



Diversity, Inclusion and Belonging

THE BUSINESS IMPERATIVE OF DIB'S IN 2021

PRESENTED TO DISTINCTIVE WOMEN
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JOY HULTON
HULTON WORKPLACE RESOLUTIONS

Emerging trends in diversity, equity and inclusion

Diversity

Diversity,
Equity &
Inclusion

Diversity,
Inclusion &
Belonging

D&I is a business imperative for post-pandemic recovery

- ▶ “D&I is the right thing to do. It's the smart thing to do. It produces a tangible return on investment. At a time when our culture and politics have never been more divided, it's a way for companies of all sizes to do the good and necessary work of fostering a more diverse, inclusive and equitable society.” **(Forbes, February 9, 2021)**
- ▶ “Executives must be aware that their diversity in the workplace can fundamentally affect the way a corporation performs its functions and can make a fundamental change in the processes by which a company achieves commercial objectives, improves sales and profitability and increases financial performance, which is dependent upon how executives formulate their diversity and inclusion strategy... Therefore, when companies can have a very diverse employee population, they will secure a foothold in the ever-expansive global business environments.”**(Canadian Business Journal, July 20, 2020)**

Canadian Chamber of Commerce – Inclusive Growth

- ▶ **“Our prosperity depends on a strong business community that is able to innovate, attract talent and capital and expand into new markets. Ensuring all Canadians—from all sectors, regions and backgrounds— have the opportunity to participate in, and rise up through, the workforce is one way to address this issue. During the recovery from COVID-19, this is truer than ever.**
- ▶ **Diversity and inclusion in the workplace fosters creative thinking, innovation and problem solving, providing organizations—and the country—a competitive advantage. Research shows the most successful organizations are creating diversified and inclusive workplaces in which individual differences and the contributions of all employees are recognized and valued”**

Diversity, Inclusion & Belonging (DIB's)

- ▶ **Diversity** is a mix of differences in any setting that includes race, religion, ability, ethnicity, gender, sexual orientation, age
- ▶ **Inclusion** is an environment in which all people are treated fairly, respected for their uniqueness and feel a sense of belonging
- ▶ **Belonging** – sense of psychological safety leading to the ability to be one's authentic self without fear of judgment



DIVERSITY

is
being
invited
to the
Party

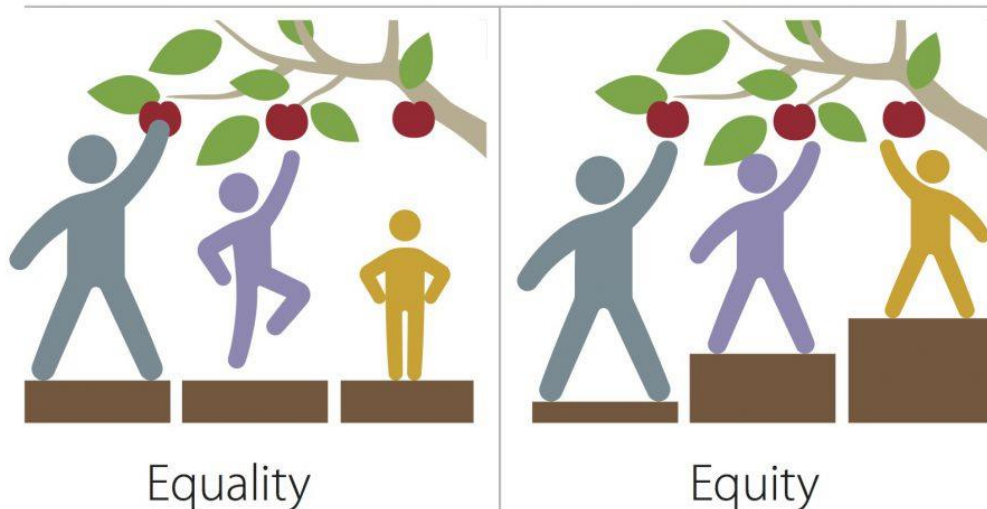
INCLUSION

is
being
asked
to
Dance

BELONGING

is
dancing
like
no one's
Watching

Equality is not equity

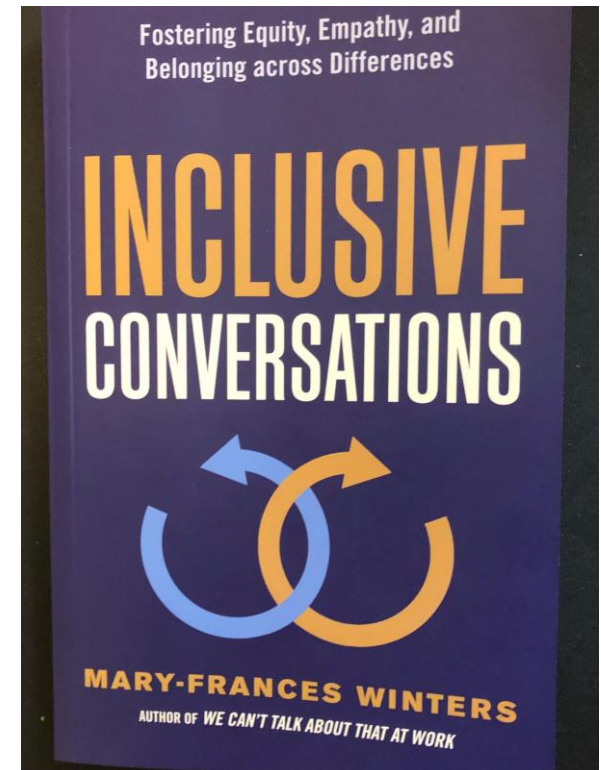


- ▶ **Equality**- the state of being equal
- ▶ **Equity** – the process of achieving fairness, equality and inclusion that includes reallocation of resources and implementation of policies and structures that work to eliminate historical, systemic disadvantage

Diversity, Equity and Inclusion terminology

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- ▶ **Ally-** person who uses their privilege to advocate on behalf of someone else who doesn't hold that same privilege
- ▶ **Bias** is a prejudice in favour of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. It can be conscious or unconscious, intended or unintended
- ▶ **Marginalized** – person or group whose public/private status has been lowered through hateful, deceitful, or misguided speech or action



BIPOC

Black, Indigenous, People of Colour

Use of the term BIPOC increased significantly in May 2020 with worldwide protests against racial injustice

It should be used in place of “People of Colour” to acknowledge that the experiences of people of colour are not all the same



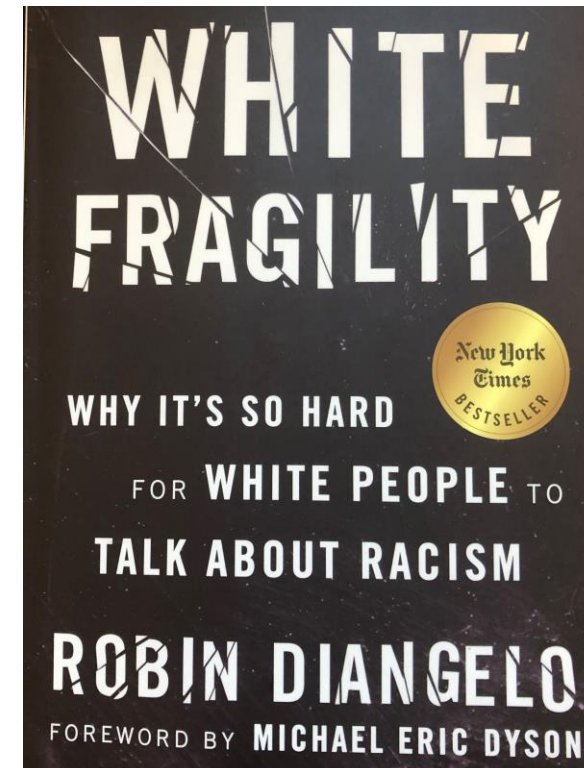
Diversity, Equity and Inclusion terminology

- ▶ **Microaggression** – brief, sometimes subtle comments that either consciously or unconsciously disparage others based on their identity or characteristics.
- ▶ **Racism** – a system of advantages based on race, involving cultural messages and institutional policies and practices as well as beliefs and actions of individuals.
- ▶ **Racialized** – when a person is characterized by others with a consciousness of race distinctions or of giving a racial character to something or making it serve racist ends.
- ▶ **Systemic inequity or bias** – a structurally imbalanced system that lacks equity across all groups.

Diversity, Equity and Inclusion terminology

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- ▶ **Unconscious bias** - social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone has unconscious biases.
- ▶ **White privilege** – the advantages that are taken for granted by whites that cannot be enjoyed by people of colour in the same way.
- ▶ **White fragility** – range of emotions (fear, guilt, discomfort and defensiveness) experienced by white people when confronted with information about racial inequality and injustice.

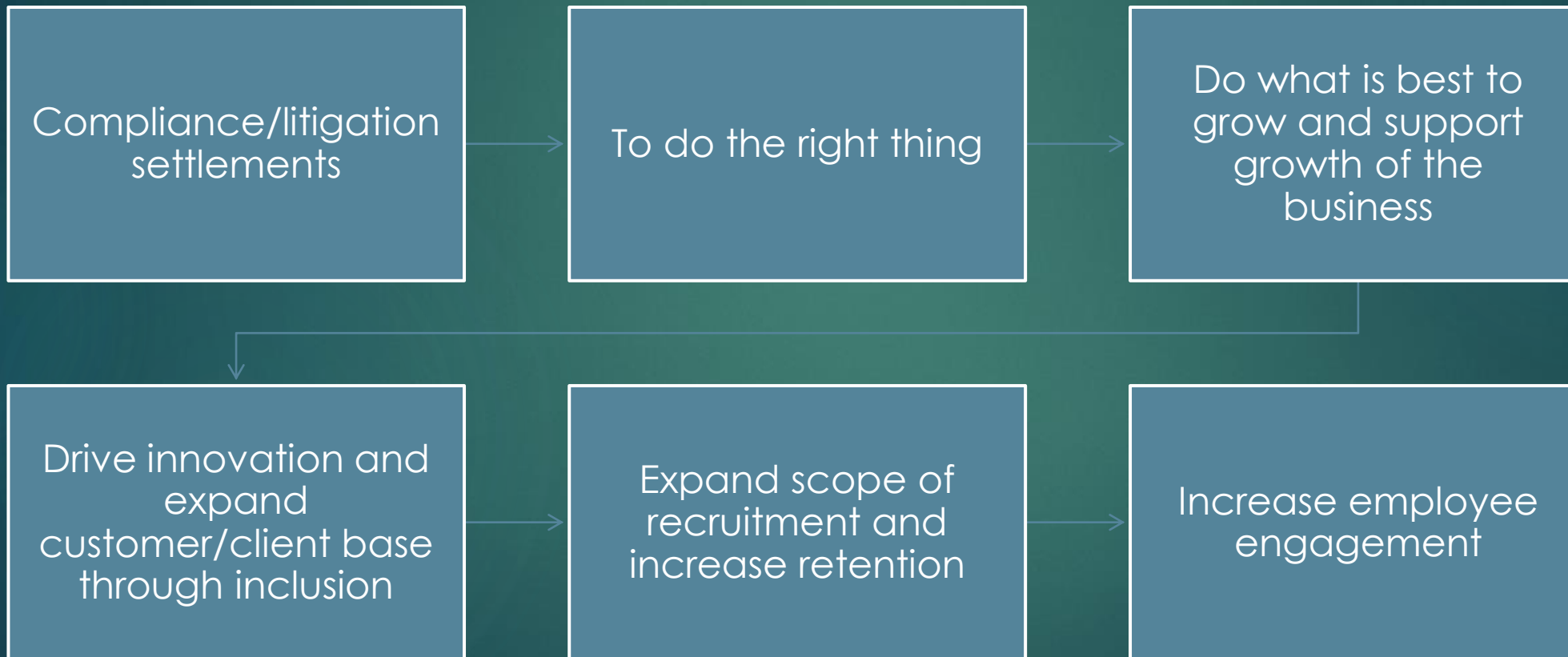


DIB's and the bottom line

- “95% of senior leaders believe diversity is a ¹² business strategy that positively contributes to innovation, creativity and problem solving” (**CCDI Benchmarking Study, 2019**)
- “Companies with greater ethnic and racial diversity perform 36% above the national median” (**McKinsey & Company, 2019**)
- “Inclusive decision- making leads to better business decisions 87% of the time” (**Cloverpop, 2017**)
- “Employees who feel included perform better” (**Catalyst**)
- “When customers see our teams invite the opinions of everyone in the room, they build trust” (**ServiceNow**)

What drives organizations to invest in diversity and inclusion?

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How do you achieve diversity, inclusion and belonging?

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BUILD A DIVERSE
TEAM



LEAD FOR
INCLUSION



FOSTER BELONGING

A business-led approach to achieving DIB's (McKinsey & Company)

Systemic, business-led approach to DIB's

- Increase diverse representation, particularly in leadership and critical decision-making roles
- Strengthen leadership and accountability for delivering on DIB's goals

Bold steps to strengthen inclusion

- Enable equality of opportunity through fairness and transparency
- Promote openness, tackling bias and discrimination
- Foster belonging through support of diversity

Six C's of Inclusive Leadership – Key to Achieving DI&B (Deloitte)

Commitment

- Time, energy, support
- Empower and encourage

Courage

- Challenge status quo
- Call-out beliefs/attitudes and demonstrate humility

Cognizance of Bias

- Acknowledge own bias and learn how to prevent it from influencing decisions
- Policy, process to prevent organizational bias

Six C's of Inclusive Leadership – Key to achieving DI&B (Deloitte)

Curiosity

- Open mindset, ask respectful questions
- Actively listen without judgment
- Welcome diverse perspectives

Cultural Intelligence

- Recognize bias, stereotypes
- Adapt to cultural and other differences

Collaboration

- Key to team performance and success
- Create safe spaces for diversity of thought

Leading
diverse teams
to achieve
inclusion and
foster
belonging
requires
leaders to:

- ▶ Build trust and create safe spaces
- ▶ Always seek first to understand
- ▶ Suspend judgement
- ▶ Assume positive intent
- ▶ Actively listen
- ▶ Admit what you don't know (or what your bias is) and seek to understand
- ▶ Express gratitude for input

Practical ways to implement “DIB’s” in your organization

Structural

- Review job descriptions to remove potential bias
- Ensure recruitment/hiring practices are inclusive and bias free
- Broaden promotional and development opportunities
- Review and update HR Policies and Programs
- Review/update policies and programs for prevention and response to bullying, harassment and discrimination
- Implement a DIB’s company statement

Company Culture

- Prevent/respond to microaggressions, incivility when it happens to prevent escalation
- Promote psychological safety and ‘safe spaces’ for employees to speak up and be heard
- Implement inclusive meeting protocols
- Promote and support innovation through diverse decision-making
- Develop Inclusion programs and DIB’s committee with staff participation
- Diversify community engagement

Example of a “DIB’s” company statement – ServiceNow

Diversity, inclusion and belonging are essential to who we are, how we’ll grow, and how we’ll innovate.

We believe you need all three. Here’s what diversity, inclusion and belonging mean to us.

Diversity

Everything that makes us unique- the seen and the unseen.

Inclusion

Being invited to contribute. Being valued for who we are, treated fairly, equitably and with respect.

Belonging

Creating a culture of trust, where all voices are heard, and we feel safe bringing our authentic selves to work.

Reading List and Resources

Reading List:

- ▶ *White Fragility: Why It's so Hard for White People to Talk About Racism* (Robin Diangelo)
- ▶ *Inclusive Conversations: Fostering Equity, Empathy and Belonging across Differences* (Mary-Frances Winters)
- ▶ *Lead Like an Ally* (Julie Kratz)
- ▶ *Belonging: The Key to Transforming and Maintaining Diversity, Inclusion and Equality at Work* (K. Jaco, S. Unerman & M. Edwards)
- ▶ CCDI (Dalhousie) National Diversity and Inclusion Benchmarking Study

Resources:

- ▶ Canadian Chamber of Commerce
- ▶ “Diversity wins: How inclusion matters” (mckinsey.com)
- ▶ Deloitte (www2.deloitte.com) “The six signature traits of inclusive leadership”
- ▶ “*Hacking Diversity with Inclusive Decision Making*” (www.cloverpop.com)
- ▶ CCDI website (<https://ccdi.ca/toolkits/>)
- ▶ *LinkedIn courses:*
 - ▶ *Dr. Shirley Davis, Inclusive Leadership*
 - ▶ *Stefanie Johnson, Developing a Diversity, Inclusion and Belonging Program*

Diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard.