

# 2023 DEIB Report

DIVERSITY, EQUITY, INCLUSION & BELONGING



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# Foreword

And just like that—another year has passed. This year we saw a substantial economic shift that partly led to massive layoffs throughout the industry. We also saw a change in the workplace’s perceived importance around Diversity, Equity, Inclusion, and Belonging (DEIB). DEIB professionals were too often targets of these layoffs, and the DEIB movement came under attack. I feel that more than ever, in 2023, we find ourselves at a crossroads when it comes to the context of DEIB efforts within businesses. There is currently a unique alignment of factors that highlight the urgency of our current situation including the diverse composition of our workforce across generations, the impact of globalization, the transformative potential of digital HR technology, and the amplified influence of ongoing social and political movements. Together, these elements signify a crossroads, compelling organizations to recognize the imperative for proactive and meaningful action in the realm of DEIB.

Sadly, I have recently seen organizations scrub anything and everything showing a commitment to DEIB. And while this work has always been challenging, I never, in a million years, thought there would be a time when people threatened to sue organizations for making themselves fair and inclusive, especially after all the hard work and advocacy that has gone into establishing these roles since 2020. It is tough to get excited about this work when organizations remove any trace of their commitment to diversity, equity, inclusion, and belonging. I feel like these organizations are also trying to erase me as a person.

But this did not stop us at Textio. In fact, our response was to double down on our commitment to creating software that helps organizations recruit

and retain diverse talent. Part of that commitment is this research and the publishing of this report. Our goal is to be transparent about what DEIB looks like at a company that is committed to creating a fair workplace by building tools to help others advance their own DEIB efforts.

This report is a reflection of our journey so far and a roadmap for our path forward.

In this year’s report, we compared our employee metrics and DEIB programs to last year’s and identified our successes and areas for improvement. You will also see a blend of data-driven insights, callouts as to what worked and what did not work, and you will get to read about our real-world case study. And while we’ve made progress for sure at Textio, we are far from done.

The narratives and data presented in this report also serve as a call to action. They remind us that DEIB work is never done; it is an ongoing journey of learning, unlearning, and relearning. As we look toward the future, this report encourages all of us to think critically about how we can continue to drive meaningful change within our organizations and the greater world.

I am proud of the work we have done. I hope as you read it, you will think of the journey DEIB is going on at your organization and join me in creating a more inclusive, equitable, and fair future of work.

**Jackye Clayton**

*VP of Talent Acquisition and DEIB, Textio*



## Year in review: 2023 DEIB programs

The three-pronged model (Individual, Interpersonal, and Systemic), introduced in 2022, continues to guide Textio's approach to DEIB. Our focus on personal DEIB development, fostering inclusive interactions, and addressing structural policies ensures that we are not just addressing surface-level challenges. Our approach also holds us accountable to identifying and addressing the root causes of inequities and disparities as they show up across the employee experience at Textio.

## Individual

This prong focuses on the personal level, emphasizing self-awareness and personal DEIB development. At the individual level, it is about educating each team member on biases, both conscious and unconscious, and empowering them to understand their role in fostering an inclusive environment. This includes training sessions, workshops, and resources to help employees recognize and challenge their assumptions and behaviors. The goal is to shift the mindset to understand that DEIB is everyone's responsibility.

Individual DEIB discovery is crucial because it often taps into a profound emotional journey. When people come to recognize their own biases or see firsthand the impact exclusion has on their colleagues, it can elicit strong feelings—empathy, guilt, or resolve to change—which are not readily expressed in the day-to-day of corporate life.

This personal awakening is a powerful catalyst for transformation. It's intimate and can be uncomfortable, but it is also what makes learning stick. It moves DEIB beyond theoretical concepts into personal values and ethics.

## Interpersonal

At the interpersonal level, the emphasis is on interactions between employees. This prong involves creating a culture where open and respectful dialogue about diversity and inclusion is encouraged. It includes initiatives facilitating collaboration and mentorship across different groups, encouraging employees to learn from each other's experiences and perspectives. This approach helps to build relationships and understanding

between diverse individuals, teams, and departments within Textio. This pillar encompasses conflict resolution strategies and the nurturing of allyship within the organization.

Interpersonal engagement in DEIB initiatives is vital because it is where the personal becomes public, and where the ideals of diversity and inclusion play out in real-world interactions. When team members engage with each other across diverse backgrounds and experiences, it fosters a shared understanding and empathy.

The genuine appreciation of diverse perspectives is experienced in our daily conversations, shared projects, and casual connections. It is in these moments that we can confront biases not as abstract concepts but as natural barriers to collaboration and camaraderie.

At Textio, we firmly believe that DEIB is not only a personal growth journey but also a crucial component in establishing a strong and unified community within our organization. We focus on creating an inclusive environment where diversity is not only valued but is also fundamental to our collective achievements.

Guided by DEIB principles, we prioritize open and inclusive interactions, ensuring that every voice is heard, every perspective is given due consideration, and everyone feels a genuine sense of belonging. Our unwavering commitment to DEIB goes beyond individual efforts; it forms the foundation of our organizational culture.

## Systemic

The Systemic prong addresses the structures, policies, and procedures that impact DEIB at an organizational level. This involves reviewing and revising company policies, processes, and practices to ensure they are equitable and support diversity and inclusion. It includes everything from recruitment and hiring practices to promotion and compensation structures.

This prong is where data-driven tools like Textio are crucial, helping to identify and mitigate biases that might exist within job listings, performance reviews, or any other systemic touchpoints. It involves strategic planning to ensure the organization's structure and resources align with DEIB goals.

Systemic DEIB efforts are the backbone of actual organizational change. They encompass the structures, policies, and practices that, when thoughtfully and equitably constructed, can either support or undermine the individual and interpersonal strides toward diversity, equity, inclusion, and belonging.

The goal is that by weaving DEIB into the systemic level, the organization ensures that these values are aspirational and embedded in every process and decision. This means looking internally at the skills needed for our roles, ensuring our job descriptions are written to attract a diverse pool of candidates, looking at how performance is evaluated to eliminate bias, and ensuring that growth opportunities are accessible to all.

When the system aligns with DEIB principles, it creates a robust framework that supports sustained progress and signals to every stakeholder that inclusion is not peripheral but central to the organization's identity and success.

By integrating these three prongs, Textio ensures a holistic approach to DEIB, aiming for a culture change that is not only supported by the top management but also deeply embedded in every layer of the organization. This multi-level strategy helps ensure that DEIB isn't just a box to check off but a core value that is lived and breathed across all business areas.

# Individual programming

Within the Individual prong of Textio's DEIB approach, 2023 programming focused on self-awareness and personal DEIB development.

## Asynchronous learning and development

In 2023, Textio hosted asynchronous film discussions to support deepening Textios' knowledge base about DEIB topics, including historical events, media representation, global issues/trends, and our individual position in relation to the topics being presented.

In honor of Martin Luther King Junior Day, 2023 kicked off with a group viewing of Ava DuVernay's 2014 historical drama *Selma*. By contemplating the film's themes and the resilience of its characters, each of us is encouraged to confront our biases, acknowledge the ongoing fight for equality, and contemplate our role in advancing this crucial conversation in today's world. This individual learning experience was meticulously designed to evoke an emotional and intellectual connection with DEIB, empowering personal growth and fostering greater empathy.

## E-learning

In 2023, Textio started a partnership with the [Living Corporate Learning platform \(Beta\)](#). Living Corporate provides all Textios on-demand access to e-learning on topics such as DEIB, leadership, allyship, talent strategy, and wellness. Textios can search hundreds of learning modules, build playlists, and share them with teams and colleagues.

## Diversity resources Slack channel

Textio created a Slack channel to share interesting articles, books, podcasts, and other resources that can help employees enhance their learning on issues relating to DEIB. The channel is open to all Textios and provides space for shared learning and understanding of DEIB as it shows up in the world and our workplace.

## Healing circle

Textio hosts healing circles to address interpersonal conflicts and harm as they show up in the workplace and our communities. During healing circles, participants are invited to simply listen or share without fear of judgment or debate and each session concludes with group meditation.

# Interpersonal programming

Within the Interpersonal prong of Textio's DEIB approach, 2023 programming focused on relationship building and knowledge sharing and construction.

## Cultural/heritage celebrations

Textio celebrates various designated heritage celebrations through our “facts, film, food, and fun” awareness and celebration framework. The framework was created to support different learning styles and recognizes that when appropriate, humor and laughing can lead to learning. The celebrations are held asynchronously via an internally created virtual discussion board platform called Umeo.

In 2023, Textio also hosted asynchronous awareness and celebration events for the following:

- Martin Luther King Jr. Day
- Black History Month
- Women's History Month
- Asian Pacific American Heritage Month
- Jewish American Heritage Month
- Mental Health Awareness Month
- Pride Month
- Disability Pride Month
- BIPOC Mental Health Month

## Manager learning and development

A DEIB training course focused on recognizing workplace discrimination was offered to support managers in knowing what the law expects from us and what type of claims employers may face to help us make decisions that minimize risk to all.

## Inclusion Council

Textio launched its first Inclusion Council in February 2022. The Council includes a nominated representative from each functional team across the company, who is tasked with helping advance DEIB at Textio. Since its inception, the council developed a charter and led initiatives focused on synchronous connection and learning. A 2022 Year in Review analysis found that council members appreciated the safer space for discussion around DEIB opportunities at Textio facilitated through the council, however they also felt challenged in understanding how to translate passion into strategic action and bring back learnings to the larger organization. With transitions in staff in Summer 2023, the work and purpose of the council also became unclear.

In the third quarter of 2023, the DEIB team hosted a Listening Tour with Inclusion Council members and members of the executive team to better understand their unique experiences and viewpoints on DEIB at Textio. The individual and collective insights informed the development of a clear charter that provides shared understanding of the Inclusion Council's purpose, mission, structure, roles, and responsibilities. Informed by findings from the Listening Tour, the revamped Inclusion Council structure also includes more opportunities for employees across the company to engage

in Inclusion Council work asynchronously, to support the different time zones, workstyles, and preferences of our fully distributed team.

## Executive learning and development

Textio's executive team convenes monthly for DEIB learning and development. In 2023, nine sessions were hosted with the executive team around *The Racial Healing Handbook* as a continuation from 2022. Facilitated by Katee Van Horn, these monthly sessions were part of Textio's ongoing efforts to address and understand issues of racism and privilege within its leadership and the organization.

*The Racial Healing Handbook* serves as a practical guide to help individuals confront racism, understand privilege, and manage related stress and trauma. It emphasizes the need for historical awareness in racial issues and promotes a re-education process to unlearn ingrained racial biases. Throughout the program, executive team members engaged with specific chapters and related exercises from the handbook. The sessions were structured around discussions on the handbook's content and reflections on the exercises. This format aimed to facilitate open dialogue, self-reflection, and collective learning among the executives.

While this workbook primarily focused on racial healing, a significant aspect of discussions centered on intersectionality, particularly how different identities intersect with racial identity. This approach is crucial as it acknowledges the multi-faceted nature of individual experiences concerning racism and discrimination.

A key element of discussions also involved exploring multiple identities beyond race, such as (dis)ability, gender, sexual orientation, and socioeconomic status, and understanding their intersection with racial identity. This exploration recognizes that experiences of racism are not uniform but are influenced and altered by these intersecting identities. By delving into these intersections, we aimed to foster a deeper understanding and empathy among our team members for varied experiences of racism.

Particularly notable was the focus on understanding ableism and its intersection with racism. We encouraged participants to explore how being differently abled can compound or alter the experience of racism and vice versa. There were reflective exercises where participants critically examined how their (dis)abilities intersect with their racial identity. We were challenged to consider how we perceive the intersection of (dis)ability and race in others, and how these perceptions influence our actions and attitudes.

It is crucial to be aware of the diverse experiences that people go through to develop inclusive practices. Every month, we were given practical steps to take in our personal and professional lives to address the intersection of racism and ableism. *The Racial Healing Handbook* made the learning actionable, impactful, and challenging.

# Systemic programming

Within the Systemic prong of Textio's DEIB approach, 2023 programming focused on internal operations. We have updated practices and policies and are intentionally working on changing systems to reduce bias in the interview process leveraging Textio Loop.

## Leadership commitment

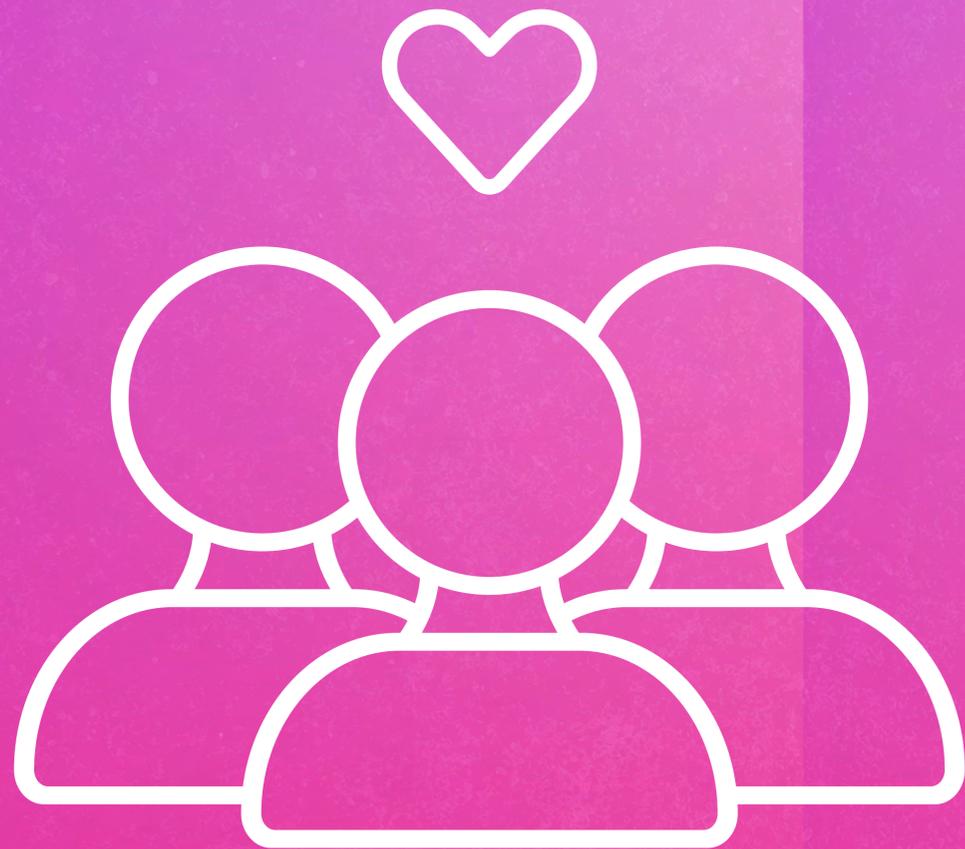
To support accountability and application of learning, the VP of Talent/DEIB led the executive team through a workshop on "C Suite Leadership in DEI and Driving Purpose." As a follow-up to this enriching session, executives were encouraged to review the key insights and reflect on how these can be applied within their respective departments. Based on this exercise, the executive team was tasked with reviewing projects and metrics under Textio's strategic priorities and explicitly adding DEIB accountabilities (e.g., ensuring team participation in monthly programming, commitment to documented development plans for team members, organizing group discussions, and maintaining a diverse and inclusive design process). We know what is measured by a team or company is often what is prioritized. This commitment to DEIB at Textio is not just a one-off effort but a continuous journey towards creating a more inclusive, purpose-driven workplace.

## All staff training

In 2023, we continued education on our inclusive interview process for hiring managers. We also delivered our mandatory interview course that includes sections on unconscious bias, behavioral interview questions, how to evaluate candidates, and how to share feedback in our ATS (Applicant Tracking System).

## Supplier diversity

Textio is committed to amplifying our commitment to DEIB, enriching our product offerings, and fortifying our market presence. A strong supplier diversity program can support us in doing all three. In 2023, Textio mapped out a plan to build a program that would increase the number of diverse suppliers we partner with. A diverse supplier is a business that is at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. A common classification for diverse suppliers is MWESB (Minority, Women, Emerging Small Businesses).



## DEIB across the employee experience

We know that one of the biggest mistakes organizations can make when trying to implement a DEIB strategy is to solely focus on adding people from diverse communities—with little regard to developing an intentional approach for creating an equitable and inclusive culture that fosters a sense of belonging for all employees. Throughout this report, we share tools and practices Textio leverages internally to advance equity, inclusion, and belonging across the employee experience.

## Employee experience overview

**Attraction:** When we talk about attraction at Textio we are truly talking about strategies and methods to attract potential employees. This involves building an employer brand along with a workplace culture that appeals to high-quality candidates from diverse candidate pools.

**Recruitment:** Recruitment is the process of sourcing and selecting the most qualified candidate for a job opening, whether from within or outside the organization, in a timely and cost-effective manner. It involves analyzing job requirements, attracting potential applicants, screening and selecting candidates, hiring, and facilitating the integration of the new employee into the organization.

**Onboarding:** Onboarding is the process of helping new employees quickly and smoothly adjust to the social and performance aspects of their roles. It includes activities that aid new hires in understanding their responsibilities, the organizational structure, and the company's culture, policies, and expectations. Effective onboarding fosters employee engagement, satisfaction, and long-term retention.

**Retention:** Retention encompasses strategies and practices to keep employees engaged and committed to the organization. This category focuses on creating a work environment where employees feel valued, supported, and fulfilled, reducing turnover rates. It includes initiatives such as career development opportunities, recognition programs, competitive compensation, work-life balance, and cultivating a positive work culture.

**Development:** Development refers to the continuous efforts to enhance an employee's performance and capabilities through learning and training opportunities. It involves providing employees with the necessary

resources, tools, and experiences to expand their skills, knowledge, and abilities, which can lead to career advancement and personal growth within the organization.

**Exiting Textio:** Employee exits are inevitable. Regardless of how great your employee experience or workplace culture is, employees will eventually leave the company. At Textio, when we talk about exits, voluntary or involuntary, they are opportunities to learn ways we can improve our programs, practices, and policies to decrease separations from the company.

## Attraction

At Textio we understand that employees have options when it comes to where they work, especially in a remote environment. Our internal efforts to improve the employee experience are also connected to what attracts individuals to Textio.

In 2023, Textio launched the Real as Feedback Podcast hosted by Textio's CEO Kieran Snyder, our VP of Talent/DEIB Jackye Clayton, and the author of *Radical Candor* Kim Scott. In each episode, real workplace stories are shared, and practical tips are given on preventing bias, prejudice, and bullying from appearing in performance reviews and feedback. Hosted every other Tuesday, listeners can learn from the experiences of others and feel empowered to steer crucial conversations as they navigate their career. Check out our episodes from 2023 [here](#).

Textio also leverages our [blog](#), [webinars](#), [courses](#), [tools](#), [case studies](#), public events, and conference attendance to not only support the external advancement of DEIB but also to connect with potential partners, customers, and candidate prospects. In November 2023, Textio hosted a one-day "Next

Level Talent Workshop” event for talent leaders to learn from expert speakers and peers on how to guide their managers to provide high-quality equitable performance feedback at scale. Textio also had a presence at the following conferences:

- Fortune Impact Initiative
- SourceCon
- Workhuman Live
- HR Technology Conference
- Workday Rising
- LinkedIn Talent Connect
- Forbes Future of Work Summit
- Lattice Resources for Humans
- BLK Men in Tech - The THRIVE Conference

Textio supports engagement and visibility in our local communities through volunteer days and our Charitable Match program. Once per calendar year, Textio provides a financial contribution to a non-profit or charitable organization that any Textio employee donates at least 24 hours of time to. Employees are encouraged to volunteer with organizations that advance DEIB in their individual communities. Textio also coordinates a company-wide volunteer day annually. Thanks to employee efforts and support, this year Textio donated \$1,300 to [Inroads](#), a non-profit organization that creates pathways to careers for ethnically diverse high school and college students across the country.

Textio leverages its [career webpage](#) to provide an opportunity for prospective candidates to get to know the company and members of the team, and to

highlight key programming across the employee experience that showcases the culture of Textio.

## Recruitment

Textio actively seeks out and finds diverse candidate pools for our open positions. While we support internal growth and promotion, we also recognize the need for diverse representation across teams and focus efforts on addressing needs at the department level. Some of our 2023 recruitment strategies include using sites such as LinkedIn, Facebook, TikTok, LGBT.net, and SeekOut as well as various Slack groups focused on underrepresented communities, such as “Women in Design,” “Black in Tech,” and “Where are the Black Designers?” to find public and non-public facing job seekers and prospect profiles.

To support equitable decision making for new hires and promotions, Textio provides training and coaching for hiring managers to help them understand, challenge, and confront biases during the recruitment and hiring process. Externally, Textio has participated in podcasts and panels to share promising practices for equitable interviews and ensure excellent candidate experience.

## Onboarding

In 2023, Textio updated the onboarding process to be more structured. The current onboarding process offers opportunities for new Textios to learn more about the company principles, culture, benefits, and get an understanding of where their role fits within the Textio ecosystem. A new hire’s first day includes time with the DEIB Program Manager to discuss

what DEIB means at Textio, how we operationalize DEIB principles across the company, and ways to get involved in DEIB programs. Our People team provides each new Textio with a 90-day company onboarding plan and pairs them with a buddy, who is a seasoned Textio with capacity to support them in their first 90 days at Textio. The People team delivers a survey to new hires at the 90-day mark to support continuous evaluation of program impact.

## Retention

Throughout 2023, Textio made great progress filling the pipeline with more candidates from diverse communities and instituting intentional recruiting and hiring practices. However, recruiting doesn't matter if our best hires quit. The impact of the inability to retain a diverse team goes beyond representation of the labor market and numbers. It can also be demoralizing for employees, impacting company morale. Textio leans into inclusive retention practices by resourcing initiatives that support relationship building, communication, feedback, and recognition.

To support making meaningful connections amongst employees in a distributed work environment, Textio leverages a platform called Donut, which integrates with Slack. Textios are added to the Donut platform program during onboarding and are encouraged to use the platform to catch up with Textios they have not connected with in a while, meet new team members, and engage in meaningful conversations with their coworkers.

Textio also leverages a performance management platform called Lattice that allows all Textios the opportunity to give and receive feedback to colleagues across the company. Public praise is shared via Slack and can be

viewed and commented on by the whole company. The Lattice platform is also used weekly to conduct 1:1s, communicate updates, and track discussion points.

### Employee survey data

In this DEIB report, we have also included insights from our employee survey. It is not enough to just implement DEIB programs, but we must also survey employees to know the impact of these programs. The results of this survey help us bridge the gap between our aspirational culture of inclusion and the actual experiences of our team members. Surveying employees is an intentional practice that supports retention.

This year's report highlights our commitment to creating an inclusive workplace where Textio employees can bring their whole selves to work. The surveys that go out are to ask about experience in the year prior. In 2022, we were asking about 2021, and in 2023, we were asking about 2022.

It is clear that Textio has a commitment to inclusivity which is reflected in our policies, practices, and professional development programs. In 2023, Textio highlighted notable improvements in several key DEIB areas, as reflected in the survey data. However, a gap in demographic-specific insights limits a comprehensive understanding of the impact across diverse employee groups.

### Employee survey analysis and highlights

Year-over-year improvements:

- Enhanced employee pride: In 2023, a remarkable 90.1% of employees expressed pride in working for Textio, up from 75% in 2019. This significant increase can be attributed to effective company initiatives that align with employee values and foster a sense of shared purpose.

- Increased sense of belonging: The score for feelings of belonging rose to 82.4% in 2023. This reflects positively on Textio's continuous efforts to cultivate an inclusive workplace culture.

Areas needing further attention:

- Development opportunities: Despite ongoing efforts, scores related to development opportunities (63.7% in 2023) indicate a need for more focused and impactful career development programs.
- Clarity of role expectations: Although improved from 69% in 2019 to 78% in 2023, there's still room for enhancing how role expectations are communicated and understood throughout the organization.

**Conclusion and looking forward:** Textio's initiatives have led to notable improvements in several areas, particularly in enhancing a sense of pride and belonging among employees. However, to continue this positive trajectory, more targeted efforts in career development, transparency, and goal alignment are essential. By addressing these areas, Textio can further solidify its commitment to fostering an inclusive and fulfilling workplace environment.

## Development

One of the core learnings about DEIB work at Textio is understanding that it is neither linear nor achievable through a "neat" process such as a checklist of items. It is an ongoing process, and key parts of this process include collaboration and constant vigilance.

In 2023, Textio focused on equitable access to development opportunities for managers through the introduction of DEIB coaching sessions.

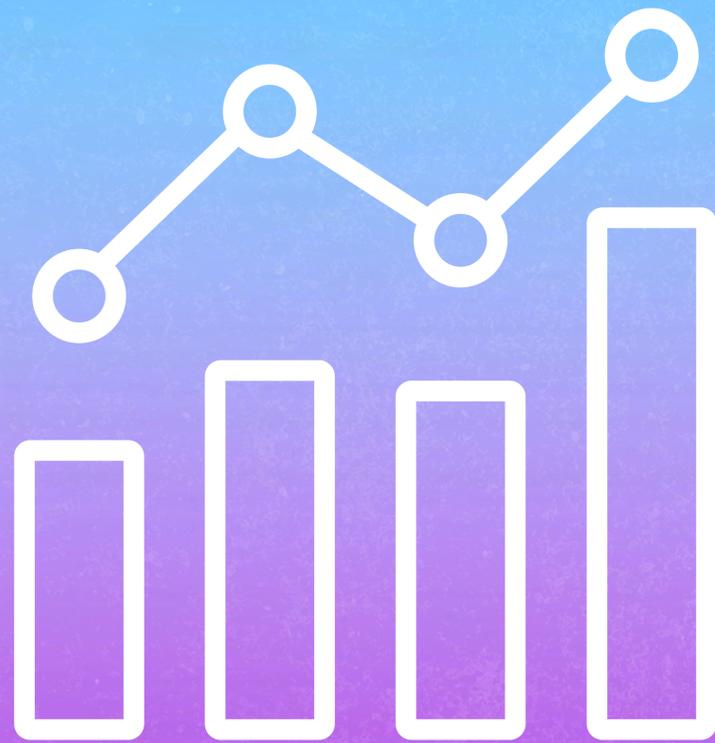
The coaching sessions, designed for each functional team leader, support DEIB efforts at the functional team level and provide space for collective strategizing about issues related to integrating DEIB principles and practices into a team's work. The DEIB coaching sessions are an opportunity to reflect on how the work of their team aligns with DEIB principles and practices and how we can collectively grow as a company and sustain an equitable and inclusive work environment.

Textio also leverages the Lattice platform to manage career and performance. Managers have the ability to share constructive feedback directly with their team and are trained to leverage the Textio Lift platform for written performance reviews. Performance reviews are hosted via the platform bi-annually and include conversation and tracking of career goals. Lattice can also be used by Textios to recognize, praise, or appreciate team members publicly. The Slack integration for Lattice allows the public praise to be shared company wide.

Bravely is another platform Textio leverages to support employee development. Bravely provides equitable access to a professional development coach for employees at all levels of the organization to engage in confidential one-to-one conversations about their professional growth. There is no limit to the number of sessions that each individual can take.

## Exiting Textio

At Textio, we conduct an anonymous survey and also do exit interviews over Zoom to gather feedback about the employee experience from employees who leave Textio. The data collected from our "Extios" via the survey and exit interviews supports us in identifying and addressing opportunities for growth and improvement across the employee experience.



## Our metrics

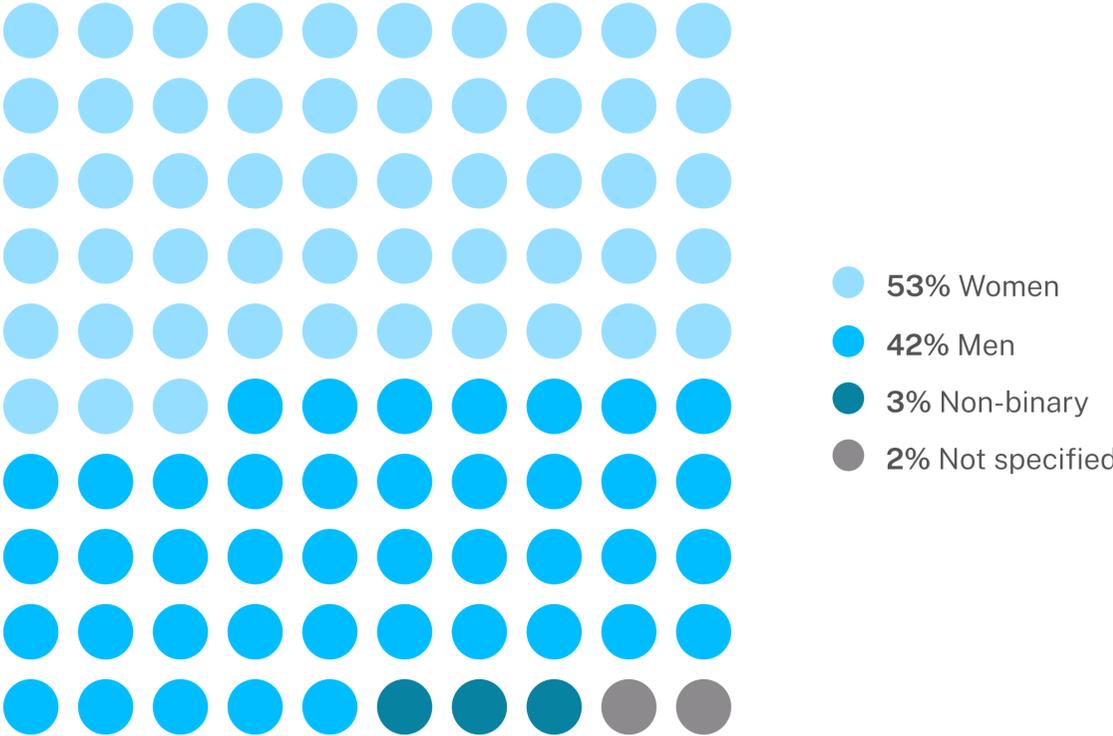
This year we had more employees self-identify than 2022, and the data revealed the following.

# Gender diversity

Representation of women increased by 9% from 44% in 2022 to 53% in 2023. Representation of men increased by 2% from 40% in 2022 to 42% in 2023. Representation of non-binary people decreased from 4% in 2022 to 3% in 2023.

We have made progress in gender diversity and continue to look for opportunities to grow and improve. This data highlights the need to better understand and support the non-binary and genderqueer communities.

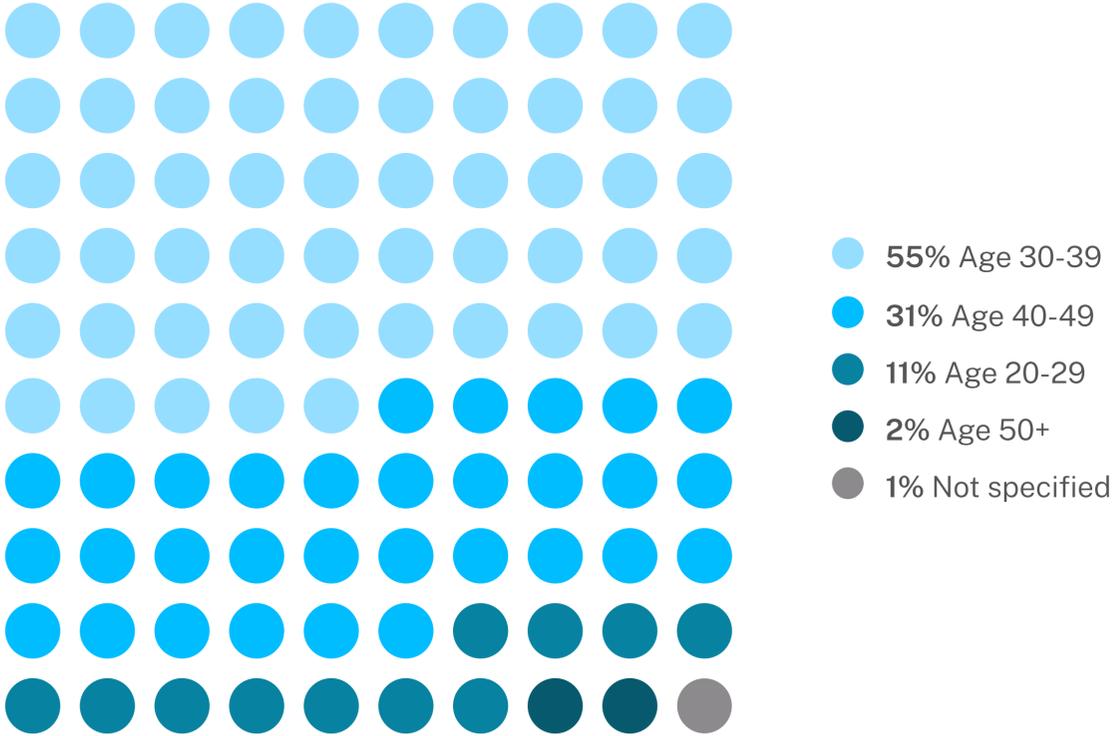
## Employee gender as self-identified



# Age diversity

A majority of our workforce falls within the 30-39 age range, increasing from 50% in 2022 to 55% in 2023. We also saw an increase in the 40-49 age bracket, increasing from 28% to 31%. We saw a decrease in the 18-29 age bracket, from 18% in 2022 to 11% in 2023. We also saw a slight decrease from 2022 to 2023 (.3%) in the 50+ age brackets. This data shows that Textio has a strong middle-aged workforce and needs to increase focus on attracting younger and older talent.

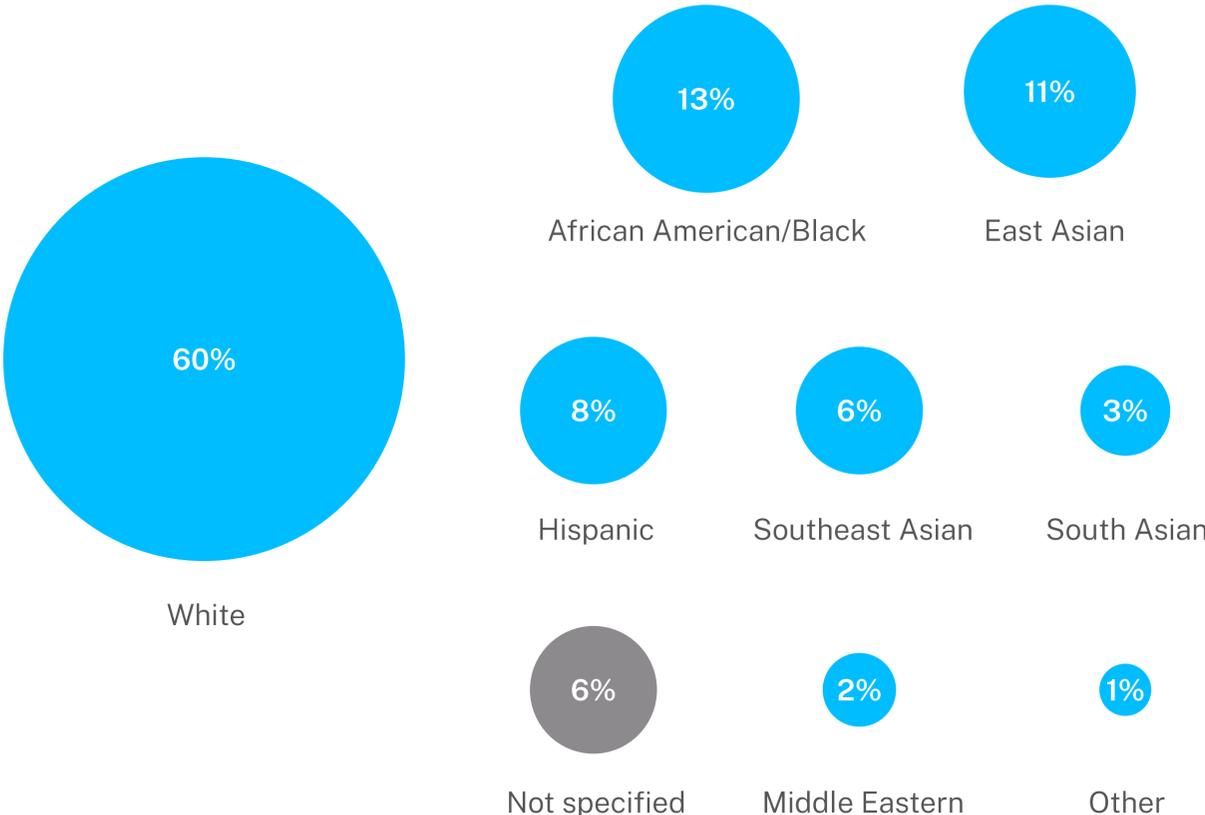
## Employee age

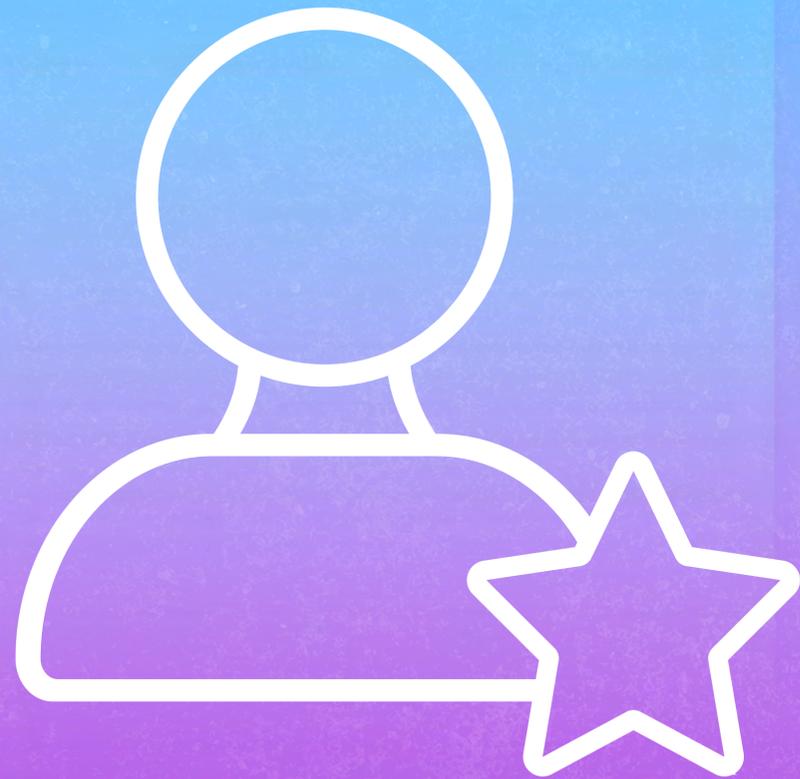


# Race/ethnicity diversity

We saw a decrease in our Hispanic employees, decreasing from 12% in 2022 to 8% in 2023. We also saw a decrease in our white employees, decreasing from 63% in 2022 to 60% in 2023. Black employee representation increased from 9% in 2022 to 13% in 2023. We also saw increase in our Southeast Asian employees, increasing from 4% in 2022 to 6% in 2023. These findings reflect an evolving ethnic landscape. To address the decrease in representation for Hispanic employees, we will be placing an additional focus on Hispanic representation, inclusion, and belonging.

## Employee race as self-identified (may choose more than one)





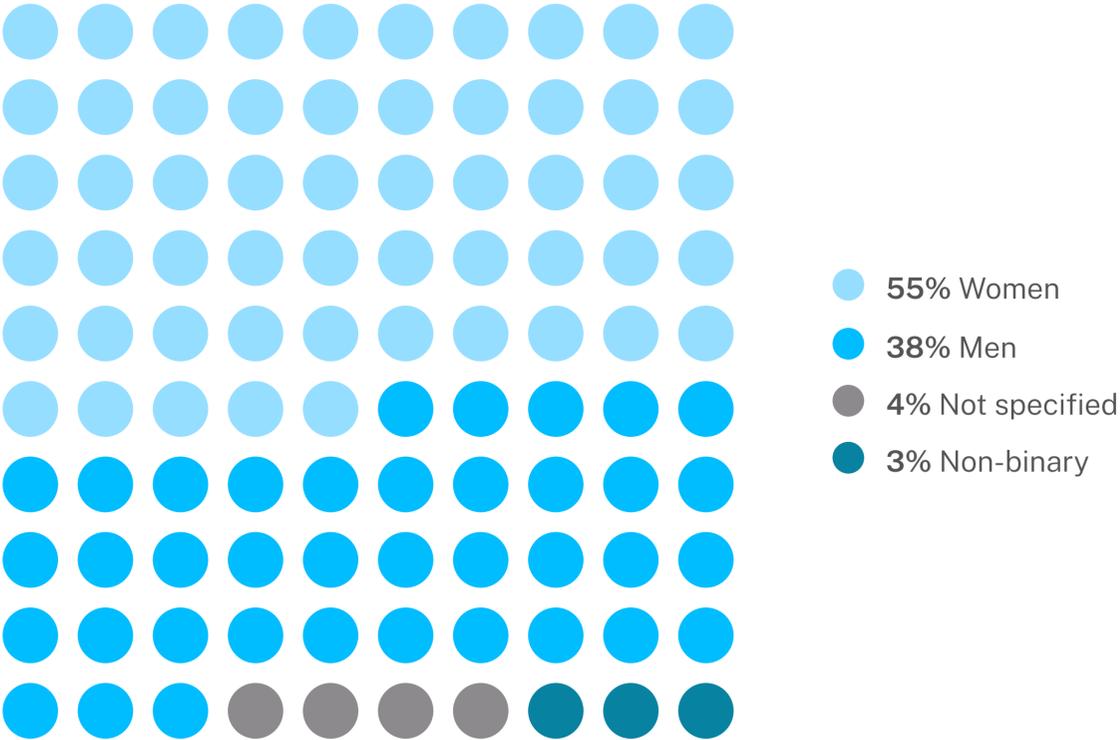
## Pipeline report

Textio is intentional about talent pipelining. Our Senior Recruiter prioritizes building relationships with passive talent for future opportunities.

# Gender diversity

In 2023, our talent pipeline was 55% women, 38% men, and 3% non-binary.

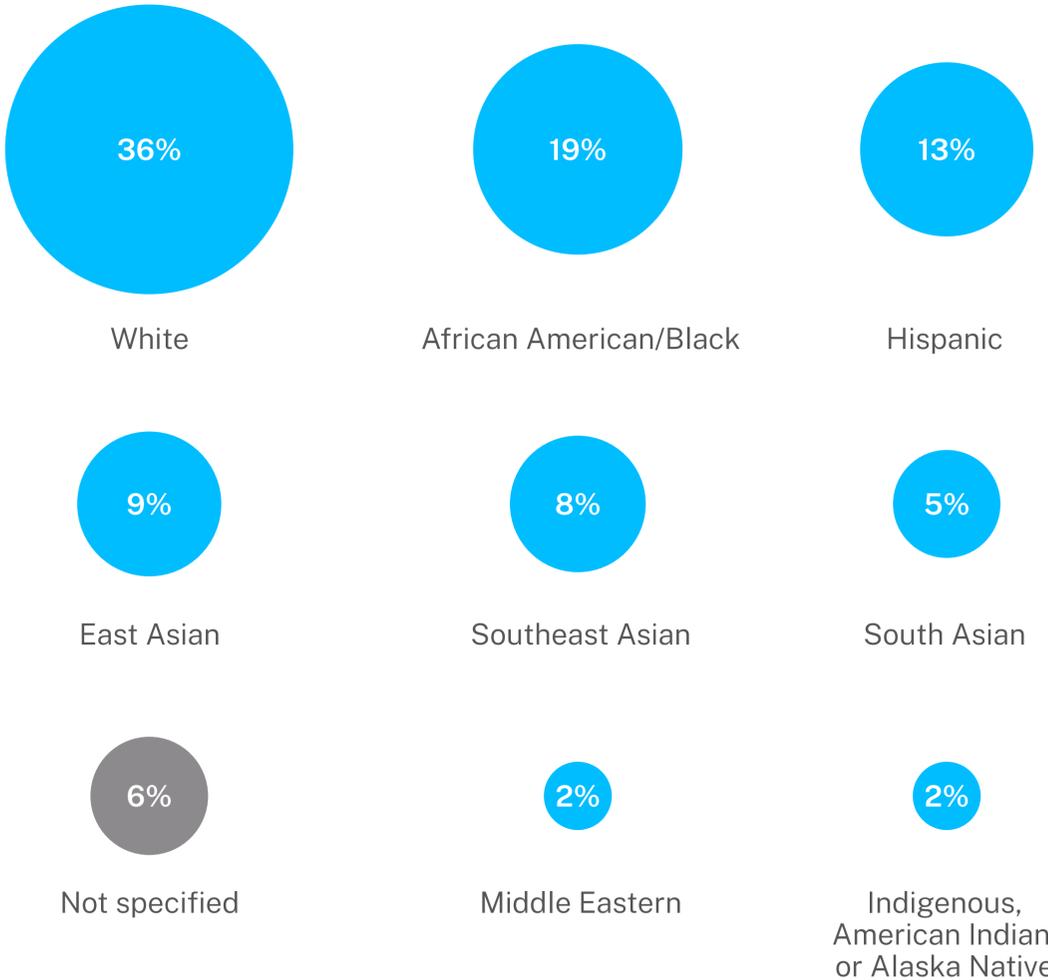
Candidate gender as self-identified



# Race/ethnicity diversity

In 2023, 58% of our talent pipeline identified as people of color and 36% identified as white.

Candidate race as self-identified (may choose more than one)





## 2024 DEIB focus areas

2023 was a year full of uncomfortable growth and great learning for Textio. We are excited to transform those learnings into intentional action to continue to support the advancement of diversity, equity, and inclusion internally and externally and cultivate a sense of belonging for all Textios across our distributed work environment.

## Goals and recommendations

Textio will be working towards the following goals and recommendations:

- **Targeted development and mentoring:** Establish programs specifically designed to identify and nurture talent from underrepresented groups, ensuring they are well-positioned for future leadership roles.
- **Transparent promotion processes:** Clearly communicate the criteria for promotions, ensuring these are inclusive and unbiased. Regularly review these criteria to align with DEIB goals.
- **Data-driven decision making:** Utilize data to continuously monitor and improve the equity of promotion practices. This includes not just tracking promotions but also understanding the pipeline of candidates for promotion.
- **Inclusive environment for non-binary and gender-diverse employees:** Develop strategies to support and encourage career progression for non-binary and gender-diverse employees, recognizing and addressing any unique challenges they may face.

As a part of our focus to make sure we are fostering a more equitable and inclusive workplace culture, Textio will also be investing in the following programs in alignment with the three-pronged model.

## Individual programming

- Providing a regular cadence of asynchronous all-staff learning and development opportunities that support different learning styles, preferences, and work schedules for a fully distributed team.
- Providing individualized DEIB learning plans to intentionally support employee growth and development from their starting place on their DEIB journey.

## Interpersonal programming

- Implementation and evaluation of the revamped Inclusion Council framework. The impact of the program changes will be evaluated and reported on in the 2024 report.
- Providing a regular cadence of synchronous staff training to support understanding and operationalization of Textio's equitable practices.

## Systemic programming

- Policy and practice changes to support the institutionalization of accountability at the individual, team, and department level as it relates to the advancement of DEIB internally.
- Developing an inclusive procurement strategy to support increasing the number of diverse suppliers.
- Streamlining data collection and reporting for all DEIB programs and initiatives across the company.

## Performance feedback

We learned through our own “Language Bias in Performance Feedback” report that “despite countless strides toward workplace equality, bias in performance feedback continues to create staggering disparities in career advancement and employee retention in today’s workplaces.”

The report also notes, “Last year’s study found that women and people of color receive the lowest-quality feedback, and we see that again this year. But now we’re looking a layer deeper: Does poor feedback affect retention rates? The answer is yes. The data showed that employees subjected to biased feedback are significantly more likely to leave their organizations.”

As a result, in 2024 we will be continuing to integrate Textio Lift into our internal performance feedback process. This innovative step reflects our ongoing commitment to ensuring that every member of our team is engaged in meaningful work and aligned with their professional growth goals.

**Empowering effective feedback:** Textio Lift, seamlessly integrated into the Lattice platform, will be a game changer in how we approach feedback. This tool will enable our team members to write more actionable and effective feedback, ensuring clarity and purpose in every communication.

**Enhancing review quality:** With Textio Lift, our team members can receive real-time guidance as they write their reviews. This feature not only improves the quality of feedback but also aligns it with our organizational ethos of fostering a supportive and constructive work environment.

**Streamlining the review process:** The integration of Textio Lift with Lattice simplifies the review-writing process, making it more intuitive and less time-consuming. This means that our team members can focus more on the content of their feedback, rather than on how it’s delivered.

**Performance feedback process:** The process will include self and upward reviews, followed by managerial reviews. These are designed to foster alignment between employees and their managers on performance, development goals, and future objectives.

**Support and training:** We believe that delivering quality feedback is key to retaining inclusive and equitable teams. We will present feedback skills training. This combined with the actionable insights from Textio Lift, will equip our team with the skills needed to provide constructive and growth-oriented feedback.

The integration of Textio Lift in performance feedback processes will mark a significant step in our commitment to continuous improvement and professional development. This approach aligns with our broader organizational goals of fostering a culture of open communication, feedback, and ongoing development, ensuring that our team remains at the forefront of innovation and equitable outcomes.

# Conclusion

Reflecting on Textio's DEIB journey from 2022 to 2023, it's evident that we've navigated a path marked by significant growth in certain areas yet encountered setbacks that fell short of our expectations. This period has been crucial for understanding the dynamics of our DEIB initiatives and their impact on our organization.

In terms of progress, we've seen commendable growth in gender and ethnic diversity over the past year, with a notable increase in representation of women and an uptick in Black and Southeast Asian employees. These gains demonstrate the effectiveness of some of our strategies and our commitment to creating a diverse workplace. However, this success does not overshadow areas where we still need to achieve our desired outcomes.

Retaining and progressing diverse talent within leadership roles is not where we need it to be. Internally, organizational changes like Gordon Louie's departure and Octavia Chambers's arrival signal a transition period for our DEIB team. While introducing new perspectives, these shifts also highlight the need for a renewed focus and strategy in our DEIB efforts. Particularly concerning is the decline in representation among non-binary and Hispanic communities, underscoring a pressing need for targeted initiatives to support these groups.

Looking forward, our action plan needs to address these challenges head-on. We must deepen our commitment to nurturing and retaining the diverse talent we attract, with a particular emphasis on developing pathways to leadership roles. Our hiring and promotion processes require ongoing refinement to ensure transparency, equity, and support for diversity at all levels. Addressing identified gaps in role clarity and development opportunities is critical for enhancing employee engagement and retention. Moreover, our strategies must continue to be data-driven, responsive, and adaptable to the evolving needs of our workforce. Embedding DEIB principles across all business operations and decision-making processes is vital for systemic change. Finally, maintaining accountability for these initiatives and committing to continuous learning from our successes and shortcomings will be crucial to our future progress.

While we celebrate the areas where we've grown, it's equally important to recognize and address the aspects where we still need to meet our goals. Our journey in DEIB is ongoing, and our commitment to continuous improvement and adaptation will be pivotal as we strive to build an inclusive culture where every individual feels valued and empowered.

## Glossary of terms

- **Age diversity:** The inclusion of employees from a range of age groups, recognizing the value of experiences and perspectives across different life stages.
- **Asynchronous learning and development:** Educational methods that do not occur in real-time, allowing learners to engage with material at their own pace and schedule.
- **Attraction, recruitment, onboarding, retention, development, attrition (employee experience categories):** Stages of the employee lifecycle, each representing different phases of an employee's journey within an organization, from initial attraction to eventual departure.
- **Bias (conscious):** Prejudices in favor of or against one thing, person, or group compared with another, often considered unfair.
- **Unconscious bias:** Social stereotypes about certain groups of people that individuals form outside of their conscious awareness.
- **Cultural/heritage celebrations:** Events or observances that recognize and honor the diverse cultural, ethnic, and historical backgrounds of an organization's workforce.
- **DEIB:** Diversity, Equity, Inclusion, and Belonging. Refers to programs and strategies aimed at promoting a diverse workforce, ensuring equitable treatment and opportunities, fostering an inclusive culture, and creating a sense of belonging for all employees.
- **DEIB metrics:** Quantitative and qualitative measures used to assess the effectiveness and impact of diversity, equity, inclusion, and belonging initiatives within an organization.
- **Ethnic diversity:** The representation and inclusion of people from various ethnic backgrounds within an organization.
- **Gender diversity:** The representation and inclusion of people of different gender identities within a company or organization. Encompasses men, women, non-binary, and genderqueer identities.
- **Healing circles:** Gatherings aimed at addressing interpersonal conflicts and harm, promoting understanding and resolution in a safe and supportive environment.
- **Inclusion Council:** A group within an organization tasked with advancing diversity, equity, and inclusion efforts. It typically includes representatives from various departments.
- **MWESB (Minority/Women/Emerging Small Business):** Refers to businesses that are owned by members of underrepresented groups, women, or are categorized as emerging small businesses.
- **Non-binary:** An identity embraced by some people who do not identify exclusively as a man or a woman. Non-binary people may identify as being both a man and a woman, somewhere in between, or falling completely outside of these categories. While many also identify as transgender, not all non-binary people do. Non-binary can also be used as an umbrella term encompassing identities such as agender, bigender, genderqueer or gender fluid.
- **Supplier diversity:** A business strategy that ensures a diverse supplier base in the procurement of goods and services for any business or organization.
- **Three-Pronged Model (Individual, Interpersonal, Systemic):** A comprehensive approach to DEIB, addressing personal development, interaction between employees, and organizational policies and structures.

## Textio resources

- [Textio 2022 DEIB Report](#)
- [Language Bias in Performance Feedback 2022 Data Analysis and Survey Results](#)
- [Textio blog](#)
- [Textio webinars](#)
- [Textio courses](#)
- [Textio tools](#)
- [Textio case studies](#)
- [Real as Feedback podcast](#)

## Additional resources

- [The Racial Healing Handbook](#)
- [Living Corporate Learning platform \(Beta\)](#)

