



# DEI Foundational Framework

*Document*





# Mission, Vision, Values

## PBS Diversity Statement

### BE. Belonging and Equity Matter. You Matter.

Belonging and Equity matter. You matter. Belonging is at the center of PBS. It is the overarching tenant of our strategy for sustained success. Unified through our very differences, PBS believes diversity, equity, and inclusion broaden personal and professional growth; cultivate conscientious, capable leaders; amplify essential, underrepresented voices; and foster an open, accepting environment for our people, partners, and clients.

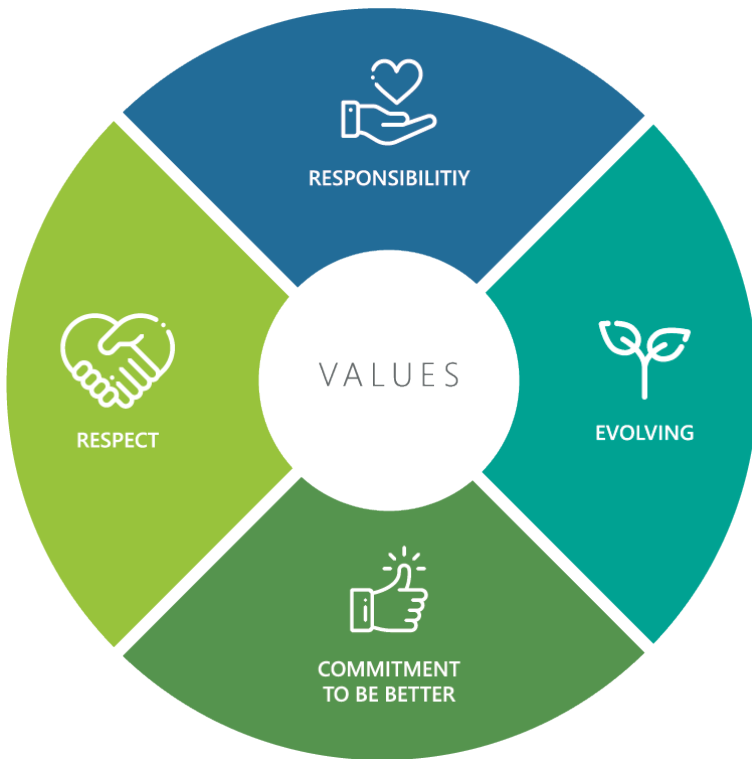
PBS is committed to providing a dynamic, effective, and inclusive workplace and supporting the ongoing efforts needed to maintain these values. Our employees at all levels are committed to helping to create a culture where everyone's voice is valued and that our processes are fair.

PBS will provide the investment to create programs and initiatives needed to focus on employee experiences and workplace outcomes that fulfill and respect this mission and its values. Our DEI Focus committee, working groups, and employee resource groups will consistently elevate our DEI work internally and externally through actionable and measurable goals. We are passionate about maintaining an inclusive workplace and supporting the practices at PBS that achieve our DEI Vision.



# DEI Mission Statement

The Diversity, Equity, and Inclusion (DEI) Focus Group is committed to creating a home that strengthens diversity by building an inclusive, culturally competent workplace that amplifies the voices of underrepresented communities and to provide a lens for PBS leadership decision-making that allows connection with each other, our clients, and the communities we serve.



## Vision Statement

*A clear and inspiring vision of the future*

Our vision is to be the DEI innovator in our industry by creating an environment where every employee experiences and respects belonging and equity. Being committed to this endeavor means recruitment of professionals from diverse backgrounds and abilities; provision of an equitable workplace culture that is rooted in kindness and understanding; and continued engagement with our communities to promote equality.

**Figure 1.** Values cycle. Responsibility, evolving, commitment to be better, respect.



**Figure 2.** Be Inclusive. Belonging, equity, integrity, new ideas and innovation, commitment, leadership and learning, unity, safety, impact, vision and vitality, and employee ownership.



# Employee Resource Groups

## Creating an Employee Resource Group

### Planning

Creating an Employee Resource Group (ERG) at PBS is an incredible way to connect with your coworkers about a common interest. These groups help to allow employees to learn, grow, better care for and understand one another, and better care for and understand our communities.

These groups meet during personal time and meetings are often held during lunchtime or after work hours.

There are some important questions to keep in mind, while you consider starting an ERG, such as:

- ▶ What need does this group fulfill?
- ▶ What is the mission, goal, or purpose of the group?
- ▶ What does the group bring to PBS?
- ▶ What will this group do to help support our communities?
- ▶ Will all PBS employees be invited to join this group or is there certain criteria that needs to be met? (Example, for the Women's Group, only women are invited to join)





## Process for Starting a New Group

If you are interested in creating a PBS ERG, please contact People & Culture for information and request form. This form outlines many of the key questions mentioned above as well as logistical questions to consider when creating a group, such as:

- ▶ Estimated time commitment for members?
- ▶ Frequency of meetings?
- ▶ Format of meetings? Educational sessions, happy hours, etc.

## Creating a Group Team

A group team in Microsoft Teams will help your ERG stay connected, organized, and share materials. Request creation of a team using the Team Creation Request form on the Hub. ERGs are public teams.

ERG team content must directly pertain to purpose of that group. Team owners should actively monitor the group, removing obviously off-topic posts.

## Questions & Support

As your group grows and evolves, new questions will arise. ERG leaders can turn to the ERG advisory team or to People & Culture with questions. It could be as simple as looking for suggestions for running discussions, or as weighty as a complaint from someone who feels they are excluded from a group or who has behaved contrary to the agreements of the group.



## Group Agreements

Group agreements are a set of rules generated by the entire team regarding the mindset and behavior expected within the group during meetings. These are also sometimes referred to as team agreements or safe(r) space agreements. Group agreements should be explicit and visible, encourage transparency and openness, create a safe space, and ensure that group members are respected during the meeting. These agreements should be created as early as possible in the life of a new group. Each group's agreement should be filed in the group's team (MS Teams) General channel for reference.


Reach out to ERG leaders (listed on the DEI Hub page) for examples of team agreements and to get support.

## Ideas for Running Meetings

Each group will have its own needs and goals—apply the following as it fits. We recommend beginning all meetings referring to the group's team agreements, and if the meeting format allows, doing check-ins or “pulse checks” to encourage interaction.

### Planning

Broadcast upcoming agendas and topics in advance (including anticipated engagement level).



## Cultivate Inclusion

PBS strives to have inclusivity be wholly intertwined into the fabric of all we do. A key factor to promote inclusion is to have a variety of voices. DEI work thrives on the suggestions, observations, narratives, and experiences of individuals. It is recommended that you begin and end each meeting by giving each person an opportunity to participate. It is also important to keep in mind that some people may feel more comfortable participating in the Teams chat or privately, and that is to be respected. All voices are important and all voices matter.

Inclusivity skills have endless potential to expand far beyond ERG meetings and become ingrained in all we do as a company and in our personal lives.

### **Below are some helpful resources for holding inclusive meetings.**

- ▶ Harvard Business Review, [“To Build an Inclusive Culture, Start with Inclusive Meetings”](#)
- ▶ Forbes, [“How to Lead Inclusive Meetings”](#)
- ▶ Neuro Leadership, [“8 Essential Habits for Leading Inclusive Virtual Meetings”](#)

The following points are some suggested ways to cultivate inclusion in ERGs:

- ▶ Rotate meeting roles.
- ▶ Empower others to take on leadership roles.
- ▶ Encourage everyone to have a voice. Each group will have to find their own balance. Sharing increases trust, so there is value in pushing against people’s comfort zone, but you don’t want to scare people away, either.

### **Some ideas for how to encourage inclusion:**

- ▶ This might be done by calling on each attendee to say something in a meeting.
- ▶ Check-ins/pulse checks – Sample document with prompts will be available as part of the DEI resources.

## Cross-Group Activities

Consider connecting with other ERGs for a richer and more diverse experience.

- ▶ Which other ERGs will this group be able to collaborate with or support?
- ▶ Which other ERGs would this group be an ally for?

## Personal Time

ERGs help PBS grow and thrive as a whole, but it’s important to communicate with group members that participation in ERGs is on their personal time.

## Growing the Group & Sharing

Ideas for the group to make the group grow: Communicate activity and opportunities using the PBS platforms (Hub, Pulse, PBS You, etc.). “Open house” events for groups. Test out the vibe. After-work socials. Communicate flexibility. Everyone is busy, joining isn’t a rigid commitment. Come when you can.

## Teams v. Real Life

Even when we again have the ability to meet locally in person, we will strongly encourage continued company-wide Teams meetings.

# PBS Support

## Channels for Outreach & Communication

Since the ERGs are intended to support and help one another and our communities, they are all welcome to find ways to communicate to all PBS employees.

## New Hire Onboarding

New hires are introduced to our ERG program.

## PBS You

One such opportunity for communicating is the PBS You DEI moment. All ERGs are welcome to reach out to People & Culture to discuss using the DEI moment to share stories, progress, updates, connections with other groups, educational items, community support opportunities, and the like. An example of an ERG being featured in the DEI moment might be the DEI Book Group sharing about a book they found particularly useful or insightful.

There is also the option of an edu-session aimed at all of PBS, where ERGs could work with People & Culture to find a time and opportunity to educate PBS employees about a certain subject of interest.

## Hub & Pulse

The PBS intranet site, the Hub, and the quarterly newsletter, The PBS Pulse, are two more ways that ERG activities and opportunities will be communicated companywide.



## Resources

### Communication Tools

PBS encourages use of our communication tools including Teams and email for ERG activities.

### Financial Support

PBS has committed a budget for ERG leadership time and for activities.

Additionally, if you're doing outreach, you're welcome to use your community service volunteer hours, which is four hours per year.