Diversity Councils Web Seminar

• Best practices on starting a council, council structure, CEO involvement and metrics
• Accountability factors. including linking compensation to results and the role of chief diversity officers

Moderated by: Tamika Cody
Managing Editor

Poppie Parish
Senior Vice President, Diversity & Inclusion, KeyCorp

Brenda Kirszner
Associate Director, EY
Housekeeping

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• Simply type in your question and click send.
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<td>Verizon Communications</td>
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Top 10 Companies for Diversity Councils

1. EY
2. TD Bank
3. Sodexo
4. Kellogg Company
5. KeyCorp
6. Abbott
7. Wyndham Worldwide
8. AT&T
9. Cox Communications
10. BASF
2016 DiversityInc Top 50 Survey Now Open!

• If you haven’t received your survey participation link email top50@DiversityInc.com
Since 2001, Parish has been responsible for the strategic and tactical direction of the bank’s supplier diversity efforts, with a focus on developing and securing business relationships with minority-, women-, veteran- and LGBT-owned businesses. KeyBank supports diverse business owners, providing them an opportunity – through a rigorous competitive process – to supply KeyBank with essential goods and services. In the process, Key builds important relationships with diverse firms and supplier diversity advocates, and support organizations throughout the United States, especially wherever Key has a presence. Under Parish’s direction, KeyBank’s supplier diversity business model and efforts have achieved national status, reaching as far as the #4 position on DiversityInc’s list of “Top 10 Companies for Supplier Diversity.”
Diversity and Inclusion at Key

Building a path forward -- it’s a journey!!!!

Poppie Parish, Senior VP, Diversity and Inclusion
October 13, 2015
Who We Are…

- More than 14,000 engaged & committed employees
- Diverse & experienced Board of Directors
- 2 million clients
- 1,000 branches & 1,400 ATMs in 23 markets across 12 states
- 8 targeted industry segments
- Online and mobile presence

...All Focused Forward
Focused on Employees, Clients and Communities

Corporate Responsibility is important to us and the communities that we so proudly serve

- 6 time winner: DiversityInc. “Top 50” company
- 2 time winner: One of America’s Most Community-minded Companies (The Civic 50)
- 27,000 employee volunteer hours in 2014
- 7 time winner: “One of the Best Places to Work” (Corporate Equality Index, Human Rights Campaign)
- LEED platinum and Energy Star certification received for many facilities
Setting the tone for Diversity and Inclusion at Key… is clear

“One of the major reasons I came to Key was the executive leadership’s intense commitment to diversity and inclusion. Hiring and supporting me was clear evidence of the bank’s commitment.

Inclusion does not happen by philosophy, although commitment begins there. Instead, it happens by example, by actions that embody conviction and brings that conviction to life.

This is personally deeply important to me, to take Key to the next level. We have a solid foundation, but – because diversity and inclusion are a journey, not a finish line - there is always more work to do.”
Defining Diversity and Inclusion at Key… is intentional

**Strategic Priority as set by the Board of Directors:**
“Engage a high-performing, talented and diverse workforce”

*Diversity* represents the recognition and appreciation for the full range of human differences, personal attributes and backgrounds and diversity of ideas and thought that are found within our company.

*Inclusion* is creating an intentional and committed workplace environment and organizational culture where all people are engaged, valued, supported, respected, affirmed and unencumbered to bring their authentic selves to the benefit and value to a team and our business.

*We do both!*
Foundation of our Framework… is focused

- CEO driven and Board engaged
- Building awareness is foundational
- Accountability is leader driven instead of compliance driven
- Qualitative outcomes lead to Quantitative results
- Understanding our diversity profile and deciding what to do about it
- Integrate into the human capital planning and leadership development
- Regular assessment and measurement (transparency)
Our Methodology and Strategy

Our diversity and inclusion (D&I) strategy is a two-pronged approach…

Our early focus has been on identifying our qualitative behaviors, impacts and opportunities. Moving to more quantitative metrics will help measure our progress in building and leveraging a diverse workforce and workplace.
Building a Plan for Action

Assessment
Stakeholder collaboration
- Current state
- Opportunities
- Expected outcomes

Plan Development
Line of Business driven
- Strategies
- Tactics
- Measuring planned outcomes

Execution
Partnership focused
- Resources
- Engagement
- Measuring real-time outcomes

Sustain and Follow Up
Shared success
- Review outcomes
- Reporting and best practices
- Measuring and celebrating impact
Key’s Diversity and Inclusion Council

Taking Significant Steps Forward in our Journey

- Chaired by our CEO
- Led by Chief Diversity Officer
- Executive Leadership Team (1-2 deep) serve on the Council
- Line of Business Champions
- Business Networking Groups

We are a Working Council
Diversity & Inclusion Roles and Primary Accountabilities

**Executive Leadership Team (ELT)**

- **CEO**
  - Program Owner
  - Program Managers (Line of Business Champions)

- **Board**
  - CEO
  - Program Owner
  - Program Managers (Line of Business Champions)

**Diversity and Inclusion**

- **CDO Business Owner**
  - Program Owner
  - Program Managers (Line of Business Champions)

**Program resources** (HRBP, Talent Management, D&I Recruiting)

**Business Owner: Chief Diversity Officer**
- Strategy
- Visibility
- Transparency
- Accountability

**Advisory: Diversity & Inclusion Council**
- Leadership
- Alignment
- Advocacy and celebration
- Accountability

**Program Owner: SVP, Diversity and Inclusion**
- Consultation
- Implementation
- Management
- Communication

**Program Managers: Line of Business Champions**
- Ownership
- Collaboration
- Execution
- Measurement
Work of the D&I Council and Our Partners

- Assessment
- Executing Action Planning
- Allocation
- Advocacy

- Drive strategic partnerships
- Metrics
- Support plans and tactics
- Identify Tools and resources
- Celebration

- Cultural insight
- Talent attraction and retention
- Engagement and collaboration
- Outreach

LOB Champions

KBNG Champions

HR Partners

Diversity & Inclusion Team

LOB Champions

KBNG Champions

HR Partners

Diversity & Inclusion Team

Classified: KeyCorp Internal
Framework: Work of D&I Council and LOB Champions (Quantitative & Qualitative)

• Assessment of Diversity Profiles – placements and workforce
  – Quantitative data by gender and race
  – Establish enterprise and LOB baselines
• Analysis of strengths and opportunities within Profiles
  – Talent pipeline focus
• Construct Action Plans and identify resources needed to execute
  – Define acquisition and retention strategies
  – Set targets for measurement, improvement and growth
  – Determine resources needed to execute
Work of D&I Council and LOB Champions
(Quantitative & Qualitative)

• Building Awareness and Capability
  – Develop leadership capabilities to lead D&I
  – Build and leverage cultural competency that cascades from the top
  – Real life issues as teachable moments (myth busting)

• Diverse and Inclusive Work Environment
  – Address challenges quickly and celebrate often
## Quarterly Diversity Profiles
### SAMPLE Year-end 2014 KeyCorp Demographics

### Diverse Human Capital Profile
#### Workforce EOY 2014

### Workforce: Management Job Grades 84 and 85

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<th>Race Code</th>
<th>Total #</th>
<th>Females</th>
<th>Females Percent</th>
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<td>Total Minorities</td>
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<td>73.33%</td>
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### Workforce: Management Job Grades 82 and 83

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<th>Total Percent</th>
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<td>25.00%</td>
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**SAMPLE Year-end 2014 Demographics**

**KeyCorp**

- **Summary analysis:**
- **Trending:**
- **Progress or opportunities:**

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**Aggregate Workforce**

- **EOY 2013:**
  - Caucasian Females: 45.0%
  - Minority Females: 5.0%
  - Minority Males: 10.0%
  - Caucasian Males: 10.0%

- **EOY 2014:**
  - Caucasian Females: 40.0%
  - Minority Females: 10.0%
  - Minority Males: 40.0%
  - Caucasian Males: 10.0%

**Leadership Workforce**

- **EOY 2013:**
  - Caucasian Females: 30.0%
  - Minority Females: 10.0%
  - Minority Males: 10.0%
  - Caucasian Males: 50.0%

- **EOY 2014:**
  - Caucasian Females: 40.0%
  - Minority Females: 10.0%
  - Minority Males: 10.0%
  - Caucasian Males: 50.0%

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- **Minorities**
  - EOY 2013: 10.0%
  - EOY 2014: 20.0%

- **Females**
  - EOY 2013: 50.0%
  - EOY 2014: 50.0%

- **84+ Minorities**
  - EOY 2013: 20.0%
  - EOY 2014: 20.0%

- **84+ Females**
  - EOY 2013: 50.0%
  - EOY 2014: 60.0%
## Sample Action Plan

### Awareness
- Share metrics and action plan updates with LOB Managers
- Highlight awareness of diversity and inclusion through existing communications channels
  - Include KBNG overview as part of onboarding process
- Partner with KBNGs to leverage membership and market cultural events
- Highlight Key’s diversity training

### Recruiting
- Target diversity within intern classes
- Develop hiring manager recruiting metrics
- Partner with campus diversity networks to build early relationships with potential candidates
- Actively engage diverse populations for candidate referrals
- Expand participation in military job recruiting events

### Development & Retention
- Expand mentor programs for early-career and developing talent
- Evaluate sponsorship programs for mid-career talent
- Host fire side chat forums led by senior leaders
  - Timing: Host twice in 2015
  - Priority targets: mid-career women & minority populations
  - Leverage lessons learned/best practices from other LOBs
- Working sessions with HR to develop retention strategies and engage emerging diverse talent
D&I Champion Dashboard

Percentage trending legend:
+ 1.0% or higher
- 1.0% or lower

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<td>Minorities</td>
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Engagement

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<tr>
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<td>Rating</td>
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Progress on Identified Measures

Proposed revised rating scale:
- **Strong**
- **Improving**
- **In Process**

Assessed Strengths

- Qualitative and quantitative

Opportunities/D&I Team Recommendations

- Qualitative and quantitative
How Metrics Matter

How do you get commitment and impact?

- Make D&I an experience that matters
- Start at the top…win hearts and minds
- Give leaders control---quantitative and qualitative
- Talent management is part of business plans and reviewed by the Board
- Signature moves….celebrate
- Transparency matters
- Don’t boil the ocean!
## Strategic Priorities
### How we Measure Success

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<th>Workplace Diversity &amp; Inclusion</th>
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<td>Mindset to confront and challenge current state</td>
<td>Inclusive and educated workforce</td>
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<tr>
<td>Talent identification and development (pipeline)</td>
<td>- Cultural awareness</td>
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<tr>
<td>Attraction and retention</td>
<td>Workforce of the future</td>
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<tr>
<td>Measurement, reporting and accountability</td>
<td>Employee engagement</td>
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<td>- Mentors and support networks</td>
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<td>- Advisory Committees</td>
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<td>Attraction and retention</td>
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<th>Leadership Development</th>
<th>Business &amp; Community Investment</th>
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<td>Leadership development</td>
<td>Strategic philanthropy</td>
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<tr>
<td>- &quot;Shadow of the Leader&quot;</td>
<td>Supplier diversity and economic inclusion (referrals)</td>
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<tr>
<td>- Disciplined plans and measurement</td>
<td>Diverse market segments (Key4Women, ethnic markets, underserved, etc.)</td>
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<tr>
<td>Leading the workforce of the future</td>
<td>Sustainability</td>
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<tr>
<td>Ongoing engagement and delivery</td>
<td>Compliance (CRA, Fair Lending, UDAAP)</td>
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<td>Reputation Management (Responsible banking)</td>
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Milestones in the Journey

• CEO is diverse
• Board is 30% diverse
• Executive Leadership Team (1 Deep) 30% diverse
• Management Associate hiring classes are 35% diverse
• Diversity Inc. Top 50
• Human Rights Campaign…100% score last three years
• 100,000 Jobs Mission Veterans
• Supplier Diversity Top Ten DiversityInc - six consecutive years
• Beth Mooney - Most Powerful Woman in Banking – three consecutive years
• Peer leading stock performance in 2014
Looking Forward

2016 and beyond: *Intentional Engagement, Accountability & Execution*

- Reinforce an organizational culture where *all* employees and stakeholders share their authentic selves to the benefit and value of each other and Key
- Go beyond compliance to commitment, fostering and embracing a culture of inclusion
- Integrate diversity and inclusion into everyday and longer-term performance
- Lead with a D&I mindset, taking personal responsibility to engage all voices to leverage and celebrate our diversity and inclusion
- Ensure that inclusive behavior is every Key employee’s shared responsibility
Thank You!

Visit our D&I careers site at http://careers.key.com/diversityandinclusion.php#awards
Brenda Kirszner
Associate Director, EY

Brenda Kirszner is part of EY’s Americas Inclusiveness Center of Excellence, a team that develops and implements the diversity and inclusiveness (D&I) strategy. Brenda leads the development of programs and initiatives that contribute to leverage the diversity that each person brings to the table and promote a culture where each person teams and leads inclusively.

Brenda is the project manager for the Americas Inclusiveness Advisory Council, chaired by Americas Managing Partner and Global Diversity & Inclusiveness Officer. She also serves as the lead D&I field consultant to the Mexico and Central America Region. Brenda works in strong collaboration with senior leaders in functional areas such as Americas Communications and Talent Team, and regional/local teams and executives, in several strategic projects to increase diversity and inclusiveness (D&I) at EY.
Executive Diversity Councils

DiversityInc
13 October 2015
Diversity and inclusiveness at EY

If you see challenges from different perspectives, how much better will the solutions be?
Diverse and inclusive teams make the working world better. Leveraging different perspectives fuels innovation, fosters collaboration and strengthens relationships.

The better the question. The better the answer. The better the world works.
Our diversity and inclusiveness journey

Aha! moments: Diversity by itself is not enough. We need to expand the definition of diversity in order to engage everyone.

- Begin to focus on minority recruiting, retention and promotion
- Emphasis on programs for target populations
- Focus on team performance – getting the best out of everyone
- Continue programs for target populations and overcoming cultural barriers in the firm
- Equip everyone with cultural agility
- Empower all EY people as inclusive leaders

- Focus on recruiting, retaining and promoting women
- Definition of “diversity” broadens
- Diversity and inclusion become equally important
- Realization that other differences are important: Age, Background, Thinking style
- Emphasis on processes, inclusive leadership and culture overall
- Diversity and inclusiveness (D&I) embedded into all business processes
Our D&I goals and framework

1. Embedding core principles of inclusiveness in all our processes and across our entire organization, so that D&I is a part of everything we do.
2. Building the skills of all our people at every level of the organization to team and lead inclusively.

Diversity
All differences matter.
► 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.

For the organization
1. Establish a baseline and cascade awareness
2. Identify meaningful changes
3. Recognize and reward role models
4. Enable culture change

For the individual
1. Value differences
2. Identify “insider” and “outsider” dynamics
3. Practice and model inclusive teaming and leadership
4. Influence our culture

Highest-performing teams
Americas Inclusiveness Advisory Council
Essential elements of the Council

► Tone and sponsorship at the top

► Engaged “local inclusiveness officers”

► Open, candid and collaborative interactions
Our Council members in action

► Collaborative, listening and learning

► Experiential meetings in person and virtually
Americas Inclusiveness Advisory Council (IAC) Inspired … empowered … equipped …

Commitments

Insights and actions

Resources
Tracking progress and impact

Diversity vs. Inclusiveness

1. For the individual
2. For the organization
3. Highest-performing teams

Inclusiveness

Diversity
Visit ey.com/differencesmatter to find out how diverse and inclusive teams make the working world better.
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2015 Web Seminar Schedule

• Nov. 3 – Diversity Metrics
Thank You for Attending

• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately five to seven business days after this event

• Questions? Call (973) 494-0506