



Creating a Flexible and Inclusive Culture

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Creating a Flexible and Inclusive Culture AND Becoming a “Great Place to Work”

Agenda

- EY’s “journey”
- Our “People First” strategy
- Culture change
- How we execute

10 Years on FORTUNE's "100[®] Best Companies to Work For" List and



EY's *People First* Journey

In the late 1990's, Ernst & Young recognized we put the firm and it's clients first and our people a distant third...

...and we made a commitment to change.

Why does it matter?

As part of People First, we are committed to providing an **inclusive** and **flexible** work environment

Business case:

- Quality: Diversity of thought = better solutions, high quality client service
- Talent pool, including Generational differences
- Changing demographics
- Client / market expectations

Culture Change

- **Tone at the top**
- **Learning – Communication and Awareness**
- **Engaging all our professionals**
- **Measurement / Accountability**

Tone at the Top

... *“Everyone at E&Y should expect flexibility in their work to meet their professional and personal goals. It is the kind of supportive culture that we want.”* Jim Turley, Chairman and CEO

Engaging Our People - Current Initiatives

Learning – Communication and Awareness

- Engaging the Men
 - Focus Groups and Building Gender Champions
- Appointment of Flexibility Champions in every Sub-Area
- FWA “Training”
- Flexibility Tri-fold Series
- Pathways to Meaningful Partnership

Benefits:

- Maternity Leave Enhancements, including Parental Leave
- Full Lactation Program including Privacy rooms in all offices
- Year Round Focus on Flexibility

Engaging Our People - Current Initiatives

Programs:

- Women's PLAN
- Career Watch and Career Watch Ultimate
- Professional Women's Networks (PWNs)
- Marketplace Networking
- Expansion of Working Mother's Networks
- Project on Reaching the Junior Women
- Inclusiveness Roundtable Champions in every BU

Measurement / Accountability

Accountability:

- Snapshots and Metrics
- GPPM Goals for PPEDDs and Senior Managers
- Balanced Scorecard Goals
- Gender Equity Task Force Area Visits
- Pipeline and Leadership Appointment Review
- Inclusiveness Infrastructure and New Inclusiveness / Flexibility Leaders in every Sub-Area

Events:

- Women's Leadership Conferences
- Rosemarie Meschi Awards
- CEO Summit 2007

Flexibility and FWAs

“National” and local messaging

- Whole life, not your “work/life” ; succeeding personally and professionally
- Highlight teams and individuals that work flexibility
- Voicemails from leadership encouraging flexibility
- Community Service, Corporate Responsibility

Education / Awareness

- Americas Team focused on Flexibility and FWAs
- Trifolds
- Flexibility Website
- Inclusiveness and Flexibility Leaders, Champions and Coaches Networks

Flexibility and FWAs

“National” and local messaging

- Highlight FWA successes
- 125 PPEDDs promoted while on an FWA, 53 to Partner Principal

Education / Awareness

- FWA coaches
- Website, including Revised Business Case, discussion guide

Technology and Services

- Revised reimbursement policies
- Laptops, 24/7 access
- Back up child and adult care
- Concierge

Programs vs. Culture

Programs

Flexibility is NOT...

- Just for Women
- Just for Individuals with Children
- Just for those on FWAs
- For when the business climate is “right” for it

Culture

Flexibility IS...

- An avenue to greater productivity and commitment
- A part of our Inclusiveness strategy
- A business Imperative
 - ✓ We are a people-powered business
 - ✓ Impossible for our people to focus on business needs if their lives don't work
 - ✓ Our people are demanding it

Critical Success Factors

- Wholehearted promotion by Top Management – “C” Suite – “This is not an option”
- Full engagement of men and women as mentors and champions
- Valid, replicable metrics with strong links to business outcomes and personal performance
- Training and coaching for men on how to work with women
- Encouragement, common ground – no baseball bats!

What We Have Achieved

- Improved retention of women
- 33% of new partner/principal promotions in 2007 were women
- Stronger pipeline-women senior managers ranked 4/5
- Better representation at AEB and other titled leadership roles
- Strong accountability drivers
 - Snapshot, BSC and SAMP roundtable discussions
- Increased networking activity across US & Canada
 - Marketplace components expanding in many