



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

Work Force Diversity

Workplace Inclusion

Outreach and Recruitment

- Targeted outreach and recruitment approach
- Diversify 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 get's measured get's done"
- Establish realistic, achievable and relevant goals to drive accountability, change and results

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 workspace 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

Leader Ownership

- Strengthen leader engagement, promote accountability and ownership of D&I
- Provide education, training, and best practices to expand awareness
- Encourage leaders to demonstrate their commitment, build trust, gain new perspectives, lead difficult conversations related to D&I with employees, and lead by example

A Diverse and Inclusive Workforce and Working Environment

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.

Personal Goals

- Encourage managerial support and participation
- Promote Employee Ownership Groups and D&I Working Groups
- Celebrate the diverse backgrounds of all employees