



Participating CAHRS Companies:

Bloomberg
Cornell University
MassMutual
Procter & Gamble
Prudential Financial
Terex
XPO

Notetaker: Katherine Bojorquez

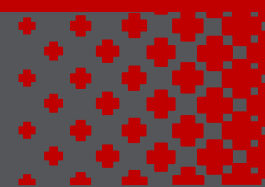


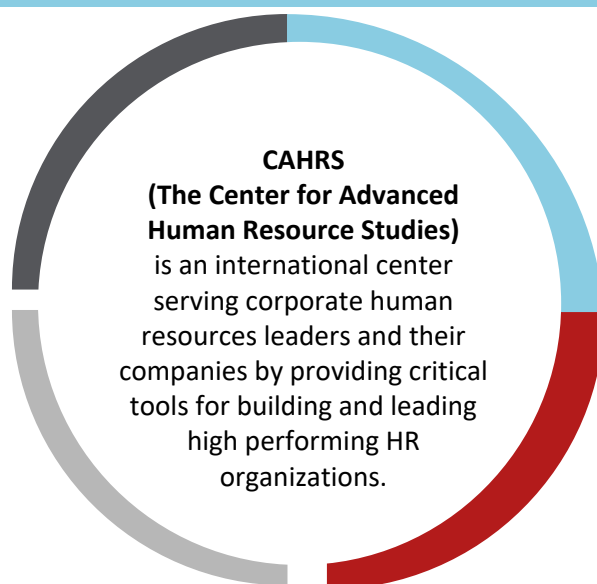
After George Floyd's murder in 2020, Diversity, Equity, & Inclusion (DEI) initiatives were given renewed focus in companies and organizations. However, as the legal landscape changed with the 2023 Supreme Court decision regarding college admissions affirmative action programs, and with the new government administration implementing Executive Order 14151 to end DEI Programs and Preferencing, along with overt pressure on companies to end DEI measures, organizations are rethinking their approach to DEI in the workplace. **In this working group, CAHRS members explored the current DEI landscape and discussed CAHRS company approaches to the shifting terrain.**

Discussion Takeaways

- **Understanding External Trends**
 - DEI remains a critical focus in countries outside the United States. A 2025 Littler report found that global companies are navigating a sharply divided marketplace, with 49% reporting no changes to DEI initiatives following legal and political pressure, while 51% reported revising their tactics— including making changes to and/or scrubbing language referring to policies and practices related to diversity, equity, and inclusion.
- **Explicitly Defining DEI**
 - DEI is frequently aggregated into a single construct rather than its three distinct components, which can lead to confusion when attempting to assess the impact of related initiatives or address specific challenges. Participating companies expressed they were clearly stating what diversity, equity, and inclusion mean in the context of their organization independent of outside narratives.
- **Aligning DEI with Organizational Value**
 - Early research suggests that backlash to DEI often arises from these initiatives being viewed as social justice issues disconnected from organizational concerns. As a result, it is important for organizations to articulate how DEI contributes to organizational success. For example, some participants shared that their company's DEI initiatives made their employees feel safe, supported, and valued and correlated those outcomes to increased productivity.
- **Reconsidering Metrics and Benchmarks**
 - A challenge facing some participating organizations involves evaluating whether their existing DEI metrics and benchmarks remain relevant amid shifting legal expectations. Generally, participants expressed confidence that they could continue to accomplish their desired goals by positioning DEI as a core, integrated component of organizational strategy rather than a standalone objective.
- **Prioritizing Consistent Experiences**
 - Organizations can adopt a perspective that focuses on creating consistent experiences within their talent management process. By doing so, they can address inconsistencies in a way that delivers equitable outcomes while continuing to benefit the entire workforce.
- **Evolving but Not Going Away**
 - Organizations are at different stages in how they're responding to the evolving DEI landscape, leading to variation in how initiatives are maintained, reframed, or adapted. Still, participants emphasized that their codes of business ethics remain intact, and they continue to rely on their foundational ethical values to guide them through any transition.

The working group session ended with some closing remarks from Dr. Tony Byers: *"You want to operate from a position of trying to win, not from a position of trying not to lose."*





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