



ESTABLISHED 1907

MID-YEAR SUMMARY REPORT 2022

DIVERSITY, EQUITY & INCLUSION

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DIVERSITY, EQUITY & INCLUSION

WHAT WE HEARD

“The pandemic as a time for opportunity.”

John W. Rogers, Jr.

Founder, Chairman, Co-CEO and CIO of Ariel Investments

The **Economic Club of New York** recently reached the halfway mark of what is on track to be a successful third year of conversations focused on diversity, equity, and inclusion. This series of conversations would not have been possible without the support of our corporate partners. The Club would like to give special thanks to **BlackRock, Bloomberg, Mastercard, PayPal, S&P Global** and **Taconic Capital**—as well as the many members, speakers and subject-matter experts who are now and will continue to be engaged in this work.

The series continued to host speakers across industries and fields—from Dr. Dana Suskind, Professor of Surgery, Pediatrics and Public Policy at the University of Chicago, to John W. Rogers, Jr., Founder, Chairman, Co-CEO and CIO of Ariel Investments. Each of our speakers addressed a broad range of issues contributing to a less inclusive society and the lack of diversity in many industries. Chief among these issues was the COVID-19 pandemic, which has radically changed the nature of how we work and live. With its lingering effects, the pandemic both poses problems and presents us with possibilities for positive change. John W. Rogers, during his discussion, encouraged us to see “the pandemic as a time for opportunity.”



DIVERSITY, EQUITY & INCLUSION

WHAT WE HEARD [CONTINUED]

Our speakers shared experiences of challenging inequity in the corporate world and in society at large—from addressing the demands of a changing labor force to increasing access and use of technology. We were also reminded of the need to be culturally responsive to the racial, economic, and other disparities that were made apparent during the pandemic. Some speakers shared specific initiatives undertaken by their respective organizations as part of their commitments to help create a more equal society. Others shared about the partnerships they created to understand and tackle the root causes of inequity.

As society continues to emerge out of the pandemic, we hope these ideas spark fresh conversations about diversity and inclusion, but, more importantly, we hope they inspire substantial progress towards a more equitable future.

Below are key takeaways and recommendations that our speakers shared, which we are cataloging and publishing to broadly disseminate beyond the Club's immediate audience. It is our hope that these findings will be used by organizations large and small in your work towards achieving racial equity. If you would like to watch the full series, video links are included by topic area in this report. We've also included for your convenience links to materials which discuss these topics and are part of the ongoing dialogue on these important and sensitive issues.

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Imagining a Post-Pandemic Work Environment

Innovation and Sustainable Progress Toward a More Equitable Workplace

SPEAKERS

Esteemed Speakers

Frank D'Souza, Co-Founder of RECOGNIZE

Thasunda Brown Duckett, President and Chief Executive Officer of TIAA

Nicole A. Elam, Esquire, President and CEO of National Bankers Association

Tony James, Chairman of Jefferson River Capital

Charles Phillips, Co-Founder of RECOGNIZE

John W. Rogers, Jr., Founder, Chairman, Co-CEO & CIO of Ariel Investments

Dr. Dana Suskind, Professor of Surgery & Pediatrics and Affiliated Professor of Public Policy at the University of Chicago

BARRIERS IN BUSINESS FOR WOMEN

SPEAKER CONSENSUS:

To eliminate barriers on the basis of gender, and to ensure that the nature of work supports working families, we must rethink how government policies and businesses can support working parents.



CHALLENGE:

“Women should be able to stay in the workforce and have the support they need.”

DR. DANA SUSKIND

ACTION LEADERS CAN TAKE:

“One mom, actually a pediatrician, Madeline, that I interviewed, who was in Boston, she gave birth to a premature baby. Because of the lack of paid leave, she had to leave her 27-week preemie in the NICU after two weeks, when she would have preferred to have been there with her baby.”

“I want us to have the social safety nets and social norms that really support ALL parents so that ALL children can thrive.”

Dr. Dana Suskind, Professor of Surgery & Pediatrics and Affiliated Professor of

Public Policy at the University of Chicago

CORPORATE RESPONSIBILITY

SPEAKER CONSENSUS:

To increase inclusivity in the work environment and beyond, corporate leaders should envision their businesses becoming more active agents in the community.

CHALLENGE:

"Many Black workers have the ambition and the aptitude, but no access. We need to make a greater effort to recruit from these employment pools."

CHARLES PHILLIPS, CO-FOUNDER OF RECOGNIZE



ACTION LEADERS CAN TAKE:

"Corporate America can play a major role in moving society forward, because what we don't have is the public and political will. I mean the discussions are definitely becoming louder, but it also feels like we're stuck in terms of progress."

Dr. Dana Suskind, Professor of Surgery & Pediatrics and Affiliated Professor of Public Policy at the University of Chicago

"The fundamentals of what you have to do when you're leading an organization remain true: You have to listen. You have to connect with your team. You have to set a vision, win hearts and minds and make sure that you're surrounding yourself with the best talent as you think about your go-forward strategy."

Thasunda Brown Duckett, President and Chief Executive Officer of TIAA

"Since the George Floyd murder, there is a more rigorous and serious effort to diversify the financial services industry. Mellody Hobson, my Co-CEO, and I are both getting more opportunities to speak to boards of directors, all types of organizations, and political leaders. And we're starting to see some real traction in the industry."

John W. Rogers, Jr., Founder, Chairman, Co-CEO and CIO of Ariel Investments

DIGITIZING THE WORKPLACE

SPEAKER CONSENSUS:

Our ability to leverage technology is key to reducing racial inequity.



CHALLENGE:

"We must consider the implications of our ability to use technologies in order to incorporate them into our work and into our daily lives—not only the tremendous benefits for human beings, for individuals, for productivity, but also the challenges that technology has created for us as individuals and as a society."

FRANK D'SOUZA, CO-FOUNDER OF RECOGNIZE

ACTION LEADERS CAN TAKE:

"We are really trying to do as much of that as we possibly can realizing that there are two things that I think are going to threaten the longevity of Minority Depository Institutions (MDIs). One, technology, because banking now is all about technology. But two, their ability to capture the next generation."

"I think that technology can help improve access to financial services. It also increases the affordability of financial services, because financial institutions can operate more efficiently, reduce costs, and reduce risk. And both of the aforementioned are reasons why technology is very important to reducing the wealth gap."

Nicole A. Elam, Esquire, President and Chief Executive Officer of the National Bankers Association

DISMANTLING INSTITUTIONAL & STRUCTURAL RACISM

SPEAKER CONSENSUS:

Closing the racial wealth gap requires major changes in all our major financial institutions.

CHALLENGE:

"When we think about the wealth gap, oftentimes we don't think about the key drivers to wealth creation: having access to banking services, home ownership, and owning a profitable small business. It's important to note that Minority Depository Institutions (MDIs) are making these possible for Black and Brown communities."

NICOLE A. ELAM, ESQUIRE



ACTION LEADERS CAN TAKE:

"Over the last two years, everybody has been talking about closing the racial wealth gap. But it is really hard to close the racial wealth gap without the financial institutions that have been supporting those communities. Such institutions were borne out of a need to address the effects of racism—because Black, Brown, and immigrant communities could not go to mainstream financial institutions for their banking services."

Nicole A. Elam, Esquire, President and Chief Executive Officer of the National Bankers Association

"Inequality is a seminal issue. Now that the pendulum is swinging back some from capital to labor, I am hopeful that more people will now be able to work for a living at good jobs and earn a lot more. Hopefully, they are going to be more optimistic that their kids can have a better future. These conditions should lead to some intangible long-term benefits and make the world feel a little less unfair for many people."

Tony James, Chairman of Jefferson River Capital

RECRUITMENT & RETENTION OF DIVERSE HIRES

SPEAKER CONSENSUS:

Apart from recruiting using a skills-first paradigm, we must also help diverse talent realize their leadership potential.



CHALLENGE:

"If you invest in your employees, you have much less turnover, and you get better people. When your people really care about doing a good job and they identify with the company, that's a virtuous circle."

TONY JAMES, CHAIRMAN OF JEFFERSON RIVER CAPITAL

ACTION LEADERS CAN TAKE:

"There was a time, perhaps a decade or so ago, when having a college degree was a requirement—in many cases—for employment in some of the best organizations in the world. I think increasingly we're seeing that going away, and I think that's a sign of the times here. Employers are beginning to recognize that there is no one-size-fits-all, that we have great talent across the spectrum of education."

Frank D'Souza, Co-Founder of RECOGNIZE

"Many companies are making the big shift to hiring for skills rather than degrees, and they're realizing that it's in their best interest to do that. Part of what we're doing at RECOGNIZE is working with some non-profits and specific organizations who can train talent who perhaps didn't have access to a college degree and hadn't been around the technology."

"Right now, we're rethinking how to recruit, retain, and train tech talent."

Charles Phillips, Co-Founder of RECOGNIZE

NONTRADITIONAL PATHWAYS FOR RECRUITMENT OF TECH TALENT

SPEAKER CONSENSUS:

To address the shortage of tech talent we must rethink how we educate and recruit workers in the field.

CHALLENGE:

"We just don't have enough people who have the needed skill set. We're graduating something like 60,000 computer science majors a year. Is that enough? It's not going to meet the demand, at least not in the U.S."

CHARLES PHILLIPS, CO-FOUNDER OF RECOGNIZE



ACTION LEADERS CAN TAKE:

"We're focused on working with organizations that will allow our employees to participate in either a three-month training program or an apprenticeship. We've found also that it's a great way to retain people, because the number one reason people change technology jobs is that their career isn't progressing."

Charles Phillips, Co-Founder of RECOGNIZE

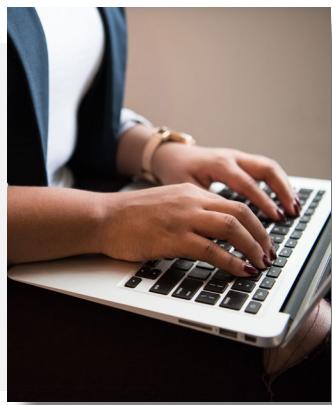
"There's tremendous need for technology talent. We must consider how to make these opportunities more accessible to a broader range of people across the world in many different ways."

Frank D'Souza, Co-Founder of RECOGNIZE

IMAGINING A POST-PANDEMIC WORK ENVIRONMENT

SPEAKER CONSENSUS:

To re-imagine the nature of work, we must place emphasis on the needs of workers and how we use technology.



CHALLENGE:

"We need to come to grips with the re-imagined future of work, which is the hybrid work environment. In other words, we need to do everything possible to enable a really robust hybrid work environment." **FRANK D'SOUZA, CO-FOUNDER OF RECOGNIZE**

ACTION LEADERS CAN TAKE:

"Software engineers, and other professionals in the software field, now realize their worth. They're in demand. They can switch jobs anytime so they're demanding more."

Charles Phillips, Co-Founder of RECOGNIZE

"From my experience, software developers and engineers are intrinsically motivated, but we need to build an environment where they can do their best work. The Daniel Pink framework calls for creating a culture where you can give engineers autonomy, mastery, and a sense of purpose. I believe that a hybrid world of work will help create these conditions."

"The workplace historically has been about work, but it's also been about socializing. I think physical space and creating opportunities that help build the informal bonds are so important. Those informal bonds are critical to the underlying fabric of any organization."

"We've seen through the pandemic that there are large parts of most of our jobs that can be done remotely."

Frank D'Souza, Co-Founder of RECOGNIZE

INNOVATION & SUSTAINABLE PROGRESS TOWARD A MORE EQUITABLE FUTURE

SPEAKER CONSENSUS:

We can increase equity for future generations by finding opportunities amidst post-pandemic challenges.

CHALLENGE:

"Change is hard. Change challenges you. It makes you uncomfortable. But it's necessary all the same because with change comes progress."

THASUNDA BROWN DUCKETT, PRESIDENT & CEO OF TIAA



ACTION LEADERS CAN TAKE:

"I think that a lot more people, particularly young people, care that what they do is good for the world. Many young people here, in the U.S., and all over the world, they care deeply about climate change and many other social issues."

"Roughly 10% of African Americans who enroll in college go to HBCUs. Their graduates account for 50% to 70% of all African American doctors, lawyers, professors, judges, and so on. And on average an HBCU graduate earns 50% more in lifetime income than an African American graduate from a non-HBCU—all of which is done with less than half the money per student. I think it's an amazingly effective way of creating a path to the middle class for the African American community."

Tony James, Chairman of Jefferson River Capital

"One of the things I've learned over the 39 years that I've been at Ariel is what gets you is always the surprises, the things you didn't think about, the things you couldn't have worried about."

"We're looking at the pandemic as a time for opportunity. It reminds me of what Warren Buffett always talks about—volatility should be your friend."

John W. Rogers, Jr., Founder, Chairman, Co-CEO and CIO of Ariel Investments

THE ECONOMIC CLUB OF NEW YORK | DIVERSITY, EQUITY & INCLUSION

LINKS TO VIDEOS OF EACH SESSION



Frank D'Souza
Co-Founder of RECOGNIZE

[VIEW VIDEO](#)



Thasunda Brown Duckett
President & CEO of TIAA

[VIEW VIDEO](#)



Nicole A. Elam, Esquire
President & CEO of National
Bankers Association

[VIEW VIDEO](#)



Charles Phillips
Co-Founder of RECOGNIZE

[VIEW VIDEO](#)



John W. Rogers, Jr.
Founder, Chairman, Co-CEO & CIO
of Ariel Investments

[VIEW VIDEO](#)



Dr. Dana Suskind
Professor of Surgery & Pediatrics
and Public Policy at the University of
Chicago

[VIEW VIDEO](#)



SERIES MEDIA COVERAGE

60+K
SOCIAL MEDIA IMPRESSIONS

There were more than **60,000 social media impressions** across Facebook, Twitter, Instagram, LinkedIn and YouTube for our Diversity, Equity & Inclusion series in 2022. The primary place for engagement and discussion was Twitter, as we live tweeted each event.

THE WHITE HOUSE

BRIEFING ROOM

President Biden Announces
Appointments to Board of Advisors on
Historically Black Colleges
and Universities

ESSENCE

TIAA's Thasunda Brown Duckett Talks Racial Wealth Equity

THE PERVERSIVE RACIAL WEALTH GAP HAS BEEN AT THE FOREFRONT OF MANY CONVERSATIONS FOR YEARS – AND WITH GOOD REASON.



Nicole A. Elam, Esq. (She/Her) • 1st
Leading the movement to strengthen and sustain minority-owned and -operated businesses across the country.
2mo • 1
Welcome to June! My first speaking engagement of the month will be with The Economic Club of New York. We'll be exploring the importance of inclusivity in the financial services space, the necessity of strengthening MDIs and mino... [see more](#)

VIDEO WEBINAR

GUEST OF HONOR
NICOLE A. ELAM
President & CEO
National Bankers Association

JUNE 6, 2022
2PM ET

The Economic Club of New York

