

A's
Now.
New.
Next

Talent & The Future of Work

Now. New. Next

Talent & The Future of Work

Our industry struggles with jargon and cliches around being human-centered. As an industry, we tell people to bring their authentic selves to work and claim we believe that everyone deserves to be their true selves. We recognize that while we can't control what is happening around us, we can control what's happening within us and how we proactively work and address deeply human problems to improve the world for the better. We must move beyond the jargon and cliches of the industry so that we can create an equitable, inclusive and more humanity-centered future.

We need to be a community of people who challenge the status quo and seek to build differently - to build for all. We are deeply committed to listening to people and building tools that improve their lives. But it's not enough, and we aspire to do more to address structural inequality wherever it exists. We want to build products that redistribute power. We want to reimagine processes where everyone belongs. We want to connect with individuals around the world in ways that go beyond the transactional. However, wanting isn't the same as doing and reading about inequity isn't the same as fighting it. The **Now. New. Next.** series will provide insight, context and provoke conversation and equip leaders with resources to address the increasing changing talent landscape and the future of work through topic focused editions.

Note: The content is an amalgamation of sourced, reproduced and original content. It does not replace individual agency activities, programs or initiatives.

A's

Now. New. Next

Talent & The Future of Work

1 The State of DEIB and Culture



TABLE OF CONTENTS


TEAR SHEET	05
DEFINITION OF TERMS	07
GETTING STARTED WITH DEIB	09
THE STATE OF DEIB	11
ONE YEAR ON	12
DEIB TOP OF THE AGENDA	14
WHAT DOES DIVERSITY LOOK LIKE AT WORK?	17
DIVERSITY MORE THAN JUST COLOR	19
INCLUSION MORE THAN A CHECKBOX	21
THE JOURNEY TO DIVERSITY BRAVERY	24
ACTIONS DRIVING CHANGE	25

A's

TEAR SHEET

A brief overview of the key take away points

- Understand the meaning of diversity, equity, inclusion and belonging, and be clear leadership understands what they mean and how initiatives impact each.
- Educate yourself on how general diversity terms are changing and what they mean as we move from multicultural to cross-cultural through polycultural organizations.
- Move beyond just pledges and commitments. Be sure you include strategies for both diversity and inclusion. Recruiting is one step in addressing the diversity gap but alone it will not solve your needs.
- Candidates and employees are seeking out organizations that align with their values; be sure your values reflect DEIB.
- Increasing workplace diversity must be coupled with inclusion efforts.
- Collect both disaggregated and aggregated data, be transparent and ensure you tie data to initiatives to tell the short, medium and long-term strategies.
- The culture of diversity should be defined through four standards: diversity recognition, participation, management and cultural participation.
- Begin the anti-racism journey; address BIPOC economic mobility and ensure you have a dedicated diversity fund allocated to your DEIB efforts.
- By embracing diversity, the following benefits will be seen: the elimination of litigation costs, enhanced productivity, the ability to shake free from old ways of thinking, creating synergy across the organization and growing future leaders.
- Step out of your own bubble and realize that differences will bring new ideas and innovation to your organization.
- Talk with people and learn from them. Educate others and consider implementing a learning management system with DEIB at the core.
- Know that it matters that all people from all cultures and walks of life are represented.
- Be diversity brave and demonstrate true, unyielding commitment to diversity and not just of the casting variety.
- Stop telling employees they should assimilate to existing company cultures.
- Organizational C-Suite teams must take responsibility.

A photograph of two men, one Black and one white, looking at a tablet together. The image is overlaid with a red gradient. The text is in white, bold, uppercase letters.

IF THIS PANDEMIC SHOWED US
ANYTHING, IT IS THAT IF YOU GIVE
CORPORATE AMERICA A MONTH
TO COMPLETELY TRANSFORM
HOW THEY DO WORK, THEY CAN
DO IT. SO WHY CAN'T WE DO IT
WITH DEIB, TOO?

DEFINITION OF TERMS

REMEMBER THAT DEI&B STAND ALONE AND TOGETHER: DEFINITIONS ARE IMPORTANT.

- **UNDER-REPRESENTED GROUPS/INDIVIDUALS** refers to groups/individuals that, currently and throughout history, have experienced various forms of inequality and discrimination. These groups/individuals tend to be under-represented in ads and media in general. Groups mentioned in the report under this classification include, but are not limited to, people of color, individuals part of the LGBTQ+ community, individuals living with disabilities, and others.
- **DIVERSITY** is defined as “psychological, physical, and social differences that occur among all individuals; including but not limited to race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental or physical ability, and learning styles. A diverse group, community, or organization is one in which a variety of social and cultural characteristics exist.”
- **EQUITY** is defined as “the guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.”
- **INCLUSION** is defined as “the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.”
- **BELONGING** is defined as the human emotional need to be an accepted member of a group. Whether it is family, friends, co-workers, a religion, or something else, people tend to have an 'inherent' desire to belong and be an important part of something greater than themselves.
- **ACCESSIBILITY** is giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings. It is broadening beyond public accommodations and job opportunities. It's not just about the physical environment: it's about access to and representation in content for all.

THE TERMS THAT SHAPE OUR PRESENT AND POTENTIAL FUTURE

MULTICULTURAL

Refers to a society that contains several cultural or ethnic groups. People live alongside one another, but each cultural group does not necessarily have engaging interactions with each other. For example, in a multicultural neighborhood people may frequent ethnic grocery stores and restaurants without really interacting with their neighbors from other countries.

CROSS-CULTURAL

Deals with the comparison of different cultures. In cross-cultural communication, differences are understood and acknowledged, and can bring about individual change, but not collective transformations. In cross-cultural societies, one culture is often considered “the norm” and all other cultures are compared or contrasted to the dominant culture.

INTERCULTURAL

Describes communities in which there is a deep understanding and respect for all cultures. Intercultural communication focuses on the mutual exchange of ideas and cultural norms and the development of deep relationships. In an intercultural society, no one is left unchanged because everyone learns from one another and grows together.

TRANSCULTURAL

Transculturalism is rooted in the quest to define shared interests and common values across cultural and national borders. At its best, it comes to the forefront in transnational efforts to address consequential global issues such as personal prejudice, group violence, environmental protection, and human rights.

POLY CULTURAL

Polyculturalism rejects the concept of race as a social construct with no scientific basis, however it recognizes the concept of ethnicity, considering ethno-nationalism a barrier which must be transcended in the pursuit of a dynamic community culture.

GETTING STARTED WITH DEIB

The following documents are living documents that are updated as the field of DEIB continues to evolve. The documents are made available by [Crescendo](#)

DOCUMENTS CAN BE FOUND VIA THESE HYPERLINKS:

INTRODUCTION TO D&I

[Does Your Company Have a Diversity and Inclusion Problem?](#)

[5 Key Focus Areas of Your D&I Strategy.](#)

[How to Build the Business Case for D&I at Your Company](#)

INCLUSIVITY GUIDELINES FOR YOUR TEAM

[Inclusivity Guidelines: Events](#)

[Inclusivity Guidelines: Copywriting](#)

[Inclusivity Guidelines: Hiring](#)

[Inclusivity Guidelines: Manager One on Ones](#)

[Inclusivity Guidelines: Product Development](#)

STRUCTURE, PROCESSES & POLICIES

[Inclusion Audit: Processes, Structures & Policies](#)

[Starting a D&I-Focused Employee Resource Group](#)

[3 Things Every Good D&I Executive Sponsor Must Do](#)

[How to Support Parents at Work](#)

[Respect in the Workplace - Sample Policy](#)

[Crescendo's Internal Diversity & Inclusion Policy](#)

PROMOTING AND DISCUSSING D&I AT WORK

[Creating Brave Conversations About D&I in the Workplace](#)

[Diversity and Inclusion Activities To Do With Your Team](#)

[Template Presentation: Launching Your D&I Program to The Company](#)

A man in a dark suit and white shirt, wearing glasses, is sitting at a desk. He is looking slightly to the right with a thoughtful expression. His hands are resting on a laptop. The background shows a computer monitor displaying a line graph. The entire image has a teal color cast.

LET'S STOP REPLICATING THE
WORKPLACE OF 100 YEARS AGO
AND START CREATING A
WORKPLACE THAT WORKS FOR
PEOPLE RIGHT NOW, AND THAT
STARTS WITH INTERROGATING
YOURSELF.

THE STATE OF DIVERSITY, EQUITY, INCLUSION & BELONGING

WHERE IS THIS INDUSTRY?

Last spring and summer, the U.S. experienced the largest social justice movement in 50 years. As an industry, there were some important questions to address about the state of race relations and diversity and inclusion within organizations. There needed to be a thorough examination of why diversity, equity and inclusion initiatives had not been as successful as hoped and needed to understand why so many disparities still existed.

Over the past year, many have invested in diverse talent, built resources to support initiatives and listened to employees. As an industry, many stepped up and transparently shared their workforce numbers publicly and a number signed pledges, made statements and committed to support numerous non-profit organizations in the pursuit of creating a more equitable and inclusive world.

As the industry association for agencies, we conducted the first Diversity Survey in several years and collated and aggregated the data to provide the industry with a set of clear benchmarks from which to begin measuring and tracking progress. We held a four-day Equity & Inclusion Congress, bringing together more than 300 industry professionals and together created an Equity & Inclusion Manifesto of key actions and objectives to meet the needs of both independent and holding company agencies as well as industry guidance. Designed by the industry for the industry, these objectives helped to lay the framework to assist organizations with their DEIB journey.

Fostering workplace equality and improving the representation of under-represented groups in the industry is vital. Organizations must double-down on efforts, set and publish benchmarks and measure diversity in all its manifestations, particularly how it intersects with gender. Initiatives to measure diversity at a global industry level must support company-led work to accelerate the pace of change. **Fostering a truly inclusive workplace culture where all individuals are respected and valued has not yet been achieved. Long-lasting change requires nurturing inclusive cultures that enhance employees' sense of belonging and ensuring that diverse individuals have a voice at the decision-making table.**

AS AN INDUSTRY, WE
ACKNOWLEDGED THAT WORK
HAD TO BE DONE AND THAT
LEADERS NEEDED TO DRIVE
CHANGE. THE PAST TWELVE
MONTHS HAS FOR MANY,
BEEN A JOURNEY OF
DISCOVERY.


ONE YEAR ON

PLEDGES AND COMMITMENTS MUST BE TRANSFORMED INTO ACTION, WITH CLEAR ACCOUNTABILITY METRICS.

While many organizations have expressed statements of support and solidarity with the Black Lives Matter movement as well as other social justice movements, the hard work still needs to be done in-house if we are to make real change. Coupled with pledges of support, employees are calling on organizations to commit to tangible actions for change to support under-represented communities as well as implement efforts for diversity and inclusion within companies themselves.

- 1. MEASUREMENT** including the collection of disaggregated data (see page 9) is needed to identify gaps in the representation of under-represented groups along the corporate and creative supply chain and in leadership positions.
- 2. STRATEGIES FOR DIVERSITY AND INCLUSION WITHIN RECRUITMENT, RETENTION, AND PROMOTION** must be adopted and companies must set ambitious diversity goals and targets with mechanisms for monitoring and publicizing the information to ensure accountability.
- 3. PAY PARITY INITIATIVES** should be established and organizations should at a minimum be implementing a pay program that rewards everyone equally moving forward.
- 4. CANDIDATES AND EMPLOYEES ARE SEEKING OUT ORGANIZATIONS THAT ALIGN WITH THEIR VALUES** as they are factoring these considerations into their decision making. According to a global Salesforce study, 71% of respondents indicated that they pay more attention to a company's values in 2020 than in 2019, and 75% stated that a brand's ethics increasingly factor into their decisions.
- 5. CLEAR POLICIES OUTLINING THE ORGANIZATIONS COMMITMENT TO DIVERSITY AND INCLUSION** as well as eliminating bias, are key for setting the workplace tone and expectations for all employees. Organizations should develop strategies for the recruitment, retention, and promotion of under-represented individuals, and set ambitious diversity goals and targets with mechanisms for monitoring and publicizing the information to ensure accountability.
- 6. PROVIDING CAREER PROGRESSION OPPORTUNITIES AND MENTORSHIP, NETWORKING, AND SPONSORSHIP** are critical for supporting under-represented individuals progress along the corporate ladder. Organizations can further engage externally with students and creatives from under-represented groups in their communities to provide internship and even apprenticeship opportunities.

- 7. INCREASING WORKPLACE DIVERSITY MUST BE COUPLED WITH INCLUSION EFFORTS** as senior leaders and middle managers must be cognizant of equal opportunities and treatment among all staff and ensure equal pay for equal work. **The establishment of Employee Resource Groups (ERGs) and line manager training is recommended** to develop an inclusive culture across a diverse workforce.
- 8. EFFORTS FOR REPRESENTATION AND PROGRESSIVE PORTRAYALS** must continue and extend beyond the analysis of race/ethnicity alone – recognizing that all stereotypes vary enormously when intersecting with race and ethnicity. Every element of the creative process should be examined through the lens of diversity and inclusion—from the composition of the creative team and suppliers, to the language within casting briefs to the execution of the ad itself. **Organizations must ensure casting and creative teams are diverse.** Companies can foster partnerships with diversity organizations to seek guidance and feedback on the depictions of under-represented individuals and eliminate harmful language from the casting process.
- 9. COLLECTING DISAGGREGATED DATA** is useful to better understand where gaps in representation exist, and benchmarking and continuous tracking is critical to hold all parties involved in the creative development accountable.



WHILE EMPLOYEES ARE DEMANDING BRAND
SOLIDARITY WITH SOCIAL JUSTICE
MOVEMENTS, THEY ARE LESS TRUSTING OF
THE WORK BEING DONE TO CHANGE THEIR
OWN ORGANIZATION'S BRAND.
ORGANIZATIONS NEED TO LISTEN AND BE
AUTHENTIC.

DEIB REMAINS TOP OF THE AGENDA FOR AGENCIES IN 2021

THE CULTURE OF DIVERSITY SHOULD BE DEFINED THROUGH FOUR STANDARDS

Diversity without policy intervention can be a source of conflicts and can increase the socio-economic disadvantages of diverse people. The notion of conflict related to diversity has to be understood in a broad sense encompassing racism, socio-economic factors and social exclusion. The question we should ask: **“Is diversity incorporated as a common value to be respected or still treated as something that falls outside unity?”**

THE CULTURE OF DIVERSITY SHOULD BE DEFINED THROUGH THREE STANDARDS + A CULTURAL INCLUSION PIECE:

1. DIVERSITY RECOGNITION
2. DIVERSITY PARTICIPATION
3. DIVERSITY MANAGEMENT
4. CULTURAL PARTICIPATION

1. DIVERSITY RECOGNITION

- It means understanding that **every individual is unique and recognizing individual differences**. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.
- When establishing new groups or teams, smart managers strive for diversity by balancing the individuals they select based upon factors, such as **age, race and gender, and should consider including differing backgrounds, educational experiences and political ideologies**.
- Additionally, when working with diverse groups and teams, smart managers seek open discussion, encourage feedback among group and team members, actively listen, and practice flexible decision making. After all, **having diverse groups and teams in the workplace provides little value if their new ways of thinking are ignored**.

2. DIVERSITY PARTICIPATION

- In keeping with the edict **“nothing about us without us”**, this principle is about inviting a diverse group of people with a broad range of needs, preferences, interests and skills into the design and process of building workplace inclusion and belonging.

3. DIVERSITY MANAGEMENT

- Diversity Management is the deliberate effort made by the leaders of an organization to hire diverse talent and support an inclusive workplace that values and protects each of its employees equally by providing resources to learn from, connect with and respect individual differences.
- Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.

4. CULTURAL PARTICIPATION

- Cultural participation refers to the ways in which **ethnically-marked differences in cultural tastes, values and behaviors** inform not just artistic and media preferences but are embedded in the daily rhythms of different ways of life, and of the ways in which these connect with other relevant social characteristics.



NOW, WE REALLY HAVE A UNIQUE
OPPORTUNITY TO MAKE THE
WORKPLACE BETTER THAN WE
FOUND IT. AND THERE ARE NO RULES
- WE GET TO ESTABLISH THE NEW
RULES.

DIVERSITY & INCLUSION
INEQUITY IS A PROBLEM
OF BAD POLICY AND
PROCESSES, NOT BAD
PEOPLE.



NOW. NEW. NEXT - TALENT & THE FUTURE OF WORK

A's

WHAT DOES DIVERSITY LOOK LIKE AT WORK?

WHAT IS IT LIKE TO BE VIEWED AS AN ORGANIZATION THAT MAKES A WORKPLACE DIVERSE?

As we marked the one-year anniversary of George Floyd—and as some parts of the world just celebrated LGBTQ+ Pride—we need to understand the complex reality of convergent identities, and how allies everywhere can support their communities on the path forward. Several organizations are rallying around actions to help their organization become more aware, fight racism and build more diverse and inclusive workplaces.

HERE ARE A FEW OF THE MANY ACTIONS THAT COULD HELP YOUR AGENCY ON ITS JOURNEY TO BELONGING.

ANTI-RACISM LEARNING JOURNEY: Engage your staff in an anti-racism and inclusion learning process and expand on unconscious bias training. Begin with a foundational understanding of topics such as equity, bias, identity and privilege, and allyship. Reinforce this understanding by including equity and inclusion as important aspects of professional responsibilities in agencywide required learning. Integrate equity and inclusion topics into internal leadership development programs and create a version of the content to share with interested clients.

AGENCYWIDE DAY OF SERVICE DEDICATED TO UNDERSTANDING RACIAL INJUSTICE: Choose one or several nonprofits to get involved or through direct volunteering and problem-solving workshops, teach communities about the industry. Pick a theme for the day and get everyone involved.

ADDRESS BLACK ECONOMIC MOBILITY: Use the [McKinsey Institute for Black Economic Mobility](#) (December 2020), a research institute and think tank dedicated to advancing racial equity and inclusive growth in the United States and globally. Translate research and insights into tools and capabilities that can support clients and impact communities.

SUPPLIER DIVERSITY: Strengthen your existing supplier diversity program:

- Develop category-specific strategies to increase reach and strengthen collaboration with diverse suppliers
- Revamp internal procurement processes around the identification of new suppliers, training, and the proposal (RFP) process
- Communicate to your largest suppliers – including non-diverse suppliers – the value you place on diversity, encouraging a ripple effect throughout the supply chain

DIVERSITY FUND: Do not make diversity, equity, inclusion and belonging an after-thought or annexed to another budget. Allocate funds and hold them in a separate functional area. Use the funds to launch new programs, train BIPOC and underrepresented learners in small-medium sized BIPOC-owned businesses. Select non-profits to invest with to help with your recruiting, retention, development and education initiatives.

PRO BONO EFFORTS: Make a commitment to do pro bono work to advance racial equity, economic empowerment as well as support small and mid-sized BIPOC-owned clients and non-profits. Use the opportunity to learn, educate and grow your business.

CHARITABLE GIVING: Publicly announce your charitable contribution to one or more non-profits working to create educational opportunities and combat racism. Ask your employees for thoughts on who should be the recipients. Organize town halls and ask your ERGs to select the portfolio of recipients based on the scale of their impact to your organization and the community.

Remember, everyone deserves to feel empowered across all aspects of who they are. It shouldn't be left to any individual community to defend itself. It's in our collective interest to show up for each other with concrete action and to come together in solidarity. There is power in giving an underrepresented community the opportunity to drive change. But to make that change, we need to move forward with collective ownership and responsibility to achieve real parity.



MAKE A DEEP AND
LONGSTANDING COMMITMENT
TO ADVANCING DIVERSITY,
EQUITY, INCLUSION AND
BELONGING IN YOUR
BUSINESS, YOUR COMMUNITY
AND TO SOCIETY.

DIVERSITY: MORE THAN JUST COLOR

DIVERSITY IS REAL AND IT'S HERE TO STAY.

HR Professionals and organizations are dealing with constant diversity challenges. These challenges are no longer just about race, nationality, or the color of someone's skin— it's about generational differences, which include tattoos, earrings, religious beliefs and practices, sexual preferences, genders, and multiple languages being spoken in the workplace.


Today's workforce has four generations in the workplace and each generation brings something different to the table. Every generation brings experience, skills and attributes that need to be embraced and shared. There are also diverse attributes that we can't physically see when looking at someone. These attributes are family status, some disabilities, family traditions, education and sexual preference, to name a few. Diversity is real and it's here to stay. While there are challenges, diversity can bring more value to your organization than challenges.

ORGANIZATIONS THAT EMBRACE DIVERSITY SEE THE FOLLOWING BENEFITS:

- Enhance productivity
- Shake loose from old ways of thinking
- Create synergy through diversity
- Grow future leaders
- Eliminate litigation costs

HOW DO YOU HARNESS THIS NEW DEFINITION OF DIVERSITY TO ADD VALUE TO YOUR ORGANIZATION?

- **STEP ONE:** Step out of your own bubble and realize that differences will bring new ideas and innovation to your organization.
- **STEP TWO:** Talk with people. People all over the world love to talk about their culture, traditions and their country. It's very eye opening, but it's also a very quick way to build rapport.
- **STEP THREE:** Educate others. Consider implementing a learning management system that will allow your leaders and staff to take eLearning courses on-site to ensure they understand the importance of diversity in the workplace.
- **STEP FOUR:** Own it. Everyone in the organization from the top down is responsible for embracing diversity in the organization. Leaders need to set the example and show that diversity is an important part of the organization.



IT IS ONLY WHEN WE
ACKNOWLEDGE DIVERSITY AND
INCLUSION TO BE MORE THAN
JUST SKIN COLOR THAT WE CAN
IDENTIFY THE GLARING NEED TO
CREATE A SAFE PLACE FOR ALL
FRIENDS AND COLLEAGUES TO BE
HEARD, ACCEPTED AND
RECOGNIZED.

INCLUSION: MORE THAN A CHECKBOX

INCLUSION MEANS MORE THAN JUST UNDERSTANDING DIFFERENCE.

Imagine the treasures the corporate community would find if they started to truly embrace differences instead of forcing people to adjust to a culture designed to be inclusive of one group of people, where they embraced difference and expanded what culture means.

Business leaders need to understand that when hiring a Black man, you are hiring the ideal of tenacity and resilience built into the very fabric of human DNA. You are hiring a force to be reckoned with and a person who has been forced, without leniency, to cultivate the inherent ability to stand unshakably strong often in the face of extreme duress, constant rejection and mortal fear spanning multiple generations.

Business leaders need to understand that when hiring an Indian woman, you are hiring a brilliant person of courage and initiative that challenges the deep-seated beliefs of an orthodox society to bring about the dawn of a new era, an era where innovation means respectfully combining the old ways and new thoughts to create a better future.

Business leaders need to understand that when hiring a Jewish woman, you are hiring the epitome of resourcefulness and optimism with an unwavering drive to succeed shaped by centuries of uncertainty and oppression.

Business leaders need to understand that when hiring an Afghani man, you are hiring a heart of gold that cherishes relationships as if they were the only prevailing currency in the global framework of modern economy.

Business leaders need to understand that when hiring a Gay man, you are hiring a prime example of an advocate for others with an attribute categorically formed by decades of cultural challenges exhibited without fail in a history of struggle.

Business leaders need to understand that when hiring a Hispanic woman, you are hiring a fiery passion that can ignite the pathway to unprecedented determination crucial to achieving success.

It is time for business leaders to acknowledge their responsibility to fully understand, clearly communicate and truly appreciate the real value of the diverse gems in their companies.

IT IS ONLY WHEN YOU ACKNOWLEDGE DIVERSITY AND INCLUSION TO BE MORE THAN A CHECKBOX IN THE HIRING PROCESS THAT YOU CAN OPEN YOUR EYES TO THEIR POWER TO REVOLUTIONIZE YOUR BUSINESSES AND TRANSFORM SOCIETY.


IT IS ONLY WHEN WE ACKNOWLEDGE DIVERSITY AND INCLUSION TO BE MORE THAN JUST A CHECKBOX TO PAIR PEOPLE OF THE SAME COLOR AS MENTOR AND MENTEE WITHOUT ANY REGARD OF THEIR PROFESSIONAL NEEDS THAT WE CAN START TO TRULY UNLEASH THE UNBELIEVABLE POTENTIAL THAT HAS BEEN UNQUESTIONINGLY BOTTLED UP IN SO MANY COMPANIES.

It is only when we see that all of us together, without exclusion, are the essential building blocks of a divinely created mosaic that we will begin to grasp the life and richness it grants to the voice of businesses and communities.

Diversity means that you might have cisgender White men on your team along with a rainbow of races and ethnicities as well as a spectrum of genders and sexual orientations, a range of abilities, ages and individuals with varying life experiences. Diversity is a mosaic, not a monolith.

It's critical that all people from all cultures and walks of life are represented — that all are heard, have a fair chance to succeed and everyone is treated fairly and equally in all that they do and hope to achieve.

Racial, ethnic and gender diversity — diversity you can see — is paramount in a society that systematically excludes and harms Black, Indigenous and other people of color from fair and equal opportunity, treatment and advancement. It's also essential for women, LGBTQIA+, persons with disabilities and across genders.



ONLY WHEN WE ACKNOWLEDGE THAT WE HAVE BEEN TRYING TO FINISH THE PUZZLE WITHOUT THE CRITICAL PIECES, WILL WE BE PART OF THE SOLUTION TO A PROBLEM THAT HAS PLAGUED OUR SOCIETY FOR COUNTLESS DECADES.



ALL FORMS OF DIVERSITY ARE
NOT IMMEDIATELY VISIBLE TO
THE NAKED EYE. THIS IS A
TRAP EVEN THE MOST WELL-
MEANING CAN FALL INTO.

THE JOURNEY TO DIVERSITY BRAVERY

MAKING YOUR CULTURE RESONATE WITH ALL YOUR EMPLOYEES

- **BEGINNING STEPS:** Forge meaningful connections with diverse communities, especially those underserved. Make a commitment to social issues.
- **INTERMEDIATE STEPS:** Diversity from within (Leadership/HR). Invest in diversity to drive processes and policies. Embed diversity in all new product innovations internally and to meet client needs.
- **ADVANCED STEPS:** Your culture and brand drives diversity led conversations and takes a stand on polarizing diversity issues.

Millennials are the most racially diverse generation in American history, a trend driven by the large wave of Hispanic and Asian immigrants who have been coming to the U.S. for the past half century, and whose U.S.-born children are now aging into adulthood. ([Millennials in Adulthood](#))

To win over important growth communities, culture can no longer just be subtext, it must drive total market models. As Esther Franklin, President of Global Strategy and Cultural Fluency at Spark Foundry said, *"Ask yourself: are you culturalizing for future growth and success with the rapidly expanding and shifting multihued audiences critical to growth? Fail to do so at your own risk. This is true for your employee and candidate populations."* Start thinking in terms of customer attraction and retention. America is becoming brown and browner.

ORGANIZATIONS CAN NO LONGER AFFORD TO BE "DIVERSITY BLIND", THEY HAVE TO BE "DIVERSITY BRAVE"

You must be willing as teachers, parents, entrepreneurs, executives and employees to have proactive conversations about race, sexual orientation and gender with honesty, understanding and courage, not because it's the right thing to do, but because it's the smart thing to do. Because businesses and work will be better with greater diversity.

The path to becoming a truly diversity brave organization is not simple, quick or even easy. To be credible in this space, you need to demonstrate true, unyielding commitment to diversity and not just of the casting variety. You must be prepared for potential backlash and even controversy that often comes with taking the courageous approach. But the upside is worth the risk.

ACTIONS DRIVING CHANGE

STOP TELLING EMPLOYEES THEY SHOULD ASSIMILATE TO EXISTING COMPANY CULTURES

Agencies should stop telling employees that they should assimilate to existing company culture in order to succeed. Diversity numbers have stayed the same because the workplace is still set up to benefit the status quo. Unless leaders are willing to dismantle those structures and put into place systems that are equal and fair, they are going to stay the same way that they have always been."

HIRING AND RECRUITING PIPELINES ONLY SOLVE PART OF THE PROBLEM

There is still an inherent problem within organizations that many companies only recruit from the same pool of universities. People keep on saying the pipeline is broken, but it's not broken. They are just looking in one place. Some organizations turn to their employees of color to recommend friends or people they think would be good job candidates. But that's not the solution either. We can't continue to put the burden on employees of color, because success is not a solo sport.

It's about being intentional and forming new pipelines. If you haven't been recruiting at HBCUs — [Historically Black Colleges and Universities] — maybe during your next recruiting cycle you explore opportunities.

REVIEW PROMOTION AND PAY PROCESS TO ELIMINATE BIAS

Part of taking a hard look at pay involves asking some basic questions. When you look at your compensation, are you fairly compensating people – and not just their base compensation, but their bonus as well. Are they being compensated adequately and equally across gender and identity and ethnic groups?

MANAGERS CAN ALSO TAKE A CLOSE LOOK AT JOB DESCRIPTIONS.

Are job descriptions, including the internal job descriptions, free from biased language? Are the required qualifications so specific that they are excluding people from marginalized identities? What does internal advancement look like for your [existing] BIPOC [Black, Indigenous, and People Of Color] employees?

ORGANIZATION STATEMENTS EXPRESSING SOLIDARITY WITH SOCIAL JUSTICE MOVEMENTS

Statements should be coupled with actionable initiatives for change including investing in opportunities for under-represented individuals and increasing diversity and inclusion within ads and within companies themselves.

ORGANIZATION C-SUITE TEAMS MUST TAKE RESPONSIBILITY

Ensure that harmful branding is removed in a timely manner, and that this action is documented within a company's reporting structure.

GLOSSARY & RESOURCES

Forbes

[Racial Inclusion, What your Black employees really need you to know](#)

[Why do D&I Initiatives fail?](#)

[If you're expecting D&I leaders to fix workplace racism, think again](#)

Polycultural

[What is Polycultural](#)

Insight Partners

[Making a commitment to DEI](#)

Vantage Circle

[15 Activities of DEI in the Workplace](#)

Bonusly

[10 D&I Statistics that will change your business](#)

Built in

[The benefits of improving cultural competence in the workplace](#)

PWC

[Global diversity and inclusion survey](#)

ADP

[Diversity & Inclusion Trends in the workplace 2021](#)

The Social investment Consultancy

[Diversity Forum Toolkit](#)

Gartner

[Diversity, Equity & Inclusion](#)

HR Leader

[Today, DEI is about more than DEI](#)



A T S

4's