D&I means growth

The ability to invite, leverage and learn from different perspectives is key to delivering the best approaches for our clients.
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&amp;I matters**

**Diversity** is about differences

**Inclusiveness** is about leveraging them

**Growth** for you and EY

“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

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

For the organization – where to start:

1. Establish a baseline and cascade awareness
   - “Do we have a clear point of view on how D&I benefits our business?”
2. Identify meaningful changes
   - “Have we identified gaps; are we working to close them?”
3. Recognize and reward role models
   - “Do we recognize those who team and lead inclusively?”
4. Enable culture change
   - “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

For the individual – where to start:

1. Value differences
   - “Do I seek diverse views and team with different people?”
2. Identify “insider” and “outsider” dynamics
   - “How different are the people I seek out for key opportunities?”
3. Practice and model inclusive teaming and leadership
   - “How do I adapt my behavior to connect with people who are different from me?”
4. Influence our culture
   - “How do I enable everyone in my team to contribute?”

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

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 [ ] 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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