



Diversity, Equity & Inclusion Resources

Information for launching and expanding
DE&I initiatives within your company

About these resources

Table of Contents

What is DE&I?	3
Why DE&I?	4
Case studies	6
Information	7
Concluding comments	9

Helping NAFEM members understand, launch and expand DE&I initiatives

Increasingly, organizations are expected to reflect the communities where they operate, their customers, and even those who frequent their customers' businesses. In this challenging hiring environment, diversity, equity & inclusion (DE&I) are more important than ever to create a sense of belonging for all associates.


NAFEM developed these resources at members' requests to provide useful DE&I background. It includes information to help you start new initiatives or expand on your existing efforts. We'll also update it regularly with more information and case studies, so please share your efforts with Stephanie Taylor, vice president of programs and partnerships, at staylor@nafem.org.



Diversity, Equity & Inclusion

“Neither our ethnicity, gender orientation, religion, or whatever makes us diverse, makes us inferior or superior to another. So, how do we ensure all have an equal opportunity to compete?”

— Lee Jourdan, former chief diversity and inclusion officer, Chevron

The background of the slide is a close-up photograph of a metal grill, likely from a food service appliance. The grill consists of several parallel metal bars that are slightly curved. The lighting is dramatic, with strong highlights and deep shadows, creating a textured and industrial appearance. The grill is positioned on the left side of the frame, with the right side of the image being a solid green color that serves as a background for the text.

More than 3 of 4
employees
prefer to work
for diverse
companies.

Why DE&I?

Groups formally seen as
“minorities” will reach majority status by 2024

Diverse companies have
2.3x higher cash flow
per employee

48%

of Gen Z are racial or ethnic minorities

Diverse management has been shown to increase revenue by

19%

Millennials are

16%

more diverse than baby boomers

43%

of companies with diverse boards saw higher profits

Case studies

What has worked for others?

Companies of all sizes in all industries have successful DE&I programs to show employees they belong. Here are just a few:

- [Chart Industries](#) – recruiting diverse talent to the manufacturing industry.
- [HM Manufacturing](#) – a small family business increases diversity among its team.
- [Pfizer](#) – hosting Courageous Conversations about race.
- [Smithfield Foods](#) – helping our heroes by hiring veterans
- [Toyota](#) – driving supplier diversity.

We'd like to learn from your company. Share your efforts with us at staylor@nafem.org.

Information worth sharing

This [Harvard Business Review article](#) states the authors' premise that to fully benefit from increased racial and gender diversity, organizations must adopt a learning orientation and be willing to change the corporate culture and power structure.

Consultancy McKinsey [finds](#) ample evidence that diverse and inclusive companies are likely to make better, bolder decisions. The pandemic-driven shift to technology-enabled remote working presents an opportunity for companies to accelerate building inclusive and agile cultures. With its benefits of increased flexibility, remote working can facilitate retention of women and minorities, who are often shouldered with a disproportionate share of family duties. It thus widens access to an array of diverse talent that may not have been available to companies previously

Resources

Learn

DE&I is a rapidly evolving topic with multiple approaches. The following can guide your learning agenda:

- The Manufacturing Institute's [Resources for understanding racism and bias](#).
- Leaders from Citigroup, Zillow, and Blackbird Global shared their progress toward creating a sense of inclusion and acceptance in their organizations at a recent [Wharton event](#).
- [Rapid Learning Institute](#) offers 90 -150-minute sessions on creating a DE&I organizational mindset and leading in a diverse, equitable and inclusive organization.

Benchmark

Before developing a DE&I plan, it's helpful to know where to begin.

- Manufacturing Institute [survey results](#) suggest that most companies acknowledge the value of a diverse and inclusive workforce and are working to close the gap between intent and practices that support such a workforce in the long term.
- The [global diversity, equity & inclusion benchmarks](#) include 275 benchmarks in four groups and 15 categories. Each category is in 5 levels from where little work is being done to best practices.

If you are discussing DE&I with customers, you may want to purchase the [National Restaurant Association's ELEVATE: A menu for change framework](#) that supports restaurant operators with business strategies to build a more diverse, inclusive and engaged workforce

Information

Plan

When it's time to determine how your company will develop or expand its DE&I initiative, the following can help:

- NAFEM's go-to expert, Karen L. Dace, Ph.D., Vice Chancellor for Diversity, Equity & Inclusion, Indiana University-Purdue University Indianapolis, shares [tips for developing meaningful diversity plans](#).
- This comprehensive [guide](#) to developing a strategic DE&I plan is very useful.
- For employers with affirmative action obligations, an Affirmative Action Plan (AAP) can provide a foundation to achieve desired inclusion goals. Employers without

affirmative action obligations can use their existing equal employment opportunity (EEO) activities as a catalyst to developing inclusion goals. This MRA [guide](#) links EEO practices with suggested inclusion and diversity strategies, tactics and measurements, along with business value.

- Starbucks partnered with Arizona State University on a number of [DE&I-related toolkits](#).
- The Manufacturing Institute addresses the important topic of age diversity in a [video](#) workshop that showcases how manufacturers are addressing shifting demographic challenges and engaging a multigenerational workforce.
- Society for Human Resource Management (SHRM) shares [How to develop a diversity, equity and inclusion initiative](#).

We all want to offer something. This is how we belong. It's how we feel included. So, if we want to include everyone, we have to help everyone develop their talents and use their gifts for the good of the community. That's what inclusion means - everyone contributes.

— Melinda Gates, Gates Foundation

“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization.”

— Pat Wadors, Chief Talent Officer, ServiceNow



North American Association of
Food Equipment Manufacturers