



# 12 Purposeful Comms

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This is a living document intended to facilitate public feedback on draft business standards (the “draft standards”) developed by the Corporate Racial Equity Alliance (the “Alliance”), an initiative by PolicyLink, FSG, and JUST Capital. The primary goals of the draft standards are to promote and support the improved sustainability performance of U.S. businesses related to social issues, including advancing equity and inclusion, eliminating bias and discrimination, and ensuring equal opportunities for all, regardless of race, gender, ethnicity, socioeconomic status, or any other social category or characteristic protected by applicable law. The draft standards do not call for and should not be read as recommending or requiring businesses to make employment or other decisions based on any protected characteristic in violation of applicable law. Any such application constitutes a misuse of the draft standards.

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Learn more about the Alliance and the draft standards in our latest report, *Introducing the Business Standards for 21st Century Leadership: Public Consultation Report and Draft Standards* available at <https://corporateraciaequityalliance.org/corporate-standards>.

# Reviewing and Submitting Feedback

## How to Navigate This Standard

Each draft standard begins with an overview, including:

- The outcome that the standard supports achieving
- The basic requirement of the standard
- A list of the currently proposed performance targets for the standard
- The value proposition of adopting the standard
- The most closely associated equity outcomes, showing how achievement of the standard contributes to positive societal impact
- A non-exhaustive list of related sustainability standards and frameworks

Following the overview is a glossary of key terms. Then, each performance target is presented with specific requirements, metrics, implementation guidelines, and resources. To support companies in getting started, suggested interim targets and metrics are included as well.

Navigation links are provided at the bottom of each page, beginning on page 5.

## Submitting Feedback

This is a living document and your participation in strengthening this work is important to us. Alongside our ongoing research and testing with companies, we look forward to feedback on these questions:

- Is the standard clear and compelling?
- Do you agree that the performance targets for this standard cover critical ways for companies to address discrimination and exclusion, and advance socially responsible business practices within the given topic? If not, why not?
- Are there additional or alternative performance targets you recommend for this standard?
- What additional guidance, if any, would be helpful for a company to get started and/or make steady progress toward achieving this standard?

Submit your feedback by completing [this survey](#) (letter submissions will also be accepted) or attending one of our virtual roundtables. [Find more information here on providing your feedback.](#)

# 12

## Internal and external communications are authentic, inclusive, and purposeful.




### Requirement

Internal and external communications convey authenticity, celebrate the diversity of society, disrupt harmful stereotypes, and advance support for greater economic and social inclusion for all in our society.

#### Performance Targets

- P12.1** Authentic and inclusive communications practices are adopted and operationalized.
- P12.2** Senior leaders and key functions are well-prepared to address resistance to, and any missteps in, advancing equity, inclusion, and social responsibility.

#### Associated Equity Outcomes

-  Thriving Multiracial Democracy
-  Health and Well-Being
-  Inclusive Representation and Narrative Change

#### Key Connections

- SDG 8
- ESRS S1, S2, S3, S4, and G1
- IFRS S1
- UNGP 21

## Business and Societal Value Proposition

One of the most powerful roles businesses play in our society is as cultural influencers and the voice of business is [trusted more than governments and NGOs](#).

That trust carries even more of a responsibility for businesses to ensure their communications are authentic and inclusive and advance a fairer society.

Internal and external communications that do so will directly support the company's business success—from supporting the company's efforts to attract and retain top talent from all backgrounds to reaching and keeping more customers, meeting investor expectations, and building lasting trust with communities. This is more important than ever as all corporate stakeholders become increasingly socially conscious.

A lack of inclusivity or failing to align communications with the rest of the company's efforts risks undermining brand trust, sowing confusion, and increasing stakeholder scrutiny. Studies also show that ineffective communications cost organizations up to [\\$2 trillion per year](#) and that inclusive communications lead to a [more engaged workforce](#).

The performance targets for this Standard therefore focus on establishing a strong foundation in authentic and inclusive communications practices and ensuring the company is confident and clear in addressing any missteps as well as prepared to address resistance to its efforts.

While this Standard focuses on communications, successful adoption will involve close collaboration with multiple functions across the company.

# Glossary

## Belonging

The values, practices, and policies that ensure no person is left out of the circle of human concern. As defined by the [Othering & Belonging Institute](#), belonging “means more than having just access, it means having a meaningful voice and the opportunity to participate in the design of political, social, and cultural structures.” [Learn more here](#).

## Demographics or demographic groups

Characteristics of a specific human population, such as geographic location, socioeconomic status, race, ethnicity, gender, sexual orientation, disability, and age.

## Diversity

Of a group, possessing variation on the basis of social demographics, such as across race, ethnicity, gender, sexual orientation, disability, and age (e.g., a diverse workforce).

## Equity

Just and fair **inclusion** into a society in which all can participate, prosper, and reach their full potential. When everyone is treated fairly according to their needs and no group of people is given special treatment.

## Gap analysis

A comparative analysis of the current state of a set of quantitative or qualitative factors against a given Performance Target, including the Guidelines. Conducting such an analysis is step one across every Performance Target.

## Inclusion

The values, practices, and policies that ensure all people, across all social demographics, feel respected, safe, and valued, including and accommodating people who have

historically been excluded such as due to their race, ethnicity, gender, sexual orientation, or disability. Inclusion values and leverages **diversity**, recognizing it as a source of strength for organizations.

## Intersectionality

The interconnected nature of inequality across social categorizations, such as race, ethnicity, gender, sexual orientation, disability, and class, which in turn results in overlapping and interdependent systems of discrimination or disadvantage for a given individual or group of people. As described by professor [Kimberlé W. Crenshaw](#) of Columbia Law School, who coined the term over 30 years ago, intersectionality is “[a lens... for seeing the way in which various forms of inequality often operate together and exacerbate each other](#).”

## Leaders or leadership

**Senior leaders**, as defined below, plus:

- Middle management, including people managers who have oversight of, but are not directly managing, non-managerial workers; and
- Any other internal leaders with decision-making power over non-managerial workers.

## Senior leaders or senior leadership

- Officers as defined in the company’s bylaws;
- Named executive officers as defined under U.S. Securities and Exchange Commission reporting rules;
- C-Suite or equivalent senior leaders; and
- Leaders with overall ownership and responsibility for department or divisional budgets.

## Stakeholders

Individuals and groups who have an interest in the policies and practices of companies not only because they are affected by them, but also because they have rights to be respected and protected by companies, e.g., workers’ rights to fair wages, consumers’ rights to safe products, suppliers’ rights to transparency, investors’ rights to be informed of material facts, communities’ rights to clean and safe neighborhoods, and society’s rights to a healthy environment, among others.

## Stakeholder-informed decision-making

The action or process of making decisions, especially material decisions, informed by the needs, expectations, and rights of the company’s stakeholders—including direct, contingent, and indirect workers; customers; end users; suppliers; shareholders; communities; and society at large. Stakeholder-informed decision-making recognizes that each of the company’s stakeholders is essential to its success and honors the company’s fundamental commitment to deliver value to all of its stakeholders. This is the foundation of socially responsible business.

## Sustainability

As defined by the [1987 United Nations Brundtland Commission](#), “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” In the business context, it means [a company’s delivery of long-term value in financial, social, environmental and ethical terms](#). This includes recognizing and adhering to social thresholds, such as paying living wages across the workforce, in recognition of the essential role living wages play in cultivating and maintaining a healthy labor force and a stable society. It also includes ecological thresholds, such as limiting emissions and natural resource use, in recognition of the natural limits of our planet to support all life.

**PERFORMANCE TARGET 12.1**

# Authentic and inclusive communications practices are adopted and operationalized.

**Requirement**

Codify and operationalize principles of [inclusion](#) and authenticity in all formal communications for internal and external [stakeholders](#).

**Metrics**

**Policy metric:** One or more formal written policies consistent with the guidelines.

**Practice metrics:** (1) One or more actively used communications checklists or similar tools integrating the guidelines in day-to-day practice; and (2) percentage of formal communications developed using the communications checklist (or similar tool).

**Share Progress & Achievement**

Disclosure available to the public of the company's commitment to inclusive and authentic communications and the ways in which the company operationalizes its commitment, either on the company's website or in an annual report (or other publicly available filing).

**Rationale, Tips, and Guidelines****RATIONALE:**

The business imperative to advance equity, inclusion, and socially responsible business practices—plus increased scrutiny from all corporate stakeholders—makes it more important than ever to ensure the company is “walking the talk” in all the ways it presents its efforts to stakeholders. This means ensuring communications are inclusive—from celebrating the diversity of society to disrupting harmful stereotypes. It also means ensuring that communications are values-aligned and not ahead of the reality of the company's efforts.

Similar to [greenwashing](#), “social-washing” (also referred to as “equity-washing” and “diversity-washing”) is when an organization creates the perception of positive societal impacts without taking meaningful action. For example, [some companies](#) have made the mistake of adopting language or imagery that are in tension with their practices and exaggerate the results of an initiative, while excluding shortcomings. Even if such instances are well-intentioned, they can lead to serious consequences for companies, including reputational damage and loss of trust among workers, customers, and investors. Establishing and following clear communications guidelines that promote inclusion and authenticity can mitigate these risks and support the company's long-term success.

**IMPLEMENTATION TIPS:**

1. Many companies already employ inclusive communication guides. The guidelines below may be incorporated in such existing materials.
2. Operationalizing inclusive and authentic communications should be closely aligned with the company's inclusive business practices. That means multiple functions will be involved in the implementation of this Target. In certain instances, the communications function might not be the lead, such

as for formal communications regarding social impact reporting.

3. There are many Standards and Targets that support success here, including Target 1.1 (corporate purpose) Target 2.2 (cross-functional collaboration), Target 2.3 (accessible spaces), and Standards 3 (inclusive leadership), 4 (inclusive culture), and 7 (inclusive products and services).
4. Of all the related Standards and Targets, it is most important to ensure senior leaders invest in cultivating inclusive leadership skills (Standard 3) and that the values portrayed in the company's communications are consistent with the company's real action.
5. A sample policy and checklist consistent with the guidelines below will be included with this Target upon the launch of the final Standards.

**GUIDELINES:**

1. This Target applies to formal corporate communications on any business channels (e.g., via email, internal or external social channels, the company website, and impact reports) developed by or on behalf of senior leaders and/or prepared under the oversight of senior leaders, including the following:
  - a. Internal communications to all staff, or specific departments, business units, or functions (e.g., announcements of new initiatives).
  - b. Material external communications to customers, investors, communities, and other stakeholders.
  - c. All internal and external communications under the “Share Progress and Achievement” field across all the Targets in the Standards.
2. Codify in formal written policies and procedures, and practice, the key principles set forth below related to

- inclusion, authenticity, training relevant teams, and engaging stakeholders.
3. Once codified, the policies and procedures should be formally approved by the most senior leader(s) with oversight of communications, marketing, and any other functions that may lead components of the company's formal communications (such as sustainability and/or legal leaders who oversee corporate reporting on social issues), as reflected by their signature(s) on the policy.
  4. Codify and practice the company's commitment to [inclusive communication](#), including:
    - a. Through clear, accessible, and relevant communications that promote trust and belonging, and foster an environment where everyone feels safe. (See the Resources for inclusive language guides.)
    - b. Through visual representation celebrating the diversity of society across at least race, ethnicity, gender, sexual orientation, disability, and age in internal and external communications collateral. (See the Resources for inclusive visual representation guides.)
    - c. Avoiding harmful stereotypes in written and visual communications collateral. (See the Resources for examples.)
    - d. [To protect against the risk of groupthink](#), strive to build diverse and inclusive communications teams across at least race, ethnicity, gender, sexual orientation, disability, and age.
  5. Codify and practice the company's commitment to be authentic in its communications, including:
    - a. Clearly and consistently articulate the company's purpose, commitments, and values, including what the company seeks to impact

- and what it does not and the rationale for the company's objectives.
- b. Where applicable, model principles of healthy and respectful debate, while setting clear ground rules around issues such as racism, sexual harassment, and calls for violence.
  - c. Ensure claims and statements about equity, inclusion, and social responsibility are:
    - i. Clear and specific.
    - ii. Backed by reliable data.
    - iii. Based on an established roadmap or strategy.
    - iv. Complete, in that they do not omit challenges or paint an overly rosy picture.
    - v. Specify the scope of the company's efforts (e.g., whether all workers will be impacted by a specific initiative versus a subset of workers).
    - vi. Focused on informing relevant stakeholders (versus solely focused on marketing or advertising).
  - d. Refrain from engaging in any practices that could be seen as creating a positive perception without real action, including refraining from the following:
    - i. Overstating the potential impact(s) of the company's effort(s).
    - ii. Leading with appealing and easy-to-communicate low-impact initiatives while stalling implementation.
    - iii. Shifting the blame for poor practices or

- weak results onto stakeholders.
- iv. Failing to report the outcomes of previous or existing targets or initiatives while setting new targets or establishing new initiatives.
6. In the communication development process, engage in [stakeholder-informed decision-making](#). For example, considering and documenting:
    - a. Whether the communication is aligned with the company's values and purpose.
    - b. How the communication may positively and/or negatively impact stakeholders.
    - c. How the company will avoid or mitigate any identified negative impacts.
  7. Annually train teams involved in formal internal and external communications, including on:
    - a. [Inclusive language](#).
    - b. [Inclusive imagery](#).
    - c. Adopting stakeholder-informed communication, including taking into account the diversity of society and the target audience, and proactively designing for accessibility.
    - d. Identifying actual or potential risks to stakeholders.
  8. Periodically evaluate internal and external perceptions of the company's communications practices, including validating that internal and external stakeholders (e.g., workers, the Board, customers) are clear about the company's corporate purpose and how equity, inclusion, and social responsibility are integrated.

- a. Though this Target does not dictate a particular cadence—as the regularity will depend on the company’s context—ensure the cadence is consistent with best practices in the company’s industry.
- b. If soliciting feedback via a survey, follow the best practices for such surveys set forth in Target 4.4, including ensuring that all feedback from workers and customers is anonymous (however, Board feedback need not be anonymous).

## Example Interim Targets

*Note: these examples are not intended to be exhaustive. At launch, guidance on setting interim targets will be available.*

- [Gap analysis](#) conducted of internal and external communications policies and practices.
- New or updated policy drafted and presented to applicable [senior leader\(s\)](#) for approval.
- Education and training on policy for all [leaders](#) and relevant functions across the company.
- Over half of formal communications are developed using the newly codified policies and practices.

## Example Interim Metrics

*Note: some metrics may apply to more than one Example Interim Target; not necessarily one-to-one alignment.*

- Record of gap analysis results shared with senior leadership.
- Final draft of new or updated policy.
- Documentation of communication and training materials for all leaders and relevant functions.
- Percentage of formal communications developed using the communications checklist (or similar tool).

## Relevance to Other Frameworks

*Coming with the launch of the final standards: mapping to other standards and frameworks that address similar issues.*

## Resources

[Best Practices Guide to Inclusive Marketing](#) (The Diversity Movement and American Marketing Association, accessed June 2024)

[Creating Inclusive Communication](#) (U.S. Centers for Disease Control and Prevention, U.S. Department of Health & Human Services, August 2024)

[Eight Ways Marketers Can Be More Thoughtful About Diversity, Equity and Inclusion](#) (Rolling Stone Culture Council, Rolling Stone, December 2023)

[Inclusive Language Guide, Second Edition](#) (American Psychological Association, 2023)

[Inclusive Language Guidelines](#) (PBS Standards, Public Broadcasting Service, accessed June 2024)

[Inclusive Images](#) (U.S. Centers for Disease Control and Prevention, U.S. Department of Health & Human Services, accessed June 2024)

[Inclusive Communication Guide](#) (State of Queensland Department of Education, Queensland Government, accessed June 2024)

[Workers Like It When Their Employers Talk About Diversity and Inclusion](#) (Rita Men, The Conversation, August 2023)

[Why Overhauling Internal Communications Could Be Your Greatest Revenue-Driver](#) (Axios HQ, Harvard Business Review, May 2023)

[How to Productively Disagree on Tough Topics](#) (Kenji Yoshino and David Glasgow, MIT Sloan Management Review, November 2023)

[Costs of Poor Communication Reach \\$37 Billion. Avoid Disconnects By Implementing These 2 Things](#) (Michael Schneider, Inc.com, July 2018)



[Purposeful Conversations: Lessons from Tanenbaum Peacemakers for the Workplace](#) (Center for Interreligious Understanding, Tanenbaum, 2024)

[Corporate Advocacy in a Time of Social Outrage](#) (Alison Taylor, Harvard Business Review, February 2024)

[Purpose Priorities Report 2023: Communicate Confidently in the Pushback Era](#) (Porter Novelli, 2023)

[Why A 'Lay Low' DEI Strategy Is Especially Bad Right Now](#) (Shaun Harper, Forbes, January 2024)

[Diversity Washing](#) (Andrew C. Baker, et al., Journal of Accounting Research, April 2024)

[The Dangers Of 'Diversity Washing' And What To Do Instead](#) (Vern Howard, Forbes, November 2020)

[You've Heard of Greenwashing. Now Meet 'Social Washing'](#), (Emma Williams, Morningstar, August 2022)

[Proposal for a Directive of the European Parliament and of the Council on Substantiation and Communication of Explicit Environmental Claims \(Green Claims Directive: COM/2023/166 final\)](#) (E.U. Commission, March 2023)

[How to Avoid the Pitfalls of Greenwashing](#) (Jasper Steinhausen, Association to Advance Collegiate Schools of Business, October 2023)

[4 Red Flags That Your Business Is Guilty of Social Washing—And How To Fix It](#) (Ildiko Almasi Simsic, Fast Company, January 2024)

[Greenwashing – the Deceptive Tactics Behind Environmental Claims](#) (United Nations, accessed June 2024)

[Operational Recommendations Ethnic Diversity & Inclusion](#) (Business for Inclusive Growth, October 2022)

[The People Factor: How Investing in Employees Pays Off](#) (CPP Investments Insights Institute, FCLTGlobal, The Wharton School Univ. of Pennsylvania, accessed June 2024)

**PERFORMANCE TARGET 12.2**

# Senior leaders and key functions are well-prepared to address resistance to, and any missteps in, advancing equity, inclusion, and social responsibility.

## Requirement

Develop and annually test a formal preparedness plan to address any internal and external resistance to, and missteps in, advancing [equity](#), [inclusion](#), and social responsibility.

## Metrics

Documentation of preparedness plan consistent with the guidelines.

Documentation of at least one [tabletop exercise](#) conducted in the last 12 months consistent with the guidelines.

## Share Progress & Achievement

Disclosure to the Board of the new preparedness plan and how it will be utilized. Share updates with the Board, from time to time, such as if the plan is materially updated after a tabletop exercise and key learnings from putting the plan into action.

## Rationale, Tips, and Guidelines

### RATIONALE:

In an increasingly polarized landscape with misinformation proliferating, resistance to the company's efforts to advance equity, inclusion, and socially responsible business practices is to be expected. Being ready is the key to navigating such challenges. In addition, anticipating the potential for the company's own missteps in its efforts and being ready to acknowledge when more progress is needed are also vital to the company's long-term success.

Data shows that companies that showcase their views over time and back them up with action tend to [survive controversy better](#) than those that continuously change their views. Alongside such consistency and transparency, investing in being prepared will save the company precious time and resources and help protect hard-won gains when issues arise.

Just as companies prepare for cybersecurity attacks with robust scenario planning and tabletop exercises, they can also prepare for the inevitable headwinds in advancing equity, inclusion, and socially responsible business.

### IMPLEMENTATION TIPS:

1. A preparedness plan will only be effective if the company has maintained ongoing engagement with its key stakeholders. Several Targets will support success in doing so, including Target 4.2 (workplace communication channels), Target 4.4 (measuring

worker sentiments), Target 10.2 (community engagement), and Target 12.1 (inclusive and authentic communications). Together, these Targets can help ensure the company is already engaged in consistent two-way communication with key stakeholders, understands their perspectives, and has built the trust needed to effectively address any resistance and company missteps, if they arise.

2. A sample preparedness plan and tabletop exercise materials consistent with the guidelines below will be included with this Target upon the launch of the final Standards.
3. If the company engages a third-party firm to support its preparedness, ensure the engagement is led and staffed by a seasoned and diverse team with demonstrated expertise in equity, inclusion, and social responsibility.

### GUIDELINES:

1. Develop a formal preparedness plan focused on effectively responding to internal and external resistance to advancing equity, inclusion, and socially responsible practices and anticipating the potential for the company's own missteps in its efforts, including (a) how the plan is activated, (b) the principles that guide the company's response, (c) who will be involved, and (d) key steps the company will take, in line with the guidelines below.
2. In developing and finalizing the preparedness plan, take the following steps:
  - a. Develop the plan in collaboration with key functions, including legal, finance, HR, and corporate communications.
  - b. Once finalized, obtain the review and approval of the senior leader(s) with oversight of such matters (e.g., legal and communications).

3. In activating the plan, include a variety of potential scenarios that would trigger action—tailored to the company’s industry and with both positive and negative outcomes for relevant functions to discuss and work through. Include at least the following:
  - a. Establish the appropriate threshold of internal and external resistance that would activate the plan (e.g., company-wide controversy on internal channels that disrupts the workplace broadly or highly visible external attacks of the company’s legitimate efforts to advance equity, inclusion, and social responsibility).
  - b. Name the types of company missteps that would activate the plan (e.g., inadvertently misstating previous results of the company’s DEI efforts or repeated stakeholder concerns raised about areas in which the company has stalled progress).
4. On the principles that guide the company’s response to issues, integrate at least the following:
  - a. The corporate purpose (see Target 1.1).
  - b. The principles of inclusion and authenticity set forth in the guidelines in Target 12.1.
5. On who should be involved, include at least the human resources, legal, and communications functions. Depending on the company and industry, other functions may be important to engage on the core team as well. The plan may also specify when it is appropriate to bring in other functions.
6. On the key steps the company will take, include at least the following:
  - a. For any company missteps, forthrightly acknowledge where more progress is needed and the concrete steps the company is taking, or will take, to improve. Sharing periodic updates after the initial communication is recommended as well.
7. On an ongoing basis, put the preparedness plan into practice by:
  - a. Monitoring emerging issues that may impact the business and the perspectives of stakeholders.
  - b. At least annually conducting one [tabletop exercise](#), including the following:
    - i. Include all key functions that would be involved in strategy and response.
    - ii. Develop a variety of scenarios for how issues might develop, with both positive and negative outcomes, along with how the company might respond to such outcomes.
    - iii. Document learnings from the tabletop exercise and share with relevant leaders and functions. This may include making further updates to the preparedness plan to strengthen it.
8. When sharing the preparedness plan and any learnings with the Board, share first with the committee that has oversight of internal controls and risk, typically the audit committee. (See Targets 1.2 and 1.3 on Board oversight.)

## Example Interim Targets

*Note: these examples are not intended to be exhaustive. At launch, guidance on setting interim targets will be available.*

- [Gap analysis](#) conducted of company-wide preparedness plans, including but not limited to those related to equity, inclusion, and social responsibility efforts.
- New or updated preparedness plan drafted and presented to applicable [senior leader\(s\)](#) for approval.
- Education and training on the preparedness plan for all leaders and relevant functions across the company.
- Initial tabletop exercise scheduled and supporting materials prepared.

## Example Interim Metrics

*Note: some metrics may apply to more than one Example Interim Target; not necessarily one-to-one alignment.*

- Record of gap analysis results shared with senior leadership.
- Final draft of new or updated preparedness plan.
- Documentation of communication and training materials for all leaders and relevant functions.
- Documentation of supporting materials for initial tabletop exercise.

## Relevance to Other Frameworks

*Coming with the launch of the final standards: mapping to other standards and frameworks that address similar issues.*

## Resources

[Purpose Priorities Report 2023: Communicate Confidently in the Pushback Era](#) (Porter Novelli, 2023)

[To Avoid DEI Backlash, Focus on Changing Systems — Not People](#) (Lily Zheng, Harvard Business Review, September 2022)

[Great Performers Constantly Rehearse. Companies That Want to Survive Sustained Change Must Do The Same.](#) (Ram Charan, Fortune, May 2024)

[How to Talk About Diversity With Employees to Achieve Your Company's Objectives](#) (Emily Shaffer, PhD and Brittany Torrez, PhD, Catalyst, February 2024)

[How CEOs Can Navigate a Polarized World](#) (Pete Engardio, Boston Consulting Group, April 2024)

[To Overcome Resistance to DEI, Understand What's Driving It](#) (Eric Shuman, Eric Knowles, and Amit Goldenberg, Harvard Business Review, March 2023)

[Corporate Advocacy in a Time of Social Outrage](#) (Alison Taylor, Harvard Business Review, February 2024)

[Op-Ed: Why Storytelling Is an Important Tool for Social Change](#) (Emily Falk, Los Angeles Times, June 2021)

[From the Front Lines to the Corporate World: My DEI Journey](#) (Malia Lazu, The Nation, February 2024)

[The Social Justice Guide for Business: Moving Beyond Crisis to Action](#) (BSR Center for Business & Social Justice, BSR, 2023)

[The Anti-DEI Movement Has Gone From Fringe to Mainstream. Here's What That Means for Corporate America](#) (Joelle Emerson, Fortune, January 2024)

[Why A 'Lay Low' DEI Strategy Is Especially Bad Right Now](#) (Shaun Harper, Forbes, January 2024)

[2024 Edelman Trust Barometer - Special Report: Business and Racial Justice](#) (Edelman, July 2024)

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