

Continuing to Create an Inclusive Workforce



WIPFLI

Introduction

- Wipfli's Director of Diversity, Equity, & Inclusion
 - ▶ Former Army Infantry Captain
 - ▶ 10 years of experience in corporate human resources
 - ▶ Former employers include Accenture, KPMG, United Airlines
 - ▶ Experienced in talent management, change management, employer branding, recruiting, leadership development, communication strategies
- Experience at United Airlines
 - ▶ Hired by United in response to the “passenger dragging” incident at United Airlines and tasked with rebranding the company and refreshing their diversity, equity, and inclusion strategy



What is Diversity, Equity, & Inclusion (DEI)

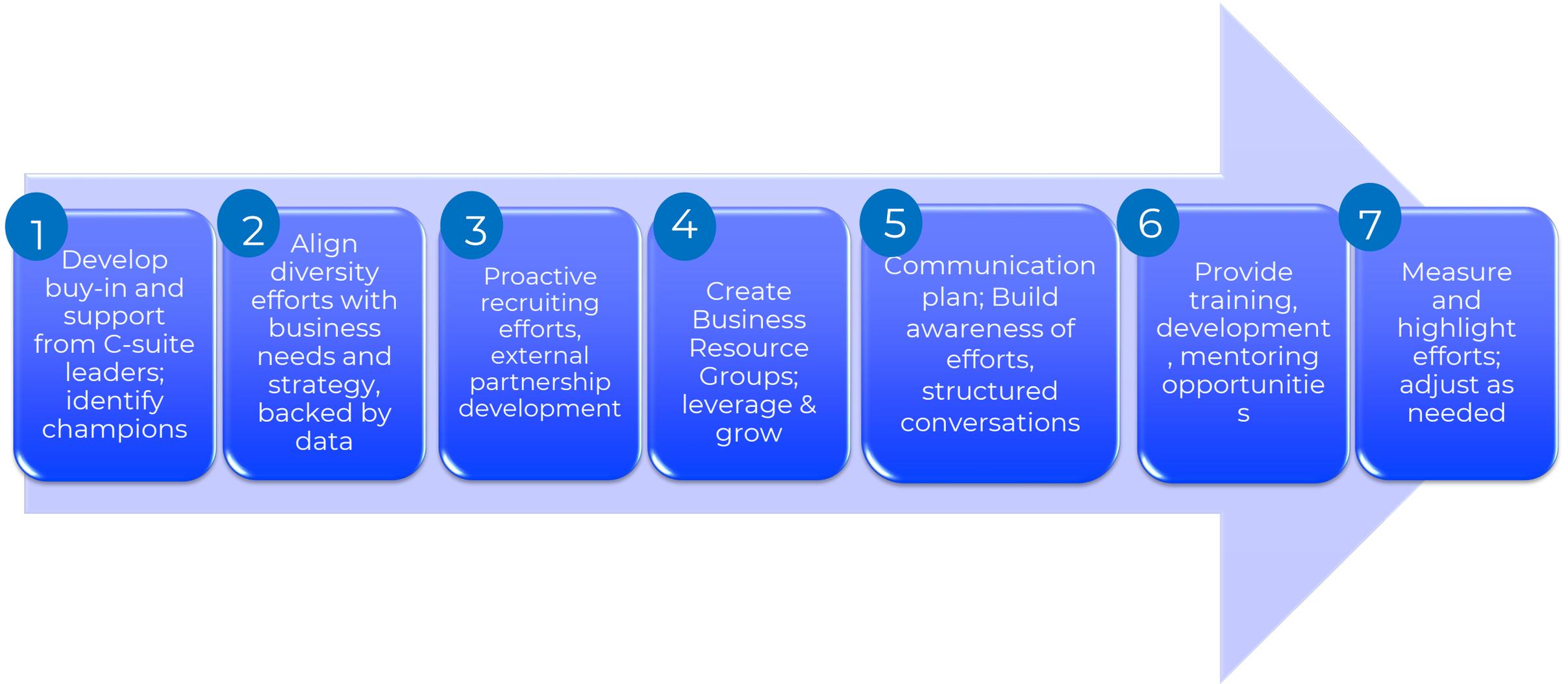
- **Diversity** is all the dimensions that make each person one of a kind, including ethnicity, race, age, style, gender, personality, beliefs, experiences, sexual orientation
- **Equity** is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual
- **Inclusion** is ensuring each person feels valued, connected, safe to express their authentic selves and know they belong



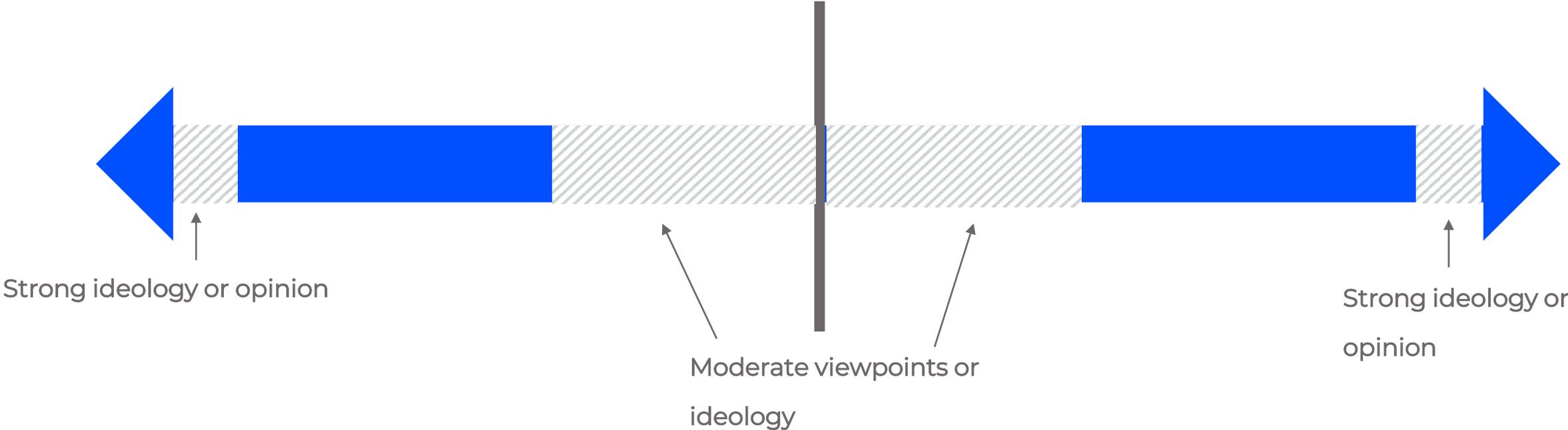
Changing Workforce

- Many individuals can enter or remain in the workforce today that wouldn't have been able to prior to the pandemic.
 - ▶ Working parents, persons with disabilities, 5 generations in the workplace
- Changing racial/ethnic demographics
 - ▶ Racial minorities are projected to be majority by 2050
- Evolving concepts around self-identity and gender
 - ▶ Pronouns, gender beyond male and female
- Need to manage polarization in the workforce
 - ▶ Need to have a culture and a brand that is inclusive of the attitudes and ideologies in the workforce, as long as it meets what is acceptable under employment law and our Firm values
 - ▶ Focus is on respect for the individual

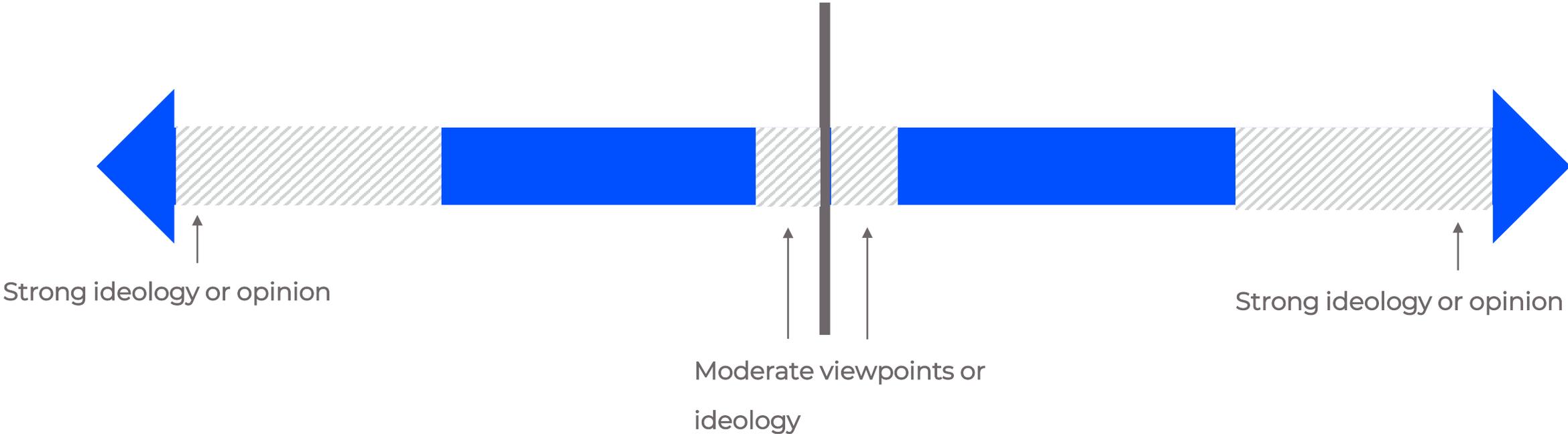
Foundational elements of a DEI strategy



Highlighting different perspectives: 8-10 years ago



Highlighting different perspectives: Now



Navigating DEI in the workplace

- How do we define what is acceptable in the workplace during a time of heightened divisiveness in the U.S. and the world
 - ▶ Respect at work
 - Are we showing respect towards others and treating people in a way that is inclusive
 - ▶ Focus on behavior
 - We aren't trying to change beliefs but are focused on the behavior being demonstrated
 - ▶ Values & employment law
 - We can't anticipate everything that could be said or done in the workplace but can use our organization's values to help guide us, as applicable employment law.
 - Is the behavior in line with the values of the company and the law?

Recommendations

- Inclusive Leadership
 - ▶ The leaders who will be in high demand and successful will be inclusive leaders, leaders who are able to manage a diverse workforce and be inclusive
- Self Awareness
 - ▶ We all have gaps, know what yours are, be comfortable knowing they exist, but lean-in and try to fill those gaps
- Empathy
 - ▶ Demonstrate the ability to listen, comfort, and understand other perspectives and experiences, even if you may not agree with what is being shared
- Dialogue
 - ▶ Keep a pulse on what is happening in your community and what your employees are experiencing
 - ▶ Lean-in and create opportunities to discuss in a thoughtful, structured way
- Fair and transparent processes
 - ▶ Recruitment, promotion, opportunities

