

Diversity, Equity & Inclusion at Pinnacle in 2021

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 focused our actions in the following strategic areas.

Recruitment

- Updated current Leadership Learning Community process and implemented periodic workshops to help leaders and associates focus more intentionally on the recruitment of diverse associates and leaders to the firm.
- Programs created:
 - *Intentional Inclusion online course*: Created 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.
 - Course completed by 100 percent of Leadership Team members
 - *Leadership Team DEI Workshop Series*: Multi-session virtual learning series focused on diversity, equity and inclusion through the lens of our trusted leadership practices.
 - Workshop Series attend by 100 percent of Leadership Team members
 - *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.
 - Conducted two live sessions in Q4 of 2021 with the archived recording available for associate viewing.

Development

- We began 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.
- We modified our Leadership Learning Community process for current leaders of people so that it would be applicable to potential future leaders who do not currently have direct reports. We conducted our first learning community for potential future leaders in Q4 of 2021.
 - Of all participants, 71 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*: Established a Diversity and Inclusion Council that brought together a diverse group of associates in each market committed to helping execute organization wide diversity, equity and inclusion strategies within their local markets. 143 associates across our firm's footprint volunteered to participate on these local market councils.
- *Work Environment Survey Inclusiveness Assessment*: Created an 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.
 - 70 percent of leaders attended this live virtual training session on this new assessment.

Leadership Accountability

- Incorporated elements of our Intentional Inclusion bias training course into our equal employment opportunity and affirmative action training.
- 100 percent of leaders and associates completed the equal employment opportunity and affirmative action training in 2021.
- Redesigned our Leadership Learning Community process to add a DEI focus on the core elements of successful leadership at our firm.
 - 57 Leaders of people participated in the revised Leadership Learning Community.