



Driving Inclusion

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How we build trust



Assume good intent, look for teachable moments.



We are human, know that mistakes happen.

Agree to apologize, forgive, fix, and move forward.



This is a judgment free zone, but tone matters.



Listen & learn. Education is our goal.



Get comfortable with the uncomfortable.

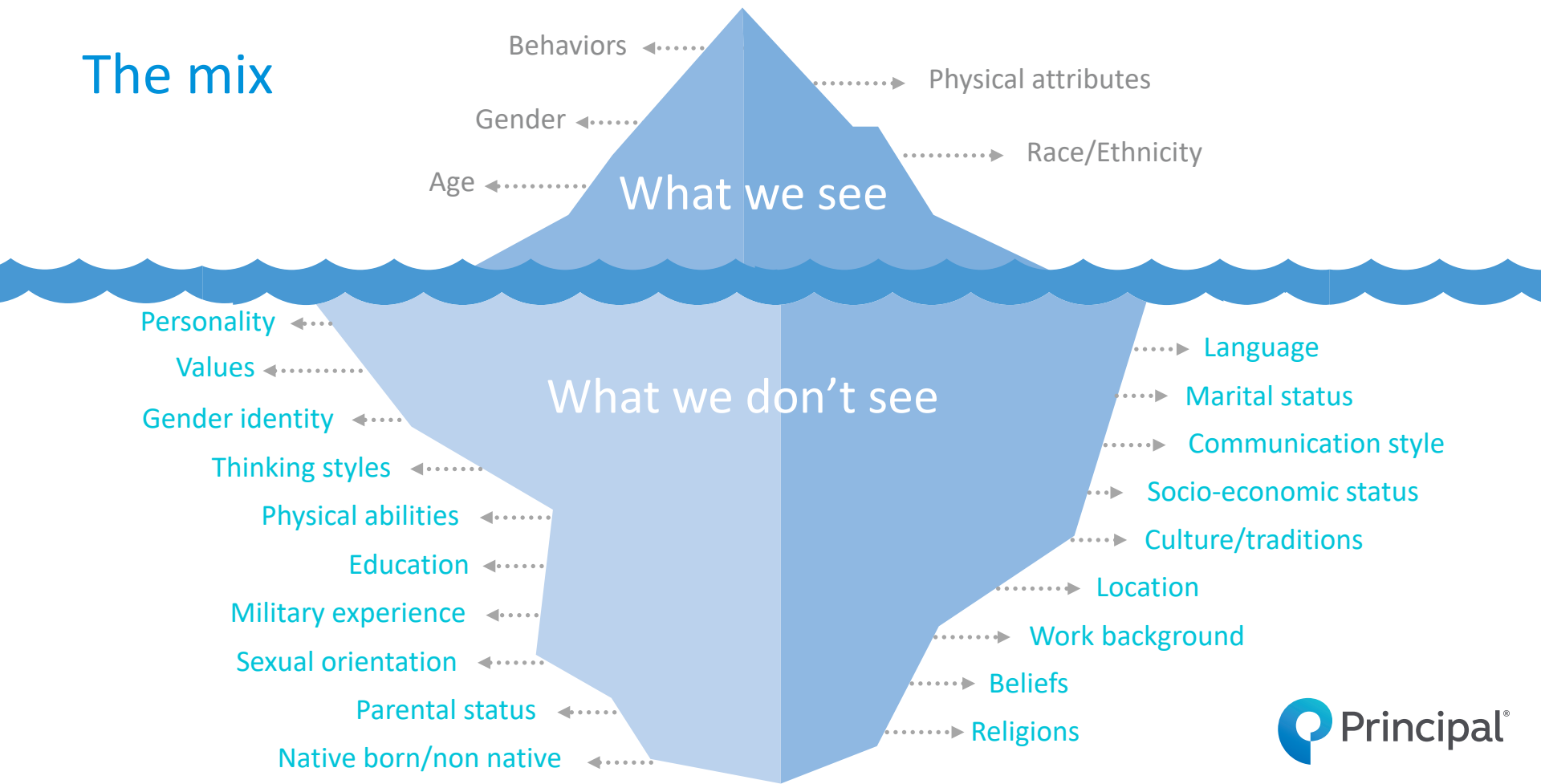
Reframe the challenge.



Diversity is the mix.



The mix



We build **empathy** through awareness & understanding focused on **customer first**.

- › We look through your lens
- › We are curious about your wants and needs
- › We treat you the way **you** would like to be treated.



What's the business case for Diversity & Inclusion?

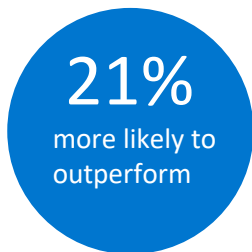


What's the business case against Diversity & Inclusion?

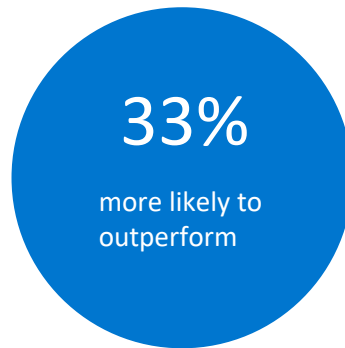


Improve financial performance

Gender-
diverse
companies



Ethnically
diverse
companies



In the US, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10% increase in diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise .8 %.

McKinsey Study [‘Why diversity matters’](#)

McKinsey Study [‘Delivering Through Diversity’](#)

Reflect the marketplace

Our **customers** want to know we understand their unique needs.

Global economic
impact of Women >
India and China
combined (EY)

U.S. Hispanic buying
power > top 20
world economies

LGBT+ buying > \$830
Billion
*2013

U.S. multicultural
market > all but 9
countries in world

One Principal. Customer first. Empowered Employees.



Increase innovation and performance

Collective
intelligence
surpasses individual
cognitive ability

Highly Diverse
Teams bring
creativity on
complex tasks

Prepare better to
present to people
“not like us”

Both identity &
experience
diversity improve
innovation &
bottom line

How Diversity Makes Us Smarter

Source: Dr. Katherine Phillips, How Diversity Makes Us Smarter,
Scientific American

Recap:

- Build the culture
- Reframe the challenge.
- Lead the change.



Results

#1 on Forbes' list of America's Best Employers For Women 2018

#6 on Forbes list of America's Best Employers for Diversity

Military Friendly® Employer

100% on HRC CEI

Diversity Best Practices (DBP) Inclusion Index

State Street Global Advisors Gender Diversity Index

NAFE Top Companies for Executive Women

Disrupting. Reframing. Innovating. Influencing.

Thank you