

September 2023

# MEMBER ENGAGEMENT & INCLUSION SURVEY REPORT



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## **Part 1: Executive Summary & Recommendations**

## Data Headlines

**A. “Hardworking” was the most frequently use word of CREW Chicago members to describe themselves.**



\*The larger the word in the Word Cloud, the more frequently respondents used it.  
(Hardworking, Mother, Curious, Passionate, Kind, Ambitious)

**B. “Welcoming” was the most frequently use word of CREW Chicago members to describe the organization’s culture.**



\*The larger the word in the Word Cloud, the more frequently respondents used it.  
(Welcoming, Supportive, Inclusive, Friendly, Cliquish, Inviting)

### **C. CREW Chicago has a clear archetypal member profile.**

Though only 15% of the respondents, CREW Chicago has a clear set of members who possess all of the most prevalent attributes in a given demographic category, creating a composite profile.

<b>Generation X &amp; Millennials</b>	<b>Married</b>
<b>2 + Years Of Membership</b>	<b>Parents</b>
<b>6 + Years In The Industry</b>	<b>Strait</b>
<b>Bachelors, Masters, Doctorate</b>	<b>No Disability</b>
<b>White</b>	<b>Women</b>
<b>Christian</b>	<b>Current/Previous Committee Involvement</b>

While there is nothing wrong with having one or all of these attributes, institutional bias, should it exist in the organization, tends to favor people with archetypal profiles. Often, the organization was built by and with the archetype in mind, and they are considered "the norm," while non-archetypal members are thought of as the "the other." Thus, an organization, focused on engagement and inclusion for all, should not take for granted that its members' experiences are created equal. An archetypal profile suggests that where there should be consistency, parallel experiences may occur, and intentional care should be taken to ensure that others (non-archetypal members) have an equitable experience.

Conversely, the attributes of non-archetypal members include:

<b>Boomers &amp; Zoomers</b>	<b>Divorced, Single, Separated, &amp; Widowed</b>
<b>&lt;2 Years Of Membership</b>	<b>Non-Parents</b>
<b>&lt;6 Years In The Industry</b>	<b>LGBTQIA+</b>
<b>High School Grads</b>	<b>Members With Disability</b>
<b>Non-White</b>	<b>Men</b>
<b>Non-Christian</b>	<b>No Committee Involvement</b>

#### **D. CREW Chicago's Overall Engagement Score is strong.**

Overall CREW Chicago has a strong member engagement score of 4.1 out of 5 points with the following winning Engagement drivers:

- Understand the Mission
- Committee Involvement
- Personal Encouragement
- Trust in CREW members
- Trust in CREW leaders
- Development

The lowest scoring Engagement drivers were:

- Clear Direction Relative to Committee Work
- Easy Access to Information
- Opportunities to Demonstrate Strengths

#### **E. Archetypal Members are more engaged than their non-archetypal counterparts.**

Archetypal member engagement exceeds overall engagement by 0.2 points. The engagement of Boomers and Zoomers also exceeds the overall score by 0.3 points. The other demographics in the non-archetypal member category score 0.4 points less than the overall engagement score. Head-to-head archetypal members versus non-archetype members yield a -0.3-point difference. The only areas where non-archetypal members met or exceeded the score of their archetypal counterparts were A. "I know where to find critical information and resources on CREW Chicago's or CREW Network's website", and B. "My fellow members are as committed to the mission and work of CREW Chicago as I am."

#### **F. Crew Chicago has a high-moderate inclusion score.**

Overall CREW Chicago has a high-moderate member Inclusion score of 3.9 out of 5 points with the following winning drivers:

- Acceptance Of Women From All Backgrounds
- Belonging While Culturally Whole

- Physically, Emotionally, And Psychologically Safe While Culturally Whole
- Transparent And Accessible Member Development Pathways
- Equitable Opportunities To Succeed
- Welcoming Of Unique Perspectives & Experiences

#### Inclusion Areas of Opportunity

- Visibly/Invisibly Diverse Mix Of Members
- Clear Discrimination Remediation Pathways
- New Member Onboarding
- Visibly/Invisibly Diverse Mix Of Leaders

### **G. Archetypal Members express feeling more Inclusion than their non-Archetypal counterparts.**

Archetypal member Inclusion exceeds overall Inclusion by 0.1 points. The Inclusion of Boomers and Zoomers also exceeds the overall score by 0.4 points. The other demographics in the non-archetypal member category score 0.2 points less than the overall engagement score. Head-to-head archetypal members versus non-archetype of members yield a -0.3-point difference. Non-archetypal members met or exceeded the score of their archetypal counterparts in four areas:

- CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.
- CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.
- There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).
- At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.

### **H. While other factors contribute, committee service seems central to engagement and inclusion.**

There was an up to 4-point Engagement difference between those members who served on committee and those who did not.

**I. CREW Chicago respondents identify Board members as their most prevalent DEI champions.**

Board members score 79%, against Committee Chairs and Co-Chairs at 73%, and members at 62% relative to exhibiting DEI championing behaviors.

**J. Most CREW Chicago members are DEI trained.**

Most members have received DEI training through their current or previous employers. About 13% were trained through CREW Network or CREW Chicago. 10% haven't experienced DEI training at all.

**K. Low experience women are vulnerable.**

Women with less than six years in the industry seem to be vulnerable to lower Engagement and Inclusion. This may be because they are new to an industry wrought with gender and race bias. CREW has an opportunity to be a haven for these early career women who may be experiencing an industry that has been notoriously unfriendly to their unique identities.

**L. Non-archetypal members have experienced discriminatory events within CREW.**

11% of non-archetypal members report experiencing, witnessing, or hearing rumors about discriminatory acts at CREW Chicago, against 7% overall. Meanwhile, archetypal members report none of those mentioned above events.

**M. Gender is the most tolerated difference among CREW Chicago members, while gender expression is the least.**

CREW Chicago members report that gender, age, and family status are the most tolerated differences. Meanwhile, socioeconomic background, educational background, and gender expression are the least tolerated differences among them.

## **Executive Summary | Observations & Recommendations**

- A. Be more intentional about ensuring the representation of non-archetypal talent. Build sourcing and attraction strategies, i.e., instead of relying on passive memberships, consider going into CRE businesses, looking for talent CREW might serve.
- B. Put a process behind those engagement behaviors that are producing solid results. Design corrective processes behind engagement drivers that show opportunities for improvement.
- C. Boomers and Zoomers, in both categories of Engagement and Inclusion, often echoed or exceeded the scoring of the archetypal category. Suppose Boomers are made up of senior CREW Chicago members. In that case, Boomers may be the architects of many of the current cultural norms of the association. To ensure CREW's positive evolution, it must be intentional about supporting a more diverse crop of women to engage, grow, and retain their active membership so that they may also positively influence the organization and the changing needs of its increasingly diverse members.
- D. Be more intentional and purposeful around new member onboarding. This process should include paving the new member's way into a committee, which seems central to driving engagement and inclusion. Particular attention should be paid to onboarding women relatively new to the CRE industry as they may bring wounds resulting from the industry's biases at large with them into the association.



- E. Shore up the multicultural competence and confidence of board members and committee chairs in Co-Chairs.
- F. Build awareness around discriminatory acts, how they look and sound, their impacts, and the remedies available should one experience, witness, or hear about one occurring.
- G. Early-career women, single mothers, as well as women in the lower paying CRE roles may need additional emotional and financial support to become fully functional members of CREW Chicago. Consider scholarships or discounted rates so that women at any point in their careers can participate. Relative to the pricing of certain CREW activities, be mindful of whether pricing creates an entry barrier and for whom. Consider asking high-earning women to sponsor and coach others still on their way up the career ladder.
- H. If intolerance relative to educational background is related to licensure in the CRE business, consider creating more accessible and transparent inroads to acquire more credentials through one's membership with CREW.
- I. Interestingly, the archetypal profile of CREW Chicago echoes that of the early suffragettes: White, affluent Christian married women. Be intentional about defining all that womanhood could be and look like, inclusive of different gender expressions, ethnic backgrounds, socioeconomic backgrounds, and spiritual backgrounds.

## Strengths & Opportunities Side-by-Side

Demographic Groups	Archetypal Employee	Boomers Millennials & Zoomers	<2 years of membership	<6 years in the industry	Non-White Members	Non-Christian	Unmarried	Non-parents	MISC	Non-Committee Member
Understand the Mission	X	X			X	X	X	X	X	X
Committee Involvement	X	X	X	X	X	X	X	X	X	X
Clear Direction Relative to Committee Work			X	X	X	X	X	X		X
Easy Access to Information	X		X	X	X	X	X	X		
Personal Encouragement			X	X	X		X			X
Input				X						
Trust in CREW members	X	X	X	X	X	X	X	X	X	X
Trust in CREW Leaders					X			X		X
Interpersonal Mattering	X		X	X	X		X		X	
Mutual Commitment	X					X			X	
Significance			X	X	X					
Connection			X	X	X		X	X	X	
Development		X	X			X	X	X	X	X
Opportunities to Demonstrate Strengths			X	X	X	X	X	X		X
Visibly/Invisibly Diverse Mix Of Members	X			X	X	X		X	X	X
Visibly/Invisibly Diverse Mix Of Leaders	X		X		X	X	X	X	X	
Clear Discrimination Remediation Pathways		X	X	X	X	X	X	X	X	X
Broad Support And Advocacy For DEI	X	X	X	X	X	X				
Bias-Free Leadership/Chair Appointments	X		X	X	X		X			X
New Member Onboarding				X	X	X	X	X	X	
Belonging While Culturally Whole		X	X	X		X	X	X		X
Physically, Emotionally, And Psychologically Safe While Culturally Whole	X	X			X	X		X		X
Transparent And Accessible Leadership Development			X		X	X	X	X	X	X
Equitable Opportunities To Succeed	X	X				X	X	X		X
Welcoming Of Unique Perspectives & Experiences	X			X	X	X		X		X
Safety For Members From Under-Represented, Under-Served, Or Marginalized Communities (BIPOC, LGBTQIA+, Men, People With Disabilities)	X	X	X	X	X	X	X	X		
Acceptance Of Women From All Backgrounds	X	X	X	X		X	X	X	X	X

## **Part 2: Premise**

### **Aims & Framework**

The purpose of the CREW Chicago Member Engagement & Inclusion Survey is to learn more about the member experience of the people involved with the association and the extent to which they feel included and valued, through the lens of each one's diversity. But discerning these answers first means understanding the nexus between Engagement and Organizational Diversity, Equity, and Inclusion (DEI).

#### **What is Engagement & Why Does it Matter?**

Facilitated by intentional organizational systems, Engagement is a psychological state reflecting a member's deep attachment to and enthusiasm for their association, as well as their contributions towards the association's mission and work. The most effective organizations monitor Engagement because it is a highly reliable predictor of member commitment and retention.

Organizations that effectively engage their stakeholders do not do so by accident. Core systems and consistent leadership practices foster people becoming emotionally and intellectually invested. This investment can be measured using engagement-indicating questions like those most notably developed by Gallup, Inc. At the heart of these questions are the leading engagement drivers or those elements that provide people with social, emotional, and intellectual value. When these elements are present, people are best positioned to give that organization the best of their attention, time, talent, and energy.

#### **What is Organizational Diversity, Equity & Inclusion & Why Does it Matter?**

Many believe that the work of Organizational DEI simply describes what organizations do in response to the certainty of the ever-increasing presence of people whose identities include infinite combinations of race/color/ethnic group, age, ability/disability, nationality, gender/gender expression, sexuality, spirituality, class, education, or any other human or group differentiator. However, diversity is only where the work begins.

Draw "different" people into a shared space unsupported, and conflict is the predictable result. Thus, to thrive, groups of diverse people need Inclusion or practices that normalize all human differences and the collective mixture while giving all the group members influence to shape the shared space.

When Inclusion supports Diversity, Belonging is the result, a relationship state perceived by people who have found a place, purpose, and community in organizations that respect their unique identity. When members, with their whole being intact, experience Belonging, it further boosts and deepens their choice to engage, translating into the critical jet fuel organizations need to survive, thrive, and advance toward their organizational missions and visions.

Hence, the holistic work of DEI seeks to ensure that:

- Everyone in the organization feels invited and is given the space and the resources to be their whole selves.
- Members are afforded place and purpose - and within these, the ability to positively contribute to and influence the culture and functioning of the organization.
- Good policy and governance, or equity, are in place so that it all happens without people suffering social consequences and systemic barriers due to biases against their diverse identities.
- The skills and expectations are in place to enable multicultural competence and confidence as the world becomes more diverse.

### **The Relationship & Reciprocity between Engagement & DEI**

As effective as Engagement drivers are at motivating people to engage, they are silent on what is most central to human beings: identity, or who, stripped of titles and positions and tasks, people really are at their center. Especially for individuals whose identities have been underrepresented and marginalized from power, privilege, and the space to simply "be" unencumbered by the social and systemic impacts of societal, institutional, or relational bias, the criticality of Inclusion is too often underestimated.

However, only focusing on Inclusion ignores all the elements people need to grow and flourish technically, operationally, and influentially. Thus, Engagement and Inclusion are mutualistic

and reciprocal success drivers. Each one needs and helps the other. In exchange for having a safe space where they can be their whole selves, members are most likely to engage. And Engagement, long understood to impact organizational sustainability, positions organizations for success across all strategic metrics. Engagement drivers, supported by Inclusion drivers, create mutualistic well-being for people and the organizations to which they belong.

Gauging a member's experience through the lens of their racial, generational, and gender identities is challenging. However, what is known is that inclusive organizations, like engaging organizations, act with intention. Surveys like this can help identify, relative to both Engagement and Inclusion, an organization's winning strategies and its areas of improvement opportunity.

### **Part 3: Characteristics Of CREW Chicago Members.**

## Words CREW Chicago Members Use To Describe Themselves



-Based on 123 Respondents

\*The larger the word in the Word Cloud, the more frequently respondents used it.

(Hardworking, Mother, Curious, Passionate, Kind, Ambitious)

## **CREW Chicago's Archetypal Member**

The archetypal CREW Chicago member is most likely white, straight, Generation X-er or secondarily a Millennial woman with a bachelor's, master's, or doctorate degree. She has been a member of CREW Chicago for at least 2 years, and very likely is/has been involved in a committee. She has been in the industry for at least 6 years, rising from any area of CRE, but most likely Law, Architecture, and Title/Escrow, as well as Asset Management, Property Management, Corporate Real Estate, Consulting and Brokerage. It's very likely that she does not have a disability and is probably Christian. She is very likely married or in a committed partnership and is a mother.

**Generation X & Millennials**

**2 + Years Of Membership**

**6 + Years In The Industry**

**Bachelors, Masters, Doctorate**

**White**

**Christian**

**Married**

**Parents**

**Straight**

**No Disability**

**Women**

**Current/Previous Committee Involvement**

But with her in CREW Chicago are Boomers and Zoomers or Generation Z. With her are members who are Black, Hispanic, Asian, Bi-racial, and Indigenous. Many of her co-members are both new to the industry (under 6 years) and to CREW Chicago (within their first year). She shares CREW Chicago with members with disabilities, and members who are Atheist, Agnostics, Jewish, and are otherwise spiritual and not spiritual. Her co-members include people with high school diplomas, men, as well as women who are divorced, separated, single and widowed. Some of her co-members are of the LGBTQIA+ community, and many do not have children.

**Boomers & Zoomers**

**<2 Years Of Membership**

**<6 Years In The Industry**

**High School Grads**

**Non-White**

**Non-Christian**

**Divorced, Single, Separated, & Widowed**

**Non-Parents**

**LGBTQIA+**

**Members With Disability**

**Men**

**No Committee Involvement**

## CREW Chicago Demographic Detail

### Length Of CREW Chicago Membership.

Between 0 - 1 years.	17%
Between 2 - 5 years.	33%
Between 6 - 10 years.	23%
Between 11 -15 years.	8%
Between 16 -20 years.	8%
Between 21 -25 years.	6%
More than 25 years.	6%

### Primary Role In The CRE Business.

Law	14%
Architecture	11%
Title/Escrow	7%
Asset Management	6%
Brokerage	5%
Consulting	5%
Corporate Real Estate	5%
Property Management	5%
Appraisal	4%
Development, Real Estate	4%
Engineering	4%
Lending, Commercial	4%
Construction Management/General Contracting	3%
Finance	3%
Program Management/Project Management	3%
Acquisitions/Dispositions	2%
Environmental	2%
Executive, CRE	2%
Interior Design/Space Planning	2%
Investment Management	2%
Risk Management	2%
Accounting	1%
Business Development, CRE	1%
Education	1%
Investor Relations	1%
Public Sector	1%



## Years In The CRE Industry

Between 0 - 1 years.	2%
Between 2 - 5 years.	5%
Between 6 - 10 years.	13%
Between 11 -15 years.	15%
Between 16 -20 years.	14%
Between 21 -25 years.	13%
More than 25 years.	38%

## Gender

Female.	Male.	Non-Binary.	Transgender.	Other.	I prefer not to answer.
99%	1%	0%	0%	0%	0%

## Sexuality

Heterosexual or Straight.	LGBTQIA+	I prefer not to answer.
93%	5%	2%

## Generation

Baby Boomer, born 1940 - 1959.	Generation X, born 1960 - 1979.	Millennial, born 1980 - 1994.	Generation Z, born 1995 - 2010.	I prefer not to answer.
9%	54%	31%	5%	1%

## Race/Ethnicity

Arab or Middle Eastern American.	Asian American.	Bi or Multi-Racial.	Black, African American (Non-Hispanic).	Hispanic or Latinx American.	Indigenous, Aboriginal, American Indian, or Alaska Native.	Native Hawaiian or Other Pacific Islander.	White (Non-Hispanic).	I prefer not to answer.
0%	3%	2%	11%	3%	1%	0%	81%	1%

## Education

High School Diploma or GED.	College, Undergraduate Degree(s).	Graduate Degree(s).	Doctorate Degree(s).	I prefer not to answer.
2%	41%	43%	15%	0%

## Disability

With a Disability (including physical, sensory, cognitive, intellectual, emotional impairments, and neuro-divergent conditions such as ADHD, Autism, Dyspraxia, and Dyslexia).	Without a Disability.	I prefer not to answer.
2%	98%	0%

## Spirituality

Asian Folk Religion (Buddhism, Taoism, Confucianism).	0%
Atheistic, Agnostic, or Not Religious.	18%
Christian (Catholic, Protestant, or another denomination).	59%
Hindu.	0%
Indigenous/Aboriginal Religion.	0%
Jewish.	7%
Muslim.	0%
Sikh.	0%
Spiritual.	12%
Other.	1%
I prefer not to answer.	4%

## Marital Status

Divorced.	11%
Married/Committed Partnership.	59%
Separated.	2%
Single/Never Married.	27%
Widowed.	1%
I prefer not to answer.	1%

## Parental Status

A Parent (of one or more adopted, biological, foster, or stepchildren).	59%
Not a Parent.	41%
I prefer not to answer.	0%

## **Part 4: CREW Chicago Member Engagement**

## Members Describe CREW Chicago's Culture In One Word.



\*The larger the word in the Word Cloud, the more frequently respondents used it.

(Welcoming, Supportive, Inclusive, Friendly, Cliquish, Inviting)

## CREW Chicago Engagement Drivers

The following list comprises those systemic attributes and member behaviors that tend to inspire member engagement.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Understand the Mission</li> <li>• Committee Involvement</li> <li>• Clear Direction Relative to Committee Work</li> <li>• Easy Access to Information</li> <li>• Personal Encouragement</li> <li>• Input</li> <li>• Trust in CREW members</li> </ul> | <ul style="list-style-type: none"> <li>• Trust in CREW Leaders</li> <li>• Interpersonal Mattering</li> <li>• Mutual Commitment</li> <li>• Significance</li> <li>• Connection</li> <li>• Development</li> <li>• Opportunities to Demonstrate Strength</li> </ul> |
|---|---|

## CREW Chicago Engagement Score, Strengths & Opportunities

I have a clear understanding of CREW Chicago's mission.	4.4
I am or have been a member of a CREW Chicago committee. <i>(Committee Involvement: 84%)</i>	4.3
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3
I trust my fellow CREW Chicago members.	4.3
I trust CREW Chicago leadership.	4.3
I have had opportunities to learn and grow in CREW Chicago.	4.3
Someone at CREW Chicago seems to care about me as a person.	4.2
CREW Chicago makes me feel like I am a valued member.	4.2
At CREW Chicago, my opinions seem to count.	4.0
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0
I have at least one good friend at CREW Chicago.	4.0
<b>When working on committee projects, I get clear direction, expectations, and/or goals.</b>	<b>3.8</b>
<b>I know where to find critical information and resources on CREW Chicago's or CREW Network's website.</b>	<b>3.7</b>
<b>In CREW Chicago committees, I get the chance to do what I do best.</b>	<b>3.6</b>
<b>Engagement Score</b>	<b>4.1</b>

## Comparative Engagement by Demographic

### Comparative Engagement Drivers| Overall v. Archetypal Members (15% of Members)

	Overall	Archetypal Members	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 100%)	4.3	5.0	+0.7
I have a clear understanding of CREW Chicago's mission.	4.4	4.7	+0.3
Someone at CREW Chicago seems to care about me as a person.	4.2	4.6	+0.4
I trust my fellow CREW Chicago members.	4.3	4.6	+0.3
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.5	+0.2
I trust CREW Chicago leadership.	4.3	4.5	+0.2
At CREW Chicago, my opinions seem to count.	4.0	4.4	+0.4
CREW Chicago makes me feel like I am a valued member.	4.2	4.4	+0.2
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.4	+0.1
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	4.3	+0.5
I have at least one good friend at CREW Chicago.	4.0	4.1	+0.1
In CREW Chicago committees, I get the chance to do what I do best.	3.6	4.1	+0.5
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	3.8	-0.2
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.4	-0.3
<b>Engagement Score</b>	<b>4.1</b>	<b>4.3</b>	<b>+0.2</b>

### Comparative Engagement Drivers| Generation | Boomers & Zoomers (14% of Members)

	Overall	Boomers & Zoomers	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 100%)	4.3	5.0	+0.7
I have a clear understanding of CREW Chicago's mission.	4.4	4.8	+0.4
I trust my fellow CREW Chicago members.	4.3	4.6	+0.3
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.6	+0.3
I trust CREW Chicago leadership.	4.3	4.5	+0.2
Someone at CREW Chicago seems to care about me as a person.	4.2	4.4	+0.2
At CREW Chicago, my opinions seem to count.	4.0	4.4	+0.4
CREW Chicago makes me feel like I am a valued member.	4.2	4.4	+0.2
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.3	-
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.3	+0.3
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	4.2	+0.4
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	4.1	+0.4
In CREW Chicago committees, I get the chance to do what I do best.	3.6	4.1	+0.5
I have at least one good friend at CREW Chicago.	4.0	4.0	-
<b>Engagement Score</b>	<b>4.1</b>	<b>4.4</b>	<b>+0.3</b>

## Comparative Engagement Drivers | CREW Membership | <2 years of membership

(17% of Members)

	Overall	<2 years of membership	
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.3	-
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 77%)	4.3	4.2	-0.1
CREW Chicago makes me feel like I am a valued member.	4.2	4.2	-
Someone at CREW Chicago seems to care about me as a person.	4.2	4.1	-0.1
I trust my fellow CREW Chicago members.	4.3	4.1	-0.2
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.1	-0.2
I have a clear understanding of CREW Chicago's mission.	4.4	4.0	-0.4
At CREW Chicago, my opinions seem to count.	4.0	4.0	-
I trust CREW Chicago leadership.	4.3	4.0	-0.3
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.0	-
I have at least one good friend at CREW Chicago.	4.0	3.8	-0.2
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.5	-0.3
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.5	-0.2
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.5	-0.1
<b>Engagement Score</b>	<b>4.1</b>	<b>4.0</b>	<b>-0.1</b>

## Comparative Engagement Drivers | Industry Experience | <6 years in the industry

(7% of Members)

	Overall	<6 years in the industry	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 89%)	4.3	4.6	+0.3
Someone at CREW Chicago seems to care about me as a person.	4.2	4.4	+0.2
I trust my fellow CREW Chicago members.	4.3	4.4	+0.1
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.3	-
At CREW Chicago, my opinions seem to count.	4.0	4.3	+0.3
CREW Chicago makes me feel like I am a valued member.	4.2	4.3	+0.1
I trust CREW Chicago leadership.	4.3	4.2	-0.1
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.2	+0.2
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.2	-0.1
I have a clear understanding of CREW Chicago's mission.	4.4	4.1	-0.3
I have at least one good friend at CREW Chicago.	4.0	3.7	-0.3
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.6	-0.1
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.6	-
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.4	-0.4
<b>Engagement Score</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>

### Comparative Engagement Drivers | Race| Non-White Members (19% of Members)

	Overall	Non-White Members	
I have a clear understanding of CREW Chicago's mission.	4.4	4.4	-
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 83%)	4.3	4.3	-
Someone at CREW Chicago seems to care about me as a person.	4.2	4.3	+0.1
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.3	-
I trust my fellow CREW Chicago members.	4.3	4.3	-
I have at least one good friend at CREW Chicago.	4.0	4.3	+0.3
I trust CREW Chicago leadership.	4.3	4.2	-0.1
CREW Chicago makes me feel like I am a valued member.	4.2	4.2	-
At CREW Chicago, my opinions seem to count.	4.0	4.1	+0.1
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.1	-0.2
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.0	-
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.9	+0.2
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.8	-
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.5	-0.1
<b>Engagement Score</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>

### Comparative Engagement Drivers | Spirituality| Non-Christian (38% of Members)

	Overall	Non-Christian Members	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 91%)	4.3	4.7	+0.4
I have a clear understanding of CREW Chicago's mission.	4.4	4.4	-
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.4	+0.1
I trust my fellow CREW Chicago members.	4.3	4.3	-
I trust CREW Chicago leadership.	4.3	4.2	-0.1
Someone at CREW Chicago seems to care about me as a person.	4.2	4.1	-0.1
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.1	-0.2
CREW Chicago makes me feel like I am a valued member.	4.2	4.1	-0.1
At CREW Chicago, my opinions seem to count.	4.0	4.0	-
I have at least one good friend at CREW Chicago.	4.0	4.0	-
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.9	+0.1
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.8	+0.1
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	3.8	-0.2
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.8	+0.2
<b>Engagement Score</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>

## Comparative Engagement Drivers | Marital Status| Divorced, Single, Separated, & Widowed (41% of Members)

	Overall	Unmarried Members	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 88%)	4.3	4.5	+0.2
I have a clear understanding of CREW Chicago's mission.	4.4	4.4	-
Someone at CREW Chicago seems to care about me as a person.	4.2	4.3	+0.1
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.3	-
I trust my fellow CREW Chicago members.	4.3	4.3	-
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.3	-
I trust CREW Chicago leadership.	4.3	4.2	-0.1
CREW Chicago makes me feel like I am a valued member.	4.2	4.2	-
At CREW Chicago, my opinions seem to count.	4.0	4.1	+0.1
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.1	+0.1
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.9	+0.1
I have at least one good friend at CREW Chicago.	4.0	3.9	-0.1
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.8	+0.1
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.6	-
<b>Engagement Score</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>

## Comparative Engagement Drivers | Parental Status| Non-Parents (41% of Members)

	Overall	Non-Parents	
I have a clear understanding of CREW Chicago's mission.	4.4	4.5	+0.1
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 88%)	4.3	4.5	+0.2
I trust CREW Chicago leadership.	4.3	4.4	+0.1
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.4	+0.1
I trust my fellow CREW Chicago members.	4.3	4.3	-
Someone at CREW Chicago seems to care about me as a person.	4.2	4.2	-
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.2	-0.1
CREW Chicago makes me feel like I am a valued member.	4.2	4.2	-
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.1	+0.1
At CREW Chicago, my opinions seem to count.	4.0	4.0	-
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.9	+0.2
I have at least one good friend at CREW Chicago.	4.0	3.9	-0.1
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	3.8	-
In CREW Chicago committees, I get the chance to do what I do best.	3.6	3.7	+0.1
<b>Engagement Score</b>	<b>4.1</b>	<b>4.1</b>	<b>-</b>



## Comparative Engagement Drivers | MISC| LGBTQIA+, Members with Disability, Men, High School Grads (9% of Members)

	Overall	Misc.	
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 100%)	4.3	5.0	+0.7
I have a clear understanding of CREW Chicago's mission.	4.4	4.5	+0.1
I trust my fellow CREW Chicago members.	4.3	4.5	+0.2
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	4.5	+0.5
I have had opportunities to learn and grow in CREW Chicago.	4.3	4.5	+0.2
Someone at CREW Chicago seems to care about me as a person.	4.2	4.4	+0.2
CREW Chicago makes me feel like I am a valued member.	4.2	4.3	+0.1
In CREW Chicago committees, I get the chance to do what I do best.	3.6	4.3	+0.7
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	4.2	+0.4
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	4.2	-0.1
I trust CREW Chicago leadership.	4.3	4.2	-0.1
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	4.1	+0.4
At CREW Chicago, my opinions seem to count.	4.0	4.1	+0.1
I have at least one good friend at CREW Chicago.	4.0	3.5	-0.5
<b>Engagement Score</b>	<b>4.1</b>	<b>4.2</b>	<b>+0.2</b>

## Comparative Engagement Drivers | Committee Involvement| No Committee Involvement (16% of Members)

	Overall	No Committee Involvement	
I have a clear understanding of CREW Chicago's mission.	4.4	4.0	-0.4
I trust CREW Chicago leadership.	4.3	4.0	-0.3
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	3.9	-0.4
I trust my fellow CREW Chicago members.	4.3	3.9	-0.4
I have had opportunities to learn and grow in CREW Chicago.	4.3	3.9	-0.4
Someone at CREW Chicago seems to care about me as a person.	4.2	3.8	-0.4
CREW Chicago makes me feel like I am a valued member.	4.2	3.7	-0.5
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	3.7	-0.3
I have at least one good friend at CREW Chicago.	4.0	3.7	-0.3
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	3.5	-0.2
At CREW Chicago, my opinions seem to count.	4.0	3.5	-0.5
In CREW Chicago committees, I get the chance to do what I do best.	3.6	1.9	-1.7
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	1.7	-2.1
I am or have been a member of a CREW Chicago committee. (Committee Involvement: 0%)	4.3	1.0	-3.3
<b>Engagement Score</b>	<b>4.1</b>	<b>3.3</b>	<b>-0.8</b>

## Comparative Engagement Drivers | Overall v. Non-Archetypal Demographics

Demographic Groups	Overall	Non-Archetypal Demographics Difference	Boomers & Zoomers (14%)	<2 years of membership (17%)	<6 years in the industry (7%)	Non-White Members (19%)	Non-Christian (38%)	Unmarried (41%)	Non-Parents (41%)	Misc. (9%)	No Committees (15%)
I have a clear understanding of CREW Chicago's mission.	4.4	-0.1	+0.4	-0.4	-0.3	-	-	-	+0.1	+0.1	-0.7
I am or have been a member of a CREW Chicago committee.	4.3	+0.3	+0.7	-0.1	+0.3	-	+0.4	+0.2	+0.2	+0.7	-0.4
When working on committee projects, I get clear direction, expectations, and/or goals.	3.8	-0.4	+0.4	-0.3	-0.4	-	+0.1	+0.1	-	+0.4	-3.3
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.7	-0.1	+0.4	-0.2	-0.1	+0.2	+0.1	+0.1	+0.2	+0.4	-2.1
Someone at CREW Chicago seems to care about me as a person.	4.2	+0.1	+0.2	-0.1	+0.2	+0.1	-0.1	+0.1	-	+0.2	-0.2
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.3	-0.2	-	-	-	-	-0.2	-	-0.1	-0.1	-0.4
At CREW Chicago, my opinions seem to count.	4.0	+0.1	+0.4	-	+0.3	+0.1	-	+0.1	-	+0.1	-0.4
I trust my fellow CREW Chicago members.	4.3	-	+0.3	-0.2	+0.1	-	-	-	-	+0.2	-0.5
I trust CREW Chicago leadership.	4.3	-0.1	+0.2	-0.3	-0.1	-0.1	-0.1	-0.1	+0.1	-0.1	-0.4
CREW Chicago makes me feel like I am a valued member.	4.2	-	+0.2	-	+0.1	-	-0.1	-	-	+0.1	-0.3
My fellow members are as committed to the mission and work of CREW Chicago as I am.	4.0	+0.1	+0.3	-	+0.2	-	-0.2	+0.1	+0.1	+0.5	-0.5
I have at least one good friend at CREW Chicago.	4.0	-0.2	-	-0.2	-0.3	+0.3	-	-0.1	-0.1	-0.5	-0.3
I have had opportunities to learn and grow in CREW Chicago.	4.3	-	+0.3	-0.2	-0.1	-0.2	+0.1	-	+0.1	+0.2	-0.3
In CREW Chicago committees, I get the chance to do what I do best.	3.6	+0.1	+0.5	-0.1	-	-0.1	+0.2	-	+0.1	+0.7	-0.4
	4.1	-0.4	+0.3	-0.1	-	-	-	-	-	+0.2	-1.7

## Comparative Engagement Drivers | Archetypal v. Non-Archetypal Demographics

Demographic Groups	Archetypal Members (15%)	Non-Archetypal Demographics Difference	Boomers & Zoomers (14%)	<2 years of membership (17%)	<6 years in the industry (7%)	Non-White Members (19%)	Non-Christian (38%)	Unmarried (41%)	Non-Parents (41%)	Misc. (9%)	No Committees (15%)
I have a clear understanding of CREW Chicago's mission.	4.7	-0.4	+0.1	-0.7	-0.6	-0.3	-0.3	-0.3	-0.2	-0.2	-0.7
I am or have been a member of a CREW Chicago committee.	5.0	-1.0	-	-0.8	-0.4	-0.7	-0.3	-0.5	-0.5	-	-4.0
When working on committee projects, I get clear direction, expectations, and/or goals.	4.3	-0.7	-0.1	-0.8	-0.9	-0.5	-0.4	-0.4	-0.5	-0.1	-2.6
I know where to find critical information and resources on CREW Chicago's or CREW Network's website.	3.4	+0.4	+0.7	+0.1	+0.2	+0.5	+0.4	+0.4	+0.5	+0.7	+0.1
Someone at CREW Chicago seems to care about me as a person.	4.6	-0.4	-0.2	-0.5	-0.2	-0.3	-0.5	-0.3	-0.4	-0.2	-0.8
Someone at CREW Chicago encourages me to get involved, volunteer, or participate in activities, events, or committees.	4.5	-0.3	-0.2	-0.2	-0.2	-0.2	-0.4	-0.2	-0.3	-0.3	-0.6
At CREW Chicago, my opinions seem to count.	4.4	-0.4	-	-0.4	-0.1	-0.3	-0.4	-0.3	-0.4	-0.3	-0.9
I trust my fellow CREW Chicago members.	4.6	-0.3	-	-0.5	-0.2	-0.3	-0.3	-0.3	-0.3	-0.1	-0.7
I trust CREW Chicago leadership.	4.5	-0.3	-	-0.5	-0.3	-0.3	-0.3	-0.3	-0.1	-0.3	-0.5
CREW Chicago makes me feel like I am a valued member.	4.4	-0.3	-	-0.2	-0.1	-0.2	-0.3	-0.2	-0.2	-0.1	-0.7
My fellow members are as committed to the mission and work of CREW Chicago as I am.	3.8	+0.3	+0.5	+0.2	+0.4	+0.2	-	+0.3	+0.3	+0.7	-0.1
I have at least one good friend at CREW Chicago.	4.1	-0.2	-0.1	-0.3	-0.4	+0.2	-0.1	-0.2	-0.2	-0.6	-0.4
I have had opportunities to learn and grow in CREW Chicago.	4.4	-0.2	+0.2	-0.3	-0.2	-0.3	-	-0.1	-	+0.1	-0.5
In CREW Chicago committees, I get the chance to do what I do best.	4.1	-0.6	-	-0.6	-0.5	-0.6	-0.3	-0.5	-0.4	+0.2	-2.2
	4.3	-0.3	+0.1	-0.3	-0.2	-0.2	-0.2	-0.2	-0.2	-0.1	-1.0

## **Part 5: CREW Chicago Member Inclusion**

### **CREW Chicago Inclusion Drivers**

The following list comprises those systemic attributes and member behaviors that create an inclusive and welcoming environment, in which a member would most likely experience a sense of belonging relative to their personal differences and identity.

- Visibly/Invisibly Diverse Mix Of Members
- Visibly/Invisibly Diverse Mix Of Leaders
- Clear Discrimination Remediation Pathways
- Broad Support And Advocacy For DEI
- Bias-Free Leadership/Chair Appointments
- New Member Onboarding
- Belonging While Culturally Whole
- Physically, Emotionally, And Psychologically Safe While Culturally Whole
- Transparent And Accessible Member Development Pathways
- Transparent And Accessible Leadership Development
- Equitable Opportunities To Succeed
- Welcoming Of Unique Perspectives & Experiences
- Safety For Members From Under-Represented, Under-Served, Or Marginalized Communities (BIPOC, LGBTQIA+, Men, People With Disabilities)
- Acceptance Of Women From All Backgrounds

## CREW Chicago Inclusion Score

CREW Chicago is safe and supportive for women of any and all backgrounds	4.2
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view. - Text	3.7
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view. - Number	3.6
<b>Overall Inclusion Score</b>	<b>3.9</b>

## Comparative Inclusion by Demographic

### Comparative Inclusion Drivers | General Member v. Archetypal Member Experience (15% of Members)

	Overall	Archetypal Members	
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.5	+0.3
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	4.2	+0.2
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.2	+0.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.2	+0.1
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.2	+0.1
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	4.2	+0.3
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	4.2	+0.3
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.1	-
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	4.1	+0.2
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	4.0	+0.1
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.9	+0.2
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.9	+0.2
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	3.9	-0.2
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.9	+0.1
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.8	-
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.5	-0.1
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.4	-0.3
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>4.0</b>	<b>+0.1</b>

## Comparative Inclusion Drivers by Generation | General Member v Boomers & Zoomers Experience (14% of Members)

	Overall	Boomers & Zoomers	
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.5	+0.3
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	4.4	+0.4
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.4	+0.3
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.4	+0.3
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.4	+0.3
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	4.3	+0.4
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.3	+0.4
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.3	+0.2
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	4.3	+0.3
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	4.2	+0.5
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	4.2	+0.3
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	4.2	+0.3
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	4.2	+0.3
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	4.1	+0.4
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	4.1	+0.4
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	4.1	+0.4
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	4.1	+0.4
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>4.3</b>	<b>+0.4</b>

**Comparative Inclusion Drivers | CREW Membership | <2 years of membership**  
**(17% of Members)**

	Overall	<2 years of membership	
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	4.9	+1.0
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.3	+0.2
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.2	-
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.1	-
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.1	-
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	4.0	+0.3
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.0	-0.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.0	-0.1
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	4.0	+0.1
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	4.0	+0.1
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.9	+0.2
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.9	+0.1
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	3.8	-0.2
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.8	-0.1
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.7	+0.1
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.7	-0.1
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.5	-0.2
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>4.0</b>	<b>+0.1</b>



**Comparative Inclusion Drivers | Industry Experience | <6 years in the industry**  
(7% of Members)

	Overall	<6 years Industry Experience	
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	3.3	-0.8
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.1	-0.7
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	3.1	-1.0
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.0	-0.7
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.0	-0.7
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	3.0	-1.2
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	2.9	-0.7
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	2.9	-1.2
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	2.9	-1.2
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	2.9	-1.0
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	2.9	-1.2
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	2.9	-1.0
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	2.8	-1.1
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	2.7	-1.3
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	2.7	-1.0
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	2.6	-1.2
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	2.5	-1.4
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>2.9</b>	<b>-1.0</b>

## Comparative Inclusion Drivers | Race | Non-White Members (19% of Members)

	Overall	Non-White Members	
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.2	+0.1
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.1	—
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.1	—
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	4.0	—
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.0	-0.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.0	-0.1
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	4.0	+0.1
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.0	-0.2
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.8	-0.1
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	3.8	-0.1
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.7	-0.1
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.7	-0.2
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.7	-0.1
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.6	-0.1
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.6	-0.7
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.6	-0.1
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.5	-0.1
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>3.8</b>	<b>-0.1</b>

## Comparative Inclusion Drivers | Spirituality| Non-Christian (38% of Members)

	Overall	Non-Christian Members	
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.1	-
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.1	-
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.1	-0.1
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.0	-0.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.0	-0.1
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.0	-0.1
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	3.8	-0.2
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	3.8	-0.1
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	3.8	-0.1
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.8	-0.1
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.7	-0.1
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.7	-0.2
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.6	-0.1
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.6	-0.2
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.4	-0.3
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.4	-0.3
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.3	-0.3
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>3.8</b>	<b>-0.1</b>

## Comparative Inclusion Drivers | Marital Status | Divorced, Single, Separated, & Widowed (41% of Members)

	Overall	Unmarried Members	
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.3	+0.2
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.2	-
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.1	-
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.1	-
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.0	-0.1
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.0	-0.1
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.9	+0.2
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	3.9	-0.1
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.9	-
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	3.9	-
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	3.9	-
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.8	-
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.8	-0.1
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.8	-
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.7	+0.1
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.7	-
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.7	-
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>3.9</b>	<b>-</b>

## Comparative Inclusion Drivers | Parental Status| Non-Parents (41% of Members)

	Overall	Non-Parents Members	
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.3	+0.2
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.2	+0.1
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.2	-
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.1	-
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.1	-
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	4.1	-
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	4.0	-
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	4.0	+0.1
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	4.0	+0.1
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.9	+0.1
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.9	-
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.9	-
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.8	+0.1
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.8	-
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.7	-
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.7	-
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.6	-
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>4.0</b>	<b>+0.1</b>

## Comparative Inclusion Drivers | MISC| LGBTQIA+, Members with Disability, Men, High School Grads (9% of Members)

	Overall	Misc. Members	
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.4	+0.3
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	4.4	+0.3
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.1	-0.1
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	4.0	-0.1
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	3.8	-0.2
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	3.8	-0.3
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	3.8	-0.3
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	3.6	-0.3
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.6	-0.3
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.5	-0.3
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.4	-0.3
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.4	-0.5
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.4	-0.4
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	3.3	-0.6
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.2	-0.5
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.1	-0.6
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	2.9	-0.7
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>3.6</b>	<b>-0.3</b>

**Comparative Inclusion Drivers | Committee Involvement| No Committee Involvement**  
**(16% of Members)**

	<b>Overall</b>	<b>No Committee Members</b>	
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	4.2	<b>-0.1</b>
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	4.0	<b>-0.1</b>
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	4.0	<b>-0.1</b>
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	3.9	<b>-0.2</b>
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	3.8	<b>+0.1</b>
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	3.8	<b>-0.3</b>
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	3.8	<b>-0.1</b>
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	3.7	<b>-0.1</b>
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	3.7	<b>-0.3</b>
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	3.7	<b>-0.2</b>
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	3.9	3.7	<b>-0.2</b>
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	3.7	<b>-0.1</b>
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	3.6	<b>-0.1</b>
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	3.6	<b>-0.2</b>
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	3.6	<b>-0.5</b>
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	3.5	<b>-0.4</b>
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	3.3	<b>-0.4</b>
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>3.7</b>	<b>-0.2</b>

## Comparative Inclusion Drivers | Overall v. Non-Archetypal Demographics

Demographic Groups	Overall	Non-Archetypal Demographics Difference	Boomers & Zoomers (14%)	<2 years of membership (17%)	<6 years in the industry (7%)	Non-White Members (19%)	Non-Christian (38%)	Unmarried (41%)	Non-Parents (41%)	Misc. (9%)	No Committees (15%)
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.7	-0.1	+0.5	+0.2	-0.7	-0.1	-0.1	+0.2	+0.1	-0.5	-0.1
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.6	-0.2	+0.4	+0.1	-0.7	-0.1	-0.3	+0.1	-	-0.7	-0.1
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.7	-0.4	+0.4	-0.2	-0.7	-0.7	-0.3	-	-	-0.6	-0.4
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.0	-0.3	+0.4	-0.2	-1.3	-	-0.2	-0.1	-	-0.2	-0.3
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	-0.1	+0.4	-0.1	-0.7	-0.1	-0.1	-	+0.1	-0.3	-0.2
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.7	-0.1	+0.4	+0.3	-1.0	-0.1	-0.3	-	-	-0.3	+0.1
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	-	+0.3	+0.2	-0.8	-0.1	-	-	-	+0.3	-0.1
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.1	-0.2	+0.3	-0.1	-1.2	-	-	-0.1	+0.1	-0.3	-0.1
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	4.1	-0.1	+0.4	-	-1.2	-	-0.1	+0.2	+0.2	+0.3	-0.2
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	3.9	-0.3	+0.4	-0.1	-1.0	-0.1	-0.2	-	-	-0.5	-0.4
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.1	-0.2	+0.3	-0.1	-1.2	-0.1	-0.1	-	-	-0.1	-0.3
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.1	-0.2	+0.2	-	-1.0	+0.1	-0.1	-0.1	-	-0.3	-0.5
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	3.9	-0.1	+0.3	+0.1	-1.1	+0.1	-0.1	-	+0.1	-0.3	-0.2
CREW Chicago is safe and supportive for people in the LGBTQIA++ community and people of diverse gender expression.	3.9	-0.1	+0.3	+1.0	-1.4	-0.1	-0.1	-	+0.1	-0.6	-0.2
CREW Chicago is safe and supportive for men of any and all backgrounds.	3.9	-0.2	+0.3	+0.1	-1.0	-0.2	-0.1	-0.1	-	-0.3	-0.1
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.8	-0.2	+0.3	+0.1	-1.2	-0.1	-0.2	-	-	-0.4	-0.1
CREW Chicago is safe and supportive for women of any and all backgrounds	4.2	-0.2	+0.3	-	-1.2	-0.2	-0.1	-	-	-0.1	-0.1
<b>Overall Inclusion Score</b>	<b>3.9</b>	<b>-0.2</b>	<b>+0.4</b>	<b>+0.1</b>	<b>-1.0</b>	<b>-0.1</b>	<b>-0.1</b>	<b>-</b>	<b>+0.1</b>	<b>-0.3</b>	<b>-0.2</b>



## Comparative Inclusion Drivers | Archetypal v. Non-Archetypal Demographics

Demographic Groups	Archetypal Members	Non-Archetypal Demographics Difference	Boomers & Zoomers (14%)	<2 years of membership (17%)	<6 years in the industry (7%)	Non-White Members (19%)	Non-Christian (38%)	Unmarried (41%)	Non-Parents (41%)	Misc. (9%)	No Committees (15%)
CREW Chicago members are visibly AND invisibly diverse, with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.4	0.2	0.8	0.5	-0.4	0.2	0.2	0.5	0.4	-0.2	0.2
CREW Chicago leaders are visibly AND invisibly diverse with a mixture of genders, races, ethnic groups, cultural backgrounds, types of abilities, and points of view.	3.5	-	0.6	0.2	-0.6	-	-0.2	0.2	0.1	-0.6	0.2
Should I experience or witness discrimination at CREW Chicago, I know how to activate helpful support and problem-solving mechanisms without fear of retaliation.	3.9	-0.4	0.4	-0.4	-0.9	-0.3	-0.5	-0.2	-0.2	-0.8	-0.6
Support of and advocacy for DEI is clearly communicated throughout the organization, i.e. (Board and Leadership messages, website, and advocacy for training).	4.2	-0.4	0.2	-0.4	-1.5	-0.2	-0.4	-0.3	-0.2	-0.4	-0.5
At CREW Chicago decisions about Leadership or Chair positions appear to be made without bias.	3.8	-0.1	0.3	-0.1	-0.7	-0.1	-0.1	-	0.1	-0.3	-0.2
Right away, new members are given what they need to feel comfortable, welcomed into CREW Chicago, and are equipped to participate and get involved.	3.9	-0.3	0.2	0.1	-1.2	-0.3	-0.5	-0.2	-0.2	-0.5	-0.1
At CREW Chicago, I have place and purpose with the ability to give and take, all while being culturally whole.	4.1	-	0.4	0.2	-0.8	-0.1	-	-	-	0.3	-0.1
At CREW Chicago, I can really be myself (including culturally whole) and know that I will be accepted as well as physically, emotionally, and psychologically safe.	4.2	-0.3	0.2	-0.2	-1.3	-0.1	-0.1	-0.2	-	-0.4	-0.2
There are many transparent paths for members to thrive, develop, and advance in the organization, i.e. (including leadership programs, Committee Programs, Member Resources and Mentoring programs).	3.9	0.1	0.4	0.2	-1	0.2	0.1	0.4	0.4	0.5	-
At CREW Chicago, the process for leadership development is transparent, available, and accessible to people from all backgrounds and range of identities.	4.0	-0.3	0.1	-0.2	-1.1	-0.2	-0.3	-0.1	-0.1	-0.6	-0.5
At CREW Chicago, I believe members from all backgrounds and with a range of identities have equitable opportunities to succeed.	4.2	-0.3	0.2	-0.2	-1.3	-0.2	-0.2	-0.1	-0.1	-0.2	-0.4
At CREW Chicago, others invite, welcome, appreciate, and integrate my perspective and unique contribution to the organization.	4.2	-0.3	0.1	-0.1	-1.1	-	-0.2	-0.2	-0.1	-0.4	-0.6
CREW Chicago is safe and supportive for BIPOC individuals (Black, Indigenous & People of Color).	4.2	-0.4	-	-0.2	-1.4	-0.2	-0.4	-0.3	-0.2	-0.6	-0.5
CREW Chicago is safe and supportive for people in the LGBTQIA+* community and people of diverse gender expression.	4.1	-0.3	0.2	0.8	-1.6	-0.3	-0.3	-0.2	-0.1	-0.8	-0.4
CREW Chicago is safe and supportive for men of any and all backgrounds.	4.2	-0.5	-	-0.2	-1.3	-0.5	-0.4	-0.4	-0.3	-0.6	-0.4
CREW Chicago is safe and supportive for people with physical or neuro disabilities.	3.9	-0.3	0.3	-	-1.3	-0.2	-0.3	-0.1	-0.1	-0.5	-0.2
CREW Chicago is safe and supportive for women of any and all backgrounds	4.5	-0.5	-0.1	-0.3	-1.5	-0.5	-0.4	-0.3	-0.3	-0.4	-0.3
<b>Overall Inclusion Score</b>	<b>4.0</b>	<b>-0.3</b>	0.3	-	-1.1	-0.2	-0.2	-0.1	-0.1	-0.4	-0.3

## DEI Champions within CREW Chicago

DEI Championing Behaviors	Board Members	Committee Chairs Co-Chairs	Members	None of the Above
CREW Chicago ____ consistently demonstrate that they value diversity.	99	85	80	4
CREW Chicago ____ clearly communicate their support for DEI.	100	83	69	4
CREW Chicago ____ invest time and energy into building a diverse membership base.	88	83	61	6
CREW Chicago ____ seem prepared to navigate a diverse membership base.	87	78	68	12
CREW Chicago ____ foster an environment for the free and open expression of ideas, opinions, and beliefs.	94	100	86	6
CREW Chicago ____ demonstrate respect for people of all cultures and backgrounds.	102	101	98	4
CREW Chicago ____ demonstrate having the knowledge, skills, and abilities to effectively navigate increasingly diverse spaces	86	83	78	10
CREW Chicago ____ seem to understand that diversity, equity, and inclusion are critical to our organizational mission and success.	109	101	81	1
If an instance of harassment or discrimination was reported, I'm sure that CREW Chicago ____ would offer me support and solutions.	106	92	64	4
Total	871	806	685	51
%	79%	73%	62%	5%

## DEI Training & Sources Among CREW Chicago Members

Type of DEI Training & Source	Percentage	Number
Through a current or previous employer.	49.6%	61
Only through CREW Chicago/CREW Network.	9.8%	12
Through an employer and CREW Chicago/CREW Network.	2.52%	31
Only through another industry association.	4.9%	6
Not DEI trained.	9.8%	12
Did Not Answer	0.08%	1

## Discriminatory Experiences

### Overall v Archetypal Members v Non-Archetypal Members | By Demographic

	Overall	Archetypal Member	Non-Archetypal Member	Boomers & Zoomers (14%)	<2 years of membership (17%)	<6 years in the industry (7%)	Non-White Members (19%)	Non-Christian (38%)	Unmarried (41%)	Non-Parents (41%)	Misc. (9%)	No Committees (15%)
<b>Experienced</b>	1	0	3	0	0	0	0	1	1	1	2	0
<b>Witness</b>	2	0	1	0	0	0	0	0	1	0	0	0
<b>Heard Rumors About</b>	5	0	16	1	2	1	1	2	3	3	2	1
<b>Discriminatory Impact on Demographic</b> (Discriminatory Events against the total of respondents of the demographic)	7%	0%	11%	6%	10%	11%	4%	7%	10%	8%	36%	5%

## Most/Least Tolerated Differences

Most Tolerated Differences	
<b>Gender.</b>	<b>333</b>
<b>Age.</b>	<b>326</b>
<b>Family Status (i.e. obligations of single parenting, co-parenting, and child/elder caregiving).</b>	<b>325</b>
Race/Ethnicity.	325
Educational Background	312
Sexual Orientation.	307
Religion/Spirituality (Practices, Holidays, or the Absence of Religion).	297
Ability/Disability (Needs, Accommodations).	289
Gender Expression.	282
Socio-Economic Status/Background.	282

Least Tolerated Difference	
<b>Socio-Economic Status/Background.</b>	<b>19</b>
<b>Educational Background</b>	<b>13</b>
<b>Gender Expression.</b>	<b>9</b>
Ability/Disability (Needs, Accommodations).	8
Family Status (i.e. obligations of single parenting, co-parenting, and child/elder caregiving).	7
Age.	7
Religion/Spirituality (Practices, Holidays, or the Absence of Religion).	6
Sexual Orientation.	6
Race/Ethnicity.	4
Gender.	4

## **Part 6: Voice of The Member**

### **Respondent Verbatims**

Survey respondents were asked to offer their best advice as to how CREW Chicago could optimize members experiencing engagement and inclusion. These comments have not been altered except to increase readability and to scrub them of personal identifiers.

- Add a clear onboarding process that makes it easy for new CREW members to understand their options for getting involved based on their interests and goals for membership
- Add Affinity groups and events.
- All people matter.
- Ask me questions. Engage all people who come to the events. Continue to give a clear and concise message that CREW is inclusive.
- Assign an active big sister (member who is active) to each new member who joins the organization. The "Big Sister" role is for that person to reach out regularly to join events, thus teaching the new member how to truly be active.
- Back up your words with actions on the committee and membership levels.
- Celebrating pride month was a great first step.
- Continue DEI efforts but also include everyone, not just specific races, niche groups, etc. Everyone should be included at all times.
- Continue including me in events with both organization-wide invites and personal outreach to events. The personal touch makes it easier to say yes.
- Continue promoting programs from the DEI Committee.
- Continue team building and feeling part of a community.
- Continue to build up our team of DEI and provide training to members. Also provide events that all people can afford. My company, for example, does not offer to cover all expenses. So some of the more expensive events I have to pass up as a working mother.
- Continue to educate all CREW members and ensure the leadership team acts as good role models for all members.
- Continue to encourage members to get involved. Provide smaller, more intimate opportunities like "Wine & Dine." These events provide the opportunity to get to know other members better.

- Continue to make introductions within CREW committees and leadership groups. Continue to nudge conversation towards what will help all of us feel more successful.
- Continue to provide engaging programs and events that connect members and allow people to develop deep relationships.
- CREW could be more intentional about learning about how non-Christian holidays work and when they occur. CREW could also be more inclusive to people with disabilities by acknowledging the pervasiveness of disabilities and asking more questions to ensure inclusiveness. CREW Chicago could also offer financial aid to current or prospective members who cannot afford to attend events if their company does not pay for them.
- CREW is fine as it is.
- CREW leadership [pre-Covid], especially the Board, had a tendency to foster "mean girl"/sorority sister cliques. It was not always easy to break into the clique. It remains to be seen post-Covid if this tendency persists. There is/was a large counter-faction that wanted to make CREW more open and inclusive. This tendency needs to be nurtured for the future health of CREW Chicago and women's futures in the CRE world.
- Do not just focus on RACIAL diversity and inclusion. There are other marginalized identities we should be considered and be more conscious of how we make these people feel included. In addition, doing basic things regarding accessibility: in event descriptions, describing accessibility of spaces (no elevator, one step up, etc.), turning on captioning for virtual meetings, etc. Consider members with disabilities, different religious backgrounds, LGBT+ members, etc.
- Engage with members of all backgrounds so that the welcoming atmosphere applies to everyone.
- Facilitate more publicity about what CREW is doing to support this.
- Focus on its Mission to empower women in the workplace. We can only do this if we focus on providing the best information and foster the best network. The best network comes from authentically fostering a robust, diverse membership.
- Focus on some smaller networking sessions.
- Follow through on intentions.
- Foster periodic check-ins with all members, one on one. For those who don't have a close CREW friend, it can be hard to feel connected to the chapter, especially for those members who live and work in the suburbs, where it can be difficult to make downtown meetings and events.

- From the board to members - inclusion shouldn't be avoided in conversation. Rather, frequently discuss it openly.
- Have more tenured members reach out for more small groups (2-4 people) or one on one types of interactions, i.e. coffee, lunch, happy hour, etc. so that those who aren't as good at networking in larger environments still feel included and start to feel as though they have a friend/ally at the larger group events, which could be intimidating for some.
- Have open and honest conversations.
- Hold open dialogue, maybe in small group settings.
- Hold smaller get-togethers and more personal invitations to attend events.
- I already feel welcome, included, and valued. Keep being awesome and inclusive of everyone in all CREW Chicago events.
- I am insulted by the questions in this survey.
- I have been a CREW member for a short time and have only felt welcomed, engaged (as time allows), and encouraged to participate in activities and events.
- I think the newer icebreakers at the beginning of committee meetings as been a good way for me, as a newer member, to be included in conversations and help feel included.
- Improve the marketing of events.
- Join committees!
- Keep doing what you are doing, including everyone, and having the open discussions.
- Keep doing what you are doing!
- Keep doing what you have been doing.
- Keep soliciting my opinions and listening to my ideas.
- Keep striving to do better. But you're doing great!
- Listen and understand my position.
- Listen to what everyone has to say, especially members with diverse or unusual backgrounds, and act on it.
- Offer professional development and leadership training.
- Offer scholarships for annual member dues.
- Please continue to provide an environment of growth and acceptance.
- Provide as much onboarding information to new members; and develop a follow-up program.

- Reach beyond the core group to bring new people into committees.
- Reach out and encourage the involvement of all members. Introduce members to one another so they can all build connections.
- Reach out and talk to me.
- Situate better onboarding and introductions to members. [Add] introductions and training when joining a committee. [Hold] in-person committee meetings; zoom is terrible.
- Stay committed to [the] Mission.
- The number and variety of events and programs have really dropped off in the past few years. I am very unengaged and don't find much, if anything, I can attend. What is going on?
- The only diversity question you didn't ask about was political diversity, and that isn't really very accepted by anyone at CREW Chicago.
- Treat others with respect. Do not look at the differences but the similarities.
- We need more support from the committees and more members active on committees.
- When I joined CREW Chicago, I was unsure how to go about joining a committee or the right people to contact. It would be helpful if new members received a welcome intro email with the correct contacts for all of the committees and when they typically meet.
- When I joined CREW, I found it really difficult to break into CREW Chicago. I had to be really outgoing and persistent to form relationships. I think there have to be people committed to making all people feel welcome at all events and seek out people standing by themselves.
- Work to diversify the committee chairs, co-chairs, and those selected for board/chapter leadership.

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