

Diversity, Equity, Inclusion and Belonging

Strategic Purpose: Culture of Acceptance and Belonging

The Kendal System strives to create a safe, non-judgmental space for all individuals to be their true self. In alignment with our Quaker roots and values, we aim to cultivate an environment of compassion and acceptance, psychological safety, trust and belonging where:

- All differences and uniqueness are recognized and valued
- All individuals are welcomed, respected and treated equitably
- Each individual's unique stories, needs and perspectives are valued and heard
- Every individual has a seat at the table and a voice that is heard
- Every voice can be authentically expressed, and individuals can bring their true self to the table without any cost to their identity
- Individuals feel connected and find affinity with one other

We believe that creating this environment is our shared responsibility and enables our culture to come alive through the lived expression of our values.

Definitions

- **Diversity** is defined in the broadest sense, including:
 - age, gender, gender identity, sexual orientation
 - ethnic and racial background, language, country of origin, religious and spiritual values, geographical location
 - family status, education, socio-economic status
 - cognitive and physical abilities, cognitive style
 - seniority, organizational function and background
 - any other perceived differences.
- **Inclusion** is defined as the practice of:
 - welcoming all diversity and difference
 - valuing, honoring, respecting and affirming each individual
 - ensuring all voices are included and heard through teamwork and collaboration
 - and viewing each new conversation as an opportunity to listen, research, innovate and contribute.
- **Equity** is defined as:
 - access for every individual to the same opportunities, resources, networks, jobs and financial opportunities regardless of diversity and difference
 - developing, promoting and maintaining pathways, practices and opportunities in terms of the rights and needs of all.
- **Belonging** is defined as:
 - each individual experiencing a sense of acceptance, of appreciation, of "we"-ness, of being "in community," of being valued and included, without judgment
 - allowing for the expression of one's authentic self, the ability to share one's full potential and have their beliefs and values incorporated.



DEIB Pillar: STRUCTURAL INCLUSION

1

Core Concept:

DEIB efforts are integrated throughout all Kendal business operations and are reflected in the makeup of every policy, practice, decision, communication and interaction.

Actionable Examples:

- Hold training and orientation program around DEI
- Examine governance and board composition
- Embed DEIB concepts into vendor vetting processes to ensure alignment with Kendal's philosophy around DEIB
- Build an inclusive recruitment process by using recruiting firms and diversifying talent pool
- Implement policy for evaluating practices, systems, processes
- Include DEIB in Performance Appraisal processes
- Develop calendar of DEIB-centered educational programs
- Create DEIB-centered materials, tools and programming
- Integrate DEIB goals into departmental annual planning

DEIB Pillar: WELCOMING AND INCLUSIVE ENVIRONMENT

2

Core Concept:

Diversity is recognized in the broadest of terms and we look to cultivate environments that welcome all people and where individuals can be their true self.

Actionable Examples:

- Greet and acknowledge those we encounter
- Undergo SAGE training and certification (or comparable LGBTQ program)
- Participate in Dementia Friends Champion, Dementia Friendly Communities training (or comparable dementia friendly program)
- Provide cultural competency awareness through inventories, trainings and simulated scenarios
- Host open forums on what people need to feel safe and heard while building trust
- Utilize appropriate language and terminology across the system that is inclusive of all identities in terms of age, gender and race or other category

DEIB Pillar: NON-JUDGMENTAL INQUIRY

3

Core Concept:

We see, treat and value each unique person and are committed to expressing respect for every individual as we approach every interaction with curiosity, dignity and seeking to understand without judgment.

Actionable Examples:

- Examine and assess compliance policies, hot line and safe spaces to speak.
- Identify data on current topics and issues being reported
- Implement a meeting structure that provides a way for all voices to be heard
- Continue Quaker training around meeting conduct and strategies and practices



DEIB Pillar: OPEN COMMUNICATION

4

Core Concept:

A sense of integrity and community is prioritized and preserved through clear, direct, respectful and open communication.

Actionable Examples:

- Start meetings with an expectation that each person shares one word about how they are feeling at that moment; give kudos to someone; raise a concern or conflict
- Deliver "Ouch that hurts" program
- Engage discussion around Emmanuel Acho "Uncomfortable Conversations with a Black Man" and other related content
- Develop support groups and affinity groups

DEIB Pillar: SHARING OUR MISSION

5

Core Concept:

We seek to strengthen the field of senior living and aging services as a whole and by sharing our Values and Practices, we hope our experience will benefit others.

Actionable Examples:

- Be aware of advertising imagery and words
- Engage in speaking opportunities in greater community
- Become resource to larger community
- Volunteer in relevant and impacted areas
- Explore corporate citizenship



Diversity | Equity | Inclusion | Belonging
Listening, growing and engaging.