

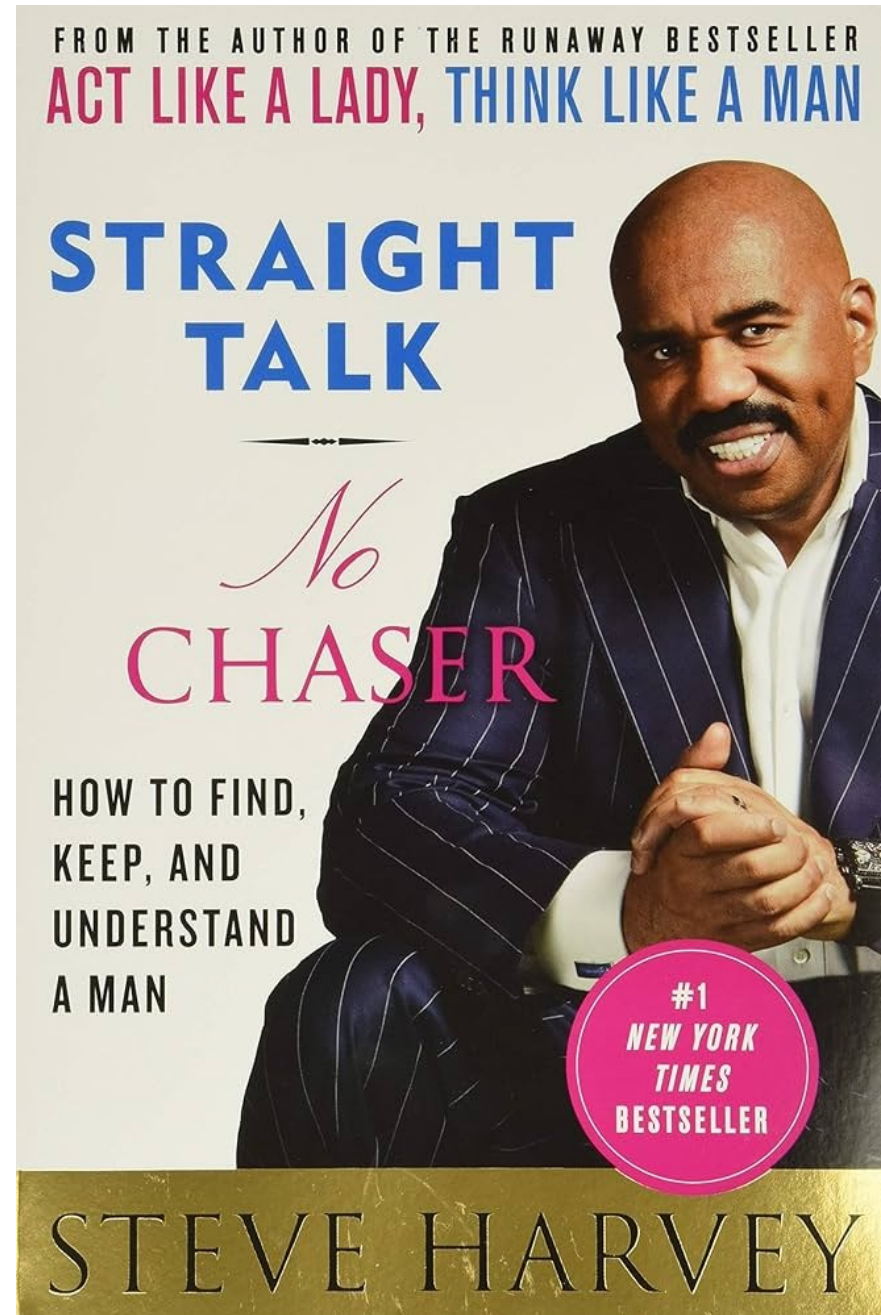
Straight Talk on Creating Inclusive Culture

UNIVERSITY OF MASSACHUSETTS 2024 CULINARY CONFERENCE

Amherst, MA, June 2 – 7, 2024

Straight Talk Defined

- Brutal honesty
- Hard conversations
- Clear consequences



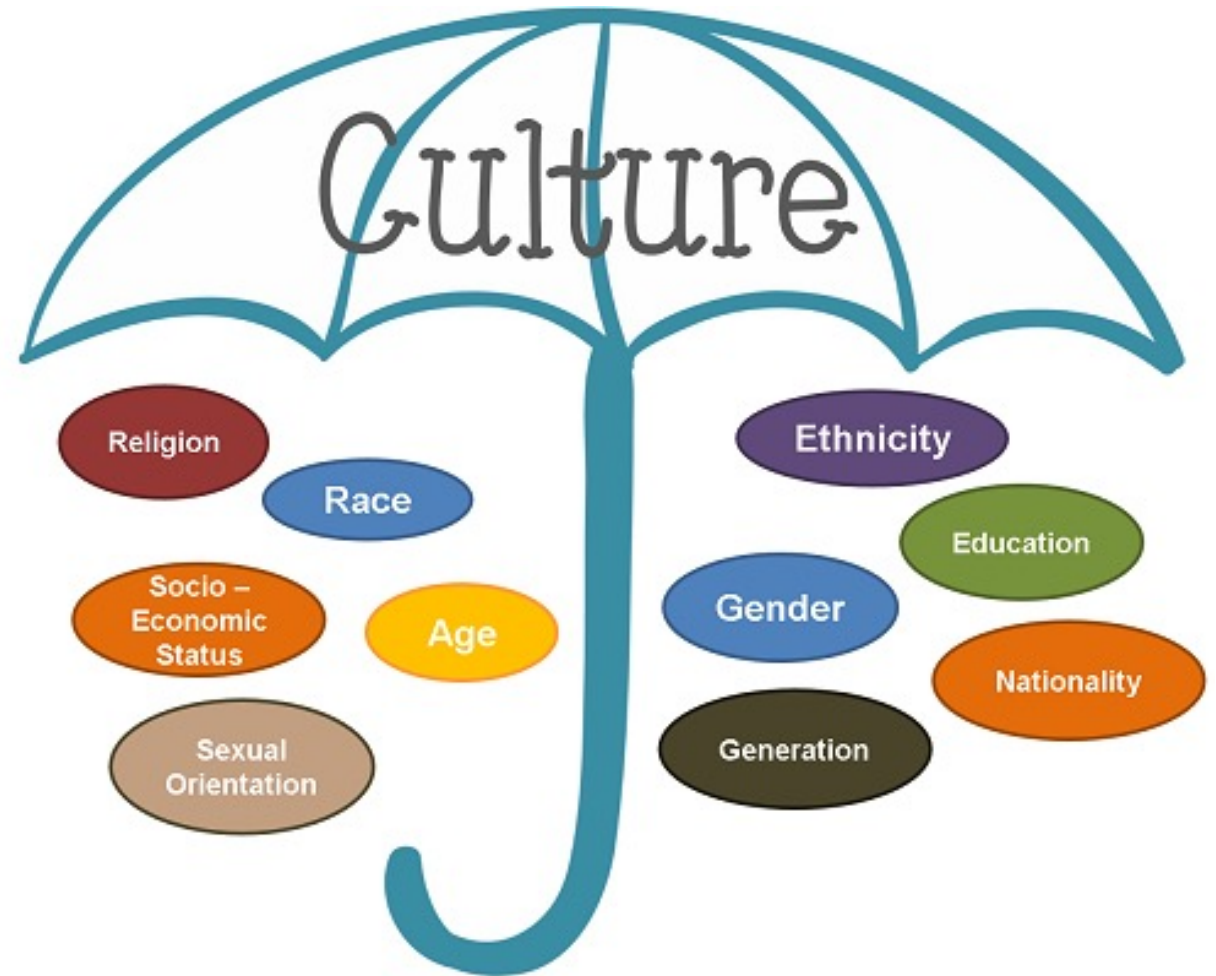
State of DEI in the Country

- The country is divided, corporate leaders are conflicted.
- AI and social media are accelerating change.
- Years of race and gender gains are losing ground.
- The economic and political divide threatens our democracy.



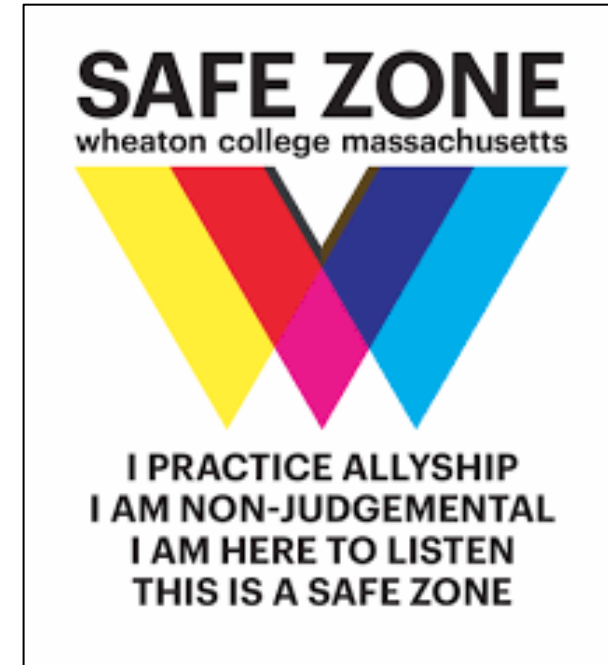
Cultural Shifts Impact Different Groups Differently

- Latino population growth stressing the system.
- George Floyd & BLM fatigue.
- Asian and Jewish hate has a new face.



Cultural Shifts Impact Different Groups Differently

- LGBTQ+ safety and mental health are top concerns.
- White men are fearful that power is shifting to POC.
- Ability, Native People and Veterans still overlooked.



Culture Keeps or Scares Away Talent

- To win talent, **we must care about our people** by doing good with them, for them, and by them.
- We must **make work a safe space** to be.
- We must **share and show them the path** to prosperity.



What's at Stake? What's at Risk?

- We must do more to engage and inspire current and future workforce or risk losing a whole generation of workers.
- We already have an image problem. If we don't act to improve it, we will never be the "industry of choice."
- The industry must prove by examples that capitalism works for everyone, and that our industry can be a "Great place to work for all."



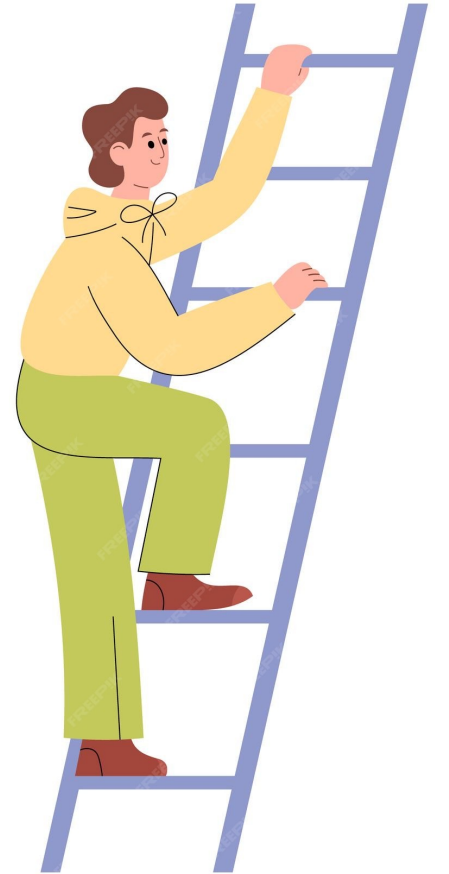
Action Steps for the Future

- **Develop greater self and situational awareness** of what is happening in your place of work, in the industry, in your community, and with other groups of people unlike yourself.
- **Learn about the lived experiences of others** by getting outside your comfort zone and asking hard questions.



Action Steps for the Future

- **Do your own homework** by experiencing other people's environments. Don't just rely on asking your "Asian friend" about what issues are affecting Asians.
- **Get comfortable with being uncomfortable.** The more you lean-in, the more you learn, and the better able you are to respond to people's needs.



Action Steps for the Future

- **Tie your learning to outcomes.** Determine the skills, behaviors, and attitudes that best support your people's development. Then set goals, measure progress, celebrate success, and repeat.
- **Be intentional in developing your employees** of color and other underrepresented groups. Implement a thoughtful succession plan that incorporates your incumbents.



Summary Points

- 1. We need straight talk** about today's work/marketplace.
- 2. Different groups** are impacted differently.
- 3. Culture keeps** or scares away talent.
- 4. We must act or else** outside forces will.
- 5. You must develop self and situational awareness** by experiencing your people's existence.
- 6. Get comfortable** with the uncomfortable.
- 7. Establish, measure, and track results.**

Q&A