

CUSTOM CONTENT
MARCH 22, 2021

LOS ANGELES BUSINESS JOURNAL
**DIVERSITY,
INCLUSION
+ EQUITY**
Symposium & Awards

2021 NOMINEES

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This year’s annual Diversity, Inclusion + Equity Symposium and Awards event has been reimaged into a series of two virtual events presented one week apart. Day One recently took place on March 17th and included a series of panel discussions featuring companies and individuals who have shown an exceptional commitment to advancing diversity, inclusion and equity in the workplace and business leadership.

On Day Two (Wednesday, March 24th at 2:00 – 3:30PM) we will host the awards portion where we will honor diversity, inclusion and equity champions in the Los Angeles region for their ongoing efforts to celebrate and respect the unique needs, perspectives and potential of all their team members while simultaneously creating an inclusive environment that enables diversity and equity to thrive.

This special section provides an overview of each of the three panel discussions that took place on the 17th along with the panelists’ insightful quotes.

MASTER CLASS ON DIVERSITY, INCLUSION + EQUITY

Moderated by Dr. Lois M. Shelton of CSUN David Nazarian College of Business and Economics, panelists discussed how a company can measure diversity, inclusion and equity success in an organization; what metrics can be established; and how best to define a culture of inclusion. Panelists also covered what strategies companies can implement to develop a diverse, inclusive and equitable organization.



Kandee Lewis
Chief Executive Officer
Positive Results Center

“Business success is a direct result of understanding your company’s talents, skills, and benefits. Having a diverse staff and actively engaging them in your organization’s leadership builds a culture of inclusion.”



Teresa Maxwell
DBE Compliance Manager
Skanska USA Inc.

“Providing economic opportunities to talented minority, women-owned, disabled, veteran and disadvantaged businesses is a huge part of living our values and commitment to being a diverse and inclusive company.”



Dr. Lois M. Shelton
Professor of Management
CSUN David Nazarian College of Business and Economics

“The business case for diversity and inclusion is mind-boggling. Forward-thinking leaders understand this, and are strategically investing in the people, policies, and initiatives that will position their organizations for top performance for years to come.”



Ken Wiseman
Chief Workforce Development Officer
AMS Fulfillment

“Change starts with a culture of respect, acceptance and encouragement; and progresses on the basis of providing opportunity and education while instilling confidence and trust.”



Renee Young
Co-Founder
Quigley-Simpson

“Our people are a reflection of the diverse communities we come from. This is something that we are more than proud of; we consider it our greatest strength. We applaud the Los Angeles Business Journal for celebrating companies that understand the incredible importance of diversity and inclusion.”

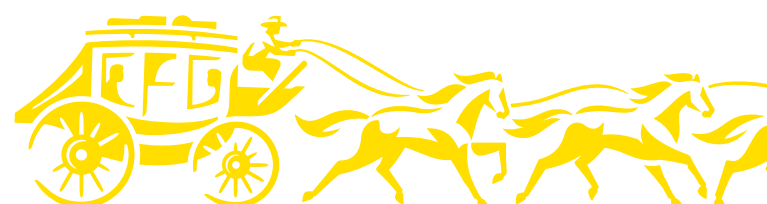


We look through the eyes of many

Recognizing and promoting diversity means having an appreciation for difference. At Wells Fargo, we welcome and value the insights and perspectives drawn from unique life experiences. It is those distinctive viewpoints that provide us with the fresh thinking we need to help all our customers reach their financial goals.

We are proud to be part of the LABJ Diversity, Inclusion + Equity Symposium & Awards.

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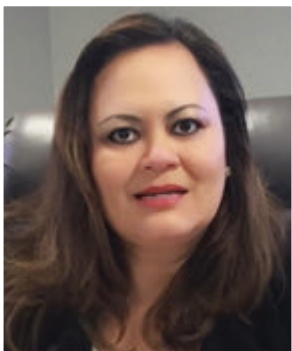
GROWTH, DIVERSITY, INCLUSION + EQUITY – WHY IT MATTERS

Moderated by HNTB’s Avygail Sanchez, a team of expert panelists weighed in on the true meaning of equity in the workplace and what different sectors of industry in the region are doing to set positive examples.



E'Tiffany Jones
Production and Community Engagement Lead
OneLegacy

“We live in a time of heightened awareness of the significance of diversity and inclusion in every walk of life. With ever-increasing understanding, we are appreciating the fact that the splendor in our differences makes us a better and stronger society.”



Olga Mireya Lopez
Senior Representative, Strategic Business & Construction Careers
Los Angeles County Metropolitan Transportation Authority

“We believe small businesses are essential to building and maintaining our fast-growing transportation network. We are going to need large and small businesses to help do the work taxpayers have entrusted us to do – build and operate a world-class transportation system in LA County.”



Avygail Sanchez
VP Government Relations Director, West Division
HNTB Corp

“Through our HNTB Partners Program, we aim to be intentionally inclusive on every project and around everything we do to provide meaningful roles, equitable opportunities, and build diverse teams to create a positive impact on the regional economy and the communities we serve.”



Tony Tavares
District 7 Director
Caltrans

“Caltrans recognizes our leadership role and unique responsibility in State government to eliminate barriers and to provide more equitable transportation for all Californians. As a public agency we have a responsibility to improve people’s lives and communities.”

CREATING DIVERSITY, INCLUSION + EQUITY THROUGH TOP LEADERSHIP

Moderated by Tom McCabe of DBS Bank, this panel tucked into an engaging discussion focused on what responsibilities company leadership can take to improve and enhance an organization’s diversity, inclusion and equity efforts.



Dr. James Kyle
Medical Director, Quality, Diversity, Equity & Inclusion
L.A. Care Health Plan

“Unless and until top leadership is committed to a culture of diversity and inclusion, your efforts will ultimately go nowhere. Checking the box is not enough.”



Ken Le
Principal, Risk Consulting and Los Angeles CDI Leader
RSM US LLP

“At RSM, we believe inclusion starts with ‘I.’ This means each professional at RSM is committed to doing our part to advance racial understanding and inclusion across the firm and within our communities.”



Tom McCabe
Managing Director – US CEO
DBS Bank Ltd.

“Diversity, equity and inclusion is only the first step, creating a culture of psychological safety and support allows those with diverse backgrounds to feel like they belong, which creates value for a company and their shareholders.”



Michael Ormonde
Region Bank President
Wells Fargo Bank

“As a leader, I am committed to building an environment where diversity, equity and inclusion is supported. For me that means ensuring that my team is representative of the communities that Wells Fargo serves and encouraging them to show up as their best selves to reach their full potential.”

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.



HNTB

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Infrastructure Solutions

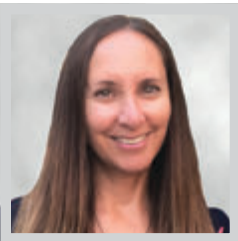
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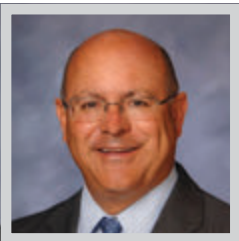




2021 NOMINEES: INDIVIDUALS



LILLY ACUNA
Environmental Planner
HNTB Corporation



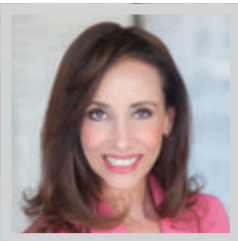
MARTIN L. ADAMS
General Manager & Chief Engineer
Los Angeles Department of Water & Power



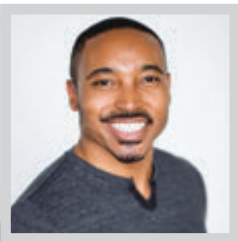
BYRON ALLEN
Founder, Chairman & CEO
Allen Media Group LLC / Entertainment Studios



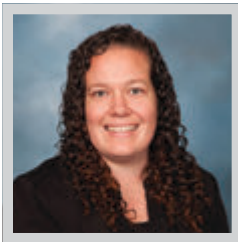
KACIE ANDERSON
Brand Partnerships & Creative Strategist
KKA



MONA ANDREWS
Founder & CEO
Stay In The Game



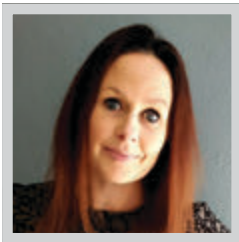
LANCE BLAIR
Studio / Operations Manager
Cloud Imperium Games (CIG)



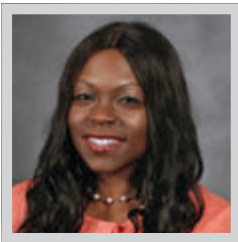
TINA BOHN
Associate Director and Global Diversity,
Equity and Inclusion Strategic Initiatives Lead
Protiviti



SCOTT BOWLING
President and CEO
Exceptional Children's Foundation (ECF)



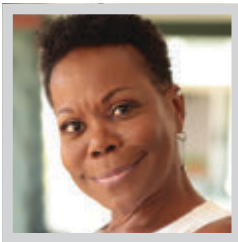
LARA BRANCH
Director of Member Outreach
Girl Scouts of Greater Los Angeles



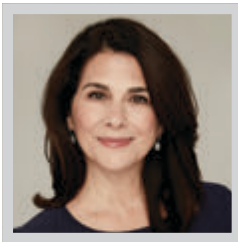
GIOVANNA BRASFIELD
Vice President
Flatiron Construction



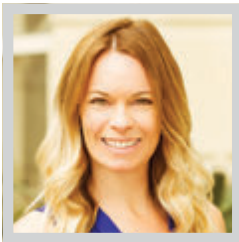
JOHN BWARIE
Founder & CEO
Stratiscope



KAREN A. CLARK
Senior Vice President and Multicultural
Strategy Manager
City National Bank



KELLY COFFEY
Chief Executive Officer
City National Bank



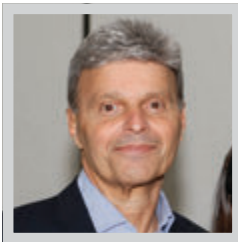
AMANDA CORBET
Director of Community Outreach & Inclusion
McCarthy Building Companies, Inc.



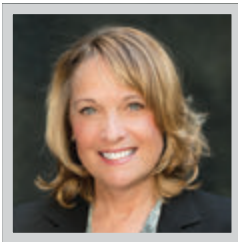
JEFF DAILEY
Chief Executive Officer
Farmers Insurance



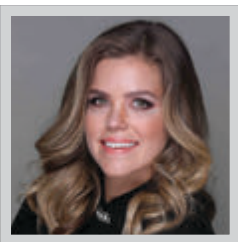
DR. YASMIN DAVIDDS
Founder & CEO
Multicultural Women Executive Leadership
Foundation



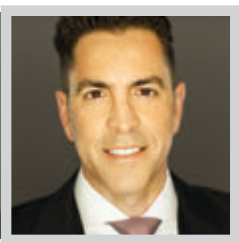
CARL DELIA
President
Emser Tile, LLC



CHRISTINE DESCHAIINE
Senior Vice President, Brokerage
Kennedy Wilson Properties, Ltd.



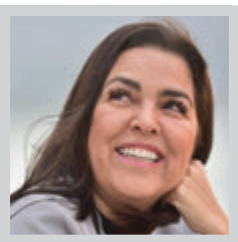
HAYLEY DICKSON
Financial Advisor
Northwestern Mutual



LORENZO ESPARZA
CEO and Founding Principle
Manhattan West Asset Management



LAURA FARBER
Partner
Hahn & Hahn LLP



ROSE FERNANDEZ
CEO
Algenist



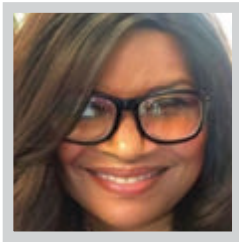
ROBERTA FITZGERALD
Financial Advisor
Northwestern Mutual



BREE FRANK
CEO and Founder
HUE You Know



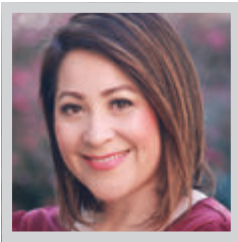
GARLAND FULLER
Sr. Diversity Recruiting Business Partner
CBRE



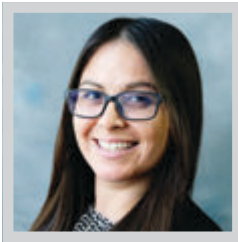
KYMBERLY GARRETT
Chief People Officer
Children's Bureau



JULIE GERCHIK
Partner and Chair of the D&I Committee
Glaser Weil



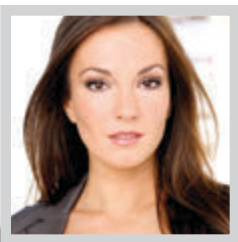
REANN GONZALES
Executive Assistant to CEO & Board Liaison,
Innovation & Excellence Steering Committee, Chair
Sponsor, USHS Diversity Network
Union Station Homeless Services



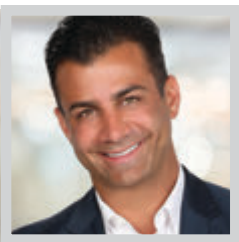
MEREDYTH GONZALEZ
Campaign Development Manager
Leukemia & Lymphoma Society



KWAKU GYABAAH
Vice President
Clark Construction Group



COOPER HARRIS
Founder & CEO
Klicky



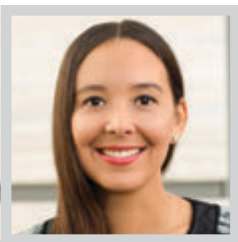
HARMA HARTOUNI
Owner | Operating Principal
Keller Williams - Harma Real Estate



KYLE HJELMESETH
Founder & CEO
G&B Digital Management



JONATHAN HODGE
Financial Advisor & Senior Portfolio Manager
UBS Wealth Management USA



DESERT HORSE-GRANT
Chief of Innovation at UCLA Hospital System, Senior Director of UCLA Health
Research and Innovation, and Co-Executive Director of UCLA Biodesign
UCLA Health



JOHN IINO
Chief Diversity Officer
Reed Smith LLP



OUR VISION

UNITES US.

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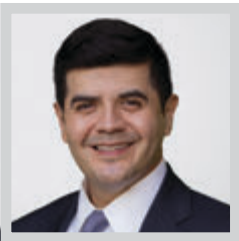
QUIGLEY-SIMPSON



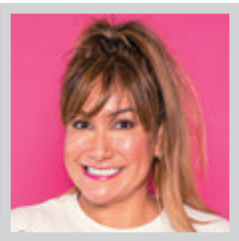
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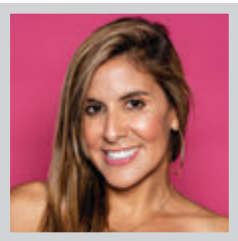
MONICA M. JARAMILLO
Co-Founder LABEL The Agency, & Principal
Monica Jaramillo PR
LABEL The Agency



EDDIE JAUREGUI
Partner
Holland & Knight



MEI-LON JIMENEZ
Co-Founder and CEO
Chica Beauty



TONI JIMENEZ
Co-Founder and CEO
Chica Beauty



ERIN KHAN
Construction Solutions Director
Suffolk



TONY LEE
Managing Partner
Dickerson Insurance Services



ART LEWIN
CEO
Art Lewin Bespoke



KEN LONG
President and CEO
Largo Concrete, Inc.



CAPRI MADDOX
Executive Director / General Manager
Office of Mayor Garcetti / LA Civil +
Human Rights and Equity Dept



MARK MASLIAH
Financial Advisor
Northwestern Mutual



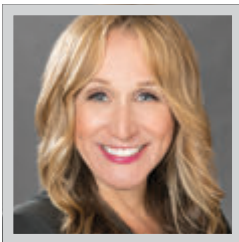
MELANIE MAWEMA
Office Administrator
Barnes & Thornburg LLP



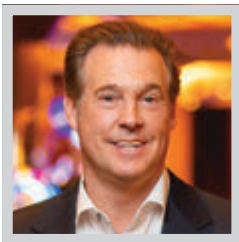
TERESA MAXWELL
DBE Compliance Manager
Skanska USA Inc.



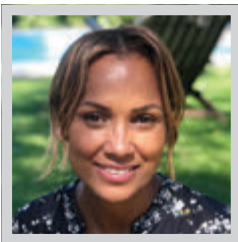
TOM MCCABE
CEO
DBS Bank Ltd



DEBRA MEPPEN
Partner and Chair of the Gordon & Rees National
Labor and Employment Law Practice Group
Gordon Rees Scully Mansukhani



ALEX MERUELO
Founder and CEO
Meruelo Group



ARLEEN MILIAN
Director of Client Relations, Diversity & Inclusion
Murchison & Cumming, LLP



BRIAN MILLS
Financial Advisor
Lido Advisors



LAUREL MINTZ
Founder & CEO
Elevate My Brand



ELIZABETH MORGAN
Talent Acquisition Specialist
Takeda Pharmaceuticals



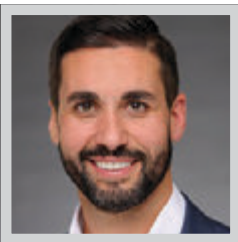
NEAL MORRISON
Diversity Outreach Director
City Career Fair



MONICA MUNOZ
Head of People & Culture
Algenist



DR. JESSICA NOUHAVANDI
Co-CEO, Co-Founder, Lead Pharmacist
Honeybee Health



MICHAEL ORMONDE
Los Angeles Region Bank President
Wells Fargo



PURVI PATEL
Partner
Morrison & Foerster LLP



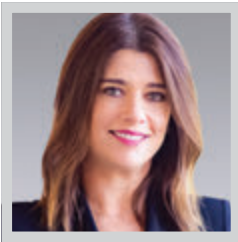
JENNIFER PERKINS
Community Relations Director
Oasis LA



MARK PILON
Executive Director Susan G. Komen
Los Angeles County Affiliate
Susan G. Komen



GEORGE PLA
Founder & CEO
Cordoba Corporation



JODIE POIRIER
Executive Managing Director
Colliers



KANDIS PULLIAM
Manager, Rosebowl Aquatics Center &
Head Coach Rosebowl Rays
RBAC



SMITHA RAVIPUDI, MPH
Chief Executive Officer of USC Care and
Ambulatory Care Services
Keck Medicine of USC



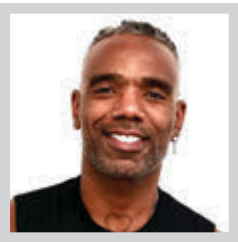
KRISTINE RODRIGUEZ
Founder/CEO
GRL Collective



ANGELA ROSEBORO
Chief Diversity Officer and Talent Acquisition Lead
Riot Games



TANA RYAN
Partner
Kirkland & Ellis



VICTOR SELF
Vice President of Diversity, Inclusion and Belonging
Barry's



DAVID SHIMKIN
Member (Partner)
Cozen O'Connor



DANONE SIMPSON
CEO & President
Montage Insurance Solutions



Diverse perspectives
power our unique
solutions.

Our diverse, inclusive teams develop unique insights tailored to your growing business.
The experiences that make each of us uncommon will set you apart, too.

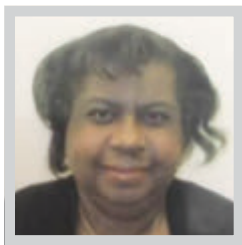
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PAMELA SMITH
Para-Professional / Manager, Global Services
Crowe LLP



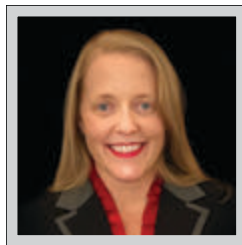
ARTURO SNEIDER
CEO
Primestor



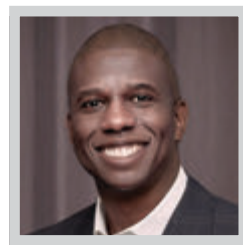
KIM SNYDER
President of the West Region
Prologis Inc.



DAN STUEVE
CEO | Team Lead
Keller Williams - Harma Real Estate



SARA TERHEGGEN
Founder and CEO
The NBD Group, Inc.



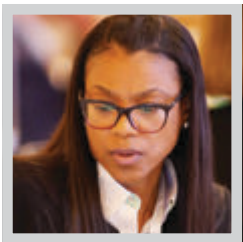
MARK TRIBBITT
Associate Professor of Strategy and Diversity
and Inclusion Committee Chairman
Pepperdine University Graziadio Business School



T. TARA TURK-HAYNES
Vice President, DEI
Leaf Group



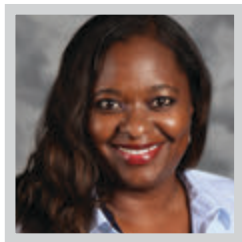
RICHARD VALENZA
CEO & Founder
Raise A Child



VIA VAN LIEW
Director of Diversity, Equity and Inclusion
The Aerospace Corporation



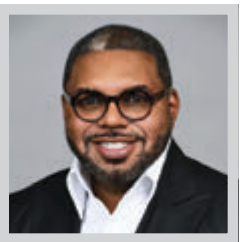
EMILY BURKHARDT VICENTE
Partner; Co-Chair of Diversity & Inclusion Committee;
Co-Chair of Labor & Employment practice
Hunton Andrews Kurth LLP



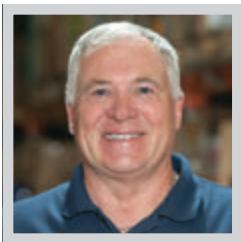
BIANCA VOBECKY
President & CEO
Vobecky Enterprises, Inc.



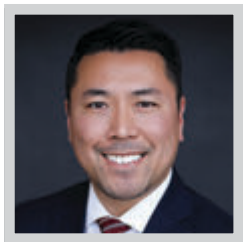
JOSEPH WIDJAJA
Audit Manager
Crowe LLP



VAUGHN WILLIAMS, III
Program Manager, Supplier Diversity /
Supplier Excellence
Southern California Gas Company



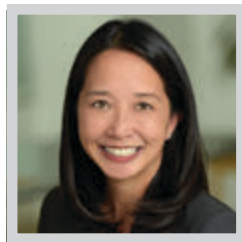
KEN WISEMAN
Chief Workforce Development Officer
AMS Fulfillment



PETER WOO
Partner
Goldberg Segalla



DANIEL WU
Partner
Fox Rothschild LLP



STEPHANIE YONEKURA
Partner
Hogan Lovells



Your Operations Partner for Warehousing & Fulfillment Services

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Ken Wiseman
Chief Workforce Development Officer
and all the nominees for the
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Bank less

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Caring for our employees, so they can continue to give of their best.

To bring out more of what society needs.

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World's Best Bank 2019



Best Bank in the World 2018



Bank of the Year 2018

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Joseph Giarraputo

Publisher and Editorial Director, Global Finance



Portraits of Purpose

Perseverance, grit and hope. Scan for stories that bring out the best in us.



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ADVANCED RF
TECHNOLOGIES, INC. (ADRF)



ALGENIST



ALSTON & BIRD



AMERICAN BLACK
FILM FESTIVAL



ARMANINO LLP



ASSOCIATION OF
FUNDRAISING
PROFESSIONALS GREATER LA



AUSTIN COMMERCIAL



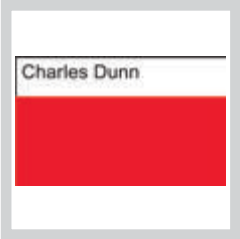
BARNES & THORNBURG LLP



CALDERA MEDCIAL



CANN SOCIAL TONICS



CHARLES DUNN COMPANY



CHILDREN'S BUREAU



CITY KIDS LA



CLEARLAKE CAPITAL GROUP



CLOUDBREAK HEALTH



CUSHMAN & WAKEFIELD



DBS BANK LTD



DONALY EXPRESS INC.



EMSER TILE



FARMERS INSURANCE



FIVE ACRES



FRANKFURT KURNIT KLEIN
& SELZ, PC



FREIGHT RIGHT GLOBAL
LOGISTICS



FULL CIRCLE CONSULTING
SYSTEMS, INC.



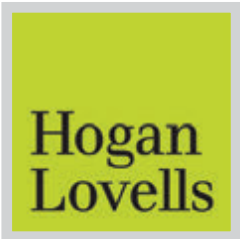
GENSLER



GERBER KAWASAKI
WEALTH AND INVESTMENT
MANAGEMENT



GOODRX



HOGAN LOVELLS



HOME-SAFE, A DIVISION OF
VISTA DEL MAR CHILD AND
FAMILY SERVICES



HUB INTERNATIONAL
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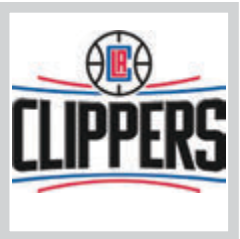
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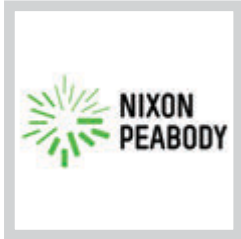
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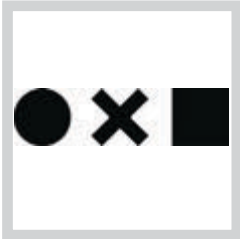
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Diversity, Equity & Inclusion: The Importance of Seeking to Improve

By KEN WISEMAN

The CNN headline said, “Six Dr. Seuss books won’t be published anymore because they portray people in ‘hurtful and wrong’ ways.” Since then, the sales of these books have spiked, the controversy is engaged, and the question arises... are these Dr. Seuss classics truly hurtful?

While my first reaction to Dr. Seuss books being removed from the shelves was a surprise, a look through one of the books and the running Chinese man, made me wince, and admit to myself, I get it. The Dr. Seuss books were something special to me as I grew up, and like many, we struggle when it comes to change. So much so, that our initial reaction to change is to resist. Looking at the picture of the “Chinaman” running, and using my maturing filters to decipher, the conclusion is yes, this is no longer appropriate.

And therein lies the challenge. We are creatures of habit. We grew up certain ways, we were exposed to a certain bias in our homes, in our schools, through our friends. We were sheltered from some of the truths of the world, and in other areas we didn’t get the straight story. Never-the-less, it was the story we grew up with. It was our Dr. Seuss world.

While I have been a proponent for diversity and inclusivity for years, my efforts at AMS Fulfillment have been to focus on the chronically underemployed, individuals with disabilities, individuals who have served time, young people from at-risk communities, and individuals that are facing challenges in their efforts to make a job a career. Our efforts at AMS have been blind to color, but well focused on these groups. The resulting diversity of backgrounds in our organization is rich, with likely 90% of our staff coming from a family of color.

Our equity discussions have been more focused on many of the biases we see impacting our ability to work effectively as a team. Long-term workers versus the newbie, Spanish speaking versus English, go getters versus the slower pace, family ties versus outsiders, and favoritism that comes from many sources. These were challenges for sure, but overall, our diversity seemed comfortable, and we felt pride in the level of employee engagement that we

had in place. The courses we offered seemed like they were making a difference in people’s lives. Promotions were made, survey results looked good, safety has been at an all-time record, it certainly appeared that pride was well earned.

The murder of George Floyd shook up my world. It awoke our senses, and it made us more sensitive to where we are failing versus where we are successful. We took the shake-up in stages. First, we wanted to show our entire company’s allegiance to those we knew were suffering the most. Our African American associates were clearly in pain. We began planning our march. We made signs - we got the word out: “A March for Change is coming up on June 11th.” From all four of our Santa Clarita buildings we were united in our march. Masks, distancing in place, our march traveled from the four buildings to unite at one. Lunches were grabbed as people entered the warehouse, our CEO, Jay Catlin addressed the crowd, Jefferey Forest from College of the Canyons spoke, and then I finished up with a speech where my final line was, “Acceptance of a diverse and inclusive workplace will be a condition of being in this family.”

So started our next chapter. We got to work and organized new initiatives. Three months later we held a second meeting with employees where I spoke to all employees and reviewed our decisions and progress in creating change.

Our first initiative was to make our Diversity, Equity & Inclusion Breakfast meeting and our educational offerings more inclusive and take place during the paid workday, versus before or after work. We found we had been excluding many single moms and dads and people with a long commute or second jobs who were unable to take advantage of before or after work educational opportunities.

Two more initiatives were to change our ‘I want to be a Leader’ and our ‘Advanced Leadership’ classes to include more discussion on Empathy, Respect, and Understanding our ‘Triggers,’ and we changed how we role play in our Leadership classes, making communication and confronting conflict a two-way street between employees and their managers.

To better support job advancement, we started a new program called the ‘Up-Skill



‘Our efforts at AMS have been blind to color, but well focused on these groups. The resulting diversity of backgrounds in our organization is rich, with likely 90% of our staff coming from a family of color.’



Matrix’ which allows associates to view and learn the skills necessary to move up in their careers. In addition, we launched a new program that allows associates to register for positions they are interested in and be notified when a position becomes available.

We also learned to look at statistics differently. Generally, when the stats are favorable, you quit while you’re ahead. Our turnover is remarkably low for our industry. But what if you look at the detail and discover that African Americans are representing a concerning amount of that turnover? Time to dig deeper and understand what is going on. We recently had a near termination that we dug into, and found unconscious bias in terms of the supervision, and felt the termination was unwarranted. It turns out we saved a star employee! This situation has driven us to create a “intervention team” that meets with employees that seem close to termination, to determine what additional support we can provide. Learning from this, we hope to modify our training to better safeguard losing good employees.

Another discovery, an employee in a recent “I want to be a leader” class asked if we could

offer Spanish, as she understood that you have to be bi-lingual to get promoted to a Leadership role. Here, even our job description of “bi-lingual a plus” was bias to many of our hiring decisions, and it seemed to English only speaking employees that they had less of a chance to be promoted. Understanding that we have very few African Americans in leadership roles, we are now evaluating where our processes are failing to provide more equitable promotional opportunities.

So, as we evaluate the diversity, equity and inclusivity steps our company is taking, at AMS we feel we can be very proud. But when you dive into the details, when you listen carefully to your employee’s successes and failures, there is always room to improve. At AMS, the March for Justice we undertook in June, was only a starting line to reform, to trying new approaches, to listening, and to making changes.

We can always be better.



Ken Wiseman is workforce development officer at AMS Fulfillment. He can be reached at kwiseman@amsfulfillment.com

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Building a Culture that Embraces Diversity, Equity and Inclusion



By TOM McCABE

You would be hard pressed to find a company that does not declare a strong intent to embrace diversity, equity and inclusion, but many of these same businesses often lose their way with misguided aspirational outcomes, lack of sustained prioritization at the most senior level of management, or even using programs as a surrogate for avoiding legal recourse.

“Diversity is being invited to the dance. Inclusion is being asked to dance. Belonging is when the DJ plays your song request.”

This quote pays homage to Verna Myers and was extended by Shaneka McDonald, our Head of HR and L&D at DBS Bank Ltd. It accurately defines what I call the Diversity, Equity & Inclusion (DE&I) trap.

The Diversity Equity & Inclusion trap occurs when the firm’s good intentions are misunderstood as action. While a long list of DE&I initiatives may bring an emotional state of success, without proper funding and support it will simply lack the depth of commitment to drive lasting change. Just like the Canadian Geese

migrating, a DE&I list without corresponding action is out of sight after a few months and re-emerges a year later, never finding a permanent home.

Building DE&I into the fabric of a firm’s culture and making it a true competitive advantage requires more than making a list; it requires the time and attention for broad-based, sustainable impact. When deserved focus and attention to DE&I are fully leveraged and its value unlocked across the organization, a more vibrant, focused, purposeful organization emerges.

Our journey at DBS to fully embrace diversity, equity and inclusion has spanned several years. In 2018, we were acknowledged in the inaugural Bloomberg Gender-Equity Index, which recognized 104 firms worldwide. Today, every department in DBS carries DE&I as a permanent part of our management agenda, and it is frequently discussed at our board meetings.

Diversity, the first stage of DE&I, was easier to address at DBS by the makeup of our team in the U.S., which includes people of thirteen different nationalities and a diverse set of religions and economic and family backgrounds. Over

‘Diversity, equity and inclusion is only the first step, creating a culture of psychological safety and support allows those with diverse backgrounds to feel like they belong, which creates value for a company and their shareholders.’
– TOM McCABE

60% of the top management team is women and/or BIPOC. These team members made it clear early on that building a DE&I agenda was important to them. If your organization is less diverse, you should plan to dedicate more time to this critical first step.

The next stage is embedding a high level of engagement and ownership driven by the staff to ensure lasting success. Your responsibility as a leader is to provide resources, encouragement, and “a safe place” for dialogue and discussion. This also means that you need to resist the urge to “make things better” — you probably won’t. Your role is to accept and support suggestions without second guessing or critiquing ideas. There is a 99.99% probability your team is more knowledgeable than you, understands more than you, and sees many things you don’t see. Be an active, highly engaged, high-energy follower.

The final stage is recognition and reward: DBS employees know we are serious about embedding diversity, equity and inclusion in our culture by how it impacts their compensation and career opportunities. Our bonus program is quite unique for a bank as we assign a 50% weighting to the contributions an individual makes to the bank’s culture. Employees’ involvement in the bank’s PRIDE values (volunteerism and community activities) are expected and required for a promotion, regardless of the employees’ perfor-

mance of their daily responsibilities.

In today’s highly automated, multi-tasking, “nano-second” world, the most successful managers lead with empathy, integrity, and a purpose that is larger than self. They provide direction and energy for the organization through thoughtful, challenging questions and actionable insights; they are self-aware and expert observers. Managers should use their intuition and experience to recognize patterns in the business and their staffs as they strive to build a personal legacy through strengthening individual relationships and helping others reach their goals. Effective managers recognize the incredible strength and value contained in the diversity of background, experience, and thought.

The result of instituting a robust DE&I culture is an organization with highly engaged employees, the ability to tap into a wider talent pool, and the creation of an environment where sustainability within the business produces high achieving performers and also powers a greater level of contribution to community programs and related stakeholders. It is a virtuous cycle that we are constantly nurturing and endeavoring to accelerate.



Tom McCabe is Managing Director - US CEO for DBS Bank Ltd.





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Crowe congratulates Pamela Smith and Joseph Widjaja for being nominated as diversity and inclusion champions for the Los Angeles Business Journal. We commend them on their ongoing efforts to celebrate and respect diversity, equity, and inclusion.

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Tackling the Challenge of Healthcare Inequities

By TOM MONE

We live in a time of heightened awareness of the significance of diversity and inclusion in every walk of life. With ever-increasing understanding, we are appreciating that the splendor in our differences makes us a better and stronger society.

The recent observance of Black History Month was a time to celebrate the history of African Americans and the contributions they have made towards forming a more perfect union. More broadly, celebrations such as this are also a time to candidly acknowledge the tragic fact that discrimination and racism still exists today, including appalling disparities in education, wealth, housing, employment, the criminal justice system and healthcare and health status.

The challenge of healthcare inequities is currently staring all of us in the face with the disproportionate rates of suffering and death among communities of color caused by COVID-19. Another less talked about health disparity exists 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 109,000 Americans waiting for a transplant — including 29% African American and 21% Hispanic. The pronounced 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. Shockingly, African Americans are almost four times more likely than white Americans to have kidney failure; Hispanics are 1.3 times more likely than non-Hispanics to have kidney failure.

The good news is that here in Southern California Blacks constitute 7% of our population and comprise 7% of our donors. But Blacks constitute 10% of our local waiting list and receive only 9% of all local transplants. Overall, persons of color constitute 82% of our local waiting list yet receive only 69% of transplants. While Whites who are 30% of our community are only 18% of our waitlists and receive 31% of local transplants. While we have made some good progress, clearly more needs to be done.

These and other health disparities that exist among minority communities of color are the result of a multitude of issues, including finan-



cial 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. The truth of the matter is that the opportunity to donate and to receive a lifesaving transplant knows no sexual orientation and has no national, racial, ethnic nor religious boundaries.

Los Angeles is home to the most diverse region in the nation boasting 185 distinct languages and cultures (OneLegacy's seven-county service area is comprised of 69% Hispanic, Asian and Black as compared to 31% white). This multi-cultural and multi-ethnic community makes it imperative that every business do what it can to foster diversity and equality, to embrace all cultures and influences and to

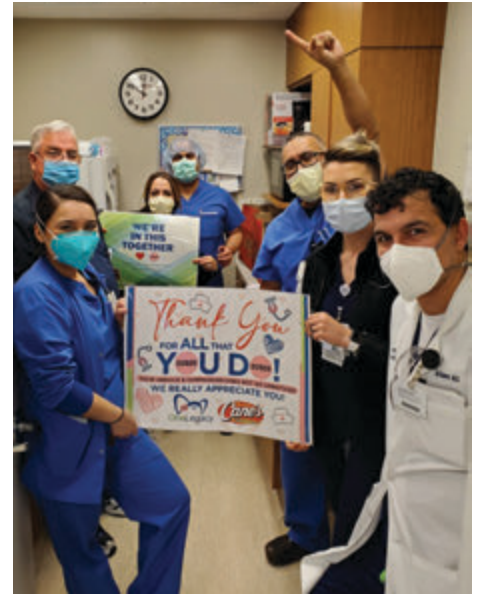
continually explore ways to reflect plurality and inclusion in every dimension of their enterprise.

We know and applaud the many organizations — large and small business, for and nonprofit, private and publicly held — who are working to make a meaningful impact in our community and to help heal the wounds of inequalities that have stained our nation for far too long. OneLegacy is proud to join in that effort. Here are some of the things we are doing:

In 2020 we launched a series of virtual Town Halls (some bilingual), featuring hosts and guests of diverse backgrounds. The goal of these Town Halls, which are continuing with increased viewership in 2021, is to bring heightened awareness to donation and transplantation in minority communities and to bridge the gap between the demand for organ transplants and supply of donated organs.

We are engaged in a social media outreach campaign to share facts and figures about health care access and disparities among diverse communities. While our charter concerns organ and tissue donation, we recognize that the issue of health disparities stretches far broader and only by acknowledging the totality of the problem can true progress be made.

We've produced public service announcements highlighting health resources available for African Americans, Hispanics, Asians and Native Americans in Southern California. Through this effort we are encouraging communities of color to seek appropriate health care whenever needed and to register to be an organ and tissue donor. By doing so we can create healthier communities through the generous gift of life and transplantation, an action that looks beyond race and ethnicity to simply



help those in greatest need.

We are identifying partner organizations with whom we can share ideas and resources while growing together. Last month, in honor of Black History Month, we joined with Zeta Phi Beta — an international, historically African American Greek-lettered sorority — and LifeStream Blood Bank at Arrowhead Regional Medical Center in Colton to encourage blood donation and, at the same time, register people to be organ and tissue donors. We are also working with the Young Visionaries Leadership Academy in San Bernardino to offer free meals and essential household supplies to families in need. We invite other organizations with shared mission and values to join us in this effort.

We continue to re-educate ourselves to assure that diversity and inclusion become an integral part of everything we do, including our participation in the annual Rose Parade, our team of OneLegacy Ambassadors, our DonateLife Hollywood outreach efforts and the composition of our workforce. Only by doing so can we truly reflect the rich and powerful diversity of our unique Southern California community. This will assure that our core values are rooted in a conviction to equality in all its diverse definitions, leading to effective and lasting community engagement and social impact.

Let none among us remain on the sidelines, as silence and inaction has contributed mightily to where we are today. It is time to recognize the full human equality in all of our fellow citizens, to make sure that every voice is heard, that every person is respected and that every life is cherished. We must do this and more not because it is fashionable, but for the single and fundamental reason that it is the right thing to do.

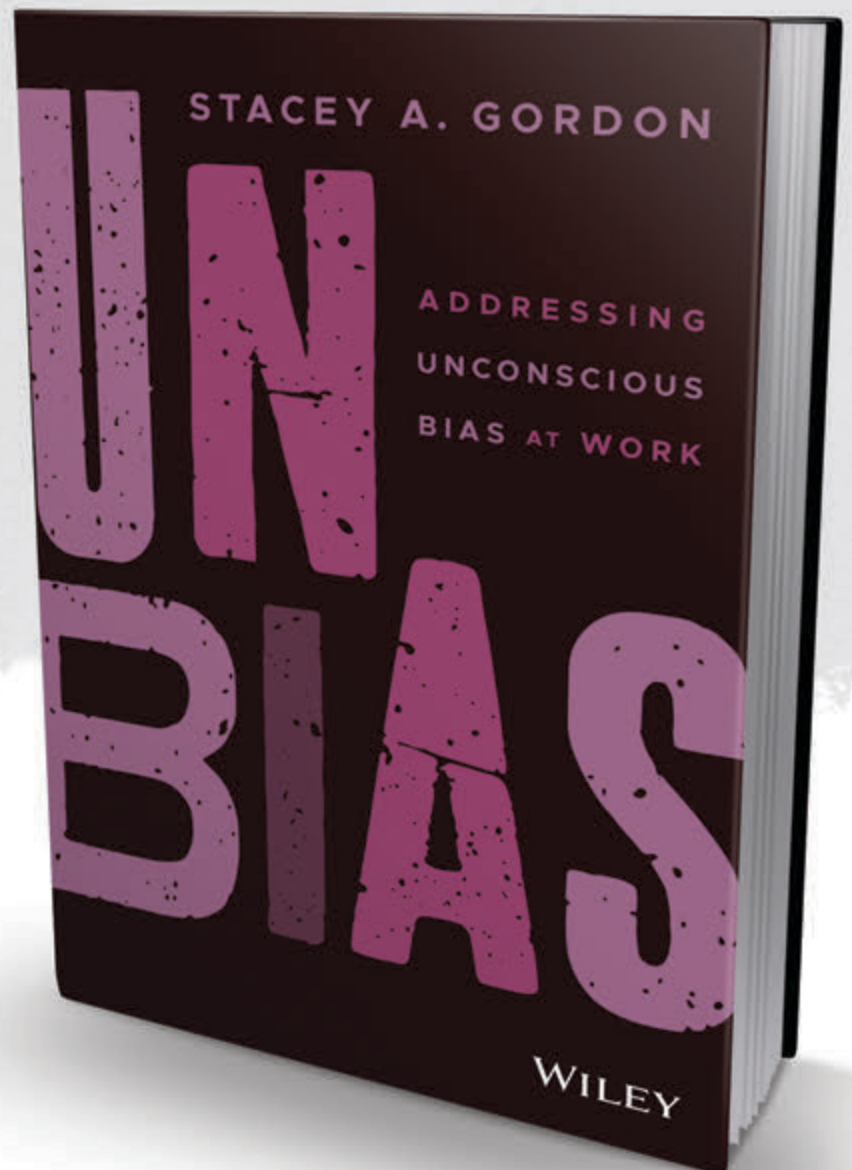
Tom Mone is chief executive officer of OneLegacy, a nonprofit organization dedicated to saving lives through organ, eye and tissue donation in seven counties in Southern California: Los Angeles, Orange, Riverside, San Bernardino, Ventura, Santa Barbara and Kern. It serves more than 200 hospitals, 10 transplant centers, a diverse population of nearly 20 million, donors and families across the region, and waiting recipients across the country. For more information, visit onelegacy.org.



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Learning from the Challenges of 2020

George Floyd's death was a tragic inflection point.

The world reacted with horror, millions took to the streets and change was demanded.

Positive changes were made, much more needs to be done and SoCalGas is helping lead the way.

The company has a proud history of pursuing social justice and is honored to be a Company of the Year nominee at this year's Los Angeles Business Journal's Diversity, Inclusion + Equity Awards.

SoCalGas listens, learns, changes and improves.

"We were all challenged in 2020," Jeff Walker, SoCalGas senior vice president, chief administrative and diversity officer, said. "The SoCalGas family came together and responded and we are proud of the positive impacts we made thus far while acknowledging that there is much more that we will do."

SoCalGas, the nation's largest natural gas distribution utility, is a values-led organization focused on diversity, equity, and inclusion. The company's 8,000 employees mirror the 22 million customers it delivers clean, safe, and reliable energy to.

In the aftermath of George Floyd's death SoCalGas took a top-down look at itself. It listened to employees, customers and many business partners.

Changes quickly arrived.

An Executive Council on Diversity, Equity and Inclusion, chaired by SoCalGas CEO Scott Drury, was created. It was made up of a cross-section of executives and senior management and provides direction, oversight, and support for the company's Equity Action Plan. The plan focuses on the company's efforts with all underrepresented communities, gender equality, closing the digital divide, paving the way for future careers, supporting the economic stability of communities, and more.

The company expanded its Diversity, Equity & Inclusion Department in 2020. Walker was appointed the company's first senior vice president, chief administrative and diversity officer. Jill Huppenbauer took on the newly created position of director – diversity, equity & inclusion. Equity was added to the title to reflect efforts to address any barriers or systemic inequities that could lead to unfair conditions for employees.

Safe spaces were created in 2020 for SoCalGas employees to tell and share their individual stories. More than 700 participants from across the company took part in a conscious inclusion program to help employees discover the links between diversity, inclusion, and bias as well as understand unconscious bias and how it impacts individuals, teams, and organizational culture.

SoCalGas also offered enterprise-wide respect training programs and began to reexamine and refresh existing programs focused on diversity, equity and inclusion.

"Thousands of employees at all levels of the organization were involved in multiple 'Community Conversations' and department-level dialogues," Erin Smith, SoCalGas chief talent and culture officer, said.

"They offered colleagues a safe space to hear one another's perspectives, experiences, fears, and hopes. The conversations and insights helped increase understanding and build bridges. They also led to actions and sustainable change."



SoCalGas' Supplier Diversity Program began taking shape more than 45 years ago, guided by insightful leaders who recognized buying products and services from diverse suppliers was good for the company, customers and communities.

SoCalGas has surpassed the California Public Utilities Commission's (CPUC) diversity supplier goal 28 consecutive years. In 2020 SoCalGas awarded a record \$884 million in contracts to more than 550 minority, women, service-disabled veteran, and LGBT-owned businesses. It totaled 42 per cent of the company's total spending, almost double the CPUC target.

The Southern California Minority Supplier Development Council (SCMSDC) recognized SoCalGas as 2020 Corporation of the Year at its 36th Annual Leadership Excellence Awards. The SCMSDC's award selection committee

unanimously selected SoCalGas.

"SoCalGas is committed to supplier diversity, and each year, has continued to strengthen its programs and services to ensure inclusion of minority business enterprises (MBEs) and other diverse businesses in their supply chain," Virginia Gomez, SCMSDC president and CEO, said.

The company's spending among African American and Black nonprofits more than doubled in 2020 and a recovery program providing one-time grants totaling \$75,000 for Black-owned restaurants affected by COVID-19 restrictions was launched. The company invested an additional \$700,000 to support social justice initiatives.

When the COVID-19 pandemic shut schools and forced students online, SoCalGas provided 335 Black, Latino and Native American students with computer equipment,

internet access and tutoring. In addition, more than 1,100 underserved students are receiving Science, Technology, Engineering, and Math (STEM) distance learning training.

SoCalGas recently partnered with local National Association for the Advancement of Colored People (NAACP) branches to provide \$75,000 for 15 college scholarships. One of the recipients, AbdulKarim Mactar, a fourth-year electrical engineering student at California State University, Northridge, struggled when the pandemic forced his classes online. His laptop could not handle the complex simulations his course required, and he often trailed his professor and other students as his screen froze. The 21-year-old, who has maintained a 3.55 GPA, plans to use the scholarship to buy a new computer and pay for food and other expenses.

"Above and beyond the traditional scholarships, SoCalGas is focused on providing an additional 25 scholarships to underserved students through Black-led nonprofits, with a focus on STEM," Andy Carrasco, SoCalGas vice president, communications, local government and community affairs, said. "The company's vision is to restructure the scholarship program to provide college-bound STEM-focused students with substantial, recurring scholarships for all four years, and offer paid summer internships and mentorship opportunities, with the potential for full-time employment at SoCalGas."

Making a difference goes beyond listening. It requires action.

"When diversity is championed, we're all stronger and better at what we do," Smith said.

Information for this article was provided by SoCalGas.



Congratulations



DR. MARK TRIBBITT

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The Pepperdine Graziadio Business School celebrates our very own Dr. Mark Tribbitt for his nomination for the D & I + E: Community Impact Award of the Year. We are proud to recognize his leadership and unwavering commitment to advancing diversity and inclusion in the workplace.

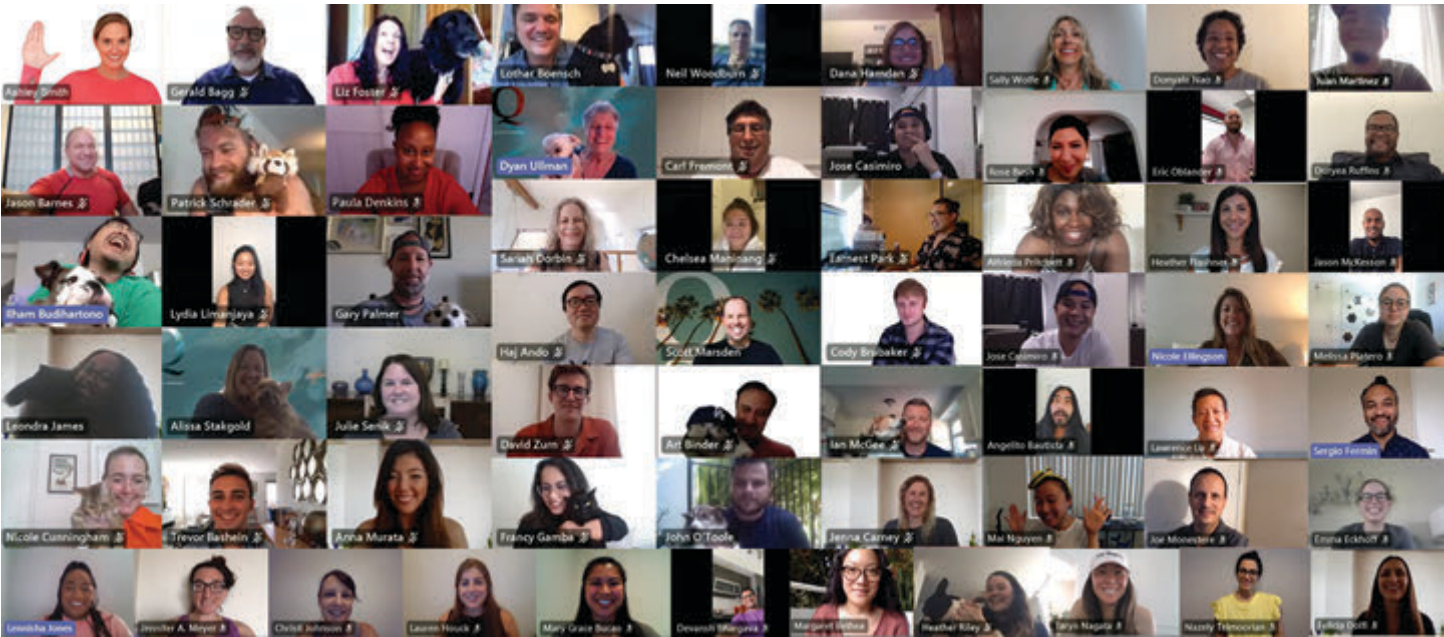


Creating and Maintaining a Diverse and Inclusive Culture

Los Angeles-based advertising agency Quigley-Simpson is the largest WBENC-certified, woman-owned agency in the country, and as one of its clients recently said, Quigley-Simpson is the gold standard for how a company should approach diversity and inclusion.

Each year the agency releases a Citizenship Report to share with its clients that details its Diversity and Inclusion commitment and statistics. This year's report states that of its 204 employees, 50% of its leadership are women, 58% of the overall staff are women, and 44% of employees identify as non-white. As co-founder Renee Young, who recently completed four terms (12 years) as a member of Procter & Gamble's Supplier Diversity Advisory Council explained, "Our people are a reflection of the diverse communities we come from. This is something that we are more than proud of. In fact, we consider it our greatest strength."

We recently sat down with Young and asked her if she had some advice for companies about creating and maintaining a truly diverse and inclusive culture.



Where do you think having a diverse culture starts?

YOUNG: It starts with the founders. But I must say that when my business partner Gerald Bagg and I started the company over 18 years ago, we really never considered diversity and inclusion as an issue. We just wanted the best people for the job. And we felt that if we found the right people, provided them with the tools they needed, and created a collaborative and nurturing environment to thrive in, then our business would succeed. This proved to be a winning formula for us. It was only later on, when we saw that many other companies were struggling to achieve diversity, that we realized we had actually created something very special through natural evolution.

Beyond Gerald and me, it is the other senior leaders in the company and the human resources department that really make a difference.

How exactly does your leadership team play a role in diversity?

YOUNG: Obviously, it is critical that leadership understands the importance of maintaining a diverse culture. If you have leadership that is reflective of the diversity within the company and in the community, that goes a long way toward attracting others. Our two co-presidents are a woman and a Black man, our CFO is a Black woman, and our executive creative director is a woman. None of this was intentional. We truly just looked for the best people for these positions. And, it makes a definitive statement that when you have a senior leadership team that is diverse, it's an internal and external acknowledgement that diversity is natural, welcome, and expected.

This resonates with our employees because they can see that they are not alone and that they are represented throughout the company. And it also attracts prospective employees. Many employers don't necessarily recognize this, even when they have the best

'Obviously, it is critical that leadership understands the importance of maintaining a diverse culture. If you have leadership that is reflective of the diversity within the company and in the community, that goes a long way toward attracting others ... And, it makes a definitive statement that when you have a senior leadership team that is diverse, it's an internal and external acknowledgement that diversity is natural, welcome, and expected.'

intentions, because diversity to them is often an afterthought and is shoehorned into their structure.

How important is cultural fit in the hiring process?

YOUNG: One of the areas that I think has gone a bit sideways is the notion of companies seeking a cultural fit in bringing on new staff. When hiring employees, you hear people say, "Well, I am looking for people who are a good cultural fit for the company." But if your definition of cultural fit is finding someone who looks and acts like you, then you are not going to be diverse. "Cultural fit" is a term and a notion that can backfire. Of course, you want people who can understand your culture, but you also want people who can contribute to it, even alter it and take it in new directions.

Can you please talk about unconscious bias and how it can affect the hiring process?

YOUNG: Unconscious bias is very damaging. It stems from the fact that many times, people look to hire others with whom they feel comfortable, and many times that ends up where they hire people who perpetuate the systemic bias. I mentioned that HR is very important, and it is really necessary to have the right people in HR roles so that the process can begin very early on in the recruitment phase and then diversity can start off positively and flourish. We have hired nine new employees in the past two months, seven of whom identify as non-white. Each were the most qualified candidates and they got the jobs. I look at that and know we are doing something right.

Is Los Angeles a good place for diverse hiring?

YOUNG: Los Angeles is such a diverse environment – there are so many different cultures and different people that if you are hiring without unconscious bias, then you should have no problem creating a company that is reflective of L.A. and of the world in which we live.

Are there some takeaways that you can share with us in terms of maintaining a diverse culture?



YOUNG: Absolutely. The top three that come to my mind are:

1. Make sure that you have the right HR people in place.
2. Establish a supplier diversity program. Ensure that the suppliers you use are diverse. When this happens, not only are you supporting businesses that need support but you are guaranteeing that your employees are engaging on a day-to-day basis with different people and bringing in different cultures.
3. Work with like-minded clients. We are very fortunate to have had very long-term relationships with clients like JP Morgan Chase and Procter & Gamble, where diversity and inclusion are paramount to their operating protocol. Both of these companies engage the active involvement of their diverse suppliers. For example, I served on the board of Procter & Gamble's Supplier Diversity Advisory Council for 12 years and it has always been very important to me, to Gerald, and to our CEO Carl Fremont that we have clients like P&G and JP Morgan Chase that really walk the talk. Having clients that are highly engaged in diversity and inclusion sets a golden example for our employees as well. It makes the process holistic.

LOS ANGELES BUSINESS JOURNAL

DIVERSITY,
INCLUSION
+ EQUITY

Symposium & Awards

Existing Health Inequities Exacerbated During the COVID-19 Vaccine Distribution

By JAMES KYLE, MD

Three COVID-19 vaccines are now going into arms across the United States – the best hope for an end to the pandemic that has devastated this country for more than a year. The virus ravaged some communities more than others, with the CDC reporting Blacks and Latinos have been at least twice as likely as Whites to die from COVID-19. Government officials promised vaccine distribution plans would address this inequity, but so far, the plans are failing.

The vaccination numbers in a recent Kaiser Family Foundation report were alarming. Latinos make up 40 percent of the California population, but only account for 18 percent of those vaccinated. Blacks make up five percent of the state population, but only account for three percent of those vaccinated. Turning those numbers around is going to require everyone to get on the same page about the vaccination message, but misinformation about the COVID-19 vaccines is already spreading.

Some people wrongly believe they can get

COVID-19 from the vaccination, when the reality is there is no live virus in any of the vaccines. Others fear the side effects of the vaccine are worse than the virus, when the reality is side effects during the trials were generally mild and went away after a day or two. In a very few cases, there were severe allergic reactions, and anyone with severe allergies is advised to speak with their doctor prior to getting the vaccine. Others believe the vaccines were developed too quickly to be safe or effective, but the FDA ensured the rigorous clinical trials met all safety standards.

Still, a December Pew Research Center survey found that, while 71 percent of Black Americans knew someone who had been hospitalized or died of COVID-19, only 42 percent would get a vaccine. A report from UnidosUS, the NAACP, and the COVID Collaborative in the fall found that 52 percent of Latinos knew someone who was hospitalized or died from COVID-19, but only 34 percent trusted that the vaccine was safe, while only 40 percent believed it was effective.

Of course, some of this vaccine hesitancy can be traced to a general distrust of medical


A December Pew Research Center survey found that, while 71 percent of Black Americans knew someone who had been hospitalized or died of COVID-19, only 42 percent would get a vaccine.

studies due to a history of racially-motivated mistreatment and unethical health care research, like the Tuskegee syphilis study. We know the mistrust exists, but that doesn't mean we throw up our hands and accept the terrible vaccination numbers in communities of color. Health officials and other trusted sources at every level can play a role as we work to get back to some sense of normal.

Health equity means that everyone has a fair and just opportunity to be healthy. That

means we have to remove obstacles to good health. While those obstacles usually include things like housing, income security, and food security, in the case of the COVID-19 vaccines, the major obstacles are misinformation and fear. Doctors and other trusted health care professionals have to spread the word that the vaccines are safe and effective and the best way to keep you and your loved ones healthy.

Messaging is just part of the strategy to get more vaccines into the arms of people of color. It's also going to take a robust effort by those distributing the vaccines to get the vaccines into these communities. They must take the vaccines to them – their clinics, their resource centers, their doctor's offices. In fact, L.A. Care is planning to host vaccine clinics in the communities it serves later this month. Access and trust are critical. We can't leave anyone behind as we begin to dig out of this health crisis.



James Kyle, MD is medical director for quality, diversity, equity and inclusion for L.A. Care Health Plan.

A Culture of Inclusion

We believe in providing a collaborative, supportive and inclusive work environment where our people can maximize their full potential for personal and business success. We believe that when our people feel comfortable being their true selves at work, they perform better. We believe that when our teams are diverse, our outcomes are stronger and the difference we can make in the world is greater.



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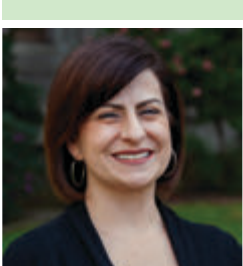
Inclusion, Diversity & Equity: Perspectives from Thought Leaders

By YOGA CHANDRAN

Diversity is a collection of differences. Inclusion ensures that all those differences are heard. Equity means that every employee and project partner have what they need to be their best and most successful. When we are mindful of these three things, we can embrace what makes us all unique and collaborate for the benefit of everyone.

There has never been a more relevant time to take bold steps to strengthen diversity, equity, and inclusion across the board. These efforts will minimize bias, recognize inequities, and foster an inclusive and respectful culture that are reflected in each organization’s mission, vision, and values.

Leaders across all sectors must invest time, resources, and courage to make progress on creating an inclusive work environment. We asked key transportation thought leaders to share perspectives on this important topic.



“With women only making up around 15 percent of the transportation workforce, it’s imperative that we continue to do all we can to inspire and attract staff that’s more representative of our state. It’s not only good policy but necessary as we work to build the nation’s first high-speed rail system, while taking into account the diverse gender and ethnic populations we serve.”

–MELISSA FIGUEROA
Chief of Strategic Communications
California High-Speed Rail Authority



“Our HNTB Partners Program has long served to help small business partners conduct self-evaluations and business plans to grow as a company, for example. Our aim is to be intentionally inclusive on every project and around everything we do to provide meaningful roles, equitable opportunities, and build diverse teams to create a positive impact on the regional economy and the communities we serve.”

–AVYGAIL SANCHEZ
Vice President, West Division
Government Relations Director
HNTB Corp.



“At Metro, we believe small businesses are essential to building and maintaining our fast-growing transportation network. Over the next 30 years, we are going to need an almost unimaginable range of products and services – architects, builders, contractors, engineers, communicators, truckers, printers, graphic artists, financial analysts, construction managers, commodities suppliers, media buyers and advertisers, and the list goes on. We want and need large and small businesses to help do the work taxpayers have entrusted us to do – build and operate a world-class transportation system in LA County.”

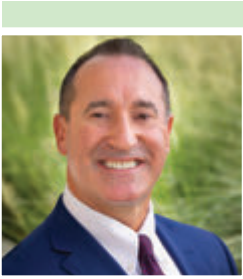
–OLGA MIREYA LÓPEZ
Senior Representative, Strategic Business & Construction Careers
Los Angeles County Metropolitan Transportation Authority



“Diversity—in gender, race, and culture, as well as thought, experience and age—is an often-untapped resource that can drive us toward the next generation of solutions. When we begin to welcome diverse people and ideas to the table, it can generate breakthrough thinking that improves project results, engages community stakeholders, and builds the foundation for future collaboration.

I believe it is time to reframe the conversation about diversity so that it will be perceived not merely as an obligation, but rather as a competitive advantage. In other words, it’s time to reframe ‘This is something I must do to win the contract’ to something more like ‘This is how I can differentiate my company and give my client the best possible solutions.’”

–DIANA MENDES
President of Infrastructure and Mobility Equity
HNTB Corp.

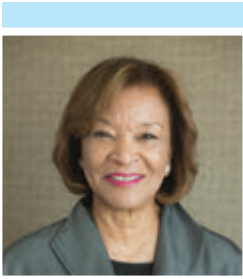


“The COVID-19 pandemic and civil unrest we have witnessed and experienced in 2020 has highlighted issues of systemic racism and lack of equity in this country. Caltrans recognizes our leadership role and unique responsibility in State government to eliminate barriers and to provide more equitable transportation for all Californians. As a public agency we have a responsibility to improve people’s lives and communities.

Addressing these complex and emotional issues require conversations that are not necessarily easy to have. Caltrans is engaging in a series of conversations and listening sessions about the role of equity in transportation. These conversations are important and will shape how Caltrans moves forward. Caltrans has also committed to implement concrete actions to reduce disparities in our transportation system for underserved communities as outlined in our Equity Statement and Race & Equity Action Plan in the areas of People, Programs & Projects, Partnerships, and Planet.

Equity efforts are also about our Caltrans family and the communities in which we live. We will achieve equity when everyone has access to what they need to thrive.”


–TONY TAVERAS
District 7 Director
Caltrans



“As a Black woman who grew up in Los Angeles, I have experienced years of dialog around improving diversity and inclusion as major incidents have disrupted the local scene. Over the years, I realized that equity has often been just a buzz word. Each time something happens I have wondered—will this be the time—will this incident cause lasting change? The truth is that we should not even have to think about equity in the context of a response to the latest incident or headline.

Equity is an imperative and should be ingrained into our DNA. Collectively, we in the business community must address the economic and social issues that have limited access and closed doors to a large proportion of our community. It is time for us to recognize our responsibilities to the community as a whole and to sustain commitment to equity not only in words but also in our deeds, with intentional actions to eliminate disparity.”

–CAROLYN FLOWERS
Managing Principal
InfraStrategies, LLC



While we are achieving progress, there is much that must be done. As leaders collectively make inclusion, diversity, and equity a corporate and personal priority, we strengthen the ability to collaborate, recruit, nurture and retain a diverse talented workforce. Executive leadership working in close collaboration with all employees, serve as change agents so we can all achieve successful best-in-class organizations.

Yoga Chandran is Los Angeles Office Leader for HNTB Corp.



Opening the Door to Greater Opportunities for Diverse Businesses

Clark Construction’s Strategic Partnership Program is making a positive impact on Southern California’s small business community

This year, nearly 30 small, minority-, women-, and veteran-owned businesses in Southern California are investing in their futures and opening the door to new opportunities through their participation in Clark’s Strategic Partnership Program (SPP). The executive education program provides participants with comprehensive business and construction management skills training to increase their business acumen, prepare them to pursue future opportunities, and realize smart, sustainable growth.

Clark developed the MBA-style course in conjunction with Dartmouth College’s Tuck School of Business with the goal of building capacity within the small business community. Approaching its 15th year, the program is positively impacting small business communities in seven cities across the country, including Los

Angeles, Irvine, San Francisco, Washington, DC, Seattle, Chicago, and Kansas City. Since its debut, the program has served as a springboard for more than 700 small businesses, of which more than 150 are based in Southern California.

The intensive training program is offered free to small business participants and features a comprehensive curriculum designed to give students a solid foundation for transformative growth. Clark’s building professionals shepherd the program in each city and work alongside outside industry experts to lead in-depth discussions on topics such as finance and accounting, insurance and bonding, project management, contracts, estimating, and purchasing, as well as general business competencies, such as networking and presentation skills. The curriculum is also supplemented by special workshops, extended learning opportunities and a culminating capstone project. In addition to business and project management competencies, SPP underscores the importance of teamwork and forming strategic relationships to strengthen competitive advantage.

Bianca Vobecky, founder and president

of Los Angeles county-based Vobecky Enterprises is among an esteemed group of small business owners who have completed Clark’s Los Angeles/Orange County Strategic Partnership Program. Vobecky’s company was ranked seventh among the fastest growing private companies by the Los Angeles Business Journal in 2017.

“Before the program, we had problems with bonding, estimating and only felt comfortable bidding on smaller jobs,” said Vobecky. “Since graduating from SPP, we’ve had the confidence to go after bigger projects. Our bonding has increased, our revenue has doubled.”

While completing the program does not guarantee participants a contract on a Clark project, the class positions small businesses for the next big opportunity. Today, scores of graduates are leveraging the important lessons they learned during the program to be more successful in their approach to winning new work.

“It is extremely rewarding to watch graduates leverage the knowledge and skills they’ve gained through the Strategic Partnership Program to be much better positioned for success,” noted Kwaku Gyabaah, Clark vice president

who helped launch the program in Southern California. “It is even more exciting when a graduate is successful in securing work on a Clark project.”

To date, Clark has awarded over a \$1 billion in contracts to SPP alumni; a number that continues to rise.

Small business owners aren’t the only individuals who appreciate the impact of the Strategic Partnership Program. Officials from Los Angeles to Washington, DC have been proponents of the program and the value it brings to the greater community. In a letter penned to last year’s graduates, current LA City Council Member and former LA County Supervisor Mark Ridley-Thomas shared, “this program serves as the national leader in increasing the diversity and representation of small business owners by investing in minority-owned, women-owned, and veteran-owned businesses and entrepreneurs. The program is poised to impact the growth of diverse businesses for years to come.”

Information for this article was provided by Clark Construction.

Risk & Insurance | Employee Benefits | Retirement & Private Wealth

Congratulations

Congratulations to all the nominees recognized by the Los Angeles Business Journal for their efforts. We’re honored to be among such an esteemed group of organizations.

We’re also very grateful to the HUB organization and all our 400 colleagues who have leaned in to our DEI initiatives and exhibited their positive agent of change over the last year.

hubinternational.com



Using Incentives to Capture Greater Diversity, Equity and Inclusion Gains

By Prof. LOIS M. SHELTON, Ph.D.

The headlines keep flashing through your mind – “Greater Diversity Drives Greater Innovation,” “Diversity, Equity, and Inclusion Bolsters the Bottom Line,” “Inclusive Companies Have the Edge in Attracting Top-Notch Talent.” These results are compelling; however, you are also keenly aware that poorly designed and haphazardly implemented diversity equity and inclusion (DE&I) programs can backfire and create backlash. As you ponder how to best position your organization for the future, you wonder how to capture the substantial benefits of DE&I while minimizing resistance and resentment.

A DE&I strategy rooted in incentives and rewards is one way to achieve this outcome. Rewards and positive reinforcement are powerful tools for changing attitudes and behaviors. A plan focused on offering rewards instead of demanding compliance builds on these particular aspects of human nature. Here’s one way to build this type of initiative.

Begin with establishing foundational incentives, which could include:

- **Voluntary but meaningfully rewarded DE&I training** Employees and team members are much more likely to view DE&I education as constructive and valuable when they are allowed to opt in and to earn meaningful rewards for doing so. Rewards can take numerous forms such as extra pay, gift cards, comp time and/or special recognition, and can be designed to meet any budget.

- **Incorporating DE&I goals into criteria for advancement** Include DE&I progress in benchmarks for promotions, pay raises, and choice assignments. Institutionalizing these criteria helps ensure that individuals who move into leadership positions are mindful of the importance of DE&I. Plus, these criteria make voluntary DE&I training even more attractive and helps reduce the likelihood that large numbers of employees will opt out. Those interested in growing with your company will see that the route to greater responsibility and influence lies in understanding and effectively implementing DE&I.

Notably, these criteria should consist of diversity, equity, and inclusion components. Diversity benchmarks could be appropriate metrics regarding the variety of personnel involved

in work group participation and formation, team assignments, and hiring. Equity criteria could assess progress in improving access to the opportunities under an individual’s purview. Inclusion goals can focus on creating safe spaces and environments, and could be assessed by 360-degree reviews, subordinate and team satisfaction, and time spent mentoring and sponsoring members of underserved groups.

Next, ensure that the program has broad reach, both throughout the company and over time:



- **Include all levels and positions, from top management to summer interns** Engaging employees at all levels and in all jobs is empowering, and signals that no one is too junior or too senior to make an impact. Employees will see how they can each personally contribute to organizational DE&I, and will be more likely to assume responsibility for doing so.

- **Provide a continuous flow of DE&I initiatives** Regular DE&I education and events are more likely to have a lasting influence on company culture than a once-a-year workshop, or an occasional, compulsory online course. Multiple opportunities provide positive reinforcement that leads to durable gains by helping employees avoid falling back into old habits and attitudes.

Finally, provide necessary resources and support:

- **Position DE&I**



accreditation, and was recently named a “Best College for Business Majors” by Money Magazine and once again recognized by the Princeton Review as a “Best Business School – Best On-Campus MBA Program.” With over 7,000 students, the College offers one of the 10 largest undergraduate business programs in the nation and top-ranked graduate business programs. As part of CSUN, which is a certified Hispanic, Asian American, Native American, and Pacific Islander serving University, the Nazarian College student body boasts ethnicities, races, and nationalities from around the world as well as members of all socio-economic strata.

A curriculum steeped in collaboration and teamwork ensures that Nazarian College graduates at both the undergraduate and Master’s levels are experienced in working with persons from diverse backgrounds to achieve demanding, time-sensitive goals. This active, team-based learning also occurs outside the classroom via engagement with practitioners, and hands-on experiences through consulting projects, internships, competitions, international excursions, and incubator/accelerator programs. This pragmatic yet rigorous approach gives Nazarian College students both the theoretical know-what and the practical know-how to maximize the effectiveness of your DE&I initiatives.

The Nazarian College, and its students, faculty, staff, and alumni stand ready to partner with you to help you capture lasting gains from diversity, equity, and inclusion. Through our expertise in training and developing diverse individuals and teams, we aim to partner with Los Angeles businesses in leveraging the vast assortment of people, cultures and ideas in the larger metropolitan area and make Los Angeles a leader in effective diversity equity and inclusion.



Lois M. Shelton, Ph.D. is a professor with David Nazarian School of Business and Economics at CSUN.



Q&A on COVID-19: Addressing the Fears & Misunderstandings About the COVID-19 Vaccine for Communities of Color

We recently asked the community to submit questions about COVID-19 in communities of color. We then asked two of our expert physicians, who are a part of these communities, to answer.



Fombe Ndiforchu, M.D.,
Interm Chief Medical Officer,
Long Beach Medical Center

Does the vaccine give you live COVID? How do I know I won't get COVID if I take it?

The Pfizer and Moderna vaccines do NOT contain the COVID-19 virus and can not give you COVID. Pfizer and Moderna are mRNA vaccines, a new type of vaccine that has been studied for more than 10 years. This type of vaccine tells our cells to make a "spike protein." Our bodies know this protein shouldn't be there, so it makes antibodies that will remember how to fight COVID-19 if one is infected in the future. The Janssen (J&J) vaccine contains only a small piece of the COVID-19 virus and you cannot get COVID-19 from that small piece of virus. You may experience some side effects such as:

pain at injection site, fatigue, headache, muscle pain, chills or fever. Side effects mean your body is doing its job and making antibodies. These side effects are normal, common and expected and typically happen within hours of the vaccine.

Why is the vaccine so important to the African American community?

The COVID-19 vaccine is extremely important for everyone, but especially for those in the black community. African American people make up 12% of the population of Long Beach, yet blacks in Long Beach make up 14% of all deaths associated with COVID. It should be much lower. With a higher propensity for obesity, high blood pressure, diabetes, stroke, etc. among the black community, these underlying conditions slow down or weaken the immune system and are more susceptible to have worsening conditions of COVID-19 and have a harder time fighting it off. Often people of color, once they have COVID-19, need hospitalization, ICU care and ventilator use and sadly, die. We must do something to help shift these statistics, and prevention through the vaccine is a key step forward.



Rose Ruiz Swords, M.D.,
Family Medicine Specialist,
Long Beach Medical Center

Why are vaccines so important to the Latinx population?

The Latinx community suffers a higher incidence of diabetes, poorly controlled blood pressure and obesity, making them at higher risk for severe cases of COVID. We also may be caring for an older loved one and sharing our home with extended family. Making up 42% of the population the Latinx community represents 41% of COVID patients hospitalized and 41% of COVID-related deaths. Whereas the white community makes up 28% of the population and only 18% of the hospitalizations and 27% of deaths.

What are some of the Latinx misconceptions and fears of vaccines?

At least 28% of all Latinos surveyed by the Latino advocacy nonprofit UnidosUS in October reported that they were unlikely to get vaccinated for COVID-19. With Puerto Ricans and Mexican Americans most citing concerns over potential negative long-term effects. With 41 million Americans falling into these two groups it makes getting to herd immunity that much harder. In addition, there is a gender gap, of those surveyed. More than one-third of all Latinas said they will likely not get vaccinated, compared to 22% of Latino men. This is partially due to the "eugenics movement" that happened in the early 1900s. There was a birth control pill trial on women in Puerto Rico where "patients" were lied to or misinformed and didn't know what they were consenting to, leading to mistrust. However, I'm telling you this is not the case with the COVID-19 vaccine. I've been vaccinated and encourage all my patients, friends and family to get vaccinated as soon as they are able.

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Seven Steps to Starting Your DEI Journey

Like many organizations across the country, this year we felt an immense responsibility to ensure that our workplace was measuring up to high standards of diversity, equity and inclusion (DEI). While we still have much to learn, we wanted to share seven key steps that have guided us this past year in establishing our local DEI steering committee.

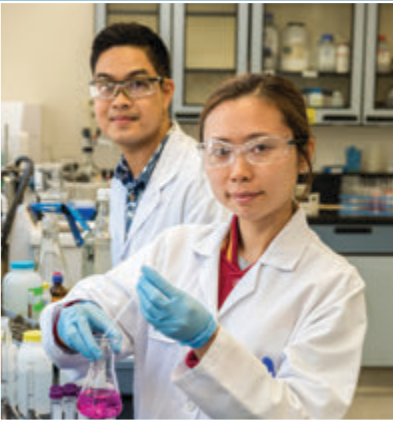
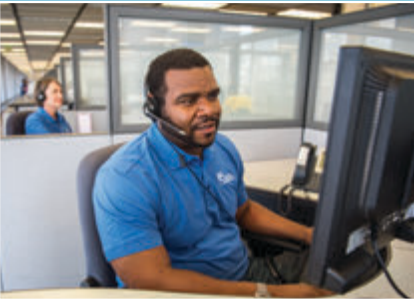
- 1. Be honest about where you are today.** Start by reaching out and listening at an individual level. Begin with your most impacted employees, or those in your close circle. Doing so helps build a foundation of trust. Then give employees an opportunity to share honest feedback through an anonymous survey. Communicate upfront and transparently disclose the results of the survey along with key takeaways. At the core of all this, it's about your people. Individuals who have unique experiences, perspectives, and beliefs. We recognized early that individually, we are all starting off at different points on this DEI journey – and that is okay.
- 2. Define your Vision and Mission.** Ask yourself what your ideal future state will look like and how you plan to arrive there. Crafting your mission and vision statements will require meaningful, hard work and lots of revisions. Be thoughtful about each statement and how different constituents in your organization will



- internalize your message.
- 3. Recruit internal "Agents of Change," and then empower them.** This is your first opportunity to embrace diversity in a wholistic and broad sense. Be thoughtful of how to best represent your organization, not only in cultural background, but also tenure and seniority within the organization. Find passionate contributors who will invest the time and energy into your DEI mission for the long haul. Keep a tight group at the beginning so you can be more effective at executing your mission.
- 4. Build off your existing culture in an authentic way.** Starting a DEI journey is simi-

- lar to planting a tree, the soil in which you plant is your organization's culture. It's important to be honest about your culture and assess what it can support, or what is going to grow well in that soil. One way to work with your current culture is to assess practices and initiatives that are currently running well and graft your DEI initiatives into those practices you've already established. For example, if you currently send company-wide communications on a regular basis, start including DEI focused material into those communications.
- 5. Communicate honestly and frequently.** The purposeful use of words and language
- is essential to building the culture you wish to achieve. Transparent communication will build trust, which is essential to making sure your DEI initiatives succeed. Continually reinforce your intentions by communicating your mission and vision statements frequently and consistently.
- 6. Lead from the "top down" and the "bottom up" simultaneously.** You will need both leaders in the sense of authority and position within the company, as well as leaders whose authority is not reflected in their title, but in their credibility with their peers. Both types of leaders will need to work together to effectively execute your DEI initiatives in your workplace.
- 7. View feedback as a gift.** A successful DEI initiative will need to be embraced by all your employees. These initiatives should not belong to any one person, or steering committee, but to the organization as a whole. Listening to and encouraging feedback from all your constituents is what will help shape your journey to make sure your DEI initiatives succeed companywide.

Article provided by HUB's Los Angeles DEI Committee. For more information, visit hubinternational.com.



The Los Angeles Department of Water & Power is proud to be nominated for the **Los Angeles Business Journal's Diversity, Inclusion & Equity Awards.**



Under the leadership of Board President Cynthia McClain-Hill and General Manager & Chief Engineer, Martin L. Adams, the Los Angeles Department of Water & Power is making major strides in the areas of diversity, equity, and inclusion. LADWP has also established the department's first ever Office of Diversity, Equity, and Inclusion and will soon release a recently completed comprehensive DEI Plan to advance these critically important values.

ladwp.com



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Marathon Petroleum Fuels Success Through Diversity, Equity & Inclusion

Marathon Petroleum Corporation (MPC) believes diversity, equity and inclusion are an integral part of their success. Headquartered in Findlay, Ohio, the nation's largest refiner says inclusion is a core value and serves as a guiding principle for the organization, shaping every aspect of the employee experience.

EMBRACING DIVERSITY, EQUITY & INCLUSION

"Embracing diversity, equity and inclusion is the right thing to do and contributes to our company's success," said Jaime De La Cruz, MPC human resources director, midstream operations. "When our employees feel comfortable being their true selves at work, they perform better, and when our teams are diverse, our outcomes are stronger."

The company's diversity, equity and inclusion strategy is built on three key principles: building awareness, increasing representation and ensuring success.

"MPC is making strides in each of these areas across our company, including our Los Angeles Refining Division," De La Cruz added. "With the help of our six employee networks –

Asian, Black, Hispanic, LGBTQ+, Veterans and Women – we continue to raise awareness among our workforce on important topics related to diversity, equity and inclusion."

SERVING THE LOS ANGELES COMMUNITY

The company plays an active role in Los Angeles and its surrounding communities. "MPC fully funded the \$1.25 million project to construct an all-abilities playground at Dolphin Park in Carson," said Brad Levi, vice president refining, Los Angeles Refinery. "The playground is a comprehensive, inclusive design allowing children of all abilities to play together. The project was completed in 2020 and was truly a dream come true for this community."

For more than 25 years, MPC has hosted the Summer Youth Program for high school students from underserved communities. The seven-week paid opportunity is aimed at developing students' self-confidence and preparing them for future job searches. The program offers a combination of classroom training and hands-on experience working on-site with experienced refinery staff members.

"MPC often hires students as employees or

contractors at our facilities after completing the program," said Levi. "It gives our youth meaningful experiences to start their future careers. By leveraging technology, we were able to continue the program and its benefits in 2020, while implementing COVID-safe practices."

MPC also recruits diverse talent at UCLA, Cal State Northridge and Cal Poly Pomona, a Hispanic-Serving Institution (HSI), for early career positions, including its internships/co-ops.

SUPPORTING LOCAL VETERANS

Fueled by passion, generosity and a commitment to giving back to local veterans, MPC supports the U.S. VETS Long Beach organization and its efforts to provide resources to homeless veterans with housing and employment services. For more than five years, the company has supported the organization's Storm Beach 5K/10K Run, Walk, and Roll, the housing programs for homeless veterans and the "honoring those who served" luncheon.

"There are tremendous opportunities for our company to continue to fully embrace diversity, equity and inclusion across our entire workforce," said De La Cruz. "With the support of



Dolphin Park All-Abilities Playground in Carson, California

our executive leaders, we are consistently making strides in this area, evaluating our progress as a company and engaging in ongoing dialogue to position our company, our people and our communities for greater success."

Information for this article was provided by Marathon Petroleum Corporation.



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PRIVATE EQUITY.





Focusing on Meaningful, Transformative and Sustainable Change

By CYNTHIA MCCLAIN-HILL

Racism has been a painful and insidious part of the American experience since our nation was founded. Its soul crushing impact was thrust into the forefront of our collective consciousness last year by the image of a police officer pressing his knee on the neck of a Black man for nearly nine minutes as he lay on the ground, dying and pleading for help. In response, crowds of diverse people rallied and marched across the globe demanding an end to police misconduct and the dismantling of institutional racism. Businesses, professional sports leagues, academic institutions, the entertainment industry, and governments at all levels were left to grapple with the question — what were they prepared to do to address racism in the workplace and create equity for historically underrepresented people?

In meeting this moment, Mayor Eric Garcetti acknowledged that the demonstrations for racial justice had not exposed something new, but instead “laid bare the urgent and overdue demand to end structural racism.” The Mayor’s historic Executive Direc-

tive on Racial Equity set Los Angeles city government on a course to achieve equity in employee recruitment and advancement and in contracting and procurement. It calls upon Departments, large and small, to marshal every tool at their disposal to ensure that everyone, in all of our communities, has the opportunity to thrive and reach for their full potential.

As president of the Board that oversees the LADWP, and a Black woman, I understand the enormity of this challenge and the once in a lifetime opportunity to effectuate real change at the nation’s largest municipal utility that it presents. Working in concert with the Department’s general manager Marty Adams, the Board of Commissioners – comprised of a multi-racial and multi-cultural group of remarkably talented women – and an array of DWP stakeholders including its labor leadership, we have embarked on a journey to foster a diverse and inclusive organization. We began by looking squarely at historic shortcomings and acknowledging the institutional barriers that stifle the aspirations of African Americans, women and other people of color.

Setting our sights on meaningful, transfor-

The Mayor’s historic Executive Directive on Racial Equity set Los Angeles city government on a course to achieve equity in employee recruitment and advancement and in contracting and procurement.

mative and sustainable change, we invested in the hard work of research, engagement and documentation of the Department’s history, culture and practices in the area of diversity, racial equity and inclusion. The Department has been assisted in this effort by three impeccably skilled minority firms who surveyed thousands of employees and conducted dozens of focus groups and individual interviews. This engagement was critical in building credibility

among employees and other stakeholders that moving forward, diversity, racial equity and inclusion would indeed be core values for the Department.

Over the past seven months, our Department has made important strides towards the goal of realizing the promise of inclusion, equity and excellence. Our efforts to date, including the development of a comprehensive Racial Equity Action Plan, have been consequential largely because voices that had been previously silenced in the workplace were heard. And significantly, the Department is poised to hire its first-ever Diversity, Equity and Inclusion Officer who will lead a major new division charged with translating our values into action.

As we emerge from these difficult times and look to the future, the Department of Water and Power is committed to playing a vital role in building a stronger LA through service, innovation and opportunity.

Cynthia McClain-Hill is president of the Los Angeles Board of Water & Power Commissioners.

BUILDING INCLUSIVE AND DIVERSE COMMUNITY

Clark Construction is committed to advancing inclusion and diversity for our company, our industry, and our communities. We embrace the opportunity to make a meaningful and positive impact by creating an inclusive and respectful workplace, supporting small businesses and workforce development, and giving back through community service.





At RSM, Inclusion Starts with “I”

By JOSEPH MAZZA and KEN LE

At RSM US LLP (RSM), we believe inclusion starts with “I.” This means that each of our 13,000+ professionals across the U.S. and in Canada is committed to doing our part to advance racial understanding and inclusion across our firm and within the 87 communities where our people live and work, including here in Los Angeles.

To support our activities, we recently launched the Middle Market Collaborative for Understanding, a group of middle market organizations working together to actively advance inclusion and racial understanding within our own organizations and the broader middle market business community. The Collaborative is a peer group of middle market executives who are similarly committed to diversity, equity and inclusion in business. We also share our internal resources for the benefit of our clients and others who want to drive meaningful change and create a more equitable future.

There are two critical components for fostering greater equity and understanding: allyship and courageous conversations.

Organizations have an opportunity to take action by investing in and engaging as allies in matters relating to race. Demonstrating care and

being curious, driving collaboration and using critical thinking courageously fosters understanding and deepens learning and influences skeptics.

People who think of themselves as allies benefit because they have more frequent and effective conversations with others. This has important social, institutional and organizational impact. To help foster allyship, we teach our leaders and our teams about it at RSM, and we designed an ally priorities list in response to our employee network group member requests. Those priorities are:

- Take action to create moments of the “valued community” that include fellowship between whites and people of color
- Serve as a collaborative leader for others while working for institutional understanding
- Work on personal interactions with all people of color so your behavior does not reflect unconscious bias or privilege blind spots
- Give and get peer support from other allies as you model inclusive behavior
- Intervene if you witness racially problematic statements or behaviors
- Convert more allies by helping people understand that racism is an important issue and that they are part of the solution
- Manage your own learning path as an ally
- Make lifestyle and personal choices that

reflect your passion for racial equity

- Support equity efforts with money or time
- Manage your online presence and your communication within your organization to promote inclusion using empathy and perspective-taking to build trust

The second critical component for fostering equity and understanding is courageous conversations. These types of honest discussions form the basis for deeper understanding. They challenge us to push ourselves beyond what is comfortable and to hear a variety of perspectives to encourage empathy and inclusiveness.

To hold a courageous conversation, it’s important to abide by certain ground rules and principles. To create a safe space for candor, honesty, perspective taking and understanding, all participants should:

- Assume positive intent.
- Consider their voice important in educating others on the journey to inclusion.
- Extend empathy and suspend reactions to the shared views and comments of others.
- Be open to understanding.
- Lean in, ask questions and seek common ground when discussing differing perspectives.
- Give feedback that will help individuals, teams and the group grow.

When engaging in courageous conversations, participants should:

- Stay engaged. This means, “remaining morally, emotionally, intellectually and socially involved the dialogue.
- Expect to experience discomfort. Discomfort is inevitable, especially in dialogue about race. Participants make a commitment to bring issues into the open, as not talking about these issues creates divisiveness. It’s though dialogue, even when uncomfortable, that healing and change can begin.
- Speak your truth. This means being open about thoughts and feelings, and not just saying what you think others want to hear.
- Expect and accept no closure. This agreement asks participants to “hang out in uncertainty,” and not rush to quick solutions, especially in relation to racial understanding, which requires ongoing action and consideration.

Joseph Mazza is Los Angeles and Southwest Market leader at RSM US LLP. Ken Le is principal, risk consulting and Los Angeles CDI leader at RSM US LLP. For more on how to drive meaningful change and create a more equitable future, we encourage you to read RSM’s Resources for Racial Understanding and Inclusion at RSMUS.com.



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In a Year of Profound Change, Over 1,100 Leaders Convene to Accelerate Commitments to Diversity

CEOs, CHROs and CDOs are taking action to create a more equitable future for employees, stakeholders and society at large. In the midst of a global pandemic, a divisive election and civil unrest, when CEOs could have pulled back on diversity and inclusion commitments, we have seen the opposite — business leaders have stepped forward. As stakeholders increasingly look to the C-Suite for leadership and tangible action on D&I, CEOs are collaborating with their peers to drive greater progress in their organizations and communities. CEO Action has increased its signatory base by 40% in the past five months as CEOs — ranging from Fortune 50 companies to organizations with under 100 people — come together to share, learn and make bolder commitments and investments in D&I. In November, CEO Action brought together over 1,100 CEOs, CDOs and CHROs for the 4th Annual CEO Closed-Door Session and CHRO & CDO Summit, underscoring the coalition’s continued leadership in convening CEOs to take critical action on D&I in the workplace and society during a definitive year in our nation’s history. Topics addressed included how to facilitate tough conversations about race, be proactive about succession planning, hold business accountable to its commitments and facilitate cross-functional collaboration between CEO, CDOs, CHROs and Government Affairs. Featured speakers included author Dr. Robin DiAngelo, consultant, bestselling author, educator and facilitator on issues of racial and social justice, Dr. Ibram X. Kendi, Wes Moore, CEO of Robin Hood, and Emmanuel Acho, former NFL linebacker, author and host of “Uncomfortable Conversations with a Black Man.” “Stakeholders are putting heightened importance on racial equity and CEOs need to collaborate with their peers to drive greater progress in their own organizations,” said Tim Ryan, PwC US chair & senior partner and co-founder of CEO Action. “As CEOs accelerate change by taking actions such as appointing Chief Diversity Officers, engaging their boards and making external commitments and statements, they collaborate with their peers and the coalition to drive greater progress.”

‘Stakeholders are putting heightened importance on racial equity and CEOs need to collaborate with their peers to drive greater progress in their own organizations.’

Now more than ever, CEOs understand that they must also come together to use collective resources, experience and time to change systems that have contributed to societal injustices. Last October, the coalition launched CEO Action for Racial Equity, a one to two year fellowship that has brought together over 100 organizations and 250 fellows to address racial equity public policy. “One of the clearest and most painful take-aways of the past several months is that racial

injustice remains a stain on our society —both in the United States and around the world. And one of the most important lessons that we should draw from this moment is that each of us must play an active role in fighting to eradicate systemic racism and standing up for equality in all its forms.” said Enrique Lores, president & CEO, HP. “It’s not simply the right thing to do for the people and communities we serve. Embracing a culture of diversity, equity and inclusion drives innovation and strengthens a company’s performance.” “This is a defining time for us as CEOs, and we must let our purpose and core values guide us to champion the interests of not only our clients, but of all our stakeholders in the communities that we serve,” said Penny Pennington, managing partner of Edward Jones. “With the help of CEO Action, we’re committed to doing the work, to listen, learn, lead on issues of inclusion, equity and diversity and be accountable.” Learn more about CEO Action for Diversity & Inclusion and how to become a signatory at ceoaction.com.

Congratulations to our own **Eddie Jauregui** on being a 2021 *Los Angeles Business Journal* Diversity, Inclusion + Equity nominee.

We are proud of Eddie’s longtime commitment to pro bono clients and his many years of leading diversity, recruiting and mentoring efforts in both private practice and government service.

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Director of Client Relations, for her nomination of **Executive of the Year** by the **Los Angeles Business Journal's** Diversity, Inclusion + Equity Symposium & Awards!

