

# D&I means growth

The ability to invite, leverage and learn from different perspectives is key to delivering the best approaches for our clients.



Building a better  
working world

"The only way to be our best is to include our best. That means we need to include the whole world, not just pieces of it. That all starts with diversity and inclusiveness. It's the smart thing. It's the right thing. And it's the only way to succeed in today's global economy."

Mark A. Weinberger,  
Global Chairman and CEO, EY

Globalization brings an influx of information from an increasingly diverse workforce. In this fast changing environment, every situation and context brings its own set of challenges. We must be able to navigate dilemmas and reconcile competing expectations. The ability to invite and learn from different perspectives is fundamental to driving innovation, building strong relationships and delivering the best approaches for our clients.

## D&I matters

Diversity + Inclusiveness = Growth  
is about differences is about leveraging them for you and EY



## D&I drives performance

Across  
industries ...



Source: [1] Driving Retention and Performance Through Employee Engagement (Corporate Leadership Council, 2008) [2] Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin with Tara Gonsalves, Innovation, Diversity & Market Growth (Center for Talent Innovation, 2013)

At EY, our own internal analysis validates the external research ...

EY groups with best in class engagement have better retention, stronger revenue growth and higher profitability.



**"Feeling free to be yourself at work" is a key driver of engagement.**

Source: 2013 EY Business Linkage Research, based on the Global People Survey results

# Our journey

## EY's D&I Culture Change Continuum: our roadmap for success

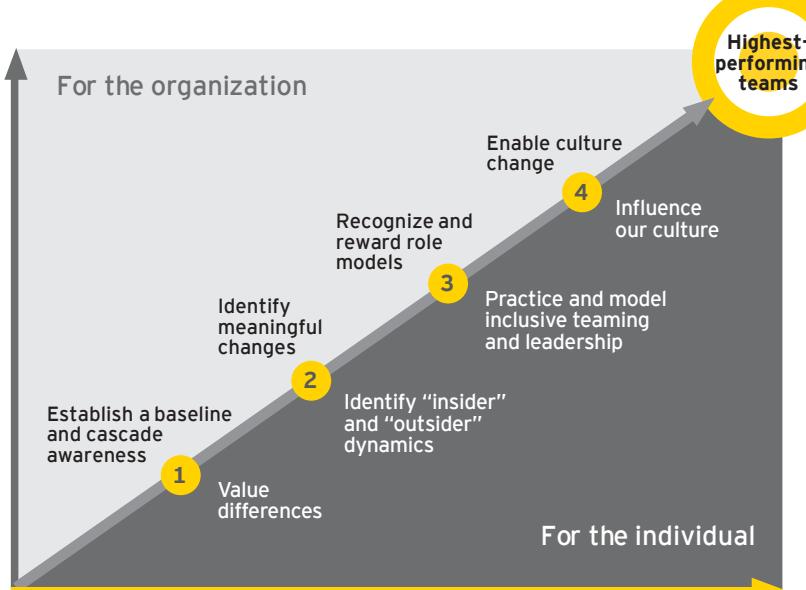
### For the organization – where to start:

1 Establish a baseline and cascade awareness	2 Identify meaningful changes	3 Recognize and reward role models	4 Enable culture change
"Do we have a clear point of view on how D&I benefits our business?"  Gather data and look for inconsistencies; set the tone at the top	"Have we identified gaps; are we working to close them?"  Review talent and business processes with an inclusive lens; assess and encourage flexibility	"Do we recognize those who team and lead inclusively?"  Recognize everyday actions that demonstrate inclusive teaming; share stories from and about inclusive leaders	"Do all of our people feel included and able to fully contribute?"  Set specific goals, then monitor and communicate progress

### Diversity

All differences matter.

- ▶ Thinking style
- ▶ Leadership style
- ▶ Gender
- ▶ Diverse abilities/disabilities
- ▶ Country of origin
- ▶ Service line
- ▶ Location
- ▶ Ethnicity
- ▶ Education and work experience
- ▶ Religious background
- ▶ Sexual orientation
- ▶ Generation
- ▶ Socioeconomic background
- ▶ Other differences



### Inclusiveness

Leveraging differences to achieve better business results; creating an environment where all people feel, and are, valued.

Source: Framework adapted for EY from *The Guide for Inclusive Leaders*, by Joerg Schmitz and Nancy Curl. (Princeton Training Press, 2006)

### For the individual – where to start:

1 Value differences	2 Identify "insider" and "outsider" dynamics	3 Practice and model inclusive teaming and leadership	4 Influence our culture
"Do I seek diverse views and team with different people?"  Understand your unconscious biases; learn about others	"How different are the people I seek out for key opportunities?"  Value the experiences of others; identify barriers to their full engagement	"How do I adapt my behavior to connect with people who are different from me?"  Close gaps between intentions and behaviors; share your personal journey	"How do I enable everyone in my team to contribute?"  Inspire change in our culture; expect and reinforce inclusive behaviors

### Where is EY on this continuum?

Our goal is for EY to consistently reach the at the top right. The good news is, we already have in parts of EY, and all parts are working to make progress. Regardless of where our teams are today, stage 1 or stage 3, we expect the entire organization and all of our team members to move up the continuum.

### We're embedding D&I in all our business processes:

- ▶ Recruiting and onboarding
- ▶ Experiences/assignments
- ▶ Career management
- ▶ Pipeline management
- ▶ Account planning
- ▶ Succession planning
- ▶ Recognition
- ▶ Performance management

# What success looks like for EY and for YOU



As our business expands and grows, so will your opportunities for personal and professional growth at EY.

## Find out more

Visit the Global D&I page, under “About EY” on the EY home page (internal) or the D&I section of ey.com under “About us.”

“Differences make all the difference. If we can create a work environment where people feel they can be accepted for who they are, we know it will ultimately lead to better results for our clients, and better experiences for our people.”

Karyn L. Twaronite,  
Global Diversity and Inclusiveness Officer

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### About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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