

Communicate the Value of Diversity and Inclusion

Corporate citizenship professionals play a key role in promoting diverse and inclusive practices across their companies. By partnering with other business units, they can support employee resource groups (ERGs), mentorship programs, and other initiatives that foster the connection, development, and advancement of underrepresented groups. Even if the initiatives themselves are not directly managed by the corporate citizenship department, as a citizenship leader you can partner with counterparts across the organization, in combination with using traditional citizenship activities, to help develop and execute a strategy for managing diversity and inclusion (D&I).

DID YOU KNOW?

- ✓ Publicly traded companies employing a workforce with diverse inherent characteristics and managers with numerous cultural experiences are more likely to expand their market.¹
- ✓ Racially diverse management teams in high growth potential industries initiate more competitive actions such as new products, product improvements, price cuts, new advertising campaigns, and new market entries.²
- ✓ Employees are more engaged when they feel valued for their distinct contributions and are given equal opportunity to perform and develop. Increased engagement reduces turnover, which, in turn, translates to increased customer satisfaction.³



BENEFITS OF D&I

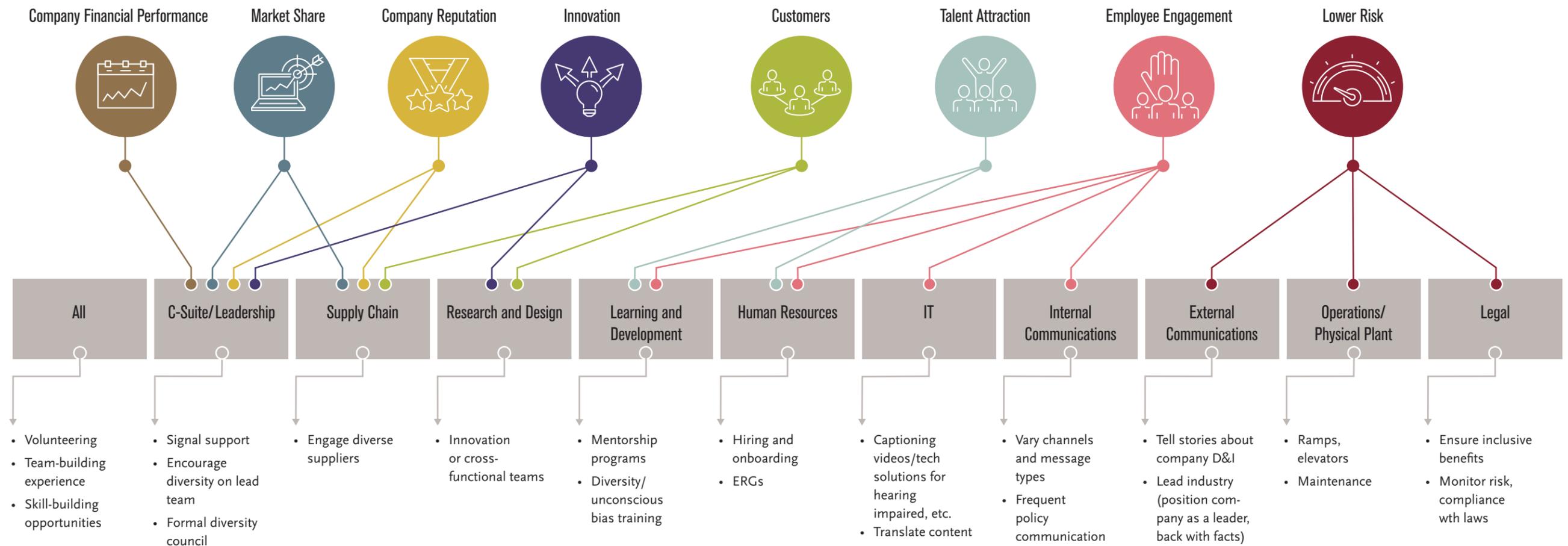
Highly diverse and inclusive businesses perform better on a variety of business dimensions, which corporate citizenship professionals should bring up in conversation with their colleagues across the firm.

DEPARTMENTS INVOLVED

Depending on audience, corporate citizenship professionals should emphasize benefit(s) of D&I that are most pressing to the department's motivations and needs.

ACTIVITIES

Corporate citizenship professionals should explore ways to support and coordinate these activities, which are traditionally handled by other corporate departments.



Did You Know?

1. Center for Talent Innovation. (2013). Innovation, diversity, and market growth. Retrieved from http://www.talentinnovation.org/_private/assets/IDMG-ExecSummFINAL-CTI.pdf

2. Andrevski, G., Richard, O. C., Shaw, J. D., & Ferrier, W. J. (2014). Racial diversity and firm performance: The mediating role of competitive intensity. *Journal of Management*, 40, 820-844.

3. Kaplan, D. M., Wiley, J. W., & Maertz, C. P., Jr. (2011). The role of calculative attachment in the relationship between diversity climate and retention. *Human Resource Management*, 50, 271-287.

Company Financial Performance

a. Andrevski, G., Richard, O. C., Shaw, J. D., & Ferrier, W. J. (2014). Racial diversity and firm performance: The mediating role of competitive intensity. *Journal of Management*, 40, 820-844.

b. Roberson, Q. M., & Park, H. J. (2007). Examining the link between diversity and firm performance: The effects of diversity reputation and leader racial diversity. *Group & Organization Management*, 32, 548-568.

Market Share

a. (Competitive advantage) Andrevski, G., Richard, O. C., Shaw, J. D., & Ferrier, W. J. (2014). Racial diversity and firm performance: The mediating role of competitive intensity. *Journal of Management*, 40, 820-844.

b. (New markets) Center for Talent Innovation. (2013). Innovation, diversity, and market growth. Retrieved from <https://www.talentinnovation.org/assets/IDMG-ExecSummFINAL-CTI.pdf>

Company Reputation

a. Bear, S., Rahman, N., & Post, C. (2010). The impact of board diversity and gender composition on corporate social responsibility and firm reputation. *Journal of Business Ethics*, 97, 207-221.

Innovation

a. Center for Talent Innovation. (2013). Innovation, diversity, and market growth. Retrieved from http://www.talentinnovation.org/_private/assets/IDMG-ExecSummFINAL-CTI.pdf

Customers

a. McKay, P. F., Avery, D. R., Liao, H., & Morris, M. A. (2011). Does diversity climate lead to customer satisfaction? It depends on the service climate and business unit demography. *Organization Science*, 22, 788-803.

Talent Attraction

a. Herring, C. (2009). Does diversity pay?: Race, gender, and the business case for diversity. *American Sociological Review*, 74, 208-224.

b. Center for Talent Innovation. (2013). Innovation, diversity, and market growth. Retrieved from http://www.talentinnovation.org/_private/assets/IDMG-ExecSummFINAL-CTI.pdf

Employee Engagement

a. Kaplan, D. M., Wiley, J. W., & Maertz, C. P., Jr. (2011). The role of calculative attachment in the relationship between diversity climate and retention. *Human Resource Management*, 50, 271-287.

Lower Risk

a. (intangible value) Ocean Tomo. (2015). Annual study of intangible asset market value from Ocean Tomo, LLC. Retrieved from <http://www.oceantomo.com/2015/03/04/2015-intangible-asset-market-value-study/>