

CHPA[®] | DEI 

DIVERSITY • EQUITY • INCLUSION

RESOURCE GUIDE



**A Note from CHPA President & CEO,
Scott Melville**



Nelson Mandela said that education is “the most powerful weapon which you can use to change the world.” In the spirit of Mr. Mandela and the power of education to effect change, we’re pleased to share with you CHPA’s first-ever DEI Resource Guide, a pathway for integrating DEI throughout

your organization. It is the first in a series of initiatives CHPA is taking, with its member companies, to address inequity, expand healthcare access, and foster more inclusive environments in our industry.

While each organization is unique, this evolving resource guide should serve as a framework that you can use to customize your own DEI initiative - considering workplace policies, education and training, initiatives and community outreach, as well as the next generation of consumer health care leaders. This important work is ongoing, and I am confident that with education and commitment we can achieve a meaningful and lasting impact.

We at CHPA stand ready to assist you and work together to realize a more inclusive consumer healthcare industry. We hope you’ll join us!



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chpa.org/DEI

In order to successfully launch and sustain an effective DEI program, it is critical that sound education and training are the foundation of the process. Organizations cannot simply put policies in place and assume that implementation and acceptance will automatically occur.

An educational foundation will enable employees at all levels to understand:

- **The What** - what does DEI mean to the organization, and what key terms/concepts need to be understood?
- **The Why** - what are the organization’s goals for the program?
- **The How** - what will be the delivery methods used for sharing information, how will activities be facilitated?

The goal of this guide/Curriculum Guidance is to create a roadmap for organizations of all sizes to identify key steps in their DEI journey as it relates to education and training for its employees. This will benefit member companies that don’t have a current DEI structure and will be a “best practices” survey for those with DEI programs in place, to compare / contrast their existing programs with others.

We recognize that various levels of experience and knowledge will exist. It is simultaneously important to believe that each staff member is uniquely talented in their ability, identity, viewpoints, and experiences, and that these influence their engagement with the education and training. Determining the phase and pace at which you engage will need to be assessed internally and determined by leadership within the organization; recognizing that we are all on an individual and collective journey to advance DEI.

Conducting an assessment of organizational culture and education in advance of instituting policy changes is recommended.

The Curriculum Guidance allows flexibility, so that organizations can select appropriate tools and resources for their unique culture. Not all categories within a phase may be applicable or appropriate for all personnel.

Target Audience

This DEI Curriculum Guidance was designed considering multiple audiences and their needs:

- **Senior Leadership** – ultimately responsible for and own Vision, Mission, Goals including DEI objectives.
- **Managers of People** – set team expectations, coach, and create prioritization for DEI
- **HR Professionals** – enable with benchmarking and recommended training topics
- **BRG / ERG (Business / Employee Resource Group) Leaders** – support with creating community, content and conversations
- **All Employees** – participate in learning and skill building in accordance with organization’s Vision, Mission, Goals

Diversity & Inclusion Training and Education Implementation Strategy

Phase 1- program outset

In this initial phase of the process, the focus is on laying the groundwork for the program. More time will be spent getting alignment with leadership and Human Resources to ensure success. Additionally, key terms/concepts will be explained to help employees navigate conversations and activities. Most of these activities will require a consultant/facilitator, or a purchased “off the shelf” module.

Phase 2- 90 days

As the program continues to mature, employees are given more opportunities to connect with peers and to broaden the conversation and understanding on the various facets of DEI. Many of these activities will be self-directed using free, open resources, and some require a consultant/facilitator, or a purchased “off the shelf” module.

Phase 3- 12 months

As the program reaches maturity and acceptance, additional education and training opportunities are afforded to employees and leaders to continue their learning. Activities in this phase should build upon what has been learned, and deeper understanding through experiential learning.

Phase 4 and 5 - 1 to 2 years

The program has become part of the corporate culture, and learning is continuous and advanced. Deeper exploration of the topics is undertaken.



Implementation Phase	Category	Target Audience	Timing	Facilitation	Comments
Phase 1	Foundations in DEI	All employees	Pre-requisite	Instructor-led	Reviewing the DEI organizational commitment, vision, goals, objectives, definitions, principles, and core values. Use scenarios as a way to highlight positive and problematic responses to the DEI Goals.
	Unconscious Bias Training	All employees	Annually	Instructor-lead	Review the types of bias. Highlight strategies to manage unconscious bias. Introduce the Harvard Implicit Association Test (IAT). Discuss prejudice, discrimination, partnership and collaboration. Consider recording session for use with new hires.
	Psychological Safety	All employees	Annually	Self-directed	Review the dynamics of oppression, power, privilege, and cultivating trust and empathy. Consider recording session for use with new hires.
	Unconscious Bias Training for Leaders	ERG Leaders, Managers	Annually	Instructor-lead	Complete a pre-requisite Unconscious Bias training. Reviewing structures that may have bias, and set plans to mitigate.
	Leading Inclusively: Cultivating Conversations	ERG Leaders, Managers	Annually	Instructor-lead	Helping leaders understand how to establish trusting and inclusive environments. Gaining strategies to be effective coaches/mentors in facilitating open discussion with their teams.
	The Business case for DEI	ERG Leaders, Managers	1x	Instructor-lead	Building foundational support for DEI initiatives with leaders and stakeholders. Review accountability measures and tools.
	Measuring DEI Effectiveness	HR, Managers	1x	Instructor-lead	Helping leaders and HR set acceptable metrics to gauge interest and impact of D&I programs.

Implementation Phase	Category	Target Audience	Timing	Facilitation	Comments
Phase 2	Critical Conversations	All employees	Monthly	Internally facilitated	Training on how to have conversations that are necessary but uncomfortable when dealing with issues of race, gender, religion, etc.
	Lunch and Learn Series	All employees	Quarterly		Topics may include: Gender Inclusion, Generational Inclusion, Understanding Abilities, Microaggressions, Code Switching, Generations in the workplace. May be instructor-led or led locally.
	Allyship Training	All employees	Annually	Self-directed	Consider recording session for use with new hires.
	DiSC or Myers Briggs Survey	All employees	Annually, and for all new hires	Self-directed	Encourage each employee to post their final result to showcase diversity, and discussion on varying styles.
	Privilege Walk Activity and Privilege Awareness	All employees	Annually	Internally facilitated	To be facilitated in groups of no more than 30 employees at one time. Be sensitive to company culture/trust.
	Implicit Association Test and debrief	ERG Leaders, Managers	1x	Instructor-lead	Require leaders and ERG leads to participate in 2-3 tests and debrief session to encourage action toward managing biases that have been uncovered (individual results confidential).



Implementation Phase	Category	Target Audience	Timing	Facilitation	Comments
Phase 3	Ted Talks	All employees	Made available via company intranet site	Self-directed	Best practice to set up DEI intranet site or shared drive.
	DEI video library	All employees	Made available via company intranet site	Self-directed	Best practice to set up DEI intranet site or shared drive.
	Volunteer opportunities	All employees	Shared with all new hires in	Self-directed	Goal is to have a combination of company sponsored events, as well as opportunities for individuals to seek out opportunities to connect with minority groups or affinity groups.
	DEI Newsletter	All employees	Quarterly	Self-directed	Distributed quarterly to all employees, featuring educational information on key populations, religions, cultural celebrations.
	DEI Webinars	All employees	Quarterly	Self-directed	May require membership. Can be made available to employees in group lunch and learn format. (i.e. DiversityInc.com).
	DEI Book Club	All employees	Quarterly	Self-directed	Choose a book quarterly for members to review and discuss.
	MTV Look Different Campaign	All employees	As needed	Self-directed	Encourage employees to take part in key sections, offer incentive for participation.

Implementation Phase	Category	Target Audience	Timing	Facilitation	Comments
Phase 4	Accessibility in the Workplace	All employees	Annually	Self-directed and Instructor Led	Review the dynamics of accessibility and disability. Review video of original session - make available for new hires.
	Race and Racism	All employees	Quarterly	Self-directed and Instructor Led	Review the dynamics of race, types of racism, racial fatigue, the impact within people, systems, and organizations. Review video of original session -make available for new hires.
	Leading Change	ERG Leaders, Managers	1x	Instructor-lead	Accelerating support for DEI initiatives with leaders and stakeholders. Review accountability measures and tools for leadership.
Phase 5	Special Topics in DEI: LGBTQIA	All employees	Annually	Self-directed and Instructor Led	Deeper exploration for greater understanding. Host a panel. Choose a video series or book quarterly for members to review and discuss.
	Special Topics in DEI: Xenophobia Around the World	All employees	Annually	Self-directed and Instructor Led	Deeper exploration for greater understanding. Host a panel. Choose a video series or book quarterly for members to review and discuss.
	Special Topics in DEI: Inclusive Workplace	All employees	Quarterly	Self-directed and Instructor Led	Deeper exploration for greater understanding. Host a panel. Choose a video series or book quarterly for members to review and discuss.
	Special Topics in DEI: Equity and Access	All employees	As needed	Self-directed and Instructor Led	Deeper exploration for greater understanding. Host a panel. Choose a video series or book quarterly for members to review and discuss.



Assumptions:

For CHPA member companies who may already have programs in place or for companies who are interested in learning more to begin initiatives and community outreach.

Target Audiences:

The best practices and principles included in this section are targeting consumers and community leaders.

Topics:

1 Building Trust with Community Leaders

Building trust within communities is one of the fundamental principles of public health. The most effective way to achieve public health goals, especially the elimination of health disparities, is to actively engage those experiencing the problems in every aspect of addressing them. As it relates to diversity, equity and inclusion, community engagement means involving community members in all activities—from identifying the relevant issues and making decisions about how to address them, to evaluating and sharing the results with the community. These are key principles of community engagement and building trust to realize change together¹:

- Become knowledgeable about the community's culture, economic conditions, social networks, political and power structures, norms and values, demographic trends, history, and experience with efforts by outside groups to engage it in various programs. It is important to learn as much about the community as possible, through both data and meeting with community leaders.
- Seek commitment from community organizations and leaders to create processes for mobilizing the community. Engagement is based on community support. Positive change is more likely to occur when community members are an integral part of a program's development and implementation.
- Remember and accept that collective self-determination is the responsibility and right of all people in a community. No external entity should assume it can bestow on a community the power to act in its own self-interest. Just because an institution or organization introduces itself into the community does not mean that it is automatically becomes of the community.

An organization is of the community when it is controlled by individuals or groups who are members of the community.

- All aspects of community engagement must recognize and respect the diversity of the community. Awareness of the various cultures of a community and other factors affecting diversity must be paramount in planning, designing, and implementing approaches to engaging a community. Diversity may be related to economic, educational, employment, or health status as well as differences in culture, language, race, ethnicity, age, gender, sexual identity, mobility, literacy, or personal interests.
- Community engagement can only be sustained by identifying and mobilizing community assets and strengths and by developing the community's capacity and resources to make decisions and take action. Community members and institutions have strength and resources to bring about change and take action.
- Organizations that wish to engage a community as well as individuals seeking to effect change must be prepared to release control of actions or interventions to the community and be flexible enough to meet its changing needs. Engaging the community is ultimately about facilitating community-driven action.
- Community collaboration requires long-term commitment by the engaging organization and its partners. Community participation and mobilization need nurturing over the long term.

1b Partnering with Trusted Community-Based Coalitions

"...cross-sectoral leadership is essential to transforming the health of the public. ..One must not only take the time to understand the values of their partners, but also learn to speak their language."²



continued

Partners, specifically those with community-based coalitions, have proven to be effective in adapting and delivering breakthrough educational initiatives. These local coalition leaders have pre-established trust in their communities, as well as depth in understanding local influencers and channels to best reach specific populations. By partnering with national organizations with community-based coalitions – corporates can maximize reach in programming, while enabling necessary cultural relevance and adaptation at the local level to ensure education breaks through.

The J&J SEPA (Scientific Education & Patient Advocacy) team has seen success in this model on their **OTC Medicine Safety Program** (OTC Medication Safety Program: Start a Critical Conversation | Scholastic), which was designed to teach OTC medicine literacy to tweens who are beginning to self-treat with OTCs. The program lives as a set of modular educational components on Scholastic.com, which allows partner organizations such as CADCA, Safe Kids and NCL to deploy the program through their networks of community-based coalitions; local leaders within the coalitions then customize the program and messaging to address the unique needs of their local communities.

For example, one CADCA coalition leader in Virginia delivers the program in local Black churches – recognizing that the greatest healthcare influencer in the communities she serves is the church. Local leaders from NCL teach the program through 4H clubs in vulnerable rural areas, where >40% of student enrollment comes from low-income families. And local coalition leaders from Safe Kids even teach the program to immigrant families in hospitals using a translator, creating their own supplementary education materials to support comprehension.

By delivering the program through leaders who have earned trust in the community over time, the J&J SEPA team is able to reach and engage communities with critical educational programming more effectively.

There are several best practices to consider when developing new partnerships with organizations with community-based coalitions. For example:

Focus on building trusting and respectful relationships and structuring relationships for longevity:

Identify and approach partners with a long-term mindset.

- Recognize early years are about building trust and credibility.

Set the relationship up for success.

- Ideally, initiate conversation through introduction by mutual connection, either professional or personal.
- Be sure to bring the right people to the table, consider the representation within your own team, and ensure functional SMEs.

Listen, listen and listen some more.

- What do partners value? Where do they need help?
- Recognize the limits of your own bias, actively work to absorb insights like a sponge.

Seek the point of intersection between what they are trying to achieve, and you are trying to achieve; if there is no clear intersection, they may not be the right partner for you.

Deliver value to your partner, quickly.

- Be ready to contribute, with investment, donations, capabilities, etc. Expect that you will be asked to contribute annually once relationship has begun.

Once program is up and running, create repeatable success across coalitions through “best practice” sharing.

- Many organizations engage their community-based coalitions through webinars and resource-sharing sites; Once best practices in delivering the program are established, work with the partner to scale them – by creating and sharing educational webinars and “tip sheets” that clearly communicate these best practices to coalition leaders.



2 Addressing Health Disparities through Access and Education

What is an underserved community?

“The Department of Health and Human Services (HHS) characterizes underserved, vulnerable, and special needs populations as communities that include members of minority populations or individuals who have experienced health disparities.

- Latino populations · African American populations
- AI/AN populations · Refugees · Individuals with limited English proficiency (LEP) · Young adults and postsecondary graduating students who do not have coverage options through a parent's plan, a student plan, or an employer plan
- New mothers and women with children · Individuals with disabilities · Medicaid-eligible consumers who are not enrolled in coverage despite being eligible for Medicaid · Religious minorities”

A Resource: Serving Vulnerable and Underserved Populations (hhs.gov)

Members of ethnic and racial minority groups are not by definition “underserved” yet are disproportionately found within community groups.

Disparities in health status and access to health care that leave these populations worse off relative to others have been well documented by HHS over the last fifteen years.”³

The consumer healthcare products industry has an imperative to address health disparities and promote health equity and health literacy through access and education. CHPA is taking action in two core areas:

1. OTC Medicine Literacy Program in Underserved Communities

The American Medical Association states, “low health literacy (LHL) is more prevalent among vulnerable populations such as minorities, older adults, persons with lower education and persons with chronic disease. The implications of LHL are significant; health literacy is believed to be a stronger predictor of health outcomes than social or economic status, education, gender or age.”⁴

Some of the greatest disparities in health literacy occur among racial and ethnic minority groups from different cultural backgrounds and those who do not speak English as a first language. Given these significant gaps in health literacy and health equity, the CHPA Educational Foundation is

working to build a data-driven, community-based educational program to improve health literacy in diverse communities that can drive knowledge and awareness about how to safely choose and use consumer healthcare products. More information will be available in the coming months on collaborations and educational activations that could support safely using OTC medicines.

2. Providing access to products in underserved communities: CHPA Product Donation Program

CHPA is uniquely positioned to provide access to over-the-counter medicines and dietary supplements in nearly every category that can be donated and customized to the needs of individual, underserved communities. Our product donation initiative is an ongoing effort to support these communities.

To participate, please follow these steps:

1. Email donations@chpa.org for a list of deserving community and faith-based organizations that have requested to receive products. This list will include specific categories needed, suggested quantities, and shipment information.
2. CHPA will send you recommended language to include in your pallet(s) connecting your product donation to our industry's commitment to support underserved communities.
3. When relevant, we will recommend educational materials provided by the CHPA Educational Foundation to go with your shipment that convey important medicine safety messaging.
4. After shipping your products, please email donations@chpa.org to confirm the final quantity. We will then connect with the community recipient to ensure the shipment was received and gather any additional feedback to further strengthen our relationships and efforts.



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3 Ensure CHPA Member Advertising is Reflective of Diverse Communities

Advancing diversity and inclusion through multicultural marketing starts with connecting with consumers and building trust. Brands have an opportunity to make lasting connections by glean key insights that are relevant and resonant, with an emphasis on what unifies us and what makes us unique.⁶ Procter & Gamble's Chief Brand Officer Marc Pritchard makes it simple: "If you are not doing multicultural marketing today, then you're not doing marketing."

The demographics looks quite different than in years past.

The LGBTQ community has also emerged as a significant market segment of its own. According to a Gallup poll released in January 2017, some 10 million Americans identify themselves as LGBTQ, 4.6 percent of the population. For those born between 1980 and 2012, the number is closer to 7 percent.⁸

Self-Care Marketing Awards / Multicultural Marketing

To spotlight CHPA member companies who have embraced inclusive and multicultural marketing, the CHPA Educational Foundation added the *Multicultural & Inclusive Campaign of the Year*

to the Self-Care Marketing Awards line-up that is incorporated into the annual Gala. Judges look for multicultural and inclusive marketing campaigns that represent a diverse audience, which may include Hispanic, African American, Asian, LGBTQ+, and/or People with Disabilities. The campaign should authentically make the diverse audience feel seen, heard, and understood, building trust and relationships for future communication.

View the 2019 Census estimates⁷: U.S. Census Bureau QuickFacts: United States

There are many organizations that specialize in helping companies develop and assess their marketing programs to ensure they are reaching the right audiences in the appropriate way. Once such group, affiliated with The Association of National Advertisers (ANA), is The Alliance for Multicultural Marketing (AIMM). This non-profit serves as an industry-wide alliance representing the entire marketing ecosystem, and several CHPA members are active in the organization. AIMM's suggests the following key best practices to reflect inclusive and multicultural marketing:

For more information about the awards, visit chpa.org/marketingawards.

1 <https://www.health.state.mn.us/communities/practice/resources/chsadmin/community-relationships.html#:~:text=Go%20to%20the%20community%2C%20establish,is%20based%20on%20community%20support>

2 "Relationships, Relationships, Relationships": Promoting Population Health Collaboration Across State Government, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5895164/>

3 <https://aspe.hhs.gov/report/underserved-and-health-information-technology-issues-and-opportunities/why-focus-underserved>

4 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3640723/>

5 <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-health/interventions-resources/health-literacy>

6 <https://www.ana.net/content/show/id/aimm-home>

7 U.S. Census Bureau QuickFacts: United States

8 Gallup, In U.S., More Adults Identifying as LGBT, 2018

9 AIMM, THE CASE FOR CHANGE: MULTICULTURAL AND INCLUSIVE MARKETING AS A BUSINESS IMPERATIVE FOR LONG-TERM GROWTH



AIMM's FIVE-POINT PLAN

Size Up the Opportunity

Take a fresh look at the Multicultural consumer as a principal source of growth for your business. Conduct or refresh your organization's Multicultural market sizing research and make it as specific to your brand and/or product category as possible.

Invest in Metrics

Set goals for your team and track the performance of your Multicultural marketing efforts. Also, be sure to connect with your research partners and ensure you have the right data to measure Multicultural growth. If you don't have the insights and knowledge to do the work, hire specialized agencies that can help you deliver results.



For more information on AIMM visit anaaimm.net

Expand Diversity in Your Teams

Consider conducting a workforce diversity audit. Your organization may wish to update its action plan for diverse hiring and retention strategies as a key part of this process. Corporations should strive to mirror the communities they target. With the U.S. becoming increasingly diverse, this effort should begin as soon as possible.

Allocate the Right Spend

Be bold enough to make the investments you believe are needed to fully accomplish brand growth through proper and committed outreach to diverse consumers. This calls for a visit to the C-suite: align all diversity efforts with the organization's executive team and call for marketing budget allocations that are proportionate to the growth opportunity. Then be sure to execute your campaign with the smartest cultural and/or linguistic relevance, generated from research conducted by experts who fully understand the evolving consumer landscape.

Educate on the Value of Multicultural and Inclusive Marketing

Understanding the intricacies of segments and the importance of cultural intelligence to be relevant to your target, language preferences, and media platforms requires specialization, experience, and sensitivities. You don't have to be Multicultural to do Multicultural/inclusive marketing, but you do have to learn it — it's no different than learning digital marketing if you want to reach millennials.⁹

Develop Appropriate Multicultural Marketing

Finally, in-market execution has three key components: 1) develop the right insights that are appealing to your diverse target audience; 2) hire diverse talent across your marketing executions that reflect your multicultural approach; and, 3) represent multicultural communities appropriately in execution, avoiding stereotypes.



Directory of Internships

Organization	Financial Considerations (paid/unpaid)	Other Considerations	Contacts or Resources (3-5 links)
Consumer Healthcare Products Association	Paid	Generally summer months	jlobeck@chpa.org
INROADS - An international organization with over 28 offices serving nearly 2,000 Interns at over 200 companies.	Paid	Organization for Companies to partner with for hiring diverse students for internships	INROADS The network you need to go where you want.
GSK Internships & Co-ops	Paid	GSK offers intern and co-op opportunities across most divisions to undergraduates and graduates from a variety of academic backgrounds	Internships and co-ops GSK US About our programs GSK US
Gartner Group	Paid	Benchmarking & Insights information on Talent Acquisition Industry & Trends	Global Research and Advisory Company Gartner
ERE (Electronic Recruiting Exchange)		Talent Acquisition News, Insights, Research, Webinars & Conferences	ERE - The Industry Leader in Recruiting News and Insights
SourceCon		Resources for best practices in Sourcing talent, webinars, training & conferences	SourceCon - Sourcing News and Knowledge
Society for Human Resources Management (SHRM)	Paid - professional human resources membership association	Resource for all Human Resources Information/ tool/resources	Talent Acquisition (shrm.org)
Professional Diversity Network	Paid	Resource for connecting with diverse talent. Job posting site and resume database	Home Professional Diversity Network (prodivnet.com)
HBCU Connect (Historically Black Colleges & Universities Connect)	Paid	Largest network of students and alumni from Historically Black Colleges & Universities (HBCUs).	HBCU - Historically Black Colleges and Universities (hbcuconnect.com)
Professional Diversity Network		Diversity recruiting platform designed to match diverse talent with hiring employers; includes 8 affinity sites	Prodivnet.com or 888-281-9066



Education Programs

Organization or Program Name	Financial Considerations	Other Considerations	Contacts or Resources (3-5 links)
Welcome to Generation Z	No cost	24- page slide deck on generational diversity, focusing on Gen Z work- place behaviors, values and trends.	www2.deloitte.com
Mursion	Fee	Virtual Reality for diversity, equity and inclusion edu- cation and training	www.mursion.com





Diversity, Equity, Inclusion: Example Policies and Their Development

What should I include in our DEI Policy or Statement?

A DEI statement will ideally address how your values and experiences advance diversity, equity, and inclusion in your organization's work. One to two pages is common.

The University of Texas Faculty Innovation Center provides a useful description of four different topics to consider in preparing a policy statement.

- What do diversity, equity, and inclusion mean to the organization?
- How does the organization prioritize and value diversity, equity, and inclusion in its practices?
- How does the organization show commitment to diversity, equity, and inclusion?
- How does the organization envision this commitment will develop in the future?

An example DEI policy template, courtesy of SHRM, May 2021:

[Company name] is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and company's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique. [Company name's] diversity initiatives are applicable, but not limited, to our practices and policies on recruitment and selection; compensation and

Diversity, Equity, Inclusion: Glossary Resources

 Diversity Style Guide – Helping media professionals write with accuracy and authority

 [dib_glossary.pdf \(harvard.edu\)](#)

 [Glossary | Racial Equity Tools](#)

benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.

All employees of [Company name] have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events. All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfill this responsibility.

Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity policy and initiatives should seek assistance from a supervisor or an HR representative.



An example DEI policy, courtesy of the Consumer Healthcare Products Association, May 2021:

CHPA is committed to fostering, cultivating, and maintaining a culture of diversity, equity, and inclusion to make us better able to achieve our mission of empowering self-care by preserving and expanding choice and availability of consumer healthcare products. We are stronger as a team that welcomes diverse perspectives, experiences, and approaches.

CHPA recognizes that each employee can bring to work their unique life experiences, knowledge, ingenuity, innovation, self-expression, capabilities, and talent. We believe that our employees' differences including, but not limited to, age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, ability, political affiliation, race, religion, sexual orientation, socio-economic status and veteran status, enhance our culture, our reputation, and the association's achievements. Our commitment to excellence, integrity, teamwork, empowerment, and development leads CHPA to foster an inclusive culture with diverse people, thoughts, and systems that will ensure a productive, safe, welcoming, and successful environment for all.

CHPA seeks to acknowledge and dismantle any inequities within our policies, systems, and programs. This includes, but is not limited to, our practices and policies on recruitment, selection, onboarding, and retention; compensation and benefits; professional development and training; evaluations and promotions; social and recreational programs; and layoffs and terminations. The association will implement accountability systems to regularly identify areas for improvement. If an employee has concerns and/or questions about this policy, they are encouraged to seek out their supervisor and/or HR.



DEI principles can also be incorporated into a broader statement of purpose, values, and principles, as seen in this Procter & Gamble example:

Taken together, our Purpose, Values and Principles are the foundation for P&G's unique culture.

P&G's policies for business conduct flow from our Purpose, Values and Principles. Our policies are aspirational statements of the application of our Purpose, Values and Principles to broad, major issues and societal expectations. While P&G competes hard to achieve leadership and business success, the Company is concerned not only with results, but with how those results are achieved. We will never condone nor tolerate efforts or activities to achieve results through illegal or unethical dealings anywhere in the world.



Taken together, our Purpose, Values and Principles are the foundation for P&G's unique culture.

Throughout our history of over 181 years, our business has grown and changed while these elements have endured, and will continue to be passed down to generations of P&G people to come.

Our Purpose unifies us in a common cause and growth strategy of improving more consumers' lives in small but meaningful ways each day. It inspires P&G people to make a positive contribution every day.

Our Values reflect the behaviors that shape the tone of how we work with each other and with our partners.

And Our Principles articulate our unique approach to conducting work every day.

continued

P&G's PURPOSE

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders and the communities in which we live and work to prosper.

P&G's VALUES

Integrity

- We always try to do the right thing.
- We are honest and straightforward with each other.
- We operate within the letter and spirit of the law.
- We uphold the values and principles of P&G in every action and decision.
- We are data-based and intellectually honest in advocating proposals, including recognizing risks

Leadership

- We are all leaders in our area of responsibility, with a deep commitment to delivering leadership results.
- We have a clear vision of where we are going.
- We focus our resources to achieve leadership objectives and strategies.
- We develop the capability to deliver our strategies and eliminate organizational barriers.

Ownership

- We accept personal accountability to meet our business needs, improve our systems and help others improve their effectiveness.
- We all act like owners, treating the Company's assets as our own and behaving with the Company's long-term success in mind.

Passion for Winning



- We are determined to be the best at doing what matters most.
- We have a healthy dissatisfaction with the status quo.
- We have a compelling desire to improve and to win in the marketplace.

Trust

- We respect our P&G colleagues, customers and consumers, and treat them as we want to be treated.
- We have confidence in each other's capabilities and intentions.
- We believe that people work best when there is a foundation of trust.

P&G's PRINCIPLES

We Show Respect for All Individuals

- We believe that all individuals can and want to contribute to their fullest potential.
- We value differences.
- We inspire and enable people to achieve high expectations, standards and challenging goals.
- We are honest with people about their performance.

The Interests of the Company and the Individual Are Inseparable

- We believe that doing what is right for the business with integrity will lead to mutual success for both the Company and the individual.
- Our quest for mutual success ties us together.
- We encourage stock ownership and ownership behavior.



We Are Strategically Focused in Our Work

- We operate against clearly articulated and aligned objectives and strategies.
- We only do work and only ask for work that adds value to the business.
- We simplify, standardize and streamline our current work whenever possible.

Innovation is the Cornerstone of Our Success

- We place great value on big, new consumer innovations.
- We challenge convention and reinvent the way we do business to better win in the marketplace.

We Value Mastery

- We believe it is the responsibility of all individuals to continually develop themselves and others.
- We encourage and expect outstanding technical mastery and executional excellence.

We Seek to Be the Best

- We strive to be the best in all areas of strategic importance to the Company.
- We benchmark our performance rigorously versus the very best internally and externally.
- We learn from both our successes and our failures.

We Are Externally Focused

- We develop superior understanding of consumers and their needs.
- We create and deliver products, packaging, and concepts that build winning brand equities.
- We develop close, mutually productive relationships with our customers and our suppliers.
- We are good corporate citizens.
- We incorporate sustainability into our products, packaging and operations.

Mutual Interdependency is a Way of Life



- We work together with confidence and trust across business units, functions, categories and geographies.
- We take pride in results from reapplying others' ideas.
- We build superior relationships with all the parties who contribute to fulfilling our Corporate Purpose, including our customers and suppliers, universities and governments.

Other considerations:

Of course, as with any business policy, such policies must align with federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, transgender status, and sexual orientation), national origin, age (40 or older), disability or genetic information; U.S. Equal Employment Opportunity Commission regulations, Commission decisions, and other authoritative statements of EEOC policy; and any related federal, state, or local requirements.



See, for instance, www.eeoc.gov/laws-guidance-0

dei-policy-examples-June2021v1



DEI Board Steering Committee Objectives

Education and Training

To generate a best practice framework for companies' DEI programs with a focus on educational programs and training.

Initiatives and Community Outreach

To build trust with community leaders, address health disparities through access & education, and ensure that CHPA Member company advertising is reflective of diverse communities.

NextGen Consumer Healthcare Leaders

To increase awareness and representation and support a pipeline of diverse talent in our industry, with a specific focus around recruitment, retention, development, and mentorship.

Policy

To provide resources and tools to assist companies interested in establishing or advancing internal policies, procedures, and best practices designed to promote an inclusive work environment.

DEI Steering Committee

MEMBERS

- **Martha Arias**, Vice President, Human Resources, Hyland's, Inc.
- **Erin Bonovetz**, Senior Vice President, OTC Business, Perrigo Company
- **Jay Borneman**, Chairman & CEO, Hyland's, Inc.
- **Haven Cockerham**, Head of Allergy & U.S. Business Development Lead, Sanofi Consumer Healthcare
- **James Ely**, Managing Director, Zarbee's Naturals, Johnson & Johnson Consumer Health
- **Scott Emerson**, Partner, DSE Healthcare Solutions, LLC
- **Sarita Finnie**, Vice President, Integrated Shopper Marketing, Bayer Consumer Health
- **Paul Gama**, President, Personal Health Care, The Procter & Gamble Company
- **Noel Geoffroy**, North America Head of the Consumer Healthcare Business Unit, Sanofi Consumer Healthcare
- **Michelle Wang Goodridge**, President, U.S. Self-Care, Johnson & Johnson Consumer, Inc.
- **Nia Lewis**, Business Partner, North America DE&I, Colgate-Palmolive
- **Kolene Miller**, Head of Global Diversity & Inclusion, Perrigo Company
- **Michele Muhammad**, Chief Sales and Marketing Officer, DSE Healthcare Solutions, LLC
- **Lisa Paley**, General Manager, U.S. & Puerto Rico, GSK Consumer Healthcare



- **Liz Pandya**, Team Lead, Scientific Education & Patient Advocacy, Johnson & Johnson Consumer, Inc.
- **Regina Shipman**, Director, Global Health Care Systems, The Procter & Gamble Company
- **Edgar Soares**, Colgate Oral Pharmaceuticals, Colgate-Palmolive
- **Barry Reichgott**, General Manager, Colgate Oral Pharmaceuticals, Colgate-Palmolive
- **Dave Tomasi**, Chief Commercial Officer, Bayer Consumer Health, North America
- **Mariama Boney**, President & CEO, Achieve More LLC – Consultant

CHPA STAFF

- **Beth Allgaier**, Senior Vice President, Business Development & Industry Relations
- **Anita Brikman**, Senior Vice President, Communications & Public Affairs, and Exec. Dir, Educational Foundation
- **Marcia Howard**, Ph.D., CAE, Vice President, Regulatory & Scientific Affairs
- **Marina Karp**, Director, Health Policy
- **Barb Kochanowski**, Ph.D., Senior Vice President, Regulatory & Scientific Affairs – Staff Liaison
- **Jonny Lobeck**, Senior Manager, Human Resources & Operations
- **Shanae McFadden**, Senior Manager, Meetings & E-Learning
- **Scott Melville**, President & CEO
- **Mary Leonard**, Managing Director, CHPA Educational Foundation
- **David Spangler**, Senior Vice President, Legal, Govt. Affairs & Policy

SUBCOMMITTEES (AND COLOR KEY)

● **Education and Training:**

This subcommittee will generate educational programs, training, and resources to enhance our understanding of inclusion, diversity, equity, and acceptance.

● **Initiatives and Community Outreach:**

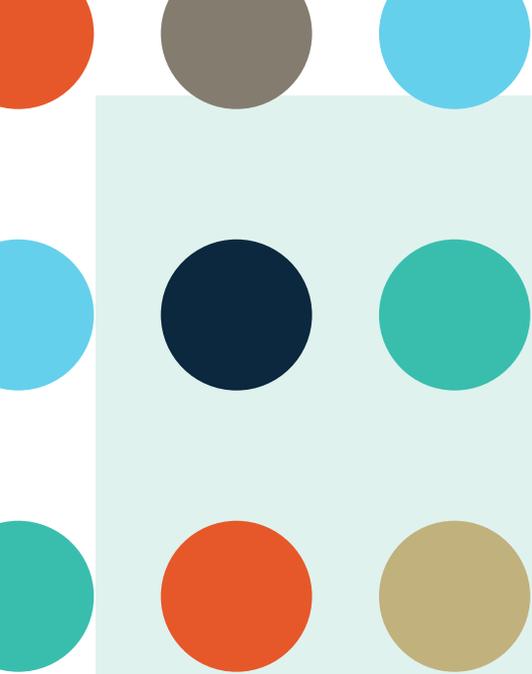
This subcommittee will serve marginalized and underserved communities and focus on a variety of topics, including access to affordable healthcare. Moreover, it will be actively involved in our local communities, including cultural events, education, and volunteer opportunities.

● **NextGen Leaders Program:**

This subcommittee will establish mentorship, internship, and career opportunities for middle, high school, and college students living in marginalized and underserved communities.

● **Policy:**

This subcommittee will assess, promote, and create new best practices, policies, and procedures that are fair, equitable, inclusive, and sensitive for all protected classes in our workplaces.



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