

HOW **BABY BOOMERS** ARE  
RECLAIMING **THEIR CAREERS**

**PRACTICING**  
INCLUSIVE **ETIQUETTE**

THE QUEST FOR  
**TRANSGENDER INCLUSION**

# INCLUSION

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+ ISSUE 2

*Creating Globally Inclusive &  
Culturally Competent Workplaces*

*Leading the  
charge on  
implementing  
inclusive practices*

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## EXPRESS SCRIPTS

**Tim Wentworth**  
*President & CEO*

**Susan Stith**  
*Vice President,  
Diversity, Inclusion &  
Corporate Giving*

**Sara Wade**  
*Senior Vice President  
& Chief Human  
Resources Officer*



## Susan Stith Vice President, Diversity, Inclusion, and Corporate Giving, Express Scripts

**Leading inclusion at a company that brings pharmacy care to millions, Susan Stith says diversity is more than skin deep.**

**A**S VICE PRESIDENT, DIVERSITY, INCLUSION, AND corporate giving, Susan Stith is responsible for shaping and steering the company's enterprise-wide diversity and inclusion strategy and guiding the organization's philanthropic and community outreach strategy and initiatives. In this role, she designs creative and innovative programs, processes, and procedures for recruiting, developing, and retaining a diverse workforce while leading the organization's Diversity Advisory Board, employee resource groups, and the Express Scripts Foundation.

A five-year veteran of Express Scripts, Stith has been recognized for her work in diversity, inclusion, and corporate giving by the St. Louis chapter of the NAACP, the YWCA, and the Gateway Center for Giving and is a recipient of the *St. Louis Business Journal's* Diversity Leader Award, *DiversityPlus's* Top 25 Women Impacting Diversity, *Diversity Woman's* Top 50 Diversity Champions, and *Black Enterprise's* Top Executives in Corporate Diversity.

Actively involved in the community, Stith serves on the boards of the United Way of Greater St. Louis, the Starkloff

Disability Institute, LifelongVision Foundation, Family Resource Center, HOME WORKS!, and Arts and Education Council.

Married to her husband Drexel for thirty years, Stith is the proud mother of two college students, Alexandria and Clark. She obtained a BS from the University of Missouri-Columbia and an MA from the University of Phoenix.

**INCLUSION:** What are some ongoing or special initiatives your company is engaging in now to maximize inclusion on your team?

**Susan Stith:** At Express Scripts, diversity is not just an initiative—it is a business priority and an important enabler of our inclusive company culture. We recognize that diversity goes beyond the human characteristics that you see on the surface. We like to say that diversity is the mix of people, and inclusion is making that mix work.

Employee resource groups [ERGs] are just one piece of our diversity strategy, which includes



Susan Stith with President & CEO Tim Wentworth and Senior Vice President & Chief Human Resources Officer Sara Wade.

outreach and recruiting, branding, training, ongoing internal communications, and an annual diversity awareness campaign.

Over the past few years, ERGs have taken on greater importance in organizations in advancing diversity and inclusion and corporate citizenship, and in supporting the overall business strategy.

This last point—alignment to the business—is especially important as ERG members look for ways to contribute to the success of the organization and as the organization looks for ways to leverage ERG members. This can include anything from product development, to providing cultural insight, to increasing corporate brand awareness.

Launched in 2014, our six ERGs focus on women (70 percent of our workforce), veterans, disability, LGBTQ education and awareness, generational diversity, and our multicultural workforce (about 40 percent of our workforce). As of today, more than 10 percent of our workforce is actively engaged in an employee resource group. Our colleagues at Express Scripts are finding ways to support one another and, in the process, build a more diverse, inclusive, and engaged organization.

We also launched an online employee mosaic called I Am Diverse. We were determined to create more than the typical diversity campaign with ads that feature a few people with different skin tones. We wanted to

get to the heart of employees and used National Diversity Month as the launching pad to bring diversity and inclusion to life through this mosaic.

This campaign had two primary goals—to be engaging, interactive, and impactful and to demonstrate our commitment to diversity and inclusion. In the three years since it launched, the mosaic is one of the most viewed areas of our corporate intranet.

**IN:** How has your approach to D&I changed in the last 10 years? How have thinking and best practices in the field changed?

**SS:** Of course, there is more focus on the programs, but at the end of the day, diversity and inclusion are and will always be about the people. The goal is to focus on ways that allow all employees the opportunity to bring their whole self to work.

We recognize that our company and employees play an important role in enhancing the quality of life in the communities in which we live and work. It is that belief that guides much of diversity, inclusion, and charitable giving philosophy and initiatives. It is also that belief that aligns us to our mission of helping individuals—inside and outside the organization—to live healthier, more productive lives.

In some ways, you might hate to say it, but it's true: if you want to see change in corporations, you need to attach that change to a return on investment. As diversity and inclusion have advanced, so have the amount of research and best practices. We can now quantify the growth prospects of a company by the number of women or minorities it has on its board of directors. We can show, definitively, the value of a diverse workforce and how it drives better business performance through a better culture.

I can assure you that the discussions today with senior leaders and boards are far easier and far more robust because of the evidence that has been gathered and shared over the past decade.

If I think ahead 10 years from now, I firmly believe that diversity and inclusion will be less of a separate focus, and more of a core competency that further separates good and great companies.

The best way to think about it is that diversity and inclusion are no longer about theory. They are the reality of the world we live in and the workplaces we work in.

Presumably, when you hire, you want to be sure the potential candidates are a good fit for the company and its mission. How do you cultivate a diverse talent pipeline? What factors do you take into consideration and what questions do you ask when hiring?

At Express Scripts, we are responsible for the pharmacy care of more than 80 million people. They are from all walks of life, all socioeconomic backgrounds, and all ethnicities and genders. We absolutely have to have a workforce that reflects the reality of the people we serve.

When you understand the specific needs of an African American man with diabetes and hypertension or an Asian American woman with breast cancer, you not only are creating a diverse and inclusive culture, but are delivering in a fundamentally better way for the people we serve.

**IN:** How do you measure success in terms of diversity and inclusion?

**SS:** I look for “magic moments”—those moments when we see people modeling behavior that shows how we are achieving our goals as a diverse and inclusive employer. And of course, I measure all the other things that people in my role measure, from recruiting and outreach initiatives to candidate pools to promotions and hires, training, retention, ERG participation, development programs, survey results—the list is pretty extensive.

In addition, I measure success with the support that I receive from our senior team including Tim Wentworth, CEO, and Sara Wade, CHRO.

**IN:** How does your company use technology and social media to enhance your D&I initiatives?

**SS:** We encourage our employees to leverage their social networks and tell their friends, family, and colleagues about the great work we do every day to put medicine within reach of people who need it.

Before you get it right externally, you need to get it right internally. Two years ago, we started the I Am Diverse mosaic on our intranet. We invited employees to send selfies and brief three-line descriptions about who they are.

We were blown away at the response, then and now. Thousands of employees sent photos and descriptions, and that allowed us to make a mosaic of images that truly depicted what our company looks like. It brought us together in a way that we hadn’t thought of before and demonstrated just how much we actually have in common.

**IN:** As more and more Millennials join the job force, and as baby boomers slowly age, has this phenomenon presented challenges for you?

**I look for “magic moments”—those moments when we see people modeling behavior that shows how we are achieving our goals as a diverse and inclusive employer.**

**SS:** At Express Scripts, our workforce is pretty evenly divided into baby boomers, Gen Xers, and Millennials. You can make your engagement strategy as complex or as simple as you want. Simple works for us.

We find ways through our ERGs to bring together the different age groups for common causes. For example, our UpNext ERG is geared toward our younger employees who are just starting out in their careers and are looking for that next step up.

It turns out that we have just as many baby boomers

and Gen Xers who want to improve their career too and build a broader network. Under the umbrella of UpNext, they come together and find ways to support each other on their career path.

**IN:** For a number of years, practitioners of diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in?

**SS:** This is actually one of the easiest questions to answer because the business case for diversity and inclusion has never been easier to describe. To put it simply, the workforce is becoming much more diverse, and companies have to embrace these changes in order to continue to thrive. The message has sunk in. Diversity and inclusion have made the transition from corporate buzzwords to corporate standards.

You cannot compete in today’s marketplace without having a diverse employee base that reflects the clients and customers you serve. Even more, having a diverse and inclusive senior management team and board enhances your stature. When talented people are deciding where to build their careers, and what companies to recommend to their friends, I can tell you firsthand that they lean heavily toward employers with strong diversity and inclusion programs that are reflected in the leadership.

Sometimes in a revolution, there is a spark and everything changes. In the journey we’ve been on the past several years in diversity and inclusion, I’d compare it more to a wave that picks up momentum the closer it gets to the beach. From far away, it may seem small and inconsequential, but when the water washes over you, the power is evident. **IN**