

# **Inclusion, Diversity, Equity & Access (IDEA)**

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**A RESOURCE TO HELP ORGANIZATIONS MOVE FORWARD**



# IDEA - Inclusion, Diversity, Equity & Access



## LET'S GROW TOGETHER



**Rural Dynamics**  
A GreenPath™ company.



**HOMEOWNERSHIP  
PRESERVATION FOUNDATION**  
A GreenPath™ company.



**CLARIFI**®  
lifelong financial literacy

## Acknowledgments

GreenPath wishes to thank Capital One for investing in this initiative. This whitepaper was supported by a grant from Capital One. Our goal is to share insights that will help other organizations advance their own inclusion, diversity, equity, and access initiatives.



GreenPath would also like to thank Driven to Succeed, LLC for their invaluable assistance with capturing these insights and writing this publication.



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# Introduction from CEO

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Welcome to our journey to advance Inclusion, Diversity, Equity, and Access (IDEA)! I hope our learnings and insights provide you with ideas, inspiration, and best practices to advance your organization's own IDEA initiative.

GreenPath Financial Wellness is committed to driving change, fostering an inclusive culture, removing barriers, and ensuring accountability in order to fulfill our mission. Our leadership team and employee-led IDEA groups are working together to create and sustain a culture of continuous improvement in overcoming systemic barriers and unconscious bias. This has culminated in a comprehensive IDEA initiative that has been integrated into GreenPath's overall strategic plan.

At GreenPath Financial Wellness, we've been on a cultural journey to infuse human-centered design thinking into our DNA through training and practice. Anchoring our work in human behavior ensures that ideas are effective in the real world, not just in theory. That's why Executive Sponsors and the Steering Committee engaged in a series of Town Halls to understand employees' perspectives regarding inclusion, diversity, equity, and access. This was coupled with a company-wide cultural competence survey to assess the level of readiness for this work.

This foundational work, with support from Capital One, led our team to establish six parallel workstreams to better meet the needs of employees, clients, partners, and communities:

- 1. Strategy Development**
- 2. Workforce Recruitment, Retention, and Development**
- 3. Workplace Diversity and Cultural Competency**
- 4. Market Research and Outreach**
- 5. Technology/Data Collection Enhancements**
- 6. Service Enhancements**

This whitepaper provides an overview of our activities, insights, and learnings, and recommendations for each of these topics so you can learn from our experiences. I am proud of all the team has accomplished in the past year. When we began this journey, we searched far and wide for best practices to help us get started. While there are tons of resources out there, we couldn't find anything with clear steps to take, templates to follow, suggested activities, or structure to manage this work. That's why we've included an appendix with concrete examples and tools. I hope you will be inspired by these examples and that they will help you to take steps forward with your organization. And I am always happy to talk with anyone who wants to learn more.

It's been said that the journey of a thousand miles begins with a single step. As you reflect on GreenPath's journey, I encourage you to reflect and identify at least one action step you can take to help advance IDEA at your organization. No matter where your organization is on its IDEA journey, know that every step towards inclusion, diversity, equity, and access will lead to a better world for all.

Warmest regards,  
**Kristen Holt,**  
*CEO, GreenPath Financial Wellness*

# Introduction to the IDEA Initiative

I

## Inclusion



Inclusion is a culture where people with different identities are welcomed, valued, and have a sense of belonging.

Everyone's voice is heard, views are considered, and insights are used to create positive and equitable outcomes

D

## Diversity



Recognition, appreciation, and acceptance for the differences, similarities, and uniqueness of individuals.

Diversity is broad in scope and includes a mixture of, but not limited to, race, ethnicity, sexual orientation, socioeconomic status, age, gender, gender identity, religious beliefs, political beliefs, experiences, and other ideologies.

E

## Equity



Equity is the outcome of an approach to provide fair and unbiased availability of opportunities.

It is impartial and free from systematic discrimination.

A

## Access



Access is the act of intentionally removing barriers to create equity and inclusion

Inclusion, diversity, equity, and access are essential to create and sustain a respectful, inclusive, and empathetic culture where our employees are inspired to be their whole selves at work. Through this we will be better able to contribute toward the financial wellness of our clients and the diverse communities we serve.



*Our best IDEA yet!*

# The IDEA Goal

The IDEA Initiative includes five key strategic objectives in GreenPath's 2021 strategic plan:

**1**

**Improve diversity within employee promotions and workforce recruitment and retention.**

**2**

**Improve workplace diversity and cultural competency.**

**3**

**Build and/or improve systems needed for data collection and evaluation.**

**4**

**Enhance and expand service delivery to better serve underrepresented communities.**

**5**

**Expand marketing, education, and public relations to include IDEA messages and learning.**

GreenPath's Board of Directors is involved in the creation, evolution, and accountability of the IDEA strategy, both internally within the organization and externally within GreenPath's services. The Board approved the IDEA strategic plan and budget.

# The Why

## GreenPath's mission is to empower people to lead financially healthy lives —

– and they cannot do that without recognizing that many communities have been historically marginalized.

Black, Indigenous, and people of color (BIPOC) communities have suffered from decades of unequal access to financial services and discrimination in banking practices, including redlining that prevented wealth accumulation via homeownership. Today, homeownership rates for Blacks and Hispanics are 45 percent and 47 percent respectively, significantly lower than non-Hispanic Whites at 74 percent (US Census Bureau, 2021).<sup>1</sup>

According to Federal Reserve data, the unbanked and underbanked are more likely to have low income, less education, or be in a racial or ethnic minority group.<sup>2</sup> These are some of the same people who may have historically felt shut out of traditional banking, so they must rely on alternative financial products and services—such as payday loans, check cashing services, money orders, and pawn shop loans—to take care of their finances. They pay higher fees and interest rates.

The affordable housing crisis is contributing to rising economic inequality, housing insecurity, and homelessness.

Financial health scores for Blacks and Hispanics average 10 points less than whites on a 100-point scale (Financial Health Network, 2019).<sup>3</sup> The biggest disparities are in credit scores, which are not quickly fixed. Poor credit in these communities creates a profound gap in access to affordable credit and wealth-building loans like mortgages.

**Financial health scores for Blacks and Hispanics average 10 points less than whites on a 100-point scale**

*Financial Health Network, 2019*

Transgender people are twice as likely to live below the poverty line, and LGBTQ+ consumers are 20 percent more likely to struggle to maintain adequate savings (LGBTQ Money Survey, 2018).<sup>4</sup>

1. United States Census Bureau. (2021). Quarterly Residential Vacancies and Homeownership, Second Quarter 2021 (Release Number CB-21-108). <https://www.census.gov/housing/hvs/files/currenthvspress.pdf>
2. Board of Governors of the Federal Reserve System. (2021). Economic Well-Being of U.S. Households in 2020. <https://www.federalreserve.gov/publications/2021-economic-well-being-of-us-households-in-2020-banking-and-credit.htm>
3. Brockland, B., Garon, T., Dunn, A., Wilson, E., Celik, N. (2019). U.S. Financial Health Pulse: 2019 Trends Report. Financial Health Network. [https://s3.amazonaws.com/cfsi-innovation-files-2018/wpcontent/uploads/2019/12/16161507/2019-Pulse-Report-FINAL\\_1205.pdf](https://s3.amazonaws.com/cfsi-innovation-files-2018/wpcontent/uploads/2019/12/16161507/2019-Pulse-Report-FINAL_1205.pdf)
4. Akin, J. (2018, June 18). LGBTQ Money Survey: Attitudes, Challenges, and Opportunities. Experian. <https://www.experian.com/blogs/ask-experian/lgbtq-money-survey-attitudes-challenges-and-opportunities/>

## The Why (Cont.)

While employers have made strides to improve diversity in the workplace, we have much more to do.

Racial bias in the workplace is annually costing U.S. businesses \$54.1 billion in increased absenteeism, \$58.7 billion in lost productivity, and \$171.9 billion in turnover, according to research from the Society for Human Resource Management (SHRM).<sup>1</sup> Black employees are most at risk for experiencing bias, followed by Latino and Asian American employees.

Black workers are overrepresented in low-wage entry-level jobs and underrepresented in senior executive roles. In the U.S. private sector, Black workers make up 12 percent of the entry-level workforce and just 7 percent of the managerial workforce, according to McKinsey & Company.<sup>2</sup> If the current trajectory continues, McKinsey estimates that it could take 95 years before Black employees reach parity at all levels.

**46% of LGBTQ workers reported receiving unfair treatment at some point in their careers because of their sexual orientation or gender identity**

*UCLA, School of Law*

The University of California, Los Angeles, School of Law found that 46 percent of LGBTQ workers reported receiving unfair treatment at some point in their careers because of their sexual orientation or gender identity — including being passed over for a job, harassed at work, denied a promotion or raise, excluded from company events, denied additional hours, or fired.<sup>3</sup>

**Together — through their products, services, and employment practices — GreenPath has an opportunity to create a world in which all people truly have an equal opportunity to lead financially healthy lives.**

1. Society for Human Resource Management. (2021). Absenteeism, Productivity Loss, and Turnover: The Cost of Racial Injustice. [https://shrm.org/ResourcesAndTools/tools-and-samples/toolkits/Documents/TFAW21\\_CostOfInjustice.pdf?\\_ga=2.1449657.965762126.1634889777-1425343609.1634889775](https://shrm.org/ResourcesAndTools/tools-and-samples/toolkits/Documents/TFAW21_CostOfInjustice.pdf?_ga=2.1449657.965762126.1634889777-1425343609.1634889775)
2. Hancock, B., Williams, M., Manyika, J., Yee, L., Wong, J. (2021). Race in the Workplace: The Black Experience in the US Private Sector. McKinsey & Company Institute for Black Economic Mobility. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/race-in-the-workplace-the-black-experience-in-the-us-private-sector>
3. Sears, B., Mallory, C., Flores, A., Conron, K. (2021). LGBT People's Experiences of Workplace Discrimination and Harassment. UCLA School of Law Williams Institute. <https://williamsinstitute.law.ucla.edu/wp-content/uploads/Workplace-Discrimination-Sep-2021.pdf>



# Chapters





## CHAPTER 1

# Strategy Development

1

# Overview

## Strategy Development

**The GreenPath team created its Case for Change 3-year strategy, then socialized it throughout the organization with nearly 40 roadshows.**

## IDEA LONG-TERM STRATEGY

### Valued Partnerships

Expand access and ongoing services to meet the needs of underrepresented populations.



### Inclusive Work Culture

Create an inclusive culture where everyone feels welcomed, included, valued, heard, and supported.

### Equitable Systems, Practices & Processes

Improve policies, systems, practices, and services to cultivate equity and inclusion and remove organizational implicit bias.

### Skilled, Diverse, and Engaged Team

Attract, recruit, develop, engage, and retain a skilled, diverse, and engaged workforce.

## As GreenPath reimagedined its services and impact, the Board and Executive Team aligned on the several business reasons on the case for change in support of the IDEA initiative:

### Increased Access to Diverse Talent

Diverse experiences will enable better products and decisions and stronger performance. 67% of candidates seek out diverse companies (Glassdoor, 2014). In addition, diverse teams are 87% better decision-makers than individuals (US Bureau of Labor Statistics, 2017).

### Increased Retention

An inclusive culture will enable us to retain a diverse workforce. The average cost of replacing employees is 1.5 times their salary.<sup>1</sup> The reduction of turnover will directly impact GreenPath and affiliate's long-term financial resilience.

### Positive External Brand

People want to do business with companies that are progressive in this space. By sharing learnings and demonstrated successes we will be a visible IDEA leader within the financial services industry. "A study found that inclusive companies are 1.7 times more likely to be innovation leaders in their field. Furthermore, diverse companies are as much as 35% more likely to outperform their competitors" (Hunt & Prince, 2015).

### Client and Employee Connection

Through our diverse workforce, we will have the ability to connect with our clients. We will have a better understanding, ability to empathize with individual experiences, and ability to amplify the needs of our clients and our employees.

### Expanded Reach

Purposeful engagement will positively impact the financial resiliency of underserved communities. Research shows that 78% of respondents now believe that diversity and inclusion is a competitive advantage; 39% say it is a "significant" competitive advantage (Deloitte Global, 2017).

1. United States Census Bureau. (2021). Quarterly Residential Vacancies and Homeownership, Second Quarter 2021 (Release Gallup. (2016). Many Millennials Are Job-Hoppers -- But Not All. <https://www.gallup.com/workplace/236294/millennials-job-hoppers-not.aspx>

# Insights & Learnings

## Strategy Development



### Activities and Outcomes

GreenPath has implemented numerous strategies and tactics to champion the importance and value of equity within the workplace and within our work through the IDEA Initiative - Inclusion, Diversity, Equity, and Access. One of the first steps was to conduct a cultural competency survey to assess the level of readiness for IDEA work.

### Board and Executive Sponsorship

Engaging a diverse team of executives and cross-functional leaders to advance this initiative internally and externally has resulted in many activities and outcomes in the first year of this effort. Top-level executive leadership is key to success. The people running the organization must be champions, actively leading and demonstrating the importance of IDEA.

### Case for Change

To build trust among employees, IDEA is more than a one-time effort. The case for change is made and sustained over time through alignment, connection to the mission, repetition, and consistent action. IDEA must be integrated into the organization's strategic plan. Otherwise, momentum can suffer and employees may view IDEA as a temporary "flavor of the month."

# Recommendations

## Strategy Development



### Maintain Cross-Functional Engagement

Maintain cross-functional engagement and assign a project manager and/or an FTE dedicated to IDEA initiatives that will drive accountability, sustainability, and impact. IDEA should not be viewed as a Human Resources department initiative only.



### Create Goals & Evaluate Progress

Create goals with clear milestones, evaluate progress and learnings quarterly, and adjust as needed.



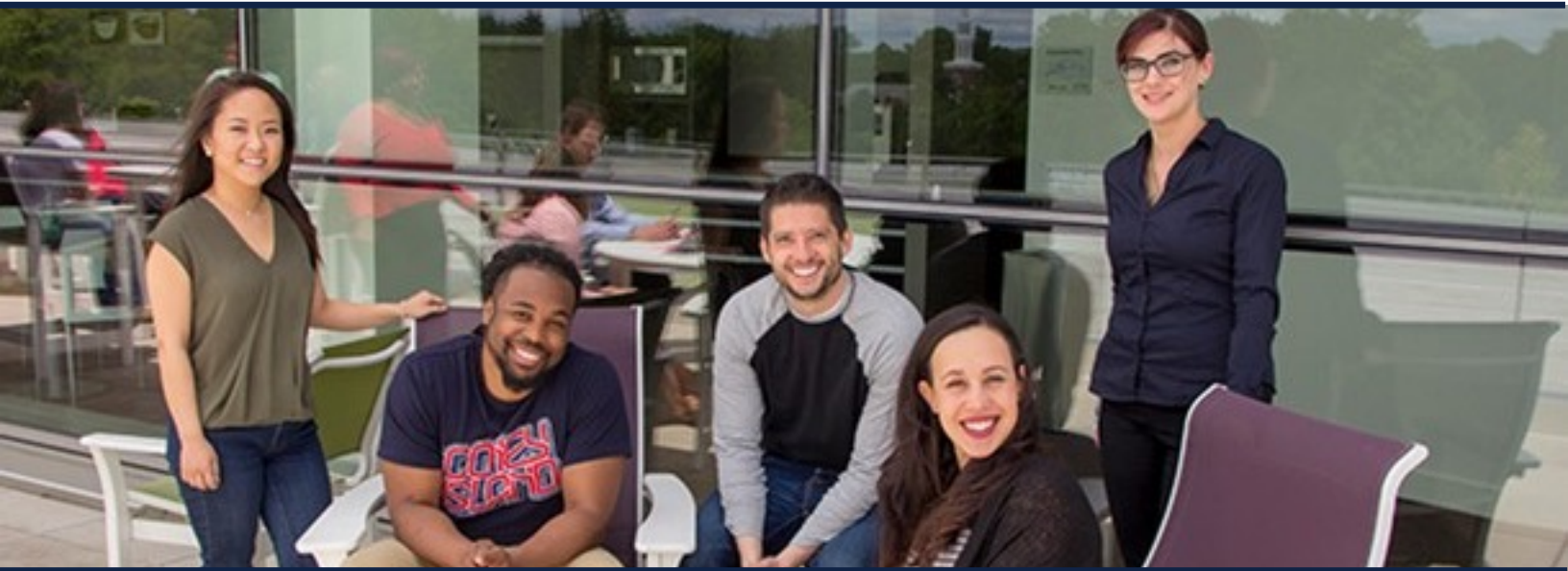
### Secure Executive and Board Support

Secure executive support to drive sustained organizational change.



### The Mission-Driven “Why”

Keep the mission-driven “why” front and center with employees, and share wins and learnings along the way to demonstrate progress and impact.





## CHAPTER 2

# Workforce Recruitment, Retention, and Development

2

“ I want to see someone who looks like me, who talks like me, and who shares my experience. ”

Insights from Detroit Voices Outreach

**Equity, diversity, and inclusion isn't a one-time project; it's a long-term commitment whose goal is to become part of the organizations' culture. GreenPath is committed to enhancing diversity through recruiting, retention, and development of employees.**

### To support this goal, GreenPath took several steps:

- Made structural changes to reinvigorate the IDEA Committee, including clarifying the role of senior leaders, establishing a steering committee, and soliciting employees to serve as co-chairs and members across GreenPath and its affiliate organizations.
- Secured DiversityFIRST™ certifications for three senior leaders.
- Initiated partnerships with the Michigan Diversity Council and Texas Diversity Council in geographic markets where GreenPath has a strong presence.
- Conducted Train the Trainer Diversity and Inclusion sessions, with follow-up employee training.
- Conducted empathy training to help contact center employees feel supported with protocol changes including asking clients for their race and ethnicity.
- Revised job descriptions with an updated EEO statement expanded to include gender identity and a variety of other diversity dimensions including but not limited to legally required protected categories.
- Connected with 180+ colleges and collegiate groups, 40 community organizations, and 60 job boards, all focused on various diversity dimensions (veterans, Latinx, Hispanic, African American, Differently Abled, Seniors, etc.) to increase the diversity of the candidate pools for all open positions.
- Ensured that all interview panels include diverse employee representation.



# Insights & Learnings

## Workforce Recruitment, Retention, and Development

**If you're just starting your organizational journey, and you aren't sure where to start, know that you are not alone. There is no one right way to begin this journey, and it really depends on the needs of your workforce and your clients/consumers.**

### Training

Trained 75 leaders across the organization in the IDEA workshops to provide insights and skills to be D&I champions and empower others to do the same. Train the Trainer equipped 5 employees to facilitate the IDEA trainings to the workforce. To date, 85% of the workforce has participated in IDEA training. Addressing bias helps to enhance workforce recruitment, retention, and development.

### Certifications

Three senior leaders secured certifications as diversity practitioners from the National Diversity Council. Having certified diversity practitioners improves the effectiveness of training.

### Workforce Composition

Although GreenPath is a national non-profit organization, multicultural clients prefer to receive financial services support from people within their race/ethnicity in the local community.

### Career Progression

According to the Cultural Competency Assessment, the career pathway for BIPOC employees at GreenPath is not clear. For example, bilingual employees don't want to be unintentionally pigeonholed in a contact center that requires Spanish-speaking talent. Establishing a clear career pathway for diverse employees can improve representation at all levels.

### Access and Inclusion

Increased access to prospective talent through thoughtful, inclusive communication throughout the hiring process. For example, a college degree may not be the only pathway to qualify for a job. GreenPath reevaluated how diverse educational, work, and military experiences transfer to the skills needed for a role. Additionally, the team evaluated and modified pronoun language in job postings, job descriptions, and interview questions to demonstrate inclusivity and broaden the recruitment pool.

# Recommendations

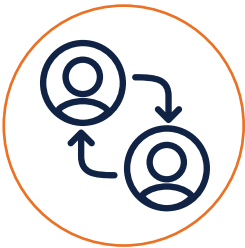
## Workforce Recruitment, Retention, and Development

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### Measure IDEA Metrics

Include and measure IDEA metrics in internal workforce metrics (see Appendix pg. 58 for details).



### Align Workforce Demographics

Align workforce demographics to the client population to accelerate trust, impact, and outcomes.



### Assess Baseline & Track Changes

Assess baseline and track changes and improvements in the workforce demographic composition, applicant pool, turnover, etc.



### Diversify Workforce & Leadership

Diversify the workforce and leadership ranks through external recruiting and internal professional and skills development, mentorship, career pathways, and increased access to a wide range of relevant education and work experiences.



### Inclusive Language

Audit and modify communications to ensure language is inclusive.



### CHAPTER 3

# Workforce Diversity and Cultural Competency

3

**The mission of GreenPath is to “Empower people to lead financially healthy lives.” This will be achieved by including everyone – current and potential clients, employees, and partners.**

### Theory of Change



### GreenPath took several early steps to build workplace diversity and increase cultural competency:

- Initiated a series of ongoing internal Town Hall meetings to listen to staff feelings and experiences regarding diversity, inclusion, and current events in the world, consistent with our human-centered design approach
- Administered staff surveys to take the temperature of their team
- Adjusted workforce recruiting channels to enhance diversity
- Announced Martin Luther King, Jr. Day as a paid holiday and a Day of Service

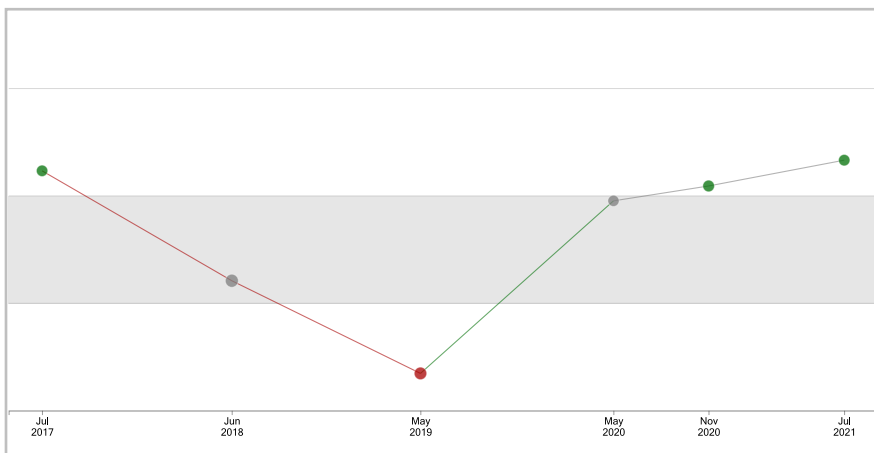
# Overview

## Workplace Diversity and Cultural Competency

**GreenPath was also awarded three Top Workplaces 2021 awards:**



**The IDEA Initiative has a positive impact on employee perception, as noted in the Energage and employee engagement surveys.**



**July 2021 Employee Engagement Survey shows that GreenPath scored in the top 25% of organizations.**

These employee engagement scores show that GreenPath is promoting increased trust and psychological safety by focusing on open forums, education, and other opportunities to have open and honest dialogue, and teaching how to have that dialogue in an effective way.

# Insights & Learnings

## Workplace Diversity and Cultural Competency

### Diversity & Inclusion Is a Journey

“Diversity is a process, not a task,” as one employee shared during a 1:1 interview. Each person is in a different stage of their IDEA journey in life and work. Numerous company-wide activities have ensued, from announcing MLK Day as a company holiday to monthly IDEA learning opportunities. While some employees feel that IDEA initiative-inspired changes were too fast, others feel progress is slow.

### Defining Diversity & Inclusion

Among some people, “Diversity and Inclusion is synonymous with Black people.” However, at GreenPath, the definition of diversity is expansive. Diversity is broad in scope and includes a mixture of, but is not limited to, race, ethnicity, sexual orientation, socioeconomic status, age, gender, gender identity, religious beliefs, political beliefs, veteran status experience, and other ideologies. One of the next steps is to establish employee resources groups, which are voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives.

**73%** of GreenPath employees are female

*with opportunities to increase male representation*



### Partners & Affiliate Organizations

Partnering with organizations such as the Michigan and Texas Diversity Councils has provided valuable expert guidance. Additionally, GreenPath’s affiliate organizations have extensive experience serving racially diverse clients and can serve as a source of insight, inspiration, and IDEA best practices.

### Training

Initially, some counselors felt uncomfortable asking clients for race and ethnicity data. The team developed a training to help counselors feel more supported asking for demographic information, which is critical to measure the need and impact in the BIPOC community.

# Recommendations

## Workplace Diversity and Cultural Competency



### Manage Expectations

Manage expectations on the speed of IDEA-inspired cultural change. Focused action and measurable results will drive change in time. Leaders, especially, must become comfortable being uncomfortable.



### Expansive IDEA Definition

Reiterate the expansive IDEA definition to create an inclusive culture where people with different identities are welcomed, valued, and have a sense of belonging.



### Strengthen Partnerships

Maintain/strengthen external partnerships with organizations with expertise, experience, and best practices in inclusion, diversity, equity, and access.



### Community Engagement

Amplify community engagement to build trust locally in markets where the organization has a meaningful physical presence.



### Employee Resource Groups

Activate Employee Resource Groups to enable development and inclusion.



### Engage Early & Often

In large-scale change initiatives, engage the entire workforce early and often to understand and eliminate barriers. Level set expectations regarding the time it takes to build trust, engage the workforce, and incorporate feedback from the the internal diversity council and external experts such as the National Diversity Council. Going slow helps the team plan and yields better results. Activities such as surveys and focus groups will help the IDEA team understand what employees are thinking, feeling, and experiencing, while influencing IDEA strategies, plans, and language.



## CHAPTER 4

# Market Research and Outreach



# Overview

## Market Research and Outreach

GreenPath hired a market research firm to better understand its target audience. In addition to the general population, Driven to Succeed LLC conducted research in Bexar County, located in San Antonio, Texas, where 67% of its residents are Hispanic or African American.\*

**When asked how they feel about money and finances, half of the research participants answered “scary,” reinforcing the need to build trust and help people to manage financial crises and achieve financial wellness:**

mad  
anxiety

insurmountable  
sad

exhausted

50% ANSWERED

**scary**

stuck

looming

defeated

stress

overwhelmed

“ It’s like Freddy Kreuger. Debt follows you. It’s just popping up like a nightmare. It never goes away. ”

*Quote from a market research participant*




\*Source: <https://www.texas-demographics.com/bexar-county-demographics>

# Insights and Learnings

## Market Research and Outreach




**The GreenPath Program Performance & Assurance team audited client journeys in Bexar County, Texas to support and refine programming and outreach among financial counseling, housing, and debt management clients.**

### Bexar County, Texas Client Journeys GreenPath Program Performance & Quality Assurance (PPQA)

-  **OVERVIEW:** PPQA audits client journeys to support, refine programs.
-  **RESEARCH SUBJECTS:** Bexar County, Texas financial, housing, debt management clients.
-  **GOAL:** Harness insights into optimization initiatives to refine services and programs.




#### KEY FINDINGS

Research uncovered three primary beliefs/perceptions common across segments of communities of color:

-  **FINANCIAL CONCERNS:** Credit, repossessions, medical and collection issues, and other debt issues represented majority of concerns from callers.
-  **REASSURANCE:** Large subset of clients call for reassurance that existing plans are appropriate to address financial issues.
-  **HOUSING:** For callers where debt management plans not appropriate, issues mostly around foreclosure, home pre-purchase.

\*GREENPATH PROGRAM PERFORMANCE & QUALITY ASSURANCE STUDY BEXAR, COUNTY CLIENTS Q1/Q2 2021

### Hispanic Consumer Learnings GreenPath Educational, Marketing Content

-  **OVERVIEW:** The national nonprofit GreenPath Financial Wellness conducted selected focus groups\* with Hispanic audiences to assess needs related to financial education and marketing content.
-  **RESEARCH SUBJECTS:** Hispanic target audiences with high debt across age groups.
-  **GOAL:** Use findings to optimize interest in and usage of financial wellness counseling.

#### KEY FINDINGS

Research uncovered three primary beliefs/perceptions common across segments of Hispanic communities:

-  **LANGUAGE:** Financial educational content designed for English speakers born in the US does not meet of Immigrants or the children of immigrants.
-  **TRUST:** There is less trust and usage of financial institutions in countries of origin.
-  **DESIGN:** Educational experiences for immigrant Spanish Speakers considering building credit or savings should include information on the safety of banking in the US.

\*GREENPATH EDUCATIONAL EXPERIENCE FOCUS GROUP Q1 2021

# Insights & Learnings (cont.)

## Market Research and Outreach

**GreenPath commissioned a multicultural research study to uncover Bexar County, TX perceptions about financial counseling, including African Americans and Hispanics with high debt across various age groups. The findings below have been used to drive interest in financial wellness counseling services that enable financial resiliency while engendering greater empathy in GreenPath's approach.**



### Aspirations

The financial goals of the BIPOC community are consistent with the non-BIPOC community. However, the starting points and pathways are different, therefore the range of services and approach with multicultural community members are more varied.

### Trust

Distrust of the financial services industry is one of the biggest barriers to engaging with the BIPOC community. They are skeptical of for-profit companies which heavily advertise and see these organizations as predatory.

### Service Preferences

Multicultural clients have learned financial lessons through trial and error and wish there were someone who could teach them what they need to know. They prefer receiving financial advice from someone with a shared experience.

**Multicultural clients prefer receiving financial advice from someone with a shared experience.**

### Marketing Messages

GreenPath launched customer testimonial content across integrated marketing channels to build trust and credibility while adding imagery of diverse people in marketing materials.

## Event Sponsorship

With partner Real Times Media, GreenPath sponsored a 90-minute virtual event with Tiffany “The Budgetnista” Aliche. During the live event and replays, she provided practical tips and timely advice about managing money, budgeting basics, getting a handle on debt, and other trusted information to help people take proactive steps to financially recover and manage their finances post-pandemic.

**Tiffany “The Budgetnista”**

**Aliche has helped more than 1 million women collectively save more than \$250M and pay off over \$200M in debt.**



## Language

Financial education content designed for English speakers born in the US does not meet the needs of immigrants or children of immigrants, especially since there is less trust and usage of financial institutions in countries of origin. Materials cannot be translated word-for-word from English into other languages and have the same impact. Instead, the content must be developed to align with the immigrants' economic experience.

## Local Partnerships

Local organizations have trust and credibility within BIPOC communities, and they can be a valuable partner. Organizations should plan for greater dedication of time, resources, and patience to nurture the relationship and yield results.

## Measurement

While digital marketing is easily measured, community marketing is more fragmented and difficult to track reach and outcomes without a mechanism to track local leads.

# Recommendations

## Market Research and Outreach



### Trust Building

Activate culturally relevant marketing and promotional activity to build trust and drive interest among multicultural communities.



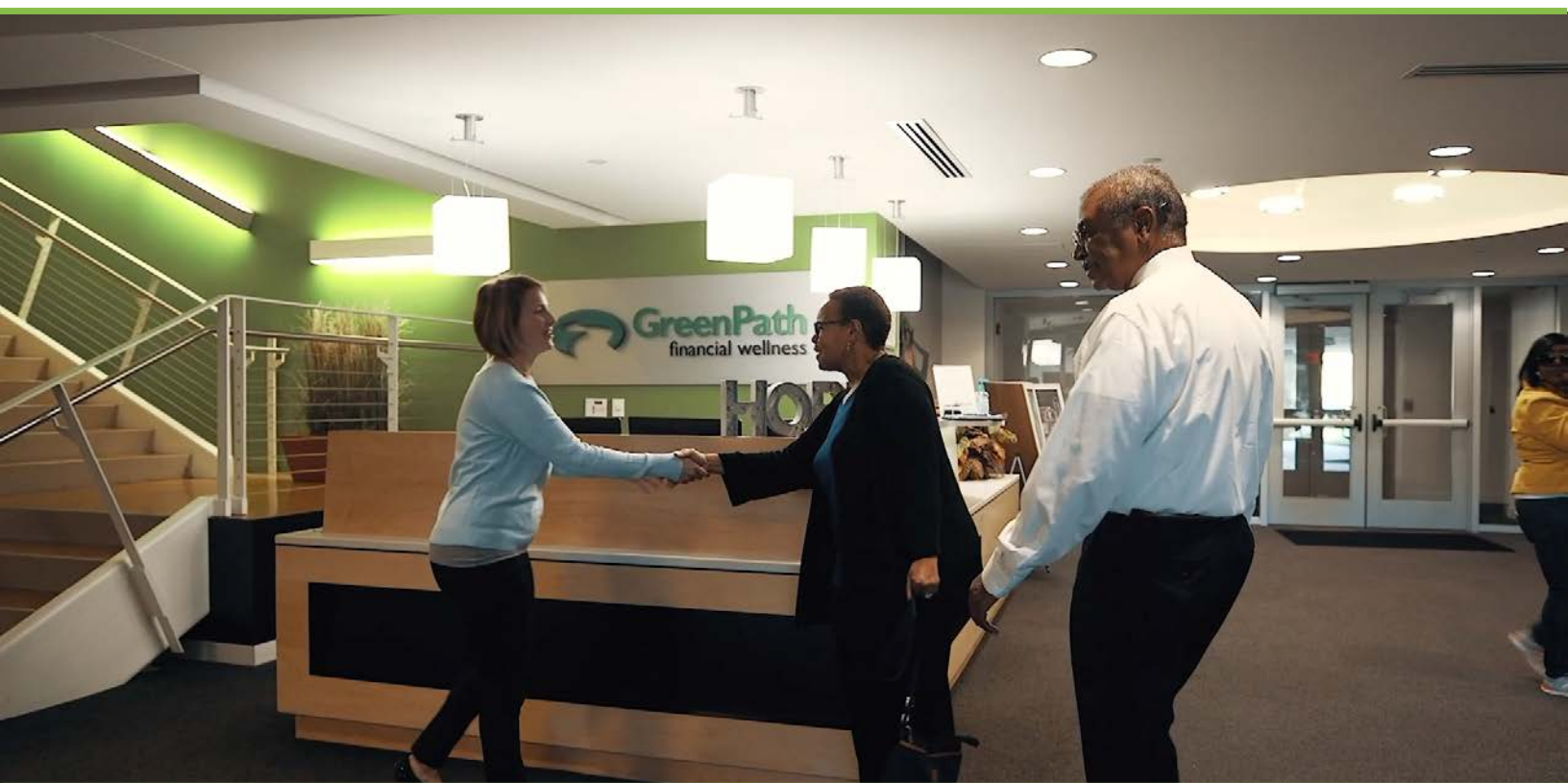
### Leverage Personas

Leverage personas from real client data - average age, family size, career, beliefs, habits, and practices - to ground employees in different mindsets of African American or Hispanic clients.



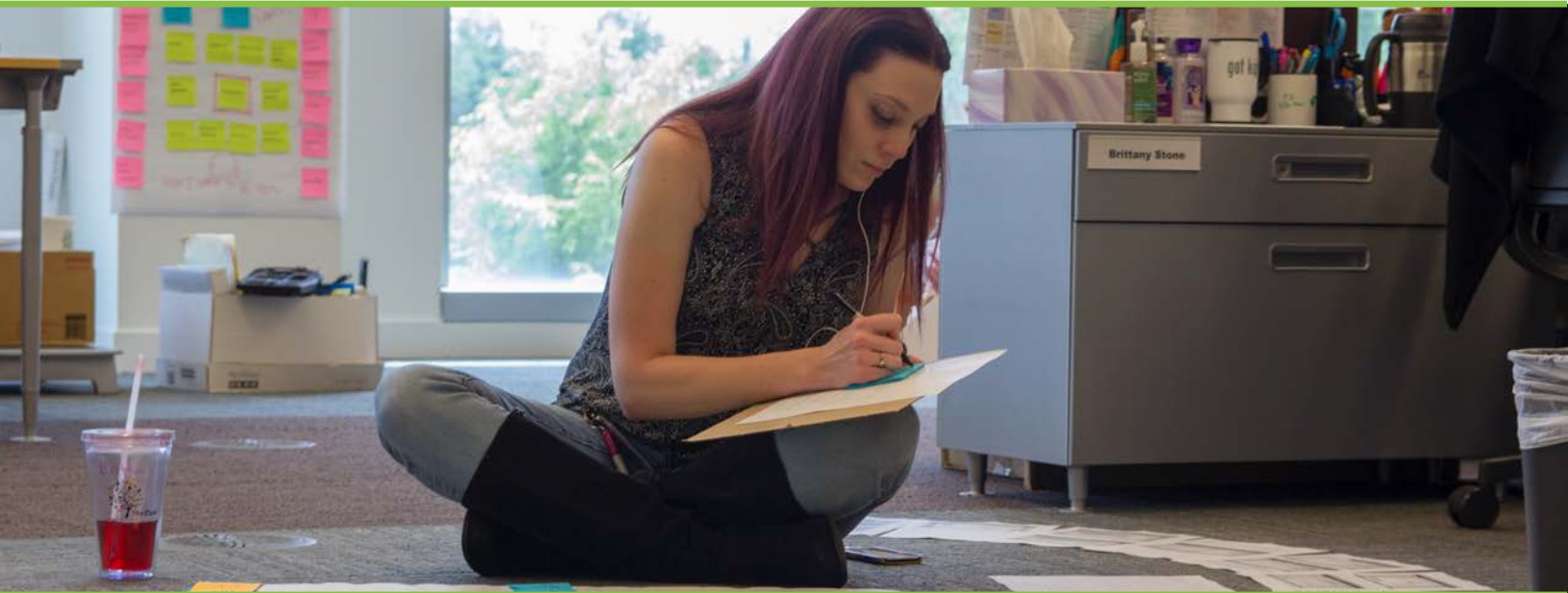
### Grassroots Community Engagement

Activate grassroots community engagement and financial education directly from employees and through external partnerships with trusted influences with common demographics and lived experiences.



# Recommendations (cont.)

## Market Research and Outreach



### Trusted Influencers

Partner with trusted influencers and community members to bridge the gap of distrust and relevancy among diverse communities.



### Unique Needs

Ensure services meet the unique needs of the people your organization serves. For example, design educational experiences for immigrant Spanish speakers that include information on the safety of banking in the US.



### Level Set Expectations

Level set expectations regarding the time it takes to build trust and produce results with local community organizations.



### Geography-Specific Lead Generation

Proactively define a way to measure geography-specific lead generation, preferably with a local area code, to track the impact of local grassroots marketing efforts.



## CHAPTER 5

# Technology / Data Collection Enhancements

5

# Overview

## Technology / Data Collection Enhancements

Data collection and analysis is a critical enabler to measure our impact with diverse clients. Technical updates have been made within the GreenPath client management system, contact center protocols, and the service evaluation system.

For example, GreenPath changed its contact center protocol to capture race and ethnicity data, gender identification, age, etc., supported by empathy training to help employees feel supported with this transition. Increasingly, grant applications are requesting diversity-related data about both the workforce and clients served, including race, ethnicity, disability status, and gender identity.

Measuring this information will help ensure that GreenPath fulfills its mission to empower all people to lead financially healthy lives and be able to track outcomes across different characteristics to improve its services.





# Insights and Learnings

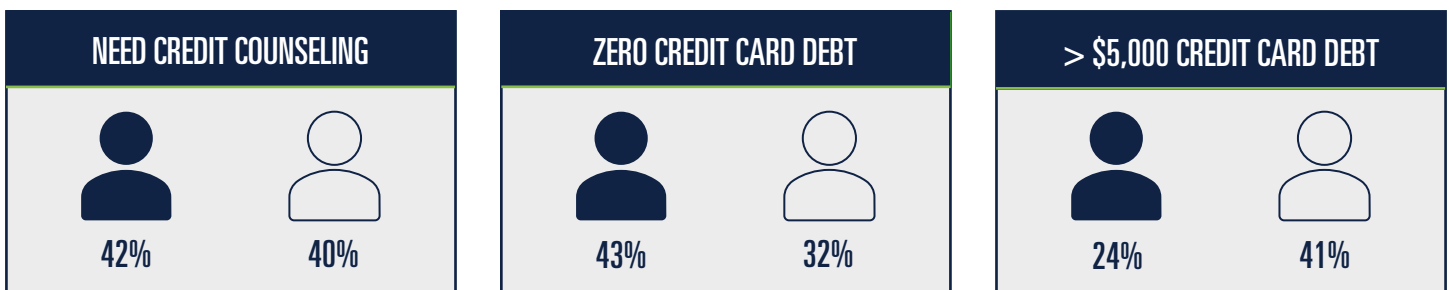
## Technology / Data Collection Enhancements

### Measurement

Technical updates have been made within various systems to track race and ethnicity data among clients and to measure the difference in needs and outcomes.

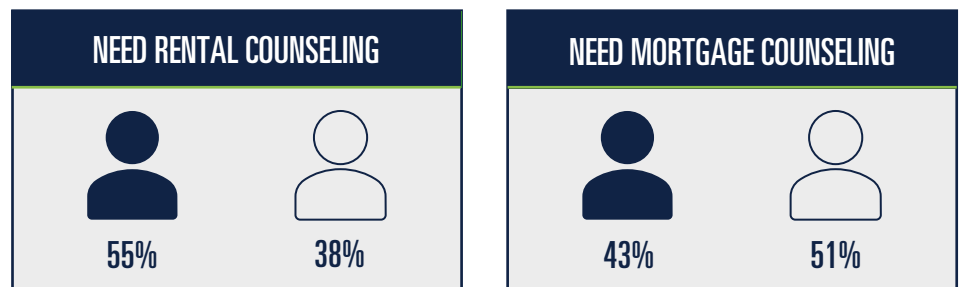
### Credit Needs

Compared to non-BIPOC clients, client data shows that BIPOC clients have equivalent needs for credit counseling (42% BIPOC vs. 40% non-BIPOC), are more likely to have zero credit card debt (43% vs. 32%), and are less likely to have \$5,000 in credit card debt, the “sweet spot” entry point for GreenPath’s signature service, the Debt Management Plan (24% vs. 41%).



### Housing

Similarly, BIPOC clients have higher demand for rental counseling (55% vs. 38%) and less demand for mortgage counseling (43% vs. 51%).



### Contact Center Insights

Contact center data shows that BIPOC clients have higher rates of forbearance, limited English proficiency, and are overrepresented among utility assistance clients for utility bill relief. For example, African Americans represent 27% of GreenPath’s total clients. However, 74% of utility assistance referrals are for African American clients.



### Technology

Technology and software can enable data measurement and insight generation at scale. For example, GreenPath has used Calabrio, an integrated solution for call recording, quality assurance, workforce management, analytics, and reporting, to uncover opportunities to provide better service through employee training.

# Recommendations

## Technology / Data Collection Enhancements

---



### Demographic Questions

Ensure demographic questions are part of the standard protocol for client engagement.



### Measure Baseline Metrics

Measure, monitor, and compare starting point metrics across all clients vs. specific groups to measure progress over time.



### Identify Unique Needs

Evaluate data to identify similarities and differences in service needs among client groups. Advocate for new capabilities that honor different starting points and better meet the unique needs of the BIPOC community.



### Technology & Data

Leverage technology and software to gather data and insights, and enable a consistent client experience.



## CHAPTER 6

# Service Enhancements

6

“ Everyone has the same goal. It’s about honoring their unique journeys, entry points, and experiences. ”

Brad O’Brien, Education team

**GreenPath reimagined its financial wellness education services in light of the systemic and institutional barriers faced by underserved populations. This includes programs that help the un/underbanked, provide train-the-trainer service to community organizations, promote first-time homeownership, and build financial skills, credit, and confidence.**

Using a human-centered design process, GreenPath incorporated survey feedback, lessons learned, and best practices to continually adapt and further align services to diverse populations. This requires culturally competent services that reduce existing debt through utilization of available funds, programs, resources, information, and referrals.

**Systemic circumstances have often led to challenging financial situations, especially within the BIPOC community:**

- **Lower income households spend more money on energy bills, representing up to 40% of wages (Source: American Council for an Energy Efficiency Economy)**
- **30% of Black households are underbanked, and 16% are unbanked (Source: 2017 FDIC National Survey)**
- **Higher cost for groceries**
- **Higher costs for insurance**
- **More apartment living, especially among energy-inefficient residences**
- **Less unsecured debt and more collection debt**

# Insights & Learnings

## Service Enhancements

### Language Translation

Bilingual Spanish speakers expressed appreciation of the availability of translated content. Those who prefer to speak Spanish tend to average above the age of 40 and have less ease in navigating technology. Additionally, to help ease the friction among those who do not speak English, translating all web pages into Spanish will help people independently view the website in their language instead of having someone help them navigate.

### Client Needs

Financial crises are the trigger for many clients to reach out to GreenPath. However, COVID-related mortgage forbearances, eviction moratoriums, and hardships offered by creditors have shifted pre-COVID demand from the signature Debt Management Plan (DMP) to increased demand for support with judgments, repossessions, liens, evictions, and medical bills, especially among BIPOC clients.

### Business Model

The Debt Management Plan and GreenPath business model are not currently set up to provide value-added educational or scalable debt-relief services among fragmented creditors, which creates a unique opportunity to identify solutions that will fund the organization's operations while meeting more diverse needs of the BIPOC community.

### Capacity and Resources

Many grants require implementation of new strategies and tactics to accomplish the stated. This often results in more work among existing staff, which may compromise other mission critical work due to bandwidth.



# Recommendations

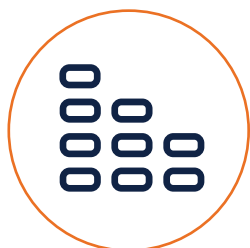
## Service Enhancements

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### Expanded Services

If necessary, expand services beyond the core programs to address the unique, diverse needs of the BIPOC community.



### Barriers to Entry

Provide greater access to financial wellness services via lower barriers to entry. For example, extending the payoff timeframe from 60 to 72 months, requiring smaller deposits, and making withdrawals from non-traditional accounts such as Venmo and debit cards.



### Federal Funding

Pursue federal funding for financial education and support to more diverse communities.



### Resources for Underserved Communities

Provide resources for BIPOC people to become banked and to establish a relationship with a banker.



### Grant Applications

Ensure that grant applications account for additional capacity and resource needs to realize the goals, from strategy to implementation and measurement.



## Key Metrics & Outcomes

# GreenPath's Inclusive Culture

How our employees describe our culture:

authentic      accepting      evolving  
collaborative      fast-paced      positive  
quality      integrity      energizing  
**inclusive**  
growth      open      empathetic  
flexible      understanding      teamwork  
helpful      diverse      kind      considerate





# Key Metrics & Outcomes

As of October 2021

**Established 9**

new outreach services to meet the diverse needs of the Black, Indigenous, People of Color (BIPOC) community

**100% of leaders and 90% of employees completed IDEA training**

**1,186**

total hours of IDEA training

**3 leaders**

completed DiversityFIRST™ certification through the National Diversity Council

Improved diversity of employee candidate pool, recruitment, and retention by **over 25%**

Achieved **90% employee retention rate**, the highest across GreenPath YTD in measured history

Employees describe GreenPath culture as **“inclusive”**

Published

**15**

blogs, articles, interviews and webinars

Marketing and PR reached over **91M people** with over **20K engagements**

**Established**

**5 community-based partnerships**

**Completed IT enhancements for data collection and analysis**

Shared IDEA learnings, insights, and best practices among more than **600 people** across the financial services industry



# Best Practices

# Best Practices

---



Strategic commitment starts with the Board and executive leaders.

---



Create an organizational structure to support IDEA initiatives that includes senior leaders and employees across diverse demographics, functions and levels.

---



Implement change management initiatives and training to bring the workforce along for the journey - a single training won't change the culture.

---



Give people time and space to process and internalize subjects like unconscious bias, which reinforces the mission-driven nature of the organization to serve all people, regardless of their starting point.

---



Combine market and design research with internal data to deeply understand and meet the needs of the target audience.

---



Activate a team to observe, test, learn, and measure the impact of various tactics.

---



Define goals, measure outcomes on a consistent cadence, and adopt a growth mindset to pivot when necessary.

---



External partnerships with trusted experts and influencers will accelerate the speed of trust and amplify the impact of IDEA initiatives.



# Workbook/Reflections

# Workbook

**Based on what you've learned from GreenPath's IDEA Initiative, consider these reflection questions to aid your organization in its IDEA journey:**

	Yes	Somewhat	No	Unsure
<b>Strategy &amp; Tactics</b>				
Are executives and the Board of Directors supportive of IDEA?				
Has the IDEA case for change been created and socialized?				
Have multi-year strategies and tactics been defined?				
Is there a structure with clear accountability for IDEA metrics and outcomes?				

<b>Workforce Recruitment, Retention, and Development</b>				
Are there aligned goals and metrics to measure IDEA within the organization?				
Are there aligned goals and metrics to measure IDEA with clients?				

<b>Workplace Diversity and Cultural Competency</b>				
Are there written definitions of terms such as diversity, inclusion, equity, and access?				
Have potential partner organizations with IDEA expertise been identified to provide guidance?				
Have leaders sought out employee feedback on IDEA opportunities and challenges?				

# Workbook (cont.)

**Based on what you've learned from GreenPath's IDEA Initiative, consider these reflection questions to aid your organization in its IDEA journey:**

	Yes	Somewhat	No	Unsure
<b>Market Research &amp; Outreach</b>				
Has market research been conducted to understand the multicultural community, their unique needs, and how they view your industry, company, and/or services?				
Have personas been created to ground employees in the demographics, attitudes, behaviors, and mindset of diverse people?				
Have influencers and grassroots community organizations been identified for potential collaboration?				

<b>Technology/Data Collection Enhancements</b>				
Do data systems track race, ethnicity, and gender data among clients?				
Has analysis shown a difference in client needs and outcomes based on gender or race/ethnicity?				
Are there systems and processes in place to measure performance and quality assurance?				

<b>Service Enhancements</b>				
Are the organization's products and services meeting the diverse needs of BIPOC and other diverse communities?				
Are new products, services, and approaches needed to meet the diverse needs of BIPOC and other diverse communities?				

# Reflections

---

**I would feel excited if my organization took these steps:**

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**I feel proud that my organization is currently:**

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**I feel frustrated that my organization is currently:**

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**The most impactful step my organization can take to advance IDEA is:**

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**I commit to taking this step to support IDEA at my organization:**

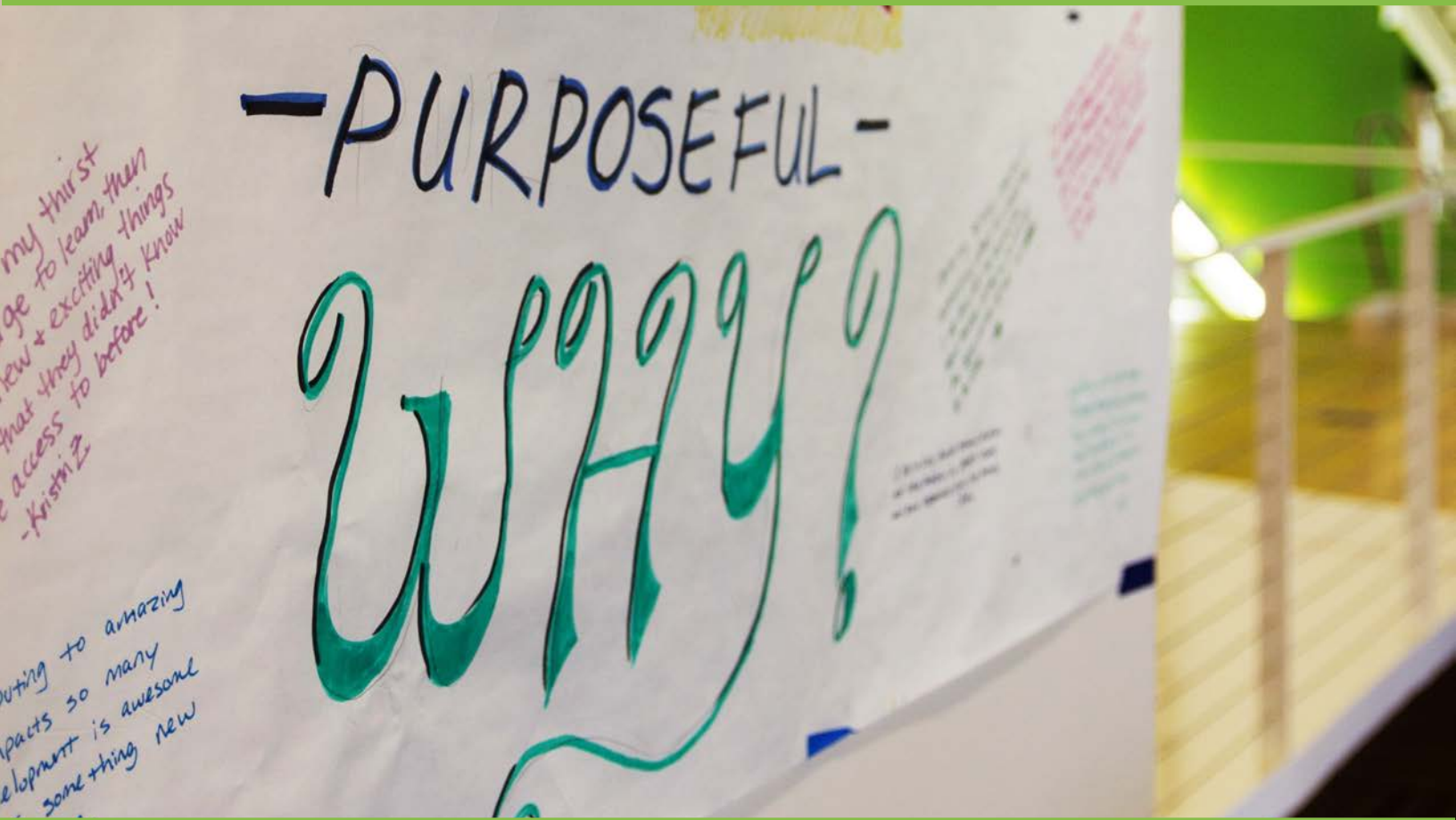
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## Appendix

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**A DETAILED RESOURCE WITH TOOLS AND EXAMPLES**



# Appendix Table of Contents

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# IDEA Roles and Responsibilities

To create an impactful and sustainable IDEA Initiative, it's important to establish clear roles and responsibilities to enable accountability. The following structure was created at GreenPath:

## EXECUTIVE SPONSORS

### **Fosters an inclusive culture, removing barriers & ensuring accountability:**

- Ensures alignment with the organization's overall mission, strategy, and operations.
- Builds a diverse workplace and models inclusive leadership.
- Accountable for overall results toward IDEA objectives.
- Acts as change agents, championing and promoting GreenPath as an employer of choice.
- Provides governance and oversight on diversity efforts.

## STEERING COUNCIL

### **Champions IDEA strategy and communications within our workplace and within our work:**

- Cross-functional group of 9-10 employees, including affiliates, senior leaders, and executives.
- Ensures the employee voice is represented.
- Monitors progress toward results.
- Informs & promotes strategic company-wide IDEA communications on progress.
- Actively influences, advocates, and engages teams through individual roles, departments, and responsibilities.
- Models inclusive leadership, has an equity lens, and fosters accountability.

## IDEA COMMITTEE

### **Champions inclusive and engaging on-the-ground experiences that create learning and connection:**

- Cross-functional group of employees.
- Engages the workforce in sharing their backgrounds, experiences, and skills.
- Grows cultural awareness through communications, educational opportunities, and events.
- Acts as influencers and advocates for IDEA strategies.

## MANAGEMENT LEARNING COMMUNITY

### **Engages in shared learning to continuously improve inclusive leadership:**

Leaders engage in a shared learning process to continuously improve their ability to lead IDEA work. This community is facilitated by in-person experiences and integrated with the Learning Management System (LMS). The platform provides a quick and easy way to find relevant resources, share best practices, and access structured learning programs.

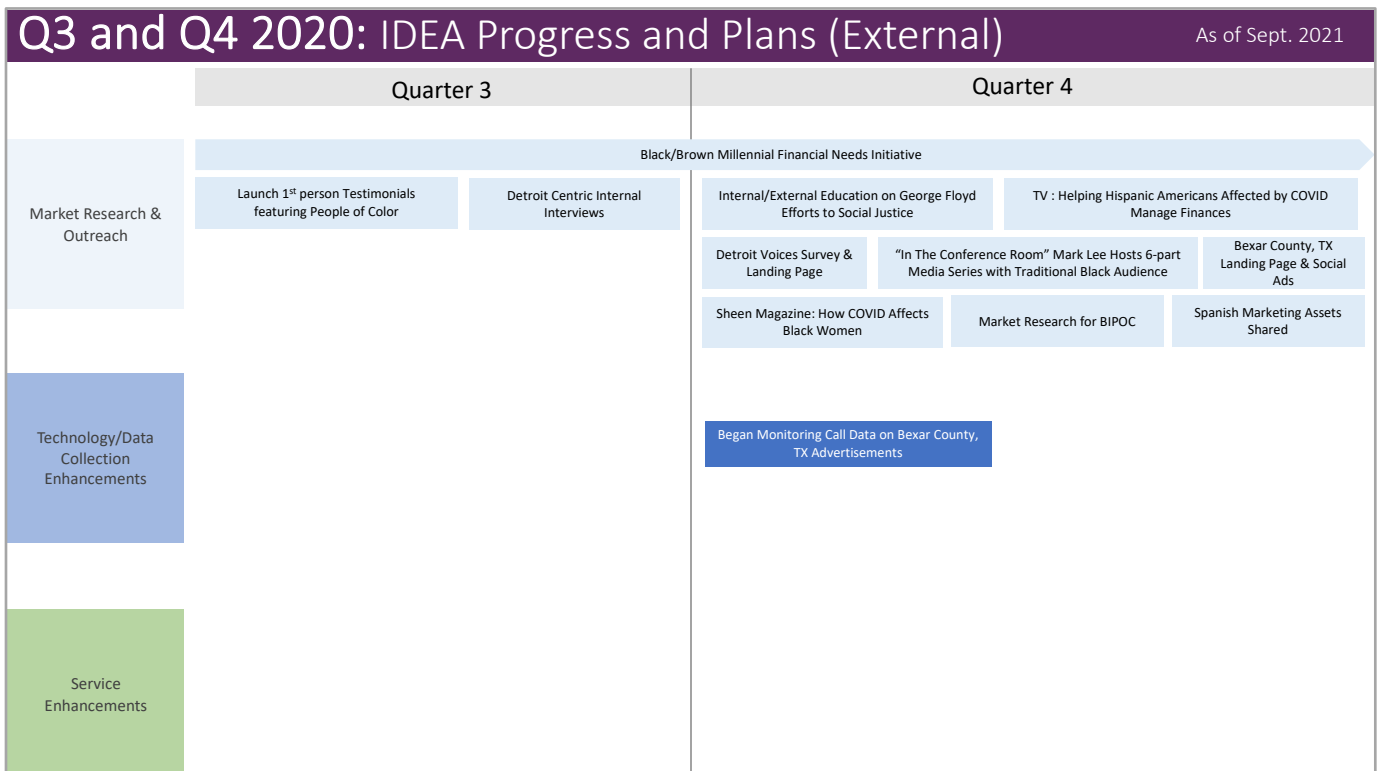
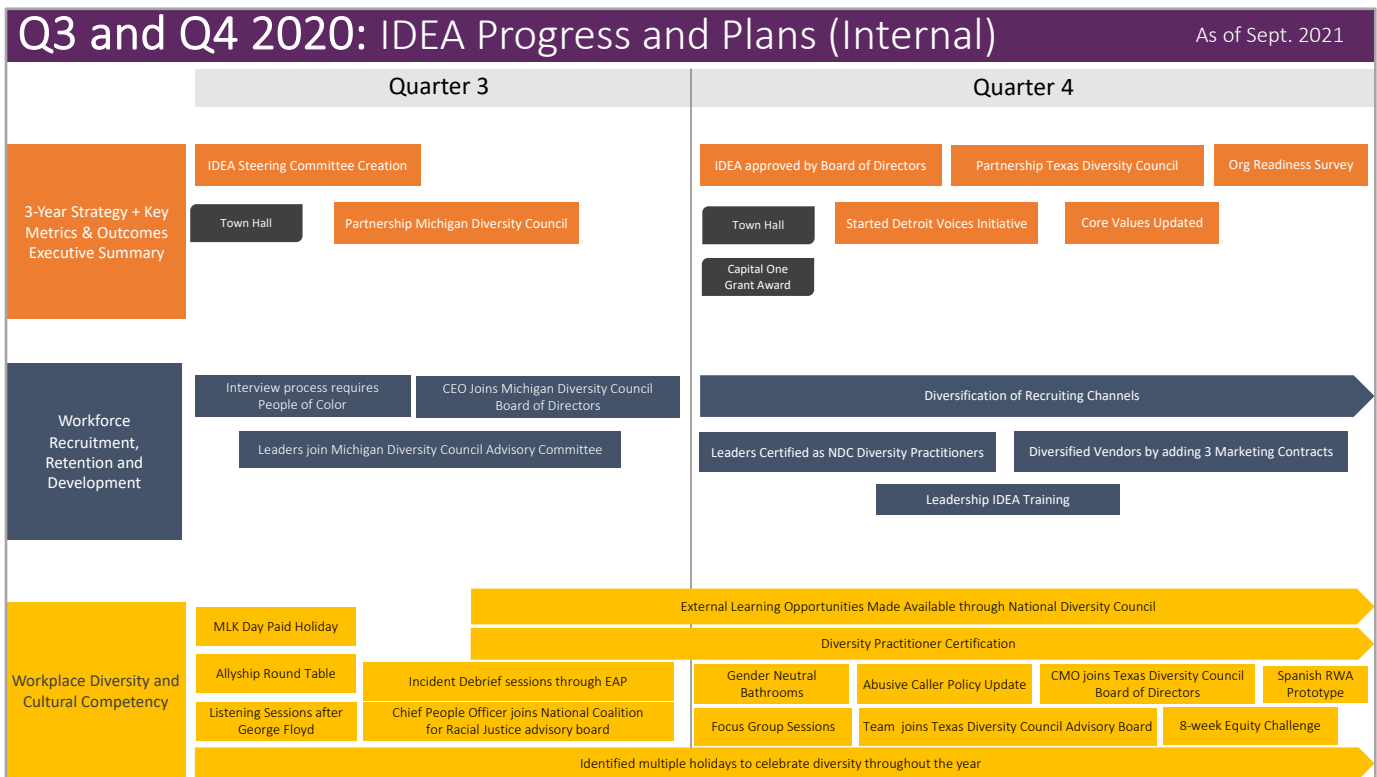
- Leaders across GreenPath, Clarifi, and Rural Dynamics.
- Participates in training and engages in ongoing learning.
- Ensures IDEA is integrated into OKRs.
- Practices self-development through programs such as Zenger Folkman.
- Models inclusive and empathetic leadership.
- Develops others by committing time, energy, and support to invest in people's unique contributions.
- Uses Predictive Index to build healthy teams.
- Learns and integrates Human-Centered Design.
- Provides regular feedback using empathetic and non-judgmental communications.
- Cognizant of diversity when filling positions.

## GREENPATH & AFFILIATE EMPLOYEES

At GreenPath, people love what they do and are inspired to be their whole selves at work. Everyone has value to contribute, and we will better serve our clients if we understand and reflect the diversity of those we are here to help.

# Q3 & Q4 2020 Tactics

The following pages summarize specific tactics GreenPath took in the IDEA Initiative.



# Q1 & Q2 2021 Tactics

## Q1 and Q2 2021: IDEA Progress and Plans (Internal)

As of Sept. 2021

	Quarter 1	Quarter 2
3-Year Strategy + Key Metrics & Outcomes Executive Summary	<ul style="list-style-type: none"> <li>Case for Change Drafted</li> <li>Employee Focus Groups</li> <li>Readiness Results Inform Strategy Dev.</li> <li>IDEA Score Cards</li> <li>3 Year Strategy Drafted</li> <li>Intentional Representation in Learning Mgmt. System Video</li> <li>CEO Joined Prudential's Black Consumer Initiative Advisory Board</li> <li>Intentional Change Management</li> <li>Executive Team Review IDEA Strategy</li> <li>Detroit Voices Research Applied</li> </ul>	<ul style="list-style-type: none"> <li>Continued International Change Management</li> <li>Conducted 39 Roadshows</li> <li>Presented Detroit Voices</li> <li>IDEA Strategy Presented to Board of Directors</li> <li>Exec. Comm. Reviews IDEA Strategy</li> <li>IDEA Strategy Approval and Launch</li> <li>Education Team Makes Vision IDEA Focused</li> </ul>
Workforce Recruitment, Retention and Development	<ul style="list-style-type: none"> <li>(cont'd. form 2020) Diversification of Recruiting Channels</li> <li>Talent Team IDEA Trainings</li> <li>2 SR Leaders Certified Diversity Professionals</li> <li>CEO Joins Partner Diversity Related Advisory Councils</li> <li>Essence of Respect Trainings</li> </ul>	<ul style="list-style-type: none"> <li>Performance and Quality Assurance (PPQA) Checks IDEA Data Quality</li> <li>Equity Training</li> <li>Process, Policy, and Stakeholder Mapping</li> <li>½ Workforce Essence of Personal Bias Training</li> <li>Certification to Train on Essence of Respect</li> <li>CEO Joins Capital One Community Advisory Council</li> </ul>
Workplace Diversity and Cultural Competency	<ul style="list-style-type: none"> <li>(cont. from 2020) Diversity Practitioner Certification</li> <li>Collect Race/Ethnicity Info - All Clients</li> <li>Offered IDEA Learning Opportunities - NDC</li> <li>Talent Team IDEA Training</li> <li>Empathy Interviews - Race/Ethnicity Data</li> <li>Map Processes/Policies/Stakeholders</li> <li>IDEA Comm. Monthly Learning</li> <li>External Speakers</li> </ul>	<ul style="list-style-type: none"> <li>Spanish PPQA</li> <li>IDEA Roadshow</li> <li>All employees Respect in the Workplace Training</li> <li>Leadership Workshops: Managing Diversity Related Tension Conversations</li> <li>IDEA Committee Restructured</li> <li>PPQA Targeted Journeys for Bexar County, TX</li> <li>Calabrio Contest Supporting BIPOC Clients</li> <li>IDEA Learnings Ops through NDC</li> <li>Steering Council Role</li> <li>Identified multiple holidays to celebrate diversity throughout the year</li> </ul>

## Q1 and Q2 2021: IDEA Progress and Plans (External)

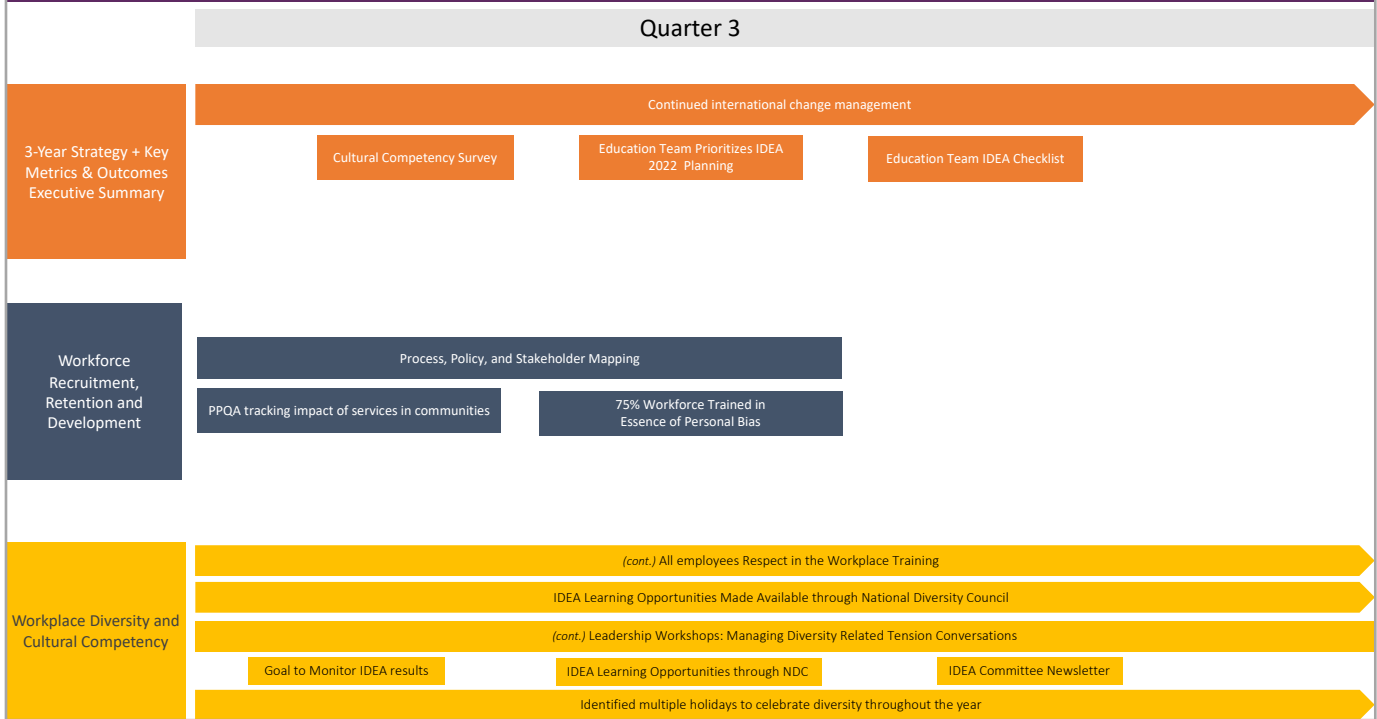
As of Sept. 2021

	Quarter 1	Quarter 2
Market Research & Outreach	<ul style="list-style-type: none"> <li>Millennial Money Virtual Event with Black Focused Audience "The Financial Glow Up"</li> <li>Spanish Language Education Work Criteria Collaboration</li> <li>Fluent Spanish Team Members Support Media Requests</li> <li>The Power of Listening – Most Attended/Popular Partner Webinar of 2021</li> </ul>	<ul style="list-style-type: none"> <li>Black/Brown Millennial Financial Needs Initiative</li> <li>Bexar County, TX</li> <li>Audit External Consumer Website for Diversity, LBGT, Etc.</li> <li>Website Adds LGBTQIA Photos and Diverse Representation</li> <li>Social/Blog Post Including LGBTQIA Pride Month</li> <li>Michigan Chronicle: <i>Breaking the Generational Curse: Finance, Black Businesses and Closing the Racial Wealth Gap</i></li> <li>The Budgetista Virtual Event - Multi Cultural Influencer; RTM Media Partner Black Audience Focus with Michigan Chronicle</li> </ul>
Technology/Data Collection Enhancements	<ul style="list-style-type: none"> <li>Race/Ethnicity Data Collection for all Sessions, instead of housing only</li> <li>PPQA Program Summaries Include Clients Served Demographic Information</li> <li>Capture Demographic in Learning Lab and Learning Lab+ to Include Gender ID</li> <li>Using Client Journey Insights Data to Inform New Context/ Strategies</li> <li>Improved Rate of Data Collection</li> <li>Tanisha Leonard &amp; Son Marketing Campaign</li> </ul>	<ul style="list-style-type: none"> <li>IDEA Based Partner Webinar</li> <li>Collecting Post Counseling Survey Race/Ethnicity Data</li> <li>Gathering Sensitive Data Training (Creation + Execution)</li> <li>Applied for Additional Funding</li> <li>Collecting DMP Conversion Race/Ethnicity Data</li> </ul>
Service Enhancements	<ul style="list-style-type: none"> <li>Learning Lab</li> </ul>	<ul style="list-style-type: none"> <li>Town Hall</li> <li>Capital One Grant Award</li> <li>Spanish CheckRight Released</li> <li>Used Images of Black Women with Natural Hair in Learning Management System Marketing</li> <li>Spanish PPQA</li> <li>A1 Tool Released On Learning Management System</li> <li>Used Detroit Voices Initiative Personas to Influence Content Creation for Learning Lab and Virtual Financial Coach</li> <li>Forbearance Outreach Journeys Leads to Discoveries for Better Support of Limited English Proficiency Clients</li> </ul>

# Q3 2021 Tactics

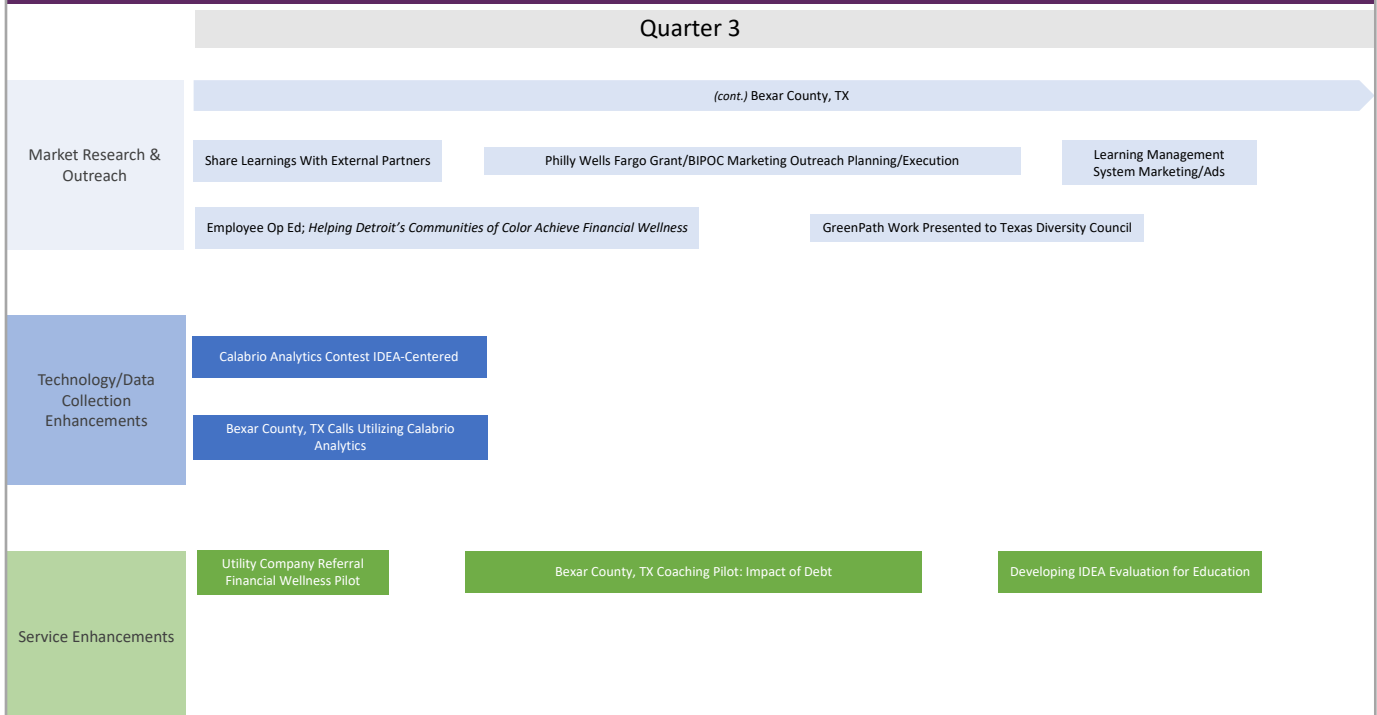
## Q3 2021: IDEA Progress and Plans (Internal)

As of Sept. 2021



## Q3 2021: IDEA Progress and Plans (External)

As of Sept. 2021



# The Inclusion Strategy



**The Inclusion Strategy includes six strategic drivers to align the company resources, interactions, practices, policies, systems, and processes to embed Inclusion, Diversity, Equity, and Access throughout the organization.**

# Year 1

The following are suggestions for IDEA activities that organizations may consider over a three-year period.

Leadership Commitment & Accountability	Actionable Diversity Management Strategy	Engaged, Skilled & Diverse Workforce	Collaborative, Trusting & Innovative Workplace	Community & Social Engagement	Customer Service & Relationship Focused
Develop leadership competencies that define behaviors, attitudes, and expectations for diversity mature leadership.	Develop metrics and measurement of success for IDEA Strategy.	Implement a set of behaviors and attitudes that demonstrate respect and appreciation for all differences.	Broaden commitment to diversity equity and inclusion beyond the representation and equity of race and gender.	Invest funds, time, and resources in response to the needs and growth of the diverse communities that feed into your organization.	Develop a communication plan to publicly share the IDEA organizational commitment.
Develop and communicate a IDEA Business Case.	Develop Change Management Strategy to respond to risks, barriers, and threats to successful implementation .	Implement IDEA awareness and skills training to build, trust, collaboration, and team building.			
	Enroll in Professional Diversity and Inclusion Certification Program.	Review and update policies, processes, and systems to align and support the performance and growth of all employees.			
	Define diversity, equity, inclusion, and access and communicate it to all employees.	Focus on leveraging the contributions of all talent.			

Leadership Commitment & Accountability	Actionable Diversity Management Strategy	Engaged, Skilled & Diverse Workforce	Collaborative, Trusting & Innovative Workplace	Community & Social Engagement	Customer Service & Relationship Focused
Implement and reinforce accountability for IDEA results at all levels of leadership.	Align the organization's IDEA Vision and Goals with the Company Vision, Goals and Core Values.	Implement development and succession plans to provide equitable opportunities for internal promotions.	Develop internal resources, allies, employee resource groups, and advocates to build trust and respectful relationships across the organization.	Sponsor programs, groups, and organizations that are important to your employees.	Develop a strategic plan to increase the workforce diversity across all dimensions to closely align with a diverse mixture of the community and clients.
Implement and reinforce accountability for IDEA results at all levels of leadership.	Establish a Structured Council and/or Employee Resource Groups to integrate organizational change and recommend proactive solutions to diversity-related tensions, complex business problems & customer demands.	Prepare the entire workforce to engage and effectively address challenging and sometimes controversial interactions related to racism, sexism, ageism, unconscious bias, and issues related to fairness and equity.		Recognize and reward employees' contributions to the community.	
		Embed policies, processes and systems that support leaders' efforts to guide and facilitate a diverse and talented workforce.		Develop and include a Community and Social Engagement plan in the IDEA Strategy.	



# Year 3

Leadership Commitment & Accountability	Actionable Diversity Management Strategy	Engaged, Skilled & Diverse Workforce	Collaborative, Trusting & Innovative Workplace	Community & Social Engagement	Customer Service & Relationship Focused
<p>Establish a recognition program that rewards diversity, equity and inclusion best practices and principles.</p>	<p>Develop a proactive process to respond to the trends and diversity shifts in the customer, community, and workforce demographics.</p>	<p>Continue development of the entire workforce to engage and effectively address challenging and sometimes controversial interactions related to racism, sexism, ageism, unconscious bias, and issues related to fairness and equity.</p>	<p>Leverage internal resources, allies, employee resource groups, and advocates to build trust and respectful relationships across the organization.</p>	<p>Sponsor programs, groups and organizations that are important to your employees.</p>	<p>Continued focus on strategic plan to increase the workforce diversity across all dimensions to closely align with a diverse mixture of the community and clients.</p>
<p>Continue to reinforce accountability for IDEA results at all levels of leadership.</p>		<p>Embed policies, processes and systems that support leaders' efforts to guide and facilitate a diverse and talented workforce.</p>	<p>Develop diversity management principles and expectations that require collaborative decision-making processes, engage diverse perspectives, and challenge the status quo.</p>	<p>Recognize and reward employees' contributions to the community.</p>	

# Workforce Recruitment, Retention, and Development Training

---

## Applicants by Race/Ethnicity, Age, Gender/Gender Identity

Helps to understand whether diversifying recruiting channels is impacting the diversity of our candidate pools.

---

## Hires by Race/Ethnicity, Age, Gender/Gender Identity

Helps to see how our diverse candidate pools are converting into hires.

---

## Workforce Race/Ethnicity, Age, Gender/Gender Identity Demographics Quarter over Quarter

Helps to identify whether efforts to increase the diversity of candidate pools and the education of managers in personal bias are translating to more diverse hiring and thus impacting our workforce demographics.

---

## Promotions by Race/Ethnicity, Age, Gender/Gender Identity

Helps to see if the organization is increasing the diversity of Administrative and Manager teams, as these roles are most often filled internally.

---

## Average Performance Score by Race/Ethnicity, Age, Gender/Gender Identity

Identifies any potential areas of bias or unmet needs coming into play in resulting performance review ratings.

---

## Average Performance Score by Bilingual/Non-Bilingual

Identifies if there are any areas of opportunity to improve the support of employees that are serving our clients in Spanish.

---

## Separations by Race/Ethnicity, Age, Gender/Gender Identity

Identifies if there are any concerns regarding employees leaving the organization voluntarily or involuntarily.

# Community Outreach Initiatives

## Service Enhancements

### As a result of these learnings, GreenPath implemented several initiatives to build trust and better serve BIPOC communities:

- Integrated relevant GreenPath BIPOC client testimonial quotes, videos, ratings, and third-party credentials into its website and marketing collateral. This includes Better Business Bureau, Consumer Affairs accreditation, National Foundation for Credit Counseling®, and the Council on Accreditation
- Hosted a “Financial Glow Up” live Facebook event targeting BIPOC audiences
- Grassroots community outreach
- Hired Real Times Media, a minority business enterprise with long-standing engagement with the African American community. They partnered with Tiffany Aliche, affectionately known as “The Budgetnista,” a trusted influencer on financial wellness in the African American community. GreenPath sponsored and hosted a 90-minute virtual event and replay – “The Financial Transformation You’ve Been Waiting For”

Michigan Chronicle  
Get your money right and manifest your financial dreams...

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**MillennialMoney**  
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President and CEO  
GreenPath Financial Wellness

**Leslie M. Jones, CPA**  
Owner  
Leslie M. Jones, CPA, PLLC

**Desmond Ferguson**  
Owner/Creator  
Moneyball Sportsbar

**David S. Walker**  
Vice President  
Black Legacy  
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**Omar Hall**  
Learning Experience Designer  
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**The Financial Transformation You've Been Waiting For!**

Featuring  
Tiffany "The Budgetnista" Aliche

PRESENTED BY  
**GreenPath** financial wellness

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**Saturday, June 5, 2021**  
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★★★★★ 4.9/5 (98 ratings)

**Financial Transformation for Lasting Change**

Texas Diversity Council – San Antonio  
July 2021

**Denise Doleman**  
Doleman  
CHIEF MARKETING OFFICER

**Omar Hall**  
LEARNING EXPERIENCE SPECIALIST

**GreenPath** financial wellness

# Debt Management Plan

## Service Enhancements

GreenPath's signature program, the Debt Management Plan (DMP), is most effective for clients with greater than \$5,000 in high-interest credit card debt. However, only 24% of BIPOC clients are in the "sweet spot" for a DMP, and 43% have no credit card debt. In comparison, 41% of non-BIPOC clients have more than \$5,000 in credit card debt, and 32% have no credit card debt.

**“ We have a strong desire and responsibility to provide tools that work for these clients, but the DMP is not always the right fit. ”**

David Flores, Director, Client Services and Program Performance and Quality Assurance

**To be equitable toward all clients, regardless of DMP qualification, GreenPath modified its protocols to offer a full session to every client.**

**From January through October 19, 2021, GreenPath contact center YTD data shows that BIPOC community has received:**

**55%** of rental counseling sessions

**43%** of mortgage counseling sessions

**45%** of credit counseling sessions

**In Q1 of 2020, GreenPath provided 13 rental counseling sessions per day. In 2021, they are providing almost 57 sessions a day.**

# Utility Assistance

## Service Enhancements

**Both external and internal data helped to inform changes to GreenPath's services. These changes include introducing utility partnerships, enhancing banking education, increasing frequency of rental counseling, and recognizing the need for a different tool for managing debt.**

**Although many clients contact GreenPath when they are in a financial crisis, there's a continuum of urgency and necessity.**



For example, while DMP clients want to consolidate or pay off debt faster to achieve financial wellness, utility clients are in “survival mode,” facing the risk of their electricity being cut off.

GreenPath introduced a program with an energy company to help residents keep their electricity on and reduce their light bills. This service disproportionately supports the BIPOC community since 46% of GreenPath utility clients are African American, compared to 27% of total GreenPath clients.

**46%** of GreenPath utility assistance clients are African American compared to 27% of total GreenPath clients


# Multilingual Communication

## Service Enhancements

**GreenPath redesigned its technology tools and created a free Learning Management System - in English and Spanish - to serve diverse communities.**

### ENGLISH

Ready to learn about improving credit? Meet Lea!



She offers helpful credit score advice 24/7.

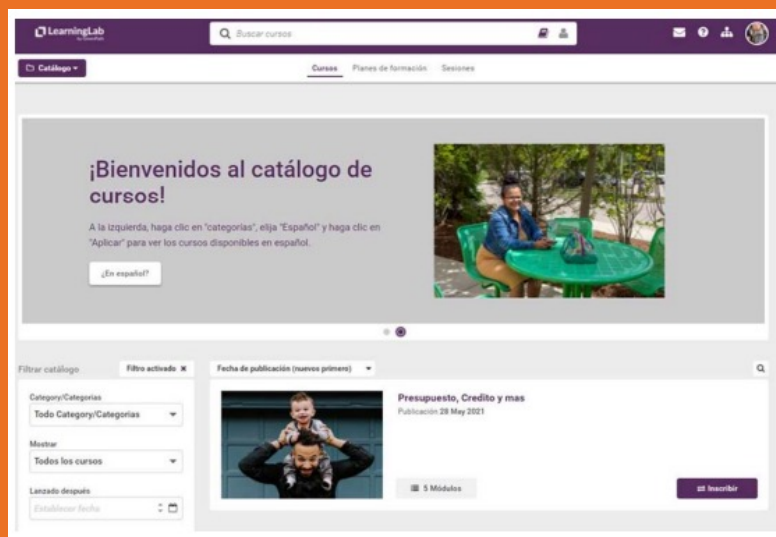
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The screenshot shows the English version of the LearningLab dashboard. It features a search bar at the top, a navigation menu with 'Dashboard' and 'My Courses', and a main content area with a 'Welcome to GreenPath Learning Lab!' message. Below this, there are statistics for 'Enrolled Courses' (5) and 'Completed Courses' (3), and a featured course titled 'True Stories: How to Make Your Checking Account Work For You'.

### SPANISH



The screenshot shows the Spanish version of the LearningLab dashboard. It features a search bar at the top with the text 'Buscar cursos', a navigation menu with 'Catálogo', 'Cursos', 'Planes de formación', and 'Servicios', and a main content area with a '¡Bienvenidos al catálogo de cursos!' message. Below this, there are filters for 'Categoría/Categorías', 'Mostrar', and 'Lanzado después', and a featured course titled 'Presupuesto, Crédito y más'.

### CheckRight

ESPAÑOL



CheckRight was designed for audiences who are opening an account for the first time or have had past issues with accounts. Since many immigrants entering the American financial system don't have bank accounts, the course is designed to share the benefits and value of having an account along with basic account management features.

# Multilingual Communication

## Service Enhancements



Translating content from English to Spanish isn't enough to fully meet the needs of the Hispanic community. All Spanish-speaking community members don't have the same experience. This Spanish language criteria helps GreenPath create equitable financial content for as many Spanish-speaking community members as possible, based on language needs, financial systemic gaps given their country of immigration, and how they access content.

In an attempt to communicate to Spanish speakers in the US, many in the financial industry translate existing content into Spanish. This is an attempt to meet their needs, yet GreenPath also wanted to consider the lived experiences of these communities. If someone predominantly speaks Spanish in the United States, they typically are recent immigrants to the country (10-20 years) and therefore have a different starting point than the average American-born user. Existing content that is later translated for Spanish speakers is typically designed without their differing experience in mind.

Not only is there a language and a cultural barrier but also a learning curve of the financial system. This may include an aversion to creating debt and a desire to use cash, and it even challenges entering the financial system due to immigration status. In creating content, we want to consider the following:

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**Cultural perspective on money from the country of origin**

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**Written and oral fluency of the user in Spanish, English, or Spanglish**

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**The user's fluency of technology and how they access the content**

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**Immigration status & access to products and services**

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**Increasing the overall financial wellness of the community**

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# About GreenPath Financial Wellness

GreenPath Financial Wellness has been empowering people to lead financially healthy lives for nearly 60 years, delivering one-on-one financial counseling and education that meet the needs of people during every stage of their financial lives. Growing toward our future, we have been reframing the narrative by destigmatizing the conversation around money and debt.



Our guiding principle is to put people – our clients, partners, and employees – at the center of everything we do. As a trusted national nonprofit, our clients gain control of their day-to-day financial choices and build a foundation for creating more opportunities through financial health. To this end, we help people understand their options to manage their money, get out of debt, make appropriate housing decisions for their lifestyle, and improve the quality of their lives through financial wellness.

At GreenPath, we listen with empathy and respect and offer compassionate, professional guidance, information, and tools to help our clients on their journey to financial resilience. We are far more than a credit counseling agency. Our ambitious goals, creative strategies, and application of behavioral economics to enhance financial wellness set us apart. And this difference extends to our work with visionary partners through collaborative relationships, technical expertise, and financial support – work that is essential to our progress. By understanding our partners' needs, we can integrate our programs seamlessly into their processes and expand our reach.

We are a recognized leader in improving financial wellness.



GreenPath is one of the largest national nonprofit financial counseling organizations, and a member of the National Foundation for Credit Counseling (NFCC), whose agencies adhere to the highest standards in the industry. We target not just struggling consumers but all those looking to improve their financial health and wellness. Annually, GreenPath provides one-on-one counseling to more than 100,000 people and over 160,000 educational engagements. We focus on metrics that help people improve financial resilience. We are a leader in nonprofit/FinTech partnerships, Human and Equity-Centered Design, and Behavioral Economics.

**GreenPath provides**  
**260,000+**  
**educational & counseling**  
**engagements annually**

**GreenPath Financial Wellness – where financial wellness is within everyone’s reach.**

The quality, effectiveness, and compassion of our counseling and coaching is unparalleled, shaped by human-centered design, behavioral economics and empathy. Our innovative multi-session financial coaching model combines intensive, one-on-one goal setting and action planning with online support in a new way. Through our partnerships, we collaborate with hundreds of credit unions, banks, employers, and other partners including the Michigan & Texas Diversity Councils, who are part of the National Diversity Council.

Our main programs include Holistic Financial and Budget Counseling, Debt Management Planning, Housing Counseling (including Rental, First-Time Homebuyer, Foreclosure Prevention, and Reverse Mortgage), Financial Education, Credit Report Reviews, Student Loan Counseling, Bankruptcy Counseling, Financial Coaching, and Community Partner Support.

