



Diversity and Inclusion

A Conversation Starter

TOC

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This guide was created with our teammates in mind and features several original self-portraits submitted by Insight teammates across the globe. These self-portraits visually demonstrate the dynamic perspectives, talents and facets of our teammates.



An introduction from Joyce

Insight succeeds because of our commitment to our clients' success and our deeply rooted values of Hunger, Heart and Harmony.

We're especially proud of the emphasis we place on Harmony as an expression of our ongoing commitment to maintaining an open and equal workplace and one that takes advantage of the unique perspectives our teammates bring.

Diversity and inclusion have long been a big part of who we are. As we make progress, we acknowledge that there is always more to learn and more that can be done.

I'm pleased to share this resource aimed at furthering the conversation about diversity and inclusion here at Insight.

With 11 Teammate Resource Groups that help our teams build meaningful connections with each other, and our annual Global Harmony Day, there are more opportunities than ever for us to learn from one another, consider new perspectives and find common ground.

We know our commitment to these things ultimately makes us stronger as a company. Beyond these efforts, we know there's also a need for teammates to feel more comfortable and confident speaking to topics around diversity and inclusion.

To help us learn to discuss these complex topics, we've developed this guide. We hope you'll find the information helpful.

Our focus on diversity and inclusion is not only the right thing to do, but it is a key factor in our performance and success. We know the more diverse our team can be, the better we perform together.

I invite you to set aside some time to review the contents of this guide.

We appreciate your personal commitment to making Insight a workplace that celebrates diversity and champions inclusion in an authentic way, every day.

Thanks so much. We look forward to your comments and suggestions.,

CEO, Insight Enterprises

Our values and diversity and inclusion

We embrace all learning with Hunger, Heart and Harmony.

Together — with Hunger, Heart and Harmony — we collectively foster a diverse and inclusive environment, one where every teammate belongs.

Hunger

We are change-agents, driven to improve every day.



Heart

We are teammates. We take care of each other, our clients and our communities.



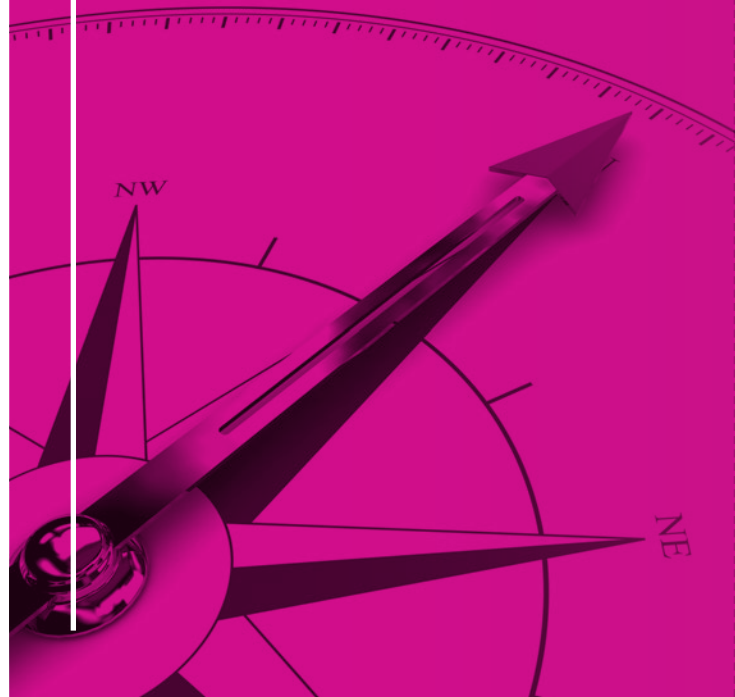
Harmony

We are a team of individuals who seek out unique perspectives and value differences and diversity.



Commitment from our leadership

Creating positive and lasting change requires the commitment of all teammates, and our leaders set the standard for how we embrace diversity and inclusion at Insight. Read on to learn more about their commitment to creating a diverse and inclusive workplace, stated in their own words.





Creating a culture that cultivates a sense of belonging for our teammates is vital to Insight retaining our teammates and attracting new talent to Insight. One of the areas I think we are having the most success in fostering a culture of belonging is through our teammate resource groups. The strong participation in our resource groups has gone a long way to having open, honest, and productive dialogue about the challenges that many of our diverse teammates face on a regular basis. It is raising our overall conscious levels and I believe making a real impact on creating a strong community for our teammates.

Megan Amdahl, SVP Partner Alliances and North America Transformation, Insight North America

Our life experience makes each of us unique. We need to respect and value our differences while recognizing that we have many elements in common as well. At Insight, we are on a diversity and inclusion journey, and we will share some tools to help you be more effective in our diverse workplace. Diversity and inclusion don't stop when we walk out of the office, it continues in our personal and social lives and informs how we interact with each other at all times.



Glynis Bryan, Chief Financial Officer, Insight Enterprises



The technology world is changing rapidly! To keep up with this change and to excel for our customers and shareholders, our company must innovate. Diversity and inclusion at Insight make all teammates feel more committed to our mission and give us fresh perspectives and insights that drive the innovation and results we strive for.

Sam Cowley, General Counsel, Insight Enterprises

Our business challenges — and indeed our societal challenges — can only be solved through a constant flow of innovative ideas and creative thinking. It's the responsibility and obligation of our organization to ensure that every idea receives consideration, every teammate can engage and contribute fully without barriers, and that every spark of talent is cultivated.



John Dathan, SVP & General Manager, Insight Canada

Valuing diversity in our ever-changing world is an absolute. We will achieve greater results with the power of teamwork and inclusion while embracing all thoughts, ideas, and uniqueness. Statistics show diverse teams consistently outperform non-diverse. A cornerstone of any great corporate culture is the ability to draw upon all experiences, skills and talent. Cultivate diversity and inclusion at every stage and empower our community to embrace our differences. The ability to learn from each other as each of us brings our own life's experiences and backgrounds is the true gift we all have to offer.



Scott Friedlander, SVP Insight Public Sector



Successful companies continue to adapt to changing markets by innovatively solving problems. Diversity of thought has clearly been demonstrated as a great way to drive innovation. By building a diverse and inclusive workplace and embracing our differences, we can fuel innovative problem-solving. It is the right thing to do for our teammates and our business.

Mike Gaumont, SVP Strategy, Insight North America



Commitment from our leadership (cont.)

At Insight, we pride ourselves on our diverse, inclusive culture, underpinned by our core values of Hunger, Heart and Harmony. When I look around our organization today, I see a lot of people of very many different backgrounds. In wider society, however, barriers exist for too many people. People who are perceived as different, for whatever reason sometimes find it harder to thrive and achieve their full potential. We are privileged to work in a tech industry that thrives on developing solutions to difficult problems. Insight can be an active part of the solution to overcome these barriers.



Jet Golia, SVP Legal, Commercial and Global Sales, Insight EMEA



Reflecting the diversity of our clients in our employee base helps us best understand the needs, challenges and opportunities we can address to our clients' missions. Equally as important, promoting an inclusive and diverse team helps us best understand how to relate to and support each other.

Rob Green, SVP Digital Transformation, Insight Enterprises

Diversity and inclusion is not a task, a "to-do" or an action item; It's a way of life. The beauty of embracing humanity is the very essence of diversity — to seek to understand while embracing others with intrigue, respect, compassion and dignity. This is a way of life, a journey full of curiosity and openness and an evolution of learning and understanding.



Brenda Hudson, SVP Commercial Sales, Insight North America



I think the secret sauce is perspective. Everyone has value to offer and perspective matters. Creating an environment of being open to all teammate input ensures we are always learning. Creating a company that is always open to many perspectives helps makes us better.

Bob Kane, SVP & General Manager US Enterprise Sales, Insight North America

At Insight, it is one of our greatest strengths that we recognize that talent, drive, and innovative thought does not discriminate and that the best and most admired companies are made up of diverse teammates. We are committed to building teams that reflect all types of individual difference and continue to evolve our culture to create a place where everyone feels a sense of value and belonging



Stan Lequin, President, Solutions



To remain on top in the technology industry we're a part of, successful companies live and die by their ability to innovate. Innovation only thrives in an environment where the status quo is challenged and the melting pot of ideas is fed by a broad spectrum of perspectives. Over and above making us a fairer, more representative business, our commitment to diversity and inclusion is the single most important ingredient that drives innovation at Insight, delivering a rich level of challenge, creativity and breadth of ideas enabling us to learn from one another's differences in the service of superior outcomes for our clients.

Mike Morgan, SVP & Managing Director, Insight APAC

Our aim is to cultivate a diverse workplace where every teammate has the opportunity to be the best they can be.

Marea Phillips, Director People & Culture, Insight APAC



The single most important factor in our success to date and going forward is attracting, developing, retaining and motivating our talented teammates. Our focus on diversity and inclusion allows us to build a culture we are proud of and an environment where everyone can thrive as we continue to build Insight.

Dee Burger, President, Insight North America



When people embrace and value different ideas, non-linear perspectives, presence and contributions, it makes for a very enriching work experience where we all thrive and rise together.

Suma Nallapati, Chief Information Officer, Insight Enterprises

Diversity is the key to making us stronger, smarter and better connected to all those we serve, including our clients, our teams and our communities. Without great diversity, we are not only irrelevant but we are destined to fall behind.

Gary Richards, SVP Client Experience and Operations, Insight North America



My wish is for every teammate at Insight to feel included, valued and comfortable in society ... but most certainly while performing their jobs at Insight. When I reflect on Insight and on our focus with regard to diversity and inclusion, perhaps Malcolm Forbes said it best: "Diversity: the art of thinking independently together.

Jen Vasin, Chief Human Resources Officer, Insight Enterprises

At Insight our culture is a reflection of all of our teammates, and it is our collective responsibility to ensure that our culture is as rich, varied and inclusive as possible. So whether that be through leading, hiring, developing, role modelling, mentoring or being an ally, there are many ways we can all contribute to growing a diverse and inclusive culture. Because when you have a truly rich and diverse collection of people, then magic happens. Seeds of ideas are planted by the open minded and curious and hydrated by those with different perspectives, they grow from strength to strength to fruition, fed and nurtured by teammates with different lived experiences. And the momentum of creativity and discovery means what is possible sheds its limits.

Angela Hughes, VP Human Resources, EMEA



Throughout my career, including over 16 years at Insight, I have personally experienced the value and strength of diversity in our workplace. Creating an atmosphere that's inclusive of all and a space where teammates feel safe to freely offer their thoughts and opinions is paramount. I truly believe that in order to maximize our growth and true potential as individuals and as an organization, we need individuals from all backgrounds to share their experiences and offer their opinions. I am proud to be part of an organization that not only recognizes this but is genuinely committed to valuing and celebrating the different perspectives of everyone equally.

Lynn Willden, SVP Treasury & Tax, Insight Enterprises





Defining diversity and inclusion

As conversations about diversity and inclusion become more common, it's easy to conflate the two words without grasping the distinct and powerful meanings of each. Let's level-set on their definitions and how they are used in these important discussions.

What do we mean by diversity?

When we talk about diversity at Insight, it expands beyond the traditional categories and labels you may be familiar with. We are referring to all types of individual difference, both inherent (the traits present from birth) and acquired (the traits we gain through life experience). We also acknowledge that every person has overlapping and intersectional identities. There are layers to who we are as individuals, and none of us fits neatly in a box.

When we take this perspective of diversity, we are better equipped to connect with each other and focus on our collective strengths and abilities.

What do we mean by inclusion?

Inclusion allows us to leverage the perspectives, experiences and unique contributions of all teammates. It is one thing to have diversity represented in our business, it is another to create an environment where these differences are valued, and it is safe to show up as your whole self.

Inclusion is achieved when the behaviors and social norms within our workplace are welcoming and inclusive of everyone equally. This creates the space for all teammates to feel a sense of acceptance, connection and belonging at Insight.

“We need to respect and value our differences while recognizing that we have many elements in common as well.”

Glynis Bryan, Chief Financial Officer, Insight Enterprises



Why is it important to create a diverse and inclusive workplace?

We all know what it feels like to be part of a great team. At Insight we pride ourselves on delivering the best outcomes for our clients, our business and our communities. Together we aspire to create an environment where our diverse mix of teammates is safe to show up as their whole selves and to deliver their best work while feeling included and respected for their unique contributions.

Why is all of this so important? Because different perspectives are incredibly valuable. One thing we know for sure is that when we tap into our collective capability — the full spectrum of our skills, perspectives and experiences — we are able to unlock our potential as individuals and as an organization.

By increasing the breadth of diversity of teammates at Insight and building an inclusive culture, we set the scene for continuous learning, innovation, creativity and collaboration. It is this environment that enables us to leverage our one true competitive advantage: our teammates. In doing this, we create a great place to work where all teammates thrive, and that is something everyone can enjoy being part of.

How we create a culture of diversity and inclusion

At Insight we appreciate the complexity and importance of diversity and inclusion in both society and within our workplace. We are committed to creating and maintaining positive change by taking practical and sustainable actions that improve the daily experience for all teammates at work. To achieve this, we are guided by four cornerstones of diversity and inclusion:

- **Everyday Respect:** Behaving and speaking in a way that demonstrates respect to all teammates in all interactions
- **Managing Bias:** Understanding the role of bias in our behavior and decision-making and taking steps to manage its impact
- **Intentional Language:** Acknowledging the impact of words and phrases in our vocabulary and making the choice to use language that is respectful and inclusive
- **Confident Conversations:** Building confidence and courage to have conversations about challenging topics in a constructive and respectful way

DID YOU KNOW?

There are many traits — both visible and invisible — that create our unique identities. They may include, but are not limited to

- Age/generations/life stages
- Education
- Religion
- Ability (both visible and invisible)
- Ethnicity
- Family status
- Gender
- Language
- LGBTQIA+
- Race
- Social-economic status
- Thinking styles
- Veteran status

Activity:

List 8-10 layers of your own personal identity.



Hu Anchor



Tish Newcomer



Everyday respect

Demonstrating respect for each other, in all daily interactions, is the foundation of an inclusive culture.

Embracing everyday respect

Our behavior toward each other every day is the ultimate demonstration of our commitment to respecting each other. It has an immense impact on our sense of belonging and safety in the workplace and transcends beyond role, team and location.

It may sound simple, but demonstrating respect toward all teammates, in all daily interactions, is the foundation of an inclusive culture that values individual difference. While we may not agree with or understand the perspectives of others, everyday respect is a baseline we can all commit to.

What everyday respect looks like at Insight

We can all demonstrate everyday respect through behaviors that enable every teammate to feel included and valued for who they are and what they bring to the workplace. This respect is not conditional on their identity and is universal regardless of gender, culture, ability, sexual orientation, age, personal beliefs and beyond. Everyday respect can include:

- Consciously seeking out and listening to the views and perspectives of others, regardless of whether they align with our own
- Actively taking steps to include others who may not otherwise be invited into groups, projects, meetings or social situations
- Speaking up when we witness discriminatory or disrespectful behavior in a clear and constructive way; If you see or hear something, then say something.
- Being mindful of our choice of language, tone of voice and physical behavior toward others
- Accepting that we may come from a position of privilege and that our role is to listen and learn rather than argue or debate



“The beauty of embracing humanity is the very essence of diversity — to seek to understand while embracing others with intrigue, respect, compassion and dignity.”

Brenda Hudson, SVP Commercial Sales, North America

Recognizing behaviors that impede everyday respect

Formal and informal interactions can sometimes get in the way of everyday respect. Often it is the little things said and done in a moment that over time erode an individual's sense of trust, belonging and inclusion. Often, we might not be aware of the impact of these seemingly harmless acts; however, their impact compounds and can cause harm to others. Examples include:

- Jokes or offensive comments that demean others
- Preoccupation with physical appearance and ability over competence and expertise
- Devaluing the voices and opinions of underrepresented groups
- Making unwarranted assumptions based on stereotypes of any kind
- Unmerited labeling based on certain identities and beliefs



Jo Schmitt



Reyman Santos



Sarah Mpenza



Nikki Snow

DID YOU KNOW?

Many common phrases unintentionally impede everyday respect. They include:

- Lighten up!
- I didn't mean it like that.
- That's just the way it is around here – just fit in.
- What doesn't kill you makes you stronger.
- I've had it with all this P.C. stuff!
- Don't take things so personally.
- He's always been that way, but he's a good guy.
- Learn to take a compliment.
- We're just being sarcastic... It's how we deal with things.
- You need to develop thicker skin.
- You always take things the wrong way.
- I had to put up with it and look how far I've come.

Activity:

Reflect on a time where you have not been shown respect in the workplace. What was the impact on you and how did it influence your future interactions in that workplace?



Understanding bias

We all have bias. Recognizing and managing bias in our behavior and decision-making is an important step in contributing to a more diverse and inclusive workplace.

What is bias?

Bias is defined as a disproportionate weight in favor of or against an idea or thing, usually in a way that is closed-minded, prejudicial or unfair. Bias is also a natural part of the human condition — of how our brains work. Over time, we build preferences in favor of or against a thing, person or group as compared to others. Biases affect how we make decisions, engage with one another and respond to various situations and circumstances. In some cases, they can limit our potential and the potential of others based on the assumptions we make.

Biases are simply a result of our brain taking shortcuts in order to act quickly. Not all biases are bad; however, sometimes these biases can be harmful. In some cases, they can even be counter to our personal values or morals. We may not give another teammate all the opportunity they deserve because we are unconsciously biased towards them for reasons unrelated to their actual talent or competency. Our previous experiences and assumptions can cloud our ability to make rational and impartial decisions in our day-to-day work interactions.

By gaining a deeper understanding of how bias plays out in our everyday work experiences, we gain the ability to leverage the rich mix of people, perspectives and experiences within Insight.

“It’s the responsibility and obligation of our organization to ensure that every idea receives consideration, every teammate is able to engage and contribute fully without barriers, and that every spark of talent is cultivated.”

John Dathan, SVP & General Manager, Canada



Overcoming bias

So how do we bring these unconscious biases to the conscious level? How can we begin to change our view of the world and the biases we possess that are holding us and other teammates back?

1. Identify bias in action.

Take the time to observe the impact of bias on your behaviors, decisions, preferences, assumptions and performance. As humans, we are not objective. We hold biases based on factors such as our experience, the information we consume, the education we've had, the culture(s) we grow up and live in, as well as the context of who we spend time with, our faith or belief systems, and even how we are feeling at any given moment.

Biases are also formed based on our own identities, such as our gender, ability, age, career status and/or ethnicity and more. This same identity can cause others to act in biased ways toward us, and us to behave in biased ways towards others. Take the time to acknowledge and identify how this plays out in your everyday life and in interactions with other teammates and challenge your thinking when these biases pop up.

2. Cultivate broader connections.

A key to overcoming biases is through gathering perspectives from people who are not like us. Cultivating connection is about connecting with and understanding others and their points of view. As we go through our day and meet and engage with other teammates, our brains are constantly — and unconsciously — categorizing people. Are they like us and therefore feel familiar and safe? Are they different to us in some way that results in your brain categorizing them as not like you and therefore part of an “outside group”?

If we want to overcome biases, we need to be intentional about connecting both with people who are like us and those who are not. We can do this by consciously practicing empathy and curiosity in our interactions with other teammates. Investing time in broadening your network and connecting with a mix of different teammates will expand your perspective and increase your ability to manage bias effectively.

3. Be courageous.

We are faced with situations of bias every day. Sometimes we want to say or do something about it, but we are uncertain of what to do and fearful of what may happen if we take action. We know that confronting bias may be difficult — both in ourselves and when we observe it in others. It takes courage to recognize that we can do better and the need for change within ourselves. It also takes courage to speak up in a conscious and constructive way when it feels easier or less confrontational to remain silent. All leaders and teammates can have an impact and share in a commitment to be courageous in the conversations and actions we take to manage and minimize the impact of bias in our interactions at Insight.

DID YOU KNOW?

There are several common biases that impact decision-making. They include:

- **Affinity bias** is a tendency to favor people who are like us, resulting in homogenous teams and group-think.
- **Confirmation bias** happens when we seek to confirm our beliefs, preferences or judgments, ignoring contradictory evidence.
- **Halo effect** occurs when we like someone and therefore are biased to think everything about that person is good.
- **Social and group-think bias** is the propensity to agree with the majority of someone more senior to us to maintain harmony.

Source: Chief Executive Women, In the Eye of the Beholder: Avoiding the Merit Trap



Melissa Matis



Efren Belen



Intentional language

Intentional language means that we take accountability for the impact of the words and phrases we use. It means choosing words and phrases that are inclusive and respectful to others and evolving our vocabulary over time.

The importance of intentional language

We may not understand why a word is inappropriate; however, just because a word or phrase may not be personally relevant or offensive to our individual identity doesn't mean it is not hurtful or discriminatory to another person's. In these circumstances, it is not our role to dismiss or argue against the historical significance and impact of the word or phrase; it is to listen and learn.

Intentional language and historical acceptance

The meanings of words and phrases change over time. However, it is important to be aware and mindful of their historical usage and ongoing impact. Denying the significance and impact of a word can be more hurtful than the word itself.

It can be easy to forget or not even ever be aware of a word's or phrase's offensive origins. In many cases, words or phrases have been historically used to dehumanize, oppress, demean, marginalize and intentionally cause hurt. Sometimes, if we have not personally been affected by the use of a particular word or phrase, it can be easy to dismiss or minimize its impact.

1. Choose alternative words and phrases.

There is no end to alternative words and phrases that we can use to express ourselves and communicate with others. It is often incredibly easy and simple to select an alternative word or phrase to express yourself and communicate your message. Making this choice and keeping up to date with changing terminology and expectations around language is an act of everyday respect towards your fellow teammates.

2. Educate others.

A simple act of allyship is to also speak up when others intentionally or unintentionally use offensive words, phrases or general language. Staying silent when we know language is offensive can be as harmful and impactful as the usage of the word or phrase in the first instance. Spreading the message and helping change the social norms within our culture and outside of the workplace is a practical way to contribute to positive change.

Intentional language and political correctness

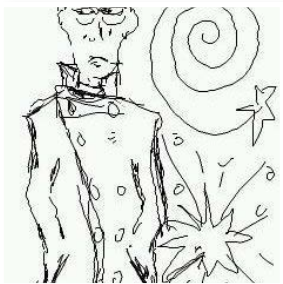
Political correctness is the act of avoiding forms of expression or action that are perceived to exclude, marginalize, or insult groups of people who are socially disadvantaged or discriminated against.

There can be a perception that “political correctness” is a bad thing. Political correctness is an important idea that protects people who are vulnerable to discrimination; however, it can be misunderstood. It is not about impinging on free speech but rather communicating in a way that is accessible and respectful of our values.

You may hear people talk about how someone is being overly politically correct. Often, this complaint arises from the perception that being politically correct means a person can no longer speak and act as they please without consequence. It is important for all teammates to take steps to be mindful of our language choices and how they impact others. Political correctness is a practical tool that we can use to hold ourselves and each other to a higher standard.

Activity:

Scan your vocabulary for words or phrases that may have an impact on others. Identify some alternatives that you can use as a substitute in the future.



Peter Lyons



Nicole Havermale



Martin Montgomery



Gerard Azar

DID YOU KNOW?

Many words and phrases used in business have a discriminatory past. Consider the original meaning behind these words and phrases.

Ghetto: A ghetto is historically an area of a city where disadvantaged people live, with typically higher rates of crime and where racial and religious groups are discriminated against. It was also an often-walled quarter in a European city to which Jews were restricted beginning in the Middle Ages.

Moron: Moron is a term once used in psychology and psychiatry to denote mild intellectual disability. Once the term became popularized, it fell out of use by the psychological community, as it was used more commonly as a derogatory insult than as a psychological term.

Gypsy: The word “gypsy” originated in the 16th century and meant Egyptian, since Romanians were initially believed to be from Egypt. The word “gypsy” is often considered derogatory due to its usage to connote illegal behavior and a wandering lifestyle, instead of as an identifier for a particular race of people. A derogatory variation of this word is the verb “gypped,” which has been used in popular culture to describe the act of cheating or swindling someone.

Lame: Lame is a term that refers to a physical disability or impairment that results in a person being unable to move or walk. In more recent times it has been used as a derogatory word to describe a person or thing as being uninspiring, boring or dull. When we equate any form of disability to being inferior or undesirable we are speaking in a way that is disrespectful and non-inclusive.



Bold conversations

Bold conversations allow us to constructively tackle challenging issues in the workplace. In doing this, we foster a sense of respect, growth and learning among all teammates.

The importance of bold conversations

Sometimes we can feel uncomfortable, awkward or ill-equipped to have a conversation, ask a question or speak up about matters we perceive to be personal. There may even be times where you feel like no matter what you say, you will cause offense. What if we say the wrong thing? What if we make it worse?

In fact, there may be times where we question how aspects relating to personal identity fit within the context of our workplace. The truth is we are all human and our unique and personal identities and experiences play a huge role in who we are at work and how we connect as teammates. Being able to interact authentically and openly is a critical factor in individual and team performance. It is important that we are safe to learn more about each other, to challenge our biases with alternative perspectives, and speak up when we see or hear things that are harmful to ourselves or others.

It is natural to not want to say the wrong thing or to hurt someone's feelings. In some cases, it can feel much safer and easier to avoid speaking up or to look the other way. Even though it may feel uncomfortable at times, being able to communicate confidently about challenging topics is a valuable skill for every teammate and leader to build and master. As we do this together, we can build greater trust and connection within our teams and the broader business.

Simple steps to bold conversations:

- Be clear on what you are seeking to learn or achieve from the conversation or interaction. Your intention will often impact how your message is received.
- Seek to understand rather than to be right. Raise an issue with the genuine intention to mutually learn and grow.
- Take accountability for informing yourself about various social issues from reputable sources. It is not the responsibility of others to educate, inform or "convince" us.
- For high-stakes conversations, prepare and rehearse to build your confidence.
- Listen and reflect on the point of view of the other person and create a safe space for them to speak and share their perspective without judgment.

Speaking up for yourself and others

It is important that we speak up when we see or hear something disrespectful, harmful or discriminatory. It is the cornerstone of Insight's values and culture that we do not ignore this type of behavior in our workplace. We can do this in a way that shows respect and empathy for all parties and contributes to our culture of growth and learning.

“We are privileged to work in a tech industry that thrives on developing solutions to difficult problems.”

Jet Golia, SVP Legal, Commercial and Global Sales, Insight EMEA



It can feel awkward or intimidating to speak up in the workplace about challenging issues. Having a go-to toolkit of questions or phrases can help you feel more confident when raising the issue or calling out other teammates on their behavior. Here are some examples:

- What do you mean by that?
- I appreciate you are trying to be light-hearted; however, I don't think it's funny to make jokes about (insert target group/person) people.
- Have you thought about how others might feel when you use that language/ behave in that manner/ make assumptions like that?
- I'd prefer you choose a different word/phrase.
- It makes me uncomfortable when you speak/act in a disrespectful way about (insert target group/person).
- Can you please reconsider your choice of phrase/language/actions to better include everyone in the room/group/team?

Accepting feedback

There will come a time when we will say or do the wrong thing. We are all human, and we are all learning and growing as we go. It may come from a place of misjudgment, misinformation or privilege. Demonstrating respect and inclusion is not about being perfect, but rather about being open and humble to doing better when we get it wrong.

It doesn't feel great when we are called out or corrected on our language or behavior. Receiving constructive feedback can sting our ego. In most cases, it's natural to want to defend our position or brush off the impact of our wrongdoing. In these situations, it's important to remember it takes courage and trust for others to hold us accountable for our words and behavior and that it provides a valuable opportunity for growth.

How to respond to feedback

Take a moment to:

- Listen and reflect on the feedback.
- Thank the person for their courage to speak to you about the situation.
- Apologize when required.
- Debrief with a peer or leader to close the loop.

Taking feedback in a constructive and purposeful way dramatically improves your interactions with other teammates over time and helps you to build the confidence to do the same.

Activity:

Take a moment to reflect on:

A successful conversation you have had on a challenging topic. What made it successful and what did you learn from it?

An unsuccessful conversation on a challenging topic. What made it successful and what did you learn from it?

DID YOU KNOW?

Three core ingredients to confident conversations are:

- **Assertiveness:** Sharing your feelings and needs clearly, openly and tactfully
- **Empathy:** Understanding the feelings, thoughts and needs of the other person
- **Enquiry:** Seeking to uncover more about the other person's feelings, thoughts and needs



Expanding our knowledge

Thank you for investing your time in learning more about Insight's perspective on diversity and inclusion. Building a shared understanding and commitment is critical to our success as teammates and as an organization. We hope this practical guide has helped to expand your perspective on the topic and provided you with some useful knowledge and tools to implement in the workplace and beyond.

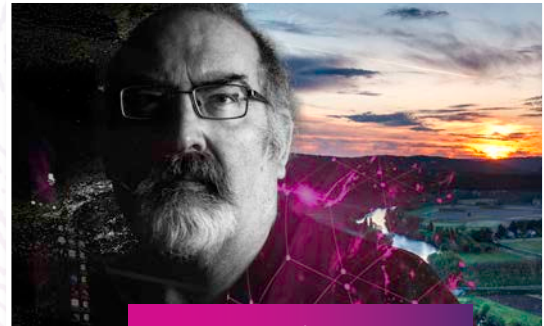
At Insight, we're committed to providing our teammates resources to keep them informed on these important topics. Please see the Diversity and Inclusion resources on Inside.Insight for North American and APAC teammates and on the Insight Digital Workspace for EMEA teammates. Information on diversity and inclusion is ever evolving. Continuing to keep our knowledge and awareness current is an important part of our commitment. This can be achieved by simple, daily actions that expand your perspective.



Karla Orbita



Karl Hantke



Gerard Azar



Ian Aspinall



Ian Aspinall



David Hay



Todd Hallowell



Colwin Stevens



Angela Brown



Ashley Guth



Josh Kennedy



Susan Dominish



Nealand Lewis



Vidushi Pokhriyal

Daily actions to expand your perspective:

- Read and learn from reputable sources about topics that don't directly impact you.
- Identify and manage your bias.
- Ask questions to seek to understand, not just to confirm, your knowledge.
- Listen to people who hold a different perspective.
- Actively seek input from a broad group of people beyond your current team.
- Embrace the diversity of your teammates and don't force people to "fit in."
- Ask for feedback on your language and behaviors and take action.
- Accept that sometimes you will get it wrong, but continue to try to improve.
- Put yourself "on the record" about your commitment to diversity and inclusion.
- Pause, think and observe before speaking or assuming.

Where to go from here:

At Insight, we're committed to providing our teammates resources to keep them informed on these important topics. This is just the beginning of an ongoing conversation so we encourage everyone to connect and participate in local events, training and celebrations. For the most up to date resources in your region please refer to Inside.Insight in North American and APAC and the Insight Digital Workspace in EMEA.

Glossary of key terms

Ableism

Discrimination against disabilities and people with disabilities, stemming from the belief that there is an ideal non-disabled body or mind

Accessibility

The design, development or state of physical or digital environments, resources and services that are easy to reach, enter, use, see, etc. for all users

Affirmative action

The practice/policy of favoring individuals belonging to groups known to have been discriminated against previously in an effort to correct inequity and imbalance

Ally

Ally is a term used for people who support a social group other than their own, by acknowledging disadvantage and oppression and taking action on the behalf of others.

Allyship

Allyship is using your position of privilege to help people from other groups who are typically discriminated against.

Belonging

A feeling that you are valued for who you are within a group or community

Bisexual

An attraction towards more than one gender. People may also describe themselves as bi, queer, and other non-monosexual identities.

Bias

Attitudes for or against a person, group or concept especially in a way considered to be unfair

Cisgender

Refers to a person whose gender identity is the same as the sex they were assigned at birth, often used by cisgender allies who by using this term recognize that trans people exist and matter

Disability

A broad term that the World Health Organization describes as, "the interaction between individuals with a health condition (e.g., cerebral palsy, Down's syndrome and depression) and personal and environmental factors (e.g., negative attitudes, inaccessible transportation and public buildings, and limited social supports)".

Many often use the word disability to refer to a physical or mental condition only but this fails to acknowledge the many barriers disabled people face that are a result of external factors.

Discrimination

Discrimination is the behavior or action (usually negative) against a certain individual or group based on their shared characteristics. Discrimination can happen as a result of conscious prejudice or unconscious bias.

Diversity

Diversity refers to the variation between people. This includes parts of our identity that are considered 'innate' (like race, age, gender, etc.), and aspects that are 'acquired' like cultural fluency and languages spoken.

Equality

The state in which everyone is treated the same way, typically working with the assumption that everyone starts out on equal footing with equal opportunities

Equity

Working toward fair outcomes for people or groups by addressing their unique barriers

Inclusion

Inclusion is the practice of including people in a way that is fair for all, values everyone and empowers each person to be themselves.

Intersectionality

Refers to having multiple identities that intersect like gender, race and sexual orientation, which sometimes can offer advantages in some ways, but disadvantages in other ways

LGBTQ+/LGBTQI/LGBTQIA

The acronym for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual or allied + other gender variants. This is the most inclusive, all-encompassing term for the gay community, including those with non-cis gender identities.

Microaffirmations

Microaffirmations are small and often subtle actions of inclusion that give the receiver a feeling of being valued and a sense of belonging. These can be as small as making eye contact or acknowledging an accomplishment.

Microaggression

Microaggressions are seemingly harmless but impactful everyday slights and exclusions that negatively highlight an individual's Otherness.

Neurodiverse

Refers to the variation in our cognitive function. The word neurodiversity treats conditions that are classified as a developmental disability like autism or long-term mental health issues like bipolar disorder as part of human neurodiversity rather than a deficiency.

Non-binary

Refers to a person who doesn't identify as only male or only female, or who identifies as both

People of color (PoC)

An all-encompassing term for any group that isn't white

Prejudice

Refers to the (conscious or unconscious, positive or negative) attitudes and feelings one has towards an individual or group of individuals based on certain traits

Privilege

One or a set of unearned benefits someone has solely because of their membership in a specific group. These groups are identity based and include race, gender, sexual orientation, ability and religion, as well as privilege related to wealth and class.

Pronoun

Words we use to refer to people's gender in conversation — for example, 'he' or 'she'. Some people may prefer others to refer to them in gender-neutral language and use pronouns such as they/their and ze/zir. Note that most see their pronouns as just that, not their "preferred" pronouns.

Queer

A term to refer to people who don't identify with traditional categories around gender identity and sexual orientation. Note that it may be viewed to be derogatory by some, though it has gone through a recent phase of reclamation.

Racism

Prejudice, discrimination or antagonism directed against someone of a different race based on the belief that one's own race is superior. Racism can be further defined as systemic or institutional, acknowledging that policies and structures can lead to racist outcomes.

Trans or transgender

Refers to a person whose gender is not the same as the sex they were assigned at birth. Trans people may also describe themselves as gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, two-spirit, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

Unconscious bias

Assumptions and preferences we have towards people and groups which impacts the way we behave and make decisions — also referred to as implicit bias

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