



## Diversity & Inclusiveness Culture Change Continuum

Diversity and inclusiveness is a strategic imperative for the global economy and for EY as a global organization. Our clients work across borders and so do we. Our clients represent diverse backgrounds, capabilities and points of view and so do the people on our teams. So every day, we connect with all sorts of people and teams around the globe, both inside and outside of EY. By maximizing the power of different perspectives and experiences, we are able to build the highest-performing teams. We are able to ask better questions and offer better approaches which help our clients achieve their goals.

The end result? We make a tremendous impact on the working world.

### What does that mean for you?

Every day you work with people who are different from you in ways that are visible and ways that are not.

Diversity is about differences and **all** difference matter. Inclusiveness is about creating an environment in which people feel and **are** valued and where we can leverage those differences to deliver better business results.

Diversity and Inclusiveness (or D&I) is a journey; one that creates opportunities for innovation and growth, for each of us and for the organization as a whole.

The D&I Culture Change Continuum that you see on this page is our way of describing the stages of that journey. It shows how diversity (the Y axis) and inclusiveness (the X axis) work together to create positive change, both for EY and for our clients. We approach that change from two perspectives: the organization and the individual perspective, because both are necessary to create an inclusive culture and build the highest-performing teams.

For the organization, EY is working to build a consistent understanding of D&I and to expand awareness of the critical importance of diversity and inclusiveness for our business and for each individual. We do that by examining each of our key organizational processes, including recruiting, staffing, account planning, succession planning, promotions and many more. Our goal is to embed inclusive teaming and leadership into every aspect of our business and to drive ongoing culture change. While taking action at the organizational level is necessary, it is not sufficient on its own. We also need each person within EY to bring inclusiveness to life through their daily actions.

That's why we're also focused on increasing each individual's capability for inclusiveness. Fostering an inclusive environment is everyone's responsibility. For each of us as individuals, we need to work to develop the skills and mindset that enable us to team and lead inclusively. Dealing gracefully with difference is not something that comes naturally. It is a competence we all need to develop. Developing agility, cultural dexterity and nimbleness allows every one of us to be impactful in all sorts of contexts and interactions.

The numbers are stages along the journey. As you explore this site, you can click on the upward arrow to learn more about the questions to ask and the actions to take along the way.

Each region, each market, each team – and even each individual – is at a different stage of this journey. And we travel at different speeds, too. But we are all aiming for the same goal: enabling our highest-performing teams to help our clients achieve sustainable growth and performance.

### **So how are we getting there?**

In reality, culture change probably looks more like an upward spiral, than a straight line. Modest progress, challenges and unexpected spurts forward are to be expected and we may be at different points and different stages simultaneously. That means we must constantly reassess, refine, hone and readjust our approach.

The good news is, we have already reached the target in some parts of EY and all of us are working to make progress. Regardless of where our teams are today, we expect the entire organization and every team member, to join together to move up the continuum.