Integrating Diversity and Inclusion (D&I) into the DNA of CNA

**Work Force Diversity**

- Outreach and Recruitment
  - Targeted outreach and recruitment approach
  - Diversity College and University engagement
  - Train and develop all involved on bias-free recruiting, interviewing and selections
  - Internship program as a pipeline
  - Job postings with inclusive language

- Fair and Equitable Treatment (for Employment and Advancement)
  - Identify and remove barriers to level playing field
  - Diverse, representative screeners and decision makers in selection process
  - Broadly advertise opportunities within CNA
  - Periodic email unconscious bias challenges

- Diversity Goals
  - “What gets measured gets done”
  - Establish realistic, achievable and relevant goals to drive accountability, change and results

**Workplace Inclusion**

- Workplace Culture
  - Promote transparency, collaboration, trust, equity and fairness
  - Conduct annual employee culture survey to identify gaps and measure progress
  - Broadly communicate internal career advancement opportunities and processes

- Employee Engagement
  - Continuous Learning
    - Promote safe spaces and environments to discuss workplace issues including gender, ethnicity, race, gender identity and unconscious bias
    - Live and on-line D&I training for all employees, including bias training
    - Collaboration Corner to provide books, articles, and resources
    - Engage staff with a variety of perspectives on D&I

**Leadership**

- Business Metrics
  - Incorporate D&I into key business success metrics and leaders’ performance factors and incentives
  - Provide workforce analytics through a D&I dashboard for oversight by leadership

- Communication
  - Coordinated and consistent communication strategy
    - Intranet and newsletter
    - Identify potential topics for internal publication
    - Employ diverse range of images in publications
  - Broadly advertise CNA’s Commitment to D&I via Corporate Statement, EEO, and Non-Discrimination policies
  - Publish annual workforce analytics

**Our Commitment to Diversity and Inclusion**

CNA is committed to building and sustaining a diverse and inclusive workforce and environment.

Employees with differing point of view, frame of reference, and broad ranges of life experience bring an energy and unique advantage that is essential to delivering on our mission.

At CNA, we believe diversity and inclusion reflect the world in which we live. It creates a dynamic work environment that fosters trust, innovation, and excellence, while providing an atmosphere where every employee feels respected, motivated, and empowered to perform at a peak level.