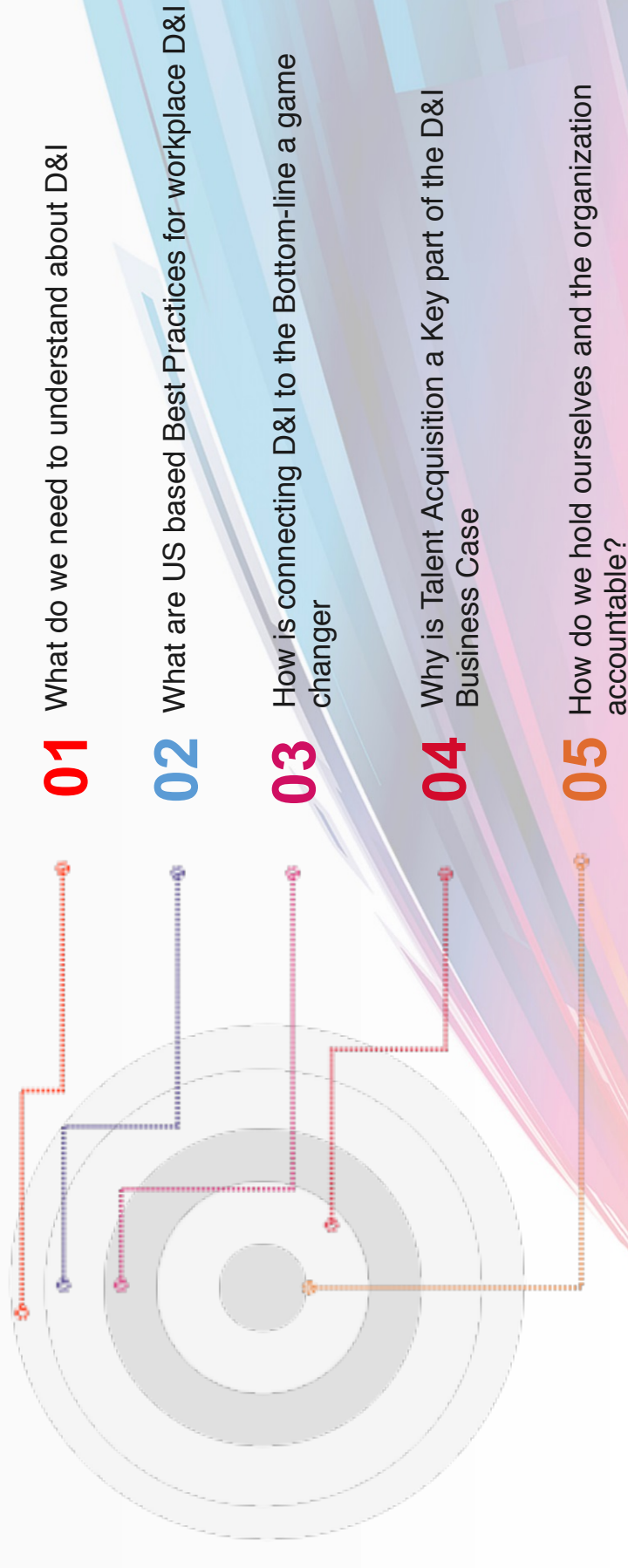


Diversity & Inclusion

And the Corporate Bottom-line



What Will We Learn Today?



Time Line

Assess
Current State

Develop Strategy

Set Goals and
Measure Success

Diversity and inclusion: The reality gap

2017 Global Human Capital Trends

Diversity and inclusion at the workplace are now CEO-level issues, but they continue to be frustrating and challenging for many companies. Why the gap?

DIVERSITY and inclusion has become a CEO-level issue around the world. The digital organization of today, which operates as a network of teams, thrives on empowerment, open dialogue, and inclusive working styles. Leading organizations now see diversity and inclusion as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve brand, and drive performance. The era of diversity as a “check the box” initiative owned by HR is over. CEOs must take ownership and drive accountability among leaders at all levels to close the gap between what is said and actual impact.

Diversity and inclusion: The reality gap

2017 Global Human Capital Trends

Juliet Bourke, Stacia Garr, Ardie van Berkel, Jungle Wong
February 28, 2017

Source: <https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html?id=us:2ps:3gl:confidence:eng:cons:031616:em:dup1179:mTGHMcBK:10346408>

CREATING THE **Business Case**

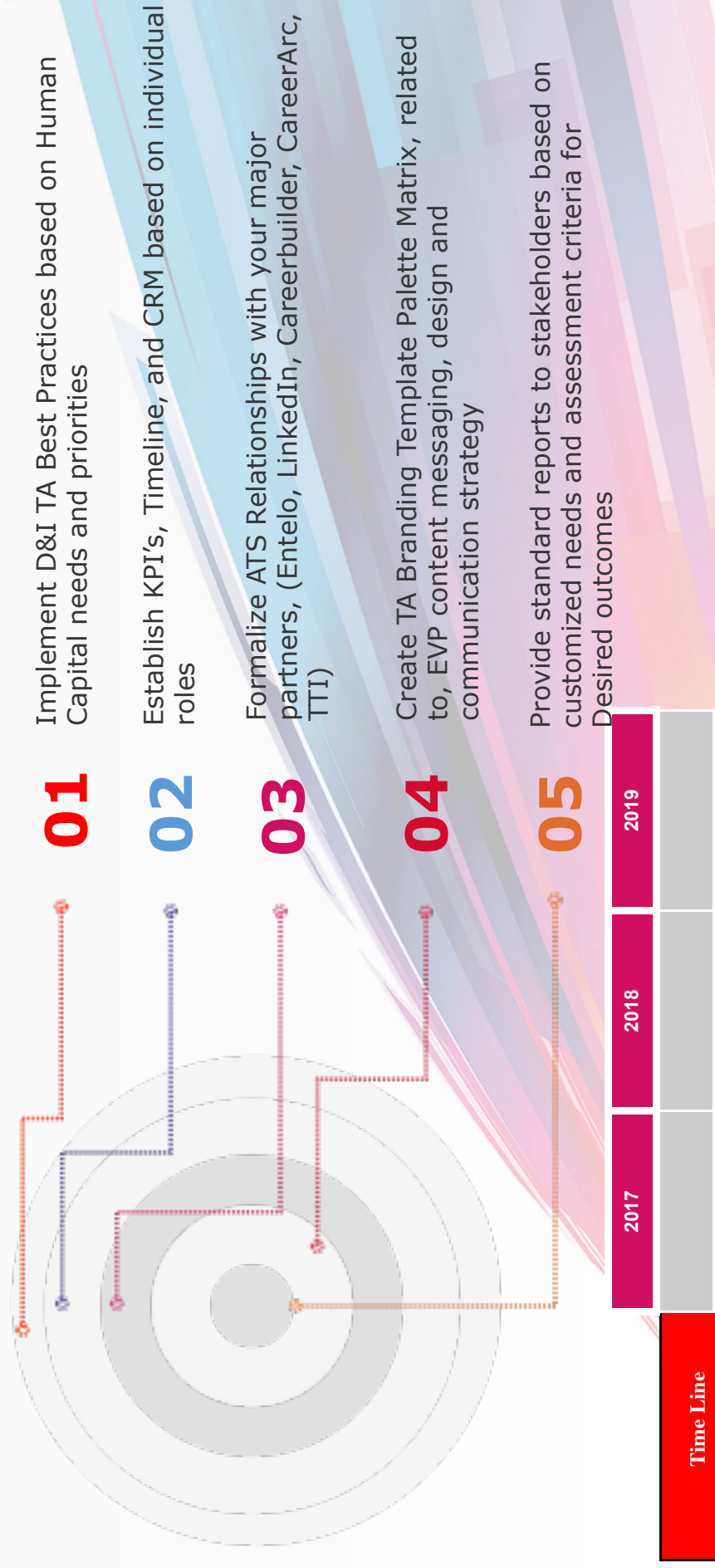
Identify Your Companies Key Issues

Identify What are the current challenges of the organization

Clearly answer the question, How can more Diversity and Inclusion solve this problem?

Obtain Executive Buy-in (Advocates of D&I, Stakeholder Commitment, The Board, Corporate influencers, and Communicator)

Diversity Best Practices



METHODS OF ASSESSMENT

METHOD	DESCRIPTION
Employee Surveys	Embed diversity-related questions into annual employee satisfaction or engagement surveys or run diversity pulse surveys to identify employee perceptions of the organization's diversity initiatives.
Focus Groups	HR business partners or diversity staff members can run voluntary focus groups to get employee feedback on organizational culture and diversity initiatives and programs.
Internal Audits	Review demographic data and key indicators (e.g., turnover and promotion rates by demographic segments, percentage of diverse leaders and managers) or conduct a self-assessment of diversity policies and practices.
Exit Interviews	Leverage the exit interview process to gauge departing employees' perception of diversity initiatives and determine whether diversity is related in any way to the employees' decision to leave the organization.
Employee Resource Group Participation and Feedback	Track employee participation in—and feedback about—employee resource groups as an indicator of workforce engagement in diversity issues. Low participation could also indicate a lack of communication or publicity about employee resource groups, rather than lack of engagement in diversity issues overall.
Leadership Communication and Organizational Publicity	Track the number of times leaders participate in—or reference—diversity issues in internal and external communications, as well as the number of times the organization appears in diversity media/earns diversity-related awards.
Supplier Diversity Spending	Track the amount of money the organization spends with diverse suppliers and invests in businesses owned by women and/or minorities.
Philanthropy Investment	Track the amount of money the organization donates—and/or the amount of time employees and leaders volunteer with—diversity-related charitable organizations.

Fortune 500 Diversity Stats

Leaders who are committed to diversity can drive employee engagement by up to **29%.**

Diverse companies have higher sales. For every **1%** increase in gender and racial diversity, there is a **3%** and **9%** sales boost respectively.

Companies in the top quartile for gender diversity were **15%** more likely to have financial returns above their national industry median.

Companies in the top quartile for ethnic diversity were **35%** more likely to have financial returns above the national industry median.

America is Changing

Projections

- By 2050, Latino and Asian populations will double, and the Black population will grow by 71%.
- The US will attract 1 million immigrants a year, most of Latino or Asian origin.
- By 2030, 1 in 4 US residents will be Latino or Asian.

Establish a Voice For Diversity & Inclusion

1. Create a Diversity and Inclusion Council
 - Define expectations
 - What do you want from the council?
 - Engage and teach all associates
2. Create Employee Resource Groups (ERGs) representing various employee groups
3. Conduct an Employee Engagement Survey
4. Communicate as much as Possible

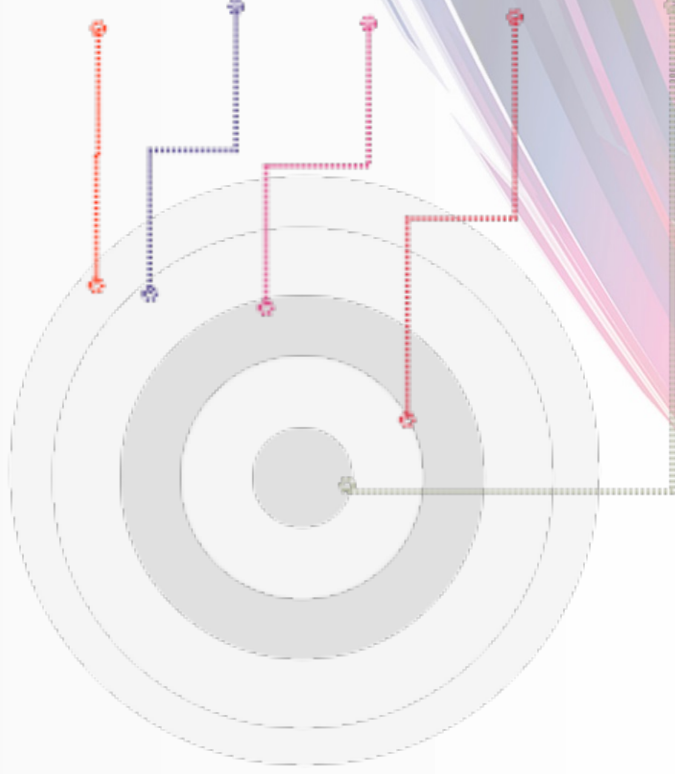
What you Should **Not DO!**

Avoid Doing Stuff!!!

Instead

Do Things and engage programs that Drive Long-term Impact, and Cultural Change and you can tie directly back to your D&I Strategy

DESIRED OUTCOMES



- 01** Become an Employer-of-Choice for D&I,
- 02** Increased revenue
- 03** Enhance candidate pipeline and applicant flow
- 04** Establishes and highlights Revenue goals, Diversity values and commitment to inclusion
- 05** Promotes employee retention and Career Development

Time Line	2017	2018	2019

D&I SOLUTIONS

Supports

dentsu
AEGIS
network

Dan
Americas
Office
Of
Diversity
Management

Our Values



Pioneering



Ambitious



Collaborative



Responsible



Agile

Clients

Innovation
New business
opportunities
Formal D&I
partnerships
Multicultural Markets
Scholarships
M1-TA Offerings

Employees

Training & development
Infinity groups
Executive compensation incentive
Diversity committee/council
Community involvement
Mentorship
Diversified Talent tools
Internal & global mobility

Culture

CSR
Diversity calendar of
events
Formal strategy
commitment to
inclusion
Great public relations

Our Partners



[4's]

DiversityInc

facebook

Diversity and Inclusion **The Business Case**

1. Ensuring the organization is able to compete in the rapidly evolving marketplace
2. Client retention, increased employee engagement, business growth, higher employee productivity, and a greater ability to recruit and retain talent
3. Women and people of color represent a majority of the individuals entering into today's workforce

THE BUSINESS CASE EXAMPLE

- Research shows that almost all leaders polled believe diversity and inclusion can boost business performance.
- However, the same research shows that many organizations say their inability to find enough women, people of color and other diverse groups to fill positions is a problem.
- What is the Real Problem?

They don't know where to look!!!

BENEFITS OF WORKFORCE DIVERSITY & INCLUSION

- Improved understanding of those you work with
- Creates a work environment that allows everyone to reach their full potential
- Provides multiple perspectives on problem solving
- Better performance outcomes
- Increases employee productivity
- Increased retention rates
- Boosts employee morale
- Improved customer relations
- Reduces complaints and grievances
- It's the right thing to do!

YOUR MISSION AND DIVERSITY

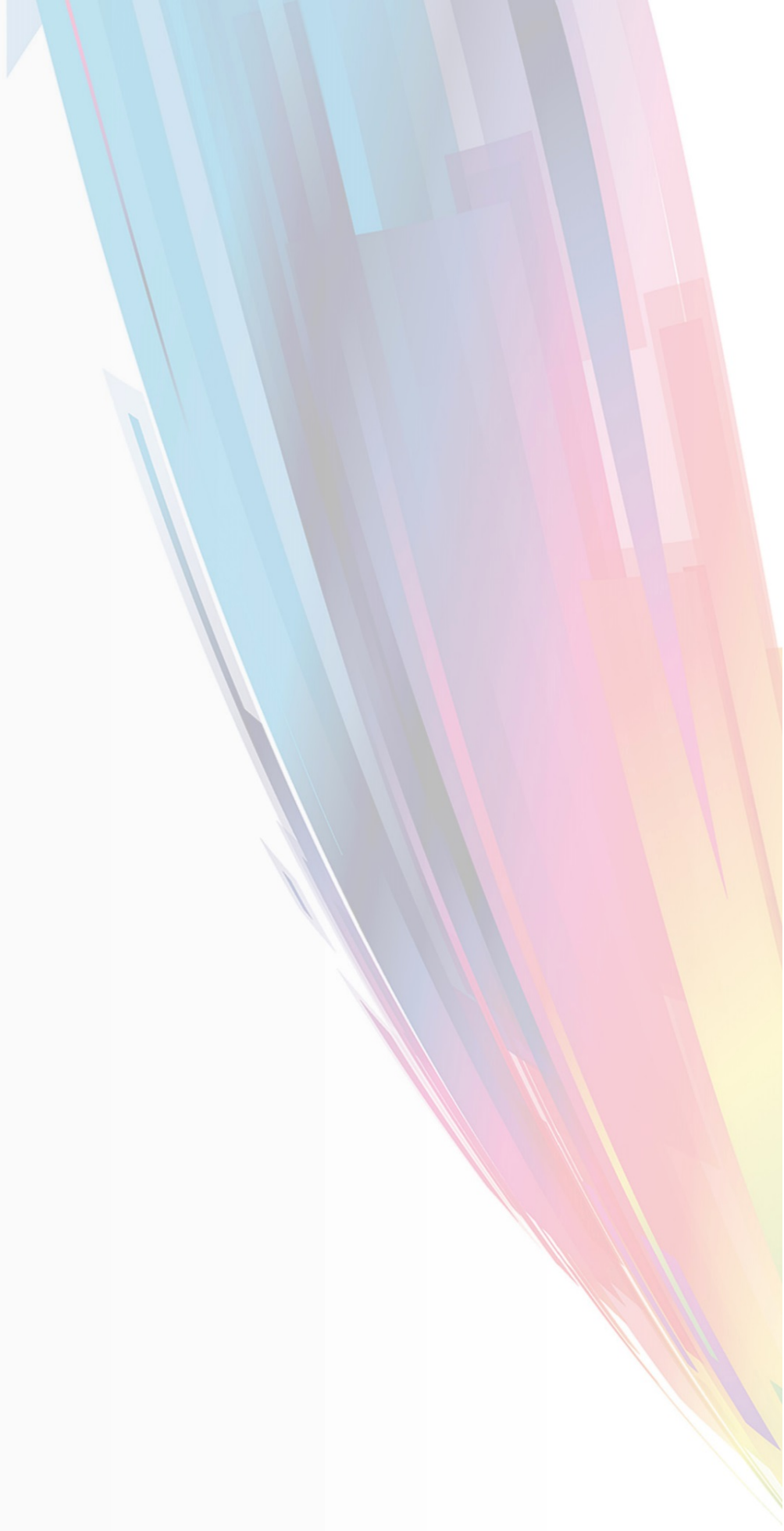
How are they related?

- Diversity is commitment to building a workplace collaboration of cultures to enhance and support the organization.
- Differences in experience, education, geography, language and perspective are treated as value-added contributions rather than distractions.
- The organization has a series of values that supports its mission. The mission is the public commitment to the type of work the organization engages. Diversity and Inclusion is one important way the organization will live out its mission.

Establish a Visible Leadership Commitment

1. Define Your Commitment
 - Achieve What?
 - Measure What?
 - Promote Your Values. Including...Diversity
2. Establish a “Champion of Diversity and Inclusion”
3. Hold Yourself and Others Accountable
4. Communicate Until It Hurts!!!

Goals



WHAT'S **NEXT?**

- Actions Plans and Commitments
- Messages to the Organization
- Transitioning from Inside to Outside the Organization
- Strive to Become Essential, Exceptional and Ethical
- Leaders of Diversity and Inclusion

DIVERSITY SURVEY QUESTIONS

Table of Contents

This inventory of sample questions helps HR evaluate the “current state” of diversity in their organization in two ways: by using the questions to survey employees about their perceptions of diversity and/or by conducting a self-assessment of HR policies and procedures. This guide contains two sections:

- **Questions for Employee Survey(s)**.....Page 2 *These questions evaluate employee commitment to diversity and employee perceptions’ of manager and organizational commitment to diversity. HR can use these questions in employee engagement or satisfaction surveys or to construct a diversity pulse survey or focus groups.*
- **Questions for HR Self-Assessment**.....Page 4

These questions evaluate the three core aspects of diversity strategy—workforce, workplace, and marketplace diversity—as well as the organization’s support for work-life benefits. HR can use these questions as part of a “current state” assessment of programs and to identify opportunities for improvement.

Diversity Survey and Focus Group Tips

- Communicate to employees that you want to hear their candid feedback in order to improve the effectiveness of diversity strategy and programs.
- Call the survey a “feedback survey” or the interview a “discussion” or “conversation” in order to make employees feel more comfortable sharing openly.
- Encourage employees to mention specific diversity challenges relating to their team, function, or business unit—including sensitive issues such as harassment and disrespectful treatment of employees. HR may want to include an open-ended section for this type of feedback as well as the option for the employee to include his or her name if he or she would like to be contacted by HR about the issue.
- Provide as much background as possible as to why HR is conducting the survey or holding interviews; mention the organization’s commitment to diversity and information on the business benefits of having a diverse workforce.
- Assure employees that their feedback and/or survey responses will be kept in confidence and used only in combination with feedback from others.

DIVERSITY SURVEY QUESTION INVENTORY

Employee Survey/Interview Questions

These questions are formatted as statements so employees can respond on an Agree/Disagree scale. For example, you can use a 6-point scale ranging from “Strongly Agree”, “Agree”, and “Somewhat Agree” to “Somewhat Disagree”, “Disagree”, and “Strongly Disagree.”

Manager, Organizational, and Employee Commitment to Diversity

Direct Manager and Senior Manager Commitment

- I believe my direct manager is committed to supporting a culture of inclusion.
- My direct manager provides me with strategies to help me interact with peers who are different than me.
- My direct manager demonstrates a positive example of how to interact with employees from different cultural backgrounds.
- I believe that senior management would take action to correct violations of diversity policy.
- I believe senior management recognizes employee efforts to foster a culture of inclusion.

Organizational Commitment

- I believe the organization recognizes the contribution of all employees who excel at their jobs, regardless of their backgrounds.
- I believe that personal characteristics do not influence performance decisions.
- I believe that personal characteristics do not influence pay decisions.
- I believe that personal characteristics do not hinder or help an individual's career progression or development opportunities.

Individual Employee Commitment to Diversity

- I am comfortable working with people of different ages. (Statement can also be formatted to ask about employee comfort with different genders, ethnicities, religions, cultures, or sexual orientations)
- I am confident when voicing my opinion, even when it's different from those around me.
- I believe that a diverse workforce positively impacts business performance.
- I believe that the organization would take appropriate action in response to incidents of sexual harassment.
- I believe that multicultural teams produce positive outcomes.

DIVERSITY SURVEY QUESTION INVENTORY

HR Self-Assessment Questions

These questions enable HR to assess all aspects of their strategy, including workforce, workplace, and marketplace diversity, as well work-life benefits. Council research shows that offering work-life benefits can increase employee commitment to the organization and also enable the organization to source candidates from a wider talent pool.

Workforce

- Does the organization have practices in place to recruit a gender-diverse workforce? *(Question should also be formatted to ask about age, ethnicity, religion, and other aspects of diversity)*
- Does the organization sponsor recruiting events targeted to underrepresented groups?
- Does the organization have a policy for actively recruiting people with a physical disability?
- Does the organization offer internships specifically for underrepresented groups?
- Does the organization have a gender-diverse Board of Directors? *(Question should also be formatted to ask about ethnicity and other aspects of diversity)*
- Does the organization have a gender-diverse leadership team? *(Question should also be formatted to ask about ethnicity and other aspects of*

Workplace

- Does the organization offer employee resource groups?
- Does the organization financially support employee resource groups?
- Does the organization provide mentoring opportunities targeted to underrepresented populations of employees?
- Does the organization provide career development programs targeted to female employees? *(Question can also be formatted to ask about various under-represented groups, such as Hispanics, Asian-Americans, African-Americans, and LGBT employees.)*
- Does the organization provide necessary accommodations at the workplace for employees with physical disabilities?
- Does the organization partner with professional associations for minority groups?

DIVERSITY SURVEY QUESTION INVENTORY

HR Self-Assessment Questions

(continued)

Marketplace

- Does the organization maintain supplier diversity?
- Does the organization donate money or goods to undeserved communities?
- Does the organization invest in businesses that are owned by individuals of underrepresented groups?
- Has the organization ever appeared on a diversity 'best of' list?
- Are any of the organization's core customers from a minority group?

Work-Life Benefits

- Does the organization provide child care benefits (child care facilities, subsidized child care, and/or consultation)?
- Does the organization provide eldercare benefits (time off and/or consultation)?
- Does the organization provide flexible working hours?
- Does the organization allow employees to work from home as part of a regular work arrangement?
- Are ethnic and cultural preferences of minority staff accommodated through time off for religious observance/holidays?
- Does the company have a competitive time-off policy?
- Does the organization provide maternity leave above and beyond what is mandated by law?

Be the change you want to see

Together, we are
greater than the sum
of our parts