

INFUSING DIVERSITY & INCLUSION INTO YOUR COMPLIANCE CULTURE

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DIVERSITY VS. INCLUSION

• DIVERSITY

**Who you are – the
“numbers”**

- How many people with different social identities in the workplace?

• INCLUSION

**What you do – the
“process”**

- Removing hidden barriers, interrupting implicit bias
- Leveraging diversity to gain a competitive advantage

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DIVERSITY VS. INCLUSION

- DIVERSITY

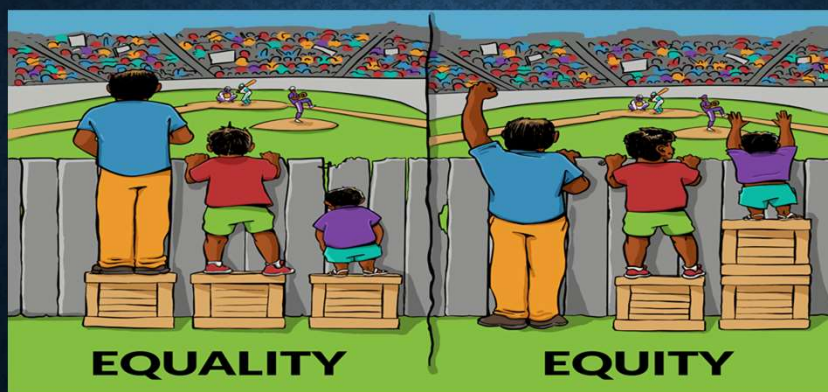
- Recruiting – get the numbers up
- Workforce*
- Some
- Compliance (what not to do)
- Count people

- INCLUSION

- Retention and advancement
- Workplace*
- Everyone
- Leveraging talent (what to do)
- Make people count

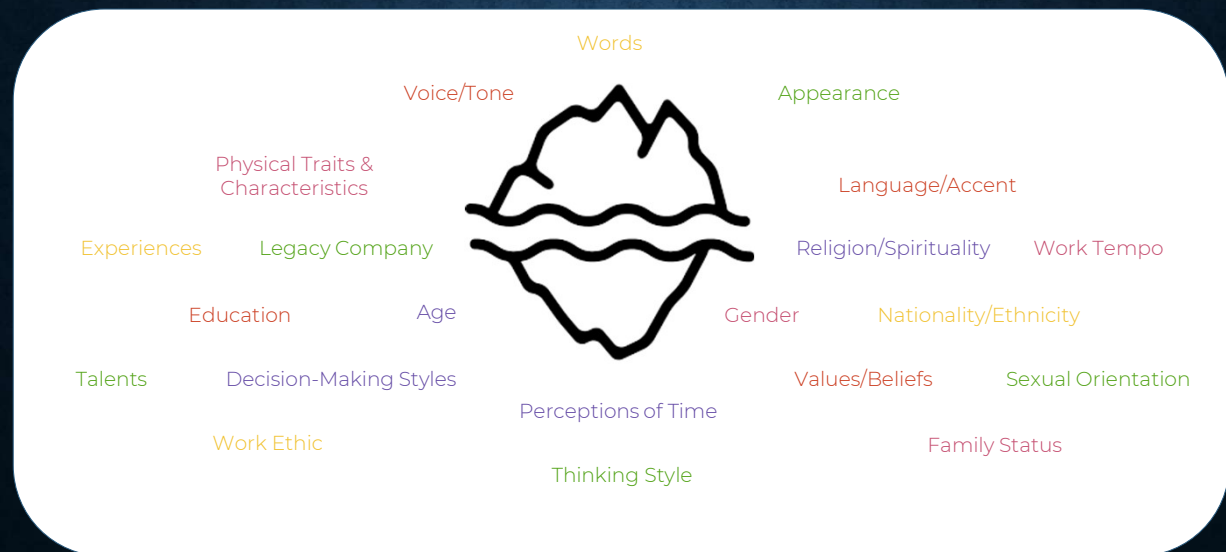
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EQUALITY VS. EQUITY



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DIVERSITY ICEBERG



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DIVERSE, EQUITABLE, AND INCLUSIVE WORKFORCES ARE...

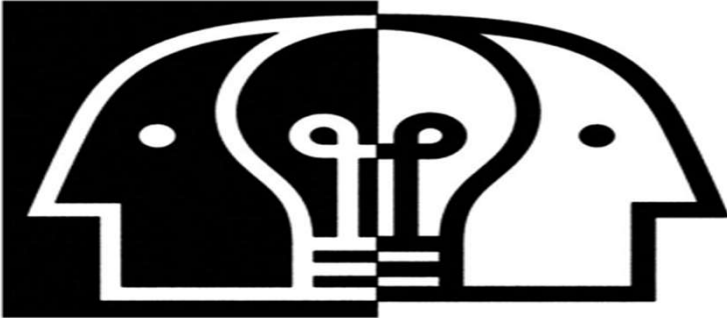
- ✓ Smarter
- ✓ Reduced Blind Spots
- ✓ Increased Financial Performance
- ✓ Increased Innovation
- ✓ Better Engagement
- ✓ Higher Productivity
- ✓ Better Retention

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DIVERSITY MAKES US SMARTER

Diversity Makes You Brighter

By SHEEN S. LEVINE and DAVID STARK DEC. 9, 2015



Matt Chase

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Diverse groups were 58% more accurate than homogenous groups.

“Diversity brought cognitive friction that enhanced deliberation.”

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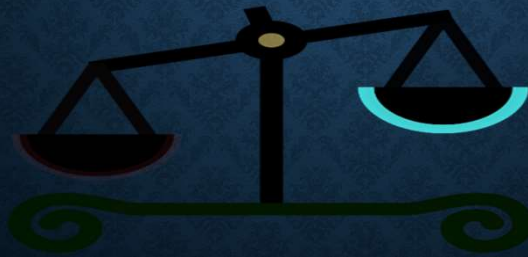
INCREASED FINANCIAL PERFORMANCE



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YOUR APPLICANTS CARE

Applicants care about diversity. A survey by Glassdoor found that 67% of people weigh diversity as a factor when deciding where to work. This becomes even starker when looking at minority groups – 72% of women are interested in working in diverse workplaces along with 70% Latinx, 80% of Asian, and 89% of Black respondents.

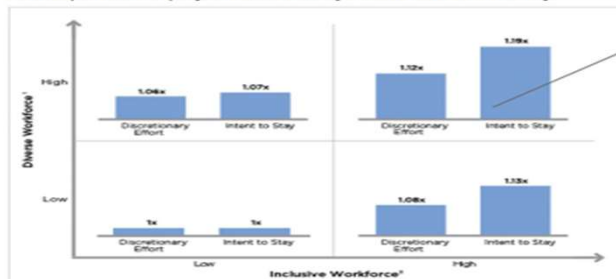


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BETTER RETENTION

D+I DRIVES CRITICAL BUSINESS OUTCOMES

D&I Impact on Employee Discretionary Effort and Intent to Stay



Source: CEB Corporate Leadership Council, Global Labor Market Survey, 2012.

In more diverse and inclusive workplaces,

- individual discretionary effort improves by 12%
- intent to stay improves by 19%

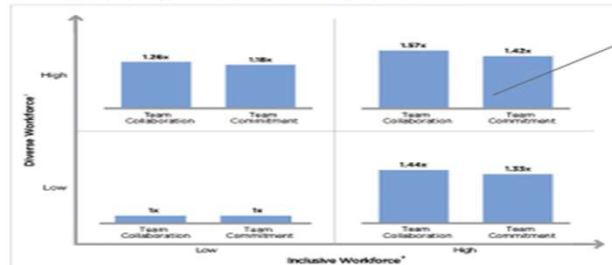
"Creating Competitive Advantage Through Workforce Diversity: Seven Imperatives and Inventive Ideas for Companies That Want to Get It Right," Corporate Executive Board White Paper (2012)

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HIGHER PRODUCTIVITY

D+I DRIVE CRITICAL BUSINESS OUTCOMES

D&I Impact on Team Processes and Outcomes



In more diverse and inclusive workplaces,

- team collaboration improves by 57%
- team commitment improves by 42%

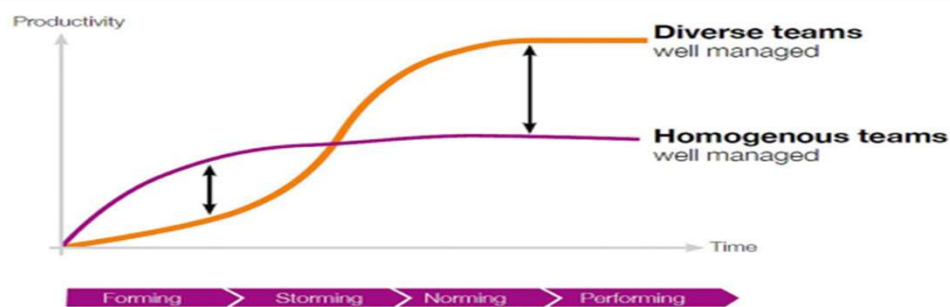
Source: CEB Corporate Leadership Council, Global Labor Market Survey, 2012.

"Creating Competitive Advantage Through Workforce Diversity: Seven Imperatives and Inventive Ideas for Companies That Want to Get It Right," Corporate Executive Board White Paper (2012)

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HIGHER PRODUCTIVITY

DIVERSITY & INCLUSION DRIVE GREATER PRODUCTIVITY



Source: Korn Ferry "The Inclusive Leader" – January 27, 2016

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BLIND SPOTS: AMERICAN RED CROSS POSTER



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BLIND SPOTS: DOVE SOAP AD CAMPAIGN



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UNCONSCIOUS BIAS

- Bias
 - Conscious *and* *Unconscious*
- Everyone has one!



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UNCONSCIOUS BIAS (THOUGHTS)

- 80%+
 - automatic, impulsive, intuitive, "gut instinct"



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FILLING IN THE BLANKS

- Unconscious mind influenced by:
 - Family History
 - Personal Experiences
 - Personal Values
 - Educational Experiences
 - Historical Influences
 - Cultural Influences – especially media

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UNCONSCIOUS THOUGHT IS VERY VALUABLE

- Shortcuts & categories
 - Save time and energy
 - Help us make sense of the world
- Efficiency comes at the price of accuracy

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TWO PERSONS AT THE SAME TIME

Conscious
Firm belief you do not treat people differently based on their identities

Unconscious
Implicit bias and stereotypes influence your behavior without you even knowing it

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IF YOU ARE HUMAN, YOU HAVE UNCONSCIOUS BIASES

Social Biases

- Ableism
- Sexism
- Classism
- Racism
- Ageism
- Sizeism
- Heterosexism
- Religious Imperialism
- Rankism

Cognitive Biases

- Illusion of Objectivity
- Availability Bias
- Attribution Bias
- Anchoring Bias
- Confirmation Bias
- Affinity Bias

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CONSIDER THIS.....

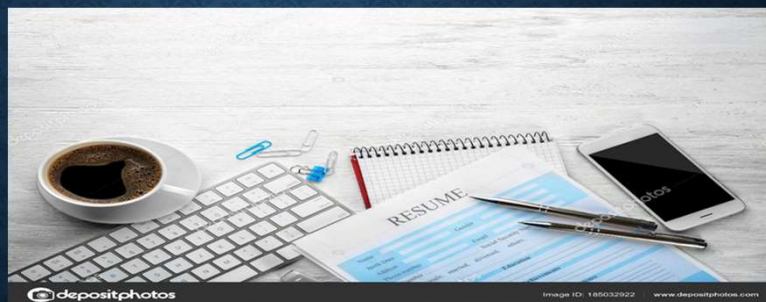


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RESUME STUDY

Lakisha & Jamal vs. Emily & Greg

White-signaling
names
received 50%
more callbacks



"Are Emily and Greg More Employable than Lakisha and Jamal? An Experiment on Labor Market Discrimination" The National Bureau of Economic Research (2003)

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UNCONSCIOUS BIAS & HIDDEN BARRIERS

Hidden Barriers:

1. Networking opportunities
2. Information from internal networks
3. Work assignments
4. Mentoring and sponsors
5. Training and development
6. Substantive contact with clients
7. Access to decision makers
8. Social isolation
9. Receive inadequate feedback / “soft” evaluations
10. Denied advancement opportunities

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What Can You Do?

Interrupt Unconscious Biases

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INTERRUPT UNCONSCIOUS BIAS

FIRST STEP: KNOWING WHERE IT IS LIKELY TO HAPPEN

MORE LIKELY TO SHOW UP:

- Cognitive overload
- Time-pressured
- Stressful situations
- Unstructured processes
- Ambiguous situations
- Subjective decisions

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INTERRUPT UNCONSCIOUS BIAS

GENERAL TACTICS:

- Remind yourself about impact of implicit biases
- Slow down decision-making
- De-stress
- Add structure to processes
- Embed bias-busters/Inclusion Nudges
- Add in oversight

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EXERCISE YOUR “ABS”

- Awareness
- Behavioral Changes
- Structural Changes

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AWARENESS

- Pay attention to surprises and times when your stereotypes were not correct
- Pay attention to discomfort

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BEHAVIORAL CHANGES

- Seek out diversity
- Mix it up! Seek different experiences oppose yourself on stereotypes
- Increase your motivation to be fair and unbiased
- Find commonalities with others
- Audit decisions for affinity bias
- Put yourself in other's shoes

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STRUCTURAL CHANGES

- Embed interrupters into processes and procedures
 - Example: Name Blind Resumes, Formal Work Assignment Process, Formal Mentorship Programs, Promotion Criteria, Performance Review Oversight

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UNCONSCIOUS BIAS

- Unconscious bias in the workplace can result in the same negative consequences as conscious bias and discrimination.

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Diversity, Equity & Inclusion A Business Imperative

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COMPANIES EXCELLING WITH DIVERSITY & INCLUSION

CAPITALIZING WITH DIVERSE TALENT



7% \$971.8 million in 2016



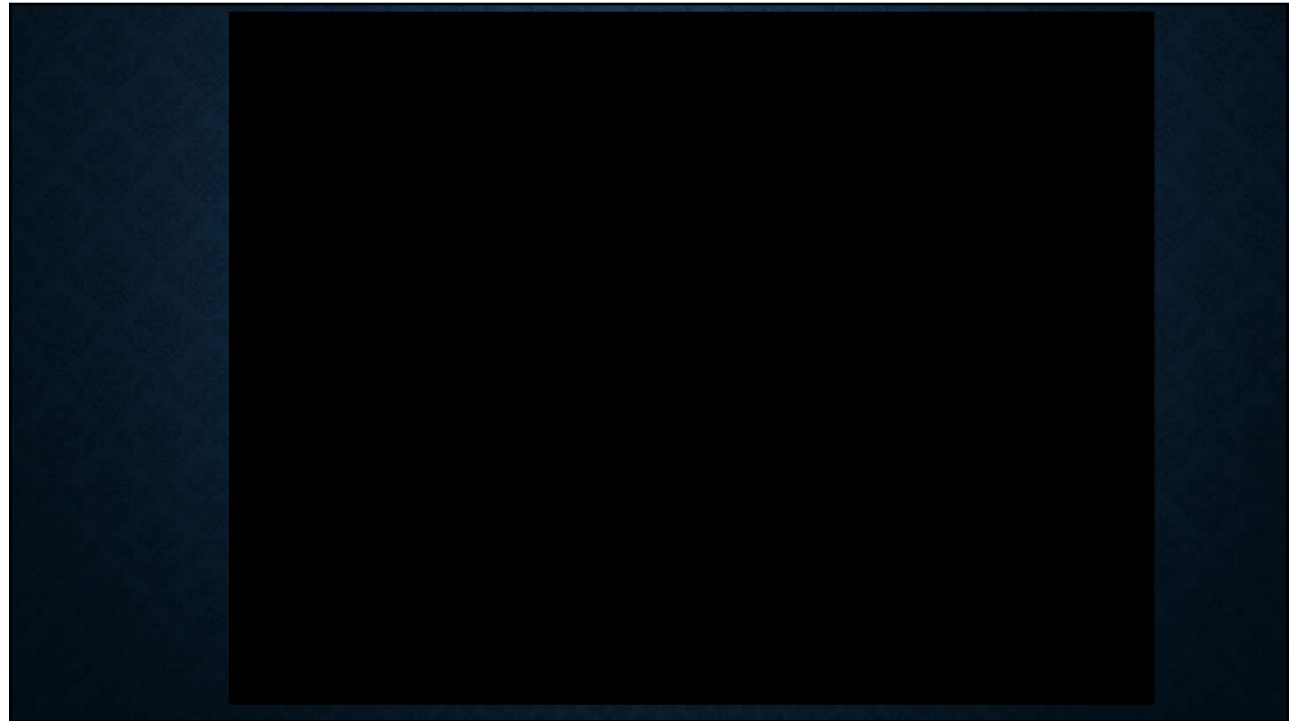
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COMPANIES EXCELLING WITH DIVERSITY & INCLUSION

CREATING AN INCLUSIVE BRAND



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COMPANIES EXCELLING WITH DIVERSITY & INCLUSION

CREATING AN INCLUSIVE BRAND

**Direct-to-consumer revenues grew 19%
in Q2 of 2018**



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THE IMPACT OF CULTURAL INSENSITIVITY

INABILITY TO SEE THE WORLD THROUGH OTHERS EYES



\$4.3 Billion in Unsold Clothes

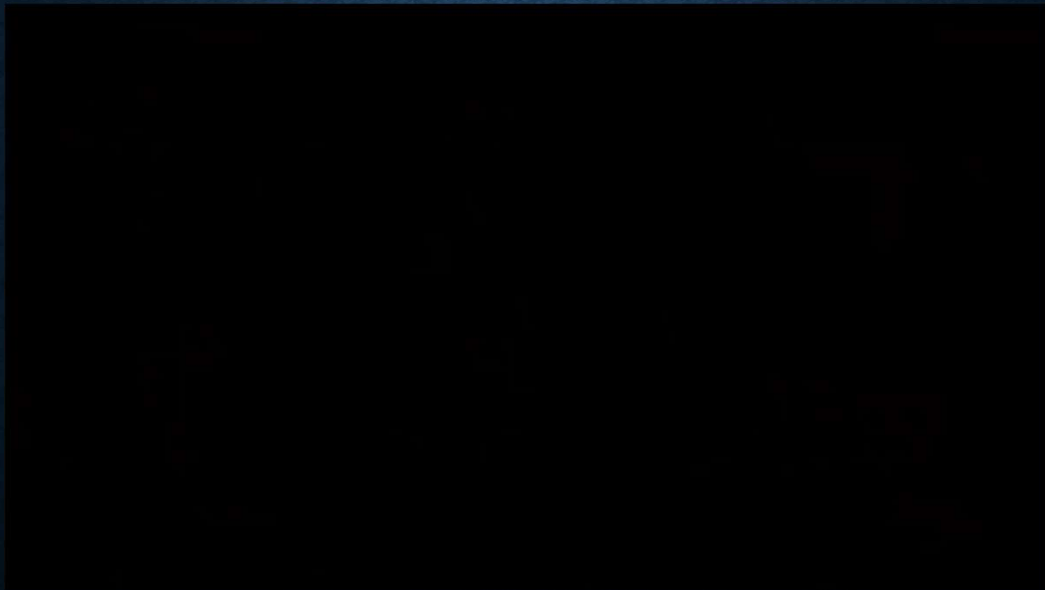
**Operating profit fell 62% in
three months**



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THE IMPACT OF CULTURAL INSENSITIVITY

LACK OF EMPATHY



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Diversity, Equity & Inclusion

Our Advantage
No Impact
Missed Opportunity/Negative Repercussions

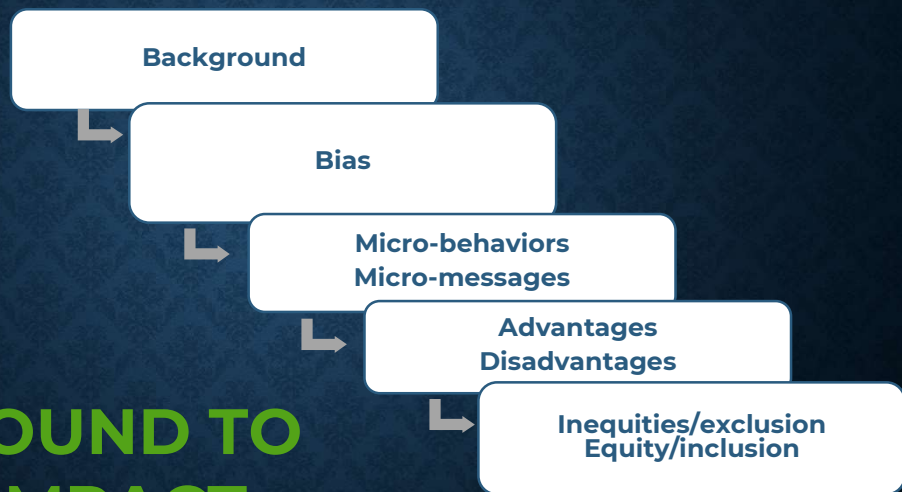
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**STRATEGIES FOR
CONSIDERATION**

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FROM BACKGROUND TO BIAS TO IMPACT



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D&I and the Potential Culture Concerns

Recognize the difference between what is humor versus what's offensive to others (Unconsciously Offensive)

Offensive in the Workplace...or not?

- ☐ Imitating an Asian merchant's accent
- ☐ Teasing someone about their dating choice
- ☐ Forwarding an email chain making light of Women's History Month
- ☐ Joking about the Irish loving their beer
- ☐ "You change hair color like you change outfits!"
- ☐ "Come on, you must know how to dance. You're black!"

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DEI DILEMMAS

- Find the balance between accommodations vs. respect for cultural differences/needs
- An employee...
 - wants to work from home every Friday because they have a young child at home
 - wants to celebrate Diwali and take off a day however there are major projects happening
 - who is transitioning in their gender identity requests a separate bathroom to use.
 - requests to leave early 2 days a week to pick up an elderly parent however agrees to continue working later in the evening
 - asks for the team not decorate their area for Christmas as he is an atheist
 - requests to not work with a colleague who identifies as lesbian because of his own religious beliefs.

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TAKEAWAYS & CALLS TO ACTION

- Intent vs. Impact
- Become intentional in your conversations
- Stop to understand the way (Practice empathy)
- Partner with DEI Team on workplace compliance training
- Ask for another's opinion on culturally sensitive matters

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DIVERSITY:
**THE ART
OF THINKING
INDEPENDENTLY
TOGETHER**

- Malcolm Forbes

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Thank You

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