

INCLUSION, DIVERSITY, EQUITY & AWARENESS (IDEA) STRATEGY ACTION PLAN

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Table of Contents:

[Introduction](#)

[Vision](#)

[Guiding Ambitions](#)

[Action Plan](#)

[DIVERSITY](#)

[INCLUSION](#)

[EQUITY](#)

[SUPPLIER](#)

[COMMUNITY](#)

[STRETCH GOAL: CUSTOMER](#)

Introduction

The below IDEA Strategy Action Plan directly supports our BHAG to be a responsible triple bottom line business balancing People, Profit, & Planet. The Strategy Action Plan exists in addition to the overall [IDEA Framework and Governance Structure](#) and the Kin+Carta Code of Ethics. The Strategy Action Plan was created through workshops with the IDEA Steering Committee, IDEA Global Alignment Workgroup, and employees from all locations, in addition to several rounds of feedback from those groups, and will be implemented regionally by regional IDEA committees and departments.

Vision

At Kin + Carta, we exist to make the world work better for everyone through our commitment to Inclusion, Diversity, Equity, and Awareness.

As part of our goal to become a true triple bottom line and socially responsible business, balancing People, Profit, & Planet, we pledge to seek out diverse perspectives, celebrate differences, and build a culture where everyone is empowered to bring their authentic self to work. We believe in using our platform and resources to break down structural

inequality. We vow to be a force for good both within the Connective and throughout our local communities.

Guiding Ambitions

We will know we have succeeded when:

- *Our teams are as diverse as the population in the regions we operate in [DIVERSITY]*
 - *People are paid equitably for equal work [EQUITY]*
 - *Employees feel as if they can bring their authentic selves to work [INCLUSION]*
 - *IDEA is a sustainable and ingrained part of how we do business [INCLUSION, SUPPLIER, CUSTOMER]*
 - *We are IDEA leaders in the technology community [COMMUNITY]*
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Action Plan

DIVERSITY

DIVERSITY AMBITION:

Our teams are as diverse as the population in the regions we operate in.

DIVERSITY GOAL:

Improve the overall diversity of our workforce through recruiting and retention, including a specific focus on improving the diversity of our senior leadership.

FY21 Initiatives:

EVALUATION – Set a baseline to measure against in future years:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location
- Measure current employee numbers by gender and race/ethnicity across levels and disciplines in each location where legally measurable
- A 12-month look back at promotions, pay increases, retention, & new-hires and evaluate along gender (and race/ethnicity where measurable) lines against specialism norms
- Evaluate sources of hire to identify gaps for diverse talent pools

- Announce mean gender pay gap globally and by region/specialism, and create follow up plans to reduce where required

ACTION – Activate IDEA in recruiting and retention:

- Implement neutral language in all job postings
- Include gender and racial diversity (where legally possible) within the group of interviewers for all candidates
- Educate all interviewers on diversity, inclusion, and how to mitigate bias in talent acquisition
- Develop partnerships that help diversify talent pools
- Find an external source of training for Talent Acquisition surrounding IDEA
- Develop accelerator/executive mentorship programs for underrepresented groups
- Implement bias checks in 360 or other Employee Feedback processes
- Implement ongoing review of promotions, pay increases, retention, & new-hires to track progress against IDEA goals
- Define a method for voluntary disclosure of additional demographic information at each location where applicable and legally possible (e.g. LGBTQ+ status, disability status, etc.)

FY22+ Initiatives:

- Analyse casting process for equitable opportunity gaps
- Evaluate internal networking / social opportunities for implicit bias
- Publicly accessible Annual Diversity Report, using the IDEA Survey Results presentation template

Supporting Metrics:

- mean gender pay gap
- % of the workforce by gender and demographic group
- % hired by gender and demographic group
- % promoted by gender and demographic group
- retention rate by gender and demographic group
- The proportion of each team level/grade by gender and demographic group

INCLUSION

INCLUSION AMBITION:

IDEA is a sustainable and ingrained part of how we do business; Employees feel as if they can bring their authentic selves to work.

INCLUSION GOAL:

Incorporate IDEA into all Employee Experience (EX) policies and procedures including employee education, leadership training, and benefits.

FY21 Initiatives:

EVALUATION – determine improvement opportunities for existing EX policies & benefits:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location
- Evaluate access across physical offices and digital tools
- Evaluate existing benefits in all locations for impact on IDEA
- Evaluate existing policies in all locations for inclusion and support of all staff
- Evaluate internal HR/EX tools for inclusion (e.g. gender options)
- Evaluate and update existing performance management processes to include a measure for inclusive behavior

ACTION – integrate IDEA into day-to-day business:

- Identify and hire a dedicated global IDEA Manager
- Determine third-party partners, if applicable, for assisting with the implementation
- Educate all new hires on diversity, inclusion, and how to mitigate bias
- Create location-specific diversity definitions and glossary
- Create a comprehensive IDEA training curriculum
 - E.g. anti-bias behaviors, inclusive leadership skills, debiasing feedback and performance evaluations, allyship, and creating a culture of psychological safety
- Development, promotion, and creation of affinity groups

FY22+ Initiatives:

- Implement benefits changes as a result of the evaluation
- Implement global and local policy changes based on evaluation
- Develop and execute an improvement plan to improve access across all offices
- Evolve and equip affinity groups with everything they need to excel
- Provide the business with resources to evaluate bias in existing business processes

Supporting Metrics:

- eNPS by demographic group
- Accessibility metric via third party framework

- Inclusion sentiment metric via survey

EQUITY

EQUITY AMBITION:

People are paid equitably for equal work.

EQUITY GOAL:

Remediate 100% of pay equity differences for gender (including non-binary) at the Connective level and race/ethnicity where legally measurable.

FY21 Initiatives:

EVALUATION – Measure our existing pay equity status:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location
- Define Pay Equity at K+C
- Run pay equity analysis across the Connective

ACTION – Ensure Kin are paid equitably for their work:

- Remediate pay equity differences moving forward
- Determine the level of pay transparency that is desirable at K+C

FY22+ Initiatives:

- Implement pay transparency effort determined in FY21
- Continuous/yearly pay equity analyses

Supporting Metrics:

- Pay Equity analysis

SUPPLIER

SUPPLIER AMBITION:

IDEA is a sustainable and ingrained part of how we do business.

SUPPLIER GOAL:

Increase supplier diversity to support women, LGBTQ+ & minority-owned businesses.

FY21 Initiatives:

EVALUATION – Measure our existing supplier landscape and set future benchmarks:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location
- Define basic IDEA requirements for the supplier selection process (supplier questionnaire, leveraging/expanding on B Corp Supplier Code of Conduct, and accompanying assessment form)
- Measure diversity of existing suppliers in each region/specialism
- Set a minimum target for % of supplier spend with women, LGBTQ+, or minority-owned businesses and commit to a timeline for reaching that %

ACTION – Update our supplier selection process:

- Include IDEA requirements in our supplier selection process
- Develop a registry for suggested suppliers (currently using the B Corp directory to help guide us)

FY22+ Initiatives:

- Evaluate existing supplier replacement opportunities
- Evolve the target % for supplier spend

Supporting Metrics:

- % of supplier spend with a minority (ethnic minority, LGBT+, veterans) or women-owned businesses

COMMUNITY

COMMUNITY AMBITION:

We are IDEA leaders in the technology community.

COMMUNITY GOAL:

Use a proportion of our profits, volunteer time, and influence to increase diverse representation in technology and celebrate differences within our community.

FY21 Initiatives:

EVALUATION – Measure current community impact and identify new opportunities:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location
- Develop global guidelines for types of organizations that increase the diverse representation in technology to evaluate against at the local level
- Evaluate new organization partnership, volunteering, and education opportunities to increase diverse representation in technology within each of our communities
 - Examples: speaking at schools, mentorship programs, skills/job development programs
- Evaluate existing philanthropic efforts impacting or celebrating women, LGBTQ+, or minority populations in each of our communities

ACTION – partner with organizations that have an impact:

- Develop IDEA Community Impact Plan
- Implement highest identified priorities from philanthropic opportunities
- Implement highest identified priorities around non-profit partnerships and volunteer opportunities
- Set budgets at the local level for philanthropic and community efforts

FY22+ INITIATIVES:

- TBD per Community Impact Plan
- Expand philanthropy, non-profit partnership, and volunteer opportunities

Supporting Metrics:

- Money donated to relevant IDEA philanthropic efforts, as a proportion of profits
- Employee volunteer hours donated to relevant IDEA impact projects and dollar equivalent at billable rates
- Positive impact projects
- Number of employees hired from IDEA-linked partnership

CUSTOMER

CUSTOMER AMBITION:

IDEA is a sustainable and ingrained part of how we do business

CUSTOMER GOAL:

Incorporate IDEA standards into our service offerings and the clients we serve.

FY21 Initiatives:

- Ensure diversity in pitch meetings
- Update SOWs to contain specific IDEA language
- Pushes for accessible design / Designing with Empathy programme
- Top-to-Top conversations about diversity and inclusion

Supporting Metrics:

- To be defined measurements for client engagements focused on IDEA