



Diversity, Equity & Inclusion

 2022
DEI ANNUAL REPORT

FORWARD
TOGETHER ►

MISSION AND VISION

HTLF is unique and so are **you.**

We all come from diverse backgrounds and experiences that help shape our company values. **Our values are rooted in the belief that respect, equity and inclusiveness make us stronger together.** The variety of experiences and lifestyles we bring to work every day provides insights that help us better understand each other and our customers.





Promoting and providing a highly inclusive and engaged workplace

“With more progress to be made, we are proud of the advancements we have achieved and are invigorated by our growing momentum.”

We marked this past year, the second of HTLF’s formalized DEI journey, by taking informed action in our commitment to promote and provide a highly inclusive and engaged workplace.

Amplifying the benefits and insights provided by diverse experiences and perspectives complements HTLF’s goal of providing sustainable growth through continuous learning and purposeful work. By listening to the voices of employees and customers, analyzing data and assessing existing practices, we advanced strategies targeted towards areas of greatest need and opportunity for progress.

To foster more occasions for meaningful connection and conversation, cornerstone initiatives including our quarterly DEI Speaker Series and Employee Business Resource Groups are now in place. Recent investments in multi-modal training for all

employees, with enhanced curriculum for managers, provide our team with a common vocabulary and baseline awareness from which to build stronger relationships. Publication and annual reporting of our DEI impact and outcomes, together with expanded inclusion of these initiatives across our corporate communications, promotes transparency, establishes metrics for assessing progress and confirms accountability.

While still early in this journey, with more progress to be made, we are proud of the advancements we have achieved and are invigorated by our growing momentum. Moving forward together, we are cultivating a culture of inclusivity and respect.

TOGETHER, WE ARE HTLF.

▶ **WENDY REYNOLDS**

Chief Diversity, Equity and Inclusion Officer



A group of diverse people, including a man in a green jacket and a woman in a white top, are looking at a smartphone together. The image is partially obscured by a white diagonal line and a decorative orange geometric pattern.

Looking back on 2022, **highlights of our diversity and inclusion advancements** include:

- ▶ **Activated three employee business resource groups**
- ▶ **Enhanced interactive DEI training for all employees**
- ▶ **Aligned and localized recruitment focus**
- ▶ **Established supplier diversity strategy baseline**
- ▶ **Published inaugural DEI annual report**
- ▶ **Integrated quarterly DEI speaker series**



CORPORATE COMMITMENT

Increasing diversity, equity and inclusion is at the core of the company's strategy, and commitment to it starts at the top.

Creating an inclusive workplace is a top priority. This means increasing demographic diversity and being an ally to the communities we serve. Every member of the Executive Leadership Team is doing their part to make this a reality. Increasing diversity, equity and inclusion is at the core of the company's strategy, and commitment to it starts at the top.

While our backgrounds are broad and our talents are many, our best work happens when all our voices are heard. We are focused on channeling our unique perspectives to make a positive impact on each other, our communities and our shareholders.

HTLF formally launched our DEI journey in 2021 and in just two years we have made significant accomplishments related to recruiting and developing diverse talent.

The HTLF Board of Directors includes talented individuals with diverse experiences. Recent directors added to the board came from a diverse group of candidates and enhanced gender and minority representation on the board.

We launched three employee business resource groups (EBRGs) focused on Women, Veterans and cultural diversity. Each EBRG has two executive sponsors driving the top-down messaging. The EBRGs are helping to create a more inclusive and engaged workplace, promote employee development and well-being and drive business success through increased diversity and innovation.

The Diversity Advisory Council continues to impress me with the speakers they bring to HTLF. In 2022, we brought four talented and passionate speakers in to the organization to speak about their personal journeys through diversity. Their stories, encouragement and advice helped us to become better versions of ourselves and leaders to our organization.

We also introduced additional training opportunities. The training and education on DEI topics such as unconscious bias, cultural competency and inclusive leadership embraces a more inclusive and respectful workplace.

The information and data provided to you in this report holds us accountable and provides transparency and progress towards our DEI goals. Our employee Gallup survey and customer experience surveys solicit feedback helping us to improve and evolve. Our corporate commitment to DEI is important because it fosters a more diverse, equitable and inclusive workplace culture, drives innovation and creativity, and contributes to positive social change.

Enriching lives one customer, employee and community at a time is our mission statement. These are words we live by. Our progress is evolving, and our path forward is thoughtful. We are excited for what the future holds. We are all in this together, because together we are HTLF.

TOGETHER, WE ARE HTLF.

▶ **BRUCE K. LEE**

HTLF President and CEO





OUR PROCESS

Forward Focus

We are proud to present
the accomplishments of the
**2022 diversity, equity and
inclusion** initiatives.



TRENDS IN DIVERSITY REPRESENTATION ACROSS HTLF

Overall Year-end 2022 Workforce Representation

(with YE 2021 comparison)

UNDERREPRESENTED MINORITIES

▲ 23%
Up from 22%

IDENTIFY AS FEMALE

▶ 64%
Unchanged

IDENTIFY AS VETERAN

▲ 1.95%
Up from 1.89%

IDENTIFY AS DISABLED

▲ 7.02%
Up from 6.56%

2022 Hiring Data

UNDERREPRESENTED MINORITIES

▲ 150
of new additions
34% of total

IDENTIFY AS VETERAN

▲ 1.6%

IDENTIFY AS DISABLED

▲ 11.92%

• Underrepresented minorities hiring data trends based on rolling 4 quarter data

TRENDS IN DIVERSITY REPRESENTATION ACROSS HTLF

Leadership Representation

(leadership levels of SVP or greater)

UNDERREPRESENTED
MINORITIES

▲ 11.27%

Up from 10.25%

IDENTIFY AS
FEMALE

▲ 26.06%

Up from 24%

IDENTIFY AS
VETERAN

▲ 4.23%

Up from 3.84%

IDENTIFY AS
DISABLED

▼ 4.97%

Down from 5.76%





Arizona Bank & Trust unlocks the potential all around them



Arizona Bank & Trust (ABT) recognizes the importance of embracing diversity, equity and inclusion as we strive to create a workplace culture that reflects the communities we serve.

One of our top priorities is to create a workplace environment that is welcoming and inclusive, regardless of your background. We're focused on fostering a culture of respect and understanding where diverse perspectives are valued and celebrated.

ABT's impact extends beyond a workplace culture and touches the lives of their clients and community. Our efforts provide tangible examples of providing a connection that unlocks the potential around us.

CUSTOMER STORIES

▶ **Lloyd Beal, Peoria Preschool**

Watch the [full story](#) or [:30 TV Spot](#)

MUJERÓN MOVEMENT - LATINA EQUAL PAY DAY

The Mujerón Movement is an exceptional community dedicated to the self-development and empowerment of Latinas.

ABT was honored to sponsor, host and be featured in their podcast, promoting financial literacy and small business to Latinas in Arizona.

The sponsorship event was a tremendous success, as we celebrated #LatinaEqualPay day.

BLACK HISTORY CAMPAIGN

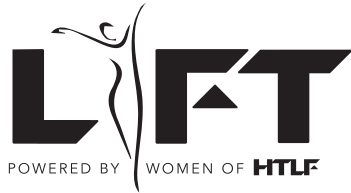
ABT was honored to sponsor Arizona's Family Black History Month Special, which recognized the achievements of our African American communities. The [30-minute special](#) delved into all aspects of African American history in Arizona, exploring the challenges and triumphs of black-owned businesses.

Several of ABT's African American small business clients were featured in a commercial. Our partnership increases visibility within Arizona's growing multicultural community and demonstrates how we can assist in achieving their goals.

▶ **Jaevon Teague, She Talks Life**

Watch the [full story](#) or [:30 TV Spot](#)





LIFT is an employee business resource group where women and women’s allies have access to a safe space for connection, educational and empowering live events and development resources that are designed to foster a vibrant community.

MISSION

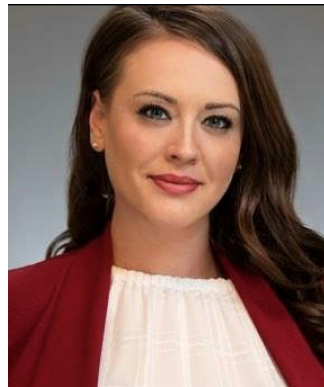
Create a community for women and allies who lift each other up through education, promoting career advancement and development, and impacting the communities in which we live and serve.



With remote work becoming so prevalent now days, it is important for employees to belong to groups like EBRG to feel more engaged in the community and connected with each other. At LIFT, we work together to provide activities and educational opportunities that empower women to succeed- knowing that together, we can do bigger things!

▶ **IRINA OUAHBI**

HTLF Allowance for Credit Loss Manager
LIFT Marketing Coordinator



LIFT provides meaningful impact by encouraging women, those that identify as women, and allies of women to have a place to discuss ways to change how women are viewed and treated in the workplace.

▶ **ALICIA PINO**

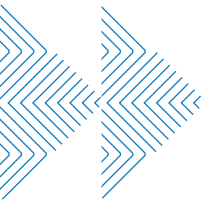
New Mexico Bank & Trust Private Banker
LIFT Event Coordinator



Being a LIFT Co-Lead has been one of the most enriching and invigorating experiences I’ve had at HTLF. It has allowed me to step out of my daily role to implement leadership ideas and creative innovations that have made a real impact. I love being able to collaborate with women and allies from across the HTLF footprint to grow our EBRG and find ways to bring positive change into our work. It’s been incredible to build out the LIFT community by drawing on the knowledge and life experiences that everyone brings to the table.

▶ **CHELSEA POTTER**

HTLF Senior Corporate Communications Professional
LIFT Steering Committee Co-Lead





**MULTICULTURAL
CHAMPIONS**
OF HTLF

MISSION

Ensure that everyone belongs and is confidently able to authentically express who they are in a respectful and caring environment where we actively advocate for each other.

Using our diverse cultural backgrounds and experiences to meet the needs of our diverse customer base, solve business problems, and provide opportunities to employees that will drive personal, professional and leadership development.



Being a leader within the Multicultural Champions EBRG is all about inspiring, empowering and motivating. I am proud to be a first-generation Mexican American and being able to share my heritage with others through education gives me much joy.

My background allows me to help my peers with translation requests and this has helped me build strong relationships within HTLF. I feel empowered to develop my talent and skill within my culture. Having cultural diversity at work fosters creativity, improves problem solving and enhances decision making.

▶ VIOLETA RAMOS

Citywide Banks Personal Banker
Multicultural Champions Steering Committee Event Coordinator



Being a Multicultural Champions leader allows me to provide a safe space to talk about important conversations geared at change.

As a first-generation immigrant, diversity and inclusion are important to me because they opened doors in my personal life, educational road and professional career. There are a lot of opportunities at HTLF and I look forward to being part of it.

▶ HUGO SANCHEZ

Citywide Banks Marketing Leader
Diversity Advisory Council and Multicultural Champions Member





VETERANS AND FRIENDS
OF **HTLF**

MISSION

Foster a pro-veteran environment for employees and members of our communities through celebrating, honoring, and leveraging military experiences. We partner to ensure unique development opportunities, as well as crafting solutions for recruiting, onboarding, and retaining veterans.



Having the privilege of being a co-lead for our Veterans and Friends EBRG is very meaningful to me. My father is a proud U.S. Army and Vietnam War veteran. I grew up on a military base helping shine my dad's boots each week, so although I grew up in a military environment, I never truly grasped how important our service members are to the safety of our freedoms and to our nation. It wasn't until I was much older that I really began to appreciate the work and sacrifices that our Military Servicemembers as well as their families sacrifice. Being a co-lead is just one small way that allows me to connect with others, to say thank you and to help show my support and appreciation of their service.

I believe that the greatest impact that any EBRG provides is the opportunity to create connectedness. Our EBRGs help bring employees together from diverse backgrounds from across our footprint and our business lines.

▶ CHRIS HILL

HTLF Director of Talent Acquisition
Veterans and Friends Co-lead



I look at my role on Veterans and Friends as a servant leader. I'm grateful to be part of a team looking to help Veterans in a tangible way.

HTLF is the first company I've worked with who has a community drive to recognize the contributions Veterans provide to the best country in the world and this wonderful place to work. That's why I feel honored to be part of a large group who is looking to expand Veteran initiatives on a local level.

Diversity and inclusion are important to me because I believe everyone should have a seat at the table and the ability to tell their story freely. Professionally, I am making a difference and that complements my personal endeavors to support my community by helping fellow Veterans through the VA Disability process and contributions to non-profit drives.

▶ ERIC BLAXTON

HTLF Senior Business Systems Administrator
Veterans and Friends Co-lead



2022 DIVERSITY ADVISORY COUNCIL

Speaker Series

The Diversity Advisory Council hosted four outstanding speakers in 2022. **Each speaker shared their unique perspective and story related to DEI.** With over 800 engaged attendees we continue to provide speakers on a quarterly basis with the goal of making our organization stronger, together.



DR. NAOMI MERCER

How Women Can Make a Difference at Every Level of Banking



Dr. Naomi Mercer is Senior Vice President, Diversity, Equity and Inclusion, for the American Bankers Association within the Office of Member Engagement. She is responsible for providing guidance and thought leadership, developing resources and tools, and helping with diversity, equity and inclusion programs.

Women are important to our company because they represent many of our customers, employees, business owners and stakeholders in our communities. Additionally, employee performance at work is much higher when employees feel valued and included, regardless of gender, though women face some unique challenges that must be acknowledged and addressed.

DR. STEVE YACOVELLI

Being a Consciously Inclusive Leader



Dr. Steve has been in the leadership, learning and development, change management and diversity and inclusion consulting space in his twenty-five-year career. A few years ago, Steve realized that the focus on specifically developing LGBTQ+ leaders wasn't top of mind for many organizations.

Being an effective leader takes not just skill but self-awareness: awareness of what we think consciously but also what our unconscious selves may be thinking, too.

The conversation that Dr. Steve shared emphasized that anyone can be a leader in creating a welcoming workplace and explored three areas every leader should focus on to be more consciously inclusive.

- ▶ **THINK IN** about our own unconscious biases
- ▶ **SPEAK UP** to create a more inclusive organization
- ▶ **ACT OUT** in ways that foster a feeling of belonging for everyone within your organization (and beyond)

DRAMOS

Life as a Gringo - The Dramos Story: Overcoming Adversity and Pursuing Passion



Dramos is best known for his tenure as a Producer and 4th chair on the nationally syndicated radio/television show *The Breakfast Club*. Dramos is a proud Nuyorican (a Puerto Rican living in the US, especially in New York City) who most recently launched the “Life As A Gringo” podcast which tackles life through the vantage point of American-born Latinos who live their lives existing in a gray area.

Overcoming adversity forces us to reach out for help, create networks and realize that we cannot and should not overcome our struggles on our own; we need a community. Having meaningful conversations can expand our worldview, leaving us better informed and more connected to our colleagues and local communities.

MARK CHILUTTI

Come Roll With Me



Mark Chilutti, an inspirational public speaker, Certified Fundraising Executive, wheelchair tennis player and world traveler.

Living the last 26 years with a spinal cord injury has been eye opening, but Mark is embracing it. Mark connected the dots as to why every business should work proactively to welcome individuals with disabilities as both customers and team members.

Spreading awareness of disability is important because it teaches us how disabilities affect our lives and how we can best help someone with a disability. Everyone living with a disability, whether it is visible or invisible, has a story to share. Having an open conversation while actively listening to others creates better understanding and helps to remove stereotypes related to disabilities.

LOOKING FORWARD

To further expand and elevate these initiatives, in the coming year we will:

- ▶ **Heighten exposure and engagement across employee business resource groups**
- ▶ **Pilot a mentorship program**
- ▶ **Expand our DEI microlesson training library**
- ▶ **Create a community outreach workgroup**
- ▶ **Evaluate and improve resource accessibility**
- ▶ **Conduct an internal pay equity analysis**
- ▶ **Enhance our supplier diversity strategy**



Our momentum is strong, and our future is bright.

We are focused on evolving our diverse, equitable and inclusive company. Our values are rooted in the belief that **respect, equity and inclusiveness make us stronger together.**

TOGETHER, WE ARE HTLF.



HTLF[®]

▶▶ FORWARD TOGETHER