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REGIONAL

**DIVERSITY & INCLUSION**

BEST PRACTICES SURVEY FOR KC

**2017  
REPORT**

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# Table of Contents

Executive Summary .....	4
Introduction.....	5
Method .....	5
Characteristics of Survey Respondents .....	5
Results .....	6
Having a Formal D&I Policy, Strategic Plan, or Mission Statement Beyond Standard	
EEO/ADA Regulations .....	6
Senior Management Commitment to D&I .....	8
Operations and Actions Reflecting D&I Policy/Commitment.....	9
Everyday Operation Reflecting D&I Policy/Commitment.....	9
Actions Supporting D&I in Past Year .....	10
Managing and Governing with Diverse Leadership.....	12
Assuring a Workplace Setting for Diverse Employees .....	13
Evaluating Facilities/Operations for Disability Access .....	13
Making Workplace Accommodations.....	13
Using Images Representing Diverse Populations for Advertisements, Collateral	
Materials, and Other External Communications .....	13
Providing Equity and Support for Diverse Employees .....	14
Internal Policies Providing Equity and Support .....	14
Serving Diverse Clientele .....	16
Formal Supplier Diversity Policy/Statement .....	16
Supporting D&I in the Community .....	17
Engagement in Public Awareness, Communication, and Advocacy .....	17
Type of Support of D&I in the Community .....	17
Level of Support Companies/Organizations Provided .....	18
Companies/Organizations Awarded or Recognized for D&I Work .....	20
Description of D&I Work Carried Out .....	20
Business Certifications .....	20
Memberships in Local Chambers .....	21
Diversity and Inclusion by the Numbers .....	22
Appendix A. Reason for Developing Formal D&I Policy, Strategic Plan, or Mission	
Statement .....	24
Appendix B. “Other” Actions CEO/Senior Management Team Took in Last Year to	
Support D&I .....	29
Appendix C. “Other” Internal Policies/Practices Used in Past Year to Ensure Equity and	
Support to Diverse Employees .....	30
Appendix D. Ways Companies/Organizations Support D&I in the Community .....	31
Appendix E. Description of D&I Work Carried Out .....	33

# Executive Summary

To gain a better understanding of Diversity and Inclusion (D&I) work in the Kansas City business community, the Greater Kansas City Chamber of Commerce contracted with Resource Development Institute to survey companies and organizations in the metro area regarding their D&I efforts. The following report provides a summary of the results.

**SURVEY RESPONDENTS.** Companies/organizations that responded were large (40%), non-profit (42%), and represented industries that most often included education, healthcare, finance, engineering, legal, and social services. Less than 10% had business certification(s), over 60% were members of the Greater Kansas City or other chambers, and 17% had been awarded or recognized for their D&I work.

**RESULTS.** The Kansas City business community shows strong D&I efforts in the following areas:

- 1. Commitment to D&I.** Over 80% of companies/organizations have CEOs/Senior Management Teams that actively project a commitment to D&I, most often seen in their recruitment, hiring, and employee professional development practices; fewer companies/organizations, however, show this commitment in their promotion, retention, and workplace D&I celebrations.
- 2. Everyday Operation.** Everyday operation reflects D&I policy for over 70% of companies/ organizations.
- 3. Workplace Setting.** Seventy-eight percent of companies/organizations regularly evaluate their facilities/ operations for disability access, 94% make workplace accommodations, and 92% use images that represent diverse populations for ads, collateral materials, external communications.
- 4. Equity and Support.** For 77% of companies/organizations, equity and support for diverse employees is codified through internal policies.
- 5. Diverse Clientele.** Almost all companies/organizations (95%) serve a diverse clientele, with clients reflecting diversity based on race/ethnicity/nationality, gender, and age (for over 90%), and religion, gender expression/sexual orientation, disability, and veteran status (80% or more).
- 6. D&I in the Community.** Almost 70% of companies/organizations engage in public awareness, communication, and/or advocacy that support D&I work in the community.

Areas where the Kansas City business community shows strength, but room for improvement include:

- 1. D&I Policy/Plan/Statement.** Fifty-seven percent of companies/organizations have a formal D&I policy, strategic plan, or mission statement to help guide their work, leaving 43% that do not.
- 2. Diversity in Leadership.** Half of the companies/organizations surveyed have Senior Management Teams and Boards where 25% or fewer members are diverse.
- 3. Actions Supporting D&I Throughout Year.** Although 35-60% of companies/organizations made the following efforts to support D&I throughout the year, 40-65% did not: distributing all-staff communication regarding D&I, supporting the organization of a D&I event or council, attending a D&I-focused event, providing professional development opportunities related to D&I, supporting the formation of Employee Resource Groups, other efforts defined by the companies/organizations.
- 4. Internal Policies Providing Equity and Support.** Although 29-41% of companies/organizations had the following internal policies in place to provide equity and support for diverse employees, most did not: a referral process for accommodations or services, a diversity council or committee, Employee Resource Groups, domestic partner benefits, affinity groups related to D&I, and other policies defined by the companies/organizations.

Several strengths and areas needing improvement for D&I revealed differences based on the size and non-profit status of the company/organization, and will be discussed in the report.

# Introduction

Diversity and Inclusion (D&I) are not new concepts to the business community. Not only has the workforce become increasingly diverse in the characteristics and backgrounds employees bring to the job (prompting workplace diversity), but there is growing evidence that employees who feel accepted and valued (prompted by inclusion) contribute to better business success -- greater employee retention, better understanding of customer needs, better sales. Despite the benefits, implementation of D&I in the business community is not necessarily commonplace.

To gain a better understanding of D&I efforts underway in the Kansas City metro area, companies and organizations were surveyed about their D&I efforts in their places of business, as well as in the community. The following report provides a summary of the results.

## METHOD

Data were gathered through an online survey completed by companies and organizations in the Kansas City area. Survey items were modeled after the 2016 Inclusive Workplace Culture Survey conducted by the Tulsa Regional Chamber, and consisted of checklist, Yes/No, 5-point Likert scale (strongly agree to strongly disagree), and open-ended questions.

**Characteristics of Survey Respondents.** Most survey respondents were from large companies/organizations (over 1,000 employees); those with 2-25 employees did not respond. Most respondents were from non-profit organizations; and the most common types of industries represented included education, healthcare, finance, architecture/engineering/construction, legal, business and management, and social services.

Characteristics of Companies/Organizations Surveyed					
# Employees	%	Type of Company/Organization	%	Type of Industry	%
1	4.0	Sole proprietor	3.3	Education	15.5
2-25	0.0	Publically held	13.9	Healthcare	15.5
26 - 50	13.4	Non-profit	41.6	Finance	0.1
51 - 100	8.7	Privately held	11.5	Architecture, Engineering, Construction	8.2
101 - 250	18.1	Limited Liability Corp.	16.3	Legal	7.3
251 - 1,000	15.4	S- or C-Corp.	12.9	Business, Management	6.4
1,001+	40.3	Other	0.5	Social Services	0.4

Notes: 1) Non-profits include educational and government organizations, state agencies, and foundations; 2) N=149 for Number of Employees, 209 for Type of Company/Organization, and 110 for Type of Industry.

# Results

Analyses were conducted on the total sample of companies/organizations that responded to the survey, with differences based on the size of the company/organization (small = 1-100 employees, mid-sized = 101-1,000 employees, large = over 1,000 employees) being explored. Differences based on the non-profit status of the company/organization (yes versus no) were also examined.

## Having a Formal D&I Policy, Strategic Plan, or Mission Statement Beyond Standard Equal Employment Opportunity (EEO)/Americans with Disabilities Act (ADA) Regulations

Over half of all companies/organizations surveyed in the Kansas City business community have a formal policy, strategic plan, or mission statement about D&I in the workplace that goes beyond the standard EEO/ADA regulations - reflecting somewhat of a strength, but room for improvement in the business community.

“We have seen firsthand the power of bringing one’s whole self to work - from different races, ethnicities, gender identities, nationalities, religions, generations, sexual orientations, backgrounds and experiences - and the dynamic and innovative environment that results. Our people thrive personally and professionally because all perspectives are valued and heard. In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve.” - *Grant Thornton*

The existence of a formal policy, plan, and/or mission statement **varies based on the size and non-profit status of the company/organization**; larger versus smaller companies/organizations are more likely to have such a policy/plan/statement in place. Non-profit versus other types of companies/organizations are also more likely to have a policy/plan/statement. Refer to the graph on the next page for more detail.

## Companies/Organizations with Formal D&I Policy, Strategic Plan, or Mission Statement



The most common reason that companies/organizations reported for having a formal policy, strategic plan, or mission statement about D&I in the workplace is to guide their efforts toward their stated mission (mentioned by almost half of all companies/organizations). Another common reason (mentioned by almost one-third of companies/organizations) is a commitment to the concept of D&I in the workplace. Other reasons mentioned by less than 10% of companies/organizations include needing a policy that matches the clients served, needing to meet a requirement for accreditation or certification, a contract or vendor requirement, following best practices, and being politically correct. Refer to the table below and to Appendix A for direct quotes from companies/organizations.

Reason for Having Formal D&I Policy, Strategic Plan, or Mission Statement Beyond Standard EEO/ADA Regulations			
<i>Reason</i>	<i>%</i>	<i>Reason</i>	<i>%</i>
Guides company/organization to follow mission, policies	48.3	Contract, vendor requirement	3.2
Commitment to D&I concept	30.5	Following best practices	2.1
To match the diverse clientele	6.3	Being politically correct	1.1
Accreditation, certification	6.3	Don't know	4.2

*Note:* N= 95.

## ➤ Senior Management Commitment to D&I

Over 80% of all companies/organizations surveyed “agreed” or “strongly agreed” that the CEO/Senior Management actively project a commitment to D&I.

Over 80% of all companies/organizations surveyed “agreed” or “strongly agreed” that the CEO/Senior Management actively project a commitment to D&I. **Differences** in this agreement exist, however, **based on the size of the company/organization** -- 71.8% of small, 82.0% of mid-sized, and 90.0% of large companies/organizations “agreed” or “strongly agreed”.

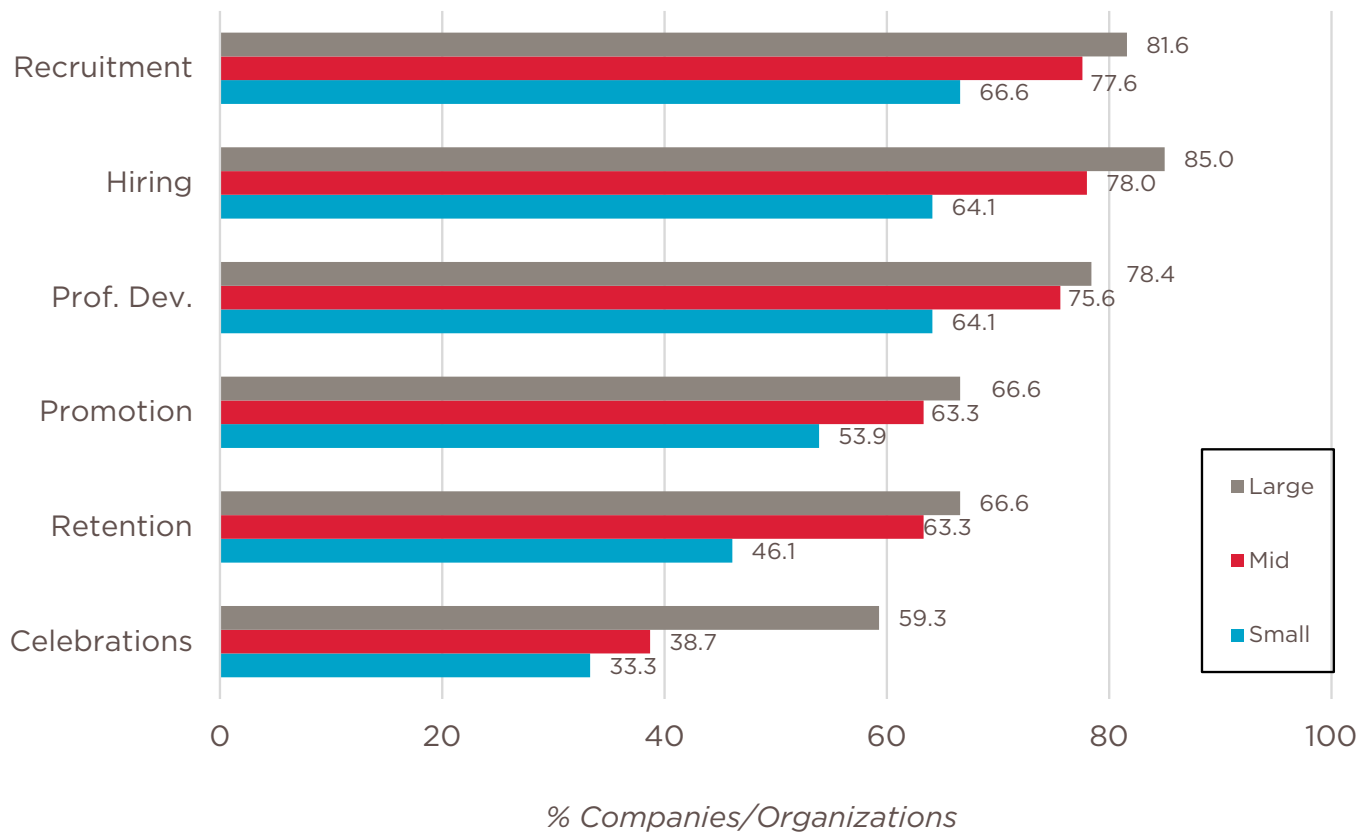
Showing strong D&I work in key aspects of operations, 75% or more of all companies/organizations “agreed” or “strongly agreed” that the CEO/Senior Management promote D&I through recruitment, hiring, and employee professional development. Promotion and retention, however, do not mirror this D&I effort, with less than 65% “agreeing” or “strongly agreeing” that companies/organizations promote D&I in these areas. Similarly, annual workplace D&I celebrations also do not mirror the reported D&I efforts seen in recruitment, hiring, and professional development -- less than half of companies/organizations “agreeing”/“strongly agreeing” that D&I is promoted through annual workplace celebration. See the table below for more detail.

Companies/Organizations Showing Commitment to D&I					
Statement	% All Companies/Organizations				
	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
CEO/Senior Management Team actively projects commitment to D&I.	48.3	33.0	12.0	3.8	2.9
Company/Organization promotes D&I through:					
Recruitment	35.1	41.8	15.9	4.3	2.9
Hiring	32.2	46.2	13.9	5.3	2.4
Employee professional development	31.3	43.3	16.8	5.3	3.4
Promotion	25.0	39.4	25.0	5.8	4.8
Retention	24.5	37.0	24.5	10.1	3.8
Annual workplace D&I celebrations	19.3	22.2	35.7	13.0	9.7
Note: N=207-209.					



Differences in agreement exist based on the size of the company/organization, with larger companies/organizations more likely to “agree” or “strongly agree”. See the graph below.

### Ways D&I Are Promoted by Senior Management Based on Company/Organization Size



### ➤ Operations and Actions Reflecting D&I Policy/Commitment

**Everyday Operation Reflecting D&I Policy/Commitment.** Over 70% of companies/organizations “agreed” or “strongly agreed” that the everyday operation of the company/organization reflects its D&I policy or commitment (41.4% “agreed”, 29.3% “strongly agreed”). Differences, however, exist based on the size of the company/organization, with large and mid-sized companies/organizations more likely to “agree”/“strongly agree” (79.3% of large, 76.6% of mid-sized, and 47.2% of small companies/organizations).

Fewer than half the companies/organizations surveyed reported that management offered professional development opportunities focused on D&I, or supported efforts to organize D&I councils or events.

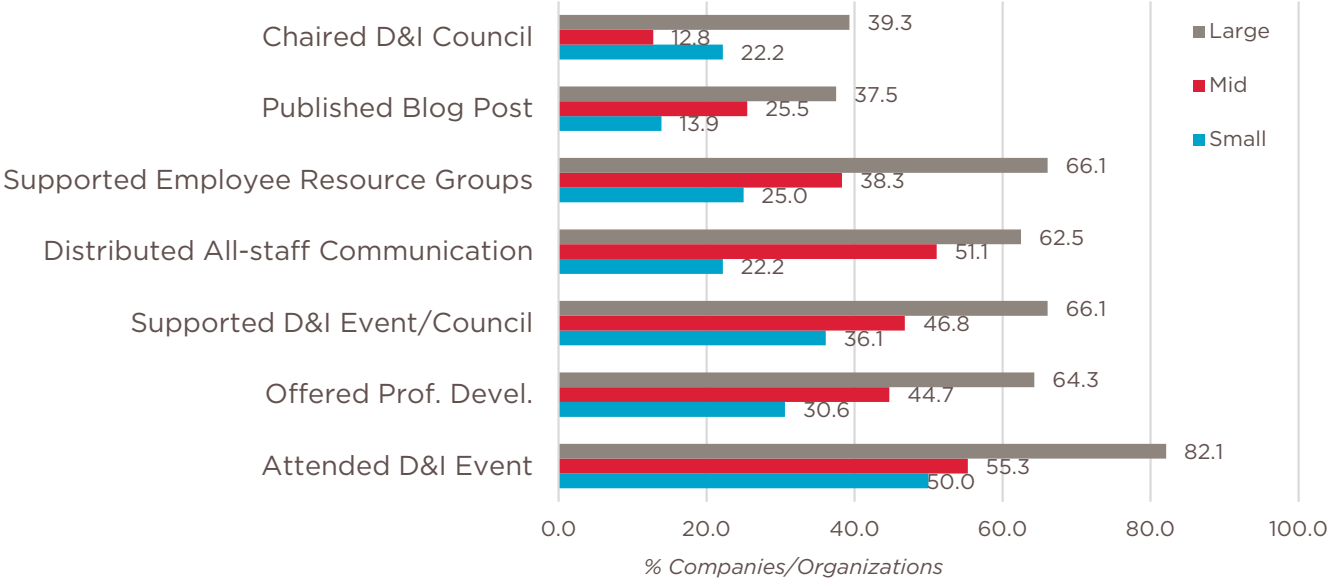
**Actions Supporting D&I in Past Year.** The most common action taken by the CEO/Senior Management Team to support D&I in the past year was attending D&I-focused events. Backing up reports that companies/organizations show D&I commitment through professional development and annual D&I celebrations/events, over 40% of companies/organizations reported that in the past year, leadership offered professional development opportunities and supported efforts to organize D&I events or a council. Given the fact that less than half of the companies/organizations carry out these and other actions, this is an area where the business community could strengthen its D&I efforts. See the table below for more detail.

<b>Actions by CEO/Senior Management Team in Past Year to Support D&amp;I</b>			
<i>Action Taken</i>	<i>%</i>	<i>Action Taken</i>	<i>%</i>
Attended D&I-focused event	60.3	Published blog post	21.1
Offered professional development opportunities	45.4	Chaired company/organization's D&I council	20.1
Supported staff efforts to organize D&I event/council	42.8	Wrote OpEd	13.4
Distributed all-staff communication	38.1	Other	9.3
Supported formation of Employee Resource Groups	34.5		
<u>Note:</u> N=194.			

“Other” supportive actions taken by less than 10% of companies/organizations included: the company’s/organization’s president offering free summer housing to employees from countries outside the U.S. who chose not to return home during President Trump’s travel ban period, hiring a consultant and/or director to head up D&I activity, creating a Diversity Board, giving D&I presentations at public events, sponsoring a company/organization table at a D&I event, participating in the Sponsorship Initiative, senior management attending D&I meetings, and having a discussion with staff about how to incorporate D&I into the workplace. Refer to Appendix B for direct quotes from companies/organizations.

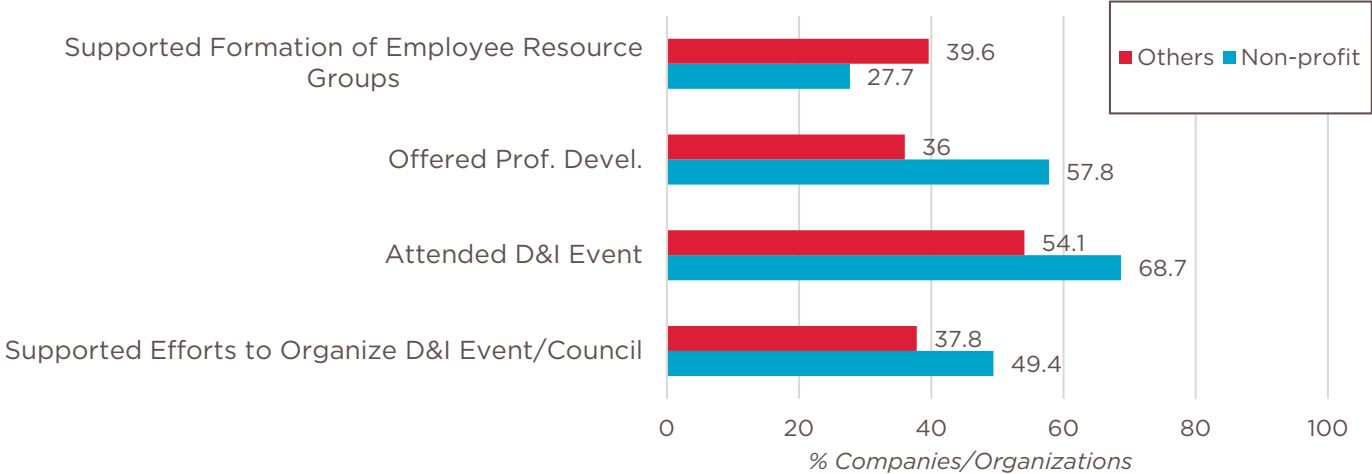
Differences in actions taken in the past year to support D&I efforts exist based on the size of the company/organization. With the exception of chairing the company/organization’s D&I Council, the larger the company/organization, the more likely they were to carry out the various actions for D&I. Refer to the graph on the next page.

# CEO/Senior Management Actions to Support D&I by Size of Company/Organization



Differences in actions taken also exist based on the non-profit status of the company/organization. With the exception of supporting efforts to form Employee Resource Groups, non-profit versus other companies/organizations were more likely to offer professional development opportunities, attend D&I events, and support efforts to organize D&I events or a council. Refer to the graph below.

# CEO/Senior Management Actions to Support D&I by Non-profit Status



## ➤ Managing and Governing with Diverse Leadership

For the Kansas City business community, less than 50% of companies/organizations surveyed said that 1-25% of their Senior Management Team and Board are made up of diverse individuals, with a little under one-fourth to one-third of companies/organizations saying that 26-50% of the management teams and boards are diverse.

For the Kansas City business community, around 40% of companies/organizations said that 1-25% of their leadership (Senior Management, Board) is made up of diverse individuals; between 23% and 30% of companies/organizations said that 26-50% of their leadership is diverse. With fewer than one-third of companies/organizations having management teams and boards with 50% or less diversity, this is an area for D&I improvement in the business community. See the table below for more detail.

Diverse Makeup of Senior Management Team and Board			
<i>% Senior Management Team</i>	<i>%</i>	<i>% Board</i>	<i>%</i>
0%	10.2	0%	9.0
1 - 25%	39.0	1 - 25%	42.1
26 - 50%	22.6	26 - 50%	30.1
51 - 75%	10.2	51 - 75%	9.8
76 - 100%	18.1	76 - 100%	9.0

Note: N= 177 for Percentage of Senior Management Team, 133 for Percentage of the Board.

Differences in the diversity of the Senior Management Team and Board vary by the size of the company/organization; smaller companies show slightly more diversity. See the table below.

Percent of Small, Mid-Sized, and Large Companies/Organizations with Diverse Senior Management Teams and Boards						
Portion of Group that is Diverse	Portion of Senior Management Team that is Diverse			Portion of Board that is Diverse		
	<i>% Small</i>	<i>% Mid-Sized</i>	<i>% Large</i>	<i>% Small</i>	<i>% Mid-Sized</i>	<i>% Large</i>
0%	14.7	9.3	0.0	15.0	13.2	8.3
1 - 25%	32.4	55.8	47.9	30.0	50.0	58.3
26 - 50%	26.5	25.6	31.3	45.0	26.3	27.8
51 - 75%	5.9	7.0	14.6	5.0	10.5	5.6
76 - 100%	20.6	2.3	6.3	5.0	0.0	0.0

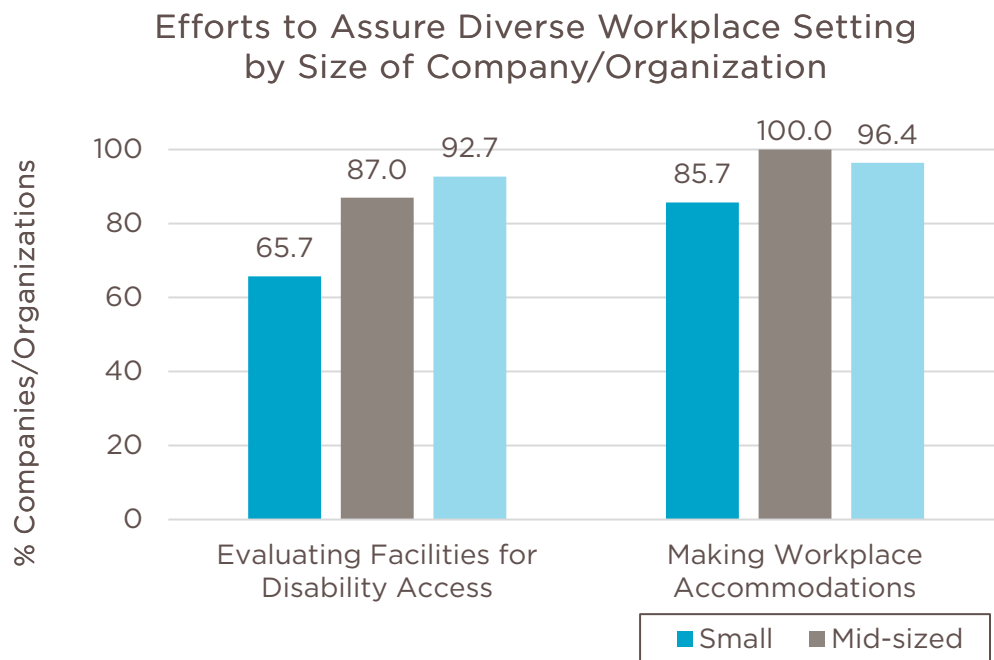
Note: N of Portion of Senior Management Team is 34 for small, 43 for mid-sized, and 48 for large companies/organizations; N for Portion of Board is 20 for small, 38 for mid-sized, 36 for large companies/organizations.

## ➤ Assuring a Workplace Setting for Diverse Employees

For the Kansas City business community, 77.8% of all companies/organizations surveyed regularly evaluate their facilities/operations for disability access.

**Evaluating Facilities/Operations for Disability Access.** Most companies/organizations (77.8%) indicated they regularly evaluate their facilities/operations for disability access. This includes physical access, restroom accommodations for transgender individuals, accessibility for individuals with limited sight/hearing. Differences exist, however, based on the size of the company/organization. Although the majority of companies/organizations evaluate their facilities/operations, regardless of size, larger companies/organizations are more likely to do this evaluation. Refer to the graph below for more detail.

**Making Workplace Accommodations.** Almost all companies/organizations (94.1%) make workplace accommodations to facilitate employee performance. Again, most companies/organizations, regardless of size, make workplace accommodations. Refer to the graph below.



**Using Images Representing Diverse Populations for Advertisements, Collateral Materials, and Other External Communications.** Almost all companies/organizations (92.0%) reported they use images that represent diverse populations for their advertisements, collateral materials, and other external communications. No differences were noted by size or non-profit status of the company/organization.

Using images representing diverse populations, along with evaluating facilities for disability access, and making workplace accommodations are definite D&I strengths for the Kansas City business community.

## ➤ Providing Equity and Support for Diverse Employees

“In our continuing effort to move forward in our diversity and inclusion goals, which include increasing the number of women and minority partners and reducing unwanted attrition, we rely on a strategic approach with three primary fronts: 1) Organizational and Behavioral Change - focusing on systems and processes to identify blind spots and make changes to interrupt and embed change; 2) Talent Development and Management - focusing on better equipping our diverse talent to succeed; 3) Inclusive Leadership Development - further enhancing our leadership development systems by equipping our leaders to best manage cross-cultural and diverse teams.” - *Shook, Hardy & Bacon*

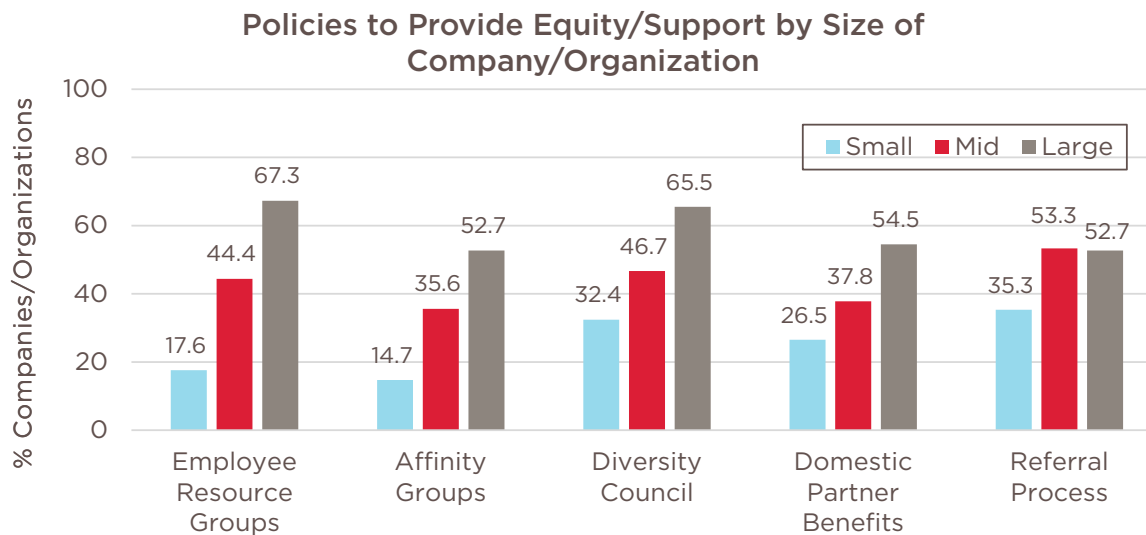
**Internal Policies Providing Equity and Support.** Over 75% of companies/organizations “agreed” or “strongly agreed” (38.7% “agreed”, 38.2% “strongly agreed”) that internal policies are in place that provide equity and support for diverse employees, including advocacy beyond affirmative action, EEO, and ADA requirements.

The most common internal policies/practices used by survey respondents in the past year to ensure equity and support included a referral process for accommodations or services, a diversity council/committee, and employee resource groups (used by at least 30% of companies/organizations). See table below.

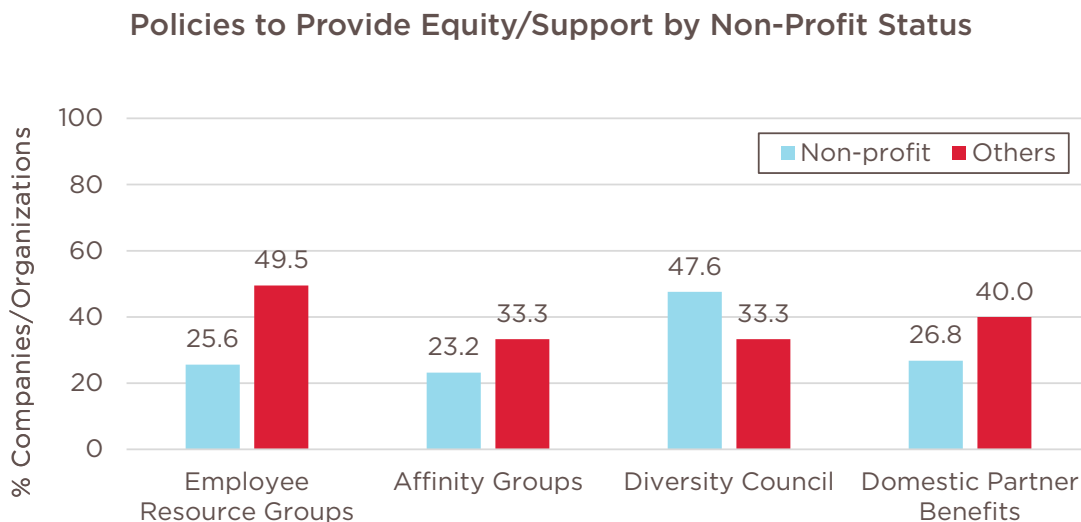
Internal Policies/Practices Used in Past Year to Ensure Equity and Support to Diverse Employees	
<i>Internal Policy/Practice</i>	<i>%</i>
Referral process for accommodations or services	41.2
Diversity council or committee	39.6
Employee Resource Groups (including creation, support, advocacy, sponsorship of the groups)	39.0
Domestic partnership benefits	34.2
Affinity groups pertaining to D&I (associations, any organization an individual can join)	28.9
Other	10.2
Note: N=187.	

“Other” internal policies/practices used in the past year by 10% of companies/organizations to ensure equity and support to diverse employees included: allowing flexibility (in work schedules, working from home); providing D&I classes and training; providing religious accommodations; giving D&I support to the community; offering a minority scholarship program; providing opportunities (not specified); assuring supplier diversity; having a long history of hospitality and military service; and applying best practices related to D&I. Refer to Appendix C for direct quotes from companies/organizations.

Differences in the internal policies/practices used in the past year to ensure equity and support to diverse employees exist based on the size of the company/organization, with the larger companies/organizations typically more likely to have used the policies/practices. Refer to the graph below.



Differences in the internal policies/practices used also exist based on the non-profit status of the company/organization, with non-profit companies/organizations typically less likely to have used the policies/practices in the past year.



## ➤ Serving Diverse Clientele

For the Kansas City business community, 95.2% of all companies/organizations surveyed indicated that they serve a diverse clientele.

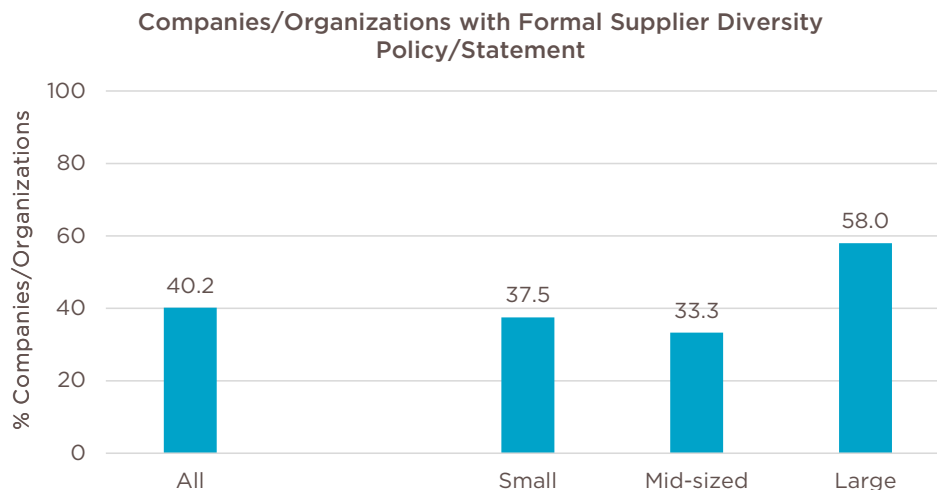
Almost all companies/organizations (95.2%) indicated that they serve a diverse clientele – a definite strength for the Kansas City community. When asked about the types of diverse populations served, over 90% indicated that their clients are diverse based on race/ethnicity/nationality, gender, and age. Over 80% also indicated serving diverse clients based on religion, gender expression or sexual orientation, disability, and veteran status. About 12% of companies/organizations also indicated that their diversity most often includes “other” clients – most from different socioeconomic statuses, documented and undocumented individuals, and felons and incarcerated individuals. Refer to the table below for more detail.

Percent of Companies/Organizations Serving Diverse Clientele			
<i>Diversity Based on ...</i>	<i>%</i>	<i>Diversity Based on ...</i>	<i>%</i>
Race, ethnicity, nationality	98.4	Gender expression, sexual orientation	82.9
Gender	95.7	Disability	81.8
Age	94.1	Veteran status	80.7
Religion	87.2	Other	12.3

Note: N=187.

### Formal Supplier Diversity Policy/Statement.

Under half of all companies/organizations reported they have a formal supplier diversity policy or statement. Differences, however, exist based on the size of the company/organization, with large companies/organizations more likely to have such a policy/statement. Refer to the graph on right.

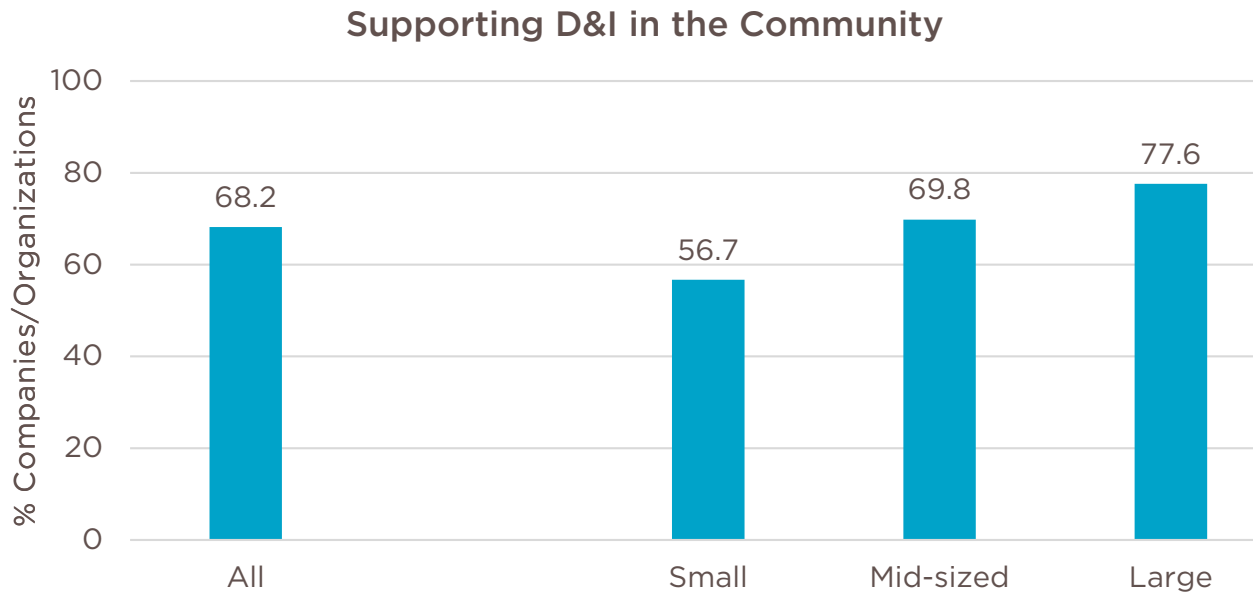




## ➤ Supporting D&I in the Community

“We support and participate in multiple diversity and job fairs, provide financial support to numerous community organizations that work to advance diversity and inclusion in the community, provide speakers who deliver diversity and inclusion presentations to the public, and have a large number of professionals who dedicate considerable time and talent to help advance diversity in the community.” - *Polsinelli*

**Engagement in Public Awareness, Communication, and Advocacy.** Almost 70% of companies/organizations “agreed” or “strongly agreed” that they engage in public awareness, communication, and/or advocacy that support D&I work in the community (34.1% “agree”, 34.1% “strongly agree”). This agreement, however, varies based on the size of the company/organization, with a greater percentage of large versus small companies/organizations “agreeing” or “strongly agreeing”. Refer to the graph below.



**Type of Support of D&I in the Community.** The most common ways in which companies/organizations supported D&I work in the community include: involvement with community groups (e.g., partnering with organizations for events, volunteer work); sponsorship of events or donations; training and professional development; and recruitment of diverse individuals. Refer to Appendix D for direct quotes on the work done in the community.

**Level of Support Companies/Organizations Provided.** The level of support companies/organizations provided to D&I events/activities in the last year typically took the forms of staff participation and contribution of funds. Depending on the D&I topic, 30.3% to 69.1% of companies/organizations contributed staff participation, and 15.8% to 40.1% contributed funds. D&I topics receiving the most support included race/ethnicity/culture, gender, disability, socioeconomic status, sexual orientation, gender identity/expression veteran status, and nationality. See the table below.

Levels of Support Provided to D&I Activities/Events			
D&I Topic	% All Companies/Organizations		
	<i>Funds</i>	<i>In-Kind</i>	<i>Staff Participation</i>
Race, ethnicity, culture	40.1	32.2	69.1
Gender	33.6	23.7	55.3
Disability	26.3	19.7	48.7
Socioeconomic status	24.3	23.0	39.5
Sexual orientation, gender ID/expression	21.7	17.1	46.1
Veteran status	23.7	20.4	38.8
Nationality	21.7	17.8	42.8
Religion	17.8	15.8	38.2
Age	18.4	15.8	36.2
Class, privilege	19.1	17.1	34.2
Pregnancy, maternity/paternity, adoption	15.8	11.2	30.3
Other	3.3	2.0	3.9
Note: N=152.			

Differences in the level of support for D&I activities and events in the last year exist based on the size of the company/organization, with large companies/organizations typically more likely to contribute funds, in-kind contributions, and staff participation on several D&I topics. See the table below.

Percent of Small, Mid-Sized, and Large Companies/Organizations Providing Levels of Support for D&I Activities/Events									
D&I Topic	Funds			In-Kind			Staff Participation		
	<i>S</i>	<i>M</i>	<i>L</i>	<i>S</i>	<i>M</i>	<i>L</i>	<i>S</i>	<i>M</i>	<i>L</i>
Race, ethnicity, culture	22.2	37.8	57.4	25.9	24.3	38.3	59.3	67.6	83.0
Gender	29.6	27.0	53.2	25.9	21.6	31.9	44.4	51.4	74.5
Disability	25.9	18.9	44.7	22.2	10.8	29.8	55.6	48.6	61.7
Socioeconomic status	No differences								
Sexual orientation, gender ID/ expression	11.1	10.8	42.6	18.5	8.1	27.7	40.7	37.8	63.8
Veteran status	7.4	18.9	48.9	7.4	10.8	38.3	22.2	45.9	57.4
Nationality	14.8	18.9	34.0	11.1	13.5	21.3	29.6	40.5	53.2
Religion	14.8	10.8	23.4	22.2	8.1	14.9	44.4	27.0	38.3
Age	22.2	13.5	25.5	No differences			33.3	29.7	44.7
Class, privilege	No differences								
Pregnancy, maternity/paternity, adoption	18.5	8.1	27.7	22.2	8.1	14.9	40.7	21.6	36.2

Notes: 1) S=small, M=mid-sized, L=large companies/organizations; 2) N=27 for small, 37 for mid-sized, and 47 for large companies/organizations.

### Companies/Organizations Awarded or Recognized for D&I Work

Of all companies/organizations surveyed, 17.1% have received an award or special recognition for their D&I work.

### Description of D&I Work Carried Out

For a detailed description of the types of D&I work carried out by the companies/organizations surveyed, refer to Appendix E.

### Business Certifications

Ten percent or less of all companies/organizations that responded to the survey have business certification(s). Of the few that do, most have been certified as women-owned, minority-owned, and small-disadvantaged businesses. “Other” certifications include the accreditation of a university. See the table below for more detail.

Business Certifications	
<i>Type of Certification</i>	<i>% All Companies/Organizations</i>
Women-owned business	9.7
Minority-owned business	6.3
Small disadvantaged business	5.7
Disability-owned business	1.7
Historically Underutilized Business Zone (HUBZone) business	1.1
LGBT-owned business	1.1
Service-disabled Veteran-owned business	0.6
Veteran-owned business	0.6
Other	1.1
<u>Note:</u> N=175.	

### Memberships in Local Chambers

Over 65% of the companies/organizations that responded to the survey are members of the Greater Kansas City Chamber of Commerce. A little over 20% are members of the Hispanic Chamber; and over 10% are members of the Mid-America Gay and Lesbian Chamber and the Asian American Chamber. Less than 10% of companies/organizations are members of other chambers. See the table below for more detail.

Membership to Local Chambers	
<i>Chamber</i>	<i>% All Companies/ Organizations</i>
Greater Kansas City Chamber	66.5
Hispanic Chamber	22.7
Mid-America Gay and Lesbian Chamber	15.1
Asian American Chamber	13.0
Heartland Black Chamber	9.2
Native American Chamber	1.6
Other Chambers	10.8
<u>Note:</u> N=185.	



# KC Diversity and Inclusion by the Numbers

For over ten years the KC Chamber and its Diverse Business Committee have been championing Diversity and Inclusion (D&I) in businesses across the metro region. In 2017 the Chamber conducted the first-ever survey to measure the deployment of D&I initiatives within the business community. The following provides a glimpse of the highlights from this survey.

## ACHIEVEMENTS

**57%**

have a formal D&I policy, strategic plan, or mission statement

**81%**

say their CEO's/Senior Management Teams actively projects commitment to D&I

**62%**

say their senior management demonstrates D&I commitment in key operations from recruitment to retention

**71%**

report their offices reflect D&I policy in their every day operation

**78%**

regularly evaluate their facilities/operations for disability access

**92%**

use images representing diverse populations for ads, collateral materials, and external communications

**77%**

have internal policies providing equity and support for diverse employees beyond affirmative action and ADA requirements

**68%**

engage in public awareness, communications, and/or advocacy that support D&I work in the community

## ROOM FOR GROWTH



**48%**

of large businesses said **25% or less** of their senior management is diverse

**58%**

of large companies said **25% or less** of their board is diverse

in comparison

**45%** of small companies said **25-50%** of their board is diverse

**39%**

utilize a diversity council or committee, employee resource groups (ERGs), or groups related to D&I

**45%**

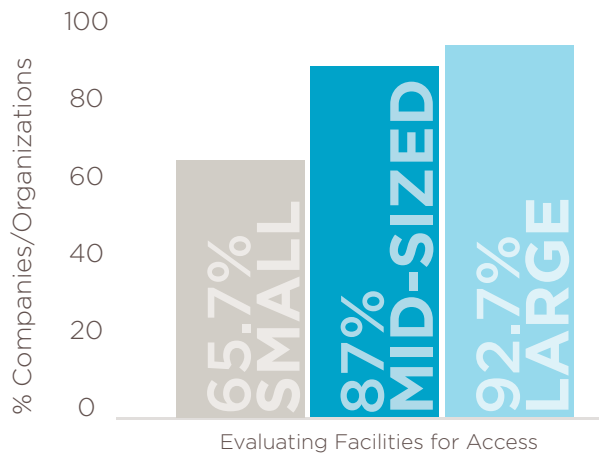
offered professional development opportunities related to D&I

“Effective change can only happen when the behavior we want to see is modeled by leaders. We engage our leaders on diversity and inclusion, expect them to have inclusion competencies, and hold them accountable for results.” - Shook Hardy & Bacon

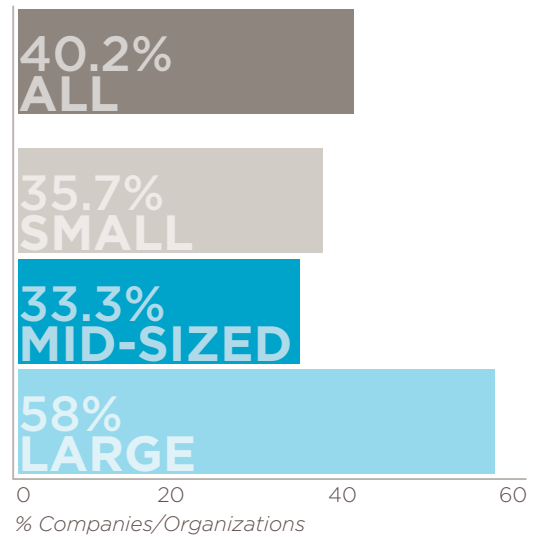


FOR A GREATER KANSAS CITY

### Equity in Physical Environment by Size of Company/Organization

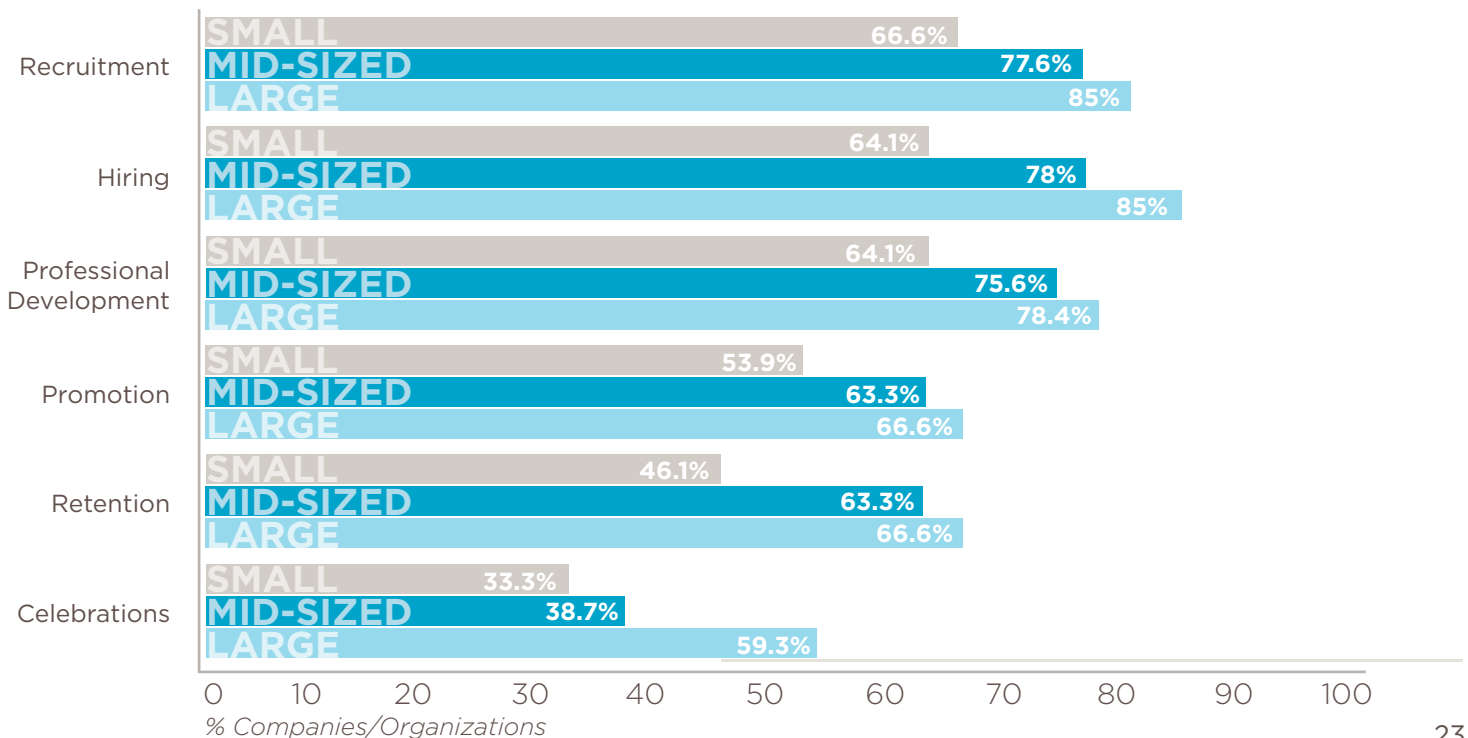


### Companies/Organizations with Formal Supplier Diversity Policy/Statement



“ At Grant Thornton LLP, we have seen firsthand the power of bringing one’s whole self to work - from different races, ethnicities, gender identities, nationalities, religions, generations, sexual orientations, backgrounds and experiences - and the dynamic and innovative environment that results. Our people thrive personally and professionally because all perspectives are valued and heard. In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve. ” - Grant Thornton

### Ways D&I Are Promoted by Size of Company/Organization



# Appendix A. Reason for Developing Formal D&I Policy, Strategic Plan, or Mission Statement

## DIRECT QUOTES:

- “To drive leadership change and behavior to move diversity and inclusion forward in the areas of: Marketplace, Workplace, Workforce, Community.”
- “At [Name of Company/Organization], we’re committed to employing a team that is as diverse as the entertainment on our screens.”
- “At [Name of Company/Organization], we have seen firsthand the power of bringing one’s whole self to work - from different races, ethnicities, gender identities, nationalities, religions, generations, sexual orientations, backgrounds and experiences - and the dynamic and innovative environment that results. Our people thrive personally and professionally because all perspectives are valued and heard. In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve.”
- “It’s the right thing to do.”
- “Because it was the right thing to do.”
- “Because it’s the right thing to do.”
- “Because the way we approach diversity and inclusion is not by excluding it from the other required competencies professional development departments are usually associated with (i.e. writing, research and client development), in fact, we view diversity and inclusion as a leadership skill vital to individual attorney development and their overall success at the firm and in the profession as a whole.”
- “Because we value diversity as central to its mission as an urban-serving research university and as a driver of excellence in teaching and learning.”
- “[Name of Company/Organization] encourages and values a diverse workforce and strives for an inclusive environment. In doing so, we believe we further accomplish each of our Great People, Great Place (GP2) goals and it supports our Vision Statement and Core Values.”
- “D&I is critical to our success as an organization.”
- “Inclusion is seen as a way to win in the marketplace. We win by attracting, coaching and retaining a talented workforce. And we win by reaching out to an increasingly diverse base of potential clients and attracting them to do business with us.”
- “Increase diversity and inclusion.”
- “To further diversity/inclusion efforts.”
- “There is diversity in all of the operations that I work in they see color, race religion, but they don’t criticize or belittle. We have always just treated people fairly and stuff gets done. It’s outside this environment that people have lost their minds.”
- “To be an advocate for our employees and an example for our community.”
- “To build a better culture.”



- “To do just that, make sure all are included and have a voice.”
- “To empower every individual to achieve greater unconditional opportunity, growth and success.”
- “To establish diversity of thought and better serve our diverse clients.”
- “To express that we value diverse talent.”
- “To formalize our philosophy and elevate it to be a part of our messaging and strategic plan.”
- “To give guidance and understanding of culture to everyone.”
- “To help ensure that our organization doesn’t discriminate and provides equal opportunity to all.”
- “To incorporate the importance of it.”
- “To reflect the importance and value diversity and inclusion brings to the workplace and clients.”
- “To show our commitment to D&I in that it is important for the continued success of the organization as well as to support the community in which we serve.”
- “We consider diversity as a fundamental element of social justice and integral to our mission.”
- “We value the varied perspectives and experiences found in a diverse workplace. We recognize that diversity and inclusion create a broader, richer environment and produce innovative solutions for our clients, thus D&I are essential components of our strategic plan and are embraced in our vision statement. Equipping our diverse talent is not enough to create inclusion; weaving inclusion into how we develop and manage our diverse talent, to better affect access to career opportunities and being responsive; creating an environment that encourages authenticity; and strategically addressing implicit bias and cultural competency. Diversity and inclusion is integral to our success and to our team-based approach. Inclusion of diverse teams is how we generate the best possible results for our clients. As our external accolades and recognition for our diversity and inclusion continue to grow, we have not forgotten that it is imperative that we maintain our internal focus on diversity and inclusion because people matter at [Name of Company/Organization].”
- “We want to hire the best and brightest people.”
- “Accreditation.”
- “Compliance for certification.”
- “For a grant application.”
- “Funder/ Accreditation Requirements.”
- “Recommendation from our accreditation visiting team’s report.”
- “We had to develop a diversity and inclusion policy for AAP obligations and also our commitment to have a diverse workforce to represent the customers within our footprint.”
- “As part of our overall management policies.”
- “As part of our school’s mission statement in an effort to increase diversity in our student body.”
- “As part of our Vision and Purpose strategy several in leadership decided it was important to us as a company.”
- “As part of the mission and vision for our Diversity and Inclusion Council.”
- “At the behest of the Executive Director.”

- “D&I is a key foundation to the company.”
- “Developed as part of strategic plan action steps.”
- “Developed to support our guiding principles.”
- “Diverse owner so it is just a natural process.”
- “Equity and Diversity Strategic Framework (includes mission and vision) guides the direction of our D&I work.”
- “In order to hold ourselves accountable and set an example for the other organizations we serve.”
- “In response to need to both endorse and make a priority in hiring and retaining.”
- “Inclusion and Diversity is one of our five core values. It’s important for us to have a workforce that represents our service territories and to create an inclusive workplace for that diverse talent.”
- “It is a part of our business model.”
- “It was developed at the bequest of the Executive Director as we entered a hiring process.”
- “It was development as part of our strategic goal and mission to be an all inclusive and open chamber. One of our main goals is to help create a diverse and inclusive business community.”
- “Our Diversity and Inclusion Mission Statement and strategic efforts were created as part of two efforts 1) Development of Strategic Plan 2) In response to the establishment of comprehensive approach to the learning outcomes our students (clients) must gain while pursuing their goals as well as the desire for an inclusive workplace for all.”
- “Our leadership chose to jointly develop a mission statement, policy and strategic plan which we call our D&I Roadmap to demonstrate the importance of diversity and inclusion as a business strategy, and to show our associates, communities and clients that D&I is front of mind for us. This D&I Roadmap is integrated into our day to day leadership, business, and people practices.”
- “Our mission and purpose are inclusion driven -- especially with bringing in those who are historically most marginalized.”
- “Our Y leaders including staff and volunteers recognized the importance and business case to support Diversity and Inclusion.”
- “Part of strategic planning.”
- “The [Name of Company/Organization] Positioning Statement was created in an effort to send a visible signal to our membership constituents and community that we are formalizing the work that we have been doing organically in the D&I space. This also begins to hold ourselves accountable for building momentum and increased accountability within our board and membership.”
- “The plan and strategic focus was developed in the aftermath of a climate survey that indicated that the racial climate needed to be improved. Also, as an urban-serving university, having a plan was key.”
- “To address hiring practices.”
- “To be a workplace of choice. To support our culture statement. To best serve our diverse membership with a diverse staff.”
- “To communicate our values and commitment to diversity and inclusion throughout every aspect of our work, not just in our employment practices.”

- “To communicate that diversity and inclusion are core values at the firm and to provide a framework for the development of related initiatives.”
- “To emphasize the importance of D&I in our organization and drive consistency.”
- “To ensure a broad focus on how diversity management can be a positive input to workforce, employee engagement, talent management and marketplace objectives by the entire organization to produce meaningful business outcomes.”
- “To ensure that any and all initiatives and decisions are in alignment with our organizational mission around inclusion and diversity. Also to ensure that anyone can easily communicate [Name of Company/Organization]’s strategic plan and vision.”
- “To ensure we have a positive work environment for everyone involved with our organization.”
- “To increase D&I efforts in the organization to ensure that we accurately reflect the community we serve.”
- “To reflect our service, board recruitment and hiring priorities.”
- “To underscore the importance of diversity and inclusion at the firm and to create measurable strategies to support the same.”
- “Want for company culture.”
- “We are [Name of Company/Organization], therefore it is mandated that our staff and board are at least 51% of people with disabilities.”
- “We are a local branch of a national organization and it was mandated by national headquarters.”
- “We believe Diversity and Inclusion is at the heart of our work.”
- “We have an organizational interest in advancing diversity and have included it as an initiative in our strategic plans. We are also in the process of completing a specific diversity and inclusion plan for our organization.”
- “We have many university policies and strategic plans within individual units and schools. The [Name of Company/Organization] is developing a university-wide strategic plan to implement this fall.”
- “We have our charter for the diversity and inclusion council that includes the diversity and inclusion vision and mission.”
- “We value diversity .... we have a diversity council, a system director of diversity and inclusion and a medical director of diversity and inclusion.”
- “We value diversity and an environment of inclusion. As a global enterprise, we respect the traditions and cultures of many countries of which it works. The Company requires that all professionals act with tolerance, sensitivity, respect, and impartiality toward persons of other cultures and backgrounds. We encourage our professionals to take special care to listen well and to express themselves in a manner sensitive to potential cultural differences and language barriers. It is vital that the Company’s professionals appreciate diversity and view it as an opportunity for enrichment. This requires professionals to strive to be aware of their own potential biases and to avoid assumptions based on stereotypes.”
- “Yes, the formal policy, strategic plan and mission statement were all developed to provide structure to the firm’s diversity and inclusion initiatives. They were also developed to highlight, both internally and externally, the importance of cultivating an inclusive work environment at [Name of Company/Organization].”

- “City contract reasons.” - 2 companies/organizations said this.
- “Honestly? To comply with client diversity guidelines for vendors.”
- “Best practices.”
- “It aligns with best practices in Independent Schools and to more clearly articulate our mission.”
- “Because we serve people who are blind or visually impaired.”
- “Our organization serves a diverse community, many of whom are non-English speakers. We want to ensure our staff and Board reflect the diversity of our patients.”
- “To mirror our the communities we do business in and to advance women and minorities in the work place.”
- “To report to our DOE customer.”
- “We serve individuals with disabilities so inclusion is an important part of our mission.”
- “We serve military students and veterans globally through 41 campus centers. [Name of Company/ Organization] also has a high percentage of international students representing over 60 countries. We want to insure that everyone feels comfortable with working at or attending our university.”
- “Politically correct to do it.”
- “Don’t know.”
- “I am not privy to those things.”
- “Not sure.”
- .“Not sure, HR likely determined is was ideal to have in place.”

# Appendix B. “Other” Actions CEO/ Senior Management Team Took in Last Year to Support D&I

## DIRECT QUOTES:

- “Completely responsive to suggestions presented by the Diversity Committee and Chief Diversity and Inclusion Officer. Further, the leadership team serves as a liaison to the Diversity Committee and attends committee meetings.”
- “Created a diverse board nominating committee for selecting new board members.”
- “Had a discussion on D&I and asked HR for input on strategies and tactics to pursue.”
- “Held listening sessions to get feedback from employees about D and I.”
- “I am in the middle of a research project that helps small business, students, and professors together on a communicating level. I have done this for 6 months of this semester, and not once in any of my plans take in to consider an actual “type” of person. As long as the individuals hold up their part of the social contract that was designed for us, then all my ideas fit all people.”
- “Our president held an all staff meeting after the travel ban was instituted to assure our students from the affected countries that Park would assist them. He offered free summer housing to those affected who did not want to return to their home countries over the summer.”
- “Participated in a Sponsorship Initiative.”
- “Provided funding support; led and participated in “right time” programs in response to current local, national events.”
- “[Name of Company/Organization]’s leadership earmarks considerable financial resources to support the firm’s diversity and inclusion programming and initiatives. The firm also hired a Director of Diversity and Inclusion who dedicates one hundred percent of her time to advancing the firm’s initiatives.”
- “Retained services of a D&I consultant, sent employees to a variety of D&I in-services, events, locally and nationally.”
- “The company has recently hired a D & I professional.”
- “Presented on D&I.”
- “Presented on I&D at an external event.”
- “Public speaking, consulted, & led training for other organizations on diversity & inclusion.”
- “Reported on progress via Town Hall meetings.”
- “May have done the others, just not aware.”
- “Sponsored tables at community D&I events.”

# Appendix C. “Other” Internal Policies/ Practices Used in Past Year to Ensure Equity and Support to Diverse Employees

## DIRECT QUOTES:

- “25 years of Hospitality Management, and 29 years of the military lifestyle.”
- “All managers and all new employees take Diversity Awareness classes. Diverse presenters a priority for staff development opportunities.”
- “Ongoing diversity and inclusion training and development.”
- “Benefits to support transgender transitions, flexible and remote work scheduling.”
- “Flex schedules, military leave.”
- “Flexibility.”
- “Flexible Schedules.”
- “Flexible schedules, work-from-home benefits as needed, preference in hiring for Spanish-speaking applicants and residents of the neighborhood our non-profit serves.”
- “Work schedule flexibility for those with children, we offer military leave.”
- “Diversity Best Practices.”
- “Healthcare Equality Index - Leadership Designation.”
- “Provides opportunities for all backgrounds.”
- “Religious Accommodations.”
- “Religious accommodations policy developed; continuous inclusion of satellite campuses, transgender workgroup.”
- “Student resource groups, minority scholarship programs,”
- “Supplier Diversity.”
- “Support Diversity in the community.”
- “Don’t know about Referral process for accommodations or services.”

# Appendix D. Ways Companies/ Organizations Support D&I in the Community

## DIRECT QUOTES:

- “Advocacy for policies that serve our diverse community such as Medicaid expansion and fair housing.”
- “Philanthropic advocacy with events/sponsorships.”
- “Communication to employees, customers and key stakeholders.”
- “Company supports diversity through many groups, community events and sponsorships, and has many executives serving on boards of these worthwhile groups.”
- “Curricular initiatives, community program involvement.”
- “Last July, we introduced the XXX Challenge as part of the launch of XXX, our national volunteer program. We asked ourselves: what could we accomplish if each of us committed to least 24 hours of volunteer service in our communities over the coming year?”
- “Numerous community based initiatives, clinics, education programs; many D&I programs are live-streamed and/or open to the public.”
- “Our social impact initiative - partner with five organizations in the community to provide volunteer opportunities for the staff at [Name of Company/Organization]. HEI designation .... 10 of our entities received the HEI designation in 2016. Participated in the Seven Days Project this past April.”
- “[Name of Company/Organization] is active in all of our communities around the footprint but in KC we have hosted community forums on race, we have strong partnership with 22 organizations plus many other non-profits throughout the year. Last year associates volunteered over 9500 hours. We give each associate 16 paid hours annually to volunteer in the community. our leaders and associates serve on many diverse boards including the Urban League of KC, CASA of Jackson Johnson and Wyandotte counties, Big Brothers Big Sisters, KC Mothers in Charge, LikeMe Lighthouse, Asian Chamber, etc.”
- “Volunteering for various nonprofits: JayDoc Free Clinic, Junior Achievement in WyCo schools, KCUR fund drive, etc.”
- “We actively partner in the Latino Health for All Coalition, and target service expansion and collaborations based on underserved populations.”
- “We actively sponsor and/or contribute to a variety of community activities and events.”
- “Created statement on Diversity. Send employees out for professional dev, have speakers in, design programming, organize parent/admin/student groups, training, send students to conferences. STILL need work on gender fluidity/identity.”
- “Education for young women.”
- “Financial education in underserved areas is the primary charitable focus for the organization.”
- “The [Name of Company/Organization] supports diversity and inclusion by partnering with other organizations to educate and bring awareness to the D&I space. We do this by coordinating a diverse

business committee to tackle and work on issues that affect the minority business community. We also provide recognition programs for organizations that use best practices to create a diverse and inclusive culture.”

- “Website.” - 2 companies/organizations said this.”
- “International student recruitment and sponsorship of ethnic events in KC and our 41 campus centers.”
- “Our program because it is a XXX program recruits from our public and private schools, many of programs have a high percentage of Hispanic, Black and female students.”
- “Sponsor a number of community forums, events and causes.”
- “Sponsor and organizer of various D&I events.”
- “Sponsorship of local events; community health initiatives.”
- “[Name of Company/Organization] supports and participates in multiple diversity job fairs, provides financial support to numerous community organizations that work to advance diversity and inclusion in the community; provides speakers who deliver diversity and inclusion presentations to the public; and has a large number of professionals who dedicate considerable time and talent to help advance diversity in the community.”
- “We have many ways in which we achieve this. Some examples are: monthly casual for a cause where donated funds for jeans go to a chosen organization for that month, grilling at events, and different branches participate in organizations close to them.”
- “We sponsor a four lecture community series on D & I, host a Women of Color conference and a High School Girls of Color Conference. We have three D& I related community councils (African American, LGBT, Hispanic).”
- “We sponsor and participate in various events that support I&D, such as YWCA’s Stand Against Racism.”
- “We sponsor D&I events, attend D&I community education/ events, and support diverse organizations.”
- “We sponsor/support/attend local events and activities that are geared towards the advancement, education, and training of women, people of color, LGBTQIA and other underrepresented segments of the community.”



# Appendix E. Description of D&I Work Carried Out

## DIRECT QUOTES:

- “GrowSTEM initiatives, especially with female orgs like Girl Scouts, DigiGirlz and Introduce a Girl to Engineering. Sponsored the 2016 Asian Cultural Festival in Kansas City; over 100 employee volunteers for the event. CEO spoke at KC Women’s Foundation luncheon and company sponsored the event Launched the “Start the Conversation” Leaders series as a company-wide discussion on Accelerating Women’s Development. Dayton Moore, General Manager of the Kansas City Royals, lead the discussion. Support and fund Employee Resources Groups.”
- “1. [Name of Company/Organization] will host two upcoming D&I workshop sessions for its board members to ensure that the leadership has opportunity to share this experience. As part of the workshops, we have also invited some membership constituents to join in to widen the breadth of exposure and experiences for this workshop. There will be accountability distributed among participants, action items for 2017-18 and a facilitated debrief with board leadership following workshops to discuss a means of rolling out to wider membership. 2. We have also hosted a D&I brainstorm session within our Masterminds programming session. 3. We are also adding a D&I break-out session to this year’s Business Equality Conference this fall - this will be the first time.”
- “Affinity groups have been recently established and formalized.”
- “All of our services include people of all walks of life. We regularly participate in community events which support diversity such as Day of Dignity, PrideFest, and Stand Down for Homeless Veterans.”
- “Our newest initiative is to reach into underrepresented communities and increase interest in the diverse student population in STEM fields.”
- “Area of focus in inner city education.”
- “At the corporate level, we have a designated officer and individual contributor who develops I&D strategy that is then carried out at the division levels. We have I&D Champions at our various work locations to help us when planning I&D-specific events. In our new-hire onboarding, we discuss I&D and what it means. We do various leadership presentations upon request. We have a formal I&D Council that governs and advocates for I&D initiatives.”
- “Campaigns.”
- “[Name of Company/Organization] is an active participant in a number of organizations and community events through its philanthropy, team member volunteering and membership. [Name of Company/Organization] participates in Kansas City PrideFest, the Ethnic Enrichment Festival, Fiesta Hispana, Hire Our Heroes, Show-Me Heroes, the Kansas City Veterans Coalition, the Greater Kansas City Business Leadership Network, the Whole Person as well as a number of other organizations and events. [Name of Company/Organization] is also active with the Mosaic Project and the International Institute of St. Louis supporting immigrants to the United States.”
- “Created new Center for Diversity and Health Equity to address diversity issues in public health and family medicine.”

- “Currently working to establish community activities that employees can participate in to help with D&I and overall community service efforts.”
- “Curricular integration of multicultural perspectives, ongoing professional development for faculty, parent diversity & inclusion council, commitment to sending a representative to attend S.E.E.D. trainer workshop this summer.”
- “D&I commitment is included in our D&I statement that is supported by senior leadership and our board. D&I is included in our overall strategic plan. We have both a D&I associate committee and volunteer council. Both committee and council provide recommendations and insight on strategies and tactics to support D&I. The Chair of our D&I volunteer Council serves on our board and a member of our Executive Committee. Our organization is now in the process of recruiting for a dedicated D&I Director role. We offer many programs that support D&I including our Challenger program (inclusion of youth and young adults with disabilities in organized sports and events). We also offer ESL classes and head start programs with a special focus on inclusion and support for new immigrant families. We also offer programs to support teens in our community that focus on the first time college bound (Young Achievers) and service learning (Youth Volunteer Corp). We also offer a program in support of Hispanic/Latino families called Salsa Sabor Y Salud that focuses of food, fun and fitness. We offer financial assistance to those who normally could not afford the Y programs (membership, swim classes, sports, youth development, etc. We continue to focus on recruitment, retention and development of staff. We offer diversity and inclusion related training and experiences to staff and volunteers.”
- “Diversity & Inclusion Task Force Diversity Committee Center for Multicultural Education Accessibility Resource Center.”
- “Diversity and inclusion are essential components of our strategic plan and are embraced in our vision statement. We value the varied perspectives and experiences found in a diverse workplace and recognize that diversity and inclusion create a broader, richer environment, and produce innovative solutions for our clients. In our continuing effort to move forward in our diversity and inclusion goals, which include increasing the number of women and minority partners and reducing unwanted attrition, we rely on a strategic approach with three primary fronts: (1) Organizational and Behavioral Change - focusing on systems and processes to identify blind spots and make changes to interrupt and embed change. (2) Talent Development and Management - focusing on better equipping our diverse talent to succeed at [Name of Company/Organization]. (3) Inclusive Leadership Development - further enhancing our leadership development systems by equipping our leaders to best manage cross-cultural and diverse teams. All our diversity and inclusion initiatives and programs are strategically designed to keep us moving forward, thus we rely on our Strategic Plan, these three prongs, and the outcomes provided in it to measure our diversity and inclusion efforts. Committee Chairs are charged with ensuring diversity and inclusion on their committees, and factor into succession planning. Each subcommittee is also given specific target goals and we evaluate accomplishments at the end of the year. As a constant, we continue to look at numbers and metrics reflective of results, e.g. hiring, attrition, promotions, etc. across the firm at a leadership level. This includes a shift from “retention” to “engagement and advancement.” We engage in various initiatives and programs (outlined below and further in Question #24) that exemplify this approach. RECRUITMENT & HIRING [Name of Company/Organization] continues to create and revamp our programs and initiatives so as to fit our ever-changing needs. We have maintained our support of pipeline and education programs, partnered with other firms, collaborated with clients, provided grants and scholarships to law schools around the country, and acted as a national diversity and inclusion resource for law firms and corporations to increase diversity and inclusion in the legal profession as a whole. Our recruitment efforts include: XXX Foundation [Name of Company/Organization] separately funds scholarships and support grants through our 501(c) (3) organization, the XXX Foundation which we started with a one million dollar endowment. To date, the XXX Foundation

has funded in excess of \$666,500 to several law schools across the country focused on law school programs developing diverse talent to graduation and success beyond law school. Hispanic National Bar Association/Microsoft IP Law Institute. We partnered with the HNBA and Microsoft Corporation which established the Hispanic National Bar Association/Microsoft IP Law Institute (IPLI) to help train and support Hispanic law students interested in a career in intellectual property law in 2013. We contribute \$10,000 and at least one lawyer every year to act in a mentor capacity for two students in the program. ABA's Judicial Intern Opportunity Program Our Kansas City, Miami and Houston offices partner with our Diversity & Inclusion Committee to sponsor the ABA's Judicial Intern Opportunity Program (JIOP). We contribute \$5,000 annually in scholarship money to fund JIOP stipends which give hundreds of minority and financially disadvantaged students the opportunity to clerk with state or federal judges. Leadership Council on Legal Diversity [Name of Company/Organization] partners with the Leadership Council on Legal Diversity (LCLD). Our former firm Chair, [Name], joined the Law School Success Working Group of the LCLD's Pipeline Committee, which established both an Individual and Group Mentoring Program. [Name of Company/Organization] has served as "City Lead" since 2011 to coordinate area Group Mentoring Programs. Additionally, we participate in the LCLD Scholars Program. Since 2011, we have sent at least one diverse 1L law student."

- "Formation of new Employee Resource Groups, attending local D&I events such as NSBE Conference, Women of Color Conference, etc. to recruit and promote the company."
- "Formed committee and working on hiring and retention D&I initiatives."
- "[Name of Company/Organization]'s diversity initiatives extend beyond the firm and to the legal profession generally. We are especially proud of our pipeline programs, which aim to cultivate interest in the legal profession among diverse students in middle school, high school and college. The firm's seminal program, which we conduct in collaboration with the Diversity Awareness Partnership (DAP) in St. Louis, is "Explore Law." The program consists of two half-day workshops during which [Name of Company/Organization] attorneys lead high school students through exercises that mimic the activities of our attorneys. Participants practice client intake and oral argument, take depositions, negotiate contracts and draft agreements. We recently conducted a similar program in our Austin office for students of color from Huston-Tillotson University, a historically black university, and the University of Texas at Austin. In several cities where we have offices, our attorneys have also been active participants in the programs of Just the Beginning, a non-profit that seeks to increase diversity in the legal profession and judiciary. We have hosted, and continue to host, high school interns through partnerships with Cristo Rey high schools, which provide a college preparatory education for students of color with limited financial means; the Kauffman School, a college preparatory school in Kansas City dedicated to boosting college graduation rates among students of color; the St. Louis Internship Program, which teaches employability skills to high school students; and others."
- "I am currently trying to develop a summer program in my XXX that will bring the community and kids together. The project will start with 5 to 7 grade kids and we are going to spend the summer building a server from scratch. I need one anyway, and would like to know how they are built. Just may have some fun doing that with them, and they will be better off going into the next grades. And I get perfect computer that I can build a middle of a catering management system to give to small catering business, at cost. Just so that maybe they will have a chance. Considering that 80 % fail in a year there has to be a way to reduce this rate. By doing this in the community, it shows a sense of teamwork, relatability to others and their culture. And kids at that age are the most honest. With the parent help if they have the funds they can build their own computers."
- "I believe our organization does a great deal toward living out a mission of diversity and inclusion. That is more or less what we do. What we have not considered, (my opinion) is to be intentional about our staff. We have wandered into a diverse staff."

- “I facilitate a minority leadership group of Level 2’s for my Group. I also facilitate the same for females in my Group. We track MSA and use of diverse suppliers. We are one of the top employers for veterans.”
- “Inclusion Committee- focused on internal education and outreach. Financial support of diverse organizations.”
- “Just set up a D&I council to increase the implementation of D&I initiatives.”
- “Launching a D & I function.”
- “Lead the international research on “When women Thrive” with World Economic Forum. Named best place to work for LGBTA community year after year.”
- “Leadership in our organization actively engages in: D&I discussion groups D&I consulting D&I training D&I event planning & event consulting etc.”
- “Offer opportunity to participate in an inclusiveness task force that meets monthly. Regular communication to all staff on the D&I issues.”
- “Our company is a consulting company focused on diversity and inclusion.”
- “Our company supports the Multicultural Business Coalition, the Minority Supplier Council, the Women’s Foundation, the Hispanic Chamber and the Hispanic Economic Development Council.”
- “Our Diversity and Inclusion Cabinet has built a framework for carrying out [Name of Company/Organization] work around four areas: Commerce, Career, Culture, and Community. Each year, there are 6 sub-teams that take on 1-2 projects each year that impacts those four areas for our employees and the students we serve. We post those projects and opportunities on our website for awareness.”
- “Our members offer: Cultural Competency Training Inclusion Training Diversity Training Cross-cultural Communications Training and more.”
- “Perspective Lunch and Learn Series on Exploring the Muslim Faith. Perspective Lunch and Learn Series on Compassionate Care for Transgender Patients. Participate in the Seven Days Project. Training on Maintaining a Respectful Workplace. Training on Generational Differences. Social Impact Initiative. Diversity & Inclusion Council. Diversity Educators for new employee orientation. XXX Designation - 6 re-designations and 4 initial designations. Diverse Recruitment Efforts - advertise in CAMP and the Phoenix magazine; also send some jobs to [Name of Company/Organization] website, FEC, Urban League, Guadalupe Center, and the Prosperity Center. Taking Diversity on the Road - refresher of new employee orientation diversity.”
- “Philanthropy for disabled persons, women’s shelters, and other community fundraisers through donations.”
- “Please see 2015 Equity and Diversity Report found on our website: XXX.”
- “[Name of Company/Organization] has a five pillar approach to build an intellectually vibrant workplace that allows all persons to succeed personally and professionally, while bringing the best possible service to our clients.”
- “Recently putting a task force together.”
- “Regarding specific programs for the firm’s Black, Hispanic and Asian attorney groups, the firm created business resource groups in 2015 and 2016 to focus on the opportunities and challenges each group faces both internally in the firm and externally in the profession. In connection with the firm’s demonstrated commitment to the retention and development of its Lesbian, Gay, Bisexual and Transgender (LGBT) attorneys, ODAlliance, XXX’s LGBT business resource group, was created

in 2016 to provide a forum for our LGBT attorneys to engage and support each other while ensuring the recruitment, retention and professional development of talented LGBT attorneys. With respect to specific programs and initiatives geared toward the retention of women, the firm created a form women's initiative in 2014. The main focus of this initiative is to empower women with the skills they need to advance within the firm. The firm promotes an inclusive work environment and also strives to proactively educate its attorneys and staff on diversity and inclusion best practices. Lastly, in late August 2016, [Name of Company/Organization] launched a firm-wide diversity training program exploring the foundations of inclusion and cultural competence and discussing key strategies to help both attorneys and staff to become more inclusive. Our premise is that the greater our attorney/staff's ability to acknowledge and understand differences and adapt their behavior to connect with others across these differences, the greater the likelihood they can become more aware of their biases and blind spots. Much focus is given to exploring cultural lenses through four pillars: culture, beliefs, values, and preferred behaviors."

- "Have a committee on Mission and Diversity (voluntary participation). New Board members more diverse than in past. Several initiatives to address issues including being active in World Cafes, inviting speakers, including students in programming regarding D&I issues, sending several employees to conferences, lectures, summits, honoring community members who are recognized in other organizations for their volunteer work relating to D&I issues."
- "Significant work in faith, religious understanding and acceptance."
- "Sponsor Women of Color Conference, White Privilege Conference, Cultural Competency Learning Community, incorporate D&I standards in our grant making requirements, fund organizations with lower capacity from underrepresented communities of color, support policy advocacy and lobbying activities."
- "Staffing, retention, promotions, professional development, community engagement."
- "[Name of Company/Organization] fosters an inclusive culture of fairness, respect and equality. Our firm is improved by the diverse backgrounds, experiences and perspectives of those who work here. It's fundamental to how we deliver innovative, forward-thinking legal services to our clients and how we engage with our communities. Our mission is to provide an inclusive culture built on the foundation of attracting, retaining and promoting individuals of diverse backgrounds. We know that diverse teams produce better results for our clients. Our firm continues to be led by a diverse group of lawyers, and we view the success of our pipeline and increased promotion of attorneys who are women, people of color, LGBTQ, and those who have disabilities into leadership positions as a central part of our approach and our firm's overall success."
- "Strategy development around recruitment efforts, employee development and retention."
- "Support the Cultural Competency Collective of Greater KC and Nonprofit Advocacy KC."
- "Supporting a non-profit that supports families with children with a disability, including a program that teaches them independence training so they can work and live independently in the community."
- "The Executive Vice Chancellor's Diversity & Inclusion Cabinet, established in 2015, works on a campus-wide level to advance and support our core values and goals. Through subcommittees and partnerships, both internally and externally, the Cabinet offers educational programs, support, input for policy development and acts as a connector for D&I work. This year the Cabinet will roll out a "dashboard" of metrics and best practices to ensure accountability and transparency, and we just concluded a comprehensive climate study assessing our living, learning and working environment."
- "The [Name of Company/Organization] promotes a diverse and inclusive culture by: 1. Recognizing and awarding members who use D&I best practices. 2. Work with and sponsor a Diverse Business

Committee. 3. Collaborate with other organizations to educate and bring awareness to the business community 4. Consult with small, medium and large businesses to create a diverse and inclusive culture. 5. Provide staff professional development opportunities on D&I 6. Provide in kind donations to nonprofit organizations to create D&I workshops, seminars, summits, and networking events. 7. Have a full time staff person dedicated to oversee all D&I events and partnerships.”

- “Too numerous to fit in this area - many articles written, event sponsorships and organization, employee education, training on unconscious bias, etc.”
- “Two leadership giving affinity groups -Latino and African-American.”
- “[Name of Company/Organization] Pride breakfast.”
- “We actively recruit and hire veterans, LGBT, and minority’s/English as Second Language.”
- “We are currently involved in an inclusion process and have an inclusion committee that looks at outreach, policy and procedures related to inclusion. Recruiting a broadly diverse board that represents the communities we serve is a priority in our annual board recruitment efforts.”
- “We do D&I work through our Employee Resource Groups, through supporting organizations in our communities, and through our hiring processes.”
- “We have a Diversity and Inclusion Council. All new employees who attend new employee orientation also go through Diversity Training. Perspective Lunch and Learns: concluded one series on Exploring the Muslim Faith. Currently presented 2 sessions on Compassionate Care for Transgender Patients. Managers can contact System Director of Diversity to schedule training during staff meetings on Maintaining a Respectful Workplace and Generational Differences.”
- “We have a team of 3 associates whose main focus in community development and D&I work. They offer free business classes, are involved with various organizations for urban core improvement, and are constantly looking for ways to increase awareness. Also, many of our associates participate in Junior Achievement, and our CEO is involved with the Urban Neighborhood Initiative to name a few of the things we do within the community.”
- “We have an active D&I Cabinet and subcommittees working on strategic action steps along with numerous department- and campus-based groups. We plan to scale up training for all employees and students as well as finalize a dashboard for accountability.”
- “We have an African American Resource Group and provide funding and leadership for the group. We have a corporate goal to enhance our D&I initiatives and will be developing a D&I Leadership Council.”
- “We have workshops, lectures, classes, training (in person and online).”
- “We help adults with disabilities seek employment in and inclusion in the competitive workforce.”
- “We integrate innovative recruiting and hiring practices, training on unconscious bias to leaders and hiring managers, we encouraged engagement in business resources groups who delivered business solutions to our business leaders, are hosting a day of solidarity to celebrate differences and to embrace commonalities. Our D&I Roadmap is a five year plan that guides our efforts and integrates D&I into the business.”
- “We provide diversity training, a comprehensive D& I plan --each academic unit leader must identify a group to develop a diversity action plan based on the D&I strategic plan, we have affinity groups and a Diversity Advocates program (a learning community for D and I) , a student-led diversity training initiative, diversity dialogue series and many other programs too numerous to mention.”
- “We provide Diversity Trainings at least three times during the year.”
- “We staff informational tables at diversity related events and plan and hold them for the public.”







Thank you Resource Development Institute for helping to develop and administer this survey.

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