

The EY Family

An Interview with Kelly Grier,
U.S. Chairman and Managing Partner and Americas Managing Partner, EY

EDITORS' NOTE In December of 2017, Kelly Grier was named U.S. Chairman and Managing Partner and Americas Managing Partner, officially assuming the role in July 2018. During her 28-year tenure at EY, Greir has had extensive experience working around the globe as a client service partner and senior advisor on Fortune 500 Audit and Advisory clients. Previously, she was Vice Chair, Central Regional Managing Partner, where she led 10,000 professionals across 15 states and 17 offices.



Kelly Grier

Recognized for her work, she was named to the 2019 Crain's 50 Most Powerful Women in New York list, the 2019 Most Powerful Women in the Accounting Profession list by the American Institute of CPAs (AICPA) and CPA Practice Advisor magazine, as well as the 2018 Fortune Most Powerful Women list. Additionally, she has been recognized as an Anti-Defamation League's "Woman of Achievement," as well as a World Economic Forum Young Global Leader. On October 1st, Greir will become the Board of Governors Chair for the Center for Audit Quality (CAQ). She also serves on the boards for Carnegie Hall, Catalyst, Partnership for New York City, Peterson Institute for International Economics and Ravinia Festival. She is also a member of the Council of Foreign Relations and the Chicago Network. Greir received a B.A. in accounting from Saint Mary's College.

FIRM BRIEF The global EY organization (ey.com) is a leader in assurance, tax, transaction, and advisory services. In the Americas – EY's largest area – member firms employ more than 75,000 people across 32 countries and generate \$14.5 billion in revenues. Globally, EY member firms employ more than 270,000 people and generate \$38.4 billion in revenues.

Companies today are focused on being purpose-driven. EY had this focus early on with its mission of "Building a better working world." Will you discuss how deeply ingrained this is in EY's culture and what building a better working world means for the firm?

We were without a doubt one of the first movers to say that the work we do has to have true meaning beyond just achieving our goals every year. It must have a deeper meaning for our stakeholders and certainly for our people.

Building a better working world is a genuine articulation of our purpose and it really has taken hold. The work that we do absolutely improves lives, communities, stakeholders and the capital markets that we serve around the world and helps companies unlock their greatest potential.

As we continue to evolve the way we think and talk about our purpose of building a better working world, we are increasingly personalizing it; we are helping our people realize their greatest ambitions by connecting their

personal purpose to EY's core values.

Our people want to make a difference and instilling this strong sense of purpose motivates them to truly make an impact, not only on the firm and from a professional perspective, but also from a personal perspective.

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Building a better working world is also about asking, what is your personal purpose? What drives you? What motivates you? What gives you fulfillment, and ultimately how do you express that to contribute towards our firm's purpose of building a better working world?

We're taking our people on a bit of a journey to discover their personal purpose – this is actually something I've done myself. I've spent some time reflecting on my journey and the experiences along the way that were formative in shaping my value system. Taking that one step further, how does that manifest in what I do every day, and ultimately how do I connect that to how I participate as a leader

of the Americas in building a better working world on the collective behalf of our 75,000 people?

That principle, which we've been instilling in EY's leadership, is something that we are now embedding within our talent agenda when we onboard new EY joiners.

In fact, I often hear from students on campus that they want to know that the work they do matters and that there's a higher calling and a bigger purpose behind what they're doing. These students have an innate drive to truly be purpose-driven, and we really draw that out to help them understand and articulate their purpose. What gives them meaning? What gives them the greatest joy? What makes them want to continue to grow and try to contribute, and how does that then intersect with EY's purpose of building a better working world?

Ultimately, when each member of our EY family feels empowered to make an impact that aligns with their personal purpose, we can harness the collective power of our firm to not only achieve our goals, but also create positive change in our world. That's the vision beyond our mission of achieving a better working world.

EY has also been recognized as a first mover on diversity and inclusion. Will you highlight EY's commitment in that area and how diversity and inclusion has evolved at the firm?

The conversation has evolved dramatically. Diversity and inclusion are core principles at EY. They're the non-negotiables and we continue to be extremely focused on ensuring that we have a diverse workforce. However, the dynamic workplace environment of today requires even more; it requires a culture where everyone feels a strong sense of belonging.

While we certainly think about gender, we embrace all elements of diversity – demographic diversity, ethnicity, sexual orientation, diverse abilities, work style and more. Even the academic backgrounds of our workforce reflect our commitment to diversity as we seek to hire more technologists, data practitioners and specialists than ever before.

Diversity and inclusion has evolved from a focus on representation to a mindset that ensures everyone feels a sense of belonging, regardless of their background. It's about valuing the uniqueness of the individual and recognizing the collective strength of our differences when we come together for a common goal.