



Inclusive Leadership

WELCOME!

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Director DE&I | Discover Financial Services



DISCOVER | DE&I

Agenda & Session Description

Agenda

- **Welcome & Opening**
 - **About Discover**
- **Unpacking Leadership**
 - **How our brain works**
- **Unpacking Race**
 - **How race became a class**
- **Inclusive practices, discussion prompts for lunch, & close**



Our Vision

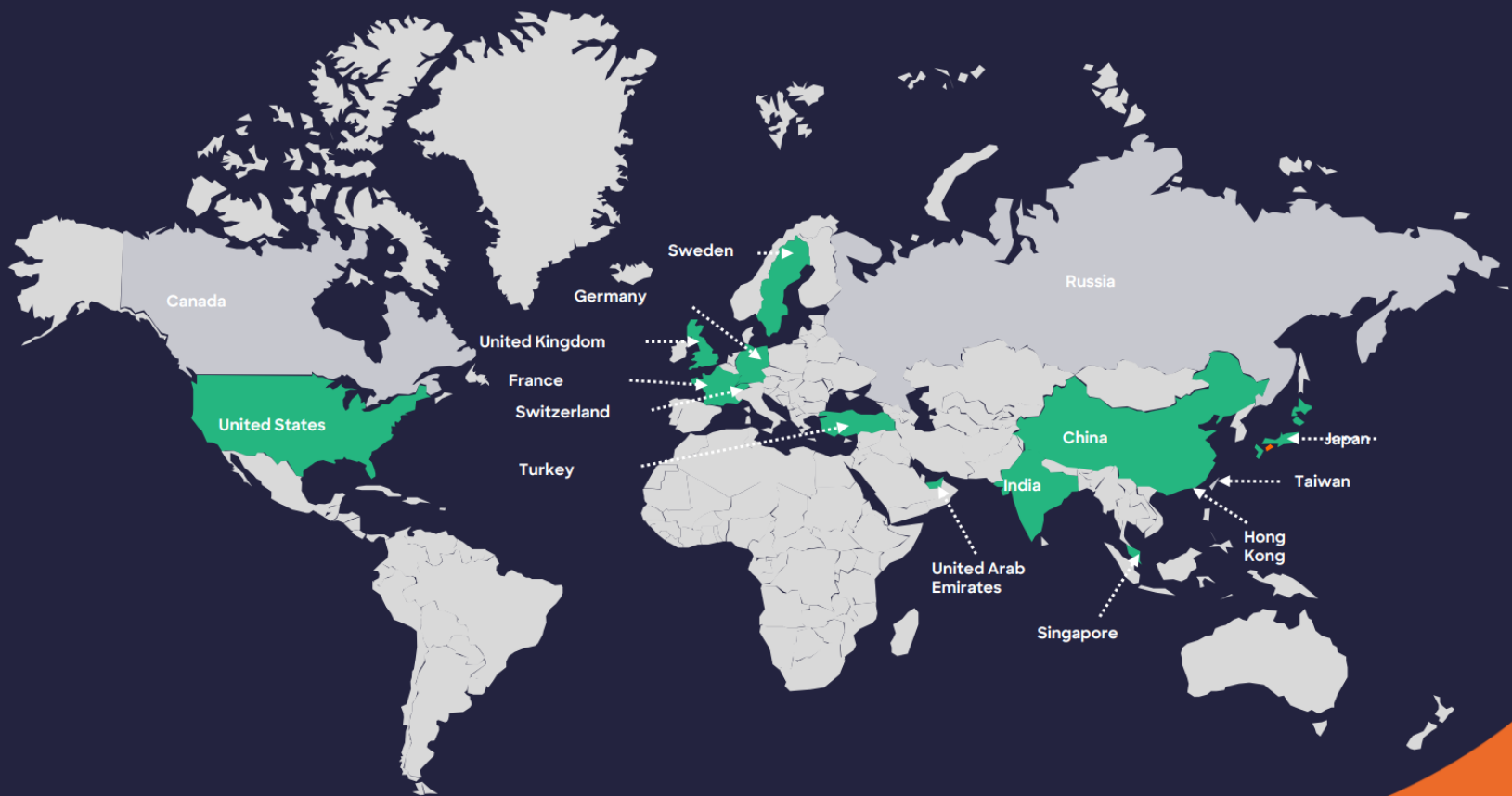
To be the leading direct bank and payments partner.

Our Mission

To help people spend smarter, manage debt better, and save more, so they can achieve a brighter financial future.

Our Values

Doing the right thing, Innovation, Simplicity, Collaboration, Openness, Volunteerism, Enthusiasm and Respect.



Our DE&I Belief Statement

We believe that our diverse perspectives and experiences make us stronger and better able to help our customers, employees and communities achieve brighter financial futures.

And we believe that all – regardless of class, race, ethnicity and gender identity, sexual orientation, disability, veteran status, religion or age – **should feel valued, have a sense of belonging and be treated equitably and enjoy the freedom to be themselves.**



Our DE&I North Star Goals



Diversity

Increase **representation** at all management levels by 2025:

- Increase Women to **50%**
- Increase POC to **40%**
- Increase Black and Hispanic to **15%**



Equity

Establish and **monitor** equity measures to identify and address **potential biases**, which will **improve** recruiting, retention and internal mobility



Inclusion

Achieve and **maintain** equally strong **employee inclusion** across **all** identity groups by 2024

What our employees are saying

88%
recommend
their managers
to others¹



COMPUTERWORLD
BEST
PLACES
to Work
in IT 2023



FORTUNE
BEST
WORKPLACES
FOR WOMEN™
2022

HUMAN RIGHTS CAMPAIGN FOUNDATION
BEST
PLACES TO WORK
2022 for LGBTQ+ Equality
100% CORPORATE EQUALITY INDEX

87%
recommend
Discover® as a great
place to work

Best
Workplaces™
for Parents
Great
Place
To
Work. USA
2022

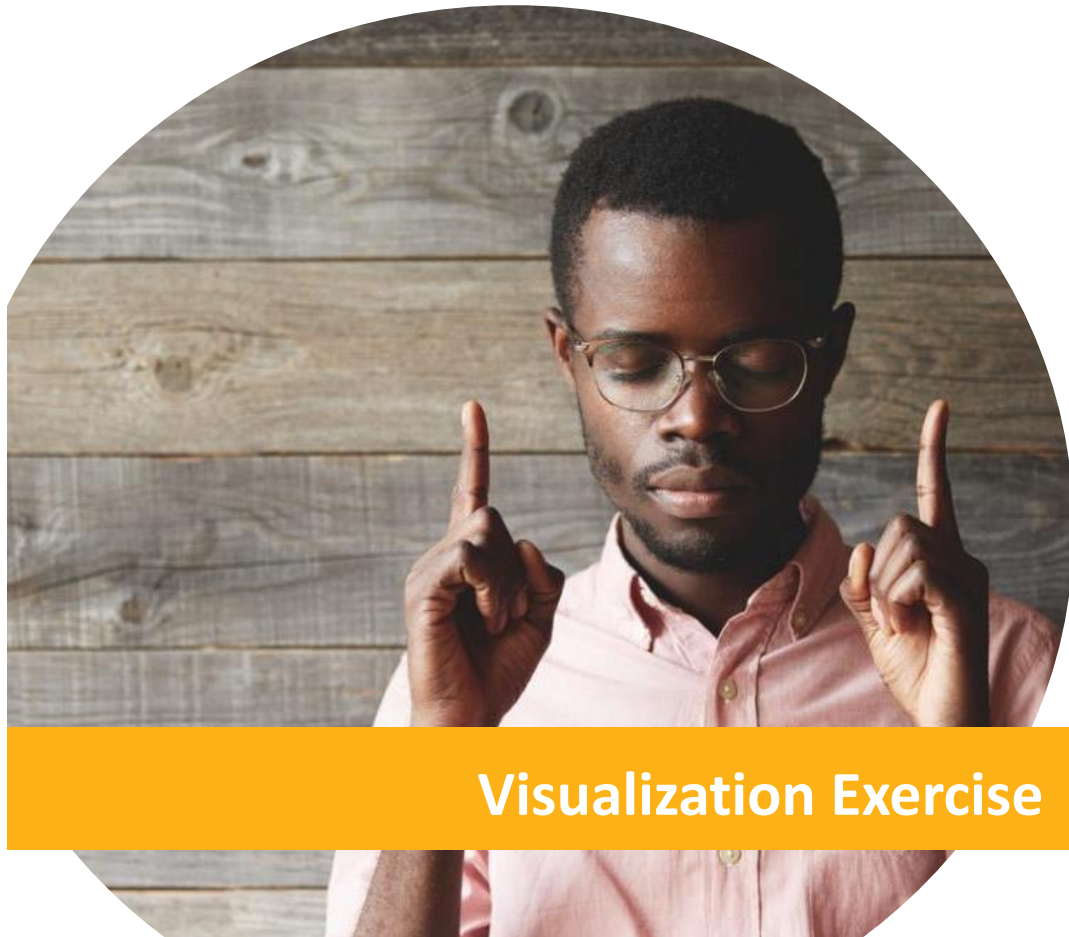
DEI BEST PLACE TO WORK FOR
DISABILITY INCLUSION 2022
100% DISABILITY EQUALITY INDEX



Inclusive LEADERSHIP

What's the one thing
you need to be a
leader?





Visualization Exercise

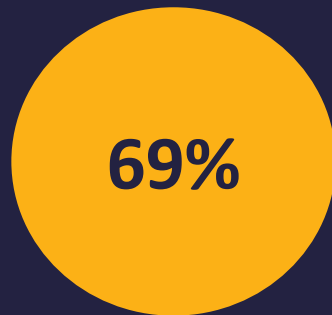
What We'll Cover

- Concepts around race and human dynamics that can cause tension and conflict between groups
- Opportunities to start new inclusive practices that will raise your leadership effectiveness

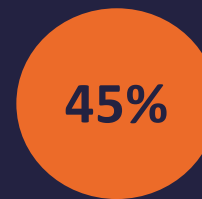
**Has the US become more
diverse in the past two
decades?**



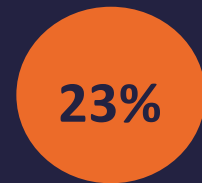
Most believe their country has become more diverse in the past two decades



27 Countries



Favor
more diversity

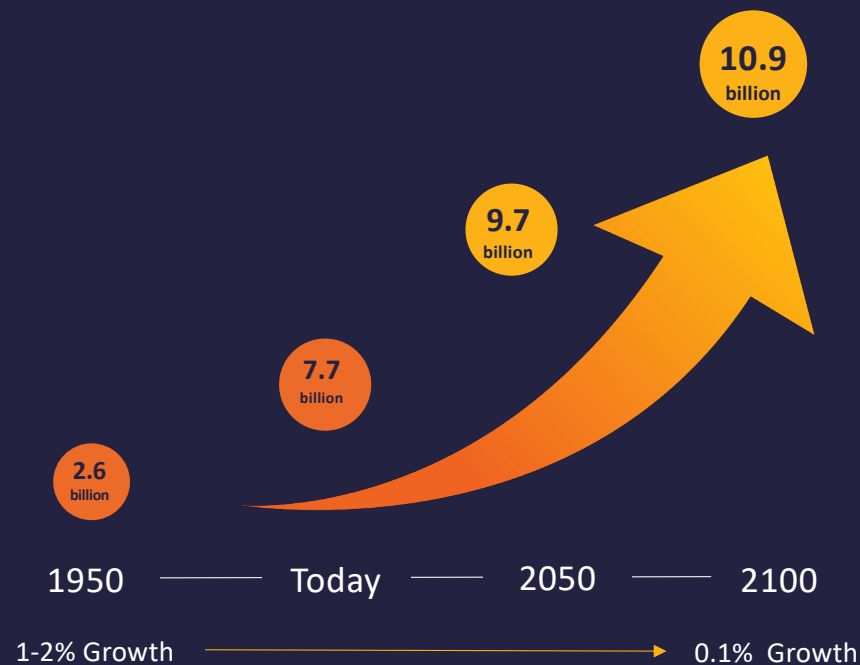


Oppose
more diversity

Sources:

- <https://www.un.org/en/global-issues/population>
- https://population.un.org/wpp/Publications/Files/WPP2019_Highlights.pdf
- <https://www.pewresearch.org/fact-tank/2019/06/17/worlds-population-is-projected-to-nearly-stop-growing-by-the-end-of-the-century/>
- <https://www.pewresearch.org/global/2019/04/22/how-people-around-the-world-view-diversity-in-their-countries/>

For the first time in modern history, the world's population is expected to virtually stop growing by the end of this century.



- Africa is the only world region projected to have strong population growth
- India is the world's most populous country
- 90 countries are expected to lose population
- **Global migration is expected to be the primary driver for population growth for many countries**

↑ Race & Culture ↑ Generations ↑ Gender ↑ Disability

Sources:

- <https://www.un.org/en/global-issues/population>
- https://population.un.org/wpp/Publications/Files/WPP2019_Highlights.pdf
- <https://www.pewresearch.org/fact-tank/2019/06/17/worlds-population-is-projected-to-nearly-stop-growing-by-the-end-of-the-century/>
- <https://www.pewresearch.org/global/2019/04/22/how-people-around-the-world-view-diversity-in-their-countries/>

US | Diversity is a Fact

4 out of **10**

of US population identify
as POC (person of color)

50%

of US population under 16
identify as POC (person of
color)

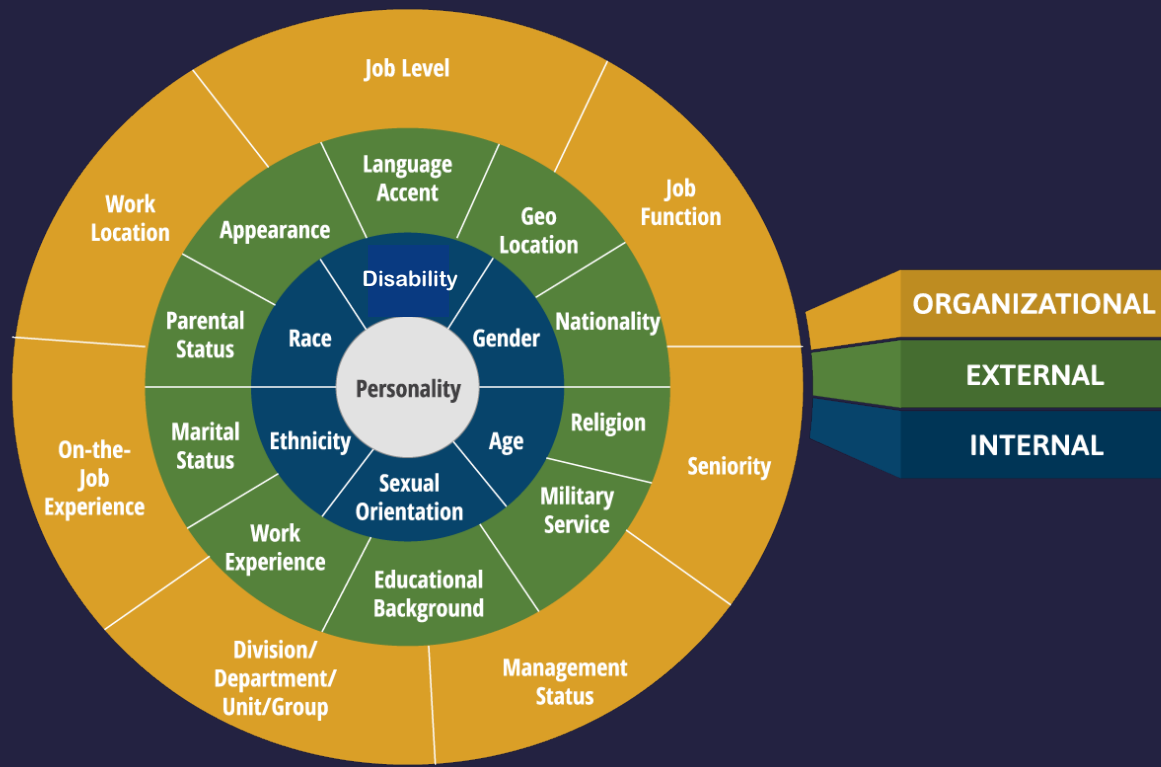
By 2032, POC (People of Color) will be a majority
of the American working class

Sources:

- <https://www.brookings.edu/research/new-census-data-shows-the-nation-is-diversifying-even-faster-than-predicted/>
- <https://www.census.gov/newsroom/press-releases/2021/population-changes-nations-diversity.html>
- <https://www.epi.org/publication/the-changing-demographics-of-americas-working-class/>



Spectrum of Diversity



Source:
• Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe



By 2030, demand for skilled workers will outstrip supply



Talent shortage of skilled workers
by 2030



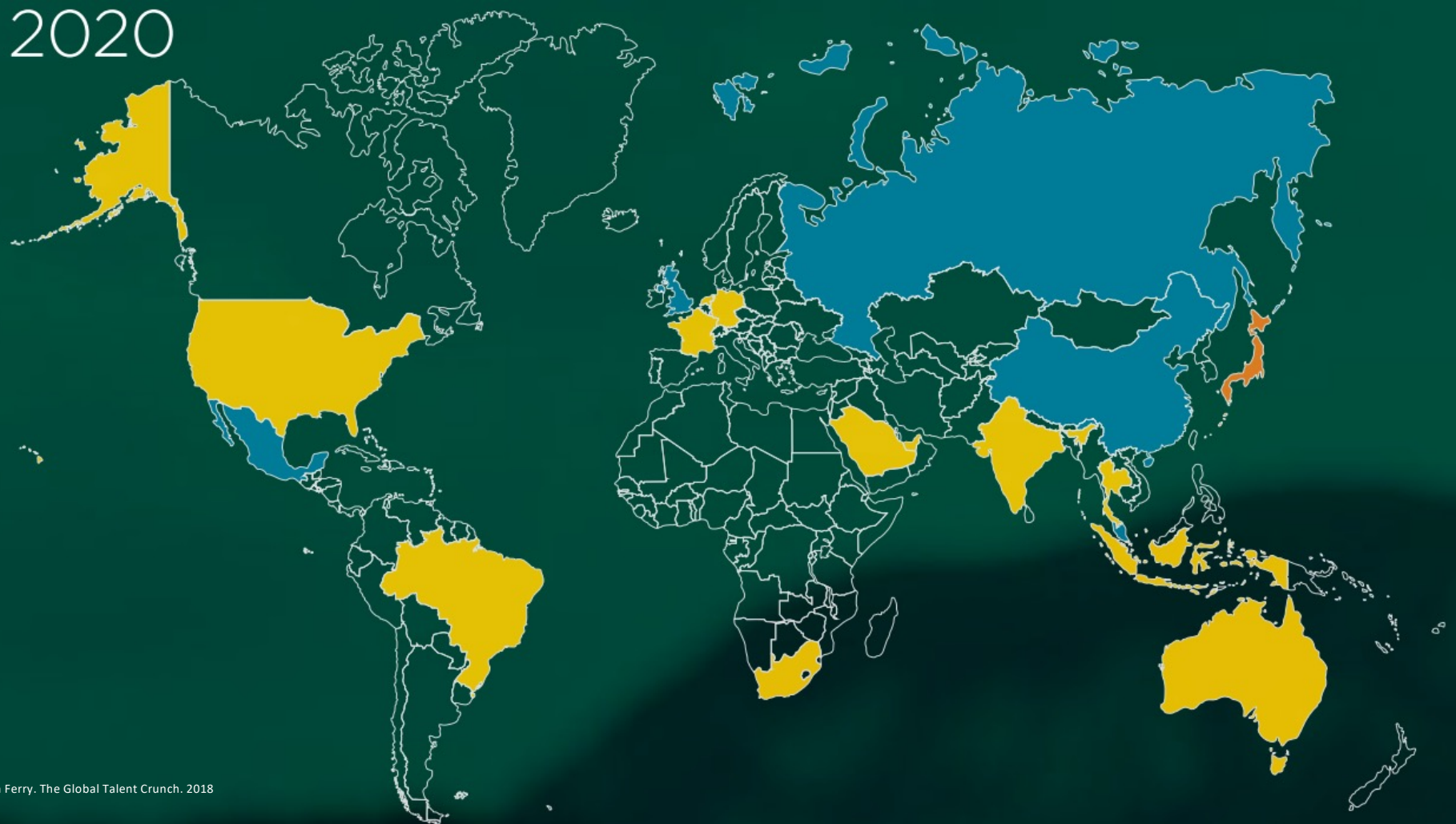
\$8.452

Trillion (usd) in unrealized revenue by
2030

Source:

- Korn Ferry. The Global Talent Crunch. 2018
- <https://focus.kornferry.com/the-global-talent-crunch-downloads/>

2020



Source:
• Korn Ferry. The Global Talent Crunch. 2018

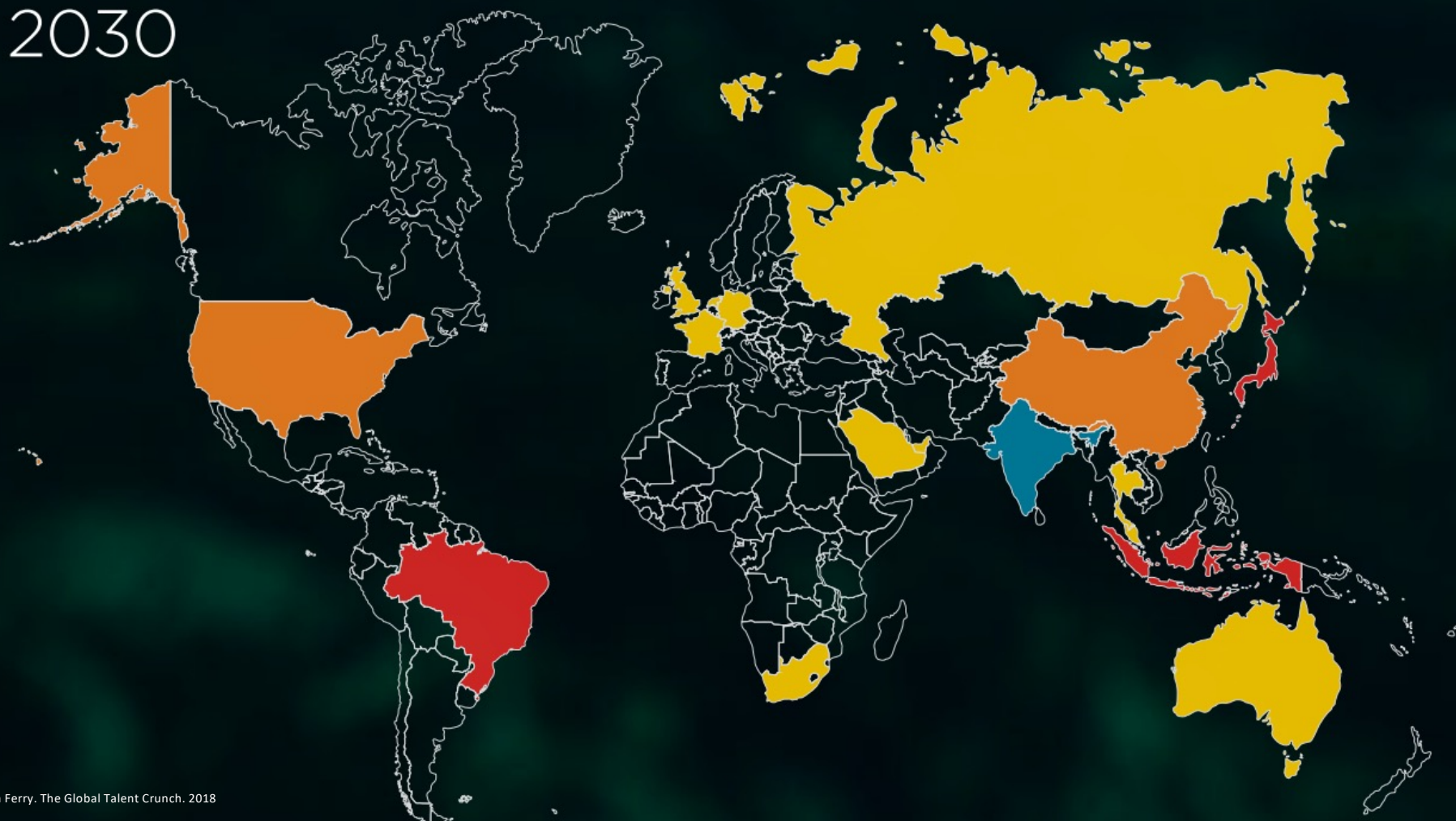
Surplus
0

Deficit
0 - 6 million

Significant deficit
6 million - 12 million

Acute deficit
12 million - 18 million

2030



Source:
• Korn Ferry. The Global Talent Crunch. 2018

Surplus
0

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Significant deficit
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How do I know if it's safe for me to be my authentic self?
How do I know if I will be accepted or belong?
How do I know that I will be treated fairly and will thrive?

DIVERSITY
representation

INCLUSION
behaviors/experience

EQUITY
systems



Let's talk about race



What is race?

What is race?

- Race is a modern construct; it's a social invention.
- Race has no genetic basis (human subspecies don't exist).
- Ancient societies did not divide people according to physical differences but according to religion, status, class, and language.
- Beginning with slavery, we used race to explain why some people could be denied the rights and freedom that others were granted.

Source: PBS. The Illusion of race.
https://www.pbs.org/race/001_WhatIsRace/001_00-home.htm

The Rise in Slavery

The invention of iron **cannons** and **ship sails** enabled the ruling class of Western European states to conquer the world between 1400 – 1700

The war ship was central to colonialism and the rise of capitalism

- Seizing of land and people as property

- Rise of long-distant commerce

- Global expansion of agriculture

- Increased mining of gold and silver

- Increased cultivation of tobacco, sugar and cotton

- Europe accumulated power, wealth and capital beyond anything the world had ever witnessed.

HUMAN LABOR

Source: Marcus Rediker. *The Slave Ship: A Human History*. 2007.



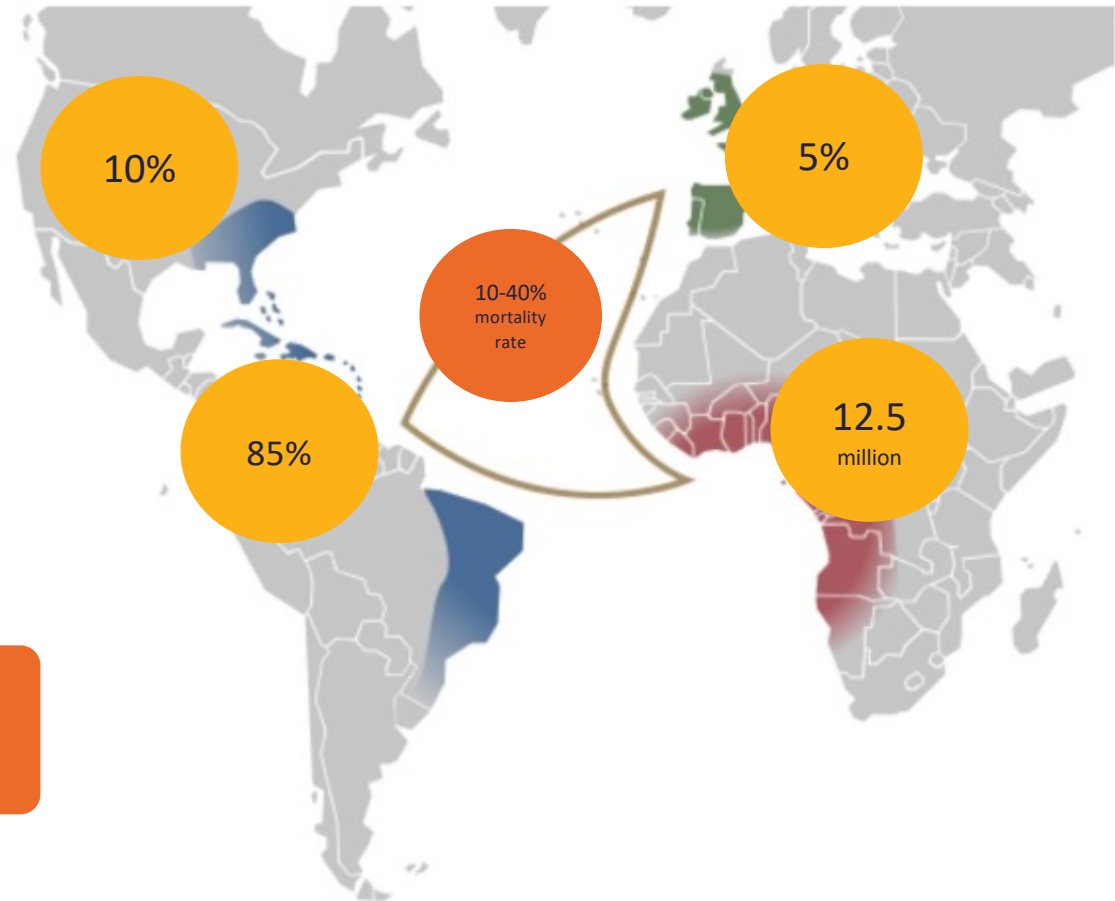
Race Became a Class | Transatlantic Slave Trade | 1500 - 1870

The Transatlantic slave trade was the largest involuntary deportation of human beings in history

For nearly four centuries European slavers traveled to Africa to capture or buy African slaves in exchange for textiles, arms, and other goods

The profits of the slave trade helped develop the economies of Denmark, France, Great Britain, the Netherlands, Portugal, Spain and the United States.

We used race to explain why some could be denied the rights and freedom that others were granted.



A map of the Transatlantic Slave Trade and Middle Passage

Source: The Transatlantic Slave Trade: The History and Legacy of the System that Brought Slaves to the New World. Charles Rivers Editors. May 2015.

Self Reflection

Personal Relationships

- Mother, father, siblings
- Best friends in grade school, high school, and college
- Your immediate family
- Close friends/family
- Close colleagues
- Favorite bosses



Source:

- Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe



Self Reflection Influencers

10-15 people outside of your personal circle who influence you

- Leaders
- Musicians
- Artists
- Authors
- Teachers
- Actors
- Philosophers
- Religious Leaders
- Sports Figures
- Fictional Characters



Source:

- Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe



Self Reflection

Where do you have more diversity?

- Personal relationships
- Influencers
- About the same



Source:

- Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe



We are tribal by nature; we don't like difference!



Think of a time when you felt like an outsider



Emotional pain = Physical pain





Think of a time when you felt included

TRUST



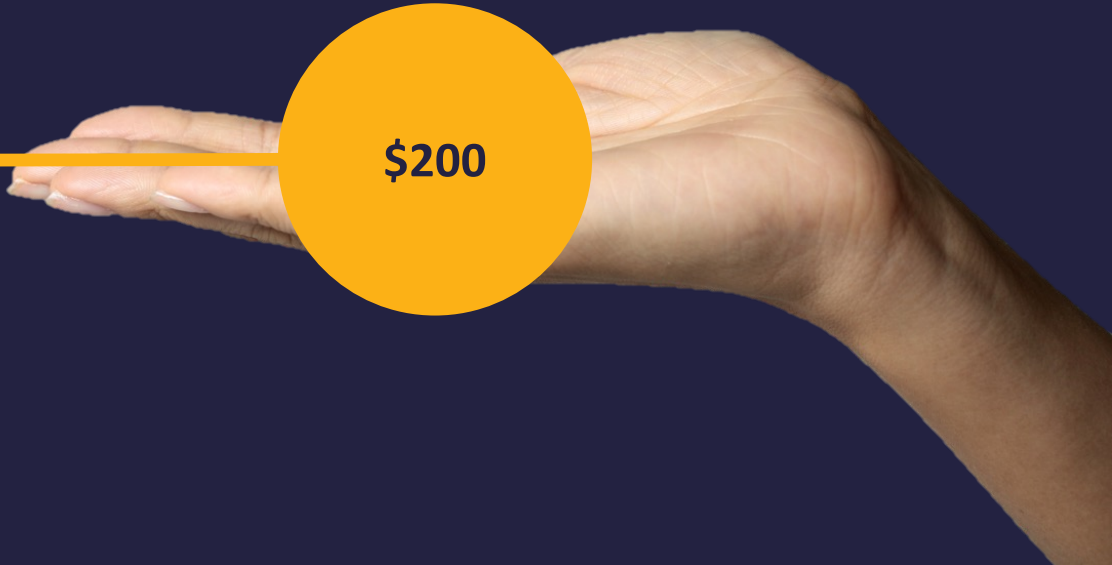
What is **TRUST**?

\$100



\$400

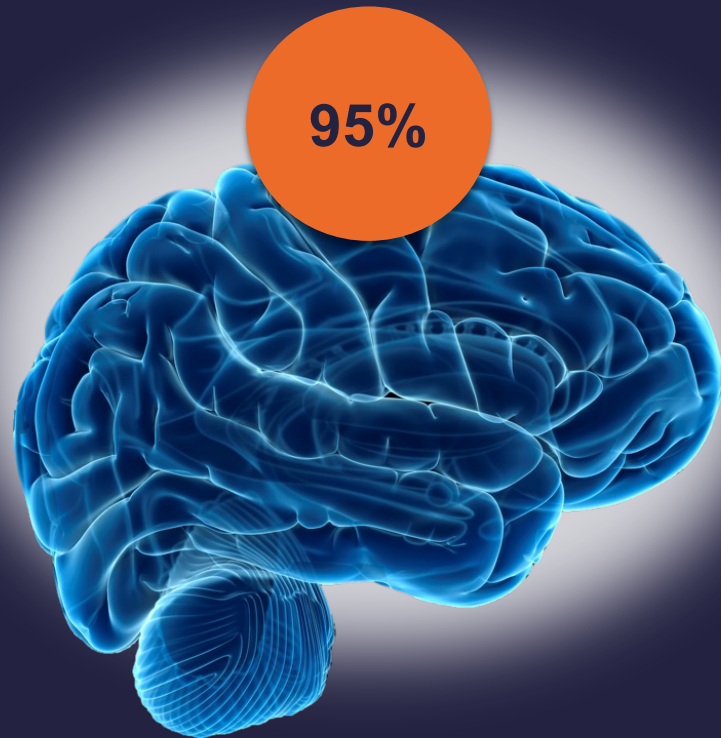
\$200



\$200



Loved Ones



Source: P.Zak. Trust Factor, 2017

What produces oxytocin?



Source: P.Zak. Trust Factor, 2017



What inhibits oxytocin?



Stress



Testosterone

Source: P.Zak. Trust Factor, 2017



over
90%

Source: J.Gottman, The Neuroscience of Trust, 2012

A photograph of a man and a woman in conversation. The man, on the left, is wearing a dark blue beanie and a dark, patterned button-down shirt over a white t-shirt. He is smiling and looking towards the woman. The woman, on the right, has her hair in a bun and is wearing a grey button-down shirt over a white top. She is gesturing with her hands as if speaking. The background shows a window with wooden frames and curtains. An orange circle with the text '5:1' is overlaid on the left side of the image.

5:1

Source: J.Gottman, The Neuroscience of Trust, 2012

TURNING TOWARDS

- Listening
- Present
- Affection
- Humor
- Inquiry
- Advocacy
- Support
- Empathy



Source: J. Gottman, The Neuroscience of Trust, 2012

TURNING AWAY

- Fire with fire
- Focus on being right vs moving forward
- Ignoring a peace offering
- Stop trying
- Negative label

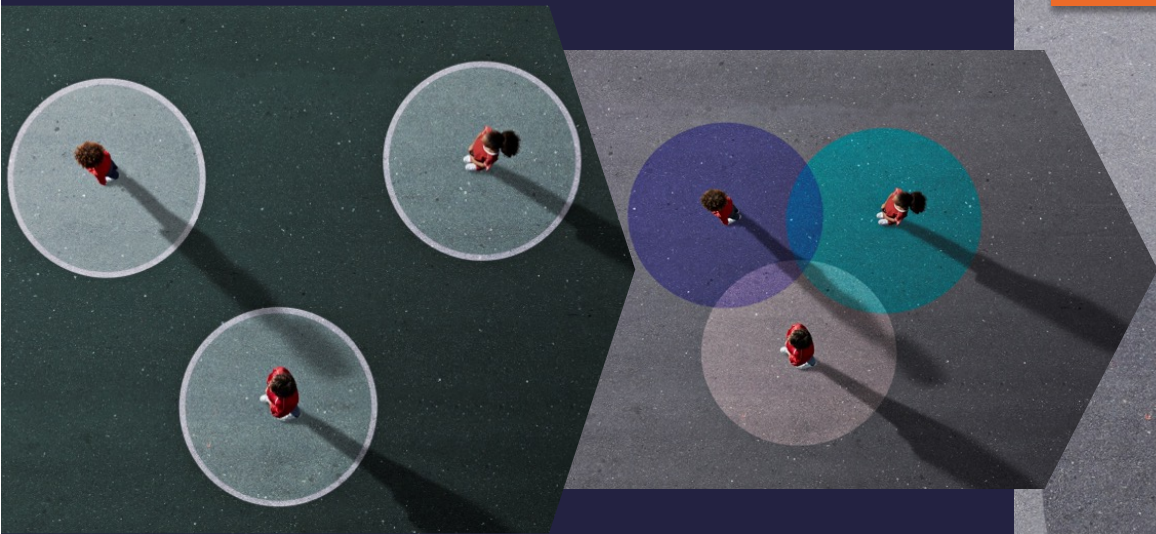


Source: J.Gottman, The Neuroscience of Trust, 2012



Conflict is a part of life

Leaders bring people together



Q&A

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Thank you!



DISCOVER[®]



Networking Lunch | Practice Inclusion



HELLO
MY NAME IS

May Joy

INTRODUCTIONS

Share your name and **answer one of the following questions**

- Who are you named after and why?
- Where does your name originate from?
- Who named you?
- What special meaning does your name hold?
- What stories are associated with your name?

DISCUSSION PROMPTS

- What are some ways you have expanded your personal and professional networks?
- Why is it important that we focus on DE&I, what are the benefits? What happens if we don't?
- How can we create more oxytocin moments?