



Cindy-Ann L. Thomas

Principal | Co-Chair, EEO & Diversity
Practice Group

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Focus Areas

Training - Compliance, Ethics, Leadership
Discrimination and Harassment
Hiring, Performance Management and Termination
Littler Learning Group
Diversity & Inclusion Training and Consulting

Overview

With a keen awareness of intercultural dynamics in the workplace, Cindy-Ann Thomas adeptly navigates clients through multiple diversity and inclusion challenges and opportunities. She brings more than 20 years of experience and high-level credentials to her role as both a strategic process diversity consultant and an employment attorney. Company executives in a broad spectrum of industries, including government, healthcare, manufacturing, retail, higher education and professional services, look to her for diversity and inclusion services and counsel that emphasize talent development, engagement, productivity and retention.

Cindy-Ann's unique qualifications as a knowledgeable employment attorney and skillful facilitator are applied in training that extends from the executive ranks to the shop floor. She engages with clients in order to understand what they need. Specifically, and before any initiative is implemented, she gains deep insights into the client's workplace by conducting culture assessments. These assessments may be as informal as in-depth conversations with organizational leaders or they may extend to the development and deployment of a comprehensive "culture scan" that captures the views of diversity and inclusion expressed by the client's employees.

Licensed in Canada and the United States, Cindy-Ann possesses a multifaceted perspective on the design and implementation of meaningful diversity and inclusion initiatives that are not only legally compliant but harness

the potential of both stakeholders and individual contributors. She delivers her customized training programs to organizations that range in size from Fortune 500 companies to small, local businesses.

Among her specialized services are these:

- Facilitate executive orientation briefings geared toward assisting an organization's key leaders in identifying current capabilities and next steps
- Prepare and guide dynamic group workshops that raise awareness of and increase capabilities in working through diversity dynamics, unconscious bias and cultural competence
- Develop client-specific, turn-key educational materials that allow companies to self-drive their internal equal employment opportunity (EEO) and diversity training programs
- Deliver comprehensive EEO "train-the-trainer" programs for in-house facilitators
- Lead one-on-one executive workshops that increase leaders' diversity aptitude and skill development

For her vibrant and engaging training sessions, Cindy-Ann taps the resources of Littler Learning Group and its vast video library of contemporary diversity and inclusion scenarios. The videos' targeted vignettes depict real-life workday issues in a captivating and engaging way.

Cindy-Ann completed the requirements for designation as a Roosevelt Thomas Consulting & Training Subject Matter Expert, and she is also a Qualified Administrator for the prestigious Intercultural Development Inventory. She is co-chair of Littler's EEO & Diversity Practice Group and regularly speaks before professional associations, human resource groups, universities and industry trade groups throughout the country. Prior to her legal career, she was a human resources executive at an international business development corporation, where she addressed many of the organizational issues facing the companies she now advises and trains.

**Not licensed to practice law in North Carolina*

Professional and Community Affiliations

- Member, Society of Human Resource Management (SHRM)
- Member, Multicultural Corporate Compliance Association (MCCA)
- Member, National Public Employment and Labor Relations Association (NPELRA) Speaker's Bureau
- Member, National Diversity Council (NDC)
- Member, Diversity Council Carolinas (DCC)
- Member, Corporate Counsel Women of Color (CCWC)
- Member, Ohio State Bar Association (OSBA)

Recognition

- Named, The Best Lawyers in America®, 2020-2021

Education

LL.B., University of Windsor Faculty of Law, 1996

B.A., McGill University, 1989

Bar Admissions

Ohio

Ontario, Canada

Courts

U.S. Court of Appeals, 6th Circuit

U.S. District Court, Southern District of Ohio

Court of Appeal for Ontario, Canada

Languages

French

Publications & Press

Diversity of Thought: Does It Need Rethinking?

Littler Podcast

February 17, 2021

Diversity, Equity & Inclusion – The Emerging Chief Attraction in the C-Suite

Littler Podcast

January 27, 2021

4 Ways Virtual Meetings Can Cause Real Legal Problems

Law30

November 13, 2020

Best Lawyers in America© 2021 Edition Honors More Than 250 Littler Lawyers

Littler Press Release

August 20, 2020

How Employers Should Respond to George Floyd Aftermath

XpertHR

June 24, 2020

The New Call to Action in a COVID-19 Era: The D&I Challenge Ahead for the Legal Industry

Littler Podcast

June 10, 2020

The Other Ugly Virus of 2020: Anti-Asian Bias

Littler Podcast

April 15, 2020

Analysis: Three Men and a Baby Shower

Bloomberg Law

December 20, 2019

Best Lawyers in America® 2020 Edition Honors More Than 200 Littler Lawyers; 14 Named Lawyer of the Year

Littler Press Release

August 15, 2019

Lawyers Are Uniquely Challenging Audience for Anti-Bias Training

Bloomberg Law

May 13, 2019

Dear Littler: Am I the Only GC Who Doesn't Fully Embrace Implicit Bias Training?

Dear Littler

April 22, 2019

What's in a Name? Stamping Out Bias in Employment Screening Processes

Littler Podcast

April 2, 2019

The Incredible Shrinking Woman's Earnings: The Gap is Bigger Than We Thought!

Littler Podcast

December 18, 2018

Bloomberg Law's VIDEO Coverage of the 2018 Littler Executive Employer Conference

Bloomberg Law

May 4, 2018

Dear Littler: Will These Recruiting Ideas Help Me Meet Our Diversity Goals?

Dear Littler

May 2, 2018

Workplace Diversity Under Fire at the Interior Department

SHRM Online

March 27, 2018

“It’s the Culture, Stupid” (Part II): But Companies Cannot Bear the Burden Alone

Littler Podcast

February 20, 2018

“It’s the Culture, Stupid”: Transforming Today’s Sex Scandals into Tomorrow’s Strides for Women at Work

Littler Podcast

January 9, 2018

Diversity Is Under Fire in Charged Political Climate

SHRM Online

November 16, 2017

Affinity Groups – Relevant or Relics?

Littler Podcast

October 3, 2017

The “People of Color” Label: Is It Time To Move The Needle (Again)?

Littler Podcast

August 22, 2017

Diversity Ownership: Does It Really Matter Who’s Running the Show?

Littler Podcast

June 20, 2017

Tackling Culture with Cash: The Dilemma of “Diversity Bonuses”

Littler Podcast

May 16, 2017

Sister Act: How Successful Female Attorneys Balance Life and Law

Littler Podcast

April 13, 2017

Trans-Competence in Healthcare: Emerging Realities for LGBTQ Patients

Littler Podcast

March 21, 2017

The New Administration's First 30 Days: Is Diversity Necessarily Under Siege in America?

Littler Podcast

February 21, 2017

Diversity & Inclusion at Littler – From the Inside Out

Littler Podcast

February 3, 2017

Workplace Racism Persists, Diversity Training Needed

Society for Human Resource Management (SHRM)

August 25, 2014

Financial Regulators Propose Workplace Diversity Standards

Littler ASAP

October 25, 2013

Ricci v. DeStefano: Talk About a Rock and a Hard Place: Employers Required to Pick Between Disparate Treatment and Disparate Impact Claims

Littler Insight

July 10, 2009

EEOC Charges Soar as Economy Sours: What Can Employers Do?

Littler Insight

April 30, 2009

Littler Mendelson Welcomes Cindy-Ann Thomas to Its Legal Learning Group

Littler Press Release

December 5, 2006

Speaking Engagements

2020 Rocky Mountain Virtual Employer

November 18, 2020

Implicit Bias in the Healthcare Industry: How It's Making Us Sick(er)

July 16, 2020

Diversity at Work: Fortifying Your Inclusion Efforts in the Current Climate

Association of Corporate Counsel - Charlotte Chapter, Charlotte, NC

June 25, 2020

Panelist

The Casetext Advisory Board
June 12, 2020

The Business of Implicit Bias: Moving from Detection to Disruption

Denver, CO
April 17, 2020

2019 Philadelphia Regional Employer Conference

Philadelphia, PA
April 2, 2019

The #MeToo and Times Up Cultural Shift: How to Reduce Disparities in the Workplace

SHRM Diversity & Inclusion Conference and Exposition, Atlanta, GA
October 22, 2018

2018 Ohio Regional Employer Conference

Cleveland, OH
October 18, 2018

Speak Up or Shut Up? The Persisting Challenges of Politics and Discord in the Workplace

Littler Executive Employer, Phoenix, AZ
May 3, 2018

Diversity and Inclusion Summit 2018 - Part 2: The Training Trap: How Efforts to “Fix” Unconscious Bias Are Failing Employers

Littler Executive Employer, Phoenix, AZ
May 2, 2018

Diversity and Inclusion Summit 2018 - Part 1: Should Affinity Groups Come with an Expiry Date?

Littler Executive Employer, Phoenix, AZ
May 2, 2018

From Harvey Weinstein to [Insert Name]: Preventing Harassment in the Workplace and What to Do When Claims are Made

Miami, FL
April 3, 2018

From Harvey Weinstein to [Insert Name]: Preventing Harassment in the Workplace and What to Do When Claims are Made

Charlotte, NC

January 23, 2018

Workplace Diversity: One Very Eventful Year Later

November 14, 2017

Protests, Political Speech, and Public Relations

2017 Mid-Atlantic Employer Conference, Washington, D.C.

June 6, 2017

Women at Work: Attracting, Engaging and Retaining a Gender-Diverse Workforce

May 10, 2017

Women at Work: Attracting, Engaging, and Retaining a Gender-Diverse Workforce a Perspective from the Trenches

Littler, Phoenix, AZ

May 10, 2017

The Why and How of Diversity in the Legal Profession - Panel Discussion

Women in the Profession Conference

May 3, 2017

2017 Littler Global Puerto Rico Conference

San Juan, PR

April 7, 2017

Diversity and Inclusion 2016: Spearheading a Meaningful Initiative That Won't Drive Your General - and Outside - Counsel Crazy!

Association of Corporate Counsel – South Florida Chapter, Fort Lauderdale, FL

October 26, 2016

Where Diversity & Inclusion Meet the Law in 2016: The 6 Essential Strategies That Successful HR Professionals Need NOW!

NCSHRM State Conference, Asheville, NC

September 30, 2016

Conducting Lawful Investigations: An Interactive Program for Internal Investigators

Charlotte, NC

September 13, 2016

Diversity & The Bar: Is it Happy Hour Yet?

Association of Corporate Counsel – Charlotte Chapter, Charlotte, NC
August 16, 2016

Take Command: Lessons in Leadership

The Gray Classic 2016 Business Roundtable
July 14, 2016

Blame the New Workplace! Navigating HR Challenges Created by Workplace 3.0

NCSHRM State Conference, Concord, NC
September 24, 2015

Diversity & Inclusion 2015: Spearheading A Meaningful Initiative That Won't Drive Your General – and Outside – Counsel Crazy!

Association of Corporate Counsel (ACC) - Charlotte Chapter, Charlotte, NC
August 18, 2015

Where Diversity & Inclusion Meet the Law: Hot Topics in 2015 for the Healthcare Professional

Carolinas Healthcare Systems Annual Diversity Symposium 2015
April 10, 2015

Practical Strategies and New Opportunities: What Do the Law, Dodd-Frank's Diversity Provision and Workplace Innovation Mean for Diversity and Inclusion?

August 26, 2014

Conducting Lawful Investigations: An Interactive Program for Internal Investigators

Miami, FL
March 13, 2014

Littler's Annual Report on the EEOC: Looking Back and Forward – Successes, Failures and Anticipated Trends

February 5, 2014

Conducting Legal Investigations: An Interactive Program for Internal Investigators

Littler Mendelson, Greensboro, NC
October 9, 2013

Mean Girls (and Boys): The Workplace Bullying Problem

State Conference – North Carolina SHRM, Winston-Salem, NC
October 1, 2013

From the Range to the Workplace: Bullies on the Job

National Training Conference – National Public Employer Labor Relations Association, San Antonio, TX
April 10, 2013

Don't Close Your Eyes or Click Your Heels: Coming to Terms with the Evolving Face of Discrimination

Charlotte, NC
November 9, 2012

Don't Let These Top 5 Employment Trends Spook You

Charlotte, NC
October 25, 2012

Getting Beyond Diversity Day: Developing Meaningful (and Legal) Strategies That Support Your Diversity and Inclusion Efforts

Littler Mendelson, Scottsdale, AZ
May 10, 2012

Where Diversity & Inclusion Meet the Law

Diversity Council of the Carolinas, Charlotte, NC
September 22, 2011

Conducting Lawful Investigations: A Practical Skills Primer for Internal HR Professionals

Ohio Provider Resource Association, Cincinnati, OH
February 10, 2011

Finally: Light at the End of the Tunnel?

Annual Diversity Conference – Society for Human Resource Management, New Orleans, LA
October 11, 2010

Diversity in 2010: New Decade, New Dilemmas

8th Annual Diversity Conference – Carolinas Healthcare System, Charlotte, NC
May 7, 2010

Conducting Lawful Investigations: A Practical Skills Primer for Internal HR Professionals

National Training Conference – National Public Employer Labor Relations Association, New Orleans, LA
April 10, 2010

When Harry Met Sally – at Work: The Workplace Dating Game

Annual Training Conference – Ohio Public Employer Labor Relations Association, Columbus, OH
February 9, 2010

Online Networking: What Every Employer Needs to Know

Charlotte, NC

December 4, 2009

Landmines, Trends and Tools

Charlotte, NC

December 4, 2009

Beyond the Basics: A Mini Boot Camp for Leaders

Fall Training Conference – Ohio Public Employer Labor Relations Association, Columbus, OH

October 5, 2009

Breaking the Bond Between Discrimination and Retaliation

Annual Training Conference – Ohio Public Employer Labor Relations Association, Columbus, OH

February 6, 2009

Aligning Mandatory Compliance Training and Diversity Education

Atlanta, GA

October 28, 2008