

大成 DENTONS

Inclusion, Diversity & Equity for public interest organizations

Grow | Protect | Operate | Finance

Agenda

1. Intros & getting our bearings
2. ID&E in your organization and with people
3. Practical tips

Your guide for this journey



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Dentons

1. Terminology

Diversity

- All of the unique characteristics that makes us who we are, inclusive of gender, gender identity, sexual orientation, race, ethnicity, disability status, age, religious beliefs, spirituality, and other characteristics and lived experiences.
- In the employment context – ensuring the attraction, recruitment, retention, promotion/advancement of candidates and colleagues is inclusive of all people.

Inclusion

- Fostering a feeling of belonging and cultivating respectful, supportive environments.
- In the employment context – ensuring all people are able to feel supported, respected and like they belong in the workplace.

1. Terminology

Equity

- Instead of treating everyone the exact same way, taking extra steps to give women and people from other historically underrepresented or marginalized groups the ability to succeed.
- In the employment context – often manifests itself in practical steps, e.g. **setting “targets”** or “aspirations;” having **formal sponsorship programs** for women and people from other historically underrepresented or marginalized groups; etc.

1. Terminology

E S G

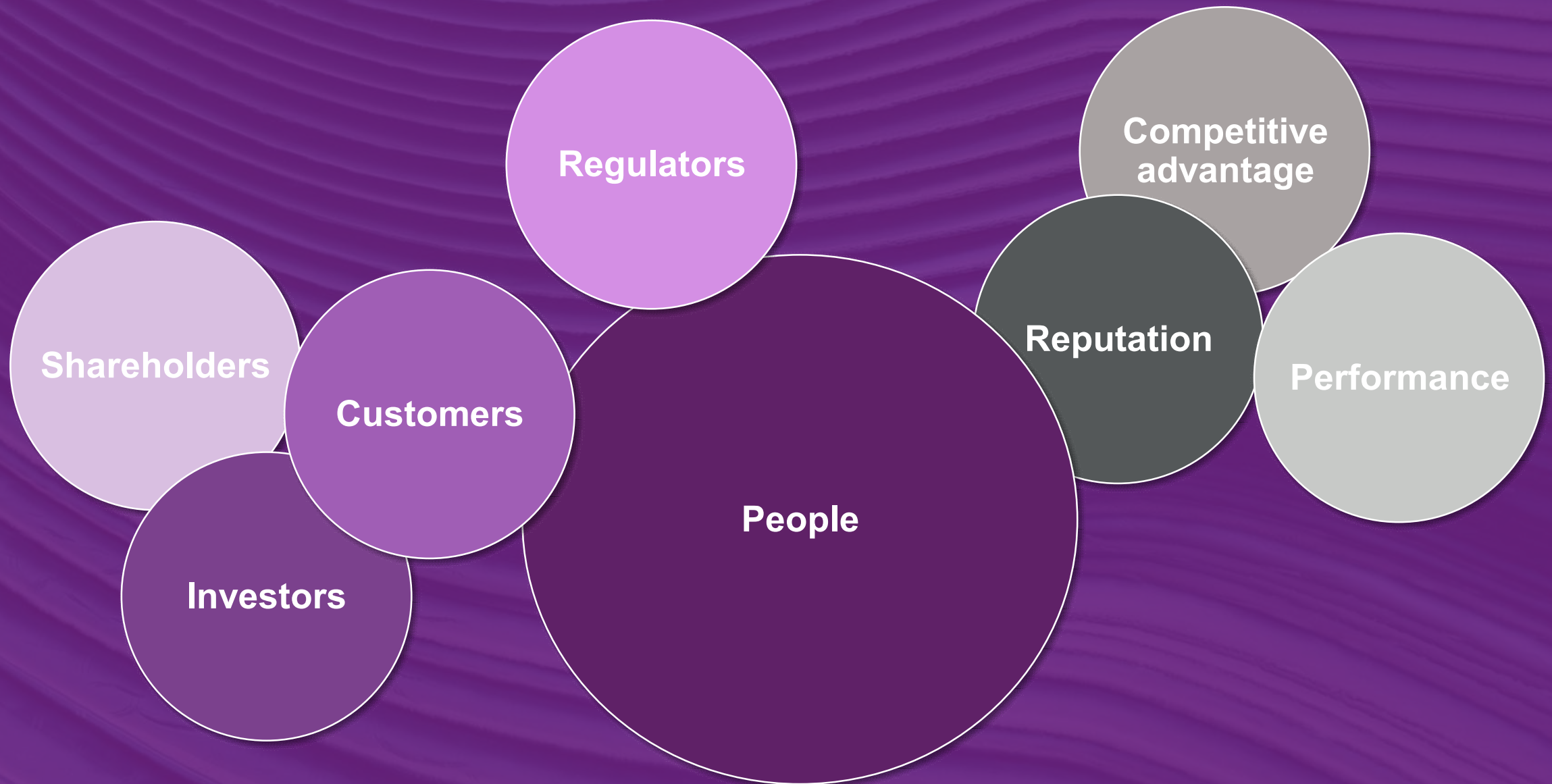
The image shows the acronym 'ESG' in large, bold, white capital letters. The letter 'S' is enclosed within a red circular outline. Below the 'S', a vertical red line extends downwards to the word 'Social'. Below the 'E', the word 'Environmental' is written, and below the 'G', the word 'Governance' is written.

Environmental

Governance

Social

2. ID&E in your org



2. ID&E in your org

Diverse companies are **more likely** to financially outperform their peers

Difference in likelihood of outperformance of 1st vs 4th quartile¹

 Gender



15% 21% 25%

2014 2017 2019

 Ethnicity



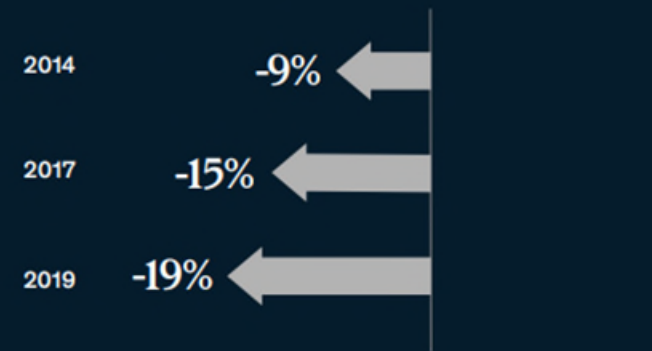
35% 33% 36%

2014 2017 2019

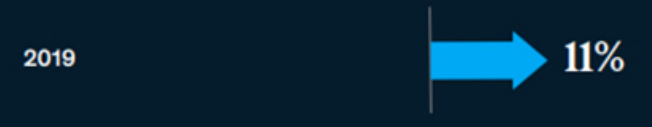
- 1,039 companies in 15 countries:
- Australia, Brazil, France, Germany, Norway, Denmark, India, Japan, Mexico, Nigeria, Singapore, South Africa, Sweden, the United Kingdom, and the United States

Difference in likelihood of financial outperformance²

Penalty for bottom quartile



Advantage for top quartile



2. ID&E in your org

1. Championed from the top
2. Embedded in business strategy
3. Executive leader with authority and accountability for ID&E
4. Taking a systemic approach
5. Executive leaders held accountable for driving outcomes
6. Awareness and skills development training (e.g. Allyship Training)
7. Focus on behavioural change

"5 Strategies to Infuse D&I into Your Organization", Gena Cox and David Lancefield, May 19, 2021, <https://hbr.org/2021/05/5-strategies-to-infuse-di-into-your-organization>

Bach, M. (2020). *Birds of all feathers : doing diversity and inclusion right*. Page Two Books.

Bohnet, I. (2018). *WHAT WORKS : gender equality by design*. Harvard University Press.

2. ID&E in your org

Think about...

Recruitment

Retention

Advancement

- What are your policies/processes? For your people?
- What about your procurement/supply chain?
- What are your priorities in this space?
- How can you effectively drive the agenda with the resources you have?
- How can you build consensus among the org more broadly?

2. ID&E with people

Airtime



Listen more,
talk less

Make I&D a
regular
agenda item

Give
everyone
speaking
time

Diversify
teams

Amplification



Practice
empathy-
think what it
feels like to
be someone
else

Be
humble.
Mistakes
are okay!

Ask for
feedback

Repeat +
summarize
what others
have said –
give credit

Advocacy



Make an
effort to
reduce status
differences

Be a
mentor and
sponsor

Actively ask
for different
viewpoints

Put others in
the spotlight

3. Leading practices

Addressing several people

Instead of this

- “Ladies and gentlemen.”

Try this ✓

- “Colleagues” / “Friends” / “All.”

3.

Leading practices

Addressing someone whose relationship status is unknown to you.

Instead of this

- “Did you and your wife/husband go out for dinner?”

Try this ✓

- “Did you and your partner/spouse/significant other go out for dinner?”

3. Leading practices

Unsure how to pronounce someone's name.

Instead of this

- Pronounce it how you think it ought to be pronounced / say nothing.

Try this ✓

- “Can you help me learn how to pronounce your name? I would like to make sure I get it right.” / “Could you remind me how to pronounce your name, please?”

3.

Leading practices

Unsure of someone's pronouns.

Instead of this

- Call them he/him if they look like what you perceive to be masculine

Try this ✓

- “Which pronouns do you prefer to use?”

3.

Leading practices

Witnessing discrimination.

Instead of this

- Say nothing and do nothing

Try this ✓

- “Ouch” / “Why did you say that?” / “I’m not comfortable with what you just said.”

66

Microaggression

e.g. Somebody from a non-majority group where they live is complimented for speaking the dominant language even though it is their first language.

e.g. During a meeting, a colleague introduces all of the men around the table using their first and last names and then introduces the women using their first names only.

66

indirect, subtle and often unintentional verbal or nonverbal expressions of discrimination that we might classify as bad behavior.

3.

If you make a mistake:

1. apologize.

2. correct.

3. move on.

Thank you

Get in touch!

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