



# Why Unconscious Bias Training is not enough to Create Sustainable D&I

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## Statement of Purpose & Definition

***Diversity IS Inclusion*** – a bold and seismic value proposition that advocates for the fair, equitable and respectful treatment of ALL people. ***Diversity IS*** the ***Inclusion*** of ALL people regardless of *race, gender, culture, identity, sexual orientation, age, religion, ability, experience, and expression.*

Food for Thought,  
Moving Beyond  
Bias



Food for Thought,  
Moving Beyond  
Bias

Food for Thought,  
Moving Beyond  
Gender Bias

Food for  
Thought, Moving  
Beyond Bias to  
Create Feel-Good  
Moments



Food for Thought,  
Becoming a  
Change Agent

Food for Thought,  
Cultural  
Enrichment &  
Engagement

**Global Diversity, Inclusion & Community Engagement COE**

We drive our system-wide D&I strategy

**The “Better Together: Global Gender Balance & Diversity Strategy”**

We focus on

Building Awareness through	Creating Engagement with		Impacting Performance through
<b>Education</b>	<b>EBNs</b>	<b>Community</b>	<b>Strategy</b>
Food for Thought, Beyond Bias Platform	EBNs Diversity Councils	Community Engagement Philanthropy	Strategy Development, Planning & Alignment D&I Stakeholder Projects

We collaborate with

Leadership	Functions	Markets	EBNs
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We create value for our shareholders

Employees	Owner-Operators	Suppliers	Customers	Communities
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“Diversity *IS* Inclusion” is the foundation for everything we do.

# Better Together: Global Gender Balance & Diversity Strategy 2023 Vision

**The best place  
for women/  
diverse groups  
to work**

**+**

**The best  
franchise  
for women/  
diverse groups  
to own and  
operate**

**+**

**The best place  
for women/  
diverse groups  
to provide  
goods and  
services**

**=**

**The best at  
serving our  
customers &  
impacting our  
communities**

# Better Together: Global Gender Balance & Diversity Strategy - Our Pillars



## Representation

We will aim for the diversity in our organization to reflect that of the wider community.



## Rising

We will support the development of all people and foster a workplace environment where everyone feels respected and supported.



## Recognition

We will celebrate the diverse voices and impact of all people throughout our organization.



## Reach

We will drive progress by leading positive change across **our three-legged stool** and in the communities we operate.

**thank you**

**questions?**

