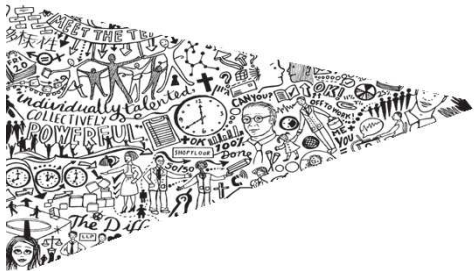


# Career Womens Forum

20<sup>th</sup> January 2014

*"Individually talented, collectively powerful"*



**EY**

Building a better  
working world

# Achieving competitive advantage through D&I

## The D&I Culture Change Continuum at EY

### Diversity

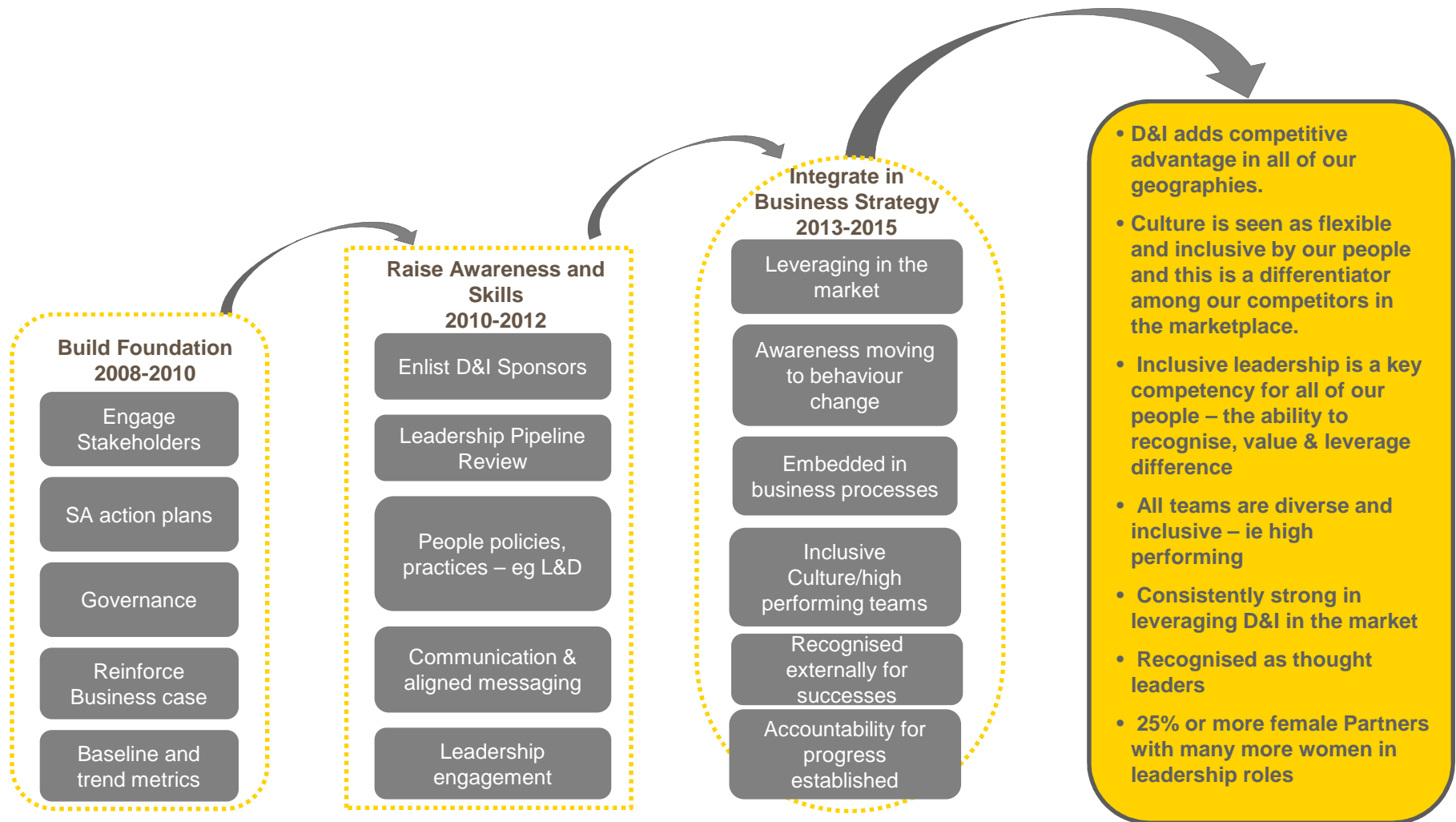
All differences matter.

- ▶ Thinking style
- ▶ Leadership style
- ▶ Gender
- ▶ Diverse abilities/ disabilities
- ▶ Country of origin
- ▶ Service line
- ▶ Location
- ▶ Ethnicity
- ▶ Education and work experience
- ▶ Religious background
- ▶ Sexual orientation
- ▶ Generation
- ▶ Socioeconomic background
- ▶ Other
- ▶ ...



Framework adapted for EY from The Guide for Inclusive Leaders, 2006, by Joerg Schmitz and Nancy Curl.

# Our Journey to date and where we aspire to be



# Some of our progress to date

**21%**

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



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

**46**

of our EMEIA senior women attended the “Realizing your potential as a female leader” program 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.

**176**

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



Across the area, many of our regions are successfully leveraging D&I in the market through conference speaking, collaborating with clients on initiatives, hosting forums and producing thought leadership.



Individuals in regions including Africa, BeNe, CSE, GSA, India and UK&I have received awards in recognition of their contribution to the D&I agenda.

**10.9%**

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

**45**

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

**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.

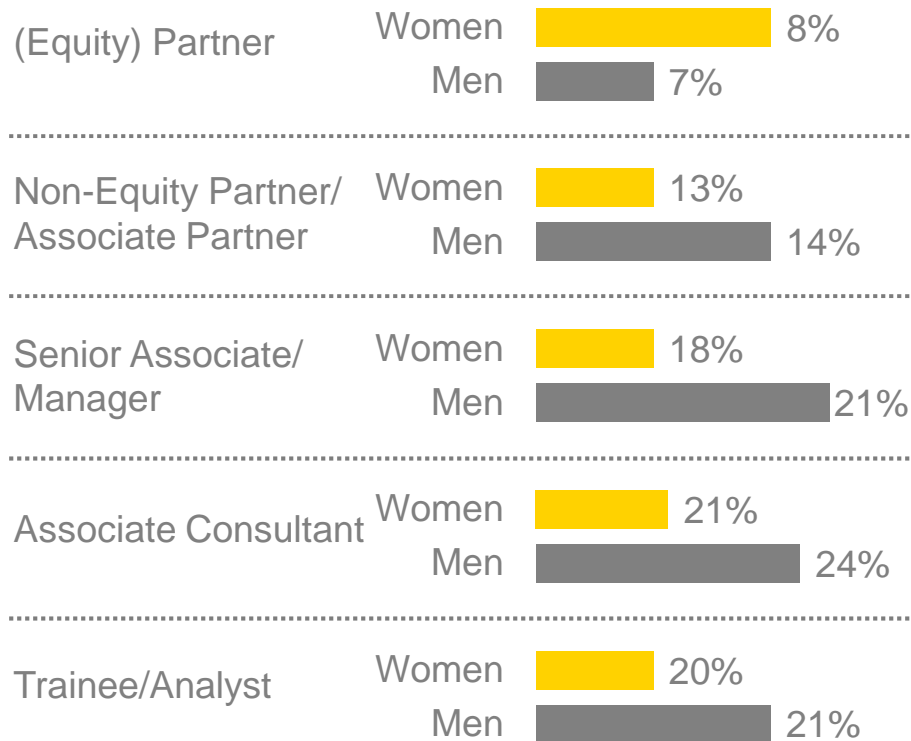
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# McKinsey tell us that women leaving law and accountancy firms is not the main problem

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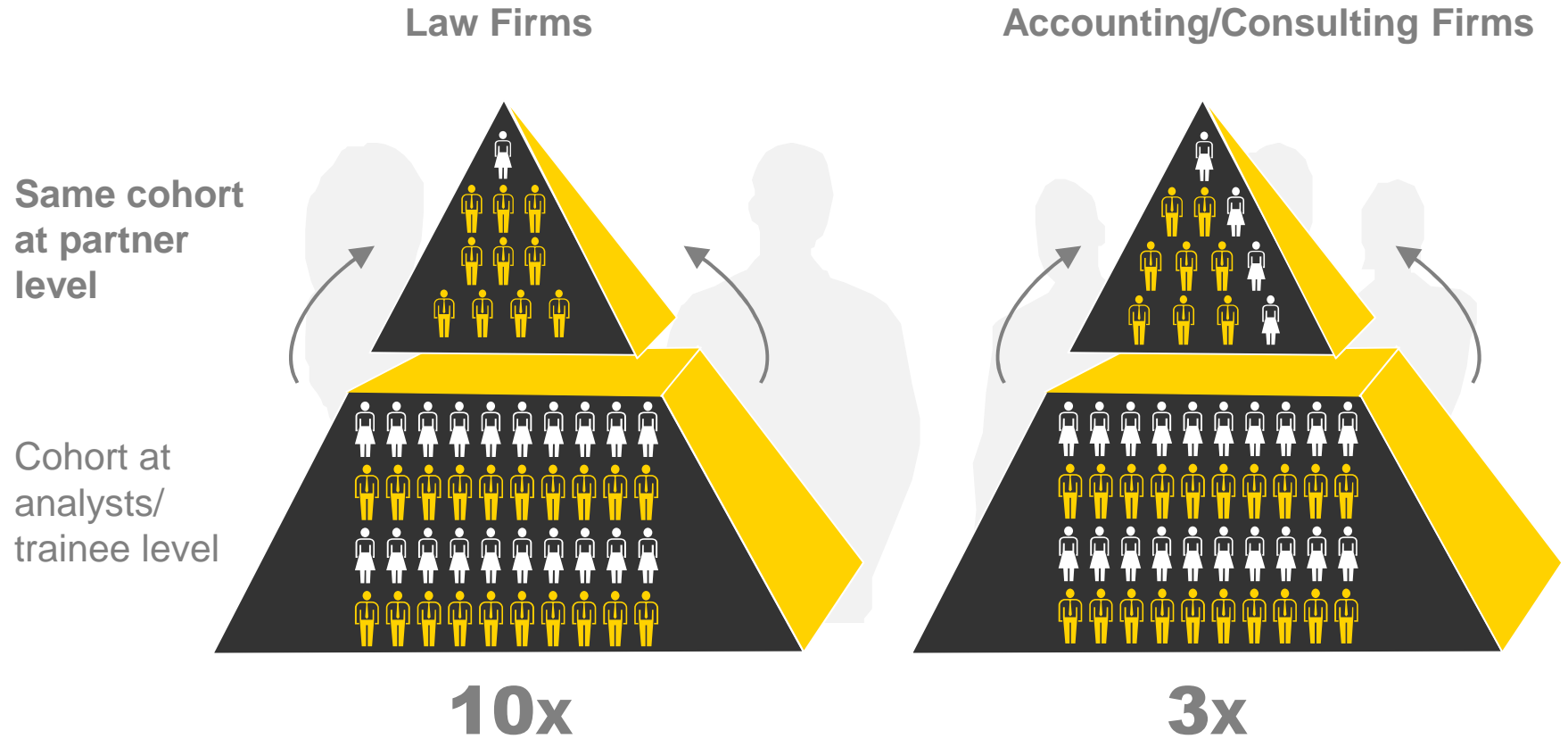
Average attrition rates for men and women 2009 -11

## Accounting/Consulting Firms



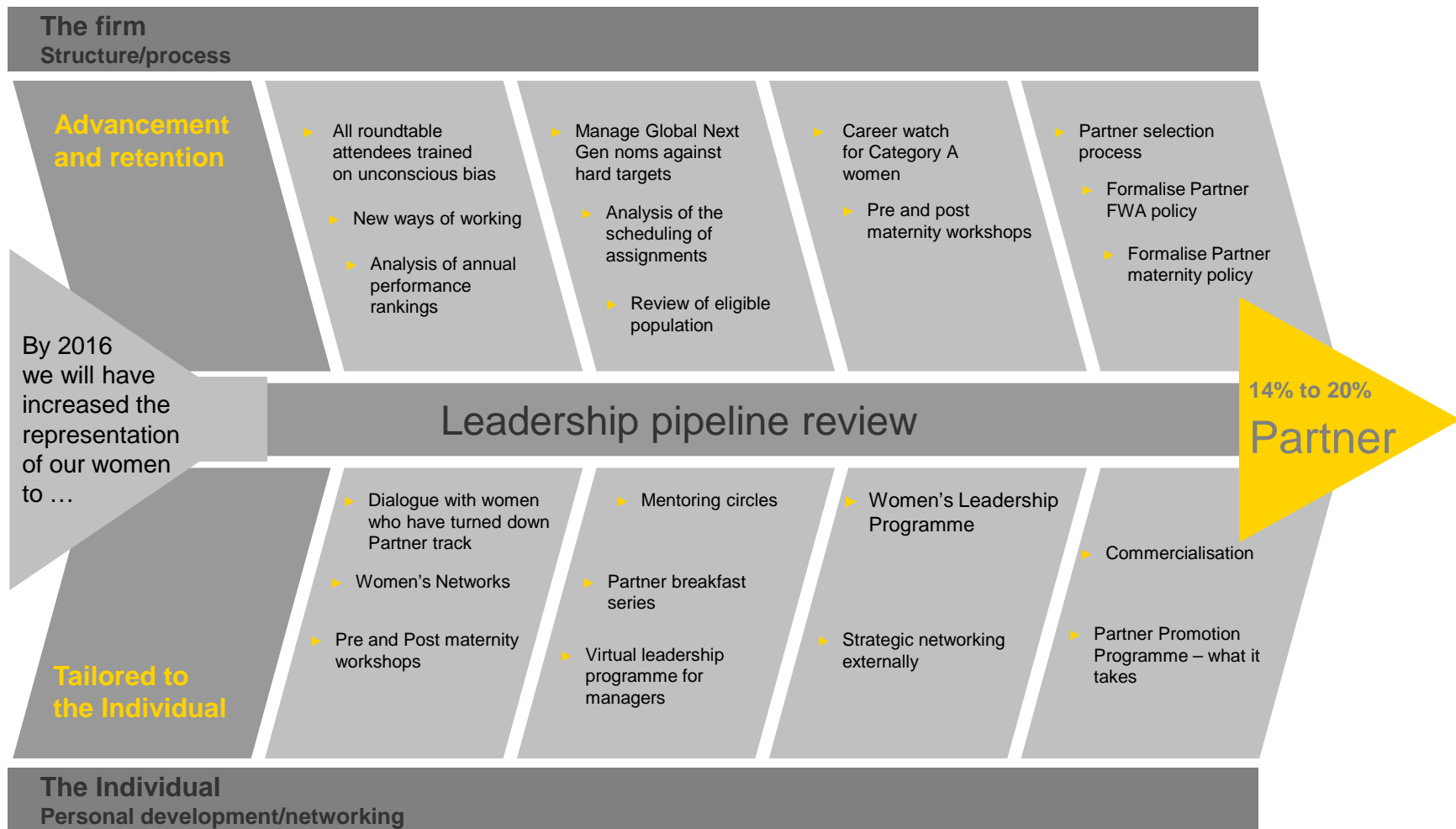
Source: 30% Club/McKinsey 2012

# ....but promotion is



Source: 30% Club/McKinsey 2012

# Aspirational targets for Partner representation



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# Key areas of focus

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# What do you see?

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# The role of the Career Watcher is 'low touch, but high impact'

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## Career Watcher

Leverage personal and organisational authority to hold line management accountable for retaining, guiding and supporting the watchee to partnership, or a senior leadership position

'Unblock the road blocks'; intervene and influence on behalf of the watchee to ensure that EY delivers on its promise of realising their unique potential

Ask regularly what EY needs to do to retain them

Listen, coach and challenge Watchee's perspectives

Act as an informal, third-party sounding board for important decisions

Serve as a positive role model

Provide 'anonymous' feedback to D&I network on how the wider organisational system needs to shift to create a more diverse leadership cadre

Present watchee twice a year to Career Watch Committee



# Global People Survey 2013 results

## Engagement and Flexibility in EMEIA overall (1/2)

People in EMEIA who answer **favorable** (agree / fully agree) to the following survey questions:

*“I have the flexibility I need to achieve my personal and professional goals.”*

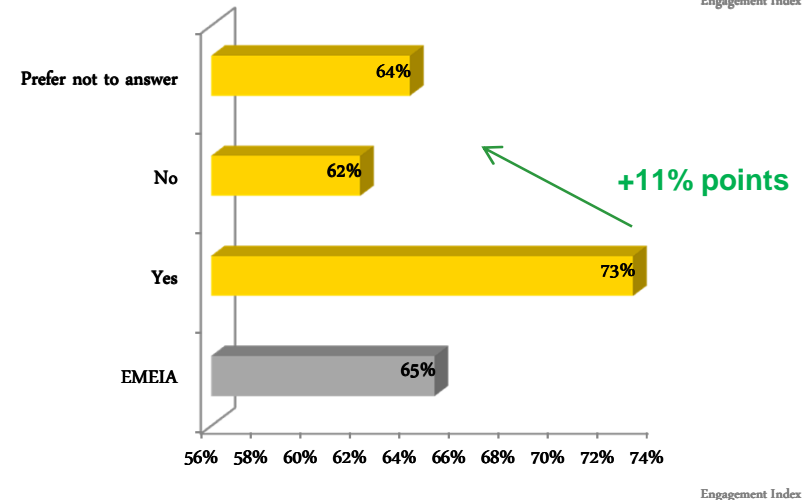
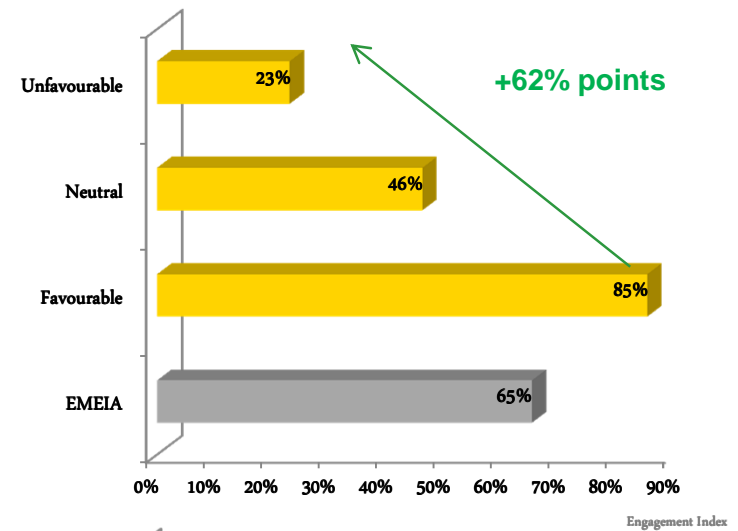
*“My manager(s) enables flexibility in when and where people work.”*

... are **62 percentage points** more engaged compared to those answering unfavorable (disagree / strongly disagree) and **20 percentage points** more engaged compared to our EMEIA overall population.

▶ People across EMEIA who answered “yes” to the following demographic question:

▶ *“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?”*

... are **11 percentage points** more engaged compared to those, who answered “no” and **8 percentage points** more compared to our EMEIA overall population.



# Challenges for new ways of working

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