

# Diversity, Equity & Inclusion at Pinnacle in 2022

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 results indicated that those strategies were working. As a result, in 2022, our primary focus was to accelerate our ability to execute the strategies we had previously identified more consistently throughout our firm.

Here are some of the actions we took in 2022 to achieve our objectives.

## Diversity, Equity and Inclusion Infrastructure Expansion

- Created two Regional Diversity, Equity and Inclusion Advisor roles to support the accelerated execution of our DEI strategy throughout the firm.
- Identified internally two leaders from our DEI councils to step into these new organizational roles.

## Recruitment

- Expanded our LinkedIn diverse networking/recruitment strategy, by more formally leveraging LinkedIn's paid recruitment tools to expand our ability to identify diverse potential candidates that should be included in our recruit and referral-based hiring approach 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 who did not complete the course in 2021 and to all new associates who joined the firm in 2022. 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.

### Existing Associates

- Course completed by 1,028 existing associates in 2022. This represents 97 percent of existing associates that had not completed the training in 2021.
- Course completed by 77 existing Leaders of People in 2022. This represents 90 percent of existing Leaders of People that had not completed the training in 2021.

### New Associates

- Course completed by 465 new associates in 2022. This represents 98 percent new associates hired in 2022.
- Course completed by 29 new Leaders of People in 2022. This represents 94 percent of new Leaders of People hired in 2022.
- *Our Recruiting Approach Discussion Series*: Live and 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.
  - Conducted two live sessions in 2Q22 with the archived recording available for on-demand associate viewing.

## 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.
- Expanded 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 5 of these learning communities for potential future leaders in 2022.
  - 103 potential future leaders completed this leadership learning community in 2022.
  - Of all participants, 60 percent were diverse associates with respect to race/ethnicity and gender, compared to a goal of 50 percent diverse associate 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.
  - Increased the number of councils to 13 market level councils, up from 11 in 2021.
  - 178 associates volunteered in 13 market level councils to assist us across our firm's footprint.
- 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.
- *Work Environment Survey Inclusiveness Assessment*: Updated 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.
  - Updated this assessment to provide leaders with a 2-year trend analysis of the leader's impact on their team's work environment, the level of engagement of associates on their team and how inclusive the team feels to the associates.
  - Integrated this assessment training into the annual Work Environment Review process.
  - 141 of leaders of people attended this live virtual training session on this 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 2022.
- Strategically focused on ensuring leaders of people who did not complete the Intentional Inclusion bias training course in in 2021 completed the course in 2022.
  - Course completed by 77 existing Leaders of People in 2022. This represents 90 percent of existing Leaders of People that had not completed the training in 2021.
- Integrated the training of our Intentional Inclusion bias training course into the new associate training process for new leaders joining the firm.
  - Course completed by 29 new Leaders of People in 2022. This represents 94 percent of new Leaders of People hired in 2022.
- Increased the number of sessions offered for our redesigned Leadership Learning Community process which includes 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 2022.
  - 85 leaders of people completed the leadership learning community in 2022 which represents 49 percent growth in attendees over the previous year.