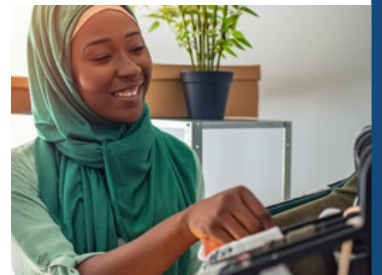


# OPEN TO ALL FIVE YEARS LATER: ASSESSING THE IMPACT AND LOOKING AHEAD



# TABLE OF CONTENTS

<b>Section 1:</b> Open to All by the Numbers	<b>1</b>
<b>Section 2:</b> Overview of Open to All Programming	<b>5</b>
<b>Section 3:</b> Mitigate Racial Bias in Retail Charter	<b>14</b>
<b>Section 4:</b> Trends in DEI Work & Implications for Open to All	<b>17</b>
<b>Section 5:</b> Looking Ahead	<b>19</b>

Since the launch of Open to All in 2017, corporations, retailers, small businesses, and nonprofits have come together to affirm proudly the belief that everyone should be welcome regardless of race, ethnicity, national origin, sex, sexual orientation, gender identity and expression, immigration status, religion, or disability. This report demonstrates the growth of the Open to All program and notes the resources and programs that helped cultivate best practices within companies. It also reviews the Mitigate Racial Bias in Retail Charter to show how Open to All has supported diversity, equity, and inclusion (DEI) initiatives for retailers nationwide. Lastly, drawn from interviews with Open to All's Leadership Circle partners, this report provides an overview of key trends and concerns facing DEI work moving forward.

## SECTION 1: OPEN TO ALL BY THE NUMBERS

Open to All is a transformative coalition built on the belief that businesses that are open to the public should be Open to All. Rather than focusing on one particular demographic group, such as LGBTQ people or women, Open to All articulates a vision for the country that is inclusive across identity and intersectional.

### OPEN TO ALL BUSINESSES PLEDGE TO:



Maintain a welcoming and safe environment for people—including employees, visitors, customers, vendors, and clients—regardless of race, ethnicity, national origin, sex, sexual orientation, gender identity and expression, immigration status, religion, or disability.



Not discriminate against any individuals or deny them goods or services based on any of these characteristics, and to provide all goods and services to everyone on the same terms.

The Open to All program doesn't just focus on business or corporate engagement but also fosters community and nonprofit connections. These features make Open to All unique and drive our theory of change:

## CHANGE HEARTS, MINDS & THE CONVERSATION

*Change the public and political conversation about nondiscrimination*

- Businesses create a visible culture of inclusion and fairness
  - Americans see brands they admire support nondiscrimination as a value
  - Can reach new audiences that advocacy groups can't
  - Support for nondiscrimination becomes pervasive; stores display signs even in conservative areas
- Showcase Open to All businesses as role models paving the way for others to follow
- Businesses are engaged in transforming America beyond the walls of their stores

## BUILD POWER

*Build a powerful coalition of businesses, nonprofits, service providers, and public officials*

- Leverage coalition for advocacy, political pressure
- Better coordination for change/change happens faster and better
- Politicians see companies they respect support nondiscrimination as a policy

## DRIVE BUSINESS INNOVATION TO CHANGE THE WORLD

*Drive change through branding, employee training and business innovation*

- Businesses and nonprofits driven to share innovation and best practices
- Take nondiscrimination work to the next level, e.g.,
  - Employees receive deep diversity training
  - Businesses explicitly require nondiscrimination as a cost of doing business
- The public supports organizations that support nondiscrimination through lists of OTA members and a buy-in strategy



In 2017, Open to All was created as a public education campaign. Since then, the program has seen rapid growth in small business engagement and corporate sponsorship.

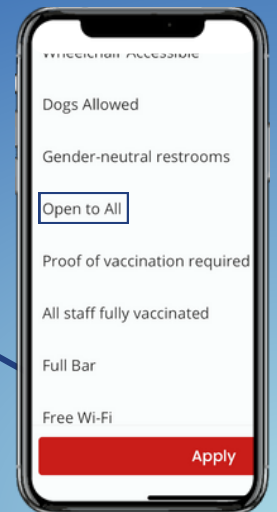
## SMALL BUSINESS GROWTH

In 2018, Yelp launched an Open to All attribute that allowed businesses nationwide to distinguish themselves as a safe and welcoming place on their Yelp business profile. Over the course of the next three years, over 581,000 businesses indicated that they are Open to All on Yelp, an overwhelmingly positive commitment to inclusivity. As of 2023, that number has risen to 694,000 businesses, a nearly 20% increase over two years. With about five million small businesses on Yelp nationwide, nearly 14% have indicated they are Open to All. We are approximately 70% complete toward our goal of a million small business partners, a significant milestone.

# 14%

## OF YELP SMALL BUSINESSES ARE OPEN TO ALL

SEARCH YELP  
USING THE  
OPEN TO ALL  
ATTRIBUTE



LOCATE  
ATTRIBUTES ON  
BUSINESSES'  
PROFILES

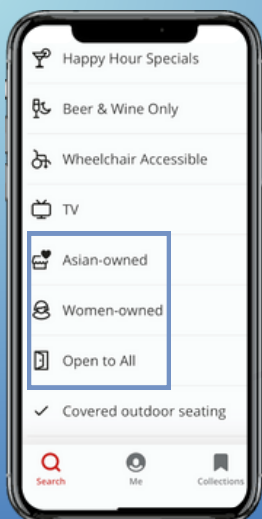


FIGURE 1: OTA SMALL BUSINESSES ON YELP



# LARGER, CORPORATE BRAND GROWTH

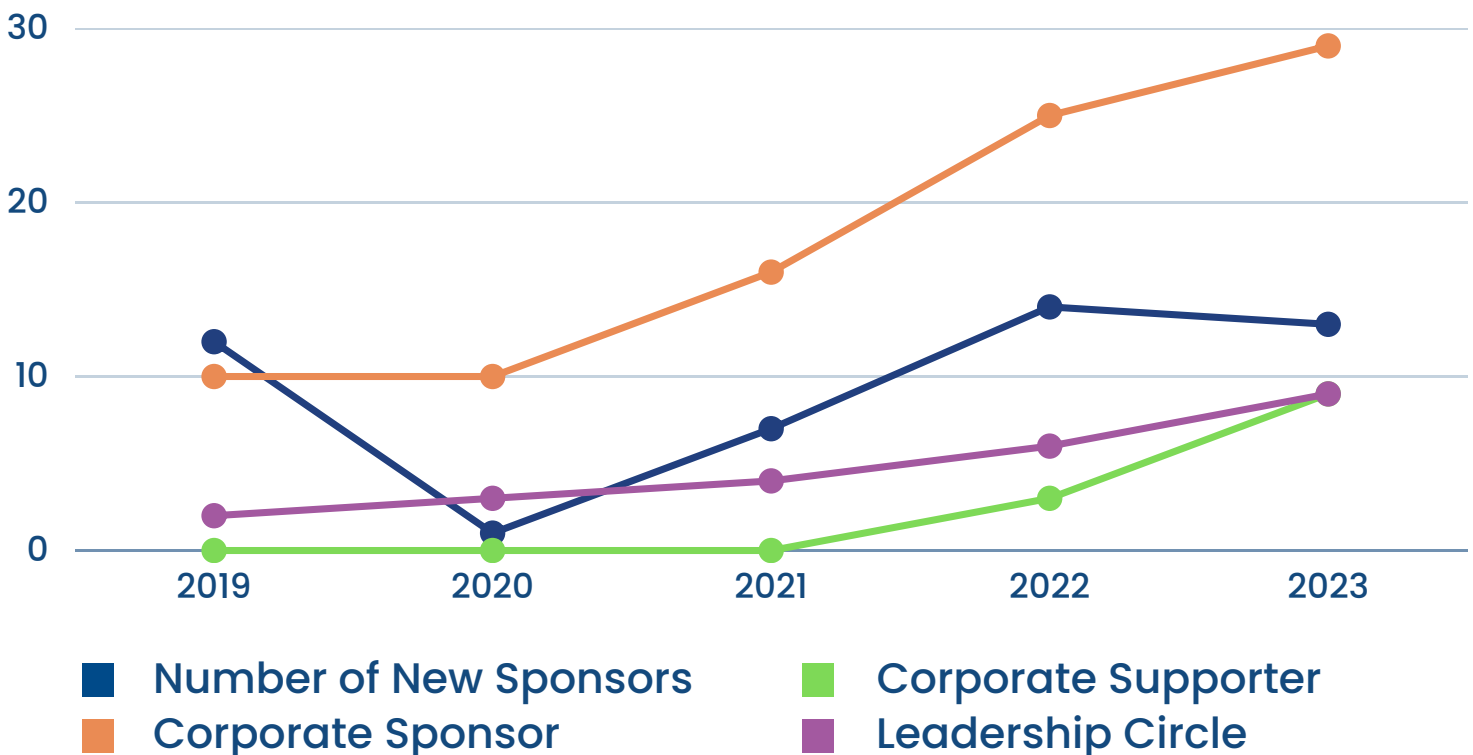
Open to All has seen consistent growth in large corporate brand membership. To date, we have more than 70 large brands ranging from PetSmart to REI to Sephora. We've added 13 partners this year, bringing our collective support to over 70 brands. Large companies have several opportunities for membership in Open to All:

**Corporate Supporter:** Corporations with revenue over \$750M that make a tax-deductible, annual donation of \$2,500

**Corporate Sponsor:** Corporations with revenue over \$750M that make a tax-deductible, annual donation of \$5,000

**Leadership Circle:** Corporations with revenue over \$750M that make a tax-deductible, annual donation of \$25,000

## FIGURE 2: MEMBERSHIP GROWTH OVER 5 YEARS



# SECTION 2: OVERVIEW OF OPEN TO ALL PROGRAMMING

As demonstrated in the Open to All theory of change on page 2, we seek to change the public and political conversation about nondiscrimination by supporting businesses with services to develop trainings and share best practices. Our key programmatic offerings and day-to-day work revolve around these goals.

Key types of programming Open to All has offered over the past five years include:



## RESOURCE DEVELOPMENT

Trainings, e-learnings, sample policies, and toolkits



## INTERACTIVE PROGRAMMING

Designed to better serve the populations in the Open to All pledge



## CONVENING CORPORATE PARTNERS

Sharing best practices, including facilitating the Mitigate Racial Bias in Retail working group monthly meetings, and the annual Open to All convening

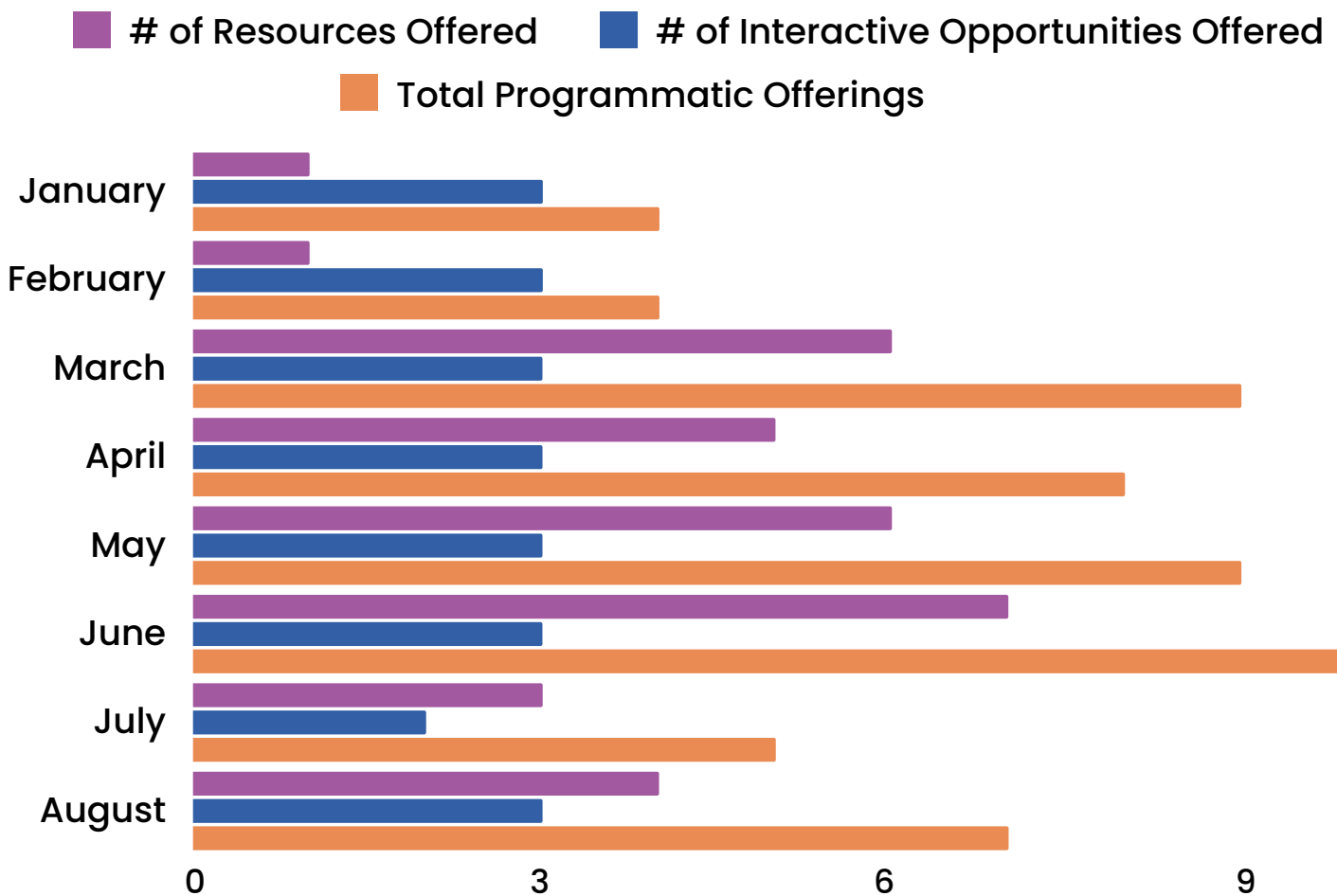
**Across all these offerings, Open to All programming aims to connect partners with resources that can guide and support DEI initiatives in their home organizations. Be it toolkits designed for specific needs or providing spaces to share best practices, Open to All offers opportunities for partners to engage with peers and the inclusivity movement more broadly.**

# SECTION 2: OVERVIEW OF OPEN TO ALL PROGRAMMING

Figure 3 provides a breakdown of Open to All programs offered thus far in 2023. A goal for our programs is to provide each month both tangible resources, such as toolkits and trainings, and interactive programming, such as monthly briefings, that allow partners to engage directly with Open to All staff, subject matter experts, and one another.

In 2023, Open to All has been able to offer at least three interactive opportunities each month (with the exception of July). In February, Open to All launched the Circle Community for corporate partners, a community engagement software that provides year-round access to Open to All resources and a message board to share best practices in a safe and confidential space.

## FIGURE 3: MONTHLY OPPORTUNITIES TO ENGAGE OTA PROGRAMS





The following categories elaborate on the types of programs Open to All has developed this year:



**Monthly Briefing Series:** Every month, Open to All hosts a digital gathering that allows corporate partners to connect with one another and dive deeper into relevant issues facing work surrounding diversity, equity, and inclusion. The monthly briefing series is one of our most popular offerings and gives industry leaders a platform to share their strategies and best practices. Topics this year have included employee resource groups (ERGs), diverse representation, protections from harassment, conflict management, and the recent SCOTUS affirmative action decision and its impact on DEI work. The monthly briefing series also allows us to bring in our nonprofit partners. They share their expertise on key issues with corporate partners and have the opportunity to build relationships outside of Open to All. For example, Asian Americans Advancing Justice offered a briefing on DEI Concerns and Meeting the Moment Through Cross-Community Solidarity. Internal and external communications provide deep dives into relevant issues facing DEI work and serve as a useful touchpoint for rapid responses as the national landscape changes.

**Monthly Newsletter:** The Open to All team has translated these briefings into blog posts at [opentoall.medium.com](https://opentoall.medium.com), and the content from the briefings is shared in external publications such as our newsletter. This brief and informative newsletter is used to inform our corporate partners on upcoming briefings, programming updates, new members, and relevant and timely DEI resources. Our monthly newsletter series showcases how we are addressing the unique needs of the populations in our pledge to our corporate partners. Every edition also introduces a few of our 200+ nonprofit partners and details opportunities to engage further with them.





**Expanding the Inclusive Retail Initiative:** Open to All announced its groundbreaking Inclusive Retail initiative in 2021. The campaign put tools and resources in the hands of businesses and customers alike to ensure the inclusion, safety, and acceptance of those on the frontlines of retail: floor staff and sales associates. This collaboration with nonprofit partners Retail Industry Leaders Association (RILA) and Right to Be (formerly Hollaback!) and corporate partners is a reaffirmation that everyone—including employees, visitors, vendors, and clients—has a hand in the creation of environments that are safe and inclusive to all. The Customer Action Center and Inclusive Retail Business Toolkit are two new resources for effective allyship. In addition, the Mitigating Racial Bias in Retail Charter is a growing collaboration that offers support to reduce racial discrimination in retail spaces and gives organizations the tools they need to address bias via trainings. More information on the Charter and its impact can be found in Section 3.

**Program Focus - Employee Resource Groups (ERGs):**

Employee Resource Groups (ERGs) are one of Open to All's key programming initiatives in 2023. ERGs provide a safe space for employees to come together and add their voices to the conversation. ERGs are known to improve working conditions, build trust, identify new leaders, and drive lasting change. We started the year strong by hosting a panel discussion for our corporate partners presenting best practices for developing ERGs. Developed in partnership with Capri Holdings Limited and Seramount, the first ERG toolkit will launch November 9th and will offer strategies for launching or expanding ERGs. The toolkit includes organizational models, templates for business plans and programming, case studies for reference, and many more resources to empower employees to develop their ERGs.





**Advocacy and Community Engagement:** Open to All understands that our corporate partners may be looking for opportunities for advocacy and community engagement. In addition to the monthly briefing series where nonprofit organizations that are subject matter experts share information, we also facilitate learning for corporate partners about ways to engage, if they would like to do so. For example, in 2023, there were more than 750 anti-LGBTQ bills introduced in state legislatures across the country. Open to All partnered with the Movement Advancement Project to host a rapid response briefing on the topic, which also included opportunities to explore how to support employees and customers during this time.

Inspired by our corporate partners' efforts to support their employees and team members, Open to All decided to transform this response into a program goal to connect corporate partners to our nonprofit coalition. By flagging advocacy opportunities in newsletters and on message boards, we hope to increase corporate engagement with our nonprofit coalition's advocacy efforts. Open to All helps translate these advocacy opportunities into actionable information, with content specifically designed for corporate audiences and calls to action embedded throughout offerings.



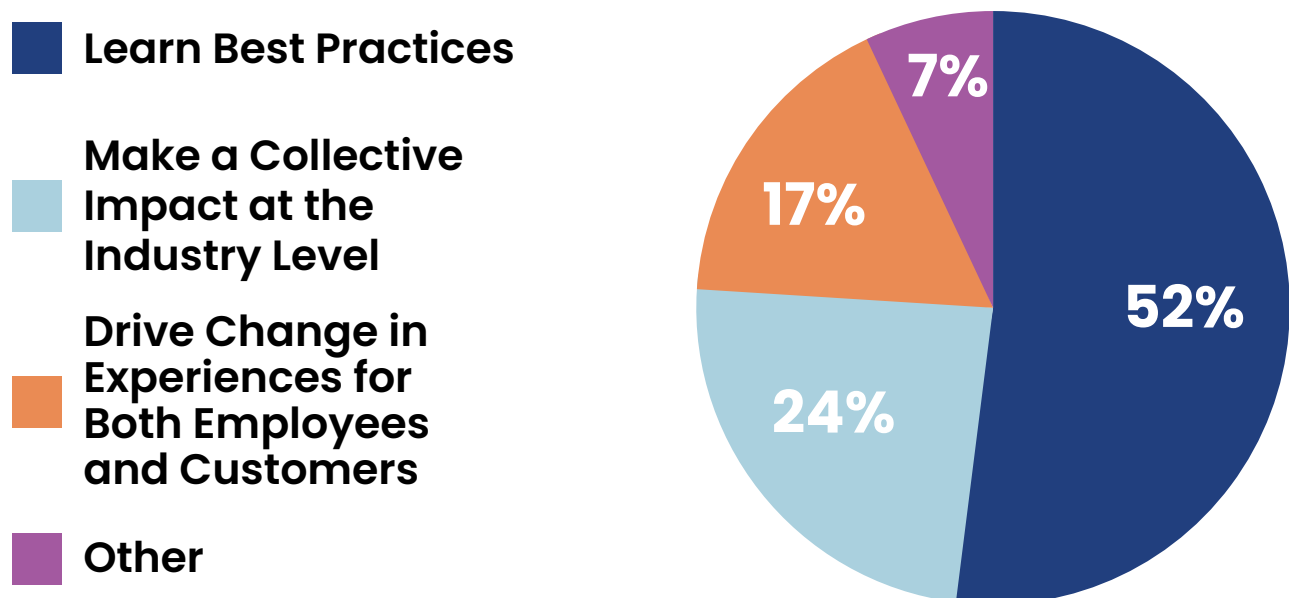
# THE IMPACT OF OPEN TO ALL PROGRAMMING

Open to All resources are designed to equip partners with tools to strengthen their commitment to diversity, equity, and inclusion. The coalition connects partners with one another to share best practices and drive change in experiences across the board. With five years of innovation, growth, and experimentation, Open to All took a step back to gauge the impact it has, the motivations of our participating businesses, our most popular offerings, and key areas for growth.

## MOTIVATIONS

According to respondents, 52% of partners joined Open to All to share and learn best practices from other businesses, researchers, and Open to All resources. 17% of respondents indicated they joined to drive change in experiences for both employees and customers. Additionally, 24% wanted to make a collective impact at the industry level more broadly. All together, we can note a commitment to improve at both the local and national level.

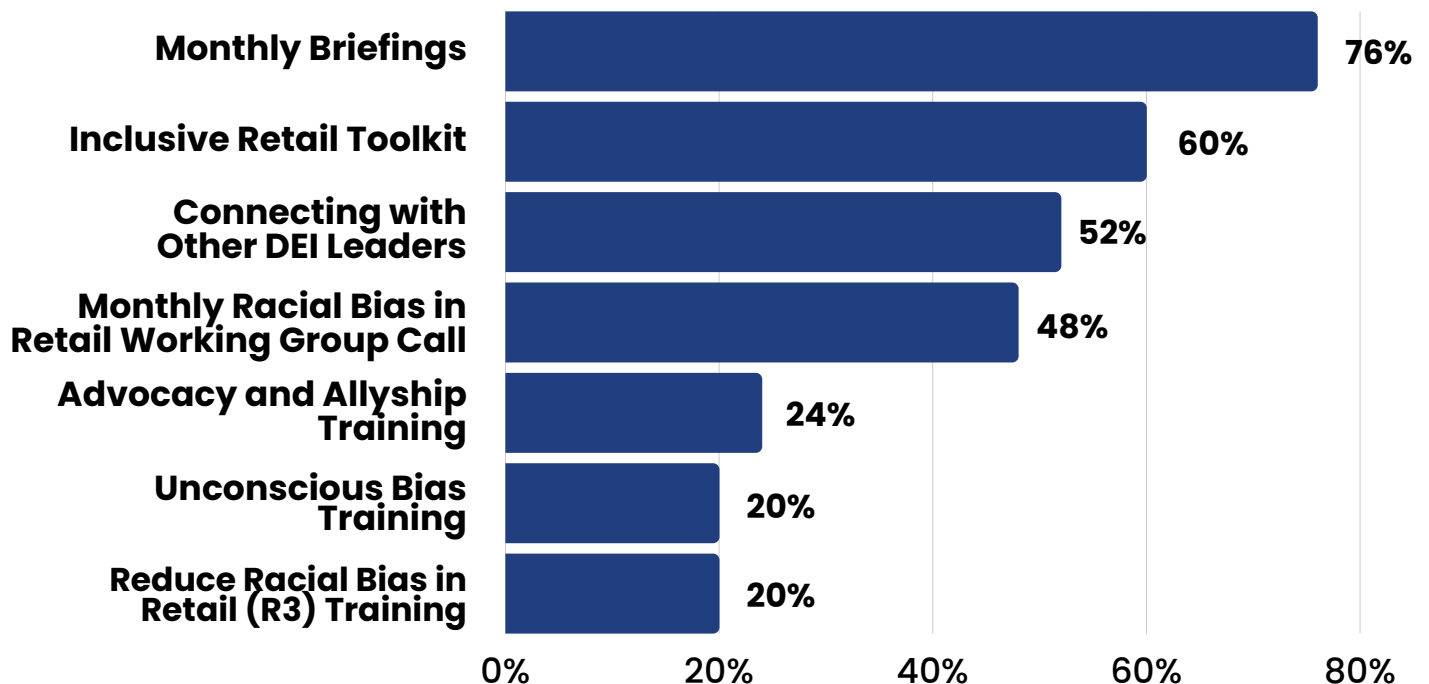
### FIGURE 4: TOP MOTIVATIONS FOR PARTICIPATING IN OPEN TO ALL PROGRAMS



# ENGAGEMENT

Monthly briefings in 2023 continue to serve as a primary method for partners to remain engaged with Open to All's DEI work, with 72% of respondents indicating that they have attended at least one. Over half of the respondents indicated using the Inclusive Retail Toolkit, which includes de-escalation techniques, customer belonging policy, and zero tolerance policy for hate speech and discrimination, as well as methods to confront implicit bias. In addition to staying informed and engaging with Open to All's resources, partners are connecting with other industry DEI leaders through our provided social media platforms. About a quarter of the coalition has also instituted some form of additional training (be it unconscious bias, Reduce Racial Bias in Retail - R3, or advocacy and allyship training). Open to All's monthly Racial Bias in Retail working group has also served as a valuable tool for collaboration, as monthly participation consistently reaches 30 to 40 participants per call (either via attendance or watching call recordings).

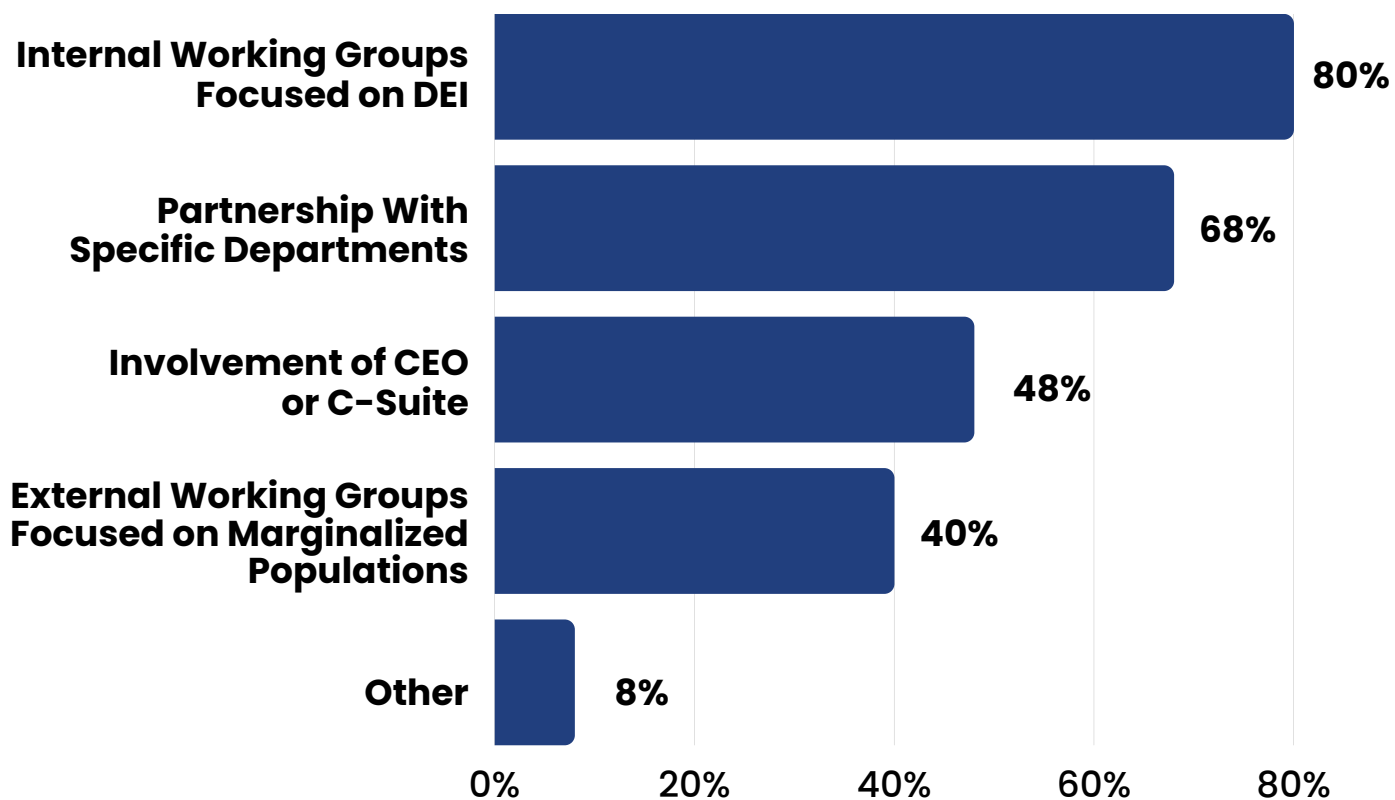
## FIGURE 5: TOP OPEN TO ALL PROGRAMS AND RESOURCES





This engagement has been translated internally for partners, as all respondents reported some method of buy-in within the company regarding Open to All's commitments. About 80% established internal working groups or task forces focused on diversity and inclusion, including ERGS, while 37% indicated using external working groups that focus particularly on marginalized groups. We can also note that this dedication to DEI work is reaching other stakeholders across the company departments and executive branches. 70% are working collaboratively across departments within their company, and about 45% reported the involvement of the company's CEO or C-suite.

## FIGURE 6: HOW PARTNERS CULTIVATE BUY-IN





Open to All's programs and resources have proven impactful supporting businesses as they strive to create a culture of belonging for underrepresented groups. As one respondent shared, **“The resources provided by Open to All allow us to strengthen our work and understand best practices from other retailers.”**

Open to All connects diversity, equity, and inclusion officers, sometimes the lone hire in their department, to a collaborative network that can support their initiatives. For example, one respondent indicated they **“partnered with other Open to All members to talk through strategies to strengthen supplier diversity.”** In addition, Open to All programming underscores the real human stakes associated with these issues **“bringing the human aspect of differences to specific functions that would otherwise not focus on those topics,”** as one respondent explains. Open to All programming conveys the importance and relevance of diversity, equity, and inclusion work and serves as a useful touchpoint for rapid responses as the national landscape changes.

While engagement with Open to All's resources and its impacts show steady growth, there's still work to be done around creating a culture of belonging for underrepresented groups. Citing challenges and gaps in the conversation about DEI in their industry, **over a quarter of respondents indicated uncertainty about whether these resources have tangibly strengthened that culture of belonging** for customers and employees across the board. We intend to incorporate this feedback as we design programming for the upcoming year.

# SECTION 3: MITIGATE RACIAL BIAS IN RETAIL CHARTER

Initiated by Open to All and Sephora in 2022, the Mitigate Racial Bias in Retail Charter (the Charter) aims to bring retailers together to implement tactics and actions that can mitigate racial biases from the shopper experience and create more welcoming retail environments for all. Drawing from Sephora's landmark 2021 study on the state of racial bias in the retail sector, the Charter forms a collaborative community geared toward making a collective impact. This year, 78 signatories, supporters, and thought leaders have joined the charter. This Charter hopes to reduce racial bias in retail through five key metrics:

**1.** Increase diversity across marketing, product and brand assortment, and retail workforce to prevent exclusionary treatment before shoppers enter a store and during their in-store journey

**2.** Provide trainings focused on the retail experience of shoppers of color to help address the disconnect between how BIPOC shoppers and store employees interpret interactions

**3.** Improve service toward BIPOC shoppers and create a positive in-store experience, taking their specific needs into account

**4.** Create a better feedback mechanism to improve service

**5.** Consistently independently report on meaningful actions and on progress towards fostering inclusive experiences for BIPOC shoppers

**OPEN  
TO ALL**

**Mitigate Racial Bias  
in Retail Charter**

In addition, the Mitigate Racial Bias in Retail Working Group invites industry leaders to present their best practices and share what areas they are working in. Some topics this year have included revamping hiring practices, reviewing return policies, strategies for diversifying marketing, and training focused on better serving BIPOC customers.

In May 2023, the Mitigate Racial Bias in Retail Charter was honored by Fast Company's World Changing Ideas Awards in three categories: Large Business, Social Justice, and General Excellence.

We're honored to have supportive partners who are continuing to take meaningful collective action to ensure a more welcoming retail environment.

## FAST COMPANY WORLD CHANGING IDEAS AWARDS



## MITIGATE RACIAL BIAS IN RETAIL CHARTER

LARGE BUSINESS FINALIST • GENERAL EXCELLENCE HONOREE • SOCIAL JUSTICE HONOREE



The results of our survey on the Mitigate Racial Bias in Retail Charter have provided some key insights into our work thus far.

## TRAINING

Specific training for diversity, equity, and inclusion are impactful methods for BIPOC customers as well as opportunities to integrate and address customer feedback. Prior to joining the charter, 82% of respondents reported having some form of DEI training or programming in place. Of this percentage, 71% required approximately one hour or more for DEI training regarding racial bias. The remainder indicated that the training time was less than an hour or was optional.

Open to All's "Reduce Racial Bias in Retail" (R3) training is a behavioral change learning experience designed to offer evidence-based strategies for reducing racial bias. About 60% of respondents already use or plan to use this training tool within a year.

## FEEDBACK

Email surveys appear to be the most popular form of feedback collection. All respondents share customer feedback with different departments across the organization and use it as a metric to gauge efficacy of employee training.

## DIVERSE MARKETING

Respondents shared strategies on how their companies plan to increase racial diversity across marketing, product assortment, and/or brand assortment in 2023:

- Seek out external partnerships to assist in marketing campaigns
- Diversify marketing materials and brand ambassadors
- Raise awareness for and stock Black-owned brands

## MOST REQUESTED TOPICS FOR UPCOMING PROGRAMMING:

- Trainings focused on better serving BIPOC clients (i.e. allyship, client service, security, etc.)
- Racially inclusive marketing campaigns
- Reviewing and revamping hiring practices and loss prevention practices
- DEI training or programming specifically regarding racial bias
- Strategies for effectively analyzing and acting upon surveys and other feedback



# SECTION 4: TRENDS IN DEI WORK AND IMPLICATIONS FOR OPEN TO ALL

## HOW TO MEASURE DEI WORK

Measuring DEI work can seem at once straightforward yet elusive. Common concerns arise over what metrics to use, how to collect data, and ultimately how to translate feedback into actionable change. With limited resources and no one-size-fits-all solution, **it's important to build a DEI strategy that can map out incremental approaches for engagement.**

Consider which departments engage with DEI most directly and which departments are more metric-driven than others. Doing so can help provide a framework for your company's individual DEI approach. Moreover, **a set strategy provides a sense of your impact goals** and the sustainability of those goals once you've achieved them.

## HOW TO ENGAGE DEI WHILE NOT GETTING POLITICAL

In our current moment, it admittedly doesn't take much for any inclusive efforts to be considered overly political. **This looming tension can make DEI work feel risky**, as backlash to inclusive products fills the news and can discourage buy-in within an organization hoping to stay out of the hot seat. And yet, **neutrality in DEI work makes "open to all" more of a mantra than a commitment to action.** Such reluctance can also affect companies behind the scenes – influencing product design and reorienting strategies to remain out of the fray.

While it might seem that companies will either have to “double down” or withdraw in the face of pushback, **core values can guide DEI frameworks** to reconcile what's good for business with “what's good for the heart.” Open to All is developing crisis management tools that will create a supportive peer group for those wishing to engage as well as technical assistance with individual incidents.

## STAFFING AND SUPPORT FROM HIGHER UPS

Staffing emerged as a theme that raised concerns over where DEI work “lives” within an organization, who drives and monitors it, and what support that person receives. **Approaches can range from isolatingly singular to overly collective.** Either one person is tasked with all the work, or the work becomes disseminated as a company-wide ethos with no set goals or accountability structure.

Identifying key members within your organization best suited to embed DEI work in their department develops key partnerships and sustainable buy-in measures. **An alarming trend within DEI has been the slashing of budgets and role elimination of DEI officials over the last two years.** Meanwhile, conservative legislators began targeting DEI initiatives.

These internal and external pressures permeate the industry. Open to All’s 2023 convening and 2024 programming will offer ways to support DEI officers during this particularly tense time and offer peer-to-peer support, interactive programming, external communications resources, and toolkits to meet this moment. **Creating a culture of belonging free from discrimination should never be considered a political act.**

## OPEN TO ALL PROVIDES CRITICAL SUPPORT FOR DEI OFFICIALS AND THEIR INITIATIVES

Across the board, members expressed gratitude for the support that the Open to All coalition provides for their work. The collaboration in this work and **the sharing of best practices has helped fill gaps in DEI approaches**, allowing members to understand how to do the work and compare their strategies with peers in their industry.

Open to All resources provide critical scaffolding in building DEI frameworks, including policy drafting, training initiatives, and interpersonal technical support. In addition, **Open to All can help guide businesses in navigating backlash with key messaging, guidance, and peer support.** The Open to All network inspires members and reminds them that they are not in this work alone.

# SECTION 5: LOOKING AHEAD

With an election year looming on the horizon and anti-DEI platforms dominating the political arena, Open to All is committed to developing programming that best supports partners' needs. Looking ahead to 2024, we have identified areas of development that Open to All aims to expand in the coming year.



**Crisis Management Programming and Resources:** Fueled by partner feedback on the one hand and the rise of hate-based attacks on the other, there is an urgent need for crisis management tools for navigating this increasingly polarized political landscape. We are in conversation with our nonprofit coalition members, including the Retail Industry Leaders Association, to develop crisis management offerings to address hate crimes, violence, harassment, and discrimination in retail locations. This area of focus will also be integrated into our October convening. The goal is to compile these efforts into a new toolkit that can address planning communications, brand reputation, and safety and security protocols.



**Post-303 Creative Landscape:** The Supreme Court's decision in the 303 Creative LLC v. Elenis case has had wide-reaching implications and ultimately has emboldened opponents to exercise blanket discrimination by refusing services to clients based on their identities. In response, Open to All is collaborating with partners to galvanize more small businesses and even cities to declare themselves Open to All. We see collaborative opportunities through public education and policy work to underscore the harm the 303 Creative decision has and will continue to enact.



**Disability Inclusion Toolkit:** With only about 30% of Employee Resource Groups reporting a focus on those with disabilities, we wanted to bring in disability advocacy in the coming year.



**Belonging Campaign:** As political tensions increase, Open to All is uniquely situated to launch an inspirational and positive campaign to counter DEI-attacks. Open to All plans to design a values-based, aspirational belonging campaign geared toward the value of nondiscrimination protections and creating a world where everyone feels welcome and respected.