



**MLT
BLACK
EQUITY
AT WORK**

A Roadmap To Real Progress

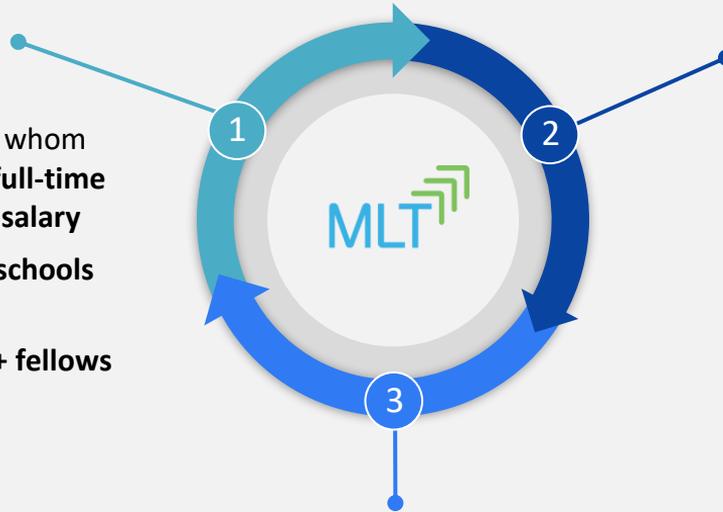
“The MLT Black Equity at Work Certification Program isn’t ‘another’ DEI initiative. It’s a unique accountability partner and progress accelerator because of the required rigor, comprehensiveness, valuable guidance, ability to learn from peers, regular check-ins, and annual progress reporting and scoring. Every organization committed to Black equity will reap benefits from participating, regardless of where they are on the journey.”

- Sally Ann Tschanz, Co-CHRO – Capital Group

MLT Management Leadership for Tomorrow: Major Employers' Leading Racial Equity Partner

Premier Pipeline for Diverse Talent

- 98% of MLT undergrads (60% of whom are Pell-eligible) land fast-track full-time jobs with \$70K average starting salary
- 50% of minority MBAs at top B-schools are MLT fellows
- MLT prepares and equips 2,000+ fellows each year



Unmatched Alumni Network

- 10,000+ MLT Alums (5,500 of whom are Black) currently working in Corporate America
- 200+ MLT Alums in senior leadership
- 8,000 MLT Alums are rising leaders (50%+ women of color)

Trusted Partner and Advisor to Top Employers

- 120+ leading employers partner with MLT on talent recruitment and retention and overall D&I strategy
- MLT is a top source of diverse talent at Google, Deloitte, P&G, Goldman Sachs, Target, Facebook, many more
- 75% of MLT Mid-Career Development Program completers promoted within 1 year



MLT Black Equity at Work Certification Program Summary

With Black equity a higher priority than ever for employees, consumers, investors, and activists, **there have never been greater risks and costs for lagging or greater rewards and benefits for leading.**

Management Leadership for Tomorrow's (MLT) Black Equity at Work Certification Program enables employers that embrace rigorous action to minimize downside and maximize upside by assuring major, sustained Black equity progress and providing valuable recognition.

The MLT Black Equity at Work Certification Program isn't another pledge, index, or disclosure push.

It's a unique, affordably priced improvement system that includes:

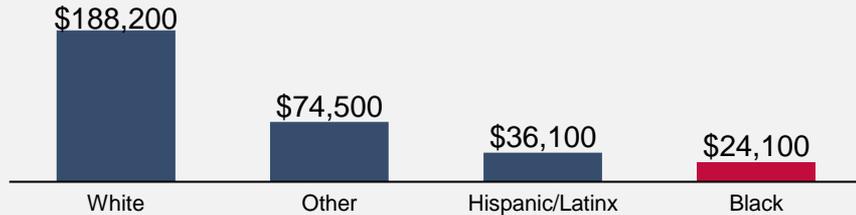
- **a comprehensive definition of Black Equity that provides clarity on where to focus,**
- **a meticulously developed scoring rubric that quantifies overall Black equity progress,**
- **planning resources and support that enable employers to chart their own path on their timeline,**
- **an array of valuable services that ensure and accelerate results,**
- **a high degree of trust and guarantee of strict confidentiality.**



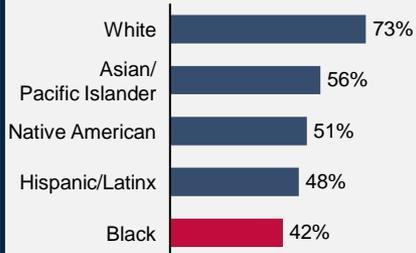
Why Black equity? Because Black Americans built U.S. wealth ¹ yet still face the worst wealth and opportunity disparities

Economic Disparities

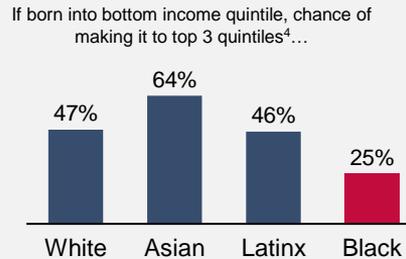
1 Black households have the lowest median net worth²...



2 As well as the lowest homeownership rates³ ...

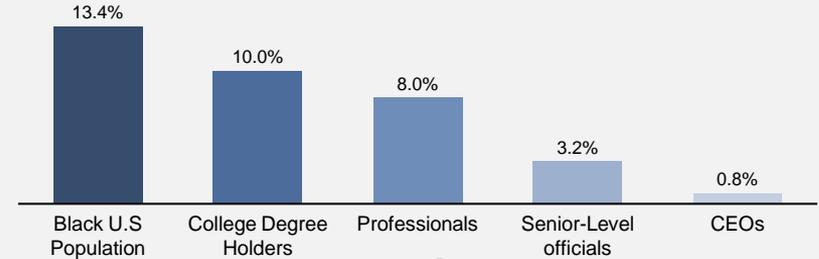


3 and the least chance of rising up from poverty⁴

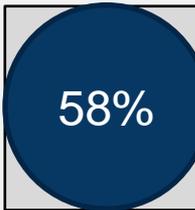


Barriers to Opportunity

1 Black professionals are underrepresented in leadership of Fortune 500 companies that report diversity data⁵ ...

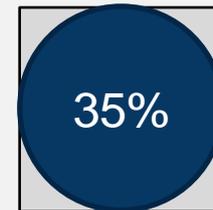


2 With many experiencing prejudice in their workplaces⁶...



of Black workers have experienced racial prejudice in the workplace (41% for Latinx, 38% for Asian)⁶

3 And, as a result, becoming the most likely to leave⁷



of Black workers intend to leave their current companies within 2 years (27% for white)⁷

* Sources can be found in notes section.

MLT Black Equity at Work Certification Pillars

- 1 Representation**

Increasing Black representation at every level of the organization, from Board of Directors, to senior and middle management, to professionals, and in the overall organization
- 2 Inclusive, Anti-Racist Work Environment**

Implementing data-driven, effective strategies to measurably improve Black employees' experience and create more cohesive and productive workplaces
- 3 Employee Compensation**

Preventing Black-White pay inequities and providing just compensation and equitable benefits for positions in which Black employees tend to be overrepresented
- 4 Racially Just Business Practices**

Proportionate supplier/vendor spending with Black-owned businesses and utilizing services, products, affiliations, capabilities to support Black equity
- 5 Racial Justice Contributions & Investments**

Annual contributions and in-kind support for non-profit organizations that increase Black equity and depositing cash reserves in Black equity-focused financial institutions



MLT Black Equity at Work Certification Scorecard (1 of 2)

Internally Focused

Pillar	Indicator	Max Points	Max Pillar Points
Representation ¹	• 2 Black Board of Directors (or equivalent) – 2.5 points for 1 Black BoD & 5 points for 2 Black BoD	5	45
	• 10% Black representation at Senior Management level (L1-2) – 1 point for every 1% Black representation	10	
	• 10% Black representation at Middle Management level (L3) – 1 point for every 1% Black representation	10	
	• 10% Black representation at Professionals level (L4+) – 1 point for every 1% Black representation	10	
	• 13% Black representation overall in the organization – 0.4 points for every 1% Black representation	5	
	• 10% Black representation in top quartile of company's earners – 0.5 points for every 1% Black representation	5 (bonus)	
Employee Compensation	• Employer performs an internal pay equity audit annually or performs an external pay audit every two years, & promptly rectifies any racial pay inequity	5	15
	• Employer provides hourly living wage to all employees (\$15 per hr. for retail and health service sector jobs ² , \$16.54 per hr. ³ for other jobs)	5	
	• Employer provides health insurance, paid sick leave, and paid family leave to all employees (1 point each), ⁴ and offers one educational ⁵ (1 point) and two economic stability / asset building ⁶ benefits (1 point) for positions in which Black employees tend to be overrepresented	5	
Inclusive, Anti-Racist Work Environment	Year 1 to Year 3:		Year 4 and beyond:
	• Employer implements effective practices to foster an inclusive, anti-racist work environment ⁷ – 1 point for each effective practice up to 5 points total	5	15 points awarded for no disparity in Black and White employee responses on MLT-provided survey questions.
	• Employer initiates annual administration of research-validated survey questions to accurately assess Black employees' experience and shares aggregate results to enable benchmarking ⁸ – 5 points	5	Points decline as average disparity rises.
	• If survey results reveal Black-White disparities, employer develops a data-informed plan to improve Black employees' experience – 5 points	5	

Note: All outcome metrics apply to US operations and US employees only. 1. Management categories follow EEO-1 report definitions. Black Board of Directors members must self-identify solely as Black or as Black and no more than one other race and be U.S. citizens in order to have Black American perspective. Employees count as Black if they self-identify as Black or as Black and no more than one other race. 2. \$15 per hr. based on retail/service industry leading wage. Jobs that qualify as retail and health service sector are those classified by NAICS as: Retail Trade (NAICS 44-45), Leisure & Hospitality (NAICS 71-72), Repair & Maintenance (NAICS 811), Personal & Laundry Services (NAICS 812), and "Health Care and Social Assistance (NAICS 62). 3. Based on respected, annually adjusted MIT living wage calculator. 4. Employees defined as working 20 or more hours per week per guidance from National Employment Law Project. 5. Ex: tuition assistance to enable career advancement, student loan repayment programs 6. Ex: early paycheck access, matching savings programs, financial coaching, high quality/low fee banking partnerships. 7. See appendix for details. 8. See appendix for questions, pulled from Great Place to Work[®] Trust Index survey based on an analysis of millions of responses to determine strongest predictors of engagement, longevity, and willingness to promote employer.

MLT Black Equity at Work Certification Scorecard (2 of 2)

Pillar	Indicator	Max Points	Max Pillar Points	
Externally Focused	Year 1 to Year 3: <ul style="list-style-type: none"> Employer implements a holistic, systematic supplier/vendor diversity program aligned with best practices - 5 points 10% of total U.S. supplier/vendor spending directed to Black-owned suppliers, vendors, or firms ⁸ - 1 point for every 1% spend, 10 points possible 10% of total U.S. supplier/vendor spending in professional, scientific, and technical services segment directed to Black-owned suppliers, vendors, or firms -1 point for every 0.5% spend, 5 points possible Employer utilizes its services, products, advertising and marketing, government relations capacity, affiliations, and/or other capabilities to increase Black equity 	Year 4 and beyond: <i>Employers are awarded up to 15 points based on % spend across all major categories with Black-owned suppliers.</i>	15	25
	Racially Just Business Practices		5 (bonus)	
			5	
			5	
	Racial Justice Contributions & Investments	<ul style="list-style-type: none"> Employer contributes the equivalent of 1% of U.S. pre-tax profits or, for non-profits, 1% of surplus revenue, via cash and approved in-kind contributions combined, to Black equity-focused non-profit organizations ⁹ -1 point for every 0.2% contribution, 5 points possible Employer invests / deposits 2% of cash reserves in Black equity-focused financial institutions or Black equity-focused investment funds - 1 point for every .4%, 5 points possible <i>(Banking institutions only: invest 0.2% of total assets through direct equity /debt investments in Black equity-focused financial institutions or Black equity-focused investment funds - 1 point for every .04%, 5 points possible)</i> 	5	10
			5	
			Total¹⁰	110

Certification determinations made annually, starting one year following plan approval. Up to three years to reach minimum threshold. 60 points for Certification, at Bronze level. Silver level certification at 70 points. Gold level certification at 80 Points. Platinum level certification at 90 points



8. Black-owned defined as 50%+ self-represented Black ownership (certification not required). Tier 1 and Tier 2 Black-owned suppliers included in calculation. 9. Every dollar contributed to Black equity-focused non-profit organizations that pursue systemic changes multiplied by 10x. 10. Total available points: 100 standard points + 10 bonus points.

A Fast-Growing Group of Leading Employers Across A Range of Industries are Participating

Cohort #1 - Announced 10/21/20

Cohort #2 - Announced 2/17/21

Cohort #3 - Announced 5/20/21

Cohort #4 - TBD























Participant Perspectives



Sally Ann
Tschanz
Co-CHRO -
Capital Group

“MLT Black Equity at Work Certification isn’t ‘another’ DEI initiative. It’s a unique accountability partner and progress accelerator because of the required rigor, comprehensiveness, valuable guidance, ability to learn from peers, regular check-ins, and annual progress reporting and scoring. Every organization committed to Black equity will reap benefits from participating, regardless of where they are on the journey.”



Michelle Gadsden-
Williams
BlackRock -
Global CDO

“Adopting and holding ourselves accountable to Black equity workplace certification standards will raise the bar for racial equity and inclusion at BlackRock and in the communities around the globe where we operate.”



Ronald P.
O'Hanley
State Street -
Chairman

“Our commitment to transparency, accountability, and action are paramount in this important work, which is why we are enthusiastically pursuing MLT Black Equity at Work Certification. This thoughtful, first-of-its-kind standard and support system will help us accelerate progress toward our inclusion and diversity goals”



Javier Rodriguez,
CEO, DaVita

“The MLT Black Equity at Work Certification provides a meaningful framework to create greater representation and belonging for Black teammates. It’s also a helpful motivator as we strive to cultivate a diverse community where everyone belongs.”



MLT Black Equity at Work Certification Program Services

Planning Resources and Support to Help Employers Chart Their Own Black Equity Path on Their Own Timeline

A dedicated Employer Success Manager, secure and user-friendly digital platform, and comprehensive Plan Creation Guide.

Continuously Improving Best Practice Guides

Powerful insights on what works from MLT's expert Advisory Team and needle-moving MLT Black Equity at Work employers

Black Equity Insights Webinars

60-minute sessions with leading experts and practitioners on topics that span all five Black equity pillars

Communities of Practice

Quarterly, facilitated convenings for HR, DEI, Procurement, Treasury/Finance, and CSR/Philanthropy staff that provide a safe space for peer sharing and learning.

Vetted Referrals to Enable Safe, Efficient, and Impactful Cash Reserve Deposits in Black Equity-Focused Financial Institutions

We save Treasury or Finance staff valuable time and help them reach equitable investing goals.

Research Validated Survey Questions and Response Benchmarking

Free administration of the four Great Place to Work Trust Survey questions most highly correlated to retention, engagement, and net promotion and provide no cost benchmarking against hundreds of other employers.

A Directory of Recommended Black-Owned Businesses (coming soon) - A section of our digital platform will enable employer partners to search for Black-owned businesses recommended by fellow MLT Black Equity at Work Employers by supplier category.

Certification Program Pricing

Affordable Annual Certification Services Fees based on revenue. Annual fee drops 50% for Certified Employers.

Annual Employer Revenue	Annual Fee for Employers Before Certification	Annual Fee for Certified Employers
Less than \$500M	\$25,000	\$12,500
\$500M to \$5B	\$30,000	\$15,000
\$5B to \$10B	\$40,000	\$20,000
Greater than \$10B	\$50,000	\$25,000

To explore whether participation makes sense for your organization, please contact MLT Black Equity at Work Certification Program Co-Founder Jonah Edelman at jedelman@mlt.org.