



2022

Diversity, Equity,
Inclusion, and
Belonging Report

“I understand the LGB part, but can we leave out the T+ part?”

“Everything is perfect, but we cannot use the phrase ‘White Supremacy’ here.”

“We are not trying to hire people of color or gay people. We only consider veterans diverse.”

How I see it

These are quotes from real conversations with real heads of HR (human resources), talent acquisition, and recruiting that I have heard during my time as a strategist of diversity, equity, and inclusion (DEI).

DEI work has always had its challenges. No, I never honored any of the requests above. But I found the work becoming more and more exhausting. And as a regular social sharer, I started talking about it more and more online. Rather than offering webinars with titles like, “Understanding Bias,” or “How to Find Candidates from Underrepresented Communities,” I started hosting webinars with titles such as, “How to End White Supremacy at Work” or “Why Your Policies Are Ableist.” I became more explicit as to what the problems were and more aggressive as to how to fix them.

The Textio opportunity

Someone I have known for 10+ years reached out to me and said, “Wow! Your content is changing a lot. It is like you just don’t care anymore.” But it was quite the opposite: **I started to care more and more. It was time to stop playing it safe and start telling the hard story to organizations so they could realize why their diversity efforts were not working and would NEVER work.**

It was around that time I received a LinkedIn message from Kieran Snyder, Textio’s CEO that said:



Kieran Snyder (She/Her) • 5:26 PM

Hi Jackye, I've been meaning to reach out for a while. We know each other, but not really, and I would like to. Would you be up for a call sometime in the next couple of weeks to say hello? I have no special agenda (though I would be remiss if I didn't mention that Textio recently opened a new Director of Talent role, and at Textio, Talent IS a DEI-first discipline!). Mostly just thought we should know each other better after all this time.

First, I was excited. I had known about Kieran and Textio for years. My first conversation with Kieran happened six years prior during an AMA (Ask Me Anything) she was having on Product Hunt. But I knew I was not looking for a new position. I was happy in my role as a DEI Strategist. I had always loved leading recruiting teams and I was getting quite knowledgeable about what would not work. After consulting hundreds of companies I absolutely knew that what was needed is not something you can “google,” and so

when I had a conversation with Kieran, I decided I would spill the tea. I would tell her everything that is frustrating about the state of DEI. How it HAD to be partnered with TA (talent acquisition). I would tell her about how it would be a lengthy process and could not change overnight but if she trusted me, I could make an impact. I had written a list of deal breakers and what I would or would not accept in a future role. I had a job, and I had nothing to lose. So, when it was time for my chat with Kieran, I was ready.

We started with the usual niceties with polite conversations about our families, shared connections, and the things we had been up to and then Kieran said something I was not expecting.

“I have been following your posts for a while. I love what you have been posting recently.”

Uh-oh.

At first, I was super nervous. What had she seen? Was it controversial? Maybe a little harsh? But then I remembered, the best thing to do when there is an elephant in the room is introduce it.

And so, I asked nervously, “What do you think?”

Kieran responded, “I love it. All of it. It is exactly what we need here.”

“All of it?” I asked.

“All of it.” She responded.

She went on to explain that they had gone through several changes at Textio. These changes had negatively impacted the ability to ensure a safe inclusive workspace at Textio. She then said something I would never forget.

“I have tried to build an inclusive environment but have learned that it would take an expert to truly build an inclusive environment. I am passionate about DEIB [diversity, equity, inclusion, and belonging], but I am not an expert. But you are.”

And so, I let her know a bit about my strategy as to how I work. I let her know that it is impossible to do it alone. It would take a company-wide initiative, an added program manager, executive support, and a budget. Additionally, I let her know that the only way I would accept the role would be if I was overseeing both talent acquisition and DEIB.

I went through the interview process, and was able to meet members of the team, both execs and ICs—and was ecstatic to get the role.

Getting started

For the first three months, I went on a **“listening tour.”** For three months, all I did was ask questions, take notes, and research all the DEI artifacts I could find. The goal was to understand how Textios felt about DEIB, what they felt was going well, where there were gaps and what they thought an inclusive environment looked like.

As mentioned above, it’s not enough to just “google” how to create an inclusive environment and know all you need to know. There is no one-size-fits-all inclusion solution for every organization.

And so, after getting a better understanding of what DEIB at Textio looked like today, how we got there, and what was needed to make Textio an inclusive and psychologically safe environment for all Textios, I made a plan.

We would build a multi-prong approach to DEIB. Solutions would be broken down into three parts: **individual, interpersonal, and systemic.**

It became clear that what needed to happen at once was to have a more inclusive definition of diversity.

- We needed to change systems to reduce bias in the interview process.
- We needed to fill the pipeline with more candidates from diverse communities.
- We needed to recruit and hire with intention.

We did all that and more...

**Key programs implemented
in the first year**

The biggest mistake that organizations can make when trying to implement a DEIB strategy is to start by adding people from diverse communities without looking at the existing culture.

The first step I took was hiring a DEIB Program Manager to focus on the personal and interpersonal aspects of DEIB. It was important to me that we have someone in the role with a point of view different from my own.

We were lucky enough to add a team member who has had many years looking at DEIB through the education lens as well as his own personal exploration. [Gordon Louie](#) joined Textio in January 2022.

Together, we architected the following programs for Textio:

OUR APPROACH TO DEIB

1. Individual

2. Interpersonal and group work

3. Systemic

1. Individual

DEIB group learning sessions

Tenets of critical race theory

With extensive media coverage on the topic and the direct relevance to work around bias and DEIB, this group learning session was organized as part of our company's observance of the 2022 Juneteenth holiday to reflect on the ways systems still shape opportunity and outcomes on the basis of race. This session drew from the work of numerous scholars, many of whom were part of the genesis of CRT, such as Derrick Bell, Kimberle Crenshaw, Cheryl Harris, and Mari Matsuda.

Framing inclusive environments

This session re-conceptualized the work on environmental perspectives that's been done by James Banning, Carney Strange, and Elizabeth Whitt to examine workplace environments through a lens of inclusion and belonging.

A framework for understanding bias

This session largely drew on the work of George Cunningham, who researches and writes extensively about DEIB, particularly within the realm of sport and recreation management. He pulls together scholarship from different disciplines to succinctly discuss how bias is defined and then explore components of bias using a multi-level approach.

(PIE) privileged identity exploration

The PIE model is the result of a research study conducted by Dr. Sherry Watt in the early-mid 2000s to explore the phenomenon of resistance to difficult dialogues in a multicultural education class.

Diversity resources slack channel

We created a Slack channel to share interesting articles, books, podcasts, and other resources that can help individuals enhance their learning on issues relating to DEIB.

Healing circle

To address interpersonal conflicts and harm, communities often need to shift the culture that reproduces harm and work to dismantle the root cause such as racism and other systemic oppression. During Textio's healing circles, participants are invited to speak. The "circle" is not a place debate or a process to make judgment, but it is a place to dialogue. Participants are invited to share or simply listen. No advice is given. It is finished with a group meditation.

2. Interpersonal and group work

New monthly celebrations

Every month, Textio celebrates various designated heritage celebrations through “facts, film, food, and fun” in addition to the given theme (if any) by historical foundation. For example, Black History Month 2022 focused on health and wellness. Here is a snapshot of the months we celebrated at Textio in 2022.

- Black History Month*
- Women’s History Month*
- Asian Pacific American Heritage Month*
- Jewish American Heritage Month
- Arab American History Month
- Pride Month*
- Hispanic / Latin (x/o/a) Heritage History Month

*The months in 2022 that we partnered with Caroo to provide snack boxes to our employees. Caroo features Black-founded, women-founded and people of

Textio inclusion council

The Inclusion Council is a group of Textios who provide representation from different backgrounds and departments within the organization on a specific cadence to discuss what action is being taken on DEI at the company, how it’s working, and what we should consider doing next.

Executive Training: Racial Healing Handbook

Healing from racism is a journey that often involves reliving trauma and experiencing feelings of shame, guilt, and anxiety. This journey can be a bumpy ride, and before we begin healing, we need to gain an understanding of the role history plays in racial/ethnic myths and stereotypes. In so many ways, to heal from racism, you must re-educate yourself and unlearn the processes of racism.

3. Systemic

Textio’s guide to engaging diversity & inclusion in the workplace

Making the commitment is the first and most crucial step. The Textio Executive team committed to support continuous DEIB efforts to address organizational challenges with the understanding that the work is not linear.

Interview process changes

To make the standard (non-exec) interview process more fair, we reduced the number of people interviewing to 4 with no more than 5 total interviews. This includes one group session and 4 one-on-one interviews. Interview questions are given to all candidates in advance. We make sure all candidates are given the same time frame to prepare.

“Conducting a Textio interview” course

We created a new mandatory interview course that includes sections on unconscious bias, behavioral interview questions, how to evaluate candidates, and how to share feedback in our ATS (Applicant Tracking Software).

New view of what diversity means for recruiting

Textios are focused on creating a work environment that celebrates and promotes diversity and advances a culture of inclusion for persons from historically excluded and underrepresented groups. Our definition of historically excluded and underrepresented groups includes persons who identify as Black/African American, American Indian, Hispanic/Latinx, Asian, LGBTQIA+, having a disability, or as a woman in STEM. We focus on the need for representation by looking at the departmental level of whose voice is missing from the department.

Progress and current state

Where we are now

At Textio, we look at DEIB through the lens of our end-to-end candidate and employee experience. On the recruiting side, we've made several investments to diversify our candidate pool and ultimately the team that we hire.

We do this work through three big areas of investment:



Our language:

Inclusive communication is the backbone of everything we do. We use Textio itself as a regular part of our recruiting system.



Our sourcing strategy:

Language is just the beginning. We can't hire candidates who don't know about us. Our recruiting team uses focused sourcing tools and strategies to make sure that a diverse group of people learn about and consider applying to Textio.

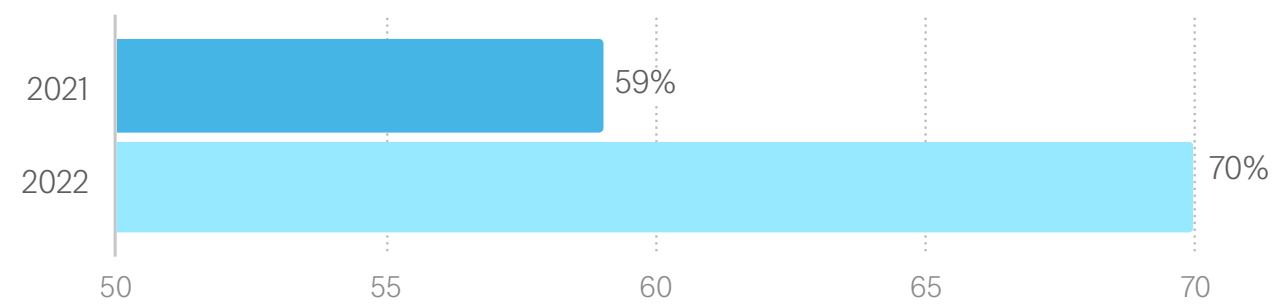


Our interview system and process:

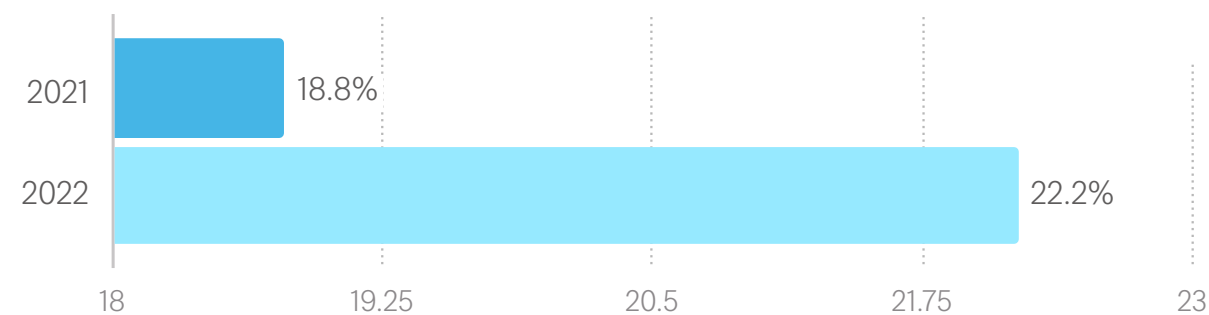
We've designed our interview system to be consistent across candidates. We use standard questions, which we share with candidates ahead of time. We keep loops as small as we can to minimize the biased perspectives that can enter into feedback processes. And executives have final accountability for the hires on their teams. To learn more about our interview processes, check out our [open source content](#) on what we've designed.

These investments, along with the programs we outlined above, are having impact. You can see the difference in our team hiring year over year, comparing our 2021 hires with our hires so far in 2022.

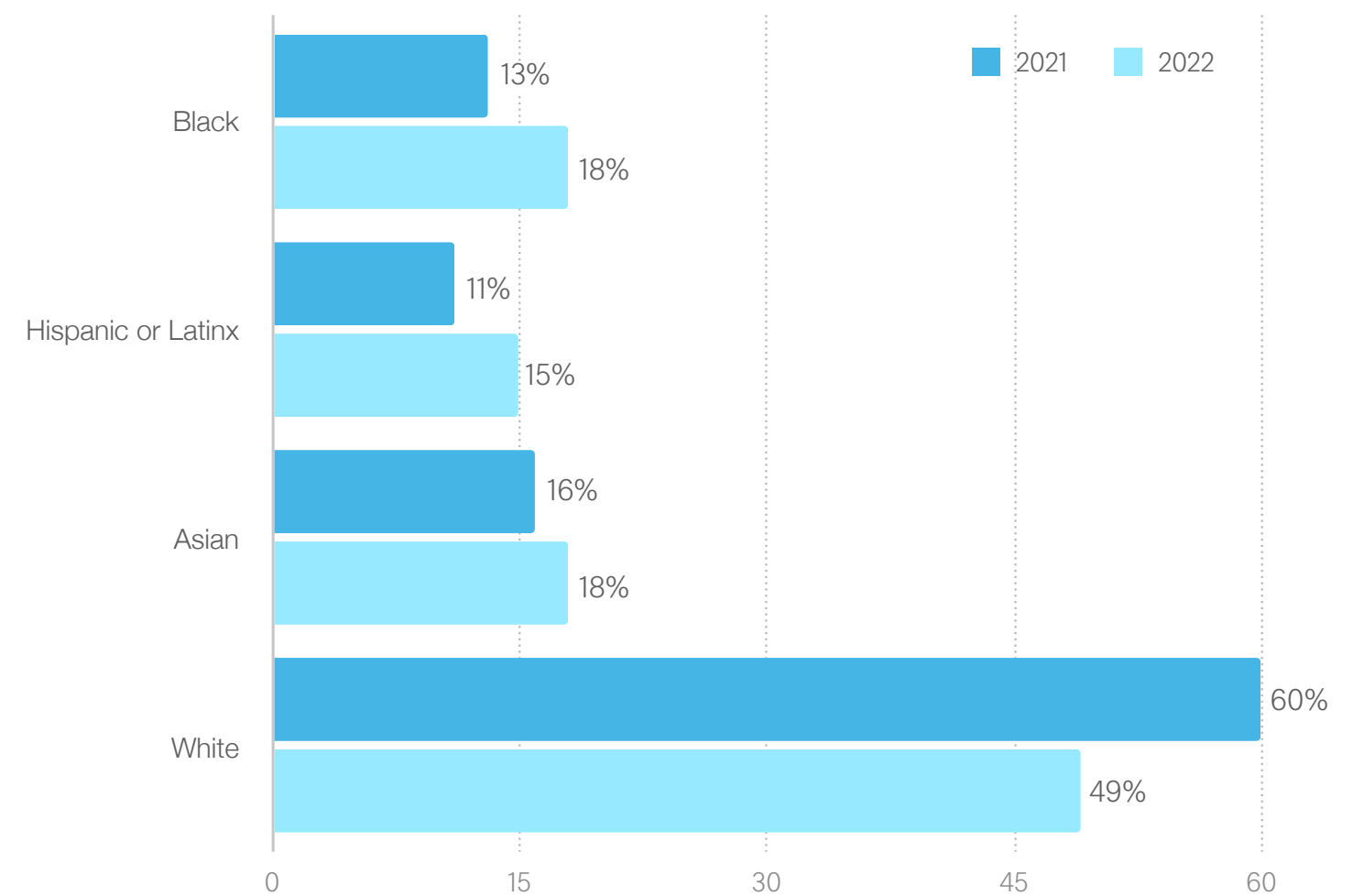
Women hired at Textio
(among those who self-identified gender)

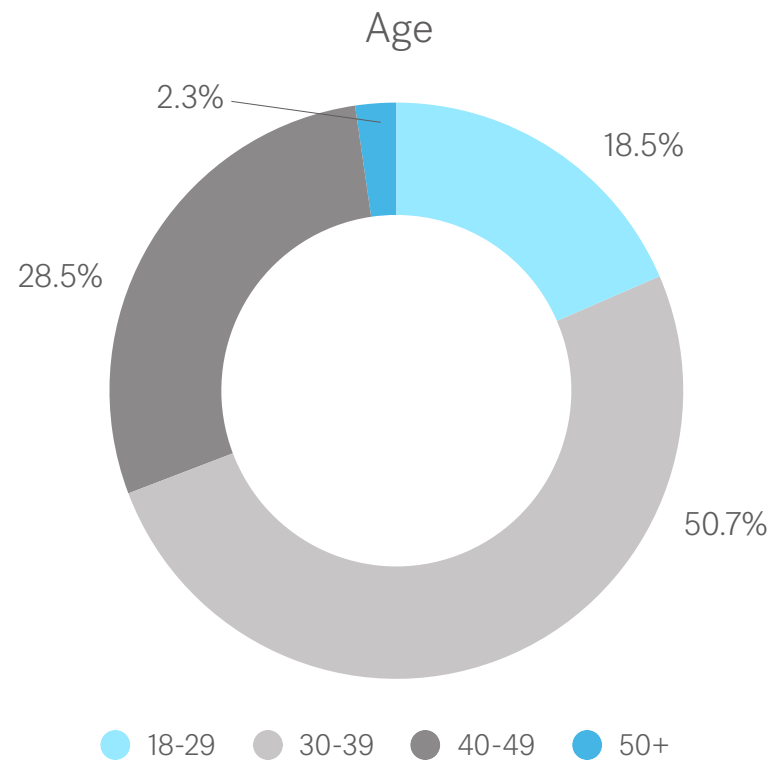


Hires identified as having a disability
(among those who answered this question)



Hires race/ethnicity
(among those who self-identified race)

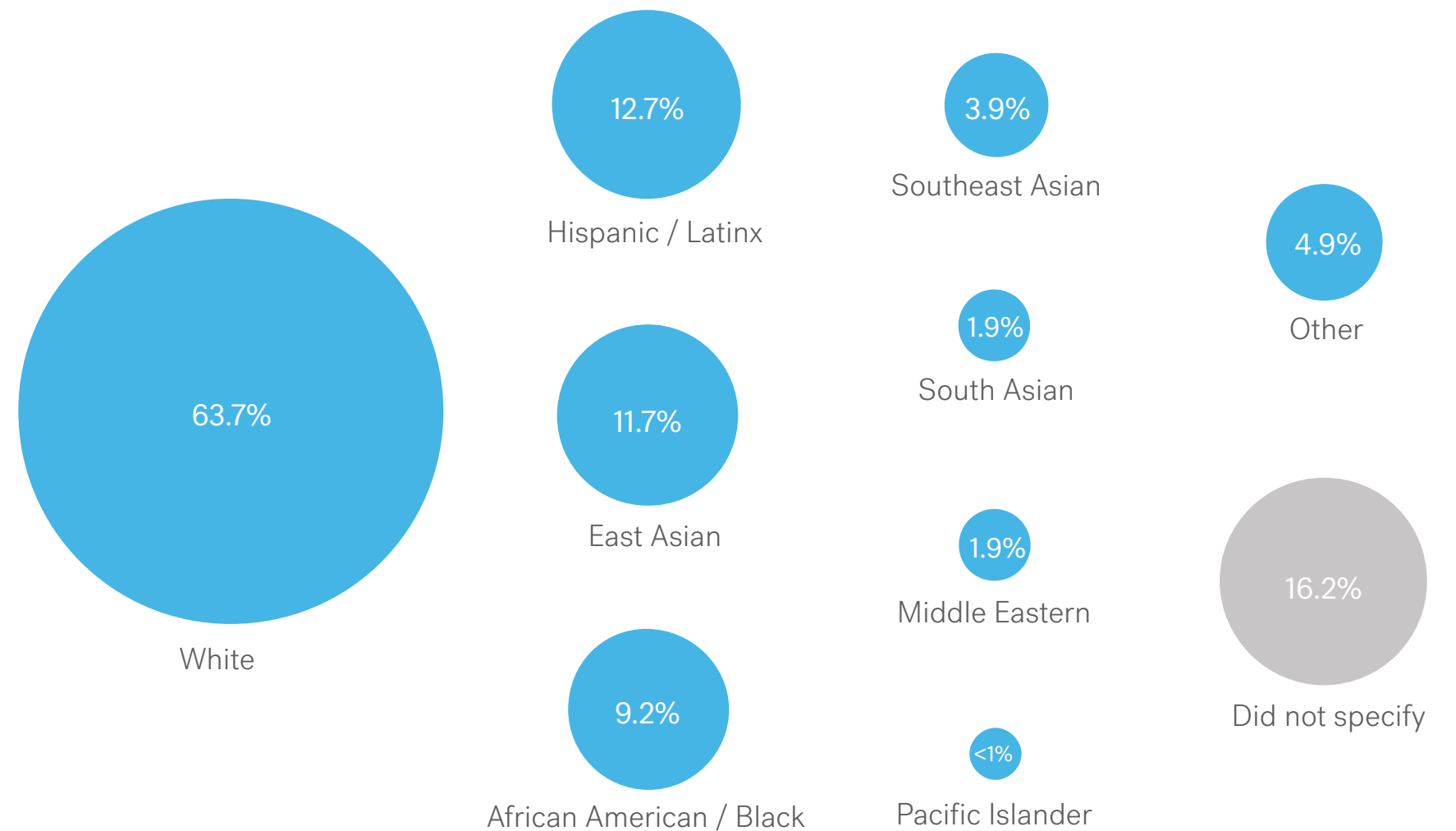




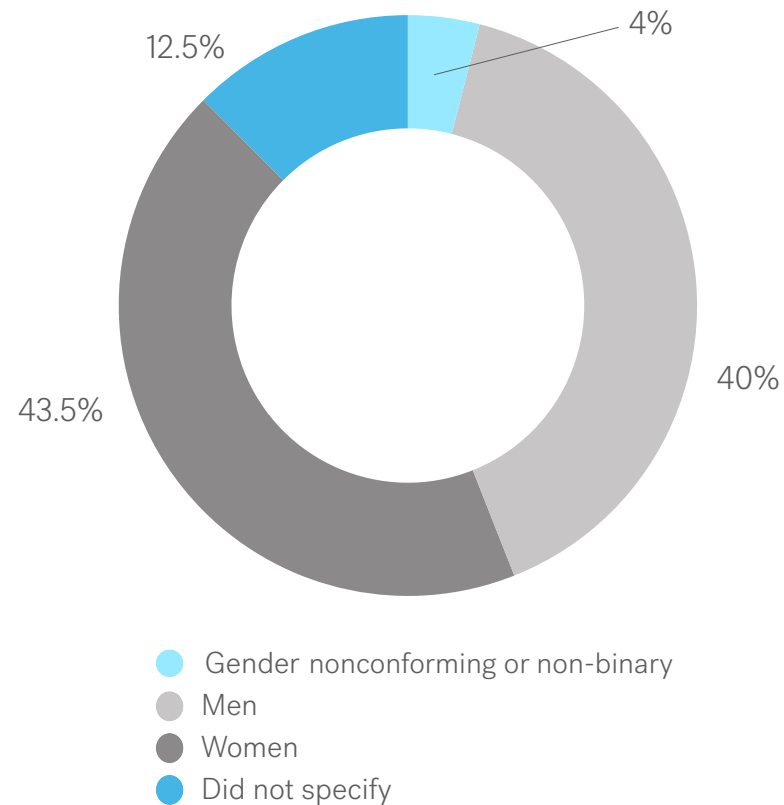
We can use this data as a benchmark as we begin to get systematic enough to track this internally year over year. At this stage of Textio's maturity, ongoing measurement is a key part of our strategy.

Race/ethnicity

(% of employees choosing the identity, may choose up to 3)



Gender % of employees choosing the identity, may choose 1



Planning ahead

What's ahead: Programs in progress and future items

Executive team inclusion reporting

We are implementing monthly meetings with all execs and recruiters to review the demographics of their team and determine the voices missing.

Monthly public webinars

We will be creating more webinars along with other departments to share internal DEIB practices at a high level with the broader ecosystem. Our first, on inclusive interviewing, is already complete—[see it here](#).

Diversity coaching sessions

In conjunction with the inclusion reporting, we will be offering DEIB coaching to help our managers build their DEIB muscles and ensure a psychologically safe place for all Textios.

Monthly healing circles

Creating inclusive environments is exhausting. Sometimes, you can get DEIB fatigue. We will be having healing circles to allow people to have a place to share their thoughts and feelings. A place to heal.

Ensuring managers are giving effective and equitable feedback

Our team will use Textio to write all performance feedback, ensuring that all employees have the chance to receive the high-quality, actionable coaching on performance that drives growth.

Supplier diversity program

A diverse supplier is a business that is at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Common classifications are small-business enterprises (SBEs), minority-owned enterprises (MBEs), and woman-owned enterprises (WBEs). Over time, the definition of diversity has expanded to businesses owned by other minority groups such as LGBTQ+, veterans, and proprietors with disabilities.

In conclusion

Textio is about more than software. It is about people who truly have the desire to build software that creates understanding between people. To do that, we have to become an organization committed—each and every day—to being a safe and inclusive environment where people feel like they belong. But in our efforts, we are not going to be perfect. We are going to make mistakes along the way. But at Textio, we recognize that making mistakes mean that we tried something new. It means we learned something. It also means we're going in the right direction.

I hope that as you read the report you can see that we are indeed going in the right direction.

As we go into 2023, we will continue to head in that direction. We will advance our efforts to build an even more strategic and intentional DEIB program that will be evident in all that Textio develops.

Our diversity has helped us have better conversations, offer better support to our clients, and build better software. I am looking forward to a future Textio that sets the example for building an inclusive environment where people feel like they truly belong.

Meet Jackye

Jackye Clayton (she/her), VP of Talent and DEIB at Textio

Jackye is an acclaimed thought leader and inspirational speaker on recruiting and DEIB topics. She brings years of experience recruiting across a variety of industries including tech, HR, legal, and finance. In her role as VP of Talent Acquisition and DEIB, she leads all related work at Textio, provides critical expertise to customers, and serves as a leading voice in the products Textio creates for the broader ecosystem. Jackye has been named one of the 9 Powerful Women in Business You Should Know by SDHR Consulting, one of the 15 Women in HR Tech to Follow by VidCruiter, and is on the Top 100 list of Human Resources Influencers by Human Resource Executive Magazine.



2022 Textio Diversity Report

Written by Jackye Clayton

VP of Talent Acquisition and DEIB