



Enhancing Belonging at L'Oréal

March 2024

ELEMENTS OF BELONGING

Se

SEEN

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

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.

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.



Our **Shared** Responsibility

Shared responsibility is the notion that **every single person** at L'Oréal feels personally responsible for driving belonging every day, in every moment of connection with our 13k colleagues.

ENHANCING BELONGING

AAPI 2022 | Overcome Impacts of AAPI Cultural Stereotyping

By MCGUFFOG Kelly - Fri, Jun 3, 2022 12:03 PM



AAPI 2022 | Stand Up Against Street Harassment

By MCGUFFOG Kelly - Fri, Jun 3, 2022 12:08 PM



**CAREER PANEL WITH AAPI LEADERS:
YOUR CAREER JOURNEY TAKES A VILLAGE**



ASIAN AMERICAN PACIFIC ISLANDER

DON'T MISS THE CHANCE TO HEAR FROM AAPI LEADERS ON MAY 18TH 4:00-5:15 EDT

CANDY GEBHART GM Redken	SANJAY DEVI SVP Finance CPD	JASTEENA GILL VP Care/Ve US Marketing	YALAN ZHAO AVP NYX Sourcing	KRISTY KO AVP NYX Merchandising & Strategic Operations
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**CELEBRATE
ASIAN AMERICAN
AND
PACIFIC ISLANDER
HERITAGE MONTH**



Celebrating Asian American Pacific Islander (AAPI) Heritage Month 2023

MASLEN Aubrey - Mon, May 1, 2023 2:00 PM - LEE Jane Jayeon + 5



Welcoming Lunar New Year 2024

SHEEN Maureen - Thu, Feb 8, 2024 10:00 AM - INSINGA Cristina + 68



“I want to co-create a love ethic in our organization and in our facilitator communities—an ethic that informs how we show up with each other, serve the work, and cultivate belonging.

Lovelessness corrodes organizational culture. We need love wherever there are humans—that means at work too.” – Brene Brown

“If you treat your employees with high regard, with appreciation, with sincere care and dignity for all – **they will give you in return precisely what you gave them, or above the line performances.** They will give you everything they have got.” – John Hope Bryant

The more love co-workers feel at work, the more engaged they are.

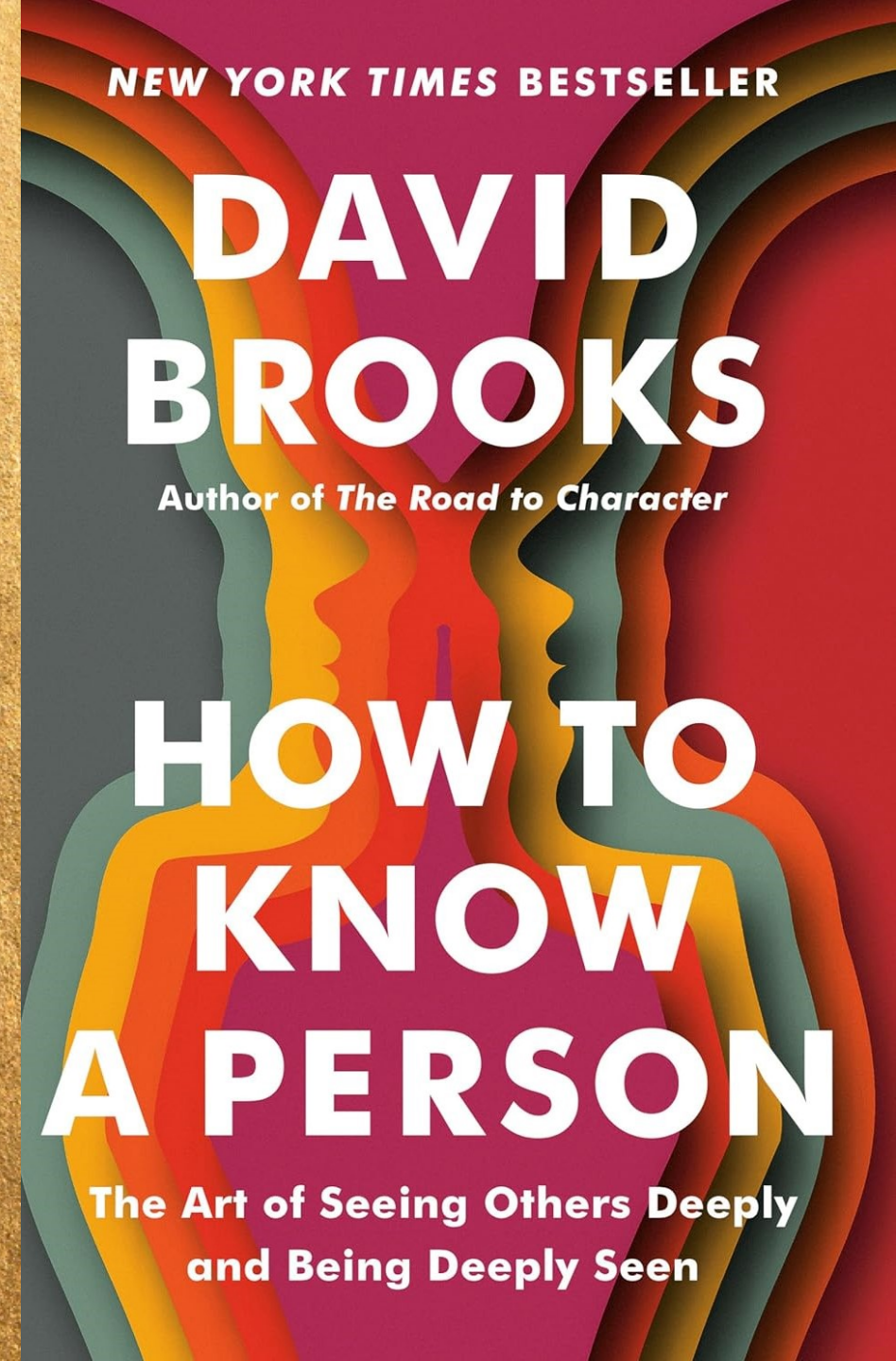
– Sigal Barsade and Olivia A. O’Neill

“Love is the force that most powerfully drives customer and employee behaviors

— and strangely, businesses today don’t value it. They don’t study it. They don’t even have a strategy for unleashing it. What a miss for the conventional majority — and what a massive opportunity for the wise minority of business leaders who do.” – Marcus Buckingham

THE POWER OF ILLUMINATION

“In any collection of humans, **there are diminishers** and **there are illuminators**. Diminishers are so into themselves, they make others feel insignificant...**Illuminators** on the other hand, have a persistent curiosity about other people.”



HOW MANAGERS CAN BECOME ILLUMINATORS

1. Attention
2. Accompaniment
3. Proximity
4. Asking the Right Questions



1. ATTENTION



Am I **a person**
to you?



Do you **care**
about me?



Am I **a priority**
to you?

2. ACCOMPANIMENT

What did **you** do this weekend?

What did you think about Taylor Swift at the Super Bowl?

What do **you** think about the TV series...?



3. PROXIMITY

“I am committed to this idea that to change the world, to create justice, we have to be willing to

get proximate

to the people we serve.”

-Bryan Stevenson, Equal Justice Initiative



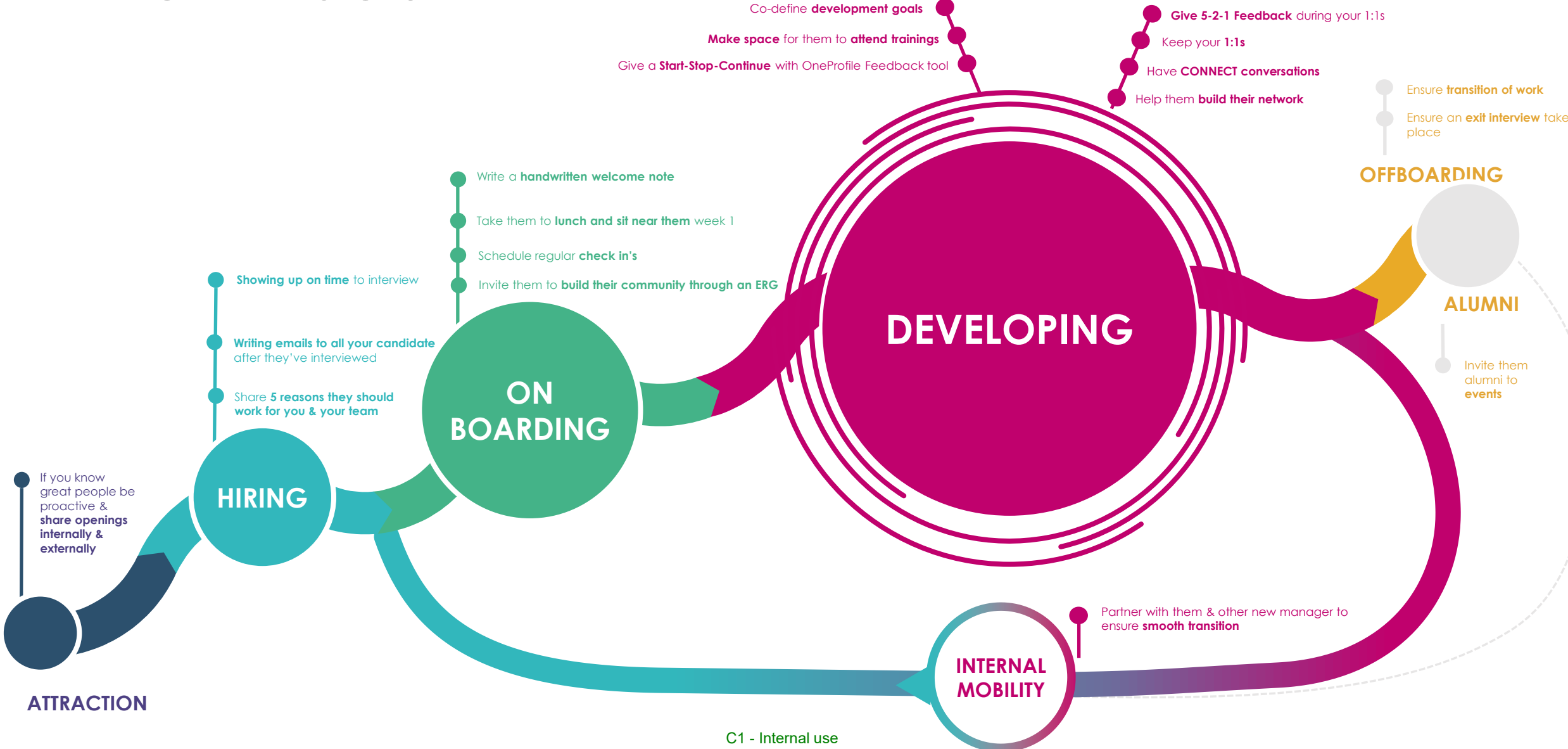
4. ASKING THE RIGHT QUESTIONS

“Can **you** tell me more...?”

“What’s it like for **you**...?”

“How did **you**...?”

WHAT ILLUMINATION LOOKS LIKE ACROSS THE EMPLOYEE JOURNEY



MOMENTS THAT MATTER FOR PROXIMITY

Informal Interactions

In Who I Spend Time With

- Cultivate work relationships that involve people who are of different levels and backgrounds
- Find a mentor/mentee or sponsor/sponsee who is different from you in one or more dimensions and ask them how they view things
- Join a group that is different (e.g., be the male ally in the Women's Network)
- Find commonalities with colleagues who have different social identities
- Actively seek out cultural and social situations that are challenging for you, where you are in the distinct minority or forced to see or do things differently
- Have lunch with a different person every week or set-up one-on-one meetings with people from different divisions and métiers. Learn about them and ask for feedback.

While I Am Walking Around the Office

- Smile, make eye contact, say hello to everyone, and try to pronounce names correctly
- Speak to all colleagues as you would speak to your division head or another senior leader
- Be sensitive to how you greet someone with whom you have a close relationship in the presence of others
- Start with a simple, genuine question – “How do you feel?” Then listen.
- Take a few minutes to engage in a non-business conversation with a colleague
- When you hear others using disrespectful “humor,” or making other comments that are not consistent with our values, let them know that behavior is not acceptable

In Seeking Advice/With My Go-Tos

- Find frequent opportunities to ask others' opinions and use 2 x 2
- Seek feedback from someone you typically wouldn't to understand your personal impact on others
- Next time you ask someone for advice, stop and ask yourself – who did I miss/not ask?
- Make sure your daily interactions involve people of varying gender, race, ethnicity, age, disabilities, levels and other identities

In How I Make Introductions

- Show appreciation for the whole person; go beyond their role and responsibilities. Add tidbits that are unique to the individual.
- Use the language of belonging: “This is Sara – she is part of OUR events team.”