

TABLE OF EXPERTS

Diversity, Equity and Inclusion

BY HOLLY DOLEZALEK, CONTRIBUTING WRITER

The Minneapolis/St. Paul Business Journal held a panel discussion about diversity, equity and inclusion. Panelists included Rusty Field, president and CEO of Upsher-Smith Laboratories; David Ranallo, director of culture, communications, marketing and member services at Great River Energy; Gina Graves, vice president of diversity, equity and inclusion programs at Be The Match; Beth Kieffer Leonard, managing partner at Lurie; and Kathie Eiland-Madison, vice president of human resources and diversity, equity and inclusion at Delta Dental of Minnesota. Philomena Morrissey Satre, co-chair of the Twin Cities Diversity & Inclusion Roundtable and director of diversity and inclusion and strategic relationships at Land O'Lakes Inc., served as moderator.

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Philomena Morrissey Satre: How do we engage employees and your leadership team in effective conversations around DEI?

Kathie Eiland-Madison: I think it is pivotal to develop and agree on the DEI goals for the company and meet individuals where they are in this space. This requires authentic and transparent conversations with both our team members and leadership.

One of the first steps for us, was to form a social change council. This is comprised of cross-functional team members from across the business that ultimately serve as ambassadors for social change. This provides a holistic approach and cascades the work throughout our enterprise.

In addition, we facilitated listening sessions for our team members to ensure DEI alignment. It's one thing for us as an executive team to map out a plan, but by conducting listening sessions at all levels of the company it ensured that the plan we mapped out was in sync with the views of team members.

Finally, in an ongoing effort to ensure DEI is always a part of our DNA as a company, we included diversity, equity and inclusion incentives as part of our annual performance review. As a result, business units across the company are hosting monthly discussions organically to educate each other on DEI. The discussions and platforms range from podcasts, movies, book clubs, educational courses and seminars along with a variety of learning methodologies. Some of our leaders have even gone on field trips to various history museums, followed by a lunch where they have thoughtful conversations around the experience and share learnings. For team members looking for educational resources, we have a library with various book, podcast, movie recommendations developed by our employees.

Morrissey Satre: How have employees responded?

Eiland-Madison: The response has been extremely favorable. For the most part, employees have embraced this initiative and are excited to leverage the work environment to educate each other on DEI. I have even heard of employees telling friends and family how they look forward to the conversations and are proud to be a part of a company and culture that embraces this.

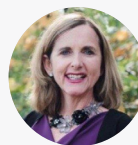
We even added diversity, equity and inclusion questions to our employee engagement survey to measure the outcomes, and I am happy to report that we received a 90% favorable response rate. Our team members feel a sense of belonging and inclusion at a time when many are lacking day-to-day human contact and working from home. I attribute a lot of this to our culture and our CEO, Rod Young, who is leading the charge. His actions have been pivotal in employee engagement. It is so important for this to come from the top down, and Rod has been engaged since day one.

Morrissey Satre: Rusty, how are you leading to make DEI a prominent part of the culture and way of doing business at Upsher-Smith?

Rusty Field: I fully believe this work needs to be inside out and authentic. Inside out means that it has to begin with me. I have to go inside myself and think about who I am, what my beliefs and biases are, and begin a journey to build muscles to best lead this work. From me, it then goes to the next-level leaders to internalize and own. The second part of that is really about being authentic. Authentic means we're going to really do the work to develop understanding and empathy. The foundation starts with me as the leader, but the work must continue with the executive, leadership, and director teams, and then within the organization. This is not an initiative; it's integrated into how we think about doing business. In my conversations with the HR organization, they want to lead and I don't let them. If this becomes something that HR leads, then it dies alone. If it doesn't start from the top, it doesn't start. The biggest thing for me personally was, I was not racist, but totally unconscious on matters of diversity, equity and inclusion before this journey. The journey I'm on now is to be antiracist, but I'll also use it across all forms of diversity in the organization, and to be much more conscious. The first thing I did was set up a CEO advisory council of 14 Black Americans in the organization. This has not been done before at the company. The gift they gave me was 14 entirely different experiences being a Black person in America. The depth of what they shared has become the foundation of everything we've done. It was the depth that I needed to be able to better understand the issues and the opportunities in creating a more inclusive environment that was sensitive to minority groups and women. I am learning and become better as a human being. The CEO has to lead this and drive passion. If I don't set expectations, people won't know how to build a culture.

Morrissey Satre: Gina, how important are community engagement efforts in supporting the organizational DEI strategy?

Gina Graves: Community engagement is critical. To overcome the DEI challenges and opportunities that are so long in the making, and embedded deeply within systems, it's going to take a collective effort. We won't be as effective if we don't come together and really learn from each other. We've added a community liaison role to think differently in how we interact with communities and what we need to change in how we interact with those groups. I believe we can implement this role in other geographic areas of the country based on successes in the Twin Cities. Be The Match works with donors and patients all over the country, so we have so much to learn about all areas we're in.



MODERATOR

**Philomena Morrissey Satre
Twin Cities Diversity & Inclusion
Roundtable and Land O'Lakes Inc.**

Philomena Morrissey Satre serves as director of diversity and inclusion and external strategic partnerships. She joined Land O'Lakes Inc. in June 2017, bringing more than 30 years of human resource experience in diversity and inclusion, community relations, work life and well-being. Before joining Land O'Lakes, she worked at Wells Fargo & Co. Her previous roles included vice president of organizational effectiveness development, diversity and inclusion; community outreach consultant; and senior HR consultant.

Morrissey Satre has extensive experience in developing and implementing diversity strategies, including internal initiatives and community-focused pipelines. Previously, she participated in a Middle East Fellows project, in partnership with Hamline University and the U.S. State Department and traveled to the Middle East as part of the peace and economic development project.

Morrissey Satre joined the board of directors for the Cookie Cart organization and leads the governance committee. She co-leads the leadership advisory board for SHIFT and formerly served on the board of SHIFT, a nonprofit focused on people in midlife, for eight years. She serves on the Agriculture D and I Consortium (Together We Grow), and co-chairs the Twin Cities D&I Roundtable. Philomena served on the Minnesota Workforce Citizen Commission on Aging, Minneapolis Workforce Council, the Executive Leadership Council for Honoring Women Worldwide, the Goodwill Easter Seals, Comunidades Latinas Unidas En Servicio (CLUES), Lifeworks, HIRED and Resource Inc. advisory boards. She also co-led the 2020 Women on Boards initiative for Minnesota.

Morrissey Satre has received numerous awards, including AARP/Pollen 50 over 50, the Minneapolis/St. Paul Business Journal's Woman Change Maker and Minority Advocate, Minnesota Business The (Real) Power 50 Award, and the University of Phoenix Diversity Leadership Award. She has a Master of Arts in organizational leadership from St. Catherine University and a Bachelor of Arts in public administration and political science from the University of Wisconsin LaCrosse. She is an adjunct professor at the University of St Catherine in the Master of Organizational Leadership Graduate Program.



PANELISTS

**Kathie Eiland-Madison
Delta Dental of Minnesota**

Kathie Eiland-Madison is vice president human resources, diversity equity and inclusion for Delta Dental of Minnesota. Prior to her role at Delta Dental, she held human resource leadership positions in several fortune 500 organizations. She has served on a variety of boards and committees and currently serves as co-chair for the Minnesota Business Coalition for Racial Equity, (MBCRE) Workforce Pillar. She is a transformational leader with over 25 years of experience in the human resources arena and has demonstrated the ability to lead, develop and navigate teams through dynamic business climates. Her background in several business sectors gives her a unique perspective of HR and diversity practices in a variety of arenas, both public and private.

Eiland-Madison grew up in North Minneapolis and is proud to follow in her father's footsteps, as he was the first Black vice president of HR at the Pillsbury Co. She is a graduate from the University of Minnesota Carlson School of Management, where she obtained a Bachelor of Science degree in management.



**Rusty Field
Upsher-Smith Laboratories**

As president and CEO, Rusty Field is responsible for the strategic direction, operating performance and growth of Upsher-Smith Laboratories. He is driven by an unwavering commitment to the company vision of helping improve the health and lives of patients through high-quality products and driving diversity, equity and inclusion within the Upsher-Smith workforce and culture.

Field joined Upsher-Smith in 2014 after five years with United Healthcare and 20 years with Ameriprise Financial Inc., where he held senior executive sales, marketing and general management positions.

He is also a member of the company's board of directors, along with senior executives from Sawai Group Holdings Co., Ltd., which acquired Upsher-Smith in 2017. Field holds a Bachelor of Arts in economics from Williams College in Williamstown, Mass.

Morrissey Satre: I think about the community coming together in Minnesota at least, with the Minnesota Business Coalition for Racial Equity, 80-plus organizations coming together to work on workforce issues, philanthropy, policy, so that when we collectively work together, we raise those voices. One by one, it's hard to be able to do that.

Graves: It's organizations like MBCRE and the Twin Cities Diversity and Inclusion Roundtable that you lead, there's so many great resources to come together and learn from each other, and that is just so inspiring to me.

Morrissey Satre: Beth, how do you take a holistic approach to DEI with your leaders, employees and community? How do you measure traction and know if you're making progress?

Beth Kieffer Leonard: You can lead it, but it has to be grassroots and respected and embraced by your organization. We put together a coalition of people in the firm, what we call DIRECT: Diversity, Inclusion, Responsibility, Equity, Community and Talk. In the begin-

ning, we had conversations as a whole firm through our town hall sessions, and our first one was with Chanda Baker from The Minneapolis Foundation. It was an open and honest presentation about what is it like to be a person of color in Minneapolis. The dialog was eye opening and allowed our people to ask questions that they might not have ever had the opportunity to ask before. Then we also hired a consultant to work with us, Anika Ward, and we surveyed our entire organization. The participation was 90% in a voluntary survey. We wanted to make sure that when we took this initiative, we weren't trying to boil the ocean. We need to say, "How can we make a difference within our sphere, our organization, the organizations that we touch?" We had a relationship with the chair of the board of the Lake Street Council. At the end of 2019, they had a half-million-dollar budget. At the end of 2020, they had tens of millions of dollars because so many corporations throughout the Twin Cities had donated. They had no idea how to make the grants and scale up to respond to the deep needs of the Lake Street community. So our firm came in and said, "We'll do this pro bono." We can actually do something to

make a difference in a whole group of people's lives. It was about: "How did we support organizations with our expertise?" That's how we've encouraged people to get involved.

Our goal is to have more people of color in management, and ultimately in our partnership. We found out by surveying, 23% of our population are people of color. We've always embraced diversity, but we didn't know that we hadn't effectively asked for their voices. So, in the Talk part of our DIRECT initiative, the talking became the most important part, having the conversations. And we're trying to have measurements that we actually can accomplish, as opposed to saying, "We're going to change the world." We have a monthly update on the DIRECT initiatives, and one of the questions I asked was, have we lost people because we decided to take this step? And the answer was no. Because it has been a grassroots effort, it's been spread throughout the whole organization, and people come up with new initiatives and things that they want to see happen.

Morrissey Satre: David, how does your organization create and sustain successful employee

resource groups?

David Ranallo: These groups are one of the most important components in successful diversity, equity and inclusion work because they're a place where employees from marginalized or underrepresented groups can gather and gain support and allyship among their co-workers. One of our three DEI strategies over the past couple of years was to foster and cultivate our employee resource groups, because we knew this is where the magic happens. We've heard from employees that they love the opportunity to discuss important issues that affect them, and folks that belong to these groups are appreciative and excited about seeing other employees show up as allies. There is awareness here, too — for example, you don't have to be a person of color to be part of our BIPOC + Allies employee resource group. Some employees have said, "I didn't know I had so much support at Great River Energy." Especially in these times of the pandemic, to know that cross-functionally across the organization, you've got all these people who support you, that's been amazing. What is making our ERGs successful: Having our DEI Council stay connected with the ERGs and promot-

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From left: Donna, recipient, and Tiana, donor
Be The Match's 100,000th transplant pair

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Diversity, Equity and Inclusion
requires authentic and transparent
conversations with leadership and
team members.

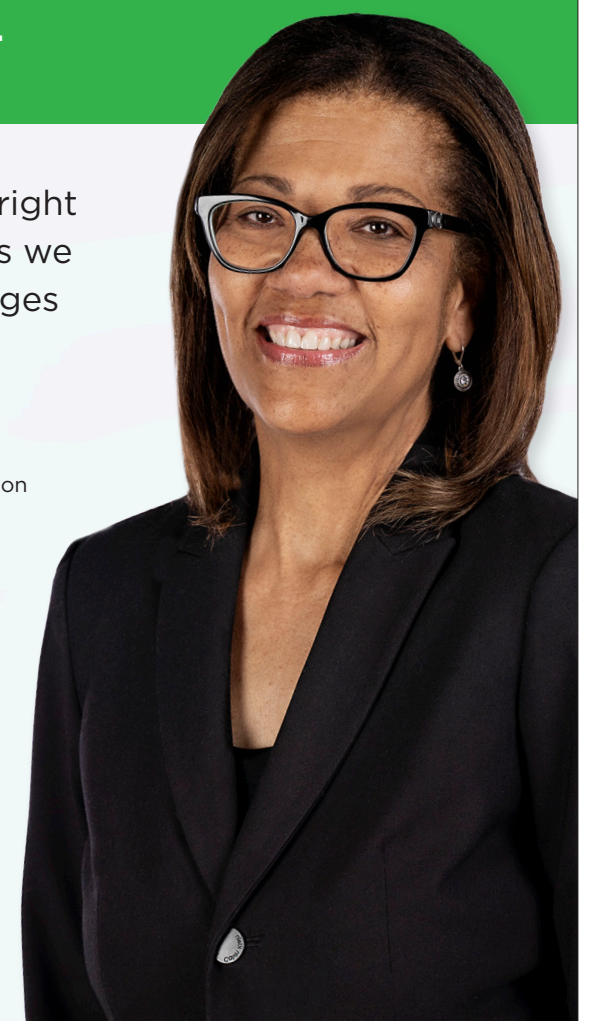
I believe with the right
strategy and focus we
can all make changes
for the better.

Kathie Eiland-Madison

VP of Human Resources
and Diversity Equity & Inclusion



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ing a common charter, budget, guidelines and sharing information between them. Making expectations clear. Opportunities for education for the rest of the organization. This year the DEI Council teamed up with the BIPOC + Allies ERG and sent every single employee a copy of “On Juneteenth” to educate employees on the holiday. I’ll be honest, I didn’t know what Juneteenth was three years ago. And it took the BIPOC + Allies ERG to say, “This is an opportunity for us to educate all employees about this important holiday.”

Morrissey Satre: David, can you talk about what allyship means and what those behaviors look like?

Ranallo: Allyship starts with empathy and a desire to learn more about others. It’s the idea that you don’t have to be in a certain category or be a certain type of person to learn about and support people and where they come from. Allyship looks like showing up to the employee resource groups to support events, being open and willing to listen and learn, soaking up when needed, and advancing the cause for diversity, equity and inclusion even if you’re not someone from a marginalized or underrepresented group.

Graves: ERGs are a topic that I’m very, very passionate about. Be The Match has five, and I think it’s so impactful to sit with them, listen to their thoughts and ideas, and for them to be excited that someone is hearing their views and building them into our DEI strategy.

Eiland-Madison: I was head of the African American ERG at a former employer that had a practice of sharing their brand strategy with the ERG’s prior to launching a campaign. Our ERG’s had a voice in the strategic marketing efforts of the organization and it was instrumental in providing a diverse perspective for our customer group that led to the success of the organization.

Field: Kathie, that’s a great point, because the advisory councils at Upsher-Smith review our social media, they look at the art in the building, and they provide input when we’re thinking about a company values refresh. There’s so much power and engagement that comes from doing that.

Kieffer Leonard: We just did our values refresh, which we were supposed to do in 2020 and we delayed it a year. Had we not, we would have had a tone-deaf response as opposed to having something that actually incorporated everyone’s voices and thoughts.

Eiland-Madison: It’s a simple thing to do, but it has such a large impact. It is another way to keep everything in check.

Morrissey Satre: We have a board at Land O’Lakes called DIB, Diversity Impacts Business, so when our teams are going to market and going after a new demographic with a campaign, they [first] go to the DIB board and ask, “Does this make sense; how’s the language; how’s the packaging, are there any

cultural misses or nuances that maybe the design team overlooked?” And the employees love being able to say, “Here’s an idea,” or “This might make it better.” Kathie, what are the long-term consequences if we ignore DEI as organizations?

Eiland-Madison: There are negative consequences to an organization both internally and externally.

As a company, DEI has always been a part of our culture; however, after the unfortunate death of George Floyd, there is a renewed focus on diversity, equity and inclusion here at Delta Dental.

Internally, the impact effects employee retention, employee engagement and productivity. Our leadership team is the most diverse team I have ever worked with in my career. We are currently comprised of 50% women and 40% people of color. This provides us with a diverse group of voices at the table — each with their own different personal and career experiences. This leadership has been invaluable in educating each other and executing on DEI goals.

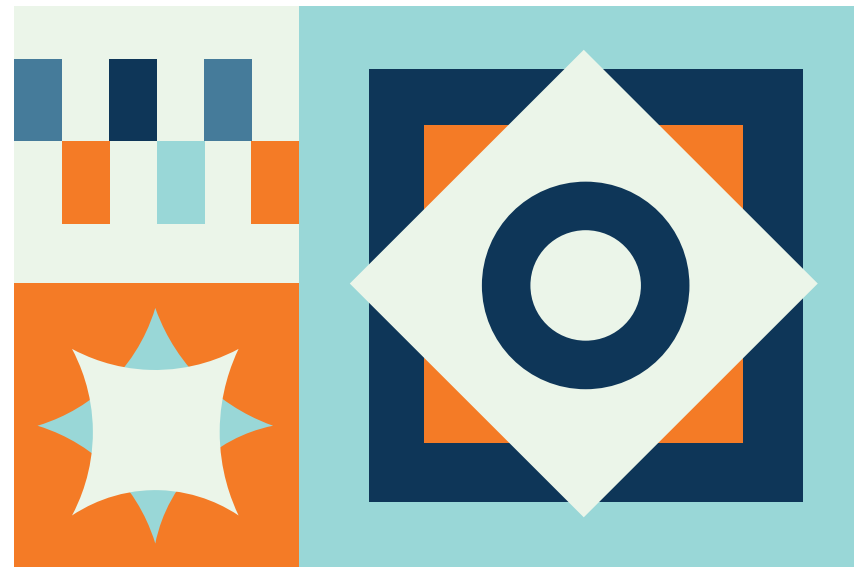
Externally, the consequences of ignoring DEI can potentially impact our brand equity as well as our relationships with our board members and our customers. We have the largest customer base in the state and one of the largest in the nation in the dental arena. As a result, our Fortune 500 companies are now inquiring as to what we are doing in the diversity, equity and inclusion space. In fact, many times we see this question come up during open enrollment and renewal periods.

We’ve also been asked as part of the new business acquisition process, what our DEI strategies are. It’s part of everything we do, it’s in every conversation, and if we don’t prove that we are making progress and it’s part of our daily goals and conversations, we won’t win in the marketplace. We’ll have customers and team members who will go elsewhere.

I will admit that I did not think this renewed focus on DEI would last. I was concerned that this would turn into a “check it off the list” project. However, I love the renewed journey we are on as a company and the attention this has received from the top down. It truly has become part of our culture.

It also requires partnering with others to ensure you are continuously learning. We’re part of the Minnesota Business Coalition for Racial Equality, I co-chair one of the subcommittees. Our CEO is part of the CEO Action Pledge, and chairs the DEI efforts for the Minnesota Business Partnership. What I love about what’s happening this time is leaders are sharing openly about the work they are doing and working together across organizations to support the initiatives. It’s no longer a secret of what company is doing X. We are sharing and learning from each other.

I will admit, when George Floyd died, I was concerned that history would repeat itself. However, something different happened. We



PANELISTS (continued)

Gina Graves

Be the Match

Gina Graves joined the National Marrow Donor Program, also known as Be The Match, in 2001. She has spent most of those 20-plus years supporting and leading the financial management and strategy of the organization. In the summer of 2021, she decided to make a career change and joined the diversity, equity and inclusion team. DEI is a topic that she has been passionate about, and advancing DEI is critical in the path to the vision at Be The Match to democratize cell therapy and provide equal outcomes for all and doing that in a culture of “Employees Always.”

Prior to joining Be The Match, Graves started her career in audit and tax services and spent five years at what is now known as CLA Minneapolis.

Graves is a lifelong resident of Minnesota, although she often questions that choice as she can’t stand the cold!



Beth Kieffer Leonard

Lurie

Beth Kieffer Leonard leads the business strategy and champions the vision for Lurie. With 35-plus years of public accounting experience at Lurie and serving as managing partner since 2007, Kieffer Leonard has shown a life-long commitment to helping clients succeed from startup through succession, advancing entrepreneurs and employees of all backgrounds, and giving back to the community.

Throughout her career, Kieffer Leonard has empowered women leaders in the accounting industry and advocates for women-owned businesses. Lurie has won numerous honors and awards through her leadership, including Best CPA Firms for Equity Leadership.

In 2021, Kieffer Leonard began her term on the American Institute of CPAs board of directors, representing more than 418,000 members in 143 countries. She also serves on several nonprofit and for-profit boards, including her alma mater, serving as trustee for the University of Minnesota Foundation, and on the board of advisers for Carlson School of Management.



David Ranallo

Great River Energy

David Ranallo is director of culture, communications, member services and marketing at Great River Energy. Ranallo currently leads the organization’s member, employee and stakeholder engagement efforts, as well as serves as co-sponsor of the organization’s Diversity, Equity and Inclusion Council.

Ranallo was recently named Midwest Energy News’ 40 under 40 and one of Public Utilities’ Fortnightly Top Innovators. Ranallo holds a master’s degree in organizational leadership and a bachelor’s degree in communications and journalism from the University of Minnesota.

all got together and made it a goal that within six months, this new DEI focus would be ingrained within our organization. I am pleasantly surprised that this is not going away, and that organizations, like us, are being intentional about the journey; we are all working together, and we are really moving the dial.

Morrissey Satre: Rusty, you've talked about a lot of things that you're doing at Upsher-Smith Laboratories. What are you most proud of from a DEI perspective?

Field: I'll give a quick example: We have a group of about 40 directors, and both the Black American and Women Leader CEO Councils came in and held sessions called Sharing Perspectives. Individuals talked about how race or gender played into their experiences, both personal and professional. The degree to which they gave of themselves and their stories was at a huge cost to them. Yet I watched as the leaders of the organization embraced those conversations and perspectives as an opportunity to reflect on themselves and on how they needed to think about things differently and change, as individual human

beings, let alone as leaders. It gave every individual leader a much stronger foundation to internalize this and lead in this way. I have said before, "If I'm hit by a bus tomorrow, I want diversity and inclusion to be in the fabric of the organization in a way that can't be taken out." We also had a four-session mentoring program where the advisory council members were the mentors and the leaders were the mentees — those conversations now continue, organically, without any structure, and individuals feel confident reaching out to leadership and the organization to establish new relationships. For individuals in the organization to feel like they have the voice and the power to make change and create a better place to be — those are the things that I'm most proud of.

Morrissey Satre: Gina, we've talked about employees wanting transparency and authenticity. How do you do that internally with your employees and externally with the broader community?

Graves: I think any DEI strategy can't be successful unless all team members understand, acknowledge and support it. The plan needs to be shared; peo-

ple need a chance to learn about it for it to really sink in. And at the same time, it has to be built into how you operate every day. People will often reach out to me and say, "I understand our strategy, but how are we doing?" Our employees really care, and they want to know what the results are, so we have built into our strategy how we're going to measure it, and now our next step is to communicate it and be transparent with our employees about how we're doing. It takes leaders talking about it, too. It has to show up in team meetings on a regular basis. We need to create those spaces for everybody to react, and meet them where they are.

Eiland-Madison: We recently revamped our employee diversity, equity and inclusion website, and we have a segment on our external web page where we have high-level strategic pillars within our plan. We will be launching the actual metrics and tactics of these strategies to measure the effectiveness this year when we launch our new plan. I believe it's critical to hold yourself accountable with metrics that convey the progress — or lack of progress — that has been made.

Field: We currently host a section on

our website that highlights the stories of Upsher-Smith employees. We are purposeful in including the stories of our employees of color and are expanding it to include all forms of diversity. We are also developing an intranet site that pulls all of our diversity, equity and inclusion strategy content into one spot, so that employees can easily access it. Included on that site will be links to all of our advisory councils and ERGs.

Morrissey Satre: Beth, what has your approach been to diversify your workforce and providing more nontraditional opportunities?

Kieffer Leonard: People don't even know about public accounting as an option, and we need to start that dialogue in the high schools. There's a book called "When I Grow Up I Want to Be an Accountant." It was written by a man of color, and we bought the books and donated them to the Minneapolis school system. Also, oftentimes people might not come through our traditional accounting programs. They've taken a longer pathway, they might be older. So we really had to broaden how we looked at our potential candidate field. So Minnesota State University students

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have been nontraditional. Some of the trade schools have finance programs or accounting programs with an associate degree. We're making ourselves known, that there isn't one way to get through our filter to have an opportunity. We've been able to attract a far more diverse candidate pool than I think we've ever

been able to in the past.

Morrissey Satre: David, how does your organization embrace authenticity and work to eliminate bias?

Ranallo: Great River Energy's goal is for everyone to feel comfortable show-

ing up at work as their authentic selves. I think back to when I heard that there's this ancient myth that's been carefully taught across generations, that all races orbit around whiteness, that gayness orbits around straightness, that transgender orbits around cisgender, etc. We want to build a community at GRE where we appreciate that it's just that: a myth. Part of the way we do that is by providing context, providing a corporate value of inclusion that says we want to be inclusive of everyone. We had to start simply with diversity of thought, and take baby steps to introduce these broader topics, because it can be intimidating and frankly, uncomfortable. We're really choosing courage over comfort, and we're going to show up, speak up and have difficult conversations together to make sure every employee feels like they can be their authentic selves when they come to work.

can operate that way, the tone has to be set at the top, to create that space for people to be courageous and feel safe doing it.

Field: Through my conversations with different groups, I have learned that the discrimination they have faced in their lives causes them to have a higher tolerance for words or behavior that are unacceptable. Addressing them every day isn't worth it and is too exhausting. These microaggressions should not be accepted and we collectively need to lower the bar and call them out. The more equity is addressed overtly, the more that kind of behavior in our society will be made unacceptable. Tackling equity takes a lot of courage, and we must provide a safety net and support for employees. For leaders, I expect them to display courage over comfort.

Kieffer Leonard: And give everybody in the organization permission to call it out without it being offensive or defensive or aggressive. It's a hard notion to change, but once people see leadership do it, then everyone feels comfortable to advance what we're trying to do.

Ranallo: And it's no different than safety. We easily accept a safety moment at the beginning of a meeting and will never ask our employees to do something that is unsafe. DEI and inclusion is equal to that from a values standpoint.

Eiland-Madison: That's spot on. In our leadership accountability training series, one of the key tenets focuses on providing that safety net, taking care of yourself, but the next level is taking care of your team members and supporting them in this journey as well, and providing them with the tools they need as they evolve within the journey.

Morrissey Satre: David, I love that statement, "courage over comfort." What does courage look like? What are those behaviors of courage in your organization?

Ranallo: Courage, to me, goes back to that concept of allyship. It's being willing to support and speak up if you hear something you think is wrong or you think might have minimized someone simply for who they are. Courage is the DIB board, where you can say, "That design just doesn't work in 2022." That takes courage if you're not a member of the design team, so it's providing opportunities for feedback and support, and encouraging leadership to have those difficult conversations that make it a better place.

Graves: To really have a culture that



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