Our success will depend not only on the individual talent that we recruit and retain, but also how collectively we harness and leverage our talents to strengthen, innovate and succeed in the market.
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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.

As we enter our new financial year, with new challenges, new aspirations and new opportunities, it becomes even more important that we embrace the advantages presented by being part of a powerful global organization. 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. Our success will depend not only on the individual talent that we recruit and retain, but also on how we harness and leverage our talents collectively to strengthen, innovate and succeed in the market.

A diverse workforce will increase organizational effectiveness; it will lift employee engagement and allow us to build value-based relationships more successfully with our clients. It will bring greater access to new business opportunities and it will increase productivity and innovation in the solutions we take to market. In short, we have learnt and know, that fostering a diverse and inclusive environment is good for our business. We must continue to value our people for the varied perspectives and approaches they bring. The challenge of continually increasing our value to customers and communities requires creativity and insights that only a diverse workforce can deliver.

My appointment as the EMEIA Talent Leader, having grown up as a black, female South African during the apartheid era, with two young children, is a testimony to EY’s strong track record of success in inclusive leadership. I have had the privilege of working with amazing and inclusive leaders who have constantly challenged me to rise above my own self-limiting beliefs to achieve more.

Imagine the power of every single one of the talented people within our organization being able to achieve their full potential. This is what differentiates good organizations from great organizations and creates organizational shift. I believe that we have made great strides in our programs and initiatives. We have reflected and responded to the changing dynamics of our workforce, our society and our area. I have seen us actively harness the diversity of our employees to help us gain a better understanding of our markets.

“The challenge of continually increasing our value to customers and communities requires creativity and insights that only a diverse workforce can deliver.”
In short, we have learnt, and know, that fostering a diverse and inclusive environment is good for our business.

We continue to make progress in our diversity initiatives. Each region has shown improvements in gender equality and progress toward their respective representation targets. We have also made great progress in opening up platforms for dialogue, facilitating engaging networks and in developing our people. Both externally and internally, we are increasing awareness and visibility around D&I. We have also gained recognition for our progress through numerous awards and accolades.

This focus will continue going forward – to ensure that regular reminders shape the behaviors of our leaders, our people and our clients. We will also pay particular attention to previously disadvantaged groups of employees in an effort to ensure that there is equality and fairness in all that we do.

Thank you for taking the time to learn about EY’s D&I journey and to review our 2013 progress updates. This year’s review demonstrates that our continued commitment to D&I has delivered positive and far-reaching benefits to our employees, communities and clients. Our employees are more engaged, we are developing a stronger presence in our communities and our clients see us as trusted partners. Much of this has to do with our strategy focusing on empowering our employees to become high-performing teams, valuing their differences and working with them to integrate D&I into how we do business every day.

So, while this review reflects many of our successes, it should also serve as an inspiration to strengthen and expand our efforts to keep D&I as a strategic priority and an essential tool for competitive advantage. EY’s leaders across the regions remain committed to this cause, and we will continue to use our current accomplishments as a platform for our future plans, aspirations and our journey ahead as we work toward building a better working world.
Everyone is different and this difference matters. Our challenge is to help our people understand this and develop the ability to look within, and honestly assess how we are fulfilling our role as an organization that is committed to building a better working world. As an organization that values and embraces diversity as it relates to our people, our clients, our communities and our society.

At EY, we define “diversity” as the mix of our people, including differences in gender, ethnicity, national cultures, subcultures within countries, sexual orientation, disability (visible or invisible) and age and generation. It also includes other differences such as service line, background or education. Everyone is different, and everyone’s unique perspective matters.

“Inclusiveness” is about making the mix of our diverse perspectives work – by teaming and leading inclusively – to achieve better results. It’s about creating an environment where all our people not only feel valued, they are valued, inspiring them to perform at their best and deliver exceptional client service.

Our journey to date and where we aspire to be

- **Build foundation 2008-10**
  - Engage stakeholders
  - Regional action plans
  - Governance
  - Reinforce business case
  - Baseline and trend metrics

- **Raise awareness and skills 2010-12**
  - Enlist D&I sponsors
  - Leadership pipeline review
  - People policies, practices
  - Communication and aligned messaging
  - Leadership engagement

- **Integrate in business strategy 2013**
  - Leveraging in the market
  - Awareness moving to behavior change
  - Embedded in business process
  - Recognized externally for successes
  - Inclusive culture or flex initiatives
  - Accountability for progress established

- **D&I adds competitive advantage in all of our geographies.**
- **Culture is seen as flexible and inclusive by our people and this is a differentiator among our competitors in the market place.**
- **Leading inclusively is a key competency for all of our people – the ability to recognize, value and leverage difference.**
- **Part of our culture or DNA – a natural mindset for all our people.**
- **Consistently strong in leveraging D&I in the market.**
- **Recognized as thought leaders.**
- **25% or more female partners with many more women in leadership roles.**
Some of our progress

21%
The number of women being promoted to partner in EMEIA increased from 15% in FY11 to 20% in FY12 and 21% in FY13.

11,400
People have completed online training on how to recognize unconscious bias when making people decisions. In addition, many more have completed virtual or live training.

10.9%
The number of female global client-serving partners in EMEIA has increased from 9.5% in 2011 to 10.9% in 2013.

176
Black and minority ethnic (BME) employees have attended the UK&I BME Leadership Program since 2009.

10
Out of 12 regions now have women on their leadership teams. This has increased from only 4 in 2008.

350
High-potential women have attended the EMEIA Women’s Leadership Program. Participant feedback is consistently positive with the program scoring an average of 8.8 out of 10 since its launch in 2008.

66
Women across four of our regions have piloted Navigator, a new program designed to create the opportunity for our female managers to develop their networks and discuss and debate the issues they face in progressing their career.

176
Black and minority ethnic (BME) employees have attended the UK&I BME Leadership Program since 2009.

45
FraMaLux has increased the number of disabled employees from 8 in 2009 to 45 in 2013 as part of a targeted initiative.

46
Of our EMEIA senior women attended the “Realising your potential as a female leader” program in FY13.
Creating high-performing teams that deliver exceptional client service is what will differentiate us from the competition.

- We don’t win new work with colorful glossy proposals. We do it with great people.
- We don’t deliver exceptional client service with PowerPoint decks. We do it with great people.
- We don’t create lasting relationships built on trust by filling out checklists. We do it with great people who know how to team.

Culture trumps strategy every time. So to support the achievement of Vision 2020, we need to make sure that we achieve the culture change that enables our people to operate with a global mindset. To help them understand and appreciate that difference matters and that they are confident to lead difference inclusively. Inclusive leaders bring different viewpoints into their teams to enhance insights, to discover needs otherwise invisible and to match the high expectations of our diverse and globally minded clients.
New ways of working

To create the highest-performing teams, we must focus on building the workforce of the future and finding new, more flexible ways of working. We believe that, with a trust-based approach (i.e., a focus on outputs not presenteeism), 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.

Our main focus in FY13 was on looking at different ways that our regions can change their work models by enabling a more flexible working mindset and workplace practices. Technology now allows people to work remotely, teams are increasingly becoming more geographically diverse, and the way we work has an important impact on our well-being and productivity.

All of our regions now have flexible working policies and support informal flexibility, and this year we introduced a demographic question in the Global People Survey – “Do you exercise flexible working arrangements (in addition to any formal arrangement) such as regularly working from home, or flexibility in your start and finish time?” Thirty-five percent of our people in EMEIA felt they did, and this is a measure we expect to see increase as our work develops over the coming years.

As a 175,000–strong employer, it’s important that our people feel empowered – whatever their geographical location or level of seniority. Our focus will be on enabling a work environment that delivers the right tools and flexibility to suit various lifestyles and career aspirations. As a people-centric business, this will be the key to help drive competitive edge and deliver future success.”

Mike Cullen, Global Managing Partner – Talent

New ways of working has four key components

Flexibility or agile working

Workplace of the future

Health and well-being

Communities
“When we say work, we shall no longer think about the office, we shall think about all the energy, time and quality we put into our work. I recognize that changing the way we work is not always easy. But I truly believe that if we invest time and discuss our needs in teams, we can make CSE’s WorkSmart initiative a reality and help build a better working world for our people.”

Margit Farkas, CSE People Leader

**Flexibility or agile working**

We have identified six key behaviors to enable our people to succeed in an agile working environment.

1. **Focus on outputs**
   - Measure and recognize your own and other people’s performance on agreed outputs, not time in the office or where work gets done.
   - Help eliminate time wasters.
   - Act quickly on poor performance or abuse of trust.
   - Be open and honest – communicate how, when and where you prefer to work but be realistic.

2. **Set boundaries**
   - Know your limits – it’s okay to switch off.
   - Holidays are designed to be that – a break from work, not just a different place of work.

3. **Communicate effectively**
   - Stay in touch to ensure you continue to build your networks or relationships, share knowledge and build trust.
   - Develop team communication channels to ensure team and client commitments are being met.

4. **Embrace diversity**
   - Don’t insist people work at specific times unless the job demands it – be flexible.
   - Give people equal opportunity to develop or progress where the work permits.

5. **Work intelligently**
   - Take advantage of the resources available within the organization to enable you to make the right choice over how, when and where you work.
   - Don’t unnecessarily travel to meetings.

6. **Trust your team**
   - Be open to change and new ways of working – lead by example.
   - Let go and delegate – manage by SMART objectives and schedule quality time to give and receive feedback.

**WorkSmart in CSE**

FY13 saw the launch of WorkSmart in CSE, a region-wide program that aims to give employees more flexibility in how, where and when they work. For the first time, all employees in CSE’s 21 countries can now access the same flexible working opportunities and are embracing a workplace of the future.

CSE offers a variety of flexibility options, and flexible working doesn’t just mean part-time working. They offer occasional flexibility, formal flexible working arrangements, unpaid leave and social responsibility leave.
"My Life" in India

India believes in creating an enabling environment that not only gives opportunities to people to scale new heights in their careers but also helps them strike a balance in meeting both professional and personal targets.

The average age of an employee in India is 28, so the needs of Gen Y are very relevant in the region as well as meeting the needs of the 28% of its workforce who are women.

My Life is a structured program offering several flexible working options including flexi-time, remote and part-time working. Over 500 people have opted for a flexible working arrangement in India.

UK&I flexible working

UK&I wants to be the leader in flexible working in professional services. They trust their people to create a sustainable, high-performing environment for their clients, people and organization through being empowered to choose how, when and where they work.

They have introduced flexible working through a structured change management methodology, a network of local change leads, a series of training courses and communications briefings. The change is largely centered on all of their people adopting six key behaviors required to make flexible working a success.

These six key behaviors have also been adopted across EMEIA as best practice in moving to new ways of working.

Research shows that working flexibly is widely recognized as key to creating high-performing teams. To achieve this flexibility, we need to start thinking of work as a “thing we do” rather than a “place we go.” UK&I wants a culture that is focused on outputs rather than presenteeism.

In our Global people survey, we ask all of our people in EMEIA whether they have the ability to work flexibly.

All 12 regions in EMEIA have a flexible working policy and support formal and informal flexibility.
Workplace of the future

The work spaces we occupy have an important impact on our well-being and productivity. As we continue to grow – and lifestyles, technology and the mix of our workforce change, those spaces won't be the same as today.

That’s why we’ve started working on developing the workplace of the future (WOTF) – a trust-based, work-anywhere environment that supports exceptional client service and helps attract and retain the best talent.

To capitalize on our globalization as a competitive advantage, the WOTF seeks to align our people, technology and real estate strategies to create workplaces and support workstyles that truly reflect the culture and business atmosphere to which EY strives.

The first three official WOTF locations were:
- Johannesburg, South Africa
- Prague, Czech Republic
- Helsinki, Finland

More locations are starting WOTF across EMEIA.
BeNe – Utrecht, Netherlands
“A WOTF facilitates all employees with different needs and expectations, to create an exceptional client experience and to have an exceptional working experience themselves. It enables our employees to find ways to work together all over the world. To leverage and feed on the vast knowledge and experience of their colleagues.”

Josee Verhoeff
Manager Advisory Services BeNe

CIS – Moscow, Russia
“A key theme of our Vision 2020 strategy is having the highest-performing teams. So we really need to create an environment that is flexible, dynamic, technology-enabled, healthy, collaborative and allows for maximum productivity. EY Moscow office proves this with the new bright and comfortable work spaces – called collaboration zones. These zones are part of the WOTF program. The new workplace also defines EY’s culture and reinforces our new brand.”

Tatiana Savenkova
HR Director CIS

CSE – Bucharest, Romania
“Because technology is changing very rapidly and employee expectations are evolving, we have redefined how and where we work. Therefore, we are moving to a new level of collaboration based on sharing and adaptability. By adopting this concept, we can meet the needs of our customers for flexibility and responsiveness, as well as the needs of our employees for a friendly and open working environment. Countries that have implemented this concept register higher rates of customer satisfaction, collaboration, performance, and employee engagement and well-being.”

Bogdan Ion
Country Managing Partner Romania

CSE – Istanbul, Turkey
“How we work has been remade over the past few years. The technology and the tools we use have changed dramatically over the years and continue to change rapidly. Around the world, modern offices that have a ‘work everywhere’ approach increased the competition for high-quality resources. In this competitive world, new ways to improve business productivity and flexibility are no longer a luxury; they are essential. I believe with WOTF, our firm will build great cultures that foster collaboration and innovation while supporting work-life balance and offering employees an element of choice in workplaces. It is a chance to completely rethink how we should work, not as we learned from previous generations.

As we are making these changes in our lives, WOTF will be another step towards our goal of Vision 2020.”

Senem Basyurt
COO Turkey

Med – Torino, Italy
“WOTF is a great opportunity to bring EY values into daily life at the office: playing as team members, managing flexibility reinforces clients’ engagement. Building a better working world starts from living in a valuable environment based on trust, knowledge sharing, team spirit – this is what the WOTF allows us to do. If we want to compete in a market where ‘connections’ are the engine, WOTF is a wonderful opportunity.”

Paola Boromei
HR Director Mediterranean region

Nordics – Helsinki, Finland
“The WOTF makes it possible to be challenged every day in meeting the expectations of different people. Embracing diversity is not a theory, but a tangible reality. The main idea is that the WOTF makes us, every day, think about how to get the best out of being different.”

Ester Muinonen
WOTF Change Manager Helsinki

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WOTF Change Manager Helsinki
Strengthening the leadership pipeline

Leadership pipeline
All of our talent is important to us and over the last three years, there has been a real focus on strengthening our pipeline of future leaders. The one metric that we can access and track consistently across the area is gender and each of our regions and service lines have established aspirational targets for the promotion of women to partner.

These targets have worked to establish a focus on the individual’s development and regions are encouraged to make sure that all of these high-potentials have a Career Watcher (a sponsor), attend the EMEIA Women’s Leadership Program and/or Global NextGen and have a clear developmental plan.

Since setting these targets, we have seen an increase in the number of regions with women on their leadership teams, from 4 regions in 2008 to 10 regions in 2013. In addition, we have seen the number of women being promoted to partner increase from 15% in FY11 to 21% in FY13.

The pipeline isn’t all about gender though – in our UK&I region the number of black and minority ethnic (BME) employees in the pipeline is monitored and targets have been set for BME admissions to partner. Our MENA region has a focus on nationalization and the recruitment and retention of national employees and those reaching leadership positions are monitored. In South Africa, their focus is on Broad-Based Black Economic Empowerment (BBBEE), improving the representation of black employees at management levels and increasing the number of black partners. In France, they have successfully increased the number of disabled people they employ.

The gender agenda in FSO
The financial services industry as a whole has a lower percentage of women in leadership positions than most other industries, and the same is true of EMEIA FSO at EY – a region that consists of over 8,000 people and spans 13 countries. FSO has made a strong commitment to diversify its leadership, and has seen the steady growth of female representation across levels. While this represents progress, the region is not completely satisfied and, in May, their leadership team held a workshop that established five workstreams – each led by a senior partner – to address challenges faced by our female colleagues:

- Building the business case for increased gender diversity in the FS industry
- Providing sponsorship for our women from junior levels through to partner
- Ensuring robust targets and meaningful management information
- Raising our profile in the market place for empowering women within business
- Promoting agile working for all our people

GSA female partner role models
It’s very important to encourage young and aspiring women to pursue their careers at EY, and role models play a vital role in career step choices. Our female partners are a living example of what can be achieved and, in March 2013, GSA launched a female partner shadowing program.

The program provides an opportunity for female managers to get exposure to successful female partner role models and get a tangible picture of what it means to be a partner. During the program, a female partner is paired with a female manager for two days over the course of three months. This gives the female manager first-hand insight into a partner’s day-to-day job. It is hoped the program will motivate their female talent to consider leadership roles and strengthen their partner aspirations. Many participants have decided to continue their relationship with the female partner as a mentor.
“Navigator provides women with time and space to think about their career choices and to understand and learn from other women’s experiences and challenges. In FSO, we believe Navigator helps our talented women to make informed choices to suit their individual circumstances at this critical time in their careers, and so supports them in achieving their career goals and fulfilling their potential.”

Wendy Barker, Director – Learning & Organizational Development, FSO

**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. To address this, a new program called Navigator has been developed to create the opportunity for our female managers 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 is recommended for 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. To date, we have piloted the program in three of our regions — FraMaLux, FSO and UK&I — and feedback has been overwhelmingly positive with an average course rating of 4.36 out of 5. This program has been designed centrally so that each region, country or city can customize the content to take into account local culture and references. Local in-house facilitators can then be used to roll out the training. This not only means we are sharing a common message with our women across EMEIA but we are also reducing duplication of development time and costs.

“We report on gender across EMEIA and specifically look at the gender differences in terms of recruitment, promotions, leavers, performance ratings, employee engagement and global client-serving partners.”

**Maggie Stilwell**

EY UK&I Assurance Partner

“Investing in Navigator gives us the opportunity, to not only connect our high-potential female managers, but also helps us show them what career paths are available at EY. Addressing limiting beliefs at an earlier stage of their careers will ultimately help us to build our pipeline of future leaders.”

Wendy Barker, Director – Learning & Organizational Development, FSO
Recruitment

**International Dual Career Network (IDCN)**

Achieving a diverse and internationally mobile workforce is a priority for many leading global companies. A big challenge, however, is the impact of an international move on a spouse or partner's career.

Following successful launches in Switzerland and France, FY13 saw the launch of the IDCN in London. A network designed to support the spouses and partners of our internationally mobile employees. The IDCN is the collaboration between many global organizations, including Nestle, Pepsi Co and Mars, to hold events to facilitate job searching and provide the spouses and partners of our internationally mobile employees help with CV writing, interview skills and networking opportunities.

**Removing the bias from recruiting in BeNe**

In order to continue to increase the representation of female talent at all levels of the organization, it’s important to also look at recruitment processes. Our BeNe region held a workshop this year with a focus on gender-neutral recruitment and removing bias.

This one day workshop included a number of activities that offered real perspective to the assumptions and bias that can be present in the recruitment process. Nine members of the campus and experienced hire recruitment teams attended the session, and there are plans to cascade the training to recruitment champions across the region.

**GSA Women@Consulting recruitment program**

GSA found that the gender mix in entry-level recruitment in our Advisory and TAS service lines was disproportionately male. They wanted to position our consulting services as an attractive career choice for women and increase recruitment potential. In FY13, they held an event called Women@Consulting to target female students who were either in their second or third year of study or working toward their Masters. Attendance was via application and the event was promoted online, via social media, newsletters, flyers and posters.

The one-and-a-half day event shared case studies relating to our consulting services as well as sessions on D&I and gender. Of the 20 participants on the first workshop, 5 have already applied for internships with EY. More students have also expressed an interest to apply in the future. Feedback on the event was overwhelmingly positive, with students saying it had broadened their horizons and given extraordinary insight.

“Women are the largest emerging market in the world. Over the next decade, they will wield enormous influence over politics, sport, business and society.”

Julie Teigland, EY GSA Partner – EMEIA Accounts, Industries and Business Development Leader
Unconscious bias

Raising awareness about the impact of unconscious bias on decision-making has been a priority across EMEIA for a number of years. To date, over 11,400 employees have completed our interactive, online training on the topic, and we also provide all of our people with access to an online unconscious bias toolkit. In addition, many regions have customized what is available and have used innovative ways to connect with their people including a program on mind bugs in BeNe, a video in FraMaLux and a workshop in Africa for new employees.

Unconscious bias in performance ratings

Several years ago, our GSA region discovered a difference in pay between male and female employees and started to analyze this gender pay gap. They discovered that the differences they were observing were caused mainly by rating and promotion decisions made during annual performance reviews. On average, women received a lower rating and were promoted less often or at a slower pace than their male peers.

Based on academic research that outlined the potential impact of unconscious bias and gender-based stereotyping, they started looking into the various performance review results of male and female employees. A tool was developed to be used in performance roundtables as an instant check on gender-based bias ratings distribution. The tool allows roundtable members to check “live” whether it appears that any bias is influencing their decisions.

This tool has been successfully used in GSA for a number of years and has seen the gender pay gap initially observed decrease. Our Nordic and Med regions are using the tool this year, and UK&I is using a similar tool that also includes BME employees.

Unconscious bias in MENA

During FY13, our MENA region has completed a successful rollout of unconscious bias training. Understanding the impact that unconscious bias can have on people’s decisions, the training has been mandated for all employees at manager rank and above as well as those below manager with counseling responsibilities.

This virtual training has now been successfully delivered to 95% of the target population in MENA with catch-up sessions arranged to train the remaining 5% in FY14. In addition, we have mandated that a refresher session needs to be completed every two years to ensure that such skills are kept up to date.

Unconscious bias and stereotyping in FraMaLux

Giving employees the tools they require to identify and better manage bias to avoid negative impact on decisions is important to FraMaLux. This year saw 23% of managers and senior managers trained on unconscious bias via two-and-a-half-hour classroom sessions. These sessions were preceded by an implicit association test looking specifically at age, disability and gender. At the end of the classroom training, participants were given a confidential debrief to better understand their biases.
Sponsorship

Career Watch
Career Watch is a sponsorship program with the key goals to:

- Monitor the professional development and career progression of our target group with a focus on identifying additional leadership opportunities
- Help ensure that individuals gain experience, develop relationships and are provided with opportunities that lead to personal and professional growth
- Provide a clear road map to partnership or other senior leadership positions

What does a Career Watcher do?

- Leverages personal and organizational authority to hold line management accountable for retaining, guiding and supporting high-potentials to partnership, or a senior leadership position
- Must be senior leader with influence
- Gives Watchee exposure to other executives who may help their careers
- “Unblocks the road blocks” — Intervenes and influences to make sure that their Watchee gets considered for promising opportunities and challenging assignments

- Asks regularly what EY needs to do to retain them
- Acts as an informal, third-party sounding board for important decisions
- Provides “anonymous” feedback to the D&I network on how the wider organizational system needs to shift to create a more diverse leadership cadre
- Fights to get their Watchee promoted

Career Watch is active in BeNe, CIS, GSA, India, Med and the Nordics. Approximately 200 of our high-potential employees have a Career Watcher.

“Effective sponsorship does not stand alone, but needs to be one element of a comprehensive program that includes performance evaluation, training and development and succession planning.”

Bea Haring, EY BeNe Tax Partner

“Sponsorship plays a key role in our ambition to provide a workplace where everyone can reach their full potential. Forty-seven of our high-potential women in Sweden, cross service line, have been part of Career Watch since 2010 and we value the importance of sponsorship when addressing the leadership pipeline. Once a year, we arrange a half day for inspiration and reflection for our Watchees. This year, we had an interactive theater on the theme of challenging situations being a project leader for large projects. The Career Watch program is highly appreciated among our Watchees and they find it useful in their development.”

Agneta Strandberg
EY Nordics D&I Partner Sponsor
Winning in the market

As part of our vision to make EY the leading global professional services organization, we are committed to our purpose of building a better working world. One powerful way to do this is to focus and share our D&I knowledge and skills in the market with our clients, our peers and our communities. Across EMEIA, we have seen many examples of the willingness to share our journey to date, the tools we have developed, the challenges we have struggled with and the solutions we have found. We have co-hosted specialist forums, spoken at conferences, presented to our client’s leadership teams, published thought leadership and contributed to government enquiries. Some of the highlights include:

- UK&I co-founding a group of business leaders to develop the National Equality Standard (NES)
- GSA publishing compelling research into the impact of gender-diverse boardrooms
- FraMaLux’s leadership of the CEO Champions forum as part of the Women’s Forum meeting in Deauville

“The Charter of Diversity is a corporate initiative to promote diversity in business. In signing the Charter, we are documenting our fundamental commitment to fairness and appreciation in the world of business. We are pledging to build a working world that is free of exclusion and to promote the active integration of employees with diverse talents and qualities.”

Ana-Cristina Grohnert, GSA Talent Leader
“We were very pleased to launch the National Equality Standard earlier this year. For the first time, UK businesses will be able to benchmark themselves against best practice in the areas of equality, diversity and inclusion. For EY, the NES represents both a significant new business and a perfect example of how we can build a better working world.”

Harry Gaskell, UK&I Managing Partner Advisory Services

- FSO’s International Women’s Day campaign – PlaNet Finance – which raised US$20,000 to empower women in Madagascar to become micro-entrepreneurs
- EMEIA D&I hosting the book launch of The secret life of decisions – how unconscious bias can derail decision-making by Meena Thuraisingham

**German diversity charter**

The German Corporate Charter of Diversity is an initiative to promote diversity in organizations. It aims to create a work environment free of prejudice and to foster the appreciation and promotion of diversity. The Charta der Vielfalt e.V is one of the largest institutions of its kind in Europe and, to date, the number of signatories has risen to 1,500, representing more than 6.5 million employees.

EY signed the charter in June 2008 and, since 2012, we have been a sponsoring member of the supporting initiatives. In January 2013, Ana-Cristina Grohnert, GSA Talent Leader, took on the position of chairman of the board. As a signatory, we commit ourselves to develop a corporate culture characterized by mutual respect and appreciation of every single individual.
Winning in the market (continued)

“The expanding group of CEOs involved in the CEO Champions initiatives gives the right tone at the top. However, if we want to take up the challenge of developing the talent pool, every business community and workplace has to also take daily actions to make a significant difference.”

Alain Perroux, Accounts Industries and Business Development Leader, FraMaLux

Women on boards
We have continued to progress our women on boards initiative under the sponsorship of Julie Tiegland and Karen Hochrein. The debate has continued across Europe on the topic of quotas and most recently the European Union (EU) has shown support to introduce mandatory quotas.

We see this as a great opportunity to engage with our clients and work with them to support our senior women in becoming board-ready, in particular connecting them to the networks that make the appointments. Following the UK&I best practice, we have signed up France, Germany, Spain and Italy to host dinners with senior EY women and clients to talk about their geographic challenges and what support they would most value.

CEO Champions forum
The CEO Champions forum is a global group designed to drive progress and accountability for women’s advancement in the private sector. Founded by the Women’s Forum in 2010 in collaboration with EY, the peer-to-peer network presents an opportunity for CEOs to underscore their organization’s commitment to women’s advancement as well as take a strong leadership role in the broader global business community.

This year’s event was hosted by Beth Brooke, Global Vice Chair – Public Policy and Alain Perroux AIBD Leader FraMaLux and welcomed CEOs from organizations such as Orange, Sodexo, The Coco-Cola Company Europe and MSL Group.

Issues on My Mind
THE UK&I EY Women’s Network hold a number of events each year that aim to connect with clients. Issues on My Mind is a series of events featuring external speakers (male or female) with a recognized public profile and stature from the business community. These events are aimed at both board and sub-board level female contacts as well as our contacts at banks and law firms. Male and female EY partners, directors and senior managers can host guests for the evening and the last event, in May 2013, was attended by over 120 people. Feedback from these sessions has been positive as they offer great networking opportunities for all who attend.

30% Club
UK&I is a founding member of the 30% Club, which is committed to UK corporate boards fulfilling the aim of having women in 30% of their board roles. This is not a call for quotas; rather, the club wants to achieve a better gender balance at all management levels in a way that encourages real, sustainable and faster change.

If the world engaged the whole disabled population, the world’s economic energy would increase by 3%-7% – US$3.5 trillion (5%) – the equivalent of Germany’s GDP – US$3.6 trillion. (UN, 2012)
DLDwomen
FY13 saw GSA participate in DLDwomen, a global conference that dates back to 2010 when it was co-founded with EY. The conference focused on “New Values, New Rules,” and key topics were female empowerment driven by new economics, globalization, technology and politics. Over 50 international high-profile speakers and more than 500 delegates participated in the event.

EY’s contribution to the conference included a video on the impact of the demographic change on companies and GSA Talent Leader, Ana-Cristina Grohnert took part in a debate on resilience and change regarding women. In addition, Julia Tzanakakis, GSA’s D&I Lead, contributed to an inspirational business comedy dialogue on the importance of diversity.

Building inclusive relationships to win in the market
Unconscious bias doesn’t only affect our people decisions; it also impacts on our business relationships and how we work with clients. In FY13, we piloted a new highly interactive, thought-provoking workshop designed to help account teams focus on how to work together more effectively and to identify ways to enrich and deepen their client relationships at every level of the organization. The program is run for intact teams serving the same client and the aims of the programs are:

- To increase awareness of how unconscious bias affects everything we do – both with each other and with our clients
- To build our inclusive competencies to enhance and enrich relationship building with our work colleagues and our clients
- To develop strategies to recognize and reduce the impact of unconscious bias on the effectiveness of our decision-making

“Our events provide an opportunity for networking with women from the business community, to share thoughts and experiences, raise topical debate, and inspire each of us in our varied careers.”

Joanna Santinon
EY UK&I Tax Partner and Chair of UK&I Women’s Network
India CFO forum
Two years ago, India launched a series of roundtables as a unique platform for female finance professionals to connect with each other and to understand and learn from each other’s experiences. These events combine in-depth discussions on technical issues as well as exploring the role of women in finance.

The most recent event was held in February 2013 and was attended by more than 14 C-suite women from various industries. The event consisted of three main topics:

- Companies Bill and solutions
- Women in the corporate world
- Engaging and empowering women for leadership roles

Entrepreneurial Winning Women
Within the framework of EY’s international initiative on entrepreneurship support, Russia has launched Entrepreneurial Winning Women. This program is an executive leadership program that identifies a select group of high-potential female entrepreneurs whose businesses show real potential to scale — and then helps them do it.

The program consists of a number of events including interactive discussions, workshops designed to empower women to start their own business and the Entrepreneurial Winning Women contest. In March 2013, the first interactive discussion called “Sought-after, Recognized and Successful” was held in the Moscow office. Among those who participated were prominent entrepreneurs, founders and executives of organizations, government officials, community leaders, media representatives and past Entrepreneur Of The Year (EOY) winners.
“Diversity and inclusiveness is not only important for our people, but is also a business imperative in an increasingly competitive and interconnected world. This is just one example of how we are making the difference internally and externally through influencing government and sharing insights with key clients on our disability strategy.”

Lisa Cameron, UK&I Managing Partner Risk Management

Organizational awards and collaboration

In EMEIA, we actively engage with external organizations to progress the D&I agenda further and to build our brand as a diverse and inclusive employer. In addition, across our regions we have won a number of awards that reinforce the work we are doing to ensure that we are seen as an employer of choice.

Awards

European Diversity Awards 2012

In September, we won two awards. The first was in recognition of our progress in promoting access and opportunities for colleagues and clients with disabilities across Europe. Highlights included our work to align with the global Accessible Technology Charter, the launch of our online communities connecting and supporting our people with disabilities and the leading practices in FraMaLux, Italy and UK&I.

Secondly, Liz Bingham, UK&I Managing Partner Talent was highly commended in the Inspirational Role Model of the Year category. This award recognizes and celebrates individuals that have shown innovation, creativity and commitment to equality, diversity and inclusion.

Best practice equal pay

Since 2010, Germany has carried out equal pay reviews. With transparent salary reporting, increased sensitivity toward unconscious bias and many other measures, the gender pay gap has reduced from 7%-9% in 2010 to well below 2%. In 2012, EY’s gender pay gap approach was honored as best practice as part of a project called “Logib-D,” which is sponsored by the Government.

Best Talent award for our work on disability

UK&I was awarded the Business Disability Forum’s 2012 Best Talent award as part of the 2011 to 2012 Disability Standard Benchmark. Their commitment and proactive approach to removing obstacles for disabled clients and employees was highlighted as a key reason for winning the award.
Diversity awards for India

EY India has been awarded the Diversity Impact Award by ET Now (a business channel run by India’s largest economic daily) and Talent Leadership (part of the World HRD Congress). This award is given to progressive organizations that:

- Recognize the importance and the business case for D&I and work toward creating a diverse and inclusive workplace
- Focus beyond gender, and include other strands of D&I including Gen Y, disability and culture
- Develop initiatives to effectively engage people from different backgrounds, genders, ages and abilities

The Times Top 50 Employers for Women 2013

UK&I has been included in The Times Top 50 Employers for Women 2013. This list celebrates organizations that are committed to promoting diversity and supporting women in the workplace. EY was recognized for its focus on developing the talent pipeline and the contribution made by the EY Women’s Network.

Top 10 gay friendly employer

UK&I was ranked sixth overall in Stonewall’s annual Workplace Equality Index that showcases the UK’s top 100 public and private sector employers for gay, lesbian and bisexual employees. Feedback on their submission recognized that from employee policy to diversity training, and from monitoring and evaluation to community engagement, EY is able to demonstrate inspiring leadership in all areas of LGBT-related diversity practice.

Top 10 employer for gender and ethnicity

UK&I was listed as a Top 10 Private Sector Performer in the 2012 Opportunity Now and Race for Opportunity benchmarks. These benchmarks look at how organizations are performing on gender and ethnicity equality in the workplace. They analyze organizations across 30 key areas, including career progression, recruitment, supplier diversity and senior management and board representation.

“Continuous and persistent focus on diversity and inclusiveness as one of the top priorities has yielded results by way of market recognition and within the organization – in some way we are on our journey to nurture and help more and more women reach the top leadership.”

Sonu Iyer, D&I Partner Sponsor, India

“We are extremely excited to be featured in the Top 10 of the Stonewall Workplace Equality Index for the fourth consecutive year. Our strong presence in the index is great recognition of the work EY and the EYGLES LGBT+ network are doing to create a more inclusive workplace. It also provides us with a tremendous opportunity to develop additional support for our people, share best practice with other organizations and continue to go from strength to strength as a network!”

Victor Nieves, UK&I EYGLES Co-Chair
External collaboration

Diversity leadership – EDIC Congress 2013

EY co-sponsored the European Diversity, Business and Inclusion Congress in Vienna, which is an international gathering of senior corporate managers, HR and CSR managers, D&I experts and practitioners, government and non-government organizations (NGOs) officials and academics. The conference focused on the complex challenges and opportunities related to global diversity management. The D&I lead in GSA, Julia Tzanakakis, joined a panel on unconscious bias, discussing experiences, tools and practices that can be applied to an organizational setting in the context of D&I strategies.

Precious Awards

EY sponsored the sixth annual Precious Awards. These awards recognize and celebrate colored women in business and leadership who demonstrate exceptional determination, innovation and entrepreneurial skills and talent.

The Colorful List

BeNe sponsored The Colorful List in October 2012. This list looks at successful and influential people and provides a view on who is powerful, influential or inspirational. The word colorful is not necessarily a person with different skin color or ethnic background; instead the list mirrors society to remind people what a diverse country the Netherlands is.

“EY sponsors The Colorful List because we are convinced that organizations that successfully use the potential power of diversity will make the difference.”

Monic Zents, BeNe D&I Director
Empower local
Whilst we are proud of our global footprint, driving a D&I agenda effectively happens on the ground where our people are working with clients, colleagues and communities every day. Where they understand the local cultures, norms and legal requirements. Where they have the greatest opportunity to influence change.

Each of our regions has customized their own D&I business case and this means that their focus area for activity will vary from one geography to another. In the following pages, we are delighted to share with you the highlights of their work over the last year.
Regional activity

Africa
- Disability has been positioned as a strategic priority, with plans under way to embark on best practice research and to improve the representation of people with disabilities in the region.
- Africa’s six D&I forums are steadily growing and held a number of events such as parenting workshops and breakfast meetings.
- Development of women is a key focus in Africa, the Masakhane forum has a program of mentoring young female graduates and Assurance has a Senior Manager Development program.

BeNe
- A big focus in BeNe in FY13 has been multiculturalism, which began with a multicultural debate at the start of the year followed by participation in a national integration dinner. The work has been followed up by an event entitled “Multicultural: from debate to dialogue.”
- To further their D&I profile in the market, BeNe sponsored The Colorful List awards in October 2012.
- Gender-neutral recruitment training was held in early 2013, to highlight how unconscious bias can impact recruitment processes.

CIS
- CIS continues to support the Path to Career program, which gives practical support and guidance to students with disabilities.
- Sponsorship was a focus in CIS this year, and saw the launch of Career Watch for 24 high-potential women.
- To strengthen EY’s reputation for working with and serving entrepreneurs, CIS launched the Entrepreneurial Winning Women program.

CSE
- The service line talent leaders in CSE continue to support and develop the female pipeline.
- In FY13, they held one-to-one interviews with all of their high-potential women to understand better what attracts and retains women at EY.
- They have a robust nomination process in place for the EMEIA Women’s Leadership program and EMEIA Realizing Your Potential workshop.
- CSE continues with their regional photography contest each year. The contest is a success in bringing cultures closer together and each year more people are contributing by submitting photos or videos and voting for the winner.
- Poland’s Women’s Network was formed in September 2012 and operates both internally and externally. In the market, they organize conferences, workshops and share thought leadership with female leaders. During FY13, they held three Professional Women in Warsaw events connecting with female entrepreneurs in the market. Internally, the network supports women employees with mentoring, development and coaching.

FraMaLux
- FraMaLux has continued to progress its disability agenda. Two key actions were a review of the accessibility of the Paris office and a review of the procurement process to ensure that organizations employing disabled people are used.
- Following their successful D&I week in FY12, FraMaLux has organized a number of workshops to raise awareness on different strands of D&I, such as unconscious bias and parenting.
- 120 employees have been involved in a program aimed at offering mentoring to students from disadvantaged backgrounds.

FSO
- The region’s International Women’s Day campaign saw FSO employees raise US$20,000 to enable women in Madagascar to become micro-entrepreneurs – working with PlaNet Finance to create sustainable livelihoods via increased access to finance.
- In June 2013, FSO’s leadership team held a workshop that identified key D&I priorities: (i) embedding D&I principles within internal operations, (ii) “moving the dial” on gender diversity and (iii) promoting cultural and emotional intelligence.
- There has been a focus on developing unconscious bias training within FSO – with plans to roll out a series of workshops for account teams in the coming year and embedding elements of unconscious bias messaging into core events.
GSA

• Thought leadership from GSA this year included a focus on males championing diversity. In addition, it produced a report on the value of mixed leadership. This showed that the revenue and profit of organizations with female management board members developed better from 2005 to 2010 than those with no female board members.

• In December 2012, EY was elected to the board of the German diversity charter, one of the largest organizations in Europe for the promotion of fairness and diversity in business.

• Since 2010, Germany has carried out equal pay reviews. With transparent salary reporting, increased sensitivity toward unconscious bias and many other measures, the gender pay gap has reduced from 7%-9% in 2010 to well below 2%.

Med

• The Women@EY initiative is continuing to progress in Med with a focus on bias and culture, career development, continuity of career, flexibility and female leadership. Focus groups have now been held in Portugal as well as Italy to progress the conversation and develop action plans.

• A number of D&I events have been held in Italy during FY13. A workshop for disabled people was held in May that focused on supporting participants in the recruitment process. In June, Italy hosted a Professional Women’s Association event about the role of the board.

• Career Watch was successfully launched for 14 high-potential women across three service lines.

Nordics

• A Nordic TAS Leadership workshop was held in May to address the challenges with recruiting and retaining high-performing females. Key challenges included the low number of females and female partners in TAS, and defining recruitment messaging and issues around flexibility.

• A maternity coaching program is being piloted in the Oslo office. The program consists of pre- and post-maternity leave coaching, looking particularly at being a parent and having a career.

• Women's networks are a focus in the Nordics. TAS has recently set up a network that covers all countries. Oslo and Stockholm have local network events across service lines.

UK&I

• UK&I has 13 D&I networks and continues to utilize these networks not only to connect employees but also to connect to the market via events throughout the year. One example would be a charity river cruise attended by clients and employees organized by the EYGLES network, which raised £6,000.

• Ensuring that D&I is included in annual performance management processes has been a high priority, and UK&I is now able to complete real-time checks for bias in terms of gender and ethnicity during review committee meetings.

• FY13 saw the launch of a flexibility program across the region that aims to change behaviors in terms of where and when employees work.

India

• March 2013 saw India hold its first D&I week. Participation across the region was high, with 900 people attending workshops and 4,800 hits on the new D&I website. Events included the launch of their D&I awards, a D&I quiz, a photo tagline competition and parenting workshops with sessions on role models across India.

• India’s women’s network (WIN) has continued to grow, with currently 2,300 members over eight chapter’s, and organizes a number of events each year on topics such as self-defense, parenting and wellness.

• Career Watch is now live in India for eight high-potential women. The second phase of the program has also been launched.

MENA

• Cultural intelligence has been a big focus in MENA and workshops designed to help employees understand the diversity of EY and how to work successfully across different cultures, have been rolled out.

• A clear focus in FY13 has been on unconscious bias and MENA has successfully trained 95% of all employees ranked manager and above on this topic.

• MENA has had a strong focus on connecting with the market and has contributed to a number of articles on nationalization and D&I in the local press.
Communities

Engaging with local communities and providing mentoring and support to the next generation is critical in ensuring we have a diverse talent pool in the future. Below are some examples of where we have been connecting with our local communities across EMEIA.

Africa NextGen
Africa continues to run their NextGen program aimed at developing the next generation of women leaders for Africa. The program currently has 81 young girls from disadvantaged backgrounds in Gauteng and Kwa Zulu Natal, and Cape Town will launch the NextGen program in early 2014. Since its launch in April 2012, the NextGen program has developed to include annual leadership camps, one-on-one mentoring, tutoring, educational and cultural experiences and excursions as well as financial assistance for tertiary education. Eighty percent of the 2012 matriculants are studying at universities across South Africa.

CIS – Path to Career
This year, CIS has been the training host for the annual Path to Career competition. This is a competition for disabled students facilitated by the Business Advisory Board on Disabilities and Perspektiva. EY has provided several training sessions to all participants on preparing a CV, effective presentations and teamwork.

In addition, during the past year, the Moscow office has undergone several improvements to make it more accessible to disabled employees and visitors.

FraMaLux – mentoring of disadvantaged students
In 2009, EY was the co-founder of a foundation that supports school projects for disadvantaged students and encourages employees to become tutors. In the first year of the program, 20 employees signed up as tutors and this has increased to 120 employees in FY13. EY employees give their students their time and expertise in order to share what it is like working for an organization such as EY. The students get to extend their network and receive support in their studies.

“In many places, women have limited access to credit, education, land and property, stifling their ability to achieve economic independence and stability.”

Valerie Meeus, FSO Talent Leader
Celebrating our women

Part of strengthening our leadership pipeline is recognizing the value of women both to our organization and in society. On International Women’s Day each year, our regions hold various events and below are some examples of this activity.

FSO — women’s economic empowerment
On 8 March 2013, FSO recognized International Women’s Day highlighting the role that microfinance plays in the economic empowerment of women. Their managing partner and D&I sponsor, Andy Baldwin, hosted an event with PlaNet Finance and microfinance industry experts. The event raised more than US$20,000 to help women in Madagascar create sustainable livelihoods for their families and wider communities through Project BABEO.

EY Cares — Madagascar’s Community Engagement team — recently met with some of the 300 female entrepreneurs benefiting from FSO’s donation. These women already had an income-generating activity, but wanted to improve its profitability. Now, thanks in part to EY’s support, they can. Alice, who owns a grocery in Madagascar’s capital Antananarivo, has increased her profits by 83% since training via the BABEO project. “The training I received taught me to keep simplified accounts of my business, and how to use a computer to do this,” she said.

International Women’s Day in MENA
Our MENA region celebrates International Women’s Day across geographies. For 2013, they had a regional theme of “giving back to the community” where employees visited hospitals and NGOs to participate actively in various charity drives and activities.

In addition to many local events held on the day, MENA are also in the third year of their Role Model awards. These awards showcase EY women in MENA in recognition of their contributions both in and out of the workplace. Our people were asked to nominate women who are talented, dedicated, unique and true team players and the 2013 winners were:

Sadaf Fatima HR Leader — Karachi Office
Nimisha James Senior Associate CBS Finance – Manama Office
Sheikha Al Fulaij Senior Director Assurance – Kuwait Office

CIS celebrate women
International Women’s Day is celebrated in CIS with a huge number of events across different offices. Moscow held a Spring Party that included flowers, food, contests, gifts and the opportunity to create a Spring garden.

In addition, our people in CIS were encouraged to send in stories about inspirational women throughout history and these were shared across the region.

Moscow Spring Party

International Women’s Day on 8 March is celebrated across our regions in EMEIA with events, awards, raising awareness of the gender agenda and celebrations.

“We aim to create a work culture that supports personal and professional aspirations, and are committed to supporting and empowering everyone to achieve their potential. International Women’s Day demonstrates our organization’s commitment to ensure that gender equity remains a key focus for our business.”

Yasmeen Muhtaseb, EY MENA D&I Partner Sponsor
“Networks are important as they connect people. We want to encourage employees to expand their own connectivity with different groups of employees to learn, teach or add value to a cause. Being part of a network helps to engage our people, and we know that engaged people are more productive.”

Trevonica Naidu, Africa Chief Diversity Officer

Connecting our people

As we continue to adapt to an ever-changing, global market place, one thing that is constant is our need to work effectively across borders and often cross-culturally, both face-to-face and virtually. While individually talented, we are most powerful collectively and we continue to invest in networking, both within regions and across EMEIA.

Employee networks in Africa

Engaging our people and building high-performing teams continues to be a focus in Africa. Our networks provide a platform for dialogue and support to various groups of employees, and excellent opportunities for building relationships and support structures. Africa’s networks include Women’s, LGBT, Black Professionals, Masakhane and Parents.

The Masakhane network, which means “Let us build together,” is open to all trainees and is proving to be an effective engagement and orientation tool for new trainees entering EY. The network focuses on sensitizing our trainees to their new working environment and includes soft skills training, business intelligence, personal branding, communication, mentoring and coaching.

BeNe – multicultural debate

Are we doing enough to retain, engage and promote our multicultural employees from different ethnic backgrounds? This was the theme of a debate held this year among our employees in BeNe. It was a very powerful and emotional event, with authentic stories from people that stimulated the debate and demonstrated the additional challenges people face because of difference. This was followed up by participation in a national integration dinner where EY hosted 50 tables across Holland to discuss integration at EY.

In June 2013, an additional event was organized called Multicultural: from debate to dialogue, which looked in depth at what it’s like to work at EY, what challenges are faced and how things could improve.

We have LGBT networks in Africa, GSA and UK&I that are working on furthering the LGBT agenda in their regions.
Networking in UK&I

As part of EY’s approach to diversity and inclusiveness, UK&I sponsors a number of networks within the organization. These networks support their members in many ways, including connecting people across the business and empowering them to achieve their full potential.


In 2013, the EY Sikh Network commissioned a display to explore the formation, philosophy and spirituality of the Sikh faith, and how these teachings culminated in the formation of the order of the Khalsa. The Khalsa translates as one who is sovereign and pure or genuine and is the collective body of initiated Sikhs, a product of 250 years of spiritual and temporal revolution as taught by the Sikh Gurus.

The Khalsa are protectors of the Sikh faith and it is from them the Sikhs gain the identity most widely recognized today: the Sikh turban and uncut hair or beard. The display, which explores the character and nature of the Khalsa, was showcased exclusively for EY and then moved to various locations around the country. The display is part of a larger exhibition, which aims to educate the non-Sikh community about Sikh history, philosophy and spirituality.

We continue to connect our employees virtually via four online communities focused on disability, LGBT, parents and women.
“This award will help us to raise awareness of our organization externally and achieve our aims of being the most-favored employer with the best brand.”

Fleur Bothwick OBE, EMEIA Director of Diversity and Inclusive Leadership

Individual recognition

FY13 has seen a number of EY people recognized for the contribution they make to diversity and inclusiveness. These people are role models for the rest of the organization and ambassadors for EY, showing why difference matters.

OBE for Fleur Bothwick

Our EMEIA Director of Diversity and Inclusive Leadership, Fleur Bothwick, has been awarded an Order of the British Empire (OBE) for her contribution to diversity and inclusiveness at work.

The award recognizes her achievements and service to people across the UK. It reflects a track record of leading and developing integrated diversity frameworks across large organizations. Fleur’s successes at EY include developing one of the UK’s first black and minority ethnic leadership programs, introducing a Sponsors for Educational Opportunities Program to our sector and a pilot summer graduate scheme for interns with disabilities.

Although delighted to be recognized, Fleur is quick to stress that her role is a catalyst for change, and she has “worked closely with talented colleagues on a variety of projects,” and feels the award reflects “how committed our leaders are to diversity and inclusiveness.”

Nidhi Sharma, Top HR professional

Congratulations to Nidhi Sharma who has made it on to the People Matters list of “Top 25 Young HR Leaders of India,” where she was up against 1,200 entries from HR professionals. Nidhi took part in a rigorous selection process spanning six months and comprising five challenging assessment stages. Judged by an eminent panel of HR professionals from across the industry, winners were assessed on a variety of competencies including strategic acumen, foresight, courage and conviction, risk management, cognitive ability and driving execution.

Nidhi has also been awarded the “Young HR Professional of the Year” award by the Asia Pacific HRM Congress 2012. The congress recognizes excellence in HR through organizational and individual awards.

Judged by a jury of eminent HR professionals, Nidhi was awarded this top honor for her work based on an extensive evaluation of past work experience, current work profile, new initiatives undertaken and the impact made to the HR function. This included her contribution to the D&I agenda in India.
Seshni Samuel, women super achiever award

Our new EMEIA Talent Leader Seshni Samuel, in her previous role as Africa Talent Leader, was awarded the women super achiever award at the Africa Human Resources Leadership Awards in Mauritius. The award recognizes Seshni’s vision, insight and leadership.

Seshni says “This award recognizes what the entire Africa Human Resources team has achieved. It reflects how I love being part of an organization that continuously empowers its people and provides rewarding career experiences. We must remain committed to gender equality and aim to be the employer of choice for women across Africa.”

Liz Bingham, Woman’s Hour Power List

UK&I Managing Partner Talent Liz Bingham has been named on the inaugural Woman’s Hour Power List, which recognizes the achievements of women working in different industries. BBC Radio Four Woman’s Hour created the list with the help of a judging panel comprising experienced women from all walks of business life.

Liz was also recognized as an Inspirational Role Model at the 2012 European Diversity Awards.

Galina Maloshenko, Top 50 Influential Women in Business

Galina Maloshenko, EY CIS Risk Leader, was ranked 31st in the top most influential women in business in Russia by the Kompania magazine.

“I learned that I was included in the list of most influential women in Russia the day it was announced in the press. It came as absolute surprise for me, and I was very excited with my inclusion.

My job gives me the opportunity to communicate with interesting people, solve challenging problems for clients and learn new things every day.

I value the opportunity to act as a role model for our more junior high-potential women and, in addition, I get to work with a team of people who share the same values, and my inclusion in this list is thanks to their work as well.”

“I feel extremely honored to have received these awards as they have given me an opportunity to be benchmarked with the best in the industry.”

Nidhi Sharma, Associate Director and Head – Corporate HR

“This award recognizes not only my achievements, but those of EY and its people who have created an environment where everyone has an opportunity to succeed.”

Liz Bingham, EY UK&I Managing Partner Talent
We would like to thank Sky Gránia Young (and team) for her creativity and design process and her invaluable contribution to the report.
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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