to create the opportunity for our women to develop their networks and discuss and debate the issues they face in progressing their career in cultures that are not necessarily determined by women.

Navigator was designed so that it could be delivered at any location across EMEIA, either by an internal facilitator or an external provider. It can be customized for that geography so, for example, it can be delivered in a local language. The program is aimed at female managers and new senior managers who have the potential to progress to a senior leadership position at EY and who would welcome the opportunity to develop their career plans and personal value proposition.

By the end of the program, participants should be able to:

- Establish and articulated their personal and leadership brand in a way that increases their impact
- Establish a network with peers, sharing differing perspectives and insights and achieving mutual learning
- Understand how their personal values drive their career decisions
- Articulate the relationship that they want to establish with the firm and take steps toward building that relationship

“The Career Watch program has been an interesting and rewarding experience for me. I started my first meeting with mixed feelings – after all, what could a person whom I knew and didn’t necessarily work with tell me that was so different? Yet, the insights helped – I got a perspective from a senior partner on very important issues such as building my personal brand, when and how much to pursue a client, how to wait and let the client come back to you, when not to get dejected in case a pursuit does not come to fruition. Very importantly, we also spoke at length about other women partners around the world that my career watchee had worked with and how he respected their juggling act and the resilience of women. This, in particular, gave me a lot of motivation and drive, and the impetus to go back to him as a sponsor.”

**Surabhi Marwah, Partner, Human Capital – India**
During FY14, we have seen Navigator piloted and rolled out across many of our EMEIA Regions.

- **FSO**: In FSO, Navigator is being used with all women who have attended the Aspire program, which targets all high-potential seniors who are preparing to become managers. FSO sees Navigator as a great opportunity for women to develop their networks and discuss the issues they face in progressing their career.

- **GSA**: GSA has seen that many young female employees are leaving the organization when they reach a managerial role due to a concern that they will not progress further. The rollout of Navigator in GSA aims to help women overcome their self-limiting beliefs.

- **FraMaLux**: FraMaLux continues to run Navigator locally using both internal and external facilitators. The program has been positively received, and they hope to see the impact of the program on the development and career aspirations of their female managers.

- **MED**: The representation of females at manager and senior manager level has become a key focal point in MED and FY14 saw the pilot of Navigator in Italy. Feedback from participants has been positive and, along with mentoring opportunities, they hope to see an improvement in the retention of female talent.

- **MENA**: Navigator is one of the most successful programs currently running in the MENA Region, with more than 70 women attending the program in FY14. The initial rollout worked as an incredible tool to encourage women from all over the Region to interact with fellow peers – on similar career paths to themselves – and unite in their shared goals for the future. In addition to piloting the program in Pakistan, the D&I Team in MENA ran a “train the trainer” for the CSE HR Team, who were interested in rolling it out in their Region.

- **The Nordics**: Navigator was piloted with Advisory in the Nordics during FY14. Data shows that Advisory loses a number of their women as they reach manager rank. Navigator was therefore piloted to try and put in place learning to stop this trend. They have found that the self-awareness that Navigator gives has been positively received and is giving women the appetite to want to be partners at EY.

- **UK&I**: UK&I was one of the first Regions to pilot the Navigator program, and feedback from this pilot was positive. It has now embedded the program into its core learning offering across all service lines via the Managing in Professionals Services development curriculum.
New Ways of Working (NWOW) and Work Place of the Future (WOTF)

To create the highest-performing teams, we must focus on building the workforce of the future, and an element of that is finding ways to work smarter and with more innovation. This includes how we team, collaborate and effectively use technology. The vision for NWOW is that, with a trust-based approach (i.e., a focus on how we meet our objectives and the work that we produce, rather than how long we sit in the office), we can give our people the opportunity to deliver excellent client service in a way that supports their well-being and enriches aspects of their lives, their families and their communities.

Changing our work model and identifying ways to work smarter and more innovatively in the future is a key element of our talent agenda. It demonstrates our commitment to forming the highest-performing teams and building a better working world for our people.

There are four key elements to NWOW.

FY14 saw a lot of activity at an EMEIA level to ensure that our people had the tools and knowledge required to achieve the behavioral change necessary for NWOW. Six key behaviors were identified that, if adopted, will ensure working flexibly is a success:

- Communicate effectively
- Embrace diversity
- Focus on outputs
- Set boundaries
- Work intelligently
- Trust your team

These behaviors were brought to life by the development of a film that links each behavior with the natural world. This film is part of a website that holds case studies, research, training, articles and a communications toolkit devoted to NWOW. In addition, a talent Roadmap was developed that details the steps to take to implement NWOW locally, drawing on examples of best practice from across EMEIA.

CIS – flexible working policy

FY14 saw the implementation of a new flexible working policy in CIS that gives employees the option to work from home one day a week, with reduced hours on a Friday or expanded unpaid leave. CIS strives to create an inclusive and flexible culture. Their people policies and practices are designed to support the needs and personal time commitments of employees, including, but not exclusively, their commitments to take care of themselves, their children, spouse or domestic partner and parents, as well as community activities, charitable work and continuing education.
Three hundred and twenty-nine employees across CIS have already taken advantage of these flexible working arrangements. In order to track take-up, CIS has also introduced a database that records requests for flexible working arrangements. This database allows the team to monitor the use of these new arrangements, and they are able to track where in the business they are being utilized the most.

**FraMaLux — flexible working**

Flexible working has been a focus in FraMaLux in FY14, and a pilot has been launched giving people the option to work from home one day a week. FraMaLux has noted that their people require flexibility and better control of the organization of their own professional activity, and that increasing numbers of people are working on international projects and in virtual teams.

The pilot includes best-practice guidelines for working from home, such as having suitable working conditions, no disruptions, no confidentiality constraints, a laptop and mobile phone on, and to be reachable during working hours. There is no requirement for their people to justify why they want to work from home but, for legal reasons, requests to work from home are tracked, which also gives them the ability to monitor the take-up of this flexible working option.

Teams from Assurance, CBS and Tax have participated in the pilot, and it is already showing encouraging results, with 200 requests to work from home already. Ultimately, the Region is finding that flexibility has an impact on engagement, productivity and talent retention, as well as making EY an attractive place to work.

**India — continuing to change mindsets**

India has continued to promote My Life, their flexible working program, across the Region during FY14, and they currently have over 1,500 of their people working flexibly. They have used different ways to get the message to their people on how My Life works and what flexible working options are available to them.

Induction sessions are held weekly across the Region and all new joiners, regardless of rank, go through these sessions. During FY14, more than 3,000 people attended these sessions and have been taken through the principles of the My Life program. In addition, focus groups and leadership forums have been held, and people have been given more detail about My Life through this channel.

To promote usage of flexible working options and create awareness on how employees can have more control over how and where they work, EY India ran a focused email campaign, highlighting features of each of the policies.

There has been a misconception in India that women who have children cannot work flexibly and progress in their careers. To counteract this, they ran a focused campaign across India to showcase the success stories of female flexible workers with families, sharing details of how they maintain their work-life balance and make use of EY’s flexible working arrangements.

**Profiling successful female flexible workers in India**
MED — flexibility is important to seniors

During FY14, the “Seniors for EY” project was launched as part of MED's commitment to building a better working world. The project involved 1,500 MED seniors, who were asked to come up with innovative ideas to improve the organization. Specifically focused on generating new and original ideas to improve the EY workplace, ideas were received from cross-country and cross-service line teams.

In May 2014, the top three winning ideas were agreed via a vote, and the winning team celebrated at an event in Barcelona. The winners were:

1. EY Smart Working — giving EY people the opportunity to work from different places outside normal offices, allowing for more flexibility
2. NursErY ... for Kids — aimed at arranging agreements with kindergartens and babysitting services to help people find a balance between family and work commitments
3. Public Transport EY Pass — aimed at encouraging, through agreements with external suppliers, a more sustainable approach to the movement of people

All ideas will be implemented over the coming months, and some progress has already happened in terms of the flexibility options available in Italy.

UK&I — HealthEY

Launched in February 2014, HealthEY aims to support people in UK&I to take responsibility for their own health and provide the tools, knowledge and understanding to maintain, manage or improve their health and well-being.

HealthEY offers a wide range of services, including a monthly health knowledge program, mental health first aid, support networks, access to a range of health benefits and workshops.

FY14 has seen a real focus on mental health and, in particular, the introduction of an informal buddy scheme that offers support to anyone who might be affected by emotional and mental health issues. There are currently over 40 buddies, both male and female, at all levels, including partners, in all locations and service lines, who have struggled with or experienced a variety of conditions and are there to support people in similar situations.

All buddies are advised to complete a mental health first aid course, which gives them the skills they need to identify, understand and help a person who may be developing a mental health issue. They are also equipped to know what to look for, how to interact and support the person in difficulty, and exactly what support services are available.

HealthEY in UK&I

Africa — Workplace of the Future in Johannesburg

December 2013 saw the Johannesburg office move to its new building at 102 Rivonia. “The environment at 102 Rivonia encourages people to work more effectively with each other and our clients,” says Director of Africa Strategy Grant Brewer. “Working together in an open workspace makes it easier to share ideas and collaborate on solutions for clients.”

The new office follows the principles of Workplace of the Future, which looks holistically at how our people work as well as where they work. The office has several places where people can work or meet, informally or formally, including an internet café, a terrace and more internal meeting spaces than before.

“HealthEY is not just about sports teams or the long-term sick. We want it to be for everyone, whether they’re interested in changing their habits or feel they need support in improving their wellbeing.”

Paul Quinlan, UK&I Senior Manager, Employee Relations
Africa used innovative ways of communicating about the move to its people. The use of an internal website, videos and Twitter developed a sense of excitement about the move and addressed the need for a change in behavior to adapt to a new way of working.

Workplace of the Future – Helsinki
FY14 saw Helsinki move to their brand new EY building, located in leafy Töölö Bay business hub in Helsinki city center. The state-of-the-art facility has been designed as part of EY’s Workplace of the Future program that brings together the best insight from our talent, technology and real estate initiatives.

EY House, or “EY-talo” in Finnish, represents the first Workplace of the Future pilot in the Nordics, in which EY people have been actively involved in the office design and construction process from the start.

In addition, Stockholm has changed one floor of the building according to Workplace of the Future standards and the Oslo office is currently undergoing the same transformation – floor by floor.

CSE – Workplace of the Future
FY14 saw increased Workplace of the Future activity across CSE. In July 2013, the new Romanian office in Bucharest, Bucharest Tower Centre, opened. This office was designed to meet the principles of Workplace of the Future to ensure that the space fostered collaboration and flexibility.

Ester Muinonen, Nordic HR Business Partner, TAS

“EY House offers a trust-based, flexible environment that has revolutionized how we see space as a driver for performance and well-being in the workplace. At the new office, every single employee adheres to the new mobile ways of working – none have their own assigned desk, not even the local CEO or chairman of the board. All space – individual cubicles, multipurpose project rooms, phone booths, lounge areas – are available for use for any employee. Based on the task at hand, I can therefore choose to work anywhere in the building and sit next to whomever I want – such a good way to get to know new people and learn something new every day! The décor and new ICT (such as info screens and video walls) make it a much more enjoyable experience to come to work in the morning.”
In January 2014, EY in Prague moved to a state-of-the-art office designed to inspire their people and clients. Located in Prague’s city center, Florentinum is one of the largest and most energy-efficient buildings in the Czech Republic. The office setup promotes open communication, interaction and teamwork, and helps support their people by providing spaces to enable them to perform at their best.

CIS – Workplace of the Future
FY14 saw the opening of new EY offices in Tbilisi and Rostov. In addition, the Moscow office, after a year of renovation, has been completely converted to meet the principles of Workplace of the Future.

During the early part of the year, focus groups were held to discuss the layout and design of the office, and suggestions for potential solutions for current problems were agreed. Various configurations of work areas and workplaces allow people to choose the most comfortable and most appropriate workplace for the type of work they are completing. Collaboration zones have been included that aim to create an environment that is flexible, dynamic and technology enabled. These zones are perfect for group work and internal meetings as they support a spectrum of tasks.

Networks
Employee networks support their members and the organization in a number of ways, including educating the broader community, connecting people across the business and empowering them to achieve their full potential. Externally, they can help us connect to clients and potential clients and strengthen our brand in the market. Across EMEIA, we have seen great work from all of our employee networks and have continued to see new networks set up in new locations.

Africa – employee networks
FY14 saw a significant change to Africa’s Masakhane Black Women’s Network, which was originally set up to support and empower young black female professionals to develop their careers, as they were one of the most underrepresented groups. This year, the network welcomed both male and female graduates. This newly evolved network is now working well, and EY Africa is beginning to see that it brings people together in a far more structured environment and allows the members to make connections across the business that weren’t possible before. During FY14, an authentic leadership event was held that involved an inspirational talk on Nelson Mandela and a speed networking event to connect people across service lines.

GSA – strengthening lesbian, gay, bisexual, transgender – Allies (LGBT-A) activity in Germany
FY14 has seen noticeable developments in the LGBT-A agenda in GSA. Their Unity LGBT network has increased activity with new members and an appetite to get involved in local activities to showcase EY as a LGBT-A-friendly employer.

In September 2013, over 100 EY people, both LGBT and allies, participated in Run for Life, an annual event at locations across Germany that raises money for local AIDS foundations. This event receives support from managing partners across Germany and, year on year, they have seen the participation rate increase.

“Our goal is not only to establish an exchange platform for our LGBT community and its supporters in GSA, but also to assist everybody with advice on all LGBT matters related to our work environment.”

Adlai Goldberg, Advisory Partner based in Zurich and Unity network member

Workplace of the Future in Moscow
Run for Life Munich

In addition, for the first time this year, five EY people ran a booth at the Sticks and Stones LGBT Career Fair in Berlin aimed at LGBT students, graduates and professionals. A new brochure was designed for the event that showed that EY is a LGBT-friendly employer and feedback from the participants was extremely positive, with a lot of interest in joining EY.

FSO – female partner dinner

One focus for FSO in FY14 has been the championing of their senior women and helping to develop a community of female leadership across the Region. In December 2013, in addition to hosting their annual regional partner meeting, they held a dinner purely for FSO’s female partner population. This event was a huge success and gave the women a chance to network with other female partners across FSO.

A post-event directory was produced to allow the women to continue to network and support each other. In addition, the dinner also raised the awareness of gender issues across FSO with the male partners. The male partners left with a clear understanding of the importance of the gender agenda in FSO.

Nordics – women’s networks

The year 2014 has seen the creation of three new women’s networks in the Nordics. In Norway, a network called Jenter (Norwegian for females) has been created, which is open to all employees in the country. The network meets four times a year and invites external speakers to start discussions on relevant topics.

The TAS service line has set up a cross-country network in the Nordics that is being driven by its members. This network is still in its early stages and holds informal meetings, both virtually and face to face, when appropriate.

One of the biggest success stories in terms of network development in the Region is the Advisory Women’s Network in Copenhagen. This network was set up by the alumni of the Navigator program, who were initially critical of the need for a development program aimed at women. However, through the learning on the program, they saw how this development would help other women and set up the network. The network has a male partner sponsor and they currently meet bimonthly, using aspects of the Navigator program to start conversations with members.
This new appetite for networks in the Region has given their women the opportunity to have conversations around their career development and aspirations in a safe environment. It is hoped that, with continued nurturing, the networks will continue to grow and prosper.

**CIS – EY Moms**

In December 2013, the EY Welcomes Moms Group was set up as a way for women on maternity leave to find out what had been happening at EY in their absence. The group shares updates such as changes to insurance and also development opportunities the women can take advantage of while on leave, such as distance learning.

The group also offers practical help and, during FY14, they held a lecture on how to return to work while remaining a good mother. Delivered by a psychologist, this lecture discussed the emotional aspect of returning to work as well as looking at practical issues such as child care, changing schedules and time management.

During FY14, the network held over 70 events, and it structures their offering around three pillars:

- **Inspire** – events about career and personal success and the leadership journey, from inspirational internal and external speakers
- **Develop** – interactive skill-based events that deepen professional development and internal networks
- **Connect** – forums to connect with clients, external networks and colleagues

Events in FY14 have included EY Women’s Network breakfasts that provide a unique opportunity for their members to have an informal and interactive discussion with an inspiring EY partner, director or senior manager to hear about their career journey to date and how they have overcome any challenges. The “Realize Your Potential Series” is a skill-based program designed to deepen professional development and grow internal relationships. This program gives attendees tips and tricks on building confidence, visibility and how to say no, as well as presentation and communications skills.

**UK&I – EY Women’s Network**

FY14 has been a successful year for the UK&I EY Women’s Network, which has over 3,000 members. The network’s objective is to empower their members to achieve their potential and raise leadership awareness of gender issues while showing the market that EY is a diverse and inclusive employer.

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Development of Copenhagen women’s network

“After having participated in the EMEIA Navigator program pilot for senior consultants in the Nordics, we saw this as an catalyst to try to understand the reasons for why there are barely any women in the Danish Advisory practice above senior consultant level. More importantly, we wanted to start the discussion in Advisory Copenhagen on what could be done to change it.

We started with handing out the book Lean in by Sheryl Sandberg to put the topic on the agenda for our female colleagues – after obtaining the approval to do so from the management in Advisory. We followed it up by inviting all females out for a social gathering to make the first move to start a network.

Then came the more serious part of it – where we slowly kicked off the actual knowledge sharing sessions in Advisory on the topic. We invited the women to a “teaser” session together with the Nordic HR Director Rikke Bræuner. Afterward, we asked the participants to provide feedback and to give us an indication of whether they believed this was something they would actively participate in going forward. We received great feedback and even had requests to join from females in the TAS department!

One very important point that most of the women made after the kickoff was how important it is for them to know, and to see in their daily work, that the management supports this 100%. Another important point made was that many young female consultants would really like to have more senior females within the management team. The lack of female role models is perceived as an important challenge that Advisory Denmark should acknowledge.

After a lot of good feedback and suggestions from our first participants, we now have quarterly meetings set up where we work to ensure that we get interesting topics and presenters to inspire and enable discussions. We have also started to look into getting more details around the financials on changing the gender imbalance in the business going forward ... so, all in all, so far it’s been a great success with lots of buy-in and interest from participants, HR and talent and management. We look forward to seeing it grow.”

Maja Frederiksen
Copenhagen Women’s Network Chair
Recognize and reward role models
The third stage of our D&I Roadmap is to identify and highlight the role models who exemplify the behaviors we want all of our people to follow. We need to set the tone in the middle by formally recognizing people who mentor underrepresented populations, as well as teams and individuals who are best in class and leading the way. We can do this in a number of ways, both internally and externally.

Role models

Recognizing role models who are helping to drive the change we want to see, at all levels of the organization, is a priority for EMEIA and, this year, we have seen a rich mix of examples from many of our Regions. At an EMEIA level, we profiled a number of our male leaders who shared their personal insights into how they are progressing the gender agenda, to acknowledge their contribution, celebrate their success and acknowledge that gender is about both men and women. In addition, we developed a website profiling some of our female talent across the Area, and currently have 45 profiles of women at different ranks sharing their career pathways and giving advice to women coming up the pipeline.

Engaging men as gender champions

Achieving gender parity requires the efforts of both women and men. In recognition of this, for International Women’s Day 2014, we launched a series of interviews with male leaders looking at some of the things they’ve done to make a difference by valuing difference.

Their personal journeys were documented in our brochure Male leaders making the mix work, which highlights the importance of gender parity and reminds us it’s about both men and women.

From the interviews, we’ve identified 10 themes we hope everyone can identify with and adopt. These include having diverse recruiting shortlists, challenging mindset and countering assumptions, and promoting flexible working on a non-gender basis.

Top tips from our leaders on how to make the mix work

1. Engage at all levels of your talent pipeline – support informal mentoring, reverse mentoring and formal sponsorship
2. Set targets – know what you are trying to achieve
3. Establish accountability for progress
4. When recruiting, insist that all short lists are gender diverse and, if they are not, ask why
5. Promote flexible working on a non-gender basis and set the tone from the top
6. Be bold – provide stretch assignments, question the “rules,” challenge mindset and counter assumptions
7. Be innovative with flexible non-traditional career paths
8. Make sure that there are opportunities for our people to re-enter the workforce at all levels
9. Make sure that D&I doesn’t slip off the agenda when you are pushing for growth and high performance
10. Engage with your clients on this topic and share what you are doing

“We know from both internal and external research that the most effective teams are diverse and that is why Vision 2020 calls for us to ‘make difference matter’.”

Mark Otty, EMEIA Area Managing Partner

Supporting our Vision 2020 D&I Roadmap
Supporting our Vision 2020 D&I Roadmap

MENA Role Models Program

The MENA Female Role Model Program, celebrated on International Women’s Day, is in its fourth successful year and, once again, MENA showcased some of their female colleagues in recognition of their contributions in and out of the workplace. This success can be defined in a number of ways and is not limited to professional success.

The criteria for nominating colleagues included women who are inclusive, dedicated, inspiring, flexible and true team players, and who our people felt deserve recognition.

Sixty nominations were received this year and, after going through a rigorous judging process, they announced their three winners. They are:

Maha AlAdhami
EY Training
Abu Dhabi

Azza Jamjoom
Executive
TAS Jeddah

Rawan Barghout
Executive
TAS Doha

International Women’s Day in UK&I

The UK&I EY Women’s Network (EYWN) celebrated International Women’s Day with events and activities across the Region, including a red-carpet awards ceremony in London. The awards ceremony celebrated the winners of the 2014 EY International Women’s Day Awards. The network was overwhelmed by the volume of nominations received across five categories:

- **Mentor of the year** – a man or woman who has made an outstanding contribution in encouraging and supporting others at EY and fostering inclusiveness
- **Inspirational role model** – a man or woman who exemplifies EY values and encourages inclusiveness
- **Most valued team member** – a woman who has made an exceptional contribution to teaming and is a person others could not live without
- **Outstanding achievement outside the workplace** – a woman who has made an outstanding achievement outside of the workplace – be it charitable, sport or social
- **Innovator of the year** – a woman who has contributed to building a better working world by sharing innovative ideas

Zaid Al-Hadhrami, MENA D&I Leader

“For International Women’s Day every year, we celebrate the achievements of our female colleagues and the value and success they bring to our business. There are dedicated, flexible, inclusive and inspiring role models who always aim to achieve the best for themselves, their teams and for EY. These women have found the work-life balance that is right for them and are truly living EY’s values.”

Joanna Santinon, EY Women’s Network Partner Sponsor

“For over 100 years, people around the world have been celebrating International Women’s Day. The EYWN’s Awards celebrations are part of a global celebration of inspiring women and men, and a chance to celebrate the achievements of some of our most inspirational people.”
India — celebrating role models

India continues to celebrate D&I role models and, during FY14, they held their successful D&I Awards. These awards, which are run annually to coincide with International Women’s Day, recognize the contributions of their people in progressing the D&I agenda.

Two awards are given annually: the first is the D&I Role Model Award, which recognizes women who have been an inspiration to others. In FY14, 126 nominations were received in this category and the judging panel recognized eight winners from across India.

The second award is for a D&I Catalyst; this award is open to men and women and recognizes those who have been catalysts of change by promoting diversity, fostering an inclusive working environment and recognizing the contribution of others. This category saw 276 nominations from across India, and 12 winners were selected.

Connecting with the market

EMEIA — women on boards

FY14 saw the launch of the Time for change: recruiting for Europe’s boardrooms thought leadership, which details how increasing representation of women on boards can help businesses achieve growth. The report also examines how recruitment to boards can drive innovation and, ultimately, deliver greater value for stakeholders by ensuring boards are representative of their clients and customers — both in terms of men and women.

With European Commission (EC) statistics showing only marginal growth in female board representation in recent years, the report exposes current barriers and highlights the need for fresh, innovative thinking in the process of making appointments.

The study was based on interviews with board members, headhunters, business leaders and corporate governance advocates throughout Europe. Five practical steps are identified in the report to improve boardroom recruitment.

1. Structure
Realign the composition of the board with the evolving needs of the business, looking at issues such as numbers and profiles of non-executive directors, duration of service and sector-specific needs. Consider rotating non-executive directors regularly and appointing individuals with a wider range of skills. This can help open up the board’s approach to managing changes effectively and sharpen its awareness of future developments.

Julie Teigland, EMEIA Accounts Leader

“While gender is far from the only issue that needs to be considered, there is a widespread tendency to view boardroom appointments as a “closed shop,” where only candidates who have already served on boards are considered and personal networks are the primary tool used in recruitment. These factors work against efforts to broaden the base of experience and skills on company boards in order to equip them to meet the complex challenges of the modern business world.”
2. Process
Investigate ways of using headhunters more effectively, such as rotating recruitment firms and separating evaluation from search. Also consider hiring headhunters who represent the candidate rather than the client. Advertise for boardroom posts or use the growing number of databases to identify candidates who could bring new perspectives to the board.

3. Criteria
In order to create a larger pool of potential candidates, abandon the requirement that candidates “must have experience of a PLC board.” Instead, widen the search to include those with analytical skills, independence of thinking and a capacity to support as well as challenge.

4. Succession
Make a succession plan and keep it transparent. Then, in order to create a high-quality pipeline of talent, provide training for potential non-executive directors by placing them on committees just below board level.

5. Support
Consider large cross-border businesses to collaborate in the creation of a “board secretariat” to provide support for all non-executive directors in terms of resources as well as opportunities. Such an organization could potentially provide training for those who aspire to be non-executive directors, with their employers recommending them for participation in suitable courses. This is a radical idea and one that would undoubtedly prove challenging to implement – but it may be one whose time has come.

BeNe – cultural awareness
Multicultural awareness has been a focus in BeNe since FY12, with the Region holding a multicultural debate followed by participation in a national integration dinner. FY14 has seen this work continue and an event was held for 60 people, both internal and external, who were interested in continuing the conversation.

An external consultant facilitated the event and asked the participants a number of difficult questions to see what they would do in various scenarios: for example, if the client had asked for a women or black minority ethnic team member to be removed from the team. The audience had time to discuss potential solutions and were given ways to deal with these situations should they arise in the future. The key message from this session was to ask why. If there are cultural expectations that need to be considered, then, in most cases, measures can be put in place to remove the problem without having to exclude someone from a team.

In addition to this event, EY participated in an integration dinner where each organization attending sent three white employees and seven black minority ethnic employees. Two board members from BeNe attended as well as a black minority ethnic partner. This dinner also involved a session on the various scenarios that could be experienced in an organization and how to deal with them, and gave senior leaders from EY an opportunity to get involved in the debate.

BeNe – documentary showcasing career options at EY
During FY14, EY in the Netherlands was approached to participate in a national television series about black minority ethnic women who do well in business, called Bonte Vrouwen. In the Netherlands, a high proportion of graduates in economics and fiscal law come from multicultural backgrounds. However, EY doesn’t seem to attract these students into the business, as they don’t apply for roles.
EY identified two women to participate: Zaina Karima, an Assurance partner in FSO, and Justina Alders, a senior manager in FSO. They were filmed over a number of days and shared their background, issues they had faced in their careers and their experiences of working for EY. The program has been repeated a number of times on Dutch television and has received positive reactions from both clients and other organizations.

Two EY leaders in top 50 LGBT business role models
EY’s Beth Brooke-Marciniak and Liz Bingham feature on the global OUTstanding top 50 list of inspiring LGBT business leaders during FY14. Beth, Vice Chair – Public Policy, was ranked second and Liz, Managing Partner – Talent in the UK & Ireland, was ranked 18th.

The list recognizes executive-level LGBT leaders who are positive and visible role models and who actively contribute to the LGBT agenda. Liz and Beth are both long-term champions of diversity and inclusiveness.

CSE – Women Leadership in Business Foundation
The Women Leadership in Business Foundation was created in FY14 by Iwona Kozera, an EY partner, and Katarzyna Twarowska, an EY executive director in Poland. The foundation was created to work toward increasing the number of women holding senior executive positions as well as promoting female entrepreneurship. In creating the foundation, Katarzyna was partly influenced by her attendance on the EMEIA Women’s Leadership Program and, in particular, discussions about how to add something of value to the business community, outside of the day job.

The foundation focuses its work in three pillars: board-ready women, female managers and young talent. The overarching goals are to:
- Build partnership in top positions in business
- Promote professional independence of women
- Raise self-awareness and develop women’s talents
- Promote female entrepreneurship
- Support women aspiring to hold top executive positions
- Foster women’s courage and independence as well as the development of professional skills
- Create a platform for opinion sharing as well as formulating and promoting common ideas

Interest in the foundation and its work has been remarkable, and they have surveyed 200 people to gather best practice and solicit guidance on what the foundation should be focused on. FY14 has seen the launch of a cross-company mentoring pilot that will run for six months and has two EY mentors.

BeNe – Tax Matters!
The Tax Matters! Women and Taxes network was developed by EY in the Netherlands with the aim to increase the networking of experienced female tax specialists. There are currently 40 EY members in the network and an additional 365 members from the Dutch tax authorities, Ministry of Finance and client organizations.

On 13 March 2014, the network held its annual half-day event where more than 100 female tax advisors and tax lawyers got together to hear from inspirational speakers on the theme of internationalization of taxation.

The year 2014 saw the first anniversary of the network, and they celebrated with a dinner where participants got a chance to network, and share experiences and knowledge in an environment that is not driven by sales. This informal environment gives EY women the chance to discuss business and showcase their knowledge and skills, and this inevitably helps business growth in the future.
30% Club cross-company mentoring pilot in the UK

During FY14, EY UK&I successfully project managed a pilot of a cross-company mentoring scheme aimed at mid-career women. Led by the 30% Club, the scheme has as its objective to broaden the pipeline of female talent and increase the number of women in senior leadership roles. The scheme was sponsored by UK&I and spearheaded by Joanna Santinon, UK&I Tax Partner and 30% Club Steering Group member, and Rebecca Hill, Senior Manager for EMEIA Markets and D&I lead for EMEIA TAS.

There were eight organizations participating in the pilot, with up to five mentees and mentors (men and women) participating per organization. EY invited five mentors (senior EY partners) and five mentees to participate in the pilot, which ran for six months, with mentors and mentees meeting every four to six weeks for ‘one-and-a-half to two hours. Mentors and mentees were paired according to key criteria (geographic location, professional experience, competencies, sector and interests) and the scheme was designed to eliminate conflicts of interest and confidentiality issues. Going forward, the scheme will run from September to June every year, with the matching of mentors and mentees facilitated by an online system.

A post-pilot feedback survey delivered positive results from both mentors and mentees. Of the mentors surveyed, 80% responded that the mentoring helped them understand the challenges faced by mid-career women. In addition, 86% of mentees indicated that they now feel more confident as a leader.

Entrepreneurial Winning Women in Russia

In FY14 the Entrepreneurial Winning Women (EWW) contest was held for the second time in Russia and was a huge success, attracting 35 female business owners and top managers representing different industries from five regions of the Russian Federation.

The initiative is a customized leadership project aimed at women who own or head successful organizations with potential for future growth. It is designed to help them:

- Expand their knowledge with the latest information and research and execute dialogues about business strategies and practices
- Identify potential partners, strategic alliances, customers and suppliers, as well as prospective sources of private capital
- Provide access to informal, one-to-one guidance and support
- Strengthen their executive leadership and business skills and identify opportunities to grow through meetings with senior advisors and seasoned entrepreneurs
- Increase national and regional visibility for themselves and their companies among corporate executives, investors and the media
Understanding the scarcity of educational resources and the need for practical training for female entrepreneurs in Russia, the EWW program offers a wide range of networking events for women entrepreneurs and women in business. Past events have included:

- Image as a Key to Personal and Business Success
- How to Work with Investors
- Generations X and Y at work
- How to Start Up a Business

Such events range from open discussions to master classes with free admission for female entrepreneurs, including start-ups.

Over the course of two years, 11 events have been held, each one being highly praised by the participants, who noted that the events helped them reshape their business and increase their self-confidence as entrepreneurs. The EWW program in Russia is another way to support building equal growth opportunities for both male- and female-owned businesses, and generally fosters entrepreneurship development in Russia.
EMEIA D&I key contacts
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