

Addressing Diversity and Inclusion: Going Beyond the Benchmark

Insights from Workplace Intelligence's Panel of HR and Diversity Leaders

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Executive Summary

By all accounts, 2020 was an unpredictable, unprecedented, and eye-opening year. COVID-19 emerged as a serious threat to public health and the global economy, and also contributed to widespread political tension and social turmoil. At the same time, multiple race-related incidents revealed how much work there is still left to do when it comes to addressing racial inequality and inequities across the globe.

Given these events, many companies have begun to reexamine their diversity and inclusion initiatives. Yet Diversity and Inclusion (D&I) leaders have many of the same goals and mechanisms to affect change as before, so what's different now? In conversations with 10 D&I and HR executives from businesses around the world, they noted that most of their obstacles have been removed, and employees at all levels of the organization are ready and willing to get involved. They no longer have to push for buy-in; rather, they're being urged to provide more action plans and programs than ever before.

The 10 companies interviewed for this report include Marriott, DHL, Schneider Electric, Co-op, Marks & Spencer, Boston Scientific, Nielsen IQ, Anthem, General Motors and Siemens Energy.

We asked the following questions:

- 1.** What were the driving factors that made your company focus on diversity and inclusion?
- 2.** What are your 2021 D&I priorities and why are you focusing on them?
- 3.** What have been your biggest challenges as you pursued your D&I programs?
- 4.** What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?
- 5.** What is your vision for the future of D&I and what can be done today to realize that future?

These D&I executives emphasized that now more than ever, D&I must be more than a program—it must become deeply embedded in company culture and incorporated across the organization. In fact, several D&I leaders expressed their hope for a future where diversity and inclusion programs and leaders don't exist at all, because they simply are no longer needed. It's a powerful and inspiring vision.

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Companies are using a variety of tactics to bring this vision to life. Some have dispersed the Chief Diversity Officer title across their organization, requiring ownership of D&I among several executives across multiple disciplines. Others have taken steps to address the perception gap between how companies think they're doing versus how employees actually feel. One study found that while senior leaders estimated that 98% of their employees felt included at work, in reality, only 80% of employees reported feeling included. Similarly, 68% of respondents said they believe they create inclusive environments, but only 36% of employees agreed.

Armed with an awareness of these perception gaps, D&I and HR leaders stated that they feel empowered to take action and drive real, measurable change for their organizations. A key part of this evolution will involve transparency; not only into D&I metrics, but also transparency into career and development opportunities for those who previously didn't have access to them. Accordingly, most D&I executives emphasized a change in their company's terminology in this area—from D&I to DE&I, with the addition of "equity" as a key focus and measurement point.

Yet when it comes to equity, there is a lot of progress to be made. Statistics show a significant promotion gap facing minorities: 64% of workers in entry level positions are white, compared to 85% of top executives. And women and minorities continue to under-earn their white male colleagues. Given the current state, HR leaders described how important it is to empower managers with the knowledge, tools, and motivation to be inclusive as they hire and develop individuals.

So what do D&I and HR leaders say is key for the success of their programs? A few common themes emerged. Several underscored the importance of taking a grassroots approach, highlighting initiatives where their companies partnered with community organizations and universities in their efforts to increase the diversity of their workforce. Other leaders described internal programs—for example, job swaps, talent marketplaces, local councils, or employee resource groups—designed to open doors for minorities and women. And nearly all executives asserted that leadership buy-in, support, and engagement in D&I programs is imperative for their success.

With respect to measurement, D&I leaders affirmed that core metrics around representation will remain essential to show progress (for example, the percentage of women and minorities in senior positions). However, most remarked that to spark true change, they'll need to go beyond the typical benchmarking exercises. Many are using a wider array of metrics than ever before to uncover inequities and identify their intersectionality. Leaders are also being asked to clearly tie D&I outcomes to business performance, and some are now expected to align their objectives with broader societal goals such as the UN's Sustainable Development Goals. As a result of this ever-increasing scope of responsibilities, D&I and HR executives are grappling with the need for improved reporting, benchmarking, and dashboards.

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But there is no one-size-fits-all approach to D&I, nor is there a single way to benchmark results and know that D&I initiatives are helping achieve organizational objectives. D&I and HR leaders emphasized that every company needs to determine the appropriate D&I strategy for themselves, based on organizational culture, strategy, industry and regional nuances, and more. In addition, the objectives of D&I initiatives must go beyond meeting compliance goals to effectively drive a sense of belonging and positively impact the business.

Along these lines, a new focus on employee engagement in D&I has emerged, with several HR leaders describing a wide range of methods to gather workers' feedback—from surveys and online tools, to forums and even 1:1 meetings with top executives. All agreed that employee involvement will be key not only for pushing forward the broader D&I agenda, but also in creating a true sense of inclusion.

And the business case for a culture of inclusion is strong—research has shown that feeling out of place or excluded at work often results in disengagement, lower productivity, and attrition. Regardless of sector or geography, D&I and HR leaders agreed that inclusion is fundamental to the success of their organization. It drives innovation, and especially for incoming generations, it's part and parcel of the kind of work experience people want.

Diversity and inclusion can also benefit the business by enabling employees to better empathize with customers from diverse markets and backgrounds. As one D&I leader commented, it's about connecting the experiences of the people that work for us with the experiences of the customers who shop with us. And part of that connection can only be derived from having workers who are representative of the company's customers.

It's clear that having a diverse workforce and an inclusive workplace is just good business—for employees and the bottom line. Organizations with the greatest diversity outperform those with little diversity by 36%. When it comes to attracting talent, most job seekers (70%) want to work for an employer that demonstrates a strong commitment to D&I. And there are mandates to start addressing it around the globe—Nasdaq is proposing that companies on the exchange must have at least two diverse board members or be delisted.

For D&I and HR leaders, the business and social imperative around diversity and inclusion is finally coming into focus. Employees expect leadership and action, customers are taking their business to companies with a proven commitment to D&I, and a growing number of laws and requirements are further advancing the cause. In today's hyper-competitive economic environment, organizations must evolve or risk shrinking candidate pools, a smaller market share, and ultimately, lost profitability.





Tina Mylon

Senior Vice President, Talent and Diversity, Schneider Electric



What were the driving factors that made your company focus on diversity and inclusion?

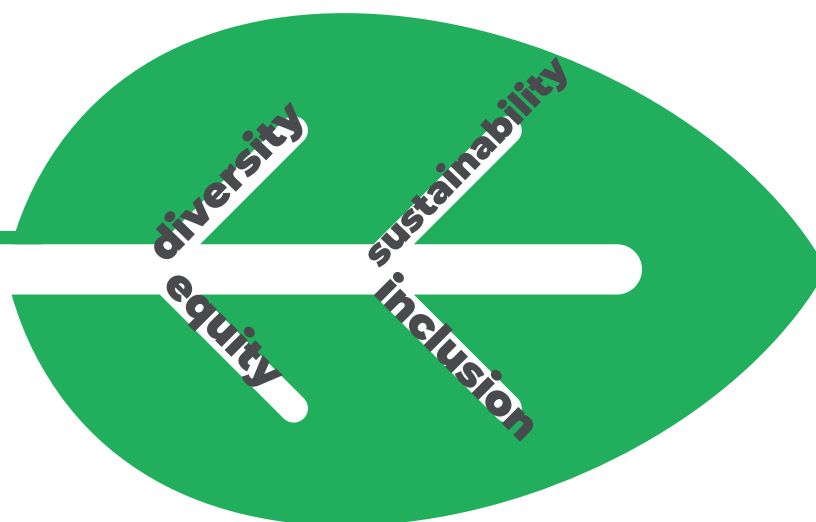
I'd like to start by looking at the internal factors for Schneider, since part of our company focus is providing energy management and automation solutions to the world. And that's grounded in a very strong belief at Schneider Electric that access to energy and digital tools is a basic human right.

When we think about that business mission, the way we have to deploy to serve our customers, our stakeholders, and our partners is through a very local, very equitable, and very diverse workforce. We always say that we believe we're the most local of global companies, because with over 100 countries in which we operate, our business model requires us to have proximity to customers and talent at a very local level. So the notion of creating equitable energy access and a diverse workforce to serve that purpose, and to meet the needs of our customers around the world in a very local manner, is probably the primary strategic driver.

At a more basic level, we have about 140,000 employees. We know that diversity, equity, and inclusion are some of the top engagement drivers for our workforce. It's why they come to work

for us, and it's why they stay. And many of our employees are really interested in diverse career paths—whether it's cross business or cross geography—and that's also part of our DEI (Diversity, Equity, and Inclusion) value proposition.

The other thing I'll add is that from an external perspective, a lot of the DEI push at Schneider Electric is very much driven by what we see in the market, just like every other company. For Schneider, DEI and sustainability are the top reasons that future talent comes to join us and chooses to stay with us. We know that especially for incoming generations, it's part and parcel of the kind of work experience people want. We also believe that these priorities differentiate us within the sustainability and energy space. I think the rapid growth of ESG funds and investment priorities there, which entail a lot around DEI and sustainability, speaks volumes about the criticality of these priorities from the investment side of the house.



What are your 2021 D&I priorities and why are you focusing on them?

I'm still in collaboration with our management and our board on what our key priorities are, but I will start with a couple. For us, one overarching theme is creating more equity. And that's why we keep enhancing the "E" part of DEI and are working toward creating equal opportunity for all our people, regardless of background profile and location. It sounds very grand, but the way we make it more granular and practical is by truly taking a DEI lens to every stage of the employee experience—from the moment they are attracted to us and know about Schneider, to all the life stages that they experience with us. So overall, that is how we create more equity and a more equal chance of success for all our employees around the world: through their experiences, through processes, and through policies. That will continue to be a big priority for us.

I think the **other things that are really accelerating in 2021 are our new ways of working and flexible work. We know that especially for diverse talents—whether it's gender, whether it's home**

life situation, whether it's generation—it's key that they're able to work with more internal flexibility, an internal gig mindset, and with more inclusion and more trust. Just last fall in Q4, we rolled out our refreshed global flexibility policy to address new ways of working. The policy establishes a global standard, and for all countries to meet that standard or to surpass it, we want to formalize and really endorse a hybrid work model of work-from-home and work-from-office. Given our very diverse population, this is quite a big ambition for us.

The other piece for us ties to our five priorities globally for DEI, which are around gender, generation, nationality/ethnicity, LGBTQ+, and disabilities. Given some of the things that happened in 2020 in key markets like the U.S., addressing racial equity and topics of systemic racism will be a big priority for us in 2021. We'll also continue our work around improving inclusion for employees with disabilities, empowering women, and increasing generational diversity.



What have been your biggest challenges as you pursued your D&I programs?

So, I've been Chief Diversity Officer for a little over four years now. In terms of challenges, the one that I see the most is how do we engage all of our people—but especially our leaders—to make sure they prepare the diverse workforce of the future. Not just for today, but really for future, future Schneider.

I'll give you an example. We know we've worked really hard at the top levels of our leadership when it comes to increasing gender diversity. Today, our executive committee, which includes the direct reports to the CEO and chairman, consists of 38% women. We can do better, but we're pleased about the progress. Also, it's worth noting that three out of five business markets are led by women driving the P&L.

But for the longer term, i.e., our talent pipeline, this is where we fall short, and we have to do more in 2021. That means making sure people not only select and hire for their immediate needs and make key decisions around diversity, but also

plan that pipeline in the future. The challenge we face is definitely frontline management, which is the first critical level where the percentage of women is much lower—it's in the low 20% range. We want to make sure we really start to change the mindset of making talent decisions for the future and planning the pipeline.

The other thing about talent decisions that's still a challenge is that while there is a lot of support at the top, we sometimes struggle at other levels of the company. When you're faced with a singular talent decision—who to pick for that one critical role on your team—I do have to openly say I think we still face certain biases. Our managers sometimes want to hire someone who can do the job tomorrow, versus hiring for potential or diversity. And that's something we continue to work on through education, data, and some governance.

Today, our executive committee, which includes the direct reports to the CEO and chairman, consists of 38% women. And we're pretty pleased about it. We can do better, but we're pleased about the progress. Also, it's worth noting that three out of our five business markets are led by women driving the P&L.

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

One program I would highlight is an interesting digital innovation that we've been working on at Schneider Electric called Open Talent Market (OTM). During the middle of the last year amidst the crisis, we realized that around the world, there was a lot of mismatch between the supply and demand of internal projects and work. There were many businesses that had extra work that needed to be done, or employees with differing schedules or free time. To address this issue, we decided to accelerate a pilot that we had started called Open Talent Market.

Essentially, it's an AI-driven technology platform that matches employees with full-time jobs within Schneider, as well as part-time internal gigs, projects, and mentoring. We expanded the program globally to all of our countries mid last year, and we have six months of data so far. From a DEI perspective it has truly helped to make transparent and democratize the opportunities that exist in those dimensions, projects, and jobs.

But it's shaken the tree a little. For some managers it's disruptive because we're encouraging employees to take responsibility for their own career development. So far, we've had about 40,000 employees signed on with a profile, 1,500 project matches around the world, and 3,000 people involved in mentoring. And we truly believe it's a transparent way to cross all angles of diversity while enhancing people's career development. So that's one example of an effective DEI program at Schneider.

When it comes to measuring success, at Schneider we're quite public about the importance of driving metrics around DEI and sustainability. But these metrics should have a purpose, and they should have accountability and some teeth to them. The main anchor for Schneider is what we call our Schneider Sustainability Index (SSI), which is very much aligned with the UN's Sustainable Development Goals (SDGs). Our Index includes metrics around everything from climate to human rights to employee development, as well as diversity, equity, and inclusion. We track the metrics every quarter, and we get audited externally each year. We just launched a new version of the SSI, a five-year game plan. We use this as a catalyst to drive more performance around priorities like DEI, and we also tie the goals to employees' and leaders' bonuses at the end of each year.

I think when metrics are applied in the right way and in a clear way, and the SSI is a good example, we can learn a lot from it. I would highlight that tying DEI metrics to business performance is a key best practice for us.

What is your vision for the future of D&I and what can be done today to realize that future?

So now we're dreaming really big. For me—and I'm speaking on behalf of Schneider, but maybe also for many corporates—I believe a growing trend is the idea that companies need to take a stronger role in DEI. Not only to advance DEI within our company and for our workforce, but also to be more proactive, more impactful, and to contribute to society at large. I think more and more we see the interconnectedness between public sector, private sector, and non-profit, and you can't separate yourself from that synergy.

But I'm very realistic; I know companies are not the panacea for DEI challenges like economic disparity, systemic racism, or access to energy. However, I do believe that through partnerships, companies can have a greater impact. At Schneider we're driving our DEI strategy more broadly, to really look at the societal impacts that we create in those efforts.

That is one part of the bigger vision for me. And then the other piece, like I mentioned earlier, is that because our workforce at Schneider is so diverse, we're really interested in creating a level playing field and exploring what equity means for every employee. We know we can't only focus on women or only focus on early career employees or only focus on a certain minority. While we want to address all those unique needs, we also believe in the notion of equity, equal access, and equal opportunity. I think that's a powerful thread for us that creates monumental impact over the long-term.

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David Rodriguez

Chief Global Human Resources Officer and
Chief Diversity Officer, Marriott International

Marriott
INTERNATIONAL



What were the driving factors that made your company focus on diversity & inclusion?

There are two principal themes here. One I would say is cultural. The company's founders clearly had a very humanistic approach to business. And there's always been this notion or conviction that employee wellbeing drives both inspiration and capability, and ultimately drives positive outcomes for everyone. What's implicit in that is if you're driving human wellbeing, you very quickly get to the notion that the efficacy of relationships is critical. This means people feeling that they're working within the bounds of a truly inclusive environment that values them and gives them unfettered access to opportunity. However, there's also an expectation of mutual accountability—so it's not just that I get, but I also give, and everybody contributes to a community that drives human wellbeing.

When did it start? I could argue 1927, because right from the start JW and Alice Marriott were as much focused on being involved in doing good things within their community as they were in selling root beer. So, there's a cultural aspect to it. And the other aspect is that we are in a constant mode of evolution and improvement in terms of our approach, because it's not new to us. We may have not been recognized formally as DE&I leaders in the past, but when you trace the history of the company, this notion of inclusive opportunity and respect for those with different opinions has really been part and parcel of the company's existence for almost 94 years.

“We are in a constant mode of evolution and improvement in terms of our approach”

What are your 2021 D&I priorities and why are you focusing on them?

Well, I would say that events that have occurred recently are a shocking reminder to everyone that even in a country as great as the United States, success is never final. In fact, that was a favourite catchphrase of JW, that success is never final. And so culturally, there's almost a fear of complacency. It's as if regardless of what part of the business you're talking about, if you slow down the guy behind you is going to catch up. And that applies to DE&I as well. Certainly, as the senior leader for DE&I for the company, but also because of my upbringing and my personal nature, I'm never complacent about anything. I feel if you're standing still, you're actually going backwards.

Regarding our priorities in 2021 for DE&I, these are actually part of a broader business recovery, because as you probably know, our industry was decimated in 2020. You'd have to add up the effects of the great depression, the great recession, and 9/11, and then you'd start to approximate how 2020 affected the business. Literally we went from markets where occupancy at a hotel might've averaged between 80% to 90%, to single digits. So, it was devastating. Everybody in the company is focused on business recovery, and within human resources, our business recovery plan is captured in what we call the CTO plan—the Culture, Talent, and Organization plan. Holistic human wellbeing continues to be at the center of that, and our progress in DE&I is central to what we want to do there.

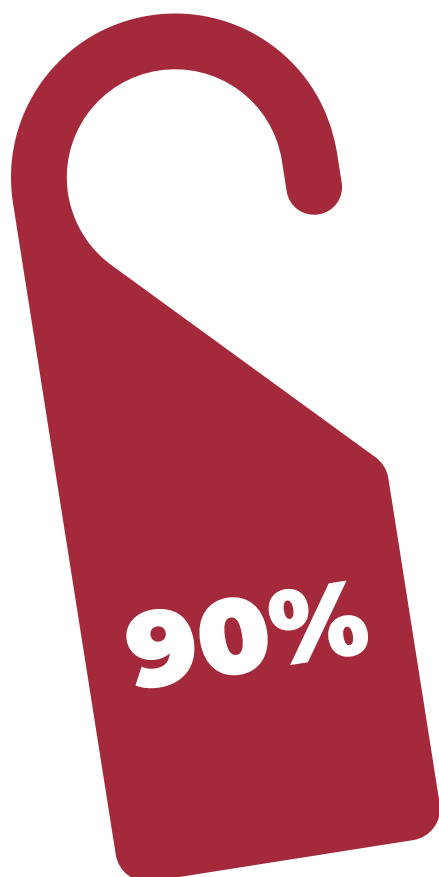
You may not be aware of this, but in 2020 Marriott partnered with Accenture on a study, prior to the pandemic. One of the headlines highlighted that about two-thirds of employees, across multiple industries and 10 countries, said that they expect their employer to help them become “net better off” in life. When you dig deeper into that, that's not just about a better paycheck—what we're talking about is holistically, the progress of their life. And a big component of that has to do with progress in diversity, equity, and inclusion, and the extent to which a company is being transparent and vocal about these. And by transparent, I mean being able to see what actions your company is taking and what results they are engendering.

We actually used that study to help guide some of the DE&I and broader HR actions that we'll be promoting at Marriott. I'd like to highlight a couple of our main areas of emphasis. We were certainly the first in our industry, and probably one of the first across industries, to create a formal committee of our board of directors focused on diversity and inclusion. It's been in place since 2003, but it's interesting to see how it's evolved over time. Initially it was narrowly focused on what people perceived as diversity and inclusion work back then, but today it's evolved to look at broader issues relating to relationships in the workplace, ESG factors, and the company's work in that space.

So, it's not just about whether you have efficacy from a DE&I perspective inside the company, but what are you doing outside of the company? We've had that committee of the board in place for many years, but we recently recharted the committee to broaden its view, along the lines that you can't be too narrowly focused when it comes to DE&I.

Ultimately, you're only effective in DE&I to the extent that individuals feel they are safe, they are growing, and they're cared for. In the process of addressing those needs, you are creating people who can contribute to a more inclusive society.

So, it became very clear to us that healing has to happen from the inside. And again, while this committee is laser-focused on DE&I, it's now more broadly focused on all of the aspects that impact how people feel about themselves, their lives, and their commitment to better relationships in the workplace.



There's an executive leadership group that complements the board committee, we call it the Global DE&I Council. The chairperson is our CEO, and it consists of about 15 of our senior-most executives from across the world—not just a U.S. focus. In fact, as we thought about the continuing evolution of DE&I at the company, we realized that while we've spent a lot of time on U.S. issues, we have only scratched the surface outside the U.S. So, this council, at the behest of the board, is going to work to ensure that the company continues to take a global approach to DE&I.

In the wake of the many race-related tragedies last year, we thought it was important to make sure we increase the mechanisms by which people were empowered to provide their views, voice their concerns, and get involved in actions to further drive improvement. So, we have a set of programs under the umbrella of our TakeCare Community programs. TakeCare happens to be the name of our Global Human Wellbeing program. It's unique in two ways: one, it's not a traditional wellness program. It's focused beyond physical and mental health, to include relationships in the workplace and purpose in society. So, it's meant to touch on all the different drivers of human wellbeing. It's also unique in that we started it over 10 years ago. Initially it was heavily driven out of my office in corporate, but today I would say 90% of it is driven at the grassroots level. So, in many ways, it's an employee empowerment program—they pretty much dictate how TakeCare operates and evolves.

Under that branding last year, we conceived a group of programs under the umbrella name of TakeCare Community. One of them, for instance, is a virtual program called TakeCare Community Talks. The very first talk was led by our CEO, me, and a few other executives. And we talked very openly. We had thousands of associates from around the world join in, the majority in the U.S. It was in the wake of the George Floyd murder, and it was a conversation about how we felt about this and the responsibility that we felt—not just internally, but externally—to eradicate racism and to help society move forward. You always worry when you do programs like this, will you get an initial burst of energy and will it fade? But thousands of people are still registering and we're getting a lot of positive feedback.

Last year, we were named the number one company on DiversityInc.'s Top 50 Companies for Diversity list. But we know we can't become complacent. What's been really helpful for us is with these programs, associates can voice what their current concerns are. And frankly, at the leadership level we should never take for granted that people know what we're

doing around DE&I. We have more than 400,000 people who are our employees, but then another 300,000 or more in our franchise locations that still identify with Marriott. And they look to Marriott to set an example. But when you have that many people under your umbrella, you can't assume that everyone is going to know what you're doing in a space like DE&I.

So, we've had some really positive outcomes from the TakeCare Community Talks. It's a great way to spread the message, understand people's concerns, and also uncover whether the concern is attributed to the fact that they just don't have the facts and data, or whether we simply need to do better in that area. There are two companion programs to further understand employee perspectives. One is a large-scale program called ExecConnect. When you participate in the broader "Talks" program and offer post-program feedback, your name is put into a lottery. And if your name gets picked, you get to participate with a small group of other associates in an intimate session with our CEO, with me, and with some of my peers.



It's a place to get into more depth on the issues that are on the minds of associates. And again, when you have 700,000 people who wear the Marriott name badge worldwide, this includes employees in occupations ranging from a housekeeper to a manager. Given the kind of culture we have, when senior executives visit one of our hotels they go around and shaking hands with everybody, going into the kitchen and talking to people, etc. That being said, the opportunity to sit down with a CEO or senior executive of a major company and have a conversation, is still a pretty wild idea—and there's a lot of enthusiasm for that program.

The third companion program is essentially a leadership development program, called Talent Network Teams. These are virtual programs where we'll have an expert or an executive talk about a DE&I topic. If it's an executive, they are first charged with educating themselves on a specific topic, for example eradicating unconscious bias, because then they become the teacher/facilitator for this forum. The forums, which typically have around 1,000 people in them, may break up into 15 or 20 smaller discussion groups. They all come up with their recommendations, and then there are more general sessions to discuss, "What are the things we can do to move forward?" For us, it's an interesting way to achieve leadership development. Because research tells us that if you only require people to do diversity and inclusion training, you're fooling yourself. It tends to fail.

Really what you want to do is inspire people to want to be leaders in that space, and to want to access the training. And we're finding that among our leaders, there's a big appetite to get involved. They don't expect to be experts right from the start, but that understand that they can grow with the program. And I'm really encouraged by the number of leaders that want to be known as DE&I leaders at our company. So that program serves two purposes: one, it's a leadership development program. Secondly, it's an employee involvement program that helps us define future actions and commitments.

The last category of activity has to do with leadership development and driving our progress by having more people of color in senior positions. We have taken a hard look at our existing processes and tools around reviews, leadership development, and mentoring. And we are adjusting these, to make sure they are as responsive as possible for people of color, so they can get access to learning and development, and to make sure they have opportunities to compete for bigger and better jobs and leadership positions. That's a huge focus for us, because we'd like to propel an increase in people who are competing for leadership jobs. But I want to make the distinction that we're not setting quotas—we're making sure that there's unfettered access, that people are getting encouragement and support, and that we're removing any barriers that may artificially prevent some people from competing on a fair and equal basis.

What have been your biggest challenges as you pursued your D&I programs?

I first want to emphasize that we're in a different world right now, where the misinformation that can spread through social media has done substantial damage. It further polarizes the world. I mention this because for every organization in the world, whether it's a family unit, a company or a nation, we can't underestimate the power of social media to polarize people and to pit groups against one another.

We cannot make progress in DE&I, if in the process you are helping only one group or animating another group to resist. I think that one of the biggest challenges facing every company right now, are these events happening in society that cause that friction and polarization, pitting different groups against each other. I suspect in most

situations, people are motivated by fear—fear of losing what they have, or fear of not being able to get what they think they deserve. And the goal of DE&I is to remove that fear and bring people together within their communities. We must all become allies.

To me, this is the biggest challenge that companies are facing. How do you unite your different segments so that they are fighting together to build a better community, and how do you avoid letting fear and competition dominate? That's the biggest challenge in DE&I and in society, and it's a focus for me.

“We’re in a different world right now, where the misinformation that can spread through social media has done substantial damage.”

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

I want to first mention board involvement and board leadership, and the fact that they have oversight and goals. You could very easily make the case that this was the single most important factor, because it established leadership right from the top. The companion to that would be shared leadership. So, while it's true that my title is Global Chief Human Resource Officer, I'm also the global diversity officer for the company. That being said, I could have also accepted the title of Chief Diversity Officer. But I purposefully did not. Why? Because I did not want this being seen as, "Okay, David's got it for everybody else."

So, I have several Chief Diversity Officers in the company, that's how we've defined it. Our Global Commercial Officer happens to be the Chief Diversity Officer for all matters having to do with customers. Our Global Development Officer is also a Chief Diversity Officer, as it relates to diversity and inclusion for owners and franchisees. We have someone else who's the Chief Diversity Officer for supplier diversity, and so on. And by the way, Mr. Marriott, probably would make the case that he's the Chief Diversity Officer. And I love that, that is music to my ears. And they are as empowered as I am—with me, they share the responsibilities of driving diversity and inclusion in the company.

That this notion of the office of the Chief Diversity Officer being shared is so important.

Our TakeCare wellbeing program is another example of a successful DE&I initiative. Through the empowerment it creates, we are sending the message that every single associate has to be a leader of the diversity and inclusion piece. Again, it gets back to this notion that we're not just looking at a single representation number or a specific diversity issue. We're in the business of building a community where people can thrive, and a big part of that is the efficacy of relationships in the workplace.

The last thing I'll mention is that because we have the board involved, there's no hiding our targets, metrics, and accountability. It is very powerful for all of our Chief Diversity Officers, along with myself, to know that every quarter they're going to have to stand in front of that board of directors and give an accounting of the progress they're driving in their area. There's nothing like that. There's no bonus plan more powerful than knowing that you're going to be held accountable by a court of your peers and your superiors on your responsibilities in this area.

What is your vision for the future of D&I and what can be done today to realize that future?

Marriott has a longstanding reputation as an employer of choice. However, I want the name Marriott to become synonymous with excellence in DE&I. I want people to be inspired to become a Marriott Associate or a customer because of our excellence in DE&I.

You see a lot of companies putting out ads about what they've done to advance DE&I, and that's great. But I think that progress in this area starts from the inside out. And to me, the most valuable

advertising isn't a fancy ad or TV commercial. It's a Marriott Associate who's so inspired by the life that they're living inside the company, and by the inclusive opportunities they find, that they go and tell their neighbors. And they go on social media and talk about why they're proud to be at Marriott. So that's part of my vision as well—to inspire our community of associates around the world to become advocates, not because I'm asking them to, but out of sheer gratitude and inspiration.



Anne Walther

Head of Human Resources, Mainland Europe, Middle East,
and Africa, DHL Supply Chain



What were the driving factors that made your company focus on diversity and inclusion?

We are proud that DHL Supply Chain brings together people with a wide range of skills, experiences, cultures and viewpoints. As a global company, we see the diversity of our employees as a genuine strength. A strength that we will

only really leverage if we ensure that our employees sincerely feel that they can bring their true selves to work every day irrespective of their ethnicity, religion, sexual orientation, gender, disability, or any other individual characteristic.

What are your 2021 diversity and inclusion priorities, and why are you focusing on them?

DHL is one of the most international companies in the world, and our guiding principle of Respect & Results is a strong foundation for diversity and inclusion. Our D&I strategy targets four key areas: visible and inclusive leadership, employee voice, raising awareness, and removing bias.

Our first priority is raising awareness and heightening visibility of D&I in DHL Supply Chain. Our newly launched 'I Am Diversity' campaign aims to showcase how diverse our organization is through the voices of senior leaders and colleagues. As an industry overall, contract logistics has had a rather traditional employee profile. Sharing stories and providing colleagues with the platforms to speak, be heard, and be represented is one of the first steps to inclusive leadership and changing the industry profile and the narrative that comes with it. It is humbling to listen to our peoples' stories, and the campaign has been very well-received by our employees.

Employee voice is powerful. I truly believe we should never assume that we know how someone feels; we need to ask. We have regularly conducted employee opinion surveys in DHL for more than a decade, and we also recently launched a new survey to actively listen to our employees around how they feel about D&I in DHL Supply Chain. We tested the new survey with a few people last year; this year we will push the survey out to the broader organization.

At DHL we have been focusing on creating a culture of Respect & Results and we have been coaching empathetic leadership with Head, Heart & Guts to our managers. This is a great foundation for diversity and inclusion. In addition, we have developed meaningful programs on unconscious bias, we have launched trainings through our online learning app, and we have provided holistic programs to help diverse talent to grow and progress their careers.

At the same time, we're challenging our HR processes and practices. For example, we are reviewing our recruiting practices in detail to remove any potential unconscious bias and purposefully target diverse candidates with our language and visuals. We can always do better, and these are just a few steps in the right direction. Our leadership continues to be dedicated to D&I and I look forward to seeing how the efforts impact our business.



What have been your biggest challenges as you pursued your D&I programs?

Our biggest challenge is to make D&I relevant on the business agenda. There are numerous strategic topics competing for attention. We have been discussing D&I, especially gender diversity, for many years now. It's important to refresh the topic, emphasize that it's not just about gender, but about ethnicity, country of origin, age, personal style, sexual orientation, physical ability, religion, and life experiences. Most importantly, we have to move from commitment to actual change. Fortunately, our leaders at the highest levels hold this as a core value and are dedicated personally and professionally to moving the needle on this.

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

Having senior business leaders take over responsibility and make that ownership visible has engaged our people. For example, the 'I am Diversity' campaign mentioned earlier has challenged perceptions of our Board. Strong personal commitments from us as senior managers, along with visible change, help us move ahead.

When making hiring decisions, we are challenging ourselves through training and increasing awareness of D&I to be more inclusive from all perspectives. Sometimes this might require pushing ourselves to be more open for controlled risks, rather than just putting the next "mini me" in position.

We recognize this is a journey, but we are seeing the fruits of our efforts and have seen successes in our business, for example through our graduate cohorts.

“As an HR leader, I do not want D&I to be seen as an HR topic. It really needs to be a business-led topic. It's great that we have sufficient data in the meantime to have fact-based discussions.”

In Supply Chain Europe for example, 40% of our graduates and next generation leaders recruited in 2020 are female.

As in all elements of our business, metrics count. This is no different. We measure diversity. We track D&I KPIs. We set targets and monitor progress. We continue to create more holistic and robust data to demonstrate the impact on employee engagement, customer satisfaction, and profitability. We are on a journey of change and while we cannot say we have solved our D&I challenge, it is promising to see increasing scores.



What is your vision for the future of D&I and what can be done today to realize that future?

My vision is that everyone feels that DHL is a great place to work for all, and that our employees can bring their true self to work and tap into their full potential.

We really have to cross that bridge of unconscious bias. Many people think they know how it feels to not be included, but actually most of us don't. I witnessed this a few months ago, when we had a female networking event where we also invited a couple of male leaders. After the event, one male manager came up to me and said, "You know, it was kind of odd to be the only man in such a large group of women. Now I understand what women mean when they say they feel like the "only" in a room." My take-away is we need to do this more often, put people in a position where they can experience D&I firsthand.

I am the head of HR for a large region spanning from Finland to South Africa, with more than 30,000 employees. It is part of our daily life to engage with different cultures, languages, and backgrounds. I am personally committed to push the diversity and inclusion agenda further, by delivering our four focus areas, by watching out for unconscious bias, and by raising my hand.

“We really have to cross that bridge of unconscious bias. Many people think they know how it feels to not be included, but actually most of us don't.”



Cleo Thompson

Group Head of Inclusion & Diversity, Marks & Spencer

MARKS &
SPENCER



What were the driving factors that made your company focus on diversity and inclusion?

At Marks & Spencer, we call it inclusion and diversity—so I&D, not D&I—and a big part of that switch is because we want to be an inclusive retailer. For us, it's about providing an inclusive environment for our colleagues and an inclusive place for our customers to shop. We feel that if we build an inclusive environment, then diversity will follow as an automatic outcome of creating an inclusive place where people want to work and customers want to shop.



What are your 2021 D&I priorities and why are you focusing on them?

Our priorities are to put in place an inclusive infrastructure that supports what I previously discussed. So, we want to create and deliver an inclusive culture within a diverse environment. All of our priorities for 2021 are rooted in changing our culture so that we can actually deliver that inclusive workplace and retail experience—and then realize the diverse environment as an output.

What have been your biggest challenges as you pursued your D&I programs?

COVID-19 has brought about challenges for all businesses and our focus this year has rightly been on supporting our colleagues, customers, and communities throughout the pandemic.

“But now more than ever, our customers are looking to brands they can trust and have confidence in. They want to know that we’re taking action to address the issues they care about most, such as inclusion.”

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

We are at a relatively early stage of our inclusion and diversity journey, but I would say our biggest success so far has involved connecting the experiences of the people that work for us with the experiences of the customers who shop with us. We have over 70,000 colleagues, most of whom work in our 1,000+ stores in the UK.

At I&D events and in any sort of thought leadership material, you'll always hear people talk about and ask, what is the

burning platform for I&D? How do you make the business case for this? And I think we've had the most success where we've been able to explain, and really help the people that work for us understand, that it's not just about their experience when they work for us—it's about the experience of our customers when they shop with us. Getting our colleagues to understand that that's what this is all about, has really helped us drive the agenda.



What is your vision for the future of D&I and what can be done today to realize that future?

My vision is that one day we won't talk about diversity at all—it will all be about inclusion. I hope that one day we will naturally have a diverse workforce who mirror the customers that we serve and the communities in which we operate, and so we will talk much more about inclusion. The word diversity won't even need to be said anymore, in the same way as I think a lot of language that relates to inclusion and diversity has evolved over time.

I've been in the field for nearly 20 years now, and I can look back and see that the language has changed so much. We used to talk about civil and equal rights. We used to talk about equality. Now we hear much more about equity, we hear about well-being, we talk about mental health and we talk a lot about inclusion and building inclusive behaviors.

So, I think we will be able to measure success in this field when we are talking about and focusing a hundred percent on inclusion, and the diversity piece is considered to be something that we've already addressed.

What were the driving factors that made your company focus on diversity and inclusion?

First of all, D&I is integral to our history and is a core part of our purpose as an organization. Co-op was set up in the mid-19th century to address the root causes of social and economic exclusion through building a Co-operative commercial enterprise. Our purpose then, as it is today, was to address unfairness and injustice.

Today in the 21st century, never has it been more important for us to lead with our inherent values. Our Co-op is part of a worldwide movement with a set of long-shared values, which include democracy, equality, equity, and solidarity. By putting these values into practice, we create a more inclusive and diverse organization.

However, we needed to reset to stay relevant and ahead. In 2018, we took the opportunity to revise our priorities to focus on really driving and creating a diverse and inclusive culture that is relevant to today's society. We wanted to create a movement that enabled us to better reflect the communities in which we operate and serve.

Prior to that, we were a little disjointed—lots of pockets of brilliant activity, but not very aligned or impactful. We were also too thinly spread, and so we decided that we would first focus on our colleagues and their experience working for the Co-op. The intention being that it would create a ripple effect, whereby they would intuitively start to think about diversity and inclusion in their own roles and accountabilities.

Historically we had just focused on diversity, in particular gender and LGBT, but diversity is more than protected characteristics—it's about all of the uniqueness that makes us all different, both what you see and what you can't see. However, we recognize that a diverse culture isn't automatically inclusive and an inclusive culture isn't always diverse. You need both.

So, as our organization becomes more diverse, we know we need to collectively work hard to build an inclusive culture. This is about creating an environment where difference is understood—where all of our colleagues' wonderful differences are valued and appreciated, and they feel psychologically safe to speak up and contribute all of themselves at work. We want them to be able to come to work and be their true, best selves.

This unlocks innovation, new ideas, and thinking about problems in a different way. We know that there are only small gains to be made in the markets where we operate, and to truly be transformational we need to innovate and develop new products and services that keep us relevant. Having colleagues that are representative of our customers, and who feel that their experience is valued, means that we have a better understanding of diverse markets. This is the commercial imperative around diversity and inclusion.

But a small team located in Manchester can't realize this vision for 60,000 colleagues. This is why we took the unique approach to create a movement among pioneers—our colleagues—who were passionate about creating an inclusive culture and embedding it into our business areas at a local level. These were colleagues who could open up ears and eyes across the business. But we knew we had a lot of work to do in terms of diversifying our workforce, supporting our colleagues and leaders to take responsibility for creating and sustaining an inclusive culture, and making our people processes more equitable.

What are your 2021 D&I priorities and why are you focusing on them?

Before we look at 2021, I think it's important to share what we have focused on thus far. In the last three years we have established some of our core foundations, including shifting our policies and our people practices, boosting the diversity of our talent pipeline, and equipping our leaders and colleagues with the core skills, behaviors, and knowledge around leading a more diverse and inclusive organization. Our approach is to continuously build on our progress, evolve, and improve on what we have done before.

In 2019, we audited all of our people processes through a diversity and inclusion , and also through our colleagues' lived experiences. The audit told us we needed to do much more to ensure that our black, Asian, and colleagues from a minority ethnic background had equity of opportunity. For us, this included better access to training and development, additional talent and progression opportunities, and ensuring that all of our colleagues were being heard.

The death of George Floyd in 2020 was a catalyst for us to go faster and also to go beyond our colleague focus. So, in September, we launched a series of commitments to reduce racial inequality that we published internally and externally. The commitments set out how we were going to tackle racial inequality head on. They apply to all aspects of our business, including our colleagues, communities, suppliers, products and services, and academies.

With that backdrop, in 2021 we will continue to build on our progress and systematically work with teams across the business to start or build on changes that are needed. **The aim is for our teams to become self-sufficient and embed the work around D&I in their day-to-day practices, so it just becomes part of what they do.**

“Our approach is to continuously build on our progress, evolve, and improve on what we have done before.”

Our priorities for this year fall mainly under three key areas. First, we will focus on representation—continuing to diversify our colleague and leadership base to ensure we are more representative. This is across our talent lifecycle: from recruitment and talent development programs, to increasing the number of progression opportunities. We have some specific activities in this space, but our biggest goal is to shift the representation of diverse ethnic backgrounds among our leadership population from 3% to 6% by 2022, and then to 10% by 2025. We will also publish our ethnicity pay gap and lobby the government around this issue.

In addition, we will continue to make our colleague experience more equitable. We have a lot to do to ensure our colleagues with disabilities are supported, so that they in turn can better support our customers with disabilities. We must

also continue to work to ensure that our colleagues who are black, Asian, or from an ethnic minority background feel included and able to progress their careers in the Co-op.

With this in mind, we have a big focus on education and development this year. This includes rolling out a comprehensive learning program for leaders across the organization. We recognize that everyone is on their own personal journey of understanding and commitment, so we needed to create an offering that is tailored to meet our leaders where they are so they can explore their own experience and feel supported in their development. We are also investing in our resourcing teams and hiring managers to ensure they have the skills and knowledge to hire inclusively, and we will scope a development program for our wider people function to enable them to support their business areas.



The biggest challenge we've had is having the budget and resources to deliver. There was a huge expectation for us to deliver, given the focus on D&I is so connected with our purpose as an organization. However, there was a lack of awareness around what was really needed. Thankfully, this was recognized in late 2020, and we have gone from myself and a coordinator to a team of seven. The new team members have some fantastic experience and are already having an impact.

The other challenge that we have had involved our colleague networks. They struggled to understand why we had changed direction to a more holistic, system-based approach rather than where the work had focused in the past (for example, just on women or on LGBT). They are now starting to appreciate that all our identities intersect, and to create more equity we need to change the system, not the people.

What have been your biggest challenges as you've pursued your D&I programs?

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

There have been two key programs that have been most effective:

- 1.** The work we have done to diversify our talent pipeline.
- 2.** The engagement we have created among our 60,000 colleagues. When we started the work in 2018, our talent pool wasn't very diverse or representative of the UK population—70% of our applicants were straight, white, able-bodied, heterosexual men.

To address this, we needed a collaborative approach. Our resourcing team overhauled their recruitment methods by introducing new technology to eliminate gender bias in job advertisements, advertising channels, and platforms. We also worked with a number of partners, such as Princes Trust and Catch 22, to help reach candidates who

were furthest from the job market. And we introduced a new leadership and colleague behavioral framework that we now use to attract, select, manage, and develop talent. It includes new interview frameworks and content for induction.

This resulted in us balancing the pipeline between males and females to 50:50 across all roles, increasing women in leadership positions by 30%, and increasing our black, Asian and minority ethnic hires by 30%. Our applicant base is now also representative of the UK population.

Our other program of work has focused on engaging with our 60,000 colleagues to inspire and empower them to create an inclusive culture. Over the last three years we have offered events in our inclusion calendar, to not only boost awareness but also to educate and build knowledge among our colleagues and leaders. We've also encouraged them to start and continue conversations in their local business areas about the changes and the actions they can take to create an inclusive culture.

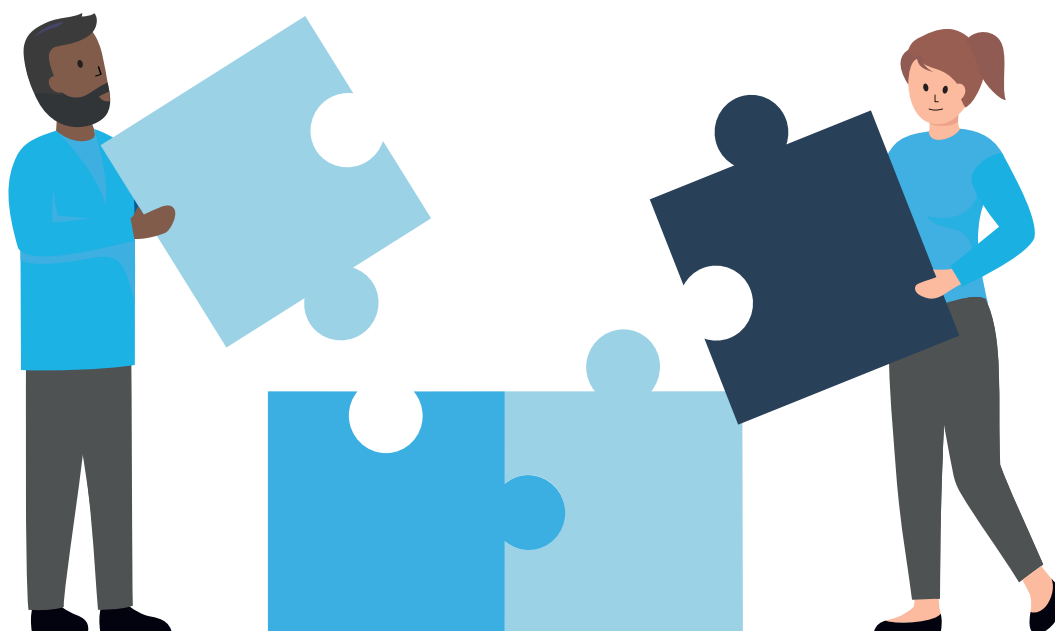
We have measured our success through social media conversations and impact, and also through our employee "talk back" feedback results. Notably, 78% of colleagues feel that their manager creates an inclusive environment, and 73% believe their manager nurtures diverse teams.



What is your vision for the future of D&I and what can be done today to realize that future?

There are a couple of things that I would like to see for the future. The first is that we recognize as businesses that D&I is the right thing to do, rather than having to talk about the business case. We all know that there are commercial advantages to having more diverse and inclusive organizations, but it shouldn't be about that. It's about being good citizens and playing our part to collectively reduce the inequalities we see in the world. Ideally, there will eventually be no need for a focus on equality, diversity, and inclusion, but I know that this isn't realistic yet.

However, to move toward achieving that vision there are things we can collectively do as a D&I community. Most importantly, we need to cooperate—let's come together and share ideas. We are all on different journeys and have had different experiences, but chances are we are working on similar things and have different parts of the jigsaw puzzle. Maybe, just maybe, by coming together we can reduce the inequalities we all see a bit faster.





Camille Chang

Vice President, Human Resources and Global
Chief Diversity Officer, Boston Scientific

**Boston
Scientific**



What were the driving factors that made your company focus on diversity and inclusion?

I think it comes down to keeping it very simple. At Boston Scientific we recognize these three things: diversity is a given, inclusion is a choice, and equity is the goal. We also recognize that diversity, equity, and inclusion really can drive business results. You hear the cliché, everyone says D&I is a business imperative. But we've proven that because we have an organization that's committed to diversity, equity, and inclusion, not only are we driving better results, but we are giving folks the ROI (return on investment). More importantly, we're also seeing a ROE, a return on engagement. And especially with what's happened this past year—a global pandemic, a racial reckoning—more than ever, our strategy around diversity, equity, and inclusion practices was at the forefront of helping us pull through an unprecedented time.



What are your 2021 D&I priorities and why are you focusing on them?

Our priorities are threefold, but I have to go back a little bit to give you some perspective. Back in 2018, Mike Mahoney, our CEO, challenged us to create goals. So we created what's called the 10/20/40 goals by 2020. Our aim was to be recognized as a top 10% inclusive place to work, have 20% people of color at the manager and supervisor level, and have 40% women at the manager and supervisor level. The good news is, we achieved two of the three. By 2020, we were recognized as a top 10% inclusive place to work. We overachieved our goal to have 20% people of color at the manager and supervisor level. But unfortunately, we fell short on having 40% women at the manager and supervisor level; I believe we came in at 38.1%.

Now some people would say, "Oh, Camille, how'd you feel about that?" But I actually felt really good, to be honest with you, because what it said is that this work is not easy, but you know what? We showed that we could make progress, so now we have to put our foot on the gas. So, right after we shared the results in 2020, we said we're going to create a new set of goals: 3up by 2023.

We aim to be recognized as a top 10% inclusive place to work in 2023, and to have 23% people of color, and 43% women, at the manager and supervisor level.

The great news is that we are already on our way to achieving these goals.

What have been your biggest challenges as you pursued your D&I programs?

In my view, I think the biggest challenge has been embedding the long-term view of the strategy. At Boston Scientific, diversity and inclusion is about four things. First and foremost, it's about winning in the marketplace. Second, it's about leveraging our talent to yield the best performance. Third, it's about creating a high-performance culture for high-performance talent. And fourth, it's about progress over time, not overnight. One of the biggest challenges is making people realize that progress is going to take some time. I think one of the things that we recognized with the death of George Floyd in 2020 is that at Boston Scientific, we're taking the time to do this right.

It was 2013 when Mike, our CEO, came in and said that diversity and inclusion was going to be a strategic imperative. And from 2013 to the day when

George Floyd died, we were doing the work, year over year, incrementally taking a long-term view to recognize and understand that if we want this to be sustainable, we've got to take the time to do things right. So, when it comes to disability inclusion, when it comes to LGBTQ inclusion, when it comes to Black inclusion, Women inclusion, Hispanic inclusion, Disability inclusion, you name it—we have to take a long-term view. And because we took a long-term view, we were able to stand up in the moment—that week in which George Floyd died—and take a position based on what we had done over the years and what we will continue to do going forward. So to me, I think the biggest challenge is making people aware that there's a long-term view we're taking here in order to ensure sustainability.

“In my view, I think the biggest challenge has been embedding the long-term view of the strategy.”

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

One of the examples that I often point to goes back to Mike Mahoney. In 2014, Mike invited the 15 deans of the historical black colleges and universities (HBCUs) to come to Boston Scientific to learn more about us. And I remember the deans saying, “Why should we go to Boston Scientific?” And Mike saying to me, “Do you think they’ll come?” The reason we invited them is because there was this fallacy that there were no black engineers out there. And I said, “You know what? What people need to recognize is that the HBCUs represent 4% of America’s accredited engineering schools, but graduate 30% of the black undergraduate and graduate engineers.” So we needed to create this partnership, and this is one aspect of what I call our “thread through” strategy.

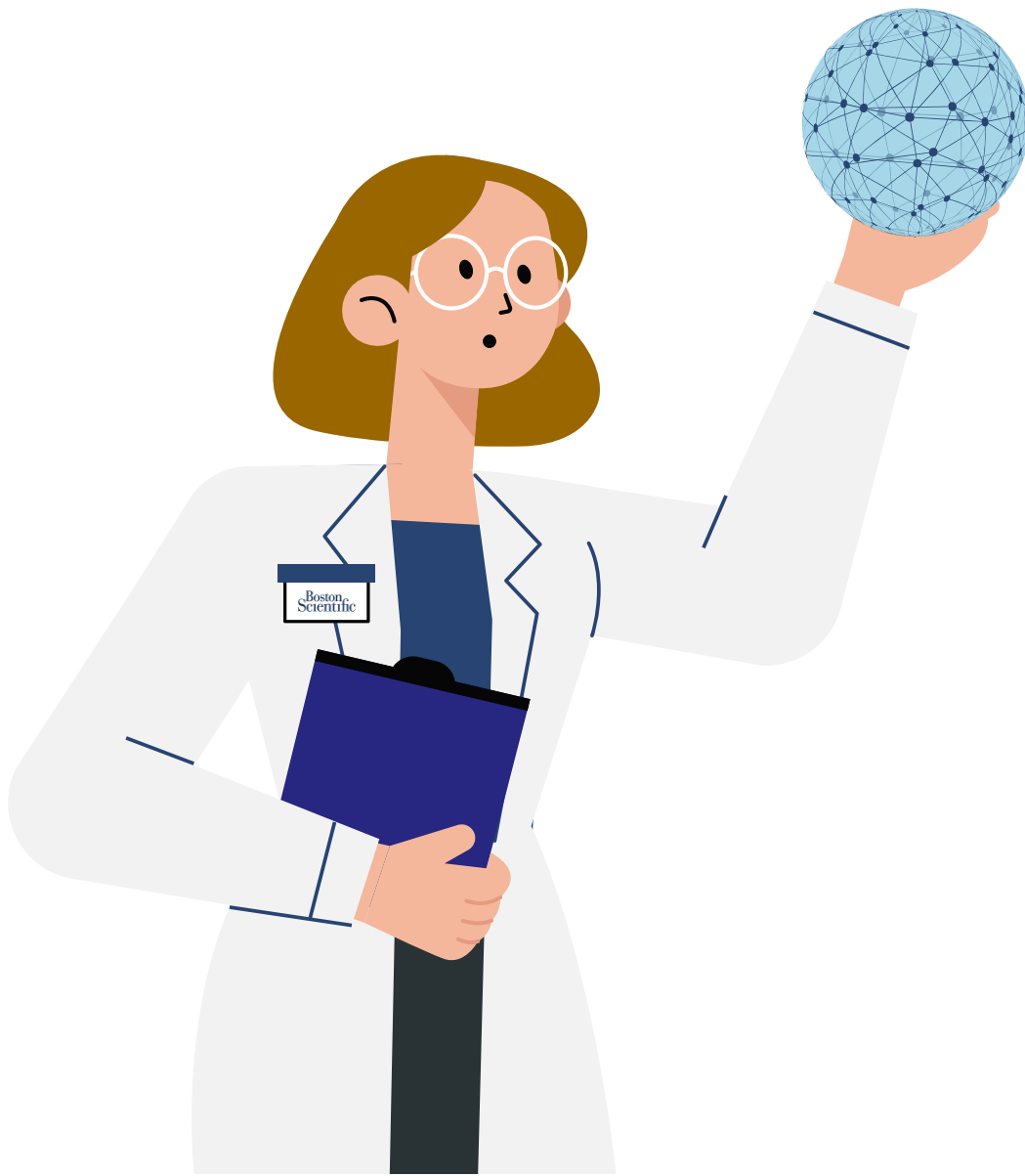
So in 2014, the deans visited Boston Scientific in Maple Grove. They spent a day and a half with Mike and his executive leadership team. They learned about us, and we learned about them. We talked about what we needed to do to ensure that we could entice black engineers to come work for Boston Scientific. Part of that included creating a strategy that allowed us to help the HBCUs understand the importance of key parts of their curriculum. As a result of that meeting, our vice presidents went to some of these HBCUs and made recommendations to the faculty on what they should be teaching so their students could be successful when they came to work for Boston Scientific.

Another part of this “thread through” strategy ties to a board called AMIE (Advancing Minority Interests in Engineering), which includes the deans, the historical black colleges and universities, and the deans of engineering. They invited Boston Scientific to be a part of their board, and we now have Matt Lavelle, one of our VPs of Operations, sitting on that board. By being a part of AMIE, we get insight from the deans on the challenges they’re facing at the HBCUs. And the deans get insight into what we’re needing as it relates to talent.

And then we “thread through” one more time when they have what’s called BEYA (Black Engineer of the Year Awards), which they also call the Becoming Everything You Are conference. At that conference, we’re able to meet with the deans, but also access their top talent. To show you the results of this “thread through” strategy—when we first started attending BEYA, we may have made initially five on the spot offers. At the 2020 conference, we made 40 on the spot offers to black engineers to come to work at Boston Scientific. To me, that is a perfect example of everything I’ve just talked about, including sustainability, taking the long-term view, and knowing that relationships matter, they’re important. And to me, that’s part of our strategic advantage—that we’re in this for the long haul, not just for short-term gain.

What is your vision for the future of D&I and what can be done today to realize that future?

Unfortunately, in many organizations the DE&I programs take a very local U.S.-centric view. But for us to really make progress, we all have to take a global position on this. Because by taking a global position, then you're looking at the bigger picture and understanding how things like classism, cultural norms, and cultural nuances will impact how we progress an organization through a diversity, equity, and inclusion lens. So I think it's really important to think globally and then act locally.





Michael Alicea

Vice President, Chief Human Resources Officer,
Nielsen Global Connect

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What were the driving factors that made your company focus on diversity and inclusion?

Nielsen's business is measuring television audiences—simply put, who is watching what programs. We recruit Nielsen panelists to represent the population. Originally folks didn't understand how we do this. We're a statistical company, an analytics company, and we approached it like an algorithm. We said this is the population, so we have to measure X number of African Americans, X number of Hispanics, and X number of Asian Americans to have a representative sample. But, when you approach things

purely analytically, you sometimes run into issues with the different demographic groups questioning if we were truly being fair and unbiased in our outreach to potential panelists. We had external forces at play and so we decided, rather than fight it or try to explain it, to embrace it, open ourselves up in a dramatic way, and begin working with diverse communities. We also needed to make sure that our own associates reflect the diversity of the audiences and consumers we are measuring.

What are your 2021 D&I priorities and why are you focusing on them?

Our overall vision is to accelerate Nielsen's growth through people strategies that make the organization an amazing place to work for everyone. For NielsenIQ, we have four focus areas. First is diversity: we will represent the diversity of the markets we serve, leading from the top. Second is inclusion: we will treat our associates fairly and respectfully by giving them equal access to opportunities and resources to succeed. In my parlance, inclusion equals

impact. Third is accountability: we will establish transparent systems to measure progress, course-correct, and ensure opportunities are driven by merit rather than patronage. And fourth is reputation: we will be known as an ally and change agent for our communities and clients, contributing to a better and more equal world.

“Our biggest challenge has been moving the organization towards a sustainable diversity and inclusion mindset. You can do things one-off that say you’re going to hit a certain goal, but once you hit that goal, what happens?”

What have been your biggest challenges as you pursued your D&I programs?

Our biggest challenge has been moving the organization towards a sustainable diversity and inclusion mindset. You can do things one-off that say you're going to hit a certain goal, but once you hit that goal, what happens? You hit the goal and so everybody just stops. And so for us, it was really about embedding our core D&I concepts and mindset into everything we do. You want to build trust and fairness throughout our organization. You want to build and keep up with talent processes that have all of these concepts embedded so the culture self-corrects. If you do this right, you don't need a chief diversity officer. That's the goal. If D&I is embedded in your culture, the culture itself will drive it.



What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

When we talk about D&I, we think about it more broadly. For me, the establishment of strong Employee Resource Groups (ERGs) that have real engagement globally has been critical. Most companies have done this in the U.S., but they typically only create a few—maybe an African American ERG, a Hispanic one, and a gender one. For us, we take a broader look at diversity—we have an ERG around age, an ERG around LGBTQ, and ERGs for army veterans. And we've extended some of those ERGs globally. For example, our Women in Nielsen ERG is reaching parts of the world where women historically have not had the same rights, the same access to education, or the same access to roles at Nielsen.

The other piece that's been really successful is a leadership program we created called the Diverse Leadership Network. We have folks from diverse backgrounds actually form a cadre, and they go through a series of training and development exercises which prepare them for that next-level job. The reason why I say that it's been successful is it because we actually see those individuals

taking on leadership roles within the organization faster than others. We're also seeing that diverse representation at the leadership level has grown because of Hispanic and African American leaders who have emerged from that program.

All of this is aspirational too, because you're never quite there. You should never be quite there with the goals that you're aiming for, but I can measure and actually see progress. For example, I can measure how effective the ERGs are within our global movement. We have 53% female representation in our leadership ranks, which is more than most of the companies that we operate with. A lot of this is due to the support that we provide women through our ERGs and other programs.

In addition, I have a balanced scorecard where I go to a leader and say, "Guess what? Your bonus and your direct remuneration are going to be affected by your engagement with the ERGs or your engagement in D&I." This has a very strong impact on our ability to start changing the culture, because it becomes part of their dialogue.

What is your vision for the future of D&I and what can be done today to realize that future?

The goal is to accelerate Nielsen's growth through the people strategies that make the organization an amazing place to work for everyone. The key is for everyone. We could get really specific and say, "Well, I would like to achieve 10% black representation among entry-level associates, 6% in middle management, and 6% in senior leadership." We have a whole bunch of goals that are associated with representation, but it's really about making Nielsen a great place to work for everyone using our four focus areas. With respect to diversity, I want to re-engineer existing end-to-end processes so it's embedded in everything we do. Regarding inclusion, I want to embed D&I in key talent decisions so that we build trust and fairness throughout the organization.

To achieve greater accountability, we'll create representation goals, be transparent about these, and hold our leaders accountable to the actions they take around diversity. And then regarding reputation, our aim is to build a strong brand among diverse communities and with our clients. I want to do this because I want to be selfish about talent. I want the smartest African American in college right now to have a choice and say, "I want to work for Nielsen because that's where I know my intelligence will be brought to bear, regardless of the color of my skin."

“With respect to diversity, I want to re-engineer existing end-to-end processes so it's embedded in everything we do. Regarding inclusion, I want to embed D&I in key talent decisions so that we build trust and fairness throughout the organization.”



Kim Drumgo

Chief Diversity Officer, Anthem

Anthem.®



What were the driving factors that made your company focus on diversity and inclusion?

Diversity and inclusion have been core values at Anthem for a very long time. As an organization of close to 80,000 associates across America and other countries, we recognize that diversity is who we are. Inclusion, on the other hand, is what we do with diversity.

Our inclusive culture and diverse workforce enable us to infuse new thinking, deeper insights, and broader perspectives into everything we do, and help us better serve our communities

and constituents of all backgrounds. This is a source of pride for Anthem, and it enables us to better serve our 40 million healthcare consumers who come from all walks of life. Those are really the key driving factors of why Anthem focuses on D&I.

What are your 2021 D&I priorities and why are you focusing on them?

At Anthem, we expect more—we take pride in cultivating a diverse and inclusive workforce of high-performing individuals who are here to re imagine healthcare solutions and experiences for all of the people that we serve. Our 2021 priorities are in four areas: leadership, talent, health, and community. Through leadership we are making sure that we're creating a culture that fosters an inclusive work environment. We are also laser-focused on talent and continuing to be an organization that represents the views and experiences of the people we serve.

We also are focused on our community, because we know that we have a huge influence on the communities that we serve. We can make a difference both in the economic sustainability of companies in our communities by focusing on supplier diversity, as well as addressing a lot of the racial injustices that we see in our communities.

Lastly, we're focused on healthcare. Given the impact of COVID-19 in this last year, we know that we play a significant role as a community leader in addressing key drivers of health and healthcare disparities, for our customers and in our community.

What have been your biggest challenges as you pursued your D&I programs?

Placing the responsibility on one person has been a consistent theme that I've heard from many different diversity professionals, as we talk about some of the challenges that we're seeing in diversity and inclusion. Placing the responsibility on one person, and not cascading accountability and responsibility to the entire organization, could throw a wrench in any company's diversity and inclusion plan. The good news is that we've had a groundswell of support that mitigates this challenge. At Anthem we believe that all associates play a role in

creating an inclusive environment and opting out is no longer an option.

Uncovering and mitigating bias—both implicit and explicit biases—is a challenge as well. In our haste to make decisions quickly, we unintentionally open the door for bias creep, if we are not intentional. Therefore, we are intentional in addressing the points in our human capital process where bias is most prevalent. For example, we're taking a hard look at critical decision points to understand where bias might play a role in our outcomes.

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

I think the most effective programs and processes are those that start from the inside out. This is where companies and teams evaluate their internal processes. At Anthem, we've redoubled our efforts to increase diversity recruiting and talent development. We have leveraged our nine associate resource groups to ensure that internally, we understand the diverse communities we serve and source for talent and the development of talent. We also have authentic dialogue about race and empathy and have not shied away from being uncomfortable. Anthem values this type of culture—an authentic culture—where we can all perform at our best. The only way can maintain this type of culture is to voice our thoughts and to hear each other effectively.

We measure our progress, like many other organizations, through traditional lag measures such as representation of our leadership as compared to our entire workforce and the communities that we serve. We measure our progress by listening to associates throughout the year. We have a listening strategy that measures how our associates feel through what we call “Anthem Vitals” and our annual employee survey results. Our associate engagement scores allow us to understand how well we're doing and help us navigate to where we need to make improvements.

I think the most effective programs and processes are those that start from the inside out. This is where companies and teams evaluate their internal processes.

What is your vision for the future of D&I and what can be done today to realize that future?

We've seen a lot of organizations create bold statements around how they want to increase the diversity of their workforce. My hope is that we all deliver on those goals. But I want to see more ownership and more leadership—not just in the diversity and inclusion team, but at all levels of our organization. Our words matter and our actions matter, and we need to see the power of our actions.

Diversity is who we are, inclusion is what we do, and we need to see more of that intentional inclusion so that there is less unintentional exclusion. **We should all take action, and foster inclusion, equity, and belonging, wherever we are. It's an individual responsibility.**

“But I want to see more ownership and more leadership—not just in the diversity and inclusion team, but at all levels of our organization.”



Ken Barrett

Global Chief Diversity Officer, General Motors



What were the driving factors that made your company focus on diversity and inclusion?

General Motors has certainly been focused on D&I, and now DE&I, for a long time. We were one of the first companies to have a supplier diversity program and the first to have a minority dealer development program. We're still the only automotive company to have a women's dealer development program and the first to have an African American on the board of directors, with Leon Sullivan. We adopted the Sullivan principles and are one of the first companies to stop doing business in South Africa. And today, we have Mary Barra, the first woman chairman and CEO of any automaker.

Although I just came on as the first Chief Diversity Officer about eight years ago, General Motors has had a long legacy of initiatives around diversity and inclusion. It's not like we just started thinking about this a few years ago; it's been on the radar for a long time. A lot of it is because we want to be reflective of the customers we hope to sell to, so we have to make sure we have the cultural competency inside our own company, to be able to connect with that customer.

What are your 2021 D&I priorities and why are you focusing on them?

I think everything after George Floyd's death has put a new laser focus on all types of DE&I initiatives. And I believe that certainly there is a bigger emphasis now on racial equity and social justice. But what does that mean for us as a company? What do we need to do to be able to build equitable outcomes inside our own company? And how do we make sure that our actions resonate in the external community as well, where we live and work? It's important for us to recognize that we have to be invested. Post George Floyd, Mary Barra put out a pretty high standard by saying that she wants General Motors to be the most inclusive company in the world. That's pretty audacious to be able to do that.

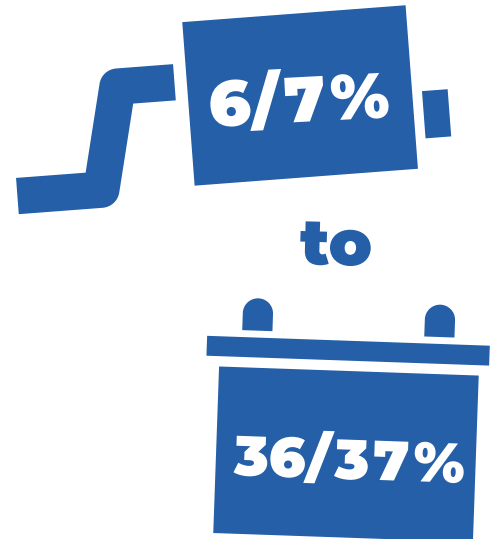
Since that ambition is coming from our chairman and CEO, it's certainly a top priority. However, I think **the biggest thing for us is to ensure that we can effectively measure inclusion, just like we can measure diversity.** For example, we can look at talent acquisition and measure what we're doing to attract employees from different races, ethnicities, and genders. We can also look at how we're doing with respect to attrition, identifying high potential employees, offering promotions, and evaluating our workforce—all of those things across the talent pipeline, if you will.

But we also need to look at the holistic talent experience and how people are interacting inside the company, to understand whether they feel valued and have a sense of belonging.

Since we're trying to create the most inclusive culture in the world, being able to effectively measure inclusion is something that we focused on during 2020 and will continue to focus on in 2021. We've been able to establish a baseline through a segment inclusion survey which includes four areas we're using to measure inclusion. We asked a series of questions in each of the four areas, which include: valued and belonging, safe and open, empowered and growing, and respect and equity. We've also added these questions to our engagement survey; there are two questions in each of the four quadrants. This will allow us to measure inclusion as part of the engagement score, and it will also allow us to get an inclusivity index. So, our focus on inclusion and having the most inclusive company in the world is certainly something that we're prioritizing.

What have been your biggest challenges as you pursued your D&I programs?

One challenge we've faced is ensuring we have the right metrics around inclusion, because just like many organizations, we treasure what we measure. This means being able to make sure that with respect to the outcomes that we expect, we're effectively gaining ground over time with the efforts that we have employed. We need to make sure that we have effective measurement practices in place. We've also been challenged to build sustainability and accountability across the entire organization. That is the catalyst for making sure that D&I programs are effective: knowing that you have created sustainable action plans around D&I, and that you have people accountable for those actions. Both of these will be critically important going forward.



What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

I'm most proud of our ability to get more employees engaged with our employee resource groups. In other companies, they may be called business resource groups or affinity groups. I will tell you that just seven years ago, we had about 6% or 7% of the workforce that were engaged in ERGs. And today we're somewhere around 36% or 37% of the workforce. That's been a great enabler for us to have more people engaged in that effort and making sure the groups are open to everybody. You may not be a member of that particular constituency, but you can still be an ally. It's more than just straight allies with our LGBTQ community, but also allies across other groups—whether it's men as allies for women, or for any other group. We're really proud of the engagement of such a large percentage of our employee population in those ERGs.

In addition to that, I would say that we have a very strong supplier diversity program. We were one of the original companies to be part of the Billion Dollar

Roundtable, and being able to have close to \$4 billion of spend with minority and women suppliers is a testament to our focus on it. Furthermore, through our supplier connection events, we're trying to build more minority suppliers and women suppliers in the pipeline. We're also driving our big tier one companies to ensure they have supplier diversity efforts in place as well.

Additionally, I'd say that one of our most effective programs is our Minority Dealer Development Program. Every time that we have an open dealership, we ask ourselves what we can do to find those business partners, those minority dealers that can step up and be part of our dealer network. And the same can be said with our women retail network, which takes the same approach for women in dealerships. With respect to talent acquisition, we've started to target Hispanic engineers and female engineers. This initiative is certainly something that we've been proud of.

What have been your biggest challenges as you pursued your D&I programs?

We are on this maturity model journey where we've seen different maturity models. We happen to be using Deloitte's right now, where you start with a compliance-based program and then move to programmatic D&I, where the DE&I and HR teams own it. The third level is leader-owned. When you get to that point, you really have an inclusive culture, because everybody owns it.

So to me, the future of diversity and inclusion is where everybody in the company feels like they own it. It's not just an afterthought. It's not something you had to do because you're in trouble for something. It's just something that's

fully integrated into the business. At General Motors we put the customer at the center of everything we do, so being able to make sure that we have the cultural competency to connect with that customer is the driving force for us to make the gains that we expect in the D&I space. It's everybody owning it. If everybody can get to that point, then I think that we can see and realize a future where we're optimizing D&I—not only in the organization, but as good corporate citizens who are able to showcase their commitment externally as well.

“The future of diversity and inclusion continues to evolve. It needs to be more directly integrated into what we do every single day inside our company. D&I can only manifest itself when everybody feels like they own it.”



Maria Ferraro

Chief Financial Officer and Chief Diversity Officer, Siemens Energy

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What were the driving factors that made your company focus on diversity and inclusion?

We're a new company, so we wanted to ensure from the onset that inclusion and diversity were key drivers of our business success and innovation. Because we know that this really does foster great ideas. You need to draw from different people, from their experiences and their different perspectives.

“We’re a large global company, so it’s even more important that we ensure that we have the right people, whether it’s in Germany where we’re headquartered, or whether it’s in the U.S. or in Africa. And we see that this diversity is directly correlated to the sustainable success of our company.”

What are your 2021 D&I priorities and why are you focusing on them?

Our strategy is multifaceted. It focuses on equal opportunity, belonging, and of course, society and partnerships. For equal opportunity, which is very important and especially in the energy provider industry, we've identified gender targets. We've coined a term to capture where we want to be: 25 by 25. We're aiming for 25% female representation in management by 2025, and then 30% by 2030. And why that's important, at least for me, is because I really believe that what gets measured gets managed. With good data, these goals are something we can easily be tracking across the organization. To further embed this ambition, we've launched programs specifically geared toward establishing female leadership development and retention across the organization, targeting our top 100 women.

We're also implementing a shadowing program where women shadow and interact with various company leaders. This has proven to be very successful and quite popular. This is because we know that in large companies, to ensure that people feel like they can be their best self and they can really succeed and be included, it's about giving them opportunities to network and connect with individuals.

We're also looking at more traditional practices like balanced hiring, focusing on succession planning, and targeting unconscious bias through more balanced interviews. Balanced interviewed panels are something that we've implemented across the board. This approach is proving to be very successful and very interesting actually—it's much different than how we used to do things in the past.

Within our priority around belonging, we're focusing on our four inclusion and diversity networks, which address gender, LGBTQ, disability, and ethnicity. We're also focusing on participating in international inclusion and diversity events. This is where we really try to connect our 90,000+ people globally, where we're able to interact with one another and celebrate diversity.

Society and partnerships is an interesting area within our D&I or I&D priorities. Our goal here is to help from a workplace equality standpoint and to support employees on their journey. We're in the process right now of establishing global and local D&I or I&D councils to focus on this priority. Within individual countries, these councils will serve as advisory boards to the local business, but they will also tap into the global D&I council.

Our hope is that each one of our employees, regardless of who they are or where they work, feels represented even at the global level, within the entire Siemens Energy family. And of course we're tracking this—we have a dashboard where we monitor key metrics and our progress on D&I targets.

What's important is transparency, and so access to this dashboard that we're creating will be granted to all members of the management team. They will be responsible for monitoring this and ensuring that we're moving in the right direction and maintaining a positive forward trajectory.

So in a nutshell, that's what we've done. And I have to say this: You can put all the priorities you want in place, but we need to ensure that we “walk the talk” here, from the management level all the way down. I think that's what will allow us to be successful in our D&I priority areas.

“You can put all the priorities you want in place, but we need to ensure that we “walk the talk” here, from the management level all the way down. I think that's what will allow us to be successful in our D&I priority areas.”

What have been your biggest challenges as you pursue your D&I programs?

Honestly, our biggest challenge has been getting buy-in. This is what I meant about needing diverse representation and inclusive behaviors to come from the top, and then figuring out how you cascade that down. Because I believe that we shouldn't need D&I or I&D programs. It's true that we have to put those D&I programs in place. It's true that we have to have those targets that I just described. But frankly, diversity and inclusion should be embedded in our culture. It shouldn't be a program. And to get to that place, you have to have buy-in.

The other challenge we face is around bias, unconscious or otherwise. We all have this bias to a certain degree, but it's especially prevalent in the industrial energy sector, which of course has been predominantly male in the past (although that's changing). It's kind of inherent in the industry we're in, for managers to say, "This is what's worked in the past, so this is what I need in the future." We call it the "mini me" syndrome. But when you take that approach, you're not really progressing to fully reflect and tap into the full scope of talent, gender or otherwise.

I think we are starting a little bit behind those sectors that are male dominated, which includes energy. But we're trying hard to tackle that and to ensure that women feel that they do belong, rather than feeling that they can't work for a company like Siemens Energy because they wouldn't be able to thrive or succeed. This is something that we need to tackle, all of us together. It will require buy-in, and it will also require ownership. We need to ensure that our leaders own it, cascade it, and live it.

It's really critical that every leader owns it. But the question has come up about whether we incentivize people. And I can tell you at Siemens Energy, we do have a diversity and inclusion component of our incentive program. I'm really pleased that we've been able to include this as part of the incentive program for the coming year, because this can only help D&I get cascaded throughout the organization. Again, it shouldn't have to be that way, but it does ensure that everybody is aware that this is a priority, from top management all the way down. And I think that ownership among our leaders demonstrates that it's not just lip service, because we really do walk the talk.

But this has been a challenge—sometimes leaders voice their commitment to D&I but nothing changes, and so people feel it wasn't actually owned and it was just lip service. This is something that I've experienced myself along the way, having grown up working in highly industrial industries. But we have to persevere and that's why I see my job as so important. So when we talk about challenges, it's about getting people to really drive diversity and inclusion forward. And my job is to open those doors and to be that person who drags people through and continues to be a huge advocate of this and live it. Hopefully, that means people feel like D&I is really part of the culture, and everybody feels that they have ownership of this.

What have been your most effective D&I programs to date and how have you measured their success on your overall business performance?

I thought a lot about this question because the most effective programs are the ones we measure. I like measurement—that's the CFO side of me. But frankly speaking, when it comes to the effectiveness of our programs, I believe we're at the beginning of the journey. If I think back to a decade ago, each and every one of my leadership positions had previously been male. Not to say that was bad, it was just a fact. And I had truly excellent coaches, mentors, and sponsors to ensure that I had opportunities available to me (along with all the hard work that goes with it). It's hard to believe that was only a decade ago.

So again, I would say we're truly at the beginning. And at Siemens Energy, which was developed as a new company, we were able to say: What do inclusion and diversity mean for us? What do we want it to mean for our company and how can we ensure that the program is effective? And we asked our employees to tell us: What happened in the past and how could we be more effective in the future? What worked and what didn't work? That's how we came up with the idea for our I&D councils, because through those we're creating a sense of community.

I was really pleased that we already had a lot of networks in place around the globe in our company, but it was important to start to connect them. I think that's what made some of our programs more effective in the past, when we had more of a grassroots

approach that got people involved. And regarding the measurement of success, what's important is that we're tracking at least gender statistics and we're ensuring that our succession pipelines are balanced. Of course, we want the best talent, but with that specific and particular focus. I think that tracking plus that focus, along with ensuring that we're connecting those networks around the globe, has really helped and has contributed to the effectiveness of our D&I program.

Statistically, we're going in the right direction. The dashboard will shine a light and help us see where we're successful, which is good, but it will also show us where we have to focus and improve. One new part of our D&I ambitions, which has proved extremely effective and is near and dear to my heart, is a job swap program we've put in place. We piloted the program in the U.S. and Germany to start. Through the program we allow our employees, even in the factory environment, to swap jobs with persons with disabilities (and vice versa). This goes back to the fact that it's not just about diversity—it's ensuring that everybody, regardless of ability, gender, race, or sexual orientation, feels that they can succeed at our company and has the opportunities to do so. This new part of the program, the swapping jobs for a day, is something that we've seen to be really successful.

“I think that's what made some of our programs more effective in the past, when we had more of a grassroots approach that got people involved.”

What is your vision for the future of D&I and what can be done today to realize that future?

My personal vision is that my daughter, who's in her early teens, has every door in the world open and available to her that she wishes. It's about skill and will, I always say. If you have the skill and the will, then you can do whatever you want and there will be no barriers to what you can accomplish. I know that's quite high level, but this is my personal vision. And that's why I'm so passionate about this. I think what I've had to go through in certain times of my career has made me realize that, even a decade ago versus today, things have changed for the better, so we need to continue to push forward. So what can we do today? As I said, I think we have to make diversity and inclusion core to the strategy and also the culture of companies like Siemens Energy.

We also need to ensure that D&I is not just a program, that it's embedded in our values and in the behaviors we expect our people to emulate. I believe it's a moral obligation for us to act responsibly and look at this future to be one of belonging, where people feel welcome. And I think we can't just say we have a program that has a 12-month duration and so on—we have to walk the talk, deliver, and make sure this is happening at all levels of the organization. This means continually showcasing examples of teams who have been successful or innovative, and ensuring that we cascade that information appropriately. In a company that operates in over 100 countries in the world, we have a real obligation and an opportunity to have an impact.

I believe it's a core leadership competency to have I&D embedded in your organization. And to me, you must also be able to lead across a very multidisciplinary, diverse group. What worked for us, as I mentioned earlier, is taking the pulse of your employees—really talking to them and making sure that you're continually assessing how they're doing. We recently put together a company-wide survey, and a few of the questions were related to D&I or I&D. We saw that there are areas where we're doing really well, and areas where we're not. And I think it's important to make this information transparent, to ensure that employees feel they have a voice and that D&I is not just a top-down initiative. They want to clearly see they can influence it and then be able to act on it. Because to do a survey and uncover issues, but then do nothing about them, I think is very disenchanting for the people in any company.

I really hope that my 13-year-old can one day say, "Every opportunity is available to me." And maybe she can even say her mommy helped in a very small way, through the work she did in her company. **I think we need to act now and it cannot wait. Diversity and inclusion priorities need to be embedded in every company's culture and in their strategy. And both leaders and employees need to believe and feel that this is not only beneficial, but really driving the success of everything they do and the success of the company overall.**

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February 2021

Designed by Tiny Wizard Studio

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