



Powering the Leadership Journey for Women in STEM

ATHENA'S DIVERSITY, EQUITY & INCLUSION PLAYBOOK FOR THE STEM INDUSTRY



Qualcomm



PROCEEDINGS FROM ATHENA'S
LIFTING WHILE CLIMBING SUMMIT
JUNE 30, 2021 | SAN DIEGO, CA

DIVERSITY

Includes all ways that people differ; race, ethnicity, gender, disability, sexual orientation, religion, and more.

EQU

Fair treatment
opportunities
advancement
people, and
participation
groups

EQUALITY

ent, access,
nity and
ent for all
and full
on of all
ps.

INCLUSION

Act of creating
environments where any
individual/group is
welcomed, respected,
supported, and valued to
fully participate.



Lifting While Climbing Summit 2021



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PROCEEDINGS FROM
**ATHENA'S LIFTING
WHILE CLIMBING SUMMIT**
JUNE 30, 2021 | SAN DIEGO, CA

LAUNCHING THE JOURNEY TO
DIVERSITY, EQUITY & INCLUSION

Tracy Ting | Chief HR Officer
Encore Capital

Tom Fox | SVP, HR & Organizational Development
Tandem Diabetes Care

Sarah Hassaine | Director DE&I
ResMed

HOW THE WORLD'S MOST ADMIRED COMPANIES
DRIVE DIVERSITY, EQUITY & INCLUSION

Glenn Williams | Sr. Director D&I
Qualcomm

Dr. Kendall Helm | VP, People & Culture
SDG&E

Athena's DE&I Playbook Produced by



EXECUTIVE SUMMARY



In the Fall of 2020, Barb Chodos, Publisher of the San Diego Business Journal and I were searching for ways to support our business community in the midst of a global pandemic and in the aftermath of George Floyd's tragic murder.

The racial and social injustices all gave prominence to the disparities that required more urgent action. But we were also reminded that when a region marshals its resources to combat these pervasive inequalities, we climb as one. Launching this Lifting While Climbing Summit was our way forward. Collectively, this climb gives a voice and validity to the tender topic of pursuing a more equitable workplace and a more just society.

For those eager to access the tools and community essential to get there, Athena, its industry partners and our Lifting While Climbing Summit all serve as your guide.

Advocacy organizations like Athena play an important role in shaping future business leaders by educating them about responsible, sustainable leadership. As a signatory to the UN Global Compact, Athena advocates on how to close the gender gap and drive corporate performance with all our STEM partners. Through this advocacy, we enable uncomfortable debates in the hopes we can solve them and someday witness a world that values women leaders at every level.

At Athena, we are grateful and proud of our mission to advance 1 million women in STEM, by 2030

We're climbing with the intention to hack those cracks and crevices of inequality and broadly share the code. We share these best practices for those with the power to affect hiring decisions, influence career trajectories and modernize your workforce.

We know in today's ever-changing world that businesses are expected to grow as fast as the technologies surrounding them. Their models must be in constant transformation to identify the growth opportunities of tomorrow. Companies that struggle to commit to and implement DE&I strategies will be upended in the battle for talent...by those that do.

As we showcase these data-driven diversity strategies in Athena's DE&I playbook, none of what we'll learn is abstract or theory but practical. It's all actionable. These featured STEM companies are industry leaders. They're doing it, they're living it and intentionally here to open source it.

Together, we take the next step in this climb towards the Summit of equality.

A handwritten signature in black ink, appearing to read 'Holly Smith'.

Chief Executive Officer | Athena

LIFTING WHILE CLIMBING



ATHENA'S DIVERSITY, EQUITY & INCLUSION PLAYBOOK

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Athena is a premier women's advocacy organization that fast tracks women in STEM through leadership development, networking and mentoring initiatives. By transforming scientists and technologists into corporate leaders, the goal is to widen the bridge and advance 1 million women leading in STEM, by 2030. Its 20+ year history of advancing women in a global STEM hub marks Athena as a premier women's empowerment advocate. For more information visit athenasd.org and follow [@athenaSTEMwomen](https://twitter.com/athenaSTEMwomen).

LIFTING WHILE CLIMBING



Launch Journey to Equity &

Lifting While Climbing

encore
CAPITAL GROUP

Qualcomm

ResM



Power
Unit.

...ing the Diversity, Inclusion

... Founding Members



...ed By

SAN DIEGO
BUSINESS
JOURNAL



LIFTING WHILE CLIMBING

**DESIGNING
THE LAUNCH
VEHICLE**

Workforce Transformation Begins with
CEO Vision and Employee Co-Creation

- 🔺 An organization's Mission, Vision and Values (MVV) aren't just words, they're a common understanding of why we do what we do, what we won't sacrifice on our road to success, and our rallying cry for what we believe in.
- 🔺 A bottom-up, employee-centric approach ensures that the MVV are genuine and authentic, and that they will succeed long-term with buy-in from the beginning.
- 🔺 By virtue of a bottom-up approach, diversity of thought and experience is the special ingredient in ensuring the MVV and purpose are relatable and inclusive. Employee co-creation and ownership is key.
- 🔺 Transparency in the methodology and a commitment to timely and seamless communication are essential.
- 🔺 Once launched, the MVV are only as successful as the organization and leadership's ability to lean heavily into making them a core part of the business and how they measure success overall.
- 🔺 A commitment to ongoing dialogue is necessary to ensure feedback, ideas for further refinement and to celebrate stories of how the MVV continues to make a true difference.

“Our employees always had the right answers, we just asked the right questions.”
Tracy Ting | Chief HR Officer



In today's 24/7 world, expectations by consumers, clients, employees, communities and investors are rapidly changing. Where once a company was only expected to deliver high-quality goods or services, it now must be so much more for all the stakeholders that depend on it. For some organizations, this shift is an easy one when they already have a strong culture aligned to an even stronger purpose. For others, it takes time and work to define what's possible and to truly understand what's needed.

Regardless, each organization of any shape or size, has a clear decision to make about how much they want to cultivate a culture that inspires and drives lasting change and innovation. Done authentically, they can create step change that earns brand equity and loyalty for years; done incorrectly, they run the risk of falling behind in ways that's hard to overcome against the competition.

At the center of these shifting needs and critical

transformation is the organization's Chief Executive Officer and their immediate leadership team. Research shows that 70% of transformation efforts fail, but that figure is considerably different when leadership is bought in and become the foremost advocate for the journey ahead.

For Encore Capital Group, one of the world's leading debt purchasing and servicing companies with 7,500 global employees across four different continents, the year 2020 was unique in every way imaginable. Each year, we work with millions of consumers helping them achieve financial freedom. Given the new pressures placed on impacted communities by the COVID-19 pandemic and calls for long-overdue societal reform, we knew our responsibility to support stakeholders in an empathetic, compassionate and respectful way mattered more than ever. This also meant engaging our employees in a more direct way to ensure they felt supported and to recommit ourselves as a team to what matters most.

DE&I STATEMENT

By way of organic growth and acquisitions over the past decade, leadership knew that our expanding operating footprints and legacy brands – combined with completely new working paradigms forced by COVID-19 – created an opportunity to engage and unite our employees in a totally new way. The goal was to understand why our colleagues come to work every day, what they value most in each other and the company, and how they believe they are making a difference. These inputs would go on to create Encore's new, enterprise-consistent Mission, Vision and Values (MVV).

With a stronger-than-ever emphasis on diversity and inclusion, leadership set out on a path to survey, listen and discuss the varying motivations and expectations that existed within our organization. More than 83% of global colleagues answered the call to co-create Encore's new values, and the results were pleasantly surprising: our culture, despite the varying legacy organizations and acquisitions, multiple time zones and languages, wide range of roles, and not being in an office setting together for many months, was more aligned

Encore cultivates
an inclusive culture
that reflects our
consumers and our
communities, where
our actions and
mindset ensure every
individual can thrive.





“...by virtue of an employee-centric approach, diversity of thought and experience proved to be the special ingredient in ensuring the [mission, mision, values] and purpose are relatable and inclusive.”

than it was different. This isn't to say there weren't countless differences in how people experienced our culture or felt that they contributed to it, but by virtue of an employee-centric approach, diversity of thought and experience proved to be the special ingredient in ensuring the MVV and purpose are relatable and inclusive.

These findings were then synthesized by more than 150 colleagues from a variety of tenures, roles, geographies and other attributes representative of our global workforce to begin crafting the words for our new values. They captured the passion and sentiments that are important to our colleagues around the world. The result was a new mission and vision crafted by leadership to set our organization on a defined course, powered by a unified set of values born out of the experiences, motivations and work of colleagues everywhere. Co-creation every step of the way underpinned ownership and adoption of our new MVV.

Whether internally through role-specific communications and a live global town hall, or externally through new materials celebrating our employees and our purpose, the launch of the new MVV wasn't just a creative exercise, it was an evolution of our organization coming together in a meaningful and purposeful way to create more unity, cohesion and inspiration for years ahead, all inspired by the unique and diverse talent we're fortunate to have at Encore. We witnessed that our journey is just beginning, and we now have the guardrails to keep ourselves honest on what success looks like. The result was an inclusive, bottoms-up and empowered approach that made it possible to hear from every single voice within our organization and created a shining example of diversity in action at a time we need it most.

CORPORATE PROFILE

Encore Capital Group is one of the world's leading debt purchasing and servicing companies with operations and investments across North America, Europe, Asia and Latin America. Through our subsidiaries around the globe, we purchase or service portfolios of receivables from major banks, credit unions and utility providers. Customer service and regulatory compliance are at the heart of our business and are implemented through our collections' strategy. Through our subsidiaries, we partner with individuals as they repay their debt obligations, helping them on the road to financial recovery and ultimately improving their economic well-being. Our companies operate with industry-leading consumer-centric practices anchored by a sound set of values, that includes interacting with integrity, compassion, and respect.

COMPANY VALUES

- We care. We put people first and engage with honesty, empathy, and respect.
- We find a better way. We deliver our best in everything we do, find ways to make a positive difference, and achieve impactful results.
- We are inclusive and collaborative.

GENDER PROFILE

As of 12/31/2020:

50% = Female Representation in the Workforce

30% = Female Representation on the Board



**SYSTEMS
CHECK**

Building the Launch Team

- 🔺 The Core of Our DE&I Journey Lies in the Tandem Words We Live By.
- 🔺 Values Based & Authentic Contributions — Not a Check-the-Box Program.
- 🔺 CEO & Executive Leadership Support Providing Active Involvement in Formulating and Guiding Strategy.
- 🔺 DE&I Council Commitments & Program Strategy
- 🔺 5-Year DE&I Strategy Highlights: Diabetes Representation & Access; Representation in Leadership; Representation in Tech; and Pro-Inclusion.

“It was a moment of humility.”
Tom Fox | SVP, HR &
Organizational Development



FORMALIZING OUR COMMITMENT | With any important endeavor, you must build the right team that can develop the approach, design systems, and implement tactics for success. When addressing DE&I, not only do you need the right team, but it's equally important to know you have buy-in from all constituents. At Tandem Diabetes Care, those constituents include our employees, executive team, and a council of results-driven volunteers to ensure DE&I is appropriately prioritized. This Systems Check approach started with a simple but important skill, **listening**.

Tandem Diabetes Care is a business built on listening to its customer. In fact, we were the first company to comprehensively utilize market research and customer interviews to develop an insulin pump. When in 2020, the issues of racism, discrimination, and hate were thrust onto the national stage, we chose the same strategy to address issues of DE&I. We listened intently, this time to our employees.

EMPLOYEES FIRST | Soon after the tragic murder of George Floyd, Tandem was impacted like many others, and employees had questions and wanted to engage in honest conversations. Employees communicated via email, social media, and the virtual watercooler, sharing the value of DE&I. Our HR team took on the monumental task of listening to each individual conversation—more than 100 interviews. It was important that each concerned employee felt understood and that corporate leadership could hear employees' concerns in their own words.

This phase was time consuming and very difficult for the individuals involved, but it was a necessary learning process to get to the bottom of any issues and opportunities for the organization.

EXECUTIVE BUY-IN | For DE&I to be successful, buy-in from executives is a requirement. While Tandem's Executive Leadership agreed that DE&I was important, the challenge was to make DE&I

tangible and actionable for the entire company.

This began with data, both quantitative and qualitative. Demographics and employee feedback helped to identify the problems and opportunities, establishing a baseline for a starting point. Data also provided our executives with confidence in the urgency and prioritization of our efforts. And it allowed leadership to be active supporters, rather than passive spectators, in the process.

Communication was equally essential. Regular executive team conversations ensured our leadership had a strong understanding of how to cultivate our commitment to an inclusive, equitable and diverse environment for our employees. The company also included the Board of Directors with a standing DE&I agenda topic in quarterly reports and meetings.

Encouraging education at the leadership-level ensured greater executive alignment. Our CEO endorses a platform of formal training as well as on-the-job collaborations throughout the organization to help illuminate DE&I learnings and align with best practices.

DE&I LEADERSHIP COUNCIL | Once we had heard from our employees, and secured alignment with executive leadership, we needed a subgroup of employee volunteers to take the lead on DE&I planning and strategy. We designed a leadership council based on examples from other corporate DE&I committees, while considering our own culture. This volunteer group readily accepted the challenge to draft corporate DE&I commitments, create priorities, and identify near and long-term strategies for addressing DE&I within the company.

STRUCTURE | The Tandem Diabetes Care DE&I Leadership Council is comprised of volunteer team members from across the company: executives, middle management, and individual contributors. The council includes two co-chairs (executive level), six advisory board members (VPs and Directors) and 12 council members (open to all employees).

Having two co-chairs in senior leadership roles ensures we have sponsors

DE&I STATEMENT

Tandem Diabetes Care holds matters of diversity, equity, and inclusion in the highest regard. We guide our moral compass as the heart of our company's character. Tandem fosters a culture of respect where differences are appreciated. We convened our first DE&I Council in 2020 to help develop programs and practices that cultivate diversity of thought, so that we may live our values, serve our mission, and celebrate authentic contributions from our employees now and in the future.



and executive champions advocating for DE&I even when other business challenges arise. The six-member Advisory Board is responsible for chairing subcommittees, providing departmental influence, and mobilizing resources. The remaining 12 committee members represent the diverse voices at the table, and provide the people-power necessary to accomplish the work of the council.

Just like any other department or strategic function in the company, the council makes recommendations to the Executive Team, synthesizes feedback, secures resources, and implements change.

SYSTEMS CHECK | Before our DE&I Council made any recommendations, it required a detailed assessment of how Tandem was operating. What are the baseline activities? What are the successes and the pain points? How are we prioritizing, and where can we start to make a difference? Although this Systems Check sometimes feels like a slow process, it is essential to establishing a baseline for measuring progress and prioritizing high impact activities for employees.

During this process, a few “low-hanging” opportunities became apparent. First, we confirmed company demographics to identify the communities our organization represented. Then, we fortified internal communications to ensure our employees had visibility into our efforts and channels to share their perspectives. The company calendar was

updated to include more of our employees’ days of observance, and finally, we documented the DE&I activities we were already participating in to shine light on previous successes, identify potential partner organizations, and build momentum for future DE&I activities.

THE JOURNEY IS JUST BEGINNING | Inside the healthcare industry, several DE&I opportunities have come into focus. Tandem has a unique opportunity to ensure our research studies have more diverse representation. By engaging with diabetes camps and other patient advocacy groups that support disadvantaged individuals, we can explore ways our products can reach more of those in need. By sponsoring DE&I events in cities where we have a corporate presence, we must benchmark, measure and evaluate our progress.

As Tandem has just begun its journey, we are making great strides in defining the DE&I needs and opportunities of our workforce all while better reflecting the faces and hearts of our employees. We continue to strive being a place people feel comfortable being themselves, and where they can be proud to work. That requires a constant and evolving focus on DE&I, and there will always be challenging-but rewarding-work to do.

CORPORATE PROFILE

Tandem Diabetes Care is a San Diego-based medical device company dedicated to improving the lives of people with diabetes through relentless innovation and revolutionary customer experience. Tandem takes an innovative, user-centric approach to the design, development and commercialization of products for people with diabetes, using insulin. Tandem manufactures and sells the t:slim X2 insulin pump with Control-IQ technology. The t:slim X2 pump is capable of remote feature updates using a personal computer.

COMPANY VALUES

- Safety and Quality Prioritized
- Developing Our People
- Client Focus
- Providing Valuable Services
- Collaboration
- Flexibility and Can-Do Attitude

GENDER PROFILE

Employee Population: 57% Female
Management: 47% Female
Board: 33% Female



**PREPARING
FOR LIFT OFF**

Launching the Next Gen Workplace of Belonging



- 🔺 ResMed is at the beginning of its journey; we are building upon efforts and pivoting as the world and work culture shifts around us.
- 🔺 Our journey map begins by leading with “belonging” as a core value.
- 🔺 Building out ERGs and mosaic groups as a form of inclusion building and awareness are our next critical journey steps.
- 🔺 Designing supportive programming to better understand the needs of the business and employees leads to widespread empowerment.
- 🔺 Being mindful that we cannot fix everything in an organization but understanding that the demands are key and prioritizing them against the business goals will help inform our DE&I journey.



“We continuously embed the value of belonging in our business practices, product design, policies, and in our community-building efforts.”

- Sarah Hassaine, Director DE&I



At ResMed, equal opportunity is integral to our “people practices” as we develop, attract and recognize our amazing people, representing our diverse customer base in over 140 nations. We do not tolerate any discrimination or harassment on the basis of race, color, creed, gender, religion, marital status, age, ancestry, disability or medical condition, sexual orientation, military status, ethnicity, socioeconomic background or any other personal characteristic or unlawful consideration.

Our board and executive team recognize the importance of an inclusive and diverse workforce and are fully supportive of our commitment to fair and equitable people practices, including pay equity. We maintain programs to support equity and diversity with an annual review and action plan, through which we aim to achieve desired levels of diversity. Our policy is to hire, promote, retain, develop and otherwise treat all our people on the basis of performance, capabilities, qualifications,

competence, and experience. We apply this policy regardless of an employee’s gender, race, color, creed, religion, marital status, age, ancestry, disability or medical condition, sexual orientation, military status, ethnicity, socio-economic background or any other personal characteristics.

The DE&I journey became more formalized in 2016 when employees started forming Employee Resource groups (ERGs) and organizing events in their regions, such as International Women’s Day and Wear it Purple Day. The ERGs first founded at ResMed included women, the LGBTQ+, young professionals, the Hispanic and LatinX and the Black communities. Some employees took on the extra responsibilities of fostering inclusion or building diversity through focus groups, research and internal advocacy. It became clear to leadership that there needed to be more formal ERG guidance and a strategic inclusive lens applied across all business verticals. A decision was made in early 2020

to hire a Global Diversity and Inclusion (D&I) Director responsible for leading all global initiatives, including leading an internal Global D&I Council. This process was further accelerated by the murder of George Floyd in 2020 as more employees expressed the opportunity for more guidance and intentionality in these efforts.

A “Belonging, Inclusion, Diversity for Success” (BIDS) initiative was formally launched in the Fall of 2020 with the hire of a Director of Diversity reporting directly to the Chief People Officer. The strategy was three-fold:

- Engaging in a listening tour of employees worldwide
- Building a governance and operating structure for the ERGs
- Assessing learning and cultural opportunities for BIDS awareness



DE&I STATEMENT

We don't simply promote Belonging, Inclusion and Diversity because we think they're nice to have. We know they're essential and bring enormous value to every aspect of our business and the people within it. We want to provide a real sense of belonging where people are free to be their true selves. We value an environment where Belonging Inclusion and Diversity for Success (BIDs) is not just everyone's right, it's everyone's job. Not just an opportunity to speak your mind and drive positive change, but a responsibility.



“...We are continuously evolving our culture to encourage people to bring their whole selves to work...”

The scope and direction of the greater strategy was informed from conversations with leadership and employees. The goal has been to create a strategy that aligns with ResMed’s culture and remains true to its values. In addition to the Director’s needs assessment, the bi-annual Engagement Pulse Survey collected sentiments and data points on diversity and inclusion and those findings served invaluable in understanding priority focus areas.

BIDS launched monthly office hours to create the space for employees to ask questions, learn and share with the Director and launched a video profile series highlighting employees identified by their peers as champions of BIDS values and practices. The initiative also kicked off a series of inclusion-building programs dedicated to raising awareness about different topics, including Black History Month, International Women’s Day, Asian-American & Pacific Islander Heritage Month, Harmony Week, Mental Health Awareness Month and Memorial Day. BIDS partnered with the San

Diego-based diversity and inclusion consulting firm, the Jones Inclusive, in an executive fireside chat on the importance and value of belonging in the workforce with our CEO and COO. In addition to programming, BIDS is partnering closing with stakeholders working on talent acquisition strategy and employee training opportunities.

At ResMed, equal opportunity is integral to our “people practices” as we develop, attract and recognize our amazing people who represent our diverse global customer base in over 140 nations. Being inclusive is a core competency across the company – our goal is to increase the representation and awareness of all groups and voices across ResMed to ensure that all people are heard, valued, and accepted. We are continuously evolving our culture to encourage people to bring their whole selves to work and actively encourage freedom to express their views and ensuring only the best strategies, tactics, and ideas become part of ResMed’s mission.

CORPORATE PROFILE

Our team of 7,500 ResMedians pioneers innovative solutions that treat and keep people out of the hospital, empowering them to live healthier, higher-quality lives. Our digital health technologies and cloud-connected medical devices transform care for people with sleep apnea, COPD, and other chronic diseases. We're passionate about being accountable to the communities we're in. Our work is guided by an environmental policy that promotes waste and pollution reduction, the use of reduced-impact materials and fair labor practices across the globe. In our 30+ years of serving our community, we have 14M+ cloud connected devices in the market, are ~7,500 employees strong worldwide and changed 121M+ lives in the last 12 months.

COMPANY VALUES

We're committed to the highest standards of ethics and professional integrity that translate to great partnerships with our customers, suppliers and communities.

GENDER PROFILE

53% = Female Representation in the Workforce
30% = Female Representation in Leadership
60% = Female Representation on the Board





How the World's Most Admired Companies are Leveraging Diversity, Equity and Inclusion

Lifting While Climbing Foundation

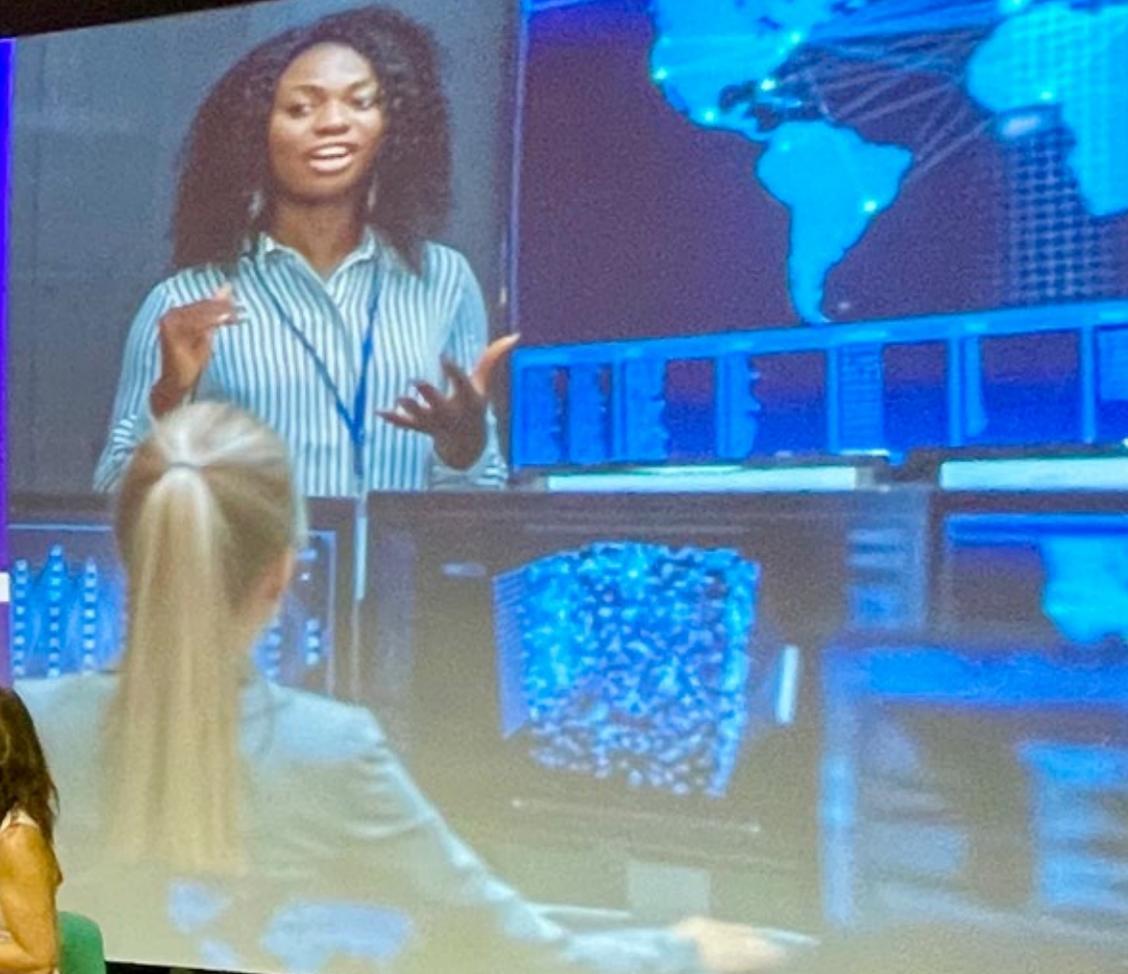


World's Most Companies Drive & Inclusion

Founding Members



SB
SARA BROWN
PARTNER



LIFTING WHILE CLIMBING

**CHARTING
THE COURSE**

Tailoring & Customization

-  Identify and Listen to Your Stakeholders | To manage any DE&I program successfully its essential to identify all the impacted players.
-  Leadership Buy-in | For any DE&I program to be successful, securing leadership buy-in from the outset is paramount.
-  Measure Success | To make any sustainable change, measuring progress is critical for continued progress.
-  Focus on Organizational Culture First
-  Build Your (Diverse) Brand
-  Take Chances | If companies want to attract the best talent and reap the benefits of a diverse workforce, they must be willing to take chances on new and inventive approaches.

“[We have] diversity plans for each member of our senior leadership”

Glenn Williams | Sr. Director,
Diversity & Inclusion



Our diverse perspectives come from many sources including gender, race, age, national origin, sexual orientation, disability, culture, education, as well as professional and life experience. We focus on allowing innovators who bring varying backgrounds, ideas, and points of view to work in an inclusive environment. We are working to develop leaders and shape future talent pools to help us meet the needs of our customers around the world.

Qualcomm is dedicated to sustaining a work environment where every employee feels welcome, inventive, and inspired through initiatives and programs that foster opportunity, professional growth, and community. We are proud that our wide-ranging and far-reaching inclusion and diversity efforts have earned us prestigious external recognition. Qualcomm was one of only 15 employers to receive the 2020 Secretary of Defense Employer Support Freedom award. We've scored a perfect 100 on Disability:IN's Disability Equality Index each year since its inception. We were named the California corporation of the year by the United Negro College Fund, Forbes named Qualcomm one of the Best

Employers for Diversity, Glassdoor named us to the "2021 Best Places to Work" list and Avtar named us one of the 100 Best Companies for Women.

These accolades are in line with our commitment to promoting equity across our Company and industry. Over the past two years, we increased female engineering representation by 17 percent worldwide, and in the U.S., we increased representation of engineers in racial and ethnic groups historically underrepresented in the tech sector by 12 percent. While these numbers are good, we want to do even better. Our next set of goals are focused on increasing diversity at the leadership level as well as ensuring we continue to provide equity in hiring, development and retention.

To get to this point has been a journey. There is no magic formula. Increasing diversity and inclusion within your organization takes hard work and dedication. Below are the steps we took as we revamped our Diversity, Equity and Inclusion program. This list is not exhaustive, but it highlights the key steps we took to lay the foundation for continued success.

DE&I STATEMENT

IDENTIFY AND LISTEN TO YOUR STAKEHOLDERS | To manage any program successfully you have to know who the players are. Understanding your organization's key personnel, processes, decision-making structure and programs will go a long way towards setting up your DE&I program's success. Once you identify the key stakeholders, including senior leadership, executive sponsors, ERG leads and key department heads, you will need to dedicate time to actively listen to them. Figure out what they believe the biggest challenge areas are and incorporate that feedback when designing your DE&I strategy.

LEADERSHIP BUY-IN | For any DE&I program to be successful you'll need leadership buy-in. Leadership support is necessary to drive most initiatives you want to implement. You should try to set the tone from the top down by having members of your leadership team make statements about your organization's stance on DE&I. By doing so, you empower your employees, and create a culture that enables everyone to express themselves more freely.

Qualcomm is comprised of innovators and visionaries. True innovation demands a variety of viewpoints, so we seek to foster diverse and inclusive teams, managers, and leaders to promote the innovations that will power the future. We measure and track our progress to ensure our programs and policies are having a meaningful effect on our workforce. We expect employees to embrace these values to ensure that Qualcomm's work environment is inclusive and respectful, as well as free of harassment, discrimination, and retaliation.



“At Qualcomm, new and previously unsolvable problems will be solved... and that means getting the next generation, in particular women and underrepresented communities, excited and prepared for the world to come.”

-Steve Mollenkopf, Qualcomm CEO

MEASURE SUCCESS | To make any sustainable change you need to measure the level of success of your actions. While measuring alone is not enough, it's often true that whatever gets the team's focus—such as items measured in quarterly reports or in executive key performance indicators—receives far more time and attention. By measuring the organization's diversity and looking at it objectively, it helps to improve the overall diversity levels by putting more focus on the actions required to improve them.

FOCUS ON ORGANIZATIONAL CULTURE FIRST | Many people think the first step to a successful DE&I plan is to hire more diverse candidates. Some organizations find they're able to attract a diverse set of applicants, but over time, the organizational culture remains homogeneous due to a higher turnover rate for some groups. You should ask yourself: Does your culture promote inclusiveness? There may be pervasive attitudes and actions that end up dividing the workforce, making some groups feel unwelcome. These will need to be addressed to maintain a diverse workforce. Consider utilizing employee surveys to gauge how employees feel on these topics, regularly.

BUILD YOUR (DIVERSE) BRAND | Branding is an important aspect of any company. Corporate branding can help a company highlight their values and beliefs, increase their visibility, and enhance or engrain corporate culture. A big part of expressing that culture should include DE&I with corporate branding highlighting both internally and externally.

TAKE CHANCES | If companies want to attract the top talent and reap the benefits of a diverse workforce, they must be willing to take chances on new and inventive approaches. These changes and improvements may involve messaging, where your company looks for talent, what benefits you offer, workplace flexibility or a myriad of other programs. While not all the changes you propose will be successful, the important thing is that you keep trying until you figure out what drives optimal outcomes. If you continue to measure the effects of your DE&I programs and focus on the successful ones, you will move the needle in material ways and earn a competitive advantage.

CORPORATE PROFILE

Billions, maybe trillions of times a day...That's how often people around the world touch something made better by Qualcomm. It could be the smartphone in your pocket, the tablet on your coffee table, that wireless modem in your briefcase... it could even be that navigation system in your car or that action camera strapped to your chest.

Who is Qualcomm, and what do we do? We are engineers, scientists and business strategists. We are from many different countries and speak many different languages. We come from diverse cultures and have unique perspectives. Together, we focus on a single goal—we invent breakthrough technologies that transform how the world connects, computes, and communicates.

Qualcomm has approximately 41,000 employees represented by 109 nationalities working in more than 175 locations in 30 countries. Collectively, we speak 74 languages.

COMPANY VALUES

- Environment
- Workplace
- Human Rights
- Society

GENDER PROFILE

As of 12/31/20

22.3% = Female Representation in the Workforce

16.9% = Female Representation in Leadership

25% = Female Representation on the Board



LIFTING WHILE CLIMBING

LIFT
OFF

Purposefully Growing Talent Readiness

Leadership embraces the responsibility to develop others with a conscious awareness of the value of DE&I

- 🔺 Optimized job rotations and succession planning are embedded as a talent development approach.
- 🔺 The Sempra Board of Directors names our first female CEO, one of only 18 in the Fortune 500.
- 🔺 Female participation in leadership grows over time through purposeful action and sponsorship.
- 🔺 SDG&E's CEO introduces Equity Action Plan in 2020 with structured programs and metrics.
- 🔺 Looking ahead, focusing on increased efforts to grow the pipeline of diverse employees into the company.



“I never thought about being a great leader ...until someone else planted the idea in my head.”

- Dr. Kendall Helm | Vice President of People & Culture



LEADERS GROW LEADERS | Great leaders own their responsibility to develop others. They thrive on inspiring, coaching, and sponsoring new generations of leaders, and they do so in a strategic and purposeful manner. Decades of leaders in our company have embraced this mandate, with a conscious commitment to DE&I and the value that different perspectives, experiences, and voices provide.

A long-standing practice of ours is to grow leaders through optimized job rotations and succession planning. While this practice alone is a compelling development approach, our success is tied directly to the company's commitment that leaders behind these talent readiness decisions must themselves be diverse.

For example, the Sempra Energy Board of Directors (which is composed of ~30% women) made a pivotal decision to appoint Debbie Reed as CEO in 2011, making her one of only 18 female CEOs in the Fortune 500. Debbie was not unfamiliar with under-representation. Graduating as

one of only three women in civil engineering from the University of Southern California, Reed joined the company in 1978 and transformed the leadership pipeline throughout her career. While demonstrating outstanding skill, a keen ability to drive superior performance, and a broad understanding of the energy industry, Reed was proudly the product of purposeful, long-term succession planning and was afforded leadership rotations across critical functions, including operations, human resources, and finance. In turn, Reed was a constant, forthright, and powerful sponsor for other women leaders at every level of the company.

Like Reed, Caroline Winn, SDG&E's CEO, climbed through the ranks by taking on key strategic challenges in areas like customer service, operations, and external affairs. Winn continues to champion the development of diverse leadership and set ambitious DE&I goals for SDG&E. Today, women comprise 35% of the SDG&E's management team. Across the Sempra family of companies, women hold sixteen C-Suite roles.

DE&I STATEMENT

STRUCTURE ENABLES PURPOSE | While leadership rotations can be powerful tools for driving change, leadership readiness structures are the fuel that keeps the car running. Purposeful action is sustained, measured, and improved upon through dedicated programs, performance metrics, and reporting.

“...our success is tied directly to the company’s commitment that leaders behind these talent readiness decisions must themselves be diverse.”

At Winn’s direction, SDG&E developed an Equity Action Plan (EAP) in 2020 that includes high-impact initiatives targeting leadership development. New programs include a leadership academy that brings together officers, directors, and high-performing managers with real-time mentoring, training for individual contributors moving into leadership with a special outreach to women and people of color, and an expanding employee resource group initiative that provides members with leadership roles and responsibilities. We have also set a goal to ensure diverse interview panels are deployed for all positions at a mid-managerial level or above.

Measuring performance of leadership readiness efforts is another evolving area. For 2021, each SDG&E Officer will now have part of their incentive compensation tied to completion of their DE&I engagement plan. Mentorships are tracked, and the company is disclosing additional DE&I-related data to employees with information on representation at managerial and above levels.

GROWING THE PIPELINE | When it comes to diverse leadership, while we are developing a reputation that we’re proud of, we know we have more work to do. Ensuring we capture the full value from diverse leaders at all levels of the organization means we must rely on a growing pipeline of diverse employees entering the company. Traditional energy jobs have not attracted female candidates at the level we will need for success. Nationwide, the utility industry

At Sempra Energy and SDG&E, we’re more than an energy infrastructure company, we’re a people company. We are always looking for new and better ways to serve our customers. It drives our employees’ sense of purpose every day. Across Sempra Energy, we’re led by our values to do the right thing, champion people, and shape the future.

To champion people means that we invest in our employees and value diversity, equity and inclusion. Our DE&I mission is to create a safe and inclusive workplace built on trust and respect. We recognize that our differences make us stronger, and when we invest in our employees, each person can reach their fullest potential.



“...[It] is very important that the senior leaders — those who have the most influence in succession planning and the most influence — that they themselves need to be diverse”

- Dr. Kendall Helm | Vice President of People & Culture

average share of women in the workforce is only around 25 percent. Extending our reach to the community in ever-increasing and impactful ways to grow this percentage is our mountain to climb.

We’ve begun that trek with some exciting initiatives. To enhance our college recruiting efforts, we are leveraging our employee resource groups to bring our diverse leaders to the conversation and be the face of the company. We actively support our Lean-in circles, where efforts are focused not only on

inside-the-company activities but into-our-communities intervention. One activity we hope over the long-term will be particularly potent is the SDG&E #BeThatGirl campaign launched by Winn. The campaign offers SDG&E and Sempra Energy’s women employees & STEM professionals as role models and speakers to schools and nonprofits in our communities to increase the future generations of women in STEM careers – a source of pride for our women in field, operations, and construction positions.



CORPORATE PROFILE

San Diego Gas & Electric (SDG&E) is a regulated public utility that has provided safe and reliable electric and gas service for nearly 140 years. Today, over 4,000 SDG&E employees serve 3.6 million people in San Diego and southern Orange counties. SDG&E is part of the Sempra Energy family of companies, which together employ 19,000 people in the energy infrastructure sector in California, Texas, and Mexico.

COMPANY VALUES

Do the Right Thing
Champion People
Shape the Future

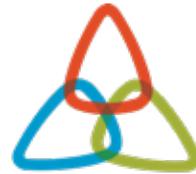


GENDER PROFILE

34% = Female Representation in the Workforce
34% = Female Representation in Leadership
30% = Female Representation on the Board (Sempra/Parent Co)

GUIDING PRINCIPLES

- A diverse workforce should reflect the communities we serve.
- Diverse teams are high-performing and innovative teams.
- Diversity is meaningless without conscious inclusion and intentional engagement.
- Our contracting practices and strategic giving seek to provide economic opportunity for all.



athena

Powering the Leadership
Journey for Women in STEM