

**ROI FOR LGBTQ-INCLUSIVE
WORKPLACES:
RECRUITING, OPTIMIZING, AND
IMPROVING ADVANCEMENT**

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AGENDA



- Why An Inclusive Workplace Matters
- Recruiting LGBTQ Employees
- Optimizing Your Workplace for LGBTQ Employees
- Retaining and Improving the Advancement of LGBTQ Employees

Questions

WHY AN INCLUSIVE WORKPLACE MATTERS



WHAT IS EQUAL EMPLOYMENT OPPORTUNITY?

Equal employment opportunity is the core concept that unifies diversity and affirmative action efforts: that everyone should have equal access to employment opportunities.



WHAT IS EQUAL EMPLOYMENT OPPORTUNITY?

Local, state and federal equal employment opportunity laws (and company policies) prohibit discrimination based on protected categories. In addition to race and sex, these characteristics may include: color, national origin, religion, ancestry, physical or mental ability, medical condition, genetic predisposition, pregnancy, political affiliation, marital status, age, sexual orientation, gender, gender identity, veteran status, and citizenship.



DIVERSITY AND INCLUSION AWARENESS

“I”

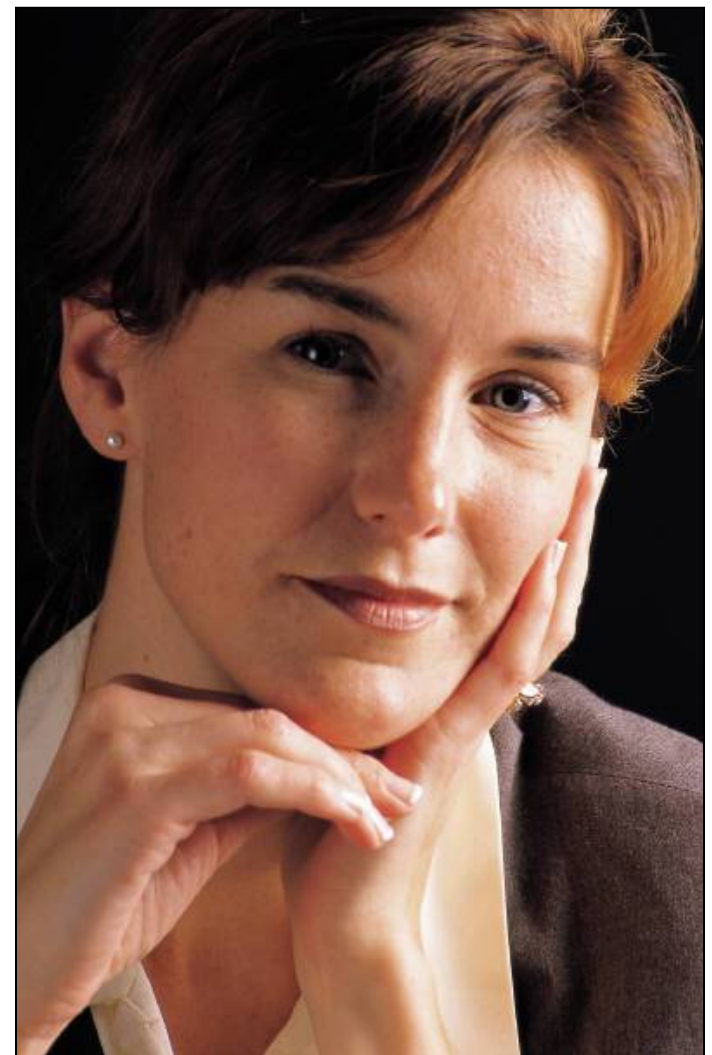
“Us”

“We”



PERSONAL – “I”

Focus on personal beliefs, attitudes, values and behaviors stemming from our backgrounds and experiences



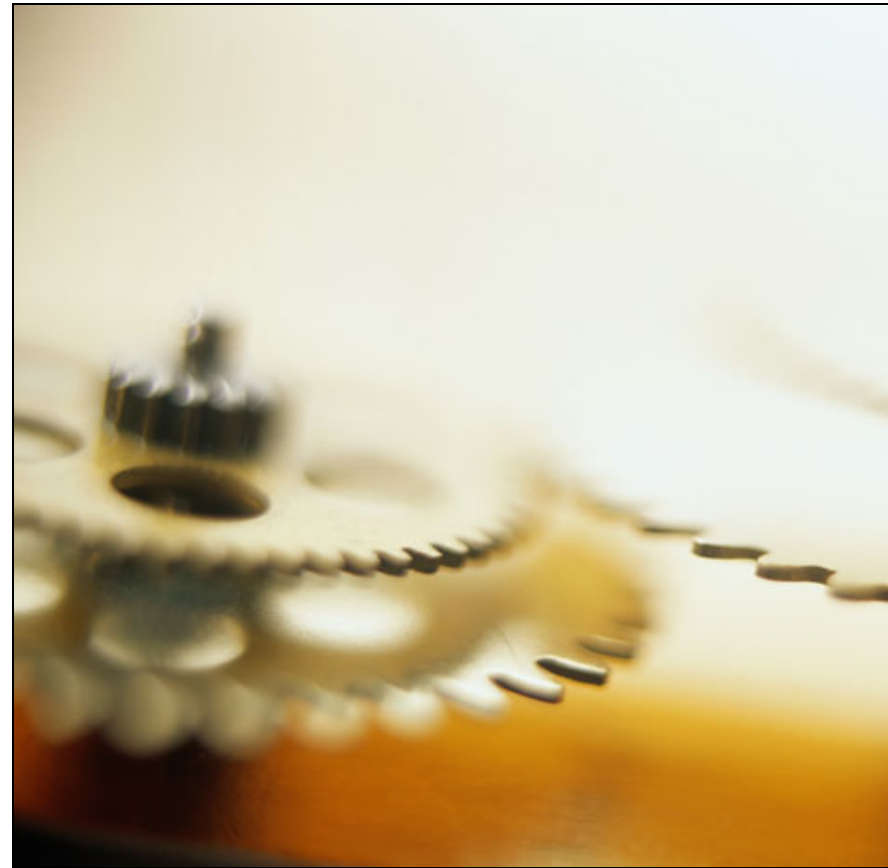
INTERPERSONAL – GROUP/TEAM – “US”

Focus on how we relate to others –the impact we have on them and the impact they have on us



ORGANIZATIONAL – “WE”

**Focus on the
organizational systems,
structures, policies,
practices and norms
that affect diversity**



COMMUNITY

**We must consider
these different
aspects of ourselves
and our environment
in order to craft
successful solutions**



KNOW YOUR WORKPLACE

- ~5% of the U.S. workforce identifies as lesbian, gay, bisexual or transgender
- 21% of LGBTQ employees report some form of workplace discrimination
- One out of every 25 complaints made about workplace discrimination comes from LGBTQ employees



THE UN HIGH COMMISSION ON HUMAN RIGHTS

Companies should...



RESPECT HUMAN RIGHTS

of LGBTI workers, customers and community members



ELIMINATE DISCRIMINATION

against LGBTI employees in the workplace



SUPPORT LGBTI STAFF

at work



NOT DISCRIMINATE

against LGBTI customers, suppliers and distributors—and insist that business partners do the same



STAND UP FOR HUMAN RIGHTS

of LGBTI people in the communities where they do business



UNITED NATIONS
HUMAN RIGHTS
OFFICE OF THE HIGH COMMISSIONER



FREE & EQUAL
UNITED NATIONS FOR LGBTI EQUALITY

THE BUSINESS CASE FOR LGBTQ INCLUSION

Employee satisfaction

- *Greater productivity, profitability*
- *Lower absenteeism and turnover*

Satisfaction reduced if there is discrimination or harassment in the workplace



THE BUSINESS CASE FOR LGBTQ INCLUSION



People of color are 3x more likely to leave for workplace unfairness than heterosexual Caucasian men

More than 1/4 of respondents who experienced unfairness experience strongly discouraged them from recommending their employer to others

- 13% said their experience strongly discouraged them from recommending their employer's products or services to others

LGBTQ managers said workplace unfairness was the only reason they left their employer almost twice as often as heterosexual Caucasian men.

- Corporate Leavers Survey

THE BUSINESS CASE FOR LGBTQ INCLUSION



Each year, approximately 2 million leaders leave their jobs due to “unfairness”:

- Being asked to attend more recruiting or community-related events because of one’s sex, sexual orientation, or color
- Being passed over for promotion due to one’s personal characteristics
- 34% of people of color said they would have likely stayed if their employer had managers who recognized their abilities

Cost: \$64 billion

- Corporate Leavers Survey

THE BUSINESS CASE FOR LGBTQ INCLUSION

- Employee recruitment and retention
- Diverse teams = diverse solutions



THE BUSINESS CASE FOR LGBTQ INCLUSION



- Less self-editing, energy focused on work
- New markets and the “pink dollar”

LET'S HEAR FROM CNA
PRACTICAL TACTICS TO INCREASE RESULTS



Five Steps to Advancing Workplace Culture



1. Build the Business Case
2. Define the Culture
3. Get a Pulse
4. Build a Plan
5. Experiment and execute

The Business Case for Diversity & Inclusion

McKinsey and Company studied 366 companies in the United States, Canada, Latin America and the United Kingdom and found correlations between diversity and financial performance.

Companies in the top quartile for diversity were 35% more likely to have financial returns above respective national industry medians.

Companies in the top quartile for gender diversity were 15% more likely to have financial returns above their medians.

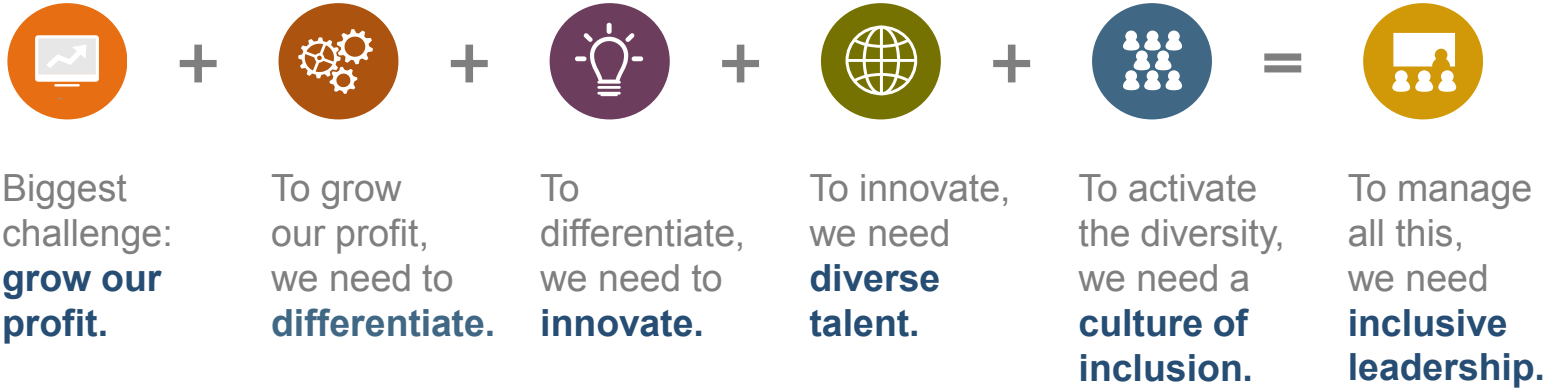
Conversely, companies in the bottom quartile both for diversity were statistically less likely to achieve above-average returns than average companies to which they were compared.

When employees work for an inclusive leader, benefits include improved collaboration, performance and productivity; greater engagement, loyalty, innovation and creativity, and enhanced potential to capture market share.

Building the Case



Diversity & Inclusion Today



“Diversity is important. Real diversity of thought comes from diversity of people who can bring different perspectives to discussions.”

DINO E. ROBUSTO
CHAIRMAN AND CHIEF EXECUTIVE OFFICER

RECRUITING LGBTQ EMPLOYEES



PERMISSIBLE ACTIONS UNDER A DIVERSITY AND INCLUSION PROGRAM

- Taking race, gender, LGBTQ status into account in formulating qualifications for a job is inherently suspect and difficult to justify. But...
- It is okay to target media outlets catering to diverse audiences when recruiting candidates.



HIRING A DIVERSE WORKFORCE: EXPAND THE POOL OF APPLICANTS

Recruit from:

- Schools that represent a broad spectrum of qualified candidates
- Diversity Professional Organizations

Support and build affiliations with:

- Organizations that promote opportunities for women, LGBTQ people, and people of color
- Contract with recruiting firms (headhunters) that include a broad spectrum of diverse candidates

PERMISSIBLE ACTIONS UNDER A DIVERSITY AND INCLUSION PROGRAM



- It's okay to advertise that women and diverse candidates are encouraged to apply.
- It's okay to make your recruiting, interviewing, and selection committees diverse and inclusive.
- It's okay to "Cast a Wider Net."

“CASTING A WIDE NET”

How?

- Outreach Programs
- Educating and Involving Communities
- Expansive Recruiting
- Recruiting Materials that Target Diverse Candidates



LET'S HEAR FROM CNA
PRACTICAL TACTICS TO INCREASE RESULTS



A Holistic Talent Strategy



Talent Acquisition will enable business growth and become a primary engine of it by ensuring that CNA has the right people, for the right role, at the right time.

OBJECTIVES

1. Ensure the business has the talent needed to exceed their objectives through our commitment to **Operational Excellence**.
- ★ 2. Enable CNA's commitment to diversity through the design and execution of a **Diversity Recruiting Strategy**.
3. Improve the **competitive differentiation** of our employment brand through a dedication to candidate care and our Employment Value Proposition initiative.
4. Optimize recruiting investments and resources in an effort to **reduce cost per hire**.

ASSUMPTIONS

1. Labor market will remain tight (unemployment rate – 2.75%).
2. Hiring demands for specialized/niche talent will continue to rise.
3. Overall hiring will remain flat or slightly below YE '15 and YE'16.
4. There will be a continued emphasis on expense management across the business in an effort to impact our expense ratio
5. Talent Acquisition budget in 2017 will be flat to slightly below 2016.

DESIRED STATE

1. **Time to Fill** - Maintain best in class average of < 50 Days.
2. **Leader Satisfaction** - >90% of leaders are Satisfied or Very Satisfied with their experience.
3. **Open Positions** – Maintain best in class average of < 25% of openings over 60 days.
4. **Campus** – 90% offers accepted by 12/17.
5. **Diversity** - Increase percentage of diverse candidates hired into leadership roles.
- ★ 6. **Employment Brand** - Improve company Glassdoor.com rating by .2 to .4 points.
7. **Resource Optimization** - Reduce vendor spend 10%.

Targeted Diversity Initiatives



Enable CNA's commitment to diversity through the design and execution of a Diversity Recruiting Strategy. Increase the percentage of under-represented groups hired into leadership roles and launch new strategic partnerships.

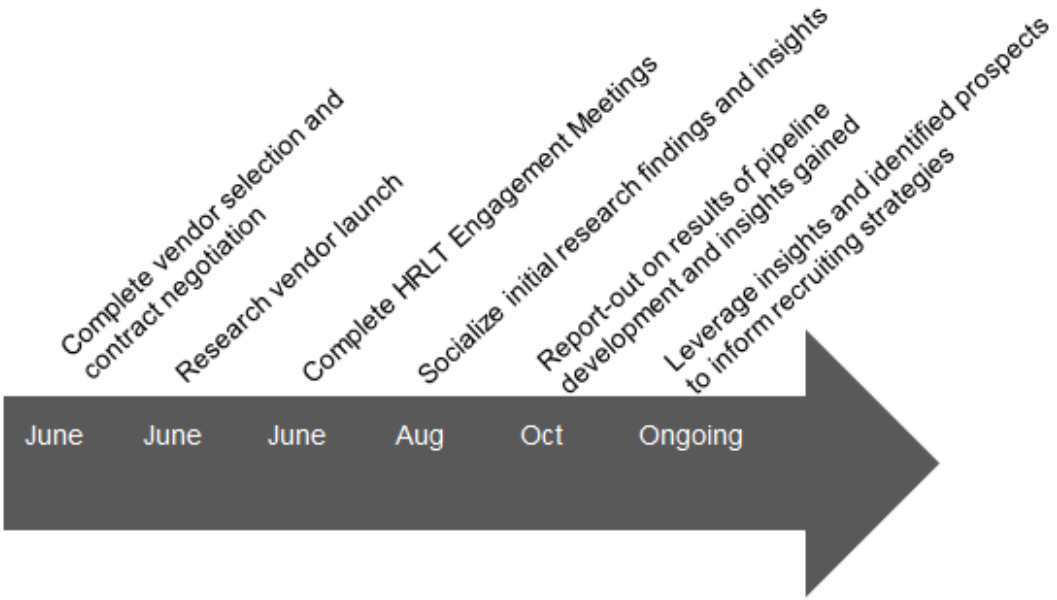
Strategic Initiative	Description
National Conferences	<ul style="list-style-type: none">• Attend the annual National Black MBA or National Hispanic MBA Association conference in 2017 with the intent to hire individuals into roles across the business.• Attend Out and Equal and WERQ with a vendor booth for Brand Recognition
Campus Recruiting	<ul style="list-style-type: none">• Re-evaluate our Tier 1 and Tier 2 campus partnerships and increase our presence at schools with a historically diverse population.
Diverse Pipelines – Leadership	<ul style="list-style-type: none">• Develop a bench of diverse external talent for select roles across CNA. Actively present these individuals to senior leaders in HR and the business.• Launch Officer diversity sourcing strategy with HRBP support
Strategic Influence	<ul style="list-style-type: none">• Ensure diversity is a priority throughout the recruiting process through discussions during the intake meeting, candidate presentations, interview calibration, and selection decisions.
ERG Partnership	<ul style="list-style-type: none">• Develop better communication with our Employee Resource Groups – leverage them as SME's for recruiting material, referrals, and guidance on strategy.

Diverse Officer Candidate Project



An opportunity exists to impact diversity hiring at the executive level by building a pipeline of diverse talent and providing insights into the talent pool to inform decisions

- ✓ Partner w/ HRLT to identify specific positions/job classes with risk of vacancy or limited succession plan
- ✓ Build a pipeline of diverse talent to support future needs in identified areas
- ✓ Share the pipeline and related insights with HRLT and business leaders where appropriate
- ✓ Utilize pipeline and insights to inform recruiting strategy and influence decision making as specific hiring needs arise





OPTIMIZING YOUR WORKPLACE FOR LGBTQ EMPLOYEES



POLICIES AND PROCEDURES



EEO, Anti-harassment, Non-discrimination, Code of Conduct

- *Include “sexual orientation,” “gender identity and expression”*
- *Prohibit problematic behavior, including LGBTQ-specific behavior*
- *Address accommodation issues for transitioning employees*

POLICIES AND PROCEDURES



Dress and Grooming

- *Adherence to reasonable appearance, grooming, and dress standards*
- *Gender neutral*
- *Consistent with gender identity*

Other HR Policies and Procedures

FACILITIES ACCESS

Restrooms, Locker Rooms

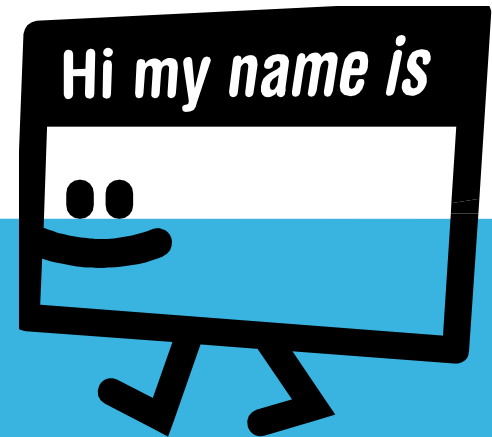
- *Should permit access to restroom matching gender identity*
- *Address privacy concerns by minor facilities modifications, as needed*
- *DOL/OSHA guidelines available at: <https://www.osha.gov/Publications/OSHA3795.pdf>*



NAME AND PRONOUN USAGE

For employees undergoing gender transition

- *Reference to preferred name and pronoun*
- *Update personnel records, email addresses, name tags, locker tags, mailbox labels to reflect proper name*



HARASSMENT AND DISCRIMINATION



- Commitment to provide a workplace free of harassment and discrimination
- Policies designed to promote tolerance and respect

TRAINING

Train managers and employees

- *About policies*
- *Role in supporting, enforcing policies*
- *Reporting and complaint structure*
- *Prevention of harassment and discrimination*
- *Potential consequences*



LGBTQ EMPLOYEE RESOURCE GROUPS



- *Target leaders of the ERG*
- *Obtain executive sponsorship*
- *Reach out to allies*

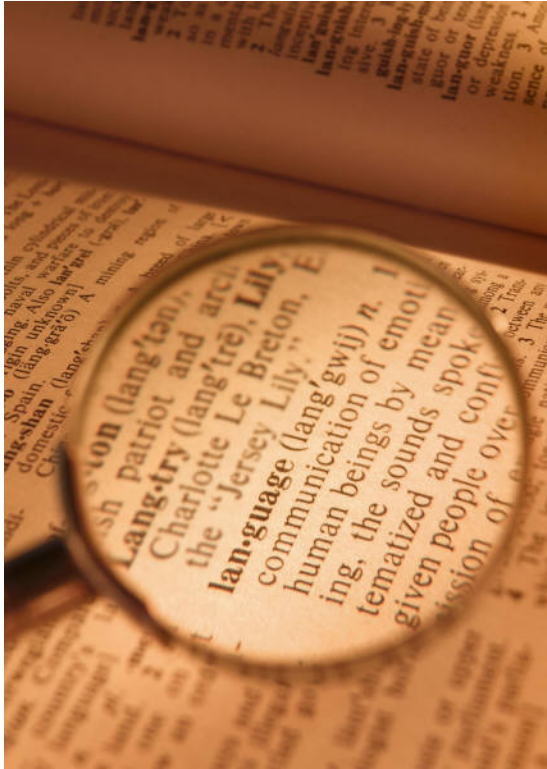
OTHER STEPS TO BECOME MORE LGBTQ INCLUSIVE

Need to go beyond good policies

- *Include LGBTQ in diversity metrics*
- *Survey workplace to understand the workplace, needs of LGBTQ employees*



OTHER STEPS TO BECOME MORE LGBTQ INCLUSIVE



- Ensure your organization uses inclusive language
- Diversity training
- Support Employee Resource Group outreach efforts
- Consider your philanthropic support

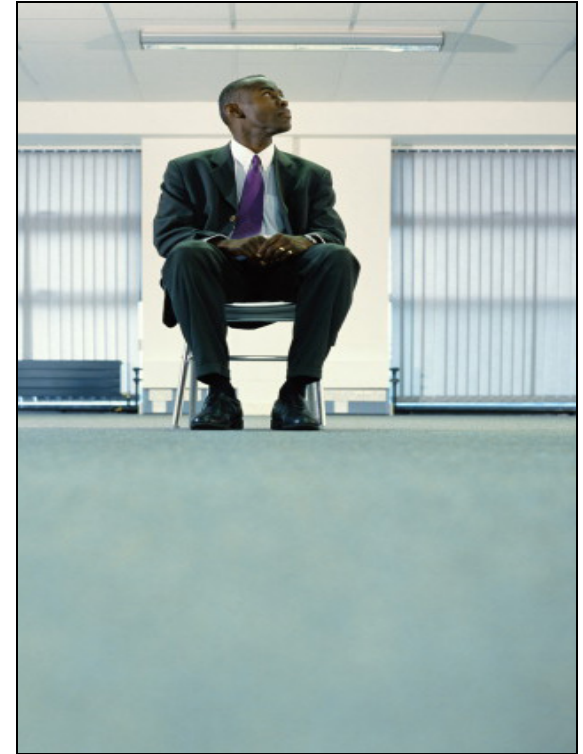
**RETAINING AND IMPROVING THE
ADVANCEMENT OF LGBTQ
EMPLOYEES**



MINORITY POPULATIONS IN THE WORKPLACE: PERCEIVED BARRIERS TO SUCCESS

- Lack of Mentoring Opportunities
- Exclusion from Informal Networks
- Lack of Role Models
- Failure of Senior Leadership to Assume Accountability for Advancement
- Stereotyping and Preconceptions of Roles and Abilities

Source: www.catalystwomen.org



WOMEN IN THE WORKPLACE: PERCEIVED BARRIERS TO SUCCESS

- Lack of Mentoring Opportunities
- Exclusion from Informal Networks
- Lack of Role Models
- Failure of Senior Leadership to Assume Accountability for Advancement
- Stereotyping and Preconceptions of Women's Roles and Abilities
- Commitment to Personal and Family Responsibilities

Source: www.catalystwomen.org



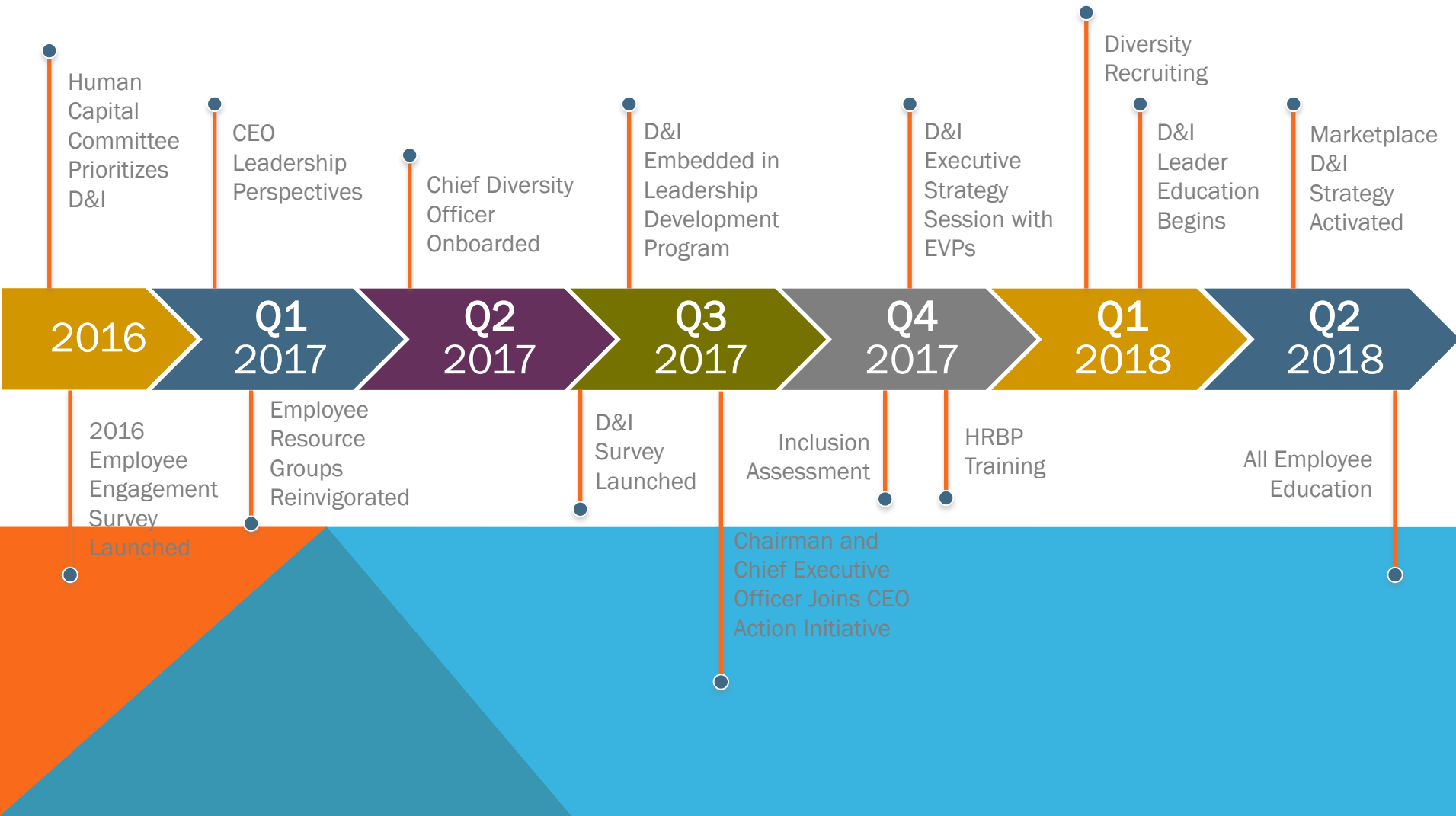
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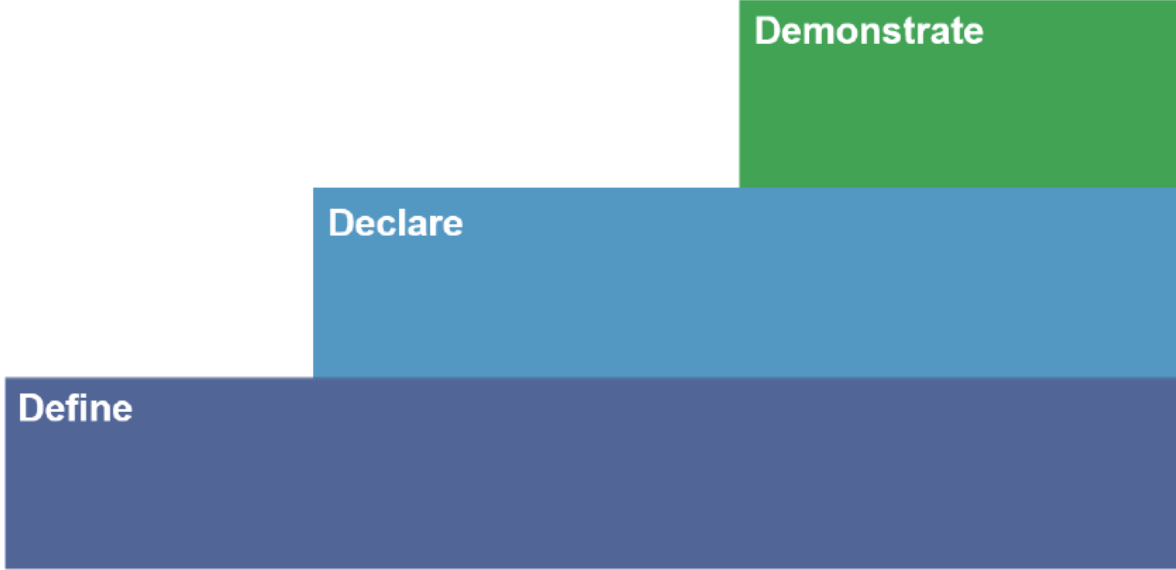


BUILD A PLAN

Our Diversity & Inclusion Journey



EXECUTIVE EDUCATION



Personalize Business Value

Understand the case for change in your organization

Define Success

Establish the measures of success for D&I

Declare Commitment

Share accountabilities for both personal and organization D&I success

Communicate the Message

Effectively communicate the D&I message to all audiences

Model Inclusion

Model inclusive behaviors and ensure others do as well

Deliver Results

Provide resources and direction to ensure accountabilities, goals and objectives are known and achieved

EDUCATING ALL LEVELS



D&I Executive Education & Support

PHASE 1: Executive & HR

When	What	Details	How
October – November 2017	1:1 Coaching Interviews	Develop insights on how individuals interpret and respond to cultural differences; gain context, data, and understanding to inform individual development plans and 1:1 coaching plans	1-1 hour coaching interview
November 2017	Executive Session #1	Personalize the Business Value and Define Success	90 minutes
November 2017	HR Education	Prepare HR Business Partners to support, coaching and guide their business partners through the D&I journey	60 day journey: 2 day in-person session, 3-90 minute webinars
November 2017 – January 2018	1:1 Coaching	Building intercultural competence through 1:1 Guided development Model Inclusion and Deliver Results	3-4 1-hour coaching sessions
Mid-January 2018/ Early February 2018	Executive Session #2	Capstone session – content determined by individual development coaching outcomes	90 minutes

MENTORING MATTERS



WOMEN

IMPACTING LEADERSHIP



Mentoring Program Overview

Program Objective

To support the development of a mutually productive relationship between mentee and mentor that facilitates professional growth.

Program Overview

A potential mentor or mentees will submit a request for program involvement, and the pairs will be matched. Initial introductions and expectations will be discussed and the mentoring relationship will be established. The term of mentorship is no longer than 12 months with pairs meeting a minimum of two mutually agreeable times per month.

The focus of the program is professional development, with an emphasis on Winning Behaviors and Core Competencies from Building Skills and Careers. Participants will be encouraged to take the Strength Finder assessment if they have not already.

Benefits to Mentees

- Observe and interact with more senior-level leaders at CNA
- Receive personalized feedback and encouragement
- Acquire and improve knowledge, skills and strategies
- Gain practical resources and tools
- Increase professional network

Benefits to Mentors

- Increase mentoring skills
- Increase professional network
- Pass on information from years of experience
- Demonstrate ability to develop talent
- Receive satisfaction from contributing to development of individuals
- Enable continuous learning from mentees

Benefits to CNA

- Contribute to the development of competent mentors or mentees
- Increase engagement and commitment of participants to the organization
- Offer another way for leaders to demonstrate leading from the center
- Provide a channel for development of resources skills and abilities

What the program provides:

- Matching based on background and goals
- Networking platform
- Overall framework and suggested interaction model

What it does not provide:

- Job training
- Performance Improvement Plan management
- Guarantee for promotion



MATCHING BASED ON GOALS AND INTEREST

WOMEN

IMPACTING LEADERSHIP



Women Impacting Leadership: Mentoring Questionnaire

Thank you for your interest in participating in the WIL Mentoring Program! This form is intended to help us get to know a bit about you as a potential mentee or mentor and to help us match you with an appropriate mentor/mentee.

Please email completed form (either typed in or scanned) to WILsubmissions@share.cna.com by no later than Monday, October 16th at noon (CST).

WIL Mentoring Objective: Support the development of a mutually productive relationship between mentee and mentor that facilitates professional growth.

Name:

Current Position:

Location:

I would like to be: Mentor Mentee Both

I am a prior WIL Mentoring Participant: Yes No

Professional Background:

With your submission, please include this questionnaire and your professional Bio and / or Resume. The Bio template was also included in launch email.

Goals:

Why are you interested in participating in the WIL mentoring program?

What do you expect to accomplish through this program? If you are a prior WIL Mentoring participant, what is your new focus area?

WOMEN

IMPACTING LEADERSHIP



What key skills/knowledge do you want to focus on developing as part of this program?

Qualities and Skills:

Briefly describe the qualities/skills you will bring to the mentoring relationship.

What qualities/skills (personal and professional) are you looking for in a mentor/mentee?

Program Expectations:

Have you previously been a mentor/mentee? If yes, please describe your experience.

How much time do you expect to dedicate to the mentoring process and relationship per month? (Program recommends a minimum of 2 meetings per month.)

Mentees Only: What type of mentor you are looking for, indicate which are most preferred and least preferred, from these options- teacher, sponsor, cheerleader, counselor, or friend:


Mentors Only: What type of mentee will you be able to provide the most value?

Any other requests or information we should know and /or that will help us in the matching process?

CLEAR ROADMAP WITH LOOSE GOVERNANCE



Sample Program Timeline

<p>Prior to Starting the Relationship Planning for Mentoring</p>	<p>Think about what you want to receive from mentoring, what you can offer and any limits or requests you have. Plan goals using WIL Mentoring Goals worksheet.</p>	
<p>Month 1 Building the Relationship and Negotiating Agreement</p>	<p>Attend kick off. Have first meeting using First Meeting Guide. Negotiate the relationship. Finalize goals and mentoring agreement. Have second meeting; use Meeting Tool to track topics and progress. Communicate as appropriate.</p>	
<p>Month 2 – Month 5 Developing Mentee and Maintaining Momentum</p>	<p>Meet at least twice per month. Check milestones. Communicate as appropriate.</p>	<p>Implement Development Activities</p> 
<p>Month 6 (March 2017) Midpoint</p>	<p>Meet at least twice. Check milestones. Communicate as appropriate. Complete Midway Checkpoint. Provide program feedback.</p>	
<p>Month 7- Month 11 Developing Mentee and Maintaining Momentum</p>	<p>Meet at least twice per month. Check milestones. Communicate as appropriate.</p>	
<p>Month 12 (September 2017) End Formal Relationship</p>	<p>Celebration and appreciation. Complete final checkpoint. Complete program evaluation.</p>	



WHAT DID WE LEARN?

Context:

- We had a small pilot starting in the summer of 2016 to work out the kinks and establish efficient processes
- The pilot had 10 mentees and 10 mentors
- We had 12 mentors volunteer for the pilot, some were “hand-picked”
- Full capacity for 2017 will be 15 pairs



WHAT DID WE LEARN?

What did we learn from doing it the first time?

- Pilot was very helpful in garnering feedback. With a smaller group, we were able to stay close to the pairs and ask each person individually for feedback on the program.
- Ensure mentor match doesn't report through same tree
- Be VERY clear on expectations from the beginning (what is in, what is out)
- Keep program agile and driven by mentee/mentor while supporting with the framework
- Communicate as broadly as you can with an eye towards capacity



WHAT DID WE LEARN?

Advice from WIL:

- No rigid requirements, no material to be filled out each meeting, etc.
- Better to offer support as a “pull” rather than a “push”
- Drumming up a mentor pool is essential, we are working on building a mentor “pipeline” to have a pool of interested and available mentors
- We have encouraged men to be mentors and have found success with this method.
- Make sure you have a team of people to “run” the program and be there to support the mentoring pairs. If you don’t have folks to share the load it could be overwhelming to a small number of people.
- Complete a pilot program first to work out the bugs in the process and be open to feedback on improvements.

LITTLER'S CAREER ADVOCACY PROGRAM



Thank
You!



**ROI for LGBTQ-Inclusive
Workplaces:
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October 10, 2017**

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