

INSIGHTS FROM CHIEF DIVERSITY OFFICER TINISHA AGRAMONTE



Tinisha Agramonte is a highly regarded Civil Rights Champion with 25 years of experience as a civil servant, consultant, university instructor and trainer in Equal Employment Opportunity (EEO), diversity, civil rights and human relations. She has held senior executive leadership positions with various Federal agencies, including the U.S. Department of Commerce, U.S. Department of Veterans Affairs, U.S. Army, U.S. Air Force and the U.S. Small Business Administration.

When Tinisha joined Motorola Solutions in August 2020 as Chief Diversity Officer, she engaged in countless conversations with employees across the globe and used their insights, as well as best practices related to diversity, equity and inclusion (DEI), to build a comprehensive, sustainable strategic DEI strategy for the company.

See below for Tinisha's thoughts on the value of a corporate DEI strategy and DEI initiatives at Motorola Solutions.

Q & A

WHAT DO THE TERMS DIVERSITY, EQUITY AND INCLUSION MEAN, AND HOW DO THEY FIT TOGETHER?

Tinisha Agramonte (TA): I like to say that diversity is being invited to the meeting, inclusion is feeling welcomed to speak at the meeting, and equity ensures my voice will be given fair and equal consideration during the meeting. People often view DEI as an either/or approach, but it's not. We must reject the notion that it is an either/or and embrace the brilliance of the and — diversity, equity and inclusion. One can't exist without the others.

WHY IS DEI SO IMPORTANT?

TA: Research tells us that diverse teams out-innovate and outperform non-diverse teams and that companies that have greater workplace diversity outperform their competitors and achieve higher profits. This tells us a few things. For starters, we must have diversity in all its forms. We immediately think of racial, gender, geographic and age diversity, but diversity of thought, personality type, education, religion and occupation are also important. After all, diverse groups of people offer different ways of seeing problems and, thus, faster and better ways of solving them. However, diversity is only one piece of the puzzle. This is where "equity" and "inclusion" come in — we must create a supportive, fair and equitable environment where employees feel they belong and are engaged, connected to our business and invested in our collective success. Only then can we truly unlock and unleash the power of diversity and our collective potential.

WHY IS IT IMPORTANT FOR CORPORATIONS TO HAVE A STRATEGIC PLAN?

TA: We are nothing without our people, so it's vital to have a strategy to ensure that every Motorolan feels valued, engaged, a sense of belonging and positioned for success. A strategic DEI plan provides a solid foundation for us to achieve this, with clear objectives, goals, metrics and accountabilities. It outlines our priorities and drives decisions. It ensures transparency and keeps everyone aligned. In short, it's the roadmap to our North Star. The Motorola Solutions

strategic DEI plan focuses on hiring and retention activities to cultivate a diverse workforce and inclusive culture, while ensuring that DEI is integrated into all our lines of business.

WHAT ROLE DO BUSINESS COUNCILS PLAY AT MOTOROLA SOLUTIONS?

TA: The business councils, which are sometimes referred to as employee resource groups in other companies, do an absolutely amazing job driving DEI initiatives. They focus on recruiting, engagement and employee development. The councils also focus on cross-collaboration, knowledge sharing and promoting the intersectionality of our diversity identities. After all, many of our employees identify with multiple groups, so why ask them to align with just one? Additionally, the councils focus on the needs of specific groups. For example, the Multicultural Business Council formed three new chapters: the Motorola Black Inclusion & Diversity Organization (MBIDO), Asian American Pacific Islanders & LatinX.

On top of that, there are many diversity champions across the company. For example, a group of employees formed a cross-collaborative advisory committee to build community trust, ensure social responsibility and address cultural considerations for our products and services, with special attention on artificial intelligence and facial recognition. Another employee spearheaded a project to ensure that the artwork imagery in our facilities reflects our diverse workforce and customer base. The list goes on and on.





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CHIEF DIVERSITY OFFICER | MOTOROLA SOLUTIONS INC.

OUTSIDE THE BUSINESS COUNCILS, HOW CAN EMPLOYEES INFLUENCE THE COMPANY CULTURE AT MOTOROLA SOLUTIONS?

TA: Every single employee has the ability to influence positive change. Even small acts, when done collectively, make a big difference. To start, employees can increase their knowledge of themselves and diverse groups by reading books, listening to music and podcasts or watching TV shows and films focused on groups that have different identities from their own. They can be allies by using their power and influence to help members of underrepresented groups. They can demonstrate inclusive behaviors, like capturing all ideas on a whiteboard to ensure all perspectives are given visibility and considered. And above all, they can give grace. We are living in times of unrest, distress and pain, and it often seems as if we are more divided than we are unified. It is difficult having conversations on issues of diversity. People fear that they will say the wrong thing or it will be misinterpreted. We can all demonstrate grace by considering that each comment is made with good intentions. Start conversations from a place of curiosity and with a desire to understand, not a place of judgment and condemnation.

WHAT ARE SOME OF THE ONGOING DEI INITIATIVES AT MOTOROLA SOLUTIONS?

TA: We recognize that having a diverse workforce starts with examining who we hire and promote. Our Human Resources department partners work with professional organizations that support diverse groups, such as the National Society of Black Engineers, the Society of Women Engineers and the Society of Hispanic Professional Engineers, as well as minority-serving institutions, such as historically black colleges and universities, to ensure that we have a diverse pool of candidates. At the same time, HR and the Office of DEI partner to continuously look at our hiring practices and collaborate with hiring managers to make sure diverse candidates have fair and optimal interview experiences. For current employees, we continuously re-evaluate our systems, policies and promotion practices to ensure they are fair and equitable for everyone. And last but not least, the company continues to look for opportunities to educate employees on topics related to DEI and to celebrate the diversity of our workforce.

HOW ARE DEI EFFORTS MEASURED AT MOTOROLA SOLUTIONS?

TA: Success is a workforce, at all levels, that is representative of the customers and communities we serve. Success is increased innovation, having fair and equitable employment practices and when every employee feels a sense of belonging. We measure our success via both qualitative and quantitative metrics, looking at the representation of diverse identities at all levels, the representation of applicants from diverse backgrounds and surveying our global workforce to better understand the perceptions of our DEI efforts — our strengths and opportunities.

At the same time, we know that achieving success in DEI is a journey, not a quick fix or a one and done. It requires deliberate and intentional change management processes to become part of our DNA for the long haul, and it requires the support of each and every Motorolan. But at Motorola Solutions, we are energized and enthusiastic, and we've got great momentum.

