The Intersection of Diversity, Equity and Inclusion, and Total Rewards

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The opinions expressed in this presentation are those of the speaker. The International Society and International Foundation disclaim responsibility for views expressed and statements made by the program speakers.
Our objectives:
- Speak to the wide variety of experiences and backgrounds in the room
- Take into account that many organizations represented here are at different places in their DEI journey
- Acknowledge that this can be a complicated and nuanced conversation

Let’s make this a conversation
Presentation Journey

Defining Diversity & Inclusion
Inclusive is more than difference.

Understanding Bias and Its Role in Total Rewards
Implicit and explicit bias: derailers to establishing trust, engagement and overall employee experience

Consumer Focus
Intersecting Inclusion and Total Rewards

Getting it “Right”
What does “right” look like?

In Conclusion
Parting thoughts and ideas – Q & A
Alignment
Success is in understanding how the pieces fit
DIVERSITY AND INCLUSION
Changes are happening today

Tipping Points: Years when age group becomes “minority white”

- Under 10: 2016
- Under 30: 2016
- Under 40: 2026
- Under 60: 2023
- All Ages: 2044

Note: Year indicates first year when the size of the age group’s white population is superseded by that of the age group’s non-white population. Source: William H. Frey Analysis of the 2014 U.S. Census Bureau Projections
Diversity, Equity, Inclusion
UNDERSTANDING BIAS

EXPLICIT AND IMPLICIT
Bias Defined

Implicit / Unconscious
Attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner.

Bias
Prejudice in favor of or against one thing, person, or group compared with another (usually considered to be unfair).

Explicit
Attitudes and beliefs we have about a person or group on a conscious level.
Exploring Your World

Trusted Ten
Impact

Cognitive Bias | Heuristics

- What am I assuming?
- How do specific groups experience benefits differently?
- How can I impact cost management through improved healthcare outcomes?
- How does benefit selection and communication speak to the unique characteristics of our current and future employees?
CONSUMER FOCUSED
WHERE INCLUSION AND TOTAL REWARDS MEET

The single biggest problem in communication is the illusion that it has taken place.
- George Bernard Shaw
Culture-based buying trends

Who you know may drive what you value

- **African American millennials** are 17% less likely to own a financial product vs. millennials in the general population
- 76% of general population believe it is important to not become a financial burden. However, 35% of general population feel prepared compared to 25% of the LGBTQ community.
- 31% of **Latinos/Hispanics** consider funding education for children/grandchildren important as compared to 18% for the general population
  - The same population also considers protecting existing investments and savings important at a rate of 25% vs. 47% for the general population
- 52% of **Women** seek financial advice from family or friends vs. 38% from a financial professional

*Source: Prudential Financial Experience Studies*
Benefit Design
Black & White or Mosaic

Communication
Participation
Outcomes

9C-14
### Design Pillars

Establishing goals. Re-evaluating desired outcomes.

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<th>Communication</th>
<th>Participation</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>• Personalize – individual consumer (what does that look like?)</td>
<td>• Conventional wisdom says low participation, poor return on ROI</td>
<td>• Even as Black Americans get richer, their health outcomes remain poor</td>
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<td>• Assume employees are not benefits experts</td>
<td>• According to the World Health Organization, depression and anxiety alone cost global economy approximately one trillion dollars annually due to lost productivity.</td>
<td>• “The exact reasons for why educated black Americans with high earnings are still suffering from worsened outcomes aren’t fully known, but researchers are making significant progress in demystifying why…”</td>
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<td>• Gather data – Organizational Network Analysis</td>
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The future of enterprise demands a new future of HR, Reimagining human resources, Deloitte, 2018
GETTING IT “RIGHT”
WALKING IN SOMEONE ELSE’S SHOES
Actions to take
Time in equals results out.

- Review messaging for bias
- Shift from benefits expert to storyteller
- Investigate vendor internal DEI efforts
- Gather provider network DEI efforts/data
- Analyze data – deeper cuts
- Talk to ERG’s / employees
Death by PowerPoint
Change the message and delivery, change the results.

- Is our content learner-centric?
- Is our content meaningful and relevant?
- Is our content memorable?
- Is our messaging exciting and enjoyable?
- Are our messages inviting and visually interesting?
- Can our employees access our messaging? If so, do they?
**Mission:** People make Etsy possible. We provide a meaningful space for sellers to turn their creative passions into opportunity. We enable buyers to discover unique items made with care.

*(Keeping commerce human!)*

**Key Lessons:**

- **Intentionality:** April 2012, Etsy announced steps to hire more women engineers to improve the gender balance. By 2019, 30% of Etsy's engineers identified as "women or non-binary", and over 30% were people of color.
- **Take Risk:** Unintended consequences lead to opportunity for engagement
- **Partner/Push:** *The Mom Project*, committed to helping women remain active in the workforce in every stage in their journey AND what can you expect from your consulting partners/vendors?
- **Engage:** *Parenting ERG* (Fair Process: Engage, Explain, Expect)
- **Tell a story:** Let’s take a look...

Rosa Dailly, Director, HR Operations, Etsy
The power of personal stories

~1,000 Employees Worldwide

Stock price/share 2016 <$20, 2019 >$60; Yahoo Finance: 08.19 Buy Etsy and Wayfair Stocks Because They Are Bargains, Analyst Says
Check for Bias
What are you ah-hahs?
What will you do differently?

IN CLOSING / Q & A
WHAT IS ON YOUR MIND?
THANK YOU