

Diversity, Equity and Inclusion Corporate Strategies

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About Old National

A Top 35 U.S. Bank

Deep history of service, strength & stability

Serving clients since 1834

- ~\$45+ billion in assets
- ~\$35 billion in assets under management in Wealth Management

World's Most Ethical Company®

Every year since 2012

Community-focused

- ~40,000 team member volunteer hours annually
- Nearly \$10 million in grants & sponsorships (2021)

Comprehensive financial services

Personal Banking, Commercial Banking and Wealth Management

Convenient locations throughout the Midwest

- Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota and Wisconsin
- Missouri and Kansas (Commercial Banking offices)
- Headquarters: Evansville, IN and Chicago, IL

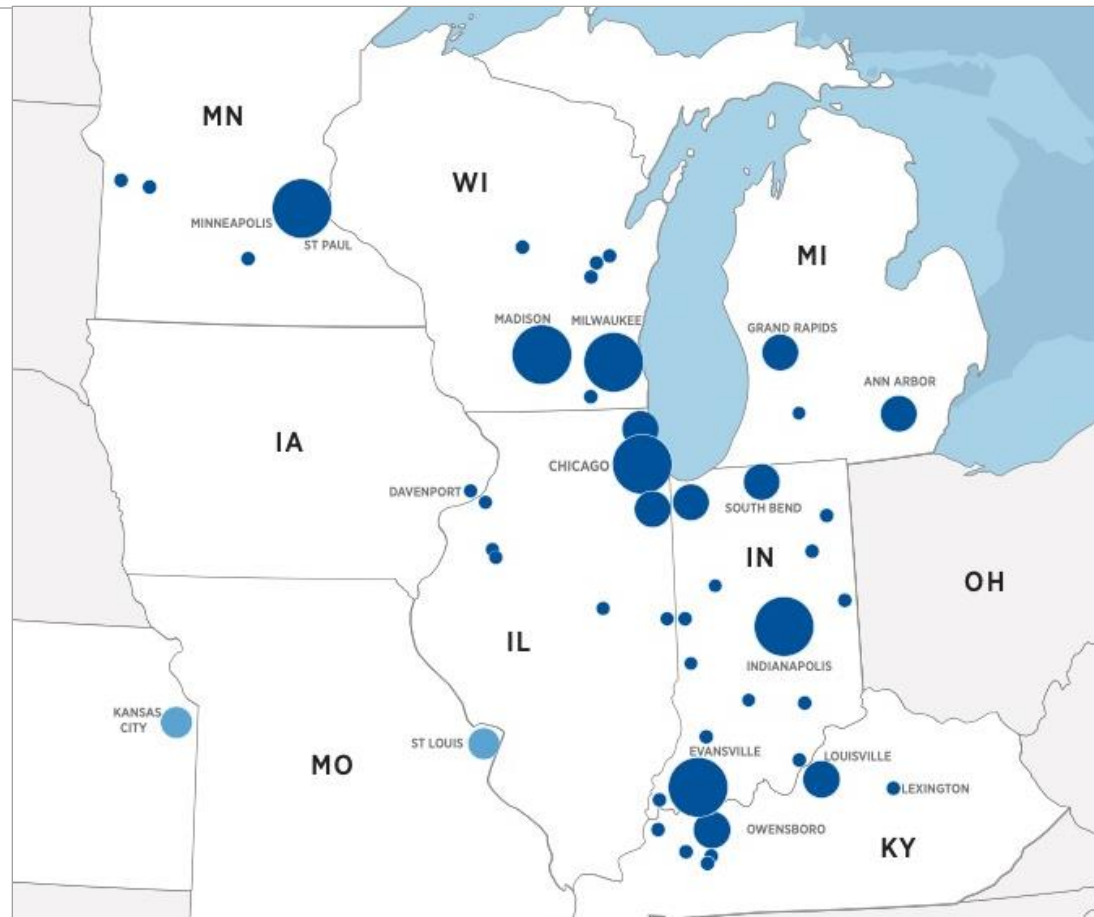


Our Footprint

Convenient locations throughout the Midwest

More than **250** banking centers in the greater Midwest region

1. Illinois
 2. Indiana
 3. Iowa
 4. Kentucky
 5. Michigan
 6. Minnesota
 7. Wisconsin
- St. Louis, Missouri
(Commercial Banking Office)
 - Kansas City, Kansas
(Commercial Banking Office)



● Banking Center Locations ● Commercial Banking Office Only



Member FDIC

DEI – A Business Imperative

Leveraging DEI for High Performance

Team Members

As demographics of talent in the marketplace continue to become younger and more diverse, there is a growing expectation of transparency and social consciousness.

Clients

The client base is becoming more diverse, and they are driving the growth of DEI programs by aligning their spending power with brands that represent their values.

Community

Community and mission-based organizations have an expectation that corporations show up as leaders in the communities they serve.

Shareholders

Shareholders evaluate corporate responsibility and DEI programs as a measure of sustainability, financial analysis and long-term shareholder value.

To remain competitive in the ever-changing business world, a diverse workforce that thrives in an inclusive workplace is a differentiator that leads to better outcomes for our business, communities, clients and team members

Old National - Disability Inclusion & Equity

Disabilities Outreach and Recruitment

At Old National, we are committed to increasing representation of individuals with disabilities in all levels of our workforce. This commitment includes advocating for people with disabilities in our communities and facilitating the employment of people with disabilities within our company.



Old National's Abilities First resource group promotes an inclusive work environment by increasing awareness of the needs of those with disabilities and providing an educational forum on disabilities for all team members.

ACHIEVE★ABILITY

'Achieve Ability' Program

For the past seven years, our Achieve Ability mentoring program has paired Old National executives and individuals with disabilities in a one-on-one mentoring relationship. This annual program has been so well received by both mentors and mentees that we have begun working with other organizations to help them implement their own version of Achieve Ability.

Standing with Other Organizations in Support of Disability Inclusion

Old National is part of the Valuable 500—a network of businesses, spanning 34 countries, that have committed to putting disability inclusion on their business leadership agenda.

In 2020, Old National Chairman and CEO Jim Ryan joined approximately 50 other CEOs in support of DisabilityIN's Letter on Disability Inclusion. The letter stresses the importance of continuing to advance disability inclusion in the workplace.



Achieve Ability

- Achieve Ability is a 10-month mentorship opportunity for aspiring professionals with disabilities to connect and interact with executive leaders at Old National Bank.

Abilities First

- Employee Impact Network that promotes an inclusive work environment by increasing awareness of the needs of those with disabilities and providing an educational on disabilities for all team members

Internships/Job Opportunities/Partnerships

- Work with community partners and stakeholders on an ongoing basis to identify internship/employment candidates and support critical efforts and advocacy for disability inclusion



Old National - Disability Inclusion & Equity



The Disability Equality Index (DEI) is a comprehensive benchmarking tool that helps companies build a roadmap of measurable, tangible actions that they can take to achieve disability inclusion and equality. Each company receives a score, on a scale of zero (0) to 100, with those earning 80 and above recognized as a “Best Place to Work for Disability Inclusion.”

The DEI is a joint initiative of the American Association of People with Disabilities (AAPD), the nation’s largest disability rights organization, and Disability:IN, the global business disability inclusion network, to collectively advance the inclusion of people with disabilities.

DEI Strategies

Change Readiness

Assessing DEI “Maturity”

Where is the organization along it's DEI Journey ?

- *Beginner*
- *Intermediate*
- *Proficient*

Managing Human Experiences in a Professional Context

“Effective” DEI demands personal and professional engagement that can be complex and challenging, what tools, resources, training is provided to support individuals along this journey

Evolutionary and/or Revolutionary Change

“Gap Analysis” ...Where are you now?...Where do you want to be?... What level of change is required to close the gap?

- *Optimizing existing work?*
- *Building from Scratch ?*



DEI & Change Readiness

Assessing DEI “Maturity”

Where is the organization along its DEI Journey ?

- *Beginner*
- *Intermediate*
- *Proficient*

Where does the work live?

Baseline Assessment

- Employee Survey(s)
 - Employee experiences, sentiments, and competency relative to DEI
- Employee Data
 - Recruitment, Retention, Promotion, Attrition, Compensation
- Leadership Engagement
 - Role of CEO, ELT, Board of Directors in strategic prioritization of DEI, modeling behaviors, and committing to enterprise accountability



DEI & Change Readiness

Managing Human Experiences in a Professional Context

“Effective” DEI demands personal and professional engagement that can be complex and challenging, what tools, resources, and training is provided to support individuals along this journey

Collective Competency & Training

- Defining behaviors, attributes, practices for:
 - Inclusive individuals (bias)
 - Inclusive Teams (group dynamics)
 - Inclusive culture (norms, policies, and practice)

Commitment & Accountability

- Addressing individual, interpersonal and systemic opportunities/challenges with and equity lens



DEI & Change Readiness

Evolutionary and/or Revolutionary Change

“Gap Analysis”

...Where are you now?...Where do you want to be?... What level of change is required to close the gap?

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Setting Scope, Scale & Intention

- Defining scope, scale, and desired outcomes for the work is critical for managing/defining organizational expectations, allocating resources, measuring performance, managing accountability



DEI – ONB FOCUS

Our People

Attract, develop and retain top talent, with a focus on increasing diverse representation across all levels of the company

Our Culture

Build a culture of inclusion, belonging and psychological safety where all aspects of diversity are welcomed and celebrated

Our Society

Contribute to the sustainability of a more just and equitable society through strategic philanthropy, volunteerism, partnerships, lending and investments

Our Business

Lead a socially responsible business focused on sound and sustainable policies, practices and processes



Area(s) of Focus

Our People

Attract, develop and retain top talent, with a focus on increasing diverse representation across all levels of the company

- Talent Acquisition
- Talent Development
- Learning Experiences
- Line of Business Integration

Diagnose

Design/
Co-create

Deliver



Area(s) of Focus

Our Culture

Build a culture of inclusion, belonging and psychological safety where all aspects of diversity are welcomed and celebrated

- **Senior Leader Engagement (Inclusive Leadership)**
- **Impact Networks/ERG's**
- **Cultural Competency**

Diagnose

Design/
Co-create

Deliver



Area(s) of Focus

Our Society

Contribute to the sustainability of a more just and equitable society through strategic philanthropy, volunteerism, partnerships, lending and investments

- **Community Engagement**
- **Strategic Business Partnerships**
- **Build reputation through accountability and impact**

Diagnose

Design/
Co-Create

Deliver



Area(s) of Focus

Our Business

Lead a socially responsible business focused on sound and sustainable policies, practices and processes

- **Governance**
- **Compliance**
- **Sustainability**

Diagnose

Design/
Co-create

Deliver



People within the Process

Individual Change & Identity

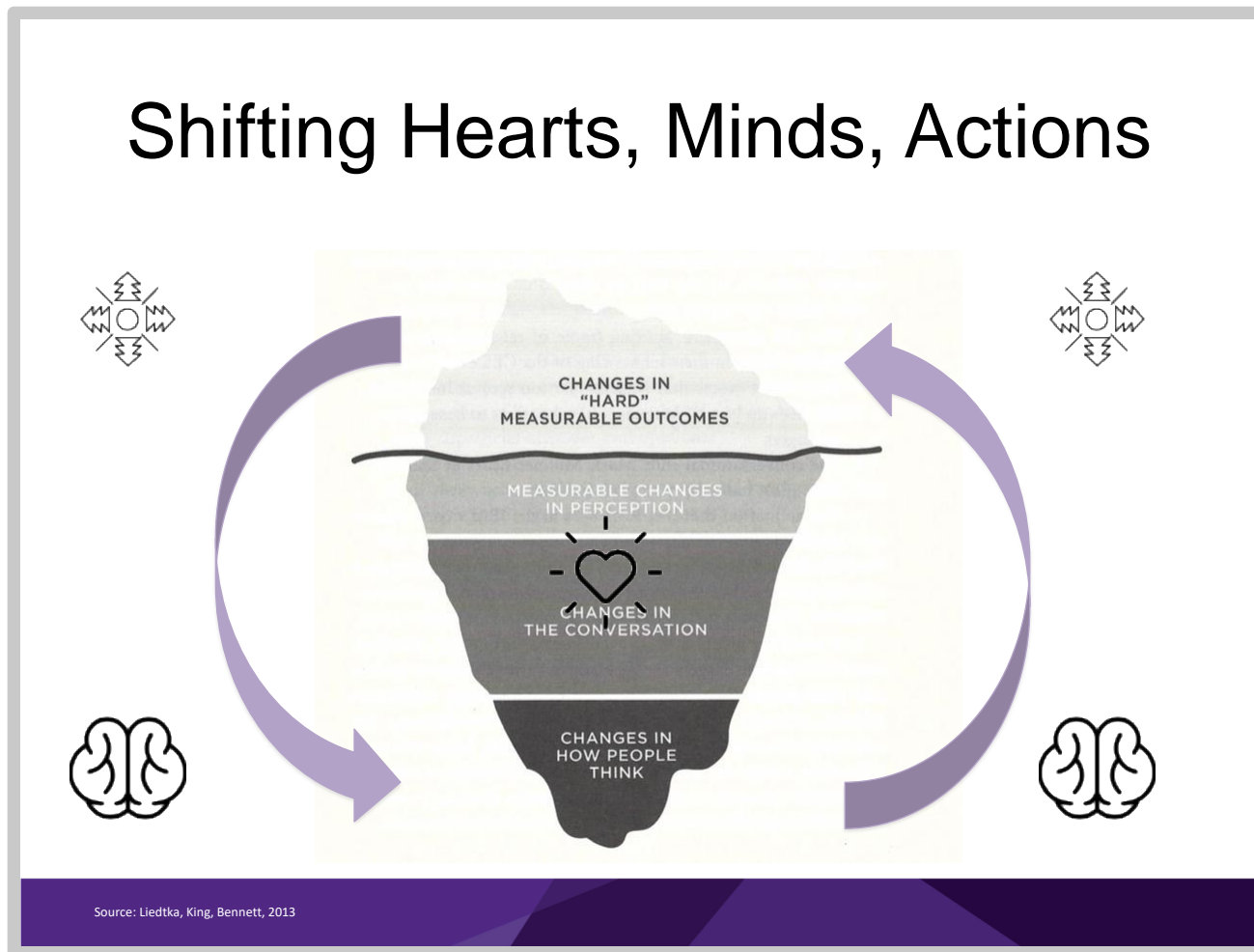
Adapting to a changing environment isn't something a company does – it's something that people do in the multitude of decisions they make every day ...
Adam Grant : "Think Again"



People within the Process

Cycle of Change

Shifting Hearts, Minds, Actions



Listening & Assessment

Seeing

What are we **seeing**
in the data?
- employee
retention/satisfaction
/attrition

What are we seeing
in policy, practice,
behaviors,
performance &
outcomes

Saying

What are employees,
team members,
customers, and
stakeholders **saying**
formally and
informally about
culture, overall
satisfaction, values,
DEI & performance

Sensing

What are we
sensing about the
state of the
organization based
on internal/external
conversation and
data insights



Perpetual Evaluation & Adjustment

Change is Constant

- *DEI work is not “linear”, it is constantly changing and evolving*
- *This work more than ever, requires sustained curiosity, strategic thinking, engagement, and resources at all levels of our organization(s)*
- *Our employees, customers, community stakeholders, and regulatory stakeholders continue to look for increased visibility, reporting, performance, and impact around Diversity, Equity & Inclusion*



THANK YOU

