



RESEARCH REQUEST

Diversity Councils Best Practices

January 2015

Introduction

Internal diversity councils are a valuable component of a company's diversity and inclusion strategy, because they provide "an inclusive and effective mechanism for managing"¹ and initiating diversity and inclusion (D&I) programs. The U.S. Offices of Personnel Management's *Government-Wide Diversity and Inclusion Strategy: 2011*, for example, mandates the creation of a "formal diversity and inclusion council at each agency with visible leadership involvement."² The report is the implementation plan for President Barack Obama's *Executive Order 13583 on Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*.

The best diversity councils successfully integrate their companies' D&I programs with their operations, strategies, and missions and objectives. Moreover, they provide platforms for assessing the effectiveness of the D&I function, introducing reform, and overseeing the D&I function. They also demonstrate their companies' commitment to D&I. This report looks at various types of diversity councils, their strengths and weaknesses, and how they are structured and governed. It also provides recommendations on how to design, create, and establish a council for your enterprise. It focuses on how to promote your council and gain the necessary resources and support to ensure its success.

Defining: What is a Regional Council?

It is important to clarify terms before getting too deep into the process, because one person's D&I Council is another individual's employee resource group. In fact, D&I Councils come in many forms and have a variety of structures and names, but many observers agree that there are three basic types.

Type 1: Executive Diversity Councils

Executive diversity councils are composed of executive leaders and officers who are responsible for aligning the D&I program with the corporate mission and strategy, demonstrating the commitment of the company's leadership to diversity, and ensuring the application of the D&I strategies at all levels of the organization. A company's CEO may chair this council and/or appoint its membership, which generally includes executive committee members and senior management. This approach demonstrates that the company sees D&I as a high priority. Raytheon's Executive Diversity Leadership Team (EDLT) is an example of this type of council. According to the defense and aerospace systems company, the EDLT is "composed of senior

leaders that report directly to the CEO. They sponsor, review, and approve diversity initiatives, thus driving diversity throughout Raytheon.”³

Diversity Best Practices has published a practical definition of this type of council:

“Usually led by the chairman, CEO or chief diversity officer, [executive diversity] councils are made up of senior vice presidents, vice presidents, business-unit heads or other high-level leaders from all of the key company’s business functions or core businesses. In general, this council develops the comprehensive, integrated diversity strategy that drives company best practices, goals and objectives, and monitors the company’s progress against those goals and objectives.”⁴

Type 2: Advisory or Regional Councils

Designed to provide greater representation of the diversity of a company’s workforce, *advisory or regional councils* are often larger than *executive diversity councils*. These councils implement the diversity strategy and policies established by the executive council. They are also responsible for advising company leadership on the company’s diversity and inclusion needs and the progress of diversity initiatives throughout the organization.⁵

An organization may create several councils to represent multiple business units, locations, or operational components. The University of Rochester adopted such a structure following an intensive D&I benchmarking process, which included best-practice visits to other campuses. The benchmarking team discovered that “one of the hallmarks of embedding diversity, inclusiveness and cultural competence into an organization is the establishment of Diversity Councils.”⁶ Consequently, the University made diversity councils a central component of its diversity strategy and instituted a program to encourage and enable each academic department and administrative and service unit to create its own Diversity/Cultural Competency Advisory Council. The role of these subordinate councils is to “ensure that their diversity initiatives align with the unit’s strategic goals. In addition, diversity councils help to improve teamwork and increase creativity and productivity when employees feel their opinions are valued.”⁷

Sodexo North America has a sophisticated structure of in-house advisory councils. Its parent, the French-based Sodexo Group is a leading provider of on-site services, benefits and rewards services, and person and home services to companies, hospitals, schools,

individuals, and communities. A strong advocate of diversity councils, George Chavel, its president and chief executive officer, believes that a proactive diversity and inclusion strategy is a central component to success. While addressing a symposium sponsored by the Hispanic Association on Corporate Responsibility (HACR) symposium, Chavel asserted, “With the world around us becoming increasingly diverse, being inclusive is not only the right thing to do as a good corporate citizen, it strengthens our business.”⁸

Sodexo North America’s Cross-Market Diversity Council (CMDC) is an example of a companywide advisory council responsible for helping the company develop effective, culturally competent D&I programs. The company created the CMDC to advise the company’s Diversity Leadership Council (DLC). The CMDC is “comprised of managers and leaders who want to foster a more diverse and inclusive Sodexo”; its charge is “to collaborate and operationalize the diversity plan within each business line; serve as thought leaders to advance the diversity & inclusion strategy; implement diversity & inclusion at a regional level and align with our Employee Business Resource Groups.”⁹

Type 3: Employee-driven Diversity Advisory Groups

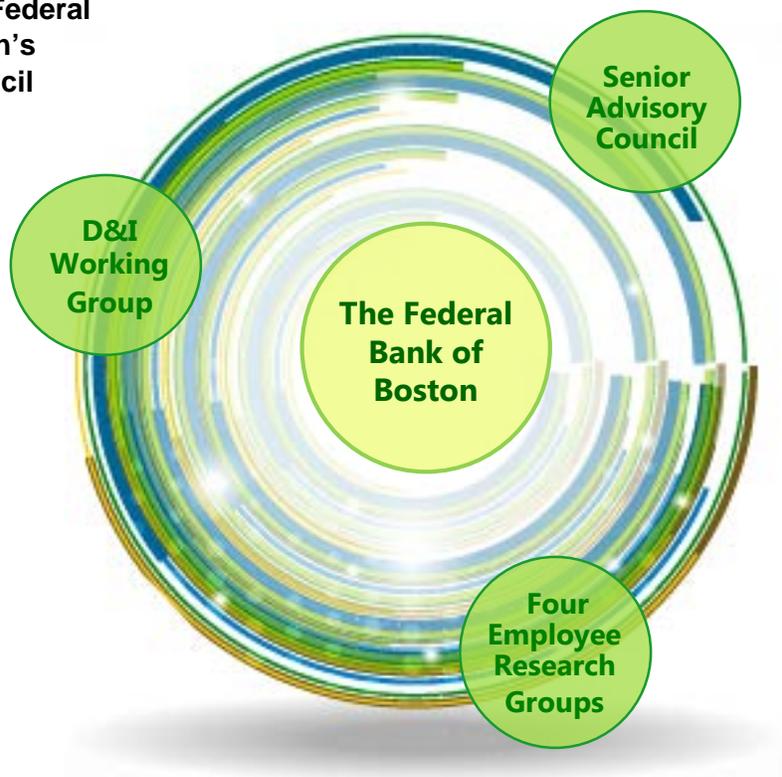
Sodexo’s Employee Business Resource Groups (EBRG’s) are examples of the third type of diversity councils, “*employee-driven diversity advisory groups*,”¹⁰ which are commonly known as employee resource groups, affinity groups, business resource groups, associate resource groups, or business or employee networks. According to Sodexo, employees “organize EBRG’s around a sense of shared interests and experiences, or a common dimension of diversity. [They] provide networking, professional development, and learning opportunities; visibility and access to senior leadership; opportunities to impact business results, community involvement; and resources and support systems.”¹¹

Employee-driven groups may begin as local clubs, representing a broad range of affinity groups, such as Blacks, Latinos, or Asians and single parents, GLBT employees, or people with disabilities. They may evolve into global networks, advancing the global needs of the business and their widespread constituencies. For example, Bank of America has more than 200 chapters of its Employee Networks across the globe. According to the bank, the networks enhance “the development and engagement of more than 60,000 employee members through numerous events each year, focused on networking, mentoring and encouraging each other’s development, leadership, and success.”¹²

Aligning and Collaborating: The Importance of Structural Clarity

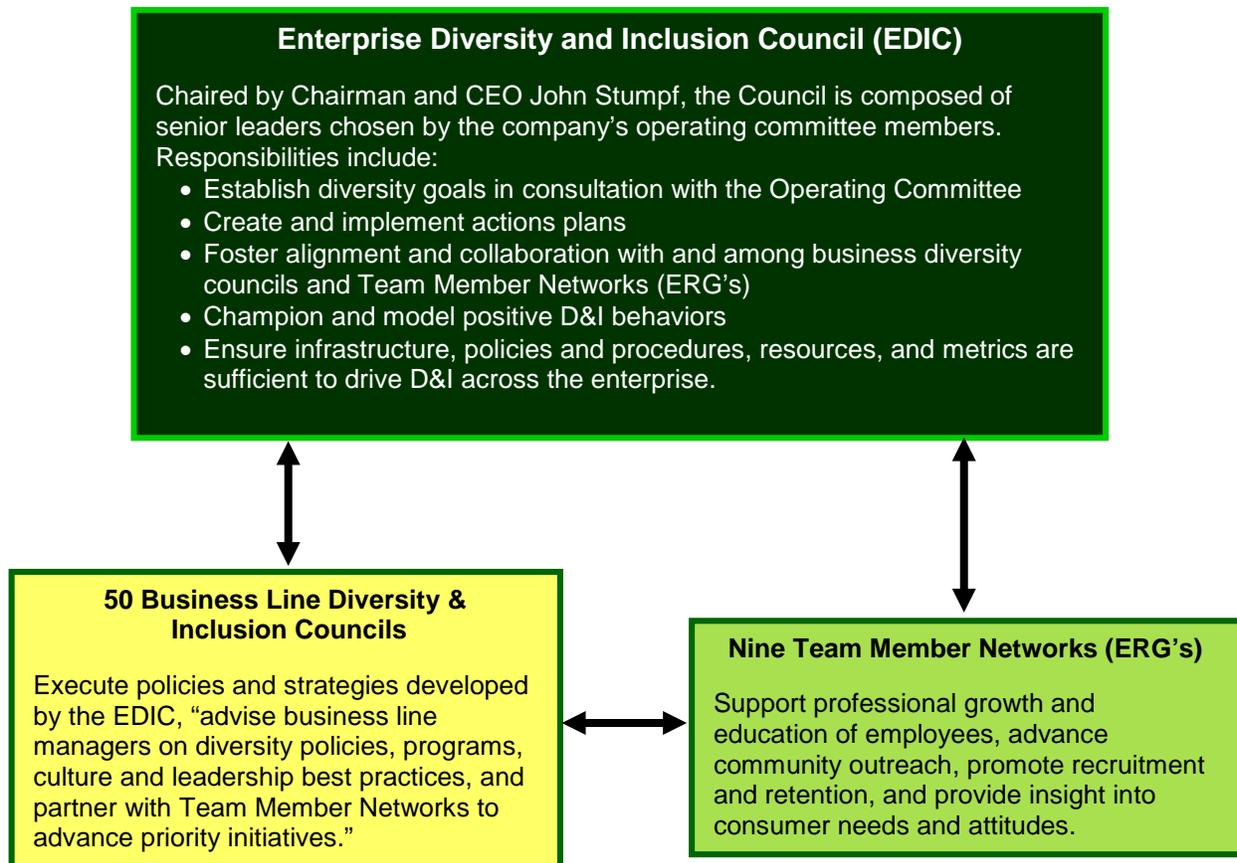
It must be noted that this report does not focus on ERG's, but references them, because *employee-driven diversity advisory groups* often play key roles in supporting and advising *executive* and *regional diversity councils*. Just as there are three models of diversity councils, there are often three components to a company's in-house advisory council structure. As portrayed in Figure 1, the Federal Reserve Bank of Boston follows this model. The Bank's Senior Advisory Council, a group of senior officers, provide guidance and leadership for D&I programs, initiatives, and strategy. The Diversity and Inclusion Working Group (DIWG) is composed of employees who represent a cross-section of the Bank's community. They advise and assist implementation of D&I programs, raise issues and concerns to drive implementation of the D&I strategy, and work closely to support and advise the Bank's ERG's. In fact, ERG representatives sit on the DIWG and help implement its programs and support its mission. The Bank relies on the ERGs to help recruit and retain "diverse talent, promote cultural awareness at the Bank, and advance the Bank's strategic objectives."¹³

Figure 1: The Federal Bank of Boston's Diversity Council Structure



The consumer and business financial services provider, Wells Fargo, uses a similar structure to enable and promote ongoing dialogue on D&I linking corporate, regional, and local operations (see Figure 2). This structure helps ensure that the leadership and the workforce are aware of the importance of diversity and in sync with the company's D&I initiatives.

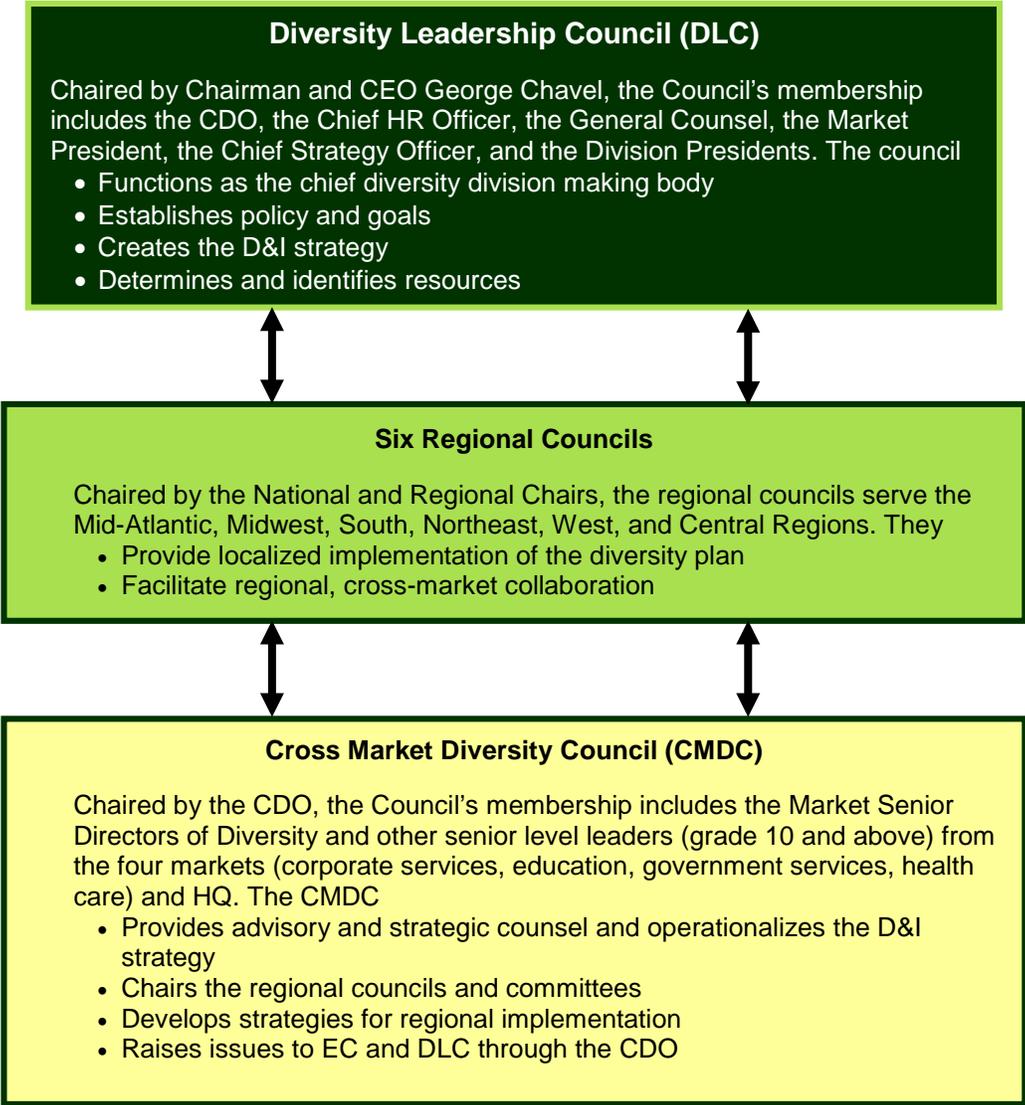
Figure 2: Wells Fargo's Diversity Council Structure¹⁴



McGraw Hill Financial, which provides the global commodity markets with credit retains, benchmarks and analytics, sees the communication function as one of the chief responsibilities of diversity councils. The company designed its councils to "provide a structured connection between group members and McGraw Hill Financial's leadership."¹⁵ According to Terri Austin, the firm's vice president for diversity and inclusion, the company uses its councils to "bridge the workplace to the marketplace by celebrating our cultural differences and understanding how those differences impact our ability to exceed our customers' needs."¹⁶

Sodexo North America’s three-part structure provides a communications loop that facilitates an ongoing flow of information, guidance, and ideas that that cycles throughout the company. The structure also reinforces the leadership and company’s leadership reputation as a diversity leader. This commitment is embodied in the Diversity Leadership Council (DLC) chaired by Chairman and CEO George Chavel. In addition, market presidents and the members of the company’s executive committee serve as executive sponsors of the Cross Market Diversity Council (CMDC) on a rotating basis, model exemplary D&I behaviors, provide resources in support of the D&I mission programs, and ensure ongoing interaction and communication between the DLC and the CMDC. Figure 3 provides more detail on this three-part structure.

Figure 3: Sodexo North America Diversity Council Structure¹⁷



Identifying Best Practices

The Wells Fargo, McGraw Hill Financial, and Sodexo council structures are particularly effective, because they all advance three D&I priorities. According to Diversity Best Practices, most successful diversity council programs:

- Demonstrate the commitment of top management to diversity and inclusion
- Embed the diversity and inclusion function across the enterprise with strong connections to business units and operational divisions
- Clearly delineate diversity roles and responsibilities and provide for ongoing assessment to ensure effectiveness¹⁸

D&I professionals who are developing internal D&I councils for their companies should ensure that these practices inform the entire planning process.

Nelvia M. Brady, director of ethnic diversity at Trinity Christian College, also recommends that planners and leaders of D&I councils ask themselves three questions to ensure that their groups have the attributes associated with the most productive panels:

- “Is the diversity group accountable?” The council and its members “must be accountable for its actions and mission.”¹⁹ Consequently, the council’s mission, goals and objectives, and purpose should be well defined and realistic. The plan for the council should also provide for “open and honest communications, periodic reporting on activities and accomplishments, and opportunities for feedback and input.”²⁰
- “Is the diversity organization business-case oriented?” The council’s function should align with the business strategy and the enterprise’s goals and objectives.²¹
- “Is the diversity organization committed and credible? Just as Sodexo expects its executives to exhibit exemplary D&I behaviors, members of all diversity groups should be seen to be “true diversity champions” to demonstrate their commitment their company’s diversity program and objectives.²²

It is important to incorporate the three best practices in the planning phase and be able to answer the three questions in the affirmative before launching a diversity council (or councils).

The best way to achieve these objectives is to consider them throughout the planning process. Project planning is key. The upfront time spent in researching, discussing, evaluating, sharing, and examining will pay significant dividends when launching a council, as well as generating high-level support for the program. Of course, planning is often code for procrastination, so be careful to avoid that pitfall.

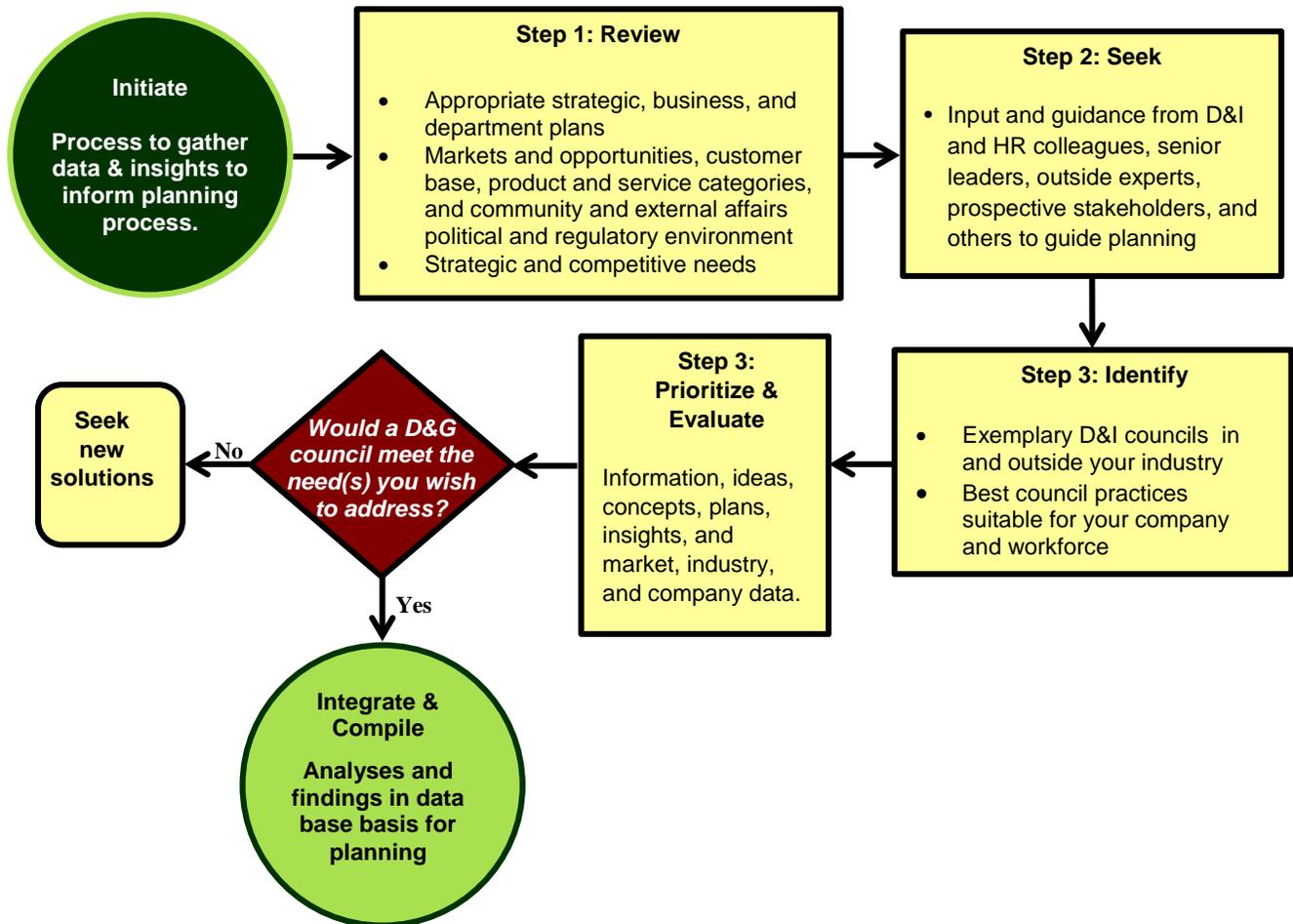
Getting Started

In *Project Management in Practice*—a leading text of its field— Samuel Mantel and co-authors assert that “general management’s success is dependent on good planning. For projects, however, planning is much more carefully detailed, and project success is absolutely dependent on such planning.”²³ This counsel certainly applies to creating an advisory council or introducing a program of multiple councils. Before beginning composing a project plan, be sure to invest adequate time for deliberation, information gathering, and analysis. This initial effort also provides an excellent opportunity to socialize the idea with stakeholders.

Do not forget to look outside the company to gain information about the organization’s markets, competitors, and customers. Review articles in the business press and industry reports and visit competitor and industry web sites. Be careful to ensure that the findings of your extensive research effort are complete, systematized, and accurate. Putting all the data and thoughts in order will make project planning much more efficient and effective.

Figure 4 outlines an initial data collection process that helps align the project design with the company’s culture, business goals, and strategies.

Figure 4: Data Gathering and Initial Planning Process



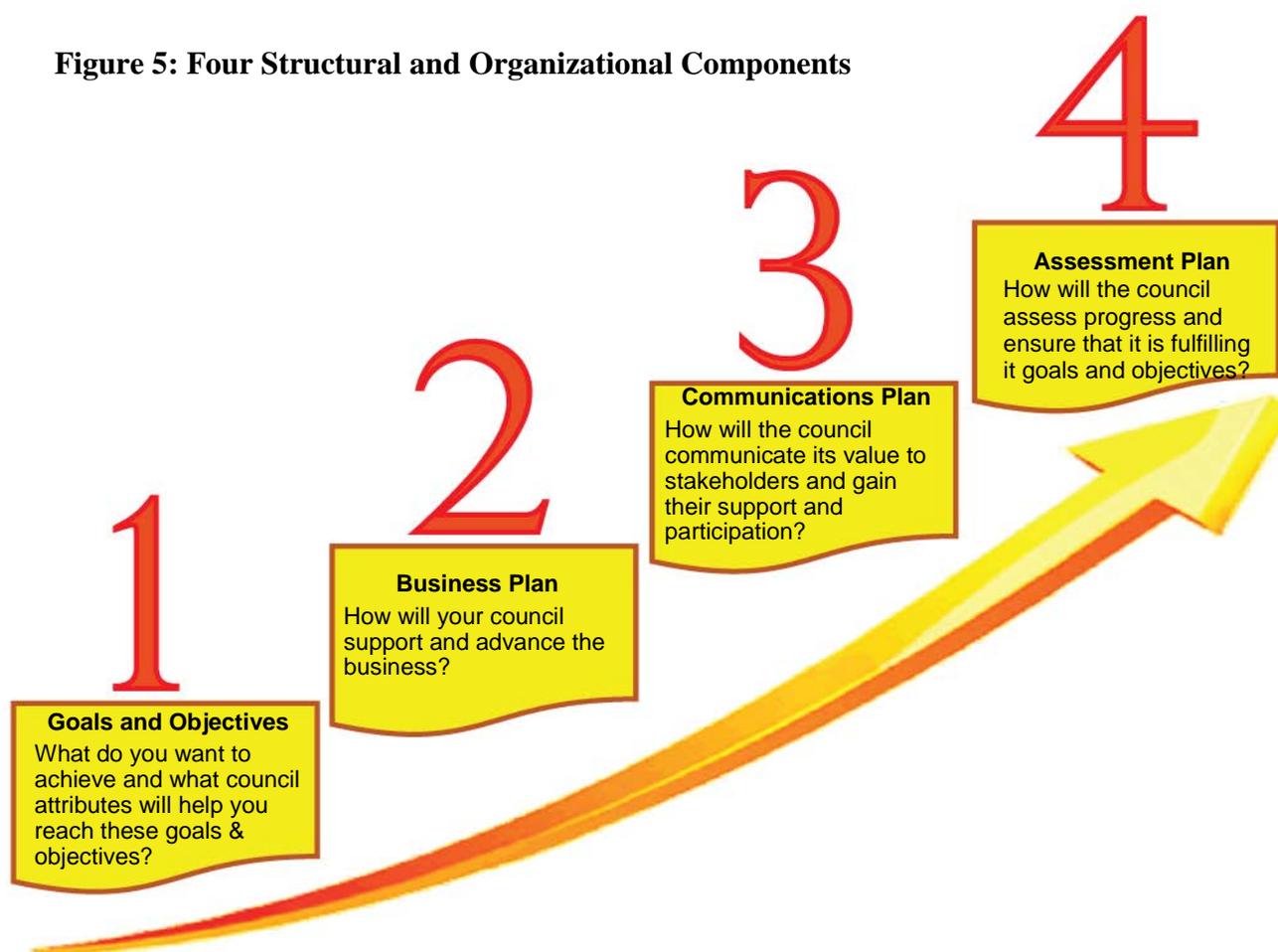
Building a Solid Structure

Once the initial information-gathering phase has been completed, it is time to focus on structure. From sonnets and symphonies to bridges and buildings, the finest human creations begin with solid, singular structures. If you intend to establish an effective D&I council, you need to design and construct a framework, which will synchronize every element of the council and integrate them with your company's communications and decision-making processes. As seen in the examples from Sodexo, the University of Rochester, McGraw Hill Financial, and Wells Fargo, successful councils leverage strong organizational, governance, and communications configurations that engage the participation of company leadership, other stakeholders, and

local, regional, and global operations. They capitalize on well-defined lines of authority, designations of responsibilities, and communication links and feedback loops that facilitate interaction between company leaders, organizations, and employees.

The challenges of creating a complex entity with many moving parts may seem daunting—and they can be—but the process is straight forward and the steps are clear. Base your organizational plan on four components, which are outlined in Figure 5:

Figure 5: Four Structural and Organizational Components



Defining your Goals and Objectives

Of course, you must ensure that you have a defined and agreed-upon set of goals and objectives when you begin the planning process. However, you need to allow the data gathering process to inform your selection and ensure you understand the opportunities and pitfalls associated with the creation of D&I councils. A central aspect of this process is deciding the

attributes of your council (or councils) that will help ensure continued success. More specifically, you want to determine what characteristics will make your council successful. In general, the most effective D&I councils adhere to a set of common principles. They

- Align their organization and programs with business needs, practices, and strategies
- Have a long-term strategy, stated purposes, goals, and objectives, and a mission statement
- Work closely with executive and operational leadership, diversity and human resources leadership, staff, and organizations (especially employee resource groups)
- Develop links with outside diversity, industry, professional, and community groups
- Recruit diverse membership and actively and visibly engage with distant organizations in multi-site and global companies
- Earn senior leadership support and participation
- Demonstrate the importance of diversity to the success of the enterprise
- Communicate their goals and objectives, program efforts, and successes consistently and repeatedly to the enterprise and its workforce
- Secure a reputation as a source of good counsel, support, and understanding

Developing your Business Plan

Achieving your goals and objectives depends, in large part, on your success in supporting the needs of your company. Consequently, it is essential that you develop a business plan that connects your council's objectives, activities, and programs to your company's strategic goals and business objectives. Your plan should clarify how your council will advance the company's business imperatives in:

- Business development, product innovation, and marketing intelligence
- Employee engagement, innovation, recruitment, and retention

- Diversity and inclusion awareness and alignment with company goals
- Brand enhancement
- Public relations and public affairs communication
- Community development and in raising the company's profile in its service areas

Your plan should be very specific on how D&I and the diversity council will drive company growth and enhance its reputation as an industry and market leader, a supportive and innovative employer, and a socially responsible enterprise. In addition, the business plan should enumerate the impacts of the council on reducing costs and improving efficiency. Another focus should be its role in raising professional standards and its part in attracting talented professionals, reducing turnover among knowledgeable and productive employees, and facilitating employee communication, interaction, and engagement. The plan also should explain the council's role in tackling problematic workplace issues, such as working with a disability, achieving work-life balance, unveiling unwritten rules, moderating diversity-related discord, and increasing morale and loyalty among neglected populations in the workplace.

A cogent, authoritative business plan—one that includes budgets, non-financial costs, timelines, performance management tools, and ROI analyses—will demonstrate your proposal's professionalism and thoroughness. A compelling plan will help convince high-profile company leaders that the council will advance the company's business goals and why their participation in the council would benefit their professional reputations.

Creating your Communications Plan

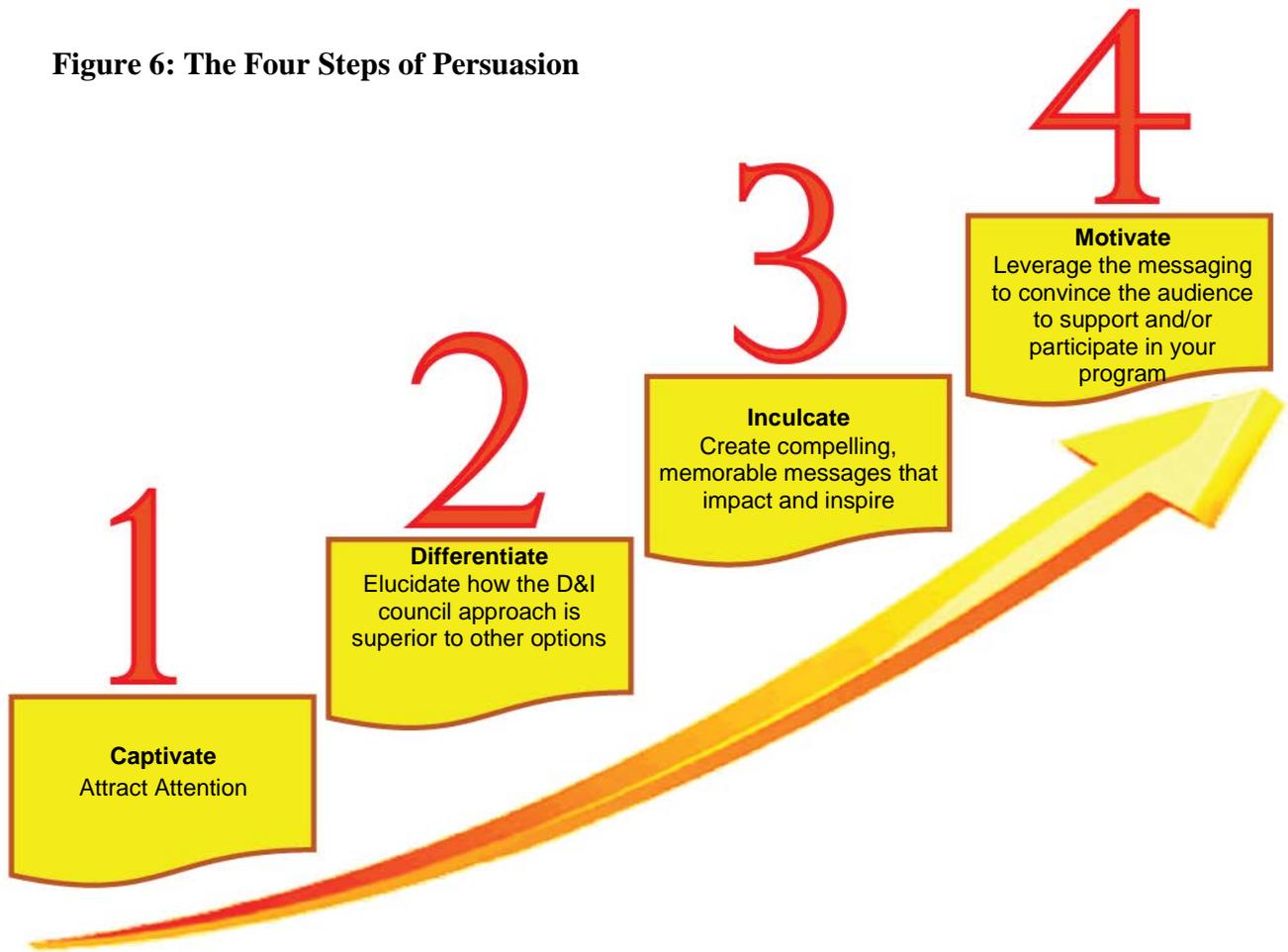
All of your hard work will be diminished if no one knows what you are doing. Consequently, you should create a communications strategy to ensure that you inform the peoples that need to know, want to know, and do not know they want to know. You should base your plan on public relations and marketing communications best practices. Superior communications plan campaigns have common attributes. They are

- Insight-based and project an understanding of the needs and wants of their audiences

- Ethical, authentic and convincing
- Captivating and break through the clutter of the messages that constantly bombard your target audience.
- Differentiated and specify why your program is superior to past efforts that may not have delivered on their promises
- Motivating and persuade the audience to take action.²⁴
- Memorable and make a lasting impression.²⁵

Your communications plan should focus on developing a focused set of develop messages that speak directly to your audience in informed and personal ways. That is, they should touch on particular needs and desires. This *insightful* approach demonstrates that you understand and appreciate your target audiences circumstances and perspectives. *Insightfulness, empathy, credibility, and unity* are the foundational elements of good messaging. These strengths support the development of marketing content that *captivates, differentiates, inculcates, and motivates*. These are the four steps of the persuasion that are delineated in Figure 6.

Figure 6: The Four Steps of Persuasion



Be sure to design communications that *captivate* your audience’s attention, use an innovative theme to unify its components, and leverage original and provocative messaging to *differentiate* your program from other, perhaps less successful, ones. Target your audience carefully and be persistent, using the power and reasonableness of your arguments to *inculcate* the value of your program in the minds of your audiences and *motivate* them to support your effort and/or—depending what segment of your audience are targeting—participate.

Ensuring Accountability

As you may recall, the *first* of Nelvia M. Brady’s three questions was “Is the diversity group accountable?”²⁶ A council’s success depends on its ongoing effectiveness and its ability to demonstrate value to the enterprise and its leadership. Brady advises that the “plan for the

council should also provide for open and honest communications, periodic reporting on activities and accomplishments, and opportunities for feedback and input.”²⁷ Councils that do not benchmark limit their possibilities, often fail to thrive, and can lose focus. Benchmarking enables your council to evolve, quantify its contributions to the business, measure itself against other councils, and break free of habits and practices that have outlived their usefulness. Benchmarking drives progress. Consequently, *not* benchmarking is *not* an option.

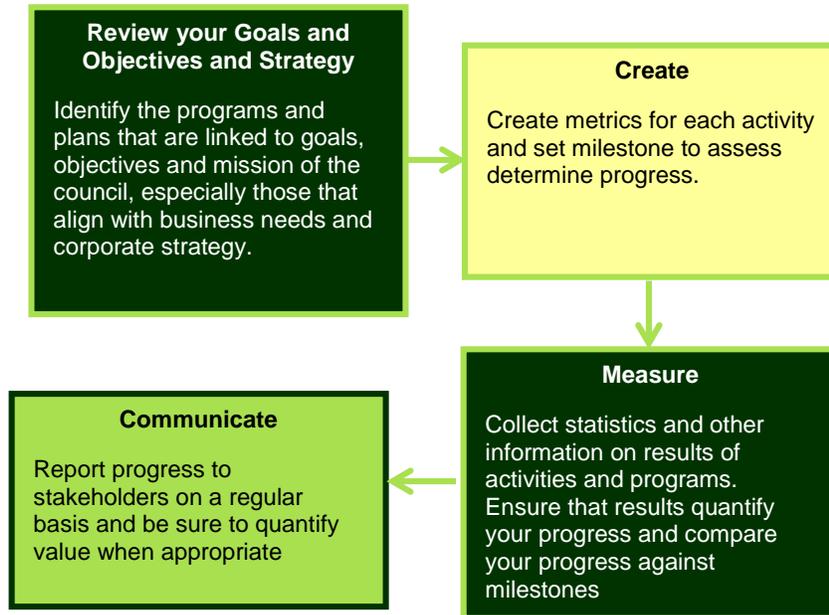
It is common to view benchmarking as a necessary, but irksome task, but, the process can be inspiring. Being able to understand where you stand, weigh your successes, identify your shortcomings, and plot your future is energizing. Being uncertain of your situation and confused about your path forward can be disquieting and enervating. Moreover, the benefits of benchmarking easily outweigh its challenges.

We urge you to develop an assessment model that focuses on your council's success in meeting the needs of your stakeholders, and we encourage you to follow some basic guidelines in designing your council's measurement system.

- Assess only what you are willing to change
- Understand and believe in the value of metrics and let this understanding shape the development and implementation of the process
- Create procedures for correcting the issues you identify and commit to implementing them
- Measure everything of significance. You cannot fix what you do not measure
- Focus on evaluating business impact. This has the greatest influence on success
- Be attentive to the important subjective elements that cannot be quantified

With those caveats in mind, you can begin developing your system of benchmarking following the four-step process detailed in Figure 7.

Figure 7: Five-Step Benchmarking Process



Developing the assessment tool is a continuation of many of the tasks you will have already completed, because you will have developed goals and goals and objectives and actions and plans outlined in the strategic plan. The next step is establishing the measurements for the activities that you wish to measure. In developing your evaluation process, you should also be sure to include all relevant stakeholders, be holistic in approach, and measure your impact on the business, the workforce, the marketplace, the community, and the industry.

We cannot under-estimate the need for an evaluation system that measures the progress you are making in achieving your goals and objectives. Your metrics must be credible, provide subjective and objective results, make a strong case for your council's value to enterprise in terms of business needs (revenue growth, expense reduction, workplace improvement, and brand enhancement, as well as advancing the D&I mission). Assessment is a vital task.

Writing your Charter

Now that you have completed the four steps and have your four deliverables in hand (your goals and objectives, and your business, communications, and assessment plans), you need to

formalize your ideas, decisions, and plans in a charter and by-laws. The charter and by-laws will form the blueprint that define your council's organizational structure (rules, practices, & procedures) and delineates modes of operation and governance. They define purpose, goals, objectives, and mission and indicate how you will

- Align your operations with business practices and strategies, diversity and inclusion, and ERGs and organizations
- Work and communicate with diversity staff, senior leadership, the workforce, other D&I councils, ERGs, communities and outside organizations
- Operate and govern your council (officers, elections, membership, powers, voting, amendments)

You may have already developed a charter for an organization you have organized and/or led, and you will benefit from these past experiences. We urge you to review diversity charters of existing D&G Councils within and outside your industry. Many of these councils are on-line, and we encourage you to scan the internet for examples. In preparing the report, there are many useful examples, including the following, which are the most comprehensive we reviewed:

- The AMR Corporation, "Charter of the Diversity Committee of the Board of Directors of AMR Corporation," (last accessed January 13, 2014) The corporation is the parent company of American Airlines and US Airways,
<https://www.aa.com/content/images/amrcorp/diversitycommitteecharter.pdf>
- The Minnesota Department of Transportation, "Diversity Council Charter: May 2009" (last accessed January 13, 2014)
<http://www.newsline.dot.state.mn.us/images/10/jan/divcharter.pdf>
- The U.S. Department of Commerce, "Diversity and Inclusion Council Charter, March 21, 2013 (last accessed January 13, 2014)
http://hr.commerce.gov/s/group/public/@doc/@cfoasa/@ohrm/documents/content/prod01_010289.pdf

All three of these charters are similar, and they include the vast majority of the information that is expected to be covered. Just a quick look at the section headings would be useful. Although the AMR council is a committee of the board and does not allow employees to become members, a look at the sections of its charter is still very useful. The AMR charter includes the following sections:

- A. "Organization" describes how the AMR Board of Directors will appoint the committee members; what constitutes a quorum; when the committee will meet; how the agenda will be established; how minutes will be written, distributed and approved; how the council will report back to the full board, and how the charter will be reviewed on annual basis. It also delineates the committee's leadership positions and their responsibilities.²⁸
- B. "Responsibilities" establishes the review, counsel and evaluation functions of the council, which include oversight of the human resources department, D&I policies, procedures, practices and activities; the identification of specific D&I issues and problem and amelioration efforts; the legal, regulatory and compliance issues with potential material impacts; and the development of new policies, programs, actions and procedures.²⁹
- C. "Role of the HR Departments" mandates the departments to establish annual diversity and inclusion objectives, goals, and action plans for the company and specific organizations and staff; provide an annual report D&I progress and periodic reports on various diversity initiatives; and establish "policies, procedures and programs with appropriate systems to ensure accountability and compliance."³⁰
- D. "Access to records/Consultants/Other items" provides an overview of the council's rights to access company records; meet with employees, outside counsel, and independent auditors; engage outside counsel and consultants, audit functions and activities; and obtain resources to support these activities.³¹
- E. "Delegation" discusses how the Board can form subcommittees to handle some of its responsibilities.³²

In addition to the three discussed, this report reviewed the council structures and procedures of numerous companies and organizations to prepare this report. It summarized the findings for seven of them in Table 1 to provide additional ideas for establishing your own councils.

Table 1: D&I Councils at Seven Companies and Organizations

| Company and Council Title | Council Structures | Functions and Comments |
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| Battelle Memorial Institute Diversity and Inclusion Council (D&I) ³³ | Memberships consists of 15-25 members of the staff who, as a whole, represent the workforce in terms of “geography, level, ethnicity, generation, organization, function, gender, sexual orientation, physical ability, religion, socio-economic status, and diversity of thought.” ³⁴ | <p>At least one of the members of the inclusion council must be from the Executive Committee and members are expected to serve 2 years and attend four meetings/year. Battelle’s CEO appoints the Council Chair.</p> <p>The Council’s mission is to “serve as a catalyst for achieving Battelle’s D&I objectives and business results through effective culture transformation.”³⁵</p> <p>The members see themselves as “advocates for staff and managers” and “bridge for senior leadership” to better understand the needs of the workforce. Their goal is to be “results-focused (visionaries, strategic thinkers, doers), role models of culture change (change agents), and professionals who are “current on the latest developments in the field of diversity and inclusion.”³⁶</p> <p>Their primary functions are to “advise the Executive Committee of opportunities and challenges associated with creating an inclusive work place, prioritize and lead” teams that address D&I issues and “to review and provide feedback to Employee Resource Groups (ERGs).”³⁷</p> <p><i>(According to Battelle, it is “the world’s largest nonprofit research and development organization, with over 22,000 employees at more than 60 locations globally.”³⁸)</i></p> |

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| <p>Duke Energy Diversity and Inclusion Council³⁹</p> | <p>Council membership reflects the composition of Duke Energy’s workforce “including race, gender, sexual orientation, ethnic origin, country of origin, age, legacy companies, organizational level, job function, location, and business group.”⁴⁰</p> | <p>The purpose of the Council is to “provide guidance for and feedback on enterprise diversity and inclusion efforts,” and may provide guidance of talent development, staffing, workforce planning and work/life balance.</p> <p>It also has an ancillary purpose—“educate and raise awareness among Council members themselves, so they may role model and champion diverse perspectives and inclusive behaviors within their own work environment.”⁴¹</p> <p>Duke Energy’s Diversity Steering Teams (DSTs) counsel “business group management on fostering an inclusive culture, helping to deploy initiatives and participating in and promoting learning activities.”⁴² They advance D&I through dialogues, training, and sponsorship of local projects operate at the group level in order to cascade information to all employees within the corporation. The four DST’s serve the Wind Generation and Commercial Transmission, Gas Operations, and Midwest Regulated and Unregulated Fossil and Gas Plants departments, and the Office of General Counsel.</p> <p><i>(Headquartered in Charlotte, N.C., Duke Energy describes itself as “the largest electric power holding company in the United States, supplying and delivering energy to approximately 7.2 million U.S. customers.”⁴³)</i></p> |
| <p>MGM Resorts International Corporate Diversity Council⁴⁴</p> | <p>Membership represents the company’s chief business disciplines (HR, purchasing, construction, sales, marketing, advertising, media relations,</p> | <p>The Board’s Diversity Committee, chaired by former U.S. Secretary of Labor Alexis M. Herman, develops diversity policy and oversees its implementation as part of company operations.</p> <p>The company also has its <i>Property Diversity Council</i>, which is comprised of executives from “property departments and divisions whose mission is to integrate diversity at the property level,”⁴⁵ the <i>Purchasing Diversity Council</i> (corporate and property purchasing representatives), and the <i>Construction</i></p> |

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| | diversity and philanthropy) | <p><i>Diversity Council</i> (members represent the construction interests within the corporation)</p> <p><i>(According to MGM Resorts International, it “is one of the world’s leading global hospitality companies, operating a portfolio of destination resort brands, including Bellagio, MGM Grand, Mandalay Bay and The Mirage.”⁴⁶)</i></p> |
| OfficeMax Diversity Council ⁴⁷ | <p>Chaired by VP-CDO who reports to EX-VP, Chief HR Officer, who reports to the president and CEO.</p> | <p>An advisory body closely linked to “overall diversity initiative and organizational business strategy”⁴⁸ Council sets forth the D&I strategy, which focuses on greater employee “participation and engagement” improvements to workplace processes, environment, and conditions.</p> <p>VP-CDO The Office is structured along four functional work areas, including Workforce Compliance, Community Relations, Workforce Diversity, and Supplier Diversity.</p> <p><i>(OfficeMax Incorporated is the result of the merger of OfficeMax and OfficeDepot, which was completed on November 5, 2013. The corporation says it “provides office supplies and paper, print and document services, technology products and solutions, and furniture to businesses and consumers.”⁴⁹)</i></p> |
| PwC Global Diversity and Inclusion Leadership Team ⁵⁰ | <p>Dennis M. Nally, PwC’s global chairman, sponsors the council, which is chaired by Agnès Hussherr. PwC France’s former</p> | <p>As PwC’s Global Diversity and Inclusion Leader, Hussherr is responsible for the PwC’s network diversity and inclusion strategy, which focuses on three D&I priorities: “drive leadership commitment and accountability,” “drive change through a focused and monitored change management plan,” and “embed diversity and inclusion with PwC’s DNA, applying a diversity lens in all of our business and people processes.”⁵¹</p> <p>PwC pursues these objectives through “explicit priorities and actions to propel the behavioural, process and cultural change</p> |

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|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Assurance Human Capital Leader was recently appointed the firm's Transformation Leader.</p> | <p>required to reinforce an even more diverse and inclusive leadership pipeline and workforce."⁵²</p> <p>Each council member represents one of 21 countries and is a Territory Diversity Leaders for a PwC member firm. Each Territory Diversity Leader reports directly to his or her Territory Senior Partner (Chairman) and "has responsibility for driving localized diversity and inclusion strategies that complement our network diversity and inclusion strategy."⁵³</p> <p><i>(According to PwC, the company has "offices in 157 countries and more than 195,000 people" and helps organizations and "individuals create the value they're looking for, by delivering quality in assurance, tax and advisory services."⁵⁴)</i></p> |
| <p>Xerox Executive Diversity Council</p> | <p>The council's membership consists of approximately 15 senior leaders. Members meet three times annually to review diversity practices and recommend changes and improvement to the CEO and head of human resources.</p> | <p>The council "focuses on workforce representation, work environment, diverse customer market, diversity practices, including training, [and] organizational efforts to improve multicultural diversity."⁵⁵</p> <p><i>(Xerox describes itself as " the world's leading enterprise for business process and document management, offering global services from claims reimbursement and automated toll transaction to customer care centers and HR benefits management."⁵⁶)</i></p> |

Getting the Most from your Diversity Council

As you can see from the above table and the information provided in this report, D&I Councils are well established throughout the private and public sectors. D&I Councils represent one of

the best and surest ways to integrate your company's D&I activities, demonstrate its executive team's commitment to diversity and inclusion, align D&I to business priorities, and enable councils, headquarters, D&I staff, ERGs and other employee groups, and business units and departments to work together effectively, honestly, and openly to advance D&I initiatives throughout the company and its subsidiaries.

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