



The Power of Networks

Enhancing Belonging for Chief Diversity,
Equity, and Inclusion Officers

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ELEMENTS OF BELONGING

Se

SEEN

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

Su

SUPPORTED

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

Co

CONNECTED

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."

Pr

PROUD

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.

Your Chief
Diversity Officer
Is Likely Leaving

**“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**

1 CDOs are Chiefs and Vice Presidents In Name Only

2 CDOs Rarely Talk To CEOs

3 CDOs Don't Report To The CEO

4 CDOs Are Hired Into Haphazardly-Conceived Jobs

5 CDO Roles Are Lopsidedly HR-Focused

6 Execs Attempt to Solve DEI Problems Without CDOs

7 What CDOs Say About Racial Problems Gets Discredited

8 DEI Work Isn't Deeply Connected To The Business Strategy

9 What CDOs Do Isn't Viewed As High Stakes

10 CDO's Professional Reputations Are Put At Risk

11 Nothing (Or Very Little) Is Done To Retain CDOs

12 Nothing Changes From One CDO To The Next

Geena Davis Institute



on Gender in Media

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**COLLOQUIUM ON
GLOBAL DIVERSITY**

CEO **ACT!ON FOR
DIVERSITY & INCLUSION**



WORKPLACES
THAT WORK
FOR WOMEN



CDO Peer Group





We are here to fill your glass!



Thank