

# A Multi-faceted Approach to Diversity, Equity, and Inclusion

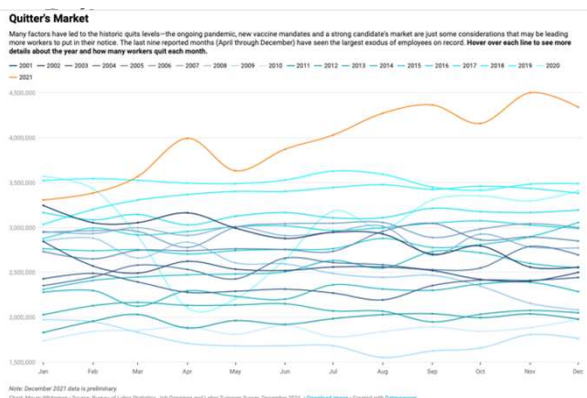
**Society of Corporate Compliance and Ethics - SF Regional Conference**  
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## The Great Resignation

People are Quitting at Historic Levels



<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/interactive-quits-level-by-year.aspx>

### #1 Reason for Quitting is Toxic

<https://www.inc.com/jessica-stillman/great-resignation-mit-revelio-research.html>

#### Why employees actually leave

Instead, the biggest predictor of employee resignations was a toxic culture. But other unexpected factors also seemed important. Here are the top five predictors of high rates of attrition the research uncovered.

1. **Toxic culture.** "A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition and is 10 times more important than compensation in predicting turnover," report the authors. What does toxic mean exactly? The authors explain the main elements include "failure to promote diversity, equity, and inclusion; workers feeling disrespected; and unethical behavior."

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## Organizational approach to managing DEI



**compliance** leaders ensure performance around actions & reporting



**human resources** leaders create business processes and talent strategy



**human resources business partners** support managers and teams



**employee relations** teams manage needs and issues



**legal** teams manage discrimination and harassment claims



**learning & development** teams deploy training



**diversity** leaders are tasked with building inclusion

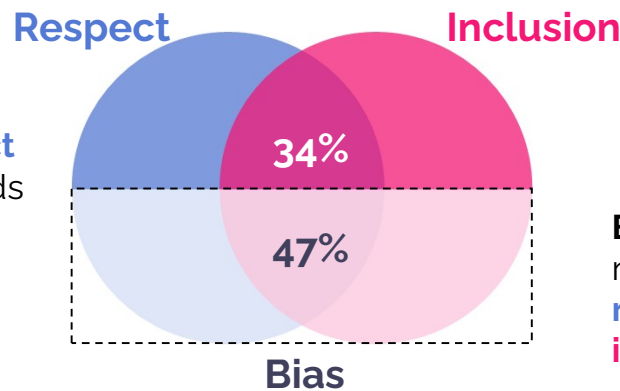


**employee resource groups** support their communities

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## What's impacting DEI?

Over one-third of employee's **respect** experience depends on their **inclusion** experience.



**Bias** can block nearly half of **respect** and **inclusion**.



Source: A Data-Driven Approach to Winning the War for Talent During the Great Resignation: Ending Silos Between DEI, Culture and Anti-Sexual Harassment Initiatives – Williams, Yancey, Pereira, Korn, Causevic, Todd, McKinnon, 2022 [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=4059644](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4059644)

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## Women of Color are having a worse workplace experience

Table 1. Workplace Experiences by Demographic Group and Dataset<sup>40</sup>

Variable	White Men		White Women		Men of Color		Women of Color	
	EM	WLL	EM	WLL	EM	WLL	EM	WLL
Prove-it-again Bias	3.06	2.11	3.21	2.94	3.21	2.69	3.32	4.01
Tightrope Bias	3.09	2.26	3.12	3.05	3.26	2.62	3.36	3.55
Respect/Disrespect <sup>41</sup>	5.45	1.77	5.32	2.24	5.32	1.95	5.19	2.42
Career Dev Outlook	5.04	4.68	4.99	4.16	5.00	4.14	4.88	3.94
Belonging	4.85	4.64	4.82	4.31	4.81	4.27	4.69	4.12

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