DIGGING IN ON DIVERSITY & INCLUSION

At a time when there is a renewed focus on issues of racial and social justice, IGT has updated its Diversity & Inclusion strategic plan and expanded the conversation with employees through a series of virtual, company-wide dialogue sessions.

PGRI INTRODUCTION:

Diversity & Inclusion (D&I) continues to be a business imperative within and beyond the lottery industry. Recent protests in the U.S. and abroad against racial injustice have reenergized the ongoing efforts to address a range of systemic inequities. In the process, they have sparked new conversations about fairness and inclusion for many among their own networks and families.

The *Wall Street Journal* recently reported that about half of S&P 500 companies now employ a chief diversity officer to lead organizational efforts to ensure equitable recruiting and hiring practices, addressing multiple categories of diversity, such as race, sexual orientation, and gender.

IGT has been at the forefront of the industry's D&I effort. In 2017, the company enacted an extensive D&I program to transform its workforce – approximately 12,000 strong, serving customers in more than 100 countries – to reflect the diversity of the industry's global customer base and the players who enjoy IGT products and services.

The company typically provides an update on its multi-faceted D&I strategy to customers at the annual NASPL event. In lieu of an in-person gathering this year, PGRI spoke with **Kim Barker Lee, IGT Vice President Diversity and Inclusion,** and with **Donald Redic, IGT Indiana Account Development Manager,** about the progress and latest developments in the company's D&I roadmap.

Diversity & Inclusion

The Power of We

PAUL JASON: **IGT's Diversity & Inclusion initiative dates back nearly three years and is now well-established. Within that time, you have created a D&I strategy and a structure to support it, including full-time staff in the Office of D&I, a global D&I Council as well as four regional ones, and 11 chapters of IGT Diversity & Inclusion Groups, which represent thousands of employees across the globe who are members or program participants. Having accomplished so much, what are the areas of focus now?**

Kim Barker Lee: Before talking about what's next, I want to share more about our progress in increasing the representation of women at the very top of our organization. Earlier this year, Dorothy Costa was appointed the Global Head of People and Transformation (commonly referred to as human resources) joining Wendy Montgomery, Senior Vice President, Global Brand, Marketing, and Communications, on our Executive Leadership team, which is now comprised of 20% women, up from 0% in 2018. In addition, IGT's Board of Directors now has three women, including a woman of color, and that brings the representation of women to nearly 30%.

We know we have more work to do. Diversity and Inclusion do not have start and stop dates. They're embedded into operations, people strategies, and culture. They shift and evolve with the business and, as we recently learned, the world we live in. IGT's Diversity & Inclusion strategy for the remainder of 2020 and '21 has four pillars: People, Processes, Culture, and a fourth pillar called Beyond IGT.

Within the **People** pillar, we're focused on building more diverse teams, benchmarking internally and externally, setting goals for each business unit, and creating supporting action plans. We're also looking at the representation of women in Field Operations, IT, and Technology, where many companies have struggled to increase the representation of women and other underrepresented groups.



Kim Barker Lee
IGT Vice President
Diversity and Inclusion

The **Processes** pillar is about "baking it in" – in other words, making sure that we continue to develop and evolve our inclusive practices so that they are not solely dependent on personal understandings of inclusion, diversity, and equity.

Culture is the pillar that was really highlighted over this past spring , as our employees grappled with the impact of COVID-19, and many found themselves working from home or continuing to work in the field with many new challenges. And, again in June, people made it clear that they wanted to discuss and engage around the events sparked by the death of George Floyd. The goal of this pillar is to deepen the understanding of different aspects of Diversity & Inclusion, support IGT's Diversity & Inclusion Groups – known as "DIGs" – continue to increase education and inclusive behaviors more broadly, and support IGT's regional D&I advisory councils.

The fourth pillar, **Beyond IGT**, is about communicating IGT's commitment to

D&I beyond our own organization. This involves connecting and aligning with our customers and players, and our community engagement strategy around D&I goals, as well as evolving and enhancing our supplier diversity program.

You mentioned an emphasis on the Culture pillar in recent months, a time when the topic of civil unrest found its way into conversations in workplaces around the country. How did IGT handle that?

Kim Barker Lee: IGT's actions started with a message from our CEO Marco Sala in early June, acknowledging the emotional response people were having to the killing of George Floyd and reaffirming IGT's commitment to live up to our goals for Diversity & Inclusion. When you consider that many people are now working remotely, without the chance to connect and talk with coworkers in person as they might at offices or sites, his message led to a series of events in June and July that enabled the kinds of frank conversations our people wanted to have.

ACE at IGT

There was already an employee Diversity & Inclusion Group in the process of forming called ACE (Advancing Cultural Education) at IGT, focused on the experiences of people of African descent at IGT and in the lottery and gaming industry. Many of the members of that group were hit particularly hard by George Floyd's death and the responses around the world. The group took quick action to reach out to members, and over a two-week period we met several times to check in with each other and share what we were grappling with, whether it was a stranger asking members of ACE what they thought about the riots or a manager calling and checking in. ACE asked, "What is our role? Is our role to educate colleagues, to encourage them to educate themselves, or something else?" There was a wide range of responses, but we in the office of D&I heard that some employees were really committed to sharing their personal stories and experiences.

"It is important to recognize and boldly assert that IGT is living up to our diversity and inclusion purpose statement 'to create a culture that values unity, diversity, and belonging in our people, players, customers, and communities.' For that purpose to be more than words on paper, we cannot ignore reality and must continue to advocate for change to happen so that we may live in a more just society."

– Marco Sala, CEO

Much of those conversations were about the work that we as Black people do to handle and survive interactions with the police, but there were also colleagues who wanted to support and understand but were not sure how. In response, we created a two-part virtual and global company-wide dialogue, which included a short documentary by the *New York Times* on what we in the African American community often refer to as the "The Talk," or the critical conversations we must have with our children at very young ages about race, racism, and police encounters.

The most powerful parts of the program were the words of colleagues who shared their stories of encounters with the police and the "Talks" they had as children and



Panelists participating in IGT's "Let's DIG In" sessions on current events and race (L to R): Donald Redic, Indiana Account Development Manager; Cleveland Belin, Senior Product Manager Lottery Applications; Michelle Saunders, Talent and Inclusion Lead, Global Gaming; Melissa Pursley, Chief Operating Officer and General Manager IGT Indiana; Matthew Whalen, Senior Vice President Operations Lottery

now share with their own children. That dialogue also included honest conversations with our white colleagues, some who were from families of police officers and deeply wounded by what happened to George Floyd, some who are anti-racism activists, and some who were deeply concerned but felt like they did not have the right words or would get it wrong if they spoke.

Underlying that dialogue was a recognition that there were stark disparities in their experiences. It revealed that when it comes to race and racism, honest dialogue rarely happens. But, as a company and a community, IGT, starting with our CEO, met the needs of our employees at a difficult time and on a subject that is not easy to discuss for anyone. The program came together within days and included two sessions over two weeks attended by thousands of employees.

Since you saw considerable engagement, do you plan to continue these types of sessions?

Kim Barker Lee: The most recent sessions were part of educational series we launched earlier this year called "Let's DIG In," given that "DIG" is the acronym for IGT's employee networks, and each session does a deep dive on a particular topic of relevance to employees.

The San Francisco chapter of WIN with IGT, our women's inclusion network, hosted a session on the experience of women during COVID-19 and the disparities in that experience. So, we made the sessions in June about race and current events a part of the series. And because June is globally known as LGBTQ Pride month, we produced one more "Let's DIG In" session on LGBTQ+ workplace inclusion before the month ended.

"Let's DIG In" sessions are global and are generally recorded for future viewing. There is a hunger for the information and the opportunity to share these experiences with other colleagues, and since they are available through the company intranet, any IGT employee can access the sessions anytime.

BIG DIGS

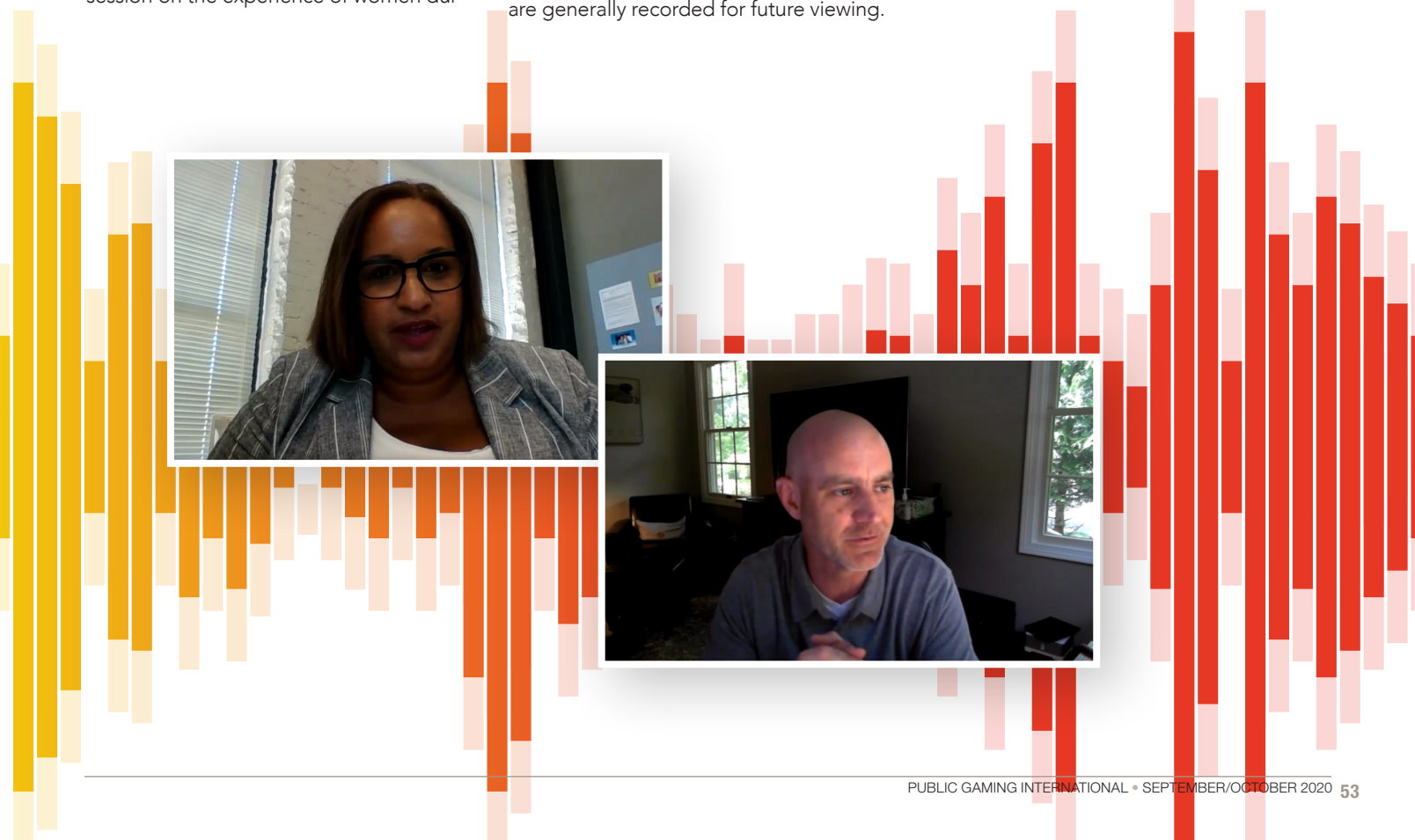
Diversity and Inclusion Groups (DIGs) at IGT are employee networks structured around underrepresented dimensions of diversity.

IGT's DIGs are open to all employees, regardless of identity or group affiliation. IGT and its senior leadership recognize that employees can benefit from participating in DIGs by meeting colleagues from beyond their immediate teams, departments, offices, and even countries, and take advantage of opportunities for networking, professional engagement, development, and more.

Another value of the DIGs would seem to be modeling these types of conversations. Donald, as a panelist in the "Let's DIG In" sessions on current events and race, why did you want to participate, and what did you discuss?

Donald Redic: After 31 years in various roles at IGT, and in light of recent events of injustice and police brutality directed at African Americans, I felt this was an appropriate time to lead on a broader stage. I have always been an advocate for fairness regardless of your race; however, the steps IGT has taken to make Diversity & Inclusion a priority allowed me to be more vocal in my truth and share my experiences with my colleagues.

After the first "DIG In" session I received a number of comments from respected colleagues I have known and worked with in this company for many years. They all were surprised by the things I have to do to keep my son safe and make sure I come back home safely every day. That feedback encouraged me to continue to get involved and to use my platform to educate and inform those who don't have the same experiences.



It was important for me to share with my colleagues "The Talk" I have with my son on a daily basis, my own experience with law enforcement during a recent traffic stop, and how important it is for us to help bring awarness to the injustices impacting the African American community.

My father, who was the biggest influence on my life, used to tell me and my siblings that you can't sit back and wait for other people to speak out. If you want to see things change you must be willing to be uncomfortable and vulnerable and use your voice to help drive change.

In the short time since the "Let's DIG In" sessions began, has there been a ripple effect?

Kim Barker Lee: Yes, along with the direct participation, the sessions have also resulted in large numbers of people reaching out to say they want to learn more. We know the sessions are increasing dialogue within the company, and as a result increasing people's feeling that their company supports them. We continue to respond to and address the more than 200 questions we have received. An interesting thing about interacting with employees is that they're also community members. When there is education and development about current events and identity, that positively impacts the connections our employees have with one another. People also bring these stories and conversations home, and they bring them into their communities. We can help to create more inclusive communities, and I think that's really powerful.

You mentioned that IGT's newest Diversity & Inclusion Group, ACE, was already in the works this year. Was this accelerated by the events of June?

Kim Barker Lee: IGT has an annual application cycle for new DIGs, and the plans for launching ACE started in late 2019. ACE at IGT was founded as a global chapter, committed to advancing people of African descent within the gaming industry through professional development, networking, promoting inclusion and diversity, a sense of belonging, and creating positive connections within our communities. It was approved by the global D&I Council in January, and since then, the group has been working on founding and preparing for a launch event.

"Around the world, it was a lightning-rod moment for people who were not having these conversations before to start having them."

There are members from a few different countries, and the three founding members, **Edwin Gilbert, Antonio Gray,** and **Marilyn Taylor,** are based in Providence, RI, Austin, TX and Las Vegas, NV, respectively. Like all the DIGs at IGT, the membership was initially built through grassroots connections – people talking to their colleagues about the development of the group – and immediately, through word of mouth, ACE had more than 80 members. The global executive sponsors are **Jay Gendron, Chief Operating Officer Lottery,** and **Darnell Johnson, Director Video Poker.** A major component of their purpose is to develop and strengthen the pipeline of Black employees for roles at IGT and in the gaming industry broadly.

What's next for IGT's Diversity & Inclusion initiative?

Kim Barker Lee: In addition to the four pillars mentioned earlier, we're continually looking at our processes, setting goals and targets for representation, and we're participating in the development of a global working group sponsored by the British Standards Institute and the All-In Diversity Project to develop D&I recommendations for workplaces in all industries across the globe. We are also committed to being responsive to what employees are telling us they need and want.

The month of June demonstrated that the company is fully capable of doing that. Around the world, it was a lightning-rod moment for people who were not having these conversations before to start having them. In fact, consultants and workshop presenters on these topics are overwhelmed with work right now, because organizations are realizing that there really is a lot of work to do and a lot of conversations to have. IGT is well positioned to have those conversations. We're not building from scratch. Three years in, we have a strong infrastructure to support it.

We have heard from customers that are building or already involved in their own D&I initiatives, and we're happy to share what we have done with any lotteries that are interested in learning more or sharing their own learnings. ■

For more on IGT's global Diversity & Inclusion strategy and activities, visit IGT.com.