THE POWER OF BELONGING
What It Is and Why It Matters in Today’s Workplace

BELONGING SERIES | PART 1

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SERVICENOW FRIENDS AT NOW

Forging inclusive leaders through self-reflection and courageous conversation

PURPOSE:
Normalize and encourage courageous conversations at work.

EXECUTIVE CHAMPIONS:
• Pat Wadors, Chief Talent Officer, ServiceNow
• David Schneider, President of Global Customer Operations, ServiceNow

PARTICIPANTS:
Randomized groups, representative across the organization's divisions and demographics to the extent possible, are drawn from members of ServiceNow's Diversity Inclusion and Belonging (DIBs) Community for Action, a voluntary group of employees who are allies of the company's diversity, inclusion, and belonging mission.

STRUCTURE:
Three day-long in-person workshops; one virtual session; and three individual coaching sessions spaced out over six months.

CONTENT:
Led by facilitators from leadership development company the Center for Workforce Excellence, workshop participants are encouraged to self-reflect on—and trained to start—courageous conversations among their families, friends, colleagues, Friends at Now cohort, and leaders. This learning is strengthened through an off-site trip to historical and culture exhibits like the African American Art & Culture Complex.

RESULTS:
According to an employee voice survey fielded before and after the program, graduates reported a higher sense of belonging at the organization. The program also garnered organization-wide buy-in and buzz; ServiceNow's executive team, HR business partner community, and other employees, managers, and leaders have asked to go through the program.

DIFFERENTIATOR:
This program seeks to expand what people think of when they work on allyship by creating allies that are also “friends.” People understand that being a friend is a journey that requires time, effort, and respect.

“It has been surprising and very rewarding to see what providing this space has done for people professionally and personally. Participants tell me they now have the tools to understand each other’s views.”

Lynnetta Smith, Head of Community Engagement, ServiceNow
BOEHRINGER INGELHEIM USA BELONGING STRATEGY

A mindful merger opened the doors to company-wide belonging

PURPOSE:
In keeping with building a culture of inclusion, the next logical step to amplify its values and transparency was to lead with building a culture of belonging—and showing up authentically.

EXECUTIVE CHAMPION:
Jamie Eden, SVP CHRO, Boehringer Ingelheim USA

STRUCTURE:
Boehringer Ingelheim USA conducted a company-wide assessment to pinpoint opportunities for more targeted belonging messaging; held workshops for employees on fostering a belonging culture (inspired by EY’s belonging strategy on the next page); provided inclusive leadership immersions for managers; and gathered employees for storytelling sessions with senior leaders on their experiences of belonging, inclusion, and authenticity.

PARTICIPANTS:
The strategy began with all employees in Boehringer Ingelheim USA’s newly acquired Animal Health division, then expanded to the entire US organization.

RESULTS:
Animal Health employee engagement scores improved dramatically, proving that more face time, attention, and outreach from senior leaders mattered.

DIFFERENIATOR:
Leading with “belonging” allowed Boehringer Ingelheim USA to embrace the newly acquired division’s existing culture rather than encourage assimilation.

“We were bringing two very different cultures together, and we needed a way to come in with one vision, one unified approach. Belonging fit that strategy.”

Nancy Di Dia, US Head and Chief Diversity and Inclusion Officer, Boehringer Ingelheim USA
THE EY BELONGING STRATEGY

**Belonging, a new wave of D&I strategy that speaks to us all**

**PURPOSE:**
Raise awareness of the role that each employee plays in creating and fostering an environment of belonging at Ernst & Young LLP (EY). Share the impact on experience, the business benefits, and ways that people can lead inclusively to foster a sense of belonging for others.

**EXECUTIVE CHAMPIONS:**
- Karyn Twaronite, Global Vice Chair, Partner, Diversity and Inclusiveness, Ernst & Young LLP
- Jackie Lillie, Director, Global and Americas Diversity and Inclusiveness, Ernst & Young LLP
- Americas Inclusiveness Advisory Council, a convening of top company leaders invested in progressing D&I within the company

**STRUCTURE:**
The focus on belonging was an output of EY’s Americas Inclusiveness Advisory Council, which brought the program to life through a tangible, action-oriented Belonging Guide, conversation starters, and three videos circulated across the organization.

**RESULTS:**
Since EY embraced the concept of belonging, employee engagement scores have increased across the organization. Employees are also more likely to say they feel valued for who they are and respected for their contributions and experience.

**DIFFERENTIATOR:**
EY brings the conversation to life with coaching, resources, and tools for teams and leaders, all while stressing the business case—and individual rewards—for building a culture of belonging.

“People relate to the experience of belonging because they can hear that word and think about what it means for them—they can think of a time they didn’t feel like they belonged, and a time they did.”

Jackie Lillie, Director, Global and Americas Diversity and Inclusiveness, Ernst & Young LLP
INTEL “WARMLINE”

A human-touch strategy to halt attrition

PURPOSE:
Provide an open, confidential channel for employees to share their career concerns, better understand why individuals consider leaving Intel, and ultimately boost retention for all employees.

EXECUTIVE CHAMPIONS:
• Sandra Rivera, Chief People Officer, Intel
• Barbara Whye, Chief Diversity and Inclusion Officer, Intel

PARTICIPANTS:
Warmline is accessible to all Intel employees in the US, and has recently expanded to employees in Costa Rica, Mexico, and Israel. Six full-time Warmline advisors manage employee cases.

STRUCTURE:
Intel has uncovered two major reasons for turnover—stalled progression and unsatisfactory relationships with managers—and is working on big-picture changes to address them. On the Warmline platform, employees fill out a confidential online request form. An advisor then reaches out to hear the employee’s concerns, provide relevant company resources, and help the employee plan to address the issue.

CONTENT:
Warmline’s advisors are trained to interact with employees, ensuring they feel heard, understood, and respected. Advisors provide targeted coaching, resources, communication tips, and next steps to guide employees to their desired career outcomes at Intel.

RESULTS:
Since Warmline went live, retention rates have reached 85%, and Intel continues to expand the program globally.

DIFFERENTIATOR:
Warmline offers a proactive approach to reengage unhappy employees before they leave the company.

“We seek to understand the person’s needs and wants, and we partner with them to create a path forward.”

Tom Leegstra, Warmline Advisor, Intel
DANAHER “+FRIENDS” STRATEGY

Because the LGBTQ+ population is invisible at organizations in a way that women and racial minorities are not, Danaher, like many organizations, built membership for its LGBTQ+ resource group by inviting all friends, family, and other “allies” to join the group, along with those who identify as LGBTQ+. This ally group is known as the “and Friends” (shown as +Friends) component of the LGBTQ+ resource group. After the success of the LGBTQ+Friends format, Danaher is rolling out an “+Friends” component for each of its associate resource groups (ARG’s), starting with Women+Friends, which gives men a way to act upon their allyship to women without the discomfort of joining a women’s resource group. “With the global impacts of COVID-19, we’ve noticed a resurgence of bias toward select demographics; given this, I see us having to reground people on what bias looks like and their role in addressing it,” explains Torrance Smith, Director of Global Diversity & Inclusion at Danaher. “The +Friends component of our ARGs allows us to engage with the rest of the organization in a more organic way.”
An employee resource group where introverts take center stage

PURPOSE: Raise awareness of different leadership styles and boost introverts’ sense of belonging at L’Oréal.

EXECUTIVE CHAMPION: Matthew DiGirolamo, Chief Communications Officer, L’Oréal USA

PARTICIPANTS: 100+ employees at 21 US locations who span all demographics and company divisions. Their common trait: identifying as introverted. Membership is also open to extroverted allies.

CONTENT: The community equips its members with resources to navigate predominantly extroverted workplaces. “Quiet Leaders” exchange ideas and create community through book clubs, panel discussions with introverted leaders at the company, and frank conversations about stigma towards introverts.

RESULTS: Group membership tripled within the first year. Plans are underway to expand the program globally.

DIFFERENTIATOR: The program builds community, confidence, and visibility for an often-overlooked group, and provides company leaders with the tools to guide and recognize different personality types.

“I’m an introvert, and having this platform to engage in my own authentic style is empowering.”

Angela Guy, Senior Vice President for Diversity and Inclusion, L’Oréal USA
Harnessing the power of the arts to spark empathy in team leaders

PURPOSE:
Awaken employees to the business imperative of inclusive leadership.

PARTICIPANTS:
60 managers per session

STRUCTURE:
Using art as a metaphor, Examined Human uses a museum setting to create a truly immersive two-day experience for marketing and communications managers. Drawing on both qualitative and quantitative results from Google’s internal employee survey, the training centers the experience of underrepresented Googlers to help managers explore how they can more effectively show up, be present, create visibility, and amplify the voices of members of their teams across differences of race, identity, culture, and heritage.

RESULTS:
Google’s internal employee survey measures social belonging scores, among many other factors, and reports results from Googlers along a spectrum. Since managers in Google’s communications and marketing departments have participated in this program, along with other Diversity, Equity, and Inclusion programs across the company, the social belonging gap for Black and Latinx talent from their majority counterparts has narrowed significantly. Programs like this, and others, that increase humanity and vulnerability in their team management can also help improve retention.

DIFFERENTIATOR:
Art, human connection, and a shared experience catalyze lasting behavioral change in managers necessary to change the experience for underrepresented Googlers.

“Since their managers have gone through the program, I’ve had many people from underrepresented groups reach out to me and say, ‘My manager is showing up differently for me, and as a result, I want to stay.’”

Michael Muñoz, Diversity Business Partner, Google