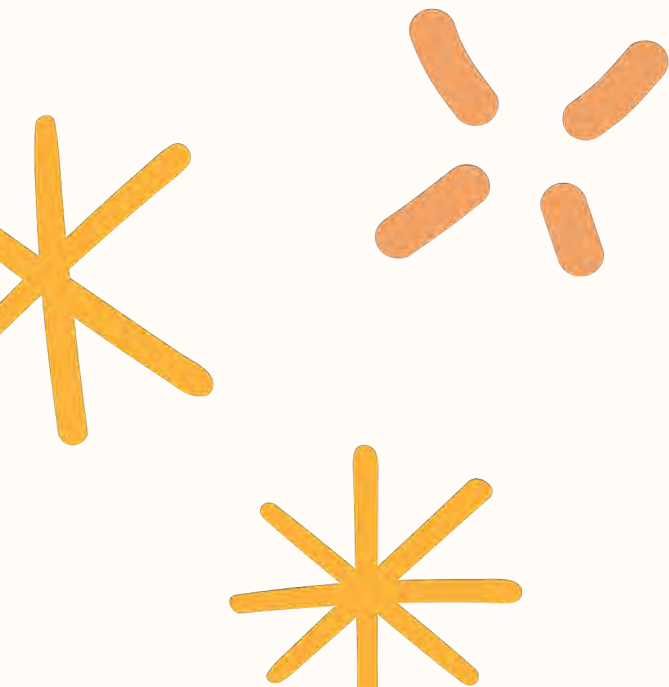




HR Leader's Guide to  
**Promoting DEIB in  
the Workplace**

2022 - 2023



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# 03 Introduction

## Why We Created This

Whether you're a CHRO, CPO, CDO, Head of HR, People + Culture, your role as a human resource leader is to ensure the people in your organization can do their best work and reach their potential so the business also wins. By ensuring people feel psychologically safe, and embedding DEIB throughout the organization's strategy, policies, processes, programs, systems, and all touchpoints of the candidate and employee journey, you can provide an equitable experience and create access to the same opportunities for everyone. In doing so, you will also have ensured your organization has a strategic advantage against the competition. You are the champion for diversity, equity, inclusion, and belonging in your workplace.

Developing the DEIB lens is a growth journey, and for your workplace to achieve full DEIB transformation, it will take trust and buy-in from leaders across the organization. DEIB is a business strategy, not just an HR strategy. To do DEIB right, it is critical to include it as part of your Corporate Social Responsibility efforts, as well as your procurement efforts, by ensuring you have a strategy around supplier diversity. It can feel complex, but understanding the different topic areas within DEIB will create an equitable experience for all. Don't be afraid to call in expertise and support when needed! External experts can provide employees with a safe space to share their voice, and to give a solid outside perspective. Tackling DEIB without expertise can do more harm than good.

**This e-book is designed to help you understand the “why” behind DEIB, understand your organization’s level of maturity, and provide you with specific actions you can take to promote diversity and inclusion throughout your organization.**

# Why It Matters

Your Talent Pool Is Diverse

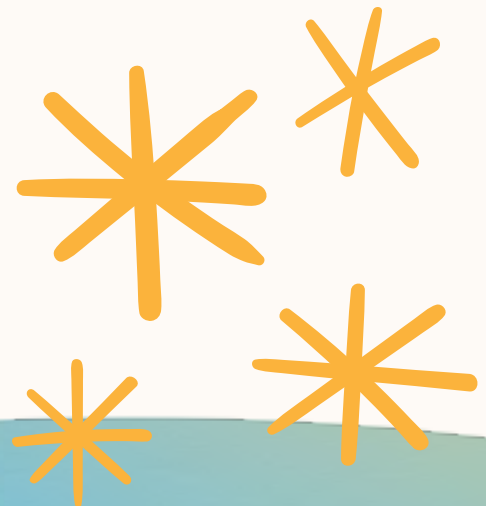
**By The Year 2045, There  
Will Be No Racial Minority.**



Your employees and customers value DEIB  
**80% of employees say they  
want to work for a company  
that values DEIB**

These stats show how important it is for employers to fully transform their organization to be an inclusive and diverse workplace. Keep reading to learn how to approach DEIB in your workplace.

Sources: Statistica, CNBC



# 05 Defining DEIB

Diversity, equality, equity, and inclusion are terms we hear a lot about today, but what exactly do they mean?

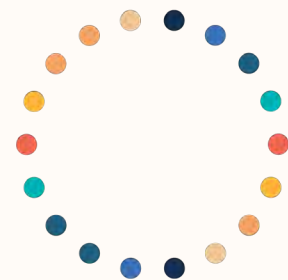
- **DIVERSITY** is about the different characteristics that make each of us unique. This includes age, gender, race, disability, ethnicity, religion, sexual orientation, marital status, parental status, height, weight, work style, and all the other dimensions that you will learn more about in the Dimensions of Diversity model below.
- **EQUITY** means ensuring all individuals have what they need to succeed and participate fully, accounting for different access to opportunities, status, and rights.
- **EQUALITY** denotes how people are treated and focuses on making sure everyone gets the same opportunities.
- **INCLUSION** is creating an environment of belonging where employees feel welcomed, supported, respected, and valued, and provides an environment that encourages them to contribute their best work.



DIVERSITY



EQUITY



INCLUSION

## Diversity Lives in Each of Us

When it comes to better understanding Diversity, equity, inclusion, and belonging, a widened perspective starts with this simple truth: diversity lives in each of us. Each of us have unique factors that make up and influence our individuality. Creating a deep understanding of what constitutes diversity allows us to effectively engage, connect, and serve all members of our community.

The Dimensions of Diversity Wheel was developed in 1990 by Marilyn Loden and Judy Rosener. It is an evolving framework that illustrates some of the key dimensions of diversity and the importance of understanding the intersectionality across multiple dimensions that informs an individual's identity and experiences.

LivingHR's model below has been adapted from this concept and is intended to be used as a reflective tool to develop your own understanding of the impact of diversity on your life and the internal and external dimensions of each of us. Our dimensions and the depth of who we are as people is complex and are too often simplified into race and gender.



**EXTERNAL DIVERSITY:** Elements of a person's identity that may or may not change either through action, life catalysts, accessibility. Some examples are education, personal experiences, location, family status.

**INTERNAL DIVERSITY:** Diversity or identity characteristics a person is born into. Some examples are race, ethnicity, health status, and invisible disability.

**CORE DIVERSITY:** These are characteristics that describe someone's approach to life such as world views, personality, leadership style, and empathy. Internal and external diversity can come together to form core diversity. These items can be influenced and changed but are ultimately connected.

**DIFFERING BARRIERS AND ACCELERATORS** are all things that affect the entire person

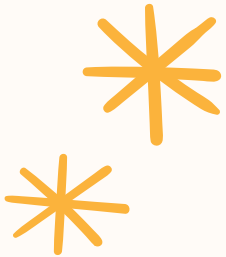
So, if we're all diverse, why are organizations focused so much on external diversity (the optics)? Because it's hard to believe leadership is committed to diversity when there is no physical evidence of it within the culture. It's

also important to understand the barriers that exist for those most marginalized and create equitable policies and practices which level the playing field when it comes to hiring, opportunities for growth, participation, and promotions.



# Why is Diversity, Equity, Inclusion, and Belonging in the Workplace Important?

Let's face it, the events of 2020 have changed us all. Employers have been challenged to rethink the world of work, and employees are rethinking how it fits into their lives. One thing is for sure, the increased focus on diversity, equity, inclusion, and accessibility in our lives and at work is not going away. It's increasingly important to ensure that your workplace is not only diverse, but that you're fostering a culture of inclusion so that your employees feel a sense of psychological safety and comfortability at the place they spend the majority of their lives. Read below our five reasons why diversity and inclusion in the workplace is important.







## The Workforce Is Changing - Workplaces Must Change With it

Did you know that by the year 2045, there will be no racial majority? The demographic makeup of the United States is changing rapidly, with the [2020 census](#) showing that the white, non-Hispanic population decreased from 63.7% in 2010 to 57.8% in 2020. Racial and ethnic groups are responsible for generating overall growth; Latinx or Hispanic, Asian American, and Black grew by 20%, 29%, and 8.5%. The population of people who are Two or More Races is projected to be the fastest growing racial or ethnic group over the next several decades, followed by Asians and Hispanics.

In addition to that, [61 million adults](#) in the United States live with a disability, and 15.9% of Gen Z entering the workforce identify as LGBTQIA+. The point is, the world is changing, and if your organization is not keeping up, then you will fall behind.

**61 million adults in the United States live with a disability.**

## Talent Is Looking To Align With What Your Brand Stands For

Are you facing a talent shortage, like everyone else, due to The Great Resignation? If you're not prioritizing DEIB in your organization's culture, you're missing an incredible value-add that talent is currently looking for. In fact, 80% of employees say they want to work for a company that values

Diversity, equity, inclusion, and belonging. Employees experience inclusion at work when they feel valued, trusted, authentic, and psychologically safe.

How you show up on your website, the words you include on your job descriptions, the pictures you use, and the organizations you support all make a difference to the talent you're looking for and the talent you're trying to keep. Take a look at how your talent is represented across your efforts and create transparency around your commitment and culture of inclusion.



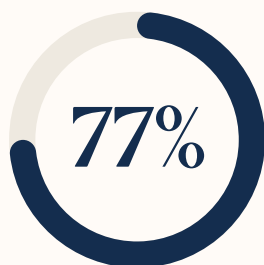
**80% of employees say they want to work for a company that values DEIB.**



## Consumers Want To Buy From Companies That Do More

When pursuing DEIB efforts it's important to think about activity versus impact. What results or changes are your activities producing? While your intent may be to show you care, consumers and employees want to see tangible changes that come from your communicated commitments. In fact, consumers want to buy from brands that stand for something and that are dedicated to making an impact. In fact, according to a survey from Aflac, 77% of consumers are motivated to buy from companies committed to making the world a better place.

Think about how your brand shows up online. Do you have your DEIB commitment posted on your website? Are you donating your time or money to any non-profits or movements that serve an underrepresented group? And a big one: are your employees included in your commitment? If what you're sharing externally doesn't match what you're doing internally, your employees will lose trust. Make sure that you're transforming your organization from the inside out.



**77% of consumers are motivated to purchase from companies committed to making the world a better place.**



## **Diversity Is A Strategic Advantage For Business**

Multiple studies have shown that a more diverse workforce can help companies create better products. In fact, 66% of companies with diversity in senior leadership have experienced a 42% increase in return on sales. Additionally, 70% of businesses are more likely to capture a new market.

Diversity is the key ingredient for reducing group think and allowing multiple perspectives to be brought to the table. Problems are solved faster, teams are more productive, and decisions are thought through more thoroughly.

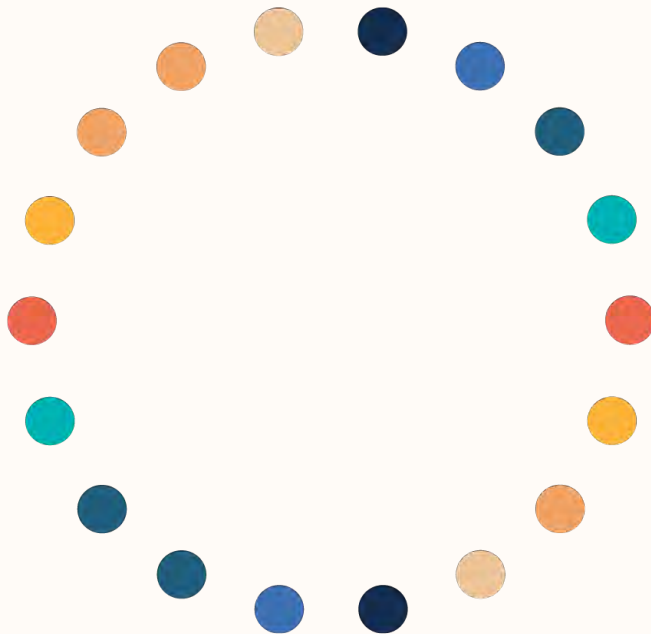
Organizations can maximize these benefits by cultivating “diversity mindsets,” which include cultural intelligence, openness to different ideas and experiences, multicultural experiences, and more.



**of companies with diversity in senior leadership have experienced a 42% increase in return on sales**

# It's Our Social Responsibility As Employers

As an organization, you have an opportunity to make an impact on the world and elevate humanity. We're all in this together to make the world a better place. It's time to do your part.



**INCLUSION**

# Self-Assessment: How Diverse is Your Organization?

Do you know where your organization falls on the DEIB Maturity Scale? Take a look at the maturity model and see where you fit. It is not a one-size fits all approach and is meant to ebb and flow based on your company's goals and strategic initiatives.

## DEIB Maturity Model Stages

### Stage 1: Risk Averse

**Definition:** Diversity is an HR function initiative to address the basics of compliance to mitigate risk.

**Indicators:**

- Compliance lens
- Policy + requirements driver (e.g., EEO, annual harassment training, etc.)
- No defined organizational culture
- Diversity hiring and advancement are to achieve baselines



# Stage 2: Exploratory



## Stage 2: Exploratory

**Definition:** Introspective and awareness building. Gathering voices and inputs, identifying gaps and responsibility, as well as where'd they'd like to continue to develop. Identifies barriers to equity and inclusion in policies and systems.

### Indicators:

- Conducted listening sessions
- Shared general awareness learning (unconscious bias training, etc.)
- Identified the infrastructure and system needs
- Recognition and realization from leaders (at all levels) for why this work matters
- Some discomforts start to emerge
- Equity analysis, formation of spaces for Diversity, equity, inclusion, and belonging conversations (e.g., ERGs, committees, etc.)
- Explicit leadership buy-in and commitment



# Stage 3: Develop



## Stage 3: Develop

**Definition:** Organization's decisions are systematically guided by equity considerations. DEIB goals and strategies are defined. Leaders at all levels are in a continuous learning phase and have a clear commitment to taking action.

### Indicators:

- Well-defined culture and purpose
- Intentionality around talent brand, sourcing, and selection strategy
- Offering continued learning for leaders at all levels and stakeholders on more advanced topics in DEIB
- Fosters ongoing DEIB learning and growth for its staff, management, and board
- The organization has DEIB policies and an organizational plan with clear goals, objectives, and indicators of progress and success
- Space created for feedback loops for continuous DEIB improvement



# Stage 4: Integrated

## Stage 4: Integrated

**Definition:** Thoughtful and intentionally-designed experiences and mechanisms create and maintain DEIB accountability to the organization's internal and external constituents and supplier diversity.

### Indicators:

- Revised and implemented a change in practices, policies, and experiences based on exploration and development work for strengthening and maintaining diversity
- Staff and board are representative of the community they serve
- Effective retention strategies are implemented
- Formalized CSR and advocacy work with communities experiencing disparities
- Understanding trauma and focus on wellbeing
- Technology is reviewed to ensure bias is mitigated
- Transparent DEIB statement, data, initiatives, and communication internally and externally
- People within the organization have sense of purpose, connection, belonging, and meaning



04



# Stage 5: Transform

## Stage 5: Transform

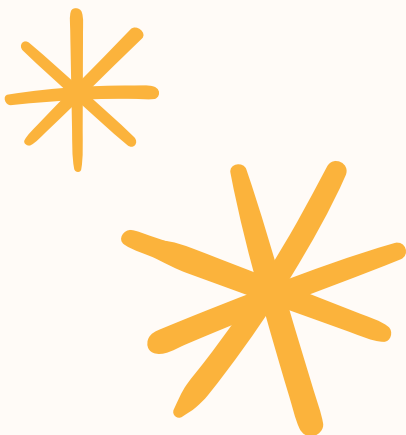
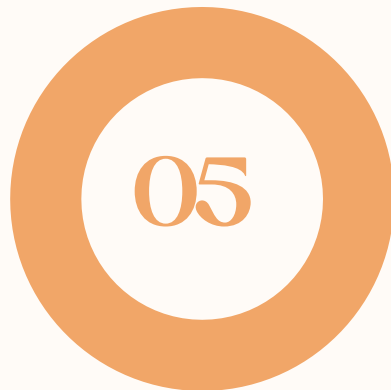
**Definition:** DEIB is transformative in an organization's strategy. A sustainable and strategic advantage for the business leads to better outcomes and a more inclusive culture for people inside and outside of the organization, which allows for a better world.

### Indicators:

- Demonstrated sustainability and impact in DEIB work
- Barriers have been dismantled in all practices and systems
- Access to opportunities is realized by everyone in the communities the organization serves

### Brand Example

- Patagonia's commitment to saving the planet goes beyond profit. In 2021, they donated all of their proceeds from Black Friday to save the planet.
- Need help getting to the next stage? We're here to help. Fill out the form below for a free consultation.



# DEIB Transformation Model Explained

LivingHR takes a holistic, transformational approach to Diversity, equity, inclusion, and belonging. We believe that attracting & hiring diverse talent (hyperlink to BP), humanizing employee experiences for everyone (hyperlink to BP), and creating a community of inclusion internally and externally (hyperlink to BP) are our organizational pillars. These pillars are supported by three foundational elements that drive our outcomes:

- Creating an equitable culture
- Ensuring leaders are bought in
- Integrating DEIB within your entire organization's strategy

To achieve inclusion and equity, we need to examine the organization's systems, policies, and practices to ensure all employees have equal access to success. During our DEIB transformation process, we seek to create a sense of belonging and inclusion for the existing diversity within organizations while intentionally identifying ways to increase the representation of underrepresented demographics within the company.



To achieve inclusion and equity, we need to examine the systems, policies, and practices within an organization to ensure all employees have equal access to success. Customized solutions are built based on our DEIB Transformation Model which can be further explained below.



# Foundational Elements

## **Culture Code & Brand Stand**

At livingHR, DEIB is no longer being looked at as a separate project. We believe that DEIB should be fully embedded into your company culture & your company purpose in order for your employees feel a sense of belonging and physiologically safe. Take a minute to think about your purpose statement elevator pitch. Do your employees know what you stand for in this world and how you're making an impact beyond a profit?

By creating your culture code and brand stand with DEIB in mind, your employees have specific behavior mindsets that they can rally behind. This framework guides day-to-day decisions, behaviors, and interactions of every person within an organization.

## **Leadership Mindset**

Simply put, a DEIB transformation in your workplace won't happen if your leaders are not fully bought in. Leaders must be held accountable to growing awareness, pledge to uphold the DEIB initiatives across the company, and committed to ongoing learning and dedicating time to review resources on a regular basis. Consistent communication to the rest of the organization should stem from leaders to show a unified front to change and transformation.

## **DEIB in Organizational Strategy**

Diversity, equity, inclusion, and belonging principles need to be embedded across your entire organization for you to reach full DEIB transformation. All barriers should be dismantled in all practices and systems, everyone understands the access to opportunities, and the purpose that the company serves. Full transformation happens when the entire employee experience is considered with DEIB in mind.

# Actions to Take Now to Attract and Hire Diverse Talent

## Attract & Hire

While most companies are making progress on ensuring Diversity, equity, inclusion, and belonging are top of mind in the hiring process, there

is still much work to be done. In order to recruit a more diverse talent pipeline, proactive sourcing and outreach with the intention to reach underrepresented groups is key. Job descriptions need to be gender- neutral and interviewers should be equipped with unconscious bias training. But the most important part is how you show up in your culture. Without an inclusive company culture as your backbone, candidates and employees won't feel welcome and your diverse talent pipeline will become a revolving door.



# Actions to Take Now

## Attracting Diverse Talent

1. Ensure diverse representation in recruitment marketing and advertising
2. Have a visible DEIB statement on careers page and in job descriptions
3. Create community partnerships with underrepresented groups, local non-profits, and schools
4. Highlight inclusive company benefits and programs
5. Post positions on diversity-focused job boards
6. Encourage employee referrals
7. Create job descriptions that are inclusive and accessible
8. Use real employee pictures, not stock photos
9. Use AI (Artificial Intelligence) tools for eliminating unconscious bias

## Hiring Equitably

1. Be aware of bias that shows up in the selection process
2. Provide DEIB recruitment training to hiring leaders and recruiters
3. Embed diversity in the form of job descriptions and interview questions
4. Ensure diverse representation on interview panels
5. Hire for culture add and not culture fit
6. Deliberate before making a decision
7. Be objective with decision making and stick to facts
8. Monitor referral hires to ensure diversity and avoid "like-me" hiring
9. Standardize selection tools & metrics aimed at avoiding bias
10. Conduct blind resume reviews to remove unconscious bias
11. Choose to build a diverse slate of candidates for intern and new grad hiring

# Actions to Take Now to Humanize Your Employee Experience

## Humanize Experience

Every individual in your company makes up a diverse workforce, whether in gender, sexual orientation, religion, age, race, disability, ethnicity, religion, marital status, parental status, height, weight, and work style. Cultivating a welcoming environment for everyone and ensuring DEIB is integrated into your culture & values is key to making everyone feel a sense of belonging and inclusion, especially when joining your company. A simple act of recognizing holidays and encouraging staff to share their voices goes a long way. Holding leaders accountable to leading inclusively and leveraging the thinking of diverse groups for more innovative ideation and decision making helps employees feel heard and included. But most importantly, employers need to practice empathy and channel the ability to see the world from another person's point of view throughout the entire employee experience.



# General Best Practices

## Equity 101: Considerations to Make Workplaces More Equitable:

- **Gender issues:** wage gaps, traditional gender roles at work, family leave
  - Possible solutions: Pay remediation, rethinking assignments, creating a robust parental leave policy
- **Issues for employees of color:** microaggressions, prove-it-again bias, health disparities
  - Possible solutions: DEIB specific training, providing employees of color with specific info on proper health tests and screenings, educate employees on racial and ethnic disparities and prioritize reducing them
- **Issues for LGBTQIA+ community:** discrimination, heteronormative structures and practices
  - Possible solutions: set and enforce policies on LGBTQ+ rights, extend benefits that are LGBTQIA+ friendly, gender-neutral restrooms, pronoun usage
- **Issues for persons with disability:** accessibility
  - Possible solutions: build awareness and invest in training, make use of assistive technology, policy revision, hire a professional for accessible office design

## General Accessibility Best Practices

- Use assessable fonts (Arial, Comic Sans, Verdana, Tahoma, Century Gothic, Tribucet, Calibri, Open Sans size 12 or 14)
- Use close captioning during virtual meetings
- Use colors that are accessible for all vision
- Add alt text on social media postings
- Ensure applicant forms are truly accessible, i.e., braille, large print, or compatible with screen readers
- Offer new hires the ability to modify their working arrangements for ease of physical or technical access



# Actions to Take Now

## Onboarding Diverse Talent

1. Review company DEIB mission and commitment with all employees
2. Include intros from diverse leaders and employees
3. Connect new hires to DEIB employee groups
4. Continue onboarding after day one
5. Ensure diverse representation in onboarding collateral
6. Provide DEIB policies in handbook
7. Provide DEIB trainings for new hires
8. Give equal exposure to the leadership team by holding cohorts for all

## Cultural Awareness

1. Recognize holidays of all cultures and be aware when scheduling large meetings and events
2. Conduct a culture audit and identify the diverse cultures and shared experiences that are represented
3. Provide training and resources for staff to increase cultural awareness, knowledge, and skills
4. Encourage staff to share information about their own culture, traditions, and customs
5. Promote a culture of curiosity, open-mindedness, and empathy
6. Do not judge others according to your own cultural frame of reference; practice culture humility
7. Create affiliations and partnerships with DEIB related organizations, non-profits, advocacy groups
8. Lift human stories from people who identify with an underrepresented group to build empathy



## **Actions to Take Now**

### **Inclusive Leadership Representation**

1. Hold leaders accountable to practicing inclusive leadership, and ensure it's effectively communicated to the organization
2. Encourage one-on-one and skip level meetings
3. Target to mirror consumer diversity in all levels of board, executive leadership, etc.
4. Encourage leadership to join and sponsor affinity organizations
5. Acknowledge past harm and efforts to do better

### **Leading Inclusively**

1. Invite people to the meeting that are not usually there then lift their voices
2. Facilitate listening sessions
3. Survey employees regularly on DEIB
4. Publish diversity reports
5. Understand all preferences for communication and ensure meetings, trainings, and correspondence are accessible for all
6. Offer your time and energy to coach an underrepresented future leader
7. Consider how your background affects the way you show up at work
8. Practice empathy and the ability to see the world from another person's point of view
9. Rebuild the table so no one has to fit, but rather that their voice is a key part, and their perspective is valued
10. Understand and value the uniqueness of diverse others while also accepting them as members of the group
11. Leverage the thinking of diverse groups for smarter ideation and decision making

# Actions to Take Now

## **Growing Opportunities & Performing**

1. Provide training, content, and conversations to teach and reinforce the importance of DEIB
2. Ensure that there is a strong professional development program for both employees and leaders
3. Offer mentoring opportunities equally
4. Measure diversity career path ratio
5. Provide stretch and development opportunities and make available to a diverse group of talent
6. Ensure feedback is not related to personal circumstances/ disadvantages
7. Include a second reviewer for all performance management to ensure team members are being evaluated equally

## **Retaining Diverse Talent**

1. Train leadership to grow and lead diverse teams
2. Conduct regular surveys to assess how employees feel about the company and its performance
3. Report back and implement learnings from exit interview that should include questions on DEIB
4. Conduct regular 1:1s with a focus on understanding employee interests and desired development; provide support needed to help employees achieve career and development goals
5. Post available roles & opportunities internally
6. Conduct pulse surveys with team with DEIB specific questions
7. Ensure policies, processes, and programs offered are equitable and inclusive. Challenge and disrupt norms
8. Encourage positive conflict and psychological safety
9. Create employee resource groups or affinity groups

## **Actions to Take Now**

### **Rewards + Compensation**

1. Conduct an equal pay assessment; promote and commit to pay equity
2. Ensure equitable benefits (i.e., parental leave should be extended to mothers and fathers equally)
3. Have transparency around the wage range for various positions
4. Audit and review all policies and benefits to ensure LGBTQ+ inclusive



# Actions to Take Now to Create a Community of Inclusion

## Create a Community of Inclusion

DEIB transformation doesn't stop within your workplace walls; organizations that break down those walls and connects with the external communities drive employee engagement and boost morale. So how do you create an inclusive community?

The acceptance of inclusion is complex; marginalized employees have faced racism and discrimination that have affected them physiologically and psychologically. How you show up internally needs to match how you show up to the world. When you focus on removing the barriers to success for everyone, your employees become your advocates, and a community starts to form around your brand. Your brand reputation becomes a catalyst for others to shift their behaviors or join you in your journey.



# Actions to Take Now

## General Representation

1. Review, track, and share hiring and promotion data
2. Ensure you have a clear and transparent DEIB statement
3. Ensure you have the ability to accommodate people with disabilities when designing roles
4. Provide remote work opportunities where applicable
5. Focus on the optics, but focus more on removing barrier to success for all
6. Encourage cross-collaboration
7. Create a robust mentorship program for employees at all levels
8. Build a culture that supports community outreach and service will not only have a positive impact on your community, but it will drive employee engagement and boosts morale.
9. Encourage employees to volunteer and give back to the community
10. Be mindful of how verdicts, events, and political decisions can affect
11. your most marginalized employees and be proactive around crafting messages of support
12. Be mindful of how isolating being “one of the only” in the workplace can be. Just because you embark on a DEIB journey does not mean the daily reality for marginalized employees changes. Seek ways to amplify, empower, and ally for those most marginalized in your workplace
13. Normalize prioritizing mental health. Implement check-ins and conversations that support your employees’ mental health, and work to normalize conversations around mental health and support

# Actions to Take Now

## Transition Decisions

1. Include pronouns in email signatures & in meeting introductions
2. Be open and willing to being corrected should you make a mistake when addressing someone
3. Replace gendered language with gender-inclusive language wherever possible in everyday conversation
4. Update existing documents, policies, and procedures to remove gender specific language
5. Consider converting single restrooms to all-gender facilities

## Diversity in External Communications

1. Be transparent with DEIB data and create a space on website to highlight impact
2. Ensure equal representation is shown across all marketing materials
3. Create a regular cadence of content that supports unrepresented groups outside of national holidays
4. Lift and elevate voices inside and outside your organization that may be a part of underrepresented groups
5. Go beyond the surface level social media post and support non-profits and communities by donating, volunteering, etc.
6. Create a Corporate Social Responsibility (CSR) plan





# Don't know where to start? We can help.

Interested in elevating your DEIB presence in your organization?

Whether you're starting from scratch or needing a boost, we can help. Our approach is about transformation, creating unity, and a true sense of belonging for all.

We build on the current state of your organization to create a relevant starting point for growth. Considering learning at both an individual and team level, we map opportunities across the entire employee experience and build customized solutions. Using data discovery, workshops, leadership development, conversation cohorts, and applied learning tools, we ensure our work is immersive, actionable, and will resonate beyond any one session or interaction to truly transform diversity, equity, inclusion, and belonging within your organization.

**Send us a note at  
[info@livinghr.com](mailto:info@livinghr.com)**