



## The Grahall Team's Experience and Commitment to ESG, DEI, CW, PE



## Experience & Commitment

Environment Social and Governance

Diversity Equity and Inclusion

Comparable Worth

Pay Equity

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# Team Members

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# Project Team



## Olivia Brown, CPA Consultant DEI

For many, DEI, Pay Equity, and Comparable Worth have just been a topic for discussion, debate, and writing plans to address; however, for a driven black woman in a predominantly male-dominated industry, it was my daily reality.

I spent decades in the hospitality industry, learning how to play the corporate game, how to exhibit the right presences, to stand out and be noticed, asking, and demanding the promotion and salary that I deserved based on my experience and performance, changing organizations when they did not acknowledge my value. And to be deemed “high-potential” so that I may have an opportunity to one day lead a luxury hotel.

I desire to share my journey, pitfalls, and successes to help other female minority leaders and organizations understand that there is an unconscious bias that plays a huge role in keeping dynamic black female talent from excelling in organizations. The rules are different for us, organizations need to be aware, take responsibility, and drive a sustainable, governance-driven positive DE&I, Pay Equity, and Comparable Worth strategy and execution to level the playing field.

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# Project Team



## Denise Caleb, Ed.D. Consultant DEI

My purpose is *to live life beautifully, while showing up and standing up for others with diversity, equity, inclusion, and justice at the forefront.* I am a C-Suite Executive, DEI strategist, business developer, and human resources executive leader with a doctorate in organizational leadership. I have a unique set of executive skills and strategic operational expertise that span over 25 years and even with those credentials, years of experience, and background, I have to work two to three times as hard to be promoted, appropriately recognized and seen for the contributions and deliverables that I have offered. I learned during my qualitative research as I focused on the movement of black women to mid-management to the executive suite, that I am not alone. There are similarities in the lived experiences that women of color, underrepresented populations, and those with disabilities are facing in the workforce.

I was born the daughter of Leon and Martha Sanders, both civil rights leaders born and raised in South Carolina and descendants of slaves. Both of my parents attended a Historically Black College/University and raised us in a predominately white community in Colorado. These experiences regularly make me pause and consider what my life would have been like without race as a factor.

While reflecting on the events of the last year—specifically the murder of George Floyd, the killing of Breonna Taylor and the racial tensions and civil unrest that we have all witnessed—I know I have an obligation to do more. As a Black woman I know that employees in underrepresented populations often have a very different and a difficult experience. I want to and dedicate myself to be part of the solution.

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## Michael Dennis Graham Consultant Position Analysis, Pay Equity and Comparable Worth

I've sat in on hundreds (if not thousands) of job evaluation committee meetings and board compensation committees over the last nearly 50 years. It does seem that progress which was glacially slow has begun to operate at a better pace. I accept that we are all unconsciously biased as discussed in the book "The Inclusion Dividend" authored by Mason Donovan and Mark Kaplan, but also commit to contributing to developing real programs of impact on the effort to reduce the unconscious and conscious realities of bias.

It is my hope that we can make a contribution to the progress of organizations and individuals in celebrating our differences and creating programs that go beyond symbolism and have an impact.





## Elizabeth Brewster Hall Consultant Survey and Data Analytics

Elizabeth Hall a Consultant with Grahall Partners, LLC. She is a consultant on economic analysis and various impact analytical techniques with respect to the impact modeling of alternatives and final recommendations on executive and employee reward programs. She specializes in modeling all aspects of reward strategy, executive compensation, including stock-based compensation, short-term and long-term cash incentive/retention compensation, executive employment arrangements, benefits and development rewards. She also manages research studies in various industries.

She works on comparable worth and pay equity assignments utilizing her substantial math skills and willingness to communicate the results of those studies in understandable language and with multiple media. She is also a specialist in psychometrically designed questionnaires for research purposes and position analysis used in pay equity and comparable worth studies. She feels the quality of the analysis is only as good as its intended audience can understand the conclusions and act on the findings.

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My heartfelt commitment to diversity, equity, inclusion, and belonging comes from my own lived experience. I am more than simply one identity that can be easily categorized based on others' assumptions and so too is every other human being. I learned early on that what you looked like, where you came from, your gender and sexual orientation, who your parents were, and your otherness all could be held against you rather than celebrated and/or supported. And even if others didn't treat you differently or exclude you, it was still very difficult to feel comfortable and confident speaking up and sharing. For those without friends, family, or mentors that can show them the way, the world of work can be a very lonely experience with unimagined roadblocks to success.

And so, I proudly embrace this effort by Grahall to promote healthier and practical approaches to improving DEI efforts within organizations. People spend the majority of their lives at work and as the Harvard Business Review points out, "Social belonging is a fundamental human need, hardwired into our DNA. Exclusion is damaging because it actually hurts: the sensation is akin to physical pain." Life's journey is difficult enough. It's quite simple - Organizations and leaders that understand the humanity of their workforce strive to make everyone feel included, that they belong, and that they're treated fairly.



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## Alan Nadel Consultant DEI, Pay Equity, Comparable Worth

I have been working with companies and individuals for almost 50 years on all matters relating to Employee Compensation. The issue at hand usually ranges from determining appropriate pay amounts and establishing motivating incentives that support business strategy to identifying tax-efficient compensation techniques.

Over the course of my career, I have seen many new developments based on demographic and cultural changes. One of the most significant advancements has been the recent growth of ESG (Environment, Society, Governance) as a focus of business strategy at all levels. This includes Pay Equity, Comparable Worth and Diversity as important issues that reflect the social change occurring in the U.S. Shareholders and other stakeholders are demanding that Corporate America change its business practices and address these important issues. This change is being driven not only by employees and individual shareholders, but also by other stakeholders. Major institutional shareholders, customers, the media, and the public at large are asking or even demanding that companies change their business and employment practices to consider and work towards ESG objectives.

The broad skills and deep experience that Grahall brings to bear not only helps clients support these ESG objectives, but also creates opportunities for our clients to improve and grow their businesses.



# Project Team



## Charles Patton Consultant DEI

As proof that our group practices what we preach, I acknowledge that I have an opposing viewpoint on the efficacy of the specific *D* and *I* programs that have been promulgated. In contrast, pay equity implementation is blind to individual identity since the focus is on the job to be performed rather than the attributes of the individual that aren't connected to their performance, i.e., gender, race, religion, etc. In addition, pay issues can be objectively measured, and corrected.

Diversity and Inclusion initiatives focus on identifying individual differences further highlighting the very diversity attributes that the *D* & *I* program seeks to mitigate. It is my experience that a focus on meritocracy by all parties yields the most sustainable results for diversity identified personnel.

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## Kathy Patton Consultant Communications and Training

In my 30+ years as a certified HR professional, I have worked in the education, banking, health care, manufacturing, construction, hospitality and gaming industries. I have seen companies that strive to “do the right thing” and companies that could care less if their employees are happy, fulfilled, empowered... pick any employee survey adjective you want.

As this group of knowledgeable professionals wrestles with today’s great challenge of Diversity, Equity, and Inclusion and how to provide companies with the best tools to implement sound business practices that include these goals, I view my contribution as providing Grahall with a company’s HR practitioner’s perspective on approaches that would work for their company and then to provide those deliverables to them



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## Martin Pfaendler Consultant DEI

I have been working with European and North American companies for almost 40 years on Executive and Employee Compensation including cross border transfers of executives and mobile employees. This includes the subject matters of employment, compensation, equity, benefits, HR, governance, and compliance.

I have been involved in many new developments of people, organizational, and cultural changes. Organizations proclaim that the employees are the most valuable asset. I truly believe this is true and there is a great deal of human potential. Key ESG HR issues are the way a company engages with its workforce, with a strong focus on a culture incorporating inclusion and diversity, and addresses issues of pay and equality. Global challenges, such as climate risk, increased regulatory pressures, social and demographic shifts and privacy and data security concerns, represent new or increasing focus for corporate leaders. Investors, shareholders, and other stakeholders demand that companies address business practices and take these important issues seriously and make them part of the business strategy. The media, and the public at large are requesting that companies change their business and employment practices to consider and work towards ESG objectives.

The broad skills and deep experience of Grahall consultants and partners not only help clients supporting these ESG objectives, but also creates opportunities for our clients to improve and grow their businesses.



## Angella Reid Consultant DEI

I grew up in the hospitality industry and have over 30+ years of hands-on experience in various disciplines within a hotel's operation including work in Housekeeping, Front Desk, Human Resources, Engineering, Rooms Operations, Food & Beverage Operations and General Management. I have been the doer and the decision maker and know the ups and downs, twists and turns of navigating what has traditionally been a male dominated industry.

It is my hope that I can demonstrate to talented women, and men, that the hospitality industry has open career paths, and that this collective is able to make a contribution to the progress of organizations and individuals in celebrating and investing in our differences and creating impactful, well-meaning programs that go beyond symbolism and have an impact on eliminating the huge disparity of the inclusion of women at the decision making table across all industries.

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## Lori Riordan Consultant Project Management

Over the past 25 years, I have held various capacities in the Human Resource and Consulting functions helping companies large and small transition their HR functions to be best-in-class. As a woman in male dominated businesses, I understood that I needed to work harder and smarter to climb the corporate ladder. I had to self-advocate for every promotion and salary increase that was deserved. I had to know more than my counterparts so that I was taken seriously. When I landed the role as head of Human Resources, I understood the issues organizations faced trying to make good on promises of diversity, equity, and inclusion. But I also understood that drastic changes to achieve this, especially in total rewards, would likely be unaffordable, create the potential for lawsuits, and cause significant change management challenges. I also understood that diversity and pay equity were strategic organizational imperatives because it would attract and retain key talent.

I was successful in implementing several programs that addressed DEI, Pay Equity and Comparable Worth. These may have been drops of water in an ocean of inequality, but they were the start of change that I had hoped would help the next generation of women as they entered the workplace

# Project Team



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## Howard Risher, PhD Consultant Comparable Worth and Pay Equity

My experience with the employment bias and discrimination started in graduate school when my Wharton adviser was awarded a large grant by the Ford Foundation to study black employment in US industries. I studied and was the author of two reports on black employment in the railroad and oil industries. It was toward the end of the 1970s that I moved back to consulting to lead the executive compensation practice in Manhattan for a major firm and also became aware of women's demand for comparable worth.

That came together with my training in economics and statistics, and client work with Bausch & Lomb. The work product was the methodology to develop multivariate regression models to replace the traditional job evaluation systems. The value of the models is that they can be developed using male dominated jobs and then used to determine salary grades where gender is specifically excluded. Since then, I have worked with clients to addressing salary management issues in every sector, including healthcare, higher education and government, and in countries from Canada to Japan.



# Project Team



## Christopher K. Young Consultant ESG and DEI

As a long-time advisor to boards of directors and management, it is clear that leadership must embrace DEI to make real progress addressing these organizational priorities. Leadership, however, is dealing with a wide range of priorities critical to the long-term and short-term success of a company, and DEI, pay equity and comparable worth are but a few of the challenges they face.

Understanding risks, opportunities, costs, timing, and expected impact on other enterprise priorities are important elements of a sustainable and executable DEI strategy, in part because the effectiveness of an action depends on a complete understanding of its outcomes and implications.

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# About Grahall

## Our Competitive Advantage – Process Choices

Grahall takes pride as being known as a company that meets and exceeds a client's expectations. We bring flexibility to a client assignment.

We are prepared to assist in reviewing reward philosophy/strategy, competitive pay levels, job documentation, job evaluation, career ladder structure by offering a choice of three approaches: the outsource process; the collaborative process; and the conclave.

### The Process is Important

We believe only through a highly interactive process of determining critical issues, educating appropriate decision-making individuals to the various alternatives, selecting decision criteria for major program aspects and customizing a solution that fits each client can long-term success in these endeavors be guaranteed. Particularly, only then can both a return on the project investment be guaranteed but more importantly a return on the Institute's investment in people be assured.

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### Outsource Process/Consultant Centered

Under this approach the consultant owns the assignment. Employee involvement and stakeholder input is kept to a bare minimum. Individuals in the organization's human resources and finance departments are needed to respond to the consultant's document and data requests.

The consultant will also gather competitive market information regarding the plans along with best practices. The consultant's subject matter experts will review each program and deliver opinions and if appropriate design changes and recommendations and, if so engaged, documents to facilitate implementation and communication.

### Hybrid Process/Mix of Consultant & Client

This approach represents a shared effort between the consultant and the organization. The organization appoints a plan design team to work with the consultant. In addition, employees fill three pivotal roles as process champions, process owners and process facilitators.

The project is conducted by using a combination of consultant and client staff depending upon the qualifications and availability of both groups.

### Inourced Process/Client Centered

**Inourced** is a client-centered approach to accomplishing a project or a set of deliverables with the consultant acting as a facilitator. The process is generally a series of executive-level meetings designed to produce consensus and action steps.

Intensive planning and fact gathering is conducted prior to the project by employees. The process is then used to bring senior management together to interpret, discuss, debate, guide, and otherwise address facts and analyses relevant to their strategic thinking.

# About Grahall

## Our Competitive Advantage - Expertise

The team of consultants that we have assembled have performed over 300 assignments. The total experience of our team exceeds 250 years.

**Team Leadership.** The team is lead by Michael Dennis Graham. He has 40 years of experience and consults in areas of people strategy, organization, team and role design, total reward strategy, performance management and executive compensation. Michael has authored seven books ranging from Total Rewards Strategy: A Toolkit For Designing Business-Based Plans, Effective Executive Compensation a Total Reward Strategy for Executives, People Strategy – The Revolution and CEO Compensation and Contracts published by (AMACOM) and Grahall Omnimedia.

**Three Approaches to the Process.** We have three different processes that will assist you in delivering on all of your needs as an organization.

- 1) Outsource—Consultant centric approach
- 2) Insourced —A client staff centric approach
- 3) Hybrid—A joint client and Grahall staff effort

**Custom Solutions.** This flexible approach to what plans and processes you wish to select allows you to customize your consulting project and guarantee its outcome meets your needs.

**Experience.** Our team has a thorough understanding of the sector and has worked with many clients in the industry.

**Full Service Human Resources Consulting Firm.** We can help you focus on any or all of your human capital issues.

**Technology.** We utilize leading edge databases and analytical tools and will use the best databases available in the marketplace regardless of whether those databases are ours or our competitors.

**Integrated Approach.** You will have a single point of contact regardless of location. We will travel to you and with you as needed to ensure consistency is applied to all aspects of a project.

**Range of Experience.** Our Consultants have a broad array of experience within the Health Care, Professional Services, Insurance sectors as managers, administrators and consultants to these organizations.

**Customized and Comprehensive End-to-end Solutions.** Our methodology focuses on overall management of the project, quality control and seamless, on-time delivery to our clients. We are focused on creating innovative and robust solutions and strategies for our clients.

**Partnership.** Our partnership approach to working with our clients reflects the importance of capitalizing on the client's understanding of their own organization, business, people, and culture, and to leverage our consultants' subject matter expertise and knowledge of best practices. By combining the power of Harvard Pilgrim knowledge resident in your institution with our knowledge of market practices and effective programs, the final solutions that are developed will be guaranteed to best meet the organization's goals at an appropriate cost.

**Integrity.** You can be sure that the experts identified throughout this proposal, will be the individuals actually doing the work. We have found through our experience with many organizations that this is not always the case, and we believe that in order to maintain the highest level of integrity it must start with the most basic of facts – the promises made in the proposal and the project team assigned to the task.

**We believe specific factors in this specific project for your choice of our firm are:**

**Innovation.** Members of our team have industry wide reputations for innovation and run innovation seminars.

**Speed.** We have proven ways of project management that can reduce the time to implement of any projects by over 50%.

**Experience.** The experience of our team is unmatched. Individuals on the proposed team have worked with over 1,000 clients.

### Proven Implementation Experience:

Our team is dedicated to first developing programs for Harvard Pilgrim that can be effectively implemented, but in addition they are determined to see the program be the success necessary for Harvard Pilgrim to accomplish its overall people goals.