

WORKPLACE WELLBEING PRACTICES



Balance

1. Offer paid sick and vacation leave
2. Ensure all employees are able to vote by providing paid time off on election days where there is in-person voting
3. Offer and encourage paid family leave at 100% pay for primary and secondary caregivers
4. Adequate time off is provided to grieve the loss of a loved one
5. Mental health services and supports are easily accessible and the organization is well-being/trauma informed

Belonging

6. Implement a flexible holiday policy that is inclusive of varying needs, cultures, and beliefs (i.e. by recognizing multi-faith and cultural holidays and/or by offering employees floating holidays)
7. Employees at all levels have a clear understanding of the ways their work connects to the company mission and broader purpose as well as their own sense of purpose
8. Personalized reward and recognition programs to ensure all employees are recognized for quality performance
9. Maintain anonymous mechanisms for all employees to report experiences of racial and sexual microaggressions and harassment perpetrated by customer, supplier, colleague, et al. and provide ongoing equity training for those responsible for handling grievances
10. Establish opportunities and channels for all employees to share and submit feedback and ideas for operational and cultural improvements
11. Employees have the opportunity to volunteer through work
12. Formalize a mentorship program that crosses race and gender lines and includes an expectation for active sponsorship/advocacy for mentee's professional advancement and access
13. Provide ongoing racial and gender implicit bias training to board, leadership, and employees
14. Conduct an employee engagement survey, with results disaggregated by race, ethnicity, and gender at a minimum, to address employee satisfaction, wellbeing, and a culture of belonging at least annually

Belonging

15. Make a public statement by CEO committing to a racial and gender equity strategy that includes clear goals, a plan for measurement, accountability structures, and sufficient resources
16. Assign accountability for Diversity, Equity, and Inclusion (DEI) accountability to executives and goals to a Senior leader who is supported by resourced cross-functional DEI teams
17. Set goals and accountability as well as share progress for achieving racial and gender diversity among workforce, senior leadership, and Board of Directors that is representative of the region in which the company operates

Opportunity

18. Employee pathways to promotion and salary increase are communicated internally
19. Ensure all new roles are posted internally to allow for any interested employee to apply to mitigate favoritism
20. Standardized hiring and promotion questions, rubrics, and assessments that aim to minimize bias and identify specific work styles and skills needed for the job
21. Eliminate degree requirements and other credentials that are not necessary for the job in order to focus on skills and competencies of applicant
22. Forecast skill and competency needs to determine which roles can be filled by individuals who have encountered barriers to sustained employment due to experiences such as homelessness, incarceration, immigration and educational disruption (Opportunity Talent)
23. Use drug testing only when legally required to do so (Example - CDL Drivers)
24. Remove questions that ask about criminal history from hiring (if legally required, conduct background check after a conditional offer has been extended, and only consider those convictions within recent history that may directly impact job responsibilities)
25. Provide wealth-building benefits (e.g., 401(k)s, employee stock ownership plans, matched savings accounts, etc.) to all employees, particularly those on the frontline
26. Analyze the cost of turnover as well as retention and promotion rates across job categories and levels and leaders - including frontline roles - for distinct operating locations and companywide, by race, ethnicity, and gender at a minimum

Opportunity

27. Support for Career Growth and Advancement including managers being held accountable to regularly conduct career progression discussions with their direct reports using an equity lens
28. Offer opportunities for growth and skill-building through cross-training, job shadowing, or other company sponsored and paid education programs
29. Review all job postings prior to publication to address biased language that might discourage women and/or people of color from applying, and include a statement explicitly inviting women and people of color to apply
30. Conduct practical training to help hiring teams (including recruiters and hiring managers) understand and limit racial and gender bias
31. Provide all employees with ongoing training to improve understanding of racial, ethnic, and gender equity so leaders understand the impact of bias on attraction, retention and advancement
32. Assess current talent sources and intentionally diversify by partnering with community colleges, non-profit training organizations, and trade schools to offer paid work-based experiences such as job shadowing, internship, or apprenticeship with an express pathway to full time employment upon successful completion
33. Education and tuition assistance programs with up-front reimbursement or paid directly by company

Stability

34. Increase hours for current part-time employees and/or convert them to full time before hiring additional part-time employees or bringing on contract labor
35. Analyze benefits usage by all employees, disaggregated by race, ethnicity, and gender, at a minimum, to understand and address gaps in usage and relevance
36. Extend the opportunity for benefits—paid sick, family, and medical leave; retirement savings vehicles; health insurance; and regular scheduling, among others—to all employees including those that work less than full-time
37. Offer an affordable healthcare insurance plan with a manageable deductible including company payment of 80%+ of individual and family coverage premium
38. Transportation assistance that helps people get to and from work affordably and efficiently
39. Conduct a living wage audit to determine whether employees and on-site contract workers earn enough to cover the cost of local basic monthly expenses, including housing, food, health care, and transportation in the metropolitan area or county in which the company operates
40. Conduct and share the results of a pay equity audit across all positions and levels by race, ethnicity, and gender; identify and adjust any pay gaps
41. Predictable and flexible scheduling practices for hourly employees, including shift swapping and guaranteed minimum hours
42. Have Retention Specialist and/or Resource Navigators available to all employees

Stability

43. A structured onboarding process with on-the-job training for all roles within the company

44. Offer hardship support and/or financial wellness programs, such as low interest emergency loans, that help to build employee credit and savings

45. Develop partnerships with local community resources to provide access to culturally relevant social service supports (i.e. housing, addiction, childcare, English language learner support, etc.)

46. Assess and understand the usage of public benefits by employees and how employment in or is not contributing to the benefits cliff

Employee Sponsored Child Care in the form of subsidization, unrestricted vouchers, emergency care, or on-site services