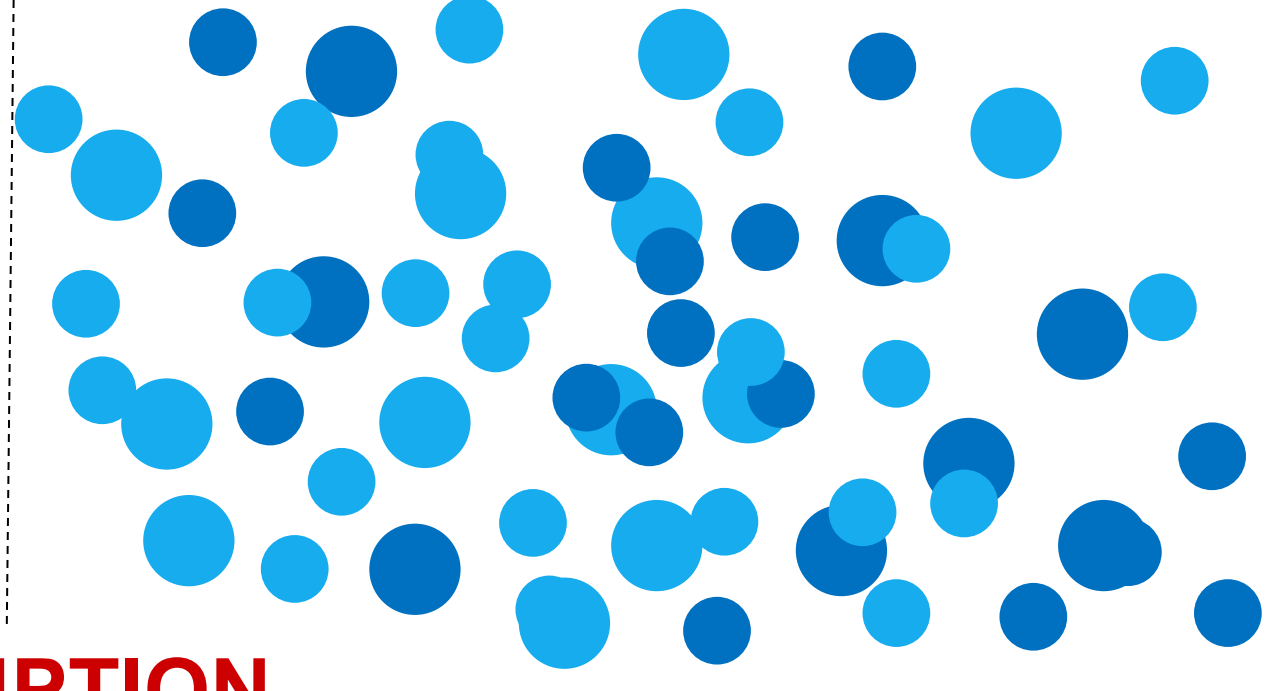
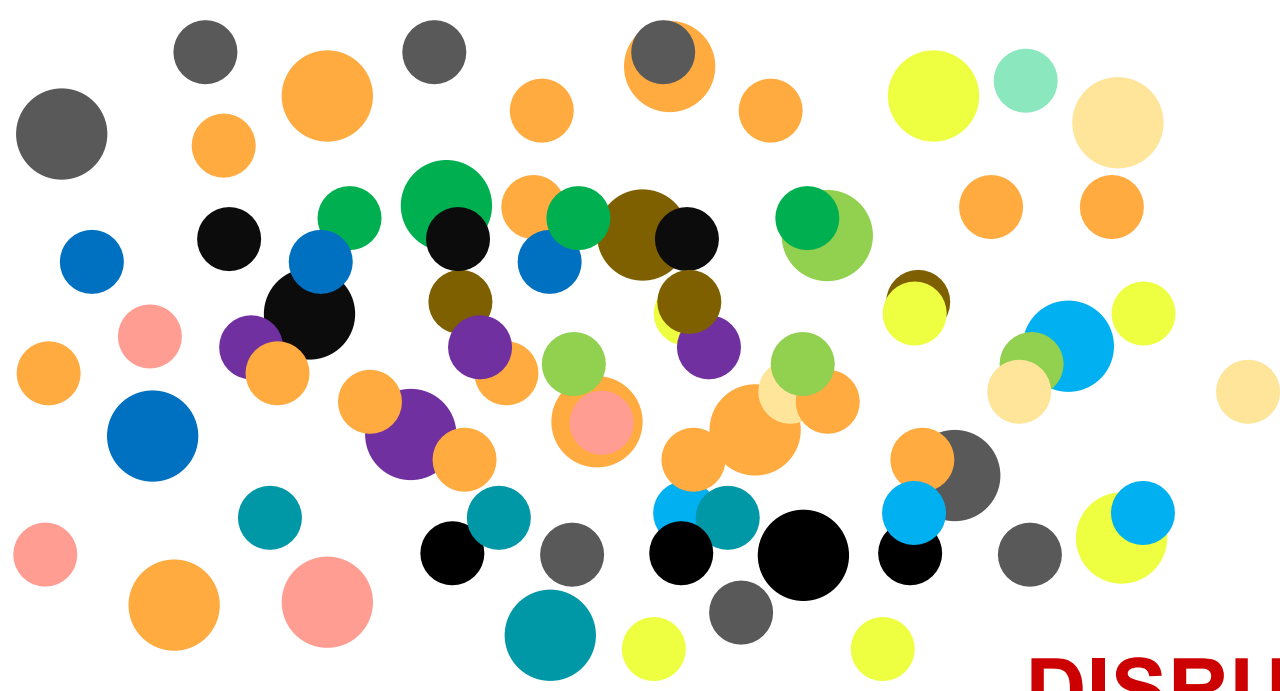




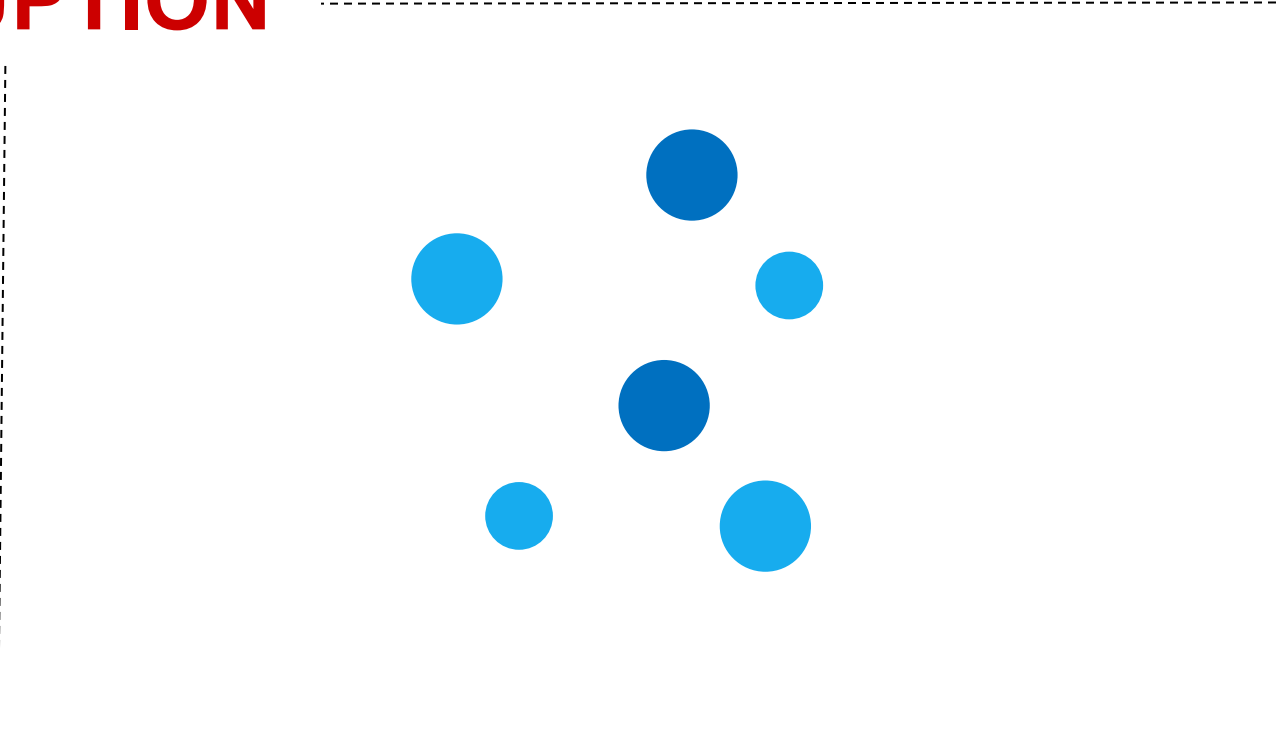
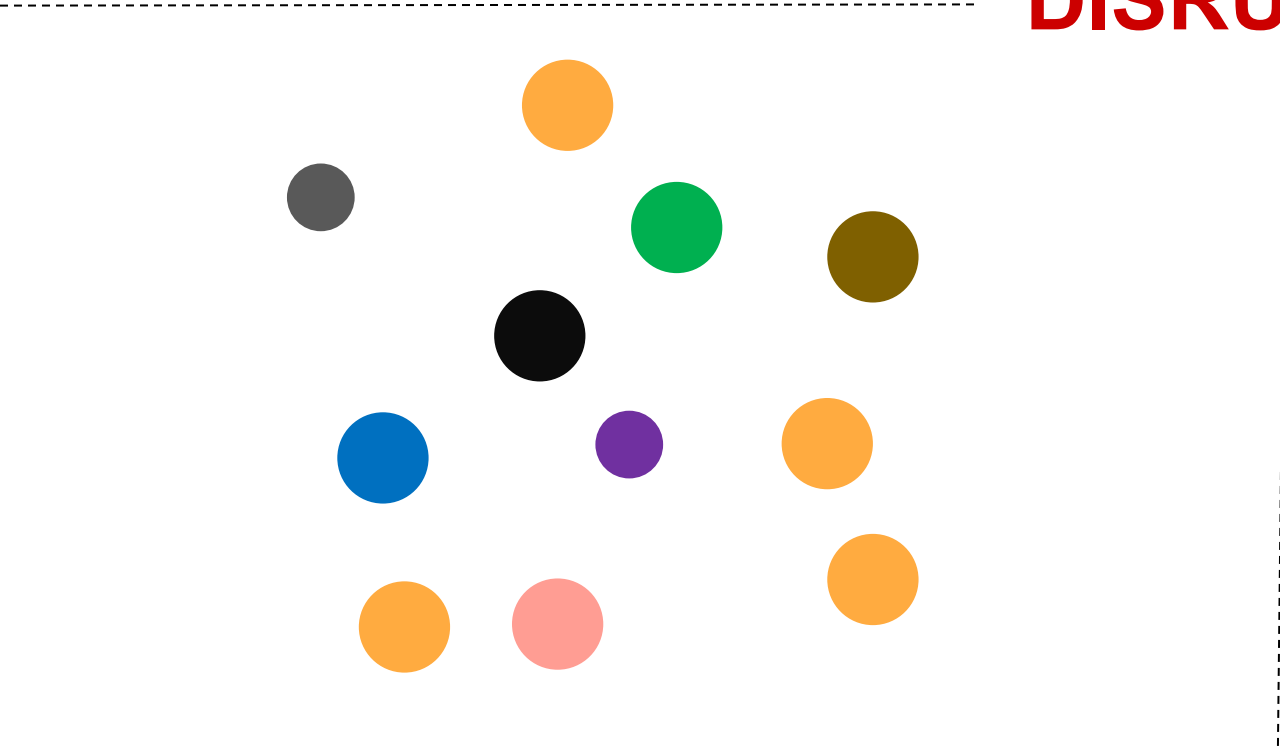
DIVERSITY & INCLUSION DURING CHANGE

Natasha Miller Williams
 Head of Diversity & Inclusion
 Ferrara USA





DISRUPTION





Consider a Change Initiative Underway at Your Organization

- 1** *What is the change?*
- 2** *What steps are needed to bring about change?*
- 3** *What can I do to bring diversity to the discussion?*



CHANGE:

More remote working post-pandemic, or for a period of time after shelter-in-place guidelines have been lifted

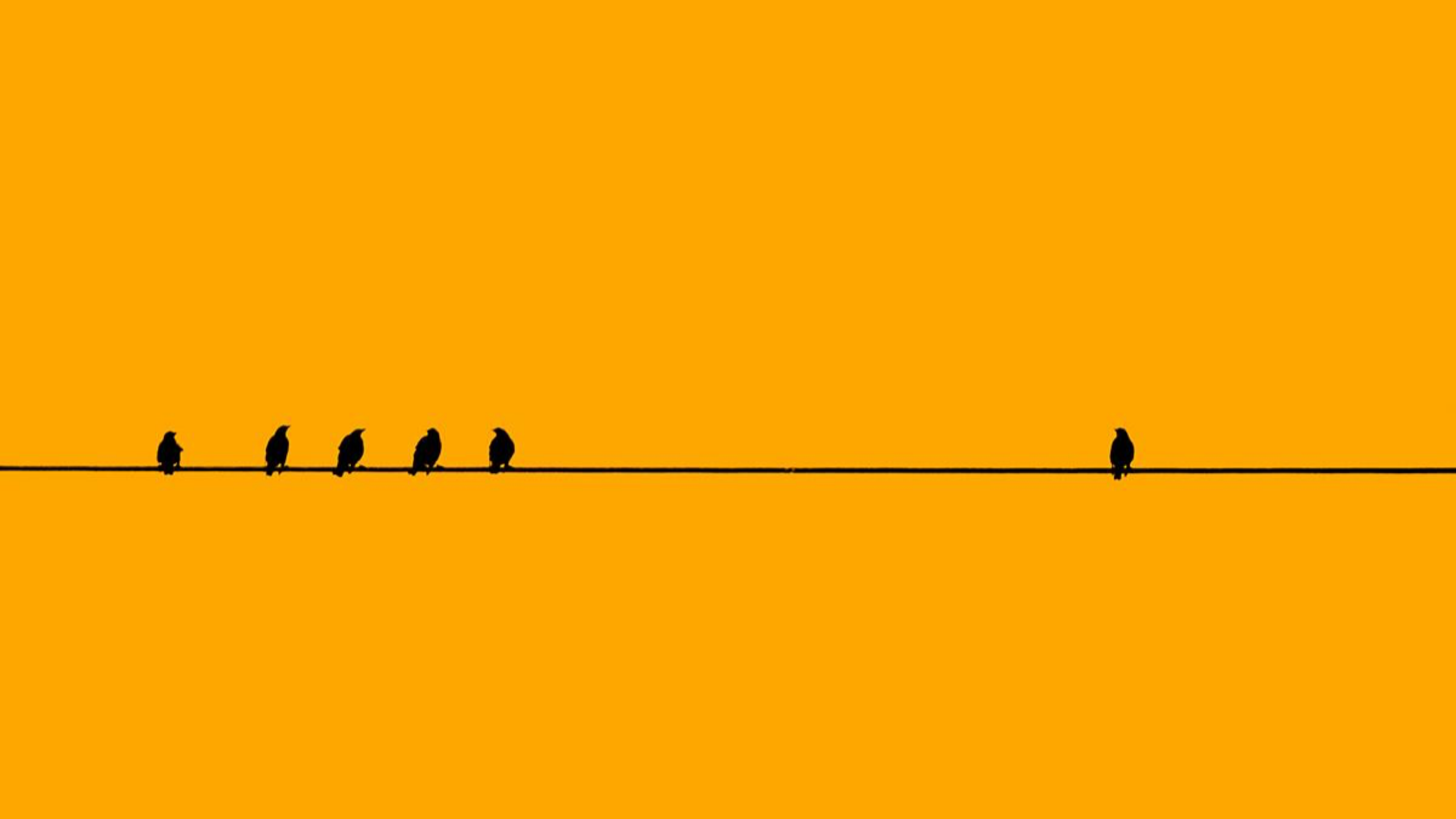
STEPS:

Understanding employee needs while working remotely and helping each individual to be as productive as is reasonable

WHAT CAN I DO:

Formal survey; discussion with ERGs to understand remote working needs and ensure they are included in implementing long-term solutions







All Male



Team Average



Gender Diversity



Age + Gender Diversity



Age + Gender + Geographic Diversity



% of the time a better decision is made



Ferrara. DIVERSITY & INCLUSION

2020 - OUR PLAN ON A PAGE

OUR D&I MISSION

Diversity & Inclusion is a business requirement and responsibility

Diverse companies are 35% more likely to outperform peers in business performance

Highly inclusive companies rate themselves 170% better at innovation

Diverse and inclusive companies see higher talent retention, engagement and productivity

Foster diversity and empower all employees to be authentic, share ideas, and grow. Propel the business forward through an inclusive culture where transparent, collaborative minds unite.

OUR PRIORITY AREAS

Multi-year pillars across People, Product and Purpose will bring our D&I mission to life

PEOPLE
Nurture an inclusive workforce with diverse experiences, abilities, backgrounds and perspectives

PRODUCT
Relate to and deliver on the needs of increasingly diverse consumers, and partner with diverse suppliers

PURPOSE
Live company values with intention in the diverse communities we serve

OUR 2020 STRATEGIC GOALS

GOALS	WHAT	HOW
MEASURE	Measure and benchmark our workforce and establish goals	Diversity dashboard D&I survey Diverse slate guidelines
ROLE MODEL	Integrate inclusivity into day-to-day processes + performance objectives	CEO Action Pledge Inclusive hiring practice Mentoring program
EMPOWER EVERYONE	Establish systems for employee communities to influence commercial + cultural outcomes	ERGs Diversity Council Inclusive policies & benefits

Take the #IActOn Pledge

For Internal Use Only

Join an Employee Resource Group

GUIDING PRINCIPLES

Immediate response	Current	Long-term
Adjust to initial shock and focus on health, safety, employees' need to focus on family and new ways of working	Focus on human connection during isolation; understanding ongoing employee needs; supporting the frontline	Stay attuned to rising levels of inequity in society and implications on the workplace; educate, and open up a dialogue; prepare for a return to work and new normal


GOAL	OBJECTIVE	PRE-PANDEMIC TACTIC	KEEP	MODIFY	ADD	HOLD
MEASURE	Measure and benchmark our workforce and establish goals	Diversity Dashboard	√			
		D&I Survey		COVID-19 Survey		
		Diverse slate guidelines	√			
ROLE MODEL	Integrate inclusivity into day-to-day processes + performance objectives	CEO Action Pledge	√			
		Inclusive hiring strategy	√			
		Mentoring				√
EMPOWER EVERYONE	Establish systems for employee communities to influence commercial + cultural outcomes	Employee Resource Groups (ERG)		Virtual events and launches		
		Diversity Council				√
		Inclusive policies and benefits		Review & expand		

What Employees Need Most During Change



77%

of employees are engaged when there is **open communication**, opportunities to provide **input**, clear connection to the **company's future** and **management support**.



When these things are **not** present, a mere **1%** are engaged



COMPANIES

LEADERS

EVERYONE



COMPANIES

- Intentionally seek diversity
- Create formal opportunities for all employees to give input
- Offer resources, accommodations, and tools for equitable success

LEADERS

- Provide varied experiences for team members
- Root out exclusivity, bias, and group think, especially in meetings
- Establish inclusive processes and systems on their teams
- Seek out another point of view before making a decision



EVERYONE

- Seek out another point of view before making a decision
- Have courage to share your point of view, especially when it's divergent
- Spare the judgement; leave your bias at the door



1. Spend time with people who make you see things differently.
2. Remember: "Honest disagreement is often a good sign of progress." - Gandhi
3. Speak your truth, even if your voice shakes.
4. Recognize bias, including your own, and address it.
5. See change as a chance to improve.



Let's connect on

