

## DISCUSSION

How do you see  
inclusion + belonging  
connected?

CEO **ACTION** FOR  
DIVERSITY & INCLUSION

## DISCUSSION

**How do you foster greater  
inclusion and belonging?**

CEO **ACTION** FOR  
**DIVERSITY & INCLUSION**

## **See inclusion extend beyond representation**

Avoid only asking for input because “it is required” or only because someone represents their social group.

## **Recognize but do not tokenize**

Colorblind approaches can be problematic. Watch for stereotypes, biases, and generalization. Address equity in pay, hiring, and support.

## **Create safe, supportive environments**

Assess what safety looks like, while not resting on minoritized employees. Incorporate identity and culture in the environment. Set inclusion expectations. Encourage risk taking.

## **Ensure broader, organizational support**

Encourage “speaking up” when people see something not inclusive and be responsive to employees’ concerns. Create access to mentors.

## **Move away from homogeny or “fit”**

Welcome each person’s unique experiences, stories, and input. Value social identities while engaging the whole individual. Consider how the organization shifts.

## **Practice care and empathy**

Use emotional intelligence in seeing beyond the obvious. Consider how wellbeing programs and heritage observations are included.

## **Assess belonging**

Be able to have self-awareness and understand what you might not understand. Know where your organization is tracking in terms of engagement.

## **Build relationships**

Create a practice of learning and being curious. Form constructive, reciprocal relationships built on trust.

## **See inclusion extend beyond representation**

How do you form groups where a person's expertise is valued in addition to their cultural knowledge?

## **Recognize but do not tokenize**

Are you assessing your practices for participation and opportunity? Who participates or gets promoted for leadership? Do you know how to ask questions about a person's cultural experience?

## **Create safe, supportive environments**

How is inclusion made and understood as a work culture expectation? How are heritages and cultures celebrated and recognized? How is trying new things incentivized?

## **Ensure broader, organizational support**

How do you avoid initially "downplaying" someone's experience with bias or discrimination? Are you familiar with policies and compliance and bias reporting?

## **Move away from homogeny or "fit"**

Why might "fit" be problematic? Can we rethink how "we have always done it?" How do we know if our practices are more helpful than harmful?

## **Practice care and empathy**

How might a person's response to a situation be a larger, systemic issue of the organization? How well do we know each other and what we experience?

## **Assess belonging**

Do we have a sense of the current climate? How well do I connect across differences and how do I leave those interactions? Is there something I am missing in my delivery or communication?

## **Build relationships**

Where can employees provide feedback and input? How is engagement reciprocal without repercussion?