



Diversity, Equity, & Inclusion (DEI)*

Agency Resources for Impact



**Westfield is providing these materials to assist agencies that want to promote diversity, equity, and inclusion in their agencies and their communities. Agent's use of any of the materials, practices, or resources described herein is entirely voluntary and Westfield does not guaranty that adoption of any of the strategies described will enable agencies to meet their particular business objectives. DIS-375 0722*



Introducing the Diversity, Equity, and Inclusion (DEI) Agency Playbook

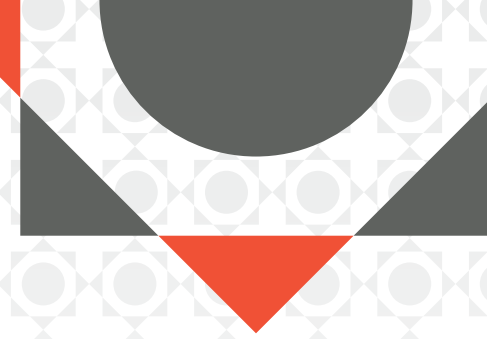
At Westfield, Diversity, Equity, and Inclusion (DEI) is a strategic imperative, and for good reason. The business case for DEI is powerful - businesses that are more diverse and inclusive [will outperform others](#). On the cusp of celebrating our 175th year of operation, amid social and demographic shifts, to remain relevant, competitive, and best meet the needs of our insureds, we must celebrate and leverage diverse lived experiences and perspectives.

Westfield has been invested in this work for over a decade. Formed in 2018, our DEI Office has worked with leaders across our enterprise to integrate DEI into our operations with agents, customers, employees, community, and suppliers.

As we continue to listen, learn, and make progress, some of the best practices we are focused on in this space include:

- Naming the work as a strategic imperative of our organization; DEI spans the enterprise
- Identifying DEI champions through our CEO Ed Largent and his leadership team
Employee Resource Groups, and our internal working teams
- Establishing a shared vocabulary through training and education
- Creating opportunities for safe, open, and honest dialogue on DEI topics
- Tracking of our progress and being accountable to outcomes





Let's Partner and Learn Together

Let's be clear that at Westfield, we don't have all the answers. Many of you have shared in discussions that you would like to learn more about the topic of DEI – where to start, and how to have conversations with your teams and meet the needs of insureds. We are energized by discussions with agencies and believe that there is power in learning from one another to create a more inclusive workplace for our employees, customers, communities, and society.

New Resource: Agency DEI Playbook

Our new Agency DEI Playbook is a resource that we hope you find helpful. We aren't experts in this space and acknowledge this work is hard, requires ongoing learning, and commitment.

Included in this DEI Playbook you will find:

- What is DEI and why is it important to remain relevant and competitive.
- How to talk about DEI within your agency and engage your team in the discussion.
- Videos, articles, and podcasts for self-guided learning.

Review the attached and share with your teams and let us know if you would like to have a conversation about DEI. We are interested in what you are learning and implementing across your operations too. Please share your progress with us at AgencyCommunications@westfieldgrp.com.

Let's keep the conversation going because together, we can go further.



Agency Dashboard

Diversity, Equity, and Inclusion (DEI) Resource

At Westfield, we strive to provide insights and solutions that help your agency grow and thrive. And when it comes to diversity, equity, and inclusion (DEI), advancing your agency's efforts is not only the right thing to do, but essential for organizations that want to compete in today's talent and consumer marketplace. Whether you're looking for a deeper understanding or striving for actionable tactics to advance DEI in your agency, we've compiled some insight and resources in one place to help you along your journey. As part of the ever-evolving DEI landscape, know that we are on the front lines with you and we'll continue to make forward progress – together!

▶ [Virtual Event Resources](#)

What is DEI?

Foundational to your Diversity, Equity, and Inclusion (DEI) journey is a shared understanding and vocabulary of terms. Regardless of where you are on your DEI journey, to progress forward it's important that we all have a shared understanding and vocabulary of foundational terms, since our Westfield definition may not be the same as yours. As your agency considers this important topic, we encourage you to consider the many definitions that exist and use or create a definition that aligns with your mission, vision, and values. At Westfield, these are the definitions that we use with our employees:

DIVERSITY

A mix of attributes, distinguishing a group of people in terms of their differences and similarities.

EQUITY

The consistent, fair, and unbiased treatment of all individuals –recognizing there are inherent structural barriers to equal opportunities for all people to prosper and thrive in our society.

INCLUSION

Leveraging our differences and similarities to unlock our full potential and support Westfield's business objectives.

At Westfield, DEI is a strategic imperative and is at the core of what we do. It's supported by each and every person - so when we join together, we can engage, encourage, and empower people.



We Are All Diverse: Recognizing the Dimensions of Diversity

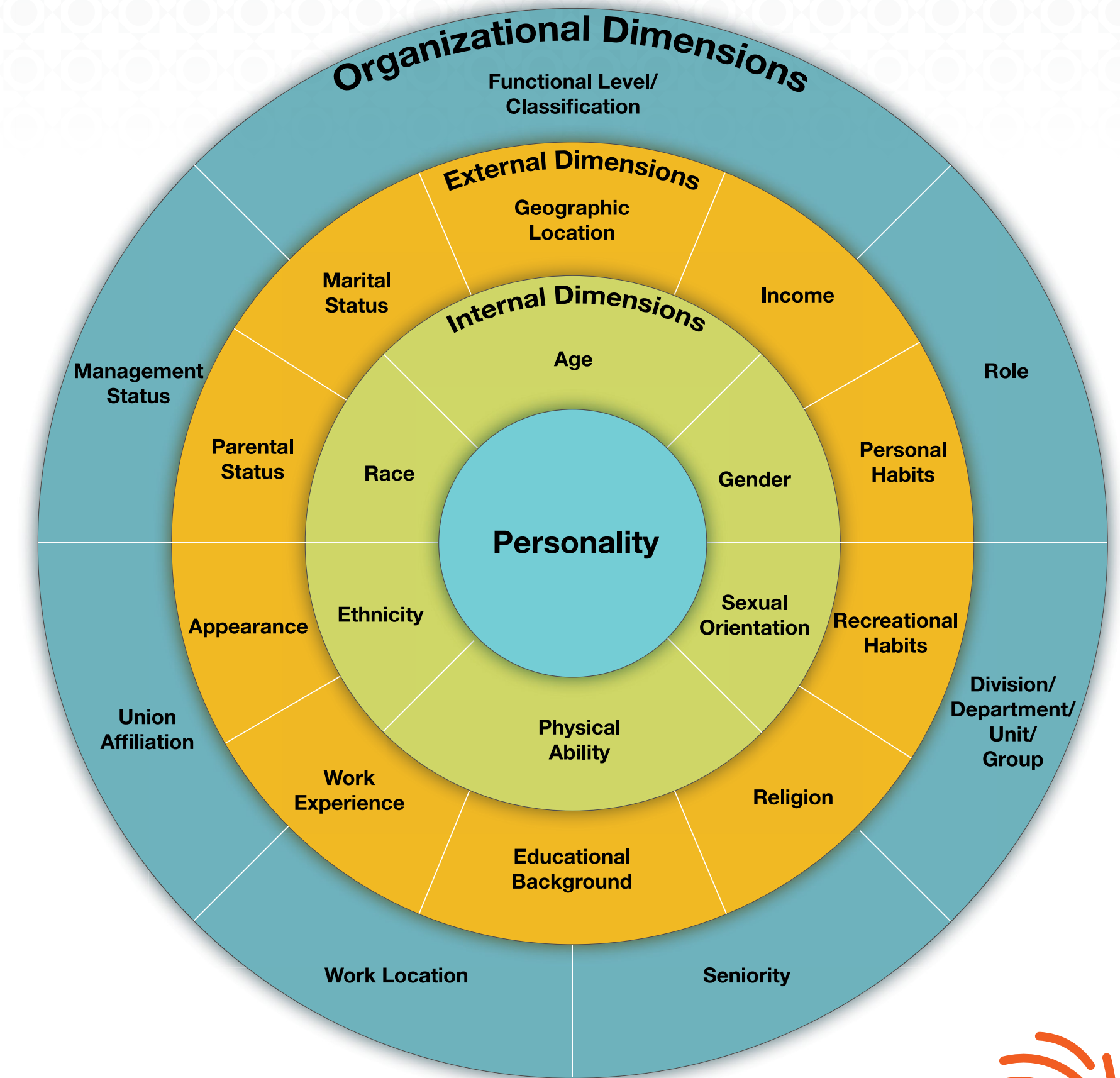
It's easy to look at the world through our own lens. We think everyone experiences the world just as we do; however, our world view is not shared by everyone. Our view is always influencing who we invite in and who we might not include.

Diversity is often defined as recognizing both our similarities and differences. This infographic helps us recognize how diverse we are across many dimensions.

This infographic illustrates the broad variety of diversity dimensions:

- At the individual level – the basic internal dimensions people are typically born with – inherent diversity,
- Finally, the outside circle, which is gained through organizational structures.

DIVERSITY is a mix of attributes, distinguishing a group of people in terms of their differences and similarities which are shaped by our experiences.



Why DEI?

Reason #1: Facts tell the story

It is no secret that organizations that embrace DEI and have inclusive cultures achieve better results. Here are just a few facts that show the positive impact DEI has on organizational performance.



SOURCES: <https://www.forbes.com/sites/annapowers/2018/06/27/a-study-finds-that-diverse-companies-produce-19-more-revenue/#97957d7506f3>

Deloitte D&I Revolution, EY Diversity and Inclusiveness:
<https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>



Why DEI?

Reason #2: Customers have evolving needs.

To maximize growth, we all need to better understand our customer demographics, their needs, and evolving expectations. This allows us to provide products and services to enhance their customer experience and grow your customer base.

- For example, at Westfield, minority-owned and women-owned businesses are targeted market segments for Small Business.

There are many changes which will drive our future customer experience – increasing population growth for Hispanics and Asians, minority and women-owned business growth, and the fact that over 40% of working millennials are multicultural. By keeping the needs of our customer in mind, we are focused on creating products and services to provide the best customer experience for our target demographics.

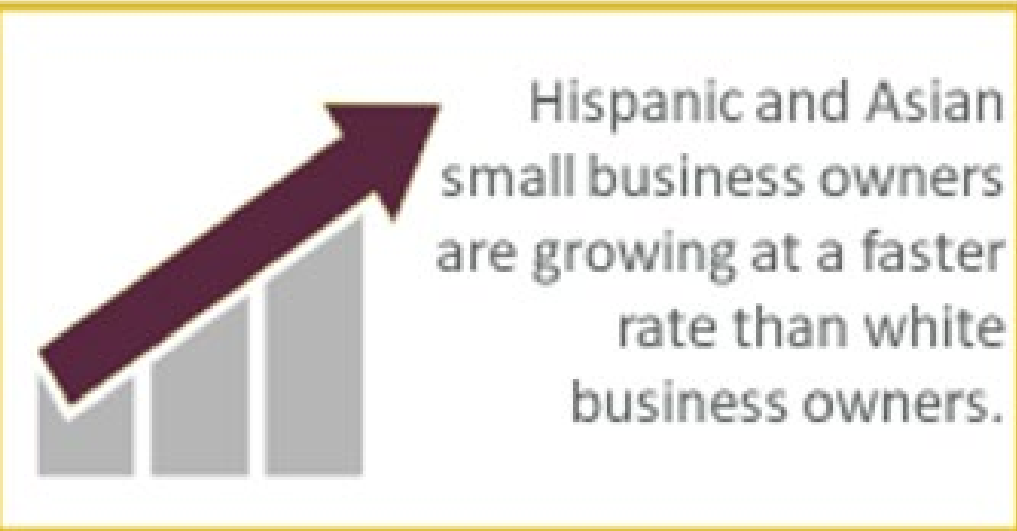
For Discussion:

- How does your agency think about connecting with diverse markets?
- What is a small thing you can implement today to build connections with more diverse markets?



Changing Demographics Drive Business Decisions

Hispanic and Asian populations will double in the next 40 years. The multiracial population has increased 276% since 2010.



Census projections predict the U.S. will likely become “minority white” by 2045.

Over the past 20 years, the number of Women Owned businesses has grown 114% compared to the overall national growth rate of 44 percent for all businesses.



By 2025, 75% of the workforce is projected to be millennials.

LGBTQ+ community has one of the highest discretionary income pools of any diverse demographic in the U.S.

There are more than 4 million minority-owned companies in the U.S. with annual sales totaling close to \$700 billion.



U.S. Census (2017) reported for the first time there are more children who are minorities than who are white, at every age from zero to nine. This means we are on the cusp of seeing the first minority white generation, born in 2007 and later.

The combined buying power of **Blacks, Asian Americans and Native Americans** is estimated to be \$2.4 trillion, while the nation’s **Hispanics** command \$1.5 trillion in spending power.

This data is reflective of a pre-COVID environment



SOURCES:
 2013 EY Business Linkage Research, based on the Global People Survey results
 “The Neuroscience of Trust” by Paul J. Zak, Harvard Business Review, January 2017
 Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin with Tara Gonsalves, Innovation, Diversity & Market Growth, Center for Talent Innovation, 2013
 McKinsey Diversity Matters database, 2017
<https://www.mbda.gov/page/us-business-fact-sheets>



How to talk about it

Effective Dialogue

The first step is engaging in dialogue. Inquiring and learning are key fundamentals for highlighting our common ground and helping us understand our differences. Stephen Covey said it best in his book [7 Habits of Highly Effective People](#): “Seek first to understand, then to be understood.”

Here are a few keys to effective dialogue:

- **Inquire:** asking open ended questions prevents the conversation from being stopped prematurely with a simple “yes” or “no.”
- **Listen:** give the person your complete attention and be fully present.
- **Observe:** pay attention to facts, senses, feelings – and adjust your approach accordingly during the conversation.
- **Reflect:** discuss, showing the speaker that you are trying to perceive the world as they see it, and that you are doing your best to understand their messages.



Engaging your team

One step forward is the perfect way to begin. The facts prove the business case for why diversity matters, and show how it drives revenue, motivates your staff, and fosters innovation. On the other hand, if your team isn't fully engaged around DEI efforts, then it can lead to many conversations and few productive actions. To help you get started, here are a few ways to help your team fully engage.

1. **First and foremost, belonging is the key to DEI.**

At the heart of any DEI effort is the foundation that all individuals have the right to be treated fairly and to participate fully in the workplace. How your team feels, and if they feel like they belong, is truly the key to any DEI effort and the creation of a connected team. Take a step back and evaluate belonging and engagement.

2. **Build a DEI education budget.**

Create dedicated funds to enable your staff to learn and network. These funds can be used to arrange a speaker for an internal lunch and learn, host an external event for a local association, or sponsor company leaders to attend a DEI conference.

3. **Talk about your DEI efforts.**

Discuss and demonstrate your commitment to DEI with the entire team. At all-hands meetings and in individual conversations, it is equally important to share insights, initiatives, and progress.

4. **Commit to continuous improvement, not perfection.**

Be upfront with your team that this work is a journey, not a destination. There is always more to learn in the changing landscape. Reinforce with your team that we are measuring success by continued forward progress.

5. **Ask for feedback, and act on it.**

DEI efforts should not be a box to check, but a truly immersive part of your agency's culture. And when having these conversations or reading employee surveys, really listen and take action.

Sources:

Forbes: [Belonging: The Intersection of DEI and Engagement](#)



Expanding DEI in your Agency

Before you can reach a destination, you have to establish your starting point. The same holds true with DEI efforts in your agency. Here are some great questions to ask to help you frame up a starting point as you expand your agency's DEI journey.

Sources:

Scouted: [How to understand if a company cares about diversity, equity and inclusion](#)

BizJournal: [Diversity & Inclusion: 10 questions for your business](#)

- What's the makeup of the executive and managerial team?
- What's the makeup of our current staff?
- What does the promotion and evaluation process look like and who is in charge of these decisions?
- Do we have a diverse group of decision-makers across the organization?
- How do we foster an open, communicative environment for our staff?
- How do we celebrate diversity of ideas and people?
- Do we have a dedicated DEI working team or breakout group to help foster greater change?
- How is the person in charge of the hiring process ensuring we have a pipeline of diverse candidates?
- Are our employees benefiting from our efforts?
- Is diversity and inclusion a continuous process?
- What tangible goals does the organization have surrounding diversity, equity, and inclusion?
Who is responsible for making sure these goals are met?





Self-Guided Learning

Expanding your knowledge is a great way to increase your horizons and see things from a new perspective. And whether you prefer to read articles and success stories, or listen to a podcast while driving to the office - we've got some great resources for you!

Organizations

[Diversity and Inclusion in the Insurance Industry – iii.org](#)

The insurance industry has long made a priority of attracting, retaining, and developing the best talent—and insurance businesses strive to reach this goal by making diversity and inclusion the centerpiece of their company culture.

[CEO Action for Diversity & Inclusion](#)

The largest CEO-driven business commitment to advance diversity and inclusion in the workplace.

[Big "I" Diversity & Inclusion](#)

Learn more about the Big "I" Diversity Council, working to engage and develop a sustainable diverse independent agency network by partnering with state associations, carriers, and industry affinity groups.

- **Subscribe to the Big "I" Diversity Newsletter:** [Inclusion in Action](#)

Keeping you informed on all things related to diversity and inclusion across the IA channel and beyond. We will highlight key events, webinars, and agency best practice tools relating to diversity and inclusion.



Podcasts

[Understanding & Listening with Empathy. Incorporating DEI into Your Agency>>](#)

These can be tough conversations, but how can you approach conversations about diversity with others? Learn how Jon Loftin, MJ Insurance, had the courage and comfort to lean in, ask, and learn.

[Why Insurance Agencies Should Embrace Diversity, Equity & Inclusion>>](#)

Whether you're a 2 person or a 2,000 person agency; there is a need diversity, equity, and inclusion. MJ Insurance has embraced this philosophy. Join Jon Loftin and Shaq Thomas, MJ Insurance, as we discuss being better if we can all live our truth.

[Why it is Important for Insurance Agencies to Embrace and Reflect the Community They Insure>>](#)

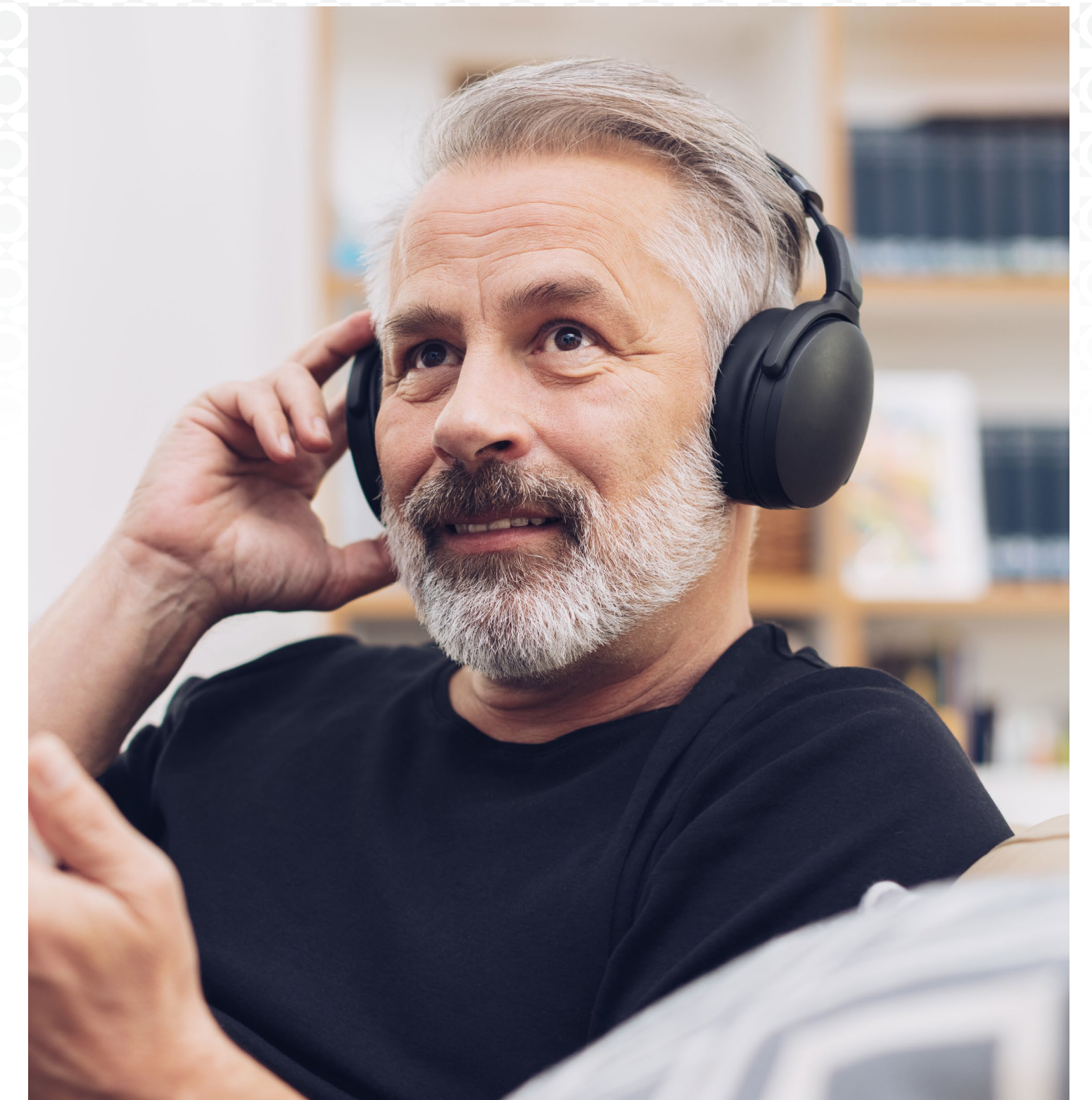
Insurance helps customers leave a legacy that transcends all cultures. Greg Garrett, Westfield's Diversity and Inclusion Operations Leader, is this week's Closing the Gap guest. We discuss the importance of embracing diversity and inclusion and the value insurance provides for individuals and communities alike. Join us as we reshape the conversation about insurance.

[Lean Into Courageous Conversations About Race>>](#)

It's okay to be uncomfortable. Discomfort is inevitable as many of us rarely talk about race. In this podcast, we explore the topics of race and racial identity, bias, and how we can all grow together when we start, continue, or expand the conversation. Whitnee Dillard, Director of Diversity and Inclusion with the Big I, talks about those courageous conversations and the action steps necessary to be a catalyst for change. We all have an assigned racial identity, and we can all benefit from talking about race. But, what you do and say matters.

[Shaking the Tree: A Journey of Diversity & Inclusion>>](#)

You should use your power and privilege for good. On the heels of International Women's Day, we welcomed Jen Tadin, Gallagher, to Closing the Gap. Jen discusses being a small business Chief Everything Officer, and also her work with diversity and inclusion. We hope you enjoy as we "Shake the Tree."



Articles

[Belonging: The Intersection of DEI and Engagement](#)

Forbes (December 2021)

[Diversity without Inclusion: A Missed Opportunity](#)

Insurance Journal (January 2021)

[Diversity in insurance and Beyond](#)

McKinsey & Company (March 2022):

[Two Birds, One Stone: How DEI Efforts Bolster Insurance Industry Diversity While Addressing the Growing Talent Gap](#)

Risk & Insurance (March 2022)

[Diversity in the Workplace: Race, Gender, Disability and More](#)

Insurance Journal (January 2021)

[15 Key Benefits of DEI to Communicate with Team Members](#)

Forbes (May 2021)

[The Benefits and Challenges of Insurance DEI Initiatives](#)

Property Casualty 360 (June 2021)

[7 Steps to Starting Your DEI Journey](#)

LA Business Journal (March 2021)



Virtual Event Resources

Featuring leading DEI Expert, Kelly McDonald

Session #1: How to Work with and Lead People Not Like You

[RECORDING](#) | [PRESENTATION](#)

Session #2: How to Sell & Market to People Not Like You

[RECORDING](#) | [PRESENTATION](#)

Ways to leverage this great content in your agency:

- Kelly shares many actionable and effective no-cost strategies to increase DEI efforts in your workplace.
- Share with others in your agency or host a lunch and learn for your team – share the recording and host a discussion.

