

Global Architect of Diversity, Inclusion and Talent Management Strategies, who designs and develops sustainable organizational culture change, integrated with overall business growth strategy, for Fortune 500 companies, including Microsoft, Merck, ESPN and Campbell. **Trusted partner** to senior leadership, with expertise in Human Resources, global diversity and inclusion (D&I), talent management and organizational development. Regarded as a **highly principled** and **collaborative leader** who elevates the standing, impact and integration of the human resources function as a whole. **Results driven executive** with expertise on talent engagement, growth and cross-cultural competence across customer, colleague and partner relationships. **Influential spokesperson** and visionary thought leader, skillful in effectively managing public relations issues through business engagement, advocacy organizations and professional forums.

- **Diversity Pioneer:** Continually recruited and promoted to design, implement and lead global diversity and inclusion strategy and execution for workforce, workplace and marketplace impact. Demonstrated deep cultural and commercial mindset, who coined and trademarked a unique diversity and inclusion philosophy for ESPN, which solidified a distinctive D&I positioning within the industry. At Microsoft, drove D&I partnerships to ensure artificial intelligence used in gaming devices recognized movement of gamers of all skin colors.
- **Global Strategy:** Designed, developed and executed ESPN's D&I global strategy and action plans for over 50 business entities. Led and executed D&I strategy and action plans for most of Microsoft's business groups, comprising 65,000 employees.
- **Leadership and Employee Engagement:** Promoted to co-design, implement and lead global diversity strategies for Global Constituency Groups at Merck & Co, consisting of the company's 250 most senior leaders in 32 countries. Chartered to enhance global understanding and business impact of diversity and inclusion, with focus on sustainability. Led employee engagement for over 40 enterprise-level affinity networks at Microsoft.
- **Corporate Governance:** Served as Trustee of the Campbell Company Foundation. Member of Campbell's President Advisory Team. Co-lead the D&I Executive Council with the President of ESPN. Member of The Walt Disney Company's Diversity and Inclusion Roundtable. Member of Corporate Organizational Effectiveness Council for Merck & Co.
- **Marketing & Public Relations Business Savvy:** Served as D&I lead on marketing efforts for Hispanic business across The Walt Disney Company. Coached and counseled ESPN's production and on-air talent to minimize negative publicity cycles on D&I-related matters. Engaged employees in business initiatives to increase ESPN's viewership and commercial appeal to millennial audiences.

Executive Leadership that Drives Competitive Advantage

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| ▪ Global Experience and Mindset | ▪ Change Management | ▪ Branding Spokesperson |
| ▪ D&I Thought Leadership | ▪ Strategic Planning and Execution | ▪ Business Integration |
| ▪ Culture Transformation | ▪ Talent Acquisition | ▪ Influence and Impact |

Driving Growth through Culture Transformation and Diversity

Campbell Soup Company, Greater Philadelphia Area (NYSE: CPB)

2017 – 2018

Producer of consumer packaged goods sold in 120 countries around the world, with \$8.7B in revenue (2018).

VICE PRESIDENT – CHIEF DIVERSITY AND INCLUSION OFFICER

Recruited by CEO and CHRO to be the chief architect of the D&I strategy, for Campbell to become the leading health and wellbeing food company, by enhancing diversity of talent, developing a more inclusive corporate culture and driving greater business results with new and diverse consumers, globally. Developed and executed process integration with talent acquisition and talent management, learning, values and culture, community affairs, corporate communications and brand marketing for company's product portfolio. Oversaw a [REDACTED] integrated budget and a team of three people, reporting to CHRO.

- Served as member of President's Advisory Team and Trustee of the Campbell Company Foundation.
 - Creatively built cross-functional business and HR structure to execute the D&I strategy, in a cost-containment business environment.
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- Established methodical and effective approach to build executive engagement and accountability for D&I, including a metrics framework to drive business results.
- Led company's approach to address business impact of evolving and sensitive social issues, such as racial profiling, transgender transitions, immigration and workplace harassment.

ESPN, Inc (The Walt Disney Company), Bristol, CT

2012 – 2017

Leading multinational, multimedia sports entertainment company with revenue of \$15.2B (Q3/18).

VICE PRESIDENT – DIVERSITY, INCLUSION AND WELLNESS

Brought in to formulate and successfully execute the company's diversity, inclusion and wellness strategy. Drove continuous evolution of a healthy and vibrant work environment, with special focus on training, development, internal/external outreach and communications. Led team of 13 and a budget of ██████, reporting to CHRO/Chief Diversity Officer for The Walt Disney Company.

- As a strategic partner to senior leaders, led ESPN to achieve the highest number of female and minority executives and managers in the history of the company. Reduced attrition of females and minorities in key business areas by 10% in a 12-month period. Evolved D&I business impact by raising level of accountability and expanding the D&I narrative to a broader set of diversity dimensions, globally.
- Formulated global diversity, inclusion and wellness strategy, with clear metrics and tangible outcomes. Broadened scope of Employee Resource Groups and Diversity and Inclusion Executive Council to elevate level of impact, contributions and accountability. Led cross-functional HR team to successfully address and close OFCCP audits of Affirmative Action Plans.
- Built a high-caliber team and developed D&I competencies across HR organization. Formulated and developed ESPN inclusive behaviors to drive leadership accountability for culture change.
- Developed and integrated D&I processes and practices with HR Analytics, Talent Acquisition, Talent Management, Learning and Development and HR Business Partners, as well as strategy integration with Corporate Communications, Public Relations and Corporate Citizenship.
- Coached and counseled production and on-air talent to minimize negative publicity cycles on D&I-related matters. Served as ESPN's D&I lead for marketing efforts with Hispanic business across The Walt Disney Company. Engaged employees in business initiatives to increase ESPN's viewership and commercial appeal to millennial audiences.
- Strengthened employer brand in targeted areas of focus, achieving numerous awards and recognition related to diversity in media, including 2015 Wellness Council of America (WELCOA) National Gold Award, 2015 National Hispanic Media Coalition (NHMC) Impact Award for Outstanding Commitment to the Latino Community, Gay and Lesbian Alliance against Defamation (GLAAD) Media Award, National Association of Multi-Ethnicity in Communications (NAMIC) Vision Award and Women in Cable Telecommunications (WICT) Signature Spirit Award.

Microsoft Corporation, Redmond, WA (NASDAQ: MSFT)

2009 – 2012

Global technology leader with \$90B in revenue. (2017)

GLOBAL DIVERSITY AND INCLUSION DIRECTOR

Recruited to lead development and execution of global diversity and inclusion strategy, and develop and implement strategies to increase hiring, employee engagement, career development and retention of diverse talent. Oversaw integrated D&I marketing communications, internally and externally. Drove ██████ budget and staff of five, reporting to Chief Diversity Officer.

- Partnered with consumer business groups to identify key areas of opportunity and design associated D&I plans and metrics for workforce, workplace and marketplace impact, focusing on business alignment and accountability.
- Built a high-caliber team. Developed annual strategy and execution for global D&I, integrating overall talent management platforms for leaders, managers and individual contributors.
- Formulated and developed the restructuring process and guidelines of Employee Resource Groups to better align with company culture and business opportunities.
- Led Microsoft's DigiGirtz program, the company's global flagship initiative to develop women in technology, by engaging middle and high school girls in technology camps.

Merck & Co, Kenilworth, NJ (NYSE: MRK)

1997 – 2009

Leading global biopharmaceutical company with \$40.1B in revenue (2017).

GLOBAL CONSTITUENCY GROUPS DIRECTOR – DIVERSITY AND WORK ENVIRONMENT COE, 2007 – 2009

Promoted to co-design, implement and lead global diversity strategies for 10 Global Constituency Groups (GCGs) – consisting of the company's 250 most senior leaders in 32 countries and 19 languages – chartered to enhance global

understanding and business impact of diversity and inclusion. Drove synergies across GCGs, leveraging global economies of scale, building organizational capacity, sharing knowledge and fostering internal and external partnerships.

- Prioritized and consolidated business-impact strategic recommendations for talent management, corporate responsibility, R&D, and sales and marketing organizations. All GCG recommendations were approved by CEO and Presidents of all company divisions.

TALENT MANAGEMENT DIRECTOR – GLOBAL HUMAN RESOURCES, 2007

Led development and implementation of global talent management strategies across the company, creating succession planning process for leadership team, with focus on increasing D&I at organization's most senior level.

- Developed COE role profiles and HR capabilities framework for new HR Operating Model. Formulated and developed framework for succession plan, focusing on increasing diverse pipeline across the enterprise.

DIVERSITY AND WORK ENVIRONMENT/COE DIRECTOR – GLOBAL HUMAN HEALTH, 2005 – 2007

Promoted to develop and execute diversity strategies for three major divisions, leading development, implementation and integration of HR processes and led for metrics and divisional budget of ~\$1M.

- Co-led the development of Merck's first Functional Affirmative Action Plans (FAAP), which increased leadership's understanding and accountability in over 30 organizational units.
- Managed total compensation annual process for over 8,000 employees in three divisions.

HUMAN RESOURCES REGIONAL DIRECTOR – LATIN AMERICA HUMAN HEALTH, 2004 – 2005

Expanded responsibilities to drive regional HR operations for 12 countries, including talent management, total compensation and salary planning process, diversity and work environment, performance management, succession planning and HR information systems. Managed seven operations/compensation managers across Latin America.

- Served as change leadership consultant for management and operational excellence initiatives. Led development of salary structures and compensation plans for all sites in Latin America.

ORGANIZATIONAL DEVELOPMENT REGIONAL DIRECTOR – LATIN AMERICA HUMAN HEALTH, 2002 – 2004

Promoted to consult, design and implement programs and processes to enable organizational development throughout the Latin America Human Health business region. Led team of seven organizational development managers and specialists across Latin America, and served as a member of the Corporate Organizational Effectiveness Council.

- Led design, development and implementation of competency models for sales, marketing and human resources. Drove implementation of new performance management process and succession plan.

Earlier Positions Held:

HUMAN RESOURCES DIRECTOR, Merck Sharp & Dohme, Puerto Rico

SENIOR HUMAN RESOURCES MANAGER, Sara Lee Corporation – Playtex Apparel, Inc, Puerto Rico

ACCOUNT REPRESENTATIVE | SUPERVISOR, Kelly Services, Inc, Puerto Rico

Board Involvement

Board of Trustees, Campbell Company Foundation (2018)

Member, National Advisory Board, One Love Foundation (2015)

Advisory Board Member, Madrinás (2015) | **Board Member**, Madrinás (2009 – 2012)

Education and Languages

MA, Industrial/Organizational Psychology, University of Puerto Rico

BA, Psychology, magna cum laude, University of Puerto Rico

Executive Leadership Institute, Dartmouth College – Tuck School of Business, New Hampshire

Languages: Fluent in Spanish and English. Conversational in Portuguese.

Accreditations

Change Execution, Connor Partners | **Managing Inclusion**, J. Howard Associates (now Korn Ferry)
Myers-Briggs Type Indicator – MBTI, CPP Inc. | **Employee Benefits Law**, Institute for Applied Management Law
Six Sigma Green Belt

Recent Speaking Engagements and Public Relations

For more, see www.linkedin.com/in/monicadiaz1/

- Keynote Speaker:** Women of Color Leadership Conference (2018)
- Interview:** "Monica Diaz – The Value of Disruption" – Color Magazine (2018)
- Panelist:** GALVANIZE Women's Conference (2018)
- Panelist:** Walmart's Bentonville Film Festival (2018)
- Interview:** "Who's on the Team, Who gets to Play" – Journal of Applied Management & Entrepreneurship (JAME) (2016)
- Keynote Speaker:** Network+Affinity Leadership Conference - NALC (2016)
- Panelist:** Hispanic Association of Corporate Responsibility (HACR) Symposium (2016)
- Panelist:** Women in Cable and Telecommunications (WICT) Annual Conference (2016)
- Speaker:** SHRM Diversity and Inclusion Conference (2015)
- Panelist:** Women in Sports and Events (WISE) Symposium (2015)
- Panelist:** Tri-State Diversity Council (2013, 2014 and 2015)

Recent Awards and Memberships

For more, see www.linkedin.com/in/monicadiaz1/

- Cable and Telecommunications Human Resources Association (CTHRA) – *Programmer Team Innovator Award* (2016)
 - CableFAX – *Most Influential Minorities in Cable TV* (2015, 2016 and 2017)
 - Tri-State Diversity Council – *Multicultural Leadership Award* (2015)
 - Hispanic Executive – *Top 10 Lideres* (2014)
 - Hispanic Business Magazine – *50 Influentials* (2013), *100 Influentials* (2011)
 - Society for Human Resources Management (SHRM)
 - Corporate Executive Forum – Hispanic Association of Corporate Responsibility (HACR)
 - Human Rights Campaign (HRC)
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