

PBN PROVIDENCE BUSINESS NEWS
SUMMIT
DIVERSITY
& INCLUSION
Awards Program 2018



**OVERALL
DIVERSITY
CHAMPION:
CHERYL BURRELL**

*Devotion
to opportunity P.6*

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State of Rhode Island Office of Diversity, Equity & Opportunity

The Office of Diversity, Equity & Opportunity and the Department of Administration would like to congratulate the 2018 Providence Business News, Diversity & Inclusion Summit and Awards Program honorees. Thank you for all you do to increase diversity and promote inclusivity within our community.



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isn't just an initiative –
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Amica would like to congratulate all of the companies honored by PBN.



FROM THE EDITOR

CHERYL BURRELL, THE OVER-ALL DIVERSITY CHAMPION in this, PBN's inaugural Diversity &



Inclusion Awards Program, says it best: "No longer should we waste time challenging the idea that we are becoming a more diverse society, but rather we should accept that we are a diverse society, capable of immeasurable achievements."

Burrell's observation is rooted in a reality that has powerful implications for business, the most obvious being that as the population becomes more diverse (or is finally recognized as such), the product and service offerings an enterprise creates need to recognize and embrace that diversity. It could be a health insurer knowing that certain racial and/or ethnic groups have greater tendencies to present certain health conditions (often as a result of socioeconomic challenges), and therefore offering programs that more directly treat those conditions within an appropriate cultural context.

Business literature on the value of diverse management teams long has touted the improved outcomes that diverse leadership produces, if for no other reason than "group

think" is a problem that can be more difficult to take hold with a diverse employee base.

Then there are the broader societal implications that a diverse workforce can deliver. By showing young Rhode Islanders that women, people of color or members of the LGBTQ community can not just find employment but be leaders, they are less likely to limit their expectations for themselves, something all society can benefit from.

Helping PBN initiate the Diversity & Inclusion Awards Program, as always, are our sponsors. Presenting sponsor for this first incarnation of the program is Blue Cross & Blue Shield of Rhode Island, while partner sponsors are Neighborhood Health Plan of Rhode Island, the R.I. Office of Diversity, Equity & Opportunity, and Tufts Health Plan.

Mark S. Murphy
Editor
Providence Business News

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When the community works together, the community works

A vibrant community depends on the participation of its members. The more diverse their backgrounds, experience and skills, the more unique their contributions to the community can be.

Bank of America thanks PBN and congratulates the 2018 Diversity & Inclusion Honorees for celebrating individuality while supporting the common goals that bring progress to everyone.

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OVERALL DIVERSITY CHAMPION

CHERYL BURRELL

Devotion to opportunity

BY MICHAEL HARDMAN | Contributing Writer

CHERYL BURRELL HAS SPENT a quarter-century increasing diversity in state government, starting as director of personnel for then-Attorney General Jeffrey Pine in 1993, and during the last 18 years in the **R.I. Department of Administration**, the last four as associate director of the Office of Diversity, Equity and Opportunity.

“As a woman of color, my passion and determination [have] largely been driven by my own experience with discrimination,” Burrell wrote in her application. She’s also guided by a heartfelt belief that diverse perspectives can help achieve greater equity.

In Pine’s office, with work for four previous attorneys general under her belt, Burrell set herself a personal goal to increase diversity in the workforce. By the end of Pine’s term, she had overseen a 7 percent increase in workers of color between 1993 and 1998.

In 1999, Burrell joined the Department of Administration in the Office of Personnel Administration as a human resources analyst. After a review of recruitment practices, she worked to include community leaders in finding new candidates and expanded the list of organizations the office notified about open positions.

In 2000 the Department of Administration, Division of Human Resources formed a new office – the Human Resources Outreach and Diversity Office, and Burrell was named a programming-services officer there in 2001, tasked with achieving greater diversity in

the selection process.

Burrell continued her efforts to foster diversity in that role, then as the office’s administrator in 2005.

In 2014, she was named associate director of the newly formed Office of Diversity, Equity and Opportunity.

“We were following the trends nationally,” Burrell said. “We knew that diversity was coming and we wanted to be prepared for the wave.”

Eighteen years ago, the human-resource office’s goal and that of the office of diversity was the same as it is today: create a workforce that reflects the diverse nature of the state.

“The focus has been on developing community partnerships that support our outreach efforts,” she said. Those partnerships help her office utilize minority media

‘As a woman of color, my passion and determination [have] largely been **driven by my own experience with discrimination.**’

CHERYL BURRELL,
R.I. Office of Diversity, Equity and Opportunity associate director

outlets to advertise job opportunities and host workshops to educate the public on how to apply for state jobs and civil-service exams, she said.

In 2016, the diversity office began a monthly review of the state’s new employees. At that point, the amount of nonwhite new hires was 22 percent, which increased to 28 percent in 2017. Through September of this year the number of nonwhite workers hired monthly is about 30 percent.

Burrell thinks that percentage will continue rising.

“The goal of diversity was to think outside the box,” she said. “Initially, we were the only ones out there. It was a lonely time and we were not being well-received.”

That has changed in time as barriers were broken down, allowing their efforts to grow and programs to increase the diverse population of state workers, she said.

Each executive branch of state government now has an appointed diversity liaison, a high-level official who directly reports to the agency’s director and promotes diversity in their departments. A training program on implicit bias for hiring managers has also been introduced. The diversity office also has a training program for new and existing employees, focusing on discrimination and sexual harassment.

Another focus of the office is to do business with certified minority/women’s business enterprises and increase the amount of work with them to advance equitable and fair employment in state government. In 2014, minority/women’s business enterprises were projected to receive 4.3 percent of the state procurement dollars. That amount increased to 14.7 percent in 2018.

“No longer should we waste time challenging the idea that we are becoming a more diverse society, but rather we should accept that we are a diverse society, capable of immeasurable achievements,” Burrell said. ■

OPENING THE DOOR: Cheryl Burrell, associate director of the R.I. Office of Diversity, Equity and Opportunity, has been working to open state government job opportunities to a wider scope of the state’s population since 1993.

PBN PHOTO/DAVE HANSEN

Congratulations to this year's honorees!

From your friends at Tufts Health Plan, where
diversity and inclusion are celebrated and
honored every day.





SHAWMUT DESIGN AND CONSTRUCTION

Many channels back inclusion

BY MICHAEL HARDMAN | Contributing Writer

AS AN EMPLOYEE-OWNED, profit-sharing company, Shawmut Design and Construction offers opportunities for diverse candidates to break into a field in a predominately all-white, male industry.

“This is my first time working in this environment, and it’s really special. We take care of employees and they take care of it as if they own the place. That makes them very happy on the job,” said Marianne Monte, the firm’s chief people officer for three years.

The architecture, engineering and construction industry workforce is 9 percent women, according to the U.S. Bureau of Labor Statistics, but Shawmut is now 35 percent female, which Monte said is just a start. According to the BLS, the industry, including trade and subcontractor counts, is made up of 19.6 percent nonwhite workers. Shawmut is made up of 15 percent nonwhite members.

A \$2.1 billion national construction-management firm, Shawmut Design and Construction’s projects can be seen anywhere from Fifth Avenue in New York City to Rodeo Drive in Beverly Hills, Calif., and locally at places that include Brown University, Wexford Science and Technology, Rhode Island School of Design and Providence College.

Since the Boston-based company was founded in 1982, Shawmut CEO Les Hiscoe has treated the 1,504 employees as its greatest asset, holding meetings several times a year to update them on the company’s progress and plans, Monte said.

Diversity concerns have a direct influence on the company through Shawmut’s 14-member Diversity

Leadership Council. The body is comprised of seven men and seven women who represent the internal, construction and field-operation employees. The council is accountable for driving Shawmut’s diversity and inclusion strategy and efforts.

Its revenue-sharing program allows individuals from diverse backgrounds to achieve long-term wealth for themselves and their families, especially given that many weren’t born into wealth. Sharing in the company’s profits stands to change the outcome for their families, Monte said.

To meet the scheduling needs of a diverse workforce, Shawmut Flex, a program helping employees perform their work remotely or during unusual and shifting schedules, was developed to improve performance and work-life balance.

“We don’t check to see whose car is in the parking lot or who is sitting at their desks,” said Monte. “We know there are going to be late nights and early mornings.”

Shawmut’s talent cycle and leadership-development programs are designed to attract and maintain a

INCLUSIVE DISCUSSION:

Shawmut Design and Construction Chief People Officer Marianne Monte, center, leads a discussion on diversity efforts with company employees. From left, clockwise are: Sarah Irving, project manager; Felicia Ingram, project administrator; Joubin Hassanein, director, interproject delivery; Morena Gomes, senior project accountant; Monte; Kirsten Woodbury, assistant project manager; Chris Maury, project executive; and Larry Adigun, assistant project manager.

PBN PHOTO/MICHAEL SALERNO

diverse workforce.

“Diversity is consistently part of training,” said Monte.

The company also aims to develop a mentoring program to help attract more-diverse candidates, she said.

Within the industry, Shawmut regularly partners with national associations to help evolve with the challenges and opportunities reflected in today’s architecture, engineering and construction industry, Monte said. One example is The Society of Women Engineers, an educational and service organization with more than 37,000 members centered around empowering women and demonstrating the value of diversity and inclusion in the workplace.

In its recruiting efforts, Shawmut partners with colleges, universities and other entities where offices are located, including Providence’s Building Futures program. The initiative offers union apprenticeships for individuals with low incomes, providing 200 hours of basic construction training with courses in safety, job rights and labor history. Shawmut has numerous projects in Providence, including at Brown, PC, and Johnson & Wales University, that have participated in Building Futures.

The company also regularly partners with philanthropic organizations such as Posse, Summer Search and ACE Mentorship, which focus on minority students to provide extensive training opportunities, internships and full-time jobs.

Shawmut also solicits proposals from certified minority business enterprise and women business enterprise construction subcontractors and design consultants.

“Shawmut actively searches for next-generation leaders, including those who are women or underrepresented minorities,” Monte said.

Company leadership considers a diverse and happy workforce a huge recruiting benefit that pays off in attracting talent.

“The highest number of employee hires are from referrals,” said Monte. “They love it here and tell a friend about it.” ■

‘Shawmut actively searches for next-generation leaders.’

MARIANNE MONTE, Shawmut Design and Construction chief people officer



RHODE ISLAND NURSES INSTITUTE MIDDLE COLLEGE

Training a robust nursing workforce

BY SUSAN SHALHOUB | Contributing Writer

THE RHODE ISLAND NURSES INSTITUTE MIDDLE COLLEGE charter high school, founded in 2011 to prepare a diverse group of young people to enter the state's nursing workforce, offers work experience, college-level coursework and paid internships to underserved students.

Rhode Island Nurses Institute Middle College recruitment is focused on students who may not otherwise have considered a high-paying, high-demand nursing job, according to CEO Pamela McCue. Recruiting efforts center on Rhode Island's urban-core communities, where 85 percent of the school's students hail from. Sixty percent of the school's students speak a language other than English, and 87 percent meet the federal guidelines for free and reduced lunch.

McCue said more than 91 percent of registered nurses in the state report their ethnicity as white/non-Hispanic. Between 2011 and 2016, 75 percent of the state's nursing graduates were white/non-Hispanic. At RINIMC, 93 percent of the student population is female; 45 percent is Latino, and 36 percent black, with white and Asian students rounding out enrollment at 16 percent and 3 percent, respectively.

Students enter a four-year college preparatory program giving opportunities for work experience, college-level coursework and paid internships. They also have the opportunity to win CPR and EMT certifications. Upon graduation, students will find themselves equipped with skills in high demand. The R.I. Department of Labor and Training forecasts that by 2024 the Ocean State will need about 4,000 nurses,

both to replace nurses retiring and to fill a growing need.

More nurses are needed in the workforce here, said McCue – but supplying the labor demand is only part of the need.

"We need more nurses ... they are the first ones interacting with patients. And it's not just about numbers but about nurses better reflecting the languages and nationalities of their patients, so that there are better outcomes," McCue said.

When it comes to diversity in nursing, especially in this area, she has a wide perspective. McCue, the former director of nurse registration and nursing education for the state, was also executive director of the Rhode Island State Nurses Association. The registered nurse earned her doctorate in nursing, with

SOCIALLY ENTERPRISING: Sarah Boyajian speaks to students about biology at the Rhode Island Nurses Institute Middle College. The students, from left, back row, are Julia Gomes and Xavier Medina, and, front row, are Zhaneja Johnson and Ashley Paolo. COURTESY/RHODE ISLAND NURSES INSTITUTE MIDDLE COLLEGE

nursing workforce diversity as her research focus, she said. She drew on that work to craft the school's business model.

In addition to McCue's real-world background in the field, the school also has a formal mentoring program with Lifespan Corp. registered nurses, who help guide and inform their assigned mentees.

All students at the middle college are pursuing a bachelor's degree.

If recent school announcements are any indication, it is succeeding in efforts to get more well-rounded nurses into the field that better represent patients in their care while opening up health care to students who may not otherwise have explored it as a career.

Last June, for example, six students at the school won full scholarships for a residential pre-collegiate program at Brown University in Providence, with the opportunity to do coursework there and experience campus life.

At the same time, a cohort of certified nursing-assistant students were doing clinical work at Cherry Hill Manor Nursing & Rehab Center in Johnston – working toward their licenses. A group of students also went on a field trip to Dana-Farber Cancer Institute in Boston to learn about the facility and treatments it offers. Also in June, two graduating seniors were awarded CharterCare Foundation Scholarships to study nursing, one at University of Rhode Island and one at Rhode Island College, according to the school.

"They can earn up to 22 college credits by the time they graduate, and with the work experience, they have already demonstrated to themselves that they can save and make money," said McCue. "That eliminates a lot of challenges in underserved communities. It makes the pipeline clear." ■

'It's not just about numbers but about **nurses better reflecting the languages** and nationalities of their patients.'

PAMELA MCCUE, RINIMC CEO

FINANCIAL SERVICES



BANK OF AMERICA
CORP.

WEIGHING IN: Leaders of Bank of America's many diversity resource groups meet at the company's East Providence Call Center on Pawtucket Avenue. From left are: Aaron J. Brown, co-chair, Disability Advocacy Network; Jessica Hutchinson, community volunteers chair; Amanda Fournier, of the Disability Advocacy Network; Ashley Sanchez, chair, Hispanic/Latino Organization for Leadership & Advancement; David Tobin, of the Inter-Generational Employee Network; Zankhana Bateman, of Leadership, Education, Advocacy & Development for Women; Alexander Pirri, of the Inter-Generational Employee Network and financial center manager of the Bristol office; Ana C. Mendez, of the Black Professional Group; Sean Dagesse, senior vice president, Rhode Island market manager, enterprise business and engagement; and Anny Robert, of the Asian Leadership Network.

PBN PHOTO/DAVE HANSEN

BY MICHAEL HARDMAN | Contributing Writer

BANK OF AMERICA CORP. RECOGNIZES that the diversity of its employees and an inclusive workspace are the keys to meeting the needs of customers and clients, and it has put the ethic into action.

"Employees are valued for who they are and what they offer," said Bank of America CEO Brian Moynihan, also chairman of the company's Global Diversity & Inclusion Council, which works with bank leaders to develop diverse teams within the company.

"Together, we are a company that recognizes the potential of every employee by actively encouraging a diverse and inclusive workplace – in thought, style, sexual orientation, gender, gender identity, race, ethnicity, culture, age, ability and experience," said Trevor Koenig, communications executive. "This commitment helps make Bank of America a great place to work, where every employee is welcomed and given the support to build careers where they can make a difference and contribute to the responsible growth of our business."

In June, Bank of America's consumer and small-business division announced its goal to hire 10,000 people from low- and moderate-income neighborhoods in the next five years, utilizing its Pathways program and nonprofit partners for professional-skills training. Candidates in the program will be prepared to become successful employees at Bank of America.

"We hope to build a pipeline of local talent to connect to sustainable jobs," said Koenig. "Some partners, such as Year Up and UnidosUS, empower career-ready individuals to gain an entry point to full-time employment. Others, [such as] Boys & Girls Clubs of America and Urban Alliance, provide opportunities for younger individuals to gain valuable career skills. The bank supports these partners in recruiting candidates for the Pathways program, which provides an onboarding plan, skills and training, and a roadmap to full-time employment and future opportunities."

Bank of America's Employee Network program of-

fers employees a variety of employee resource groups where they can connect, develop leadership skills and build community ties.

"It's created great employee morale," said Sean Dagesse, senior vice president, Rhode Island market manager, enterprise business and community engagement.

Bank of America resource groups include the Black Professional Group; Asian Leadership Network; Disability Advocacy Network; Hispanic/Latino Organization for Leadership & Advancement; Inter-Generational Employee Network; Leadership, Education, Advocacy & Development for Women; Lesbian, Gay, Bisexual & Transgender Pride; Military Support & Assistance Group; Parents & Caregivers Network; Multicultural Leadership Network; and the Native American Professional Network.

In the company's Diverse Leader Sponsorship Program, senior leaders work to recognize and promote the visibility of diverse talent, assigning each participant a senior leader sponsor to accelerate the employee's visibility and development over a 10-month period.

Bank of America also offers comprehensive domestic-partner benefits and incorporates sexual orientation into their nondiscrimination policies.

"In 2016, we established an LGBT Executive Leadership Council, made up of our LGBT executives across the world, and focused on the development, retention and recruitment of diverse executive tal-

ent and giving LGBT leaders and employees a respected voice in the company and community," said Koenig. In 2017, the LGBT Executive Leadership Council launched an annual development program to align LGBT executives with LGBT protégés.

The company also partners with national agencies to provide equal-employment opportunities to people with disabilities.

"We offer specific support to our employees with disabilities," said Koenig. "We have staffing teammates dedicated to disability hiring, who partner with external disability organizations to help get referrals into our pipeline. We partner with national agencies and local community-based organizations to provide people with disabilities equal access to employment opportunities."

"We make financial lives better through the power of every connection, and these connections are strengthened when we can bring broader perspectives to meet the diverse needs of our customers, clients and communities in more than 35 countries around the world," Koenig said. ■

'Employees are **valued for who they are and what they offer.**' **BRIAN MOYNIHAN**, Bank of America Corp. CEO



JUDICIOUS EXPERIENCE:

Dorca M. Paulino, left, diversity director at the R.I. judiciary, talks with her recent recruit, University of Rhode Island graduate Sharon Santiago.

PBN PHOTO/MICHAEL SALERNO

Knocking loud for representation

BY MICHAEL HARDMAN | Contributing Writer

YOUNG PEOPLE FROM BACKGROUNDS typically underrepresented in judicial and law careers are getting an early introduction to the possibilities of work in those fields, thanks to the work of Dorca M. Paulino, R.I. judiciary diversity director.

Paulino was hired last year, under the direction of Supreme Court Chief Justice Paul Suttell. She was tasked with reaching out to colleges, high schools, groups and organizations to explain how the judicial system works and the job opportunities available within it.

Paulino's mission also includes proactively recruiting diverse candidates to work in the system.

One such candidate was Sharon Santiago, a recent University of Rhode Island graduate, working at the court as a general-operations assistant. Santiago began working at the office as an intern in 2017 through the R.I. State Government Internship program. When a full-time position opened, Paulino recommended Santiago on the merits of her performance.

"I'm learning so much about the judiciary," said Santiago. "I'm opening myself up to different experiences every day."

She says the program has helped her recognize her leadership ability and passion for being an advocate for others, especially with issues affecting children.

Paulino said the internship program is one of many outreach efforts the judiciary makes to seek diverse candidates. The judiciary also works with Young Voices, a Rhode Island nonprofit dedicated to encouraging civic engagement among youths and

their development as leaders in their communities.

The judicial system is responsible for providing access to justice, Paulino said. Those entrusted with the process must leave their personal experiences and biases at the door and rely solely on the fair application of the law, she said. Paulino noted diversity in the workplace is essential to foster mutual respect among employees and that developing a diverse workforce will allow them to continue promoting public trust in the judicial process and to communicate and interact with people in ways that they can relate.

"In a nutshell, we want our workforce to reflect the Rhode Island population," Paulino said. So, it has implemented early-intervention programs to encourage members of underrepresented groups to attend college, to pursue law school and to practice in Rhode Island after graduating.

The judiciary has its work cut out for it, but it's reporting progress.

Minority workers make up 13.1 percent of the na-

R.I. JUDICIARY

tion's attorneys, judges and other judicial workers, according to the U.S. Census. Only 28 percent of the lawyers in Rhode Island are women, compared with 35 percent nationwide, according to the American Bar Association.

To increase the diversity numbers in the judicial system, Paulino spends a lot of time on the road, speaking to college students, diversity groups and organizations, hoping to inspire candidates who want to make a career in the judiciary.

The judiciary is also partnering with local colleges and service organizations, using its law court recruiting program, and the Judiciary Employment Education Program, which works with high school students to encourage them toward law careers.

In January, as part of the education employment program, the judiciary invited students from the Academy for Career Exploration to spend the day at the Licht Judicial Complex learning about career opportunities in the judiciary.

This year, the judiciary is noticing an increase in the number of diverse candidates applying to work for the state's court system. New hires in fiscal 2017 were 56 percent female, 44 percent male and 22 percent from minority groups. In the judiciary, 37 percent of judicial officers are female. According to the American Community Survey, only 28 percent of lawyers statewide are female.

Superior Court Administrator Marsha Brown says the judiciary needed someone to tell young people about it and encourage them to take advantage of the opportunities.

"Dorca was a perfect choice," Brown said. "She has been proactive and doing the outreach. Dorca is doing a bang-up job." ■

'In a nutshell, **we want our workforce to reflect the Rhode Island population.**'

DORCA M. PAULINO, R.I. judiciary diversity director



BLUE CROSS & BLUE SHIELD OF RHODE ISLAND

Varied teams guide Blue Cross

BY SUSAN SHALHOUB | Contributing Writer

WITH KIM KECK, ITS FIRST FEMALE PRESIDENT and CEO, chosen to lead two years ago, Blue Cross & Blue Shield of Rhode Island has that strong piece of company history behind its commitment to diversity. With one of its priorities being accountability, the health insurer also has myriad statistics from quarterly diversity and inclusion reports, further indicating its success in this area.

Seventy percent of the 800 employees at the nearly 80-year-old nonprofit are women. Women make up just over 50 percent of its management team. People of color are at 17.4 percent of the workforce, up from 14 percent in 2012; making up 8 percent of individuals in management – double the number from four years ago, according to the company.

And Blue Cross' diversity model is getting attention, according to Bobby Rodriguez, vice president and chief people officer.

"Many companies, including in Worcester, the Providence area, Boston ... they see what we do here and how we moved the needle in the state," he said. He added the company is open to sharing its approach with other firms.

The approach involves a 25-member Diversity Council.

One year, the diversity council prepared 50 presentations for various company departments. It hosts a film series, screening movies that promote inclusion, such as the "Joy Luck Club." Its members provide guidance and feedback on programs to the Learning and Inclusion Department at the company.

Other company efforts include Diversity Week observances, including speakers; consistent, required education efforts for employees and managers; and

Employee Business Resource Groups.

The resource groups, which are fully supported by leadership, include: Emerging Blue Talent, Latin@ Link, Blue pRide, Military Services and Parents@ Work. A new group for African-American employees is in the planning stage.

"There have been surveys that show that people engaged in EBRGs are more engaged at work," said Blue Cross Lead Diversity and Inclusion Consultant Guillaume Bagal. "It's good for employees to work on issues important to them."

The military group, for example, ensures that Blue Cross uses military portals when recruiting for roles within the company, supporting service members before, during and after deployment. The group for emerging talent focuses on younger employees who hold promise of advancement in the company, promoting engagement.

Its Latino program works to support and advance

TEAM EFFORTS: Guillaume Bagal, center, lead diversity and inclusion consultant at Blue Cross & Blue Shield of Rhode Island, discusses opportunities to promote diversity with the company's Employee Business Resource Groups representatives, at right, from left, Megan Chisolm, who represents Parents@ Work, and Suzanne Gaddy, who represents Military Services, at the company's Providence headquarters.

PBN PHOTO/DAVE HANSEN

the community, with internship partnerships with local colleges, for example. It also just worked with Blue Cross on its new Spanish website. Blue pRide represents creating a safe space for LGBTQ community members and supporting their allies. The working-parents group offers support, solutions and resources.

"We want the most positive performance from everyone working here," said Sarah O'Neil, director of learning and inclusion, for the insurer. "And that may not look the same for every person. But if we put in the structures? People can come here and be unleashed," meeting or exceeding personal expectations."

Supporting diverse work teams is one way the company promotes inclusion. But it is also making strides in diversifying its vendors.

Adding more companies owned or managed by underrepresented groups is a priority. Six percent of Blue Cross' total enterprise expenditure is with groups in this category so far this year, twice what it was in 2013. The company goal is to double that 6 percent total in the next few years.

Diversity also involves banding with the larger community.

WOMEN Unlimited and The Partnership, leadership-development programs for women and people of color, respectively, work with the insurer. The company is also a site for Project Search, which helps young people with disabilities develop work skills.

Blue Cross supports other outside organizations, such as the Trans Healthcare Conference and NAACP. It continues to explore outside alliances and measure success.

"We all hold everyone accountable" in diversity programming, said Bagal. "It's not just something that sits in an office. It's embedded in our culture. It's all about improving lives of people working here." ■

'It's not just something that sits in an office. **It's embedded in our culture.**' GUILLAUME BAGAL, BCBSRI lead diversity and inclusion consultant

NONPROFIT/SOCIAL SERVICE AGENCY



SOCIAL ENTERPRISE GREENHOUSE

Wide tent for good ventures

BY SUSAN SHALHOUB | Contributing Writer

SOCIAL ENTERPRISE GREENHOUSE'S MISSION is to grow and support social enterprises – such as the Capital Good Fund, a nonprofit offering financial services to the underserved, for example – as part of another goal: a broader, regional social ecosystem.

It helps business ventures that look to address challenging social issues, such as access to healthy food, employment and affordable health care for all.

Social Enterprise Greenhouse also works with companies that look to boost their contributions to the greater social good, offering specialists, insight and resources.

Providence-based SEG is in a unique position: helping to “foster a just and resilient economy that benefits everyone,” as its website states, while at the same time ensuring its own operations are doing the same, promoting diversity and inclusion as well.

“We are working internally and externally,” to ensure those of all races, genders, abilities, classes, religions and immigration status are represented, said CEO Kelly Ramirez, “Not only on the board of directors [but] also in our network of volunteers. It’s important to have that capacity in order to better serve the communities we aim to serve ... we will work on it and continue to get better and better.”

SEG is a group led by women in the male-dominated field of business and entrepreneurship, points out company Diversity Manager Preetilata Hashemi.

With a network of more than 250 volunteers, it

reports having served more than 400 ventures in the past eight years. Most ventures are led by women – 60 percent – and almost one-quarter are run by those in minority groups. SEG runs a business-accelerator program, workshops, post-accelerator customized consultations and a loan fund. It also offers a co-working space and partnerships with all of Rhode Island’s colleges, matching students with internships or graduates with jobs in SEG ventures.

Two years ago, SEG split its work into venture categories: food; health and wellness; water, energy and the environment; and aging. As it works to serve these ventures (or businesses looking to components in these categories, such as installing energy-efficient lighting, for example), it has set its own broader inclusion goals, said Ramirez.

Internally, feedback and coaching are part of SEG’s management process, allowing equal opportunity for improvement and advancement. All staff members get a professional-development budget for classes or other education in areas they choose, as

EQUAL REPRESENTATION: Social Enterprise Greenhouse CEO Kelly Ramirez said the organization is working to ensure those of all races, genders, abilities, classes, religions and immigration status are represented, both on its board of directors as well as within its network of volunteers, in an effort to better serve local communities.

PBN PHOTO/MICHAEL SALERNO

well as an opportunity to have a designated coach.

In addition to equality in professional advancement, SEG staff get training specifically in diversity and inclusion in the form of a half-day retreat, and social-justice training from an outside agency.

This year, Ramirez said, a Diversity, Equity and Inclusion Task Force was established with members from all levels of the organization. Recruitment, training and accountability are on its agenda, as well as potential fundraising for future DEI initiatives.

Knowing that more is accomplished together, SEG looks to form more alliances with groups that serve diverse populations they wish to reach. It is planning grassroots outreach efforts to spread the word about SEG and the diverse populations it serves; and customizing outreach materials so they are accessible and relevant to all.

And so far, early diversity metrics are strong for SEG’s new incubator program for early-stage entrepreneurs, said Hashemi.

SEG’s launch of the Best for RI awards pilot program has resulted in more volunteers, sponsors and mentors, she said. The initiative honors those in the community who are making a difference. Six organizations were recognized for their social-enterprise achievements in the program’s first year, helping to promote SEG in the diverse markets it looks to reach.

SEG aims to expand its diversity internally and externally so it is better positioned to serve its markets.

“Our vision is to get Rhode Island recognized as the best place on the East Coast to launch and grow an impact venture,” said Ramirez.

Diversity and inclusion are crucial elements in achieving that goal. ■

‘Our vision is to get **Rhode Island** recognized as the **best place** on the East Coast **to launch and grow an impact venture.**’

KELLY RAMIREZ, Social Enterprise Greenhouse CEO



AMICA
MUTUAL
INSURANCE CO.

A culture steeped in inclusion

BY SUSAN SHALHOUB | Contributing Writer

DIVERSITY EFFORTS AT AMICA MUTUAL INSURANCE CO. are long-term, multifaceted and evident in every level of the company.

But the auto, home and life insurance organization of 1,500 employees still looks to take its work further – even into areas previously considered uncomfortable territory for some.

Diversity is not a set of policies to be followed but a main tenet of the culture at **Amica Mutual Insurance Co.**

It goes beyond merely accommodating race and gender differences but leveraging their strengths, as well as diversity of thought, which brings benefits all around, said Jill Andy, senior vice president of human resources.

“A strong diversity and inclusion program enhances creativity,” she said, paving the way for innovation, alternate solutions, high employee morale, stable retention and more-robust collaboration.

The Lincoln-based company has seen its diversity-hire numbers steadily increase since 2010. And it has a new, three-year strategy to make its commitment, according to Andy, “go even deeper.”

Ramona Royal, an Amica human resources officer, said the company communicates its diversity and inclusion stance via posters, articles and intranet banners at the company, as well as through more-formal training modules custom-created for employees and management.

Instead of one annual employee training, tailored segments are held at least four times a year, with the

longest training session at 15 minutes.

“Team members need to spend time with customers,” said Andy; shorter learning segments mean they can get back to work sooner and likely better absorb the information presented. It also keeps diversity and inclusion at the forefront on a more regular basis.

“They let us know that when we talk about these issues, they learn something ... it’s all high praise,” said Royal.

The culture of diversity not only helps foster collaboration, respect and inclusion at the workplace but it helps Amica representatives better serve its customers. Holiday knowledge is one example, said Royal.

A training module on global holidays presents information on holidays for the various world religions, reminding all at Amica that some holidays are festive and some more somber. It suggests asking co-workers about what holidays they celebrate. It offers insight into what customers might celebrate as well, and gives Amica tools to enhance service in an authentic way, better understanding what is important to its customers.

Its newest strategy plan is three years, as opposed to the previous five-year term, to allow for flexibility

OPEN MINDS: Ramona Royal, left, human resources officer, and Jill Andy, senior vice president, human resources, at Amica Mutual Insurance Co., work to stay ahead of diversity issues and promote a diverse culture at the company.

PBN PHOTO/DAVE HANSEN

in a changing world, said Andy.

Getting out in front of relevant issues is one way Amica approaches diversity and inclusion.

Amica is now addressing the nonbinary classification for example, said Andy, beyond the traditionally used male and female categories.

“Someone can indicate ‘non-binary,’ and that is something affecting our industry,” especially if the state adopts the practice. Some people didn’t know what nonbinary means, or the practice of using different pronouns, she said. “We get that out to employees before it takes effect.”

Amica knows that diversity and inclusion take time. It’s laid its foundation for inclusionary practices and continued to weave it into its everyday culture and build upon those values. Unconscious biases may exist, making diversity an area in which a layered approach spread out over time is preferable for long-lasting company success.

The company has a Diversity & Inclusion Committee with employees in various roles in different departments. Under its new three-year plan, company diversity ambassadors will be further empowered to promote initiatives, perhaps tailoring them to their particular branch or office, for example.

And Amica continues to seek ways to maximize the power of differences for its people and the company as a whole, beyond race, gender and sexual orientation.

“We try to think of it in the broadest way,” said Royal, “every possible nook and cranny. Years ago, it was race and gender. But now diversity is everything taken to the workplace that makes you, you. It’s what everyone brings to the table.” ■

‘Years ago, it was race and gender. But now **diversity is everything taken to the workplace** that makes you, you.’

RAMONA ROYAL, Amica Mutual Insurance Co. human resources officer

DIVERSITY OFFICERS

(ranked by no. of full-time equivalents)

2018 rank	Company Website Diversity officer(s)	Address Phone	No. of local full-time equivalents	Corporate diversity programs
1	Rhode Island ri.gov Cheryl Burrell, associate director, Office of Diversity, Equity and Opportunity	1 Capitol Hill Providence, R.I. 02908 (401) 222-2280	13,588	The state of Rhode Island offers orientation training on the topics of discrimination, sexual harassment and diversity to new and current employees, as well as supervisory diversity training for managers
2	CVS Health Corp. cvshealth.com David Casey, vice president, workforce strategies, and chief diversity officer	1 CVS Drive Woonsocket, R.I. 02895 (401) 765-1500	8,300	Employs team of colleagues dedicated to ensuring youth, mature workers, veterans and individuals with disabilities have a place within the company
3	Brown University brown.edu Shontay Delalue, vice president for institutional equity and diversity	1 Prospect St. Providence, R.I. 02912 (401) 863-1000	4,009	The Office of Institutional Equity and Diversity offers multiple programs and initiatives surrounding diversity; including Administrative Fellows Program, Diversity Advisory Board, Diversity Luncheon Series, and staff professional development days and workshops
4	Tufts Health Plan tuftshealthplan.com Juan Lopera, vice president of marketing, public plans and corporate business diversity officer	75 Fountain St., Suite 100 Providence, R.I. 02903 (401) 272-3499	2,750 ^①	Partners with its Business Resource Groups to participate in diverse networking and recruiting events; partners with Operation Up! mentoring program, which allows culturally diverse young professionals to enter and grow within the company
5	Bank of America N.A. bankofamerica.com Cynthia Bowman, chief diversity and inclusion officer	100 Westminster St. Providence, R.I. 02903 (800) 432-1000	2,500	Employee Networks, which are employee-comprised support groups who have common identities, including Asian Leadership Network, Black Professional Group and Disability Advocacy Network
6	Amica Mutual Insurance Co. amica.com Jill Andy, senior vice president, human resources; Ramona Royal, human resources officer	100 Amica Way Lincoln, R.I. 02865 (800) 242-6422	1,566	Amica makes diversity and inclusion an active part of the company, as well as addresses issues that are central to the company, its employees and customers
7	Rhode Island College ric.edu Anna Cano Morales, assistant vice president, community, equity and diversity division	600 Mount Pleasant Ave. Providence, R.I. 02908 (401) 456-8000	1,262	Unity Center offers opportunities to explore cultural equality, Disabilities Services Office, LGBTQ+
8	International Game Technology PLC igt.com Kim Barker Lee, vice president, diversity and inclusion	10 Memorial Blvd. Providence, R.I. 02903 (401) 392-1000	1,000	Created the Office of Diversity and Inclusion within its People and Transformation organization; responsible for implementing the Global Strategic Plan for Diversity and Inclusion
9	Bryant University bryant.edu Mailee Kue, assistant vice president of student engagement and executive director of the PwC Center for Diversity and Inclusion	1150 Douglas Pike Smithfield, R.I. 02917 (401) 232-6000	818	PwC Center for Diversity and Inclusion serves as a resource to empower students, staff and faculty to be active participants in building a diverse and responsible community
10	Blue Cross & Blue Shield of Rhode Island bcbsri.com Guillaume Bagal, lead diversity and inclusion consultant	500 Exchange St. Providence, R.I. 02903 (401) 459-1000	780	Blue University training program, Lain@Link employee resource group, internship programs, Parents@Work employee resource group, ProjectSEARCH program, talent development
11	R.I. Judiciary courts.ri.gov Dorca M. Paulino, diversity director	250 Benefit St., 7th Floor Providence, R.I. 02903 (401) 222-8351	725	Career-readiness workshops; community outreach to identify candidates; cultural awareness and customer-service staff training; internships; partners with schools, colleges and universities
12	Rhode Island School of Design risd.edu Matthew Shenoda, vice president of social equity and inclusion	2 College St. Providence, R.I. 02903 (401) 454-6100	724	Annual training for senior leadership focused on diversity, equity, and inclusion; Martin Luther King Jr. lecture series; Social Equity & Inclusion lecture series
13	Neighborhood Health Plan of Rhode Island nhpri.org Lisa Whiting, chief growth officer	910 Douglas Pike Smithfield, R.I. 02917 (401) 459-6000	496	Diversity and Inclusion Council, which gains insight on members' perceptions of the diversity effort and monitors progress of diversity initiatives
14	College Planning Center of Rhode Island risla.com Solanchi Fernandez, diversity coordinator	652 George Washington Highway, 4th Floor Lincoln, R.I. 02802 (401) 475-3544	3	Offers multilingual financial aid and admissions presentations to prospective students

¹ Employee count includes Rhode Island and Massachusetts.

CLOSER LOOK

Total number
of full-time
equivalents:
38,521

LIST RESEARCHED BY
James Bessette

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FOOTNOTES
① Employee count includes Rhode Island and Massachusetts.

*Congratulations to Providence Business News
on the 2018 Diversity & Inclusion
Summit and Awards Program.
Thank you for your commitment
to serving the Rhode Island
business community.*

STATE OF RHODE ISLAND
DEPARTMENT OF ADMINISTRATION
OFFICE OF DIVERSITY, EQUITY AND OPPORTUNITY (ODEO)



OUR MISSION

To create and support a diverse and inclusive state government culture that values and reflects the changing demographics of Rhode Island by advancing equitable and fair opportunities for all Rhode Island Citizens to be employed by and/or do business with the State of Rhode Island.

OUR TEAM

Cheryl A. Burrell, ODEO Associate Director

Krystal Waters ODEO

Dorinda Keene / Jean Heiss Minority Business Enterprise Compliance Office

Elyvs Ruiz Supplier Diversity Office

Sabina Matos / Victor Mendoza Human Resources Outreach and Diversity Office

Juana De Los Santos / Vilma Peguero State Equal Opportunity Office