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CHUBB®

# The Art of Inclusion

ARIAS Fall Conference

Confidential – Not intended for distribution

# Diversity of Perspective



# The Case for an Inclusive Culture

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

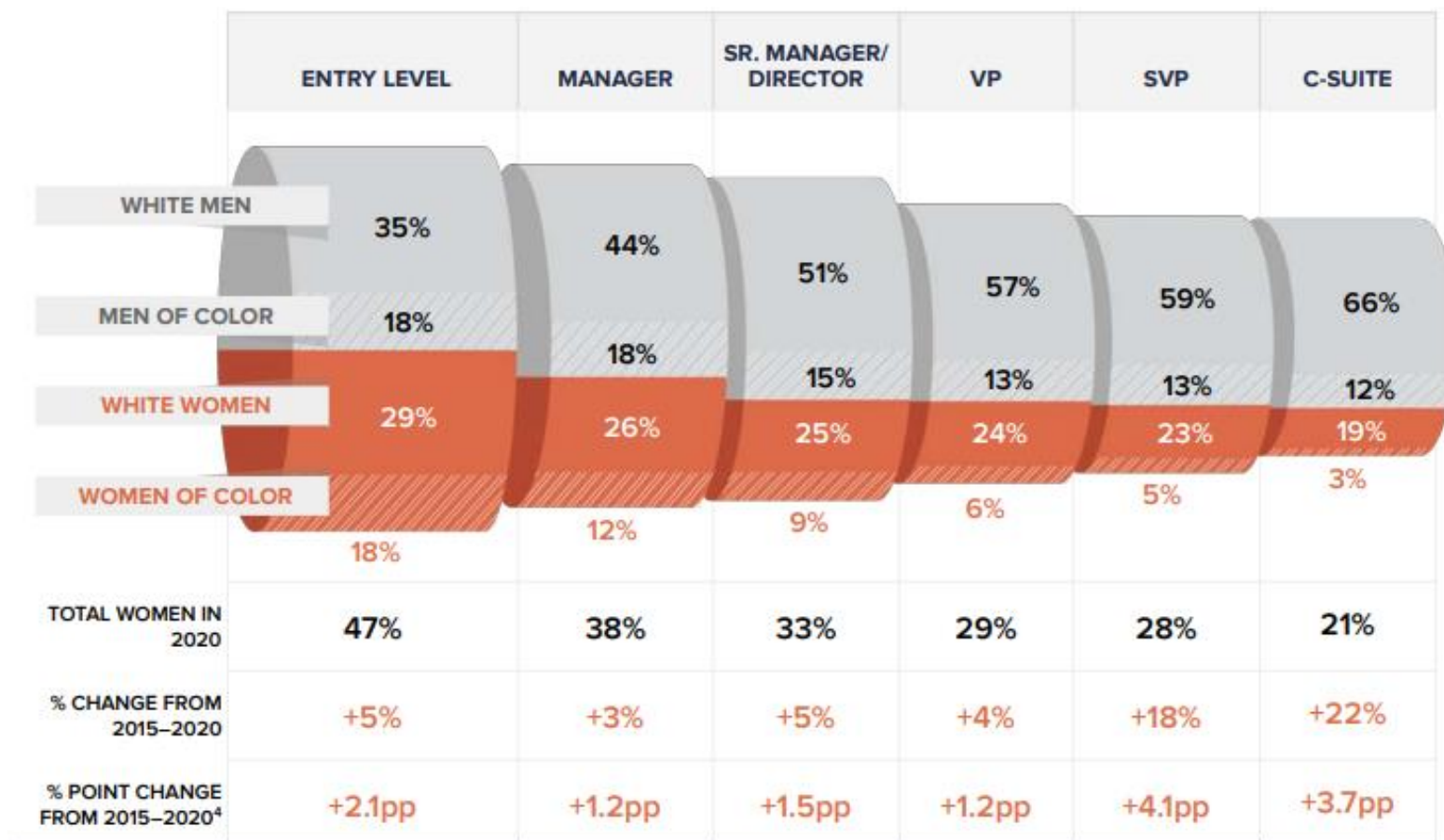
**Source:** Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions*

# Pipeline – The Numbers

## REPRESENTATION OF CORPORATE PIPELINE BY GENDER AND RACE

MEN WOMEN

% of employees by level at the start of 2020



Source: McKinsey & Company; Women in the Workplace 2020

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# Diversity, Inclusion and Equity

## **Diversity**

A quantitative  
representation of  
difference

## **Inclusion**

A quantitative  
representation of  
difference +  
a qualitative employee  
experience

## **Equity**

A quantitative  
representation of  
difference +  
a qualitative employee  
experience +  
access to opportunities



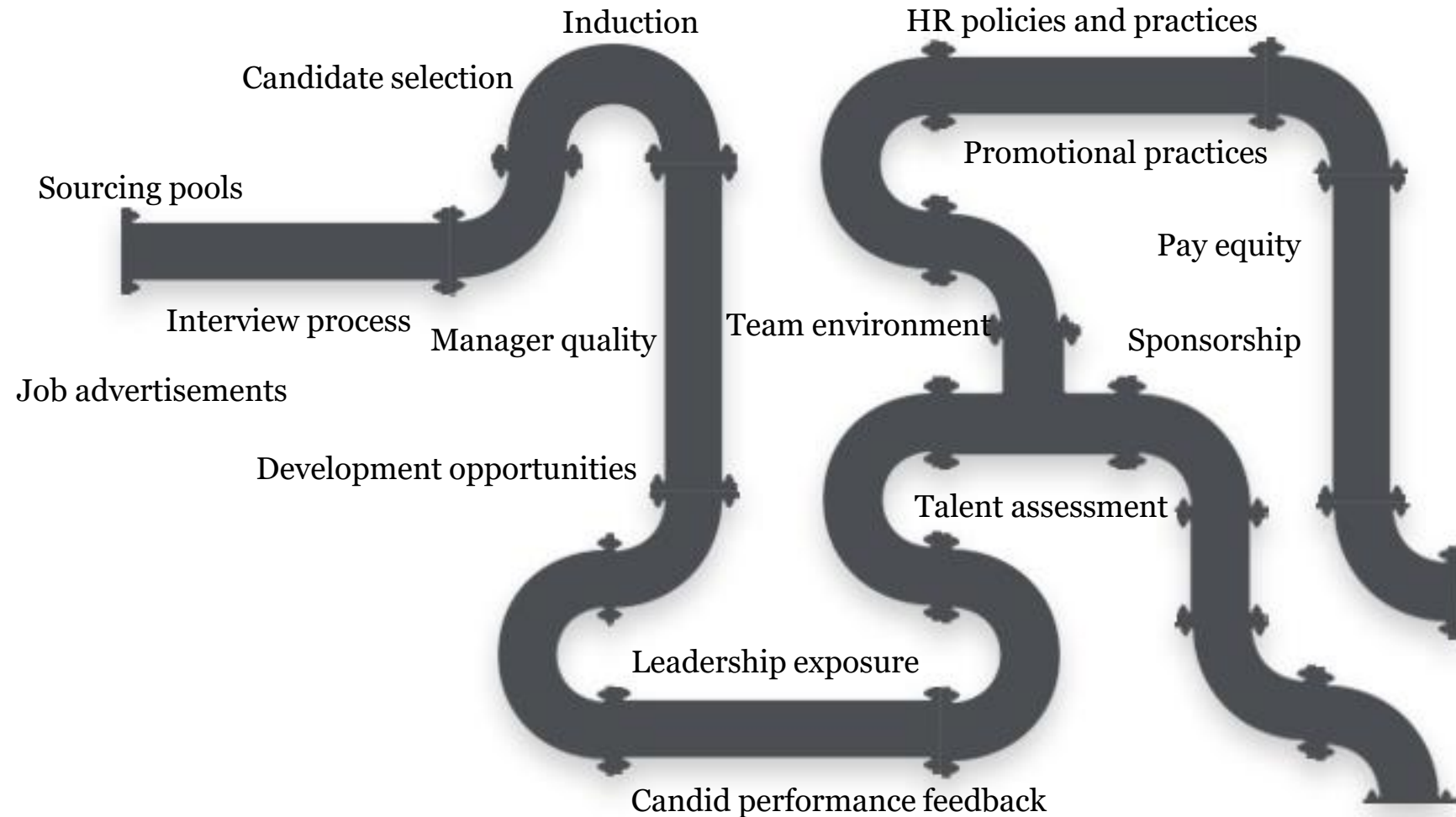




## Common Mindset Barriers

- It's complicated! Differences don't necessarily unify
- Engaging male leaders is critical
- The role of HR – auditing for unconscious bias (hiring, development and promotional practices)
- Fair and respectful is **NOT** the same as being inclusive
- Businesses have a role to play
- The role of equity

# Inclusion by Design



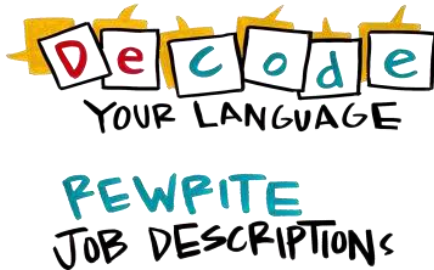


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## Breakout Questions

- What specific actions can accelerate diversity, equity and inclusion?
- What can leaders do to promote more equity?
- What resistance you do face in diversity work and how can you overcome it?

# Sourcing and Recruiting Diverse Talent



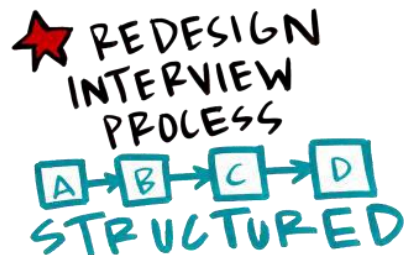
De-biasing job  
postings language



Blind resume reviews



Bundled hiring



Structured interviews



Diverse slates

# Career Progression



**Central allocation  
of stretch assignments**



**Visible role models –  
“Seeing is Believing”**



**Active succession  
planning**

DEVELOP RELATIONSHIPS,  
**BIG & SMALL**



**Mentorship**

# Performance Reviews & Promotions



**Tracking and  
data analysis**



**Real time feedback**



**Removal of self-  
evaluation rating**



**Talent reviews with  
consistent criteria**

# Retention

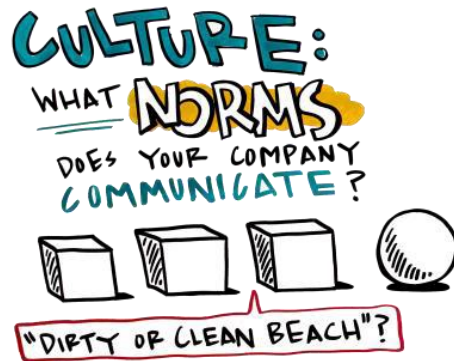
RETENTION  
♥ KEEP ♥  
DATING! ♥

“Always be dating”



Investment in  
leadership development

# Accountability



**Increased  
transparency**



**Measurable targets**

# Behavioral Change



**Business case and  
its research**



**Diversity of mind**



**Emotional connection  
matters**



**Inclusive meetings**



**Electronic prompts**

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## Merit & Other Variables





# The Most Effective Initiatives

## Ranked By Everyone

Getting back to basics: fundamentally reducing bias

- Antidiscrimination policies
- Formal training to mitigate biases and increase cultural competency
- Removing bias from evaluation and promotion decisions

### For Female Employees

**Showing a viable path forward**

- ❖ Visible role models

**Providing tools that help successfully balance career and family responsibilities**

- ✓ Flexible-work programs
- ❖ Parental leave
- ❖ Appropriate health care
- ❖ Childcare

### For Employees Of Color

**Recruiting a diverse workforce**

- ✓ Blind screening
- ✓ Diverse interview panels

**Advancing employees of color**

- ❖ Bias-free day-to-day experience
- ❖ Formal sponsorship of individuals; individual action plans

### For LGBTQ Employees

**Mainstreaming the LGBTQ experience**

- ✓ Participating in external events and rankings
- ✓ Appropriate health care

**Removing bias**

- ❖ Bias-free day-to-day experience
- ❖ Structural interventions

■ Back-to-basics measures

✓ Proven measures

❖ Hidden gems

**Source:** BCG Global Diversity Survey 2018; responses from approximately 16,500 people in 14 countries (Australia, Brazil, China, Denmark, Finland, France, Germany, Japan, India, Italy, Norway, Spain, the UK, and the US) across a range of industries.

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