

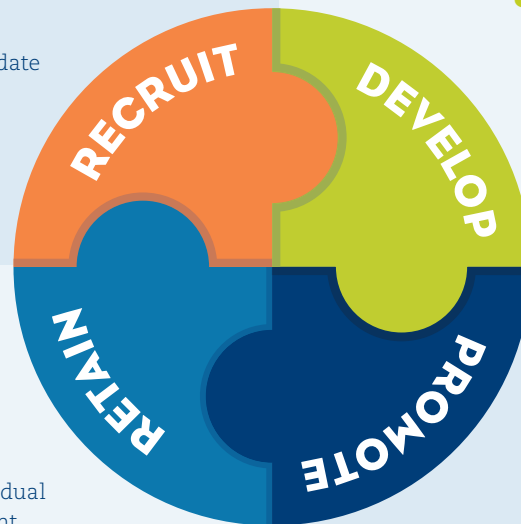


BIAS BUSTING BLUEPRINT

TOP 20 ACTIONS TO CREATE AN INCLUSIVE WORKPLACE

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1. Assess your employment brand for diverse, inclusive messaging and imagery:
 - Website, social media, recruiting materials, news releases
2. Expand the traditional pool of talent from which you've been recruiting. If you look for talent where you've always looked, you will continue to get the same results.
3. Ensure those involved in the interview process, including interview panels, represent a diverse cross section of your employee base.
4. Incorporate meaning and belonging into your recruitment process. Everyone wants to work somewhere they feel they will belong and find purpose.
5. Do not begin interviews until at least 25% of the candidate pool are women and/or diverse candidates.
6. When possible, remove names from resumes to remove gender and cultural bias.



7. Educate everyone on the key role that sponsors play. Make it OK for younger women to be sponsored by older men.
8. Ask, "Where is the diverse talent?" when selecting people for development opportunities.
9. Incorporate the Rule of Two into talent management practices:
 - Stretch assignments, succession planning, promotion candidates
10. Communicate clear, quantifiable criteria and experience needed for advancement. Have a transparent path to promotion.
11. Write realistic job descriptions.
12. Encourage women and diverse employees to apply for stretch assignments and promotions, letting them know you believe they are qualified.
13. Apply the practices of inclusive teams:
 - No interruptions
 - Everyone participates and ideas are attributed to the correct person
 - Share note taking and office housework
14. Do not consider candidates for stretch assignments or promotions until 25% of the pool are women and/or diverse employees.

15. Hire for retention. Instill the mindset that it is far easier to see someone through a short-term life event than find, hire, onboard and train a replacement.
16. Have a Life Events Flexibility policy:
 - Already a high performer
 - Good for the individual
 - For a set period of time
 - Ongoing assessment for effectiveness
 - Good for the company
17. Build inclusivity into your rewards, recognition, community involvement and internal celebration practices.
18. Instigate conversations with soon-to-be mothers. Don't make them figure it out alone:
 - "How I did it" lunches / meetings with senior women
 - Communicate your desire to retain them as a part of the company
19. Educate your team on the business case and benefits of an inclusive workplace and the impact of unconscious bias. Set inclusion goals (we measure what matters) and track results.
20. Take personal responsibility. Ask, "What is the bias here?" Challenge your assumptions and ask for diverse perspectives. Communicate your commitment to inclusion and model the way.