

Leadership Commitment



Barbara Frankel
Senior Vice President, Executive Editor
June 24, 2014

Assistance

For assistance dialing in to the conference, please call 888-259-8414. Basic technical assistance, (can't see slides, can't hear, etc.) use chat box.

For other assistance, contact Customer Service at 973-494-0506.

Thank you!

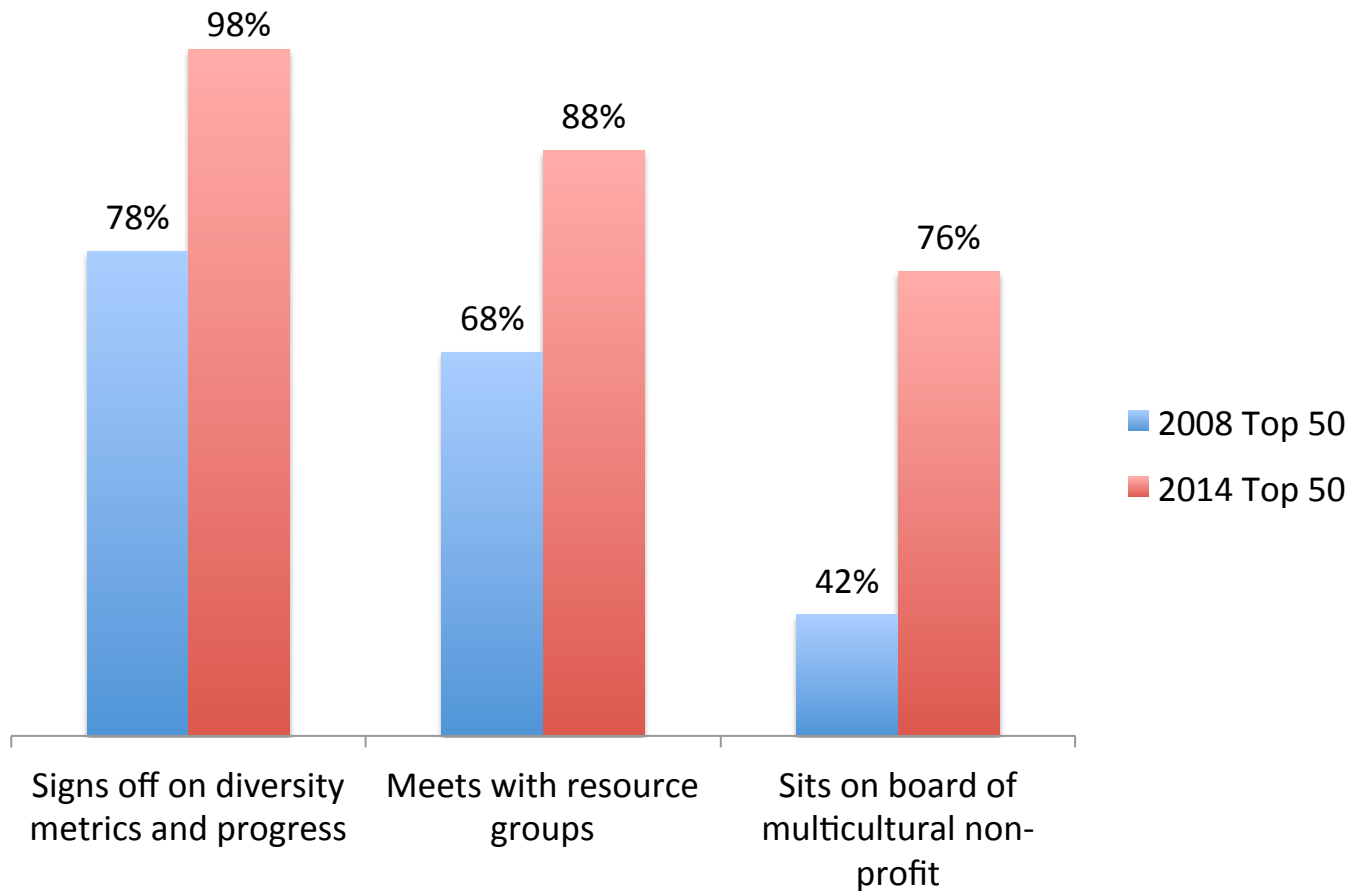


2014 DiversityInc Top 50 Companies for Diversity

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



CEO/Senior Leadership Best Practices



Why It Matters: CEOs Chairing Diversity Council

- 54% of Top 50 CEOs chair council, up from 32% in 2005
 - This is a priority at many of the biggest companies (AT&T, J&J, EY)
- Why?
 - AT&T CEO Randall Stephenson: 'This is my job, to make sure I have a company that has the best and brightest'
 - He pushed hard on resource group growth – membership up 39% in 1 year

Council Leadership Best Practices

- Meet at least quarterly (Wyndham Worldwide)
- Set goals for organizations – human capital, resource groups, mentoring, supplier diversity (Kellogg Company)
- Link exec comp to results – including individual performance (sponsor of resource group, mentor, member of non-profit multicultural leadership) (Sodexo)
- Publicize leadership involvement (BASF)



www.pwc.com

DiversityInc

CEO/Leadership Commitment Webinar

Jennifer Allyn
June 24, 2014

Who are we?

PwC US helps organizations and individuals create the value they're looking for. We're a member of the PwC network of firms in 158 countries with more than 180,000 people. We're committed to delivering quality in assurance, tax and advisory services.

- 3 lines of service
- 2,800 partners
- 35,000+ professionals
- Elected board of partners and principals

CEO Commitment

Diversity Structure

Sponsorship

Succession Planning

Communications

Diversity Structure



Sponsorship

Most likely, you're already doing these things for your some of your people. Now, the firm is asking you to consciously diversify the pool of protégés you sponsor. It's human nature to be drawn to similarity. People tend to trust what's most familiar. A common background helps us trust one another quickly. It's easy. It feels comfortable.

But in order to leverage the power of diversity, we need to stretch our comfort zones. It may take more work to find common ground. However, relationships are critical to success at PwC. We need to invest the time to build trust, advocate and orchestrate opportunities. Without that extra effort, we risk losing talented professionals.



The following resources will help you dive deeper into this topic. In addition, the Office of Diversity offers a range of training and self-study courses, as well as subject matter experts and market diversity leaders who can support you (please see contacts).

Succession Planning

- Talent reviews
 - Annual discussions by Line of Service
 - CDO and LoS diversity champions attend
 - Focus on diverse partners
- USLT successors
 - CEO sponsorship

US Leadership Team

As of October 15, 2012 five female partners serve on the 15 member US leadership team.

1. Laura Cox Kaplan, Gov. & Public Policy
2. Terri McClements, Human Capital Leader
3. Maria Moats, Chief Diversity Officer
4. Carol Sawdye, Chief Financial Officer
5. Diana Weiss, General Counsel

External Communication

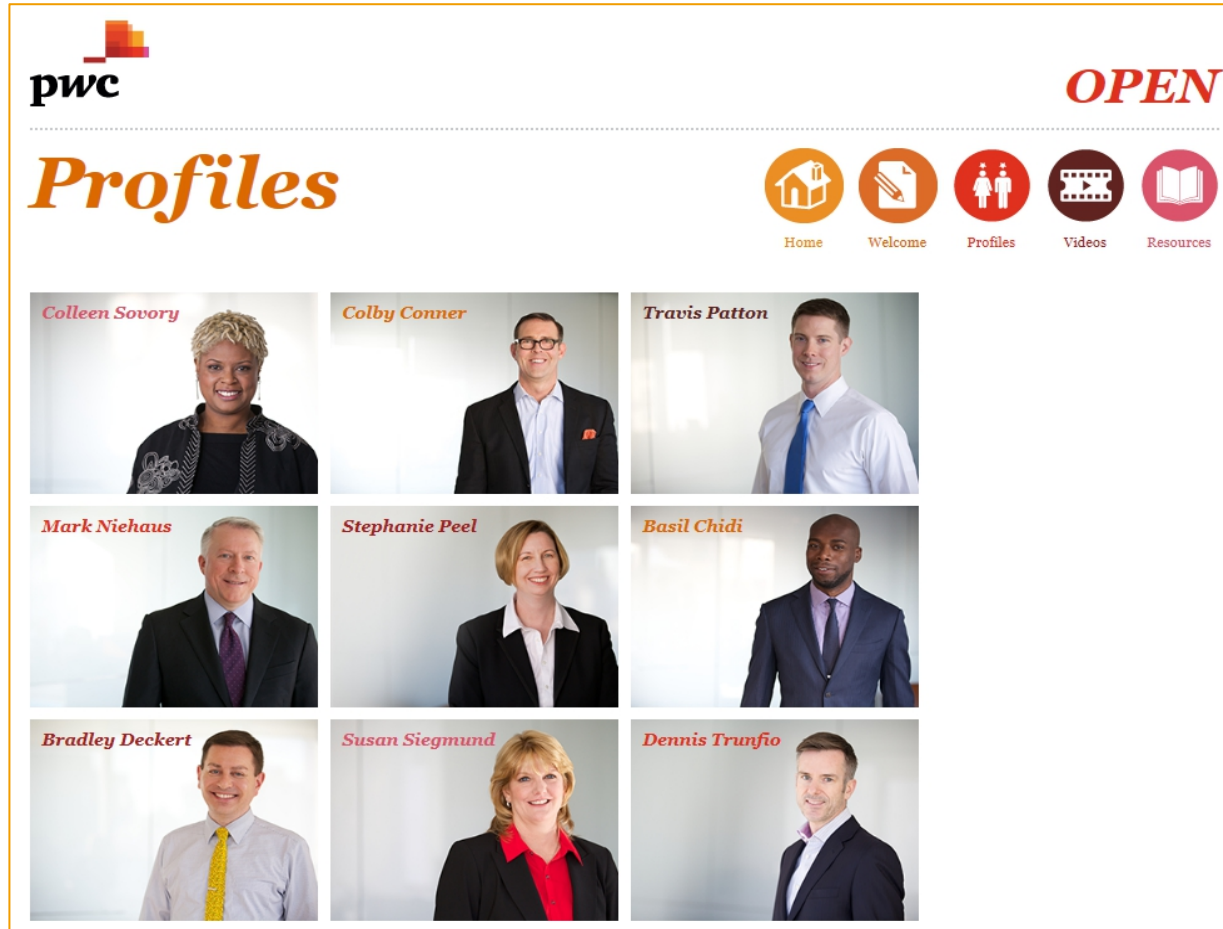
PwC Talks: Leaning In, together



Internal Communication

- Partner communications
- PwC news
- Firmwide town hall meetings
- Leadership presence at key diversity conferences
- Targeted diversity messages

OPEN: LGBT website



OPEN Leadership Message

“One key to success at PwC is the development of leadership skills with a focus on building relationships. Those connections are often made stronger when we share what's important to us in our personal lives. Unlike other dimensions of diversity, such as gender or ethnicity, sexual orientation is not as visibly identifiable. That's why 10 years ago, PwC convened an advisory board of openly gay partners to help guide the firm's diversity and, in particular, LGBT strategy. We are grateful to those partners who had the courage to serve as role models and to pave the way for others to be open as well.”

Bob Moritz, US Chairman and Senior Partner



IN THE BUSINESS OF YOUR SUCCESSSM

CEO Commitment

Leveraging D&I as a Strategic Advantage



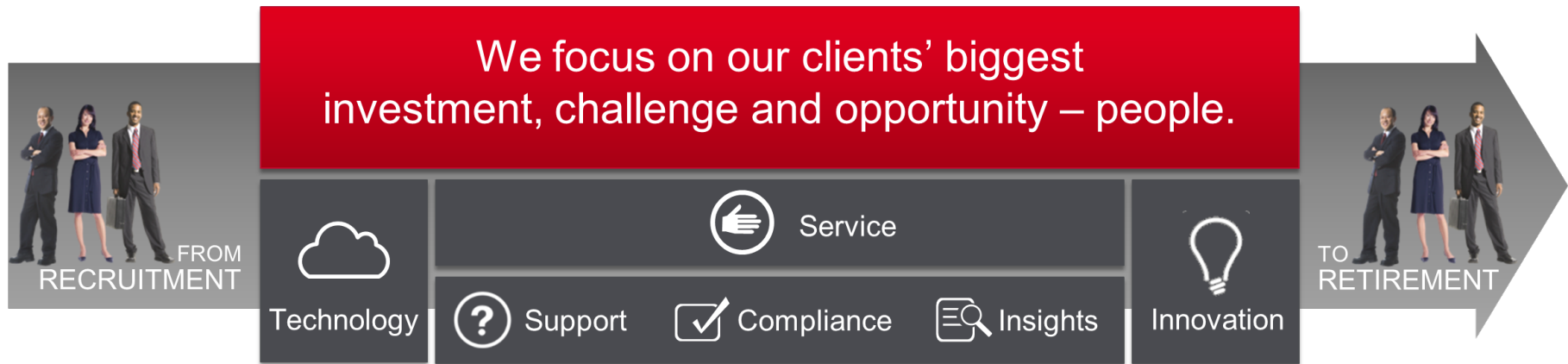
Today's Discussion

- **About ADP**
- **D & I Linkage to Strategy**
- **Integration of Diversity & Corporate Social Responsibility**
- **Core Elements of D & I**
- **Driving Accountability**
- **Q & A**

ADP Overview

- \$11.7 Billion in Revenue
- 2 Key Businesses: Employer Services & Dealer Services
- 61,000 Associates
- 43 Countries

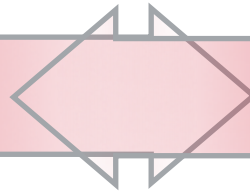
HUMAN CAPITAL MANAGEMENT



IN THE BUSINESS OF YOUR SUCCESS

D&I is directly linked to ADP's business

Leading “Provider” of Human Capital Management Solutions

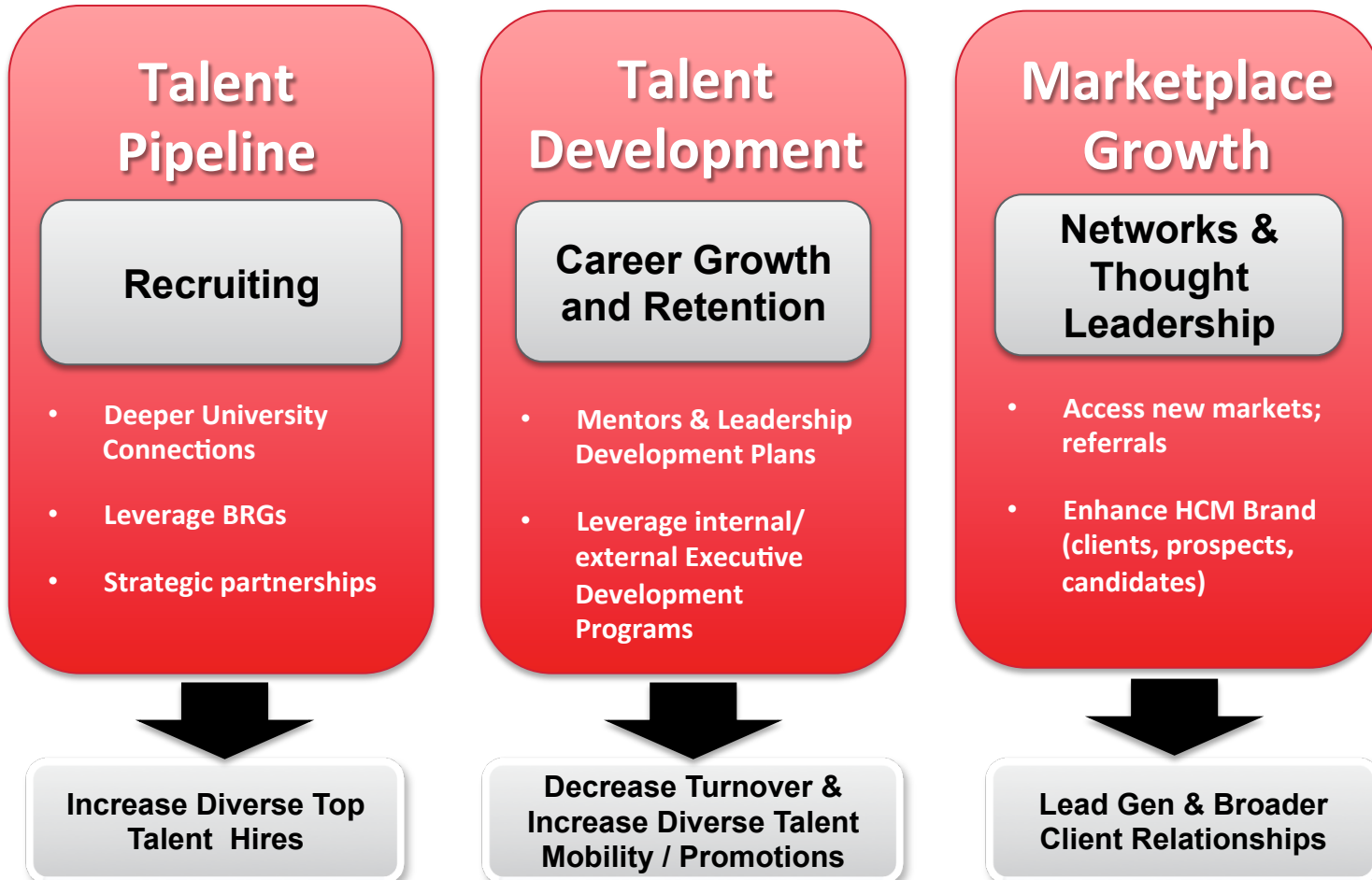


Leading “Practitioner” of Human Capital Management

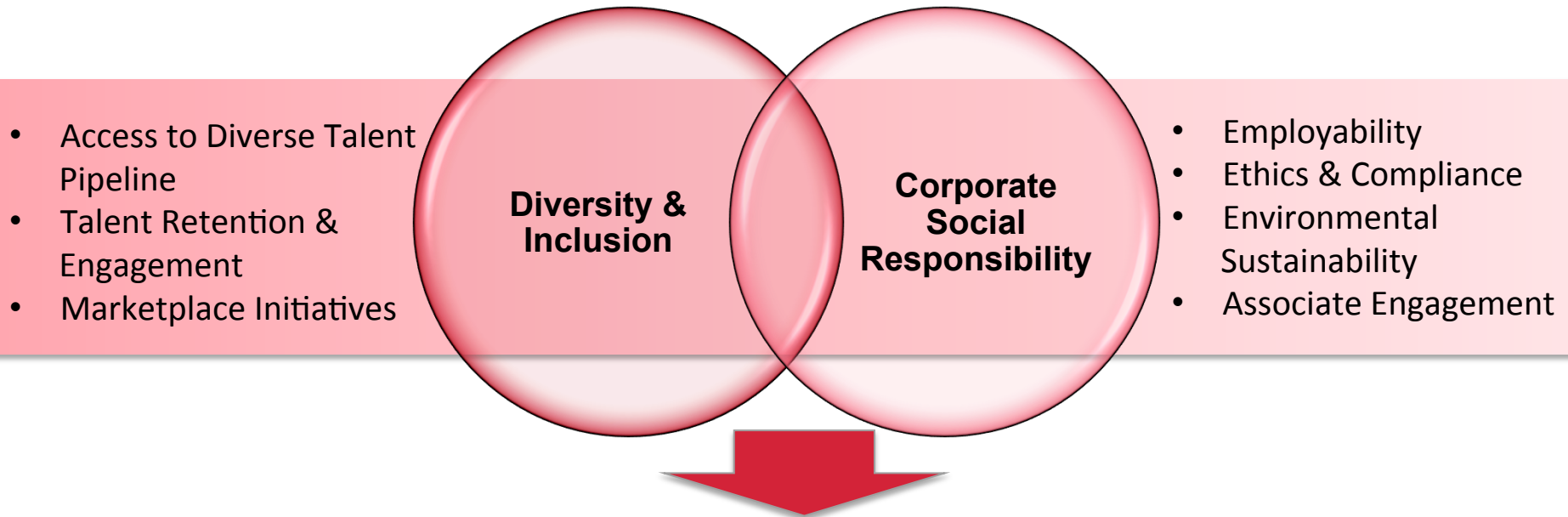
- **Global leader of human capital management solutions**
 - Serving diverse markets
 - Talent is most critical asset
 - Talent needs to reflect marketplace
 - Access to top talent impacted by culture →
Diversity & Corporate Social Responsibility help to shape it

Our D&I strategy is tightly coupled with our talent acquisition and talent management processes

Diversity is integral to ADP's business strategy: driving innovation by leveraging the talents of a diverse workplace



D & I is strongly linked to ADP's CSR focus



Business Resource Groups

- Develops leadership skills, Support Recruiting, Marketplace Initiatives, Associate Volunteerism



LEAD (Local Engagement Activity & Diversity) Committees

- Combines local diversity councils with associate activity committees to align community outreach and philanthropy

Key D&I Initiatives align with ADP's "HR Leading HCM Transformation"



Bench Strength

- Summer Intern/MBA Program
- HiPo Mentoring
- Partnerships (HACR,MLT)
- Unconscious Bias Training

Diverse talent mobility is another key part of “HR Leading HCM” strategy



Talent Movement

- Integrate with Talent Succession Process
- Diverse Slate Policy
- Track/Analyze promotion metrics
- Communicate openings to BRGs

Driving an inclusive, engaged culture that develops diverse talent is final part of “HR Leading HCM”



Inclusive Culture

- Launch D&I awareness training
- Rebrand ARGs to BRGs
- Measure inclusion through engagement survey
- Diversity Summit & Webinar Series; D&I Champion Award

We continue to expand Business Resource Groups (BRGs) in support of D&I goals

African American BRG - 2008



Promotes professional development through education, mentoring and networking

Hispanic BRG - 2009

ADP's premier global link to the Hispanic culture, community, and talent.



LGBT & A Pride BRG - 2010



Promotes education, networking opportunities, recruitment and retention initiatives, business relationship development and community outreach programs

Homeshored / Virtual BRG - 2012

Resource for growing number of associates working virtually focusing on career mobility, providing educational opportunities, creating communication channels & networking



Military BRG - 2012



Provides forums for the candid exchange of information and discussion about issues of common interest, helping to support our associates who are connected to the military.

Women's BRG (iWIN) - 2014

Targets non-executive women interested in professional development, expanding networks, supporting community-based women's organizations and gaining access to mentoring.



Accountability starts at the top

CEO Engagement

Personal Involvement

- Leadership succession meetings; Mentors diverse hi-po talent
- Meets regularly with BRG, LDC members
- Participates in D&I Summit, Diversity Recruiting, Advocate

Measurement

- ADP wide minority and female executive progress tied to executive compensation
- Monthly review of executive talent moves: hires, promotions and terminations for women and minorities

Community & CSR

- Increased ADP Foundation support for Diversity-focused organizations (e.g. HACR, MLT, PFLAG, PhD Project)
- Sponsored pilot with Veterans' organization WOS
- Scholarships at diverse universities

Leadership commitment, accountability & alignment are keys to progress

Executive Commitment



- ☐ Set the Tone
- ☐ Sponsorship/Mentorship
- ☐ Goals tied to Comp

Accountability



- ☐ Actionable Metrics
- ☐ Part of Succession
- ☐ Leadership Expectations

Business Integration



- ☐ Tied to Talent Strategy
- ☐ Sales/Marketing Initiatives
- ☐ Ties to Engagement

Diversity is a key part of *Employability*



STEM-oriented
Scholarships

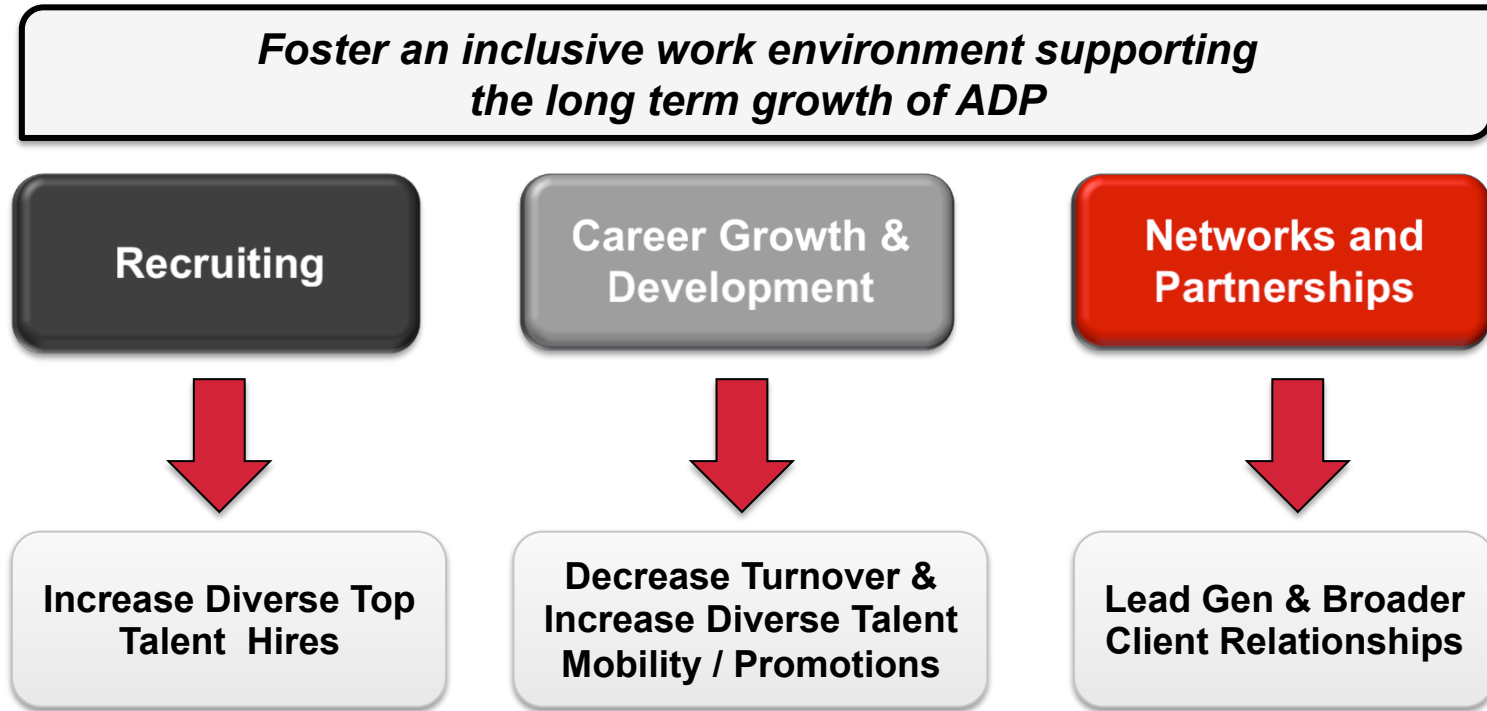


Non-Profit
Partnerships



Volunteerism

Establishing KPIs establishes priorities and drives accountability



KPIs

Growth in % of Female leaders
Growth in % of Minority* leaders
>1.0 Ratio of Female hires/Female workforce representation
>1.0 Ratio of Minority hires/Minority workforce representation

Retention rate by gender
Retention rate of HiPos by gender
Retention rate for Minorities vs. Overall
Engagement score by gender
Engagement score by ethnicity
Promotion rates by gender, ethnicity
HiPo % distribution by gender, ethnicity

Candidates hired from Network / Partner organizations
Leads generated from Network / Partners
Supplier Diversity spend %
Sales \$ generated from Network / Partners

Rita Mitjans

Chief Diversity & CSR Officer

Rita.Mitjans@adp.com

THANK YOU!



2014 Web Seminar Schedule

- June 26 -- LGBT Cultural Competence
- July 22 – Supplier Diversity
- September 16 – Mentoring and Sponsorship
- September 18 – Hispanic Heritage Month Cultural Competence
- October 7 – Disability Awareness
- October 14 – Diversity Councils
- November 4 – Diversity Metrics
- November 5 – Veteran's Day Cultural Competence

Please contact customer service at webseminars@diversityinc.com

Thank You for Attending the Web Seminar

- 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 72 hours after this event
- Questions? Call (973) 494-0506

