



April 2021

Pledge-Signer Survey Results Summary



Thank you, again, for joining us to stand together to create a more equitable Colorado. To date, 140+ companies and community organizations have committed to the [Colorado Companies Uniting Against Racism](#) pledge. By taking the pledge, organizations have committed to develop *action steps* to combat racism by listening, learning and leading more effectively. Of the 140+ who signed the pledge, 97 completed the survey to date.

The survey collected feedback on the plans your organization has made to listen, learn and lead as you deepen your commitment to this work. All survey respondents are anonymous and the data has been gathered cumulatively into this snapshot of results we are sharing with pledge signers.

We designed the follow-up survey and analyzed the results in partnership with the generous support of fellow pledge-signer [Slalom](#). We understand each organization is at a different stage in their journey and you will have an opportunity to provide another progress report in six months.

Colorado Companies United Against Racism partners include, [B:CIVIC](#), [Denver Metro Chamber of Commerce](#), [Prosper CO](#), [Downtown Denver Partnership](#) and [Colorado Inclusive Economy](#).

Founding Executives



Jandel Allen-Davis, President & CEO, Craig Hospital

Kelly Brough, President & CEO, Denver Metro Chamber of Commerce



Robert Cohen, Chairman & CEO, The IMA Financial Group

Tami Door, President & CEO, Downtown Denver Partnership



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

Paul Washington, Market Director of the Rocky Mountain Region, JLL

The Pledge

Listen

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

Learn

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

Lead

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

Survey Participants

The survey was sent to 140 organizations in Colorado who pledged to Listen, Learn and Lead in their commitment to racial equity. These results are representative of the 97 organizations who responded to the survey as of March 22, 2021.

23

**Industries
Represented**

- 43% from one of three industries:
 - Nonprofits or Foundations
 - Consultants
 - Law

44%

**Women- or
Minority-Led**

48%

Small Businesses

- Less than 250 employees (in Colorado and nationwide)

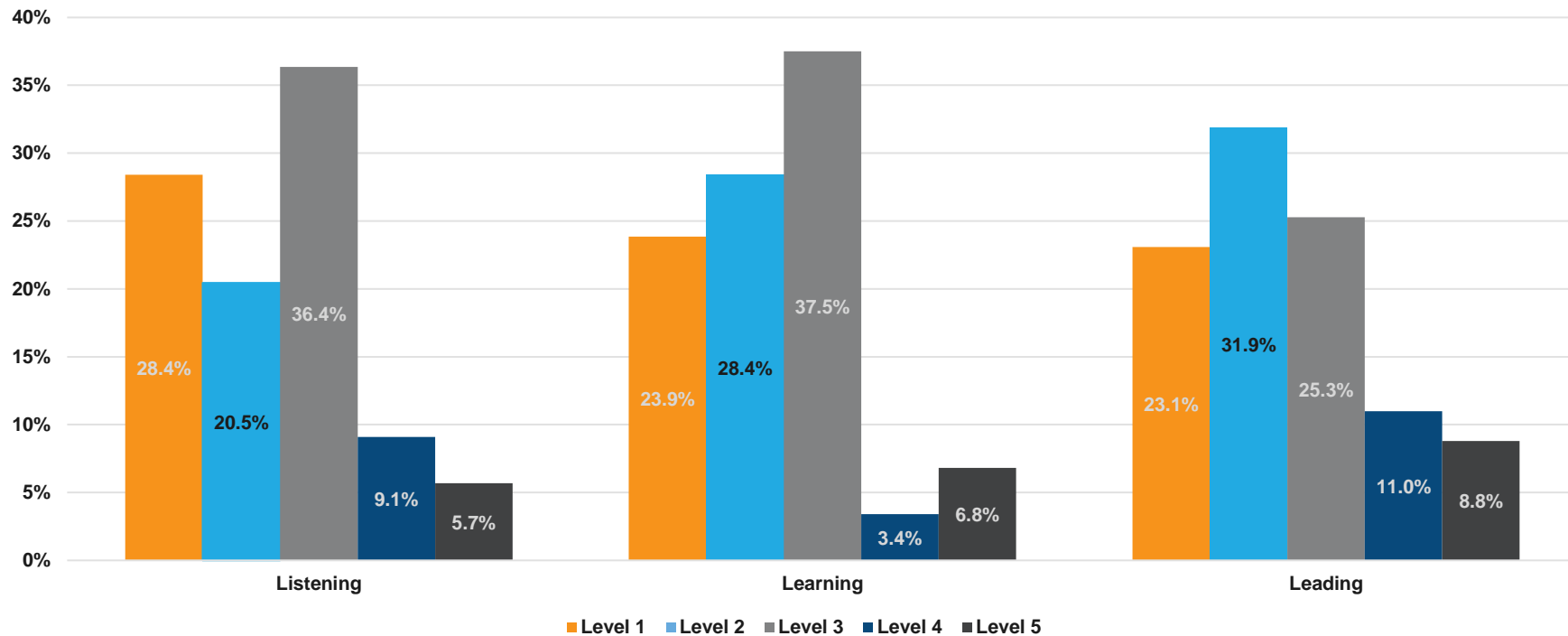
91%

Plan for Action

- 91% of respondents have a plan for action as a result of signing the pledge

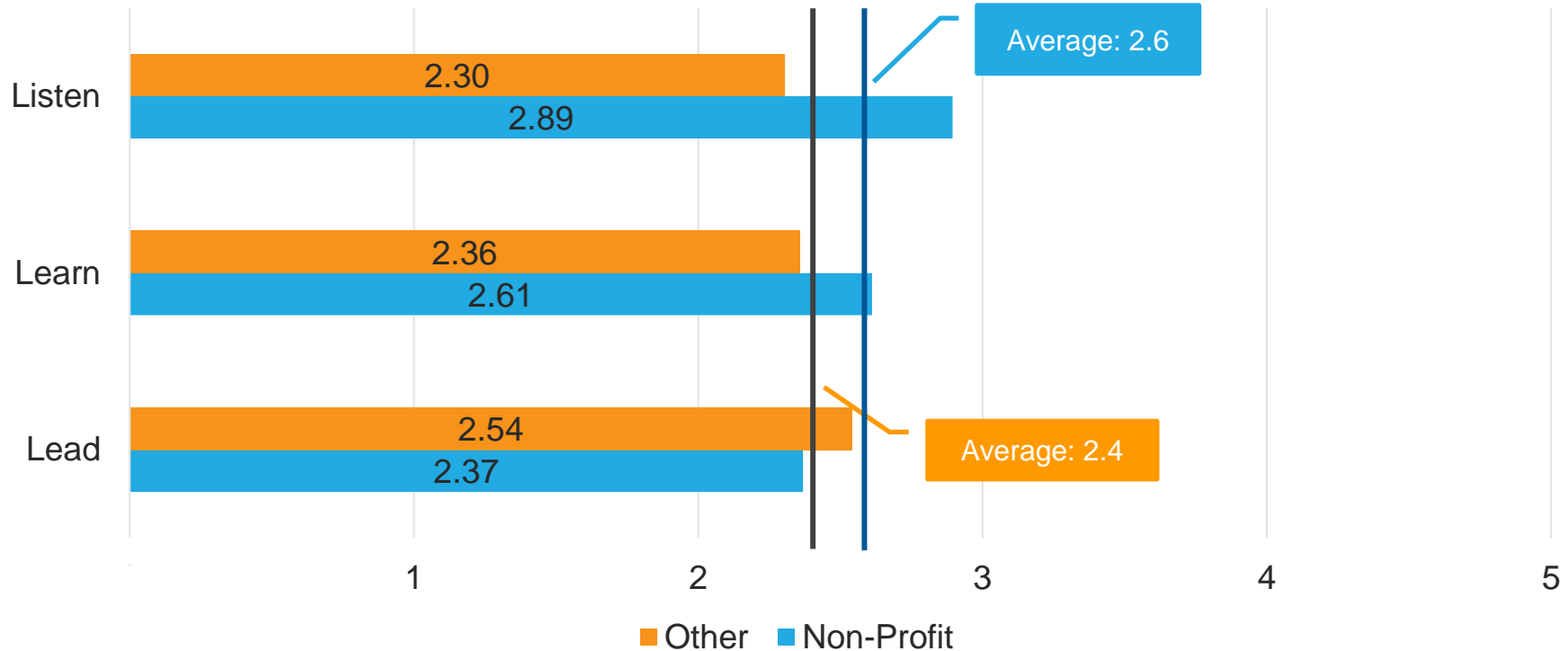
Most organizations in early phases of Listen, Learn & Lead ...

Percent of organizations responding to each level of maturity by focus area



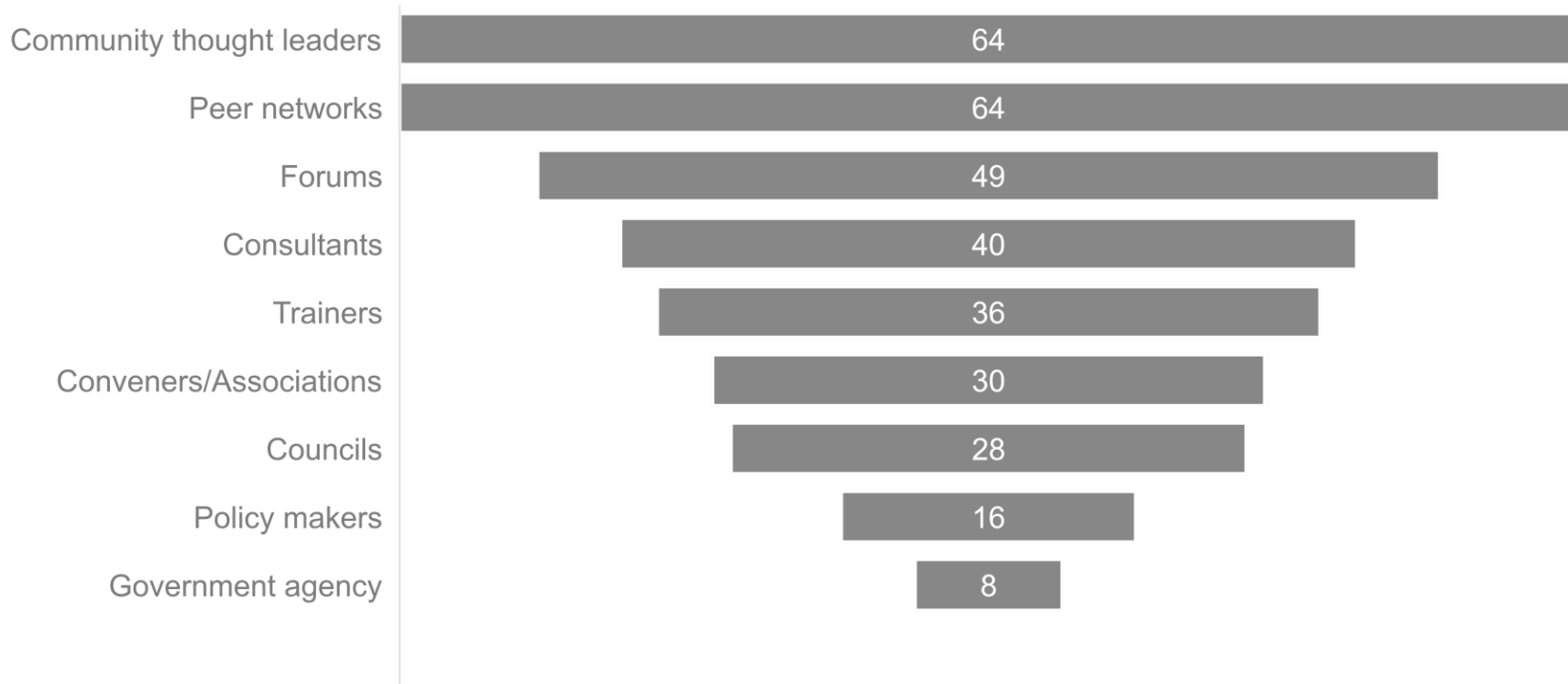
... with nonprofits starting ahead of the curve.

Average maturity scores by focus area for nonprofit organizations and foundations compared to others.



Everyone has been using their resources ...

Count of survey participants utilizing each type of external resource



... and setting ambitious goals around racial equity ...

Themes and examples of respondents' goals



Strategic Planning

- Create a detailed learning and listening strategy
- Develop organization-wide DEI framework
- Look at hiring and advancement practices



Education and Engagement

- Educate board and constituents
- Professional development and mentoring
- Annual training of staff and board of directors
- Develop trainings, learning communities, speaker series and action networks



Diversity of workforce, executive team and/or grantees

- Achieve gender parity by 2025
- Reflect the racial and ethnic diversity of local communities by 2030
- \$5,000 scholarships per year for BIPOC
- 35% of new hires filled by BIPOC



Develop New Partnerships

- Support businesses owned by BIPOC
- Hire subconsultants who represent the BIPOC community
- Increase diversity of suppliers and vendors

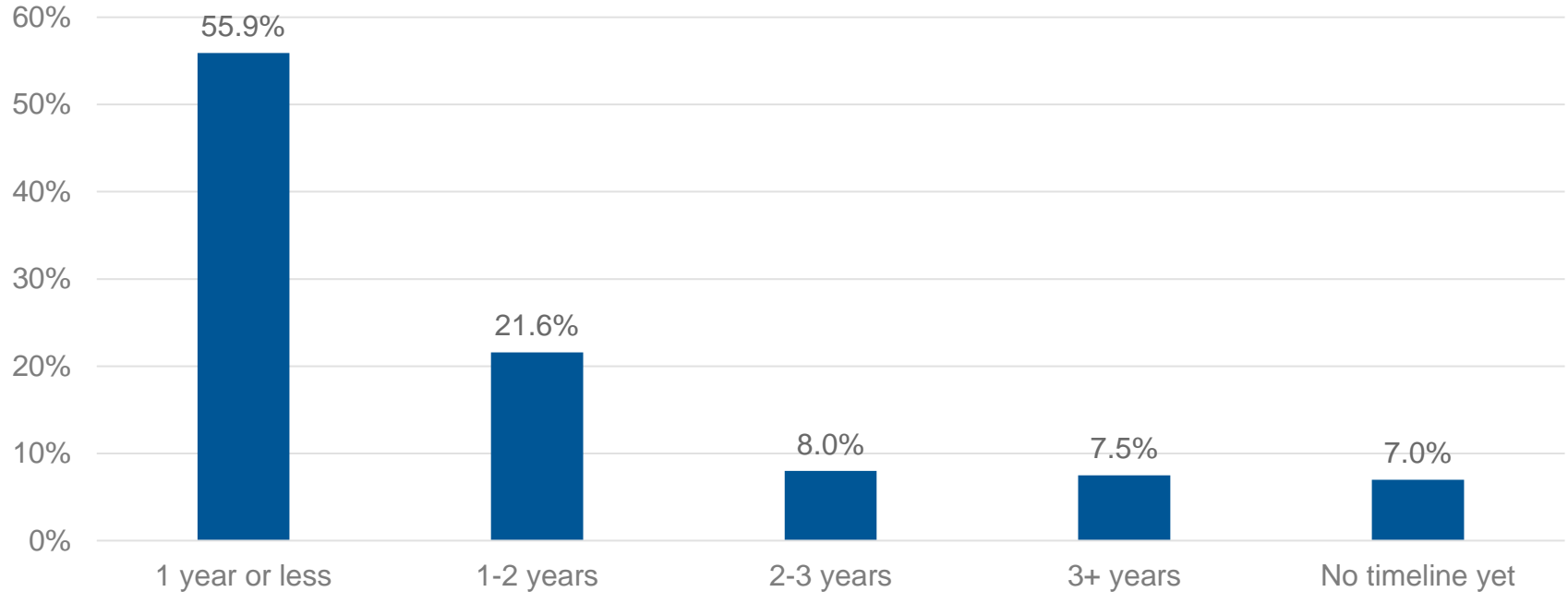


Organizational Culture

- Provide opportunities for inner work and interconnection
- Instill equity and inclusion in our culture
- Identify barriers to inclusion for employees, audiences, students and community members

... with aggressive timelines.

Percentage of respondents who set the given timelines for all goals



Advanced organizations are setting Listen, Learn & Lead goals ...

Example goals from organization who reported as Level 4 or 5 in their racial equity maturity

Listen:

- > Rolling out company-wide upward reviews for all
- > Listening to employees through affinity groups to drive innovative, cultural and appropriate professional development programming focused on creating an environment of belonging to increase retention

Learn:

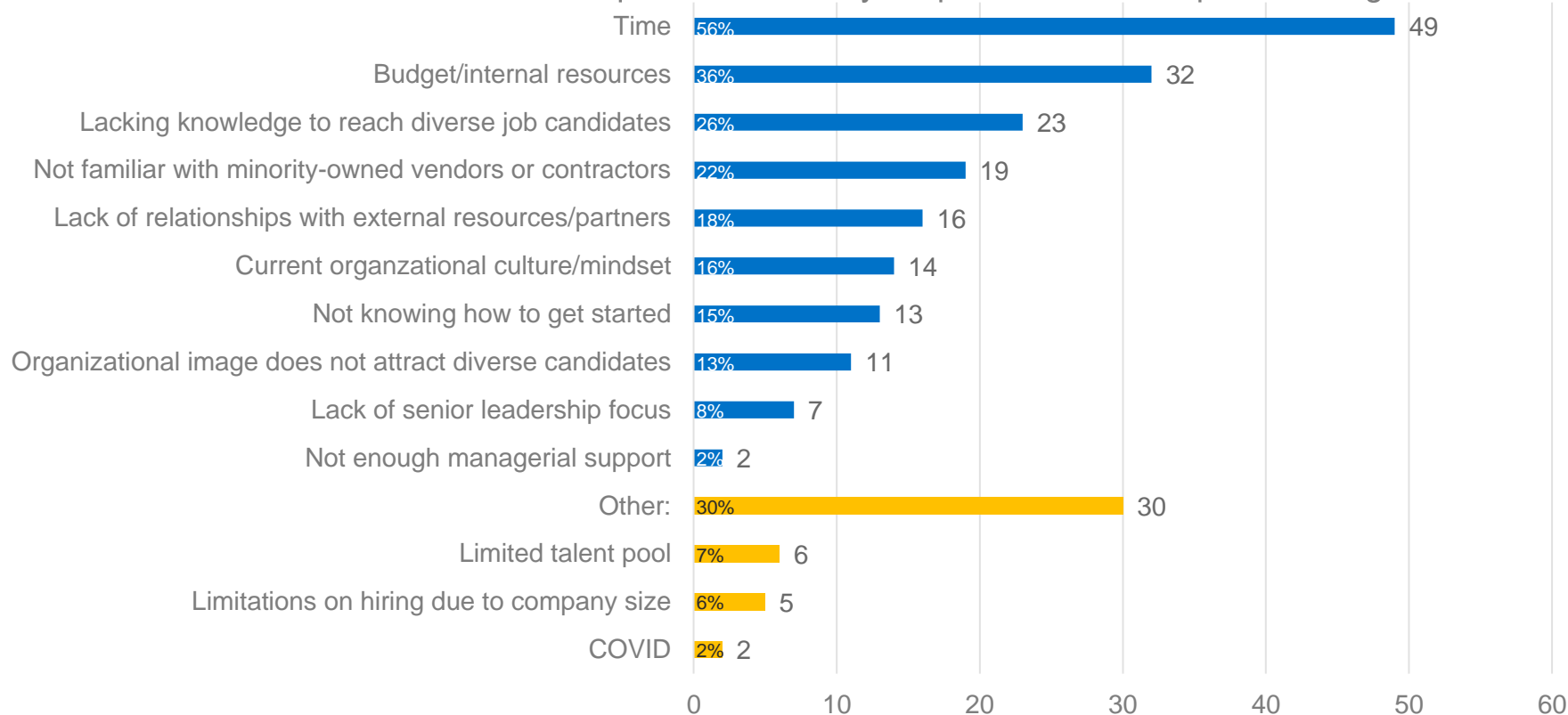
- > Analyzing pay equity and promotion trends
- > Requiring I&D-related learning trainings

Lead:

- > Dedicating 10% of annual charitable giving allocations to DEI-focused organizations, selected by an internal task force
- > Mandating supplier diversity
- > Committing \$1 billion over four years to initiatives focused on racial equity and economic opportunity

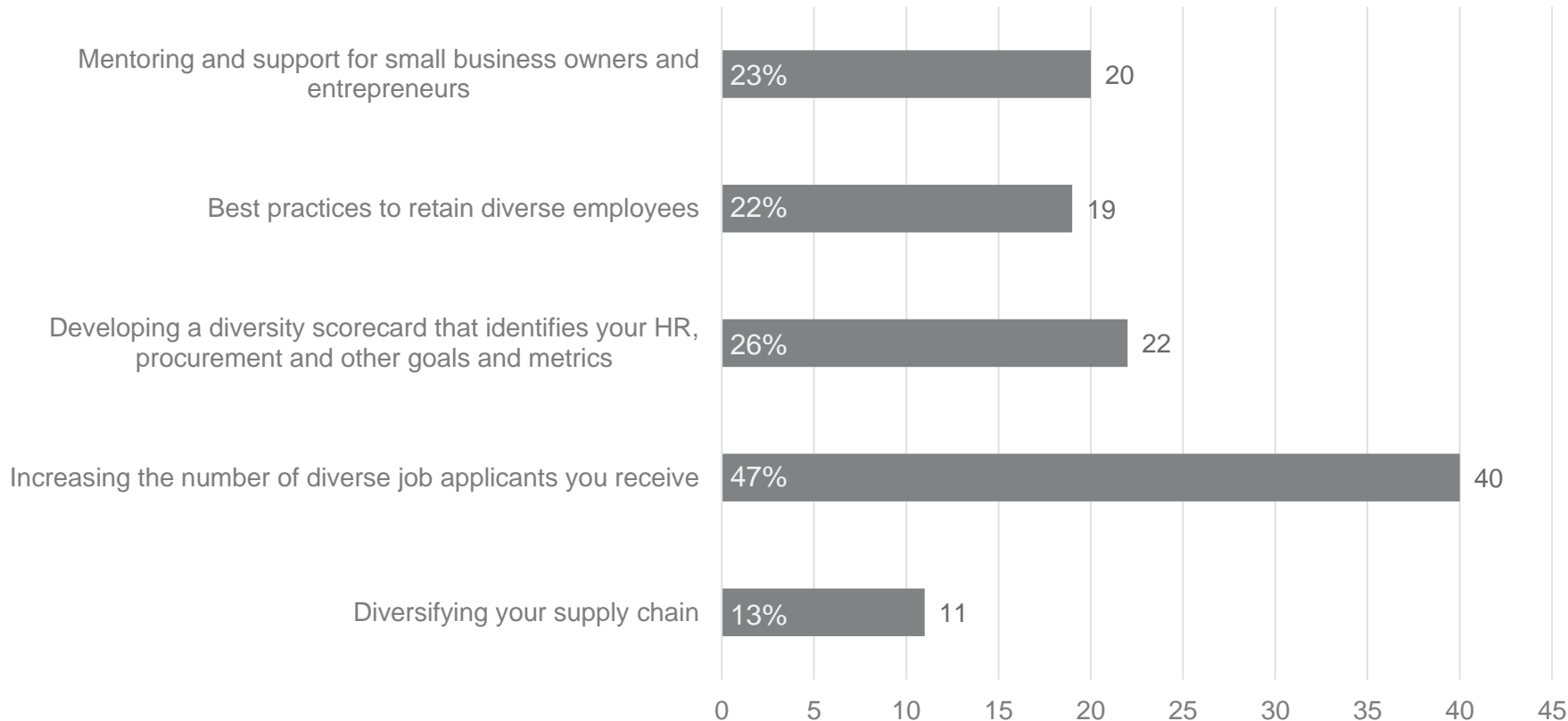
Organizations are experiencing barriers to meeting their goals ...

Proportion of survey respondents who reported the given barriers



... and they could use help.

Count of survey participants who said they could use the most help in the following area



Some things last year didn't go as well as companies had hoped.

Qualitative analysis of what organizations wish they had done better last year

Relationship Building and Management

- Desire to establish relationships with BIPOC community members and partners
- Need a better way to manage and track partners

Starting Earlier

- Organizations would like to have started this work earlier

Increase Intentionality and Awareness

- Structured: Goal setting and monitoring
- Unstructured: Create a safe space for hard conversations

Thought Leadership and External Support

- Need help creating a plan and setting goals that will work for their organization

COVID

- DEI lost focus as organizations were focused on “keeping the lights on”

88% of CEOs' perspectives changed in the last year on their organizations' ability to advance racial equity.

CEOs see great potential to advance racial equity through **strong commitments, community partnerships** and **accountability**.

Selected Quotes from Leaders

Examples of initiatives from Organizations at Level 4 or 5

Last year, in response to the racial injustices happening, our company held listening sessions where our associates shared feedback of wanting our company to do more. Following the feedback our company launched a racial equity council that is comprised of leaders across the organization who guide and inform our strategy to combat racial inequity. This council is committed to developing short- and long-term strategies and actions that will address the issue of racial justice in meaningful and authentic ways.

- Large Company

Our vision and purpose were updated in 2020 to explicitly include racial equity at the heart of our work. We've been focusing on racial equity for 25 years, but this will move it from programs with influence to core responsibility in all departments. Vision: A metro Denver that is racially equitable in its leadership, prosperity and culture. Mission: We inspire people and mobilize resources to strengthen our community. Purpose: We will be a proactive, collaborative and resolute leader in reducing racial disparities.

- Community Foundation

We introduced two affinity groups for our employees of color and those who identify as LGBTQ last year. We received great feedback that they helped facilitate a sense of community and connection during the pandemic and in a time of heightened racial unrest.

- Law Firm

These organizations want you to know:

Summary of other comments

“I am so happy to see the increased attention and emphasis on this topic. I really believe we can accomplish great things.”

We are grateful for the focus and dedication that B:CIVIC and partners placed on this work and resources

“Thank you for your work to bring us all together as a united community.”

We hope the events of the last year will drive action within our organizations

We wish it didn't take such tragedies for this topic to gain focus and we hope the momentum can be maintained

“Thank you, B:CIVIC and pledge partners for your progressive work in this space. I appreciate the articulation of what it means to be progressive and mature in Listening, Learning and Leading. Thank you for championing and supporting.”

Please focus on funding and socializing existing resources before creating new ones

We are committed to DEI, but we need help!

“This survey was very, very helpful to help break down what we need to do to progress on our commitment. We have a lot of work to do. We appreciate the accountability checks this program has given us so far and will hopefully continue to give us in the future.”

B:CIVIC has been supporting organizations by

Since August 2020, B:CIVIC has been providing pledge signers with monthly updates including resources, best practices, webinars and more. Here are a few examples of the resources provided.

- > Helping organizations begin to listen. B:CIVIC shared resources on [survey samples](#) organizations can use to hear from their employees.
- > Forming a monthly DEI webinar series to help community members learn about racial equity. Join upcoming Virtual Voices series and watch [Breaking Down System Racism](#).
- > In collaboration with pledge partner Colorado Inclusive Economy, we provided [a toolkit](#) on creating an inclusive economy and organization.
- > Encouraging all pledge signers to lead by joining Prosper CO in [10 Steps Employers Can Take Today to Create an Economy for All](#).
 - > One example from the top 10 list is focused on [Increasing the Diversity of Your Applicant Pools](#). Contact Lorena.zimmer@denverchamber.org for details.



Survey brought to you by:

slalom



Appendix: Maturity Model Overview

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

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

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

Listen

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

Learn

Leadership

1. Ad Hoc

- Training/learning is reactive and ad hoc

2. Undefined

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

3. Progressive

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

4. Mature

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

5. Optimizing

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

Learning & Development

- Access to learning programs is isolated to individual teams

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

- Educational resources are compiled and shared among teams

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

- Self-assessments enacted

- Space is provided for employees to have dialogue around learnings

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

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

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

Measuring Success

- Intention to set goals but nothing formal established

- Formal racial equity learning goals set

- Track measurable progress on learning goals

- BIPOC employees are involved in goal setting and choosing curriculum

- Utilize formal, ongoing organizational learning goals and metrics

- Appropriate action taken based on learning metrics

- Goals are achieved and continuously reset at regular planning intervals

Lead

Leadership

1. Ad Hoc

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

2. Undefined

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

3. Progressive

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

4. Mature

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

5. Optimizing

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

Partnerships

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

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

- Assess vendor and partner diversity

- Encourage and help your stakeholders to adopt more equitable processes

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

Measuring Success

- Intention to set goals but nothing formal established

- Establish formal goals

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

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

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