Diversity Councils Web Seminar

Poppie Parish

Senior Vice President, Diversity & Inclusion, KeyCorp

Brenda Kirszner

Associate Director, EY

- 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

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2015 DiversityInc Top 50 Companies for Diversity

1. Novartis Pharmaceuticals Corporation
2. Kaiser Permanente
3. PricewaterhouseCoopers
4. **EY**
5. Sodexo
6. MasterCard
7. AT&T
8. Prudential Financial
9. Johnson & Johnson
10. Procter & Gamble
11. Wells Fargo
12. Deloitte
13. Marriott International
14. Abbott
15. Accenture
16. Merck & Co.
17. Cox Communications
18. KPMG
19. General Mills
20. ADP
21. Cummins
22. IBM
23. Anthem
24. Eli Lilly and Company
25. Target
26. Kellogg Company
27. New York Life
28. BASF
29. Wyndham Worldwide
30. Comcast NBCUniversal
31. Dell
32. Aetna
33. Allstate Insurance Company
34. The Walt Disney Company
35. Northrop Grumman
36. Toyota Motor North America
37. TIAA-CREF
38. Colgate-Palmolive
39. TD Bank
40. Intentionally Left Blank
41. Time Warner
42. Nielsen
43. Monsanto
44. AbbVie
45. Kraft Foods
46. MassMutual Financial Group
47. Hilton Worldwide
48. Rockwell Collins
49. **KeyCorp**
50. Verizon Communications

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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

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Poppie Parish
Senior Vice President, Diversity & Inclusion, KeyCorp

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."

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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 than14,000 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."

Beth Mooney
KeyCorp Chairman
and CEO

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

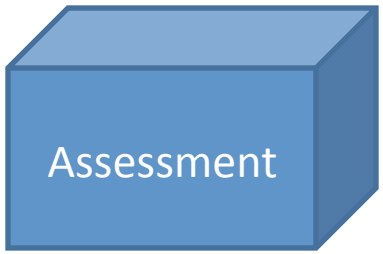
- CEO driven and Board engaged
- Building awareness is foundational
- Accountability is leader driven instead of compliance driven
- *Qualitative* outcomes lead to *Quantitative* results
- Understanding our diversity profile and deciding what to do about it
- Integrate into the human capital planning 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



Stakeholder collaboration

- Current state
- Opportunities
- Expected outcomes

Line of Business driven

- Strategies
- Tactics
- Measuring planned outcomes

Partnership focused

- Resources
- Engagement
- Measuring real-time outcomes

Shared success

- Review outcomes
- Reporting and best practices
- Measuring and celebrating impact

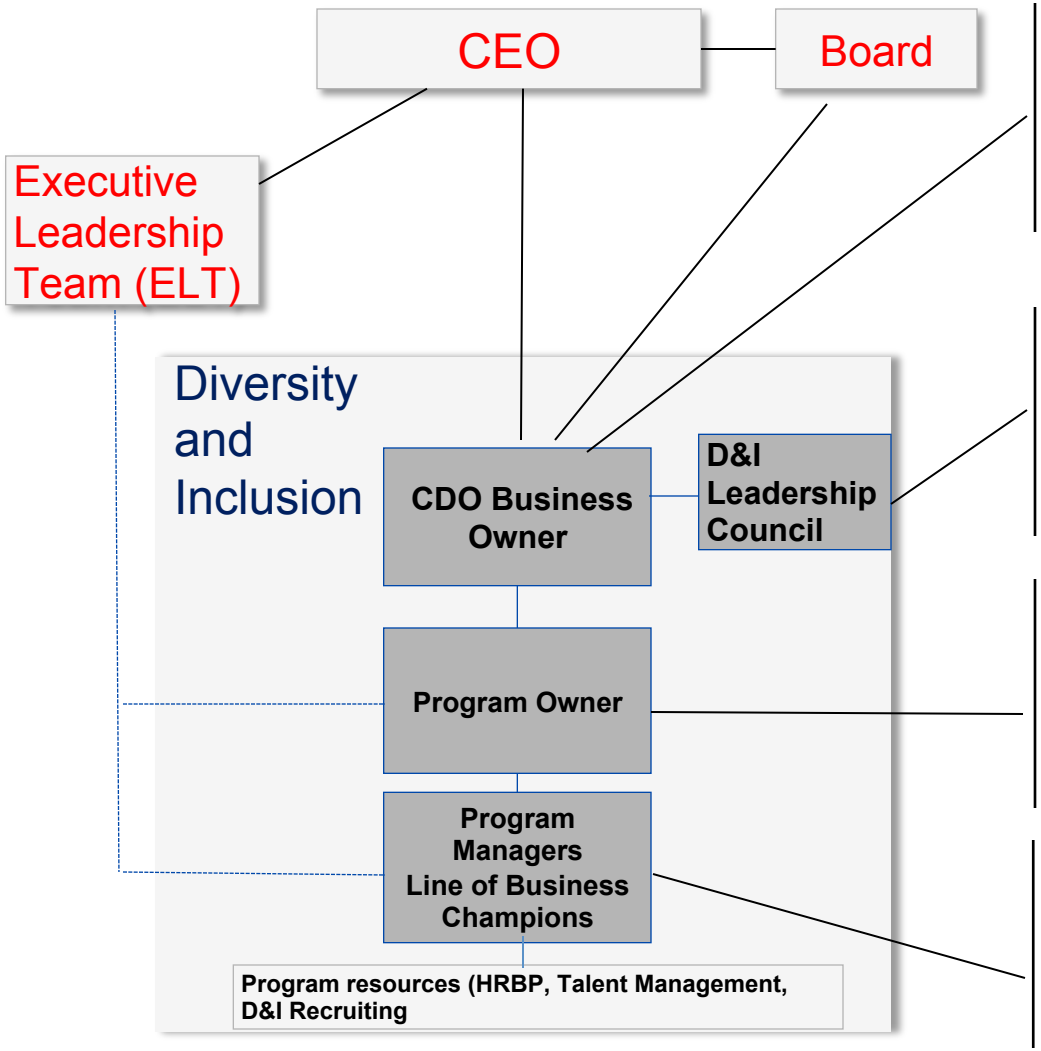
Key's Diversity and Inclusion Council

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



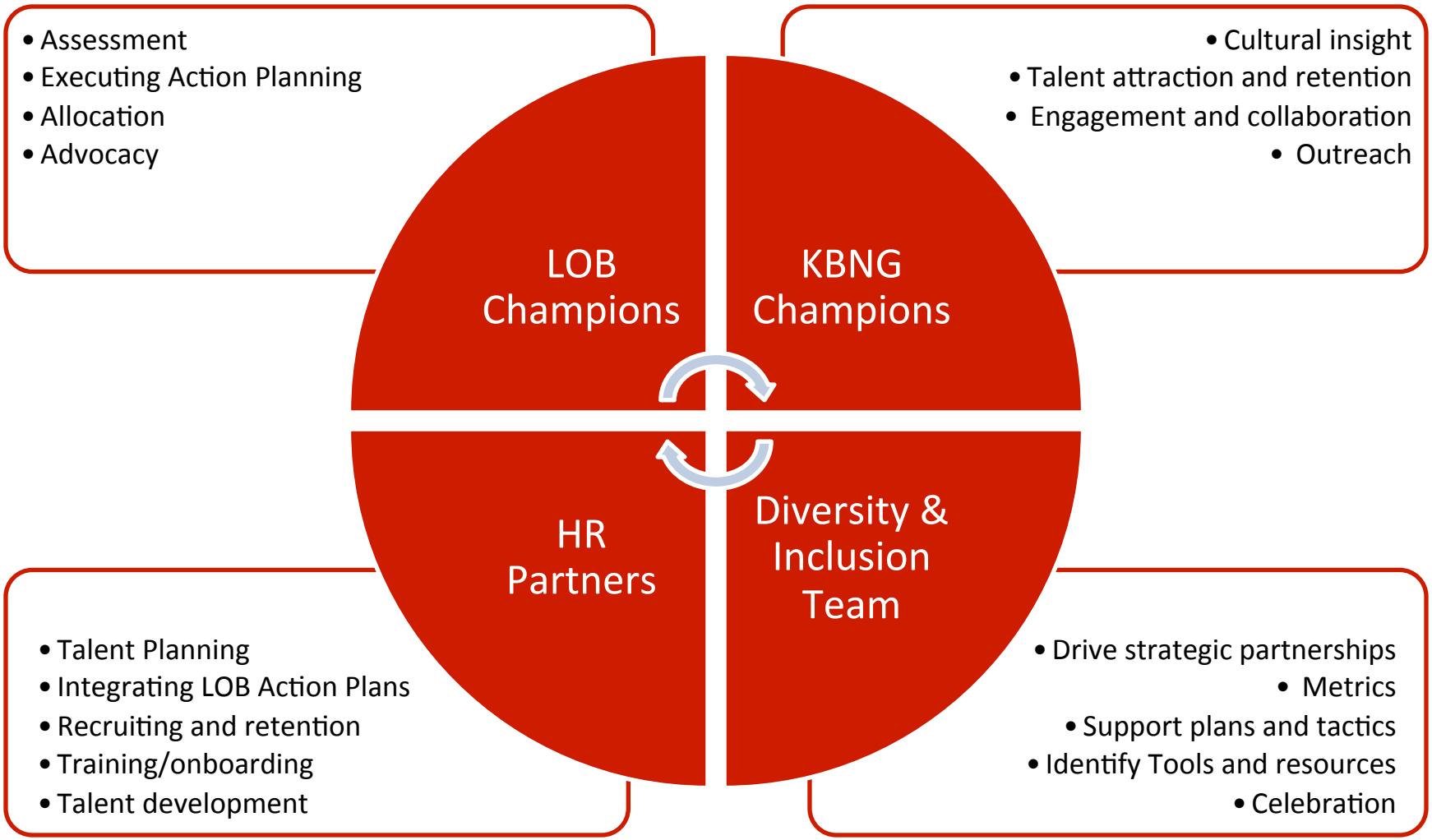
Business Owner: Chief Diversity Officer
- Strategy
- Visibility
- Transparency
- Accountability

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



Classification: 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

Classification: KeyCorp Internal

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

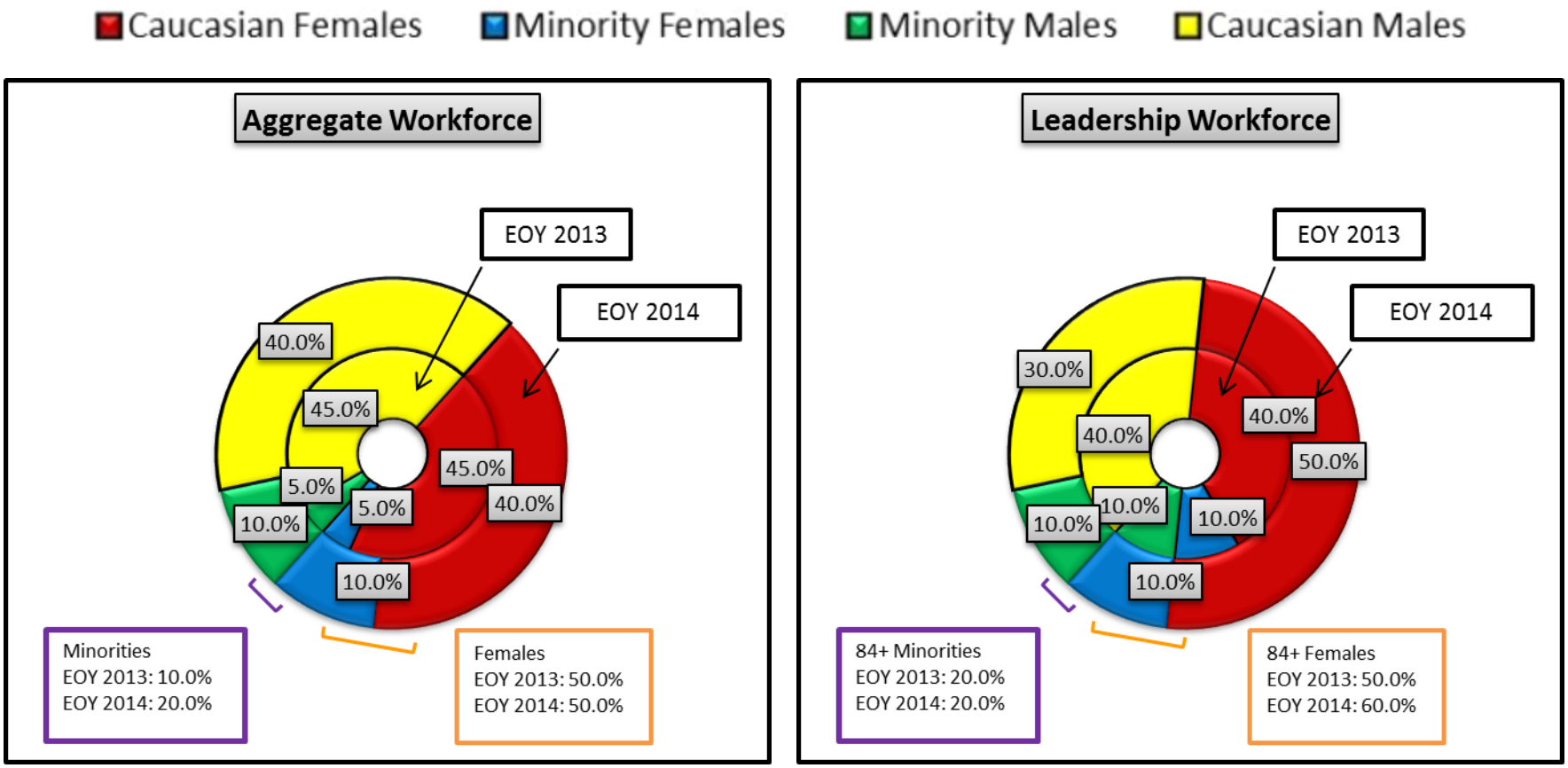
Workforce: Management Job Grades 84 and 85

Race Code	Total #	Females	Females Percent	Males	Males Percent	Total Percent
Caucasian	14	3	20.00%	11	73.33%	93.33%
African American	1	1	6.67%	0	0.00%	6.67%
Asian or Pacific Islander	0	0	0.00%	0	0.00%	0.00%
Hispanic or Latino	0	0	0.00%	0	0.00%	0.00%
Native American	0	0	0.00%	0	0.00%	0.00%
Two or more races	0	0	0.00%	0	0.00%	0.00%
	Total	Females	Female Percent	Males	Male Percent	Total Minority Percent
Total Minorities	1	1	6.67%	0	0.00%	6.67%
		Females	Female Percent	Males	Male Percent	Total Percent
Workforce	15	4	26.67%	11	73.33%	100.00%

Workforce: Management Job Grades 82 and 83

Race Code	Total #	Females	Females Percent	Males	Males Percent	Total Percent
Caucasian	19	14	70.00%	5	25.00%	95.00%
African American	0	0	0.00%	0	0.00%	0.00%
Asian or Pacific Islander	1	1	5.00%	0	0.00%	5.00%
Hispanic or Latino	0	0	0.00%	0	0.00%	0.00%
Native American	0	0	0.00%	0	0.00%	0.00%
Two or more races	0	0	0.00%	0	0.00%	0.00%
	Total	Females	Female Percent	Males	Male Percent	Total Minority Percent
Total Minorities	1	1	5.00%	0	0.00%	5.00%
		Females	Female Percent	Males	Male Percent	Total Percent
Workforce	20	15	75.00%	5	25.00%	100.00%

SAMPLE Year-end 2014 Demographics
KeyCorp



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

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	

Representation

	Minorities	Females
Aggregate	%	%
84+	%	%

Engagement

w/D&I Team	w/HR	Int./Ext. Stakeholders	Cross-LOB
Rating	Rating	Rating	Rating

Proposed revised rating scale:

- **Strong**
- **Improving**
- **In Process**

Progress on Identified Measures

Measure 1	Measure 2	Measure 3	Measure 4
Rating	Rating	Rating	Rating

Assessed Strengths

-Qualitative and quantitative
-

Opportunities/D&I Team Recommendations

-Qualitative and quantitative
-

Classification: KeyCorp Confidential
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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

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

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

Classification: KeyCorp Internal

Poppie Parish

Poppie_M_Parish@KeyBank.com

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.

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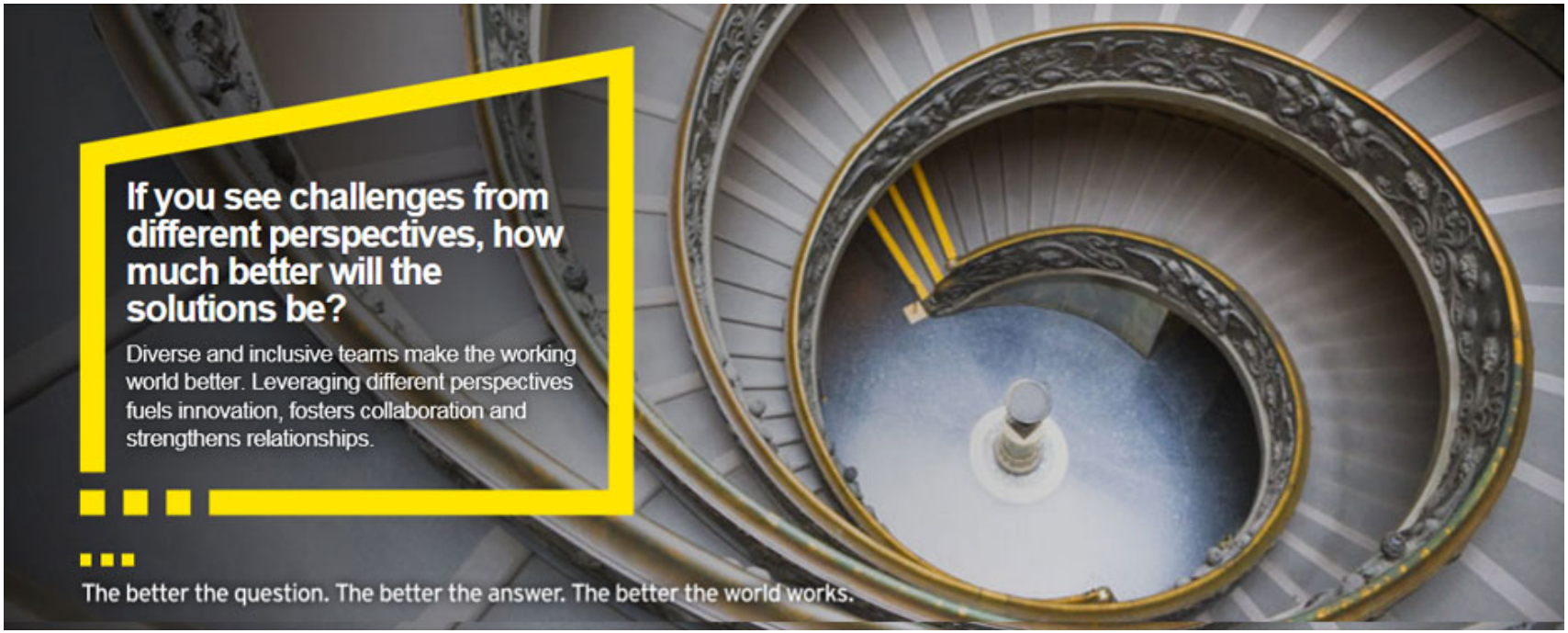
Executive Diversity Councils

DiversityInc

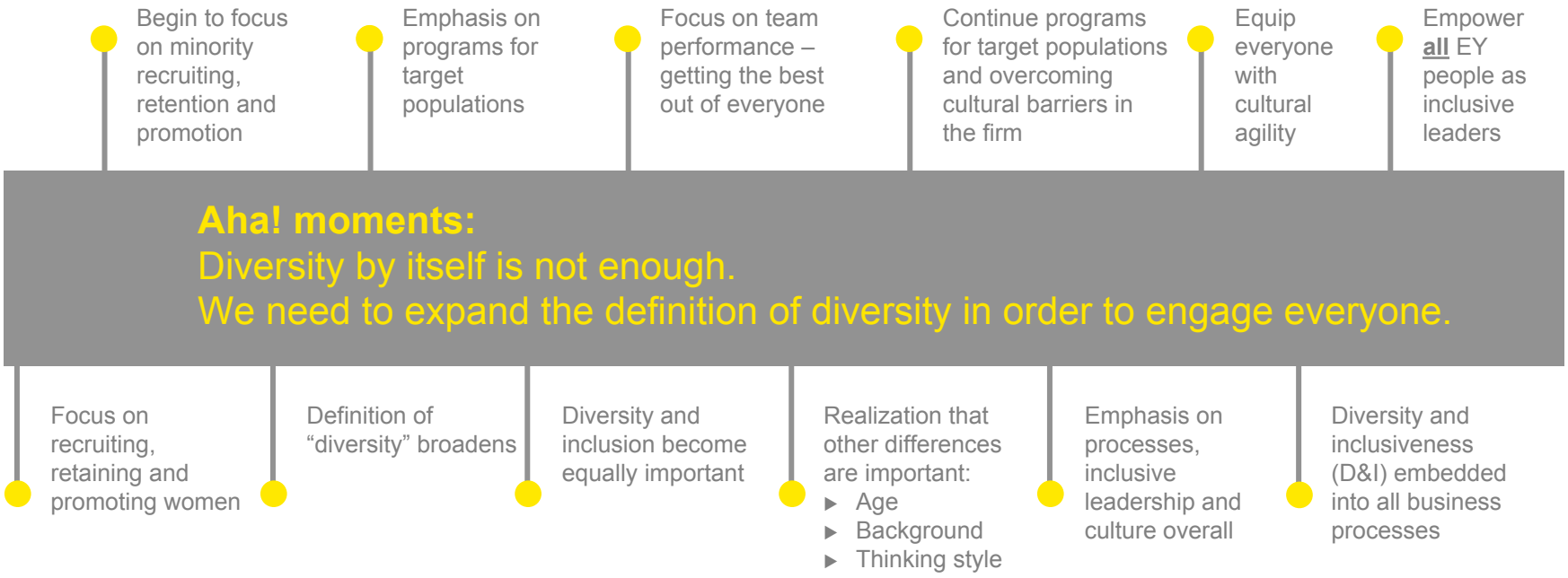
13 October 2015

Building a better working world

Diversity and inclusiveness at EY



Our diversity and inclusiveness journey

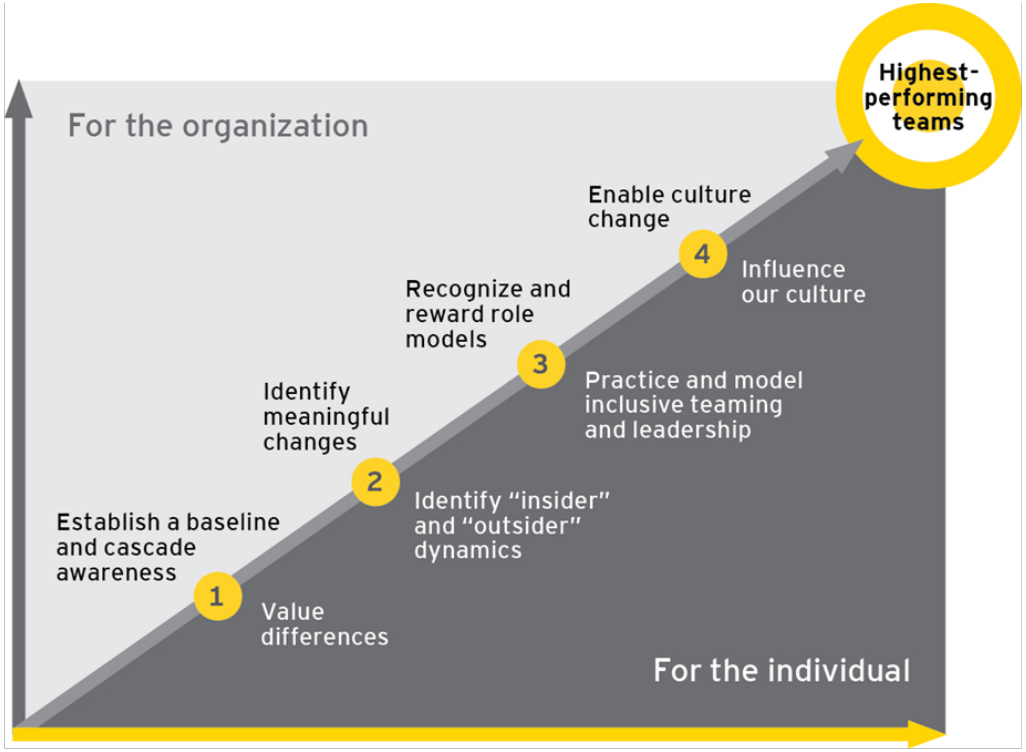


Our D&I goals and framework

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.

Framework adapted for EY from *The Guide for Inclusive Leaders*, by Joerg Schmitz and Nancy Curl. (Princeton Training Press, 2006)

Americas Inclusiveness Advisory Council

Essential elements of the Council

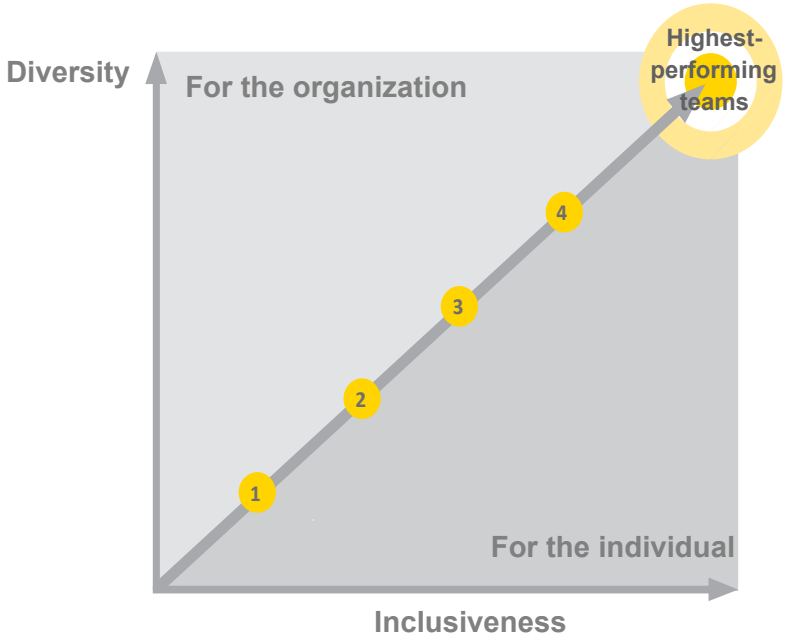
- Tone and sponsorship at the top
- Engaged “local inclusiveness officers”
- Open, candid and collaborative interactions

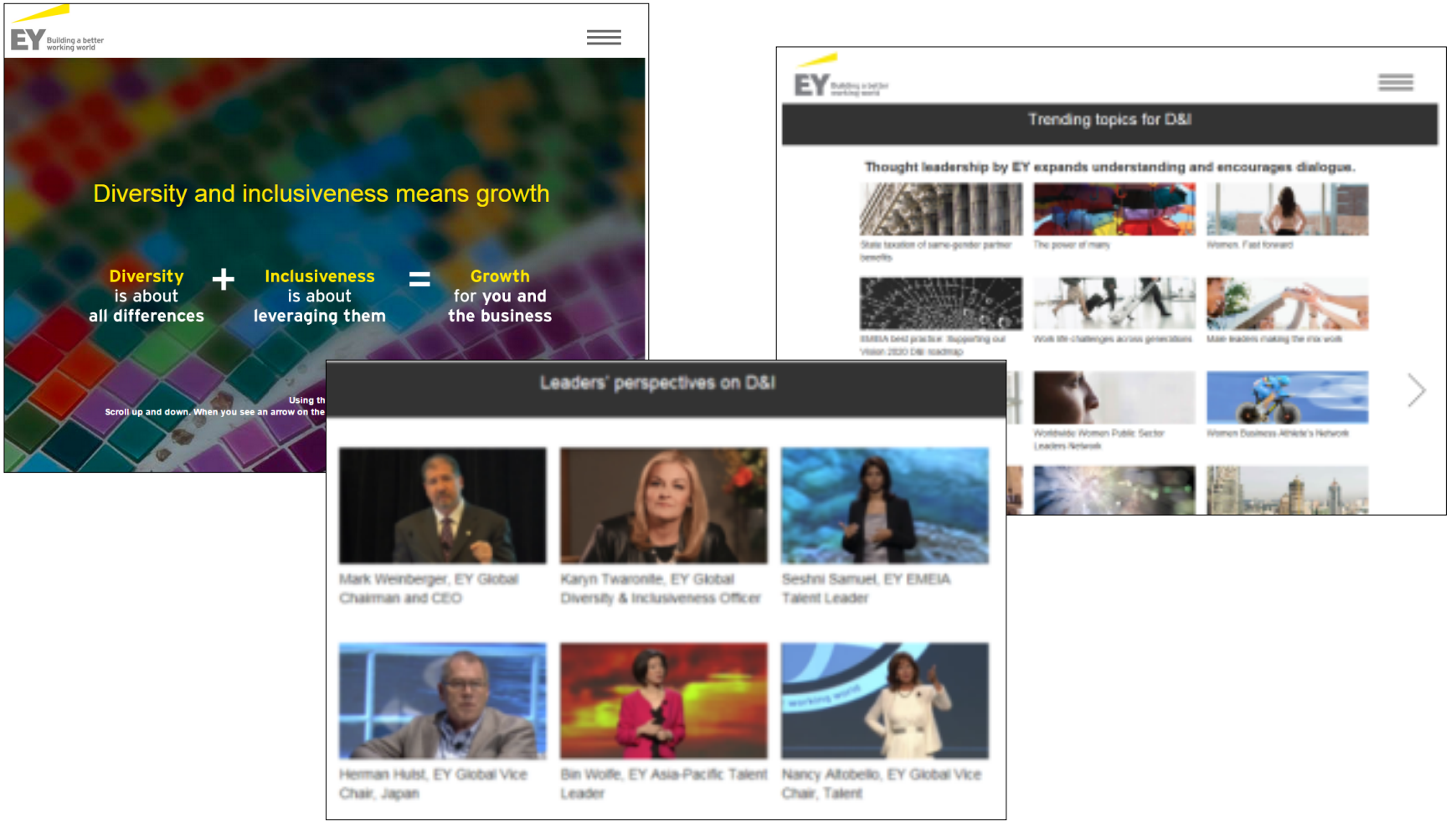
Our Council members in action

- Collaborative, listening and learning
- Experiential meetings in person and virtually

Americas Inclusiveness Advisory Council (IAC) Inspired … empowered … equipped …

Tracking progress and impact





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

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