



CONSTRUCTING A CULTURE OF DIVERSITY & INCLUSION

Where do we start?

Meet the Facilitators



Jalaal Madyun

CEO Action for Racial Equity Fellow
**National Culture Diversity &
Inclusion (CDI)**



What does “inclusion” mean to you?

A word cloud centered around the theme of inclusion. The words are arranged in a dense, overlapping manner. The colors used are blue and yellow. The words include:

- ACCESSIBILITY
- ACCEPTANCE
- ALLYSHIP
- VULNERABILITY
- CULTURE
- COURAGE
- INTERSECTIONALITY
- AUTHENTICITY
- DIVERSITY
- COMMUNITY
- LEADERSHIP
- HUMAN POTENTIAL
- ENGAGEMENT
- UNDERSTANDING
- EQUITY
- PERSPECTIVE
- INCLUSION
- SUPPORT
- EXPANSION
- CULTURE
- EQUALITY
- PERSONALITY
- RESPECT
- BELONGING
- INDIVIDUALITY
- ACCOUNTABILITY
- INNOVATION
- PARTNERSHIP
- TRANSPARENCY
- VARIETY
- VERSAILITY
- ALIGNMENT
- AMBITION
- REFINEMENT

Definitions

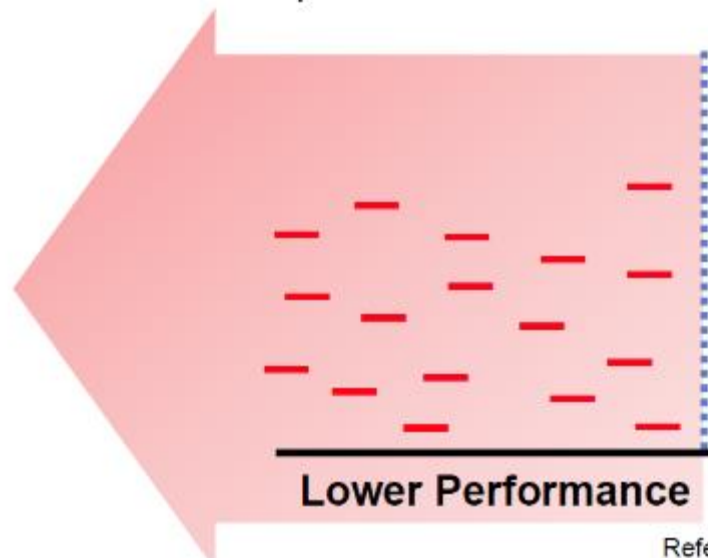
- **Diversity** – The ways we are different; the condition of having unique characteristics. The condition of being diverse: variety, especially the inclusion of diverse people of different races or cultures in a group or organization.
- **Inclusion** – The act or state of being included. Refers to a model work environment that welcomes, values and leverages diversity on all levels.





Diversity but NO Inclusion

- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

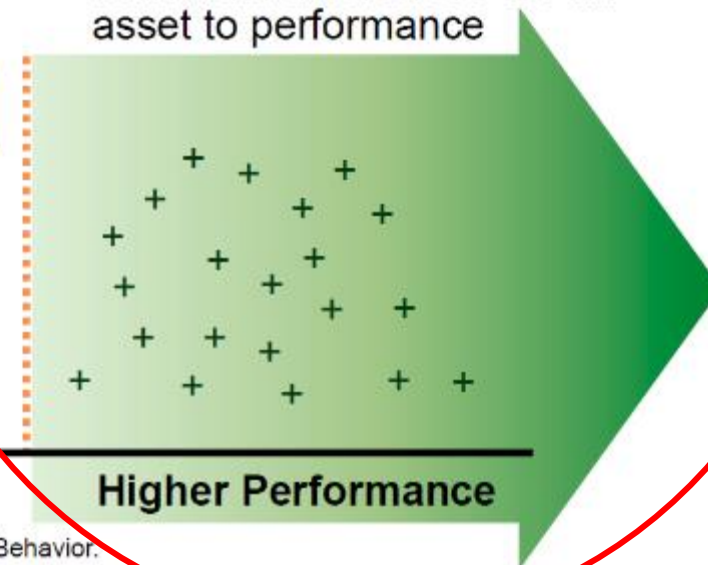


Homogeneous Teams

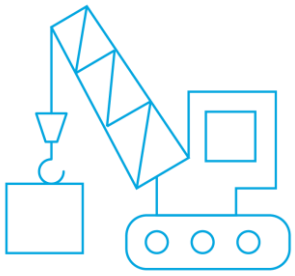
**Average
Performance**

Diversity AND Inclusion

- Leader acknowledges and supports individual differences
- Individual differences are an asset to performance



Reference: Adler, N. J. International Dimensions of Organizational Behavior.
4th ed. Cincinnati, OH: South-Western, 2002. C, Milton J. Bennett 2008



According to the Bureau of Labor Statistics 2020 data, 10.9% of construction industry members are women. Regarding race, 6% are Black, and 2% are Asian. Thirty percent are Latino, a demographic category of ethnicity, not race.

Studies consistently show that increased Diversity, Equity, & Inclusion leads to greater innovation and broader collaboration, which leads to improved organizational success.

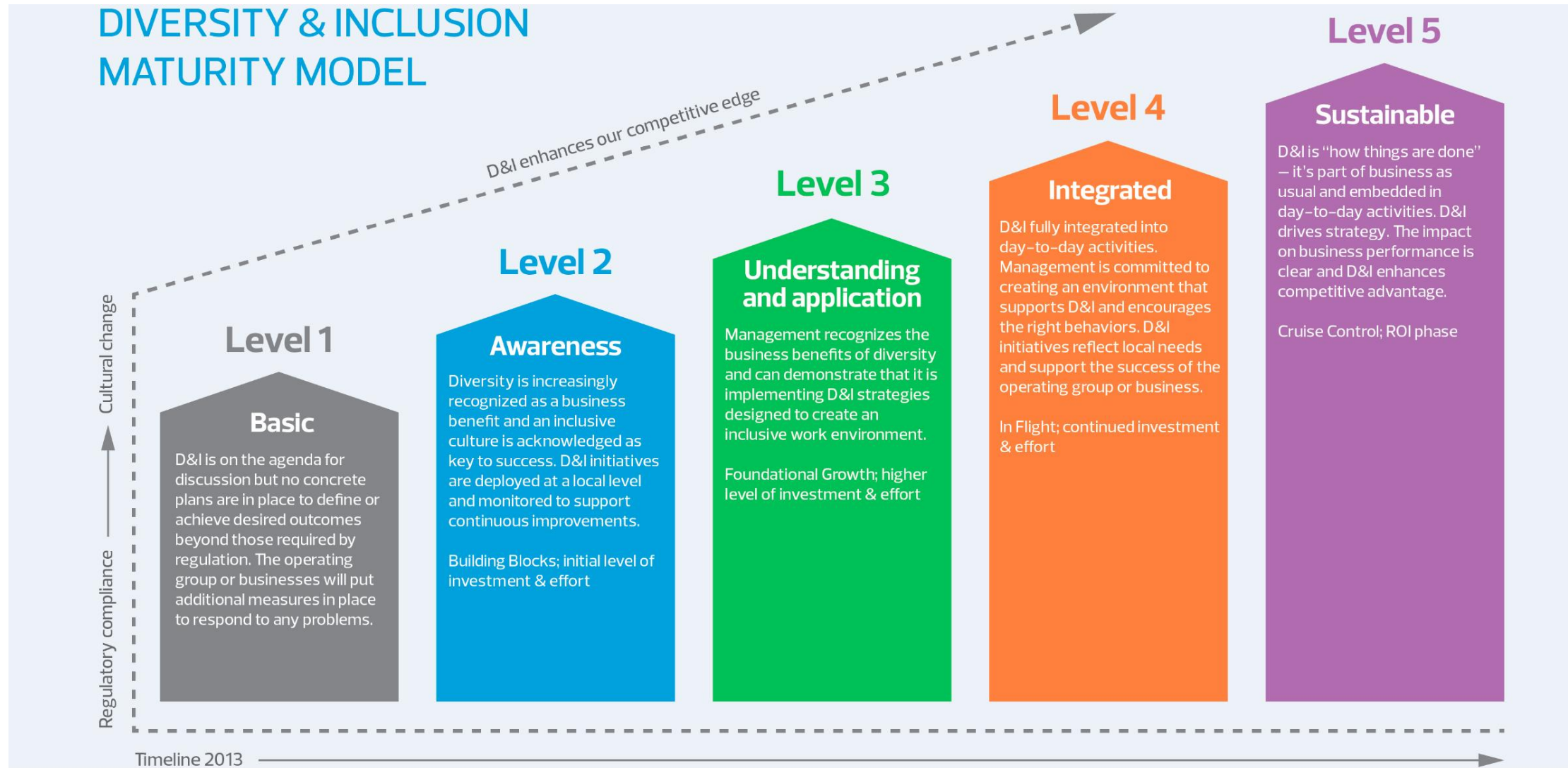
Ethnically Diverse companies
are 35% more likely to
Outperform Peers
(McKinsey)

Employees have **increased job satisfaction**, trust and
are more engaged
(SingerPlus, Wiley)

Gender Diverse companies
are 15% more likely to
Outperform Peers
(McKinsey)

64% of candidates report that
D&I is important in evaluating
job offers
(EY)

Culture, Diversity, and Inclusion Maturation



 BEING IN COMPLIANCE

focuses on adherence to rules, codes, legislation, or regulatory requirements

 ADVOCATING FOR SOCIAL JUSTICE

focuses on achieving fairness and equity locally and globally

 BUILDING COMPETENCE

focuses on increasing the DEI competence of individuals

 DEVELOPING THE ORGANIZATION

focuses systemically on improving organizational performance

 HONOURING DIGNITY

focuses on secular, religious, or spiritual recognition of the value and interdependence of every human being



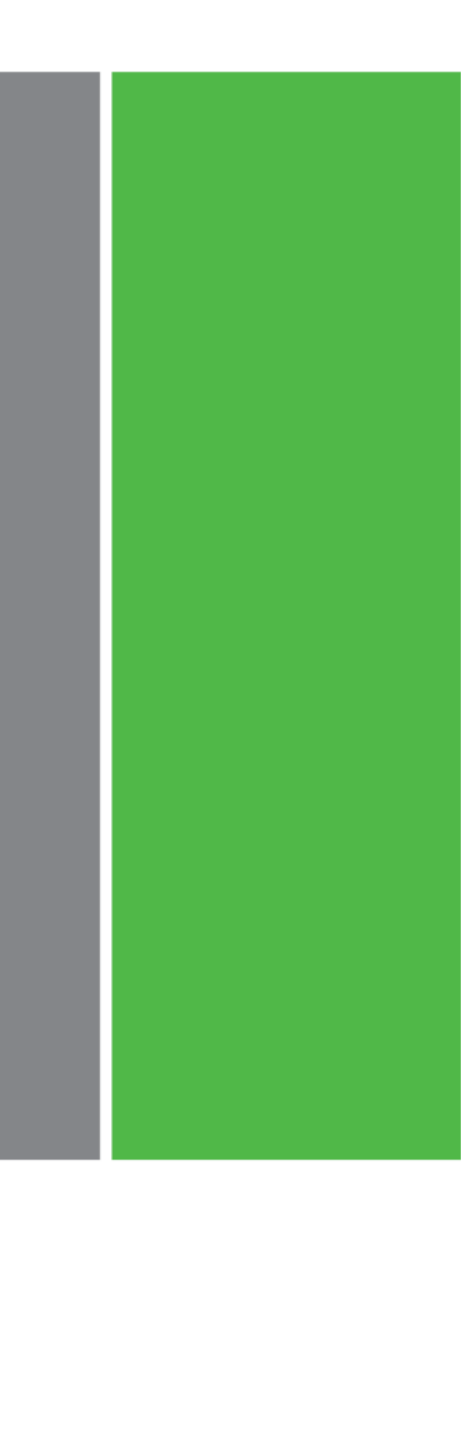


Who am I?



What can I do?



The image features two vertical bars on the left side: a thin grey bar and a wider green bar. The main content area is a large blue rectangle.

DEI IN ACTION ACTIVITY

DEI Actions



- Standards for Organizations Around the World
- Composed by 100+ DEI Experts
- Actions and benchmarks



- Company actions in CEO Action for Diversity and Inclusion
- Description of challenges, actions, and outcomes

15 Categories in Four Groups

FOUNDATION **Drive the Strategy**

- 1: Vision, Strategy, and Business Impact
- 2: Leadership and Accountability
- 3: DEI Structure and Implementation

BRIDGING **Align & Connect**

- 8: Assessment, Measurement, and Research
- 9: DEI Communications
- 10: DEI Learning and Development
- 11: Connecting DEI and Sustainability

INTERNAL **Attract & Retain People**

- 4: Recruitment
- 5: Advancement and Retention
- 6: Job Design, Classification, and Compensation
- 7: Work-Life Integration, Flexibility and Benefits

EXTERNAL **Listen to & Serve Society**

- 12: Community, Government Relations, and Philanthropy
- 13: Services and Product Development
- 14: Marketing and Customer Service
- 15: Responsible Sourcing

Reflection and Resources

Resources

- GDEIB 2021 - <https://centreforglobalinclusion.org/>
- CEO Action for D&I - <https://www.ceoaction.com/actions/>
- **Suggestion:** Start a DEI Discussion Group!

Contacts

- Jalaal Madyun (RSM) – Jalaal.Madyun@rsmus.com