Strategic Benchmarking: who’s measures what?

Companies participate in these leading surveys to understand the movement of trends in the marketplace and how they compare.

- D&I Strategy – Inclusive Leadership & Management
- D&I Strategy – Compliance
- Women & Work Life Balance
- Women in Leadership & Management
- Perception of all Employees of Work Life
- Programs that Support LGBT
- HACR – Measures Corporate Responsibility
CEO Engagement & Commitment

- Board Engagement: 81
- Clear D&I Strategy Communicated by CEO: 31
- CEO Engagement in Programs: 25
- CEO Employee Interaction: 42
- D&I Commitment Strategic to Company Direction: 100
- Allocate Resources: 85
The Business Case

REPRESENTATION:
THE BUSINESS CASE FOR A WINNING STRATEGY
REPRESENTATION

Total Employee Base by Ethnicity
U.S. Companies

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>51</td>
</tr>
<tr>
<td>African American</td>
<td>16</td>
</tr>
<tr>
<td>Hispanic</td>
<td>9</td>
</tr>
<tr>
<td>Asian</td>
<td>20</td>
</tr>
<tr>
<td>Native American</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>
Employee Base by Gender

- Female: 40
- Male: 60
Employee Base by Group

- Employee Base: 79
- PWD: 10
- Veterans: 9
- LGBT: 2

Legend:
- Employee Base
- PWD
- Veterans
- LGBT
white men largest group in management of 68% of total men, 32% are of color
white women fastest growing group in management

32% of women in management

70% are White Female
african-american consumers

$1 Trillion

U.S. Spending Power
African Americans

- C-Level: 71 (White), 14 (Black)
- Sr. Executives: 77 (White), 8 (Black)
- Vice Presidents: 71 (White), 6 (Black)
- Directors: 42 (White), 16 (Black)
- Managers: 66 (White), 13 (Black)
hispanic/latino
American consumers

$1.3 Trillion

U.S. Spending Power
Hispanics

<table>
<thead>
<tr>
<th></th>
<th>C-Level</th>
<th>Sr. Executives</th>
<th>Vice Presidents</th>
<th>Directors</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>71</td>
<td>77</td>
<td>71</td>
<td>42</td>
<td>66</td>
</tr>
<tr>
<td>Hispanic</td>
<td>8</td>
<td>4</td>
<td>6</td>
<td>15</td>
<td>13</td>
</tr>
</tbody>
</table>
Asian-american consumers

$713 Billion

U.S. Spending Power
Asian

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**Graph:**

- **White**
  - C-Level: 71
  - Sr. Executives: 77
  - Vice Presidents: 73
  - Directors: 42
  - Managers: 66

- **Asian**
  - C-Level: 5
  - Sr. Executives: 9
  - Vice Presidents: 14
  - Directors: 18
  - Managers: 10
Indian

![Graph showing representation of Indian and White individuals across different positions: C-Level, Sr. Executives, Vice Presidents, Directors, Managers.]

- C-Level: Indian 2, White 88
- Sr. Executives: Indian 2, White 77
- Vice Presidents: Indian 3, White 73
- Directors: Indian 9, White 42
- Managers: Indian 2, White 66

(diversity MBA, A P&L Group Brand)
INSIGHTS

Work Place

BEST PRATICES
Who’s Sourcing the Talent?

What is the impact?
54% of Companies have Recruiters focus on Diversity Recruiting

Less than 10% of their time is on diversity recruiting
74% of Companies have Recruiters take cultural competency training

Less than 25% of recruiters are being trained on bias
PERSONS WITH DISABILITIES

Over 60% of PWDs are of working age…. only 17.6% are employed

Largest minority group on the planet
VETERANS in the WORKPLACE

79% of non government companies intentionally recruit veterans

61% of companies have veterans employee resource groups

United States Navy largest employer of veterans
LGBT in the WORKPLACE

60% of companies intentionally recruit LGBT and

62% of companies have LGBT employee resource groups
College Campus Recruiting

89% of companies have formal internship programs

88% offers made

82% of interns are hired as FTEs
Recruiting Best Practice TIPs

- Ensure your recruiting strategy that is aligned with diversity & inclusion objectives.
- Using existing tracking systems to evaluate recruitment sourcing efforts to determine ROI for spend.
- Expand internal survey to capture LGBT, Persons with Disabilities and Veteran populations in the workforce to understand your total inclusive workforce.
- Track and evaluate results from recruiting efforts that segments marketing and branding activities.
Insights on ERG Best Practices
What U Need to Know?

Best Practice Model

POWER OF EMPLOYEE RESOURCE GROUPS
• Culturally Connected
• Direct connect to consumers
• Diverse languages and backgrounds
• Collective influencers
• Common cross cultural values BUT distinguished by cultural nuances
• Align with trusted resources
• Ambi cultural – functions in dual cultures
Types of ERGs

100 Pt. Scale

- Women: 85
- African American: 85
- LGBT: 81
- Hispanic: 76
- Asian: 69
- Veterans: 65
- Person with Disabilities: 47
- Generational: 35
- Working Parents: 27
- Native American: 23
- Other: 69
Promotions of ERG Leaders

- 1-5%: 19
- 6-10%: 6
- 11-15%: 15
- 16-20%: 8
- More Than 20%: 12
- Do Not Track: 40

% Averages
Employee Resource Group Engagement Best Practices

- Structured process for employee resource groups with executive sponsors for each group
- Require minimum of 18-24 months of service from employees
- Supervising manager orientation of employee expectation
- Meet on a monthly or quarterly basis
- Annual ERG Summit, Diversity Conference or Leadership Retreat
- ERGs engaged in problem solving; contributing to business solutions
- ERG Leaders identified for career advancement within 18 months after service
- Align ERG service with professional and leadership development
- ERG members completed cultural sensitivity training
- Ethnic based ERGs (affinity groups) are first type of groups established for companies early in the diversity journey
- Measure the effectiveness of ERG participation on an annual basis
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<tbody>
<tr>
<td>41.</td>
<td>Mars, Inc.</td>
<td>42. Blue Cross Blue Shield, NC</td>
<td>43. Columbia University</td>
<td>44. Rice University</td>
<td>45. IKEA Holding</td>
</tr>
<tr>
<td>46.</td>
<td>TIAA</td>
<td>47. State Street</td>
<td>48. Dr. Pepper Snapple</td>
<td>49. Comerica</td>
<td>50. Ameren</td>
</tr>
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THANK YOU

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