



Diversity & Belonging Internal Assessment

February 1, 2023

#GOALS

Ensure everyone on our team feels safe, respected,
included and supported

Put Insperity training courses into action

Combat our internal biases and look at our organizational
structure with a critical eye

Prioritize Diverse Hiring Efforts

Why

- Ensure we are actively working to offset privileges experienced candidates from non-marginalized groups benefit from (visibility, nepotism, higher education/financial opportunities, etc)
- Attract diverse job candidates by visibly reading (on our website, LinkedIn, etc) as a diverse studio

How

- Recognize that we are not experts in this space - reach out to groups that represent marginalized developers so that diverse candidates apply
 - IGDA, Black Game Devs, female, LGBT+ and trans focused groups, etc
- Create more junior roles/hire more students or paid interns
 - Explore an attitude first, aptitude second, ability third mindset
- Examine interview panels for diverse/cross functional perspectives
 - Who is on these panels? Is there representation?
- Review our hiring processes for implicit biases
 - Ensure our website, job posts and engineering test are objective, language neutral, bias-free

Diversity in Management and Leadership roles

Why

- By actively promoting, recognizing, mentoring, retaining, supporting and compensating diverse team members, we ensure a wide variety of experiences are involved in the decision-making process, both as an organization and in the games we make.

How

- Examine our meetings/processes/teams in which major decisions that affect the organization, the game(s) and the team are being made.
 - When and how do we open it up for direct or anonymous feedback?
 - Do we have a wide variety of experiences and voices present to help advocate?
- Involve impartial consultants, advisors and legal representatives that do not stand to directly benefit from business decisions that are made.

Protecting Our Most At-Risk Team Members

Why

- We must have well-defined, clearly broadcast, easily accessible avenues for our employees to feel supported and heard. Right now, it is extremely opaque - even to management!

Ok, so what IS our process?

- How is it documented, communicated and reinforced to our team?
 - What is our internal process for corrective action?
 - What circumstances are grounds for removal?
- When and how do we share this information with our employees?
 - How do we ensure they know our process and feel comfortable speaking up if they need to?
 - Do we offer alternate/multiple methods of communication/reporting for people who may be uncomfortable with direct confrontation, or who may fear retaliation?

Some Quick Stats (estimates - previous leadership)

What Does Our Team Look Like?

- 0 non-males, LGBT+ or POC on founders team
- 1 POC woman in Director level role
- 1 woman in non-production/ops leadership role
- 100% women on HR/ops team
- 15% women on leads/production team
- 9 women in a Senior or Principal role
- Estimate around 15-20% POC team members
- Approximately 25% women, nonbinary and trans team members at an organization level
- 12 team members (out of 58) who have joined underrepresented groups Slack channel and openly/safely identify as POC, LGBT+, or of a non-majority gender or religion

Considering these numbers, do we feel *diverse and inclusive*? Or on-par or even worse than industry standard (which is historically unfriendly to non-white, non-straight, non-cis, non-males)

Some Quick Stats (in visuals)

Minority Groups at Cold Iron



Women, NB and Trans

Employees that do not identify as cis-male (gender minority employees)



POC

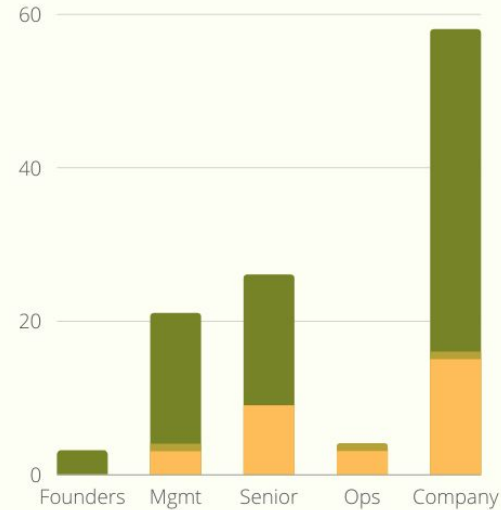
Employees that do not identify as white.



Total

Total number of employees in this group. This graph represents approximate cis-gendered white males.

This graph does not show sexual orientation (unknown/private).



Diversity, Equity & Inclusion in Action at Cold Iron

D&I team

- Team that meets weekly to advocate for diversity and inclusion and push initiatives forward
 - i. However, this has been largely focused on *external* initiatives, while providing little support to *internal* D&I efforts

Women in Games ERG

- Meets casually once a month for lunch as a social/support opportunity.

Underrepresented Groups Slack channel

- Internal Slack channel where underrepresented and marginalized team members can talk

Yearly Employee Reviews

- Annual review for all team members to give and receive direct feedback

D&I at Cold Iron in Action cont...

End of Year Feedback Survey

- Anonymous feedback survey where team members can rate Cold Iron against their established pillars/values/ethics and give direct critique and suggestions for improvement

Suggestion box/Email

- All game feedback is considered and openly gathered, regardless of individual team member's role or background

Pillars Overview Call With All New Hires

- Founders have established their core values and make sure all new hires have the opportunity to spend an hour hearing about them and asking questions during their first week of employment
 - i. What does this look like with new leadership and new hires in the future, as we adjust our cultural pillars?

D&I at Cold Iron in Action cont...

Code of Conduct/Company Handbook

- All new hires are required to read and sign a legally binding code of conduct and company handbook that outlines expected behaviors

Diversity and Inclusion Insperity Training

- Required completion of courses with testing component, intended to help identify and discourage negative behaviors from team members
 - i. We can expand this to including talks from games industry veterans that are more relevant to what we do. There are many talks in the GDC archives and on Youtube around diversity in games, as well as events that focus on diversity in the industry.

Diversity and Inclusivity in our Games

Why

- Diversity and inclusion (especially with regards to representation) must be a pillar *everywhere* - including in the games we make!

How Do We Stack Up?

- Sensitivity Reader
 - We have recently added an external, impartial resource who ensures our game is inclusive and sensitive to different viewpoints and experiences
- Accessibility Features
 - In general, we put very little emphasis on accessibility. It hasn't been a core decision driver during early dev where these features are most able to be implemented
 - [Reference for the types of features we should prioritize and how](#)
- Characters and NPCs
 - An assessment of our Character Creator and NPCs
 - Are we showcasing body, ethnic and gender diversity, neurodivergence, etc?

Other Potential Things to Consider

Interview/Hiring Improvements

- Include diversity specialist on interview panels - focus on “culture add” vs “culture fit”
- Update documents (such as our company handbook) to include diversity goals
- Participate in blind CVs, hold open days for minority voices/talent
- Collaborate with diversity groups in hiring efforts/talent sourcing
- Publish pay bands to entire company/pay transparency
- Involvement in Cold Iron branding efforts - interdisciplinary teams supporting one another

Other Potential Things to Consider cont...

Sustainability Efforts

- Establish an active effort toward sustainability, environment and/or climate change
- Examples include: planting trees/land restoration investments, using green energy sources, reduction in energy consumption, reinvesting/donating a portion of our sales, in-game purchasables tied to charitable efforts, etc

DEI Art Review

- Increase our diversity review process to include art assets alongside narrative

DEI Benefits Review

- Assess and codify diversity and inclusion efforts in our benefits packages - including reproductive, disability, mental health and gender affirming care