

#ShowingUp

SFO'S DIVERSITY, EQUITY & INCLUSION NEWSLETTER

Welcome to #ShowingUp!

The Airport's Office of Diversity, Equity & Inclusion (DEI) welcomes you to our first issue of #ShowingUp! In these periodic newsletters, we'll highlight SFO's DEI efforts and impact; update you on SFO's Racial Equity Action Plan (REAP); share employee resources and relevant happenings; and most importantly, uplift the voices of our Black, Indigenous and People of Color (BIPOC) employees and underrepresented groups across the organization.

What's in a Name?

Why we're calling this newsletter #ShowingUp

Each day, we choose how we show up to work, and this goes beyond just our physical appearance. Showing up is a reflective practice, being conscious of how we are thinking and behaving and turning that outward with an understanding that people view and take in experiences in different ways. Showing up includes the actions you take daily to show up for yourself, including making your own mental, emotional and physical self a priority, as well as how you show up for others – which includes your colleagues, your teams, and your community.

Ways of showing up are not uniform, but you know it when you see it. Showing up is the starting point to creating a strong culture of inclusion and belonging at the Airport; and, guided by our **Core Values of Safety & Security, Teamwork, Excellence, Care, and Equity**, we are forging our path to building a community where everyone feels respected, valued, and supported.

“The willingness to show up changes us, it makes us a little braver each time.”

- **Brené Brown**, American professor, author and podcast host specializing in shame, vulnerability and leadership research



Ways to Start Showing Up for Others

1. Do your best to be fully present and actively listen.
2. Really **see** someone, pay attention to how they are doing.
3. Lead conversations with empathy and be willing to be vulnerable.

INCLUSION TIP

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Spotlight: DEI Champions who are #ShowingUp

As part of their commitment to the larger Airport community, the SFO Planning team has been quietly volunteering at Belle Air Elementary School in San Bruno. As some of you may know, SFO has had a special relationship with Belle Air for the past decade. As our neighbor, students are impacted by Airport operations on a daily basis. So, in 2010, we formed a partnership with the school under SFO's Adopt-a-School Program.



*Chris DiPriuna from
the Airport Planning team*



*Evelyn Ferreira from
the Sustainability team*

The small and mighty Planning team have developed a drop-in class and tour for third graders, conducting sessions in both English and Spanish. The driving force behind this partnership program is the curiosity, surprise, and wonder expressed by students during the lessons.

“SFO Planning staff think it is our professional responsibility to share and inspire the next generation of airport enthusiasts. We feel every child who resides around SFO should have an opportunity to learn about airports and how they work.”

- Nupur Sinha, Director of Planning and Environmental Affairs

We want to know how you are #ShowingUp for yourself and/or others. Do you know other DEI champions? Reach out so we can feature you in our next issue!

2022 Year in Review

SFO's dedication to excellence requires a sustained commitment to diversity, equity and inclusion in all areas of our work. Our goal is to create a sense of belonging that is so palpable, it is universally experienced by every team member. At the core of this effort is addressing policies and practices that undercut fairness across multiple demographics, conditions, and experiences.

We formally committed to this work in 2020 by developing our first **Racial Equity Action Plan (REAP)**, which is the vehicle that has gotten us started and continues to hold us accountable. This past year, we implemented various initiatives and completed actions in every REAP focus area. While we celebrate these and many other areas where earnest work is underway, we also understand there is much more work to do.

RACIAL EQUITY ACTION PLAN UPDATES



Hiring and Recruitment

The Airport's Racial Equity Recruitment Committee drafted a **Hiring and Recruitment Policy** that outlines the Airport's standards in the hiring process, including types of questions asked and diversity of panel members to ensure a more equitable process for all prospective employees.



Retention and Promotion

The Airport developed **guidance for acting and interim roles** to ensure employees have the opportunity to learn and develop in their assignment, as well as the requisite experience to seek promotional opportunities. **Career lattice guides** will also be available starting February 2023, to help team members during career planning.



Discipline and Separation

The Airport created the **Corrective Action Review & Evaluation (CARE) Forum** to improve consistency and fairness in the administration of corrective and disciplinary actions, and includes exploring remedies other than discipline. In FY22, Black employees, 7% of the workforce, were issued approximately 6% of the actions, decreasing 27 percentage points from FY19.



Diverse and Equitable Leadership and Management

Because we believe racial equity is everyone's work, to create greater engagement and individual accountability, all Commission employees must incorporate **racial equity initiatives** in their Performance Plan and Appraisal Reports (PPARs) starting FY23.



Mobility and Professional Development

The Airport launched an online **mentoring tool** that guides participants through a 6-month mentorship journey. Currently, over 90 mentors from across SFO are available to connect through the program! We also created a new **Talent Mobility** team to develop and retain the diverse talent we already have here at SFO.



Organizational Culture of Belonging and Inclusion

The Airport added a new **Racial Equity, Inclusion, and Belonging dimension** to the 2022 Employee Satisfaction Survey (ESS) and expanded demographic questions to better understand the unique experiences of our diverse team. **See** below for more information on the ESS.



Boards and Commissions

Following the Airport Commission's adoption of the Ramaytush Ohlone Land Acknowledgement, the Airport completed the **physical installation of the Land Acknowledgment** in November 2022. This dedication honors the original inhabitants of the land now occupied by SFO.

DEI & ERG EVENTS

Last year, the Airport Commission organized 12 DEI-focused events, with over **494 employees** in attendance. These included our International Potluck and our Courageous Conversations Speaker Series where we invited prominent guests who inspired conversation, drove community engagement, and offered knowledge related to diversity, equity, and inclusion. We've also created more space for open dialogue on tough topics. In 2022, our ERGs hosted a total of 46 events, which were attended by **1,644 participants!** If you haven't yet participated in an ERG event, there will be many more exciting events happening this year. Don't wait, now is the time to start #ShowingUp!



Did you Know?

SFO's first Employee Resource Group launched back in 2018, with the SFO Parents Network (now known as Parents@SFO). Today, the Airport has seven (7) ERGs, led by 19 dedicated ERG leads.



Ramaytush Ohlone
Land Acknowledgement Dedication



Women@SFO Meeting



LatinX@SFO celebrates
Hispanic Heritage Month



Stephanie Francisco, Jennifer Acton, Rinaldi Wibowo, Diana Tsui, Alejandro Pimentel, Susan Kim, Lovell Coverson, Claudia Hofmann, James Maher, Kantrice Ogletree, Viviana Soper

Not pictured: Keith Chow, Robin Brown, Claudia Guerra, Raul Menjivar, Abedoon Jamal, Melissa Andretta, Eoin Manering, Tim Carlisle

EMPLOYEE SATISFACTION SURVEY RESULTS

Nearly 80% of our employees completed the 2022 Employee Satisfaction Survey (ESS), and almost all of you (99%) provided open-ended feedback to at least one of the seven open-ended questions, with an average feedback length of 55 words – that's a lot of engagement!

Since November 2022, People, Performance & Development (PPD) and DEI have been conducting All Hands meetings with each of you, sharing your work division's ESS results, and soliciting your candid feedback about what's going right and where we still need to improve – information which will help inform division Action Plans. We're learning a lot, and we've appreciated your honesty, thoughtfulness, and commitment to making SFO an equitable and inclusive workplace. The All Hands meetings will wrap-up next month and each division head will lead the development of their respective group's Action Plan based on the feedback you've provided. We encourage you to continue to participate in this process to ensure we're prioritizing our actions around what's most important.

“ There are so many things that can be traumatic about being part of a marginalized community but being able to celebrate and have positive experiences with my colleagues and the wider community is something that soothes my soul.

- Bao Li, Curator with Museums

Some Takeaways from the 2022 ESS

From the ESS, we learned one-third of SFO employees have encountered some form of unwelcome conduct or discrimination in our workplace. With these, and other key ESS insights, the Airport is focusing its efforts on providing additional guidance and resources to support and empower team members to report unlawful conduct and promote equal opportunity in the workplace.



An overwhelming majority of you (89%) believe it is important that SFO address racial equity as a strategic priority, compared to 82% in 2020



85% of you agreed that it is important to have dialogue about race in the workplace, up from 78% in 2020



80% of you feel that you can bring your WHOLE selves to work



More than 87% of you responded to understanding racial disparities, compared to 73% in 2020 - a huge jump!

You can find a summary of the ESS results on SFO Connect.

INCLUSION TIP



Fostering Psychological Safety

- Allow staff and colleagues to communicate in a way that feels natural and comfortable for them.
- Pay attention to the team members that don't speak up in meetings or have limited input, and create space for these employees to contribute.

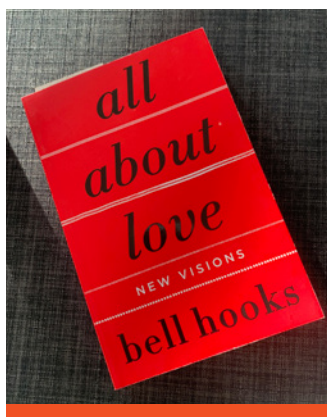


Community Corner

Let's build knowledge together through our Community Corner! In each newsletter, we'll share what some of your colleagues are reading, eating and listening to. Let us know what's on your bookshelf, palette, and playlist by emailing us at SFO.DEI@flysfo.com.



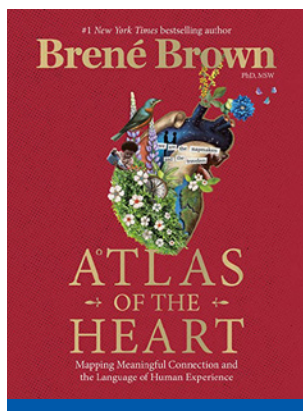
What We're Reading



All about love by bell hooks: author and activist bell hooks opted to not capitalize her name in order to keep the public's focus on her work. In this book, hooks explains steps individuals need to take in order for our society to become more loving and nurturing towards all. bell hooks passed away in December 2021.



What We're Listening To



Atlas of the Heart: Mapping Meaningful Connection and the Language of Human Experience, an audiobook by Brené Brown. In *Atlas of the Heart*, Brené explores eighty-seven emotions that define what it means to be human and walk through a new framework for cultivating meaningful connection.



What We're Eating



Career Advance Intern Austin Collier pictured with his mom, Karen Brown Collier

The Brown-Collier family Sweet Potato Pie Recipe

- 5 medium-large sized sweet potatoes (makes 3 pies)
- 2 sticks of butter (organic) or ghee (melted)
- 2 cups brown sugar & 1 cup granulated sugar (organic)
- 6 eggs (organic)
- 1 can of evaporated milk
- 1 orange (squeezed)
- 3 pinches of salt (or to taste)
- 2 tablespoons vanilla extract
- 3 tablespoons cinnamon (or to taste)
- 1 tablespoon pumpkin spice (or to taste)
- 3 unbaked pie shells

Instructions:

- Bake sweet potatoes in an oven for 5 hours at 400 degrees. For less time, put sweet potatoes in the microwave oven (slather potatoes with butter and poke with a knife on all sides). Microwave for 40 minutes.
- Check to make sure the potatoes are soft. If they are not soft, put them back in the oven until they are soft to the touch.
- Take soft potatoes out of the oven and peel. Put potatoes in a large round bowl.
- Separately blend eggs and evaporated milk mixture together. Add milk and egg mixture to sweet potato mixture and all other ingredients until silky smooth.
- Spoon sweet potato mixture into pie pastries.
- Bake at 350 degrees for about 1 hour and 10 minutes. Allow the pie to cool for 30 minutes before cutting. Enjoy!



What's Happening

We've gathered information about City happenings and local events related to upcoming holidays and heritage month celebrations you won't want to miss!

Lunar New Year is a festival typically celebrated in China and other Asian countries including Korea, Vietnam, Singapore, Mongolia, and many more.

In Chinese culture, Lunar New Year celebrations begin with the first new moon of the lunar calendar and ends with the first full moon, 15 days later. During this time, family members receive 'lai see' or red envelopes, containing small amounts of money. Dances, fireworks, and lanterns are prevalent during the celebration.

Seven Traditional Foods Eaten During Lunar New Year:



LUNAR NEW YEAR



Niangao
(Glutinous Rice Cake)



Fish



Spring Rolls



**Longevity
Noodles**



Dumplings



**Good Fortune
Fruit**



Tangyuan
(Sweet Rice Balls)



2023

— DIVERSITY CALENDAR —

JANUARY

World Braille Day, MLK Jr. Day, Lunar New Year,
International Holocaust Remembrance Day

FEBRUARY

Black History Month, International Mother Language
Day, the beginning of Lent

MARCH

Women's History Month, Holi, International Women's
Day, Nowruz, the beginning of Ramadan

— CITY-WIDE EVENTS —

- **Chinese New Year Parade**
February 4, 2023, 5:15p.m. – 8:00p.m., 2nd and
Market Street, San Francisco
- **Lunar New Year x Black History
Month Celebration**
February 4, 2023, 11:00a.m. – 4:00p.m.,
Oakland Asian Cultural Center, Oakland
- **Film: Working Woman (Isha Ovedet)**
@ SF Public Library Main Branch
February 13, 2023, 2:00p.m. – 4:00p.m., SFPL
Main Branch Koret Auditorium, San Francisco

We recognize our Diversity Calendar is by far not a comprehensive list, so please let us know if we've missed something important to you!

INCLUSION TIP



Making Space for Non-Dominant Experiences

Whether your team members celebrate different holidays or celebrate observances in different ways, make space to support them and learn about cultures, religions, nationalities, groups, and identities other than your own.

Drop Us A Line

If you would like to contribute to this newsletter, have ideas about ways to make SFO a more inclusive workplace, or have an equal employment opportunity concern, you can reach out to the DEI Office anytime at SFO.DEI@flysfo.com. You can also find our office at the ITB, 4th level, Suite I-4-27.