Supplier Diversity

Corporate Best Practices

Barbara Frankel
Senior Vice President,
Executive Editor
Oct. 14, 2014
Assistance

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For other assistance, contact Customer Service at 973-494-0506.

Thank you!
Send In Your Questions!

• You may submit your questions via the web by using the text chat box on your screen.

• Simply type in your question and click send.
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<thead>
<tr>
<th>Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Novartis Pharmaceuticals Corporation</td>
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<tr>
<td>2</td>
<td>Sodexo</td>
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<td>3</td>
<td>EY</td>
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<td>Cummins</td>
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<td>AbbVie</td>
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<td>50</td>
<td>Nielsen</td>
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</table>
Top 10 Companies for Supplier Diversity

1. AT&T
2. Wyndham Worldwide
3. WellPoint
4. EY
5. Hilton Worldwide
6. KPMG
7. Marriott International
8. KeyCorp
9. Accenture
10. Abbott
How to Start a Supplier Diversity Initiative

- Get Buy-In From Senior Leadership
  - Establish metrics for quarterly review
  - Link procurement compensation to supplier-diversity results

- Supplier Diversity Should Be Housed in Procurement
  - But D&I Department needs input and communications

- Don’t Just Focus on MBEs and WBEs
  - Include other groups, LGBT, people with disabilities, veterans

- Verify Authenticity of Data
  - Use certified suppliers only. Have data scrubbed, audited
Procurement Spend with MWBEs

- Tier-I MBE: 8.36%
- Tier-I WBE: 5.84%
- Tier-II MBE: 3.94%
- Tier-II WBE: 1.91%

Top 10 Supplier Diversity:
- 8.36%
- 5.56%

Top 50 Supplier Diversity:
- 5.84%
- 3.94%
- 2.92%
- 2.42%
- 1.91%
- 1.52%
Evolving Corporate Best Practices

- Procurement-Mgmt Comp Tied to Supplier-Diversity Results:
  - Top 10 Supplier Diversity: 100%
  - Top 50: 92%
  - All Participants: 45%

- Have Mentoring for Diverse Suppliers:
  - Top 10 Supplier Diversity: 100%
  - Top 50: 78%
  - All Participants: 53%
Evolving Corporate Best Practices

Reports Supplier Diversity Results to Senior Leadership

- Top 10 Supplier Diversity: 100%
- Top 50: 100%
- All Participants: 59%

Includes Supplier-Diversity Info in RFPs

- Top 10 Supplier Diversity: 100%
- Top 50: 100%
- All Participants: 55%
Recommendation: Increase Tier II Supplier Diversity Effectiveness

Emerging Best Practices:
• Build Tier 1 First (WellPoint, Wyndham Worldwide)
• Find Internal Line of Business Champions (KeyBank)
• Start With Biggest Suppliers (Wyndham Worldwide)
• Don’t Exclude Any Groups (EY)
• Communicate With and Mentor Suppliers (Wyndham Worldwide, Hilton Worldwide)
• Stay On Top of Tracking (Wyndham Worldwide)
Supplier Diversity Best Practices

Brenda Burke
Staff Vice President, Supplier Diversity
WellPoint, Inc.
Agenda

- About WellPoint, Inc.
- Starting a Program
- Reporting Structure
- Metrics
- Subcontractor Spend
- Accountability
- Building Community Support
- Communications
About WellPoint, Inc.

- WellPoint, Inc. was formed through the 2004 merger of WellPoint Health Networks, Inc. and Anthem, Inc.

- **Purpose Statement:** Together, we are transforming health care with trusted and caring solutions

- **Vision:** To be America’s valued health partner

- **Values:** Trustworthy; Accountable; Innovative; Caring; Easy-to-do Business With

- Serves more than 37 million people in our family of health plans and nearly 69 million people through our affiliated companies

- Ranks No. 38 on Fortune 500; No. 2 on Fortune 500 health care companies listing

- Joseph Swedish, President and Chief Executive Officer
Starting A Supplier Diversity Program

- Hire a Dedicated Supplier Diversity Officer
- Know the Value Proposition
- Meet with Leadership
- Link Supplier Diversity to Corporate Objectives
- Promote Supplier Diversity Visibility
- Commission Vendor Scrub
- Track Spend
Reporting Structure

- Supplier Diversity Reports to Chief Procurement Officer
- Procurement Team Composition: CPO, Supplier Diversity, Sourcing Leadership/Team
- Team Quality Impacts Effectiveness
Supplier Diversity Metrics

- **Measuring Impact:** Dashboards/scorecards that align with business goals are vital in gaining organizational support. Without meaningful business metrics, we cannot tell the story in a way that has an impact on those we want to influence.

- **Metrics examples:**
  - Number of sourcing events launched
  - Number of diverse suppliers invited
  - Number of diverse suppliers participating
  - Number of diverse suppliers awarded the business
  - Spend by diverse category
  - Tier II compliance
  - External awards/recognitions
Subcontractor Spend (Tier II)

- Tier II Spend
  - RFP Sourcing Checklist
  - RFP Statement of Commitment
  - Participation Plan Document
  - Contract Language
Accountability

- Tie Compensation to Achievement of SD Goals
- Track Tier II Commitments
- Hold Regular Compliance Meetings with Tier I Suppliers
- Validate Certifications before Counting Spend
- Hold Diverse Suppliers to Same Capability Standards
  (cost, quality, service solutions)
- Proactively match diverse suppliers to procurement opportunities
Building Community Support

• Mandate minority participation in all RFP/RFQ’s.
• Facilitate partnerships between minority and majority firms

• CEO/Diverse Supplier Breakfast & Opportunity Fair
• CEO Hosts MBE CEO’s
• CEO Honorary Host
NMSDC Annual Gala

Engage / Promote Diverse Supplier Base (RFPs)

Facilitate Diverse Suppliers/WLP Leadership Networking Opportunities

Support Growth and Development of Diverse Suppliers

Active Community Partner

• Mentoring Program
• Advanced Management Programs (Tuck & Kellogg)
• National Conference Matchmaking Meetings

• Boards
• Training Workshops
• Opportunity Fairs
Communications

**Internal**
- Quarterly ELT Reports
- Corporate & Procurement Newsletters
- Associate Recognitions
- RFP Revenue Tracker
- ARG’s

**External**
- Partnership with Government & Federal Affairs Office
- Meet Members of Congress
- Participate in Congressional-sponsored Vendor Fairs
- Webinars, Published articles, press releases, awards/recognitions
- Leverage peer benchmarking
A Culture of Inclusion
Supplier Diversity At KeyBank
Corporate Commitment

Key Remains committed to building strong and sustainable relationships with viable diverse-owned businesses. Backing this commitment is our Supplier Diversity program, which has provided economic opportunity for diverse-owned businesses in our communities for many years. In fact, our efforts have been recognized five times by DiversityInc as a Top 10 Company for Supplier Diversity.

Our purpose - to help clients and communities thrive - and our business strategy, of which Supplier Diversity is an integral part, have created meaningful growth and opportunities for diverse businesses, supporting job creation and economic development across our 12 state national footprint. We regard our Supplier Diversity strategy as a sound investment in the communities where we live and work.

This is not simply about sourcing procurement opportunities. We also provide financial solutions and education for our diverse business partners to help them be even more competitive in today's global economy. In helping our partners succeed, we succeed as well.

Thank you for the opportunity to present Key's commitment to inclusion and growth in the communities we so proudly serve.

Sincerely,

Beth E. Mooney
Chairman and Chief Executive Officer
KeyCorp
Focused on Employees, Clients and Communities

Corporate responsibility is important to the communities that we so proudly serve

- One of America’s Most Community-minded Companies (The Civic 50)
- 30,000 employee volunteer hours in 2013
- DiversityInc “Top 50” company
- 6 time winner: “One of the Best Places to Work” (Corporate Equality Index, Human Rights Campaign)
- LEED platinum and Energy Star certification received for many facilities
Driving Supplier Diversity Results

- Shared Vision & Accountability
- Champions & Stakeholders
- Leadership Commitment & Engagement
- Strategic Outreach
- Focused Execution
- Focused, Executable Strategy & Processes
- Education & Awareness
- Data Integrity
- Continuous Improvement
Cross-Functional Engagement Model

### Role of Procurement
- Collect spend data
- Recommend alternative specs and opportunities for simplification
- Assess supply base
- Recommend sourcing strategy/action plan
- Work with LOB to design demand mgmt strategies/policies
- Communicate guidelines & policies to the organization
- Develop and drive RFP process
- Analyze responses and rate suppliers
- Negotiate and finalize contracts
- Manage contract details and supplier information
- Facilitate and follow up on supplier initiatives
- Manage customer/supplier compliance tracking tools
- Manage and issue metrics and reports
- Provide feedback on performance & improvement opportunity areas
- Review metrics and reports & define actions

### Role of LOB / Function
- Provide / approve specifications
- Identify key opportunities
- Define supplier requirements
- Approve sourcing strategy/action plan
- Collaborate to design demand mgmt strategies/policies
- Approve changes
- Review/ approve RFPs
- Review/ validate analysis
- Select final supplier(s)
- Negotiate contracts
- Provide day-to-day interface with suppliers
- Define supplier initiatives
- Support the identification and ultimate utilization of viable diverse suppliers for procurement opportunities.
- Work with Procurement and LOB to determine opportunities
- Review diverse supplier profiles and capabilities for possible inclusion in RFI/RFPs
- Provide recommendations to Procurement for consideration
- Manage supplier diversity reporting and provide support to suppliers based on feedback and performance

### Role of Supplier Diversity
- Support the identification and ultimate utilization of viable diverse suppliers for procurement opportunities.
- Work with Procurement and LOB to determine opportunities
- Review diverse supplier profiles and capabilities for possible inclusion in RFI/RFPs
- Provide recommendations to Procurement for consideration
- Manage supplier diversity reporting and provide support to suppliers based on feedback and performance
2014 Supplier Diversity Advisory Council

Co-Chairs

Poppie Parish
Diversity & Inclusion

Michael Toth
Chief Procurement Officer

Camille Bragg
C.R. Initiative Manager
Diversity & Inclusion

Diversity & Inclusion

Chair
2nd Tier
Corporate Procurement
2nd Tier LOB Champions

Supplier Diversity Advisory Council Members
each line of business

Business Training
Internal Communications
2014 SDAC Committee Priorities

1. **Education & Awareness**
   - Partner on Tier II education awareness
   - Review and update training materials
   - Articulate Key’s business case as well as outcomes for supplier diversity
   - Support onboarding, promoting collaboration and buy-in

2. **Marketing & Communications and messaging**
   - Stronger alignment with Corp.
     - Stronger alignment with Corp.
   - Increased focus on 2nd tier messaging
   - Identify various channels that increase awareness and support Key’s brand
   - OMWI self-assessment
   - Support development of Key’s

3. **2nd Tier**
   - Review and evaluate progress
   - Drive increase in reporting through targeted outreach
   - Increase communication and collaboration discussions and
## Tier II Campaign 2013

"Moving from Supplemental to Fundamental"

### Our Approach

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
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<tbody>
<tr>
<td>Develop Target list of Suppliers</td>
<td></td>
</tr>
<tr>
<td>Develop Communication plan</td>
<td></td>
</tr>
<tr>
<td>Develop Education &amp; Awareness materials</td>
<td></td>
</tr>
<tr>
<td>Schedule Working session with Champions</td>
<td>- Roles, responsibilities defined</td>
</tr>
<tr>
<td></td>
<td>- Educational materials developed</td>
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<tr>
<td></td>
<td>- Tracking template, reporting guides developed</td>
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<tr>
<td>Obtain commitment from non-diverse Tier I suppliers to support Key’s inclusion strategy by reporting Tier II Diverse Spend</td>
<td></td>
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</table>
Strategic Partner Engagement

“Extending our values to those we do business with.”

2013 Vendor Summit

Focus on Diversity and Sustainability

You and a colleague are invited to join us for a morning of sessions, networking, and collaboration.

5916 Tiedeman Road, Brooklyn, Ohio 44144

“Extending our values to those we do business with.”

Tuesday, October 8, 2013 (7:30am-1:00pm)

Hosted by Corporate Real Estate Solutions, Procurement, and Corporate Responsibility

All attendees RSVP by September 12th to:

Donisa Maskovyak
216-689-0681
Donisa_K_Maskovyak@keybank.com

Prior to event, a short survey will be sent via email. Please complete upon receipt.
Recognizing the important role Supplier Diversity and Sustainability plays in all aspects of Key’s business practices, the Corporate Responsibility, Procurement and Real Estate Solutions teams came together to deliver a message of commitment and partnership to approximately 80 representatives from 30 of their strategic vendors, from across the country. Turner Construction and Sodexo, which topped DiversityInc’s 2013 “Top 50 Companies for Diversity”, were featured guest presenters.

The goal of our vendor summit was to not only stress the importance of those considerations within our own business relationships, but to open up discussions regarding their overall necessity. Fully incorporating both internal and external corporate strategies was essential.

"This is true partnership," "Truly impressive, insightful," "Absolutely worth my time," "Great to see, first-vehicle for driving business success."
# Strategic Partner Engagement

## 2013 KeyBank Partner Forum Message Map

### Day 1 – Wednesday, Nov. 13th

**Objectives**
- Demonstrate active third party management and leadership engagement
- Deliver strategic view of Key’s direction
- Reinforce KeyBank’s expectations for third parties
- Gain insights from regulators & industry experts

### Day 2 – Thursday, Nov. 14th

**Objectives**
- Reinforce expectations for leaders
- Clarify roles and responsibilities
- Enhance enterprise capabilities by sharing best practices

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**What to Do**
- Encourage partner and employee participation
- Network actively and introduce partners to Executive Leadership Team and other KeyBank teams
- Use the afternoon/evening of Nov. 12th and the morning of Nov. 13th for additional vendor meetings

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### Messages / Themes

<table>
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<tr>
<th>Alignment with Key’s strategy</th>
<th>Heightened Expectations</th>
<th>Leadership Engagement</th>
<th>Shared Values</th>
<th>Partners as Clients</th>
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<tr>
<td>• Key’s business strategy is dependent upon effectively leveraging third parties</td>
<td>• Key has heightened expectations for the performance of our business units</td>
<td>• Key’s leadership is focused on enhancing the oversight and performance of third parties</td>
<td>• Key expects third parties to share consistent values</td>
<td>• Key’s business strategy is built on a relationship focus</td>
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<tr>
<td>• Third parties enable Key to operate more efficiently</td>
<td>• Likewise, Key has heightened expectations for the performance of our third parties</td>
<td>• Leaders across the enterprise are held accountable for third party performance</td>
<td>• Supplier Diversity and Sustainability are important to Key</td>
<td>• Relationships translate to third parties who are suppliers and clients of Key</td>
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<tr>
<td>• Key views third parties as an extension of Key’s operating environment</td>
<td>• Consistent oversight is necessary to capture and protect the full value from the third party engagement</td>
<td></td>
<td>• Key Values -- TRAIL</td>
<td>• Commercial solutions, personal banking, employee banking programs - they all matter to Key</td>
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*KeyCorporation Internal*
Integrated Goal Setting

*Format example

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<th>Measure</th>
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<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<th>Q2</th>
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<td>8.7</td>
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<td>14.5%</td>
<td>13.4%</td>
<td>20.2%</td>
<td>12.5%</td>
<td>16.0%</td>
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Top Ten Suppliers by Non-Diverse and Diverse Suppliers
YTD, $MM’s

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<th>VENDOR_NAME</th>
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<th>VENDOR_NAME</th>
<th>MWBE</th>
<th>% of Total</th>
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<td>MATRIX MEDIA SERVICES INC</td>
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<td>FATHOM SEO</td>
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<td>MARKET PROBE INC</td>
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<td>DOREMUS &amp; COMPANY</td>
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<td>SCHMIDT CONSULTING SERVICES</td>
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<td>GREATEST INTEGRATED</td>
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<td>1.9%</td>
<td>GLOBAL PROMOTIONS &amp; INCENTIVES LLC</td>
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<td>OTHER VENDORS</td>
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<td>OTHER VENDORS</td>
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<td>100.0%</td>
<td>TOTAL</td>
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Vendor Termination
At Risk
Opportunity

Opportunities

- Business strategy
- Viable diverse suppliers in market
- Supplier development strategy

Risks

- Overall spend reduction
- Supplier competitiveness

LOB Partners:
Executive Sponsor
LOB Partner
CFO

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<tr>
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<td>2012 Goal:</td>
<td>YTD#</td>
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Comments/Observations

- Additional relevant information associated with goal attainment.
Supplier Diversity Report Timing, Distribution & Content

- Monthly (around the 15th of each month)
  
  - Distribution
    - Email sent out
    - KeyNet – Corporate Procurement
    - Supplier Diversity Sharepoint
  
  - Monthly Content
    - Program Update
    - Attached content:
      - 2nd Tier Reporting
      - Monthly Summary
      - Monthly Details

Click the attachment below to launch the full report in an Excel format.

Attached Files:
- 2nd Tier Reporting Template & Guidelines.xlsx
- Feb 2011 Summary.xlsx
- Feb 2011.xlsx
Recognizing the importance of diversity and inclusion as a part of our culture, supplier diversity and economic inclusion are viewed as an integral and natural component of Key’s corporate business environment.

Our strategy remains fundamentally unchanged:

*Respond to an ever changing diverse environment, Adding value to Key and our Corporate Procurement process, Building strong, long-term business relationships, Contribute to Key, our Corporate Responsibility position, the economy and communities we serve.*
2014-15 Web Seminar Schedule

- November 4 – Diversity Metrics
- November 5 – Veterans Day Cultural Competency
- January 27 – Building a Talent Pipeline
- February 3 – Black History Month Cultural Competency
- February 25 – Employee Resource Groups
- March 3 – Women’s History Month Cultural Competency
- March 24 – Equitable Talent Development/Succession Planning
- April 14 – Global Diversity
- May 5 – Asian-Pacific Heritage Month Cultural Competency
- May 19 – CEO Commitment
- June 2 – LGBT Pride Month Cultural Competency
- June 23 – DiversityInc Top 50 Best Practices

Please contact customer service at webseminars@diversityinc.com
Thank You for Attending the Web Seminar

• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately 72 hours after this event

• Questions? Call (973) 494-0506