

Unleashing the power of inclusion
Attracting and engaging the evolving workforce

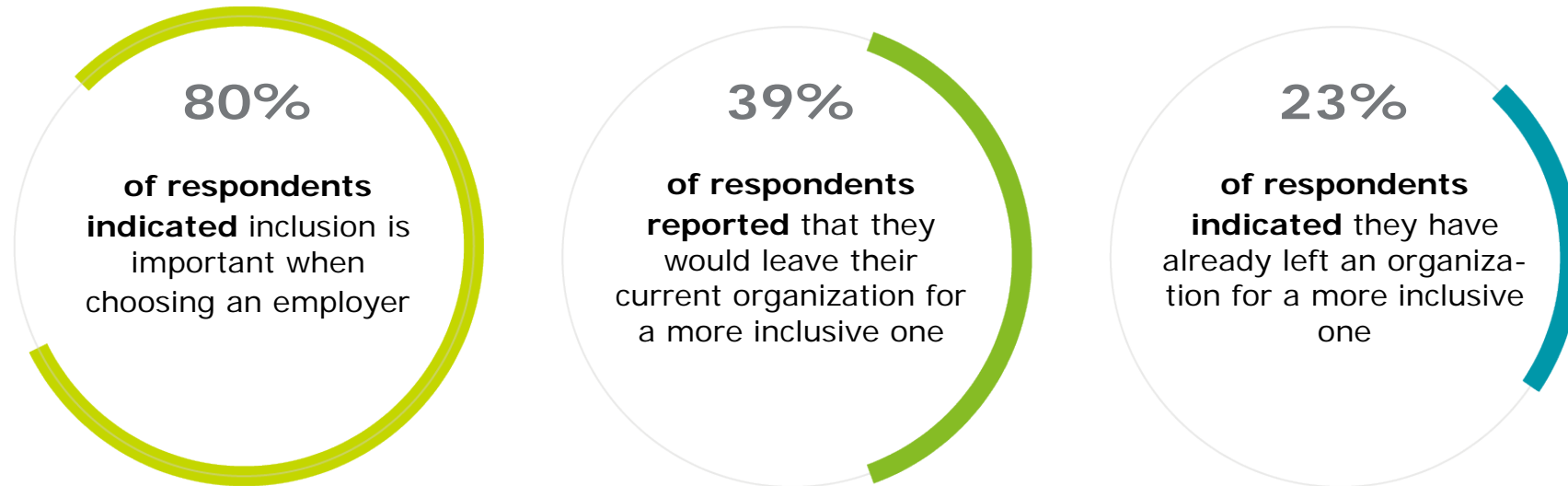
As technology, globalization, and the evolving workforce continue to shape the future of work

...the need for organizations to maximize their recruitment and retention strategies is increasing at a rapid pace



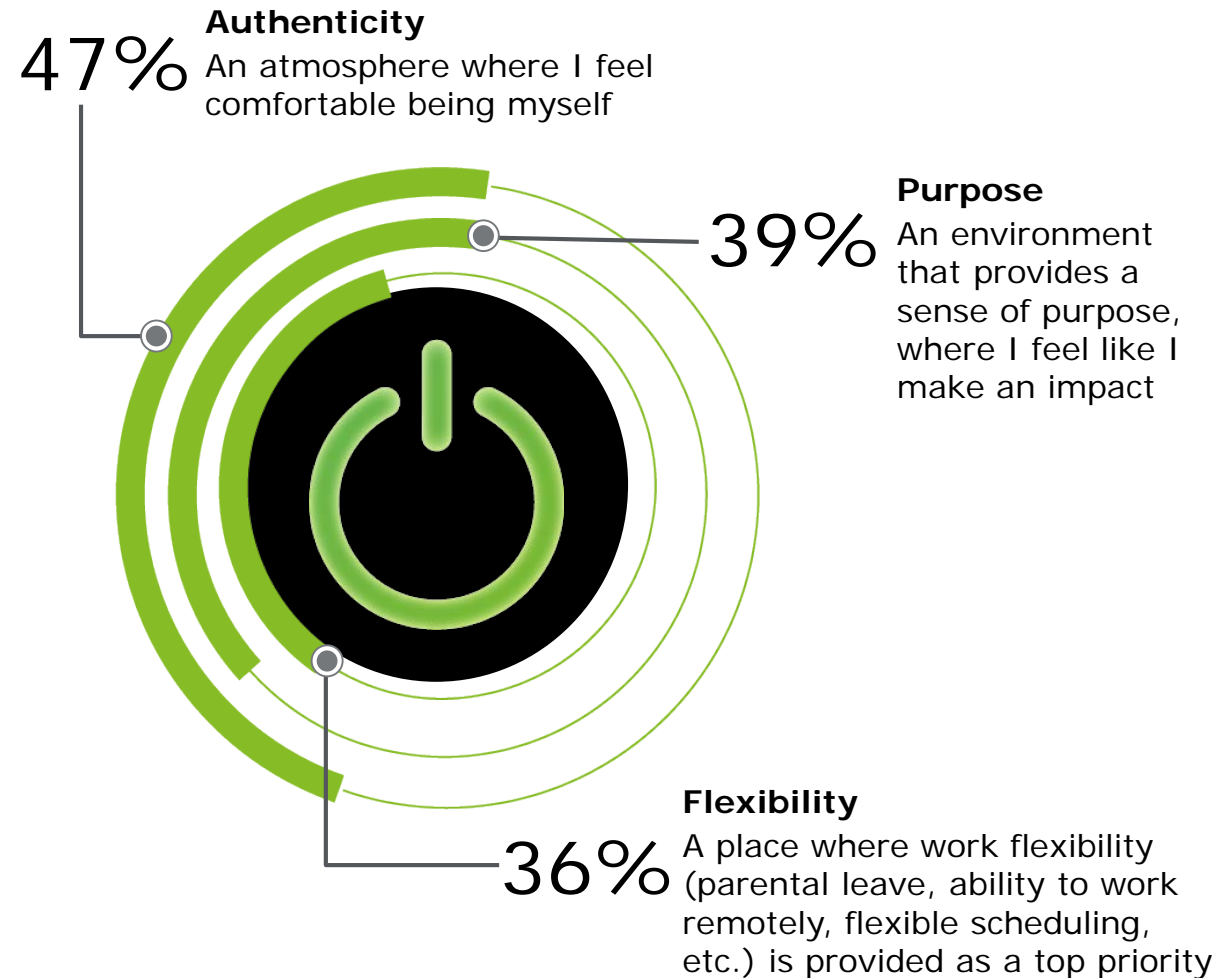
Inclusion is often essential for attracting, engaging and retaining today's workforce

Cultivating and showcasing an inclusive culture is often an essential component in talent strategies



*Note: The information presented on this presentation is based upon 1,300 US professionals of all levels, ages, genders, races, ethnicities, and sexual orientation. For a description of the full methodology, please refer to the paper on www.deloitte.com/us/unleashing-inclusion

So, what does today's workforce prioritize an inclusive culture?



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It's work, but it's personal

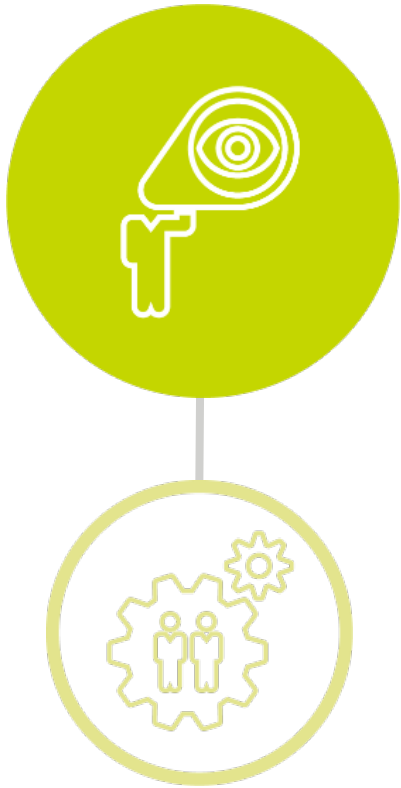
But when asked what would make their organizations more inclusive, respondents wanted to see their leaders and co-workers demonstrate inclusion in their everyday behaviors, interactions, and decision-making

71% of respondents valued working for an organization with leadership that consistently demonstrates inclusive behaviors over one with mixed quantity or quality of inclusion initiatives offered — as opposed to working for an organization with high-quality inclusion programming, but inconsistent inclusive leadership behaviors

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How can organizations integrate inclusion into their cultures to help address the needs of the evolving workforce?

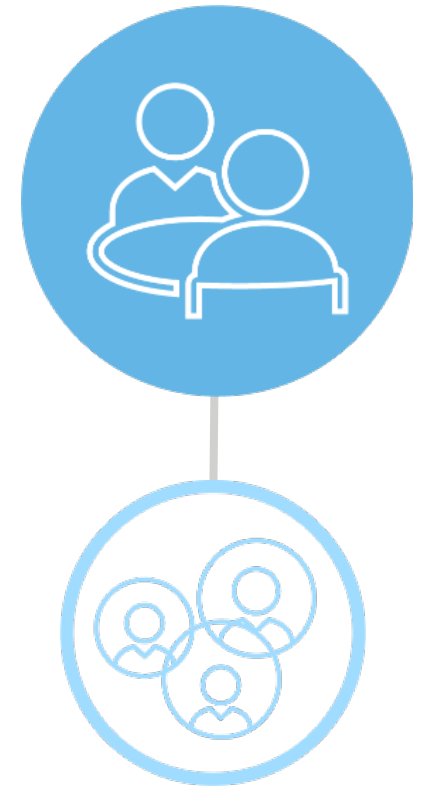
Reinforce the tone at the top



Education and awareness



Employee Engagement



The six signature traits of inclusive leadership

Thriving in a diverse new world



What is inclusive leadership?

- In today's workplace, core aspects of leadership, such as setting direction and influencing others, are timeless, but we see a new capability that is vital to the way leadership is executed.
- We call this inclusive leadership, and our research has identified six traits that characterize an inclusive mindset and inclusive behavior
- Highly inclusive leaders demonstrate six signature traits, which represent a powerful capability highly adapted to diversity



Inclusive trait—Commitment



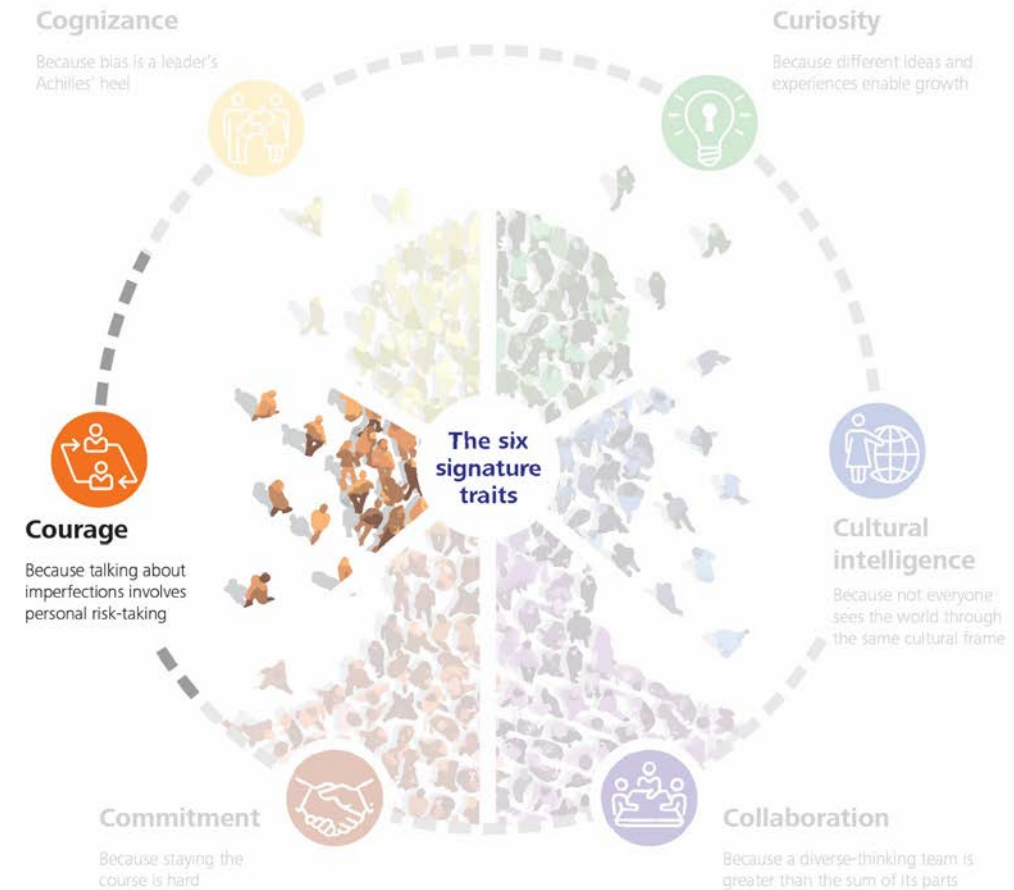
- Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case
 - Treat diversity and inclusion as a business priority
 - Treat all team members with fairness and respect
 - Foster environments where team members can be themselves by modelling authenticity and empower each other's well-being



Inclusive trait—Courage



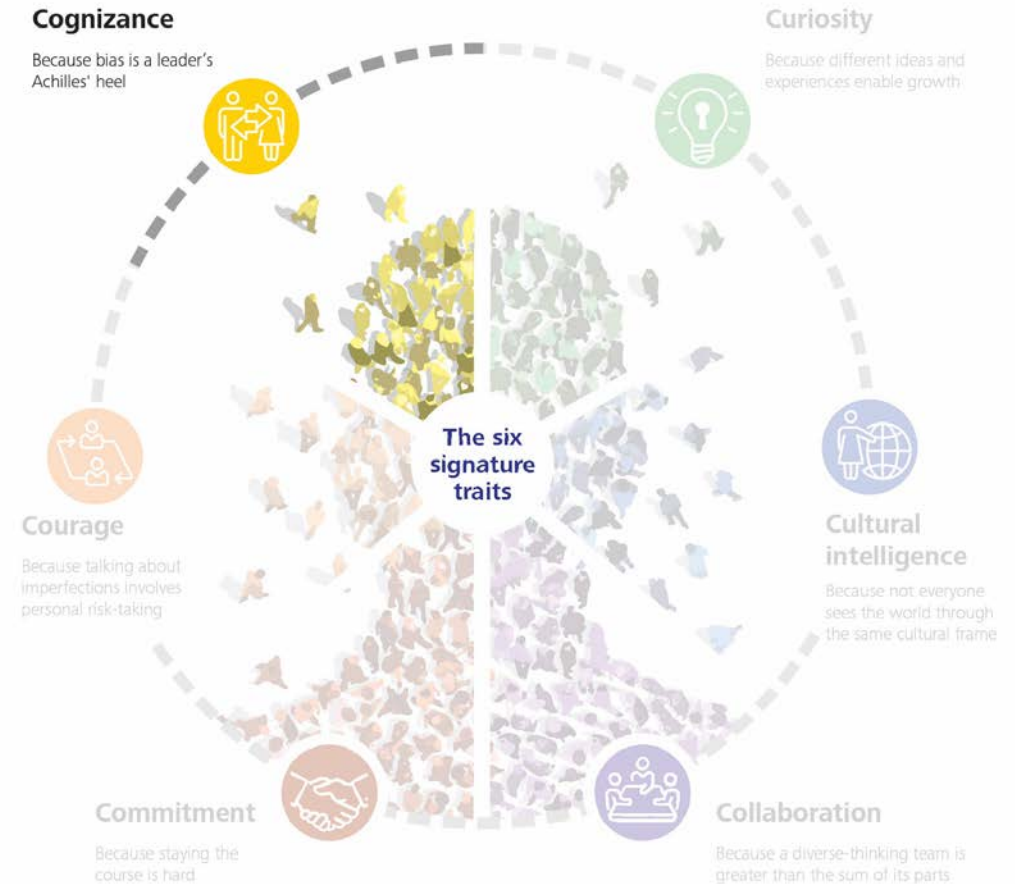
- Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses
 - Approach diversity and inclusion wholeheartedly
 - Hold others to account for noninclusive behaviors
 - Seek the contributions of others to overcome personal limitations



Inclusive trait—Cognizance of bias



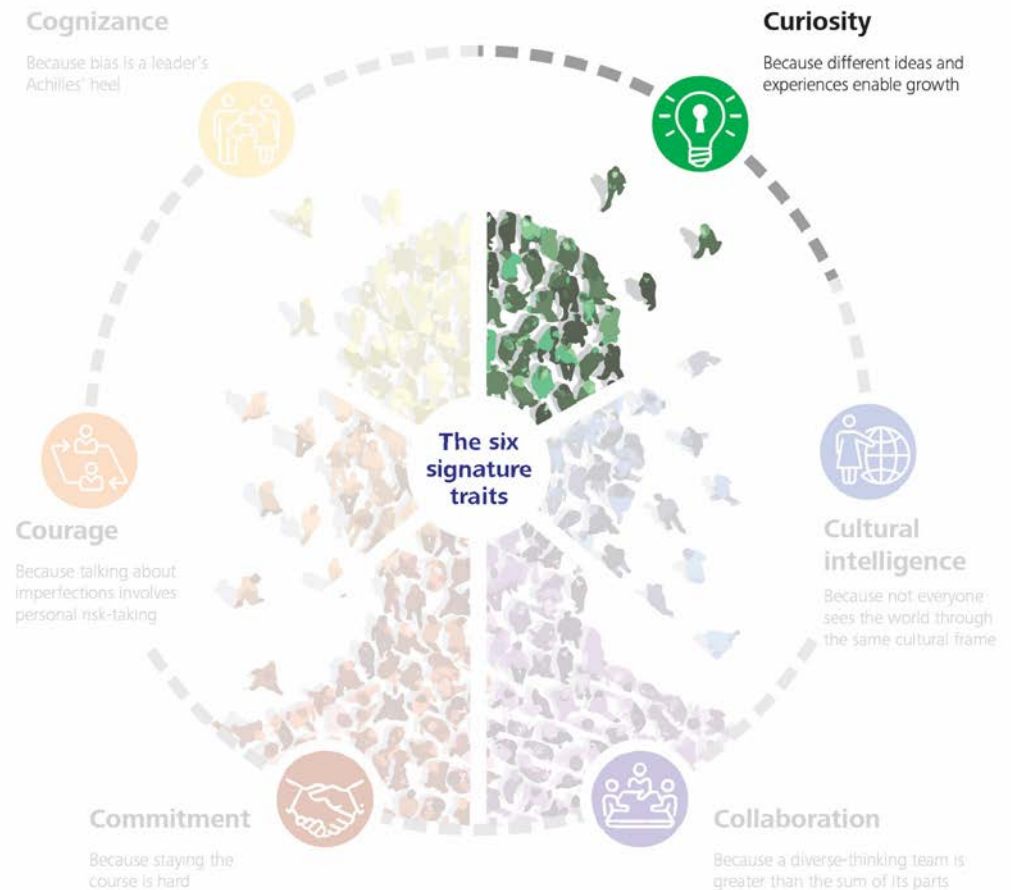
- Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play”
 - Follow processes to ensure personal biases do not influence decisions about others
 - Employ transparent, consistent, and informed decision-making processes about talent
 - Provide those affected with clear explanations of the processes applied and reasons for decisions made



Inclusive trait—Curiosity



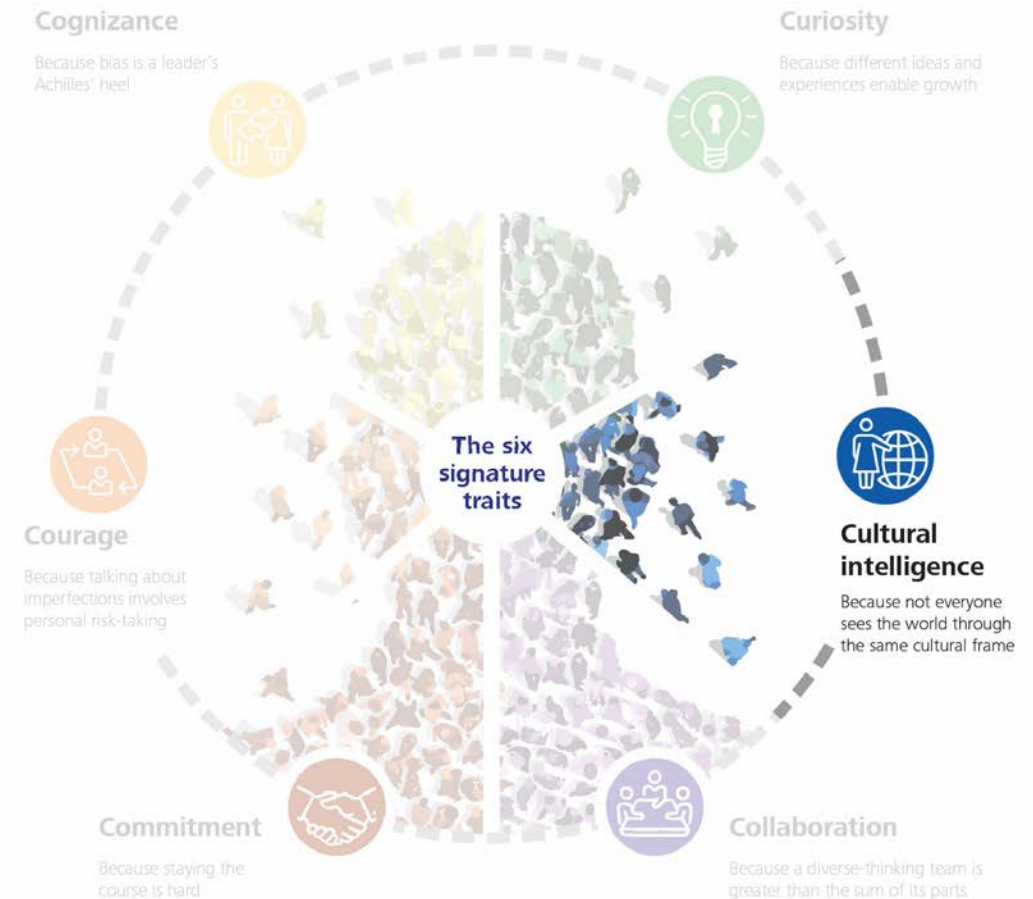
- Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity
 - Engage in respectful and curious questioning to better understand others' viewpoints
 - Demonstrate a desire for continued learning
 - Seek opportunities to connect with a diverse range of people



Inclusive trait—Culturally intelligent



- Highly inclusive leaders are confident and effective in cross-cultural interactions
 - Take an active interest in learning about other cultures
 - Work well with individuals from different cultural backgrounds
 - Are confident leading cross-cultural teams



Inclusive trait—Collaborative

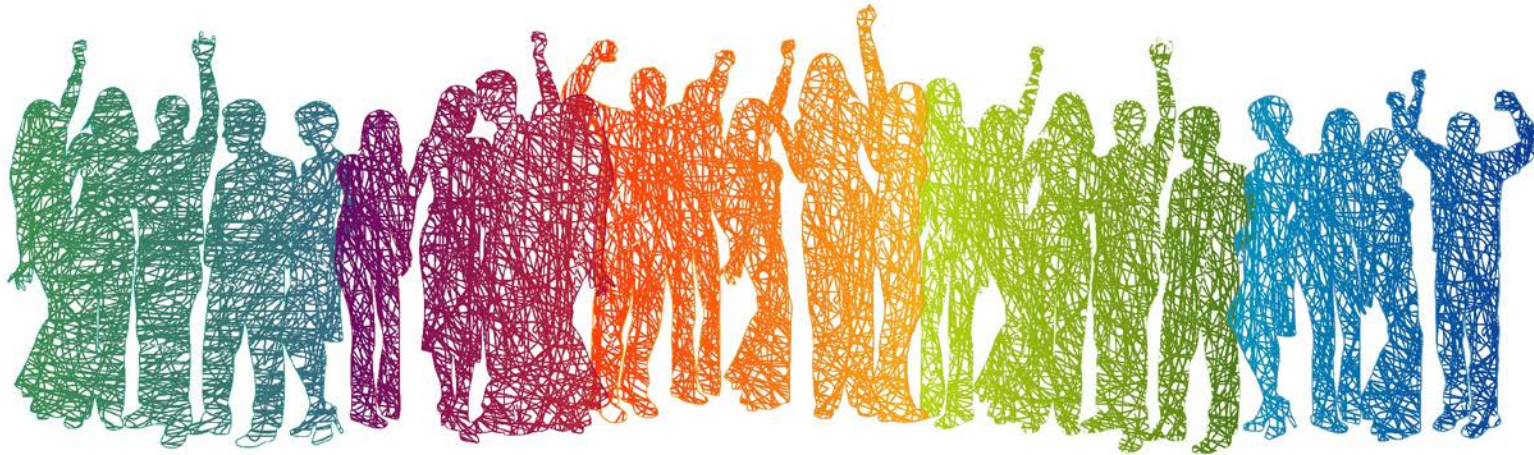


- Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups
 - Assemble teams that are diverse in thinking
 - Work hard to ensure that team members respect each other
 - Create a safe environment where people feel comfortable to speak up



How organizations can support inclusive leadership

- Highlight inclusive leadership as a core pillar within the organization's diversity and inclusion strategy
- Formally assess inclusive leadership capabilities across senior leaders and people managers
- Integrate development of the six signature traits of inclusive leadership into leadership development programs



Advancing Inclusion today

Showcasing Inclusive Leadership

- Diversity—of markets, customers, ideas, and talent—is an inescapable part of today's business environment.
- When leaders have clarity about what it means to be highly inclusive they are positioned for success





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