



rhr.

Diversity, Inclusion, & Belonging

Real impact driven by insight,
development and leadership

Despite the emphasis on representation, **the journey is far from over.**

- Women of color make up only **9.8%** of first- and mid-level officials and managers, **5%** of executive and senior-level officials and managers, and **3.8%** of board positions within 2019's top 500 S&P companies.
- Globally, only **19%** of companies have a female CEO. Statistics on disabled people's experiences at work are significantly less up to date.
- A 2014 study found that **20%** of surveyed disabled employees felt they had been discriminated against at work.
- People of color with degrees earn **23.1%** less on average than white workers.
- **22%** of LGBTQ Americans have not been paid equally or promoted at the same rate as their peers. Almost half (46%) of surveyed LGBTQ workers in the United States are closeted in the workplace.

The reality is that many organizations currently have well-intentioned but **surface-level D&I practices.**

- Overly emphasize representation as the biggest solution
- Equate time, money, and resources for intention and impact
- Measure success through external benchmarks and survey
- Implement programs that continue to create an us-versus-them culture
- Focus on scalable activities rather than behavior change

Organizations and critical talent continue to face **long-term disadvantages** caused by a biased system and the lack of focus on creating transformative behavior change.



The Ongoing Impact of Ineffective D&I Strategy



For Business

- A critical talent gap in which less top talent is attracted, maintained, and promoted within the business.
- Reduced business performance compared to highly diverse organizations.
- Commercial and market vulnerabilities cause by gaps in insight and cultural fluency.



For Employees

- Talented individuals leave the business due to a lack of opportunity and the feeling that they don't belong.
- Valuable employees feel unable to trust and connect with leaders.
- Leadership is disconnected and fails to respond appropriately to the needs of employees.
- Leadership does not represent or understand the global and evolving market.

A black and white photograph of a group of people sitting around a table, with their hands stacked in a circle in the center. The image is semi-transparent, allowing the text to be overlaid. The text is in a bold, sans-serif font, with the word 'CHANGE' in red and the other words in white. A red horizontal line is positioned below the text.

**A CRITICAL
CHANGE
IS NEEDED**

RHR: Reimagining Outdated Models

Traditional Programs

- Passive exposure to trainings, speakers, and “content delivery”
- Overly emphasize difference or the right way to do things
- Lack insight, behavior change, and ownership

A New Approach

RHR’s DI&B services cultivate personal growth— that is sometimes uncomfortable— and create insight, which underpins authentic, courageous leadership and transformational change

What Positions RHR as Experts?

Our clients trust us to undertake the difficult conversations that challenge the assumptions and biases getting in the way of organizational and leadership success.

Leadership, Accountability, & Purpose.

Dismantling systems of inequity requires the ability to facilitate transformational change. Our humble approach combined with our deep and broad leadership expertise enables us to do exactly that.

We approach self-assessment on a company-wide level and are proactive at removing bias from ourselves, our products, and our services.

We believe leadership is a noble endeavor. Done well, it is a force for good in the world. We exist to unlock the potential in all leaders.

Weaving DI&B Throughout RHR International



Capabilities

Change starts at home. We focus on creating developmental mindsets and building cultural fluency throughout the firm. Our consultants **are true advocates that operate with the highest level of expertise and model inclusive leadership.**



Products and Services

By weaving core elements of inclusion & belonging into everything we do, we are better able to partner with leaders to grow their talent, leverage all capabilities available, and **create cultures where everyone thrives.**



Our View of Leadership

Powerful leadership means Leading Business, Leading People, and Leading Self with an authentic mindset that is humble, culturally fluent, courageous and learning agile.



Community

Great companies create connections and impact outside of their walls. We believe in, champion, and support causes that are important to us and our mission to dismantle systems of inequity.

Service Offerings

CHRO/CDO Advisory

Leading diversity, equity, inclusion, & belonging is hard and complicated work. We partner to ensure strategy, alignment, and objectives are working together to deliver results.

Inclusive Leadership

We engage with executives and enable them to move from being “well-intentioned” to being proactive leaders who create cultures of belonging.

Development of Diverse Talent

We advise and develop diverse executives and the system around them to maximize performance, realize potential, and deliver results.

Organizational Assessment

A good strategy and sustained results requires leaders understand the experience of their talent. Our process gets to the heart of what employees need from their leadership.

Identity, Power, & Trust in Senior Teams

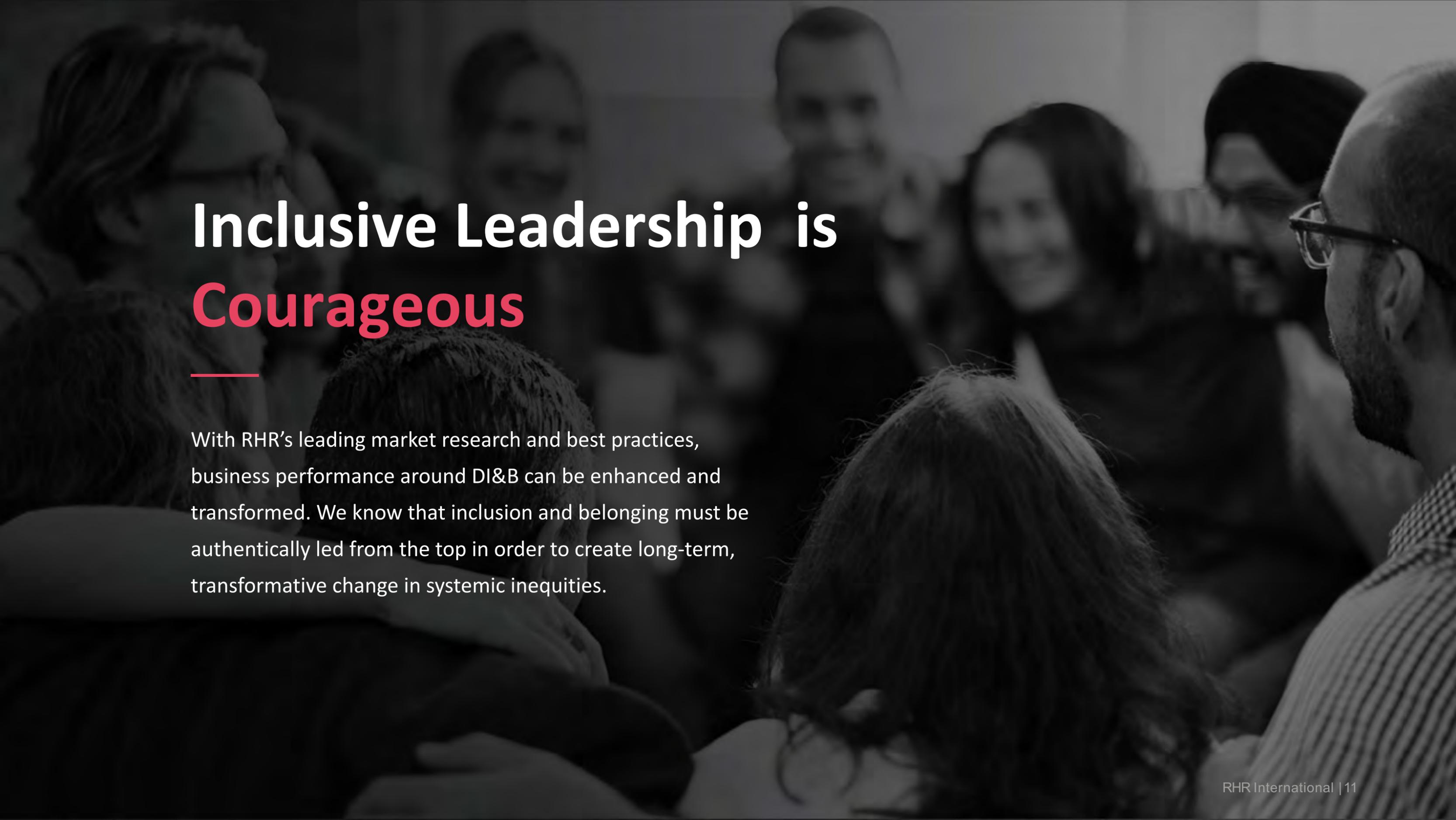
We help leaders design, align, and build high-performing senior teams to navigate the enterprise in complex environments.



RHR

International Inclusive Leadership

Systemic change starts with humble and
courageous leadership



Inclusive Leadership is Courageous

With RHR's leading market research and best practices, business performance around DI&B can be enhanced and transformed. We know that inclusion and belonging must be authentically led from the top in order to create long-term, transformative change in systemic inequities.

Insight,
Development,
Transformation

Leaders tend to underestimate their own power.

Through introspection, they are able to create impact—
changing their organizations...and shifting the global economy.

RHR's Inclusive Leadership program provides proven, professional support for creating systemic change. We engage with executives and enable them to move from being “well-intentioned” to being proactive leaders who create cultures of belonging.

What Inclusive Leadership Looks Like



Learning Agile

Inclusive leaders adjust their leadership approach to demonstrate connection and understanding across cultures and differences.



Cultural Fluency

Inclusive leaders are willing to ask questions, be uncomfortable, and create space to be taught. They seek to understand others.



Humility

Inclusive leaders wield their power thoughtfully and consider their impact on others while striving for real connection.



Interpersonal Courage

Inclusive leaders are conscious of privilege and actively seek out and dismantle systemic inequities

Program Outline

INDIVIDUAL CHANGE

Awareness

1

- Insight
- Power
- Privilege

INDIVIDUAL CHANGE

Behavior Change

2

- Trust and psychological safety
- Listen and comprehend
- Storytelling

ORGANIZATIONAL

Systemic Change

3

Leadership Team

- Team/org assessment
- Leadership team
- Strategy and purpose

Cultural Transformation

- Strategic plan
- Roles and responsibilities
- Implementation, socialization, and branding

Two learning pathways

1 Self-Paced Learning: Leveraging a curated set of materials, participants follow a defined plan and learn through immersion in podcasts, books, articles, papers, and more.

2 Experiential Learning: RHR's expert D&I consultants lead multiple experiential and advisory learning sessions that follow a defined roadmap created for the organization.

Cultivating Inclusive Leaders

Working together to create
Insight, curiosity, humility, and
ownership in leadership.

Our approach is nonjudgmental, experiential, and focuses on creating a safe developmental journey.

Success means:

- Increased cultural **awareness** and knowledge of people of color (POC), with a primary focus on the Black and Latinx community.
- Increased **advocacy, investment, and organizational actions** aimed at dismantling bias, creating equal opportunity for all employees, and transforming the culture.
- Increased **sense of belonging**, psychological safety, and trust within the organization/function.
- **Understanding** privilege, systemic bias, and leadership's own connection to both.
- Defined **vision and plan** for creating an inclusive culture.