

# Male leaders making the mix work

To mark International Women's Day 2014



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working world

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diversity and inclusiveness?

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## Welcome



**Mark Otty**  
EMEIA Area  
Managing Partner

Since 2009, when we started to focus on Diversity and Inclusiveness (D&I) collectively across Europe, Middle East, India and Africa (EMEIA), we have seen some impressive progress in our journey to achieving a diverse and inclusive workplace. We have seen the number of women being promoted to partner increase from 15% to 21%, we have many more women in leadership positions than when we started and, in all of our Regions, we have expanded our focus from purely gender to other aspects of difference.

We know from both internal and external research that the most effective teams are diverse, and that is why Vision 2020 calls for us to "make difference matter." Our success in the market will depend on the individual talent that we are able to attract and retain and how well we can leverage this talent to work collectively as part of our highest-performing teams.

There are many ways of doing this, and the critical factor for success is leading inclusively. I work with inclusive leaders across the organization on a daily basis – people who seek out different perspectives, encourage a "speak up" environment and make

sure that everyone is able to fulfil their potential. I see it in the way they team, the respect they show to their colleagues, the passion in the way they go to market and their understanding of their own frame of reference and that of others.

I am delighted to take the opportunity of International Women's Day to recognize some of those leaders who are setting the tone from the top, and we have taken the decision to focus on our males in this respect. Too often, the gender debate focuses on women alone – gender, however, is men and women, and it is only when we engage with our men on the gender agenda that we will make real progress.

In the coming pages, you will meet 12 male leaders who have all been on personal journeys to leading inclusively and who will share with you some of their thinking and some of the things that they have done to make a difference, by valuing difference.

**"Inclusive leaders encourage a 'speak up' environment."**

**"We have seen the number of women being promoted to partner in EMEIA increase from 15% to 21%."**

**"Our success in the market will depend on the individual talent that we are able to attract and retain."**

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### Executive summary of top tips from our leaders on how to make the mix work

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



## Leading inclusively across multiple locations

"As a start-up region five years ago with more than 1,000 staff working outside their home country at any one time, we are now a highly international and mobile business, and having a multicultural mindset is a prerequisite for us. While we have driven home the 'international' message across the business ourselves, initially we encouraged the Financial Services Organization (FSO) partners and people to follow the lead from our host country, in terms of messaging and focus on gender diversity," says Andy Baldwin.

Around 18 months ago, the FSO leadership team decided to shift strategy around gender and become more active and directive – no leaving partners and staff to "opt into" host country initiatives in countries such as Germany, Spain and Italy. They decided gender needed to be given the same emphasis and importance in the FSO business as cross-border working. This reflected a relatively poor performance around the gender agenda and also the changing nature of the financial services industry, with the emergence of more female executives.

In the marketplace, it is about how better to leverage and connect with clients. "In the FSO, we have always had more partner engagement when we link any initiatives to clients. We have the organization's largest concentration of multinational accounts – so we have tried to leverage this. We now have a work stream looking at how to create networks for clients across borders, working with women in senior roles in the industry."

Andy is emphatic: "Top-down targets for my business don't work. You arrive at an overall target by working from the bottom up, reflecting country differences. As a team, we have set ourselves the challenge to at least match the host country performance on gender. Once we have done this, we then set a target to go beyond that (for gender) in terms of 'best in class.'"

He is also having the FSO business look at talent on all levels. "We have 13% female partners overall – that is the average across 12 countries in very different markets. In our five-year journey, we have promoted 121 partners, hired approximately 70 and transferred a few, but I think, out of our direct entry partners, only a handful were women. Which means that we have been much more successful at growing ourselves," he says.

"Whereas, before, the FSO was promoting a high percentage of those women who had already been identified as potential partners, the leakage was happening at senior and manager level," he adds. We now have programs in place to identify high-potential female seniors to help them gain more visibility and support their choices for work-life balance.

"We are also now insisting that direct entry partner shortlists are gender diverse," he says. "We recognize now that, if you're drawing from a pool of qualified individuals as direct entry partners, of which we probably hire 20-25 a year, we need to see a couple of hundred individuals. In some parts of the advisory business where we are trying to grow – such as technology – there may be fewer women, but there are more female candidates in strategy or tax."

Paying attention to culture means including both sexes in the conversation. "We also have a work stream looking at how to promote agile working on a non-gender basis: when you have men and women willing to engage in agile working, it stops being seen as 'the woman's option,'" he says.



**Andy Baldwin**  
Regional Managing  
Partner – FSO

Andy Baldwin is the Regional Managing Partner for the EMEIA Financial Services Organization (FSO), a diverse region made up of over a dozen countries. He is also Chair of the Global FSO Markets Executive. Previously AIBD leader for EMEIA FSO, he has held a number of other leadership positions at EY.

**"We insist that short lists are gender diverse."**

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## Leading inclusively across multiple locations

Leadership on setting the right tone has to come from the top, he suggests. "I don't do meetings on a Monday before 10:30 because I usually take my daughters to school. People who have worked with me know this is part of my routine. The same is true for some of the team who leave earlier on a Friday to pick up their children from school," he adds.

There is change in the air, he believes. "Now, people do say 'I want to work four (or even three) days as a partner.' There is also more recognition that a highly motivated individual working three to four days can be far more effective: if we can manage client relationships, then it is a great result."

In his own leadership team of around 20 people, there are four women leading service lines, functions or market segments. "It is important they are seen to be playing key roles on the leadership team. However, we have used the creation of some 'deputy roles' across the business to build a pipeline of future female leaders," he says.

"A number of the FSO Regional Leadership team have been together for a while; by most KPIs we have been quite successful," says Andy. But at a recent leadership workshop led by a diversity consultant nine months ago, he had a bit of a shock. "I had thought as a team we were all on the same page regarding the nature of our gender challenge and the priority we collectively attached to improve it. I realized during that session we hadn't created the (right) baseline as a leadership team. We were also so focused on achieving growth, our performance culture and all our objectives were based on the numbers. The drive of energy was going into achieving the objective and not necessarily on how it was being achieved. While all the team accepted gender was important, it felt like we were prepared to compromise on gender progress to achieve the growth goal."

"It constantly needs to be reprioritized. In the years that FSO has been a success, international diversity has progressed – but gender progress has not moved forward in the way we would have expected. As a team, we now recognize we need to keep putting it among the targets we want to hit as a business. If you don't have a target, then when you focus on the top three things you are trying to achieve, it falls away ..."

"It was a real lesson for me. If you grow a business with a certain cadence, you have to make sure of the agenda all the way through it. It's not that the issue is not important to people, it's just that achieving the goal can become more important rather than how you achieve it, unless you pay real attention."

**"... when you have men and women willing to engage in agile working, it stops being seen as 'the woman's option.'"**



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## Using new ways of working to retain your high potentials

Cameron Cartmell takes little credit for what he calls a "relatively balanced" EMEIA team by gender at quite a senior level – four of the country leads out of eight or nine key countries are women. "It is nothing I have done," he says, but his attitudes to both gender and the workplace speak for themselves.

On flexible working, "It's the way in which you make it work for the team and get it right that is critical," he says. "Everybody works flexibly as they move up to more senior levels, even if they don't officially work flexibly. For me, Tuesday evenings are sacred and I leave at 17:00 unless something falls off a cliff. Everyone knows that. It is undeniably harder when you are more junior as you have to be on site with a client for the interaction, but in order to retain people, we have to find out what works for them.

"In all of what we do, we mustn't draw black lines – we have to show the ability to be flexible. Clients can sometimes be quite concerned about flexible working, but then you have to show them you can do it and be honest about what you are doing. The more mature clients are having to deal with these same issues. The feedback I have had from my key 'retains' in this space shows that dealing with the workload in a different way is working," he says.

He suggests there is no real reason why someone cannot be a partner if they wish to work only four days – or even three – a week. "I would imagine it may be easier in certain parts of the business to work more flexibly. To work three or four days a week, you need to be incredibly disciplined as an individual. You also need to put contingencies in place. It needs a great deal of careful planning on project delivery-type work when everyone is resource-restrained."

When it comes to the UK team, he has a large number of women working for him. Is it because he is keen on "having open conversations"? "Well, I counsel two or three women and I was not doing that two years ago, so maybe it is because they find the environment easier. It has just been a natural development. Once you get senior role models in a team, it becomes self-perpetuating," he says.

However, three of the most senior members on his team are currently all on maternity leave. "When it happens, we deal with it by bringing other senior people onto teams and tapping a breadth of people at the level below with some experience. We also deliberately make sure there are men available in the pipeline."

Crossing levels of grading when promoting people may be essential for gender diversity, he suggests. "You can have a woman with partner potential who is anxious at the prospect because of family commitments. So she is interested and does not want to stand still in her career because of a third child. The question here may be to create a new option to suit her," he says.



**Cameron Cartmell**  
EMEIA Head of  
Hospitality and Leisure

Cameron Cartmell is an Assurance Partner in EY UK and Head of Hospitality & Leisure for EMEIA. He has specialized in the sector for the past 16 years with a particular focus on the hotel and betting and gaming industries. Until he handed over the responsibility at the start of 2014, he also co-chaired the UK and Ireland (UK&I) Gay, Lesbian, Bisexual and Transgender (EYGLES) Network for over six years.

**"The feedback I have had from my key 'retains' in this space shows that dealing with the workload in a different way is working."**

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### Using new ways of working to retain your high potentials

"How can we promote the concept of EY as a flexible organization and then turn around to our people and say: 'You have a choice between two options'?" he asks. "We have to practice what we preach. There are points in a person's career where key decisions have to be made about their progression. They can't be given a binary choice. We are a business and, as business people, we need to be flexible when these situations arise."

The model for the partner role also looks very different now from how it did 10 years ago, and 10 years on it will look different again, he suggests. "In order to retain a diverse workforce, they have to look different from how they do now," says Cameron.

His active involvement in the EY UK Network EYGLES was a time of considerable change. While seven years ago there were between 30-40 members, today there are about 270. "One of the biggest challenges was engagement of the lesbian community. Originally, none of the events were focused on women, so we changed that, but we are not at 50:50 yet – the figure for female membership is around 30%. I do think it is a little bit tougher for women to 'come out' in the workplace."

His own experience suggests, however, that being supported – and feeling that you are – is key to the link between inclusion and progress for the business. "I came out when I started working for EY, and seeing the importance of a support mechanism for people was critical in that decision. Communication on all fronts helps, whether it is about that or about flexible working," he says.

The biggest challenge lies in ensuring that our senior people and leaders educate themselves on what they need to do to create the right environment for flexible working to thrive. "As a leader, you need to realize it is about taking a personal risk when you do flexibility for the first time. There will be some tough questions from clients – until you demonstrate it working for them."

**"There are points in a person's career where key decisions have to be made about their progression. They can't be given a binary choice."**





## Combining personal sponsorship with a more policy- and data-driven approach

When it comes to gender diversity and opportunity, having an 18-year-old daughter "definitely concentrates the mind," says Andy Embury, EMEIA Advisory Leader. He has an 18-year-old daughter currently doing subjects at A level that have traditionally been regarded as "male dominated:" maths and science. "She's every bit as good as any guy – and I would like to think she will have the same opportunity," he adds.

Giving women opportunities all the way up to the top of the ladder in more senior positions is not just an argument about "fairness," he says. "In the last few years, we have seen a shift in the debate around gender diversity. Of course, there is merit to the argument that it is about equality, but the business logic is also compelling. In our kind of business, we work alongside clients every day. As the makeup of our clients' executive ranks change, if we show up with a team that does not reflect theirs, it makes a difference. We are at a competitive disadvantage.

"While the intellectual argument has been assimilated into the received wisdom, there is a lot to do to move the dial at the pace we need and want. It takes a long time to grow people, but I think EY has picked up the pace in the last 18 months and moved from a situation where we had lots of good but isolated initiatives in different parts of the world to a position where we have a much more cohesive strategy. Another way of putting it is that we've moved from having a number of senior people who are committed and driving a number of interesting initiatives to having committed leadership with a joined-up plan."

Sitting on two EY management boards – the EMEIA Operating Executive and the Global Advisory Executive Committee – he says, "With close to 30,000 people in our Global Advisory business and more than 13,000 in EMEIA, we have to combine personal sponsorship with a more policy- and data-driven approach in making sure we are tackling unconscious bias and driving systemic change. We also need to account for significant cultural differences. Taking a global perspective, we will come unstuck if we try to apply the same

practice everywhere, irrespective of local customs, laws and cultures. We should be deploying leading practice – and seeing some competitive advantage from it – in each of the societies in which we operate. In that sense, the common EY policy is to be deploying market-leading practice.

"Women who are capable and have the 'raw material' to progress also need to play their part in putting forward a convincing proposition for themselves," he says. In recognition that "there is sometimes a sticky floor as well as a glass ceiling," Andy sponsored a pilot program three years ago that has since been extended to other service lines. Women considered to be within a year or so of being a candidate for promotion to partner are offered an event that helps them approach and prepare for the promotion process in the best way possible. "We've had fantastic feedback from those women attending this event – and we completed the third annual program across all EMEIA service lines in November," he says. "It's just one piece in the jigsaw, but one that has made a difference for a number of our senior women."



**Andy Embury**  
EMEIA Advisory Leader

Andy joined EY in 2008 from IBM, where he was General Manager of Global Business Services for the UK, the Netherlands, the Middle East and South Africa. Before that he was Managing Partner of PwC Consulting in the UK. He has been EMEIA Advisory Leader since 2009.

**"If we show up with a team that doesn't reflect that of our client, it puts us at a competitive disadvantage."**

**"There is sometimes a sticky floor as well as a glass ceiling."**

## Achieving a diverse business run by inclusive leaders

Harry Gaskell is very clear on the need to set targets for change, even if they are some way in to the future. Rolling three-year targets continue to set the tone for UK&I, aiming for 30% female new entrants to the partnership and 10% from black, minority and ethnic (BME) backgrounds.

"Targets express commitment and are a way to deliver accountability. We're hoping these two targets mean our senior partners create whatever mechanism works for them to achieve the targets. In Transactions, for example, it is very hard to find female partners, but easier to find people from ethnic minority backgrounds as it is an international business – so which target you hit first might depend on which part of the business you are in. The onus is on the partners to keep finding ways of hitting those targets," he says.

"This shift of accountability to the senior partners means that we are carrying out about 20 separate initiatives at the moment, because each program needs to be tailored to particular needs of a service line. We are ratcheting up pressure on all management to take charge, asking: who is on the short list? Can I hire someone a level below and move her up, with training? These are the questions we must all ask ourselves every day."

On the "supply side," reverse mentoring is one means of getting one's hands on what exactly is going on in the business, he suggests. The reality of a junior person's life is made clear in a mentoring session with someone who is many levels apart. "You need that distance because then, once a relationship of trust has been established, you get honesty. If there is a significant difference in terms of where you both are in the hierarchy, your reverse mentor is more likely to tell the truth, as you have no direct impact on their career. In my own reverse mentoring, as a 'mentee,' I am learning how partnership at EY comes across to a young woman."

Sponsorship programs are another key means of bringing about change. Career Watch is one that targets women at the level at which they used to leave, and a "more muscular" program has been created for those about to be considered for partnership. "We are well aware that this year's pipeline will have a certain number of women, but if we looked further back, there were more. We need to ask ourselves: where did they go?" he says.

"We are giving each woman at a senior level a sponsor and making it clear to the sponsor: 'If they have not progressed – why not?' We are trying to increase accountability again.

"We also need to crack external hiring next. We recruit 50:50 by gender now at graduate level, but not when we recruit externally – over the next 12 months, we'll be revamping senior hiring."



**Harry Gaskell**  
Advisory Managing  
Partner – UK&I

Harry leads the Advisory Services practice for UK&I and has over 25 years' consulting experience. He helps organizations make major changes to their business or department, focusing on strategy, process, people and IT. These have included major outsourcing, cost reduction and new business creation programs. Sectors he has worked closely with include the public sector, retail, pharmaceuticals and wholesale financial services.

**"Targets express commitment and are a way to deliver accountability."**

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### Achieving a diverse business run by inclusive leaders

However, focusing on the "supply side" won't work "unless everyone believes that diversity is good for them as an individual, so we need also to keep working on the 'demand' of this change side," says Harry and persuade partners that change is good for them. "Over 18 months, we have created an Inclusive Leadership Program for partners. You don't have to go on it, but you are encouraged to do so. We make a case that we will be more successful as an organization if all senior people become inclusive leaders rather than traditional leaders."

The Inclusive Leadership Program is essential, he says, to educate EY's leadership on unconscious bias and the dynamics of recognizing, nurturing and promoting talent every day. "We believe the program is unique. There was nothing out there so we had to develop it ourselves, with the help of an external consultant – and already half the partners have gone through it."

Harry's own experience at EY suggests the need to remind everyone on International Women's Day 2014 why they need to take ownership for change, even if it should be blindingly obvious.

"Six or seven years ago, I was running two big program teams working with the UK Government. One was a diverse team and the other one was a traditional team full of white males. The diverse team was doing a lot better than the other ... and that was no coincidence.

"A diverse business run by inclusive leaders will make us the best in the market. The sooner we can become that, the better for all of us."



**"Reverse mentoring is one means of getting one's hands on what exactly is going on in the business."**



## Overcoming myths and preconceptions to change mindset

Philip Hourquebie does not believe it takes "rocket science" to bring about fundamental change in working environments, but he is very sensitive to the difficulties inherent in changing mindsets. He says, "Diversity is a very powerful tool in business and getting diversity through gender parity is a sound business strategy," but the key lies in creating the right environment. "It is critical to create the right structure and processes in changing culture: we need to engage our leadership to ensure the way in which evaluations and promotions are put into effect is considered," he adds.

Moving to CSE three-and-a-half years ago from Africa was quite a transition for him. "Africa has a younger population and it has more of a 'can do' environment. There tends to be more conservatism here. Neither is necessarily better, they are just different."

"Today, there are often more female graduates coming out of university than males. Our problem is how to create a workplace that is conducive to women being able to progress their careers to senior leadership positions while, at the same time, allowing them to be active in their families if they choose to do so," he says.

Philip notes that EY's Work Smart policy – aimed at both men and women – was recently introduced in CSE. "It is aimed at gaining acceptance for flexible working arrangements, but mindsets can be quite fixed. I find young mothers tell me they don't believe they can be partners unless they work long hours."

"The women who believe they cannot be both mothers and partners have often relayed information coming from their line managers," he says, making it essential that line managers are also reviewed in terms of their preconceptions. Work Smart is intended to enable both men and women to define the way they want to position work in their lives. "Women speak of it as the organization creating a platform that allows them to get ahead," he says.

Philip is unequivocal about what needs to be done to bridge the gap for women at partner level in EY. "You have to identify potential and fast-track it through appropriate challenging experiences and support. Progress is possible – in Turkey, 39% of our partners are women."

It's about questioning the existing rules and rethinking them to catch up with reality, he suggests, but it isn't an easy call for everyone. "We have a rule that certain job functions cannot be a partner if they are not already at the right level of hierarchy to take on a partner role," he explains. It's a rule, so to put forth a candidate who might break it requires a lot of sponsorship – and going out on a limb, as there is never a guarantee that the appointment will work out.



**Philip Hourquebie**  
Regional Managing  
Partner – CSE

Philip has extensive experience of working in a multicultural and multinational environment at EY, formerly as Regional Managing Partner for Africa and now as Regional Managing Partner for Central and South-East Europe (CSE). He has personal experience in many of our service lines, has worked with very large and entrepreneurial clients and is very engaged in developing productive relationships with governments.

**"We should recruit and promote based on attitude and talent, then work out how to accommodate an individual's unique needs."**

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### Overcoming myths and preconceptions to change mindset

He found that several women on maternity leave were not being considered for promotion or performance recognition “because the assumption was that they had opted out and now they had to wait their turn.” He points out, “To meet diversity targets, it’s easier to find women and put them on senior committees, but if it isn’t done on merit, it is counterproductive. Instead, you have to put women in roles for which they might not be quite ready, but you are confident they have the potential to succeed.”

“You have to be bold. It’s about providing the right experience and realizing individual and organizational potential – even if sometimes it goes against all your instincts as the ‘right thing to do,’” he says.

Mentoring and coaching are important processes to move careers forward. “If you want to help young people at the outset of their careers, you must spend time with them sharing how you think.” For senior management, it needs to be about challenging them on one level and providing support through sharing oneself on another.

With a son and a daughter who are having their own children and therefore also those “difficult conversations” around starting a family and retaining a professional career, he understands on a personal level how demanding the young now are of their employers. “They need to spend time with children, but they also need to be connected with the workplace: these are not easy things to resolve. I think we sometimes oversimplify these dilemmas. These are very real choices and, for women, they are often more frequent and challenging than for men,” he says.

“It’s essential to have respectful but open conversations as often as possible,” he suggests. It is also important for figures in leadership to counter assumptions that are made; for example, when women get married, the quick judgment, he suggests, is often, “They will have children next so we shouldn’t consider them for promotion.”

“I have heard some people say they will not hire somebody who is pregnant or might possibly be pregnant sometime soon – as if anyone knows when this might occur! That is not the right question to consider. Rather, we should recruit and promote based on attitude and talent, then work out how to accommodate an individual’s unique needs.”

“You have to be bold and realize individual and organizational potential, even if it goes against all of your instincts.”



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## Engaging with your whole population – both men and women

"It has proved critical for us to work together with clients as well as women's associations – international ones – in facing the challenge of moving toward gender equity. As soon as we started to do this, we realized two things at once: that we are not alone and that it is an enormous opportunity as well as a challenge," says Donato Iacovone.

The stories people tell vary greatly as to why there are more men in senior management positions than women, he adds. "Women bring more honesty and a greater capacity to listen and understand. Men and women each bring something different, but it is the balance of both men and women that is crucial for success. We can see in service lines that, where we have a better gender balance, we get better results."

He goes on: "Our mistake in the past has been in believing that to increase the number of women in senior positions, we need to talk to men. That is not true – you have to talk to the women first and then the men."

"It's also crucial to engage existing female partners in ensuring that more women come through and so now we make sure we talk to everyone for their commitment, and we find that this is working much better."

Another mistake has been in thinking in the past that "it is sufficient to talk to senior managers," he says. "By that point it is too late – you need to talk to people before they get to that stage. Women leave before that because they feel we demand too much of them in terms of time and their perception is that, in order to succeed as a woman, you need to make three times the effort put in by a man."

Talking to individual women and asking "how can we support you?" Is the way forward, he says. "It's a long journey from which you might see a result in five, six or seven years – and it takes a lot of time, as it's a huge population, but it's the only way and it's the best way – to learn from the population itself."

Having taken an internal EY project and opened it up to include women's associations such as the Professional Women's Network, he is now trying to involve clients as well, by inviting them to participate in workshops. Donato is blunt: "If clients are involved, you have to be serious – and you can't make mistakes."

"For us, a partnership role equates to a management role in a big company. With breakout sessions including clients, we heard things that were not always comfortable to listen to, but were very helpful."

While client feedback on this initiative is good, he says many women continue to be very skeptical about whether EY has real commitment to gender equity, or whether it is merely following "a trend." "The next step, therefore, is to involve the CEOs – not only human resource (HR) directors, but also men in the most senior positions at the top."

The annual CEO Forum in Italy has a large audience, but so far, the subject of women has not been on the table for discussion. Change toward gender equity is "about changing the culture," he says. "There is nothing more effective than showing a good result because of better gender balance. We need to find a way to show the results of a better balanced team."

In his geographical remit, the challenges are considerable due to what he terms "a different mindset" from northern Europe and the United States, but there are plans afoot for the launch of a strategic growth forum to discuss opportunities for growth, linked initially to the CEO Forum.



**Donato Iacovone**  
Regional Managing  
Partner – Med

Donato is the Regional Managing Partner for the Spain, Portugal and Italy (Med). He has been with EY since he first joined the organization in 1984 as auditor in the Milan office, becoming Partner and Corporate Finance Leader in 1996 and Partner in charge of the public sector in 1997. His industry experience includes extensive work in both power and utilities and government and public sectors.

**"We can see in service lines that where we have a better gender balance, we get better results."**

**"Talking to individual women and asking 'how can we support you?' is the way forward."**

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## Leveraging the power of role models, both internally and externally

Pieter Jongstra firmly believes in the power of role models when it comes to the development and promotion of women all the way to the top. "You start with building awareness. In addition, female role models at all levels make a difference. In my previous role on the Dutch board, we had two female partners, which immediately makes us more attractive to women," he says.

Within EY, Pieter has been in leadership roles in the Netherlands and in international teams for the last 14 years. It was 2005 when he started to campaign for diversity in the Netherlands. "There was a real need for diversity," he says. "I saw the supply and demand side issues. It was a case of 'what can we supply to our customers and what can we demand from our people?'"

Then, as Chairman of the Dutch Assurance division, he started to build awareness at the top. "I was trying to set the tone in the partner group, where we had 3% women in partnership – which was ridiculously low and certainly not a reflection of what we saw in the business world in which we operate. We introduced Career Watch (a sponsorship program), identified role models and we promoted more women. At the end of 2013, the partner numbers hit 12%. Now the starting level for women coming in as graduates from university is 50% – in Financial Year (FY) 2009, it was 38%."

He says, "We also need to demonstrate role models to the outside world." The public face of EY women at the top of the organization is very important, but with the advent of social media as a means of communication, it is critical to have an inherent culture that lifts itself out spontaneously via social media as "having better chances for women." "Our business needs more and more to be reflected as one that offers equality between men and women," he says.

The LinkedIn network, widely used now by all professionals, is one way, he suggests. "We have our own diversity program and a parents program around how your role as a parent influences you professionally – these are on LinkedIn in the Netherlands, and the partner of the employee does not have to work for EY to participate."

Connecting female networks within EY to other organizations also takes place in the Netherlands, which has the highest number of flexible workers in Europe, he says. "Flexible working in the Netherlands is part of our DNA. We are very happy to have put into place an awareness and learning that is part of our culture. There are more equal chances now for men as well as women to have a successful career within the organization at the same time as balancing home commitments."

Part of the success of moving the partner numbers from 3% to 12% has been achieved by setting targets. "In the last four years, 25% of our partner promotions have been women. Targets must always be higher for the new promotions in order to get parity," he says.



**Pieter Jongstra**  
Partner, Assurance –  
BeNe

Pieter Jongstra is an Assurance Partner in EY Belgium and the Netherlands (BeNe) and former Managing Partner of the BeNe Region. Pieter has been with EY since 1982. Within EY and externally, Pieter is known for his commitment to diversity. For the last 14 years, Pieter has held various management positions in the Global, EMEIA and Dutch organizations at EY.

**"The public face of EY women at the top of the organization is very important."**

## Male leaders making the mix work

To mark International Women's Day 2014

### Leveraging the power of role models, both internally and externally

However, if you look at the numbers, there is still a big gap between seniority levels – whereas 35% of managers are women, the figure declines to 21% of senior managers. “We need to set tough targets here in order to achieve female participation,” he says.

This may entail “breaking the rules” on promotion. “In building awareness, you want to create a situation where individuals open their minds to non-traditional promotion. You should not look at promotion criteria necessarily in the same way that has been followed in the past.”

Pieter says: “If you look at people who work for us at EY, the majority of hiring decisions are taken by managers and senior managers, and unconscious bias can happen at any level. If you don't bring in a new culture, then men will simply promote men.”

It is all about “mindbugs” – the way of thinking to which people adhere. In order to get rid of them, you first need to know that you have them and then focus on how they can impact decision-making.

“In the end, you want EY to reflect what you see in your clients and at university – there you see much more diversity than we have at the moment.” He adds, “We have come a long way, but there is still more to be done. EMEIA leadership is simply not diverse enough yet from a gender perspective. There are two women on the EMEIA executive of 21 – it is not good enough.”

“In building awareness, you want to create a situation where individuals open their minds to non-traditional promotion.”





## Male leaders making the mix work

### To mark International Women's Day 2014

## Making flexibility work for the individual, their manager and our clients

"I believe very strongly in teamwork and, for the growth of a business in the consulting space, its engine really is its people. Men here are more prone to changing jobs while the women tend to be more stable, very diligent and committed to their work. Business considerations make it essential to find ways to keep them," says Vishal Malhotra.

"When I joined Andersen in 1991, we were all expected to work 15 hours a day, but despite that, I never got a rating higher than three out of five. I never saw anyone else achieve that either. However, there was a woman working there who came to the office at 9 a.m., left at 6 p.m. and never got a rating below five. The reason was quite simple: she was much more efficient than we were!"

A conservative Indian culture – especially more than 20 years ago – meant that her parents wanted her home at a reasonable hour, he explains. Using time to best effect was a trait among women he noted then and has continued to notice this through the various stages in his career when working alongside them. To get the best out of female employees in India, flexible working is critical, he says.

"Women in India need to deliver at home as well as having to do a good job in the office. They have a lot of guilt about leaving the children at home when they are away from them. People are a lot more comfortable with the possibility that they can both work and get time to spend with their children."

His own experience in working with women on flexi-time has confirmed his belief that it is the best way forward when it comes to retaining the best people. "One woman with young children

was working with me under a flexible working arrangement. While she did so, I handled some of the most complex, high-risk and high-value engagements, which were all very well executed and I was very well supported by her. The only change I have made in working with such individuals is to give priority to them and adjust my working such that I am there when anyone needs help – and in making these adjustments, I have been the biggest beneficiary," he says.

Clients just need the work done professionally and on time – that is all, he suggests. "By giving flexibility, we create very high levels of motivation. I have also noticed in working with some of these women how much they focus on supporting and developing their team, which in turn helps everyone be more effective. I have found that the greater flexibility we offer, the better the performance."



**Vishal Malhotra**  
Partner, Tax –  
India

Vishal Malhotra is a Tax Partner based in New Delhi, with a focus on the telecommunications sector. In more than 20 years with EY, he has played a personal role in mentoring and coaching women to take up leadership roles while working within a culture where it is not always easy to do.

**"I have found that the greater flexibility we offer, the better the performance."**

## Male leaders making the mix work

To mark International Women's Day 2014



### Making flexibility work for the individual, their manager and our clients

However, awareness of flexible working within EY is not necessarily required to be passed on to clients. "They get services as before and, by our being a little more flexible in fixing meetings, we can ensure the clients get appropriate face time with them and hence, the flexible timing arrangement is not required to be broadcast. There is no need," he says. "It is essential to have a good working relationship with your team. If you can't do a piece of work, it isn't important who does it as long as it is done and you cover each others' gaps. If there is a criticality, you do have to put everything else aside."

Flexibility also means that he gets "more face time with members of the team when senior members can't make it, which gives others a chance to come forward. It means we create a more comfortable working environment that crosses age and other barriers," he says.

He adds a cautionary note to his enthusiasm around flexible working. "Most people still generally measure performance by the number of hours you are in the office and not by what you are delivering. Women get demotivated when colleagues pass remarks and make disparaging comments. People do talk – and there is resentment when someone is seen 'moving up' while not being visibly there all the time.

"We need a lot more education. Women have so many responsibilities that they have to be viewed within the overall context of them all," he says.

He also feels strongly about not doing a "hard sell" on being partner. "We should not be coaxing everyone to aim to become a partner. For partners, there is the significant pressure of revenue, of visibility and of their time – many women don't want that pressure, they want to become partners when they are good and ready to take the plunge.

"We don't want to force people into partnership. By promoting them to the level at which they are comfortable, we make the best of them and they make the best of the position. Pressures on partners are very particular ones and are difficult. Being a partner should not reflect the peaking of a career," he adds.

**"By promoting our people to the level at which they are comfortable, we make the best of them and they make the best of the position."**



## Male leaders making the mix work

### To mark International Women's Day 2014

## Identifying creative ways to find and nurture talent

"Gender equality continues to challenge us here on the African continent. Within South Africa, this challenge is compounded by the country's apartheid legacy that has left our black people, mainly black African women, at a disadvantage in as far as equal access and opportunities are concerned. To this end, our Region's (South Africa) focus is to improve opportunities and representation of our underrepresented females, namely our African females. We understand that, in order to do this, we need to attract, engage and help our female employees to see EY as the place to build long-term careers.

"Providing the right environment is key to retaining our people. Women are different; they bring different perspectives, ideas and solutions to work each day. They also have different challenges and employment needs. Our gender empowerment strategy is, therefore, aligned to these differences. Empowering men is also a big part of our strategy. This includes educating men about the need for a more diverse workforce, the benefits that diversity can bring and equipping our men with sound management skills to be able to manage women and our diverse workforces," says Kuben Moodley.

Kuben advised that a significant amount of time and effort has gone into understanding the career developmental needs of women. The Region has invested in training programs designed to engage women in some of the organization's strategic initiatives. The Assurance service line has also introduced a breakthrough program called Masakhane that is targeted mainly at black women. The program aims at assisting young black accountants to orientate into the company and into the profession by providing support, guidance and networking that covers topics and focus areas such as coaching, mentoring, personal branding and interaction with the organization's leadership teams.

Cultural awareness and stereotyping is also a key focus area, and assisting EY's women with the skills to manage the conflicts between personal and family demands and professional aspirations and business needs is important to this orientation, Kuben explained.

Kuben went on to mention that, "The statistics for change in South Africa are challenging. As at December 2013, the country had 36,000 SAICA-registered chartered accountants. Only 1,300 were African women. This poses significant challenges to the profession and to any company wanting to attract and retain this under-represented group.

"Networks are proving to be a valuable way to engage and connect our people. The Black Professionals Network aims at connecting our people to each other and to our leaders. This has proven to be an excellent engagement tool and the starting place for many relationships. We have seen engaged employees remain with us and will continue to use our networks to improve the retention of our female talent," Kuben says.



**Kuben Moodley**  
Partner, Assurance –  
Africa

Kuben Moodley is a Partner in the Assurance service line in the EY Africa Region. He is also the partner sponsor of the Black Professionals Network in South Africa and chairs the Assurance Service Line Diversity and Inclusiveness Committee.

**"Women are different, they bring different perspectives, ideas and solutions to work each day ... empowering men is also a big part of our strategy."**

## Male leaders making the mix work

To mark International Women's Day 2014



### Identifying creative ways to find and nurture talent

Kuben advised that, "A new initiative for us is our timing. Whereas in the past, we waited for our people to settle into their careers, we now target our very new recruits. We engage them early in their careers, coach and advise our female employees on career options, provide them with some of the difficult choices such as career versus family, etc., and assist them with the tools to introduce balance and to integrate life with work."

Kuben is a big supporter of "stay interviews" as opposed to "exit interviews." In the next few weeks, he will be interviewing "every single manager to ensure that they understand what we need to do to be sure we interact in the best way with these challenges. It is essential to have leadership from the top – you have to lead by example through your actions and by

showing personal engagement. You are only able to really understand the challenges by building relationships of trust. Relationships are the foundations on which we build our business success, and we know it is what will help us to build a better working world for our people and beyond."

"Our women who are already here also have a big role to play. We have formed strategic relationships with women's organizations and professional bodies, and we leverage female leaders outside of the organization as well as those within. To women already in EY, we say 'you need to stay to lead the change.'"

"Lastly, if we are to improve our figure of 1,300 African female chartered accountants, we have to find creative ways to find and nurture talent. In another push for change at the younger levels, there is the NextGen program, focusing on young girls in schools. We have identified and are working with young women from disadvantaged communities – so as to open up opportunities for careers in our profession. The program is now in its second year, with pleasing results from our beneficiaries. It's all part of being at another level and saying 'let's play a larger role in the community for change,'" he says.

**"To women already in EY, we say 'you need to stay to lead the change.'"**



## Male leaders making the mix work

### To mark International Women's Day 2014

## Making delivery trump visibility when assessing performance

Vladislav Severa is modest about his contribution to the agenda for gender equity at EY, but as soon as he starts to speak about both the obstacles and the opportunities for women all the way to the top of a professional working environment, it is clear that he has been a source of great support for women – and continues to lead the charge.

"We had a good inheritance from the past in TAS. Seven out of 26 partners are women and more are on their way. Flexible working arrangements are now open to everyone and women are using them well. You can work evenings or mornings or weekends – as long as you show commitment," says Vlad.

The Czech Republic launched their formal flexible working package at the beginning of 2013. "Having a policy is one thing – having it consistently applied and used is another. I would not describe the take up of these policies as having been an avalanche, but it only takes one or two pioneering colleagues to make it a success – we need to collaborate closely to move it forward," he adds.

It is important, he believes, to identify the risks or obstacles stopping individuals, especially women, from taking up flexible working. "They think: how will the rest of the team see it?" He says. "It is a vastly underused benefit. Peer pressure plays an important part in that. The big concern for women is that if you are on flexible working you are 'out of sight and out of mind.'"

He thinks that perception is "rightly so. Senior team members still tend to be rated partly on their visibility. We need to get the message across that delivery is the most important factor and that it applies to everyone."

The way to deliver the message, he believes, is through "constant talking. We need to get everyone on the same level of understanding. When people actually have to think about the difference between delivery and visibility, then it is time to say that mindful efforts have to be made into how we view them. It is not just about how they smile at us visibly every day in the corridors, but how pleased, how happy, their clients are with results."

He has been putting particular importance on performance appraisals. "They have two major components: the quality of the work and the interaction, on the selling side, with clients. Flexible work arrangements are more effective on the first component than the second. You cannot avoid the interaction and the high demands of meetings with clients," he says.

Furthermore, when it comes to women on the client side, it becomes complicated. "They themselves are very strict regarding their time. They mostly will not let it intrude family space. This means that we need to have the same understanding for our own women and make sure we do not clash with family time when we set up our client or team meetings."

There is a mismatch, he suggests, because "the most senior positions on the client side seem not to be working on flexible arrangements. It's a real issue for a professional services organization – how to mimic the behavior of women on the client side. These demands are societal and men have more freedom."



**Vladislav Severa**  
Head of TAS – CSE

Vladislav Severa is Head of Transaction Advisory Services (TAS) for Central and South Eastern Europe. Based in the Czech Republic, he has been at the forefront when it comes to increasing the number of women in TAS.

**"The big concern for women is that if you are on flexible working you are 'out sight and out of mind.'"**

## Male leaders making the mix work

To mark International Women's Day 2014

### Making delivery trump visibility when assessing performance

If he could dictate the level of importance given to diversity and inclusion activities, he would put female recruitment right after flexible working in terms of importance. "When we are making university visits, we try to bring more and more women in as role models: they are the visible signs of achievement," he says.

He adds, "Later on in their lives, we need sponsorship and coaching if we are not to lose them. Even if we recruit 60% men and 40% women in TAS at the moment, we lose the women further up. There is unconscious bias at work."

The reputation of TAS does not help the cause of promoting women, he suggests. "TAS is historically equated with the scenario that, if a client calls you and it has been two minutes since the call, you need to get on a plane at once – as if you are a parachutist on duty in a war. We need to break that perception. If it is not perception, but just popular myth of working habits, then we need to break that. We need to redefine the work that actually needs to be done."

Turkey is the anomaly in CSE, which he attributes to it being "very young, very dynamic and a country where the level of aspiration is very high for women. They are comparatively much more demanding of their future."

But if Turkey is regarded as "the exception," the lesson for the norm in terms of the progress of women is: "To be aware, we need cautious, thoughtful, mindful thinking all the time. Why does it happen that women don't get to the top as often? Are we being unreasonable in asking that everyone needs to be on call 24/7? Or if this is not the cause for imbalance, then what is it?" he asks.

"Tone from the top" is a key message in all of this, he says, but so is working from the bottom up and ensuring that the jobs on offer fit the people who come forward to take them.

**"We need to break the popular myths about working habits and redefine the work that actually needs to be done."**



## Male leaders making the mix work

### To mark International Women's Day 2014

## Impacting the gender agenda in an emerging market

When it comes to supporting the cause of women in the workplace, Manjot Singh is a man with a mission. In his 16 years in the Oman office, he has seen the Middle East evolve, with a small, seemingly insignificant market burgeoning in size. In that time, a great deal has changed in the workplace and around the issue of the progression of women.

"We still need to mark International Women's Day – because if we don't keep talking about this subject, things will not change fast enough," he says. When he arrived in Oman, it was an all-male department of four people. Today, it amounts to a team of 35, some 15 of whom are women. "I have never felt that there is any difference on performance when working with women, but they bring in a human touch as well. By including them, we immediately get a different perspective," he adds.

He has been a strong supporter of young Omani graduate recruits and women in the service line and has facilitated training for EY in the MENA Region and at milestone events. Such programs of 1,200 people under one roof are hugely inspirational, he says. "There are breakout sessions with a class of 25 individuals from different cultures and nationalities, and it has never been divided by gender. It is about sharing experiences across regions and touching lives. As I always tell my own children, that is what education is all about.

"From Oman and the entire EMEIA Area, people come together and, when young minds realize they are placed equally on the same platform, they share the stories that cause change. As emerging markets have become a focal point for the West, the close-knit family obligations demanded of women are changing. It is easier now for them to lift themselves up and focus on their career, with the help of an organization like EY.

"The personality you wear depends on the pressures of society and EY – providing an opportunity can give individuals the 'push to achieve,'" he says. "It is all about providing opportunity," says Manjot. It is only in the last four to five years in Oman that women have really emerged into the workplace, he says. "If you walk into banks, you will see that 60% of them are women – it is only a matter of time until we see lots of them in executive positions.

"Today's women, who are married with children, would also like them to have the opportunities they did not have – and that is another generation to come. We provide flexible working to support our women and when I go out as an executive in a growing organization and talk to them, it's amazing to see the engagement. It is a great feeling when they come back to see me saying 'Here's the photograph of us together when I was a senior; now I am a manager ... and I want to be a partner.'"



**Manjot Singh**  
Executive Director,  
Tax – MENA

Manjot Singh is an Executive Director in Muscat Tax and a committed advocate for the gender agenda in MENA. He also is an experienced facilitator at various Tax technical and milestone events for EY across EMEIA. He has been with the Muscat practice for 16 years and is based in Oman.

**"By including women,  
we immediately get a  
different perspective."**

## Male leaders making the mix work

To mark International Women's Day 2014

### Impacting the gender agenda in an emerging market

Having just returned after facilitating a Tax learning event in Dubai, where he spoke to a class of 21, he says with some excitement, "Seven women were from Saudi Arabia – talking to them, they are in no way different from anyone else in terms of their aspirations. The change has begun and it will happen – many women are also educated in the US and the UK, and when they come back to their own countries, they want to work to help others grow."

On a day-to-day level, he does a great deal of "informal mentoring." "Sometimes, it is just giving someone a pat on the back and thanking them – it makes a difference. Giving your time is very important and so is being selfless about it. It should not be about your title – whether you are a director or a partner – it's just about standing by another individual."

More formally, there are regular initiatives in the Oman office for women to participate in wider health and education issues, outside work, that involve the whole individual and are aimed at inclusivity. EY's Navigator program, which identifies female managers on their journey to partnership, is also in place.

For this Region, he believes the name of the game for change is "all about raising awareness. We must inspire our women and make it clear that they can achieve the same as their male peers."

**"It's all about raising awareness. We must inspire our women and make it clear that they can achieve the same as their male peers."**





## Male leaders making the mix work

### To mark International Women's Day 2014

## Treating people as a whole, rather than trying to separate work from the rest of their lives

"It's common sense to find a way to engage with your best people. I don't see that I have gone out on a special mandate when it comes to promoting women," says Joe Watt. Accounting in Russia is traditionally a women's subject, and the best university graduates are still overwhelmingly female. However, by the time you get to the partner ranks, "something happens and the percentage of women represented has decreased," he adds.

Having recently returned from being part of the EY delegation to the World Economic Forum 2014 in Davos, he is keen to talk about panel discussions there that suggested that the single most important event in a domestic relationship is often the birth of a child. Opportunities for re-entering the workforce and minimizing any "missed opportunities" are essential, he says, if employers are to keep some of our best talent.

His own initiative currently is to look at how best to connect to mothers on maternity leave to retain a working connection with EY. "There are a significant number of new mums on maternity leave at any given time. Some of the feedback suggests that they see the first task at hand to be child rearing, but we do have people who want to be engaged and stay engaged. We are thinking about how to do this best," he says.

"I've also been challenging the team to think about how to engage someone who hasn't set foot in the office for a while. Having them do things that are not directly related to billable hours, for example. We could invite them to come in and listen to training updates, even to facilitate the occasional lecture – as some of them are experts on specialized topics – and be part of the training agenda. It might mean a break for them from their home demands and they may well be able to make such commitments, even with a small child," he says.

One of the challenges is accessing the people who can work on an engagement, he explains. "I want next to explore a further variant of flexible time. Instead of time off, we would have time on – where new moms only want to work, say, on a Friday, or on a particular product. It's about thinking how to engage with those who do want to be engaged. Not everyone does when they go on maternity leave."

Both the desire to work and financial need can make people receptive to innovation in this area, he says. "Our competitors also have lots of people on maternity leave. We can use social networking sites to approach them too, for example, on new mother forums, and maybe even woo them away to EY in the end."



**Joe Watt**  
Regional Managing  
Partner – CIS

Joe Watt, EY Commonwealth of Independent States (CIS) Regional Managing Partner, has cumulatively spent more than 13 years in the Region and is currently based in Russia. Australian by origin, he has also spent six years in Indonesia with EY.

**"I want next to explore a further variant of flexible time. Instead of time off, we would have time on – where new moms only want to work, say, on a Friday, or on a particular product."**

## Male leaders making the mix work

To mark International Women's Day 2014

### Treating people as a whole, rather than trying to separate work from the rest of their lives

With a two-and-a-half year old daughter, he knows from his wife's experiences on new mother websites and forums how powerful they can be as a tool of engagement. He explores the possibility of an EY Facebook page with a young mother focus and speaks of possibilities ahead through the EMEIA internal social networking site Yammer.

It's also part of engaging people in a way that provides them with relevant "life" information, rather than separating the work persona from the rest of their lives. "To further the dialogue with my own people, we have wellness lectures in the office on nutrition and child rearing and lifestyle topics. It is another way of adding value, but also of engaging with people," he says.

Despite the context of a relatively male-driven Russian environment, he mostly does not see many differences in how people are treated by gender. "Some of the most senior people in business, government and academia are women. We need to think of practicalities. Standing back and having a look demographically, we can see that some of those on maternity leave are among our best employees. You can see it and you can feel it. They are also often the main breadwinners and they take their jobs very seriously. Even if they are not engaging with us while on maternity leave, we must keep trying to engage with them. It's very much in the interest of the organization to direct proper attention to this."

"We could invite them to come in and listen to training updates, even to facilitate the occasional lecture – as some of them are experts on specialized topics – and be part of the training agenda."



## What will be different when we achieve a breakthrough in diversity and inclusiveness?

We will:

- ▶ **Consistently recruit the best people** from different backgrounds, experiences, skills and perspectives to enrich the diversity of our organization
- ▶ **Reflect market realities** so that our EY demographics for hiring and promotions represent proportionally our internal supply of talent and the external market
- ▶ **Equip our people with the skills and confidence** to team and lead inclusively so that all team members can maximize their contribution, regardless of background
- ▶ **Establish mutual accountability**, at all levels of EY, for the equitable development, sponsorship and advancement of all of our people
- ▶ **Reward individuals who team and lead inclusively**, and make these behaviors a key factor in promotion decisions and leadership appointments
- ▶ **Advance underrepresented talent** through focused efforts managing the experiences and careers of this talent to ensure that we continually strengthen the diverse mix of our account teams and EY leaders
- ▶ **Win more in the market**, as our people use their differences to innovate and bring new insights and knowledge to delight our clients and differentiate our brand, and because we are viewed as, and are, a world-class D&I leader

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