



POWERPOINT TEMPLATES AND TOOLS DETAILED GUIDE

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This guide includes a number of helpful tips as well as crucial best practice information.

Tip:



Warning

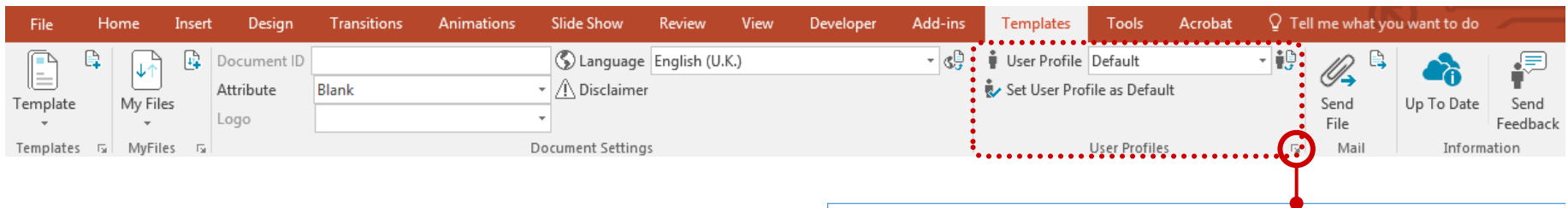
Section 1 | Overview

NERA template system for PowerPoint and Word

A profile-based approach to building presentations and documents

All **new documents** are created **based on a profile**, applying branding, language and other settings. It is important to ensure that all client-facing material displays the correct branding and copyright information. A few moments of planning and conscious decision will save a lot of time later.

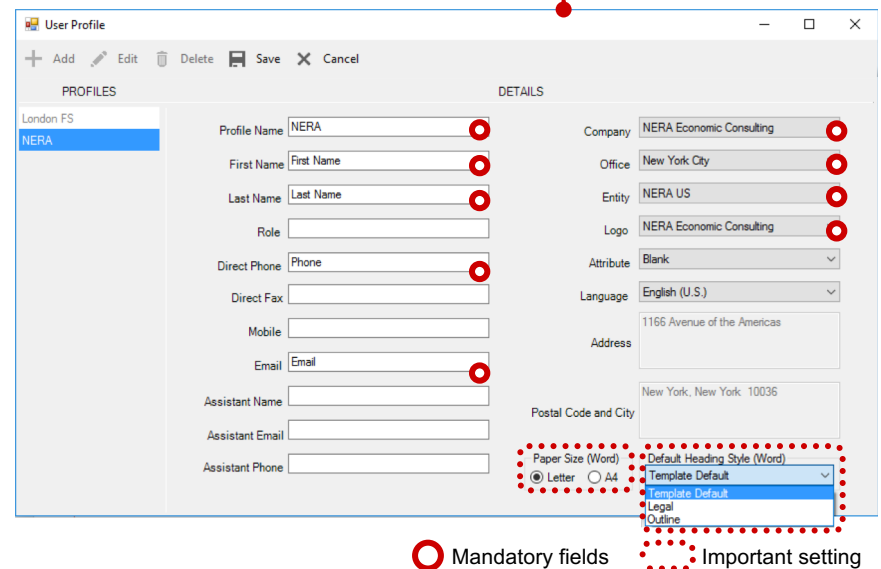
Profiles reside on individual computers, and are not transferred between users. Language and Logo settings for an active document will still be displayed in the Document Settings fields.



From the “Templates” tab, create and edit profiles using the drop down list circled above. In the right hand column each selection will define the available options in the subsequent fields, e.g. if NERA is selected as a company, only the locations where that company has offices will appear in the Office field. Once the office has been selected, only the entities present in that location will appear in the Entity field and so on.

Settings such as language and page size will auto fill according to office location while some fields are mandatory and will require filling in before the new profile can be saved.

Set yourself a default profile plus frequently used profiles so they are ready to create documents with the correct branding and language settings. A profile can be applied to existing documents, but beware! this will change language and branding, and may also switch page size in Word.



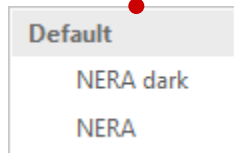
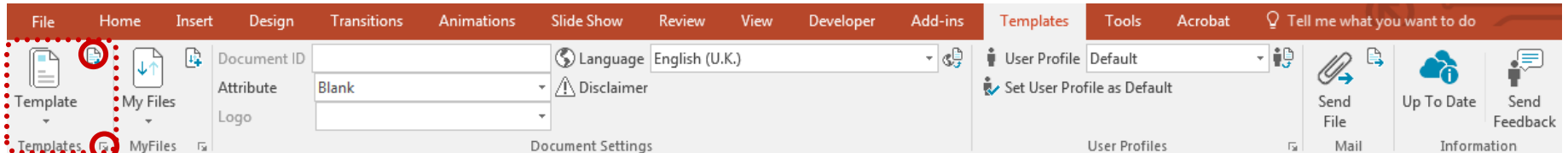
PROFILES	DETAILS
London FS	
NERA	
Profile Name	NERA
First Name	First Name
Last Name	Last Name
Role	
Direct Phone	Phone
Direct Fax	
Mobile	
Email	Email
Assistant Name	
Assistant Email	
Assistant Phone	
	Company: NERA Economic Consulting
	Office: New York City
	Entity: NERA US
	Logo: NERA Economic Consulting
	Attribute: Blank
	Language: English (U.S.)
	Address: 1166 Avenue of the Americas
	Postal Code and City: New York, New York 10036
	Paper Size (Word): Letter
	Default Heading Style (Word): Template Default
	Legal Outline

○ Mandatory fields

⋯ Important setting

NERA template system for PowerPoint and Word

With a revised set of templates



After selecting an appropriate profile, open a new document from the Template drop down menu. Make a conscious decision of which template to use; different templates require different approaches to slide building, density of content, and aesthetic design.

Although NERA templates are designed to interact, there will always be some work involved when switching between templates, particularly when different page sizes or font sizes are involved.

Default templates are installed on all NERA computers and are updated automatically. Users cannot modify these templates or what appears in the Default section of the drop down list.

Other files can be saved as Custom templates and will only reside on the individual computers they are saved on.

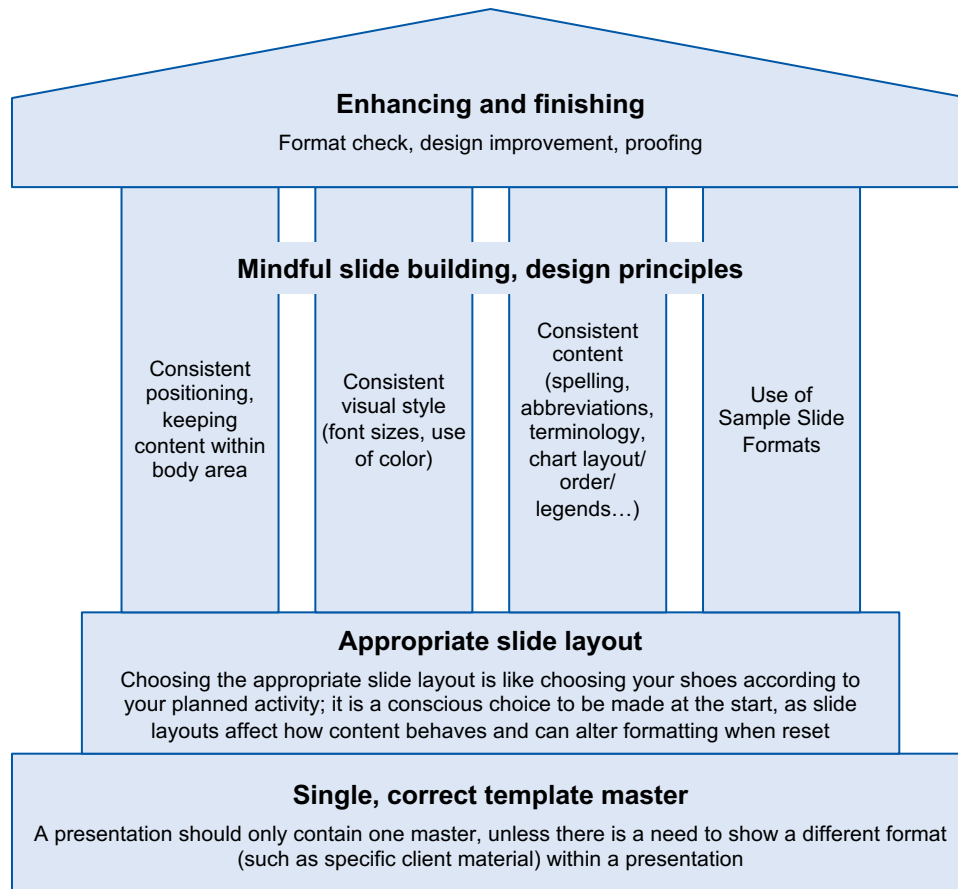
Custom templates can be edited and managed by the user.



Section 2 | Underlying template principles

NERA template system

Getting the foundations right



Re-using old material leaves a great margin for error whereby outdated or wrong material (even confidential material from another client) could mistakenly be left in and shown to clients.

Some changes may be subtle and not noticed by the user, leading to unintentionally altered content.

If the wrong template or slide layout is used, the slide could still look similar to the NERA template, but could be showing outdated branding or be missing essential, legally-required elements.



Taking the time to start a presentation with the right template, master and slide layout will make slide building easier and reduce effort and time needed for polishing later on.

The new NERA template system uses profiles to set parameters for specific client/user, including branding, language, paper size, legal entity name.



When importing slides, always immediately apply the correct slide master and layouts.

Changing a slide master or slide layout after the content has been inserted and formatted will reset the master/ layout settings and can create a lot of extra work to redo.

The tools are set up to work with our latest templates, making it easier and quicker to adhere to company formatting and branding standards.

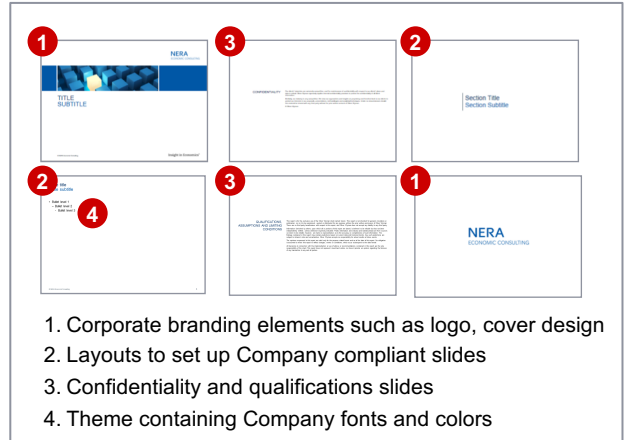


Background on templates, themes, masters, layouts and placeholders (1/2)

PowerPoint template

A pattern or blueprint of a slide or group of slides that you save as a .potx file. Templates can contain layouts, theme colors, theme fonts, theme effects, background styles, branding elements, and even content.

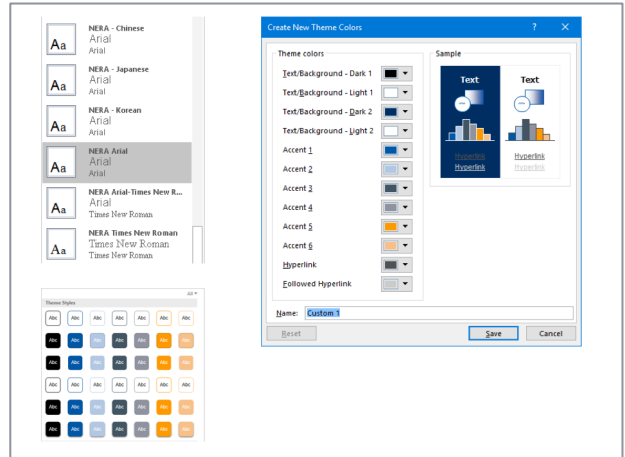
Company template contains cover page, confidentiality page, section break, standard content page and quals page.



Theme

A collection of formatting settings that includes the theme colors, theme fonts, and theme effects. Themes can be applied to tables, shapes, or charts in your slides. You can use and share themes among all theme-supporting Office programs, such as Word, Excel, Outlook, and PowerPoint. E.g. you can save a theme that you created or customized in PowerPoint, and then apply it to a Word 2016 document or Excel 2016 worksheet.

Company theme contains official color scheme, Company fonts (Arial). Company standard is no special effects.



Background on templates, themes, masters, layouts and placeholders (2/2)

Slide master

The top slide in a hierarchy of slides that stores information about the theme and slide layouts of a presentation, including the background, color, fonts, effects, placeholder sizes, and positioning

- A PPT file should contain only one master, unless there is a need to show a different format such as specific client material within a presentation. However they can contain more than one master, often imported unintentionally by pasting in slides from other sources
- All PPT files freshly created from Company templates have only one master

Company slide master (named “blank”) uses NERA theme and includes slide title and standard bullet text, plus page number.

Slide layouts

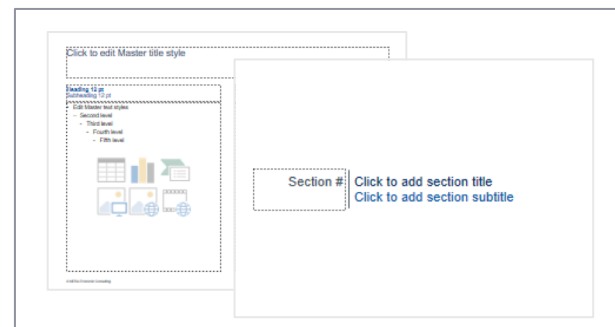
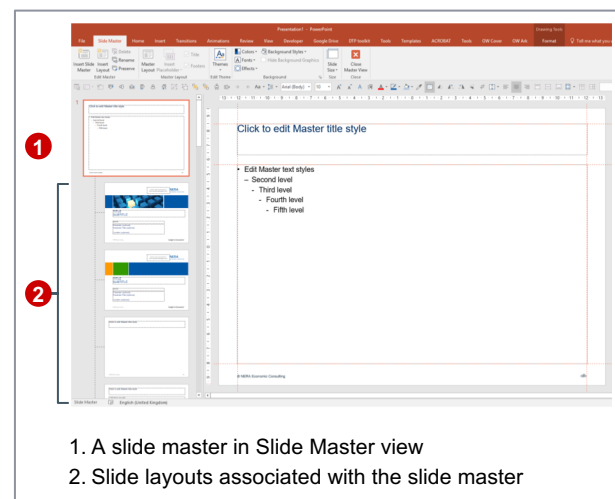
Contain formatting, positioning, and placeholders for content that appears on a slide. Layouts are based on the slide master and also contain the theme (colors, fonts, effects, and the background) of the master.

Company standard layouts include various combinations of text placeholders; some specific slides such as section break, cover, confidentiality, plus relevant branding elements.

Placeholders

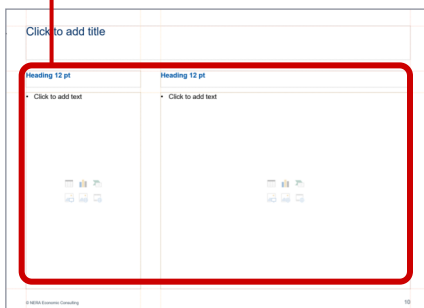
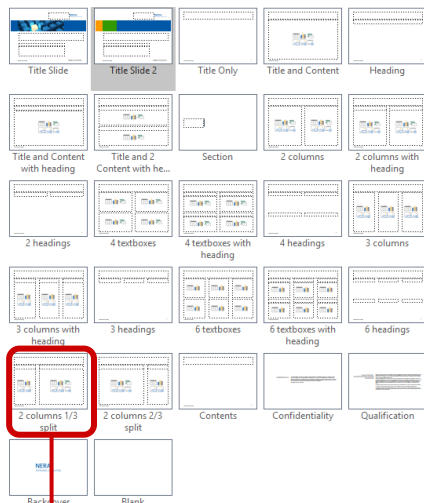
The containers in layouts that hold text content (including body text, bulleted lists, and titles). They can also contain tables, charts, movies, sounds, pictures etc., however Company standard is to only use them for bullet text and headings, due to issues with content jumping/resetting when layouts are changed or reapplied.

Company placeholders include slide titles, headers, bullet text plus specific layout elements such as section break text.



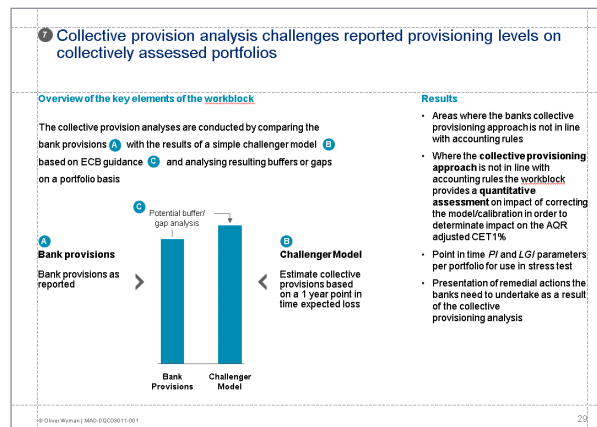
Slide layouts and placeholders

How they control slide contents

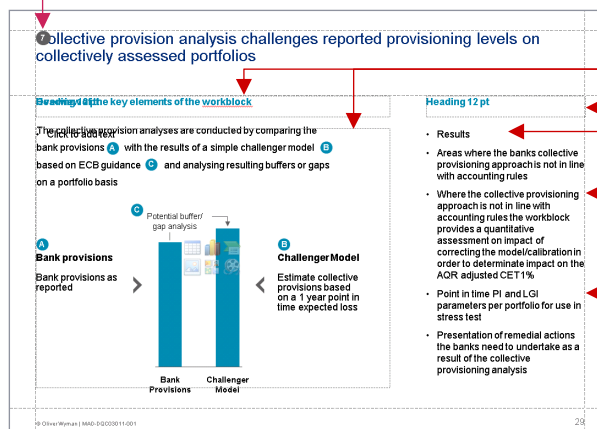


Placeholders are pre-formatted, sized and positioned to template standards, with in-built bullet point levels where relevant.

They are quick and easy to use and are in the correct position for specific layouts, **however, any manual formatting and position changes will be lost if the slide layout is reset or if slide is imported into another file.**



If slide layout is reset, placeholders revert to original position and format.



If some placeholders were not previously used, they reappear as empty placeholders.

Content moved to another position and format.

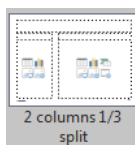
Manual formatting reset (bold, italics...).

Use layouts with caution, mainly for simple bullet and header slides

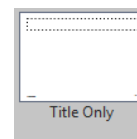
Slide layouts and placeholders

Copying content between slides with different slide layouts (even with the same template master) (1/2)

Despite having similar looking formatting, this content behaves differently when copied/pasted according to how it was created – in placeholders or not



Placeholder content copied to another slide with a different layout will change format.



7 Collective provision analysis challenges reported provisioning levels on collectively assessed portfolios

[Overview of the key elements of the workbook](#)

The collective provision analyses are conducted by comparing the bank provisions **A** with the results of a simple challenger model **B** based on ECB guidance **C** and analysing resulting buffers or gaps on a portfolio basis

A Bank provisions
Bank provisions as reported

B Challenger Model
Estimate collective provisions based on a 1 year point in time expected loss

C Potential buffer/gap analysis

Results

- Areas where the banks collective provisioning approach is not in line with accounting rules
- Where the **collective provisioning approach** is not in line with accounting rules the **workblock** provides a **quantitative assessment** on impact of correcting the model/calibration in order to determinate impact on the AQR adjusted CET1%
- Point in time *PI* and *LGI* parameters per portfolio for use in stress test
- Presentation of remedial actions the banks need to undertake as a result of the collective provisioning analysis

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Click to add title

- Results
- Areas where the banks collective provisioning approach is not in line with accounting rules
- Where the collective provisioning approach is not in line with accounting rules the **workblock** provides a **quantitative assessment** on impact of correcting the model/calibration in order to determinate impact on the AQR adjusted CET1%
- Point in time *PI* and *LGI* parameters per portfolio for use in stress test
- Presentation of

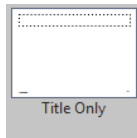
© Oliver Wyman | MAD-DG00011-001 28

All instances of bullet text in Sample Slides retain levels and formatting, without being linked to placeholders, so they can be copied and repositioned as required

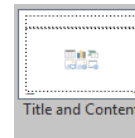
Slide layouts and placeholders

Copying content between slides with different slide layouts (even with the same template master) (2/2)

Despite having similar looking formatting, this content behaves differently when copied/pasted according to how it was created – in placeholders or not



Non-placeholder content copied to another slide with a different layout will retain format.



For the leading Russian bank we have recently implemented best practice Business Unit CIO offices to improve business-IT alignment and establish end-to-end accountability for change

Best practice Business – IT interface setup

Best practice properties

- Centres around a CIO who is located with the business
 - Interface setup is designed to focus the shared service on BU customer needs
 - Enable the CIO to proactively articulate how technology can enhance the BU's competitive position
- Five elements work in concert to give the BU control while the Bank benefits from shared service efficiencies
 - CIO profile:** Business knowledgeable with a strong service orientation and the technical know-how to become both technology advisor to, and representative for, the business
 - Scorecard:** Based on the BU-specific service levels and the project priorities for the year
 - Client satisfaction survey:** Voice of client based assessment of service quality in addition to metrics-based measurement
 - BU-driven bonus determination:** Based on scorecard and satisfaction survey, BU CEO signs-off on bonus proposed by Group CIO
 - Fact-based planning process:** Annual planning process around infrastructure needs and project priorities, explicitly stating what will be addressed and what not
- The elements reinforce each other, making them essential to overcoming service quality issues in shared service structures

Source: OW Study "Best Practices in IT Demand-Supply Management"

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Click to add title

- Click to add text

Best practice properties

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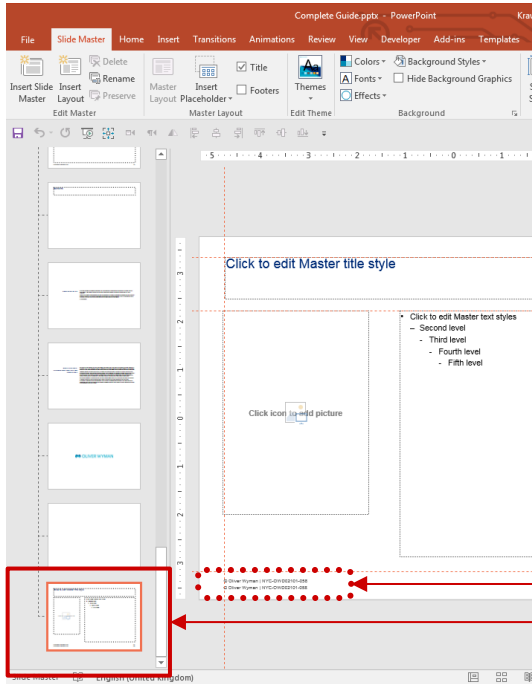
© Oliver Wyman

All instances of bullet text in Sample Slides retain levels and formatting, without being linked to placeholders, so they can be copied and repositioned as required

Slide layouts and placeholders

Copying from different template masters, with different slide layouts

Slide layout issues



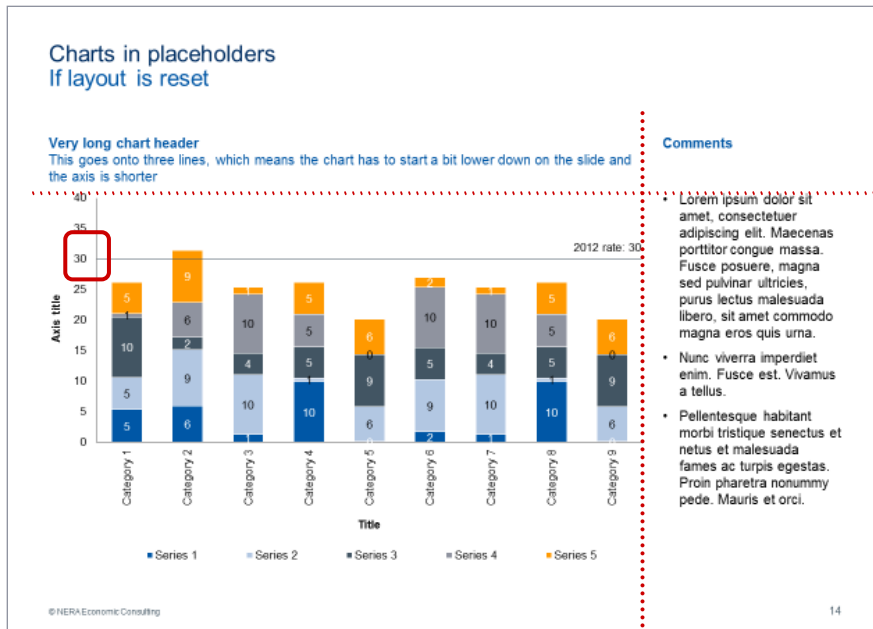
- This layout doesn't exist in my destination file so when I import the slide, the layout is added
 - This can cause confusion when similar layouts do not pick up the correct branding elements, such as taglines or up-to-date copyright statements
- The old copyright has carried into my new file and is out-of-date
- The page number placeholder from the old layout has superimposed on the new one



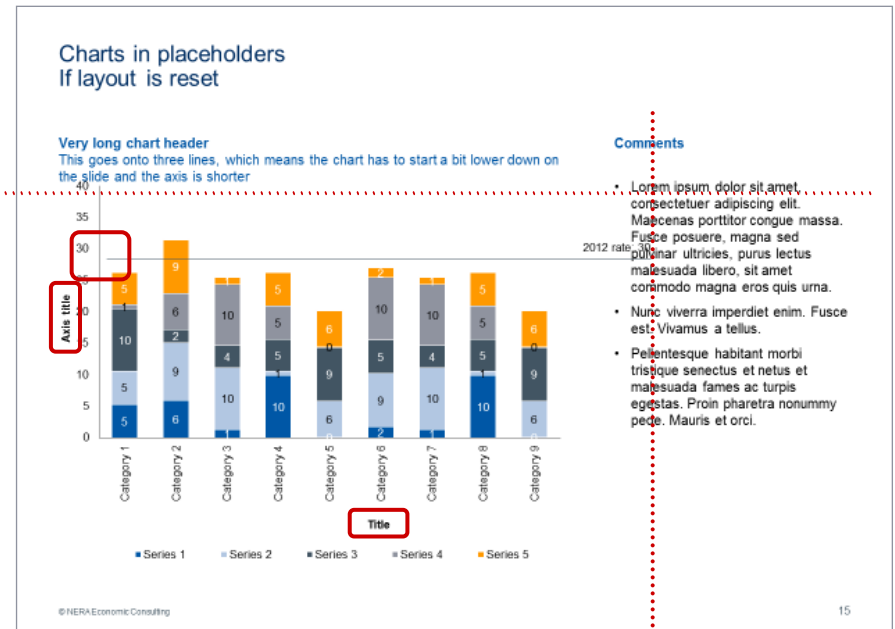
Importing material from slide layouts that don't exist in the destination file adds those slide layouts to the master, and retains elements such as copyrights, page number layout etc. and can lead to wrongly branded material or even references to other clients – **it is imperative to apply/reapply correct layouts as soon as slides are imported**, and delete incorrect layouts that have been added.

Charts in placeholders

Chart size will revert if slide layout is changed or reset



The chart in a placeholder was manually resized to start lower on the slide and was widened to fit content.



When slide layout was reset chart jumped back to original placeholder size. Any extra elements on the chart remained in place, so are no longer correctly positioned.

Section 3 | Building a presentation

Start new PowerPoint presentations from one of our Company templates

The custom page size prints on both A4 and Letter paper without adjustments



Blank (standard) template

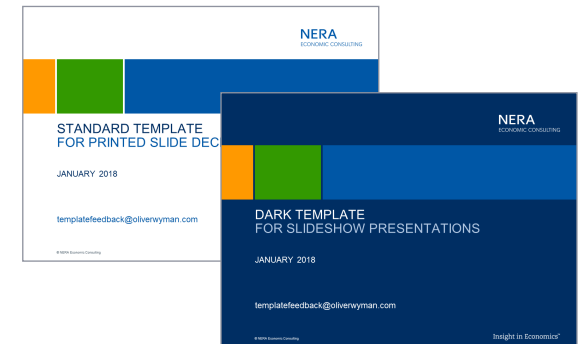
The default template when you start PowerPoint. Mainly suited to printed and bound slide decks for sharing the detail before and during meetings.



NERA Dark template

The Blank template with a NERA Blue background and adapted color scheme. Designed for projection only.

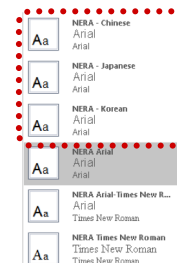
Option of color block cover



Asian language settings

Asian language fonts are built in. Users should first select the appropriate font from the Design tab > Variants > Fonts menu, then apply the language from the Templates ribbon or via the user profile.

Different fonts are assigned to each supported Asian language:
Japanese = Meiryo
Korean = Malgun Gothic
Chinese = SimHei



Default NERA theme fonts for PPT templates

Options of theme font combinations for NERA Word templates

Building a presentation

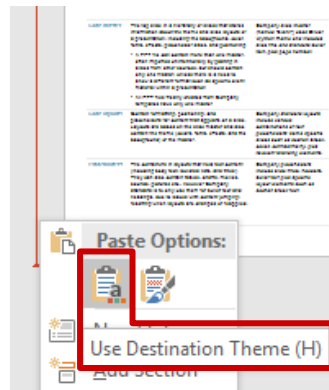
Start in a new document based on a NERA template and create content using Sample Slides, built in layouts and legacy material

“Blank” template provides

- Cover slide
- Confidentiality slide
- Section divider
- Content pages
- Qualifications page

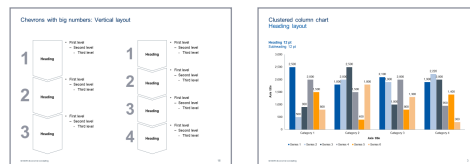


In Slide Sorter view



When importing slides always use “Use Destination Theme” paste option.

Add suitable slides from Sample Slides

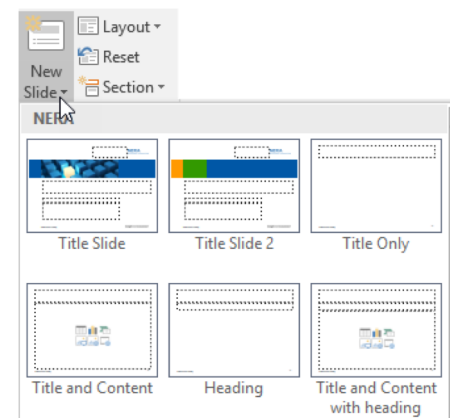


Text and Shapes

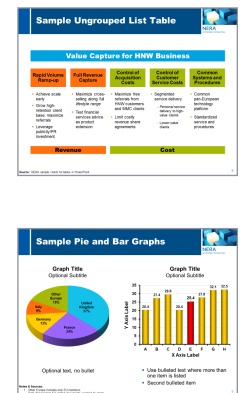
Charts

Tip: use **MyFiles** to store your favourite slides.

Add “New Slide” in PowerPoint



Reuse older slides



Immediately apply or reapply appropriate slide layout before starting to format/edit content

Headings and subheadings

Tab/Shift+Tab functionality

NERA templates have been enhanced with a tab functionality for subheadings in certain slide layout placeholders. The second level has been formatted to deliver the required subheading format for each type of placeholder

Presentation title on the Title Slide layout



Click in the **placeholder** (or create a **new textbox** on a slide with heading placeholders), type the first level title/heading then hit return to go to the next line.

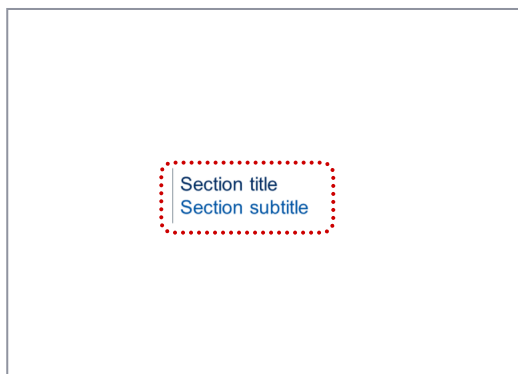
Hit **Tab** to create unbolded second level.

Hit **Tab** again to create third level with black regular font (not available on presentation title).

Hit **Shift+Tab** to return to previous level format.

Subtitles/subheadings created in this way retain their formatting when the slide is refreshed.

Section title on the Section layout



Heading placeholders and headings created from new textboxes on slides with heading placeholders

Slide title
Slide subtitle

Heading placeholder before using tab function:
Second line is still bold

Heading placeholder after using tab function:
Second line is not bold

Chart heading
Chart subheading
Chart third level heading

New textbox on a slide with heading placeholders after using tab function and OW Heading tool: Second line is unbolded, third line is black

© NERA Economic Consulting

2



This technique will not work on slide titles or on new textboxes created on slides that do not have heading placeholders.

Slide building best practice

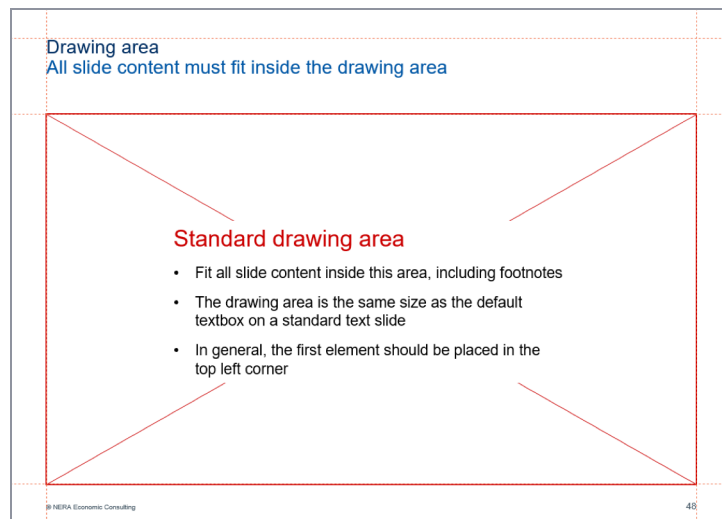
Follow general design rules and NERA standards (1/2)

Respect the slide body area

One of the most time consuming aspects of formatting is condensing content to fit within the slide body area.

Best practice is to respect the slide body area as the slide content is created – if it doesn't fit, rethink content or split over multiple slides.

New in PowerPoint 2016: Color coded master- and layout-level guides are set in the slide master and slide layouts to avoid inadvertent moving. You can add and adjust your own guides directly on slides as needed for aligning content.

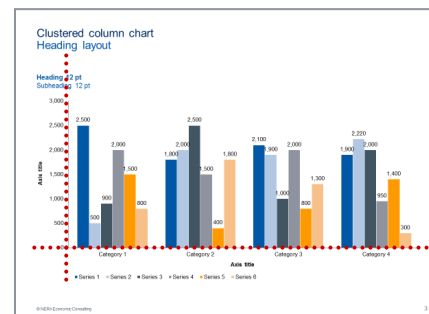


Consistent positioning and alignment

One of the most visible things that makes a presentation look sloppy is inconsistent positioning and formatting throughout a deck, particularly for repeated elements (titles, source, chart axes, headers...), and when content is not neatly contained in the slide body area.

Use NERA tools for adding and/or formatting common elements like footnotes, labels, Ghosts, Harvey Balls, shapes, etc. to save time.

Use the PPT drawing guides to mark the position of repeated elements throughout the deck so as you create the slides you automatically put them in the correct place.



For charts, place the guides on the axes as visually this looks more consistent, even if the axis label size varies.

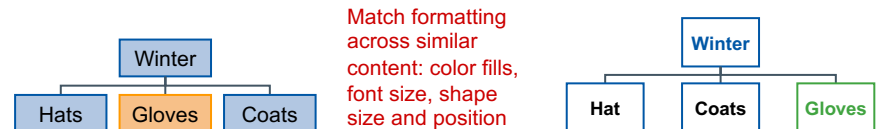
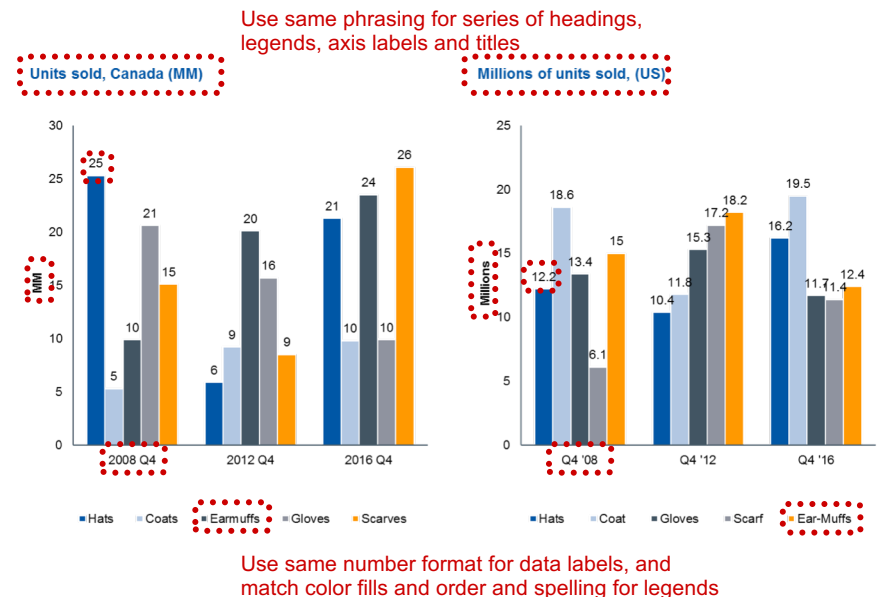
Use a sample slide chart for reference and set your guides when starting the presentation, so elements are correctly placed as you go along.

Slide building best practice

Follow general design rules and NERA standards (2/2)

Consistent formatting and content

- Formatting
 - Use consistent colors (fill vs. outlines) and match color assignment throughout deck for repeated/similar content
 - Make series of similar elements the same size, including column width on series of tables
- Content
 - Consistent wording and terminology in headings, labels (e.g. Basel 2 vs. Basel II, country/company names and abbreviations)
 - This is particularly important in charts as Find & Replace function does not include charts
 - Legend order and wording
- Font size
 - Keep headings consistently sized, even if you need to slightly change the font size of the text below
 - Content will dictate need for font size variations, but aim to keep similar slides the same size
 - If font size is reduced to allow a lengthy slide title, change it in the master for whole presentation
 - Other changes (e.g. reducing subtitle or lowering content headers) can be done on a slide by slide basis



Consistency is most important within individual slides, but also across the whole presentation

Use of clipart, logos, images and copyright material

All images must be compliant and legal

Sourcing visuals

Icons and infographics matching house style

- Storyboard (Icon collection) – in-house, stylized, flat graphics
- Commission an icon set for a specific project

Company logos

- Storyboard for high quality PNG image files
 - Check online to ensure they're the latest version
- Capture from PDFs of company reports

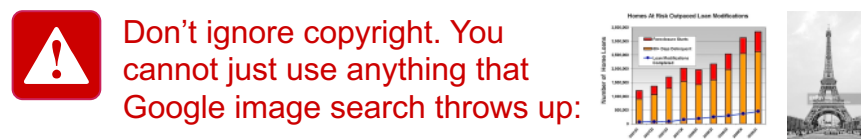
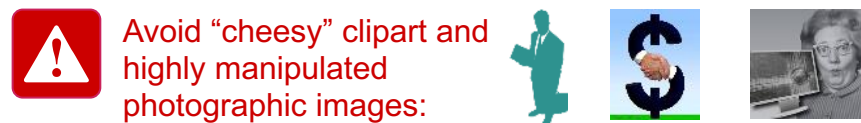
Photographic images

- PPT Insert Clipart
 - “Search for: XX” “Results should be photographs”

Recreating external material

- **Do not recreate or include copyrighted material from external sources**
- Uncopyrighted charts with no underlying data can be recreated as drawings on the understanding that the resulting chart is an approximation
 - Do not recreate live charts without source data due to potential implications of data misrepresentation

Examples



Charting options

Use Title Only or Heading layouts

1

Copy/paste Company Sample Charts

- Copy in chart or whole slide from Company Chart samples
- Copy data from Excel, then select chart in PPT, and open Edit Data from the Chart Tools, Design tab. Paste data into datasheet, then reset selection area with Select Data control (next to Edit Data), and adjust rows/columns if necessary
- Adjust formatting as necessary

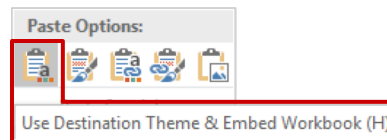
This results in a live, editable chart which only has relevant, absolute data

3

Copy/paste chart from Excel

- Copy chart from Excel into PowerPoint, using “Use Destination Theme & Embed Workbook”; this will embed the entire Excel workbook into chart
 - Risk of sharing confidential information left elsewhere in data sheet
 - Risk of difficulties with data if formulas are involved
 - Data can be difficult to locate and edit in a hurry for other users unfamiliar with original datasheet
 - Increased file size

This results in a live, editable chart that carries entire spreadsheet



4

Format Charts tool

- Insert any Excel chart on the slide
- Use the “Format Charts” tool to apply Oliver Wyman style to basic chart types
 - Useful for formatting charts with more than four series as these are not automatically formatted

Note: Formatting is retained if you subsequently change chart type, however any manual changes made will revert if the Format Charts tool is reapplied

This results in a live, editable chart. The data is not affected by this tool, so will remain however it was imported with the chart



Do not link data to chart – this requires Excel file to be stored alongside the PPT file containing the chart – use the embed function instead.

Chart format tool

Caution, manual formatting will revert if chart format is reset

Chart header

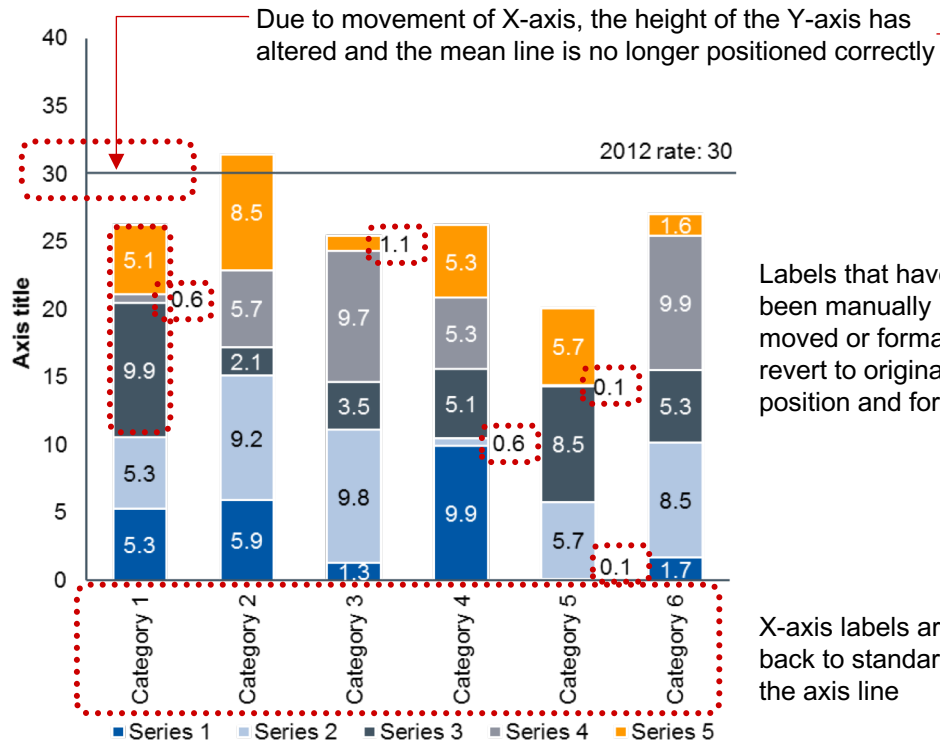
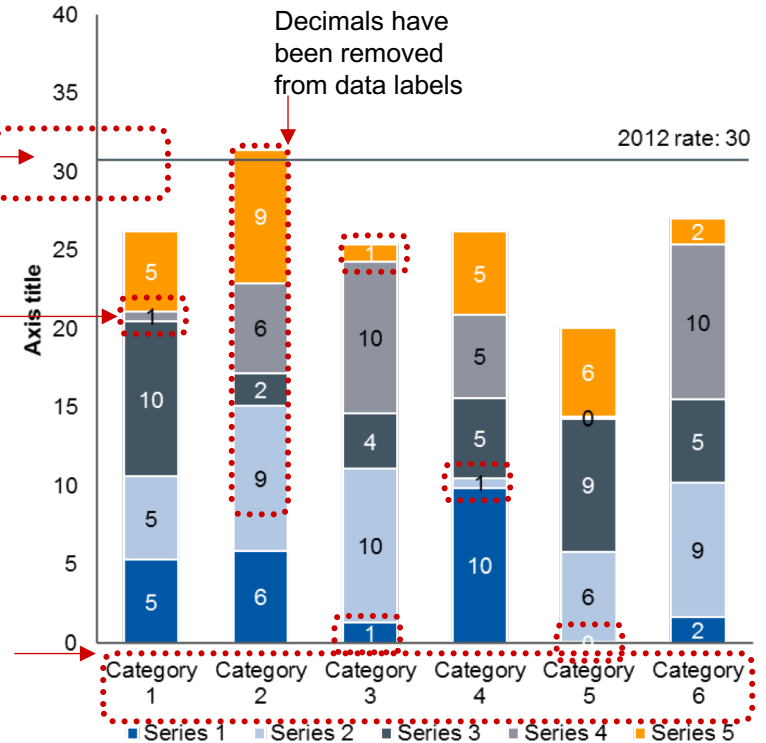


Chart header



Labels that have been manually moved or formatted revert to original position and format

X-axis labels are rotated back to standard, lowering the axis line

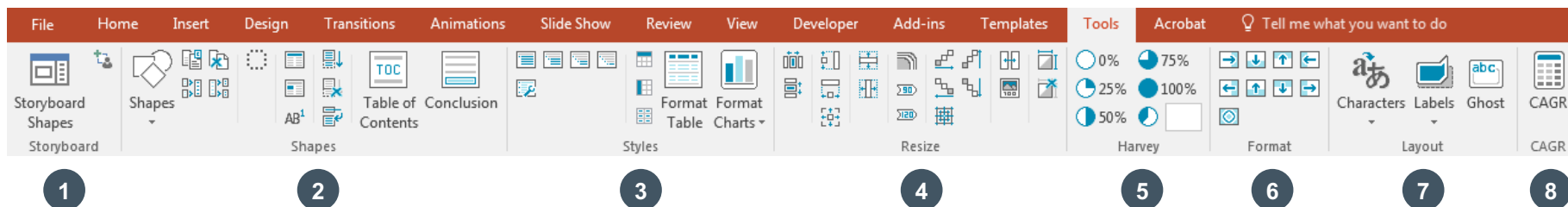
Using legacy material with the new templates and tools

- **Paste options:** When you paste slides in, select “Use Destination Theme” (unless it is important to retain original appearance by using the “Keep Source Formatting” option)
- **Slide Layouts:** After copying slides into the new template best practice is to check the layout and “Reset” as appropriate ensuring master elements are sized, formatted and positioned correctly
- **Slide titles:** After resetting/changing a slide layout you may need to refresh the slide title format. The “Slide Title/Subtitle” tool can be used without having to select the text
- **Bulleted text based on the slide layout:** A “Reset” of the slide layout will refresh bullet indents and paragraph space
- **Bulleted text independent of the slide layout:** For consistency use the “Fix Bullets to Standard” button or individual Bullet List buttons 1–4 as necessary
- **Be aware of visual differences delivered by the new templates and tools to ensure common elements are formatted consistently e.g.**
 - **Distortion/resizing of elements:** Due to new page size
 - **Use of color and effects:** Flat styles with simplified formats, no gradients, shadows, 3D
 - **Font:** No Arial Black, generally smaller font
 - **Bullets:** Round 1st-level markers, matching font color; single font size across levels
 - **Tables:** Use the “Format Table” button to update tables to simple horizontal rule style
 - **Source/Footnotes, Conclusion:** Refresh position and format with the tools if required

Tip: Use the same tool to fix the titles for a whole file in “Slide Sorter” view – select all slides that have title placeholders and apply.

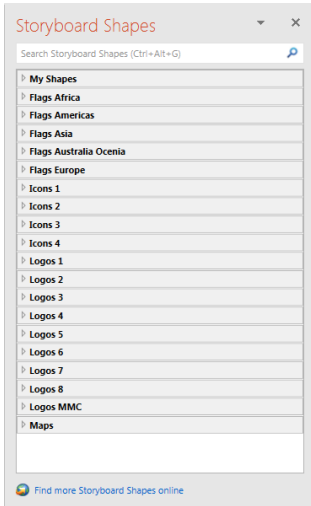
Section 4 | The Tools ribbon

The tools deliver robust and enhanced functionality

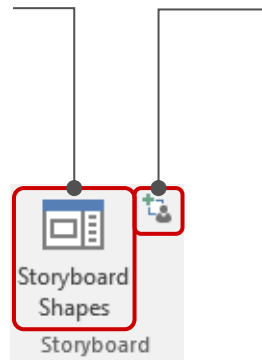


1 Storyboard

Insert icons, flags, maps and logos



Open Storyboard Shapes to insert element from library



Add your own shape to My Shapes library

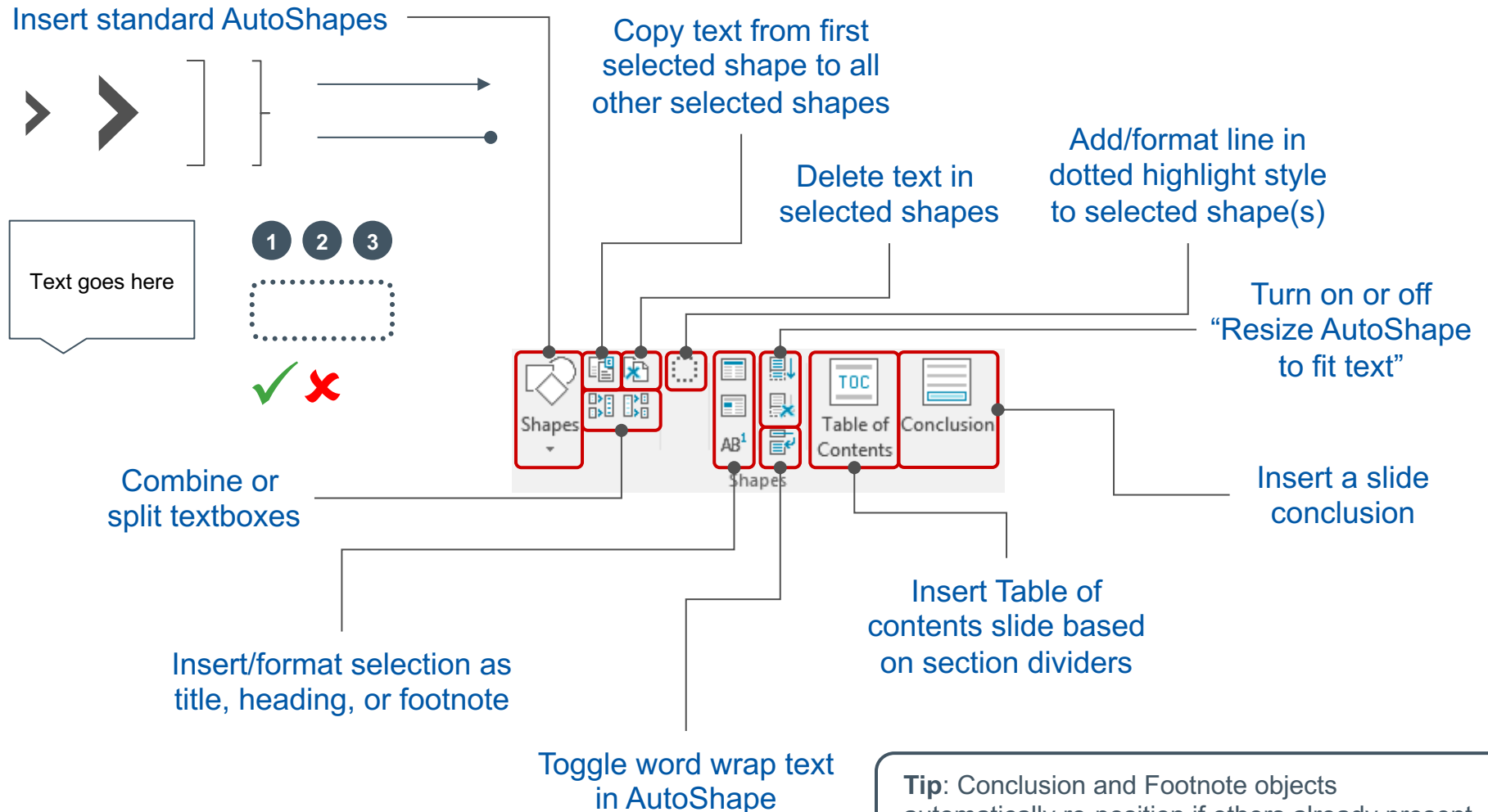


Please note there is an initial time lag as the four libraries are loaded in the background.

If running Storyboard Shapes tool slows down your computer too much, restart PowerPoint.

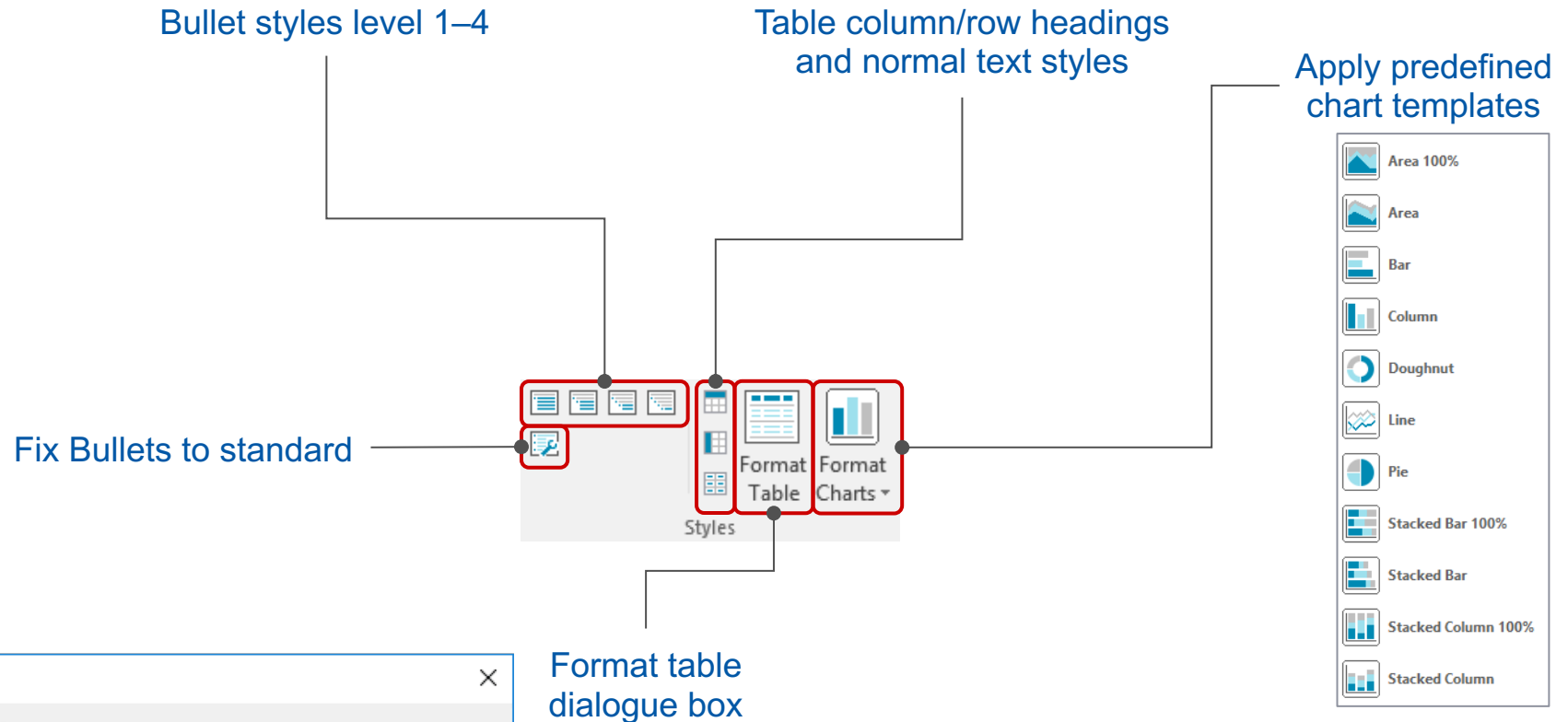
2 Shapes

Insert and format AutoShapes and textboxes



3 Styles

Insert or format special text elements



Format Table

✓ OK ✗ Cancel

Font size 10

Rows with Headings 1

Columns with Headings 0

Inside Horizontal lines ☐

Inside Vertical lines ☐

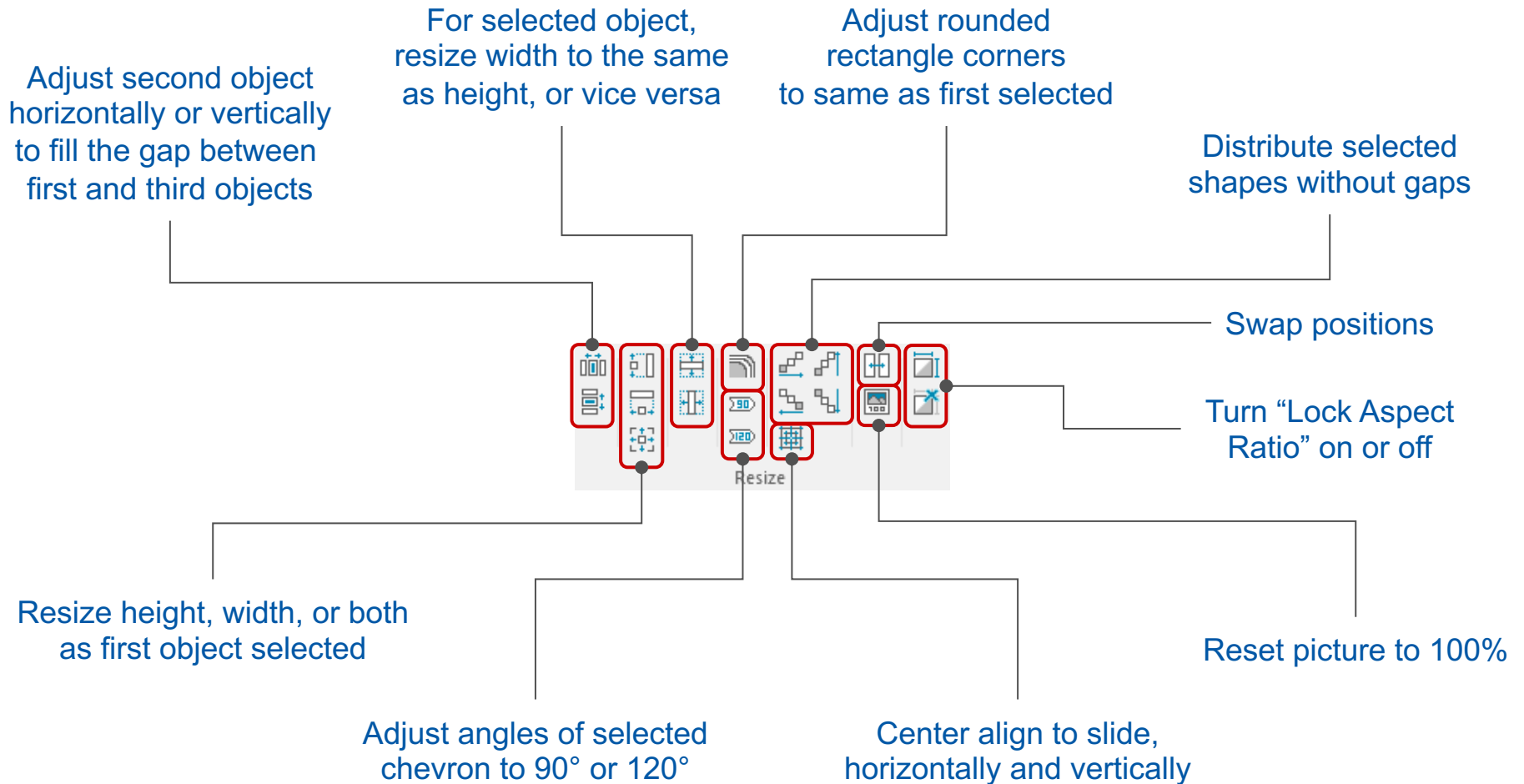
Apply default margins ☒



Note: Axis titles are overwritten with placeholders when Format charts tool is applied; make a copy of entire chart first to manually copy content back in. This tool is configured for white background slides only; manual fixes are necessary if used on colored background.

4 Resize

Resize, adjust, or position AutoShapes



5 Harvey

Insert or modify Harvey balls

Insert a new Harvey ball,
or modify selected Harvey ball(s)

A dropdown menu for Harvey balls. It contains six options: 0% (white circle), 25% (white circle with top-right quadrant filled), 50% (white circle with right half filled), 75% (white circle with top-right quadrant filled), 100% (solid dark blue circle), and a custom value field (white circle with a top-right quadrant filled and an adjacent text input field). The custom value field is highlighted with a red border. Below the options is the label "Harvey".

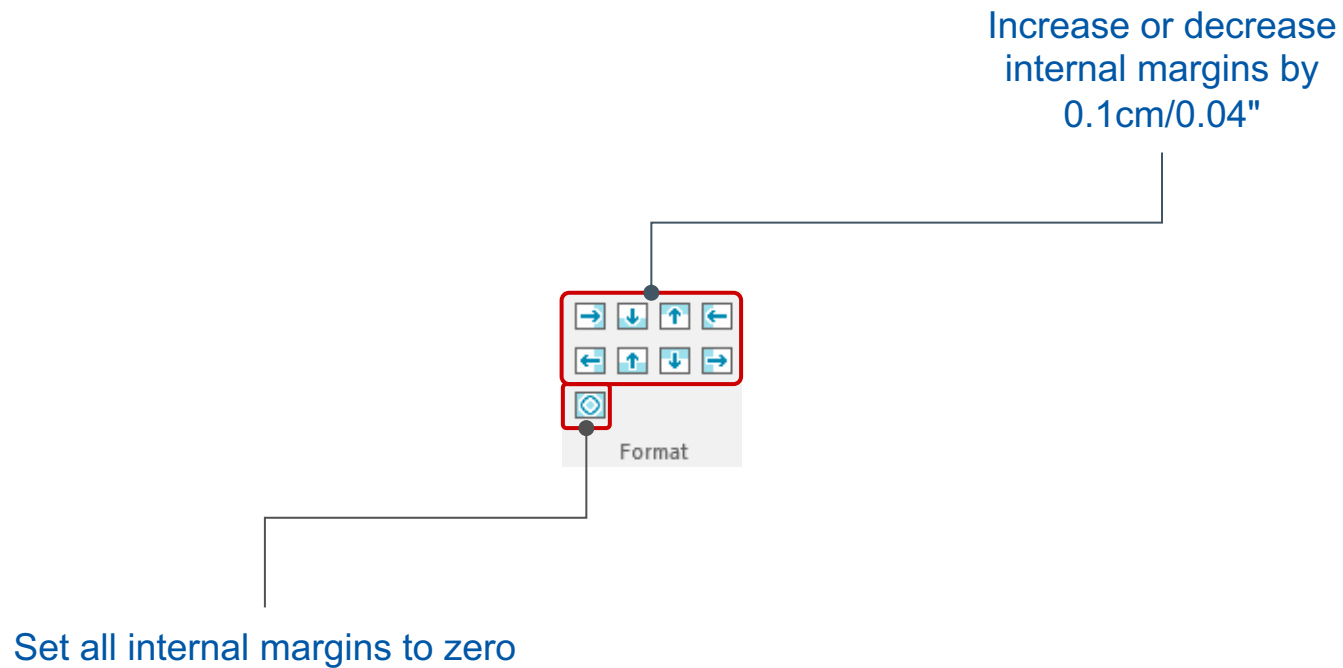
For non-standard values,
type a custom value here
and press Enter



Tip: Harvey balls keep the entered values and they will display in the custom value field when selected.

6 Format

Adjust internal margins of textboxes



7 Layout

Insert special characters or labels

Insert special characters or symbols

Insert or reformat existing ghost label

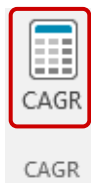


Insert labels

Tip: Labels pick up language from active profile.

8 CAGR

Calculate CAGR values



CAGR

Copy CAGR Value Clear Close

Start End

Date 2017 2020

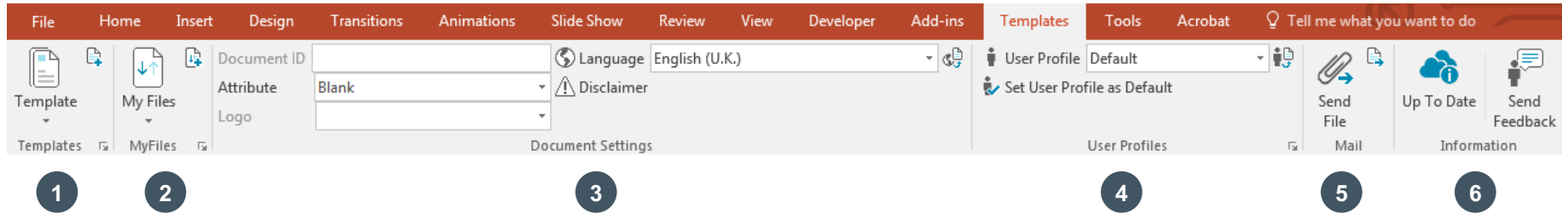
Value 100 200

CAGR is 25.99%

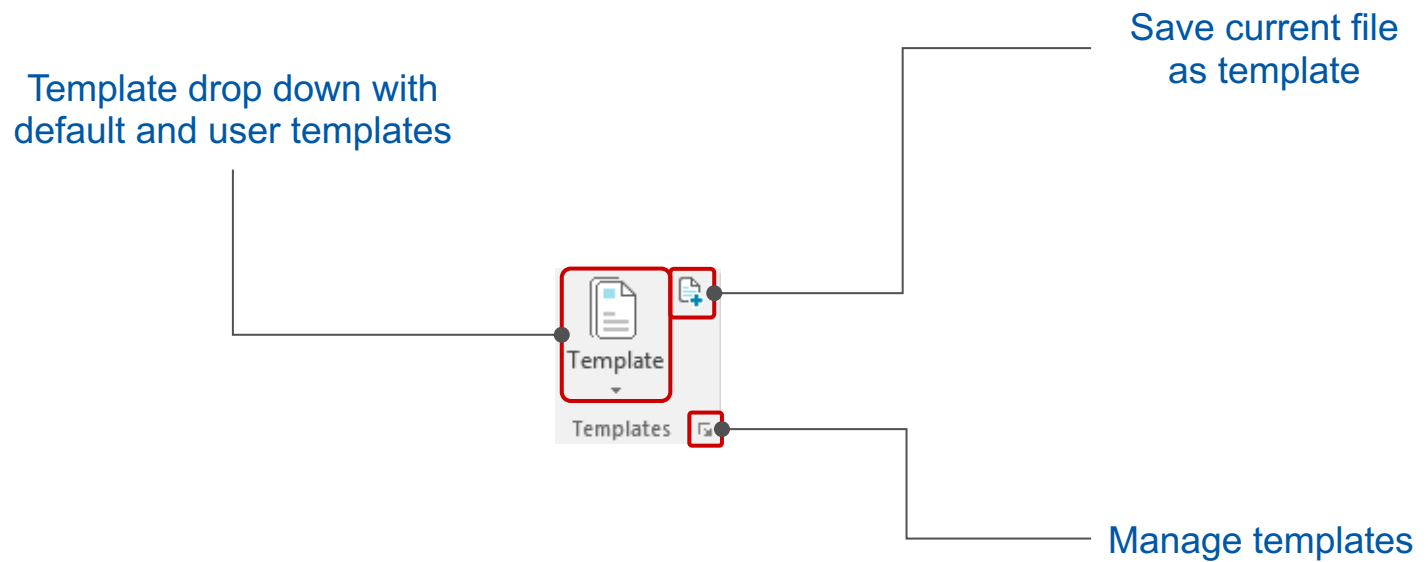
The CAGR is displayed here and updated live as you type in the date and value

Section 5 | The Templates ribbon

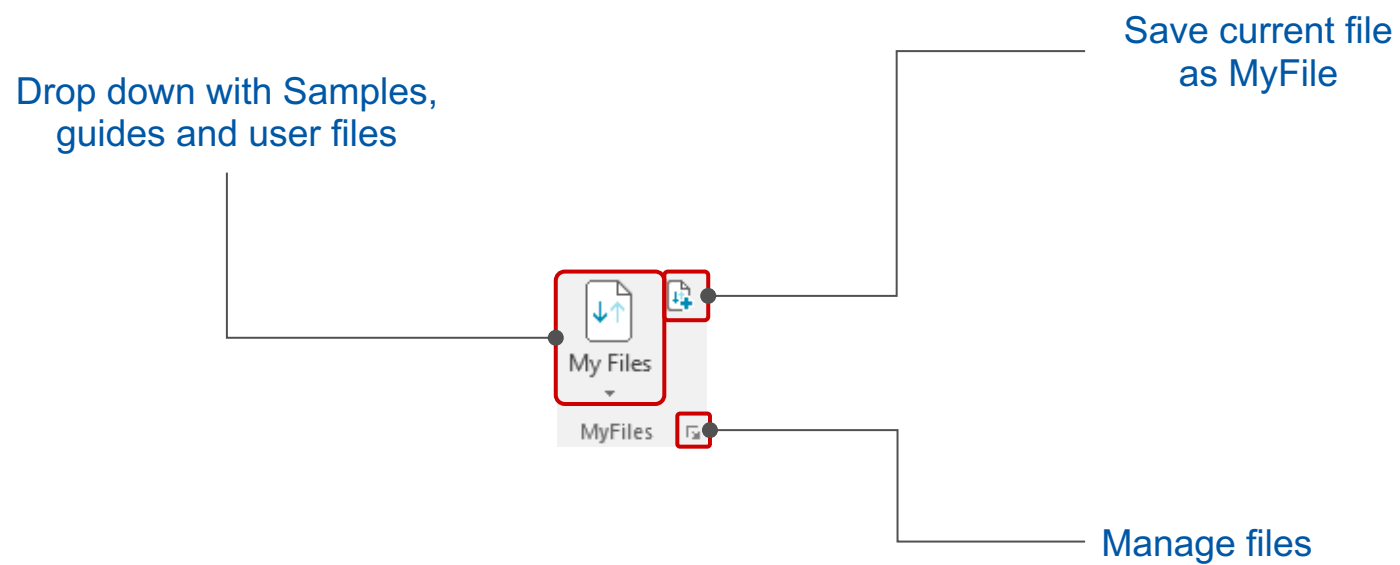
The Template Ribbon provides the same profile-driven interface for basic features across PowerPoint and Word – as well as some application-specific functionality



1 Templates



2 MyFiles



3 Documents and settings

Select proofing language
for entire presentation and
language for confidentiality
and disclaimer

Reapply currently
selected language to
entire presentation

The screenshot shows the 'Document Settings' dialog box. It has several fields: 'Document ID' (text input), 'Language' (dropdown menu showing 'English (U.K.)'), 'Attribute' (dropdown menu showing 'Blank'), 'Disclaimer' (dropdown menu showing a warning icon), and 'Logo' (text input). A red rectangle highlights the 'Language', 'Attribute', and 'Disclaimer' fields. Four lines with dots point to specific elements: one points to the 'Language' dropdown, one points to the 'Attribute' dropdown, one points to the 'Disclaimer' dropdown, and one points to a small icon (a document with a circular arrow) located to the right of the 'Language' dropdown.

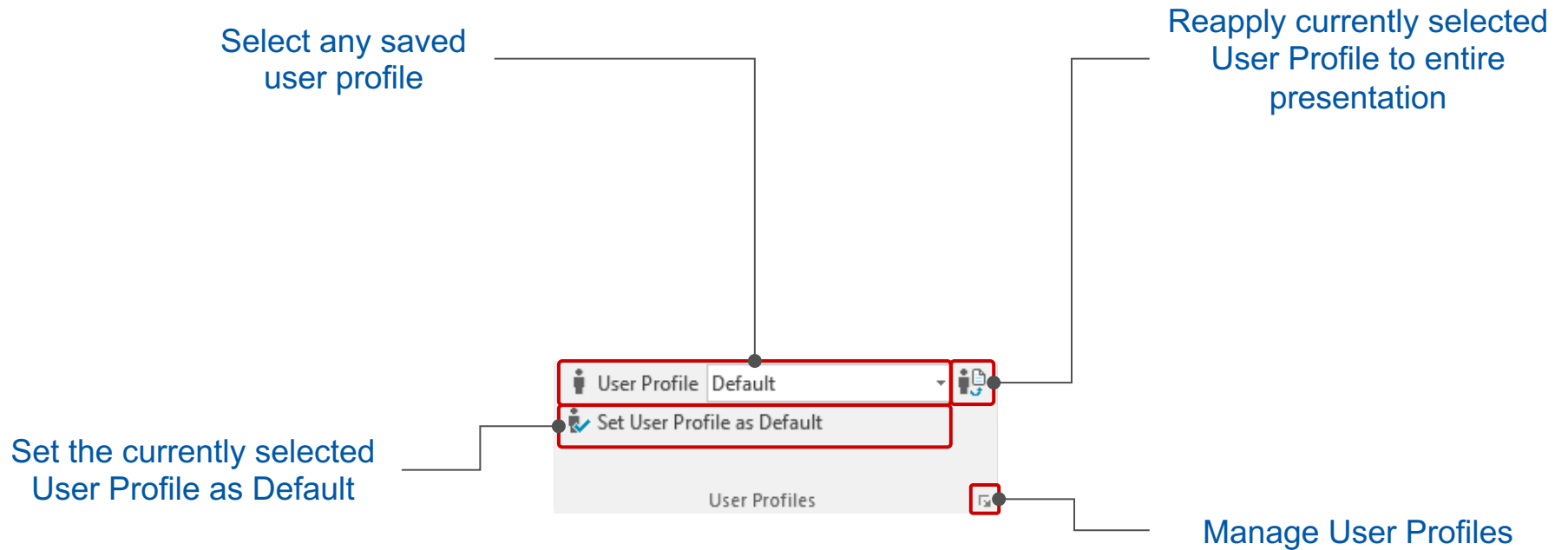
Document ID		Language	English (U.K.)	
Attribute	Blank	Disclaimer		
Logo				

Document Settings

Choose Attribute for
PowerPoint cover page

Choose Disclaimer
format (short/long) if
included in presentation

4 User Profiles



5 Mail

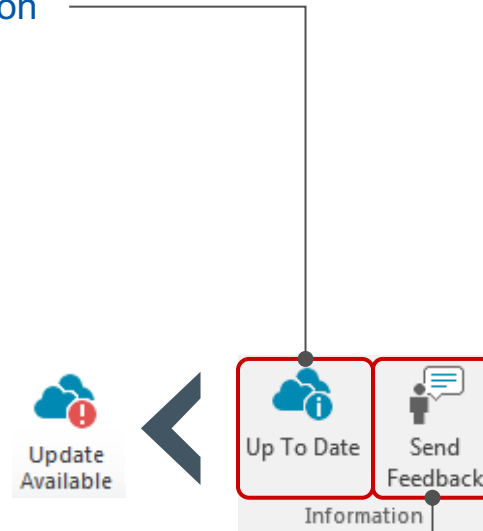
Save the currently active document and attach it in a new email in Outlook



Save the currently selected parts of your document as a new file and attach it in a new email in Outlook

6 Information

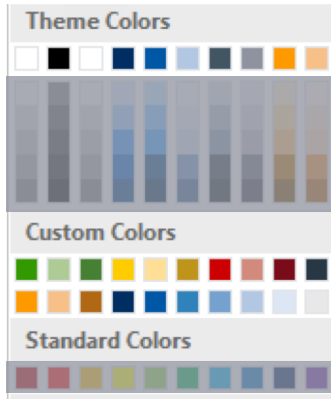
Displays if tools are up to date;
if not, download the latest version
available on Portal Manager



Open a new email in Outlook with
TemplateFeedback@oliverwyman.com
in the “To:” field. This is the main
channel for feedback to DTP about
the templates & tools and to request
new functionality

Section 6 | Detailed specs

Core color palette



Theme Colors are your core palette. These colors will map when imported into different templates or when a different color theme is applied.

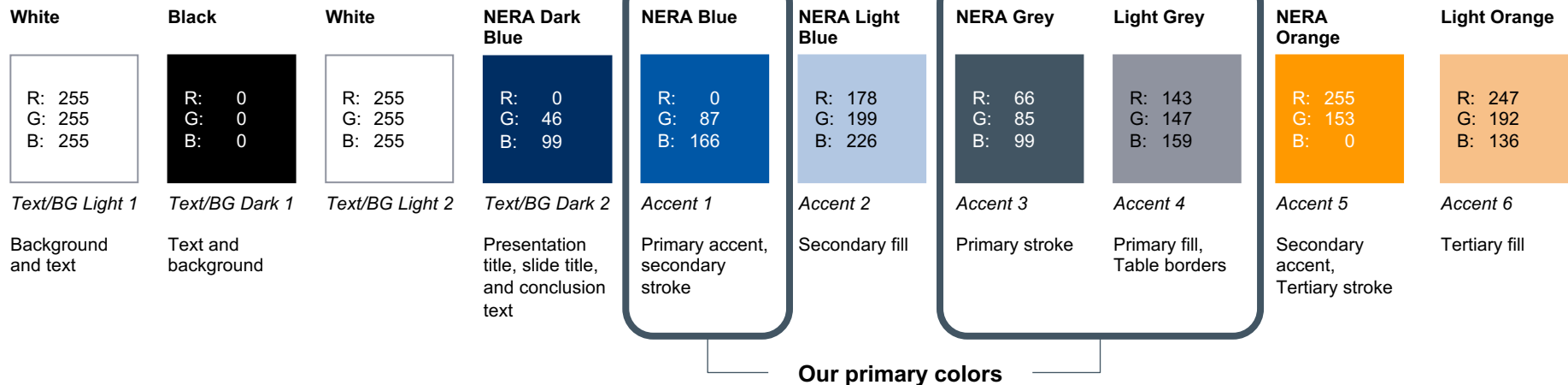
Theme Color Tints are the Theme Colors mixed with varying levels of white. They are generated by PowerPoint 2016 and are not part of our palette. **Do not use these colors.**

Custom Colors An additional row of “custom colors” supports new formatting options and makes wider ranges of Blue, Green, Orange, Yellow, and Grey available.

See next slide

Standard Colors live inside PowerPoint 2016. **Do not use these colors.**

Theme colors (NERA core palette)



Custom colors support additional formatting options and make wider ranges of Blue, Green, Orange, Yellow, and Grey available

Custom colors

NERA Green	Light Green	Dark Green	NERA Yellow	Light Yellow	Dark Yellow	NERA Red	Light Red	Dark Red	Dark Grey
R: 51 G: 153 B: 0	R: 174 G: 202 B: 149	R: 70 G: 128 B: 50	R: 255 G: 204 B: 0	R: 255 G: 223 B: 151	R: 190 G: 148 B: 27	R: 204 G: 0 B: 0	R: 210 G: 138 B: 124	R: 122 G: 12 B: 25	R: 40 G: 55 B: 68
NERA Orange	Light Orange	Dark Orange	NERA Dark Blue	NERA Blue	Medium Blue 1	Medium Blue 2	Light Blue 1	Light Blue 2	Table Grey
R: 255 G: 153 B: 0	R: 247 G: 192 B: 136	R: 177 G: 104 B: 20	R: 0 G: 46 B: 99	R: 0 G: 87 B: 166	R: 48 G: 130 B: 187	R: 116 G: 161 B: 206	R: 178 G: 199 B: 226	R: 220 G: 230 B: 245	R: 232 G: 232 B: 232

Blue x6



Green x3



Orange x3



Yellow x3



Grey x4



Note: custom colors will not map when imported into different templates.

Style and placement of standard elements (1/3)

Cover slide

Presentation title

- Line spacing = 0.88
- Arial Regular 28 pt, ALL CAPS
- NERA Dark Blue

Presentation subtitle

- Line spacing = 0.88
- Arial Regular 28 pt, ALL CAPS
- NERA Blue

Date

- Arial Regular 18 pt, ALL CAPS
- NERA Dark Blue

Practice

- Arial Bold 10 pt, ALL CAPS
- NERA Grey

Copyright

- Arial Regular 7 pt
- NERA Grey

Company logo
embedded in slide master

Client logo

- Size: Should be comparable to, but never bigger than, the NERA logo
- Position: Visually top aligned and positioned to the left of NERA logo

Presenter and location (optional)

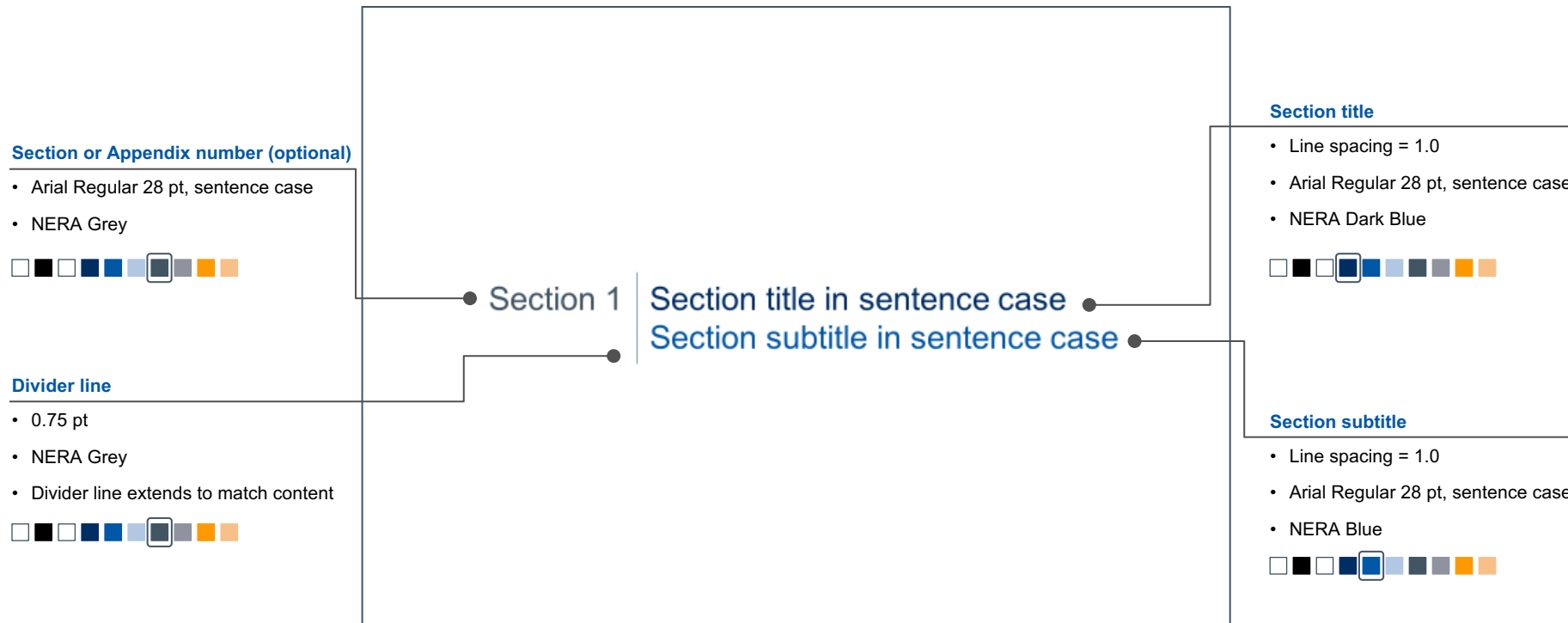
- Arial Regular 18 pt, Title Case
- White

Tagline embedded as image in slide master

Tip: Presentation subtitle formatting is built into second level: demote to ensure formatting is preserved if slide is reset.

Style and placement of standard elements (2/3)

Section divider slide



Tip: Section subtitle formatting is built into second level: demote to ensure formatting is preserved if slide is reset.

Style and placement of standard elements (3/3)

Content slide

Ghost

- Arial Regular 12 pt
- Light Grey
- Vertically centered between the top margin and the top edge of the slide
- Insert from *Tools > Layout > Ghost*



Slide title

- Arial Regular 20 pt
- NERA Dark Blue



Slide subtitle

- Arial Regular 20 pt
- NERA Blue



Conclusion

- Arial Regular 14–18 pt
- NERA Dark Blue text with Light Grey rules, top and bottom
- 0.1" internal margins left right; 0.05" top and bottom
- Insert from *Tools > Shapes > Conclusion*



Ghost: Arial Regular 12 pt, Light Grey

Use "Title and Content" layout

Title placeholder set in 20pt Arial with 0.88 line spacing

- Standard format for text pages: Arial Regular 14 pt, 1.0 line spacing
- First level bullet: Space before paragraph of 7 pt
 - All sub-bullets: Space before paragraph of 3 pt

Slide conclusion text, Arial Regular 18 pt. Do not reduce font size below 14 pt.
Insert from *Tools > Shapes > Conclusion*.

1. Footnote
Source:

NERA Economic Consulting

Copyright and document ID

- Arial Regular 7 pt
- NERA Grey



1 2 3 4 5 6 7 8

Navigation

- Vertically centered between the top margin and the top edge of the slide (if there is a label occupying this position, move the navigation down)
- See slide 65

Footnote

- Arial Regular 8 pt
- Black
- From top to bottom:
 1. Unnumbered notes
 2. Numbered footnotes
 3. Source



Slide number

- Arial Regular 10 pt
- NERA Grey



Drawing area

All slide content must fit inside the drawing area

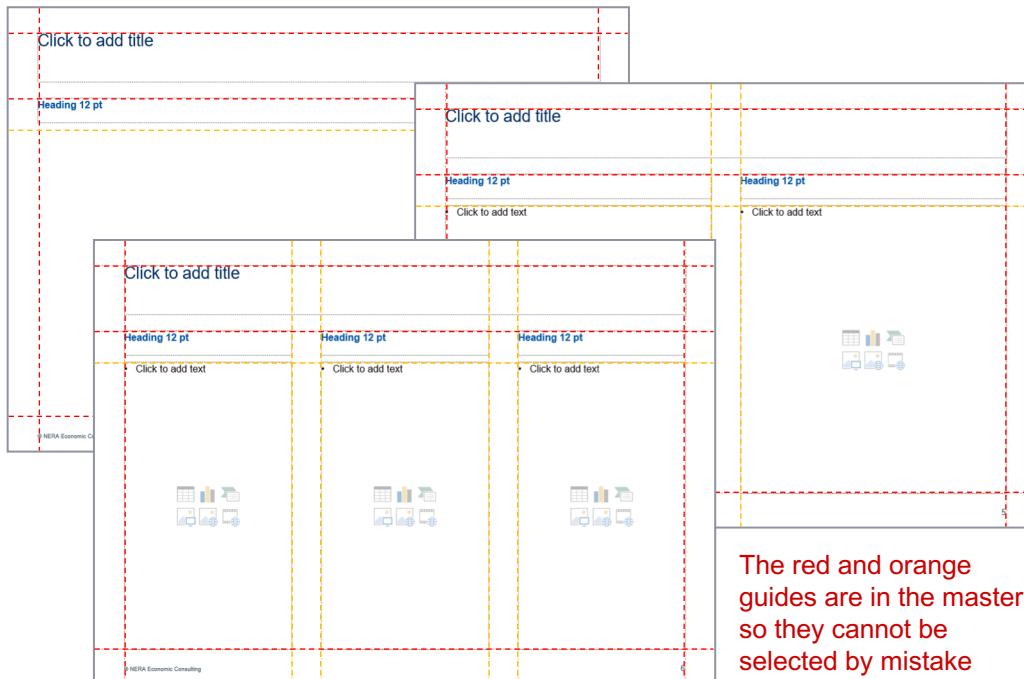
Standard drawing area

- Fit all slide content inside this area, including footnotes
- The drawing area is the same size as the default textbox on a standard text slide
- In general, the first element should be placed in the top left corner

Drawing guides

Master- and layout-level guides

New in PowerPoint 2016¹: Color coded master- and layout-level guides are set in the slide master and slide layouts to avoid inadvertent moving.

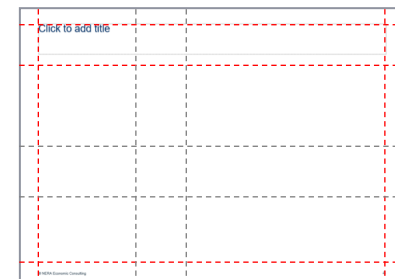
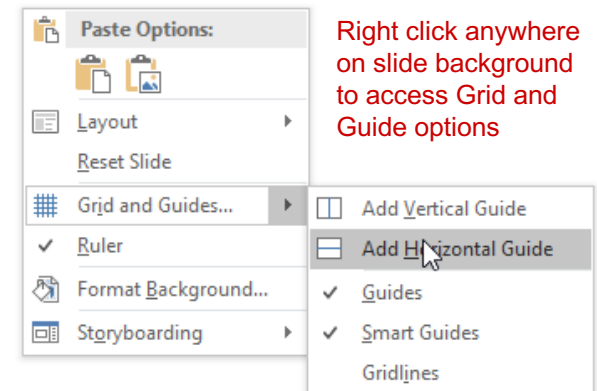


The red and orange guides are in the master so they cannot be selected by mistake when working on slides

- Red = Master guide (whole presentation)
- Orange = Layout guide (adapted to each layout)

1. Master- and layout-level guides will not be visible in presentations opened in previous versions of PowerPoint

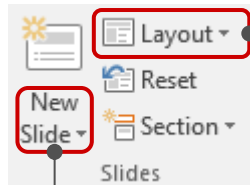
Users can add and adjust guides directly on slides as needed for aligning content.



Right click on slide-level guide to bring up menu to delete it or drag it off the slide area

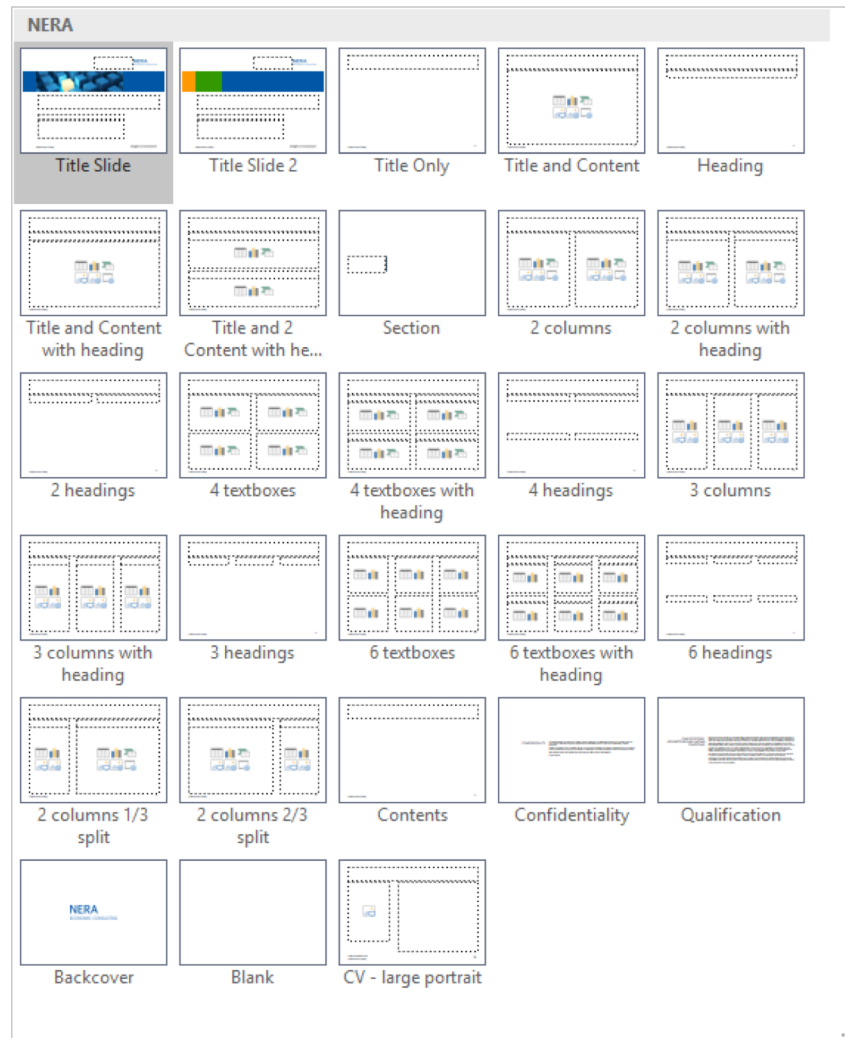
- Grey = Slide-level guide created by user

NERA slide layouts



Choose the layout for a new slide

Choose the layout to apply to the current slide



Easy access to all of our frequently used layouts, including section dividers and CV

Slide title: Arial Regular 20 pt, 0.88 line spacing

Optional subtitle: Arial Regular 20 pt, 0.88 line spacing

Standard format for text pages: Arial Regular 14 pt, 1.0 line spacing

Font sizes >10 pt

- Bullet Level 1 (7 pt space before)
 - Bullet level 2 (3 pt space before)
 - Bullet level (as level 2)
 - Bullet level 4 (as level 2)

Font sizes ≤10 pt

- Bullet Level 1 (6 pt space before)
 - Bullet level 2 (2 pt space before)
 - Bullet level 3 (as level 2)
 - Bullet level 4 (as level 2)



Do not reduce line spacing! Reducing line spacing can result in cramped text that is difficult to read. If you have too much text, reduce font size or reduce paragraph spacing instead. All text should have 1.0 line spacing, except for slide titles and presentation titles.

Note:

1. Footnote one (don't forget the period after the number)
2. Footnote two

Source:

General notes at top, then numbered footnotes (don't forget the period after #);
Source is at bottom

Additional table treatments

Standard table

Table heading	Table heading
Table row heading	Table row heading
• First level	• First level
– Second level	– Second level
- Third level	- Third level
Table row heading	Table row heading
• First level	• First level
– Second level	– Second level
Table row heading	Table row heading
• First level	• First level
– Second level	– Second level
- Third level	- Third level
Table row heading	Table row heading
• First level	• First level
– Second level	– Second level

Format Table

✓ OK

✗ Cancel

Font size

10

Rows with Headings

1

Columns with Headings

0

Inside Horizontal lines

☐

Inside Vertical lines

☐

Apply default margins

☒

“Insert table” and an improved “Format Table” tool both deliver a standard NERA style table.

Structural elements like table grids are subtle, using Light Grey lines.

Banded rows and vertical lines

Country	Super heading 1			Super heading 2	
	2010	2011	2012	2013	2014
Belgium	87	293	196	604	115
France	604	431	81	296	78
Germany	296	293	107	431	119
Ireland	431	78	74	277	191
Italy	277	81	119	351	387

Theme colors

Custom colors

Banded rows using a fill of “Table Grey” from the Custom Colors can make complex tables easier to read. They work best visually when tables have a consistent row height.

Table Grey fill is also useful as a subtle highlight for individual rows or columns.

Use vertical lines to delineate “super heading” columns.

Highlighting options

Subtle, medium or strong effects

Subtle

Table Grey fills

Country	2012	2013	2014
Belgium	196	604	115
France	81	296	78
Germany	107	431	119
Ireland	74	277	191
Italy	119	351	387
Luxembourg	194	645	599
Subtotal	771	2,604	1,489
Others	5,464	546	456
Total	6,235	3,150	1,945

Theme colors



Custom colors



Medium

Light Orange or Light Blue 2 fills

Country	2012	2013	2014
Belgium	196	604	115
France	81	296	78
Germany	107	431	119
Ireland	74	277	191
Italy	119	351	387
Luxembourg	194	645	599
Total	771	2,604	1,489

Country	2012	2013	2014
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France	81	296	78
Germany	107	431	119
Ireland	74	277	191
Italy	119	351	387
Luxembourg	194	645	599
Total	771	2,604	1,489

Strong

NERA Red or NERA Blue bold font;
1.5 pt lines

Country	2012	2013	2014
Belgium	196	604	115
France	81	296	78
Germany	107	431	119
Ireland	74	277	191
Italy	119	351	387
Luxembourg	194	645	599
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Italy	119	351	387
Luxembourg	194	645	599
Subtotal	771	2,604	1,489

Highlighting options

Effects are particularly useful for large/complex tables. Use consistently within a given presentation where appropriate for content type

Income Statement in € MM	2013	2012	2011	2010	2009
Net interest income	14,834	15,975	17,445	15,583	12,459
Provision for credit losses	2,065	1,721	1,839	1,274	2,630
Commissions and fee income	12,308	11,809	11,878	10,669	8,911
Net gains (losses) on financial assets/liabilities					
At fair value through profit or loss	3,817	5,608	2,724	3,354	7,109
Other noninterest income (loss)	956	344	1,181	(1,039)	(527)
Total noninterest income	17,082	17,761	15,783	12,984	15,493
Compensation and benefits	12,329	13,490	13,135	12,671	11,310
General and administrative expenses	15,126	15,017	12,657	10,133	8,402
Policyholder benefits and claims	460	414	207	485	542
Impairment of intangible assets	79	1,886	0	29	(134)
Restructuring activities	399	394	0	0	0
Total noninterest expenses	28,394	31,201	25,999	23,318	20,120
Income before income taxes	1,456	814	5,390	3,975	5,202
Income tax expense	775	498	1,064	1,645	244
Net income	681	316	4,326	2,330	4,958
Net income (loss) attributable to noncontrolling interests	15	53	194	20	(15)
Net income attributable to Deutsche Bank shareholders	666	263	4,132	2,310	4,973

Income Statement in € MM	2013	2012	2011	2010	2009
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in € MM	Dec 31, 2013					Dec 31, 2012				
	Germany	UK	US	Other	Total	Germany	UK	US	Other	Total
Cash and cash equivalents	133	134	40	59	366	57	61	44	65	227
Equity instruments	138	486	84	259	967	532	409	86	166	1,193
Investment-grade bonds										
Government	3,886	1,201	312	227	5,626	1,933	1,146	337	251	3,667
Non-government bonds	5,118	1,513	333	247	7,211	4,815	2,005	353	271	7,444
Non-investment-grade bonds										
Government	103	0	0	1	104	143	109	8	4	264
Non-government bonds	135	45	4	22	206	394	13	6	28	441
Structured products	20	531	40	22	613	5	212	68	21	306
Insurance	0	0	0	41	41	0	0	0	40	40
Alternatives										
Real estate	59	95	0	30	184	40	93	0	30	163
Commodities	25	0	0	2	27	55	0	0	6	61
Private equity	50	1	0	0	51	49	0	0	0	49
Other	40	0	0	3	43	63	0	0	21	84
Derivatives (Market Value)										
Interest rate	(267)	62	43	7	(155)	(48)	(44)	47	26	(19)
Credit	36	0	0	0	36	(116)	0	0	(1)	(117)
Inflation	(349)	29	0	0	(320)	(222)	(24)	0	(14)	(260)
Foreign exchange	18	2	0	1	21	38	0	0	1	39
Other	(3)	0	0	0	(3)	3	0	0	17	20
Total fair value of plan assets	9,142	4,099	856	921	15,018	7,741	3,980	949	932	13,602

Anatomy of a table slide

Heading and subheading

- Arial Bold (heading) and Arial Regular (subheading)

- NERA Dark Blue



Borders

- Light Grey

- 0.75 pt

- No top border



Brand and marketing strategy

Table title

Optional subtitle

Logos and photos are left aligned

Text and bullets are left aligned

Option	Sample brand	Advantages	Parameter		Change for your company
			Rate	Minimum	Maximum
Use the current brand only		• Consolidated into one brand • Recognized in core client segments for the company – Increasing name value	100.5%	\$1,000	\$25,000
Use brand A with brand B tagline		• High-end boutique brand • Brand A association made • Strong signal to brand B clients	27.7%	\$5,000	\$100,000
Combine brand A and B in some form		• Combines both names • Strong signal to brand B clients and workforce	33.3%	\$750	\$75,000
New brand		• Fresh; signals a new start	100.0%	\$500	\$50,000

© NERA Economic Consulting

4

Super headings are bottom and center aligned

Heading rows are bottom aligned

Non-heading rows are top aligned

For numbers, the column heading is **center aligned**, and the numbers are **decimal aligned** so that they appear centered to the heading

Harveys, arrows, check marks, and other symbols are center aligned, including the column heading

Tip: Subheading formatting is built into second level: demote to ensure formatting is preserved if slide is reset.

Standard table

Heading 12 pt
Subheading 12 pt

Use the Format Table tool to add vertical lines to separate super headings as necessary

No top border for column header rows. Apply top border if no column header row

Super heading A		Super heading B	
Column heading	Column heading	Column heading	Column heading
Row heading	- Bullet 1 - Bullet 2 - Bullet 3 - Bullet 4	Table text	Table text
Row heading	- Bullet 1 - Bullet 2 - Bullet 3 - Bullet 4	Table text	Table text
Row heading	- Bullet 1 - Bullet 2 - Bullet 3 - Bullet 4 - Bullet 1 - Bullet 2	Table text	Table text
Row heading	Bullet 1	Table text	Table text

Borders

- Light Grey
- 0.75 pt
- No top border



Paragraph spacing for table bullets

- 1st level: 6 pt before
- All other levels: 2 pt before

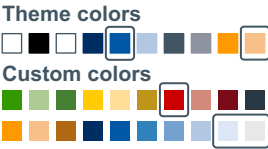
Highlight 1

Highlight 2

Highlight 3

Highlight 2

Highlight 3



Highlights

- Subtle: Table Grey fill
- Medium: Light Orange or Light Blue 2 fills
- Strong: NERA Red or NERA Blue bold font/1.5 pt lines

Highlighting options

Rounded rectangle border

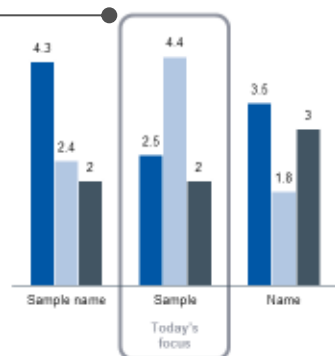
- Light Grey 2.25pt line (reduce to 1.5 line for smaller objects)
- Solid or round dotted line
 - Use consistent format throughout deck
- Insert from *Tools > Shapes > Shapes drop down > Highlight*



Highlighting options for charts

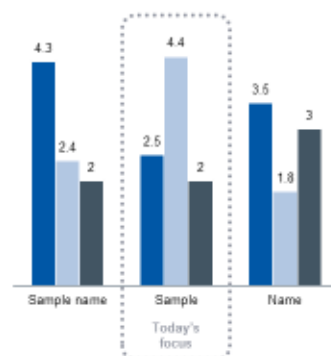
Use a rounded rectangle with 2.25 pt solid or dotted Light Grey outline

Style 1: Solid outline

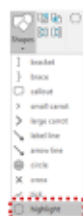
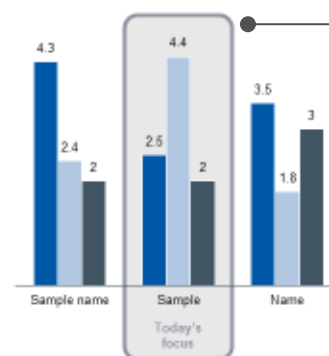


For smaller and/or multiple objects:
Reduce the Line Weight to 1.5 pt

Style 2: Dotted outline



Style 3: 1 or 2 plus Table Grey fill



Two tools in the Shapes group on the Tools tab deliver round dotted lines:

The highlight selection in the Shapes dropdown inserts a rounded rectangle with grey dotted outline



Tip: The "Set Corners" tool will apply corner radius of first selected rectangle to all others selected.



Filled rectangle

- For more emphasis use Light Grey 2 fill

Theme colors



Custom colors



Use of NERA Dark Blue

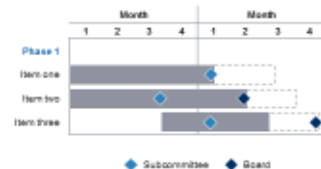
NERA Dark Blue as an accent

- Use sparingly when a bright highlight is needed



NERA Dark Blue can be used when small elements need highlighting or when extra blues can describe a range

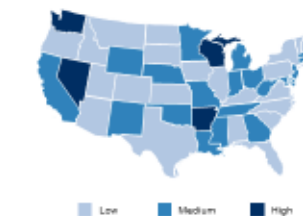
Timeline events



Map locations



Range fills



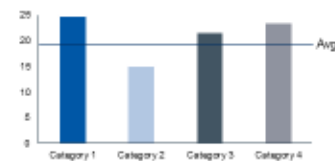
Numbering systems



Important elements



Chart trend/median lines



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13

NERA Dark Blue is usually reserved for the Slide Title text, but can be used for highlighting small elements or when extra blues are needed in a range.



NERA Dark Blue is not for basic chart fills or large area fills.

Shape standards

A ghost is an optional section/subsection header spanning multiple slides. Use Ghost tool

Draft

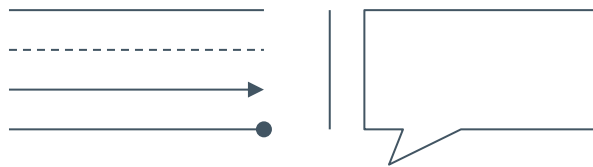
Illustrative

Put label lower down if top area is already occupied by another label or navigational element

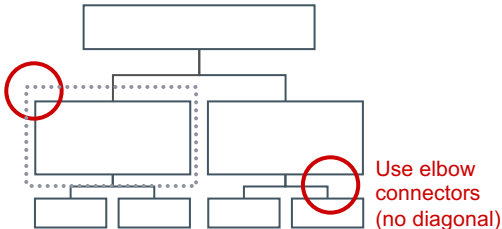
Lines



- Lines 0.75 pt, NERA Grey



For emphasis or grouping use 2.25 or 1.5 pt weight. Use solid or round dotted line (with round cap type and join type. These are available in the Shapes group on the Tools ribbon. Use consistently throughout presentation

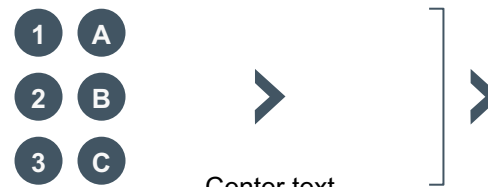


- Emphasis lines 2.25 or 1.5 pt, Light Grey

Brackets, carrots, number circles, Harvey balls



- Fills and lines NERA Grey
- Lines 0.75 pt



Center text to carrot

Don't add carrots/braces/brackets unless necessary to indicate flow, and use them consistently across similarly structured slides



Labels



- Font and lines Light Grey
- Lines 0.75 pt

Preliminary

Draft

Backup

Illustrative

Example

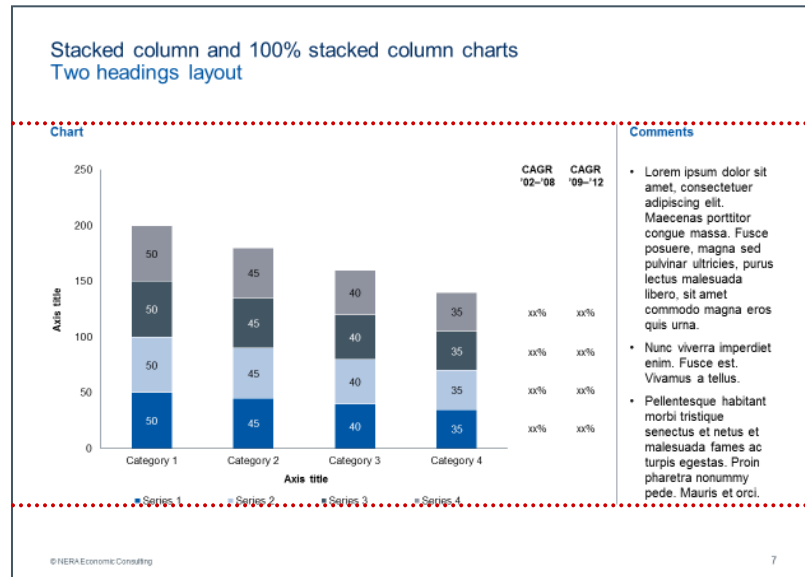
Disguised client example

Working estimates

Preliminary hypothesis

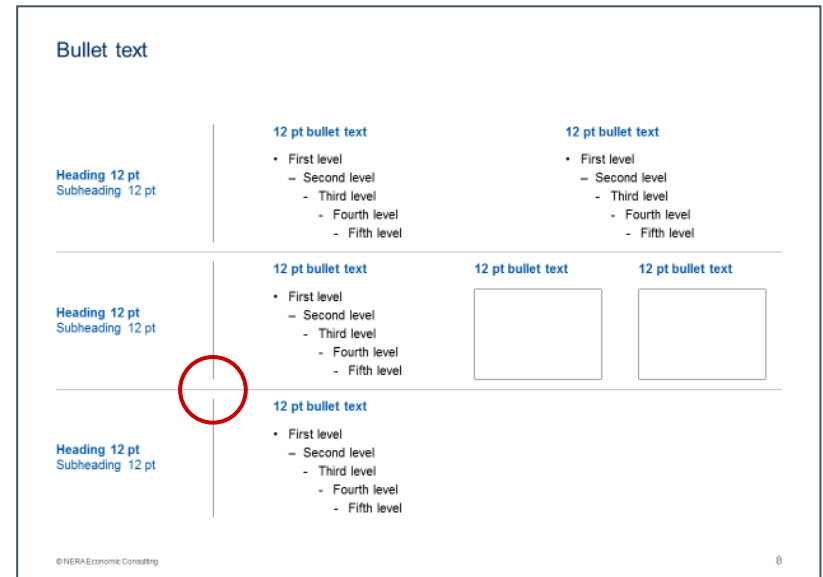
Insert via Tools, Layout, Labels: Aligned right with Title placeholder and centered between title and top of slide

Use solid AutoShape lines to separate groups of text where space is tight, or to clarify structure as needed



Generally, dividers should line up with the top and bottom of the tallest object

Don't add dividers unless necessary,
and use them consistently across
similarly structured slides



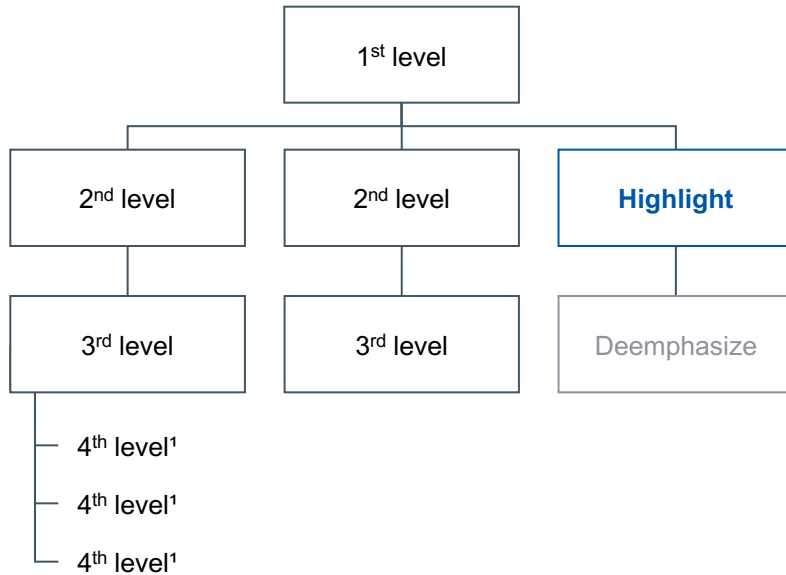
Dividers never cross one another;
space them evenly using
Home > Drawing > Arrange > Align



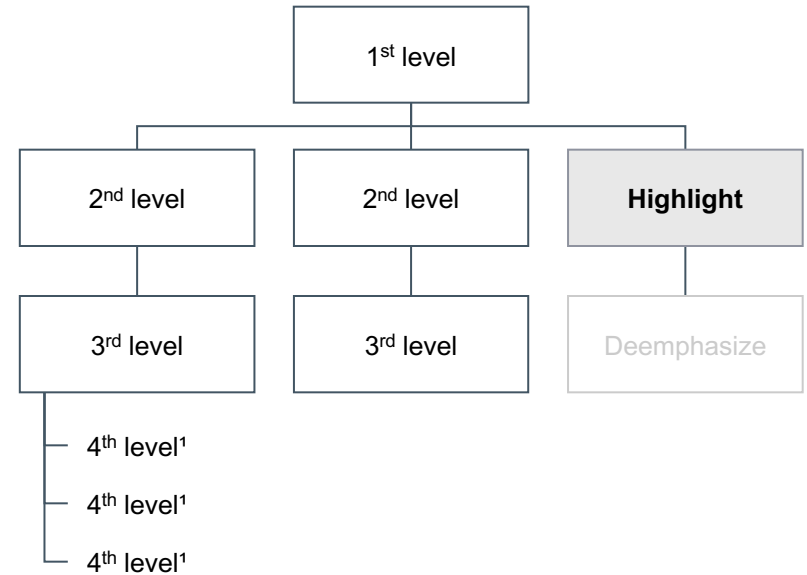
Dividers are 0.75 pt, Dark Grey (like all standard lines)

Textboxes and org charts

Foreground highlight option



Background highlight option



1. To attach connectors off-center, use a hidden textbox with no border or fill

Big number navigation

Our optional alternative to chevrons

Big number

- Arial Bold
- Light Grey
- Use judgement to set font size proportionally larger than body text



Body text

- Arial Regular
- Black
- Standard text size for slide layout



Charting options

Use Title Only or Heading layouts

1

Copy/paste Company Sample Charts

- Copy in chart or whole slide from Company Chart samples
- Copy data from Excel, then select chart in PPT, and open Edit Data from the Chart Tools, Design tab. Paste data into datasheet, then reset selection area with Select Data control (next to Edit Data), and adjust rows/columns if necessary
- Adjust formatting as necessary

This results in a live, editable chart which only has relevant, absolute data

2

Copy/paste chart from Excel

- Copy chart from Excel into PowerPoint, using "Use Destination Theme & Embed Workbook"; this will embed the entire Excel workbook into chart
 - Risk of sharing confidential information left elsewhere in data sheet
 - Risk of difficulties with data if formulas are involved
 - Data can be difficult to locate and edit in a hurry for other users unfamiliar with original datasheet
 - Increased file size

This results in a live, editable chart that carries entire spreadsheet

3

Format Charts tool

- Insert any Excel chart on the slide
- Use the "Format Charts" tool to apply Oliver Wyman style to basic chart types
 - Useful for formatting charts with more than four series as these are not automatically formatted

Note: Formatting is retained if you subsequently change chart type, however any manual changes made will revert if the Format Charts tool is reapplied

This results in a live, editable chart. The data is not affected by this tool, so will remain however it was imported with the chart

4

Create as drawing/image

- In cases where we don't have the live data a drawing can be created with autoshapes, on the understanding that this is labelled as estimated
- In cases where we need the data to be protected we can copy and paste the chart as an image

Creating as a drawing results in a chart with no live data, but which can be reformatted/resized as required. If pasted as an image, this cannot be altered and there is no live data

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10

Use a table as the navigation shell for easy alignment and editing

Heading

- Arial Bold, same font size as text
- NERA Blue



Optional conclusion text

- Arial Bold, same font size as text
- NERA Blue



Dividers

- Light Grey
- 0.75 pt



Chevrons

Chevrons are for inserting heading text only; keep the copy short and concise

Foreground highlight option



Theme colors



Theme colors



Custom colors



For regular “big number” chevrons:

Border = NERA Grey

Number = Light Grey

Text = Black

Highlighted “big number” chevrons have the same color for border, number, and text

Background highlight option



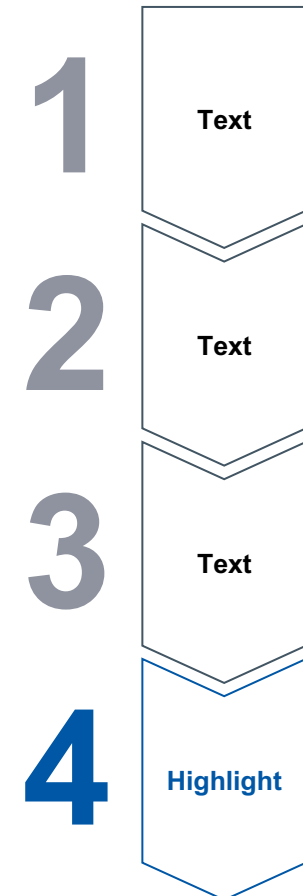
Theme colors



Custom colors



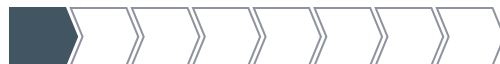
Vertical with big number option



1 Navigation examples

For slide title navigation use “circle” from Shapes drop down in Tools tab;
slide title will self-adjust as circle is inserted

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |¹



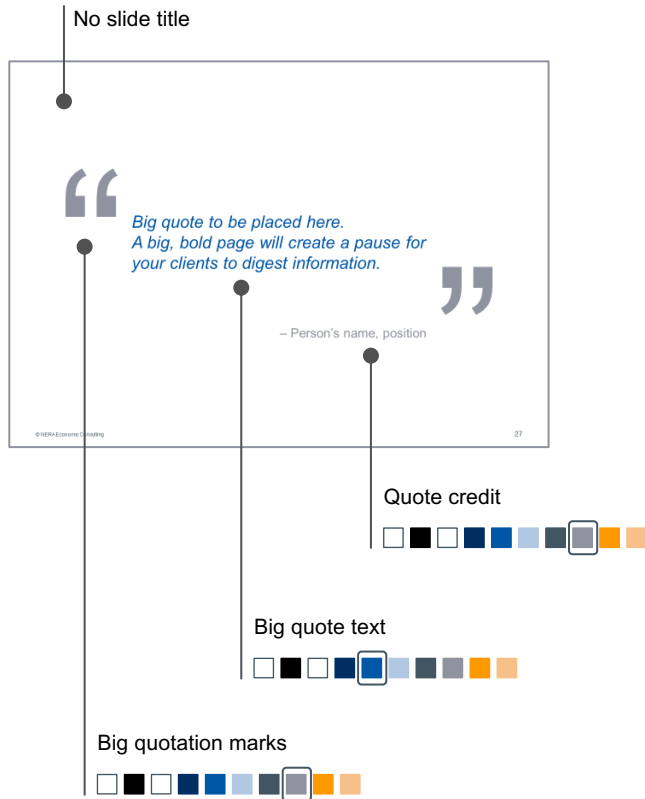
1. For use in greyscale apply Table Grey fill to highlight table cell

“Big pause” slides

Big quote

Isolate an important quote

No slide title



Slide 27 features a large quote on the left and a quote credit on the right. The quote is in a large, bold font, and the quote credit is in a smaller font. The slide is numbered 27 in the bottom right corner.

Big quote text

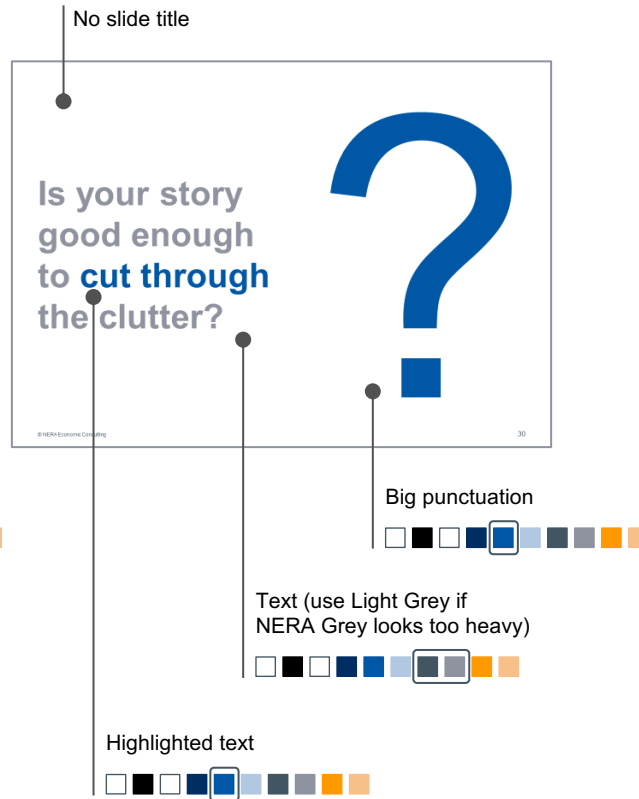
Quote credit

Big quotation marks

Big punctuation

Raise a key question (with a “?”) or make a powerful statement (with a “!”)

No slide title



Slide 30 features a large question mark on the right and a key question on the left. The question mark is in a large, bold font, and the key question is in a smaller font. The slide is numbered 30 in the bottom right corner.

Big punctuation

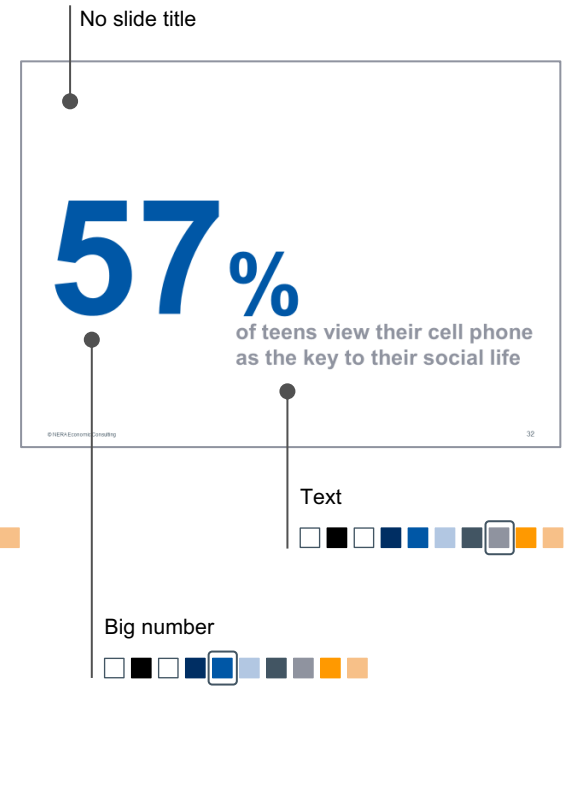
Text (use Light Grey if NERA Grey looks too heavy)

Highlighted text

Big number

Call attention to a staggering statistic

No slide title



Slide 32 features a large number 57% on the left and a statistic on the right. The number 57% is in a large, bold font, and the statistic is in a smaller font. The slide is numbered 32 in the bottom right corner.

Big number

Text

Anatomy of a chart slide

Heading and subheading

- Arial Bold (heading) and Arial Regular (subheading)

- NERA Blue



Y-axis title and subtitle

- Arial Bold (title) and Arial Regular (subtitle)
- Black
- Rotated 90°
- Left aligned to chart title
- Vertically centered to Y-axis



X-axis title and subtitle

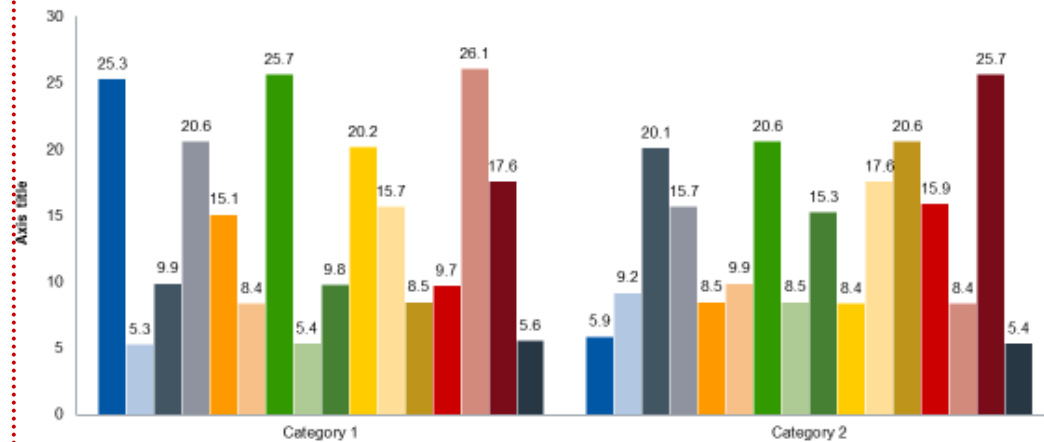
- Arial Bold (title) and Arial Regular (subtitle)
- Black
- Centered to X-axis



Clustered column chart

Heading layout; for series 7–16 use the Custom Colors in the order they appear in the palette

Heading 12 pt
Subheading 12 pt



Axis lines

- NERA Grey
- 0.75 pt
- No tick marks



Legend

- Stretched to full width of chart
- Ensure all series are showing

Left align here (exception: pie/doughnut charts)

Abbreviations, capitalizations and contractions (1/6)

	Correct example	Notes
Abbreviations and Acronyms	• The US Securities and Exchange Commission (SEC) is scrutinizing environmental liabilities. The SEC is also considering new rules for environmental reporting. • The client was interested in changes to directors and officers (D&O) liability insurance coverage. Later, it increased D&O limits.	General Rules Our industry and company regularly use certain abbreviations and acronyms. In general, the rule to follow for acronyms is to: • Spell out the full name on first reference • Follow with the acronym inside parentheses. It is not necessary to put the acronym inside quotation marks UNLESS it is not a formal acronym • Use the acronym on second and most subsequent references An exception occurs when the second reference is in the same sentence, as follows: The Department of Transportation is investigating lethal highway accidents and comparing them to DOT benchmarks. Certain terms like EU, US, M&A, IP, CEO, CFO, and FBI are widely used and need not be defined. However, when in doubt about defining terms, consider the likely knowledge of the audience and err on the side of defining the term.
	• PhD in economics, Massachusetts Institute of Technology • BA in economics and mathematics, <i>summa cum laude</i>, Colgate University • PhD in economics, Texas A&M University • JD, with honors, University of Houston Law Center • BS in economics, Texas A&M University • BCA, with honours, in money and finance, first class, Victoria University of Wellington	Academic Degrees and Designations It is acceptable to use abbreviations on first reference for common academic degrees, such as BA, BS, MA, MS, MBA, JD, and PhD. NERA does not use periods in academic degrees and in designations. See Bios in the Appendix for additional guidance. Spell out less common degrees on first reference, followed by the abbreviation in parentheses. If in doubt, spell it out. When academic degrees are referred to in general terms (doctorate, bachelor's degree), they are not capitalized. Latin honors such as <i>cum laude</i> are always italicized. Also, if education is listed, as below, there is no need to repeat the same information in narrative text. Additional information related to an expert's education (e.g., awards received while in school) may be included within the bio narrative.

Abbreviations, capitalizations and contractions (2/6)

Correct example	Notes
Abbreviations and Acronyms	Business and Financial Terms The following are some of the common abbreviations acceptable on second reference: • ABS (asset-backed security) • ARS (auction-rate securities) • CDO (collateralized debt obligation) • CFTC (Commodity Futures Trading Commission) • CRM (customer-relationship management) • D&O (directors and officers) • EPA (US Environmental Protection Agency) • FCC (Federal Communications Commission) • FERC (Federal Energy Regulatory Commission) • FTC (US Federal Trade Commission) • SEC (US Securities and Exchange Commission)
Insurance policies (e.g., directors and officers liability insurance, builders risk insurance)	E.g., I.e., and Etc. Use commas after “e.g.” and “i.e.” and do not use “etc.” with them.
• Joe Smith Jr. • Joe Smith III	Junior, Senior, etc. Abbreviate Jr. and Sr. only with full names of persons. Do not precede with commas.
• Americans with Disabilities Act (ADA) • Comprehensive Response, Compensation and Liability Act of 1980 (CERCLA) • Occupational Safety and Health Act (OSHA) • Employers need to pay close attention to the Americans with Disabilities Act. The act has many components.	Laws After the first reference, refer to laws by their acronyms. There is no need to capitalize “act” or “law” in subsequent references unless it is part of the name of the law or act. Laws may also be abbreviated in the second usage if it is clear which law is being referenced.

Abbreviations, capitalizations and contractions (3/6)

Correct example	Notes
Abbreviations and Acronyms	Social Security Always capitalize “Social Security” when referring to the US system. But lowercase in such instances as: “Does Sweden have a social security system?”
	US States NERA spells out all US state names without exception—no zip/postal codes or other abbreviations. The reason: NERA is a global company, and someone in Sofia or Oranjestad may not know that IA is Iowa or that Neb. is Nebraska.
	United Kingdom “United Kingdom” can be abbreviated to “UK” when used as an adjective or as a noun, but only on the second reference. NERA does not use periods in “UK”.
	United States “United States” can be abbreviated to “US” when used as an adjective or as a noun. Do not use periods for “US”.
Capitalization	One of the most common problems in business writing is the misuse and overuse of capital letters. Some people believe they convey deeper meaning or emphasis by capitalizing words such as “Client” or “Analysis.” This is almost always not the case.
	After a Colon Only use initial caps following a colon if what follows is one or more complete sentences. • There were two projects discussed: the intranet and the extranet. • John had a good reason to set up the meeting: The client had asked him to submit a new proposal. • Mary had only one alternative: She had to shut down the project.
	Board/Board of Directors Do not capitalize the words “board” and “board of directors” unless they are part of a formal name. For example, NERA’s Board of Directors.

Abbreviations, capitalizations and contractions (4/6)

Correct example	Notes
Capitalization	Bulleted Lists Bullets can help readers navigate through copy and quickly find key elements. Much of the actual style of the bullet (round, square, dash, etc.) will be dictated by design considerations.
Four of the most important questions are: • Why should you do it? • What are the problems? • How should you do it? • When are the problems so substantial that you should just walk away?	Bullets in Regular Copy “Regular” copy here refers to white papers, AAGs, brochures, and so on. Begin bulleted list elements in such copy with a capital letter only if they are complete sentences—and be sure to end each item with the appropriate mark—period, question mark, or exclamation point. Use a colon or a question mark, whichever is appropriate, at the end of the sentence prior to the bulleted list.
Mistakes in businesses’ crisis plans include: • a failure to exercise the plan; • lack of communication with employees; and • unclear lines of authority.	For bulleted lists that complete a sentence, use a colon at the end of the sentence prior to the bulleted list. Begin bulleted list elements in lowercase. Use semicolons at the end of each bulleted item except the next-to-last bulleted item, where you should use a semicolon followed by a conjunction, such as “and” or “or.”
• The ABC Company has opened a new location. • We need to contact the company to get information about its new location.	Company/Corporation/Firm/Firmwide When used alone, “company,” “corporation,” and “firm” should be lowercase. Only capitalize when it is part of the name of a company, corporation, or firm, or if it is formal shorthand in case or project experiences (“the Company”). Use “firmwide” rather than “firm-wide.”
• The US Supreme Court • The New York State Attorney General office	Court, Defendant, Plaintiff, Defendant, Federal, and State Unless you are using the proper name of the court, do not capitalize “court.” Avoid capitalizing “plaintiff” and “defendant.” Avoid capitalizing words like federal and state when not using the proper name.

Abbreviations, capitalizations and contractions (5/6)

Correct example	Notes
Capitalization • Method or Madness: Insights from Germany’s Record-Breaking Offshore Wind Auction • Damages in International Arbitration: Getting the Most out of Your Expert • A New Administration Is Driving the Agenda • Celebrating 50 Years of Service • Damage Estimation in Wrongful Termination Cases • Preparing for the Next Wave of Asbestos Lawsuits	Headlines and Titles of Articles, Publications, and Events Always capitalize the first word in a headline or title in papers, articles, and collateral, as well as in event names. Then, capitalize all words except articles and prepositions of five or more letters in titles, subtitles, and headlines. Note that the word “to” should not be capitalized when used as part of a verb. Note also that any two-letter word that is not an article or preposition, such as “is,” should always be capitalized. When a third party uses different capitalization than NERA in the title of articles and in the names of events in which NERA experts are participating, change the capitalization to NERA style in newsletters like <i>The NERA Weekly</i> , for consistency within the newsletter.
• High Debt, Low Information: A Survey of Student Loan Borrowers • NERA Testimony on “The American Energy Initiative—A Focus on What EPA’s Utility MACT Rule Will Cost US Consumers”	Always capitalize the first letter of the first word following a colon or an emdash (that’s the long dash “—”) in a composition title or a headline. Style tip: Use “firm” sparingly and not, for example, as a general reference to NERA. A business partnership such a legal practice is a “firm.” Do not use it when referring to an incorporated business—use “company,” “corporation,” or “organization” instead.
• Up-to-Date • English-Speaking • Mid-September • Self-Confidence • Long-Term	Capitalize all of the elements of hyphenated words except articles, short prepositions, and short conjunctions. Keep in mind: “Up” generally should be lowercase if used as a preposition in a composition title (i.e., “Moving up the Corporate Ladder”). However: “Moving Up and Down the Corporate Ladder” (because “down” has four letters and is, therefore, capitalized, capitalize “up” to be consistent).
Laws/Legal Terms (see also Laws section above) Capitalize the names of laws following the capitalization and punctuation in the formal title of the law, such as: • Horizontal Merger Guidelines; • Family and Medical Leave Act (FMLA); and • Employee Retirement Income Security Act (ERISA).	

Abbreviations, capitalizations and contractions (6/6)

	Correct example	Notes
Capitalization	• NERA's Antitrust and Competition Practice • NERA's Energy, Environment, Communications & Infrastructure (EECI) Practice	NERA Practices Areas Capitalize the formal names of our groups and practices. Do not capitalize any term that is not part of the official list of practice names in the appendix ("Energy Group," "Global Intellectual Property Practice," etc.). Do not convert "and" to ampersands or ampersands to "and" when referring to the NERA practices listed. Use "Practices" when listing multiple NERA practices. When referring to a practice, we follow the convention of calling it "NERA's" instead of "the NERA..."
		Proper Names vs. Functional Descriptions Be careful not to confuse functional areas or descriptive terms with practices and groups. For instance, if someone says, "We need to make sure that the property and casualty teams work together," you would not capitalize "property" and "casualty."
Contractions		Avoid using contractions whenever possible. Write out entire words. • Incorrect: John wasn't a vice president. • Correct: John was not a vice president.

Date and time

	Correct example	Notes
Date and Time	- The project was completed on 14 January 2012. 1 April was the filing date. - March 2011 saw a significant number of new projects.	NERA spells out the names of months in all dates. We also use the international format for dates (Day Month Year), as we are an international firm. Writing out the month avoids any ambiguity that may arise in the first 12 days of a month (such as 03 02 03). Punctuation of dates: If a sentence has only the month and year, no commas are needed.
		Expressions of time should be formatted with am/pm in lowercase (without periods), and include a space between the number and meridian expression. We use this format for all materials, except for those related to events. Event times should be listed as below:
	11:00 am 1:30 pm	Time format (Global, with exceptions below) Use pm/am (without periods) and include a space between the number and am/pm.
	19.30 8.15	Time format (UK) Use military time and a period in between the hour and minute (no space).
	19h00 7h00	Time format (France) Use military time and write “h” in between the hour and minute (no space).
	20:00 9:30	Time format (Europe, except France and UK) Use military time and include a colon in between the hour and minute.

Currency, numbers and percentages (1/3)

	Correct example	Notes
Currency	\$2 billion	When listing monetary values, always use numerals and the currency symbol: Do not use thousands in combination with millions, billions, etc. All forms of currency should be lowercase. When written as a word, “dollar” is not capitalized, nor is “euro.” The dollar sign “\$” is used with figures to identify US dollar amounts. The plural of euro is “euro.”
	- The project was worth US\$630 million. (Note: Spell out “million,” “billion,” and so on; do not write “US630M”). - The dollar amount of the purchase was not revealed.	If there is any possibility of confusion, NERA’s style for content that will be distributed internationally is to use “US\$” for US dollars, A\$ for Australian dollars, and C\$ for Canadian dollars.
Numbers	- Figure 3 (not Figure Three) - The earthquake destroyed two buildings containing five servers, 11 computer stations, and one data center.	In general, NERA follows the AP Stylebook guidelines for numbers and numerals—words for numbers one through nine; use numerals for 10 and up. It is ok to mix styles in a single sentence or paragraph. In situations involving statistics, ratios, and percentiles/percentages, it is acceptable to use numerals for all numbers. Use digits for all numbers appearing in charts and tables.
	70 1/2 years; 3.5%	Use digits for all numbers incorporating fractions or decimals.
	5,000; 10,250	State all numbers in the thousands as digits. Include a comma (American style).
	+1 617 621 0444 +44 20 7659 8802	Phone Numbers NERA uses a specific international format for phone numbers. Start with a plus symbol before the country code, without a space between them. Then separate the standard groupings—country code, area/city code, exchange, and individual number—using spaces, not parentheses, slashes, or dashes. Always include the country code, even if the intended audience is local.

Currency, numbers and percentages (2/3)

	Correct example	Notes
Numbers	• The property had been valued at \$5 million. • The total insured value was \$87 billion. • The claim was for \$650,000. (NOT \$650K)	Thousand, Million, and Billion Do not abbreviate “thousand” as “K” or “k,” million as “M” or “m,” or billion as “Bn” or “bn”— spell them out. See the <i>Chicago Manual</i> for special situations: money, ratios, years, etc.
Percent/ Percentage and Use of % Symbol	• On that day, 40% of the members attended the meeting. • Three percent of attendees went to the meeting. • Of the 1,000 respondents, 65% said they were in compliance with the rule, 20% said they were not in compliance, and 15% said they were not sure. • More broadly, 2010 was characterized by a 33% increase in mean settlement. • The annual likelihood of a suit has risen 23% since 1995, from 1.6% to 2.0%.The percentage [not “percent”] of on-time renewals declined this year.	Always use numerals when expressing percentages unless the amount is placed at the beginning of a sentence (avoid this when possible). Use the symbol “%” in all instances where numerals are used. If a percentage appears at the beginning of the sentence, spell out the number and use “percent.” No space should appear between the numeral and the % symbol.

Currency, numbers and percentages (3/3)

	Correct example	Notes
Percent/ Percentage and Use of % Symbol	• There was a 6 percent increase in rates. (Make sure it is an increase in percent, and not an increase in percentage points.) • Rates decreased 6 percentage points. (This means that the rate was, for example, 20 percent, but is now 14 percent.) • Rates decreased by 6 percent. (This means that the rate was, for example, \$100 per unit, but is now \$94.)	Increases/decreases Be careful about decreases expressed in percentages: X “The currency lost 300 percent of its value in the past year.” (Keep in mind that if something decreases by 100 percent, it is gone.) X “Contributions to the charity fell fivefold.” (Amounts can be five times as large, but not five times as small. If the old number was 500 and the new number is 100, the old number was five times as big, but the new number is not five times lower. It is, in fact, 80 percent lower.)

Punctuation marks (1/7)

Correct example	Notes
Periods	Use only one space following a period and before the first letter of the next sentence.
Apostrophes	Possessive Nouns Do not use apostrophes with possessive nouns that describe a type of insurance (e.g., directors and officers liability insurance, builders risk insurance). The exception is “workers’ compensation.” • The last hard insurance market was in the 1980s. • The regulation applies to financial institutions (FIs). • It was the risk manager’s decision. • The risk managers’ forum was first on the agenda. Plurals Do not use an apostrophe to make a plural. Possessives Using an apostrophe to make a possessive is pretty straightforward: Always add “ ’s ” at the end of the word, unless the word ends in “s.” In that case, add the apostrophe after the “s”—“s’.” Consult the <i>Chicago Manual</i> for an in-depth look at possessive rules.
Bullets	• The companies’ assets • The boss’ idea The <i>Chicago Manual</i> includes an excellent section on punctuation. Tip: If a word ends in “s,” do not add an extra “s” after the apostrophe.
Commas	• Joe Smith, the team leader, began the presentation. • The client, a large pharmaceutical firm, demanded the account review. The trustees, as well as the creditors, approved the refinancing terms. The refinancing terms have been approved by the trustees as well as the creditors. Appositives “Apposition” is a construction in which a noun or noun phrase immediately follows another noun or noun phrase in order to add information about it. Use commas to set off appositives. As Well/As Well As When using “as well as” at the end of a sentence to mean “too,” do not use a comma before the “as.” Commas should be used to set off the phrase that includes “as well as” when it falls between the subject and the verb. But if the phrase occurs elsewhere in the sentence, omit the commas if the phrase is closely related to the preceding words.

Punctuation marks (2/7)

Correct example	Notes
Commas • The team checked the location, and then made a recommendation. • A communication plan was in place, but it was not comprehensive.	Coordinating Conjunctions Use a comma to separate two independent clauses joined by one of the seven coordinating conjunctions: and, or, nor, but, for, yet, so. Style Tip: Never put a space before or after an ellipsis. Style Tip: The “as well as” construction is often overused in business writing, generally in places where “and” would suffice. If there is no clear reason to make the distinction, use “and.” • Wordy: The consultant asked for information about property, casualty, and environmental claims, as well as D&O claims. • Better: The consultant asked for information about property, casualty, environmental, and D&O claims.
• The insurer was willing to provide limits, but only on its terms. • NERA, rather than a competitor, won the job.	Contrasting Expressions Contrasting expressions should be set off by commas.
He went into the meeting and, without consulting his notes, gave an excellent presentation.	Interrupting Expressions Place a comma before and after an interrupting expression.
• After the hurricane, independent contractors performed the cleanup. • If the company had not purchased the coverage, it may have gone bankrupt.	Introductory Phrases and Clauses Always use a comma with introductory phrases. Adverbial phrases and clauses begin with subordinating conjunctions, such as: after, although, as, as if, as soon, because, before, if, since, so that, than, though, unless, until, when, while.
• There may be a fine if the cleanup is not done in time. • We were told about a new operation when we visited the client.	Do not, however, use a comma if the phrase comes at the end of the sentence.

Punctuation marks (3/7)

	Correct example	Notes
Commas	- Comma: They purchased higher limits, as their exposures had increased. (The meaning of “as” is “because.”) - No comma: The tornado hit as the sun went down. (The meaning of “as” is “at the same time.”)	Exceptions: If the phrase at the end of the sentence begins with “as” and the meaning of “as” is “because,” use a comma before “as.”
	- At company headquarters, colleagues work in functional teams. - In the middle of the night, the hurricane hit the island.	Place a comma after introductory prepositional phrases if it will clarify the meaning of the sentence.
	To beat the deadline, they submitted payment early.	Place a comma after an introductory infinitive phrase. An infinitive phrase begins with the word “to,” followed by a verb.
	- And to meet shareholder expectations, they will need to ramp up production. - Paul is running the meeting, but ultimately, it will be John who makes the decision.	Introductory Words When the introductory words “and,” “but,” and “so” are used, do not follow with a comma, either at the beginning of a sentence or at the beginning of an independent clause.
	- The client, which was in Detroit, wanted additional coverage. - Jane Jackson, with whom we work occasionally, brought in the most new business.	Nonessential Clauses and Phrases Use commas to set off nonessential adjective clauses. Adjective clauses begin with the following words: who, whom, whose, which, that.
	- The factory, cut off by the earthquake, could no longer operate. The client, hoping he was covered, began the claims process. - The book, written years ago, is still a best seller.	Use commas to set off nonessential participial phrases. Participial phrases begin with words that end in “ing,” “ed,” or some irregular verb form. They may start sentences or occur in the middle of a sentence.

Punctuation marks (4/7)

	Correct example	Notes
Commas	• He did, however, include that restriction. • The policy does not cover, for example, any damage caused by terrorism.	Parenthetical Expressions Use commas to set off parenthetical expressions such as: “consequently,” “however,” “moreover,” “nevertheless,” “therefore,” “for example,” “by contrast,” and “on the other hand.”
	• Make sure computers, files, and office supplies are in storage. • The resort suffered damage from wind, lightning, flooding, and storm surge.	Serial/Oxford Comma NERA uses the serial/Oxford comma for clarity in lists of three or more items connected by a single conjunction.
	In early May, a group of senior consultants from the Asia-Pacific region were joined by colleagues from London for the 2001 conference.	Subject and Predicate Do not separate the subject and predicate with a comma.
Emdash	Economic models—a critical element to analytical planning—are constantly evolving.	Dashes can be used to denote an abrupt change in thought. Use the longer emdash—not the shorter endash—without spaces, for parenthetical expressions. Dashes should be consistent in size and spacing. Make sure they are not hyphens. Never put a space before or after the dash.

Punctuation marks (5/7)

Correct example	Notes
Hyphen (-)	We use hyphens to form compound nouns and adjectives and to help avoid ambiguity. And yet, the use of hyphens is far from standardized. For one thing, word usage evolves. Words that were once separate sometimes become hyphenated and may eventually become one word, such as downstairs, wildlife, email, and cooperate.
a three-year period;	Compound Modifiers When a compound modifier—two or more words that express a single concept—precedes a noun, use hyphens to link all the words in the compound except the adverb “very” and all adverbs that end in “ly.” Style Tip: To insert an emdash, pull down the “Insert” menu on the Microsoft Word tool bar, select “Symbol,” select “Special Characters,” and select “Emdash”; or hold down the “Alt” and “Ctrl” keys, then press the “-” key on the number pad.
• a know-it-all attitude; • a very good time; • an easily remembered rule (not “an easily-remembered rule”).	Style Tip: At NERA, we do not hyphenate well-known industry concepts, such as “risk management” in phrases like “risk management budget” or “workers’ compensation” in “workers’ compensation program.”
• end of the first quarter vs. first-quarter report • a procedure for claims handling vs. claims-handling procedure.	Many combinations hyphenated before a noun are not hyphenated when they occur after a noun or when they stand alone.
The dog was well-behaved.	However, when a compound modifier follows a form of the verb “to be,” it should still be hyphenated.
He recovered his health. He re-covered the leaky roof.	Compound Words Use a hyphen whenever ambiguity would result if it were omitted.
long- and short-term plans three-, five-, and eight-gallon buckets	Suspending Hyphens When a series of hyphenated adjectives has a common basic element and this element is shown only with the last term, insert a suspending hyphen after each of the incomplete adjectives to indicate a relationship with the last term.

Punctuation marks (6/7)

	Correct example	Notes
Hyphen (-)	• a less complicated transaction • the most exciting event • the least interesting lecture	Style Tip: Do not hyphenate comparative and superlative forms of adverb-adjective combinations where the adverbs “more,” “most,” “less,” and “least” are combined with an adjective.
Quotation Marks and Block Quotations		Use double quotation marks in direct quotations of speech, titles, and subtitles unless the quoted material appears within other quoted material.
	When we talk about “return to work,” we mean returning to the workplace after a work- related injury.	Definitions When defining a term in the text, put the word or words in quotation marks. Style Tip: Longer passages may be quoted by indenting both margins, in which case neither quotation marks nor italics should be used to identify the quoted material.
	The batteries should be changed “every six months or as needed,” the manual says.	Use with Other Punctuation Place periods and commas inside (before) quotation marks. Never use quotation marks and italics together. It should be one or the other.
	• The next question is, “How can you make your risk manager work harder?” (The question mark applies to the question insider the quotation marks.) • What exactly is a “portal”? (The question mark applies to the entire sentence.)	The emdash, semicolon, question mark, and exclamation point go within quotes only when they apply just to the quoted matter. They go outside quotes when they apply to the whole sentence.

Punctuation marks (7/7)

	Correct example	Notes
Semicolons	• A series of natural catastrophes have affected insurers: flooding in Australia and the Midwest United States; a devastating earthquake in New Zealand; the earthquake, tsunami, and resulting nuclear event in Japan; and tornadoes in the United States. • NERA offers expertise in the following areas: antitrust; • employment and labor; securities; and • mass torts.	Use semicolons within a sentence to clarify the elements of the sentence. If a bulleted list is part of a sentence, follow standalone bulleted words or phrases (such as “product recall”) with semicolons until the last bulleted word, which ends with a period. See the Chicago Manual for additional information.
Slash		A slash may be used in place of the word “and” or the word “or” in certain constructions such as “MBE/WBE/DBE,” “and/or,” and “broker/dealer.” Do not place a space before or after the slash.
Ampersand	• The client found the terms and conditions favorable.	The ampersand (&) should not be used to substitute for the word “and.” Limit its use to actual proper names and specific, accepted acronyms such as “D&O” on second reference for “directors and officers liability.” There is no need for a sentence such as:
Ellipsis (...)	People came from all over—Alabama, Alaska, Arkansas...Wyoming.	An ellipsis represents missing words or phrases. Ellipses should be used sparingly. As they indicate you are leaving out content, they can seem like an inside joke or an attempt to be cute. This can be annoying if used repeatedly.

Bold vs. italics



Within a large body of text, a piece in *italics* does not stand out much; instead, it signifies a context difference only while the text is being read. By contrast, a single word in **boldface** attracts the human eye and is therefore recommended for keywords the reader might be looking for.



	Bold	Italics
General usage	- Always use bold for text emphasis - No underlines - No all caps (except where specified on the cover slide)	- Titles of published pieces that can stand by themselves, e.g. books, journals, newspapers, magazines, pamphlets, films and TV shows - Verbal or written quotes inside quotation marks - In a chart, to distinguish secondary information (optional)
Example	These rules do not apply to this project.	Have you read the <i>New York Times</i> today?
Note	- To emphasize text within already bolded text, use color - Use NERA Blue within Black or NERA Dark Blue bold text - Use NERA Dark Blue within NERA Blue text	Titles of smaller published pieces (such as an article in a magazine) should be written inside double quotes instead

Rags, widows and orphans

Rags

- A “**rag**” is the irregular or uneven vertical margin of a text block, usually on the right margin



A poor rag creates distracting shapes of white space in the margin.

Not many days after we heard the church-bell tolling for a long time, and looking over the gate we saw a long, strange black coach that was covered in black cloth and was drawn by black horses; after that came another and another and another, and all were black, while the bell kept tolling, tolling.



A good rag goes in and out from line to line in minimal increments.

Not many days after we heard the church-bell tolling for a long time, and looking over the gate we saw a long, strange black coach that was covered in black cloth and was drawn by black horses; after that came another and another and another, and all were black, while the bell kept tolling, tolling.

Widows and orphans

- A “**widow**” is a very short line – usually one word or part of a hyphenated word – at the end of a paragraph or column
- An “**orphan**” is just like a widow, except it appears at the beginning of a column or a page (orphans are more of a concern in Word and InDesign documents, not in PowerPoint presentations)

Fixing widows and poor rags

- **Our goals**
 - Balance the rag so that the text block appears clean and even
 - If two or more words read as one (e.g. proper nouns), try to keep them on the same line by using **non-breaking space** (Alt + 0160) or **non-breaking hyphen** (Alt + 0173), e.g.
 - 17 people
 - Oliver Wyman
 - Market price
 - **Do not use soft return to fix rags or widows!**
 - Last line of a paragraph should contain at least two words
- **Use your discretion**
 - Don’t go too crazy trying to create a perfect rag
 - Ignore widows in very narrow text blocks

If you spot a widow, try to look at the entire text block

The next unpleasant business was putting on the iron shoes; that too was very hard at first. My master went with me to the smith’s forge, to see that I was not hurt or got any fright at all.



Balancing the rag often fixes the widow as well

The next unpleasant business was putting on the iron shoes; that too was very hard at first. My master went with me to the smith’s forge, to see that I was not hurt or got any fright at all.

Punctuation rules from around the world

	US Canada China Singapore	UK	Spain	France	Germany	Italy
Currency	\$1.38	£1.38	1.38€	1,38 €	€1,38	€1,38
Number	687,152.34	687,152.34	687.152,34	687 152,34	687.152,34	687.152,34
Quotes	"word"	"word"	"palabra"	« mot »	„wort“	"parola"
Note			• Straight quotes	• Chevron quotes appear by default when typing in French with smart quotes activated • There is a space between the chevron and the word, both before and after (use nonbreaking space) • Thousands separators can be either a space, a decimal point or not used at all		• Straight quotes

Alt codes for special characters (1/2)

Commonly used symbols

Currency

0128 €

0162 ¢

0163 £

0165 ¥

Hyphens/Dashes/Space

0133 ... ellipsis

0150 – en dash

0151 — em dash

0160 non-breaking space

0173 - non-breaking hyphen
in Word

8209 - non-breaking hyphen
in PowerPoint

Quotation marks (English)

0145 ‘ single quote (L)

0146 ’ single quote (R)

0147 “ double quote (L)

0148 ” double quote (R)

Miscellaneous symbols

0149 • bullet

0153 ™ trade mark

0169 © copyright

0174 ® registration

0176 ° degree sign

Superscript

0185 ¹

0178 ²

0179 ³

Math

0137 ‰ per mille

0177 ± plus or minus

0215 × multiplication sign

0247 ÷ division sign

Quotation marks (Non-English)

0130 , single low-9 quote

0132 „ double low-9 quote

0139 ‹ single angle quote (L)

0155 › single angle quote (R)

0171 « double angle quote (L)

0187 » double angle quote (R)

Fractions

0188 ¼

0189 ½

0190 ¾

Alt codes for special characters (2/2)

Non-English characters

A	E	O	U	Ligatures
0192 À	0200 È	0210 Ò	0217 Ù	0140 Œ
0193 Á	0201 É	0211 Ó	0218 Ú	0156 œ
0194 Â	0202 Ê	0212 Ô	0219 Û	0198 Æ
0195 Ã	0203 Ë	0213 Õ	0220 Ü	0230 æ
0196 Ä	0232 è	0214 Ö	0249 ù	
0197 Å	0233 é	0216 Ø	0250 ú	
0224 à	0234 ê	0242 ò	0251 û	Other
0225 á	0235 ë	0243 ó	0252 ü	0181 μ
0226 â		0244 ô		0208 Ð
0227 ã	I	0245 õ	Y	0222 Ɔ
0228 ä	0204 ì	0246 ö	0159 Ÿ	0223 ß
0229 å	0205 í	0248 ø	0221 Ý	0240 ð
	0206 î	N	0253 ý	0254 þ
	0207 ï	0209 Ñ	0255 ÿ	
C	0236 ï	0241 ñ	Z	
0199 Ç	0237 í	S	0142 Ž	
0231 ç	0238 î	0138 Š	0158 ž	
	0239 ï	0154 š		

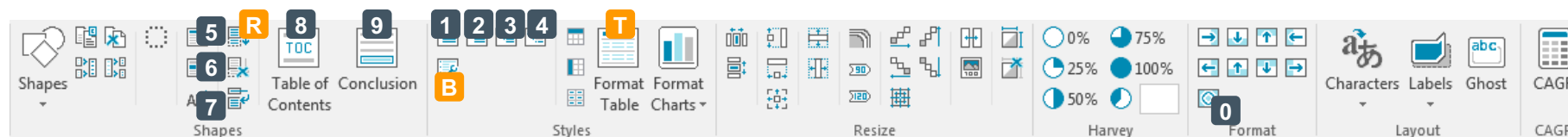
Appendix A | Tools shortcuts

Tools shortcuts

We have created the following custom shortcuts for faster access to some commonly used tools

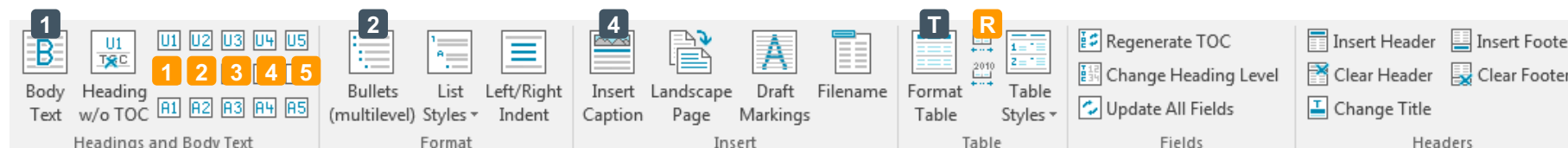
Use **CTRL +** or **CTRL + SHIFT +** with the codes below

PowerPoint



Additionally: **SPACE** Non-breaking space **-** Non-breaking hyphen

Word¹



Additionally: **5** Body Text No Spacing Style (Templates) **3** Numbered list (multilevel)
 Upper Case Alpha List
 Lower Case Alpha List
 Number in Parentheses List

1. In Word, Control + Shift shortcuts must use the numbers from the top row of the main keyboard; they will not work with the numeric keypad