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# Diversity, Equity, Inclusion and Belonging: What 2020 Has Wrought



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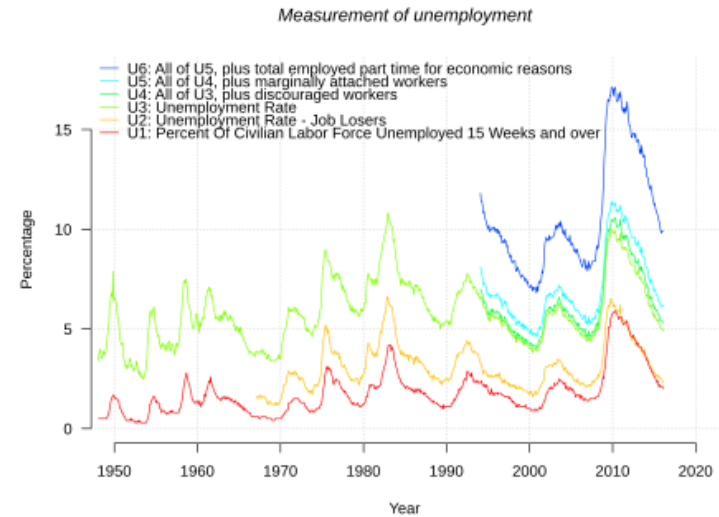
Consensus, overall....



# Economic Devastation



2020 Stock-Market Crash



Staggering unemployment numbers

## World's Economic Programs Against the Coronavirus

Total Fiscal Stimulus Packages Implemented to Fight the COVID-19 in G20 Countries



Largest stimulus package ever



Trade War/  
Tariffs



# Polarizing Politics



Impeachment and acquittal of President Trump



Gridlock





# Racism and Racial Reckoning



Dead: Ahmaud Arbery (25)  
February 23, 2020



Dead: Breonna Taylor (26)  
March 13, 2020



Dead: George Floyd (46)  
May 25, 2020



Targeting of LatinX population

**BLACK  
LIVES  
MATTER**



Exponential growth of #BLM  
movement in the U.S. and abroad



Scapegoating Asian Americans



Rise of Anti-Asian racism

## Record-breaking Natural Phenomena



Wildfires burned more than 8.1 Million acres across the Western U.S.



Massive flooding



Murder hornets arrive in the U.S.



Record number of hurricanes



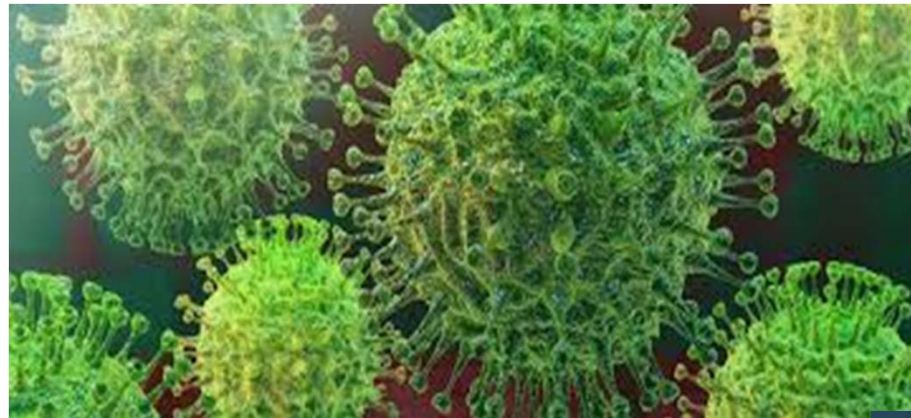
Extreme Heat



# Pandemic of Catastrophic Proportion



Digital Divide  
(educational and corporate)



COVID-19: epidemic to pandemic



Pandemic-related  
school closures



Job closures



Staggering death toll in the U.S.



Overly-taxed health-care system

# The Deaths of Icons





**Also....**



**...In the Workplace**

Race

Justice

Inequality in U.S. institutions

Civil liberties

Women's rights

LGBTQ rights

Immigration protections

The significance of life itself  
(#BLM)

# Disproportionate Impacts ...

Black and brown employees and their families are not only overrepresented in vulnerable occupations; they are also **vulnerable to trauma from racial inequalities outside of work, which are compounded by the coronavirus pandemic**. ...Firsthand and vicarious exposure to police brutality, ICE raids, separation of families at the border, and immigration bands deteriorate Black and brown workers' engagement at work, especially when they feel unable to discuss societal racism and its effects on their well-being. The impact of Covid-19 disparities may similarly impact work engagement among employees of color.

~

This pandemic has unearthed and magnified inequities that are structural and systemic. This means that individual grit and willpower alone are insufficient forces for countering the impact of the coronavirus on Black and brown employees...

- Harvard Business Review





To Top it Off....

**Executive Order on Combating Race  
& Sex Stereotyping**



Starting the workday...





## Effects of Trauma:

- ❖ Trauma is pervasive and all-encompassing
- ❖ Impact is often deep and life-shaping
- ❖ Causes one to resort to “survival mode”
- ❖ Cultural context influences one’s perception of and responses to traumatic events

## Diversity, Equity, Inclusion and Belonging....



More obstacles (e.g. Executive Order 13950)

Increased headwinds,  
*Does institutionalized racism exist?*

Target populations are disproportionately  
saddled with other challenges





*“If we are not clear on the words and ideas, how will be clear on the solutions?”*

## Diversity.E.I.B

**Diversity:** *presence of difference within a given setting. “Diversity is about a collective or a group and can only exist in relationship to others. A candidate is not diverse – they’re a unique, individual unit”*

*You're invited*



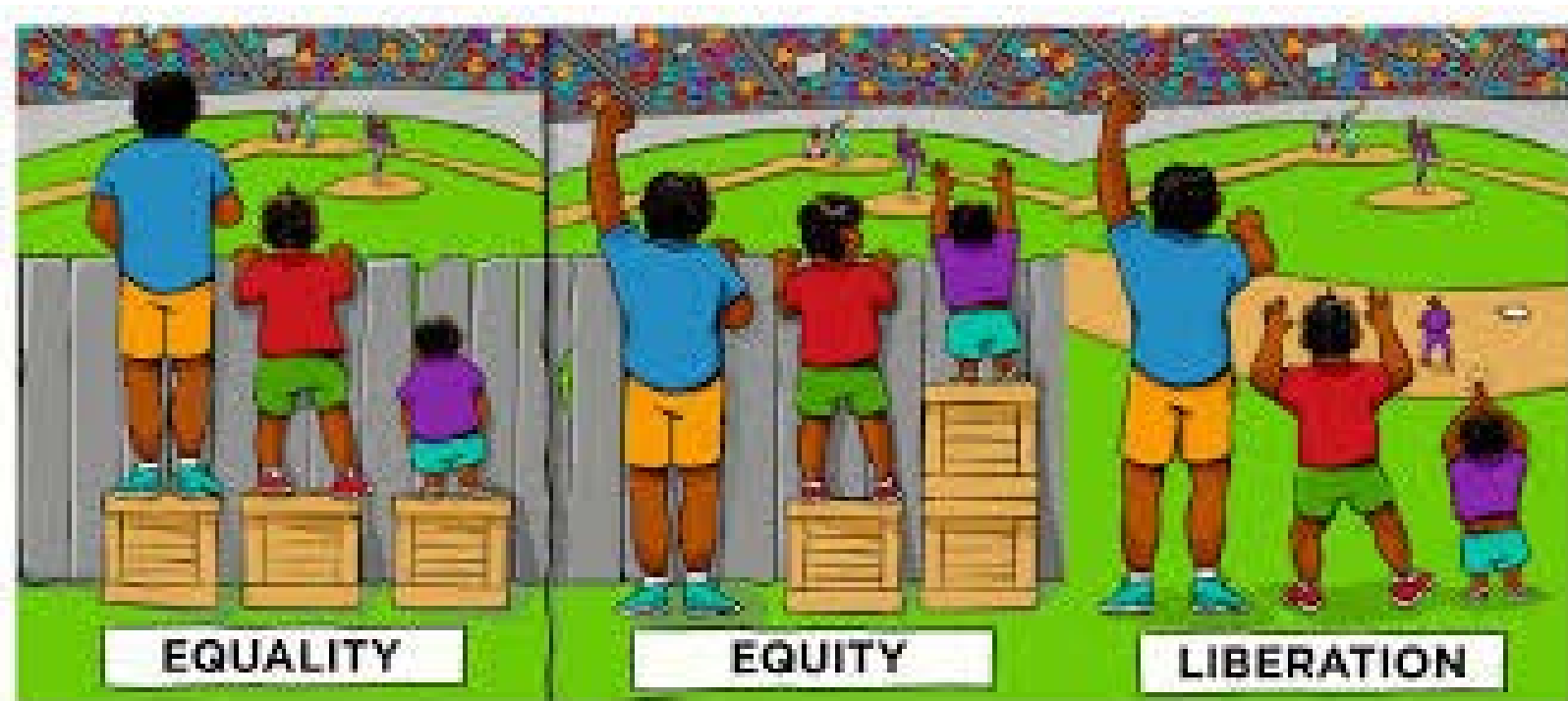


## D.Equity.I.B

**Equity:** *Awareness that advantages and disparities exist; not everyone comes from the same starting place. Accommodations must be made to achieve equity.*



# *Equity* ≠ Equality...



## D.E. *Inclusion*.B

**Inclusion:** An action – the intentional creation of a space with the individual in mind. The goal should be for individuals to feel they were invited and are welcome to be, and are accepted as, who they are, without compromise.





## D.E.I. *Belonging*

**Belonging:** *A feeling of security and support when there is a sense of acceptance, inclusion and identity for a member of a certain group or place.*



Necessary component of inclusion

Strongest correlation to engagement – higher among historically underrepresented groups

Results in increased sharing of ideas, boost in confidence and meaningful contributions

Why underscore *Belonging* in particular?

## Othering.... “You don’t Belong”



Dubbed, “Permit Patty”



Dubbed, “BBQ Becky”



Dubbed, “Cornerstore Caroline”



Dubbed, “Apartment Patty”



## What we know... *Inclusion*

- Feelings of inclusion → 35% of an employee's emotional investment in their work.
- Feelings of inclusion → 20% of employees' desire to stay with their employer.
- 33% - 50% of Black, East Asian, and South Asian professionals report being highly on guard to protect against bias
- 50% to 69% of Black, East Asian, and South Asian professionals who are highly on guard against bias → high intent to quit.
- 10% increase in perceptions of inclusion → drop in absenteeism (adding one day per year in attendance/ employee)
- 61% of participants in a Deloitte study acknowledged masking parts of their identity to fit in (79% of Blacks and 83% of gay individuals.)

## What we know... *Belonging*

- **Feelings of belonging**

- → 56% increase in job performance
- → 50% reduction in risk of turnover
- → 75% decrease in employee sick days
- → 167% more likely to recommend their workplace as a great place to work.

- **Single incidence of “Micro-Exclusion”**

- → immediate 25% decline in a person’s individual performance on a group project.

FIGURE 1

## Contribution and connection drive belonging more than comfort alone

Which of the following is the biggest driver of creating belonging in your organization?

- Workers who can bring their full, authentic selves to the workplace
- Workers who are treated fairly
- Workers who can identify with a defined team (e.g., function, department, geography, etc.)
- Workers have a sense of community and feel connected to others in the organization
- Workers who are valued for their individual contributions
- Workers who feel aligned with the organization's purpose, mission, and values

### Comfort



### Connection



### Contribution



Source: Deloitte Global Human Capital Trends survey, 2020.



## Trauma-informed approach to *D.E.I.B*

1. Focus on existing talent; *but continue diversity planning*
  - Lack of belonging → 57% of voluntary turnover (particularly for underrepresented groups)
2. Gain perspective & Articulate a continued interest in learning
  - Educate leaders and invest in meaningful diversity training (e.g., implicit-bias training); conduct surveys; set aside time and space to listen; avoid othering & respect boundaries
3. Invest in resources to address employee overwhelm and exhaustion/ analyze and expand mental-health benefits and other wellness/self-care offerings
  - Renewed focus on mentorship programs, affinity groups, ally initiatives, opportunities for health and wellness (e.g. mindfulness classes)

## Trauma-informed approach to *D.E.I.B*

4. Achieve a working understanding of micro-aggressions – what they are and how they manifest; actively combat.
  - Decreased morale; key contributor to “quit and stay” phenomenon.
5. Examine whether employees feel safe if they make a mistake.
  - Management training; tone and approach; consider sensitivity trainings; awareness of imposter syndrome.
6. Transparency re: DEIB efforts
  - “Perceived bias in hiring, assigning work, evaluating compensation and making promotions can instantly erase an employee’s belief that the company is genuinely committed to diversity.”

## Trauma-informed approach to *D.E.I.B*

7. Make room for people to care for themselves/organically interact with colleagues in informal settings.
  - Explicit permission and prioritizing assignments; organic relationships contribute to sustained feelings of belonging.
8. Challenge bias, racist, and xenophobic behaviors in the moment – especially in team settings.
  - Plan in advance; if nothing else – interrupt.
9. Consider relaxing certain policies to take into account unique child-care challenges, extended-family-care obligations
  - Bereavement, flexible time off, child-care leave, sick leave, telecommute
10. Conduct DEIB analysis for all talent decisions

## Reminders

- ❖ Stay encouraged
- ❖ Keep up the hard work
- ❖ Celebrate the wins
- ❖ Recalibrate when necessary
- ❖ Know when to bring in reinforcements





Diversity, Equity, Inclusion & Belonging  
is a journey, not a destination

Customize

Grow

Adapt

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