

TXI DEIB 2021 Roadmap



Vision

At TXI our product is our people. To deliver the best solutions, we need positive, inclusive, diverse environments where we are able to learn from each other. We also know that to be seen for who you are — and to feel a sense of belonging — is a universal human need. We believe it is our responsibility to create a space where every team member can bring their authentic selves to work. **That's why we're working to create an environment that is inclusive for everyone.**

Guiding Principles

- **Principle #1:** We promote inclusion in the workplace by understanding the people both inside and outside our community.
- **Principle #2:** We strive for continuous improvement and to share our progress.
- **Principle #3:** We value constant learning and teaching.
- **Principle #4:** We know the “why” behind our DEIB investments.
- **Principle #5:** We make the implicit explicit.
- **Principle #6:** We allow space for curiosity and imperfection.

Initiatives

- Engage community organizations that support our pillars (racial justice, disability justice, and environmental justice)
- Conduct an equity audit
- Apply an equity lens to recruiting and promotion

Initiative #1: Engage community organizations that support the three pillars: racial justice, disability justice and environmental justice

Ambition

TXI is an active leader in the community, an employer of choice and a supporter of racial justice, disability justice and environmental justice through its collaborations.

Goal

Use a proportion of our profits, volunteer time and influence to support organizations in service of our three pillars: racial justice, disability justice and environmental justice.

Evaluation

Identify organizations to support and define what community engagement looks like for TXI.

- Define what community means at TXI, and the goals and 2021 priorities for community engagement.
- Create/cultivate professional relationships with key community-based stakeholders.
- Work closely with community leaders to establish collaborative relationships between TXI and community members that ultimately support DEIB and address the three pillars.
- Define what the three pillars mean at TXI.

Action

Partner with organizations that have an impact on one or more of the three pillars of racial justice, disability justice and environmental justice.

- Begin outreach to these organizations.
- Establish a plan to exchange expertise and services.
- Partner community engagement chair with internal teams that are currently working on the three pillars at TXI to facilitate partnerships with community partners.
- Identify opportunities for TXI sponsorship (like conferences), collaboration (client projects), or commitment (donations) to organizations aligned with our vision and the three pillars.
- Identify opportunities to invite in and learn from others' experiences.
- Identify opportunities for mentoring and sharing our experiences and learnings with others.
- Identify opportunities for engagement and relationship-building in communities where we wish to recruit future members of our team.

FY22+ initiatives

Publicly announce the TXI endowment and the causes and organizations we are looking to support.

Supporting metrics

- We have completed at least **one example of each of the five ways of community engagement**: funding sponsorship, learning opportunities, hiring and sourcing, speaking and teaching opportunities, and client engagements.
- We have distributed **\$15,000 towards supporting organizations and causes**.
- We have established **a relationship with three organizations representing each of the three pillars**: racial justice, disability justice, and environmental justice.
- **25% of TXI employees have participated** in mentoring, teaching, coaching, or otherwise engaging in the community.
- **Quantify the number of learning opportunities brought to TXI** from community thought leaders (our blog, podcast, lunch and learns, etc).

Initiative #2: Conduct an equity audit

Ambition

TXI will be an organization with equitable systems in place.

Goal

Analyze TXI's internal tools and processes to determine where our culture is equitable and where it could be improved.

Evaluation

Identify any institutional practices that produce discriminatory trends in data that affect employees.

- Analyze company values, current tools and common practices.
- Analyze a new framework for all employment levels.
- Distribute a self-identification survey across the organization to more inclusively capture representation.
- Conduct a compensation analysis.

Action

Ensure equity audit is conducted and acted on.

- Hire a third party to conduct the audit.
- Determine whether we will refine current practices or define new ones.

FY22+ initiatives

- Schedule 2022 equity audit to measure progress.

Supporting metrics

- We have **met a target completion rate of 80%** on the anonymous survey of TXI.
- We have **published some early results of the survey.**
- We have interviewed **100% of the leadership team and 50% of the rest of the company** to gain more insights.

Initiative #3: Make structural changes to recruiting and retention

Ambition

Our teams have more equitable hiring and retention practices that are evaluated annually with an equity audit.

Goal

Improve the structures making hiring and retention more equitable to contribute to team diversity and a healthy culture.

Evaluation

Analyze the current systems in place for hiring and retention (see equity audit above).

- Analyze whether the current practices in place are equitable.
- Understand the capacity for making these practices equitable.
- Create a baseline to measure against and activate DEIB in our sourcing and hiring process.
- Apply an equity lens to our retention and promotion efforts.

Action

Create processes for change and accountability.

- Publish our diversity annual report and its findings (both internally and externally).
- Create a multi-year strategy to correct for overrepresentation at TXI that addresses all levels: leadership, senior and principal consultants, associate consultants and the new TXI Board.
- Start a new recruiting/sourcing process including a rollout of new tools, new partners for job sourcing and training on the process.
- Write up an expectations document for potential hires to prepare them for the entire pipeline (recruiting, interviewing, offer, etc.).
- Write up a new employee experience and journey for interviewing, reviews, feedback and promotion.
- Make tool/process changes to foster an improved culture of feedback.
- Establish a new level model to support multiple and flexible growth paths.
- Launch a new review process for gathering feedback.
- Launch a new promotion process for evaluating levels and growth.
- Launch a new salary band and compensation process.



FY22+ initiatives

- Conduct a third-party compensation and pay equity audit.

Supporting metrics

- **Job listings are always open on our site and at least 75% of our paid job listings are on diversity boards like Diversify Tech, POCIT, Tech Ladies, etc.**
- **We have reduced overrepresentation by 10% at the end of three years while continuing to grow our headcount.** [Appendix](#)
- **We have a three-seat TXI Board where ...**
 - ... At least one member will be a person who identifies as female or non-binary.
 - ... At least one member will be a person of color (with a specific focus on Black/Latinx/Indigenous voices).
- **Our retention rate is at least 85% year-over-year.**
- **More than 80% of TXI has completed the engagement survey and our engagement score is at least 80, including when we review and parse by race, gender and other underrepresented identities.**

I Appendix

- To address overrepresentation for the **TXI leadership team**, in three years' time we will ...
 - Decrease overrepresentation of white-identified people in leadership roles to less than 70%.
 - Increase representation of People of Color to at least 30%, with a specific focus on Black/Latinx/Indigenous voices.
 - Decrease overrepresentation from male-identified people to 50%.
 - Increase representation from female and non-binary-identified people to 50%.
 - Decrease overrepresentation from straight-identified people to less than 80%.
 - Increase LGBTQ+ representation to 20%.
- To address overrepresentation for **senior/principal team members**, in three years' time we will ...
 - Decrease overrepresentation of white-identified people to 60%.
 - Increase representation of People of Color to at least 40%, with a specific focus on Black/Latinx/Indigenous voices.
 - Decrease overrepresentation from male-identified people to 50%.
 - Increase representation from female and non-binary-identified people to 50%.
 - Decrease overrepresentation from straight-identified people to less than 72%.
 - Increase LGBTQ+ representation to 28%.
- To address overrepresentation from **associate/consultant team members**, in three years' time we will ...
 - Decrease overrepresentation of white-identified associate/consultant roles to 56%.
 - Increase representation of People of Color to at least 43%, with a specific focus on Black/Latinx/Indigenous voices.