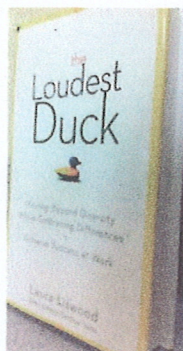


### *Management Engagement*

The ODI supplemented recruitment efforts with management engagement. Our conversations with department managers have been constructive in enhancing the ODI's awareness of specific department needs and in increasing managers' awareness of available pools of diverse talent. In these management discussions, the ODI has encouraged departments to participate in HR recruiting events. We also continue to leverage employee resource group participation in recruiting events, as well as our onboarding program for new employees.

Part of a successful workforce diversity strategy is management engagement that includes providing modern diversity training. The ODI has built on the successes from last year's unconscious bias training featuring Dr. Mahzarin Banaji by bringing in Laura Liswood, a nationally recognized speaker,



Laura A. Liswood  
Secretary  
General for the  
Council of Women  
World Leaders;  
Senior Advisor for  
Goldman Sachs;  
and White House  
Advisor on  
Diversity and  
Inclusion is a  
nationally  
recognized  
speaker, author  
and advisor on  
gender and  
diversity issues.

author and adviser, to provide mandatory training sessions for managers and executives. Ms. Liswood's approach moves beyond traditional diversity efforts toward modern diversity practices. The sessions are designed to help management better understand how inequities in hiring, promotion, and retention can arise unintentionally, and how these inequities/biases can result over time in hard to explain gaps in workforce representation. Our own internal survey shows that 84% give the training an "Excellent" or "Very Good" overall rating. More importantly, almost

all say they have come away with improved awareness or concrete tool(s) for practical use.