



# Chicago United

Closing the gap between race and business.®

A SPECIAL REPORT ON DIVERSITY AND INCLUSION IN BUSINESS

## Intentional Inclusion and Corporate Accountability



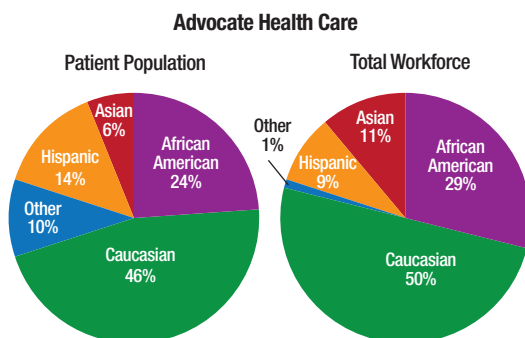
Gloria Castillo  
President and CEO  
Chicago United

Inclusion means ensuring that each individual is valued for their difference and is respected as a contributor to the growth of the enterprise at all levels of organization. Intentional inclusion, a theme that our members and supporters will see in this special report and in our programs this year, goes a step further. It means the organization is measuring its inclusion efforts, oftentimes reflected in variable compensation; it means that the organization maintains a

focus on inclusion over a sustained period of time; and it means that leaders are accountable for leveraging diversity and inclusion as business drivers.

Jim Skogsbergh, the president and chief executive officer of Advocate Health Care and the past chairman of Chicago United, spoke at our recent Annual Meeting and exemplified intentional inclusion in action.

For Advocate, intentional inclusion is seen in its multi-pronged approach to diversity and inclusion. Minority business enterprises that serve Advocate as suppliers will tell you that Advocate has helped them grow their business by increasing their spend with them, and by helping them to identify much-needed sources of capital. Social service agencies and community health centers speak of the sustained support that Advocate provides helping them build bridges between access to quality health care and those who need it the most. Jim also spoke of Advocate's ongoing push to deploy a workforce, and leaders of that workforce, that mirrors their patient population.



In a recent presentation at Western Michigan University's Haworth College of Business, I talked about the increasing demand for leaders who are intentionally inclusive. Managers

will increasingly need to respond to a wide array of cultures, communications styles, approaches to problem solving and more. Inclusive practices prepare managers, employed with global companies, for opportunities to lead and to be led in other countries, interacting with other cultures.

This intentional inclusion was also embodied in the speakers at Chicago United's first "Leadership Summit," which was hosted by Blue Cross Blue Shield of Illinois in May. We heard from speakers who work as close advisors to their diverse suppliers and who have implemented certificate programs for their employee resource leaders. These kinds of approaches allow the organization to hold itself accountable for the success of the diversity and inclusion commitment.

In this special report, you'll learn about the intentional efforts of members who do business in the science, technology, engineering, and mathematics (STEM) fields. Companies like Greeley and Hansen recognize the need to raise the next generation of engineers, and they're reaching out to cultures that remain underrepresented in STEM fields. They do this not only to train young engineers, but also to get the benefit of innovation that comes with diverse talent development.

Intentional inclusion—that concerted, measured effort to capture the insights and contributions of each individual—carries accountability. And that accountability starts at the top of the organization. I'm humbled by the opportunity that I have every day to work with C-suite leaders who are personally accountable to our mission of advancing multiracial leadership in business. The last, but most important example of intentional inclusion that I will highlight comes from Mark Furlong, the president and CEO of BMO Harris Bank and Chicago United's new board chairman.

BMO Harris has committed to being the presenting sponsor of the Chicago United Changing Color of Leadership Conference and Bridge Awards Dinner in 2014 and 2015. This extraordinary commitment to advance multiracial leadership in business allows us, in the words of Mark himself, to "do better and do more."

I encourage others to follow the lead of BMO Harris Bank. Our members don't support our work simply because diversity and inclusion are the "right things to do." They support us because we help to improve their businesses, the experiences of those they employ, and the communities they serve.

# Greeley and Hansen Celebrates 100 Years of Designing Better Urban Environments

## Commitment to cultivating a diverse employee population at all levels within the firm takes many forms

When Samuel A. Greeley founded his namesake engineering firm in 1914, he focused on addressing one critical challenge – improving sanitary conditions and water quality in growing urban areas to create safer environments and protect public health. Now, as the firm marks its 100th year in business, Greeley and Hansen celebrates this ongoing legacy as a leading global civil and environmental engineering firm in the water and wastewater industry.

Today, with 18 domestic and international office locations, the company says that the key to its long history of success in the industry is the firm's high-caliber staff and their dedication to meeting the needs and requirements of its clients, making, attracting and retaining top talent a strategic business priority. However, the hiring market for engineering professionals has remained fiercely competitive, even throughout the long downturn in the employment market. Finding highly qualified engineering talent in the U.S. requires a creative resourcefulness.

For that reason, Greeley and Hansen, a Chicago United member since 2011, has developed a proactive recruitment approach that targets all methods of attracting the top-tier talent that it needs to meet its long-range vision for growth.

“While our centennial is certainly a time to celebrate our heritage and the countless contributions that our firm and our staff have made to our clients and their communities, it's also time to look ahead to new and exciting project opportunities as we continue to expand our business operations in developing global markets,” said John C. Robak, Greeley and Hansen's president and chief operating officer and a recently elected member of Chicago United's Board of Directors.

### Developing global growth prospects and engineering talent

Realizing the prospects for growth in other markets, the firm is active in international trade missions as well as programs that identify talent from other nations. Last year, Robak, participated in a U.S. Department of Commerce infrastructure business development trade mission to Brazil, Colombia, and Panama. He previously participated in successful talks with high-level government officials and business leaders in South Africa, Zambia, and Egypt – all targeted growth markets for the firm.

Recently, Greeley and Hansen participated in the International Association for the Exchange of Students for Technical Experience, a global organization that operates in relation with the United Nations, The European Union, and the Organization of American States. Through this program, an engineering student from Colombia completed an original 12-week internship in the firm's Chicago headquarters, which has now been extended to 36-weeks.

Greeley and Hansen views diversity as an important strategic business imperative and is committed to cultivating a diverse

employee population at all levels within the organization. The firm has a long tradition of creating a broad multicultural employee base, and its staff represents a diverse range of cultures, ethnicities, ages, and lifestyles, Robak said.

“We believe that staff diversity is a valuable asset that drives innovation and creativity by engendering new perspectives and new attitudes that help eliminate group think mentalities,” he said.

In September, the firm received the Corporate Leadership Award from Upwardly Global. The award recognizes Greeley and Hansen's long-standing commitment to workplace diversity and leadership in creating the innovative Global Engineers in Residence (GEIR) program in partnership with Upwardly Global. Upwardly Global is a national, award-winning nonprofit organization dedicated to eliminating employment barriers for skilled, work-authorized immigrants in the United States.



Greeley and Hansen staff in the social lounge at their workplace.

Greeley and Hansen is also a long-time supporter of Instituto Del Progreso Latino, a nonprofit organization dedicated to the development of Latino immigrants and their families through education, training, and employment that fosters full participation in society, while preserving cultural identity and dignity. Recently, Robak was recognized for his commitment to improving lives through innovative community development as one of the 2014 recipients of the Instituto Spirit Award. Robak said the firm's intention is to further collaborate with Instituto to potentially develop a program to promote civil and environmental engineering as an area of future study for Latino high school students.

“Our overall goal in partnering with these organizations is to create mutually beneficial relationships that will help promote diversity within our city and provide access to a talented and diverse pool of highly trained and qualified professionals that can bring even greater diversity to our firm,” Robak said. “Ultimately, this will help us to better serve the needs of our urban communities.”

# 2014 CEO Agenda: Talent Development Tops PwC's CEO Survey List

Recently, Chicago United hosted its first CEO Council meeting of 2014 featuring a special presentation from PwC highlighting results from the company's 17th annual Global CEO Survey, which aims to inform and stimulate conversation amongst CEOs on how businesses are facing today's challenges. This year, PwC surveyed 1,344 CEOs across 68 countries, including 162 from the U.S., drawing out pertinent trends and issues related to growth, transforming business, and, of particular importance to Chicago United, talent strategies and development.

According to PwC's 17th annual Global CEO Survey, 93 percent of global CEOs recognize the need to change their talent plans, with key strategies of not only following talent to different countries, but also tapping into underutilized sources.

Driven by some global megatrends of demographic shifts, resource scarcity, technological advancement, and urbanization, more than 80 percent of the global CEOs surveyed are currently considering making organizational changes to their structure, as well as plan to make changes to how they engage with employees, particularly those within the younger generations.

Jim Kolar, managing partner for PwC US' Greater Chicago Market, led the presentation with support from key colleagues, Tripp Davis, advisory Midwest regional leader & advisory market leader; Lawrena Colombo, management consulting national diversity leader; and Vilma Chan, market diversity leader.

At the global level, the survey results showed that CEOs are becoming more optimistic and shifting from survival to growth mode despite the rebalancing economy. In fact, twice as many CEOs – 44 percent, to be specific – believe the global economy will improve over the next 12 months, compared to those polled last year, and 39 percent feel very confident about their own companies' revenue growth for 2014.

At the local level, Chicago's economy has recently been experiencing its own growth, with the city's gross regional product rising from \$460 billion in 2012 to \$480 billion in 2013, according to World Business Chicago.

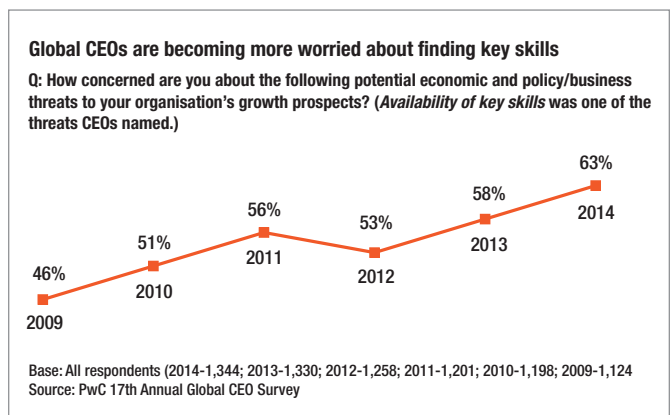
With improved confidence and optimistic growth projections comes the ability for companies to expand and enhance talent. According to PwC, 62 percent of U.S. CEOs plan to hire in 2014 with the broader goal of bridging the gap between today's talent and tomorrow's skills.

Overall, from 2012 to 2013, unemployment has decreased from 7.6 percent in 2012 to 6.5 percent in 2013, according to the U.S. Bureau of Labor Statistics. That decrease can be seen across the city of Chicago as well. Locally, World Business Chicago reported that the city's strong economic growth in the last quarter of 2012 added nearly 45,000 employed residents over the previous year, ranking Chicago among all cities nationally for employment growth. The burst also marked the city's largest annual gain since April 2000.



While U.S. and global CEOs are looking to hire, many still worry about the availability of key skills, as well as being prepared to find, attract, and keep tomorrow's workforce.

Kolar emphasized, "The changing demographics are transforming the world's workforce, pushing CEOs to realign their talent and engagement strategies in order to draw in a more diverse skill set."



While many CEOs expect to make organizational changes and enhancements, Colombo reminded the audience that "getting people excited and connected to the strategy matters when CEOs make changes to the business model and organizational structure. She added that "it is important to be transparent about what it will take to be successful and where the company is headed."

Complete insights and findings from this year's annual Global CEO Survey can be found on PwC's website, [www.pwc.com](http://www.pwc.com).

# Wedgeworth Business Communications and BP are Building Capability, Virtually

Chicago United member company Wedgeworth Business Communications is a creative services agency that helps Fortune 500 and mid-sized companies and large non-profit organizations engage their workforce in conversations that impact key business outcomes.

Recently, Wedgeworth teamed up with another Chicago United member, BP, to develop a communications campaign for BP's Upstream Learning organization to help educate, retain, and recognize its petro-technical faculty. BP proactively created the Upstream Faculty organization to cohesively manage and coordinate a team of faculty who instruct and coach BP's petro-technical workforce. The faculty includes top petro-technical professionals, many of whom have 10 or more years of experience in their field of expertise. Having them share their expertise helps to ensure that important knowledge remains within the company.

"Because the internal faculty teaches on a volunteer basis, BP realizes the importance of ensuring the faculty knows they are valued and are recognized for their efforts," states Amy Gottlieb, BP Upstream Faculty program director.

To reach the organization's strategic goal of improving faculty's abilities to deliver courses, BP engaged Wedgeworth last year to develop communications to help retain and recognize its internal faculty.

"BP requested that we develop a communication campaign for the internal BP faculty to help retain and recognize the faculty's efforts," said Pamela Wedgeworth, president and senior creative director of WBC. "We suggested a virtual conference that would consist of educational content, networking, and an online awards ceremony."



The goal of the one-day virtual conference was to provide skills development to improve the faculty's ability to deliver courses, recognize their contributions to the business, and allow faculty to network and share best practices. Wedgeworth provided BP with the project management and communication development for the conference. As for the technology, ProtoSphere was the chosen platform.

ProtoSphere created a 3D virtual environment for the conference, allowing each attendee to create a virtual presence or avatar. Having an avatar allowed attendees to walk, sit, raise their hands, attend break-out sessions, collaborate using virtual whiteboards and conduct two-way dialogue.



Organizers said the virtual conference was a big success for BP's Upstream Learning organization, allowing for participation across multiple time zones and reducing costs. Additionally, following the event, Wedgeworth conducted a survey of the 62 attendees, showing that 94 percent thought the sessions were engaging, the facilitation was effective and the information presented was helpful in improving the courses they teach.

## Chicago United

300 East Randolph Street, Suite CL920  
Chicago, IL 60601-5075  
312.977.3060 www.chicago-united.org  
@ChgoUnited #CUCID

### Gloria Castillo

*Editor in Chief, President and CEO*  
Chicago United

### Teresa Sarna

*Editor and Director of Member Engagement*  
Chicago United

### For media inquiries:

#### David C. Rudd

*Senior Writer and Vice President*  
Weber Shandwick  
312.988.2032  
drudd@webershandwick.com

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**SAVE THE DATE: November 18, 2014**

The 11th Annual Changing Color  
of Leadership Conference and  
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Presented by:

