



Integrating DEI to Produce Results

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Donnice Peterson

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Learning Deliverables

At the end of this workshop, you will be able to:

Learn the foundations of the diversity Return on Investment mode



Understanding the Evolution of Diversity & Inclusion and issues affecting Culture and Intersectionality



Learn the foundations of the diversity Return on Investment mode



Reflect on the nuances of diversity Return on Investment in 6 organizational functions, with an emphasis on customers/clients, workforce and supply chain

Create concrete actions from diversity-Return on Investment case studies in each of the 6 functions



Build a d-ROI blindspot high level analysis to leverage d-ROI for bottom-line impact



AGENDA

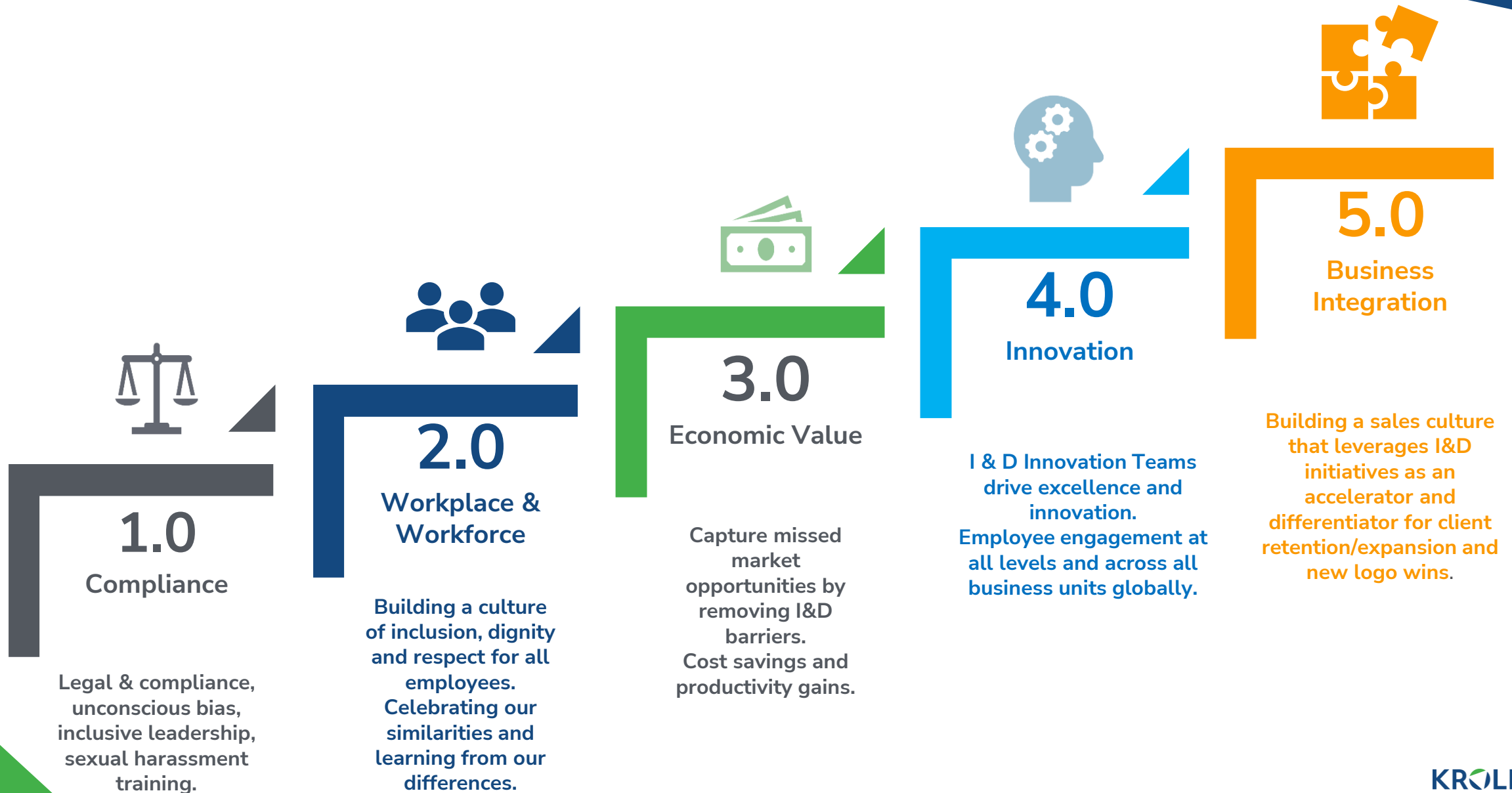
1. Understanding the Evolution of Diversity & Inclusion
2. Culture & Intersectionality
3. Defining Diversity Return on Investment
4. Diversity Return on Investment Deeper Dive - Case Studies
5. Applying Knowledge – Exercise



01

Understanding the
Evolution of Diversity
and Inclusion Business
Impact

Evolution of Diversity and Inclusion Business Impact



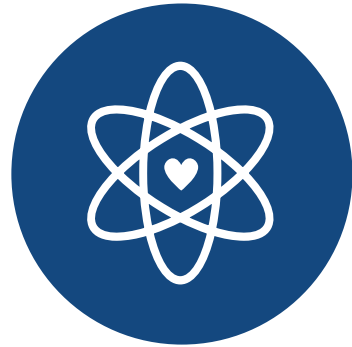
Global Inclusion & Diversity Five Pillars Strategy



Inclusive Leadership

Improve leadership capabilities to express cultural, business, and emotional intelligence to advance team performance.

**Cross-Cultural Communication:
Core Inclusive Leadership Skill**



Workplace Culture

Create company culture that reflects total inclusion: a core differentiator to attract and retain top talent, drive performance in global employees, and create organic business growth.



Workforce

Develop strategic alliance partner plan to deliver diverse talent pipelines for internal and client specific benefits.



Social Responsibility

Provide global framework and tools to enhance team member contributions to charitable community-based organizations.



Marketplace

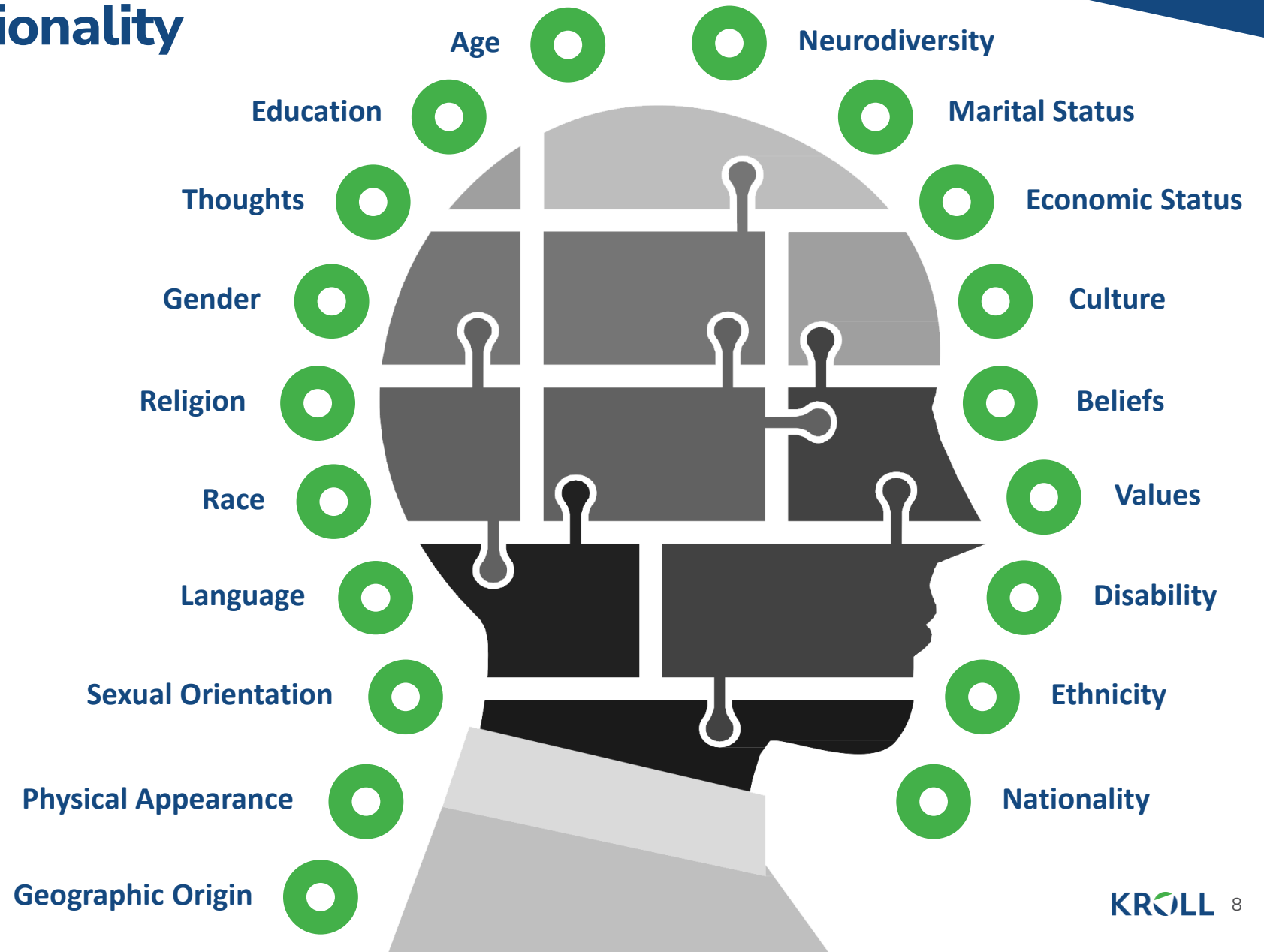
Leverage I&D initiatives and resources as a sales tool and differentiator for client retention/expansion and new logo wins.



02

Culture &
Intersectionality

Culture & Intersectionality



What are the differences between the two images?



Equality

When everyone gets or has access to the same

Equity

When everyone gets what they need

A dark blue, irregularly shaped graphic with a splatter effect, containing white text. The graphic is centered on a white background and has a rough, ink-like border with small droplets and splatters extending outwards. The text is centered within the dark blue area.

Cultural Faux Pas that have
negatively impacted
corporations

Cultural Faux Pas



Nike Has Officially Canceled the 'Puerto Rico' Air Force 1

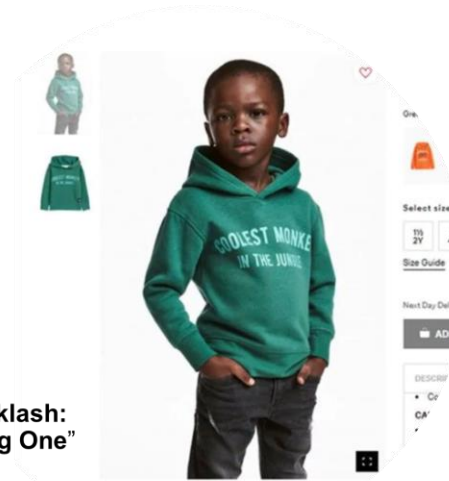
Following backlash for its use of Panamanian 'Mola' print.



Gucci CEO Responds to "Blackface" Sweater Backlash: "We Made a Mistake, a Big One"

Gucci has pulled a sweater from stores and issued an apology after social media users pointed out its resemblance to blackface.

GUCCI



H&M apologizes for showing black child wearing a 'monkey in the jungle' sweatshirt



Grande fail of "Race Together" campaign by Starbucks

The plan was to invite the baristas in store to write "Race Together" on coffee cups and hopefully generate some genuine conversation throughout the community. Unfortunately, despite of the seemingly good intention, it has caused a big fail on twitter and aroused many negative emotions around the brand. The SVP of communication had to delete his twitter account.



Reebok Shuts Down Report That Beyoncé Walked Out of a Meeting with the Brand

The original source said she left because of a lack of diversity.

"She had a meeting at Reebok, and they had a whole presentation of everything—potential products, how this could all look...and she kind of took a step back and said, 'Is this the team that'll be working on my product?' Somebody said yes, and she said, 'Nobody in this room reflects my background, my skin color, and where I'm from and what I want to do,' DePaula said. "And so she kind of took a step back and left and then it did not come to terms."

ESPN writer Nick DePaula



“

The Platinum Rule: We must treat others how *they* want to be treated, not by our own standards.

”

William Rolack, Sr.,
Chief Inclusion & Diversity Officer

03

Defining Diversity Return on Investment



Foundation: D-ROI Blindspot

4 Types of Blindspots

A **Blindspot** related to **diversity & business** is defined as: “a missed business opportunity linked to diverse employees, suppliers, community, marketing, business development, or capital investment”*

A Blindspot in the context of diversity & business is a **missed diversity business opportunity**.



Cost Savings Blindspot



Productivity Gains
Blindspot (Potentially
Creativity Output)



Revenue Growth
Blindspot



Capital Investment
Blindspot

But Why D-ROI?

There are 2 glaring deficiencies in the Business Case:

Can't Prove
the Business
Case

Can't Measure
the Value of
Diversity



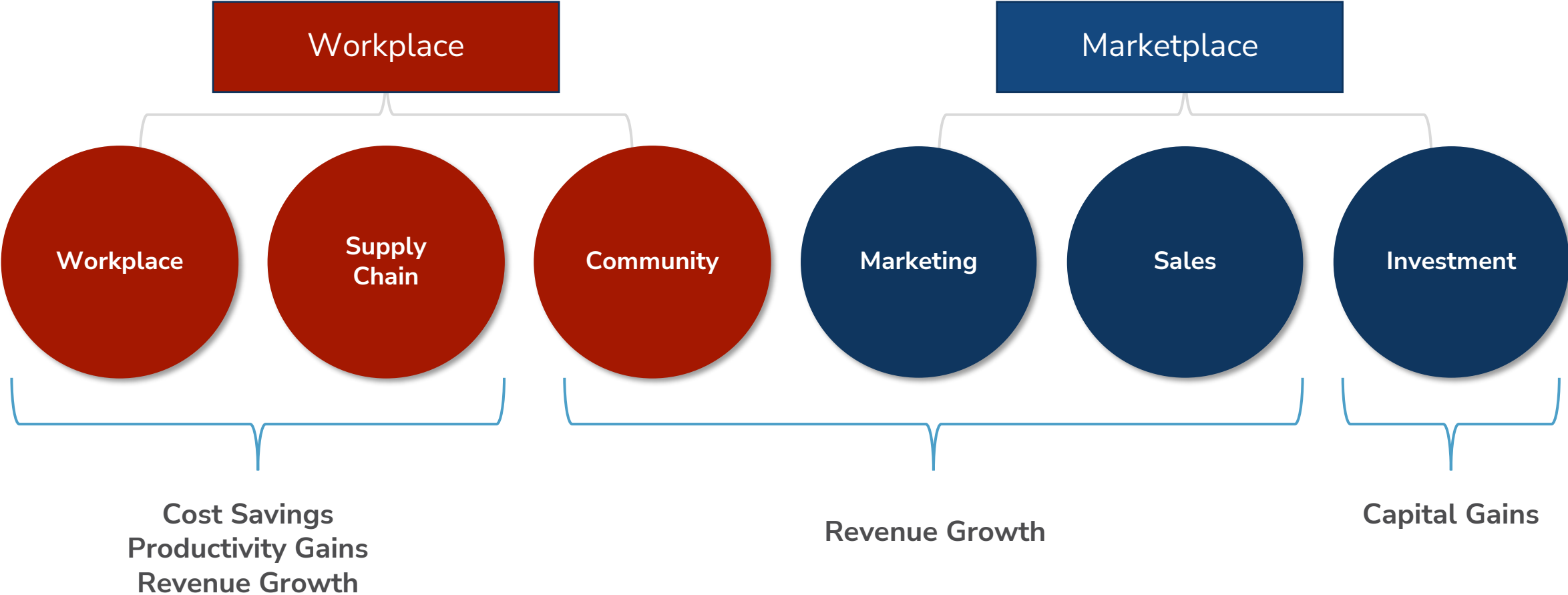
Missed Diversity Business Opportunity	Missed Business Opportunity	Missed Diversity Business Opportunity
Missed Business Opportunity	Missed Diversity Business Opportunity	Missed Business Opportunity
Missed Business Opportunity	Missed Business Opportunity	Missed Business Opportunity
Missed Business Opportunity	Missed Diversity Business Opportunity	Missed Diversity Business Opportunity
Missed Diversity Business Opportunity	Missed Business Opportunity	Missed Business Opportunity
Missed Diversity Business Opportunity	Missed Business Opportunity	Missed Business Opportunity

Quantitative Data Methodology:

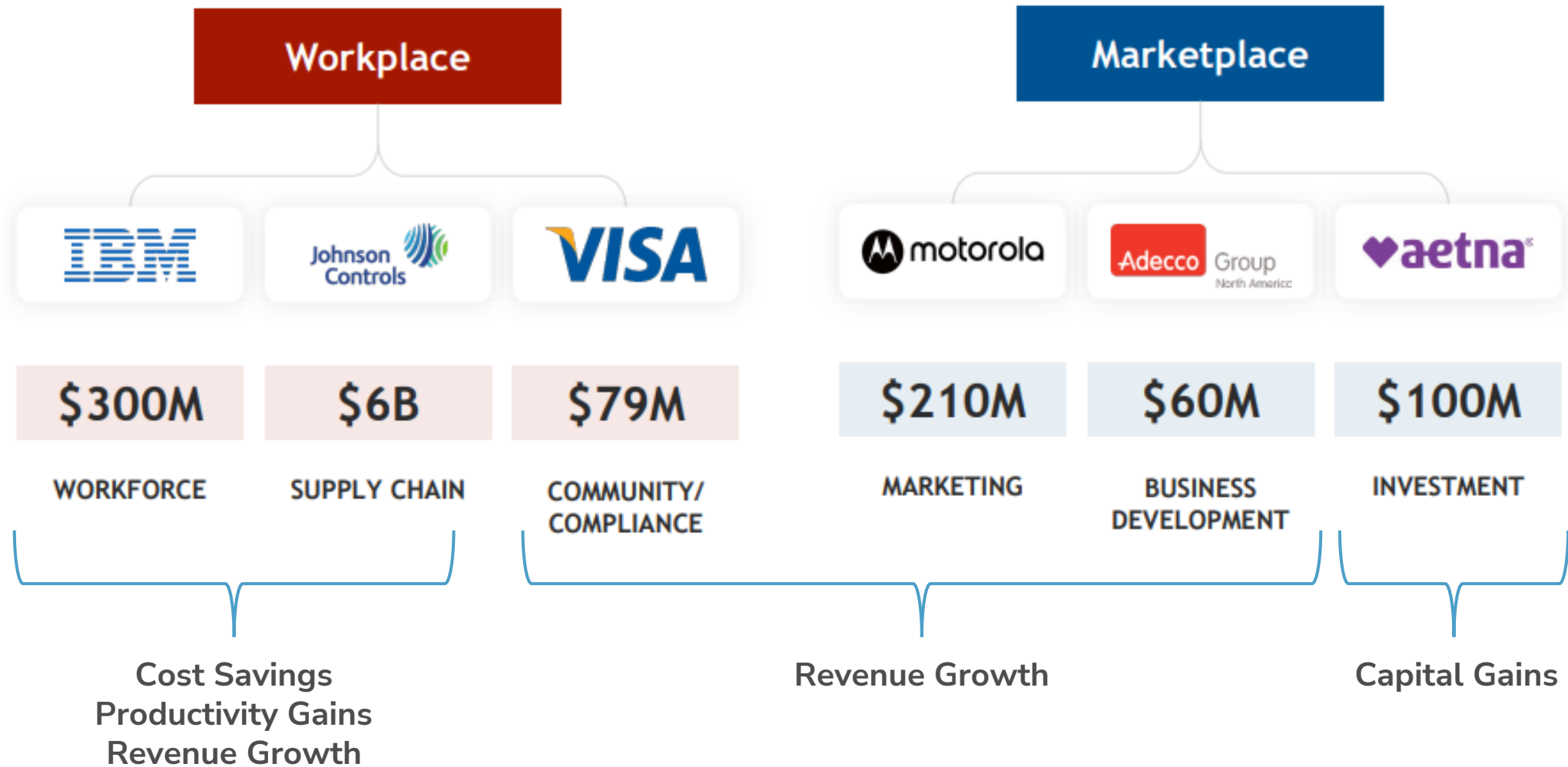
Identify, Quantify & Operationalize Blindspots



Justification starts with the Business Case for Diversity (6 Pillars)



Diversity Return on Investment: Success Stories



04

Diversity Return on Investment Deeper Dive - Case Studies



OMXC25
COPENHAGEN 25 INDEX
1172.94 0.81% Buy

OMXRG1
OMX RIGA GI
984.13 0.87% Buy

OMX18
OMX ICELAND 8
27956.04 Buy

OMX18
OMX ICELAND 8
6230.9 Sell

OMXC25
COPENHAGEN 25 INDEX
1172.94 0.81% Buy

Case Studies: Marketplace ROI Blindspot

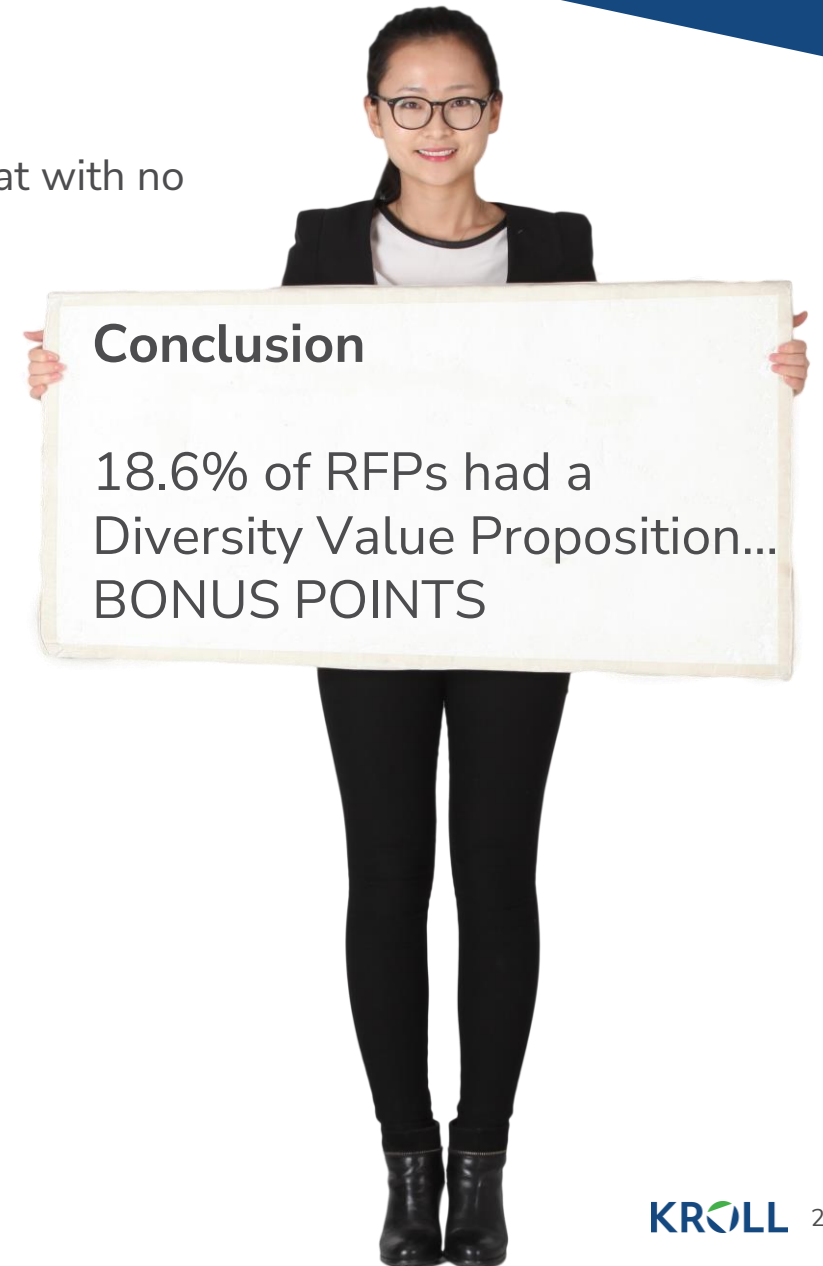
- Emphasis on Diversity Demographics
- Example RFP Analysis- Opportunity for Diversity “Bonus Points”- RFPs that with no emphasis on Diversity Demographics vs. RFPs with an

RFPs and Diversity Demographic Requirements

- 2022 - out of 282 RFP's, 15 had questions on diversity or 5.4% of the total

RFPs with Other Diversity Indicators

- 2022 - out of 282 RFP's, 37 had other diversity indicators or 13.1%



Visa Case Study: Community / Regulatory



Diversity Blindspot:

The acquisition of diverse small business merchants to accept Visa Federal Government Procurement Cards

Diversity ROI Model:

Federal acquisition regulation requires that 23% of US Government procurement is allocated with diverse businesses (women, minority, hubzone, disabled, veterans). Leveraged regulation to partner with NASA and the Department of Commerce to signup diverse merchants to accept credit cards for large procurements (\$5k and above). This ensured government compliance and facilitated Visa transaction revenue growth.

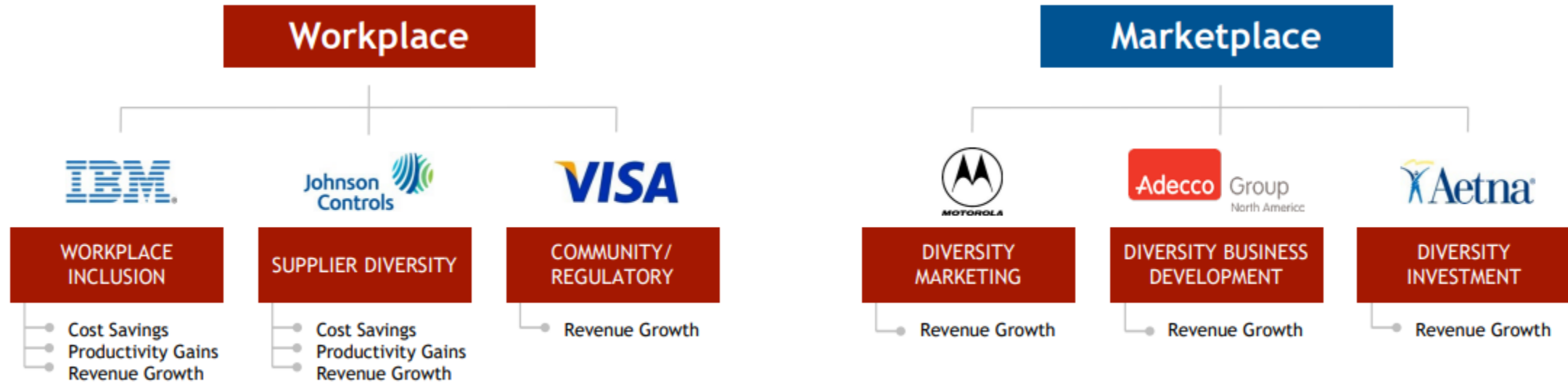
Pre-Blindspot Identification:

No program in place prior to 2004

Post-Blindspot Identification:

By 2006, nearly \$79M in incremental sales

Motorola Case Study: Diversity Marketing



Diversity Blindspot:

The development of cell phone product focused on diverse consumers

Diversity ROI Model:

Established Leveraged Women's employee resource group to come up with Motorola pink Razr phone leveraged an external Diversity Advisory comprised of business leaders

Pre-Blindspot Identification:

Data not available.

Post-Blindspot Identification:

By 2005, \$210M in Sales

Adecco Case Study: Business Development



Diversity Blindspot:

The acquisition of large enterprise customers with embedded diversity programs (Fortune 1000, middle markets and government customers)

Diversity ROI Model:

Adecco’s Office of Diversity reviews all large enterprise sales prospects to determine if there is an embedded diversity program or set of diversity principles embedded in the potential customer. The Office of Diversity taps into the relationship with the prospect’s Office of Diversity to build awareness around Adecco’s diversity organizational alignment. Top sales leaders are trained on the appropriate diversity communications to target diversity aligned prospects.

Pre-Blindspot Identification:

No diversity RFP sales program in place prior to 2007

Post-Blindspot Identification:

By end of 2007, nearly \$31M of incremental sales

Case Studies – Global Best Practices



Workplace Culture

Workforce

Social Responsibility

Marketplace

Talent Acquisition

Goal

- To improve the talent pipeline

Solution

- DEI Council and Networks partnered with Talent Acquisition

Outcome

- \$400K in cost savings (6-months)

Cultivating Women for Career Advancement

Goal

- To elevate women from L2&3 to L4&5

Solution

- Launched consultancy teams of consisting of 4-6 women

Outcome

- \$1.5M in cost savings and over 25 projects completed

Charitable Support

Goal

- America’s Diabetes Challenge

Solution

- Documentary Film: A Touch of Sugar

Outcome

- 384 Media Placements totaling 1.3 billion impressions

Leveraging I&D to Win New Business

Goal

- Leverage I&D as a sales tool and differentiator for new business generation

Solution

- Leveraging RFI, RFP and Tender response process

Outcome

- \$60M in new annual billed dollars

EXAMPLES of Diversity Return on Investment Organizations

\$2.87B and Counting...

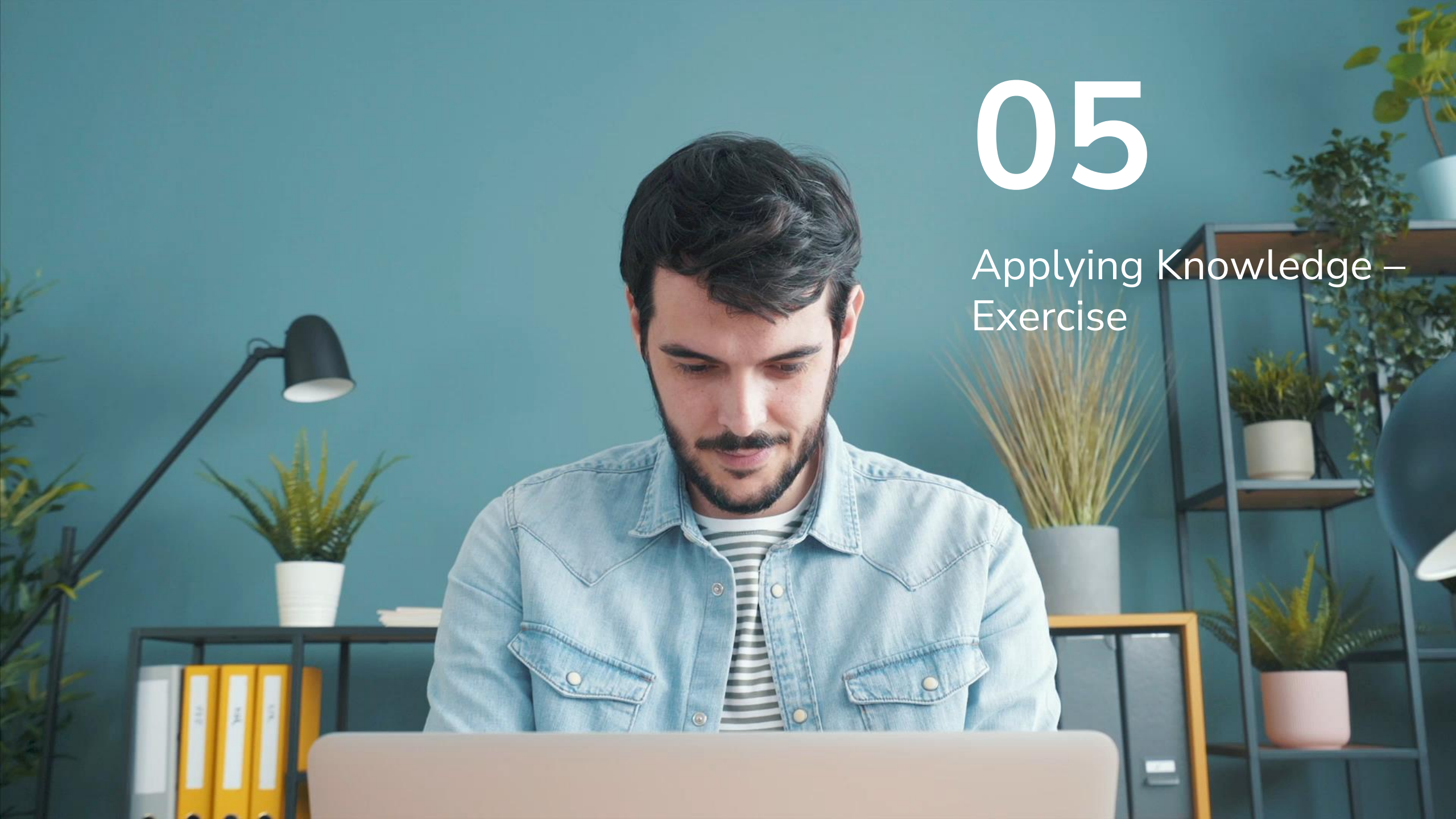


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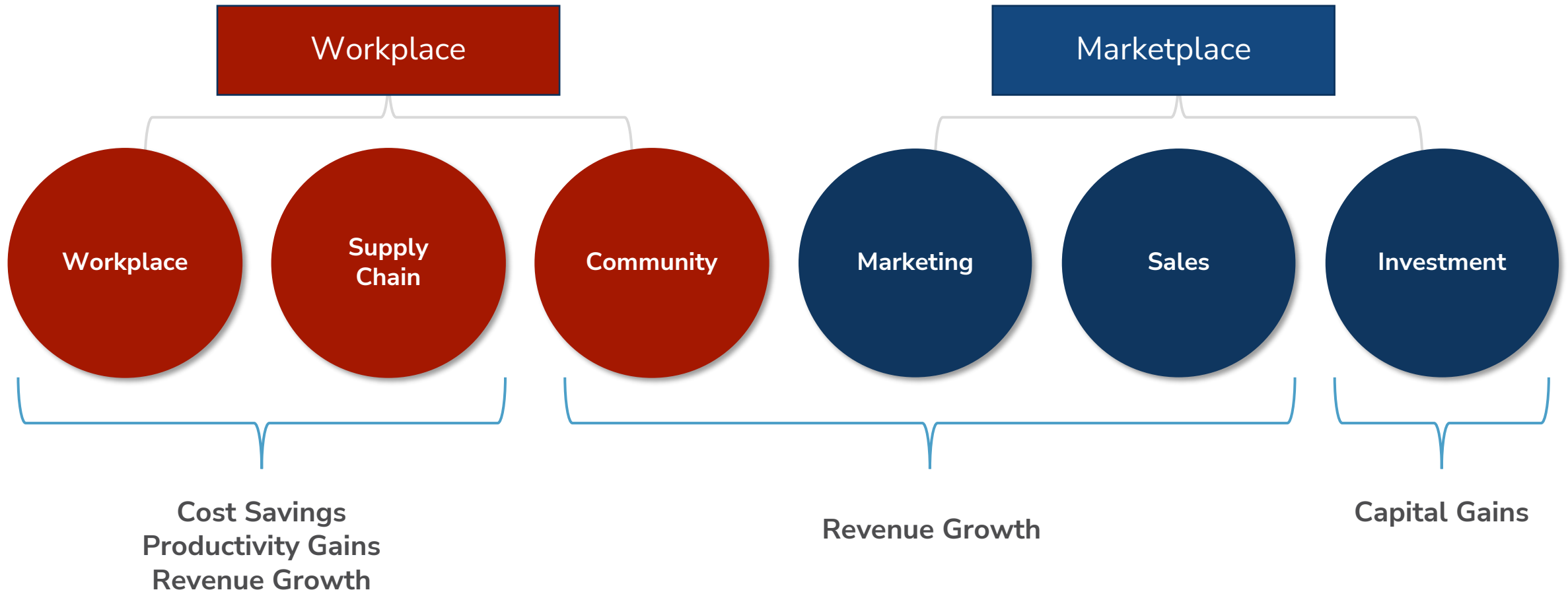


05

Applying Knowledge – Exercise



Select a Company: Identify a Blindspot for Each of the 6 Functions



DEI Resources



Knowledge

- Harvard Business Review
- Society for Human Resources (SHRM)



Books

- Diversity for Dummies
- Inclusion Nudges



Manuals

- ERG Kit (Jennifer Brown)
- Diversity Plan (Urban League)



Questions

Thank You



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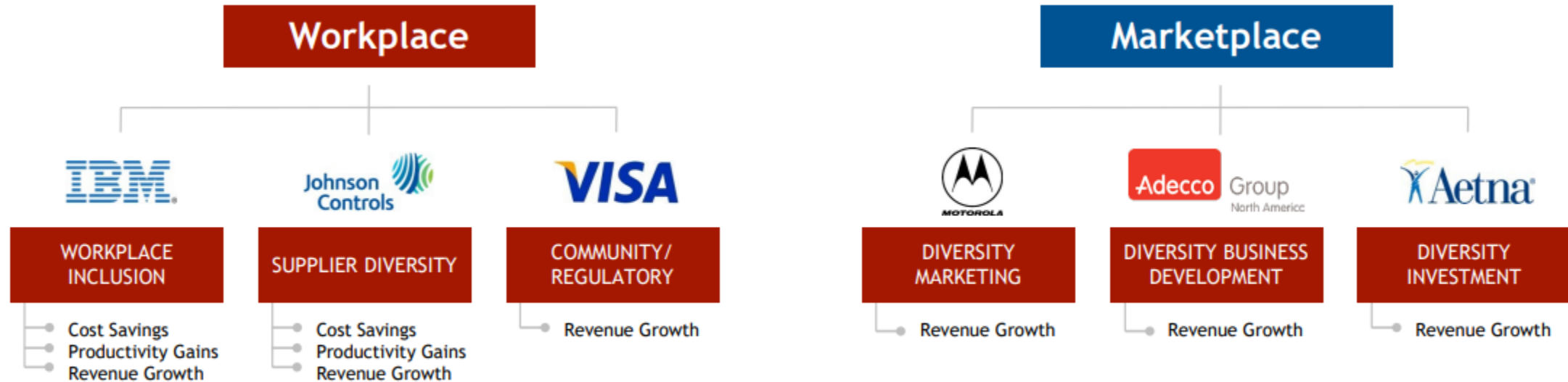
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Appendix

IBM Case Study: Supplier Diversity



Diversity Blindspot:
Acquisition of women and minority small business customers

Diversity ROI Model:
Partner Women & Ethnic Minority Employee Networking Groups (employee support groups for IBM employees of similar backgrounds or interests) with IBM's Market Development unit. The partnership focused on 13,000 potential women/ethnic minority customers with \$20M or more in revenues.

Pre-Blindspot Identification:
1998 Sales of approximately \$10M

Post-Blindspot Identification:
2003 Sales of over \$300M

Aetna Case Study: Diversity Investment



Diversity Blindspot:

The investment of company funds into minority owned business ventures through minority business focused venture and private equity capital funds

Diversity ROI Model:

Allocate \$100M to invest in minority private equity and venture capital funds

Pre-Blindspot Identification:

No investment program in place prior to 2006

Post-Blindspot Identification:

Forecast returns that are comparable or better than national averages based on a Kauffman Foundation study showing that these funds meet or beat industry IRR

Johnson Controls Case Study: Supplier Diversity



Diversity Blindspot:

Acquisition of large-scale auto industry subcontracts designated for women and minority owned businesses

Diversity ROI Model:

Formed a series of joint ventures (51% owned by MBE, 49% owned by Johnson Controls), to acquire large scale auto industry subcontracts designated for women and minority owned businesses.

Pre-Blindspot Identification:

No joint venture program in place prior to 2003

Post-Blindspot Identification:

By 2007, nearly \$6B of incremental sales across joint venture companies