

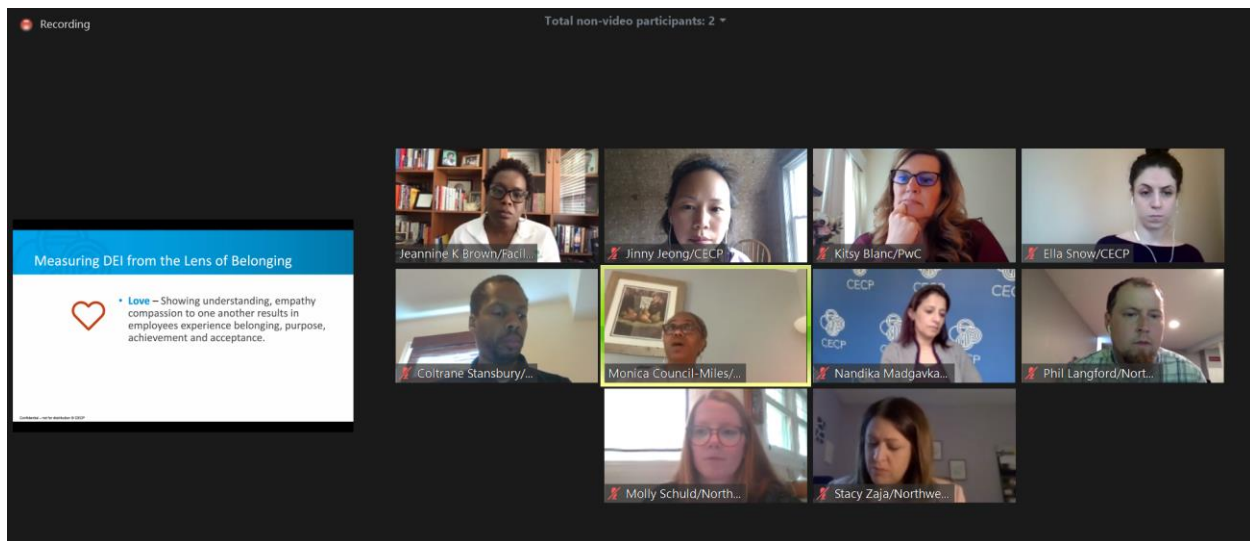
Diversity, Equity and Inclusion (DEI) Accelerate Community Meeting #4: DEI Benchmarks and Measurement Best Practices Monday, May 18, 2020 (Virtual Convening)



Participants: Monica Council-Miles (BD), Coltrane Stansbury (BD), Julie Biberstein (Equinix, Inc.), Phil Langford (Northwestern Mutual), Molly Schuld (Northwestern Mutual), Stacy Zaja (Northwestern Mutual), Jennifer Brunelle (NRG Energy, Inc.), Kitsy Blanc (PwC, LLP), Aditi Trehan (Tata Consultancy Services).

Guest Speakers: Dr. Rohini Anand, former SVP Corporate Responsibility and Global Chief Diversity Officer, Sodexo

Facilitators: Jeannine K Brown, Jinny Jeong (CECP), Nandika Madgavkar (CECP), Ella Snow (CECP)



Summary:

Outcomes must be measured by using both quantitative and qualitative methodologies (often mistakenly considered the “softer side of research”) when possible. It is imperative that organizations start asking the right questions, in the right ways. Finding ways to measure human emotions, experiences, and decisions, and turning those measurements into actionable insights will give more meaningful data.

DEI Measurements:

By conducting qualitative research either before or after your survey work, you can gain a deeper understanding and empathy around these concepts of inclusion.

- **Quantitative Research** – the gathering of numerical data on a number of parameters (e.g. how many people within your company self-identify as POC?)
- **Qualitative Research** – the gathering of textual data in order to better understand a nuanced experience, process, or something that might involve deep emotions. It is directional – the results provide insight into new areas of discovery, which might include additional questions, or confirmation or denial of the quantitative hypothesis.

The following charts provide measurement benchmarks to review or implement at your organization.

Functions/ Departments	Measurement Benchmarks to Review or Implement for Diversity, Equity, and Inclusion (DEI) Activities
Executive and Organizational Commitment to DEI	<ul style="list-style-type: none"> • The top leadership positions are filled by individuals who reflect the organization's commitment to diversity. • The standard of cultural competence in diversity training for the entire organization involves everyone from the executives to the entry-level employees. • Tie goals and measurements of success to compensation and bonuses for the executive and leadership ranks. • DEI should be a focus of business, and not driven by the need for a business case.
Culture and Organizational Culture	<ul style="list-style-type: none"> • Align management and business practices as the DNA of the organization for internal and external stakeholders. • Create a diversity-sensitive and relevant process for resolving conflicts that emerge around race, culture, ethnicity, gender, or other diversity-related issues. • Foster a culture of open communication and transparency that allows employees to regularly share their experiences in written and verbal communication. Try using forums, one-on-one sharing, and training on diversity, equity, and inclusion. • Create an open, non-retaliatory process to understand if all employees at every level of the organization feel that the organization's DEI goals are being met using quantitative and qualitative data.
Talent Management: Recruiting	<ul style="list-style-type: none"> • All personnel responsible for talent acquisitions are trained and accountable for sourcing and presenting candidates that respond to the need to hire a diverse workforce. • Promote equal opportunity in the selection process through diverse hiring committees, blind screening, cohort hires, and culturally sensitive language in job postings, interview questions, and evaluation criteria.
Talent Management: Retention and Advancement	<ul style="list-style-type: none"> • Design reward and recognition programs to honor the achievements of all employees that support the mission, contribute to the community, and promote diversity, equity, and inclusion. • Actively and regularly measure employee satisfaction in a way that promotes candor and fairness, evaluates the results, and takes action for continuous improvement.
Talent Learning and Development	<ul style="list-style-type: none"> • Actively provide equitable developmental planning for all employees, including goal setting, coaching, and evaluation. • Reach into educational institutions to cultivate an interest in specialized skills from underrepresented communities and offer internships, apprenticeships, and other creative points of entry.
Corporate Giving and Responsibility	<ul style="list-style-type: none"> • Hire a diverse staff that represents the community served. • Design programs that support successful grassroots groups with reporting processes that commiserate with grant amounts. • Listen to the communities being supported and ensure programs mutually address the needs of the company and the community.

Culture

DEI can be best measured in the DNA of an organization through a culture of belonging that impacts internal and external stakeholders. Belonging allows employees to be their authentic selves without fear of different treatment or punishment. Belonging is experienced when employees have the following workplace experiences:

- **Purpose** – work related contributions create a sense of meaning to keep employees motivated and engaged. Employees know what they do matters.
- **Achievement** – employees feel pride and a sense of accomplishment about contributions at work.
- **Acceptance** – employees can maintain their personal belief systems and lifestyles without attacking or fear of being attacked.
- **Love** – showing understanding, empathy, and compassion to one another results in how employees experience belonging, purpose, achievement, and acceptance.

Highlights from Guest Speaker:

Guest Speaker: Dr. Rohini Anand, former SVP Corporate Responsibility and Global Chief Diversity Officer, Sodexo

- Sodexo is currently a world leader in D&I and it amplifies their brand; it powers its people and culture. However, the D&I journey began as a result of a lawsuit in 2002, and had an 18-year tenure through 5 CEOs.
- The company's philosophy on D&I is that it is not just about the business case – it is about *the business*. It integrates DEI practices through the entire organization through four key elements:
 1. CEO and senior leadership commitment
 2. Integrating DEI through a top down, bottom up, middle out strategy
 3. Linkage with Sodexo's core business
 4. Measurement and accountability
- Sodexo's Gender Balance Study showed that the optimal gender balance at Sodexo is between 40% and 60%, and is a significant driver of performance (once it hit 60%+ women, the performance started leveling)
- Diversity is embedded in Performance Management
 - Driving Accountability – Sodexo Diversity Index (SDI) Components:
 1. Diversity Scorecard: quantitative outcome + qualitative process = SDI
 2. Linked to 10% bonus pay out (Sodexo's Diversity Scorecard reports SDI progress to Leadership on a monthly basis)
 3. Developing the scorecard each year is a cross-team project so everyone feels that their opinions have been considered.
 - Qualitative Metrics
 1. Bucket: Talent; Business Impact; Initiatives
 2. In analyzing their qualitative data, Sodexo considers their scorecard, engagement survey, and each of their initiatives. ROI is measured by linking these qualitative assessments to the quantitative outcomes.
- The major lessons learned was that it is important to hold teams accountable through a process of measuring, and to celebrate the champions along the way.

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Additional Reading Materials & Resources for Meeting #4:

1. CECP's White Paper: [Diversity & Inclusion in Corporate Social Engagement](#)
2. Case Study: The ROI of Diversity and Inclusion (Sodexo):
https://www.diversitybestpractices.com/sites/diversitybestpractices.com/files/import/embedded/anchors/files/diversity_primer_chapter_02.pdf
3. [Tools for Organizational Self-Assessment Related to Racial Equity](#), Coalition of Communities of Color
4. [Advancing the Mission: Tools for Equity, Diversity, and Inclusion](#), Annie E Casey Foundation
5. [Moving the Needle on Strategic Diversity: Lessons Learned from Strategic Diversity Measurement in 2015 and 2019](#), Tuskegee University/Cooperative Extension
6. [Meaningful Metrics for Diversity and Inclusion](#), Include-Empower.com