



# **DRIVING HISPANIC INCLUSION**

## **IN CORPORATE AMERICA**

**A**fter more than 37 years promoting Hispanic diversity, equity and inclusion (DEI), the Hispanic Association on Corporate Responsibility (HACR) is generating serious momentum that matches and anticipates the explosion of Hispanics in the US population. The focus remains HACR's four performance pillars—governance, employment, procurement and philanthropy.

▶ In the next 25 years, Hispanics are expected to represent 1/3 of the population, nearly outpacing the growth rate and numbers of all other underrepresented groups combined. ▶

by JUDITH L. TURNOCK

# The Compelling Case For Hispanic DEI In Business Strategy



**Cid Wilson**, HACR President and CEO, arrives to ring the NASDAQ bell, October 7, 2022.

**HACR leadership is forging the path for generations of future Hispanics to play leading roles across the US workforce.**

Census data show Hispanics already represent 19% of the population, outpacing the numbers of all other underrepresented groups.

In the next 25 years, Hispanics are expected to represent 1/3 of the population, nearly outpacing the growth rate and numbers of all other underrepresented groups combined. Corporate leaders are paying attention, recognizing business opportunity and value within the US and globally.

HACR leadership is forging the path for generations of future Hispanics to play leading roles across the US workforce. In planning its next decades, HACR is continuing to concentrate on best practices and developing longer-term strategies that can transform national and global challenges today into future business advantages for the workforce of the future.

## Disappointing Statistics at the Top

The *Missing Pieces Report: A board diversity census of women and racial and ethnic groups on Fortune 500 boards, 7<sup>th</sup> edition*, released June 15, 2023, reveals again that change at the top is grudgingly slow. The *Report*, published by the Alliance for Board Diversity (ABD)—a collaboration among HACR, Catalyst, The ELC (The Executive Leadership Council), LEAP (Leadership Education for Asian Pacifics), with advisory member Diversified Search Group—and Deloitte, finds seats held by Hispanics increased only 4.7% (14 new seats) since 2020, the lowest percentage increase of underrepresented groups. The total number of board seats held by Hispanics is also the lowest, just 273.

Though members of all underrepresented groups face struggles, the road for Hispanics is demonstrably longer; the largest group has barely reached the agendas of corporate boards. As the *Report*

declares, “at the current pace, it would take more than two decades for Fortune 500 board representation to match the current level of representation of individuals from underrepresented racial and ethnic groups in the population.” And of course, US Census projections show that those groups will all increase their representation in the population as a whole. Hispanics should command corporate attention.

**Brand loyalty is much easier to build among the young,” explains HACR President and CEO Cid Wilson, “and that’s what the US Hispanic population is.**

## Opportunity: Market Share

Census data make compelling arguments for Hispanic DEI across the corporate landscape. Consider market share. “Brand loyalty is much easier to build among the young,” explains HACR President and CEO Cid Wilson, “and that’s what the US Hispanic population is. The mode Hispanic age—the age with the largest number of Hispanics—is 11, not yet in any target market. The average age of Hispanics—28—is a huge opportunity, since the average age of whites is 58.” Hispanic buying power is already \$2.5 trillion, more than 1/6 of total US buying power, and their consumption will only rise. Their significant years as earners and consumers are in front of them, and there is a decreasing number of younger whites to replace the older ones.





HACR President and CEO, **Cid Wilson**, right, interviews **Pilar Ramos**, General Counsel & Corporate Secretary at TelevisaUnivision, Inc., during the 2022 HACR Symposium: *The Power of Hispanic Inclusion™* in Los Angeles.

Integrating Hispanics into every aspect of corporate business strategy is in every corporation's economic interest.

#### Opportunity: The Voice of the CEO

It is the CEO who must own DEI, through words and actions, including the design of the corporate structure. The CEO speaks often—publicly, in meetings, among his executive team, with every one-on-one conversation at work and in regular written communications. The intention to prioritize DEI must be made clear to all, directly from the top. Having a Chief Diversity Officer who reports directly to the CEO sends the critical message: "When the CDO reports directly to the CEO, DEI becomes an enterprise strategy," explains Wilson, "because everyone feels the same level of commitment and obligation."

#### Opportunity: Executive Sponsorship

"The CEO has to recognize that no one reaches the C-suite without executive sponsorship," observes Wilson. "We see progress from hiring up through the mid manager level, but sponsorships at the upper levels remain alarmingly low." HACR leadership training programs focus

on those at the mid-manager level and above, so "our folks are ready for executive sponsorship." When the CEO requires sponsorship of Hispanic talent at all levels of the organization, including by the board and among the executive team members, "change begins," concludes Wilson. "That message is our key strategy."

#### **Davos...could be a DEI opportunity," Wilson realized, "but it is overlooked by CEOs and their teams**

#### Opportunity: DEI at CEO Gatherings

About five years ago, Wilson decided to show up at one of the most prestigious CEO gatherings, the World Economic Forum in Davos. "This could be a DEI opportunity," Wilson realized, "but it is overlooked by CEOs and their teams, even within the diversity and inclusion movement." Davos indeed provided for direct and informal conversations with CEOs and other C-suite executives, and, Wilson reports, "we discussed the importance of

Latino and African American inclusion at these elite gatherings." Wilson has continued attending Davos with his team and has added similar gatherings at Aspen, Colorado, for the Aspen Ideas Festival, and Rancho Palos Verdes, California, for Code Conference.

#### **Economists uniformly favor immigration—and history always proves their conclusions**

#### Opportunity: Recognize and Act in Support of Strategies Beyond a Narrow Focus on the Quarterly Bottom Line

The slow pace of change at the top of corporations only highlights the challenges ahead for all Hispanics as well as all other underrepresented groups. Unless the structural barriers they face—like inferior education—are dismantled, many will continue to be excluded. HACR recognizes longer-term strategies that could improve the odds of success.

#### Support for Immigration Reform

Immigration reform is a difficult issue in the United States today, so divisive that most policy makers and elected politicians have been unable and/or unwilling to take even incremental steps. Immigration is not a new controversy in the US, or in most other countries, for that matter. Economists uniformly favor immigration—and history always proves their conclusions—yet every turn of that wheel, over decades and even centuries, creates the same fierce political backlash. Explains Wilson, "There's always been an element that says, 'That's enough. No more' even though we are a nation of immigrants!" Today, Hispanics, whether newcomers or already citizens, are squarely in those crosshairs.

But what are the workforce needs of US corporations, now and in future generations? Even today, immigrants are needed to fill jobs that Americans do not want, and that imbalance will most likely increase. Immigration reform could ease many of those concerns. Working-age people the world over look to the US as the land of opportu-



(left) Attendees of the 2023 HACR Latina Empow(h)er Summit™ in Scottsdale, AZ

nity. If they have an easier path to citizenship and can bring their immediate families, their children can grow up with better educations, ready to fill workforce needs.

#### Support for Equitable Access to Quality College Education

Both public and private universities are no longer able to use "underrepresentation

based on race" as a factor in student admission decisions, declared the US Supreme Court in *Students for Fair Admissions v. Harvard* in June. This decision immediately limits the opportunity—primarily for Black and Hispanic students—to gain admission to the schools that have traditionally opened doors to top employment opportunities.

The Supreme Court's same-day decision, *Biden v. Nebraska*, blocking the President's college debt forgiveness program, further complicates the decision to take advantage of admission, if offered. Scholarship funds now available at many schools and Pell grants may not be enough; prospective college debt therefore has a chilling effect. The need to redirect policies to benefit all is compelling. "We urge corporate leaders to remain steadfast in their dedication to fostering equitable opportunities for all individuals," declares HACR Board Chair Ramiro

(continued on page 6) ►

## At RTX, Hispanic Inclusion Starts With Authenticity

**Gustavo Delcampo** likes to express himself when he talks. Big hand gestures. Wide-open eyes. A bit of Spanish dropped in here and there—then restated in English without missing a beat. His speaking style, he said, reflects his Mexican heritage. But it's also a trait he's toned down at times—especially early in his career—worried he might come across as unprofessional.

Redefining what professional looks like across cultures is one of the reasons he volunteered to co-lead **RTX HOLA**, **RTX's** employee resource group (ERG) for Hispanic and Latino employees and allies.

For Delcampo, showing Hispanic employees how they can rise to more senior positions is one of the group's most important functions. It's also a way to redefine what leadership and professionalism look like—right down to the way people use words and gestures.

"Our employee resource groups are an incredible piece of our strategy and a way to create a stronger, more inclusive culture," said **Shanda Hinton**, the company's chief diversity officer. "Our ERG leaders are truly making an impact at

**RTX** and in the communities where we live and work."

ERGs are an important element of the company's four pillars for action—workforce diversity, community engagement, public policy and supplier diversity—to support Diversity, Equity & Inclusion. For example, in addition to the company's ERGs, other actions that support this strategy and help advance Hispanic inclusion at **RTX** are:

- Sponsorship of STEM academies at underserved high schools, including two in Puerto Rico, through the organization NAF.
- A fellowship program in partnership with the Congressional Hispanic Caucus Institute.
- Equipando Padres, a program run through the Society of Hispanic Professional Engineers that provides parents with knowledge and resources to support first-generation college students.

With focused talent and community investments, **RTX** is working to drive multi-generational impact and change.



**Gustavo Delcampo**  
RTX HOLA ERG  
Chair



**Shanda Hinton**  
Chief Diversity  
Officer





# Powering innovation

From diversity, strength. The more diverse we are as a company, the stronger, smarter and more innovative we become. We're proud of the ways we're enabling our Hispanic suppliers, employees and partners to empower our future – and theirs.

Learn more at [rtx.com/diversity](https://rtx.com/diversity)



COLLINS AEROSPACE | PRATT & WHITNEY | RAYTHEON

© 2023 Raytheon Technologies Corporation. All rights reserved.



(left) Attendees of the 2022 HACR Leadership Pipeline Program™, for rising corporate leaders, find a free moment to pose at the event photo booth in Miami.

tinuing through the C-suite and the board.

Since 2007, the unique **HACR Young Hispanic Corporate Achievers™** program has annually provided up to 80

select high-potentials aged 25-40—nominated by their corporations—with an intensive three-month leadership development, education and training program focused on corporate diversity, professional leadership advancement and community engagement. To date, almost 500 graduates have advanced in their careers and serve as role models for corporate colleagues and their communities.

The **HACR Leadership Pipeline Program™** is an annual two-and-a-half-day conference

for corporate managers and junior executives who aspire to executive, C-suite and board membership service. Preparation for advancement is provided through sessions on topics such as corporate governance, management and talent development, all led by subject matter experts, thought leaders, and Hispanic executives and board members. The event, held in October, also offers continuous opportunities to form bonds with peers and presenters.

At the **HACR Executive Programs**, an annual two-and-a-half-day conference, Hispanics across industries connect with those who share professional and cultural identity. The event features expert content and networking sessions. Authenticity and professional expertise are the goals.

HACR celebrates the broad range of Hispanic personal experiences with an expanding series of **webinars** covering discreet but pertinent issues such as how to **Empow(h)er™ Latinas** and empower LG-BTQ+ and Afro-Latinx identities. The goal is

(continued on page 9) ►

## Transforming an Industry, Building Opportunity

The tobacco industry is changing for the better and Altria is more than an agent for change. Our future is about innovation, harm reduction, and informed consumer choice, and our companies are leading the way in moving adult smokers away from cigarettes. By taking action to transition millions toward potentially less harmful choices, we are taking bold steps to innovate a global industry that is hundreds of years old. Innovation requires trust. To build that trust, you need to have respect and you need to have a shared commitment.

Across our company—spanning corporate leadership, branding, manufacturing, science, and sales—our Hispanic community is integral to our success. To help us better understand and connect with our adult tobacco consumers, suppliers, and each other, our Employee Resource Groups bring together people with shared characteristics or life experiences. Our ERGs help us benefit from our diversity and become more inclusive.

Work at Altria is meaningful and full of opportunities for career growth. Almost a decade ago, we launched Si! to influence

business and organizational decisions for our Hispanic employees to thrive at Altria. By providing mentorship, leadership guidance, and cultivation, we ensure that our personal and cultural connections aren't checked at the door. These bonds help keep communities strong, and they also help us forge relationships with other unique groups.

With additional programs like HoLA, the Hispanic Manager Sponsorship Program, and Your Career, Your Journey (Tu Viaje Series), our goal is a holistic selection of learning and support opportunities, no matter where you are in your career. Everyone has a different story to tell, and it's important to share those stories so we can lead our industry together.

At Altria, we value life experiences, cultural backgrounds, and our different heritages. By creating more ways to highlight our Hispanic leadership, expand growth initiatives, and build our support networks, we can create change for our industry that goes beyond expectations. We invite you to connect with our community and share your voice with us. There is so much we can learn from each other.

[careers.altria.com](http://careers.altria.com) © Altria Group, Inc. 2023

"Si! has enriched my career at Altria by broadening the impact I make outside of my day job. I've had the opportunity to volunteer in the local Richmond community, collaborate on an agile team improving the Hispanic experience at Altria and pay it forward by supporting others in their career journey, like so many did for me. It makes my job that much more rewarding."

**Sara Colunga Quigley**  
Senior Brand Director  
NJOY





# Together We Lead. Together We Change.



## Community and connections mean everything at Altria.

Our ability to compete and succeed is directly tied to our people's own success and personal growth.

Altria's Hispanic community is diverse. We've created an ecosystem of support from our sponsor and mentorship programs to professional training and development, allowing unique opportunities for leadership and networking that strengthen us all.

Success happens together at Altria.



Sí! is Altria's Hispanic Employee Resource Group (ERG) created to inspire and elevate our Hispanic talent professionally and beyond. By celebrating and understanding Altria's employee communities, we aim to grow and streamline new opportunities. Hispanic cultural and social events create shared experiences and chances for new connections, while our community events help us navigate new skills and professional paths. Altria's Executive Hispanic Caucus was established to support and advise Sí! Leadership as well as provide guidance around talent engagement and advocacy.

## HoLA

Altria is committed to helping all new talent find a smooth and supportive start to their careers. Our four-month Hispanic Leadership Academy (HoLA) program welcomes new and junior Hispanic employees through professional development, cultural reflection, and industry knowledge to give them a head start toward leadership and well-grounded careers.



Altria's employees are critical to our long-term success. Every individual has a unique story, and a different perspective and ideas for how we will achieve our Vision. We recognize the power of this diversity and how the full inclusion of Hispanic diversity and identity makes us a stronger, more creative and innovative company."

**Michael Thorne-Begland**

Vice President & Chief  
Inclusion, Diversity and  
Equity Officer



Leaders across the country came together in June to congratulate our Hispanic Leadership Academy second cohort graduates and our third cohort participants.

# Developing and Marketing Products and Services Tailored to Latinos

## *A Holistic Approach to Servicing Latino Customers*



**PATTY JUAREZ**

Executive Vice President  
Head of Hispanic and Latino Affairs  
Wells Fargo & Company

EARLIER THIS YEAR WELLS FARGO CEO, Charlie Scharf, and members of the Operating committee asked me to head a new unit dedicated to

growing every aspect of our business among Latinos and focused on customers, colleagues and the Latino community as a whole. In essence, we aim to become an important financial partner to the Latino community and celebrate Hispanic Heritage Month all year long!

I am excited to support our teams in maintaining and increasing our relationships with Latino clients, suppliers and stakeholders, as well as managing partnerships with advocacy and non-profit organizations. I am thrilled to see so many Latinos utilize our innovative deposit and credit products and leverage our financial literacy and home buying programs.

Wells Fargo recently announced an investment of \$100 million to advance racial equity in homeownership by expanding our strategic partnerships, with the National Urban League and UnidosUS to broaden community outreach efforts to increase home ownership and help our communities achieve this important aspect of the American dream.

My family came from Mexico when I was 11 to realize their American dream, my first job was at McDonald's and I always hoped that one day I would become a banker. Now, over my 28 years at Wells Fargo, I get to uplift my community every day. I have my dream job! ■

## *Servicing Latino Account Holders*



**REBECA VARGAS**

Senior Vice President  
Head of Marketing for Diverse,  
Affluent, Student, and Emerging Segments,  
Wells Fargo & Company

WELLS FARGO'S COMMITMENT TO HELP diverse customers achieve their financial dreams is also personal for me.

I was born and raised in Mexico, so I am passionate about the work that my team and I do because it impacts lives and promotes the advancement of my community in the US. Through our Banking Inclusion Initiative, we are contributing to bank the millions of Black and Latinos who do not have a bank account. We accept alternative forms of identification for account opening, and we offer service in Spanish through our branches, ATMs, website, mobile banking, account opening documents, and statements.

I am proud of our advertising in Spanish. In 2021 we launched *Juntos, Vamos Con Todo* as our brand positioning across all communications in-language. Our advertising across all media

(including TV, radio, and digital) is authentic, unique, and culturally relevant, based on Latino consumer insights.

Additionally, we have also created products particularly relevant to Latinos. We launched the *Mi Cultura* collection of debit card designs inspired in our pride for our Latino cultural heritage. Similarly, as the official bank of the Men and Women's Mexican National soccer team in the US, we also launched debit card designs with the logo of the team [www.wellsfargo.com/mitarjeta](http://www.wellsfargo.com/mitarjeta).

As a Latina senior banking executive, my goal is to continue to develop and market products and services that empower my community—now and in the future. ■





(left) The HACR team rings the Nasdaq closing bell on October 7, 2022.

to welcome in all Hispanics as a valued part of the whole, to foster belonging.

#### HACR Continuing Thought Leadership

The **HACR Symposium: The Power of Hispanic Inclusion™** happens each year during Hispanic Heritage Month. The event is a two-and-a-half-day conference for human resources and DEI professionals with content on best practices and cutting-edge strategies for Hispanic inclusion. The event features a CEO Roundtable and high-impact thought

leadership on trends and best practices for building the workforce of the future.

The **Inaugural HACR Inclusión Gala** promises to be a night to remember, this year in New York City in the heart of Times Square, October 11. This festive and unique opportunity to connect with a broad range of leaders devoted to a more diverse and inclusive world follows the Symposium. Enjoy delicious cuisine, entertainment, honorees and conversations not to be found anywhere else, especially about how to drive organizational change.

The annual **HACR Corporate Inclusion Index™ (CII)** surveys a growing number of corporations to benchmark, measure outcomes and create a roadmap for improving their DEI efforts. The CII reports progress and opportunities for improving results in governance, employment, procurement and philanthropy, HACR's four performance pil-

**DEI is America's promise, realized much better today than it was in the beginning, almost 250 years ago.**

lars. The 2023 HACR CII will be released in October.

DEI is America's promise, realized much better today than it was in the beginning, almost 250 years ago. Serious challenges to DEI now cloud much of that promise, pushing backward. Every underrepresented group—and their allies—must pull together to protect progress so far and continue it. Declares Wilson: "No one group can succeed alone. We can only create enduring change if we are united."

Visit [www.hacr.org](http://www.hacr.org) for a wealth of information, including copies of the 2022 CII and the 2023 CII as soon as it is released.

## Advancing Racial Equity Through Latino Homeownership



#### VALERIA ESPARZA-CHAVEZ

Vice President  
Head of Home Lending  
Hispanic Segment  
Wells Fargo & Company

I AM THE PROUD DAUGHTER OF immigrants who brought me to the US when I was 9 months old. My dad often said, "we come to this nation to succeed." For my parents that meant providing their children with

educational opportunities they never had—and a home to call our own. Homeownership enabled my family to set roots in a safe neighborhood and helped me and my four siblings to become college graduates and business owners.

Wells Fargo's commitment to DE&I and community engagement keeps me excited to come to work every day to help meet the financial needs of our customers and historically underserved communities. The data informs us that the near-future homeownership growth will be driven primarily by the Latino community. Thus, serving Latinos isn't just good for Latino families, it's critical to our bottom line.

As the largest bank lender to Black and Hispanic families for the last decade, Wells Fargo is deeply com-

mitted to advancing racial equity in homeownership. We've transformed our Home Lending business with a focus on serving historically marginalized consumers. We're also expanding our programs to reach more customers in underserved communities by leveraging our partnerships with UnidosUS—as the anchor funder of their new HOME initiative—and other strategic organizations to help make homeownership accessible to all Americans. My father understood the importance of homeownership, and so does Wells Fargo. I'm proud to do my part to help more Latinos access homeownership, build generational wealth, and achieve the American dream. ■

[www.wellsfargo.com](http://www.wellsfargo.com)

**WELLS  
FARGO**