

Welcome to

REV**UP**
2030



Agenda and Speaker Bios



Meet the Founder



CHERYL THOMPSON



Founder and CEO, CADIA

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MANUFACTURE SMARTER

Inspire. Prepare. Support.



Keynote Speaker



TELVA MCGRUDER



Chief Diversity, Equity, and
Inclusion Officer, General Motors
Company

Session 1



AMANDA LUDWIG



HR Business Partner, Brose

MIKE STEVENS



Director, Culture & People Development at Standard Motor Products

ALAN HEJL



Accessibility Strategy Manager and GM Able Vice President, General Motors Company

DERRICK MITCHELL



Moderator
Vice President, DEI
Non Production Purchasing and Minority Business Enterprises, Lear Corp.



Voices from Other Industries

CATHY GUTIERREZ



Senior Manager, Deloitte

MARIANA FAGNILLI



VP of DE&I, Liberty Mutual



CADIA RevUp 2030

Leading Practices in Diversity, Equity & Inclusion (DEI)

May 2022



Speaking with you today



Cathy Gutierrez
Workforce Transformation
DEI Leader
Deloitte Consulting LLP

Cross-Industry Trends in the DEI Space



DEI at the Global Level



Prioritization of Trust and
Transparency



Inclusive Product Innovation

DEI at the Global Level

Biases, discrimination, and inequality exist everywhere; these are certainly not “American issues.” To address them beyond American shores, we need a diversified DEI approach.

Harvard Business Review

“Do Your Global Teams See DEI as an American Issue?”

March 2022

Prioritization of Trust and Transparency

As of January 2021, 72% of Fortune 500 CEOs planned to disclose DEI metrics to the public.

Fortune / Deloitte CEO Survey
January 2021

Inclusive Product Innovation

“Diverse teams are more capable of addressing market segments with demographics similar to some of the team members.”

Forbes

*“Diversity Confirmed to Boost Innovation and Financial Results”
January 2020*

Voices from Other Industries



Mariana Fagnilli
Vice President of Diversity,
Equity & Inclusion
Liberty Mutual



Contact

Cathy Gutierrez

Senior Manager

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DEI on the Leading Edge of Change

CAROLYN SAUER



Director Business Development,
Schaltbau North America

ALLYSON ROBINSON



Director of Diversity, Equity,
Inclusion, and Belonging, Cruise



Engaging Global Teams in DEI

LOTTIE HOLLAND



Director- Diversity, Inclusion, Engagement , Stellantis

LORENA CHÁVEZ GOMEZ



Global Talent Attraction Manager and Global D&I Head, Nemak

FLORENCIA STANFIELD MONICA JACKSON



Chief Diversity Officer, Vitesco Technologies



Vice President, Inclusion & Diversity, Eaton



Case Studies

LANI GLANCY



Vice President, Talent Development, Diversity and Communications, AutoZone

JEN NEUMANN



Assistant General Counsel, AAM

JEN GUDGEL



Diversity, Equity, and Inclusion Leader, BorgWarner Inc.

DAYNA LANDGREBE



Director of Diversity, Engagement and Foundation, Walser Automotive Group

Moderator
APRIL BUFORD



Senior Director of Communications, OESA



BRGs at AutoZone

Starting Point



Business Case

Define
Values
Data
ROI



Leadership Alignment



Budget



Governance & Process

Driven By Our Values

PLEDGE & VALUES

AutoZoners always put customers first!

We know our parts and products.

Our stores look great!

We've got the best merchandise at the right price.



ALLDATA®

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An AutoZoner Always...

PUTS CUSTOMERS FIRST

Exceed your customers' expectations by providing WOW! Customer Service and going the Extra Mile. Understand your customers' needs and solve their problems. Treat each customer as your only customer.

CARES ABOUT PEOPLE

Treat people with dignity and respect. Recognize great work and provide frequent feedback. Demonstrate concern for others and your community. Create a safe environment. Own your development and help develop others.

STRIVES FOR EXCEPTIONAL PERFORMANCE

Be accountable and honor your commitments. Act in a manner of the highest legal and ethical standards. Use resources wisely and promote a culture of thrift. Take strong initiative, act quickly and do the job right the first time.

ENERGIZES OTHERS

Share your passion for the business. Generate enthusiasm, motivate others and promote innovation. Listen and assume positive intent in others.

EMBRACES DIVERSITY

Welcome each individual's heritage, differences and unique qualities. Build teams with diverse thoughts, skills, knowledge and backgrounds. Value the ideas and opinions of others.

HELPS TEAMS SUCCEED

Actively contribute to team goals and seek opportunities to lead. Be a reliable and supportive team member. Strive for accurate and clear communication. Place team goals over personal goals.

BUSINESS RESOURCE GROUPS

EMBRACE DIVERSITY.
BUILD COMMUNITY.
DEVELOP LEADERS.

- Connects AutoZoners with common interests, backgrounds or characteristics
- Drives diversity, inclusion, engagement and career growth through
 - Recruitment
 - Networking
 - Learning Opportunities
 - Volunteerism
- Helps AutoZone
 - **Attract and retain** diverse, high performing talent
 - Provide **opportunities for development**
 - Connect AutoZoner interests and talents with efforts that **help achieve business goals**
 - Empower AutoZoners to share their energy, thoughts, and ideas to **diversify thought leadership and increase innovation**
 - Provide a **strong bench of promotable AutoZoners** with the ability to fill leadership positions as they arise
- Inclusive of all AutoZoners



AutoZone BRGs



AZ BE BOLD, AutoZone's Black Business Resource Group, helps drive a diverse and inclusive environment that raises cultural awareness and connects AutoZoners through networking, learning opportunities, and community engagement

Activities: HBCU Day, Lunch & Learns (e.g. Maximizing Your Potential), BE BOLD Networking Event, Mid-South Foodbank & AAF



AZ ¡HOLA!, AutoZone's Hispanic BRG, engages, develops and inspires AutoZoners to build relationships, grow their careers, drive business, and establish AutoZone as a great place to work and shop for everyone

Activities: CEO Team Lunch & Learn Series, HACE Recruitment, MIFA, Las Americas



AZ NextGen was created to provide AutoZoners (between the ages of 21 to 40) with opportunities to connect, learn and grow their careers

Activities: LIT (Leaders In Training) Series, Speed Networking, Book Series, REACH Memphis



AZ VALOR, attracts, connects, develops and supports AutoZone's current and former military service members, their families and supporters through recruitment, networking, learning opportunities and community engagement

Activities: PT Health & Fitness, Military Base Recruitment, Alpha Omega



AZ WIN was created to strengthen women's engagement by facilitating networking and creating ongoing leadership and learning opportunities.

Activities: International Women's Day, "Bookish" Book Series, AZ WINspiration, "Mentor-ish", Lunch & Learns (Decoding the Earnings) and Girl Scouts G.I.R.L. Event

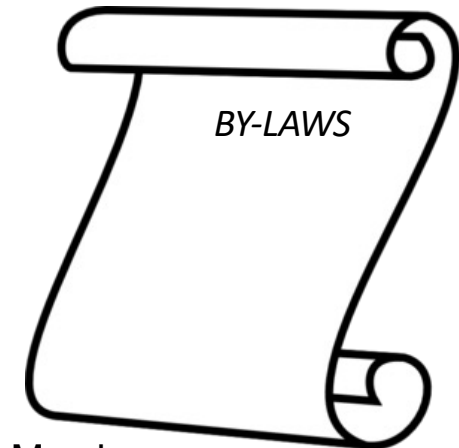


AZ PRIDE+ builds a supportive and inclusive atmosphere for Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Asexual (LGBTQIA+) AutoZoners and allies by celebrating diversity and creating a safe environment through non-judgmental education, communication and relationship building.

Activities: Pride Month celebrations, others TBD

Governance: By-laws

- AutoZone's BRG by-laws govern BRG formation and operation
- Topics Include
 - Membership
 - Membership is open to all AutoZoners
 - Roles, Responsibilities & Terms
 - Executive Sponsors, Co-Chairs, Core Team Members and Sub-Team Members
 - Co-Chair and Core Team terms are 2 years and 1 year respectively
 - Formation & Growth
 - Outlines BRG Charter and Chapter formation process
 - Meetings and Record Keeping
 - Provides guidance on meeting frequency, voting and record keeping
 - Budget & Compensation
 - BRGs are allotted an annual budget
 - Leadership positions are volunteer with expense reimbursements only



BRG Structure

- Executive Sponsors
- Co-Chairs
- Core Team Members
- Sub-Teams
 - Events
 - Communications
 - Finance
 - Recruitment
 - Community Outreach
 - Chapter Development
- Chapters



HOW DO I START A BRG?



PREPARATION

- STEP 1: Meet With DEI Director

FORMATION

- STEP 2: Find Your Team
- STEP 3: Name Your BRG
- STEP 4: Develop Mission Statement
- STEP 5: Develop Operating Plan

APPLICATION

- STEP 6: Submit BRG Charter Application
- STEP 7: LAUNCH!

Example: BRG Event Calendar

- For guidance in developing your BRG event calendar, below are examples of previous BRG events that align with the mission of each BRG
- **AZ WIN**
 - April 25th - Lunch & Learn: How to Be A Great Mentor
 - May 9th - Lunch & Learn: How to Be A Gracious Mentee
 - June 29th - Food Truck Friday (in partnership with Benefits' 60 Day Wellness Initiative)
 - August 15th – Lexington DC Experience & AZ WIN Event
- **AZ NextGen**
 - Nov. 9th - SSC Launch Event - Coffee Social
 - April 12th - Spring Fling “College Initiative” Benefit
 - June 8th-10th - Hack-A-Thon
 - June 12th - Speaker Series/Lunch & Learn: Professional Image

Measuring BRG Success

- Growth & Participation
 - BRG Formation
 - Membership
 - Event Participation
 - Chapter Growth
 - Individual Growth (IDP)
- Satisfaction Surveys
- Impact
 - Community (e.g. funds raised, students mentored, food boxes packed, etc...)
 - Business
 - Recruitment
 - Retention
 - Engagement





AAM's DEI Journey

Jen Neumann
Assistant General Counsel



Keys to AAM's Quick Progression



Strong Leadership Commitment



DEI Strategic Roadmap



Associate Engagement



Measurable Goals

AAM'S DIVERSITY, EQUITY AND INCLUSION STATEMENT

At AAM, we believe **diversity** drives creativity. We believe an **equitable** and **inclusive** culture encourages, supports and celebrates the unique voices of our global workforce.

AAM is committed to listening, learning and taking action that will move our company and our communities forward, **together**.

www.aam.com |

The graphic features a background collage of diverse AAM employees. The AAM logo is prominently displayed in the upper right. The text is centered and uses a mix of bold and regular weights to emphasize key terms.



Strong Leadership Commitment



Strong Leadership Commitment

Rolled out DEI governance model



DEI Steering Committee Responsibilities

1. Serve as a vehicle for all Associates to define what DEI means to Associates.
2. Assist AAAM Policy Committee and AAAM's lead Executive for DEI to define and create AAAM's DEI program initiatives and establish timelines for specific steps.
3. Provide input on a variety of quantitative and qualitative metrics on which to measure success of AAAM's DEI program initiatives.
4. Sponsor the formation of, and co-facilitate meetings of, and events for, Associate Resource Groups (ARGs).
5. Provide input to HR on DEI education content to be included in Associate training and professional development.
6. Identify barriers, if any, that impact recruitment, retention and advancement of diverse talent, training and key assignments.
7. Help to create content, messaging, events and activities to deliver to Associates and other stakeholders.
8. Make recommendations to ensure that AAAM's DEI program initiatives evolve over time to reflect timely needs and concerns.
9. Participate in industry, associations and community organizations that promote DEI and provide a forum for best practice sharing and cooperation with peers.
10. Act as change agents to champion DEI program initiatives and to promote AAAM as the workplace of choice.

Created DEI Steering Committee



Other Internal and External Activities



Dr. Robbins' Unconscious Bias training



Joined OEM Supplier Diversity Board

CEO ACTION FOR DIVERSITY & INCLUSION

Signed CEO Action Pledge



Joined CADIA & CEO Coalition for Change



Lunch with Leaders reinstated with DEI-focused topic suggestions



DEI Workshop for Board of Directors



AAM President Keynote Speaker at CADIA's Impact Awards & Women in Manufacturing events



DEI Strategic Roadmap



DEI Strategic Roadmap

AAM'S PILLARS TO BUILD AN INCLUSIVE CULTURE

**DEI
UPSKILLING**

**SAFE AND
INCLUSIVE
ENVIRONMENT**

**EQUITABLE
TALENT
MANAGEMENT
AND INCLUSIVE
BENEFITS
AND POLICIES**

**EXTERNAL
ENGAGEMENT**

LEADERSHIP OWNERSHIP AND ACCOUNTABILITY MEASURES



Associate Engagement



Associate Engagement



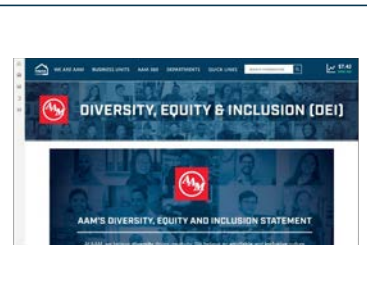
Created ARG approval process



Announced Women Rising program



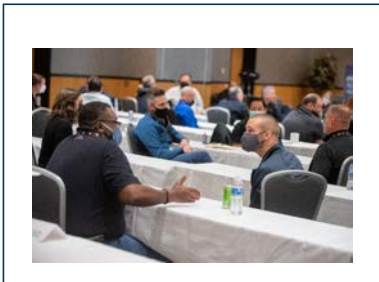
Rolled out eLearning program: DEI in the Workplace



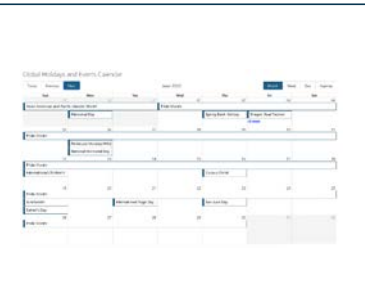
Launched DEI-focused POWERhouse page



Launched Global Mentor program



Global roll out of Dr. Robbins' Unconscious Bias workshop



Launched DEI Calendar



Issuance of Mutual Respect Statement



Launched DEI Steering Committee Sub-Committees



DEI Steering Committee Sub-Committees Assist in Engaging Associates to Effectuate DEI Strategic Roadmap

DEI Upskilling	Educational Sub-Committee Work with AAM's Learning & Development team to further refine AAM's 2022 DEI educational initiatives; participation in future efforts
Safe and Inclusive Environment	ARG Sub-Committee Review applications for new ARGs; help launch and support new ARGs; solicit information and report to Steering committee on ARG initiatives Calendar Sub-Committee Coordinate and Publicize Level 1 events with Regional teams Plan and participate in Level 2 events in home country
Equitable Talent Management and Inclusive Benefits & Policies	Talent Sub-Committee Liaise with AAM's Talent Acquisition team to identify educational institutions where AAM should focus mentoring and career recruitment efforts; participate in mentoring/interviews of students; identify and participate in retention efforts
External Engagement	Community Sub-Committee Work with AAM's Community Relations team to identify opportunities to engage with community organizations at AAM's Global locations Actively support AAM's Corporate charitable and volunteerism activities; identify additional opportunities with DEI focus
Leadership Ownership and Accountability Measures	Regional Sub-Committee Help launch AAM's 2+1 Global DEI Program and provide continuing support for Regional activities



Measurable Goals



Measurable Goals

2 Global DEI Topics



+

1 DEI Country Topic



2 +1 Program

Revamped Recruiting Efforts



SUPPLIER DIVERSITY

BUILDING INCLUSIVE SUPPLIER PARTNERSHIPS



Solidified Supplier Diversity Goals

Added 2022 DEI KPO requirement



Final Take-Aways



Active and Visible Engagement by Leaders



Frequent Review of Roadmap to Ensure Focused Efforts



Engage & Educate Associates



Establish Action Items to Achieve Goals



A DEI Journey Leadership Buy-in

Jen Gudgel – Global Director of Diversity, Equity & Inclusion

CADIA Rev-up 2022

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CEO Action for Racial Equity Fellowship is focused on advancing racial equity through public policy at the federal, state and local levels. Our focus is to positively impact the 47+ million Black Americans and improve societal well-being.



OUR BELIEFS



Inclusion.
respecting individuals



Integrity.
honoring truth



Excellence.
focusing on results



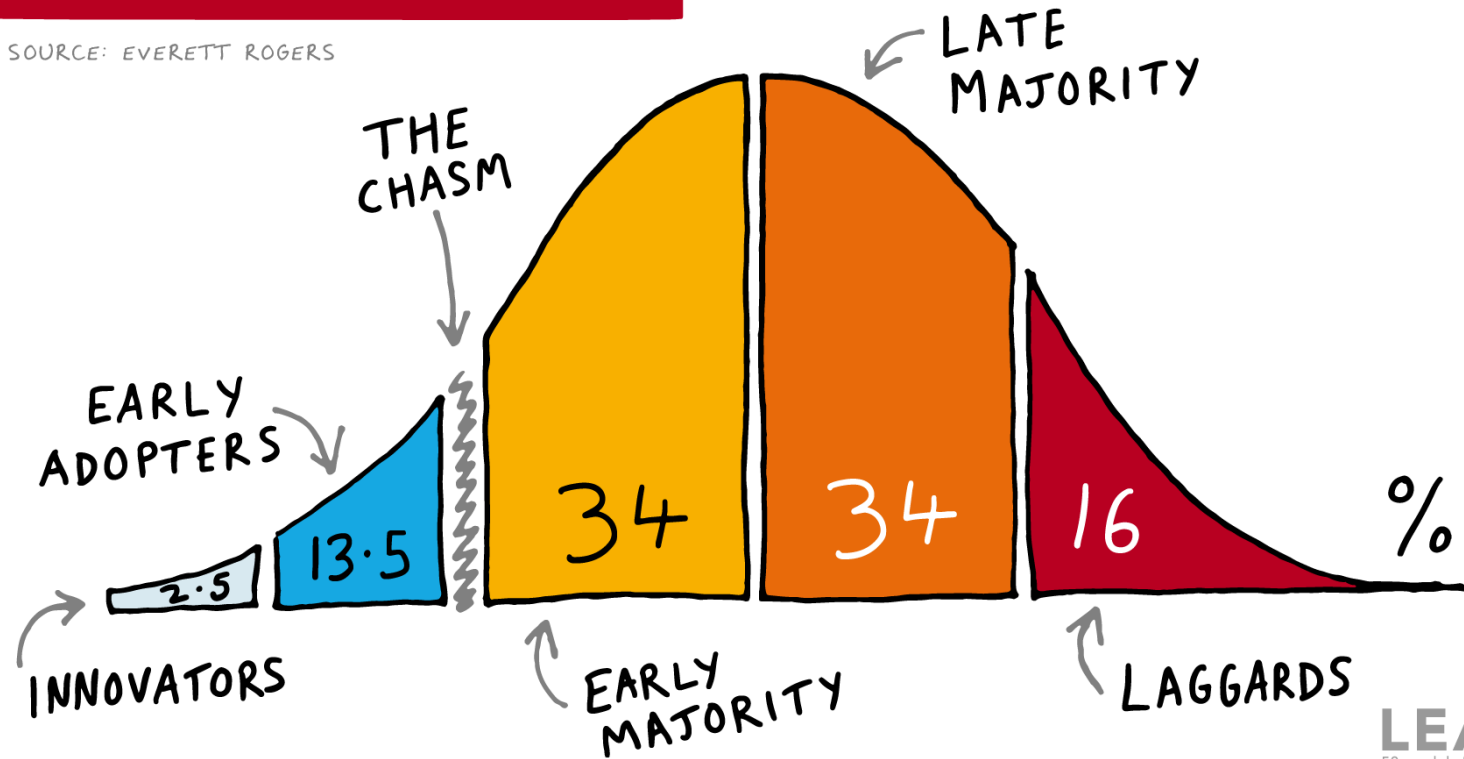
Responsibility.
our commitment




Collaboration.
building trust

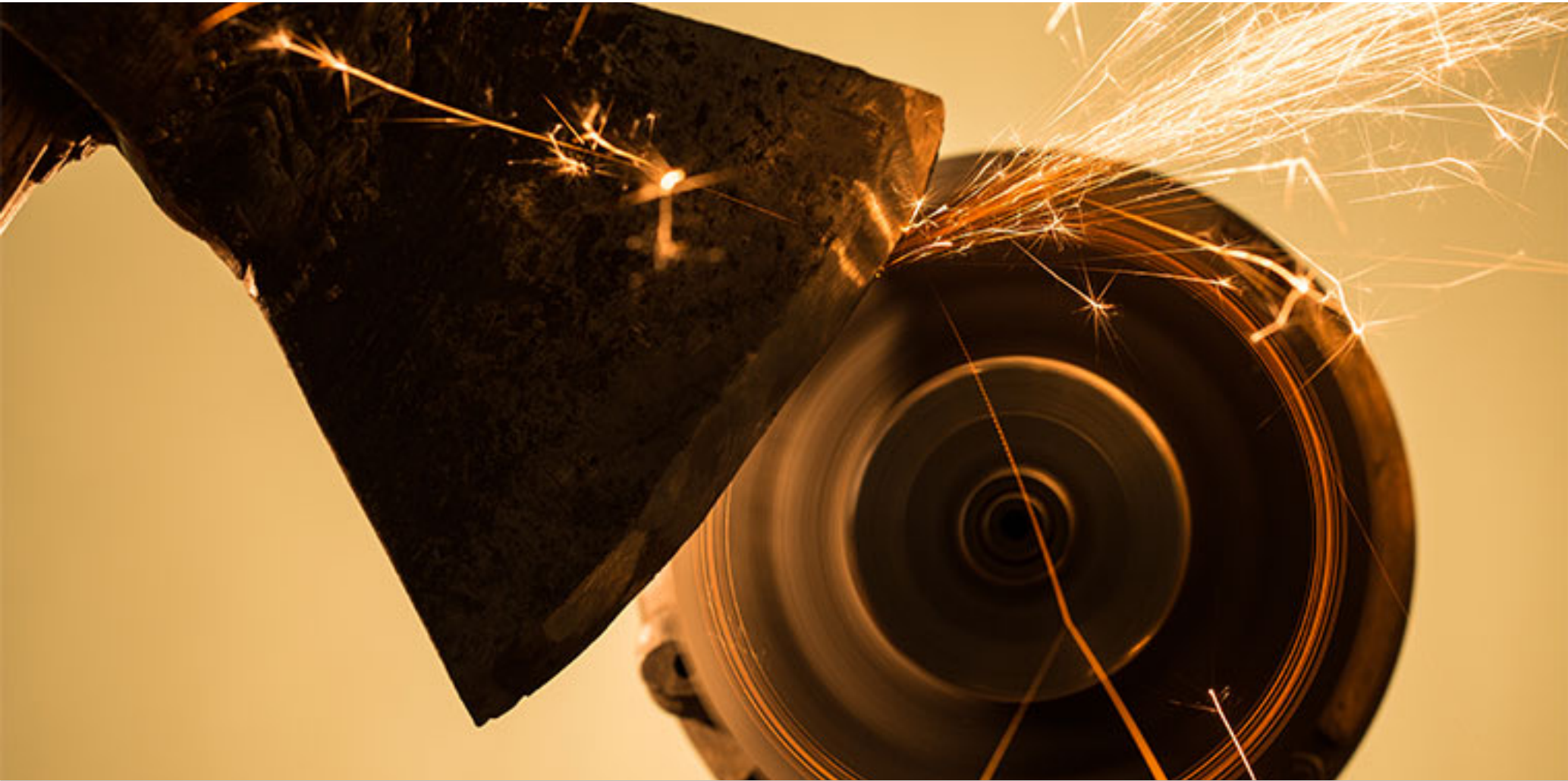
DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



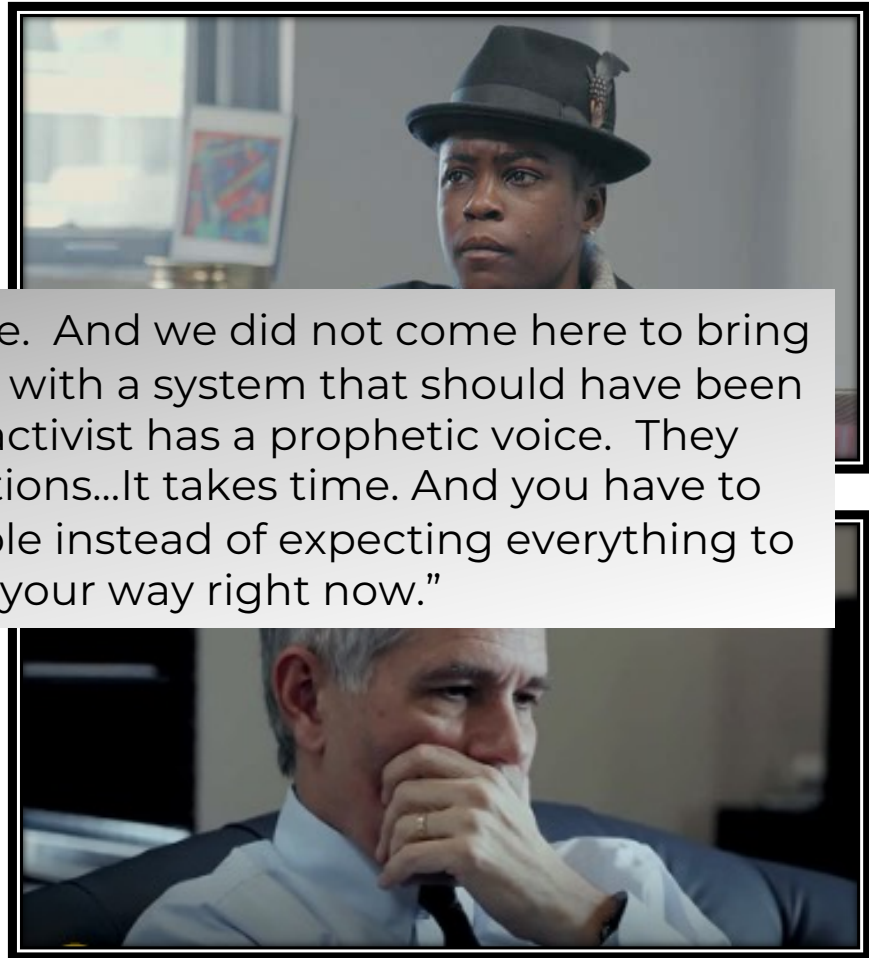


Creating a more inclusive economy & a sustainable workforce of the future





“We came here to bring change. And we did not come here to bring glacial change or to be patient with a system that should have been fixed a long time ago. The activist has a prophetic voice. They articulate our highest aspirations...It takes time. And you have to work with the art of the possible instead of expecting everything to be absolutely your way right now.”



Thank you!

DEALERS INTO LEADERS

Using Core Values to
Create Inclusive
Benefits & Cultures

Dayna Landgrebe

Director of Diversity,
Engagement & Foundation
Walser Automotive Group

DLR

LDR

WHO WE ARE

- Founded 1954
- Multi-generational, family-owned
- 26 rooftops (MN, KS, IL)
- ~1,900 employees





FAMILY



DIVERSITY



CAREER

**WALSER'S EMPLOYEE VALUE PROPOSITION
(EVP)**

CORE VALUES EXERCISE



- Launched 2018
- Conducted companywide
- Employees identify top 1-2 personal values
- Goals & passions of employees

WALSER EMPLOYEES' TOP CORE VALUES

- #1 - Family
- #2 - Faith
- #3 - Growth





FAMILY



FAMILY



- Paid Parental Leave (2018)
- 4 weeks paid
- Maternity / paternity / adoption leave
- 55-60 employees utilize annually



FAMILY

- Fertility & Adoption Assistance (2022)
- Up to \$10,000 toward family-planning journey
- 16 accounts established; 4 reimbursements made



DRIVEN TO SUCCEED

WALSER SCHOLARSHIP PROGRAM



FAMILY



- Walser Scholarship Program (2022)
- Up to \$10,000 toward post-secondary tuition
- Children / dependents of Walser employees
- 3 applicants awarded funding



FAMILY

- Bring Your Child to Work Day (2019)
- Walser Family Day
- Thanksgiving Turkey Drop (2019)



DIVERSITY



DIVERSITY

- Employee Resource Groups
 - Women of Walser (2018)
 - Drive With Pride (2019)
 - Mosaic (2020)
 - Veteran Resource Group (Coming Soon)





DIVERSITY



- Heritage month recognition
- Share on company intranet, newsletter, social media sites
- Diversity is acknowledged, celebrated & understood



The Walser Weekly

Learning More About Rosh Hashanah



DIVERSITY



- Faith & Understanding steering committee
- Interfaith prayer room
- Employee & holiday spotlights



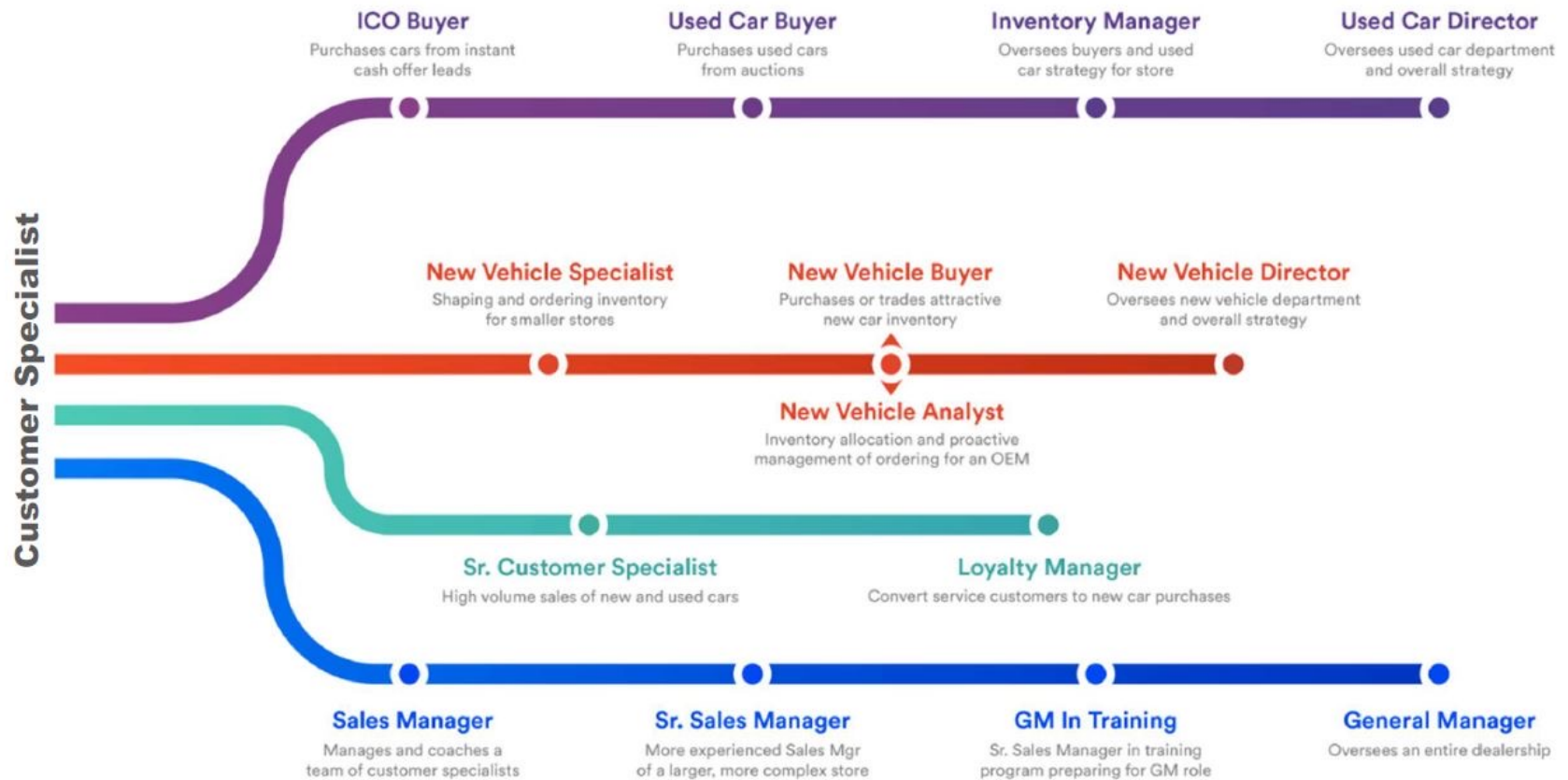
CAREER

CAREER

- 9 Box Exercise
- Succession Planning
- Emerging Leaders /
Technician Emerging
Leaders



CAREER



INCLUSION BY WAY OF INTENTION



Compelling benefit offerings help retain existing employees, attract new candidates, and cultivate an inclusive employee experience

SECRET SAUCE? NOT YET.

- Everyone wants the “inclusion” silver bullet
- Why doesn't this exist?
 - *People* managing people
- It takes a committed approach over time from *all* stakeholders





“Nobody finishes well by accident.”

- What does it mean to work for Walser?
- Can you answer this question in 3-4 sentences?
- EVP is universally communicated, known, and ingrained with stakeholders



**DEALERS
LEADERS**



- Download copies of the materials referenced in this presentation and additional ways Walser shares its EVP



CEOs for Change Coalition for Change Annual Report

Moderator

GLENN STEVENS

PAT D'ERAMO

DENNIS HOEG



Executive Director MICHauto



President and CEO, Martinrea International Inc.



President, Nexteer Automotive

Session 7



JOIN THE CEO COALITION

Membership in the CEO Coalition for Change is open to CEOs (or those with equivalent title and organizational responsibility) in the automotive industry. **There is no cost to join.**

Members of the Coalition meet monthly or bimonthly to share their goals, best practices, and roadblocks.

Members commit to undertaking two meaningful internal activities to move the needle on DEI in their company and participate in one external activity.

Q We're just getting started on our DEI work. Is this group for me?

A Yes! Many companies are well into their DEI journey, but others are just starting. This group is for anyone who is committed to making progress in DEI. We will meet you where you are and can provide a roadmap, resources, and ideas as you progress.

Q Do you publish or share things my company is working on?

A No. We want to encourage transparency and mutual learning in this group. We will not publish what your company is doing.

"HOW CAN YOU EXPECT WOMEN AND PEOPLE OF COLOR TO FEEL TRULY, FULLY ENGAGED IN AN ENVIRONMENT WHERE THEY ARE NOT IN THE PLACES WHERE THE DISCUSSIONS AND DECISIONS ARE BEING MADE?"

Wil James
FORMER PRESIDENT, TOYOTA MOTOR MANUFACTURING, KENTUCKY

**Thank You to Our Speakers,
Facilitators and Panelists!**

A Donation is being made to:

npower

CADIA Team



Cheryl Thompson
CEO and Founder



Margaret Baxter
Executive Director



Jennifer Harding
VP Business Development



Michelle Maki
CADIA Manager, Database and Member Services



Summer Aldred
Associate DEI Coordinator



Paige Robnett
CADIA's Accelerator Program Architect, Facilitator and DEI Consultant for CADIA



Ron Harvey
CADIA Facilitator



Kayce Shepard
CADIA Workshop Leader and Facilitator