

PITTSBURGH REGION

DIVERSITY & INCLUSION GUIDEBOOK



VOLUME 1 2018

Real world examples of how to improve organizational performance
and social responsibility through Diversity & Inclusion practices



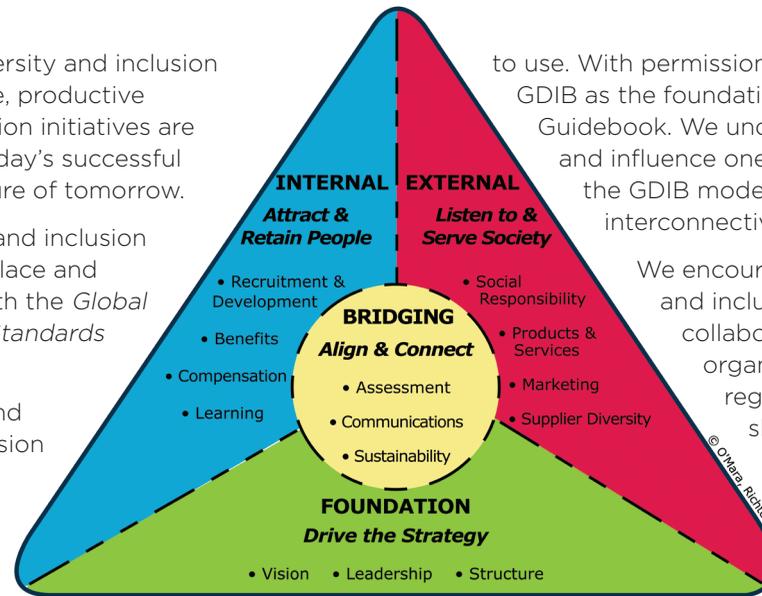
IN TODAY'S BUSINESS CLIMATE, diversity and inclusion are essential components of a positive, productive workforce. Strong diversity and inclusion initiatives are quickly becoming the backbone of today's successful organizations, and are driving the future of tomorrow.

This guidebook categorizes diversity and inclusion best practices via Workforce, Marketplace and Workplace, and have aligned them with the *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*.

Identified by 95 expert panelists around the world, the Global Diversity & Inclusion Benchmarks (GDIB) is free for anyone

to use. With permission, Vibrant Pittsburgh provides the GDIB as the foundation of our Diversity and Inclusion Guidebook. We understand that best practices impact and influence one another and, as reflected in the GDIB model, diversity and inclusion work is interconnective and systemic in nature.

We encourage continued high-quality diversity and inclusion efforts, as well as further collaboration between and among our organizations. We look forward to more regional progress and best practices sharing for our future volumes.



Global Diversity & Inclusion Benchmarks

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Vibrant Pittsburgh's mission is to build a thriving and inclusive Pittsburgh region by attracting, retaining and elevating a diversity of talent.

DIVERSITY AND INCLUSION are worldwide practices that are critical to an organization's success.

Many organizations recognize the value of inclusive practices and their ability to aid in the growth and engagement of a diverse workforce, but lack the direction to execute these practices.

Vibrant Pittsburgh is pleased to present its first Diversity & Inclusion Practices Guide Volume 1. This guide provides examples of how organizations in the Pittsburgh region are implementing and measuring diversity and inclusion practices.

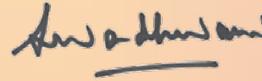
Thank you to all of the organizations that understand that diversity and inclusion can positively shape their workforce, workplace and marketplace, and who have generously

agreed to share their practices. We have a long history of organizations coming together to address challenges and advance the aspirations of the Greater Pittsburgh Area. This guide is a continuation of that tradition.

It is our goal to make this publication the first in an ongoing series, allowing us to continuously share promising practices and fresh, innovative ideas. We hope the sharing of this information will further our extraordinary regional transformation, and showcase the journey that Pittsburgh region employers have undertaken to position this region as one of the most welcoming and inclusive for talent of all backgrounds.



DR. QUINTIN BULLOCK



SUNIL WADHWANI

Vibrant Pittsburgh Board of Directors Co-Chairs

AFTER A 2012 CONVENING of the Corporate Equity and Inclusion Roundtable, Pittsburgh-based chief diversity officers and other leaders who were responsible for driving diversity and inclusion in their organizations met to explore how they could help create more equitable and inclusive workplaces throughout the Pittsburgh region. In 2013, the Greater Pittsburgh Diversity & Inclusion Forum began convening quarterly—sharing practices, examining regional workplace diversity and inclusion issues, and exploring ways to support one another. Our mission is to influence organizations to prioritize diversity and inclusion as strategic imperatives by attracting, enabling, engaging and retaining diverse people who will thrive in the Pittsburgh region. Over the years we have partnered with Vibrant Pittsburgh to study and share information that ensures we see and realize the value of more diverse and inclusive organizations in the Pittsburgh region.

Once again, the Greater Pittsburgh Diversity & Inclusion Forum is pleased to partner with Vibrant Pittsburgh, highlighting exceptional diversity and inclusion best practices executed by Pittsburgh’s growing and evolving organizations. Our willingness to work together to pursue great opportunities, tackle big challenges and share lessons learned is one of our region’s greatest strengths. It is why Pittsburgh has become the destination for some of the world’s most innovative and forward-thinking institutions. It is why we are employing the best practice of “sharing best practices between and among organizations.” Categorized by workplace, workforce and marketplace — and in alignment with the Global Diversity and Inclusion Benchmarks (www.centreforglobalinclusion.org) — this report is provided to promote, duplicate and further successes for all of our organizations. We encourage you to explore the report, visit participating organizations’ websites, and employ best practices accordingly.



MONA DINE



ANTHONY G. ROBINS, PH.D.

Co-Chairs, Pittsburgh Region Diversity & Inclusion Forum

WORKFORCE/INTERNAL

How to Attract and Retain People:

- Ensure that diversity and inclusion are integrated into recruitment, talent development, advancement and retention.
- Achieve work-life integration and flexibility.
- Ensure that job design and classification are unbiased, and compensation is equitable.
- Educate leaders and employees so they have a high level of diversity and inclusion competence.

WORKFORCE/INTERNAL



UPMC

Diversity and Inclusion Learning

UPMC facilitates Learning Forums, tools and resources that can be integrated into day-to-day practices to ensure behavioral change that produces desired outcomes. The Diversity and Inclusion curriculum of these forums is comprised of three learning pillars: Dignity and Respect, Cultural Awareness and Unconscious Bias. Learning within each pillar is designed to increase the awareness, skills and behaviors of the workforce, and to instill best practices in the delivery of patient care, servicing of customers, and a workforce that is both diverse and inclusive. UPMC developed Rising Patient Population specific forums based on preliminary research of demographic data from the state of PA and patient data collected from UPMC hospitals. Learning Forums include workshops, eLearning and web-based experiences, and are offered at every level of UPMC's workforce.

Measurement: In-person unconscious bias workshops are offered to various professions within the organization, including executives and HR staff. Nearly 87 percent of the workforce completed online learning specific to unconscious bias. Success is tracked through metrics that quantify how unconscious bias impedes workforce and care delivery practices. Assessment of employee surveys and feedback are used to ensure learning objectives are achieved.

“Your ability to **attract and engage people of all ages, cultures, backgrounds and types** is paramount to your business success.”

Bersin, Josh. *Why Diversity and Inclusion Will Be a Top Priority for 2016*, Forbes.com, Dec. 6, 2015. (Bersin by Deloitte 2015 High Impact Talent Management research)

UPMC

Executive Workforce Demographics

UPMC has initiated strategies to increase representation of women and people of color in executive roles by FY2021. These strategies will require:

- the identification and development of top, diverse talent within the organization, establishing a pipeline of diverse leaders prepared to ascend into executive roles; and
- the identification, recruitment and subsequent retention of top external leadership talent.

Measurement: Success will be determined by actual diverse hires at the executive level.

PNC Financial Services

Employee Business Resource Groups

PNC brings diversity and inclusion to life through its Employee Business Resource Groups (EBRGs), a grassroots effort created by PNC employees. These groups provide opportunities for their members to network, learn from one another, and develop personally and professionally. Each group consists of employees who typically share a common dimension of diversity, such as heritage, gender, sexual orientation, etc.; however, each group is open to all employees regardless of their affinity. The EBRG initiative consists of 10 groups, within 68 chapters. More than 30 percent of eligible employees participate in the initiative.

Each of the 68 chapters sets annual objectives in three major areas supporting PNC's workforce, workplace and marketplace. Those chapters that demonstrate exceptional impact in creating an inclusive culture are recognized at an annual diversity and inclusion conference.

Senior executives serve as local and executive sponsors for EBRGs, which provide members with the opportunity to work closely with them on issues related to their program initiatives and business opportunities in their respective markets.

PNC also leverages its EBRG initiative to help advance recruiting strategies to help attract a wide range of diverse candidates such as veterans and individuals with disabilities.

Measurement: As part of its recruiting efforts, PNC attracts highly qualified talent into each line of business/staff function through full-time development programs and summer internships. In 2017, PNC planned and attended hundreds of on-campus events and national diversity conferences, hosted its own recruiting summits and leveraged 50+ partnerships with colleges and universities across the country.

- PNC has ongoing relationships with ASCEND Pan-Asian Leaders organization, the National Black MBA Association and the Association of Latino Professionals of America, to name a few.
- To date in 2017, PNC has participated in 29 career fairs and other events that connect PNC to military, LGBTQ, female and Latino talent.
- EBRGs provide referrals for open positions, participate in recruiting events and assist managers in getting the right individuals in the right roles to support the business strategy.
- In response to the high unemployment rate among people with disabilities and the emerging talent needs of the company, over the past four years PNC has participated in the American Association for People with Disabilities Disability Mentoring Days and partnered with local high school students to introduce students with disabilities to the banking industry. In addition, a Disability Recruiting Advisory Council helps advance recruiting strategies to support employees with disabilities and their managers.

continued

- In 2017, EBRG members participated in the Diversity and Inclusion Mentoring Program, which helps employees navigate the corporate culture and build workplace relationships. Employees discuss and set goals related to their career and professional development.
- Data shows a very strong correlation between performance and advancement at PNC, regardless of race, gender, age or other such factors. For example, in 2016, there were no significant differences in promotion rates between white females and people of color males, or white males and people of color females.

PNC Financial Services

Diversity and Inclusion Line of Business Councils

PNC fosters a corporate culture where employees are engaged and feel valued and appreciated for who they are, which motivates them to do their best to drive business results.

PNC regularly conducts employee focus groups that encourage open and inclusive dialogue resulting in insight and recommendations for diversity and inclusion-related workforce, workplace and marketplace initiatives.

PNC's 12 Diversity and Inclusion Line of Business Councils help integrate the company's diversity and inclusion strategic objectives into each council's respective area of business and work to enhance employee recruitment, engagement, development and recognition within respective business lines.

PNC's Diversity and Inclusion Line of Business Councils encourage employees to complete seminars and workshops on Expanded Learning Topics in Diversity and Inclusion, which are intended to spark in-depth conversations on diversity and inclusion and related topics.

A diversity and inclusion refresher course continues to be a part of the annual Ethics and Code of Conduct training that all employees must complete.

PNC's Corporate Diversity Council (CDC) is made up of senior executives across a wide range of business lines who determine strategies for attracting and developing a talented and diverse workforce. Each CDC member serves a three-year term, which includes being an executive or local sponsor of an Employee Business Resource Group (EBRG), a chair of a line of business or an executive leader of a regional council.

Measurement:

- PNC's inclusive initiatives and, specifically, its Line of Business Councils, have received numerous corporate awards and recognitions, including eight years as a Gallup Great Workplace award winner for excellence in employee engagement. The Gallup survey is a rigorous measurement survey that requires demonstrated inclusion indicators. The award recognizes that PNC's corporate culture allows individuals to bring their whole self to work, to express opinions and to be respected.
- In 2017, leadership standards were introduced to set clear expectations and hold leaders accountable for behaviors that give PNC a competitive advantage in an ever-changing business environment. The "Includes Intentionally" Leadership Standard specifically defines expectations for managers related to diversity and inclusion.
- The Technology Diversity and Inclusion Line of Business Council's "Reach the Peak" blog campaign successfully used technology to engage employees across its businesses, and was recognized nationally as a Top 25 ERG Diversity Council.
- PNC is consistently recognized for its commitment to diversity and inclusion best practice initiatives. A few recent honors include:
 - Diversity Leaders Award
 - Best Place to Work for LGBT Equality
 - Top 25 U.S. ERG and Diversity Councils
 - Top 25 Military Friendly Supplier Diversity
 - 2020 Women on Boards, Winning "W" Company
 - Top 50 Companies for Executive Women
 - Top Corporation for Disability Owned Businesses

Highmark Health

Rooney Rule — Highmark Health Version

In 2015, Highmark Health implemented the Rooney Rule, named after Pittsburgh Steelers Chairman Dan Rooney, who first instituted the rule within the Steelers organization and later across the entire National Football League. To ensure diversity was represented not only on the field but also within the organization, this rule required that at least one minority candidate be a part of the candidate pool for all coaching and front office job openings.

At Highmark Health, top leaders are committed to interviewing at least one diverse candidate for any open position at the director level and above. A diverse candidate is defined as someone who differs from the makeup of the particular hiring group, and diversity encompasses a range of dimensions including race, ethnicity, gender, people with disabilities, and veteran and military personnel.

Measurement: Success is measured by the number of director-level and above positions that are interviewed for and filled for the following areas: gender, race, ethnicity, person with disabilities and veterans.

Allegheny County

21 and Able Initiative

Allegheny County, through its partnership with the United Way of Southwestern Pennsylvania, the PA Office of Vocational Rehabilitation and Achieva, has implemented a “21 and Able” diversity initiative that focuses on recruitment and retention of individuals with disabilities, including veterans with disabilities. An “embedded” Career Transition Professional (CTP) is available to provide recruiting assistance, guidance, training and general support to county departments regarding the hiring of individuals with disabilities. The CTP identifies qualified candidates, assists each through the application process and

serves as a resource for candidates through the selection process. If hired, the CTP works with the employee and county departments to implement needed workplace accommodations and provide ongoing support to the employee.

Measurement: Since its inception in March 2016, more than 140 candidates have participated in this program, have applied for employment and have met merit-based eligibility requirements. Fourteen participants have been hired in various positions within various county departments, and dozens more have gained valuable experience through participating in assessment and interviewing processes.

Allegheny County

“Ban the Box” Policy

Allegheny County is an equal opportunity employer and, in order to advance that principle, implemented a “Ban the Box” policy by removing a question regarding criminal convictions from its employment application (except as to exempt departments). Allegheny County conducts criminal history and background checks only after a conditional offer of employment has been made and accepted by an employment candidate. This policy aligns with the county’s efforts to broaden its applicant pool and helps ensure they attract the most qualified candidates for employment.

Measurement: Since implementation, Allegheny County has completed 1,949 criminal history checks, of which 115 revealed a history of criminal convictions. This led to a need for an individualized assessment of only 12 candidates due to the potential impact of the conviction(s) on the job being sought. Ten of those candidates did not respond to attempts to gain additional information. Final offers of employment were made to 103 of the candidates.

FedEx Ground

Competitive and Meaningful Health Benefits to Meet Diverse Needs of Employees

In addition to traditional health benefits, FedEx Ground extends coverage for gender reassignment, and provides services, such as tele-medicine, to allow employees flexibility in scheduling appointments with doctors. Benefits also include programs like Consumer Medical, a treatment decision support and expert medical opinion program (at no cost to employees), which assists employees in making informed decisions when faced with certain surgeries. Employee Assistance Plan services, which include up to eight free visits with a specialist beginning on day one of employment, provide an opportunity for employees and their family members to receive support when facing life's most difficult challenges.

Measurement: FedEx Ground measures success by employee feedback and utilization of services. Its Consumer Medical program has shown success to the extent that FedEx Ground has added more benefits over time to help meet the needs of its employees.

FedEx Ground

Building a Diverse Talent Pipeline

Standard leadership development offerings are augmented by sequential programs specifically targeted to develop women and racial/ethnic minority leaders. Nominated participants begin with a two-day symposium at the corporate campus — Women's Leadership Symposium and Multicultural Leadership Symposium. Both programs feature internal executive keynotes, skill-building workshops, and networking opportunities with upper management and officers. Step two is participation in a Linkage, Inc. offering — Women in Leadership Institute or Linkage Intensive on Leading Inclusively. Following the four-day Women in Leadership Institute program, participants continue with monthly engagements utilizing Linkage's supplemental year-long content. Step three is EDGE (Education and Development through Group Experiences) for Women or EDGE for Men, an 11-month intensive leadership experience.

Measurement:

- Monitor the number of participants who complete the course.
- Course evaluation and ongoing follow-up.
- Monitor the career progression of course alumni.

Additional FedEx best practices, and information on its extensive Diversity and Inclusion initiatives and Supplier Diversity Program, can be found at <http://about.van.fedex.com/our-people>.

“In the context of the workplace, **diversity equals representation**. Without inclusion, however, the crucial connections that attract diverse talent, encourage their participation, foster innovation and lead to business growth won't happen.”

Sherbin, L. Rashid (February 1, 2017) Diversity Doesn't Stick Without Inclusion. Harvard Business Review.

University of Pittsburgh

Searching for Excellence and Diversity Training Session

This training session is facilitated by the Office of Diversity and Inclusion, and University Counsel, to assist search committees by providing information that will help expand the pool of potential applicants to include underrepresented minorities and women. The training shares research on implicit bias and how it can influence the university's decisions. Training, therefore, stresses the importance of developing relevant criteria at the beginning of the search to ensure that every candidate is considered by that criteria. During training, suggestions are offered on how to accomplish this, such as making diversity part of the job description and naming a diversity officer to ensure the process is followed throughout the entire search. Training sessions also remind the search committee of what questions should not be asked in an interview and how long interview notes should be retained.

Measurement: While the program is new, candidate pools to date have included increased diversity.

University of Pittsburgh

Pitt Faculty and Staff Affinity Groups

An Affinity Group is a group of faculty and staff linked by a common purpose, ideology or interest. Affinity Groups play a vital role in ensuring an inclusive environment where all are valued, included and empowered to succeed. They can provide a collective voice for faculty and staff with common interests, and are affiliated with and can receive funding support from the Office of Diversity and Inclusion (ODI).

Strategies include:

- increase in employee engagement and morale
- collective voice and relationship with ODI
- role in fostering a community of support, respect and advancement
- engagement in recruitment and retention efforts
- broadening cultural awareness on campus
- expanding a talent pipeline
- professional development

Measurement:

- Developed best practice guidelines for establishing an Affinity Group.
- Successfully launched three new affinity groups and rebranded two existing groups.
 - New Groups — Launched
 - Chinese Affinity Group
 - LGBT Group
 - Veterans Group
 - Existing Groups — Rebranded
 - Black/African American Group
 - Hispanic/Latino Group
- 86 percent of individuals stated that being a member of an existing Pitt Affinity Group is beneficial.
- Successfully increased participation within the existing affinity groups by more than 50 percent.

Community College of Allegheny County

Position Application-Equity Yields

CCAC believes an effective institutional practice is the review of equity in hiring pools. CCAC works to identify underrepresented populations in open positions based on market demographic information, and strives to fill those positions using target advertising. The organization reserves the right to reopen or pause ongoing searches without an appropriate percentage of diverse applicants in hiring pools.

Measurement: The assessment of this process involves the direct review of each applicant pool for diverse representation. Demographic data from the Integrated Postsecondary Education Data System is used to note the appropriate level of diversity for each search. This process has been successful in helping advance the representation of diverse faculty and staff at CCAC.

Robert Morris University

President's Inclusion Council

The President's Inclusion Council (PIC) — an organizational resource group that includes RMU faculty, staff and students from different academic schools and non-academic units across campus — showcases the intersectionality and impact of RMU's organizational resource groups. PIC is organized into five focal groups that examine race/ethnicity, religion and spirituality, LGBTQIA, women and access-abilities.

Measurement: The five focal groups each has its own mission and meets individually as needed to accomplish its agenda. The PIC, as one team, meets at least three times annually to collaborate on and plan for the following year. PIC meetings are venues to celebrate successes and modulate and/or celebrate each focal group's work.

Robert Morris University

The Diversity and Inclusion Visionary Award

The Diversity and Inclusion Visionary Award (DIVA) aims to recognize diversity and inclusion-focused initiatives within the Robert Morris University community. Awards are rated on:

- distinctiveness, coherence and clarity of purpose
- breadth of impact
- creating/strengthening a diverse and inclusive campus
- measurable outcomes
- sustainability

Measurement: In 2017, the inaugural year for this prestigious award, the RMU campus community responded by submitting a total of 14 applications. The Award Selection Committee used a rigorous process to assess the applications, three of which received the 2017 Diversity and Inclusion Visionary Award (DIVA).

Campus feedback to the Office of Diversity, Inclusion and Equity (ODIE) about the success of the DIVAs has been resounding. Events and programs supported by the DIVAs were often filled within 20 minutes of the e-mail announcing the program. Events were well attended and the ODIE is optimistic that the 2018 DIVAs will be even more successful as the campus witnessed RMU proactively validating inclusion initiatives.

Robert Morris University

Inclusion Week

In 2017, with the goal of showcasing the interdependence of the President's Inclusion Council (PIC) focal groups (organizational resource groups), PIC organized "Inclusion Week." During this week, all PIC focal groups planned activities across the campus, including:

- cultural movie night
- cultural expression night [celebrating all art forms]
- veterans' information workshop
- female mixer event for RMU employees only
- *Lives Worth Living* movie [history of ADA legislation]
- panel discussion on HIV/AIDS, Safe Zone Training

Measurement: Inclusion week 2017 lived up to its name with several hundred students, faculty and staff participating in the week-long events and activities.



Alcoa

Establish and Maintain a People-Centric, Everyone Culture

In 2016, Alcoa Corporation separated from Alcoa, Inc. to form a new company and purposefully created new values, a new vision for people development and an Everyone Culture. An Everyone Culture is an environment of involvement, respect and connection where employees intentionally help each other to feel that they belong on the team, in the organization and in the community.

Alcoa is on a mission to build a stronger, people-centric culture where values drive everyday decisions and everyone's development matters. Instead of having just a people value, Alcoa has a Care for People value — caring for people through trust and respect, promoting health and safety, being inclusive, developing talent and supporting communities.

Alcoa's vision for people development states that everyone matters — the organization recognizes that every single employee has potential and it is Alcoa's role to provide meaningful opportunities to help them achieve their potential either within or beyond their current role.

Measurement: An inclusion and diversity survey was conducted in 2017, and will be again in the future, to measure progress. Alcoa also will look at retention in general, in addition to establishing and maintaining a pool of diverse employees.

Duquesne University

Minority Development Internship Program

Since 2007, the Minority Development Internship Program has provided employment opportunities for 25 unemployed or underemployed college-educated minority interns through compensated, full-time temporary employment. Goals of the program include basic managerial training; three- to six-month rotation periods through academic departments and business units; increased knowledge, skills and abilities; and eventual employment. The goal of the program is permanent placement of the intern within the university by the end of the one- or two-year appointment.

Measurement: Since its inception, 16 former interns have remained at Duquesne University. Four of the former interns left to obtain professional opportunities in the corporate arena. Currently, the program has five interns in the university community.

Harbison Walker International

Executive Leadership Redesign

During the last several years, the executive leadership team has been more purposeful in advancing diverse hiring, specifically with women in the manufacturing sector.

Measurement: Within the past four years, the leadership team diversified, identifying the best talent, and has an executive leadership team where half are women, including the CEO.

Harbison Walker International

Niche Business, with Focus on Diverse Experiences and Skill Sets

As HWI is a manufacturing and refractory company, it has concentrated on broadening its focus on employee hiring by looking at diverse experiences, skills sets and job descriptions.

Measurement: Hiring managers are being trained and are implementing a diverse and broadened scope of employee-hiring decision factors, with tangible successes in R&D, internships and executive positions.

“Inclusive leaders are more likely to encourage risk taking and disruptive thinking. Their team members are three times as likely to say they’re not afraid to fail and four and a half times as likely to report that nobody on their team is afraid to challenge status quo.”

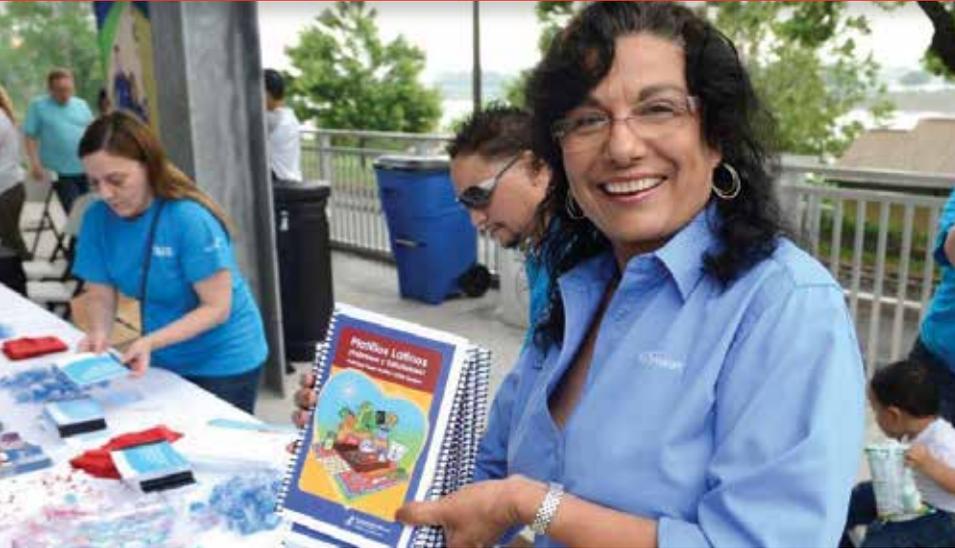
Hewlett, Sylvia A. The Attributes of an Effective Global Leader. Harvard Business Review. October 13, 2016.

MARKETPLACE/EXTERNAL

How to Listen to and Serve Society:

- Advocate for diversity and inclusion progress within local communities and society at large.
- Embed diversity and inclusion in product and service development to serve diverse customers and clients.
- Integrate diversity and inclusion into marketing and customer service.
- Promote and nurture a diverse supplier base and encourage suppliers to advocate for diversity and inclusion.

MARKETPLACE/EXTERNAL



“A workplace that embodies **respect for all types of individuals** not only establishes a positive work environment, but also helps build positive community relations.”

Lieber, L. Considerations for Attracting & Retaining a Qualified, Diverse Workforce. *Employment Relations Today*. Winter 2012.

UPMC

Health Disparities

In some organizations, there may be only vague connections between diversity and the core work of the organization. UPMC has research that proves a direct link between health care outcomes and patient experience to issues of culture and diversity. This is why the organization is intentional in ongoing efforts to increase the capability to deliver culturally competent care to patients and members, recognizing that care needs may differ for individuals from diverse backgrounds.

Measurement: UPMC’s success will be tracked through assessments linking cultural indicators to quality outcome and patient experience data. Assessment data will ensure consistent, high-quality delivery of care to all population groups.

PNC Financial Services

Regional Diversity and Inclusion Councils

PNC connects with its growing and increasingly diverse customer base through business initiatives geared toward understanding the unique financial needs of the customers and the communities where its employees live and work.

Each of PNC’s 32 markets has different business opportunities and, for several years, the Regional Diversity and Inclusion Councils, chaired by the market’s regional president, identify demographic trends in diverse segments as potential revenue opportunities. The councils use the resources of its business partners to capitalize on these opportunities. The councils also collaborate with Employee

Business Resource Groups (EBRGs) to extend their reach into the community, adding support to initiatives that strengthen community relationships.

Each council has a liaison who assists in identifying business opportunities in the market and serves as a relationship builder to the community. This helps to intentionally connect and inform the lines of business to market opportunities.

Measurement:

- The Florida East Regional Council identified the African-American community as its focus. The council supported several key events targeted to this diverse segment, including partnerships with the United Negro College Fund, National Urban League Convention and International Career & Business Alliance, Inc. This support helped to deepen and strengthen PNC's relationship with African-American customers and community partners. As a result of these strengthened relationships, the market experienced an increase in revenue generated from this diverse segment.
- The Eastern Carolina Regional Diversity and Inclusion Council identified women in business, Historically Black Colleges and Universities (HBCUs), and the small business development center as its focus. The council supported these diverse segments through events that included an open forum for women in business, and community partnerships with HBCUs and the small business development center. These targeted efforts helped to generate a 75 percent increase in accounts of women in business, loans and bond deals to several HBCUs, and a deposit relationship worth millions of dollars in revenue.
- PNC's History and Heritage Month program celebrates the history, cultures and holidays of PNC's diverse colleagues and customers. Through participation in various activities and events, PNC employees learn about others' traditions and backgrounds. In 2016, more than 100 events throughout the organization were held to celebrate History and Heritage Months.

Highmark Health

Supplier Diversity Efforts

Highmark Health's fundamental goal is to continually increase the levels of diverse spend on goods and services required by its enterprise by seeking a growing number of partnerships with individuals and businesses in the various communities they serve. Highmark Health's supplier diversity program supports the initiatives of the federal, state, county and local governments, and of corporations to promote business opportunities for minority owned business enterprises (MBE); women-owned business enterprises (WBE); service-disabled veteran-owned businesses; veteran-owned businesses; lesbian, gay, bisexual and transgender (LGBT) businesses; historically underutilized business (HUB) zones; small businesses; and other disadvantaged business enterprises.

Measurement: The number of businesses that are either MBE, WBE, service-disabled veteran owned, LGBT or HUB that Highmark Health spends dollars with annually — that increase, if applicable — determines success.

24%

Companies on the 2016's Best Workplaces for Diversity list averaged **24 percent higher year-over-year revenue growth** when compared to companies that did not make the list.

Notable trends in diversity and inclusion of 2016, Bloomberg, Dec. 30, 2016.

FedEx Ground Volunteer Culture

FedEx Ground has a strong volunteer culture that allows employees to volunteer during the work day with management approval. Many employees are inspired to create volunteer events for their departments and the organization that not only impact the community, but also enhance employee professional development and engagement.

Measurement: In the last fiscal year, FedEx Ground employees volunteered 15,892 hours in the United States and Canada, a portion of which supported diversity and inclusion-related organizations/causes.

University of Pittsburgh Centers for Urban Engagement

The university is making an impact in the community by collaboratively creating Centers for Urban Engagement (CUE). This concept aims to build alliances within urban neighborhoods that are eager to partner with Pitt to create stronger communities. The centers focus on activities specific to the needs, interests and input of the neighborhood that map directly onto the work of Pitt researchers, staff and students.

Goals for all CUEs include:

- bettering the lives of children, youth and families;
- building stronger, more reciprocal partnerships among Pitt and communities;
- encouraging university-community multidisciplinary teaching;
- sharing knowledge and resources;
- tapping into Pitt's expertise in technology, health sciences and STEM fields;
- strengthening the capacity of neighborhood institutions; and
- positioning citizens to contribute in the civic arena.

Measurement:

- Pitt faculty and staff provide business consultation services to residents in the Mon Valley.
- The Pitt Dental Clinic provides low-cost care to residents who could not otherwise afford it.
- The Homewood Children's Village provides a variety of programming to assist that region's young people.
- Contributions of Pitt employees have resulted in the purchase of adaptive bicycles for local children with special needs.
- Pitt undergraduates mentor ninth graders at Pittsburgh Millions in academics, social skills and development of teamwork, a project of the Center for Urban Education.



Bersin, Josh. *Why Diversity and Inclusion Will Be a Top Priority for 2016*, Forbes.com, Dec. 6, 2015. (Bersin by Deloitte Research)

University of Pittsburgh

Supplier Diversity Program

The University of Pittsburgh is committed to fostering a diverse supplier base. Its Diversity Business Enterprise (DBE) program ensures that businesses of diverse backgrounds and ownership have the opportunity to become valued suppliers as a means of improving the general economic well-being of the community, and functioning of local and national economies. The objectives of the university's DBE program are to increase the level of goods and services provided by diverse suppliers to the University of Pittsburgh, and to increase the availability of meaningful business opportunities afforded to diverse supplier businesses.

Measurement: The DBE program instituted policies to encourage the award of state contracts in a manner that develops, strengthens and increases business opportunities for DBEs, minority business enterprises and women business enterprises. Through the program, the University of Pittsburgh sponsored and participated in a number of events to engage diversity suppliers, including:

- Pittsburgh 2016 Construction Management Building Blocks Program
- Construction Matchmaking Event
- How to Do Business with Pitt
- SHARE 2017 - Supplier Diversity Matchmaking Event
- Eastern Minority Supplier Development Council Stellar Awards Luncheon
- Information Technology Matchmaking Event

To read more about the University of Pittsburgh's diversity and inclusion initiatives, visit www.diversity.pitt.edu.

“In today’s global business environment, **companies that build a truly inclusive culture are those that will outperform their peers.** Why? People perform best when they feel valued, empowered and respected by their peers.”

Bersin, Josh. *Why Diversity and Inclusion Will Be a Top Priority for 2016*, Forbes.com, Dec. 6, 2015. (Bersin by Deloitte Research)

Community College of Allegheny County

Cultural Competency with Students

CCAC prioritizes diversity and inclusion at each campus and education center. Cultural competency and education around diversity and inclusion are components of the curriculum for each academic discipline. Additionally, diversity and inclusion information is included in online and in-person orientations for students. Cultural competency training and education to affirm and support diversity and inclusion are a part of the academic coursework completed by all students.

Measurement: Assessment for this initiative includes a five-year review of each academic discipline. Additionally, the composition for each student orientation and the cultural competency series for each campus is reviewed annually.

Community College of Allegheny County

Minority, Women-Owned and Disadvantaged Business Enterprises Procurement Goals

CCAC is committed to partner with certified minority, women-owned and disadvantaged business enterprises (MWDBE) in its business and procurement activities. The college has a yearly institutional goal to advance 15 percent of yearly procurement expenditures to MWDBE firms.

Measurement: Ongoing assessment includes an end-of-year review for all procurement expenditures, including the review of relationships with MWDBEs. Additionally, CCAC focuses on building and maintaining relationships with MWDBE vendors through ongoing meetings and a yearly MWDBE vendor open house.



Gender-diverse companies
are 15% more likely to
outperform their peers



Ethnically diverse companies
are 35% more likely to
outperform their peers

Hunt, V., Et al, Diversity Matters. McKinsey & Co. Feb. 2015

Allegheny County Airport Authority Comprehensive Elementary to High School Programs

Nothing is more important for the future than the education of our youth. Allegheny County Airport Authority is continuously expanding its comprehensive community outreach model allowing it to connect with and serve local communities, while simultaneously educating and attracting future airport employees. Through deliberate outreach to schools, particularly those assisting underserved/underprivileged students, the organization brings students/community members to the airport for real-life, experiential learning of airport business via meeting, shadowing and partnering with existing airport employees. Rather than an “Employee Engagement” model, the airport uses a “Person Engagement Model” — engaging students through the entire outreach, recruitment, employment and beyond life cycle. Allegheny County Airport Authority strives to build an early awareness of exciting careers in aviation in order to grow, attract and retain a qualified workforce in the Pittsburgh region.

Getting Ready for Takeoff: Second grade students participate in an interactive, on-site guided tour of the airport terminal. This provides educational exposure to airport careers and personnel, including airline staff, firefighters and police officers. Students get a behind-the-scenes look at the types of jobs and services offered by a major metropolitan airport. To continue the momentum of the program, airport personnel from different departments visit fifth grade students in their respective schools, showcasing the various and exciting careers that the airport has to offer. Both of these programs were specifically designed to align with Pennsylvania Academic and Common Core Standards.

Ready for Takeoff: Eighth grade students are given tours of the airport with exposure to, and understanding of, the multitude and variety of occupations that contribute to the “mini city” that makes the airport successful. The students then return in the spring for the second part of the program where they job shadow a department of their choice. This provides a more in-depth look at careers in aviation. In between these two experiences, the corresponding school’s curriculum reinforces the learning experience with reflection papers and presentation assignments. The ultimate goal of the program is to engage and lead student participation in the Ready for Takeoff Mentoring Program.

Ready for Takeoff Mentoring Program: Ninth grade students who have remained in good academic standing are given the opportunity to continue beyond the Ready for Takeoff Program with a mentoring role to eighth grade students. Additionally, the ninth grade students spend the day at the Allegheny County Airport, touring the historical general aviation facility to learn about its purpose and function in the community, and to understand the different types of jobs offered in this type of facility. The day ends with the students taking a “discovery flight,” flying over the city and their school.

Measurement: Constant evaluation of these programs, while seeing an increase in participation, yields great success. Engaging with young students allows the airport to create a future talent pool. In addition to building for the future and providing meaningful experiences and education to the students, participating airport employees benefit from giving back to the community.

Duquesne University

Evening with Diversity Networking

In collaboration with the Center for Career Development, an Evening with Diversity Networking was created to promote increased and active partnerships with local corporations, creating job pipelines between the university and respective corporations. Identifying and aligning the top 15 corporations that had healthy and active relationships with both the Center for Career Development and Office of Diversity and Inclusion, various companies were invited to the networking event, along with more than 60 underrepresented students.

Measurement: With an ideal ratio of two company representatives to four students to allow for more intimate conversations, many successes were identified. More than 90 percent of participants agreed they learned something new, increased their networking and were more confident to find full-time positions. Ninety two percent of participants provided follow-up contact with the companies, and 10 of the participants received offers for full-time employment.

Harbison Walker International

Community Service, Goods and Needs

HWI is very strong and intentional in its service to the community. Employees receive paid time off to volunteer, which supports a key result of making HWI a great place to work.

Measurement: HWI's headquarters location has supported various community efforts with more than 2,000 volunteer hours during the past year. The organization has received several awards, including the Mr. Rogers Good Neighborhood Award.

“If organizations are **truly committed to improving** the number of women and minorities in their workplace, the needs of employees for **support beyond recruitment** cannot be ignored.”

Musser, L. (2001). Effective Retention Strategies for Diverse Employees, *Journal of Library Administration*, 33:1-2, 63-72.

WORKPLACE/FOUNDATION & BRIDGING

How to Drive the Strategy:

- Develop a strong rationale for diversity and inclusion vision and strategy and align it to organizational goals.
- Hold leaders accountable for implementing the organization's diversity and inclusion vision, setting goals, achieving results and being role models.
- Provide dedicated support and structure with authority and budget to effectively implement diversity and inclusion.

How to Align & Connect:

- Ensure that assessment, measurement and research guide diversity and inclusion decisions.
- Make communication a crucial force in achieving the organization's diversity and inclusion goals.
- Connect the diversity and inclusion and sustainability initiatives to increase the effectiveness of both.

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“**High-performing companies spend three to four times as much** on learning and leadership as their peers, **and are as much as eight times stronger** at innovation, customer service and employee retention.”

Bersin, Josh. *Why Diversity and Inclusion Will Be a Top Priority for 2016*, Forbes.com, Dec. 6, 2015. (Bersin by Deloitte)

UPMC

UPMC Board Inclusion and Diversity Committee

For more than 20 years, UPMC’s diversity and inclusion infrastructure has been governed by the most senior level of UPMC — its board of directors. The Inclusion and Diversity Committee provides thoughtful feedback and guidance to the diversity and inclusion team and business areas, directly impacting its daily practice of inclusion.

Measurement: The Inclusion and Diversity Committee advises senior leadership on the execution of the UPMC Diversity and Inclusion Agenda. For example, executive workforce targets are measured and reported to the board committee.

UPMC

Diversity and Inclusion Embedded into UPMC Core Values

Dignity & Respect is one of UPMC’s five sets of core values. Its diversity and inclusion team and practices are framed within the organization’s Dignity & Respect values, ensuring that diversity and inclusion are inherently embedded system-wide. Dignity & Respect was the first set of core values operationalized in daily behaviors and expectations, and is integral in UPMC’s processes for recruitment, recognition and employee performance appraisal.

Measurement: As a core value of UPMC, Dignity & Respect ensures that diversity is fully integrated into the foundation of business operations. For example, a Dignity & Respect index was embedded into its employee engagement survey.

PNC Financial Services

Diversity and Inclusion Business Roundtable

The Diversity and Inclusion Business Roundtable is comprised of 12 to 15 enterprise business partners that touch diversity related issues.

Focusing on leveraging operations across the organization, these business partners cascade information and influence business decisions, which help impact each partner's respective business results. Overall, the initiative helps to create a comprehensive, enterprise-wide approach to the diversity and inclusion strategy.

Measurement:

- As a result of direct and intentional connections across all areas of PNC, active, healthy partnerships now exist. Diversity recruiting, supplier diversity, diverse segment marketing and retail collaborations have recruited and significantly enhanced PNC's vendor and consumer relationships.
- In 2016, the Diversity and Inclusion Roundtable influenced the creation and launch of a new diversity branding campaign for employee recruitment, supplier diversity and general brand awareness. It was the first time PNC launched a cross-segment diversity campaign to deliver a consistent "brand voice" across several lines of business and areas.

For more information on PNC's diversity and inclusion initiatives, visit www.pnc.com/en/about-pnc/corporate-responsibility/diversity-and-inclusion.html.



Highmark Health

Inclusion Advisory Council

The Inclusion Advisory Council (IAC), chaired by Lonie Haynes, Vice President of Diversity and Inclusion, is comprised of 17 senior executive leaders from across the enterprises who, through partnership and counsel with the office of Diversity and Inclusion, support and assist in driving diversity and inclusion initiatives across the enterprise (e.g., attracting, retaining and promoting a diverse workforce; provide support and direction in marketing the organization's services and products to an increasingly diverse population; and ensuring that the services and products provided not only meet but exceed the customer, patient and member's expectation, ultimately providing them with a differentiated health experience). Furthermore, the council ensures that this "best-in-class" diversity and inclusion strategy is tied to and fully aligned with the organization's overarching mission, vision and values, and the Highmark 2020 strategy.

The IAC meets three to four times a year. Meetings address the following areas:

- Talent – driving and supporting talent initiatives.
- Education – providing opportunities to educate not only the council itself but also areas and departments within Highmark that can benefit from cultural competency.
- Leadership – designing, implementing and measuring training for leadership for diverse employees within the organization.
- Communication – communicating the efforts and success of the IAC to the organization.

Measurement: Highmark Health will ensure that specific procedures regarding talent (hiring, retention and promotion), education (training, cultural surveys) and compliance align with state and federal guidelines.

In addition, Highmark Health will publicize the increasing number of community partnerships, the expectations of these partners, and their views of how Highmark Health impacts their organization and the community as a whole.

FedEx Ground

People-Service-Profit Philosophy

People-Service-Profit (PSP) expresses how FedEx Ground employees think and work. This focus on people produces outstanding service that meets the highest customer expectations which, in turn, gives FedEx Ground a competitive edge to win more business and become more profitable. FedEx Ground sees profitability as what funds its future and allows it to reward its people.

FedEx Ground believes PSP thrives in a diverse and inclusive culture. The organization values everyone's uniqueness and fosters an inclusive work environment. Uniting under the Purple Promise ("I will make every FedEx experience outstanding."), FedEx Ground employees maximize their talents to strengthen their response to customer challenges, spark creative solutions, and enrich the communities in which they live and work. FedEx Ground believes that inclusion makes the organization better, personally and in the marketplace.

Based on the PSP philosophy, FedEx Ground's corporate diversity and inclusion strategy is integrated into every part of the business through the Inclusion Leadership Council (ILC) and is modeled on the following three components: support a people-first philosophy; build a diverse future leader pipeline to achieve business results; and sustain and institutionalize diversity and inclusion programs. The ILC is comprised of designated officers and directors representing every business area and field region. Action teams target the prioritized strategic initiatives centered on communications, education, talent acquisition and employee networks.

Measurement: Annual employee engagement survey.

FedEx Ground

Vendor and Community Partners

Each year, FedEx Ground hosts Ground Green Week. During the week-long event, the Sustainability Department engages with internal and external partners to host a variety of activities designed to educate employees on the three E's of sustainability: Environment, Equity and Economics. The largest activity, the Green Fair, provides its partners with a platform to showcase their group and/or organization's community involvement and sustainable culture. Additionally, FedEx Ground works with vendors that share a similar belief of being responsible corporate citizens. Most recently, FedEx Ground cohosted several Ground Green Week activities with one of its long-time national vendor partners that is certified minority owned. Throughout the remainder of the year, the organization works with local partners to coordinate community engagement volunteer events in the region.

Measurement: A number of metrics are used to assess the success of the Ground Green Week event. These metrics include the number of event attendees (both employee and external partners), the weight/volume of material recycled and/or donated by employees, and the number of volunteer hours logged for community service projects.



University of Pittsburgh

Diversity and Inclusion Certificate Program

The Diversity and Inclusion Certificate Program (DICP) was designed to reinforce the university's core values of diversity and inclusion through a series of six introductory level workshops open to all faculty and staff. The workshops address both individual behaviors and university policies that can create an environment of opportunity and success for all members of the university community. Participants leave these workshops with an increased awareness of the importance of diversity and inclusion.

Measurement:

- Total attendance for FY 2017 was 470 (all classes filled immediately; additional classes were added to accommodate wait lists).
- There were a total of 25 faculty and staff who completed the DICP in its first year and received certificates at an awards ceremony in June. Certificate recipients included faculty and staff from a wide range of workplaces within the university community and were joined at the ceremony by their supervisors.
- Creation of a DICP Web page and video, available at www.diversity.pitt.edu/education-training/diversity-and-inclusion-certificate-program.

“Researchers have found that **poorly managing dimensions of the diversity climate has negative effects on employees of color**, including lower job satisfaction, lower organizational commitment and higher levels of cynicism.

Regardless of written policies, it is the relationship between employees, especially supervisor/subordinate, that may substantially impact the productivity and retention rate of highly talented people of color. The findings suggest that **organizations should invest more time in developing the cultural competencies of their leaders** at a much deeper level than is often the case.”

Buttner, E. Holly, Lowe, Kevin B., and Billings-Harris, Lenora. “Diversity climate impact on employee of color outcomes: does justice matter?”, Career Development International, Vol. 15 Issue: 3 (2010), pp.239-258.

Community College of Allegheny County

We Are Civility Campaign

As part of an institutional climate study review, CCAC examined morale, communication, leadership and support for diversity. As a result of an action plan to advance these initiatives, CCAC instituted a college-wide civility campaign to support cross-institution dialogue and workplace camaraderie. This multi-component, multi-step initiative was led by a cross-college leadership team anchored by the support of the Human Resources division. The campaign featured college-wide liaisons called Civility Ambassadors who promote positive communication, inclusive dialogue and work to propagate civility. At each of the college’s locations, mindfulness and civil behaviors are encouraged and practiced. Employee recognition events, civility pledges, Mindful Monday events and other activities anchor this program. A primary focus of the CCAC Civility Campaign is a commitment to improving employee morale, positive thinking and affirming institutional belief that serving students is the greatest priority of the institution.

Measurement: Regular assessments, including surveys, help gauge the campaign’s effectiveness and measure participation. Results from these surveys indicate improvement in employee morale, perceptions of civility and the institution’s campus climate. Additionally, the campaign’s Civility Ambassadors Program has received the National College and University Professional Association for Human Resources 2017 HR Innovation Award.

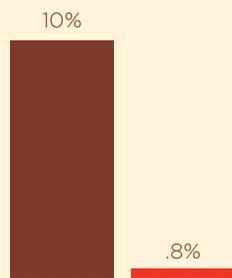
Allegheny County Airport Authority

Executive Leadership Realignment

Allegheny County Airport Authority's executive leadership team and CEO created a significant cultural shift forward by focusing on communication, customer centricity and employee engagement. Communication is key, with every CEO message and airport communication connecting and aligning with the organization's strategy, mission, vision & values.

Measurement: Daily successes have been evidenced through the strategic, consistent and clear messaging resonating with both internal and external communities. Employees are always informed of decisions internally before they are made public by holding employee meetings or through CEO messages, offering them the chance to voice questions or concerns directly to the CEO. Senior management is always available to employees so they feel their voices are heard, allowing bottom-to-top open communication. This communication plays a key role in employee engagement, ultimately affecting how the organization relays information and feelings about working at the airport to the public. This increases our employee engagement as evident by our growing engagement index.

For every 10 percent increase in racial and ethnic diversity on the senior executive team, earnings before interest and taxes rise .8 percent.



Diversity Matters, McKinsey & Company, 2015.

Robert Morris University

The Office of Diversity, Inclusion and Equity

A strong indicator of RMU's commitment to inclusion is the establishment of the Office of Diversity, Inclusion and Equity (ODIE). The ODIE proactively promotes a respectful and inclusive campus by providing intentional outreach, support and resources to champion diversity focused-initiatives and thoughtful leadership. The ODIE is positioned to be the strategic collaborator of choice for RMU students, employees, and community partners for diversity and inclusion-focused activities and initiatives.

Measurement:

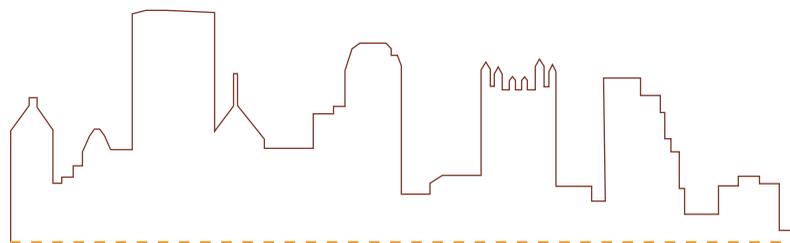
- increased participation in diversity and inclusion-focused activities
- increased professional development activities for underrepresented student population
- increased awards and recognitions for diversity and inclusion-focused initiatives
- increased faculty/staff awards
- increased faculty/staff promotions
- annual increases in the university's investment in minority vendor spending

Duquesne University

Greater Pittsburgh Higher Education Diversity Consortium

At an executive level, the Greater Pittsburgh Higher Education Diversity Consortium (GPHEDC) includes more than 15 higher education, private and state institutions. The consortium was formed to assist and develop a more robust investment on critical issues impacting diversity and inclusion in the realm of higher education. Each fall and spring, the university provides a professional development conference and student conference, based on identified, collective needs. The following strategic areas are focused on by the consortium: climate, professional development support, diversity programming, data assessment and cross-institutional collaboration.

Measurement: Regular inventories of needs are assessed, with more than 60 participants on GPHEDC rosters. The areas of focus are assessed twice a year. Included in the areas are professional development activities and the fulfillment of workshops for students and professionals. In addition, larger initiatives that span across all membership institutions are assessed and undertaken. In coordination with other like-minded organizations in the region, such as the Pittsburgh Council of Higher Education and Vibrant Pittsburgh, the GPHEDC membership is approached more than 20 times per year for its input on surveys, rankings and initiatives that are related to promoting diversity and inclusion throughout the region.



“In an increasingly diverse world,
**the more diverse the region,
the more appeal it holds** for
companies looking to relocate
or expand and the easier it
becomes to attract new talent
of all races and ethnicities.”

Pittsburgh Regional Diversity Survey, 2016.

JOIN VIBRANT PITTSBURGH'S MEMBERSHIP COMMUNITY

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Melanie Harrington, *Esquire*

THANK YOU

to the following organizations who shared their diversity and inclusion initiatives for this publication.

UPMC

Number of employees: 80,000+

Contact: James E. Taylor, Ph.D., *Chief Diversity, Inclusion and Learning Officer*

PNC Bank

Number of employees: 52,000+

Contact: Marsha Jones, *Executive Vice President, Chief Diversity Officer*

Highmark Health

Number of employees: 40,000+

Contact: Lonie Haynes, Ph.D., *Vice President, Diversity & Inclusion*

Allegheny County

Number of employees: 7,048

Contact: Wallace Bright, *Workforce Diversity Specialist*

FedEx Ground

Number of employees: 82,000

Contact: Linda Nakama, *Diversity Specialist, FedEx Ground*

University of Pittsburgh

Number of employees: 12,646

Contacts: Pamela Connelly, *Vice Chancellor for Diversity and Inclusion*
Lisa Garland, *Diversity and Multi-Cultural Program Manager*

Alcoa

Number of employees: 15,000

Contact: Lori McAdoo, *Manager, Engagement, Inclusion and Diversity*

Allegheny County Airport Authority

Number of employees: 460

Contact: Logan Williams, *MHRM, Human Resources Analyst*
Lisa A. Naylor, *GBA, PHR, SHRM-CP, Senior Vice President, Human Resources*

Community College of Allegheny County

Number of employees: 1,300

Contact: Sumana Misra-Zets, *Interim Special Assistant to the President for Diversity & Inclusion, Civil Rights Compliance Officer*

Robert Morris University

Number of employees: 1,500

Contacts: Anthony G. Robins, Ph.D., *Deputy Chief Diversity and Inclusion Associate Professor, School of Engineering, Math and Science*

Duquesne University

Number of employees: 2,700+

Contact: Jeff Mallory, *Director, Office of Diversity & Inclusion*

Harbison Walker International

Number of employees: 2,000+ globally

Contact: Mona Dine, *Director, Talent Management*