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TO

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2030

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Consider every angle

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MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

AM GENERAL
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MAHLE

memc.
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Eaton

Powering Business Worldwide



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 **APMA**
LEAD. REACH. CONNECT.

 **LISA**
LARK
COMMUNICATIONS

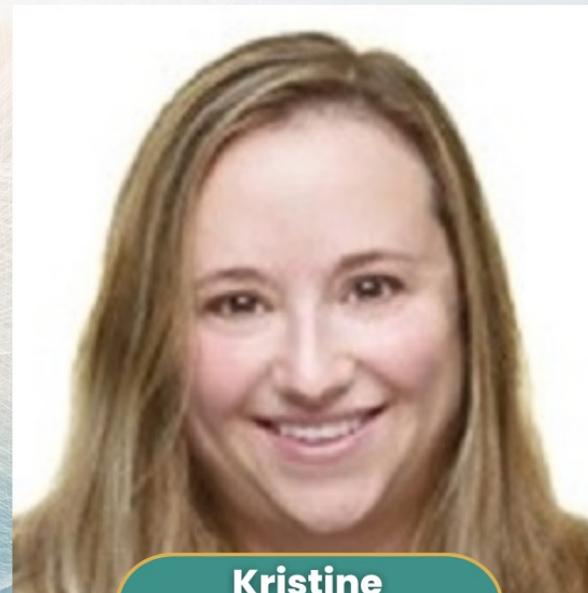
DEI Industry Study Insights & Outtakes

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**Cheryl
Thompson**

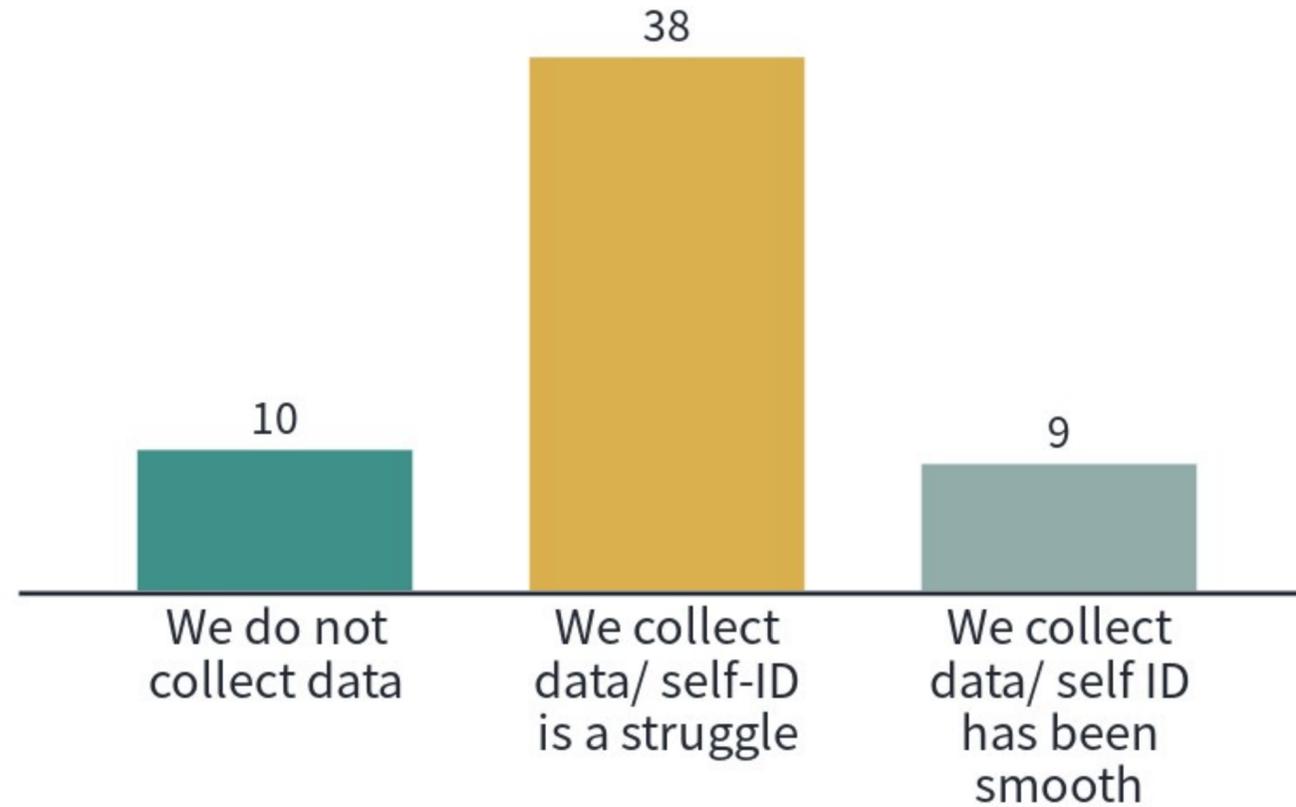
Founder & CEO
CADIA



**Kristine
Coogan**

Principal, Advisory
KPMG

COLLECTING DATA - YOUR EXPERIENCE



Download the Report



BELIEFS WE HOLD

Women don't want to work in the plant setting

Women are too emotional to lead

Women are too emotional to hold leadership positions.

The false claim that the talent does not exist or it cannot be developed

Not strong enough to lead

Working 24/7 is the only way to get ahead

Having to check every box for a role.

As a mother you can't possibly travel enough/work enough hours to support the business

BELIEFS WE HOLD

Minorities do not want to work/relocate from areas they are accustomed to.

'we don't have roles for neurodivergent folks'

Percentages of diversity in college programs

Working or traveling 24/7 is needed to move up

Women are too emotional to be good leaders.

Women don't want to be engineers

Assuming someone doesn't care to advance or have what it takes without asking or determining the facts.

False belief that women don't want the job because they are a mom

BELIEFS WE HOLD

Remote work is not as effective as in office

No a balance life

Can't be a good mom and career driven

Emotions are a hinderance not a superpower

Your tech ideas and observations are "outside" the norm. Not viewed as adding value, seen as wrong because different

"You'll stop working once you have kids"

Stereotype: Not hiring women between the ages of 18-35 because they may take too much time off to take care of family and/or become pregnant.

You have to sacrifice career growth to care for children/parents/family

BELIEFS WE HOLD

Clients/customers will not react to women in the same way

Stereotype - traditional roles

Assuming women with children aren't committed while not questioning the commitment of men with children

Women don't want to travel for roles

"A woman who have multiple interests doesn't know what she wants"

Minorities are loud and aren't as helpful or have the experience.

Focus on equality in team roles instead of equity

Showing empathy is seen as "wearing your heart on your sleeve" and that isn't acceptable in established leadership norms.

BELIEFS WE HOLD

There are so many beliefs held by leadership around all diverse dimensions so this is a salient discussion!

Measurement should only be singular identity focused

That all women want children.

The assumption that women won't be as decisive in leadership roles as men

Integrating DEI Across Organizational Pillars

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**Cheryl
Thompson**

Founder & CEO
CADIA



**Rachael
Watson**

Account Manager
Central Marketing Services
HARMAN Automotive



**Elisa
Sorrentino**

Plant Manager,
Amsted Automotive
Group



**Chelsea
Zarr**

Human Resources Manager
Martinrea Bishop Circle
Assembly



Moderator

**Reginald
Humphrey**

HR Director
DEI Center of Excellence
General Motors Company

WHAT VEHICLE WOULD YOU BE?

VW Peace bus

A Prius

PT Cruiser Convertible -
practical but love a
good cruise

Porsche

1996 Cadillac Eldorado
Coupe

Jet Ski, what's more fun
on a hot summer day! 🏄

Ebike

Fisker Ocean

WHAT VEHICLE WOULD YOU BE?

Porsche 911 in my mind....Chevy trax in reality?

Mustang

Ford F150 work horse

Toyota Prius, perfectly practical 😊

Subaru outback!
Nothing flashy, but loyal and reliable :)

Classic Stingray convertible

subie

1960 Ford 150

WHAT VEHICLE WOULD YOU BE?

slug bug 🕶️

Ford cmax

I'd be a large but sleek SUV - multifunctional, all encompassing, and versatile for work or fun. Can handle any project on the docket!

Camaro

Subaru Outback - just sporty enough

1964 MG MGB

Mercedes Benz or Lamborghini

Red corvette

WHAT VEHICLE WOULD YOU BE?

Bentley Bentayga

Chevy Blazer!

Hummer Electric Bike

Cadillac

Chevy Blazer ❤️

Do boats count?!

Honda Odyssey

ESCALADE Q! Chic, tech, green and fits my friends!

WHAT VEHICLE WOULD YOU BE?

McLaren F1

Mercedes Benz G63

Ferrari

G wagon

A Dune Buggy

Rolls Royce - Unique
and prestigious

Camaro SS 1LE

Miata, fun and spunky

WHAT VEHICLE WOULD YOU BE?

Corvette candy apple red

Hard-working full-sized pick-up (Silverado / F150)

VW GTI. Nimble and sassy!

Ford Mustang Mach-E

BMW i4 flashy and good for the environment

A jaguar - what all the supervillians - and James Bond drive!

PT Cruiser Convertible - practical, but love a good cruise

Electric Scooter

WHAT VEHICLE WOULD YOU BE?

Any fully electric vehicle

Cadillac Eldorado

Nissan - baby blue remind me of the ocean which has its secrets or the sky which there are no limits.

5



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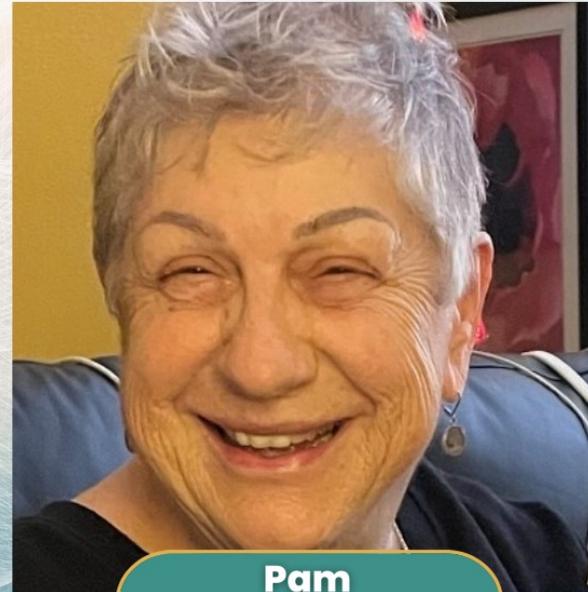
Mentorship & Lasting Change

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**Cheryl
Thompson**

Founder & CEO
CADIA



**Pam
Romano**

Retired
Ford Motor Company

GIVE A SHOUT OUT TO YOUR MENTOR, SUPPORTER OR SPONSOR.

Sharon

Cyril Rauscher!

Nancy Loerch,
StratComm

Juliette Okotie-Eboh

Tony Waugh

John carroll

Gary Weaks

Valerie Jackovic

GIVE A SHOUT OUT TO YOUR MENTOR, SUPPORTER OR SPONSOR.

Brian Ladd

Wella Orejola

Jennifer Mocerri

Don Midgley

Reggie Humphrey

Melissa Comito

John Maas & Carolyn
Geiss

D Mike Pennington

GIVE A SHOUT OUT TO YOUR MENTOR, SUPPORTER OR SPONSOR.

Ignacio Bonel

Casey Abner

Dr. Lee Meadows

Yuri García

Kristine Coogan

Noah

Tania Dimoski and
Charlotte Dimoski. so
grateful for them!

Scott Paradise

GIVE A SHOUT OUT TO YOUR MENTOR, SUPPORTER OR SPONSOR.

Barb Wenner

Bryce Currie

Greg Niedzwiecki

Betty Magee - H.S. Spanish Teacher
She encouraged and motivated me to not allow my background to prevent me from reaching for the stars. No limits

Richard Brooks

Kara Sygula

Yvette Hunsicker

STEPHEN FRAGNOLI

GIVE A SHOUT OUT TO YOUR MENTOR, SUPPORTER OR SPONSOR.

Cathy Fisher

Terry McElroy

Lisa Basila

Jessica Berry!

Thomas Erb

Deanna Lorincz

My best friend, Melissa George. 😊

Nicole Howard,
Mondraea Calvin and
Andreas Douglas from
Bosch ❤️



In lieu of speaker gifts, a donation has been made to
Accelerate Auto

Accelerate Auto **is a non-profit coalition of Black professionals and allies who are addressing the lack of Black people working across the automotive industry and in senior leadership roles.**

accelerateauto.ca

CADIA supports and applauds its mission.

Fireside Chat with Honda CDO

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**Cheryl
Thompson**

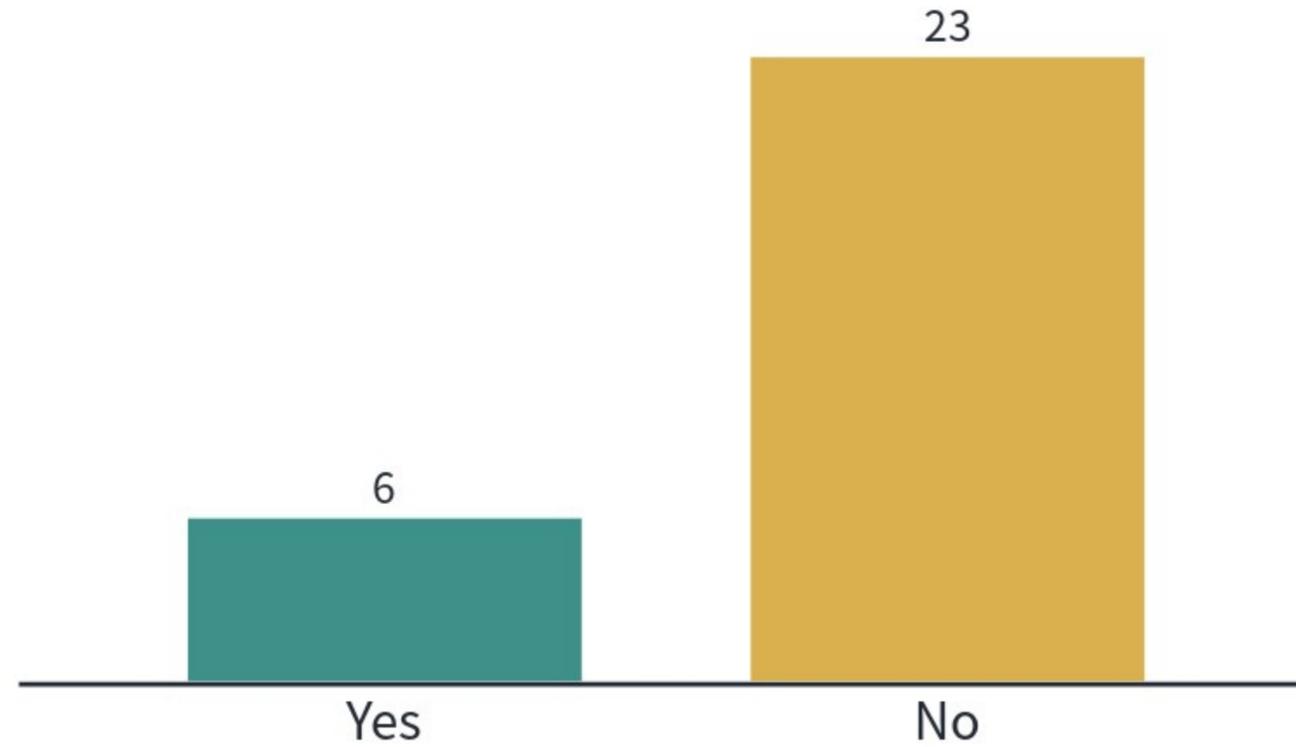
Founder & CEO
CADIA



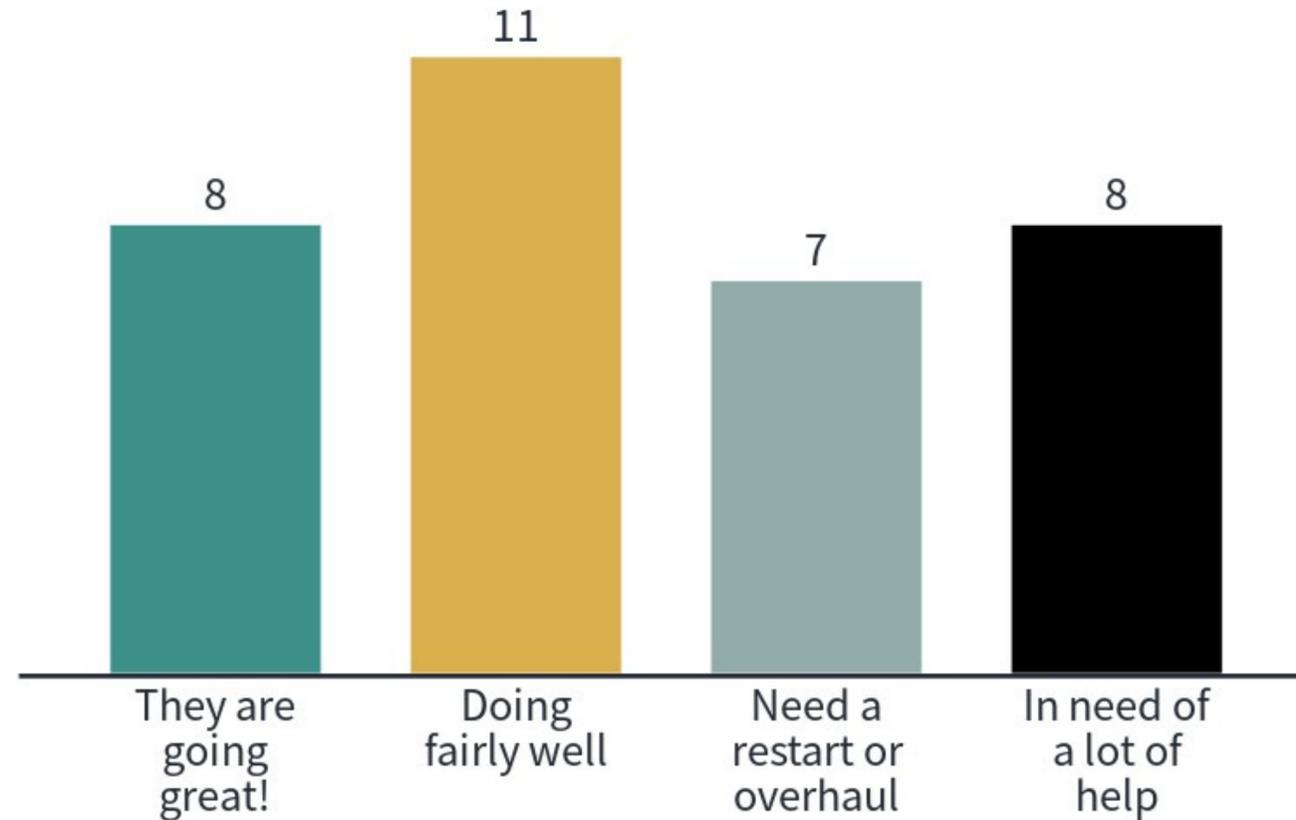
**Yvette
Hunsicker**

Vice President - Corporate Social Responsibility,
Inclusion and Diversity, American
Honda Motor Co., Inc.

DO YOU USE THE 4C MODEL FOR ERGS AT YOUR COMPANY?



OVERALL HOW ARE YOUR ERGS/BRGS GOING?



DO YOU HAVE AN ERG/BRG BEST PRACTICE TO SHARE?

I'd like to see Hondas ERG/BRG business plan template

We also ask the BRGs for business plans and annual results report

Organize cross-ERG events to include everyone, bundle forces and ideas, share the workload,, embrace diversity and celebrate allyship.

post yearly goals for each committee to membership and leadership

Aligning ERG strategy to broader DEI or Company strategy

Leadership involvement

CDO Insights

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**Erin Dewsbury
Ribeiro**

Diversity, Equity, and
Inclusion Officer
Robert Bosch Corp.



**Cathy
French**

Diversity, Equity Inclusion and
Belonging Lead
Discount Tire



**Ronda
Moore**

Chief Talent and Inclusion
Officer
Aptiv



Moderator

**Lisa
D'Amore**

VP, DEI
CADIA

WHAT WOULD BE YOUR DEI THEME AT YOUR ORGANIZATION RIGHT NOW?

Forward. For all.

Prosperity for All

Life's Potential For All
(Honda)

DRIVEN by our people

A more inclusive RIDE

Everyone matters!

EVERYBODY IN

Making every life better

WHAT WOULD BE YOUR DEI THEME AT YOUR ORGANIZATION RIGHT NOW?

Forward Together is actually ours!

Advancing and mobilizing inclusivity efforts, always.

Powering people worldwide

Together (we need each other)

Opportunities are everywhere.

Time is NOW!

Right now? DEI is like herding cats

ONE Axalta

Eaton Corp Case Study

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**Cindy
Fisher**

Vice President - Global
Inclusion and Diversity



**Andy
Doyle**

Vice President - Supply Chain
Electrical Sector Americas



**Karina
Sanchez**

HR Director, N.A.
Eaton Mobility Group

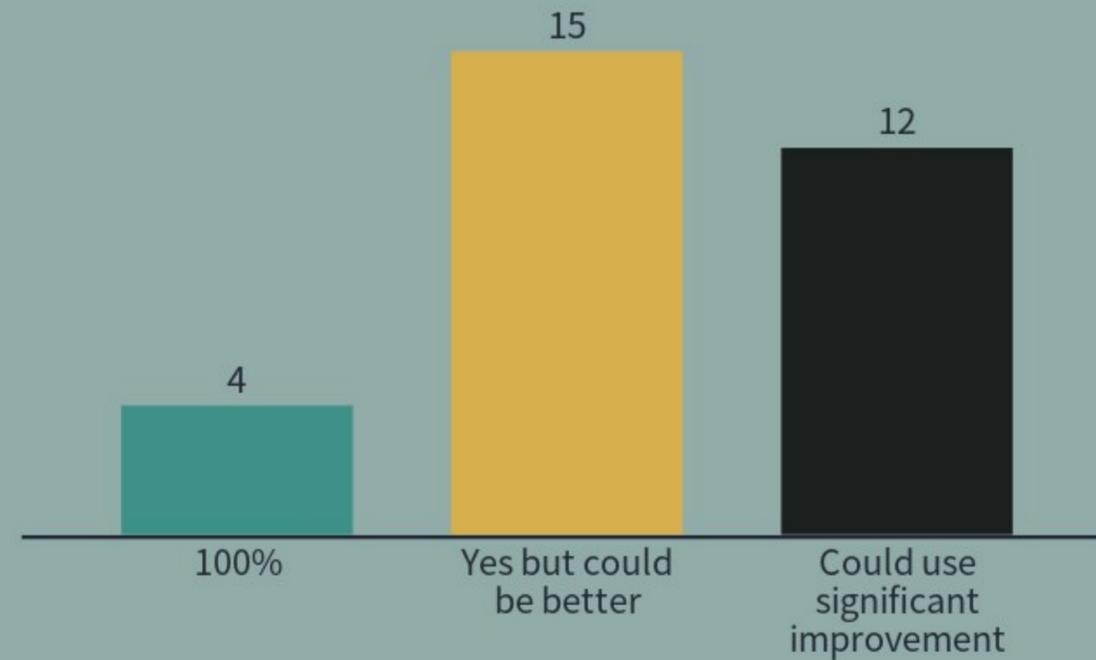


Moderator

**Paige
Robnett**

CEO
Robnett Consulting Group

DOES YOUR COMPANY HAVE FULL LEADERSHIP SUPPORT AND BUY IN FOR DEI?

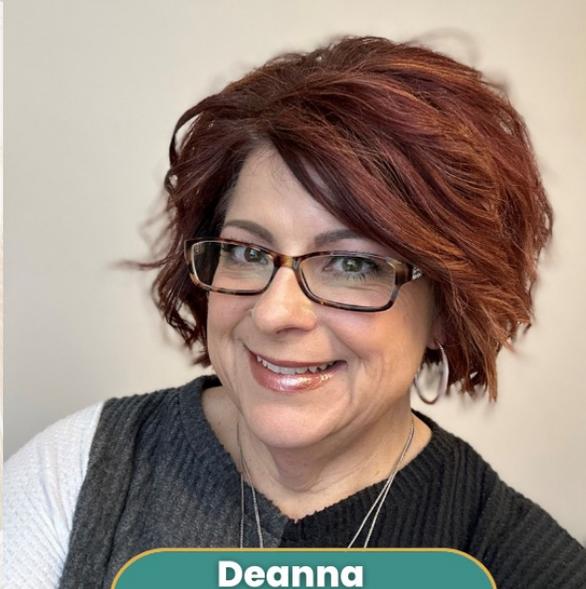


Download the Eaton Transparency Report!



Fostering DEI in Retail, Plant and Hourly Workforces

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**Deanna
Lorincz**

Global Director, Communications
and Marketing
Martinrea International US Inc.



**Marilyn
McGrone-Conley**

Interim Department Manager,
Inclusion and Diversity
American Honda Motor Company, Inc.



Moderator

**Becky
MacDonald**

Manager, Corporate Reputation and Brand
Robert Bosch Corp.

WHAT ARE SOME OF THE BEST THINGS YOU HAVE BEEN ABLE TO IMPLEMENT FOR MANUFACTURING/PLANT/HOURLY OR RETAIL ASSOCIATES?

Info packets to support career growth into Maintenance, Tech & Leadership for Production associates (women focus from women's BRG)

Resource group information fairs in lunch room

Event group, company cook out with manger & up cooking and serving. We are working on EEG's.

Make regional ERGs available to associates over lunch helps connect across differentvlocarions

Engagement events- cookout twice a year, pizzas in inventory days, popcorn & bingo. we want them to feel seen and heard

We promote internally first. Our plant manager started on the line 25 years ago, and there are many other stories like his!

Clear step progression with training and transparent compensarion.

Plant employee recognition process. Simple and impactful

WHAT ARE SOME OF THE BEST THINGS YOU HAVE BEEN ABLE TO IMPLEMENT FOR MANUFACTURING/PLANT/HOURLY OR RETAIL ASSOCIATES?

Individual recognition with personal messages from leadership

Awareness of tuition reimbursement program and personal support for going back to school

Community partnerships with ESL (English as a second language) program with local college.

Monthly calendar of inclusive employee events, including cultural and diversity awareness days.

The heavy lifting is all volunteer & no one is volunteering, or they volunteer & then don't show up (work takes priority)

Explore the CADIA DEI Accelerator Capstone Projects



DEI Headwinds & Tailwinds

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**Ruby
Hamacher**

Mg. Director, HR and
Compensation Practice,
Arthur J Gallagher & Co



**Jeff
Green**

Reporter, Managing Diversity
Beat
Bloomberg



**Jeannine
Gant**

DEIJ Officer, Global Epicenter of
Mobility (GEM)
Detroit Regional Partnership



**Moderator
Cheryl
Thompson**

Founder & CEO
CADIA

Headwinds/Tailwinds Panel Resources



Headwinds and Tailwinds Panel Resources

From **Jeannine Gant**, Global Epicenter of Mobility DRP

[Embracing DEI: Navigating Challenges](#)

From **Jeff Green**, Bloomberg

On the positive side, but history:
<https://www.bloomberg.com/graphics/2023-black-lives-matter-equal-opportunity-corporate-diversity>

A recent mini doc we did on the backlash:
<https://www.bloomberg.com/news/articles/2024-03-14/video-why-corporate-america-has-a-diversity-problem>

Some examples of the backtracking:
<https://www.bloomberg.com/news/articles/2024-03-01/uber-citi-among-us-companies-dropping-anti-racist-tag-with-dei-backlash>

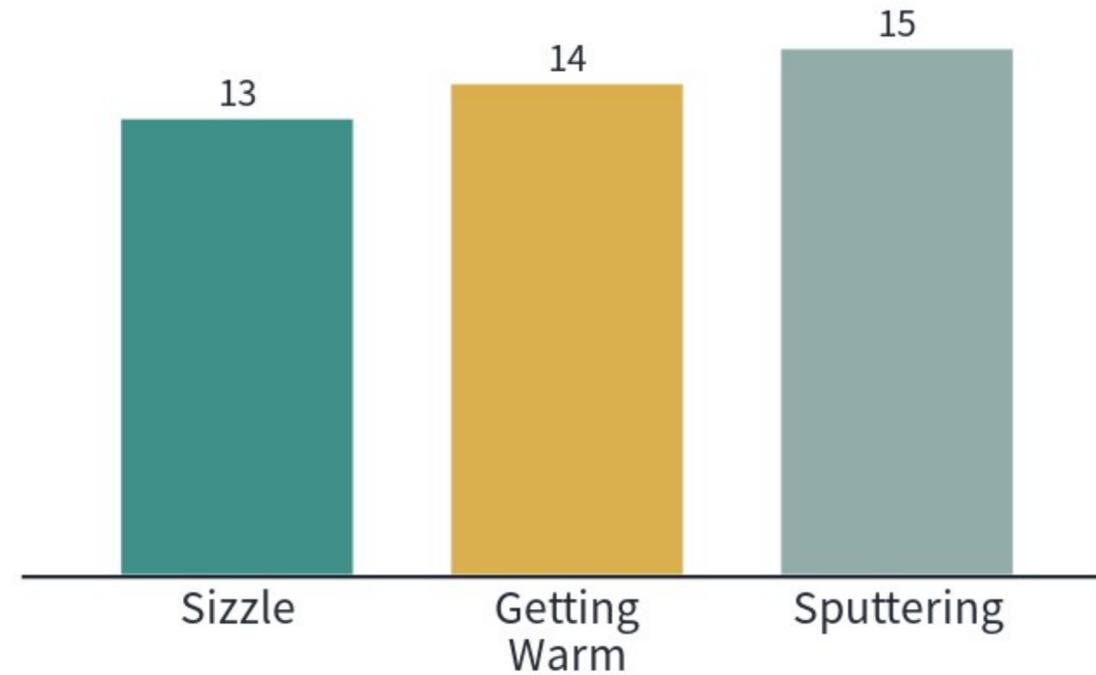
And backtracking on incentive pay:
<https://www.bloomberg.com/news/articles/2024-03-15/starbucks-sbux-drops-executive-pay-package-tied-to-dei>

From **Ruby Hamacher**, Gallagher

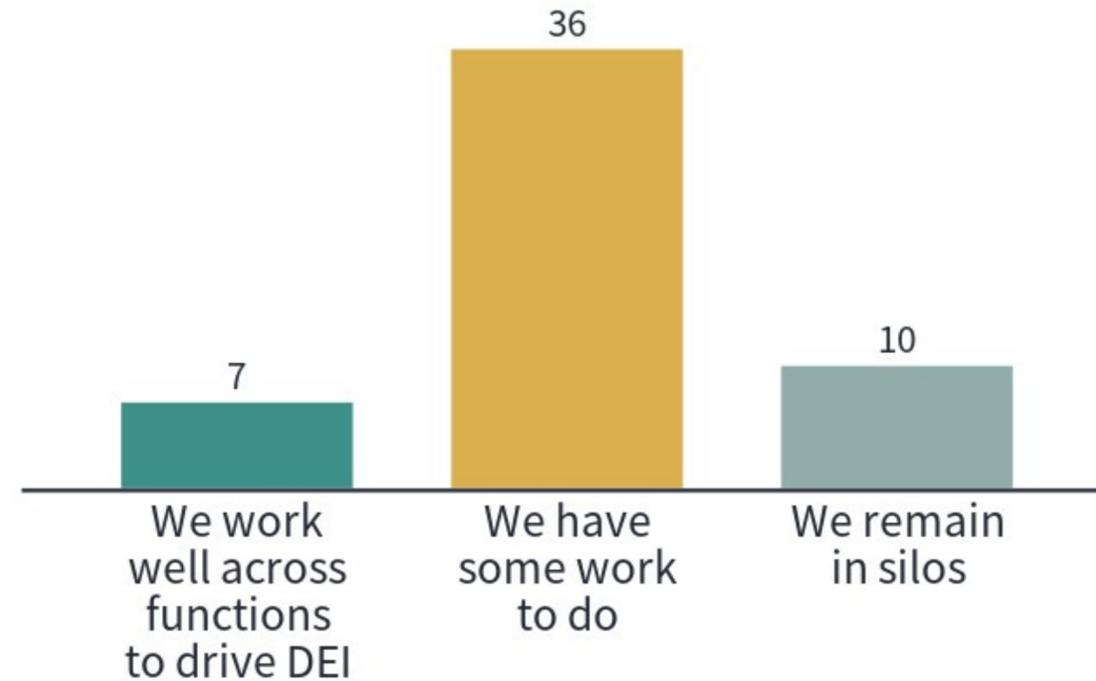
[Seven Steps to Bridge the Gap Between DEI Intention and Action](#)

[Inclusion Score](#)

HOW WELL IS COMMS AND DEI COORDINATED AT YOUR COMPANY?



HOW WELL DEI IS INTEGRATED ACROSS FUNCTIONS AT YOUR ORGANIZATION?



HOW ARE YOU USING AI TO ENHANCE YOUR DEI EFFORTS?

We use it for so much... inclusive language in comms being just one....

ChatGPT support for catchy engaging posts for BRG events

We use chatGPT to help create more descriptive, engaging job postings

Attempting to remove unintentional bias from job postings, job descriptions, etc.

AI systems for talent acquisitions.

Using AI to aggregate sentiment from engagement survey comments

Analyze reports

Use ChatGPT as a sparring partner

HOW ARE YOU USING AI TO ENHANCE YOUR DEI EFFORTS?

Using Copilot to understand our data and provide more insight

I'm part of a red team effort for M365 Copilot at my organization. Uncovering any bias in AI is an important part of our testing before we roll out this tool to more employees.

WHAT ARE SOME "HEADWINDS" YOU HAVE BEEN EXPERIENCING IN DEI THIS YEAR?

Conditional support from leadership

Political Environment

LGBTQ legislation / political discourse

Range of leadership engagement from apathy to distraction to disinterest (vs ongoing engagement)

Political environment and ppl using as an excuse to push back but it's such a shame

Not enough dedicated time for DEI work on top of regular responsibilities

LGBTQ+ and anything regarding religion always cause issues. we've had multiple occasions where locations do not like the things we post on our DEI page

Tiredness of employees of DEI - "too much"?! Why diversity and inclusion? Shouldn't that be our nature/in our DNA/"normal" in international companies?!

WHAT ARE SOME "HEADWINDS" YOU HAVE BEEN EXPERIENCING IN DEI THIS YEAR?

More risk adverse and slowing to support public commitments.

Headwind/tailwind – broad nature of DEI work, sometimes daunting for people to make first steps

Heavy lifting is volunteer led; DEI lead is the token HR person & they have no passion; volunteers aren't following thru on their support

Big dreams but a small team!

People don't want to hear about because they say they are doing the right thing.

People fear that equity for all means a disadvantage for them

People say they are allies but then don't make time to show up to BRG events

Lack of unity among the different groups when we need to work together.

WHAT ARE SOME "HEADWINDS" YOU HAVE BEEN EXPERIENCING IN DEI THIS YEAR?

DEI seems to be floundering somewhat at the company

Not enough people in power speaking out in favor of DEI.

Fear that diverse hires only hire people that are from their community

WHAT ARE SOME "TAILWINDS" YOU HAVE BEEN EXPERIENCING IN DEI THIS YEAR?

Joining Cadia!

Seeing how dei is finally beginning to be integrated across functions

Posts we make on our DEI page are engaged with by many in the company, even those outside of the DEI committee. that kind of engagement is encouraging

Recognition for my volunteer dei efforts

People new to the organization who are committed to DEI.

So much more data and reporting available about the benefits of having a diverse and inclusive culture

Leadership at the top supporting and paying attention to DEI efforts

Management commitment and support. Recognition of employees engaging in and advocating for ERGs. ERG chapter increase also internationally (-> Germany).



WHAT ARE SOME "TAILWINDS" YOU HAVE BEEN EXPERIENCING IN DEI THIS YEAR?

(Gradually) more and more leaders "get it"

Normalization of DEI discussions and why inclusion matters. Broader acceptance of looking at employees as the whole person rather than a job doer.

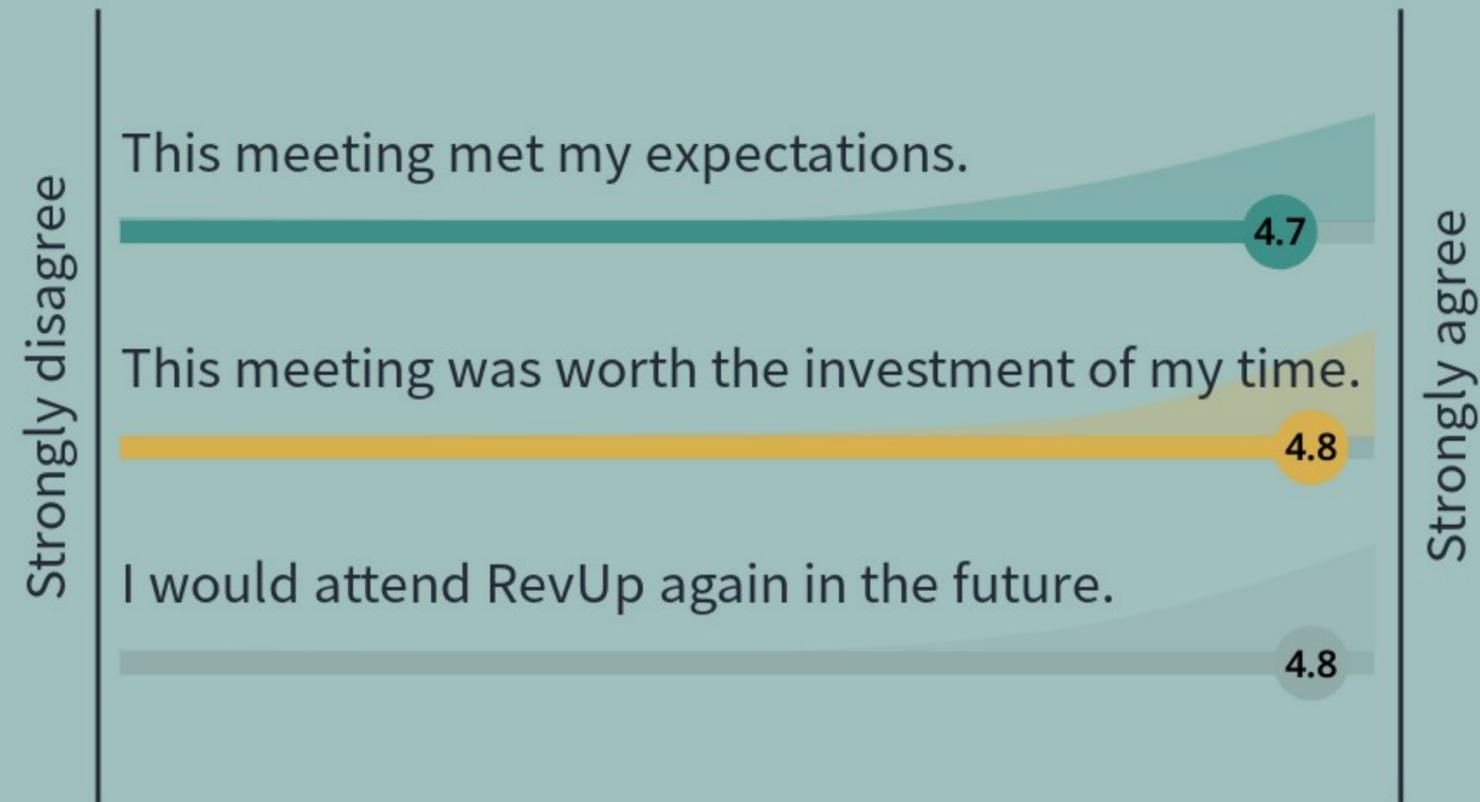
DEI goal in individual employee goals

Collaboration between different BRGs

The organization is becoming more comfortable and/or more willing to have difficult conversations

A few of our customers have added DEI to their scorecards making it more visible in our organization. .

HOW DID WE DO TODAY? YOUR FEEDBACK PLEASE.



**Thank you for
attending! We will
see you next year!**