



GOOD S@UL HUNTING

Your guide to developing
**A DEIB mission, vision, values
and action plan**
FOR YOUR WORKPLACE

Over the past decade, and especially the past three years - diversity, equity, inclusion and belonging (DEIB) - have permeated many aspects of life expressed by a number of underlying trends:

- ❖ Trans and non-binary conversations mainstreaming
- ❖ The Black Lives Matter movement making waves globally
- ❖ Gender equality and female representation at board-level being addressed
- ❖ Accessibility changing our approach to physical and digital environments
- ❖ Rock bands are as likely to be touring in their 70s as their 20s as ageism gets the boot

DEIB has become a concrete, tangible and visible topic of discussion at the coffee machine and in the boardroom. The historical and structural biases are now widely recognized, and steps are being taken to right them.

This has led to brands and organizations becoming much more aware of the business case for getting their houses in order when it comes to diversity, equity, inclusion and belonging.

“**In a world where everyone belongs,
anything is possible,**”

Workplaces have realized the necessity of considering how societal changes affect employee retention and well-being. But there is a clear business case too.

Recruiting and employing from a diverse pool of candidates results in a more successful and collaborative workforce. Having a diverse and inclusive workplace improves retention and reduces employee turnover.

But how should brands and organizations go about creating working, practical and effective DEIB policies? What are the action steps they can take to enable an accepting workplace where all ethnicities, genders, abilities, cultures and personalities are represented and supported. And how should those policies resonate within each brand interaction, internally to the team and externally to partners and customers?



Doing it right – or doing it better?

Let's be honest. There can be no easy, one-size-fits-all approach to DEIB. In reality, getting it right should, in nearly every case, be a highly customized process tailored to the nuances of each business. It takes patience and time, trial and error, follow up and adjustments.

It is a process that should be cognizant and top of mind – but never rushed.



We believe that building a culture that is welcoming and inclusive is integral to people doing their best work and is essential to what we can achieve as a company,
[Amazon's DEI mission statement]



No-one is expecting everything to be done today. But we can all commit to doing it better. Identify all the ways you don't have it right today and try to do it better tomorrow.

DEIB DOs

Ensure your DEIB policies are:

- ◆ Systemic and sustained
- ◆ Created and delivered at a policy and execution level
- ◆ Go deep and are ever-evolving

DEIB DON'Ts

Ensure they are NOT:

- ◆ Treated as short lived initiatives or tactics
- ◆ Allowed to become a tick-box operation
- ◆ Shallow, unsupported efforts separate from main operations

DEIB MISSION, VISION, VALUES

To achieve your goals, you need a plan. To have the best chance of working, it needs to be based on solid data and company values. Because the plan needs to represent all voices, it is best to be workshopped.

So...let's make your mission, vision and values - crystal clear.

MISSION

Your DEIB **Mission Statement** should concisely lay out and explain the purpose and intention of your approach to diversity, equity, inclusion and belonging. This will help crystallize your intentions – and clearly communicate your direction to all stakeholders.

While DEIB statements do vary, they should fundamentally address the following:

The **WHAT** - outline of your commitments to furthering DEIB efforts.

The **HOW** - explain how DEIB connects to the brand's main, overall mission.

The **WHO** - refer to specific underrepresented groups.

The **WHY** and **WHEN** - Be clear around goals and targets.

The **WHERE** - socialize the statement for all to see.

HOW DO THE BIG PLAYERS DO IT?

Consider taking some cues from notable brands. Here are some extracts from their DEIB statements/codes:



Netflix

"Netflix's greatest impact is in storytelling. Stories like *The Harder They Fall*, *Never Have I Ever*, *Love on the Spectrum*, *Yasuke*, and *Squid Game* broaden representation, empathy and understanding. We create and connect these stories to people all around the globe – removing the barriers of language, device, ability or connectivity. Better representation on-screen starts with representation in the office. Our work has to be internal first, so it can impact what we do externally. We believe we'll do that better if our employees come from different backgrounds, and if we create an environment of inclusion and belonging for them."

[\[https://jobs.netflix.com/inclusion\]](https://jobs.netflix.com/inclusion)

Apple

"We're continuing to build a culture where everybody belongs. That's what sparks our innovation. And our progress toward a more inclusive workforce and a better world. Inclusive representation in leadership is a powerful driver of progress. At Apple, leaders of all backgrounds are working to grow and develop our next generation of leaders from within."

[\[https://www.apple.com/diversity/\]](https://www.apple.com/diversity/)

Google

"Google is committed to continuing to make diversity, equity, and inclusion part of everything we do—from how we build our products to how we build our workforce."

Google is growing to fulfill that vision. In the past few years, we've doubled in size—today, we have more than 100,000 employees in 170 cities spanning nearly 60 countries. Operating at this scale brings an elevated level of responsibility to everything we do—including a workforce that's more representative of our users, and a workplace that creates a sense of belonging for everyone. Thank you for joining us on this journey."

[\[https://about.google/belonging/at-work/\]](https://about.google/belonging/at-work/)

Comcast

"We know that a diverse, equitable, and inclusive company is a more innovative and successful one. Across our workforce, products, and content, we embrace diversity of background, perspective, culture, and experience, and together with our partners, we have been working to fight injustice and inequity for decades. From bringing broadband and digital skills training to underserved families; to creating opportunities for underrepresented entrepreneurs; to amplifying diverse voices; we're committed to leveraging our unique platforms to enable a world of open possibilities for all."

[\[https://jobs.comcast.com/meet-comcast/diversity-inclusion\]](https://jobs.comcast.com/meet-comcast/diversity-inclusion)

VISION

The mission is closely linked to your vision for DEIB. They are co-created together.

Here are some top tips on creating a vision statement for DEIB:

- ❖ Imagine the future ideal state that your brand wishes to achieve. Put this into images or words or a combination of both.
- ❖ This should be inspirational and aspirational. The idea is to challenge the brand and have everyone connect with it – from employees to the C-suite.
- ❖ Actively identify and define specific problems you are seeking to solve as a business.
- ❖ Visualize your “destination” – where are you headed? Outline how your brand will look in 5, 10, or 15 years if you achieve the strategic goals you set yourself.

The combination of your DEIB mission and vision statements should act as a roadmap for creating the strategies and developing the practices to support your diverse workplace. It will also help you identify the top DEIB priorities you need to focus on – whether it is recruitment, retention and/or support of diverse employees.



As a team, start to articulate your vision:

Our brand is one that...

- ❖ Removes any prejudice based on various personal characteristics – such as race, color, religion, sex/ gender, national origin, age and sexual orientation
- ❖ Is passionate about creating opportunities for all, without regard to age, gender or background
- ❖ Is dedicated to helping employees to gain the training and education they need to help eliminate all biases based on personal characteristics and perceptions
- ❖ Employs a diverse team that is reflective of the communities it serves
- ❖ Has set out clear and transparent policies in order to promote and recognize based on merit and performance

It's important your vision statement resonates across the:

- ✓ Workforce
- ✓ Workplace
- ✓ Marketplace

Let's see how some of the big players describe their vision:

McKinsey & Co.

"At McKinsey, diversity, equity, and inclusion are not just moral imperatives, they are integral to our dual mission—to help our clients make substantial, lasting performance improvements and to build a firm that attracts, develops, excites, and retains exceptional people."

<https://www.mckinsey.com/about-us/diversity/overview>

Coca Cola

"Diversity is at the heart of our business. We strive to create a work environment that provides all our associates equal access to information, development and opportunity. By building an inclusive workplace environment, we seek to leverage our global team of associates, which is rich in diverse people, talent and ideas. We see diversity as more than just policies and practices. It is an integral part of who we are as a company, how we operate and how we see our future." <https://www.coca-colacompany.com/social-impact/people-values>

Deloitte

"Driving strength through diversity and cultivating an environment where leaders thrive are key components of our Inclusion strategy. Deloitte is committed to recruiting, developing, and promoting a diverse workforce while providing unique opportunities and career paths for our people." <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/deloitte-inclusion.html>

Amazon

"We are a company of builders who bring varying backgrounds, ideas, and points of view to inventing on behalf of our customers. Our diverse perspectives come from many sources including gender, race, age, national origin, sexual orientation, culture, education, and professional and life experience. We are committed to diversity and inclusion and always look for ways to scale our impact as we grow." <https://www.aboutamazon.com/workplace/diversity-inclusion>





VALUES

All purpose- and culture-led brands have a set of values that act as the moral compass for the organization and its employees. These values guide decision-making and establish a standard against which actions can be assessed.

It's no different when it comes to DEIB. Values should drive the mission and vision.

A DEIB values statement should be an extension of your company value statement – seen through a diversity, equity, inclusion and belonging lens.

The purpose is to identify your brand's core principles that guide and direct your DEIB strategy.

The core DEIB values should provide a framework that is shared and supported by leadership.

When drafting the values statement, ensure your values:

- ✦ Are authentic to your brand
- ✦ Guide your operations
- ✦ Enjoy employee buy-in.

A set of values is only a ChatGPT search away. But values will only resonate and do their job in a workforce if they are meaningful. A shorter list is generally better than a longer one. Values must reference key characteristics the business encourages to be a positive influence on its diverse workforce. Values should guide how to go about doing your mission-critical work and be reinforced at every level of the organization.

Organizations with strong values follow their values even when it gets spicy out there.

Take Levi Strauss & Co. When it began sourcing manufacturers overseas, the company developed a set of principles called the [Global Sourcing and Operating Guidelines](#) for overseas operations and suppliers.

Among them was a clear statement on child labor: "Use of child labor is not permissible. Workers can be no less than 15 years of age and not younger than the compulsory age to be in school."

Soon enough, Levi Strauss discovered that one of its contractors was employing children under 15 in a factory in Bangladesh.

The easy solution would be to replace those workers. In Bangladesh, however, the wages brought in by children are very likely to support an entire family. So if a child loses their treasured job, the only alternative might be to beg on the streets.

A decent dilemma, for sure.

The solution Levi Strauss came up with showed the strength of their values – of empathy, originality, integrity, and courage. It signed an agreement, under which the factories agreed to continue to pay the already employed underage workers their salaries and benefits while they attended school and offer them full-time jobs when they reached the legal working age. Levi Strauss agreed to pay for the student's tuition and books. If there was no room in the nearby public school, Levi Strauss and the factories would rent space and hire a teacher for the students. The factories also agreed that going forward, their personnel would require any youth who applied for a job to present a school certificate stating that the applicant is 15 years old or older.

To dismiss the child laborers would have been an easy solution – and completely within their rights - perhaps even the right thing to do. But it did not sit well with the deeper intentions of the business.

At its best, diversity drives innovation. The potential is to engage the entire workforce in transforming an organization.

Defining your mission, vision and values lays the foundation for a strategic plan to successfully deliver DEI initiatives that honor all voices and therefore build stronger businesses.

TIME FOR ACTION

So - you've done the groundwork for good change
- defined your values, established your vision and stated your mission. Now what?

The real work begins translating your strategy and putting the words into meaningful action.

Here are five areas you can start with:

1. Identify existing tensions, assumptions and oversights in the business that face employees (and potential employees).
2. Understand the greater challenges that your customer-base and community face.
3. Set up Employee Resource Groups (ERGs) to help solve challenges with appropriate metrics.
4. Efficiently and empathetically address equity issues in the workplace.
5. Foster diversity in the workplace authentically and build a brand of belonging for all.

You need people with the skills to deliver your plan. We know brands and organizations are crying out for leaders well-versed with understanding what DEIB is and how to deliver and maintain it.

And what exactly are the skills that DEIB leaders and ERG members need in their leadership locker?



Here is the GOOD SOUL **CHECKlist**:

C = Curiosity

Great leaders tend to be great learners. Listening more than talking. They ask better questions. They are open to being wrong or at least receptive to different viewpoints. They provide safe spaces for different voices to be heard and enable representative leadership at every level. They act on decisions made by the collective. They trust the diverse voices of their organization will guide them towards a more sustainable, happier and ultimately more profitable outcome.

But this environment doesn't just happen. It is the result of safe and sustained work, real investment, champions of the culture, a shift in culture from the bottom up (ERGs) and top down (sponsorship of initiatives) and a decent dose of honest talk and vulnerability to 'learn as we go.'

H = Humility

What we take for granted – or a freedom we may assume is granted for all – might be frowned upon, or even illegal, in other cultures. Religion, relationships, deep-set values and judgements are often an abyss of misunderstanding.

An excellent DEIB leader accepts this with self-awareness and humility. Acknowledging unconscious biases is the first step, being able to humbly respect other viewpoints and research the differences is the second. These two steps create the foundation to meet others where they are and build a collaborative understanding.

E = Empathy

According to the Merriam-Webster definition, empathy – “the ability to imagine and understand the thoughts, perspective, and emotions of another person” – is the very essence of any DEIB leader. You need to have the desire to understand other points of view and facilitate an environment to happily house the extended awareness in tangible ways.

We are our past. We know what we know. While we can have empathy for others, we haven't walked their path and experienced their perspective.





C = Courage

Not knowing what to do and being out of your cultural depth, as a DEIB leader, can be uncomfortable. You won't have all the answers and there may be awkward situations – perhaps having to question existing policies of your brand and implementing change. Or you could find yourself in a situation where you need to face hostility for those changes.

That is why a good DEIB leader must be courageous. It will be your job to initiate uncomfortable conversations in order to instigate positive change.

“Be the change” is an often-cited clarion call. But for you to truly be the change, you will need courage.

K = Knowledge

To identify issues, devise strategies and implement change, you must know what you're dealing with.

Research is required! Learning about the history, the background, and the context informing the need for DEIB. You will also need to understand the systemic issues that exist today and the biased norms that went before. Once you've done that, you need to dig into your organization's own data to understand where your brand is in terms of metrics – what are the demographics of the brand? Where are the gaps in representation? What about equity - is it being measured?

Finally, here's a handy list for any brand or organization looking to turn their DEIB plans into action:

1. Integrate DEIB into your business strategy, including workforce development and succession planning.
2. Ensure DEIB is honored with all client relationships.
3. Establish metrics that define your DEIB vision around recruitment, promotion and career development. You can use percentages or concrete numbers.
4. Make sure you establish timelines, deadlines and target dates. Connect work performance evaluations and compensation and other tangible rewards to these metrics.
5. Educate C-suites and all senior leadership on DEIB and your company's approach.
6. Produce a communication plan that clearly outlines your commitment to DEIB.
7. Communicate the 'business case' for DEIB throughout the organization so it is understood and supported.

Seeking talent to grow your team?
We hand-pick good souls for
purpose-driven brands. Get in
touch: hello@goodsoulhunting.com

