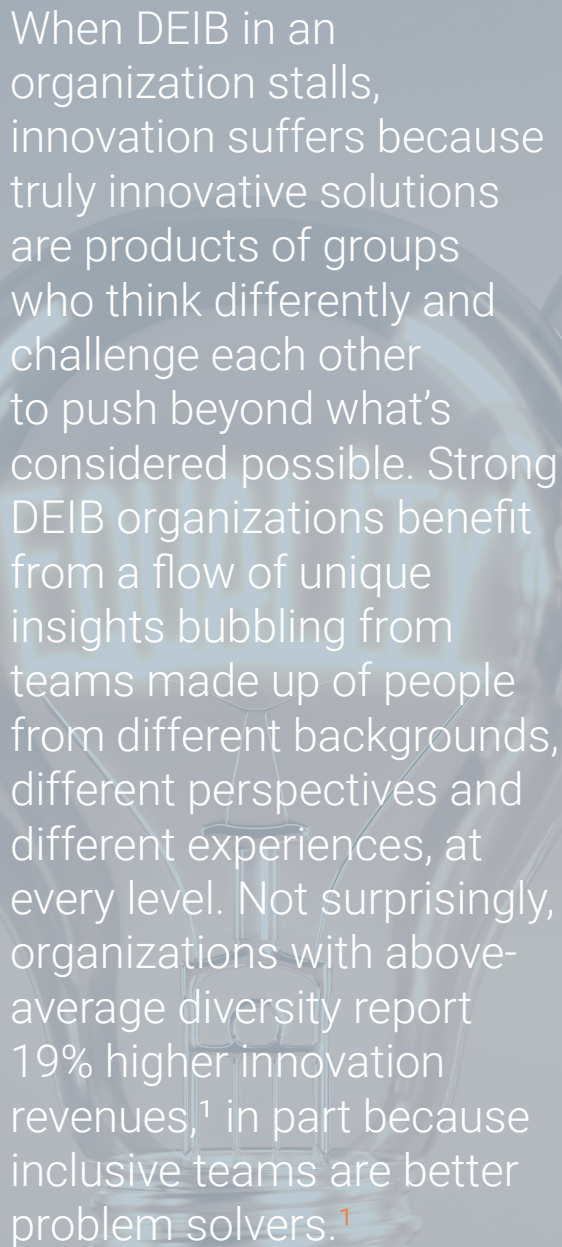




## Chief Learning Officer

**Research Snapshot:** How Forward-looking Business Leaders are Supporting DEIB  
Embracing Diversity, Equity, Inclusion and Belonging (DEIB) makes for a stronger organization. Expanding and sustaining it takes both commitment and resilience. Here are six DEIB initiatives visionary business leaders are making work in their organizations.



When DEIB in an organization stalls, innovation suffers because truly innovative solutions are products of groups who think differently and challenge each other to push beyond what's considered possible. Strong DEIB organizations benefit from a flow of unique insights bubbling from teams made up of people from different backgrounds, different perspectives and different experiences, at every level. Not surprisingly, organizations with above-average diversity report 19% higher innovation revenues,<sup>1</sup> in part because inclusive teams are better problem solvers.<sup>1</sup>

## Key Recommendations

Successfully fostering inclusion requires eliminating negative impressions. A 2021 McKinsey survey stated the top reasons people left their jobs were:

- Not feeling valued by their organization;
- Not feeling appreciated by their managers; and
- Not feeling a sense of belonging at work.<sup>2</sup>

All are DEIB-related attributes. Organizations with diverse, inclusive workplaces have higher retention rates and an easier time recruiting candidates. Here are 6 key considerations for improving DEIB in your organization:

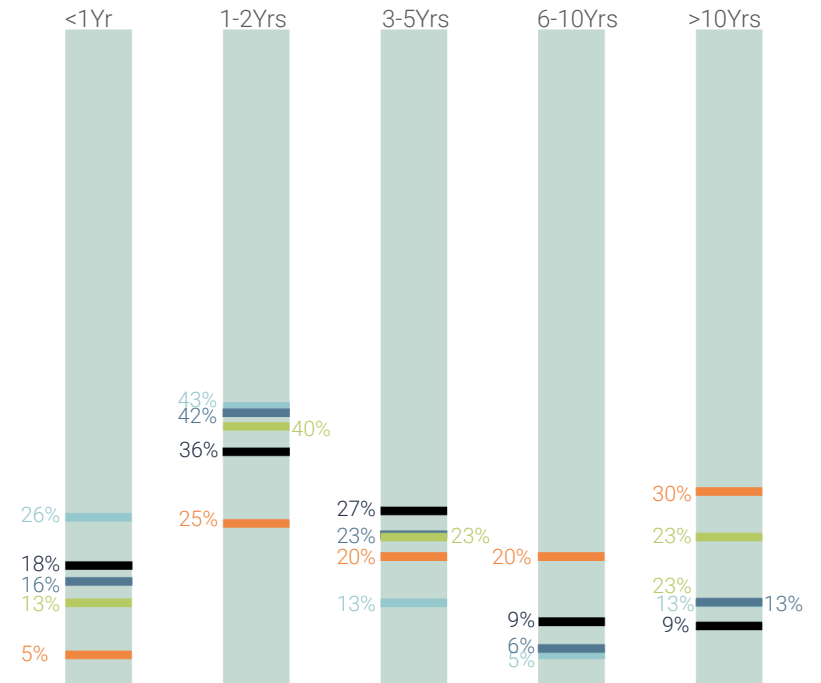
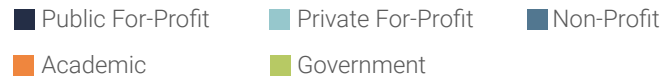
- 1** Develop formal DEIB strategies and make DEIB strategy part of c-suite objectives.
- 2** Build trust behind the words and actions of DEIB initiatives. CEOs report that DEIB has been the area where there is the biggest lack of trust between organizations and their stakeholders.<sup>3</sup>
- 3** Solicit input and involvement from all employees throughout the organization and across all program phases and cycles, establishing peer-to-peer transparency around DEIB motivations and measures.
- 4** Use DEIB culture to attract and retain talent. 76% of prospects in the job market say a diverse workforce is important when evaluating their relationship and options with an organization.<sup>4</sup>
- 5** Determine and track the right DEIB metrics. In a 2021 PwC Global Diversity and Inclusion survey, 80% of respondents said their organizations don't gather and analyze data discrepancies in compensation, hiring, performance and promotions.<sup>5</sup>
- 6** Mandate accountability, demonstrated by clear and consistent communication of programs and the progress being made.

As employees and candidates rethink the types of organizations they're willing to work for and search for shared values, it's vital that organizations are genuinely committed to the cause. A 2022 CLO survey added relevance to the need and value of a strong DEIB program.

## DEIB is Gaining Traction and Building Permanence

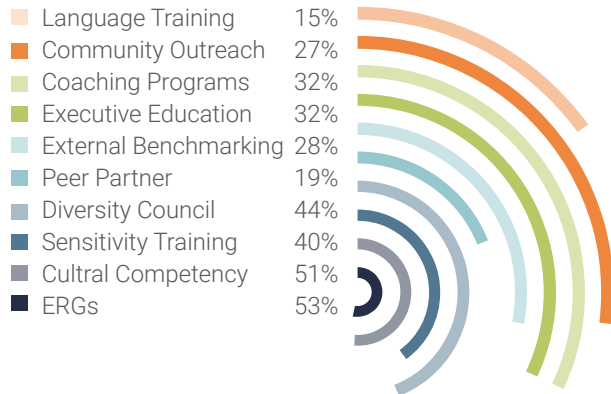
[length of time DEIB has been a recognized and active function at organization]

**Diversity is having a seat at the table, Inclusion is having a voice, and Belonging is having that voice be heard”<sup>6</sup>**

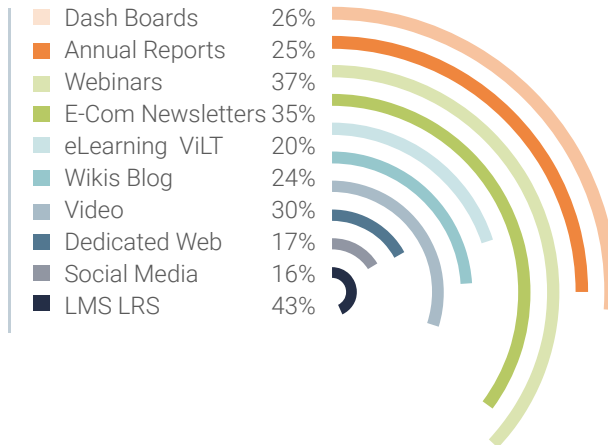


## Top businesses support a range of DEIB strategies and programs across a variety of technologies.

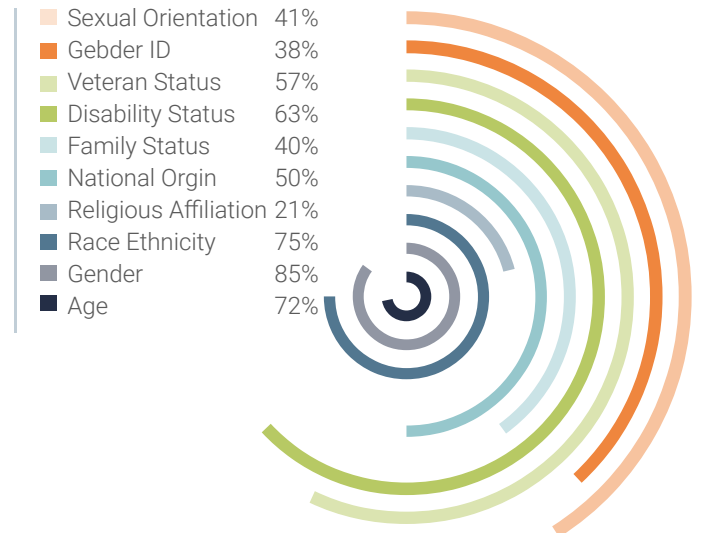
### Strategy/Program % Using



### Technology % Using



### Demographic % Tracking



<sup>1</sup>Teresa Zuech, "Leadership Diversity Stalled? Here Are 3 Actions to Take," Gartner, July 2, 2021.

<sup>2</sup>"Women in the Workplace 2021," McKinsey & Company, 2021.

<sup>3</sup>"Winter 2022 Fortune/Deloitte CEO Survey," Deloitte, 2022.

<sup>4</sup>"Glassdoor's Diversity and Inclusion Workplace Survey," Glassdoor, September 29, 2020.

<sup>5</sup>"Global Diversity & Inclusion Survey," PwC Global, 2021.

<sup>6</sup>Liz Fosslien and Mollie West Duffy, No Hard Feelings: The Secret Power of Embracing Emotions at Work, New York: Portfolio, 2019, 185

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