

# 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, mission-driven executive with over 20 years of experience shaping employee engagement, DEI, and social impact strategies across global, high-growth organizations. Trusted advisor to C-suite, recognized for embedding values-driven initiatives into business strategy to drive culture transformation, advance workforce equity, promote population health, and deliver measurable results. Known for improving representation, launching innovative philanthropy programs, and scaling employee engagement through strategic data integration, executive alignment, and operational excellence. Recognized as 2024 and 2025 OnCon Top 50 DEI Professional.

### Core Competencies:

- Culture Transformation & Values Integration
- Inclusion, Belonging & Workforce Equity
- Employee culture, engagement, and retention
- Workforce planning and organizational design
- Change management and business transformation
- Talent strategy and succession planning
- Learning and development and leadership coaching
- Data-driven decision-making and HR analytics
- Performance management optimization
- Global HR Strategy & Cross-functional Leadership

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

REALTOR.COM, Santa Clara, CA

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 Chief People officer, served as part of human resources leadership team (HRLT), and partnered with senior leaders to shape, advance, and lead the organization's overarching diversity, equity, inclusion, and philanthropy vision and strategy. Acted as champion of employee engagement, fairness, and belonging efforts that influenced company policies, talent management, education and training, products and services, communications, branding, data and metric analysis, philanthropy, and community management.

- Improved employee satisfaction survey results by 5% within one year through targeted engagement initiatives, leadership alignment, and data-informed action planning.
- Increased BIPOC and women leadership representation by 8% over two years through targeted executive action planning, launching DEI dashboard (Salesforce and Tableau), embedding inclusive hiring strategy integration, and leading enterprise-wide employee self-ID campaign.
- Built company's first philanthropic framework, launching a \$1K employee matching gifts program, volunteer time off (VTO), and volunteer rewards platform, resulting in 2,000+ employees engaged across more than 12 global and mission-aligned nonprofit partnerships.

UBISOFT, San Francisco, CA

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 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

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 (Remote)**

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.

**A D D I T I O N A L   W O R K   E X P E R I E N C E**

Previous career experience (available upon request) includes roles at Sutter Health, YMCA, 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)

**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