In today's complex global economy, you need many voices and perspectives to ask the right questions and find the best solutions. At EY, we are focused on fostering a diverse and inclusive culture in which varied viewpoints are encouraged. Equality of opportunity is a moral issue and should be embraced by all businesses; diversity of thought and inclusive discussions in which differences are leveraged are a business imperative. Building diverse teams that draw on different skills, backgrounds and experiences leads to better questions and better answers.

EY (EY Global Limited) and our team of 250,000 people around the world are committed to our purpose of Building a better working world. A crucial characteristic of a better working world is greater diversity and inclusiveness (D&I).

Fostering greater D&I at EY and across business has long been, and continues to be, central to our strategy and success. In today’s increasingly complex business environment, finding the best answers means bringing together people with different viewpoints, cultural references and backgrounds. In 2013, we created our first-ever global D&I “roadmap.” This roadmap, “D&I means growth,” articulates what EY is trying to accomplish through D&I and how this links to our overall business strategy. We use it throughout our organization to progress toward a set of common objectives and to offer practical advice to our business units and leaders on assessing their status, identifying gaps, and taking concrete action to build and sustain a diverse workforce and an inclusive culture.

In the spirit of driving additional progress at EY and across business, below are a few specific and notable enterprisewide efforts:

- **Global Diversity & Inclusiveness Steering Committee**: In 2015, we established the Global Diversity & Inclusiveness Steering Committee (GDISC), a group of diverse, influential leaders from around the world who work together to continue our D&I progress. The committee is co-chaired by Karyn Twaronite, Global and Americas Diversity & Inclusiveness Officer, and Carmine Di Sibio, Global Managing Partner of Client Service. One of the GDISC members’ primary roles is to collaborate with their respective leadership teams, peers and talent teams to reach our progressive D&I goals, which span our people’s careers including recruiting, onboarding, staffing/deployment, promotions and leadership appointments. I also personally participate in the Council and work directly with Karyn, Carmine and
GDISC leaders in their home countries and business on their further progress.

- **Inclusion and non-discrimination global policy:** A recent example of how we continue to innovate in the D&I arena is the introduction of an *Inclusion and non-discrimination global policy*. This policy, sponsored by our GDISC, clarifies what is meant by discrimination, intimidation and harassment and reinforces the importance of equitable and respectful treatment for all EY people around the globe.

- **EY D&I microsite:** Our D&I microsite (ey.com/differencesmatter) is one way we are bringing EY’s D&I vision to life for our people and our partners. It is a portable, mobile view of our D&I roadmap, which supports opportunities to share D&I core concepts across EY and with our clients and broader communities. The site is a valuable resource to educate our people about our D&I priorities and to highlight examples and stories from around the world. It also conveys the depth and breadth of our D&I focus to the marketplace, including recruits and key external stakeholders in our communities.

- **EY and Peterson Institute for International Economics gender study on profitability:** Our commitment to women’s advancement extends beyond EY. In 2016, EY and the Peterson Institute for International Economics released research that showed having more female leaders in business can significantly increase profitability. The extraordinary survey of almost 22,000 publicly traded companies in 90-plus countries demonstrates that the presence of more female leaders in top positions of corporate management correlates with increased profitability of these companies. For example, an organization with 30 percent female leaders could add up to 6 percentage points to its net margin.

Our D&I progress also relies on local action led by each of our markets and business units to address specific opportunities to further increase diversity across our talent pipeline. Examples include:

- **Discover EY:** This three-day conference brings together more than 180 minority undergraduates to raise awareness about careers in professional services, attend leadership development sessions and provide firsthand experience of the many opportunities EY offers. Almost 2,000 students have gone through this program since its inception in 2007. The success and expansion of this program are evidenced by an increase in diversity among the firm’s entry-level hires. Ethnically diverse employees made up 39 percent of our entry-level hires and 41 percent of campus hires in Fiscal Year 2017. Many Discover EY participants also take part in our LAUNCH Internship Program. LAUNCH supports nearly 400 students from underrepresented groups who are majoring in accounting, business and information technology.

- **EY Corporate Finance Woman of the Year:** In February 2018, we announced the winner of this inaugural global competition. The competition, sponsored by EY’s Global Transaction Advisory Services (TAS) practice, aims
to build a pipeline of female talent in corporate finance by bridging perception gaps and showcasing the types of roles available within corporate finance. The competition drew hundreds of applications, culminating in a shortlist of 81 national finalists worldwide. Eight regional winners from seven countries participated in the global final. The winning university student will participate in a 30-day immersive internship experience, with the opportunity to work with EY mentors and TAS teams in three of our global areas.

- **Inclusiveness Leadership Program**: This program offers a multiyear experience that pairs high-potential partners and principals—across all dimensions of diversity—with an executive coach, as well as with members of our Americas Area management board, who serve as mentors and sponsors. The direct one-on-one relationship with a board member helps provide the visibility to be considered for future senior leadership appointments.

- **EY Entrepreneurial Winning Women™ program**: Through this executive leadership program (running in more than 30 countries), a select group of high-potential women entrepreneurs receive ongoing support to help accelerate their growth. It is designed for established women-led businesses that are ready to scale their operations and become global market leaders by expanding their knowledge with the latest information, research and executive dialogues on business strategies/practices; identifying potential partners, strategic alliances, customers and suppliers; providing access to informal, one-on-one guidance and support; and increasing visibility among corporate executives, investors and the media.

In today’s complex global economy, you need many voices and perspectives to ask the right questions and find the best solutions. At EY, we are focused on fostering a diverse and inclusive culture in which varied viewpoints are encouraged. Equality of opportunity is a moral issue and should be embraced by all businesses; diversity of thought and inclusive discussions in which differences are leveraged are a business imperative. Building diverse teams that draw on different skills, backgrounds and experiences leads to better questions and better answers.