

Diversity and Inclusion Strategic Plan

2018–2022



Table of Contents

Message from the President	1
Introduction from the Office of Minority and Women Inclusion	2
2012-2016 Strategic Plan Accomplishments	3
The Definitions: What are Diversity and Inclusion?	3
Why Diversity and Inclusion?	4
The Business Case	5
Aligning Strategies: Strategic Plans	6
2018-2022 Strategic Goals for Diversity and Inclusion	7
Goal 1: Workforce Diversity (Goal 3.1)	8
Goal 2: Inclusion (Goal 3.1)	9
Goal 3: Equal Opportunity (Goal 3.1)	10
Goal 4: Supplier Diversity (Goal 3.2)	11
Goal 5: Construction Industry Diversity (Goals 1.2 And 2.3)	12

Message from the President

Anvil is committed to a diverse and inclusive supply chain – one that reflects the communities where we live and work. Our commitment is founded on the belief that a diverse supply chain – just like a diverse workforce – is vital to our success and growth. Anvil’s supplier diversity program is dedicated to developing and utilizing small, local, and diverse businesses that help us solve our most challenging problems while supporting our commitment to fostering economic development and supporting local economies. Our program is designed to provide measurable improvement from year-to-year and is consistent with recognized industry objectives, applications, and the contractual expectations of our clients. This commitment extends to procurement of all goods and services, whether the purchases support federal, state or local governments; commercial clients; or in-house needs. I encourage all individuals to assess their own structures and processes to find opportunities to grow and to serve their families and communities by promoting these values.

“Our supplier diversity program is not just about numbers – it is a calling to be inclusive, to value diversity, and to embrace and honor the unique characteristics of the communities where we work. Our Supplier Diversity Program and our diversity related business practices are integral to who we are as a business and human beings.” – Alan Guy, President



Introduction from the Office of Minority & Women Inclusion

I am pleased to present this Diversity and Inclusion Strategic Plan. This plan is the collaborative product of several Anvil Builders stakeholders. Anvil Builders, as a company, owns this plan and the commitment to make diversity and inclusion strategic business imperatives for this organization. I am thrilled to be a part of a company that is willing to work together to make this happen.

Anvil Builders has long been committed to having a more diverse workforce and leadership team. At the core of this strategic plan are four focus areas for the next five years:

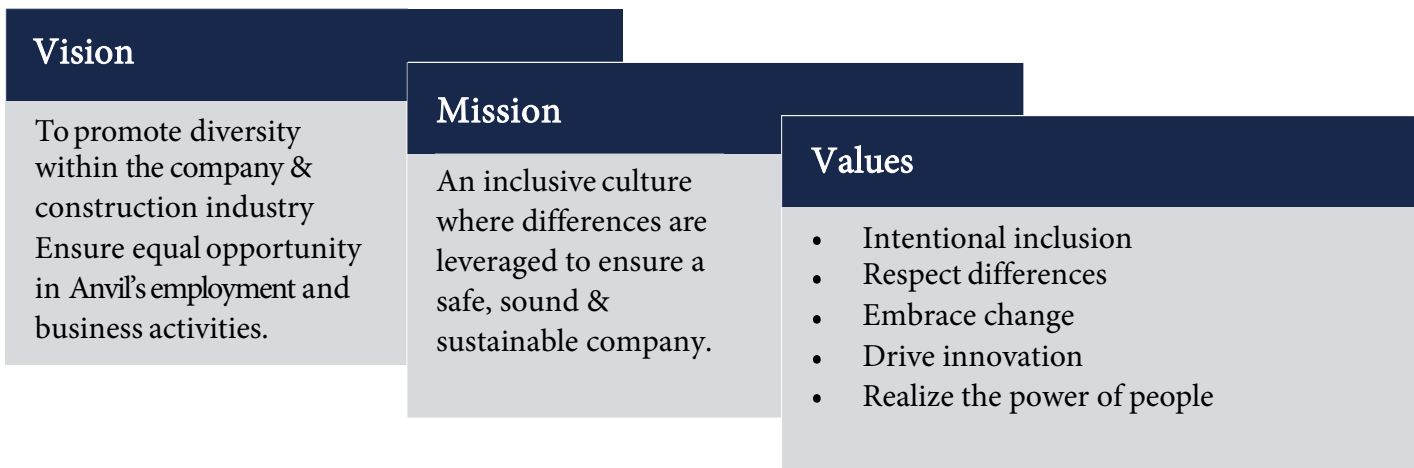
- a broader definition of diversity
- the business case
- intentional inclusion
- mitigation of unconscious bias



Maria Zavala
Diversity Director

I am confident that measurable advances in these four areas will further our mission of diversity and inclusivity.

In the diversity and inclusion space, we are often asked what success looks like or how it can be quantifiably measured. Five years from now, my hope is that Anvil Builders and the construction industry will not only look different with respect to visible diversity but will embrace and leverage the value of invisible differences. I also hope to see a greater understanding of the undeniable benefits diversity and inclusion bring to Anvil and the construction industry. Success is being committed to diversity and inclusion not because it is the right thing to do, but because we genuinely believe it is the smart thing to do.



2012-2016 Strategic Plan Accomplishments

The 2012-2016 Diversity and Inclusion Strategic Plan consisted of three goals: Workforce Diversity, Workplace Inclusion, and Sustainability. With a variety of diversity and inclusion initiatives led throughout the company, Anvil has made considerable progress in each of these areas. Examples of these accomplishments are listed below.

Goal 1: Workforce Diversity	<ul style="list-style-type: none"> ü Instituted policy to require diverse interview panels ü Established special emphasis programs to include LGBT and veterans ü Established diversity advisory council with executive membership
Goal 2: Workplace Inclusion	<ul style="list-style-type: none"> ü Established mentor program ü Established employee resource group program ü Included inclusion specific language in employee survey ü Established an exit interview process with independent vendors ü Provided unconscious bias training to the entire workforce
Goal 3: Sustainability	<ul style="list-style-type: none"> ü Diversity and inclusion with measurable strategies included as a goal in Anvil's strategic plan ü Included diversity and inclusion performance measures in all manager and executive performance plans ü Updated procurement process to include invitations to minority- and women-owned businesses ü Increased minority- and women-owned business contracts

The Definitions: What are Diversity and Inclusion?

Diversity

Everything that makes you who you are and what makes you different from someone else, to include race, gender, religion, ability, age, sexual orientation, background, education, experiences, talents, skills, and much more

Inclusion

The practice of leveraging diverse perspectives, backgrounds, skills, and talents to allow each employee to feel valued and able to contribute to his or her full potential in achieving the mission of the agency

Diversity and Inclusion

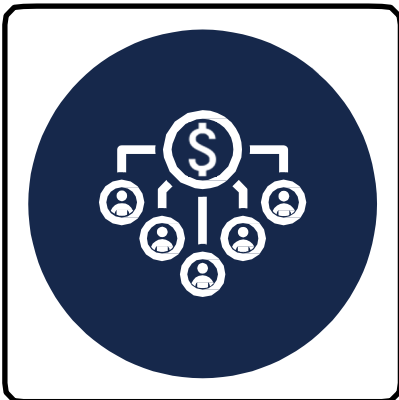
Together, diversity and inclusion are strategic business imperatives that are part of who we are as an organization and how we do business, allowing us to leverage the diversity of our staff to achieve the company's mission

Why Diversity and Inclusion?



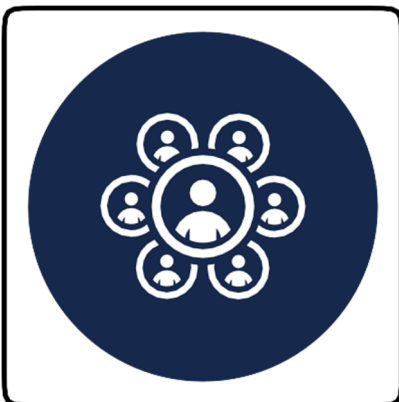
In the Workforce

- **Talent** – a diverse workforce reflects the communities where we work and provides Anvil with a broader range of potential candidates
- **Innovation** – thought diversity leads to innovation
- **Results** – diverse perspectives, skills, and talent lead to better solutions to business challenges and better results



In Construction Industry

- **Growth** – diversity creates opportunities for growth in untapped markets
- **Innovation** – diversity gives Anvil the ability to create innovative solutions and services that meet our clients’ needs
- **Talent** – diversity allows Anvil to attract employees and volunteers from a broader pool of talent



In Business Activities

- **Competitive pricing** – supplier diversity creates competition among vendors
- **Innovation** – a diverse supply chain provides new and innovative business solutions
- **Community** – supplier diversity economically empowers the communities where we work

The Business Case

Over the past few decades, the concepts of diversity and inclusion have evolved in significant ways. What began with the Civil Rights Movement has become a critical strategic imperative for business success. Initially, diversity was almost exclusively related to equal opportunity, which was primarily focused on race and gender. Today, racial and gender diversity remain critical and Anvil Builders is committed to improving the racial and gender make-up of our workforce, leadership team and subcontractor base. However, we define diversity in its broadest sense. It is everything that makes us who we are, and all the ways we are different from everyone else.

When we view diversity as more than race and gender, to include diversity of thought, ideas, background, and experiences, it sparks creative insights, better solutions, and ultimately, greater efficiencies. But making a company more diverse is not enough. Diversity without inclusion will not yield the true benefits of diversity. Therefore, it is critical that we focus equally, or even more so, on inclusion. Inclusion is creating an environment where all differences can be leveraged to help us achieve our mission. Inclusion is using our differences to make a difference. Creating a workplace environment that taps into the unique talents and strengths of different employees leads to greater employee satisfaction and higher productivity while allowing us to understand the diversity of our workforce and regulated entities better. As such, diversity and inclusion are not just about who we are, but the way we carry out our mission. This includes the way we work together; the way we think about and solve problems; the way we engage our employees and tap into the unique strengths each of us brings to the workplace; and the way we ensure a safe and sound work environment.

The kind of change necessary to create a truly diverse and inclusive workplace involves shifting the way employees, especially leaders, think and act. Achieving the lofty goals of diversity and inclusion requires a great deal of collaboration. Senior leaders, managers, and employees at every level must see diversity and inclusion as essential, everyday responsibilities. When viewed in this light, every employee can apply this “business case” for diversity and inclusion to their everyday responsibilities.



Aligning Strategies: Anvil Builders’ Strategic Plans

Anvil Builders’ Strategic Plan: The 2018-2022 Diversity and Inclusion Strategic Plan was not established independently. Each goal in this plan directly ties to one of the three goals outlined in Anvil Builders’ Strategic Plan for 2012-2026. The strategies identified to achieve our diversity and inclusion goals also contribute to achieving Anvil Builders’ overall objectives, and ultimately its mission. Performance for each objective will be measured against targets and indicators. The following pages contain detailed summaries of the diversity and inclusion goals and strategic objectives for 2018-2022:

Goal 1: Ensure a safe and sound workplace	<ul style="list-style-type: none"> 1.1 Maintain a constant communication 1.2 Provide high-quality and efficient supervision.
Goal 2: Provide a regulatory framework that is transparent, efficient, and improves access	<ul style="list-style-type: none"> 2.1 Deliver an effective and transparent regulatory framework. 2.2 Enforce state & federal protection laws and regulations
Goal 3: Maximize organizational performance to enable mission success	<ul style="list-style-type: none"> 3.1 Attract, engage, and retain a highly skilled, diverse workforce and cultivate an inclusive environment. 3.2 Deliver an efficient organizational design supported by improved business processes and innovation. 3.3 Ensure sound corporate governance.

Anvil Builders’ Strategic Plan: The goals for diversity and inclusion also reflect those established by its affiliates.

Goal 1: Diversify the workforce through active engagement of leadership	<ul style="list-style-type: none"> 1.1 Emphasize the importance of inclusive diversity efforts by utilizing a wide range of communication strategies and tools that demonstrate their support for these initiatives. 1.2 Review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved. 1.3 Develop and implement broad outreach strategies to attract leaders from diverse sources to the organization through strategic partnerships.
Goal 2: Include and engage everyone in the workplace	<ul style="list-style-type: none"> 2.1 Foster a culture of inclusion and engagement by employing culture change strategies. Provide training and education on cultural competency, implicit bias awareness, and inclusion learning for all employees. 2.2 Assess, redesign, and reengineer organizational structures and business processes to promote teamwork, collaboration, cross-functional operations, and transparency; and to deconstruct organizational siloes that lead to exclusive cultures and to flawed decision-making.
Goal 3: Optimize inclusive diversity efforts using data-driven approaches	<ul style="list-style-type: none"> 3.1 Create a diverse, high-performing workforce, using data-driven approaches to recruitment, including analyzing applicant flow data. 3.2 Foster a diverse, high-performing workforce by using data-driven approaches to promotion opportunities and career development. 3.3 Collect relevant performance data to establish a business case for diversity and inclusion for the agency.

2018-2022 Strategic Goals for Diversity and Inclusion

GOAL 1: WORKFORCE DIVERSITY (Goal 3.1)	
Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership	
1a. Leadership commitment	Engage and train leadership in understanding and implementing sustainable diversity and inclusion strategies
1b. Inclusive recruitment	Conduct inclusive recruitment and selection practices
1c. Access to opportunities	Provide all employees with equal access to developmental and advancement opportunities
1d. Retention	Identify and address barriers that could lead to lower retention of under-represented groups
1e. Leadership diversity	Build and sustain a diverse leadership team
GOAL 2: INCLUSION (Goal 3.1)	
Cultivate an inclusive workplace where employees' unique talents, skills, and perspectives are valued and leveraged	
2a. Inclusive initiatives	Develop inclusive workplace initiatives
2b. Inclusive behaviors	Develop inclusive behaviors in leaders
2c. Mitigate bias	Redesign systems to remove opportunities for adverse bias in workplace practices
2d. Disability inclusion	Improve workplace inclusion of employees with disabilities and provide necessary resources for success in their jobs
GOAL 3: EQUAL OPPORTUNITY (Goals 3.1)	
Ensure equal opportunity with proactive workplace resolutions	
3a. Non-discriminatory workplace	Maintain a workplace free of discrimination
3b. Conflict resolution	Implement processes to mitigate and resolve workplace conflict
3c. Workplace accommodations	Provide effective and reasonable workplace accommodations for employees with disabilities
GOAL 4: SUPPLIER DIVERSITY (Goal 3.2)	
Build a robust and integrated supplier diversity program	
4a. Embed procedures	Implement effective procurement procedures that support supplier diversity
4b. Increased competition	Increase opportunities for diverse suppliers to participate in competition
4c. Supplier development	Advance the development of diverse suppliers
4d. Awareness	Improve internal supplier diversity awareness
GOAL 5: CONSTRUCTION INDUSTRY DIVERSITY (Goal 1.2)	
Promote diversity and inclusion as valued business imperatives in the construction industry	
5a. Business case	Build awareness of the value of diversity and inclusion in construction industry
5b. Policies and practices	Assess and promote diversity policies and practices

GOAL 1: WORKFORCE DIVERSITY (Goal 3.1)

Sustain a skilled, highly engaged, and diverse workforce at all levels, including leadership

Building a high-performing workforce drawn from all segments of American society requires strategic outreach, broad recruitment, and intentional, proactive efforts to ensure opportunities for success are available to all employees.

1a. Leadership commitment: Engage and train leadership in understanding and implementing sustainable diversity and inclusion strategies

- 1) Develop and promote a business case for workforce diversity and inclusion
- 2) Communicate to the workforce the organizational commitment to diversity and inclusion
- 3) Improve diversity and inclusion analytics and reporting
- 4) Hold leadership accountable for implementing diversity and inclusion initiatives through performance evaluations
- 5) Develop diversity and inclusion competencies in leadership

1b. Inclusive recruitment: Conduct inclusive recruitment and selection practices

- 1) Develop recruitment processes, tools, and technology that reach and attract diverse and highly qualified talent
- 2) Ensure, to the extent possible, diverse interview and ranking panels for all vacancies
- 3) Ensure interviews are conducted using consistent, structured, and objective criteria and processes
- 4) Provide resources to help staff recognize and mitigate unconscious bias in all hiring processes
- 5) Involve managers and supervisors in targeted outreach and other recruitment activities
- 6) Develop a proactive and robust differently abled hiring program
- 7) Ensure recruitment outreach is extended to all areas of consideration, locally and nationally, to expand the ability to create a diverse workforce

1c. Access to opportunities: Provide all employees with equal access to developmental and advancement opportunities

- 1) Identify and address any barriers that inhibit inclusion in development opportunities
- 2) Maintain inclusive mentoring program with diverse participants
- 3) Ensure fair access to training and development
- 4) Implement individual development plans for every employee
- 5) Develop transparent detail program and increase awareness of opportunities

1d. Retention: Identify and address barriers that could lead to lower retention of under-represented groups

- 1) Assess factors leading to employees' decision to leave or stay at Anvil Builders
- 2) Identify and address barriers that lead to higher than average attrition rates of under-represented groups

1e. Leadership diversity: Build and sustain a diverse leadership team

- 1) Build and maintain a sustainable and diverse leadership pipeline
- 2) Identify and implement best practices for succession planning of field-critical positions
- 3) Use succession planning to identify and broaden career development opportunities

GOAL 2: INCLUSION (Goal 3.1)

Cultivate an inclusive workplace where employees’ unique talents, skills, and perspectives are valued and leveraged

Cultivating an inclusive workplace allows differences to make a difference. Encouraging employees to achieve their fullest potential through flexibility, collaboration, and empowerment leads to higher levels of individual engagement and better organizational outcomes.

2a. Inclusive initiatives: Develop inclusive workplace initiatives
1) Build company-wide inclusion competencies, skills, and awareness
2) Further develop the Anvil Builders’ Special Emphasis Program using best practices
3) Convene and support the Anvil Builders’ Diversity Advisory Council
4) Develop a Differently Able support program
5) Develop and support business-aligned employee resource groups
2b. Inclusive behaviors: Develop inclusive behaviors in leaders
1) Develop a leadership toolkit based on building inclusion competencies
2) Incorporate diversity and inclusion curriculum into leadership development programs
3) Hold executives, managers, and supervisors accountable for inclusive behaviors through performance evaluations
2c. Mitigate bias: Redesign systems to remove opportunities for adverse bias in workplace practices
1) Implement strategies to identify and address bias in agency programs, policies, and practices
2) Provide progressive levels of bias-related curriculum and training for all staff
2d. Differently abled inclusion: Improve workplace inclusion of employees with disabilities and provide necessary resources for success in their jobs
1) Ensure needs of employees with disabilities are incorporated into business practices, policies, and processes
2) Create a culture where universal access is a top priority
3) Identify and address challenges faced by employees with disabilities

GOAL 3: EQUAL OPPORTUNITY (Goal 3.1)

Ensure equal opportunity with proactive workplace resolutions

Providing equal employment opportunities for employees and applicants for employment ensures fair treatment and affords talented men and women every opportunity to fully participate in Anvil Builders’ workforce and to contribute to the accomplishment of the company’s mission. Equitable practices also bolster the Anvil Builders’ reputation as an employer of choice and a strong, effective, high-performing public service organization.

3a. Non-discriminatory workplace: Maintain a workplace free of discrimination
1) Provide a model EEO program
2) Provide engaging and relevant non-discrimination education and training to all employees
3) Improve employee knowledge of and access to EEO programs and resources
4) Hold managers and employees accountable for maintaining a non-discriminatory workplace through performance evaluations
3b. Conflict resolution: Implement processes to mitigate and resolve workplace conflict
1) Develop conflict resolution and mitigation competency in leaders
2) Identify and train staff members to serve as “Collateral Workplace Resolution Advisors”
3) Build cultural awareness and skills to mitigate conflict over differences
3c. Workplace accommodations: Provide effective and reasonable workplace accommodations for employees with disabilities
1) Benchmark and implement best practices for providing reasonable accommodations
2) Provide employees with reasonable accommodations needed to perform essential job functions

GOAL 4: SUPPLIER DIVERSITY (Goal 3.2)

Build a robust and integrated supplier diversity program within the company

Ensuring diversity in business activities drives competition to improve service and pricing, promotes better and more innovative solutions for the company, and creates economic development that adds value to the communities the Anvil Builders serves.

4a. Embed procedures: Implement effective procurement procedures that support supplier diversity
1) Identify components of current procurement process that inhibit supplier diversity
2) Incorporate best supplier diversity practices into procurement procedures
3) Conduct near- and long-term procurement forecasting to support supplier diversity
4) Ensure supplier diversity is incorporated early in the procurement planning process
5) Provide supplier diversity training to all new employees in the procurement area
6) Keep office and regional directors informed of current supplier diversity standing through quarterly reporting
4b. Increased competition: Increase opportunities for diverse suppliers to participate in competition
1) Foster outreach to minority- and women-owned businesses
2) Identify and encourage opportunities for minority- and women-owned business participation in the bidding process
3) Analyze procurement activity for minority- and women-owned businesses invited, responding to, and awarded contracts
4) Ensure compliance with one-third inclusion outreach guideline
4c. Supplier development: Advance the development of diverse suppliers
1) Coordinate and promote technical assistance for minority- and women-owned businesses to help improve success in Anvil Builders' bidding process
2) Facilitate better relationships between prime contract vendors and minority- and women-owned businesses to encourage sub-contracting partnerships
3) Coordinate and leverage technical assistance offered by federally funded programs, including mentor-protégé programs
4) Promote capability briefings between minority- and women-owned businesses and program offices prior to contracting posture
5) Create and maintain a database of minority- and women-owned businesses for the agency's top-purchased products and services
4d. Awareness: Improve internal supplier diversity awareness
1) Conduct analysis and provide feedback to program offices regarding supplier diversity results
2) Conduct proactive and consistent minority- and women-owned business market research within the NCUA programs
3) Educate office and regional directors and contracting officials about supplier diversity program and requirements
4) Develop and promote the business case for supplier diversity

GOAL 5: CONSTRUCTION INDUSTRY DIVERSITY (Goals 1.2 and 2.3)

Promote diversity and inclusion as valued business imperatives in the world of construction

Building diversity within the construction world will lead to better service, greater innovation, improved solutions, and increased membership. These things make companies strong and sustainable, which ultimately leads to greater strength for the entire industry.

5a. Business case: Build awareness of the value of diversity and inclusion

- 1) Create distinct and separate business cases and promote them to the industry and the Anvil Builders' examiner staff
- 2) Partner with competitors with effective programs to support Anvil Builders' in promoting diversity
- 3) Partner with trades and associations to promote diversity and inclusion
- 4) Build and maintain a diversity and inclusion toolkit

5b. Policies and practices: Assess and promote diversity policies and practices

- 1) Promote the use of Anvil Builders' Voluntary Diversity Self-Assessment Checklist
- 2) Educate staff on the proper completion and submission for reporting EEO
- 3) Share strategies to increase representation of under-represented and under-served groups
- 4) Identify and highlight best and leading diversity and inclusion practices within trades



1475 Donner Avenue
San Francisco, CA 94124
WWW.ANVILBUILDERS.COM

