

## 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

## 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 **Diversity & Inclusiveness microsite: [www.ey.com/differencesmatter](http://www.ey.com/differencesmatter)**

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## D&I means growth

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

**EY**  
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



Our journey

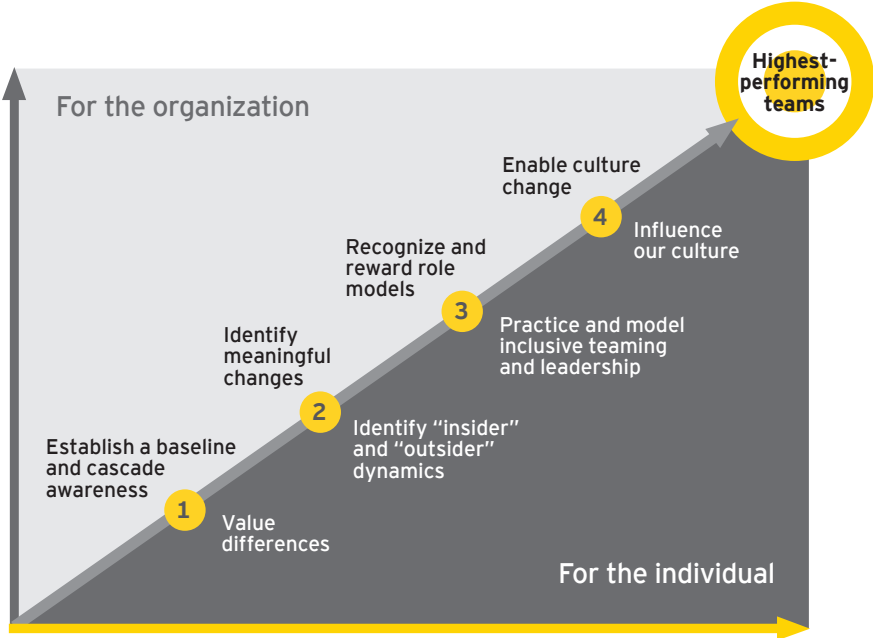
EY’s D&I Culture Change Continuum: our roadmap for success

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?”	“Have we identified gaps; are we working to close them?”	“Do we recognize those who team and lead inclusively?”	“Do all of our people feel included and able to fully contribute?”
Gather data and look for inconsistencies; set the tone at the top	Review talent and business processes with an inclusive lens; assess and encourage flexibility	Recognize everyday actions that demonstrate inclusive teaming; share stories from and about inclusive leaders	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



Where is EY on this continuum?

Our goal is for EY to consistently reach the target 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.

Inclusiveness

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

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

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?”	“How different are the people I seek out for key opportunities?”	“How do I adapt my behavior to connect with people who are different from me?”	“How do I enable everyone in my team to contribute?”
Understand your unconscious biases; learn about others	Value the experiences of others; identify barriers to their full engagement	Close gaps between intentions and behaviors; share your personal journey	Inspire change in our culture; expect and reinforce inclusive behaviors