



What you can do to drive meaningful progress on DEI at every level of the organization

You do not need to be a senior business leader to make meaningful change. In actuality, DEI commitment at the leadership level alone is not enough to create the changes needed for long-term success. Individual contributors, managers, board members and advisors can each play an important role in driving progress on DEI.

The following is a non-exhaustive sample of actions that all members of your organization can take to contribute to DEI progress by creating inclusive environments, raising opportunities for improvement and getting involved in DEI efforts.



Actions for **all employees** to take

Create inclusive environments

Be curious:

Seek out perspectives different from your own to challenge your viewpoints.

Own your learning process:

Reflect on your own identity, perspectives, biases and privilege. Educate yourself on the experiences of others through podcasts, books, art and spaces created by members of diverse populations.

Ask for feedback:

Tell your teammates that you care about inclusion and ask for their feedback to help you improve.

Listen actively:

Ask open-ended questions to help you understand before making a judgement.

Use inclusive language:

Do not assume specifics about someone's identity, background or viewpoints.

Check in regularly:

Try to better understand others' feelings, challenges and priorities, and ask how best to support them.

Address non-inclusive team dynamics:

Proactively ask for certain team members' input, for example, if they are interrupted or are not invited to voice their opinions.

Highlight opportunities for improvement

Use feedback channels and direct communication:

This will help you share your experiences, highlight barriers and provide feedback on what could work better.

Get involved in DEI efforts

Volunteer your time and expertise towards your organization's DEI efforts:

Whether through ERGs or the DEI department, connect with leaders at your organization to find ways to contribute.

Connect your organization with community partners:

As appropriate, consider connecting your organization with external organizations (e.g. NGOs) to broaden DEI reach.



Additional actions for **managers and team leaders** to take

Create inclusive environments

Role model and reward inclusive behaviors:

You have the opportunity to set the tone and establish your team's dynamic (e.g. express gratitude and engage further when a team member challenges your thinking; encourage a learning mindset that allows mistakes to be made).

Consider power dynamics and invite input:

For example, invite missing perspectives to join the conversation; ask lower-tenured team members to share their perspectives first; in meetings, ask for input from everyone; solicit ideas in advance of a meeting so that all can be considered equally.

Lead with vulnerability and empathy:

Get to know team members at a personal level, for instance, and ask them to share their needs in the working environment.

Give credit to your team:

Notice when a new idea is being introduced and give credit to the original contributor.

Create opportunities:

Allow all team members to perform to their fullest potential (not just those who look like you).

Highlight opportunities for improvement

Create feedback channels for your team:

Conduct and prioritize regular check-ins and anonymous surveys that act as a "pulse check" for the team's experiences.

Use your social capital:

Advocate for senior management to make needed changes in policies, processes and ways of working to address DEI gaps.

Get involved in DEI efforts

Visibly role model commitments to DEI:

Personally invest time in DEI efforts and encourage others to do the same.

Protect time:

Make time for your team members to partake in DEI efforts.

Reward team members' investment in DEI efforts:

Highlight contributions through feedback or, when appropriate, through formal performance management mechanisms.



Additional actions for **board directors and external advisors** to take

Create inclusive environments

Critically analyze the voices being brought to discussions:

If perspectives are missing from the discussion, proactively seek out those voices.

Highlight opportunities for improvement

Create feedback channels for your team:

Conduct and prioritize regular check-ins and anonymous surveys that act as a “pulse check” for the team’s experiences.

Use your social capital:

Advocate for senior management to make needed changes in policies, processes and ways of working to address DEI gaps.

Get involved in DEI efforts

Reinforce accountability:

Hold the organization’s senior business leadership accountable for delivering on DEI outcomes.