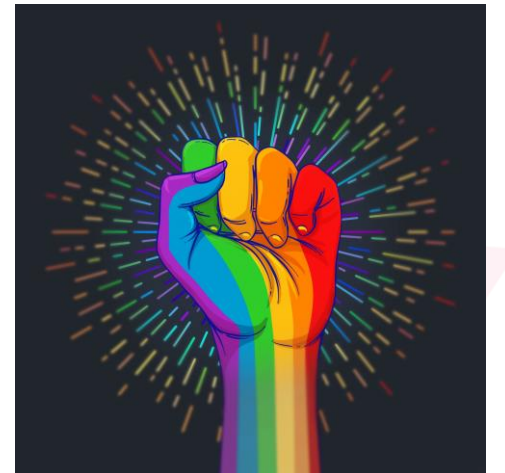


The Frontline-first Advantage: Operationalizing DEI Strategies

The Rainbow Disruption



INTRODUCTION TO THE RAINBOW DISRUPTION



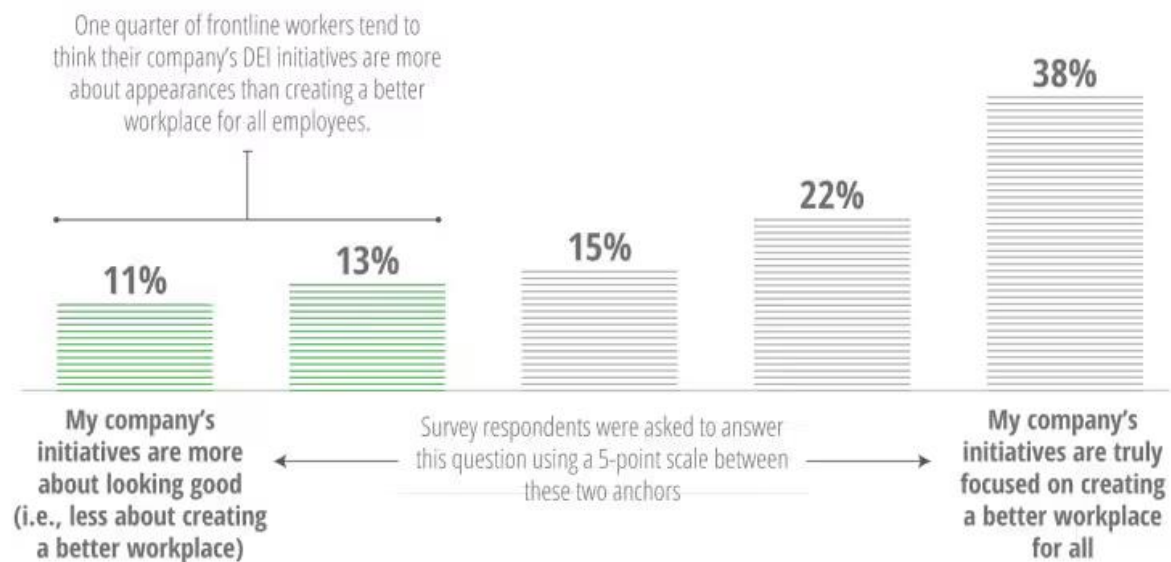


Part I: The Current State of DEI for Frontline Retail Workers: Research Overview

The Impact on Employee Satisfaction

FIGURE 1

Only 38% of frontline workers believe DEI initiatives are truly focused on creating a better workplace for all



Q: Which best represents your company's commitment to diversity, equity, and inclusion?

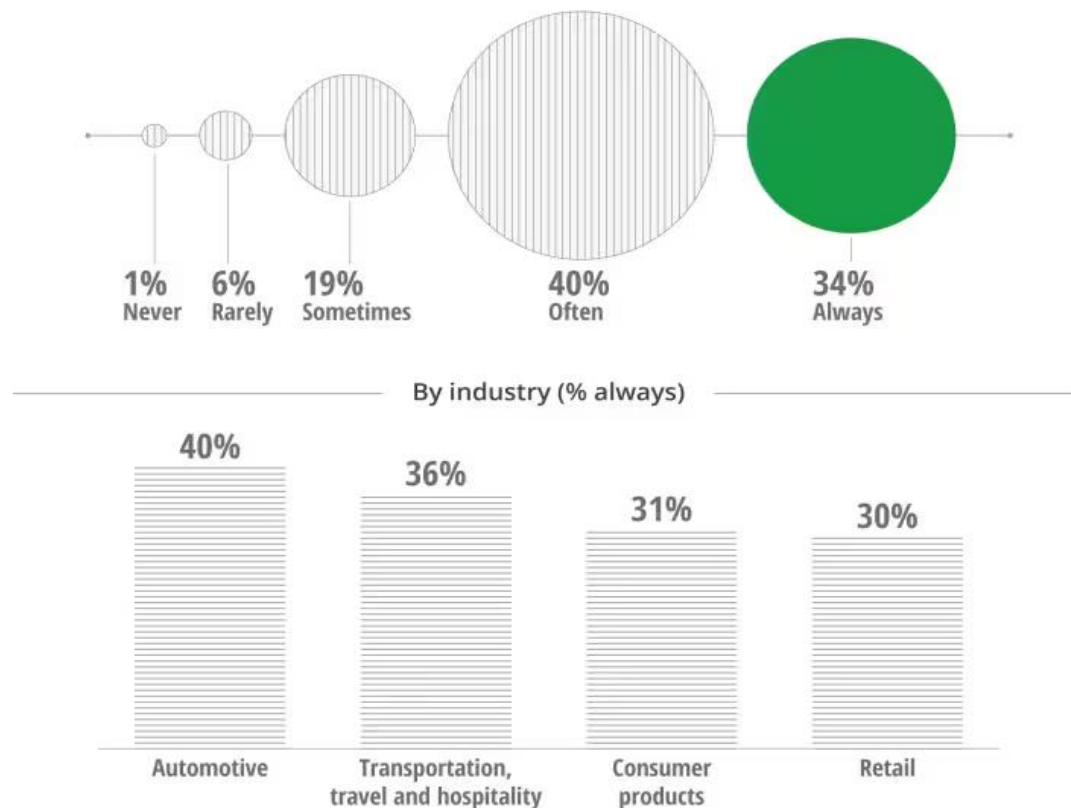
Note: N = 3,005.

Source: 2022 Diversity, equity, and inclusion amongst frontline workers study.

Deloitte Insights | deloitte.com/insights

FIGURE 2

Just about one-third of frontline workers feel they can be their authentic selves at work



Q: I can be my authentic self (i.e., all of who I want to be) at work

Note: N = 3,005.

Source: 2022 Diversity, equity, and inclusion amongst frontline workers study.

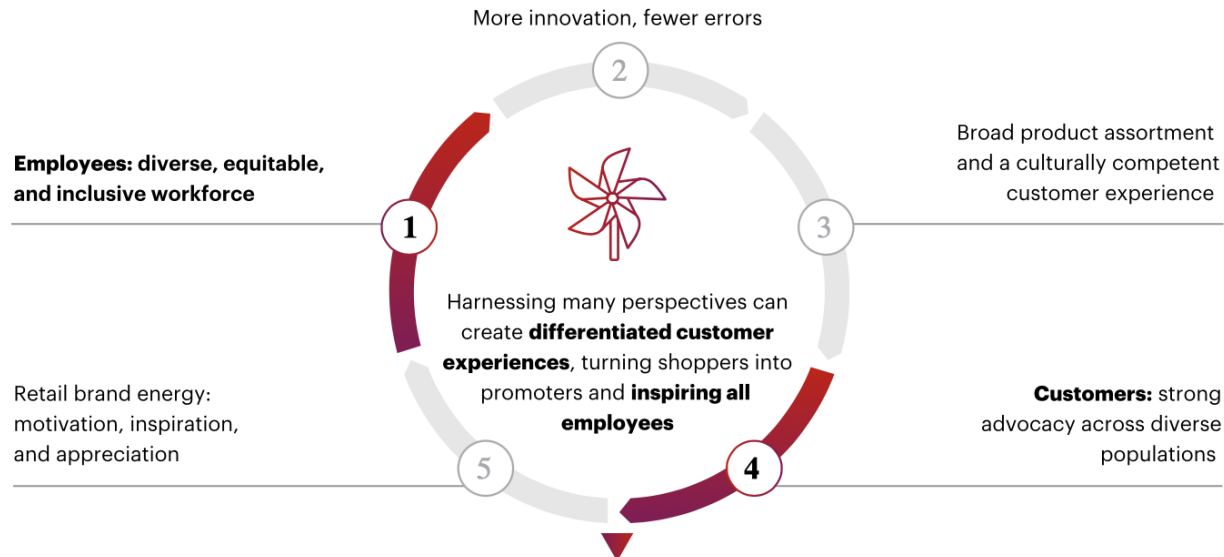
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DO NOT IGNORE CONSUMER EXPERIENCE!

But employees can't be the sole focus

Delighting customers is the other half of unlocking the full benefits of greater diversity, equity, and inclusion

How progress in DEI links customers and employees in a virtuous circle

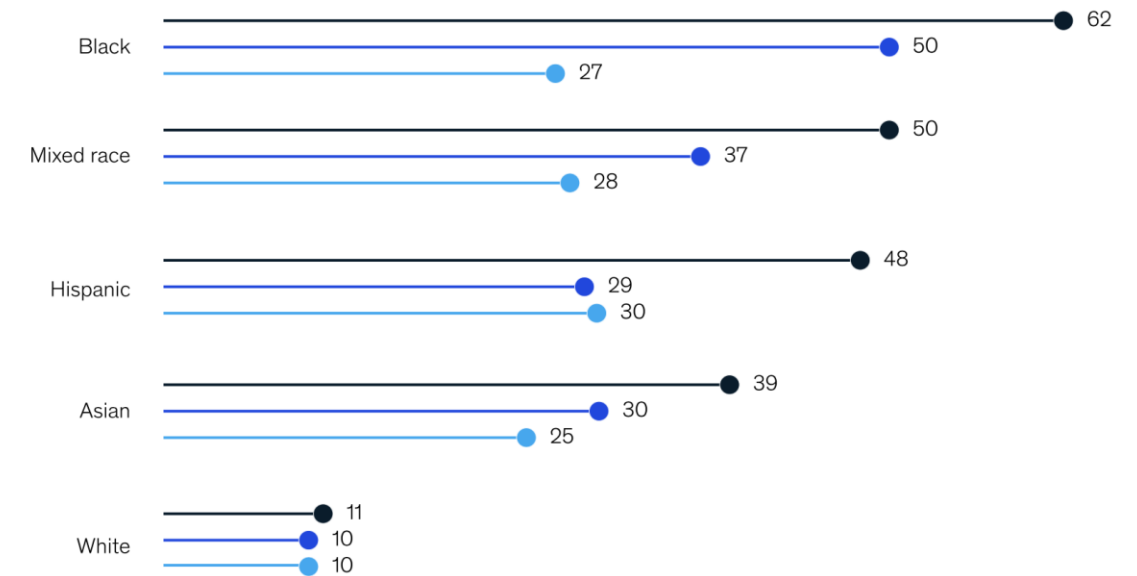


More inclusive, equitable workplaces, and business practices supporting sustainable growth

More than 60 percent of Black consumers report facing racial discrimination in retail stores; 50 percent report discrimination while making a purchase.

Racial discrimination experienced by minority consumers in the United States, %

- In a store
- When making a purchase
- In an advertisement



Source: Aronté Marie Bennett, Kara Daddario, and Ronald Paul Hill, "Shopping while nonwhite: Racial discrimination among minority consumers," *Journal of Consumer Affairs*, July 2015, Volume 49, Number 2, pp. 328–55, onlinelibrary.wiley.com

McKinsey
& Company

The headlines say it all...

Reports of Bud Light's demise greatly exaggerated, experts say

Target's Latest LGBTQ+ Merchandise Fallout Puts Its DEI Commitment To The Test, Again

Disney "diversity and inclusion" program brings criticism and praise

Adidas Gets Transphobic Backlash For 'Woke' Pride Month Swimsuit Marketing

Walmart recalling 'Juneteenth' ice cream after social media backlash

Why Levi's decision to use AI models misses the mark on DE&I

Nike and Kaepernick: PR disaster or move in the right direction?

The background features a white field with scattered, semi-transparent triangles in various colors including yellow, pink, light blue, and teal. A horizontal bar at the top consists of several colored segments: black, brown, red, orange, yellow, green, and blue. The text is centered and reads:

Part II: Unpacking the Importance of Community and the Role of Retail Leaders



What is Community in the Workplace and Why Does it Matter?

Building a Culture of Community and Belonging

- **Defining community in the workplace:** A workplace community is a group of people who share common interests, values, and goals within their organization. According to a study by Cornell University, employees who feel a sense of belonging to their organization are 27% more likely to feel proud of their company.
- **Identifying characteristics of a strong community:** A strong community is characterized by a sense of trust, respect, and mutual support among employees. According to a survey by LinkedIn, 83% of employees who work in companies with a strong sense of community say they are more productive at work.
- **Exploring the benefits of a workplace community:** A strong workplace community can lead to increased job satisfaction, higher levels of commitment, and improved organizational performance. In fact, a study by McKinsey & Company found that companies with diverse and inclusive workforces are 33% more likely to have above-average profitability.



**Does the role of leaders
within organizations
really matter?**

The Role of Leadership in Building Inclusive Cultures

COGNIZANCE OF BIAS

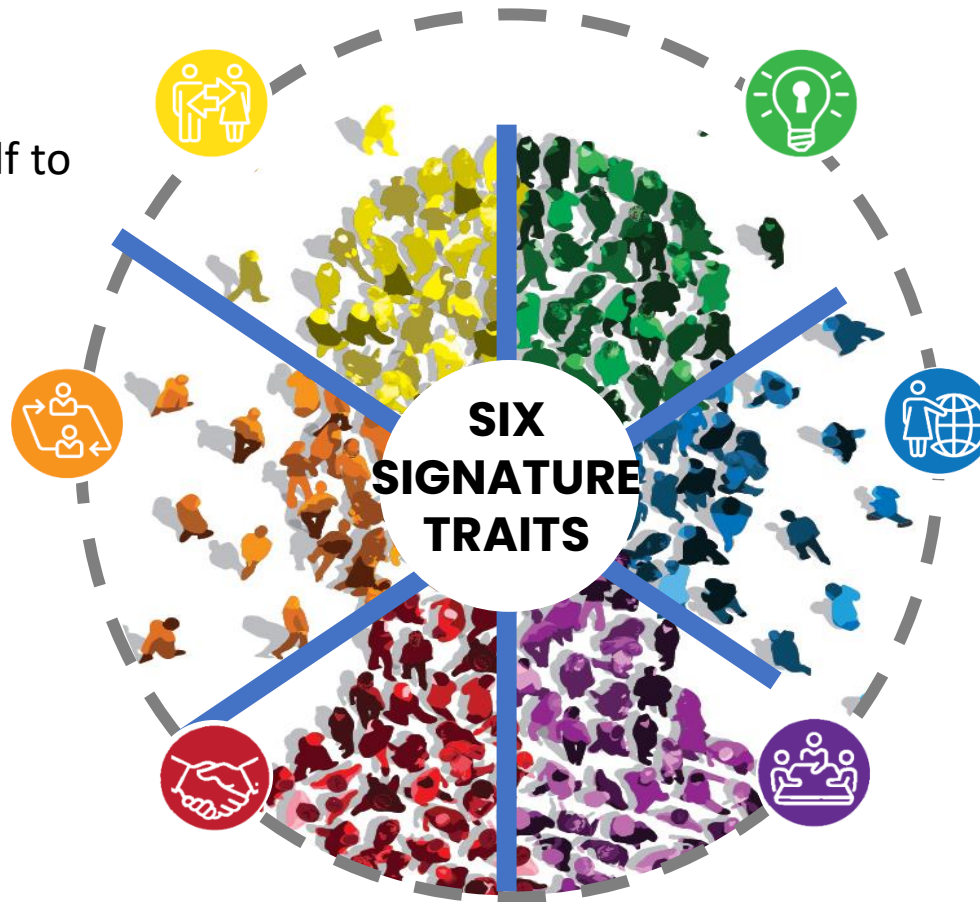
Because you must know yourself to know others – be aware

COURAGE

Because talking about imperfections involves personal risk-taking

COMMITMENT

Because staying the course is hard



CURIOSITY

Because different ideas and experiences enable growth

CULTURAL INTELLIGENCE

Because not everyone sees the world through the same cultural frame

COLLABORATION

Because a diverse-thinking team is greater than the sum of its parts



Part III: The Intersectional Identities of Frontline Workers and All that They Cover

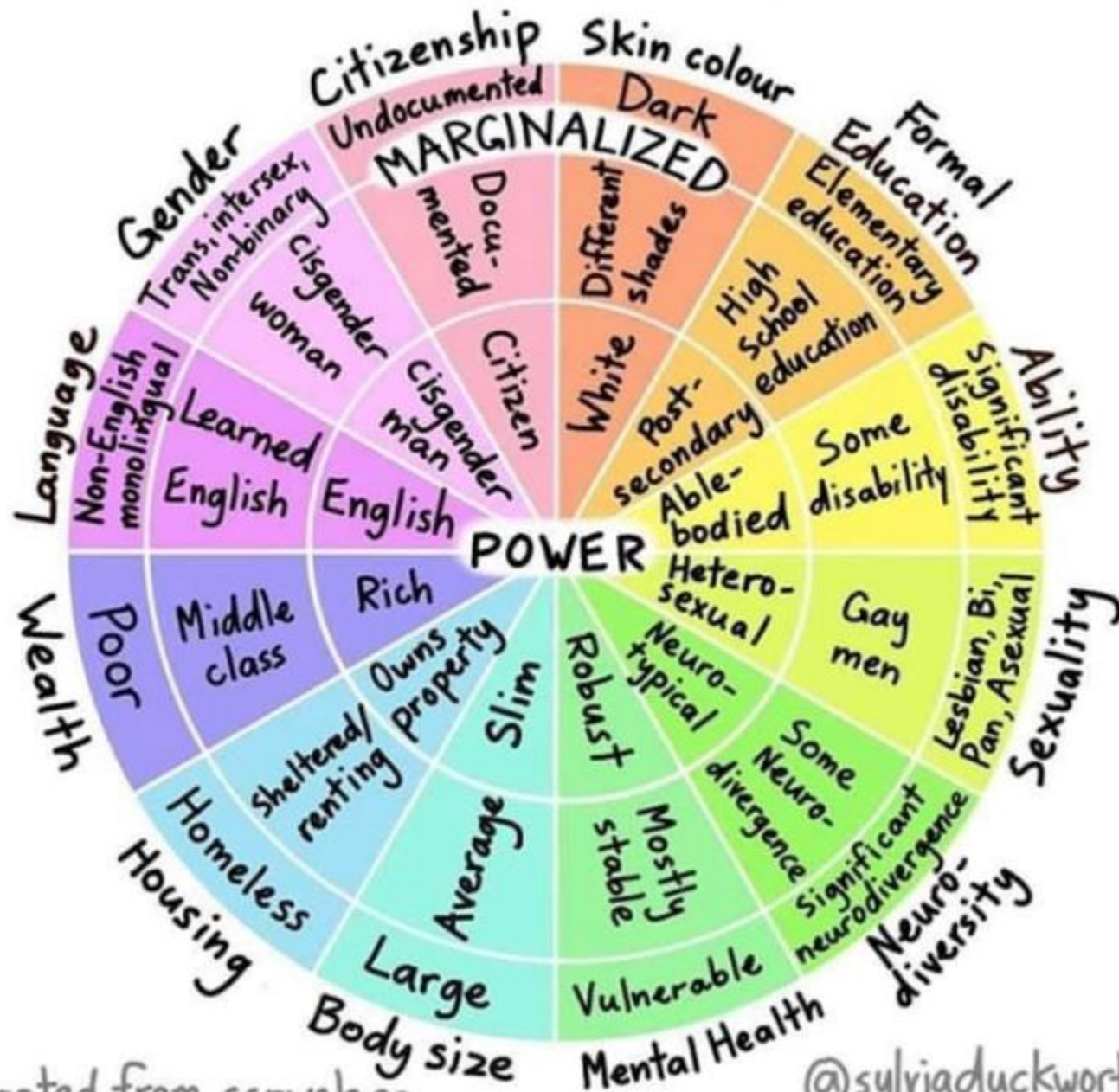


So what is Intersectionality Anyway? How Does it Impact Community?

Introduction to Intersectionality

- Intersectionality refers to the interconnectedness of various social identities, such as race, gender, class, and sexual orientation, and how they intersect and impact experiences of oppression and privilege.
- It emphasizes the importance of recognizing the ways in which various social identities intersect and shape experiences of discrimination and privilege.
- Intersectionality helps us understand the complexity of identity and the ways in which different aspects of our identity interact with one another.
- Research shows that people who have a stronger sense of their intersectional identities are better equipped to handle and navigate discrimination and prejudice (Bhattacharjee et al., 2019).

WHEEL OF POWER/PRIVILEGE



Adapted from ccrweb.ca

@sylvriaduckworth

WHAT IS INTERSECTIONALITY?

Addressing Intersectionality at Work

- **Building awareness and education around intersectionality and how it impacts retail employees in the workplace:**
 - Only 29% of employees say their organizations are effective at managing diversity and inclusion (Deloitte, 2020)
 - Organizations that provide diversity and inclusion training see a 15-30% increase in productivity (Harvard Business Review, 2020)
- **Creating policies and practices that address the unique needs of individuals with intersecting identities for retail teammates:**
 - Only 17% of employees with disabilities feel that their workplace is fully accommodating to their needs (The Lime Network, 2021)
 - Offering flexible work arrangements can help employees with caregiving responsibilities, disabilities, and other intersecting identities to balance work and personal life (McKinsey, 2020)
- **Supporting the expansion of employee resource groups into retail spaces and focus on specific intersectional identities— particularly during heritage months:**
 - Companies with diverse employee resource groups see a 12% increase in employee engagement (Bersin by Deloitte, 2018)
 - Employee resource groups can provide a sense of community and support for employees with intersecting identities

The background features a white field with scattered, semi-transparent triangles in various colors including yellow, pink, light blue, and teal. A horizontal bar at the top edge is composed of several colored segments: black, brown, red, orange, yellow, green, blue, and purple.

**What is Covering? Is it the
same as Passing?**

General Overview of Covering



Appearance-based covering concerns how individuals alter their self-presentation—including grooming, attire, and mannerisms—to blend into the mainstream. For instance, a Black woman might straighten her hair to de-emphasize her race.



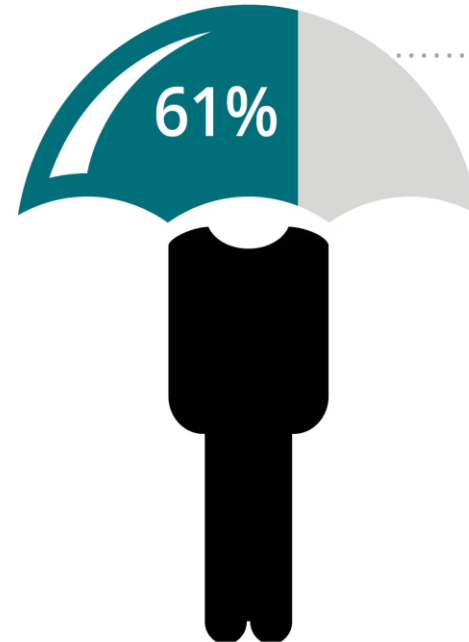
Advocacy-based covering concerns how much individuals “stick up for” their group. A veteran might refrain from challenging a joke about the military, lest she be seen as overly strident.



Affiliation-based covering concerns how individuals avoid behaviors widely associated with their identity, often to negate stereotypes about that identity. A woman might avoid talking about being a mother because she does not want her colleagues to think she is less committed to her work.



Association-based covering concerns how individuals avoid contact with other group members. A gay person might refrain from bringing his same-sex partner to a work function so as not to be seen as “too gay.”



reported covering along at least one axis



83%
of LGB individuals



79%
of Blacks



67%
of women of color



66%
of women



63%
of Hispanics



45%
of straight White
men cover

Appearance-based Covering

- Appearance-based covering involves downplaying or changing aspects of one's appearance to conform to the dominant culture.
- Appearance-based covering is particularly common among people of color and those who identify as LGBTQ+.
 - **Forms of Appearance-Based Covering:** There are several forms of appearance-based covering, including passing, concealing, accentuating, and assimilating. Passing involves attempting to appear as a member of a dominant group, while concealing involves hiding a stigmatized identity. Accentuating involves highlighting certain aspects of one's appearance that are perceived as more socially acceptable, while assimilating involves adopting the norms and values of the dominant culture.



Affiliation-based Covering

- Affiliation-based covering involves downplaying or hiding one's affiliation with a particular group in order to fit in with the dominant culture.
- Research has shown that affiliation-based covering can lead to decreased levels of job satisfaction and increased levels of stress and burnout (Hewlett et al., 2013).
 - **Social Identity Theory:** The concept of affiliation-based identity is rooted in Social Identity Theory, which proposes that individuals derive part of their self-concept from their membership in social groups. This theory suggests that individuals seek to maintain positive self-esteem by identifying with groups that are perceived as favorable and by distancing themselves from groups that are perceived as unfavorable.



Advocacy-based Covering

- Advocacy-based covering involves refraining from advocating for one's own group or speaking out against discrimination or inequality.
- Advocacy-based covering is common in the workplace, where individuals may fear negative consequences for speaking up about their experiences or advocating for change.
 - **Forms of Advocacy-Based Covering:** There are several forms of advocacy-based covering, including assimilation, avoidance, and accommodation. Assimilation involves conforming to the norms and values of the dominant group, while avoidance involves completely avoiding discussions of certain topics or issues. Accommodation involves selectively revealing or concealing certain aspects of one's identity in order to achieve a desired outcome.



The background features a white field with scattered, semi-transparent triangles in various colors including yellow, pink, light blue, teal, and purple. A horizontal bar at the top of the image is composed of several colored segments: black, brown, red, orange, yellow, green, blue, and purple.

How Does Covering Impact Our Frontline Teammates?

big
think



Creating Safe Spaces: Encourage Authenticity

- **Be aware of microaggressions:** Learn about microaggressions and their impact on team members. Work to create an environment where microaggressions are not tolerated.
- **Create a feedback loop:** Encourage your team members to provide feedback on how the team can be more inclusive and supportive of different identities.
- **Take action:** If you become aware of discrimination or bias, take action to address it. This can include providing support to the impacted team member or having a conversation with the individual or team involved.
- **Address power dynamics:** Be aware of power dynamics in the workplace and how they may impact team members' ability to be their authentic selves.
- **Build relationships:** Get to know your team members as individuals. This can help build trust and empathy, and create a more supportive and inclusive team environment.
- **Measure progress:** Regularly assess your team's progress on diversity and inclusion initiatives. Use data to identify areas for improvement and track progress over time.
- **Stay committed:** Addressing identity covering in the workplace is an ongoing process. Stay committed to creating an inclusive and supportive team environment, even when it is challenging.



Part IV: Engagement, Advancement, and Development Case Studies

APPROACH TO DRIVING IMPACT FOR FRONTLINE TEAMMATES SYSTEMICALLY

**Accelerating Impact
through Talent,
Brand, Consumer,
and Experience**

**Areas of Focus
and Foundation**



ACCESS TO
PRACTICAL
DEI RESOURCES

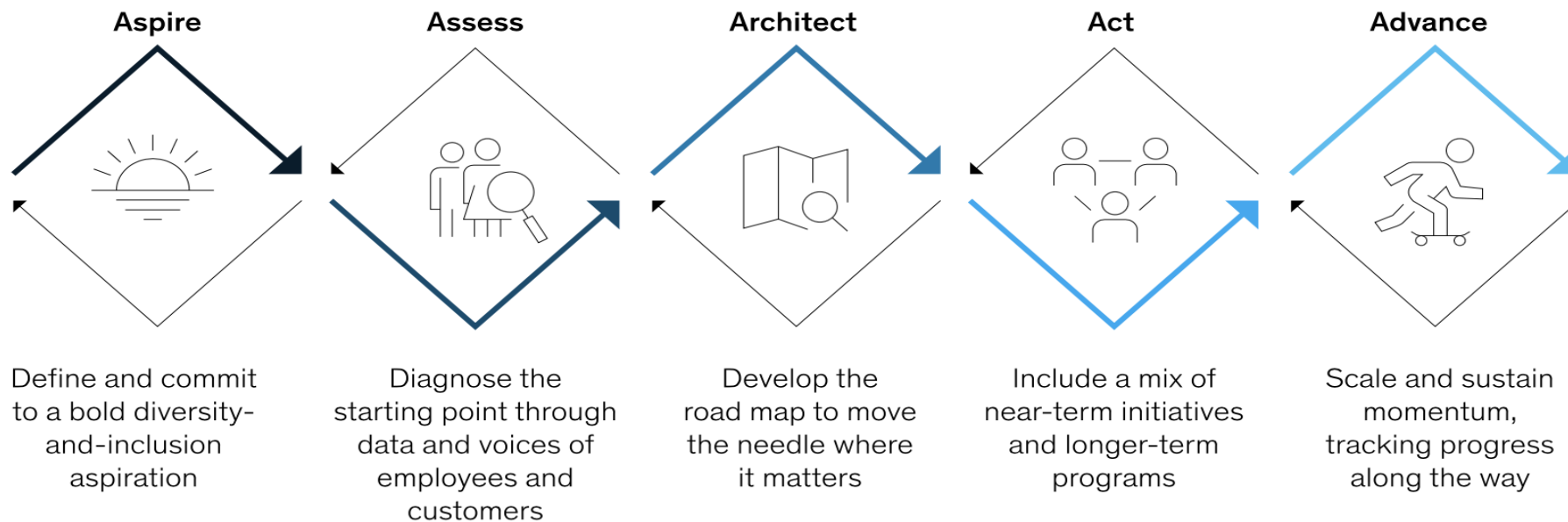
A STRONGER TEAM
PLAYER MENTALITY

DEFINED AND
MEASURABLE
ACCOUNTABILITY

GROWTH IN CROSS-
CULTURAL
AWARENESS

TRUST IN
LEADERSHIP

The '5 As' of taking action on diversity and inclusion



Operationalizing the Efforts to Drive Excellence for Frontline Teammates

ACQUISITION

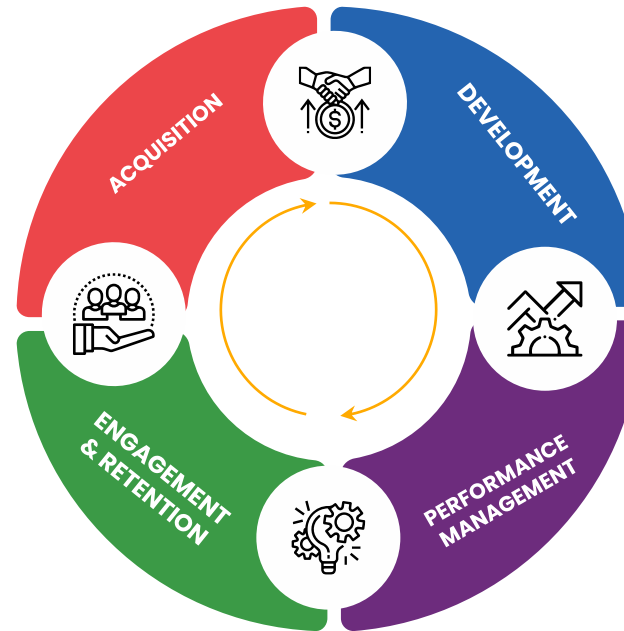
This is the first step in the talent life cycle, which includes the following.

- Workforce Planning
- Talent Sourcing
- Recruiting
- Staffing
- Onboarding (Buddy Program)

ENGAGEMENT & RETENTION

Engaging employees is key to ensuring they feel committed to their work and teams and want to stay within the organization.

- Internal Culture
- External Branding
- Collaboration Tools
- Transparent Communications
- Employee Resource Groups



DEVELOPMENT

A focus on an employee's development is critical to his / her / their success and engagement including:

- Mentorship
- Sponsorship
- Coaching and Development Plans
- On-Demand Learning Offerings
- Diversity & Inclusion

PERFORMANCE MANAGEMENT

Performance Management is how employees are measured tied to how they are rewarded.

- Goal Setting
- Performance Evaluations
- Feedback
- Promotions
- Compensation





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The Rainbow Disruption

