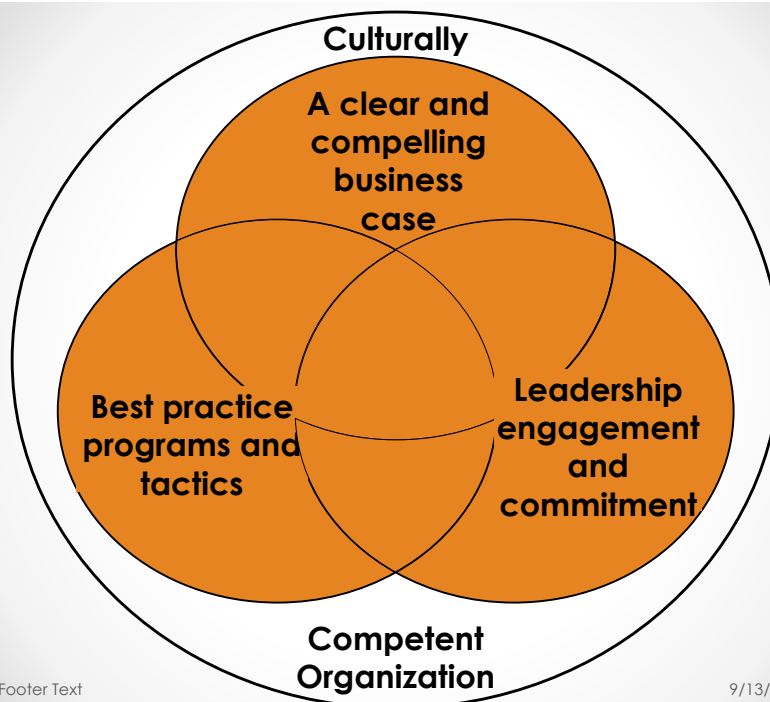


Why Diversity?

Thrivent's Approach and Journey so Far

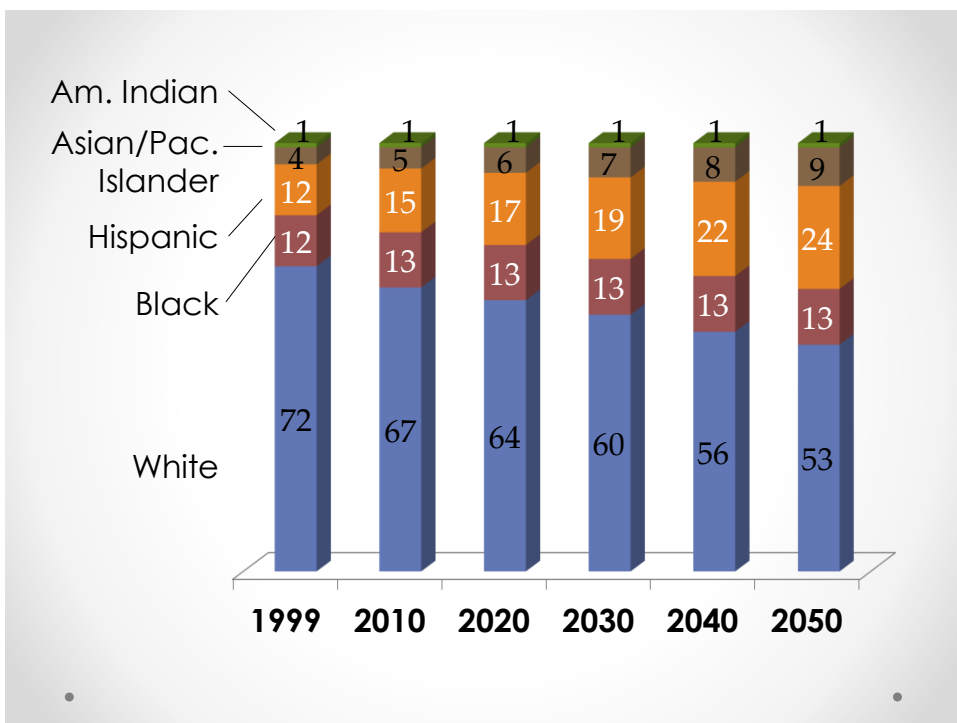
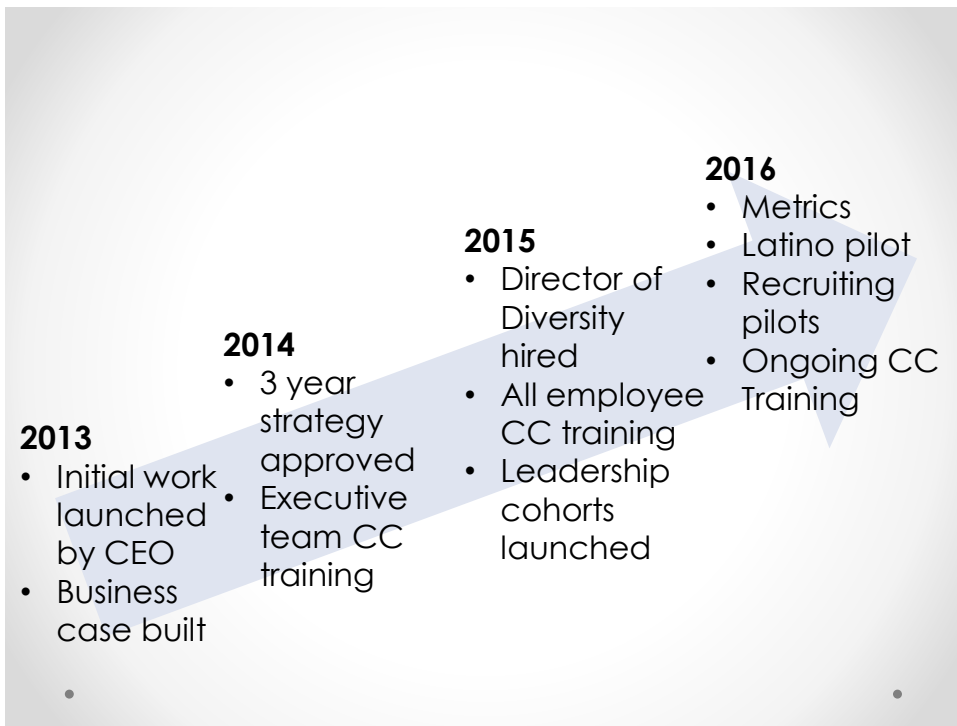
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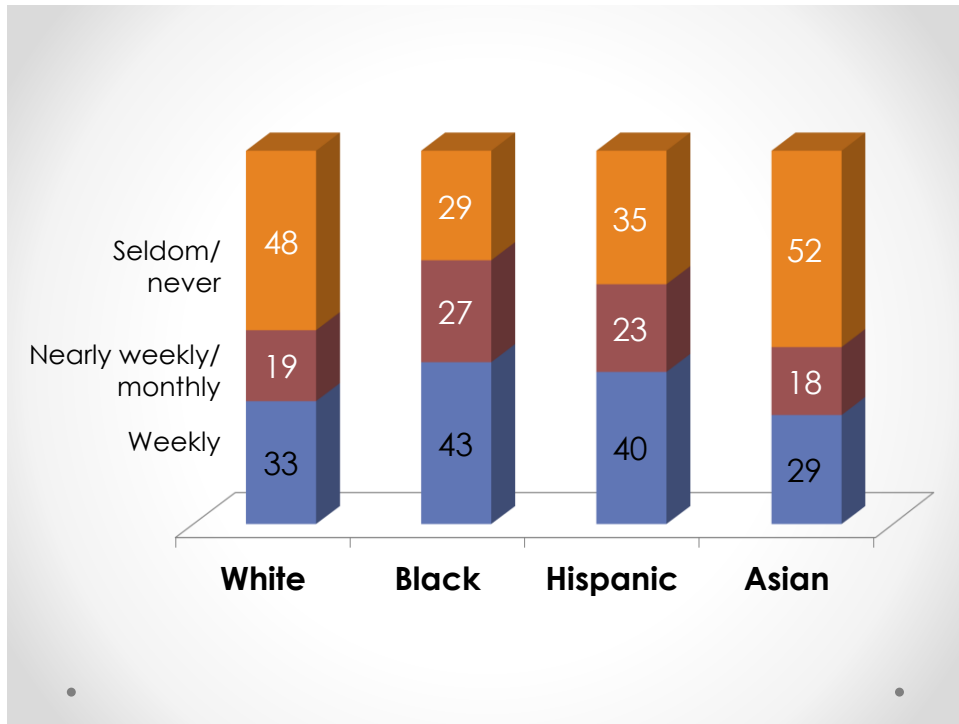
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35%

53%

**Market:**

Our membership and those we seek to serve

Workplace:

Our culture and behavior at work

Workforce:

Our employees and field staff

Community:

Our reputation and engagement where we work

Suppliers:

Who we buy goods and services from

See Clearly • Act Boldly • Live Fully

Pam Alfrey Hernandez

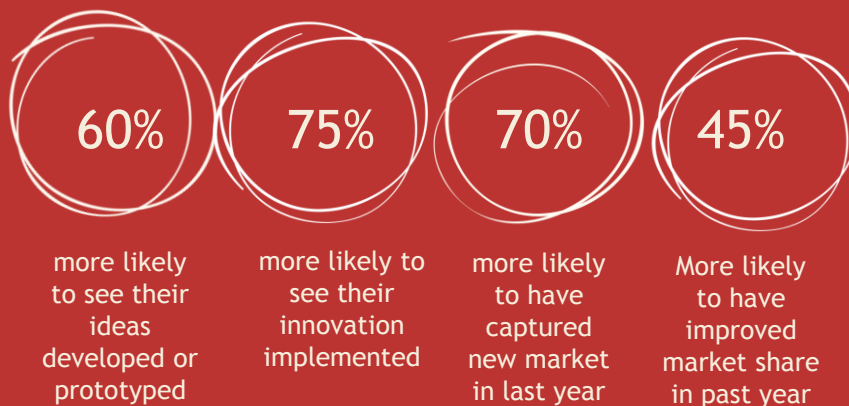
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The Business Case Has Been Made.
Diverse and Inclusive Workforces
Demonstrate:



At firms with *diverse leaders*,
employees reported that they were:



Despite good intentions, workplaces are not as diverse and as inclusive as we want them to be

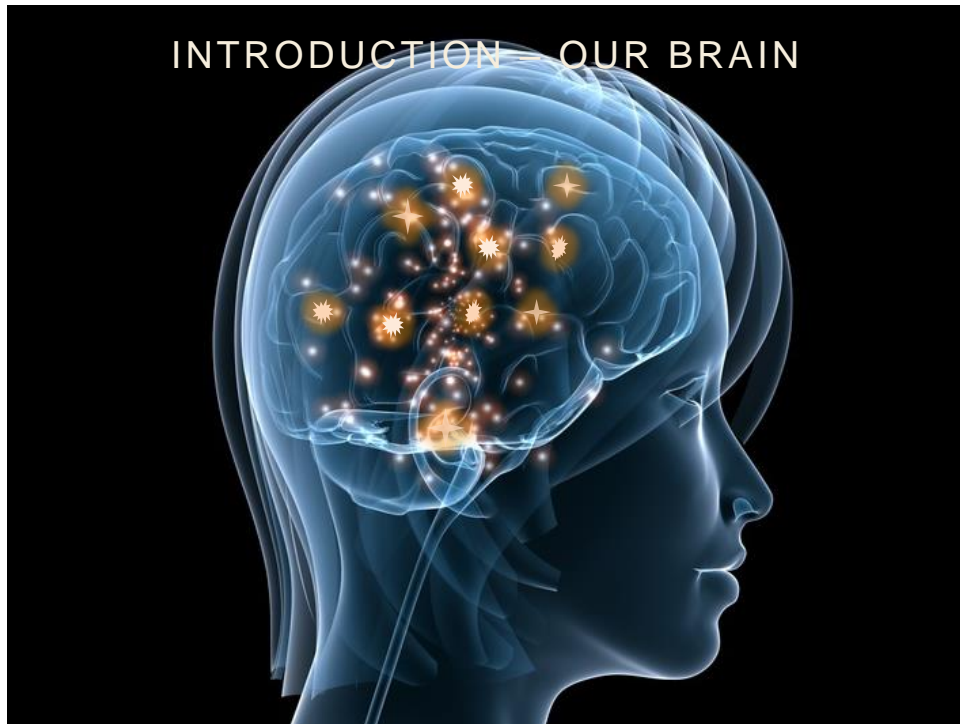


Why?

What is Unconscious Bias?

- An implicit association or attitude—about race or gender, for example—that:
 - Operates beyond our control and awareness.
 - Informs our perception of a person or social group.
 - Can influence our decision-making and behavior toward the target of the bias.

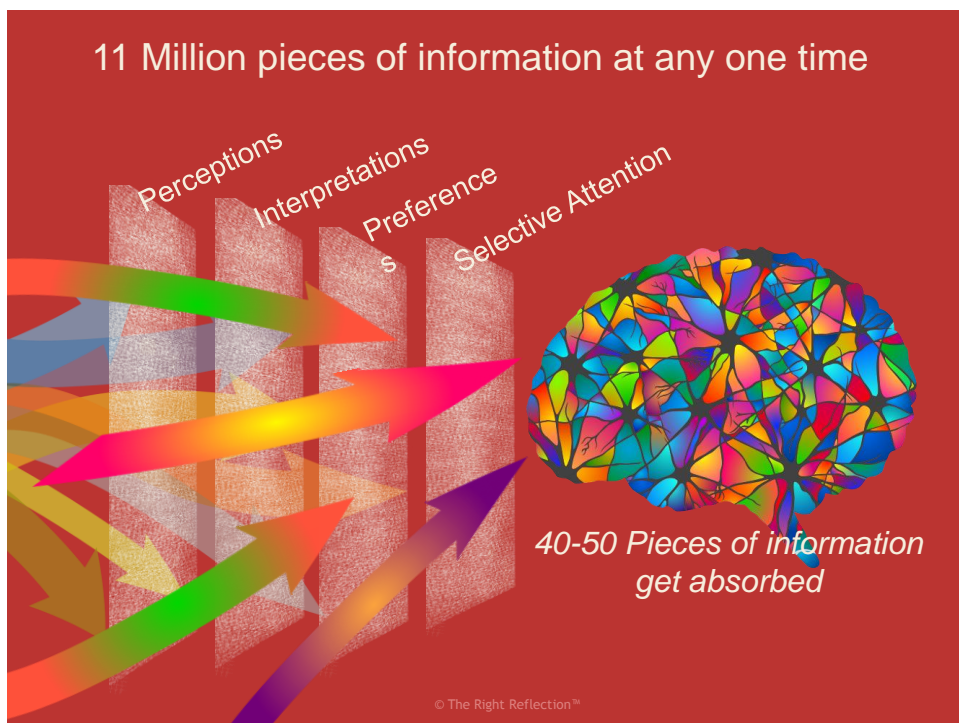
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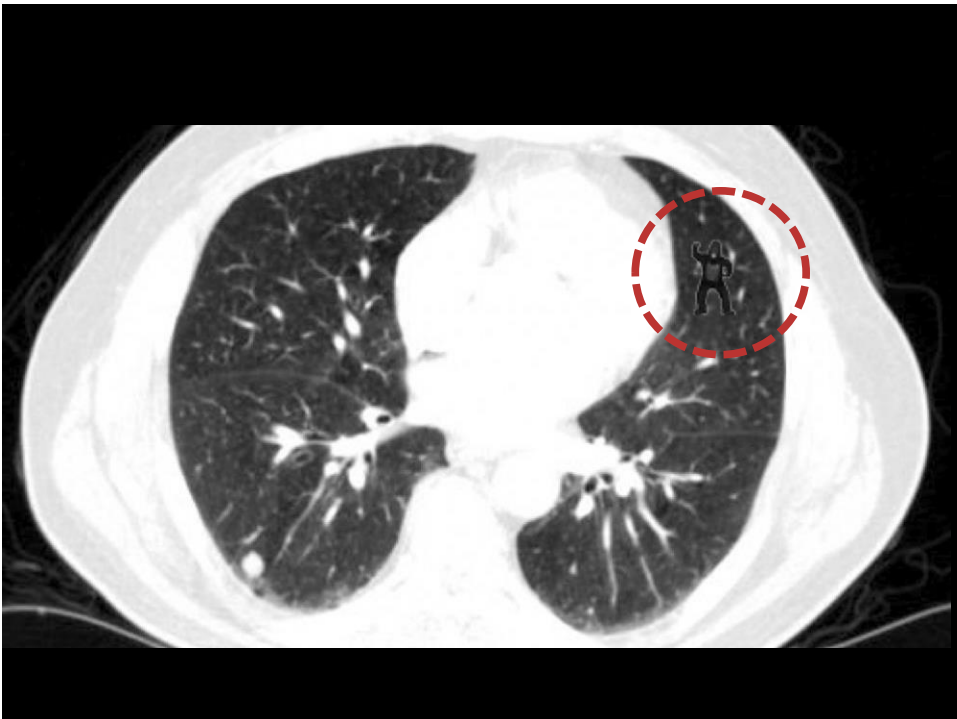




Uncovering how the unconscious mind filters the world

Count how many times
the players wearing
white pass the ball

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Selective Attention or Inattentional Blindness

Selective Attention is when we pay attention to things that are important to us:

Serves a purpose
(pregnant women, in market for a car, gorilla image in cancer lung)

Inattentional Blindness is when we don't see things that don't apply to us:

- White people don't notice things that people of color notice
- Men don't notice things that women do
- Heterosexual people don't notice things that LGBT people notice

...BECAUSE THEY DON'T HAVE TO!

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Example of Unconscious Bias in Hiring

- Sent 5,000 resumes to 1,250 employers advertising for jobs with some having been referred to by a "typical" white name and some with a "typically black" name.
- Each "typical" white name received 50% more callbacks than each "typically black" name.



Applicants with "white" names received 50% more callbacks than applicants with "typically black" names.

Average white candidates received more callbacks than highly skilled black candidates (Ross, 2008)

Examples of Unconscious Bias in Managing



- Overweight employees receive lower scores in performance evaluations.

Costs of Unconscious Bias and Covering



One study shows discrimination in the workplace leading to high employee turnover costs employers \$64 billion on an annual basis. You cannot retain employees who do not feel welcomed, valued, and safe.

Minorities leave not only because of unconscious bias, but also because of blatant discriminatory behavior...behavior that is less likely to arise in a diverse workplace.



The effects of discriminatory behavior also spread, discouraging other diverse applicants from applying for roles, creating a self-perpetuating system. Minorities may also begin declining to do business with the offending company.

So How Do We Ensure Our Organization is Inclusive?



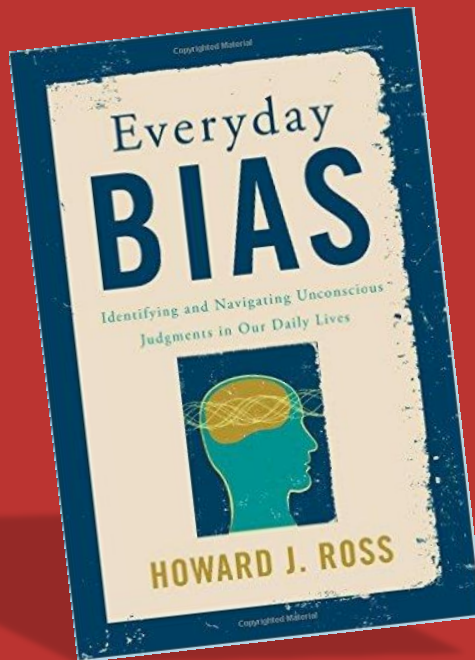
We examine our “houses” (organizations) for elements of exclusion and work to level the playing field

Managing Unconscious Bias

So what do we do?

- 1 Acknowledge that we all have bias
- 2 Work to become aware of our own individual biases
- 3 Work to become aware of our organization's biases
- 4 Work to level the playing field in our organization

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One Easy Way to Reduce Bias in the Hiring Process

- Have a person who is not related to the hiring process receive all resumes.
- Make copies of each resume, and then remove names, addresses, school names, and other identifying information. Replace with a unique ID.
- Have hiring team then look through those resumes and select candidates to interview.
- Have hiring team ask every candidate the same set of questions every time they interview to make sure every candidate receives an equal chance to put his or her best foot forward.

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Benefits of Eliminating Unconscious Bias

- You will put stronger employees in every role.
- Employees will be more engaged.
 - 6% increase in employee engagement for every 10% increase in employee diversity.
- PR benefits.
 - Negative (and positive) media attention and employee word-of-mouth impacts reputation which in turn impacts sales
- Your company gains a breadth of perspective which will bring fresh new approaches to the table.
 - improve your messaging, create new products or services, and ultimately vastly increase your market

You'll Prevent Your Own Red Cross Poster Incident





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Thank You

