

Strictly confidential

**Chief Diversity, Equity & Inclusion Officer RFP
Submission
April 2, 2021**



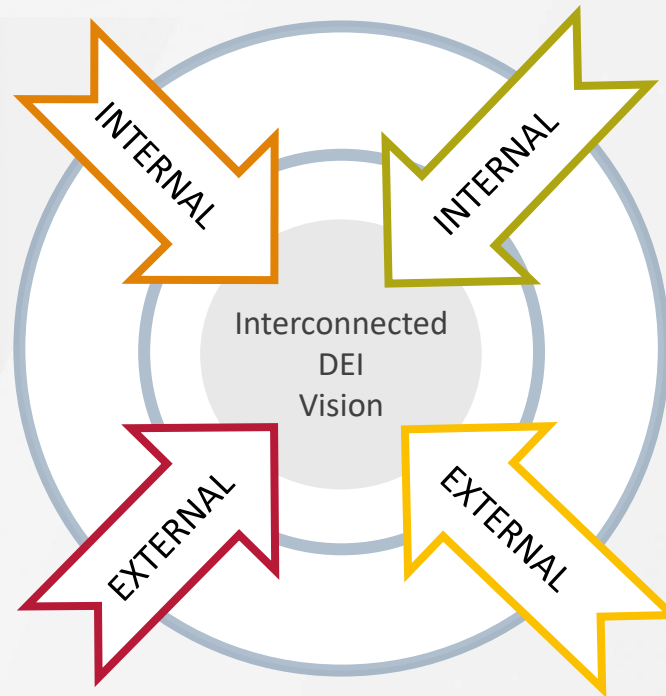
Chief DEI Officers can impact the business through internally and externally focused strategy and action

Diverse Workforce

Hiring, developing and retaining a diverse workforce across all levels of the organization while working to reduce or eliminate unintentional bias in talent systems

Commercial Impact

Evolving commercial strategies, systems and processes to advance diversity and inclusion in the company's commercial ecosystem, including customers, suppliers, partners, and end consumers



Inclusive Culture

Fostering an environment of inclusion, where employees can feel simultaneously authentic and unique, and a sense of belonging

Social Impact

Working to repair inequitable systems and outcomes outside the company through philanthropy, advocacy, investing and direct community engagement.

CDO Role Specification

Criteria	Must Have	Nice to Have
Functional Expertise		
Diversity, Equity and Inclusion	✓	
Talent Lifecycle (Acquisition, Development, Management)		✓
External Stakeholder Engagement	✓	
Business/Operations		✓
Supplier Diversity	✓	
Leadership Experience		
Proven influencing skills at C-suite and Board level	✓	
Ability to craft a strategic vision and implementation plan	✓	
Project / Program Management expertise	✓	
Experience building / hiring an HR / DEI team		✓
Experience as external voice on DEI matters (e.g. thought leadership, speaking engagements)		✓
Sector Experience		
Current or Related Industry Sector		✓
Best-in-Class DEI	✓	

Individuals and Teams must Build and Practice **Inclusive Leadership** to build a culture that successfully attracts, retains and develops a diverse workforce

Three dimensions comprise Inclusive Leadership:

Leadership Skills	Taking Action	Personal Learning
Is the leadership demonstrating behaviors that support their ability to work across difference?	Is the leader taking action to increase diverse representation and inclusive culture in their organization?	Is the leader learning about and connecting D&I issues outside their organization to challenges inside their organization?



Influencing
Collaboratively



Team
Leadership



Developing
Talent

+



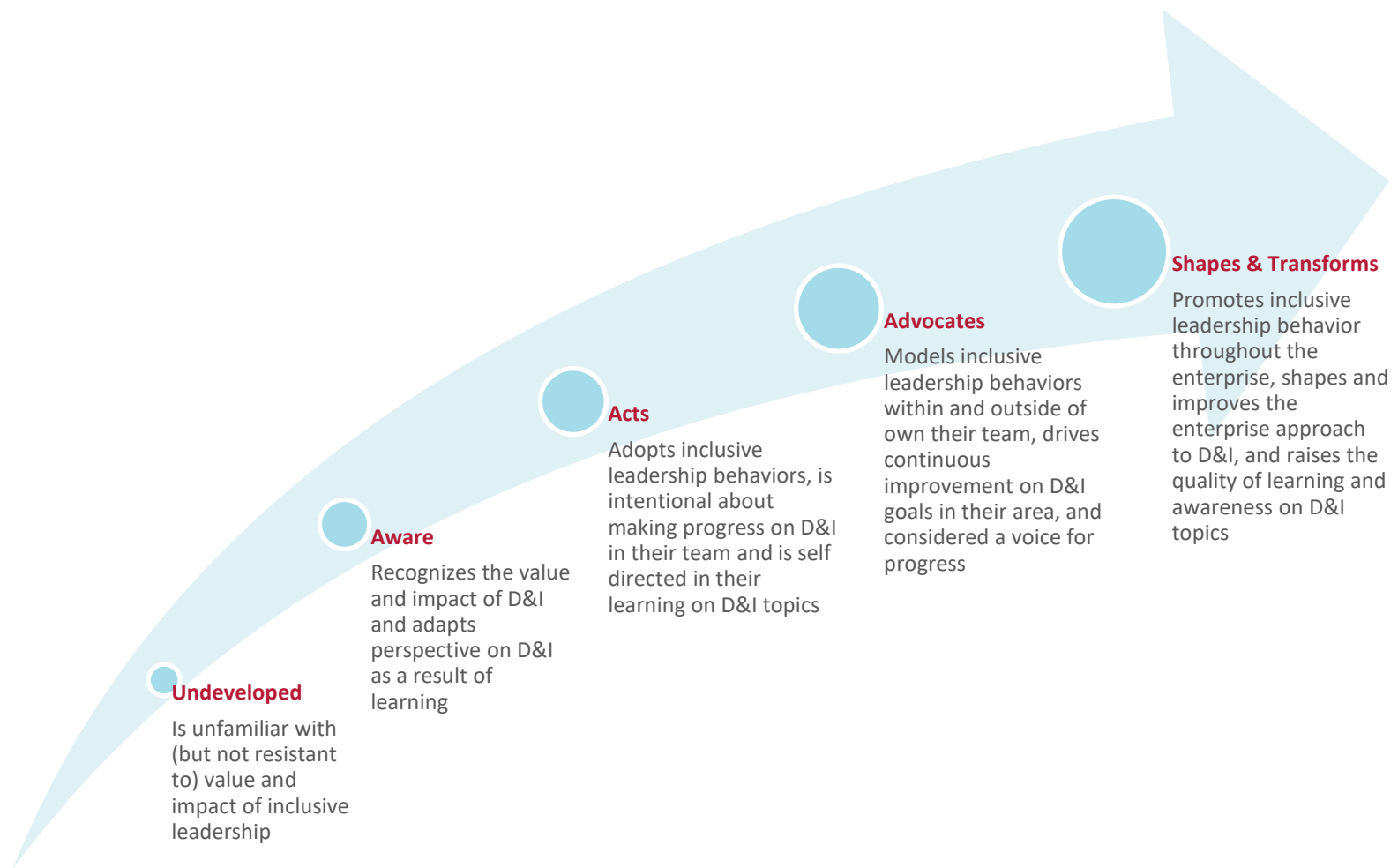
Taking Action

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Personal Learning

Inclusive Leadership is both a mindset AND a skill that can be developed intentionally



Chief DEI Officer: key competencies – *for discussion*

	Competencies	Indicators for CDIO Candidates
	Shaping Strategy 	Leading organizations to make choices about where and how they play. It involves proactively looking for and making sense of complex data, trends and dynamics on a continually evolving basis, understanding and anticipating the potential impact these may have, and responding by translating these into multiple dynamic and impactful opportunities for the business so as to remain competitive and differentiated.
	Delivering Results 	Driving for results and high performance. As the scale rises, the way people do this gets more sophisticated. It is supported by personality of persistence and achievement and reflects the behaviors typically associated with the achievement motive, varying according to complexity of thinking and scale of impact.
	Leading Change 	Building a culture of change by transforming and aligning an organization through its people to move in a new and challenging direction. It is about energizing a whole organization to want to change so that the impact is far larger than any individual could normally have alone.
Inclusive Leadership Index	Developing Talent 	Developing the long-term capabilities of others and the organization and finding satisfaction in influencing or even transforming someone's life or career. Effective people developers are often those who like the idea of making themselves redundant or growing their people beyond themselves and taking pride in that. People should be developing regardless of background or gender; if people are only developing those like them or those they like, then they are not performing at full competence.
	Influencing Collaboratively 	Effectively working with peers, partners, and others who are not in the line of command, to positively impact business performance as well as to resolve issues in a constructive and non-abrasive way.
	Team Leadership 	Focusing, aligning, building, enabling and inspiring, effective groups in one's immediate organization. It includes leadership roles in cross-functional, cross-organizational, or virtual project teams as well as conventional line or staff management positions.