



# Diversity and Inclusion Councils

**DBP RESEARCH REQUEST**

# Role of Diversity & Inclusion Councils



A diversity and inclusion (D&I) council is a group of employees, including senior leaders or executives, that acts on behalf of the company to jumpstart and manage the diversity and inclusion process.

The Council works closely with senior leaders to ensure tight alignment with the organization's overall business strategy and to help institutionalize human capital practices that support and accelerate D&I goals.

The D&I Council helps create strategic accountability for results, provides governance and oversight on diversity efforts, and promotes company-wide communication on progress. The best councils successfully integrate the D&I program with the company's mission, operations, strategies, and business objectives.

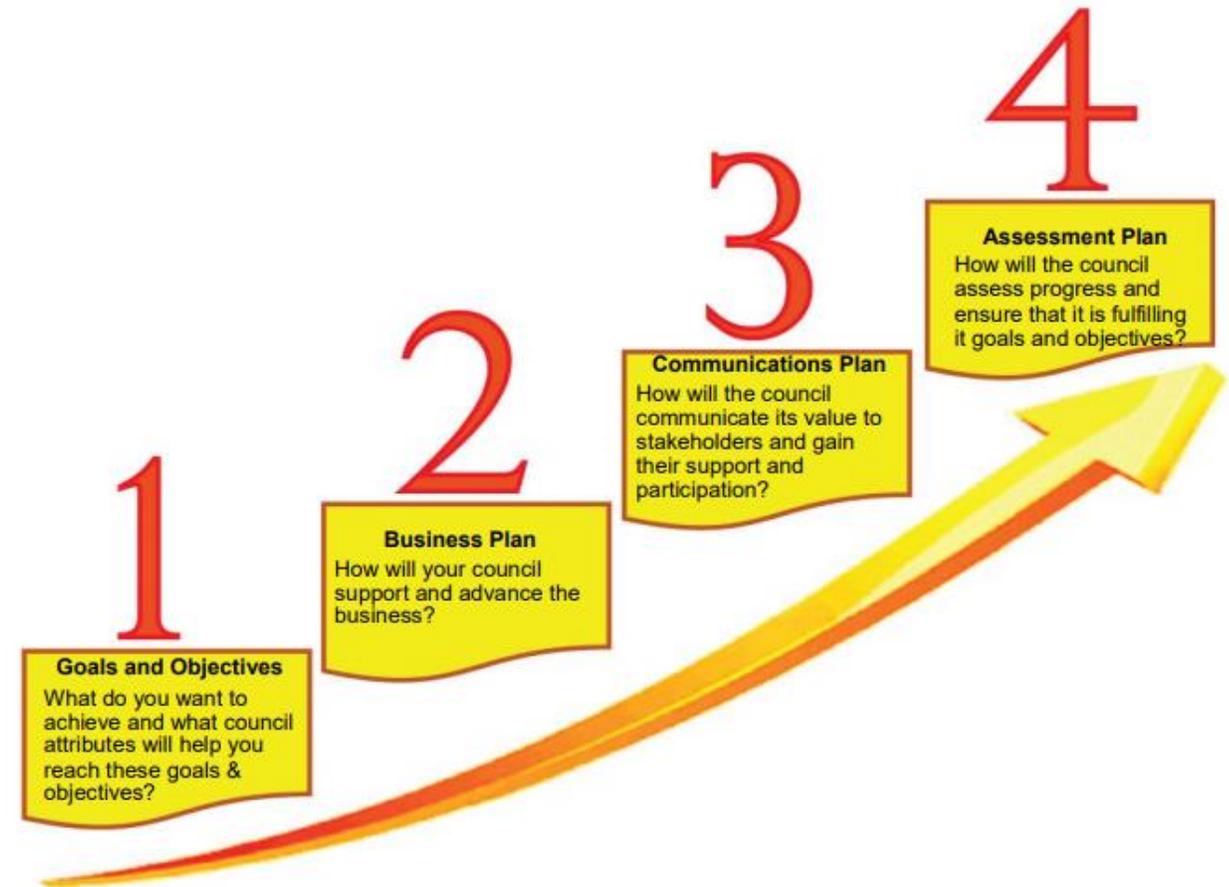
Diversity councils are a critical driver in fostering real organizational change, establishing a dedicated focus on diversity and inclusion priorities, and managing the D&I program. Moreover, they provide platforms for overseeing and assessing the effectiveness of the D&I function and introducing reform when needed.

**The primary role of the Council is to connect D&I activities to a broader business-driven, results-oriented strategy.**

# Characteristics of Effective Councils

To succeed, all councils require the following:

- Support from senior leadership
- Direct link to the overall business strategy
- Reinforcement of the business case for diversity and inclusion
- Diverse membership
- Metrics to track progress
- Clearly communicated goals and outcomes
- A long-term strategy that drives short-term initiatives and activities



# Building an Effective D&I Council



## **SUPPORT FROM THE TOP IS CRITICAL**

Senior leadership support is vital for diversity council success; without it, councils are unlikely to achieve their goals. While composition of diversity councils can vary from council to council, engagement from senior-level management—ideally the CEO—is necessary if councils are to fulfill their mandate. When CEO leadership is not possible, other senior executives should lead and participate on the team. Because diversity councils are responsible for and accountable to top executive teams, senior leaders play a critical role in providing direction with respect to the council’s mission, strategy, and deliverables.

## **LINK TO BUSINESS STRATEGY**

Councils must clearly link the organization’s diversity strategy with the overall business strategy to emphasize the importance of diversity in and to the organization. It is not enough for an organization to say, “We should look more diverse because customers like that.” Rather, it’s important to ask, “How can we better reflect our diverse customer base, thus providing them with better service, care, and products?”

# Importance of Diverse Representation



Many diversity councils are designed to address gaps in representation or inclusion for specific demographic groups, including women, racially/ethnically diverse individuals, and people with disabilities. Other councils address diversity and inclusion more broadly and consider every member to represent some aspect of diversity: dimensions may include organizational role or level, educational background, communication or management style, geographic location, and demographic group.

A diversity council's members should mirror the diversity within the organization. Councils should be composed of individuals of different genders, generations, departments, and/or other dimensions of diversity. Leaders of employee resource groups may also be part of the council. Councils may include individuals with diversity expertise who do not work for the organization; these outsiders can provide expertise or offer a customer's perspective in council discussions.

**Tapping a cross-section of thought leaders who represent the full breadth of functional expertise can help an organization clarify the meaning of D&I and its importance to the organization's overall culture and business strategy.**

# Building Your Diversity & Inclusion Council



Diversity councils are often chaired by the CEO, jointly chaired by the CEO and CDO, or solely by the CDO. In all of these cases, the CEO visibly champions the Council's work.

It is vital to have the right people involved on the D&I Council. The typical council member is a well-connected, very well-respected, highly influential leader. He or she has a great deal of knowledge regarding the organization itself, the challenges and issues associated with specific business units, and has intimate knowledge of the concerns associated with how work gets done.

As a group, the D&I Council reflects a balanced representation of the business. The organization's leaders work side-by-side with council members to ensure that the overall business plan is fully aligned with the diversity and inclusion strategy.

Through the work of the councils, leaders co-create diversity and inclusion goals, monitor outcomes and strategy execution, and report progress to company leaders and the organization overall.

# Sample D&I Council Responsibilities



**Responsibilities of the D&I Council should be included in the charter. Responsibilities may include:**

- Assist the CEO/CDO in creation of the D&I strategy and key milestones
- Embed the diversity and inclusion function across the enterprise with strong connections to business units and operational divisions
- Clearly delineate diversity roles and responsibilities and provide for ongoing assessment to ensure effectiveness
- Broadly build and share knowledge on D&I successes and impact – build the case for D&I!
- Work with Learning department to identify specific D&I education content to be included in employee training and professional development
- Identify D&I barriers that impact recruitment, retention and advancement, recruitment, training, and key assignments
- Create content and custom D&I messages for the Communications team to deliver to leadership, middle managers, and the general employee population
- Act as change agents for the organization – challenge the status quo – champion D&I and promote the company as an employer of choice

# ERG Oversight and Direction



The D&I Council also provides support and guidance for employee resource groups (ERGs) and helps ensure that all ERGs are a catalyst for fostering a diverse and inclusive environment and connects D&I and ERGs to the business.

A D&I Council can support ERGs in the following ways:

- Provide assistance to managers and employees that want to start an ERG
- Provide oversight, strategic guidance and direction to the ERG Executive Sponsor, Chair, and Committee Chairs
- Allocate and monitor ERG budget expenditures
- Share industry research along with internal and external best practices
- Assist ERGs with developing a consistent strategy
- Drive awareness and education of ERGs

# One Size Does Not Fit All



**D&I Councils come in many forms and have a variety of structures and names.** For the most part, there are two basic types:

Usually led by the chairman, CEO or chief diversity officer, **executive diversity councils** are made up of senior vice presidents, vice presidents, business-unit heads or other high-level leaders from all of the key company's business functions or core businesses. In general, this council develops the comprehensive, integrated diversity strategy that drives company best practices, goals and objectives, and monitors the company's progress against those goals and objectives.

Designed to provide greater representation of the diversity of a company's workforce, **advisory or regional diversity councils** are often larger than executive diversity councils. An organization may create several such councils to represent multiple business units, locations, or operational components. These councils implement the diversity strategy and policies established by the executive council. They are also responsible for advising company leadership on the company's diversity and inclusion needs and the progress of diversity initiatives throughout the organization.

# Business Focused Diversity Councils



The **University of Rochester** instituted a program enable each academic department and administrative and service unit to create its own Diversity/Cultural Competency Advisory Council. The role of these subordinate councils is to ensure that their diversity initiatives align both with the University's D&I program and goals in addition to the business unit's strategic goals.

**Sodexo's** Cross-Market Diversity Council (CMDC) is an example of a companywide advisory council. The charge of the CMDC is to collaborate and operationalize the diversity plan within each business line; serve as thought leaders to advance the D&I strategy; implement D&I at a regional level and align with employee business resource groups.

**Kellogg** established nine distinct diversity and inclusion councils to drive D&I goals across core business streams:

- D&I Subcommittee of the Finance People Development Committee
- Global Business Services D&I Council
- Global Engineering D&I Council
- Information Technology Diversity Council
- Kellogg Canada Diversity & Inclusion Council
- Procurement D&I Council
- Research, Quality and Technology Diversity Taskforce
- Wyoming Diversity & Inclusion Council
- Women in Supply Chain

# Case: Intel's D&I Infrastructure



Intel's **global diversity and inclusion office**, which is a central part of the company's HR function, drives the company's D&I enterprise. The office works closely with executive leaders to set organizational D&I goals, and provides oversight and direction to the company's seven leadership councils and 33 ERGs.

Intel's **seven leadership councils**, composed of over 200 senior leaders, serve as leadership role models and D&I champions for the communities they represent. Each council is assigned specific ERG communities to oversee. Leadership councils also host sponsorship programs to advance ERG leaders and members within their respective communities, and participate in a mentoring program which connects leadership council members with groups of seven to ten senior-level employees to mentor.

**Employee Communities.** There are 33 ERGs at Intel, with 22,368 members overall. Combined, the ERGs operate 168 chapters: 129 in the US and 39 globally. The intersection between the Global D&I Office, leadership councils and ERGs aligns on-the-ground diversity initiatives with Intel's overarching D&I goals. In the U.S., ERGs are funded through the larger D&I enterprise, however, global chapters and ERGs must secure funding and resources in the regions where they set up shop.

# Case: Dell's D&I Infrastructure



Global and regional alignment		Local planning and execution
<p><b>Global lead</b></p> <ul style="list-style-type: none"> <li>■ Supports ERG in executing goals, initiatives, and events from a global perspective</li> <li>■ Works with Global Executive Sponsor to remove roadblocks</li> <li>■ Researches &amp; defines specific strategic initiatives that will help to accomplish vision, mission, and success metrics</li> <li>■ Drives alignment with internal partners</li> <li>■ Drives alignment with Dell's Diversity &amp; Inclusion strategy</li> <li>■ Ensures regional alignment to global strategy</li> <li>■ Supports best practice sharing</li> <li>■ Drives recurring global ERG meetings</li> <li>■ Participates in annual ERG strategy sessions</li> </ul>	<p><b>Regional lead</b></p> <ul style="list-style-type: none"> <li>■ Supports ERG in executing goals, initiatives, and events from a regional perspective</li> <li>■ Drives recurring regional ERG meetings</li> <li>■ Participates in annual regional ERG strategy sessions</li> <li>■ Drives alignment with Dell's regional Diversity &amp; Inclusion strategy</li> <li>■ Ensures regional alignment to global strategy</li> <li>■ Creates &amp; maintains ERG site lead list</li> <li>■ Works to recruit site leads when necessary</li> <li>■ Works in collaboration with D&amp;I to direct interest in new chapters</li> <li>■ Maintains ERG regional overview</li> <li>■ Leads or manages regional Social Media &amp; Communications efforts</li> <li>■ Encourages leaders &amp; members to engage in regular conversation</li> <li>■ Supports best practice sharing</li> </ul>	<p><b>ERG Site lead</b></p> <ul style="list-style-type: none"> <li>■ Provides leadership for the Site Chapter</li> <li>■ Plans the Chapter ERG strategy (in alignment with Global/Regional direction)</li> <li>■ Keeps regional lead informed of key events and needs</li> <li>■ Maintains connection with local site leadership</li> <li>■ Works with core team to drive engagement for ERG on-site</li> <li>■ Collaborates with other active ERG Chapters on-site</li> <li>■ Attends regional meetings to learn &amp; share best practices</li> <li>■ Drives regular core team meetings</li> <li>■ Ensure alignment to Dell's Diversity &amp; Inclusion strategy</li> <li>■ Represent ERG externally, whenever possible</li> <li>■ Serve a minimum two-year term</li> </ul>

# Elements of the D&I Council Charter

A Diversity and Inclusion Council charter should include certain core elements:

- Vision
- Mission
- Objectives
- Leadership assignments
- Membership criteria
- Responsibilities
- Operational procedures

# Example: Stated Commitment to D&I



At xxx, we recognize and appreciate the importance of creating an environment in which all employees feel valued, included, and empowered to do their best work and bring great ideas to the table. We recognize that each employee's unique experiences, perspectives, and viewpoints add value to our ability to create and deliver the best possible service, technical assistance, and research to clients and partners.

Given that our individual social, economic, and cultural identities shape and influence our experiences and perspectives, it stands to reason that xxx will do its best work by ensuring diversity in our workforce across the various dimensions of social and cultural identity and by practicing inclusivity in how we work with one another.

The **mission** of the D&I Council will be to foster an environment that attracts the best talent, values diversity of life experiences and perspectives, and encourages innovation in pursuit of mission.

Using available research and data on effective diversity and inclusion practices, the D&I Council's efforts will focus on the following **objectives**.

- Building capacity and competency to lead and manage a diverse workforce
- Creating a work environment that ensures equal access to opportunities for professional growth and advancement
- Developing cultural competence and responsiveness, as an organization, to maximize our effectiveness in project engagements with clients and partners, considering and respecting their unique perspectives, experiences, and needs.

Our diversity and inclusion objectives, and progress toward achieving them, will be assessed annually to ensure alignment with strategic business objectives.

# Example: Clearly Stated Responsibilities



The xxx D&I Council will have the following responsibilities.

- Conduct a scan of the literature to identify D&I best practices supported by research
- Create opportunities for employees to provide feedback to executive staff about organizational climate and culture (i.e. climate assessments, anonymous satisfaction surveys, focus group sessions, etc.)
- Create opportunities for employees to have meaningful engagement with leadership to promote cultural inclusivity and discuss issues relating to equity in the workplace
- Provide feedback and insight to executive staff on issues of culture, climate, equity, inclusion, and diversity in the workplace, including recommendations and support regarding short- and long-term strategies to meet the organization's current and future workforce needs (i.e. unbiased recruitment, hiring and retention practices)
- Formulate recommendations for the development or modification of policies and practices that negatively impact diversity, inclusivity, and equity efforts
- Create internal organizational learning opportunities in which employees may voluntarily participate and engage to deepen and develop personal understanding of inclusion and equity at an organizational level
- Identify opportunities for the organization to engage with its broader communities to promote equity, social justice, and inclusion (i.e. community volunteer activities, corporate social responsibility initiatives, etc.)
- Serve as a D&I communications vehicle to senior management as well as across the organization by helping to develop the tone of internal messaging
- Conduct a self-assessment of Council effectiveness during the current fiscal year that describes accomplishments relative to developed goals and chartered responsibilities, challenges and barriers encountered during the period, and recommendations for solutions.

# Example: Leadership, Membership & Reporting Lines



The D&I Council will have two **co-chairs** and report to the xxx executive team (i.e. including the CEO, CHRO, CDO). Co-chairs will be responsible for meeting scheduling and preparation, meeting facilitation, follow-up on action items, communication and messaging, liaising with the executive team, etc.

A member of xxx's senior management team will be appointed as the Council's **sponsor**. The sponsor will support the Council by providing guidance to the co-chairs; serving as the link between the co-chairs and senior management; acting as an arbitrator and making decisions that may be beyond the authority of the co-chairs and Council members; and supporting co-chairs in presentation of recommendations to the executive team.

**Members** will be selected by the co-chairs from among employees who express interest in participation and who have approval from their supervisor after review of current workload and consideration of any other factors such as alignment with individual professional development plans. In general, committee membership should reflect a diverse mix of employees, taking into consideration factors such as race/ethnicity, gender identity, sexual orientation, age, disability, veteran status, etc. In addition, members should reflect different business areas of the organization.

# Case: Bank of America's Global D&I Council



Leading our efforts is our **Global Diversity & Inclusion Council (GDIC)**, which is chaired by the CEO and provides strategic direction on how we approach diversity and inclusion as a company. Our GDIC is focused on growing the diverse representation of our workforce, promoting an inclusive workplace and being a place where all employees have the opportunity to achieve their goals and meet the needs of our customers.

Providing additional leadership to the GDIC is Corporate General Auditor, who serves as GDIC executive vice chair and represents the company's management team and partners with our Global Human Resources (GHR) executive, to keep the management team informed about the GDIC's objectives, progress and areas of opportunity. Providing day-to-day leadership of the GDIC are Vice Chairs, chairman of Global Commercial and Investment Banking, Consumer Lending executive and head of Retirement and Personal Wealth Solutions.

Also serving on the GDIC is Chief Diversity & Inclusion Officer, whose Global Diversity & Inclusion Organization partners with GDIC leaders, GHR and other business and regional leaders to determine priorities and initiatives that position the bank as a leader in diversity and inclusion globally. Further, each line of business and region has its own Diversity & Inclusion Council that develops strategies to support our diverse and inclusive environment.

# Case: Johns Hopkins Inclusion Council



Our mission is to promote increased recruitment, retention and advancement of faculty, fellows and residents from groups under-represented in medicine as well as to promote an inclusive environment across the department.

The council's charter includes strategically addressing recruitment and retention by using the best practices that will assure that the department sets, monitors and reaches its goals. This means we will select and utilize the most effective and appropriate methods to identify, outreach to, recruit, retain and fundamentally value individuals of underrepresented racial, ethnic and other minority groups. This approach assumes that our culture or the daily ways in which we lead, guide, make decisions, evaluate and interact with each other will be examined.

The charter includes several kinds of functions and tasks:

- Establishing a data-based approach to this work by both collecting and analyzing profile data as well as qualitative data to be used in future decision-making regarding the diversity profile of our department in comparison to its peers.
- Setting goals, anticipated outcomes and measurements for the key parts of the Department vis a vis hiring of individuals of under-represented minority groups.
- Assisting in recruitment including establishing a 4th year minority and/or disadvantaged student visiting clinical clerkship, etc. Participating in search process strategies for identifying and recruiting at the faculty level and in developing divisional incentives for hiring minority faculty.
- Reviewing policies and procedures and informal practices across the department that affect recruitment and retention.
- Providing information and education about diversity that relates to the department's mission and effectiveness.
- Recommending ways to strengthen retention by ensuring that needs and concerns of faculty and trainees are understood and met. Operationalize mentoring groups for minority and/or disadvantaged residents and fellows.

# Case: Berkeley Labs Inclusion Council



The [Diversity, Equity, & Inclusion Council](#) consists of Berkeley Lab employees, selected by their respective division director, to provide advice and counsel to Berkeley Lab senior management and their division management on diversity related issues.

The Council's goal is to enhance our work environment so that we can recruit and retain a workforce that reflects the diversity of the local community, the nation and the world. The Council provides a forum for identifying and sharing programs and practices that have proven their effectiveness in enhancing diversity.

The Lab's Diversity, Equity, & Inclusion Council charter is to foster innovative actions that create an inclusive work environment that makes full use of the contributions of all employees.

## **Diversity, Equity, & Inclusion Council Objectives**

- Create synergy between division/department diversity and inclusion action plans and initiatives
- Share diversity and inclusion best practices across the Laboratory
- Create and execute new initiatives that promote diversity and inclusion in divisions and the Laboratory
- Visibly recognize and communicate diversity and inclusion best practices achievements throughout the Laboratory
- Identify and address emerging issues that can impact our diversity culture

# Case: Berkeley Labs Inclusion Council



## **Responsibilities at the Division Level**

- Meet twice a year with Division Directors for input on lab-wide and division diversity and inclusion programs
- Partner with HR Division Partner and HR Recruiter to develop and coordinate divisions' diversity and inclusion efforts
- Provide guidance to division managers and staff on diversity and inclusion issues
- Provide input to interview panels or hiring managers emphasizing the importance of diversity at the Lab/Division level

## **Responsibilities at the Lab Level**

- Bring best practices on diversity and inclusion from other organizations to the Lab
- Sponsor Diversity and Inclusion Speakers and Social Activities to encourage and educate employees on diversity and inclusion
- Nominate staff on contributions to diversity, equity, and inclusion efforts lab-wide as part of the Lab Recognition Awards Program
- Recommend actions on diversity concerns brought forth in the Lab Employee Survey and gain management's support
- Serve as an advisory committee for employee programs that impact lab-wide diversity and inclusion

# Case: Alstom's Governance Structure



The company's two governing bodies ensure that accountability and ownership takes place at all levels:

A **D&I Steering Committee** is responsible to develop corporate Diversity & Inclusion strategy, define global initiatives on D&I, ensure internal and external communication on D&I and evaluate progress on organization's diversity Goals. Comprised of members from the Alstom executive committee, senior business & global function leaders & members from the HR leadership team, the committee meets once every quarter .

The **D&I Champions Network** is responsible to promote, facilitate and support the implementation of the corporate diversity initiatives at regional and or business unit/project level. The network is chaired by the Global Diversity Champion and the Global Talent Development Director and comprises of D&I representatives from the Regions.

Every Region, has the responsibility to develop its D&I Strategy Action Plan, in a consistent way with the global D&I I strategy, but taking into account the varying geographic and sociocultural contexts (e.g., reflecting varying regulatory contexts and differing starting points). While KPI's for Diversity are set by Global Steering Committee and the EXCOM, we also endeavor to further our Diversity& Inclusion journey by setting KPI's on "Inclusion" in the future.

# Case: Alstom's D&I Council Drives Messaging

**Build effective teams**, where everybody feels valued, included, treated fairly and with dignity. This will boost motivation, reduce absenteeism, and enhance productivity and performance leading to greater economic success;

**Minimise the risks of damage to our reputation** and any related costs by ensuring that we comply with relevant legislation and standards and fulfil related obligations;



**Utilise fresh perspectives and nurture creativity and innovation**, drawing on the variety of approaches to work and resolving problems, tapping hidden capacity for growth as well as encouraging and empowering employees to give their best;

Acquire and **develop talent from a wider talent pool**, on the basis of objective criteria and merit, to have the best global teams leading to competitive advantage;

## Tell

Communicate internally and externally about the positive impact of Diversity & Inclusion via all communication channels, events & programs at every level of the organization.

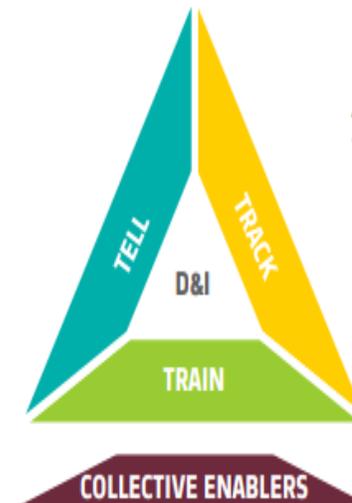
Include the messaging about the D&I Strategy with other business topics.

## Track

Establish qualitative and quantitative objectives to judge the impact of Diversity and Inclusion actions taken and monitor progress.

## Train

Provide learning tools for all employees to sensitize and to develop more inclusive behaviours.  
Put in place actions to raise awareness about conscious and unconscious bias which adversely affects "inclusion" at every phase of work life, in every work environment and at every hierarchical level.  
Support Employees Networks initiatives committed to the development of diverse talent



# Case: SGR Law's Diversity Council



## **Diversity Vision Statement**

SGR provides a work environment where each person is valued for his or her perspectives, skills and talents, is treated respectfully, is able to communicate openly and is encouraged to develop to his or her full potential as a contributor to the success of the firm and the communities we serve.

## **Diversity Mission Statement**

To manage diversity so as to enhance the workplace and, in so doing, achieve competitive advantage.

## **Council Purpose**

To lead and guide the diversity management process with respect to policies and practices that achieve the Diversity Vision and Mission of the firm.

## **Guiding Principles**

Diversity encompasses the unique characteristics, perspectives, skills and talents of everyone at SGR.

Effective diversity management entails maintaining an environment where each person is valued and allowed to contribute to his or her full potential and is required to achieve our mission: to enhance our workplace and, in so doing, achieve competitive advantage.

Everyone at SGR takes responsibility for diversity management and recognizes its importance to the firm.