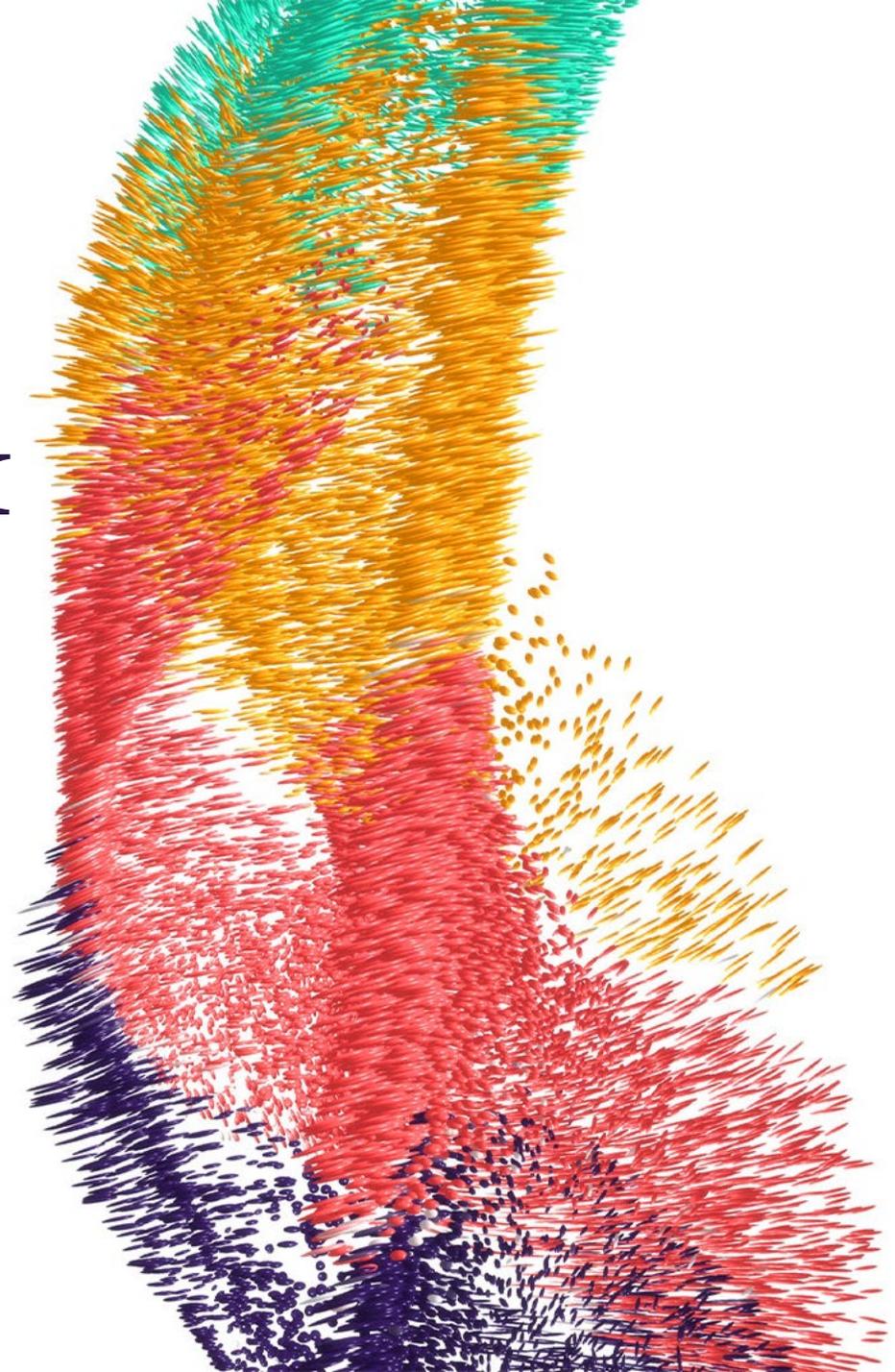


# Diversity, Equity, & Inclusion

Your Competitive Advantage in  
Attracting & Hiring Talent



# Agenda

- Introductions
- Benefits of Diversity, Equity, & Inclusion
- Candidate Attraction & Engagement
- Diversity Attraction Check-up
- Collective Next Steps for DE&I
- Your Company's Next Steps for DE&I

## Presenters:



**Judy Ellis**  
Head of DEI Advisory



**David Kenny**  
Global Head, Client Services



**John Markey**  
Managing Director, Client Services

# Introductions

Who do we have in the session today?

1. What is your name?



2. In 30 seconds or less, what's your role in your organization?

WHY DON'T WE HAVE ANY  
FRESH IDEAS AROUND HERE?



# Diversity, Equity, and Inclusion Facts - POLL

# D&I Facts Poll



## 1. Answer: D

In 2020, the US population under age 18 became “majority minority” – where the number of people who are multiracial and racial and ethnic minorities exceeded the number of white. By the year **2044**, the full population will reach that status.

## Implication

**The workforce is changing!** It’s essential for employers to prioritize being more diverse and inclusive in order to compete for Talent in the changing labor market.

Source: [AAUW](#)

# D&I Facts Poll



## 2. Answer: B

While men and women look at job listings in similar manners, research shows that when it comes to applying for a job, women think they need to meet **100%** of the job criteria while men usually apply after meeting about **60%** of criteria.

## Implication

Roles with endless requirements and strict experience expectations may deter women who feel they must check every box to be considered for a position.

To attract women and others who don't have traditional experiences, focus on performance objectives vs. requirements.

Source: [Harvard Business Review](#)

# D&I Facts Poll



## 3. Answer: D

In a study using resumes with the same qualifications of people in their 30's, it was found that women are on average **30% less likely** than men to be called for a job interview.

## Implication

Employers who prioritize being more diverse and inclusive will better compete for talent in the changing labor market.

Source: [AAUW](#)

# D&I Facts Poll



## 4. Answer: B

**Three-quarters** of Americans say it is very or somewhat important for companies to promote racial and ethnic diversity in their workplace.

## Implication

To attract top talent, creating a diverse and inclusive and culture is increasingly important to those in the workforce. 49% of Americans said it's very important and 26% said it's somewhat important.

# D&I Facts Poll



## 5. Answer: A

**62%** of job seekers use social media channels like LinkedIn to evaluate the employer brand of a company.

## Implication

Candidates diligently scrutinize sites like LinkedIn & Google Reviews. We all represent our employer brand, so it's important to keep your profile up-to-date and encourage your employees to do so.

Source: [Source:Careerarc.com](https://www.careerarc.com)

The **workforce** has already *radically* changed.  
...Now the **workplace** must catch up.



# Diversity, Equity, & Inclusion

**Diversity** is about all the ways individuals are different; it encompasses the mix of knowledge, skills, backgrounds and perspectives people bring to the workplace.

**Equity** is fair treatment, access, opportunity, and advancement for all people, while at the same time identifying and eliminating barriers that can prevent the full participation of individuals in some groups.

**Inclusion** can be defined as the achievement of a work environment in which all can contribute fully to the organization's success. Inclusion means people from every demographic category feel a sense of **belonging** while retaining their **uniqueness**.



# Benefits of Diversity, Equity, and Inclusion

Attracting the best employees

Reducing cost of staff turnover and recruitment

Increasing profits & organizational performance

Opening access to target markets

Enhancing brand reputation

Driving creativity and innovation

Bringing equity / fairness to all

Better decision-making

Improving employee engagement

# Inclusion Framework

**Low Belongingness**

**High Belongingness**

**Low Value in Uniqueness**

## **Exclusion**

Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders

## **Assimilation**

Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness

**High Value in Uniqueness**

## **Differentiation**

Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/organizational success

## **Inclusion**

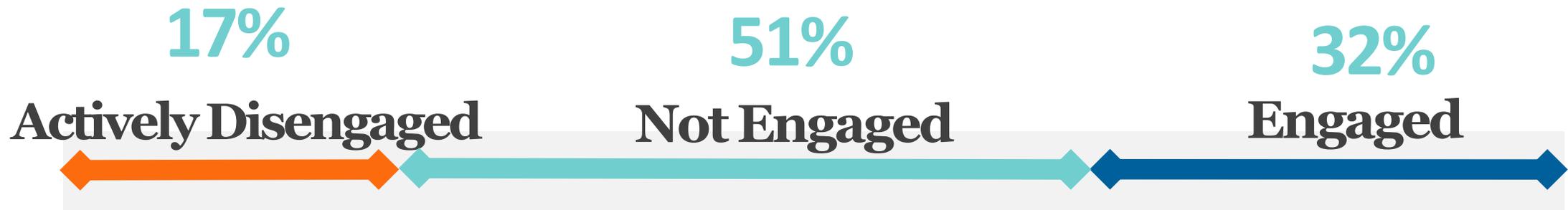
Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group

# TSUNAMI of Workforce Trends

- Increasing Cultural Diversity of Workforce
- 5 Generations side-by-side
- Impact of COVID
  - Women, Internationals Students less available
  - Increasing Competition for Talent

# EMPLOYEE ENGAGEMENT

on average in America:



# Create a compelling EMPLOYER VALUE PROPOSITION (EVP) based on building a diverse, equitable, and inclusive culture.

- Being respected, valued & heard are top traits that attract & retain people.
- When candidates & colleagues have a brand-enhancing hiring experience, everyone wins!
- For those who are rejected we tread softly, we are dealing with people's hopes, dreams and wellbeing.
- All you interact with are commentators on your brands; they are customers who will remember how their hiring experience felt.



# amazon



The competition  
for Talent is fierce!

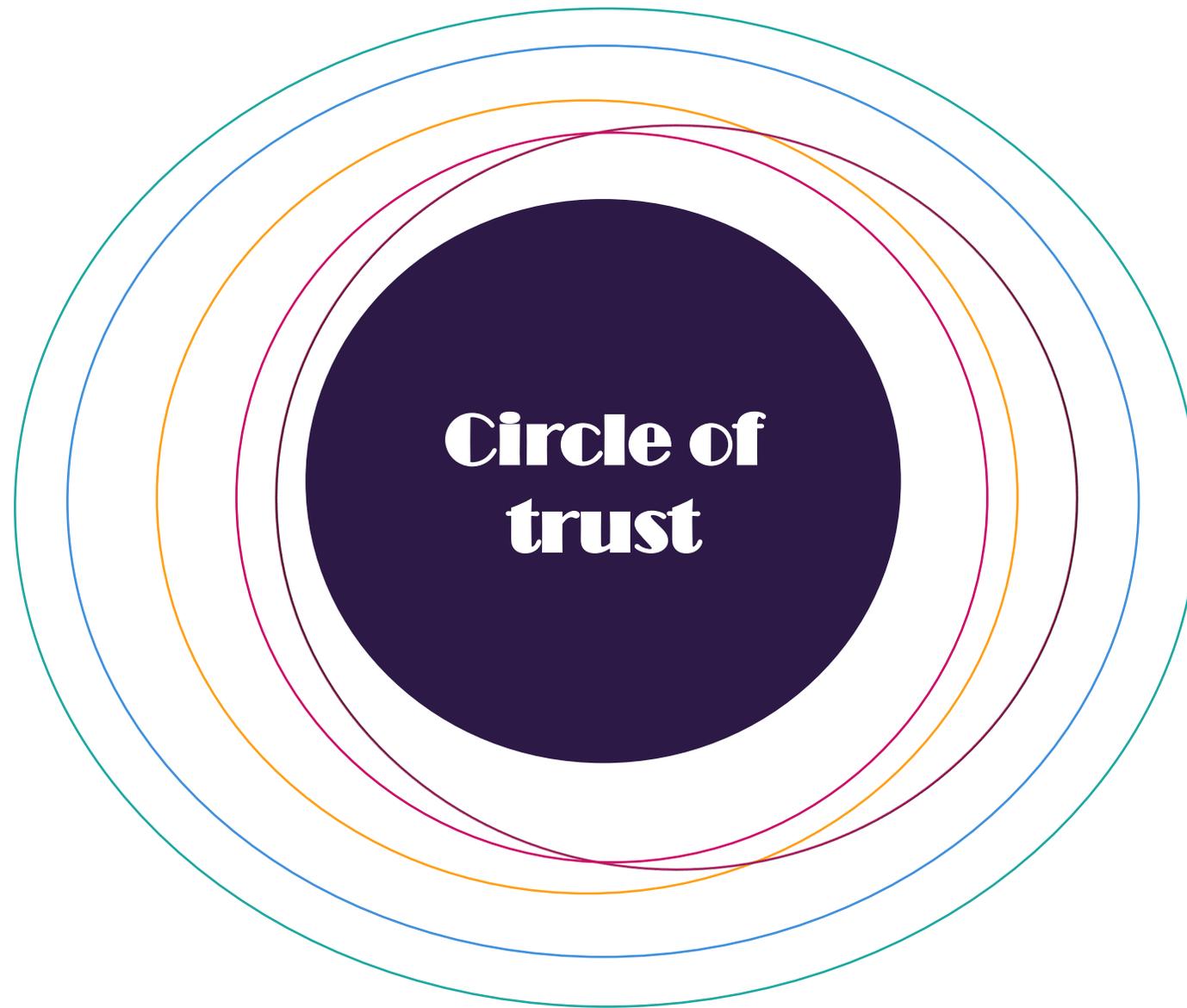
# Uber

# lyft



# Group Exercise

# Circle of Trust



# Diverse Candidate Attraction & Engagement

# Be aware of Hiring Biases...



## Education or Qualifications

**Ask yourself:** Have these had an outsized impact on my view of the candidate?

**Remember:** Someone attending a certain institution doesn't tell us about what they may have retained or how they would apply it on the job. Our focus should be on their **knowledge, skills, and abilities.**



## Work Experience in Certain Companies

**Ask yourself:** Could the candidate's previous employer be affecting my view?

**Remember:** Great **knowledge, skills, and abilities** can be gained from many companies. By keeping a more open mind we can be more inclusive.



## Demographic Data

**Ask yourself:** Has the candidate's gender, ethnicity, age, or any other factor influenced my view of them?

**Remember:** A diverse range of people can be great candidates and enhance your diversity. Strive to set aside any assumptions.

# Be aware of Hiring Biases...



## Unexplained Gaps

**Ask yourself:** Have I assumed this gap is negative?

**Remember:** Career gaps can be a positive or neutral period and can be completely outside of a candidate's control. Explore why the gap exists before assuming the worst.



## Hobbies and Interests

**Ask yourself:** Have these impressive/interesting/familiar hobbies caused a halo effect?

**Remember:** Impressive hobbies can positively influence us. But not everyone has same the opportunity to engage in hobbies, and they rarely tell us anything about suitability for the role.

# How do I find and attract diverse talent?

Diversity Sourcing is about how we approach our target audience. Not only how we find candidates, but how we are perceived in the market.



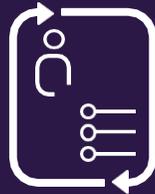
## Diversity Sourcing | Best Practices

1. Build your diversity Branding – *work to share MORE on social media*
2. Get to know diverse candidates – *even join diverse professional groups on Facebook, Instagram & LinkedIn*
3. Review Job Descriptions – *focusing on the language and tone*
4. Share Diversity & Inclusion content on your social media pages – *this could be client specific articles, news or events*
5. Be more aware – *look to understand diversity and how it impacts your recruitment*

# Network / Channel Options

## Internal Networks

A fundamental part of your recruiting strategy will always be the internal networks available to you. Always review these thoroughly before beginning your search on external sites / job boards.



- Friends & Family
- Employee Referrals

## External Channels

Once you have reviewed your internal channels, you can begin exploring the external channels recommended for hiring.



- Social Media (Facebook, Instagram, LinkedIn)
- Diverse Professional Networks
- Job Boards (Indeed, etc.)



# Candidate Screening Conversations | **First Step - Open Questions**

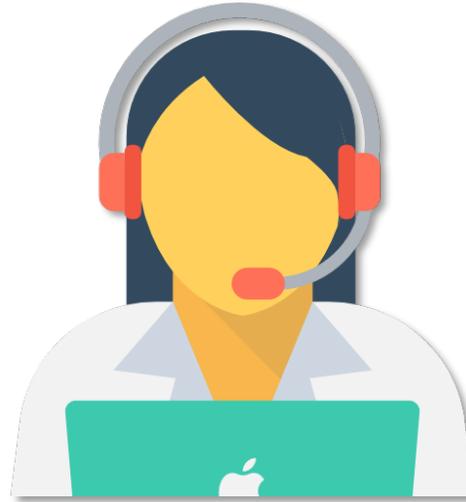
You're always "selling".

*Tell me about your time with Food Lion...*

*Talk me through a typical day – anything you would like to be doing more of?*

*Is there anything you expected to achieve that you haven't had the opportunity to so far?*

*What opportunities would you like to have with a new employer?*



## **Best Practice**

- Mirror the candidates communication style
- Smile while on the phone – it reflects in your tone
- Use open, natural questioning
- Listen actively and probe accordingly
- You are helping – don't apologize for the call
- Be distinctive, incorporate your own style

## Unconscious Bias | Do's & Don'ts

### Do

- Experiment with the wording of job listings by removing adjectives closely associated with a particular gender.
- Ask candidates to take a work sample test — it's useful in comparing applicants and it's an effective predictor of future job performance.
- Control for your personal feelings about a particular candidate by giving likability a numerical score.

### Don't

- Engage in unstructured interviews. Instead, standardize the interviews process by asking candidates the same set of defined questions.
- Allow surface demographic characteristics to play into your résumé review.
- Assume your typical networks will produce diverse candidates

Take charge of your **culture** – a healthy, inclusive culture is a talent magnet!

1. Assess it
2. Assign “Culture Officer” Duties

5. Offer training & development
6. Read about workplace culture



3. Ask diverse employees/ partners, then listen

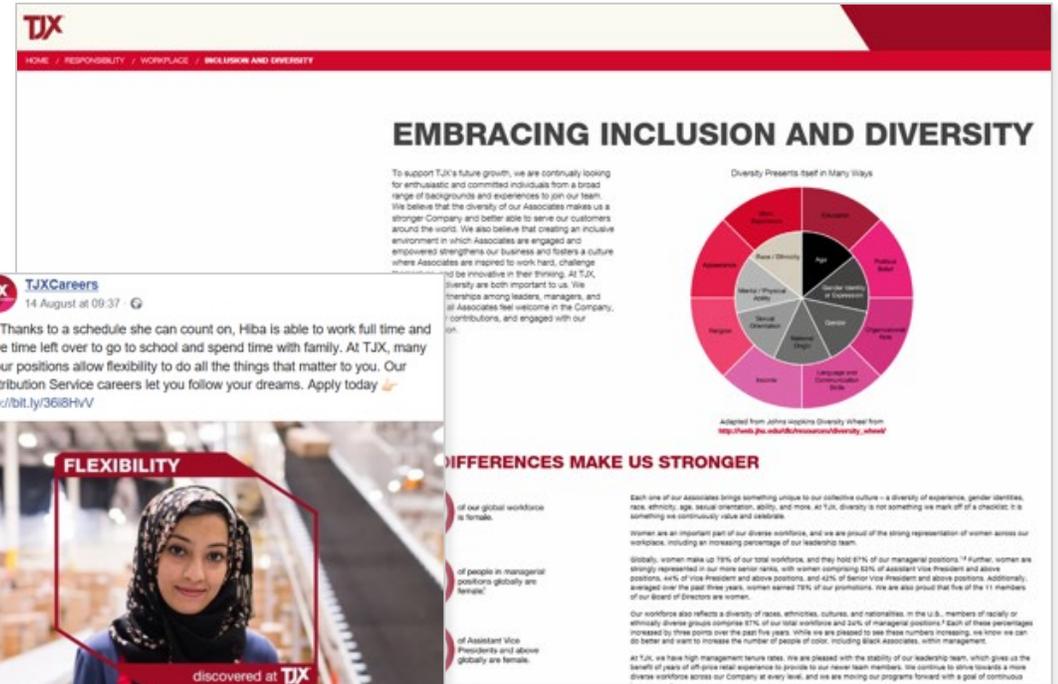
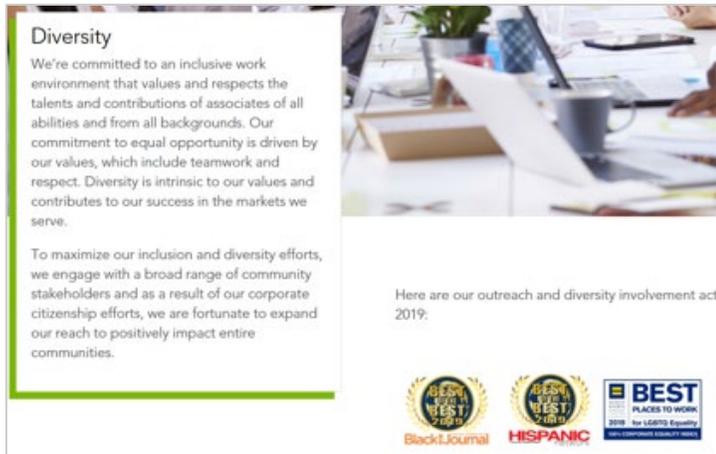
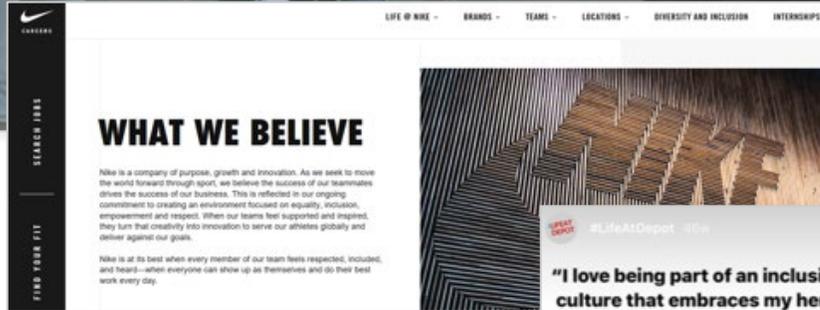
4. Craft your employee value proposition (EVP)

7. Build a strong online presence (social media)



# DEI-optimized Social Media Presence

## Best Practice Examples





# Small Group Exercise

# Small Group Exercise

## “Though Their Eyes” Website Scan



1. Share your company web addresses.
2. Each person in the group, agree to **look at another group member’s website** on your computer or phone.
3. Imagine being a diverse candidate. What impressions would you make about how inclusive the organization is?
4. **In your group:**
  - Share your thoughts on your “scan.”
  - Solicit feedback from others.

# Collective (Myrtle Beach) Action Plan

What can you collectively:

- START
- STOP
- CONTINUE

...to help foster diversity, equity, and inclusion in your business community?

# Personal Action Plan

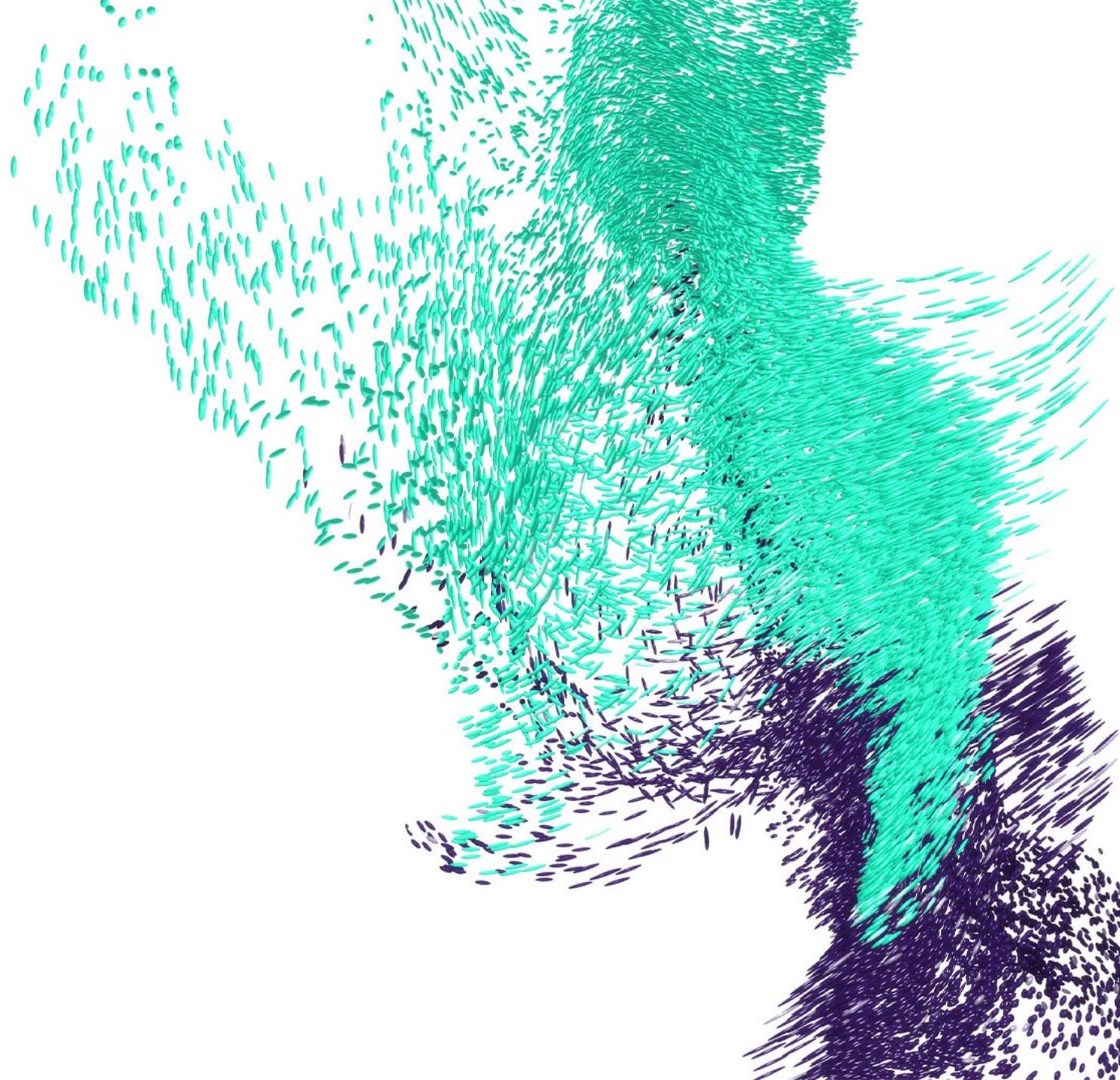
What will you:

- START
- STOP
- CONTINUE

...to help foster diversity, equity, and inclusion in your company?

Thank you!

A|M|S



# Unconscious Bias - Blind Spots



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Bonus Content

Video: <https://www.youtube.com/watch?v=BFcjqmVah8&t=1s>