

UNITY IN DIVERSITY:

Navigating the Path to Equity and Inclusion

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Unwavering by Nellie Borrero,
Global Inclusion & Diversity
Senior Strategic Advisor,
Accenture



*Highlights from 2023
Brandon Hall Group™
DEI Excellence Conference
sessions. Insights and
inspiration from DEI
leaders and experts.*

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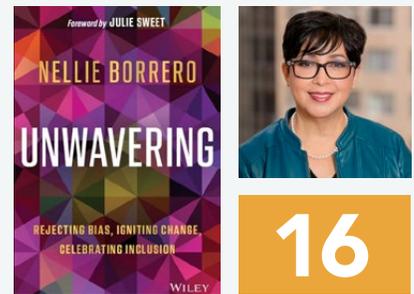
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HUMAN CAPITAL MANAGEMENT EXCELLENCE CONFERENCE

THE DEI IMMERSIVE EXPERIENCE

12:30 PM - 5:30 PM



**HILTON
WEST PALM BEACH, FLORIDA**



FEB 12, 2024 (PRE-CON)

The DEI Immersive Experience, slated for February 12, 2024, in the picturesque setting of West Palm Beach, Florida, is a transformative 5-hour event designed exclusively for Human Resources professionals and Business Executives passionate about fostering Diversity, Equity, and Inclusion (DEI) within their organizations.

KEY HIGHLIGHTS

- 1** **Brandon Hall Group Insights:** Delve into the latest research and evidence-based practices from Brandon Hall Group™'s DEI research practice, gaining deep insights into the most effective strategies for reshaping workplaces globally.
- 2** **DEI Leader Certification:** Participate in a comprehensive DEI Leader Certification program curated by Brandon Hall Group™. Acquire essential skills and certifications empowering you to lead impactful DEI initiatives within your organization.
- 3** **Real-Life Success Stories:** Hear from multiple DEI award-winning organizations as their representatives share inspiring narratives about their successful DEI strategies. Learn practical tips and innovative approaches that have led to their recognition.
- 4** **Networking Opportunities:** Connect with industry peers, experts, and thought leaders. Engage in meaningful discussions, fostering collaborations, and expanding your professional network.
- 5** **Actionable Takeaways:** Leave with actionable strategies and practical solutions tailored to your organization's unique needs. Gain the tools and knowledge necessary to implement effective DEI initiatives and promote a culture of inclusivity.

BRANDON HALL GROUP™ EXCELLENCE AWARDS®

The HCM Spring Program has a dedicated focus on entries from different program areas. Submit your entry for Diversity, Equity and Inclusion today!



Brandon Hall Group™
**EXCELLENCE
AWARDS®**

**SUBMIT
APPLICATION**

Diversity, Equity, and Inclusion

Best Recruiting Strategy for Diversity and Inclusion
Best Leadership Development for Racial/Ethnic Minorities
Best Leadership Development for Women
Best in Leading Diversity, Equity, Inclusion and Belonging Initiatives
Best Program for Measuring Diversity, Equity, Inclusion and Belonging
Best Mentoring Program to Develop Diverse Leaders
Best Corporate Outreach to Promote Diversity, Equity, Inclusion and Belonging in Communities
Best Diversity, Equity, Inclusion and Belonging Strategy
Best Governance of Diversity, Equity, Inclusion and Belonging
Best Learning Program for Unconscious Bias Awareness
Best Learning Program that Supports and Promotes Diversity, Equity, Inclusion and Belonging
Best Use of Employee Resource Groups to Address Diversity, Equity, Inclusion and Belonging
Best Use of AI to Improve Diversity, Equity, Inclusion and Belonging Programs
Best Leader for DEI®

FUTURE OF DEI

The next five years will be a critical time in the evolution of diversity, equity and inclusion (DEI) efforts.

On one hand, several challenges threaten to undermine progress. Economic uncertainties, political divisions and bias embedded in AI systems all pose risks to DEI advancement.

Brandon Hall Group™ research data shows that while about half of organizations believe they have improved in diversity hiring, creating a sense of belonging among diverse employees, and improving the communication of DEI values, only about one-third believe they are effectively embedding DEI across their organizations. Less than one-fifth of organizations believe they effectively make the business case of DEI and leverage metrics to drive improvements.

On the other hand, there are also exciting possibilities for DEI to positively transform organizational culture.

A major hurdle will be retaining diverse talent. With potential recessions looming, retention and advancement of women and minorities often suffer disproportionately during downturns. Providing mentoring, sponsorship, education, and flexibility

will be key to supporting these groups through turbulent times. Companies must also audit their AI systems to root out unintended biases and ensure algorithms don't replicate existing discrimination.

We believe that leading with transparent DEI metrics and accountability can enable organizations to double down on their commitments. For example:

Tying executive compensation to DEI goals can underscore that diversity is a business priority rather than just a "nice to have."



Offering employee resource groups, diversity training and equal family leave policies can demonstrate that companies walk the talk.

Furthermore, DEI efforts can catalyze innovation, resilience, and productivity within organizations. Encouraging diverse perspectives sparks creativity and problem-solving, while inclusive cultures where everyone feels valued tap into higher employee engagement. Given that younger generations of workers prioritize ethics and social responsibility, a diverse and inclusive workplace will also become critical for attracting and retaining top talent.

The path forward has challenges, but ultimately, this next period offers real potential for DEI to move from the margins to the mainstream. Companies that leverage DEI as a competitive advantage will be well-positioned to thrive in an increasingly complex and global business environment. Examples abound from Brandon Hall Group™'s 2023 HCM Excellence Awards® Program:

Accenture Solutions Private Limited created a bridge for diverse talent — including the economically disadvantaged, people with disabilities, and transgender employees — to develop skills so they could be hired into full-time entry-level hires.

AstraZeneca reimagined its approach to the development of diverse talent by centering on the uniqueness of a person. It moved from a single-lens approach to an intersectional approach considering neurodiversity, ethnicity, educational background, LGBTQAI+, and learning preferences.

LexisNexis Legal & Professional developed a network of established senior male leaders as allies to sponsor and support a global cohort of rising women leaders in the company.

Schneider Electric reinvented its global family leave policy to ensure leave was inherently inclusive and attractive in their global markets.

WeConnect International, a nonprofit focused on empowering women business owners, created programs to help businesses expand the diversity of suppliers to drive more money into the hands of women business owners.



Rachel Cooke
Chief Operating Officer
Brandon Hall Group™



Claude Werder
Senior Vice President/
Research Operations
Principal Analyst
Brandon Hall Group™

*This magazine, which we offer as a follow-up to our **2023 Diversity, Equity and Inclusion Excellence Conference**, offers highlights from the conference sessions as well as insights and inspiration from DEI leaders and experts.*

We hope that the perspectives from the conference and the articles and profiles in this magazine inspire you to fight through the headwinds that threaten DEI efforts to make a real difference in your organization's culture as we all adjust to this exciting new transformational era of business.

Everyone Already Knows about Inclusion and Diversity



Throughout your company, my company, and many of the world, people already know what inclusion and diversity stand for. Everyone knows the principle. Everyone knows not to be a racist, a misogynist, a homophobe or bigot of any kind. So they're not.

What does it say when "no one" is a racist or misogynist, yet discrimination still exists? It says people only think they know all about inclusion and diversity. We don't know what we don't know. We all have an opportunity to learn and grow.

When your company's ambition is to be the most inclusive and diverse company in the world, as Accenture's is, you can't expect to get anywhere just telling people to respect inclusion and diversity. To really progress toward your goals, you need to move beyond communication, starting with training.



It's also true from the other side. **You can vow to have women in 30% of all managing director positions by 2025, as Accenture has done.** But those excluded from leadership are often also excluded from the learning opportunities that lead to it. Here, too, meeting your I&D goals depends on training.

We lead with learning



Beck Bailey,
Global Chief Diversity Officer, Accenture

Learning is big at Accenture. You may have heard we typically spend \$1 billion a year helping all our employees learn. So it's natural for us to apply training to inclusion and diversity just as we do to our people's technology know-how.

For example, to establish a baseline understanding of what racism and bias are — addressing the “I'm not a racist, but” issue — we have mandatory antiracism and unconscious-bias training around the world. And that training varies by locale to address different regional biases. So far, nearly 450,000 of our people have taken that training.

And, on the other side, Accenture teaches leadership skills to all our people, helping them become more effective and inclusive leaders. There are no “pipeline issues,” when you train each generation of leaders to fill your pipeline.

In fact, I believe the reason we were recognized for Brandon Hall Group's category of Best Advance in Leadership Development for Women is because that category combines our priority of inclusion and diversity with our focus on training.

We earned the Gold Award for our Women Leadership Development Program, which aimed to bridge the gap in gender diversity at mid- to executive career levels in Accenture Operations, India. The six-month intensive course helped participants envision their leadership pathway and

taught them the skills to succeed in that journey. Our Accenture Operations, India, learning program was honored with a Silver Award. Women in five different career levels were given training and coaching specific to their levels — in skills like building a plan for promotion, strategic thinking, executive presence, etc.

Our program to improve the technology and leadership skills of women in Accenture Technology, India. This program included women across all career levels, but the training still differed by career level. Those in the lower levels were trained in in-demand skills and coached on which roles aligned best with their career aspirations. Those in higher career levels got holistic grooming for leadership with speaker opportunities, mentorship roles and participation in internal and external events. Of this program's 1,800 participants, more than 1,000 received certification. (Women in Tech.Next). This program received bronze recognition.

We even take a teaching approach to recruitment programs. Our bronze award for Best Advance in a Diversity Recruiting Strategy was for our Career Reboot program in India. The program was designed for women professionals who have been on a career break for two years or more and want to restart their career journey. We started them off in internships, holding their hands for the first 3-6 months as they ease into the workforce. They receive robust upskilling to ensure they have the right skills, tools, resources, and refreshers to be the best at what they do.

These are just several examples, Accenture has many more training programs that support our goal of becoming the most diverse and inclusive company in the world.

Because, ultimately, we believe in our people. We believe they are the most innovative and inclusive workforce there is. If they don't know something, we want to support them in learning it.





Building a Robust Diversity, Equity and Inclusion Strategy for the Modern Workplace

Workplace diversity, equity and inclusion (DEI) have become both moral and business imperatives for companies worldwide. Research shows diverse teams drive innovation, reflect their customer base better, and deliver stronger financial returns. But diversity alone is not enough. Achieving full benefits requires an inclusion strategy that ensures equitable access to opportunities and promotes a sense of belonging for all.

This is not an easy lift for any organization. A majority of companies (57%) have a DEI strategic plan, according to Brandon Hall Group™ research, but relatively few have gotten beyond a mission statement, commitment from executive leaders, and basic communication.

The key to building a dynamic strategic plan that drives cultural change is embedding the principles and values of DEI across the entire organization in a variety of different ways.

What's Included in DEI Strategic Plans



Source: Brandon Hall Group™ Study, Improving the Business Impact of DEI: Creating a Culture for Success



“Awareness of DEI is much different from operationalizing it,” said Laura Sehres, vice president of Diversity, Equity and Inclusion at PSCU, the largest credit union service organization in the US. She also chairs the PSCU DEI Steering Committee.



“Many organizations over-achieve in awareness and severely under-achieve in operationalizing. Everyone is responsible for DEI and must advocate for action. You need all your people to change their behavior to achieve what you are trying to do through DEI. The process is a journey, not a destination.”

Here are some leading practices that will help you establish a dynamic and operationalized DEI strategic plan:

Assess the Current State

Conduct an audit evaluating workforce demographics, promotion rates, compensation equity, program participation, and employee survey data across gender, race, age, disability status, and other dimensions of diversity. Look for gaps as well as bright spots to build on.

Establish Leadership Commitment

Get buy-in from executives and managers first. They must model inclusive behaviors and back initiatives visibly. Consider tying leaders' performance reviews to DEI goals.

Set Strategic Goals

Use audit findings to set three- to five-year goals for improving diversity and inclusion metrics. Goals could include specific hiring targets, pay equity objectives, mandatory bias training, employee resource group expansion, and management accountability, to name just a few.

Review HR Practices

All talent programs should reinforce DEI strategy. Review job descriptions for biased language, expand sourcing channels, standardize interview practices, evaluate promotion criteria, and implement fair, transparent compensation practices.

Train at All Levels

Move beyond legal compliance training. Offer programs addressing unconscious bias, inclusive leadership skills, cross-cultural communication, allyship, and more. Make training regular and experiential.

Support Employee Resource Groups

Connect underrepresented groups. Enable employees to support each other, advise leadership on DEI issues, and amplify unheard voices.

Listen to Your Employees

Survey regularly to assess inclusion and take action on feedback. Conduct stay interviews and exit interviews to understand experiences. Enable two-way dialogue between leadership and employees.

Make DEI Part of Daily Culture

Encourage inclusive team norms. Call out non-inclusive behaviors. Use meetings and company events to reinforce values. Recognize and elevate underrepresented voices.



The path to equity starts with a strategic plan backed by leadership and embraced company-wide. With consistent focus and honest conversations, organizations can build diverse, equitable workplaces where all talent thrives.

The Emerging Role of the DEI Professional

The mantra for making progress in diversity, equity and inclusion (DEI) is that everyone is responsible; everyone must model and advocate for change.

While that is certainly true, great leadership and advocacy are required to embed DEI across organizations. Real progress requires dedicated DEI professionals who can lead and manage the kind of change required to move DEI from awareness to action and cultural evolution.

Brandon Hall Group™ research shows that only about 36% of organizations have a leader who focuses exclusively or predominantly on DEI. Almost one-quarter of organizations (24%) have no clear leader for DEI at any level. Not surprisingly, most organizations do not believe they are effectively managing the change needed to embed the principles and values of DEI across their organizations.

The Challenge Ahead:

We have a well-developed approach to change management related to DEI:

11% Good/excellent at this

21% Working on it; Improvement needed

26% Starting work on this

42% We don't work on this.

DEI professionals have an important, multi-faceted role in driving organizational diversity, equity and inclusion.

Organizations need DEI professionals to lead the way in:

- **Assessing current state**
DEI pros lead audits analyzing workforce demographics, promotion rates, compensation equity, program participation, and survey data to identify gaps.
- **Developing strategy**
Using audit findings and working with leaders across organizations, DEI professionals create three- to five-year strategic plans with measurable diversity goals and key performance indicators on inclusion.
- **Advising on HR practices**
They oversee, or participate in, talent programs from sourcing to promotion to support the DEI strategy. This includes addressing bias in job descriptions, interviews, assessments, and more.
- **Leading training**
DEI professionals design and deliver training on topics like unconscious bias, inclusive leadership, allyship and cross-cultural communication.
- **Supporting ERGs**
They provide governance, budget, executive exposure, and resources to employee resource groups.
- **Counseling leaders**
DEI pros act as trusted advisors, coaching leaders on inclusive behaviors and offering perspective on DEI-related decisions.

- **Project management**
They collaborate cross-functionally to implement special initiatives around hiring programs, succession planning, employee surveys, mentoring and more.
- **Community building**
DEI professionals promote inclusion and belonging by bringing people together for open dialogue around differences.
- **Program evaluation**
Using metrics and surveys, they measure the impact of DEI initiatives and refine approaches.
- **Staying current.**
DEI pros continuously research emerging issues and best practices to evolve their organization's strategy.

Effective DEI professionals have a blend of soft skills and analytical ability. They are empathetic and insightful about human differences, yet data-driven in assessing workforce dynamics. They understand culture and systems change, but also navigate company politics adeptly.

In today's climate, the role of DEI professional brings both great responsibility and great opportunity to drive positive impact. At their best, DEI pros enable workplaces where all groups feel welcomed, valued, and set up for success. Progress in DEI will be elusive without professionals who have the expertise and dedication to lead the way.

Moving Beyond Training: Embedding DEI in Organizational Culture

Most companies today invest in diversity, equity and inclusion (DEI) training to raise awareness and mitigate bias. But training alone will not drive real culture change. To reap the well-documented business benefits of DEI — from innovation to financial performance — organizations must embed it holistically across programs, processes, and practices.

Why Culture Change Matters

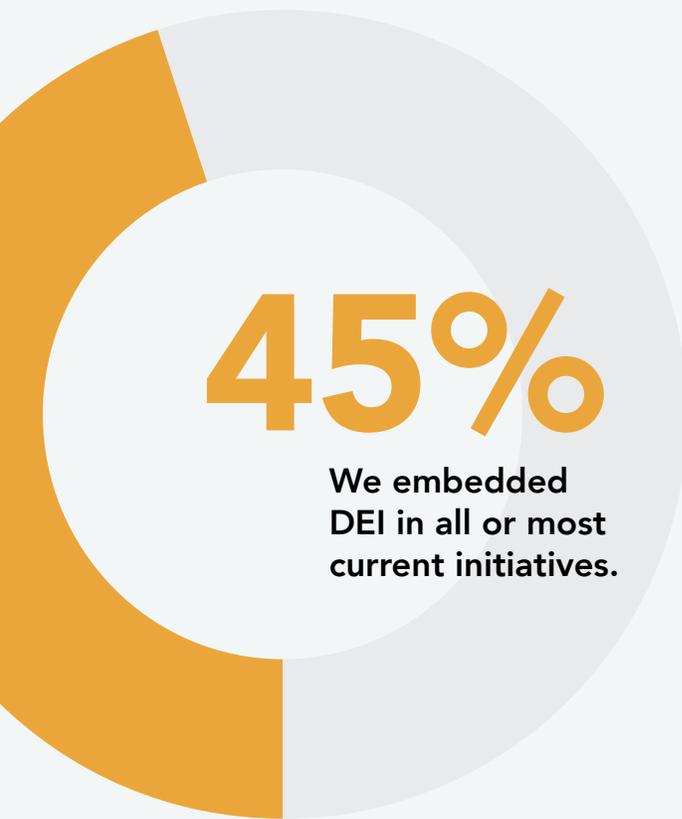
Standalone training often fails for several reasons. Participation may be spotty, especially from leaders who most need to act as role models. Messaging is not reinforced day-to-day. And traditional programs focus more on legal compliance or awareness than systemic change. This limits the ability to:

Attract and retain diverse talent. Lack of inclusion signals to underrepresented groups that they will not thrive there.

Disrupt inequitable systems. Biased practices around hiring, development, and promotion will persist.

Inspire allyship. Employees need cultural cues to step in against non-inclusive behaviors.

Genuine culture change requires embedding DEI principles across every aspect of the employee experience. With consistent focus and involvement at all levels, organizations can make inclusion and belonging part of their inner fabric. DEI becomes “just how we do things here.” The ultimate goal is to transform the unconscious bias that often exists into unconscious inclusion.



45%

We embedded
DEI in all or most
current initiatives.

There are many ways to embed DEI. Here are eight strategies that, according to Brandon Hall Group™ research, are important but have the most room for improvement in a majority of organizations.

Strategies for Embedding DEI that Need the Most Improvement

- 01** Leveraging technology to capture sentiment and feedback about the DEI environment in the organization
- 02** Identifying the drivers of retention and turnover of employees who historically have been made to feel excluded
- 03** Setting goals for, and measuring, how DEI positively impacts employee experience
- 04** Marketing DEI efforts internally and externally to drive competitive advantage
- 05** Developing external partners and alliances to drive the DEI culture
- 06** Embedding DEI efforts into the corporate social responsibility strategy
- 07** Setting goals for and measuring how DEI positively impacts customer experience
- 08** Identifying goals for doing business with diverse suppliers and vendors

Source: Brandon Hall Group™ Study, Improving the Business Impact of DEI: Creating a Culture for Success



The cited strategies can have a lot of impact. Here are some less-utilized, but equally effective ways to embed DEI across the enterprise:

Empower people to speak up. Training should include skills to speak up or intervene against non-inclusive behaviors. Consider making this type of training mandatory for leaders.

Build inclusion into daily rituals. Affirm DEI in team meetings, corporate events, office décor, and informal interactions. Call out and address non-inclusive behaviors.

Build inclusion criteria into performance reviews. Require managers to demonstrate and be evaluated on inclusive leadership behaviors like seeking diverse perspectives, mitigating bias in decisions, and supporting employee resource groups.

Incorporate DEI impact into business case planning. Have project teams address how each major business initiative will affect diverse groups and

what strategies are in place to advance equity.

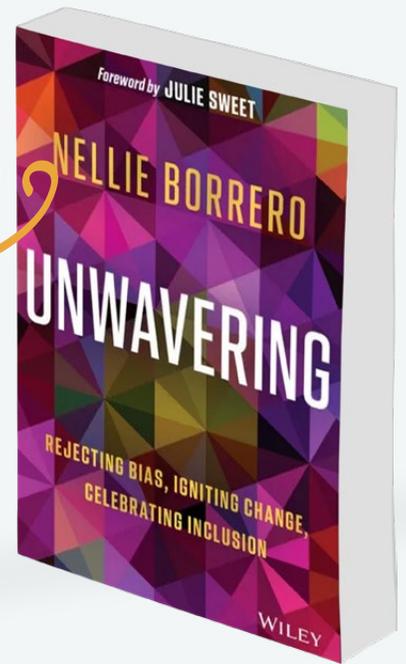
Offer learning & development grants. Provide funding for traditionally marginalized groups to pursue learning opportunities that help them advance their careers.

Sponsor employee-led DEI projects. Let passionate employees lead special projects like revamping college recruiting programs, hosting speaker series, or creating belonging networks. Provide support and executive access.

While grander strategies like overhauling HR systems are impactful, even small, creative changes can reinforce an inclusive culture day-to-day. The goal is to infuse DEI into the fabric of how work gets done. Find ways to engage various workforce segments, ERGs, committees, and other groups to brainstorm their own ideas on how to embed DEI. That action alone is another approach to spreading the message of DEI.

Unwavering

by **Nellie Borrero**



About the Author

For more than three decades, **Nellie Borrero** has been a voice for change and an unwavering leader committed to the advancement of inclusion, diversity, equity, and equality.

Through her bold actions and relentless advocacy, Nellie has impacted over 500,000 people globally — fostering an environment that rejects bias and ignites change. She is driven by the belief that through leadership accountability and the principle that it's everyone's responsibility to educate, communicate, and raise the awareness of other's unique experiences, people can choose to embrace the beauty of inclusion and celebrate each other's authentic identities. When Nellie joined Accenture in 1986, she quickly recognized an opportunity to evolve the existing corporate culture. This led to the creation of Accenture's first diversity role, where her unyielding perseverance influenced leaders and colleagues to recognize the business advantages of diversity — understanding the power and greater innovation generated by diverse teams.

Nellie has worked across industries and cultures with C-Suite professionals to lead Diversity, Equity, and Inclusion (DEI) through sustainable strategies infused with data-driven approaches that accelerate the goal of closing gaps and leading through inclusion. She has developed award-winning programs and earned the company multiple top rankings and recognitions. Her footprint spans around the world including Australia, Brazil, India, Japan, Spain, South Africa, UK, and others.

Nellie is widely recognized for her leadership. Among her many accolades, she has been named to:



Black Enterprise's
Top Executives in
Corporate Diversity



Association of Latino Professionals for America's (ALPFA's) "50 Most Powerful Latinas" featured in Fortune



ALPFA's Inaugural Hall of Fame, "Most Powerful Latina"



LatinaStyle's Highest Ranking Latina



Hispanic Technology Executive Council's Hall of Fame

Media coverage includes Forbes, The Chicago Tribune, Management Consulting Magazine, Fair360, Latina Style Magazine, and National Public Radio (NPR). A sought-after speaker, Nellie is known for her inspirational impact and genuine care for people. She has taken the stage at a wide range of events such as The Colloquium on Global Diversity, People En Espanol, The Global Summit of Women, SHRM, Latina Style Top 50, and Asian Business Roundtable Conference. Nellie has also authored several publications highlighting her expertise.

Nellie earned her BA from Lehman College. She has served on a number of nonprofit boards to be the source for change for today and future generations. Nellie's greatest joy is spending time with her husband, two children, grandson and extended family.



A pioneering warrior for diversity and inclusion shows how to make game-changing moves that will benefit you and your organization alike.

When Nellie Borrero joined Accenture, bigotry and bias went unnoticed and unchecked; it was simply the workplace norm. Now, 35+ years later, this first-generation Latina shares how she led diversity strategy and developed award-winning inclusion and diversity programs that transformed Accenture into the #1 ranked employer for inclusion, diversity, and equity.

In *Unwavering*, Borrero draws on her experiences with remarkable candor and courage to inspire you to think bigger, know your value, and show up with it everywhere, every day. She reveals how to remove barriers and claim space not just for yourself but for others as well. You'll become aware of:

- Biases that negatively impact professionals of color
- Recognizing that belonging and uniqueness don't have to be at odds
- Standing up and standing out: taking your career from the margins to center stage
- What to do when mentoring fails — and the power of embracing and accepting help
- Staying true to yourself when your values collide with reality
- Showing up strategically, intentionally asserting yourself, and competing

A manifesto for understanding and action, *Unwavering* provides a proven framework for how to create transformational relationships that make diversity and inclusion an integral part of your success and your company's competitive advantage.



Building a Diverse Pipeline of Leadership Talent

In today's increasingly diverse business landscape, organizations must cultivate leadership talent from a wide range of backgrounds. Developing leaders from underrepresented groups such as women, minorities, and other marginalized communities should be a strategic priority.

Businesses that foster inclusion and equity at all levels of leadership see increased innovation, improved decision-making, higher employee satisfaction, and overall better financial performance, Brandon Hall Group™ research shows. While most organizations (86%) consider this a business priority, only 16% rate themselves as good or excellent at developing a diverse leadership pipeline.



"We identify development opportunities for people from groups that have historically been under-represented in leadership roles."

86%

Consider this a **high or moderate priority** for improvement.

36%

We don't do this.

32%

We just started doing this.

16%

We are doing this, but need improvement.

16%

We are pretty good or excellent at this.

Source: Brandon Hall Group™ Study, Improving the Business Impact of DEI: Creating a Culture for Success

There are several best practices that progressive companies have implemented to create leadership pipelines from underrepresented groups. The Kraft Heinz Company, for example, developed the WE (Women's Empowerment) Network, designed to:

- Develop the next generation of Kraft Heinz leaders
- Demonstrate commitment to diversity, inclusion and belonging
- Create a cohort of champions and culture ambassadors

The WE Network is a global program for associate directors who identify as women. Through virtual sessions, an in-person immersive experience and small working groups, participants have an opportunity to identify their strengths, build essential team leader skills and develop a network that will enhance and support their professional development, said Dominique Bolden, Senior Manager/HR at Kraft Heinz. The results are striking:



More than a quarter of participants have been promoted.



In 2022, participants had higher 360 scores than the rest of the company.



Active WE Network managers had a higher percentage of their team get merit in 2022 vs. the rest of the managers in the company.



Turnover rates for teams led by participants are better and have gone down compared to the company average.

Setting clear diversity goals and metrics is essential to track progress and hold leaders accountable. Companies like Sodexo and Microsoft have set specific targets for representation at the executive and board levels.

Providing sponsorship and mentorship from senior leaders also gives underrepresented employees the visibility and advocacy needed to advance. At TEKsystems, an IT service management company, the Information and Access Program focuses on increasing the diversity of talent pools across the organization, particularly people of color. Objectives include:

- Creating a platform where relationships could develop between emerging diverse talent and senior leaders
- Showcasing the accomplishments and career aspirations of underrepresented talent
- Soliciting direct feedback about the employees' true experiences at the company.

"The program has been successful in making emotional connections between underrepresented talent and decision-makers who want to do better but don't necessarily know how."



Franklin Reed
Executive Director, Global Inclusion, Diversity and Equity, TEKsystems

This has led to strong measurable outcomes:

Information and Access Program Outcomes (IAP for Black Women)

80%

Retention

50%

Promotion

\$MM

10-Figure Portfolio

Source: TEKsystems

While progress has been made, there is still much work needed. Brandon Hall Group™ research shows that women and ethnic minorities remain underrepresented at every level of management. But organizations that make diversity, equity and inclusion core to their talent strategy reap substantial rewards.

With inclusive leadership and intentional efforts to develop talent from all backgrounds, companies can cultivate a deeper bench of diverse leadership capable of driving innovation and growth.

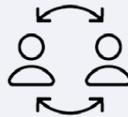


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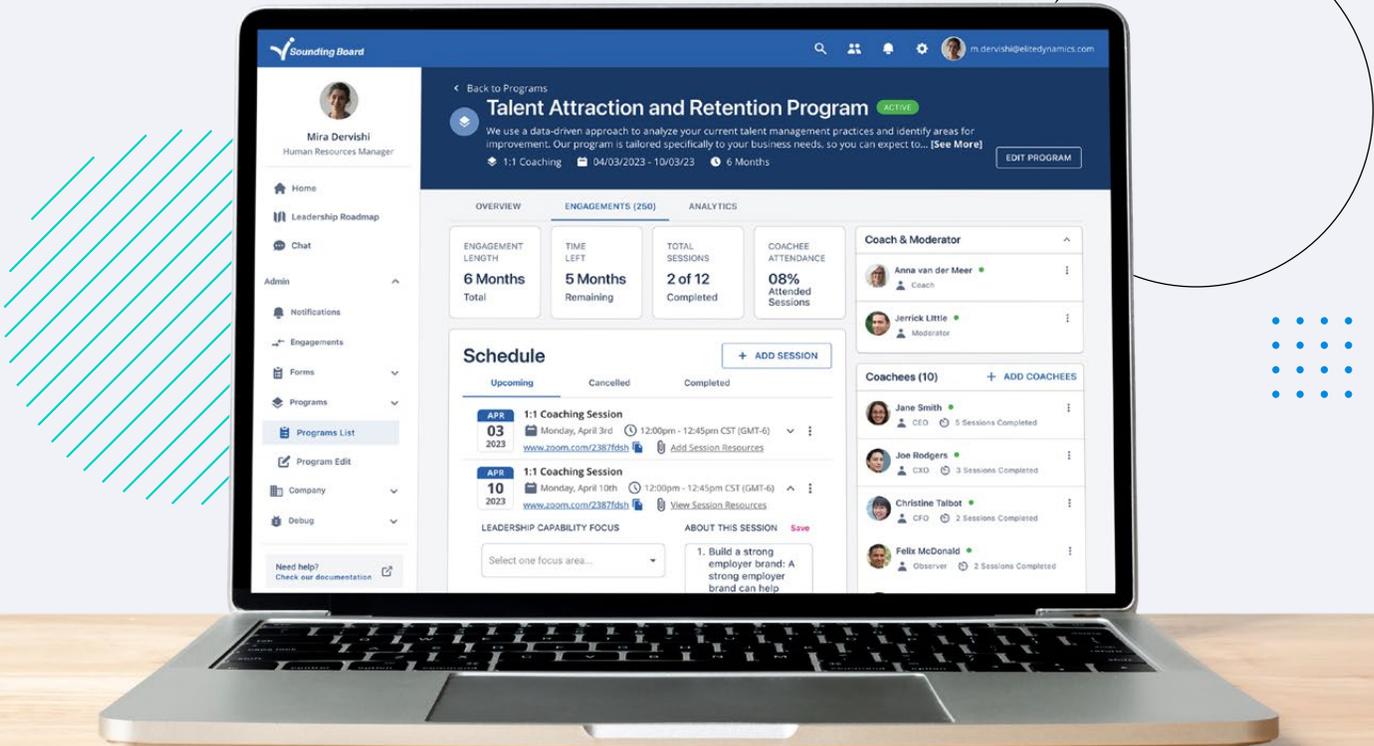


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Through it all.





A D V A N T E X E

LEADING PSYCHOLOGICAL SAFETY

**An interactive learning journey
and digital simulation**

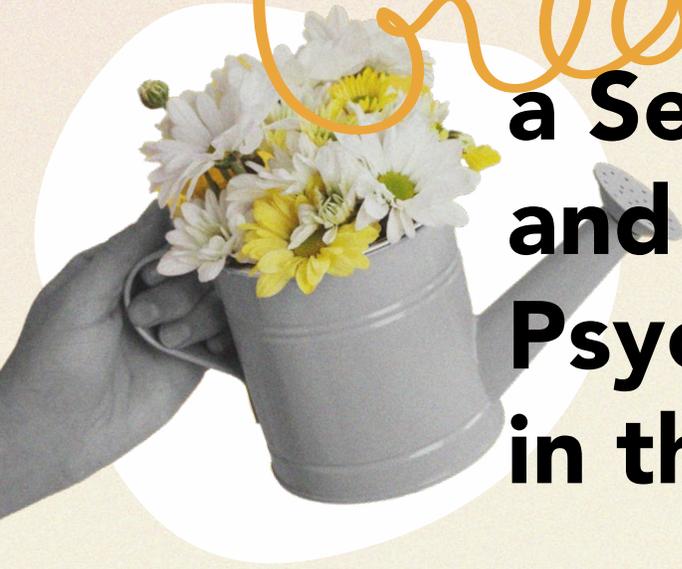
Advantexe's Leading Psychological Safety is a dynamic learning journey designed to help learners build the skills to demonstrate four types of respectful behaviors toward everyone in the workplace: inclusion, learner safety, contribution, and challenge of the status quo. At the heart of the program is a digital simulation that allows learners to experiment with different solutions and receive immediate feedback on decision-making and results.

**Contact us at james.brodo@advantexe.com
or call us at 610-828-6707 to learn more!**



Creating

a Sense of Belonging and a Culture of Psychological Safety in the Workplace



A recent Brandon Hall Group™ *Employee Experience Study* found that 82% of organizations believe a culture supporting a sense of belonging and psychological safety is essential. However, many organizations struggle to deliver experiences that make employees feel like they belong.

Brandon Hall Group™'s *Talent Retention Study* sheds light on how well companies do in this area. Only about half of organizations believe they provide a healthy culture, work/life balance, employee recognition, leadership connectivity, and career opportunity clarity. Specifically, just 57% of companies feel they have a healthy workplace culture. The same percentage believe they make learning opportunities clear to staff. Only 53% think they enable meaningful work/life balance, while 49% say they support employee wellness and provide consistent recognition. Less than half feel a strong connection between leaders and employees (47%) or that they make career opportunities clear (44%).

The data that shows how well organizations deliver experiences that create a sense of belonging:



Source: 2023 Brandon Hall Group™ Study, Talent Retention

With belonging being a top priority — but many organizations falling short — there is a clear need for companies to re-evaluate their cultures. By focusing on transparency, work/life balance, professional development, and interpersonal connections, they can build environments where employees truly feel valued, supported and part of a community. Making belonging a reality takes effort but pays dividends in engagement, retention, and performance.

Consider these two contrasting example dialogues regarding diversity, equity, inclusion and belonging:

POSITIVE EXAMPLE:



As we hire for the new marketing manager role, I want to ensure we build a diverse and inclusive team. Do you have any thoughts on how we can attract candidates with different backgrounds and experiences?

Manager

I agree; diversity will make us stronger. Maybe we could expand where we post the job opening to reach a broader range of people. And we could emphasize our commitment to equity and inclusion. I'm happy to help craft that messaging.



Employer



Great ideas! In our interview and selection process, let's also be thoughtful to avoid unconscious bias. With some focus, I think we can create a team where everyone feels welcomed and can thrive.

Manager

NEGATIVE EXAMPLE:



We need to fill the open marketing manager role. Let's hire Jim again — we've worked with him before and he's a good cultural fit.

Manager

Shouldn't we consider expanding our candidate pool to get more diversity? Our team is very homogenous right now.



Employer



I'm not sure we need to rock the boat. We all get along well together. Let's stick to what works.

Manager

What culture and organization would you want to be part of and proud of? Ultimately, the positive example will also drive greater engagement and performance.



Recruiting Strategies for Inclusion:



Promoting Diversity through Inclusive Recruiting

Companies today recognize the competitive edge a diverse workforce provides. However, implementing recruitment strategies that reduce bias and barriers is critical to building diverse teams. To attract talent from a variety of backgrounds:



- Broaden your candidate sourcing.
- Go beyond traditional channels like job boards to target diverse talent pools.
- Build partnerships with community organizations, advertise with niche job sites and leverage employee referrals.
- Review your job postings and descriptions to ensure inclusive language.

Once candidates apply, have a diverse hiring team screen resumes and conduct interviews to help counteract individual biases. Consider anonymous

resume screening that removes names and demographic information. During interviews, standardized questions must be asked of all applicants with structured interviews rather than unstructured conversations so you can level the playing field.

You can further promote fairness using skills-based assessments instead of overemphasizing credentials or prior experience. Additional steps like training on

unconscious bias, highlighting diversity in your workplace brand, and tracking diversity metrics also contribute to an inclusive recruiting process.

The end goal is to develop a recruiting process that provides equal opportunities for underrepresented groups. Taking purposeful steps to remove bias lays the foundation for a diverse workforce that drives innovation.

Practices Used to Maintain a Diverse and Inclusive Recruiting and Hiring Practices

65%	Use inclusive language in job ads.	35%	Publicly communicate your hiring practice.
53%	Proactively source diverse talent.	33%	Seek more diverse referrals from employees and other sources.
49%	Assess relevant skills and competencies.	32%	Design inclusive onboarding experience.
48%	Structure and standardize interviews.	24%	Assemble diverse hiring panels.
45%	Establish clear selection criteria.	22%	Use technology to maintain anonymity of all distinguishing characteristics.
44%	Partner with diverse institutions.		

Source: 2023 Brandon Hall Group™

Brandon Hall Group™ has researched and talked to thousands of companies to understand the best practices from highly performing organizations that demonstrate vigor and behaviors that drive inclusion. The common theme these organizations all have is a strategy that integrates recruiting, talent, development and diversity and embeds it in the fabric of their culture.

It doesn't happen overnight, but you will get there by building consistency in your actions and adjusting poor recruitment processes that don't broaden your talent selection. If you ignore this, your organization will be left behind, which will disadvantage your culture, employee retention and engagement, brand, product development, and overall company performance.



Additional considerations:

Make job postings more inclusive. Remove bias from job descriptions — Use clear, gender-neutral language. Focus on required skills vs. preferred qualifications.

Have diverse hiring teams — Ensure people of different backgrounds are involved in resume screening and interviews to help reduce unconscious bias.



Offer anonymous resume review — Remove names and demographic info from resumes during initial screening to avoid biases.

Standardize interviews — Ask all candidates the same core questions in the same order. Use structured interviews, not unstructured conversations.

Train on unconscious bias — Provide hiring managers and recruiters with education on unconscious bias and best practices for inclusive hiring.

Improve workplace brand — Highlight diversity and inclusion programs and policies. Showcase employee resource groups and diversity at all levels.

Focus on skills — Use skills-based assessments and behavior interviews rather than overemphasizing credentials. Be open to non-traditional backgrounds.

De-emphasize "culture fit" — Focus more on skills fit. "Culture fit" can lead to homogeneous hiring.



Review for biases — Analyze the recruiting funnel by demographics to identify areas of discrimination.

Track and report on diversity metrics. The key is looking beyond traditional recruiting approaches and instituting practices that reduce biases and barriers underrepresented groups face.



WELCOME TO
NEW MAINSTREAM
ECONOMY

UDE
MA
HIST

A photograph of four women standing side-by-side in a professional setting. From left to right: the first woman wears a bright pink blazer over a white top and a gold necklace; the second woman wears a black blazer over a black top; the third woman wears a leopard print blazer over a black top and glasses; the fourth woman wears a dark floral patterned dress with a white belt and high heels. They are standing in front of a backdrop of vertical purple lines with a large, glowing purple geometric shape (a parallelogram) behind them. The floor is a light-colored carpet.

SPONSORSHIP, MENTORSHIP, & ALLYSHIP:

Understanding
the Difference and
Power of Each

A recent study by Brandon Hall Group™ revealed conflicting insights into how employees view diversity, equity and inclusion (DEI) efforts within their organizations.

The research found that 82% of respondents believe sponsorship, mentorship and allyship are essential for driving DEI progress.

However, only 33% said their workplaces demonstrate strong competencies related to DEI. This gap highlights the need for more employee development in these critical areas.

Source: Brandon Hall Group™ Study, Improving the Business Impact of DEI: Creating a Culture for Success
Percentage represents organizations rating importance at 4 or 5 on a 5-point scale



Sponsorship involves advocating for employees, connecting them with senior leaders, and actively supporting their advancement. Mentorship provides guidance to help employees navigate their careers. Allyship requires speaking up against bias and injustice.

While related, these roles have distinct differences. Sponsors take action, mentors advise, and allies use their privilege to elevate underrepresented groups. Organizations should clarify these distinctions and encourage participation across all levels.

Data shows strong employee interest in growing supportive relationships. Now, intent must be aligned with behavior and action. Fostering a culture of sponsorship, mentorship, and allyship is essential for organizations seeking to improve diversity, equity and inclusion.

Our research provides a wake-up call to put these principles into practice. Employees are ready to step up. Leaders must provide the tools and training to turn good intentions into meaningful impact.

Behaviors/Competencies Related to DEI Demonstrated in Your Workplace to a High Degree



Source: Brandon Hall Group™ Study, Improving the Business Impact of DEI: Creating a Culture for Success

Here is a short list of tips for effective sponsorship:

- ✓ Take interest. Invest time in understanding a protégé's goals, strengths and motivations.
- ✓ Make connections. Leverage your network and influence to create opportunities.
- ✓ Open doors. Actively nominate and recommend your protégé for key assignments and promotions.
- ✓ Provide air cover. Use your power to shield protégés from politics or barriers.
- ✓ Give stretch opportunities. Create challenges that let your protégé showcase skills.
- ✓ Offer feedback. Provide guidance to support growth and development.
- ✓ Be an advocate. Promote and praise your protégé to peers and leadership.
- ✓ Share credit. Let your protégé take the spotlight and get recognized.
- ✓ Track progress. Check in regularly and help strategize the next moves.
- ✓ Show commitment. Demonstrate ongoing support of protégé's advancement.



The focus of sponsorship is actively using influence to progress someone else's career. It requires a hands-on, high-investment approach.

Here's a short list of tips on the ideal number of mentors/mentees:

For Mentors

- Have one to three primary mentees you meet with regularly to allow for quality time.
- Take on additional mentees occasionally for targeted advice.
- Have a maximum of four to six total mentees for a reasonable commitment.
- Select mentees focused on different areas to diversify learning.

For Mentees

- Identify one to two primary mentors you connect with deeply.
- Build relationships with three to five mentors for advice on specific topics.
- Seek diversity in your mentors' backgrounds and expertise.
- Be mindful of your mentors' time — start small in frequency.
- Offer to mentor others to pay it forward.



The key is balancing the depth of a few key relationships with a range of perspectives from multiple mentors. Consider your needs, availability, and commitment to mutually beneficial partnerships.



Here's a short list of tips for allyship in the workplace:

- ✓ Listen more than speak.
- ✓ Believe experiences of marginalized groups.
- ✓ Speak up against bias when you see it.
- ✓ Amplify voices of the unheard.
- ✓ Educate yourself on the issues.
- ✓ Follow the lead of marginalized groups.
- ✓ Use your privilege to advocate for others.
- ✓ Reflect on and check your own biases.
- ✓ Make issues visible to leadership.
- ✓ Keep learning and growing as an ally.

The key is to amplify other voices rather than prioritize your own. Allyship requires ongoing self-education, speaking up against injustice, and giving support to lift marginalized groups. It's a continual process.

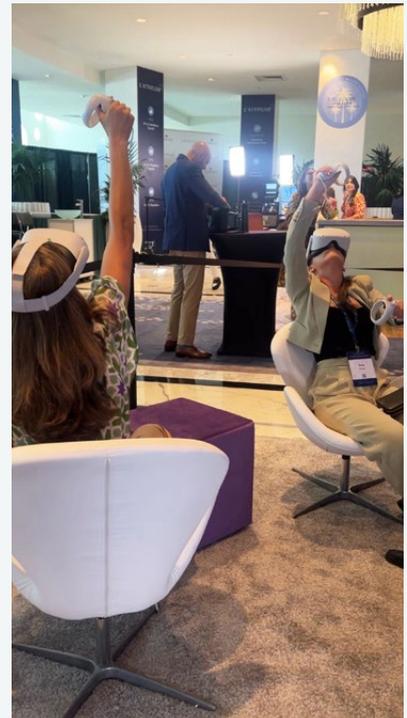
Here are some ways technology can help formalize and scale sponsorship, mentorship, and allyship programs:

- Build a mentoring program in your HRIS or talent development platform to easily match mentors and mentees and track milestones.
- Leverage online coaching/mentoring software to provide structure with goal-setting, meeting schedules, and lesson plans.
- Create allyship eLearning modules on topics like unconscious bias, microaggressions, and privilege to educate all employees.
- Host virtual mentor circles using video-conferencing tools to connect groups of mentees for real-time mentoring.
- Share mentoring resources like tip sheets, books, and articles digitally via your LMS, intranet or collaboration sites.
- Develop online training for mentors and sponsors to standardize and share best practices at scale.
- Use pulse surveys before and after mentoring relationships to track satisfaction and effectiveness.

- Build a sponsorship/mentorship site that allows employees to search profiles and self-match with mentors/sponsors.
- Use collaboration tools and groups to create communities of allies who can support each other's learning.
- Automate mentor check-ins and meeting reminders through calendar apps or HR platforms.



The key is leveraging technology to systematize programs, share knowledge, provide training, facilitate connections, and collect feedback to enhance relationship development.



Executive Interview



Adonica Black

Director, Global Diversity and Inclusion, LexisNexis

Adonica Black is committed to building a culture of inclusion where people can live to their full talent potential to enhance business performance.

What are the challenges for DEI professionals over the next year?

With the passing of the recent Supreme Court decision to curtail diversity considerations in higher education admissions, the next legal frontier will be DEI practices in business. Practitioners need to be proactive and collaborative when thinking about how to address these challenges.

Three to five years from now, how will the DEI landscape be different?

Organizations need to be ready for the increased consumer focus on the ethics of the businesses they choose to support and the increased value in seeing representation in people and products.

What are some key indicators that DEI governance effectively embeds the principles of DEI across the organization?

Some of the key facets of effectiveness to highlight include a governance structure that involves the highest levels of leadership in an organization, like an I&D Council, for example.



Allie Braswell

Senior Vice President, Culture and Belonging, VyStar Credit Union

Allie is an accomplished entrepreneur, author, and civic leader with diverse experiences in business, public speaking, and community engagement, as well as leadership, technology operations, and human resources.

Three to five years from now, how will the DEI landscape be different than it is now?

I am encouraged by the growing number of organizations that are making public commitments to the work and I think the field is maturing to the point where we will be more able to justify the need for our work.

What are the most important behavioral traits for a successful DEI professional?

We need to be resilient to weather storms, embrace a growth and learning mindset to keep our minds open, collaborative, be great listeners, and be committed to self-care so that we can continue to do our important work.

If you could give a DEI professional one single piece of advice for their future work, what would it be?

Focus on progress. We may not achieve 100% buy-in or support. But if we focus on the difference, we ARE making step-by-step, that mindset can carry us through the more challenging times.



Carolina Z. Cardoso

North America Inclusion and Diversity Relationship Management Lead, Accenture

"We plan our lives forward and understand our lives backward, so live with purpose and conviction. This is your power, and there's only one YOU."

What do you see as the challenges for DEI professionals over the next year?

The complexity of navigating through the SCOTUS decision and assessing its impact to broader DEI practices and initiatives while maintaining the momentum of ensuring all leaders at all levels understand their role of creating inclusive cultures and being allies in action for all.

Three to five years from now, how will the DEI landscape be different than it is now?

More organizations will leverage on data and technology to drive equitable practices and informed decisions with data-driven approaches. [There will be] regular use of AI and technology to identify and mitigate biases in recruitment, performance management, and other HR talent management processes and practices.

How would you recommend getting rank-and-file employees more involved in actively supporting DEI?

Join an Employee Resource Group or Affinity group ... and become an ally.



Chantel Johnson

Head of Inclusion & Diversity Recruiting for North America, Accenture

Chantel has 18+ years of experience in executive recruiting with a passion for connecting professionals with career opportunities in corporate America.

What is the most effective way to get C-Suite and senior leaders actively involved in a DEI strategic plan?

Tie executive compensation (bonuses, equity, lavish things that come with their compensation) to DEI performance and results within their business group.

What are the key strategies for fair and equitable recruiting and hiring?

If you target all traditionally non-diverse sources, those are the types of candidates who will apply. However, if you expand that scope, you will start to see your pipelines become more inclusive.

What are the best criteria to use for setting diversity hiring goals?

Set diversity hiring goals at the business level, thinking about what each group needs to do to achieve your overall hiring goal. Look at what their results have been YoY, the types of skills they hire for, and availability of those skills in the market, and the volume of hiring forecasted for the year.



Christopher Cardarelli

Executive Director, Human Resources, Global Diversity & Inclusion Center of Expertise, Merck

In his 25-year career with Merck, Christopher has observed that the greatest opportunity for growth and development begins with a culture and mindset of inclusion, curiosity, empathy, and gratitude.

What do you see as the single most important reason to invest in building a strong DEI culture?

Despite the many differences that exist among individuals, we all share the same basic human needs — the need for safety and security, to find connection and community among one another, to have flexibility and autonomy, to feel valued and appreciated, to be able to have equitable opportunities to grow and develop.

What are the most important behavioral traits for a successful DEI professional?

Empathy, curiosity, vulnerability!

If you could give a DEI professional one single piece of advice for their future work, what would it be?

Seek out and listen to the voices of others — especially of those who do not share the same background, perspective, and lived experience as oneself.



Claire Herring

Chief Learning Officer, Blue Ocean Brain

Claire Herring is a well-known business leader, writer, and international speaker on topics related to the art of leveraging science to optimize employee growth and performance to build workplace cultures of inclusion and learning.

What is the most effective way to get C-Suite and senior leaders actively involved in a DEI strategic plan?

Shifting our focus to use less DEI terminology and focusing on the skills and behaviors employees need to help create a competitive cultural advantage for their organization can help get everyone to lean into shaping culture.

What do you see as the single most important reason to invest in building a strong DEI culture?

Building a strong DEI culture helps create a sustainable competitive advantage in a tight talent market now and in the future. Companies can't win without one.

If you could give a DEI professional one single piece of advice for their future work, what would it be?

Think of yourself as an architect of talent and culture. Work behind the scenes to get key stakeholders involved and invest in continuous learning for all employees.



Dominique Bolden

Senior Manager of Inclusive Leadership of Global Learning and Diversity, Kraft Heinz

Dominique co-leads learning and development for Kraft Heinz's Women's Business Resource Group. She is Kraft Heinz's ambassador for NextUp, a non-profit organization that develops, empowers, and supports retention of women leaders.

What are the critical foundations for an effective leadership development program for under-represented groups?

The critical foundations for an effective leadership development program for under-represented groups include Senior leader sponsorship and manager support; Identifying and developing skills that leaders will need in the future; and building community within the cohort.

What are the design principles that should be used when building a leadership development program for under-represented groups?

Leadership development programs should be an *experience*. Incorporate elements where participants can hear from internal leaders who look like them, be fully supported by their managers, learn from experts, and foster an internal network of motivation and encouragement from peers. As someone who works for a food and beverage company, every aspect of a leadership development program should feed the participants' minds, bodies, and souls.



Franklin Reed

Executive Director, Global Inclusion, Diversity & Equity, TEKsystems

"My passion for inclusion, diversity, and equity is cemented in the idea that we are better, go farther, and can accomplish significantly more, to the degree that we're able to see beyond what divides us and leverage our differences."

What are the two to three key drivers of success?

Executive engagement and resources are key to the success of any initiative; DEI is no different. You can't expect results without investment.

What is the most effective way to get C-suite and senior leaders actively involved in a DEI strategic plan?

The more you can connect the initiatives to business challenges and/or opportunities the more engaged they will be. Integrating DEI into the normal business operating rhythm and not as a separate item is key to long-term leadership involvement.

What are some key indicators that DEI governance is effective in embedding the principles of DEI across the organization?

Two indicators of success are high and equivalent engagement and retention across various demographics.



Lacey Jacobs

Senior Director and
Head of Diversity, Equity
and Inclusion, BTS USA

*Supporting Lacey’s strong commitment to change how leaders and organizations approach DEI, her published articles like **Your DEI Work is Deeper than a Quarterly Goal** help leaders reframe how they think about DEI and measure their progress.*

What are the critical foundations for an effective leadership development program for under-represented groups?

Don’t approach this process like something is inherently wrong with the under-represented group. Ensure that there are leaders in place who know how to grow and develop leaders from under-represented groups.

What are the most important factors for building a culture of belonging and psychological safety?

This is a job for everyone. Don’t assume that something feels psychologically safe to others because you say it is true. Check in and see how people are feeling.

Focus on growing the muscle for discomfort to ensure that you are establishing an environment where diverse ideas, dissension, and failure are welcomed.

Be willing to care if someone doesn’t feel like they belong. Get curious about what could be the reason behind their lack of participation.



Laura Sehres

Vice President of Diversity,
Equity and Inclusion at PSCU
and Chair of the PSCU DEI
Steering Committee

Laura has been a primary curator of PSCU’s long-term DEI strategy and has accelerated and championed many accomplishments.

What are the two to three key drivers of success?

Intentionality inspires growth. Strategy helps shift the conversation from “what can I do?” to “what should I do?” to “what do I want to do?” Finally, as Peter Drucker stated, “you can’t manage what you can’t measure.”

What do you see as the challenges for DEI professionals over the next year?

The sociopolitical climate is something to watch closely and learn to work with potentially changing how our work is done. This does not mean taking our foot off the gas, it just means perhaps adjusting our route.

Three to five years from now, how will the DEI landscape be different than it is now?

I see a rebranding of DEI and EX to “People and Culture,” “Culture and Belonging,” or something of that nature. This rebranding will help employees see the connection between the two versus seeing them as two separate entities.



Tamisha Roundtree

Sr. Manager, People & Culture,
Orange Theory

Tamisha is a passionate advocate for equity and inclusion in the workplace and has dedicated her career to facilitating workplace environments where employees feel valued, respected, and supported.

What are the most important characteristics or actions required for an ERG to have a positive impact on building a DEI culture?

By regularly communicating outcomes and the positive impact of a DEI culture on the organization's bottom line, ERGs can be perceived as strategic partners, driving meaningful change and contributing to the company's overall success.

What are the most important behavioral traits for a successful DEI professional?

Courageous DEI professionals are willing to take risks, push boundaries, and be the voice for those who may not have the platform or opportunity to be heard.

What is the most effective way to get C-Suite and senior leaders actively involved in a DEI strategic plan?

Emphasize a clear alignment with business objectives while encouraging active involvement. Involving leaders as ambassadors and embedding it organization-wide, senior leaders can play a vital role in driving the success of the DEI strategic plan.



Theresa Zeller

Global Head of Integrated
Learning Experiences, Global
Learning and Development,
Merck

Theresa is an agile, collaborative, and strategic global leader who builds trusted partnerships with leaders and stakeholders, resulting in measurable business value.

What are the two to three key drivers of success?

DEI can't be a program or singular campaign; it needs to be woven into the fabric of the organization's culture. Focus on the behaviors that need to change; information alone will not result in change. Think broadly and systemically; behaviors are linked to how work gets done and the business processes including HR processes.

What are the challenges for DEI professionals over the next year?

Helping leaders see that DEI is not a check-the-box activity but behavior change that needs to be intentional, integrated, and nurtured to sustainment that drives value to the individual and the organization.

What would you recommend getting rank-and-file employees more involved in actively supporting DEI?

Advocating for another who isn't heard or is being marginalized is something that every employee can do and can create a true impact.



Verdell Osborne

Senior Manager, Learning & Development, Blue Cross Blue Shield of Texas

"I believe that if I can train and coach employees through the lens of health inequities, I am supporting marginalized communities."

What are the most important behavioral traits for a successful DEI professional?

The most important behavioral traits for a successful DEI professional are curiosity, respect, and the willingness to learn new concepts. DEI is a learning journey. We are all working to embrace change.

If you could give a DEI professional one single piece of advice for their future work, what would it be?

No one person has all of the answers, but collectively we can make an impact toward positive change.

What are the key differences between sponsorship, mentorship, and allyship?

The proverb "mentors talk to you," "coaches talk with you," and "sponsors talk about you" comes to mind.

What aspects of an organization should be prioritized to increase allyship?

Trust is the cornerstone of creating allies inside an organization. Allies must first show courage. Fostering diversity, equity, and inclusion requires helping individuals who are not part of your community.



Wendy Gates Corbett

President, Signature Presentations, LLC

Wendy believes every human being has the power to build belonging and that it is either built or destroyed with every human interaction.

Three to five years from now, how will the DEI landscape be different than it is now?

I am encouraged by the growing number of organizations that are making public commitments to the work and I think the field is maturing to the point where we will be more able to justify the need for our work.

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Focus on progress. We may not achieve 100% buy-in or support. But if we focus on the difference, we ARE making step-by-step, that mindset can carry us through the more challenging times.

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Our Diversity, Equity and Inclusion Leader (CDEIL) Certification consists of 17 lessons that cover persona competencies that every employee should possess to improve the diversity, equity and inclusion in their organization.



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LEADER (CDEIL)**

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DIVERSITY, EQUITY AND INCLUSION

A1 Hrvatska	Best Diversity, Equity & Inclusion Strategy	Silver
Accenture	Best Advance in a Diversity Recruiting Strategy	Gold, Silver, Bronze
	Best Advance in Leadership Development for Women	Gold, Silver, Bronze
	Best Corporate Outreach to Promote Diversity, Equity & Inclusion in Communities	Gold
	Best Diversity, Equity & Inclusion Strategy	Gold
	Best Use of Employee Resource Groups to Address Diversity, Equity & Inclusion	Silver
	Best Governance of Diversity, Equity & Inclusion	Bronze
Activision Blizzard	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
	Best Advance in a Diversity Recruiting Strategy	Silver
AKBANK	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
Allianz Technology	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Silver
Anglo American	Best Advance in Leadership Development for Women	Gold
ASELSAN	Best Learning Program for Unconscious Bias Awareness	Silver
AstraZeneca	Best Advance in Leadership Development for Women	Gold
Azerconnect LLC	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Silver
Bank of America	Best Advance in Leadership Development for Women	Gold (2)
	Best Advance in Mentoring to Develop Diverse Leaders	Gold
	Best Diversity, Equity & Inclusion Strategy	Gold
	Best Learning Program for Unconscious Bias Awareness	Gold

BNSF Railway	Best Diversity, Equity & Inclusion Strategy	Bronze
Boehringer Ingelheim	Best Advance in Leadership Development for Racial/Ethnic Minorities	Silver
Boys & Girls Clubs of America	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Bronze
British American Tobacco	Best Advance in Measuring Diversity, Equity or Inclusion	Bronze
Capgemini Technology Services India	Best Corporate Outreach to Promote Diversity, Equity & Inclusion in Communities	Gold
Capital One Financial Corporation	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
Center for Equity and Inclusion (CEI)	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
Chevron	Best Advance in a Diversity Recruiting Strategy	Silver
Cimsa	Best Diversity, Equity & Inclusion Strategy	Silver
	Best Advance in Mentoring to Develop Diverse Leaders	Bronze
Colgate-Palmolive	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
Concentrix	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Gold
Corteva Agriscience	Best Advance in a Diversity Recruiting Strategy	Gold
Deloitte	Best Advance in Leadership Development for Racial/Ethnic Minorities	Gold, Silver
	Best Advance in Leadership Development for Women	Gold
Dentsply Sirona	Best Advance in Mentoring to Develop Diverse Leaders	Bronze
Department of Civil Servant Development, Taipei City Government	Best Learning Program for Unconscious Bias Awareness	Gold (2)
DXC Technology	Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver

HCM EXCELLENCE AWARD WINNERS

Escorts Kubota	Best Advance in Leadership Development for Women	Silver
Export Development Canada	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
Fidelity Investments	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
General Dynamics Information Technology	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Bronze
Handcrafted Learning	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
HCL Technologies	Best Advance in Leadership Development for Women	Gold
	Best Learning Program for Unconscious Bias Awareness	Silver
	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Bronze
	Best Diversity, Equity & Inclusion Strategy	Bronze
HDFC Bank	Best Corporate Outreach to Promote Diversity, Equity & Inclusion in Communities	Silver
HDFC Ergo General Insurance Company	Best Advance in Leadership Development for Women	Bronze
IBM	Best Corporate Outreach to Promote Diversity, Equity & Inclusion in Communities	Gold
ICICI Lombard General Insurance Company	Best Diversity, Equity & Inclusion Strategy	Silver
Kordsa	Best Advance in Mentoring to Develop Diverse Leaders	Gold, Silver
	Best Governance of Diversity, Equity & Inclusion	Bronze
Larsen & Toubro Limited	Best Advance in Leadership Development for Women	Gold
LexisNexis Legal & Professional	Best Advance in Leadership Development for Women	Gold

Lloyd's	Best Advance in Leadership Development for Racial/ Ethnic Minorities	Gold
Macy's	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
Mars, Incorporated	Best Advance in Leadership Development for Women	Silver
McKinsey & Company	Best Corporate Outreach to Promote Diversity, Equity & Inclusion in Communities	Gold
	Best Advance in a Diversity Recruiting Strategy	Bronze
Med Learning Group	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Gold
MetLife	Best Advance in Leadership Development for Women	Gold
	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
MJHS Institute for Innovation in Palliative Care (MJHS)	Best Learning Program for Unconscious Bias Awareness	Gold
Molson Coors Beverage Company	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
Mondelez International	Best Advance in a Diversity Recruiting Strategy	Bronze
	Best Diversity, Equity & Inclusion Strategy	Bronze
	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Bronze
myGwork	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Bronze
Oceania Football Confederation	Best Advance in Leadership Development for Women	Gold
Optum	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
PepsiCo	Best Advance in Measuring Diversity, Equity or Inclusion	Bronze

DIVERSITY, EQUITY AND INCLUSION HCM EXCELLENCE AWARD WINNERS

PT Indo Kordsa Tbk	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Bronze
Randstad	Best Advance in a Diversity Recruiting Strategy	Bronze
	Best Advance in Leadership Development for Women	Bronze
	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Bronze
Reliance Matrix	Best Learning Program that Supports and Promotes Diversity, Equity and	Bronze
Reprise Digital	Best Advance in Leadership Development for Women Inclusion	Gold
Roads and Transport Authority	Best Advance in Leadership Development for Women	Bronze
Salesforce	Best Advance in Leadership Development for Women	Silver
Saudi Aramco	Best Diversity, Equity & Inclusion Strategy	Bronze
Schneider Electric	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Gold
Shell and Corporate DNA Consulting	Best Advance in Leadership Development for Women	Gold
Singapore Telecommunications Limited	Best Diversity, Equity & Inclusion Strategy	Bronze
SLK Software	Best Advance in Leadership Development for Women	Silver
Svitzer	Best Advance in Leadership Development for Women	Gold
T-Mobile	Best Learning Program for Unconscious Bias Awareness	Gold

Tata Consultancy Services	Best Advance in Leadership Development for Women	Gold
	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Gold
	Best Advance in Measuring Diversity, Equity or Inclusion	Gold
	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Gold
Tech Mahindra	Best Advance in a Diversity Recruiting Strategy	Gold
	Best Advance in Leadership Development for Women	Gold
TPI Composites Turkey	Best Learning Program for Unconscious Bias Awareness	Gold
UST	Best Advance in Leadership Development for Women	Gold
Vector	Best Advance in Leadership Development for Racial/ Ethnic Minorities	Silver
Vena Solutions	Best Use of Employee Resource Groups to Address Diversity, Equity & Inclusion	Bronze
Verizon	Best Advance in Leadership Development for Women	Gold
WEConnect International	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Bronze
Wells Fargo & Company	Best Learning Program for Unconscious Bias Awareness	Silver
	Best Learning Program that Supports and Promotes Diversity, Equity and Inclusion	Silver
Wipro Limited	Best Governance of Diversity, Equity & Inclusion	Gold
	Best Advance in Leading Diversity, Equity & Inclusion Initiatives	Silver
WNS	Best Advance in Leadership Development for Women	Silver



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