DiversityInc Webinar Series

Shane Nelson
Vice President, Consulting
Accountability, Diversity Metrics in Scorecards and Dashboards

Patricia Rossman, Chief Diversity Officer, BASF

Angela Talton, Chief Diversity Officer, Nielsen
# 2016 DiversityInc Top 50 Companies for Diversity

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
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<tbody>
<tr>
<td>1</td>
<td>Kaiser Permanente</td>
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<td>2</td>
<td>Novartis Pharmaceuticals Corporation</td>
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<td>EY</td>
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<td>MasterCard</td>
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<td>Johnson &amp; Johnson</td>
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<td>9</td>
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<td>14</td>
<td>Abbott</td>
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<td>Accenture</td>
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<td>Wyndham Worldwide</td>
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<td>Southern Company</td>
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<td>MassMutual Financial Group</td>
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<td>48</td>
<td>General Motors</td>
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<td>49</td>
<td>Genentech</td>
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<td>50</td>
<td>Medtronic</td>
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3 Weeks Left to Complete The 2017 DiversityInc Top 50 Companies for Diversity Survey

• Deadline – March 2, 2017 (firm deadline).

• List announced – May 2, 2017, Cipriani Wall Street, NYC.
  • To retain a spot on the DiversityInc Top 50, one representative from each organization must attend the announcement dinner.

• [Free report cards](#) distributed to survey participants immediately after the event.

• [New Requirement!](#)
  • Completing NOD's Disability Employment Tracker is now required to earn a spot on the 2017 DiversityInc Top 50 list.
2017 DiversityInc Top 50 Event Agenda

• 7:30 a.m. - 8:30 a.m. | Networking Breakfast

• 8:30 a.m. - 8:45 a.m. | Opening Remarks, Luke Visconti, CEO, DiversityInc

• 8:45 a.m. - 9:30 a.m. | Panel: Developing Future Leaders Through Your Executive Diversity Council
  • Karyn Twaronite, Partner, Global and Americas Diversity & Inclusiveness Officer, EY
  • Patricia Lee, Senior Vice President, Human Resources, Chief Diversity Officer, Wyndham Worldwide
  • Allen Love, SVP, BSA Officer/Deputy GAMLO, TD Bank

• 9:30 a.m. - 10:15 a.m. | Panel: Mentoring Program Upgrades
  • Accenture (confirmed)
  • General Motors (confirmed)
• 10:15 a.m. - 11:00 a.m. | Panel: How To Strategically Leverage the Evolution of Resource Groups to Get Better Results
  • Belinda Grant-Anderson, VP Diversity & Inclusion, AT&T
  • Erin Kitchen, Executive Director, Global Diversity & Inclusion, Dell
  • Adrienne Trimble, General Manager, D&I, Social Innovation Division, Toyota Motor North America

• 11:00 a.m. - 11:45 a.m. | Panel: Gender Balance in Senior Leadership
  • Wanda Hope, Chief Diversity Officer, Johnson & Johnson
  • Marisa Milton, Regional VP Human Resources, Marriott International
  • Novartis Pharmaceuticals Corporation (invited)

• 12:00 p.m. | Networking Lunch

• 1:00 p.m. | Luncheon Keynote Speaker | To Be Announced
Making Metrics Matter

Patricia Rossman
Chief Diversity Officer, BASF Corporation
February 7, 2017
We create chemistry with our customers and our employees -- driving economic success, social responsibility and environmental protection through diversity and inclusion of great talent.

Worldwide:
- Sales 2015: €70 billion
- Employees: 112,435

North America:
- Sales 2015: $17.4 billion
- Employees: 17,500
Creating Chemistry Drives Growth

Chemistry as Enabler for Current and Future Needs

- ~10bn people by 2050
- 70% of the world population will live in cities by 2050
- 50% more primary energy consumption by 2050
- 30% more food needed by 2050
BASF – Diversity + Inclusion Business Strategy NA

- We **attract** the best talent from all backgrounds
  - Building brand recognition of BASF as a company committed to D+I
  - Diversity sourcing strategy and partnerships

- We **select** the best talent from all backgrounds
  - Understanding ‘Hidden Biases of Good People’
  - Leader Education/Manager Skill Build

- We **develop and retain** a diverse workforce
  - Mentoring and Employee Resource Groups
  - Onboarding and Retention

- We emphasize the **business value** of D + I and the power of **inclusive leadership**
Leveraging Diversity, Building Our Brand
Big Data Plays a Big Role

BASF Corp. Named #24 on Top 50 Companies for Diversity

- Highly effective Talent/D+I Dashboard used to assess demographics and all measures of Diversity + Inclusion
- Human capital insight allows BASF to hold managers accountable for tangible improvements in diversity
- Moving beyond simply tracking representation, dashboard tracks impact of leader behaviors; helps leaders and HR make smarter hiring and development decisions through detailed, real-time, actionable data
- Integrates diversity with other business drivers and gives a comprehensive talent picture
Checking the Engine Light

- We are holding BASF leaders more accountable for attracting, recruiting, selecting and retaining great diverse talent as part of regional commitments to have an internal talent mix that reflects external talent market availability in North America, arguably the most diverse talent market in the world.

- Sounds great. How do we make it happen? In a data-intensive company, the answer lies in delivering metrics that matter.

- We created a dashboard and more recently a leaderboard that help leaders see where things are working effectively, where the engine light is on, and where more attention is needed.
Linking Leader Behaviors to Outcomes... and Action

Every Decision Counts

Employee Movement

- Employee movement
- Traditional and Non-Traditional Metrics

Talent Decisions

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<tr>
<th>Quarterly Change</th>
<th>Females</th>
<th>Females</th>
<th>Minority</th>
<th>Outgoing</th>
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<td>Q1</td>
<td>2</td>
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<td>1</td>
<td>5</td>
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<tr>
<td>Q2</td>
<td>100 %</td>
<td>7 %</td>
<td>50 %</td>
<td>36 %</td>
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<tr>
<td>Q3</td>
<td>17 %</td>
<td>18 %</td>
<td>50 %</td>
<td>9 %</td>
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<tr>
<td>Q4</td>
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Annual Change

Percent of Opportunities

Sample Data
Linking Leader Behaviors to Outcomes… and Action

Every Decision Counts

Sample Data

Transparent leadership pipeline decisions

Local management of retirement and recent joiner risk of loss
North America Challenge Intensifies Focus: It’s All About Great Talent!

**Challenge:** Take ‘Bigger, Bolder, and Faster’ actions to meet business goals for improving in diversity and leadership potential

**Key Areas of Aspirational Goals:**
- Diversity Representation
- Leadership Pipeline
- Reaching 30% selection rate

**Tactics to Get There:**
- Candidates interviewed 50% diverse
- Interview panel 50% diverse
- Hiring for potential, 6.2-7.2 roles
Leading Change: The Leaderboard

North America Leaderboard

<table>
<thead>
<tr>
<th>January - March, 2015</th>
<th>North America</th>
<th>Representation and Selection</th>
<th>E2 - 1.2</th>
<th>NALT Challenge</th>
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<td>Composition</td>
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<td>Minority</td>
<td>External</td>
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North America Leaderboard

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<tr>
<th>January - March, 2015</th>
<th>Manufacturing/Representation and Selection</th>
<th>North America</th>
<th>Retention</th>
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<tbody>
<tr>
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<td>Composition</td>
<td>Female</td>
<td>Minority</td>
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<td>Gender</td>
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Lessons Learned

Appetite

Build confidence & credibility in foundation of data for leaders and HR

Aptitude

Increased access to data is not effective without context

Action & Accountability

Create different results from insight not from mathematical prowess
DIVERSITY METRICS:
HOW NIELSEN LEVERAGES DASHBOARDS,
SCORECARDS, & REPORTING TO FURTHER
THEIR D&I OBJECTIVES

Angela L. Talton
Chief Diversity Officer
February 7, 2017
WHO IS NIELSEN: FROM DATA TO OUTCOMES

Unparalleled ability to turn consumer data into business performance
For 93 years, we have been at the forefront of measuring consumers around the world, helping clients drive better business decisions and profitable growth over time.
OUR COMMITMENT TO DIVERSITY & INCLUSION
WHAT WAS NIELSEN’S STRATEGIC APPROACH TO DIVERSITY & INCLUSION?
**Diversity**

Variety of abilities, skills, experiences and cultural backgrounds.

**Inclusion**

To value and leverage differences to achieve superior results.
## 2016 DiversityInc Top 50 Companies

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2. Novartis Pharmaceuticals Corporation  
3. EY  
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12. Wells Fargo  
13. Procter & Gamble  
14. Abbott  
15. Accenture  
16. KPMG  
17. Merck & Co.  
18. Cox Communications  
19. Cummins  
20. IBM  
21. ADP  
22. Target  
23. New York Life  
24. BASF  
25. Anthem  
26. Eli Lilly and Company  
27. Wyndham Worldwide  
28. Dell  
29. Comcast NBCUniversal  
30. Kellogg Company  
31. Northrop Grumman  
32. Aetna  
33. TIAA  
34. Toyota Motor North America  
35. Allstate Insurance Company  
36. Colgate-Palmolive  
37. Time Warner  
38. The Walt Disney Company  
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41. Nielsen  
42. Hilton Worldwide  
43. Monsanto  
44. KeyCorp  
45. AbbVie  
46. Southern Company  
47. MassMutual Financial Group  
48. General Motors  
49. Genentech  
50. Medtronic

### Why does it matter?

42 of Top 50 Companies are Nielsen clients!
10+ YEARS ON OUR D&I JOURNEY

Vision & Branding
• Nielsen creates External Advisory Council
• First ERG, HOLA, launched

Leadership Commitment
• Foundation set for ongoing CEO and Executive Leadership commitment
• First Chief Diversity Officer named
• 25 leaders appointed to single Diversity Council

Leadership Development
• Supplier Diversity spend goals established
• Launched Diverse Leadership Network program
• Global expansion of inclusion training

Connection
• Global Diversity Councils
• Focus on D&I financial impact
• Leverage Community Alliances relationships / sponsorships to enhance TA, D&I and MCCOE impact

Supplier Diversity Program & Reporting
• Nielsen launches Supplier Diversity Program
• Staffing COE develops quarterly diversity reporting

Strategic Accountability
• D&I strategy leveraging DiversityInc best practices established
• Diversity scorecards by business unit reviewed with Exec Leaders quarterly
• All People Manager inclusion training launched in US

Global Inclusion
• Increased ERG chapters throughout the globe
• ERG Experience Week engaged the org globally
• Introduced Unconscious Bias training

HOW do we drive it together?
DIVERSITY & INCLUSION STRATEGY
5 PRONG APPROACH

To infuse diversity and inclusion into the DNA at Nielsen

**Mission Statement**

**Accountability**
- Business unit scorecards
- Hiring from required diverse slates
- Global inclusion framework and councils

**Career Development**
- Expand mentoring programs
- Build inclusive leadership development program
- Provide Sponsorships for top talent

**Retention**
- Global ERGs focus on recruitment, professional development, community outreach, and engagement
- Utilize ERG participation for development

**Supplier Diversity**
- Achieve and exceed 10% MWVBE, DOBE and LGBTBE spend goal
- Mentor diverse suppliers
- Partner on client supplier diversity requirements

**Education**
- Connect Community Alliance and client engagement
- Expand Nielsen curriculum focused on STEM
- Inclusion training for all employees, communications/brand

**Strategic Approach**

**Building Blocks**

The Nielsen Experience
Be Yourself, Make a Difference, Grow with Us

- Visibility
- Access
- Opportunity
**DIVERSITY & INCLUSION**

Connecting the Dots

**COMMUNITY AND BUSINESS ALLIANCES**
- Changing face of the U.S. demographic
- Multi-cultural population shift
- Women and minority-owned businesses - fastest growing sectors of American economy

**DIVERSITY & INCLUSION**
- Key operating philosophy
- Value diversity of thought, experiences, skills, background
- Crucial to Nielsen’s growth, strength and ability to innovate

**MULTI-CULTURAL CENTER OF EXCELLENCE**
- Finding client solutions for new product launches
- Marketing to the multi-cultural consumers (increasing revenue)

**BUSINESS UNITS**
- Commercial
- Technology
- Operations
- Corporate

**HOW do we drive it together?**
METRICS SERVE AS CONVERSATION STARTERS
GREAT JOB MESSAGE TO RECOGNIZE SIGNIFICANT IMPROVEMENT BY BUSINESS UNIT OWNER!
HIGHLIGHT PERFORMANCE INDICATORS DRIVING IMPROVEMENTS

Growing Diverse Talent & Diverse Leaders
- Racial/Ethnic representation up Y to Z
- Senior Leadership representation up W to X

Promoting Diverse Talent & Diversity
- Female movement U compared to Nielsen overall V
- Racial Ethnic movement S compared to representation Z

Supporting Development & Engagement
- Dept. has highest concentration of ERG members and sponsors
- Leader a champion of D&I serving on Nielsen Global Inclusion Council
## Q4 Diversity Scoreboard – Business Unit

### Racial / Ethnic Representation

<table>
<thead>
<tr>
<th></th>
<th>Q1-16</th>
<th>Q2-16</th>
<th>Q3-16</th>
<th>Q4-16</th>
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<tr>
<td>Diverse</td>
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### Gender Representation

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<th>Nielsen N</th>
<th>Band Sr.Mgr N</th>
<th>Band Mid Mgr N</th>
<th>Band Entry N</th>
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### Racial / Ethnic by Band

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<th>Band Sr. Mgr N</th>
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<td>Other</td>
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### Movement & Turnover

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<th>Q1-4 Turnover</th>
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### Action & Recommendation items?

- Asian
- Black
- Hispanic
- Other
- Female
- Total/Avg

Healthy | Watch | Concerning
Q3 Diversity Scorecard – Business Unit

Voluntary/Involuntary

Voluntary Top 3 Reasons
- Vol Reason 1 (X%)
- Vol Reason 2 (X%)
- Vol Reason 3 (X%)

Involuntary Top 3 Reasons
- Inv Reason 1 (X%)
- Inv Reason 2 (X%)
- Inv Reason 3 (X%)

Total Exits N

Ethnicity

Turnover

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<th>Q1-3 Involuntary</th>
<th>Q1-3 Turnover</th>
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<td>Total/Avg</td>
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2016 Q4 SUPPLIER DIVERSITY UPDATE – BU

2016 Q4 Spend

- Total 2016 Q4 “Source-able” spend: $XXMM
- Total 2016 Q4 Diversity spend:
  - Tier 1: $XXMM
  - Tier 2: $XXMM
  - Total: $XXMM

Top Suppliers (Non diverse)

<table>
<thead>
<tr>
<th>SUPPLIERS</th>
<th>CATEGORY</th>
<th>2016 1ST HALF SPEND</th>
<th>% OF TOTAL</th>
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<tbody>
<tr>
<td>Supplier 1</td>
<td>Outsourced Services</td>
<td>$XXMM</td>
<td>XX%</td>
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<tr>
<td>Supplier 2</td>
<td>Consulting</td>
<td>$XXMM</td>
<td>XX%</td>
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<tr>
<td>Supplier 3</td>
<td>Technology</td>
<td>$XXMM</td>
<td>X%</td>
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<tr>
<td>Supplier 4</td>
<td>Platform Services</td>
<td>$XXMM</td>
<td>X%</td>
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<tr>
<td>Supplier 5</td>
<td>Software</td>
<td>$XXMM</td>
<td>X%</td>
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<tr>
<td>TOTAL:</td>
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<td>$XXMM</td>
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Top Tier 1 Diverse Suppliers

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<th>CATEGORY</th>
<th>2016 1ST HALF SPEND</th>
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<tr>
<td>MBE</td>
<td>Hardware reseller</td>
<td>$XXMM</td>
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<td>MBE</td>
<td>Technology</td>
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<tr>
<td>WBE</td>
<td>Technology</td>
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<tr>
<td>VBE</td>
<td>Technology</td>
<td>$XXX</td>
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Pipeline of Ideas

- Expanded growth for MBE
- Continued progress with Tier 2 for Supplier 1
- Strategic Tier 2 discussions with Supplier 2, 5 and 6
- New/upcoming technology RFPs/opportunities

2016 MWBE Target: XX%

Exceeding goal by $XMM
## NIELSEN GLOBAL VIEW – GENDER DIVERSITY
### BAND DETAIL

<table>
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<tr>
<th>REGION</th>
<th>GENDER</th>
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## BEST PRACTICE SHARING AND ACTION PLANNING

### D&I Opportunities

| • Activate inclusion and unconscious bias training | • Top 10 ways to reach Middle Managers includes  
| | • Use ERGs to connect people: ERG Experience Week.  
| | • Ensure Managers are also using the Rooney Rule for diverse slates prior to hiring  
| | • Reward leaders who “get it” with public praise and Simply Excellent Awards  
| | • Allow D&I presentations during your Town Halls – would love to discuss upcoming events like the ERG Experience.  
| • Continue to support Diverse Leadership Development Program | • Engage with class 3  
| | • Add class to Town Hall distribution (see class participant list in appendix)  
| | • Begin considering these employees for more senior roles  
| • Globalization of our D&I efforts | • Create global diversity champions to align on strategy  
| | • Encourage ERG chapter growth – pull not push |
INTEGRATING SCORECARDS
I. Goals & Objectives

- Set targeted performance goals and business strategies regarding: pay equity, recruitment, promotional/lateral movement, engagement, onboarding, international assignments, etc.
- Cultivate an inclusive work environment— a community where Nielsen employees have the visibility, access, and opportunity to reach their potential and to have a voice at Nielsen.
- Support our clients’ needs by leveraging our data and employees as a competitive advantage.
- Meet at least twice a year to brainstorm, strategize, review progress and set stretch goals.

II. Accountability Goals

- NGIC to agree on three big goals – “where do we want to be in 2019?”
  - Increased female leadership representation
  - Global diverse slate requirement
  - Market-level ambassadors fully integrated across markets and driving local change

III. Identify Global D&I Ambassadors

- Market ambassadors will meet between NGIC meetings to discuss local nuances and needs that support our council objectives, such as: regarding leadership development, training, client support, etc.
- Ambassadors will lead activation in markets/at a country level
2017 SUCCESSION PLANNING

I. Update on Actions Taken Since 2016 Q3 review
   • Key roles for succession
   • Employee Experience; performance reviews; team dynamics

II. Your Leadership Team
   • Organization structure
   • Ranking; 9 block

III. Pipeline Vitality and Leadership Development
   • Talent in global roles
   • Next 5 stars on your radar
   • Nominations for leadership programs
   • Diversity & inclusion dashboard
   • Nielsen Voice survey action planning
**DIVERSE RISING STARS (US ONLY)**

List 5 diverse rising stars (below your direct reports), including any ERG leaders. What actions have you taken, or plan to take?

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SCORECARDS HAVE BEEN THE IMPETUS OF NIELSEN’S IMPROVED D&I PERFORMANCE

**Accountability:**
Business unit leaders use quarterly scorecards to track and trend D&I performance.

**Planning:**
Action plans developed by business unit leaders to further department’s D&I focus.

**Integration:**
Infuse D&I into the DNA of Nielsen by including scorecard information throughout talent reviews.

**Alignment:**
Leaders share the importance of D&I internally and externally.
2017 Webinar Schedule

- **Mar. 7, 2017** | Equitable Pay for Women
  - Sodexo

- **Mar. 21, 2017** | **Pop-Up Webinar**: How to Encourage White Men to Push For Change
  - GM – Ken Barrett, Global Chief Diversity Officer
  - Erin Kitchen, Executive Director, Global Diversity & Inclusion, Dell

- **Apr. 4, 2017** | How to Attract and Hire Diverse Executives
  - Vildan Kehr, Divisional Vice President, Global Talent Acquisition, Abbott

- **May 9, 2017** | Leveraging Your DiversityInc Ranking in the Marketplace

- **June 6, 2017** | Best Practices in Encouraging People with Disabilities and LGBTs to Self Identify
  - KPMG

- **July 11, 2017** | Different Stages of Talent Development
2017 Webinar Schedule (continued)

- **July 25, 2017 | Pop-Up Webinar:** How to Keep Your High Potentials From Getting Poached

- **Aug. 8, 2017 |** How to Find and Foster Growth of Diverse Suppliers
  - Wells Fargo – Regina Edwards, Head of Supplier Diversity, Supply Chain Management
  - Dominica Groom, Senior Director, Supplier Diversity, Marriott International

- **Sept. 12, 2017 |** How to Identify and Cultivate Talent in Employee-Resource Groups
  - Dell Technologies

- **Oct. 3, 2017 |** Effective Recruitment Strategies for People With Disabilities
  - TD Bank – Jocelyn Weyrauch, VP – Diversity Talent Advisor

- **Nov. 14, 2017 |** Retaining and Developing Veterans in the Workplace
  - Wyndham Worldwide

- **Dec. 5, 2017 |** Effective Recruitment Strategies for Millennials
Thank You for Attending

• You will receive an email from us next week containing a link to download this presentation.

• If you have questions, please contact Veronica McCoy at (973) 494-0506

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  • Facebook - www.facebook.com/DiversityInc
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• Visit DiversityIncBestPractices.com to view past webinars, as well as relevant, up-to-date content on diversity and inclusion management.