

PHILADELPHIA BUSINESS JOURNAL

TABLE OF EXPERTS

DEI Initiatives



MEET THE EXPERTS

Across today's business landscape, diversity, equity, and inclusion (DEI) have become a top priority among organizational leadership. Not only has DEI shown the potential to increase sales, profits, and customer bases, but it's thought to additionally promote the engagement of employees at a higher, global level. Despite these benefits, and amidst the racial revolution that came about following the murder of George Floyd in 2020, many companies have failed at cultivating an environment that attracts and retains employees from underrepresented backgrounds. To explore ways to promote greater accessibility, accountability, reliance on external assistance, and overall racial equity, the Philadelphia Business Journal conversed with five local panelists on the topic of DEI.



Nina Cohen
Chief Diversity, Equity & Inclusion Officer
 Glenmede Trust

Nina leads the firm's strategies to foster an inclusive culture and equitable workplace. She serves as sponsor of Glenmede's DEI Council and is accountable for all DEI initiatives and reporting. Nina is a member of the firm's Management Committee, which is the executive leadership team responsible for the development and execution of the firm's business strategy. In addition, Nina serves as strategic advisor to clients of Glenmede's Center for Family Philanthropy and Wealth Education. Nina is active in many local community organizations and serves on the Board of Directors of Exponent Philanthropy, a national association of funders. Nina is a member of the Forum of Executive Women, Impact100 SJ, and Philanos. Nina received her J.D. from the University of Pennsylvania and her B.S.W. from Temple University. She earned the Diversity and Inclusion Certificate from Cornell University, the Chartered Advisor in Philanthropy® designation from The American College of Financial Services, and the designation of 21/64 Certified Advisor.

GLENMEDE



Gilbert Davis
Vice President & Chief Diversity Officer
 Children's Hospital of Philadelphia

Gilbert leads the development of enterprise diversity strategy with a focus on leadership and workforce representation, supplier diversity, increasing diverse talent, and inclusion and belonging. Since joining CHOP in 2007, he has held a number of leadership roles and developed successful talent acquisition strategies and pipeline programs that create opportunities for students and employees of color, women and individuals with disabilities. Mr. Davis serves on The Hospital and Healthsystem Association of Pennsylvania's Racial Health Equity Learning Action Network Steering Committee and as a fiduciary board director for Young Men and Women in Charge Foundation, a nonprofit that prepares underserved youth for STEM careers. In 2022, the National Diversity Council named him one of the Top 100 Diversity Officers in Healthcare.

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Children's Hospital of Philadelphia™



Mark Schrieber
Managing Director, Head of Mid-Atlantic Middle Market Banking
 Santander Bank N.A.

Mark leads business development, market growth and relationship management for the Commercial Bank's middle market segment in the Mid-Atlantic region and oversees a team of bankers focused on combining local knowledge with international expertise to clients and prospects throughout Pennsylvania, Southern New Jersey, Delaware and Maryland. Mark joined Santander from JPMorgan Chase, where he served as Managing Director and Head of Business Development for the Pennsylvania, Southern New Jersey and Delaware middle market region. Previously, he held positions during his more than two-decade tenure with JPMorgan Chase, most notable launching their Middle Market business in the Philadelphia region in 2011 and successfully establishing Middle Market offices in the Philadelphia metro market.

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Bernard Tynes
Executive Vice President, Chief Marketing & Impact Officer
 Penn Community Bank

Bernard knows the power of community banking to help businesses and families thrive. As Chief Marketing & Impact Officer, he and his team are dedicated to advancing the institution's data-driven marketing strategy and brand throughout the region. In addition, he also is responsible for the bank's Community Reinvestment Act (CRA) program and serves as Executive Director of the Penn Community Bank Foundation which contributes over \$1,000,000 annually to nonprofits and community organizations across the region. He shares his talents with state and national industry groups, including as a director of the Pennsylvania Banker's Association and member of its Diversity, Inclusion and Equity Advisory Council, as well as serving as on the American Bankers Association's Communications Council.

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Andreina Perez Hein
Executive Director
 Everybody Builds Philadelphia

Everybody Builds is dedicated to diversifying Philadelphia's construction industry and fostering opportunities for diverse businesses and workers. Teaming up with prominent developers, owners, contractors, trade associations, and unions, Everybody Builds takes a sector-wide approach to DEI. Her commitment to diversity is rooted in her background as a first-generation, working-class, Latina immigrant. Being the second person in her family to attend college, she earned a master's degree and has devoted over 22 years to championing underserved communities and promoting equitable change within real estate and construction. After 8 years working in nonprofit, Andreina pivoted and began her journey in construction, gaining hands-on experience and mentoring minority contractors on significant projects.

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What does Diversity, Equity & Inclusion mean to you and/or at your organization?

» **Cohen:** At Glenmede, DEI is at the center of who we are, what we stand for, and how we operate. We foster a dynamic, welcoming and inclusive team-based culture in which each person is accepted for who they are and provided with the opportunity to reach their highest potential. We value the strength in our differences, and we believe that collaboration among team members with varied backgrounds, experiences and perspectives leads to innovation, which enhances our business and the communities where we live and work.

» **Schrieber:** As Vernā Myers, cultural change thought leader and DE&I educator, famously once said, “Diversity is being invited to the party; inclusion is being asked to dance.” And equity, to me, means everyone having access to the same opportunities regardless of social or cultural differences. When we appreciate and value what makes people different

Equity is how we get there, and diversity is the outcome. Through Santander’s inclusive culture, we’re better prepared to deliver for our clients and maximize employee engagement.

MARK SCHRIEBER

and respect their background, perspectives, and experiences, we can form powerful connections.

Similarly, at Santander, we define diversity, equity and inclusion as respecting and valuing all of our similarities and individual differences, with a focus on creating an inclusive culture. DE&I is a business imperative that starts with inclusion. Equity is how we get there, and diversity is the outcome. Through Santander’s inclusive culture, we’re better prepared to deliver for our clients and maximize employee engagement.

» **Tynes:** DEI has grown to

be a part of Penn Community Bank’s DNA – from how we hire and train, to our products and services, to our business operations. It’s intrinsic to who we are and how we interact with and support diverse customers and communities. It’s being intentional about the universe you serve and considering the diversity of experience, talents, needs, and wants and leveraging them to build a more representative and inclusive organization.

» **Perez Hein:** To Everybody Builds Philadelphia, DEI means having a construction industry workforce and contractor business environment that

truly mirrors the demographics, backgrounds, and lived experiences of Philadelphians. True to our mission and approach, in order to achieve this DEI vision we believe the diverse workforce and business community must be included in the efforts to transform and grow the built environment. Only with true buy-in from all stakeholders can we make a change that allows for long-term, sustainable capacity-building for minority businesses and life-changing career opportunities for diverse individuals. Through DEI, we can create access to quality family-sustaining careers and business entrepreneurship opportunities that can transform our city’s neighborhoods and help historically underrepresented communities thrive for generations to come. At Everybody Builds, our approach to engage and convene the varied entities that can help the industry support and achieve DEI, exemplifies DEI at its core.

As a first-generation Latina immigrant from a working-class family, now in an Executive Leadership role at a non-profit

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organization with DEI at the heart of its mission, my own lived experience defines DEI to me. Despite being a young, Latina female in my 20s with no prior experience in construction, I was presented with the opportunity to step into the construction industry mid-career, starting hands-on in the field. This would not have been possible without DEI. The respect I gained from colleagues, peers, and the construction industry at large, as well as the contributions I have made in return, would not have been possible without DEI. The opportunities I not only seized but also created for myself in both my nonprofit and construction industry careers to access, learn, and grow my career would not have been possible without DEI. The contributions I have made to individuals' lives, our industry, and therefore our city's economic growth and prosperity, would not have been possible without the work of DEI and its champions.

» **Davis:** DEI are the concepts that help hold the fabric of our organization's culture

Collaborating with our peers across multiple projects and creating robust partnerships throughout the industry can promote a concerted approach to DEI that allows for long-term, meaningful change.

ANDREINA PEREZ HEIN

together. We acknowledge that the values at the core of our organization – integrity, compassion, accountability, respect and excellence – will not be completely realized if DEI is not fully embedded into all of our programs and processes. DEI will always be a priority at CHOP – not an add-on or, worse, an afterthought – because we know how important it is to our employees, patients and families. Our senior leaders are committed to embracing, informing and modeling DEI, helping to drive accountability throughout the organization.

CHOP's commitment to DEI will permeate not only our organization, but also the communities we serve so we can have a broader impact on socioeconomic, health equity and the social determinants of health. DEI is not something we do because of a social or moral obligation to "do the right thing." It is a business imperative and a core element of organizational excellence.

What are some key obstacles that prevent us from achieving DEI organizationally/industry-wide?

» **Cohen:** One obstacle to achieving DEI is focusing on diversity without inclusion. A more holistic approach is required for successfully progressing toward DEI. To attract and retain the best talent, an organization needs to be inclusive and promote a sense of belonging for everyone. At Glenmede, we have implemented initiatives to ensure our employees feel valued, heard, and respected. For example, our Employee Resource Groups are employee-led, empowered change agents for Glenmede. They create connections and community, bringing together colleagues that share a common characteristic or lived experiences, as well as allies who support them. These groups provide feedback and recommendations on ways to improve both the employee and client experience. They also host educational programs such as PRIDE month and Juneteenth commemorations to create a greater understanding of our colleagues. Similarly, they lead initiatives that ensure we

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are knowledgeable about and welcoming to a broad base of clients from all identities and backgrounds.

» **Schrieber:** Individual self-awareness and modeling the way are essential to long-term success. These tactics help create an environment where all employees feel psychologically safe to be vulnerable, authentic, culturally curious, and to make human connections which are foundational to sustaining a thriving culture at any organization. In turn, these tactics can be applied to how our colleagues interact with clients.

» **Tynes:** I believe a hurdle to experiencing the full impact of DEI is the over-implementation of processes or initiatives from the top down. While corporate leaders can and should be changemakers in their organizations, the adoption of inclusive practices and embracing of diversity must be experienced from the bottom up, and woven within everything an organization does foundationally. Without buy-in and authentic implementation, it's just another memo in the inbox or box to

DEI can't just be about words on a paper or a hope for a better world somewhere down the line. You need to be taking concrete steps today. Build the momentum you seek.

BERNARD TYNES

check on the project plan – that's missing the opportunity, or worse yet, diminishing the importance in the eyes of your team and customers.

» **Perez Hein:** In the construction industry, the traditional singular project-by-project focused approach to DEI has been a barrier to truly achieving industry-wide, sustainable progress towards DEI. Our tendency to focus on our own organization's upcoming endeavors as a means to promote diversity, prevents us from looking across the industry over time. However, collaborating with our peers across multiple

projects and creating robust partnerships throughout the industry can promote a concerted approach to DEI that allows for long-term, meaningful change.

Everybody Builds has convened entities in the construction industry that traditionally have worked to promote DEI – Developers, Owners, Contractors, and Unions – to do so together in a deliberate, collaborative, and intentional manner. Only by uniting can we broaden our goals and pool our resources to support the services and programs that will have the greatest impact in creating long-lasting change in the industry.

» **Davis:** Our organizations are microcosms of the world that we live in, so, similarly, we may not all be at the same place in our DEI journey, and some people might not be as quick to adopt DEI principles and practices as others. It is important to ensure that we understand and incorporate many different perspectives into our programs and initiatives so we can bring as many people as possible along on this journey.

That being said, we will always require people to step out of their comfort zones during this journey and ask them to learn, unlearn, develop and grow. In healthcare specifically, we are also aware that there are historical, systemic and structural inequities that have had an impact on diverse representation in STEM/medical/healthcare professions.

To counteract this, we are being intentional in our recruitment efforts and have also developed a number of programs to invest in traditionally underrepresented students and give them exposure

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to healthcare and STEM professions.

What advice would you give to a business leader who is incorporating DEI principles into their organization?

» **Cohen:** Just like any other business strategy, DEI needs to be approached in a thoughtful and systematic way, linked to the organization's overall mission, culture, and values. DEI is more than just checking a box. I would caution business leaders not to implement one-off initiatives without a comprehensive plan, the appropriate resources, and an accountability structure. Each organization is different so there is no one-size-fits all solution.

Through a year of analysis, learning and reflection with guidance from the W.K. Kellogg Foundation and McKinsey and Company's Expanding Equity Program for Financial Services, we developed an initial DEI Plan. I am excited to lead Glenmede's DEI efforts as the first Chief Diversity, Equity & Inclusion Officer, reporting to our CEO. Together with our Leadership Team, DEI Council,

Leaders must clearly articulate why DEI is critical to the success of the business and communities served. They need to model the behaviors they want to see in others and demonstrate their commitment to DEI.

NINA COHEN

and employees throughout our company, we put our DEI Plan into action. We are continually learning, evaluating our progress, and making course corrections along the way.

» **Schrieber:** First, I think it's important that they start by identifying what DE&I means to them. By outlining and taking time to understand their definition of diversity, equity, and inclusion, they are then able to envision how DE&I principles can best be incorporated into business practices and engrained into the strategy of the organization.

Second, I would advise that they have an open dialogue with their team/colleagues around DE&I. Keep an open mind. Have uncomfortable conversations allowing yourself to be vulnerable. Learn what is important to them. All these things help us grow and create an atmosphere that promotes broad thinking and perspectives where the outcome is a collaborative environment with diversity of thought and greater outcomes achieved.

» **Tynes:** Live it. DEI can't just be about words on a paper or a hope for a better world somewhere down the

line. You need to be taking concrete steps today, right now, to understand and implement DEI practices into your own life, leadership style, and organization. Build the momentum you seek.

» **Perez Hein:** As a new leader of a startup non-profit organization with a mission to diversify the construction industry, I am in the position to cultivate from inception an organizational culture that intentionally focuses on and values diversity in all its forms. For any leader, doing so involves infusing DEI not only into organizational planning and growth through hiring and the services provided, but also in day-to-day actions. DEI should not be an "after thought"; it should be the first thing and last thing to intentionally think about, plan for and execute in the organization through its mission, vision, values, and strategic growth plan. Only by doing so in a purposeful way can we overcome our unconscious biases and strive towards full inclusion and a state where DEI is ingrained in every organization and everything we do as a leader.

Our Commitment to Diversity, Equity, and Inclusion

We understand the importance of leveraging the strength of diversity and inclusion, and the value of acting proactively; ensuring a better work environment for team members and a better experience for customers and community members.

Our commitment to diversity, equity, and inclusion is an organic extension of a culture that values openness, collaboration, authenticity, and most importantly, action.



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» **Davis:** Include your employees in your decision making! While it is vitally important to have a clear and documented leadership-led strategy with measurable outcomes, it is even more important to connect and engage with your employees to better understand their needs and what's important to them. You can get their feedback through employee engagement surveys and/or focus groups and ask meaningful questions that will help you understand what makes your employees feel valued, respected and included and what gives them a true sense of belonging. You can then use what you learn from your employees to help identify and inform your strategic priorities and design your DEI programming. It's also important to take feedback from DEI trainings and evolve your programming to meet the changing needs of your employees.

In what ways can leaders hold their teams accountable to a culture that champions DEI?

When DEI is so fully integrated into everything that we do that we don't even have to think about it, when we just are inclusive, equitable, and all feel a sense of belonging – that is when we'll know we've arrived.

GILBERT DAVIS

» **Cohen:** Leaders must clearly articulate why DEI is critical to the success of the business and communities served. They need to model the behaviors they want to see in others and demonstrate their commitment to DEI. Our senior leaders serve as sponsors of our Employee Resource Groups, volunteer in the community, and participate in DEI programs throughout the year. All Glenmede leaders receive training and ongoing support to develop inclusive leadership competencies. They are expected to implement these practices within their teams, creating a safe space for

honest and open feedback. With each leader leading by example and being more inclusive and accountable for their team's performance, the organization's culture begins to evolve.

» **Schrieber:** At Santander, each leader plays an integral role in our culture, so we are committed to equipping them with the tools and resources they need to lead diverse and high-performing teams while fostering an inclusive and equitable work culture.

I also believe that hearing directly from our employees is a critical component to the

sustainability of any culture. Giving everyone a voice and developing a unifying strategy to champion DEI where everyone feels heard, valued and authentically part of the team. We must ensure that we are continuously seeking feedback that is regularly incorporated into the go-forward strategy.

We also recently created a US DEI Council whose mission is to transform our workforce and communities. These dynamic group of leaders are committed to driving change, embedding DEI practices within the DNA of our culture, and ensuring alignment across our organization.

» **Tynes:** It's all about authenticity. Leaders should focus more on developing energized teams that truly see the value in implementing and embracing DEI principles in their work. Once folks begin to see the benefit, it's easier to spotlight the success and use as an example for others. No one wants to be left behind, so others – even those resistant to the concept or change required – will adopt.



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To start a conversation, call Mark Schrieber, Managing Director, Head of Mid-Atlantic Middle Market Banking, at 312-339-0820, or email him at mark.schrieber@santander.us.

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» **Perez Hein:** A DEI culture needs to emanate from top leadership throughout an organization and into team culture. Team leaders and employees should not only carry out their day-to-day work in a way that reflects DEI, but also treat each other and their clients in a way that respects DEI. The importance of taking a human-centered, individual approach to our interactions with our teammates and leaders cannot be overlooked. Employee satisfaction and feelings of inclusion should be measured and gauged as a means for accountability. Leaders should expect this from their own team members just as individuals should expect it from their leaders.

» **Davis:** Leaders can hold their teams accountable to a culture that champions DEI by modeling and rewarding inclusive behaviors and calling out behaviors that do not align with their organization's values; ensuring that they have fostered a safe environment for all, and are equitably providing opportunities for growth, development and advancement for all employees; and intentionally embedding DEI conversations and learning opportunities into individual

team and organizational quarterly or yearly meetings.

Be consistently proactive, not reactive. Don't wait for something to "go wrong" to have a conversation.

What does true DEI look like? How will we know when we've arrived?

» **Cohen:** True DEI will be achieved when we have systems and organizations in which each of us is valued and accepted for who we are and provided with the opportunity to thrive to reach our utmost potential. It will be a time when we embrace our shared humanity and honor all of the different dimensions that make each of us unique. That being said, I don't think we will ever "arrive" at DEI as DEI is a journey, not a destination. There will always be new challenges and opportunities to identify and address. Impactful DEI requires continuous improvement and agility to adapt to an ever-evolving world. Based on input and feedback, we will constantly develop new programming, resources, policies, and practices to make Glenmede a better organization

for our clients, colleagues, and communities.

» **Schrieber:** Belonging! A place where people can unapologetically bring their authentic self to work, and their opinions and perspectives are encouraged, appreciated, and adopted. True DEI is inculcated into the DNA of the business strategy and woven into the fabric of our daily lives and interactions with colleagues, partners, clients, and the community. I am proud to work for Santander, where we are committed to uniting and supporting colleagues from every background to drive a diverse, inclusive, and equitable organization that fosters an environment of belonging and collaboration where all voices are respected, and diverse thinking is supported and valued.

» **Perez Hein:** To me, true DEI looks like more Latina women and diverse individuals that look like me and have had similar lived experiences, achieving the same level of success and satisfaction that I have in my personal career and life. As an industry, we will know we have arrived at "DEI" when we can each

see ourselves, our neighbors, and our communities in every role in the industry around us and in a way that truly reflects the diverse makeup of our society. Diverse individuals and businesses would be robustly represented and ever-present in the process of building our city and would have a direct hand in transforming their own built environment communities around them.

» **Davis:** When a team is working seamlessly together, looking at things from different perspectives, and leveraging the talents and skills of every team member – that is true DEI. When employees feel respected, like they belong, and that they are valued as their authentic selves – that is true DEI. When we achieve these things, our teams are more creative and productive – and that is when breakthroughs happen. When we all are speaking the same "language" around key concepts related to DEI, when DEI is so fully integrated into everything that we do that we don't even have to think about it, when we just are inclusive, equitable, and all feel a sense of belonging – that is when we'll know we've arrived.

