Barilla’s D&I Journey

Season 1: 2014-2016

Season 2: 2017-2021

Season 3!
Barilla’s D&I Journey

Season 1: 2014-2016

Season 2: 2017-2021

Season 3!
Localized ERGs Open to All

1300+ employees involved in 20+ ERGs

D&I Survey (2017 x 2021)

- Sexual orientation (+13%)
- Gender (+5%)
- Country or culture (+10%)
- Physical disability (+8%)
- Religion (+6%)
- Ethnicity (+6%)
### Categories of Questions

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### 2021 D&I Survey Results / Caregiving Status

| Categories of Questions | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
|-------------------------|-------|-----|-------|-------|-----|-------|-------|-----|-------|-------|-----|-------|-------|-----|-------|-------|-----|-------|-------|-----|-------|-------|
| Strategic Initiative | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |
| Focus on Feedback | 65 | 56 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |
| Flexibility Index | 79 | 74 | 5 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |
| External Relations | 84 | 89 | 5 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |
| Employee Engagement | 75 | 74 | 1 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |
| Advancement | 65 | 75 | 10 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 | 70 | 14 | 77 | 68 | 9 | 84 |

### Defiance of some masculine norms

- RUSSIA: 54% Women, 46% Men
- FRANCE: 51% Women, 49% Men
- ITALY: 47% Women, 53% Men
- SWEDEN: 22% Women, 78% Men
- TOTAL: 41% Women, 59% Men
Next Steps on Engaging Men

**CALL TO ACTION**

1. **STAND FOR EQUALITY.**
The best leaders let others know where they stand on issues of gender and inclusion. Silence can be interpreted (or misinterpreted) as support for the status quo. When we are silent, those who exclude others feel that their behavior is justified, and those who are excluded feel marginalized and begin to believe that’s “just the way things are.”

2. **CONTINUE TO LEARN.**
Good leaders stay committed to the cause and are open to learning how to become even more effective advocates for change. It’s crucial to recognize that we all have more to learn, not only about the extent of inequality in and outside the office, but also about how to create the change we are envisioning.

3. **SHARE YOUR STORIES.**
Great leaders are always willing to share what they have learned with others. Using personal areas of growth as teachable moments is an effective way to gain broad support, and it is equally as important for personal growth to share our failures as it is to share our successes.

4. **TAKE ACTION TODAY.**
Perhaps most importantly, effective leaders for diversity and inclusion seek out and create opportunities to act when and where they are. Leaders start discussions and initiatives for diversity and inclusion where they don’t exist rather than waiting to join them when they arrive.
Thanks!
Grazie!