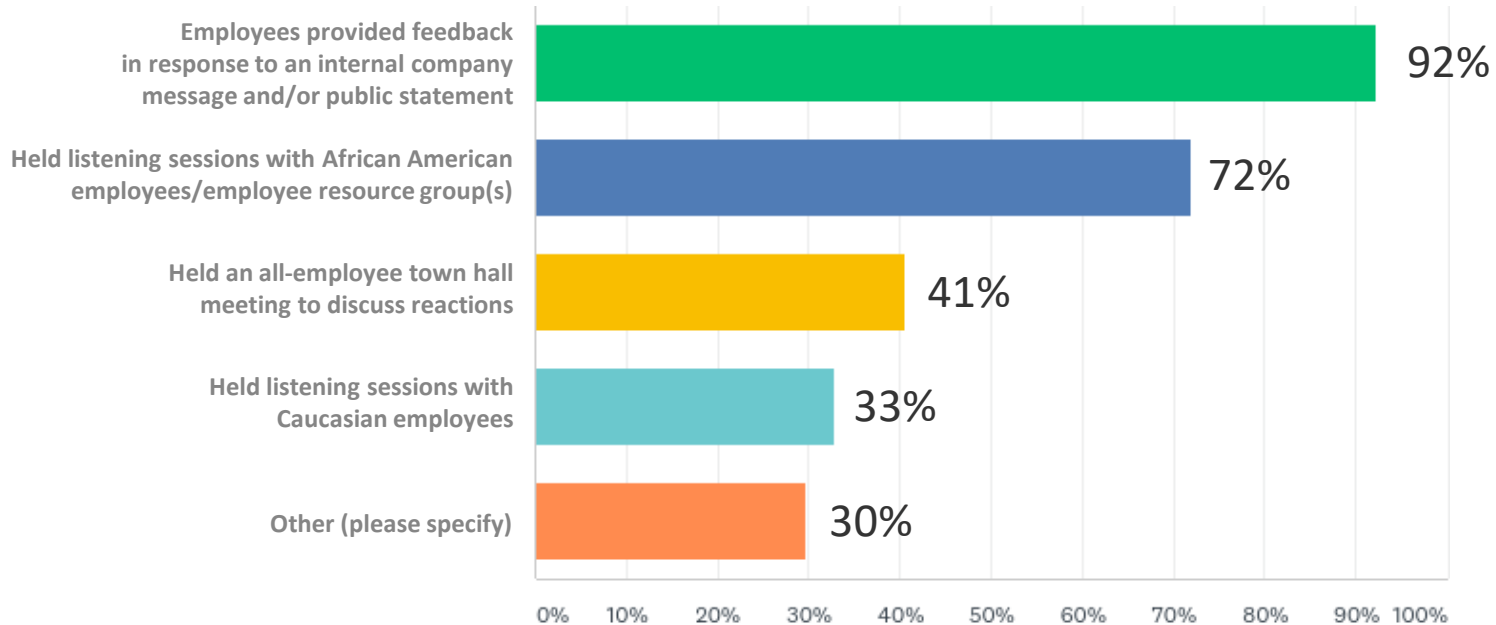# HR Policy Pulse Survey: Member Responses to Racial Justice Movement and Police Brutality Protests

June 17, 2020
64 Responses

Q1: How have you obtained employee perceptions and feelings following the death of George Floyd and the protests that followed? (Select all that apply)

Answered: 64   Skipped: 0

Q1: How have you obtained employee perceptions and feelings following the death of George Floyd and the protests that followed? *(continued)*
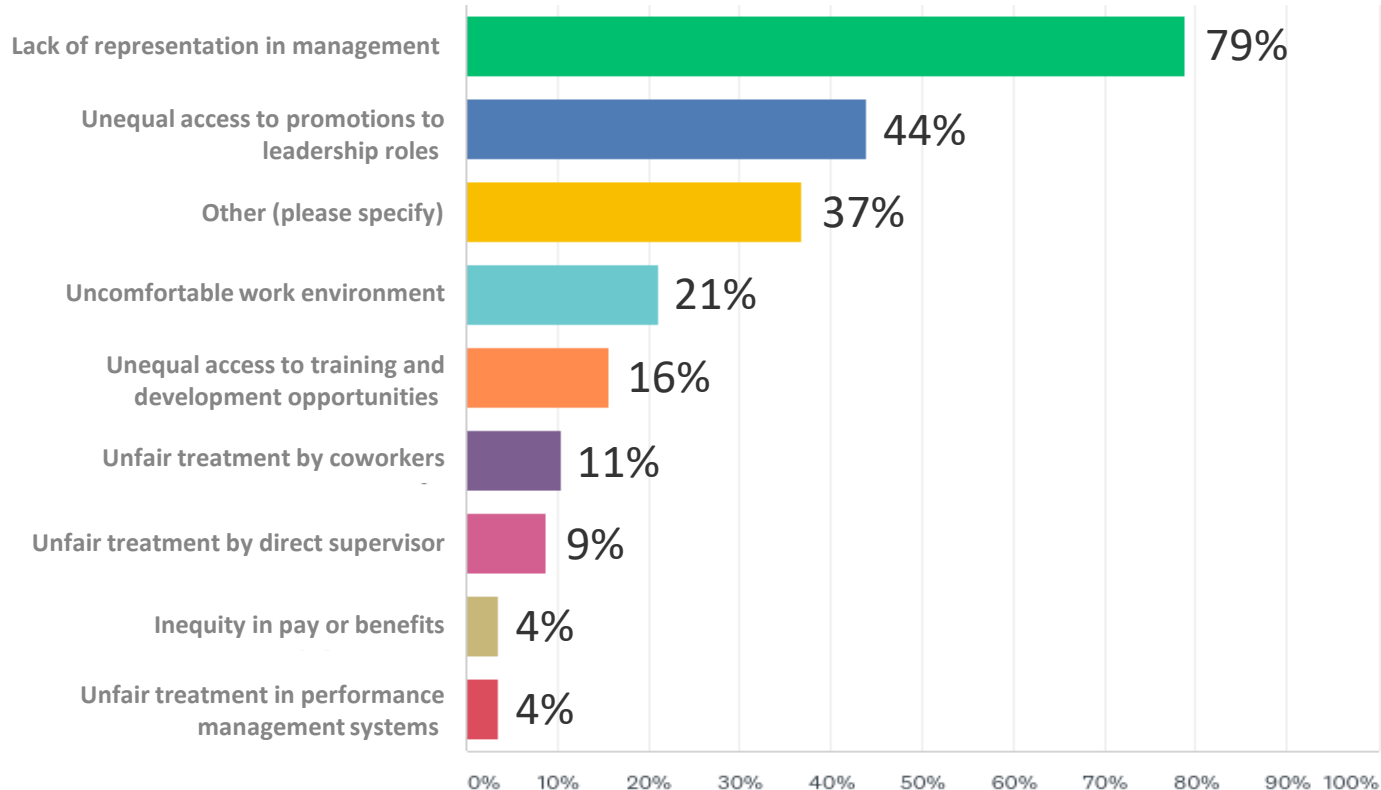
Answered: 64   Skipped: 0

<u>Other</u> (19)

- Consulted with Employ Resource Groups

- Senior leader meetings and training sessions

- Listening sessions have been thus far at the Executive Leadership level and one on one. We are in the process of cascading this through the organization.

- Hosting conversations of understanding

- Held listening an with D&I Leadership Council, those who oversee ALL ERGs and Affinity groups

- Individual executive outreach to persons of color

- Held voluntary, virtual listening sessions w/ team members from all identities (not restricted to Caucasian or African American)

- Social media dialogues

- Engaged ERGs in listening sessions and followed up with broad-based Voluntary employee sessions.

- Functions and business units have also held listening sessions

- Launching inclusion survey

- Social media, internal company site, surveys, 1-1 touch points, etc.

- Discuss at our Board as well.

- Internal social media site for Inclusion and Diversity where employees are sharing blogs and postings

- Made donations to African American charities

- Small group discussions in departments (all comers)

- Called each and every African American by Executive Committee member

- We are hiring a consultant to conduct listening sessions with a cross section of employees so that everyone feels they can be fully open on their views

- Held listening sessions company wide. Have had 1 hour listening sessions every day for the last two weeks with significant workforce participation

Q2: Based on feedback from your Black employees, what has emerged as the area(s) of highest concern? (Select up to three)

Answered: 57   Skipped: 7

Category	Percentage
Lack of representation in management	79%
Unequal access to promotions to leadership roles	44%
Other (please specify)	37%
Uncomfortable work environment	21%
Unequal access to training and development opportunities	16%
Unfair treatment by coworkers	11%
Unfair treatment by direct supervisor	9%
Inequity in pay or benefits	4%
Unfair treatment in performance management systems	4%

Q2: Based on feedback from your Black employees, what has emerged as the area(s) of highest concern? *(continued)*

Answered: 57   Skipped: 7

Other (21)

- Risks and fears outside of our company

- Needing more support to societal gaps

- Need to increase understanding of microaggressions and biases in the workplace

- Nothing statistically significant at this time. Actions in item one still in motion.

- Most of the stories shared thus far were personal encounters with the law and other incidents over their lifetime...our next phase of engagements may breed some of the feedback above.

- Lack of education on the topic of social injustice and bias among all employees.

- Many of the issue raised have been directed towards society; however, lack of representation at senior levels has been a topic.

- Developing talent and careers (not unfair treatment).

- Pervasive feelings among some that they cannot be themselves, including at work. Many stories of the stress, pain, anxiety in their lives (far beyond work) that is a result of their skin color

- That we don't talk about the need for diversity and inclusion enough as a company

- No internal concerns--all related to external and the desire for the Company to take a vocal leadership role to action change

- Looking for more empathy and understanding.

- Lack of commitment to the Black community/customer

- Our company taking a more influential and active voice externally in our community

- Questions on what is next

- Social injustice

- Lack of understanding of the Black experience in the US

- Unfair treatment outside of the work place

- Insufficient public support for social justice causes

- Unfair treatment from customers

- Hurt over co-workers not having the uncomfortable conversation

Q3: Have employees asked your company to take specific actions to address the concerns in question 2 above?

Answered: 62   Skipped: 2
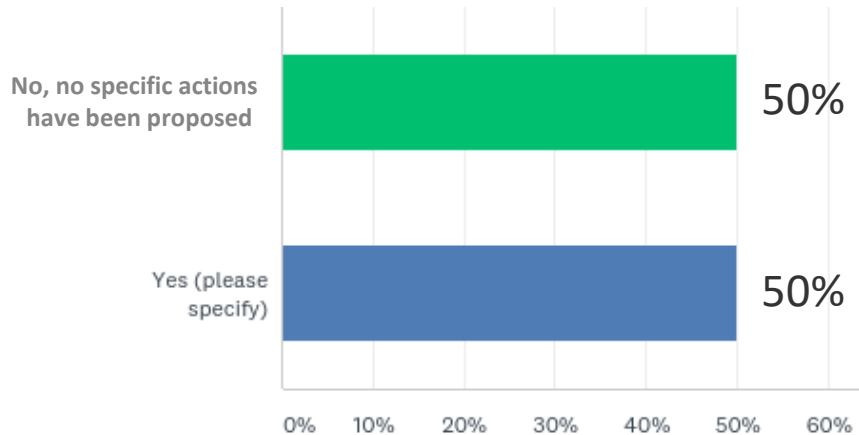
Other (31)

- Specific commitment to increasing diversity at executive levels - We want to see ourselves; External leadership and community engagement - Adopt a local public school ; Amplify the work we already do in a more public way.

- Senior Leadership representation, promotional opps

- We are more proactively driving unconscious bias training and stronger commitment to increase diverse representation.

- In response to messages sent out over last weeks, employees have provided suggestions on the way we've communicated (e.g. less use of D&I and more on specific injustice, the way we communicate stance externally, action-oriented suggestions).

- Representation across senior leadership

- They have reached out individually and asked us to investigate their cases.

- Our AA ERG was asked to solicit feedback from the members and provide recommendations. Specifically asked that we recognize Juneteenth Day for all US colleagues too.

Q3: Have employees asked your company to take specific actions to address the concerns in question 2 above? *(continued)*
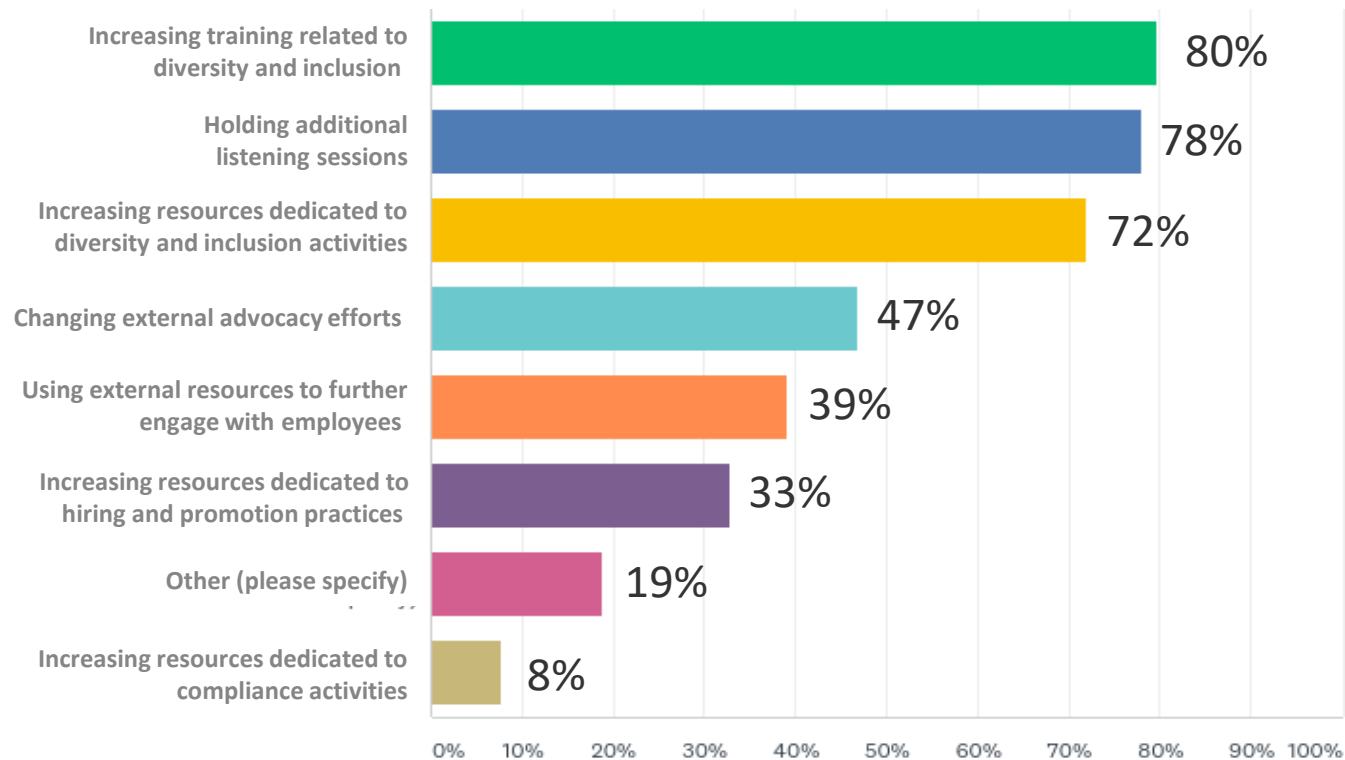
Answered: 62   Skipped: 2

Other (continued)

- Although they feel we have strong and visible support for making D&I progress with senior leaders, they would like to see us better penetrate our front line leaders with our efforts.

- Action plans are in process.

- This has been part of our conversation but we had executive talent review whereby this was a specific point of discussion and action.

- Strategic partnerships w/ external organizations, more education on the issues impacting marginalized groups & volunteer hours/opportunities to come together to impact positive social change

- We have formed a committee of seven African American leaders with the CHRO to determine actions

- Listening sessions, additional support for D&I activities, appointment of a Chief Diversity Officer, engagement in the local community, support for diverse employees.

- Laid out an action plan in a broadcast to all employees sharing in and outside the company

- Multiple, including workshops, policy changes, hiring adjustments

- Training and development of a D&I Counsel

- Starts with more open dialogue, and must include specific actions to drive change. Employees generally aren't specifying the actions.

- Taking a stand on police reform; Specific actions to address equality gaps in education

- We are going to develop mentoring circles

- Various

- Targeted development, stronger statements around racial equality and anti-racism, more transparency on representation and pay equity initiatives.

- Training, reporting/disclosures

- Listen 1st. Be part of a solution

- Actions we agreed to during our listening sessions.

- A list of commitments

- Hire and promote African Americans

- Work to get more POC in leadership positions. Formal sponsorships. More open dialogue in small groups.

- Establish fund; amplify community initiatives; revise talent systems

- Accelerate inclusion initiatives

- Support affected minority communities

- Look at our systems, development programs and practices

Q4: What actions are you considering in response to what you heard from employees? (Select all that apply)

Answered: 64   Skipped: 0

Action	Percentage
Increasing training related to diversity and inclusion	80%
Holding additional listening sessions	78%
Increasing resources dedicated to diversity and inclusion activities	72%
Changing external advocacy efforts	47%
Using external resources to further engage with employees	39%
Increasing resources dedicated to hiring and promotion practices	33%
Other (please specify)	19%
Increasing resources dedicated to compliance activities	8%

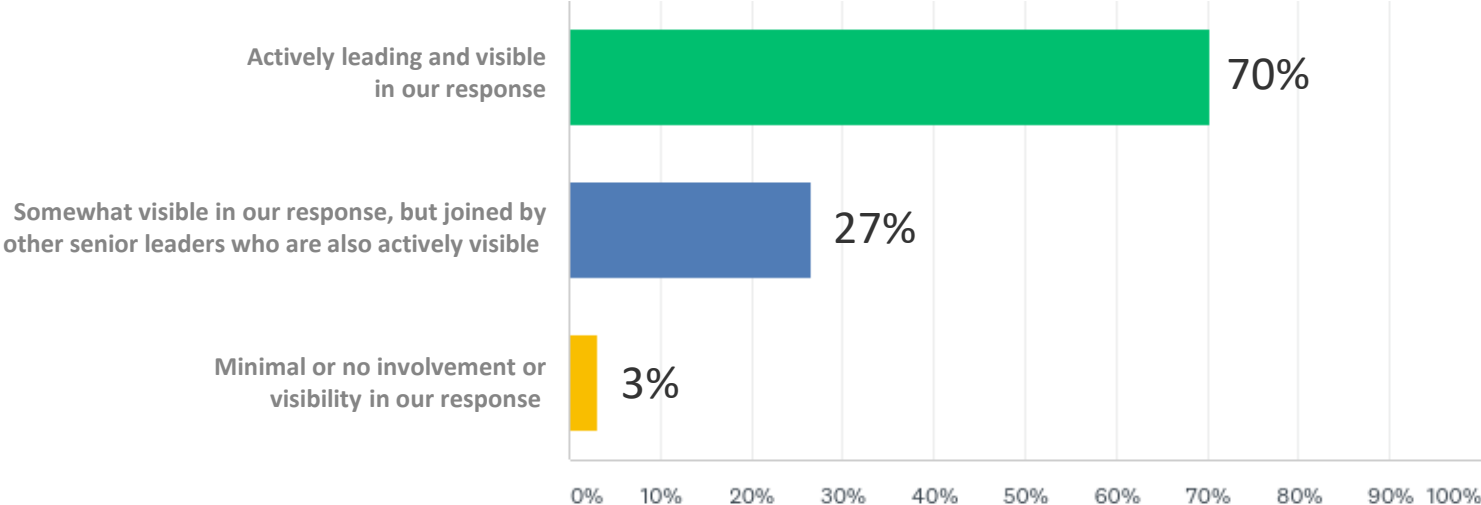# Q4: What actions are you considering in response to what you heard from employees? *(continued)*

Answered: 64   Skipped: 0

Other (12)

- We do so much already, but we are trying to accelerate the outcomes.

- We already have lots of D&I resources but plan to increase publishing/accessibility. Also our Affinity Network is in process of building action plan with additional asks/recommendations/expectations.

- We are only in the listening phase at this point. I anticipate forward planning to begin in July following initial engagements.

- We are interested in learning about how other organizations will handle external advocacy efforts.

- Adding African American to company's executive leadership team

- Linking our CSR and D&I activities since this is also about social responsibility

- Voting campaign; Ally training

- Doing global day of courageous action--one day for all employees around the world to take on action to further their allyship journey; conversation guides for Managers to hold sessions with teams and/or 1-1 conversations, Lead the creation of a corporate and community coalition that will systematically address key issues and actions for change; sharing all of D&I/Allyship proprietary information with other companies who want help, etc.

- Still planning the bigger picture

- Donations to black focused charities, increased funding of black marketing efforts

- I wanted to specify on internal vs. external...based on the size of our company, we are choosing in the short run to focus our efforts internally before looking externally to make financial or strong statements. There is enough to do internally, and that has to be the priority. Otherwise, the external statements or investments will ring hollow.
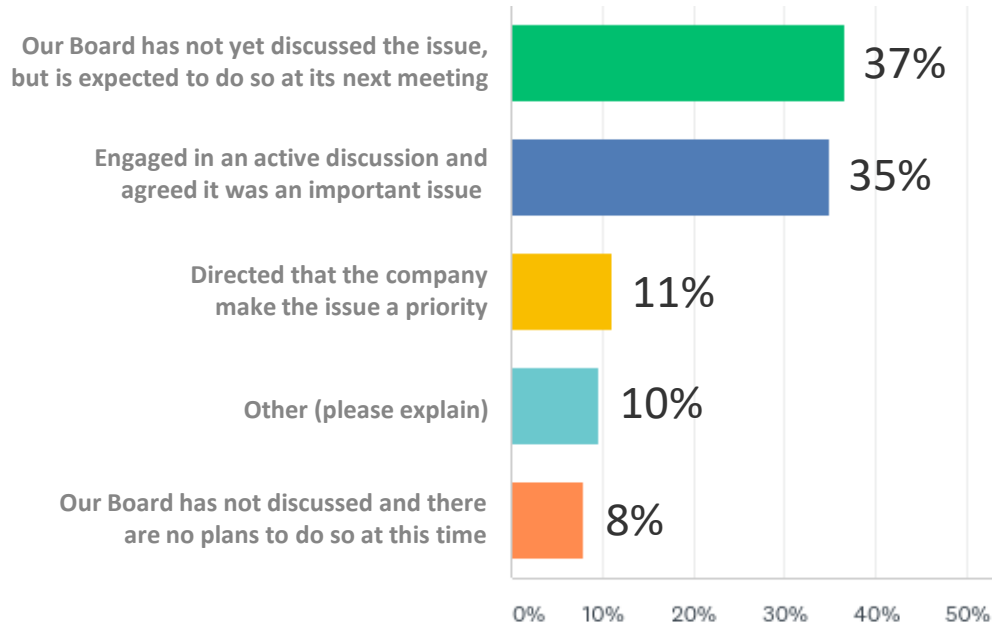
- Increased communications

Q5: What role is your CEO playing in your response?

Answered: 64   Skipped: 0

Response	Percentage
Actively leading and visible in our response	70%
Somewhat visible in our response, but joined by other senior leaders who are also actively visible	27%
Minimal or no involvement or visibility in our response	3%

Q6: How has your Board of Directors reacted?

Answered: 63   Skipped: 1

Other (6)

- Board active in Organizational Health priorities

- We have not had a collective discussion but several Board Members have expressed the important of the issue.

- Some pointed discussion but leaving up to management.

- Ongoing I&D discussions with our Board, which will continue. They haven't dictated anything we do nor have we discussed the latest events with them.

- Our CEO is speaking with the Board regularly, and we will do a deep dive at the next Board meeting.

- We discussed on a board call today. We have a CEO town hall on Friday. The CEO and CHRO have sent multiple messages

Q7: Please add any additional thoughts you may have.

Answered: 5   Skipped: 59

Comments (5)

- Thank you.

- This is not an issue to solve in 15 days. It's ongoing.

- We in HR have to step it up. This is our work and we are a part of the "failure" as the NY Times says of Corporate America.

- This isn't a two sided issue. There are many facets. Listening as an ally and seeking to understand is where we have focused in the early parts of this journey. It's just the beginning. Let's set the foundation so the changes we make are everlasting.

- Feels like a watershed moment - time to throw out the equal opportunity and non-discrimination playbooks and focus on anti-racism.