



Draft

Best Practice Guide: Diversity & Inclusion in Your Workplace

1. The Basics of Diversity & Inclusion in Your Workplace

Whether you're looking to improve your company's current practices or just getting started, there are a few key elements that go into building a successful Diversity & Inclusion (D&I) program for your workplace.

This guide will help you to identify and establish the core building blocks of a purposeful and productive workplace D&I program, including:

1. Getting buy-in especially from senior leadership;
2. Integrating your D&I program into your business structure and processes;
3. Formalizing basic policies;
4. Implementing effective trainings for your team; and
5. Building relationships with external organizations and experts to achieve D&I goals

Getting Buy-In for Diversity and Inclusion

Implementing successful Diversity & Inclusion (D&I) programs can be challenging. Even initiating D&I conversations can lead to a spectrum of reactions, from enthusiasm to ambivalence, apprehension, or resistance, and everything in between.

At the same time, effectively building an inclusive workplace requires the efforts not just of a handful of people at the company, but the company as a whole. To engage members of your team who may be less inclined towards D&I work, and to further opportunities and understanding for those already engaged, it can be important to:

- Ensure that your leadership team is sending a strong, clear message that D&I is essential to the business
- Develop a shared language that is meaningful and resonates with all employees



“In order to build innovative companies, and companies that are prepared for the future, business leaders need to step up to the challenge of building diverse and inclusive corporate cultures, and to ensure that diversity and inclusion are reflected through all levels of their organizations.”¹

VISION

- Gerry Valentine, President and Founder at [Vision Executive Coaching](#)
(Certified B Corp since 2014)

Engaging Essential Leadership

D&I policies, programs, and practices require aligned, committed, and engaged leadership in order to signal the importance of the work to all employees and to make a meaningful impact on company culture and the workplace.

There are generally two ways to drive alignment for D&I efforts: highlighting the importance of D&I as an important social issue and highlighting the business case of those efforts. Whether or not you feel it is necessary, it may be a good idea to engage your company's leaders by affirming the business case for inclusion.

Business case

(noun)

A business case articulates the rationale for initiating a project or task on the basis of expected commercial benefit. It is often based on the estimated cost of development and implementation, associated risks, and any anticipated benefits or savings to be gained.²



“Bottom line, you have to start with a business rationale to effect meaningful change. We’ve established concrete business objectives and metrics which our Inclusivity Steering Committee oversees. We have made this a priority and even linked people’s objectives and bonuses to it.”

John Replogle, CEO at [Seventh Generation](#) (Certified B Corp since 2007)



Once aligned, each person in a leadership role must learn to lead by example. This means demonstrating an authentic commitment to inclusion in which you:

- Celebrate difference, show respect for all employees, and publicly welcome ideas that are different from your own
- Seek out opportunities to share leadership with people from underrepresented groups
- Show up in person to participate in D&I-related activities such as committee meetings, recruiting events, and mentoring programs
- Acknowledge the cultural holidays and tragedies³ that are relevant to your workforce, not just those that affect the most prevalent or privileged groups

Reflection Questions:

- *Is your leadership team aligned and publicly engaged on D&I issues? If not, what might be the best way to help engage them?*
- *Where does your company see the most compelling business case for D&I?*

Building Your Business Case

A well-crafted, well-executed D&I strategy has many potential bottom-line benefits.

According to a McKinsey study, ethnically diverse companies are 35% more likely to financially outperform ethnically homogenous ones and gender diverse companies are 15% more likely to financially outperform companies lacking gender diversity.⁴

A more diverse and inclusive workplace can help your company:

- ❑ Access all and retain top talent
- ❑ Gain market insight and grow into new markets
- ❑ Develop creative and innovative products and/or services
- ❑ Create a more vibrant company culture and positive work environment
- ❑ Build relationships with community leaders and external audiences
- ❑ Boost brand loyalty and customer satisfaction

For more resources on how to develop and present your business case to leadership check out [this report](#) from the Canadian Institute of Diversity and Inclusion, and this [sample presentation](#) from the Society for Human Resource Management.⁵

Finding Shared Language

D&I conversations can be confusing and make people uncomfortable. This discomfort can be exacerbated when different people have different levels of knowledge of often unfamiliar or triggering terminology. Finding shared language creates a level playing field and enables everyone to share in the goals of inclusion, allowing everyone to feel equipped to engage thoughtfully and respectfully without the fear of appearing ignorant. It will also make your efforts more effective and efficient and may prevent the need for backtracking later on.

Collectively, your team should:

- Use shared definitions for D&I-related terms and phrases (see Team Activity below)
- Understand the value and importance of D&I to your company's success
- Think and talk about D&I as an opportunity, not simply as a chore or a compliance issue

Team Activity

Duration: 30-60 minutes

Resources: facilitator, pens, paper, whiteboard, and whiteboard markers

Objectives:

1. To help your team gain a deeper understanding of relevant diversity terms
2. To explore the intricacies and implications of different definitions for those terms
3. To learn to appreciate the importance of language in discussing D&I issues
4. To work towards a shared language for talking about D&I at your company

Get together with your team and, time permitting, have them create a set of ground rules for the exercise. (See below for commonly used ground rules and guidelines for setting them.)

Collaboratively brainstorm a list of D&I terms that you hear most around the office or in your industry/sector (e.g., inclusion, racism, cultural competency, allyship, etc.). Pair off and divide the terms up, giving each pair time to workshop definitions for their assigned terms. Come back together to share and discuss. Try to reach a consensus on one definition for each term as a group. Be sure to share out and invite feedback from employees who weren't able to attend the meeting, and use the common language that you came up with to formally and informally to structure discussions about D&I at your company in the future.⁶

Common Ground Rules:

- Listen actively - respect others when they are talking.
- Speak from your own experience instead of generalizing ("I" instead of "they," "we," and "you").
- Do not be afraid to respectfully challenge one another by asking questions, but refrain from personal attacks - focus on ideas.
- Participate to the fullest of your ability - community growth depends on the inclusion of every individual voice.
- Instead of invalidating somebody else's story with your own spin on her or his experience, share your own story and experience.
- The goal is not to agree - it is to gain a deeper understanding.
- Be conscious of body language and nonverbal responses - they can be as disrespectful as words.⁷

Feel free to use the below glossary of common terms as a basis for your own conversations, but, importantly, identify what resonates most with your own company's circumstances.

Reflection Question: What might make it easier for your company to have informed and healthy conversations about D&I?

D&I Term	Common Definition
Inclusion ^{8,9}	Seeking out, identifying, understanding, and removing barriers to full participation and belonging; intentionally including additional difference in a group or process; and encouraging high levels of both individuality and belonging.
Discrimination ¹⁰	Discrimination occurs when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics.
Workplace Diversity ¹¹	Diverse workplaces are composed of employees with varying characteristics including, but not limited to, religious and political beliefs, gender, race, ethnicity, education, socioeconomic background, sexual orientation, and geographic location.
Underrepresented Groups ¹²	Groups who have traditionally not had equal access to economic opportunities because of discrimination or other societal barriers. This may vary by context and geography but can include race, gender, ethnicity, sexual-orientation, disability, or low-income status.
Tokenism ¹³	The practice of doing something (such as hiring, promoting, or otherwise lifting up a person who belongs to a minority group) only to prevent criticism and give the appearance that people are being treated fairly.
Impostor Syndrome ¹⁴	A collection of feelings of inadequacy that persist despite evident success.
Allyship ¹⁵	The lifelong process of building relationships based on trust, consistency, and accountability with marginalized individuals and/or groups of people.
Privilege ¹⁶	A special right, advantage, or immunity granted or available, often implicitly and 'invisibly' to those who have it, only to a particular person or group.
Microaggression ¹⁷	A comment or action that is subtly and often unintentionally hostile or demeaning to a member of a minority or marginalized group.
Unconscious Bias ¹⁸	Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.
LGBTQIA ¹⁹	Abbreviation for Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual. An umbrella term that is used to refer to the community as a whole.
Trigger	An experience which causes an individual, normally unintentionally and indirectly, to recall previous trauma



“ Leading an inclusive company culture is something that I have grown into over the years. It’s about respecting each individual on your team and finding ways to involve everyone in the creation and maintenance of culture.

As a leader, you also have to take the time to work on skills with folks who aren’t as comfortable contributing to an inclusive culture. Be honest and direct, but respectful. Make it clear that you’re committed to working on the issue together. Try not to make it personal - you can frame it as behavior that affects the rest of the workplace.. Often, I find people are receptive to getting this kind of feedback. Because it’s coming from a senior leader, they trust that it is really important.”



- Sarah White, COO at [Fairware](https://www.fairware.com) (Certified B Corp since 2010)

Integrating Diversity and Inclusion Into Your Structure and Processes

Approach diversity and inclusion with the same rigor as other business objectives. You’ll get the best results if you tailor your D&I to your specific company context and integrate it into your business strategy and long term goals as much as possible. In order to fully integrate D&I into your current strategy:

- Develop a D&I committee and/or hire a diversity manager;
- Create a comprehensive plan. This plan should identify ways to integrate D&I into your company via key departments, teams, processes, programs, policies, and even your core values and mission;
- Incorporate D&I into key performance indicators (KPIs) and performance measurement systems;
- Set up basic policies to institutionalize best practices; and
- Conduct employee trainings to create a more inclusive workplace.

Should I consider a D&I Committee or a D&I Manager?

D&I Committee (Recommended)	D&I Manager
Identifies priorities, develops and implements strategies, sets measurable goals	Identifies priorities, develops and implements strategies, and sets measurable goals
Includes a variety of voices and perspectives, though all members may not be experts in D&I	Acts as one lead voice and perspective with expertise in D&I
Uses existing employees but requires formal allocation of time for those employees - should not be structured as pro bono or volunteer	Costs money/time to hire
Contributes to a culture of social accountability by having more widespread engagement.	Is not as integrated into the organizational structure
Results in 9% to 30% increases in the representation of white women and of each minority group in management over the first five years, on average ²⁰	Results in a 7% to 18% increases in all underrepresented groups - except Hispanic men - in management over the first five years, on average ²¹

There are good reasons to have either, although there are some clear advantages to a committee, working group, task force, or other preferred name. If you go with a committee, there are a few key elements to creating success:

- Have support from senior managers/leaders
- Include diverse members, both of different demographic groups, teams, and leadership positions
- Create a long term strategy and link it to overall business strategy
- Have metrics to measure progress and performance
- Communicate frequently to the broader team

Reflection Questions:

- *What structure and process would best set up your company's D&I initiative for success?*
- *Who else on your team might be interested in contributing to your D&I efforts?*



"Making this core to your business procedures, systems, language, and expected behavior formalizes 'the way we do stuff around here' and affords a level of emotional protection to those staff that are new to this."



- Drew Browne, Director at Sapience Financial and Investment Services (Certified B Corp since 2016)

Impact Snapshot: Integrating D&I Into Your Organizational Structure

Business Development Bank of Canada (BDC) (Certified B Corp Since 2013)



[BDC](#) is a Canadian financial institution dedicated exclusively to entrepreneurs. BDC has supported the growth of over 42,000 small and medium-sized Canadian businesses. François Labrecque, BDC's Advisor on Leadership and Corporate Learning, explains how BDC wove diversity into its corporate governance structure:

"Diversity has formally been one of our business strategies at BDC since 2003, when the Diversity Action Committee (DAC) was created to actively promote an inclusive work environment across the entire organization.

The DAC mandate is to:

- Foster a working environment within BDC that results in an increasingly diversified workforce, representative of the changing face of the Canadian business community; and
- Generate ideas and act as a catalyst to implement new ways of promoting diversity within BDC, to better respond to the needs of our clientele.

The DAC is composed of 17 employees from different business units within the bank. These employees represent various functional and geographical areas. DAC members, who are also referred to as ambassadors, work closely with local vice presidents to ensure that diversity is promoted and local initiatives are implemented."

Once you've determined the best approach for your company, you can develop a comprehensive D&I plan. Remember to tie it into your business strategy, make your priorities clear, set measurable goals, develop creative approaches to achieving those goals, and measure and share your progress.

Reflection Questions:

- *What does success for your company's D&I strategy look like in one year? Five years? Ten years?*
- *Is your focus exclusively on D&I in your workplace or might there be D&I opportunities in your broader value chain (suppliers, customers, etc.) that can also be incorporated into a D&I strategy?*

Setting Up Basic Policies

If you're just getting started on developing your D&I strategy, it can be hard to know which policies you need to set up and when. This section provides basic D&I policies that you may want to use, and set up a plan to identify and implement additional policies relevant to your company.

Why Policies? Policies help formalize good practices, create greater clarity and accountability for all employees and preserve those practices as the company changes and grows.

There are three important D&I related policies that all companies should consider having, with samples that can be used and customized for your company:

D&I Policy	Sample
Equal Opportunity / Employment	[Company Name] is an equal opportunity employer and does not unlawfully discriminate against employees or applicants for employment on the basis of an individual's race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law. This policy applies to all terms, conditions and privileges of employment, including recruitment, hiring, placement, compensation, promotion, discipline and termination. Whenever possible, the company makes reasonable accommodations for qualified individuals with disabilities to the extent required by law...
Non-discrimination / harassment policy	[Company Name] prohibits discrimination or harassment based on race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and is free from discriminatory practices, including without limitation harassment. Consistent with its workplace policy of equal employment opportunity, the company prohibits and will not tolerate harassment on the basis of race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law. Violations of this policy will not be tolerated...
Complaints/grievance process	Any company employee who feels that he or she has been harassed or discriminated against, or has witnessed or become aware of discrimination or harassment in violation of these policies, should bring the matter to the immediate attention of his or her supervisor or [enter name of alternative person to whom employees can report]. The company will promptly investigate all allegations of discrimination and harassment, and take action as appropriate based on the outcome of the investigation. An investigation and its results will be treated as confidential to the extent feasible, and the company will take appropriate action based on the outcome of the investigation. No employee will be retaliated against for making a complaint in good faith regarding a violation of these policies, or for participating in good faith in an investigation pursuant to these policies...



“ As the business grew, we needed to refine and update our systems to reflect our values - this included formalizing our Equal Opportunity Policy.”

FORSTER -
COMMUNICATIONS

Kate Parker, HR Manager at Forster Communications
(Certified B Corp since 2015)



“I'd first make a list of all of the policies you'd like to have. Speak with employees. Look at what others in your sector are doing. Then prioritize. What can you do today (based on financial and business resources) and set a timeline for where you want to be in 6 months, 1 year, and 5 years.”

- Kristy Wallace, President at [Ellevest Network](#)
(Certified B Corp since 2016)



While these policies are a good starting point, there are a number of other policies, for instance telecommuting and job flexibility options, that can foster inclusive workplaces. From there, identify which underrepresented groups you would like to hire, engage, and retain and focus on developing policies to benefit/support those groups. Also consider soliciting input from your employees on the types of policies that seem most important and relevant for them.

Reflection Questions:

- *What policies might be of particular relevance and importance to creating an inclusive workplace for your company?*
- *How can you foster a culture that puts formalized policies into practice as meaningfully as possible?*

Developing a System for Measuring Progress

We can't manage what we don't measure. In order to understand where you currently are in your D&I journey, and to measure progress in the future, you need to create a baseline and regularly re-assess your performance. This is most frequently done by collecting demographic data of your workforce and soliciting feedback from employees about their experience and satisfaction with the workplace.

This data can help unveil underlying D&I issues you might not have been aware of, for instance if the satisfaction rate of one gender is significantly lower than the other. It can also be used as the basis of KPIs that create accountability across the company.

Important Legal Consideration: Data privacy laws vary in different jurisdictions and tend to be stricter in Europe. You may want to consult a human resources professional or legal counsel prior to requesting demographic information from your employees, particularly when working outside of North America.

Get the most out of surveying your employees by:

- **Doing it well.** Use thoughtfully worded, anonymous surveys. Consider using existing surveys (e.g., from [WorkplaceDynamics](#) or [Gallup](#)) and [consistent metrics definitions](#) to enable comparison and benchmarking across different companies and industries.²²
- **Doing it often.** You should run demographic surveys on hiring, promotion, and attrition regularly. You may want to space out your in-depth employee engagement surveys to prevent survey fatigue.
- **Having a plan in place for action.** Make a commitment to take meaningful action, and share goals and progress with your team in between surveys. Developing and articulating your company's game plan will help you to build trust with your employees.
- **Sharing your results.** The more you can share internally and externally, the better. As long as it is paired with action, this transparency will help to boost accountability and trust. If you work for a small business, be mindful of people's anonymity. Try rolling the data up into broader categories to make sure that there are at least five people in each survey group before releasing the results.²³

Impact Snapshot: Tracking Diversity

Etsy

(Certified B Corp Since 2012)



[Etsy](#), a New York-based online marketplace, recently published a [public diversity report](#) on their website. The report includes gender and ethnic diversity data across key teams. It highlights Etsy's impressive strides towards gender equality (women comprise about 54% of their workforce and 50% of their management), which make the company an outlier in the tech industry.

It also acknowledges that there is still much work to be done, especially in terms of improving ethnic diversity. For larger companies (i.e., companies that can collect and publish such data without jeopardizing their employees' anonymity), such public reports can be a great way to communicate a commitment to transparency, accountability, and continuous improvement.²⁴

Reflection Questions:

- *How might more robust measurement and transparency serve your D&I objectives?*
- *What type of information would you collect in order to measure your D&I performance?*

Implementing Effective D&I Trainings for Your Team

Frame D&I trainings not as compliance activities, but as genuine opportunities for personal and collective professional growth. This approach has proved to be more effective - and more fun..



“Recent research suggests that diversity training that emphasizes legal risk and fails to demonstrate senior leadership commitment to diversity often backfires. A more effective approach is to have very visible senior leader participation. For example, if the CEO or other senior leaders attend all diversity trainings and actively participate, that sends a very clear message. Sometimes companies complain that diversity training isn’t important enough to warrant senior leadership time. That, of course, sends a very clear message that the company isn’t fully committed to diversity.”

VISION

- Gerry Valentine, President and Founder at [Vision Executive Coaching](#) (Certified B Corp since 2014)

Encourage participation in all-staff D&I trainings by employees at every level of your company, from entry-level to senior management.

Addressing Unconscious Bias

Holding an unconscious bias training is a great place to start. It will help your team understand how unconscious biases work and how they can negatively affect workplace interactions and outcomes.²⁵ It will also help your team members address and mitigate their own biases. You’ll need:

- ❑ **A thoughtful, experienced facilitator.** Take stock of available resources and expertise. Consider - do you have a qualified and willing internal leader, or would you be better served by bringing on an external consultant (see our list of recommended companies below in the “Seeking Out Partners” section)?
- ❑ **Leadership/management participation.** This will send the message that those holding the most power in your company are actively and authentically engaged in increasing D&I.
- ❑ **Actionable objectives.** Try to get each participant to commit to at least one specific action, such as taking an [Implicit Attribution Test](#) or using a structured, criteria-based process to guide decisions around hiring, promotion, etc. ²⁶

There are a lot of resources available online, including step-by-step instructions on how to facilitate an unconscious bias training effectively. Check out the foundational materials, facilitator guide, and participant guide on [VisionSpring's website](#) (note - this training was designed for managers and leaders, but it can be adapted to meet your team's needs). [Google](#) and [Microsoft](#) have also made their internal unconscious bias trainings available to the public.



“ Temet nosce - know thyself. It's a lot easier to have a generous and thoughtful conversation about equity, racism, etc. when you start by providing people with the tools and knowledge to discuss their own privilege and bias. You must have a leader to guide this conversation. Give them whatever they need to facilitate these challenging conversations, but make learning, growing, and reflecting everyone's responsibility.”

Exygy

- Philip Clark, COO at [Exygy](#) (Certified B Corp since 2012)

Be sure to gather feedback after trainings to make future trainings more effective and to learn what kind of future trainings your employees might be interested in. These can include, but aren't limited to:

- Cultural Awareness and Competency Training
- Empathy and Emotional Intelligence
- Cross Cultural Team Building

Reflection Question: What types of D&I trainings would be most relevant for your company?

Impact Snapshot: Diversity and Inclusion Trainings

Business Development Bank of Canada (BDC)
(Certified B Corp Since 2013)



[BDC](#) makes short, online modules called “Diversity Moments” available anytime to all employees. These modules were purchased from [Global Learning](#), a third-party provider. BDC uses these modules to teach their employees about a wide range of topics including:

- Diversity on the job
- Gender and culture
- How to work with or serve a person with a disability
- Straight allies
- Does religion have a place at work?
- Aboriginal awareness

Seeking Out Partners

Companies don't need to embark on their D&I journey alone; there are a variety of opportunities to access expertise and networks that can not only help you identify, manage, and fulfill your D&I goals, but do so more efficiently.

Seek out opportunities to learn from and collaborate with other businesses, nonprofits, D&I experts, universities, governments, and business associations focused on serving underserved, underrepresented, or chronically marginalized populations.

For Certified B Corps, join the B Hive group focused on D&I for the chance to share your experiences and get feedback from other companies who are in similar situations. For all companies, there are a variety of companies and organizations that can provide direct services, support, and strategy development for your D&I program.

Here are some recommendations specifically from the community of Certified B Corps:



[Change Catalyst](#) in San Francisco, CA, USA - Change Catalyst empowers diverse, inclusive, and sustainable tech innovation through education, mentorship, and funding.



[Ellevest Network](#) in New York, NY, USA - Ellevest works with companies who want to engage with the most diverse network of professional women globally, grow skills and talent within their organization, attract and retain top employees, and become recognized as leaders in diversity.



[Global Policy Solutions](#) in Washington D.C - is a mission-driven strategy firm dedicated to providing quality research, project management, and training services to corporations, philanthropy, and government agencies.



[Inclusiva Consultores](#) in Santiago, Chile - Inclusiva Consultores is a consulting firm specializing in issues of corporate Diversity & Inclusion.



[Inflection](#) in Redwood City, CA - offers a services called Goodhire, an employment screening for people who care about people.



[Ogunte](#) in London, UK - is an international organization that promotes, connects and develops women who have a positive impact on people and planet, through social enterprise.



[Out Leadership](#) in New York, NY, USA - Out Leadership helps firms engage with the international LGBT talent pool and market opportunity.



[TMI Consulting](#) in Richmond, VA, USA - TMI Consulting is a leadership and organizational development firm specializing in diversity and innovation strategies.



“Meet with other companies to see how they are doing it. Engage in discussion, be transparent, and share your results and struggles.”



- Paige Bagwell, Chief Talent Officer at [The Redwoods Group](#)
(Certified B Corp since 2009)

Outside of the B Corporation Community, here is a list of other organizations to consider:



[Catalyst](#) in Australia, Canada, Europe, India, Japan, and the United States, - Catalyst is a leading nonprofit with a mission to accelerate progress for women through workplace inclusion.



[Human Rights Campaign](#) in Washington, D.C., USA - HRC is the largest civil rights organization working to achieve equality for lesbian, gay, bisexual, transgender and queer Americans.



[The National Association for the Advancement of Colored People](#) works to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate race-based discrimination, in the workplace and elsewhere.



[The Global Business Certification for Gender Equality](#) is the leading global assessment methodology and business certification standard for gender equality.

Reflection Questions:

Given your current D&I efforts, how might partnerships offer value and what types of partnerships would be the most useful?

What other organizations are you aware of that might be able to provide guidance and support on your D&I journey?

Did you find this resource guide useful? Do you have feedback on how it can be improved, or ideas for other resources we can provide? Let us know what you think at standards@bcorporation.net.

Endnotes:

- 1 <http://www.visionexecutivecoaching.com/blog/building-diverse-inclusive-businesses-an-imperative-for-conscientious-companies/>
- 2 <http://2020projectmanagement.com/2015/05/the-business-case/>
- 3 https://docs.google.com/document/d/1Bg3pCKZ_K5wVnACSMOyHcJS0v0MwH6LxE-ZKrSq6iuU/edit
- 4 <http://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>
- 5 <https://www.shrm.org/resourcesandtools/tools-and-samples/presentations/pages/thebusinesscasefordiversity.aspx>
- 6 <http://www.edchange.org/multicultural/activities/activity4.html>
- 7 <http://www.edchange.org/multicultural/activities/groundrules.html>
- 8 <https://www.stthomas.edu/workplaceforum/webinars/inclusion-by-design-making-it-real-and-making-it-happen/>
- 9 http://www.tilburguniversity.edu/upload/9c8bedd4-e070-4127-a747-9e510f1ab764_onderzoek%20-%20inclusion%20and%20
- 10 <https://www.humanrights.gov.au/employers/good-practice-good-business-factsheets/workplace-discrimination-harassment-and-bullying>
- 11 <http://smallbusiness.chron.com/define-diversity-workplace-4926.html>
- 12 <http://bimpactassessment.net/>
- 13 <http://www.merriam-webster.com/dictionary/tokenism>
- 14 <https://hbr.org/2008/05/overcoming-imposter-syndrome>
- 15 <https://theantioppressionnetwork.wordpress.com/allyship/>
- 16 <https://en.oxforddictionaries.com/definition/privilege>
- 17 <http://www.merriam-webster.com/words-at-play/microaggression-words-were-watching>
- 18 <https://diversity.ucsf.edu/resources/unconscious-bias>
- 19 <http://lgbtqia.ucdavis.edu/educated/glossary.html>
- 20 <https://hbr.org/2016/07/why-diversity-programs-fail>
- 21 Ibid.
- 22 http://projectinclude.org/measuring_progress#metrics-should-be-consistent-across-the-industry
- 23 Ibid
- 24 <https://blog.etsy.com/news/2016/diversity-and-equality-at-etsy/>
- 25 <https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/give-your-own-unbiasing-workshop/>
- 26 <https://rework.withgoogle.com/guides/unbiasing-use-structure-and-criteria/steps/introduction/>



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