



# Diversity, Equity & Inclusion

**Leveraging data  
to fuel your  
DE&I strategy**

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Future of Work Strategy



**YMCA OF GREATER RICHMOND**



# Agenda



## **The State of the Conversation**

Data in DEI: Why it matters

Rethinking our approach: Think in systems



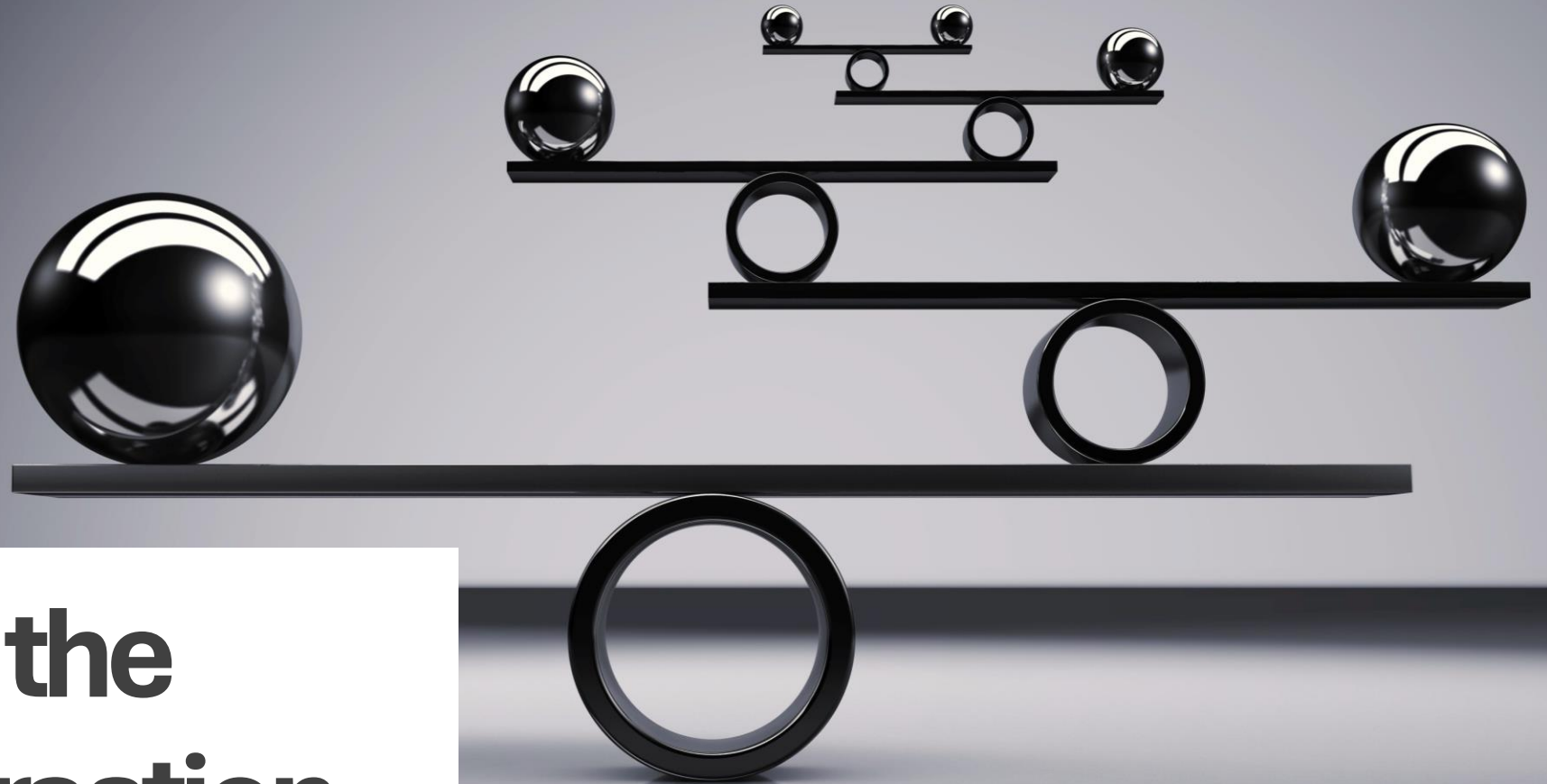
## **Your DE&I journey**



## **Best Practices**

Elevating Equity

# The State of the DE&I Conversation



“Belonging is defined as a unique and subjective experience that relates to a yearning for **connection** with others, the need for positive regard and the desire for interpersonal connection (Rogers, 1951).

A sense of belonging does not depend on participation with, or proximity to, others or groups. Rather, belonging comes from a perception of **quality, meaning and satisfaction with social connections.**”

Australian Psychology Association

<https://psychology.org.au/for-members/publications/inpsych/2019/june/making-sense-of-belonging>



# Belonging

Fostering a culture of  
connection



# ADP Research Institute



## What Is Connection

In our measurement of Connection, we found that it is comprised of three distinct aspects: **feeling seen, feeling heard, and feeling valued.**

Connection is the feeling that you are seen and valued for your uniqueness.

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You feel safe to present yourself authentically and to voice your thoughts and opinions.



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You are confident that you will be given a fair shot at succeeding, and that you will be assessed only on your actual contribution to the organization.

# ADP Research Institute

The ConnectionXPS Metric

## Seen

1. *I never have feelings of being an outsider on my team.*
2. *I see myself represented in the leadership of my organization.*
3. *I believe my company promotes people based on the work they do, not what they look like.*
4. *I never feel invisible at work.*

## Heard

5. *I feel safe having spirited debates with my manager.*
6. *I can speak freely without fear of retribution.*
7. *When I share my opinion, I feel heard.*
8. *I can let my guard down with my team.*

## Valued

9. *I believe I must work twice as hard to earn the same respect as my peers.*
10. *I constantly censor my views to fit in at work.*
11. *I switch my language to make others feel comfortable.*
12. *I have to work hard to avoid being stereotyped at work.*

# ConnectionXPS impacted by

- **Race**

BIPOC are **2x less likely** to be Strongly Connected

- **Pay Equity**

Paid fairly are **2x more likely** to be Strongly Connected.

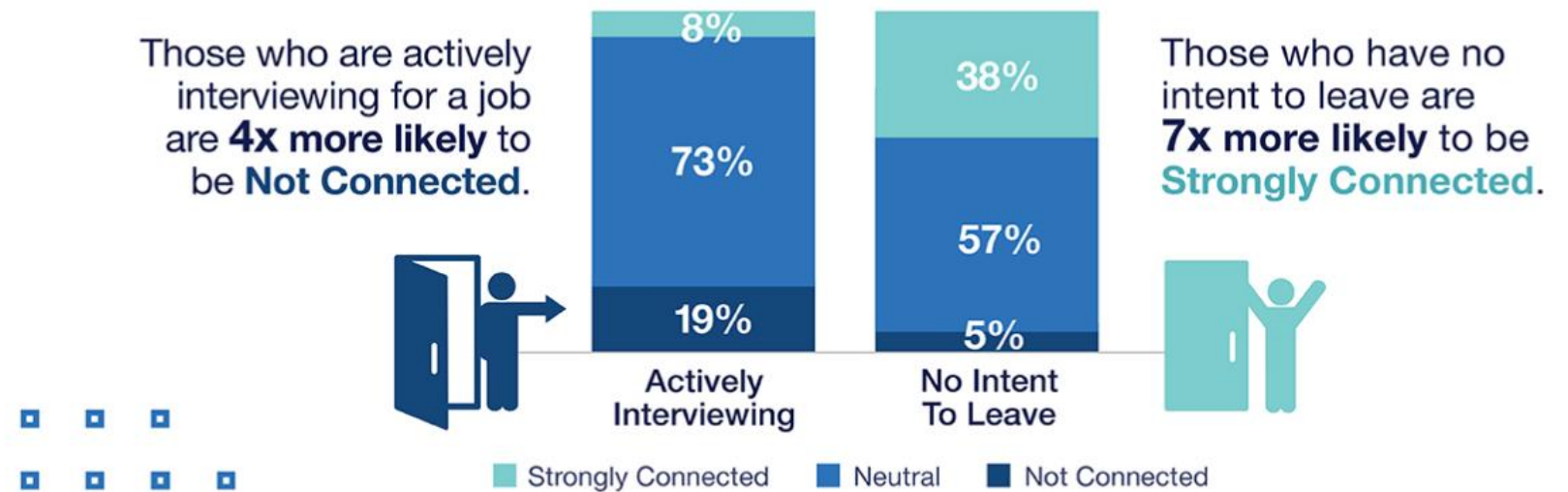
- **Discrimination**

Experiencing discrimination are **5x less likely** to be Strongly Connected

- **LGBTQ+**

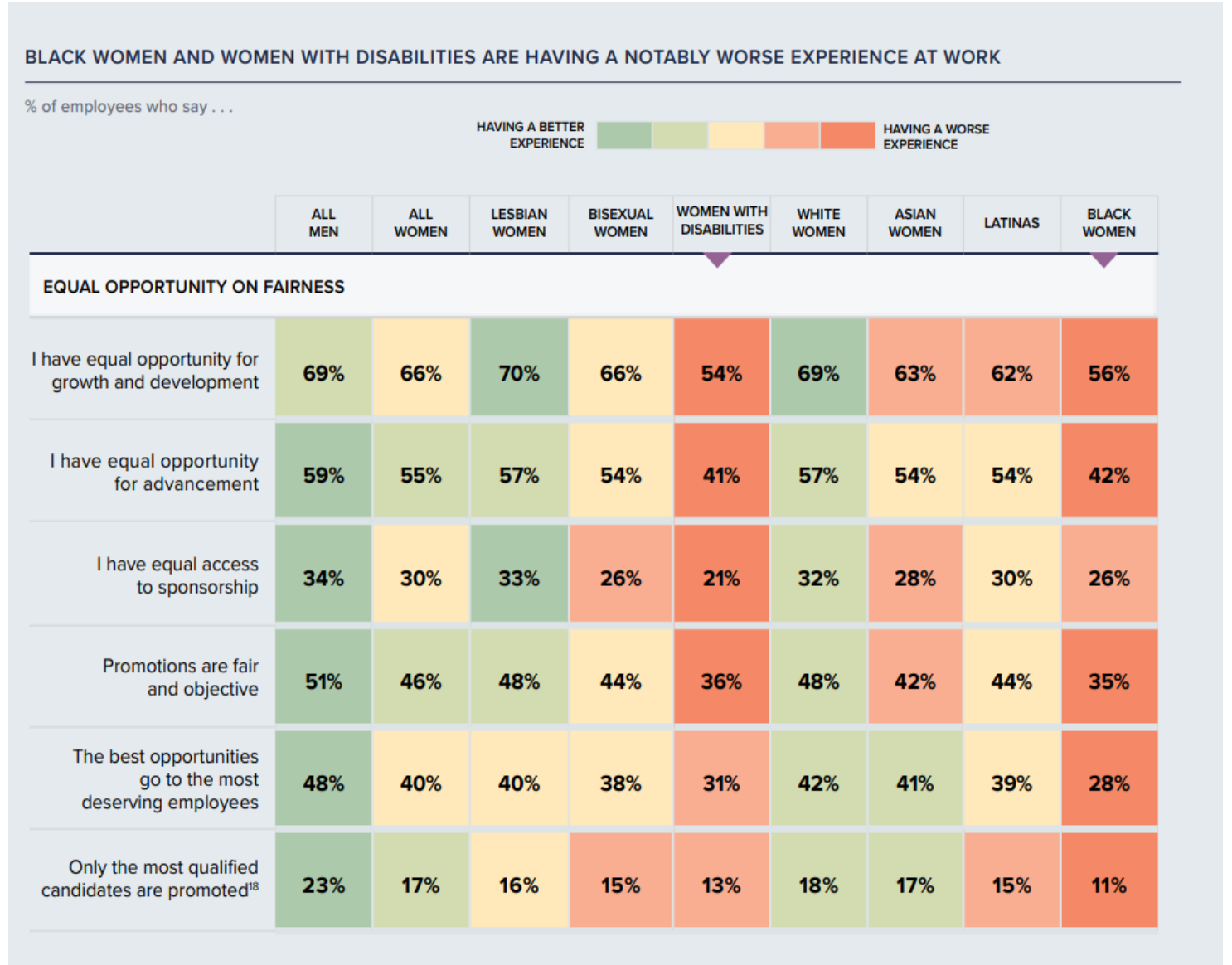
**2x less likely** to be Strongly Connected

## Stronger Connection Means Less Likely to Leave



# What story does the data tell?

Experience matters in DEI work



McKinsey & Company / LeanIn Org., Women in the Workplace 2019



## Diversity, Equity & Inclusion: Know where you stand

Employers use ongoing inclusion and diversity initiatives to meet compliance obligations, achieve competitive business advantage, and increase overall bottom line with a more diverse workforce.

# DE&I Dashboard

- Identify Areas of Opportunity
- Understand Drivers of Diversity
- Address Adverse Impact

How diverse is my workforce?

How diverse is my organization's leadership distribution?

Which areas of my organization are not diverse?

What termination reasons are affecting diversity the most?

### Understand your organization's diversity landscape.

WHERE DOES DIVERSITY DATA COME FROM? >

An organization's workforce that is comprised of multifaceted backgrounds and experiences can contribute a wider range of business ideas and perspectives, making it easier to create successful offerings that accelerate growth.

Include Exclude

Please be mindful of non-discrimination laws and regulations when utilizing certain filters, like, age and gender, to analyze your data.

Select a field  
Gender

- Male
- Female
- Not Specified

Want to grab filters from an existing custom metric?

Select metric source  
Headcount

Headcount Hires Terminations

Headcount By Veteran Status Distributed By Race/Ethnicity Calendar Year

How do I compare to the industry? Show

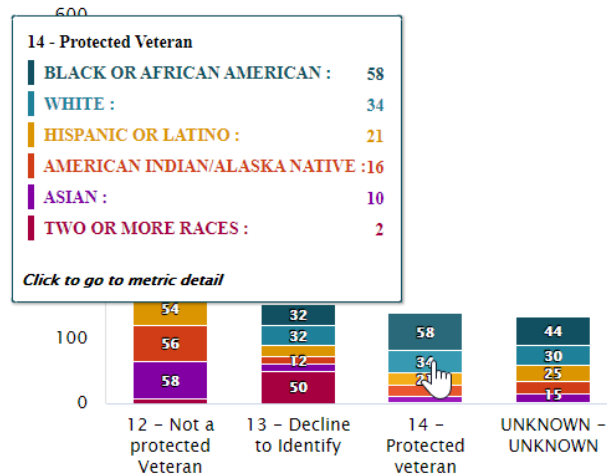
Filter: Add Filters Country : Include United States Gender : Include Female

DATA REFRESHED: WHO'S INCLUDED? >

View metric detail

### Count of employees - 2021

BLACK OR AFRICA...	311	(33%)
WHITE	268	(28%)
HISPANIC OR LATI...	116	(12%)
AMERICAN INDIAN...	103	(11%)
ASIAN	95	(10%)
TWO OR MORE RA...	60	(6%)



Search the talent market by benchmark job or skills.

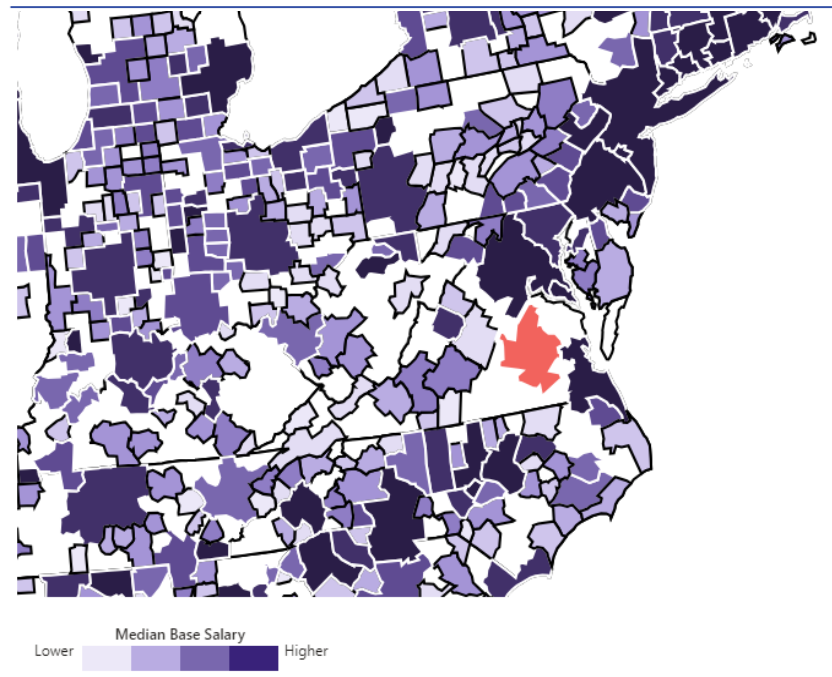
Save search

ADP Benchmark Job Marketing Manager in Richmond, VA (MSA)

[View job description](#)

Filters Applied Filters

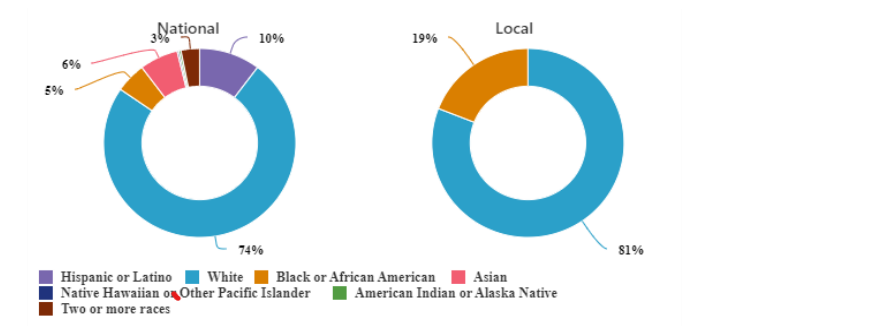
- Associated Skills and Certifications
- Channel Marketing
  - Trade Shows
  - Marketing Collateral
  - Brand Marketing
  - Strategic Marketing
  - Marketing Communication
  - Marketing Plan
  - Marketing Management
  - Marketing Strategy
  - Digital Marketing
  - Print Advertising
  - Branding
  - Marketing Automation
  - Social Media Marketing
  - Direct Mail
  - Print Marketing
  - Media Plan
  - Lead Generation
  - Social Marketing
  - Sales Channels
  - Certified Google Analytics
  - Certification in Facebook Blueprint
  - Certified Professional Services Marketer
  - Google Adwords Certification
- Are the skills and certifications shown here relevant to this job?



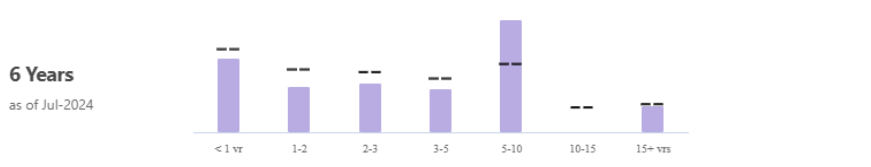
Workforce Distribution by Gender



Workforce Distribution by Ethnicity



Workforce Distribution by Tenure



Location	Median Salary -	Median Salary Growth Year-on-Year	Active Workforce	Active Workforce Growth Year-on-Year
Richmond, VA	\$88.5K	3.57%	138	9.21%

# Talent Insights

- Understand talent pools
- Set attainable goals
- Model alternative approaches



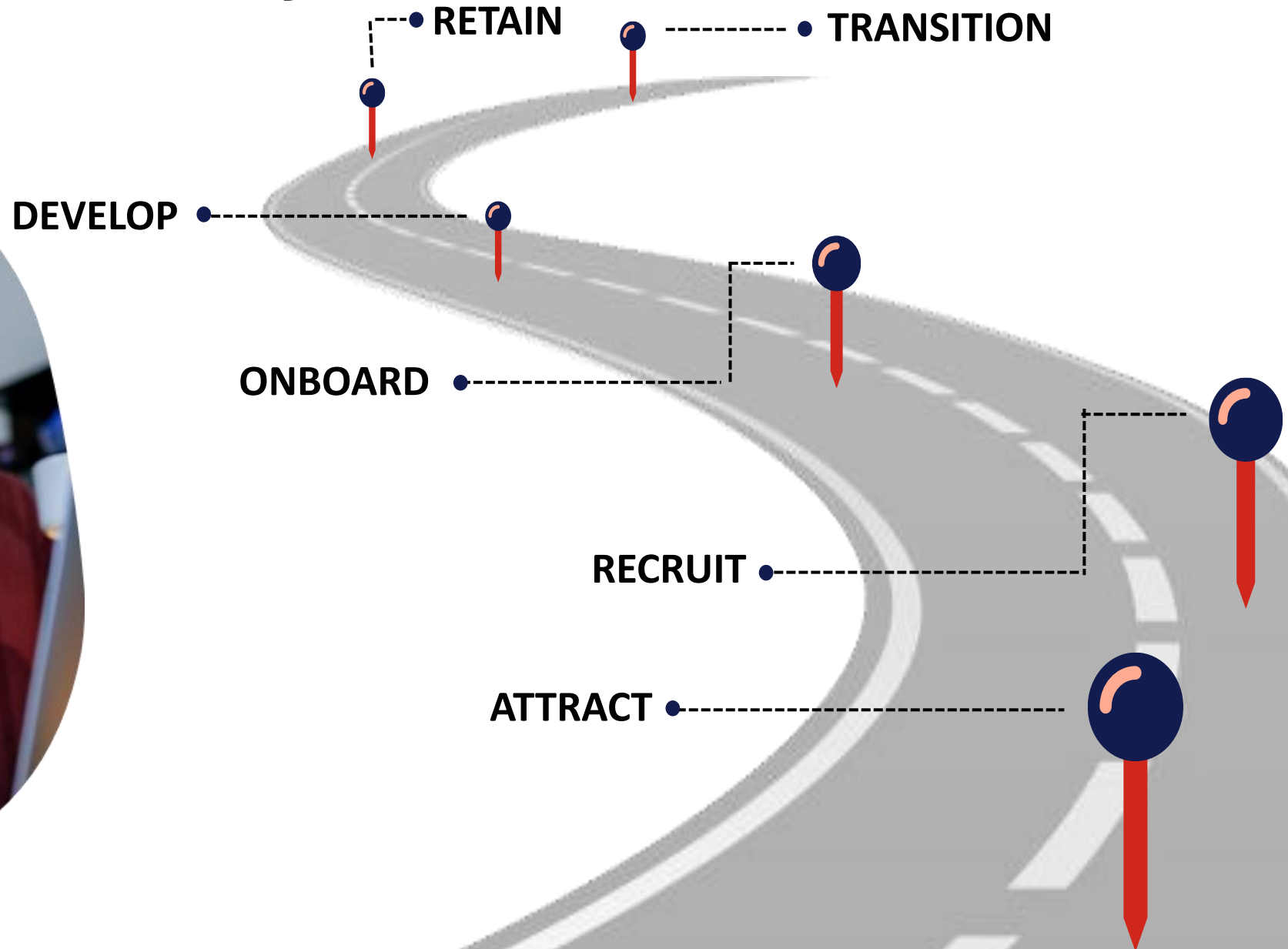


# Rethinking our Approach

Understanding moments that matter








# The Employee Journey







# The Employee Journey





## ONCE

-  Apply for a job
-  Interview
-  Get hired
-  Onboard
-  Retire





## DAILY

-  View schedule
-  Clock in/out
-  Attest to hours
-  Complete assigned tasks








## WEEKLY

-  Get paid
-  Access pay stub
-  Swap a shift
-  Submit timecard

## MONTHLY

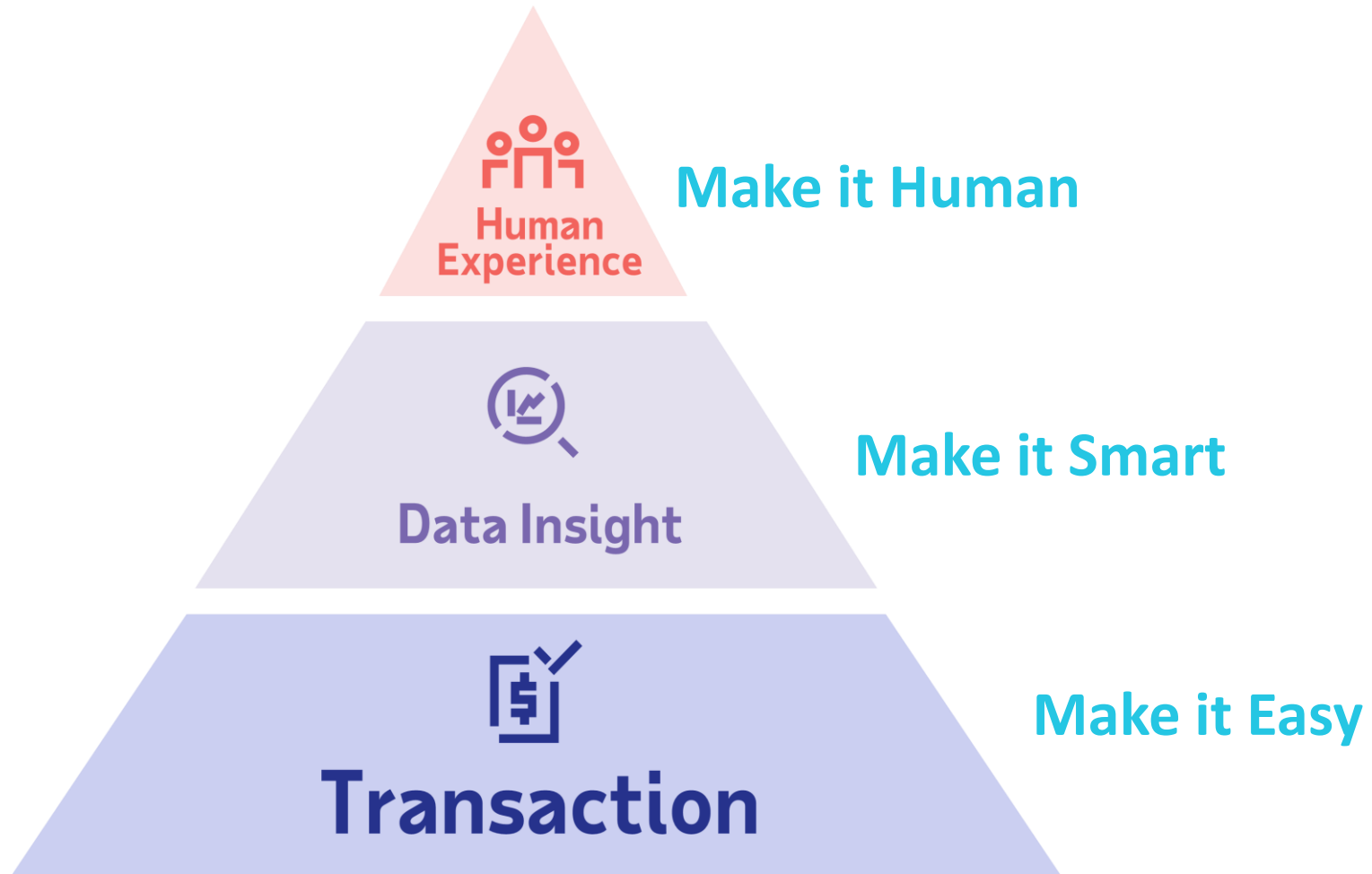
-  Request time off
-  View accrued hours
-  Ongoing training
-  Take a sick day

## YEARLY

-  Enroll in benefits
-  Set performance goals
-  Take a vacation
-  Request leave of absence
-  Review performance
-  Learn and develop skills
-  Get promoted



# Data Fueling a People- first Strategy



# People-first Strategy

Human Lead & Technology Enabled

## Human-centered Design

- Listening at scale
- Design thinking, iterative approach
- Persona & scenario driven
- Flexibility (Integration of work & life, lifestyle benefits etc.)
- Trust & Transparency (ownership & accountability)

Permanent  
Flexibility



Adaptive working  
& decision making



Purpose &  
Impact



Align work with  
my values



Meet me  
where I am



Moments that matter



Belonging



Bring my whole  
self to work



Simplicity



Make work more  
efficient

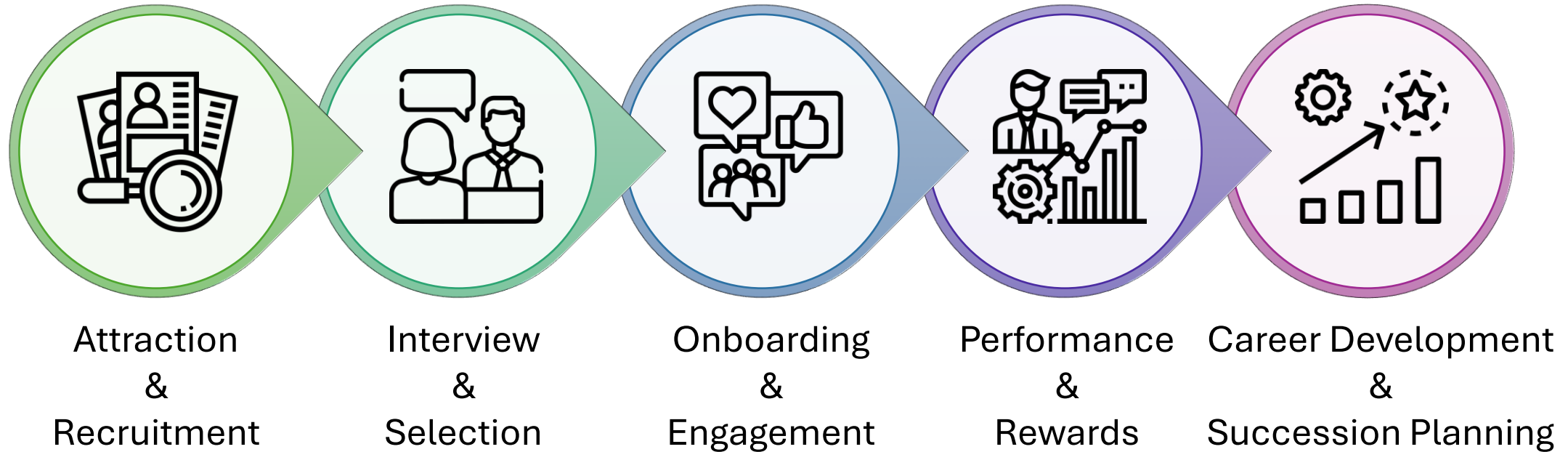
Source: Mercer Global Talent Trends Survey 2020



# Rethinking our Approach

Thinking in Systems: inputs,  
outputs & levers

# DE&I across the Talent Life Cycle



- Do we use diverse methods and channels to attract talent?
- Is the language we use on job descriptions and career pages inclusive?

- How do we define “cultural fit”?
- Is our interviewing panel diverse?

- Do our benefits support diverse talent?
- How do we ensure everyone’s ideas are heard in a meeting?

- Are the criteria used in our performance evaluations fair, and bias - free?
- How do we ensure diverse talent is paid fairly?

- Do all employees have access to training and development opportunities?
- Is there diverse representation in our succession planning?



# Your DE&I Journey





# Developing a DE&I Strategy

## Where to start

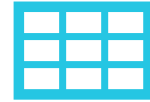
### Foundational



Align DEI Strategy to Mission, Values and Business Strategy



Establish team & strengthen HR capabilities



Understand current state & areas of opportunity



Communicate Leadership Commitment



Establish DEI Scorecard

### Transformational



Develop Environmental, Social & Corporate Governance Strategy



Establish Business Resource Groups



Develop DEI as a core competency



External benchmarking



Progressive practices

# DE&I Best Practice



# Elevating Equity

Research findings

## High-Impact DEI Practices

- Listen, Hear, and Act
- Emphasize Senior Leadership Commitment
- Strengthen HR Capabilities
- Measure What Matters
- Create Accountability for Outcomes across the organization

## Low-Impact DEI Practices

- DEI programs focusing on one group
- DEI training
- Diversity recruiting vs DEI everywhere
- Reliance on tech
- Organizational DEI Structure

Elevating Equity:  
The Real Story of Diversity  
and Inclusion

joshbersin





**Thank You**