As a forward thinking economic development strategist and business leadership organization, CenterState CEO proudly embraces all individuals and respects diversity in all its forms as it is imperative to our success. Likewise, inclusion is central to our vision of continually building a region that is welcoming, vibrant, globally-connected and recognized as a place where businesses thrive and people prosper. A diverse and inclusive workplace delivers better outcomes for our community, our members, and our team.

Our staff-led Diversity and Inclusion Council, with guidance and input from CenterState CEO’s board of directors, has developed this comprehensive Diversity and Inclusion Policy for the organization. The Council is committed to the values established in this plan and pledges its ongoing efforts to advance CenterState CEO toward these goals in our workplace and as a leader in the community.

This detailed policy demonstrates our commitment to both diversity and inclusion. We will use it as our own call to action for achieving transformational results for this organization and the community and the members we serve. Our goal is to continuously work to cultivate a diverse organization through improvements in recruiting, retention, training, advancement opportunities and fostering an inviting organizational culture.

Now, more than ever, we recognize the need for such action and hope that, as you read our diversity and inclusion policy, you will find inspiration and the tools to help your business or organization as well.
Who We Are
Our Belief
CenterState Corporation for Economic Opportunity celebrates diversity. As a forward thinking economic development strategist, we embrace all individuals and respect their originality. Diversity, in all of its forms, is imperative to our success.

Value of Diversity
Inclusion is central to our vision of continually building a region that is vibrant, globally-connected and recognized as a place where businesses thrive and people prosper. Whether it’s religion, race or ethnicity, gender or sexual orientation, age or differing abilities, our unique backgrounds, experiences and thoughts drive creative and effective decision-making. An inclusive workplace delivers better outcomes for our community, our members, and our team.

Our Commitment
CenterState CEO demonstrates its commitment by welcoming talented people of all backgrounds and recognizing them as critical elements of our organizational and regional success. We continue to create a diverse organization through improvements in recruiting, retaining, training, advancement and fostering an inviting organizational culture.
Our Goals

I. Commit to a Workforce which Reflects the Diversity of the Communities We Serve through Recruitment, Hiring, Retention and Advancement

II. Embrace Our Individuality to Create a Welcoming, Respectful Environment which fosters an Inclusive Organizational Culture

III. Establish and Enhance Educational Opportunities in Diversity and Inclusion for All Staff

IV. Engage Diverse Community Partnerships

V. Establish CenterState CEO as a leader and a resource in diversity and inclusion for the business community

VI. Evaluate and Track Our Diversity and Inclusion Policy to Ensure Continuous Improvement and Success
Goal 1

Commit to a **Workforce which Reflects the Diversity of the Communities We Serve** through Recruitment, Hiring, Retention and Advancement
Objectives & Actions

Goal 1

- **Create job descriptions that provide opportunities for a wide pool of qualified candidates**
  - Identify, evaluate and correct any identified barriers to recruitment
  - Review and revise job posting templates to ensure postings do not contain expressed or implied bias

- **Attract a more diverse applicant pool**
  - Expand job posting channels
  - Actively target outreach to establish a diverse pipeline of qualified applicants

- **Expand the interview process**
  - Ensure interviews are conducted by a diverse team, including participation by members of the D&I Council
  - Establish de-briefing process with interview teams to review position requirements and candidates interviewed
Objectives & Actions

Goal 1

- **Improve on-boarding process**
  - Schedule on-boarding meeting with a member(s) of the D&I Council to introduce our D&I policy and determine whether workplace accommodations are required
  - Elicit feedback at the one-month mark for each new employee
  - Partner new hires with an existing employee as a go-to person for the first month

- **Enhance performance evaluation and advancement process**
  - Review and revise performance evaluation forms to ensure no expressed or implied bias exists
  - Incorporate D&I education measures into performance evaluation process
  - Ensure all employees are encouraged to explore professional development and advancement opportunities across CenterState CEO and its partner organizations.
Goal 2

Embrace Our Individuality to Create a Welcoming, Respectful Environment which fosters an Inclusive Organizational Culture
Objectives & Actions

Goal 2

• Engage staff in meaningful discussions on issues of diversity and inclusion
  o Organize regularly scheduled brown bag discussions, led by outside moderators, to address unconscious biases and other D&I issues
  o Invite staff recommendations on diversity and inclusion topics

• Enlist internal communications platforms to develop and promote an inclusive organizational culture
  o Communicate information from D&I Council meetings to full staff
  o Incorporate recurring D&I spotlight in Inside CEO
  o Communicate educational opportunities to promote and summarize each event
Objectives & Actions

Goal 2

• **Program activities to continually improve inclusion and cultural sensitivity**
  o Engage Fun Committee to enhance staff celebratory events to incorporate multi-cultural elements
  o Utilize Volunteer Committee to reach a broader, more diverse group of partners and establishments for volunteer opportunities throughout the year.
  o Through D&I Council, engage staff and other organizations who have D&I initiatives to increase ideas, opportunities, collaboration and feedback

• **Conduct periodic employee handbook reviews**
  o Eliminate provisions that may express or imply bias
  o Address opportunities for reasonable accommodations
  o Remind employees to review handbook on an annual basis
Goal 3

Establish and Enhance **Educational Opportunities** in Diversity and Inclusion for All Staff
Objectives & Actions

Goal 3

• Provide educational opportunities to embrace diversity, improve inclusivity, and raise awareness of unconscious bias
  ○ Develop initial D&I educational sessions for all staff (required)
    ○ One-time sessions, delivered by outside moderators, for: D&I Council, senior staff, full staff
  ○ Institute multi-session CenterState CEO dialogue circles for all staff (multiple opportunities to participate; required)
  ○ Institute quarterly brown bag sessions to address a range of individual topics involving diversity, inclusion and unconscious bias
  ○ Provide initial D&I educational sessions for new hires, as a group, on a semi-annual basis

• Improve knowledge base of D&I Council
  ○ Council members to identify and undergo training opportunities on an ongoing basis
Goal 4

Engage Diverse Community Partnerships
Objectives & Actions

- **Diversify procurement relationships**
  - Actively build, recruit and utilize a more diverse base of suppliers, encouraging engagement of historically underutilized businesses and those who are independently recognized as part of historically disadvantaged business categories (e.g. minority-, women-, LGBT-, veteran-owned, owners with recognized disabilities, owners of non-US national origin, etc.)
  - Increase involvement across portfolios and affiliates in developing procurement sources (e.g. Economic Inclusion, UMEA)

- **Expand involvement of diverse community stakeholders in key development initiatives**
  - Create project framework to identify and engage stakeholder groups for engagement/participation
Establish CenterState CEO as a leader and a resource in diversity and inclusion for the business community
Objectives & Actions

Goal 5

- **Reach and obtain a more diverse membership base**
  - Expand strategic relationships with organizations consisting of historically disadvantaged businesses
  - Emphasize opportunities to engage historically disadvantaged businesses in membership pipeline development
  - Ensure that CEO programming and events reflect the breadth of the organization’s work and actively encourage historically underrepresented businesses and institutions to participate.

- **Diversify CenterState CEO Board membership**
  - Identify potential board candidates from membership and encourage increased engagement with CEO to develop a greater pipeline of new directors

- **Provide training opportunities for CenterState CEO members**
  - Organize a series of events for members (and organizational partners) to learn how they can implement D&I initiatives
  - Maintain a D&I resource library (e.g. database of publications, speakers, best practices, FAQs and recruiting sources)
  - Offer on-site training sessions by members of CenterState CEO D&I Council (conducted together with consultants)
Goal 6

Evaluate and Track Our Diversity and Inclusion Policy to Ensure Continuous Improvement and Success
Objectives & Actions

Goal 6

- **Establish internal procedures to facilitate and enhance inclusive work environment**
  - Create onboarding process for new employees
  - Monitor the number of full completions of onboarding process and collect feedback regarding process at 1-month check in.
  - Develop annual office environment survey to monitor D&I efforts and to solicit new ideas regarding programming, environmental needs, and training opportunities.

- **Develop criteria to measure diversity and inclusivity progress across CEO teams**
  - Establish at least one performance review success indicator related to diversity
  - Provide mandatory full-staff diversity and inclusion trainings and optional quarterly brown-bag training events. Monitor attendance as baseline.

- **Review demographic data**
  - Establish consistent method for measuring and tracking employee demographic data.
    - Upper Management reviews demographic data bi-annually as part of strategic planning initiatives

- **Baseline Data to Collect**
  - Internal Staff Demographics baseline data
  - Board Membership baseline data
  - Diversity of supplier baseline data
Accountability & Results

• Establish processes to collect and review demographic data to provide baseline intelligence from which to measure CEO’s progress to goals
  o Staff; staff advancement; upper management
  o New hires
  o Suppliers
  o Board(s)

• Create systems and infrastructure to monitor Diversity and Inclusion programming and education
  o Facilitate implementation of D&I programming and education outlined in this strategic plan
  o Establish and review targeted metrics, annually, to ensure program and mission alignment
  o Publish annual internal review of progress to goals
<table>
<thead>
<tr>
<th>GOALS</th>
<th>OWNERSHIP*</th>
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<tbody>
<tr>
<td>#1 Commit to a workforce which reflects the Diversity of the communities we serve through recruitment, hiring, retention and advancement</td>
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<td>#6 Evaluate and track our diversity and inclusion policy to ensure continuous improvement and success</td>
<td>Human Resources** RPP</td>
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</tbody>
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* The Diversity & Inclusion Council will be jointly responsible for ensuring that ALL goals and objectives are met. They will work in conjunction with who “ownership” falls with.

** Together with the Diversity and Inclusion Team
Diversity & Inclusion Council

With guidance and input from our board of directors, this plan was developed through more than a year of hard work by our Diversity and Inclusion Council.

This group is committed to the values established in this plan and pledges its ongoing efforts to advance CenterState CEO toward these goals in our workplace and as a leader in the community.

• Charla Ackerman
• Christie Bravos
• Kelly Fitzpatrick
• Traci Geisler, Co-Chair
• Elle Hanna
• Nikita Jankowski
• Alice Maggiore
• Lisa Metot
• Nancy Premo, Co-Chair
• Juhanna Rogers
• Kevin Schwab, Co-Chair
• Chris Stassel