



# ACCENTURE ASKED YOUNG LEADERS AROUND THE WORLD HOW DO THEY ACTIVATE STAKEHOLDER INCLUSION

## VIDEO TRANSCRIPT

Always, in any of my companies, we've always hired to elevate, not to delegate.

Organizationally, we acknowledge that the member who's coming back after this life change shouldn't just have to fit back into the organization.

Leaders that are really serious about using diversity as a competitive advantage are able and will be able to incorporate outside expertise, innovators, startups, experts, people from other companies...

Diversity has to be on the agenda of the CEO. As of today, we are 50% in the executive committee and more than 30% in the managerial line so we still have some work to do but at least I have a perfect gender balance in my executive committee, which is very rare in our industry.

The modern economy, digital or otherwise, is based on trust. If a system doesn't have the trust

of the people, it will not take off.

We also have a requirement of what we call proximity meetings. So, proximity is just getting close to someone, empathizing with them, understanding the world through their eyes. And so, we have a requirement that you, as a manager in the organization, actually spend time with someone who is different than you and learn about their experience.

You know, equal pay is something that we're very clear on, you know, in some cases, women actually earn more than men because they, you know, they take less time off, they're more regular with their work, their output is higher.

I really believe in inclusivity, in transparency and in being empathetic.

Businesses often separate themselves from the world around them, separate themselves from the resources that exist. And that's not the case:



we are embedded in one system, and that's where the big opportunities lie.

For me it's crucial to know or to create this environment, a supportive environment basically, saying 'look you're not alone, it is difficult and I have the same situation and you have the same situation, you know, let me share what I learned'.

Across the organization we're incorporating the racial equity lens into everything we do as a corporation which ends up meaning that you look at, of course, promotion, advancement, recruitment, retention, but then you're also looking at product and you're looking at marketing and you're looking at philanthropy, and you're looking at everything with that racial equity lens.

You can't allow, you know, this social justice issue to rest in the hands of one executive much in the same way as you can't allow risk issues, to rest only with CRO - risk is everybody's problem.