



GED 2017 Conference and Awards: Building Growth through Inclusion and Diversity

30 November 2017

Context setting

1

100+ engagements

2

New perspectives

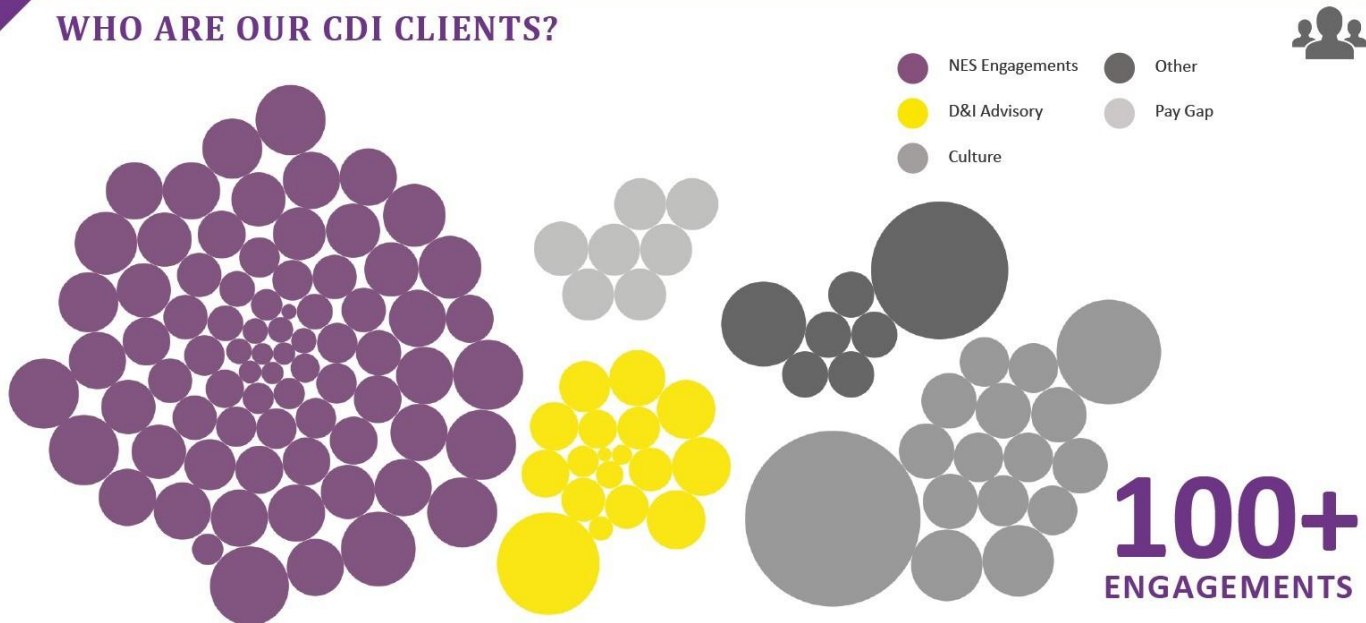
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What works

4

Common myths

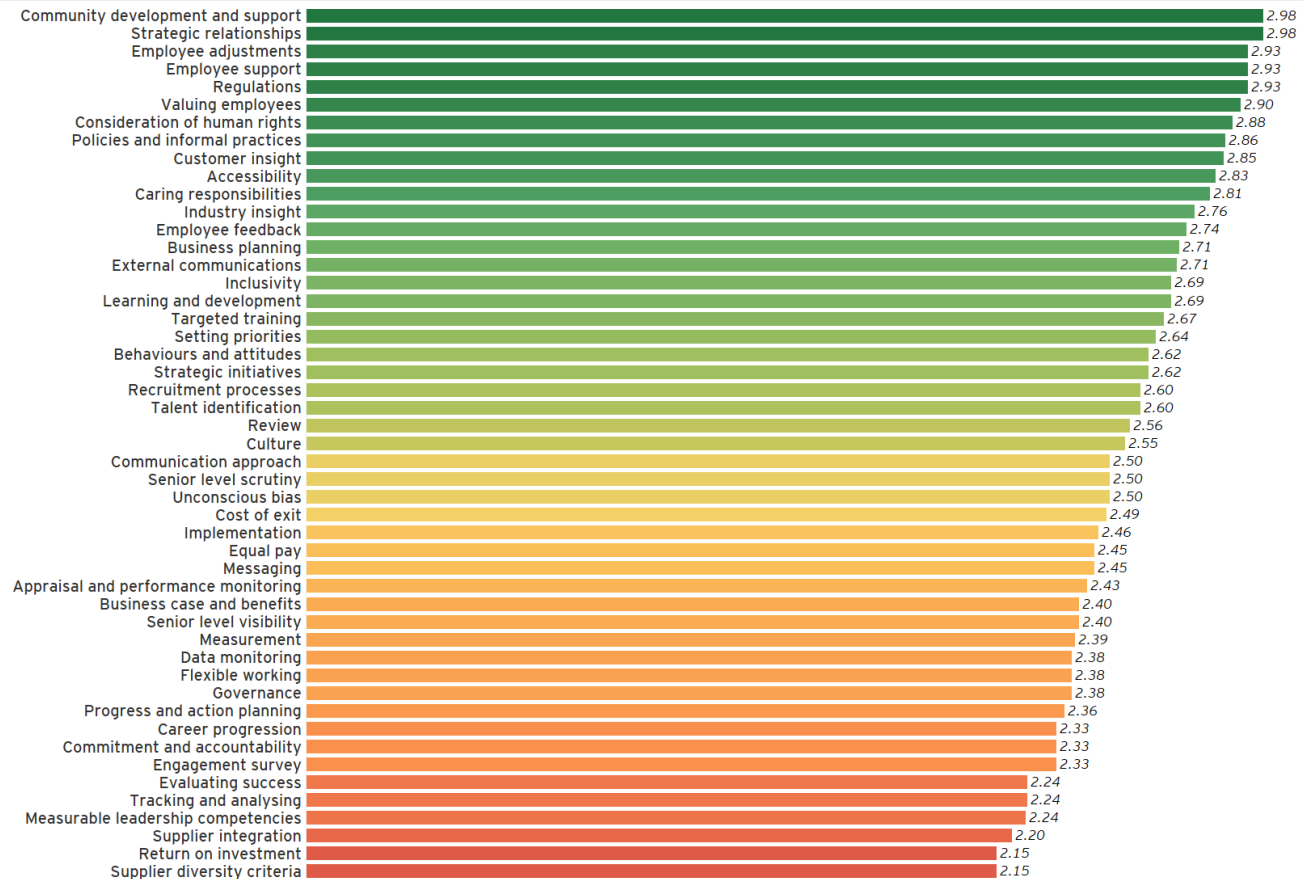
WHO ARE OUR CDI CLIENTS?



NES heatmap



Topic Distribution



Industry norms

NES Summary Page



Core Components EDI	Core Components HR	Understanding your Business	Understanding your People	Your Leadership	Review & Measurement	External Relationships
Culture 2.55	Talent identification 2.60	Strategic initiatives 2.62	Inclusivity 2.69	Commitment and accountability 2.33	Review 2.56	Community development and support 2.98
Policies and informal practices 2.86	Recruitment processes 2.60	Setting priorities 2.64	Caring responsibilities 2.81	Messaging 2.45	Measurement 2.39	Strategic relationships 2.98
Governance 2.38	Appraisal and performance monitoring 2.43	Progress and action planning 2.36	Valuing employees 2.90	Behaviours and attitudes 2.62	Evaluating success 2.24	Customer insight 2.85
Data monitoring 2.38	Career progression 2.33	Business planning 2.71	Employee support 2.93	Senior level scrutiny 2.50	Return on investment 2.15	External communications 2.71
Engagement survey 2.33	Learning and development 2.69	Business case and benefits 2.40	Flexible working 2.38	Senior level visibility 2.40	Cost of exit 2.49	Supplier integration 2.20
Employee feedback 2.74	Equal pay 2.45	Regulations 2.93	Employee adjustments 2.93	Targeted training 2.67	Tracking and analysing 2.24	Supplier diversity criteria 2.15
Communication approach 2.50	Unconscious bias 2.50	Industry insight 2.76	Consideration of human rights 2.88	Measurable leadership competencies 2.24	Implementation 2.46	Accessibility 2.83

Industry norms

Areas where
organisations are
performing **well**

CSR and strategic relationships

Employee support and adjustments

Regulations and policies

Tracking & analysing

Return on investment

Areas where
organisations
are performing
poorly

Supplier diversity

Industry examples

Construction, Property & Real Estate

Areas where **the industry** is performing **well** relative to other industries

Supplier diversity

Talent identification

Industry insight

Unconscious bias

Progress & action planning

Measurement

Areas where **the industry** is performing **poorly** relative to other industries

Professional services

Areas where **the industry** is performing **well** relative to other industries

Supplier integration

Progress & action plans

ROI

Human rights

Employee adjustments

Inclusivity

Areas where **the industry** is performing **poorly** relative to other industries

Key pieces of learning

BAME
performance

Lack of
measurement
of return on
investment

Inclusivity and
infrastructure

Complacency
vs.
transformation

Training, more
training and a
little more
training

Questioning
the golden
thread

Interview
panels

Appetite for
risk

Common myths

One woman on a shortlist will improve diverse hiring

Meritocracy is a given: “we hire the right person for the job”

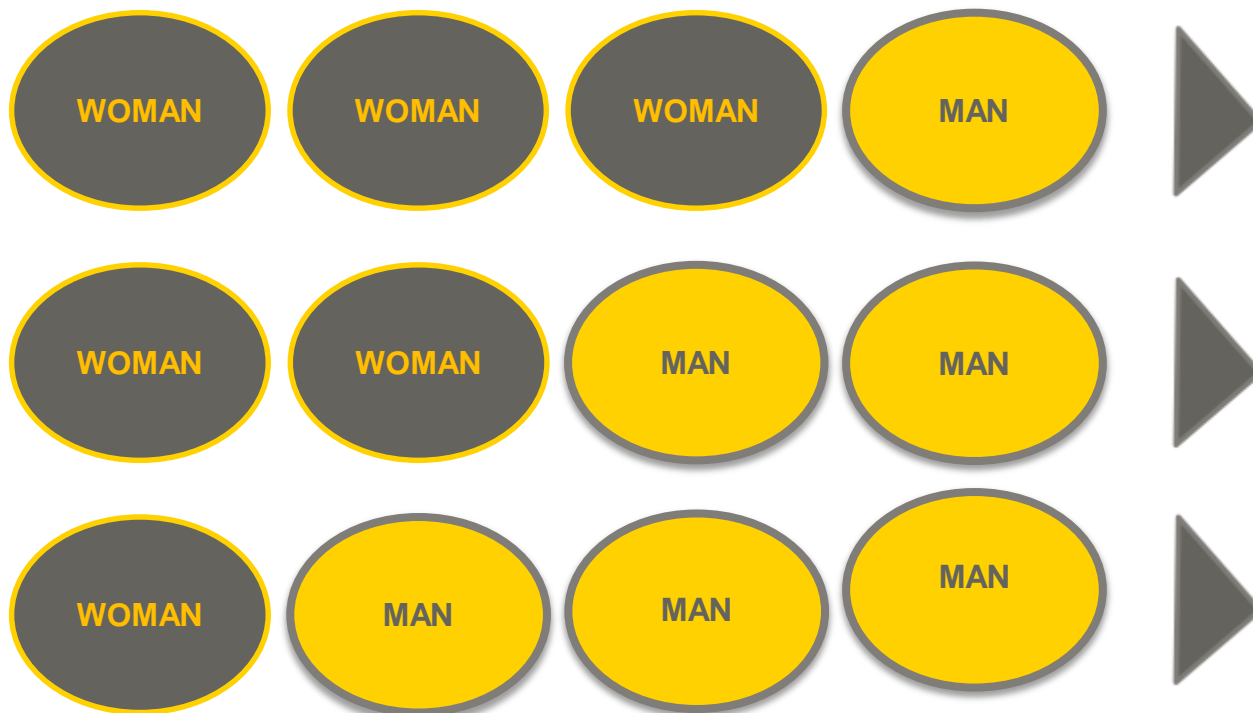
Women leave work to spend time with their families

Diverse candidates simply don't exist



Myth – One woman on a shortlist will improve diverse hiring

COMPOSITION OF FINALIST POOLS



LIKELIHOOD OF HIRING A WOMAN

67%

50%

0%

Source: Johnson et al, Harvard Business Review, April 2016

Myth – Meritocracy is a given

“we hire and promote the best person for the job”



Source: Sreedhari Desai, *The Implications of Marriage Structure for Men's Workplace Attitudes, Beliefs, and Behaviors toward Women*, 2014

Myth – Women leave to spend time with their family

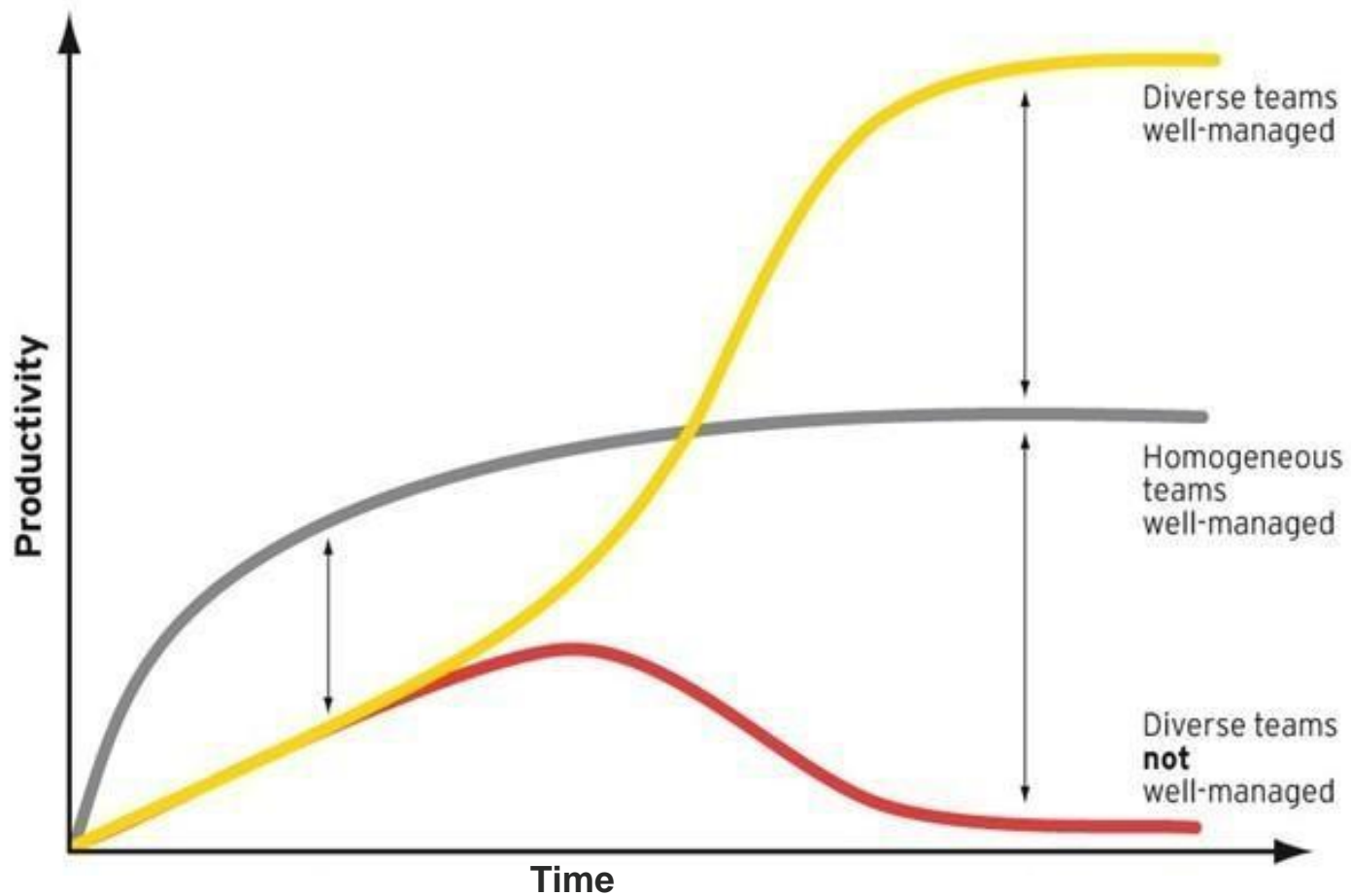


“our senior female attrition was running higher than our senior male attrition – for a company seriously invested in making progress in the numbers of women we have in senior roles, that was a troubling statistic”

Senior Executive, Citi

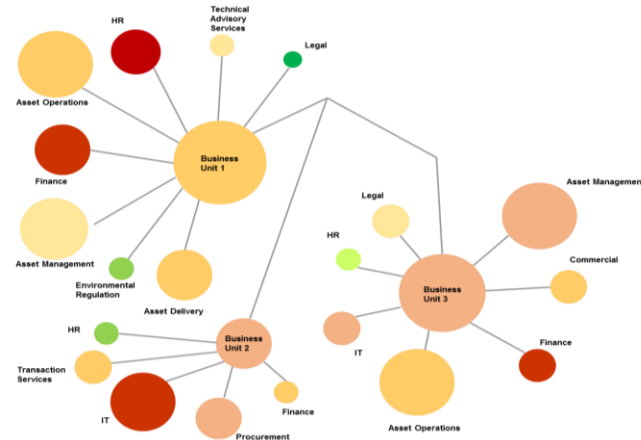
Source: Ely et al, Harvard Business Review, December 2014

EY D&I impact study



A robust approach to assessing culture

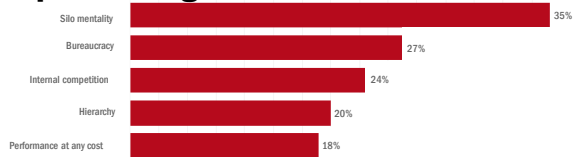
Mapped **cultural stress levels** and impact on performance and risk across the business



Top positive behaviours



Top limiting behaviours



Top desired behaviours



Your people's perceptions of the **current culture vs. the culture needed** to achieve your greatest potential

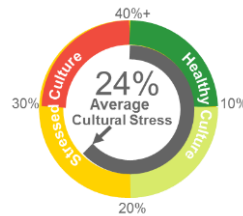
Indicative survey results



Men

Total responses: 133

Response rate: 81%



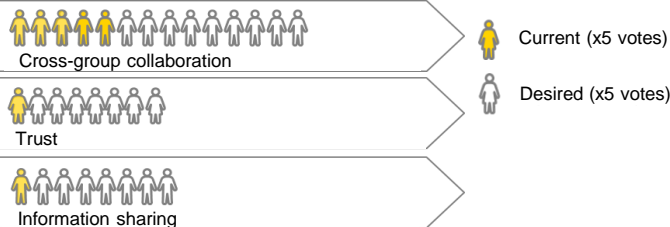
Top positive current culture behaviours



Top limiting current culture behaviours



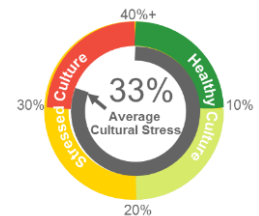
Top culture jumps



Women

Total responses: 42

Response rate: 43%



Top positive current culture behaviours



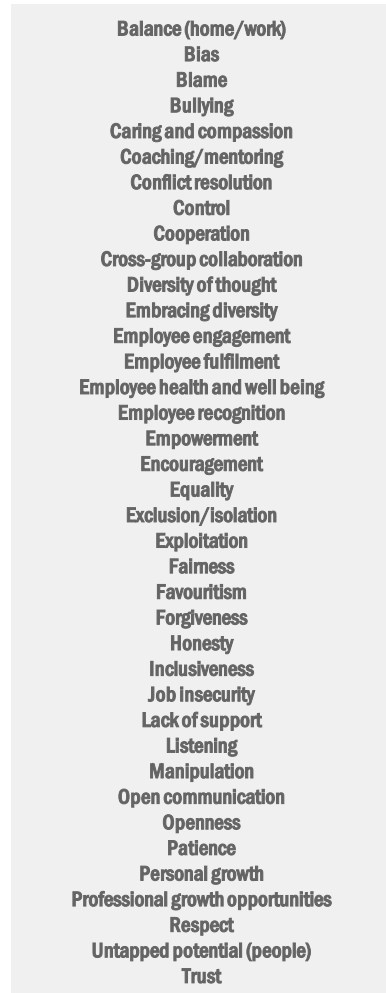
Top limiting current culture behaviours



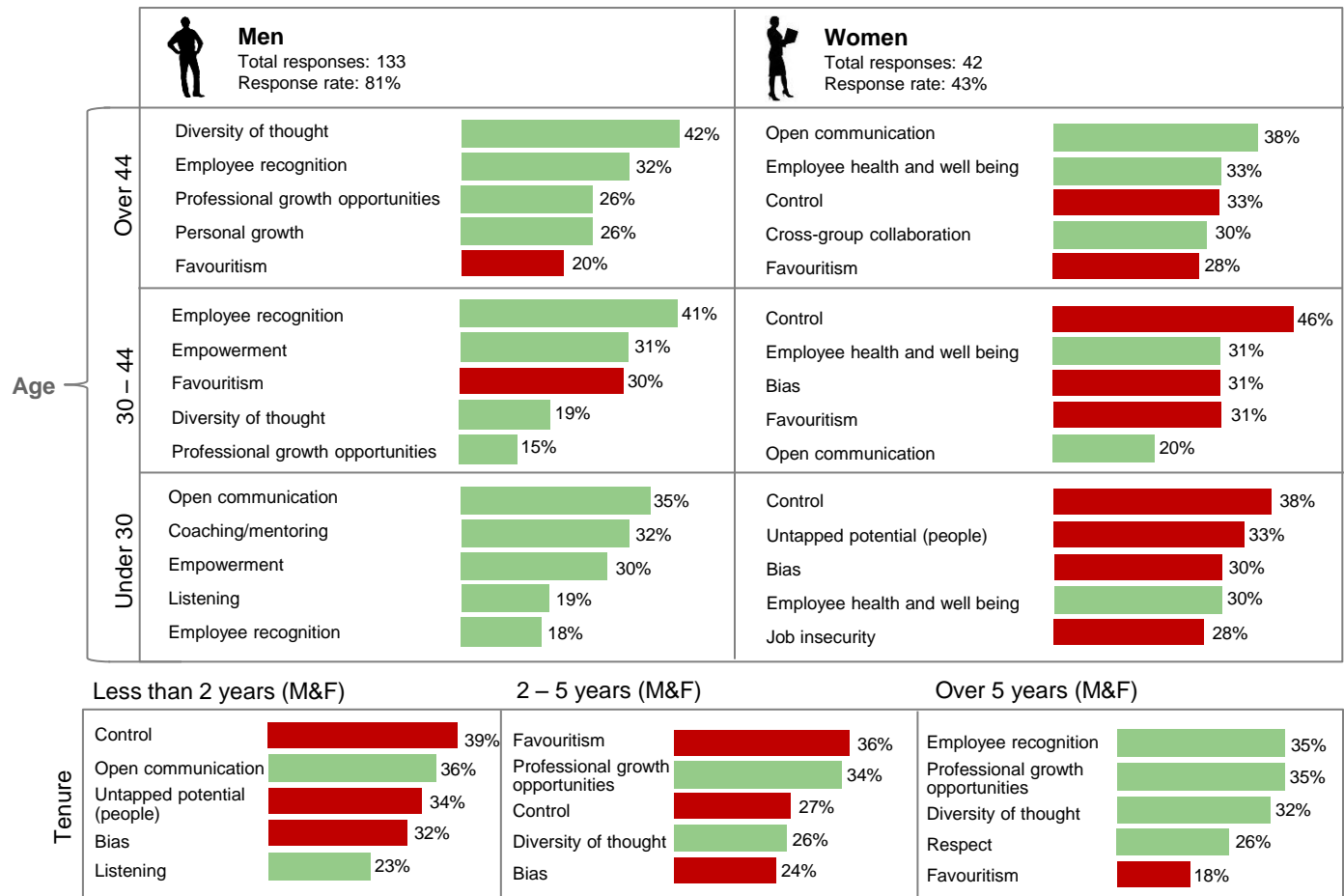
Top culture jumps



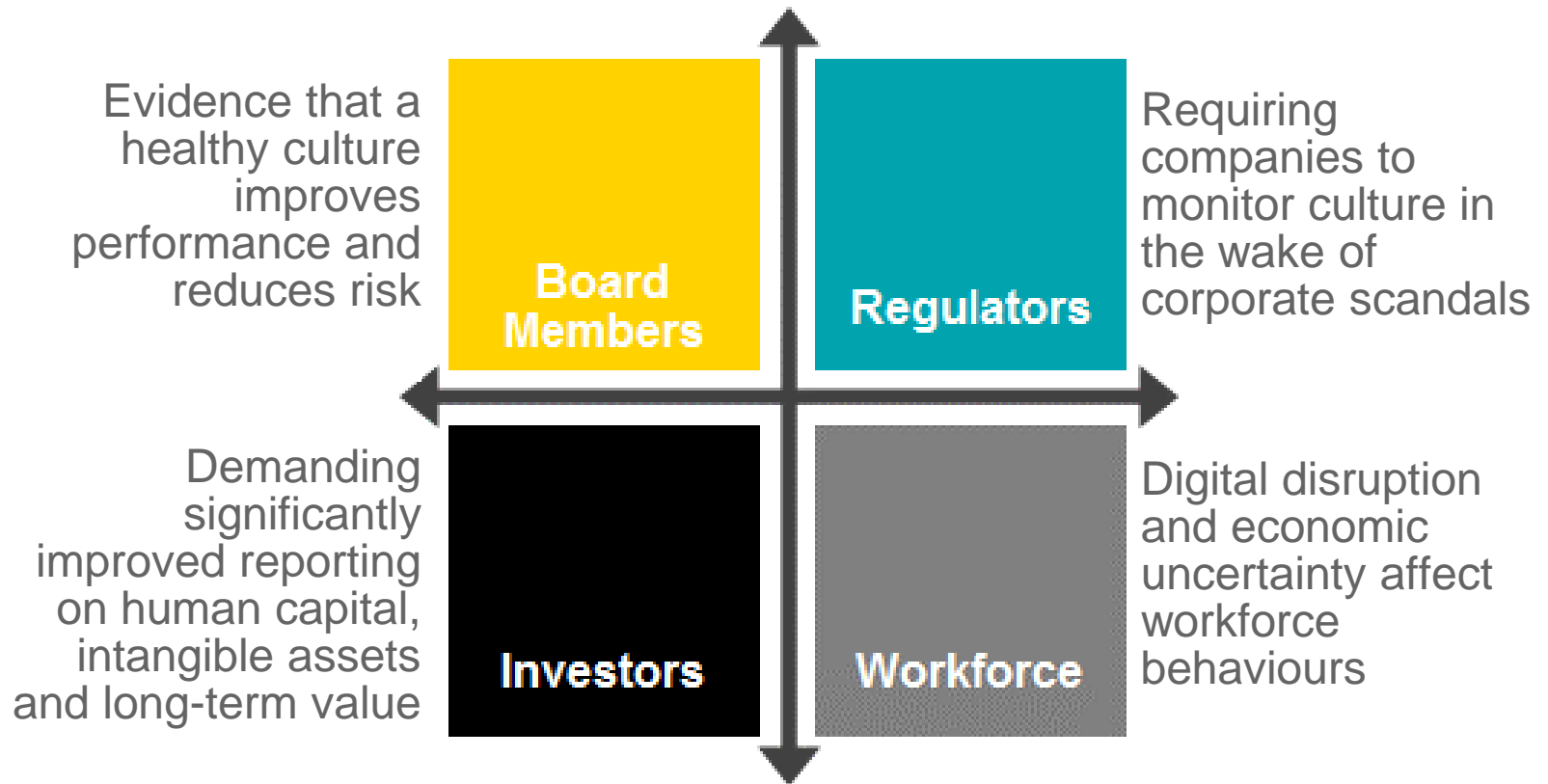
Indicative survey results – part 2



Top responses when asked to describe the organisation's culture with regard to inclusion...



Numerous reasons for focusing on culture



Gender pay reporting – key findings

- Mandatory reporting deadline of 4 April 2018
- As at 16 November only 233 of 11,000 have reported including 4 FTSE100
- Concerns around negative publicity and reporting “outside the pack”
- Challenges around gathering data and interpreting the regulations
- Most are expected to report in the last few weeks ahead of the deadline
- A recent EY report shows most will have a significant gap (up to 40%)
- Many companies are also underestimating the complexity and resource required
- Of those clients who have published, reasons for doing so are varied

Organisations who want to 'get it right'

We have worked with organisations to help with:

- Understanding the regulations
- Assessing the methodology
- Assuring the accuracy and completeness of the data
- Challenging and reviewing the supporting narrative
- Providing management with confidence in the accuracy of the information
- Strengthening systems and controls for collecting and reporting the data
- Improving senior-level engagement in the process
- Increasing the credibility and trust amongst stakeholders
- Detailed analysis of root causes

Inclusion and diversity in the future

Data and demographics

Impact of AI

Discrimination and algorithms

EY

Conclusions and key market trends

“Don’t **presume**”

The landscape is rapidly **changing**

Diversity rethink

Culture is key

EY | Assurance | Tax | Transactions | Advisory

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ED None

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