Building the Latino Workforce

DBP RESEARCH REQUEST
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SNAPSHOT: Today’s Latino Population

➢ According to the Pew Research Center, the nation’s Latino population is projected to grow to 119 million and be 28.6 percent of the US population by 2060.

➢ In 2015, Hispanics controlled $1.3 trillion in US buying power. Projections estimate Hispanic buying power to be $1.7 trillion by 2020.

➢ Latinos are making big inroads in college enrollment. In 2014, 35 percent of Latinos 18 to 24 were enrolled in a two- or four-year college, up from 22 percent in 1993 – that amounted to 2.3 million Hispanic college students in 2014.

➢ Latino workforce participation has grown by 70 percent, or nearly 2.5 million people.

➢ The Latino population has a medial age of 28 years old compared to the total US median age of 37.

➢ More than 60 percent of the Latino population is under age 35, and 75 percent is under age 45.

These young Latinos have the potential to invigorate the workplace and the marketplace, bringing with them new expertise and ideas, and launching a new generation of political, social, community, educational and business leaders.
Industry Workforce shortages

➢ The number of insurance workers 55 or older increased by 74 percent in the last 10 years, compared to 45 percent for the overall workforce.

➢ A study by McKinsey estimates that 25 percent of the current insurance workforce will retire by 2018, leaving the industry facing a potential deficit of 400,000 positions. Reinsurers, brokers, and underwriters are occupations at risk for personnel shortages.

➢ Despite placement rates close to 100 percent, the annual yield of graduates from the nation’s risk management and insurance programs meets only 10 to 15 percent of industry needs.

➢ Sixty-five percent of insurance organizations are planning to increase their staff in the coming year.

➢ In 2014, EEOC reported Latinos represented less than 4 percent of executives, 7 percent of middle managers and 6 percent of professionals in the US workforce. Female Latinos are 1 percent of executives, 3 percent of middle managers and 3 percent of professionals in the US workforce.

These trends have significant implications for movement and turnover in the management and leadership ranks of many insurance companies, and provides a unique opportunity to change the industry’s demographic profile.

Source: BLS; Jacobson Report
Representation:
Diversity in the Insurance Industry
## Workforce Diversity:
Finance and Insurance Sector

### Finance and Insurance Sector

#### 2015 EEOC Jobs Patterns Women & Minorities in Private Industry

<table>
<thead>
<tr>
<th>Position held</th>
<th>% Male</th>
<th>% Female</th>
<th>% White</th>
<th>% Black</th>
<th>% Hispanic</th>
<th>% Asian</th>
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</thead>
<tbody>
<tr>
<td>All sector jobs</td>
<td>42%</td>
<td>58%</td>
<td>69%</td>
<td>13%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Executive/senior level officials &amp; managers</td>
<td>70%</td>
<td>30%</td>
<td>88%</td>
<td>3%</td>
<td>3%</td>
<td>5%</td>
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<tr>
<td>First/mid-level officials &amp; managers</td>
<td>52%</td>
<td>48%</td>
<td>78%</td>
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<tr>
<td>Professionals</td>
<td>48%</td>
<td>52%</td>
<td>72%</td>
<td>9%</td>
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<tr>
<td>Technicians</td>
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<td>Sales</td>
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<tr>
<td>Office &amp; clerical</td>
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## Workforce Diversity:
**Insurance and Employee Benefits Funds**

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<td>42%</td>
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<td>31%</td>
<td>32%</td>
<td>0%</td>
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## 2016 BLS Insurance Industry Demographics by Occupation

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Male</th>
<th>Female</th>
<th>Black</th>
<th>Asian</th>
<th>Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Carriers (all)</td>
<td>39%</td>
<td>61%</td>
<td>11%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>Insurance sales agents</td>
<td>53%</td>
<td>47%</td>
<td>11%</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Insurance underwriters</td>
<td>37%</td>
<td>63%</td>
<td>10%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Insurance adjusters, appraisers, examiners, investigators</td>
<td>38%</td>
<td>62%</td>
<td>15%</td>
<td>2%</td>
<td>12%</td>
</tr>
<tr>
<td>Insurance claims &amp; policy processing clerks</td>
<td>15%</td>
<td>85%</td>
<td>18%</td>
<td>7%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Source: DOL, BLS
A study by McLagan/Aon Hewitt examined diversity among insurance carriers – 77 percent of survey participants were property and casualty carriers.

The study found a significant lack of diversity, particularly at the executive and leadership levels.

Only six percent of companies participating in the survey reported having a chief diversity officer.

Of the 94 percent of companies that don’t have a dedicated diversity position, only seven percent reported they planned on hiring such a professional in 2016.

Only half of survey participants reported they had a diversity strategy in place, or were in the process of developing one.
<table>
<thead>
<tr>
<th>Stock</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Manager</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Professional</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Trainee</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>Administrative</td>
<td>17%</td>
<td>83%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>45%</td>
<td>55%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Stock</th>
<th>Caucasian</th>
<th>Hispanic</th>
<th>African American</th>
<th>Asian/Pacific Islander</th>
<th>Multiracial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>98%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>91%</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Manager</td>
<td>91%</td>
<td>2%</td>
<td>4%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Professional</td>
<td>83%</td>
<td>5%</td>
<td>6%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Trainee</td>
<td>80%</td>
<td>8%</td>
<td>6%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Administrative</td>
<td>72%</td>
<td>10%</td>
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<tbody>
<tr>
<td>Executive Management</td>
<td>93%</td>
<td>1%</td>
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<tr>
<td>Senior Leadership</td>
<td>88%</td>
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<td>4%</td>
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<td>Manager</td>
<td>87%</td>
<td>3%</td>
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<td>Professional</td>
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Source: McLagan/Aon Hewitt
Recruitment & Hiring:
Ensuring Inclusivity - Tapping the Pipeline
Inclusive Recruitment & Hiring
Best Practices

- Track and measure hiring ratios and audit outcomes for gender, racial or age patterns and disparities
- Benchmark where the organization stands relative to competition
- Determine what percentage of diverse talent is needed in the pipeline to create a difference in the next three to five years
- Understand and monitor the talent pool in the industry and each business region
- Establish measurable goals for diverse interview and promotion slates
- Review the full talent acquisition and career advancement life-cycle for bias, including job posts, interview guides, job requirements, promotion opportunities, and criteria weighing evaluations
- Conduct anonymous surveys; leverage recent hires and those who declined offers to help identify hidden biases and recruitment shortfalls
- Ensure accessible and culturally inclusive communications and messaging
- Engage managers at all levels in recruitment and hiring, as well as identifying and developing high-potential employees – and recognize and reward them for their efforts
- Build strong partnerships with schools and student associations, and community-based associations and organizations; leverage ERGs BRGs in developing these partnerships
- Monitor and use social media
Strategies for recruiting diverse students

➢ Partner and network to expand the number of Latino students attending and graduating from schools of insurance and risk management.

➢ Source from non-traditional industries: professionals with backgrounds in STEM, CPAs, financial officers, and customer service professionals have transferable skill sets and fresh perspectives that can benefit the industry.

➢ Recruitment of Latino students can also come through community, professional, and social groups or organizations, churches and other religious groups, Latino fraternities and sororities, Latino alumni, and Latino mailing lists.

➢ Encourage employees and ERGs to participate in recruitment efforts and speak directly to customers and candidates through social media and other community-based forums.

Consider, employees are three times more trusted than the CEO when it comes to showcasing what the company is like to work at; the average employee has a network of followers ten times larger than the company they work for. One study found that 70 percent of millennials hear about companies through their friends versus just 40 percent through on campus recruiting.
Future underwriters will play multiple roles, including: sales executive, decision scientist, consumer advocate, innovator, and technical specialist.

- They will need to understand important trends and market risks and opportunities.
- Greater analytical and computing skills and competencies will be a prerequisite.
- A widening range of models will become ‘go-to’ tools for underwriters, including sensor-based technologies and semantic web applications that generate insight as opposed to traditional applications that collect and aggregate data.
- Communication approaches, outreach, and information sharing with consumers and agents, distributors, and colleagues will take place through mobile technology and social media.

There is a growing need for data analytic skills sets across the insurance industry, and workers who can synthesize and analyze a wide range of data to generate insights, identify trends, and develop accurate predictive loss.

- The number of data and analytics jobs in the US are forecast to increase by 92 percent by 2017.
- Companies in all sectors of the insurance industry are adding analytics positions at a rate more than five times faster than the overall national employment growth rate.
- Twenty-five percent of insurers are currently investing in big data and analytics.
- Eighty-two percent of insurance professionals believe their company doesn’t take advantage of technology and analytic capabilities that are available.

Source: EY; Jacobson
Case: One leading US insurance carrier’s recruiting program focuses on partnerships with top universities. The carrier provides summer internship opportunities with meaningful, mission-critical work to a group of high-potential students. Students rotate through three areas of the business, interact with high-level employees, and gain an insider’s perspective. Once these former interns are in place, they form the basis of an alumni network that can further enhance recruiting efforts and build awareness on core campuses. In addition to the opportunity to learn, the carrier employs creative cultivation methods, such as events outside of the work environment, to excite interns about the organization’s culture.

Source: McKinsey
Insurance industry executives and groups working to attract millennials to the sector are now actively targeting their younger colleagues to help get the word out through the Insurance Careers Movement initiative. The Movement includes more than 600 insurance carriers, agents/brokers, trade associations and industry partners.

In 2016, the recruiting initiative held a webinar designed to appeal to younger property/casualty insurance employees to raise awareness of the industry and help recruit new applicants. According to organizers, close to 2,000 people took part in the webinar, with millennials and others logging in from the US, UK, Turkey, Switzerland, Mexico, Ireland, India, France, Canada and Bermuda.
Hispanic Association of Colleges and Universities (HACU) is a national organization representing the accredited colleges and universities in the US where Hispanic students constitute at least 25 percent of the total student enrollment, and comprise 65 percent of Hispanics enrolled in higher education. The association’s internship program has placed nearly 6,000 Hispanic college students.

Association of Latino Professionals for America (ALPFA) ALPFA serves more than 81,000 professional and student members across the US. In addition to networking and professional leadership development opportunities, members have access to 50,000 paid summer internships through hundreds of Fortune 1000 corporate partners. The association aspires to be the business partner of choice for companies seeking to hire and develop Latino talent.

National Hispanic Institute (NHI) The NHI targets top Hispanics in high school and college to develop the next level of Latino talent.

The National Hispanic Institute targets top Hispanics in high school and college and conducts creative leadership training to develop students’ self-marketing, networking, college planning and organizational development skills.
Retention & Advancement:

Developing the Internal Pipeline
In his book: *Autentico: The Definitive Guide to Latino Career Success*, author Robert Rodriguez provides corporations looking to develop their Latino pipeline the following guidance:

1. Become knowledgeable of Latino culture and values and stop pressing Latinos to assimilate and instead create conditions that nurture Latino professional success. Incorporate some Latino culture into their corporate culture and stop trying to “fix” Latinos.
2. Aggressively accelerate Latino leadership development holistically through internal and/or external leadership development programs, mentorship and sponsorship, but most importantly, through pilot stretch assignments.
3. Differentiate among the various Latino talent pools and segmented markets in ways that are as rigorous and sophisticated as marketing campaigns. There is no single Latino talent force in the same way there is no single Latino market.
4. Encourage their highest-ranking Latino leaders and executives to work together to advance the Latino talent agenda through a Latino officer caucus or roundtable.
5. Provide opportunities for Latinos to influence major corporate and commercial strategic initiatives.
What is the company actively doing to develop its diverse talent pipelines? Are there succession plans targeted to diverse populations? Or set % goals? If not, how will the company determine success?

How often does the company review the talent sets of Latino workers already in the internal pipeline?

Do Latino employees in the organization know how to get ahead? Are they aware of career paths and roles open to them, and how they should be preparing to advance?

What percentage of Latino employees are getting visibility, new job experiences, and stretch assignments? Who has access to opportunities for mentorship and sponsorship?

Are there targeted employee development plans in place to put Latino employees on the path to advancement? How are those plans measured in terms of progress, timeliness, mobility and advancement?

Does the company audit for bias? Are company leaders held accountable for performance related to the advancement of diverse talent?

Source: NAACP Opportunity and Diversity Report Card
Developing next generation leaders

As technology continues to advance and change the nature of work and how it is delivered, the life span of many technical skills is getting shorter.

As a result, companies are focusing on developing people with transferable behavioral skills that can transcend advancements in technology.

Thinking strategically, driving change, and cross-functional capability are now critical skills companies look for as they develop the next generation of leaders in their workforce.

Best practice companies also understand that a bilingual, culturally competent workforce provides a strategic business advantage in today’s increasingly diverse marketplace.

Increasing representation of Latino workers creates a cultural bridge to one of the fastest growing segments of the US population.

- Thinking strategically
- Driving change
- Demonstrating cross-functional capability
- Business knowledge
- Analyzing problems
- Leading teams
- Influencing others
- Taking initiative
- Implementing continuous improvements
- Building and sustaining relationships
- Communicating with impact
- Making sound decisions
- Financial acumen
- Empowering others
- Other
- Displaying cultural sensitivity
Many companies have improved their recruitment efforts for people from underrepresented groups but find that retaining them – and promoting them at equitable levels – is a bigger challenge.

What factors prevent people of color and others not in the majority from reaching their full potential in the company?

What is the attrition rate of the workforce? How do attrition rates compare across different diversity dimensions?

Findings the 2017 DBP Inclusion Index found that even best practice companies still have a long way to go when it comes to providing equitable opportunities for employees of color to participate in succession planning, sponsorship and mentoring.
• Opportunities for individual coaching, affinity-based leadership development, executive sponsorship, and mentoring are essential components of the employee development continuum - particularly for diverse employees who may lack access to training and advancement options that are more readily available to majority employees.

• Stretch assignments are also effective interventions to develop new skills and perspectives, and including diverse high-potential employees in networking events with company and industry leaders is another strategy to build competencies and forge new relationships.

• Developing the internal pipeline is not solely about the talent process. Workplace programs and efforts such as work-life integration and pay equity are also important factors to consider in strategies to develop the pipeline.

• Consider that workplace flexibility and fair pay are two frequently cited reasons employees join and stay with an employer.
The Hispanic Alliance for Career Enhancement (HACE) is a national non-profit dedicated to the employment, development, and advancement of Latino students and professionals. The organization has more than 52,000 members, and 91 percent of its professional member base hold a bachelor’s degree or higher. These professionals work in multiple industries and across disciplines, in jobs that range from entry level to executive. HACE’s student members come from high schools and colleges throughout the country.

The mission is twofold. HACE provides members educational and professional development opportunities including internships, mentorships, continuing education, and leadership development. The second part of the mission centers around forming strategic partnerships with employers to promote best practices, showcase the talent of HACE membership, and jump start the talent acquisition process.

As one snapshot of performance, HACE conducted a Women’s Leadership Program in eight cities. Twenty to thirty professional Latino women participated in each event. Within six months of completing the program, 40% of overall program participants were promoted. In one year, 70 percent of the program participants had received a promotion.

HACE conducts ongoing events ranging from executive summits and leadership forums, to career fairs and recruitment events, and conferences and roundtables, many of which are designed to meet the needs of CEOs, D&I officers, and HR professionals.

The organization also provides programs for ERGs focused on mission alignment, company and community outreach, and networking. ERG members can participate in HACE professional development workshops and other events throughout the year to swap information and ideas, and build the skills sets needed to influence and lead diversity efforts back at the workplace. These events provide ERGs a forum for discussing new topics and changes occurring in the Latino community. Many ERGs are leveraged by HACE in its outreach to high schools and colleges and services to student members.
HACR Leadership Pipeline Program

HACR LLP was launched in 2015 to provide companies with a forum to develop their Hispanic ERG leaders as well as mid and upper level Hispanic corporate leaders. The program builds upon the legacy and success of the HACR Young Hispanic Corporate Achievers, expanding opportunities for high-potential talent to network and develop leadership and managerial skills. The one and a half day convening consists of leadership development workshops and business sessions, featuring subject-matter experts and thought leaders in the areas of corporate governance, management, leadership, personal branding, ERGs, and more.

Hispanic Leadership Development Program Anderson School of Management

The Anderson School of Management’s Hispanic Leadership Development program is designed for Hispanics who are in or aspire to managerial and executive levels of leadership. With a focus on both personal growth and cultural issues Hispanics face today, you will gain the tools you need to choose how YOU will lead.

Latina Global Executive Leadership Program Latina Entrepreneur Program

The Institute’s mission is to mobilize the transformation of Latina mid to senior level corporate, non-profit and government managers to executive ranks by providing high-performing Latina managers with the knowledge, skills and tools to accelerate their development into the executive ranks for increasing optimal business performance. The institute also offers culturally-relevant strategies that allow executive Latina participants to step into leadership roles and promote the value of a bicultural influence, and empowers Latina managers to become influential change agent leaders who can align their organization’s business initiatives with social responsibility participation.

Latino Executive Development

Over the course of nine months, participants attend three program sessions with each session spanning three and a half days. Sessions take place two to three months apart. Participants are assigned executive mentors with significant leadership experience within Fortune 1000 companies who will assist them in preparing and implementing personal leadership development plans. In addition, participants are grouped into teams to develop innovative projects during the program. Teams work with Latino Executive Advisors who share insights from significant corporate experience.

Other great resources for developing Latino leaders
Partnerships to source and develop Latino talent

**Congressional Hispanic Caucus Institute (CHCI)**  The mission of the Congressional Hispanic Caucus Institute is to develop the next generation of Hispanic leaders and a pipeline of Latino talent. Corporations can become partners, which promotes brand as inclusive employer, and provides opportunity to develop and access emerging Latino talent pool.

**National Hispanic Corporate Council (NHCC)**
The mission of the National Hispanic Corporate Council is to provide its member corporations with the resources, market intelligence, collective expertise, education and counsel to implement proven strategies for reaching the Hispanic community externally and leveraging Hispanic talent internally.

**Prospanica**  Formerly the National Society of Hispanic MBAs, Prospanica serves 28 chapters and 6,000 members. The Association fosters Hispanic leadership through graduate management education and professional development. Corporates seeking Hispanic talent can post jobs on the organization’s career site.

**New America Alliance**  NAA provides opportunities for corporations to engage with successful American Latino business leaders and other professionals. In addition to NAA annual Wall Street Summit, corporate partners can participate in national and regional programs. Corporations that contribute $25K or more annually can become part of the NAA Corporate Alliance Roundtable.
Develop Men of Color in the US

AIG’s Executive Men’s Development Initiative (EMDI) is a 12-month executive development program which seeks to build executive competencies of high-potential diverse employees and prepare them to assume greater responsibilities and ultimately reach higher levels of management. High-potential men of color from across the country participate in both live and virtual executive development sessions, receive 1:1 executive coaching and sponsorship, and complete two team projects—one focused on the external community and one that addresses an internal business challenge or opportunity.

Seventeen men graduated from the pilot program. Most of the graduates are now engaged in mentoring younger employees, including early career talent, and served as advisors to the second EMDI cohort in 2017.
One national insurance carrier established an **talent share program** to support the development and advancement of its internal employee pipeline. The program reduces the costs associated with hiring and onboarding an external candidate, enables growth opportunity and exposure to other parts of the business, and preserves the cumulative knowledge and maturity of the employee. When a position opens in any department across the company, it is openly posted and any employee in good standing can apply. If hired, the employee serves in the new role for six to nine months, providing an immersion experience that fast tracks new skills development. The employee’s manager allows them to be ‘loaned’ for the duration of the assignment, but gets to keep them as a budget item. Once the assignment is complete, the employee returns to their original position. In the first two years of talent share program, internal placement rates doubled. There’s an added bonus for employees who participate in the talent share program in the company’s inclusive diversity department: the company receives a new D&I champion that will go back to their department and make D&I a priority.
From 2012 to 2014, Cigna provided employees millions of dollars in tuition assistance through its Educational Reimbursement Program (ERP) with the goal of helping employees develop the skills needed for long-term employability. According to the Lumina Foundation, during the two-year timeframe, the Cigna ERP produced an ROI of 129 percent. For every dollar invested in ERP, Cigna got back its $1 and avoided an additional $1.29 in talent management costs. In addition, 43 percent of EAP participants experienced greater incremental wage gains and had more career opportunities than non-participants. Employees participating in the ERP report improved career opportunities and outcomes, more confidence, increased motivation, new knowledge and skills sets, and increased recognition and support from their managers.

Based on the positive ROI findings, Cigna increased financial support to $10,000 for undergraduate degrees and $12,000 for graduate degrees in strategic fields of study, and lowered reimbursement to $4,000 for undergraduate degrees and $6,500 for graduate degrees in non-strategic fields.
Industry Benchmarks:
State of D&I in Insurance
Case: AIG Insurance

Talent Development Programs

• Women’s Executive Leadership Initiative - Global
• Executive Men’s Development Initiative - USA
• Women’s Development Program - Japan
• Accelerated Leadership Development Program for Professionals of Color
• HeForShe Initiative - UK

Employee Resource Groups

• Asian Leadership Network
• Black Professionals
• Latino Network
• Disabilities & Allies
• Generations
• Interfaith Network
• LGBT & Allies
• Multi-Cultural
• Veterans Leadership Network
• Women & Allies
• Working Families
• Young Professionals

Sample External Partners

• National Minority Supplier Development Council (NMSDC)
• Women’s Business Enterprise National Council (WBENC)
• National Gay and Lesbian Chamber of Commerce (NGLCC)
• US Hispanic Chamber of Commerce (USHCC)
• Financial Services Roundtable for Supplier Diversity (FSRSD)
• US Business Leadership Network (USBLN)
• Minority Supplier Development Council – UK
• WE Connect International

Source: AIG 2016 D&I report
Case: Diversity in AIG

- Interfaith and Generations ERG chapters launched in 2015 & 2016
- As of June 2017, more than 90 ERGs have launched in AIG offices across the globe
- ERGs have launched in 27 countries and 48 AIG locations
- Over 12,000 members have signed up to join our ERGs
- In 2016, the global Young Professionals and Women & Allies chapters, respectively, piloted a global structure, bringing together dozens of ERGs, to collaborate and share ideas

**Minority Representation**

<table>
<thead>
<tr>
<th>Category</th>
<th>Black or African American (%)</th>
<th>Hispanic or Latino (%)</th>
<th>Asian (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives/Sr. Officials &amp; Managers</td>
<td>1.3</td>
<td>3.8</td>
<td>8.8</td>
</tr>
<tr>
<td>First/Mid-Level Officials &amp; Managers</td>
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<td>4.9</td>
<td>15.4</td>
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<td>Professionals</td>
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<td>7.5</td>
<td>16.5</td>
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<tr>
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<tr>
<td>All Others¹</td>
<td>19.9</td>
<td>11.6</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>11.3</strong></td>
<td><strong>7.8</strong></td>
<td><strong>12.9</strong></td>
</tr>
</tbody>
</table>

¹ As of September 2016.
² Includes EEO-1 categories of technicians, administrative support workers, craft workers, laborers and helpers, and service workers.

Source: AIG
Latinos Embracing Aon Diversity (LEAD) provides a forum to address the opportunities and challenges faced by Latino and Hispanic colleagues. Through diversity and inclusion, LEAD members can better serve Aon's clients while empowering fellow colleagues to fully realize their potential.

Link is a BRG for colleagues who are in the early stages of their careers or new to Aon and are seeking professional career growth.

Pride Alliance Pride Alliance is a global BRG for lesbian, gay, bisexual, and transgender colleagues and allies (LGBT Ally).

Veterans United (AVU)'s mission is to deliver professional development programs and services to the veteran community within and outside Aon.

Asian American BRG's mission is to enhance the professional development and leadership opportunities for Aon Asian colleagues.

Blacks United in Leading Diversity (BUILD) was created to address the interests of all colleagues of African descent.

Generations BRG leverages, and develops the experience and professional skills of colleagues age 40 and over.

Virtual Connections helps virtual colleagues (those who work 50 percent or more outside a traditional office) become better connected to each other. They provide support for managing virtual teams and working and networking effectively as a virtual colleague.

Women's International Network (WIN) is a global community of women providing support for personal and professional growth and help with career advancement for women colleagues.

Working Parents Group offers a forum where parents can stay informed, connected, and supported. The group advocates for maternity and paternity leave, parenting resources, work/life balance, professional development, and community involvement.

Empowering Abilities Group represents colleagues who consider themselves to have some form of disability, are affected by a relative or friend who has a disability, or have an interest in disability issues.

Multicultural Diversity Group (UK-based) recognizes the many advantages of a multicultural colleague base and celebrates distinct cultural differences stemming from personal traits such as race, ethnic origin, background, and religion.
Case: CNA Insurance

Information available at the CNA website:

CNA is committed to building and sustaining a diverse and inclusive workforce and environment. Employees with divergent points of view, differing frames of reference, and broad ranges of life experiences bring an energy and unique advantage that is essential to delivering on our mission. At CNA, we believe that diversity and inclusion reflects the world in which we live. It creates a dynamic work environment that fosters trust, innovation, and excellence, while providing an atmosphere where every employee feels respected, motivated, and empowered to perform at peak level.

A review of the CNA 2016 Annual Report indicates that all board members are male, although it is not clear the extent to which men of color are represented.
Case: The Hartford

Approximately 30 percent of the company’s workforce participate on ERGs. The Hartford supports the following ERGs:

- APPN: Asian Pacific Professional Network
- BIPN: Black Insurance Professional Network
- FAN: Flex-abilities Network
- GLOBE: Gay, Lesbian, Bisexual and Transgendered Organization Benefiting Everyone
- HLN: Hispanic Leadership Network
- MilCom: Military Community Network
- PWN: Professional Women's Network
- YoPros: Young Professionals Network

The Hartford has been recognized by leading diversity organizations, including:

- Disability Equality Index: "Best Places To Work"
- Bloomberg Financial Services Gender-Equality Index
- Human Rights Campaign: "Best Place to Work for LGBT Equality"
State Farm is one of the most highly regarded companies of its kind by Latinos, and the top Hispanic advertising investor among the financial services and insurance category. In 2014, the company allocated 22 percent, or $109 million, of its advertising budget to Hispanic-dedicated efforts.

The company has a robust community outreach and philanthropy program and has a relationship with a variety of national Latino organizations. For example, State Farm supports the Raza Development Fund’s mission to invest capital and create financing solutions to increase opportunities for the Latino community and low-income families. This includes loans for housing, community facilities, transit-oriented development, health care clinics, and charter schools. Grant funds help support Latino leadership programs with several colleges and universities.

State Farm works with the National Council of La Raza (NCLR) to improve opportunities for Hispanic Americans. From professional development training for teachers and administrators to programs that empower parents to become more effective participants and advocates in their children's education, State Farm supports educational programs that significantly impact the academic and social growth of students. State Farm is the founding sponsor of NCLR's CASA Program, a service-learning initiative to raise student awareness in community work, increase creativity and hands-on learning, and support teacher development in student learning standards.

State Farm works with the Congressional Hispanic Caucus (CHCI), a leadership development organization that provides Latino youth with the training, tools, and resources they need to attain a higher education and become effective leaders and professionals. State Farm is a founding sponsor of CHCI's Ready to Lead (R2L) NextGen Program, and most recently, sponsored CHCI NextOpp, an online scholarship tool.

State Farm works with the NALEO Educational Fund to help Latinos become full participants in American civic life through increased civic engagement. NALEO's emphasis on access to higher education and training on emergency preparedness and disaster recovery is right in line with State Farm's work in communities. We continue to be a proud founding sponsor of NALEO's Education Leadership Initiative (NELI) and the NALEO Policy Institute on Infrastructure.
Travelers Diversity Networks are voluntary organizations led by a team of selected employees dedicated to fostering a diverse and inclusive work environment. Open to all employees, the networks are part of our overall diversity strategy and aim to help foster the retention, development and success of Travelers employees.

- Asian Diversity Network
- Black/African American Diversity Network
- disAbility Network
- Hispanic/Latino Diversity Network
- LGBT & Allies Diversity Network
- Military and Veterans Diversity Network
- Women’s Diversity Network
- Young Professionals Diversity Network
Appreciating Differences Diversity Training

• Travelers requires all employees – at all levels and in all functions – to participate in a dynamic, interactive diversity education program to understand how to leverage differences for shared success.

Inclusive Leadership

• In recognition that managers throughout our company have a responsibility to help build a diverse company and an inclusive culture, we added an Inclusive Leadership objective in all managers’ 2017 performance objectives. The Inclusive Leadership objective is to purposefully foster a work environment where all employees are included and appreciated and to attract, retain, engage and develop employees from all cultures and backgrounds.

• In addition, managers receive training on our policies that prohibit discrimination in the terms and conditions of employment, which include pay. We have controls in place relating to compensation decisions and a process for employee compensation reviews each year, which assist in our pay equity efforts, including those with respect to gender.

Travelers EDGE: Empowering Dreams for Graduation and Employment

• Established in 2007, Travelers EDGE (Empowering Dreams for Graduation and Employment) provides a unique, holistic approach to education for underrepresented students. Through partnerships with colleges, universities and community-based organizations, Travelers EDGE increases access to higher education and provides students with opportunities to excel. The program helps students progress from middle to high school curriculum in preparation for post-secondary education, building a strong pipeline of future leaders to college and beyond. Once enrolled in college, Travelers EDGE students benefit from a broad range of support services, including financial support, career and business advice from our employees, internships and job shadowing, and professional development workshops.

Source: Travelers
USAA's diversity and inclusion credo is "Many Faces. One Mission." To promote a diverse workforce, USAA:

• Collaborates with diverse organizations, institutions and colleges to source diverse talent
• Promotes diverse talent pools
• Affords rich career development programs and internal mobility opportunities
• Offers flexible work options and exceptional benefits
• Maintains Affirmative Action Programs
• Provides diversity and inclusion skill building and training
• Celebrates cultural heritage month events
• Offers multiple career development and mentoring resources and tools
• Leverages multiple feedback channels for employee ideas
• Maintains an innovation lab and interactive tools and resources to foster inclusion and innovation
• Conducts engagement surveys of all employees
• Utilizes Diversity Business Groups to assist in turning diversity into measurable value for the association
Case: USAA invests in D&I

USAA Memberships and Affiliations Highlighting Diversity

- Association of Latino Professionals
- Association of Latin Professionals in Finance & Accounting
- Catalyst
- Diversity Forum (COL)
- DiversityInc Best Practices
- Diversity Leadership Alliance (PHX)
- Executive Leadership Council
- Grace Hopper Women in Technology
- Inroads
- Mental Health Resiliency Training
- Minority serving colleges and universities

- MLK Commission/Annual MLK Jr March
- National Black MBA Association
- National Diversity Council
- National Hispanic MBA Association
- National Society of Black Engineers
- National Wheelchair Games
- Reaching Out MBA
- Tampa PRIDE, Inc.
- Texas, Arizona and Florida Diversity Council
- Women in Computer Science
- Women's Industry Network
Led by Marsh’s Chief Executive Officer, the global Diversity & Inclusion Council helps ensure an increased and ongoing focus on diversity across Marsh’s businesses, functions, and regions. The council sets global standards and works with regions and businesses to help them develop region- and business-specific initiatives, report outcomes, and, ultimately, meet goals. Partnering with leaders across Marsh, the council aligns diversity and inclusion goals with the business by:

- Furthering the objectives and work of diversity and inclusion within the organization.
- Serving as executive sponsors and steering committee members for Marsh’s colleague resource groups.
- Acting as a sounding board and champion for new diversity and inclusion initiatives on a global level.
- Endorsing budget recommendations for diversity and inclusion initiatives.
- Serving as spokesmen for diversity and inclusion efforts both internally and externally at conferences and events.
- Ensuring ongoing, open communication about diversity at Marsh.
- Supporting colleague resource groups by attending and/or promoting their activities.
Employee resource groups (ERGs) are often measured by their impact and effectiveness in four key operational areas: commerce, culture, career, and community. When Latino ERG’s focus on community, they provide a platform for positioning a company’s commitment to two critical stakeholder groups—their employees and the communities those employees live and work in.

A Latino ERG’s involvement in the community helps deepen relationships and fosters collaboration by supporting the values and programs that are important to all parties. ERG sponsored community programs and initiatives also enable allies to engage in activities in and outside of the workplace and learn more about the Latino community through those experiences.

Historically, externally focused ERG efforts have most often taken the form of volunteering in community events. However, more recent best practices include community activism and advocacy; building the talent pipeline, and expanding business opportunities.

In addition, ERG members increasingly serve as liaisons between community organizations and the company, and are often actively involved in consumer referral initiatives which impact commerce and increase the bottom-line. Today ERG members often lead collaboration and benchmarking activities with external ERGs and community thought leaders to expand public awareness and garner support for issues important to the Latino community.
Findings from DBP 2017 Inclusion Index

PROGRESS REPORT

% of Companies That Fund ERGs

- 100% in 2016
- 97% in 2015
- 87% in 2013

2016 % of Companies Offering These ERGs

- Women: 100%
- Men: 21%
- Black: 97%
- Latino/Latina: 94%
- Asian: 97%
- LGBTQ: 100%
- Age/Generational: 82%
- People With Disabilities: 97%
- Religious: 24%
- Veterans: 97%
- Native Americans: 36%
- Working parents/caregivers: 49%
- Special interest groups: 18%
- Other: 49%

Source: DBP 2017 Inclusion Index
During Hispanic Heritage Month, the **Nationwide** Latino Alliance ARG sponsored a countrywide week of community projects that included a walk for diabetes, and support for local food pantries and meal programs. The ARG helped pack 22,464 meals to send to children globally.

With the growth of the Hispanic population in the US, industry giants like **Allstate** have made it a mission to tap into the community. The company’s Professional Latino Allstate Network (PLAN) has more than 500 members and has been in operations since the 1980s. The PLAN is sponsored by executive leaders at Allstate, including the president and COO, VP Chief Diversity and Organization Effectiveness Officer, Senior VP of Centralized Services, and VP of New Business and Underwriting.
Horizon Blue Cross/Blue Shield’s Latin American Cultural Organization (LACO) worked with the company’s salesforce to launch a toll free help line for Hispanic consumers and patients. The help line is staffed with bilingual representatives from Hola Doctor who are trained to answer questions related to healthcare law and guide them through the process of acquiring health insurance. LACO members translated messages into the most commonly used Spanish dialect and tested the system to ensure it worked as intended. LACO also assisted in ensuring the company’s website was accessible and that content was accurate and informative. As a result of the LACO work, Horizon Blue Cross/Blue Shield has more than doubled the number of Hispanic members in their health plans.

TIAA created a National Contact Center to take care of customer requests, it launched a Spanish-language website and offers personalized, one on one retirement planning in Spanish. Diversity Inc’s named TIAA into one of their top 50 companies for diversity, while Latina Style Magazine has chosen the company as one of the best employers for Latinas.
Conclusion
By 2025, millennials will comprise 75 percent of the workforce. To attract these workers, insurers need to address issues related to a negative industry image and reputation:

- **Surveys** found that **only two in every five adults** in the US feel positive about the insurance industry.
- In one survey, the industry’s reputation, as measured by admiration, trust, good feeling, and overall esteem, ranked in the **bottom 25 percent** of all industries. None of the 11 major US carriers in the survey escaped this ranking.
- A **McKinsey study** found the public perceives carriers as **stagnant, outdated** and not providing a public service; some of the most recognized brands were described as **conservative, boring and not innovative**.
- According to one national survey, **less than ten percent** of millennials reported being ‘very interested’ in working in the insurance industry.

Diverse job seekers care about what it is like to work at a company as a person of color, is it a diverse and inclusive culture and what kind of growth they can expect for their careers, and what is the opportunity for development and mentoring. It is important to note that these top three aspects ranked above compensations, company mission and challenging environment.

Source: McKinsey
Diversity Best Practices, a division of Working Mother Media, is the preeminent organization for mid to large size organizational diversity thought leaders to share best practices and develop innovative solutions for culture change.

Through research, resources, benchmarking, publications and events, Diversity Best Practices offers organizational members information and strategies on how to implement, grow, measure and create first-in-class diversity programs.