



Healthcare Distribution Alliance

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“Introducing Diversity, Equity and Inclusion Into Your Workplace” Webinar Audience Questions and Answers

Thank you for the great insights! What are some DEI educational initiatives that you have found successful in your organization, or others?

Devray Kirkland: The best educational topics that we found helpful initially were those that focused on understanding why differences were important and how differences add value to your organization. Starting by level setting the organization will be key so that you know the platform that you can then build on for future work.

Lonie Haynes: These are initiatives where people are engaged and they have to have 'skin in the game.' So, this may include the 'Trusted Ten' — naming the ten people you trust the most at work and your private life and then examining how diverse they are: are they different in race, ethnicity, gender, LGBTQ or disability status? This forces the participants to closely examine their circles of trust and partners. Additionally, focus groups and town halls where questions can be posed and answered — but the right facilitator is important. Finally, having a seasoned D&I expert do a 'deep dive' or immersion experience that is also engagement serves well!

Jackie Kunzler: For the Disability BRG, we had a group come in that was largely composed of individuals with Disabilities and they performed an educational skit focused on terminology and behavior when interacting with people with Disabilities. It was very enlightening and well received. For our Women in Science and Engineering BRG, we had 3 top executive women describe their career path and serve as a panel for questions around Work-Life balance.

How are you engaging with business partners to align and support D&I?

Devray Kirkland: Our business partners are helping us reach deeper into the organization to understand the pain points that are under the surface. They are participating in listening sessions, lunch and learns, staff meetings and other meetings to continue helping us drive our work while making sure we are addressing the areas that our employees want to hear more about.

Lonie Haynes: Our HRBPs are critical to the D&I strategy. We work with them in assessment; communicating and educating the business; and also in identifying issues, concerns, and opportunities to engage the business. Moreover, they have a keen eye on the talent and can support us in identifying high potential diverse talent.

Jesse Cortez: We take a holistic approach, understanding that DEI doesn't just 'sit' in one place. So, depending on the business partner and their specific needs, we collaborate to ensure we address their needs in ways that drives the business forward. Whether it means upskilling, development, recruitment, or business connections through our DEI networks — both sides bring perspectives and ideas for value-add purposes. That said, the business partners know and recognize that accountability sits with them for results, thus leveraging DEI as a resource to help them get there is essential.

Jackie mentioned in the intro that she led an employee network group. All the panelists talked about the DEI leadership Task Forces within their companies. Can you discuss what type of engagement or interaction exists between those ENGs and those responsible for driving DEI efforts within each of your companies?

Devray Kirkland: Our ERGs are connected directly to our DEI function with members of my team attending the steering committee meeting for the ERGs. We ensure further connectivity by having members of our operating committee (Top 20 positions in the company) as executive sponsors for the ERGs. Our groups often co-sponsor

events together to drive inclusion, but that also helps us ensure that we have alignment within the groups about the overarching focus of our DEI enterprise objectives.

Lonie Haynes: Our ERGs are directly tied to the D&I office but have measurable goals and outcomes that support the business but at the same time provide opportunities for the ERG members. Each ERG is assigned to an executive business sponsor who in turn partners with the ERG in an area of the business that needs and welcomes a diverse lens — the ERG supports that effort., e.g., government affairs works with two of our ERGs when it comes to legislation and public policy around LGBTQ legislation and policies around equal employment and women's rights.

How do your companies value diverse suppliers, what and how can diverse suppliers get your companies attention?

Devray Kirkland: We have a big focus on working with diverse suppliers and have a specific team that is responsible for executing our supplier diversity program. If a company is interested in being a part of our program they can use this link to access our data base to be listed as a diverse supplier.
<http://cardinalhealth.supplierone.co/>

Lonie Haynes: Major focus on supplier diversity. My recommendation is that you approach us and other major organizations not simply because you can check off the MBE or WBE box of diversity, but you bring a competitive price and perspective on the business. This is not always about pricing but what information or perspective you have that can impact the delivery of the product or the quality and experience of the product for the end user — this is what you should be ready to communicate.

Like the discussion...I have roles that could allow qualified candidates that may also happen to be wheelchair bound. How do I post such a role so it is searchable to this example population?

Devray Kirkland: This is a tough one, but I have seen roles listed that clearly state that we have or are willing to make accommodations for those that may require access accommodations such as entry ramps and or larger work areas to support wheelchairs. We are an equal opportunity employer.

Lonie Haynes: There are a whole host of publications and websites that are specifically designed for PWD, People with Disabilities, where you can post this or simply post it with the message 'Encourage individuals with disabilities to apply,' that would be simple enough.

We recently started a D&I group consisting of volunteers. As a smaller company (less than 1k employees), we don't have a corporate team. We also don't have top-level sponsorship. What suggestions do you have to get top level more involved and what goals should we focus on first?

Lonie Haynes: Bring in a consultant for one day. Have the consultant explain the ROI to D&I and tie directly to the business you're in — how it directly impacts your bottom line \$. Invite leadership advising them that this is a strategic meeting on cost savings and expanding business. The business case can be made and that is always the best way to get executive sponsorship!

Jesse Cortez: I'd recommend exploring conversations with members of the senior leadership individually to see if anyone would be willing to serve as an executive sponsor for the group. I frequently find that people tend to have more DEI connections than first assumed. For instance, they may have a family member who may have a disability or served in the military or sees themselves as an ally. However, prepare for the discussion with an idea of what role you want them to play, what sort of time commitment you seek from them and set expectations for what they should expect from you and the group.

Jackie Kunzler: In our company, it's expected that as a senior leader you will sponsor one of the BRGs. In terms of goals, early goals include setting up a leadership team/steering committee, awareness campaigns, membership increases, and activities around the celebration month (e.g. Pride month).