

CASE STUDY:

Builders Mutual x Collaborative DEIB Strategy



the diversity movement
A Workplace Options Company

EXECUTIVE SUMMARY



CLIENT:

Builders Mutual, based in Raleigh, N.C., is a leading provider of insurance solutions tailored to the construction industry. With a focus on workers' compensation, general liability, commercial auto, and property insurance.



CHALLENGE:

Builders Mutual valued diversity, equity, inclusion, and belonging (DEIB) but lacked a clear strategy. After George Floyd's death in 2020, they created a lasting DEI plan for change.



SOLUTION:

[Foundational Assessment](#), [Coaching](#) for Human Resources and Learning & Development staff, and training for the organization ([DEI Navigator](#), [TDM Library](#), and [virtual workshops](#)).



OUTCOMES:

- ▶ **Increased DEI Training and Participation:** Participation in the DEIB Exchange micro workshops exceeded goals, with 140 employees attending at least one session, 124 attending three sessions, and 71 completing all four sessions.
- ▶ **Higher Belonging Scores:** Builders Mutual's Elements of Engagement survey showed an increase in belonging scores from the 70s to 80-81%.
- ▶ **Increased Employee Engagement:** In 2024, 85% of employees reported that the workplace was psychologically and emotionally healthy, and 92-97% said employees were treated fairly, regardless of race, age, gender, or sexual orientation.

What the client says:



TDM is always flexible and willing to try new things with us. We've brought in other vendors before, but no one comes close to the level of detail and customization that TDM provides.



– Kimberly Velazquez,
Talent Acquisition & Engagement Manager



INTRODUCTION

Beginning A Sustainable DEI Journey

Builders Mutual, a leading provider of insurance solutions for the construction industry, refocused its efforts toward fostering diversity, equity, inclusion, and belonging (DEIB) in 2020. While DEIB had long been an informal part of the company's culture, the national focus on DEIB following George Floyd's death prompted Builders Mutual to take a more structured approach. The company realized that embedding DEIB principles into its everyday operations aligned with its core values and was essential for supporting employee wellbeing. This set the stage for a formal DEIB framework and a deeper focus on sustainable change.

THE CHALLENGE:

Building a Framework for Long-Term Change

Builders Mutual's leadership recognized the need to formalize and embed DEIB principles in the company's culture. After returning from a [Workhuman](#) HR Conference, Michele Hemric, Assistant Vice President of Human Resources and Organizational Effectiveness, spearheaded the company's DEIB initiatives. However, the executive team knew they needed a partner to help build a lasting foundation.

With these goals in mind, Builders Mutual set out to:

- ◆ Establish a DEIB Council to lead and shape these efforts,
- ◆ Provide DEIB education for employees at all levels, and
- ◆ Create a culture of belonging and engagement that aligned with its organizational values.

TDM'S SOLUTION:

Tailored, Collaborative DEIB Education

Builders Mutual chose The Diversity Movement (TDM) because of our ability to deliver **customized training** solutions that matched the company's specific needs and values. Relationships are central to Builders Mutual's way of operating, and they sought a partner who shared this philosophy. TDM's approach to building purpose-driven partnerships resonated with Builders Mutual, as they were looking for a collaboration that went beyond off-the-shelf products and promised a bespoke solution to achieve their long-term goals.

When Builders Mutual began interviewing DEIB consultants, TDM stood out for its authenticity and commitment to understanding Builders Mutual's unique culture, and the partnership began in September 2020.

Building the Foundation for DEIB

The initial phase of the collaboration focused on laying a solid foundation for DEIB across the organization. TDM conducted a **DEIB audit** to assess Builders Mutual's culture and practices, followed by a **series of training programs** for executives, managers, and employees. These early initiatives introduced DEIB concepts, fostered a shared understanding, and identified key areas for growth.

TDM and Builders Mutual continued to develop a comprehensive [DEIB roadmap](#) over the next four years. The process was marked by opportunities for reflection, learning, and ongoing refinement, ensuring that every DEIB initiative aligned with the company's core values and strategic goals.

Evolving the Partnership: Launching the DEIB Exchange

In the summer of 2024, Builders Mutual and TDM launched the DEIB Exchange—a custom series of micro workshops designed to provide employees with practical, accessible DEIB education. These 30-minute sessions were designed to start the workweek focused on real-world topics such as allyship, empathy, and inclusive language, helping employees integrate DEIB principles into their daily work without feeling overwhelmed.

The series exceeded attendance goals, with 140 employees attending at least one session, 124 attending three, and 71 completing all four. Feedback was overwhelmingly positive, with 95% of employees rating the series favorably and 100% giving the DEIB Exchange a 5 out of 5. Participants appreciated Susie Silver's coaching skills and the emphasis on empathy in fostering stronger workplace connections, with 95% rating her sessions a perfect score. The short, flexible 30-minute format, combined with multiple session times and access to pre-recorded videos, allowed employees to fit DEIB learning into their schedules conveniently.

When asked about their favorite aspects of the DEIB Exchange, 50% of respondents cited practical strategies for bias reduction and inclusive language as the most valuable, followed by cultivating empathy (39%), allyship in action (32%), and DEIB Essentials (13%). Employees reported that the practical strategies, clear examples, and real-world applications helped them expand their knowledge and connect with colleagues from diverse backgrounds. Many noted meaningful changes in their day-to-day interactions, including being more mindful of language and regularly checking in with colleagues.

To further support continuous learning, Builders Mutual employees were given access to [TDM Library](#), a robust collection of DEIB content, including videos, articles, and toolkits. This resource allowed employees to deepen their understanding of DEIB concepts over time, ensuring ongoing growth and development.

OUTCOMES:

A Thoughtful, Data-Driven Approach

The journey toward building a lasting DEIB framework at Builders Mutual has not been without challenges. The pace of progress was occasionally slowed by resource limitations and the time required to finalize key materials, such as the DEIB Council's diversity commitment statement. However, Kimberly Velazquez, Talent Acquisition &

Engagement Manager, and Melissa Piercy, Director of Learning & Development, emphasize that TDM's flexibility and understanding of Builders Mutual's unique needs have been critical in navigating these obstacles.

TDM's approach was rooted in listening and adapting to the company's DEIB journey. Instead of providing one-size-fits-all solutions, TDM tailored their strategies to the company's needs and employee readiness. This ensured that the programs and training were not only relevant but impactful in the moment. Even when progress was incremental, Melissa says TDM's customized solutions aligned with their pace and capacity for change.

By creating space for reflection and allowing employees the time to absorb and apply DEIB concepts, TDM ensured that the training made a lasting impact. The DEIB Council also played a crucial role in these efforts, working closely with TDM to align all initiatives with the company's broader goals and objectives.

The partnership between Builders Mutual and TDM produced measurable results across employee engagement and belonging.

"We've seen our belonging data go up," Kimberly says, referencing Builders Mutual's Elements of Engagement survey. *"Our belonging scores have risen from the 70s to 80-81%, and a lot of that has to do with the initiatives we've implemented with TDM."*

Additionally, survey results showed that 85% of employees felt the workplace was psychologically and emotionally healthy in 2024, and 92-97% agreed that employees were treated fairly regardless of race, age, gender, or sexual orientation.

A Foundation for Future Growth

Looking ahead, Builders Mutual is focused on further embedding DEIB principles into the organization's culture. The DEIB Council plans to roll out a diversity commitment statement in late 2024, alongside aspirations that will guide future efforts. With a strong foundation in place, the Builders Mutual team aims to build on their progress and is considering options like expanded training and certifications. They are also presenting data to leadership to show how their DEIB initiatives connect to engagement and belonging across the company.

Kimberly and Melissa agree that TDM's adaptability and preparedness have been crucial to the partnership's success. Kimberly reflects, *"TDM is always flexible and willing to try new things with us. We've brought in other vendors before, but no one comes close to the level of detail and customization that TDM provides."*

Advice for Organizations Looking to Drive Change

Kimberly and Melissa reflect on their company's DEIB journey and offer insights for other organizations embarking on

a similar path. Kimberly emphasizes the importance of building authentic collaborations that center flexibility and mutual support. *"Working with TDM has been a partnership built on purpose. Every person that we've come in contact with at The Diversity Movement has been authentic, and they've taken the time to get to know who Builders Mutual is,"* she says. *"They're going to listen, they're going to push you to do better, to be better. And that's what you truly want in a partnership."*

For organizations feeling overwhelmed by the scope of DEIB work, Melissa advises relying on TDM's expertise and adaptability:

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Sometimes it can be intimidating to start because you don't know where to go. Use their [TDM's] expertise. That's what they do. If there are blockers or things that you need to work around, say it, because they have a solution. In six months or a year, you'll see the progress.



– **Melissa Piercy**,
Director of Learning & Development



Call to Action

If your organization is ready to begin its own DEIB initiatives or elevate existing efforts, consider partnering with The Diversity Movement. TDM's tailored solutions, expertise, and human-centric approach can help you build a more inclusive and innovative future.

[Reach out to us today](#) to learn how we can help your organization achieve its goals and create lasting, meaningful change.