EY Training
2022 Catalogue
### Training methodology

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>End-to-end training journey</td>
<td>08</td>
</tr>
<tr>
<td>Pre-training phase</td>
<td>09</td>
</tr>
<tr>
<td>Training delivery</td>
<td>11</td>
</tr>
<tr>
<td>Post-training evaluation</td>
<td>13</td>
</tr>
<tr>
<td>Knowledge reinforcement and retention</td>
<td>14</td>
</tr>
</tbody>
</table>

### Training courses

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature programs</td>
<td>16</td>
</tr>
<tr>
<td>Finance and Accounting courses</td>
<td>21</td>
</tr>
<tr>
<td>Banking and Financial Services courses</td>
<td>52</td>
</tr>
<tr>
<td>Risk, Internal Audit, IT courses</td>
<td>67</td>
</tr>
<tr>
<td>Professional qualifications</td>
<td>79</td>
</tr>
<tr>
<td>Leadership and Management Development</td>
<td>91</td>
</tr>
<tr>
<td>Soft Skills</td>
<td>112</td>
</tr>
<tr>
<td>Technology and Digital Skills</td>
<td>124</td>
</tr>
<tr>
<td>Sustainability Capability Development Courses</td>
<td>136</td>
</tr>
<tr>
<td>Governance, Compliance and Financial Crime</td>
<td>146</td>
</tr>
</tbody>
</table>

### Our people/contact us

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credentials</td>
<td>156</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training courses</td>
<td>15</td>
</tr>
<tr>
<td>Training methodology</td>
<td>06</td>
</tr>
</tbody>
</table>
To drive shared prosperity, we need to make sure that everyone can get the education and lifelong training they need to succeed in the 21st century. EY invests more than $500 million in training and nearly 13 million hours in classroom instruction each year.

Carmine Di Sibio
Global Chairman and CEO, EY
In today’s rapidly evolving corporate environment, retaining talent is becoming increasingly critical for organizations. The global economy is going through multiple major transformations, such as the advent of Industry 4.0, rapidly increasing digital transformation and automation, tough economic conditions, and evolving regulatory regimes.

At EY Training we understand the challenges you face in matching talent with the accelerating changes your business faces. Organizations must constantly upskill their workforce to survive and thrive in this rapidly evolving environment. Furthermore, today’s employees increasingly demand access to attractive learning and development opportunities.

We leverage our global network of seasoned trainers and subject-matter resources to engage with organizations to create bespoke learning experiences and solutions. This includes:

- Instructor led learning such as classroom style sessions, workshops and webinars
- Design and development of learnings assets, for example eLearning, ebooks, games and handbooks
- Coaching and mentoring
- Simulations and on-the-job training learning

This 2020 EY Training Catalogue showcases our core training offerings – from comprehensive finance and accounting courses to a full spectrum of soft skills workshops. However, we believe this is just a starting point when we work with our clients. The added value is in the tailored solutions we provide to meet your specific training needs.

I hope you enjoy this new catalogue and find our extensive portfolio of learning and development offerings to be potentially useful to meet the current and future knowledge requirements of your organization. Together we can nurture talent and build a better working world.

Shabkhez Mahmood
EMEIA Training Solution Cluster Leader

“Today, It’s up to companies to make investments in education and workforce training.”

Carmine Di Sibio
Global Chairman and CEO, EY
Do these challenges look familiar?

**Self assessment**

<table>
<thead>
<tr>
<th>Challenges</th>
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<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenges finding and retaining the right mix of talent</td>
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</tr>
<tr>
<td>Increased employees’ expectations for development opportunities</td>
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<tr>
<td>Evolving stakeholder and regulatory expectations requiring continuous update in knowledge, skills and ways of steering the business</td>
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<td>Need for new knowledge and skills to embrace disruptive technologies</td>
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Training methodology

Top five reasons training programs don’t succeed and how we can help you avoid these

1. Overlooking your business needs:
   Your business context should be the cornerstone of your training program. We work with Subject Matter Resources (“SMRs” – including sector and functional specialists, client service team members), to leverage existing insights and gain a clear understanding of your businesses’ training needs upfront.
   Through engaging our people advisory services, we can also help you implement effective organizational development processes including design and implementation of competency frameworks, learning paths and training needs analysis to help you achieve your business priorities.

2. Generic and dated training content:
   Your organization is unique and so should your training program be. We engage a mix of seasoned specialist trainers and our SMRs to deliver bespoke content that directly addresses your organization’s context and your learners’ development needs.
   EY invests heavily in thought leadership and knowledge management to help our people and clients remain current on the key mega-trends, strategies, risks, processes and practices. We leverage these insights and embed leading practices, insights and case studies in our training content.

3. “One-size-fits-all” training interventions:
   Learning style matters. While some learners prefer collaborative, participative environments, others learn better in independent, self-paced techniques.
   We deploy a mix of interventions such as e-learning, classroom training, workshops, work shadowing and internship programs, mentoring/coaching, gamification to meet the preferred learning strategy of your organization and learning style of your participants.

4. Failing to evaluate training effectiveness:
   Most training programs do not have a real evaluation plan, except for pre-and post-training feedback from the learners themselves. As a result, many training providers focus on delivering pleasant, rather than challenging programs.
   At EY, we use a variety of evaluation tools to measure learning comprehension, retention and implementation during and after the training is completed.

5. Failing to retain the knowledge within your organization:
   In 2016, the average worker stayed in the same organization for 4.2 years, down to 2.8 years for employees aged 25 to 34 years*. With more job-hopping millennials entering the workforce, this number is expected to go further down. With that in mind, retaining the knowledge within your organization is becoming a challenge.
   We are able to help our clients retain and sustain the knowledge within the organization through transformation and change management leveraging basic measures (e.g., train-the-trainer investments, refresher programs etc.) as well as more holistic solutions (e.g., digital knowledge management solutions and processes).

How we can help ...
We develop end-to-end training journeys through innovative delivery tools leveraging bespoke training content.

End-to-end training journey

- Competency framework review and update
- Training needs analysis
- Learning paths development
- Pre-training evaluation
- Training implementation
- Training delivery
- Training design
- Train-the-trainer
- Training retention
- Evaluation of training retention
- Assessment of training effectiveness against role-specific KPIs
During the pre-training phase...

We start by helping organizations identify role-specific competencies...

Understanding and updating competencies to create a more talented workforce is key to maintaining an agile organization. Learning and development professionals have a crucial role to play in this success through the continuous use of competencies.
During the pre-training phase ... (contd)

We translate your learning objectives and the results of the training needs analysis into learning paths aligned to the learners’ roles and levels ...

**Learning paths development**

Based on the competencies identified, we define the learning objectives for each functional area.

We develop learning paths for the identified competencies using blended learning approach, by linking each course to a target audience, learning approach, duration and specific competencies to be covered.

We identify appropriate learning approaches (classroom training, e-learning, on the job training, professional certifications, job rotation, self study etc.) to meet the learning objectives for various job roles.

We develop training modules based on the learning paths identified.
During training delivery ...

Our learning approach uses a mix of interventions aiming to deliver an enriching and memorable learning experience.
During training delivery ... (contd)

We deliver content that is customized to your organization and learners’ needs.
Our learning content combines theoretical concepts with practical applications drawn from the long-standing hands-on-experience of our subject-matter resources and thought leaders.

- Learning content leveraging our hands-on experience
- Engagement of EY global subject-matter resources
- Insights from our thought leadership articles
- Collaboration with academic and specialist training partners

Long-standing experience. Thought leadership. Customized to you.
We measure training effectiveness during and after training delivery.

**Measuring training effectiveness**

**Why do we measure training effectiveness?**
- To understand the level of knowledge gained by the learners and its alignment with the business context
- To confirm whether the competency gaps initially identified have been effectively addressed
- To conclude whether the strategic objectives targeted by the training have been achieved
- To identify areas for further development

**During training**
- Knowledge checks, quizzes, case studies, role plays, self-evaluation

**After training**
- Feedback from coaches/managers/colleagues on learner's skills
- Link to learner's performance on-the-job and business key performance indicators
Knowledge reinforcement and retention

Once training is completed, we help you retain the knowledge within your organization to optimize ROI.

**Digital platform for knowledge reinforcement and retention**

- Experience design
- Client-specific collateral
- Webcasts
- Client leadership messages
- Material from training delivered
- EY sector reports
- EY thought leadership materials
- Digital learning platform
Training Courses
1 Signature programs

The CFO and Finance Leader development program

- Communication Skills
- Corporate Governance
- Stakeholder Engagement

- Commercial Awareness and Strategy
- Strategic Financial Planning

The CFO competency framework

- Communication to the external marketplace: Representing the organization's progress on strategic goals to external stakeholders
- Trusting the numbers: Ensuring business decisions are grounded in sound financial criteria
- Providing insights: Providing insights and analysis to support CEO and other senior managers
- Leading key initiatives: Leading key initiatives in finance that support overall strategic goals
- Getting your house in order: Funding, enabling and executing strategy set by CEO

- Financial Analysis and Reporting
- Risk Management
Signature programs (contd)

The BoD Continuous Professional Education program for financial services

1. Keep up with a rapidly transforming banking landscape

   - Innovation and the FinTech landscape
     How collaboration with FinTech can transform banking
   - Brexit
     Working through uncertainty, practical considerations for financial institutions

2. Find solutions to regulatory challenges

   - VAT in the GCC: Not “business as usual”
   - IFRS 9: Implementation challenges and the role of the board

3. Adapt to new risk management order

   - Rethinking risk management
     Banks focus on non-financial risks and accountability
   - Cybersecurity
     How boards can help crack the cyber economics equation: considering all the factors in overseeing cybersecurity risks

4. Achieve governance excellence

   - Accelerating board performance through assessments
   - Corporate governance trends
Signature programs (contd)

Board Programs
2 hours + bespoke

1. Board/Director and Aspiring Director – Bespoke course/program
2. Board Composition
3. Directors Duties
4. Role of the Board
5. Board Performance
6. Director Liability
7. Board Culture
8. Financial Literacy
9. Board Risk
10. Meeting Effectiveness
Coaching as a Learning Enabler

So many leaders are capable of greatness if they just had the right support at the right time. At EY we believe coaching is one of the most effective learning tools available to take leadership development to a deeper and more impactful and sustainable level – whether focused on the individual, groups, teams, or the entire organization.

Coaching is an inquiry-based approach to personal and professional development that is aimed at empowering individuals and organizations, creating awareness, generating action, and facilitating learning and growth. Executive Coaching is about unlocking the senior executive potential while maximizing his/her managerial and/or leadership performance and development. A typical executive coaching engagement is about 6 months in duration, but can be anywhere from 3-12 months, depending on the situation. The greater the change, the more coaching is required.

Whether you are a CEO or CFO looking for an experienced advisor, a senior executive looking for a one-on-one coaching experience, a CHRO looking to design and implement a global coaching program, or a board looking at composition, succession or governance, our EY ICF accredited coaches are uniquely positioned to address your needs.
The Industry Training Program is designed to give nationals a basic understanding of the technical and accounting aspects of these industries. It places particular emphasis on practices in that particular country. Some of the industries in this framework would include:
- Conventional banking
- Islamic banking
- Oil & Gas
- Utilities
- Insurance
- Construction and real estate
- Airline
- Health care
- Telecommunication
- Media & entertainment
- Retail
- Transportation
- Hospitality (linked to 2030 vision)

The Technical Training Program will focus on the basic principles and techniques of financial and cost accounting, budgeting and basic understanding of accounting standards. Typical courses in this framework include:
- Introduction to Financial Accounting
- Introduction to Cost Accounting
- Financial Statement Analysis
- Strategic Planning and Budgeting
- Understanding of International Financial Reporting Standards (IFRS)
- Understanding of International Public Sector Accounting Standards (IPSAS)
- Anti-Money Laundering and Counter Terrorist Financing Training

The Soft Skills Development Program will develop nationals’ management skills and attitude, enabling them to become more effective in a modern work environment. Some of the preferred courses in this framework include:
- Presentation skills
- Effective communication skills
- Task management
- Business writing
- Time management
- Business meeting skills
- Culture Change
- Effective Team Building
- Negotiation skills
- Adaptability and Agility
- Collaboration
- Innovation and Creativity
- Developing Outward Mindset

In the Internship Program, a dedicated mentor will be assigned to monitor each of the nationals and will issue feedback report which will provide their strengths and areas of development at the end of the internship program.

The dedicated mentor will also assist the national in any queries he/she may have during the internship while adopting a collaborative and interactive approach.

Nationals will have the opportunity to work with our clients and gain perspective on the provider by gaining effective client interaction.
EY Training will once again be hosting MENA’s definitive Annual IFRS Update Seminar in multiple locations across the region. Considered essential for the finance teams of all businesses operating in the MENA region, the seminar will be delivered by subject matter specialists who have a unique insight into developments at the cutting edge of the International Accounting Standards Board. Once again we look forward to a thoroughly informative seminar, involving the active participation of a wide cross-section of MENA’s businesses. An event not to be missed by the finance community.
2.2 | IFRS 9 — Financial Instruments

IFRS 9 is an accounting standard for financial instruments that will have an impact on banks and financial institutions worldwide. Numerous changes are in place, designed to make annual reports more meaningful to investors as well as simplify how auditors implement the rules and introduce safeguards to ensure that a severe credit crises cannot emerge again.

IAS 39, which is to be replaced with IFRS 9 was utilizing a rules based approach which was found lacking during the 2008 financial crisis, prompting the IASB to adopt a principles based methodology for the new standard.

This one day course will guide participants through the major requirements of IFRS 9 in relation to recognition of financial instruments, explain the complicated Expected Credit Losses model for impairments, and analyze the new hedging guidance.

CFOs and VPs, Financial Controllers, Financial Directors, Chief Accountants, Financial Managers, Auditors and Analysts.

CPE/CPD credits per day

1 day 6
Revenue is often the largest number on an entity’s profit or loss account. On 28 May 2014, the IASB published IFRS 15 Revenue from Contracts with Customers. On this same date the FASB also issued the accounting standards update Revenue from Contracts with Customers which is substantially the same.

This standard will replace all existing standards and interpretations which dictate the accounting treatment for revenue (IAS 18 and IAS 11). The main objective of the two boards was to develop a common, comprehensive, principles-based revenue standard that can be applied consistently to complex transactions across a wide range of industries.

This one day course will consider how this standard has changed the application of revenue recognition. The course will use practical examples and case studies to demonstrate the new treatments.
2.4 | IFRS 16 – Leases

The regulation of leases was redesigned after a long consolation process. The new lease standard clarified and changed most of the rules and basically brings the lease arrangements of the lessee on the balance sheet. During this session we will investigate the rules of the standard in details and look at the early practical experience we came across.
IFRS 17 — Insurance Contracts

IFRS17 represents a comprehensive accounting standard for insurance contracts covering recognition, measurement, presentation and disclosure. It replaces the current IFRS4 standard for insurance contracts. The overall objective of IFRS17 is to provide a more useful and consistent accounting model for insurance contracts among entities issuing insurance contracts globally. It aims to provide significantly more information than previous standards, enhancing investor confidence and awareness.
The EY IFRS Diploma

2.6 | The EY IFRS Diploma

The EY Diploma in International Financial Reporting Standards is a benchmark IFRS program, designed to develop thorough knowledge of IFRS — providing an understanding of the concepts and principles which underpin them, and their application in the international marketplace. Successful completion of the program leads to a diploma which will allow the participant to demonstrate a clear competence in IFRS. A "top-up" program is also available for EY Diploma Alumni.
# Finance and Accounting courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Annual IFRS Update Seminar</td>
</tr>
<tr>
<td>2.2</td>
<td>IFRS 9 – Financial Instruments</td>
</tr>
<tr>
<td>2.3</td>
<td>IFRS 15 – Revenue from Contracts with Customers</td>
</tr>
<tr>
<td>2.4</td>
<td>IFRS 16 – Leases</td>
</tr>
<tr>
<td>2.5</td>
<td>IFRS 17 – Insurance Contracts</td>
</tr>
<tr>
<td>2.6</td>
<td>The EY IFRS Diploma</td>
</tr>
<tr>
<td>2.7</td>
<td>Introduction to the IFRS</td>
</tr>
<tr>
<td>2.8</td>
<td>IFRS for Real Estate and Construction Industry</td>
</tr>
<tr>
<td>2.9</td>
<td>IFRS for Oil &amp; Gas Companies</td>
</tr>
<tr>
<td>2.10</td>
<td>IFRS for Banks and Other Financial Institutions</td>
</tr>
<tr>
<td>2.11</td>
<td>IFRS Accounting for the Insurance Industry</td>
</tr>
<tr>
<td>2.12</td>
<td>IFRS for Retail and Automotive Companies</td>
</tr>
<tr>
<td>2.13</td>
<td>IFRS for Telecoms</td>
</tr>
<tr>
<td>2.14</td>
<td>IFRS for Investment Funds</td>
</tr>
<tr>
<td>2.15</td>
<td>Introduction to the Principles of Accounting</td>
</tr>
<tr>
<td>2.16</td>
<td>Introduction to Corporate Finance</td>
</tr>
<tr>
<td>2.17</td>
<td>Fundamentals of Project Accounting &amp; Finance</td>
</tr>
<tr>
<td>2.18</td>
<td>Financial Skills for Non-financial Executives</td>
</tr>
<tr>
<td>2.19</td>
<td>Financial Statement Analysis</td>
</tr>
<tr>
<td>2.20</td>
<td>Cash Flow Analysis</td>
</tr>
<tr>
<td>2.21</td>
<td>Business Valuations</td>
</tr>
<tr>
<td>2.22</td>
<td>Business Modeling</td>
</tr>
<tr>
<td>2.23</td>
<td>Financial Modeling in Excel</td>
</tr>
<tr>
<td>2.24</td>
<td>Financial Due Diligence</td>
</tr>
<tr>
<td>2.25</td>
<td>Working Capital Management</td>
</tr>
<tr>
<td>2.26</td>
<td>Strategic Business Planning and Budgeting</td>
</tr>
<tr>
<td>2.27</td>
<td>Strategic Financial Management</td>
</tr>
<tr>
<td>2.28</td>
<td>Macros in Excel</td>
</tr>
<tr>
<td>2.29</td>
<td>Accrual Accounting for Executives (AAE)</td>
</tr>
<tr>
<td>2.30</td>
<td>The Accrual Basis of Accounting (ABA)</td>
</tr>
<tr>
<td>2.31</td>
<td>International Public Sector Accounting 1.19 Standards (IPSAS)</td>
</tr>
</tbody>
</table>

## 2.7 Introduction to the IFRS

The IFRSs have become the world’s most widely applied accounting standards and their application can have far reaching effects in a variety of business transactions. This essential two-day overview is designed to introduce participants to IFRS, guide them through important IFRS technical issues and explain the principles and potential business implications clearly and simply.
In light of the present economic climate, valuations of both properties for investment purposes and for use in the business have become a major issue in financial reporting. The construction industry has to deal with some unique financial reporting challenges mainly due to the fact that projects may cover several years. This two-day program will discuss such issues of valuation and impairment of real estate and recent changes in accounting for the sale of real estate. It also examines international financial reporting issues in detail and their effect on entities in the construction industry, focusing on situations that the construction sector faces in accounting and reporting practices.

Accountants, Chief Accountants, Controllers, Finance Directors, Finance Managers.
IFRS for Oil & Gas Companies

IFRS for the Oil & Gas Industry is a two-day program specifically tailored to assist executives working in the Oil & Gas industry in understanding and analyzing financial statements prepared under International Financial Reporting Standards. New standards and developments are examined to assess their impact on the financial statements.
2.10 | IFRS for Banks and Other Financial institutions

This two day program offers invaluable guidance in meeting current and likely future international accounting rules and disclosure requirements. Coverage includes lending, financial instruments, accounting implications on regulatory requirements, disclosures, and revenue recognition.

Various examples and illustrations are provided, including application of the effective interest method under various scenarios, securitizations, retained servicing, loan commitments, loan impairment and restructurings, and derivatives and hedging.

Accountants, Chief Accountants, Controllers, Finance Directors, Finance Managers.

2 days
6 CPE/CPD credits per day

- IFRS for Retail and Automotive Companies
- IFRS for Telecoms
- Introduction to Investment Funds
- Introduction to Corporate Finance
- Fundamentals of Project Accounting & Finance
- Financial Skills for Non-financial Executives
- Financial Statement Analysis
- Cash Flow Analysis
- Business Valuations
- Business Modeling
- Financial Modeling in Excel
- Financial Due Diligence
- Working Capital Management
- Strategic Business Planning and Budgeting
- Strategic Financial Management
- Macros in Excel
- Accrual Accounting for Executives (AAE)
- The Accrual Basis of Accounting (ABA)
- International Public Sector Accounting 1.19 Standards (IPSAS)
2.11 | IFRS Accounting for the Insurance Industry

Accounting under IFRS for Insurance organizations poses unique challenges due to complex product commitments, considerations with revenue recognition, requirements for loss reserves, issues with investment accounting, etc. This two-day course examines these IFRS issues in detail as well as their impact on insurance entities. IFRS 4 Insurance Contracts and the latest developments emerging from the IASB’s Insurance Project Phase II is covered and analyzed.
2.12 | IFRS for Retail and Automotive Companies

IFRS for the Retail and Automotive Industries is a two-day program specifically tailored to assist executives working in an accounting environment in understanding and analyzing financial statements prepared under International Financial Reporting Standards.

The retail and automotive industries are highly dynamic and very susceptible to changes in the micro economic environment. The application of International Financial Reporting Standards can have a major impact on the presentation of the financial statements of these energetic industries. Crucial topics such as inventories, property plant and equipment, leases, hedging and revenue recognition among others, are examined and analyzed in a practical context allowing the participants to understand various measurement methodologies, and more importantly, how their choices can affect their organization’s bottom line.

Accountants, Chief Accountants, Controllers, Finance Directors, Finance Managers.
Financial reporting for the dynamic telecom industry requires preparation of financial statements to exercise their judgment within the parameters described by the various applicable International Financial Reporting Standards. This two-day course examines international financial reporting issues in detail and their effect on telecommunication entities (telecoms). The program includes case studies and financial statements that illustrate the real-world application of financial reporting requirements. The impact of IFRS15 on telecoms is especially covered.

**2.13 | IFRS for Telecoms**

- Financial Modeling in Excel
- Financial Due Diligence
- Working Capital Management
- Strategic Business Planning and Budgeting
- Strategic Financial Management
- Macros in Excel
- Accrual Accounting for Executives (AAE)
- The Accrual Basis of Accounting (ABA)
- International Public Sector Accounting 1.19 Standards (IPSAS)
Accounting for investment funds under an IFRS environment poses unique challenges for financial statement preparers. This two-day course provides a comprehensive understanding of current and revised IFRS rules as they relate to investment funds utilizing a practical approach and numerous real life examples. New standards and exposure drafts will also be addressed and their impact explained.
This practical two-day program explains fundamental accounting principles in everyday language. It is aimed at those who wish to study for an accounting qualification but have little or no previous accountancy experience or for managers with non-accounting background required to understand the principles of accounting.
2.16 | Introduction to Corporate Finance

The objective of this course is to provide participants with a basic knowledge of the technical aspects of carrying out corporate finance business including preparing and analyzing financial statements, the methodology of raising capital, business valuation techniques and a range of corporate transactions.
2.17 | Fundamentals of Project Accounting and Finance

This course explains how project finance works in detailed and practical terms. The overall aim is to equip participants with a comprehensive overview of project financing by taking them through all stages of a project financed transaction. Participants will be exposed to structured and systematic approaches to assessing project finance transactions. It helps them gain the ability to use qualitative and quantitative tools and measures to distinguish key risks and assess their potential impact. The Investment decision process will also be explained as well as the various transaction documents used to protect the creditors.
2.18 | Financial Skills for Non-financial Executives

This course is for professionals in any industry that have no previous or little education in accounting and finance but realize that they need practical tools to help them understand and interpret financial information, as well as apply techniques in measuring and monitoring performance, making strategic decisions in pricing policies and financial planning and controlling. Participants will find this course not only pleasant but extremely useful as well.
2.19 | Financial Statement Analysis

Financial statements are used for many purposes. They are used by banks and other financial institutions to evaluate the financial structure, the credit rating and the stability of an organization. Suppliers review them to evaluate credit-worthiness. Investors analyze them to assess the organization's potential for generating cash flow. Employees and potential buyers of a business can use them to determine the strength of the organization. However, many users do not fully understand how financial statements are prepared or how different accounting policies can significantly affect the presentation of an organization’s financial position, something that can lead users to different and potentially incorrect conclusions. This course is designed to provide this vital understanding for participants with some finance and accounting experience.
The question of repayment ability is central to any commercial lending request. In order to be approved for a loan, businesses need to establish their ability to generate enough cash-flow to service both existing and proposed debt. This two-day training will examine cash-flow from a number of different perspectives. Participants in this program will consider conventional cash flow analysis as a basis for loan repayment and also look at other factors and variables that can impact a business’ cash flow such as growth and mismanagement of operating cycles. During this program, a number of different analysis tools will be utilized, including cash flow statements, financial projections, and permanent working capital analysis.
2.21 | Business Valuations

This course teaches the fundamentals of valuing public and private companies through a case study approach. It covers the different methodologies and focuses on the Discounted Cash Flow (DCF) method as participants build a DCF analysis, using each component of the DCF model: projected free cash flows, Weighted Average Cost of Capital (WACC) and terminal value. The course concludes with an introduction to sensitivity and scenario analysis, which is used to improve the base case valuation.
During their everyday work many people face the task of predicting future performance or understand and fulfill business plans. While financial professionals and consultants need business modeling to decide on investment projects and to build up a strong risk management system, controllers require this knowledge for creating business plans and explaining deviations from it. Understanding business models is not only vital for banking experts in approving and monitoring loans but also for equity analysts working on the stock market or in the private equity sector.

The course aims on equipping the participants with the core skills required to develop robust models within corporate finance environment. The content covers knowledge area like historic statement analysis, financial planning, choosing from different financing strategies, scenario management and Monte Carlo simulations. We also cover how to perform these tasks in Excel.
Most Finance professionals use Excel very intensively in their everyday work. Still, most of them are forced to learn the capabilities of the software on their own, many times on a very slow trial and error basis. Instead of hunting for your colleagues’ tricks, we offer a good overview of how to use spreadsheets efficiently to solve business problems so that even others enjoy working with your files.

This course reviews key application areas of Excel in business planning and develops skills to correctly design an appropriate model. We also focus on how to take the most profit of the capabilities of Excel to save you time and reduce the amount of repetitive work while cutting back on potential errors.

The course will address common financial problems such as NPV, Capital Budgeting, Financial Decisions, Monte Carlo Simulation.
Due diligence can never eliminate risk but, methodically undertaken, it will reduce the level of surprise post acquisition. The difficulty in properly vetting a target lies in analyzing an abundant amount of financial and operational information within a relatively short window of time. This not only obscures a buyer’s ability to identify the target’s key value drivers, but also strains qualified resources that are available. The advantage, then, goes to buyers who can execute efficiently and effectively, leveraging existing industry knowledge with an ability to distill the key information that is most important to the decision-making process.

This course explains the objectives and procedures of a thorough financial due diligence investigation relating to the acquisition of companies and businesses.
2.25 | Working Capital Management

In the wake of today’s global economic turbulence comes the realization of the crucial role working capital management plays in a firm’s risks and its expected returns. This course takes a hands-on approach at the critical decision of how to define and finance the operating investments of a business. The topics covered will assist the participants to make choices resulting in loss prevention from working capital mishandling and allowing the firm to exploit the strategic potential that intelligent, expert management of working capital allows.
Finance and Accounting courses

2.26 | Strategic Business Planning and Budgeting

This program gives participants an introduction to strategic management, analysis, implementation and global budgeting considerations. It reviews the basic principles of budgeting including cash flow budgeting, master budgeting and flexible budgeting.

3 days
6 CPE/CPD credits per day

Accountants, Chief Accountants, Controllers, Finance Directors, Finance Managers.

IFRS for Retail and Automotive Companies
IFRS for Telecoms
Introduction to the Principles of Accounting
Introduction to Corporate Finance
Fundamentals of Project Accounting & Finance
Financial Skills for Non-financial Executives
Financial Statement Analysis
Cash Flow Analysis
Business Valuations
Business Modeling
Financial Modeling in Excel
Financial Due Diligence
Working Capital Management
Strategic Financial Management
Macros in Excel
Accrual Accounting for Executives (AAE)
The Accrual Basis of Accounting (ABA)
International Public Sector Accounting 1.19 Standards (IPSAS)
2.27 | Strategic Financial Management

Finance Executives with financial responsibility, including financial executives, accountants, project managers, budget analysts, controllers and treasurers.

The Strategic Financial Management intensive three day course aims to develop the knowledge, skills and professional judgment as expected of a senior financial executive or advisor, in taking or recommending decisions related to the financial management of an organization in private and public sectors.
2.28 | Macros in Excel

This training introduces you to programming Excel, Macros and user defined functions that ease the life of many financial professionals dealing with repetitive jobs, involved in special calculations like financial engineering or reporting on huge databases. By attending the Mastering Excel course, participants will learn how to create user defined functions, automate tasks using macros, use variables, write cycles, manage arrays, integrate objects on the worksheets, deal with events, customize excel and simplify and fasten work in excel.

Professionals who need to perform long, complex and repetitive tasks on a daily basis or are involved in special calculations not supported by the built-in functions will welcome the knowledge of macro writing. Participants should have a strong knowledge of Excel.

CPE/CPD credits per day: 6
At the end of the course the trainee will be able to understand IPSAS, transformation factors including accounting policies, and procedures necessary for the transformation process.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Annual IFRS Update Seminar</td>
</tr>
<tr>
<td>2.2</td>
<td>IFRS 9 – Financial Instruments</td>
</tr>
<tr>
<td>2.3</td>
<td>IFRS 15 – Revenue from Contracts with Customers</td>
</tr>
<tr>
<td>2.4</td>
<td>IFRS 16 – Leases</td>
</tr>
<tr>
<td>2.5</td>
<td>IFRS 17 – Insurance Contracts</td>
</tr>
<tr>
<td>2.6</td>
<td>The EY IFRS Diploma</td>
</tr>
<tr>
<td>2.7</td>
<td>Introduction to the IFRS</td>
</tr>
<tr>
<td>2.8</td>
<td>IFRS for Real Estate and Construction Industry</td>
</tr>
<tr>
<td>2.9</td>
<td>IFRS for Oil &amp; Gas Companies</td>
</tr>
<tr>
<td>2.10</td>
<td>IFRS for Banks and Other Financial Institutions</td>
</tr>
<tr>
<td>2.11</td>
<td>IFRS Accounting for the Insurance Industry</td>
</tr>
<tr>
<td>2.12</td>
<td>IFRS for Retail and Automotive Companies</td>
</tr>
<tr>
<td>2.13</td>
<td>IFRS for Telecoms</td>
</tr>
<tr>
<td>2.14</td>
<td>IFRS for Investment Funds</td>
</tr>
<tr>
<td>2.15</td>
<td>Introduction to the Principles of Accounting</td>
</tr>
<tr>
<td>2.16</td>
<td>Introduction to Corporate Finance</td>
</tr>
<tr>
<td>2.17</td>
<td>Fundamentals of Project Accounting &amp; Finance</td>
</tr>
<tr>
<td>2.18</td>
<td>Financial Skills for Non-financial Executives</td>
</tr>
<tr>
<td>2.19</td>
<td>Financial Statement Analysis</td>
</tr>
<tr>
<td>2.20</td>
<td>Cash Flow Analysis</td>
</tr>
<tr>
<td>2.21</td>
<td>Business Valuations</td>
</tr>
<tr>
<td>2.22</td>
<td>Business Modeling</td>
</tr>
<tr>
<td>2.23</td>
<td>Financial Modeling in Excel</td>
</tr>
<tr>
<td>2.24</td>
<td>Financial Due Diligence</td>
</tr>
<tr>
<td>2.25</td>
<td>Working Capital Management</td>
</tr>
<tr>
<td>2.26</td>
<td>Strategic Business Planning and Budgeting</td>
</tr>
<tr>
<td>2.27</td>
<td>Strategic Financial Management</td>
</tr>
<tr>
<td>2.28</td>
<td>Macros in Excel</td>
</tr>
<tr>
<td>2.29</td>
<td>Accrual Accounting for Executives (AAE)</td>
</tr>
<tr>
<td>2.30</td>
<td>The Accrual Basis of Accounting (ABA)</td>
</tr>
<tr>
<td>2.31</td>
<td>International Public Sector Accounting 1.19 Standards (IPSAS)</td>
</tr>
</tbody>
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### 2.30 | The Accrual Basis of Accounting (ABA)

At the end of the course the trainee will be able to understand the international accounting standards in the public sector, transformation factors including accounting policies and procedures necessary for the transformation process. Trainee will be aware of his/her role in the implementation of the transformation process.

Employees who have no previous or little knowledge about accrual accounting system.
Professionals from organizations, including governments and public sector entities currently implementing or considering implementing IPSAS as a basis for accounting. Financial professionals operating within the finance departments of public entities.

IPSAS are issued by the IPSAS Board for use by public sector entities around the world in the preparation of financial statements. A key part of the IPSAS Board strategy is to converge the IPSASs with the IFRSs issued by IASB.

IPSAS provides a solid basis for public entities to demonstrate sound accrual accounting and budgeting techniques in order to provide high-quality transparent financial statements, clear and decisive financial management approaches and enhanced operational allocation and performance measures related to public funds.

This three-day course offers participants a comprehensive understanding of the essential elements of IPSAS including the foundations set by the IASB’s IFRS standards and examines these concepts within the framework of the public entity through real life examples and case studies.
3.1 | Introduction to Islamic Banking

Islamic banking is now one of the fastest growing sectors of the financial market place, largely driven by the new wealth of the Middle East and by the need to find acceptable financial products. This program is for the benefit of participants in the banking and financial services industries, who are seeking a greater understanding of Islamic banking principles, industry dynamics, product mechanics and audit and risk considerations.
In the current economic conditions, an increasing number of borrowers are failing to meet their loan obligations. Banks exposed to such distressed borrowers are often faced with the predicament of whether to enforce liquidation, or give the borrower more. Both solutions carry benefits but also significant risks and constraints. This course will allow credit professionals to quickly identify what is causing borrowers' problems, assess the available alternatives, and provide the most appropriate and cost effective financing solution.
The effectiveness of the Treasury function in managing risk is crucial to the sound management of an organization. This course will provide a broad understanding of the role of the treasury function in managing risk, from the point of view of both corporate and bank treasuries. The course also provides a review of the best practices more commonly used by today’s financial institutions and corporations to manage their market risks. Participants will acquire a thorough understanding of how market risks are measured, reported and controlled in today’s volatile markets as well as how derivatives markets and products are appropriately priced and structured to mitigate financial risks.
3.4 | Risk Management in Banks and Capital Implications (Basel III)

This two-day workshop is designed to give a better understanding of the key risks faced by banks, how these risks are addressed by regulators under Basel III, and internal economic capital models. The course provides an overview of lessons learnt and best practices in the identification, monitoring and management of risk. Participants will understand how risks are categorized, quantified, monitored and managed within banks. Specifically, participants will learn to identify, categorize and quantify credit, market, liquidity, operational, legal, regulatory and reputation risks. The course will also explain how to understand the systems and procedures needed to track, monitor and manage these risks and provide an understanding of how the bank's capital is allocated to each of these risks from both a regulatory and management perspective.
3.5 | Financial Statement Analysis for Banks and other Financial Institutions

Understanding the functioning of financial service firms is always a challenge. General accounting, business planning and valuation training usually focus on manufacturing and service firms but financial service firms have a number of specialties in these fields. Not only their financial statements and business models are different but also special techniques are needed to analyze and predict performance. This course is designed to provide a sound understanding of analysis and modeling issues of the financial service industry in particular.

The course is suitable for participants with some finance and accounting background who require an understanding of the principles on which financial statements and business models are prepared.

- **3 days**
- **6 CPE/CPD credits per day**

The course is designed to:

- Analyze financial statements and business models
- Understand and predict performance
- Apply special techniques to financial service firms

**Course Content**

- 3.4 | Risk Management in Banks and Capital Implications (Basel III)
- 3.5 | Financial Statement Analysis for Banks and other Financial Institutions
- 3.6 | Excellence in Corporate Credit Analysis
- 3.7 | Credit Structuring and Documentation
- 3.8 | Credit Proposal Writing and Presentation
- 3.9 | Key Risk Indicators in Banks
- 3.10 | Global Investment Performance Standards (GIPS)
- 3.11 | Investment Performance Measurement
- 3.12 | Portfolio Management and Asset Allocation
- 3.13 | Structuring Mergers & Acquisitions
- 3.14 | Effective Debt Collection
- 3.15 | Strengthening Your Debt Collection Strategies (Advanced)
3.6 | Excellence in Corporate Credit Analysis

The course explains the analytic tools and frameworks for credit analysis through practical examples, case studies and exercises drawn from a range of industries. Participants will use a structured and systematic approach to evaluate the credit standing of a company and assess the relative attractiveness of the risk-return profile of the investing/lending proposition. This is a highly interactive workshop where case studies and exercises are used to illustrate key learning points. A case study presentation will form part of the workshop allowing participants to apply the concepts acquired during the workshop to a real-life scenario.
3.7 | Credit Structuring and Documentation

This proactive seminar gives a thorough overview of commercial lending requirements from a loan structure, documentation, and compliance perspective. Basic business structure will be presented along with loan structure and loan support. Additionally, commercial lending issues relative to loan documentation will be reviewed. Loan pricing and monitoring will also be covered along with a review of current compliance issues.
Credit Proposal Writing and Presentation

This program aims at providing the participants with knowledge of financial statement analysis from a lending banker’s point of view and based on that helps preparation of credit proposals.

Credit analysts, client relationship officers, credit and risk officers, line-of-business heads and officers, credit approval managers, internal auditors and other senior and junior professionals who work at credit granting departments of Banks.

2 days

6 CPE/CPD credits per day

3.8 | Credit Proposal Writing and Presentation

- Introduction to Islamic Banking
- Restructuring Distressed Debt
- Treasury Risk Management
- Risk Management in Banks and Capital Implications (Basel III)
- Financial Statement Analysis for Banks and other Financial Institutions
- Excellence in Corporate Credit Analysis
- Credit Structuring and Documentation
- Credit Proposal Writing and Presentation
- Key Risk Indicators in Banks
- Global Investment Performance Standards (GIPS)
- Investment Performance Measurement
- Portfolio Management and Asset Allocation
- Structuring Mergers & Acquisitions
- Effective Debt collection
- Strengthening Your Debt Collection Strategies (Advanced)
3.9 | Key Risk Indicators in Banks

The overall objective of the course is to introduce the key risk indicators and show through case studies how to hedge them. It focuses on the practical application of tools and principles using case studies and interactive discussion. The aim is to equip attendees with tools to incorporate their learning into the working environment, thus making more informed and effective decisions.
3.10 | Global Investment Performance Standards (GIPS)

The Global Investment Performance Standards (GIPS) are issued by the CFA Institute and are a set of standardized, industry wide ethical principles that provide investment firms with guidance on how to calculate and report their investment results to prospective clients. In a time of stiff competition amongst Investment entities, it is critical to have the ability to show investment results which are prepared using a global, verifiable standard. The GIPS provide firms with an ability to compete across the globe and investors with the ability to make meaningful comparisons. This course will guide participants through the strict GIPS requirements and provide numerous examples on the acceptable performance calculation methods for various asset classes.
3.11 | Investment Performance Measurement

This practical three day course has been designed for anyone who needs to understand the fundamentals of measuring investment performance.

The course explores all aspects of performance measurement including the calculation of returns, performance attribution and benchmarking, performance appraisal, and best practices in Investment Manager selection. Participants will learn how to prepare and evaluate analyses for investment managers and performance appraisals. They will also learn how to formulate the investment manager selection criteria for a fund or investment strategy. Through the analysis of the best current industry practice they will learn how to set up, maintain and improve performance measurement systems within their organization.

- **3 days**
- **6 CPE/CPD credits per day**

**Target Audience:**
- Investment Performance Analysts
- Portfolio Managers
- Risk Managers
- Client Relationship Managers
- Portfolio Accountants
- Financial Advisors/Planners
- Compliance Officers
3.12 | Portfolio Management and Asset Allocation

This course introduces participants to the principles of portfolio management and key concepts of risk and return for a portfolio, and provides a detailed description to the major asset classes commonly found in portfolios. The course will also examine the various equity and debt instruments and explain how these instruments are valued and combined in an investment portfolio, and study the implications of incorporating non-traditional asset classes such as alternative investments. Participants will be exposed to the fundamentals of performance measurement to enable them to assess the success or failure of a portfolio in the context of the risk taken.
Introduction to Islamic Banking

3.1 Restructuring Distressed Debt

3.2 Treasury Risk Management

3.3 Risk Management in Banks and Capital Implications (Basel III)

3.4 Financial Statement Analysis for Banks and other Financial Institutions

3.5 Excellence in Corporate Credit Analysis

3.6 Credit Structuring and Documentation

3.7 Credit Proposal Writing and Presentation

3.8 Key Risk Indicators in Banks

3.9 Global Investment Performance Standards (GIPS)

3.10 Investment Performance Measurement

3.11 Portfolio Management and Asset Allocation

3.12 Structuring Mergers & Acquisitions

3.13 Effective Debt collection

3.14 Strengthening Your Debt Collection Strategies (Advanced)

3.15 Investment Bankers, Corporate Finance Professionals, Treasurers, Investment and Finance Professionals.

This course is designed for professionals who need to understand the Mergers & Acquisitions (M&A) market and how transactions are structured. Participants will be given proven M&A strategies and the tools that can be applied to ensure that critical issues such as due diligence and procedures are addressed. The course will analyze how to evaluate the appropriateness of M&A and teach the alternatives for structuring and financing transactions. This highly practical program will also help participants develop a financial model to evaluate opportunities so they can have a tool they can use to help them make better decisions.
3.14 | Effective Debt collection

The course is suitable for debt collectors, including tele-collectors. It is best suited for those who have basic knowledge of debt collection and some level of work experience in debt collection.

The course helps debt collectors to be more effective in their approach with customers during the debt collection process. This program will help participants learn the techniques to significantly reduce the percentage of defaulting customers and bad debts and increase collections.
### 3.15 Strengthening Your Debt Collection Strategies — (Advanced)

The course helps collection managers to strengthen their debt collection strategies during the debt collection process. The objective of this course is to help participants learn the techniques to significantly reduce the percentage of defaulting customers and bad debts and increase collections. It also helps them how to plan and design collection budgets.

**Course Details**

- **Duration:** 3 days
- **CPE/CPD Credits:** 6 per day

**Eligibility:**
The course is suitable for all who are working in MIS collections, collection managers, head of collections, supervisors and team leaders.

**Course Highlights:**
- Strengthening Your Debt Collection Strategies — (Advanced)
- Investment Performance Measurement
- Portfolio Management and Asset Allocation
- Structuring Mergers & Acquisitions
- Effective Debt Collection
- Key Risk Indicators in Banks
- Global Investment Performance Standards (GIPS)
- Credit Proposal Writing and Presentation
- Credit Structuring and Documentation
- Risk Management in Banks and Capital Implications (Basel III)
- Financial Statement Analysis for Banks and other Financial Institutions
- Excellence in Corporate Credit Analysis
- Treasury Risk Management
- Restructuring Distressed Debt
- Introduction to Islamic Banking
- Portfolio Management and Asset Allocation

**Course Objectives:**
- To help participants learn the techniques to significantly reduce the percentage of defaulting customers and bad debts and increase collections.
- To help them how to plan and design collection budgets.
- To strengthen their debt collection strategies during the debt collection process.

**Target Audience:**
- Collection managers
- Head of collections
- Supervisors
- Team leaders
- All who are working in MIS collections
In light of the financial crisis there is an even greater need to identify, assess, manage and monitor key business risks. The question is: do we know what risk means, how it is measured and managed. This two day program will introduce the participants to the concept of risk/risk management and will explain the role of the risk management function and how it adds value to an organization.
In this intensive and interactive two-day seminar participants will be introduced to the full range of risks facing modern telecom operators of all types in terms of fraud and revenue leakage. Using practical examples you will gain a good understanding of how mobile convergence and a host of new services are increasing business complexity and contributing to rising levels of revenue risk. Through case studies you will gain a practical understanding of the role audit can play in identifying key vulnerabilities and gaps in business processes, and specifying the most appropriate control frameworks to reduce exposure.
This course is designed to provide participants with practical techniques for protecting the security of an organization's information assets and resources, beginning with concepts and proceeding on to technical implementations. The course focuses on understanding and applying the concept of survivability through the effective management of risk, threat, policy, system configuration, availability and personnel.
Effective management of IT-related business risk has become an essential part of IT governance. A comprehensive understanding of how information technology affects business objectives is essential in today's business environment.

The IT Risk Management training course provides an in-depth view of IT related business risk management and the methodology that includes risk identification, evaluation and response. The course describes principles of IT risk management, responsibilities and accountability for IT risk, how to build risk awareness, and how to communicate risk scenarios as well as business impact and key risk indicators. Included in the course is the opportunity to create a business focused, process oriented and measurement driven risk response plan.
4.5 | Introduction to Business Continuity Management

This course gives an overview of the principles and practice of Business Continuity Management. The course will introduce the need for business continuity planning, and explain the concepts and tools of business continuity. Participants will learn how to define continuity requirements and choose appropriate recovery strategies. Through this program, participants will gain an understanding of the key elements of a continuity plan and learn how to implement it.
Introduction to IT Auditing

Understanding the ins and outs of information technology is critical to the success of audit departments in every industry. Having baseline knowledge of general computer control concepts and knowing how information systems impact audit environment is the key to better performance and achieving greater success tomorrow.

Participants will find that this seminar provides a great overview of topics ranging from IT risks and controls to COSO, COBIT and ISO17799. Taught by practitioners with real-world IT audit experience, this seminar incorporates lectures, group discussions and practical exercises and covers a wide range of subjects, including information security, information systems strategy and planning, database implementation and support, business continuity planning, business process controls testing, system software, and hardware support.
4.7 | IT Infrastructure Audit

IT infrastructure is the integrated framework upon which information systems and networks operate. This IT infrastructure provides the foundation for end users to interact with application systems.

It consists of the set of hardware, software and facilities that integrates an enterprise’s IT assets, specifically, the equipment (including servers, routers, switches and cabling), software, services and products used in storing, processing, transmitting and displaying all forms of information for the enterprise’s users.

The course will allow participants to obtain an understanding of the infrastructure of an IT environment and of infrastructure risks and controls, and provide an understanding of how to perform IT Infrastructure audit procedures.
As the economy gains momentum, executives continue to challenge their organizations’ risk management process. They are looking to their internal auditors to help deliver a more sustainable, efficient and effective function – one that fully aligns with the company’s current needs and future expectations.

EY has worked with thousands of organizations to help them improve the performance and efficiency of their internal audit functions. The course is for the internal auditors and managers who want to understand and expand their roles related to financial reporting and approach financial auditing with renewed confidence.

Taking on such topics as “window dressing,” and covering information flow from business process, to financial statement, and more, this practical course will help participants understand how key business processes relate to financial statements, as well as the impact of information technology on financial statements.
This course provides the opportunity to learn about the strategies and pitfalls regarding data collection facing auditors, as well as answers to some commonly asked questions.

Participants will learn the different methods of random sampling (simple, stratified, dollar unit, stop/go) and non random sampling (quota, judgmental), how to calculate sample size and adjust for population size and resource constraints; and examine the concept of strategic sampling to get the most information for minimum cost.

The course will be delivered in a practical manner, utilizing numerous examples and practical exercises.
4.10 | Fraud Investigation Skills

The course is designed to offer the participants a general overview of basic fraud concepts, as well as a review of specific areas such as statutes and standards related to the recording, reporting, and prosecution of fraudulent activities, internal auditor responsibilities in the audit for fraud, and fraud detection and prevention techniques. Also addressed during this seminar is the classification of frauds, investigation techniques, and fraud within information technology.
4.11 | Financial Statement Fraud Detection for Internal Auditors

This course focuses on internal audit's role in detecting financial statement fraud by identifying potentially significant or likely financial statement fraud schemes and developing audit steps to help detect them. Participants will be taught the different ways financial statement fraud is detected and the changing patterns of financial statement fraud. They will also learn to apply risk assessment techniques to financial statement fraud detection and identify and evaluate financial statement fraud risk factors in order to gain the ability to design internal audit steps to help detect common financial statement fraud schemes.
4.12 | Understanding, Preventing, and Investigating Fraud in The Government Sector

This course helps auditors in government agencies understand and redefine their roles. It provides practical approaches government auditors can use to increase their own effectiveness in detecting and responding to fraud. Through facilitated discussions, case examples, and practical exercises, participants will learn how to incorporate fraud detection into audit activities, learn investigation methods, and learn strategies and approaches to help their organization fight fraud. Establishing Fraud Policy and Internal Controls will also be addressed using international best practices and examples.
Professional qualifications

5.1 The Association of Chartered Certified Accountants (ACCA)

5.2 Foundation in Accountancy (FIA)

5.3 Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA

5.4 Association of Accounting Technicians (AAT)

5.5 Claritas Investment Certificate (CFA Institute)

5.6 Associate Professional Risk Manager (APRM)

5.7 Project Management Professional (PMP)

5.8 CFAB awarded by Institute of Chartered Accountants of England and Wales (ICAEW)

5.9 Chartered Global Management Accountant (CGMA) awarded jointly by American Institute Certified Public Accountants (AICPA), USA and Chartered Institute of Management Accountants (CIMA), UK

5.10 Diploma in International Financial Reporting (DipIFR) awarded by Association of Chartered Certified Accountants (ACCA), UK

5.11 IPSAS Certificate

5.12 IPSAS Diploma

5.1 The Association of Chartered Certified Accountants (ACCA)

The ACCA is the largest and fastest-growing global professional accountancy designation; a premier qualification recognized worldwide. The ACCA qualification goes beyond a confined accounting curriculum, and provides a well rounded business curriculum encompassing topics important not only for accountants but for any ambitious professional. EY Training will provide participants with the best quality ACCA tuition available in the region that will enable them to gain the prestigious ACCA qualification and boost their career.
5 Professional qualifications

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5.11 IPSAS Certificate

5.12 IPSAS Diploma

5.2 Foundation in Accountancy (FIA)

The Foundation In Accountancy (FIA) designation is an internationally recognized qualification offered by the ACCA. There are no formal academic qualifications required to register for the FIA qualification, as it is highly regarded in its own right, and is also the natural precursor to full ACCA qualification.
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5.11 IPSAS Certificate

5.12 IPSAS Diploma

5.3 | Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA

The Certified Management Accountant’s (CMA) credential is the US professional designation for management accountants and financial managers working in industry and other public and private sector companies. The qualification is designed to meet the demands of the changing role that accounting professionals face as members of the management team in the modern business environment.

Relevant to those in mid to senior roles within finance/management reporting functions to provide them with a well-rounded understanding of all key aspects of decision making, corporate finance and performance reporting.

CPE/CPD credits per day

6
5 | Professional qualifications

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5.11 IPSAS Certificate

5.12 IPSAS Diploma

5.4 | Association of Accounting Technicians (AAT)

AAT is a leading UK based professional accounting technician's body offering a qualification with international recognition. AAT is the largest accounting technicians' body in the world. This qualification is ideal for accounting staff anxious to develop their knowledge of accounting and finance to thrive in their careers. It is also a stepping-stone for more advanced UK based Chartered Accountancy (CA) qualifications such as ACCA, CIMA, ICAS, ICAEW or CIPFA. All of these chartered bodies offer generous exemptions for fully qualified AAT candidates.
The Claritas Investment Certificate is a comprehensive global education program designed to give professionals a clear understanding of the essentials of the investment industry and their roles and responsibilities within it. The certificate endows the holders with the fundamental framework and knowledge of investment industry so they stand out from the crowd in a competitive global job market. It also helps them improve their performance by gaining an understanding of common global industry standards.
The Association of Chartered Certified Accountants (ACCA)

Foundation in Accountancy (FIA)

Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA

Association of Accounting Technicians (AAT)

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Diploma in International Financial Reporting (DipIFR) awarded by Association of Chartered Certified Accountants (ACCA), UK

IPSAS Certificate

IPSAS Diploma

5.6 | Associate Professional Risk Manager (APRM)

Today, staff entering the risk management profession and interfacing risk management disciplines on a regular basis are expected to understand fundamental risk management methods and practices.

The Associate Professional Risk Manager (Associate PRM) is a PRMIA certificate program intended for personnel working in the areas of auditing, accounting, legal, and systems development who want to understand fundamental risk management methods and practices. Designed to be mathematically and theoretically less detailed than the Professional Risk Manager (PRM) certification, the new program will cover core concepts allowing non-specialists to interpret risk management information and reports, make critical assessments and evaluate the implications and the limitations of such results.
In the current radically changing business environment, the well-equipped manager is the one who is leading and directing project teams. The Project Management Professional (PMP®) credential offered by the Project Management Institute (PMI®) demonstrates an individual's expertise in project management, leadership and communication skills crucial to the planning and execution of a project. This effective 35 hours project management course serves as a preparatory tool for writing the PMP exam and should equip participants with the methodology to anticipate and cope with some of the problems that they may encounter in projects.
Professional qualifications

5.1 The Association of Chartered Certified Accountants (ACCA)
5.2 Foundation in Accountancy (FIA)
5.3 Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA
5.4 Association of Accounting Technicians (AAT)
5.5 Claritas Investment Certificate (CFA Institute)
5.6 Associate Professional Risk Manager (APRM)
5.7 Project Management Professional (PMP)
5.8 CFAB awarded by Institute of Chartered Accountants of England and Wales (ICAEW)
5.9 Chartered Global Management Accountant (CGMA) awarded jointly by American Institute Certified Public Accountants (AICPA), USA and Chartered Institute of Management Accountants (CIMA), UK
5.10 Diploma in International Financial Reporting (DipIFR) awarded by Association of Chartered Certified Accountants (ACCA), UK
5.11 IPSAS Certificate
5.12 IPSAS Diploma

5.8 | CFAB awarded by Institute of Chartered Accountants of England and Wales (ICAEW)

Aspiring finance professionals who have started their careers within Practice or Accounting Departments in Industry/Public Sector and wish to obtain a fundamental certification with opportunities to pursue further qualifications.

There are six modules that need to be completed:
- Management Information
- Accounting
- Business Technology and Finance
- Principles of Taxation
- Assurance
- Law

Average seven days per module listed above. If all six modules are delivered that would equate to roughly 50 days of course delivery. This certificate is particularly relevant to those in a junior role and can be used by organizations to provide them with a solid foundation in accounting and finance.

CPE/CPD credits per day
86
5.1 The Association of Chartered Certified Accountants (ACCA)

5.2 Foundation in Accountancy (FIA)

5.3 Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA

5.4 Association of Accounting Technicians (AAT)

5.5 Claritas Investment Certificate (CFA Institute)

5.6 Associate Professional Risk Manager (APRM)

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5.11 IPSAS Certificate

5.12 IPSAS Diploma

5.9 | CGMA awarded jointly by AICPA, USA and CIMA, UK

Suited for executive and senior level finance professionals typically with profiles such as CFO, VP-Finance requiring internationally recognized qualification to enhance their CV and credibility of the finance leadership within the organization by appearing for fewer exams with lesser focus on technical content and greater focus on strategic aspects of finance and business.

To be eligible, candidates need to have a minimum experience of five years in a senior/mid-to-senior finance role, based on which they would be designated as eligible to appear for the strategic level case study examination, which will be the sole exam to be taken before receiving the award. The eligibility is assessed on a case by case basis by the awarding body after review of the CV of applying candidates.
5. Professional qualifications

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5.3 Certified Management Accountant (CMA) awarded by the Institute of Management Accountants (IMA), USA
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5.10 Diploma in International Financial Reporting (DipIFR) awarded by ACCA, UK
5.11 IPSAS Certificate
5.12 IPSAS Diploma

5.10 | Diploma in International Financial Reporting (DipIFR) awarded by ACCA, UK

Candidates must be professionally qualified accountants with a qualification awarded by local national accounting body or have a combination of between two to three years’ accounting experience and a relevant degree.

Relevant to those involved in financial reporting or audit, who wish to update their skills to meet the challenges involved in adopting and implementing IFRS in their workplace.

6 CPE/CPD credits per day
Professional qualifications

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5.10 Diploma in International Financial Reporting (DiplFR) awarded by Association of Chartered Certified Accountants (ACCA), UK
5.11 IPSAS Certificate
5.12 IPSAS Diploma

At the end of the course the trainee shall be able to:
- Describe and implement the main requirements of IPSAS in the public sector
- Apply foundation knowledge of some published IPSASs and important related documents
- Demonstrate knowledge of the basic technical content of IPSASs and explain how certain events and transactions to public service organizations should be treated
5.1 The Association of Chartered Certified Accountants (ACCA)
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5.11 IPSAS Certificate
5.12 IPSAS Diploma

At the end of the course the trainee shall be able to:

- Gain thorough knowledge of the published IPSAS and related documents across all IPSAS standards
- Review the technical content of the standards and apply this knowledge to events and transactions related to the public sector
- Provide comprehensive guidance on applying the accounting requirements of the standards
6.1 | Project Management Skills

Effective project managers organize scarce resources, work under tight deadlines, control project change and generate maximum team performance. Through this two-day course, participants will learn how to successfully initiate, plan, execute, monitor & control and close projects. They will also learn how to implement project management processes, develop leadership skills and respond to real-world scenarios. In recognition of the “learn by doing” concept, this workshop is delivered through a selection of activities that will enhance understanding. The concepts are based on leading project management practices and frameworks including “A Guide to the Project Management Body of Knowledge (PMBOK® Guide).”

An optional third day of training can be added to cover the basics of using the MS Project tool to create, manage and track projects.
6.2 | Leadership and Coaching Skills

Leadership is a big topic. One part of it is related to the challenge of managing people. Specifically managing their performance which may not always be up to the acceptable level. Performance has to do not only with the level of competence and ability but also the power of will of the employee. Managing performance is a challenge for most managers. So, from one day to the next, managers need to manage people; their emotions and skills. A lot of managers fall in what I call, the operational trap; spending their days micro-managing and forgetting the big picture; the growth of their department. One of the reasons for micro-managing is the lack of skills to manage and coach the performance of the team.
In today’s changing business world and fluctuating economy, leaders constantly need to develop new competencies on how to lead, inspire and develop their teams, to achieve their company’s strategic goals and vision. Managers should not only plan and manage performance of their team, but they also have to think, act and perform as leaders, blending appropriate knowledge, skills and behaviors with relevant experience.

This workshop will help managers become more effective as leaders and develop the necessary competencies like communication, emotional intelligence, results orientation, on-the-job training and coaching, delegation and managing change and conflicts.
6.4 | Emerging Female Leaders

The Emerging Female Leadership program explores issues and perceptions unique to women who want to make the transition to leadership in the workplace. The workshop will explore where participants are strong and where they require to improve. They will explore choices and tradeoffs faced while juggling between personal and professional lives. They will also learn how to more effectively use power and influence through developing confidence and personal authority/presence. This course is aimed at female managers who have 0–5 years’ management experience and want to become stronger as leaders.

Female Managers and Directors with less than five years of Managerial Experience.

2 days
6.5 | Advanced Female Leaders

The Advanced Female Leadership Program will develop not only individual leadership skills but also understanding of how to use them to inspire outstanding performance in a team or organization. The workshop focuses on personal development, and it also has an important wider purpose — to enhance the leadership capacity of organizations. The benefits to participants and their organization include improved performance, increased emotional and political literacy, a greater range of creative responses to challenging situations. This course will help participants focus on enhancing their approach to leadership and build a personal action plan designed to help them be more effective. It will help them expand their knowledge, skills and confidence as they learn how other successful women have approached key management and leadership challenges. This course is aimed at female managers who have 5+ years' management/leadership experience.
6.6 | Business Process Improvement

This four-day workshop includes methods, diagnostic and tools for modeling and optimizing processes. The course is highly interactive using simulation games; work-on scenarios and industry specific examples to improve the effectiveness and efficiency of existing business processes. Participants will learn to evaluate and analyze current practices, fundamentally change the structure of existing business processes, and align processes to customer and stakeholder needs. They will also be guided on how to achieve transformational performance improvement, through the rigorous analysis and redesign of business processes.

CPE/CPD credits per day

Operations Managers, Consultants, General Managers
6.7 | Conflict Resolution

Conflict is inevitable in the working environment and when it cannot be used as an encouragement to change and develop, it must be resolved in the most efficient and effective manner. This course has been specifically designed to teach effective techniques to defuse and resolve conflicts. It covers a range of techniques designed to help participants interpret conflict, detect and deal with potential sources of conflict before they arise and minimize the consequences of conflicts that occur in the workplace.

Delegates are guided through an analysis of their own situation and encouraged to develop realistic and effective conflict management strategies for the workplace. The course is made highly interactive through role-plays and mock conflict scenarios and can be adjusted to suit the specific needs of the participants.

All staff members who encounter conflict in the workplace or are interested in learning more about the benefits of workplace conflict management.

2 days
Every individual wants to be part of a winning team, however when dealing with various people, it can prove to be a difficult task to align everyone to corporate goals. Managers need to have a vision and be able to communicate it effectively to the whole team. This program provides participants with techniques that bring the team together and transform it into a Winning Team.
6.9 | Team and Team Leader Development

This innovative and experiential learning workshop is based on a platform of learning activities which are fun, challenging, engaging and motivating. These activities incorporate powerful and memorable learnings on effective leadership and efficient team work.

Well established in other parts of the world, the learning methodologies are a refreshingly new learning experience for most participants. They engage the whole team from top to bottom with a very high level of interaction and participation. These methodologies come with an extraordinarily high level of learning without the use of any formal training rooms or tools like Power Point etc.

For all staff within a function or in the same grade across the business.

6.1 Project Management Skills
6.2 Leadership and Coaching Skills
6.3 Leadership Development workshop
6.4 Emerging Female Leaders
6.5 Advanced Female Leaders
6.6 Business Process Improvement
6.7 Conflict Resolution
6.8 Developing High Performance Teams
6.9 Team and Team Leader Development
6.10 Lean Leadership
6.11 Performance Management
6.12 Effective Communication Skills for Managers and Supervisors
6.13 Business Planning Fundamentals
6.14 Creative Problem Solving and Decision Making
6.15 Train The Trainer
6.16 Design Thinking
6.17 Management/Supervisory Skills
6.18 Coaching for High Performance
6.19 Report Writing Skills
6.20 Procurement and Contract Management
6.21 Six Sigma
Leadership & Management Development

6.10 | Lean Leadership

With a constant push to reduce costs and provide products and services faster, there’s no room for activities that don’t add value to the customer. Yet waste and inefficiencies can be disguised and difficult to identify and remove. This course enables participants to uncover and eliminate unnecessary activities that slow processes, create waste and add unnecessary cost, so they can focus more on activities that matter most to their customers.

In the Lean Leadership Course, participants develop the skills to apply Lean tools, such as Total Productive Maintenance (TPM), to any environment, including service, manufacturing, healthcare and transactional business. The course provides a comprehensive introduction to key principles and practices for making any process as efficient and low-cost as possible. It also features an applied and results-oriented focus. Whether they are new to Lean or have previous knowledge, they will find the practical application of this training particularly useful.
6.11 | Performance Management

This course examines the importance of an effective performance management in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance employee and organizational performance.

All employees who conduct performance appraisals to their staff

2 days
### Leadership & Management Development

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### 6.12 | Effective Communication Skills for Managers and Supervisors

**Duration:** 2 days  
**Target Audience:** Supervisors, Managers, Directors

In today’s competitive business world and fluctuating economy effective interpersonal communication skills are a powerful and required tool for every executive, manager, and professional. This Competency-Based Workshop helps participants develop an engaging and responsive communication style based on personality styles, behavioral patterns, and Neuro-Linguistic Programming rules. It also looks at the various ways people filter information they receive and respond to their interpretation of that information. It shows participants how to ask the right questions to improve communication and make sure that the intended meaning is clear to all. The method is “Learn-by-doing”, using Experiential Learning Techniques. Each participant works on an individual real-life scenario and applies the taught theory in a demo Micro-Teaching practice.
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### 6.13 | Business Planning Fundamentals

This two-day practical course is designed to help delegates learn how to deal with the practical aspects of business planning. The course aims to teach delegates the key elements of the business plan, through explanation of techniques and practical examples. It will look at marketing, planning, forecasting and risk analysis aspects, whilst allowing for the development of individual business plans.

- **2 days**
- **4.5 CPE/CPD credits per day**

**Target Audience:** Professionals who would like to develop and improve business management skills.
6.14 | Creative Problem Solving and Decision Making

This course introduces problem solving and decision making techniques. These days, we’re all regularly faced with problems we need to solve and decisions we need to make. This course will show participants which techniques are the most efficient for various circumstances. It will help participants solve both simple and complex problems and make decisions more easily with more confidence.
Leadership & Management Development

6.15 | Train The Trainer

This program is designed for training professionals both new and experienced who are interested in developing their understanding in order to become more effective in delivering learning sessions. Delegates will learn strategies and techniques to enhance their performance at each stage of the teaching cycle focusing on planning, implementing and assessing training.

This training program runs over three days, during which the participants will be formatively assessed by the trainer on an on-going basis. On the final day of training, learners will be expected to deliver a micro lesson to the group as a demonstration of these skills.

Learning and training is facilitated through a variety of learning activities including group work, presentations, case studies and discussions. Our approach is to have interactive learning sessions, where all participants have the opportunity to take part in discussions, share experiences and ask questions. This program will cover essential learning principles and teaching concepts that will support delegates to enhance their skills as a professional trainer.
Over the past decade, “Design Thinking” has evolved as the leading systematic approach for creativity and innovation. Global corporations use it to solve complex problems, redevelop value propositions, and shape business models that contribute to organic growth and provide value addition for their customers. Design Thinking offers a framework for organizations to spur innovation, and develop products, services, processes and strategy. It inspires a new customer-centric, solution-focused thinking and pushes past obvious solutions to create a preferred future.


Building effective management and supervisory skills that can help participants and their organization succeed starts with EY’s management and supervisory skills training. An employee’s relationship with his or her direct manager is the single most important factor in employee engagement and retention. Effective managers are instrumental in creating a committed and productive workforce who act as ambassadors for their businesses.

Whether they are managing one person or a team of people; their skills, approach and knowledge will have a real impact on employee’s experience of the workplace. Investing time in developing management skills helps participants develop their strengths, learn new approaches and increase confidence in their abilities as a manager.
As a leader people often find themselves with employees who are simply not living up to their potential. Simply telling someone what to do and how to do it isn’t always effective. Such an approach could be repeated over and over again without ever seeing any improvement. Instead, why not tap into their motivations and help them come up with solutions on their own. During the workshop participants will learn the essentials of coaching by using our unique framework, along with new coaching skills that can be put to immediate use. The course will help participants gain an understanding of the importance of managing the coaching relationship as well as how their personal preferences affect coaching outcomes. Participants will also increase their understanding of others’ personalities and learning styles to enable them to better coach them.
6.19 | Report Writing Skills

High quality reports often form the basis of sound decision making within an organization and being known as someone who can express information in a clear, unbiased way can do a lot for your reputation at work.

Report writing is a skill that can be learned. This report writing course takes the participant through every stage from planning and structuring through to writing and presenting, and by the end of these two days the participants will be a much more confident report writer.
6.20 | Procurement and Contract Management

Through a critical linkage of leading-edge concepts and best practices, this course will provide a complete overview of the procurement and contract process. It will also give key tools and techniques to improve performance and promote value for money for the company. The course will also help to obtain better performance and relationships with contractors and suppliers.

Procurement Managers/Senior Officers, Purchasing Managers/Senior Officers, Contract Administration Managers/Officers, Project Managers/Engineers/Officers, and those who are groomed for above positions.

3 days

Leadership & Management Development

6.1 Project Management Skills
6.2 Leadership and Coaching Skills
6.3 Leadership Development workshop
6.4 Emerging Female Leaders
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6.21 Six Sigma
Leadership & Management Development

6.21 | Six Sigma

This workshop aims to build a solid foundation and extend a hands-on understanding of SIX SIGMA concept and its application in day-to-day business activities.

The "Learning Cycle" methodology is used to assess and improve team interactions during meetings. The learning methodology is highly interactive, consisting of a balanced mix of short presentations and dialogue about best practice, exercises to embed the skills, Q&A, sharing of knowledge and experience, feedback, scenarios, individual and group workshops.

Duration: 2 days

This program is aimed at middle to upper management.

<table>
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<tbody>
<tr>
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<td>Performance Management</td>
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7.1 | Negotiation Skills

Negotiating for business is becoming more and more competitive every year. For an executive, manager, team leader, estimator, sales person or an administrator who gets involved in the quoting and negotiation process, this seminar will transform their business with win-win solutions. Participants will discover the need for their company personnel to place emphasis on emotional intelligence, understand cultural and behavioral factors, learn better proposal methods and more powerful techniques of persuasion.
7.2 | Presentation Skills

For most business professionals making a presentation successfully and with confidence is challenging. This Competency-Based workshop is specifically designed for professionals, managers and executives who do not have time for long training programs and theories, but who need effective and practical presentation skills training that will help them create a favorable environment, persuade, sell, promote ideas with confidence and be distinguished! The philosophy is to “Learn by doing”, using Experiential Learning Techniques. Each participant works on an individual real-life scenario and applies in practice all the winning techniques for a persuasive presentation.
This workshop helps participants develop an engaging and responsive communication style based on personality styles, behavioral patterns and Neuro-Linguistic Programming rules. It also looks at the various ways people filter information they receive and respond to their interpretation of that information. It shows participants how to ask the right questions to improve communication and make sure that the intended meaning is clear to all. The method is “Learn-by-doing”, using Experiential Learning Techniques. Each participant works on an individual real-life scenario and applies in a demo Micro-Teaching practice all the theory taught.
Effective time management and planning is reflected in the use of efficient working styles and organizational practices. This course is designed to provide the information participants would require to be more organized and efficient allowing them to practice new skills by way of regular exercises. Moreover, the course will help participants focus on achieving key goals within the time available under minimum stress.
Ever since the Hawthorne's studies primary result, there have been several academics and management gurus who have looked into the question of what motivates employees to work without having to be constantly guided and controlled. Motivation can be described as the internal driving force to reach a desired goal or output within a defined period of time. This driving force is highly conditioned by the respective employee's behavior towards the job, the organization and its surroundings. This program looks into the framework of motivation and explores practical ways of how to motivate self and others in order to excel in performance.
7.6 | Mental Toughness

Mental toughness is when you are resilient, confident, empowered and determined. It translates into supreme levels of focus, agility and management of others and the self in ways that bring about more success, clarity, and the ability to bounce back every time.

This course focuses on ways in which mental toughness can be instilled and expanded upon, with practical techniques and exercises to cement mental toughness not only in business and at work, but also in personal life.

Employees who want to improve mental agility to be more successful in their teams, with their responsibilities, inter-personal relationship, and stress tolerance.

- 2 days

Certified Mind Mapping Practitioner Course

Effective Management Skills for Administrative Professionals

- Mental Toughness

Employees who want to improve mental agility to be more successful in their teams, with their responsibilities, inter-personal relationship, and stress tolerance.
7.7 | Managing Change

This four-day program provides insights on issues that arise in implementing significant changes in enterprises of all sizes, gives participants opportunities to discuss and apply a range of change management approaches and learn robust project management techniques to optimize efficient, effective and consistent implementation of change projects. Delegates will participate in a mix of individual and group exercises and work on a case study that provides opportunities to apply the concepts, tools and techniques included in the program.
7.8 | Emotional Intelligence

This course provides an insight into emotional intelligence for staff and managers, who wish to develop skills in handling emotional aspects of interpersonal relationships and motivation. It puts this type of intelligence into the context of traditional models of intelligence. Today, professionals must fulfill a multitude of roles. Technical expertise is not enough. To be truly effective we must have distinct personal qualities such as initiative, empathy, adaptability, persuasiveness and the ability to incite trust and collaborative relationships. These are the skills of emotional intelligence - the ability to regulate one's own and others feelings, and to use feelings to guide individual thought and action. The more complex the job and the more people management and involvement are required, the more important emotional intelligence becomes.
Managing Pressure

When things are extremely busy at work and professionals have their hands full with many tasks dealing with difficult people, having skills they can draw on are essential for peace of mind and growth. This two-day course will help participants understand the causes and costs of workplace pressure, the benefits of creating balance, and how to identify pressure points. They will also learn how to apply emotional intelligence, increase optimism and resilience, and develop strategies for getting ahead.

For individuals to apply a direct understanding of pressure points and their costs and payoffs. To speak in terms of emotional intelligence, optimism, and resilience. Create a personalized toolkit for managing stress and to work on priorities and achieve defined goals.
Thinking Skills: The Balance Between Creativity and Resourcefulness

This program is designed to enlighten knowledge of the process of thinking strategically. Managers require a strategic mindset to be successful in this dynamic super changeable business environment. Managers’ minds must be able to store, process, and retrieve large amounts of information and identify facts in order to arrive at a sound decision.

In addition, in this era of rapid change, managers must be creative and resourceful to keep ahead of competition. This program contains developmental activities in the four areas of thinking skills identified as critical to managerial success: Thinking strategically, Analyze issues, Use sound judgment, Innovate.
Today's companies, educators and individuals are striving to improve performance, do more with less, effectively manage change, and become better learning and thinking organizations. The ThinkBuzan Mind Mapping Practitioner Course does that by teaching delegates to Mind Map, providing an opportunity for delegates to learn and think more creatively, and experience learning in a way that expands their mental capabilities.
7.12 | Effective Management Skills for Administrative Professionals

As an Administrative Assistant participants can enhance their performance with management and self-leadership skills, get better at setting their administrative priorities, improve their ability to communicate clearly and negotiate with colleagues, and learn to innovate in their role.

The support one provides as an administrative professional is vital to an organization's ability to achieve its goals and objectives. This two-day administrative assistant training program is focused on practical learning and is designed to understand challenges and guide them to find effective solutions.
8.1 | Advance Analytics Using R

The program shall help participants to run various algorithms using R which is one of the most effective tools to uncover patterns within the data and compare the results and insights. The program may also help them to do trend analysis and pattern study with an objective of improving performance of any organization.

Working professionals who intend to build their career in analytics, service line leads, entrepreneurs, fresh graduates, young professionals, mid-level managers, professionals working in operations.

CPE/CPD credits per day

5 days
This program will help one to understand the data better, using one of the most popular and powerful tools, Tableau, and make their data powerful and efficient. Tableau enables businesses to make critical decisions using its visualization feature, available for business users of any background and industry.
8.3 | Business Intelligence using Power BI

Power BI course will help professionals to build their capabilities to analyse, visualize and report data by using power BI. This power training covers important tools to monitor business growth and quickly get answers through rich reporting feature.

Business professionals, technology professionals from other domain, CTO/CEO, Fresh Graduates and Young professionals, Mid-level managers.
Benefits that make Python the best fit for machine learning and AI-based projects include simplicity and consistency, access to great libraries and frameworks for AI and machine learning (ML), flexibility, platform independence, and a wide community. These add to the overall popularity of the language.
The program helps the participant to understand the data by visualising it with several plots for investigating its characteristics. Exploratory data analysis technique not only allows data scientists to know the spread of the information but provides insights that help them to devise a plan for their projects.
The program shall help participants in building Predictive modeling using various algorithms which is useful to provide insight into any problem statement in much accurate way and allows users to create forecasts. To maintain a competitive advantage, it is critical to have insight into future events and outcomes that challenge key assumptions.

Working Professional who intend to build their career in analytics, Service line leads, Entrepreneurs, Fresh graduates, young professionals, Mid-level Managers, Professionals working in operations.
**8.7 | Blockchain**

This certification helps understand the methodology of blockchain and its application across industries. The core concepts and blockchain platform, its growth and evolution and all the relevant used cases are discussed in detail.
8.8 | HR Analytics

**HR Metrics** help in determining the efficiency and impact on workforce and HR domain. The program helps the participants/students to learn Data-driven HR statistics by defining and implementing people analytics for the right HR functions.

HR Managers and Leaders, Business Partners who are in client consulting, Professionals working with leadership teams on strategic HR projects.
8.9 | Healthcare Analytics

The program helps in understanding the tools and techniques used for the analysis of data in healthcare organizations. The course also enables the participants to understand and execute quality improvement measures with the usage of analytics in healthcare domain.

CPE/CPD credits per day

Professionals interested in health-related analytics.
Application of analytics is widespread and BFSI domain is one such area where there is huge demand for analytics professionals. The course has been curated with the help of industry experts to enlighten the participants with the practical applicability of analytics in Banking and Financial Services domain.
The program helps is understanding the importance of supply chain and how analytics is helpful to relieve the pain points of a supply chain. The program will enable participants to acquire knowledge and desired skills in data driven decision making for enhancing supply chain management performance and thus positively impact the financial performance of the company.
The field of marketing management is not new in its application of Data Analytics. Most firms employ market research firms and media agencies to crunch the numbers and draw insights. The objective of the course is to impart the knowledge of marketing opportunities and problems that can leverage analytics for solutions and insights.

Professionals who are looking to upgrade their career in Marketing Analytics, Entrepreneurs, CMO's, Sales & Marketing Professionals.

The field of marketing management is not new in its application of Data Analytics. Most firms employ market research firms and media agencies to crunch the numbers and draw insights. The objective of the course is to impart the knowledge of marketing opportunities and problems that can leverage analytics for solutions and insights.
The Sustainability Awareness Workshop is the ideal tool to introduce key principles of sustainable development using case GCC studies on key trends and events. Many public and private sector entities are struggling to break down their strategic sustainability initiatives into realistic operational goals. The workshop provides team leaders, managers and other employees with insights to bridge that gap in connecting theory with practical case-studies that apply to the regional context. Depending on the professional background of the participants, some of the topics that will be presented and discussed are the inter-relationship of sustainable development with human resources, product development, operations, finance, supply chain procurement, internal audit, facilities management, information technology, legal challenges and marketing.
9.2 | Stakeholder Engagement and Materiality Assessment

EY facilitates an interactive materiality assessment, which includes a stakeholder and materiality matrix mapping exercise. After an explanation about the meaning and value of materiality, workshop participants will be divided into groups to discuss what sustainability means to the organization. Subsequently, EY will select and prioritize the most important sustainability topics on a materiality matrix, considering internal stakeholders and the benefit of the organization as well as external stakeholders and their needs and wishes. Material sustainability topics will serve as the key input for the organization's sustainability strategy and sustainability report development.
GHG Emissions Accounting and Reporting

The GHG emissions training course for Scope 1, 2 and 3 emissions accounting helps participating companies to identify, calculate, and report on their GHG emissions in line with the requirements of internationally accepted standards such as ISO 14064 and WBCSD GHG protocol. An overview of the latest reporting trends and international case studies will also enable participating companies to understand best practices in GHG accounting and reporting. Participants can thereby use their knowledge from the course to assess and improve existing GHG emissions accounting practices in their organizations based on international leading practices. The course can be structured as per the convenience of the client, but for an effective learning experience we recommend a 40 hours course covered in five days.
9.4 | Green Buildings: Sustainability in the Built Environment

This training is aimed to enable employees to understand the aspects of green building design and operation, build on skills to identify energy and water optimization in buildings, provide with knowledge to get professional certifications. Through a blended mix of instructor-led training and hands-on workshops, the course helps to build on skills to identify energy and water optimization in buildings and provide with knowledge to get professional certifications. The course enables employees to understand the aspects of green building design and operation, build on skills to identify energy and water optimization in buildings and provide with knowledge to get professional certifications.
For effective energy management it is important for a company to understand and manage its use of energy. It involves the examination of all the systems, processes, procedures, personnel and equipment to determine those that have a significant impact on its energy use, consumption and efficiency. Through our energy management training programs we help our clients in building up understanding so that they can execute energy management strategies at equipment or organizational level. During the course, relevant experience will be shared regarding the potential of EnMS implementation to become more competitive and efficient in accordance to the ISO 50001 standard. The training uses different tools including case studies, group exercises and EY digital tools.
9.6 | GRI Standards Certified Training

This Global Reporting Initiative (GRI) Standards Training Course helps participants to understand and coordinate the GRI Standards sustainability reporting process. An overview of the latest reporting trends and international case studies will also enable participants to improve year-on-year. After successful completion of this training, participants will be able to receive an internationally recognized certificate directly from the Global Reporting Initiative (GRI). Participants will also be able to gain the capacity to conduct yearly exercises by themselves to internalize the process, thereby saving fees spent on external agencies. In addition, they will join a global network communicating the latest in sustainability reporting news, resources, networking events.
The sustainability leadership workshop provides participants with a high-level perspective on operationalizing sustainability goals. Using case studies from benchmarked leaders within the relevant sector, EY facilitators will jointly work with participants to understand how to adapt these strategies to the organization. The workshop would help enhance the knowledge of the sustainability concepts and provide participants with best-practice knowledge on sector-specific sustainability initiatives. The tools of communication would be interactive discussion and high-level industry specific case studies, so as to allow an engaging workshop atmosphere, enabling leaders to have an in-depth knowledge-sharing session with the facilitator.
This course aims to provide a thorough understanding of theoretical underpinnings of SROI, and outline a step-by-step introduction to the methodology. The course also includes SROI analysis training.

SROI analysis produces a narrative of how an organization creates value through the social investments and describes a ratio that states how much social value is created for every unit of investment. Our two day program provides a thorough understanding of the theoretical underpinnings of SROI concept, combined with an introduction to the methodology backed up by customized exercises and case studies.
Organizations operate across several jurisdictions, influencing a country’s economic and political weight. Their contribution towards society and the environment is an ever-growing importance, especially in the increasingly global presence they operate in today. The UN’s Sustainable Development Goals (SDG) has emphasized the crucial role organizations play in driving success, and thus this course aims to provide a conceptual understanding of how business can balance sustainability action with value creation. The interactive workshop begins by understanding Business Models and Porter’s Value Chain, and how social, environmental, and economic implications can be integrated throughout. We will draw on real-world leading examples and case studies of organizations operating in the same caliber, and how they have integrated sustainability into their Business Models. Additionally, we will explore the process of initiative development, and how to ensure sustainability initiatives yielding the maximum value. This also includes an introduction into the concepts of materiality and ESG risks, and defining appropriate metrics and monitoring systems for initiatives. Finally, the workshop concludes by providing the tools to develop and evaluate sustainability roadmap, ensuring the organization is able to identify the low-hanging fruits, whilst delivering long-term economic, social, and environmental value to stakeholders.
9.10 | Business and Human Rights Education Training

Through this training, EY can help professionals comprehend the importance of human rights and business, and the scope of the company's responsibility in respecting human rights. The course provides participants with general understanding of the basic human rights principles, comprehension of how human rights issues can negatively impact the organization, and the tools and methodologies available to reduce risks associated with human rights.
0.5–1 day
Financial crime prevention employees, Counter Fraud employees, professionals engaged in financial services and who aspire to a career in financial crime prevention.

A practical, introductory course that provides a solid understanding of core financial crime, fraud, bribery and corruption risks.
An intermediate course which is based on identifying, understanding and mitigating financial crime risks including fraud, cybercrime, corruption, money laundering and terrorist financing: to enhance participants professional credibility.
10.3 | Anti-Money Laundering – Introduction

A practical, introductory-level course that provides core skills in money laundering and terrorist financing risks.

Suitable for operational or front-line staff as well as those considering embarking on a new career in AML as a stepping-stone for study at a higher level.

0.5–1 day
10.4 | Anti-Money Laundering – Intermediate

An intermediate course which on identifying, understanding and mitigating money laundering and terrorist financing: to enhance participants professional credibility.

Officers with specific anti money laundering duties, staff working in financial services seeking more in-depth knowledge anti money laundering, anyone who aspires to a career in anti money laundering or fraud prevention.
10.5 | KYC and CDD – Introduction

0.5–1 day

KYC-CDD is suitable for new entrants, compliance professionals, client managers and those involved in managing risk in the CDD process.

A practical, introductory course that provides foundation to intermediate knowledge of KYC and CDD concepts; CDD frameworks and practical components of KYC environment.
10.6 | Practical Customer Due Diligence

A practical, introductory course that provides foundation to intermediate knowledge of KYC and CDD concepts; CDD frameworks and practical components of KYC environment.
Fraud globally is increasing at an alarming rate. This course will help understand the global, regional and industry trends driving this massive uptick and the mitigants to manage.

From the Board to EXCO, to professionals to front line and product professionals.
10.8 | Developments in Corporate Governance

The course helps participants understand the latest trends and implications in corporate governance in your jurisdiction.
Sanctions are complex and dealing with sanctioned parties can be risky. Sanctions may be issued against individuals, entities, groups or nations’ trading activities. Participants can learn to mitigate these risks with the ICA certificate suite.
Regulatory Compliance is suitable for those new to compliance or in a junior role. The course assists in understanding compliance fundamentals.
Credentials
A sample of the trainings we have recently conducted for our clients in the MENA region

<table>
<thead>
<tr>
<th>Client</th>
<th>Sector/industry</th>
<th>Type of training</th>
<th>Service description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IFRS courses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>IFRS Diploma • This modular program aims to provide the participants with a 12 day training over a period of four months. At the end the participants are required to take the exam to avail the certification from EY for Diploma in IFRS</td>
</tr>
<tr>
<td>Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>IFRS for Banks • A customized four-day training was organized to enable the targeted staff members in the finance department to further enhance their skills in IFRS related topics</td>
</tr>
<tr>
<td>Government, Major company</td>
<td>Banking, Investment</td>
<td>Customized training</td>
<td>IFRS Training – Selective Standards – (English/Arabic) • Customized IFRS based training programs in English and Arabic have been arranged and delivered by us for numerous organizations</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Annual IFRS Update Seminar • One/two day program for finance professionals to get themselves updated with respect to the changes in IFRS standards.</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>IFRS for Executives • This training is divided into two modules and each module is of three days. It is a program to assist executives in understanding and analyzing financial statements prepared under International Financial Reporting Standards (IFRS)</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>IFRS for Listed Companies • Listed company issues in IFRS is a one-day program specifically tailored to assist executives working for listed companies in understanding and analyzing financial statements prepared under International Financial Reporting Standards</td>
</tr>
<tr>
<td>Government</td>
<td>Various</td>
<td>Customized training</td>
<td>IPSAS • Customized course to provide participants with basic understanding of International Public Sector Accounting Standards</td>
</tr>
<tr>
<td><strong>Professional qualifications</strong></td>
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</tr>
<tr>
<td>Oil &amp; Gas organization</td>
<td>Oil &amp; Gas</td>
<td>Customized training</td>
<td>IFRS for oil and gas industry • A customized 2-5 days course, covering key topics related to accounting in the oil and gas industry. Topics included IFRS 11, IFRS 15, IAS 2, IAS 17, as well as other industry specific accounting issues</td>
</tr>
<tr>
<td>Government</td>
<td>Oil &amp; Gas</td>
<td>Customized training</td>
<td>ACCA Training • A firm wide training in preparing for the ACCA qualification Examinations</td>
</tr>
</tbody>
</table>
A sample of the trainings we have recently conducted for our clients in the MENA region

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<tr>
<th>Client</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Finance and Accounting courses</td>
<td></td>
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<tr>
<td>Government</td>
<td>Government</td>
<td>Project</td>
<td>Accounting and Finance Skills Gaps Project</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• The programs objective was to provide 700 Bahrainis with international professional qualifications (ACCA, FIA, APRM and CMA)</td>
</tr>
<tr>
<td>Major organization</td>
<td>Real Estate</td>
<td>Customized training</td>
<td>Finance for Non-Finance Professionals</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• This two-day customized training was organized for 11 groups of Project Managers and Senior Management and in different locations, i.e., Kuwait, Abu Dhabi and Cairo</td>
</tr>
<tr>
<td>Major organization</td>
<td>Shipping</td>
<td>Customized training</td>
<td>Excellence in Excel for professionals – Advanced level</td>
</tr>
<tr>
<td></td>
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<td>• This course educates the participants on the advanced understanding of the working of Excel for Financial Professionals. It also follows the critical thinking, problem-solving approach; it is designed to provide real experience in applying financial concepts to financial modeling.</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Financial Statement Analysis (English/Arabic)</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• EY Training is conducting the FSA course (English/Arabic) every year as an open house course for various clients in MENA</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Financial Due Diligence</td>
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<tr>
<td></td>
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<td></td>
<td>• This course explains the objectives and procedures of a thorough financial due diligence investigation relating to the acquisition of companies and businesses.</td>
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<tr>
<td></td>
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<td></td>
<td>• Practical advice is given on the fundamental principles, techniques and procedures of a financial due diligence exercise and on the different objectives in the financial due diligence process</td>
</tr>
<tr>
<td></td>
<td>Specialized Business courses</td>
<td></td>
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</tr>
<tr>
<td>Oil and Gas</td>
<td>Oil &amp; Gas</td>
<td>Customized training</td>
<td>Oil &amp; Gas Accounting Workshop (3-15 days)</td>
</tr>
<tr>
<td></td>
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<td>• This training helped the participants to enhance their understanding of reporting and accounting in the Oil &amp; Gas industry. It also covered a high-level overview of the sector – exploration and production, the business risks affecting the industry and some of the terminology used. Also Accounting issues addressed primarily from UK GAAP perspective</td>
</tr>
<tr>
<td>Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>Anti-Money Laundering</td>
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<tr>
<td></td>
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<td></td>
<td>• Company-wide program resulting in the training of 2,000+ bank employees utilizing a highly customized and modular training structure. To address the needs of the different departments; workshops and real case studies were implemented</td>
</tr>
<tr>
<td>Semi-Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>Business Process Improvement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• This program was customized and organized for the middle and senior staff of the Bank to help them in improving their performance as a whole</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Knowledge Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• This two-day program enables participants to improve knowledge management in an organization – whether in the form of selected knowledge management techniques or comprehensive company-wide knowledge management program</td>
</tr>
<tr>
<td>Government</td>
<td>Government Oil &amp; Gas</td>
<td>Customized training</td>
<td>Budgeting and Cost Control</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• A customized Budgeting and Cost Control training for client employees</td>
</tr>
</tbody>
</table>
A sample of the trainings we have recently conducted for our clients in the MENA region

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<tbody>
<tr>
<td><strong>Financial Services and Banking courses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Forces</td>
<td>Customized training</td>
<td>Financial Accounting and Internal Audit&lt;br&gt;• Customized program where the course aims to provide the trainees with basic understanding of financial accounting and internal audit over the period of five days</td>
</tr>
<tr>
<td>Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>Islamic Banking&lt;br&gt;• Customized course providing the participants within and outside the Islamic banking industry with a thorough knowledge of Islamic banking products and mechanics, particularly on the assets side</td>
</tr>
<tr>
<td>Indonesian Client</td>
<td>Banking Sector</td>
<td>Customized training</td>
<td>BASEL III and COSO&lt;br&gt;• The two-day training was held for 10 participants who had come from Indonesia to attend the training</td>
</tr>
<tr>
<td>Government</td>
<td>Banking</td>
<td>Customized training</td>
<td>Fraud detection for Banks&lt;br&gt;• A customized training was arranged for 60+ participants</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Introduction to Business Continuity Management&lt;br&gt;• This program has been specifically designed to ensure that business operations continue to function even in the event of a disaster or emergency</td>
</tr>
<tr>
<td><strong>Management Development and Soft Skills courses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Oil Company (Group)</td>
<td>Oil &amp; Gas</td>
<td>Customized training</td>
<td>Negotiation Skills (Basic + Advanced)&lt;br&gt;• A customized training for the Team Leader and above grades. Each course was for a four day duration and was run on a rolling basis for a period of eight months (more than 100 training days were delivered)</td>
</tr>
<tr>
<td>Investment</td>
<td>Investment</td>
<td>Customized training</td>
<td>Coaching for High Performance Teams&lt;br&gt;• This two day coaching program was developed by an experienced coaching practitioner who had a combination of research, psychological and organization development experience. The program provide the participants an opportunity to employ the best of your natural skills developing coaching and mentoring skills&lt;br&gt;• Three sessions were delivered</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Women in Leadership&lt;br&gt;• A workshop that builds on research that assists in identifying the key factors that have proved vital to successful women leaders. It aims to help women develop both their inner confidence to realize their career potential and the practical skills required to lead themselves and others effectively</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Public</td>
<td>Business Writing Skills&lt;br&gt;• Public course provided to number of clients to enhance their report writing skills over the period of three days</td>
</tr>
</tbody>
</table>
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</thead>
<tbody>
<tr>
<td><strong>Human Resource Management courses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Various         | Various         | Open house       | Competency based human resource management workshop  
  • This is a two-day program specifically tailored to assist HR professionals, with their role as strategic business partners, to acquire the new knowledge and skills needed to understand how to integrate “competencies” in the HR functions in order to manage and maximize their “Human Capital” |
| Various         | Various         | Open house       | The Power of HR: Being a change agent  
  • This two-day program helps HR Professionals to acquire new knowledge and skills which will enable them to facilitate change and to manage resistance and conflict effectively |
| Various         | All             | Customized training | The Role of HR as Strategic Business Partners  
  • This workshop was developed and delivered to senior HR managers to highlight the changing role and responsibility of their function |
| **Other Customized/tailored trainings delivered**                                                                                                                                                                                           |
| Government      | Banking         | Customized training | New Entrant’s Induction Program  
  • Annual comprehensive training program for all of the institution's new recruits. This 30 day program spread over 6 weeks has been specifically created to satisfy the requirements of a central Bank and includes a diverse range of subjects such as IFRS, Risk Management, and specialized topics  
  • We have successfully delivered this program in 2009, 2010, 2011, 2012 and 2015 |
| Government      | Banking         | Customized training | Small & Medium Sized Enterprises (SME) Department Program  
  • Called in by the bank to provide a comprehensive training solution for the employees of the newly formed SME department. EY successfully developed and delivered a 20 day training program encompassing Accounting, Finance, Financial and Credit Analysis. Original content was created using data extracted from real SME's |
| Government      | Audit Bureau    | Customized training | On the job training  
  • Three months on-the-job training on external audit related competencies, tools and related skills  
  • This training has been successfully conducted for a number of years |
A sample of the trainings we have recently conducted for our clients in the MENA region

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</thead>
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<tr>
<td>National Oil Company</td>
<td>Oil &amp; Gas</td>
<td>Customized</td>
<td>Consulting Skills Foundation</td>
</tr>
<tr>
<td></td>
<td>Group</td>
<td>training</td>
<td>• This four-day training program was developed to learn the basic of business consulting especially issue analysis and structured communication</td>
</tr>
<tr>
<td>Government</td>
<td>Asset Management</td>
<td>Customized</td>
<td>Problem solving and decision making</td>
</tr>
<tr>
<td></td>
<td></td>
<td>training</td>
<td>• This five-day course has been especially designed to help the organization unlock the creative potential in their staff, from managers to shop floor employees. The course demonstrates to delegates how to overcome the traditional barriers to creative thinking and to use a wide variety of techniques to stimulate their minds to suggest new ideas or inventions or better ways of doing things. The course is highly participative and full study notes are provided for the delegates to refer to later</td>
</tr>
<tr>
<td>Various</td>
<td>Various</td>
<td>Open house</td>
<td>Effective Procurement Management</td>
</tr>
<tr>
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<td>• This three-day training program helps you to understand the key tools and techniques to improve your own performance and to promote value for money for your company</td>
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<tr>
<td>Government</td>
<td>Government</td>
<td>Project</td>
<td>CIMA Post Graduate Qualification in Business Accounting and Islamic Finance</td>
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<td>• Bahrain's emergence as an Islamic banking hub has spurred Tamkeen to put in place an ambitious initiative to train 130 Bahraini graduates in Islamic finance and business accounting</td>
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<td>Government</td>
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<td>Project</td>
<td>Tamkeen's Employment and Training Project for Finance and Accounting Professionals</td>
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<td>• It aims to provide 400 Bahraini graduates with a unique opportunity to enter the competitive marketplace in the fields of finance and accounting with an internationally recognized qualification</td>
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<td>Semi-Government Banking</td>
<td>Banking</td>
<td>Customized</td>
<td>A series of various technical and soft skill training programs were delivered to the staff. It was delivered in 2014 as well as 2015. Some of the programs are:</td>
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<td></td>
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<td>training</td>
<td>• AML</td>
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<td>• IFRS</td>
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<td>• FX and Money Markets</td>
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<td>• Treasury and Operations Financial Audit</td>
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<td>• Basel III and capital adequacy</td>
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<td>• Strategic Business Planning and Budgeting</td>
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<td>Government</td>
<td>Healthcare</td>
<td>Customized</td>
<td>Whistle Blowing</td>
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<td>training</td>
<td>• Training done to develop an awareness among all employees of the need to be aware of their rights and obligations to report wrong doings and how this can be done while protecting the individual doing the reporting. The training also covered the rights and obligations of supervisors and line managers and their responsibilities to facilitate the process of whistle-blowing and support those assessed as having made a disclosure of public interest as per whistle-blowers protection regulations</td>
</tr>
</tbody>
</table>
Many thanks to EY Training for a great job in developing and delivering the material to our team. It is our pleasure to have you share your rich experience with our employees, that will certainly add great value to our employees for now and in the future.

Nahla Al Sharrad
Training Delivery Manager, National Bank of Kuwait

It is one of the best IFRS workshop I have ever attended, EY Training has exceeded our expectations.

Dawood Al-Abduljalil
Manager Finance, Kuwait Foreign Petroleum Exploration Company (KUFPEC), Kuwait

ASCEND Retail Co. has always been satisfied with the level of service and trainings through EY, a thoroughly consistent and professional point of call for all our training requirements. EY Training made the process for staff training easy by recommending suitable courses to suit our development needs and even went so far as to tailor a course to ensure maximum results were achieved. We would recommend EY Training to other companies and will certainly continue our association for any further upcoming training requirements. We thank you team for the excellent service!

Tarek M. Khatib
Managing director, ASCEND Retail Company, Kuwait

This was an incredible experience and would like to have it repeated due to the importance of what we have benefited in learning. Would like to thank EY to give me a chance to attend this.

UAE Armed Forces
Abu Dhabi

The overall training was fruitful for me. I can say, the team and instructors were great. The instructors were knowledgeable, helpful, and the training session was handled in a professional manner. The course has been very helpful in making me understand the key concepts of the IFRS Update.

Yazan H. AL-Masri
Assistant Head of Department, Financial Planning Department – Bank of Palestine

After six years in the workplace I’ve decided to become a student once again and achieve a professional qualification. So I contacted EY Training Center and they’ve encouraged me to join their CMA preparation course. The instructor was very helpful and keen on sharing his knowledge. I have completed my CMA certificate with the support of EY in less than one year. This took me steps ahead in my career. Thank you EY for your support.

Abdulla Al Mannal
Financial Controller, Court of the Crown Prince, Manama

EY Training Center was the perfect choice for us to deliver the Supervision skills training course. The trainer had the combination of in-depth knowledge, experience, and the ability to engage the participant from start to finish. His approach was interactive, participatory and provided live examples. We are certain that this course was a great learning experience to our employees that will last in their memory and contribute to their professional development. Thanks to EY Training Center for the reliable and professional training service it has provided.

May Ghassan
Head of Training and International Relations, National Audit Office, Manama

I have attended Presentation Skills course conducted by the highly professional instructor with multiple skills and through a very well structured training material has indeed benefitted me in enhancing my communication and public speaking skills.

Mansour Al Baghdadi
Human Resource Department, Delmonte, Saudi Arabia

My name is Delia Dawani and I was lucky to attend the Emotional Intelligence & Communication Skills workshop with EY that was held in October, 2019. The workshop was absolutely superb, engaging, and professional, and the content was informative and well-presented. I found the workshop refreshing and motivating with strong impact on participants. You have done a wonderful job and I appreciate your efforts. I will surely recommend this training to all of my colleagues and friends, and would love to attend future trainings organized or featured by you.

Delia Dawani
Credit Analyst, Credit Facilities Department, Corporate Unit – Bank of Palestine

It was a great opportunity to attend Conducting Effective Appraisals – the trainer was to the point knew what we were looking for and where he wanted to take us. The most beneficial part was doing interview cases in groups led by the trainer.

Ashraf S Tayeh
Ahmed Mohamed, Saleh Baeshen and Company, Saudi Arabia

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Delia Dawani
Credit Analyst, Credit Facilities Department, Corporate Unit – Bank of Palestine
### Central team – MENA region

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zainab Imran</td>
<td></td>
<td><a href="mailto:zainab.imran@rapid.ey.com">zainab.imran@rapid.ey.com</a></td>
</tr>
<tr>
<td>Dileta Crasto</td>
<td></td>
<td><a href="mailto:dileta.crasto@kw.ey.com">dileta.crasto@kw.ey.com</a></td>
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</table>

### Area contacts

<table>
<thead>
<tr>
<th>Location</th>
<th>Name</th>
<th>Email</th>
</tr>
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<tbody>
<tr>
<td>Abu Dhabi/Dubai</td>
<td>Usman Farooq</td>
<td><a href="mailto:usman.farooq@ae.ey.com">usman.farooq@ae.ey.com</a></td>
</tr>
<tr>
<td>Amman</td>
<td>Rani Nahhas</td>
<td><a href="mailto:rani.nahhas@ps.ey.com">rani.nahhas@ps.ey.com</a></td>
</tr>
<tr>
<td>Beirut</td>
<td>Wissam Mohsen</td>
<td><a href="mailto:wissam.mohsen@lb.ey.com">wissam.mohsen@lb.ey.com</a></td>
</tr>
<tr>
<td>Cairo</td>
<td>Ahmed Awad</td>
<td><a href="mailto:ahmed.awad@eg.ey.com">ahmed.awad@eg.ey.com</a></td>
</tr>
<tr>
<td>Doha</td>
<td>Dileta Crasto</td>
<td><a href="mailto:dileta.crasto@kw.ey.com">dileta.crasto@kw.ey.com</a></td>
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<tr>
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</tbody>
</table>

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