



Merrill Lynch moving the agenda forward

Diversity and Inclusion are attributes our company has established as part of its fabric



Across its Europe, Middle East and Africa (EMEA) region, Merrill Lynch has made progress implementing new Diversity & Inclusion initiatives and further developing its existing programmes.

'One Month: Many Aspects' was the showcase programme of diversity events in 2007 at the Merrill Lynch Financial Centre in London. Following on from the success of Diversity Week in 2005 and 2006, the series of high profile presentations and seminars successfully explored how diversity is relevant to business and the continuing success of Merrill Lynch as an employer of choice.

Held over four weeks, more than 1,200 staff heard from an array of guest speakers, including Mary Robinson, former president of Ireland, Alastair Campbell, Tony Blair's former director of communications, and Damon Buffini, managing partner of private equity company Permira.

Subjects covered were contemporary and reflective of Merrill Lynch, as a pre-eminent brand, taking a lead in developing Diversity in the investment banking industry: Mental health in high pressure environments and faith at work – a subject on which our firm is currently leading the investment banking sector in raising awareness – were two areas of focus.

Outside London, as part of the opening of the firm's new office in Dubai, Merrill Lynch took the opportunity to collaborate with the Arab International Women's Forum (AIWF), presenting an overview of its business strategy in the Middle East and demonstrating its commitment to the development of professional women in the region.

About 50 attendees, including prominent business women, AIWF partners and university representatives, heard from senior executives Ahmass Fakahany, Bob Wigley, Eva Castillo and Jeffrey Culpepper on how Merrill Lynch's has positioned itself to take advantage of the next stage of globalisation. This event was a positive step forward in furthering Merrill Lynch's strategy to position the firm as a diverse employer in the Middle East.



Merrill Lynch's EMEA Chairman Bob Wigley recently told staff, **"In order to successfully recruit the most talented and creative mix of**

people, it is incumbent on a firm like ours to encourage a diverse range of candidates to consider a career in the financial services."

The Merrill Lynch **'Pure Potential'** programme, designed to encourage school students to aspire to attending top universities in the UK, does just this.

Merrill Lynch also recently worked with The Sponsors for Educational Opportunity (SEO), a non-profit organisation that aims to attract students from ethnic minority backgrounds who historically have been underrepresented in the investment banking industry.

Merrill Lynch believes it has to remain an industry leader in the practices of attracting, developing and retaining talent and this is where its meritocratic, fully-inclusive culture helps. Wigley went on to say, **"Our culture provides for every individual to have an equal opportunity for contribution – the opportunity to advance as high as their commitment, ambition and talent will take them."**

Supplier diversity is also a priority at Merrill Lynch. The firm hosted a supplier diversity event sponsored by Engage in late 2006 as well as hosting and chairing meetings with minority supplier organisations on behalf of Supplier Diversity Europe, of which Merrill Lynch is a founder member. As most companies would admit, supplier diversity is in its infancy in the UK and there is a lot of work required to obtain the focus and results that have been achieved in the U.S. Merrill Lynch is committed to moving the agenda forward in this area in tangible ways which make a difference to minority communities, as it has already done so successfully with other aspects of Diversity and Inclusion.

