

Diversity, Inclusion & Belonging in the Workplace



Landscape Study by:

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Diversity, Inclusion & Belonging

**It's more than just filling a quota,
it's about having space suits that fit**

Photograph: Kirill Kudryavtsev/AFP/Getty Images

DIB Basics

Diversity is being invited to the party



Inclusion is being asked to dance



Belonging is dancing like no one's watching



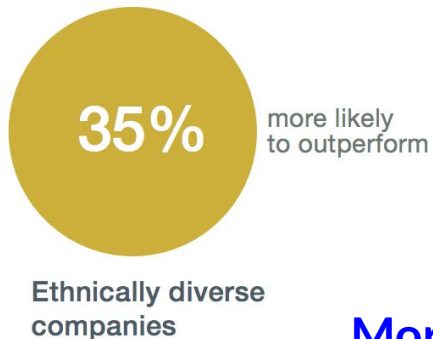
A sense of belonging ...



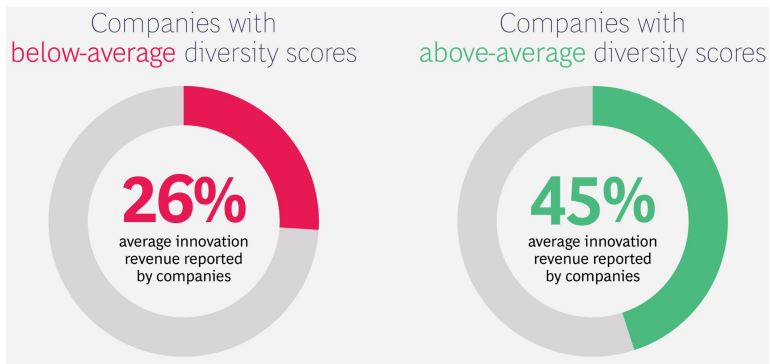
Why DIB Matters

DIB is great for business

Greater financial returns



More income from innovation



DIB helps navigate tough times

Transformation from record loss to record profits

*"We have a very **diverse** environment and a very **inclusive** culture"*

Those characteristics "got us through the tough times..."

***diversity** generated better **strategy**, better **risk management**,
better **debates**, better **outcomes**"*

-- Alan Joyce, CEO



DIB differentiates from competitors

40% female staff, 43% female board

With **gender-balanced** management
23% more likely to have **gross profit increase**

Greater **employee engagement & client satisfaction**

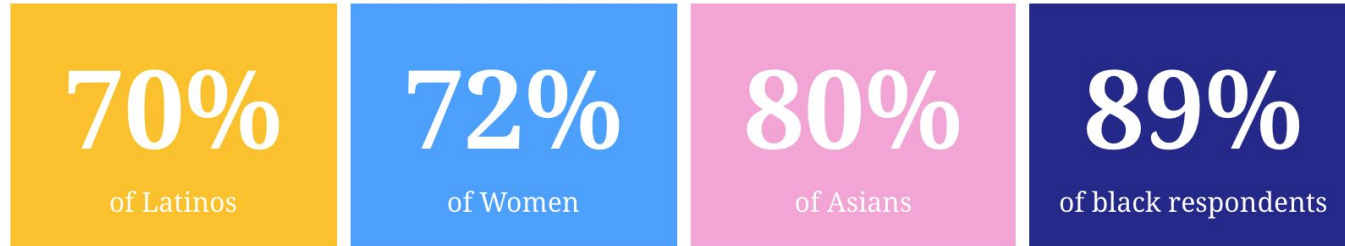
*“**diversity** and **inclusion** strengthens our company, maximizes the investment of our stockholders, and prepares us to lead in the 21st century”*

-- Rohini Anand, Global Diversity Chief



DIB improves hiring and retention

Diversity is major factor in deciding where to work



T-Mobile

retention rates are significantly higher among employees who actively participated in our **D&I** network

DIB improves company reputation

Fortune's *World's Most Admired Companies*:
High ranked have **2x more women**
in senior management



Gender-diverse boards **more** likely
to receive higher CSR ratings

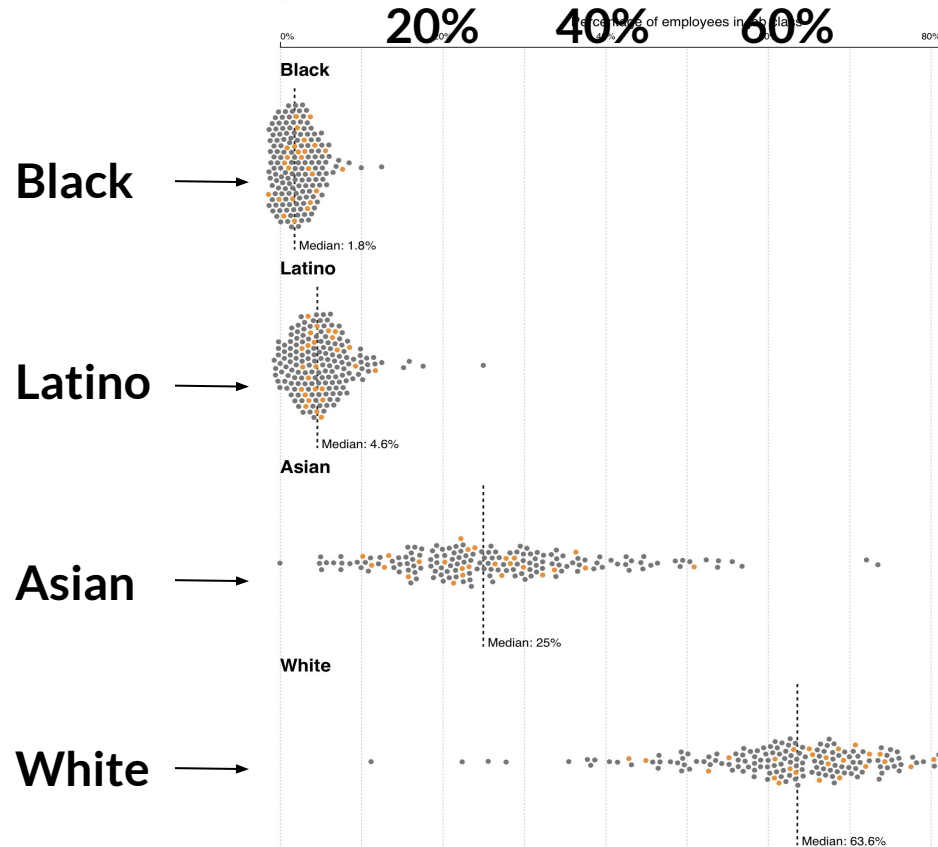


DiversityInc free report card
Voluntary, >1800 companies

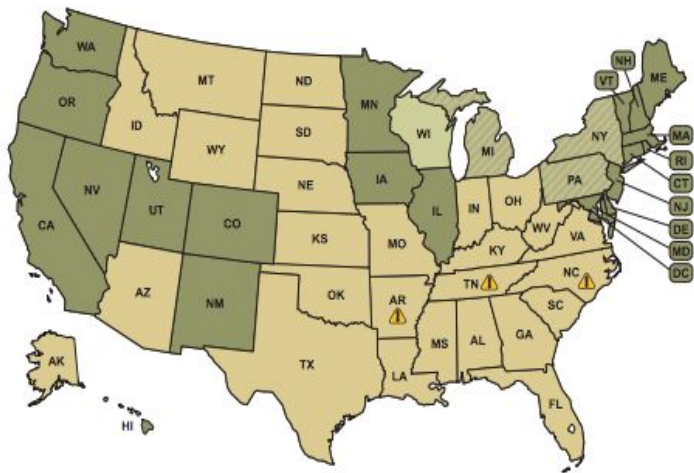
Where Are We Now

Diversity data: minorities barely register

*Managers in
177
Silicon Valley
Companies*

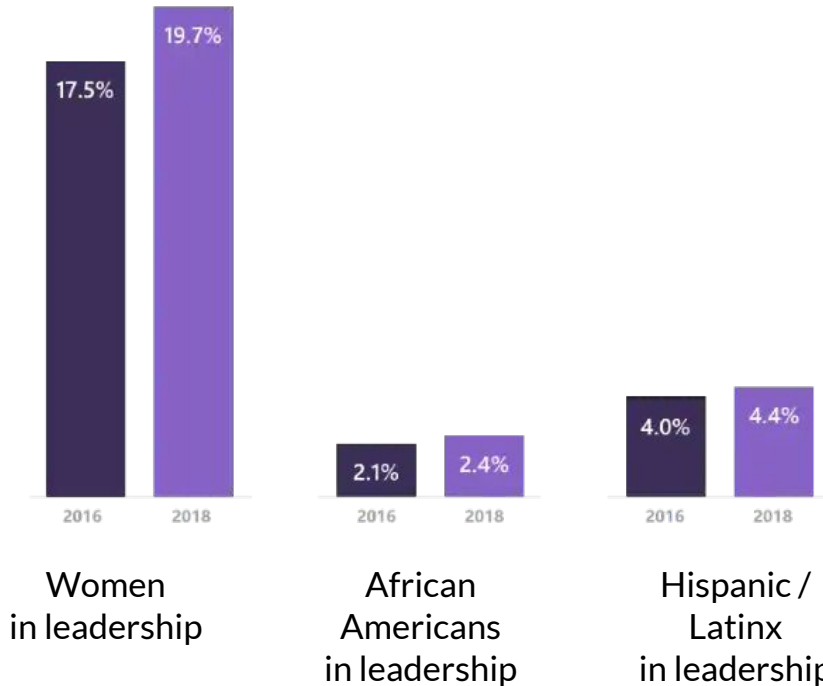


Diversity data: LGBTQI mostly unprotected

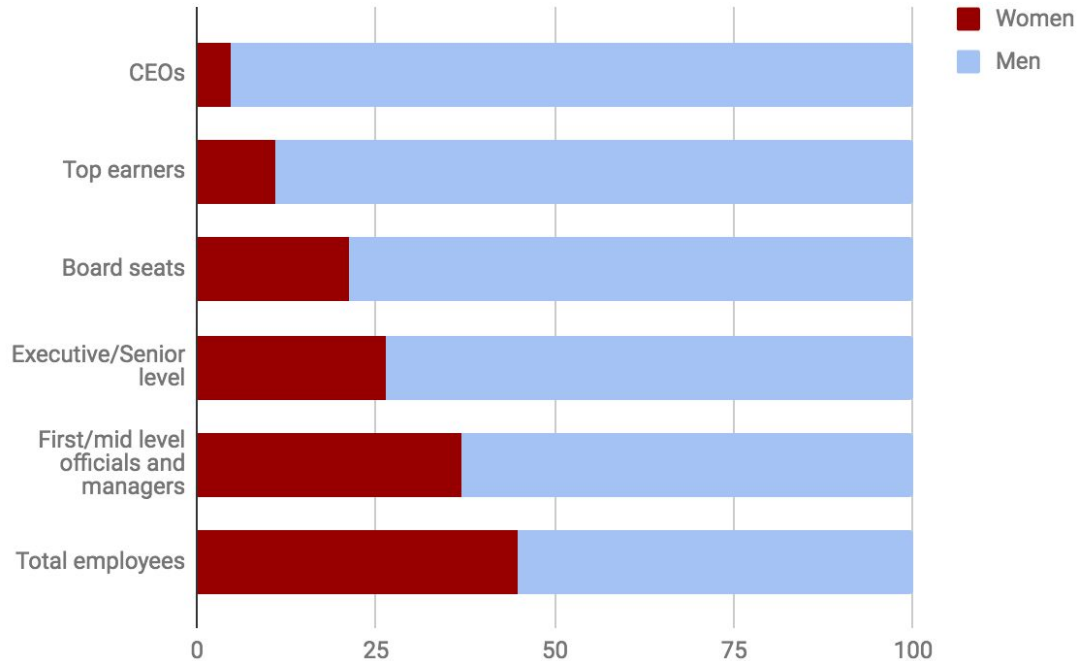


- State law explicitly prohibits discrimination based on sexual orientation and gender identity (20 states + D.C.)
- State explicitly interprets existing prohibition on sex discrimination to include sexual orientation and/or gender identity (3 states)
- State law explicitly prohibits discrimination based on sexual orientation only (2 states)
- No explicit prohibitions for discrimination based on sexual orientation or gender identity in state law (26 states)
- State has law preventing passage or enforcement of local nondiscrimination laws (3 states)

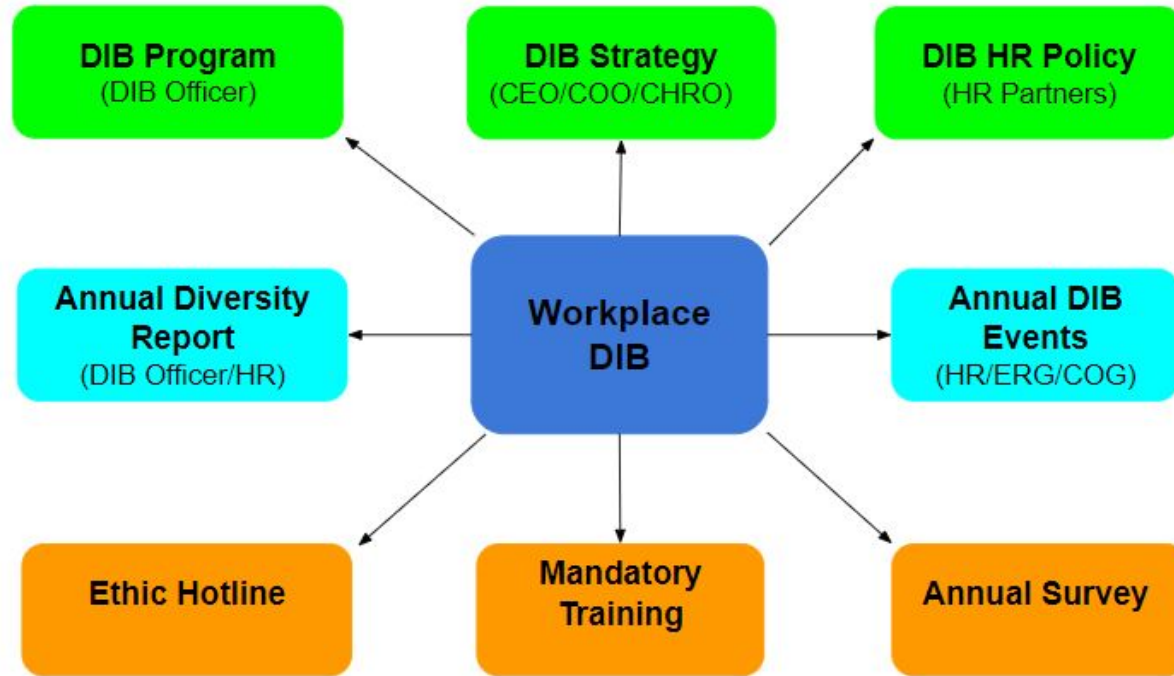
Companies show firm commitment, but slow progress



More women in != More women at the top



Workplace DIB Ecosystem



DIB ecosystem as a top-down business strategy

DIB Industry Landscape




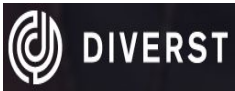


Current DIB industry is a combination of 3 sectors

Traditional methods to implement DIB are ineffective

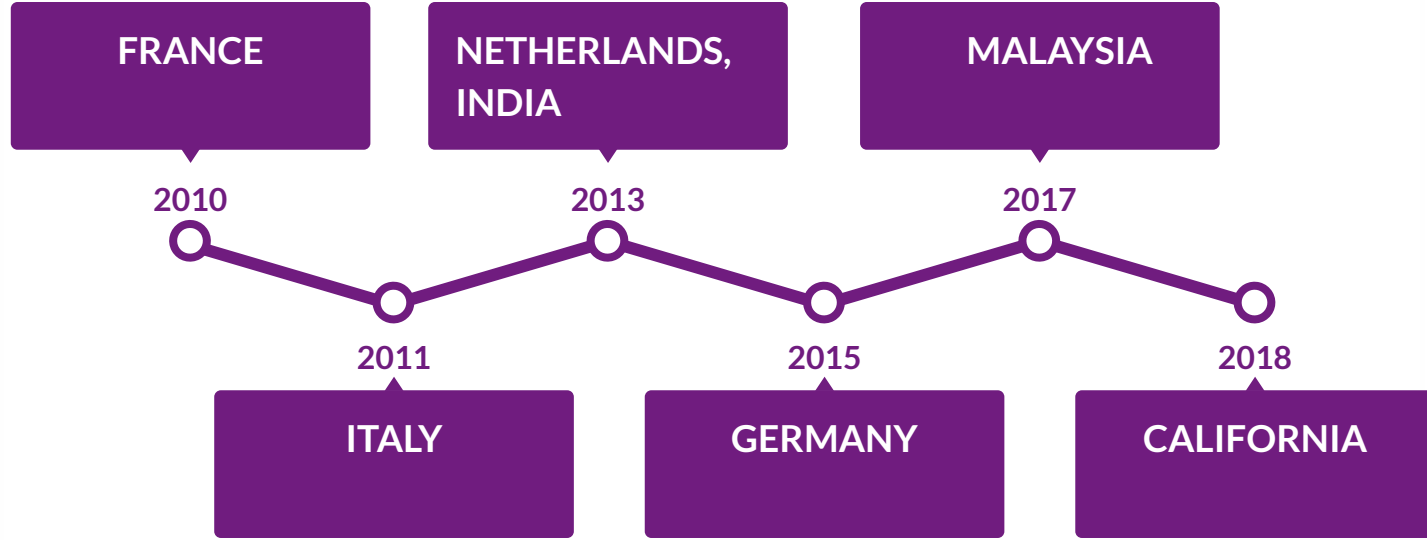
| Methods | Solution Providers | Limitations |
|-------------------------|------------------------|----------------------|
| Mandatory Training | HR & Consulting Firms | Poor engagement |
| Annual DIB Event | HR & ERG | Low frequency |
| Ethics Hotline | NAVEX Global | Low utilization |
| Annual Survey | Culture Amp | Late feedback |
| Annual Diversity Report | HR & Diversity Officer | Incomplete DIB Index |

Evolving DIB solutions are data driven, real-time

| New Players | Key Products Offerings |
|--|---|
|  | <ul style="list-style-type: none">• Real Time Diagnostic Survey• Customized Nudge Action |
|  | <ul style="list-style-type: none">• Big Data and AI Analysis• Real Time Dashboard |
|  | <ul style="list-style-type: none">• Trend Analysis & Tracking• Predictive Modeling |
|  | <ul style="list-style-type: none">• Specialized Recruiting• Actionable Analytics |

What trends to watch for

Laws continue to expand



Gender balance in boards

NOT OK GOOGLE

Tech workers' unrest will speed up change



Understanding the role of bias in AI

- Amazon scrapped secret AI hiring tool that showed bias against women
- AI4ALL is a non-profit working to improve diversity and inclusion in AI
- NYT's opinion piece "*When the Robot Doesn't See Dark Skin*" kicked off an active debate



Recommendations

Data trumps opinion

- Use data to pinpoint leaks in the employee funnel
- Create safe space for vulnerable conversations
- Hold leaders accountable for sharing diversity data

Be intentional about hiring for diversity

- Minorities-specialized college recruiting goes a long way; *Coca-Cola is a great example*
- Mandate college degree ONLY when needed; 68% of 25 year olds in the US don't have one
- Resist looking for clones



Weave DIB into your culture

- Empathetic leadership is key
- Encourage intelligent risks
- **Voluntary programs**, to identify true diversity champions
- Pat Wadors (*who coined the term DIBs*), suggests creating a “***belonging moment***” by inclusive introductions, sharing stories and soliciting inputs

Team DIB



**Prashanthi
Padmanabhan**

*"I dream of the day
when we don't need
Women In Tech
forums/ERGs
any more."*



**Jiang
Lu**

*"I'm looking for an
effective way to
foster and
measure DIB at
work."*



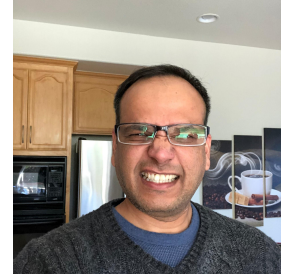
**Stephen
Fischer**

*"Being the new
minority has
been an
eye-opening and
insightful
experience."*



**Elizabeth
Zwicky**

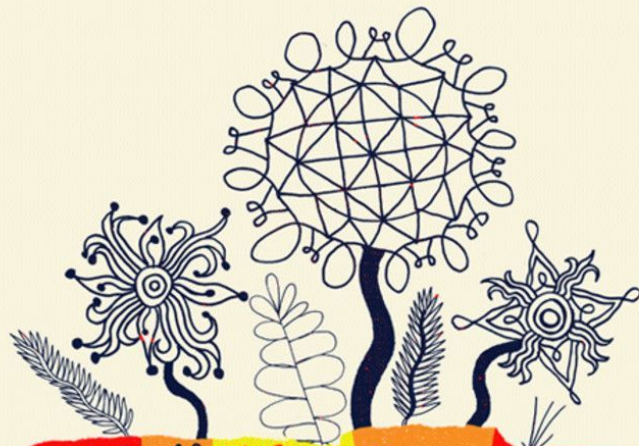
*"One of my
fathers was
disabled, so I
care about
diversity even
more ..."*



**Santosh
Jaiswal**

*"Difference is
challenging.
Researching
human life and
how to be joyful
from within
without external
dependency."*

Thank
you



WE all SHOULD know That
DIVERSITY makes for a rich
tapestry, AND WE MUST
understand that all the
threads of the tapestry
are EQUAL in Value no
matter what their color.

- Maya Angelou

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