

BRANDED CONTENT  
MARCH 28, 2022

LOS ANGELES BUSINESS JOURNAL  
**DIVERSITY,  
EQUITY +  
INCLUSION**  
*2022 Awards*

# 2022 HONOREES & FINALISTS

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## Letter from the Publisher



This year's annual Diversity, Equity & Inclusion Symposium and Awards event was broken into a series of two virtual events presented one week apart.

Part One took place on March 16th and included a series of panel discussions featuring companies and individuals who have shown an exceptional commitment to advancing diversity and inclusion in the workplace and business leadership. The panels featured in-depth and spirited discussions about the roles businesses, leadership and mentorship can play to accelerate diversity, inclusion and equity in the workplaces here in Los Angeles and beyond.

For Part Two, which took place Wednesday, March 23rd, the Los Angeles Business Journal hosted the awards portion, where we honored and celebrated diversity & inclusion champion individuals and organizations in the Los Angeles region for their ongoing efforts to further and respect the unique needs, perspectives and potential of all their team members while simultaneously creating an inclusive environment that enables diversity to thrive.

It was truly a privilege to shine the spotlight on these terrific leaders and organizations within the Los Angeles business community and unveil our honorees for this year's awards.

This special section contains profiles of all the honorees and finalists, alongside articles and features about best practices and the tremendous benefits of diversity, inclusion and equity programs and efforts in the workplace.

Many thanks to our sponsors, who help to make this event possible, and once again, congratulations to the honorees – Los Angeles based professionals and organizations who “lead by example,” successfully blending effective business vision with a passionate commitment to positively making a difference, furthering diversity, equity and inclusion both in the world of business and in the communities they serve.

Best regards,

Josh Schimmels  
Publisher & CEO

## CONGRATULATIONS, JOHN MURILLO

Recognized by the *Los Angeles Business Journal* for being a Diversity, Equity & Inclusion finalist for the Community Impact Award.

**Your dedication, expertise and leadership have had an incredible impact on our organization, the banking industry and our community.**





# SPARK OF COLLABORATION

HNTB partners with cities across the nation, including Los Angeles, to advance STEM education and build collaborative environments. HNTB is honored to manage the SPARK LA program as an investment in future leaders. The more diverse a team is, the more innovative and creative its solutions will be.

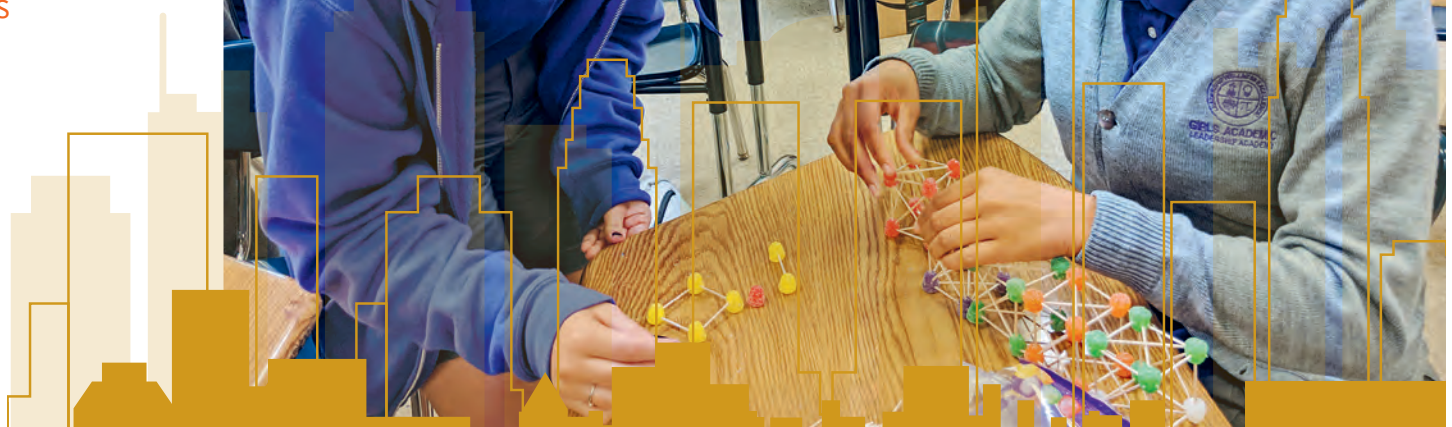


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## CEO OF THE YEAR HONOREE

## STEPHANIE WIGGINS

Chief Executive Officer

Los Angeles County Metropolitan Transportation Authority (LA Metro)

Stephanie Wiggins has been at the forefront of the equity conversation for decades. It initially focused on geographic equity because people thought that was the way to address the populations that needed it the most. Her learning experience came from being able to take on leadership roles at Metro, and with the leadership of the board, determined that true equity means intentionality.

Wiggins recognized the pandemic elevated the importance of transportation, with accessibility and quality. While some people were able to work remotely, 500,000 people a day depended on Metro with three-quarters of a million people currently needing the system.

Wiggins made equity a part of Metro's DNA, an accomplishment she is known for. Under her leadership, she ensures investments are rebalanced, directed toward essential service, and invested toward the crucial workforce that needs it. The Office of Equity and Race was established to make certain that the people aspects of infrastructure are top priority – for those who rely on that infrastructure and the mobility that is a socio-economic enabler. Providing more access to quality transportation enhances opportunities for education, jobs, and health care for all Angelenos.

Wiggins wants her leadership at Metro to be known for one thing: leading with equity instead of responding with equity. She believes it is transformational for an organization of this size to lead with equity in everything they are doing, which has the power to change many things. She is passionate about developing and nurturing an inclusive workforce and constantly pushes the envelope to do even more.



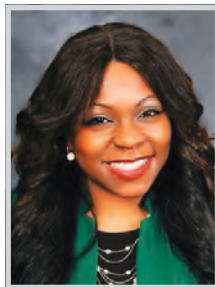
## MARTIN ADAMS

FINALIST

General Manager and Chief Engineer  
Los Angeles Department of Water and Power

As the nation's largest municipal utility, Los Angeles Department of Water & Power's vision for diversity, equity, and inclusion spans the workforce, workplace and marketplace. General manager Martin L. Adams believes that the future of the utility industry includes a culture where employees and customers feel seen, heard and valued for their unique backgrounds and perspectives. Under his leadership, LADWP is prepared to set the standard for how to infuse DEI into policy making decisions, infrastructure investments and customer service.

In June 2020, following demonstrations calling for racial justice throughout the country, Adams demonstrated the importance of government transparency through proving access to all stakeholders and materials needed for a comprehensive review of LADWP policies, practices and programs. His leadership allowed the racial equity team to capture input from a variety of stakeholders, including department leadership, staff, employee resource groups, and labor.



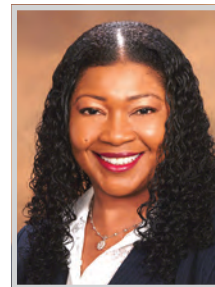
## GIOVANNA BRASFIELD

FINALIST

CEO  
Brasfield & Associates

Giovanna Brasfield is an accomplished DEI advocate with over 18 years of experience in leadership consulting and DEI program development, training, education and outreach for the construction industry and construction-related trades. Her mission is to advocate for the underrepresented and often overlooked minorities for jobs and contracts. She works with organizations to go beyond DEI talk by taking actionable steps to create culturally diverse, equitable and inclusive workplaces.

Brasfield serves as a resource for the construction industry by advocating for others and thinking of ways to maximize the inclusion of the workforce, small businesses, and youth. She meets regularly with organizational leaders throughout the state to discuss diversity and inclusion initiatives related to member recruitment and retention; workforce; barriers to entry; education; external outreach; marketing, branding, and communication. As a consultant, she assists civil and commercial contractors in developing strategic initiative plans to engage the local community.



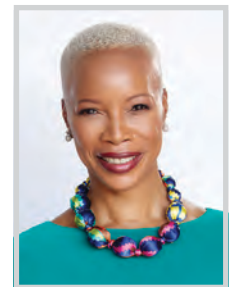
## OMONE LIVINGSTON

FINALIST

Founder, President & CEO  
O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management

Omone Livingston is an experienced civil & environmental engineer with 30 years of diverse design, engineering and construction sector experience. Despite the challenges of being one of few African American female engineers, she started her company which is now one of the top and award-winning small businesses in Southern California.

As an African American woman and an executive of O2EPCM, Inc., Livingston is committed to DE&I. She ensured that DE&I was a part of the foundation of her company during its inception. Her company, as a company-wide diverse and inclusion company recruit employees that reflect our community we serve. As one of the driving forces for increasing competitive edge and growth in the engineering and construction industry, O2EPCM, Inc. uses diversity and inclusion as a driving force in the company's strategy to nurture a diverse workplace in which everyone feels comfortable and welcome.



## DR. TANA M. SESSION

FINALIST

CEO & Founder  
TMS Business Solutions, Inc.

Dr. Tana M. Session is the CEO & founder of TanaMSession.com, a certified Women Minority Business Enterprise (WMBE) with over 30 years of HR experience. Dr. Session specializes in cultural engineering, facilitated experiences and leadership & organizational development. She has spent 10 years as the top HR executive for both domestic and international organizations where she led various change initiatives. Her experience has enabled her to embed her passion for DEI in everything she develops and implements.

Dr. Session has partnered with hi-tech start-ups and fast-growth companies as well as McDonald's, Xerox, Creed Perfumery, Interscope Geffen A&M Records, Spotify, Federal Executive Board, Department of Health & Human Services, Los Angeles Chamber of Commerce, NASA and many other multi-national for-profit & not for profit organizations and government agencies. She has helped these companies improve their culture and taught them how to implement DE&I initiatives to better their workplaces and business.





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For over the past 40 years, the David Nazarian College of Business and Economics has served more than 300 small businesses and provided consulting that many have used with great success, often resulting in significant revenue and job growth for the region. With the hardships and difficulties brought on by COVID-19 to our local business community, we are here to provide help and support through free consulting services.\*

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#### EXECUTIVE OF THE YEAR HONOREE

## DENISE YI

*Managing Director and Global Private Banker  
 Citi Private Bank*

**D**enise Yi is a managing director and global private banker at Citi Private Bank. She leverages Citi's global presence and platform to providing strategic advice and tailored solutions to both domestic and international ultra-high net worth families, family offices, foundations, and endowments on how to preserve, grow and transition their wealth.

"Diversity is our strength" is a mantra that Yi firmly believes in and actively champions at Citi. She is a culture carrier and passionate about DE&I and has been a thought leader in the company to advance the DE&I initiatives in several impactful leadership roles.

Currently, Yi serves as the co-chair of Citi Private Bank North America's Diversity Operating Committee (DOC), an employee resource group with over 300+ active members within Citi Private Bank across six affinity groups and four talent and professional development groups across North America. Yi lives the ethos that unique individuals, collaborative teams, and inclusive leaders have far-reaching impact and are the engines of new ideas.

Yi has led the team through a challenging two years – with the pandemic and social justice and racial equity issues increasingly uncovered. Throughout it all, Yi has been laser focused on providing a community where employees can come together to build awareness, educate, and advocate for the wellbeing of our employees and foster an inclusive culture. Resilience and adaptability were the resounding theme of 2021 and Yi's leadership was critical in leading the DOC and helped foster the family culture of Citi Private Bank and supporting each other as the team navigated the changing landscape together.



**KAREN A. CLARK**  
 FINALIST

*Senior Vice President and Multicultural Strategies and  
 Business Development Manager  
 City National Bank*

**K**aren A. Clark serves as City National Bank's multicultural strategy manager and is considered one of the key drivers of the bank's commitment to diversity, equity and inclusion. In her role, she works with internal partners from different departments across the bank to help solidify City National's inclusion efforts, and manages initiatives through the bank's 11 Colleague Resource Groups, such as the Women's Network, LGBTQ Alliance, Black Colleague Alliance and Asian American Network.

As a result of Clark's solid leadership of the Multicultural Strategy team, the bank's Colleague Resource Groups saw a surge in membership and activity in 2020, including a 35% increase in membership in the Black Colleague Alliance and the Women's Network's hosting of more than 30 events. Participation in events hosted by the bank's Colleague Resource Groups increased by 150% over the past year, even with the majority of City National's colleague working from home.



**JOHN IINO**  
 FINALIST

*Diversity, Equity & Inclusion Global Chair  
 Reed Smith LLP*

**J**ohn Iino is a proven change agent, helping individuals and organizations achieve excellence through his experience as a global law firm leader, diversity professional and executive coach. He serves as Reed Smith's diversity, equity & inclusion global chair, leading Reed Smith's efforts to sponsor and achieve diversity and inclusion in the legal community. Reed Smith is a global law firm with over 3,000 employees in 30 offices around the world.

Iino, a certified diversity professional from the Institute of Diversity Certification, is the creator and co-host of the critically acclaimed podcast, "Inclusivity Included: Powerful Personal Stories." He is also a sought after speaker. In addition to numerous internal Reed Smith trainings and webinars for Reed Smith's Racial Equity Action Plan and other internal trainings, he has delivered presentations about DE&I as a speaker or panelist at a large number of events.

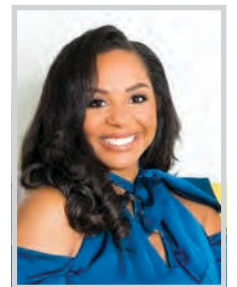


**MARI-ANNE KEHLER**  
 FINALIST

*Partner and Chief Strategy Officer  
 GHJ*

**G**HJ partner and chief strategy officer Mari-Anne Kehler, CDP (Certified Diversity Professional), leads GHJ's strategic direction and growth strategy, including spearheading GHJ's diversity, equity, inclusion and accessibility (DEIA) strategy. As GHJ's first non-accounting partner, Kehler drives key growth initiatives and leads the Strategic Vision Committee.

In 2022, Kehler joined GHJ's Executive Committee because of her ability to drive growth and transform challenges into opportunities. Her leadership in critical times has been key to GHJ's success. Throughout the challenges and changes that occurred during the past two years, Kehler helped the firm quickly pivot and adapt existing strategies around DEIA, culture and growth to better serve our clients and reach prospective clients. A grand master strategist, Kehler positioned GHJ to come out ahead of the curve and grow during a time when many companies were suffering losses.



**CHRISTINA SHAREEF**  
 FINALIST

*Head of Diversity, Inclusion & Belonging  
 Reddit, Inc.*

**C**hristina Shareef is head of diversity, inclusion, and belonging at Reddit. She has spent her career helping companies and individuals reach their potential as a global HR leader who specializes in building inclusive workplaces and corporate value through market advantage, leveraging employees' unique skills and perspectives, employee engagement, and workplace culture. Throughout her 15 years in the HR and legal fields, both internationally and domestically, Shareef has developed purposeful people strategies, while serving as an advisor, consultant, and trusted business partner.

Shareef approaches her work with the understanding that each of us – "every one of us" – has ample opportunities to learn from, engage with, and support someone who is different from ourselves. She found ways to make DE&I part of the Reddit's DNA early in her tenure with the company, increasing representation of Black and Latinx employees within her first year.





# Equality drives innovation

Equality is a powerful multiplier of innovation and growth. It inspires creativity and a sense of belonging. At Accenture we're committed to championing a culture of equality where our people are empowered to be their best, professionally and personally. Because as equals, anything is possible.

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COMMUNITY IMPACT ADVOCATE OF THE YEAR **HONOREE**

**JOHN SWEENEY**

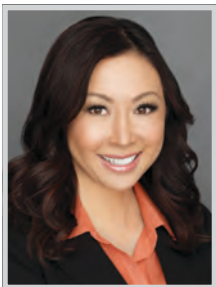
Founder/Senior Partner  
The Sweeney Firm

John Sweeney has been a tireless champion of diversity in the legal profession his entire career. He ranks among the best civil rights lawyers of his generation and in the U.S. today. As a preeminent trial attorney, he has served the American Board of Trial Advocates (ABOTA) as the national chairman of the Diversity Committee for the past five years.

On ABOTA's behalf, Sweeney created the "Dismissed With Prejudice" Seminar Program to examine and discuss the issues of diversity within the legal profession. Sweeney's program has been adopted for use by the ABOTA National Office and Sweeney has lectured all across the country on DE&I issues, as well as at ABOTA's International meeting in Barcelona, Spain in 2019.

Sweeney has received much local, national, and international exposure in the media for his many triumphs in civil rights cases over his 40-year career. He recently exposed the shocking existence of criminal gangs within the Los Angeles County Sheriff's Department, which made international headlines. Almost immediately after Sweeney's revelations were made public, the killing and beating of citizens in minority communities dropped precipitously. Sweeney has received numerous civic honors for his efforts and accomplishments, including a formal proclamation by the Los Angeles City Council for having organized a pro bono legal clinic for local citizens affected by the 1992 Los Angeles riots.

Sweeney is active in many other legal organizations including the Los Angeles County Bar Association, Beverly Hills Bar Association, John M. Langston Bar Association, the Consumer Attorneys of Los Angeles and many more.



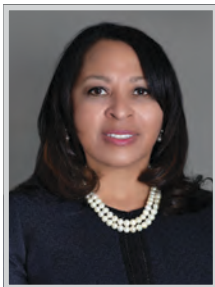
**CYNDIE CHANG**

FINALIST

Managing Partner, Los Angeles Office  
Duane Morris LLP

Cyndie M. Chang is the managing partner of Duane Morris' Los Angeles office and a member of the firm's governing Partners Board, the youngest and first Asian American female to serve in that role in the firm's over 100 year history and one of the few Asian American women that serve in upper law firm management at AmLaw 100 firms.

Chang's passion lies in diversity and women initiatives and community service. She has held significant leadership roles in organizations and nonprofits that advance diversity and professional development in the community. She is a past president of the National Asian Pacific American Bar Association (NAPABA) in 2016-17, which serves as the national voice of the APA legal community. Her reputation within NAPABA and the legal bar community is her work in advancing diverse women in the profession.



**GWENDOLEN GRAY**

FINALIST

Vice President  
HNTB Corporation

Although Gwen Gray has been with HNTB a relatively short time, she is widely recognized and respected for her commitment to diversity, equity and inclusion. She quickly stepped up to help lead HNTB's significant commitment to DE&I, nationally and locally in Los Angeles. Taking personal responsibility for making success happen is an important element of HNTB's vision. Gray is a positive example of how everyone at HNTB can commit to taking positive actions toward making HNTB the leader in these areas.

Gray's expertise and leadership is not only recognized within HNTB, but by her peers. In February 2022, she received the Conference of Minority Transportation Officials' "COMTO SoCal Legacy Award" for her service and advocacy for employment diversity, inclusion and contracting opportunities in the multimodal transportation industry. Gray lives the mission to eliminate barriers to maximum participation for minority individuals, veterans, people with disabilities and certified MWDBE businesses.



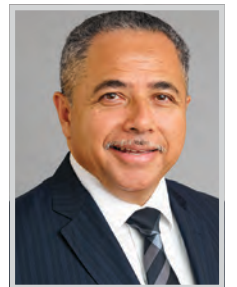
**STEVEN LEWIS, FAIA, NOMAC**

FINALIST

Principal  
ZGF

Steven Lewis has leveraged his leadership role as a principal at ZGF to create a culture of DEI through facilitating dialogues, hosting education programs, actively recruiting and mentoring Black architects, using his network to form partnerships with BIPOC design firms, developing internship and scholarship programs for BIPOC student architects, and leading ZGF's JEDI Committee – a committee inceptioned after the murder of George Floyd and subsequent BLM protests.

During this turbulent time of racial reckoning in the US, ZGF looked to Lewis as an expert in DEI as it relates to the architecture industry, for guidance on a path forward. As the firmwide leader of ZGF's JEDI Committee, Lewis has banded together the firm's six offices to make a commitment to partnership with BIPOC firms. Under his guidance, each office has developed relationships with three black-owned architecture firms each with the goal of developing future opportunities for partnership.



**JOHN MURILLO**

FINALIST

Market President  
Enterprise Bank & Trust

Born in Mexico, John Murillo migrated from Tijuana in third grade, and his connection to the Hispanic community allows him to serve as an advocate for diversity both at Enterprise and in the business community of Los Angeles. He has deep roots in advocating for DEI efforts in the financial services industry.

Throughout Murillo's career, he has embraced the diversity and inclusion within the organization and has made a commitment to putting people in decision-making and influential roles who represent the makeup of the communities Enterprise serves. He brings an intentional focus on the human element of banking, and a collaborative and consultative approach to how business is conducted not only internally but also with customers, clients and prospects. Murillo believes that diversity and inclusion includes the various life experiences and challenges that allow for diverse contributions to collaborative work.





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**COMPANY OF THE YEAR (ENTERPRISE) HONOREE**

## ACCENTURE

Accenture's purpose is to deliver on the promise of technology and human ingenuity and its commitment to its people, clients and communities is to accelerate equality for all. This purpose and commitment drives Accenture's innovation agenda, helps it deliver 360 value, and ensures the company acts as a responsible business leader. It also enables the company to attract, develop, inspire and reward top talent. And it creates an environment that unleashes innovation, allows Accenture's people to perform at their very best and underpins a culture in which everyone feels they have an equal opportunity to belong and build a career.

Accenture's stated ambition is to be "the most inclusive and diverse company in the world," and the company is genuinely accelerating a culture of equality to ensure all its people feel they belong and can advance and thrive.

Transparency and accountability form the foundation on which Accenture builds trust with all of its stakeholders – clients, people, shareholders, partners and communities. The rich diversity and ingenuity of Accenture's people – from its board of directors to its new hires, helps it deliver value for the benefit of all. In fact, in 2016, Accenture became the first professional services company to publish comprehensive data about its US workforce. Every year since, it has shared its workforce composition by gender, ethnicity and race, persons with disabilities and veterans. Among other realizations of these goals, 60% of Accenture's board of directors are racially and ethnically diverse; and 50% of the board of directors are women.



**BANK OF AMERICA**  
FINALIST

Bank of America prides itself on being a diverse and inclusive workplace, firmly believing all employees should be treated with respect, live free of discrimination and be able to bring their whole selves to work. There are human resources programs in place to ensure equality in everything from compensation and benefits to training and career development.

For pay equity, teammates in comparable positions saw compensation received by women, on average, was greater than 99% of that received by men; and compensation received by people of color was, on average, greater than 99% of that received by teammates who are not people of color. The bank has also developed local hiring initiatives such as its Pathways to create a diverse talent pipeline for the company. Due to the program's success, the company committed to making an additional 10,000 hires by 2025 from LMI communities.



**CITI**  
FINALIST

Citi is committed to a diverse and inclusive workforce built on the foundation that all employees treat one another with respect and dignity and that everyone feels comfortable coming to work as their whole self each day.

One way Citi supports these efforts is through its Employee Network chapters, which serve as local branches of its Affinities and are initiated and led by employees. They offer professional development, mentoring, networking and community engagement opportunities to members and colleagues. Consistent with Citi's inclusive culture, Employee Network chapters are open to all Citi employees, whether or not they identify with a particular Affinity. Each of the company's nine Affinities is co-chaired by a member of the CEO's leadership team. In 2020, the number of Citi's global employee network chapters increased to 198 chapters (from 179 in 2019) with approximately 44,000 colleagues globally.



**EAST WEST BANK**  
FINALIST

East West Bank is committed to promoting diversity in employment and advancement. In fact, East West Bank has had an affirmative action plan in place for 20 years. This policy of non-discrimination applies to all levels of employment and employment practices. The bank is committed to building a diverse and inclusive environment where employees are valued and respected.

East West Bank is likely the only bank in California with a board of directors that has representation from all of the three largest ethnic groups in California, i.e., African-American, Asian, and Hispanic. Of the bank's nine directors, one is African-American, four are Asian, two are Caucasian, and two are Hispanic. Additionally, three of the bank's nine directors are women. East West Bank's CEO and CFO are both first generation immigrants and naturalized U.S. citizens who were appointed to their respective positions in their early 30s.



**OPTUM, PACIFIC WEST**  
FINALIST

Optum is committed to health equity and treating every patient, family, and community it serves with care and respect. The company stands against racism and any form of bias that leads to unequal health outcomes. Creating a workplace environment that ensures all team members and patients are recognized, diverse perspectives and backgrounds are valued, and where everyone feels a deep sense of belonging is a top priority for Optum.

In the wake of George Floyd's murder, Optum moved to action, holding two facilitated sessions with Dr. Amar Desai, president and CEO, Optum Pacific West on "How to be an Anti-Racist" and created a safe space for dialogue on an all-employee townhall. In addition, ensuring equity for working parents by encouraging flex schedules and respecting work/life commitments is a priority with over \$6 million in funds provided for backup childcare during the pandemic.





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## COMPANY OF THE YEAR (LARGE) HONOREE

### GOODRX

**G**oodRx strives to create a workplace that reflects its company values of inclusivity, diversity, humanity, and care – as these values relate to both GoodRx's own team and the communities it seeks to serve.

As a mission-driven company, GoodRx is committed to growing and empowering a more inclusive community within the company and broader industry. That's why the company hires and cultivates diverse teams of the best and brightest from all backgrounds, experiences, and perspectives. Over the past few years, GoodRx has focused more energy, effort, and awareness on finding ways to further diversify its employee population, prioritizing representation across all levels of the organization while also ensuring that different groups feel invested and included in the workplace experience.

GoodRx also continues to improve on a good thing and is working with HBCUs to hire more people of color and has established partnerships with Out in Tech, Climb Hire, Code2040, ADA, and Next Chapter to aid in DEI recruitment. Throughout 2021, GoodRx's recruiting team participated in multiple career fairs and virtual conferences designed to provide access and opportunities for marginalized communities, including Blacks In Tech, Latinas in Tech, and Women in Tech career fairs.

DEI is also a core area of focus for the GoodRx Health team. The editorial team aims to both further diversify staff, as well as provide the best health information for a wide variety of underserved groups. Enlisting new recruits with diverse backgrounds enriches and strengthens the team and helps to provoke new areas of coverage in the company's health content.



#### COLLIERS FINALIST

**C**reating and maintaining a culture of inclusion is a top priority at Colliers. Championing diversity and inclusion is not a commitment the company takes lightly. We pride ourselves in attracting, developing, and retaining top, diverse talent from around the world. As part of that, we are on a progressive journey to foster an environment in which everyone at Colliers, regardless of background, gender, ethnicity, age, religion, sexual orientation, or experiences feels respected and comfortable bringing their authentic selves to do their best work.

Colliers is committed to establishing processes to continually assess and track its diversity and inclusion progress, understanding and confronting unconscious biases, creating a trusting environment where meaningful, complex, and sometimes difficult conversations can take place, and establishing relationships with external organizations to help management learn best practices. Colliers also makes adaptations and accommodations for its professionals and clients with disabilities.



#### NORTHWESTERN MUTUAL LOS ANGELES FINALIST

**T**he approach to developing intercultural skills within the leadership team at Northwestern Mutual Los Angeles combines ongoing education, active listening, thoughtful resources, and structured support to foster solutions. All leaders within the firm have completed an Intercultural Development Inventory Assessment and undergone an analysis of their results to understand their level of intercultural competence. Following this analysis, the leadership team developed a plan to drive systemic change.

Northwestern Mutual Los Angeles' plan includes the continued development of its five diversity councils (Black, Latino, Asian, Women and LGBTQIA+). As allies to the councils, leaders build their capacity to bridge cultural differences. Cultural education resources are tailored to unique learning styles: visual, auditory, and digital. Resources include documentaries, books, articles, podcasts, guest speakers, and thought leaders. In addition to its goals for increasing diverse leaders and advisors, each diversity council also sets three of their own measurable annual goals.



#### RSM US LLP FINALIST

**R**SM places a high value on DE&I. Internally, RSM invests over \$3 million annually, has five full-time resources and has over 200 professionals serving dual roles executing the company's Culture, Diversity and Inclusion (CDI) programming. Throughout RSM's business practices, the commitment encompasses key pillars of community, diversity, ethics and sustainability.

In fiscal 2020, RSM made a commitment to underrepresented populations through partnerships with three diverse professional organizations, namely NABA, ALPFA and Ascend. These partnerships advance education, professional development and opportunity for minorities entering the accounting profession. With support from the RSM US Foundation, the firm awarded scholarships of \$5,000 each to 12 minority students to support their undergraduate studies and nurture their goal of pursuing careers in public accounting or business finance disciplines. The firm also launched RSM Courageous Conversations as part of the commitment to the CEO Action for Diversity & Inclusion pledge.

# Optum is a proud supporter of the 2022 Diversity, Equity + Inclusion awards.

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COMPANY OF THE YEAR (MID-SIZED) HONOREE

## DAVIS WRIGHT TREMAINE LLP

**D**iversity, equity, and inclusion (DEI) are part of the fabric of Davis Wright Tremaine – central to who the firm is and what it does. The company's vision is to foster a culture where all talented individuals – including those from communities traditionally underrepresented in the legal profession – can have, and can see, a path to success. Davis Wright Tremaine is dedicated to this vision because it believes that diverse, equitable, and inclusive teams reflect the world it serves, create a more engaging firm environment, and equip it with the most cutting-edge solutions to its clients' most complex challenges. Beyond that, the firm believes DEI is simply the right thing to do.

Davis Wright Tremaine's commitment to DEI begins at the very top, with the active participation in its DEI efforts by the firmwide managing partner, the Executive Committee, and the firm's chief diversity, equity, and inclusion officer. The firm's leadership teams across practice groups and offices include members of underrepresented groups. Its Executive Committee, the firm's highest governing body, is presently 58% diverse. In addition, 69% of the firm's practice group chairs and 50% of its partners-in-charge identify as diverse. Key firmwide committees – including the firm's Attorney Evaluation Committee, Share Committee, Readiness Evaluation Committee, and Office Hiring Committees – are also diverse.

The firm's DEI vision is built on four pillars: Community; Growth; Education; and Engagement. With efforts supported by this framework, Davis Wright Tremaine seeks to build a diverse, equitable, and inclusive law firm and legal profession.



**AKERMAN, LLP**  
FINALIST

**A**kerman believes a culture of inclusivity is a key driver of innovation. The firm values the different vantage points that individuals of many backgrounds bring to complex and sophisticated work, and its teams and leadership are both reflections of our belief that collaboration and inclusivity is embraced and encouraged.

Sixty percent of the firm's C-level executives are women and all play an invaluable role in managing the firm. The firm's Social Impact program is driven by a need to help solve critical social issues within its communities and across the legal industry. Akerman collaborates with clients, community organizations, and other industry stakeholders to advance meaningful change and create better opportunities for the future. This includes initiatives such as Philanthropy and Community Engagement, to further state a commitment of firm resources to achieve maximum impact in the community.



**PROLOGIS**  
FINALIST

**I**nclusion, Equity and Diversity (I, E & D) is at the center of Prologis' culture. The company embraces diverse talent, values each member of the team, promotes inclusive leadership, and celebrates its differences.

Last year, Prologis launched its I&D internal webpage with an I&D web series and information about the company approach and commitment to fostering a global, inclusive culture where its differences help drive innovation. Employees are encouraged to share their own stories, suggestions and ideas to promote inclusion and sense of belonging in each of Prologis' offices. People leaders are encouraged to share the I&D web series episodes with their teams and brainstorm three action items to implement in their groups. The company also supports different scholarships in colleges and associations to bring diverse talent to the real estate industry, with Prologis employees committed to becoming brand ambassadors and mentors.



**SHAWMUT DESIGN AND CONSTRUCTION**  
FINALIST

**S**hawmut's commitment to diversity, equity, and inclusion is simple – the firm works to create an inclusive environment where all employees can contribute to their fullest potential. Shawmut believes that fostering an environment where everyone, from any background, can do their best work is not only the right thing to do, but something that is at the core of the firm's culture.

Shawmut's diversity work began in 2010. In 2014, the firm reached a set point; it recognized there were areas where it had more work to do, and it drove the firm to be more strategic, ultimately leading it to gain more traction over the past few years. CEO Les Hiscoe declared DEI a business imperative, and Shawmut created a Diversity Leadership Council (DLC) to drive its work, partnering with Deloitte Human Capital and Catalyst to create a strategic framework and path forward – including how to operationalize the work.



**SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP**  
FINALIST

**S**kadden, Arps, Slate, Meagher & Flom LLP recognizes that diversity, equity and inclusion are fundamental to its success. The firm's global DEI mission is to hire, develop and empower highly performing attorneys whose diverse backgrounds, perspectives and experiences enable it to deliver quality service and innovative solutions to address clients' most pressing issues.

Three partners co-chair Skadden's global DEI initiative and work closely with local office DEI Committees, the firm's global women's initiative committee and administrative professionals to develop and sustain recruitment, development and retention strategies intended to increase diversity at all levels of the firm, foster an inclusive workplace culture and ensure equitable access to opportunities. Also, Skadden's leadership profile continues to evolve to reflect the very diversity and inclusion the firm seeks to promote. The firm's 2019 and 2020 partner promotion classes were the most diverse in the firm's history.



# A better world is a reward all its own.

Congratulations to our fellow nominees and winners of the Los Angeles Business Journal's 2022 Diversity, Equity + Inclusion Awards. Inclusion and diversity is at the center of our company's culture. We believe it fuels new ideas and drives business growth. As both a community partner and an employer, Prologis is proud to continue to invest and work with our Los Angeles partners to support job growth and economic opportunity through our Community Workforce Initiative.

- EXP, the opportunity engine
- Pacific Gateway
- And with Cal State Dominguez Hills, a grantee of the Prologis Foundation COVID-19 Relief Program

EXP Internship Program:  
Powered by Prologis  
culmination ceremony,  
Southern California.







## COMPANY OF THE YEAR (GROWING) HONOREE

## BIASSYNC

**B**iasSync offers a science-based solution to help organizations more effectively train, assess, and manage unconscious bias in the work environment. BiasSync's purpose is to create more fair and respectful workplaces. The company works with its clients as partners to provide its unconscious bias solution, empowering employees to be their authentic selves without fear of different treatment while augmenting feelings of purpose, belonging, and inclusion.

From its inception, BiasSync's approach is anchored by what guides the company each and every day. Its mission is to create better outcomes for organizations by using science-based tools to reduce the negative impact of bias. Its vision is that more people feel valued; and that people and organizations make better decisions because unconscious biases are recognized for the role they play in influencing outcomes. BiasSync's team is an embodiment of these values, with a group that represents a wide diversity of racial, ethnic, religious, linguistic and cultural backgrounds, as well as team members from across the LGBTQIA+ community.

The company encourages all team members to bring their whole and true selves to work, expressing their identity with pride. At the weekly staff meetings, each employee shares anchoring statements and any other details and events from the previous week that are important to them without fear or judgement.

The effect is a resulting work environment where openness, honesty, and vulnerability are valued, and colleagues operate with the assumption that their counterparts hold them in high regard and assume the best of their intentions.



**AWE - ADVANCING WOMEN EXECUTIVES**  
FINALIST

**F**or most, diversity, equity, and inclusion means people. For AWE, it means business, process, and awareness. AWE partners with Fortune 1000 companies to create sustainable workplace cultures and to embed inclusion throughout organizations. AWE Accelerator is a program that accelerates the careers of "rising stars" – women and underrepresented professionals through interactive training, focused coaching, well-curated events, and a robust network. AWE Leader is AWE's flagship program. AWE Leader is the premier provider of professional development services for executive women in senior roles from vice president to the C-suite.

AWE develops and customizes training programs based on the needs of their enterprise clients. It also facilitates manager DEI training to help managers better align, support, and embed DEI initiatives and practices. AWE also provides employee resource group support by setting up or assessing a client's ERG services and managing fully outsourced programs.



**CONSTANGY, BROOKS, SMITH & PROPETE**  
FINALIST

**C**onstangy, Brooks, Smith & Propete is a team of exceptional lawyers who are committed to providing the highest levels of service. It is a smaller firm by design, and careful in its hiring practices to focus on attracting the best and brightest talent at all levels. The firm's clients have let it know that having a diverse team is important. As a trusted business partner, Constangy understands and reflects those needs.

As a firm, Constangy has been at the forefront in advancing roles for women and minorities in the legal profession. In its earliest years, when women represented fewer than 3% of practicing attorneys, Mildred McClelland was one of the firm's first partners, arguing cases in courts and before federal agencies. Before joining the firm in the 1960s, partner Jim Smith served on the American Bar Association's inaugural committee advising the early efforts of the Equal Employment Opportunity Commission.



**CREATOR+**  
FINALIST

**A**t Creator+, diversity, equity, inclusion and impact are values core to the company's DNA. Creator+'s founders created an industry leading inclusion policy that set a new standard for gold diversity, equity, and inclusion in Hollywood. The company is committed to fostering, cultivating, and championing a culture, team, policies, and content slate that reflect these values and puts them into action.

Creator+'s very purpose as a company is to empower a new generation of diverse creators to make impactful feature films that tell authentic, relevant stories which inspire hope and action in today's young, digitally-native audiences. We are also committed to uplifting and centering communities of historically-excluded and marginalized people in that work. As a young company, Creator+ acknowledges the historical inequities that have existed in the entertainment industry and understands the importance of dismantling these systems of oppression through intentional efforts and commitments.



**DTO LAW**  
FINALIST

**D**TO Law was formed by former Big Law attorneys, who had a vision of starting a law firm 100% owned by women and people of color. The firm focuses on diversity and inclusion in order to ensure multiple viewpoints at every level within the company. The firm's attorneys are supporters and members of various other organizations, which promote diversity and inclusion in the legal field, such as the Cuban American Bar Association, the National Asian Pacific American Bar Association, the National LGBT Bar Association and Foundation, the Minority Corporate Counsel Association, South Asian Bar Association of Southern California, and the Hispanic National Bar Association.

Founder William Delgado currently serves as vice chair of the board of NAMWOLF and all three of DTO Law's founding partners have served as fellows of the Leadership Council on Legal Diversity. The firm's attorneys are recognized as thought leaders on diversity and inclusion-related topics.



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#### TEAM OF THE YEAR HONOREE

## BANK OF AMERICA

**B**ank of America's long-standing commitment to diversity starts at the top with its board of directors and CEO. The management team sets the Diversity & Inclusion goals of the company. Each management team member has action-oriented diversity goals that are subject to quarterly business review process, used as part of talent planning and included in scorecards reviewed by the board of directors. Bank of America has built robust analytics and put processes in place at all levels of the company to drive DEI progress and accountability.

Bank of America recently announced important steps forward in its management team for the company – adding five new members, including three women, to the senior management team, further strengthening diversity at the most senior levels of the company. All told, the management team is more diverse of gender, race and ethnicity than ever before in the bank's history.

Bank of America's Global Diversity & Inclusion Council (GDIC) which is led by its CEO, promotes diversity goal setting, which is embedded in the performance management process and occurs at all levels of the company. The GDIC has been in place for over 20 years and consists of senior executives from every group.

Bank of America strives for gender equity in pay and career opportunities. For teammates in comparable positions, compensation received by women, on average, was greater than 99% of that received by men; and compensation received by people of color was, on average, greater than 99% of that received by teammates who are not people of color.



**ARMANINO LLP**  
FINALIST

**A**rmanino's commitment to DEI issues is present at all levels of the firm, with its CEO, general counsel, CMO and CPO all holding leadership roles on the firm's IDEAL (Inclusion of Diverse Employees and Leaders) team and other groups focusing on DEI. Armanino's approach to DEI revolves around inclusivity and education. Its for this reason the firm has chosen to develop broad-based initiatives and outreach, rather than resource or affinity groups that tend to keep DEI issues within a specific group of employees. This approach has fostered a more inclusive and accepting community at Armanino, while its efforts also include topics such as belonging and firsthand experiences that ensure its people feel safe and welcome at work.

In 2019, CEO Matt Armanino, signed the CEO Action for Diversity & Inclusion pledge to cement the firm's commitment to develop programs and initiatives that identify and foster opportunities for underrepresented groups.



**BELKIN INTERNATIONAL**  
FINALIST

**B**elkin creates products that help consumers realize the power of technology and makes their lives better, easier and more fulfilling. The company's dedication to people-inspired design and quality informs everything that it does. Belkin believes that its continued success depends on the Diversity, Equity, Inclusion, and Belonging of its global team. Because the company makes people-inspired products, prioritizing the holistic wellbeing of people is essential to the business. The company's DEIB commitments inform and fuel the team on its pathway to "walk the talk."

Belkin also believes that its diversity should reflect the communities it serves and the world we all share. The company embraces that a mix of talents, perspectives and strengths from diverse backgrounds will result in a more dynamic and creative workplace. As lifelong learners, the Belkin team commits to a growth mindset that allows everyone at the company to hold courageous conversations and push back against systemic oppression.



**GEOSYNTEC CONSULTANTS**  
FINALIST

**G**eosyntec Consultants' commitment to inclusion, equity, and diversity furthers the continued success of its employee-owned business by developing and advancing meaningful partnerships both internally and with external stakeholders, enabling its employees to build rewarding careers at Geosyntec. The company believes such partnership is essential to its mission – one that involves delivering sustainable and innovative solutions for improving our environment and infrastructure. Geosyntec also recognizes and appreciates the importance of creating and fostering an environment in which all employees feel included, valued, and empowered to do their best work and offer great ideas. The company's commitment to inclusion, equity, and diversity is rooted in its core values.

As environmental consultants, Geosyntec has unique opportunities to support communities facing disproportionate pollution burdens and has initiated a program to use its work (such as the development of green infrastructure) as a platform to enhance the quality of life in impacted communities.



**MITCHELL SILBERBERG & KNUPP LLP**  
FINALIST

**M**SK is firmly committed to developing and maintaining a diverse workforce that reflects the communities in which it practices. The firm has targeted lateral recruiting efforts through various bar and professional organizations and as well as targeted diversity recruiting efforts to find the best lateral attorneys to join our practice groups. In addition to targeted efforts, the firm utilizes various methods to search for top talent, including recruiters that specifically focus on diverse recruits. The firm strives to sustain a work environment where all attorneys and staff feel welcomed, valued and energized about the contributions they make and the opportunities they have to further develop their careers.

MSK's DEI work permeates many aspects of law firm life. The firm has created sub-committees to specifically address DEI matters for the firm (such as associate review, gender equity, LGBTQ+ issues, mentoring, lateral hiring, associate hiring, and marketing).



We are honored to be selected as a finalist for our diversity, equity and inclusion efforts, and we congratulate our colleagues, clients and friends on their nominations.

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Diversity, equity and inclusion are fundamental to our success as a global law firm, giving us a wealth of different perspectives from which to address our clients' most pressing issues across a wide spectrum of industries, geographies and cultures.



Beijing Boston Brussels Chicago Frankfurt Hong Kong Houston London  
Los Angeles Moscow Munich New York Palo Alto Paris São Paulo Seoul Shanghai  
Singapore Tokyo Toronto Washington, D.C. Wilmington [skadden.com](http://skadden.com)

**Skadden**



NONPROFIT ORGANIZATION OF THE YEAR HONOREE

## CHILDREN'S BUREAU OF SOUTHERN CALIFORNIA

**C**hildren's Bureau was founded in 1904 by Mrs. E.K. Foster, a Los Angeles community leader, and a group of volunteers who shared a concern for the plight of vulnerable children. Successfully they advocated for legislation to protect these children. Today, Children's Bureau continues to be a trusted, innovative leader in child well-being. The organization's goal is to ensure every child thrives in life and is protected from child abuse.

Through its board of directors, executive leadership team, and DEI leadership and cohort teams, Children's Bureau has strived to incorporate a sense of belonging for every employee. This begins in the interview phase. Every hiring manager is given a DEI Talent Acquisition Packet Kit. Hiring managers are trained on understanding the importance of DEI and given a list of DEI-focused interview questions to help them evaluate a candidate's understanding of the values and importance of DEI. Hiring managers are required to ask at least one DEI focused interview question for all candidates they consider. Every employee attends a training called "Perceptions and Perspectives" which prepares them with diversity, equity, and inclusion acumen. Last year, Children's Bureau's DEI Movement was in full swing, with the "Perceptions and Perspectives" training provided to all front-line staff (more than 400) through ten modules. These modules covered perspectives, implicit bias, microaggressions, diversity as collective similarities, intersectionality, and equity vs equality.

This organizational way of thinking has led to weekly engagement events that include games, trivia, stretch and meditation, and other ways to connect, even while being virtual and working remotely.



### ACE MENTOR PROGRAM - LOS ANGELES / ORANGE COUNTY AFFILIATE FINALIST

**M**inorities and individuals from underserved populations are significantly underrepresented in the design and construction industry workforce. The ACE Mentor Los Angeles / Orange County program helps address this problem by building a pipeline of high school students from LA area schools who are interested in these fields. Mentors (professionals representing the industry) introduce them to the various design, engineering and construction/trade disciplines, through office visits, site visits, a multi-discipline Spring Design project, All-Trades Day, digital skills building webinars, resume and portfolio reviews.

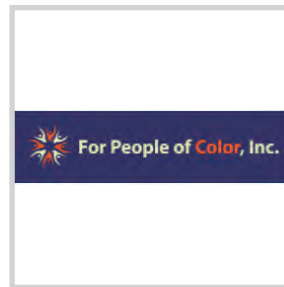
Scholarships are offered every spring to graduating high school students, and renewal scholarships to college students who are ACE Alumni. ACE participants and scholarship recipients are largely reflective of the communities that ACE serves, and in some cases participation from underrepresented groups exceed current population statistics for the City of Los Angeles.



### COUNSEL FOR JUSTICE FINALIST

**T**he mission of the Counsel for Justice is to improve the administration of justice and help deliver legal services to the most vulnerable in the community. Counsel for Justice brings together law firms, foundations, corporations, donors and volunteers in support of a more just LA. Together, they stand at the forefront of providing equal access to legal services in the community by raising funds and directly contributing at the frontlines of justice in four key areas: domestic violence, support of our veterans, immigration assistance and AIDS services. Law firms, especially national firms, rely on local community organizations like the Counsel for Justice to guide them on a local level.

With over 50 years of service as the charitable arm of the Los Angeles County Bar Association, Counsel for Justice's efforts have raised millions of dollars and impacted hundreds of thousands of lives with better, more powerful paths to justice.



### FOR PEOPLE OF COLOR, INC. FINALIST

**T**he mission of For People of Color (FPOC) is to employ its cultural perspectives and collective experiences to pave a path for people of color to higher education through personal empowerment and progressive education policies. This commitment stems from its personal stake in ensuring the academic, professional, and social success of its communities.

This mission is entirely DE&I-focused: to diversify the legal profession by lowering the barriers to entry for people of color applying for law school. Given that the overwhelming majority of people of color who apply to law school are first-generation college students, often with limited to no contacts in the legal profession, FPOC fills this gap to empower people of color to not only apply for and be admitted to law school, but also to excel both as law students and as attorneys in order to diversify, and bring more social justice to, the law profession.



### MENTAL HEALTH AMERICA OF LOS ANGELES FINALIST

**M**ental Health America of Los Angeles (MHALA) is one of the largest and most comprehensive social service and mental health agencies in LA County. Serving over 16,000 people annually, the agency provides integrated mental health-care, healthcare, employment, education, housing, wellness and financial services to adults and youth who are without resources, including Veterans and individuals and families who are homeless.

MHALA has an outstanding track record in diversity and inclusion as well. More than 72 percent of those the organization serves are BIPOC (Black, Indigenous, People of Color), and more than 76 percent of MHALA's staff are BIPOC. MHALA also employs many LGBTQ staff. Over 25% of MHALA staff have lived experience or family experience with poverty or mental or physical health challenges. Feedback from staff indicates that MHALA's inclusive culture is a large reason for the organization's remarkably low turnover.





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# **CONGRATULATIONS!** **GARY WEDBUSH**

Wedbush Securities celebrates its President, Gary Wedbush, on his Los Angeles Business Journal CEO of the Year for Diversity, Equity and Inclusion Awards Nomination.



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**DIVERSITY,  
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 2022 Awards

# Your Life Contributes to Our Economy: “I Want You for the US Workforce!”

By DANONE SIMPSON

**O**ur right to work in the United States allows us to insure against risks, sustain health, accumulate wealth and insure family prosperity. Your earning ability, no matter your gender, race, physical ability or disability, is an asset to your family and future generations to come.

Where have all the workers gone? The Great Exodus has the potential of a cataclysmic ruin of future generations, as businesses turn to robotics and software. There were “3.5 million workers leaving their jobs monthly in 2019 to retire, work from home and/or relocate, dropping to 1.9 million in April 2020, (SHRM).” We have heard about the 78 million boomers’ bubbles bursting for years, as millions of workers leave beautiful cushy offices empty, unwilling to return to cubicles deeming it time to retire.

Businesses will adapt to continued transformations in technology. We aren’t just shifting; this feels like transformation. Melissa Jezior, of Eagle Hill Consulting, advised companies to, “embrace the idea that business strategy and workforce planning will look different post-pandemic and to get started on identifying the talent, skills and roles that will be necessary to prosper once the health crisis passes.” She warns against, “backfilling roles with the same skills. But bouncing forward means identifying and cultivating new skills through upskilling, reskilling and in hiring practices.” I want to add embracing more technology. In the seventies, the theory was computers would replace human capital. We may be forced to, as this generation feels burnt out and seeks work-life balance.

This time last year, there was a prediction of a “Turnover Tsunami of 50%” from SHRM surveys. Businesses are impacted today, while still dealing with the aftermath of COVID. These are disasters that are not termed “Acts of God” by the insurance industry, as are the hurricanes, true tsunamis and disasters happening globally impacting businesses,



while the threat of inflation continues, per top economists. And maybe World War III? We could say, “don’t look up or pay attention.”

After the Civil War, World Wars I & II, the 1929 Stock Market Crash, etc., the US rebuilt, from the lighting rod to the smart phone through four Industrial Revolutions. We may be in the fifth today.

We have been hit hard by this International COVID Pandemic, as we mourn with those of you who lost loved ones, jobs, relationships, family divisions and/or lost income.

Our ability to earn a living today represents the hope of our future and allows us to contribute to our community. We must protect our families and community by protecting ourselves against disability, disease, financial disasters and promote, as well as restore and conserve emotional well-being.

As I read about the history of our country and my industry, I see the consequences of risk and prudence in transferring risk, as life insurance became important in the 1800s “representing the savings of millions of Americans (Insurance and the U.S. Economy),” Homeowners, Renters Insurance, Property & Casualty, Workers Compensation, Errors & Omissions, Cyber Liability, Employment Practices Liability, Medical, Dental, Vision, Life, STD/LTD, carriers pay claims and “provide financial stability of individuals and the nation, along with fueling American Industry, (Insurance & the U.S. Economy).”

If we ask ourselves, do I wish to be a productive person for as long as I possibly can or “become a burden on society (Insurance & the US Economy)?” My heart races as I see my family, my grandchildren’s precious faces. Even Nona has a responsibility to them with every decision I make in our family’s net value, business enterprise and individual contribution.

Our Human Life Value is our earning power by the number of remaining working years, as insurance and financial institutions base our health and ability of earning a living



on. If planned and insured properly, we safeguard against involuntary liquidation of assets. This protection of Human Life Value is regarded as a principal link between present and future generations. This value can be lost in whole or part through death or disability causing loss of earning capacity. The lack of properly planning for transferring risk, retirement and having a will and/or trust to

protect against the inevitable can cause more than the loss of our life, it impacts our family, communities and the US economy.



Danone Simpson, MBA, GBDS, is CEO of Montage Insurance Solutions. To learn more, visit [montageinsurance.com](http://montageinsurance.com).

**‘Our ability to earn a living today represents the hope of our future and allows us to contribute to our community. We must protect our families and community by protecting ourselves against disability, disease, financial disasters and promote, as well as restore and conserve emotional well-being.’**



# Help Save a Life.

Thanks to you, the waiting list for a lifesaving organ has decreased by 10% over the past five years. These numbers are a testament to those who say "yes" to donation and a wonderful demonstration of the generosity of so many.

In Los Angeles, the not-for-profit OneLegacy is the **bridge to life** for millions of southern Californians, facilitating donation in **partnership** with 215 regional hospitals.



The **opportunity to donate** and to receive a lifesaving transplant knows no national, racial, ethnic, or religious boundaries, nor sexual orientation. **One organ donor can save up to eight lives**, and one tissue donor can help as many as 75 others heal. You can save the life of a neighbor, parent or friend, or someone you don't even know, by registering to be a donor at your local DMV or by visiting [www.onelegacy.org/register](http://www.onelegacy.org/register)



The United States' organ donation network is the best in the world, with the highest deceased donor transplant rate of any country and a donation rate nearly double that of Europe's. In 2021 OneLegacy enabled the transplant of a record 1,688 organs from 591 donors. In addition, more than 155,000 lives were healed through tissue donation and transplantation and 1,037 vision-restoring corneal transplants were enabled thanks to the OneLegacy Eye Bank.

While we **rejoice in all that has been accomplished**, there is much work to be done. More than 107,000 Americans, including 21,000 Californians and 5,500 people at the OneLegacy donation service area transplant centers, are still waiting for a donor. Simply put, the need for transplants is growing far faster than potential donors as less than 1% of all deaths qualify for donation.



*Dedicated to saving and healing lives through organ, eye and tissue donation*





# A Commitment to Advancing Diversity, Equity, and Inclusion

By MARTIN HODGETT

Accenture's ambition is to be the most inclusive and diverse company in the world, and we are accelerating a culture of equality to ensure all our people feel they belong and can advance and thrive.

We are proud to be selected as DEI Company of the Year in the enterprise category for the 2022 Diversity, Equity, and Inclusion Awards presented by the Los Angeles Business Journal.

Accenture is a global professional services company with leading capabilities in digital, cloud, and security. Our 699,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries.

We hold ourselves accountable for our commitment to diversity, equity, and inclusion (DEI). It enables us to attract, develop, inspire, and reward top talent. We create an environment that unleashes innovation, allows our people to perform their very best, and underpins a culture in which everyone has an equal opportunity to belong and build a career. The rich diversity and ingenuity of our people — from our board of directors to our new hires — helps us deliver value for the benefit of all.

## CHARTING OUR PROGRESS

Transparency and accountability form the foundation for building trust with our clients, people, shareholders, partners, and communities. In 2016, we became the first professional services company to publish comprehensive data about our US workforce. Since then, we have shared our workforce composition by gender, ethnicity, and race, persons with disabilities, LGBTQ+, and veterans.

In 2017, we committed to achieving a gender-balanced workforce by 2025 that is equally 50% women and 50% men, for those whose gender is binary. We have worked diligently to fulfill that commitment and are on track to reach our goal. To date, 50% of our board of directors, 49% of our new hires, 46% of our workforce, and 44% of our promotions are women.

Our commitment to equality starts at the top with our Chairperson & CEO Julie Sweet, our board of directors, which is 60% racially and ethnically diverse, and our North America Leadership Team.

At Accenture, equity means all our people

also receive fair and consistent pay when considering the similarity of work, location, and tenure at career level. We conduct an annual pay equity review. As of our last review in November 2021, we have dollar-for-dollar, 100% pay equity for women compared to men in every country where we operate (excluding countries with de minimis headcount). By race and ethnicity, we likewise have dollar-for-dollar, 100% pay equity in countries where we collect this data, including the US.

## BRINGING OUR VISION TO LIFE

Our culture of inclusion and diversity is fostered and brought to life by our Employee Resource Groups (ERGs) — vibrant communities that enable our people to strengthen their networks, grow their skills, celebrate their heritage, and give back to the communities where they live and work. In North America, we have 22 ERGs that cover multiple faiths, ethnicities, disabilities, mental wellness, the military, gender, and LGBTQ+.

In FY21, our 16 ERGs in SoCal planned 483 volunteering events that had a tremendous impact on the community; all completed virtually. Our ERGs also led internal-facing events to create inclusion and connectedness, cultural awareness, and professional development. All ERG events are amplified office-wide to promote collaboration, community, and allyship.

Our ERGs are the voices of our people and help make sure that we are creating a culture where our people feel seen, safe, connected, and courageous. In addition, they help us attract diverse talent, which will ensure that we are all driving to meet our goals.

## EQUALITY DRIVES INNOVATION

We believe inclusion and diversity unleash innovation and create a culture where everyone has equal opportunity. For example, our North America apprentice program launched in 2016 has trained more than 1,200 apprentices in more than 35 cities. The learn-and-earn model with benefits provides a pathway for people



without four-year degrees and other nontraditional candidates to attain digital economy jobs and build sustainable careers. We believe apprenticeships play an important role in building a more economically inclusive world. We set a goal of filling 20% of our entry-level roles from the apprenticeship program for our current fiscal year.

We have also expanded our recruiting footprint across several schools in the SoCal region. We have doubled the number of schools we target and include outreach at educational institutions with diverse student populations like California State University, Los Angeles.

Our culture of equality is an innovation multiplier — it creates innovative solutions that create greater value for our clients and inspires their own inclusion and diversity efforts. Accenture is committed to making change happen with our clients and internally.

Over the past two years, we have strengthened DEI work with our public service clients in particular. One of our largest and most successful efforts so far is with a large California government agency.

We created the Inclusion, Diversity, and Equity Advancement (IDEA) team to provide resources, processes, and support for the diverse group of employees that make up the

organization. Together, we developed a strategic and innovative approach to DEI. We brought together a group of diverse employees for collaborative, user-centered design sessions to develop intentionally inclusive DEI initiatives for the agency.

Inclusion and Diversity training is becoming standard in the workplace. Where it gets exciting is when it's done in Virtual Reality (VR), which makes it more experiential and takes training to the next level. We have instituted VR implicit bias training across the country in multiple child welfare systems. Our clients are leveraging this tool to operationalize race equity and ensure that understanding biased behaviors might render our country a more equitable place.

Our work is not done. Our people's passion for equality and positive change has never been stronger. We are proud of what we have accomplished, and we will not stop until equality is the reality. We are confident that Accenture's commitment and actions to achieve equality for all our people will drive change here in the Los Angeles area, across North America, and around the globe.

Martin Hodgett is Accenture's office managing director for Southern California.



From left: Accenture's work in support of the LA Mission; Accenture celebrates Black History Month; Accenture's most recent in-person International Women's Day event (the event has taken place virtually for the last two years).



Supporting children, families, and early childhood educators since 1976, Child Care Resource Center programs provide immersive and supportive education programs, remove barriers to success, and help parents who struggle to make ends meet. Caregivers and early childhood educators benefit from career coaching, training and development, and supportive small business services.

## Children Enrolled Into Emergency Child Care



8,325

## Supplies distributed in our service area since the pandemic:

### Children's Books



17,015

### School Supplies



1,455

### Face Coverings



1,630,495

### Bags of Food



11,434

### Toiletries



372,067

### Diapers & Wipes



554,655

Visit [www.ccrcca.org](http://www.ccrcca.org) to donate and together we can make a difference in the community.





# Tackling the Healthcare Inequity Challenge

**H**ealthcare inequities in the United States have existed for a very long time. These inequities were brought to the forefront with the disproportionate rates of infection and death caused by COVID-19 among communities of color. Another less talked about health disparity that continues to haunt our society is found in the imbalances in organ and tissue transplant rates.

Forty percent of the U.S. population are persons of color, yet those communities make up nearly 60% of the 107,000 Americans waiting for a transplant – including 29% African American and 21% Hispanic. The increased need for donation and transplantation in these populations stems from the higher rates of diabetes, high blood pressure and heart disease that contribute to organ failure among these communities.

Working to help correct this inequity is OneLegacy, the nonprofit organization dedicated to saving lives through organ, eye and tissue donation in Los Angeles, Orange, Riverside, San Bernardino, Ventura, Santa Barbara and Kern counties. OneLegacy works with more than 200 hospitals and 10 transplant centers – as well as sheriffs' and coroners' offices – to serve this diverse population of 20 million people, as well as waiting recipients across the country.

In the OneLegacy service area, persons of color receive 73% of all transplants and make up 67% of deceased donors, but constitute 82% of its waitlist, so OneLegacy is committed to proactively addressing this issue.

"Health disparities exist among communities of color for a multitude of reasons, including financial and cultural barriers to access healthcare, a multi-generational distrust of the medical system, traditional beliefs around death and dying, and the false presumption that the organ transplant system discriminates" said OneLegacy CEO Tom Mone. "The truth of the matter is that the opportunity to donate and to receive a lifesaving transplant knows no national, racial,



ethnic nor religious boundaries nor sexual orientation; it simply helps those in greatest need."

OneLegacy believes that Los Angeles' multi-cultural and multi-ethnic community makes it imperative that every business work to foster diversity and equality, to embrace all cultures and influences and to continually explore

ways to reflect plurality and inclusion in every dimension of their enterprise. Towards that end, here are some of the things OneLegacy is doing:

- For the past two years, OneLegacy has been conducting a series of virtual Town Halls (some bilingual), featuring hosts and guests of diverse backgrounds. Its goal is to increase awareness of donation and transplantation in minority communities and to bridge the gap between the demand for organ transplants and supply of donated organs. The next event will take place on March 30 during National Kidney Month and will focus on strategies to improve kidney health and donation in the Hispanic and Latino community.

- On February 14, OneLegacy hosted a panel discussion with African American leaders from across the state, focusing on equity in organ donation. The panel took place on National Donor Day, which fell in the middle of Black History Month and American Heart Month, providing a natural connection for the discussion and laying the foundation for future conversations among these communities.

- As part of its goal to inspire more Hispanics on the power of organ, eye and tissue donation, OneLegacy and their Embajadores has a weekly presence at the Mexican Consulate of Los Angeles through their Ventanilla de Salud health program. OneLegacy also participates at numerous Hispanic health fairs and community events throughout the year, providing outreach to local Latinx communities.

- In a proactive effort to encourage more people of color to register to be a donor, OneLegacy has a presence at numerous DMV locations throughout Southern California, with an emphasis on locations in Inglewood, Compton and other strategically selected offices where the


lowest donor registration rates exist.

- OneLegacy is engaged in a social media outreach campaign to share facts and figures about healthcare access and disparities among diverse communities. OneLegacy has also produced public service announcements highlighting health resources available for African Americans, Hispanics, Asians and Native Americans in Southern California. This effort is designed to encourage communities of color to seek appropriate health care whenever needed and to register to be an organ, eye and tissue donor.

- OneLegacy continues to identify partner organizations with whom they can share ideas and resources while growing together. Most recently, OneLegacy partnered with Zeta Phi Beta's local chapter in Southern California, Pi Zeta, and the Young Visionaries Leadership Academy in San Bernardino to decorate NASCAR driver Joey Gase's racecar with pink donor dots, representing a symbol of hope and support for those around the country who are currently waiting for a lifesaving organ or tissue transplant.

"We live in a time of heightened awareness of the significance of diversity and inclusion in every walk of life," said Mone. "With ever-increasing understanding, we are appreciating that the splendor in our differences makes us a better and stronger society. That is why we are committed to making sure that diversity and inclusion is an integral part of everything we do, that every voice is heard, that every person is respected and that every life is cherished. We do this and more not because it is fashionable, but for the single and fundamental reason that it is the right thing to do."

For more information, visit [OneLegacy.org](http://OneLegacy.org).



CONNECTING THE DOTS

Engaging Our Communities


VIRTUAL TOWN HALL SERIES

Episode 9: Connecting the Dots

National Kidney Month:  
Strategies to Improve  
Kidney Health and  
Donation

March 30, 2022


1 PM PST - 2 PM PST


LIVE

zoom

@OneLegacy

Scan QR Code to Register!







Albert Antonio, D.O.,  
neonatologist, and  
Serenity, NICU patient  
born at 11.6 oz. – less  
than 1 lb.

# Highest quality care for the tiniest babies

MemorialCare Miller Children's & Women's Hospital Long Beach is home to a maternity center and Neonatal Intensive Care Unit (NICU) with the highest-level acuity designation, complete with the largest Small Baby Center in the region. Nobody ever wants a less than perfect pregnancy, but should the need arise, our fellowship-trained maternal-fetal, neonatal and pediatric sub-specialists are here for you and your baby 24/7. Our Perinatal Special Care Unit helps your baby grow as much as possible in the womb. But even if your baby arrives early, we're capable of caring for babies weighing as little as 1 - 2 lbs. at birth or who are very premature. To support development, our team provides care in an environment that mimics the womb, with dimmed lights and hushed voices. Start at the place that ensures the best outcomes. Start at MemorialCare Miller Children's & Women's Hospital Long Beach.



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# Making DEI Leadership a Consistent Priority

With more than 20,000 physicians serving 2.5 million patients across some of the most diverse communities in California, Oregon, and Washington, Optum Pacific West has a unique opportunity to address diversity and inclusion from both internal and external perspectives.

Optum's leadership, physicians, and care teams reflect the communities Optum serves, ensuring that every Pacific West associate speaks the language of its patients and is conversant with their culture. This knowledge is directly reflected in the whole-person care and treatments Optum delivers. It's a wide-lens approach that encourages communication, helps build meaningful, long-term relationships with patients, families, and the community, and has a positive impact on health outcomes. Receiving care that reflects and supports their culture also gives patients a sense of belonging and purpose. And because Optum is a multi-payer health care provider, it is able to care for all members of its communities, regardless of insurance type.

## ACTION-DRIVEN DEI INITIATIVES AND MOTIVATED TEAMS

Creating a workplace environment in which everyone is recognized, valued, and can experience a deep sense of belonging is a priority at Optum Pacific West. It's a value Optum has translated into action in many different and positive ways.

In the wake of George Floyd's murder, Optum moved immediately to hold two facilitated sessions with Dr. Amar Desai, president and CEO, Optum Pacific West on "How to be an Anti-Racist." Optum created a safe space for dialogue in an all-employee town hall. And the company ensured equity for working parents by encouraging flex schedules and respecting work/life commitments with over \$6 million in funds for backup childcare during the pandemic.

To improve the care experience and drive quality for the LGBTQ+ community, Optum developed an innovative continuing education-eligible training on LGBTQ+ health equity. Currently, more than 4,000 team members have taken the training and put their learning into action, resulting in a more positive LGBTQ+ patient experience.

Unconscious Bias training was also deployed to 8,000 senior leaders, clinicians, and patient-facing team members to help engagement across a spectrum of experience and perspectives.

## DEI PANDEMIC EFFORTS

Far from slowing DEI momentum during the pandemic, in 2021 Optum's diversity, equity, and inclusion efforts evolved from a loose-knit group of volunteers into a key



organizational entity. Though resources were at a premium, DEI efforts were invested in to create a Culture, Inclusion, and Diversity (CID) team and steering committee that sets and implements DEI priorities, with a focus on data-based approaches.

## REFLECTING COMMUNITIES HELPS TO SERVE THEM BETTER

To ensure culturally relevant care, Optum is committed to hiring physicians who reflect the communities they serve. These providers not only speak the language but also share the

cultural backgrounds of their diverse patient groups.

Currently, women and people of color comprise 71% of Optum's leadership team, with increased targets for diverse representation being implemented across the organization. This effort extends across the West Coast with targets to increase Black and Hispanic physicians.

To ensure that the diverse perspectives of its employees continue to be heard, Optum built the Connected Communities @Optum California employee resource groups, including Pride, Women LEAD, Unidos, African American Experience, and Asians United.

These employee-led groups create connections within the community, build opportunities, and play a critical role in creating a more inclusive workplace environment. They give team members a platform to inform and promote equity and diversity within the health care setting and at the workplace.

## HEALING HEALTH DISPARITIES ACROSS COMMUNITIES

Because social determinants of health (SDOH) play a key role in health disparities, and are most prevalent in underserved communities, in an effort to improve health equity, the Optum clinic in downtown Los Angeles was moved next to the El Salvadoran corridor, bringing it closer to patients.

In the underserved, rural community of Hemet, a one-stop facility was created that includes health care, social workers, a gym, a pharmacy, and more.

To provide seniors with better access to care during the pandemic, Optum launched a tablet delivery services for homebound patients and a ride-share service for seniors who relied on mass transit.

In addition to creating accredited LGBTQ+ health equity, Optum also implemented patient forms inclusive of gender identity and sexual orientation, and ensured its clinics have gender-neutral bathrooms.

## A POWERFUL CULTURE OF INCLUSION CREATING HEALTHY CHANGE

Optum's focus on health equity and culturally competent care is bringing exceptional physicians and care professionals to the company every day and creating a workplace that ensures all team members feel a sense of belonging and purpose. It's a commitment to diversity and inclusion that's delivering high-quality, compassionate care, helping people to live healthier lives, and helping the health system work better for everyone.

*Learn more at [Optum.com](https://www.optum.com).*

Far from slowing DEI momentum during the pandemic, in 2021 Optum's diversity, equity, and inclusion efforts evolved from a loose-knit group of volunteers into a key organizational entity.



## CONSCIOUS MANAGEMENT OF UNCONSCIOUS BIAS

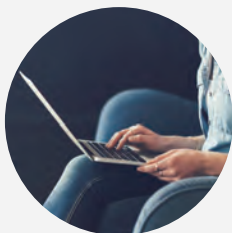
BiasSync™ is a science-based, scalable SaaS solution designed to help organizations more effectively assess and manage unconscious bias in the workplace. Our BiasSync solution combines proprietary unconscious bias measurement and relevant personality testing with engaging and compelling storytelling that leads to a road map of sustainable culture change. Our purpose is to create more fair and respectful workplaces.

### An Effective, Multi-Pronged Approach to Behavior Change



#### BIAS ASSESSMENTS, BIAS AUDITS, AND ACTIONABLE DATA

- Using a dashboard, employers can opt to receive anonymized aggregate data of bias levels within the organization and receive a proprietary company SyncScore™
- Combines the latest scientific research with individual results and feedback
- Proprietary, science-based tools to analyze unconscious bias against established cognitive processes



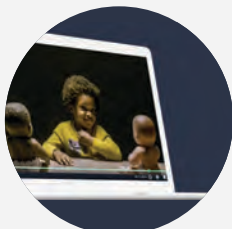
#### INCLUSIVENESS AND EQUITY DIAGNOSTICS

- The proprietary, science-based BiasSync 8-Touchstone Equity Survey™ provides equity analysis across your organization with actionable recommendations for policy enhancements from experts in the field
- The BiasSync Inclusiveness Survey covers a number of topics around cultural climate—especially in the areas of belonging, fairness, understanding of unconscious bias, voice, opportunities, resources, decision making, and diversity



#### BIASSYNC FIVE-STAGE INCLUSIVITY ROADMAP™ AND EQUITY AUDIT

- Delivers ready-to-use tools, actionable insights, and checklists
- Utilizing BiasSync's 8-Touchstone framework—and derived from evidence-based and science-informed research—this equity audit is arguably the most comprehensive in the marketplace
- Establishes empirical basis and evidence-based approach to strategic planning and evaluation



#### ENGAGING TRAINING

- Interactive and engaging video content from Emmy® Award-winning producers
- Designed by and featuring leading social science PhDs and experts
- Scalable to all employees at all levels



#### BIAS MITIGATION

- Ongoing monthly microlearning content
- Interactive videos
- Facilitation guides
- Actionable strategies and skills to implement now



So much more than just diversity and inclusion training.  
You can't manage what you don't measure. **BiasSync changes all that.**

"This is the best I've seen in the market."

FORTUNE 50 CLIENT  
GLOBAL DIVERSITY & ENGAGEMENT  
BEVERAGES FOOD PROCESSING

"BiasSync has brought an awareness to the workplace."

RUDY CREW  
PRESIDENT, MEDGAR EVERS COLLEGE

"BiasSync's offering is not unconscious bias training in a box!"

FORTUNE GLOBAL 500 CLIENT  
HEAD OF DIVERSITY & INCLUSION  
BIOTECHNOLOGY

## NOT JUST DIVERSITY. INCLUSION.

If you're ready to understand how bias impacts your company, **contact us now.**





# Simply Checking the Box is Never Good Enough

By MARTIN L. ADAMS and  
MONIQUE EARL

Almost two years ago, the Los Angeles Department of Water & Power began charting a pathway down a road of inclusiveness, understanding, diversity, and most notably, equity.

On June 19, 2020, Mayor Eric Garcetti, under Executive Order 27, directed every city department to advance racial equity within city government. In it, he stated: “We have to translate our ideals into action and we have to start with our own government. We must be prepared to think broadly and creatively to ensure that people of color, women, persons with disabilities, and veterans may equally participate and prosper in public life and society. We must live up to our democratic ideals by placing racial equity and inclusion at the center of our policymaking.”

These were words that we, the largest municipal utility in the United States, not only took to heart, but acted upon. We wanted to take meaningful steps to ensure that all of our employees, as well as our customers, have equitable opportunity and the services that they need to thrive. In order to bring about lasting and needed change, it was clear that we needed to do something impactful regard-

ing diversity, equity, and inclusion.

To address racial equity at LADWP, it was imperative for us to complete a deep dive into where we were before proceeding. First, we needed to solidify what our vision for DEI meant to us. LADWP’s vision on diversity, equity, and inclusion has three core objectives:

1. To reflect the diverse communities, we serve.
2. To create a culture where every single employee feels seen heard and valued and opportunities for career advancement are equitable.
3. To understand that utilities as a result of their physical and financial assets, human capital, and community mission have substantial opportunities.

Transforming vision into reality is not something that happens overnight. To see real, sustainable change that lives beyond this moment, we took a comprehensive multi-faceted approach. After solidifying our vision, we embarked on the development of a Racial Equity Action Plan. With the assistance of locally based minority-owned firms, we started this process by first analyzing our workforce data, followed by communication and dialogue with current and former employees through one-on-one interviews, focus groups, and a

department wide survey. From this, we were able to identify and outline many recommendations, both short term and long term. One of the fundamental recommendations was to establish our first-ever Office of Diversity, Equity & Inclusion. For far too long, these offices, historically, have been delegated to the bottom rungs of organizational charts with very little access to resources, staff, and influence over an organization’s initiatives. At LADWP, our thinking on DEI was different. We understood and recognized that DEI should be a part of the culture and central policymaking, both internally and externally, leading to the Department’s success. That is also why our DEI office reports directly to our General Manager’s Office and is in charge of HR, supplier diversity, community engagement, and our data equity metrics group.

Workforce development has always been a pivotal component to our DEI initiatives. The disparities that people of color, women, LGBTQ+, and others face in hiring, promotions, and recruitment, are among the key issues that we are looking to improve. As LADWP faces a rising number of retirements, competitive threats, and workforce demands to meet aggressive 21st Century goals, it is important that we reimagine key workforce development drivers such as hiring, recruit-

We wanted to take meaningful steps to ensure that all of our employees, as well as our customers, have equitable opportunity and the services that they need to thrive.

ment, training and employee development. Removing bureaucratic barriers and strategically working with other departments will allow us to meet key hiring goals. For example, one of our key objectives in this area is working with our City Personnel Department to give LADWP flexibility in civil service rules that impede our hiring and promotional opportunities. We need to develop career path workshops and make career ladders accessible to employees, develop a formal mentorship program, ensure that employees on panels



akerman

# Thank You

Diversity, equity, and inclusion are a top priority for Akerman both within our firm and within the communities in which we live and work. We are grateful for the recognition by the *Los Angeles Business Journal* as a finalist for the DEI Company of the Year Award, and recognize that while we have made progress toward greater diversity, equity, and inclusion, we continually strive to do more. It is incumbent on us all to relentlessly push forward until we achieve justice and equity in our profession, in our communities, and in our country.

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come from diverse backgrounds and recruit from universities and colleges that serve underrepresented populations.

One of the recommendations of our Racial Equity Action Plan was to strengthen our partnerships, particularly as it relates to recruitment, with Historically Black Colleges and Universities (HBCUs). Through our membership with the City's HBCU Recruitment Committee, the Department learned of an organization that we felt could help with this recommendation. Advancing Minorities' Interest in Engineering or A.M.I.E. represents the 15 ABET (Accreditation Board for Engineering and Technology) HBCU Schools of Engineering. These 15 HBCU Schools of Engineering represent less than 3% of all the engineering schools in the country, yet they produce over 30% of all African American engineers in the United States. On February 8, 2022, our LADWP Board of Water & Power Commissioners unanimously approved a five-year/\$5 million Letter of Agreement (LOA) with AMIE. This LOA is task order driven for research and development. Some areas of focus for potential technical and research development include, but are not limited to, assistance in developing energy efficiency programs, promoting water conservation, enhancing water recycling and climate adaption planning, etc. While engineering and scientific research are at the core of this agreement, the ability to recruit new talent into the Department's workforce is just as critical. Historically,

LADWP has been recruiting from just a handful of HBCUs in the past. This new agreement allows the Department to significantly expand upon its recruitment pool. In the 2020 Engineering By the Numbers Report, produced by the American Society of Engineering Education (ASEE), six of their Top 20 institutions that produce African American engineers are represented by AMIE.

The opportunity to lead the Department in building a diverse and inclusive organization in which employees and stakeholders can look upon with pride is a responsibility we take seriously. In other words, simply checking the box was and should never be an option when it comes to addressing these important issues.

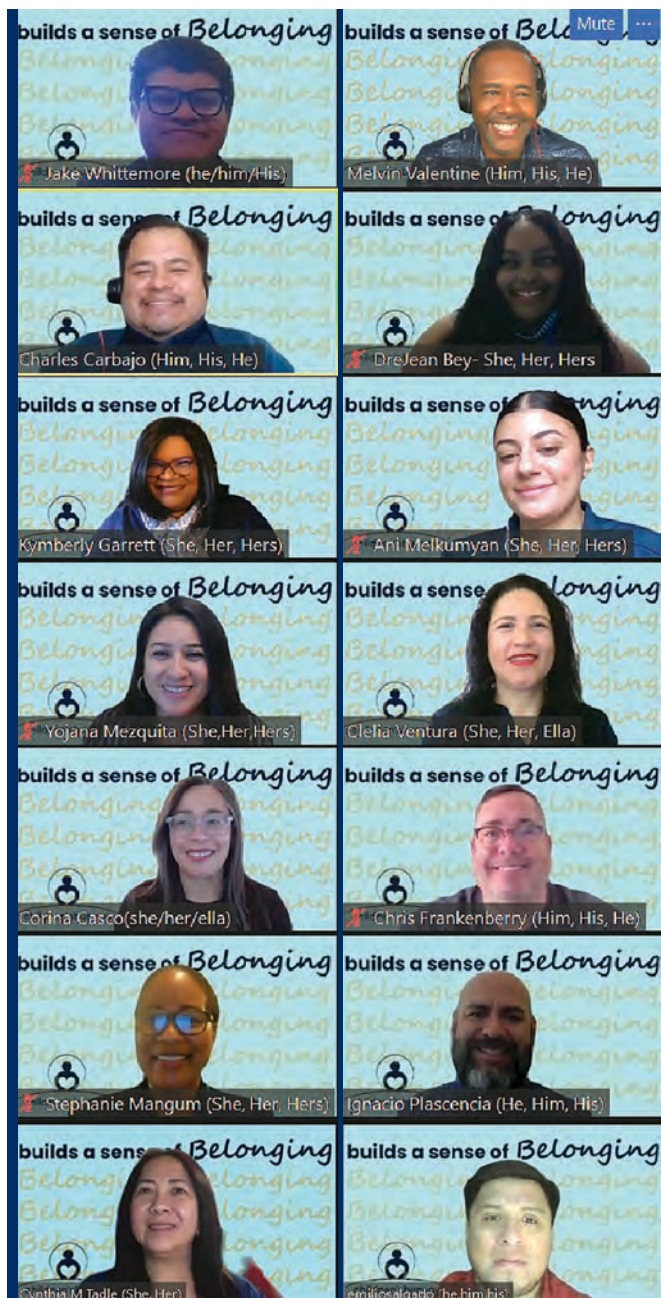
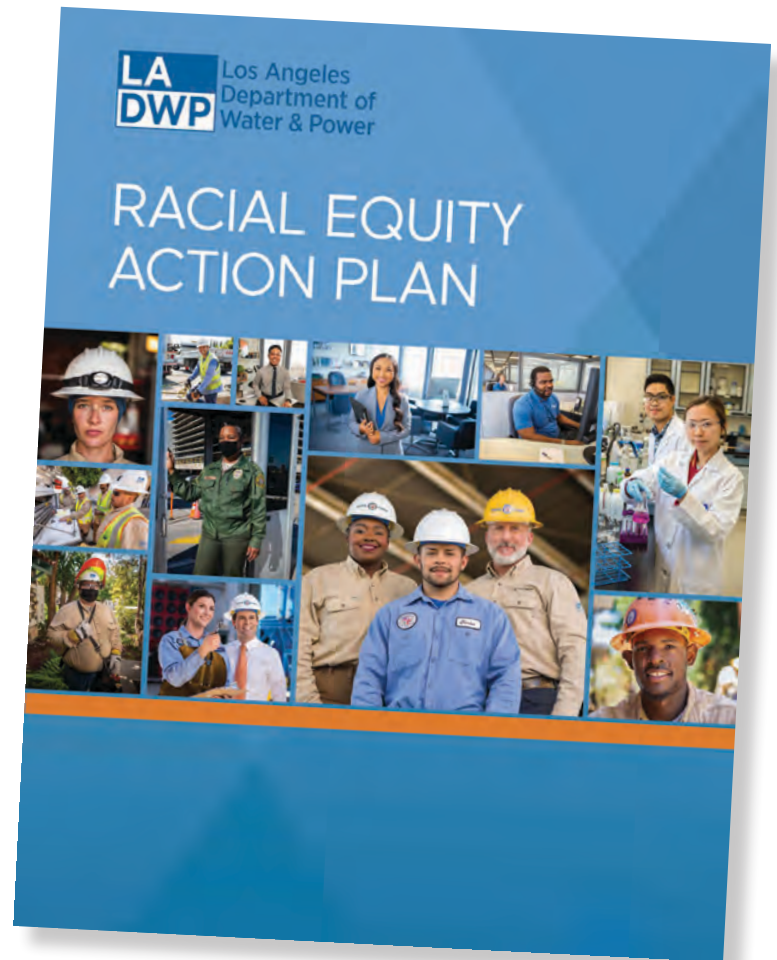


*Martin L. Adams is the general manager and chief engineer of the Los Angeles Department of Water and Power, the nation's largest publicly-owned utility.*



*Monique Earl is the senior assistant general manager over LADWP's Office of Diversity, Equity and Inclusion and serves as the Department's Chief DEI Officer.*

*Learn more at [ladwp.com](http://ladwp.com).*



# Children's Bureau

**Honoree**  
**Los Angeles Business Journal**  
**Nonprofit of the Year**  
**2022 Diversity, Equity & Inclusion Award**

Children's Bureau is passionate about building and sustaining a diverse, equitable and inclusive working and learning environment for all employees.

Congratulations to the agency's People Support Services Team for spearheading this dynamic educational and conversational experience that contributes to moving forward the mission of preventing child abuse.

Thank you, Los Angeles Business Journal, for this stellar recognition.







# Diversity, Equity, & Inclusion Leads to Thriving Communities

The mission at the Child Care Resource Center (CCRC) is to cultivate child, family, and community well-being. The agency offers educational programs, removes barriers to success, and helps parents benefit from extra financial supports. CCRC also empowers caregivers and early childhood educators by coaching, training, and supporting their small businesses. As one of the largest nonprofits in California with a service area of 22,500 square miles, CCRC provides services to 50,000 children, families, and caregivers in Northern Los Angeles and San Bernardino counties every month.

CCRC believes in healthy and strong children and families living in thriving communities. Therefore, it believes diversity, equity, and inclusion fosters and supports such thriving communities. The organization is proud that its employee community is as diverse as those it serves. CCRC has a long history of advocating for our historically underrepresented clients. It embraces its mission-oriented workforce that creates a sense of belonging and collaboration.

To ensure that CCRC is supporting the families and communities it serves, the organi-

zation is committed to making sure its employees feel supported and uplifted to reach its mission. Supporting CCRC's employees means valuing and celebrating their diverse identities. CCRC recognizes diversity, equity and inclusion (DEI) in all its forms. Race/ethnicity, gender, sexual orientation, age, religion, and others are essential to creating an inclusive and equitable workplace.

CCRC shows its commitment to diversity by ensuring its recruiting practices reach diverse candidates who believe in the mission. To ensure equity, CCRC constantly considers ways each of its employees receives the support they need to thrive at the agency. Lastly, CCRC practices inclusion by celebrating the various identities of its employees through its internal and external platforms. CCRC understands DEI work is a continuous commitment, and routinely reflects on opportunities to demonstrate its commitment in innovative and thoughtful ways.

Adding to an already established commitment to diversity in recruitment, retention, and employment policies, CCRC developed its inaugural Employee Resource Group (ERG),

To ensure equity, CCRC constantly considers ways each of its employees receives the support they need to thrive at the agency.

The Anti-Racist Taskforce (ARTF). The mission of CCRC's Anti-Racist Task Force is to improve the agency's culture, policies, procedures, forms, communications, and advocacy through an anti-racist lens, as it relates to the agency's mission to cultivate child, family, and community well-being. Today, the ARTF continues to push CCRC towards an equitable future through dialogues, programs, events, and assessments. As a part of educating all staff

about DEI issues, CCRC's ARTF conducted an internal equity assessment in addition to others routinely connected by HR, hosted book clubs, actively celebrated diverse populations internally and externally, and encouraged equity-minded dialogues amongst all divisions. CCRC continues to support its employees by expanding and prioritizing DEI initiatives.

There is no perfect training or book that an organization can complete to become excellent at practicing DEI. DEI is not a buzzword or check box. It is a journey. As established early care and education leaders, CCRC welcomes that journey. The agency has become increasingly aware that doing this critical work takes time. CCRC employees have experienced different upbringings and are encouraged to bring those identities into the workplace. Although DEI is a journey, CCRC embraces its strengths and acknowledges its growth areas. In a world filled with discrimination, CCRC is actively working towards educating its team, empowering its employees, and ensuring that all CCRC staff and clients are treated equitably.

Learn more at [ccrcca.org](http://ccrcca.org).

"My Job Brought Back the Fire in My Heart"

HELLO  
MY NAME IS

Jordan

GET TO KNOW ME AT  
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**MHALA**  
Mental Health America of Los Angeles





# MemorialCare Miller Children's & Women's Hospital Long Beach Joins Second Phase, Two-Year Cohort of Cherished Futures for Black Moms & Babies

Miller Children's & Women's Hospital only children's and women's hospital to join collaborative effort to reduce Black maternal and infant health inequities in LA County

MemorialCare Miller Children's & Women's Hospital Long Beach has joined the second phase of Cherished Futures for Black Moms & Babies — a two-year cohort, with three other LA County hospitals, Communities Lifting Communities (CLC), the Public Health Alliance of Southern California (Alliance) and the Hospital Association of Southern California (HASC) — a collaborative effort to reduce Black maternal and infant health inequities in LA County.

Guided by data and grounded in Black women's experiences, this two-year cohort will bring together decision makers from local birth hospitals, public health departments, health plans and Black community leaders to co-design systems-change solutions across clinical, institutional and community systems.

"We are proud to be part of such important health inequity work that really impacts our community," says Susan Herman, DNP, RN, chief nursing officer, Miller Children's & Women's. "The data and the firsthand experiences of Black women prove that this is the time for change in birth equity. We owe this to the community we serve to create real action and improve outcomes."

In LA County, Black women and families continue to disproportionately experience higher rates of infant and maternal mortality and morbidity compared to other ethnic groups. The data is staggering: the rate of preterm birth among Black women is 50 percent higher than for white or Asian women<sup>1</sup>; Black women are four times more likely to die from pregnancy-related causes compared to white women; and Black women report experiencing discrimination when getting medical care more than other racial/ethnic groups<sup>2</sup>.

Research shows that these inequities cannot be fully explained by factors such as income, education, or health status. Research points to systemic issues, including racism, toxic stress, and racial bias in health care as central drivers for these inequities.

"As a Black woman and an OB/GYN, the issues regarding birth equity resonate deeply," says, Lauren Yu, M.D., OB hospitalist, Miller Children's & Women's. "I will always remember the patient who expressed relief when she found out I would be the attending physician for her case because she stated she felt she would be heard. I feel strongly that we can get to a place where the patient of color and the patient who is underserved can truly be heard regardless of what ethnicity their provider may be. The work regarding addressing inequity on a multi-system level is critical and I am privileged to be a part."

Cherished Futures uses hospital data to help know where to start in tackling issues such as implicit biased, structural racism, trustworthiness and community engagement. Miller Children's & Women's has submitted the preceding year's data for select measures and will again at the end of the year.

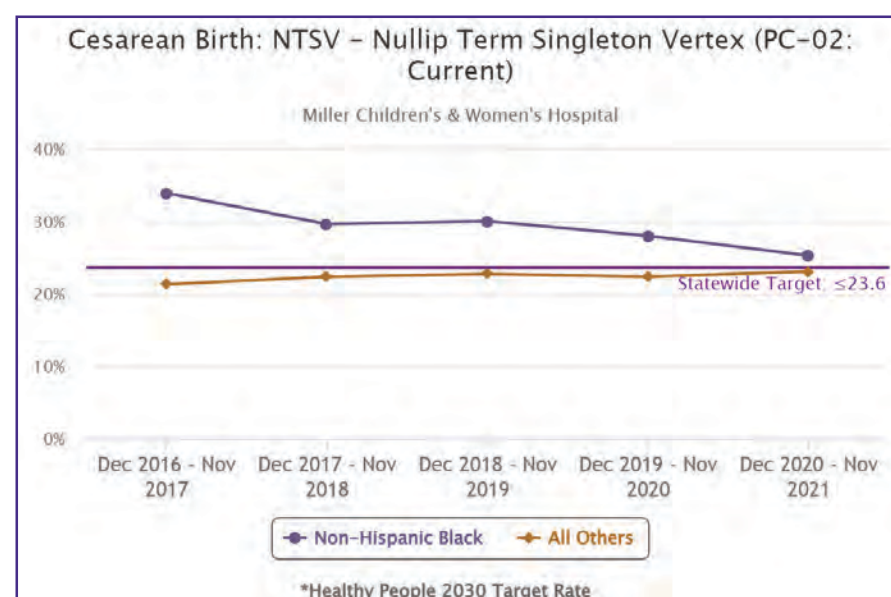
Miller Children's & Women's has already taken the preliminary steps to help combat this birth care inequity. For the past two years, Miller Children's & Women's has participated in building a birth equity toolkit with the California Maternal Quality Care Collaborative (CMQCC). In addition, a patient survey tool is used to inform and monitor our equity work with a focus on awareness and reduction of implicit bias. In addition, over the past year, birth care and NICU physicians and staff have received electronic training sessions which provide evidence-based approaches to inclusion.

To date birth care equity work at Miller Children's & Women's is showing positive results. The BirthCare Center team reports data on Nulliparous, Term, Singleton, Vertex (NTSV) cesarean birth rate — first time pregnant person with a single term infant in a head down position who had a cesarean birth — is about to meet the statewide target of 23.6 percent. Just three years ago that rate hovered around 35 percent.

The awareness and education to leaders, physicians and staff, along with initiatives like Commit to Sit, where the nurse takes the opportunity to sit and get to know her patient better and learn what her objectives and goals are for her labor and birth experience have made a difference.

The second phase of the Cherished Future landmark took place just prior to a Dec. 7 White House statement that identified reducing maternal mortality and morbidity as a strategic objective of the Biden-Harris Administration, and there was a presidential proclamation released during April 2021's Black Maternal Health Week.

- 1 LA County Department of Public Health Maternal Child Health, 2016
- 2 LA County Lamb Survey, 2016



**MemorialCare**  
Miller Children's & Women's  
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## Bridging the Educational Achievement Gap

In the United States, educational achievement gaps are real, and the recent pandemic has only exacerbated those gaps.

Underlying causes for achievement gaps are well-documented and complex. Sadly, educational gaps, in turn, lead to opportunity gaps, and such gaps do not tend to close quickly or naturally. Even if individual students trapped in these systems are bright, talented, resilient, and excessively hard-working, the very nature of the gap means that they will not always have access to the tools required to see real and lasting change in their situations.



According to a US Chamber of Commerce report, a shortage of qualified workers is the most critical and widespread challenge to US businesses as they ramp up to meet growing consumer demand. According to the Public Policy Institute of California, California will be one million degree holders short of economic opportunity by 2030. Meanwhile, college enrollment has not returned to pre-pandemic levels.

The convergence of these events paints a bleak picture of ever ending the educational and opportunity gaps dilemma. However, the foundation of addressing these challenges resides in the presence of accessible and flexible educational pathways to upskill, reskill, and attain credentials and degrees.

If an equitable and inclusive recovery post-pandemic is to be realized, pathways to degree and credential attainment must be flexible, affordable and accessible for the underserved talent pool of adult learners. This will in turn allow employers to identify new sources of talent.

One of the most effective means of widening the talent pool to meet the changing market demands is through online competency-based learning which removes significant barriers for adult learners including employment, family obligations and finances.

**Underlying causes for achievement gaps are well-documented and complex. Sadly, educational gaps, in turn, lead to opportunity gaps, and such gaps do not tend to close quickly or naturally.**

By now, most institutions offer a blend of online and in-person courses. Students of all varieties and backgrounds have leveraged this flexibility, and over the last few years, the number of students taking at least one course online has continued to rise.

Recent data show more students studying online than ever.

This includes all types of institutions and all levels of post-high school learning:

- Nearly 34% of all undergraduates and 40% of all graduate students take classes online.
- Moreover, between 2016 and 2018, students taking at least one online course grew by over 3%.

Though students of all backgrounds can

benefit from online coursework, this educational development has been especially helpful in closing education gaps for adult learners. Competency learning allows these students to advance as soon as they demonstrate the competencies of that course.

One of the main advantages of online education is its accessibility. Since materials and coursework can be accessed online, students are allowed considerable flexibility. Not only can they “attend” classes virtually whenever they like, but they can do so from any place with internet access. Moreover, they can do so without having to quit their jobs and eliminating critical financial support for their family.

That means location and demographics are less of a hindrance to getting a good education. If students cannot live on campus (or

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even near enough to commute), they can still attend classes from wherever they are.

Online courses are often more affordable as well. For example, tuition for online courses tends to be lower than traditional, in-person lectures; and students save time and money by not having to commute to campus.

Embracing and accepting new and innovative pathways to credential and degree attainment, while disruptive, can help organizations invent new models of talent recruitment and retention. Traditional higher education Institutions have always played an integral role in developing workforce and talent pipelines and will continue to do so. However, over time, the traditional pathway to degreed certification has become restricted to those with the

financial resources and an abundance of time. If we are to rely solely on this model for workforce development, we run the risk of limiting sources of talent. The online competency-based education model removes barriers to higher education and expands access to all. By default, the competency-based model catalyzes bringing a more diverse pool to the workforce conversation at scale.

While an online education alone cannot bridge deep and centuries-long educational inequities, it is one way to make a fairer and more equitable future possible for all students.

Information for this article was provided by Western Governors University. Learn more at [wgu.edu](http://wgu.edu).



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**WE GOT THIS.**

At GHJ, we believe that diversity is our legacy and our future.

Together, **Mari-Anne Kehler**, CDP, disability rights activist and GHJ's DEIA strategy leader, and **Derrick Coleman**, GHJ's BIPOC Cohort leader and women's empowerment advocate, ensure that GHJ's workplace reflects the rich diversity of the people in the communities GHJ serves.

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Congratulations to GHJ's Leaders!



**Mari-Anne Kehler**  
GHJ Partner and Chief Strategy Officer, DEI Executive of the Year Finalist

**Derrick Coleman**  
GHJ Managing Director and Search and Staffing Practice Leader, Community Impact Nominee

**2022 Diversity, Equity & Inclusion Awards**

*Los Angeles Business Journal*





## The Diverse Culture Behind an Inclusive Mission

**M**ental Health America of Los Angeles (MHALA) is proud of the agency's diversity, equity, and inclusion: More than 72 percent of those it serves are BIPOC (Black, Indigenous, People of Color), and more than 76 percent of MHALA's staff are BIPOC. MHALA also employs many LGBTQ staff. Over 25% of MHALA staff have lived experience or family experience with poverty or mental or physical health challenges. Today 64.1% of agency leaders (managers and above) are BIPOC. On our Board of Directors, 36% are BIPOC (18% LatinX, 9% Asian, and 9% Black). In addition, the Executive Committee of the Board of Directors is 50% BIPOC.

Believing that it is not enough to have a diverse staff population, MHALA embraces the goal of representative leadership and a seat at the table in all aspects of decision making and input within the agency. Today the organization is proud that its staff leadership and board leadership reflect the make-up of those it serves and the makeup of its diverse staff.

To encourage and celebrate its diversity, equity, and inclusion throughout the organization, MHALA does the following:

- All 36 members of the agency's diverse staff leadership team meet monthly and are encouraged to weigh in on agency strategy, initiatives, goals, and issues.

- Through frequent Town Hall meetings, MHALA's CEO communicates with all agency staff (approximately 400 staff) about directions and issues. Staff are given the opportunity for discussion and questions both in the meeting and subsequently.

- Task forces working on specific agency initiatives are made up of diverse representation from both leadership and staff.

- The agency regularly celebrates special days and events related to diversity. Juneteenth was celebrated as a holiday at MHALA before it became a national holiday.

- The agency has regular trainings that address diversity, equity and inclusion, including an all agency 4-part series that addresses diversity, equity and inclusion through topics such as allyship and communication.

- A key component of the agency's diversity, equity and inclusion efforts involves the facilitation of participation at every level of the agency. MHALA staff participated in an all-agency tribute to support the Asian American and Pacific Islander community following anti-Asian behavior in the general community. The agency similarly created an impactful expression of support and appreciation for the Black and African American community. Both of these efforts were widely distributed throughout the MHALA community and via social media to the larger community. MHALA regularly participates in LGBTQ celebrations and events.

Feedback from staff indicates that MHALA's inclusive culture is a large reason for its

low turnover. Staff want to work in an agency where all are included at all levels, and MHALA strives to achieve that goal.

MHALA has been a pioneer in mental health service, advocacy, innovation, and training for nearly a century, working to ensure that people with mental health needs achieve meaningful, healthy lives in their communities.

Established in 1924, MHALA is among the largest and most comprehensive nonprofit mental health agencies in Los Angeles County. MHALA pioneered the recovery model, now widely used across the United States, which meets individuals where they are, focuses on strengths, respects client choice, and integrates care. Fundamental to the recovery model is the belief that people who have faced mental health challenges can and do recover.

The agency supports nearly 16,800 low-income and no-income individuals with integrated services. MHALA achieves impact in the areas of mental healthcare, homelessness and housing, supported employment, wellness, training for the behavioral health workforce and for community members, and public policy and advocacy, with special programs for Veterans and transition-age youth.

Learn more at [MHALA.org](http://MHALA.org).

MHALA embraces the goal of representative leadership and a seat at the table in all aspects of decision making and input within the agency.

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# Disrupting Bias with Data: The Path Toward Meaningful Behavior Change

By MICHELE RUIZ

As the Great Resignation evolves into the Great Regeneration, organizational leaders will have to reassess workplace needs. Many assumptions that were valid in the past are simply no longer relevant. Accommodating new realities and psychological contracts between employers and employees has become a priority as the workplace has been redefined coming out of the pandemic. As a result, organizations will have to completely reimagine and update their recruitment and retention strategies. They will need to take advantage of new developments in science and technology if they hope to compete in this new paradigm.

Forward-looking companies are committed to mitigating the negative effects of unconscious bias and creating more inclusive workplaces as part of their diversity, equity and inclusion (DEI) priorities. That entails letting go of the forced learning model that has dominated traditional training. Individualization and behavior change experiences are now replacing the well-intentioned but ineffective training methods of the past. This new model also means

**Individualization and behavior change experiences are now replacing the well-intentioned but ineffective training methods of the past.**

moving past the typical lagging indicators companies typically track—hiring, retention and litigation data—toward real-time analytics that provide leadership with tangible, “state of the state” information.

Today’s technology, coupled with advancements in data and analytics, such as what BiasSync offers, has helped us understand precisely how unconscious bias impacts an organization—and where. Likewise, companies have greater insight into the unintentional equity barriers often embedded in corporate policies and procedures. Once leadership understands these risk areas—and the employee experi-

ence of inclusion—they can allocate resources (namely, personnel and funding) to address these concerns. Data reveals the unknown and provides the guideposts to drive meaningful behavior change throughout the complete employee and organizational life cycle.

### A BETTER WAY

With traditional employee training all but ineffective, new research reveals more successful methods to reach people and reinforce learning. At BiasSync, we’ve found that regular touchpoints allow companies to create a sense of experience rather than forced learning. Specifically, short “microlearning” units such as brief interactive content can help create new behaviors, transform old habits and reinforce positive lessons.

BiasSync offers proprietary methodology that triangulates organizations’ understanding of the situation based on several critical factors, including:

- Anonymized, aggregate bias data
- A SyncScore
- BiasSync’s 8-Touchstone Equity Survey which diagnoses the presence of equity barriers

in policies and procedures

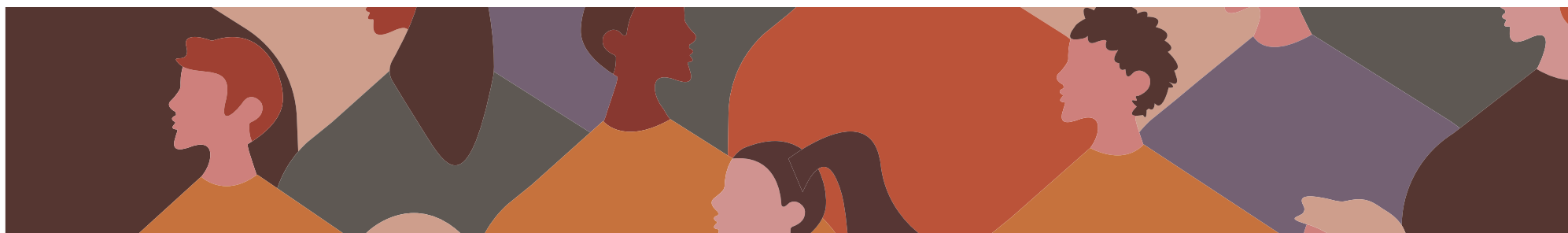
Before the pandemic upended life—and work—as we know it, employee training had followed an all too familiar pattern. But COVID changed the way many people think, particularly around what success looks like.

Inclusion and belonging are becoming increasingly important factors for employee recruitment and retention. That’s why companies focused on strengthening their DEI strategies—with a clear lens on the metrics that matter—will ultimately be more successful, especially with the right data at their fingertips.

Today, organizations—from government agencies to major private corporations—face many challenges. Risking their reputation as an unfair workplace should not be one of them.



Michele Ruiz is co-founder and CEO of BiasSync, a science-based solution designed to help organizations more effectively assess and manage unconscious bias in the workplace. Learn more at [biassync.com](http://biassync.com).



**Mitchell Silberberg & Knupp is honored to be named a finalist for the Los Angeles Business Journal's 2022 Diversity, Equity + Inclusion Awards "Team of the Year."**

**We are proud to be part of a distinguished group of thought leaders committed to creating and fostering an inclusive workplace.**

**Congratulations to all of our fellow honorees!**







# Half of U.S. Employees Say their Organizations Aren't Focusing on DE&I

Late last year it was reported that more than 2,000 CEOs in the U.S. have now signed a pledge to act on supporting a more inclusive workplace for millions of employees across the nation. However, new findings from the Advanced 2021/22 Trends Report show that 74% of employees believe the main focus of their organization is on business growth and development and not Diversity, Equity and Inclusion (DEI).

Disappointingly for many, the findings from the report showed that only half (51%) of respondents believed that improving D&I is a business priority over the next 12 months.

## THE AGE DIVIDE

The report, which surveyed more than 250 employees from companies across the U.S., highlights a disconnect between generations. Only a quarter (25%) of 18–24-year-olds believed that the leadership of their organization is prioritizing inclusion and diversity at all levels, compared to almost half of those (45%) in senior roles.

The research findings also indicated that younger employees are much more likely to

be aware of the steps being taken to address diversity and inclusion within the organization. In fact, 100% of respondents surveyed in the 18-24 age bracket say they do know whether their company publishes a diversity pay gap report, while a fifth (20%) of those over 55 did not know.

## THE FUTURE IS BRIGHT, DESPITE SLOW PROGRESS

Despite these bleak numbers, employees are overwhelmingly positive about the outlook for D&I in the U.S., with 84% saying that their company is taking the proper steps towards creating a more diverse workforce. Encouragingly, 74% say that their organization has undertaken specific actions to reduce unconscious bias in the workplace while another 74% of businesses have also introduced a process for reducing unconscious bias.

Gordon Wilson, CEO at Advanced, said, "Diversity and inclusion can no longer be ignored, and we must act now to ensure that these issues are addressed. Time and time again, we have seen that inclusive workplaces are better for people and better for business.

**The findings from the report showed that only half (51%) of respondents believed that improving D&I is a business priority over the next 12 months.**

Those organizations that deprioritize their focus on D&I will suffer irreparably as they lose out on opportunities to find and source the best talent, innovate and uncover new products and services, and hamper their post-COVID recovery."

## COVID HAS BROUGHT THE ISSUE FRONT AND CENTER

When the COVID-19 pandemic hit, many organizations moved to hybrid working and the research shows that many believe this has clarified where more needs to be done to create

a more diverse workforce. In fact, 28% of those surveyed say that hybrid working has helped raise the visibility of minority groups, and 1 in 3 (31%) say hybrid working has highlighted the need to cater to workers with disabilities.

Gordon concluded, "Like many businesses, Advanced is on a journey to improve its D&I. We have made significant progress, but still more must be done within our organization and on an industry-wide level. To achieve diverse, thriving, and successful workplaces, businesses need to walk their walk and implement processes and policies that create an equitable and inclusive landscape. We must all continue to push forward to create lasting change."

Other key findings from the report include:

- 8% of 18–24-year-olds say D&I focus is an important attribute for business leaders, and this figure jumps to 44% for those aged 35-44.
- Younger people are more focused on ESG (42%), CSR (42%), and wellbeing (58%).
- 92% of those aged 18-24 report that their business is doing enough to promote D&I.

The full report is available at [oneadvanced.com/trends](https://oneadvanced.com/trends).

ABOUT US

G&B Digital Management is reinventing the digital talent management experience with integrity, transparency, and a human touch. G&B was founded in 2015 by Kyle Hjelmseth, a mixed-race person of color. **The foundation of our company is rooted in a diversity of voices, colors, genders, ages, and interests.** We understand that we have a unique opportunity, to directly influence the hearts and minds of thousands, helping build a more equitable society, country, and world.

**Congratulations to our Founder, Kyle Hjelmseth, on being nominated for CEO of the Year in the LA Business Journal Diversity, Equity + Inclusion Symposium & Awards for the second year in a row!**

## GET IN TOUCH

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# Gender Diversity Report Finds Female M&A Dealmakers have Excelled in Pandemic

SS&C Technologies Holdings, Inc. last week announced the publication of the Gender Diversity & Dealmaking 2022 report, an in-depth look at gender diversity in M&A deal-making drawing on data from more than 11,000 M&A deals spanning over a decade. “Since our first report on the topic published in early 2020, a pandemic and a turn toward ESG and DEI have transformed corporate strategies,” said Ken Bisconti, co-head, SS&C Intralinks. “We set out to determine the extent to which gender diversity on public company boards and at CEO levels affects outcomes in M&A deals. What we found is women CEOs not only complete more deals, but gender diversity produces better long-term performance.”

The report was produced in association with the M&A Research Centre (MARC) at Bayes Business School, City, University of London and Mergermarket.

Key findings from the Gender Diversity & Dealmaking 2022 report:

- Female CEOs complete 97 percent of announced deals compared to 95 percent for companies with male CEOs. This gap widened



to five percentage points for deals completed during the pandemic

- Diverse Boards and female CEOs produce better results post-deal than their male counterparts across key indicators such as price performance, ROE, EBIT/sales and EBITDA/sales
- Acquisitions undertaken by acquirers

with female CEOs and more than 30 percent female representation on boards are more likely to seek advice, are more risk-averse and tend to seek out targets with stronger performance metrics, compared to those conducted by male CEOs or less diverse boards

- Female leaders and diverse boards per-

formed better during the pandemic, with share prices performing better than ones led by male CEOs one year after transaction completion

SS&C Intralinks is a pioneer of the virtual data room, enabling and securing the flow of information by facilitating M&A, capital raising and investor reporting. SS&C Intralinks has executed over U.S. \$34.7 trillion worth of financial transactions on its platform.

SS&C is a global provider of services and software for the financial services and healthcare industries. Founded in 1986, SS&C is headquartered in Windsor, Connecticut, and has offices around the world. Some 18,000 financial services and healthcare organizations, from the world’s largest companies to small and mid-market firms, rely on SS&C for expertise, scale and technology.

This new report draws on data from more than 11,000 M&A deals announced between 2010 and 2021 and features commentary from senior dealmakers to understand the trend.

The full report can be downloaded at [intralinks.com/gender-diversity-and-dealmaking-2022](https://intralinks.com/gender-diversity-and-dealmaking-2022).

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**SPEAKER**

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Leading Los Angeles Colorectal Surgeon & Specialist  
Cedars-Sinai Medical Center



**MODERATOR**

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CA/HI NAACP Health Chair

To learn more, contact Jen Maduko at [jennifer.maduko@cancer.org](mailto:jennifer.maduko@cancer.org)



SCAN ME

This quarterly series will inform leaders about cancer issues affecting the Black community. By equipping community leaders, we can reach more individuals and reduce the burden of cancer.







## Inclusion is the Key to Curb the Female Employee Exodus

Throughout the pandemic, women have been quitting their jobs at significantly higher rates than men, largely exacerbated by the levels of burnout in women across the workforce. As part of Bain & Company's recent study, *The Fabric of Belonging: How to Weave an Inclusive Culture*, the firm surveyed more than 4,500 women—in seven different countries and across all levels of their organizations—to learn about how they think and feel about inclusion in the workplace. The firm found that, on average, only 25% of women feel fully included in the workplace.

A focus on inclusion is necessary to creating a meaningful difference in attracting and retaining women workers across industries. According to Bain's new research, women who feel fully included are 11 times more likely than those who do not to be promoters of their companies, a key indicator of employee engagement and company results. On the flip side, women who feel excluded at work are three times more likely to quit than those who feel included in the workplace. Additionally, the firm found that inclusion is an integral part of successfully recruiting women, with more

than 60% of the women in Bain's sample citing an inclusive environment as important in a new job—as well as for retaining them.

"Inclusion is one of the most important factors in hiring, engaging and retaining women in the workplace," said Bianca Bax, partner in Bain & Company's Diversity, Equity and Inclusion practice. "To weather the impacts of the Great Resignation, it is critical for employers to get a deep understanding of their organization's talent—in this case women—by listening to their stories and incorporating the nuances to increase their feelings of inclusion and, in turn, enabling them to thrive."

Some of the specific behavioral enablers that increase inclusion for women—at least more than for men—include empathy, and open and honest communications. To further understand the most successful change efforts needed to improve inclusion and foster gender equity in the workplace, Bain has outlined a clear path for organizations to overcome complexity:

**1. Start with C-level commitments to making these improvements.** This includes spearheading the case for change, ensuring

**Women who feel fully included are 11 times more likely than those who do not to be promoters of their companies, a key indicator of employee engagement and company results.**

that the leadership team, and eventually the whole organization, understand the value to be unlocked by advancing gender equity.

**2. Understand intersectionality and apply intersectional lenses to data about your organization.** Companies must look past women as a whole, and instead, look at specific groups of women through additional intersectional lens, taking into consideration other factors such as race or ethnicity, geography, and tenure or place in the organization. This will reveal what actions will most effectively increase inclusion for the various groups within the greater group of women employees.

**3. Focus on behaviors that increase inclusion for women employees generally.** Companies should embrace the value of growth opportunities and feedback for all, train leadership and others to recognize biases, sponsor women throughout the organization and show them clear career paths.

"Some industries, such as financial services, are severely lagging behind on their path towards inclusion for women, with 43% of women in financial services having experienced inappropriate language, insults or bullying in the workplace," said Nishma Gosrani, partner in Bain & Company's Financial Services practice. "These industries, in particular, should use the progress made to date as further momentum for the path ahead, increasing inclusion for their women employees that will help create broader gender equity in society overall."

*Information for this article was provided by Bain & Company, a global consultancy that helps the world's most ambitious change makers define the future. To learn more, visit [bain.com](https://www.bain.com).*

## New Program Supports Student Research Opportunities in U.S. Space Force and Air Force Research Laboratory

Universities Space Research Association (USRA) has launched a unique partnership between the U.S. Space Force and the Air Force Research Laboratory to advance scientific and technical research at seven selected universities. The University Consortium Research Opportunity (UCRO) announcement signifies the beginning of a critical partnership between USSF and AFRL that connects government with academic research.

According to Bernard Seery, Senior Vice President, USRA Technology Research and Development, "UCRO represents an incredibly unique opportunity for USRA to support the research efforts of an array of institutions, that will effectively advance the scientific and technical prowess of both USSF and AFRL. Importantly, these established partnerships will also engage a diverse group of students and postdoctoral fellows in research that contributes to an increased understanding and appreciation for STEM workforce opportunities within both agencies."

USRA administers the UCRO to

- Link the USSF and AFRL with academia through the advancement of university-based research that addresses risks and other areas of scientific interest to secure long-term partnerships;
- Improve research collaboration efforts between USSF, AFRL, and institutions of higher education to contribute and advance meaningful scientific research; and
- Provide undergraduate, graduate, and postdoctoral fellows with authentic research



opportunities, in collaboration with USSF and AFRL, that increase interest in science, technology, engineering, and mathematics (STEM) careers of the future.

The expert management of this workforce development program leverages USRA's knowledge and proficiency, given its proven track record in STEM education and administration of other educational programs, to foster a stronger working partnership with the USSF

and AFRL in the future.

Dr. Amanda Smith Hackler, USRA Director of Education, stated, "USRA's role administering UCRO will enable institutions to generate pertinent research critical to both USSF and AFRL. The research yielded will unquestionably support the mission of both agencies and will encourage interest in USSF and AFRL among the next generation of STEM professionals."

Founded in 1969, under the auspices of the

National Academy of Sciences at the request of the U.S. Government, the Universities Space Research Association (USRA) is a nonprofit corporation chartered to advance space-related science, technology and engineering. USRA operates scientific institutes and facilities and conducts other major research and educational programs. It engages the university community and employs in-house scientific leadership, innovative research and development, and project management expertise.

The U.S. Space Force (USSF) and Air Force Research Laboratory (AFRL) established the University Consortium Research Opportunity (UCRO) to engage students and postdoctoral fellows in space-based research and development to increase the number and diversity of future space professionals. This is a new approach to leverage university research and advancement to solve critical USSF and AFRL technical problems. It allows the opportunity to build capacity for space research and innovation at institutes of higher education, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and other designated Minority Serving Institutions (MSIs). The USSF and the UCRO seek to fund university teams committed to developing new and novel solutions to research problems.

*More information about USRA is available at [usra.edu](https://www.usra.edu).*