DIVERSITY BEST PRACTICES

HISPANIC HERITAGE MONTH

September 17, 2020

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Diversity Best Practices
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>>JENNIFER LONDON: Welcome everyone this is Jennifer London from Diversity Best Practices great to see so many of you joining us today. We will get started just a couple minutes but in the meantime we love to see who was with us today. If you want to use that chat pot on the far right-hand side of your screen and introduce yourselves let us know where you work. And where you are connecting from today. If you go ahead and do that we will get started just a couple minutes. Thank you so much. I see folks already started thank you for kicking us off.

>>JENNIFER LONDON: Hello everyone. I see that a number of you have just joined us so great to see so many. I think people have figured out we are asking folks to introduce themselves using the chat box on the far right-hand side of your screen. We would love to know where you work and where you are connecting from today. In the meantime let me give you a couple instructions so you know how to move forward. We will be using this chat pod obviously for engagements throughout the program. This is where you can enter your questions both for our speakers and if her some reason you're having any technical difficulties, we have Angela standing by on the back end to answer those with you privately. Hopefully won't have any but just in case we do have somebody standing by to work with you on any technical difficulties.

I see a number of people just joining the room so we will get started just a minute. For those of you just joining us hello everyone and welcome, my name is Jennifer London and I work at Diversity Best Practices. Is great to see all you today don't mind taking a minute to introduce yourselves via the chat. Let us know where you work, and where you are connected from today and we will get started just a minute. Thank you so much.

All right everyone thank you for joining us again a number of people are just joining.
Please introduce yourself in the chat and let us know where could you work on where you are connecting from today we will get started and it is my pleasure to introduce my colleague Theresa Torres Senior Director advisory services at Diversity Best Practices. Take it away Theresa.

>>THERESA TORRES: I will say that again I was on mute. Welcome everyone to our virtual Hispanic Heritage Month event. We are thrilled to be here and very excited for the speakers and conversation that we are going to have over the next hour and 1/2. Before we get started I thought it would be fun to start off with some trivia and so my first trivia question for you is when was the first time Hispanic heritage was celebrated in this country? Let's see.

We are getting people putting in their responses. Seems to be evenly coming out. Okay.

The correct answer is the first time that we celebrated Hispanic heritage in this country was 1968. Congress authorized, then President Lyndon B. Johnson to declare national Hispanic heritage week. Later in 1988 Congress extended the celebration to one month from September 15-October 15. And the day of September 15 is significant because it is the anniversary of the independence of Latin American countries Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. In addition Mexico and Chile celebrate their independence days on September 16 and September 18 respectively.

So we now have a month that it was put forward in 1980 but the original and first celebration happened in 1968 so thank you for participating in our poll and we will have a couple of those as we go out throughout the day.

>>JENNIFER LONDON: Sorry to interrupt but I see that your WebCam is not up I want to make sure you start your WebCam and start sharing.

>>THERESA TORRES: I'm sorry I could see myself but nobody else could see me so here I am and I guess I was just talking to a mirror image of myself so thank you for letting me know.

Now that we've done our first poll I just wanted to talk about just to the growth of the Latino population since that first Hispanic Heritage Month celebration in 1968. So the growth has been significant from the year of the first Hispanic Heritage Month celebration we have increased from 4.4% of the US population to 18% with anticipated growth to be almost 1/4 of the population by 2065.

We represent more than half of the US population growth over the last decade.
And let's just think about some of the advances that have happened over the last decade. 86% of all new businesses in the US have been launched by US Latino. Latinas creates businesses six times faster than any other group in the United States. If current Latino owned businesses follow the average rate of growth per US business they would add $1.4 trillion to the economy. And right now Hispanic buying power reached 1.42 trillion dollars in 2016 and we are currently on track to reach 1.8 by next year.

And for the first time Latino are the largest ethnic minority of eligible voters for the 2020 election at 13.3% and we are followed by African-American at 12.3%. 4.7% for Asian and 67% for the white population.

And although there is more of us come in some places there is not more of us and it's up to us to change that narrative.

We need to be intentional about our development and advancement. Latino are 17% of the workforce but only 4% of corporate executives. Asking for sponsorship pursuing PNL roles, advocating for druthers and demanding transparency on the criteria for advancement are all important.

Latinos make up 18% of the US population yet only 1.2% of all local and federal elected officials. Staying engaged in our community and the policies that will shape not only our lives but the lives of our children and grandchildren is critical. Remember we hold these truths to be self-evident that all men are created equal. We need to strive for equal representation.

And Hispanic undergraduate enrollment more than doubled between 2000 and 2015 and more than one quarter of Hispanics have an Associates degree at this point yet there is a 10% gap between Latinos and whites graduating in six years and a 14% gap for the same group graduating in four years.

Some things we can do even though we've experienced a higher education enrollment and we all know there are some cultural norms that continue to challenge educational achievement, traditional male roles of working and providing women's roles of caretaking but on campus we can address inclusion and less engagement of Latino students by increasing focus leadership program, demanding diverse faculty and expanding cultural programming that students can see themselves represented in the curriculum, and their teachers, in the materials, the building names and the visiting speakers.
As we celebrate Hispanic Heritage Month let's also focus on the heritage and legacy we can lead in creating a more inclusive rep sensitive society for ourselves and our descendents.

Before I take us to the programming in some of our amazing speakers I do want to do one more poll question at this point.

If we can bring up our next poll.

Which Latinx artist received a MacArthur genius grant in 2015? Was it -- we have got the numbers coming in. And we're going to broadcast the results and you got it right Lin Manuel Miranda did receive the MacArthur genius grant in 2015 for his work on Hamilton and in the Heights. It counts for individuals who show unusual creative pursuits and ability for self-discipline but not to be undone, I'm sorry not to be outdone, in 2019 three Latina one the MacArthur genius grant. A writer, historian and a neuroscientist so they Latinas four years later came in strong and we had three receive the MacArthur award.

And now I have the distinct pleasure of introducing Damian Rivera. Damian Rivera serves at the ALPFA cal. he was managing director in centrist resources utility practice for 20+ years where he started his career as a coder in their technology practice. Damian is been listed as top 101 most influential Latinos and serves on the board of Columbia business school's young alumni board. It is not only a pleasure to introduce Damian as the CEO and all the amazing compliments. Is a distinct pleasure to: a dear friend and colleague so that I had the distinct pleasure of introducing Damian Rivera.

>>DAMIAN RIVERA: Thank you very much I really appreciate it and thank you for having me today. I'm going to talk about my journey and I was asked to talk about that and I really want to express the feeling of how everybody's journey translates to so many power the Latino community has today how the seeds planted by those who came before us transit over to each of us that are on this call right now. The hundreds of you that are on and as I'm talking about my journey I would love for you to think about your journey and the power that you have in being able to make a difference at a time in the world where a difference needs to be made.

One thing I like to talk about is each of us has an ability to do things but we have a responsibility to do something with those goals. So talk about equity of opportunity is not the same as equity of responsibility. With increased ability comes increased responsibility and every person watching now hearing this has a responsibility to take
what it is that you have from your life journey and translate that over to an impact for your community, for yourself, for your family and for all of those around you.

I'm going to talk about my background. One thing I like talking about is how just a simple word can translate to so much impact in the life of a person. A simple word and for me one of those simple words given was the word yes. I remember being I was probably about nine, 10 years old and we had just moved back to New York. We had lived in -- because of my dad's travel had to go back out to El Paso Texas and able to play out there this was in the 80s so playing outside having fun and all of a sudden we are moved from living in a house having a backyard, having a dog, riding bikes by myself out in the streets, to living in the projects again.

And it really made me start questioning as a nine-year-old, 10-year-old, what is going on?

And I remember, I remember asking my mom actually both my mom and dad do you know why you are here? Why are we here? What are you meant to do? Is essentially what I was asking. And my dad kind of just gave a look and said yeah like literally we were about to go to the store so that is what we are doing but my mom in a word said yes, and that word yes was a simple acknowledgment that she understood what I was trying to ask. She understood the point I was making which is what is the purpose of life? What am I supposed to be doing it although is 89-year-old 10-year-old I didn't understand that was exactly what I was asking but she knew as my mom and she knew how to unleash and open up opportunity in my life with a simple word.

And soon after that what translated over is really a life of opportunity. Living in Harlem in the 80s was a very interesting time for those that remember that time. Harlem now is considered the place that is awesome, even then for me in the family it was awesome but it was the height of the crack epidemic at a very difficult time in some senses. But in so many more it was actually the perfect place to grow, the perfect place to learn skills that I say translate over to the board room.

Pretty soon I had the opportunity to join a computer day camp my parents put me in a computer day camp, I say that because what myself and my brother wanted to do was actually go to a sports camp. And they put us into a computer day camp and that allowed us to learn new skills, learn new opportunities, learn new things and see the possibility of what was going to be coming forward from a technology standpoint and allow us to truly see what it might be to be beyond just the dream of having an opportunity.
And so it is critically important that all of us are continuing to fuel the generation that is coming up next for us. And so pretty soon after that computer day After the things we went through there we had the opportunity to see colleges and I went to Rutgers University. Going to Rutgers with an amazing opportunity and it was an opportunity for me to frankly just get new experiences. I'm not going to go through all the different pieces that happened going to Rutgers but I will go into one specific piece that I think is so critical. It happened on graduation day.

On graduation day there were other kids getting their new car or other big things that cost a lot. That were pricey gifts. But what I received was something so much more valuable. It was a simple picture that my dad had hand colored and many of you have seen this picture and it says, never give up. It is a crane with a frog in its mouth and the frog is holding onto the crane what I didn't realize at the time was what my dad knew which was as I enter the corporate world, as I start moving forward into a place that we'd never seen that nobody in the family had ever really experienced, he knew I already had all of what I needed to excel in that world if I only made sure that I did not give up. Never give up.

He knew he was getting that gift he and my mom had given me that gift from the moment I was born.

So then started my professional career I kept that in mind and continued to try to excel, to try to give back to my community.

Throughout my career for the first 15 years or so everything was smooth and easy and beautiful. I knew exactly where I was going and exactly what I wanted to do and the goal was to be the CEO of Accenture one day and that's what I was going to do. I had a perfect family life, married my high school sweetheart, have a son, a daughter, dog everything is great until one day in 2014.

In 2014 what happened was the church that I went to growing up, the place where my parents got married, the place where I learned a lot of my values had a horrific event there was an explosion and it destroyed the church. A family member had passed away many in the community passed away. And I could hear my 9-year-old 10-year-old self again asking the question, what are you meant to do? And I started going on this additional journey to ask myself what am I supposed to be doing? I'm doing this work that is fulfilling that makes me feel good. I'm getting back in a certain way but I started to realize I was not giving back in the best way I could. Equity of opportunity is not the same as equity of responsibility. My ability be able to give back a different way may not have been tapped the way it should be and made me start thinking about what is my responsibility back to my community in a new way? So I started going on
that journey deeper and deeper and trying to figure out what it I meant to do? Do. Of how do I make sure that when it is my time to go and God willing is a long time before it's my turn to go but when it is time, I can look back and say I did everything in my power I leveraged all of my abilities and gave back to my community in a way that I would never regret anything.

And I'm a big believer that you are put in positions to be able to do things that, if you leave yourself open to the opportunity and open to it could be there even in the darkest of times, you will see what you are meant to be.

It was amazing how all of a sudden this world of ALPHA presented itself to me. And I started getting really in tune with what was happening from an organizational perspective and the ability we had to reach so many students through professionals and helping people achieve their dreams and I said that is what I want to be, that is what I'm supposed to be that is what I can do, will do, must do. So I can continue to live the way I'm supposed to live with purpose in a way in a world where it is needed.

And so I joined ALPHA as CEO in 2018 and I've never looked back. It is been an amazing journey less far to have the opportunity to help others achieve their dreams. Achieve their dreams in the corporate world achieve their dreams and community and be able to help figure out how to merge those two so you can continue to give back. Achieve your aspirations while giving back to the next generation, that is my mission that I'm on while I'm here.

And so with that I'm going to end with this one piece. Remember who you are. Remember your heroes journey. Remember your values because when people talk about bringing your authentic self every single day, bringing what it means to be Latino, Hispanic, Latinx whatever feels true to you, remember your values your journey that you've been on throughout your life the highs and lows of your life translate to your personal superpower, translate your values and as long as you continue to bring those values every single day, then the country will truly be able to understand and recognize and see the power of the 60 million Latinos who are out there and all those we welcome in our community as allies as well. So again Theresa I thank you, I thank Diversity Best Practices for giving his opportunity to talk about my journey and I hope a little bit of what I talked about resonates with you all and that you make sure you are living your best life by taking your journey, translating that to your values and bringing it every single day to everything you do. Thank you very much for the opportunity again I think it over to you.

>>THERESA TORRES: Damian, wow your passion is just amazing and thank you so much for joining us today. And before we go to our next speaker and by the way I
did want to remind everyone that we are going to have Q&A at the end and so we will go through our speakers first and then have a very robust question and answer period once we conclude.

So course before I introduce our next speaker I'm going to throw another trivia question out there. Are going to bring up this poll question.

>>JENNIFER LONDON: Sorry Theresa. My Internet connection has been a little slow so Andrew may I ask you to deploy the poll in the presenter chat? Thank you so much.

>>THERESA TORRES: Thank you Jennifer. So which of the following was invented by a Latinx?

Okay we have people responding.

And we are getting more and more people.

Thank you all for participating. In my pulling trivia questions everyone on the team knows how much I love trivia so thank you for participating with us.

And I think we are almost done so we can probably broadcast the results. All right great. So for everyone that responded you are all correct. All of the above everyone in this poll all of these inventions were invented by a Latinx so color TV, a Mexican engineer invented color TV in the 1930s and patented it in the 1940s. The first artificial heart, from Argentina implanted in 1969 and kept the patient alive three days while waiting for a human heart. The stent, Argentinian invented the balloon expandable stent that revolutionized medicine.

And the Captcha code was invented by Guatemalan professor also credited with inventing crowdsourcing pics over everyone that participated you all got it right so thank you very much.

And now it is my pleasure to introduce Daniel DeBord, who is the cochair -- J.P. Morgan Chase ERG and a member of the Hispanic leadership Council there. Welcome Daniel and I will turn it over to you.

>>DANIEL DEBORD: Thank you Theresa. I was moved by listening to Damian speak and I feel humbled to come after him. Actually 70 can bring up my slides now that would be great. So I'm here to speak to you about our BRG or ERG Adelante and I want to take some opportunity to speak about some use cases within our firm that I
hope are beneficial to all of you leaving ERGs across the industry and I want to talk about what we see going forward and how we want to interact with our community and why and then I'm looking forward to some questions after that.

>>JENNIFER LONDON: Sorry this is Jennifer don't forget to start your WebCam.

>>DANIEL DEBORD: Sorry. Apologies. Sorry. Yes so let me start by just introducing Adelante -- our mission, vision is to play a role in making J.P. Morgan Chase the workplace of choice for Latino Hispanic employees but also customers. And we work obviously on recruitment, leadership development and we focus on the strategic priorities laid out here so professional development, leadership and business value, community engagement and I'm sure many ERGs focus on these very things. What I want to do is step in to one aspect because I was asked to focus on that was that is worked well for us and I hope works well for others in the audience. And more broadly stepping out of our reach we have over 20,000 members within the firm. As was said I cochair Adelante North America which is 70% of that but we do have two chapters -- it is a global community 22 chapters across the board with incredible growth every single year so 16% since last year at this time in that growth so it's been phenomenal.

As I look at what else we can do and this is where I want to spend time I want to get practical about some things that of work.

Adelante to add one more bullet here it is a firmwide effort so when I say firmwide J.P. Morgan has many businesses and this hour ERG our BRG is open to every single employee across the firm. We also have these executive forums come Hispanic forums that serve a different function.

He one on the bottom right is the Hispanic leadership forumAnd what that really is about is creating a community within every line of business so of course in J.P. Morgan we have an investment bank, consumer bank, asset wealth management and for each one of those you think about the career progression and context is a different focus. So in recognition that we have created these leadership forums throughout the firm.

On the left side you have the Hispanic executive forum which I'm a member of and this is also firmwide, every managing director that has self identified as Hispanic becomes a member of the Hispanic executive forum. Adelante is open to any employee Hispanic leadership form tends to be Hispanic anyone can join. And then on the right is managing directors who have self identified as Hispanic
Something I want to speak of as look at these forums is when we look at the community for the most part it is historically it has been a junior population and of course our senior Hispanics have been members but in terms of the active leadership and roles it has been led by a more junior folks.

The reason I point that out is because I think our firm and maybe many of our firm's has a good focus that we should all be proud of in terms of recruiting diverse talent and specifically maybe in this case Hispanic. And also our firm in particular has good -- at the senior level whether it is -- two heads or heads the investment bank or Carlos -- so many leaders at a senior level but what we recognize and a lot of support in getting people to that level.

We need to dedicate just like we have Epi recruitment at the senior level, in between, creating avenues for people to go from point a to point b and that is the focus of ours and it is an area not only Adelante but our ERGs and the firm should focus in partnership with HR and senior executives. I want to talk to you about one case there that we did.

The youth case the use cases around -- my apologies for the font here but the opportunity or the programming that I want to talk about is one use case among the many we do has to do with the connection of the Hispanic executive forum and Adelante. Recognition is that we have for the most part membership of more junior and we want to create avenues for success. We want to create scalable touch points and scalable is a very big factors when you have 20,000 members. How do you create programming that is actually help helping people create careers.

First we have a café and sopa -- we will go with Sopa de pollo -- the café ID is to connect all they say Hispanic executives. That whenever you meet a senior member of our community everyone wants to get back. We are grateful people that want to see others succeed when you're at a senior level and so busy throughout your day we have to make things easy. We have to make things accessible. Because they want to but schedules and other things you have to be proactive and pragmatic and many ERG leaders on the call I know you know what I mean there.

With the café we said we are going to showcase Hispanic leader and of course we have fireside chats, Jamie diamond and people like that but we wanted something slightly more intimate so limited across the country where we get a community of members today joining over a zoom call tomorrow in person, would leaders that look like them, that sounds like them, that share their story so they will share their background very much the way Damian just did. What is their story? How did they get there? And create that pathway or avenue for people to see somebody like
themselves leading a business, leaving a function within the firm. That is important to us but not enough.

That is an inspirational story that motivates us but what do you do next? On a scalable way we did this to be more scalable we said what is the most efficient way to access our community and we thought about it and said it is through the leadership of the board estate the 22 boards around the world each board with 12 people who help lead them and we said we need more touch points with those leadership boards with Hispanic executive forum so in an intimate setting, 12-15 people with a rotating basis -- and it's been phenomenal the number of managing directors have raised their hand and said I want to be part of that. We set it up so there scheduling everything is already to make it again easy and something I really want to convey here but with Sopa we are creating an avenue for people to say that's great I heard your story but how do I do this? How do I impact professional development? Can you help me? We did those sessions with managing directors that are traveling usually through the communities where that chapter lives so for example the chapters in California and we wanted an executive may be in New York but visits clients in California will hook that up so it's all about being practical and strategic so there is a regular flow of senior rep sensitives that stop by and invest in that community.

That is one angle I be very practical way we did about we don't stop there. That was the one I want to describe but I want to convey is that we want to be intentional about the collaboration to develop our community so again we all want to help. We all want to give back but how do you make it in a way that you can strategically create programming that most efficiently serves the community? Let me tell you how we think about that. When I think about Hispanic executive forum and leadership forum we want them to blend in and take advantage of this overlaps because in reality executive form is every managing director almost all of those are in Adelante so there is overlap and think about that overlap you can do things. For example -- You meet senior leaders who share your cultural heritage hear stories and obtain relevant career insight advice on a regular basis throughout the year not just Hispanic Heritage Month and this is important. We need those touch points throughout but that created a scalable framework word senior leaders can do that. They all see how they can contributes that is one. On the other side with Hispanic leadership forum is so special because here you can create mentoring circles with individuals that hopefully are in that line of business again Hispanic executive being firm wide when somebody hears the leader speak they may or may not relate to that job search make it more relatable on the Hispanic leadership forum - so somebody in the consumer bank or in asset wealth management as I am, you can see that pathway. So when you obtain business insights they truly enhance your career so we are intentional about how we approach that program. You also have the ability to hear from different leadership
forums so if you wanted to rotate from one line of business to another there is a community that can help you do that and you know who they are and it is accessible.

The other thing is very important to talk about strategic priorities business value. There's a lot of value went the forums were senior leaders across lines of business interact. This is powerful from a business perspective, creating community engagement but also many times we are at a morning breakfast talk about initiatives but there are two people speaking about how maybe asset wealth management and investment banker work together or the CEO of Latin America and the corporate investment bank and asset wealth management is a Latino and we speak about how we could leverage our business. This is important to show we are adding business value at our community can operate at that level.

Lastly at the center here by creating this community creating this engagement and very intentional programming we develop leaders with exposure and contacts at all levels across the firm creating community while developing and retaining talent. We have found that it is initiatives like this, intentional, focused sometimes we put 50 things on a list we want to do but you got to pick and be focused and pick your objectives and then rally people around it so we really impact our community. I will pause there I look forward to speaking to you hopefully these are things you can implement and through the questions we can get more granular. Thank you for your time.

>>THERESA TORRES: I'm here I was just that everything ready so thank you Daniel so much and I look forward to the Q&A because everything that you shared was fantastic and I definitely have a couple of questions but I would like to follow up on so before we get to the Q and a I wanted to of course have one last trivia quiz with everyone on the call so what Latin American has a statue dedicated in front of Central Park in Manhattan?

Jose Marti, Frida Kahlo, Cesar Chavez, or Roberto Clemente?

And everyone is responding.

Okay. We are broadcasting the results and actually the individual who has a statue in front of Central Park in Manhattan is Jose Marti poet revolutionary and Cuban nationalist who spent four years in New York writing for English and Spanish newspapers. He is considered one of Latin America's greatest intellectuals so thank you all for participating in that and we are going to go to the Q&A and we are going to stop the WebCams at this point because we want to make sure we don't disrupt any of the ability to interact and have people hear us clearly I think that we definitely had
some issues with the videos so we're going to put everyone's pictures up there and start with the Q&A.

I'm going to start us off then we will go to Q&A which you can put in through the chat. So my first question, Damian, many organizations invest in external partnership but don't often fully leverage the true benefit. What advice can you give to our attendees on how to create a strong and mutually beneficial relationship with an organization like ALPHA?

>>DAMIAN RIVERA: One key piece is talking to the organization about your goals. What are your objectives what are you trying to accomplish as an organization versus assuming there is only one area where they can help? Instead of talking to them for example about recruiting, talk to them about what are the goals for the organization as a whole? And allow the nonprofits similar to like in AL PHA these are the products and services these are the ways in which we can help so that you can, we can create an overall plan that produces the ROI you're looking for. I think a lot of times now there is a lot of very specific asks versus truly treating it as a partnership. But when you start going into that partnership type of conversation it really transforms the way in which you are able to engage. Our best clients and I do call them clients, they are sponsors as well but I call them clients are the ones you have those conversations with us about what are their true goals and that allows us to help them in a more strategic way.

>>THERESA TORRES: A follow-up question that how important is that you have individuals from companies be involved in AL PHA themselves they can advocate for the organization internally? And what have you seen beaks being successful in that?

>>DAMIAN RIVERA: Two key pieces there one is there is a huge benefit for the company when their employees are engaging with AL PHA especially from a chapter leadership perspective because one of the biggest problems that companies have across the board's retention and having Latinos in the executive positions. At one of the reasons for that is because there is a view of not having had the experience to be able to get that promotion so there is a gap there and when people get involved with AL PHA especially in a deliberate theory intentional leadership position, they are able to take that and translate that over to their day to day job and demonstrate the capability in a very safe environment with AL PHA. We have seen plenty of people being able to take their role as chapter presidents or Vice President sore marketing director, etc., from AL PHA, translate that experience over to what they are doing from a professional standpoint in their career and help them get that promotion.
From a company standpoint, every single person that you have that is involved with the organization becomes a huge recruiting tool, vehicle. So you end up having a person so this is where it plays with each other. If you have somebody that midcareer point that is engaging with AL PHA that person becomes someone that others within the community looked to ask about job opportunities etc. and it translates over to be able to recruit to that midcareer and senior level which is the place where a lot of companies are finding Latinos to recruit at those levels and cannot find them. I tell them just get involved and easily you will find people left, right and center.

>>THERESA TORRES: Thank you for that Damian and Daniel thank you so much for sharing the work that you are doing at J.P. Morgan Chase.

I had a question for you when you think about the café and the sopa -- are there any specific examples you can share that were just amazing success stories for you?

>>DANIEL DEBORD: I think today over Zoom a lot of it is feedback you get following the meeting, emails of how we touched someone and I've gotten just communications from individuals that may be saw a mom, I'm thinking of one senior executive sitting in our Chicago office who describes her career and what it meant. And the email got after about from a woman that felt like that really represented her family. That she looked like her, she had a similar background and inspired her that you can achieve that success within the firm. That was an email I got but in other occasions it's been back when we went out for drinks to talk over things and people would come up to you and describe what that felt like in terms of creating a pathway. For me personally when I joined the firm, I'm from the Dominican background and my family I was probably the first were not out of college but to work in a corporate setting and having no guidance, having no real within the family I mean. And having to largely depend on my community, my coworkers to tell me how it works, what to do next.

So when we are fortunate enough to have so many senior leaders throughout the firm that can share their story and broadcast it this way it creates an inspiration that I just see a lot of people walking up and talking about and it creates a community that you need to nurture. It is through some other programming that I'm describing that we are starting to develop that I think we tap into that inspiration and create a practical step-by-step path where people not only believe in themselves that is very important for our community do not see themselves as less or more than anyone else. We Are equal as saying earlier but some people really need to believe that and walk that way and when you do that our confidence and our work ethic just calls success.
But a little bit of that has to do with believing it and I think when we present speakers like this lecture they've done it and it's not just one, it's not just like an isolated case but you see a stream of people doing it, it creates an you are seeing it create a belief that anyone can.

>>THERESA TORRES: Thank you so much for sharing that because one of the things that you said just now that really hit home for me was being able to see individuals like yourself. And I think when I started on Wall Street there were not a lot of senior Latinos in front of me and I remember as I was building my career and going out and recruiting at campuses and being at Fordham University in the Bronx one day and one of the Latinos in the audience that the Abbott how do you know? You don't know what this experience is? And I was I grew up two blocks from here. So I think Forbing able to share our background, Damian did earlier talking about being in co-op city and Daniel being first generation to be in corporate America, it normalizes that we did not all necessarily come from the background where we are today. But that is a testament to the fact that we can do it.

So the authenticity and sharing I think is so important and thank you for doing that today.

We have a lot of questions from the audience so I want to ask you both this question before I start to go to some audience questions.

We are in the middle of Hispanic Heritage Month 2020. We have just started. What advances would you want Latinos to be celebrating during Hispanic Heritage Month 10 years from now?

>>DANIEL DEBORD: I'm happy to take it. What I would love to happen in 10 years is that we are no longer, there is a momentum now. There is a lot happening in the D & I community that is tangible and real and we are seeing success but I am one that hopes that if you read the proclamations that Lyndon Johnson in 1968 made in the Hispanic heritage week to follow-up and read what Ronald Reagan's proclamation said, it's about the Hispanics that contributed to this nation and to make a great picture make it awesome.

And I would love it if in 10 years rather than a be a conversation about coming oh, progress within corporate America or progress within representation, that goes away and that ERGs exist to celebrate our cultures.

But this separation this demand for equality is not something we think about anymore and instead we just celebrate those people that continue to make this country great and
that is what I would love to see. I've said many times I hope someday we don't need BRG's and that I hope that happens within 10 years. We are certainly living in a very it feels very different and it is not just VLB are seeing tangible evidence of that and I think the moment is ours to strike and make that a reality.

>>DAMIAN RIVERA: I love those comments Daniel. To the point, 10 years may not be far enough but what I will say is in my view is that given the strides we are making, the growth we have as a community, the Latino community in 10 years is living and not just talking the talk but walking the walk of what we are seeing today should be happening in this country in businesses, in communities because we are going to be in a very strong position in 10 years.

I already think our strength is just starting to be understood even by us in here. One of the stats I love that was put out there, the US GDP would actually be going down if not for US Latinos. That demonstrates that we are the growth engine behind what is happening right here right now in the country. It's also going to be important for us to make sure that as we are growing in our impact, as we are growing in our communities, we are making sure that our empathy and our ability to continue to give back does not get distorted because we are in those positions. That we remember our journeys and what it was like and continue to make sure there is equity for everybody.

>>THERESA TORRES: Thank you both for that. I appreciate it and I'm going to go now to some of the questions from the audience because we have gotten a lot. And so Daniel going to start with you first. For Daniel while CEOs talk the talk some are not walking the walk. How much of what J.P. Morgan is doing is real commitment to D & I how can we force companies to walk the talk on diversity?

>>DANIEL DEBORD: I can speak more of course about what J.P. Morgan is doing and I can absolutely tell you it is real and by the way it is Hispanic but it is also African-American and women on the move, it's pride I deftly see levels of commitment and dollars but more important than dollars which is sometimes the easy part, a commitment to hold people accountable, to ask for it meaning when I say it I mean the diversity of our teams. And is coming from a place also that we value the diversity of thought as much as it is about culture.

I'm seeing and have seen I would say that there is obviously a lot happening this year for good reasons but if you look back at what J.P. Morgan has been doing for five or six years whether the African American community, advancing pathways, and intentional community outreach throughout the country, and multiple cities, efforts in the Bronx, in Harlem, we can go on and on in terms of what the firm is doing overall to touch the community. But internally which is what we are talking about here,
through diversity initiatives and recognizing. I commented early on that we have to
hold each other accountable too. I commented early on that for many years Adelante
was led by very capable and passionate leaders wanted to see community events but
also it was genuinely a junior population years ago. These partnerships am talking
about these intentional strategic from the top -- saying hey we need to do more we
need to put people on those board seats and help out. So the fact that I sit on the
cochair is part of the conversation in the executive forum that more of us in leadership
positions need to be part of that. That is not a gentle push it's a call for action and that
needs to happen from within.

When you use the word force not you but in the question the second part of the
question talks about how can we force? I will interpret that word way I want which is
to say that we are delivering results in our community. We are quoting numbers on
this call today about what the Hispanic community is monetarily and in the country.
Who we are in terms of the population. That itself, quoting those numbers having
those readied our fingertips and showing the impact we make as a business forces
things so I'm going to use force like that. It forces a reality that we are a presence in
this country and again I'm going to repeat something I said, is not make us more or
less than anyone. We just have to walk in recognition that we are like everyone else.
But we have to have those numbers at our fingertips and be good at our jobs and have
to understand how our businesses make money and move forward.

And when you do that diversity becomes as I said my nirvana and Damian correctly
pointed out I said nirvana in 10 years probably longer but let's say 10 years that we are
not really talk about where someone comes from we talk about the value they add I
think that is how you force it. You force it by by just being incredible what you do
and being vocal and understanding the facts. Think within the firm I'm blessed I met a
firm that I think sees that and values that and I see it around me every day. I'm
learning what happens outside and I think I see some of the – it’s obvious I don't have
the insights that I have from the firm I sit in.

>>THERESA TORRES: Thank you Daniel. Damian I have one for you. How do you
make an impact on professional development for the Latino community and a firm
that lacks representation of Latinos in leadership roles? How do you make an impact
on professional development for the Latino community at a firm that lacks Latinos in
leadership roles?

>>DAMIAN RIVERA: One thing is you don't have to be Latino to assist and help.
We need allies there too. I got to partner managing director at Accenture. There were
not a lot of other Latinos there I had folks that were not Latino that were my guides
you will along that journey. And so just companies need to make sure people need to
make sure, the allies are there in the room too so when you have meetings for the ERGs, BRGs, make sure you are pulling in to those conversations those that are not Latino also. So they can understand the journey and understand what is happening and then figure out how you help each other.

It is not just one way. But I love talking to people about is senior folks may have more experience yes. It does not mean they are smarter. There is a lot of stuff that is someone that is more Junior along the company is going to be able to teach those senior folks frankly. And making sure that it is a two way street is what is going to add that value so, and there is not one specific answer. I know there was one question about is there a tried and true process for developing? It depends on the culture within your company. You have to analyze that culture and figure out how do you maximize based on where the culture and the company position is to continue on the journey to get to that ultimate point of having a truly inclusive and embracing inclusive environments?

>>DANIEL DEBORD: Can I add one thing very quickly? That is a point when you do exactly what Damian just said to do and I agree with it, don't assume that the person you are speaking to is negative to that view. Don't assume that they don't want to think rather assume that you are educating and providing information that maybe they don't have. I say that because I think oftentimes I hear people speak from a negative perspective of they are out to get me and I think that, that does exist I'm not here to say that it does not. It absolutely does but I do not believe it is the majority of people. And when you come into a conversation that way, you disengage the people that are not that minority. And so I just think it's important to walk in confidence which is what I'm trying to convey here.

And also assume, don't assume people are out to get you. Is just not a healthy way to approach and you alienate the people that really want to help.

>>THERESA TORRES: Follow-up question two that Daniel because it parleys to something that one of our participants had put out as a question. So what are your thoughts on combating discrimination and marginalization within the Latinx Hispanic community. It's hard to imagine -- by employers Lepra Donald by white men in the US when we discriminate each other on skin color, sexual orientation, gender identity, gender roles also known as machismo. How do we stop battling and help each other?

>>DANIEL DEBORD: I love that question. It almost sounded like I planted if I did not. But I appreciate so much and I will get more personal here. I grew up in a Dominican family and hope none of them are on that you know looked down on other people and when they are here complaining about how someone is discriminating I
remind them of that. I say you know there is an issue between how we view our neighbors. At times or how we speak about them which is wrong so when you come here and then you don't like how -- there is an issue that I apologize but inhumanity maybe I don't apologize, inhumanity where everybody wants to see themselves superior to someone else. Everyone has a little bit of that that is the bias. I think there's a lot that can be done if you recognize that and find that around you and then approach the people that are maybe discriminating against you with a different perspective and to think I agree with that. Pick a country I will name my own because I feel confident doing that but take a country throughout Latin America and you can pick a subset of that community or they marginalized they look down upon, something in humanity looks to do that and we in the societies to lift above that all across the board.

So one hunch percent I think the numbers this is important, the numbers that it been quoted about the Hispanic community what we are across the nation are counting all Hispanics. If we are divided among ourselves those numbers don't count me same way and it is that question is so extremely important that everyday walk away meditating on that. I firmly believe we have to get our own act together as well.

>>DAMIAN RIVERA: It is a phenomenal question, right? And remember you can only change people so far in time. And by me by that is it is critically important so what is it mean you do so for those of you out there saying yes there are folks my family I need to say something if you can consider there being a continuum let's say one is someone who was outright racist and 10 is Mother Teresa. You're not going to move 1 to 10 in one conversation. If you can sense the person is open to having a dialogue you can move a one to that may be a three maybe even to a four in a single conversation but each time you speak with them if you plant a seed if you are invest your energy into making that move towards helping them understand some pieces they may not be aware of because maybe they were brought up in a different way, then it will happen but it takes time.

We just need to remember it is not going to necessarily be through one conversation. Is going to be through a bit to be able to continue to move them along. That will happen at companies, that will happen in communities, it will happen within our own families. There was a Facebook post that one family member put out there I normally don't respond to Facebook but the family never had a very different view than me and they used me as an example to prove their point which meant I had to jump in there. Huge dialogue amongst the family lots of back-and-forth and we ended with we love each other can't wait to see each other so this going back to equity of opportunity is not the same as equity of responsibility. With the Latino community because we have so much diversity we can get to a point where we are able to within our community to
a point where we are able to teach others this is how you have differences of opinion within your own community and still go towards a common great goal, then that is going to translate to the country being a better place and that is why Québec to that 10 years from now I want to happen I have so much faith in what we will do as a community to move that spectrum over because the next generation coming up is far more quote unquote woke then most of the folks from my generation, frankly.

>>THERESA TORRES: Thank you for that. I want to stay on that same theme of within our own community and how inclusive or sometimes even bias comes in. This is one close to home that came up from one of our participants. The question is why do your children speak Spanish. I'm a first generation American, my mother was born in Spain my dad born in Argentina. We never were never allowed to speak English in the house. I only spoke English in school. I see that most Hispanics don't speak to their kids in Spanish, why? Why not be proud of our language? Before I have you both respond, one, it's interesting because I've had this conversation with friends and others that were not brought up speaking Spanish and were not taught and feel very excluded at times are isolated within the community and kinda feel like they are looked at as they are not Latino enough so they cover and hide and sometimes don't want to be involved in initiatives.

I wanted to put that out there as you respond to that. To that question.

>>DAMIAN RIVERA: I speak Spanish horribly but I understand better than I speak. My brother speaks Spanish fluently so when you say what happened there? We are two years apart. What happened there was when we moved to El Paso when young I would always speak to my grandparents in Spanish and at home it was in English. And when we moved grandparents are not there so then it turned into there is nobody really speaking Spanish to. And I lost it. Right? And for my brother did not. Fluent to this day he is fluent. I speak but I sound my accent is horrible. You are seeing that more and more. Paragraph what I've seen it has not been a pride thing I can say for myself not a pride thing. But I am seeing more and more that as you have kind of second-generation folks here who are seeing Spanish spoken a little bit less but I'm also starting to see now I would say over the past year or so that curving back up even more. Different reasons for different people in different parts of the country. An example.

There was somebody I was speaking to have a young child, their kids said they did not want to speak Spanish in the streets because they were afraid the police would try to deport them if they were speaking Spanish. Parents had to of course correct that real quick because that could have become a pride issue and who you are. That was of course corrected but I think there is different reasons for different families across the
country. For myself I would not try to say that it is a pride issue and tactically if you see you are in a group and someone and you are speaking Spanish and someone is moving away a little bit or seems like they are disengaging, try to figure out how you can help bring them back into the conversation. Does not mean you switch to English, you could have a conversation off to the side after that but do something to try to help them feel that yes even if you don't speak Spanish you are still part of the community. There is a way to keep everybody involved in part of what our mission is.

>>THERESA TORRES: Daniel you want to make any comment on that?

>>DANIEL DEBORD: Yeah I will say that I will start off by saying, I speak very good Spanish and I read very well but I'm embarrassed personally by the fact that you are right my kids speak very bad Spanish and let me explain. And it is it is not a pride thing at all. [Audio breaking up] I grew up I was born here in the US but my family like every good -- of record audio breaking up] before that my grandmother who does not do this day speak a word of English, she would force me to read the Bible in Spanish and speak to her and I spoke to her all day in Spanish and I had them around the whole time so I didn't have that disconnect period that they may not just described I know that would've happened to me exactly as he described if I did not have that continuity. What happens is -- my wife is Peruvian and came here when six. We don't speak much Spanish we both speak Spanish because of our grandparents or our parents in her case and we've done a horrible job and I'm embarrassed by it. My kids are trying and we need to do better. Is not a perfect thing is something that whenever, and here's another thing all of their grandparents now speak Spanish so they don't have what I had. Their grandparents with them but they speak to them in English so that is not there. That is the bottom line I won't belabor the point I'm personally embarrassed by it.

>>THERESA TORRES: Thank you both for that. Next question is there is a pipeline of Latinx in the C suite and that is especially visible for Latina. What can we do to progress and how to be had this conversation with those making the decisions? There is a pipelined gap of Latinx elevated to the C suite.

>>DAMIAN RIVERA: There is a part of it and it ties into one of the questions that was asked also around pipeline Weatherby and wealth management or pipeline in private equity etc. There is there is a for lack of better term a game that you need to know how to play. You need to understand how it works think Daniel you said you were first generation corporate, same thing with myself. There were things I did not understand how the game worked and it does not mean that, so ticket to entry is you are good at what you do. Good at what you do is not what is going to get you up to the C suite. Everybody's good what they do as you go along that path. There is a social
piece to it. There is a community piece to it there's all kinds of other stuff that goes into how do you elevate to those levels?

From our perspective we have six pillars we focus on domain is the first. But you just better be good what you do. Second -- which is understanding mentorship, sponsorship it also understanding the politics within organizations and how do you put yourself in the position to understand the opportunities that are out there.

And so there is a knowledge, awareness Of the game again for lack of better term the game that is played from the corporate perspective that we need to be aware of and plugged into the networks that choose those positions. A lot of times at very senior levels there is a I know you therefore let me tap you on the shoulder and put you in this position. We need to understand how that works and make sure we are positioning ourselves to be able to take advantage of the way the system rules work so that we can continue to elevate up and as the system rules change because that could happen too, it's necessarily fair but it happens, as the system rules change we need to be aware of those changes and adjust. This goes back to where we have a huge advantage frankly is within the community we can MacGyver anything, we can figure anything out that means we are so insanely good at adjusting and shifting so as these systems change don't go into a path of wait a second let me go ahead and go back to what I was doing before but embrace the change happening take advantage of the fact that you will be able to pivot a lot faster than anybody else.

>>THERESA TORRES: Thank you Damian. A question came in and Daniel maybe you can respond to this one. How do you recommend ERG leaders approach their membership communications to stress the importance of voting in the election without it becoming political?

>>DANIEL DEBORD: Yeah I mean look, approaching the topic is easy but follow-up is difficult. I think that it is important, irrespective of who you support and I think that is where you begin, that we as a community are counted and seen. I think I may quote it wrong please correct me if I heard it wrong but in the opening remarks you said 13% of the population of voters are Hispanic ethical something like that. That is important and it is, I don't want to get, let me just say that I struggle with a lot of what is happening all around me, leave it at that and say that I speak about that out loud to my kids. I speak about that struggle and we discussed it in their little and my wife sometimes says don't put all of that their head. No I'm battling with it but I think out loud and I tell them I'm struggling with what to do this crazy world and I tell them but I still have to do it. I still have to vote even though I'm the one who was torn apart with many things.
And I think it's important we teach our kids first, it's important duty and second as a community that we let people know I don't really care I do care but I don't want to talk about how you vote. What I want is for you to be seen, for us to be seen. I think it's extremely important from that angle if you can keep it there that's great. Paragraph the problem is the follow-up that is where you get into it if you allow conversation that we going to pockets or if you agree or disagree. I think we need to stay away from that because I think here's what's going to happen if you do allow that to creep in in a setting like an ERG setting you will make it so you cannot say what I just said. So need to guard it because what you want is that representation to be visible. So I would be careful and I would work within the policies of whatever your firm is doing, but I push for opportunities to do so in that way.

>>DAMIAN RIVERA:  ALPHA we are not a political organization and cannot be by law based on the type of organization we are so what I tell folks is this. Vote. I'm not going to tell you who to vote for you decide who you are going to vote for but your voice is critical to be heard right now. So make sure your voice is heard. The other piece I say is understand what both sides are saying. It doesn't matter which side you stand on, understand what both sides are saying because when you are going to be in a conversation with someone you better understand that other argument so if you want to try to help change somebody's mind you know where they are coming from or maybe you are going to change your mind because you are hearing something new about where they are coming from. So at home over here we will listen to both CNN and Fox and it is a joke in the family that whenever I have Fox on ever but he hates it but we listen because you got to understand both points of view so that you can have some meaningful conversations. Going back to the point if you cannot move somebody from a one to a 10 how are you going to move someone from one position to another if you don't understand or have empathy for why they believe what they believe. That is why tell people vote because your voice needs to be heard a number two make sure you understand both sides of the argument so that you could have a real conversation with people and none of that is political.

>>THERESA TORRES:  Thank you so much and I agree I think we have gotten to such a point that people cannot even have a discussion about everything going on without it moving to a very heated argument and combative conversation and we just need to all be informed and lead with the facts and trying get away from the emotion of it all. So thank you for sharing that.

Our attendees have heard so much from all of us and what we are thinking about and celebrate Hispanic Heritage Month, I have a question for everyone on the meeting right now so as you think about the next few weeks, as we continue to celebrate Hispanic Heritage Month, what are you most proud about within our community?
What is the one thing if you thought about celebrating this month in regards to the Hispanic community? What is it that you are celebrating? What is it that makes you the most proud? And for me I will start off and say it is just Familia and no matter what we always have each other's back. So I would love to hear from all of our attendees on what they are most proud of this Hispanic Heritage Month. I see multiple attendees typing. Go ahead Daniel.

>>DANIEL DEBORD:  
Sorry that was from the audience I guess I stepped in. Okay so I was going to echo I was going to echo look we get, I'm reading the chat quickly I wish I could read them all I hope I get a script of it but so many interesting questions I read some things there about people, the grandparents making comments about speaking Spanish and the embarrassment and I think that something I've overcome is that as a child there were times that I felt that there was aspects of my growing up and I don't think this is just a Hispanic thing I this is a human thing, that I was embarrassed about or whatever. And I've grown to cherish aspects whether it is how United our family is. I have a large family. And the more I meet people of other cultures the more value that. And the other thing that I've gotten so many miles from is the work ethic that was instilled in me by hard-working first-generation. I work a lot according to my peers but I feel like I do nothing compared to what my parents did. I'm embarrassed sometime because my father worked seven days a week. The only day he took off was Good Friday. And when I go on vacation I almost feel guilty. Not anymore but I'm saying that I'm so proud of that work ethic that they instilled in us and the family and the beliefs that I think they make us who we are. And let's not forget the food. Everything about our culture but I'm extremely proud of that makes me who I am and I like talk about it. And there was a time as a child I did not see it that way and even as I hear myself speak here I need to do more to make sure my kids don't feel that way. I think I do that but I haven't asked that way. We need to make sure we are proud you are not lest you are not more you are equal and you need to value and people appreciate it and you need to be proud so all those things are on my mind.

>>THERESA TORRES:  
So many of those comments everyone is echoing family.

>>DAMIAN RIVERA:  
But I would add that is probably its family too oriented too is the level of diversity within the Latino community. A lot of people think that we are one group and we are a group but have so much diversity within our community and for the people that don't know it's the reason I love the way you started the session with explaining Hispanic Heritage Month and the different reasons why it is September 15-October 15 and not a specific month and it is all the different cultures and countries become from, all the different places that make up who we are and that to me is insanely beautiful.
>>THERESA TORRES: Thanks so much and I'm looking at the comments people talk about resiliency and amazing people our families how we support each other and for anyone that has never been to an AL PHA convention is like going to a huge family reunion and even if you never had been there before you get pulled into the huge family reunion so looking forward to when we continue to have those. And Daniel Dominican food is amazing, always be proud of your Dominican roots and the culture of your family. I love seeing all of these different comments, diverse, dynamic, Hispanic is not a monolith.

So thank you all so much for sharing and I know we are three minutes from closing so I did want to share some of the Diversity Best Practices next events that will be coming up so we could just go to that quickly. Some of our upcoming events, best law firms for women on the 22nd. October 13 and 14 hour work beyond Summit for the 100 best awards. A DBP webinar October 22 for national disability employee awareness month. October 28 our dads count Summit. Again focused on Familia.

November 5 our DBP web seminar Native American heritage month. November 13 our national association of female executives, women of excellence awards. November 19 another member conference, innovation, inclusion and impact. December 3 all in for women in tech in December 9 our national association for female executives top companies for executive women. And as we come to the close we would appreciate if you would fill out your evaluation because your feedback is important to us.

And I just wanted to share some very quick takeaways that I got from hearing our outstanding speakers. So leverage all of your abilities to impact your community. Leave yourself open to the opportunity. See what you are meant to be. Remember who you are. You are your hero and remember your values. Be intentional and focused and this one I just found in the chat when I asked what people will be most proud of, one of our participants said I am proud of the relentless desire to push forward every day of every single day and you never give up. That is what our community is all about. So thank you all for participating in our Diversity Best Practices virtual Hispanic Heritage Month celebration. Very very special thanks to both Damian and Daniel for joining us and to all of you for taking an hour and a out of your day to participate in this great conversation. I wish you all a great day and a fantastic Hispanic Heritage Month and hope to see you all soon at future events. Thank you all so much.