

**Accelerating
progress in gender
equity from the
inside out**



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When women participate fully in all aspects of work, government and society, the results are higher growth, increased prosperity and stronger communities. Yet, according to the World Economic Forum (WEF) Global Gender Parity Report 2014, it will still take until 2095 to achieve gender parity in the workplace.

The political, economic and commercial benefits of accelerating gender equity are clear, and EY strives to lead the way. Furthering the advancement of women cannot be achieved through a single program or initiative; it is up to each of us to create a workplace culture that values different perspectives, supports the development of different types of leaders and enables people to bring their full selves to work.

Within EY, it's essential that we do all we can to create and sustain an environment that further leverages, values and enables the advancement of all of our 100,000 women colleagues around the world.

Equity in opportunities, advancement and compensation is a business imperative at EY, and we work hard to promote fair practices for all of our women and men.

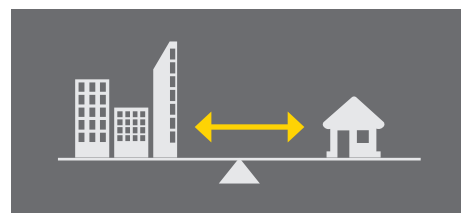
To achieve gender equity within EY, we are focused on:



1 | Building an inclusive culture



2 | Illuminating the path to leadership



3 | Enabling a flexible work environment

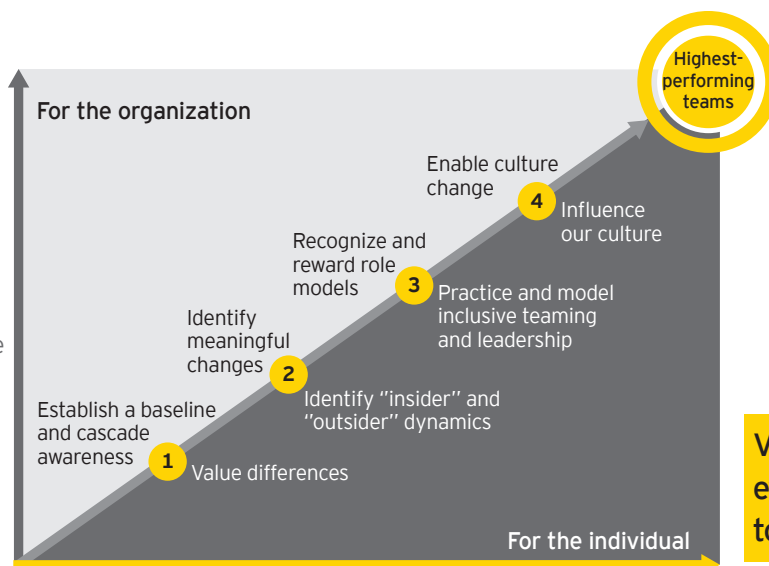
At EY, we're committed to building a culture where all of our people feel – and are – valued for their differences and perspectives. We create this culture by taking action at both the organizational and the individual levels (as depicted in our Diversity

and Inclusiveness (D&I) culture change continuum). The continuum illustrates, in four stages, the journey we are on to maximize our differences to build the highest-performing teams, individually and as an organization.

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 differences



Visit the D&I microsite at ey.com/differencesmatter to learn more.

Inclusiveness

Leveraging differences to achieve better business results; creating an environment where all people feel – and are – valued.

Source: Framework adapted for EY from *The Guide for Inclusive Leaders*, by Joerg Schmitz and Nancy Curl, (Princeton Training Press, 2006).

At the organization level, we have developed a D&I roadmap, which guides our efforts to embed D&I into all aspects of our business. Our goal is to make sure that all of our business processes, such as recruiting, staffing, account planning, rewards and recognition, succession planning and performance management, are not only equitable and fair, but that they also help drive our efforts to harness the power of diverse perspectives.

At the individual level, we expect each one of our people to team and lead inclusively so we can fully leverage the brainpower and

creativity of our teams. To this end, we have identified for our people six behaviors that enable an inclusive environment:

- ▶ I am aware of my own preferences and biases.
- ▶ I actively seek out perspectives different from my own and take advice.
- ▶ I enable everyone to contribute.
- ▶ I adapt my own style to work effectively with others.
- ▶ I open my decision-making to other perspectives.
- ▶ I make success possible for all.

Women. Fast forward

One of the most compelling conversations in today's marketplace is related to gender parity. Business leaders across the globe are responding to the urgent economic imperative of gender parity. By every measure, women's engagement at the leadership level is one of the core drivers of business performance and companies worldwide are falling short.

Women. Fast forward is EY's unified platform and marketplace response to the accelerated achievement of gender parity, and it is gaining momentum. We are focused on women within and outside EY, including:

- Women in the workplace
- Women in leadership
- Women entrepreneurs
- Women athletes

For more information – including access to the latest reports, survey and insights – please visit the *Women. Fast forward* microsite at ey.com/womenfastforward.

Gender equity drives better business results

Research shows that teams where both men and women are engaged in leadership and execution in a balanced manner deliver higher quality and stronger financial results. Studies by the London Business School, the Corporate Leadership Council and Catalyst found that gender-balanced teams tend to be more innovative and collaborative, and that companies with a higher proportion of women on their leadership teams show better financial performance. A report from Credit Suisse found the average return on equity (ROE) for companies with at least one woman on the board over the period from 2005 through 2011 was 16%, four percentage points higher than that of companies with no women on their boards (12%).¹ At EY, our own internal studies have demonstrated the positive impact of gender-balanced teams on performance.

¹ *Gender diversity and corporate performance*, Credit Suisse Research Institute, August 2012.



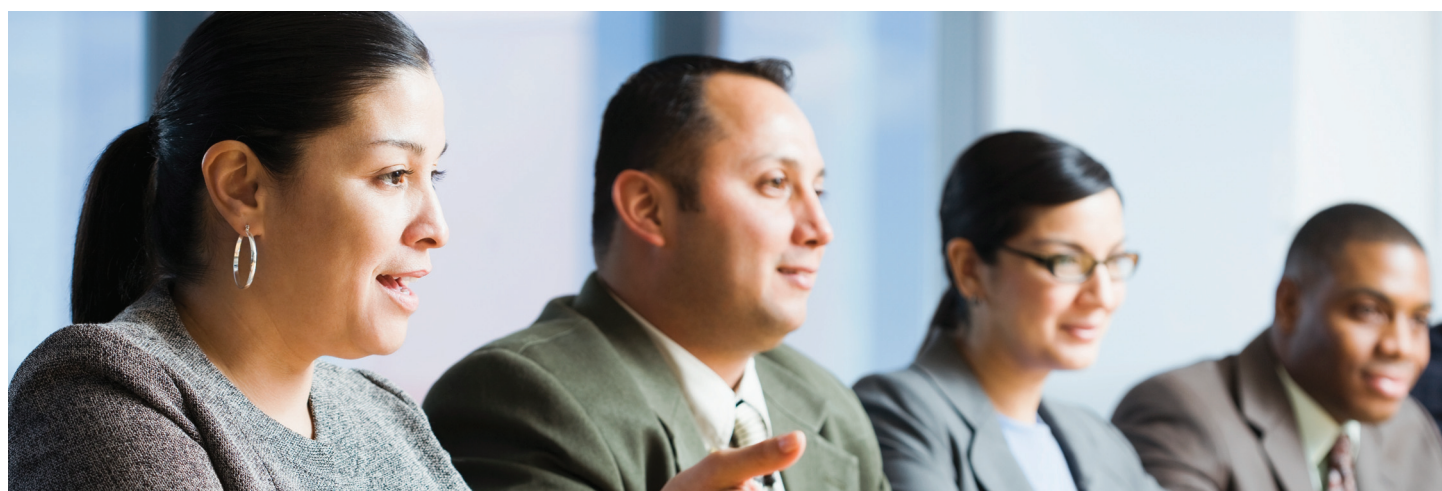
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Building an inclusive culture where all differences matter



We provide our people with the opportunity to build the skills needed to team and lead inclusively. Select examples of our programs include:

- **Leadership Matters (Americas):** This program develops transformational leadership capabilities of people in our executive ranks by exploring the impact of unintended associations. It also develops mindsets and habits for leading inclusively; builds skills and practices to optimize and transform our culture; and inspires commitment to practice visible inclusive leadership at the personal, team and organizational levels.
- **Cultural Intelligence workshops (Middle East and North Africa – MENA):** MENA is one of the most diverse Regions in EY, employing around 80 nationalities with different backgrounds, languages and cultures. This created a real need to enable newcomers to the Region to work effectively with clients as well as to collaborate and manage people internally. As a result, MENA developed tools to navigate the divides of cultural differences and to equip its leaders and employees with the right knowledge. MENA's D&I team designed Cultural Intelligence workshops (mandatory for all EY employees in MENA) as part of EY's cross-cultural program. Scenarios have been designed and implemented to simulate cross-cultural situations EY employees might encounter in order to provide practical insights and approaches for how to proceed in the face of uncertainty and ambiguity.
- **Unconscious Bias workshop (Europe, Middle East, India and Africa – EMEIA):** This three-hour workshop has been designed to create the opportunity for individuals to get together and better understand where unconscious bias may be impacting the EY life cycle of their people. It is very experiential, with a lot of pair activities and time to reflect and be challenged.
- **Creating an Inclusive Culture and Unconscious Bias@Work: Think before you think™ workshops (Japan)** help change mindsets and behaviors toward a more inclusive culture. Both workshops are delivered internally within EY and are also available to clients.
- **Unconscious bias training (Asia-Pacific):** Our business leaders, Talent business partners, recruiters and resource managers have taken unconscious bias training to help them understand how unintended bias may impact decision-making and learn ways to mitigate these risks.



2

Illuminating the path to leadership

Illuminating the path to leadership



Journeys that inspire

In 2014, we launched a global internal EY website through which we seek to illuminate the journeys of some of our men and women who have experienced success and overcome challenges in their personal and professional lives. In its first year, the site has drawn more than 10,000 unique visitors in search of “virtual” role models. These stories are helping build even more relationships and are inspiring others to chart their own course to success.

By holding leaders accountable for developing and advancing women while simultaneously expanding access to role models, mentors and sponsors, we are growing the number of women in leadership and in our leadership pipeline.

Mentoring and equitable sponsorship are integral to our journey toward building a truly inclusive culture. At EY, we make a clear distinction between the role of a mentor and a sponsor, as follows:

- ▶ A mentor is someone who offers practical advice and guidance to an individual. Mentors help their mentees clarify their development needs, share their own strengths and provide leadership philosophy. They can also coach and support individuals in developing their own skills and careers.
- ▶ A sponsor typically is a senior leader who takes a proactive role and can intervene and influence on behalf of the “protégé” to ensure that EY delivers on its promise of enabling each individual to achieve his or her unique potential. A sponsor regularly will ask what EY needs to do to retain the individual and will act as a third-party sounding board to discuss important decisions. Most importantly, sponsors will use their influence to provide individuals with meaningful development opportunities and will guide them and support them to partnership or senior leadership positions.

Sponsorship involves leaders committing to advocate and create advancement opportunities for high-potential individuals. We see mentoring as a bridge to sponsorship. Building a network and seeking mentors early in one’s career are important to earning sponsorship in the long run.

Our internal mentoring and sponsoring efforts cross all dimensions of diversity (including women). They follow our people from their very first days at EY and extend to communities of interest outside of our organization.

Raising awareness of sponsorship

One of our main efforts across the globe is to educate our people about the importance of sponsorship – to help men and women recognize its value and ways to obtain it, and to encourage senior leaders to become sponsors. For example, we host webcasts that create awareness about the importance of sponsorship and feature the protégé and sponsor points of view on how to earn and sustain sponsorship relationships.

The EMEA Area has developed a sponsorship toolkit to help in developing a sponsorship culture. This toolkit includes videos of female partners discussing their own experiences and the merits of sponsorship. The Americas Area has developed a webcast about sponsorship and executive presence, with a toolkit and guides for further personal reflection. Its aim is to ensure that all of our people are aware of what sponsorship is, how to earn sponsorship and the transformational power it has for one’s career.

Formal sponsorship programs

Our formal programs offer women the opportunity to grow as leaders and build their networks with peers, mentors and potential sponsors. The following two programs have a global reach:

- ▶ **Career Watch** is a sponsorship program for our high-potential female senior managers. The emphasis is on equitable access to sponsorship. Its key goal is to monitor the professional development and career progression of this group, with a focus on identifying leadership opportunities. The program ensures that individuals gain experience, develop relationships, and receive opportunities that lead to personal and professional growth, while providing a clear road map to partnership. Each participant is given a “Career Watcher,” a senior leader with influence who can leverage their personal and organizational authority to hold line management accountable for retaining, guiding and supporting these high-potential individuals to partnership.
- ▶ **Global Next Gen (GNG)** identifies top talent (women and men) and gives them access to a network of senior leaders and potential sponsors, plus a broad range of developmental opportunities, to help build the skills and characteristics to succeed as a leader.

In addition, a number of locally based initiatives offer leadership development opportunities to women and, in some cases, members of other groups as well. These include the following programs and initiatives:

- ▶ **EMEIA Women's Leadership Program (EMEIA)** offers high-potential female senior managers the opportunity to understand different approaches to leadership, identify key challenges and strategies for success, and build a pan-EMEIA support network. This program is for women who are within three years of going through the partner admission process.
- ▶ **Realizing your potential as a female leader (EMEIA)** enables high-potential women to raise their profile with senior leadership and grow their networks while acquiring additional techniques to enhance their personal brand. This program is for women who are more than 80% likely to go through the next partner admissions process.
- ▶ **Navigator (EMEIA)** creates opportunities for women at the manager level to develop their networks and discuss and debate the issues they may be facing in their career progression. The program is for female managers and new senior managers.
- ▶ **Inclusiveness Leadership Program (Americas)** offers a multiyear experience that pairs high-potential partners and principals – across all dimensions of diversity, including women – with an executive coach, as well as with members of the Americas Executive who serve as mentors and sponsors. The direct one-on-one relationship with an Executive Committee member helps provide the visibility to earn sponsorship with these influential leaders and be considered for future senior leadership appointments.



Additional initiatives

- **The Career and Family Transitions Program (Americas and UK & Ireland)** enlists coaches to lead individual sessions for EY men and women before and after the birth or adoption of their children. This program enables new dads and moms to meet their personal and professional goals during one of the biggest transitions of their lives.

In **Japan**, network sessions are held to help people enjoy a smooth return to work after a life event.

- **Talent Watch (Asia-Pacific)** ensures that high-potential individuals, especially women and minorities, have access to opportunities and experiences essential for success at EY. This program is known as **Accelerate** in Tax.
- **Future Gen (Japan)** is a leadership training program for high potential managers in Japan. Future Gen offers a three-year experience for managers across all dimensions of diversity.

Creating connections through our networks is another way we help create pathways to leadership by fostering strong and vibrant networks for women and other groups. These networks provide opportunities for relationship building and professional development and, above all else, encourage valuing people for who they are at work.

WindS (Japan), the EY women's network in Japan, supports women pursuing their career path by offering opportunities to share their challenges, search for solutions and build mutually rewarding relationships. WindS leaders are selected from departments within EY Japan to support the success of women by providing opportunities to develop practical leadership skills. This is done by participating in external training (including Sasakijuku and the International Conference for Women in Business), hosting presentation training for female staff and presentation coaching for female senior managers. EY Japan also supports female leaders' participation in J-Win (a sister organization of Catalyst), an external women's network that provides programs for women's leadership development and those for D&I management in member companies.

In markets ranging from Africa, Australia, BeNe, Brazil, Canada, China, India, Ireland, Korea, parts of the Nordics, Singapore, the United Kingdom and the United States, our Women's Networks offer opportunities for learning, networking and community service. In Singapore, our newly launched FinTax women's network allows EY women to exchange experiences and learn with their female clients across the Banking & Capital Markets sector.

Demonstrating the return on investment of women's leadership

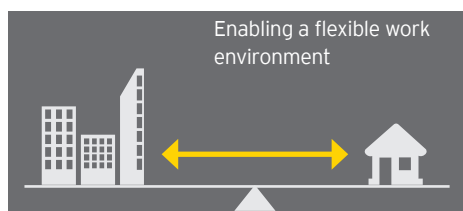
The EMEIA Area recently completed a survey of the more than 700 EY women who have participated in women-only leadership programs over the past three years. The research confirmed that these efforts provide a supportive environment for women to focus on a range of relevant issues – for example, organizational power and politics, working styles and career development. Forty-three percent of the women who participated in the EMEIA Women's Leadership Program have been promoted, 19% asked for additional responsibilities, and many more feel that the training enabled them to take control of their career and be their authentic self.

It's possible

In 2015, for International Women's Day, EY led a global campaign in which our female partners – and some male partners as well – shared the experiences that helped them progress in their careers, under the banner of "It's possible." Many women cited the important role that mentors and sponsors played in their professional development. They also shared their own personal approach to managing work and personal life and encouraged our people to be the "CEO of their careers."

3

Enabling a flexible and progressive work environment



Flexibility is a core element of the supportive work environment EY is striving for globally. Flexible working can enable our people to succeed at work while fulfilling their personal goals. We stress flexibility for all because, regardless of age, gender, rank or geography, we believe flexible working will help each of our people achieve personal and professional success.

Flexible working takes leadership, underpinned by trust. It's about teamwork and providing choices about the times, places and ways work can get done while still delivering exceptional client service.

Flexible working is not simply about formal Flexible Working Arrangements (FWAs) – it is also about the supportive culture we want to build to create the highest-performing teams. We know from our 2013 Business Linkage research that flexibility has the strongest relationship to retention of any single item on EY's Global People Survey. Groups in the top quartile of EY's flexibility measure, compared with those in the bottom quartile, have 6.1 points higher retention. By supporting flexibility at EY, we are better able to attract and retain the best talent, thereby enhancing our potential for better business results. EY's recent study, *Global generations: a global study of work-life challenges across generations*, surveyed workers in eight countries and found that after competitive pay and benefits, what employees said they value most in a potential job is "being able to work flexibly and still be on track for promotion" and "working with colleagues, including my boss, who support my efforts to work flexibly."

EY is taking several steps to strengthen our focus on flexibility globally, including:

- ▶ **Flexibility makes it possible.** In today's global economy, working flexibly isn't a "nice to have" – it's a business imperative. At EY, we have communicated a globally consistent framework for flexibility to all our people. We focus on flexibility as an enabler for working smarter. It helps our people meet their personal and professional goals and empowers all of us to maximize our contributions to our teams and deliver exceptional client service. Challenging our assumptions about where, when and how work gets done, while maintaining a clear focus on the results we want to achieve together, is one of the ways we can be agile and responsive to the diverse needs of our people, our teams and our clients.
- ▶ **Workplace of the Future (Global)** is transforming the way we work, particularly how we create more flexible work environments and how our technology and our office space will support our high-performing teams.
- ▶ **New Ways of Working (Global)** focuses on finding ways to work smarter and more innovatively to create the highest-performing teams. The vision for New Ways of Working is that with a trust-based approach (i.e., a focus on outputs, not presenteeism), we can give our people the opportunity to deliver exceptional client service in a way that supports their well-being and enriches aspects of their lives, their families and their communities.
- ▶ **Team-FIT (Americas)** equips forward-thinking teams with a way to provide opportunities for designated, predictable and uninterrupted brief periods of time off when members can disconnect completely from work. Team-FIT is less of a program and more of a commitment to a flexibility mindset.
- ▶ EY Japan encourages people to request various forms of FWAs for specific individual flexibility needs, but it also encourages teams to work differently depending on business needs. For example, EY Japan Tax has the **Early Morning Work Program**, in which people start work earlier in the morning, before normal business hours, to prevent overtime into the late evening. Additionally, onboarding and networking sessions are offered to individuals returning from career breaks to share information and relevant topics, such as FWA and childcare services.



Making our mark in the community: collaborating for progress

EY works with select external organizations to build awareness and encourage action in support of gender equity. For example, our Global Chairman and CEO, Mark A. Weinberger, is on the board of Catalyst, which offers him and EY opportunities to engage with like-minded business leaders on the issue of gender equity and to promote sharing leading practices. In the same vein, EY is also a collaborator with the World Economic Forum's Gender Parity Programme and has helped raise awareness through sponsorship of events at the WEF meeting in Davos and through ongoing collaboration.

Other key non-governmental organization relationships in which EY is involved include:

- ▶ The **30% Club**, is a campaign that launched in the UK in 2010 with a goal of achieving a minimum of 30% women on FTSE-100 boards – currently the figures stand at 26.1% up from 12.5%. Accelerated progress has been achieved through the leadership of their member Chairs and CEOs who take action to create a better balance of men and women at all levels of their organizations as a business imperative rather than a 'women's issue.' The campaign complements and amplifies individual company efforts and existing groups through collaboration, measurable goals and joined-up actions. It now has a global presence with chapters in Australia, Canada, the GCC, Hong Kong, Ireland, Italy, Malaysia and the United States.
- ▶ **Committee for Economic Development of The Conference Board Women's Economic Contribution Subcommittee** is a nonprofit, nonpartisan, business-led public policy organization delivering analysis and solutions to critical issues, including gender equity in corporate boardrooms.
- ▶ **International Women's Forum** is a membership forum offering opportunities for leadership across careers, cultures and continents by connecting the world's most pre-eminent women of significant and diverse achievement.
- ▶ **SheWorks** was launched by the International Finance Corporation (a member of The World Bank Group) and brings together 13 leading companies that pledged to implement measures proven to enhance women's employment opportunities – such as mentorship programs, FWAs and leadership training to increase diversity in management.
- ▶ **WEConnect International** empowers women business owners outside the United States through training, certification and access to corporations so that they can compete successfully in the global markets. They launched in 2009 and are based in Washington, DC.
- ▶ **Women's Business Enterprise National Council**, founded in 1997, is the largest third-party certifier of businesses owned, controlled and operated by women in the United States. Outside of the United States, certification is provided by its alliance partner, WEConnect International.
- ▶ **Women President's Organization** is a nonprofit membership organization for women presidents of multimillion-dollar companies. The organization was formed to improve business conditions for women entrepreneurs and promote the acceptance and advancement of women entrepreneurs in all industries.
- ▶ **Women in Parliaments Global Forum** is an independent, international and post-partisan foundation with the purpose of advancing society by building a network of women parliamentarians. EY is the prime supporter.

Being recognized for our commitment to women's advancement

We are honored to have received recognition for our sustained efforts to talk about and act on the issues that impact gender equity. Some recent accolades include:

Americas

- ▶ **Canada's Best Diversity Employer:** recognized by Mediacorp (Canada)
- ▶ **DiversityInc magazine's Top 50 Companies for Diversity:** EY has been in the top 50 since 2005 (United States)
- ▶ **FORTUNE magazine's 100 Best Companies to Work For®:** recognized as a "great place to work" for 17 consecutive years (United States)
- ▶ **Inclusive and Responsible Family Company:** recognized by the Ministry of Labor and Social Welfare (Mexico)
- ▶ **Top Companies for Executive Women:** recognized by the National Association for Female Executives (United States)
- ▶ **Working Mother magazine's 100 Best Companies for Working Mothers:** recognized by *Working Mother* for 18 consecutive years (United States)

Asia-Pacific

- ▶ **50 Leading Companies for Women:** based on the 2014 Asia-Pacific Economic Cooperation survey (Singapore)
- ▶ **Distinguished Family-Friendly Employer:** awarded by the Hong Kong Family Council (Hong Kong)
- ▶ **Employer of Choice for Gender Equality:** citation from the Workplace Gender Equality Agency (Australia)

- ▶ **Most Women-Friendly International Employer:** recognized by the Women in Leadership Economic Forum (China)

EMEIA

- ▶ **Certification by the Beruf und Familie gGmbH:** recognized for the successful implementation of the audit "work and family" (Germany)
- ▶ **"Tapping into Talent" award:** recognition for the Career Watch program by the Employer's Network for Equality and Inclusion (United Kingdom)
- ▶ **Top 50 Employers for Women:** recognized by the *Times* (United Kingdom)
- ▶ **Top 10 Organizations for Working Families:** recognized for focus on flexible working, family friendliness and great work of the EY Parents' Network (United Kingdom)
- ▶ **Certification by Basel, Familienfreundliche** family friendly place to work award (Switzerland)

Japan

- ▶ **Kurumin certificate for supporting the next generation:** recognized by the Ministry of Health, Labor and Welfare (Japan)

Global recognition

Universum carries out annual surveys to determine the World's Most Attractive Employer ranking. Each year, 3,000 companies are nominated in more than 57 markets as preferred employers by students and professionals. In the 2015 results, EY ranked first in professional services among women.

Encouraging dialogue, advancing understanding

Across EY, we have produced and collated many pieces of thought leadership from across all of our Areas covering a wide range of topics around gender equity.

- ▶ **Women. Fast forward:** the time for gender parity is now
- ▶ **The corporate sponsor as hero:** advancing women into leadership roles
- ▶ **Women on boards:** global approaches to advancing diversity
- ▶ **No more excuses:** the case for bold action to move women onto boards and into senior executive roles
- ▶ **Time for diversity:** accelerating performance in corporate boardrooms
- ▶ **Force multipliers:** how three fundamental adaptations can help women entrepreneurs scale big
- ▶ **Male leaders making the mix work:** highlights the importance of gender parity and reminds us it's both men and women who influence its success
- ▶ **Making it real – globally:** a practical guide for advancing lesbian, gay, bisexual and transgender diversity and inclusion across global companies

- ▶ **This isn't about fixing our women:** looks at the return on investing in female-specific leadership development
- ▶ **Diverse abilities:** leveraging all abilities to build high-performing organizations
- ▶ **Women in leadership:** in their own words
- ▶ **Worldwide Women Public Sector Leaders Index 2014:** an annual survey of women's representation in public sector leadership positions across G-20 countries
- ▶ **The Female Political Career:** joint study by the World Bank and the Women in Parliaments Global Forum exploring the underrepresentation of women in politically elected positions

Learn more:

D&I microsite: ey.com/differencesmatter

Women. Fast forward: ey.com/womenfastforward

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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EYG no. FY0029

BMC Agency

BACS 1002488

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