

WEPS IN ACTION



PRINCIPLE 6

**Promote equality through
community initiatives
and advocacy**

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CASE STUDY: EY (ERNST AND YOUNG) DEVELOPING THE NEXT GENERATION OF WOMEN LEADERS FOR AFRICA – THROUGH CORPORATE SOCIAL RESPONSIBILITY

LESSONS LEARNED AND KEY ENABLERS

Top lessons learned:

- It takes a strong team to run a programme successfully.
- Working with the community and ongoing engagement/consultation to develop and implement workable solutions ensures positive results because all parties are considered and invested in the programme.
- The individual commitment from the learners is key, without their passion and commitment this project would not be a success.

Key enablers for the successful implementation?

- Support from EY Executives to implement the programme.
- The right partnerships with specialized tutors and educators.
- Support from provincial government to implement the programme.
- EY volunteers giving their time and passion to projects implemented in the communities surrounding the NextGen learners.

CONTEXT

Women are severely under-represented in decision making processes across the continent including South Africa and internationally. Education has been identified as the major obstacle to women's access to leadership, and cost as the key barrier to girls' education. Poverty and familial obligations end many girls' hope for education or the opportunity to fulfil her dreams.

In line with EY's purpose to build a better working world for its communities, EY's NextGen programme within EY Ripples, EY's Global

corporate responsibility programme, aims to develop the next generation of women leaders for Africa. The objective of the programme is to empower and aid girls from disadvantaged backgrounds.

More than academic and financial assistance, the programme strives to provide holistic education to the young girls to become well-rounded women leaders. From leadership skills training to academic tutoring, the programme is designed to increase their chances of success for the future. EY too believes in uplifting the environment from which the girls come from and thus support extends to participants, their schools and their families.

A critical component of the NextGen programme is a series of themed leadership development programmes. These programmes give participants the opportunity to acquire life skills, develop as young leaders, and to reflect on who they are and what they want to achieve in life.

The courses are centred on inspiring the girls to believe in themselves as young African women, understand and identify the skills they require to achieve their full potential. The participants also take part in an annual regional camp where they are also encouraged to identify their personal leadership styles and strengths and to put these into practice.

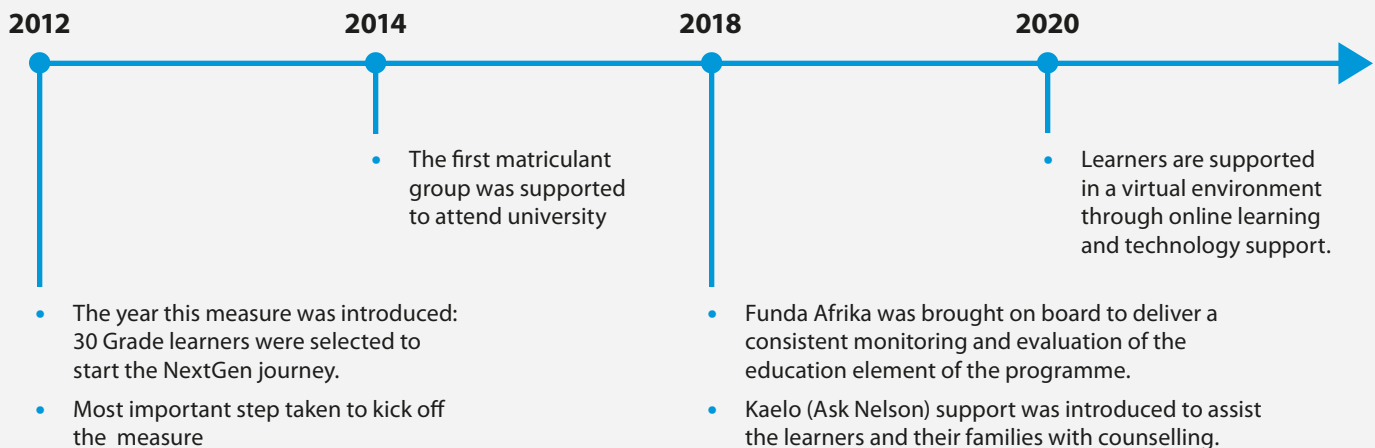
Key focus areas of the camp include the principles of entrepreneurship, sustainability and social responsibility. During the camps, the girls are exposed to current leaders, a variety of speakers and relevant learning and empowerment topics. This exposure expands their view of the world and opens their minds to possibilities that many of them did not know existed.

The NextGen programme graduates 30 matriculants each year from Johannesburg, Cape Town and Durban. The programme is supported by the EY Africa leadership.

Headquarters: Johannesburg (South Africa)
Worldwide presence (no. of countries): 150
Number of employees: 250,000
Percentage of women in the organization:

	Benchmark year 2019		Benchmark year 2020	
Board members	27%	Board members	27%	
C-suite executives	N/A	C-suite executives	N/A	
Managers	57%	Managers	58%	
Supervised employees	57%	Supervised employees	57%	
Technical roles (if applicable)	N/A	Technical roles	N/A	

TIMELINE



ACTIONS

- The main measure for the programme is a 100% matric pass rate with university entrance.
- The programme was announced and launched in 2012 and the first matriculants were in 2014.
- The main goal of the programme is to impact female learners from previously disadvantaged communities in a sustainable way through education, leadership and physical support.
- This goal is focused on their holistic development and growth to ultimately transform themselves and their communities.
- There is a special budget dedicated by EY South Africa.

Team Implementing the Programme:

1. **National NextGen Programme Manager:**
 - a) Manages the overall budget, programme development and criteria
 - b) Regional programme oversight and management
 - c) Stakeholder manager in terms of schools, champion teachers, educational suppliers, mentors, learners and their families and our EY employee volunteers
 - d) Regional programme management in Gauteng
2. **Regional Programme Managers:**
 - a) Manage the programmes in Cape Town and Durban
 - b) Mentor allocation and monitoring
 - c) Local stakeholder management of school, mentors, tutors and learners
3. **Volunteer Mentors**
 - a) Mentor the learner allocated to the volunteer
 - b) Engage and support the mentee on a regular basis
 - c) Give feedback to the National Programme Manager
4. **Funda Afrika and Regional Tutors**
 - a) Manage the tutors and syllabus for each region
 - b) Ensure that activation plans are in place to mediate outcomes of assessments
 - c) Deliver Saturday learning
5. **Champion Teachers**
 - a) Individuals serve as liaisons between EY and the Schools
 - b) Support school projects which EY delivers
 - c) Support the NextGen learners and mediate between EY and the schools

Specific targets set for the goal

- 70% learners are pursuing a career in accounting
- 20% learners are pursuing any other career that is available at EY
- 10% learners are pursuing careers of their choice

Timeframe set for achieving the goals and targets

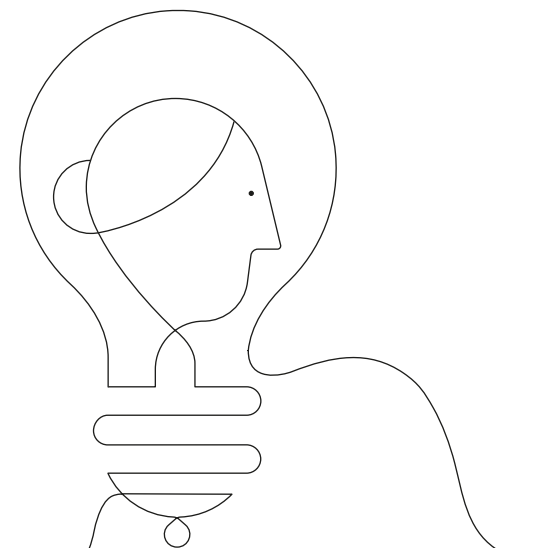
- Each learner has 3 years on the programme to prepare for the final matric examination.

Key Performance Indicators identified for achieving the goal

- Assessments are done by Funda Africa in the middle of each year to assess the progress and identify key areas for development. The quarterly term reports are reviewed and learners are given additional support or mentorship if there is a change in progression or an identified concern.

Monitoring and Reporting

- The progress is monitored annually by the programme manager and reported back to the EY Executive.
- Progress is shared twice a year with the EY South Africa Executive.



CHALLENGES

- External factors and intimidation from peers in the communities distracting learners from schoolwork
- Mental wellness and financial guidance identified as a stronger need amongst the learners and their families
- The increasing need for food and hygiene support was being perpetuated by job losses and poverty in the communities the learners live in.

Overcoming Challenges

- The mentorship from EY employees supports the learners to navigate these issues
- Kaelo (Ask Nelson) support was introduced in 2018/2019 for the school and university learners in terms of telephonic counselling and support
- We introduced monthly food and sanitary supplies for the learners to ensure that their physical wellbeing was cared for.

RESULTS

- 100% pass rate - 8 consecutive years
- 90% gain university entrance passes
- The university students are studying a wide range of courses, such as: MBChB (Medicine); BSc Accounting; B Com Accounting; B Com Finance and B Com Law to name a few
- 2018 bursaries amounted to R1 761 680
- The first cohort of graduates:

1. Asemahle Mngambi - BCom Accounting 2018.
2. Amanda Chonco - BBusSc Actuarial Science 2018.
3. Malefyane Matabane - BSC Honours in Advanced Mathematics of Finance.
4. Nomfundo Mashiya - BSc IT 2015 (Cum Laude). She completed her Honours degree in 2016.
5. Gontse Busakwe - B-Education 2015.
6. Nelly Mthembu - Post Graduate Accounting.
7. Dr Florence Ngobeni Graduated Cum Laude at the end of medical school - 2020

QUOTES

1. Amahle Mbambo NextGen, Durban: "Thank you so much EY for all that you have done for us as EY girls. Still can't believe that you are availing all these opportunities for us and helping us in these ways.

I hope I will make you all proud one day!"








2. Mam Sina Hlongwane, Zimisele Secondary School Champion Teacher:

"Thank you for all the support EY Leadership, may you be richly blessed"

RECOMMENDATIONS


- These projects should not be weighed by the number of people but by the impact on the individual in the long term.
- Too many projects spend a lot of money and support many people but the long-term value is lost because the investment in the person is missing.

- This is what makes the NextGen programme unique. The numbers seem relatively small but this allows a greater deal of personal investment in the individual and their community.


- Principle 1  Establish high-level corporate leadership for gender equality.
- Principle 2  Treat all women and men fairly at work- respect and support human rights and nondiscrimination.
- Principle 3  Ensure the health, safety and well-being of all women and men workers.
- Principle 4  Promote education, training and professional development for women.
- Principle 5  Implement enterprise development, supply chain and marketing practices that empower women.
- Principle 6  Promote equality through community initiatives and advocacy.
- Principle 7  Measure and publicly report on progress to achieve gender equality.


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**WOMEN'S
EMPOWERMENT
PRINCIPLES**

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