



Building a Better Shared Micromobility Industry:

Best Practices for More Diverse and Inclusive Workplaces



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Published in September 2023, this resource was created by the North American Bikeshare and Scootershare Association (NABSA) and the Better Bike Share Partnership (BBSP) with the support of Steer + Fourth Economy.

[NABSA](https://www.nabsa.net) is a nonprofit organization committed to providing resources, education, and advocacy for the shared micromobility industry. By fostering collaboration among public, private, and nonprofit sectors within the industry, NABSA facilitates spaces for growth and aims to promote a more equitable and sustainable transportation ecosystem. For more information, visit www.nabsa.net.

The [Better Bike Share Partnership](https://www.betterbikeshare.org) is a collaboration between The City of Philadelphia, the National Association of City Transportation Officials (NACTO), and PeopleForBikes. The mission of BBSP is to advance equity in shared micromobility by increasing access to and the use of bike share and scooter share among BIPOC and people with limited incomes. BBSP works with and supports organizations in their efforts to build equitable shared micromobility systems. To learn more about its efforts, visit www.betterbikeshare.org.





Photo Credit: Darren Burton Photography



Photo Credit: Red Bike



Photo Credit: Greencorps Chicago



Photo Credit: Better Bike Share Partnership



Photo Credit: Darren Burton Photography



Photo Credit: Hamilton Bike Share



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Introduction

Dear NABSA and BBSP community,

We are delighted to present the newly updated workforce diversity toolkit, *Building a Better Shared Micromobility Industry: Best Practices for More Diverse and Inclusive Workplaces*. This revision reflects our industry's dynamic evolution and increased diversity since the toolkit was first released in 2019.

Over the past few years, the shared micromobility landscape has undergone significant transformations. According to NABSA's 2022 State of Industry Report, at least one shared micromobility system exists in approximately 401 cities across North America, demonstrating the increasing ubiquity of our industry. In the wake of a challenging 2020, we are proud to report that ridership in 2022 across North America returned to pre-pandemic levels, underscoring the resilience and vitality of bikeshare and scootershare.

However, alongside these successes, we've also identified areas for improvement. Although the representation of Black, Indigenous, and people of color among shared micromobility users has increased in past years, our data reveals that white male populations continue to be over-represented. Additionally, our user demographics tend to be skewed toward higher-income earners and those under 44. In 2022, 56% of agencies and operators reported that their staff is representative of the population being served. The information gathered underscores the need for concerted efforts to ensure that shared micromobility users and workplaces reflect the diverse communities they aim to serve.

With this toolkit, we aspire to spotlight the challenges and opportunities concerning workforce diversity, equity, inclusion, and belonging within shared micromobility. We celebrate the innovative work already being done by organizations in our industry and aim to provide valuable guidance to those on their journey toward building a better industry.

This toolkit is intended for a wide audience, ranging from industry veterans to those just entering the field, and recognizes the diversity of sectors and organizations in the field. The insights and strategies offered herein apply to various geographies and contexts, recognizing the global relevance of our industry's mission.

We kindly remind our readers that while we strive to provide comprehensive and up-to-date information, this toolkit should be a guide rather than an exhaustive resource. The rapidly evolving nature of the shared micromobility industry means that while this toolkit provides a strong starting point, continuous learning and adaptation are integral to achieving lasting success.

We are grateful to the NABSA and BBSP communities for your ongoing dedication to fostering an inclusive, equitable, and diverse shared micromobility industry. We look forward to your valuable contributions and our collective growth.



Sam Herr
Executive Director,
NABSA



Waffiyyah Murray
DEI Committee Chair,
NABSA



What Do We Mean When We Say DEIB?

When we talk about DEIB—Diversity, Equity, Inclusion, and Belonging—in the context of shared micromobility, we refer to a holistic approach that prioritizes varied experiences, fair opportunities, inclusive environments, and a sense of community. Each of these four elements holds distinct meaning and importance:

Diversity refers to acknowledging and appreciating the myriad characteristics that make individuals unique. This spectrum includes but is not limited to, race, gender, sexual orientation, religion, ethnicity, national origin, and disability status. Diversity is crucial to the success of our industry, as it's through varied experiences and perspectives that innovation is fostered.

Equity is our commitment to fairness and justice. It addresses systemic barriers and evenly distributes opportunities within the shared micromobility industry. We're dedicated to creating a fair playing field that allows everyone the chance to succeed.

Inclusion aims to cultivate an environment where everyone feels valued and respected. A space where different perspectives are not only welcomed but sought after. Inclusivity is creating a setting where people can bring their full selves to work, unlocking the industry's full potential.

Belonging encapsulates our aspiration to foster a deep sense of community. We aim to cultivate an atmosphere where all members feel included and vital to the shared micromobility industry.

These four principles—Diversity, Equity, Inclusion, and Belonging—form the backbone of our DEIB commitment at NABSA. We hope to bring about meaningful change in our industry, using DEIB as a catalyst for transformation.

Photo Credit: BKT bici pública





Why Prioritize Workforce DEIB?



Photo Credit: Darren Burton Photography

For many reasons, prioritizing Diversity, Equity, Inclusion, and Belonging (DEIB) in the shared micromobility industry is paramount. An inclusive and diverse workforce drives innovation by bringing together various perspectives, experiences, and ideas that can lead to improved services and products. Implementing equitable hiring practices and professional development opportunities fosters a sense of fairness and respect among employees, leading to increased job satisfaction, productivity, and retention.

Moreover, supporting a diverse workforce and providing accommodations for individuals with different neurocognition and physical capabilities allows the industry to better serve a broad spectrum of users, enhancing the overall accessibility of shared micromobility services. Lastly, accountable leadership that embodies DEIB values sets the tone for the organization, ensuring these principles are woven into the company culture and strategy. Prioritizing DEIB contributes to a thriving, inclusive workplace and holistically advances an organization's mission.



How to Use This Toolkit

This toolkit is a comprehensive guide for organizations within the shared micromobility industry. This pivotal resource offers invaluable insights into best practices for cultivating a diverse workplace and fostering a culture ingrained with the values of diversity, equity, inclusion, and belonging.

Each toolkit section is enriched with **Action Steps, Case Studies, Resources, and a Self-Assessment** to provide tangible strategies to build a more diverse team and promote a more equitable organization.

Here is a guide on how to navigate and effectively utilize this toolkit:



Recruitment and Outreach

This section delves into the best practices for attracting a diverse pool of candidates. It is designed to help your organization broaden its outreach and draw in candidates from various backgrounds and experiences.



Hiring

After successfully recruiting diverse candidates, the next step is hiring. This segment focuses on creating an equitable hiring process, providing tips on crafting inclusive job descriptions, conducting unbiased interviews, and making fair decisions.



Retention

Retaining a diverse workforce and cultivating a sense of belonging can be even more complex than recruiting and hiring. This section provides strategies for retaining diverse talent, including fostering an inclusive and supportive work environment, promoting work-life balance, and ensuring equitable access to opportunities and resources.



Leadership Accountability

In the shared micromobility industry, leadership is essential for establishing and embodying DEIB principles, setting the tone for workplace culture, and fostering an environment where diversity is valued and everyone feels a sense of belonging. Leaders are responsible for actively diversifying the workforce, ensuring equitable opportunities, and continually evaluating and adjusting DEIB strategies.



Photo Credit: Cincy Red Bike



Workplace Culture

Workplace culture significantly influences staff satisfaction, performance, and retention. This segment will guide you in cultivating an inclusive, respectful, and welcoming workplace culture that values diversity and fosters a sense of belonging.



Professional Development

Professional development opportunities are essential for employees' personal growth and career advancement, and in the context of DEIB, they ensure all individuals, regardless of their background, have equal opportunities to succeed. In the shared micromobility industry, these opportunities can include specialized training on new technologies or trends, which can in turn foster a more skilled, diverse workforce and enhance an organization's adaptability in our ever-evolving industry.



Tracking Progress and Measuring Impact

The final section deals with accountability. Here, you'll learn how to keep your organization accountable for its DEIB commitments. This section includes strategies for regularly monitoring and assessing DEIB efforts and the importance of transparent communication.



Tips for Getting Started

Embarking on a diversity, equity, inclusion, and belonging (DEIB) journey may seem daunting initially, but remember that all significant progress takes time and continuous effort. Don't pressure your organization to perfect every aspect of DEIB from the onset. Instead, it's crucial to adopt a mindset of growth and evolution. Embrace the idea of "speaking in a first draft" which means accepting that your initial DEIB efforts might be imperfect but will improve over time.

If you're in the early stages of your DEIB journey, here are five practical steps to get started:

- 1. Regular Staff Trainings:** Organize regular staff trainings around implicit bias and equity in the workplace. Don't limit these to singular sessions; maintain continuous DEIB discussions and learning opportunities by establishing regular co-learning sessions on DEIB topics.
- 2. Make a DEIB Commitment Statement:** Complement your organization's mission and vision with a clear statement of commitment to DEIB. This serves as a guiding principle, underpinning the changes and actions your organization undertakes towards DEIB.

- 3. Establish DEIB Goals:** Define what DEIB means for your organization. What are your specific aims? You may want your staff to be more representative of the communities in which you have presence to foster a more inclusive workplace culture.

- 4. Inventory Existing Programs:** Evaluate your internal and external processes to identify opportunities to further DEIB goals. It's not always about creating new initiatives; sometimes, existing programs can be adapted or expanded to serve DEIB objectives better.

- 5. Partner with Local Organizations:** True equity-minded recruitment and outreach require authentic partnerships with community groups and diverse organizations. Don't forge these relationships solely for convenience; establish them ahead of your needs and let learnings from these organizations inform your outreach efforts.

Remember, initiating your DEIB journey is the first step towards creating an inclusive, diverse, equitable, and belonging-driven organization. It might be a long road, but every step counts.



Workplace DEIB Best Practices Framework

This framework serves as a guide to organizations in the industry, providing a comprehensive roadmap to building and nurturing a diverse and inclusive workforce.

As an industry rooted in sustainability and growth, shared micromobility must uphold these values internally, driving equitable opportunities for all individuals irrespective of their backgrounds. This framework aims to provide effective strategies across key areas, from recruitment to retention, leadership to professional development, and workplace culture to accountability.

This framework offers a comprehensive strategy for implementing DEIB in the shared micromobility industry. From recruitment and hiring to professional development and accountability, it provides actionable steps for attracting and retaining diverse talent, fostering an inclusive culture, ensuring support of a diverse workforce, and tracking progress.

Recruitment and Outreach:

- » Identify and engage diverse talent sources that align with your organization's goals.
- » Adopt an inclusive outreach strategy that covers various platforms and communities.
- » Tailor job advertisements and recruitment materials to attract diverse candidates.
- » Leverage case studies and resources to refine your outreach strategies and recruitment efforts.

Hiring:

- » Develop inclusive job descriptions that emphasize required skills over specific backgrounds.
- » Implement bias-free interview practices, focusing on objective criteria.
- » Ensure hiring decisions are made based on merit, not bias.

Retention:

- » Foster a supportive and inclusive work environment where diversity thrives.
- » Promote work-life balance policies to reduce employee burnout and turnover.
- » Facilitate equitable access to opportunities and resources within your organization.



Leadership Accountability:

- » Encourage leaders to embody and promote DEIB values within the organization.
- » Foster diverse leadership within the organization to reflect its diverse workforce.
- » Train leaders to continually evaluate and adjust DEIB strategies to optimize inclusivity.

Workplace Culture:

- » Build an inclusive, respectful, and welcoming workplace culture.
- » Facilitate open communication and promote diverse perspectives and ideas.
- » Make diversity and inclusion an integral part of your organization's core values.

Professional Development:

- » Provide equal access to professional development opportunities.
- » Promote specialized training on new technologies or trends in the shared micromobility industry.
- » Implement a regular review structure, ensuring employees have clear expectations and pathways to growth.

Tracking Progress and Measuring Impact:

- » Implement regular monitoring and assessment of DEIB efforts.
- » Establish feedback mechanisms to gauge the effectiveness of DEIB initiatives.
- » Foster transparent communication about the organization's DEIB commitments and progress.

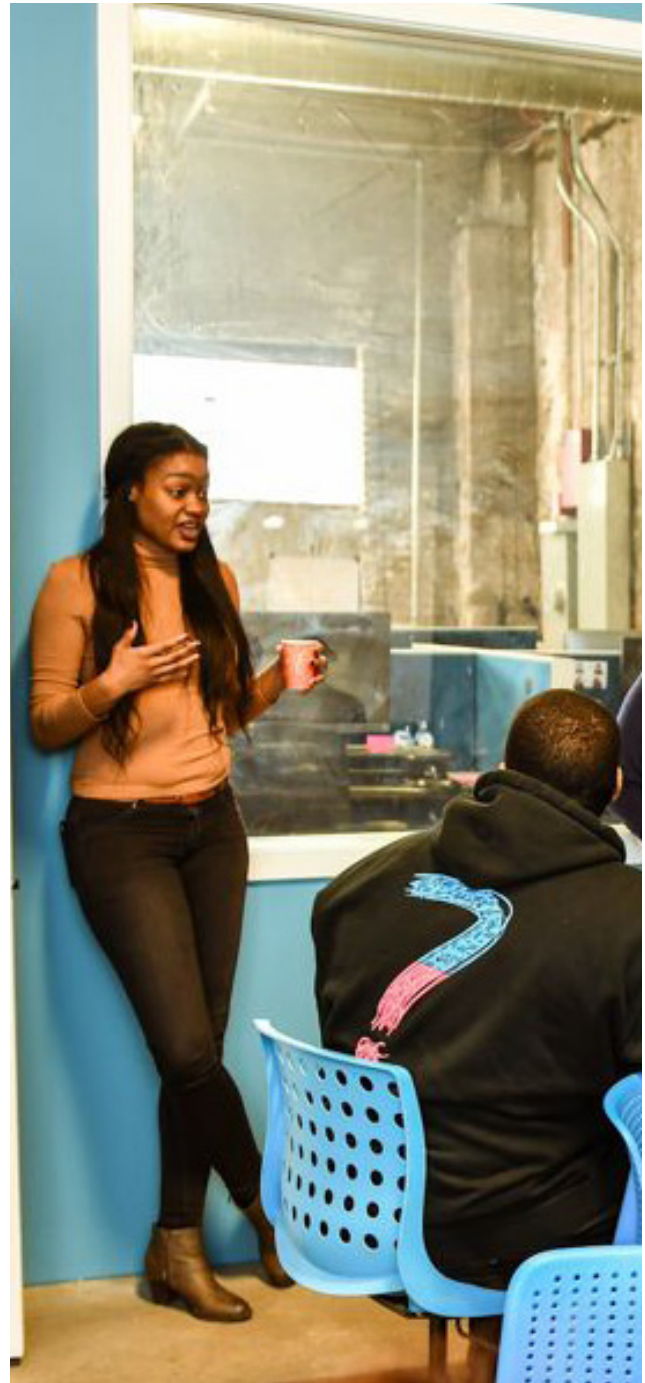


Photo Credit: Darren Burton Photography



DEIB Best Practices Framework





Recruitment and Outreach



Photo Credit: Greencorps Chicago

Recruitment and Outreach, with an emphasis on attracting a diverse range of candidates, should form the foundation of your organization's DEIB strategy. By fostering an inclusive recruitment environment, you set the stage for diverse talents to immediately feel seen, acknowledged, and valued.



Actions

Identify and engage diverse talent sources:

In order to ensure your organization attracts diverse applicants, it's crucial to identify and engage with a wide spectrum of talent sources. This can be achieved by expanding your outreach efforts to various platforms and communities outside your traditional channels.

Adopt an inclusive outreach strategy: To ensure your outreach is far-reaching, adopt a strategy that covers various platforms and communities, including online job boards, social networks, professional organizations, and educational institutions.

Build relationships with diverse organizations:

Establishing relationships with diverse organizations such as multicultural centers, professional associations, and local job training centers can enrich your talent pool by connecting you with professionals from varied backgrounds and experiences.

Tailor job adverts and recruitment materials:

Craft your job advertisements and recruitment materials to attract diverse candidates. Using inclusive language and avoiding industry jargon can make job descriptions more accessible and appealing to a wider range of applicants. Include salary ranges in job descriptions to promote transparency and fair compensation.

Review job qualifications: Analyze your required qualifications to determine which are necessary for success. The goal here is to minimize potential bias, questioning if qualifications could be acquired on the job or if educational requirements are used as a proxy for skills that could be obtained through other means.

Train diverse and knowledgeable recruitment and selection panels:

Train your recruitment and selection panels on DEIB principles and how to mitigate biases. This will ensure a fair and balanced recruitment process.



There is a huge business case for diversity. You will be making products for people you don't understand, you don't interact with. If you don't have an inclusive, diverse workforce, it makes you myopic.

–Renee James
Founder and CEO of Ampere



Leverage case studies and resources: Utilize case studies and resources to refine your outreach strategies and recruitment efforts, learning from the experiences and practices of other organizations.

Establish measures of success: Implement measurable goals such as the percentage of diverse and underrepresented applicants at each stage of the recruitment process. This allows you to monitor the effectiveness of your DEIB recruitment strategies.

Regularly evaluate recruitment practices:

Regularly evaluate your recruitment practices to ensure equitable opportunities are offered to candidates from different groups and identities. Regular reviews allow for continuous improvement in your DEIB strategies.

Include diverse voices in the recruitment and selection process:

Ensure diverse perspectives are included in decision-making by including staff from diverse backgrounds in recruitment and selection processes.



Case Study

Chicago Department of Transportation

The City of Chicago strives to ensure program operators serve all communities with shared micromobility services. The city and providers are also using shared micromobility growth as an opportunity for outreach and workforce recruitment that focuses on diversity and equity.

Behind these program-wide efforts is the Chicago Department of Transportation (CDOT), which intentionally works with the operator of its Divvy bikeshare system, Lyft, to hire from disinvested communities through local partners such as [Greencorps Chicago](#) and [Skills for Chicagoland's Future](#). Through partnerships with local non-profit bike shops [West Town Bikes](#) and [Working Bikes](#), Divvy runs internship programs where mechanic trainees from both shops work on the bicycle fleet, learn more about working at Divvy, and have the opportunity for job placement.

For operators of the city's electric scootershare pilots and permanent program, part of the evaluation criteria used while reviewing applications was looking at hiring practices and highly recommending operators hire 50-75% of their staff through Chicago-based job placement programs for underemployed and unemployed residents. Throughout program operations, operators attend regularly scheduled check-ins with CDOT to report on outreach and recruitment stats and are evaluated throughout their contracts.



Resources

Wholistic Hiring: In "[How to Actually Hire for Diversity](#)", Forbes recognizes the nuances of addressing bias. Organizations need to not only eliminate bias from position descriptions and candidate review processes but also correct for bias. Correcting for bias involves creating specific diversity targets, hiring in cohorts, posting jobs to particular platforms, and targeting outreach efforts.

Sample Job Descriptions in Bike Share Equity: Compiled by the Better Bike Share Partnership, these [job descriptions](#) can help operators attract a diverse candidate pool.

Learn More about Implicit Bias: The [Implicit Association Test \(IAT\)](#) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially helpful if it shows that you have an implicit attitude that you did not know about.

Gender Bias in Job Postings: The [Gender Decoder](#) is a quick way to check whether a job advert has the kind of subtle linguistic gender-coding that has a discouraging effect.



Self-Assessment

1. Do you identify and engage diverse talent sources that align with your organization's requirements? ☐ Y ☐ N
2. Have you adopted an inclusive outreach strategy that covers various platforms and communities? ☐ Y ☐ N
3. Are your job adverts and recruitment materials tailored to attract diverse candidates? ☐ Y ☐ N
4. Do you leverage case studies and resources to refine your outreach strategies and recruitment efforts? ☐ Y ☐ N
5. Do you ensure the representation of diverse groups in your recruitment panel? ☐ Y ☐ N
6. Do you actively partner with organizations or networks that cater to diverse communities for recruitment? ☐ Y ☐ N
7. Do you analyze and report the diversity of your candidate pool at each stage of the recruitment process? ☐ Y ☐ N
8. Do you utilize diversity-focused job boards and forums for job postings? ☐ Y ☐ N
9. Do you ensure your recruitment materials are accessible to individuals with different abilities? ☐ Y ☐ N
10. Do you hold recruiters accountable for presenting diverse candidate shortlists? ☐ Y ☐ N



Hiring



Photo Credit: Darren Burton Photography

Hiring is the second key stage in your DEIB journey – the emphasis is on selecting the best-fit candidates in a way that eliminates bias and ensures fairness. By practicing inclusive hiring, your organization builds a diverse, innovative, and robust team.



Actions

Hiring Committee: Assemble diverse individuals to participate in the hiring process. This approach brings multiple perspectives, mitigating potential biases and ensuring a balanced evaluation of all candidates.

Resume Review: Implement a ‘blind’ resume review process, where identifiable information like names and ages are hidden during the initial screening. This can help to eliminate unconscious bias and focus on the candidate’s skills, experience, and potential (Forbes, How to Actually Hire for Diversity).

Develop Inclusive Job Descriptions: Create job descriptions focusing on the required skills rather than specific backgrounds or credentials. Consider running descriptions through a [bias decoder](#). This encourages a wider range of applicants and ensures candidates are assessed based on their abilities rather than their circumstances.

Structured Interviews: Use scorecards and metrics to structure interviews objectively. This process allows for a standardized assessment of all candidates based on the same criteria.

Hire in Cohorts: If possible, hire multiple people simultaneously. In a shared micromobility setting, hiring in a cohort could include ambassador staff or an internship program. Encouraging new staff to meet and check in throughout the onboarding process can foster a sense of community and support among new hires.

Cultural Add, Not Cultural Fit: Rather than hiring for ‘cultural fit,’ which can perpetuate existing biases and limit diversity, hire for ‘cultural add.’ Look for candidates who can contribute new perspectives, experiences, and skills to enhance your organizational culture.

Unbiased Decision Making: Ensure hiring decisions are made based on merit, not bias. This requires constant awareness and mitigation of unconscious biases throughout the hiring process.

“Hiring someone is one thing, but setting them up with the ability to be on a team, be comfortable, and be able to contribute is another.”
–Waffiyyah Murray,
City of Philadelphia

Offer and Negotiation Process: Maintain transparency and fairness during the offer and negotiation stage. Job descriptions should include salary ranges. Avoid asking for previous salary history, which can perpetuate wage gaps, and ensure that offers are based on the value of the role and the candidate’s experience.

Diversity in Vendors and Contractors: Extend your DEIB efforts to your selection of vendors and contractors. Choose to work with diverse suppliers, contractors, and vendors to further enrich your organization’s DEIB commitment.

Onboarding Process: Implement an inclusive onboarding process that welcomes new hires, fosters belonging, and promotes understanding of your organization’s DEIB values.



Case Study

Philadelphia's Indego Bikeshare Program

Philadelphia's [Indego bikeshare program](#) implements equitable hiring practices. The City of Philadelphia examines job qualifications in job postings for potential bias, shares openings with community partners and community publications, uses cultural and gender-inclusive language in job announcements, considers lived experience and connection to the community in its view of qualifications, and includes diverse staff in the resume review and interview process. The City of Philadelphia also uses a scoring metric to allow for more objective comparisons across interviews. If a candidate pool lacks diversity or the right candidate is not found, the Indego team reevaluates its process and takes action, such as extending the application deadline or revisiting the job description.

Bicycle Transit Systems (Bike Transit), the operator of the Indego system, has implemented a diverse slate process and tracker for hiring across all of its bikeshare programs. The diverse slate criteria requires that hiring managers interview at least one non-male candidate and one Black, Indigenous and people of color (BIPOC) candidate, and they cannot be the same candidate. Bike Transit's goal is to maintain high compliance with this process. If hiring managers cannot meet the criteria, they must inform Human Resources. Human Resources maintains a diverse slate tracking tool, which quantifies Bike Transit's compliance with this process.



Resources

Cultural Add instead of Cultural Fit: Ruchika Tulshyan provides testimony for the [SHRM Executive Network](#) on how hiring for cultural fit upholds structural racism. Hiring for cultural fit reinforces existing exclusionary practices. Tulshyan reasons that hiring for cultural add rather than fit contributes to out-of-box thinking and better outcomes.

Building a Diverse Candidate Pipeline: Benefits like professional development, salary transparency, salary equity, the [Rooney rule](#) (interview at least one woman and one underrepresented minority in the slate of candidates), and outreach efforts can help build a diverse candidate pipeline. These are [among the new diversity initiatives at ProPublica](#).



Self-Assessment

1. Have you developed inclusive job descriptions that emphasize required skills over specific backgrounds? ☐ Y ☐ N
2. Have you implemented bias-free interview practices focusing on objective criteria? ☐ Y ☐ N
3. Are your hiring decisions made based on merit, not bias? ☐ Y ☐ N
4. Do you provide diversity and bias awareness training for hiring teams? ☐ Y ☐ N
5. Do you have a standardized hiring process that limits the impact of individual bias? ☐ Y ☐ N
6. Are interview panels made up of diverse members of your organization? ☐ Y ☐ N
7. Do you provide accommodations for candidates with different abilities or needs during the hiring process? ☐ Y ☐ N
8. Are diversity, equity, inclusion, and belonging principles incorporated into your hiring criteria? ☐ Y ☐ N
9. Do you use structured interviews with consistent questions to limit bias? ☐ Y ☐ N
10. Do you offer inclusive benefits that cater to diverse needs, such as parental leave (including for adoption or other scenarios) or healthcare coverage for transgender-related health services? ☐ Y ☐ N



Retention



Photo Credit: Cincy Red Bike

Retention is a pivotal component of an effective DEIB strategy, laying the groundwork for your organization's sustainability and ensuring people feel comfortable bringing their whole selves to work. Fostering an environment that respects, supports, and values every member's unique contributions is crucial to ensuring a diverse workforce.



Actions

Inclusive Onboarding: Set the tone from the outset by creating a clear, positive onboarding process that makes all new employees feel valued and included. This approach enhances initial impressions and sets the foundation for a sense of belonging.

Mentorship Programs: Establishing mentorship programs can foster deeper connections and guide new employees. By connecting employees with mentors for regular check-ins and linking them with relevant affinity groups, you can promote an inclusive, supportive culture from the outset.

Promote Work-Life Balance: Encourage policies that promote a healthy work-life balance. Flexible work hours, remote working options, and robust leave policies can help mitigate burnout and turnover, enhancing employee satisfaction and retention.

Pay Equity and Transparency: Uphold equitable and consistent job design, classification, and compensation practices. Practice pay transparency to eliminate discrepancies and ensure fairness. Consider tying performance, bonuses, and promotions to DEIB measures to incentivize inclusive behavior.

Equitable Access to Opportunities: Look internally for leadership or promotion opportunities. Ensure equal access to career advancement opportunities for all employees, regardless of their backgrounds. This creates a fair and inclusive environment that fosters diversity and improves retention.

Stay Interviews: To limit turnover and ascertain if discrimination is a primary cause, consider conducting “stay interviews.” Unlike exit interviews, these discussions focus on current

employees, exploring their needs, wants, and potential concerns before they become reasons for leaving.

Fostering an Inclusive Environment: Create an environment where everyone feels valued and included. Encourage open communication, invite diverse perspectives, and celebrate differences.

“It’s not just about getting people in the door, it’s about cultivating a culture for people to thrive, no matter what their background.

–Clarrissa Cabansagan,
New Mobility Policy Director,
TransForm”

Pathways for Career Advancement: Ensure that talent management, advancement, and retention processes result in equitable treatment. Providing clear career pathways helps retain employees and illustrates your commitment to their professional growth.

Regular Feedback and Dialogue: Foster open dialogue between management and staff. Regular feedback sessions help address issues promptly, strengthen relationships, and improve the working environment.

Ongoing DEIB Education and Training: Invest in continuous diversity, equity, and inclusion education to reinforce their importance and keep everyone updated on DEIB principles. A constant learning environment helps your organization mature in its DEIB journey.



Case Study

Cincinnati's Red Bike Bikeshare System

Cincinnati's bikeshare system, Red Bike, has made several steps to retain its diverse staff. First, the organization moved all part-time operations staff into full-time roles with benefits. In an industry where part-time and contractor positions are common and often held by workers that are Black, Indigenous, and/or people of color this action immediately made being a part of the Red Bike team more competitive by ensuring job security and stability.

Next, Red Bike decided to make its wages more competitive compared to other jobs in the region. While staying cognizant of how demanding work in bikeshare operations can be, Red Bike strives to remain competitive by providing increased benefits and a positive work environment. Red Bike also accommodates different staff needs and offers flexibility in work schedules. The organization believes there is no one size fits all solution for its team – in order to support staff retention, it places a value on understanding and trying to meet the needs of all employees.



Resources

Informed Retention Efforts: The Urban Sustainability Directors Network Equity, Diversity and Inclusion in Recruitment, Hiring, and Retention provides a [comprehensive guide](#) on DEI-informed recruitment, outreach, hiring, retention, and institutionalizing efforts.

Attracting and Retaining Diverse Candidates: Kiran Herbert of the Better Bike Share Partnership offers [recommendations](#) for improving the transportation industry by attracting and retaining diverse candidates. Recommendations are centered around connecting those new to the industry or workforce with resources and communities through professional organizations, scholarships, and leadership opportunities. Recommendations challenge organizations to create a balanced hiring process and “intentionally promote desired perceptions.”

Inclusive work environment promoted by staff with disabilities: As Karen Herson writes for Forbes, there are many [reasons why hiring staff with disabilities is good for business](#), including discovering untapped potential, retention, and improving overall culture.

Increasing Retention and Tenure: The U.S. Department of Transportation recognizes that embedding diversity, equity, inclusion, and accessibility is not a one-off practice but a [continual process](#) that begins with recruitment and carries through employment tenure.



Self-Assessment

1. Do you foster a supportive and inclusive work environment where diversity thrives? ☐ Y ☐ N
2. Do you promote work-life balance policies to reduce employee burnout and turnover? ☐ Y ☐ N
3. Do you facilitate equitable access to opportunities and resources within your organization? ☐ Y ☐ N
4. Do you have policies supporting diverse work-life needs (such as parental leave, flexible hours)? ☐ Y ☐ N
5. Do you have a system for regularly seeking and incorporating employee feedback on workplace inclusivity? ☐ Y ☐ N
6. Do you conduct regular employee satisfaction surveys that include DEIB-specific questions? ☐ Y ☐ N
7. Do you have a clear and accessible procedure for reporting bias, discrimination, or harassment? ☐ Y ☐ N
8. Are all employee resource groups equally supported and promoted within your organization? ☐ Y ☐ N
9. Are opportunities for advancement and promotions transparent and made available to all employees equally? ☐ Y ☐ N
10. Are efforts made to reduce unconscious bias in performance evaluations? ☐ Y ☐ N



Leadership Accountability



Photo Credit: Bicycle Transit Systems

Inclusive leadership plays an indispensable role in realizing DEIB goals within an organization. Leaders influence the organizational culture and serve as role models for their teams. Their commitment to DEIB principles can profoundly affect the organization's entire workforce.



Actions

Diverse Representation: Leaders should champion diversity at all levels of the organization. Having diverse employees in leadership roles enriches decision-making, fosters creativity, and signifies your organization's commitment to DEIB principles.

Promoting Systemic DEIB: Leaders should strive to ensure DEIB is ingrained in the organizational culture, policies, and procedures. This helps create a sustainable and systemic commitment to DEIB across all organization functions.

Leaders as Change Agents: Leaders need to champion DEIB, demonstrating accountability and commitment actively. They should work towards creating a psychologically and physically safe workplace for all employees and accept consequences for their actions.

Public Support for DEIB Initiatives: Leaders and board members should not hesitate to support DEIB-related initiatives publicly. Even in the face of potential controversy or personal risk, their public endorsement can strengthen the organization's commitment to DEIB and inspire others to follow suit.

Inclusive Decision-Making: Leaders should seek input from diverse organizational voices when making decisions. This reinforces the value of diverse perspectives and promotes a more inclusive and democratic work culture.

DEIB in Leadership Development Programs: Incorporating DEIB principles into leadership development programs helps future leaders understand their role in fostering an inclusive culture.

Performance Metrics: Incorporate DEIB goals into leadership performance metrics. Holding leaders accountable for DEIB can lead to more tangible and meaningful progress.

“Diversity requires commitment. Achieving superior performance diversity can produce further action—most notably, a commitment to develop a culture of inclusion. People do not just need to be different, they need to be fully involved and feel their voices are heard.”

—Alain Dehaze, CEO of Adecco

Training Leaders on DEIB: Provide DEIB training to leaders. This equips them with the knowledge and skills needed to champion DEIB within their teams and throughout the organization.

Inclusive Communications: Leaders should communicate respectfully and inclusively, avoiding biased or exclusionary language.



Case Study

Bicycle Transit Systems (Bike Transit)

With programs in Philadelphia, Los Angeles, and Las Vegas, Bicycle Transit Systems (Bike Transit) is an organization that structures its internal policies around ensuring leadership accountability. These policies – included in Bike Transit’s internal annual plan – are best implemented, promoted, and managed through an organization-wide Diversity, Equity, Inclusion, and Justice Manager, who champions DEIJ and sits at the leadership level, and partners with BOOST (Bridge. Observe. Organize. Strengthen. Teach.), Bike Transit’s internal and employee-led diversity, equity, and inclusion committee.

With this leadership in place, Bike Transit creates a safer workplace for all employees and can continue building upon and refining its DEIJ practices. Between company-wide, regularly scheduled employee surveys, learning sessions, “coffee and conversations,” and other programs co-developed with BOOST, Bike Transit aims to give staff opportunities to be heard and have conversations about different cultures, issues, and policies as they arise. Keeping these internal channels of communication open and regularly occurring is key in ensuring leadership is inclusive and accountable.



Resources

Leading a DEIB-Focused Organization: Organizational leaders build team culture, cultivate relationships, align goals and expectations, and create accountability. It is key for organizational leaders to understand how identities (age, race, gender, etc.) and experiences with power and privilege intersect with [their roles at work](#).

DEIB Committee: The Harvard Office of Diversity, Inclusion, and Belonging created a [toolkit](#) for DEI committee creation, planning, and assessment. The toolkit uses language geared towards universities but includes a self-assessment worksheet, vision, and goal-setting guide, and goal development worksheets.



Self-Assessment

1. Do you encourage leaders to embody and promote DEIB values within the organization? ☐ Y ☐ N
2. Do you foster diverse leadership within the organization to reflect its diverse workforce? ☐ Y ☐ N
3. Do you continually train leaders to evaluate and adjust DEIB strategies to optimize inclusivity? ☐ Y ☐ N
4. Do leaders receive regular training and updates on DEIB practices? ☐ Y ☐ N
5. Do leaders actively seek to understand and address the unique challenges diverse employees face? ☐ Y ☐ N
6. Are leaders held accountable for meeting DEIB objectives within their teams? ☐ Y ☐ N
7. Do you have diverse representation within your board of directors or executive team? ☐ Y ☐ N
8. Are there opportunities for mentoring or sponsoring diverse employees within leadership roles? ☐ Y ☐ N
9. Do your leaders regularly communicate the importance of DEIB to the entire organization? ☐ Y ☐ N
10. Do your leaders model inclusive language and behavior? ☐ Y ☐ N



Workplace Culture



Photo Credit: Vancouver Mobi Bikes

A strong commitment to DEIB principles in the workplace enriches the working environment and aligns with the principles of shared micromobility. Here's how your organization can foster a DEIB-focused workplace culture.



Actions

Statement of DEIB Commitment: Make a public statement expressing your organization's commitment to building a diverse staff. Encouraging applications from candidates of color and other underrepresented groups is a concrete step toward inclusivity.

Embedding DEIB in Mission and Vision: The organization's mission and vision should reflect its commitment to DEIB. This is a continual reminder that diversity, equity, inclusion, and belonging are integral to the organization's sustainability and success. Organizations should also revisit their mission and vision regularly to assure they are upholding what's stated and to make updates as needed.

Unconscious Bias Training: Offer regular unconscious bias training sessions for all employees. This helps individuals identify and overcome unconscious biases that influence their interactions with others.

Diversity Committee Office Hours: Establish dedicated times for employees to engage with the diversity committee. This provides a platform for employees to share their experiences, provide input, and discuss DEIB initiatives.

Preventing Burnout: Pay special attention to preventing and avoiding burnout among your employees, particularly those from underrepresented groups. Ensuring that the responsibility for DEIB education is shared can help avoid placing undue burden on any one group or individual.

Model of Equity: Strive to become a model of equity in the workplace. By achieving measurable DEIB accomplishments, your organization can become a benchmark for others in the sector.

Inclusive Policies and Practices: Implement policies and practices that foster an inclusive work environment, such as flexible working arrangements, parental leave policies, and supports for employees with disabilities.

“Companies can mandate diversity, but they have to cultivate inclusion.”
-Janet Stovall, Executive Communications Manager, UPS

Celebration of Diversity: Celebrate your employees' diverse cultures, backgrounds, and experiences. This can include recognizing cultural holidays, hosting diversity-focused events, and showcasing diverse voices.

Safe Space for Dialogue: Create a safe space for open dialogue on DEIB issues. Encourage employees to share their experiences and perspectives to promote empathy and understanding.

Workplace Infrastructure Adaptations: Ensure workplace infrastructures cater to the diverse needs of employees, encompassing those with neurocognitive and physical differences. This can include making offices wheelchair-accessible or establishing quiet spaces for those who benefit from reduced stimuli.

DEIB Performance Metrics: Establish DEIB performance metrics to track your organization's progress. Regularly review these metrics and make necessary adjustments to your DEIB strategies.



Case Study

Vancouver Bike Share Inc

Vancouver Bike Share Inc (VBS) in Vancouver, Canada, conveys its workplace culture early, starting with its job postings where the company mission is stated upfront for applicants. During the hiring process, VBS hiring managers team up with the DEI Committee Chair to write job postings to include inclusive language and remove unnecessary barriers.

Once applicants are employed, the VBS DEI committee and employee resource group foster their workplace culture by highlighting diversity initiatives that exist to make sure that their entire team feels heard, represented, and supported. Most recently, VBS finished its 2023 DEI Plan, which makes conscious steps towards establishing DEI as a core component of workplace culture. The plan includes initiatives around major cultural events such as Black History Month, Truth & Reconciliation Day, and Mental Health awareness month.

To continue to refine its DEIB-focused workplace culture, VBS runs regularly scheduled internal analyses to track progress, gain staff feedback, and identify additional areas for focus.



Resources

The Business Case for Workplace Diversity: The World Economic Forum's [“The Business Case for Diversity in the Workplace Is Now Overwhelming”](#) provides evidence of the correlation between diversity and innovation, economic performance, and employee satisfaction.

Employee Resource Groups: [Employee Resource Groups](#) (ERGs) bring together employees with shared identities or interests. These groups also promote DEIB goals by fostering inclusion, improving diversity, and promoting external impact. Guidance on how to start ERGs, as well as examples, can be found [here](#).



Self-Assessment

1. Do you build an inclusive, respectful, and welcoming workplace culture? ☐ Y ☐ N
2. Do you facilitate open communication and promote diverse perspectives and ideas? ☐ Y ☐ N
3. Are diversity and inclusion an integral part of your organization's core values? ☐ Y ☐ N
4. Do you celebrate diverse holidays, cultures, and histories in the workplace? ☐ Y ☐ N
5. Do you have a system to address and prevent discrimination, harassment, and bias incidents in the workplace? ☐ Y ☐ N
6. Are diversity and inclusion regularly discussed and promoted during team meetings? ☐ Y ☐ N
7. Is there a protocol to ensure all team-building activities and events are inclusive and accessible? ☐ Y ☐ N
8. Are you transparent about your organization's DEIB journey, including successes and areas for improvement? ☐ Y ☐ N
9. Is your physical workspace designed to be accessible and accommodating for employees with different abilities? ☐ Y ☐ N
10. Do you encourage and support the creation and maintenance of employee resource groups? ☐ Y ☐ N



Professional Development



Photo Credit:
Darren Burton Photography

Professional development, an essential aspect of organizational success, offers employees opportunities to enhance their skills, develop new competencies, and progress in their careers. When done with a DEIB lens, it ensures that every employee, irrespective of their identity or background, can access these opportunities and grow.



Actions

Equal Access to Opportunities: Ensure that professional development opportunities are available to all employees, regardless of their background, identity, or role. This includes training programs, mentorship initiatives, and chances for promotion or role change.

Skill Development: Encourage employees to develop skills relevant to the evolving needs of the shared micromobility industry. This could include technical, interpersonal, and leadership skills or knowledge about DEIB principles.

Mentorship Programs: Establish mentorship programs that match employees with mentors from diverse backgrounds. These programs can provide guidance, support, and opportunities for professional growth.

Support for Continuous Learning: Foster a culture of continuous learning by offering resources such as online courses, books, and workshops that employees can leverage to enhance their skills and knowledge.

Inclusive Performance Evaluations: Conduct performance evaluations that are unbiased and focused on measurable outcomes. Provide constructive feedback and support for improvement.

Recognition of Non-Traditional Learning Paths: Recognize and value skills and knowledge gained from non-traditional learning paths such as self-taught skills, community work, or life experiences.

Leadership Development: Offer leadership development programs to cultivate future leaders from diverse backgrounds within your organization.

Accommodate Different Learning Styles: Provide professional development opportunities in various formats to cater to different learning styles, such as in-person training, online courses, self-paced learning, group projects, etc.

“Transitioning part-time field staff to full-time office positions is the greatest opportunity that the shared micromobility industry has not yet realized.”
-Cary Bearn, NACTO

Career Development Planning: Help employees develop personalized career development plans, considering their individual goals, strengths, and potential areas for growth.

Transparent Career Pathways: Provide clear and transparent information about career pathways within the organization. This enables employees to understand the steps to advance in their careers.



Case Study

Transportation Justice Fellowship

The [Transportation Justice Fellowship](#), a BBSP program managed by NACTO, serves to support BIPOC staff advancing in the transportation industry, including the shared micromobility industry. The eight-month program consists of skill-building sessions, one-on-one coaching, training, guest speakers, and structured collaboration. In 2022, the fellowship received 70 applicants from across the United States. Profiles of cohort members reveal the collective impact fellows are making early in their careers. The cohort model not only creates a pipeline for leadership development but cultivates a community of practice for emerging leaders. The success of the program and cohort model led to the organization receiving funding for another three rounds of cohorts.



Resources

Transparency and Goal Reporting: In the field of journalism, [ProPublica](#) reports on its annual workforce demographics and hiring trends. The report explains new initiatives, such as training programs, subcommittees, and strategic planning. Additionally, ProPublica offers specific updates on ongoing efforts to develop their workforce internally. In 2022, these broad goals included pipeline building, recruiting and hiring, and inclusion and retention.

Advancement in Organizations: Professional Development has been deemed “[The Achilles’ Heel of Many DEI Efforts](#).” Focusing on hiring without developing a plan for advancement and professional growth can perpetuate inequitable practices. Suggestions on better connecting professional development and DEI efforts include: building targeted leadership development programs, providing employees with more tools/a range of examples of leadership types, and using ERGs, among other strategies.



Self-Assessment

1. Do you provide equal access to professional development opportunities? ☐ Y ☐ N
2. Do you promote specialized training on new technologies or trends in the shared micromobility industry? ☐ Y ☐ N
3. Do you continually update and adapt the organization's skills training to keep pace with industry evolution? ☐ Y ☐ N
4. Do you offer mentorship or sponsorship programs aimed at supporting diverse employees? ☐ Y ☐ N
5. Do you track and aim for diversity in who gets promoted and fills leadership roles? ☐ Y ☐ N
6. Do you provide training on the unique challenges different groups face within the micromobility industry? ☐ Y ☐ N
7. Are there resources allocated for employees to attend DEIB-focused professional development events? ☐ Y ☐ N
8. Is there a transparent and accessible process for employees to request professional development opportunities? ☐ Y ☐ N
9. Do you actively seek to understand and address barriers that may hinder diverse employees from accessing professional development opportunities? ☐ Y ☐ N
10. Do you recognize and value non-traditional forms of knowledge and experience during professional development? ☐ Y ☐ N



Tracking Progress and Measuring Impact



Photo Credit:
Hamilton Bike Share

Tracking progress and measuring impact is paramount in any organization that values diversity, equity, inclusion, and belonging (DEIB). A commitment to DEIB demands more than mere words: it requires concrete actions, consistent follow-up, and regular monitoring to ensure the organization meets its promises. To highlight best practices, we present ten essential steps organizations can take to reinforce their commitment to DEIB through accountability.



Actions

Inventory Current Tools: Begin by inventorying your organization's current tools and initiatives that support DEIB. This helps you understand what's working and what might need further improvement or replacement.

Set Diversity Targets: Create specific diversity targets within each hiring stage and other relevant processes. This provides a clear goal to aim for and a benchmark to measure progress.

Integrate DEIB Metrics: Incorporate DEIB measurements into all assessment tools, project evaluations, and employee surveys. This integration keeps DEIB objectives central to all operations.

Aggregate Demographic Data for Decision Making: Pairing aggregated demographic data for hiring and operations allows for a detailed understanding of how DEIB efforts impact different groups within the organization. For example, aggregating demographic data for the overall candidate pool can identify disparities. Demographic data paired with employee engagement surveys can identify gaps in employee participation. Pairing HR and demographic data may reveal trends in employee turnover.

Conduct Regular Assessments: Implement periodic, in-depth DEIB assessments on the organization and within departments. This allows for a regular check on how well the DEIB objectives are being met.

Adjust Strategy Based on Assessments: Use the results of these evaluations to refine and adjust your DEIB strategy. This ensures that your approach is data-driven and responsive to your employees' actual needs and experiences.

Create a Feedback Loop: Establish channels for employees to give feedback on DEIB initiatives. This gives your team a voice in shaping DEIB policies and can highlight potential areas for improvement that might not be captured in formal assessments.

“**DEI metrics allow organizations to better understand and operationalize their challenges and hold their leaders responsible for making progress.**
–Lily Zheng,
Harvard Business Review”

Transparency: Be open about your organization's progress on DEIB goals. This includes not just successes but also challenges and missteps. Transparency builds trust and shows your team that the organization is serious about its DEIB commitment.

Responsibility: Assign specific individuals or teams the responsibility for meeting DEIB targets. This accountability can drive action and ensure that DEIB doesn't get lost among other organizational priorities.

Continual Learning: Finally, foster a culture of continual learning around DEIB. Recognize that DEIB practices can always be improved, and invest in ongoing training and education for your team to keep your DEIB practices up to date.



Case Study

Hamilton Bike Share

Hamilton Bike Share, the bikeshare system in Hamilton, Canada, infuses DEI in its mission, vision, values, and policies. The organization created a [Black Lives Matter Action Plan](#) to outline a strategy to “listen and amplify racialized voices and experiences, and strategize, implement and evaluate anti-racist actions.” The plan includes measurable ways to improve diversity and build accountability through measurement and transparency in the process.

Hamilton Bike Share likewise holds itself up to external standards. The nonprofit registered for the [50/30 challenge](#), a federal program in Canada that seeks to increase the representation and inclusion of diverse groups within workplaces. The goals of 50/30 include: 1) Gender parity (50% women and/or nonbinary people) in leadership positions and 2) Significant representation (30%) of “other equity-deserving groups, including those who identify as Racialized, Black, and/or People of Color (“Visible Minorities”), People with disabilities (including invisible and episodic disabilities), Lesbian, Gay, Bisexual, Transgender, Queer and/or gender and sexually diverse individuals (LGBTQ+), and Aboriginal and/or Indigenous Peoples.

Hamilton Bike Share also uses the Ontario Nonprofit Network’s [Decent Work Checklist](#) to inform wage equity, benefits, contract/scheduling security, opportunities for advancement, conflict resolution process, and cultivating a culture of participation.



Resources

Benchmarking: The Centre for Global Inclusion’s 2021 Global [Diversity, Equity, & Inclusion Benchmarks](#) provides foundational framing for organizations to track DEI best practices. The guide includes checklists that evaluate actions as best practices, progressive, proactive, reactive, and inactive. Organizations can use these resources to continually improve their DEI practice and remain accountable for their actions.

Using Demographic Data to Advance DEI Practices: Harvard Business Review’s “[How to Effectively — and Legally — Use Racial Data for DEI](#)” includes ideas about how collecting demographic data, including race, can reveal adverse impact caused by existing practices, prior discriminatory practices, or historical limitations on the labor pool.



Self-Assessment

1. Do you implement regular monitoring and assessment of DEIB efforts? ☐ Y ☐ N
2. Have you established feedback mechanisms to gauge the effectiveness of DEIB initiatives? ☐ Y ☐ N
3. Do you foster transparent communication about the organization's DEIB commitments and progress? ☐ Y ☐ N
4. Is there a clear plan to address any shortcomings revealed through DEIB monitoring and assessment? ☐ Y ☐ N
5. Is DEIB progress shared publicly (e.g., in an annual report) in addition to being shared with all employees? ☐ Y ☐ N
6. Are there clear consequences for policy violations related to DEIB? ☐ Y ☐ N
7. Is there a dedicated team or individual overseeing your organization's DEIB strategy? ☐ Y ☐ N
8. Do you collaborate with external DEIB experts to objectively audit your DEIB efforts? ☐ Y ☐ N
9. Are your DEIB goals aligned with your overall business strategy? ☐ Y ☐ N
10. Is your leadership team actively involved in reviewing and shaping DEIB strategies? ☐ Y ☐ N



Maintaining a Commitment to DEIB

DEIB work is ongoing and constantly evolving. Best practices are intended to provide guidance to organizations with varying levels of familiarity with DEIB. Taking Self-Assessments now can provide a baseline from which to compare future efforts against. Maintaining DEIB practices in your workplace requires upkeep, commitment, and the willingness to revisit and refine internal practices. Consider this toolkit a resource your organization can continually return to for next steps, best practices, and self-evaluation.

NABSA's Commitment to DEIB

Mission

The North American Bikeshare and Scootershare Association (NABSA) collaborates across sectors to grow shared micromobility and its benefits to communities, creating a more equitable and sustainable transportation ecosystem.

NABSA is the shared micromobility industry's membership organization with representation from system owners, operators, host cities, equipment manufacturers, and technology and service providers.

Core Values

NABSA has five core values that guide NABSA, our members, and the shared micromobility industry. Our core values are woven into the work we do on behalf of the industry. At NABSA, we value the following:

Safety – Safety is prioritized every step of the way, from vehicles and workplaces to the communities and environments being served.

Diversity, Equity, & Inclusion – Through learning, listening, and growing, we strive to make shared micromobility more affordable and available to all who need it, and to cultivate an environment of support and celebration in our industry.

Integrity – We take time to build relationships and operate with trust and respect for community partners, riders, and industry colleagues.

Health – We advance shared micromobility as a tool to help build healthier communities for those who reside in them.

Sustainability – We prioritize stewardship of the planet and the continued innovation of shared micromobility to advance sustainable transportation, communities, and industry practices.



DEIB Commitment

NABSA's commitment to DEIB is embedded in our five core values. NABSA envisions an industry that celebrates and harnesses diversity in all forms and levels. We aim to cultivate a shared micromobility industry where diversity, equity, inclusion, and belonging (DEIB) are the cornerstones of the sector's success. We strive to create a workplace and industry representative of the communities we serve, welcoming all regardless of race, gender, sexual orientation, religion, ethnicity, national origin, or disability status. We believe in creating an industry responsive to the needs of all communities and individuals it serves, promoting healthier and more sustainable environments.

We commit to fostering a diverse, equitable, inclusive, and welcoming environment within our association and the broader shared micromobility industry, and we encourage all members to uphold these values in their organizations and communities. We seek to create a community that values differences and fosters belonging among individuals with varied identities, experiences, and perspectives. Our commitment to DEIB extends to all aspects of our work, from providing resources and education, to advocating for shared micromobility and sustainable transportation.

We also acknowledge the importance of tackling systemic inequities in our society and industry. We commit to fostering an environment that addresses these challenges by actively promoting equitable practices and policies and continuously learning and growing to serve all communities better.

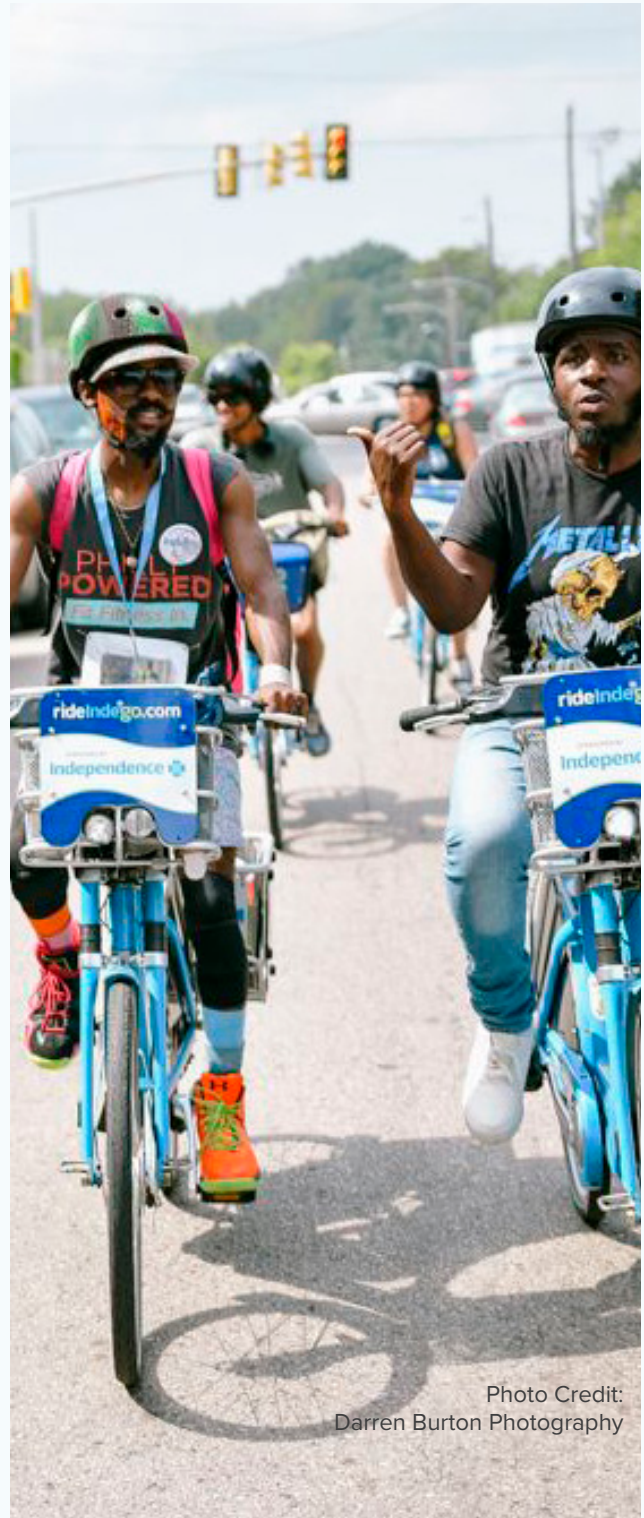


Photo Credit:
Darren Burton Photography



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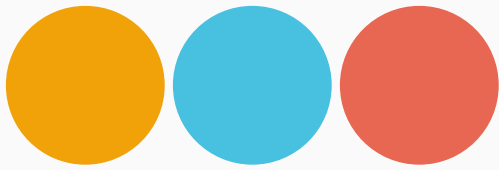
Bicycle Transit Systems

City of Philadelphia/Indego

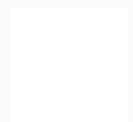
Chicago Department of Transportation

Cincinnati Red Bike

Vancouver Bike Share Inc



Glossary of Terms





Glossary of Terms

DEIB terminology is continually expanding and evolving. As a result, there are terms that may not be included on this list. Organizations are encouraged to build onto this glossary.

1. **Ableism:** Discrimination and social prejudice against people with disabilities or favoring people who are not disabled.
2. **Accessibility:** The design of products, devices, services, or environments for people who experience disabilities.
3. **Affinity Bias:** The unconscious tendency to get along with others like us.
4. **Ageism:** Stereotyping and/or discrimination against individuals or groups based on their age.
5. **Belonging:** The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a certain group or place member.
6. **Bias:** Prejudice in favor of or against one thing, person, or group compared with another.
7. **Bystander Effect:** The phenomenon that an individual's likelihood of helping decreases when passive bystanders are present.
8. **Cultural Add:** The idea that each person contributes something valuable to the workplace, building upon its culture.
9. **Cultural Competency:** A set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enable them to work effectively in cross-cultural situations.
10. **Cultural Fit:** The alignment of individual and organizational values.
11. **Diversity:** The inclusion of different types of people (such as people of other races or cultures, genders, age groups, etc.) in a group or organization.
12. **Emotional Intelligence:** The ability to understand, use, and manage our own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.
13. **Equity:** The fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of some groups.
14. **ERGs (Employee Resource Groups):** Voluntary, employee-led groups that promote the interests of their members and foster a diverse, inclusive workplace.
15. **Gender Expression:** The external manifestation of one's gender identity, usually expressed through behavior, clothing, haircut, or voice. This may not match conventional assumptions of gender identity.
16. **Gender Identity:** A personal conception of oneself as male, female, both, or neither.
17. **Implicit Bias (or Unconscious Bias):** The unconscious attributions of particular qualities to a member of a certain social group.
18. **Inclusion:** The practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those with physical or mental disabilities and members of other minority groups.
19. **Intersectionality:** The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalized individuals or groups.



20. **Microaggressions:** Brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative prejudicial slights and insults toward any group.
21. **Micro-inequities:** Subtle, often unconscious, messages that devalue, discourage, and impair workplace performance.
22. **Neurodivergent:** A term coined in the autism community to describe individuals with atypical neurological development and functioning. It is often used more broadly to include people with ADHD, dyslexia, and other neurodivergent conditions.
23. **Neurotypical:** A term used to describe individuals of typical developmental, intellectual, and cognitive abilities. Often used in contrast with neurodivergent.
24. **Pay Equity:** The principle of eliminating gender, race, and all forms of discrimination from the wage-setting process.
25. **Prejudice:** An unfavorable opinion or feeling formed beforehand or without knowledge, thought, or reason.
26. **Psychological Flexibility:** The ability to stay in contact with the present moment, and based on what the situation affords, changing or persisting behavior in pursuing goals and values.
27. **Race:** A grouping of humans based on shared physical or social qualities into categories generally viewed as distinct by society.
28. **Reasonable Accommodations:** Modifications or adjustments to a job, the work environment, or how things are usually done to enable a person with a disability to have an equal opportunity to participate.
29. **Sensory Sensitivity:** The intensity of how an individual's brain reacts to sensory stimulation, such as light, sound, taste, sight, touch, and smell. This is often a factor in neurodivergent individuals.
30. **Sexism:** Prejudice, stereotyping, or discrimination, typically against women, based on gender.
31. **Social Mobility:** The ability of an individual or family to move up or down the social and economic ladder within a society.
32. **Stereotype Threat:** The situational predicament in which people are or feel at risk of conforming to stereotypes about their social group.
33. **Tokenism:** The practice of making only a perfunctory or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups to give the appearance of sexual or racial equality.
34. **Transgender:** An umbrella term for people whose gender identity differs from the sex they were assigned at birth.
35. **Unconscious Bias:** Social stereotypes about certain groups of people that individuals form outside their conscious awareness.
36. **Universal Design:** The design and composition of an environment so that it can be accessed, understood, and used to the greatest extent possible by all people, regardless of their age, size, ability, or disability.
37. **White Privilege:** Inherent advantages possessed by a white person based on their race in a society characterized by racial inequality and injustice.
38. **Workplace Culture:** The shared values, belief systems, attitudes, and assumptions that people in a workplace share. This is shaped by individual upbringing, social and cultural context.
39. **Xenophobia:** Dislike of or prejudice against people from other countries.
40. **Zero Tolerance Policy:** A policy that enforces strict consequences towards any infraction of a rule or guideline.



created in
partnership
with



Building a Better
Shared Micromobility Industry:
Best Practices for More Diverse
and Inclusive Workplaces