INCLUSION

Creating Globally Inclusive & Culturally Competent Workplaces

TWITTER'S

I&D COUNCIL

Leading the charge on implementing inclusive practices

The Twitter I&D Advisory Council

"How do we support each other in building a diverse and inclusive workplace?"

In 2018, Twitter formed the Inclusion and Diversity (I&D) Advisory Council to support its goal of participating in the public conversation about inclusion and diversity. With movements sometimes beginning and often amplified on social media, convening I&D leaders to anticipate and strategize on the impact of these movements on workplaces and on I&D leaders seemed timely and appropriate.

I&D leaders are often called upon to address challenges that have not yet been solved by any organization. The council offers a safe and confidential space for I&D leaders from various organizations to develop approaches to societal issues that affect employees in their respective workplaces and how their organizations deliver products and services.

INCLUSION: Who are members of the council?
Twitter Advisory Council: The council comprises leaders who champion inclusion and diversity in organizations, communities, and educational settings, and those who offer diverse industry, generational, and geographical perspectives on I&D challenges. [See sidebar for full list of signees.]

IN: What are the council's goals?
TAC: The council has three goals: discuss and anticipate diversity and inclusion trends and influence related actions; amplify thought leadership, community, and actions through the use of our collective platforms; and create an informed, healthy inclusion and diversity community for ourselves, our work, our organizations, and the world.

IN: How is bias in artificial intelligence manifested, and how does it affect the role of I&D leaders?
TAC: Understanding bias in AI [artificial intelligence], ML [machine learning], and VR [virtual reality] is critical. Together with renowned experts, we are learning what we,

as I&D leaders, should know about AI and are determining how we should be involved in our respective organizations. For example, from our early engagement with UCLA Professor Ramesh Srinivasan and from the highly recommended book *Algorithms of Oppression* by Safiya Umoja Noble, we learned how the combining of data and algorithms can lead to unintentional outcomes, and that search engines can reinforce bias. Without an intentional I&D plan, the use of AI, ML, and VR in the development of products and services will rapidly outpace and exponentially impact more diverse people than any single person ever has. As we partner with experts and key leaders within our respective organizations, we will help inform others about steps we can take as I&D leaders to help minimize bias in our workplaces and our products.

IN: **Tell us about some current metrics that impact your work.**
TAC: Most organizations in the United States use self-ID [how people identify themselves] as a primary workforce representation metric. Here's what we know: the United States is becoming more multicultural; gender identity continues to expand; and self-ID outside the United States is prohibitive depending on the country.

There are also many unanswered questions about the impact of DNA testing on self-ID. In particular, what role do organizations play when a person's visual ID does not match his/her/their self-ID, as in the Robert Taylor case pending before the US Court of Appeals for the Ninth Circuit?

Our 2019 Commitment

Each quarter we will curate articles about our council, findings, and suggestions to inform our respective organizations and interested colleagues. We also have a shared commitment to leverage our respective platforms, including panels and keynotes to amplify our learnings.

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Taylor, after learning of his 4 percent sub-Saharan heritage from his DNA test results, applied as a minority-owned business to Washington State's Office of Minority and Women's Business Enterprises. He was initially rejected on the grounds that he wasn't visibly identifiable as a minority. The case presents several issues, but one of the more concerning is that organizations do not want to be in the position of deciding who participates or what percentage of people's DNA qualifies them for minority supplier or other programs. The council will continue to partner with organizations that offer DNA testing to understand how access to DNA results will change, if at all, how people choose to self-identify.

We are proactively considering how we should prepare our organizations. We will continue building ideas to measure I&D progress for consideration in our organizations beyond today's

Members of the Twitter I&D Council

Mostafa Abdelguelil | Senior Manager, Diversity and Inclusion, **Capital One**

Candi Castleberry Singleton | VP, Intersectionality, Culture, and Diversity, **Twitter**

Todd Corley | Founder and Chief Strategist, The TAPO Institute, and Adjunct Professor, **Villanova University**

Deb Dagit | President, Deb Dagit Diversity LLC

Rosanna Durruthy | Head of Global Diversity, Inclusion, and Belonging, **LinkedIn**

Joe Gerstandt | Consultant, Speaker, and Author

Melanie Harrington | CEO, **Vibrant Pittsburgh**

Kara Helander | Managing Director, Chief Inclusion and Diversity Officer, **The Carlyle Group**

Damien Hooper-Campbell | VP, Chief Diversity Officer, **eBay**

Michele Meyer-Shipp | Chief Diversity Officer, **KPMG**

James L. Moore III | Vice Provost for Diversity and Inclusion and Chief Diversity Officer, **Ohio State University**

Tanya Odom | Global Diversity and Inclusion and Education Consultant and Executive Coach

James Page | Vice Chancellor for Equity, Diversity, and Inclusion and Chief Diversity Officer, **Vanderbilt University**

Eric Peterson | Senior Diversity and Inclusion Consultant, **Cook Ross Inc.**

God-is Rivera | Global Director, Culture and Community, **Twitter**

Sheila Robinson | Founder, Publisher, and CEO, **Diversity Woman magazine**

Angela Roseboro | Head of Diversity, Equity, and Inclusion, **Dropbox**

Aida Sabo | VP, Diversity, **PAREXEL**

Shari Slate | VP, Chief Inclusion and Collaboration Officer, **Cisco**

Darlene Slaughter | VP, Chief Diversity Officer, **United Way Worldwide**

Tiffany Smith-Anoa'i | Executive Vice President, Entertainment Diversity, Inclusion, & Communications, **CBS Entertainment**

Danyel Smith Wilson | Culture Lead, Senior Producer, and Editor, **ESPN's** *The Undefeated*

Tyronne Stoudemire | VP, Global Diversity and Inclusion, **Hyatt Corporation**

Kimberly Strong | Founder and CEO, **Strong Connexion LLC**

Caroline Wanga | Chief Diversity & Inclusion Officer, Vice President Human Resources, **Target**

Barbara Whye | Vice President, Human Resources, Chief Diversity and Inclusion Officer, **Intel Corporation**

Bo Young Lee | Chief Diversity and Inclusion Officer, **Uber**

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standard workforce and supplier racial and gender demographics.

IN: **How can organizations in the council create a shared commitment to each other as council members?**
TAC: Most forward-thinking organizations have some form of I&D strategy, including an I&D team, an I&D council, and employee resource groups. In spite of this infrastructure in our respective organizations, it often feels as if a leadership change causes the work to pause, slow, or stop completely. This disruption can engender a lack of engagement from leaders and employees.

So the question becomes, what can we do together to establish a baseline for our work? In other words, if any council members inherit a leader from another council member's organization, what knowledge of diversity should the inherited leader have, and what should the leader understand as her role as leader? What should employees know about I&D as they move from one of our organizations to another? And how do we support each other in building a diverse and inclusive workplace? By building a integrated playbook and connecting our respective leaders from marketing, government relations, communications, and human resources, we can create collaboration that can sustain leadership changes.

Candi Castleberry Singleton
Vice President, Intersectionality, Culture, and Diversity, Twitter

INCLUSION: **Why do you use I&D instead of D&I?**
Candi Castleberry Singleton: Jack Dorsey, Twitter cofounder and CEO, once said, "If you just focus on diversity, then people come in and they don't feel included. Then they opt out, and they go somewhere else. So we first need to build a culture that is inclusive to everyone with a focus on the people we have and make life better for them. If we can get that right, then diversity becomes a lot easier."

To put it in human resource terms, we must continue to both attract and retain diverse workforces, but now retention is considered more than offering learning and growth experiences. Employees also care about the employer's brand and reputation, and now more than ever fearlessly voice their opinions in workplaces and on social media.

At Twitter, our employees and business resource groups have access to leadership and partner with HR to build initiatives that help us "Attract, Include, and Retain" a diverse workforce.

Together, with leadership, we're working collaboratively to create a globally diverse workforce and build a globally inclusive culture for both our employees and the users of our services.

So yes, diversity does and will always matter. Yet, little will change without accessibility, authority, and accountability. I&D leaders need more than the responsibility for strategy and implementation. We also need "accessibility" to leaders and the workforce, "authority" to implement practices that move the organization, and partnerships with leaders to implement metrics and "accountability" for key business process owners.

At Twitter, we have developed 2019 I&D plans for each of the CEO's direct reports. The plans consider global feedback from employees on what they believe is important to create a globally inclusive culture. Attract, Include, and Retain (A.I.R.) plans are built in partnership with human resources, business partners, recruiting, and business resource groups. This year we were excited to expand our I&D efforts focused on diverse external partnerships, including those who help us with deeper diverse community relationship, supplier I&D, and fairness in AI.

IN: **What will be some of the biggest issues and challenges in 2019 for corporate diversity and inclusion leaders?**

CCS: While the lack of diversity at mid- to senior levels continues to challenge many organizations, especially in the tech sector, the role of the I&D leader has evolved beyond the day-to-day initiatives of creating a diverse workforce and inclusive culture. Much of our time involves creating responses and building solutions to issues happening in the world outside our organization, which also affect our employees or customers. From #MeToo to identity politics, societal issues have crept into the walls of our workplaces. We are unlikely ever to return to a time when the two, society and workplaces, will be compartmentalized.

Most societal issues with diversity are big and have long been with us. However, when the workplace experiences these issues, it doesn't have the same unlimited time to address what the world has not yet resolved, including cultural bias, discrimination, and all sorts of "isms." Basic understanding of diversity does exist, as most organizations are intentional about ensuring employees understand the law. Yet subtle behaviors not governed by law—privilege, lack of inclusion, and microaggressions—often remain.

We all continue to address the ongoing challenges of engaging and including white males. Add the inclusion of faith and politics and diversity only becomes more complicated. Issues of inclusion are not easy to address, and these are important intersections of people's lives, as many are guided by topics we had hoped to avoid in workplaces.

IN: **Does diversity still matter?**
CCS: Most people would agree it is beneficial to have a diverse product portfolio or financial portfolio. In fact, if a company is to remain viable and profitable, it must have a business plan to evolve product offerings with the needs of customers and grow new customers with diverse products. We can all name companies that did not evolve their product offerings and today no longer exist. We also know that to gain maximum financial benefit, we should have a diverse financial portfolio and we should avoid putting our dollars in one place. Diversity is only in question when we are discussing a diverse workforce or offering products that serve multicultural people. It still surprises and saddens me when I see TV shows, commercials, marketing materials, and ads for products with people in single skin tones, toys that are gender based or offered in single ethnic demographics, or organizations that still need convincing that a diverse workforce matters. An organization's product offerings should be as diverse as the customers it chooses to attract.

Twitter CEO Jack Dorsey, in conversation with Candi Castleberry Singleton

IN: There has been a much greater emphasis in recent years on unconscious/implicit bias training in companies. Why is this training so important? Does it work? How can it be done better?

CCS: Research has shown that we *all* have some sort of bias, and most organizations have launched unconscious bias training. Awareness of bias, however, is only the first step to addressing bias in workplaces. If organizations truly want to solve for lasting impact, they must help employees and leaders understand how bias affects day-to-day business decisions, from hiring and promotion practices to the way that organizations build products and services. A move from "bias awareness training" to "bias reduction initiatives" to "mindful cultural experiences" helps us understand how our individual and collective business decisions affect our colleagues and our customers.

As a former adjunct professor at Carnegie Mellon University, I've watched graduate students' biggest aha experiences about diversity come as they evolve over the span of the course from diversity awareness and unconscious bias to their capstone project where they present solutions that their chosen organization can implement to be more inclusive in their business—from customer service and product offerings and marketing to internal people programs and benefits. They learn that being a champion for diversity is the responsibility of every employee.

If an individual, team, organization, or community is truly committed, every decision, process, and action should be intentionally inclusive, not an afterthought—nor should one include the I&D team after most decisions are made.

IN: The concept of intersectionality has moved from college campuses into the workplace in recent years. How is this concept being applied by I&D offices in companies?

CCS: Some people confuse being a champion for a single demographic group with being a champion for diversity in general. When we choose to be champions of diversity in our workplaces, we unleash the potential of intersectionality—greater ethnic, gender, and geographic diversity; greater diversity in military status; greater political diversity; and greater differences in ability.

At Twitter, we encourage our business resource groups to partner with each other to promote intersectional events and initiatives. This helps us avoid hosting events with little diversity. Although ethnic diversity continues to challenge the tech industry, intersectionality is an enabler that we will continue to leverage for both internal and external engagements.

IN: What are some of the recent thought leader topics in the world of inclusion that organizations are learning about and implementing?

CCS: The impact of artificial intelligence on the field of diversity and on specific demographic groups keeps me awake at night. We have seen the impact of a single person with bias on the customer experience and a company's brand and reputation. Now imagine the single person with bias programming a system or tool that results in a biased outcome, one that affects exponentially more people daily. There are few if any rules for bias reduction in AI.

Although engineering teams within many organizations are working toward reducing bias in AI—and smart people are programming and building solutions for organizations—it will be important to help all employees understand the potential outcomes and long-term implications not easily undone by a training after the fact.

Therefore, leaders, engineers, researchers, and I&D leaders must work together to develop guidelines and approaches to minimize bias in AI.

IN: Diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in?

CCS: Short and simple, if an organization still needs a business case for I&D, maybe it missed the changing demographics in the United States and the rest of the world. Maybe it missed the research on the spending power of diverse groups. Maybe it missed the call from diverse communities to be included in workplaces and on boards, as well as the willingness of diverse groups to help organizations solve business problems. Maybe leaders missed the highly publicized incidents of bias at companies such as Starbucks, H&M, Prada, or Google.

If leaders have missed or are unaware of these highly visible cultural missteps and aren't willing to be proactive about inclusion, as an I&D practitioner, I would be more concerned about even working in that organization, let alone helping them build a business case. **IN**