

**VNN DIVERSITY + INCLUSION
REPORT + ACTION PLAN
2021**



CONTENT

- ❑ Introduction
- ❑ Look back on 2020
- ❑ Data + Results
 - ❑ 2021 Demographic Data
 - ❑ 2021 Inclusion + Engagement Data
 - ❑ 2020 Performance to Goals
- ❑ Evolving
 - ❑ Beyond Traditional Representation to Intersectionality
 - ❑ Intersectional Data
- ❑ 2021 Game Plan
- ❑ Conclusion

INTRODUCTION

VNN's mission is to connect communities through sport. When we say we want to connect communities, we don't just mean part of the community, we mean everyone in the community. To do that well we need a team that better reflects the communities that we serve.

It's been six months since releasing our first Diversity & Inclusion Report and Action Plan, we have already learned a lot. Specifically, that adding more representation and creating a more inclusive culture is not easy work and it definitely doesn't move at the pace that we wish it would.

We believe that in order to make a lasting change at VNN we need to continue implementing more inclusive practices throughout the company including hiring and retaining a diverse team, focusing on employee career development, fostering community found through ERGs and valuing the intersectional identities that our employees bring to our team.

Thank you to everyone at VNN who has worked to push for DEI improvements, participating in surveys, and making positive changes. We've got more to do but we should celebrate our work and the progress our teams have made thus far. As we look at 2021, we will continue to push to make diversity, equity and inclusion a priority at VNN.

LOOK BACK

A pandemic that impacted our lives personally and professionally and public unrest over police violence and difficulty coming to terms with our history of racism and oppression. It's not hard to see that 2020 was a difficult year for everyone.

For VNN, 2020 was no different than it was for the rest of the world. In March we had to make the difficult decision to furlough staff (most of whom we have since been able to recall). In May/June we learned of the tragic killings of George Floyd, Breonna Taylor, Ahmaud Arbery and Rayshard Brooks and more which led to major events ushering in positive social change.

At VNN, the civil unrest and racial reckoning forced uncomfortable conversations about the role we play in issues such as systematic inequality, social advocacy and diversity. These uncomfortable conversations created a huge opportunity for change within our company and made it clear that we have a responsibility to take action.

As a starting point, we surveyed our current staff to find out what our demographic make-up was and how the team felt about diversity, equity and inclusion at VNN. Our representation was overwhelmingly white and male. Female employees rated VNN much less favorably in all four evaluation categories compared to their male counterparts (ouch!). Simply put, the results were not where we wanted them to be and we realized that making diversity and inclusion a passive priority would not get VNN the positive results we all expected.

Disappointed, but determined, we looked more at the survey data to see what needed to be immediately addressed. We set two overarching, long term goals: create a diverse workforce and inclusive workplace culture. With those two goals in mind, we decided to specifically focus on increasing representation of women and underrepresented racial and ethnic groups and create a more inclusive environment for our female teammates.

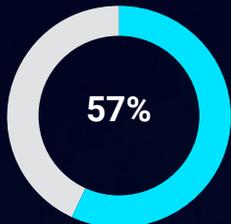
It's been roughly six months since we released our first Diversity, Equity and Inclusion Report & Action Plan and we're happy to report that we have made positive progress in both representation and female inclusion data. We overhauled our job postings resulting in an increase of female applicants. We created a resource group for our female team members which has created positive impact and helped with retention.

This report is structured into three sections, first, data and results, we use data to inform our decisions and measure the outcomes of our performance. Second, evolution, as we learn and gain better understanding we will continue to evolve. Third, 2021 areas of focus and plan of action.

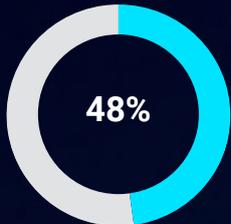
DATA + RESULTS

We will continue to use data to inform the decisions we make. While we do collect general race data aligned with EEOC guidelines, we understand that in isolation this data is not enough. It is important for us to not only understand our demographics but also how those demographics relate to the employee experience at VNN. Demographic data paired with employee experience data help us to make better decisions when it comes to taking meaningful targeted action.

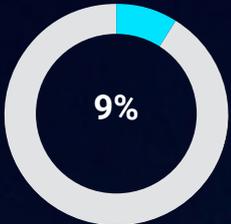
DATA



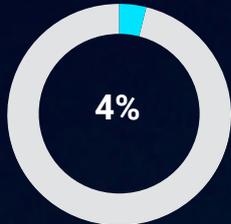
Child Care Takers '20



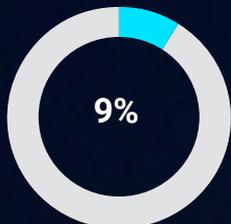
Child Care Takers '21



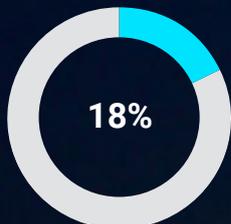
LGBTQ '20



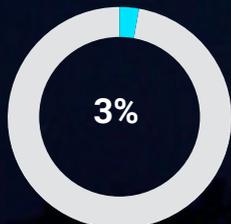
LGBTQ '21



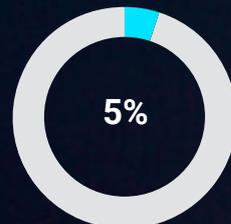
First Gen College '20



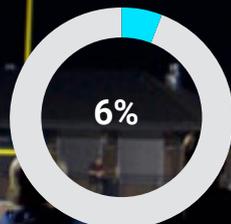
First Gen college '21



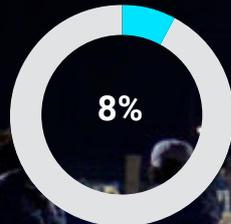
Veterans '20



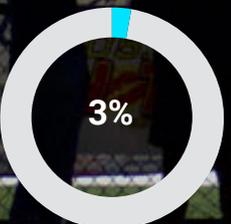
Veterans '21



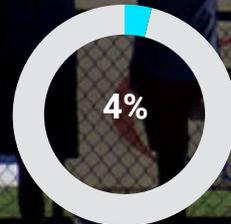
Adult Care Takers '20



Adult Care Takers '21

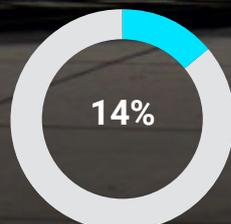


Disability '20



Disability '21

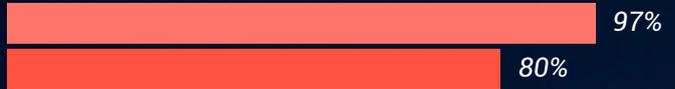
2% saying English is not their first language



Bilingual '21

RACIAL/ETHNIC DEMOGRAPHICS

2020 2021



White

3%

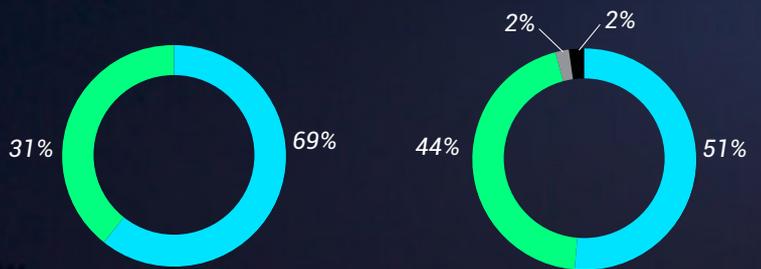
12%

Underrepresented Groups

GENDER DEMOGRAPHICS

2020

2021



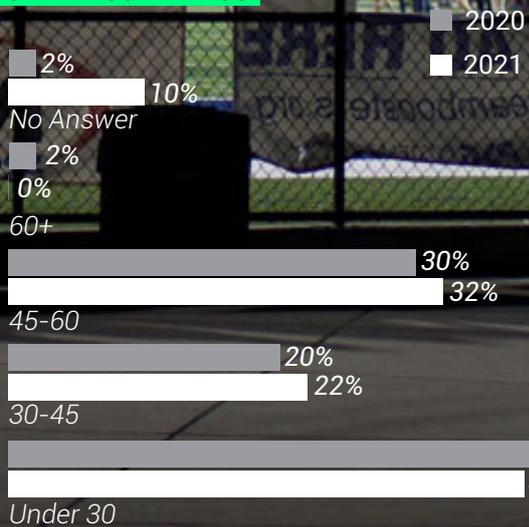
Men

Women

AGender

Did Not Disclose

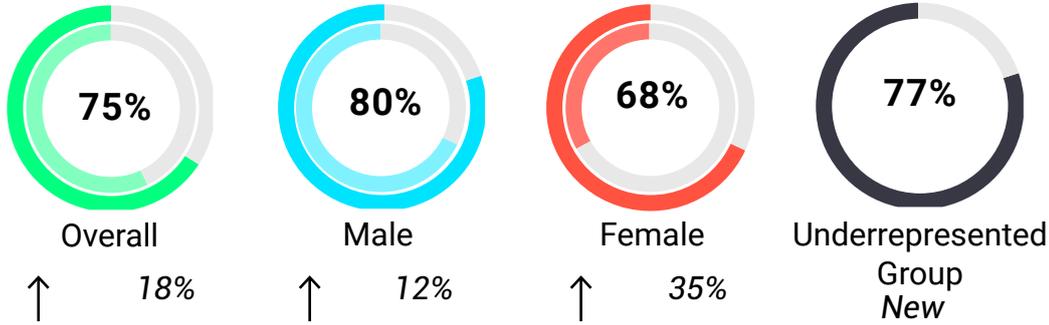
AGE DEMOGRAPHICS



INCLUSION + ENGAGEMENT DATA

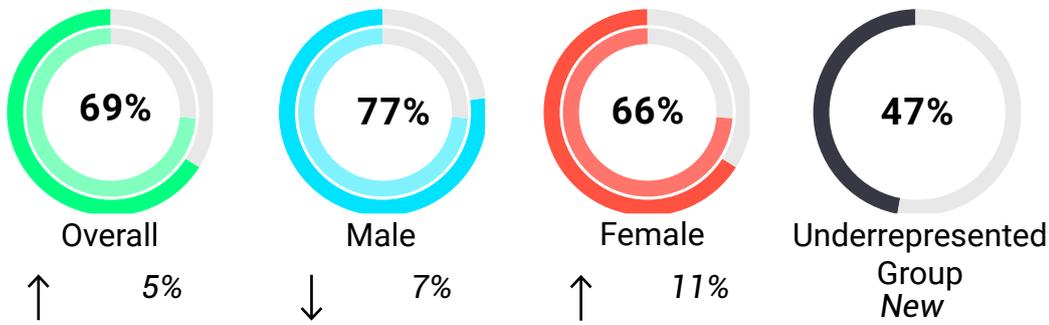
LEADERSHIP/POLICIES

The Leadership/Policies category is intended to capture employee attitudes towards VNN's leadership and company policies around diversity, equity and inclusion



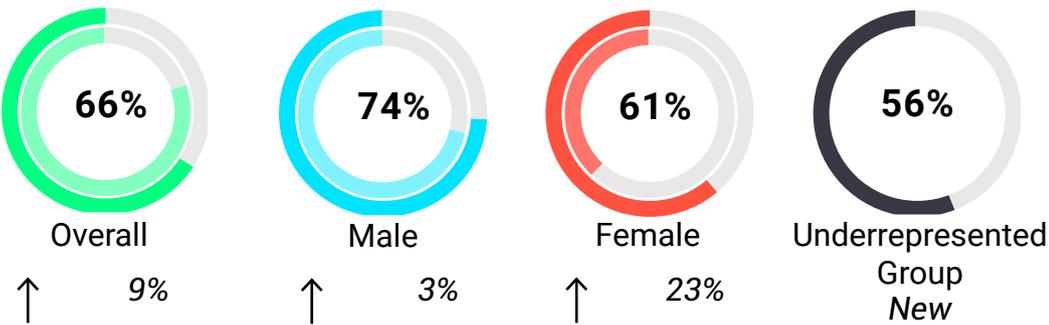
VOICE

The Voice category is intended to capture employee feelings on how different voices are represented at VNN



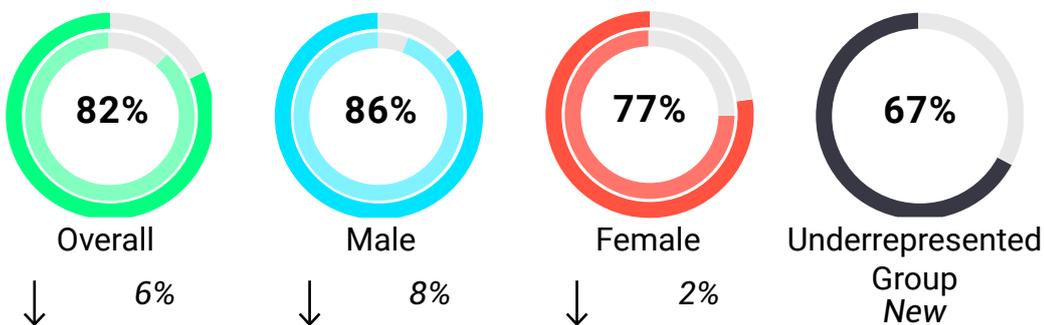
FAIRNESS

The Fairness category is intended to capture employee attitudes toward how people are treated at VNN and how decisions about people are made.



BELONGING

The Belonging category is intended to capture employees sense of fitting in or feeling like he/she/they are part of an important member of the VNN team.



RESULTS

When we started our journey last June/July we set up an action plan with goals and tactics for achieving those goals. Below are our 2020 results:

2020 Diverse Workforce Goals

- ✓ Increase female representation by 3%
- ✓ Increase employees from underrepresented groups- increase from 3% to 7%
- ✗ Add female or racial minority to VNN board
- ✓ Overhaul 100% of 2020 job postings for inclusive language

Tactics

- ✓ Promote VNN as an Equal Opportunity Employer
- ✓ Standardize recruitment & hiring practices (Structured interviews and scoring)
- ✓ Surveying employee demographics
- ✗ Implicit bias training for all managers able to make hiring/firing decisions

2020 Inclusive Workplace Culture Goals

- ✓ Improve Leadership/Policy favorability by 10%
- ✓ Improve Fairness favorability by 10%
- ✗ Hold one training session on implicit bias for managers with ability to make hiring and termination decisions.
- ✓ Create one employee resource group

Tactics

- ✓ Communicate internal survey results and plan of action
- ✓ Schedule updates about plan of action and initiatives biannually
- ✓ Update careers page to include diversity statement and importance
- ✓ Promote continued conversations and sharing around diversity and inclusion
- ✓ Review anti-harassment and anti-discrimination policies for possible gaps.



EVOLVING

As we continue to learn and grow as a company we must evolve with our diversity and inclusion practices.

BEYOND TRADITIONAL REPRESENTATION TO INTERSECTIONALITY

Inclusion and engagement survey responses from both 2020 and 2021 have been split into three identifying categories : Men, Women and Underrepresented minorities. The data was split this way in part to keep the anonymity of our survey takers but also because these are what might be considered the standard measured identity groups and these were the identifiers we asked for on the survey.

By limiting ourselves to these few traits, we're inadvertently sending a message that we only care about issues that are overwhelmingly relevant to all women, men or underrepresented groups. Because we now see that our diversity metrics are too narrow and likely missing out on feedback from individuals with complex identities, we will be making changes to our survey. Moving forward, we will take an intersectional approach to workplace diversity because we understand that evaluating by only race and gender is not indicative of an inclusive culture.

What is intersectionality?

Intersectionality is a term coined 30 years ago by legal scholar Kimberle Crenshaw. Intersectionality (noun) is the intertwining of social identities such as gender, race, ethnicity, social class, religion, sexual orientation, and/or gender identity, which can result in unique experiences, opportunities and barriers.

Example:

If I am a black woman, I have some disadvantages because I am a woman and some disadvantages because I'm black. But I also have some disadvantages because I'm a black woman, which neither black men nor white women have to deal with. That is intersectionality; race, gender and every other way to be disadvantaged interact with each other" ([Source](#))

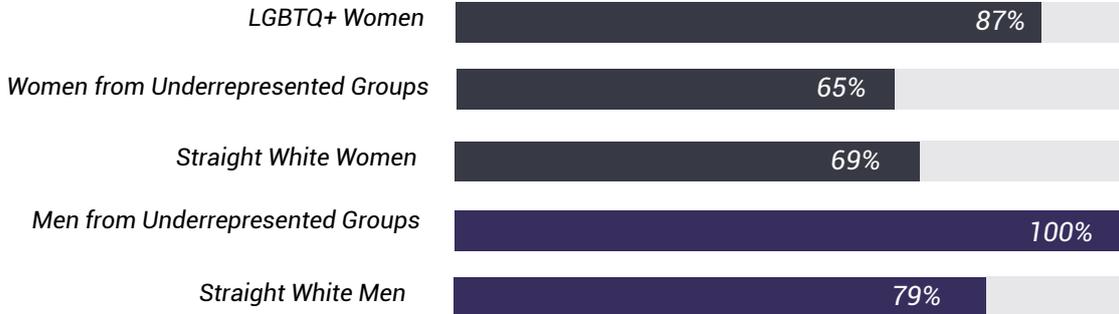
Why is going beyond the "traditional" identity metrics important?

- › The future is intersectional
- › The population in the US is changing and demographics are shifting.
 - ❑ The public research institute suggests 7% of millennials identify as LGBTQ+; twice as high as those in older generations.
 - ❑ 2010 census revealed 19% of Americans have a disability
 - ❑ Straight white men make up 46% of people exiting the workforce but only 34% of people entering the workforce
- › The employee experience is not equal. Traditional diversity metrics ignore our unique combination of traits and therefore fail to inspire programs that address our complex identities.
- › Ultimately, to attract and retain a diverse workforce, you will need to create a place where people feel like they belong. That can't be done without recognizing an individual's entire identity.

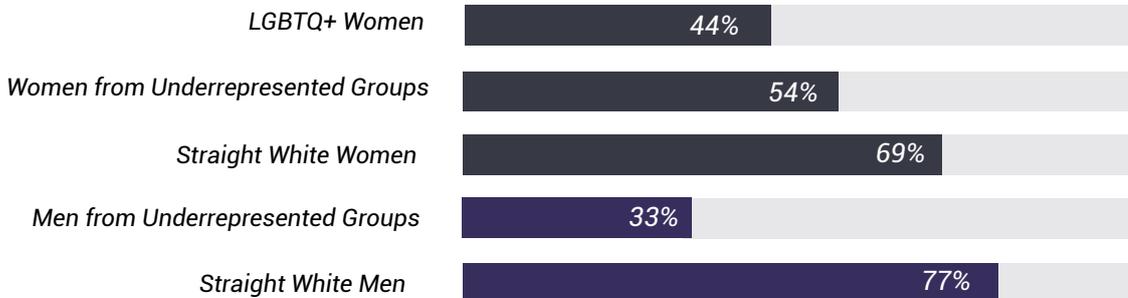
OUR INTERSECTIONAL DATA

Starting to look at our results through an intersectional lens (using the data we do have)

LEADERSHIP/POLICIES



VOICE



FAIRNESS



BELONGING



2021 GAME PLAN

We've reviewed our data we've evaluated how our company and our world is changing as well as how we plan to adapt and continue to make progress.

We will continue to work toward the long-term strategic goals we outlined last year, but how we define those goals will change slightly to account for intersectionality.



2021 GAME PLAN

STRATEGIC GOALS - REVIEW + REVISION

As stated in our last report we acknowledge that lasting change requires ongoing effort, focus, goals, tactics and strategies may change, but DE&I work is never done. Our focus will continue to be on creating a diverse workforce and an inclusive and equitable workplace culture as defined below. Our 2021 goals will be made with these long term goals in mind.

DIVERSE WORKFORCE

Recruiting and retaining a workforce that reflects the make up of the US population, focusing not just on singular identity, but intersectional make-up of the US workforce.

While we understand the importance of representation and will continue to make it a priority, it will be changing in the way that we define and measure.

Why?

Because representation is much more than gender and race. We don't want to tokenize employees that are part of underrepresented groups and putting all of our focus on traditional metrics only fixates us on measurement rather than solution.

So while we will continue to work to add different perspectives to our team, the way the numbers are reflected will be different. Moving forward we will not be using EEOC forms to report demographics in these reports. We will use our employee survey which will provide more inclusive identity options.

INCLUSIVE + EQUITABLE WORKPLACE CULTURE:

Foster a workplace that is inclusive, equitable, collaborative, accountable, and creates an environment of belonging and support for the talent and diversity of our team members at all levels of the organization.

2021 GOALS

DIVERSE WORKFORCE

We understand that representation is important. A diverse team made up of engaged individuals with a diverse range of experiences will help create a more productive and profitable business that ensures decision making, products and content are based around a broad range of experiences and perspectives.

GOALS

2021 plan goals are based on our current demographics, estimated hires we'll make in this year and best practices

- ▶ **Increase employees from underrepresented racial/ethnic groups to 15%**
- ▶ **Increase female representation by 3%**
- ▶ **Provide additional metrics on intersectional groups**

TACTICS

▼ **Expanding our talent pool**

- Connecting with HBCUs
- Use platforms specifically designed to source candidates from underrepresented groups

▼ **Continuing to build on our employer brand**

- Promoting employee resource groups as part of our employee brand
- Sharing activities, panel discussions and work done by our resource group(s)

▼ **Continuing to tweak job postings to be more inclusive**

- Measuring the effectiveness or ineffectiveness of changes

▼ **Research and Revamp employee surveys**

- Identify demographics to measure to help us understand the intersectionality of our employee identities.

2021 GOALS

INCLUSIVE + EQUITABLE WORKPLACE CULTURE

We want VNN to be a great place to work for everyone. We know in order to capitalize on the benefits of a diverse workforce, we must create and cultivate a workplace culture that enables diverse perspectives to be heard and empowers all employees to participate and contribute.

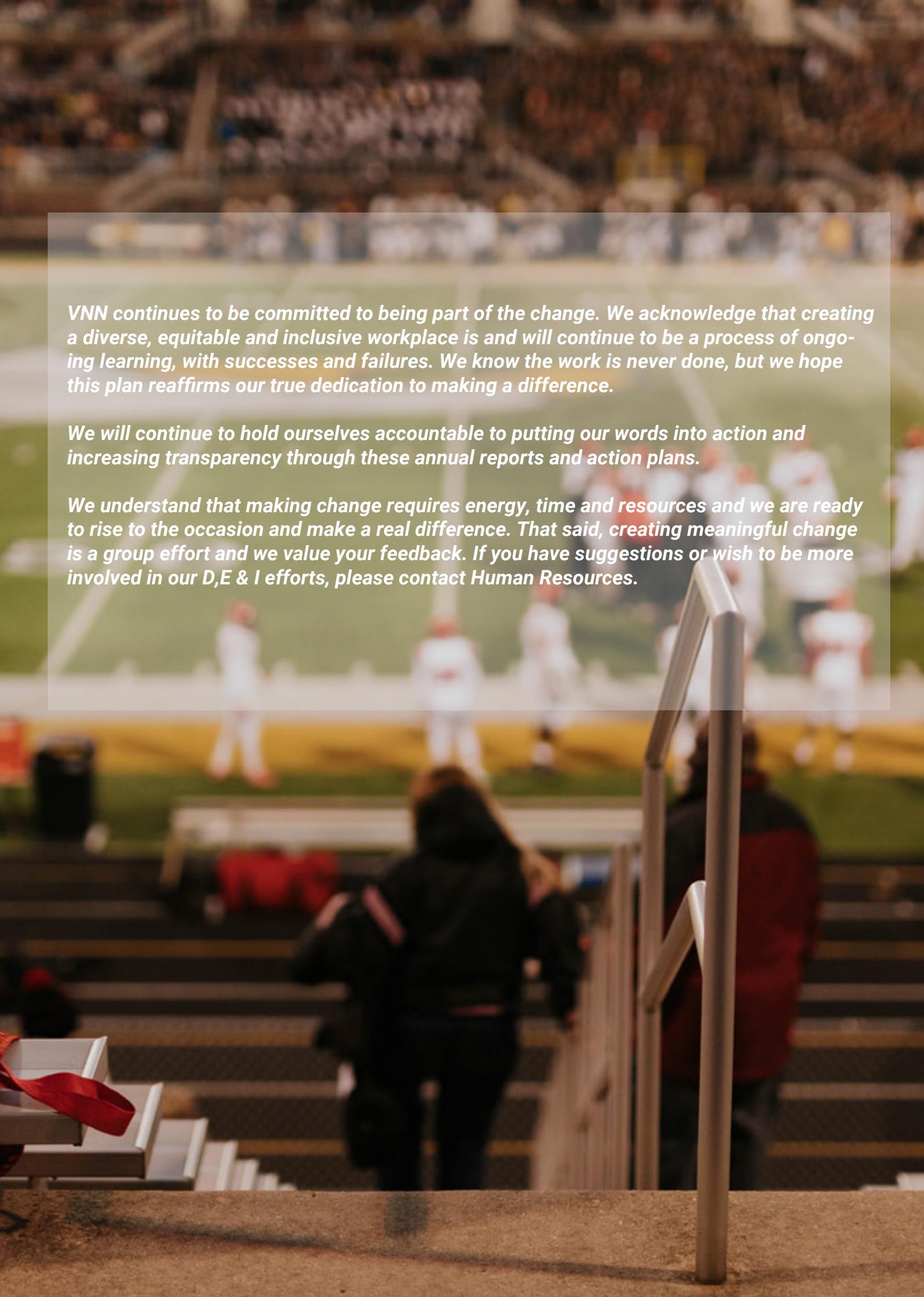
GOALS

2021 plan goals are based on the results of our most recent inclusion survey completed in January 2021. 2021 performance will be evaluated by the results of the same survey at the beginning of 2022.

- ▶ **Tie together inclusion and engagement data to show correlation between the two**
- ▶ **Complete unconscious bias training for all employees with the ability to make hiring and termination decisions**
- ▶ **Increase Fairness favorability rating by 5% overall**
- ▶ **Increase Voice favorability rating by 8% overall**
- ▶ **Increase Voice favorability for employees in underrepresented groups by 10%**
- ▶ **Increase belonging by 5% overall**

TACTICS

- Promoting and training employees on feedback culture - how to give and receive feedback
- Tie together inclusion and engagement data to show correlation between the two
- Complete unconscious bias training for all employees with the ability to make hiring and termination decisions
- Provide employees with multiple methods and opportunities to offer company feedback or ask questions
- Design a human centric performance management/review system that gives employees equal opportunity for growth and development
- Document and publish the process of creating an employee resource group (for the purpose of helping employees create more)
- Start one new employee resource group
- Begin to educate and bring awareness to cultural sensitivity through an internal quarterly email campaign.



VNN continues to be committed to being part of the change. We acknowledge that creating a diverse, equitable and inclusive workplace is and will continue to be a process of ongoing learning, with successes and failures. We know the work is never done, but we hope this plan reaffirms our true dedication to making a difference.

We will continue to hold ourselves accountable to putting our words into action and increasing transparency through these annual reports and action plans.

We understand that making change requires energy, time and resources and we are ready to rise to the occasion and make a real difference. That said, creating meaningful change is a group effort and we value your feedback. If you have suggestions or wish to be more involved in our D,E & I efforts, please contact Human Resources.