



March 2022

## Pledge-Signer Survey Results Summary, Round 2



**Thank you**, again, for joining us to stand together to create a more equitable Colorado. To date, 130+ companies and community organizations have committed to the [Colorado Companies Uniting Against Racism](#) pledge. By taking the pledge, organizations have committed to develop *action steps* to combat racism by listening, learning and leading more effectively. Of the 130+ who signed the pledge, 43 completed the second survey, launched in December 2021.

The second survey collected feedback from [Colorado Companies Uniting Against Racism](#) pledge signers on their plans to advance racial equity through listening, learning, and leading. All survey respondents are anonymous, and the data has been gathered cumulatively into this snapshot of results we are sharing with pledge signers and the community to track and share collective progress.

We designed the second follow-up survey and analyzed the results in partnership with the generous support of fellow pledge-signer, [Slalom](#).

Thank you for helping to advance racial equity in Colorado.

## Founding Executives



**Jandel Allen-Davis, President & CEO, Craig Hospital**

**Kelly Brough, Chief Strategy Officer, Metropolitan State University of Denver & former President & CEO, Denver Metro Chamber of Commerce**



**Robert Cohen, Chairman & CEO, The IMA Financial Group**

**Tami Door, Chief Executive Officer, Q Factor & former President & CEO, Downtown Denver Partnership**



**Laura Love, Founder & Chief Cultural Officer, GroundFloor Media | CenterTable**

**Paul Washington, Executive Vice President, IMA Financial & Market Director of the Rocky Mountain Region, JLL**

# The Pledge

## Listen

- > Listen to understand the needs of your internal and external stakeholders and work together to advance equity

## Learn

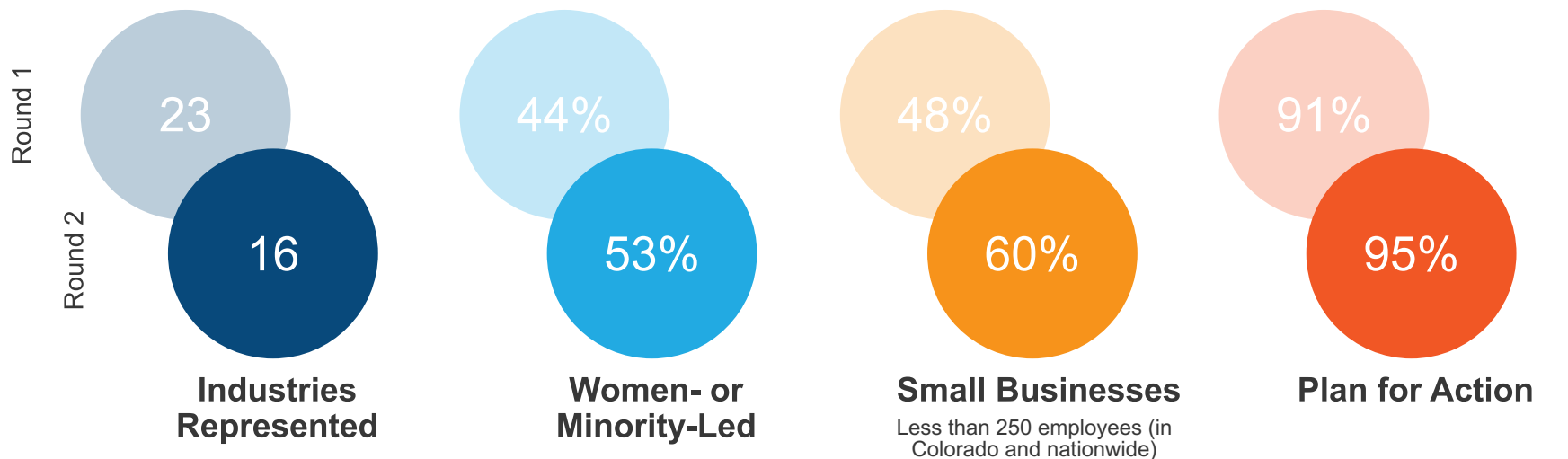
- > Educate yourselves and educate and equip your employees to advance equity in the workplace

## Lead

- > Improve practices for recruiting, hiring and advancing employees of color in your company
- > Encourage diversity in your company's partnerships and business relationships, and encourage your partners and vendors to do the same
- > Donate funds to support organizations addressing racial injustice and advancing equity
- > Vote and encourage your employees to vote as well
- > Actively work with and support minority-owned businesses in your community
- > Join and partner with community-based organizations advancing racial equity

# Survey Participants

The surveys were sent to 140 organizations in Colorado who pledged to Listen, Learn and Lead in their commitment to racial equity. These results are representative of the 97 organizations who responded to the first survey on March 22, 2021 and the 43 who responded to the second survey on December 31, 2021.

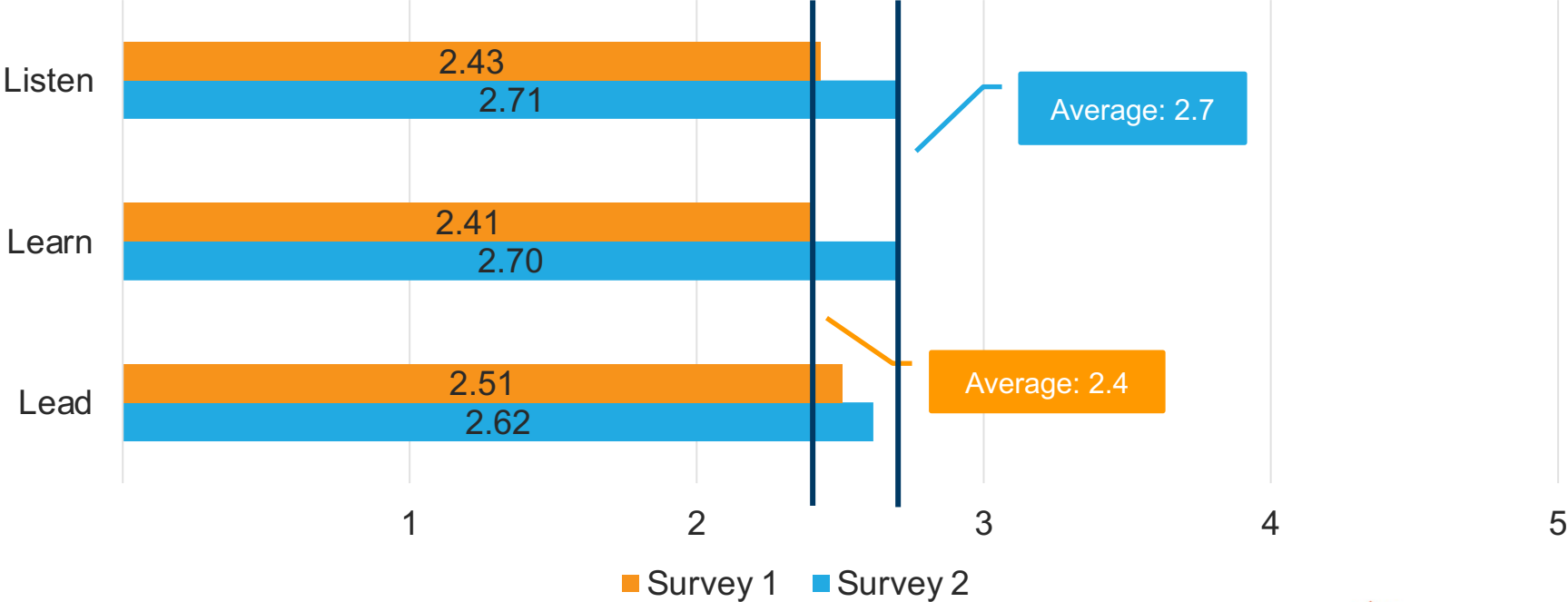


- With the largest representation from the following industries:
  - Nonprofits or Foundations
  - Consultants
  - Law

- 95% of second-round respondents have a plan for action as a result of signing the pledge

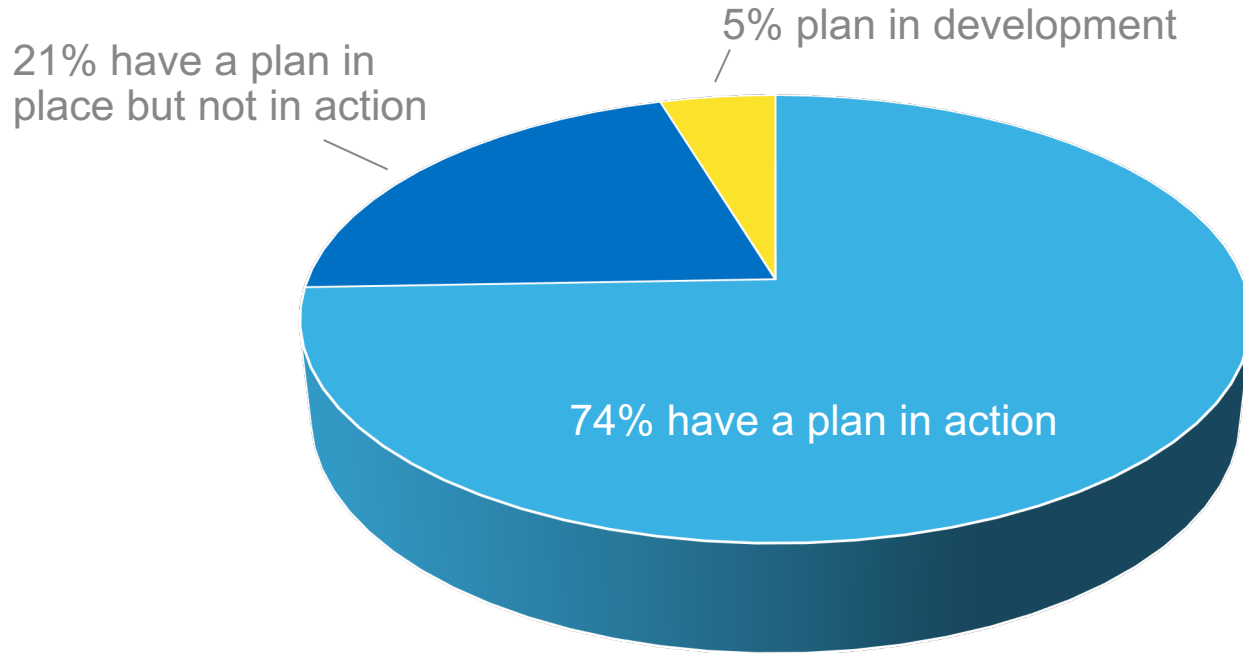
# Organizations are showing their commitment by progressing along the maturity model for Listen, Learn, and Lead...

Average maturity scores by focus area for first and second survey respondents



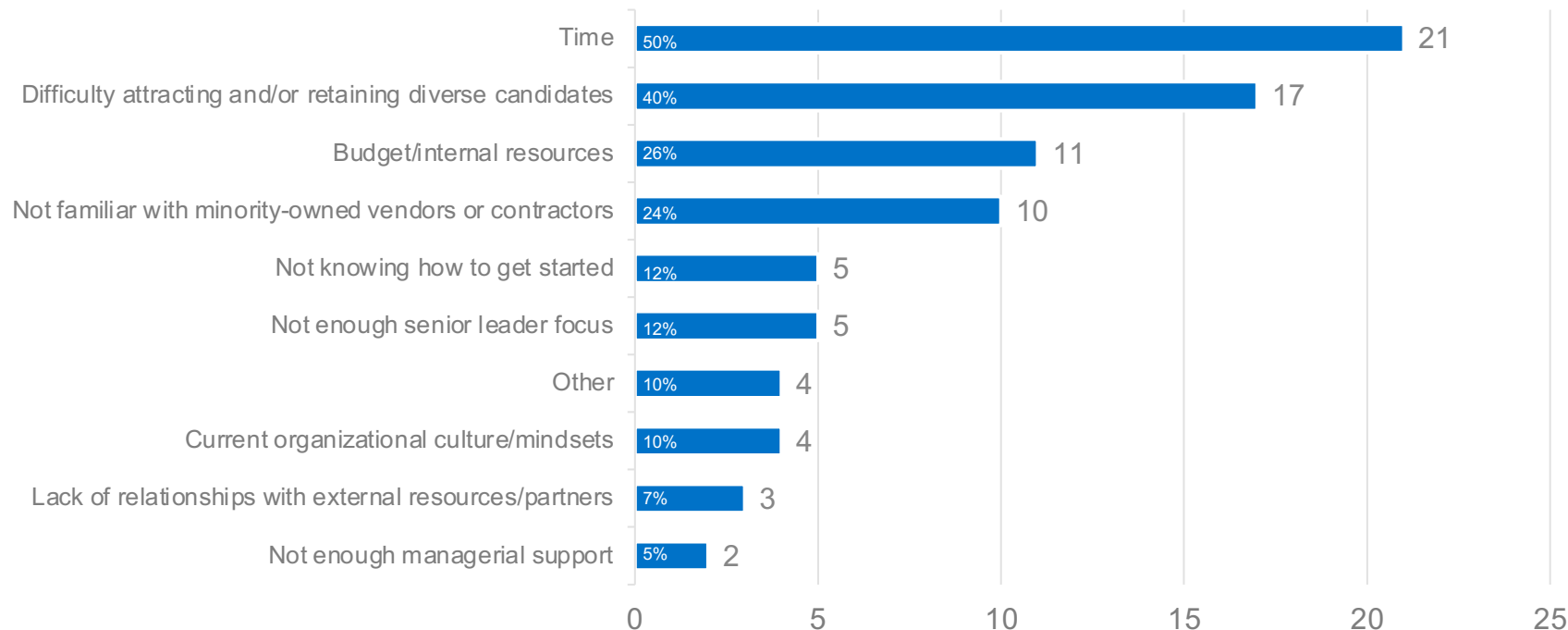
## ...across the span of readiness for action.

Distribution of survey respondents who have a plan either in place or in action



# Organizations continue to face barriers to advancing racial equity...

Proportion of survey respondents who reported the given barriers

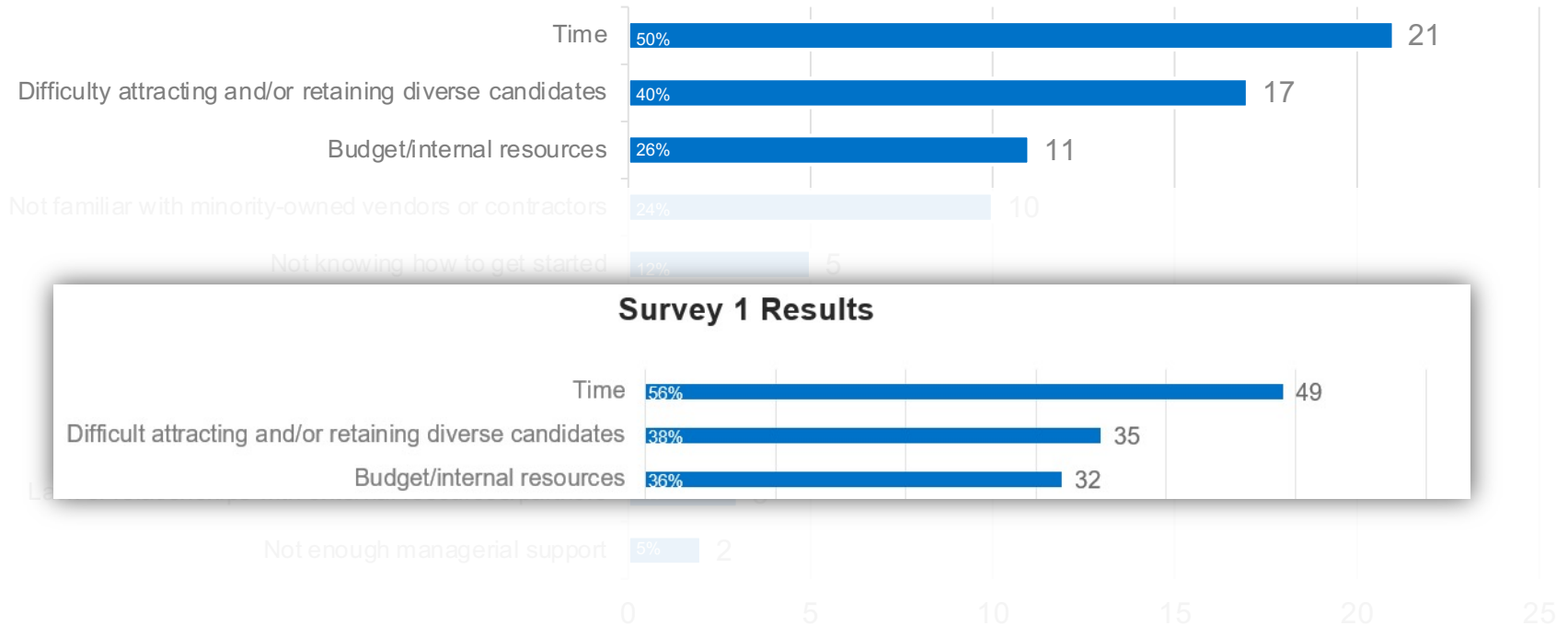


\*Includes "Other" responses that mentioned a limited talent pool as a barrier.



...with the same Top 3 barriers as were reported a year ago.

Proportion of survey respondents who reported the given barriers



\*Includes "Other" responses that mentioned a limited talent pool as a barrier.

# Goals continue to be ambitious and creative...

Themes and examples of respondents' goals



## Strategic Planning

Organization-wide strategic equity framework

Leverage anti-racism DEI Committee towards development of metrics

Quarterly perception audit of our culture



## Education and Engagement

Mandatory DEI education for all employees

Include more DEI content at every meeting at every level

Development of Equity Playbook



## Diversity of workforce and executive team

Increase the percentage of diversity among managers and directors to 37%

Finalist pool must be 50% BIPOC/women to move forward on hiring

25% BIPOC representation Director-level and above by 2030



## Develop New Partnerships

Support minority, LGBTQ, and women-owned business

Advanced protocols for using EDI metrics when selecting vendors

Diversity supplier spend



## Direct Community Impact

Reduce c-sections among women of color

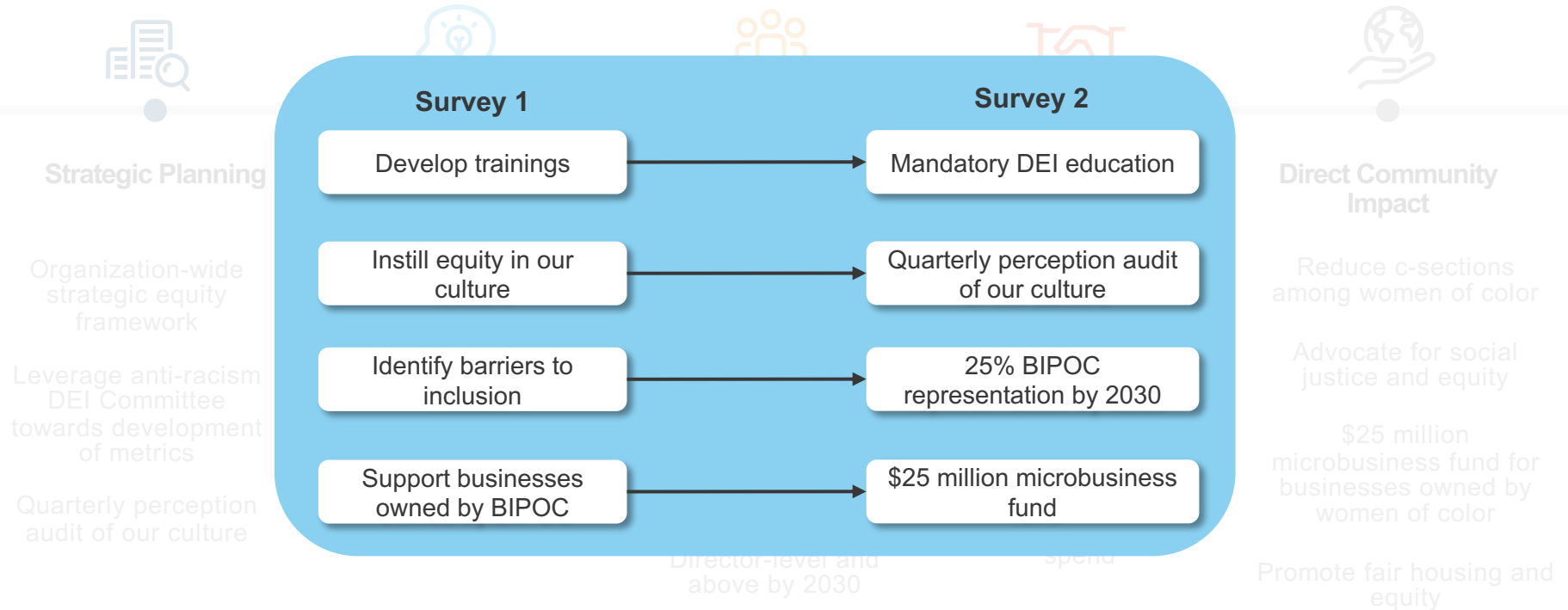
Advocate for social justice and equity

\$25 million microbusiness fund for businesses owned by women of color

Promote fair housing and equity

# ...while demonstrating organizations' progress.

Themes and examples of respondents' goals



# Leaders would appreciate access to additional resources...

## Top 5 strategic priorities for resources

- #1 Develop a scorecard that would allow you to compare against other employers in the region, set goals to address any inequities, and track your progress.
- #2 Take steps to increase the diversity of your applicant pools.
- #3 Engage in best practices to retain diverse teammates in your workplace.
- #4 Diversify your supply chains and contracts by engaging more women- and minority-owned companies to bid on work with your organization.
- #5 Map all the jobs in your organization based on wages, race and gender, and career path potential to ensure you're positioning employees to move into jobs with better pay and benefits.

# ...and are proud of their organizations' accomplishments.

## Examples of initiatives from organizations at Level 4 or 5

*Our continued efforts to have small group discussions around race, racism and bias with one another. We have been working on getting comfortable with being uncomfortable in an effort to make our environment even more inclusive.*

- Small Law Firm

*I am incredibly proud of the introduction of the billable hour diversity and inclusion credit program. Traditionally, DEI initiatives within law firms have been led by diverse and underrepresented attorneys who did the work on top of their billable hour requirements. Offering billable hour credits contributes to equity because it rewards and recognizes colleagues who undertake DEI activities for their time, energy and commitment to helping the firm meet our goals. Additionally, it offers more colleagues an opportunity to engage with the firm's DEI initiatives and programs. Moreover, incorporating billable DEI into billable hour requirements also creates a tracking mechanism to measure our successes.*

- Large Law Firm

*Increasing the dialogue within our company of DEI topics via an internal education series.*

- Small Business

*Access Commitment will focus on three primary areas: supporting businesses owned by people of color, helping individuals and communities of color advance economically and enhancing career opportunities for employees and prospective employees. "We believe access to capital for minority small business, housing and homeownership and workforce advancement creates opportunities for systemic change. U.S. Bank Access Commitment is our approach to building wealth and supporting individuals and small business owners through a series of business initiatives throughout 2021 and beyond. We are committed to be part of the solution."*

- Large Business



Survey brought to you by:

**slalom**



# Appendix: Maturity Model Overview

A maturity model is an assessment tool for gauging level of effectiveness based upon ranked effectiveness criteria. In this case, the criteria are potential organizational practices for increasing racial equity.

A maturity model is used as a measuring stick, an indicator of progress and potential.

Slalom Consulting conducted stakeholder interviews to inform the following maturity models for the [Colorado Companies Uniting Against Racism pledge](#) commitments to listen, learn and lead. These maturity models are to help organizations determine their current effectiveness around racial equity but are not meant to be all inclusive of the work.

# Listen

	1. Ad Hoc	2. Undefined	3. Progressive	4. Mature	5. Optimizing
Leadership	<ul style="list-style-type: none"> <li>Leadership has engaged a group of BIPOC employees for a conversation about DEI when social or community events call for it</li> </ul>	<ul style="list-style-type: none"> <li>Leadership has discussed how to listen and has developed an initial strategy</li> <li>Leadership has engaged with groups of BIPOC employees for planned conversations about DEI</li> </ul>	<ul style="list-style-type: none"> <li>An individual or BIPOC “task force” team has been appointed to advise on DEI</li> </ul>	<ul style="list-style-type: none"> <li>BIPOC employees are in positions of leadership guiding listening strategy</li> </ul>	<ul style="list-style-type: none"> <li>Consistently listening and responding to feedback for several years</li> </ul>
Listening Channels	<ul style="list-style-type: none"> <li>Informal listening, limited to small groups internally and when those groups call for it</li> </ul>	<ul style="list-style-type: none"> <li>Organization-wide town halls led by employee resource groups and leadership to set a tone and strategy for listening</li> </ul>	<ul style="list-style-type: none"> <li>Incorporating the topic of diversity and racial equity in agendas/conversations</li> <li>Talk about listening and discuss how the organization plans to respond to lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Utilizing a racial equity assessment on an ongoing basis</li> <li>Diversity dimensions are included in assessments of employee lifecycle and experience</li> </ul>	<ul style="list-style-type: none"> <li>Listening channels are well-established and their use is second-nature and bi-directional</li> </ul>
Measuring Success	<ul style="list-style-type: none"> <li>Intention to set goals but nothing formal established</li> </ul>	<ul style="list-style-type: none"> <li>Ask employees for feedback through an organization-wide survey</li> <li>Formal racial equity listening goals</li> </ul>	<ul style="list-style-type: none"> <li>Utilizing a racial equity assessment on an ongoing basis</li> <li>Diversity dimensions are included in assessments of employee lifecycle and experience</li> </ul>	<ul style="list-style-type: none"> <li>Tracking measurable progress on listening goals</li> <li>Racial equity survey results are shared with employees and in a report to the larger community</li> </ul>	<ul style="list-style-type: none"> <li>Goals are achieved and continuously reset at regular planning intervals</li> </ul>



# Learn

## Leadership

### 1. Ad Hoc

- Training/learning is reactive and ad hoc

### 2. Undefined

- A group of leaders receive training on a racial equity topic (e.g., bias, allyship)

### 3. Progressive

- Invest in an outside resource to consult on how an organization can instill learning opportunities and act to implement such programs
- All leaders are trained on racial equity topics

### 4. Mature

- Senior leaders are fully bought-in and serve as trainers

### 5. Optimizing

- Leaders have formal learning goals
- Educate customers and vendors as needed

## Learning & Development

- Access to learning programs is isolated to individual teams

- Racial equity education and training is available to all employees and required for some roles

- Educational resources are compiled and shared among teams

- All employees are given designated time for required racial equity education/training

- Self-assessments enacted

- Space is provided for employees to have dialogue around learnings

- Racial equity committee, book club or other DEI educational engagement group established

- Employees given a platform to share resources on an ongoing basis

- Any manager or leadership development program includes a racial equity topic

## Measuring Success

- Intention to set goals but nothing formal established

- Formal racial equity learning goals set

- Track measurable progress on learning goals

- BIPOC employees are involved in goal setting and choosing curriculum

- Utilize formal, ongoing organizational learning goals and metrics

- Appropriate action taken based on learning metrics

- Goals are achieved and continuously reset at regular planning intervals

# Lead

## Leadership

### 1. Ad Hoc

- Leaders take a 'stand,' sharing their commitment to racial equity internally and externally
- Leaders act when social or community events encourage such action

### 2. Undefined

- Donate funds and ask your employees to support organizations addressing racial injustice and advancing equity
- Cultural norms around DEI exist, potentially based around your organization's fundamental values but they aren't formalized to drive behavior

### 3. Progressive

- Define a racial equity strategic plan
- Improve practices for recruiting, hiring, onboarding and advancing BIPOC employees inside the organization
- Employee resource groups available for BIPOC employees and allies

### 4. Mature

- Distinguish CEO voice (vs. organization) in advocating for equity
- Establish and revise DEI policies internally based around your organization's fundamental values with feedback from BIPOC employees

### 5. Optimizing

- Hiring an executive-level leader to serve as the voice of DEI and establish programs across the organization
- Leader has compensation tied to achieving racial equity goals
- Conduct pay-equity audits and promptly take steps to address any race-based pay inequities

## Partnerships

- Involvement in DEI programs with vendors is ad hoc or initiated by the partner

- Join and partner with community-based organizations advancing racial equity

- Assess vendor and partner diversity

- Encourage and help your stakeholders to adopt more equitable processes

- Implement a holistic, systematic supplier/vendor diversity program
- Publicly support laws/policies that support racial equity

## Measuring Success

- Intention to set goals but nothing formal established

- Establish formal goals

- Use a data-driven approach to improve the BIPOC employee experience
- Track measurable progress on goals

- Provide internal reports on how you are tracking and advancing racial equity

- Provide internal and external reports on how you are tracking and advancing racial equity