

Special Webcast

9 Levers to Pull if You're Serious About Inclusion

THE CONFERENCE BOARD



February 16, 2022



Some of the critical questions and issues we will be answering today

- Discover the nine levers that will power up your DE&I program
- Learn the key stakeholders required to advance your inclusion strategy
- Uncover the value of measurement and what you should be measuring



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Making the most of the webcast

Ask Questions
(via the Q&A box)

A square icon with a blue border containing the letters 'Q' and '&A' in a stylized font.

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Resources



Today's Speakers



Angela (Angie) Peacock
Global Director of
Diversity and Inclusion
PDT Global (a part of Affirmity)



Nicole A. Simmonds-Jordan
Global Account Director
PDT Global (a part of Affirmity)



**Regina Brayboy
(Moderator)**
Senior Fellow, Human Capital
The Conference Board



Lever 1 - Watch Your Language







Diversity Definition

“

Any group that if it were possible to ask — and people were willing to share — could be measured.

”



“

A diverse workforce is not
automatically good for business.

”

Ernst and Young Research—White Men

A third of men felt excluded at work

Two-thirds of men feel that their company focus on diversity has no business significance

Half felt excluded from diversity programs

Over a quarter said they are not comfortable using work-life-balance benefits such as paternity or agile working arrangements

Over sixty percent feel they are now likely to be overlooked for advancement



Inclusion Definition

“ Creating an environment where everyone who has the capability to excel can achieve their potential. ”



Be clear on the
difference
between **equity**
and **equality**.



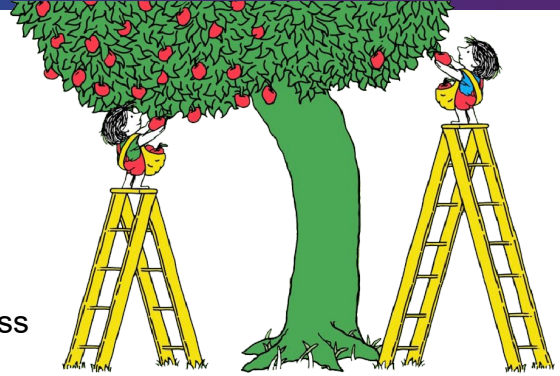
Inequality

Unequal access to opportunities



Equity

Custom tools that identify and address inequality



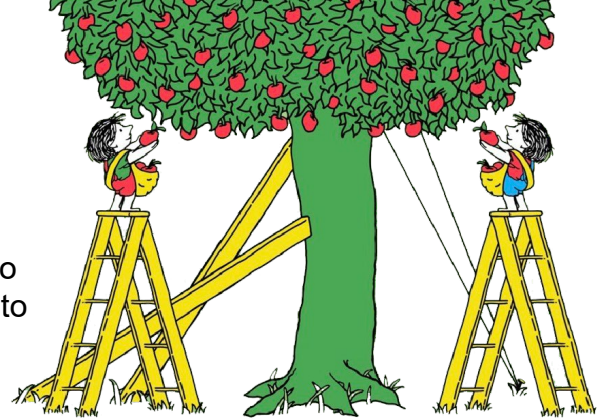
Equality

Evenly distributed tools and assistance



Structure

Fixing the system to offer equal access to both tools and opportunities



Lever 2 - The Business Case

Proven Benefits of Inclusion

- Enhanced creativity and innovation
- More imaginative problem solving
- Better decisions
- Increased engagement
- Customer excellence and retention
- More robust management of risk
- Protection of brand
- Improved ability to attract, retain, and develop diverse talent
- Meeting compliance (governance issues)
- More sales - RFPs



Discussing the Value of Inclusion

Discuss their specific **business** objective

Identify **specifically** how the achievement of that objective will be affected if they fail to be inclusive

What would be the impact on the overall business strategy?

Don't go with the regular statements we all love!



Lever 3 - Measure Wisely

Measurement?



Employee survey / Pulse survey

Action and activity

Hiring / Retention

Benchmarked diversity numbers

Diversity goals

Talent velocity

Predictive

Lever 4 - Accountability

The Big Question...



Accountability

Have an
18-month to 3-year
month-by-month
plan.

Action Plan

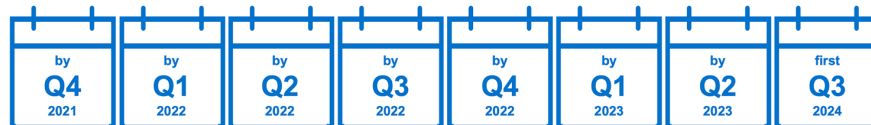
June/July 2021

ACTION	OWNER	TIMELINE	RESOURCES	OUTCOME
Collect and report on Diversity Monitoring Data	HR	By end of July 2021		DMD obtained & reported on
Create and distribute scorecard*	HR	By end of July 2021		Create and distribute to BU/SS leaders a monthly scorecard containing total headcount # % by gender, % by POC, # female turnover, # female hires, # POC turnover, and # POC hires.
Analyze & amend employee and family support benefits	HR	By end of July 2021		Benefits on leave and caregiving support, fertility and family support, and well-being program analyzed to ensure inclusivity of all employee demographics.



Inclusion at scale

Action Plan Targets



- Establish ERGs
- Solicit DMD
- Create scorecard
- Analyze & amend employee benefits
- Establish partnerships with networks & orgs known for diverse members
- Provide inclusion trainings to all managers in ENA
- Review wording in JDs
- Implement conversation Guides
- Fine tune ERG comms/branding
- Establish ERGs via speakers
- Explore and establish recruitment partnerships
- Create targets/BU to all ENA employees via eDucation
- Assign 2 courses to all ENA employees via eDucation
- Review interview process for inclusivity
- Scorecard circulated
- 2022 inclusion calendar
- Create standardized interview criteria
- Agree interview debrief meeting protocols
- Circulate inclusion pulse survey
- Further establish ERGs via speakers
- Each BU to have finalized their community partnerships
- Scorecard circulated
- ERG collaboration review
- Amend promotion processes (if necessary)
- Each BU to have formed community partnerships
- Leaders updated according to pulse survey results
- Exit interview trends identified
- Scorecard circulated
- Internal/External Comms review
- Community partnerships reported on
- Circulate inclusion pulse survey
- Key changes to be made according to exit interview trends identified
- Scorecard circulated
- ERG collaboration review
- Internal/External Comms review
- Inclusion calendar 2023 created & circulated
- Scorecard circulated
- Pulse survey results compared to previous survey results
- Identify what behavioral coaching is needed to support particular policy & procedure updates
- Mentor/sponsor plan created
- Behavioral coaching to support policy and procedure changes (senior leaders)
- Behavioral coaching to support policy and procedure changes (rest of population)
- Mentor/sponsor plan implemented
- ERG collaboration review
- Pull together progress report and circulate
- Pull together action plan for next 2 years

Comms (1)

	ACTION	ABOUT	TIMELINE
DIVERSITY	Diversity in the Team	Number of candidates for new positions (measured vs goals we set as a company)	When new headcount becomes available
	Internal Communications	Spotlight employees of different backgrounds, whenever possible.	Ongoing – measured every 6 months
	Events (internal and external)	Ensure representation in speaking programs of people from different background, whenever possible.	Ongoing – measured every 6 months
	External Communications	Support participation in diverse hiring events. Ensure representation of people from different background in external communications whenever possible, including: videos, people spotlights on social media, website.	Ongoing – measured every 6 months
EQUITY	Equity in the Team – Ensure our activities take into consideration all needs, including Return to Work guidelines (e.g. remote vs in office, meetings)	Develop guidelines for the team for the return to work after COVID	By Q2 2021
	Naming of new projects	Develop NA Operational Instruction	By Q3 2021
	Naming/Branding of ERGs	Work with P&O when these new groups are created	Tbc depending on P&O timeline



Inclusion at scale

Lever 5 - Give Procurement More Power

Lever 6 - ERG/BRG Empowerment

The Rules

Purpose and plan—ensure they have both

Impact over time—know what you can expect to see and hold them accountable

Support often

Don't choose the obvious executive sponsor—but also don't choose the worst!

Involve in the real business

Don't expect free additional labor

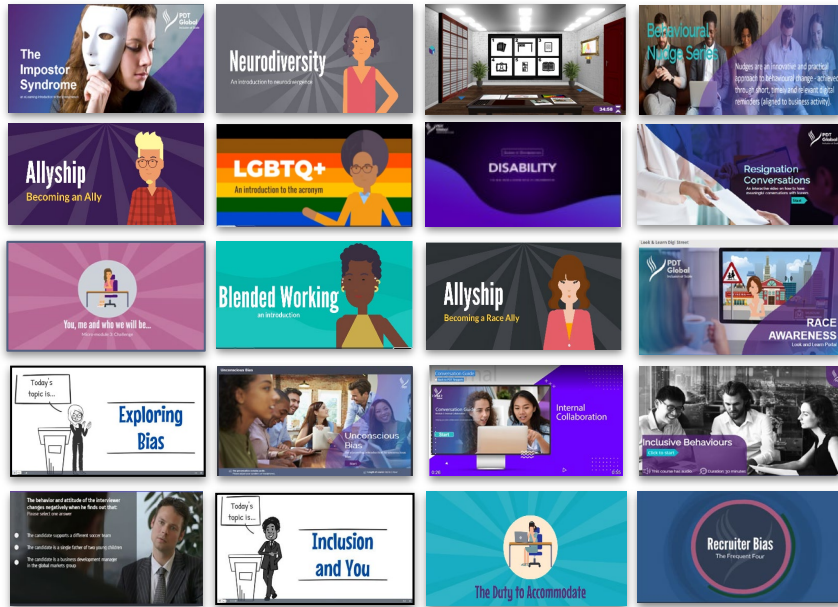
Any other questions?

Lever 7 - Make Training Count

Make Training Mandatory



Keep Your Learning Short and Relevant



Virtual Escape Room - Meet Learners Where They Are

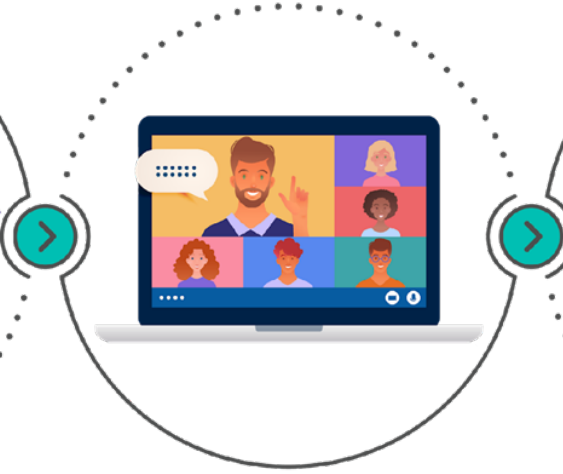


Consider Flipping Your Classroom



BEFORE

Participants learn the key concepts of a topic



DURING

Participants practice applying key concepts with feedback



AFTER

Participants act on and extend their learning

Benefits of Flipped Classroom

Efficient and reusable

Learner controlled learning

Cost-effective implementation

Content representation

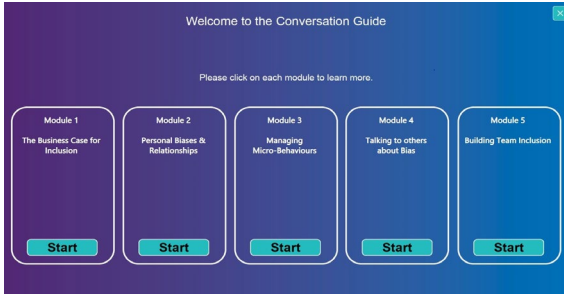
Engagement-based learning



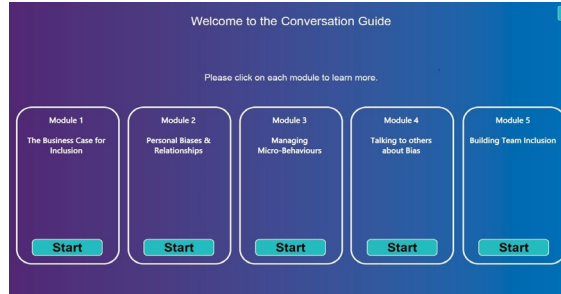
The Conversation Guide

12- to 24-Month Inclusion Embedding

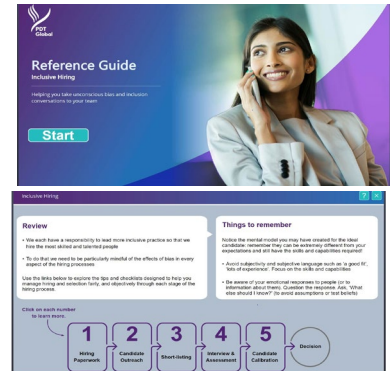
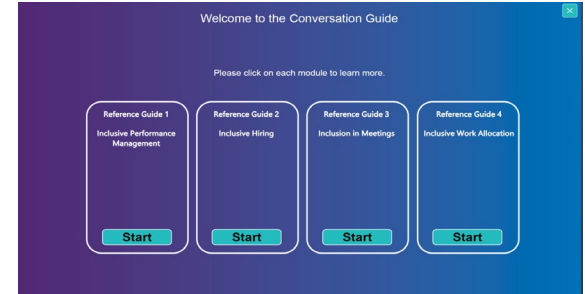
Five Core Conversations



Five Advanced Discussions



Four Practical Checklists



Lever 8 - Reduce the Bias in Your Processes

Frankly, Dinsdale, we like the look of you



Recruitment Processes That Drive Down Biases

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3. Create the job ad/posting and check for biases

Where can you see a lack of inclusion?

We're Hiring a Marketing Manager!!

Based in Watford this global role requires an active and energetic individual to rise to the challenge of creating a brand that champions creativity, diversity and power.

What the Role is About

As part of a bright and young marketing function, the role holder will manage one of our prestigious marketing and communications teams. He will protect the integrity and evolution of our brand, manage the website, transform content collateral, establish campaign management processes and nurture new and established supplier relationships.

What You'll Be Doing

- Deliver strong supplier management processes specific to external parties, i.e. design agencies, print providers and brand developers.
- Maintain an active and social media presence, utilizing key channels to promote brand awareness and position themselves as an industry and marketing thought leader.
- Travel globally to key market locations to inject original ideas and provide a good sense of humour and collaborative spirit to the team.
- Robustly manage key marketing campaigns, plan and deliver them to time, within budget and with appropriate resources. Ensure meticulous standard and QA always.
- Manage the twitter feed on the web site
- Have responsibility for marketing collateral production
- Board report production
- Load new content on to the website as required
- Annual report production
- Attendance at team meetings
- An able and willing team player
- Ensure copy deadlines are met

What You Will Bring

- A skilled manager and dominant, strong leader
- Web content management skills
- Proven written communication skills
- Ability to manage a variety of different work streams simultaneously, prioritizing own time and that of team members
- Project management skills
- IT literate, not a newcomer
- Native English Speaker
- Full Clean Driving License
- Experience gained within the healthcare sector is desirable
- At least six years management or team leading experience within a marketing setting

Your Qualifications

- A 2:1 degree or equivalent from an excellent university
- Masters in Marketing or MBA

Some Key Benefits

- New and soon to be mothers will receive an industry leading maternity leave benefit, ensuring both you and your husband are secure in knowing that we fully support your journey into parenthood.

How Inclusive is this Job Advert?

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- **Attendance at board meetings one Friday a month**
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6. Notetaking with scores and without bias
7. Collaborative numerically-based decisions

A Simple Formula... For Project Selection

33.3% The whole human

33.3% The deal

33.3% The strategic need for the firm to create inclusion
and drive diversity

Lever 9 - Make Sure the “C” Suite Means It

Poll Question 1 of 1

Would you like to learn more? (Check all that apply)

Diversity measurement and benchmarking

Inclusion training and/or consultancy

Take a look at our digital library

Explore having Angie speak at your organization

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Any questions?

Thank You



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- [Understanding Which Social Determinants of Health Impact Your Population \(February 23, 2022\)](#)
- [Women: Lead 2032 - Declare a Bold Vision & Share It \(February 24, 2022\)](#)
- [Perspectives & Insights: Flexible Workplaces in the New Normal - Human Capital Implications \(February 28, 2022\)](#)

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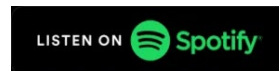


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Hosted by our CEO, **Steve Odland**, this bi-monthly series features in-depth interviews with thought leaders from The Conference Board to provide business executives with data-driven insights to prepare them for what's ahead.

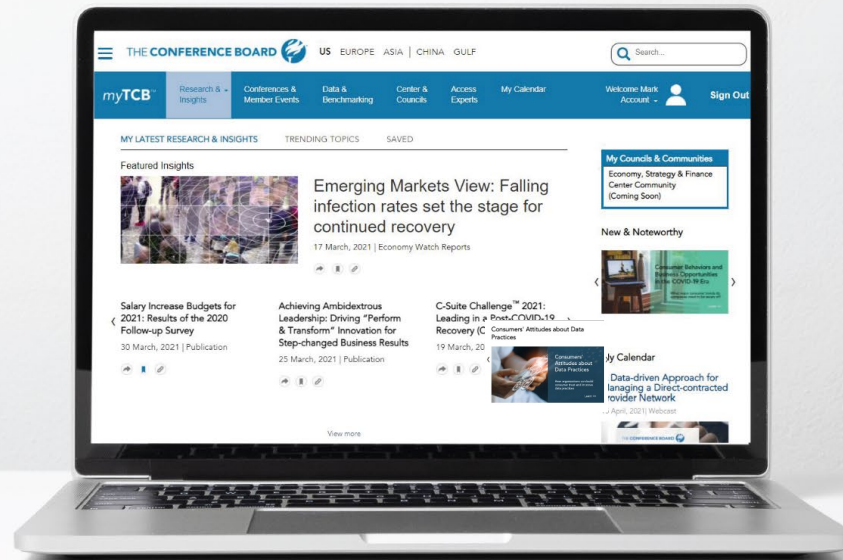
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