

A ROAD MAP TO ACTION

The policies and practices that Black, Latina, and Native American (BLNA) women report as having the highest impact for them today, combined with the pressing need to address hidden barriers to access, point to a clear prioritized three-part road map for companies ready to take action.

01 Leverage disaggregated data

Use data disaggregated simultaneously by race or ethnicity, gender, and role (for example, technical versus nontechnical) to build a fact base, identify root causes and areas of opportunity, and measure progress across the organization in the following areas:

- Uptake of policies and practices
- Satisfaction with policies and practices
- Interim outcomes (for example, promotions among those who used a professional-development program)
- Ultimate outcomes (such as representation and lower turnover at each seniority level of the organization and for technical-specific roles)

Review results of disaggregated analyses at least quarterly with senior leaders to plan action steps.

02 Deliver Results

Implement the nine cornerstone policies and practices in your organization:

Democratize access to information to level the playing field

- 01** Share salary ranges so people know what they can expect.
- 02** Maintain an accessible internal jobs board so people can understand opportunities across the organization.
- 03** Assign mentors to support candidates in the interview process by clarifying the process, answering questions, and helping candidates prepare for interviews.

Increase flexibility, enabling employees to work the way they work best

- 04** Provide paid sick leave to all employees.
- 05** Offer expanded mental health benefits such as personal leave.
- 06** Give employees the option to work remotely, hybrid, or on-site.
- 07** Enable employees to flex their working hours—for example, through compressed workweeks, alternative work schedules, and job sharing.

Demystify development by charting clear pathways for employee development and career advancement

- 08** Offer professional-development programs to help employees expand their networks and grow (such as career accelerators, job shadowing, and rotation opportunities).
- 09** Provide actionable next steps for development or advancement directly following a performance review.

03 Improve continuously

Intentionally design policies and practices to be accessible and effective for BLNA women in technical roles, using data to define clear markers of success:

- Use quantitative and qualitative data to bring in the perspectives of BLNA women to identify how pain points differ for each group.
- Offer employees multiple relevant options.
- Ensure all options are accessible and easy to use.
- Communicate frequently and clearly about this policy or practice.
- Promote a culture that encourages uptake.
- Continuously measure impact, and course-correct as needed.