



**Pay gap
report 2017**

Powered by different perspectives



At EY we support transparency of pay reporting – Steve Varley, UK Chairman and Managing Partner, UK and Ireland

We recognise that the aim of 'pay gap reporting' is to understand and overcome the barriers that may prevent all our people from achieving their full potential and making their maximum contribution to the economy. However, the pay gap doesn't just affect women, which is why EY has chosen to voluntarily publish its ethnicity pay gap. We encourage other organisations to do the same to give appropriate focus to all underrepresented talent groups. Understanding our own pay gap information is another milestone on our journey to become a leading inclusive organisation. It is one of the ways we see where we can do more to achieve parity across the firm.

How diversity and inclusiveness will drive EY's growth

Being an inclusive employer is a fundamental part of our business strategy, driven by our clients and led from the top of our organisation. That's because the future of our business depends on our ability to provide innovative solutions for our clients, which can only happen if we can recognise and harness the most diverse range of thoughts, experiences, and skills. We've worked hard to create an environment where different perspectives and experiences are valued and rewarded. We're committed to helping diverse talent thrive, whether it's through our support for working parents, our innovative approach to student recruitment, or targeted action to level the playing field for women and ethnic minorities.

ey.com/uk/dandi



Omar Ali

Managing Partner, UK Financial Services

"The pay gap statistics are another valuable tool and measure to add to all that we are doing to drive a more inclusive culture. We've made great progress on D&I but measures like the pay gap are important because they show that we and the wider business community all have further to go. I am committed to creating an environment where talent, irrespective of gender, race, sexuality or disability, can flourish and we will keep investing in talent programmes, and the infrastructure and governance required to embed inclusion across our business. By doing so we will continue to close the gap."



Lynn Rattigan

Chief Operating Officer, UK and Ireland

"As a business that embraces diversity in our decision making, we are able to draw on an array of skills, experience and diverse views. In this submission we placed equal weight on reporting on gender and ethnicity and we constantly strive to improve representation at all levels in the firm. We seek to do this by ensuring that we build a pipeline of diverse talent. I know how important this is to us collectively as a leadership team and how determined we are to get there.

I confirm the EY pay gap data provided has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017."

What is our pay gap

Our pay gap

Based on the Government's methodology, EY's median gender pay gap is 14.8% and we estimate that this figure has improved by 10% from our calculation in 2012. EY's median ethnicity pay gap for the UK is 9.8%.

Unlike equal pay, which refers to paying a man and a woman the same amount for the same, or similar work, a pay gap is the difference in average pay between men and women in an organisation. It is the result of gender or ethnic imbalance – having more women in junior roles or fewer women in senior roles, relative to men. This means having a pay gap is likely to persist until organisations have fair representation of men, women and ethnic minorities at every level – something we are passionate about addressing.

Equal pay

Is being paid the same for the same/similar work.

Pay gap

Is the difference in average pay between two groups in a workforce.

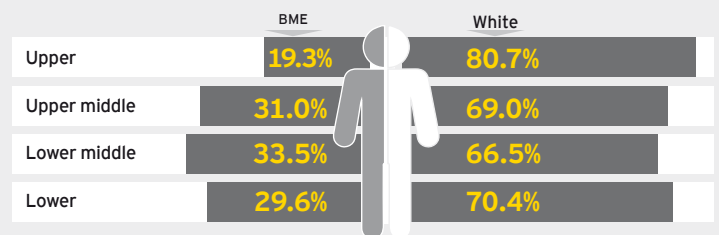
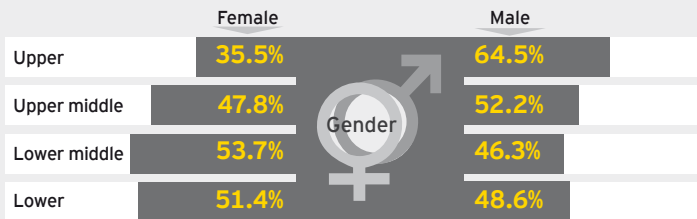
Gender pay gap



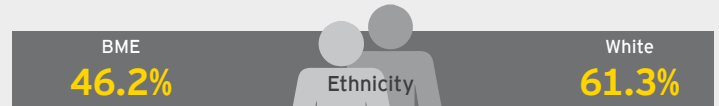
Ethnicity* pay gap



The proportion of employees in each quartile pay band



Percentage receiving a bonus



Hourly pay is based on 5 April 2017 data.

Bonus pay is based on bonuses in the 12 months to 5 April 2017.

* We publish our statistics in the knowledge that they represent those of our people who have declared their ethnicity to us – 11,186 people (80.3%). We are actively working to increase this number, as we know that the more complete our data is, the more we can use it to drive action.

What does our pay gap data tell us?

The make-up of our business – with more men at senior levels – means our average male salary (median or mean) is higher than our average female salary. A similar pattern shows that our ethnic minority population holds fewer senior level roles contributing to an ethnicity pay gap.

We have a significantly larger proportion of women in our more junior, administrative and workplace services. For client serving staff, EY's median gender pay gap would be 9.6% and the median ethnicity pay gap 8.6%.

EY's variable pay structures are linked closely to performance and seniority. Active steps are taken during performance management reviews to remove bias (including, but not limited to, bias based on gender or ethnicity). Our bonus pay gap therefore reflects the lower female and ethnic minority representation across the firm's more senior levels.

Working to close the gap



Championing diversity at every level of the business

At EY, every one of us has a responsibility to value and recognise different perspectives. So, creating an inclusive environment is something we champion at every level of the organisation. It is sponsored and supported by **senior leadership** who regularly review progress on our **D&I targets** and it is further reinforced by our **employee networks**, founded and managed by employees. We also offer all our people **inclusive leadership training** – a range of tools and techniques designed to help individuals build better relationships and teams.

Taking targeted action to level the playing field

EY is committed to promote gender and ethnic diversity across the business. To date EY has introduced over **20 progressive initiatives** in the UK to improve the representation of diverse talent and further reduce the firm's pay gap for both gender and ethnicity. These include its **CareerWatch** and **BME Leadership programmes**, which provide **mentoring and sponsorship** to high potential female and BME talent from senior leaders in the firm.

We monitor our performance as an inclusive employer rigorously, setting ourselves clear **diversity targets across all our people processes**, including recruitment, performance management, remuneration and promotion. For instance, we are committed to have at least 30% female and 10% BME representation in our new partner intake over any three-year period.

At the same time, EY is seeking to break down the stereotypes that contribute to imbalance within our industry. EY's shared parental leave policies aim to **make being a working parent gender-neutral**, accessible by all parents. We are also signatories to the Government Equalities Office's 'Think, Act, Report' voluntary framework, as well as HM Treasury's Women in Finance Charter.

Creating a culture where different perspectives thrive

In order to create a workplace that's truly powered by different perspectives, we offer a comprehensive range of working options to give our people greater control over when, where and how they work – in line with what our employees and clients say they want.

In addition to **flexible working**, which 84% of employees enjoy, we have a range of support options for those with families, such as the **EY Family Network** for parents and carers, and **Career and Family coaching** for those returning from parental leave. **EY Reconnect** is our returnship program bringing women back into the workplace after career breaks.

And while there is still more to be done, we have been recognized for our progress.



Making it real



Suzanne Robinson

Yorkshire Managing Partner, Leeds

Recently appointed Office Managing Partner for Yorkshire, Suzanne is passionate about the power of an inclusive culture and works with other companies in Leeds as part of the Creating Inclusive Cultures forum.

"I have been supported every step of the way in EY, through great sponsorship from a number of partners I worked with and attending the excellent Women's Leadership Programme. On my journey to partnership, one of my biggest challenges was being able to articulate why I would be a great partner. I practised my panel interview with my Leadership Programme group, who were very constructive in their feedback. We still meet every 12 months, and their continued support, challenge and friendship is enormously powerful."



Kemi Lawson

Manager, Financial Services, London

"I worked in professional and financial services firms before taking a career break to care for my two daughters. There are huge armies of well qualified, experienced people – especially women – who feel marginalised from the workplace following their career break. When I came across the EY Reconnect programme it ticked all the boxes. It gave me interesting client work but within a structure that was aware of the challenges of coming back to work after a break. I was offered a permanent role at a similar level and my experience thus far has been very positive. My managers and colleagues at EY have been fully supportive of the flexibility I require as a working parent and I have both formal and informal flexible working arrangements in place. I am very pleased that in my first year I have met the demands of a busy client focussed role whilst working flexibly."



Peter Lloyd

Executive Assistant, London

"I have a diverse career background that includes working within the charity sector and programme management, equipping me with the capabilities to be an excellent Executive Assistant.

On joining EY I was aware that I was a minority in the mainly female team, but I have never felt like an outsider thanks to the inclusive behaviour of my colleagues. I am respected for my skills and people are interested in how it feels to be a white male minority! I have recently graduated from the Business Support Development Programme, a fast track programme to develop both professional and personal skills. CareerWatch has also recently been established in Core Business Services and I am keen to be part of the journey to continue to break down gender stereotypes around certain roles. I am an active member of the employee networks, particularly the Mental Health Network."



Jane Musyoki

Director, Financial Accounting Advisory Services, Reading

Jane joined EY in 2009 and after promotion to manager was matched with a sponsor on the CareerWatch programme. After progressing to senior manager, she was invited to join the BME Leadership Programme (BMELP). "Prior to joining EY, my experience was that senior leaders were not accessible to junior employees so I was delighted when EY matched me, as a manager, with my partner sponsor on CareerWatch. We quickly built a trusting and open relationship where support and advice flowed both ways. He opened my eyes to a world of opportunities and encouraged me to believe in myself, push boundaries and pursue my ambitions. The BMELP connected me with a group of senior peers from across the UK firm, where we challenged ourselves and each other to be authentic and visible leaders. I greatly value this structured support from the firm and, as a senior leader myself now, I fully intend to play my part for the next generation."

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