MILWAUKEE:
REGION OF CHOICE
FOR DIVERSE TALENT

KICKOFF MEETING

February 19, 2020
“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

— James Baldwin
Author and playwright
THE TALENT CONNECTION

Current Workforce

Education Pipeline

Untapped Potential

Out of Market

EMPLOYERS
MEASURING PROSPERITY

Managers & officials
Management, business, science, art occupations
Unemployment
Bachelor’s degree or higher
Single, female-headed households with children
Owner-occupied housing
Poverty rate
### Prosperity rankings

**Total points accumulated from seven measures**

**Ranked best to worst**

<table>
<thead>
<tr>
<th>White</th>
<th>African American</th>
<th>Hispanic</th>
<th>African American &amp; White</th>
<th>Hispanic &amp; White</th>
</tr>
</thead>
</table>
Metro Milwaukee
African American & Hispanic Populations by age group

18% 55-64
44% 5-9
City of Milwaukee
Residence by race

- Harambee
- Walnut Hill
- Lincoln Village
- Bay View

Legend:
- African American
- White
- Hispanic
- Asian
### CONstrained Pipeline

**Post Secondary Success (MKE City)**

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>H.S. Freshmen(^{(1)})</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>H.S. Graduates(^{(2)})</td>
<td>14</td>
<td>68%</td>
</tr>
<tr>
<td>Enroll Fall After H.S.(^{(3)})</td>
<td>5</td>
<td>39%</td>
</tr>
<tr>
<td>Complete within 6 years(^{(4)})</td>
<td>2</td>
<td>12%</td>
</tr>
</tbody>
</table>

1) High School Class of 20
2) 4-year Graduation (2018)
3) Enroll in College/University (2018)
4) Complete within 6 years of Enrollment (2012)
### R.O.C. Respondents Baseline Data*

<table>
<thead>
<tr>
<th></th>
<th>Management Employees</th>
<th>% Management</th>
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</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>385</td>
<td>2.8%</td>
</tr>
<tr>
<td>African American</td>
<td>516</td>
<td>3.7%</td>
</tr>
<tr>
<td>Total</td>
<td>13,857</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>All Employees</th>
<th>% Total</th>
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<tr>
<td>Hispanic/Latino</td>
<td>5,926</td>
<td>5.3%</td>
</tr>
<tr>
<td>African American</td>
<td>11,284</td>
<td>10.1%</td>
</tr>
<tr>
<td>Total</td>
<td>111,431</td>
<td></td>
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</tbody>
</table>

* 63 of 90 respondents reporting as of 2/18/2020
CHRIS ROWLAND

Global Diversity Officer
ManpowerGroup
TASKFORCE MEMBERS

Fred Anderson
Wenthe Davidson

Genyne Edwards
P3 Development Group

Julie Granger
MMAC

Michele Mathai
Rockwell Automation

Chris Rowland
ManpowerGroup

Corry Joe Biddle
MMAC

Andres Gonzalez
Froedtert Health

Nancy Hernandez
Hispanic Collaborative

Emily Phillips
BAIRD

Ritika Singh
Associated Bank
Research with diverse managers

- 32 organizations
- 125,000 collective employment
- 1,100 survey responses
- 17 focus groups
- Talk-back session
- HR/D&I roundtable
- 15 CEO interviews
Feel they must hide or downplay their culture in the workplace

Employer sends employees to external AA leadership development programs

Have executive coaches assigned to internal AA talent
Hispanic

45% Feel they must hide or downplay their culture in the workplace
18% Employer sends employees to external Hispanic leadership development programs
4% Have executive coaches assigned to internal Hispanic talent
Lack of AA in senior leadership: 71%
Limited exposure to opportunities: 62%
Being stereotyped: 57%
Trust issues with colleagues and leadership: 55%
Discrimination: 48%
HISPANIC

TOP FIVE CAREER HURDLES

66%
Lack of Hispanics in senior leadership

56%
Limited exposure to opportunities

46%
Being stereotyped

39%
Trust issues with colleagues and leadership

34%
Discrimination
## THEMES

<table>
<thead>
<tr>
<th>ENGAGEMENT</th>
<th>REPRESENTATION</th>
<th>ORGANIZATIONAL ACCOUNTABILITY</th>
<th>SUPPORT &amp; DEVELOPMENT</th>
<th>CULTURAL SHIFTS</th>
</tr>
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<tr>
<td>Ensure employees are connected to their company and each other. Provide a platform to give employees a stronger voice in their organization.</td>
<td>Recruit and advance people of color in management/leadership roles.</td>
<td>Articulate and demonstrate a commitment to inclusion through policies and practices with leadership accountability.</td>
<td>Provide the tools necessary for professionals of color to grow and advance</td>
<td>The overall culture of an organization and the larger metro community plays an important role in employees’ decisions to stay or relocate.</td>
</tr>
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</table>
JULIE GRANGER

Executive Vice President
MMAC
is committed to providing a dynamic and supportive workplace for all our employees to foster their growth, success and well-being. We are also committed to the communities in which we do business. To underscore this commitment, we are making a pledge to be a corporate leader in advancing Milwaukee as a Region of Choice (ROC) for diverse talent.

We agree to the following:

• Report company base line data and percentage change each year for African American and Latino/Hispanic employees and managers in metro Milwaukee
• Identify leader to participate in best practice sharing
• CEO agreement to participate in annual strategy review
• Agreement to public acknowledgment
• Promote the pledge and recruit other corporate leaders
CORPORATE PLEDGES

ABAXENT
Addison-Clifton
Advocate Aurora Health
ATI Forged Products
American Roller
Ascension Wisconsin
Associated Bank
Badger Meter
Beer Capitol Distributing Co.
BMO Harris Bank
Briggs & Stratton Corp.
C2
CG Schmidt
Charter Manufacturing Co.
Children’s Hospital of WI
Colorful Connections
Columbus McKinnon Corp.
Cross Management Services
Dedicated Computing
Deloitte
Ernst & Young
FIS
Foley & Lardner
Froedtert Health
GE Healthcare
Generation Growth Capital
GenMet
GO Riteway Transportation Group
Godfrey & Kahn S.C.
Goodwill Industries of Southeastern WI and Metro Chicago
Grant Thornton
Greendale School District
HARIBO
Harley-Davidson
Haywood Group
Herzing University
Husch Blackwell
Husco International
IndependenceFirst
Johnson Controls
Johnson Financial Group
JWS Classics
Kane Communications Group
Kohl’s Department Stores
Komatsu Mining Corp.
KPMG
Lubar & Co.
Magellan Promotions
ManpowerGroup
Marcus Center for the Performing Arts
Marcus Corp.
Medical College of WI
Metal-Era
MGIC
Michael Best & Friedrich
Michael Best & Friedrich
Milwaukee Area Technical College
Milwaukee Brewers Baseball Club
Milwaukee Bucks
Milwaukee Tool
MMAC
Molson Coors
Mortenson
Northwestern Mutual
Old National Bank
Park Bank
PAX Holdings
Payne & Dolan
PNC Bank
PricewaterhouseCoopers (PwC)
Professional Dimensions
PS Capital Partners
QPS Employment Group
Quad
Quarles & Brady
Reinhart Boerner Van Deuren
Rexnord
Robert W. Baird & Co.
Rockwell Automation
SaintA
Sikich
Spancrete
TEMPO Milwaukee
Trans International
Trefoil Group
VISIT Milwaukee
Waukesha Metal Products
WEC Energy Group
Wenthe-Davidson Engineering
Willis Towers Watson
YMCA of Metropolitan Milwaukee
CORPORATE PLEDGES

ABAXENT  
Addison-Clifton  
Advocate Aurora Health  
ATI Forged Products  
American Roller  
Ascension Wisconsin  
Associated Bank  
Badger Meter  
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Haywood Group  
Herzing University  
Husch Blackwell  
Husco International  
IndependenceFirst  
Johnson Controls  
Johnson Financial Group  
KPMG  
Lubar & Co.  
Magenus  
Molson Coors  
Mortenson  
Northwestern Mutual  
Old National Bank  
PAX Holdings  
Payne & Dolan  
PNC Bank  
PricewaterhouseCoopers (PwC)  
Professional Dimensions  
PS Capital Partners  
QPS Employment Group  
Quad  
Quarles & Brady  
Reinhart Boerner Van Deuren  
Rexnord  
Robert W. Baird & Co.  
Rockwell Automation  
SaintA  
Sikich  
Spancrete  
TEMPO Milwaukee  
The International  
The Oil Group  
VISIT Milwaukee  
Waukesha Metal Products  
WEC Energy Group  
Wenthe-Davidson Engineering  
Willis Towers Watson  
YMCA of Metropolitan Milwaukee  

140,000 employees
GOALS BY 2025
Increase African American & Hispanic/Latino:

MANAGEMENT 25%
TOTAL EMPLOYMENT 15%
## R.O.C. Respondents Baseline Data*  

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ONE COMPANY’S JOURNEY

ANDRES GONZALEZ
Vice President & Chief Diversity Officer

CATHY JACOBSON
President & CEO
GENYNE EDWARDS

Partner
P3 Development Group
D&I QUESTIONNAIRE RESPONSES

- Dedicated human resources: 59%
- Dedicated financial resources: 71%
- Hiring/promotion goals in place: 31%
- Employee resource or affinity groups: 40%
D&I QUESTIONNAIRE RESPONSES

Leadership development 69%
Sponsorship/mentorship programs 71%
Management training 71%
What are your greatest challenges?

- Finding talented people of any ethnicity
- Employee commitment at all levels
- Competing priorities
- We need a formal plan
- Allocating resources
- Availability of diverse talent in technical roles
- Resistance to change, structural racism
- Recruiting diverse talent to Milwaukee
- White privilege and fragility
What do you hope to gain?

- Collaboration, streamlined processes
- How to create a diversity strategy
- Support network
- Best practices
- Overcome challenges together
- A toolkit I can implement
- Identify collective goals
- Finding new ideas that truly work
Discussion #1: In pair(s) discuss the following:

What is your initial reaction to the information shared today?

What fears or concerns do you have about the Region of Choice Initiative?

What potential barriers might you face as you drive this work internally?
We have three objectives for our network:

**NETWORK**
Develop a connected “community” – a peer network that supports ROC representatives and helps advance the regional ROC goals.

**KNOWLEDGE**
Share knowledge, best practices and innovative ideas that help companies drive internal D&I plans and goals.

**TOOLS & RESOURCES**
Identify and share the most effective tools and resources that companies can use to create a more diverse and inclusive culture at all levels of implementation.
REGION OF CHOICE NETWORK

We have three objectives for our network:

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KNOWLEDGE
Share knowledge, best practices and innovative ideas that help companies drive internal D&I plans and goals.

TOOLS & RESOURCES
Identify and share the most effective tools and resources that companies can use to create a more diverse and inclusive culture at all levels of implementation.

At your table discuss the following:

1. Of these three objectives, which is most important to you and your company & why?

2. What expectations do you have of this collective?

3. What systemic/community issues are barriers to achieving this goal?
NEXT STEPS

1st meeting of ROC Collective

ROC CEOs in Conversation event *(Date TBD)*

MRA Diversity & Inclusion Leadership Conference *(May 13, 2020)*

2nd ROC Collective Meeting: Best Practice Showcase

3rd ROC Collective Meeting

4th ROC Collective Meeting

RESOURCE DIRECTORY/WEB PORTAL DEVELOPMENT
QUESTIONS?