ABSTRACT
The Hispanic Promise 2.0 Framework was developed in consultation with multi-stakeholders (including private sector, nonprofits, and academia) who developed goals, targets, indicators, and resources to provide structured guidance around best practices, benchmarks, and tools to create inclusive environments that support comprehensive Hispanic advancement.
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Context/This pillar addresses
Hispanic Promise 2.0 BHAG
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Context/This pillar addresses
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Implementation:

Pillar 6: Buy
Context/This pillar addresses
Hispanic Promise 2.0 BHAG
Activities & Outcomes Matrix
Strategies, Best Practices & Actions

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WHAT NOW?

Overview

The Hispanic Promise is the first-of-its-kind national pledge to hire, promote, retain, and celebrate Hispanics in the workplace. Launched at the World Economic Forum in 2019, and the result of joint efforts of multiple Hispanic organizations, the Hispanic Promise is a non-legally binding sign of intention — a call to action for business leaders and companies of Corporate America to create a more inclusive work environment for Hispanics.

The Promise

I/We the people of [COMPANY] promise to create inclusive environments within the workplace and to take positive intentional actions to prepare, hire, promote, retain, and celebrate Hispanics as employees, suppliers, consumers, and community.

I/We the people of [COMPANY] aim to create or strengthen employee engagement, mentorship programs, employee or business resource groups, talent development for advancement, executive sponsorship programs, and an inclusive company where employees feel they belong, are valued, and have a voice.

I/We the people of [COMPANY] acknowledge the priorities selected by Hispanic Leaders under the Vision 2020, which include access to education, financial empowerment and improving the image of Hispanics.

As a result, and with a sense of urgency to address the current status, I/We the people of [COMPANY] aim to increase the number of Hispanic employees in our company to better reflect the US population, increase Hispanic representation in all levels and all functions of our company, increase contracts to Hispanic owned and operated diverse suppliers, and improve Hispanic representation in the lead team of our majority (non-diverse) suppliers, and assess the sentiment of Hispanics in my company.

Process & Structure

The Hispanic Promise 2.0 Framework was developed in consultation with multiple stakeholders (including private sector, nonprofits, and academia) who developed goals, targets, indicators, and resources to provide structured guidance around best practices, benchmarks, and tools to create inclusive environments that support comprehensive Hispanic advancement. Because we know every company is different and is starting from a different point, the 2.0 framework provides you with samples of activities and outcomes at 3 levels so that you can select the right starting point and continue to evolve.
The Hispanic Promise 2.0 Framework starts with the 17 Sustainable Development Goals of the United Nations as the umbrella and highlights the 4 goals that are the most relevant in this framework, Goal #3, Good Health and Well-being, Goal #4, Quality Education, Goal #5, Gender Equality and Goal #8, Decent work, and economic growth.

The second tier of the framework refers to the **Hispanic Promise 2.0 BHAG (Big Hairy Audacious Goal):** For the workforce representation at all levels to mirror the country’s population by 2030 (based on the BLS statistics).

The framework, clearly describes the 6 pillars and main components of each pillar:

- **Prepare** - Support the future workforce to ensure they are equipped with relevant skills and knowledge that fuels their sustainable long-term success, and are prepared for the future of work.
- **Hire** - Create pipelines of Hispanic talent at all career levels and facilitate the transition from higher education into corporate America.
- **Promote** - Ensure career pathways and advancement opportunities are available and given to Hispanics to grow within companies.
- **Retain** - Provide development support & opportunities for retention at all levels
- **Celebrate** - Elevate the contributions of Hispanics to increase their visibility, recognize their contributions and celebrate their successes year-round.

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**Hispanic Promise Framework**

**Buy** - Build a sustainable supply chain and embed supplier diversity standards by contracting with Hispanic-owned and operated businesses. Deepen Hispanic societal impact through economic opportunity development and empowerment.

**Pillar Details**
Now that you understand the framework, let’s dive deeper into each one of the pillars. Each section contains the description of the pillar, the context, the pillar BHAG, the 3 levels of activities and outcomes you may find useful, as well as strategies, best practices & actions that you can leverage or that can spark new ideas. Finally, it refers to departments within your organization that you might find beneficial to contact as you create the implementation roadmap.

**Disclaimer:** Throughout the document, we will use Hispanics/Latinos interchangeably as we have received confirmation that if we are seen, valued, and heard, we are agnostic to the label utilized if there is a genuine intention.

**Pillar 1: Prepare**

Support the future workforce to ensure they are equipped with relevant skills and knowledge that fuels their sustainable long-term success, and are prepared for the future of work.

**Context/This pillar addresses**
- Relevant skills change fast - important to identify the key skills so Hispanics can be successful in this changing world and ready to fill jobs of today and into the future.
- Generational Success - set households up to mirror baseline success; in turn this will allow the upcoming generation to see success at home and have an example to look up to and emulate.
- Recognize and help drive visibility of Hispanic leadership traits to Senior leadership in Corporate America.
- Create supporting networks to step-change talent development.
- Encourage partnerships with companies and educational providers to ensure relevant skills are mapped to jobs/careers.
- Social Media/Network etiquette.

**Hispanic Promise 2.0 BHAG**
Invest and dedicate resources to support the future workforce. Capitalize on the Hispanic Promise ecosystem to fuel long-term success and virtuous cycle.

**Activities & Outcomes Matrix**

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>1- Perform an assessment of your current Hispanic workforce (externally in the industry and internally within your company)</td>
<td>1- Partner with at least one external program or ecosystem of Hispanic-serving institutions to leverage existing support program</td>
</tr>
</tbody>
</table>

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## Hispanic Promise Framework

<table>
<thead>
<tr>
<th>Level 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
</tr>
<tr>
<td>Better</td>
</tr>
<tr>
<td>1- Develop dedicated Hispanic programming to address organizational needs</td>
</tr>
<tr>
<td>2- Establish goals and track the measure of success</td>
</tr>
<tr>
<td>1- Assessed, tailored, and informed internal development structure that supports the Hispanic workforce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
</tr>
<tr>
<td>Best</td>
</tr>
<tr>
<td>1- Track career trajectory to confirm attributes and necessary skills for successful talent and adapt programs according to what the roles require</td>
</tr>
<tr>
<td>2- Take a leadership role in developing external facing programs with community partners</td>
</tr>
<tr>
<td>3- Meet the measures of success.</td>
</tr>
<tr>
<td>1- A sustainable, agile, career velocity cycle (skills for the future) within the company</td>
</tr>
<tr>
<td>a. This has a transcending impact outside of the company by building the Hispanic community.</td>
</tr>
</tbody>
</table>

### Strategies, Best Practices & Actions
- Create circular program that allows ecosystems to feed each other
- Leadership development for C-suite
- Address soft skills necessary to advance within leadership roles
- Measure opportunities (align ERGs to HR goals and hiring a diverse workforce)
- Expand accessibility - publish both in Spanish and English
- Accountability driven at a senior level to measure DEI progress all levels
- Visualization/Inspiration - share stories with students; invite them to corporations for exposure and creating experience, bring speakers (e.g., hosting university students to campus)
- Partner with other leadership organizations, soft skill-enhancement tools (e.g. Toastmasters)
- Organizational sponsorship of course work, certifications, and leadership development

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- Partnerships between company and universities/colleges/non-profit Hispanic-serving organizations to promote leadership development
- Create a newsletter of opportunities / roadmap
- Develop a DEI scorecard that is tied to compensation for all leaders
- Latina-focused development days
- Skill and leadership development programs for high potential mid-level managers
- Apprenticeship programs for local high schools and other early engagement recruiting
- Host LatinX summits and share the benefits of working for your organization (e.g. tuition reimbursement)
- Support system as well as an open-door policy in which we can feel free to communicate our struggles, thoughts, or feelings between one another without judgment.

Implementation

Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1- Corporate Social Responsibility – This department can help you understand relevant sponsorships to programs via grants and strategic partnerships that are already in place and that you can leverage or monitor as part of the framework.
2- Enterprise/Business Resource Groups (ERG/BRG) – Connect with the leaders, as on many occasions they act as external mentors to Hispanic Student programs.
3- Diversity Equity & Inclusion (DE&I) staff – Previous staff members might have been previous owners/or current owners of overlapping strategies.
4- Learning & Development/Talent Development – Align with these team members who lead efforts to identify skill gaps among employees and teams then develop and deliver training to bridge those gaps.

Pillar 2: Hire

Create pipelines of Hispanic talent at all career levels and facilitate transition from higher education into corporate America.

Context/This pillar addresses
- Lack of proactive recruitment of Hispanic candidates at all levels
- Underrepresentation of Hispanics in senior leadership
- Lack of organizational preparedness that mirrors the growing Hispanic population
- Retention of Hispanics in the workplace
- Perception that no Hispanic talent is applying or qualified for roles
- Identification of top schools + organizations to partner with
- Create viable recruiting pipes from community colleges and non-traditional higher education institutions
  ○ Improve quality candidates recruiting pool from ‘non-traditional’ higher education institutions (community colleges, vocational schools, Pathway to Technology schools, etc.)
  ○ Assess sufficiency of the skill-based programs in these non-traditional institutions
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- Improve visibility among students of opportunities in corporate America and vice versa
- Improve assessment scores of USH candidates across interview process
- Lack of innovation that considers the points of view of Hispanics and their communities
- Programmatic approaches to generate, measure, and progress the pipeline.

Hispanic Promise 2.0 BHAG
Actively cultivate Hispanic talent in all career levels and create access points to progress in the US workforce.

Activities & Outcomes Matrix

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| Good    | 1- Review market data on talent availability (reports and Insights) to identify gaps both internally and externally.  
2- Candidate experience - survey Hispanics post hiring process  
3- Partner closely with at least one university or Hispanic-serving institution to actively engage not just in career fairs, but also curriculum development, guest speakers, mentoring, etc.  
4- Implement or research social listening insights to be in touch culturally with what the Hispanic community needs and prioritizes.  
5- Identify the measures of success. | 1- Create a sustainable, measurable and growing pipeline / talent pool of high potential talent with a localized approach, (Hispanic representation is not the same in every state or zip code)  
2- Industry-based recruitment process  
3- Have a measurable acceptance percentage rate for Hispanic candidates  
4- Hiring a larger percentage of Hispanic employees than is currently represented in the company (Year over Year) |
| Level 2  | Activities                                                                                     | Outcomes                                                                                       |
| Better  | 1- Develop a pipeline with diverse candidate pools in advance of hiring.  
2- Proactively reach out to organizations like HACE, ALPFA, Prospanica, USHCC, etc. to ensure they are equipped with an understanding of the key needs of your company to best support Hispanic talent preparation.  
3- Ensure formal unbiased guidelines and principles authorized by legal for candidate assessment. | 1- Measure % of Hispanic and Non-Hispanic talent hired against market availability.  
2- Integrated unbiased assessment process for Hispanic applicants.  
3- Measure % of Hispanic talent represented in candidate slates presented to the business.  
4- 100% of hiring managers trained on unconscious bias, microaggressions and inclusivity. |
<table>
<thead>
<tr>
<th>Level 3</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Best</strong></td>
<td>4- Partner closely with at least 2 universities or Hispanic-serving institutions to actively engage not just in career fairs, but also curriculum development, guest speakers, mentoring, etc.</td>
<td><strong>1-</strong> Address the unconscious bias across the interview process including job descriptions, pipeline feeders and interview panels.</td>
</tr>
<tr>
<td>5- Create pools of a minimum of two interviewers (including ERG representatives when possible) so candidates see themselves reflected in the interview panel.</td>
<td></td>
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</tr>
<tr>
<td>6- Establish goals and track the measures of success.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Level 3 Activities</strong></td>
<td><strong>Outcomes</strong></td>
<td></td>
</tr>
<tr>
<td>1- [External Hires] Quality of hire survey based on half year performance – Perform regular assessment of the hiring process to understand if hires accepted have the skills &amp; meet expectations for which they were hired, pinpoint any unconscious bias, and highlight needed changes throughout.</td>
<td>1- Address the unconscious bias across the interview process including job descriptions, pipeline feeders and interview panels.</td>
<td></td>
</tr>
<tr>
<td>a. Develop Hispanic organization partnerships with diverse specialties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Invest in and offer training in unconscious bias, microaggressions, inclusivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2- [Internal Promotions &amp; External Hires] Conduct interviews to candidates who accepted or rejected an offer to understand how the company and the recruiting process was perceived from an equality and inclusion standpoint.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3- Meet the measures of success.</td>
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</tbody>
</table>


- Increase the percentage rate of Hispanic employees hired is currently represented in the company (Year over Year)
- Holistic candidate profile, not just GPA; hire on attitude and aptitude vs traditional measures, mandatory cultural and sensitivity training for hiring managers
- Anti-bias screening systems/hiring platform implementation (e.g. blacking out of names on resumes when they are reviewed by HR)
- Develop specialized early identification recruiting programs (early careers recruiting and creating/enhancing programs for Hispanic students)
- Discussions on diversity and inclusion as a continuous cycle
- Track Latino talent specifically and their progress/success in the recruiting cycle – driving metrics from there (i.e., invitation to interview, passed round 1, second round invitation, offer stage, etc.)
- Offer competitive compensation packages, including health & wellness, family support, flexibility
- Actively recruit with Hispanic-serving institutions (HSIs) – college/masters/alumni
- Develop partnerships with HSI alumni affinity networks to source talent, promote opportunities, and increase access
- Share data internally with managers to increase visibility and help create solutions, tying compensation/bonus pay to the success of recruiting and retention goals
- Develop a DEI scorecard that is tied to compensation for all leaders
- Early engagement recruiting programs (Undergrad and MBA candidates) for minorities
- Leverage ERG/BRG’s as a referral program and provides cash/bonus to the employee who referred
- Engage in Hispanic events (whether that be Hispanic events in our field-music or engaging in networking events)
- Leverage a remote environment that attracts different talent not cemented in a specific location. Create a database of “Qualified” non-traditional Higher education institutions based on curriculum/skills, location, student body characteristics, etc.

**Implementation**

Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1. **Early Talent and acquisition teams** (some companies may have a diversity specialist within the team) – They can help you understand how they are engaging with Hispanic Talent
   a. They can also share if your organization is sponsoring/partnering with any Hispanic Serving Institution
2. **Human Resources** – This team can offer metrics around the conversion funnel (How many Hispanics applied for a job, how many made it to the interview, how many were made an offer, how many accepted the offer) this way you can understand the gaps, but also how Hispanics compare to other races within your organization.
3. **Corporate Social Responsibility** – To understand sponsorships to programs via grants and strategic partnerships that generate hiring opportunities.
4. **DE&I staff** – Previous staff members might have been previous owners/or current owners of overlapping strategies.

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**Pillar 3: Promote**
Ensure career pathways and advancement opportunities are available and given to Hispanics to grow within companies.

**Context/This pillar addresses**
- Underrepresentation of Hispanics in leadership roles
- Qualified Hispanic candidates often overlooked for promotions
- Lack of transparency, advocacy, systems in place at many organizations to create stretch assignments for current staff that drive visibility and added business value
- Unconscious bias related to Hispanic population (stereotypes on Hispanic competencies and leadership potential)
- Career Advancement - preparing entry-level/mid-management professionals with training and resources to achieve the next level in their careers
- Competitive Competencies - providing development opportunities and skills that will level the playing field
- Accelerate leadership development and how to apply Hispanic leadership traits for personal effectiveness
- Improving Hispanic employee satisfaction
- Lack of bilingual employees or education around communication to/with those who do not speak English as a first language but are qualified
- Access to opportunities for leaders and decision makers

**Hispanic Promise 2.0 BHAG**
Ensure that promotions for Hispanics increase year over year to achieve the growth of Hispanics in the workforce by 2030.

**Activities & Outcomes Matrix:**

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **Good** | 1- Leverage/Develop performance management mechanisms.  
2- Leverage/Develop criteria to identify *High Performers/High potentials.  
3- Leverage/Develop a career development plan.  
4- Identify the measures of success. | 1- Have top high performance/potential. Hispanics identified and documented.  
2- 25% of HP/HP are assigned a mentor/coach.  
3- 25% of Hispanic employees have a career development plan. |

<table>
<thead>
<tr>
<th>Level 2</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **Better** | 1- Sponsor an HP/HP* external leadership program.  
2- Assign a mentor and/or a coach. | 1- 20% of workforce promotions are Hispanic.  
2- 50% of HP/HP are assigned a mentor/coach. |
## Hispanic Promise Framework

<table>
<thead>
<tr>
<th>Level 3</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Best</strong></td>
<td>1- Sponsor the internal creation of a program for Hispanic executive development.</td>
<td>1- 20% Hispanic Executive representation by 2030 - 10% should be Hispanic Women.</td>
</tr>
<tr>
<td></td>
<td>2- Tailored executive program for Hispanic Women.</td>
<td>2- 100% of HP/HP are assigned a mentor/coach.</td>
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<tr>
<td></td>
<td>3- Executive Council reviews of Hispanic candidates’ progression.</td>
<td>3- 75% of Hispanic employees have a career development plan.</td>
</tr>
<tr>
<td></td>
<td>4- Ensure diversity candidates (inclusive of Hispanic) are included on executive slates for consideration.</td>
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<td></td>
<td>5- Meet the measures of success.</td>
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<tr>
<td></td>
<td>3- Increase Hispanic employees selected to participate in a leadership/technical skills training program.</td>
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<tr>
<td></td>
<td>4- Mentor/Hispanic employee and collaborate in the definition of the next career move based on agreed goals.</td>
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</tr>
<tr>
<td></td>
<td>5- 50% of Hispanic Employees have a career development plan.</td>
<td></td>
</tr>
</tbody>
</table>

### Strategies, Best Practices & Actions

- Intentional planning and measurement - Hiring managers become aware of promotion metrics, mentoring and sponsorship programs to manager level and above
- Nominations for emerging leaders - Allows for the development of a network beyond one’s own department or even organization
- Sponsorship Programs and mentorship for manager-level down – can be used as a supplemental tool to HR succession planning strategies to identify staff for opportunities across the organization
- Newsletter communications on existing opportunities, ERGs, calendar, roadmap
- DEI Councils to help drive strategies and visibility to rising stars; should blend with HR groups and succession plans
- Active performance review process, including frequent performance discussions with supervisors to provide feedback and guidance on professional advancement and timelines
- Clear targets and goals to create transparency so employees know what is expected of them to get to the next level
- Hire a third-party firm to build the infrastructure for tracking promotional metrics
- Buddy System + Sponsors. Sponsors for all minority mid-level managers
- Do a compensation and promotion analysis and/or audit to ensure promotions are being administered fairly

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- Develop Ascend Leadership Program for underrepresented colleagues. Includes building your personal brand, mentorship, predictive index tools to ensure colleagues are self-aware, micro courses from Percipio and other platforms like "Boost Your Resilience."
- Establish DE&I courses into the curriculum with certified faculty to teach courses to ensure students understand and can address their own and their teams’ biases.

Implementation
Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1- Human Resources – This team can help with the current processes in place to understand the localization of Hispanic High Performers and High potential – sometimes HR might have succession planning, or 9 box exercises to map out the talent across the different business/corporate functions.
2- Learning and development (Training) – This team would normally have year-round programming available; the Hispanic Promise lead should ensure that they meet the needs of the Hispanics at the organization at all levels.
3- ERG/BRG – Sometimes they are asked or voluntarily nominate highly engaged members for leadership programs. Or they have a pillar that focuses on professional development.
4- DE&I staff – Previous/current staff members might be involved or are knowledgeable about mentorship and sponsorship programs.
5- Legal and Compliance - To ensure all recommendations meet corporate guidelines

Pillar 4: Retain

Provide development support & opportunities for retention at all levels.

Context/This pillar addresses
- 92% of Hispanic employees are looking for a new company to go to that is empathetic towards racial diversity
- Missing culture of belonging
- Lack of cultural awareness and sensitivity towards Hispanic population’s needs, preferences, assets, attributes
- Soft skills in leadership and beyond
- Lack of representation
- Lack of work flexibility and time management solution
- Lack of meaningful communities, allyship and sponsorship

Hispanic Promise 2.0 BHAG
Decrease the % of Hispanics who voluntarily and involuntarily leave an organization.

Activities & Outcomes Matrix

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>

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<table>
<thead>
<tr>
<th>Level 2</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| **Better** | 1- Differentiated development programs and investment for Hispanics.  
2- Establish goals and track the measures of success. | 1- Invest in Hispanic employee development programs, creation of opportunities for advancement – such as job shadowing, rotation programs, exposure to Senior leader roles and have more Hispanics attend Hispanic Professional leadership conferences.  
2- Maintain ratio of hire/attrition >1 for Hispanic employees. |
| **Level 3** | Activities | Outcomes |
| **Best** | 1- Plan and execute a Hispanic retention program.  
2- D&I retention outcomes considered as an input into executive annual performance review.  
3- Meet the measures of success. | 1- Greater retention % of Hispanics relative to overall % of DEI representation  
2- Equal pay for the same position for Hispanics & non-Hispanics.  
3- Retain at least 90% of Hispanic employee population annually. |

**Strategies, Best Practices & Actions**

- Invest in employee development programs, creation of opportunities for advancement - including job shadowing, rotation programs; have more Hispanics and allies attend the Hispanic leadership summit
- Transparency on company’s positioning, vision, plans to keep employees engaged
- Company culture is key - feedback needs to be a habit and a mindset, inclusivity, and well-being as guiding principles
- Vulnerability of leaders - makes them more approachable and builds innate trust
- Identify individuals, align sponsors, and invest in programs to educate the individuals
- Strong manager-employee relationships and team spirit/camaraderie to foster sense of community and drive outcomes; supports productivity and ROI
- Flexibility & commitment to work-life balance, “meet the employee where they’re at”
- Be intentional and leverage best practices - Deploy Hispanic Leadership Programs where high potential Hispanics as a cohort, meet with Senior leaders
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- Equip managers of Hispanic/LatinX with tools and ideas of how to check in with their employees (Promote tuition reimbursement, lead with inclusivity, this will help to decrease in the number of Hispanics who feel they cannot be themselves at work)
- Employee resource networks at the national, regional, business, function, and individual site level.
- Sponsor attendance of employees to Hispanic-led conferences to help with visibility, networking, and mutual learning (Hispanic Leadership Summit in NYC, HACR, etc.)
- Self-advocacy and empowering staff to advocate for themselves and their teams

Implementation
Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1. Human Resources (to understand the voluntary and involuntary exit metrics related to Hispanics), if you run into challenges you might need to sign a non-disclosure agreement, this information is very important to understand the focus that needs to be placed on this pillar.
   a. Employee Survey, Employee engagement, employee satisfaction survey results are another set of metrics available to understand the sentiments of the Hispanics and might alert of voluntary exit triggers.
2. ERG/BRG – Sometimes the work streams might have done census or roundtable conversations with ERG/BRG members and may have firsthand details on Hispanic expectations and needs at the organization Note: ERG/BRG reach may be limited to membership and not reflective of the entire Latinx workforce in the organization.
3. Business/corporate managers might have programs in place to retain exceptional employees (this may include retention bonuses and other benefits.)
4. DE&I staff – Previous/Current staff members might be involved or are knowledgeable about programs or triggers around this topic.

Pillar 5: Celebrate

Elevate the contributions of Hispanics to increase their visibility, recognize their contributions and celebrate their successes year-round.

Context/This pillar addresses
- Lack of visibility, acknowledgment of the value Hispanics brings to the workplace
- Lack of appreciation and understanding of Hispanic traits and how they enable personal effectiveness in the workplace
- Underrepresentation of senior Hispanic leaders results in lack of role models for younger
- Lack of culture of inclusion and recognition results in Hispanics not having a sense of belonging and incapacity to bring their full self to work
- Create visibility and amplification platforms to help showcase Hispanic contributions of employees, leaders, and their teams

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- Unequal pay
- Stereotyping, bias representation, misappropriation of colors, holidays, food, and creative images.
- Low senior leadership participation and advocacy of ERG/BRG summits and events
- Hispanics and non-Hispanics lack of knowledge of their own data, market opportunities, culture etc.

**Hispanic Promise 2.0 BHAG**
Increase positive perception of Latino community through increased representation internally (workplace) and externally (marketplace) – Hispanics are seen, heard, valued, and celebrated in the workforce.

### Activities & Outcomes Matrix

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Good</strong></td>
<td>1- Have an ERG with celebration plans in place (Earmark budget for celebration.)</td>
<td>1- Internal Activation Plan to celebrate Latino individuals and community.</td>
</tr>
<tr>
<td></td>
<td>2- Educate allies and Latinos with data-driven information.</td>
<td>2- Increased feelings of belonging through inclusive environment and culture (retention) as measured by each companies’ individual measurement plans / tools to understand progress YoY.</td>
</tr>
<tr>
<td></td>
<td>3- Hispanic Heritage Month for employee wide education (culture values, potential, structural barriers).</td>
<td>3- Increase % of workforce participating in education.</td>
</tr>
<tr>
<td></td>
<td>4- Utilize available resources to enhance your Hispanic Heritage Month activities (for example: <a href="https://www.weareallhuman.org/research/hispanic-sentiment-study/">HHM Toolkit 2022 - The Hispanic Star</a>).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5- Identify the measures of success.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Better</strong></td>
<td>1- At a minimum of one time a year, spotlight Latino employees on internal/external visible platforms such as a company social media and website, internal communication channels.</td>
<td>1- For B2C companies, marketing and external facing investments reflective of communities served.</td>
</tr>
<tr>
<td></td>
<td>2- Have an executive sponsor and budget for the ERG to bridge visibility and connection with senior leaders.</td>
<td>2- Have a PR strategy to share internally or externally about Latino employee achievements.</td>
</tr>
<tr>
<td></td>
<td>3- Establish goals and track the measures of success.</td>
<td>3- Increase # of Latinos who are proud of their Latinidad by decreasing the 77% of Latinos who don’t know of their own community’s contributions to the US.¹</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4- Attract top talent to the organization</td>
</tr>
</tbody>
</table>

¹ [https://www.weareallhuman.org/research/hispanic-sentiment-study/](https://www.weareallhuman.org/research/hispanic-sentiment-study/)

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## Hispanic Promise Framework

<table>
<thead>
<tr>
<th>Best Practices</th>
<th>Strategies, Best Practices &amp; Actions</th>
</tr>
</thead>
</table>
| 1- Host at least 2 other events annually highlighting intersectionality in the Hispanic community (to ensure all feel included and represented). | ● Celebrations within communities and within the organization  
● Celebrations beyond Hispanic Heritage Month  
● Social media presence and storytelling  
● Broaden audience by using English and Spanish language  
● Survey of all employee demographics on the improvement of the perception of, and knowledge of, Hispanics  
● Increase Hispanic employee spotlight via interactive venues that can be amplified externally and shared (Podcast series, Videos, Panel discussions)  
● Education in total compensation systems  
● Provide awareness education and recognize / celebrate differences and similarities  
● Feature employees in Executive magazine and Hispanic Stars Rising  
● On-going total compensation systems and coaching excellence training  
● Various technical recognition awards, sales recognition awards, internal electronic 'thank you' awards |
| 2- ERG becomes BRG with business relevance and visibility. | |
| 3- Recognize community at least 2x outside of Hispanic Heritage Month. | |
| 4- Develop an internal campaign to celebrate, recognize & support Hispanic achievement. | |
| 5- Meet the measures of success. | |
| 1- Reduce the 76% of Latinos who repress parts of their personas at work. | |
| 2- Cultural shift to Latinos being visible and viewed positively as a driving force. | |
| 3- Celebrate Latinos for visibility and representation in executive positions. Positioned as leader in the space. | |
| 4- Increase positive perception of Latino narrative by creating educational strategies for the Latino community. | |

### Strategies, Best Practices & Actions

- Celebrations within communities and within the organization
- Celebrations beyond Hispanic Heritage Month
- Social media presence and storytelling
- Broaden audience by using English and Spanish language
- Survey of all employee demographics on the improvement of the perception of, and knowledge of, Hispanics
- Increase Hispanic employee spotlight via interactive venues that can be amplified externally and shared (Podcast series, Videos, Panel discussions)
- Education in total compensation systems
- Provide awareness education and recognize / celebrate differences and similarities
- Feature employees in Executive magazine and Hispanic Stars Rising
- On-going total compensation systems and coaching excellence training
- Various technical recognition awards, sales recognition awards, internal electronic 'thank you' awards

### Implementation:

Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1- Human Resources, Culture and Engagement, Chief Marketing Office (Branding/Communication) - Depending on the size or type of organization, there might be several teams involved or interested in a celebration campaign for Hispanic Heritage Month. It will be significant to understand any expectations or previous partnerships that can be leveraged.

2- ERG/BRG – Most of them will spend a large percentage of their allocated budget during the HHM celebration month, this time allowing for speakers and engaging senior leaders of the organization.

3- DE&I staff – Previous/Current staff members might consult or support this area of focus.

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Hispanic Promise Framework

**Pillar 6: Buy**

Build a sustainable supply chain and embed supplier diversity standards by contracting with Hispanic-owned and operated businesses. Deepen Hispanic societal impact through economic opportunity development and empowerment.

**Context/This pillar addresses**
- Minority-owned businesses are overlooked and underrepresented
- Newer businesses may not have established the tools to navigate competitive contract bidding processes
- Core suppliers have no incentives to improve minority representation in their workforce
- Majority (non-diverse suppliers) have no incentives to improve minority representation in their workforce
- Access to capital for Hispanics to start up business; access to resources (e.g., knowledge/experience or capital) required to successfully scale businesses.
- Comfortability of using "go to" vendors

**Hispanic Promise 2.0 BHAG**
Achieve population parity for employer-based business.

**Activities & Outcomes Matrix**

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>1- Have a supplier diversity program in place.</td>
<td>1- Report year on year increase on % spent with diverse suppliers.</td>
</tr>
<tr>
<td></td>
<td>2- Measure $/% spend with Hispanic owned businesses.</td>
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<tr>
<td></td>
<td>3- Pre-identified list of potential Hispanic suppliers.</td>
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<td></td>
<td>4- Identify the measures of success.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better</td>
<td>1- Supplier diversity program specific to Hispanic owned businesses.</td>
<td>1- Report year on year increase on % spend with Hispanic owned businesses.</td>
</tr>
<tr>
<td></td>
<td>2- Track &amp; publicly report YoY growth on spend with Hispanic-owned. businesses at the Business Unit level</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3- Build pre-identified qualified list of Hispanic suppliers (pipeline).</td>
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</tr>
<tr>
<td></td>
<td>4- Track the measures of success.</td>
<td></td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Level 3</th>
<th>Activities</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1- Put programs in place to develop and nurture key suppliers.</td>
<td>1- Net increase of spend with Hispanic owned businesses (relative to total spend)</td>
</tr>
</tbody>
</table>
Hispanic Promise Framework

| Best | 2- Supplier diversity outcomes are considered as input to executives annual performance review. |
|      | 3- Active participation in forums to address lending insecurity, promote, and enable supplier diversity (Tier 1 and 2nd tier). |
|      | 4- Media representation and/or vended spend proportional to Hispanic market opportunity. |
|      | 5- Meet the measures of success. |
|      | 2- Net increase on number of Hispanic owned businesses contracted. |
|      | 3- Supply chain for marketing communications be from Latino-sources (agencies, market research, focus-groups, etc.). |
|      | 4- Diverse creators and agencies as suppliers. |

Strategies, Best Practices & Actions

- Accessibility – reducing language barriers
- Legal interpretation for contracts/navigating RFP processes
- Navigate Better Business Bureau, social media platforms to establish credible reputation and brand building
- Professional education and development for entrepreneurs
- Provide businesses operated by differing demographics the awareness that your business wants to expand their procurement catalog
- Consider investing in startup companies that have access and the trust of the Hispanic Market
- Leverage NMSDC and state-level councils as resources
- Create a legacy by supporting the recently approved The National Museum of the American Latino

Implementation

Departments/Stakeholders who might have information/programs already in place, and where consultation may be appropriate:

1- **Procurement office** - This department can share the metrics associated with dollars spent specifically to minority and Hispanic-owned businesses.
   a. This department can also help the Hispanic Promise implementor understand any programs available to help minority owned businesses scale up or have access to the vendor ecosystem.

2- **RFP (Request for proposal) team** - This team can help you understand how many new/potential clients or potential partners are asking about diversity practices specifically related to vendors and procurement. Having a solid understanding of potential business lost due to lack of strong performance is another way to measure this area.

3- **DE&I staff** - Previous/Current staff members might be involved or are knowledgeable about programs or surveys (Seramount, HACR that measure the performance in this area.)

4- **Finance** - To help create the business case with financial scenarios.
WHAT NOW?

Now that you are familiarized with the framework and the flexibility it offers to your organization, let’s cover a few best practices that and recommended resources to be successful at implementation (Please note: These are recommendations, created with the understanding that implementation or feasibility will vary based on your organization’s matrixes, capabilities and resources):

1- A business and DE&I executive sponsor who can advocate for the Hispanic Promise and who has a circle of senior influence within the organization.

2- A Hispanic promise (Hispanic center or excellence/team) to help create the vision, the overall roadmap and who will execute the strategy and monitor the progress. (See example org chart in next page)
   a. Recommend the creation of a RACI (Also called: Responsibility Assignment Chart) for the overall program.
      i. **Definition:** RACI is a project management and change management tool that can be used for identifying and assigning roles and responsibilities. RACI is an acronym:
         R - Responsible. The owner of the problem/project.
         A - to whom R is Accountable. Must sign/approve the work before it is OK.
         C - should be Consulted. Has necessary information or capability.
         I - should be Informed. Must be notified of results, but not consulted.

3- The creation of a document that will summarize the recommended approach and inclusive of Immediate/Medium- and Long-term initiatives (see attached sample outline) that can be socialized with leaders.

4- A budget allocated to the advancement of Hispanics in the organization.

5- A reporting cadence with the Executive sponsors to inform them of the progress made and opportunities identified.

6- Clear alignment with the ERG/BRG leads to ensure transparency and avoid overlaps.

As you move forward with the implementation, expect to be challenged, expect to not be in alignment with other stakeholders, and expect to become a versatile leader by exercising some or all the below skills:

1- Strategic thinking
2- Influential skills
3- Inquisitive mindset
4- Data Analytics interpretation
5- Leadership
6- Project Management
7- Creative solutioning
8- Resiliency
9- Collaboration
10- Public Speaking/Presentation skills

Sample of a feasible organizational approach
Hispanic Promise Framework

*Responsible for the overall strategy, execution, monitoring of the road map execution, and participates in various forums across the enterprise to help bring clarity to the goals of the Hispanic Promise

**Additional stakeholders that may need to be involved/consulted or informed (in order of priority)**

BRG/ERG leadership
Human resources/ DE&I team members
Business/Corporate managers
Marketing/Branding
Social Corporate responsibility
Communications/social media
Training/Learning and Development
Procurement/Request for proposal teams
Finance
Customer Insights
Legal/Compliance

Now, you have everything to understand the framework, and tools you need to implement the Hispanic Promise at your organization, remember that you are not alone, and it takes a village! Together, we shine!

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