

# MAKE GOLF YOUR THING™

## Immediate Actions You Can Take *to Create an Inclusive Workplace*

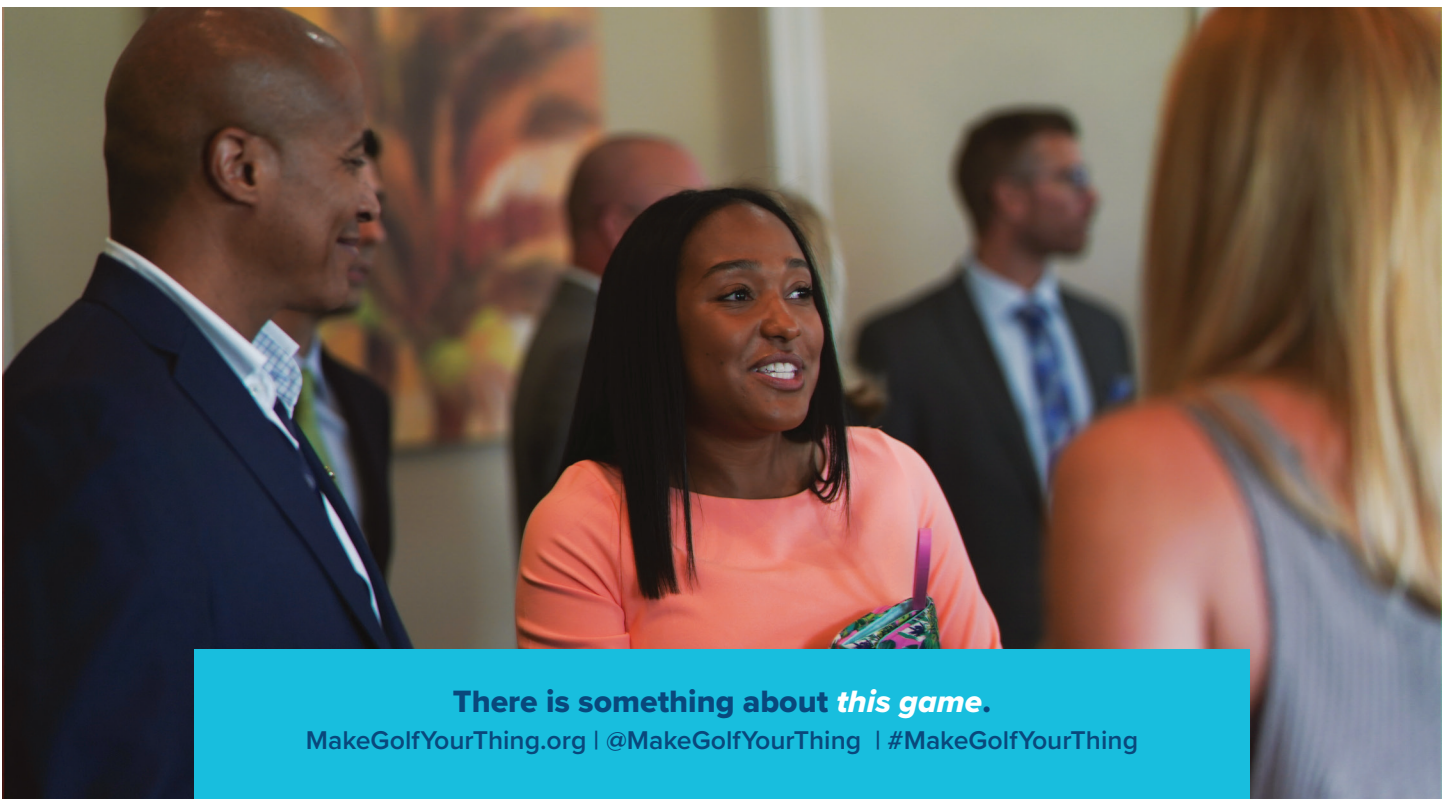
### Diversity, Equity & Inclusion Leadership

- Ensure members of your senior management and executive leadership teams are well-versed about your organization's internal and external DEI efforts so they can speak about them regularly with confidence, passion and authenticity.
- Engage members of your senior management and executive leadership teams to be active sponsors of, and/or participants in, employee resource/affinity groups.
- Promote the Make Golf Your Thing website.
- Encourage your employees to watch the "Athlete Ally" video on the MGYT website.

### Inclusion

#### Recruiting/Hiring

- Research diverse job boards and post open opportunities. Create a diverse candidate pool and commit to interviewing several candidates for all open roles – do not simply hire someone you already know.
- Maintain a strong "bench of talent" by staying in contact with candidates not hired.
- Hire employees with experience outside of golf for a fresh perspective.
- Form a partnership with an HBCU or other diverse source of upcoming talent.



**There is something about *this game.***

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## Policies/Benefits

- Review written policies to ensure the language is inclusive and consistent with today's accepted nomenclature (e.g., pronouns).
- Apply a universal dress code for all.
- Add floating holidays to your holiday observance schedule to allow staff to recognize personal observances that are not on your organization's holiday calendar.
- Provide the same amount of parental leave across genders for the birth/adoption of a child.
- Provide domestic partner coverage under company benefit programs.

## Career Advancement/Pay

- Define and publish promotional criteria.
- Review your levels of pay by job title and adjust any inequities.
- Review education/training provided to staff to ensure it is offered based on equitable criteria.
- Encourage all your managers to engage in career development conversations outside of performance review sessions.
- Create performance goals for each person to measure success.

## Facility

- Provide gender neutral restrooms.
- Provide a private multi-purpose wellness room to be used for prayer/meditation, pumping breast milk, mental health breaks, or physical health necessity.
- Learn about workplace accommodations for physically diverse and neuro diverse employees. Implement accommodations as needed/requested.
- Be open to allowing people work differently to be their most productive, including working away from their assigned work station.
- Incorporate golf activities into your team events to help non-golfers appreciate and learn the game in a stress-free environment.

## Culture

- Commit to sharing one DE&I fact or insight at each of your staff meetings.
- Facilitate employees creating "employee resource" groups in support of different dimensions of diversity; leverage them for educating your workforce.
- Educate your managers and hold them accountable for addressing inappropriate language and actions.

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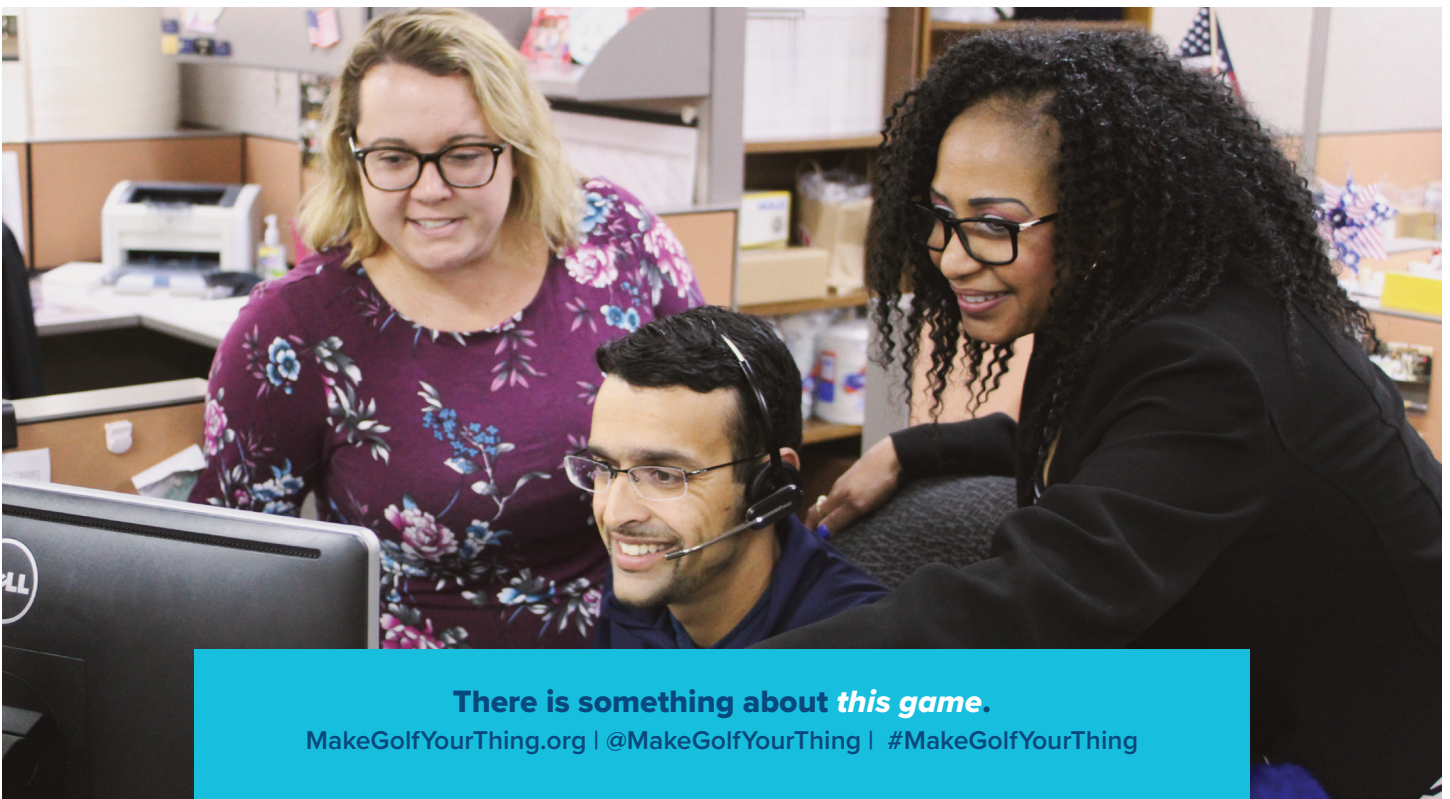
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## Culture Continued

- Create a safe place for employees to voice concerns – whether it be to a person, or an anonymous email. Commit to looking into all issues that are brought forward.
- Connect with your community partners and share initiatives and enlist their help.

## Opportunities

- Encourage open and consistent dialogue with employees.
- Collaborate with managers and DEI advocates to ensure internal and external opportunities/projects are made available to all members of the organization.
- Provide opportunities for interdepartmental collaboration and allow employees to stretch beyond their area of expertise to learn, lead and grow cross-functionally.
- Educate employees on the topic of career and personal growth by developing and circulating guidelines to ensure the advancement/promotion process is transparent. When an employee is promoted, highlight the journey and accomplishments of the promoted team member.
- Conduct pay parity and pay equity studies of your employees' compensation every 1-2 years to identify and remove any wage gaps across all areas of diversity such as gender and ethnicity, as well as across comparable groups, those with similar qualifications and standards.
- Encourage employees at every level to feel empowered to share their points of view, regardless of their position within the organization.
- Integrate DEI goals into performance management.



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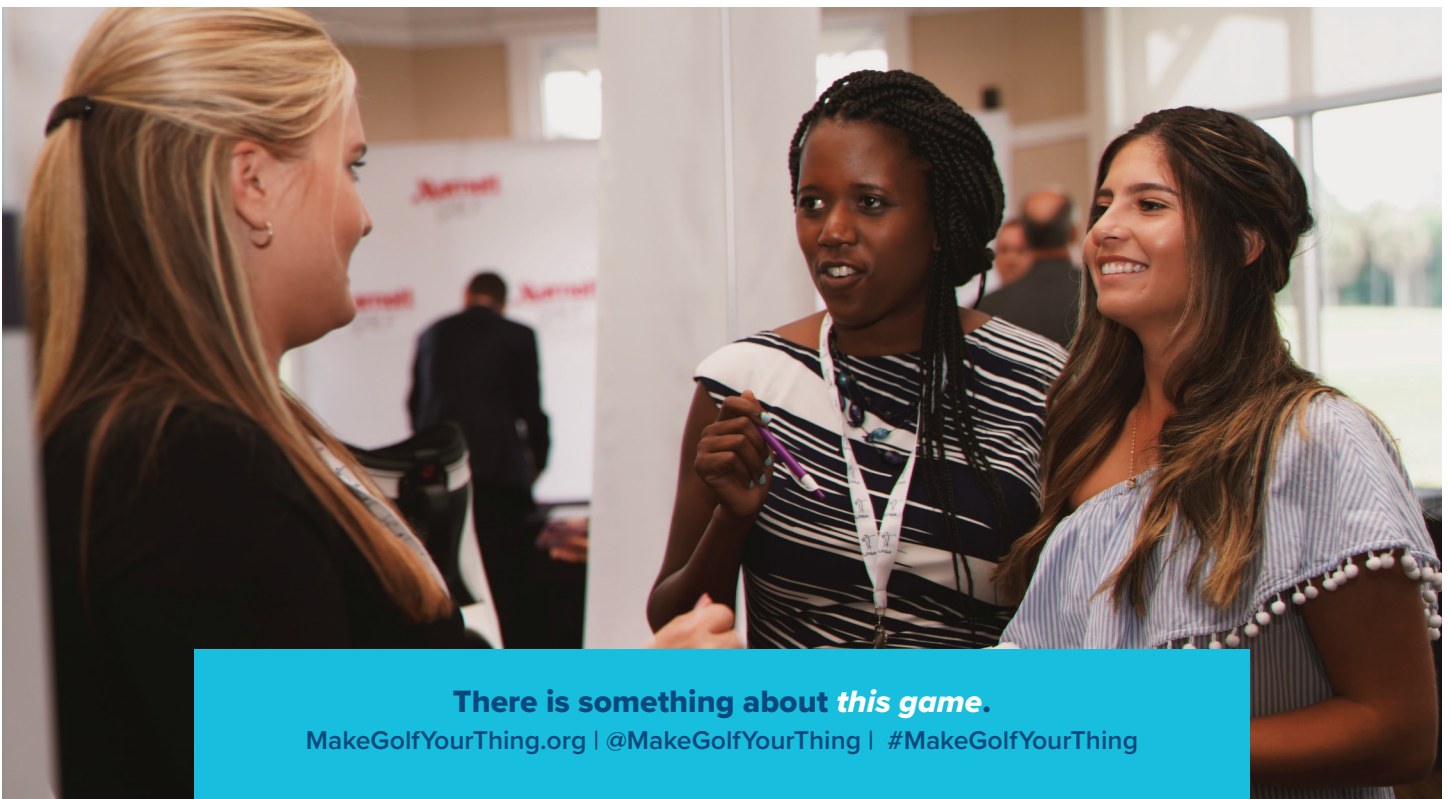
## Accountability

### Accountability for poor performance is reasonable for all

- Establish a formal performance management process that clearly defines how performance will be reviewed and evaluated. It should include:
  - Clearly communicate your organization's performance metrics.
  - Emphasize that “how” the work gets done is just as important as “what” gets done
  - Provide an explanation of how ratings influence pay. In high performing organizations, performance is the key driver for pay decisions.
  - Explanation what happens if performance drops. Best practices state that open communication and coaching from the manager to the employee is the best foundation to improve performance. Although not a desired outcome, employees should know that if performance ultimately does not meet expectations, termination could be an outcome.
  - Execute the performance management process consistently across the organization (all people, all levels, all titles).

### Accountability for mistreating others is reasonable for all

- Establish a code of conduct that specifically addresses expectations for employees and what to do if you are mistreated, or if you observe inappropriate conduct in the company. Provide reassurance that no one will experience retaliation for reporting inappropriate conduct.
- Consider establishing a set of core values/behaviors for your organization that help employees understand what type of behavior is expected of them and what is valued in the culture.
- Frequently socialize the core values/behaviors to reinforce/stress importance with employees
- Most importantly, don't make exceptions to the values/behaviors or code of conduct. Nothing erodes culture more quickly than when leaders say one thing, but don't follow through with actions. Actions speak much louder than words.



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