



BOSTON COLLEGE
CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL OF MANAGEMENT

Diversity, Equity, and Inclusion Advisory Board



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Letter From the Chair

The quote on the right speaks to the most basic practices of diversity in business: who is in the room vs. the deeper engagement and welcome implied by inclusion.

The Boston College Center for Corporate Citizenship Advisory Board on Diversity, Equity, and Inclusion (DEI) exists to elevate the efforts of diversity, equity, and inclusion practitioners, uniting practitioners from across fields, industries, and geographies. For many of us doing this work, we are the sole contributor or part of a very small team dedicated to DEI at our organization. The Advisory Board allows us to experience a much broader community that helps deepen the conversation and develop our own subject matter expertise. Learning from our peers in this context is the “dance,” a network of sharing that enables us to return to our organizations with more nuanced perspectives and deeper insights.

I have learned a great deal through the connections and conversations that have arisen out of our BCCCC community and through serving on the Advisory Board. Having the opportunity to guide and advise on the important work of this community of DEI professionals has helped me evolve my perspective as a practitioner. I would encourage anyone considering the next step in their career to explore serving on the Advisory Board to help shape the future of the profession and expand their professional perspective through meaningful connections and conversations with colleagues from across the country.

KELLI E. PALMER, PH.D. (she | her)
Chief Employee Experience Officer
WillowTree, a TELUS International Company



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“Diversity is being invited to the party; inclusion is being asked to dance.”

Verna Myers

Introduction

Population demographics are changing rapidly throughout the world. By 2030, immigration is projected to overtake natural increase (births over deaths) as the main driver for population growth in the United States.

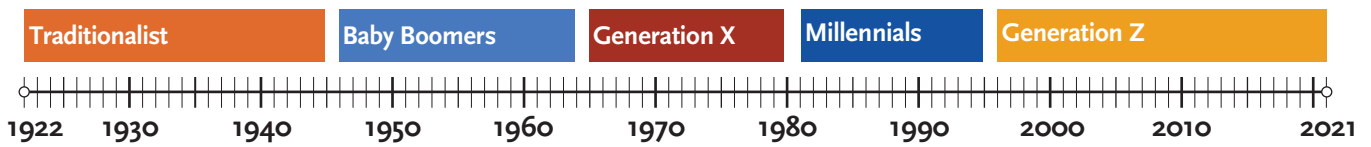
At that same time, 1 in 5 Americans will reach the traditional retirement age. In the next several decades, the non-Hispanic White population is projected to shrink while the population of people who are two or more races is projected to grow.¹ In Canada, half of the country's population will be comprised of immigrants and their Canadian-born children by 2041 if current trends are to continue.² By 2030, nearly three-quarters of the working-age population will be in either Africa or Asia.³ Currently, you can find five generations in the global workplace.⁴ Companies need to be thinking about more diverse customers, community partners, and employee bases.

This Advisory Bulletin, developed by the Boston College Center for Corporate Citizenship Advisory Board on Diversity, Equity, and Inclusion (DEI), outlines key trends and topics of concern to DEI and corporate citizenship professionals as of June 2023.

The Advisory Briefing of the BCCCC Advisory Board on Diversity, Equity, and Inclusion is chaired by Kelli E. Palmer, Ph.D., Chief Employee Experience Officer at WillowTree, a TELUS International Company. This board was launched in 2022 with

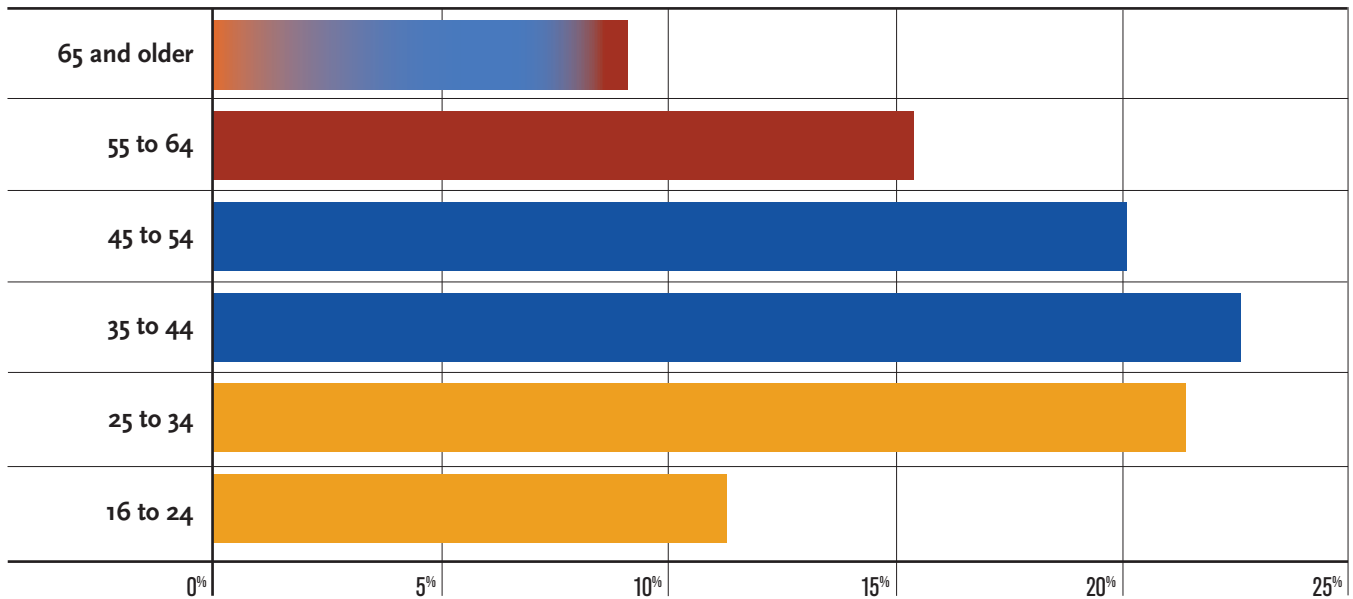
a cross-sector group of executives who have expertise and interest in DEI. The purpose of the board and of this briefing is to accelerate learning and share insights about how companies can most effectively manage the still-evolving DEI landscape. Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.

The five generations in today's workforce



Source: <https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx>

Ages of the labor force in 2031—projected



Source: https://www.bls.gov/emp/images/lf_aging.png

Meet the Contributors



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Engaging Employees and Communities Through Employee Resource Groups

Employee resource groups (ERGs): A primer

Sometimes known as business network groups, affinity groups, or diversity groups, these employee-led groups are sponsored by the company and organized to foster a diverse, inclusive workplace.¹ Employees join together based on common interests, backgrounds, job status, or demographic factors such as gender, culture, origin, ethnicity, and military or disability status.²

Given their ability to bring colleagues together to improve understanding and acceptance of the diverse backgrounds and experiences of employees, the benefits of ERGs to the company are plentiful.

Given their ability to bring colleagues together to improve understanding and acceptance of the diverse backgrounds and experiences of employees, the benefits of ERGs to the company are plentiful. Often, ERGs will:³

- Assist leaders in understanding what topics and issues matter most to members of their workforce—which can be used to design internal programs and external messaging
- Promote opportunities for personal and professional development, thereby increasing employee engagement and retention
- Drive inclusion by building a place for community and learning, as well as providing a safe space for discussions and idea sharing
- Create a workplace culture of open dialogue and allyship
- Provide an opportunity for employees to network, address common concerns, and receive support from those who share similar backgrounds, experiences, or interests⁴

Business case for ERGs

Establishing employee resource groups allows a company to integrate fundamental corporate citizenship practices related to human capital into its business strategy. ERGs provide an employee-centered means to carry out cross-departmental collaboration and also promote both inclusion and diversity. Those who participate in ERGs can also help inform companywide responses to current events that impact stakeholders such as employees, customers, and community members—and therefore impact business operations.

CONTRIBUTE TO EMPLOYEE ENGAGEMENT

Because ERGs are employee-focused, they can contribute to better engagement and retention. The benefits of integrating corporate citizenship into business strategy are most evident with outcomes related to employees. Seventy-eight percent of executive respondents reported success reducing employee turnover when corporate citizenship is part of business strategy (only 33% report success when it is not). This is statistically significant ($p < .001$), providing empirical support for the idea that corporate citizenship investments create business value as well as social value by creating a work climate and culture that reduce turnover.^{5,6}

PROMOTE INCLUSION AND DIVERSITY

In addition to being an effective means to promote and facilitate employee engagement, ERGs are a natural way to cultivate a sense of belonging and reinforce the company's commitment to DEI. Especially because they rely on cross-functional collaboration, ERGs demonstrate a company's commitment to diversity, while also fostering the connection, development, and advancement of under-represented groups.

HELP COMPANIES RESPOND TO CURRENT EVENTS

If your company has developed ERGs, these groups can help elevate issues that are disproportionately affecting certain populations, such as the increased prejudice facing Asian Americans during the COVID-19 pandemic, the higher COVID-19 mortality rates experienced by people of color, and economic and health threats facing the LGBTQ+ community. Senior leaders should work with these ERGs to gain greater insight into the concerns of their workforce and partner with workers to create opportunities to address particular needs of employees and local communities.

HELP MAXIMIZE PERFORMANCE AND INNOVATION

Creating cross-functional ERG units can facilitate information sharing that supports a more fertile climate for innovation by promoting the creation, acceptance, and implementation of ideas.⁷ In industries where workforce diversity is aligned with demographics, employees can help their companies connect with a diverse customer base. Diverse employees provide access to better consumer insights because they understand the cultural nuances firsthand, and a workforce that reflects key characteristics of shoppers can motivate loyalty.⁸

Setting up ERGs

For companies that have yet to establish ERGs, the Boston College Center for Corporate Citizenship has published a helpful companion guide located in the Resources section of this bulletin. In it you will find sample charters and guidelines for establishment of specific groups, for individual participation, and for overall governance through a companywide diversity council.

Here are some best practices that can help to ensure that the ERGs formed are poised to be longstanding and constructive components of company culture:⁹

ASSESS COMPANY NEEDS AND SET GOALS

Questions to consider may include:

- What groups are represented or under-represented in the organization? Consider the many types of diversity, including cultural, racial, religious, age, sex and gender, sexual orientation, and ability.¹⁰ You might also consider more broadly defined groups, such as new hires or veterans.
- Center your efforts where your company or industry struggles with recruiting and retention.
- Make room for allies—you may not be aware of family relationships that would lead people who do not personally identify with specific demographic or experiential attributes to want to support the efforts of a particular ERG.
- Set goals for each ERG: What are you hoping to accomplish? Goals should be specific, measurable, and aligned with organizational goals/values.

CREATE BUY-IN ON THE LEADERSHIP LEVEL

- While not mandatory, ideally each ERG will have an executive sponsor who also holds a leadership position in the company.
- Leadership buy-in helps push the mission forward and legitimizes groups.

START SMALL

- At the beginning, it's OK to establish a few groups and/or to have only a handful of employees in each ERG.
- It is beneficial to have allies in the group (e.g., when establishing a women's ERG, have some members of the group who do not identify as women).

ADVERTISE THE ERGs

- Consider highlighting groups in the employee onboarding process.
- Create regular channels in internal communication and/or share events or good results of efforts to raise awareness about the ERGs.

COMPANY EXAMPLES:**EFFECTIVE EMPLOYEE RESOURCE GROUPS**

Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.



Before we thought about ERGs at our company, we had to think about the overall naming of the DEI function. We chose to call it Inclusion & Diversity and we purposefully led with inclusion. The reason for this is because of the significant Asia-Pacific presence in our organization. In many countries in that area, the etymology of the word “diversity” is “to divide” and leading with “to divide” made the rest of what came after that unattainable. We reoriented to lead with “to include, to be together,” so that the rest of it could be helpful. We found that just that linguistic change changed how our function was received in that region.



About two years after establishing ERGs, some of our leads started to experience burnout. Some of the steps we took to support our employees included adding term limits and succession plans; creating guidebooks so employees understand what is expected of them; and adding professional development activities to the role so the leaders also realize a personal benefit.

BE CERTAIN THAT EMPLOYEE VOICES ARE HEARD

- Empower employees to take a leading role in the establishment of ERGs and to participate in establishing ERG values and vision.¹¹
 - Consider the ERGs to be a meaningful expression of employee engagement.

ENGAGING EXISTING ERGs

Companies with existing ERGs can look to improve engagement with or awareness of the work being undertaken by their ERGs. Here are some best practices to help deepen engagement with and within already-established ERGs:¹²

- Support ERGs with corporate policy
- Establish ERG program budgets.
- Allow employees to use work hours to spend time on group activities.
- Open communication channels to influence business decision/corporate citizenship policies.
- Use ERGs to identify high-potential employees and candidates for leadership training.

IDENTIFY DEDICATED LIAISONS

- Dedicated support for ERGs can help empower their members and networks. Liaisons may include executive sponsors, HR business partners, or full-time employees whose primary responsibility is to support ERG networks.
- Liaisons are also positioned to give ERGs direct channels to influence business decisions.

CREATE DEFINED CHARTERS

- Each ERG should have a clearly defined charter that leadership/members have agreed upon.
- Charters help to create a sense of community and ensure that the group is working toward meaningful change.

PROMOTE ERG PARTICIPATION ACROSS GEOGRAPHIES AND JOB FUNCTIONS

- Connect people across offices and organizational groups, different levels of seniority, etc.

COMPANY EXAMPLES:

EFFECTIVE EMPLOYEE RESOURCE GROUPS



In our company, we have a maturity model for ERGs that goes as follows: Interest Group → Affinity Group → Employee Resource Group. Any employee can start an interest group on any topic. We have had interest groups focused on barbecue or people that have pets. We have also had groups formed to connect with other employees who are autistic or have a family member who is autistic. If any of the groups are aligned with our diversity, equity, inclusion, and accessibility focus, our teams monitor and work with those groups. If the group reaches a certain percentage of membership relative to the demographics within the organization, we ask the active members

if they would like to move forward to be an affinity group. With an affinity group, we do start to establish some leadership. It's usually a committee at first. As the group continues, we give them a budget to host events or bring in a speaker. After a year, if the affinity group has continued to grow (or maintain) membership as well as provide education on their area of focus, we invite them to become an ERG. These groups have set budgets and require employees to step into leadership roles. They receive mentors and coaching as well as feedback on their performance throughout the year. This model has been very successful.

ALIGN ERGs WITH BUSINESS OBJECTIVES

- ERGs can help influence processes such as recruiting, career development, product launches, and marketing strategies.
 - This will help improve business and cultivate employees' sense of belonging.
- Align ERG community partnerships with corporate citizenship objectives.
 - Consider involving ERGs in corporate citizenship decision-making such as selecting nonprofit grantees and volunteer partners.

OPEN ERGs TO EVERYONE

- ERGs should provide a space for the communities that they support and create opportunities for allies to get involved.
- The more people are actively involved in ERG efforts, the more impact the groups can make both for employees and the business.

IN THEIR OWN WORDS: ADVISORY BOARD ON DIVERSITY, EQUITY, AND INCLUSION

How does supporting DEI efforts provide value to the company?



Building diverse, equitable, and inclusive environments and ensuring all employees feel valued, seen, heard, and included, as well as treated, paid, and promoted equitably, strengthens trust between your employees and the company in ways that can't be built with programs without these components. These efforts help retain and empower employees to be an engaged part of the work the company is doing and show the commitment the company has to them, their growth and development, and their future.”

ROB SALAS

Manager, Diversity, Equity, Inclusion, Accessibility
Paylocity



Along with the ethical argument for a company to support DEI efforts is the business one. Research has consistently shown a positive relationship between inclusion and financial performance, employee engagement, talent attraction, teamwork, innovation, and more. Moreover, supporting DEI efforts also provides an opportunity for a company to contribute to the national dialogue on pressing issues of equality and justice facing our society.”

MONA SAGHRI

Manager, Social Responsibility
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Recruiting, developing, and promoting employees with diverse identities, experiences, and perspectives helps create an environment that encourages idea flow and ensures all voices are heard, understood, and appreciated. With this, problem-solving, creativity, and innovation happen, which ultimately impacts the growth, sustainability, and long-term success of a company.”

CHRISTINE MCELHINNEY

Director, ESG, Inclusion and Diversity
AvalonBay Communities, Inc.

“

Well-executed DEI efforts are so much more than a program or department. They are grassroots, evolving commitments to creating a workplace where all people can offer their best. When DEI ‘lives’ across an entire organization, that organization is far better positioned to innovate to meet the needs of employees, consumers, and communities.”

KELLI PALMER

Chief Employee Experience Officer
WillowTree, a TELUS International
Company

“

As industry catalysts and bold advocates, we are committed to fostering an environment where all employees are valued and inspired through our DEI efforts. This creates a culture where employees are empowered to reach their full potential and better support our customers, partners, and the communities we serve.”

PAULA BOCA-BOMMARITO

AVP, Enterprise Brand and
Community Strategy
CopperPoint Insurance Companies





Equity In Corporate Giving and Employee Involvement

We all hold unconscious biases. Unconscious bias in philanthropy is, unfortunately, very real.

One recent study, for example, found that revenues of nonprofits with a Black leader at the helm are 24% smaller than that of their White-led counterparts, and among early-stage organizations, there is an average racial funding gap of \$20 million.¹ The researchers do not attribute this to overt discrimination but rather to the disparities in connections to social networks, interpersonal bias in the relationship-building required to create robust networks, and a lack of understanding about disparity and its causes among funders. Being aware of these disparities and the added barriers that organizations led by people of color face in receiving funding is a crucial first step.

ADVICE FOR THE FIELD



Many of the member companies of the Advisory Board have taken on the challenging work of reviewing and revising their charitable giving, employee involvement, and employee matching to build more equitable systems of support. Here is some of their advice:

- Streamline and simplify your grantmaking application process to draw in new organizations.
- Revise your grant applications to ask deeper questions about which under-resourced communities are being served.
- Involve the people whom you seek to serve.
 - Provide opportunities for community members or employees to suggest organizations to partner with.
- Create partnerships with ERGs to select charitable organizations for matching campaigns.
 - Allowing ERGs to drive programs with an identity group can be both effective and engaging for employees.
 - Many companies' ERGs align around protected classes primarily; however, they can branch out to encompass other identities.
- Provide multi-year funding.
- Conduct research into the most pressing social justice issues in your communities. Look for communities that have been historically excluded and focus your work there.
- Become more intentional and laser-focused on supporting nonprofits that serve under-resourced communities, especially BIPOC communities.
- Be flexible and responsive to community needs. Assess your grant management platform and grant application to ensure they are asking the appropriate number of questions.
- Spotlight appropriate community nonprofits around the celebrations of various cultural heritage months, i.e., Black History Month in February, Asian American Pacific Heritage Month in May, Hispanic Heritage Month in September/October, and Indigenous People's Month in November.
 - If you provide matching gifts, increase the match to these organizations to help build employee support.

COMPANY EXAMPLES:

EQUITY IN CORPORATE GIVING & EMPLOYEE INVOLVEMENT

Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.



Our DEI team and corporate citizenship team partner on several philanthropic efforts. We work together on an annual calendar to tie together company-sponsored activities and donations that focus on specific heritage months. We also ask ERGs for suggestions for charitable organizations for our annual match campaign in June and for Giving Tuesday. For example, this past year, we recognized World Braille Day. Our DEI team and ERG provided education awareness on how to be a resource for those that are blind or have low vision. Our community involvement team picked a charity for donations, and the company offered a match.



Our signature philanthropy is focused on early childhood education. There are lots of opportunities to think about equity in that space. Within that portfolio, we are measuring some of the obvious pieces, such as working with organizations that are BIPOC-led. We're thinking about the type of funding that we're giving, trying to remove restrictions wherever we can. And then we're also thinking about some of the longer-term outcomes when we are providing multi-year grants. We're asking our grantees to include their diversity goals in their application and then throughout the grant time to help us understand how they're changing.



Our corporate foundation cannot provide funding to non-501c3 organizations. We sometimes get requests from grassroots, BIPOC community-led organizations that have not made the leap to 501c3 status. We have focused on capacity building through our employee volunteer efforts. We can provide education and support on becoming a 501c3. Plus, we can provide introductions to other organizations to grow their network of support.

Diversity of Thought

What happens when great minds don't think alike?

In the corporate pursuit of talent, many companies are starting to increase the potential pool of talent by including individuals who are neurodiverse. This is a term used to describe people whose cognitive function is perceived to be different from typical thinking, learning, or behavior.

The neurodiverse spectrum includes individuals with autism, ADHD, dyspraxia, and dyslexia. An estimated 15% to 20% of the global population is considered to be neurodiverse.¹ There is great potential to expand corporations' concept of diverse employees. One company that did so found that teams that included neurodiverse employees were 30% more productive than teams that did not.² Research has also found that companies with above-average levels of diversity on their management teams reported higher levels of revenue linked to innovation.³ For example, research has shown that people with ADHD are more creative as compared to their peers. They also work well under pressure, tend to be very proactive, and are better at adjusting to change.⁴



ACCESSIBILITY AS AN IMPORTANT PIECE OF DEI

On June 25, 2021, President Biden signed the Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce to further advance equity within the federal government. This executive order allowed federal agencies like us to prioritize existing efforts in the diversity, equity and inclusion space, and added a new dimension: accessibility.¹ Right now, about 61 million Americans and 1 billion people worldwide live with a disability.² Accessibility is not limited to things like physical accommodation like ramps, elevators, and automatic doors. There is a growing need for digital accessibility as well. That includes things like touchscreen menus on elevators and digital vending or parking payment machines. Having these accommodations can help a company with both recruiting and retaining talented people with disabilities.

ADVICE FOR THE FIELD



Barriers to hiring neurodiverse employees

- The hiring process is set up for a neurotypical candidate, with in-person or even video interviews that are one on one and require skills that can be difficult for people who are neurodiverse.
- Managers often feel ill-equipped to handle employees with neurodiverse needs.
- Managers may not be aware of informal and formal accommodations that can be made for employees.

Suggestions for creating a workforce with more diversity of thought

- Review traditional methods of sourcing and hiring new employees with an eye to being more inclusive.
 - Community and government partners with expertise in these areas can be helpful.
 - Create more opportunities for virtual experiences and tours before moving to in-person.
 - Some companies have found that adjustments they've made in sourcing, skilling, and support have universal design and application to other under-represented, overlooked groups.
- Provide upfront investment in educating and preparing managers to handle neurodiverse needs.
 - Break down assumptions that new employees will assimilate into the situation.
 - ◊ Instead, support managers to create a work environment that is better for everyone.
 - Providing psychological safety can lead to innovation and increased effectiveness.
 - Provide training in communication.
 - ◊ Break tasks down into steps, avoiding euphemisms and implied messages.
 - ◊ Have direct conversations with new employees about workplace/social etiquette and do not assume they are defying rules.
 - ◊ Try to give advance notice if plans are changing.
- Create a buddy system between neurodiverse and neurotypical employees.
- Allow meeting leaders the ability to accommodate someone's need to have their camera turned off.
 - A candid headshot on Zoom can be a nice conversation starter.
- Knowing in advance where the organization can accommodate and where it cannot will be helpful for managers and employees.
 - More accurately describe employment opportunities. Putting more detail in job descriptions creates a better understanding from the outset about what our expectations are as an organization.
- If employees are working in person, there are ways to accommodate diverse work-styles:
 - Create quiet spaces to address the growing awareness of sensory needs.
 - Set aside vibrant spaces to allow for chatting.
 - ◊ Educate all individuals on the norms of each of the spaces.
 - ◊ Allow for free seating choice when in-person.
 - Place a signal at desks to alert the rest of the team to an individual's status.
 - ◊ Red: Don't bother me
 - ◊ Yellow: Open to flow disruption
 - ◊ Green: Popping around

COMPANY EXAMPLES:

DIVERSITY OF THOUGHT

Unless otherwise noted, all the information in this report was inspired by Advisory Board discussions run under the Chatham House Rule.



We are in the second year of celebrating National Disability Employment Awareness Month.

In the first year, we took on neurodiversity. We do a segment during each of our celebrations called Associate Voices, where we talk to an associate who represents whatever population we happen to be celebrating that month. We had an associate who had ADHD and was willing to tell her story. This was a high-ranking member of our associate group. We focused on the fact that having a learning disability does not have anything to do with intelligence level. We talked about tools that made the person successful in their job. We posted it, and it was our most viewed video of the entire year, and we had so many associates talking more about ADHD.



We partnered for the last two years with a local university to hire neurodiverse interns. Several

managers were apprehensive, but there was a lot of enthusiasm from the managers who did volunteer. We had some managers ask for some accommodations. Could we help take some things off of their plate so that they could have more time to focus attention on the needs of the intern? We found as an organization; we had to do some lifting and shifting to create a really enriching experience for both the manager and the intern.



MAKING EMPLOYEE VOLUNTEER PROGRAMS ACCESSIBLE AND INCLUSIVE

One way to increase engagement in employee volunteer programs is to make the programs accessible and welcoming to a wide range of employees.

- Offer and clearly describe multiple different opportunities within an event.
- Consider different people's comfort levels.
 - Some employees may not be comfortable interacting with people; they just want to help with loading or setup.
 - Some employees may have artistic abilities, and they just want to help with the signs.
- Some employees would like to contribute, but not in person.
 - ◊ One company did a book drive recently with one of its local communities for a literacy program. Its remote employees could just donate a book off an Amazon wish list.
- Take suggestions from employees.
 - Ask employees: What things are important to you? What do you want to be able to do? What would you like to see? What are you doing on your own time that we're not providing for you? And why are you doing that? Why are these organizations important to you?
 - Work to get responses from a broad range of employees.

IN THEIR OWN WORDS: ADVISORY BOARD ON DIVERSITY, EQUITY, AND INCLUSION

What are future trends for corporations related to DEI?

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In the wake of the global pandemic, more focus has been put on disability, accessibility, and mental health. While more attention has been shifted to these dimensions of diversity over the past few years, inclusion and equity for these (often unseen) identities have yet to be addressed by a lot of corporations. I hope to see this as a DEI trend in the near term, as it has a much greater impact than we may realize, and it's not currently shared or discussed as much as other areas of diversity.”

CHRISTINE MCELHINNEY

Director, ESG, Inclusion & Diversity
AvalonBay Communities, Inc.

“

Expanding equity work into other employee segments such as LGBTQIAP+, parents, and caregivers, and into accessibility focusing on the areas of mental health, neuroinclusion, and full inclusion of those with disabilities into company culture and how our businesses operate.”

ROB SALAS

Manager, Diversity, Equity, Inclusion,
Accessibility
Paylocity

“

DEI is an ever-evolving practice, and best practices must continue to advance to meet the reality of people's lived experiences. In a word, I might offer 'nuance.' Identities, experiences, and needs are complex and shifting. Companies that invest in creating a culture where healthy, candid, and nuanced conversations are the norm will be best equipped to thrive.”

KELLI PALMER

Chief Employee Experience Officer
WillowTree, a TELUS International Company

“

I would like to see a greater focus on religious diversity in the workplace. Our religious beliefs are so much a part of our cultures, our motivators, where we lead from, our lived experiences, our community, and so much more. For too long, we have left religion and faith out of the conversation in the D&I space, and in doing so, many within our workplaces 'cover.' Religious and faith-based diversity enriches our organizations and ultimately helps us to better understand our workforce and the clients and communities that we serve.

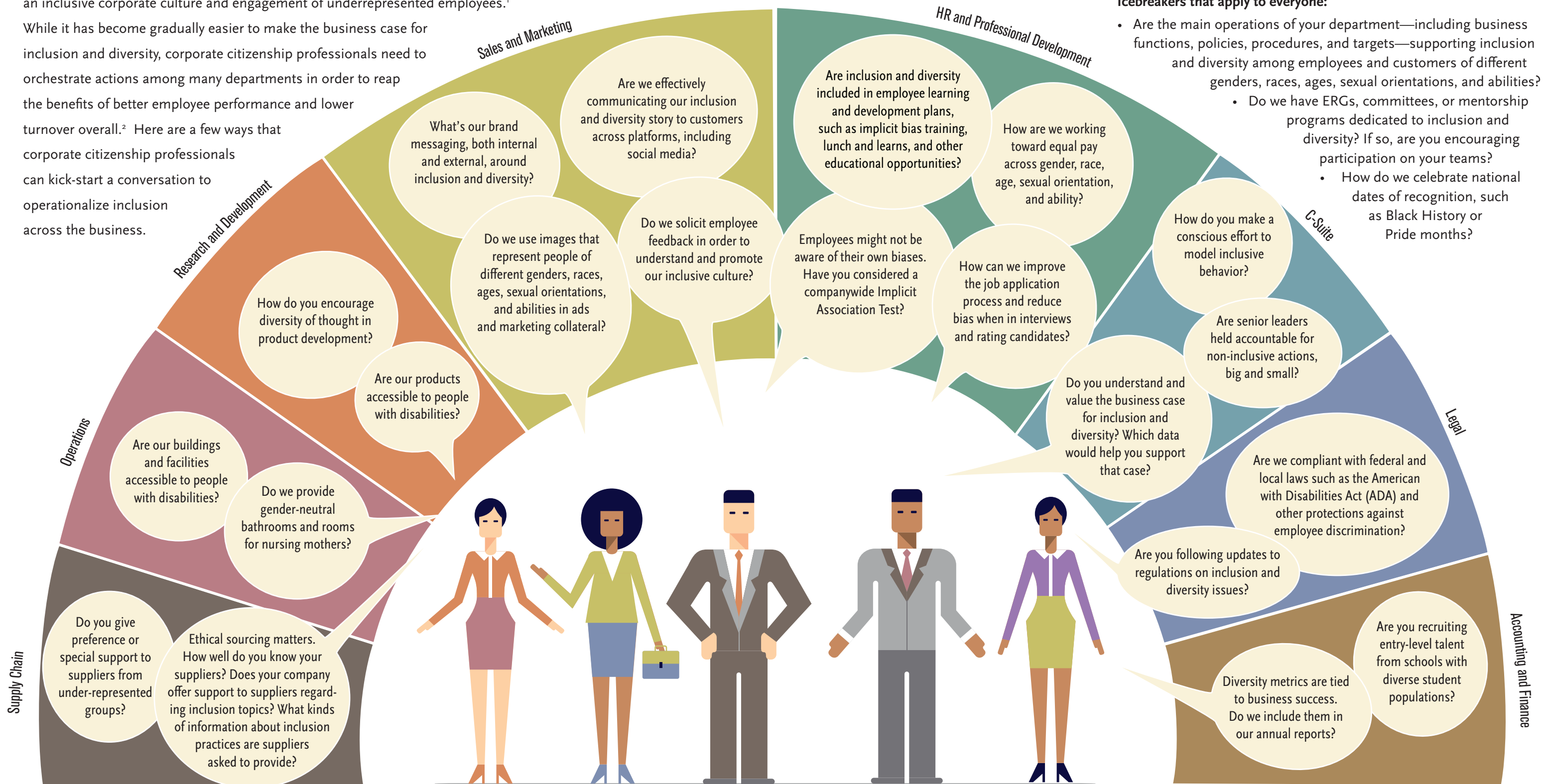
HEDIEH FAKHRIYAZDI

Chief Diversity Officer
White & Case LLP

Inclusion and diversity conversation starters across your business

Research shows that implementing inclusion and diversity policies and procedures contributes to both an inclusive corporate culture and engagement of underrepresented employees.¹

While it has become gradually easier to make the business case for inclusion and diversity, corporate citizenship professionals need to orchestrate actions among many departments in order to reap the benefits of better employee performance and lower turnover overall.² Here are a few ways that corporate citizenship professionals can kick-start a conversation to operationalize inclusion across the business.



Icebreakers that apply to everyone:

- Are the main operations of your department—including business functions, policies, procedures, and targets—supporting inclusion and diversity among employees and customers of different genders, races, ages, sexual orientations, and abilities?
 - Do we have ERGs, committees, or mentorship programs dedicated to inclusion and diversity? If so, are you encouraging participation on your teams?
 - How do we celebrate national dates of recognition, such as Black History or Pride months?

Resources

- **BCCCC ERG Guide**
<https://ccc.bc.edu/content/ccc/reports/report-diversity-inclusion-and-equity-study-2021.html>
- **BCCCC Member Meetup: Incorporating Inclusion and Diversity into Grantmaking - RECAP**
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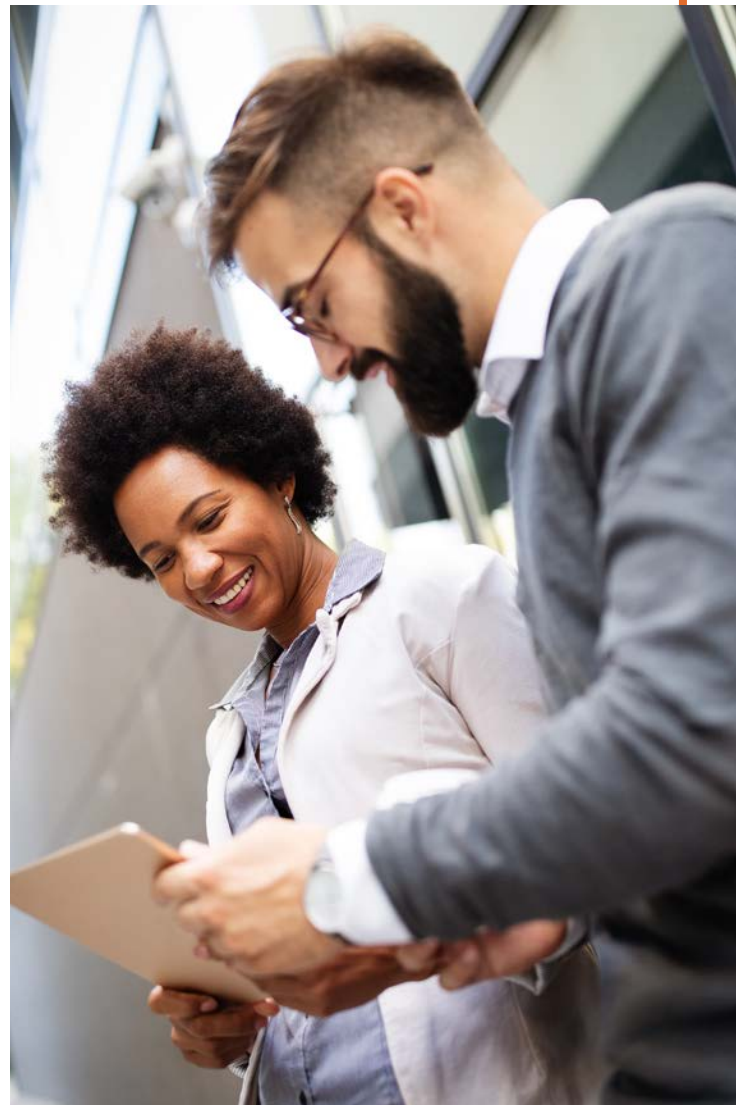
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