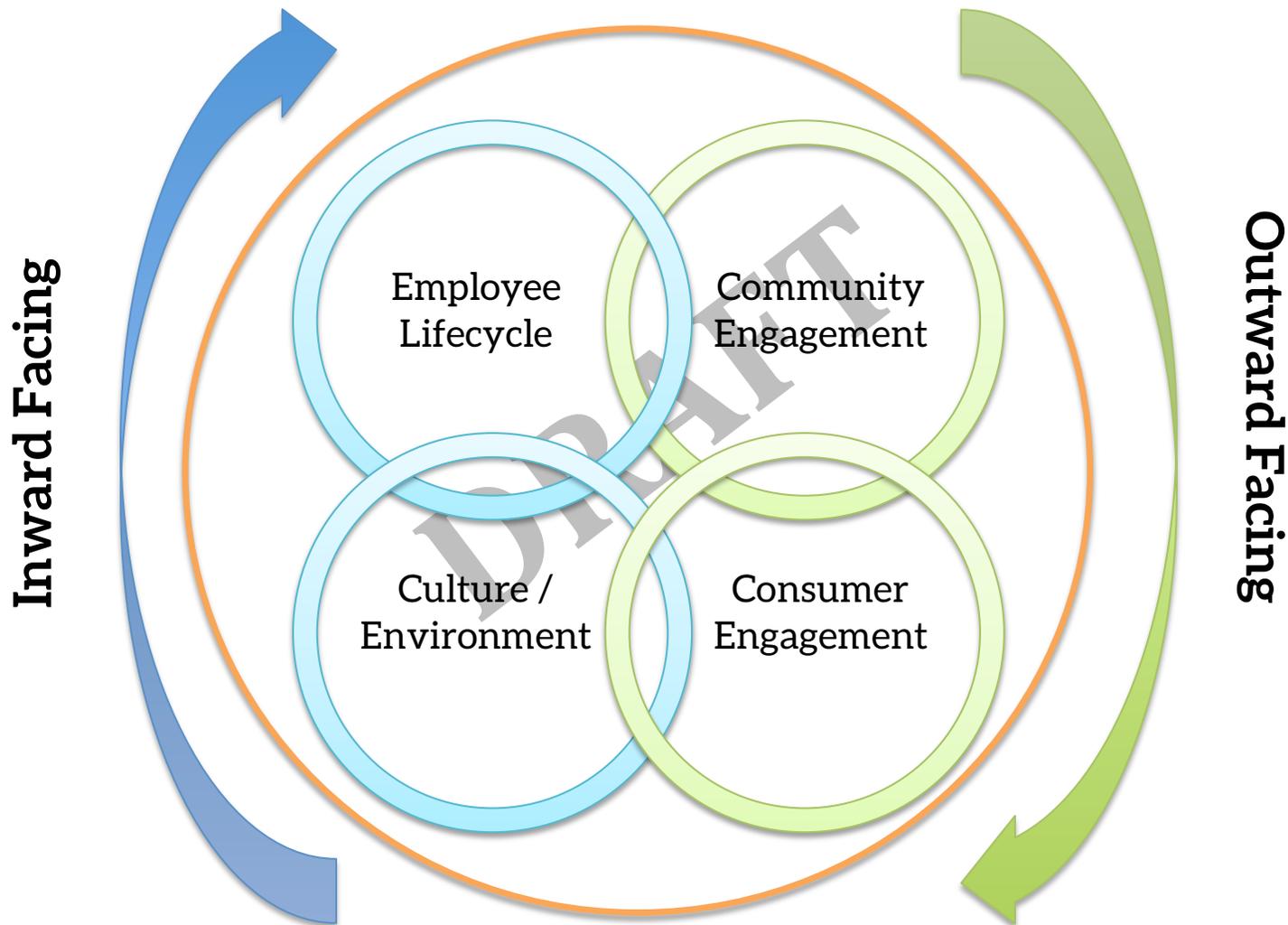CO CAMBER
OUTDOORS

Draft Framework - v2

Based on participant comments and discussion at the CEO Pledge Advisory Council meeting, this revised framework expands the vision of the index beyond the employee lifecycle to a more holistic view of an organization. In this model, an organization is defined by not only by what happens inside the organization's walls (Inward Facing), but also how the organization interacts with its consumers and its community (Outward Facing).

Inward Facing

Outward Facing

Employee Lifecycle

Community Engagement

Culture / Environment

Consumer Engagement

DRAFT

Holistic View of The Organization	
Inward Facing	**Outward Facing**
Employee Lifecycle This category represents each stage of an employee's career. At each stage, and organization makes a decision about a person relative to other people: hire this person or that person; provide training to this person or that person; etc. All companies work hard to make these stages fair to everyone involved, and our work will involve taking an objective look through an equity lens to make good processes even better.	**Consumer Engagement** This category represents the organization's interaction with the consumer, and it's all about how they listen and to whom. Companies work to create a brand, and this category looks more deeply into the way the company applies an equity lens in order to represents itself.
Possible Indicators: 　　Recruiting 　　Retention 　　Onboarding 　　Developing 　　Offboarding	Possible Indicators: 　　Marketing 　　Advertising 　　Sponsorships 　　Athletes/Ambassadors
Culture / Environment This category looks at the implicit rules of an organization. Policies and rules are important, but how people behave on a day-to-day basis impacts most of how employees feel about a company. Am I treated fairly? Do I trust my boss? Do I feel emotionally safe here? Often subtle and always changing, culture requires constant attention and everyone plays a role.	**Community Engagement** This category captures how an organization interacts with the rest of the world. How it "shows up" in the communities that it belongs to and how it selects the communities it chooses to interact with.
Possible Indicators: 　　Implicit Rules 　　Employee Engagement 　　Mindsets 　　Leader Behavior 　　Data / Demographics	Possible Indicators: 　　Employer Perception 　　Corporate Social Responsibility 　　Philanthropy 　　Volunteering 　　Advocacy/Causes
Readiness to Change Organizations approaching this work need to be prepared and committed to let go of some current behaviors and adopt new ones. It will be important for organizations to reflect on their willingness and readiness to adapt before engaging.	

DRAFT: For Discussion Purposes Only