



HR Leadership Chat Session Highlights

Spotlight on Diversity & Inclusion



Where is your organization on the journey towards an Inclusive Environment?

HP Insights:

- After 20+ years of gender discussions, S&P/TSX female Board representation is **up 27% from 11%** in 2010; Board turnover = 5-10% per year -Rotman study
- Early COVID time research (i4CP) – **27% of organizations** put D&I initiatives on hold - McKinsey

Organizational Representation:

- Employee Resource Groups (ERG's) were discussed, the challenges and ways to address issues. A fear of segregating the workforce by the creation of these ERGs and the best way to address this
- Having allies, advocates, and affinity groups, involving all levels of the organization
- Executive sponsors, establishing responsibility and shared accountability
- Push to move language from culture 'fit' to culture 'add'
- Place D&I responsibilities under Communications vs HR as a way to connect with the business value

Data-Driven Actions

- Obtain employee feedback utilizing employee engagement surveys, pulse surveys, and diversity surveys to obtain a baseline. Use the data meaningfully you lose credibility with your employees
- Balance the frequency of these surveys with actionable results
- Be clear about accountability and the expectations with managers when it comes to D&I, and offer training, (eg unconscious bias and awareness)
- Look at representation by organizational level and department/specialization; what programs can encourage diversity in career growth and senior organizational levels? Mentorship, succession management, etc.
- Organizations have outsourced demographic data collection and analysis during the early trust-building stages re: anonymity

HP Thought Prompter:

- How do you maximize the value of an ERG while understanding that it cannot be a standalone initiative towards becoming an Inclusive Environment? Attracting top talent to participate in and drive Inclusion requires Executive sponsorship, perceptions of impact/value and ability to influence organizational direction and commitment.
- High impact areas for ERG focus - professional development, company-related support, community involvement
- Trust is fundamental to open and honest employee sharing of data and insights; confidence in organizational long-term commitment to creating an Inclusive Environment, open conversations and follow-through on actions at all levels will set the stage for Creating Shared Value.
- Incoming workforce cohorts have dramatically greater diversity vs those leaving, including mixed race backgrounds, and identifying LGBTQ; workforce and consumer representation/ experiences/ expectations are driving organizational review of purpose and impact for long term success.

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