



WASHINGTON
BANKERS ASSOCIATION

The Moral, Economic and Business Case for Diversity, Equity & Inclusion in Banking



Francis Janes

Industry Relations & Partnerships Director

beneficial state foundation

PRESENTATION OUTLINE

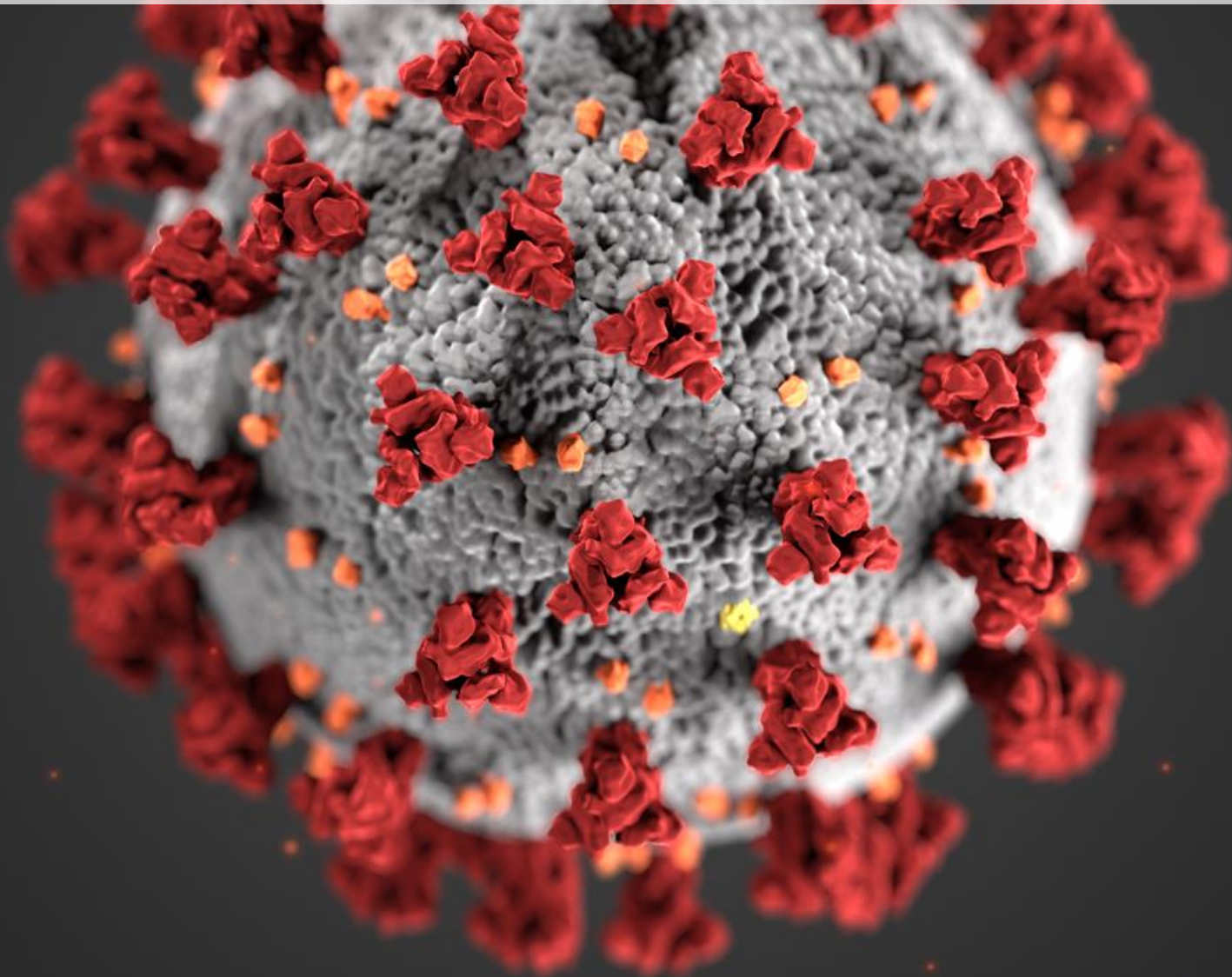
- The Year That Changed Everything
- Pandemic Exposes Systemic Inequities
- State of Systemic Inequities
- The Economic Rationale for DEI
- The Business Case for DEI
- Inclusion Drives Belonging
- Closing Inspiration
- Questions



2020 CHANGED EVERYTHING



PUBLIC HEALTH CRISIS



PUBLIC HEALTH CRISIS



ECONOMIC CRISIS

SORRY due to COVID-19
we are
CLOSED

FOOD SECURITY CRISIS



HOUSING CRISIS



RACIAL JUSTICE CRISIS



RACIAL JUSTICE CRISIS



BLACK LIVES MATTER GLOBAL PROTEST

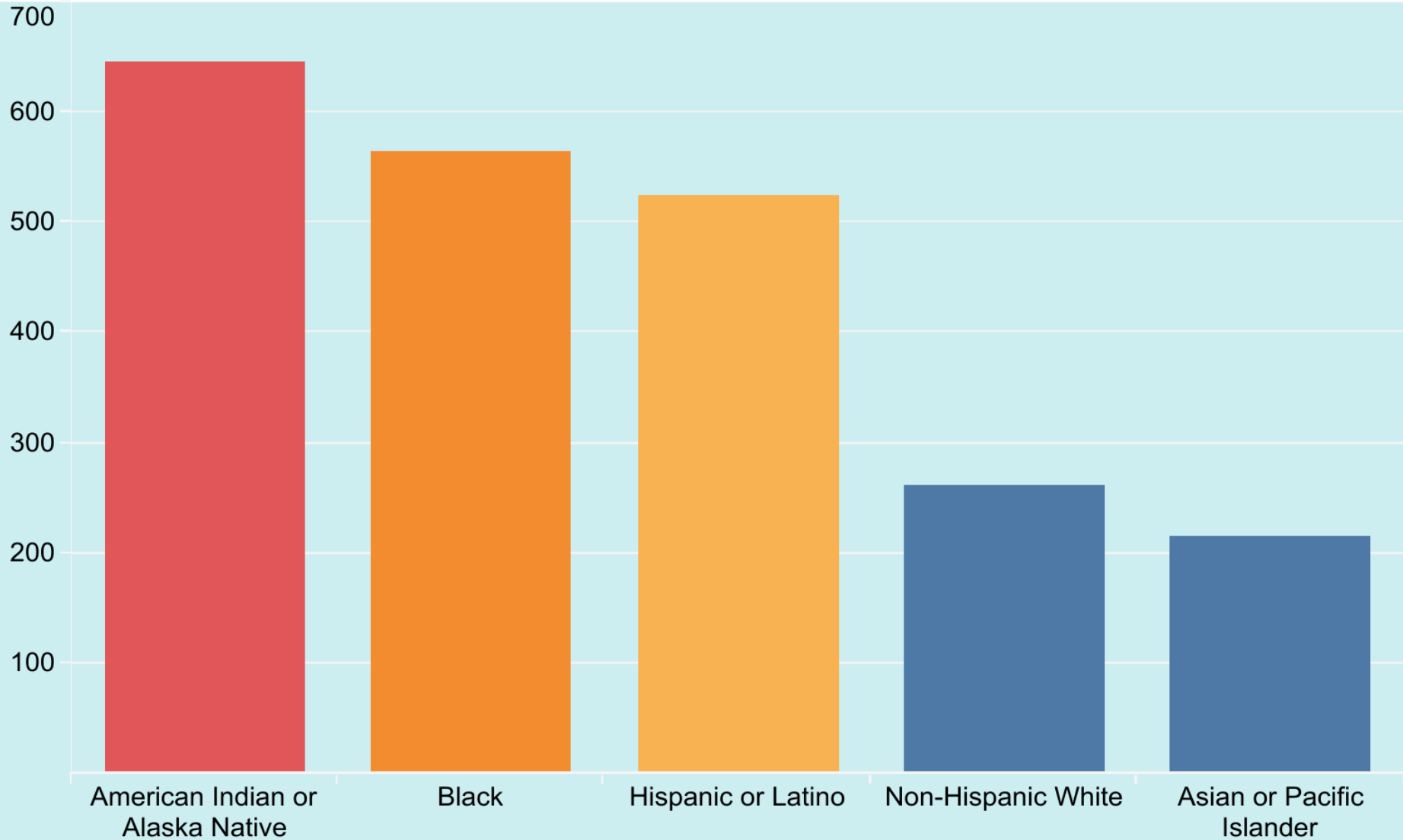




**PANDEMIC
EXPOSES
SYSTEMIC
INEQUITIES**

Covid Hospitalization Rates are Higher for People of Color

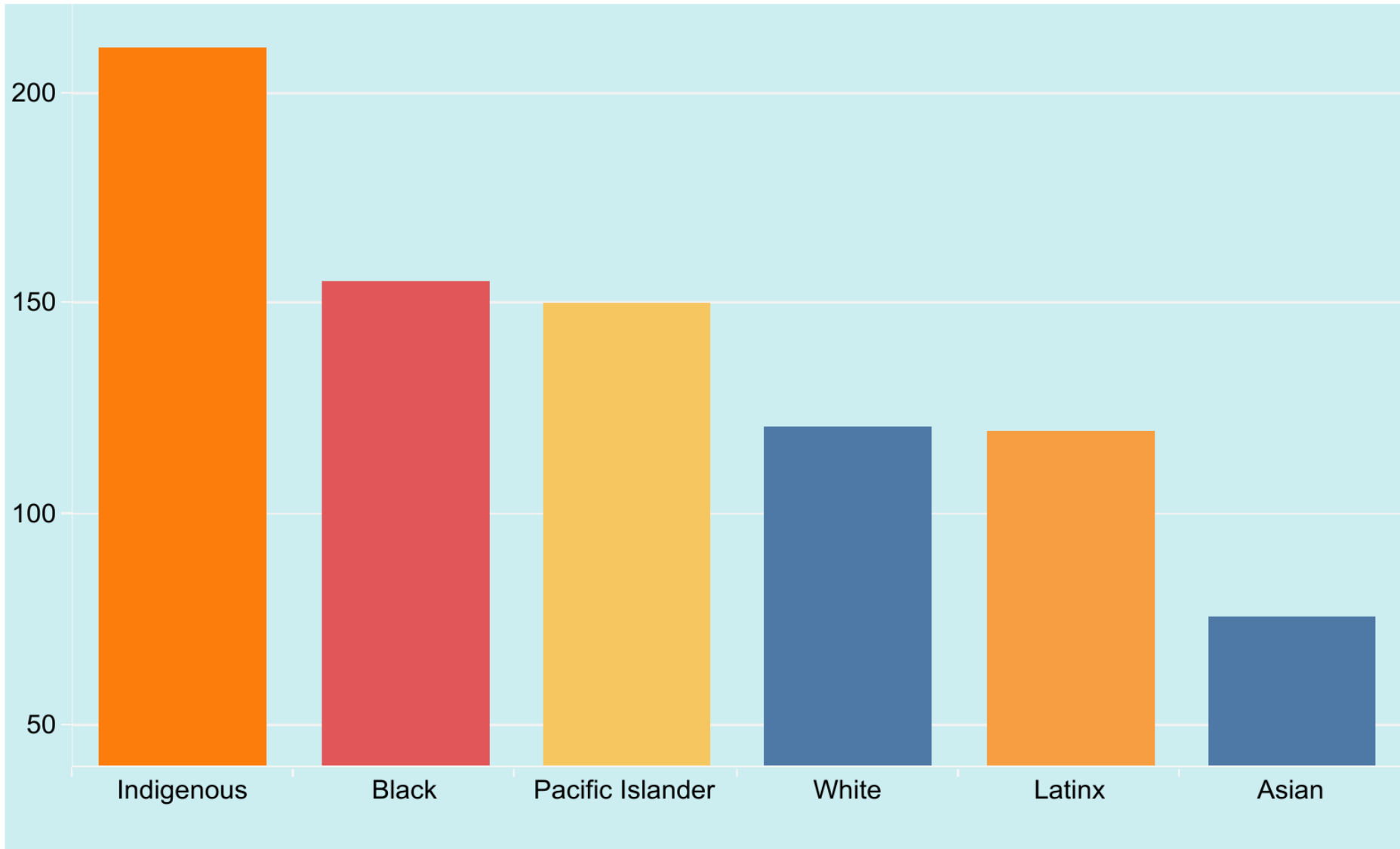
Age-adjusted Covid-19-associated hospitalization rates by race and ethnicity, per 100,000 people



Source: Center for Disease Control and Prevention, as of January 16th, 2021

Covid-19 Death Rates are Higher for Black and Indigenous People

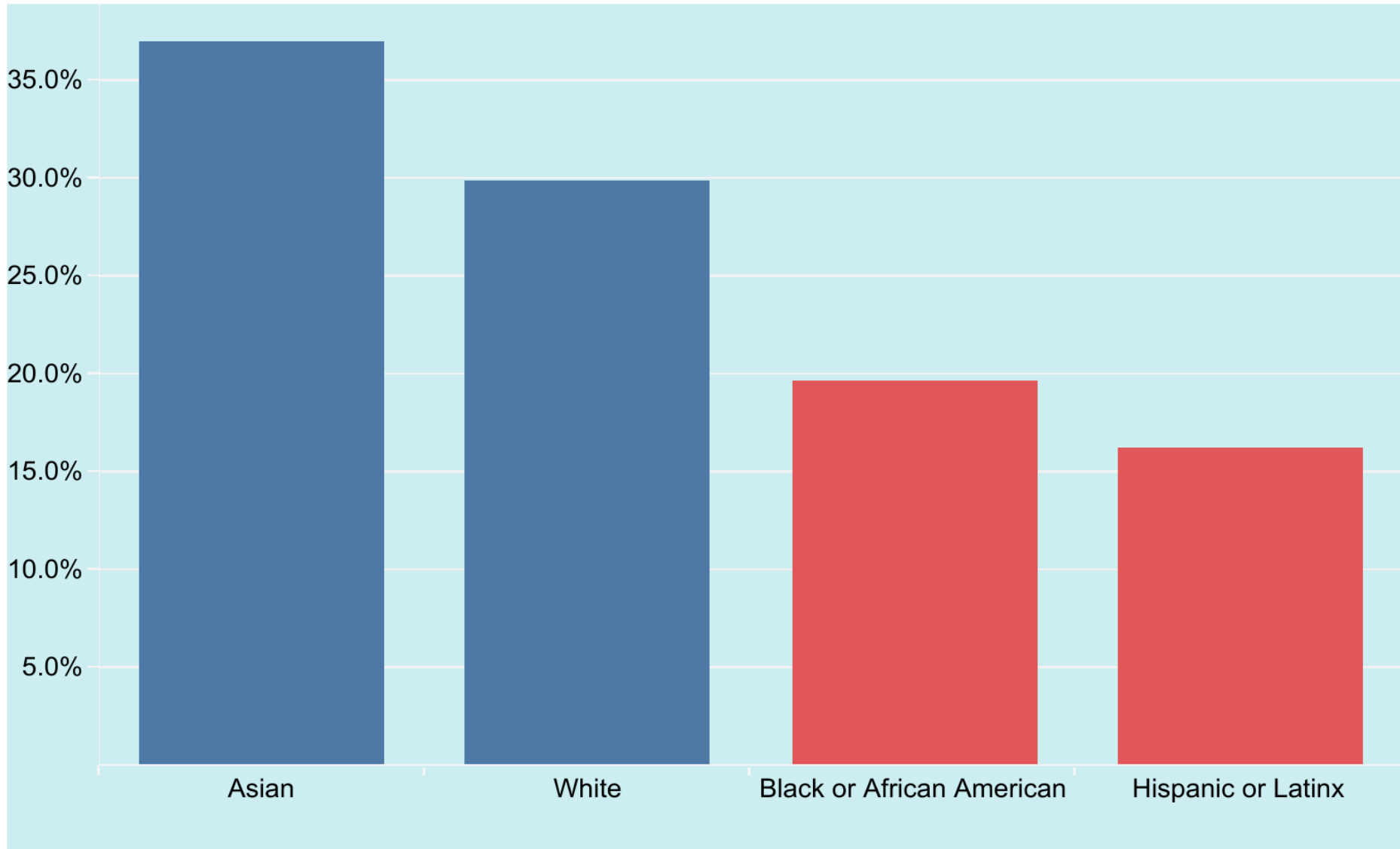
U.S. deaths of Covid-19 per 100,000 people by race, through February 2, 2021



Source: APM Research Lab

Black and Latinx People are Much Less Able to Telework

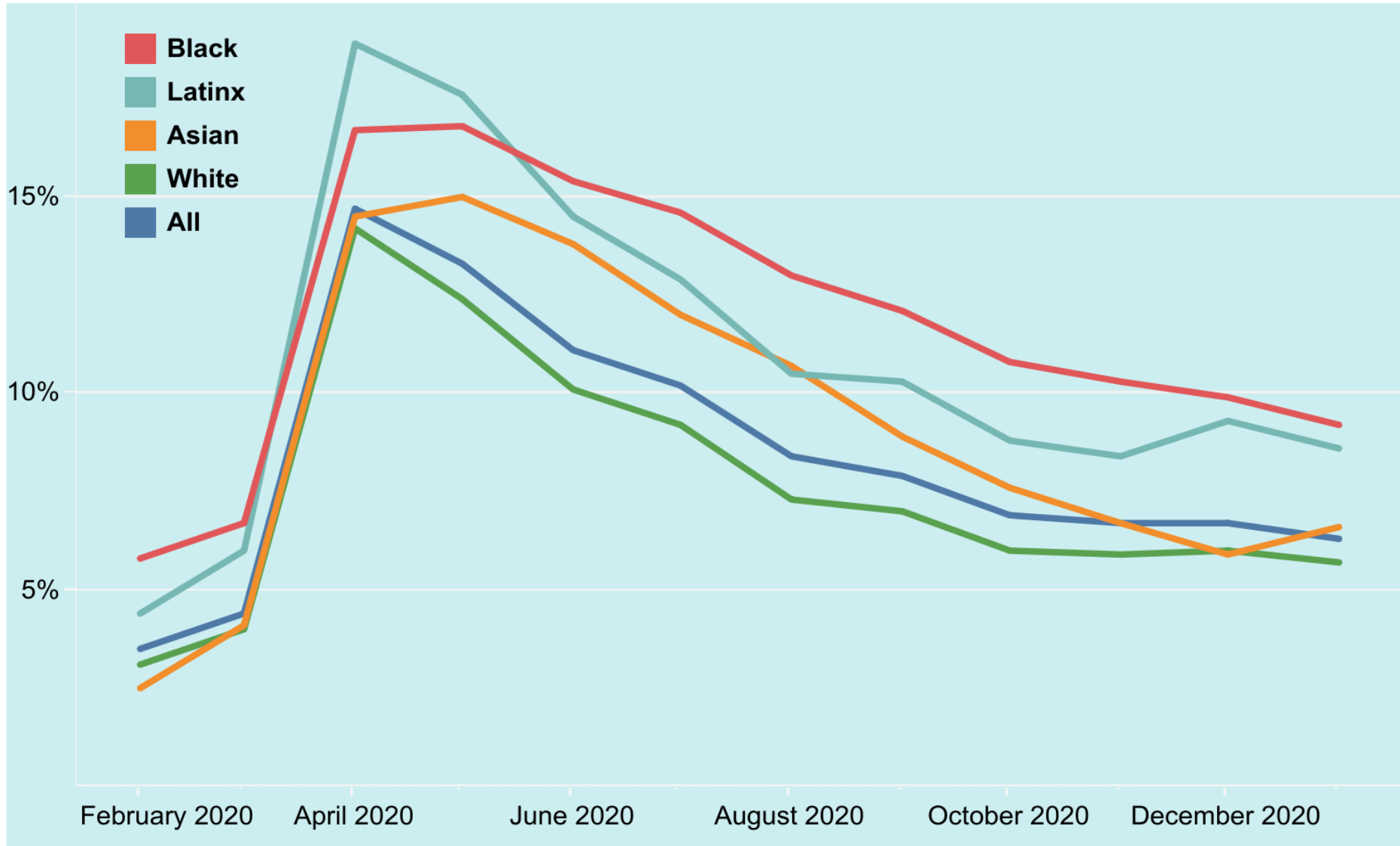
Percent of workers in the U.S. who can telework by race and ethnicity, 2017-2018



Source: Bureau of Labor Statistics American Time Use Survey

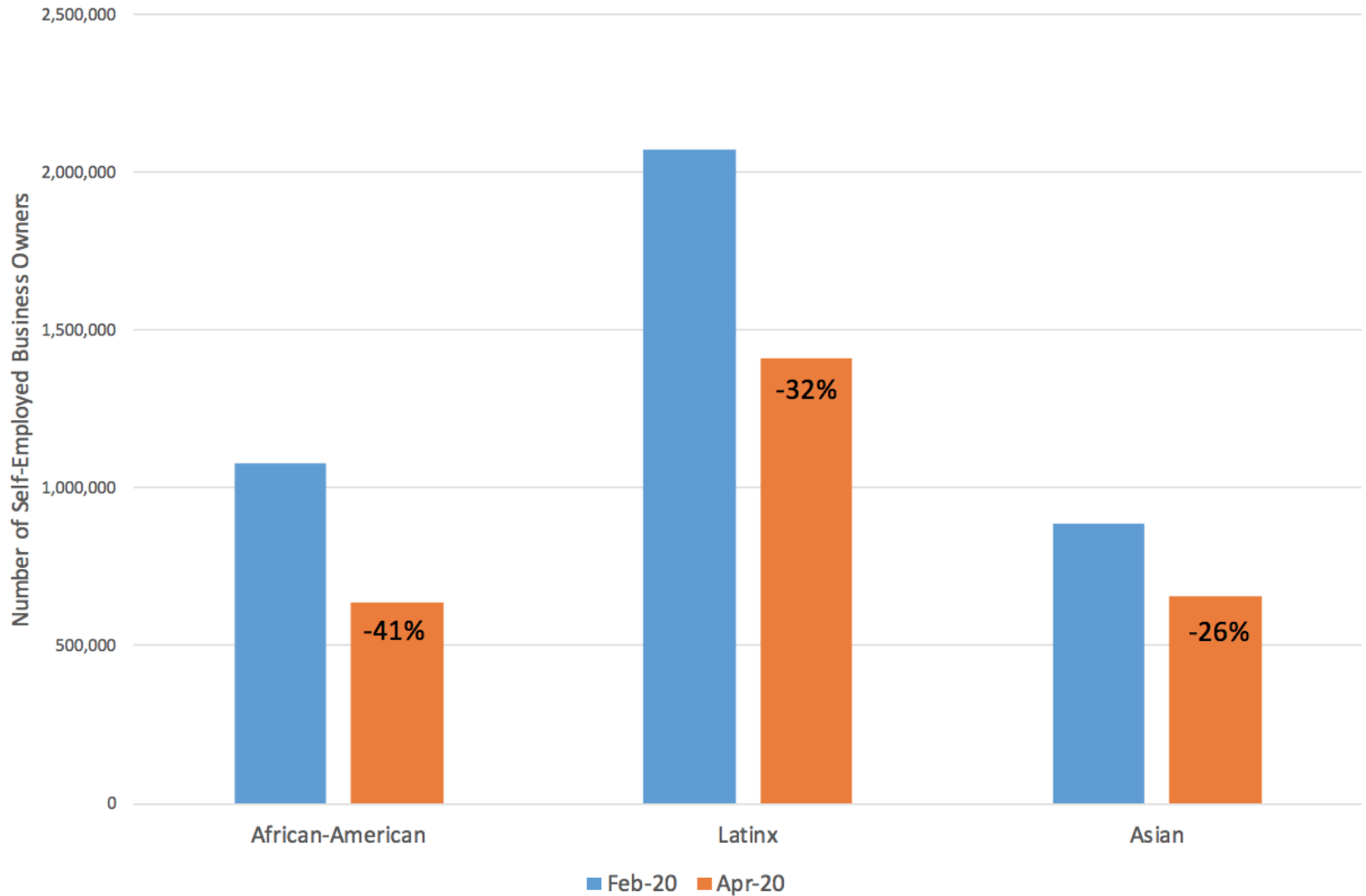
People of Color Face Higher Unemployment Rates

U.S. unemployment by race, February 2020-January 2021



Source: Bureau of Labor Statistics

Figure 5: Number of Self-Employed Business Owners before and after COVID-19 (Racial Minority Groups)



Whites = -17%

Source: National Bureau of Economic Research

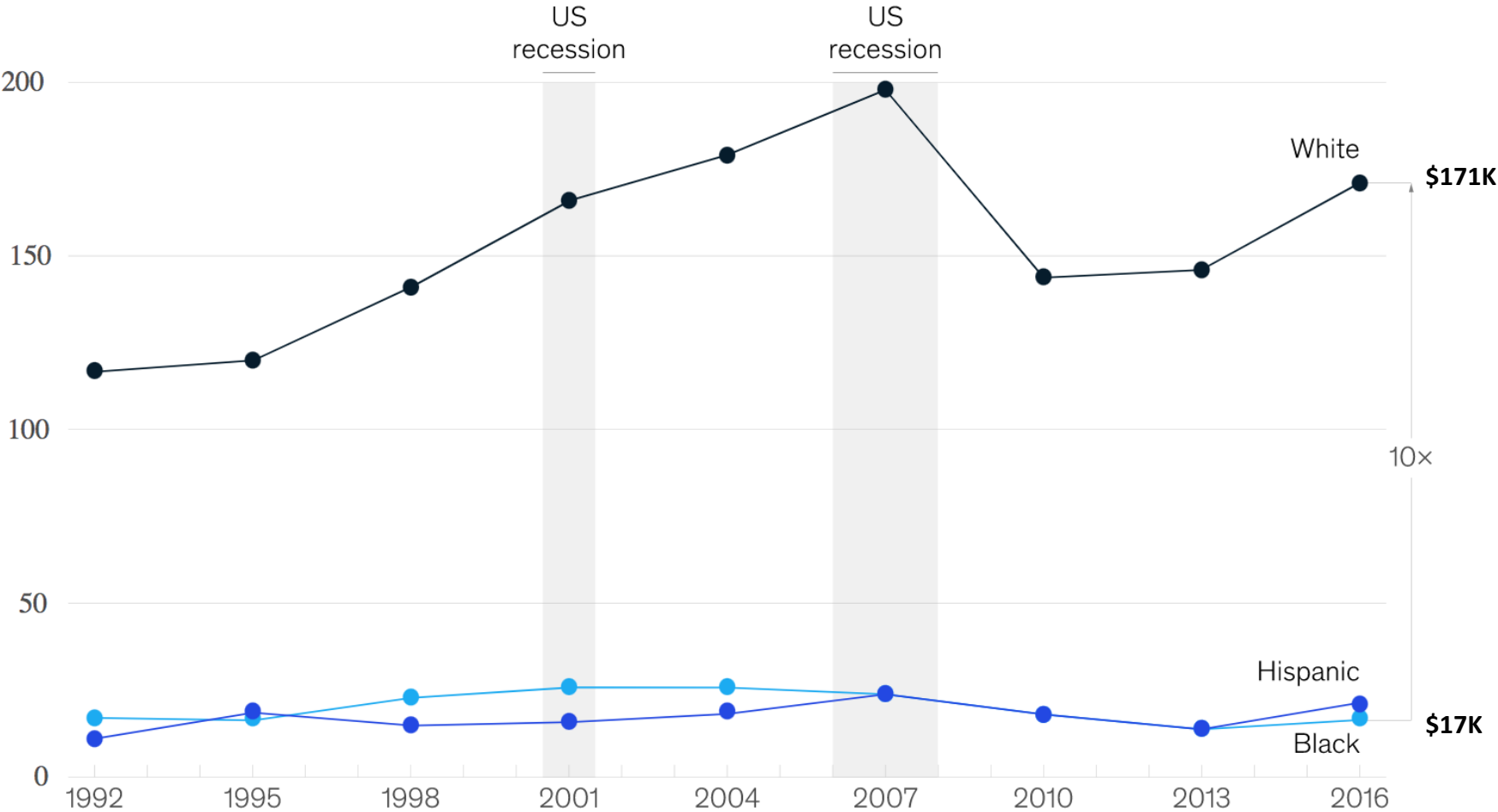


**STATE OF SYSTEMIC
INEQUITIES**

RACE

There is a wide and persistent gap in wealth between white and black families.

Median family wealth in 1992–2016 by ethnicity/race, \$ thousand¹

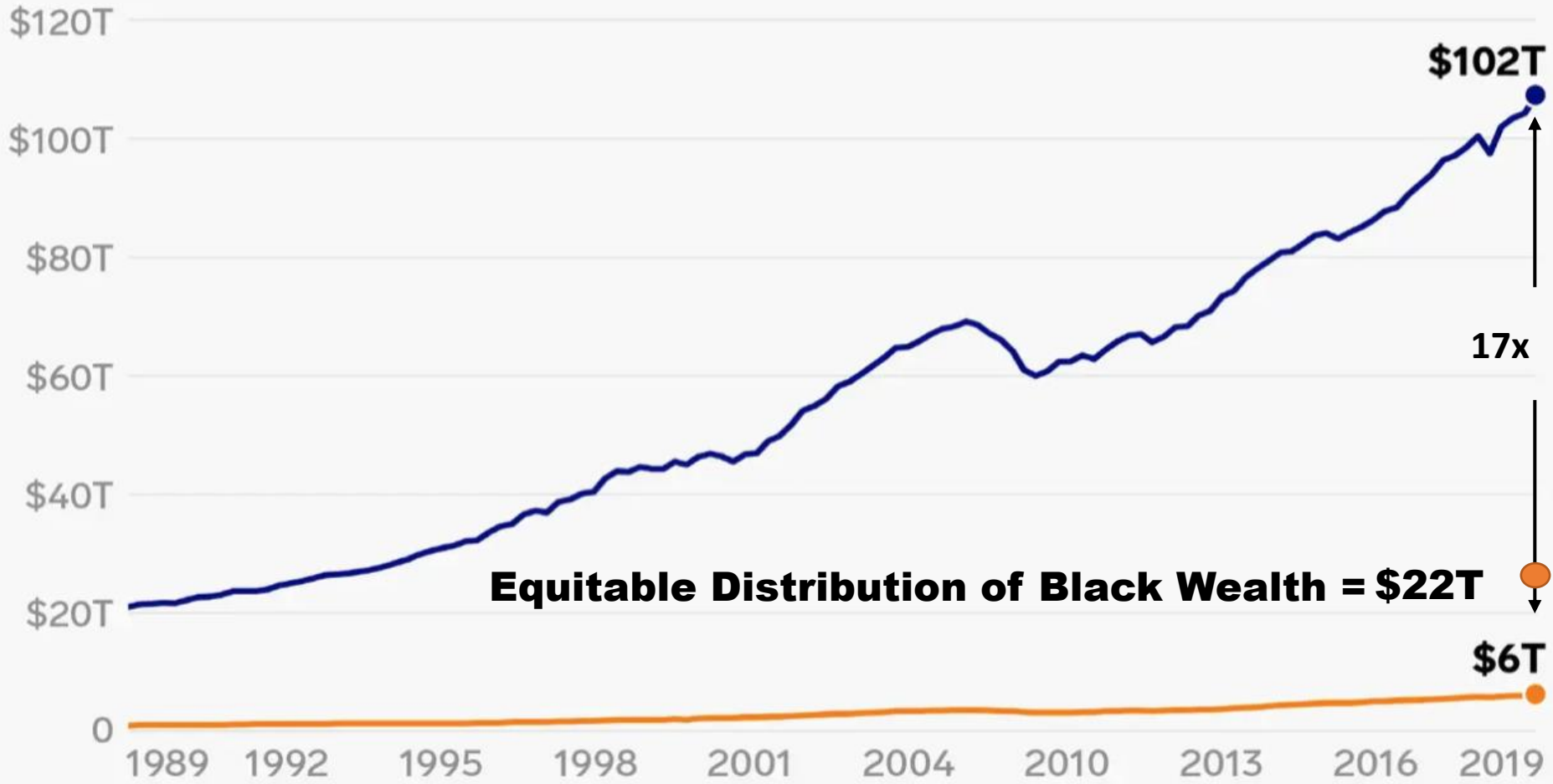


¹2016 dollars.
Source: "2016 survey of consumer finances," Federal Reserve Board, September 2017, federalreserve.gov

Household wealth of Black and white Americans

■ White ■ Black

Total assets

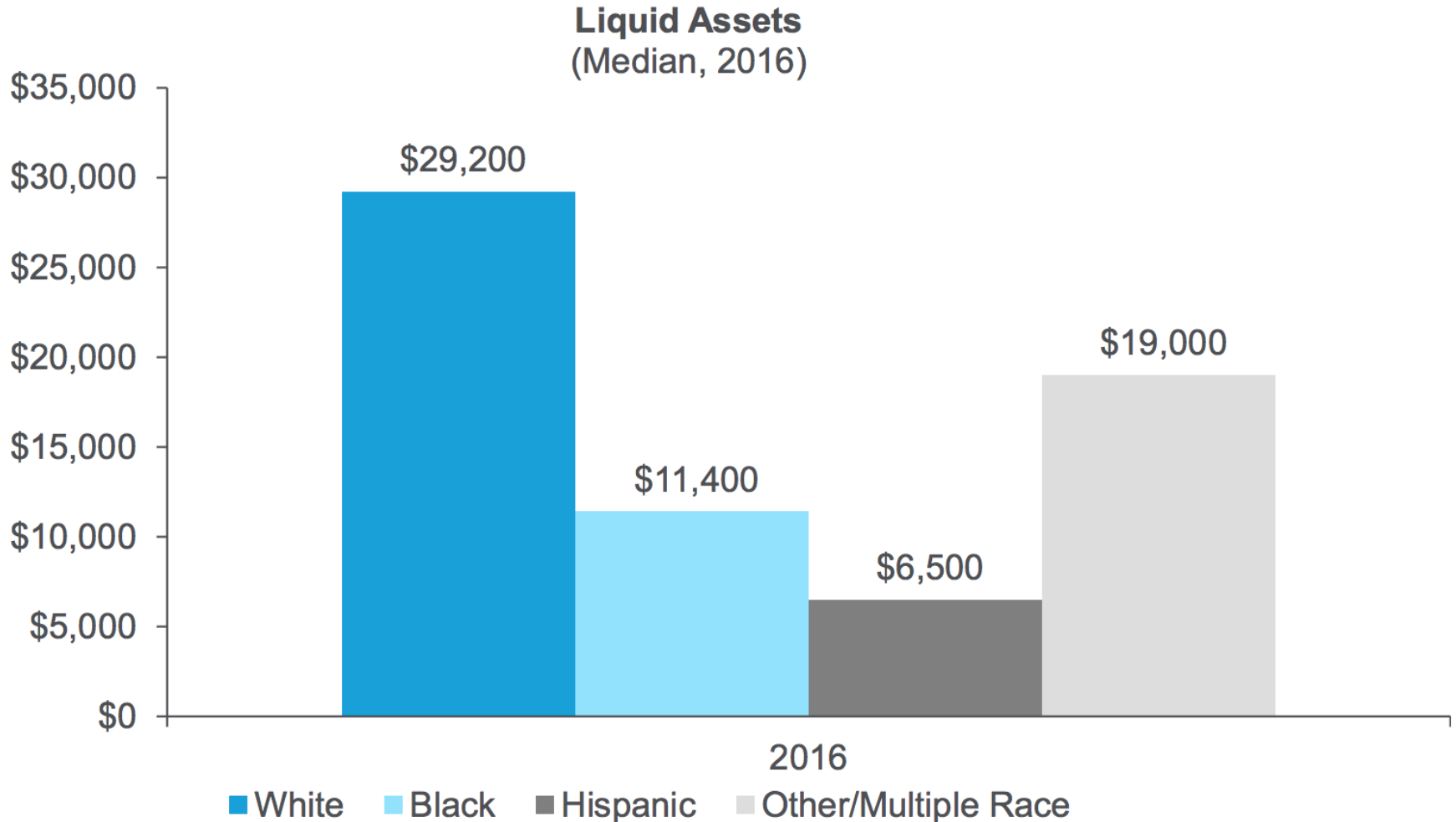


Equitable Distribution of Black Wealth = \$22T

\$6T

17x

Figure 50. Black Families Hold Roughly One-Third of the Liquid Assets that Are Key to Smoothing Consumption than White Families Hold



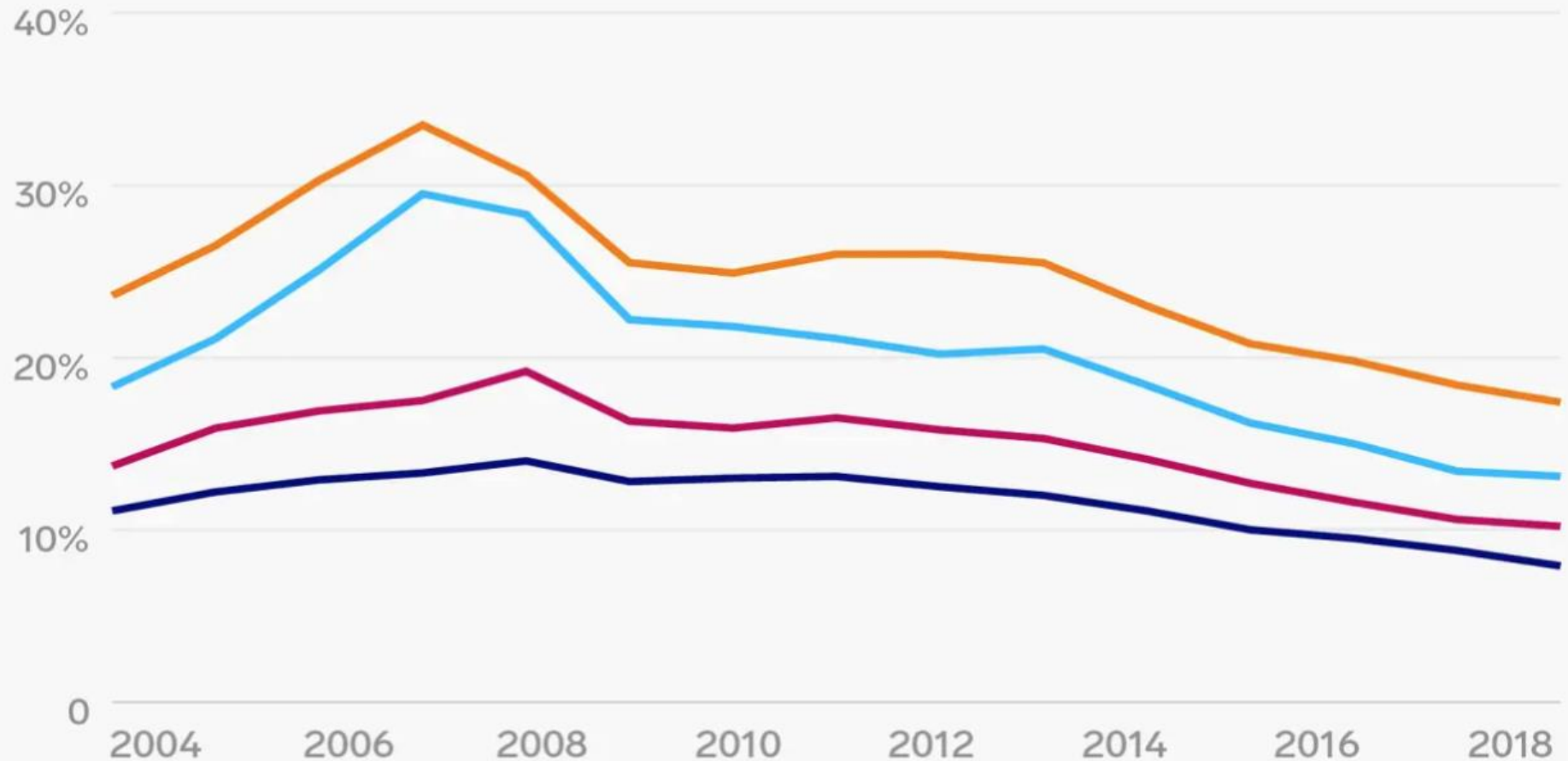
Note: Liquid Assets include transaction accounts, certificates of deposits

Source: Federal Reserve *Survey of Consumer Finances*, Citi Research

Denial rates for home loan applications, by race

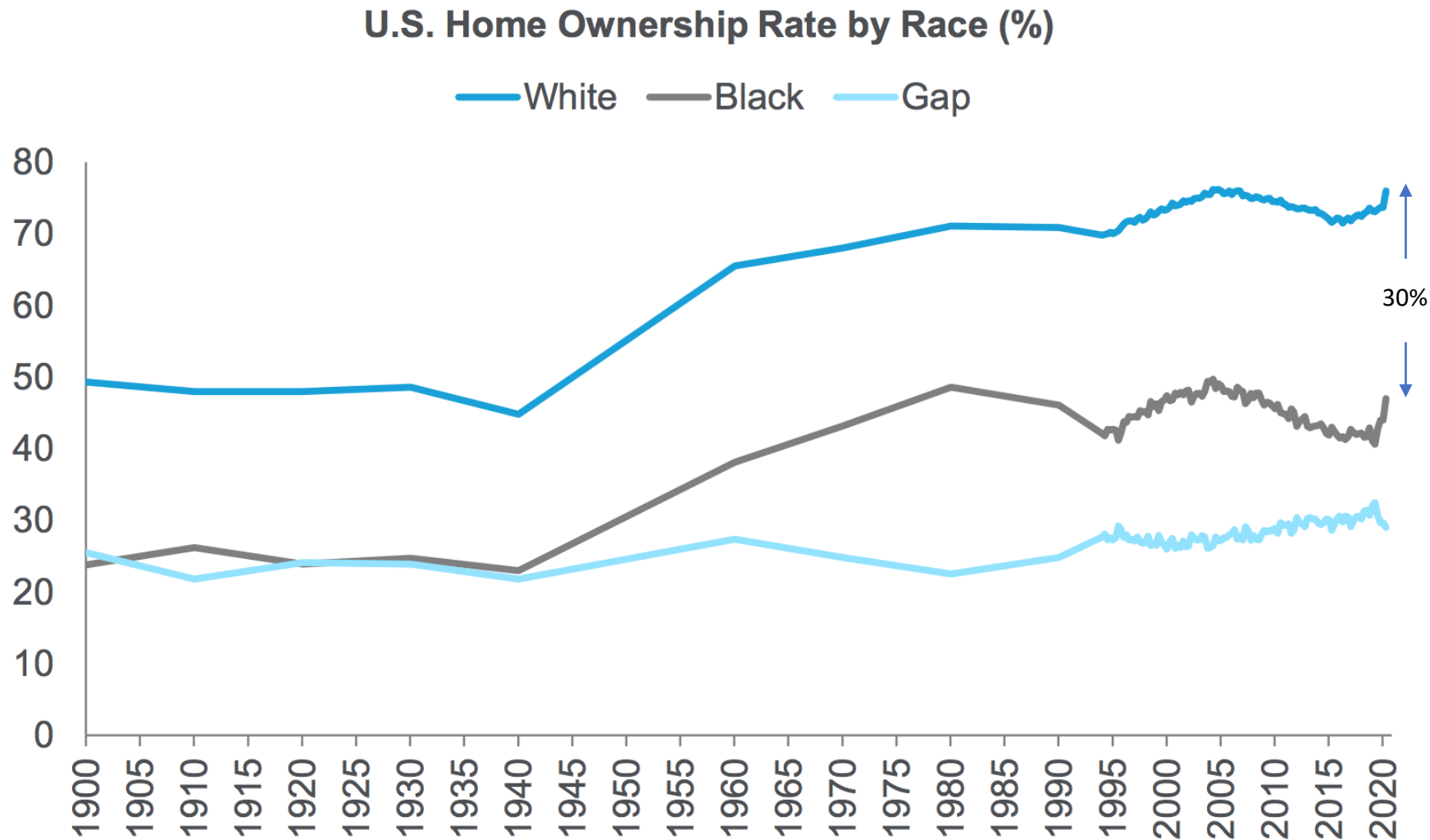
■ Non-Hispanic White ■ Black ■ Hispanic white ■ Asian

Denial rates for conventional and non-conventional loans*



*Non-conventional loans are those insured by the FHA, or backed by guarantees from the VA, FSA and RHS.

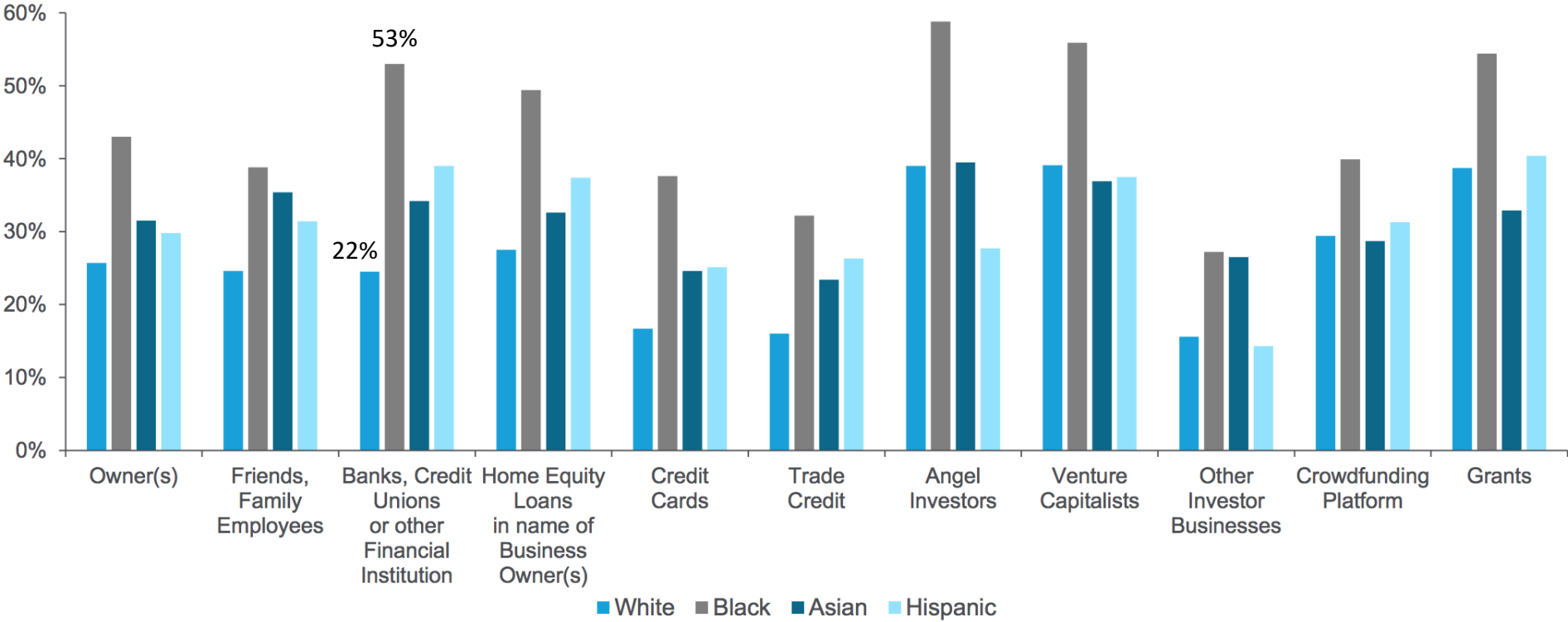
Figure 26. The Gap Between Black and White Homeownership Rates Remains Wide



Source: Steven Ruggles, Sarah Flood, Ronald Goeken, Josiah Grover, Erin Meyer, Jose Pacas and Matthew Sobek. IPUMS USA: Version 10.0 [dataset]. Minneapolis, MN: IPUMS, 2020. <https://doi.org/10.18128/D010.V10.0>, Census Bureau, FRED, Citi Research.

Figure 108. Black Business-Owners Routinely Receive Less Funding than Requested from Financing Sources

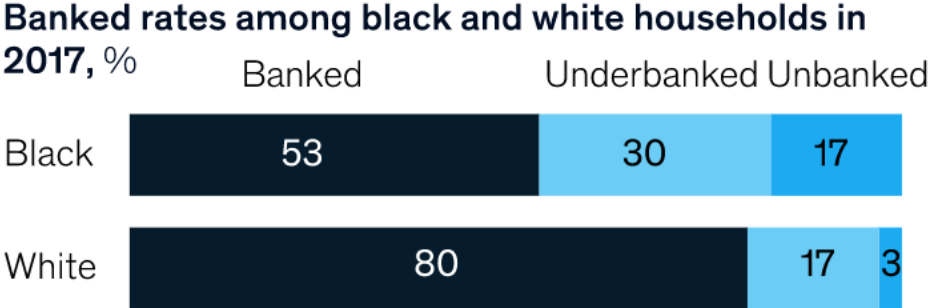
Percent of Firms Who Established New Funding Relationship, but Who Did Not Receive Amount of Funding Requested by Source



Source: SBA, Census Bureau Annual Survey of Entrepreneurs, Citi Research

Increasing basic banking access could save many black individuals up to \$40,000 over the course of their lives.

47% of black households are either unbanked or underbanked¹ ...



... meaning they rely on alternative financial services like check cashing and prepaid cards, which pose significant costs

\$40,000

amount a full-time worker who cashes checks could save over course of full career by using a lower-cost checking account

¹“Unbanked” defined as not served by bank or similar financial institution; “underbanked” defined as not having sufficient access to mainstream financial services and products typically offered by retail banks.

Source: “2017 FDIC national survey of unbanked and underbanked households,” US Federal Deposit Insurance Corporation, October 2018, [fdic.gov](https://www.fdic.gov); Matt Fellowes and Mia Mabanta, Banking on wealth: America’s new retail banking infrastructure and its wealth-building potential, Brookings Institution, January 22, 2008, [brookings.edu](https://www.brookings.edu)

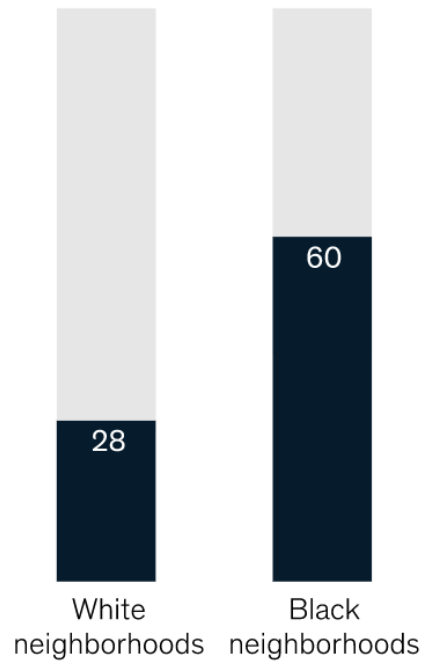


Unbanked + Underbanked Black Households = 47%

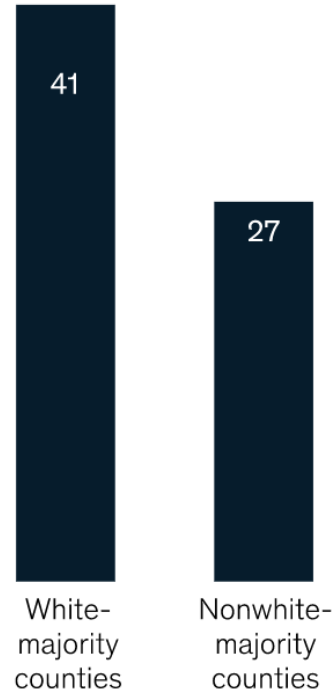
Unbanked + Underbanked White Households = 20%

Banking with traditional institutions can be expensive—as well as harder to access in communities of color.

Share of paycheck that must be kept deposited to avoid fee or account closure, %



Financial institutions per 100,000 people

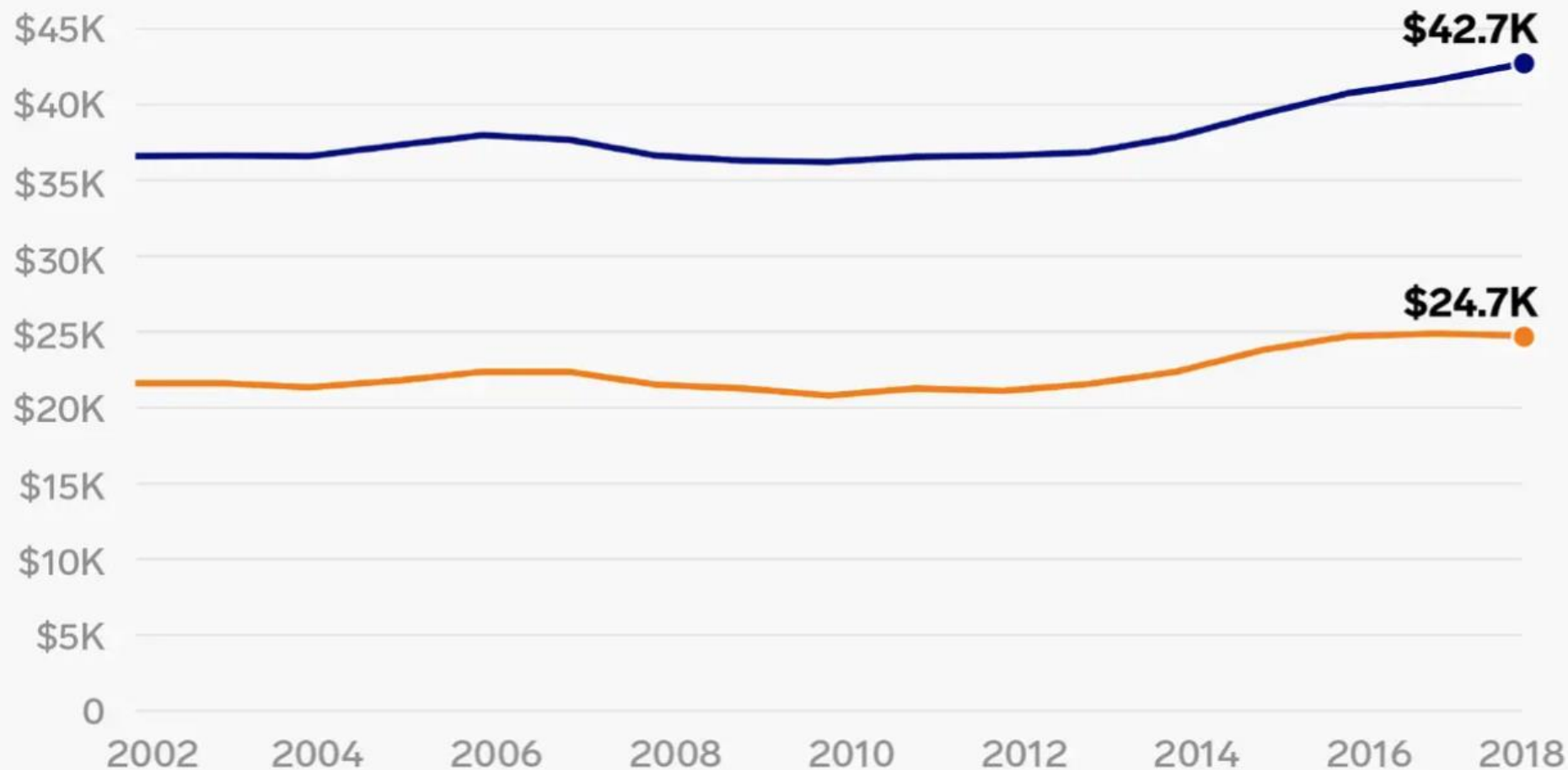


Source: Parker Cohen, Stephanie Landry, and Santiago Sueiro, "Analyzing the landscape of saving solutions for low-income families part 1: The savings crisis and the need for holistic solutions," Prosperity Now, April 2019, prosperitynow.org; Jacob Faber and Terri Friedline, "The racialized costs of banking," New America, June 21, 2018, newamerica.org

Per capita income of Black and white Americans

■ White ■ Black

Per capita income in thousands using 2018 US dollars and CPS population

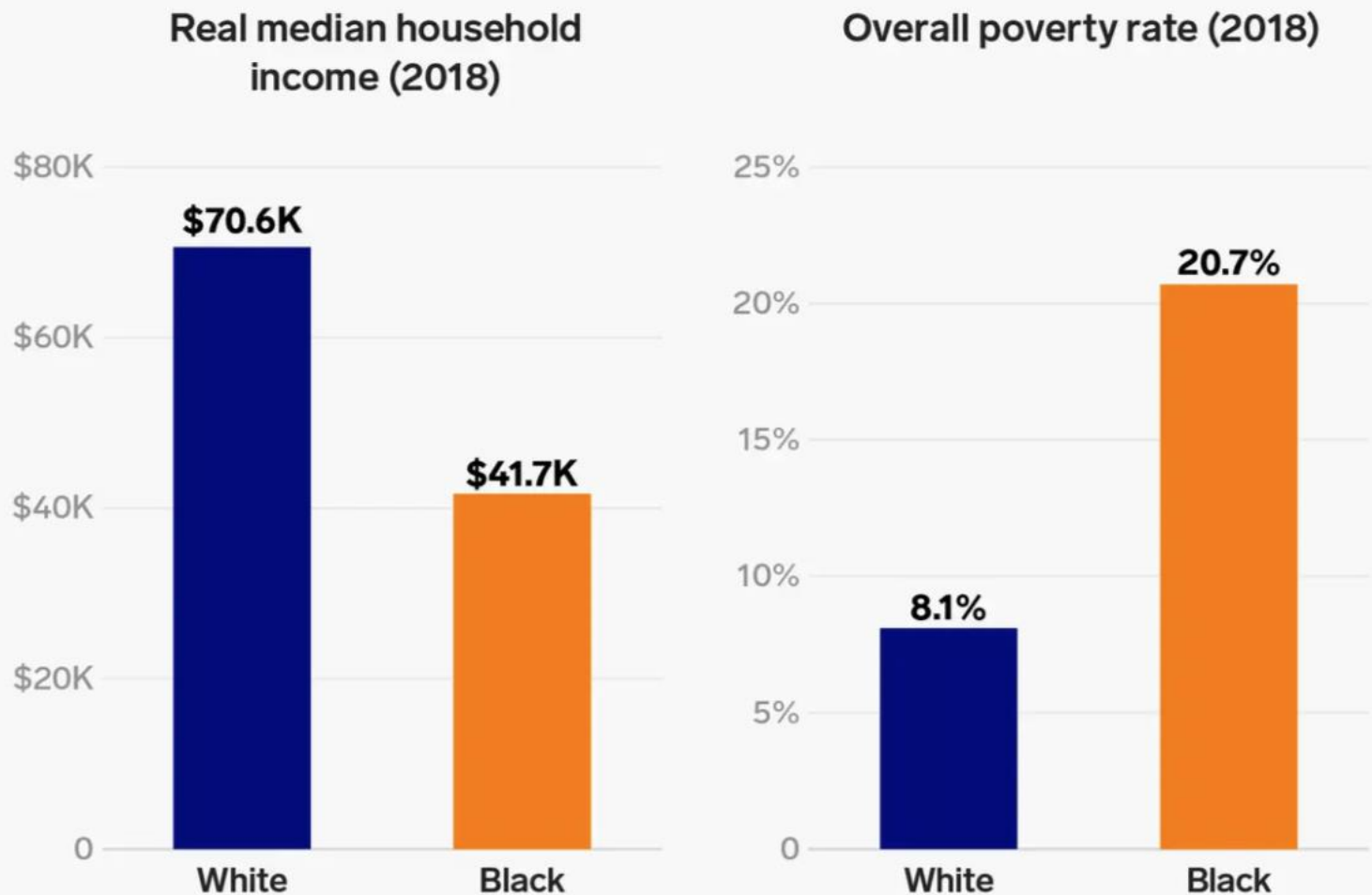


Source: Census Bureau Current Population Survey 2002-2018

BUSINESS INSIDER

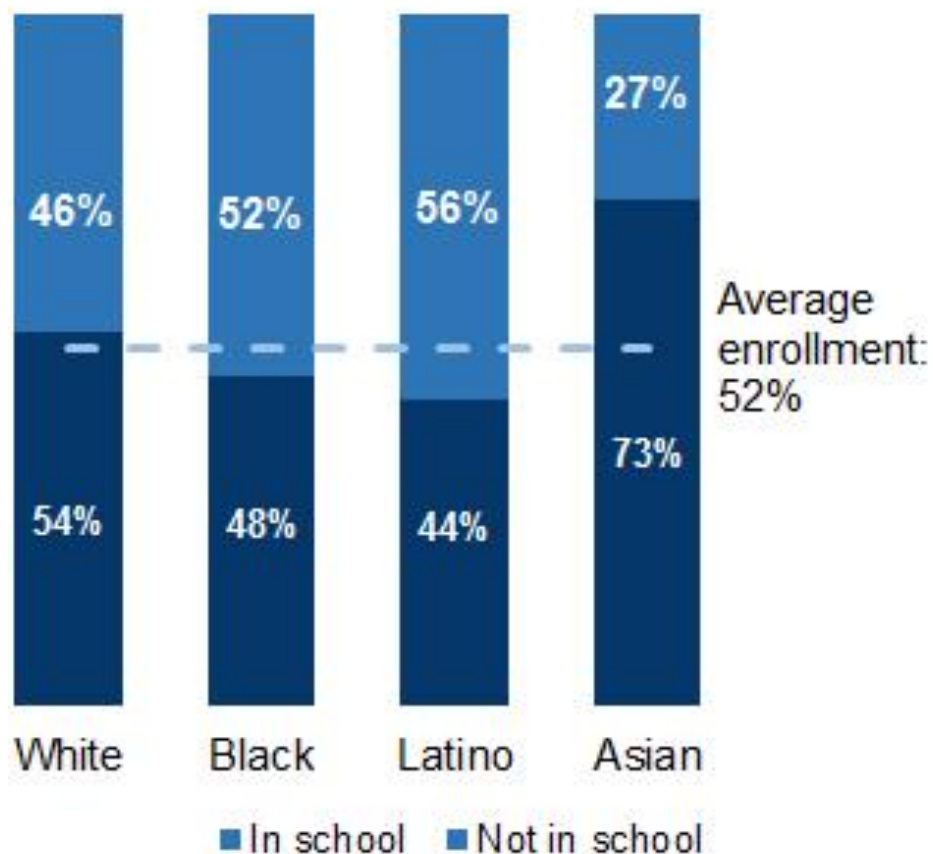
Real median household income vs. overall poverty rate, by race

■ White ■ Black

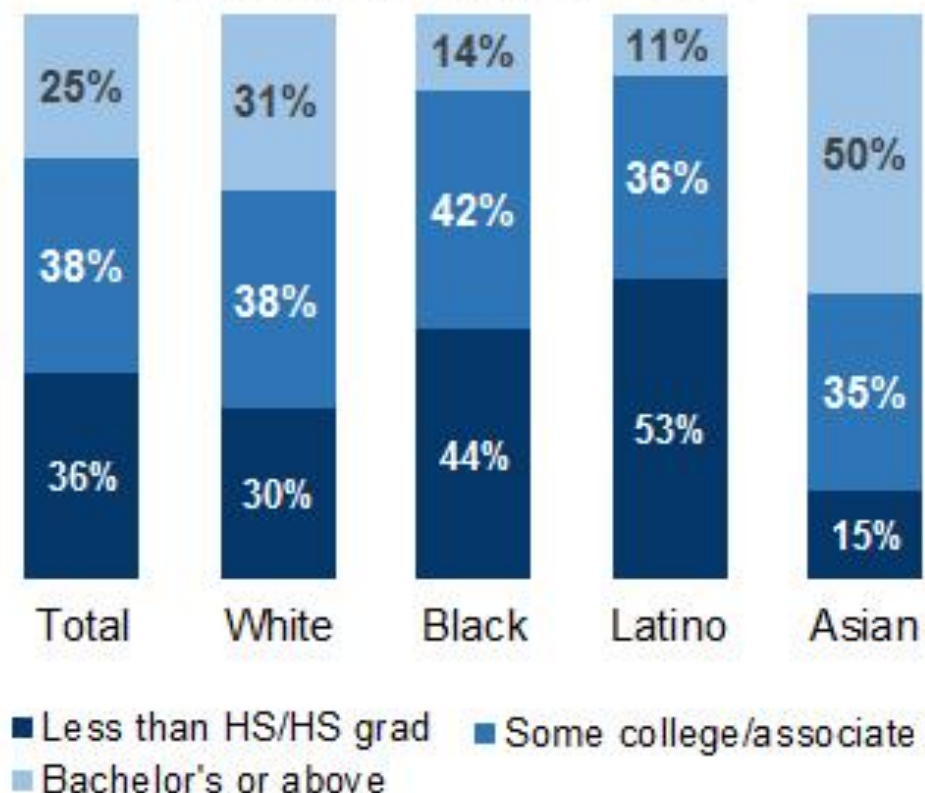


Source: Economic Policy Institute analysis of Current Population Survey data from US Census Bureau.

U.S. school enrollment, 18-24 year olds, 2011-2013

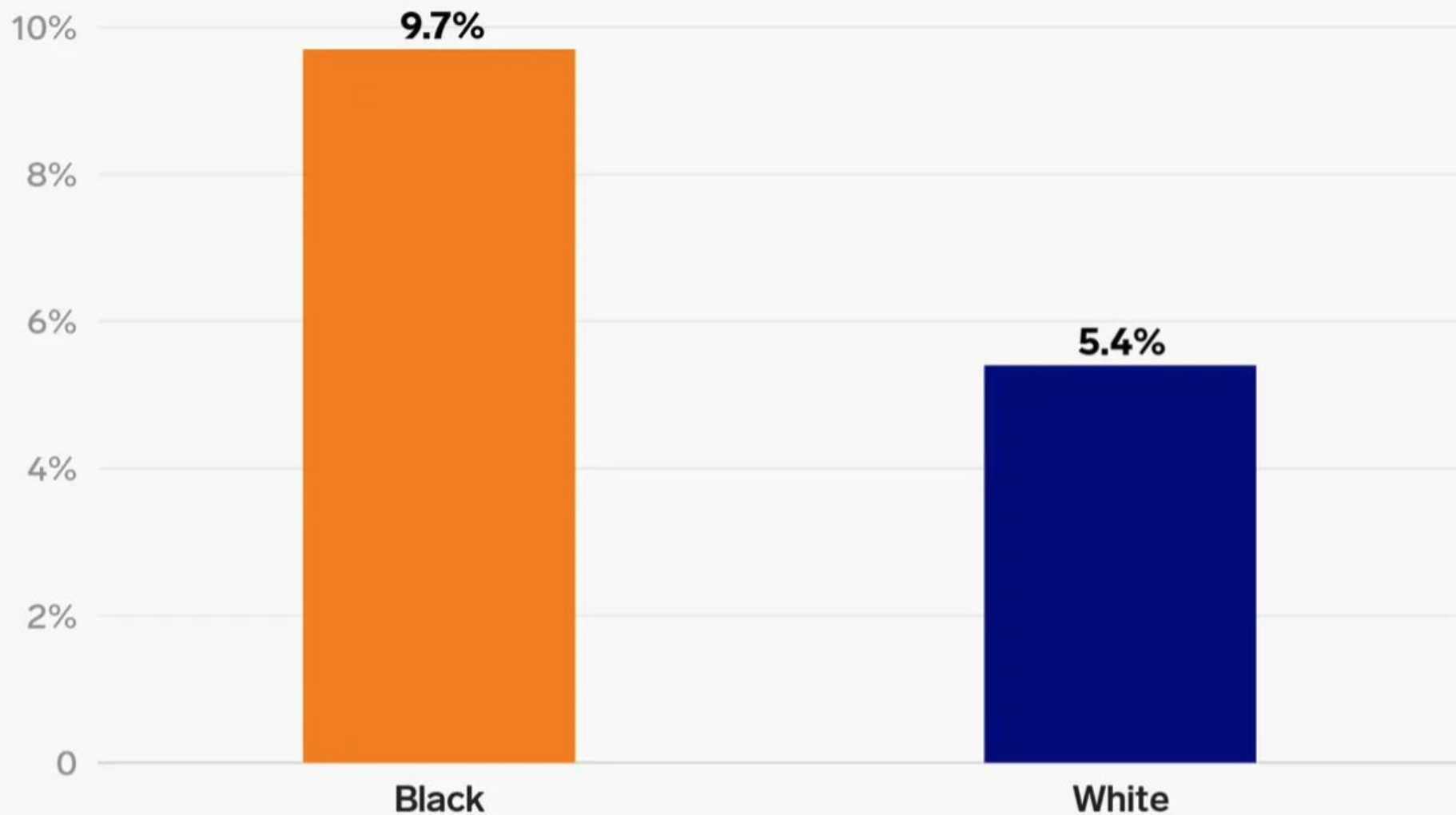


U.S. educational attainment, 23-24 year olds, 2011-2013



■ Less than HS/HS grad
 ■ Some college/associate
■ Bachelor's or above

Lack of health insurance coverage, by race

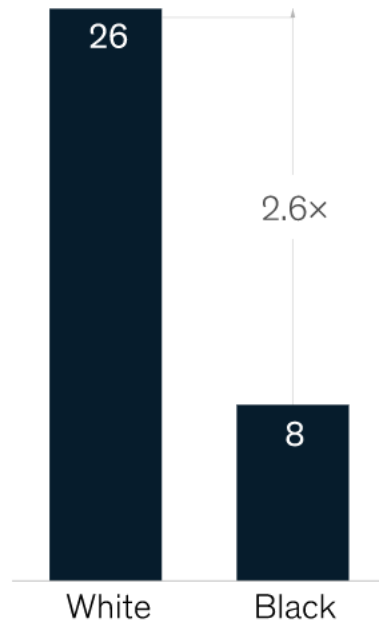


Source: US Census Bureau, 2018

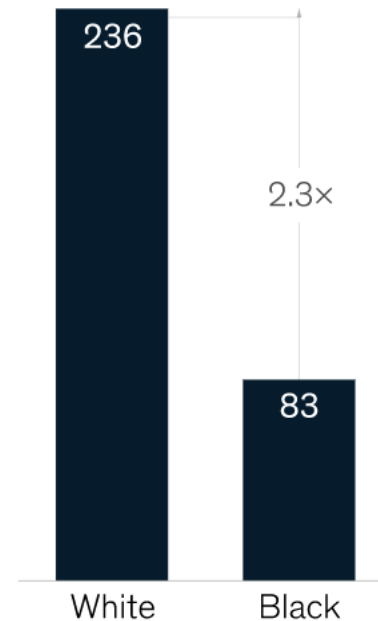
BUSINESS INSIDER

Black families begin with lower endowments of equity capital because of differences in rates of inheritance.

Share of population receiving inheritance in 2016, %



Average inheritance value in 2013, \$ thousand



Source: "2016 survey of consumer finances," Federal Reserve Board, September 2017, federalreserve.gov; Jeffrey P. Thompson and Gustavo A. Suarez, "Exploring the racial wealth gap using the survey of consumer finances," Federal Reserve Board, August 2015, federalreserve.gov

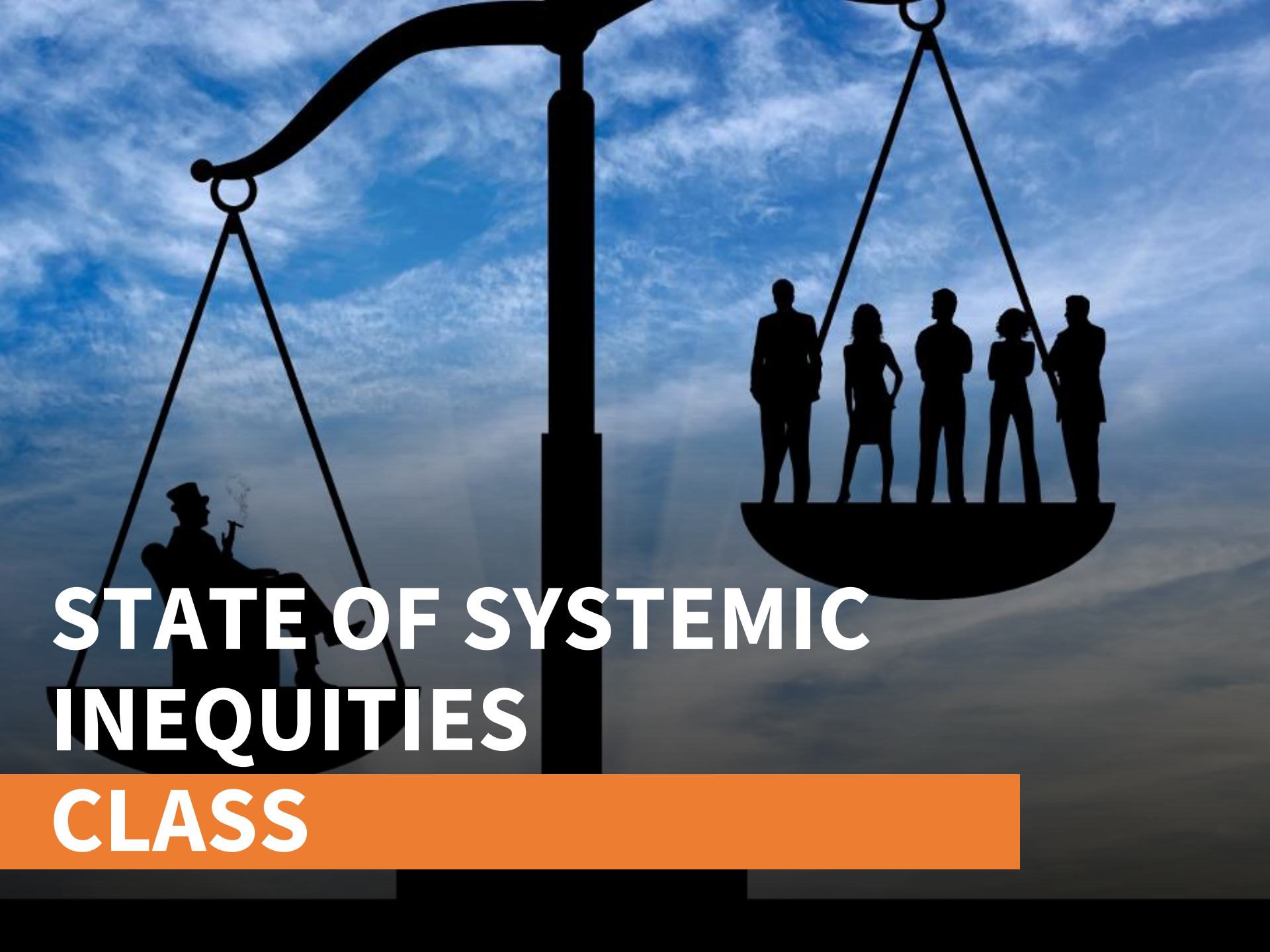


According to a survey conducted by a research group at the Center For Talent Innovation, 58% of Black professionals have experienced racial prejudice at work. This is a higher percentage than any other racial or ethnic group surveyed with Latinx at 41%, Asians at 38% and Whites at 15%.



“The existence of racism erects systemic barriers within the economy that harm the financial wellbeing of Black people. Racism generates exclusion, discrimination, oppression, and exploitation in a number of ways. It's not just physical violence.”

- Valerie Wilson, Director Economic Policy Institute

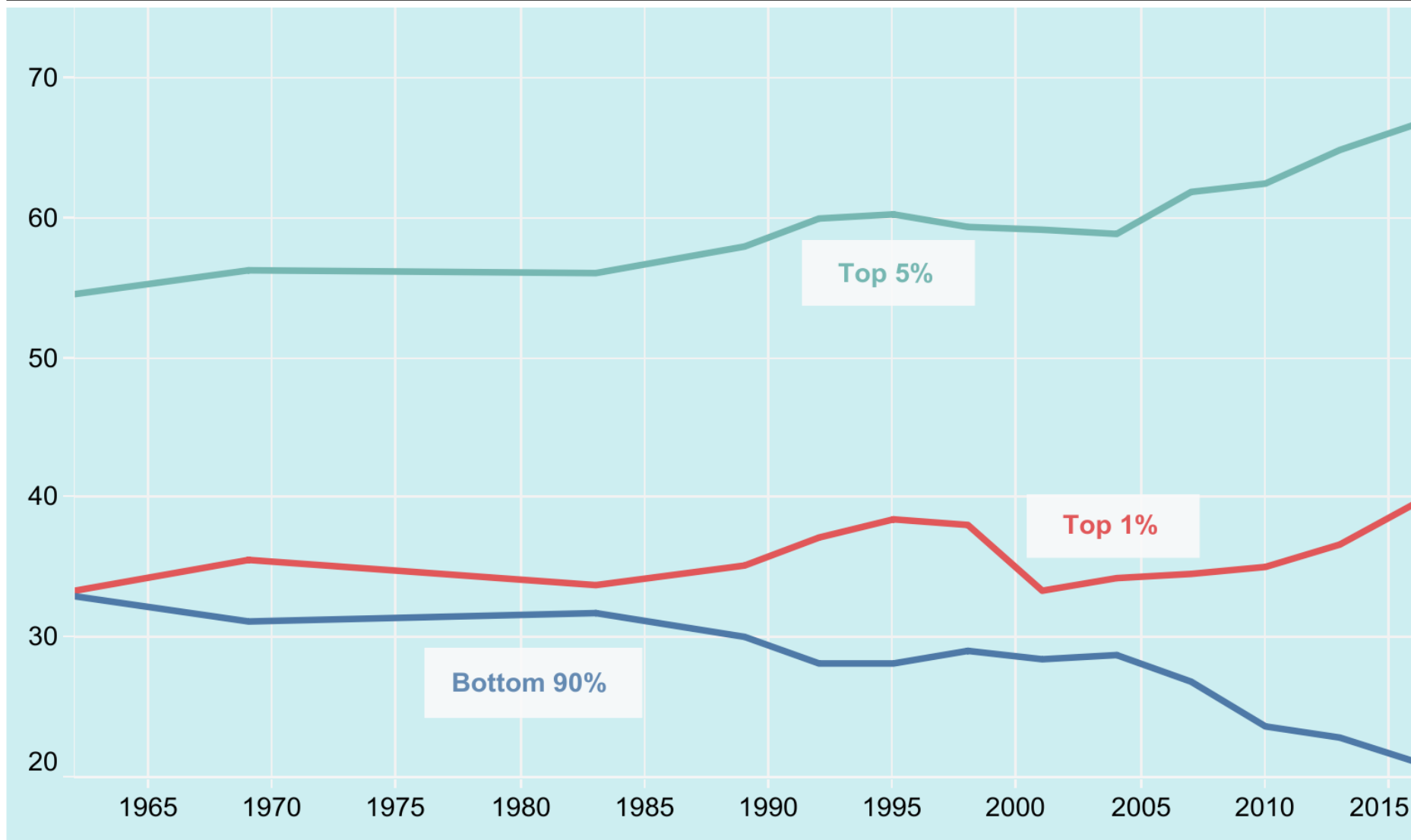


STATE OF SYSTEMIC INEQUITIES

CLASS

The Richest 5% of Americans Own Two-Thirds of the Wealth

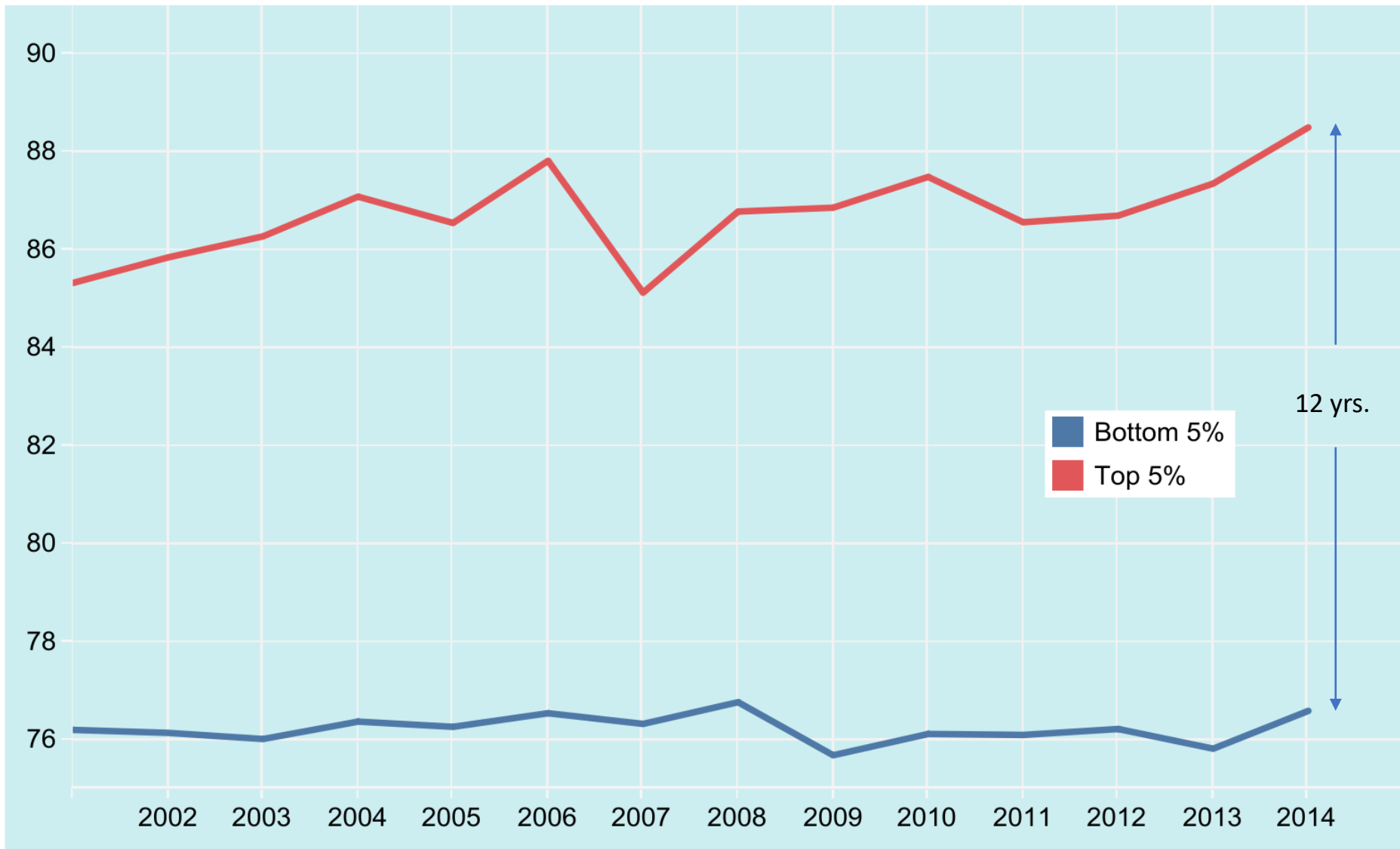
Wealth shares, United States, 1962-2016



Source: National Bureau of Economic Research

High-income Americans Are Living Longer But Not the Poor

Male life expectancy, bottom 5% and top 5% of U.S. household income, 2001-2014



Source: Journal of the American Medical Association

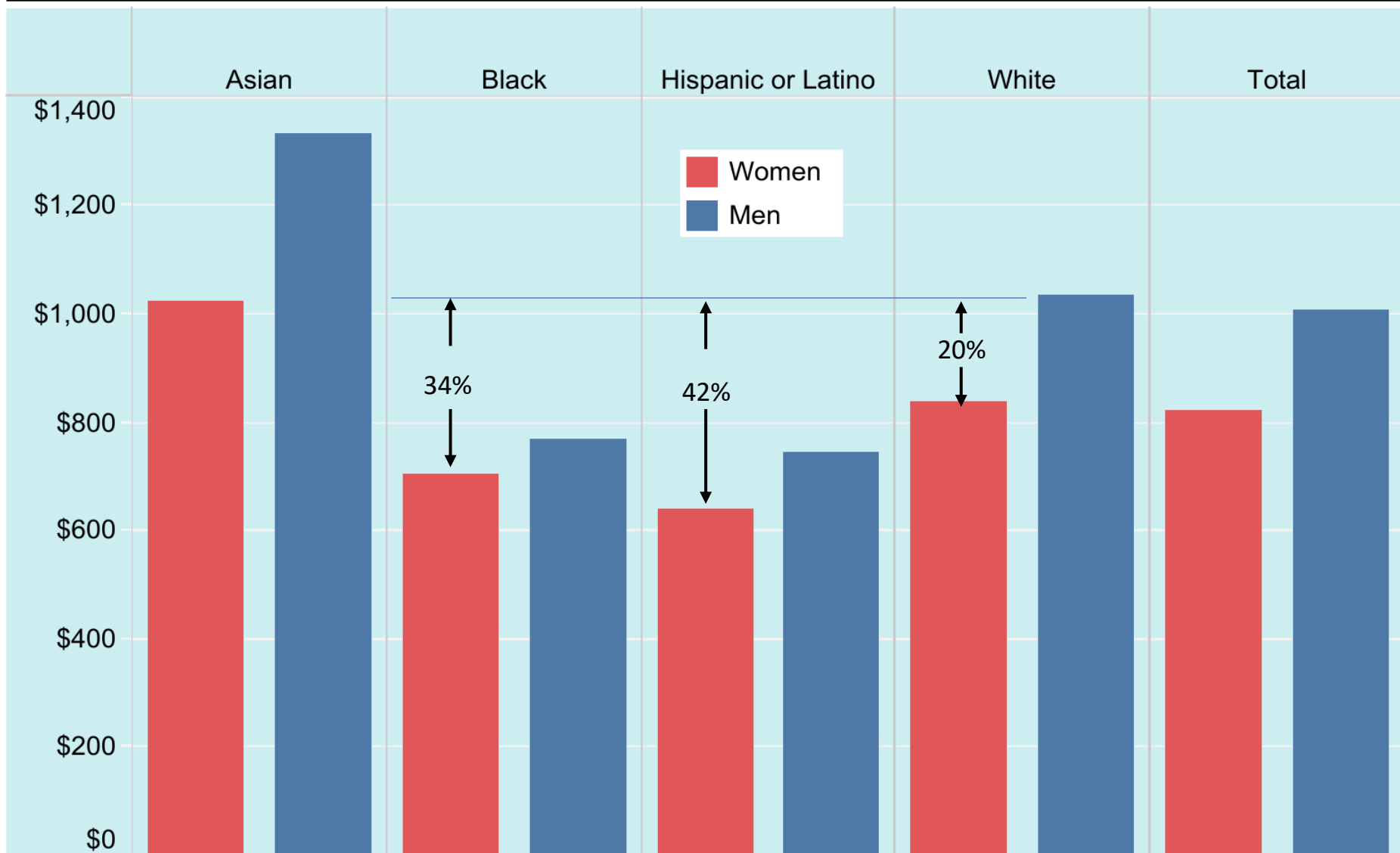


STATE OF SYSTEMIC INEQUITIES

GENDER

Gender Pay Gaps Persist in All Racial Groups

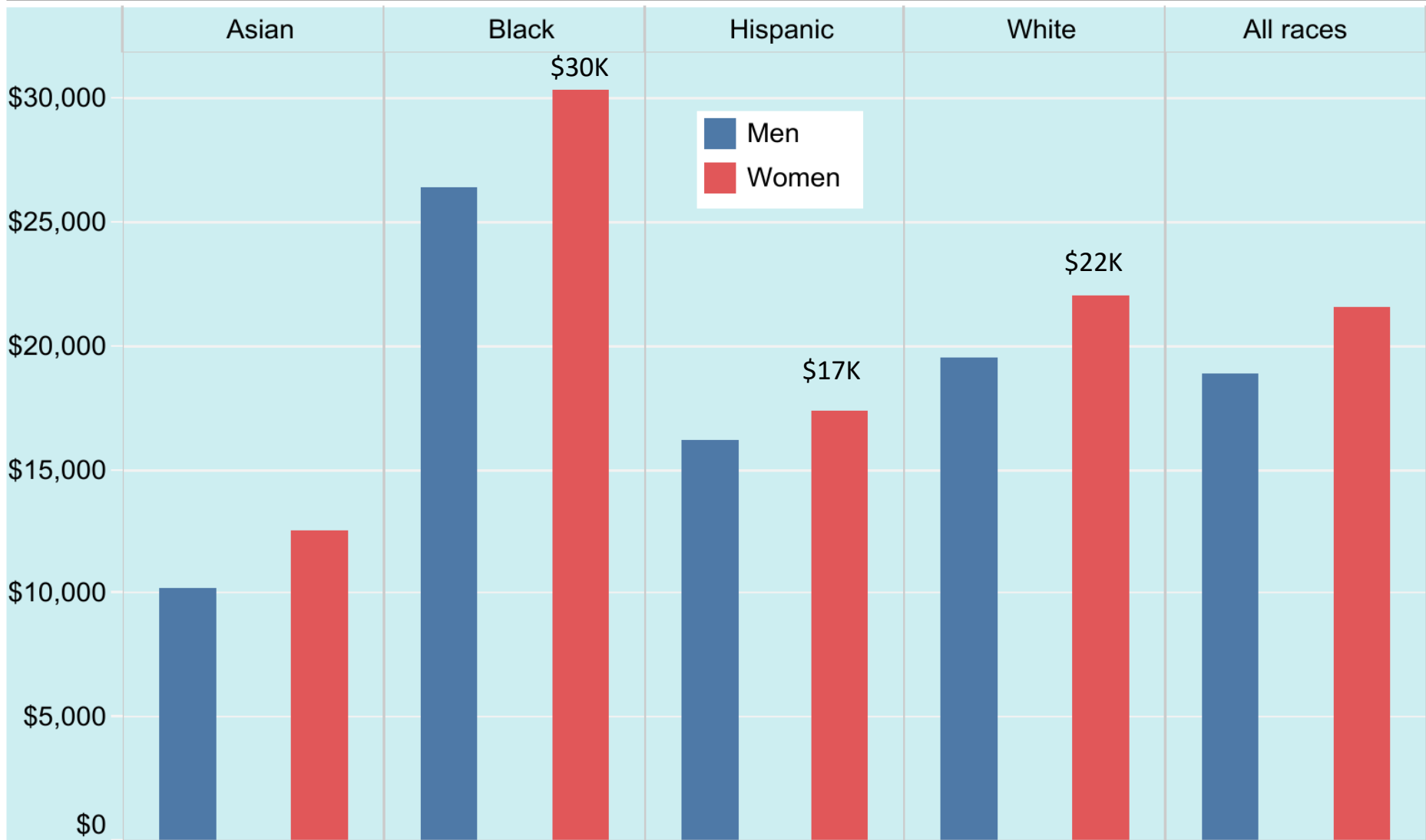
Median weekly earnings of full-time U.S. workers, by gender and race, 2019



Source: Bureau of Labor Statistics

U.S. College Debt Greater for Women in All Racial Groups

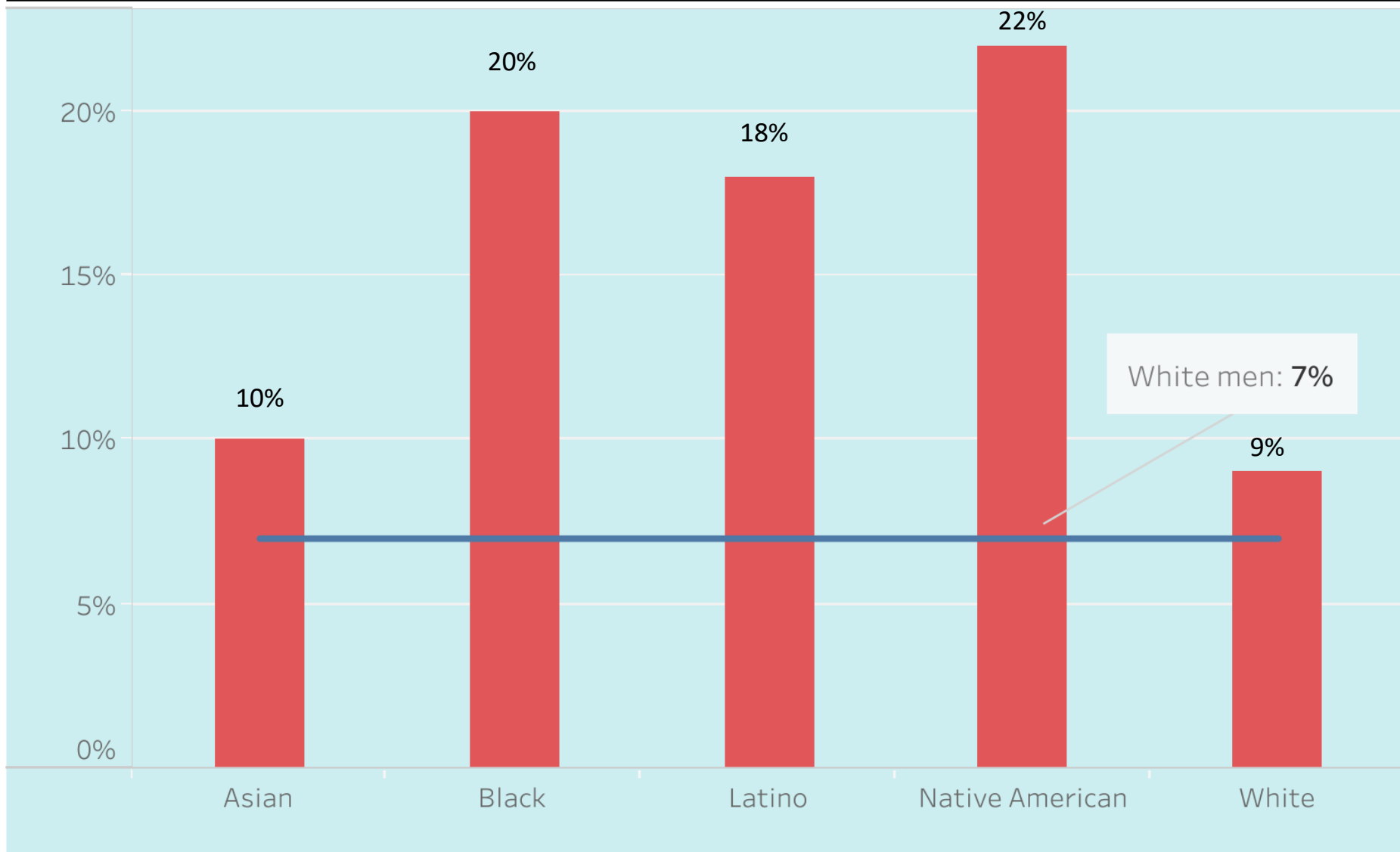
Average cumulative debt for graduates with a bachelor's degree, 2015-2016



Source: American Association of University Women

Women of Color are Particularly Hard Hit by Poverty

Poverty rates for adult U.S. women, 2018



Source: National Women's Law Center

ECONOMIC CASE FOR DEI



CLOSING THE RACIAL INEQUALITY GAPS

The Economic Cost of Black Inequality in the U.S.


Citi GPS: Global Perspectives & Solutions

September 2020



Citi is one of the world's largest financial institutions, operating in all major established and emerging markets. Across these world markets, our employees conduct an ongoing multi-disciplinary conversation - accessing information, analyzing data, developing insights, and formulating advice. As our premier thought leadership product, Citi GPS is designed to help our readers navigate the global economy's most demanding challenges and to anticipate future themes and trends in a fast-changing and interconnected world. Citi GPS accesses the best elements of our global conversation and harvests the thought leadership of a wide range of senior professionals across our firm. This is not a research report and does not constitute advice on investments or a solicitations to buy or sell any financial instruments.

For more information on Citi GPS, please visit our website at www.citi.com/citigps.

A close-up portrait of Raymond J. McGuire, a Black man with a shaved head and a mustache, wearing a dark suit, white shirt, and blue tie. He is looking slightly to the right of the camera with a serious expression. The background is blurred with soft, out-of-focus lights.

“The analysis in this report shows that if four key racial gaps for Blacks — wages, education, housing, and investment — were closed 20 years ago, \$16 trillion could have been added to the U.S. economy. And if the gaps are closed today, \$5 trillion can be added to U.S. GDP over the next five years.”

- Raymond J McGuire, Vice Chairman Citi



ACCESS TO HIGHER EDUCATION

Facilitating increased access to higher education for Black students might have bolstered lifetime incomes that in aggregate sums to \$90 to \$113 billion.



CLOSING THE BLACK RACIAL WAGE GAP

Closing the Black racial wage gap 20 years ago might have provided an additional \$2.7 trillion in income available for consumption and investment.

A Black couple is shown from behind, standing in a yard and looking at a white house. The man is on the left, wearing a red and blue plaid shirt. The woman is on the right, wearing a red top and has her hand on the man's shoulder. The scene is bathed in warm, golden light, suggesting late afternoon or early morning. The house in the background has a chimney and a dark door. There are trees and a lawn visible.

IMPROVING HOUSING CREDIT

Improving access to housing credit might have added an additional 770,000 Black homeowners over the last 20 years, with combined sales and expenditures adding another \$218 billion to GDP over that time.

A Black woman with long, dark, wavy hair is smiling warmly at the camera. She is wearing a black long-sleeved top. The background is a bright, modern clothing store with racks of clothes, a laptop on a counter, and indoor plants. A semi-transparent white box is overlaid on the bottom half of the image, containing text.

BACKING BLACK ENTREPRENEURS

Providing fair and equitable lending to Black entrepreneurs might have resulted in the creation of an additional \$13 trillion in business revenue over the last 20 years. This additional revenue could have been used for investments in workers, equipment, furniture, inventory, real estate and facilities.

The image shows the exterior of the W. K. Kellogg Foundation building. A large sign above the entrance reads "W. K. KELLOGG FOUNDATION" in gold lettering. Below the sign, the entrance features glass doors and windows. A smaller sign above the doors reads "Our Mission: Advance Food".

W. K. KELLOGG FOUNDATION

ECONOMIC UPSIDE OF RACIAL EQUITY

By 2050, given the expected growth in populations of color, closing the racial earnings gap would increase inflation-adjusted earnings by 22%. The corresponding gain in 2050 GDP would be \$8 trillion — an amount greater than the current GDP of every country in the world except the U.S. and China.



ECONOMIC UPSIDE OF RACIAL EQUITY

Researchers at the Center for American Progress estimate that if the educational achievement of Black and Latinx children in the U.S. was raised to that of White children born in the United States, the economy would be \$2.3 trillion larger by 2050.



ECONOMIC UPSIDE OF RACIAL EQUITY

By 2050, more than half of the consumers in the U.S. market will be people of color. Closing the racial earnings gap by 2050 would represent an additional \$2.6 trillion in spending, including \$330 billion annually on food, \$860 billion on housing, \$90 billion on apparel, \$440 billion on transportation, and \$130 billion on entertainment.



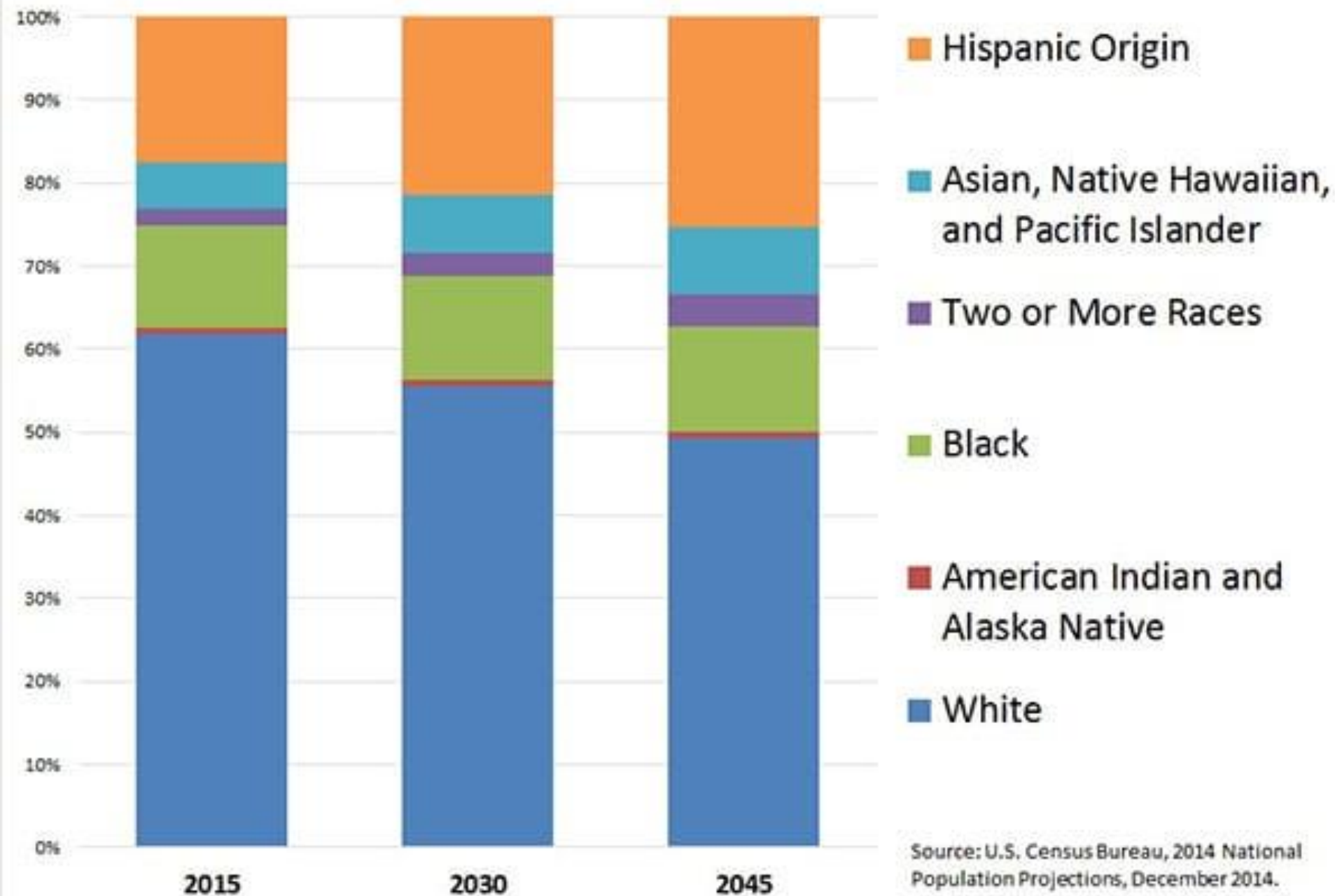
ECONOMIC UPSIDE OF RACIAL EQUITY

Health disparities that start at birth and continue into adulthood affect the lives of millions of people of color; they also carry an economic burden estimated at \$93 billion in excess medical care costs per year and \$42 billion in untapped productivity. If racial health disparities were eliminated by 2050, researchers project an economic gain of \$230 billion per year.

WORKFORCE DEMOGRAPHICS



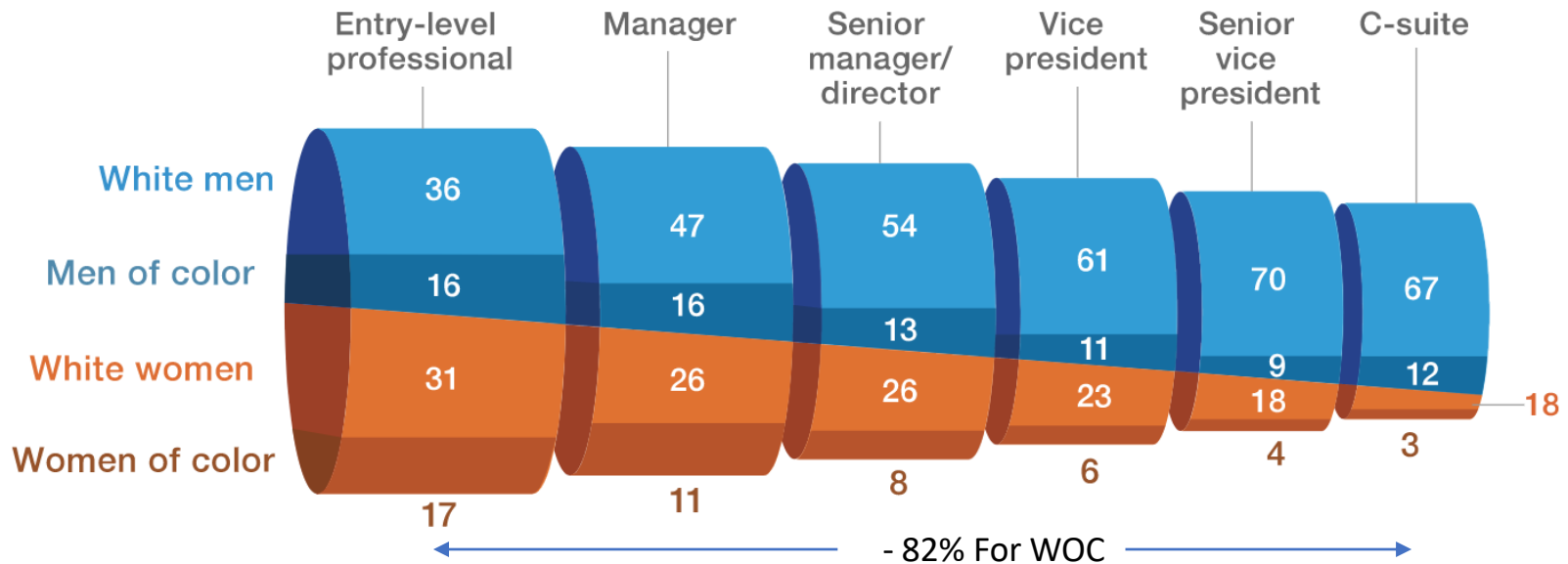
U.S. Population Will Become Increasingly Diverse



Corporate Talent Pipeline 2017

The odds of women reaching the very top are slim, and women of color fare even worse.

Corporate-talent pipeline by gender and race,¹ %



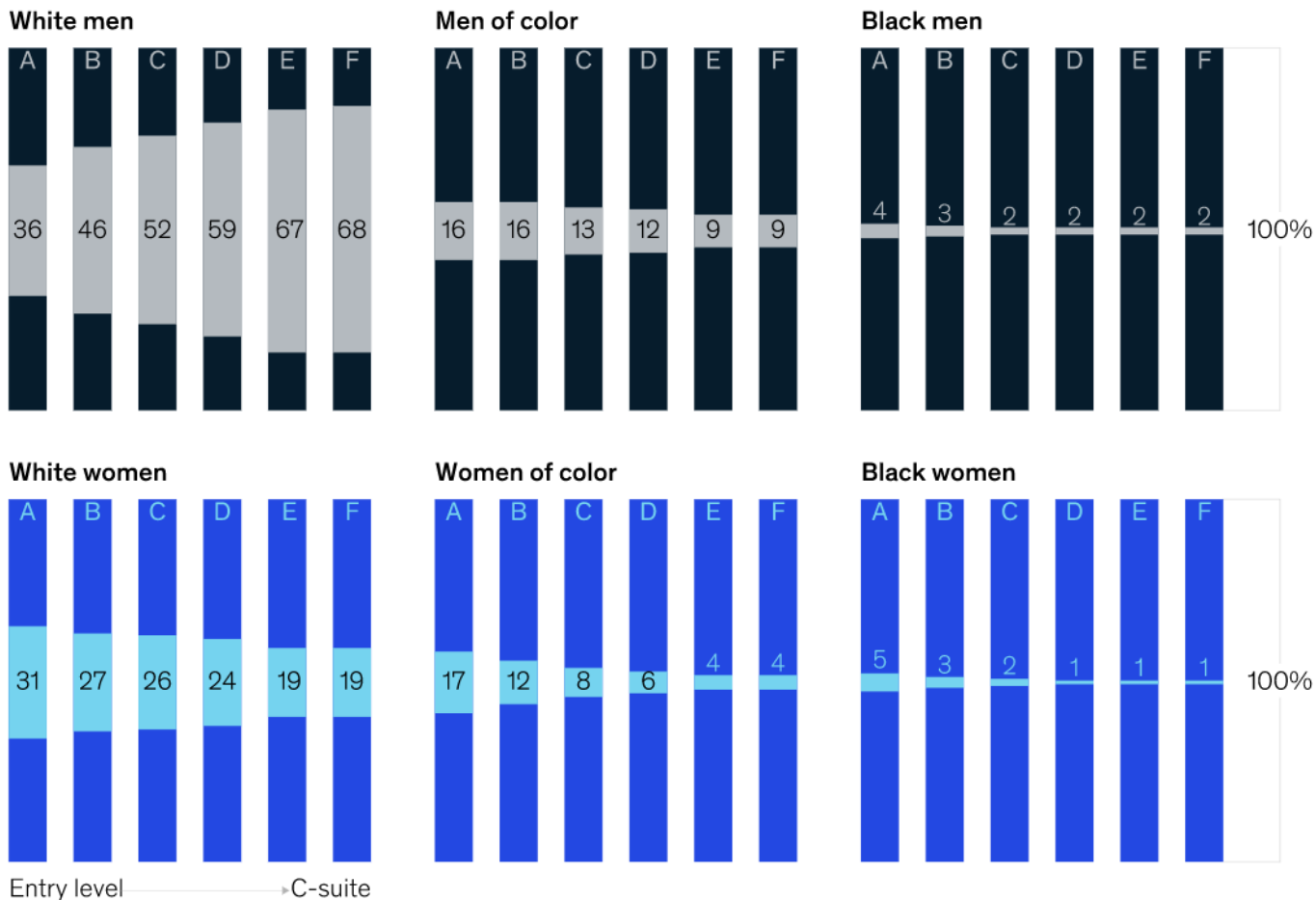
¹Percentages by race and gender in each stage of the pipeline may not sum to overall corporate pipeline totals, as the percentages for race only include companies that were able to supply data on race. Figures may not sum to 100%, because of rounding.

Source: *Women in the Workplace 2017*, in which LeanIn.Org and McKinsey examined the employee pipeline of 222 US corporations

The pipeline to highly compensated executive roles sheds professionals of color, especially Black professionals, at every level.

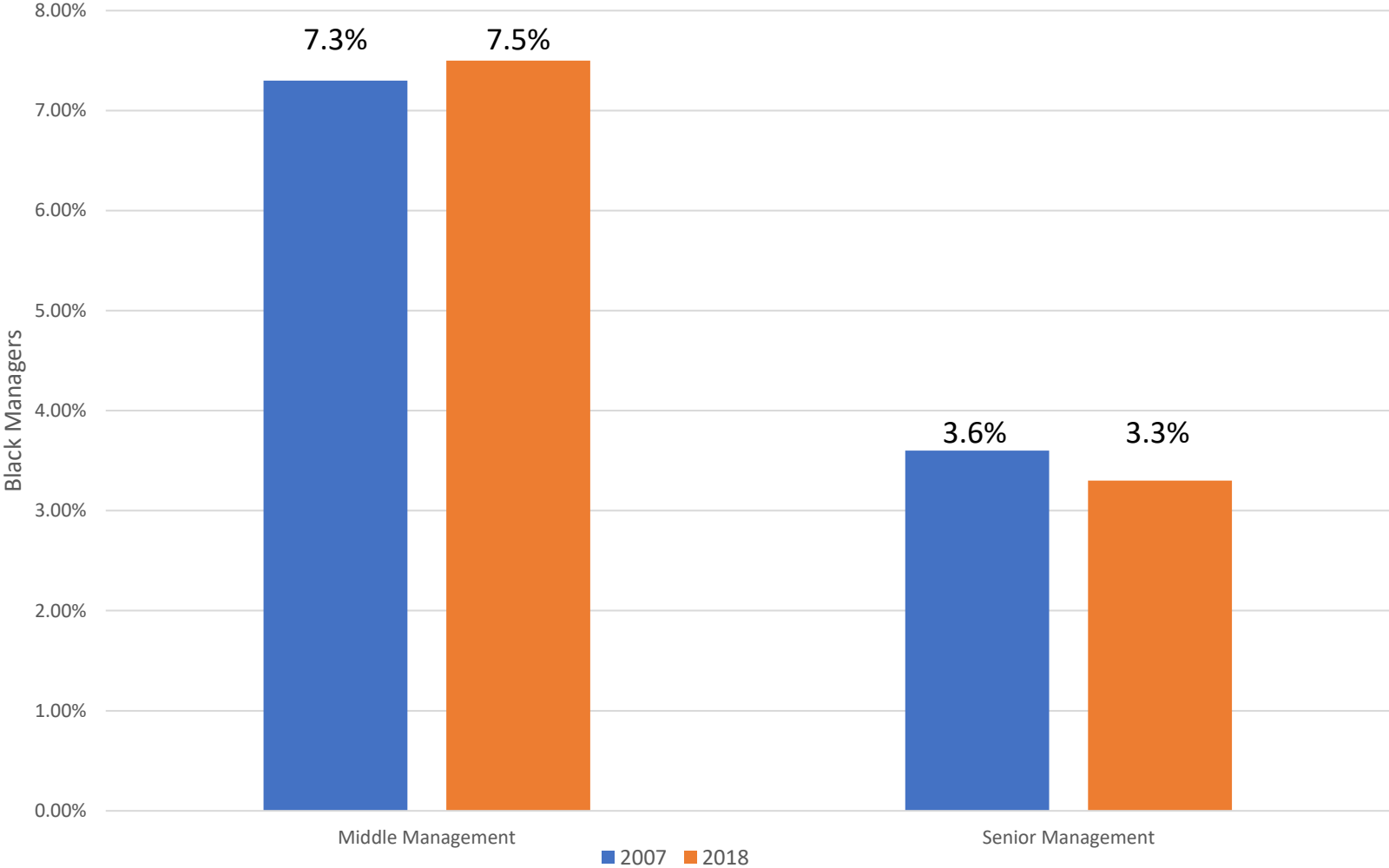
Share of professionals by role category, %¹

A Entry-level professional, B manager, C senior manager/director, D vice president, E senior vice president, F C-suite professional



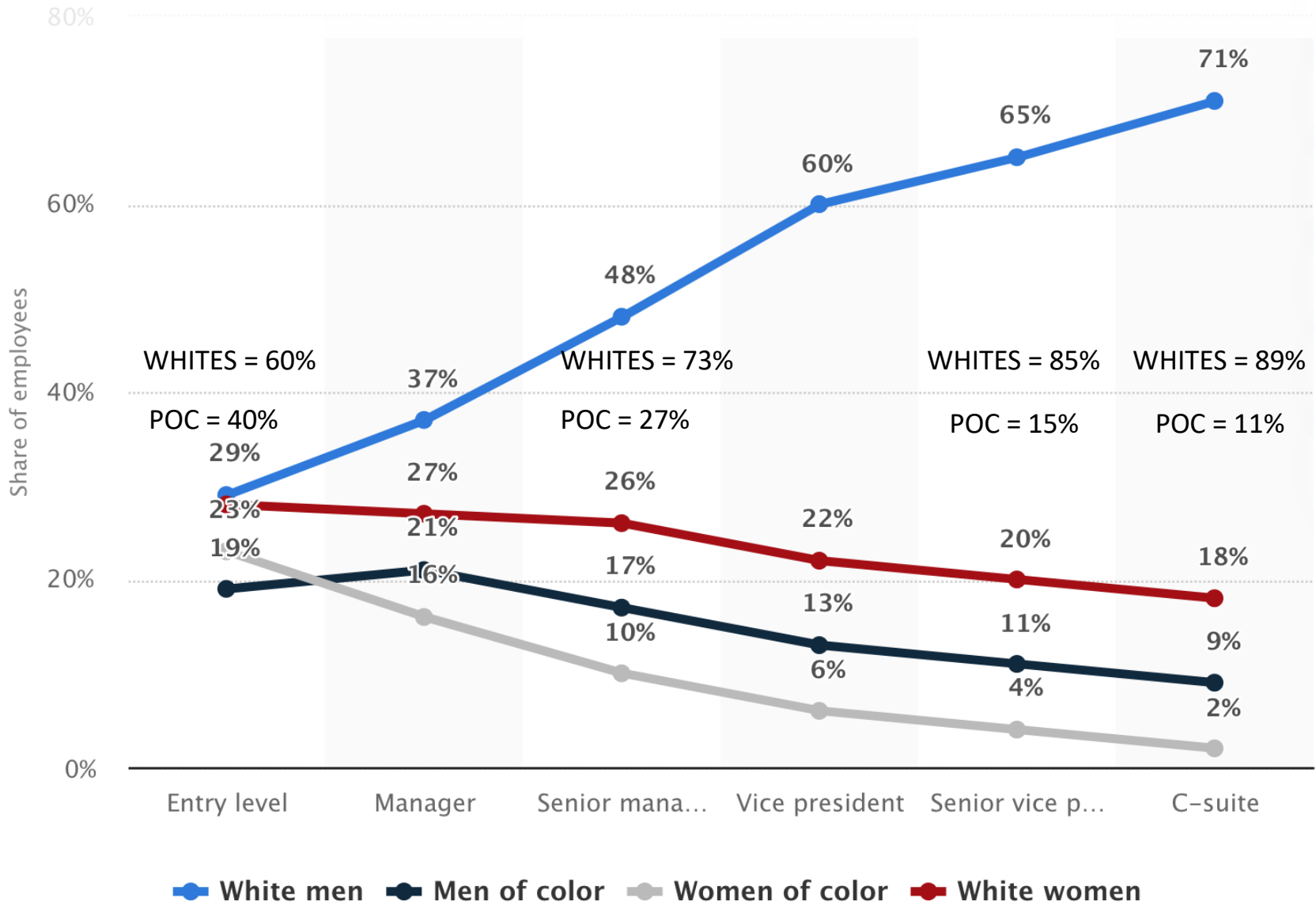
¹From study of 279 North America-focused companies. Figures may not sum to 100%, because of rounding.
Source: *Women in the Workplace 2018*, joint report by LeanIn.Org and McKinsey, October 2018, womenintheworkplace.com

CHANGE IN BLACK LEADERSHIP IN BUSINESS



Source: U.S. Equal Employment Opportunity Commission

WORKFORCE DEMOGRAPHICS IN BANKING 2017





BUSINESS CASE FOR DEI

RECRUIT TOP TALENT





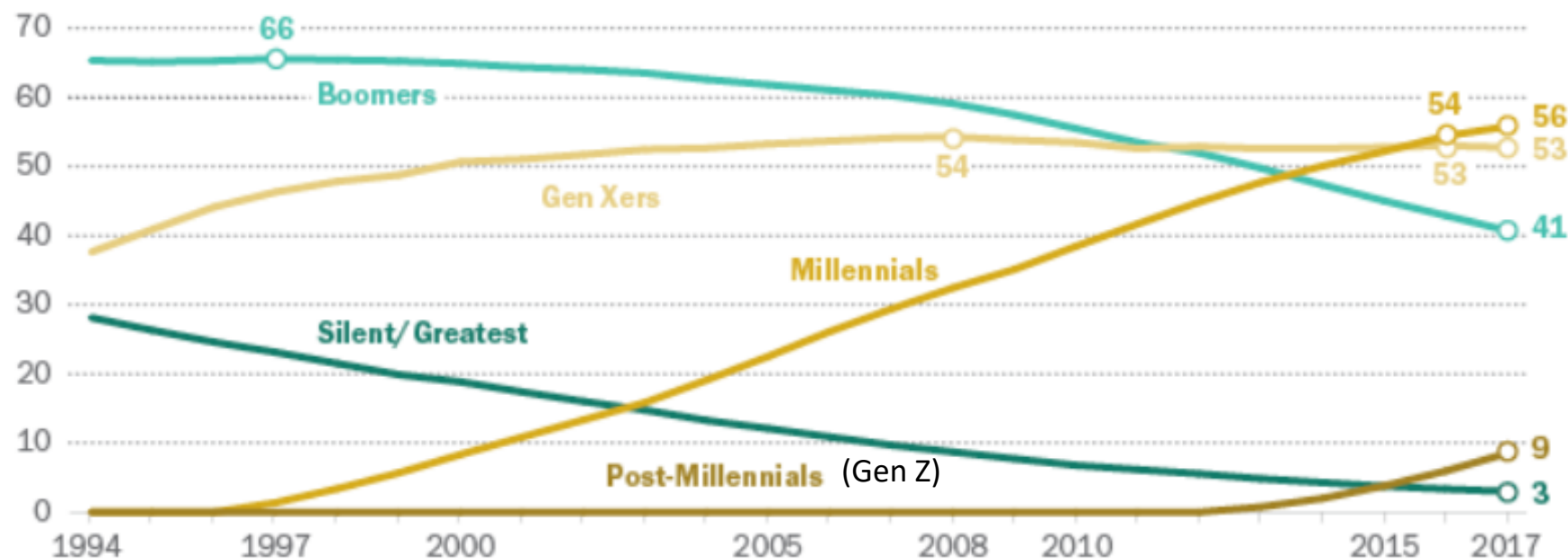
WIN THE RECRUITMENT BATTLE

Multiple surveys have indicated that diversity and inclusion is particularly important to Millennials.

Millennials became the largest generation in the labor force in 2016

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

A diverse group of business professionals, including a woman in a white blouse and several men in suits, are gathered around a conference table in a modern office setting. They appear to be in a meeting, with some looking at documents and others engaged in conversation. The room has large windows in the background, providing a bright and airy atmosphere.

MILLENNIALS PREFER DIVERSE WORKPLACES

47% of Millennials consider the Diversity and Inclusion of a workplace an important criterion in their job search compared to 33% of Gen Xers and 37% percent of Boomers according to Weber Shandwick.



POST MILLENNIALS PREFER DIVERSE WORKPLACES

According to the employment website Monster, 83% of Gen Z candidates said that a company's commitment to diversity and inclusion is important when choosing an employer.

EMPLOYEE ENGAGEMENT



EMPLOYEE ENGAGEMENT

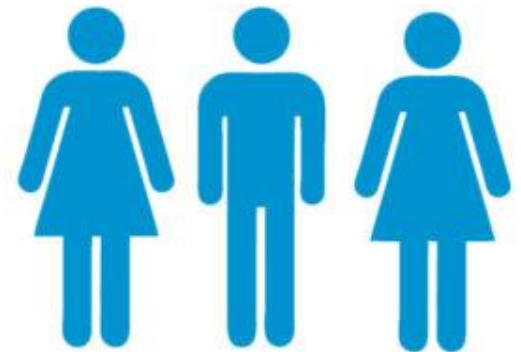
Employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees care about their work and their company.



70% OF ALL U.S. EMPLOYEES ARE
DISENGAGED OR ACTIVELY DISENGAGED
IN THEIR JOBS



DISENGAGED OR ACTIVELY
DISENGAGED



FULLY
ENGAGED

Source: Gallup

29%

Engaged

52%

Not Engaged

19%

Actively
Disengaged



Loyal and psychologically committed . More productive; higher retention.

Productive , but they are not psychologically connected to their company. They miss more workdays; more likely to leave.

Physically present, but psychologically absent. They are unhappy and insist on sharing this unhappiness with others.

**Same boat, different engagement.
Some drive it, some jump off it.**

Source: Gallup



IMPROVE EMPLOYEE ENGAGEMENT

Diverse workplaces and inclusive H.R. practices increases levels of employee engagement and fosters positive attitudes in the workplace.

ENGAGED EMPLOYEES & PROFITABILITY

Engaged employees lead to better business outcomes. According to HR Consulting Firm Willis Towers Watson research, companies with highly engaged workers have 6% higher net profit margins.

The right combination unlocks hidden value



ENGAGED EMPLOYEES & EARNINGS GROWTH

Organizations that are the best in engaging their employees achieve earnings-per-share growth that is more than four times that of their competitors according to Gallup.



ENGAGED EMPLOYEES & SHAREHOLDER RETURN

According to IBM research, companies with an engaged workforce have **5X** higher shareholder returns over a five-year period.



DIVERSITY & INCLUSION



DIVERSITY & INCLUSION

The brands that excel at diversity and inclusion are higher performing companies measured by business, financial and talent outcomes.

A close-up, low-angle shot of the Deloitte logo on a dark building facade. The logo consists of the word "Deloitte" in large, white, 3D block letters, with a small green dot at the end of the word. Below it, the text "Deloitte LLP" is visible in smaller white letters. The background is slightly blurred, showing architectural details of the building.

Deloitte

Deloitte LLP

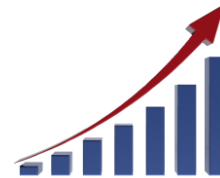
Source: Deloitte

DIVERSE ORGANIZATIONS WITH INCLUSIVE CULTURES ARE



2x

As likely to meet or exceed financial targets



3x

As likely to be high performing



6x

More likely to be innovative and agile



8x

More likely to achieve better business outcomes

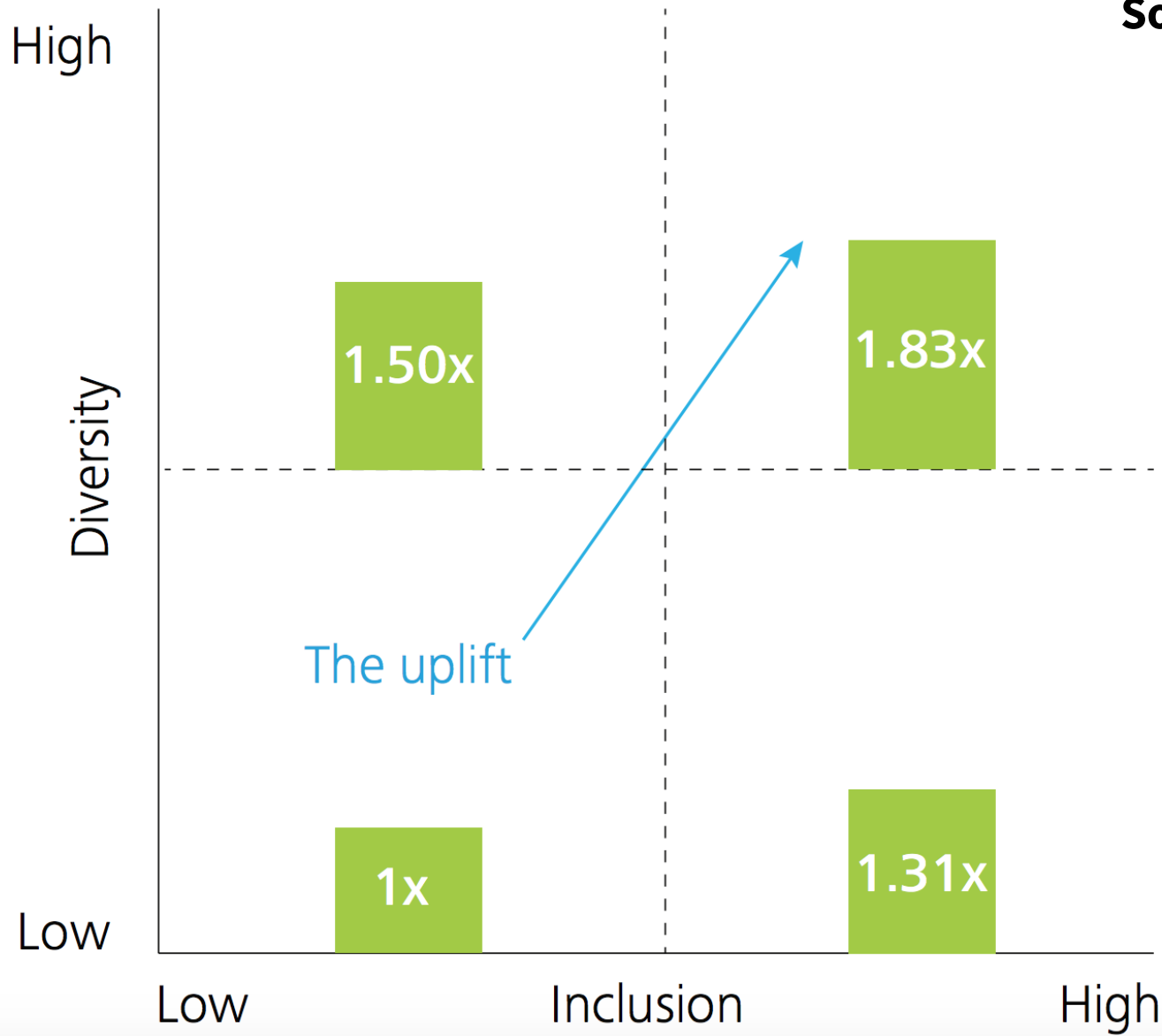
DIVERSITY & INCLUSION

When employees think their organization is committed to, and supportive of diversity and they feel included, employees report better business performance in terms of ability to innovate (83% uplift), improved team collaboration (42% uplift), and higher levels of employee engagement (101% uplift).

Deloitte.

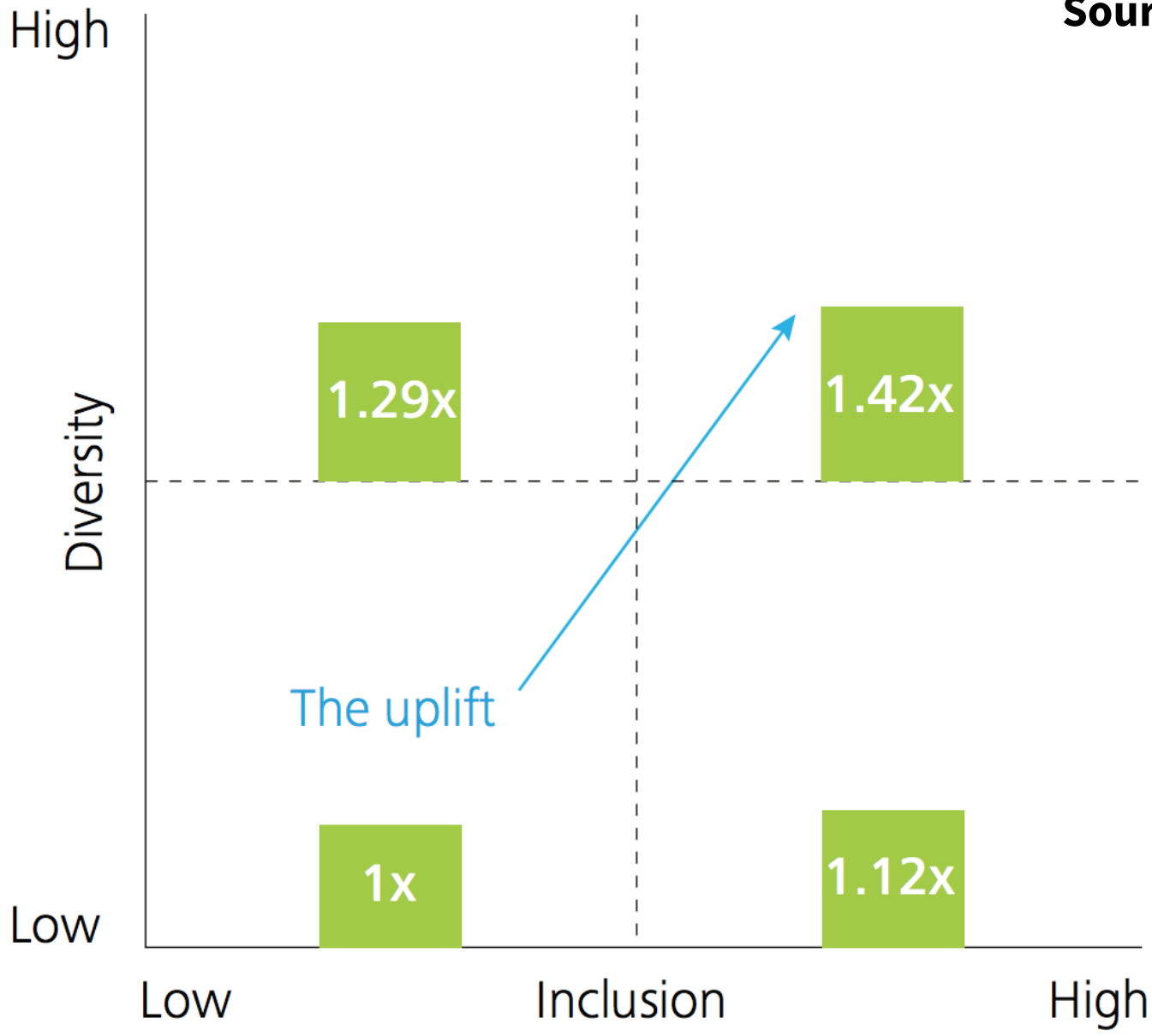
Innovation

Source: Deloitte



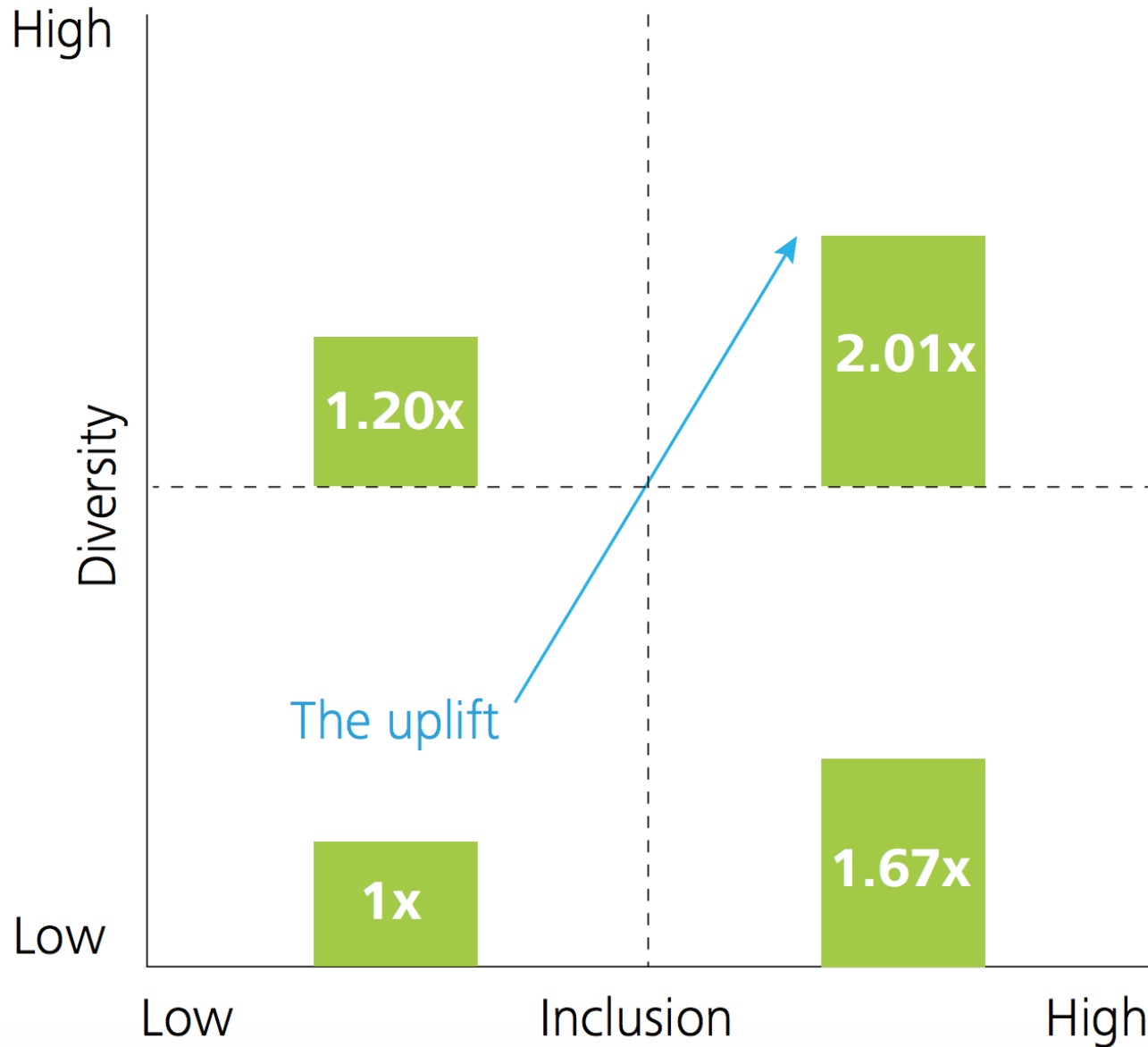
Team collaboration


Source: Deloitte



Employee engagement

Source: Deloitte



A close-up portrait of a woman with long, dark brown hair, smiling slightly. She is wearing a white collared shirt. The background is a blurred office setting with a window and a door.

“The potential to lift business performance is locked up in the individual and group potential of diverse employees and can only be unleashed by creating an inclusive working environment.”

- Juliet Bourke, Partner Deloitte

DIVERSITY & INNOVATION



A photograph of a dark grey stone sign with the words "PORTLAND STATE UNIVERSITY" engraved in white, serif capital letters. The sign is positioned in the foreground on a grassy area. In the background, there is a large, multi-story brick building with classical architectural features like columns and a pedimented entrance. The scene is filled with lush green trees and foliage, suggesting a well-maintained university campus. The lighting is bright, indicating a sunny day.

PORTLAND
STATE
UNIVERSITY

DIVERSITY AND INNOVATION

A diverse workforce and a culture of inclusion were more efficient in generating new products (two extra new products per year) and patents according to Portland State University research.

The image shows a large, illuminated 'BCG' logo in a white, serif font on a dark wall. The background is a blurred office interior with modern lighting and architectural details.

BCG

DIVERSITY AND INNOVATION

Companies with above-average diversity on their leadership teams report a greater payoff from innovation and higher EBIT margins according to Boston Consulting Group. For companies with diverse leadership teams, they reported EBIT margins that were 9 percentage points higher than those companies with below-average diversity.

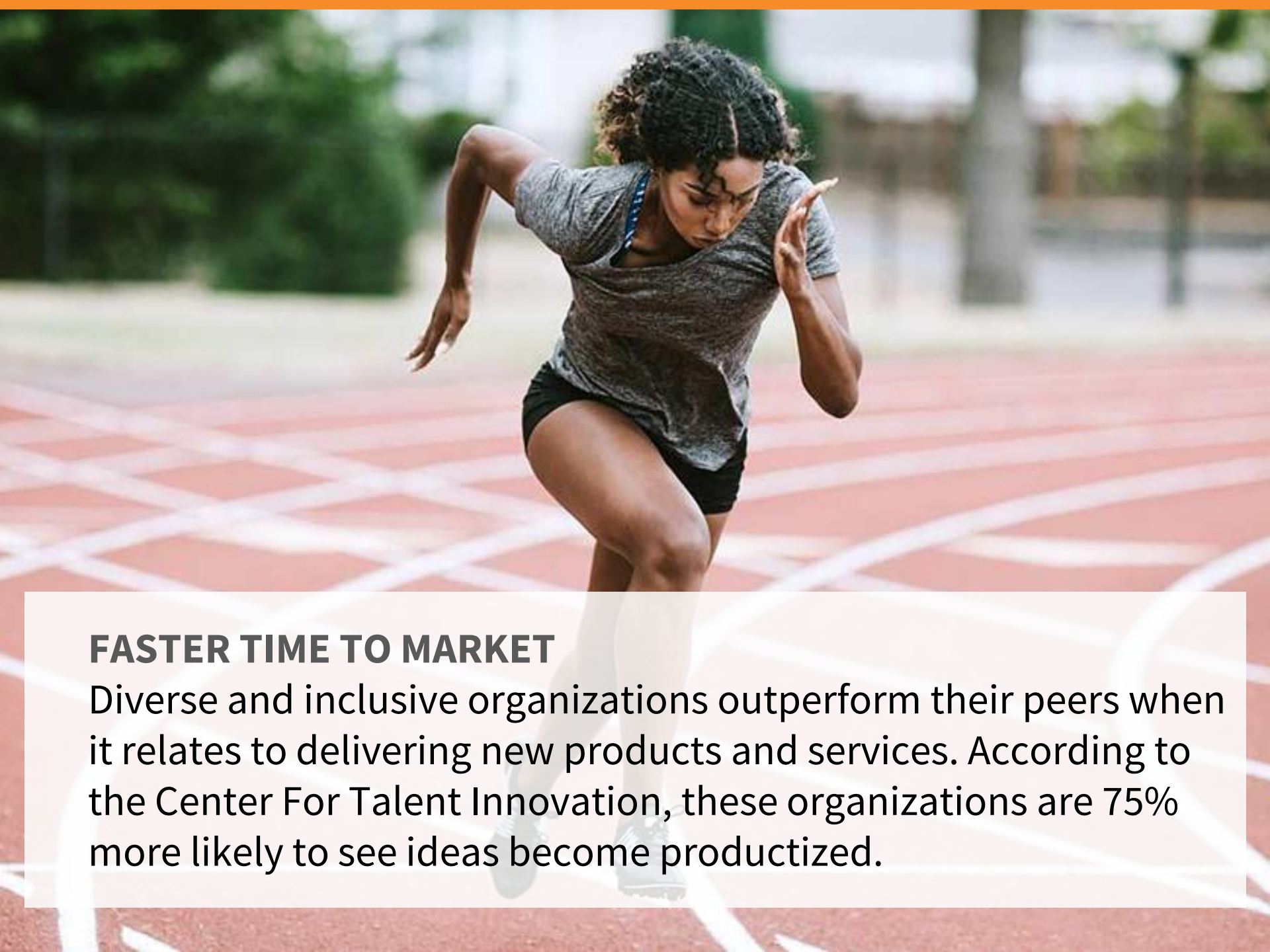
DIVERSITY & NEW MARKETS



CAPTURE NEW MARKETS

Diverse and inclusive organizations outperform their peers when it relates to reaching new market segments. According to Deloitte, these organizations are 70% more likely to capture new markets.





FASTER TIME TO MARKET

Diverse and inclusive organizations outperform their peers when it relates to delivering new products and services. According to the Center For Talent Innovation, these organizations are 75% more likely to see ideas become productized.

BETTER DECISION MAKING

Diverse and inclusive teams make better decisions and better solve complex problems up to 87% of the time according to global consulting firm Korn Ferry.



DIVERSITY & FINANCIAL PERFORMANCE



REAL UTOPIAS

A woman with her hair in a bun, wearing a light-colored blazer, is speaking at a wooden podium. Behind her is a large screen displaying the text 'REAL UTOPIAS' in a stylized, teal font. To the right of the text is a graphic of a hand holding a globe. Further right is the ASA logo, which stands for the American Sociological Association. Below the main text, there is a subtitle: 'Economic, Institutional Designs, Possible Futures'.

Economic, Institutional Designs, Possible Futures

ASA
AMERICAN SOCIOLOGICAL ASSOCIATION

DIVERSITY AND SALES REVENUES

According to the American Sociological Association, for every percentage increase in the rate of workplace racial or gender diversity up to the rate represented in the relevant population, there was an increase in sales revenues of approximately 9 and 3 percent, respectively.

A middle-aged man with glasses, wearing a dark suit, white shirt, and patterned tie, is speaking. He is positioned in the center-right of the frame. The background is a blue wall with a faint world map. A semi-transparent white box is overlaid on the bottom left of the image, containing text.

GENDER DIVERSITY & PROFITABILITY

“For profitable firms, a move from no female leaders to 30 percent representation is associated with a 15% increase in the net revenue margin.”

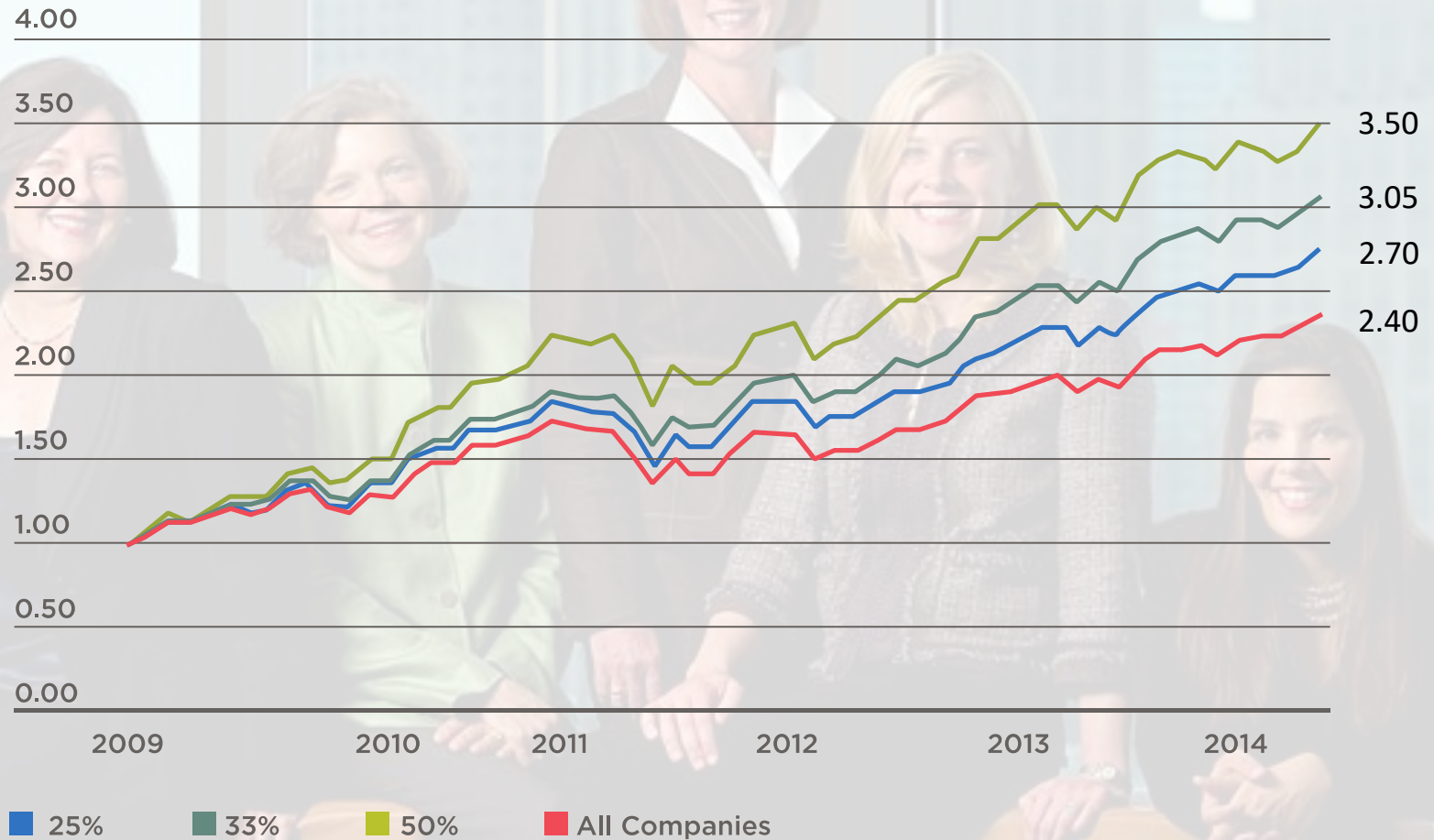
- Marcus Noland, EVP, Peterson Institute



GENDER DIVERSITY & PROFITABILITY

Ernst & Young analyzed results from 22,000 global, publicly traded companies, in 90 countries from various industries and showed that an organization with 30 percent female leaders could add up to 6 percentage points to its net margin.

GENDER DIVERSITY & SHAREHOLDER RETURN



Source: Credit Suisse



ETHNIC DIVERSITY & FINANCIAL PERFORMANCE

Companies in the top quartile for ethnic and cultural diversity on their executive teams were 33% more likely to experience above-average profitability than companies in the bottom quartile according consulting firm McKinsey.

ETHNIC DIVERSITY & FINANCIAL PERFORMANCE

Companies in the top quartile for ethnic and cultural diversity on their Board of Directors were 43% more likely to experience above-average profitability than companies in the bottom quartile.

Source: McKinsey & Company


ETHNIC DIVERSITY & FINANCIAL PERFORMANCE

In the U.S., there is a linear relationship between ethnic diversity and better financial performance: for every 10% increase in ethnic diversity on the senior leadership team, earnings (EBIT) rise 1%.

A photograph of a modern office lobby. In the foreground, a white reception desk with the 'McKinsey & Company' logo is visible. Two people are seated behind the desk. The background shows a glass-walled hallway with circular floor lights and a modern architectural design.

McKinsey & Company

Source: McKinsey & Company



“An inclusive, diverse leadership team brings a variety of perspectives that results in better decision making, leading to productivity, growth, and improved financial performance.”

- Vivian Hunt, Managing Partner McKinsey

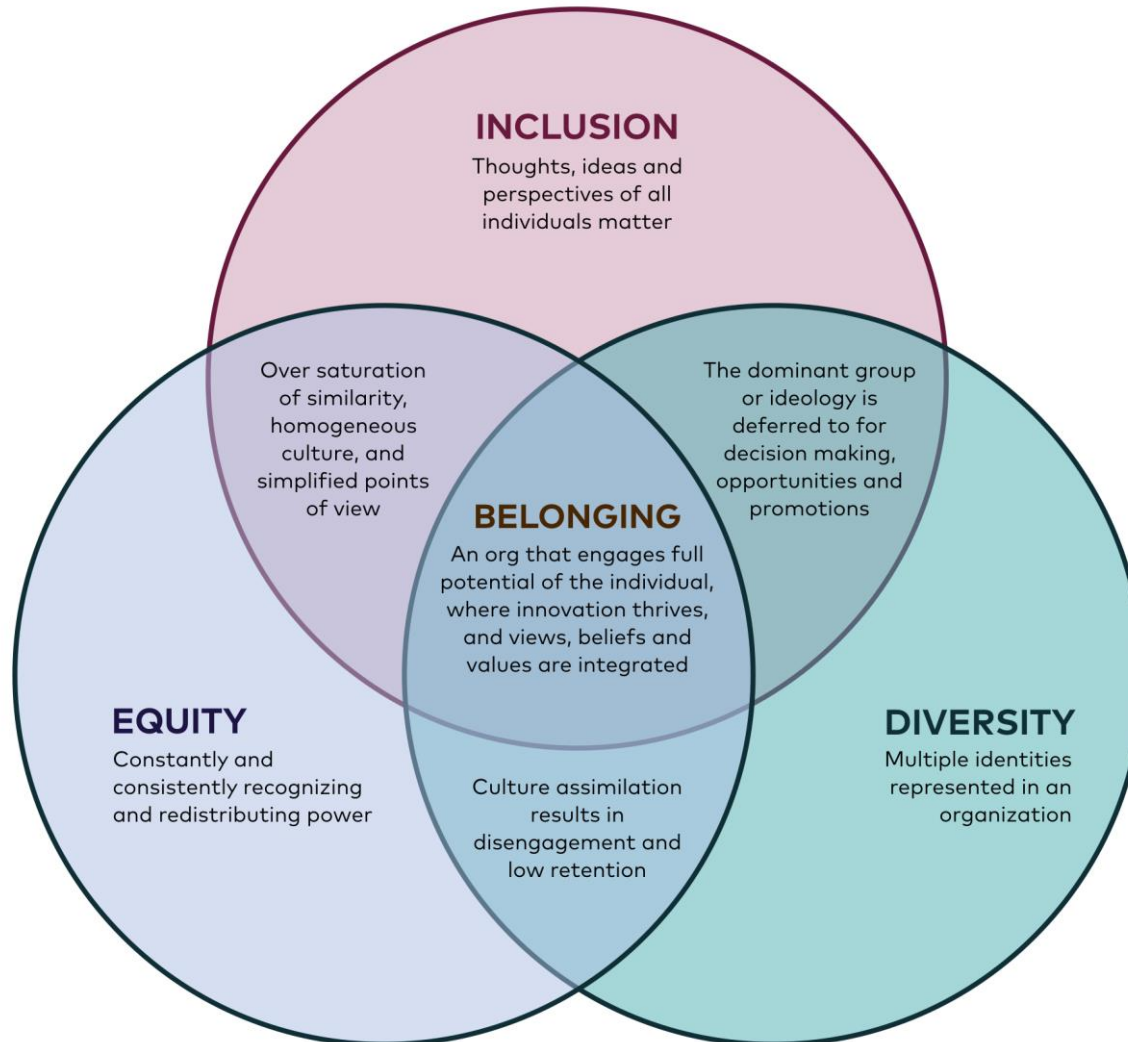


INCLUSION DRIVES BELONGING



DIVERSITY IS HAVING A SEAT
AT THE TABLE, **INCLUSION** IS
HAVING A VOICE, AND
BELONGING IS HAVING THAT
VOICE BE HEARD.

The Ultimate Goal in DEI Work is to Create a Sense of Belonging for All Employees



BELONGING DRIVERS

In workplaces that foster belonging, employees of all backgrounds feel seen, connected, supported and proud. The drivers of belonging plays out at four levels – at the organizational level, at the senior leadership level, at the manager level and at the colleague level.



ORGANIZATIONAL LEVEL

At the organizational level, the company should declare public support for DEI initiatives. It must articulate a clear and fair succession planning process. It must be able to offer senior leadership role models from historically marginalized groups.



SENIOR LEADERSHIP LEVEL

At the senior leadership level, the team must be able to model inclusive leadership traits and seek to connect with employees across the organization. They must be willing to sponsor high potential talent from under-represented communities and demonstrate how to build diverse teams.





MANAGER LEVEL

At the manager level, supervisors must ensure that everyone has the opportunity to be heard and to empower team members to make decisions. Supervisors should provide praise when warranted and respond to concerns in a timely manner. Supervisors must make it safe for team members to propose novel ideas and to promote promising ideas to senior leadership.

COLLEAGUE LEVEL

Coworkers should trust that their colleagues will get their work done and provide honest feedback about work quality and timeliness. Coworkers should thank their colleagues for work especially when they perform tasks over and above beyond their job descriptions. Coworkers should help celebrate birthdays and other important life and work milestones.



WHY DIVERSITY EQUITY INCLUSION MATTERS

CLIENT
SATISFACTION

FINANCIAL
PERFORMANCE

DEVELOP
REPUTATION

INCREASED
ADAPTABILITY

COMPETITIVE EDGE

INCREASED
INNOVATION

EMPLOYEE
RECRUITMENT

EMPLOYEE
RETENTION

EMPLOYEE
ENGAGEMENT



**CLOSING
INSPIRATION**




“Many conversations about diversity and inclusion do not happen in the boardroom because people are embarrassed at using unfamiliar words or afraid of saying the wrong thing — yet this is the very place we need to be talking about it. The business case speaks for itself — diverse teams are more innovative and successful in going after new markets.”

- Dame Inga Beale, Former CEO Lloyds of London



“When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization.”

- Pat Wadors, Chief People Officer, Procore Technologies



“Our ability to reach unity in diversity will be the beauty and the test of our civilization.”

- Mahatma Gandhi



QUESTIONS