

# The Competitive Edge

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# My 15 minute challenge

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- Quick overview of EY's D&I journey
- Introduce the National Equality Standard
- The D&I competitive edge – practical insights

# The D&I business case

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- ▶ Increasing market share and anticipating emerging markets
- ▶ D&I is important to investors
- ▶ First mover advantage

# Major trends driving the need for D&I



# Our D&I journey

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**Prior to 2000**

## **Compliance focus:**

- D&I considered as a compliance issue
- Fairness assured by adherence to EY Values

**Post 2000**

## **HR focus:**

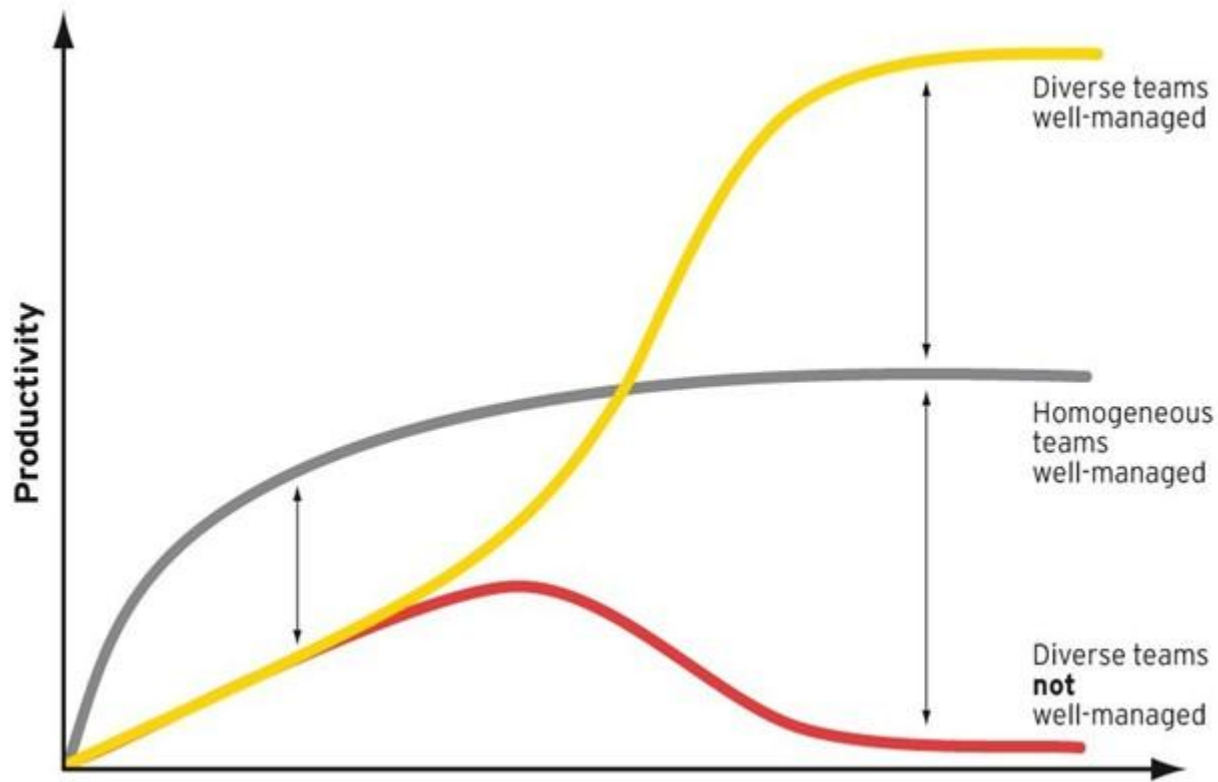
- D&I considered as an HR issue
- Increasing D&I measurement
- Increasing external comment

**Post 2010**

## **Business focus:**

- D&I considered as commercial imperative
- It's the way we do things around here
- Increasing client connections and market driven approach

# Developing our own business case



Diverse teams, when well-managed, outperform homogeneous teams

Diverse teams that aren't managed effectively, however, will underperform

# Our D&I approach

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# Our competitive edge

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**NATIONAL  
EQUALITY  
STANDARD**



# The NES Standards & Competencies



<p><b>Core components EDI</b></p> <p>Ensuring your organisation has essential EDI components in place</p>	<p><b>Core components HR processes</b></p> <p>Ensuring your organisation has essential EDI components integrated within all your HR processes and systems</p>	<p><b>Understanding your business</b></p> <p>Ensuring your organisation has a relevant and proportionate focus on strategy implementation</p>
<p><b>Understanding your people</b></p> <p>Ensuring your organisation has a relevant and proportionate focus on its people throughout their employment journey</p>		<p><b>Your leadership</b></p> <p>Ensuring your leadership are visible, accountable and open to scrutiny</p>
<p><b>Review and measurement</b></p> <p>Ensuring your organisation has EDI interventions which are regularly reviewed and measurable</p>	<p><b>External relationships</b></p> <p>Ensuring proportionate consideration is given to your organisation's external relationships with customers, suppliers and the community</p>	<p>Sign up for equality</p>

1	2	3	4	5	6	7
Core components EDI	Core components HR processes	Understanding your business	Understanding your people	Your leadership	Review and measurement	External relationships
Culture	Talent identification	Strategic initiatives	Inclusivity	Commitment and accountability	Review	Community development and support
1.1	2.1	3.1	4.1	5.1	6.1	7.1
Policies and Informal practices	Recruitment processes	Setting priorities	Caring responsibilities	Messaging	Measurement	Strategic relationships
1.2	2.2	3.2	4.2	5.2	6.2	7.2
Governance	Appraisal and performance monitoring	Progress and action planning	Valuing employees	Behaviours and attitudes	Evaluating success	Customer insight
1.3	2.3	3.3	4.3	5.3	6.3	7.3
Data monitoring	Career progression	Business planning	Employee support	Senior level scrutiny	Return on Investment	External communications
1.4	2.4	3.4	4.4	5.4	6.4	7.4
Engagement survey	Learning and development	Business case and benefits	Flexible working	Senior level visibility	Cost of exit	Supplier integration
1.5	2.5	3.5	4.5	5.5	6.5	7.5
Employee feedback	Equal pay	Regulations	Employee adjustments	Targeted training	Tracking and analysing	Supplier diversity criteria
1.6	2.6	3.6	4.6	5.6	6.6	7.6
Communication approach	Unconscious bias	Industry insight	Consideration of human rights	Measurable leadership competencies	Implementation	Accessibility
1.7	2.7	3.7	4.7	5.7	6.7	7.7



# NES lessons learned

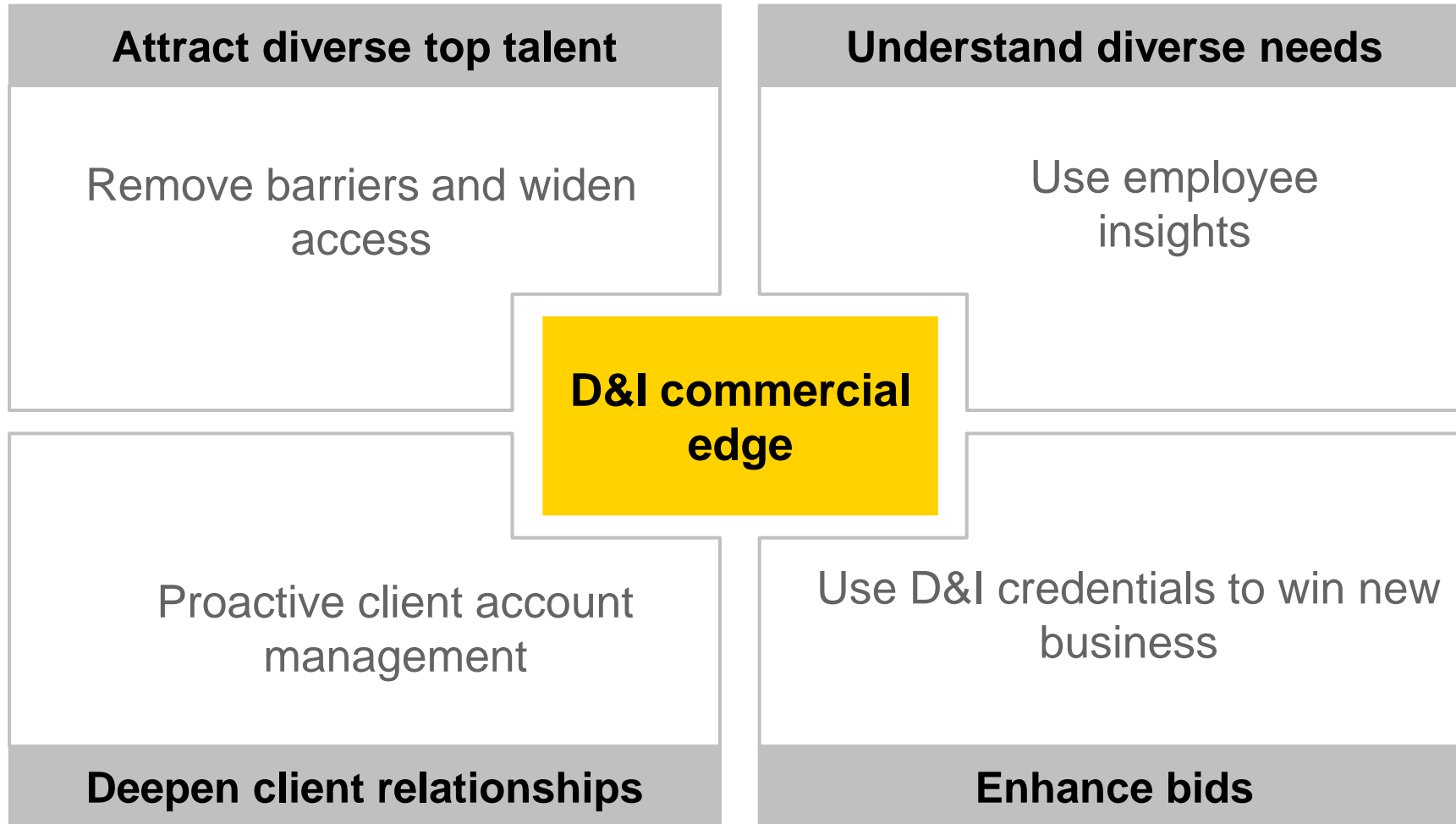
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Many organisations focus on the wrong things...



# The D&I competitive edge – NES practical insights

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**Thank you**