Moderator: Now how do you deal with diversity and inclusion? Whether it’s gender, whether it’s multigenerational, or whatever the topic may be. I feel like we know what to do. We talk about education, we talk about holding people accountable, we talk about programming, we talk about building the right culture. Why are we not doing it? Why is it not happening?

Julie Sweet: Fundamentally, we are asking people to disrupt themselves. Because in inclusion and diversity we are asking leaders—who are still today, the majority, white men, right? And it’s difficult to disrupt yourself. I completely believe that inclusion and diversity is something day in and day out, but I think it also requires real courage, whether it’s disclosing statistics that aren’t great, whether it’s saying we’re not going to let the same people choose their leaders. When we do that re-org, we’re going to have someone separate say, “No, you don’t get to pick your friends and family.” We are going to set a goal. We’re going to have someone else independent do it. Because of unconscious bias and human nature. I think, not even because it’s the right thing to do, but from a business perspective, to be innovative enough, we need to get more aggressive, and that requires different tactics.