



# DIVERSITY, EQUITY & INCLUSION DECISION TREE

*A Thoughtful Pathway to Action and Impact*

## ENGAGING IN A HIGHLY FRAGMENTED ENVIRONMENT

Knowing when and how to engage on an issue is a complex process that requires thoughtful consideration and an understanding of your key audiences. And against the backdrop of racial and social injustice, it's even more critical. In a highly fragmented environment where diversity, equity and inclusion (DE&I) is a reputation driver and matter of corporate trust, the question is no longer "what should we communicate?" The essential question is: "what is our action and/or commitment?" This will ignite meaningful communication and change.

## THE RISK OF GETTING IT WRONG

Not only is the environment fragmented, it's unpredictable. Conversation around DE&I starts and swells on social media, and increasingly, we've seen numerous protests and movements play out online, through those same social media channels. Additionally, like many issues and crises, these unplanned occurrences can lead to an uncertainty and transactional response that doesn't align with the company's DE&I strategy or ambition.

In the early days of June 2020, we saw many protests and movements that were tempting for brands to participate in through their social media channels. However, many organizations were met with frustrated public reception with little to no tolerance for performative participation. Brands where their audiences showed no tolerance for performative participation. Brands need to live out the values, not just talk about them.

## THE PATH FORWARD

Response to the tragedies from racially motivated acts of violence in 2020 have become an urgent barometer of corporate reputation. Communicators must face with authenticity the unavoidable and complicated balance between action and commitment. True MOSAIC understands these considerations are nuanced and specific to each company. The actions companies take – and the extent of those actions – will be different for each company dependent on their particular business, geography, stakeholders, internal culture, legacy of action, and other individual factors.

The public brand call-outs we have seen are real, persistent and a new normal. With a swelling, global movement, brands can feel like their entire social and traditional communications strategy is constantly disrupted through pausing posting efforts, disengaging, feeling the need to respond immediately, or continuously preparing reactive statements. We are in a time where we our clients are rethinking the operations of external communications. With each decision you make, you are reshaping the function of communications in your organization. Are decisions being viewed in this larger context?

Your constituents and your audiences want to see progress and change. Action demonstrates progress, and the foundation from which you can communicate. We have developed a simple

**We know business,**  
and work with some  
of the world's biggest  
brands.

**We understand  
diversity, equity and  
inclusion is complex**  
and our True  
MOSAIC, Social +  
Innovation and  
Reputation  
counselors bring  
their expertise and  
diversity of lived  
experiences to each  
of our client  
engagements.

**We know that in  
order to  
authentically engage  
on DE&I**  
you must what you  
stand for and how  
committed you are to  
your values.

**Together,  
we'll help you find  
the north star that  
guides you forward.**



TRUE

decision tree process to help you move from insightful thought, to meaningful action, to resonant communication.

MOSAIC

## HOW IT WORKS

All elements of the DE&I Decision Tree are highly customizable and will vary based on scale and scope. The process includes:

1. **Seeking Understanding:** Working alongside the core account team, members of True MOSAIC will consult and get a better understanding of your organization's unique needs and prior engagement on DE&I issues.
2. **Client Consultation – Define + Do:** Together, your FleishmanHillard core team and our True MOSAIC counselors will work with you to determine: the relevant issues, where you stand what actions needs to be taken, and how to amplify those through both social and traditional communications.
3. **Moving Forward With Confidence:** The consultation process will result in a clear plan of action for the immediate scenario, with thought to mid-term and longer-term actions. Additionally, if you desire, the True MOSAIC team can work with you to develop a standardized response approach for categorized DE&I issues that are likely to impact your business.

*If you think the DE&I Decision Tree might be a good solution for you and your clients, please reach out to [Mike.Cearley@fleishman.com](mailto:Mike.Cearley@fleishman.com) and [Adiya.Mobley@fleishman.com](mailto:Adiya.Mobley@fleishman.com) for more information.*