

Formal Mentoring Program Best Practices



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Resources



For technical assistance:

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Please use the questions pane to enter and submit questions for the speakers.



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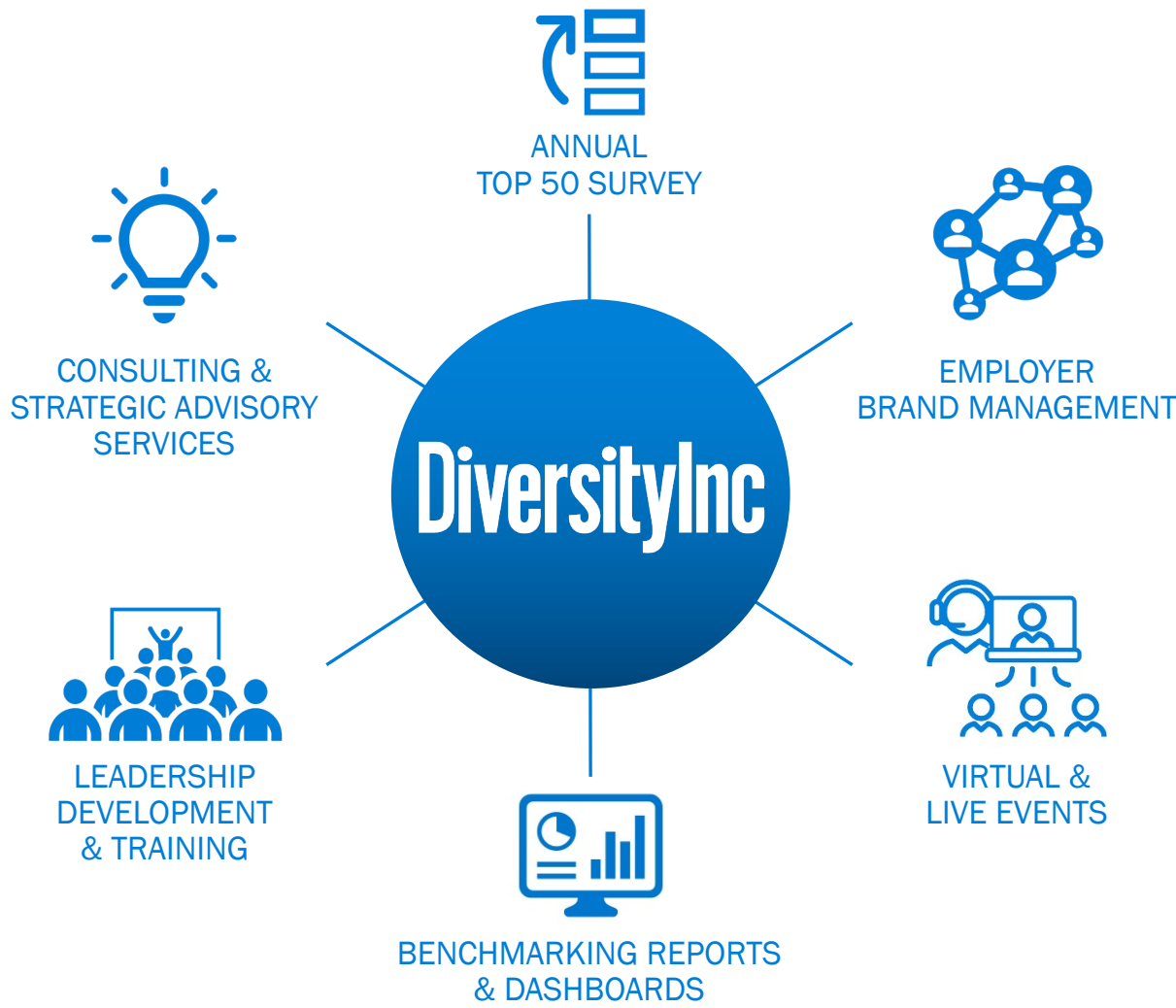
There is a link in the chat that will direct you to a page for live captioning.



Access recording:

This recording and recap will be available for download in 72 business hours. If you have questions, email us at customerservice@diversityinc.com.

What We Do



DiversityInc Top 50 Hall of Fame



2020



2019



2018



EY

Building a better
working world

2017



KAISER PERMANENTE® thrive

2016



NOVARTIS

2015/2014



2013



2012

2021 Top 50 Companies for Diversity

1. Hilton
2. Accenture
3. Eli Lilly and Company
4. Abbott
5. Mastercard
6. Comcast NBCUniversal
7. Toyota Motor North America
8. ADP
9. TIAA
10. The Hershey Company
11. Medtronic
12. BASF
13. Humana
14. TD Bank
15. AbbVie
16. KPMG
17. Boeing Company
18. U.S. Bank
19. Dow
20. Southern Company
21. Northrop Grumman
22. Walmart
23. KeyBank
24. Exelon Corporation
25. Wells Fargo
26. CVS Health
27. Sanofi U.S.
28. Capital One Financial
29. Target
30. Randstad
31. The Kellogg Company
32. Cox Communications
33. Cigna
34. Ecolab
35. Moody's Corporation
36. Centene Corporation
37. AIG
38. General Motors
39. Walgreens
40. Ally Financial
41. United Airlines
42. Allstate Insurance Company
43. Stellantis
44. Colgate-Palmolive
45. Raytheon Technologies
46. Aramark
47. McCormick & Company
48. American Family Insurance
49. AstraZeneca
50. Kohl's



2021 Top Noteworthy Companies

IN ALPHABETICAL ORDER

Alcon
American Airlines
American Heart Association
AmerisourceBergen
Asurion
BBVA
Becton Dickinson
Best Buy
Celanese
Citizens Bank
Comerica Bank
CSAA Insurance Group
Denny's
FINRA

Fiserv
Flagstar Bank
Guidehouse
Hillrom
Honda
HSBC
Infosys
Intel
Iron Mountain
Johnson Controls
Leidos
Linde
Otis
Owens Corning

PepsiCo
Regions Financial
Rockwell Automation
Royal Caribbean Group
State Street Corporation
The Clorox Company
Travel + Leisure Co
UL
Ulta Beauty
Union Pacific Railroad
Unisys Corporation
Wyndham Hotels & Resorts
Zoetis Inc.



2021 Top Companies for Mentoring

1. EY
2. Kaiser Permanente
3. Hilton
4. AT&T
5. PwC
6. Accenture
7. Mastercard
8. Wells Fargo
9. AbbVie
10. Walmart
11. United Airlines
12. Northrup Grumman



Factors that determine the Mentoring Specialty List: percentage of senior leaders participating in formal mentoring, percentage of mentees promoted, percentage of high potentials who have a mentor, and diversity representation of mentees and mentors.

Formal Mentoring Program Best Practices



Ajla Elian

Senior Director, Talent
and Leadership
Development
Hilton

MENTORING AT HILTON

We are committed to cultivate and prepare our talent for their next level of leadership through direct engagement and advocacy.

Both mentoring and sponsoring are key components of how we grow and develop our future leaders.

Our work in this space includes:



EC Mentoring and Sponsoring - Every EC member commits to mentoring and sponsoring diverse rising leaders from across the business. Our most senior leaders engage directly with rising talent through quarterly meetings and ongoing advocacy and support.



Mentoring Monday - Started by the Memphis Women's TMRG chapter, this semi-annual event gives all Team Members the opportunity to meet with senior leaders in a speed-mentoring format intended to create networking opportunities and share information on potential career paths and opportunities.



Mentoring for ALL - In addition to formal mentoring programs, we encourage all leaders to actively sponsor and mentor talent across the organization. Our TMRGs also host mentoring and connection opportunities and regularly engage in informal mentoring.

MENTOR SPOTLIGHT



"Mentoring at Hilton is part of our leadership DNA and we believe that every leader has a responsibility to engage and develop our rising talent. Mentors are an essential part of profession and personal growth and can help you gain new perspectives and thoughtfully plan your career journey. I find my mentoring engagements rewarding and enlightening. A great mentor-mentee partnership allows insights and learning to flow both ways and helps both people continue to grow and thrive."

- Kristin Campbell

EVP, General Counsel & Chief ESG Officer EC Sponsor for the Women's TMRG

MENTEE SPOTLIGHT



"The EC Networking program is an excellent way for rising leaders to connect with senior level executives who leverage their wealth of professional experience to provide meaningful guidance on a variety of professional topics. Having an EC level mentor gives me confidence that the guidance I receive is aligned with the ideals, culture, strategic direction and expectations of the organization's senior leadership team. The mentorship program demonstrates Hilton's commitment to grooming team members for future success and makes participants feel appreciated and recognized."

- Shruti Gandhi Buckley

Global Head of Hampton

MENTORING BEST PRACTICES

Mentoring focuses on developing and retaining high potential or high performing Team Members through exposure to more experienced leaders. Hilton supports formal and informal mentorship relationships at every level.

HOW WE DEFINE MENTORSHIP

MENTORSHIP IS:

- ✓ Active relationship driven by the mentor's transfer of knowledge over time
- ✓ Centered in sharing personal experiences and lessons learned through conversation
- ✓ Offering new perspectives, ways of thinking, and business insights
- ✓ Advising on mentee's career journey and development of leadership competencies

MENTORSHIP IS NOT:

- X A one-time engagement or conversation
- X In-depth coaching and/or supervising of performance
- X A guarantee of advancement or promotion

RESOURCES FOR MENTORS & MENTEES

FOR MENTORS:

- ✓ Best Practice tips
- ✓ Toolkits and discussion guides
- ✓ eLearning, articles and videos

FOR MENTEES:

- ✓ Career Development toolkits
- ✓ eLearning, articles and videos
- ✓ Talent Profiles



MENTORS PLAY AN IMPORTANT ROLE

Many successful people attribute at least part of their success to having a mentor. The right mentor can provide advice and connections that help their mentee reach goals that would be impossible alone.

Mentors support career development by acting as a sounding board, sharing insights from their experiences, and pushing their mentees to think differently about our business. Mentoring can happen in many different formats, and can be specific to a single topic or project, an ongoing mentorship, used on an as-needed basis, or have a more formal structure and cadence.

TIPS FOR MENTORS

- Speak with your mentee's leader**
At the start of a mentoring relationship, reach out to your mentee's leader to see if they can share insights on the mentee's strengths and any areas of development or even concerns. Also if there are specific skills or behaviors you should focus on when engaging with your mentee to help them grow and succeed.
- Tell your story and share your wisdom**
Reflect on where you are in your career and how you got there. What lessons have you learned along the way? Tell your story including the good and the bad.
- Be responsive**
Even though the mentee should drive the logistics of the relationship, you should prioritize your relationship with them.
- Make strong connections**
Get to know your mentee personally and professionally and be open to sharing your network with them.
- Provide support and feedback**
Share feedback in a constructive, productive, and timely manner. Share your techniques for navigating challenges and making progress towards achieving goals.
- Practice "hands off" support**
Let your mentee own their development. You should guide them, provide assurance, and support them, but don't take on any "work" they should be doing themselves.

MENTORING MEETING BEST PRACTICES

SOME AREAS OF INFLUENCE FOR MENTORS

- ❑ **Career Advice** - What career advice can you offer to your mentee based on your past experience or lessons learned? Provide career advice but ensure that you are neutral on how you communicate with your mentee so you don't give them "take home" for promotions, new roles, etc.
- ❑ **Networking** - Who in your own network can you introduce to your mentee that would provide value?
- ❑ **Exposure** - What additional exposure can you help provide to your mentee? Consider inviting them to attend a meeting with you or shadowing you for a day.

MENTORING PROGRAM BEST PRACTICES

1. **Mentors** should be collaborative, high-performing leaders with an interest in coaching. Mentoring is a way for leaders to give back as part of their own career growth.
2. **Mentees** should be 1-2 levels below the mentor's level. Mentors are encouraged to mentor TMs who differ from the mentor in gender, ethnicity, function, and/or region.
3. **Mentoring relationships** should be clearly communicated; mentees should know they are being formally mentored.
4. **Mentoring meetings** should be scheduled regularly throughout the formal mentoring period.

Formal Mentoring Program Best Practices



Christopher Johnson
Director, Inclusion and
Diversity
Humana

Mentoring at Humana



Mentoring takes several forms at Humana

Our mentoring programs include:

- One-to-One
- Peer-to-Peer
- Reverse
- Group Mentoring (Mentoring Circles)



Advancing a culture of mentoring at Humana

How are we cultivating mentoring at Humana?

- ❑ Partnering with Talent Management to scale mentoring across Humana (currently implementing MentorcliQ platform)
- ❑ 9 programs launched in MentorcliQ this year
- ❑ Currently promoting a 4-week master class to train mentors – MentorcliQ’s MentorLab
- ❑ Network Resources Groups (NRGs) host mentoring circles open to all associates
- ❑ Set goals around mentoring for Humana’s senior leaders to promote mentoring across the segments they lead
- ❑ Created a Mentoring Circle Playbook for HR partners to leverage for their segment group mentoring circles for high-potential associates
- ❑ Created Quick-Start Guide for Mentees and Quick-Start Guide for Mentors for individual mentoring
- ❑ Amplify mentoring with presentations in town halls, meetings, Humana Radio shows, posts on Yammer platform, posts in monthly newsletters, etc.

Partnerships that provide resources



The Office of Inclusion & Diversity partners with Talent Management to support mentoring experiences at Humana with resources that include:

- ❑ Centralized intranet site to house all mentoring resources and program materials including quick-start guides
- ❑ Established tracking system through HR platform for Mentors and Mentees to detail mentorship participation
- ❑ Created a dedicated mentoring group on Humana's internal chat site for associates to engage and ask questions around mentoring
- ❑ Created an email account where associates can address their questions related to mentoring



Exceeding mentorship goals

Last year Humana experienced the highest mentorship rate ever

- 2020 – 35% of leaders in mentoring
- 2019 – 22% of leaders in mentoring

2021 Goal:
48% of
leaders in
mentorships

Mentoring program highlight

To increase diverse representation, two Network Resource Groups – IMPACT and Women’s Network Resource Group – combined forces in 2020 and launched a Mentoring Circle Program.

*Largest mentoring circle program at Humana to date
84 Mentors and 517 Mentees participated*



98% of mentors said their expectations were met with the program, a 1% increase year-over-year

93% of mentees said their expectations were met with the program, a 10% increase year-over-year

96% of mentors said mentoring improved their well-being, a 7% increase from prior year

Future state of mentoring

Current State: Disconnected programs with manual administrative processes	Future State: MentorcliQ Cloud-based service platform
<ul style="list-style-type: none">• Fragmented experience across mentoring programs	<ul style="list-style-type: none">• Centralized cloud-based platform to manage all mentoring programs
<ul style="list-style-type: none">• Unable to scale for enterprise growth beyond current options and self-serve	<ul style="list-style-type: none">• Platform will scale to support all associates
<ul style="list-style-type: none">• Lack of personalization when selecting a whole person with interests and diverse backgrounds for mentor matching	<ul style="list-style-type: none">• Smart Matching will allow participants and admins to identify the best matches based on skills, goals, and profile information
<ul style="list-style-type: none">• Limited structured reporting capabilities	<ul style="list-style-type: none">• Potential for integrations into current software will provide data and insights
<ul style="list-style-type: none">• Programs stand alone instead of integrating into a talent system experience	<ul style="list-style-type: none">• Unified experience that allows mentors to guide mentees into other areas of the talent ecosystem



Formal Mentoring Program Best Practices



**Sheila Downer-
McCoy**

North America I&D
Mentoring Program
Lead
Accenture

Today's Speaker



Sheila Downer

North America I&D
Mentoring Program Lead

What We'll Cover

- How to find a formal mentoring program
- Mentorship best practices
- Accenture's National ERG Mentor Program
 - Mission
 - Current offerings
 - Guiding principles
 - Program blueprint
 - Examples
 - Journey
 - Family Lead Calls

How to Find a Formal Mentoring Program

Start with YOU in mind.

Understanding why you want a mentor is a great starting point for identifying a mentor. Some of the main reasons people seek a mentor are **career advice** (promotions, switching careers, new joiners), **personal development and networking**.

Check in with your HR or Employee Resources groups

Sometimes, identifying a potential mentor can seem daunting. Thankfully, many companies offer mentoring programs to their employees to allow participants to gain the knowledge from within. Reach out to your Human Resources team or Employee Resources team to see if there is an established program where you can enroll and be paired with someone from your organization.

Think beyond the workplace

Mentoring isn't just for your workplace. Consider outside sources like business or interest associations that have established mentoring programs to join like-minded individuals in their journey to growth.

Mentors come in all shapes and sizes!

When seeking a mentor, be open minded and put your unconscious bias to the side. You can benefit from mentors of all race, age and professional background; not just those who look and sound like you.

Setting SMART Goals

You want your goals to be just like you: **SMART!**

Establishing or defining goals from the onset will allow for a clear, measured vision of what you are seeking to achieve. The more descriptive a goal, the easier to track and course-correct as needed.



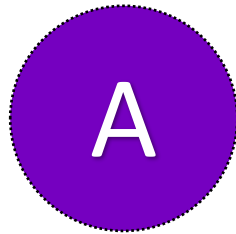
Specific

Activate the five W's (who, what, where, when, why) and then use action words to clearly define your goal



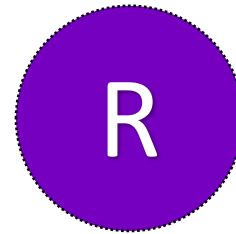
Measurable

Define a metric to help you track progress and know when you have achieved your goal



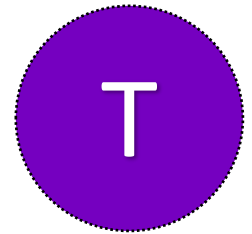
Attainable

Goals should be challenging, not impossible



Realistic

Know your current situation, capabilities, limits and what hurdles may be ahead



Time-based

"Eventually" is not a deadline; pick an end date to stay on task

Example Goal: To become a better communicator for my presentation in three months.

Mentoring Program Best Practices

Mentoring is among the most powerful way to disseminate knowledge throughout an organization. Having the right people in place produces a myriad of benefits, provides guidance, motivation, emotional support, and building skills and knowledge to help you take action.

Listen, listen, listen.

Determine your rules of engagement early on and revisit as needed (i.e. How you will meet, how long, frequency of meetings)

Be open and honest. Whether it is feedback or in sharing your own personal victories or missteps, remember to be kind and mindful of your delivery.

Give constructive criticism and provide details or examples to help fill the gaps.

Know your own strengths and weaknesses. If the mentee needs help with something way out of your realm, be humble enough to acknowledge it and help them find a different source.

Challenge the mentee to see beyond their perceived potential.

Share words of encouragement or inspiration along the journey with your mentee. Particularly when milestones are reached.

Think outside the box. Work and the way we work is constantly evolving; so should your mind and openness to new thoughts and ideas.

Share valuable resources. Is there a good book, article or even a contact that might benefit the mentee?

Check in with your mentee about the status of their goals. Offer advice, help or encouragement as needed.

Value each others time equally.

Accenture's National ERG Mentor Program Mission

To **empower** our diverse professionals with the necessary tools and resources to enhance their performance, **achieve their goals and develop and grow within the organization**



Accenture's National ERG Mentor Program Offerings



LEAP

Leading &
Elevating Another
Person

African American



LIFT

Leaders
Influencing Future
Talent

Asia Pacific



HOLA

Helping Others
Learn &
Achieve

Hispanic American



ASPIRE

Acquiring Skills to
Purposely Inspire,
Reach & Elevate

**Bold & Indigenous
(Canada)**



SOAR

Supporting Open
Authentic
Relationships

PRIDE

2021 Participation

619

651

412

107

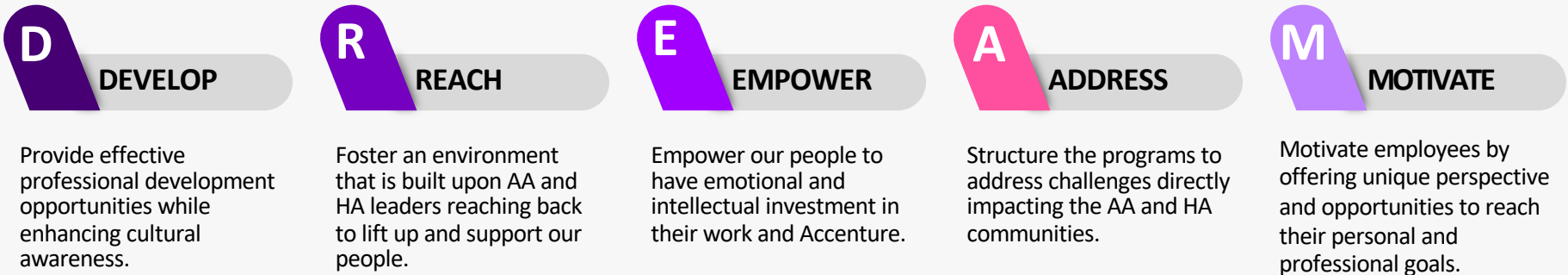
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Accenture's National ERG Mentor Programs

Guiding Principles

Each mentoring program has been created to achieve the highest level of positive impact on the communities they serve by leveraging Accenture's greatest asset: our people.

Our eight-month programs increase Leadership visibility and strengthen networks with a variety of opportunities for professional growth and increased engagement. Each mentoring program is uniquely tailored to their respective community and follows the **DREAM** (Develop, Reach, Empower, Address, Motivate) path to success.

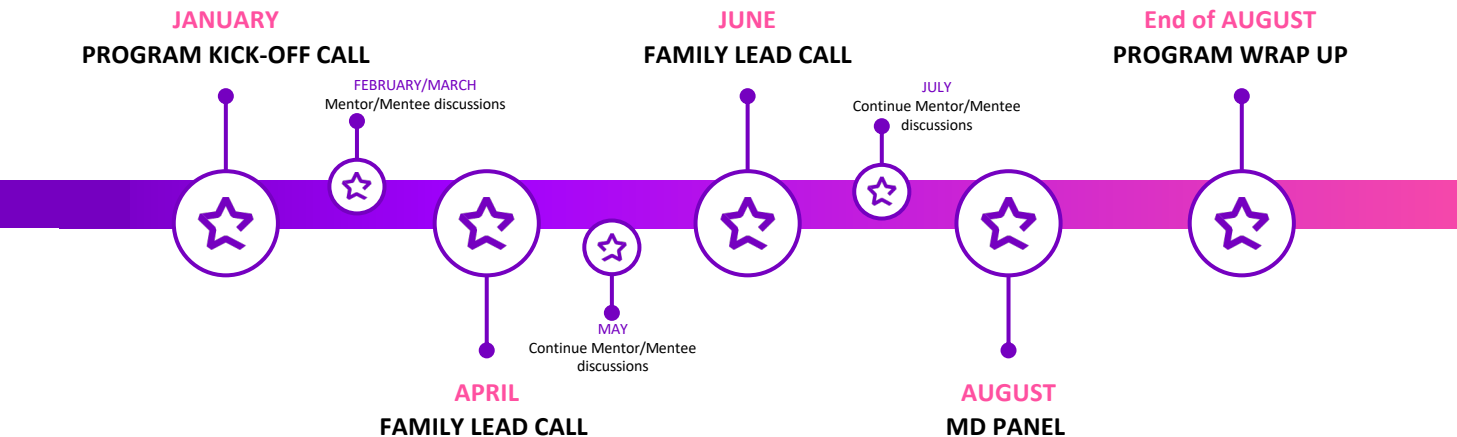


Accenture's National ERG Mentor Program Blueprint

<p>1. Vision and Destination</p> <p>Make sure your statement lays out the purpose of the program what it will accomplish and for whom.</p>	<p>2. Support Needed</p> <p>Much like mentoring itself, the development of the program relies heavily on collaborative efforts to make it a success. When considering an Executive Sponsor and Program Manager, you should identify an individual who is familiar with the infrastructure of mentoring and that will oversee the development, implementation, and evaluation of the program.</p>	<p>3. Resources</p> <p>Develops supplemental resources for both mentors and mentees. While topical conversations between the mentor and mentee are the main source of information in a mentorship, providing additional materials pertaining to conversational pieces or how to approach sensitive subjects will help foster the relationship. Examples include documents, quick videos or blogs.</p>	<p>4. Structure</p> <p>Whether formal or informal; a well-structured program requires strategic planning and organization to connect people, increase knowledge and build skills for future goals and milestones.</p>
<p>5. Mentor Training</p> <p>Establish training for mentors. This is to ensure mentors are ready to assume their role.</p>	<p>6. Matching/Pairing</p> <p>In order to reach your objective, you will need to target certain criteria for improvement in your mentees. There are different types of mentor matching. You have to choose the one that works best for your program. Be prepared to handle challenges that may require a re-match.</p>	<p>7. Accountability</p> <p>Making sure that the mentor and mentee are accountable will keep the mentoring relationship moving and track.</p>	<p>8. Let Your Data Tell the Story</p> <p>Good stories have several elements: Data, Visuals and Narrative. The goal is to create data that communicates why your program is important and what actions to take.</p>

Example: Accenture's ERG Mentoring Program Journey Line

The general mentoring program structure relies on a few key elements which flow throughout the eight-month journey. As part of the **DREAM** methodology, **we incorporate mentor training, bi-monthly learning call series, social engagement opportunities and Leadership led initiatives** to maintain a high level of engagement for participants and guide them through the mentorship program.



TIP!
Consider opening your calls to all ERG members to lengthen your reach and promote the mentoring program.

*A Family Lead Call is a collection of mentor and mentees that come together in a sub-group to discuss relevant topics in their respective Market Unit location every other month.

Example: Accenture ERG Family Lead Call Topics



LEAP (AAERG) topic

This session titled: **Who Made the Potato Salad?** Focused on the potato salad preparing duties usually given to a person who has earned them. It explored the importance of two key ingredients: trust and your reputation.

- How would you define credibility?
- What are the key steps to establishing credibility?
- What are the two most important factors in gaining credibility?

LIFT (APAERG) topic

This session titled: **Assertiveness in the Workplace** explored the differences in cultural assertiveness and how to see through the norms and be able to be assertive, yet respectful and thrive in the workplace.

- Be confident in yourself and your value
- Establish boundaries with your time
- Be direct and be honest

LIFT Family Leads present

**ASSERTIVENESS
IN THE WORKPLACE**
How to balance assertiveness and politeness in the workplace

APA ERG Mentoring Program
Midwest Market Unit

April 21st, 2021 | 4:00 pm – 5:00 pm CST



HOLA (HAERG) topic

This session titled; **Vivir Mi Vida** was featured during mental health awareness month. The open dialogue addressed challenges unique to the HA/Latinx community.

- **Pressure Performance:** Being only HA member on your work team
- **COVID-19:** Large family quarantines or missing regular family events
- **Primary Caregiver:** Caring for or being concerned about multiple family members near or far

Formal Mentoring Program Best Practices



Chris Wilson
Senior OED
Consultant
Wells Fargo

Wells Fargo Mentoring Program Objectives



Growth: Develop and enhance professional growth of mentees.

Relationships: Provide opportunities to build relationships and professional networks.

Engagement: Increase employee engagement and retention.

Success: Increase understanding of what it takes to succeed in the Wells Fargo culture.

Partnership: Provide opportunities for employee to partner across differences.

Guide: Create the opportunity for talented and experienced team members to guide others.

Mentoring benefits employees and Wells Fargo



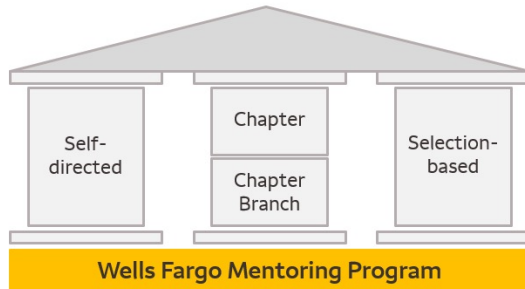
Benefits mentees by broadening their view, providing new perspectives, and developing the mentee's network.

Benefits mentors by broadening their exposure to talent across the organization and providing fresh insights.

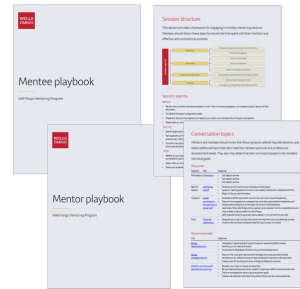
Benefits managers of mentees by enhancing engagement and improving the team member's effectiveness in achieving business goals.

Benefits Wells Fargo by improving performance and effectiveness, fostering cross-business relationships, and reinforcing a culture of knowledge sharing and learning.

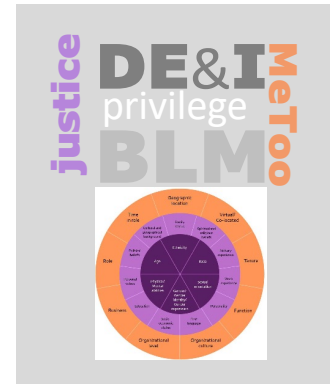
Overview



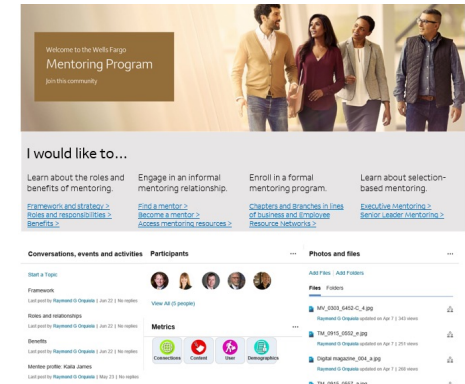
One program with chapters



Tools and resources necessary to lead a successful mentoring effort



Emphasizing DE&I with enhanced curriculum and pairing across difference



Building a community of practice



Mentoring Program reducing risk & redundancy



Mentees and Mentors participating in self-directed since 2017



Chapters and Branches in LOBs & ERNs with more in development



New Mentees and Mentors enrolled in chapters & branches in 2021



Diverse Mentor/Mentee Matches gender/race/ethnic mix in chapter & branch pairings

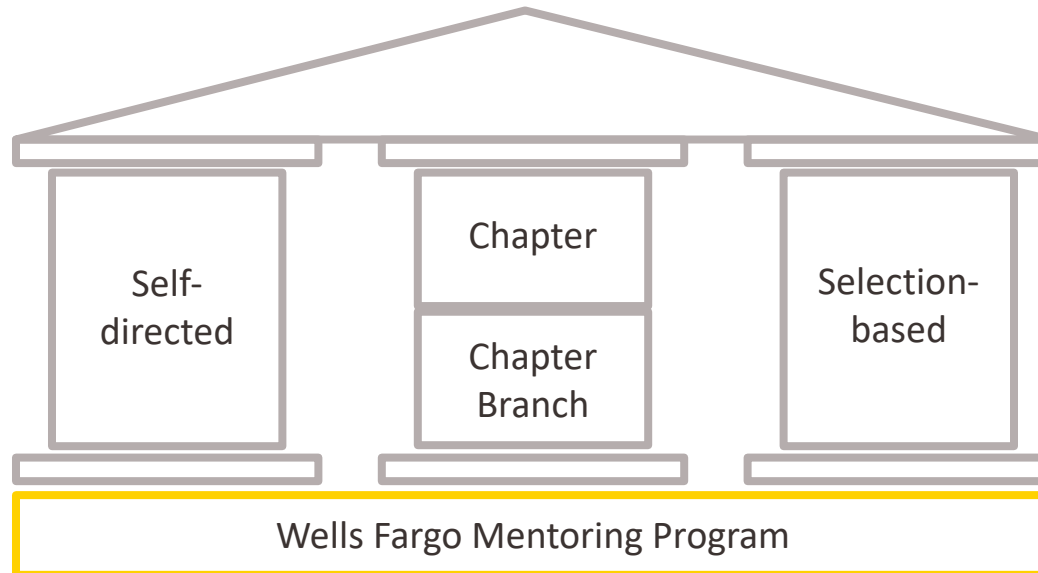


Among Top Companies for Mentoring up from #14



Wells Fargo Mentoring Program Framework

Provides all mentoring playbooks, orientation decks, surveys, matching systems and other resources



Roles in the mentoring relationship



Co-Leader of Chapter

Mentor

Mentee

Mentee Manager

Menu of monthly session topics

Choose from an extensive and continuously growing selection of critical conversations that lead to growth and understanding

Required

- Participant orientation
- Mentoring kickoff session
- Leader conversation
- Closing the mentoring relationship

Optional

- Be great at execution
 - Building a leadership brand
 - Building a strategic network
 - Business acumen
 - Courageous conversations
 - Effectively leading change
 - Executive presence
 - Fostering happiness in the workplace
 - Leading inclusively
 - Managing up
 - Open discussion about a relevant topic
 - Practice candor
 - Prep for your future with development planning
 - Strategic thinking
- Additional topics will be added when warranted



Ingredients for successful mentoring relationship



- Spend the necessary time to get clear about why you want a mentor and what goals you want to accomplish
- Get clear about what you want from a mentor and who meets that criteria
- Establish Confidentiality and how you will care for it during your relationship
- Establish the terms of the mentoring relationship (beginning/end/check-ins)
- Schedule progress check-ins with your mentor. An opportunity to course correct if the relationship is not meeting your needs.
- Always be aware of your mentors time so come to the sessions prepared with what you want to cover and discuss. Remember the relationship belongs to you.
- Share your success with your manager regularly
- Be an advocate if you have a great experience

Formal Mentoring Program Best Practices



Marion Brooks
Vice President and US
Country Head
Diversity & Inclusion
Novartis



Novartis
US Diversity & Inclusion

Marion Brooks

Vice President and US Country Head Diversity & Inclusion

August 2021

THE FOUR P'S OF A PHENOMENAL CAREER

PERFORMANCE

Being smart
is not enough.

PERCEPTIONS

Be the brand.

POSITIONING

Who knows
YOU?

PERSISTENCE


Separates average
from phenomenal.

POSITIONING

STRATEGY THAT AIMS TO MAKE A BRAND OCCUPY A DISTINCT POSITION, RELATIVE TO COMPETING BRANDS, IN THE MIND OF CUSTOMERS.

90%

**OF THE DECISIONS MADE
ABOUT YOUR CAREER ARE MADE
WHEN YOU ARE NOT IN THE ROOM.**

The image features a blue sky with light clouds as a background. In the foreground, there are black silhouettes of three people climbing a mountain. One person is at the peak, holding a flag. Another person is climbing up, and a third person is at the bottom, reaching out to help. The overall scene represents mentorship and achievement.

**A MENTOR IS AN INDIVIDUAL
WITH EXPERTISE AND
WHO CAN HELP DEVELOP
THE CAREER OF A MENTEE.**

**MENTORS
AND
SPONSORS**

**WHO IS IN
YOUR NETWORK?**



Top 5

HOW TO CREATE A SUCCESSFUL NETWORK

Do Your Research

Know who is
coming

Be Prepared

Elevator
pitch

Find ways to add value

LinkedIn and
Facebook

Follow-up and follow through

**THREE
COMPONENTS
OF
EFFECTIVE
POSITIONING**

**Actional
Career
Plan**

**Turn Mentors
into
Sponsors**

**Get
Involved**

How do we mentor at Novartis?

Multicultural Engagement Program MEP Example

- The MEP pilot was developed to help create a pipeline of future leaders, while increasing the engagement and retention rate of diverse associates.
- The program was designed to help us **Identify, Invest, and Support** our talent in an effort to accelerate their development and increase their exposure across the organization.
- Each participant is assigned an executive coach and executive mentor.
- 60% of 2020 cohort have received promotions/stretch assignments

Feedback from Participants

"My coach is phenomenal; great job at challenging and listening to me; she's brought so much value."

"This is the first time in my NVS career that I've done a deep dive in my development plan and received support from senior management."

"This program was long overdue and needs to continue."

"I'm being recruited for opportunities outside Novartis; however this program has shown me that Novartis is committed to my growth; I feel valued now and that is a reason to stay."

"I think NVS will become more competitive with programs like MEP and a desired organization for future multicultural talent."

Every day we have an opportunity to be better than we were the day before.





HAVE A QUESTION?

DiversityInc Best Practices Webinars

UPCOMING WEBINARS:

AUGUST 25, 2021

ERGs that Drive Business and Organizational Impact

Humana | Dow | Wells Fargo | Cox | AT&T

SEPTEMBER 15, 2021

Reducing Bias in Recruiting

Dow | Toyota | Sanofi | Abbott | Hilton | Cigna

DiversityInc is a SHRM Recertification provider, and SHRM members earn PDCs for participating in our live webinars.



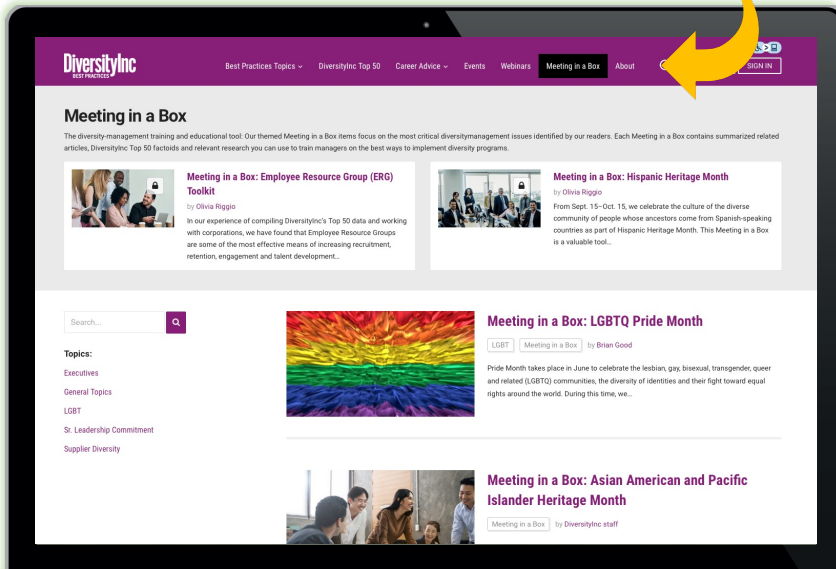
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Meeting in a Box



MEETING IN A BOX TOOLKITS



MEETING IN A BOX:

How to utilize our toolkits:

People leaders spotlight various cultures and heritage month celebrations during team meetings and town halls.

Diversity Councils and ERGs share the content and use it to educate employees.

Business teams leverage MIBs for best practices (e.g., Supplier Diversity Meeting in a Box).

Communications teams provide monthly diversity & inclusion content to their organizations.

HR teams and talent teams educate employees on different dimensions of diversity (e.g., people with disabilities and military veterans).

THURSDAY
OCT. 21, 2021

WOMEN OF COLOR AND THEIR ALLIES

VIRTUAL EVENT

2
FALL EVENTS

WEDNESDAY
NOV. 10, 2021

A FOCUS ON TALENT PROGRAMS

VIRTUAL EVENT

**Thank you
for attending!**



This presentation and recap will be available for download in 72 business hours.



If you have questions or comments, please email us at customerservice@diversityinc.com.



Visit DiversityIncBestPractices.com to view past webinars and career advice, as well as relevant, up-to-date content on diversity and inclusion management.