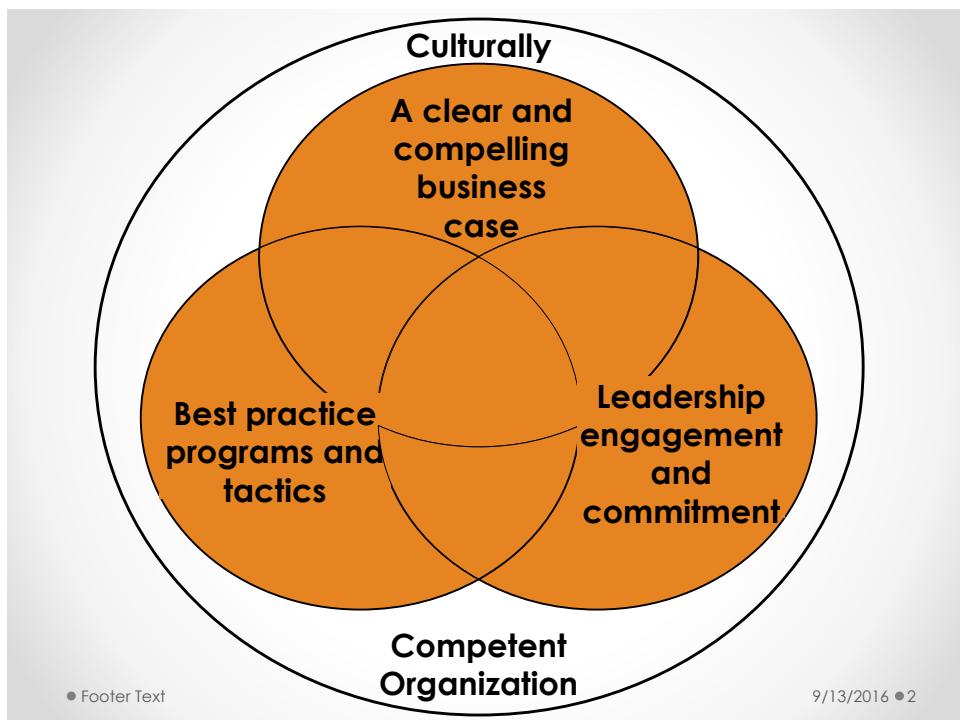


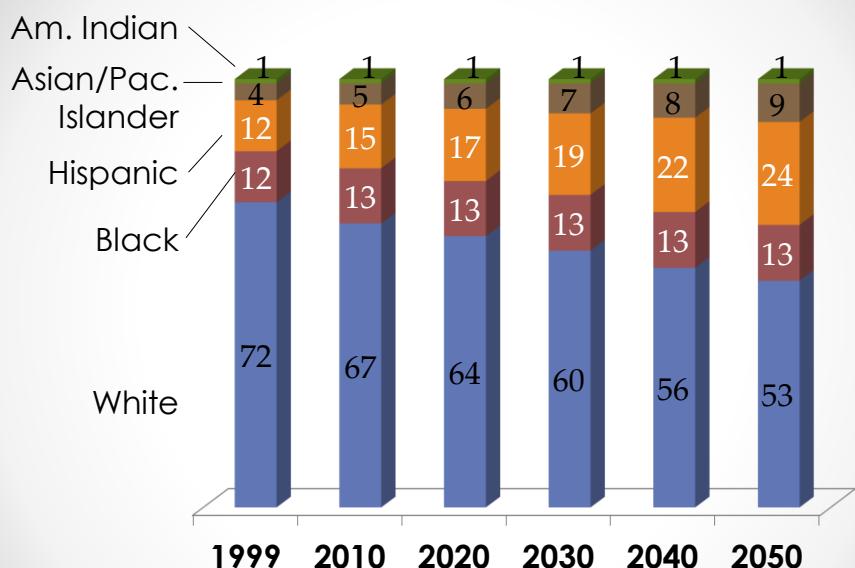
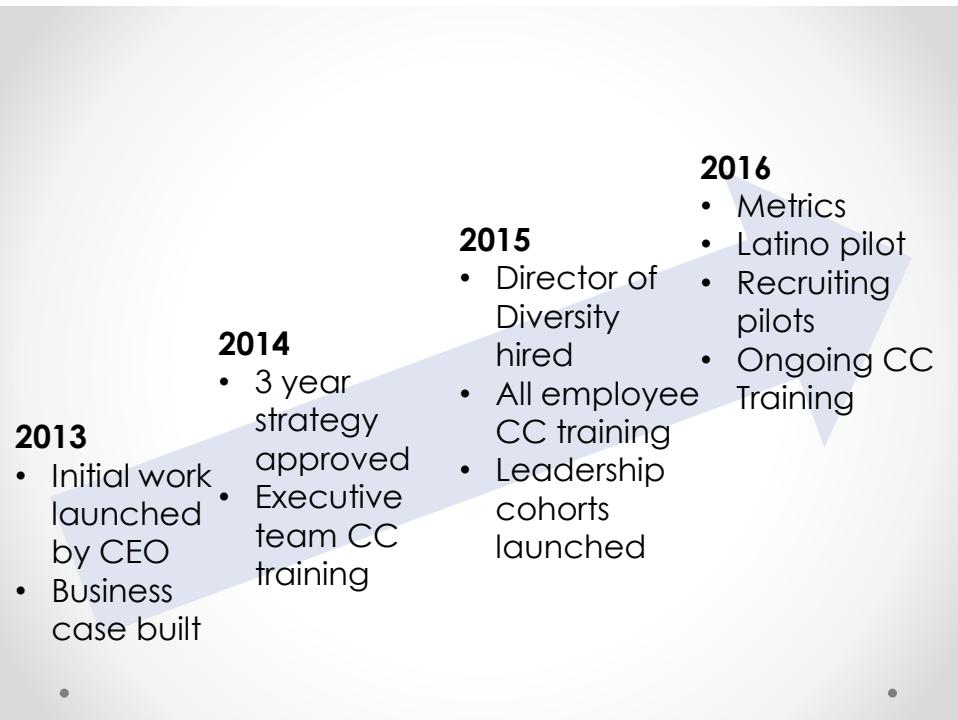
Why Diversity?

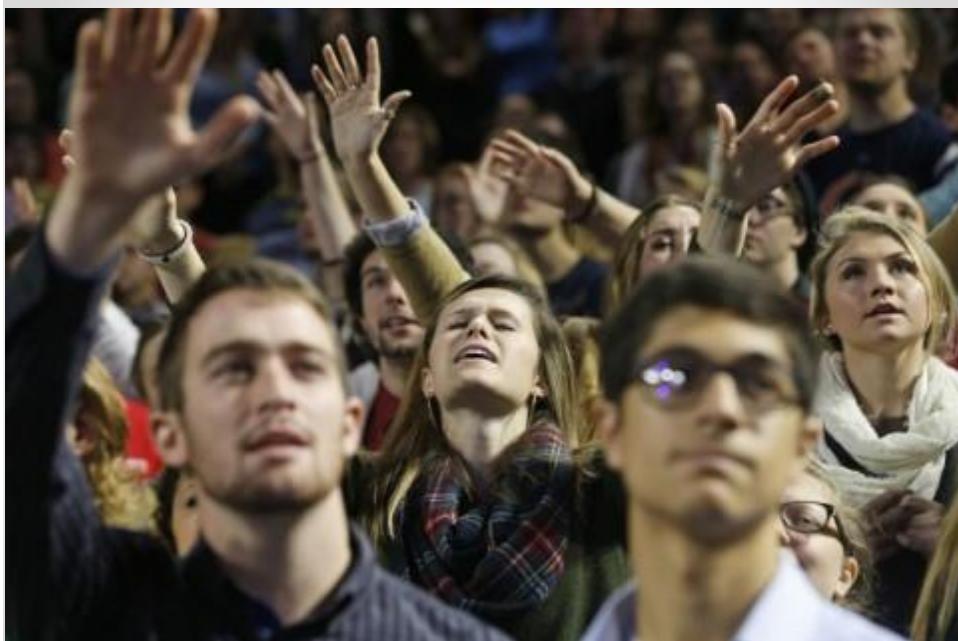
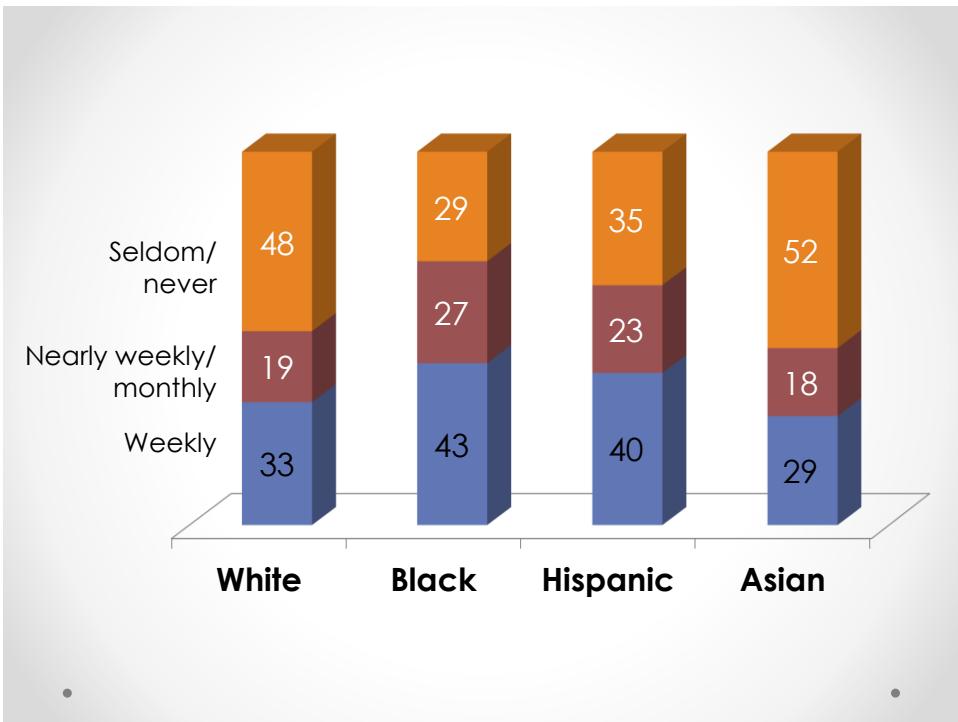
Thrivent's Approach and Journey so Far

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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



The Right Reflection™

See Clearly • Act Boldly • Live Fully

Unconscious Bias

Pam Alfrey Hernandez



Red Cross Poster



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

1.12x

more
discretionary
effort

1.19x

greater
intent
to stay

1.57x

more
collaboration
among teams

1.42x

Greater
team
commitment

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

60%

more likely
to see their
ideas
developed or
prototyped

75%

more likely to
see their
innovation
implemented

70%

more likely
to have
captured
new market
in last year

45%

More likely
to have
improved
market share
in past year

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

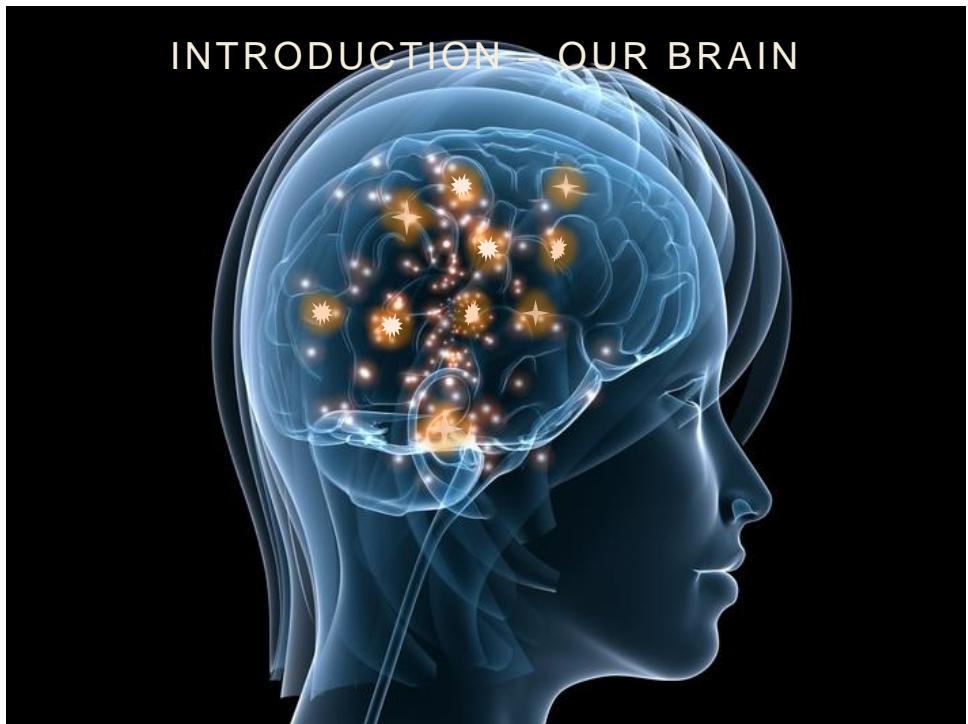


Why?

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.

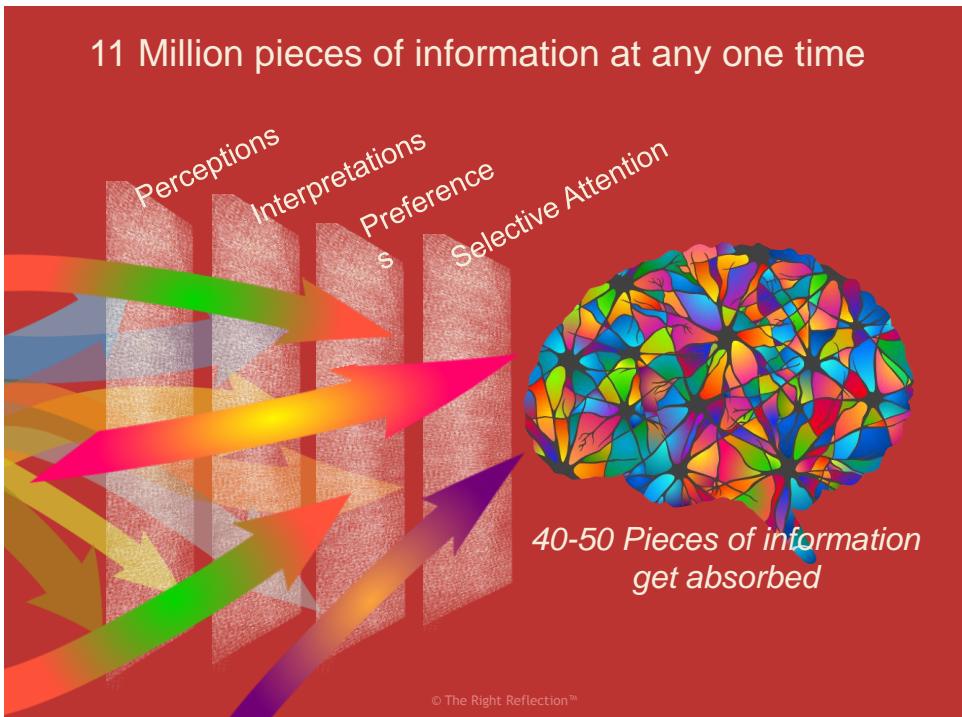
INTRODUCTION—OUR BRAIN







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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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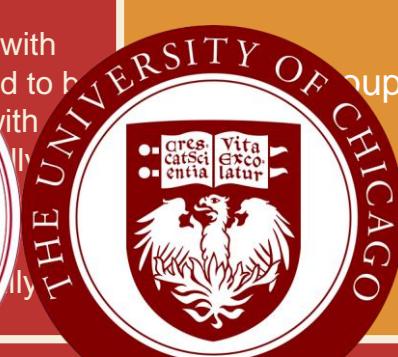
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Example of Unconscious Bias in Hiring

- Sent 5,000 resumes to 1,250 employers and found that for jobs with some key words, resumes with “typically white” names were more likely to be called back than resumes with “typically black” names.
- Each of the 5,000 resumes with “typically white” names was randomly paired with a resume with “typically black” names.



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



Average white males 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

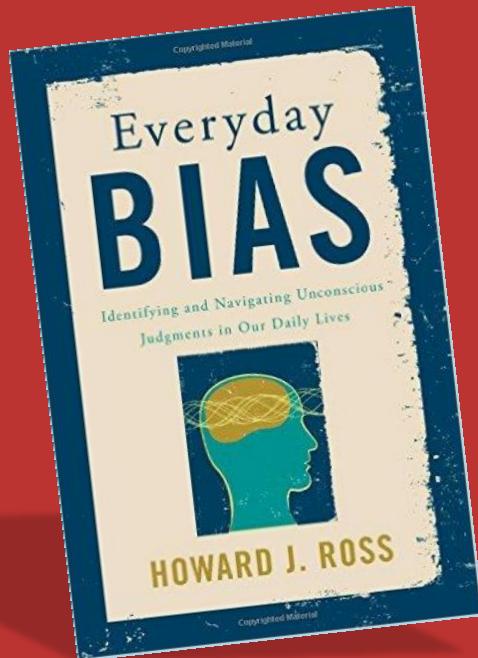


Managing Unconscious Bias

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.

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

