



Leadership and Governance Toolkit

Tool 20: What Must be in Place to Hold a Leadership Team Accountable for DEI progress?

A key step for Boards to hold leadership teams accountable to DEI is to ask for an Anti-Racism & Anti-Oppression Policy and/or a DEI Strategy

Anti-Racism and Anti
Oppression Policies
and DEI Strategies
identify a set of
values and a set

of initiatives that will drive DEI-related change in the organization. Boards can then use these documents to hold leaders accountable. Without these DEI policies, plans and strategies, accountability remains in the realm of conceptual conversations and verbal buy-in. These documents help action accountability. The process around accountability should include the following:

- Boards should ask management to produce a list of DEI change initiatives and an implementation plan for those initiatives, including key resourcing decisions over a 3 to 5-year period. This allows the board and management to agree on the DEI journey.
- Boards should ask management to report every 6 months on their DEI progress. Managers must be held accountable for areas where progress has been made, progress is slower, and initiatives are being changed. Changes to the journey must be justified by showing how the changes lead to greater DEI progress.
- Boards must ask managers to develop quantitative and qualitative diversity, equity, and inclusion measures to track the organization's progress in all three areas. Data must be collected at the team and leadership levels, and those surveyed must be informed about the confidentiality of the data and how it will be used. Data is key to designing and improving DEI change initiatives. The collection of this data on an annual basis will allow boards to determine if the DEI change initiatives are making a material difference to the organization's DEI context.