



Policies and practices  
across the teammate  
experience

# Our Approach to DEIB

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**Recruitment + hiring**

**Onboarding**

**Equitable compensation**

**Inclusive benefits + perks**

**Learning + growth**

**Feedback**

**Culture survey**

Rippleworks team member, Melissa de Leon, with friends of Rippleworks at the Skoll World Forum 2023



# Recruitment + hiring

In Q2 2022, we revamped our hiring practices to be more equitable and inclusive in the following ways.

## DIVERSE CANDIDATE POOLS

For every open role, we set the standard that at least 50% of candidates identify as a Person of The Global Majority (PoGM). We've met this standard for 100% of open roles since setting it.

## INTERVIEW TRAINING

All interviewers are required to complete inclusive interview training that helps minimize bias.

## BIAS DISRUPTOR

We trained and introduced a bias disruptor to the interview team.

## CANDIDATE ANONYMITY

We anonymize interview exercises so reviewers can no longer see the applicant names.

## INTERNATIONAL HIRING

To welcome international talent to Rippleworks, we partnered with a third party to make international hiring possible. This was also supported by our commitment to being a remote-first organization. As of this report, we have six employees living and working outside the U.S., including four in countries where Rippleworks supports ventures.

# Onboarding

Here's how we currently welcome new team members into our DEIB-rooted workplace.

## DEIB ORIENTATION

Every new employee attends a DEIB orientation training with a current Equity Team member.

## RACIAL AND GENDER DATA

We track self-reported racial and gender data of all Rippleworks team members in order to create DEIB programming toward addressing key gaps in our team's sense of belonging tied to race or gender.

## IN-PERSON TIME WITH MANAGERS

Within the first month of joining the team, we bring new hires to our Redwood City office for in-person onboarding with their hiring managers.

## EMBRACING EQUITY

Within a year of hiring, every new team member participates in Embracing Equity's Antiracism and DEI 101 cohort titled "Embracing Identity: An Intentionally Racially Diverse Cohort."

## WORKING STYLE ASSESSMENT AND STYLE

New team members share their own personal working styles by taking an online assessment. They can see the results of their immediate teammates and can access work style information on the broader organization by reading the self-created "Read Me's," information related to each employee's preferences and strengths. This helps us get to know each other and work effectively together.

## INCLUSIVE WELCOME

We aim to create space for each new team member to meet their colleagues, team, and manager and grow safely into those spaces. This includes scheduling 1:1 coffee chats with every other Rippleworker within their first 30 days. Each new team member is also assigned an onboarding buddy from outside of your department to welcome and support you as you get started.

# Equitable Compensation

In the second half of 2022, we did a full review and update to our compensation framework to be more equitable, generous, and simple.

## SHOW GENEROSITY

Ideally, people working to build a better world shouldn't have to take a paycut. We know we are in a place of privilege and use that privilege to provide fair and generous compensation for **all** team members for whom we believe it will be most meaningful, including: people in lower wage and international job markets, people in support roles that the wider job market typically values less, and people early in their career who enter Rippleworks at job level 1.

## TRANSPARENT AND EQUITABLE START

To ensure equity, we do not negotiate at the point of hire. All new hires start at the first pay milestone within their job level. The starting salary is included on the posted job description.

## ONE RIPPLEWORKS COMPENSATION FRAMEWORK

We established a new compensation framework with just 15 salaries company-wide and anchored to three growth milestones at each of five job levels. This means that every employee in the company at the same job level—and growth milestone within that level—is paid the same regardless of their specific role. This was an intentional choice to prioritize internal pay parity over external market equity. Additionally, within the first 30 days of employment, every employee has visibility into the entire pay scale for their current job level.

# Inclusive Benefits + Perks

We review benefits each year to make them more inclusive, equitable, and remote-first friendly. Here's some of what we currently offer.

## PARENTAL LEAVE

Sixteen weeks, fully paid, plus a baby bonus to put some extra cash in your pocket as you begin parenthood. Hey, kids are expensive!

## MONTHLY STIPENDS

For wellness and living your best remote work life!

## QUARTERLY TEAM CARE BUDGET

People managers use this dedicated budget to care for their teams in small, but meaningful ways.

## LEARNING & DEVELOPMENT LEVEL PLAYING FIELD

Every employee, regardless of level or tenure, receives \$2,000 a year to invest in their professional development. We also provide eight professional coaching sessions a year to everyone.

## MULTICULTURAL HOLIDAYS

We recognize, learn about, and celebrate the multicultural holidays and days of recognition that matter most to our team.

Rippleworks team member, Jessie Huang, in a brainstorming conversation during the One Rippleworks event - October 2023

## COMMUNITY GRANTS PROGRAM

Each quarter, five employees sign up to be a philanthropist on behalf of Rippleworks. They select nonprofits with commitments to DEIB in their communities and we give those organizations \$50,000 each.

## PART-TIME EMPLOYMENT POLICY

We support our team to show up in their lives as whole individuals, giving them space to meet varying demands, including: caregiving responsibilities for children, aging partners, and family members with a serious and/or chronic illness.



# Learning + Growth

We standardized learning and growth frameworks and practices for all job levels, to clarify and open paths to growth for everyone. Our philosophy is: **“We focus on improving everything, instead of proving anything.”** This mindset permeates everything we do at Rippleworks.

## PATHS TO PROMOTION

We outlined and shared four distinct paths to promotion with standardized criteria. Each time someone is promoted, we share openly which path they took and the specific increase in scope of their new role.

## STANDARDIZED LEARNING & GROWTH CYCLES

Employees and managers use our career framework as standardized criteria to assess progress and growth. Each employee is asked to reflect on their own DEIB journey over the past six months and give examples of learnings, actions, and questions they want to dig into next.

## UNIVERSAL COMPETENCIES

We established five universal competencies and leverage them in ongoing learning and growth conversations with a commitment to update growth areas every six months. For example, our “Interpersonal Skills” competency states: “Relates openly and comfortably with diverse groups of people; uses deep empathy to build relationships and work collaboratively in a team environment; treats everyone fairly and equitably.”

## INCLUSIVE BEHAVIORS

We defined and outlined examples of inclusive behaviors for all Rippleworks team members and managers, specifically: Connect, Champion, Challenge.

## ONGOING FEEDBACK

Every team member meets on an ongoing basis with their manager (every 1-2 months) to discuss their learning and growth, with ongoing feedback and support throughout the year.

## GROWTH MILESTONES

When employees reach standardized milestones, we celebrate their growth with a compensation increase. This approach focuses on measuring progress toward how far an individual has come in their current role, instead of tying compensation increases solely to promotion.

# Feedback

We embarked on a journey around feedback to drive innovation.

## IMPROVED TOOLS

We introduced the feedback function into our Learning & Growth Platform, Lattice, enabling team members to share feedback freely, and lower the stakes of offering feedback.

## FEEDBACK FRIDAYS

A regular occurrence to encourage the practice of giving feedback. Initially, it seemed effective as we flexed our feedback muscles. However, after a year, we sensed something was missing. We realized we needed to do more to create an environment where teams felt safe enough to voice necessary thoughts for the team's benefit.

## BRAVE CONVERSATIONS WORKSHOP

We collaborated with Embracing Equity for a workshop on "Brave Conversations: Moving from Nice to Kind." We identified characteristics of White Supremacy Culture, such as perfectionism, urgency, and the need for comfort, as obstacles to overcome. We practiced embracing discomfort, expecting non-closure, speaking truthfully, and staying engaged.



During One Rippleworks Days, the team reviews and discusses cross functional and organizational initiatives with the goal of increasing collaboration and transparency. - October 2023





Rippleworks Talent Partner Team - Nate Brewer, Nitida Wongthipkongka, Lauren Young, Kyle Edquist - October 2023

# Culture Survey

Each year, we send a Culture + Psychological Safety Survey to every employee.

## SURVEY THEMES

Currently, the survey measures key areas, including Psychological Safety, Decision-Making & Leadership, Communications, Culture & Collaboration, and Operations & Structure.

## QUARTERLY PULSE

One new strategy we have planned for next year is quarterly pulse surveys to get more frequent updates on the organization's progress and be more agile in our approach.

## ACTION TAKING

In response to survey findings, we emphasize taking action, not just making plans. Each department analyzes the survey data and develops specific strategies to improve areas where they are lacking. Departments leverage the ACT model- **A**cknowledge where we are, **C**ollaborate on where we want to go, and **T**ake 1-2 actions. We pair this with our "Action Taking Tracker," that's updated bi-monthly. All departments can see what others are working on, what progress has been made, and what challenges still exist.

# Continuing the Conversation

We hope reading this report is a catalyst for reflection and meaningful conversations in your own organization. These questions aim to extract insights and inspiration from Rippleworks' DEIB report to spark conversations within your organization.

What specific initiatives or strategies outlined in this report do you find most inspiring and applicable to your own context? How might these be adapted to align with your own organizational goals and values?

Are there any approaches or practices in Rippleworks DEIB efforts that stand out as particularly groundbreaking or unique to you?

How might you incorporate similar innovative approaches into your own diversity and inclusion initiatives?

In reviewing the challenges and lessons learned from Rippleworks journey, what insights can you glean for your own efforts? How might you proactively address potential challenges or pitfalls?

What metrics will you use to effectively track and communicate your own diversity and inclusion efforts?

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