



FY2024 DIVERSITY, EQUITY AND INCLUSION (DEI) ROADMAP

Since 2020, VPM intentionally and purposefully centered its work on a core foundation of diversity, equity and inclusion (DEI). We set forth a DEI Intention that defined VPM's role and responsibility to represent the communities we serve across Virginia in our content, staff and volunteer composition and every aspect of our workplace.

Our first DEI roadmap directly impacted our people, products and policies with measurable actions connected to specific goals. To maintain accountability to VPM's DEI Intention, we monitored our efforts through quarterly progress reports to our employees, Board and Community Advisory Board.

An important tactic in our initial roadmap was staff training. VPM partnered with Aventura Diversity Consulting, LLC (ADC) to provide a series of interactive educational sessions to increase awareness and dialogue, as well as create a common understanding of DEI concepts including identity, language, communication, microaggressions, context, dimensions of workplace inclusion, implicit bias and strategic accountability.

To inform VPM's next roadmap, we worked with ADC to field an anonymous climate survey in December 2022, which focused on belonging and inclusion. Employees were asked to provide an assessment of VPM's climate by evaluating their experiences with:

- 1) Belonging and fairness
- 2) Growth mindset and professional development
- 3) IDEA
- 4) Performance indicators

ADC shared the key findings and survey results during the July All-Staff Meeting.

Overall, VPM employees expressed a strong sense of belonging and, within departments, employees expressed high levels of satisfaction for all explored areas. Related to the sense of belonging, most employees felt safe and that they could be their authentic selves at work. Most employees expressed interest in receiving more DEI-related training and education. More than half of employees approved of VPM's commitment to DEI through effective hiring and retention of a diverse workforce.

While the results provided strong benchmarks and important indicators of our dedicated work in building an inclusive culture, there is more to be done. Employees expressed a wide range of satisfaction and levels of knowledge around VPM's hiring practices and policies, reasonable accommodations, resources in multiple languages, the hiring of bi-lingual employees and the racial and ethnic diversity of leadership.

Based on the survey, VPM has developed three priority steps for FY2024 to support our DEI Initiative. These include:

1. Develop and Implement Internal DEI Communications Plan to:

- Increase employee education related to compensation structures and job classification so staff can better understand their position and potential for upward mobility;
- Share results throughout the organization of VPM's second (biannual) compensation study for benchmarking and pay equity;
- Highlight and communicate hiring practices and policies and workforce demographic information showing growing diverse workforce;
- Utilize exit interview data to capture and communicate any themes related to DEI; and
- Increase employee awareness of DEI initiatives, projects and progress.

2. Continue ongoing organization and individual DEI learning by:

- Leveraging existing VPM content to provide additional for DEI learn and awareness (Racism Challenging Perceptions Content and Talk Toolkit);
- Designating required and optional DEI training topics for all employees;
- Providing accessible DEI toolkits and resources to all employees; and
- Aligning and communicating DEI trainings with employee professional learning and development goals.

3. Engage ADC and VPM employees in creating a strategy for understanding, identifying, and implementing Employee Resource Groups, which are designed to support employees and the organization in areas that include:

- **Community Engagement:** ERGs can organize employee volunteer opportunities that are important to local communities.
- **Recruitment:** Through community networks and by being a representative of VPM at recruitment events and on hiring panels, ERG members can actively help with expanding diversity in hiring.
- **Cultural Relevance:** ERGs can create culturally relevant programming, for instance, around holidays or heritage months to build relationships and create a culture of belonging.
- **Professional Development:** ERGs give employees leadership opportunities and agency within the company at all levels.