

M I C H A E L S T R E F F E R Y

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P R O F E S S I O N A L P R O F I L E

Award-winning executive with 20+ years of experience leading global People Experience and IDEA (Inclusion, Diversity, Equity & Allyship) strategies across technology, healthcare, and mission-driven sectors. Recognized for driving culture transformation, strengthening workforce representation, and advancing employee engagement in complex, highly visible organizations. Adept at advising executive leadership, aligning cross-functional stakeholders, and embedding inclusion into talent management, workforce planning, and organizational strategy. Respected thought leader and 2024 & 2025 OnCon Top 50 DEI Professional, with a track record of using data-driven insights and operational excellence to deliver measurable business and community impact.

Core Competencies:

- Global DEI & People Experience Strategy
- External Partnerships & Ecosystem Development
- Budget Oversight & Financial Accountability
- Change Management & Business Transformation
- Corporate Communications & Brand Voice
- Legal, Compliance & Risk Collaboration
- Cross-Functional Stakeholder Alignment
- Strategic Planning & Organizational Design
- Data Storytelling & Metrics Dashboard Integration
- Performance Management Optimization & KPIs
- Philanthropy, Social Impact, and Wellness Strategy
- Executive Coaching & Influence

W O R K E X P E R I E N C E

REALTOR.COM, Santa Clara, CA (Hybrid)

05/2022 – 12/2024

Digital real estate listings website that helps consumers buy, sell, rent, and own homes.

Director (Head) of Diversity, Equity, Inclusion, and Philanthropy

Reported to the Chief People Officer and served on the HR Leadership Team (HRLT). Partnered with senior executives to design and execute enterprise-wide DEI and philanthropy strategies that strengthened culture, advanced representation, and deepened employee engagement across a remote-first workforce of 2,000+.

- Built and executed Realtor.com's first enterprise DEI strategy, embedding allyship and equity into recruitment, onboarding, talent management, and communications—recognized by leadership as a cultural catalyst for belonging.
- Increased BIPOC and women in leadership by 8% through inclusive hiring integrations, enterprise-wide self-ID campaigns, and a real-time DEI dashboard (Salesforce, Tableau) for executive decision-making.
- Scaled global employee engagement in a remote-first environment with initiatives including ERG evolution, executive coaching, and a recognition program tied to values and performance milestones.
- Launched Realtor.com's first philanthropy and volunteer platform, driving 2,000+ employees to engage with 12 global nonprofits via VTO, donation matching, and rewards-based giving.
- Transformed ERGs into Business Resource Groups (BRGs) by formalizing governance, onboarding/training leaders, securing executive sponsors, and aligning annual plans with company goals.
- Strengthened executive alignment and external brand voice by building cross-functional partnerships (Marketing, Legal, Comms, Finance) to amplify DEI storytelling internally and externally.

UBISOFT, San Francisco, CA (Hybrid)

09/2021 – 05/2022

Video game publisher headquartered in France with development studios across the world. Known best for games such as Assassins Creed, Far Cry, and Just Dance.

Director of Diversity and Inclusion – United States of America, Latin America, and Global Publishing

Reported to Chief Diversity Officer, served on Global DE&I leadership team. Partnered with regional teams (USA, LATAM, global publishing) and key functions (e.g., executive leadership, HR, legal, communications, government affairs, talent, L&D, PR) to drive operational improvements, embedding DE&I across organization.

- Partnered globally with publishing, HR, legal, and comms teams to embed DEI across enterprise systems and governance structures.
- Partnered with executive leaders and employee resource groups in over 25 countries, including Australia, Brazil,

Canada, China, France, Germany, India, Japan, Mexico, UK, and US.

- Led the transformation and restructuring of seven ERG programs, refining goals and programs to better align with Ubisoft's D&I objectives
- Co-led development of a video game content review program in partnership with Marketing to evaluate accessibility, inclusion, and cultural representation for historically underrepresented groups.

ELEVANCE (ANTHEM), Brentwood, CA (REMOTE)

07/2018 – 09/2021

Formerly known as Anthem, Elevance is a major American health insurance company.

Inclusion and Diversity Program Manager, Healthcare Delivery Transformation Senior Consultant (PROMOTION)

Reporting to the Chief Diversity Officer, responsible for spearheading the implementation of global DEI strategies. Oversaw the management of nine employee resource group (ERG) global programs supporting 85,000+ employees, aligning ERG programs to DEI strategic goals while fostering intersectionality.

- Managed ERG program transformation of all nine employee resource groups to business resource groups.
- Built a DEI dashboard system in collaboration with HR operations to track key metrics, inform representation goals, and drive DEI strategy and related HR initiatives.
- Led efforts to create leadership-supported committees to impact health equity for historically underrepresented communities (i.e., LGBTQ centers of excellence, black maternity program, substance use disorder program, etc.)
- Directed DEI strategy for the medical director and pharmacy clinical council, driving initiatives to promote diversity and inclusion within healthcare leadership.

SUTTER HEALTH, Mountain View, CA

08/2012 – 07/2018

A not-for-profit integrated healthcare system in California operates 24 acute care hospitals and over 200 clinics.

Culture & Workforce Strategy Program Manager, Employee Total Health & Productivity Program Lead (PROMOTION)

Reported to the Directors of Total Health & Productivity and Diversity & Inclusion, leading enterprise wellness, culture, and ERG strategies across a 55,000+ employee system.

- Designed and launched Sutter Health's first ERG program, building frameworks to support employees with disabilities, BIPOC, women, and LGBTQ+ communities.
- Expanded employee wellness program participation from 42% to 82% — surpassing the national benchmark of 54% — by developing innovative engagement strategies.
- Led 500+ events, including biometric screenings, Pride parades, executive training, fitness classes, and cultural observances — impacting the entire workforce.
- Partnered cross-functionally with HR, DEI, Occupational Health, and Communications to integrate belonging and wellness into the employee experience.

YMCA, Greater Boston & San Francisco Regions

07/2007 – 08/2012

The YMCA is the leading nonprofit committed to strengthening community by empowering young people, improving the health and well-being of people of all ages.

Associate Executive Director, Senior Program Director, Health & Wellness Director (PROMOTIONS)

Reporting to the Executive Director, oversaw all branch directors and programs across aquatics, childcare, wellness, chronic disease prevention, and corporate partnerships, with an operational budget of \$6.8M.

- Managed 12 directors and a workforce of 500+, driving strategic alignment to YMCA's core initiatives: Healthy Living, Social Responsibility, and Youth Development.
- Achieved a 73% membership retention rate (highest in Greater Boston Association) and grew wellness revenue from \$7K to \$80K in 18 months.
- Served on YMCA USA's National Resource Affinity Group, shaping national diversity and inclusion initiatives.
- Spearheaded community wellness innovations, including a corporate wellness program at Boston Logan Airport.
- Earned the Y-USA President's Award for developing an award-winning health & wellness engagement program across the association.
- Managed disease prevention partnerships with Harvard Medical School and the University of Vermont.

ADDITIONAL WORK EXPERIENCE - 20+ years of experience

Previous career experience (available upon request) includes roles at The Coca-Cola World Headquarters, Dedham Health & Athletic Complex, Massachusetts Massport Authority, Massachusetts General Hospital, National Youth Sports Program, Aveda, Purdue University, and Walt Disney World.

E D U C A T I O N

Master of Science (M.S.), Tourism, Recreation and Sports Management, UNIVERSITY OF ILLINOIS, Champaign-Urbana, IL

Bachelor of Arts (B.A.), Communications, English, Health and Fitness, Psychology, PURDUE UNIVERSITY, West Lafayette, IN

A W A R D S

2025 Top 50 DEI Professional, ONCON ICON AWARDS (04/2025)

2024 Top 50 DEI Professional, ONCON ICON AWARDS (04/2024)

C O M M U N I T Y I N V O L V E M E N T

Foster Parent, STATE OF CALIFORNIA – SAN MATEO COUNTY & CONTRA COSTA COUNTY (2014 – Present)

Founder, DEI Professionals in Transition Support Group (2025)

Co-Lead, East Bay Human Resources Community [EBHRC] Networking Group (2025)

Member, Silicon Valley Diversity and Inclusion Professionals (SVDIP)

C E R T I F I C A T I O N S

The Intercultural Development Inventory® (IDI)

Project Management Essentials, Franklin Covey

Diversity, Equity, Inclusion Certificate, Cornell University

Subject Matter Expert, American Council on Exercise (Medical Exercise Specialist, Health Coach, Personal Training, Group Exercise)

T E C H N O L O G Y & S O F T W A R E P R O F I C I E N C Y

Communications & Collaboration: Adobe Suite, Figma, Google Workspace, LumApps, Microsoft Suite, Miro, Slack, Teams, Zoom

Employee Engagement Tools: 15Five, Benevity, Blackbaud, Canva, Constant Contact, Emma, Microsoft Viva, Qualtrics, YourCause

HR & People Operating Systems: Gem, Greenhouse, Smart Recruiters, UKG, Workday

Learning & Development Platforms: Articulate 360, Cornerstone OnDemand, Culture Amp, Gloat, LinkedIn Learning, Litmos

Project Management: Asana, Jira, Microsoft Project, SmartSheet, Trello