

EY's Neuro-Diverse Centres of Excellence (NCoE)

Global presence

21

NCoEs opened over 8 years (Americas and EMEA)

Talent

550+

Skilled NCoE technologists globally

Capabilities

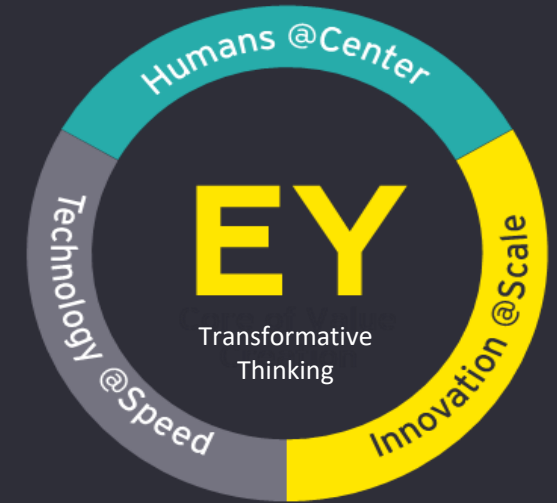
200+

Technical skills across automation, blockchain, cyber, and data

Retention

92%

Retention rates over 5 years globally



Evidence of the impact of the NCoE at EY



10x growth of EY's ND community



1.2x-1.4x greater productivity, quality and timeliness of output in teams with an NCoE resource*

Neurodiversity has the ability for you to build a new connection with stakeholders across 4 pillars:

Digital Transformation

Workforce Transformation

Results-driven DE&I commitment

ESG – purpose + stakeholder value



*WEF Global Parity Alliance – Lighthouse Programme DEI Report, 2023 https://www3.weforum.org/docs/WEF_Global_Parity_Alliance_2023.pdf



Facilitating success | EY's NCoE 'behind the scenes' support

To ensure our technologists are set up for success, they are provided with a network of behind the scenes support from our EY NCoE leadership and management teams.



CURATING TRUST, CONFIDENCE, AND SAFETY

- **Dedicated Manager** who has built a strong relationship with the NCoE technologist
- **Dedicated Neurodiversity job coach** to be available to help in creating strategies for best 'ways of working' (i.e., time management, stress/anxiety control)
- **Consistent 1:1 touchpoints** to extend beyond traditional medical accommodations to include adjustments every individual needs to be successful

ESTABLISHING COMMUNICATION AVENUES AND PROTOCOLS

- **Ongoing support** to bridge between client stakeholders and NCoE technologists to drive clarity and manage expectations
- **Raising awareness and education** with stakeholders to create clear teaming protocols (i.e., daily check-in, agenda for each meeting, task board to coordinate ownership)
- **Coaching of stakeholders** to adjust for communication pace, tone, and appropriate use of language
- **Promoting self-advocacy** so that NCoE technologists are empowered to use their voice for ideas, adjustments in process, etc.

TRAINING AND TECHNICAL KNOWLEDGE SUPPORT

- **Knowledge of NCoEs technical capability** and capacity so there is a 'match' to the project and role to be played
- **Continuous tracking of adjustments** needed between NCoE and stakeholders that promote strong communication (consensus of understanding)
- **Facilitation of team knowledge sharing** where 'on the job' technical learning and ideas are discussed to accelerate overall effectiveness

Sample Considerations for Organisational Wide Neuroinclusion

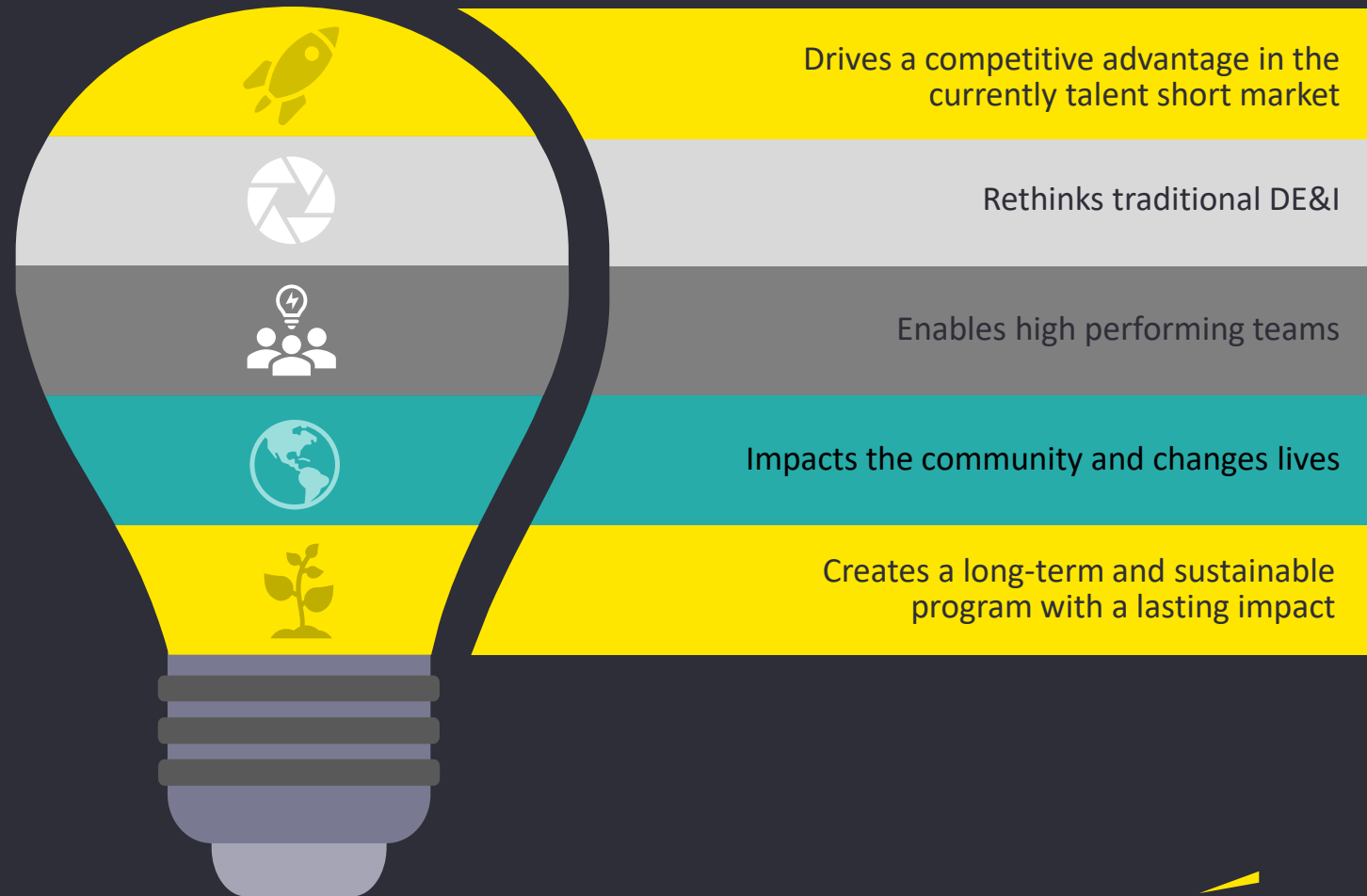
Over the course of both EY's own Neurodiversity Powered Transformation and client implementations we have captured a variety of lessons learned to consider during candidate attraction, the recruitment process, onboarding, management, and adjustment phases.

| CANDIDATE ATTRACTION | RECRUITMENT PROCESS | JOINING/ONBOARDING | MANAGEMENT | ADJUSTMENTS |
|--|---|--|--|---|
| <ul style="list-style-type: none">▶ Make role descriptions as clear and concise as possible, avoiding jargon▶ Job descriptions should be very clearly demarcated into "must have" and "nice-to-have" skills and experience▶ Address questions such as what the right mix is between recruiting for generalist skills and people with outstanding abilities | <ul style="list-style-type: none">▶ Conventional face-to-face interviewing is often largely a test of recall and "social competence"▶ Make the interviewing process longer and enable web and questionnaire touchpoints to allow candidates to demonstrate their talents▶ Scalable HR processes to accommodate the needs of the neurodiverse vs. conformity to enterprise and scalable process▶ Difficulty with eye contact can be misinterpreted▶ Recognise some have confidence problems arising from previous interview situations | <ul style="list-style-type: none">▶ Consider how traditional induction material is provided. Provide follow up sessions to help run through areas not understood.▶ Define "support circles" — include a team manager, a team buddy, a job coach/mentor, and an HR partner▶ Set up clear training pathways with multiple ways to access training so aligns to an individual's learning style. | <ul style="list-style-type: none">▶ Neurodiverse may be overly honest about weaknesses, struggle with eye contact, or lack confidence due to negative experiences in the past▶ Problems with underperformance are particularly likely to arise where managers are not aware of somebody's neurological condition.▶ Neurodiversity programs typically need to be allowed to deviate from established practices▶ Short, low-key training sessions help existing employees understand what to expect from their new colleagues▶ Share communication and learning styles | <ul style="list-style-type: none">▶ Reframe sticking points in ways that are more productive, more respectful—and more accurate.▶ Recognize what could be dismissed as a 'personality issue,' is because of differences in cognitive flexibility▶ working environment in which employees are accepted and have the chance to play to their strengths is key▶ Provide different lighting and providing noise-canceling headphones |

The Value Delivered by Neuroinclusion

Key outcomes

By integrating neurodivergent talent and orchestrating an ecosystem of partners to create a scalable neurodiversity program, organisations are able to tap into new sources of talent, create operational efficiencies, drive increased diversity and inclusiveness, and better realize its purpose and values.





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Q&A

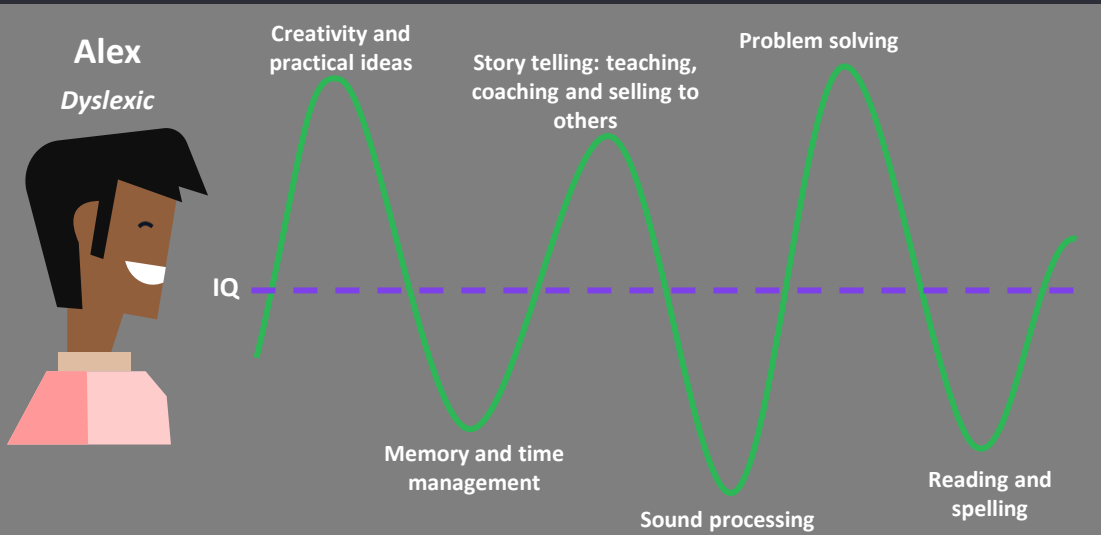
How can individuals be more Neuroinclusive?

- ▶ Be kind
- ▶ Be patient
- ▶ Listen actively
- ▶ Discuss strengths
- ▶ Acknowledge challenges
- ▶ Ask how you can help
- ▶ Strive to be called an Ally



Harnessing thinking differently

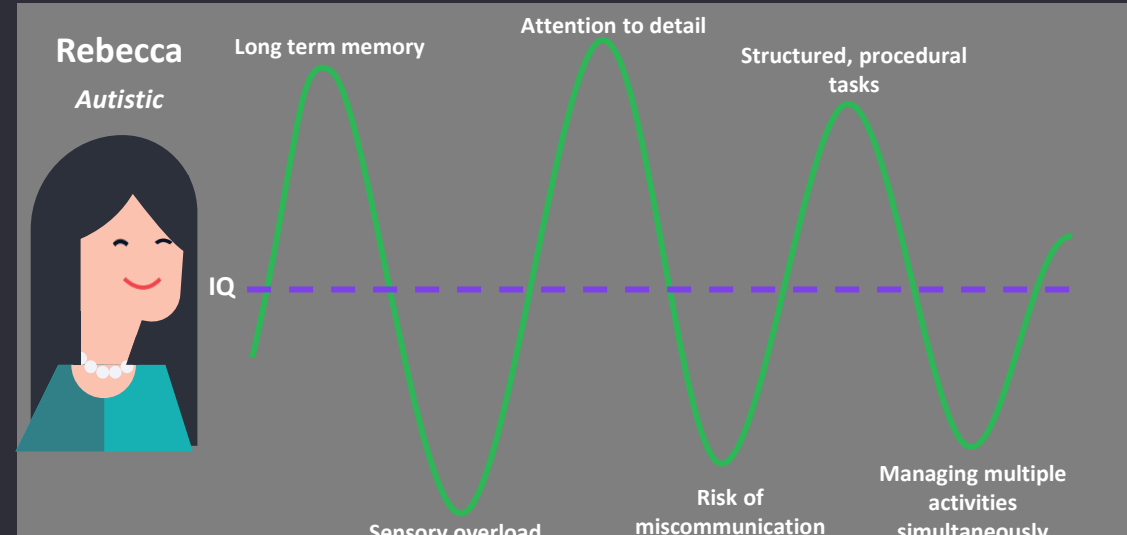
What can a neurodiverse spikey profile mean in the workplace?



Scenario 1:
Meeting with senior clients: building rapport through storytelling, drawing a broad and dynamic picture of client's situation and anticipating how this will be impacted by potential situations

Scenario 2:
Reviewing wordy client proposal or deliverables in a short amount of time and providing written feedback to team

- Ways of working considerations:**
- **Learning and development:** need time to absorb, digest and retain information, especially in text format
 - **Communication format:** volume of emails to read, process, organise and act on vs calls/face-to-face conversations



Scenario 1:
Complex technical engagement with lots of detailed information to absorb and understand before drawing conclusions


Scenario 2:
In person office day full of travelling, face-to-face meetings and social event

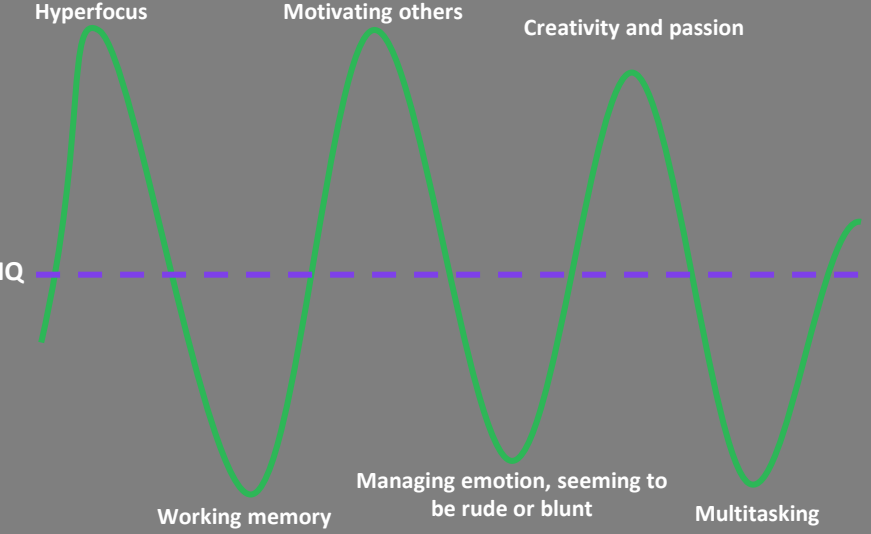
- Ways of working considerations:**
- **Onboarding:** lots of new people and experiences to get used to whilst quickly landing in a role and expected to perform
 - **Hierarchy:** technical expertise leads to promotion = managing people
 - **Day-to-day work:** – stress of commuting, offices, change from usual routine can overwhelm and lead to meltdowns

Harnessing thinking differently

What can a neurodiverse spikey profile mean in the workplace?

Gemma
ADHDer






Scenario 1:
Delivering to a tight timeline: intense work period of long hours, remaining positive and motivating team

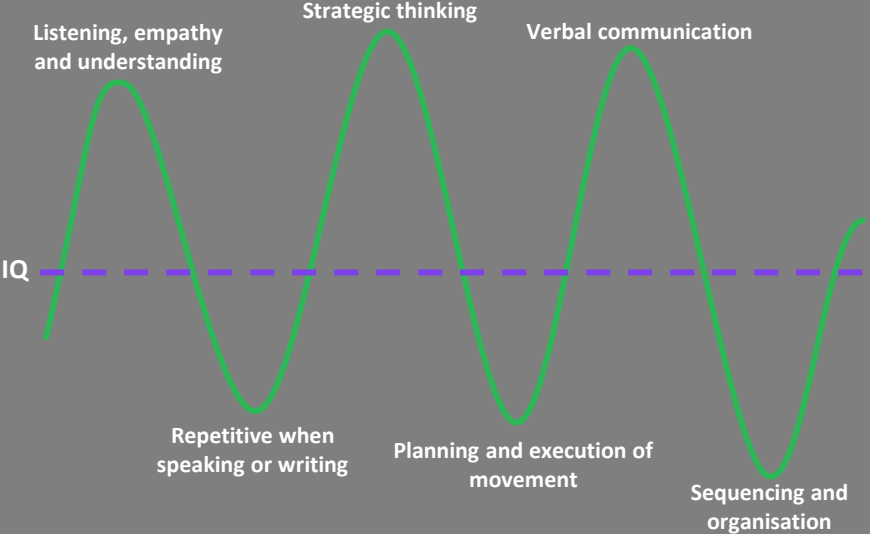
Scenario 2:
Managing day to day of project, no urgent deadline, keeping a handle on lots of parts, losing energy and engagement

Ways of working considerations:

- **Performance management:** periods of high performance followed by seeming lack of energy and enthusiasm
- **Organisation culture:** saying the 'wrong things' coming across rude or blunt or disruptive

Peter
Dyspraxic





Scenario 1:
Picking up on subtleties of client meetings: people feeling uncomfortable when a difficult issue is broached

Scenario 2:
Planning a range of tasks over the week to use time most efficiently

Ways of working considerations:

- **Recruitment:** new and unfamiliar environment, being asked to perform a series of activities in an allotted time
- **Wellbeing:** higher levels of stress associated with going to extraordinary lengths to plan work and time due to fear of being perceived as disorganised



Vendor Master Data Improvement Pilot

As part of a larger EY engagement team, our NCoE team worked to analyze, clean and provide consultation on a client Master Vendor data clean up effort.

Competency: Data Science

Skillsets: Data Analytics, Business automation, Business process improvement

BUSINESS CHALLENGE

Current State: The master data environment has become polluted due to a lack of proper lifecycle management, acquisition & divestiture activity and limited controls over their data set. This has resulted in an inconsistent, inaccurate and redundant master data set, which is causing negative impacts across the business. The client came to our team requesting a full cleanse of their master data, supplemented by a current state assessment and recommendations for technology and process improvements.

WHAT WE DID

- ▶ Analyzed data quality defect reports for all vendors while identifying inconsistent payment terms and tolerance groups, in accordance with standard payment term policies and regulatory requirements
- ▶ Identified improvements to maintain the data and mitigate inaccuracies from being introduced in the future

WHAT WE DELIVERED

- ▶ Created a python and probabilistic algorithm to analyze and review >100k rows of data, providing easily digestible data to identify duplicate vendors and inaccurate data
- ▶ Provided recommendations for future automation and process improvement opportunities based on the detailed understanding of the master data set

KEY DIFFERENTIATORS & VALUE DRIVERS

- ▶ Speed
- ▶ Savings/Revenue
- ▶ Creativity
- ▶ Analytics & Insight
- ▶ Data Accuracy

OUR TEAM

Todd Scot
Lead Solution Architect

Pavan Maluchuru
Technology Lead

Jennifer Wu Ayala
Project Manager

Scott Snow
NCoE Technologist

Tesh Ved
NCoE Technologist

Aigul Seilova
NCoE Technologist



Wells Fargo Neurodiversity Program

Our NCoE team partnered with Wells Fargo Technology to establish a Neurodiversity Program within the Wells Fargo organization to facilitate their goal of achieving 1% neurodiversity by 2023.

BUSINESS CHALLENGE

To drive sustainable growth in the 21st century, Wells Fargo Technology was in search of a solution to continually innovate within their organization, create operational efficiencies, and identify new sources of talent. The desired solution was broader than diversity and inclusion. The program needed to align with the Wells Fargo Technology Strategy and be designed to drive business results.

WHAT WE DID

- ▶ Leveraging EY's own established Neuro-Diverse Centers of Excellence, EY partnered with Wells Fargo Technology to build the foundation of a Neurodiversity Program.
- ▶ The program was piloted with an agile team of 9 neurodivergent members that were placed in technology roles across four CIO groups to promote innovation and drive process improvements through the application of technology to solve business application issues.
- ▶ This program currently expanding beyond the pilot phase and has allowed the organization to tap into new sources of talent, create operational efficiencies, drive increased diversity and inclusiveness, and better realize their purpose and values.

WHAT WE DELIVERED

The success of Wells Fargo's Neurodiversity pilot has allowed the program to continue expanding beyond the pilot phase. Learn more about the Wells Fargo Neurodiversity Program [here](#)

OUR TEAM

Hiren Shukla
Global NCoE Leader

Kevin Foster
Engagement Partner

Jamell Mitchell
Global NCoE Ecosystem Leader

Niema Alimohammadi
Consulting Senior Manager

Taylor Purvis
NCoE Project Manager

OUR TRANSFORMATIONAL VALUE

EY's work through the NCoE has allowed Wells Fargo to expand this program geographically throughout the US and reach their neurodiversity goals.



P&G Neurodiversity Program

EY's NCoE team has consulted with P&G since 2018 to establish and expand their own Neurodiversity programme in 5 countries across the world.

BUSINESS CHALLENGE

P&G sought to create value in their workforce by attracting and retaining more technical talent with EY's NCoE guidance. The Neurodiversity program engaged with P&G's ambition to apply and integrate neurodivergent talent while orchestrating an ecosystem of partners to create a scalable neurodiversity program.

WHAT WE DID

- ▶ EY's Neuro-Diverse Centre of Excellence enabled P&G's goal to continually innovate and identify new sources of talent via a Neurodiverse program. EY's support for the launch included guiding the team with their recruitment process, sourcing/interviewing, and the coaching of their newly added neurodiverse talent.
- ▶ Our NCoE teams actively participated in several Neurodiversity related community sessions with companies who had similar ambitions of strengthening their talent pool. These efforts were led by EY and P&G in the greater Cincinnati market, highlighting the benefits of creating these programs.

WHAT WE DELIVERED

With EY's leadership, the success of P&G's neurodiverse initiatives has led to them establishing Neurodivergent teams in the US, Costa Rica, Poland, UK and Singapore Service Centres, with expansion being explored beyond Service Centres. P&G at the C-Suite leadership level attributed their success in this program to EY and have applauded us for its great impact on multiple facets within their organization, quoting that the program's launch and success was strongly enabled by EY's experience and capability.

OUR TEAM

Hiren Shukla
Global NCoE Leader

Jamell Mitchell
Global NCoE Ecosystem Leader

Taylor Purvis
NCoE Project Manager

OUR TRANSFORMATIONAL VALUE

EY's work through the NCoE has allowed P&G to expand this program geographically throughout the world. The impact on pride, purpose and innovation has been huge.