



Industry Actions for Racial Equity – Consumer Goods

Workplace Transformation Guide

February 2024



W.K.
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THE PURPOSE OF THE TRANSFORMATION GUIDE



Increasingly, the W.K. Kellogg Foundation (WKKF) is seeing business leaders bring action-oriented mindsets to their internal and external transformation goals, especially when it comes to advancing racial equity, diversity and inclusion in their organizations.



In 2019, WKKF began working with a network of companies as part of our [Expanding Equity](#) program. The program is helping organizations in the corporate sector become more racially equitable places of opportunity. This means that companies focus on their internal transformation so that they can be corporate leaders for advancing racial equity with their employees and through their actions in communities.



More than 100 companies have completed the Expanding Equity core program, which helps them build a robust racial equity, diversity and inclusion strategy for their organization. About a third of those companies are from the consumer goods industry, and they have outsized potential to advance equity because of their reach internally and externally.



In this Transformation Guide, we review the state of racial equity for the consumer goods industry and curate a set of insights, examples, mini-case studies and resulting impact from Expanding Equity network members that we hope will help and inspire other companies along their journeys. The aim of this guide is to lift examples and stories among peers and inspire practical actions in organizations.



This transformation guide synthesizes and summarizes information from a wide variety of publicly available sources as well as highlights stories from companies that have participated in the Expanding Equity program. **The W.K. Kellogg Foundation acknowledges the thought leadership of so many experts, leaders and Expanding Equity program participants for their invaluable efforts to advance racial equity, diversity and inclusion in corporate America.**

To facilitate the experience, **this guide summarizes key concepts, ideas, examples and tactics** to help the reader better develop a racial equity, diversity and inclusion strategy for their organization. We acknowledge that **best practices in advancing racial equity are ever-evolving and have attempted to compile some of the best resources for the given moment.** Moreover, every attempt has been made to properly credit the authors of the resources that were included. We also acknowledge that there may be some inconsistencies in the terms and language throughout the guidebook in our attempt to honor the source material.

We recognize this is only a start, and not fully exhaustive and know that there are other great resources out there. **We invite suggestions on what else and who else we should include in the resource sections to enhance the guide.**

And, lastly, implementing initiatives related to racial equity, diversity and inclusion are context-specific to each organization and can raise various legal compliance considerations. **The information and examples in this guide are for informational purposes only, and nothing in this toolkit should be construed as legal advice.** Users should seek advice from legal counsel in their relevant jurisdictions before implementing any initiatives or otherwise acting based on the information in this guide.

JOURNEY TO AN INCLUSIVE AND EQUITABLE WORKPLACE

- The key to fostering an inclusive workplace that creates belonging for employees **starts with you**
- From there, it's enhanced by the conversations you have and the **changes you make in your organization**
- It's also advanced by **empowering allies and sponsors** in this work
- Finally, it's strengthened by **engaging those that may be skeptical** or feel like they are being left behind
- Like “ripples of change,” real and sustainable **cultural change emanates from strong leaders** throughout the organization, like you, to your teammates, colleagues and others in the organization and, ultimately, your community





Diversity, Equity & Inclusion (DEI) and Human Resources (HR) staff, leaders and stakeholders within an organization will benefit the most from the information and resources in this guide.

This guide will help leaders:

- **Understand the current research and the state of racial equity, diversity and inclusion** in the consumer goods industry
- Learn and **gain inspiration from industry peers** on what they are doing to **attract diverse candidates, increase inclusion and belonging, promote and develop employees and ultimately advance racial equity, diversity and inclusion** through products, services and relationships
- **Strengthen leadership skills and practices** for advancing racial equity, diversity and inclusion and transforming company culture

HOW TO USE THIS GUIDE

In this guide, you will find resources and summaries that break down ideas, examples and tactics to support your organizational transformation efforts. This guide contains:

Page Chapter

- 8** **State of Racial Equity in Consumer Goods Industry**
- Talent pipeline by racial/ethnic representation, job level and gender for consumer goods managers (two visuals)
 - Trend highlights about: 1.) Promotion rates by racial/ethnic representation, 2.) Hiring rates by racial/ethnic representation, 3.) Turnover rates by racial/ethnic representation
 - Why consumer goods companies should create racially equitable, diverse and inclusive workplaces
-
- 13** **Overview of the four pillars to advance racial equity**
- What does it mean to attract, belong, promote and influence within consumer goods industry
-
- 15** **Attract Pillar: Attracting qualified talent to apply for open roles in the organization to increase diverse representation at all levels of the organization**
- Includes a mini-case study on Fortune Brands Innovations
-
- 22** **Belong Pillar: Creating an inclusive work environment that supports well-being, connection and retention so that all workers feel respected and can be successful**
- Includes a mini-case study on J.M. Smucker
-
- 29** **Promote Pillar: Ensuring that all workers have comparable, equitable development and advancement opportunities**
- Includes a mini-case study on Bausch + Lomb
-
- 36** **Influence Pillar: Using an organization's products, services or processes to advance diversity, equity and inclusion in the industries and communities in which it operates**
- Includes a mini-case study on Best Buy
-
- 43** **Additional resources**

In the pillar-specific sections, you will find the following page types:

ATTRACT: OVERVIEW AND COMMON PITFALLS

| Types of initiatives | Common pitfalls |
|--|--|
| <p>Attract</p> <p>Attracting and hiring new professionals of color into the organization to increase representation at all levels</p> <p>Increase the number of diverse talent applying to roles in your organization</p> <p>Ensure that applicants are being evaluated fairly</p> <p>Increase the acceptance rate of candidates of color</p> | <ul style="list-style-type: none"> Continuing to recruit from the same familiar recruitment pools (i.e., colleges with strong marketing programs) <ul style="list-style-type: none"> Hiring talent from different recruitment pools does not lower the bar Requiring a specific background or set of credentials (e.g., prior brand management experience, MBA degree) Requiring new hires to relocate to a specific geographic location that is unattractive to people of color Eliminating candidates of color because they "don't fit into our culture" Hiring the loudest voices in the interview/dinner room setting who gets the offer <ul style="list-style-type: none"> Not equipping interview panels to have a diverse set of interviewers Asking subjective questions that lead to bias Thinking that candidates of color are declining the job because of competitors, not because of what they hear about the organization's environment and practices |

ATTRACT: SELECT KEY ACTIONS

| Goal | Example Action | Rationale for Action |
|---|--|--|
| Increase the number of diverse talent applying to roles in your org | Do intentional outreach to diverse communities with open position postings | When hiring occurs largely based on internal relationships (whether personal, or from previous professional contacts) rather than visible available postings, applicants from across racial and ethnic groups face obstacles and barriers that they are not even able to address |
| Ensure that applicants are being evaluated fairly | Review and standardize the hiring process to be bias resistant hiring practices | Internal hiring processes are more susceptible to bias and often less equitable. Candidates of color often receive less information about hiring processes from their internal networks |
| Increase the acceptance rate of candidates of color | Highlight and affirm the strengths of candidates of color and communicate the organization's commitment to racial equity | Narratives are shared in multiple ways, formally in organizational communications or informally through employee interactions. Senior management are often an organization's primary storytellers. Based on their tenure and experience, these people are often mostly white. It is critical to intentionally demonstrate that people of color are a part of an organization's success |

Pillar Overview & Common Pitfalls

Pillar Key Actions and Examples

PEER EXAMPLE FOR ATTRACT: DO INTENTIONAL OUTREACH TO DIVERSE COMMUNITIES WITH OPEN POSITION POSTINGS

Informal hiring markets disproportionately exclude qualified talent of color

Action taken

- Source diverse talent by creating dedicated diversity recruiter positions and establishing partnerships with organizations such as Jopwell, a Black-owned company that helps Black, Latinx and Native American students and professionals access opportunities for career advancement

Implementation details (high-level)

- Started building a Tableau dashboard in 2021 that pulled in job postings and candidate data to create a hiring funnel broken down by gender and ethnicity, the effort allowed Fortune Brands to see where during the interview process candidates dropped off
- Learned that if the hiring funnel is more diverse at the beginning of the recruiting process, then the hiring funnel will also be more diverse at the end because if candidates make it through the interview process, they are likely to get hired. Thus, Fortune Brands decided to:
 - Build three dedicated diversity recruiting roles into the budget that would recruit across all job levels. 1.) one position focuses with the National Black MBA Association. 2.) the second position targets specific regions of the country (e.g., women in engineering) and 3.) the third supports the rest of the organization
 - Partner with organizations that have diverse job boards (e.g., Jopwell) because they found out that a lot of diverse candidates don't apply to LinkedIn or Glassdoor. Jopwell stands out because the organization brings a dedicated process to work with Fortune Brands and is a strong resource, dedicated and recurring price
 - To ensure that diverse talent who decide to join Fortune Brands are set up for success, Fortune Brands' ERG helps with onboarding of new diverse hires by sending welcome packages, the employee handbook and ERG(s) Black Employee groups and leadership's email job together includes information on local Black-owned restaurants and hair salons. ERG(s) also sends in resources about other information that would be useful to those either new to the business
 - Identified that having necessary representation, Fortune Brands also wants to create a culture where everyone feels like they belong and it gets to bring their authentic selves. Thus, the company is currently running pulse surveys twice a year in the Spring and Fall with annual quality check-ins to understand how employees are doing

Results

- Candidate slates are now 55% and applicant volume has increased by 25% to 30%
- Diverse candidate slates for across all job levels are roughly equal
- Quality to get to 50% to be hired is close

ADDITIONAL RESOURCES

| Resource type | Resource name | Description | Source | Date | Link |
|---------------|---|--|---------------|------|----------------------|
| Article | 'Take on Race' resources | Extensive web-based resource curated by P&G to invite people to become allies, advocates and activists to end racial inequality. Includes resources to read, films to watch, and organizations to donate and engage with | P&G | 2020 | Link |
| Report | Race in the workplace: The frontline experience | Report shines a light on the experiences of frontline workers of color. The pathways from the front line to middle class, and the skills workers need to advance. It also offers targeted actions companies can take to better support these workers | McKinsey | 2022 | Link |
| Article | Guide to REAL allyship | Tool developed by General Mills to help employees spend their allyship journey and apply the principles of effective allyship | General Mills | 2020 | Link |
| Article | Effective employee resource groups are key to inclusion at work. Here's how to get them right | Article discusses how employee resource groups can help people feel more included in the workplace by aligning their work with corporate and employee expectations | McKinsey | 2022 | Link |

Example of Actions from Participant Organizations

Additional Resources



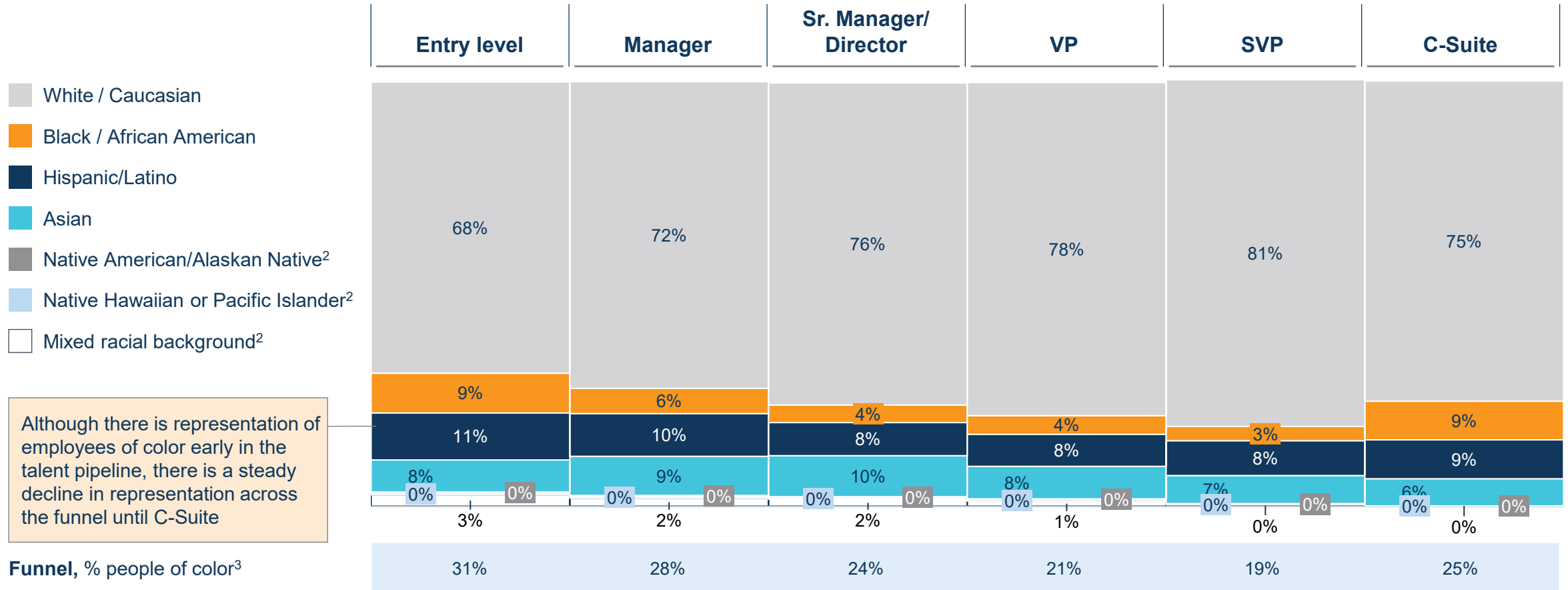
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THE TALENT FUNNEL FOR CONSUMER GOODS COMPANIES SHOWS A DECLINE IN REPRESENTATION OF PROFESSIONALS OF COLOR, EXCLUDING THE C-SUITE LEVEL



Representation by race¹



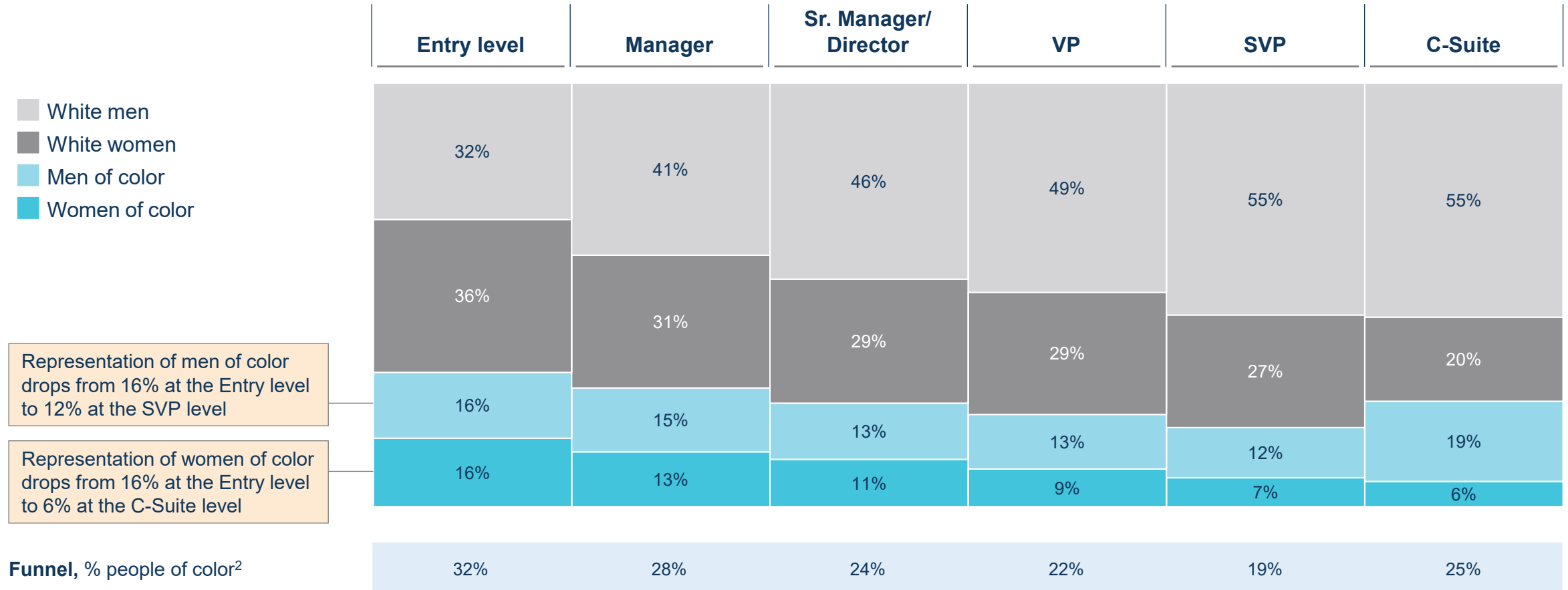
Although there is representation of employees of color early in the talent pipeline, there is a steady decline in representation across the funnel until C-Suite

1. Sample includes 11 Consumer Goods companies, as identified by the 2021 Women in the Workplace survey; talent funnel only includes corporate roles, where employees have a clear path for advancement to the Executives (field workers and support staff not included)
 2. "Native American" includes Alaska Natives; "Pacific Islander" includes Native Hawaiians; "Multi-racial" includes survey respondents who select "Two or More Races"
 3. In this study, people of color include Black, Hispanic/Latino, Asian, American Indian or Alaskan Native, Native Hawaiian, Pacific Islander and mixed-race people.

DECLINES IN REPRESENTATION OF PEOPLE OF COLOR ACROSS THE TALENT FUNNEL ARE MORE PRONOUNCED FOR WOMEN OF COLOR



Representation by race and gender¹



1. Sample includes 11 Consumer Goods companies, as identified by the 2021 Women in the Workplace survey; talent funnel only includes corporate roles, where employees have a clear path for advancement to the Executives (field workers and support staff not included)

2. In this study, people of color include Black, Hispanic/Latino, Asian, American Indian or Alaskan Native, Native Hawaiian, Pacific Islander and mixed-race people.

HIRING, BELONGING, PROMOTION AND TURNOVER TREND HIGHLIGHTS



PRELIMINARY

Trends

Hiring

- In aggregate, **entry-level representation for Black, Hispanic/Latino and Asian populations is lower at 28%**, compared to both the U.S. graduate population (32%) and the general U.S. population (41%)
- Representation for **Black, Hispanic/Latino and Asian populations in hourly field roles (37%) and salaried field roles (27%) is also lower** compared to the general U.S. population (41%)

Belonging

- Across all industries (not just in the Consumer Goods industry), **Black, Hispanic/Latino and Asian professionals are more likely to feel that they are an “only,”** (53%, 35%, 30% respectively) compared to White professionals (2%)

Promotion

- **Hispanic/Latino and Black professionals in Consumer Goods generally experience higher promotion rates than White professionals**, with the exception of promotions to the SVP level (White promotion rate is 3% vs Hispanic/Latino and Black promotion rate is 2%)
- In this sample set, **Asian professionals in Consumer Goods drop to almost 0% promotion rate for the C-suite**

Turnover

- **Black employee turnover is much higher at the SVP level (50%)** than their White peers (16%)
- **Hispanic/Latino and Asian employee turnover is also higher at the C-suite level (11% and 22% respectively)** compared to White professionals (9%)



Implications

- **Efforts should be continued in publicizing open positions** to search firms, recruiters, schools and other organizations to attract applicants with diverse career, educational and life experiences, including candidates of color
- **Lateral recruitment can also be a critical tool** to diversify representation across the funnel
- The experience of being an ‘only’ impacts the experience people have in the workplace, and **making the ‘only’ experience rare is critical to enable retention and promotion** of professionals who are members of groups that are not well-represented in the workplace
- **Promotion is critical to ensuring representation across levels;** advancing equity requires attention to identifying differentials in promotion rates at each level, and addressing any organizational factors that create barriers to equitable promotion rates across all groups
- Ensuring that all professionals at levels of the organization where significant differentials in turnover rates exist are **included in the firm’s decision-making and broader culture** may help decrease differentials in turnover rates that impact the firm’s ability to attract and retain a broad set of employees

THE CONSUMER GOODS INDUSTRY CAN RESPOND TO GROWING CONSUMER VALUES REGARDING RACIAL EQUITY, DIVERSITY AND INCLUSION



Consumer surveys show that **two out of three Americans' social values shape their shopping choices**. Thus, there is an opportunity for consumer goods companies to reach a broader and more diverse audience by:



Acting on their diversity, equity and inclusion statements

60%

Share of U.S. consumers that believe brands that issue diversity, equity and inclusion statements must follow up with action. If not, brands risk being perceived as exploitative or opportunistic

Ensuring their brand and marketing stands for diversity and inclusion

75%

Share of Gen Z consumers that indicated they will end relationships with companies that run ad campaigns perceived as macho, racist or homophobic

Pledging to support Black-owned brands, suppliers and vendors

45%

Share of U.S. consumers who believe companies should support Black-owned brands



State of racial equity in consumer goods industry 08

Overview of the four pillars to advance racial equity 13

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Influence Pillar: Using an organization's products, services or processes to advance diversity, equity and inclusion in the industries and communities in which it operates 36

Additional resources 43



THERE ARE FOUR PILLAR AREAS WHERE THE CONSUMER GOODS INDUSTRY CAN ADVANCE RACIAL EQUITY



Attract

Attracting qualified talent to apply for open roles in the organization to increase diverse representation at all levels of the organization

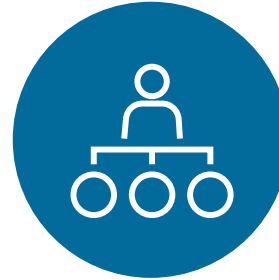
Pages 14-20



Belong

Creating an inclusive work environment that supports well-being, connection and retention so that all workers feel respected and can be successful

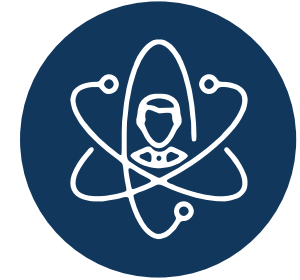
Pages 21-27



Promote

Ensuring that all workers have comparable, equitable development and advancement opportunities

Pages 28-34



Influence

Using an organization's products, services or processes to advance diversity, equity and inclusion in the industries and communities in which it operates

Pages 35-41



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Attract



Attracting qualified talent to apply for open roles in the organization to increase diverse representation at all levels of the organization

Types of initiatives

Increase the number of diverse talent **applying to roles** in your organization

Ensure that applicants are being **evaluated fairly**

Demonstrate **employee value proposition** to potential candidates

Common pitfalls

- Continuing to recruit from the same familiar recruitment pools (i.e., colleges with strong marketing programs)
- Requiring a specific background or set of credentials (e.g., prior brand management experience, MBA degree)
- Requiring new hires to relocate to a specific geographic location that lacks desired social, cultural or structural supports for themselves or their families
- Eliminating otherwise qualified candidates of color because they “don’t fit into our culture”
- Having the loudest voices in the interview debrief room dictate who gets the offer
- Not requiring interview panels to have a diverse set of interviewers
- Asking subjective questions or questions that vary widely for different applicants for the same position that could lead to bias in hiring decisions
- Failing to consider that candidates of color are declining the job offer because of what they hear about the organization’s work environment, policies and practices

ATTRACT PILLAR: SELECT KEY ACTIONS



● Detail to follow



Goal



Goals take many actions to achieve; we have provided one example action each



Key Action



Rationale for Action

Increase the number of diverse talent **applying to roles** in your organization



1

Promote **open position postings with a diverse array of communities** to attract professionals with diverse career, educational and life experiences



When hiring occurs largely based on inter-personal relationships (whether personal, or from previous professional contexts) rather than widely available postings, **applicants from across racial and ethnic groups face obstacles and barriers that they are not even able to address**

Ensure that applicants are being **evaluated fairly**



2

De-bias and standardize hiring processes to ensure fair hiring outcomes



Informal hiring processes are more susceptible to bias and less equitable
Standardizing hiring processes will help ensure that candidates who **lack access to informal networks** are provided the same information

Demonstrate **employee value proposition** to potential candidates



3

Highlight and publicize the strengths and **contributions of professionals with diverse career, educational and life experiences**, including professionals of color



Senior management are often an organization's primary storytellers, based on their tenure and experience; given these people may have *similar* career, educational and life experiences that do not match those of talent pools that the organization is seeking to attract, it is critical to intentionally **demonstrate that individuals with diverse career, educational and life experiences, including professionals of color, are part of an organization's success**



Attract



Belong



Promote



Influence



1

Promote open position postings with a diverse array of communities to attract professionals with diverse career, educational and life experiences

Description and implementation ideas

Create **guardrails against the practice of hiring on a “gray market,”** where senior or mid-level professionals give offers to people whom they know from previous contexts by:

- Developing relationships with **search firms, recruiters, schools and other organizations that can reach a diverse group of candidates** who may not have pre-existing relationships with the company
- Developing and implementing protocols requiring that **all applications received are given genuine consideration** (e.g., not excluding applications based on the school attended)
- Conducting **periodic network analyses of departments and business units (e.g., brand management team, R&D team)** to determine whether entire departments/units have come through identical paths (including schools or previous employers)
- **Broadening the pathways into the organization** by offering internships or other opportunities for a diverse group of students and candidates to showcase their knowledge, skills and abilities outside of the formal application process

Examples from peers include:

Johnson & Johnson

- **Engaged with the National Society of Black Engineers (NSBE)** to co-lead the Diversity, Equity and Inclusion Virtual Conference and increased their engagement with attendees, resulting in a significant increase in hiring of women and Black engineers as well as **the addition of almost 500 potential candidates to their pool**
- Prior to the conference, **hiring managers had identified open roles** across Johnson & Johnson and **were able to extend offers at the NSBE conference**



Coca-Cola

- **Removed MBA requirement** for its Brand Assistant program and **created a new summer internship program in partnership with HBCUs** and the National Black MBA Association



Attract



Belong



Promote



Influence



2

De-bias and standardize hiring processes to ensure fair hiring outcomes

Description and implementation ideas

Make the hiring and candidate assessment process transparent, standardized and free of bias by:

- Creating **standardized criteria** for interviews and hiring decisions to ensure candidates are assessed according to the criteria and assessors provide justification for their assessment across each measure
- Considering using an **evidence-based selection process** that evaluates candidates holistically, using data and a compensatory rating system
- **De-biasing resume screening** (e.g., remove names, use Natural Language Processing)
- Encouraging use of **hiring committees or interview panels** with individuals representing different levels of experience, career or educational paths, including professionals of color
- Making the hiring process **transparent to candidates** (e.g., eliminating informal processes such as networking events with invitations by word of mouth)
- Extending the search process when possible to obtain a **well-qualified pool of candidates with diverse** educational, life and work experiences that is reflective of the community or recruitment area
- Establishing a system to **track the diversity of finalist slates and hires** and address any systemic biases

Examples from peers include:

HERSHEY'S The Hershey Company

- Established a goal that **commits to having a candidate slate that includes 50% individuals from a minority background for every externally-sourced role before they interview** and require interview teams to consist of at least 50% employees from minority backgrounds

newell BRANDS Newell Brands

- **Instituted a diverse slates policy** that indicated the company will not move forward with making a job offer on a U.S. new or open role posted externally at the Director level (or higher) unless the hiring managers has been presented for serious consideration with **at least two candidates who are (i) women and/or (ii) candidates of color (i.e., a candidate who identifies other than as White/Caucasian) and/or (iii) openly LGBTQ**



Attract



Belong



Promote



Influence



3

Highlight and publicize the strengths and contributions of professionals with diverse career, educational and life experiences, including professionals of color

Description and implementation ideas

Include professionals of color in **narratives about the organization's history** (where applicable), development and future and ensure that it reflects the organization's commitment to racial equity through the following channels:

- **Speaking engagements** when there is a large forum (e.g., town halls)
- **Coaching sessions** when a new class of professionals is hired
- **Office or organization-wide newsletters or intranet content**
- Ensuring representation of professionals with diverse educational, life and work experiences in **public recognition programs**
- **Creating opportunities to share narratives** of all professionals who are making contributions to building an inclusive workplace that strengthens connections or creates opportunities for professionals with diverse educational, life and work experiences to contribute to team, workgroup or project success
- **Providing mechanisms to request feedback** from professionals of color to ensure narratives are not perceived as tokenism

Examples from peers include:

3M 3M

- Started a '**Champions for equitable change**' campaign, which highlights 3M employees who are creating greater equity internally at the company and externally. Stories appear on multiple external platforms and include narratives about:
 - How 3Mers created a safe space for honest discussions about race at work
 - How diverse voices at 3M are changing the landscape of corporate philanthropy and work culture

ATTRACT PILLAR PEER CASE STUDY: SHIFTING HIRING PRACTICES AT FORTUNE BRANDS INNOVATIONS



Intentional outreach to diverse communities improves overall applicant volume and diversity of candidate slates

Action taken



- Sourced diverse talent by **creating dedicated diversity recruiter positions and establishing partnerships with organizations such as Jopwell**, a Black-owned company that helps Black, Hispanic/Latino and Native American students and professionals unlock opportunities for career advancement



Attract



Belong



Promote



Influence

Implementation details (high-level)

- Started **building a Tableau dashboard** in 2021 that pulled in job postings and candidate data to **create a hiring funnel broken down by gender and race/ethnicity**; this effort allowed Fortune Brands to **see where during the interview process candidates dropped off**
- Learned that **if the hiring funnel is more diverse at the beginning** of the recruiting process, then **it will also be more diverse at the end** because if candidates make it through the interview process, they are likely to get hired. Thus, Fortune Brands Innovations decided to:
 - **Build three dedicated diversity recruiting roles into the budget** that would recruit across all job levels: 1.) one position liaisons with the National Black MBA Association, 2.) the second position supports specific segments of the business (e.g., women in engineering) and 3.) the third supports the rest of the organization
 - **Partner with organizations that have diverse job boards** (e.g., Jopwell) because they found out that a lot of diverse candidates don't utilize LinkedIn or Glassdoor; Jopwell stands out because the organization assigns a dedicated person to work with Fortune Brands and has a strong resume database and sourcing portal
- To ensure that diverse talent who decide to join the company are set up for success, Fortune Brands Innovations' **ERGs helped with the onboarding of new diverse hires by sending welcome packages**; the welcome package that BEING (Black Employee Impact and Networking Group) put together included information on local black-owned restaurants and hair salons. ERGs surveyed its members about what information would be helpful to know before moving to the Midwest
- Identified that beyond increasing representation, **Fortune Brands Innovations also wants to create a culture where everyone feels like they belong** and is able to bring their authentic selves; thus, **the company is currently running pulse surveys twice a year** in the Spring and Fall with **informal quarterly check-ins** to understand how employees are doing

Results

- **Candidate slates are now 50% from people of color**
- Overall applicant volume has increased by **greater than 25%**
- **Proportion of candidates of color in hiring slates is roughly equal across all job levels**



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PRELIMINARY

Belong



Creating an inclusive work environment that supports well-being, connection and retention so that all workers feel respected and can be successful

Types of initiatives

Common pitfalls

Design your **organization and systems** to promote inclusion

- Thinking that implementing an unconscious bias training program is a “cure-all” vs. part of a broader solution set – the effectiveness wears off over time unless people are coached on how to specifically modify behaviors
- Not having enough analytical rigor behind current understanding and/or goals for inclusion (i.e., designing without collecting data from pulse surveys or focus groups first)

Ensure **leaders systematically support inclusion efforts**

- Believing that “all employees know about our DEI efforts” when having regular communications from senior leaders is crucial
- Not prioritizing racial equity experiential learning or training opportunities, especially for people leaders
- Not having a management/leadership team that actively promotes inclusion and development of all professionals and promptly addresses conduct that is inconsistent with the company’s stated inclusion goals and organizational values

Empower peers to **promote inclusion and belonging**

- Thinking that “controversial topics don’t belong at work” and that candid conversations are too difficult to facilitate
- Not taking the workplace culture or conduct concerns raised by employees of different backgrounds and experiences seriously
- Not intentionally thinking about how the organization can support new employees with diverse backgrounds and experiences
- Not actively engaging and involving staff from all backgrounds in programs and efforts to promote inclusion and belonging

BELONG PILLAR: SELECT KEY ACTIONS



Attract



Belong



Promote



Influence



● Detail to follow



Goal



Goals take many actions to achieve; we have provided an example action



Key Action



Rationale for Action

Design your **organization and systems** to promote inclusion



1

Support employees' **learning about the experiences of diverse employee groups**



Helps all employees understand each other and be more empathetic and inclusive toward each other on a daily basis, **regardless of background**

Ensure **leaders systematically support inclusion efforts**



2

Support employees in their **personal racial equity journeys by creating experiential learning programs**



Acknowledging that **racial equity is a journey** means acknowledging that **everyone, including people leaders, have room to grow**, learn and develop
Implementing experiential learning programs for both senior leaders and middle managers **can help shift mindsets, build skills and show that your organization prioritizes such opportunities for people leaders**

Empower peers to **promote inclusion and belonging**



3

Create or **expand existing robust Employee Resource Groups**



ERGs can **connect employees of color to others within their organization** they might not otherwise have had access to
ERGs can also **provide opportunities for employees of color and their allies to provide feedback** about organizational culture, policies and practices **and develop activities or practices** to promote further inclusion and belonging



1

Support employees' learning about the experiences of diverse employee groups

Description and implementation ideas

Provide opportunities for employees to learn about the experiences of people from diverse groups (e.g., people of color, LGBTQIA+, women). This can involve:

- **Holding an onboarding session that defines the organization's approach to racial equity, diversity and inclusion** and how to operate in accordance with these values (e.g., trainings on conscious inclusion, unconscious bias, stereotype threat, and imposter syndrome)
- **Encouraging managers and senior leaders to attend racial equity experiential trainings and workshops** with vendors approved by the organization (e.g., Groundwater Institute)
- **Recognizing employees who exhibit desired behaviors** such as identifying a policy that might not be equitable, changing an environment that may not be inclusive or finding meaningful ways to connect that foster shared understanding outside of race/ethnicity
- **Creating mentorship or buddy programs that pair individuals from different** backgrounds to encourage personal connections, create a sense of community and enable open conversations



General Mills is sharing its [allyship resources](#), including a guide on how to host a ["Courageous Conversation"](#)

Examples from peers include:



- **Developed a facilitator-led, immersive experience called the ["Empathy Experience."](#)** This experience portrays real-life stories of employees, engages participants' physical senses and **creates space for meaningful dialogue** to build employees' understanding of the **experiences of individuals from historically marginalized groups**
- **Nearly all Molson Coors' employees in the United States participated** in the Empathy Experience (~4K employees), supporting employees in building awareness through self-reflection, understanding and compassion



2

Support employees in their **personal racial equity journeys** by creating experiential learning programs

Description and implementation ideas

Help employees continue to learn about structural racism, racial healing, unconscious biases and racial equity through educational programming by:

- **Evaluating your organization's current educational programming and identify the gaps your programming should address**
 - If your organization has trainings on how to create a culture of inclusion, understand current attendance and how to improve attendance
 - Work with your organization's affinity groups and ERGs to understand what kinds of educational programs your employees could benefit from (e.g., National Day of Racial Healing)
- **Considering partnering with external experts** on racial healing and relationship building ([see resources from WKKF on racial healing](#))
- **Considering conducting experiential learning programs** on racial equity
 - [NABS's the blanket exercise](#) is an experiential learning tool that leads a group of participants through **500+ years of indigenous history**
 - Tools such as [privilege walk](#) can provide engaging and hands-on learning
- **Deciding who will be invited to these trainings and programs**
 - Decide whether any programs will be mandated or required and how your organization can roll this out in a way that increases buy-in among staff
 - Clarify which of these trainings and programs will be offered to frontline workers, contractors, hourly employees and agencies
- **Ensuring your work continues beyond trainings and programs**
 - Treat the learnings as a baseline or starting point to build your organization's racial equity capabilities and intentionally commit to further action, ensuring that leadership role model behaviors and share their experiences and reinforcing and measuring inclusion in performance expectations and reviews

Examples from peers include:



Walmart

- **Launched the Culture, Diversity, Equity, & Inclusion (CDEI) Learning & Leadership team that creates programming such as the CDEI Institute**, a virtual five-week program including topics such as mitigating unconscious bias and creating equitable work environments with approximately 800 participants in 2023
- All U.S. Associates were also given access to a collection of **self-paced e-modules** for Inclusive Leadership Education and Race and Inclusion. **Learning paths included allyship, culture competence and disability inclusion** in the workplace. Over 8.6K associates have participated



3

Create or expand existing robust Employee Resource Groups

Description and implementation ideas

Creating Employee Resource Groups (employer recognized and supported groups) for Black, Hispanic/Latino, Asian and Native people within the organization by:

- **Communicating value of ERGs** from the C-suite level – not just approving but encouraging participation
- **Providing ERGs with the same resources and credibility** as other ‘core’ organization activities and groups
- **Role modeling through C-Suite participation** in key events and including ERG initiatives in organization communications
- **Incenting people leaders** to encourage direct reports to participate in ERGs
- **Encouraging allies of all backgrounds to support** racial/ethnic ERGs

Successful ERGs include:

- **Opportunities to build relationships with senior leadership** of all racial/ethnic group identities
- **Programming that is tailored to specific roles** within the organization, including the frontline and focused on developing skills employees need to be successful
- **Opportunities for professionals to connect** around shared experiences and build strong support networks at work
- **Opportunities to contribute to core business imperatives** (e.g., allowing ERG input before product launches)
- **Consistent meetings** (i.e., once a quarter)
- **Pathways for professionals of color and allies to offer perspectives and ideas** for creating a more inclusive work environment

Key success factors for ERGs

1. **Clearly articulated business case** that articulates how members and the organization will benefit and aligns with business needs
2. **Long-term strategy and annual business plan** that underscores that the ERG is a business activity
3. **Well-managed communications** that help members and the organization at large understand why the ERGs’ work is important
4. **Well-defined mission** that meets member and organization needs
5. **Periodic evaluation** (e.g., conducting membership survey)
6. **Senior executive involvement**

BELONG PILLAR PEER CASE STUDY: UNDERSTANDING COLLEAGUES' EXPERIENCES AT THE J.M SMUCKER COMPANY



Intentional listening sessions can support inclusion through building curiosity and understanding

Action taken



THE J.M. SMUCKER Co

- **Launched “Conversations that Elevate Awareness”** – forums for listening, curiosity, learning and cultivating understanding of the different experiences of employees. The guided sessions focus on increasing connection and belonging and ultimately inform the Inclusion, Diversity & Equity (ID&E) strategy



Attract



Belong



Promote



Influence

Implementation details (high-level)

- In 2019, Smucker sought to do **more intentional ID&E work** and **increase diverse representation in corporate salary roles**. To inform those efforts, they **hosted guided forums that offered space for employees of all backgrounds to share stories** and listen to one another – creating awareness of the ways employees either do or don't experience inclusion and belonging. They uncovered layers of experiences and, even in a homogenous organization, acts of exclusion.
- The voluntary forums gathered **15-20 employees for a 90-minute**, facilitated conversation using this framework:
 1. Introductions and facilitator asking each person what is needed to feel safe or to be able to contribute in a way that's meaningful, understanding that it's different for every individual
 2. Pairing into groups of two to share when they've felt their best and then when they've felt like a stranger, or they didn't belong; this creates a space of curiosity
 3. Anonymously writing on a notecard a time they experienced exclusion, observed it or were a part of something that demonstrated exclusion at Smucker's
 4. Picking a random notecard from the group and reading aloud then openly discussing as a group
- **The CEO attended a session early on** and, in a company meeting, **encouraged the leadership team and all employees to attend** because the impact it had was indescribable
- Notecards from the groups were then used as data points, categorized by themes to draw out areas of focus and action for the ID&E strategy
- The small group discussions **grew into a safe space** to not only share work experiences but also **talk through current events** (e.g., George Floyd's murder, Roe v. Wade decision)
- Forums were **expanded from the corporate office to plants** through word-of-mouth and organic interest; plant managers received a toolkit (framework, discussion guide and facilitation materials) and **sessions were tailored specifically for each location** in close partnership with HR, who attended to support conversations where needed

Results

- Started off as **8-10 sessions** and **expanded to 30+ sessions**; the sessions have become more of an organizational practice
- **Increased ability to have uncomfortable conversations** where leaders play an active role in showing up more consistently in dialogue
- Successfully **informed a 5-year ID&E strategy** that is now part of overall company objectives
- **Doubled the number of ERGs** for historically marginalized groups **from five to ten**



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PRELIMINARY

Promote



Ensuring that all workers have comparable, equitable development and advancement opportunities

Types of initiatives

Ensure that **information about roles or projects** that position individuals for promotion are formally disseminated to all employees at each level

Support employees as they grow in the organization

Make sure all employees are being **evaluated fairly**

Common pitfalls

- Offering the best staffing opportunities or projects solely based on existing networks which are often less diverse
- Not having formal paths for advancement from entry-level frontline to higher-paying management or corporate roles
- Creating programs that lead only to advice-giving (i.e., mentorship) and not also opportunity-creating (i.e., sponsorship)
- Not having transparency around what excellence looks like for employees at each tenure level
- Not clearly communicating to employees during performance reviews whether they are meeting the bar for excellence and if not, how to improve

PROMOTE PILLAR: SELECT KEY ACTIONS



Attract



Belong



Promote



Influence



● Detail to follow



Goal

Goals take many actions to achieve; we have provided an example action



Key Action



Rationale for Action

Ensure that **information about roles or projects** that position individuals for promotion are formally disseminated to all employees at each level



1

Create **transparent and accessible pathways** for employees from all backgrounds, skills and experiences into influential roles

Talent to value studies have shown that an **outsized share of the financial or reputational value** generated in an organization **comes from a small number of roles** or business units/groups¹
People of color need access to these roles in order to gain real influence over the direction of the organization and ensure opportunities to advance to senior leadership²

Support employees of color as they grow in the organization



2

Create a best practice **sponsorship program** for high-performing professionals who desire additional guidance from professionals in roles they aspire to reach

Distinct from mentors, **sponsors connect early- and mid-tenure professionals to critical opportunities** that will help them grow, which they may not otherwise have access to
 Without sponsorship, such opportunities are often assigned in an opaque way based on personal connections; **those without a network are left out**

Make sure all employees are being **evaluated fairly**



3

Track performance, promotion and retention indicators to ensure professionals of color have similar outcomes as White employees

Tracking key indicators over time is critical to understand whether your organization is making sustainable and measurable progress in its commitments to equitable opportunities for all employees

1. "4 strategies for linking talent to value," McKinsey & Company
 2. Why Diversity and Inclusion Matter, Catalyst



1

Create **transparent and accessible pathways** for employees from all backgrounds, skills and experiences into influential roles

Description and implementation ideas

Promote representation in coverage groups that are particularly influential or visible, whether because of financial value or reputation by:

- **Creating a Talent to Value¹ map for your organization**, to identify the real opportunities for advancement without limits (e.g., positions within core business functions)
- Ensuring that managers are accountable to **regularly discussing career planning with all direct reports, making known the experiences and competencies** required to advance and **providing opportunities for all interested individuals to obtain the competencies and experiences** necessary to be identified and considered as high-potential candidates for higher-level roles
- **Creating individualized plans for each person** to position themselves as well as possible for succession into new roles; periodically check in and adjust path if necessary
- **Formalizing paths for advancement of frontline workers** to higher-paying roles and **removing artificial barriers to promotion** (e.g., credential requirements or other background criteria)

Examples from peers include:



- Updated their approach to **provide greater visibility into Gateway roles, which are entry-level corporate opportunities** that are **accessible to all frontline employees (e.g., retail, distribution centers)**
- The recruiting team worked with other functions to **identify roles and job families that make good Gateway roles, which it then made visible to frontline employees**. Frontline teammates were provided a curated list of open corporate roles on the Nike careers site so they could **easily find and apply for open roles that match their interests**
- Through the Gateway programs effort, **more than 40 job positions were identified as a match** for frontline teammates

1. "4 strategies for linking talent to value," McKinsey & Company



2

Create a best practice **sponsorship program** for high-performing professionals who desire additional guidance from professionals in roles they aspire to reach

Description and implementation ideas

Ensure that every professional at or above a certain level has the opportunity to find a sponsor who is 1-3 levels above in tenure by:

- **Developing a formal sponsorship program, with training for sponsors and sponsorees**
 - Sponsors should focus on connecting sponsorees with opportunities (e.g., high profile projects, gateway roles that help workers develop new skills or broaden existing skills, etc.)
 - Sponsors should also help sponsorees navigate the organization, de-code and process feedback and make plans to fill development gaps
 - Sponsorees should communicate with sponsors about the types of opportunities they are interested in
- **“Matching” sponsors and sponsorees** based on factors like location, background, aspiration or interests
- **Tracking sponsorship levels and incorporating sponsorship into the goals and responsibilities** of senior leaders to encourage active engagement with their sponsorees’ development

Key supporting activities include

- **Formalize sponsorship programs** from the very beginning
- The **sponsor creates and locates opportunities for the sponsoree**
- **Establish regular, open communication** so that sponsor and sponsoree are aligned on which opportunities to look for
- **Feedback is still key**; sponsor should ensure that the sponsoree gets actionable feedback by checking in with the contacts the sponsoree has provided
- **Sponsors should have a sense of where their sponsorees excel so they can be a better advocate for them**
- Ensure that **sponsorees know that they have an advocate who believes in them** and is seeking opportunities for them
- **Track the program’s progress by measuring** where sponsorees start, how they are developing and where they go



3

Track performance, promotion and retention rates to ensure professionals of color have similar outcomes as White employees

Description and implementation ideas

Develop capabilities to measure and track promotion and retention rates in White professionals and professionals of color in your organization by:

- **Deciding on the metrics you will track year-over-year and setting goals for your organization** (e.g., percentage of eligible professionals of color were promoted to the next level in a year vs. percentage of eligible White professionals at the same level)
- **Building or sourcing internal tracking tools to measure baseline promotion and retention rates of White professionals and professionals of color**
- **Deciding who will be accountable for tracking and improving racial diversity in promotion and retention**
 - Deciding what involvement executive leadership, HR practitioners, DEI councils and external partners will have in tracking these metrics
- **Following up on your commitment to tracking these metrics (at least yearly)**
 - To track progress, review these metrics after you have rolled out other Belong/Promote initiatives in your organization (e.g., mentorship or sponsorship programs, ERGs, clear promotion criteria, diverse slates) to measure the impact of your work

Examples from peers include:

Stanley
Black &
Decker

Stanley Black & Decker

- **Reformed its performance review process** to ensure visibility to Black and other diverse talent by **launching a DEI Quarterly review** in December 2021
- This initiative involved:
 - 1) **Tracking progress** made with demographic data and trends
 - 2) **Holding dedicated reviews of female and racially diverse talent** to increase visibility to senior leaders and
 - 3) **Increasing leadership accountability** for creating a diverse and inclusive workplace

PROMOTE PILLAR PEER CASE STUDY: PILOTING A MENTORSHIP PROGRAM AT BAUSCH+LOMB



Mentorship is a necessary, foundational practice for equitable opportunity

Action taken

BAUSCH+LOMB

- Piloted a mentorship program to increase mid-level diverse talent's access and connection with senior level leaders for meaningful development support and coaching.



Attract



Belong



Promote



Influence

Implementation details

After recognizing an opportunity to increase representation among people of color and women in manager and director roles, Bausch+Lomb **designed and piloted a six-month global mentorship program to increase mid-career development and growth of diverse talent.** This priority was informed while participating in WKKF's Expanding Equity program and following analysis of internal data, ERG input and employee survey feedback.

The pilot process included:

1. **Collaborative Design:** HR team co-created the program in collaboration with the DEI Council, which includes executive committee members and senior VPs
2. **Nomination:** Mentees and Mentors were identified through a nomination process led by HR and senior business leaders that considered talent reviews and succession planning. Mentors are senior leaders (e.g., VP, SVP, executive director) and Mentees are mid-level leaders (Managers and Directors). The participants are global and functionally diverse
3. **Profiles:** Mentors and mentees submitted a profile summarizing their career journey, strengths, professional goals and personal hobbies/interests to support the matching process
4. **Matching:** The pilot paired over 20 participants. Selected mentees were paired with a mentors based on complementary experiences, interests and other preferences, helping to broaden their exposure and grow their network
5. **Kickoff Training & Guidance:** An external consultant facilitated three trainings: one for mentors, one for mentees and a joint session to walk through program goals, roles, success factors and potential obstacles. Participants also received support materials including monthly suggestions for shared reflections, new topics to discuss and tips on keeping their commitments
6. **Check-Ins:** To ensure the pairs are getting the most out of the program, the program director checked in periodically to understand the progression and respond to questions/concerns

Recommendations

- **Piloting a mentoring program** enables you **learn and adjust quickly** and to expand and scale later
- **Be clear on the purpose of the program**, selection criteria, roles and responsibilities of both mentors and mentees
- **Think of the program as a long-term investment** to support employee advancement **rather than a guarantee of quick promotions**



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PRELIMINARY

Influence



Using an organization's products, services or processes to advance diversity, equity and inclusion in the industries and communities in which it operates

Types of initiatives

Common pitfalls

Align business practices with racial equity vision

Making external public commitments to racial equity, but not doing the internal transformation work required to live into the commitment

Embed racial equity into your **business model**

Not conducting reviews of brand logos, mascots, images and advertising to assess whether any reflect current, or find their histories in, racially or culturally insensitive stereotypes

Increase **racial equity efforts externally**

Not having accountability through a governance model to monitor key DEI indicators in business units

INFLUENCE PILLAR: SELECT KEY ACTIONS



Attract



Belong



Promote



Influence



● Detail to follow



Goal

Goals take many actions to achieve; we have provided an example action



Key Action



Rationale for Action

Align business practices with racial equity vision



1

Create public transparency and data discourse

Demonstrates the **company's commitment to racial equity, diversity and inclusion** which improves recruitment and retention efforts
Provides an **avenue for stakeholders to engage in dialogues** and **inspire other organizations** to prioritize racial equity, diversity and inclusion efforts

Embed racial equity into your **business model**



2

Review brand for **culturally-responsive marketing**

Many U.S. companies, have a long history of **perpetuating racial stereotypes and images through brand identities**
Companies are increasingly aware of problematic brand imagery, a reflection of both **broad cultural reckoning and increased consumer awareness** of the history of commodification of racist stereotypes

Increase **racial equity efforts externally**



3

Increase **supplier and vendor diversity**

People of **color-owned firms are more likely to hire other people of color**¹
Companies with **strong supplier diversity focus tend to get higher procurement ROI**²

1. Metro Atlanta Chamber; <https://www.metroatlantachamber.com/atl-action-for-racial-equity>

2. Supplier Diversity and Competitive Advantage: new Opportunities in Emerging Domestic Markets; <https://gbr.pepperdine.edu/2010/08/supplier-diversity-and-competitive-advantage-new-opportunities-in-emerging-domestic-markets/>



1

Create public transparency and data discourse

Description and implementation ideas

Establish open and honest channels of communication to ensure that the **public is well-informed** about the organization's racial equity initiatives, progress and challenges by:

- **Collecting, analyzing and publishing data on workforce demographics**, representation at all levels, retention, promotions and other relevant metrics
- **Establishing and updating goals** related to racial equity, diversity and inclusion
- **Explaining the strategies, initiatives and policies** being implemented to drive diversity and inclusion efforts to help other companies in the industry on their journeys
- **Sharing detailed reports and updates** on the organization's progress towards achieving these goals to hold the organization accountable to their employees and the communities they serve
- **Providing avenues for the public to engage in dialogues**, ask questions, share insights and offer suggestions
- **Showcasing success stories**, best practices and the positive impact of racial equity, diversity and inclusion efforts

Examples from peers include:



Procter & Gamble

Reiterated its commitment to be a **Force for Good** and a **Force for Growth** and followed through with an update on actionable measures the company has taken, including:

- **Broadening its communication on representation externally** through its EEO-1 filing and in its 2020 Citizenship Report
- Making a **declaration to achieve 40% representation** of multicultural employees at every management level of the company in the U.S. – P&G is at 28% today



2

Review brand for culturally-responsive marketing

Description and implementation ideas

Conduct internal review of images, mascots and packaging used in all marketing materials to ensure there are **positive depictions of people of color**

- Company leadership can direct marketing across brands to **conduct a review of brand logos, mascots, images and advertising** to assess whether any reflect current, or find their histories in, racially or culturally insensitive stereotypes
- Companies, in tandem with this review of the brand, can **retain historians focused on these images to teach the historical origins of this imaging**, to ensure that such imagery is not used again in current and future contexts
- **Discontinue all racist imagery and cultural appropriation** from communities of color

Examples from peers include:



Unilever

- Every brand will **create an Unstereotype Charter outlining the equity, diversity and inclusion commitments it will deliver through its marketing**. They will also eradicate any digital alterations to photography via a **100% ban on changing models' body shape, size, proportion or skin color**



KIND Snacks

- Created **new packages of KIND Kids bars that feature children with different color skin and hair** and created a KIND EQUALITY bar, which features a wrapper that shows silhouettes of people with various skin tones



3 Increase supplier and vendor diversity

Description and implementation ideas

Ask suppliers and vendors about their commitment to racial equity, diversity and inclusion and build relationships with diverse set of suppliers and vendors

- **Review the diversity of your supplier base and total spend with all suppliers**, across all areas of the business
- **Set goals to increase the amount of money spent on suppliers** that are small businesses, locally operated suppliers or suppliers that have entered the market in the last 5 years
- **Attend conferences and join networks** to help get connected with new suppliers who share your values and commitment to racial equity, diversity and inclusion
- **Create coaching/mentorship programs** for suppliers to grow alongside your company
- Help to **build the capacity of suppliers** so that they can better compete in the marketplace
- **Create internal database/repository** of approved suppliers who are committed to racial equity, diversity and inclusion
- **Incorporate DEI-related questions** and discussions as **part of any RFP process**
- **Ensure suppliers are aware of the organization's commitment to racial equity, diversity and inclusion** and ask for their partnership

Examples from peers include:



The Coca-Cola Company

- Announced plans to **nearly double spending with minority-owned media companies over the next three years in North America** so Black, Hispanic and Asian American Pacific Islander-owned and led media companies and partners will increase to 8% of their total annual media budget in North American by 2024



- Partnered with the **National Black Growers Council** and **100 Ranchers** to launch the Black Farmer equity Initiative to help **increase the participation of and profitability of Black farmers**

INFLUENCE PILLAR PEER CASE STUDY: INFLUENCING RACIAL EQUITY THROUGH BUILDING EMPLOYEE CAPABILITIES AND INVESTING IN COMMUNITIES



Building capabilities of employees can support broader influence in companies' external communities where they do business

Action taken



- **Employed several initiatives including these two approaches** to influence the Inclusion, Diversity & Equity (ID&E) landscape by **developing leaders internally** and **supporting youth in local communities across the country**



Attract



Belong



Promote



Influence

Implementation details

Racial Equity Leadership Immersion (RELI)

- After George Floyd was murdered, Best Buy launched a **company-wide Task Force** for Racial Equity to support individuals learning about current events and to recommend ways to best address racial and social inequity, within the company
- In 2022, the Task Force evolved into **RELI**, a program that guided company leaders to **develop their intercultural competence and incorporate ID&E into their work**. To do this, Best Buy:
 1. **Sourced nominations from company leaders** to create cohorts of participants from across the company
 2. **Developed and deployed a five-month curriculum** encouraging leaders to reflect on their approach to dealing with cultural differences, to explore the roots of systemic racism, racial equity and social justice and to consider where they could influence change
 3. **Gave participants opportunities to practice applying their RELI learnings in both their work and personal lives** through facilitated learning sessions, guest speakers, panels, field trips and more
- Through the program, hundreds of leaders learned the tools necessary to **accelerate the attainment of Best Buy's ID&E goals, including those that impact the communities they serve**

Best Buy Teen Tech Centers™

- To address tech equity for teens, Best Buy also **made a \$44 million commitment to expand college prep and career opportunities** for youth across the country between 2020-2025
- As part of that effort, the Best Buy Foundation is **expanding the network of Best Buy Teen Tech Centers**, safe, after-school learning environments hosted by local nonprofit organizations located within disinvested communities
- These Teen Tech Centers intend to **bridge the digital divide and prepare teens for tomorrow's tech-reliant careers**
- The Teen Tech Centers offer:
 - Access to **cutting-edge technology** and resources
 - Opportunities for **collaborative peer-to-peer learning**
 - **Technical training** in areas such as coding, film production, digital marketing and app development
 - A formal **Career Pathways Program**, mentors and college and internship guidance
- In FY23, the Best Buy Foundation also **contributed \$2.8 million to organizations near its headquarters in the Twin Cities** to support young people in accessing technology

Results

RELI

- **More than 100 employees** from across the company **have completed the program**, with additional cohorts underway

Best Buy Teen Tech Centers

- In August 2022, Best Buy celebrated the **launch of the 50th Teen Tech Center**, with a goal to support **100 locations by 2025**
- **In a survey of 500 participants:**
 - **93% believe it helped foster a sense of connection** with their community
 - **96% feel more confident** they will be successful in their career



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ADDITIONAL RESOURCES



| Resource type | Resource name | Description | Source | Date | Link |
|---------------------|---|--|-------------------------|---------|----------------------|
| Article | 'Take on Race' resources | Extensive web-based resource curated by P&G to invite people to become allies, advocates and activists to end racial inequality. Includes resources to read, films to watch and organizations to donate and engage with | Proctor & Gamble | 2020 | Link |
| Report | Race in the workplace: The frontline experience | Report shines a light on the experiences of frontline workers of color, the pathways from the frontline to middle class and the skills workers need to advance. It also offers targeted actions companies can take to better support these workers | McKinsey & Company | 2022 | Link |
| Article | Guide to REAL allyship | Tool developed by General Mills to help employees start their allyship journey and apply the principles of effective allyship | General Mills | 2020 | Link |
| Article | Effective employee resource groups are key to inclusion at work. Here's how to get them right | Article discusses how employee resource groups can help people feel more included in the workplace by aligning their work with corporate and employee expectations | McKinsey & Company | 2022 | Link |
| Article | The rise of the inclusive consumer | Article discusses trends and actions companies in the retail and consumer goods industry can take, especially related to customer values and desire to spend on Black-owned brands | McKinsey & Company | 2022 | Link |
| Guidebook | Inclusion & Belonging Guidebook | Guidebook provides researched-backed evidence, company examples and toolkits for practitioners to improve Inclusion & Belonging in their workplace | W.K. Kellogg Foundation | 2022 | Link |
| Toolkit | HR Toolkit for Racial Equity | Toolkit shares the W.K. Kellogg Foundation's experiences, lessons and recommended tools and resources for implementing racial equity strategies as part of a Human Resources function | W.K. Kellogg Foundation | 2023 | Link |
| Case Studies | Expanding Equity Company Case Studies | Case studies for Oshkosh Corporation, Steelcase, Beacon Capital Partners and Molson Coors provide examples, action steps and insights of Consumer Goods companies implementing racial equity, diversity and inclusion initiatives | W.K. Kellogg Foundation | 2022-24 | Link |

Appendix



Survey methodology



- Sample includes 11 Consumer Goods companies, as identified by the 2021 Women in the Workplace survey; talent funnel only includes corporate roles, where employees have a clear path for advancement to the Executive Level (field workers and support staff not included)
- **North America** (U.S. & Canada) data is used for benchmarking

Employee levels definition



- A standard set of 7 levels was used to categorize all employees across participating companies
- **Board (L0):** Official Directors of the Board, responsible for the organization and management
 - **C-Suite (L1):** CEO and direct reports to CEO, responsible for company operations and profitability
 - **SVPs and other similar roles (L2):** Senior leaders of the organization, responsible for significant BU or functional oversight
 - **VPs and other similar roles (L3)** Leaders within the organization, who serve in a decision-making capacity and are responsible for activities / initiatives within a sub-unit of a BU or function
 - **Senior Managers/Director (L4)** Seasoned Associates and contributors, responsible for multiple teams and / or discrete operating units
 - **Managers (L5):** Junior managers and contributors, responsible for small teams and / or functional units or operations
 - **Entry Level (L6):** Employees, responsible for carrying out discrete tasks and participating on teams, typically in an office or corporate setting

Other notes



The actions detailed in this guide are based on: 1.) a set of initiatives that were presented as part of W.K. Kellogg Foundation's Expanding Equity program and 2.) initiatives that many of the consumer goods companies that participated in the Expanding Equity program were interested in and mobilized around