



Centre for the New Economy & Society

Global Racial & Ethnic Equity Framework

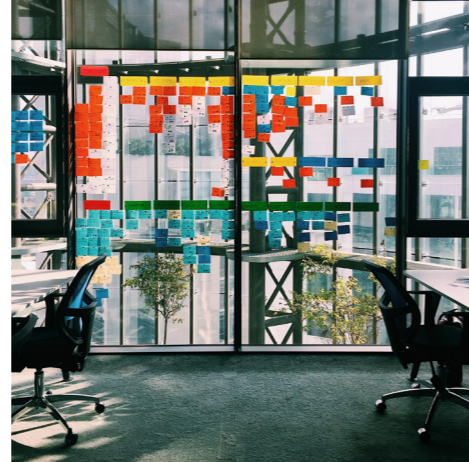
Partnering for Racial Justice in Business

January 2023

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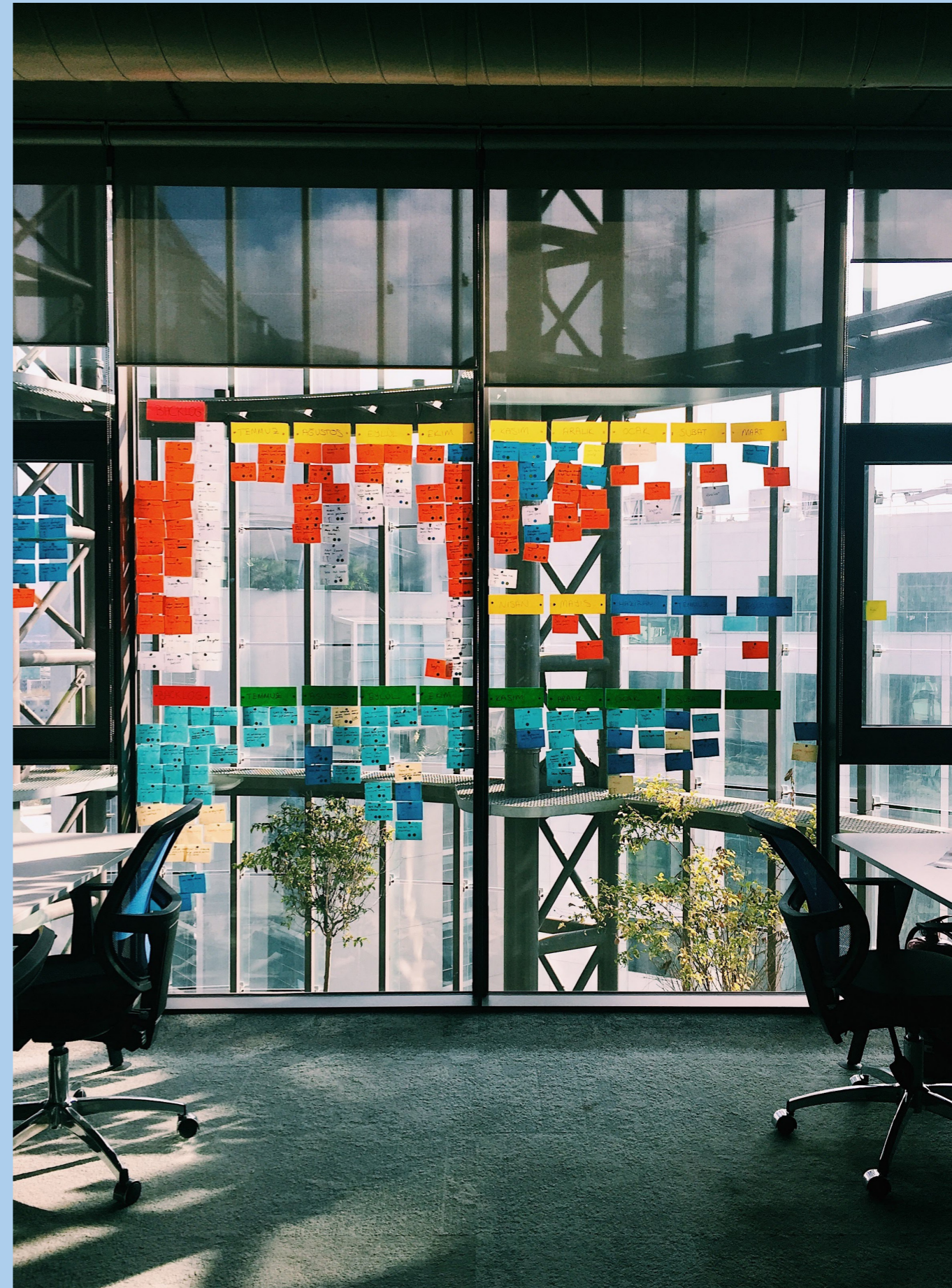
01 Context



02

Methodology

Global Racial And Ethnic Equity Framework



Objectives

The Framework supports businesses with a suite of options to:

- Help identify, measure and analyse gaps, progress and celebrate success in their journey toward racial and ethnic equity;
- Underpin a coherent racial and ethnic equity strategy for the entire business ecosystem and a more equitable work environment and social footprint;
- Support corporate leadership to address and mitigate systemic racism and ethnic discrimination.



Who Should Use this Framework and When?

The Global Racial & Ethnic Equity Framework is designed to be used by both specialists and generalists to enable a holistic approach to racial justice:

1. Diversity & Inclusion Officers and other senior management staff members who are tasked with executing an institution's DEI initiatives will ensure that related activities are completed by senior staff who are familiar with the company's DEI strategy and policies; Environmental, Social, Government (ESG) reporting; and the monitoring and evaluation of its DEI goals.
2. The Questions for Reflection and the Self-Assessment tool provided as part of the Framework are best completed in collaboration with management, relevant to the 10 functions of business listed in the Guiding Principles (see *pages 12 & 13*).
3. This Framework is ideally used annually to track and report year-on-year racial and ethnic equity progress. This iteration will support continued success and improvement. It may also be helpful to time the Racial and Ethnic Equity Self-Assessment to coincide with the preparation of your company's ESG reporting cycle.



A Holistic Approach to Racial and Ethnic Equity

Please find full definitions of Guiding Principles on pages 12 and 13

The Framework is designed to engage a range of internal stakeholders in reflecting on the principles and completing the Questions for Reflection and to develop a truly holistic approach.

Please note that each of the Business Functions listed are represented in most corporations. However, business functions may vary depending on the type of business and its organizational structure.

	Leadership Commitment	Employee Networks	Work Environment	Policies & Procedures	Branding, Communications & Marketing	Innovation & Product Design	Recruitment, Retention & Career Development	Knowledge Sharing & Training	Technological Fairness	External Stakeholders & Social Impact
Human Resources	●	●	●	●	●		●	●		
Production	●					●	●			●
Procurement	●			●			●			●
Sales & Marketing	●				●	●	●		●	
Research & Development	●				●	●	●		●	
Information Technology	●					●	●		●	●
Government & Public Relations	●				●		●			●
Finance & Accounting	●			●			●			

10 Guiding Principles

Business Function

How to Use this Framework

1. Familiarization with the Guiding Principles

To maximize the impact of this Framework, an important first step will be to familiarize yourself with the 10 Guiding Principles of racial and ethnic equity. Each principle is tied to one or several functions of the business ecosystem (page 8) and has key dimensions, or categories of actions and tasks, that are linked with those principles (pages 12 and 13).

2. Completing the Questions for Reflection

The Racial & Ethnic Equity Questions for Reflection then provide a guide to making progress. These questions were formulated to support the creation of an inventory of initiatives, programming, strategy and policy related to racial and ethnic equity in the corporate environment. The structure of the Questions for Reflection correspond to the key dimensions noted in the 10 Guiding Principles section.

3. Scoring Dashboard

Should you move from the Questions for Reflection to conducting an initial self-assessment, the Framework proposes a scoring dashboard. Your company can score for each statement within each of the 10 Guiding Principles in the Self-Assessment section. Once you have calculated your total score, the overall equity scale provides a score band.

4. Planning for Next Steps

As a final step, it will be important to summarize your results by identifying areas of strength and weakness, as well as action plans for the next 12-36 months. This section can serve as a foundation for an integrated racial and ethnic equity strategy.

03

Guiding Principles

10 Guiding Principles for Racial & Ethnic Equity



Overview of the Guiding Principles

Each of the following 10 Guiding Principles represents a key area of business in which staff, suppliers, consumers/clients and communities of colour or underrepresented ethnic groups may be impacted by the operations of a corporation. The following principles and the corresponding Questions for Reflection are designed to help establish the status quo and point towards next steps. As a next step, you can assess the progress of your company's journey toward racial and ethnic equity by scoring your organization against each of the principles. The Framework is designed to create new opportunities to analyse, improve and grow.



10 Racial and Ethnic Equity Guiding Principles

1 Leadership Commitment



We recognize the importance of representation for our business and the societies in which we operate. We are open and transparent in our commitment to delivering racial and ethnic inclusion through everything we do.

Key dimensions:

- Racial and ethnic representation
- Senior leadership engagement; languages
- Strategic imperative
- Candidate and employee racial and ethnicity data
- Employee sentiment
- Business area engagement
- Content and programme creation

2 Employee Networks



We support, work in partnership with, and co-create with employee networks to ensure our actions are aligned with our ethnicity inclusion and diversity strategy.

Key dimensions:

- Employee network development and supporting design

3 Work Environment



We promote an inclusive work environment and culture whereby ethnically diverse people feel they can bring their whole selves to work and have a sense of belonging.

Key dimensions:

- Work environment

4 Policies & Procedures



We have policies and procedures to manage employee complaints and concerns fairly. We have practices to ensure that employees are comfortable raising complaints about ethnic discrimination and racism. We do not tolerate discrimination, bullying, harassment and victimization based on race or ethnicity.

Key dimensions:

- Employee complaints policies and procedures
- Fairness policies and standards
- Code of Professional Conduct

5 Branding, Communication & Marketing



We promote and invest in branding, as well as internal and external communications and marketing campaigns which embrace diversity by including people from different racial and ethnic backgrounds or stories to which unique audiences can relate. We address negative feedback/responses on issues around race, internal and external if they arise.

Key dimensions:

- Communications (production, media and tone of voice)
- Marketing (creative development, research, insights, testing, partnerships, sponsorship)

Continued on next page...

10 Racial and Ethnic Equity Guiding Principles

6 Innovation & Product Design

We believe that incorporating the knowledge, opinions and suggestions of racially and ethnically underrepresented communities is essential to improve the design of products for more equitable outcomes.

Key dimensions:

- Design of products and services
- Racially/ethnically diverse consultation

7 Recruitment, Retention & Development

We have implemented a bias-free and inclusive process that includes attracting, selecting and hiring candidates representing the communities we serve and operate in to ensure access to the broadest talent pool. We value, respect and support all our employees and have established equitable career development resources for our ethnically diverse people.

Key dimensions:

- Recruitment, learning, development programmes, mentoring, sponsorship and global mobility

8 Knowledge Sharing & Training

We provide knowledge and skills development opportunities to support ethnic inclusion for all employees and help ethnically diverse employees confidently build and sustain their careers.

Key dimensions:

- HR processes and offering; pay and performance management
- Equitable and transparent pay decision-making
- Skills and capacity development, and change/transformation

9 Technological Fairness

We promote algorithmic and digital fairness and have systems within our organization to drive ethnicity inclusion outcomes.

Key dimensions:

- Awareness of algorithmic & digital fairness
- Fairness assessment methodology and tools
- Fairness and anti-bias training

10 External Stakeholders & Social Impact

We use our organization's influence and creativity to remove systemic barriers in the communities in which we operate. Our efforts are helping ethnically diverse customers, suppliers and communities to thrive.

Key dimensions:

- Customer experience; customer data
- Supplier diversity
- Community engagement and community/social impact

04

Questions for Reflection

Questions to consider in implementing the 10 Guiding Principles



Overview of the Questions for Reflection

The following slides provide a set of questions, based on the 10 Guiding Principles for racial and ethnic equity in the corporate environment.



1. Leadership Commitment

THINGS TO CONSIDER

- Do the racial and ethnic demographics of your personnel mirror the racial and ethnic demographics of the community in which you operate?
- Do the racial and ethnic demographics of your board of directors and executive leadership match the racial and ethnic demographics of your company's personnel?
- Does the urgency of your commitment to racial and ethnic equity match the level of your commitment to other urgent issues within your business?
- Do you regularly collect and disaggregate data on race and ethnicity of staff and leadership in your company?
- Do you apply a racial and ethnic equity strategy to your entire business model?
- Do you apply your racial and ethnic diversity activities, programmes and initiatives across all your networks?
- Does your company monitor and have a strategic plan to improve the racial and ethnic diversity of its board of directors?

2. Employee Networks

THINGS TO CONSIDER

- Does your business have employee networks or resource groups devoted to racially or ethnically underrepresented staff?
- Do these employee resource groups have a senior-level staff sponsor?
- Are your racially and ethnically specific employee resource groups consulted on company strategy and policies?
- Do you incorporate the feedback of your racially and ethnically specific employee resource groups into your company's strategic plans and company policies?
- Do you recognize and reward employee network group leaders for their contributions above and beyond their day jobs?

3. Work Environment

THINGS TO CONSIDER

- Does your company's management staff provide a safe space for staff to have open conversations on racism and ethnic discrimination within the organization and in society?
- Does your organization internally and externally recognize racial and ethnic-specific holidays or commemorative days?
- Does your business have programmes and initiatives that highlight the stories and experiences of racially and ethnically underrepresented staff?
- Does your company provide unconscious bias and racial and ethnic equity training to staff, and do you follow up with monitoring and evaluation of this type of training?
- Does your company's management apply the concept of intersectionality to your approach to racial and ethnic equity?
- Does your company regularly assess issues such as psychological safety, belonging and job satisfaction of racially and ethnically marginalized staff?
- Do you promote your racially and ethnically specific employee resource groups to incoming staff of colour?
- Are your people managers and leaders trained on inclusive leadership, unconscious bias and/or advancing racial and ethnic equity?
- Does your staff and leadership feel a sense of affinity and belonging within your corporate environment?

4. Policies & Procedures

THINGS TO CONSIDER

- Do you have racial and ethnic anti-discrimination policies in your professional code of conduct?
- Does your organization have a racial and ethnic equity strategy and is it currently being implemented?
- If you do have a racial and ethnic equity strategy, as well as anti-discrimination and anti-harassment policies, are staff aware and informed of these policies/strategies?
- Do you have a whistleblower policy and are staff aware of it?
- Do you share general statistics and reports on the nature of complaints to your company's governance structures and staff?
- Do you regularly assess and refresh your company's policies and procedures for racial or ethnic biases? Are they compliant with national and international human rights law?
- Have you created a racial and ethnic equity guide for staff in leadership?
- If you can collect data on race and ethnicity at your company, do you inform staff of data collection policies, the purpose of data collection on race and ethnicity and ensure that this information is understood?
- Do you have clear accountability measures for staff and leadership who violate racial and ethnic equity policies? Are staff aware of these accountability measures?

5. Branding, Communication & Marketing

THINGS TO CONSIDER

- Are your branding, communications and marketing teams racially and ethnically diverse?
- Do you test branding, communications and marketing strategies on racially and ethnically diverse focus groups?
- Does your branding, communications and marketing staff solicit the advice and expertise of racial and ethnic equity professionals to ensure that terminology, tone and imagery do not offend racially and ethnically underrepresented groups?
- Do your branding, communications and marketing teams research, monitor and evaluate social and traditional media to make sure that they are reaching clients and consumers, specifically those of racially and ethnically underrepresented groups?
- Does your company monitor and assess feedback from clients and consumers on branding, communications and marketing campaigns?
- Does your internal and external crisis communications plan/strategy have standard operating procedures for incidents related to racial or ethnic insensitivity?
- Does your business have a vetting process for potential partners related to racially or ethnically discriminatory practice?
- Does your company have an internal communications strategy to inform staff of data collection on race and ethnicity?
- Do you communicate your progress on racial and ethnic equity with staff, stakeholders and the public?

6. Innovation & Product Design

THINGS TO CONSIDER

- Are your innovation, production design and service provision teams racially and ethnically diverse?
- Do your innovation, production design and service provision teams test products on racially and ethnically diverse focus groups to ensure they are free of racial and ethnic bias?
- Do the products or services you sell or offer have an inclusive design framework that considers racial and ethnic bias, barriers and exclusionary practices?
- Are your innovation, production design and service provision teams included in racial and ethnic equity and unconscious bias training?
- Do you design products and create services with a racial and ethnic equity lens?
- Do you have a clear understanding as to how your products and services will create value for racially and ethnically diverse clients and consumers?

7. Recruitment, Retention & Career Development

THINGS TO CONSIDER

- Does your People & Culture team make sure that job advertisements and job descriptions articulate your company's commitment to diversity, equity and inclusion (DEI) as well as racial and ethnic equity to job seekers?
- Does your company post job advertisements on non-traditional job sourcing sites (i.e. ethnic/race-specific job boards, ethnic/race-specific educational institutions, employee referrals, partnerships with racial/ethnic diversity employment firms) to access more racially and ethnically diverse candidates?
- Do your hiring panels or committees reflect the racial and ethnic diversity of your workforce and community?
- Does your People & Culture team monitor and analyse the retention rates of staff of colour and ethnically underrepresented staff?
- Are DEI and racial and ethnic equity outcomes included in the performance reviews of management and executive leadership?
- Does your organization collect and disaggregate data on the talent mobility of racially and ethnically underrepresented staff?
- Does your racial and ethnic equity strategy complement your recruitment strategy and succession planning?
- Do you have mechanisms to ensure candidate slates are diverse?

7. Recruitment, Retention & Career Development

THINGS TO CONSIDER

- Does your organization have career development programmes tailored to the unique needs and challenges of underrepresented racial and ethnic groups?
- Do you have systematic processes to ensure racial and ethnic equity in your talent processes (e.g., calibration, succession planning, performance management)?
- Do you offer racially and ethnically underrepresented staff opportunities for sponsorship and mentorship to enhance their career progression?

8. Knowledge Sharing & Training

THINGS TO CONSIDER

- Does your internal training contain race and ethnicity-focused content?
- Do you provide unconscious bias and racial and ethnic equity training to all staff, including management, senior management and executive leadership?
- Do you provide opportunities for staff to hear from, learn from and engage with thought leaders, community leaders and experts on the topic of systemic racism and ethnic discrimination?
- Do you monitor and evaluate the impact of your racial and ethnic equity, unconscious bias and microaggression awareness training?
- Do you incorporate workshops and training on racial and ethnic equity and ethnic discrimination in staff evaluation frameworks?
- Do you audit pay equity to ensure that the pay scale of staff from racially and ethnically underrepresented groups matches that of dominant groups? Do you share this information with staff?
- Do you ensure that your racial and ethnic equity training centres on the needs of racially and ethnically marginalized groups and the learning of dominant groups?

9. Technological Fairness

THINGS TO CONSIDER

- Do you screen your company's algorithms for the possibility of racial or ethnic bias?
- Are your company's programming teams racially and ethnically diverse?
- Do your teams tasked with programming algorithms understand the causes of racial and ethnic bias in algorithmic programmes?
- Do your company's programmers evaluate outcomes of racially and ethnically diverse users to determine fairness?

10. External Stakeholders & Social Impact

THINGS TO CONSIDER

- Do you provide scripts and training for customer- or client-facing staff to help them navigate racially or ethnically sensitive situations?
- Does your business conduct regular internal audits of your customer service protocol to detect racial or ethnic bias?
- Do you collect and analyse data on customer/client engagement with racially or ethnically underrepresented groups?
- Do you provide opportunities for, and conduct regular testing of pilot projects for minority-owned business enterprises (MBEs)?
- Do you provide training for MBEs interested in doing business with your company or who might be interested in navigating the corporate supply chain?
- Does your company assess how and when to use exceptions to relevant trade agreements to accommodate the unique circumstances of racially or ethnically underrepresented suppliers?
- Does your company work to enhance economic and social inclusion for racially and ethnically underrepresented groups?
- Do you collaborate with impacted groups to design community engagement programmes addressing systemic racism and ethnic discrimination?
- Does your business seek and invest in long-term relationships with community groups and community leaders who engage in racial and ethnic equity work in the communities in which you operate?

10. External Stakeholders & Social Impact

THINGS TO CONSIDER

- Does your business assess the impact of its racial and ethnic equity or ethnically focused community initiatives, address gaps and communicate progress internally and externally?
- Does your company assess its social footprint to ensure that your practices do no harm to racially and ethnically underrepresented groups in the communities in which you operate?
- Does your company identify, assess, and address the human rights impacts of its supply chain, focusing on violations of racially and ethnically marginalized groups?

05

Self-Assessment

Evaluating your business against
the questions for reflection and quantifying
performance



Overview of Self-Assessment

This section contains a self-assessment tool designed to provide further direction in making your organization more equitable for racially and ethnically diverse staff and external stakeholders. It supports the holistic and robust design of your racial and ethnic equity strategy. The content and approach of the tool draws on several racial, ethnic, gender and LGBTQI+ equity self-assessment tools worldwide, including from educational institutions, government departments, non-governmental organizations (NGOs), intergovernmental agencies and corporations, primarily from the United States, Canada and the United Kingdom. The design of this Self-Assessment tool was inspired by the UN Women's Rapid Assessment Tool and the UN LGBTQI+ Standards Gap Analysis Tool and builds on HSBC Bank's Ethnic Equity Self-Assessment Tool.

Each statement in the Self-Assessment section of this Framework is directly tied to the key dimensions corresponding to each of the 10 Guiding Principles. The statements are equivalent to the questions in the Questions for Reflection section, except this time, a score will be assigned to each statement.



Scoring

The Self-Assessment tool provides an opportunity to assign scores to each of the key dimensions of the 10 Guiding Principles (5 = highest score; 1 = lowest score), following the below scoring guide:

RATING

DESCRIPTION

5: We are role models

We **always** prioritize and apply this principle to this action.

4: We are progressing toward being a role model

We **frequently** prioritize and apply this principle to this action.

3: We are getting there

We **usually** prioritize and apply this principle to this action.

2: We are beginning the work

We **sometimes** apply this principle to this action.

1: We are learning

We **seldom** apply this principle to this action.

0: Not started

We **never** apply this principle to this action.

N/A

We **do not have the data**, or this action is **not applicable** to our business.

Overall Score

Once each statement is scored, within each section, scores are added and then divided by the number of questions answered to arrive at an average for a section.

Section average = $\frac{\text{Sum of all statements scored}}{\text{Number of statements scored}}$

Once an average score is determined for each section, the overall average can be calculated by adding section average scores and dividing them by 10— 10 being the number of self-assessment sections:

Section average = $\frac{\text{Sum of all section averages}}{10}$

An overall average score can range from 0 - 5, 5 being the highest possible average and 0 being the lowest.

Please note that not all statements or principles may apply to you. If a statement/question does not apply to you or you do not have the data, please do not include it in your average.

The following slide is an example of the scoring dashboard.



Overall Racial & Ethnic Equity Scale

After you have determined your overall score and percentage, this section provides a percentile range for each company profile.

SCORE SCALE

RACIAL/ETHNIC EQUITY SCALE

4 – 5

We apply **all** Guiding Principles across our business functions and company operations.

3 – 4

We apply **most** of the Guiding Principles across our business functions and company operations.

2 – 3

We apply **some** of the Guiding Principles across our business functions and company operations.

1 – 2

We apply a **few** of the Guiding Principles across our business functions and company operations.

N/A

We **do not apply any** of the Guiding Principles to our business functions and company operations.

1. Leadership Commitment

We recognize the importance of representation for our business and the societies in which we operate. We are open and transparent in our commitment to delivering racial and ethnic inclusion through everything we do.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
1.1	Our workforce's racial/ethnic composition closely matches the racial/ethnic demographics of the community in which we operate.		
1.2	The board of directors and executive leadership's racial/ethnic composition (CEO, president, SVPs, Chief Officers) closely matches entry-level and first-level management's racial/ethnic demographics.		
1.3	We are committed to applying and including racial and ethnic diversity in every area of business engagement with the same urgency we would for other urgent issues within our business.		
1.4	Our company regularly collects and disaggregates staff and leadership racial and ethnic data.		
1.5	Our racial and ethnic equity strategy is applied to our entire business model.		
1.6	We apply racial and ethnic equity principles, programmes and practices across all our offices (e.g. national, regional, subsidiaries and HQ).		
1.7	Our company monitors and has a strategic plan to improve the racial and ethnic diversity of its board of directors.		
SECTION SCORE			

2. Employee Networks

We support, work in partnership with and co-create with employee networks to ensure our actions are aligned with our ethnicity inclusion and diversity strategy.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
2.1	We have active and engaged employee resource groups for racially and ethnically underrepresented staff.		
2.2	Our employee resource groups representing racially and ethnically underrepresented staff have a staff sponsor in senior leadership.		
2.3	We regularly consult employee resource groups for racially and ethnically underrepresented staff on corporate strategic plans and policy issues.		
2.4	We regularly incorporate feedback from employee resource groups for racially and ethnically underrepresented staff on corporate strategic planning and policy-making.		
2.5	We recognize and reward employee network group leaders for their contributions above and beyond their day jobs.		
SECTION SCORE			

Proceed to section 3...

3. Work Environment

We promote an inclusive work environment and culture whereby ethnically diverse people feel they can bring their whole selves to work and have a sense of belonging.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
3.1	We regularly encourage management to hold safe space conversations about racial/ethnic progress, gaps, injustice and concerns with all employees.		
3.2	We create and plan activities to acknowledge all culturally specific commemorative days publicly and internally.		
3.3	We create and plan programming to centre the stories of racially and ethnically underrepresented staff.		
3.4	We provide/solicit training, monitoring and evaluation on issues related to unconscious bias based on race and ethnicity.		
3.5	We always use an intersectional lens when addressing racial or ethnic disparity within our organization.		
3.6	We regularly survey staff, especially racially and ethnically marginalized staff, on issues related to belonging, job satisfaction and psychological safety in the workplace.		
3.7	We actively promote racial/ethnic ERGs to internal staff and to newly recruited staff of colour.		

Section 3 continues on the next slide...

3. Work Environment

We promote an inclusive work environment and culture whereby ethnically diverse people feel they can bring their whole selves to work and have a sense of belonging.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
3.8	Our people managers and leaders are trained on inclusive leadership, unconscious bias and/or racial and ethnic equity.		
3.9	Our staff and leadership who are racially or ethnically underrepresented feel a sense of affinity and belonging within our corporate environment.		
SECTION SCORE			

4. Equitable Policies & Procedures

We have policies and procedures to manage employee complaints and concerns fairly. We have practices to ensure that employees are comfortable raising complaints about ethnic discrimination and racism. We do not tolerate discrimination, bullying, harassment and victimization based on race or ethnicity.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
4.1	We have racial and ethnic anti-discrimination policies included in our professional code of conduct.		
4.2	We have created and operationalized a racial and ethnic equity strategy.		
4.3	Our staff (existing and newly recruited) are aware of the racial and ethnic equity strategy and anti-discrimination/anti-harassment policies and are trained on how they are implemented.		
4.4	We have a whistleblower policy that we have communicated to all staff.		
4.5	Statistics on the nature of complaints received by our company are regularly monitored and communicated to governance structures and broader staff.		
4.6	We regularly monitor, evaluate and update our policies to ensure they are fair, free of racial or ethnic biases, and compliant with national and international human rights law.		
4.7	We have created a racial and ethnic equity guide for line managers.		

Section 4 continues on the next slide...

4. Equitable Policies & Procedures

We have policies and procedures to manage employee complaints and concerns fairly. We have practices to ensure that employees are comfortable raising complaints about ethnic discrimination and racism. We do not tolerate discrimination, bullying, harassment and victimization based on race or ethnicity.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
4.8	We communicate our racial or ethnic data collection policies to staff and ensure they are understood.		
4.9	We have clear accountability measures for staff who violate policies, procedures and racial or ethnic equity standards and are our staff are aware of these measures.		
SECTION SCORE			

Proceed to section 5...

5. Branding, Communication, and Marketing

We promote and invest in branding, as well as internal and external communications and marketing campaigns, which embrace diversity by including people from different racial and ethnic backgrounds or stories to which unique audiences can relate. We address negative feedback/responses on issues around race, internal and external if they arise.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
5.1	In addition to technical qualifications, our branding and marketing personnel are racially and ethnically diverse and represent the target audience.		
5.2	We regularly test our marketing, branding and communication strategies for each product or campaign with racially and ethnically diverse focus groups.		
5.3	We consult racial and ethnic equity professionals to revise imagery language, terminology and tone that may offend or alienate racialized or ethnically underrepresented groups, both internally and externally.		
5.4	We research, monitor and evaluate all types of media (traditional and social) to ensure that we use all facets of media to reach all racial and ethnic groups.		
5.5	We monitor, evaluate and act upon feedback received from marketing, branding and communications campaigns from consumers or clients.		
5.6	Our internal and external crisis communications strategy includes a standard operating procedure for incidents or actions that have offended any marginalized community, including racial or ethnic groups.		
5.7	We carefully vet potential partners for racial or ethnic discriminatory practices and communicate our vetting process to said partners.		

Section 5 continues on next slide...

5. Branding, Communication, and Marketing

We promote and invest in branding, as well as internal and external communications and marketing campaigns, which embrace diversity by including people from different racial and ethnic backgrounds or stories to which unique audiences can relate. We address negative feedback/responses on issues around race, internal and external if they arise.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
5.8	We have an internal communications strategy for racial and ethnic data collection and its purpose.		
5.9	We regularly communicate insights on progress toward racial and ethnic equity to our staff, stakeholders and the public.		
SECTION SCORE			

Proceed to section 6...

6. Innovation & Product Design

We believe that incorporating the knowledge, opinions and suggestions of racially and ethnically underrepresented communities is essential to improve the design of products for more equitable outcomes.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
6.1	In addition to technical qualification, our innovation, product design and service provision teams and relevant consultants are racially and ethnically diverse.		
6.2	Research and testing focus groups are composed to match the diverse racial and, ethnic makeup of the target consumers and clients to ensure they are free of racial or ethnic bias.		
6.3	Our products, projects and services have a clear, inclusive design framework to ensure the absence of racial or ethnic bias, racial or ethnic barriers and exclusion based on race or ethnicity.		
6.4	Our innovation, product design and service provision team members regularly attend racial and ethnic equity and unconscious bias training.		
6.5	We design products and provide services with a racial and ethnic equity lens in mind.		
6.6	We have a clear understanding as to how our products and services will create value for racially and ethnically diverse clients and consumers.		
SECTION SCORE			

Proceed to section 7...

7. Recruitment, Retention & Career Development

We have implemented a bias-free and inclusive process that includes attracting, selecting and hiring candidates representing the communities we serve and operate in to ensure access to the broadest talent pool. We value, respect and support all our employees and have established equitable career development resources for our ethnically diverse people.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
7.1	Our job descriptions and job advertisements clearly articulate our company's commitment to DEI and racial and ethnic equity to job seekers.		
7.2	In addition to using traditional job sourcing networks, we engage non-traditional networks in underserved and underrepresented communities such as ethnic or race-specific job boards, race or ethnic-specific educational institutions, employee referrals, and partnerships with racial/ethnic diversity employment sourcing firms.		
7.3	Our hiring committees reflect our workforce's racial and ethnic diversity and the racial and ethnic diversity of the community in which we operate.		
7.4	We regularly assess retention rates of staff of colour ethnically underrepresented staff at all levels of the organization.		
7.5	We include DEI and racial and ethnic equity strategic outcomes in the performance review of line managers, senior managers and executive leadership.		
7.6	We regularly collect and disaggregate racial/ethnicity data across all talent mobility categories to understand which groups are advancing or regressing in the organizational structure.		
7.7	We routinely apply a racial and ethnic equity lens to complement our recruitment strategy and succession planning.		

Section 7 continues on next slide...

7. Recruitment, Retention & Career Development

We have implemented a bias-free and inclusive process that includes attracting, selecting and hiring candidates representing the communities we serve and operate in to ensure access to the broadest talent pool. We value, respect and support all our employees and have established equitable career development resources for our ethnically diverse people.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
7.8	We have mechanisms to ensure candidate slates are diverse.		
7.9	Our organization has career development programmes tailored to the unique needs and challenges of underrepresented racial and ethnic groups.		
7.10	We have systematic processes to ensure racial and ethnic equity in our talent processes (e.g., calibration, succession planning, performance management).		
7.11	We offer career development programming, sponsorship and mentorship programmes for ethnically underrepresented staff and staff of colour to ease their career progression.		
SECTION SCORE			

Proceed to section 8...

8. Knowledge Sharing & Training

We provide knowledge and skills development opportunities to support ethnic inclusion for all employees and help ethnically diverse employees confidently build and sustain their careers.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
8.1	We have embedded race and ethnicity-focused content into our internal training across our organizational structure.		
8.2	We have provided anti-bias and racial and ethnic equity training to executive management, line management and general staff. We have tailored this training to suit staff seniority.		
8.3	We regularly host webinars, panels or town halls with experts and community leaders on racial and ethnic justice issues to engage staff on this topic.		
8.4	We monitor and evaluate the impact of training on racial and ethnic equity, unconscious bias and microaggressions by regularly surveying staff across our business chain. We frequently revise our training framework if there is negative or little impact.		
8.5	We link our training and workshops on race and ethnicity to staff evaluations and staff progression.		
8.6	We regularly audit our pay equity scale to ensure that the salaries of racially or ethnically marginalized groups are equal to that of dominant groups. We share this information with all staff.		
8.7	Our training on race, racism and ethnic discrimination focuses on the needs of racially or ethnically marginalized groups and the learning of dominant groups.		
SECTION SCORE			

Proceed to section 9...

9. Technological Fairness

We promote algorithmic and digital fairness and have systems within our organization to drive ethnicity inclusion outcomes.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
9.1	We regularly take inventory of all algorithms developed by our company and screen each for the possibility of racial and ethnic bias.		
9.2	Programmers hired to design digital programmes and algorithms are racially and ethnically diverse.		
9.3	Our staff responsible for algorithmic programming can effectively understand and assess the causes of racial and ethnic bias.		
9.4	Staff in charge of programming and monitoring algorithms regularly evaluate outcomes from various racial and ethnic groups for fairness.		
SECTION SCORE			

Proceed to section 10...

10. External Stakeholders & Social Impact

We use our organization's influence and creativity to remove systemic barriers. Our efforts are helping ethnically diverse customers, suppliers and communities to thrive.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
10.1	In addition to offering racial and ethnic equity, anti-bias and microaggression awareness training to our customer or client-facing staff, we also provide scripts and protocols for racially or ethnically sensitive situations.		
10.2	We conduct regular internal audits of our customer service protocol to detect racial or ethnic bias.		
10.3	We collect and assess customer/client data to understand gaps and progress around the engagement of racially or ethnically underrepresented groups.		
10.4	We conduct and test minority-owned business enterprise (MBEs) pilot projects to provide opportunities and test the effectiveness of these opportunities for MBEs.		
10.5	We conduct training for interested MBEs to help them better navigate the corporate supply chain.		
10.6	We assess how and when to use exceptions to relevant trade agreements to accommodate the unique circumstances of racially or ethnically underrepresented suppliers.		
10.7	Through our business, we actively work to enhance economic and social inclusion for racially and ethnically underrepresented groups.		
10.8	We collaborate with impacted groups to design community engagement programmes addressing systemic racism and ethnic discrimination.		

Section 10 continues on next slide...

10. External Stakeholders & Social Impact

We use our organization's influence and creativity to remove systemic barriers. Our efforts are helping ethnically diverse customers, suppliers and communities to thrive.

#	STATEMENT	SCORE	FEEDBACK/OBSERVATIONS
10.9	We actively seek and invest in long-term relationships with community groups and community leaders who engage in racial and ethnic equity work in the communities in which we operate.		
10.10	We regularly assess the impact of our racial and ethnic equity or ethnically-focused community initiatives, address gaps and communicate progress internally and externally.		
10.11	We regularly assess our social footprint to ensure that our practices do no harm to racially and ethnically underrepresented groups in the communities in which we operate.		
10.12	We regularly identify, assess and address the human rights impacts of our supply chain, focusing on violations of racially and ethnically oppressed groups.		
SECTION SCORE			

Congratulations! You have completed your Racial and Ethnic Equity Self-Assessment. Please tally your overall score and percentage on the next page.

Overall Racial & Ethnic Equity Scale

OVERALL SCORE

SCORE SCALE

RACIAL/ETHNIC EQUITY PROFILE

SCORE:

4 – 5

We apply **all** of the Guiding Principles across our business functions and company operations.

3 – 4

We apply **most** of the Guiding Principles across our business functions and company operations.

2 – 3

We apply **some** of the Guiding Principles across our business functions and company operations.

1 – 2

We apply **a few** of the Guiding Principles across our business functions and company operations.

0 – 1

We **do not apply any** of the Guiding Principles across our business functions and company operations.

06

Next Steps

Towards an action plan



Overview of Next Steps

The Guiding Principles, Questions for Reflection and Self-Assessment provide a basis for articulating an action plan for your journey toward racial and ethnic equity. The framing of such an action plan can serve as an internal reference within your People & Culture department and executive management level. You may also wish to share it with your organization's workforce to keep them abreast of your planned actions to address gaps or advance progress.

“None of us alone can save the nation or the world. But each of us can make a positive difference if we commit ourselves to do so.”

Dr. Cornel West

Professor, philosopher, political activist & social critic

IT STARTS WITH [US].

ME

YOU

HER

Developing a Narrative Summary

Organizational status overview:

Based on the results of your Self-Assessment, what is your organization's racial/ethnic equity profile? Choose from the following:

- We apply **all** of the Guiding Principles...
- We apply **most** of the Guiding Principles...
- We apply **some** of the Guiding Principles...
- We apply **a few** of the Guiding Principles...
- We **do not apply any** of the Guiding Principles.

Strengths: What we are doing right

Based on your racial/ethnic equity profile, please summarize where, why and how you are successfully attaining your company's racial and ethnic equity goals.

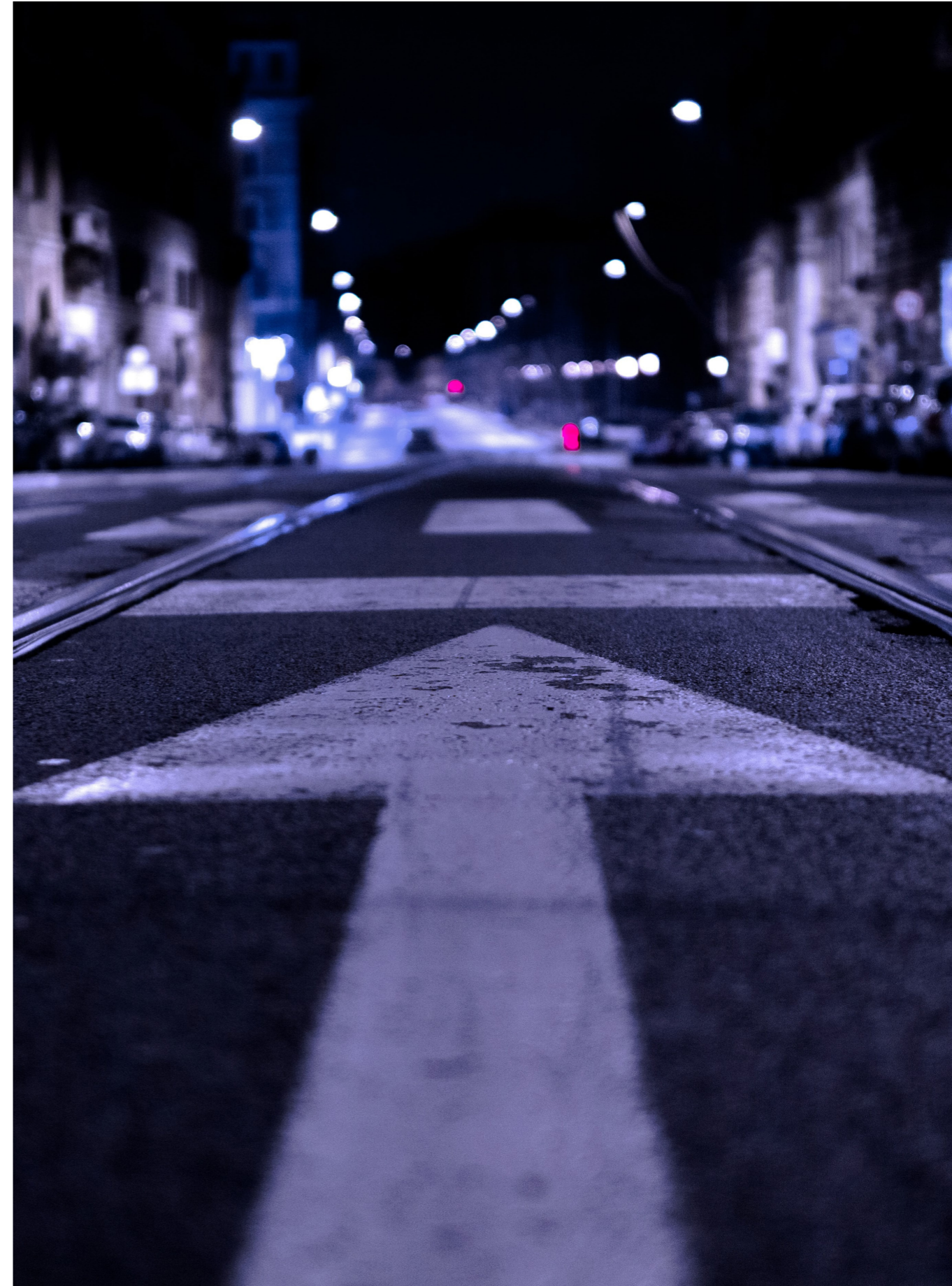
Gaps: Where we could do better

Based on your racial/ethnic equity profile, please summarize where and why you are not meeting your racial and ethnic equity commitments.



Towards a Racial and Ethnic Equity Action Plan

1. Develop a narrative summary of your Self-Assessment results. Share the results and narrative summary with executive leadership and senior management of each function area.
2. Work together to propose actions to address equity gaps over the next 12-36 months and implement this action plan for becoming an organization that is more equitable for racially and ethnically underrepresented groups.
3. When putting together your organizational plan, bear in mind that a strategy is most successful when everyone has a hand in contributing to it and implementing it.
4. If you plan to share your Self-Assessment results with staff, work with your communications colleagues to create a communications strategy.



07

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Acknowledgments

The World Economic Forum would like to thank the members of the Partnering for Racial Justice in Business initiative for their thought leadership and guidance over the last 12 months. We also thank the members of the broader core community of the Centre for the New Economy and Society for their ongoing commitment and contributions to addressing the issues explored within this Framework.

We are further grateful to our colleagues in the Centre for helpful suggestions and comments, to Michael Fisher for excellent copyediting and to Accurat for their exceptional graphic design and layout.

We would especially like to thank the HSBC Bank for contributing the 10 Guiding Principles, which are the foundation for this Framework, as well as an early version of their Self-Assessment tool as inputs into the process.

This work was made possible through the generous financial support of the GHR Foundation and the Conrad N. Hilton Foundation.

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The logo for the World Economic Forum, featuring the text "WORLD ECONOMIC FORUM" in white, uppercase, sans-serif font, centered on a background of flowing, multi-colored ribbons in shades of blue, teal, and brown. A white arc is positioned below the text, and a thin white line curves around the left side of the text.

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