

Diversity, Equity, and Inclusion Committee Charter

Purpose

This charter establishes Mansueto Ventures' diversity, equity, and inclusion committee (DEI committee) and sets forth its vision, objectives, responsibilities, and operations. In its role to advise and assist, the committee will recommend solutions and mechanisms to help create a supportive, positive, and inclusive work environment for everyone at Mansueto Ventures.

Mission

The DEI committee will advise and assist MV's executive and HR teams in creating a workplace and organizational culture that values the wide range of thought and perspectives delivered by a diverse workforce operating within an inclusive organization. The DEI committee will provide initial research, recommendations, employee resource group (ERG) support, and policy guidance pertaining to initiatives being considered by the MV executive team. Our diversity and inclusion objectives, and progress toward achieving them, will be assessed annually to ensure alignment with strategic business objectives.

Responsibilities

To accomplish this mission, the committee will advise and assist the CEO and HR staff and will have the following responsibilities, which may evolve over time:

- to advise and assist in creating opportunities for employees to provide feedback to executive staff about organizational climate and culture (i.e., climate assessments, anonymous satisfaction surveys, focus groups, etc.);
- to advise and assist in creating opportunities for employees to have meaningful engagement with leadership to promote cultural inclusivity and discuss issues relating to equity in the workplace;
- to provide its own feedback and insight to the executive and HR teams on issues of culture, equity, inclusion, and diversity in the workplace, including recommendations regarding short- and long-term strategies to meet the organization's current and future workforce needs (i.e., unbiased recruitment, hiring, and retention practices);
- to advise and assist the HR team by formulating recommendations for modifications of policies and practices that may negatively impact MV's diversity, inclusivity, and equity efforts;
- to advise and assist the HR team in identifying learning and development opportunities that allow employees at all levels to develop and deepen inclusion- and equity-based skills, knowledge, and behaviors;
- to identify opportunities for the organization to engage with the outside community to promote equity, social justice, and inclusion (e.g., community volunteer activities and corporate social responsibility initiatives);
- to establish an annual budget to support DEI-specific initiatives, including surveys, ERGs, training, publications, and other committee initiatives, which will

be submitted to executive or HR management for review with support by the MV finance department for tracking, payments, and reconciliations (initiatives that require human capital or internal resource allocation will require approval from the CEO, CFO, or HR prior to purchase or engagement);

- to serve as a communications vehicle to senior management as well as across the organization by helping develop the tone of internal messaging; and
- to conduct a self-assessment of the committee's effectiveness during the year that describes accomplishments relative to developed goals and charter responsibilities, challenges, and barriers encountered during the period, and recommendations for solutions.

Committee Composition

1. Committee liaison: The DEI committee will have one committee liaison serving as the direct point of communication between the committee and the MV executive team. The liaison will be responsible for meeting scheduling and preparation, meeting facilitation, follow-up on actionable items, and liaising with the executive team (including a quarterly report to the executive team).

2. Vice committee liaison, secretary, and treasurer: These committee officers will be responsible for managing the business of the committee. The election of these positions will be held during the month of May of each calendar year, and their term of office will begin on June 1.

3. Subcommittees: The DEI committee will comprise five subcommittees:

Employee experience: The employee experience subcommittee will advise and assist the HR staff in identifying, developing, or acquiring data-driven feedback tools designed to assess and analyze our colleagues' collective professional and cultural experience from date of hire to date of departure.

Policy and procedures: The policy and procedures subcommittee will advise and assist the HR staff to ensure that all Mansueto policies and procedures are designed and implemented to ensure that no MV colleague or group is adversely impacted and has equal and inclusive access to resources and protections.

Organizational culture: The organizational culture subcommittee will advise and assist the HR staff in the development of programs that encapsulate Mansueto's goal of becoming an inclusive culture. The subcommittee will support programs, including newsletters and other DEI-related communications, that recognize and honor both our colleagues' cultural interests and Mansueto's inclusivity goals. This subcommittee will also advise and assist in the development of internal and external DEI-related communications.

Behavior and skills: The behavior and skills subcommittee will advise and assist the HR staff in the area of training and development to ensure that all employees have access to DEI-related training as well as general training designed to support their career growth at Mansueto Ventures.

Talent acquisition: The talent acquisition subcommittee will advise and assist the HR staff to ensure MV's hiring strategies, processes, and standards are designed to build and retain a diverse workforce. The subcommittee will also advise and assist HR in reviewing current processes, measuring progress, and making recommendations for change if needed.

4. Executive Sponsor

The DEI committee will have one executive sponsor who will be elected by majority vote of the committee members. The executive sponsor will support the committee by:

- providing guidance to committee members;
- acting as the link between the committee and senior management;
- acting as an arbitrator and making decisions that may be beyond the authority of the committee members; and
- supporting committee members in the presentation of recommendations to the executive team.

The executive sponsor will serve a 12-month term on the committee. In the event that the executive sponsor voluntarily exits the committee, replacement candidate(s) will be solicited by the CEO from all leadership positions and presented to the full body of the committee for consideration.

5. Membership

1. The DEI committee will have no fewer than 14 members. The committee will prioritize cross-agency, multidivisional representation.

2. Committee members will represent every department within Mansueto Ventures.

3. Once a committee member's term expires or the member otherwise exits the committee, the department executive and/or their designee will hold an election process to select the exiting member's replacement. The election process will be as follows:

- The department executive and/or their designee will announce to their colleagues that a DEI committee member position is open and shall encourage any colleague interested in being considered for the position to nominate themselves;
- all colleagues are eligible to self-nominate, though the department executive and/or designee will confirm that the colleague meets the job performance requirement and that the colleague is committed to the committee's purpose and mission as stated in this Charter;

- all colleagues meeting the above criteria will be placed on the ballot;
- each active colleague is eligible to cast one vote for the nominee of their choice during a closed (anonymous) election; and
- the nominee receiving the majority vote will be elected to represent their department on the DEI committee.

4. After the initial establishment period, committee members may spend up to eight hours a month of paid time on DEI committee work. Time in excess of the pre-approved hours per month will need the approval of the member's direct supervisor.

Role	Dedicated Hours
Committee member	8
Subcommittee lead	12
Committee liaison	12
Executive sponsor	As needed

5. The committee membership should reflect a diversity of staff, taking into consideration factors such as office location, level, tenure, race/ethnicity, gender identity, sexual orientation, age, disability, veteran status, and socio-economic status.

By-Laws

Please refer to the committee's by-laws for additional information on the committee structure and its operational procedures.

Charter Review

The charter will be reviewed by the committee at the beginning of each fiscal year and revised as needed. Charter revisions will be reviewed and approved by the MV executive team and HR.

--- Addendum ---

Brave Space:

The DEI committee seeks to recognize the humanity of all involved and the need for individual and collective responsibility and accountability. The six pillars outlined below serve as a guide for conducting communication both within and outside of committee meetings.

1. **Vulnerability:** University of Houston professor Brené Brown defines *vulnerability* as “uncertainty, risk, and emotional exposure.” Brown also states that “vulnerability is the birthplace of innovation, creativity, learning, accountability.” When both employees and managers give themselves permission to be vulnerable in the office, they are making a conscious effort to create space for deeper engagement with themselves and with one another. The key to creating a brave space is for staff to model vulnerability with boundaries.
 - a. *We do this by asking questions about things we don't understand.*
 - b. *We do this by sharing parts of our story so that the complexity of who we are frames the context of our comments.*
2. **Perspective Taking:** Our lens is influenced by our own lived experiences. We must listen to the truth as other people experience it and acknowledge their experience as the truth. We don't need to take on the other person's perspective, but we must become curious about it and seek to understand what they see and why they see it that way.
 - a. *We do this by listening to understand instead of listening to respond.*
3. **Lean Into Fear:** When faced with fear, we are standing on the learning edge poised to discover something new about ourselves or others. Step out and take a risk to experience and offer something that might be different for the purpose of creating a learning opportunity or a teachable moment.
 - a. *We do this by doing the very thing that makes us nervous.*
 - b. *We do this by reframing our mindset about fear. If we let fear hold us back, we miss opportunities for change. If we let it propel us, we move in the direction of change and growth.*
4. **Critical Thinking:** Critical thinking involves the careful examination and evaluation of beliefs and actions...[it requires] a genuine effort to critique fairly all views, preferred and nonpreferred, using rigorous criteria. By questioning and being open to questioning, we can more easily understand one another's perspectives and allow space within discussions for the complexity of thoughts and ideas.
 - a. *We do this by being open to the possibility that our thoughts might be limited.*
 - b. *We do this by not taking critique as a personal attack, but seeing it as a way to expand our way of thinking.*

5. **Examine Intentions:** Examining our intentions helps us maintain and check our boundaries: Is what I am about to share going to advance the dialogue or is it merely self-serving? Am I oversharing? Does what I am saying come from a place of personal integrity? Examining our intentions also enables us to hold ourselves accountable for our words and actions, thus promoting a deeper level of self-awareness.
 - a. *We do this by asking ourselves a few questions, such as “Is what I am about to share for the purpose of advancing dialogue or is it merely self-serving?” “What’s the reason for my actions?” and “What do I want to see happen as a result of my words and/or actions?”*
6. **Mindfulness:** Mindfulness allows one’s self to be in the moment with intention. This may seem obvious, but when dealing with difficult or challenging topics in the classroom, we can easily begin a mental dialogue that could cause us to be somewhere other than the present moment or to want to be somewhere other than the present moment. The practice of mindfulness helps us to be aware of our inner chatter and emotions and quiet them without judgment, and, in this way, allows space for pillars 1 through 5.
 - a. *We do this by slowing down, and pausing before reacting.*
 - b. *We do this by enacting pillars 1 through 5.*