

Feb. 3, 2020

Inclusion and Diversity – Our Responsibility!

Dear INL people leaders,

Innovative ideas, next-generation energy solutions, state-of-the-art technologies, highly engaged employees, effective teamwork and collaborative strategic partners, a sustained competitive advantage, and efficiently leveraged multicultural and multigenerational experiences are only a few things our enhanced Inclusion and Diversity (I&D) strategy can help us do better.

Since we began embedding the I&D strategy into our Laboratory Plan, Agenda and People Strategy, we've made progress widening our talent circle, reducing overall attrition and developing employees to foster an inclusive environment where everyone can develop, grow and maximize their potential.

Our Senior Leadership Team (SLT) is now 35.29% women (*double what it was in FY 17*), and people of color make up 11.70% of our employees (up 1.2% from FY 17) – a significant increase of almost 60 people! Another positive sign is our attrition rate for women decreased by 2.30% (down from 9.20% in FY 18); and overall it decreased by 1.49% (down from 6.99% in FY 18). Veterans make up 9.81% of our population, and People with Disabilities are 8.16%. Both surpass the government benchmark for federal contractors. ***A very special thank you to everyone – this progress could not have been made without your help. Let's keep the momentum going.***

Why are we committed to I&D?

There's a strong business case for inclusion and diversity. A [Deloitte](#) study of 10 industries with over 3,000 respondents of different ages, genders, races/ethnicities and orientations found ***inclusion not only drives business performance and market share, but also increases individual performance***. People do their best work when they're able to be their best selves; when they are celebrated, not simply tolerated.

We believe inclusive diversity is a strategic imperative that leads to a more engaged and sensitive workforce that is culturally astute and collaborative. This cultural understanding is a key competitive advantage. Our commitment also ensures employees, collaborative partners and vendors feel welcomed and valued for who they are. Not only for their abilities, but for their unique perspectives and qualities, which helps us create a higher performing work culture with higher performing teams.

What's been done?

At INL, we're working to create an inclusive culture where everyone feels they can bring their best self to work. In **2017**, all managers were trained on breaking biases to help make better, more conscious decisions when interacting with people. In **2018**, we launched the [Executive Inclusion Council](#) (EIC). It is led by Dr. Mark Peters with support from the deputy lab directors and six operational strategists. Members provide visible support and strategic insight into where the organization is going to ensure deliberate inclusion actions are taken to accelerate effective end results. That same year managers also learned to build bridges with people who are not like us while helping them feel psychologically safe and empowered to do their best work. In **2019**, we worked on mitigating bullying and harassment in the workplace. Our employee [Leadership Councils](#) hosted five symposium events throughout 2019 and will continue to host events with inclusive and insightful speakers in 2020.

What's next?

In 2020, we'll be working with all employees to mitigate gossip and train all managers on strategies for inclusive hiring practices. Look for more info on both topics later this year. As we continue to improve our managers' cultural acumen, please know all of the sessions we provide you are available to your teams. Contact the Inclusion Team to schedule a session.

What resources are available?

Included in this package are several resources including [INL's Commitment to a Better World](#) letter by Dr. Mark Peters, Juan Alvarez and Dr. Marianne Walck. Along with that document, another resource we've provided to help you on your inclusion journey is a publication from *Diversity Business Review* called, "[It Starts with a plan: How to Embed Inclusive Diversity into the Fabric of Your Organization](#)." This journal article lays out a case study of how INL has been able to make progress in our inclusion and diversity strategy. We've also included a manager's [Guide to Telecommuting](#) and information about INL's CultureWizard app and our employee Leadership Councils.

How can you help?

- **Complete the Strategies for Inclusive Hiring training.** This new training will help you understand your role in meeting INL's goal to double the number of women and people of color by 2023, learn tactics to ensure all hiring and promotion slates are inclusive and diverse, and discover how diversity of backgrounds and thinking increases the team's overall IQ, innovation, performance, employee engagement and retention.
- **Attend and encourage your staff to attend an upcoming Psst...Did you hear? How to Combat Gossip workshop.** Over 90% of employees who attended the Respect Me workshops in 2019 identified gossip as the leading behavior at INL that makes people feel psychologically unsafe. We'll host our first series later this year.
- **Discuss culture, inclusion and diversity with your peers during your all hands and staff meetings.** Encourage your team members to continue this journey with us.
- **Use [INL's CultureWizard](#),** an interactive tool that helps to enhance collaboration, create higher performing teams, become better inclusive leaders and learn about other cultures. CultureWizard recently released a [Global Inclusion Course](#) and has many [other inclusion resources](#) available to all INL employees.
- **Consider getting involved with a [Leadership Council](#).**

As you can see, our enhanced inclusion and diversity strategy is solidly embedded in everything we do. Our efforts will be measured by their impact on employee engagement, collaboration and teamwork. It's going to take all of us to make INL a more inclusive place for everyone – a place where every employee feels psychologically safe, empowered and like they belong.

Thank you in advance for your commitment to inclusion and for supporting this effort. We need everyone engaged for INL to be 100% successful in this area. If you need additional information, please contact Inclusion & Diversity Strategy Director Toni Carter directly, your [HR business partner](#) or a [Leadership Council president](#). Inclusion and diversity are all of our responsibility, so let's WIN together!

Sincerely,

Executive Inclusion Council Operational Strategists



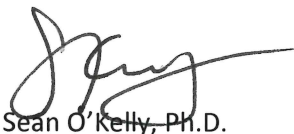
Todd Combs, Ph.D.



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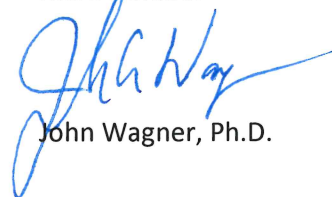
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