

# D&I drives performance

## Across industries ...

Companies with diverse teams are:

**+45%**

more likely to improve market share <sup>[1]</sup>

**+70%**

more likely to capture a new market <sup>[1]</sup>

Companies with more diverse leadership teams report:

**+19%**

higher innovation revenues <sup>[2]</sup>

Inclusive teaming and leadership create environments where all people on diverse teams are likely to feel a **sense of belonging**, and in such inclusive environments, employees are **more engaged** and thus:

**+50%**

more productive <sup>[3]</sup>

**+3.5x**

more likely to contribute their full innovative potential <sup>[1]</sup>

Source: 1. Sylvia Ann Hewlett, Melinda Marshall and Laura Sherbin with Tara Gonsalves, *Innovation, Diversity and Market Growth*, Center for Talent Innovation, 2013. 2. *How diverse leadership teams boost innovation*, Boston Consulting Group, 2018. 3. Paul J. Zak, "The Neuroscience of Trust," *Harvard Business Review*, 2017.

Within the EY organization, our own internal analysis validates the external research ...

**EY groups with leading-class engagement have better retention, stronger revenue growth and higher profitability.**

**Feeling free to be yourself at work is a key driver of engagement, and EY groups with leading-class engagement exhibit:**

+4 points higher revenue growth

+8 points higher gross margin

+8 points higher retention

Source: EY 2017 Business Impact Research

# What D&I success looks like



## Find out more

Visit the D&I microsite: [www.ey.com/diversity](http://www.ey.com/diversity).

### EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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**Diversity & Inclusiveness (D&I) means growth**

The ability to invite, leverage and learn from different perspectives is key for clients.

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Diversity and inclusiveness are critical to building a better working world. Diverse opinions and skills lead to the best answers for clients and our own organization. We don't get those diverse opinions and skills by bringing together people who look, think and act the same way, or who've had similar life experiences. We're committed to building the highest-performing teams through the power of diversity and to providing equitable growth opportunities to people around the world.

Carmine Di Sibio,  
Global Chairman and CEO

In today's dynamic and digital environment, teams must be able to successfully navigate disruption and reconcile competing expectations quickly. Diverse and inclusive teams are essential for uncovering different perspectives to solve complex problems and deliver the best approach to EY clients.

It is more important than ever for companies to create an environment where employees feel like they belong, while also celebrating and recognizing uniqueness. It is fundamental to building an inclusive environment where all may thrive and relationships and innovation flourish.

## D&I matters



## Our journey

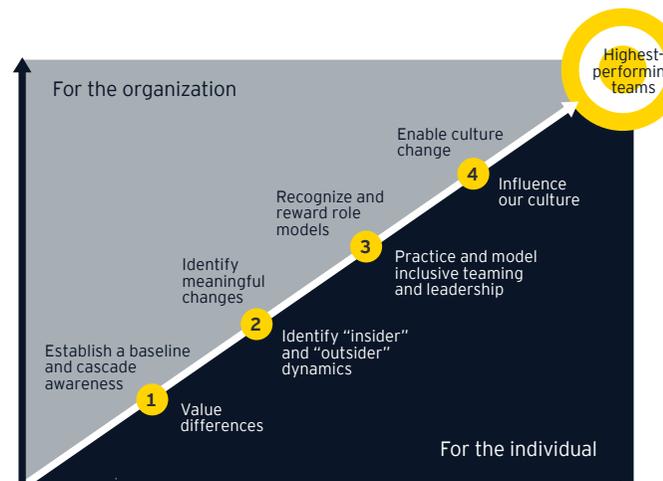
### The EY D&I Culture Change Continuum: our roadmap for success

#### For the organization – where to start:

1	2	3	4
Establish a baseline and cascade awareness	Identify meaningful changes	Recognize and reward role models	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 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 Strengthened by our differences

- ▶ 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

#### Where is EY on this continuum?

Our goal is for EY to consistently reach the circle/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 teams are today, stage 1 or stage 3, we expect the entire organization and all team members to move up the continuum.

#### We're embedding D&I in:

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

Source: Joerg Schmitz and Nancy Curl, The Guide for Inclusive Leaders, Princeton Training Press, 2006.

#### For the individual – where to start:

1	2	3	4
Value differences	Identify “insider” and “outsider” dynamics	Practice and model inclusive teaming and leadership	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