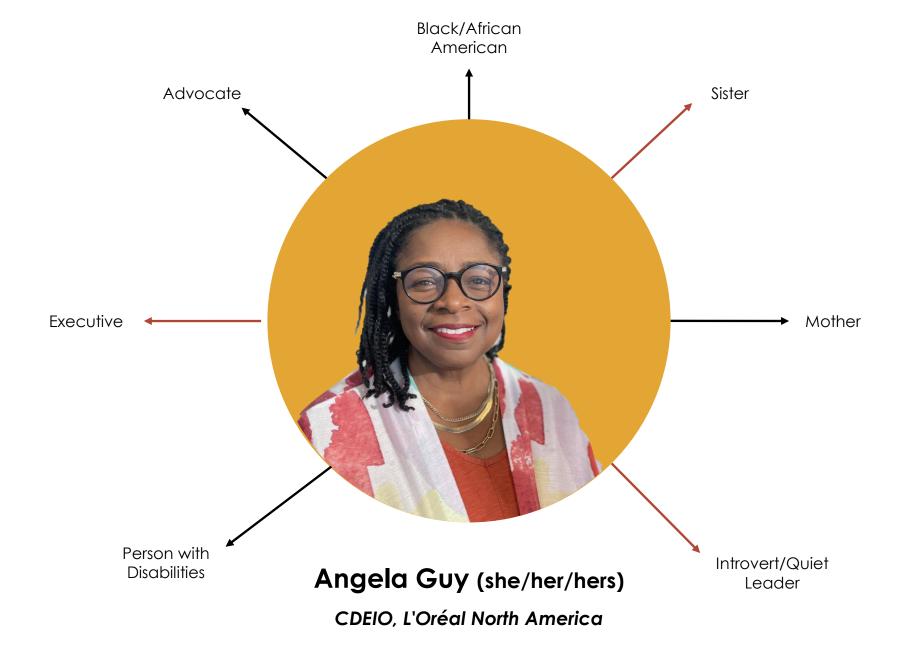


The Power of Networks

Enhancing Belonging for Chief Diversity, Equity, and Inclusion Officers

February 24, 2023





## **ELEMENTS OF BELONGING**



You are recognized, rewarded and respected by your colleagues. You experience psychological safety.



Those around you – from your peers to senior leaders – give you what you need to get your work done and live a full life.



You have positive, authentic social interactions with peers, managers, and senior leaders – you don't need to assimilate, and you don't stand out as "other."



In your organization, you feel aligned with its purpose, vision, and values. You relish the chance to tell people what you do and where you work.



## Misalignment of individual's profile and skillset with role

Lack of appropriate resources and authority to be effective

Increased labor market demand for CDO professionals that makes for a competitive market



## Why Do Fashion's Chief Diversity Officers Keep Quitting?

Dozens of companies hired diversity leaders in the last two years, but executives who take these roles are often overworked and under-resourced.



"60% of diversity officers at S&P
500 companies left their
positions between 2018 and
2021. The average tenure of
CDOs at those big firms is now
less than 2 years"

Were Chief Diversity Officers Set Up to Fail? Recent Exits Indicate This Could Be the Case

Your chief diversity officer might soon be planning their exit—and it'll be a costly loss

















WORKPLACES THAT WORK FOR WOMEN















C1 - Internal use









Thank