



A Year in Review

2020/21



A letter from our CEO on IDEA

Inclusion and Diversity has been a core focus for Kin + Carta for many years, with each area of our business historically leading its own initiatives to support underrepresented communities, such as LGBTQIA+, women, ethnic minorities, parents and more. After George Floyd's murder and the Black Lives Matter resurgence in 2020, we knew we had to do more to make the world a better, fairer and more equal place.

That's why we launched a global Inclusion, Diversity, Equity and Awareness programme (IDEA); to ensure every individual, regardless of gender, race, religion or background, feels completely safe and empowered at Kin + Carta. In addition, we recognised the historic underrepresentation of minorities in the technology sector, the fastest growing area of the economy in every region in which we operate. As a global people-based business, we knew we could help bend that diversity

curve in tech, and bring more underrepresented groups into the sector over time. To address these aspirations, we created an IDEA Strategy Action Plan (published in the appendices) to support our five ambitions and our overarching vision for IDEA:

At Kin + Carta, we exist to make the world work better for everyone through our commitment to Inclusion, Diversity, Equity and Awareness. As part of our goal to become a triple bottom line and socially responsible business, we pledge to seek diverse perspectives, celebrate differences, and build a culture where everyone is empowered to bring their authentic self to work.

We believe in using our platform and resources to break down structural inequality. We vow to be a force for good, both within the Connective and throughout our local communities.

It's that vision that paved the way for a busy and productive first year for IDEA. This report is meant to summarise our accomplishments and learnings to date as we work towards our five IDEA ambitions. Our goal is to share this report publicly so others may learn from our experiences and hopefully be inspired to instil some of the same changes we have made in their own organisations.

I would like to thank the countless number of my colleagues across all three of Kin + Carta's continents that came together to create and execute IDEA. While the plans were orchestrated from the centre, they were inspired, influenced and implemented by every pocket of our organisation, by Kin across every discipline, every department and every location.

Systemic change takes intention, perseverance and time. While we have not arrived at

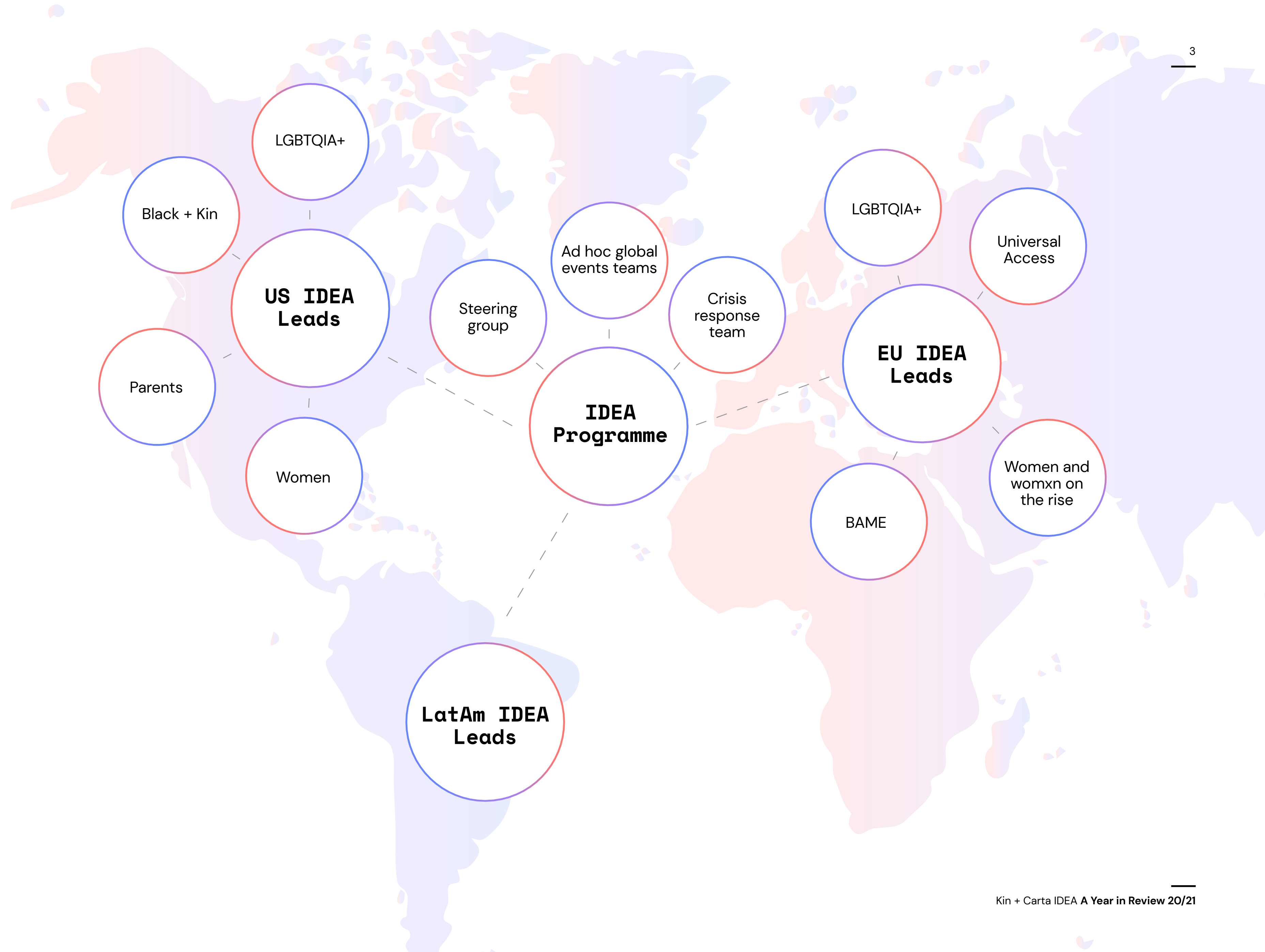
our final destination, we have made some very intentional and deliberate steps in its direction. We are inspired by the change we have created so far and the momentum that is building across the organisation and the communities we serve. We are committed to continuing to use our platform and resources to break down structural inequality, and build a world that works better for everyone.



-J Schwan
CEO, Kin + Carta

The structure of IDEA

The IDEA programme was always intended to involve and engage everybody. To that end, it is a multifaceted initiative that covers the whole Connective. This is how we are set up to work across Kin + Carta:



The five ambitions of IDEA

In the Strategic Action Plan, we set five guiding ambitions. These are the backbone of our plan and every individual initiative ladders up to at least one of them. The five ambitions are:

1

Our teams are as diverse as the populations in the regions in which we operate.

2

People are paid equitably for equal work.

3

Employees feel as if they can bring their authentic selves to work.

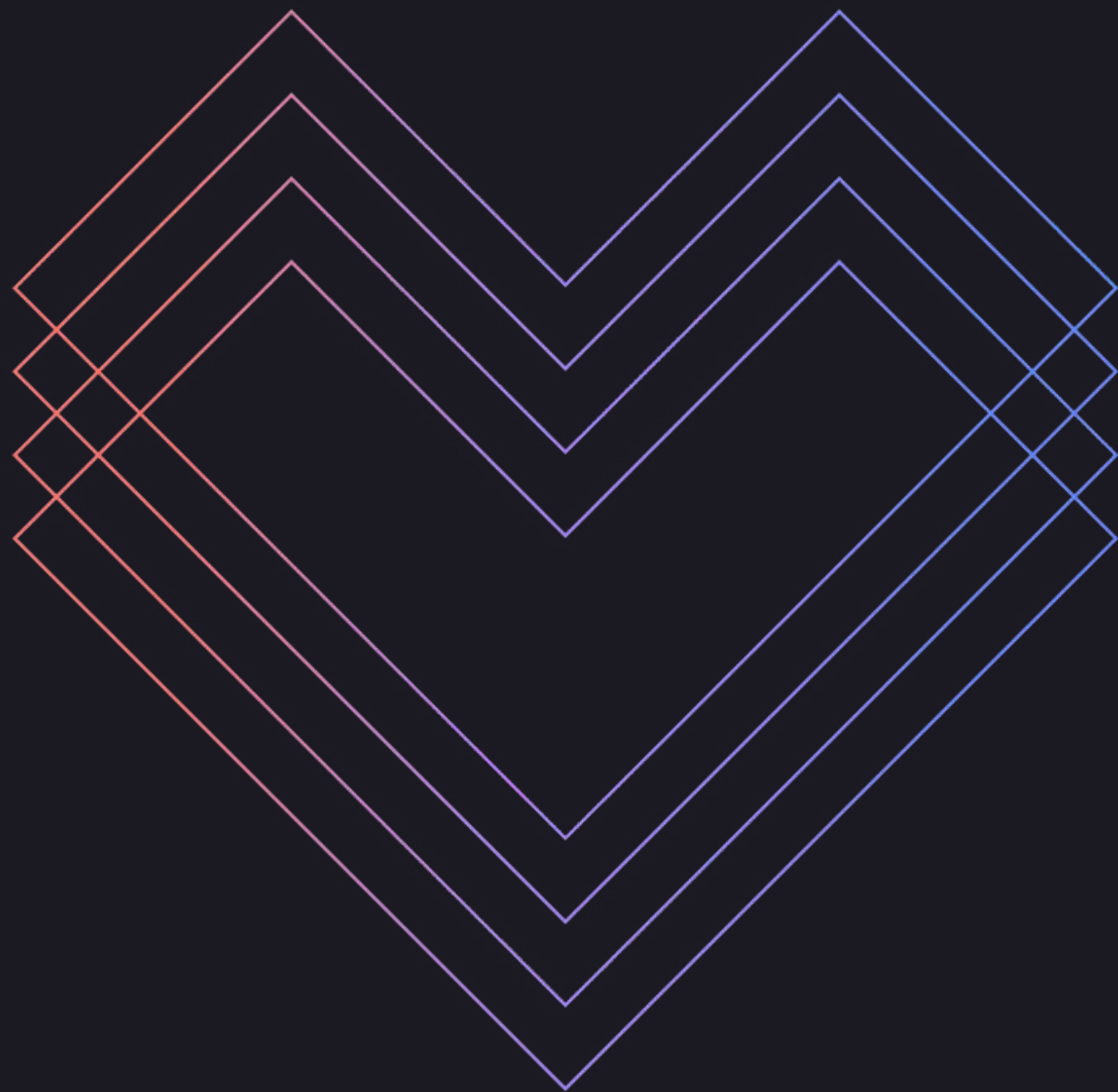
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IDEA is a sustainable and ingrained part of how we do business.

5

We are IDEA leaders in the technology community.

This report delves into how our first year went in the context of each of our ambitions. It looks at our biggest successes, our greatest challenges, and, of course, our learnings to help us shape the future of IDEA.



Our ambitions
for **IDEA**



Ambition 1:

Our teams are as diverse as the populations in the regions in which we operate

To us, diversity is not about ticking boxes or filling quotas, but accurately representing the communities we serve. This ambition reminds us to go beyond the norm and industry standard, and ensure we are working towards being a truly diverse company.

What did we achieve?

Within 12 months, we increased our gender diversity across all regions by over 4% (percentage points), and our racial diversity by 4% in the US.

This has involved a variety of changes to the way we operate and monitor our progress as a business. We started by implementing a way to measure the demographics across Kin + Carta, which comprised a bi-annual survey to collate demographic data and satisfaction per group, and a request for our Kin to add their own data into the HR system. This enabled us to run real-time reports to monitor the impact of these positive changes.

We also prioritised improving our hiring practices to remove potential bias. This included advertising our jobs on more specialised, diversity-focused job boards, such as LGBTJobs, Girl Code, and Disability Jobs; revising our job ads to make them more appealing to the widest possible array of people; and training our interviewers on diversity sourcing techniques and unconscious bias.

Moreover, we partnered with [Out in Tech](#) in the US to improve the support we have in place for our LGBTQIA+ Kin and candidates for future roles.



Our progress against KPIs

Through new hires, we improved the diversity of our teams across the Connective in just one year:

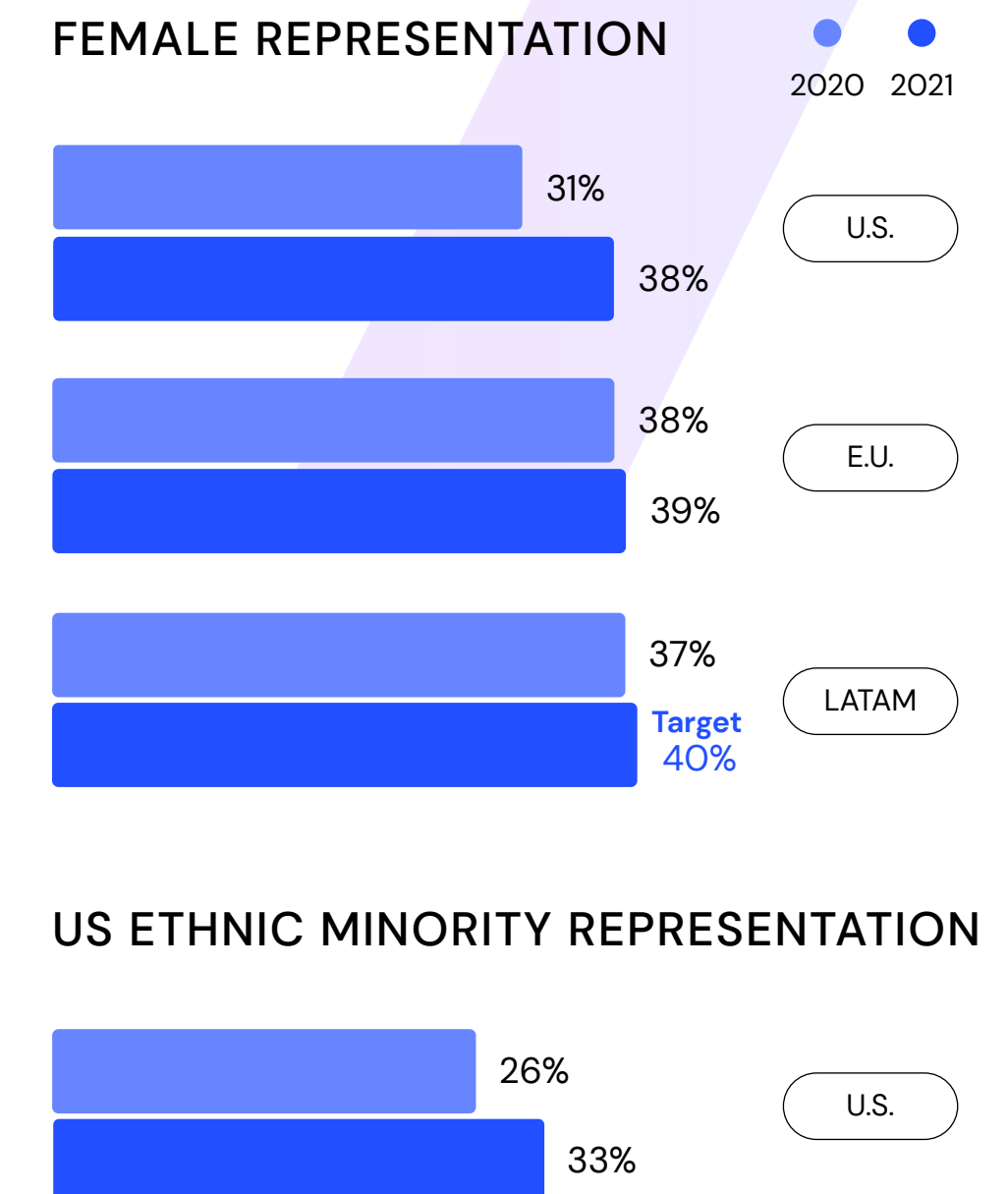
We increased female representation in our US workforce from 31% to 38%, in our EU workforce from 38% to 39%, and in Latin America from 37% to reach our target of 40%. Collectively, we reached a 3.5% year-on-year increase in female representation across the entire Connective.

We also substantially increased the US ethnic minority representation from 26% to 33%.

What are our key learnings?

The greatest challenge we experienced was collecting enough data to make meaningful decisions. Providing demographic information is voluntary in most of the regions we operate, and while we are asking for people to provide this data in their onboarding, bi-annual surveys, and in our HR system, there is still missing information. We are seeing a steady increase in the sharing of demographic data, but this challenge will be rectified over time with more education around why this information is important and what it is used for so we can increase participation.

Another key learning came from the regional definitions and views of diversity and inclusion. The laws and understandings of diversity are different in each of the seven countries we operate in, so, as a global Connective, it's imperative that we understand how each region uniquely defines diversity and what is important to the local cultures. This has led us to find new ways of keeping up to date with legislative changes in each country, request and record different information in different regions, and set regional targets to track our progress.



Creating a diverse pipeline

The problem

Prior to FY2021, we had seen small improvements in the diversity of our new grad classes over the years, but not to the level we needed to help reshape the demographics of our workforce.

The approach

We started with a detailed analysis of our top four sources of hire and the diversity mix for each source. This allowed us to identify the diversity of our current talent pools and create a comprehensive plan to diversify them further.

We looked at the race/ethnicity and gender identity of our hires from the previous years and made recommendations in the following areas:

1. **Applicants:** To publish more content and attend more events that align with how we celebrate diversity, and to make our application process more inclusive by updating our role descriptions by removing biased language and enabling candidates to share pronouns and record pronunciations of their names.
2. **Referrals:** We modified our internal referral bonus programme to help encourage existing employees to refer candidates from underrepresented groups. This focused on ethnic minority employees and those identifying as women who were going into sales or engineering roles.
3. **Sourced candidates:** To take a diversity-first approach to our sourcing and recruiting processes, including investing in Seek Out, a sourcing platform that features diversity filters, and collaborating with a partner to develop and facilitate Diversity Sourcing training for all sourcers and recruiters.
4. **Agency hires:** To initiate all intake calls with the expectation that we need to see a diverse slate of candidates before we can hire for any role.

To support these changes, we intentionally scaled down some of our more general partnerships and tools so that we could reinvest in IDEA-focused activities, such as Seek Out, TechLadies, and Out in Tech, and increase spend for targeted job boards and DEI-focused events. We also used internal training budgets to pay for the Diversity Sourcing training.

Our entire approach was bolstered by unconscious bias education for all interviewers and a move to prioritise interviewers from underrepresented groups.

The outcome

We not only improved the candidate experience for new job applicants at Kin + Carta, but we also managed to create an interview and hiring process we are proud of as a global organisation. The diversity of our pipeline has improved, with more women and people of colour applying for our roles, and the number of sources from which we attract the best candidates has also risen.

What's next?

We will repeat the source-of-hire analysis with our FY21 data, and assess the performance of

our new diversity tools and partnerships to inform recommendations for FY22. Moreover, in locations where legislation allows us to do so, we will utilise data from our applicant tracking system and analyse candidate experience by race/ethnicity and gender to ensure the process is as unbiased and inclusive as possible.

Our ambitions for the future

The learnings from year one have already inspired some changes to the IDEA strategy to take us forward as a more inclusive and responsible organisation.

Sharing demographic data will always be voluntary, but, as IDEA grows, we are seeing more people willing to provide the data we need to track our work, which we are using to improve our ability to monitor and analyse ethnicity, specifically in the EU. A real-time view of this information will be available via our new shared HR system, so we will be able to track and analyse this data more efficiently in future.



Lucy V, Director of Talent,
Kin + Carta Americas

Ambition 2:

People are paid equitably for equal work

Research has revealed that different demographics tend to negotiate pay in different ways and have varying salary expectations as a result. If this is left unaddressed, it can lead to a cycle of inequitable pay throughout people's careers, so we created this ambition to break that cycle for everyone at Kin + Carta.

Pay equity

Pay equity is when people are paid the same for doing work of equal value.

What did we achieve?

We ran an in-depth pay equity analysis to ensure equal pay in similar roles and levels. We wanted to ensure that pay inequities were due to factors such as level and responsibilities and not due to gender or ethnicity, where data was available.

Since running the analysis and remediating all of the differences, we have embedded pay equity in all of our pay decisions, specifically when hiring, considering pay rises and promotions.

Our progress against KPIs

We now have a pay equity of over 95% across the Connective and will continue to monitor and improve this and adjust our baselines accordingly.

Gender pay gap

The gender pay gap is the difference in the average earnings of men and women across all roles, regardless of the nature of the work.

What did we achieve?

The gender pay gap is due to a wide range of factors and we are actively working to reduce it. Some of the ways we've approached this are by training employees in allyship and recognising bias, honing our hiring and internal promotion processes, and rolling out women's leadership programmes to help empower some of the women at Kin + Carta, and encourage them to take up leadership roles.

Our progress against KPIs

After publishing our gender pay gap last year, we committed to reducing it by at least 1% by July 2021. Due to a focused effort, we have now decreased the pay gap across the Connective from 17.5% to 14.2%.

Our ambitions for the future

Resolving the gender pay gap will take time; of course, the more women and other minorities we see moving into senior positions, the greater our impact will be on that front. We will continue to run leadership programmes, help our Kin in understanding and managing bias, offer mentors to our high performing Kin, and educate our teams on how to support each other in the most effective ways possible.

Reducing our pay gap

The problem

We did not have a good understanding of how equitable our pay was for those who perform the same roles in the same locations, so, where we were legally allowed to collect data on gender and ethnicity, we conducted an analysis to find out.

The approach

We looked at the median pay for each role and location and scrutinised gaps between gender and ethnicity to understand whether or not there were legitimate reasons for them, such as tenure and performance. Where there were instances of inequitable pay, we took action using our standard compensation cycles to adjust pay as necessary.

The outcome

It's no mean feat to commit to reducing a pay gap and achieving it inside a year, so we're proud of the outcome of this ambition. It provides a solid foundation on which to build for the future.

What's next?

We will continue to run a pay equity analysis twice per year to ensure we maintain equitable pay across the Connective, and we will take learnings from each analysis to enhance every subsequent one.



Mau Hernandez, Compensation and Benefits Manager,
Kin + Carta Americas



Ambition 3:

Employees feel as if they can bring their authentic selves to work.

This ambition is a high priority for us. We want to make sure that we focus not only on hiring and statistics, but mainly on ensuring that Kin + Carta is a safe place for everyone, regardless of gender, race, religion or background. We are working to create a culture where everyone can be true to themselves and where we learn from each other and our experiences.

What did we achieve?

We have introduced a range of practices within the IDEA initiative to create an inclusive environment and empower our Kin to be their authentic selves at work. From our Pass the Mic and Festival of Beliefs series to our participation in regional and global events, we have established Kin + Carta's commitment to underrepresented groups across the Connective.

Pass the Mic is an opportunity for anyone to share their experiences and opinions in a blog post about a subject that affects them and their community. These are shared

either anonymously or with attribution with the rest of Kin + Carta and on social media, such as this Pass the Mic by our very own [Tyree Solomon Phillips](#).

Festival of Beliefs is an interview series that aims to normalise different religions and cultures and remove any potential stigma or confusion around their celebrations, such as our latest for [Eid al Fitr](#).

Our Affinity Groups are key to the entire initiative; they provide safe spaces for our Kin and their allies to connect, grow, and cultivate an inclusive culture, alongside providing support, resources, advocacy, external

outreach to community non-profits, and promoting internal education.

Last year, many of the groups organised educational and inclusive activities for extremely important events like International Women's Day, Pride Month and Black History Month, which involve external speakers, panel discussions and lunch-and-learn sessions open to everyone at Kin + Carta.



Our progress against KPIs

The work on our third ambition for IDEA helped us make great strides towards creating an inclusive environment at Kin + Carta, such as:

- Realising a 2% increase in people identifying as LGBTQIA+ across the Connective

What are our key learnings?

As we are still on our journey to being as diverse as the regions in which we operate, we wanted to make sure we didn't fall into the trap of tokenism or overburdening a small number of people to represent their entire community. To combat this, we run Connective-wide IDEA events and bring in external speakers and panelists to share as many different viewpoints as possible.

Throughout the year, a key priority has been to support our Kin through the many major societal events and crises that have occurred. Our linguistic choices and support approaches have become increasingly important, as every community is affected in a different way. When needed, we have established some safe spaces beyond Affinity Groups. These are facilitated forums to enable everyone to talk openly about how they are feeling and have been affected by a situation. There's no formal agenda and no judgement; they are just safe spaces to share feelings and be heard.

We have had varying levels of success, which led us to form a worldwide IDEA Crisis Response Team. This team consists of representatives from every one of our Affinity Groups and regions; they meet regularly to raise any issues or potential crises affecting a community and agree on the best way of responding to and supporting our most affected Kin.

Championing inclusivity

The problem

Our physical workplaces weren't as inclusive as they could have been because we had a lack of focused space for connecting and growing our LGBTQIA+ Kin.

The approach

We set about creating a space specifically for our LGBTQIA+ Kin to connect and grow in the LGBTQIA+ Affinity Group, and leveraged our partnership with Out in Tech to improve our recruitment of LGBTQIA+ Kin. We also organised company-wide workshops, DJ jams, panel discussions, and educational events to make Kin + Carta a more welcoming place to be.

The outcome

We became a corporate sponsor of Out in Tech and received 30+ applicants through its job board. What's more is that we have increased the size of our LGBTQIA+ Affinity Group to 25+ members, and we are proud to say that we have now increased the number of LGBTQIA+ employees across the Connective.

We also celebrated Pride month remotely with over 250 Kin, and received fantastic feedback:

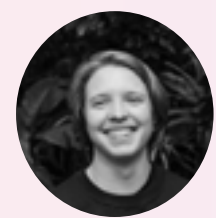
"This was the most I've ever done for Pride through work!! And with being remote it was nice to have stuff to celebrate."

What's next?

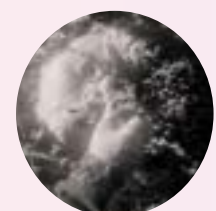
We are working on a transition-at-work policy and an informal mentorship programme for new LGBTQIA+ Kin, as well as surfacing the Affinity Group to new starters. We are also planning to shift our focus from event planning to programming that's geared towards growing our LGBTQIA+ Kin.

Our ambitions for the future

As we move forward with IDEA, we are developing our own maturity model to give us more to aspire to and measure progress across the Connective. We will also continue to host events for underrepresented groups, and invite external experts as guest speakers to improve our education and allyship within Kin + Carta.



Charlie, Senior UX Research Analyst, Kin + Carta Americas



June, Senior Technical Consultant, Kin + Carta Americas



Ambition 4:

IDEA is a sustainable and ingrained part of how we do business

This ambition is to ensure that IDEA is a permanent part of Kin + Carta. It should be foundational in how we operate and form a major part of our culture and business model.

What did we achieve?

In our first year, we worked with the EU charity community and launched a partnership with Code Your Future and started working with the philanthropy team in the Americas to form lasting partnerships and ensure our values are aligned and supportive of one another.

With that alignment in mind, we created a brand for IDEA, which we are using in this report, that communicates the welcoming, inclusive, and accessible nature of the Kin + Carta culture. The strength of this brand helps us to have a dedicated space for our internal and external community to stay informed about our IDEA journey.

Our various programmes have helped us to support Kin across the world, from the Women in Leadership and BAME Accelerator programmes to the Kin Benevolence Fund, which was set up specifically to help employees who have endured hardship as a result of the COVID-19 pandemic. We have shown that the families of our Kin are our family by extending this fund to all of our regions to help those most impacted by the virus.

In addition, we have written and continue to update a range of policies to improve inclusion in the workplace. These include:

- Creating an IDEA policy to embed everything we've done;
- Updating our discrimination policies;
- Updating our bereavement policies to include the loss of unborn children;

- Reviewing all policies to remove gendered or biased terms;
- Currently writing a transitioning at work policy; and
- Creating a breastfeeding and chestfeeding policy in countries where one did not already exist.

What are our key learnings?

We know that embedding the IDEA initiative into our existing practices will take time, especially with the added challenge of prioritising it amongst our existing work. This is why we have been working with the leaders across the business to make sure our IDEA ambitions are embedded in their roadmaps as a reminder of the strategic importance of these efforts.

Embedding IDEA at Kin + Carta

The problem

We needed to form a brand for IDEA that clearly identified and inspired the various initiatives we had underway across the business.

We wanted IDEA to be perceived as welcoming, inclusive, permanent and accessible, as well as something that was instantly recognisable.

The approach

IDEA could only become a cornerstone of our culture if it had a clear and positive brand that set it apart from other D&I initiatives, so we adopted the theme of connection to establish this from the outset. Leveraging elements of the existing Kin + Carta brand, we developed a look that was unmistakably us and undeniably inclusive for everyone else.

The outcome

A highly collaborative process between the IDEA leads and design allowed us to create a brand that we can all be proud to put our names to at Kin + Carta.

What's next?

We will continue to iterate and improve the IDEA brand to ensure it remains truly representative of the initiative and everyone who engages with it.



Andy G, Communications Designer, Kin + Carta Europe



Raising awareness and sharing knowledge

The problem

We needed strong theoretical resources and a shared language to base our future actions as a committee, whether they are workshops, talks or other activities. We wanted to create a shared language around IDEA topics, specifically filled with terminology linked with Inclusion, Diversity, Equity and Awareness.

The approach

We set about creating a glossary that was filled with IDEA terminology, beginning the process by compiling a long and localised list of terms that needed definitions within the initiative. We then shortened the list and tasked each team member with defining the terms and adding sources and supporting materials. The glossary was then handed to an external partner to check and validate it.

The outcome

We have a comprehensive glossary that is externally validated and available to the whole

Connective as part of our continued efforts to promote IDEA.

What's next?

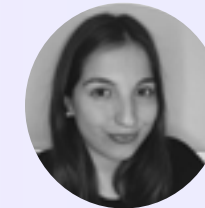
We will be exploring ways to promote the glossary itself and implementing a bot in Slack called IDEA BOT to represent our values and unity as an organisation.

Our ambitions for the future

IDEA's second year is focused on this fourth ambition to ensure that its practices are embedded into everything we do as a business. To that end, we want to ensure that our leadership and accelerator training is rolled out annually and that our performance management process is updated to remove and monitor bias.

We will provide training on active allyship and being an active bystander for everybody, and create a D&I maturity model and apprenticeship programme later this year to improve inclusion for underrepresented

groups. All our policies are gender-neutral by default, but we will continue to conduct regular reviews to ensure we are adding new thinking and developments in Diversity and Inclusion.



Ailen Spina, Talent Acquisition Assistant, Kin + Carta Americas



Julieta Louriño, Senior Talent Acquisition Specialist, Kin + Carta Americas



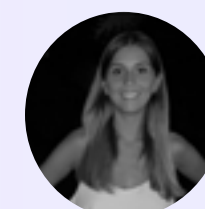
Natalia Okroglic, Talent Acquisition Manager, Kin + Carta Americas



Matias Macri, Talent Acquisition Specialist, Kin + Carta Americas



Lais Macaria, UXD Consultant, Kin + Carta Americas



Sofia de la Colina, Talent Acquisition Assistant, Kin + Carta Americas



Ambition 5:

We are IDEA leaders in the technology community

When we were running market research, we found very little outsourced information on how companies become diverse and what their learnings were on their journey. We wanted our IDEA efforts to be transparent and show our progress, so we're not only helping ourselves internally, but also improving standards in the technology industry as a whole.

What did we achieve?

We have open sourced as much of the IDEA programme as possible to ensure it is aligned with our vision for equality for everybody. Our Affinity Groups have been immersed in work with local groups, such as the BAME Affinity Group working with Code Untapped in the EU and the IDEA team working with Chicago Youth Centres in the US, to drive us forward as a leader in the technology community.

It's important to hold ourselves publicly accountable for what we want to achieve. That's why we signed three pledges: the CEO Action Pledge to commit to building a productive, diverse and inclusive workplace, the Valuable 500 to commit to closing the disability inclusion gap, and the open letter

for the If Not Now, When? campaign to improve Black inclusion in businesses.

We have been reviewing and updating policies to improve inclusivity, and have partnered with Code Your Future as an EU charity partner to donate money, hold silent auctions, help students with portfolios, and run 'day in the life' series to show what it is like to work in the industry.

The work across all our Affinity Groups has been incredible, so we are seeking to spotlight this by featuring it on our website, starting with the LGBTQIA+, Black + Kin Women's, Parent's and Universal Access Affinity Groups.

What are our key learnings?

Having the whole EU region take part in the selection process of our charity partner was an excellent way to get people involved, excited, and committed, so we will be looking to take that approach forward across all our philanthropy and IDEA efforts.

One of the missed opportunities in the first year was in not sharing much more of the external work we have done from the beginning. We will be adjusting our approach next year to share our learnings, and learn from other companies doing fantastic work in the technology industry.

Spearheading change in tech

The problem

Low diversity figures in the tech industry mean that underrepresented groups are not gaining the right access, integrating with the right networks or getting the clearest information they should.

The approach

We partnered with Code Untapped to provide a series of free introductory seminars on Coding, Engineering and Experience Design, which were aligned with the needs of Code Untapped's audience.

Our developers and designers self-organised evening seminars to be delivered over the course of a few weeks to help underrepresented people get more involved with the tech industry.

The outcome

Our efforts have meant that we established connections with underrepresented people in the tech industry and introduced them to new disciplines like Engineering and Experience Design by guiding them through the inner workings of Kin + Carta. The Engineering cohort produced a working example of a Flutter application that they can proudly showcase in portfolios and interviews within the industry.

What's next?

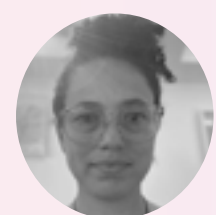
We plan to conduct more seminars in partnership with Code Untapped and refine our Experience Design content in particular to help underrepresented people make strides in the tech industry. We will also seek to empower the Design cohort to develop the skills required to build their own portfolios and approach more interviews in the tech industry with confidence.

Our ambitions for the future

Next year, we will be establishing the Kin Academy as a foundation for training and recruiting the next generation at Kin + Carta. The Academy will give us the opportunity to bring fresh perspectives into the business and work with more people from underrepresented groups. Alongside this, we will be reaching out to students and young people to help them get into the tech sector through school partnerships and outreach programmes.

Future updates on IDEA will be much more frequent and we will be looking to be more open about what we share about our initiative, including making our learnings public on our path towards becoming as inclusive as possible.

We will also be attending and talking at more conferences to ensure our position as a diversity leader in the industry is firmly established.



Corinna, Lead Product Designer, Kin + Carta Europe



Reflections on IDEA's first year

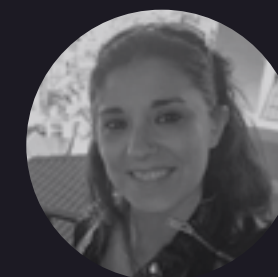
Some of the best advice I've ever received was: "It doesn't matter what you do or how you do it, as long as when you look at your true self in the mirror, you're proud of who looks back at you."

After a year of learning, risk-taking and growing, everyone at Kin + Carta can and should be extremely proud of what we see in the mirror. We have learned to acknowledge our faults, hold ourselves accountable and become determined to improve our world.

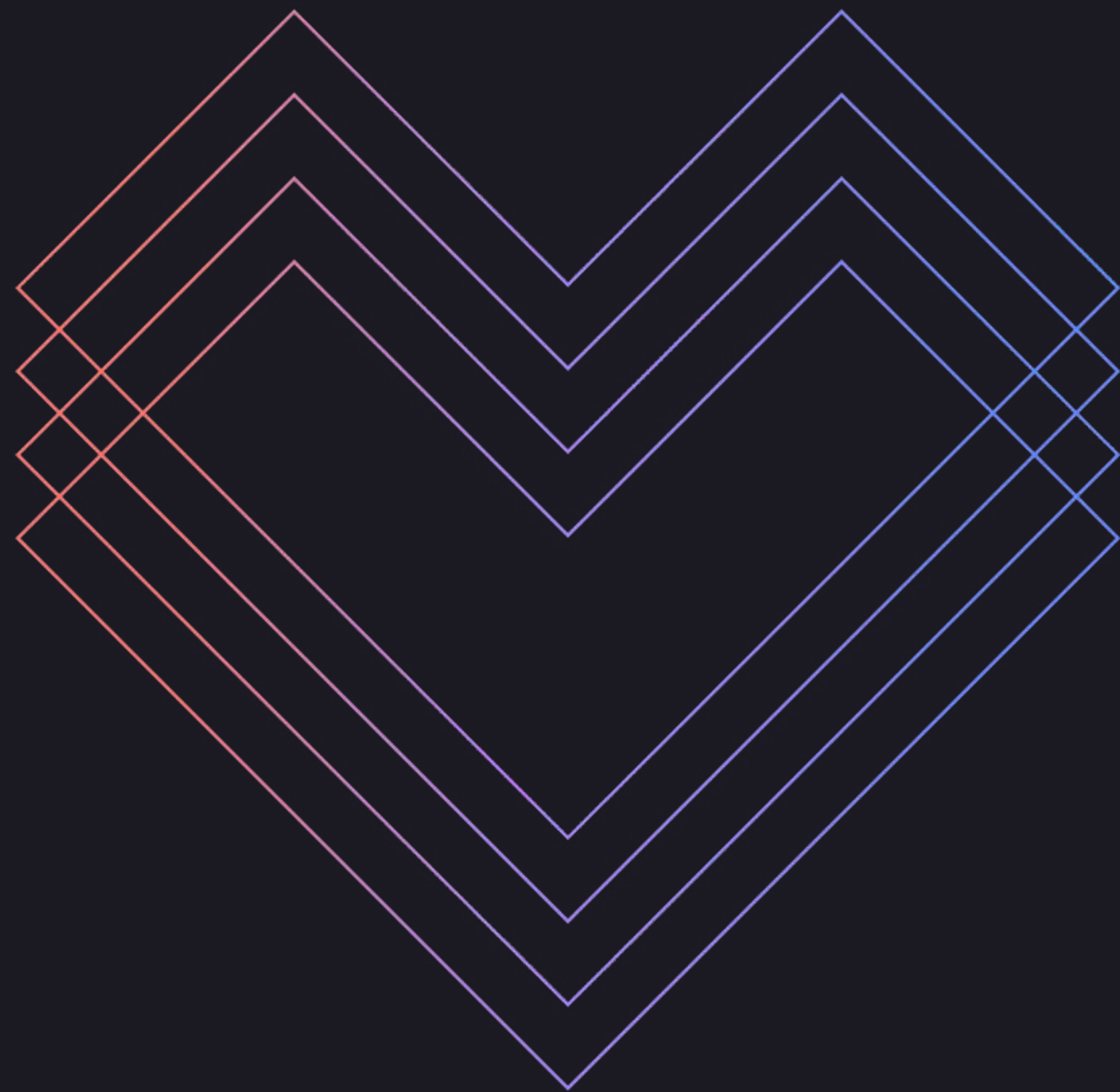
We couldn't end this year without acknowledging what we're up against. Our society is unequal and systematically biased, and we've all had moments in which we've struggled with the sheer scale of the task before us. Yet, with the overwhelming support of so many dedicated people here at Kin + Carta, we've stayed true to ourselves and our goal.

In one year, we've managed to change our ways of working and properly champion D&I in an ever-changing company, sector and world. We've shown that when you have the willingness and the determination to change, then, even in a short time, you can make a real difference. If we can do this, then so can everyone else.

With enough of us committed to making our parts of the world better, fairer places, we will genuinely make the world work better for everyone.



-Shereen Barros
IDEA Programme Manager



The future
of **IDEA**



The future of IDEA

Our roadmap for FY22





Appendices

IDEA Zoom Out: Research

Our first step was to do a market analysis of the leaders in diversity and inclusion. From there, we had an intensive eight-week sprint with over 40 people collaborating across the Connective to define the goals, vision and KPIs of the IDEA initiative. Our main output was the creation of the Strategy Action Plan and, after eight weeks, we officially launched the IDEA programme to the Connective.

Our first year has been dedicated to laying the foundations for us to build on, guided by our five ambitions. We needed the infrastructure in place to record and measure our progress, while keeping the entire Connective up to date with what was happening.

This is the Miro board for one of many IDEA sessions we held:





IDEA
Action Plan

IDEA Strategy Action Plan

Introduction

The below IDEA Strategy Action Plan directly supports our BHAG to be a responsible triple bottom line business balancing People, Profit, & Planet. The Strategy Action Plan exists in addition to the overall [IDEA Framework and Governance Structure](#) and the Kin + Carta Code of Ethics. The Strategy Action Plan was created through workshops with the IDEA Steering Committee, IDEA Global Alignment Workgroup, and employees from all locations, in addition to several rounds of feedback from those groups, and will be implemented regionally by IDEA committees and departments.

Vision

At Kin + Carta, we exist to make the world work better for everyone through our commitment to Inclusion, Diversity, Equity, and Awareness.

As part of our goal to become a true triple bottom line and socially responsible business, balancing People, Profit, & Planet, we pledge to seek out diverse perspectives, celebrate differences, and build a culture where everyone is empowered to bring their authentic self to work. We believe in using our platform and resources to break down structural inequality. We vow to be a force for good both within the Connective and throughout our local communities.

Guiding Ambitions

We will know we have succeeded when:

1. Our teams are as diverse as the population in the regions we operate in [DIVERSITY]
2. People are paid equitably for equal work [EQUITY]
3. Employees feel as if they can bring their authentic selves to work [INCLUSION]
4. IDEA is a sustainable and ingrained part of how we do business [INCLUSION, SUPPLIER, CUSTOMER]
5. We are IDEA leaders in the technology community [COMMUNITY]

Diversity

Diversity ambition

Our teams are as diverse as the population in the regions we operate in.

Diversity goal

Improve the overall diversity of our workforce through recruiting and retention, including a specific focus on improving the diversity of our senior leadership.

FY21 Initiatives:

Evaluation – Set a baseline to measure against in future years:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location.

- Measure current employee numbers by gender and race/ethnicity across levels and disciplines in each location where legally measurable.
- A 12-month look back at promotions, pay increases, retention, & new-hires and evaluate along gender (and race/ethnicity where measurable) lines against specialism norms.
- Evaluate sources of hire to identify gaps for diverse talent pools.
- Announce mean gender pay gap globally and by region/specialism, and create follow up plans to reduce where required.

Action – Activate IDEA in recruiting and retention:

- Implement neutral language in all job postings.
- Include gender and racial diversity (where legally possible) within the group of interviewers for all candidates.

- Educate all interviewers on diversity, inclusion, and how to mitigate bias in talent acquisition.
- Develop partnerships that help diversify talent pools.
- Find an external source of training for Talent Acquisition surrounding IDEA.
- Develop accelerator/executive mentorship programmes for underrepresented groups.
- Implement bias checks in 360 or other Employee Feedback processes.
- Implement ongoing review of promotions, pay increases, retention, & new-hires to track progress against IDEA goals.
- Define a method for voluntary disclosure of additional demographic information at each location where applicable and legally possible (e.g. LGBTQ+ status, disability status, etc.).
- Follow up plans to reduce where required.

FY22+ Initiatives:

- Analyse casting process for equitable opportunity gaps.
- Evaluate internal networking / social opportunities for implicit bias.
- Publicly accessible Annual Diversity Report, using the IDEA Survey Results presentation template.

Supporting Metrics:

- Mean gender pay gap.
- % of the workforce by gender and demographic group.
- % hired by gender and demographic group.
- % promoted by gender and demographic group.
- Retention rate by gender and demographic group.
- The proportion of each team level/grade by gender and demographic group.

Inclusion

Inclusion ambition

IDEA is a sustainable and ingrained part of how we do business; Employees feel as if they can bring their authentic selves to work.

Inclusion goal

Incorporate IDEA into all Employee Experience (EX) policies and procedures including employee education, leadership training, and benefits.

FY21 Initiatives:

Evaluation – determine improvement opportunities for existing EX policies & benefits:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location.

- Evaluate access across physical offices and digital tools.
- Evaluate existing benefits in all locations for impact on IDEA.
- Evaluate existing policies in all locations for inclusion and support of all staff.
- Evaluate internal HR/EX tools for inclusion (e.g. gender options).
- Evaluate and update existing performance management processes to include a measure for inclusive behaviour.
- Create a comprehensive IDEA training curriculum
E.g. anti-bias behaviours, inclusive leadership skills, debiasing feedback and performance evaluations, allyship, and creating a culture of psychological safety
- Development, promotion, and creation of Affinity Groups.

Action – integrate IDEA into day-to-day business:

- Identify and hire a dedicated global IDEA Manager.
- Determine third-party partners, if applicable, for assisting with the implementation.
- Educate all new hires on diversity, inclusion, and how to mitigate bias.
- Create location-specific diversity definitions and glossary.

FY22+ Initiatives:

- Implement benefits changes as a result of the evaluation.
- Implement global and local policy changes based on evaluation.
- Develop and execute an improvement plan to improve access across all offices.
- Evolve and equip Affinity Groups with everything they need to excel.
- Provide the business with resources to evaluate bias in existing business processes.

Supporting Metrics:

- eNPS by demographic group.
- Accessibility metric via third party framework.
- Inclusion sentiment metric via survey.

Equity

Equity ambition

People are paid equitably for equal work.

Equity goal

Remediate 100% of pay equity differences for gender (including non-binary) at the Connective level and race/ethnicity where legally measurable.

FY21 Initiatives:

Evaluation – Measure our existing pay equity status:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location.
- Define Pay Equity at K+C.
- Run pay equity analysis across the Connective.

Action – Ensure Kin are paid equitably for their work:

- Remediate pay equity differences moving forward.
- Determine the level of pay transparency that is desirable at K+C.

FY22+ Initiatives:

- Implement pay transparency effort determined in FY21.
- Continuous/yearly pay equity analyses.

Supporting Metrics:

- Pay Equity analysis.

Supplier

Supplier ambition

IDEA is a sustainable and ingrained part of how we do business.

Supplier goal

Increase supplier diversity to support women, LGBTQ+ & minority-owned businesses.

FY21 Initiatives:

Evaluation – Measure our existing supplier landscape and set future benchmarks:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location.

- Define basic IDEA requirements for the supplier selection process (supplier questionnaire, leveraging/expanding on B Corp Supplier Code of Conduct, and accompanying assessment form).
- Measure diversity of existing suppliers in each region/specialism.
- Set a minimum target for % of supplier spend with women, LGBTQ+, or minority-owned businesses and commit to a timeline for reaching that %.

Action – Update our supplier selection process:

- Include IDEA requirements in our supplier selection process.
- Develop a registry for suggested suppliers (currently using the B Corp directory to help guide us).

FY22+ Initiatives:

- Evaluate existing supplier replacement opportunities.
- Evolve the target % for supplier spend.

Supporting Metrics:

- % of supplier spend with a minority (ethnic minority, LGBTQ+, veterans) or women-owned businesses.

Community

Community ambition

We are IDEA leaders in the technology community.

Diversity goal

Use a proportion of our profits, volunteer time, and influence to increase diverse representation in technology and celebrate differences within our community.

FY21 Initiatives:

Evaluation – Measure current community impact and identify new opportunities:

- Understand the capacity, effort required, tooling, and team structure/resourcing needed to deliver on the below actions and report on the below metrics in each location.
- Develop global guidelines for types of organisations that increase the diverse representation in technology to evaluate against at the local level.
- Evaluate new organisation partnership, volunteering, and education opportunities to increase diverse representation in technology within each of our communities.
- Examples: speaking at schools, mentorship programmes, skills/job development programmes.
- Evaluate existing philanthropic efforts impacting or celebrating women, LGBTQ+, or minority populations in each of our communities.

Action – partner with organisations that have an impact:

- Develop IDEA Community Impact Plan.
- Implement highest identified priorities from philanthropic opportunities.
- Implement highest identified priorities around non-profit partnerships and volunteer opportunities.
- Set budgets at the local level for philanthropic and community efforts.

FY22+ Initiatives:

- TBD per Community Impact Plan.
- Expand philanthropy, non-profit partnership, and volunteer opportunities

Supporting Metrics:

- Money donated to relevant IDEA philanthropic efforts, as a proportion of profits.
- Employee volunteer hours donated to relevant IDEA impact projects and dollar equivalent at billable rates.
- Positive impact projects.
- Number of employees hired from IDEA-linked partnership.

Customer

Customer ambition

IDEA is a sustainable and ingrained part of how we do business

Customer goal

Incorporate IDEA standards into our service offerings and the clients we serve.

FY21 Initiatives:

- Ensure diversity in pitch meetings.
- Update SOWs to contain specific IDEA language.
- Pushes for accessible design / Designing with Empathy programme.
- Top-to-Top conversations about diversity and inclusion.

Supporting Metrics:

- To be defined measurements for client engagements focused on IDEA

Get to know us

At Kin + Carta, we are committed to making the world work better for everyone. That's the vision that drives IDEA, but it's also the vision that drives us as a global organisation with the platform and resources to affect positive change in multiple countries and countless communities.

You can find out more about Kin + Carta and join us on our mission by following us at:



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