



Let's Get Started

DEI TOOLKIT

USE THIS TOOLKIT TO CREATE YOUR
ORGANIZATION'S DIVERSITY, EQUITY, AND
INCLUSION STRATEGY.



BARREN INC.

Barren County Chamber of Commerce

Your Partner for Business Growth

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Defining Diversity, Equity, and Inclusion

DIVERSITY

IS ALL THE UNIQUE WAYS IN WHICH WE DIFFER. FROM OUR PHYSICAL ATTRIBUTES TO OUR VARIED INDIVIDUAL PERSPECTIVES AND IDEAS.

EQUITY

ACCESS TO OPPORTUNITY FOR ADVANCEMENT FOR ALL, IN A MANNER THAT IS FAIR AND JUST. THIS INCLUDES EFFORTS TO UNDERSTAND, IDENTIFY AND REMOVE BARRIERS THAT POSE CHALLENGES TO FULL ECONOMIC PARTICIPATION BY MARGINALIZED GROUPS.

INCLUSION

INDIVIDUAL AND COLLECTIVE ACTION TO CREATE ENVIRONMENTS OF BELONGING, WHERE MEMBERS OF ALL GROUPS ARE WELCOMED, RESPECTED, SUPPORTED AND VALUED.

BELONGING

IN THE WORKPLACE, BELONGING CENTERS AROUND INDIVIDUALS' EXPERIENCES OF FEELING ACCEPTED, NEEDED, AND WANTED. A WORKPLACE THAT CULTIVATES A SENSE OF BELONGING ALLOWS THEIR EMPLOYEES TO THRIVE, SIMPLY BY BEING WHO THEY ARE, WHICH IN TURN CAN FOSTER A GREATER SENSE OF CREATIVITY AND INNOVATION.

MAKING THE CASE FOR DEI

Over the years, numerous examples have been identified as to why it makes good business sense for organizations to commit to advancing diversity, equity, and inclusion.

Studies have shown that more diverse and inclusive businesses and communities are more innovative, have stronger employee engagement/retention, and experience a competitive advantage in the marketplace.

This importance has only been emphasized over the past few years. Being able to articulate a business case that connects to the mission, vision, and purpose of your organization, will aid in making your DEI strategy effective and ongoing.

Projected changes in our country's demographics predict that by 2025, millennials will comprise up to 75% of the workforce,⁽²⁾ with 44.2% of those millennials identifying as Black, Indigenous, People of Color (BIPOC).



A survey done by Glassdoor indicates that 67% of jobseekers consider a diverse workplace to be one of the most crucial factors when evaluating job offers and companies to work for.

In McKinsey & Company's project, "Diversity Matters," they noted that "companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians."

According to Staffing Industry Analysis (SIA), other advantages of incorporating DEI into your business model include:

- Unifying contingent and traditional workers.
- Contingent work resulting in high ROI.
- Drawing in more talent than competitors.
- Having access to an accomplished talent pool.

DEI IS A LONG-TERM COMMITMENT THAT WITH THE PROPER PLANNING AND EXECUTION, WILL BRING ABOUT POSITIVE CHANGES TO YOUR BUSINESS. THE KEY IS TO DEVELOP A DEI STRATEGY TAILOR-MADE TO YOUR ORGANIZATION AND ITS NEEDS.



DEI WITHIN YOUR ORGANIZATION

ORGANIZATION-WIDE DEDICATION

To maximize the impact of your DEI strategies, everyone from entry-level employees to senior leadership need to be willing to learn and grow. It is a team effort that only works with participation from every level of your organization. Ensure every member of your organization is aware of your commitment to making the necessary changes.

SETTING REALISTIC GOALS AND EXPECTATIONS

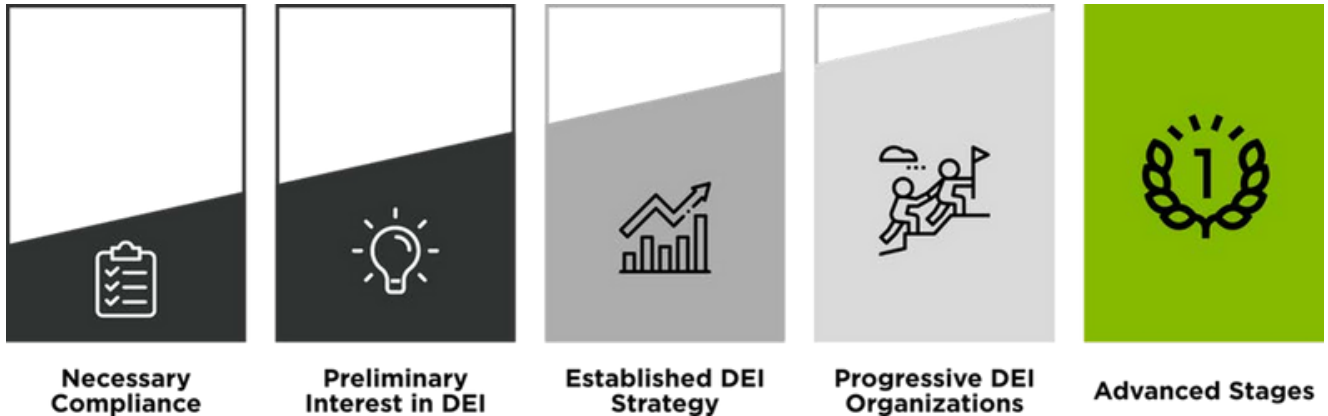
Businesses come in all shapes and sizes. A large staff or expendable budget is unnecessary to embrace DEI in your organization. Goals will be different among various organizations. Take the time to understand the most feasible changes, short-term and long-term. Every change can have an impact.

EVALUATE YOUR BUSINESS

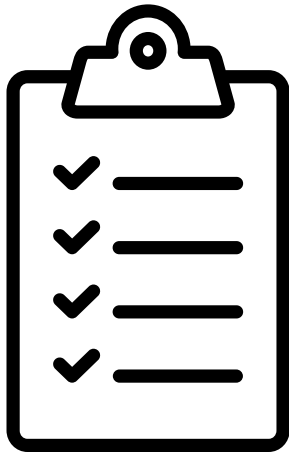
A DEI growth model might be helpful to define where your organization is currently on its DEI journey. It could also help inform DEI strategy and what initiatives are achievable for your business.



DEI GROWTH MODEL



NECESSARY COMPLIANCE



- Primarily follows basic DEI competencies required by law.
- Has not yet prioritized DEI business model
- DEI is not incorporated into company mission statement.
- Views progressive DEI initiatives as burdensome or unachievable.
- workplace has not prioritized inclusion & belonging.
- Diverse talent is concentrated in lower-level positions.
- Homogenous consumer base.

PRELIMINARY INTEREST IN DEI



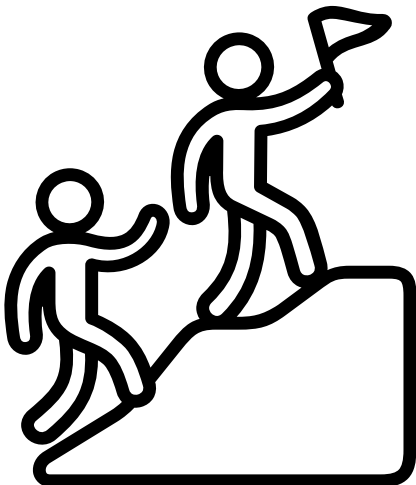
- Business leaders have had some introductory conversations of the importance of DEI.
- Actively looking for DEI initiatives that can realistically be implemented in the business.
- Mission statement of the organization is reviewed to determine how to incorporate DEI.
- Discussions on how to make the workplace feel inclusive and welcoming to employees.
- DEI strategy is beginning to be drafted.
- Achievable short-term goals are at the forefront of DEI strategy.

ESTABLISHED DEI STRATEGY



- Applying DEI throughout the business has officially become a priority.
- The entirety of the staff has committed to the betterment of the business, through DEI.
- DEI is fully incorporated into the company's mission statement.
- Business has started implementing smaller DEI initiatives.
- Workplace is becoming more inclusive as time progresses.
- Company's DEI strategy is completed and has been presented to stakeholders.
- Short-term objectives have started being met and company dynamics are noticeably changing.
- Long-term objectives are starting to be carried out.
- More diverse consumer base is being drawn to the company.
- Marketing and branding changes begin attracting a more diverse talent pool.

PROGRESSIVE DEI ORGANIZATION



- Company's DEI strategy has been implemented for over a year.
- Short-term objectives have been achieved and long-term objectives are prioritized.
- Diverse workplace is inclusive and welcoming to staff of all backgrounds.
- Diverse, returning customer base.
- Managerial and leadership teams are becoming more diverse.
- Company works closely with marginalized communities and diverse local businesses.
- HR department is trained specifically in DEI-related topics.
- DEI committee/council is established and reviews/updates the DEI strategy as needed.
- Unique DEI strategy that helps business distinguish itself from competitors is considered.
- Reputation of business in the local area is that of a progressive DEI-oriented organization.

ADVANCED STAGES



- Company has a solidified positive DEI reputation within the community, which is a selling point for a broad base of jobseekers.
- HR department and DEI committee/council work hand in hand to ensure the company's DEI plan is continuously advancing.
- Staff is becoming increasingly diverse, throughout all levels of the organization.
- Employee retention rates have significantly increased.
- Company revises DEI strategy annually with data collected over the year.
- Employees are encouraged to provide feedback and suggestions regarding the DEI strategy.
- Unique DEI initiatives, defining the business, have successfully been implemented.
- External DEI consultants have been referred to and approved for DEI strategy.
- Company is a leading DEI organization in the region, drives innovation and inspires other businesses to pursue positive progression.

YOUR NOTES:

enjoy the process



DETERMINE HOW COMFORTABLE YOUR ORGANIZATION IS WITH DEI BY ASKING...

- Who is currently represented within your company? Are perspectives missing from your staff? Think religion, gender, sexual orientation, ability, race/ethnicity, educational background, age, etc.
- How engaged are your employees? Do they feel welcomed and included in the workplace? Are their identities and personal perspectives respected?
- Do your employees, both individually and collectively, have what they need in the workplace to maximize their impact? Is there something about your company's dynamic or culture that is preventing some employees from realizing their fullest potential?



TO BEGIN TO CLEARLY DETERMINE HOW COMFORTABLE YOUR ORGANIZATION IS WITH DEI, WE RECOMMEND COLLECTING DATA ON THE CURRENT STATISTICS OF YOUR WORKFORCE.



SETTING YOUR SHORT-TERM DEI GOALS

What objectives are your immediate priorities? What objectives can be achieved overtime? Create short and long-term DEI goals along with a timeline.

Short-term objectives are important for establishing the foundation of your DEI strategy. These goals are the easiest to accomplish in less than a year.

What minor changes can your company feasibly make now, that will make a tangible difference?

EXAMPLES OF SHORT-TERM GOALS:

- Increase the sense of inclusion and belonging in the workplace for all employees, in part, by engaging in conversations and topics that explore how different groups feel included.
- Begin diversifying your branding and marketing advertisements, to include both broadening the channels and platforms where you advertise locally, as well as diversifying the people featured in your ads, in an authentic manner.
- Introduce inclusive talent recruitment questions in the interview process. (See example questions in the “Hiring and Recruitment” section below).
- Include DEI matters as a topic in staff meetings; as regularly as possible.
- Encourage employees to participate in DEI events/panels/talks hosted by the Chamber and other organizations.
- Consider partnering with one or more local BIPOC-owned, Women-owned, Veteran- owned, Disability-owned, and/or LGBTQ+-owned or friendly businesses, on an event, program or initiative.



SETTING YOUR LONG-TERM DEI GOALS

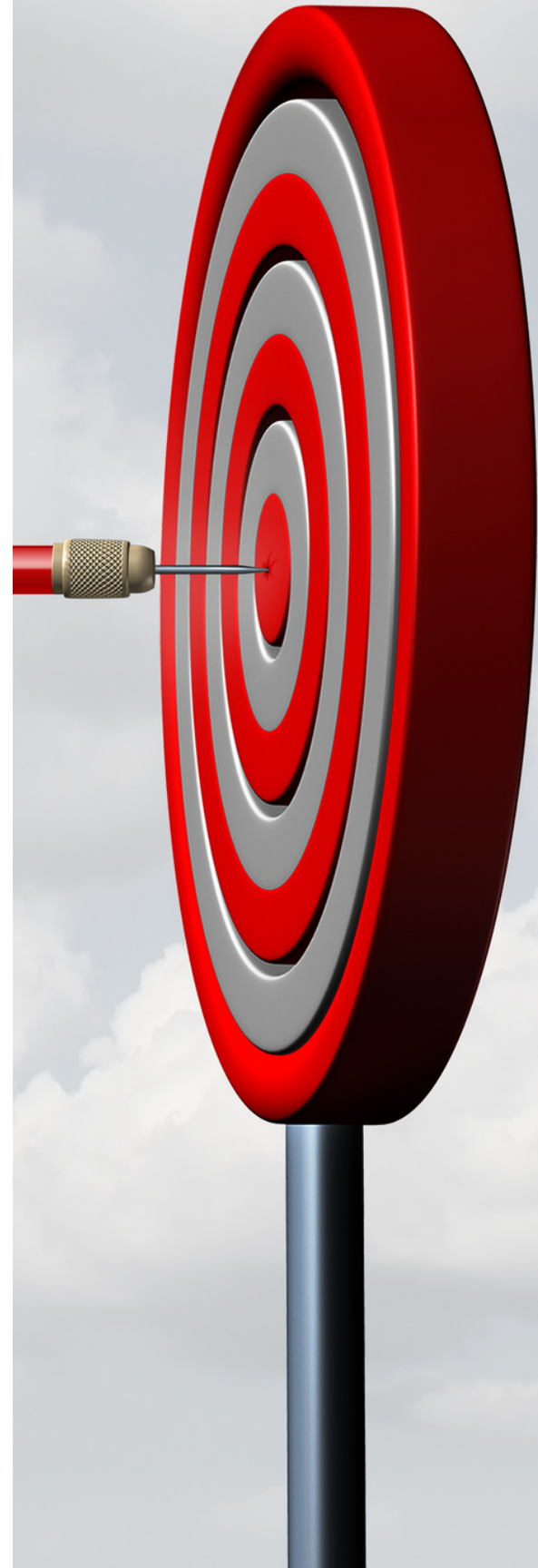
Long-term objectives are essential to ensure your commitment to DEI is longstanding. These goals are harder to accomplish and will take a year or longer to achieve. Your long-term goals should address the largest DEI challenges in your business and are achieved through multiple smaller initiatives over an extended period.

EXAMPLES OF LONG-TERM GOALS:

- Diversify your staff at all levels of your organization.
- Increase employee retention rates and maintain a positive reputation that attracts skilled, diverse talent.
- Have staff specifically trained in DEI related topics.
- Develop and maintain a strong business relationship with local diverse organizations in the Capital Region and beyond.
- Administer an assessment of your organization that specifically addresses experiences of diversity, equity and inclusion. Ideally, this would include an evaluation of policy and practice, as well as climate.
- Become a leading area business, through your commitment and dedication to integrating DEI into your organization.

DEVELOP YOUR UNIQUE DEI STRATEGY

- Identify elements of your business and its practices that can improve through baseline education, relevant to DEI. Consider what changes you can realistically make to improve these areas.
- Consider forming a committee, and/or employee resource groups, with a cross-section of employees, from various levels, to draft a DEI statement for your organization.
- Establish a timeline for short- and long-term DEI initiatives, detailing improvements and expected outcomes.
- Directly connect gaps in your workforce, with the initiatives designed to solve them, including the predicted outcomes (e.g., Presently X% of our managers identify as men. By decreasing unconscious bias during our hiring process, we predict that our managerial team will increase its female membership by X% in X amount of time.)
- How will your DEI initiatives and outcomes distinguish your organization (e.g., employee turnover, increased employee engagement, increased profit from new customer base, higher diversity in new hires or managerial/leadership positions, etc.)?
- Consider including detailed measurements and data to support your strategy (e.g., We are expected to improve diversity in managerial and leadership positions by X% in X amount of time with this specific DEI initiative).



REVISE AND REWORK

To make certain your DEI initiatives are yielding results, it is beneficial to collect data and track detailed changes to show how much progress is being made. It is crucial to establish what works and what does not for your organization, as DEI is not intended to be a one-size-fits-all strategy.

Document the effects of your initiatives rather than simply summarizing rudimentary information. For example, after diversifying your branding and marketing strategies, make note of who shows interest in your company. Have you received more customers? Has your consumer base diversified? Are more people applying for jobs at your company? If so, do they come from diverse backgrounds?



Both qualitative and quantifiable data are essential to the success of DEI in your business. To retain this data:

Begin tracking employee retention rates. If an employee chooses to leave the company, ask them to complete an exit survey detailing why they made the decision to leave. Use their feedback to improve your DEI plan and inform your DEI goals. If you offer DEI training, gather feedback after each session to establish which trainings are most impactful.



UNDERSTANDING AND ADDRESSING UNCONSCIOUS BIAS

Before outlining a number of key areas to consider in your DEI journey, it is important to define and discuss unconscious bias. If not examined, the biases we hold can impede steps along the DEI journey, particularly in the areas of hiring and promotions.

What is unconscious bias?

According to the Unconscious Bias Project, unconscious bias (also known as implicit bias) can be defined as “prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair”.⁽⁷⁾ A crucial component of unconscious bias is the fact that we are not aware we possess these biases, nonetheless, they inform our decisions, actions, and behaviors every day.

Unconscious bias affects how we treat others, especially when it comes to hiring and various professional interactions.

Having unconscious biases is nothing to be embarrassed by; everyone has them. They are the byproduct of living in a society with stereotypes that have been ingrained within us. The best way to mitigate unconscious bias is to be aware of it. You may have to self-reflect before you realize what unconscious biases you hold. Once you are informed of your biases, it is crucial to be mindful and to work against them.





GENDER BIAS

Gender bias includes implicit stereotypical beliefs about the genders and/or unconscious favoritism towards one specific gender.

Examples of gender bias in the workplace:

- Preferring a man or cisgender-dominated staff/leadership rather than a gender-equitable staff/leadership.
- Failing to properly credit one gender for their ideas/contributions.
- Assuming women and transgender people are not capable of being successful in management or leadership positions.
- Always delegating physical work to men.
- Assigning women easy/menial work, regardless of their qualifications.

Ways to reduce gender bias in the workplace:

- Implement anonymous resume reviewing into your hiring process so all candidates, regardless of gender, are assessed based on their qualifications.
- Analyze employee compensation data to identify if men and women are paid and promoted equally.
- Create an inclusive work culture that ensures gender diverse teams when possible.
- Practice using gender-neutral language around the workplace (e.g., employee handbooks/manuals, mass emails, business meetings, etc.).





RACIAL BIAS

Another commonly experienced form of bias is racial bias. Like gender bias, racial bias involves implicit stereotypical beliefs about certain racial/ethnic groups and unconscious favoritism towards one specific race/ethnicity. Often, people of color/BIPOC employees are faced with having negative stereotypical beliefs held about them at higher rates, as compared to their white counterparts.

Examples of racial bias in the workplace:

- Trusting co-workers/employees/etc. of your own race more than co-workers/employees/etc. of different races.
- Avoiding racially diversifying staff and/or leadership because of racial stereotypes.
- Assuming all members of the same race think/act the same.
- Favoring job applicants with Anglo-American names, regardless of their qualifications.
- Associating someone's ability to perform well with their racial/ethnic background.

Ways to reduce racial bias in the workplace:

- Implement anonymous resume reviewing in your hiring process so all candidates, regardless of race, are assessed through their qualifications.
- Racially diversify your staff across all job levels including management and leadership.
- Create an inclusive work culture that commemorates all employees and their contributions to the business.
- Acknowledge and celebrate various cultural observances that may be important to employees of your business.
- Avoid racial homogeneity at all levels of your organization.





LGBTQ + BIAS

LGBTQ+ bias affects people of various sexual orientations and gender identities. This form of bias includes prejudice against people in the LGBTQ+ community and unconscious favoritism towards heterosexual and/or cisgender people.

Examples of LGBTQ+ bias in the workplace:

- Assuming a coworker's/employee's sexual orientation based on the way they speak/act/dress/etc.
- Not having a policy for transgender staff to use a bathroom that corresponds with their gender identity.
- Evading from the hiring/promoting LGBTQ+ job applicants/employees.

Ways to reduce LGBTQ+ bias in the workplace:

- Establish your organization as a safe space for the LGBTQ+ community by communicating that LGBTQ+ bias will not be tolerated and will be addressed if exhibited in the workplace.
- Commit to protecting/supporting LGBTQ+ staff.
- Immediately address any instances of LGBTQ+ discrimination.
- If possible, designate a gender-neutral, or single-user bathroom in your workplace.
- Consider adding pronouns to email signatures and name badges.





AGE BIAS

Age bias, also known as ageism, is a form of unconscious bias not as frequently discussed, but equally as important. Ageism affects both younger and older people in business and often denotes implicit perceptions about one's ability/productivity based on their age.

Examples of age bias in the workplace:

- Assuming older employees are less capable and younger employees hold no valuable skills.
- Preventing young employees from growing within the organization by limiting opportunities to senior employees.
- Encouraging older employees to quit, retire, or accept a demotion before they are ready.
- Assuming that single employees and employees with no children do not need the same level of flexibility and compassion, compared to staff members who are married or have children.

Ways to reduce age bias in the workplace:

- Let people's work speak for itself. If an employee is not a good addition to your team, it will show through their work, not their age.
- Allow all employees, regardless of job level/time spent with the company/age, equal access to internal growth opportunities.
- Create fair retirement plans for your older employees.
- Do not push your older employees to retire/leave the company before they are ready just because you maybe eager to bring younger talent into the business.





DISABILITY BIAS

Disability bias, also referred to as ableism, manifests itself in decisions and behavior that treat individuals differently because of their disability, perceived disability, or association with a disabled person. It relies on the idea that people with disabilities are less valuable and less capable, than non-disabled people.

Examples of disability bias in the workplace:

- Refusing to hire an applicant based on their disability.
- Terminating or demoting an employee because of their disability.
- Failing to give an employee with a disability the same level of responsibility and/or opportunity, as compared to employees without a disability.
- Allowing workplace harassment, due to an employee's disability.

Ways to reduce disability bias in the workplace:

- Host ADA training for employees in your workplace to help ensure that your staff is educated about disability inclusion practices.
- Put people first in your language and communication, both written and oral. For example, say “a person who lives with a disability”, rather than “a disabled person”.
- Engage and partner with organizations that serve/support people with disabilities.
- Make accessibility a key consideration; both physical/structural and technological.





BODY SIZE BIAS

Body size, or weight bias, refers to negative weight-related attitudes, assumptions and judgements toward individuals affected by overweight and obesity. When the perceived negative attributes of a person are viewed as controllable (i.e. weight), the individual tends to be more stigmatized and judged, than when the attribute is viewed as uncontrollable.

Examples of body size bias in the workplace:

- Assuming that people who are obese lack self-control, are less hygienic, are “sloppy” “lazy” and “unpleasant”, as compared to thinner people.
- Placing an unfair degree of judgment and “blame” on an employee who happens to be overweight.
- Allowing workplace harassment, isolation and exclusion of an employee, based on their weight or body size.
- Making assumptions about the physical, and at times intellectual, capabilities of an employee, based on their weight.

Ways to reduce body size bias in the workplace:

- Promote the use of less-stigmatizing terms, like “person who struggles with weight” or “high BMI”, rather than “fat” or “morbidly obese”.
- Believing and adopting the notion that everyone deserves respect and should be treated with dignity.
- Shifting the focus away from weight specially, to more encompassing terms, like health and well-being.





Confirmation bias

CONFIRMATION BIAS

Confirmation bias is a form of bias that does not involve one specific group/community within society. Confirmation bias refers to one's inclination to find and use information that supports one's personal beliefs, while ignoring any evidence that counters their opinion.

For example, say your organization is discussing buying adjustable, standing work desks for everyone in the office, due to their perceived ability to reduce fatigue and increase productivity. One team member has a personal opinion against standing work desks, because of a previous negative experience, and pushes against the idea of bringing them into the office. To back their claims, they find and present information that strictly examines the disadvantages of purchasing standing work desks. This team member is demonstrating confirmation bias because they fail to acknowledge any information that supports the usage of standing work desks and interprets all evidence

against standing work desks as the objective truth, simply because it aligns with their personal perspective.

To reduce confirmation bias, you should always maintain awareness of your personal beliefs and understand that they may not be universally agreed upon by your constituents. When dealing with debated topics, it is imperative that you consider opposing information. You do not have to change your opinions to avoid confirmation bias, but you must accept that your perspective may not be the most impartial or commonly believed viewpoint on the subject.

BRANDING AND MARKETING

Branding and marketing are the face of your business. It is what potential customers and job applicants think of first before anything else, and it is imperative to make a good impression.

Like a mission statement, branding and marketing speaks to your business' reputation within the community and inform the public of your business values.

Incorporating elements of DEI into your branding and marketing strategies lets your community know that creating a diverse, inclusive, and welcoming organization is among your top priorities.

Review your current branding and marketing strategies and consider the following:

- Do you only advertise in one place, whether it be a physical location or online?
- If you feature people on your website or in advertising, do they primarily represent one social group?
- Are your branding and marketing strategies sending a message conducive to your DEI goals?



BRANDING AND MARKETING

LOCATION

If your advertisements are limited to one location or online platform, expanding where you advertise/promote will help make your branding and marketing more inclusive.

The more places you promote your business, the more diverse clientele and job applicants you will receive.

As technology becomes more pertinent in society, so do the internet and social media. Having a consistent social media presence can attract people to your business who would not have otherwise found you through physical advertising alone.

For example, communities like veterans, people with disabilities, and formerly incarcerated individuals have specific online job search platforms that they frequently use to find work.

By advertising on those platforms, you will easily invite both a highly skilled and diverse talent pool to your business. Location is an important first step in diversifying both your staff and loyal consumer base.



BRANDING AND MARKETING

IMAGING

The South Central Kentucky Region has a diverse population, and customers and job applicants alike want to see themselves reflected in your organization.

If you do not already include people in your advertisements, doing so could make your branding and marketing more relatable and familiar to people in our community.

Additionally, if you already include people, be sure the images you use accurately represent your company and our greater community; but take the care and time to do so in an authentic manner.

Images are immensely powerful tools of communication and incorporating authentically diverse imagery into your branding and marketing strategies will effectively demonstrate the importance of DEI to your business.



BRANDING AND MARKETING

LANGUAGE AND MESSAGING

In addition to location and imaging, language is another crucial element of your branding and marketing strategies.

The language you use directly communicates a specific message to your audience. Using inclusive, gender-neutral language in your advertisements is best practice and will establish a sense of welcoming and inclusion.

Customers and talent are drawn to consistency, and your advertisements can be used to reflect your commitment to DEI.

Consider incorporating your business mission statement or specific DEI initiatives into your branding and marketing as selling points to distinguish you from other businesses in the region.



HIRING AND RECRUITMENT

Hiring and recruitment is affected by unconscious bias, as it requires us to use our personal judgement to make decisions, which are inherently subjective.

Still, there are ways to mitigate unconscious bias and reduce its involvement in your hiring and recruitment methods.

The previous section of this toolkit provides an in-depth analysis of forms of unconscious bias in the workplace.



Assess your current hiring and recruitment strategies. If hiring is overseen by one manager/leader in your organization, consider involving at least one additional manager/leader.

This allows for a system of checks and balances where both individuals will not only be working to avoid their own biases, but also the biases of the other person.

If feasible, have the team of hiring decision-makers be as racially/ethnically/culturally different as possible. Since it is more difficult for one to recognize their personal biases, having another perspective is valuable in this situation.

Evaluate where you want to make changes regarding hiring and recruitment, and design achievable DEI goals.

Examples of goals include ensuring that you have diverse pool of candidates, diversifying staff across race and gender by X% in X amount of time, restructuring the interview process, etc.

Anonymous resume reviewing has been adopted by many businesses. This one minor change reduces unconscious bias as it encourages the evaluator to make decisions exclusively on the applicant's qualifications.





HIRING AND RECRUITMENT CONT.

Including DEI informed questions in your interviews is another method to modify your hiring and recruitment processes. This will allow you to gauge ideal candidates who are willing and eager to contribute to the success of your DEI journey. Below is a list of sample DEI interview questions you may want to integrate into your business' hiring strategy:

- What does diversity/inclusion mean to you and how do you think it benefits a workplace?
- What do you view as the most challenging aspect of diversity in the workplace?
- How well do you collaborate with people who differ from yourself (different views, background, experiences, etc.)?
- What quality do you value most in a work environment?
- There has been a recent heightened awareness regarding the importance of diversity, equity, inclusion and belonging. Can you please share how you see yourself fitting into this conversation and what would you do to ensure that everyone who works with you, feels a sense of belonging? Please give concrete examples.
- Explain a situation when your identity/perspective was not valued in a work setting. How was the situation managed? What do you wish occurred differently?
- Describe a situation you have witnessed, in the workplace or otherwise, that changed your perspective on diversity/inclusion.



COMPANY CULTURE

At its core, culture defines the values of an organization more authentically than even the best branding and marketing can accomplish. Company culture encapsulates the everyday life of a business but is also representative of a business' ability to sustain success in the long term.

Creating and sustaining an inclusive and welcoming environment in which each member of your organization feels valued will improve employee satisfaction, increase productivity, increase revenue, and reduce staff turnover.

Incorporating DEI into the workplace ensures your employees feel respected and are comfortable contributing to your organization in an authentic manner.

If your workplace environment is not already conducive to the values and priorities of DEI, involve employees and value their perspectives. Before producing concrete DEI goals or initiatives, provide employees with an opportunity to provide feedback on how they desire to see the organization evolve and areas for improvement. Prioritize employee engagement and create opportunities for your employees to solidify bonds with one another and with the business itself.



COMPANY CULTURE CONT.

Ways to establish a positive work environment and an inclusive company culture:

- Conduct a climate survey to gain feedback on your business' work environment from your employees. A sample DEI climate survey is included in the Additional Resources section of this toolkit.
- Recognize and reward staff for successes, increases in productivity, and/or revenue to demonstrate that each employee plays a necessary and significant role in your business.
- Demonstrate positive company cultural practices and behaviors throughout the organization. Managers and business leaders alike should be open and willing to lead by example.
- Create an environment where employees are encouraged to provide feedback.
- Prioritize feedback and suggestions throughout all phases of your DEI journey. If employees express a certain initiative is not yielding its intended result, be open to altering said initiative or replacing it altogether.
- Dedicate yourself to your employees' well-being as you collectively commit to helping achieve DEI goals that will ultimately benefit all employees.
- Organize training on conflict mediation, conflict resolution, and problem-solving for your employees.
- Enhance employee engagement by hosting events for your employees both within and outside of the workplace.



RESULTS

MEASURING DEI SUCCESS

Tracking your success is imperative. As you make notes and collect data throughout the progression of your initiatives, use that information to determine your next steps. While you may have initially drafted a robust plan complete with short-term goals, long-term goals, and a predicted timeline, you need to be open and flexible to making modifications based on the accomplishments of your initiatives. DEI is a lasting commitment that takes time to fully see through. Your expectations and objectives will change as your organization and its culture evolves.

Measurements Showing Impact

FOCUS	METRIC	RESULT
Internal Awareness of DEI commitment	% of employees saying they know the company's commitment to DEI	90% of employees report + awareness
External Awareness of DEI commitment	% of customers saying they know the company's commitment to DEI	75% of customers report + awareness
Understanding of DEI definitions	% of employees saying they know the definitions of DEI	85% understand the definitions
Intranet engagement of DEI	% of click-thru on internal DEI site after posting story	50% increase in click-thru
Website engagement	% of click-thru on DEI page	45% overall increase in click-thru
Promoting DEI	Amount of communications	24 stories with DEI as a subject
Channels	Channels used the more than others	Increase in postings by front-line team members
Topics of Interest	DEI topics discussed the most in social sites	BLM most discussed topic
Segments	Who is viewing the topic the most	Middle Management and women are the largest segments forwarding DEI stories



GLOSSARY OF DEI TERMINOLOGY

Ableism – Discrimination against people with disabilities.

Accessibility – Being easily accessed or used by people with disabilities.

Ally – Someone who supports members of marginalized communities, although they are not themselves a member of those groups.

Anonymous Resume Review – When personal identifying information is withdrawn from an applicant's resume before being evaluated by a company.

Anti-racism – The practice of opposing racism and advocating for racial equality.

Belonging – Belonging focuses on how employees feel when in the workplace. Belonging centers around individuals' experiences of feeling accepted, needed, and wanted. A workplace that cultivates a sense of belonging allows their employees to thrive, simply by being who they are, which in turn can foster a greater sense of creativity and innovation.

BIPOC – Black, Indigenous, and people of color (refers to nonwhite individuals).

Cisgender – A person whose gender identity corresponds with their birth sex.

Color Blind – Treating everyone the same irrespective of race or difference. While this may imply freedom from prejudice, it often indicates a refusal to recognize the numerous inequities that exist in society, or to acknowledge meaningful aspects of racial and other identities.

Cultural Appropriation – The inappropriate usage of the customs, practices, ideas, etc. of one community by members of another typically more dominant community in society.

Disabled – Having a physical and/or mental condition(s) that inhibits one's movement, senses, or activity.

Diversity – Including and/or involving people from a range of different social backgrounds (e.g., race, religion, gender, sexual orientation, etc.).

Equity – The quality of being fair and unbiased.

Gender Identity – An individual's personal sense of being a specific gender.

Gender-neutral – Not referring to one gender, but to people in general.

Inclusion – The practice of providing equal access, opportunities, and resources for members of marginalized communities.

GLOSSARY OF DEI TERMINOLOGY CONT.

Institutional Racism – Discrimination and unequal treatment based on racial and/or ethnic identity resulting from systems, structures, and expectations that have become established within society.

Intersectionality – The interconnected nature of social categories such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping systems of discrimination.

Latinx – A gender-neutral or nonbinary term for people of Latin American origin or descent.

LGBTQIA – Lesbian, gay, bisexual, transgender, queer, intersex, and asexual.

Marginalized – Relegated to an insignificant position within a society or group.

Microaggression – A statement, action, or behavior considered to be indirect or unintentional discrimination against members of a marginalized community.

Multiculturalism – All racial, ethnic, and cultural groups in a society have equal rights, access, and opportunity. Not one group is ignored or deemed unimportant.

Nonbinary – A gender identity that does not conform to traditional binary views about gender, which assert that everyone is strictly either male or female.

Prejudice – Dislike, hostility, or undeserved behavior against a person or group of people based on unjustified and biased opinions.

Privilege – A societal advantage available to only a particular person or group.

Pronoun – The third-person personal pronouns (e.g., he/him, she/her, and they/them) that a person chooses to go by.

Sexual Orientation – A person's sexual identity in relation to the gender(s) that they are attracted to.

Social Justice – While formal definitions for social justice vary in wording, there are commonalities among them. These include equal rights, equal opportunity, and equal treatment. The United Nations uses this definition – “Social justice may be broadly understood as the fair and compassionate distribution of the fruits of economic growth.”

Stereotype – A widely held but fixed and overgeneralized idea of a particular person or group of people.

GLOSSARY OF DEI TERMINOLOGY CONT.

Transgender – A person whose personal gender identity does not correspond with their assigned birth sex.

Unconscious Bias (Implicit Bias) – Unconscious favoritism toward or prejudice against members of a particular social group that influences one's actions and opinions.

HELPFUL HINTS

- Encourage the usage of inclusive, gender-neutral language within your business. For a list of popular DEI terms, see our [Glossary of DEI Terminology](#).
- As your organization becomes more diverse, begin using inclusive imagery in your branding and marketing. Be mindful to do this in an authentic manner and in a way that does not misrepresent your business.
- Listen to your employees and their firsthand experiences to better understand them and any obstacles they regularly face.
- Use this feedback to inform how you establish a sense of community and belonging in the workplace.

For a step-by-step guide on how to make your workplace more diverse, [read "Workplace Diversity Through Recruitment: A Step-By-Step Guide" by Ideal](#).

Watch "[Are you biased? I am](#)", a TEDx talk by Kristen Pressner, for an in-depth analysis of unconscious bias, specifically gender bias.

Watch "[Making Communities More Inclusive Now](#)", a TEDx talk by Naaima Kahn, to gain more insight on the importance of inclusivity in business and hear suggestions on how to improve inclusivity in your community.

Facilitate engagement opportunities for your employees both within and outside of the office. This will not only make your staff more comfortable in the workplace but allow them to freely express their personalities and bond as a group. Creating a sense of belonging in the workplace plays a crucial role in employee loyalty and reducing turnover rates.

To create your own training workshop on unconscious bias for your organization, follow [Google's Unconscious Bias @ Work Workshop guide](#).

Collaborate/partner with local diverse businesses in the to expand your professional circle and make meaningful connections in the community.

SAMPLE DEI CLIMATE SURVEY:

Please note: self-administering a survey, internally, can come with some level of risk, both to the lead DEI employee, as well as the organization's overall DEI efforts. If possible, discuss the pros and cons of administering a DEI survey, internally.

In many cases, it is preferable to contract with an external consultant to administer the survey for your organization.

Overall Diversity, Equity and Inclusion Culture	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
This organization embraces and encourages diversity, equity, and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management shows that diversity is important through its actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company is committed to improving the diversity of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company fosters a workplace that allows employees to be themselves at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company respects individuals and values their differences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The leadership treats all employees fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees appreciate others whose backgrounds, beliefs, and experiences are different from their own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

Hiring and Recruitment	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
This company takes active measures to seek a diverse candidate pool when hiring.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is diversity among the people a job candidate will meet/see during their interview with the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					
Career Development					
Employees of different backgrounds are encouraged to apply for higher positions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees of different backgrounds are treated fairly in the internal promotion process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					
Personal Experiences					
My experiences at this company have led me to become more understanding of differences among my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting to know people with backgrounds different from my own has been easy at this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

Policies and Procedures	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The company's policies or procedures encourage diversity, equity, and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the company will take appropriate action in response to incidents of discrimination and/or bias.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					
Inclusion					
Employees of different backgrounds interact well in this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of this company demonstrates a commitment to meeting the needs of employees with disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees of different ages are valued equally by this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Racial, ethnic, sexual orientation, and gender-based jokes or slurs are not tolerated at this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This company provides an environment for the free and open expression of ideas, opinions, and beliefs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

Your Immediate Supervisor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My supervisor is committed to, and supports, diversity, equity, and inclusion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					
Diversity Training					
This company has done a good job providing educational programs that promote diversity, equity, and inclusion in our workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

What improvements, if any, can be made to improve the diversity, equity, and inclusion efforts at [Company Name]?

THE FOLLOWING QUESTIONS ARE VOLUNTARY AND WILL BE USED FOR ANALYTICAL PURPOSES ONLY. THEY WILL NOT BE USED TO TRY TO IDENTIFY ANY INDIVIDUAL.

HOW LONG HAVE YOU WORKED FOR [COMPANY NAME]?

- LESS THAN ONE YEAR
- ONE YEAR TO LESS THAN TWO YEARS
- TWO YEARS TO LESS THAN FIVE YEARS
- FIVE YEARS TO LESS THAN TEN YEARS
- TEN YEARS OR MORE

WHAT IS YOUR AGE?

- UNDER 21
- 21 TO 34
- 35 TO 44
- 45 TO 54
- 55 OR OLDER

WHAT IS YOUR GENDER IDENTITY?

- MAN/MASCULINE (PRONOUNS: HE/HIM/HIS)
- WOMAN/FEMININE (PRONOUNS: SHE/HER/HERS)
- NONBINARY (PRONOUNS*: THEY/THEM)

*INCLUDING BUT NOT LIMITED TO: OTHER COMMONLY USED PRONOUNS SUCH AS XE/XEM, ZE/ZEM

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR ROLE IN THE ORGANIZATION?

- FIRST-LEVEL SUPERVISOR
- MANAGER/SUPERVISOR HIGHER THAN FIRST LEVEL (INCLUDING SENIOR MANAGEMENT POSITIONS)
- NOT A MANAGER OR SUPERVISOR



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The information provided in this toolkit is intended to furnish users with general information on creating a diversity, equity and inclusion strategy. The information contained and accessed in this document is provided by Barren Inc. The Barren County Chamber of Commerce for general guidance and is not intended to replace or serve as a substitute for any advisory, legal or other professional advice, consultation or service. You should consult with the appropriate professional advisor for advice concerning specific DEI legal matters.