



**Our approach
to Diversity
& Inclusiveness**

EY

Building a better
working world

“EY sees diversity
as a vital strategic
advantage”

The business imperative

EY sees diversity as a vital strategic advantage

At EY, we believe only the highest performing teams – teams who maximise the power of different opinions, perspectives and cultural references – will succeed in the global marketplace.

Leveraging Diversity & Inclusiveness (D&I) is one of the ways we will gain that advantage.

When we act on our commitment to Diversity & Inclusiveness, we maximise the power of our differences to achieve better business results, for ourselves and for our clients.

At EY, we define diversity & Inclusiveness in the following way:

Diversity is about differences. Every one of us is different, and at EY we value and respect individual differences.

Inclusiveness is about leveraging these differences to achieve better business results. It is about creating an environment where all our people feel, and are, valued; where they are able to bring their differences to work each day; and where they contribute their personal best in every encounter.



"Our differences matter because they help us bring a wide range of perspectives and solutions to the issues we, and our clients, are facing in today's global business landscape."

"The innovation diversity brings will help us build our competitive advantage, become market leaders and deliver better client solutions."



Our strategy

Our D&I strategy aims to:

Create the highest performing teams through the development of our people

At EY we aim to create an inclusive culture where all our people can achieve their potential. We continually strengthen the diverse mix of our teams and leaders by removing barriers in our talent pipeline.

Win more in the market through our diversity & inclusiveness

Our people use their unique skills to innovate and bring new insights to our clients. This differentiates our brand, and will set EY to be a leader in diversity and inclusiveness.

Recruit, retain and promote more diverse talent

We aim to consistently recruit the best people from different backgrounds, experiences, skills and perspectives to enrich the diversity of our organisation. At EY we focus our efforts to advance diverse talent.

Equip our people with the skills to lead inclusively

We equip our people with skills and confidence to lead and team inclusively, with a global mindset, to maximise contributions of all our people.

Establish mutual accountability

We ensure all levels at EY are accountable for the equitable development, sponsorship and advancement of our people. Inclusive behaviours are rewarded and play a key role in promotion decisions and leadership appointments.

“New styles of thinking, asking better questions and getting better answers will take us where we want to go.”

Our progress and future



2009-2012 Building foundations and raising awareness

- ▶ Engaged stakeholders, built the business case and established EY employee and D&I councils.
- ▶ Reviewed policies and practices for inclusivity and set baseline metrics to measure against. Job guides for flexible work arrangements were launched.
- ▶ Gender targets were set and measured. Annual feedback surveys for women started. Published three editions of the Women in Leadership series.
- ▶ Ran a census to capture diversity information and launched our Reconciliation Action Plan.
- ▶ Employee network groups were established, unconscious bias training launched and monthly D&I newsletter released.



2013-2015 Integration with the business strategy

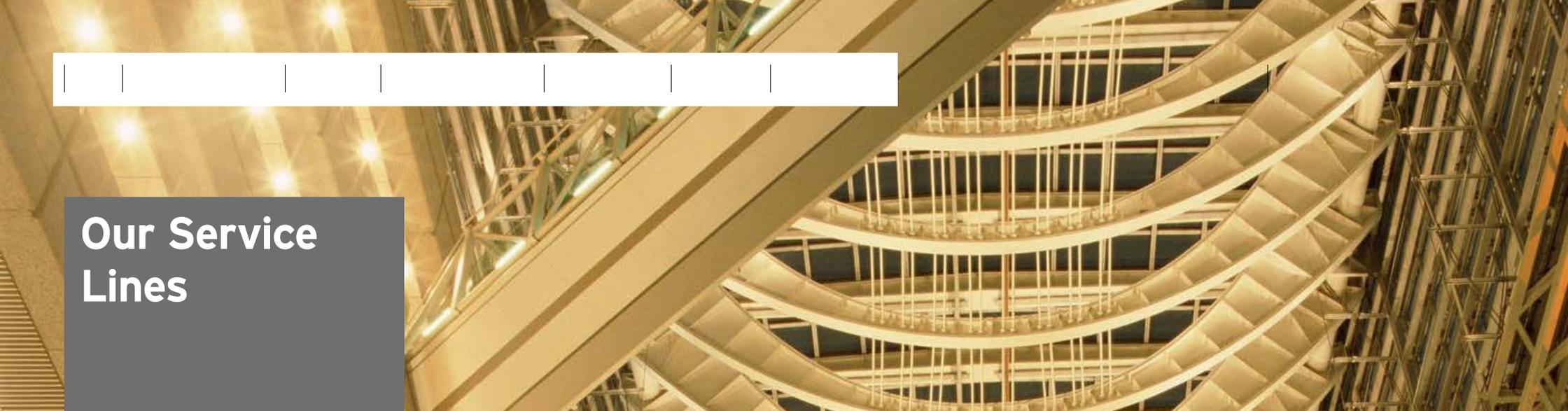
- ▶ Moved from awareness-raising to behavioural change as we worked to embed principles in business processes and market strategy.
- ▶ Achieved gender parity up to senior manager ranks and increased the percentage of female partners. Pay and performance rating gaps decreased, particularly for those on flexible work arrangements.
- ▶ Four further editions of Women in Leadership series were published.
- ▶ Released our RAP status report which detailed our Indigenous internship program. Maori-led Advisory service, Tahi, was launched in New Zealand.



2015 and beyond Focus on creating the highest performing teams

- ▶ Continue to advance fair growth of female and minority leaders using their diverse perspectives to enrich our organisation.
- ▶ Aspire to retain Employer of Choice for women citation and be seen by clients as D&I leaders.
- ▶ Equip our people with skills to lead inclusively by recognising, valuing and leveraging differences.
- ▶ Maintain ongoing vigilance to ensure diversity and inclusiveness principles are part of day-to-day decision making and advancement of our people.
- ▶ Focus on key areas of gender, ethnicity, LGBTI inclusion, flexibility and reconciliation to grow a diverse organisation and exceptional client service.





Our Service Lines

Engaging everyone in our Diversity & Inclusiveness strategy is important, from senior leadership to new starters. The ownership for delivering a diverse and inclusive workforce sits with our leadership, who are accountable for helping incorporate diversity into everything we say and do. Their support and commitment is key to achieving our goals, which in turn allows us to collaborate better, engage in more meaningful business discussions and offer more insightful advice for our clients.

“The world is changing fast and we want to make sure EY is one of the leaders of that change.”

“Unconscious bias is the biggest barrier to genuine equality. Examining and questioning our own biases is crucial if we are to avoid homogeneity and instead encourage a flexible outlook that allows us to collaborate better, engage in more meaningful discussions and offer more insightful advice for our clients.”

Mike Wright – Assurance

“Recruiting diverse candidates and creating diverse teams on client engagements are priorities for us. We then need to give those teams the freedom to learn from each other and to challenge each other to grow. New styles of thinking, asking better questions and getting better answers, will take us where we want to go.”

Bill Farrell – Advisory

“Mentoring or sponsoring someone different from you is a great way to help grow diversity within leadership and its pipeline. When we take the time to get to know our people, we open our eyes to the value that each person brings – this allows us to play to people’s strengths and provide them with the right opportunities that will allow them to reach their potential.”

Craig Robson – Tax

“We have a very diverse client base and we know the value of diverse experience. Different points of view can add extreme value to the conversation, whether it be internal discussions or advice to clients. Diversity is not a tick a box exercise at EY – it’s about leveraging the power of difference.”

Julie Hood – TAS

Our networks

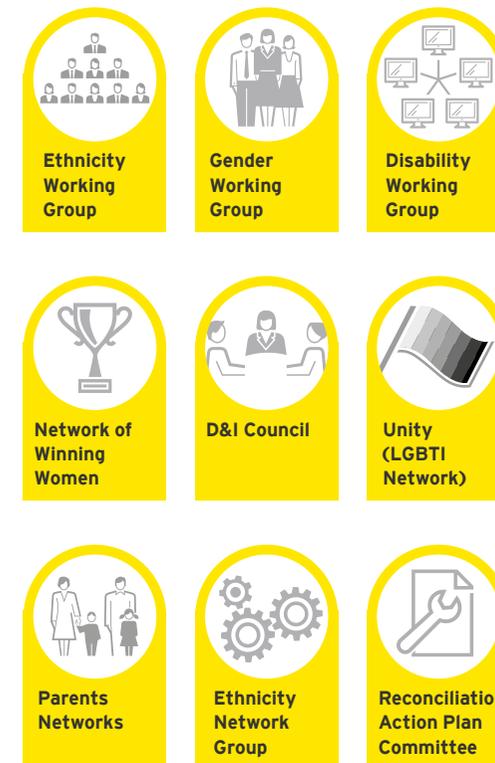
Our networks are a valuable resource to our organisation and our Diversity & Inclusiveness strategy relies on harnessing their power to achieve our wider strategic objectives.

Our network groups contribute to these objectives in a number of ways:

- ▶ Raising awareness of the diversity of our people and promoting a culture of inclusive leadership.
- ▶ Educating the business by raising awareness of the issues facing some of our people groups.
- ▶ Attracting diverse new talent by contributing to the organisations position as an employer of choice.
- ▶ Providing members with personal development opportunities and creating a sense of affinity with the organisation.
- ▶ Creating opportunities to connect with colleagues across all our service lines and in different geographical locations, providing wider personal networks.
- ▶ Connecting to the market by providing opportunities to engage with our clients and potential clients.
- ▶ Challenging the business to ensure that inclusive practices are 'business as usual'.

“People are at their happiest and most productive when they feel free to be themselves, we want EY to be a place where everyone can bring their whole selves to work.”

Lynn Kraus, National Unity Executive Sponsor





Our resources

Diversity & Inclusiveness is a relevant business topic for all of us. The increasing globalisation of our world brings together more cross-border, cross-cultural and multilingual teams and clients, and an increased participation in the economy by previously underrepresented groups, such as women.

To learn more about how EY is supporting and driving change, we recommend the resources below.

Women in Leadership.

www.ey.com/au/women

EY's Women in Leadership series speaks to some of Australia's successful and inspirational business women and men and examine, through their stories and experiences, how Australia can move forward towards gender equality.

Women. Fast forward.

www.ey.com/womenfastforward

According to the World Economic Forum (WEF) Global Gender Parity Report 2014, it will take until 2095 to achieve gender parity in the workplace. EY says 80 years is too long and it is time to accelerate change.

The case for gender diversity: Australian property sector at the tipping point

By failing to embrace gender diversity, the Australian property industry is missing out on an important opportunity to lift its financial performance, a report from EY and the Property Council of Australia.

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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. EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

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