

# Executive Network

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February 8, 2022

# Examining Structure through Changing Times

## **Catherine McGlown, MetaBank**

Catherine McGlown is the Vice President of Environmental, Social & Governance (ESG) and Diversity, Equity & Inclusion (DEI) at MetaBank, a financial services company. Since joining MetaBank, Catherine has successfully developed an ESG strategy, launched a community impact program and driven the integration of ESG into the business. She currently drives the advancement of MetaBank's ESG strategy and leads their ESG Working Group and DEI Steering Committee.

Prior to joining MetaBank, Catherine spent 14 years at Humana, a Fortune 100 health insurer, where she worked across disciplines. Most of her tenure was dedicated to building and leading Humana's Corporate Social Responsibility efforts.

Catherine has more than 15 years of experience in ESG, corporate responsibility, community engagement and communications in the for-profit and not-for-profit sectors. Catherine holds a Bachelor of Arts in Economics from Spelman College and a Master of Business Administration in Strategy, Public & Private Sector Management from Indiana University. She has a Certificate in Corporate Citizenship Management from the Boston College Center for Corporate Citizenship and is certified in Global Reporting Initiative reporting.

# Examining Structure through Changing Times

## Laura Gallagher, AIG

Laura Gallagher is the Global Head of Corporate Citizenship at AIG and President of AIG's Foundation, where she oversees AIG's commitment to giving back to the communities the company serves through philanthropy, programs and partnerships that leverage the skills, experience, knowledge and enthusiasm of the AIG's employees.

Prior to her current role, she managed AIG's global philanthropy across all business lines, functions and regions as the company's Director of Corporate Philanthropy. She originally joined the company in 2009 as the Global Claims Training Learning & Development Project Manager, followed by a position as the General Insurance Community Engagement Manager.

Before AIG, Gallagher was the Outreach Director for Children's Educational Programming at WNET, where she designed and managed educational and promotional outreach projects, events and training initiatives for children's media programs. Her responsibilities included the creation of educational materials and trainings for sponsor corporations, such as Ernst & Young and Northrop Grumman; organizational partners including Girls Inc. and The Boys & Girls Clubs of America; and professional development membership organizations, such as the Association of Children's Museums and the National Council of Teachers of Mathematics.

Prior to joining WNET, Gallagher managed Sesame Workshop's international initiatives, specifically in Russia, Egypt, and Kosovo. While at the Workshop, she created and managed a brand building toolkit for global partners and served as an integral part of the launch team for new programs.

In addition to her Corporate Citizenship Management, Grantmaking and Foundations, GRI Reporting, and Project Management Professional (PMP) certifications, Gallagher holds a dual B.S. degree in Inclusive Education and Psychology from Syracuse University and a M.A. in Educational Media, with a concentration in Educational Technology and Communications from New York University. She serves on the Association of Corporate Citizenship Professionals' Board of Directors and is member of the Senior Leadership Team for Public School 101 in Queens, New York.

# MetaBank ESG Structure

Board of Directors  
(Oversight)

CEO  
(Management)

President  
(Management)

VP, ESG and DEI  
(Management)

ESG Working Group  
(Implementation)

# AIG Team Structure



**Laura Gallagher**  
Global Head,  
Corporate Citizenship



**Pamella Rodrigues**  
Director,  
Corporate Citizenship



**Sarah Marien**  
Director,  
Corporate Citizenship



**Alix Ruggiero**  
Senior Specialist,  
Corporate Citizenship

**Deliver meaningful and measurable brand, business and societal value by leveraging the power of AIG's employees, core competencies, business partners and products.**

<b>Giving and Partnership Strategy</b>	Oversee AIG's Foundation, corporate donations and nonprofit partnerships in alignment with AIG's mission and in support of enterprise unity.
<b>Enterprise-wide Initiatives</b>	Oversee Volunteer Time Off, Matching Grants and Corporate Museum Membership programs, in addition to the Compassionate Colleagues Fund, AIG's Employee Giving System, global non-profit partnerships, charitable giving policies and executive honoree events.
<b>Pro Bono and Business Support</b>	Support function-led pro bono initiatives, including Legal, HR and Communications programs; provide guidelines and advisory services for business representatives who are making charitable contributions on behalf of the company.
<b>Communications</b>	Create communications to encourage and recognize participation in Citizenship programs, report out results of AIG's Citizenship commitments and demonstrate AIG's competitive advantage.
<b>Risk Management and Reporting</b>	Own Global Corporate Citizenship, Charitable Contributions and Charitable Events Policies. Track all monetary contributions for Compliance and Board reporting and internal and external surveys and reports.
<b>ESG</b>	Align cross-function strategies to Corporate Citizenship initiatives, partnerships and activations through representation in Sustainability Integration Team, Executive Diversity Council and Wellness at AIG.



**4 different jobs, 17 managers in 11 years at the same company:** We currently report into the CHRO, and we have also reported to the Corporate Secretary, the Head of Government Affairs & Public Policy, the CHRO (once before, different individual), the Head of Communications, the CMO, etc.

# AIG Challenges & Advantages

Challenges	Advantages
Corporate Citizenship & DEI report to the CHRO, Sustainability does not	Collaboration across the enterprise has been fruitful; informal relationships have changed and grown
Nonstop managerial change	We provide trusted continuity through disruption
Constantly changing priorities	Working fluidly with many teams and getting things done
Not viewed as central to business/function priorities	Pushing in provides value
Departmental changes	Different perspective helps gain support for new programs
Little growth for team members	Changing structure opens job grade & salary dialogue
Lack of understanding about ESG integration	Close work with CDO, CSO & Communications to ensure alignment

# Facilitated Dialogue

For the next 30 minutes we will discuss options, pros/cons, and influencing change.

- Structure and the Work - How has your structure changed over the past 2 years? How does your work change in different reporting structures?
- Benefits and Challenges of Different Structures - What are the benefits and challenges you've experienced in different structures? What are the synergies? What are the obstacles or missed opportunities?
- Influencing and Building Stakeholder Relationships - What have been your successes and failures with influencing and building relationships with key internal stakeholders? How might structural changes make influence easier or harder? How do you approach ownership versus partnership amongst internal stakeholders and team members?

# Key Discussion Themes

- There are many ways to structure impact work within a company with pros and cons to each. Expect changes as more companies restructure to align with emerging ESG priorities or take the opportunity to expand scope when there are leadership transitions in CSR.
- Goals in CSR, ESG and DEI are increasingly interrelated. Regardless of reporting structures the functions need to align, and relationship building must be intentional.
  - It is challenging when the KPI's for each function aren't mutually supportive. Have conversations with internal partners early in the goal-setting process.
- Structure supports goal alignment however the opportunities in any structure can be maximized, and the challenges minimized.
  - The structure of ESG/DEI/CSR in one group helps align ESG to the business strategy and ensures that community impact work connects to materiality and the ESG vision.
    - A single and well-articulated company vision lends itself to this aligned structure.
    - Even with one centralized team, processes and partnerships are required to share ownership with business units.
  - When companies operate ESG/DEI/CSR separately and/or frequently change structures for CSR reporting relationships, functional leaders need to establish routines that facilitate collaboration, e.g., form standing groups and committees, take seats on one another's advisory boards, etc.
    - When CSR bounces around from function to function (Comms/Marketing, HR, External Affairs, etc.), consider dusting off the good ideas that were not embraced by a prior department but are relevant in a new one, e.g., employee relief funding when reporting to HR that wasn't a priority for Communications.



# Key Discussion Themes Continued

- No matter the structure (formal organization or informal partnerships), key elements to the success of impact work include:
  - Support from the C-Suite and Board of Directors to align impact work to corporate values, strategy, and materiality.
  - Cross-functional and mutual relationships that integrate different parts of the business with impact work so that everyone in the company understands how your role supports all stakeholders.
  - An understanding of the language of DEI and ESG. It is critical that our field can translate the value and clearly articulate the intersections to those who speak the language of the other disciplines or may believe that one function is “more important” than another.
- ESG in its simplest form is about good, sound, responsible business practices – regardless of the letters or acronyms. It enables transparency, increases accountability for goal setting, and discloses performance towards goals. It should be a wholistic part of the way we do business, not an isolated department, as it is integral to all stakeholders.
- When it comes to “good” there is nothing we do in this space that should be competitive, it is all collective achievements. Differentiate, yes; compete, no.

# AIG Lessons Learned

- Be prepared, helpful, consistent, collaborative, reliable and flexible
- You provide great value in being steady through disruption
- Find the alignment and drive it – no one else is going to
- Don't wait for others to give you guidance
- Build allies and use their input and support to get the resources you want
- Change gives you more experience, experience makes you marketable
- Push into areas where you may not be a natural partner
- Be impeccable at what you can control, don't worry so much about what you can't
- Use change to be very intentional and ask for more!
- You have great ideas, but the timing isn't always right. Hold onto your presentations, update the data supporting them and be ready to strike when the opportunity arises.
- Let go of any pride in ownership if you really want to get anything done
- Change and uncertainty are inevitable, you will survive and thrive

# Up Next

April 12, 2022  
1:00-2:15 PM ET

2<sup>nd</sup> Tuesday of  
every other month

