

# Diversity, Equity & Inclusion at Pinnacle in 2023

We believe that a strong and diverse team is critical to our success and performance. We are committed to being more vocal and focused in our efforts to ensure we are creating a great place to work for all guided by our [Diversity and Inclusion Policy](#).

In 2021, we identified a few key strategic areas of focus that we believed would help us improve DEI within our firm and as we implemented those initial strategies, our 2021 and 2022 results indicated that those strategies were working. As a result, in 2023 our primary focus was to maintain our accelerated ability to execute the strategies we had previously identified more consistently throughout our firm. Here are some of the actions we took in 2023 to achieve our objectives.

## Recruitment

- Our Regional DEI Advisors partnered with leaders throughout the firm to leverage our expanded LinkedIn diverse networking/recruitment strategy. They worked with leaders in multiple markets using LinkedIn's Recruiter module to expand our ability to identify diverse potential candidates that should be included in our recruit and referral-based hiring approach in targeted roles throughout our firm.
- Continued to provide and expand the following recruitment focused programs:
  - *Intentional Inclusion online course*: Continued to provide this course to all associates to all new associates who joined the firm in 2023. This is a custom course on unconscious bias which discusses common biases and how we can look to mitigate those biases within our organization's hiring, succession, and associate development processes.
  - *Our Recruiting Approach Discussion Series*: Archived discussion with associates across the organization explaining our approach to diverse recruiting at Pinnacle and how all leaders and associates can help us continue to build a more diverse workforce that is representative of the markets we serve.
    - This archived session is available for on-demand associate viewing by associates.

## Development

- Continued the process of intentionally developing more diverse associates for future leadership roles through intentionally focused succession plan reviews and the identification of diverse high potential associates with leadership aspirations.
- Continued to expand the frequency we offered our Leadership Learning Community for Influential Leaders which is the initial developmental step for potential future leaders within our firm who do not currently have direct reports.
  - We conducted 4 of these learning communities for potential future leaders in 2023.
  - 64 potential future leaders completed this leadership learning community in 2023.
  - Of all participants, 74 percent were diverse associates with respect to race/ethnicity and gender, compared to a goal of 50 percent diverse participation.

## Creating a Great Place to Work

- *Employee Resource Group*: Expanded our Diversity, Equity and Inclusion Council. This group brings together a diverse group of associates in each market committed to helping execute organization wide diversity, equity and inclusion strategies within their local markets.
  - 198 associates volunteered in 14 market level councils to assist us across our firm's footprint.
  - Increased the number of councils to 14 market level councils up from 13 in 2022.
- Diversity, Equity and Inclusion councils executed a series of initiatives to improve the engagement, connectedness and inclusiveness of associates within our firm. Some of those initiatives include:

- DEI Council Connection Lunches – Council members were provided with gift cards that could be used to take an associate to lunch that they don't know well or have limited contact with from a different background and/or job role than theirs. The purpose of these lunches was to encourage the development of personal connections over a meal.
  - Living Room Conversations – Council members used the living room conversations template to create a safe space for small groups of associates to engage in meaningful conversations in a productive way that promote connectedness, caring, understanding and trust.
  - Women of Influence - The purpose of these meetings was to create a learning opportunity in a casual setting for associates to connect with women leaders (women of influence) within our firm, so that they could expand their networks to create authentic mentor/mentee relationships and foster a sense of belonging across teams through conversations that promote understanding and trust.
  - Hidden Figures Movie Club Discussion –The purpose of this discussion is to explore the lessons we can learn from this inspirational movie that will help us inspire leaders and associates in our firm to identify and tear down barriers to meaningful interpersonal connections.
  - Intranet Blogs - Council members contribute one or two blogs monthly for the intranet home page to create connectedness and a better understanding of different cultures and ethnicities.
- *Work Environment Survey Inclusiveness Assessment:* Continued to provide our inclusiveness assessment of the leader's work environment survey results to help leaders intentionally focus their attention on high impact areas of their work environment where they can simultaneously create highly engaged and high performing teams while also promoting an inclusive work environment for all associates on their team.
    - 101 of leaders of people attended a live virtual session on revised work environment assessment.

### **Leadership Accountability**

- On an annual basis all associates including leaders of people receive training on strategic elements of our custom Intentional Inclusion bias training course which is integrated within our Equal Employment Opportunity and Affirmative Action training.
  - 100 percent of leaders and associates completed the Equal Employment Opportunity and Affirmative Action training in 2023.
- Continued the expanded frequency of sessions offered for our redesigned Leadership Learning Community process, including our integrated DEI focus on the core elements of successful leadership at our firm.
  - We conducted 3 of these learning communities for leaders of people in 2023.
  - 55 leaders of people completed the leadership learning community in 2023.
- Created a new training workshop titled Inclusive Leadership: The Power of Personal Connectedness. In this session, we explore the question “why are inclusive teams important”? Additionally, we explore how Pinnacle seeks to leverage associate connectedness through our focus on inclusive leadership practices. Leaders learn why this is a key organizational approach to building highly engaged and highly effective teams that demonstrate meaningful levels of inclusiveness.
  - Our entire leadership team completed this session at a leadership team retreat in December 2023.
- Created two additional leadership focused training sessions that will be offered in 2024.
  - Connecting through Conversations – In this learning session, we assist leaders in building confidence and proficiency when engaging in conversations across differences. Through this approach, leaders can have conversations that create connections so that we can leverage the power of diverse perspectives to create a competitive edge for our firm.
  - The Art of Storytelling – In this learning session, we help leaders learn how storytelling can be used as a powerful leadership tool that help them share their vision and build connections on their team. We help leaders learn to craft their own unique stories which can be used to help them address issues, connect with their audience and share a clear message that aligns their team.