For decades, diversity and inclusion initiatives were considered “soft, feel good” initiatives that were “the right thing to do” but didn’t necessarily have an impact on business.

That changed dramatically in recent years as D&I’s ability to increase the quality of new hires and management and leadership, as well as contribute directly to increased market share, has been demonstrated.

The changing demographics within the United States have been documented over recent years with the growing Hispanic and Asian populations noted many times. Recent research from the Pew Research Center shows that Millennials are the largest generation ever, immigrants are driving workforce growth in the United States (without immigrants there would be 18 million fewer working adults by 2035), women’s pay gaps are narrowing, especially among women ages 25-34.

All of these demographic factors contribute to the increasing importance of D&I to corporate strategies—to reach the best talent in an increasingly competitive global arena, to find innovative suppliers who relate to the community, and to directly understand and market to increasingly diverse customers and clients.

The ability to successfully measure D&I’s contribution to business has evolved significantly in recent years. A decade ago—even five years ago—many companies were just beginning to apply rigorous discipline to their people programs, including their D&I initiatives. This was especially true when it came to measurement, and the void was compounded by how unsure organizations were of how to properly assess D&I results.
Today, companies are preparing detailed D&I scorecards with relevant metrics for their senior leaders to assess and often linking executive compensation to results. Their metrics on human capital have evolved substantially and they increasingly add metrics on procurement, community involvement, and marketplace impact.

**Part I: For companies new to or in early stages of D&I**

To understand why business metrics should be applied to your D&I initiatives, consider the old adage that what gets measured gets done. Measurement has value in several general situations:

- When an organization wants to prioritize and manage its human-capital initiatives to better define success by objectively assessing the impact of the initiatives and quantifying the impact to secure support from top leadership
- When an organization needs to understand the relative costs and benefits of a variety of interventions, such as development or formal sponsorship or employee-resource groups
- When an organization recognizes there are significant costs of inaction – such as lawsuits or loss of talent

For D&I specifically, it is essential to determine if these efforts are sustaining business growth. Are they maximizing the return on an organization’s investment and contributing to future growth? Are they improving the productivity, efficiency and innovation of the workforce? Are they contributing to growth in market share? What does D&I have to do with achieving the critical successes that will lead to the organization’s overall success?

In the beginning, as you gather your D&I metrics, you first need to assess what data you already have and use that as a baseline. Then you can address what additional data you need to collect. Think big picture, such as what needs to happen with respect to D&I so that the organization’s overarching critical success factors are achieved. What tactics move you from where you are now to where you need to be? What will the data tell you if the required changes are happening, including behavior changes? What data will tell you if the changes are having the intended impact?

Sometimes people within a company raise the issue that gathering diversity-related data is a legal concern. This is generally untrue and transparency is crucial to advancing business goals by understanding D&I metrics. Says Donald Fan, Senior Director, Global Office of Diversity, Walmart Stores, Inc.: “To sustain D&I progress, accountability and transparency are two critical success factors among others. Both go hand in hand. Without data transparency, we won’t be able to hold people accountable for driving and leading D&I success.”
FIRST STEPS

- Common baseline metrics include new hires, workforce, management, executive and board of director representation by race/ethnicity and gender.

- Companies also start assessing engagement at this stage and begin the process of evaluating whether a robust D&I initiative leads to increased engagement and retention.

- They also begin to assess the effectiveness of learning and development efforts, determining which specific initiatives do the best job of effective sustainable behavior change and building capability in areas aligned with the organization's long-term direction.

- Metrics often include ensuring that all employees have access to job assignments and advancement opportunities that require them to use the capabilities they develop.

- Legal compliance is also often part of the early-stage metrics, ensuring the organization is meeting standards established in Affirmative Action Plans, Equal Employment Opportunity guidelines and supplier-diversity guidelines.

Part II: For companies advanced in their D&I work

In the early days of D&I initiatives, the only metrics were representation goals, often based on compliance requirements. Compliance goals, however, were rarely defined in terms aligned with an organization's business goals and today companies successful in the D&I space want to use metrics that are directly relevant to their bottom lines.

The key to setting and assessing representational goals is transparency and relevancy to the company’s workforce, footprint and marketplace. For example, Accenture in June 2017 announced plans to achieve a gender-balanced workforce, with 50 percent women and 50 percent men, by 2025. In making the announcement, Chairman and CEO Pierre Nanterme said: “Diversity makes our business stronger and more innovative and, most important, it makes the world a better place. With this new goal, we are sending an important message to our people and our clients confirming our commitment to a gender-based workforce.”

The most critical aspect of this is how transparent the company is being. The company said it now has 150,000 women, nearly 40 percent of its global workforce. And it set specific goals and announced a strategic game plan to reach its pledge.

At Walmart, “transparency is so important. We are a metrics-driven company and measurement holds people accountable. It is part of our belief that you should be transparent with internal associates but also make sure that you share what you know with the external world, across industries,” says Fan.

3 TIPS FOR EARLY STAGE D&I METRICS

1. Assess what data you have that can be used (i.e. historic info on talent pipeline, velocity of progress by race and gender)

2. Create a plan of what metrics will be needed over next 1-3 years

3. Educate senior leaders on relevance of diversity-focused data and how to capture and measure to establish baselines
We continue to connect diverse leaders with opportunities that positively impact our teams and culture at Comcast NBCUniversal. Each year, we measure and report on the diversity of our leadership at the Vice President level and above, the Director level, and the Manager level, to ensure we continue to increase the representation of women and people of color across the company.

**Our Leadership at a Glance (YE 2016)**

We recognize the importance of developing diverse leaders who will help move our company forward, and we have made meaningful progress since starting our formal Diversity & Inclusion program in 2011. Over the past six years, we have seen significant growth in the number of diverse leaders at every level.

**Growing Our Diverse Leaders (YE 2010 – YE 2016)**

In 2016, we saw employees across our footprint connecting with each other through the expansion of our Employee Resource Groups. With 24 new chapters launched last year, more employees have been able to come together to learn, lead, give back, and positively impact our business.

**Employee Resource Groups**

More than **20,000**

Total of **118**

Chapters Increased Nearly **300%** since 2012

Source: Comcast NBC Universal
For example, although Walmart is not a government contractor and thus not accountable to publish its EEO data, the retail giant has been voluntarily publishing that data in its D&I report for the past 10 years.

Fan believes transparency helps the company attract more talent. “ Especially with Millennials, they want a company that is a good socially responsible citizen. They want to know if we truly offer equal opportunity, especially for women and people of color.

At Comcast, the company is completely transparent about its progress in diversity of the workforce, procurement, programming, community investment and governance. That includes an annual D&I report that shows diversity at every level – Board of Directors, vice president and above, director, manager and includes year-to-year metrics on such areas as employee-resource group participation, supplier diversity spend, and its Ventures Catalyst Fund, which connects members of minority groups with capital funds. Comcast also discloses information about its online, TV and film programming for diverse audiences and the talent behind and in front of the cameras.

The needs for transparency in D&I metrics is crossing many industries. The technology industry, under fire for lack of female, Black and Latino representation, as well as people with disabilities and older workers, has become increasingly transparent about its numbers—gaps and all.

In terms of relevancy, when looking at any information, especially demographic, consider how you are defining people, both in terms of under-represented status and in terms of job function. Most companies now use standard U.S. Census Bureau definitions of race/ethnicity, as does Diversity Best Practices’ Inclusion Index. Those are white, black, Latino/Latina, Asian, Native Hawaiian or Pacific Islander, and two or more races. Also consider whether you want to include groups that self ID – LGBTQ people, people with disabilities and veterans. This may depend on how inclusive your corporate culture is for these groups and how comfortable people are about self-identifying.

When examining job functions, make it as simple as you can and use the same standards throughout. For example, Diversity Best Practices’ Inclusion Index defines corporate executives as “the highest tier of employees by job level, pay grade and/or responsibilities.”

### Disparities in the Tech Workforce, 2015

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total US Workforce</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Tech Workforce</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26%</td>
<td>74%</td>
</tr>
<tr>
<td><strong>Women in tech positions</strong></td>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td><strong>Women in tech leadership positions</strong></td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Asians as a % of U.S. population</strong></td>
<td>6%</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Asians in tech worker positions</strong></td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Asians in tech leadership positions</strong></td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Blacks as a % of U.S. population</strong></td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td><strong>Blacks in tech worker positions</strong></td>
<td>2%</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Blacks in tech leadership positions</strong></td>
<td>2%</td>
<td>98%</td>
</tr>
<tr>
<td><strong>Hispanics as a % of U.S. population</strong></td>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td><strong>Hispanics in tech worker positions</strong></td>
<td>6%</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Hispanics in tech leadership positions</strong></td>
<td>3%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Source: Aggregated data reported by nine of the major tech companies in 2015, (LinkedIn, eBay, Apple, Yahoo!, Facebook, Google, Twitter, Intel and Microsoft)
In creating a Scorecard or Dashboard of D&I metrics, companies increasingly are keeping two things in mind – keep the data clear and understandable, so senior leaders “get the picture” and understand progress and challenges quickly – and, most importantly, show data that is directly relevant to the business.

At Walmart, for example, D&I scorecards are designed with specific KPIs (Key Performance Indicators) relevant to the core business. Those include, women and people of color by representation, by promotion, by voluntary termination, as well as specific progress on D&I related initiatives, such as mentoring (more than 77,000 managers are required to mentor at least two associates each who are not direct reports and have different backgrounds than the manager), attendance of managers in inclusion education (training this year focused on unconscious bias), and an “inclusion index” of the full associate base assessing such topics as sense of belonging and fairness (part of the annual associate engagement survey, which has participation rate of 90 percent).

Other factors increasingly measured are:

- Best practices, such as participation by demographics in formal mentoring and sponsorship
- Inclusion and results of succession planning
- Attendance at D&I events, both internal and external
- Ability for D&I partners, such as employee resource groups, to present to and impact client/customer relationships
- Metrics around employee resource groups are becoming more common and sophisticated, going beyond mere participation numbers. At Cap Gemini, for example, each ERG does its own self-assessment based on goals and its maturity. Goals can include such factors as helping with career development and contributing to the community

It is also important to examine supplier-diversity metrics. In the United States, the most common measurement of supplier-diversity progress has been the amount of money spent with diverse suppliers year over year. This is an important metric for all corporations to know, but it is not the only metric for assessing value to a business for a few key reasons. First, larger organizations have more money to spend on their value chain, so their spending amounts will necessarily be larger, especially companies in retail compared to companies in services. Second, companies often count the number of their diverse suppliers, but this is also a tenuous metric if it does not account for the size or value of the contracts awarded to each supplier.

In the U.S., more sophisticated metrics have evolved, including assessing satisfaction with diverse suppliers, tracking market share by demographic and evaluating potential revenue impacts from diverse suppliers.
Conclusion:

The increasing relevance of D&I metrics to the value of the business cannot be overstated. The emphasis more CEOs and boards of directors place on these metrics demonstrates that they believe understanding what triggers the best hiring, retention, advancement, procurement, and community relationships will lead to sustainable business growth. The need to be transparent, as demonstrated by companies like Walmart, Accenture and Comcast, comes from the top and gives increasing value to the metrics and the goals they represent.

Endnotes


**Sample Metrics**

First Tennessee Bank grounds their D&I strategy in data and has been able to drive change because of their willingness to "go deep" into the data and look at it through multiple lenses. Below are some examples of the ways in which they slice their data to pinpoint the areas of opportunity and build a strategy to address them.

**De-averaging Allows for a More Focused View**

- Maps are utilized as tools for hiring decisions
- Sample Leader’s direct report displays inclusion

**The Rooney Rule**

- Example: Sample Leader 7 hired 3 employees:
  - 1 White Male
  - 1 Female of Color
  - 1 Male of Color
Data Trends Reveal Decision Impacts

Region 1

- 3Q 2015: 8% White Male, 50% White Female, 15% Female of Color, 19% Male of Color
- 1Q 2017: 7% White Male, 49% White Female, 8% Female of Color, 7% Male of Color

Region 2

- 3Q 2015: 3% White Male, 43% White Female, 15% Female of Color, 5% Male of Color
- 1Q 2017: 5% White Male, 50% White Female, 11% Female of Color, 5% Male of Color

Region 3

- 3Q 2015: 6% White Male, 54% White Female, 12% Female of Color, 14% Male of Color
- 1Q 2017: 5% White Male, 46% White Female, 6% Female of Color, 7% Male of Color

Diversity Best Practices

• Page 43

Follow @DBP_News at the #DBPMC + join the game-changing diversity and inclusion conversation!
Sample Metrics

This sample data looks at female headcount and retention data alongside engagement survey results, aggregated by female employee responses, to provide a robust picture from which to identify challenges but, more importantly, to discover the opportunities to address them.

### Current State: ABC Gender Comparison

![Graph showing gender comparison](image)

- **Overall female representation well below recommended 30%**
- **Opportunity to build the pipeline of women at band 4**
- **Retention of 21 band 3 females critical**
- **Losing women at higher rates from band 3 to 2**
- **All band 3 female exits were voluntary**

<table>
<thead>
<tr>
<th>Headcount</th>
<th>Band 0-2</th>
<th>Band 3</th>
<th>Band 4</th>
<th>Band 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>29</td>
<td>86</td>
<td>844</td>
<td>3772</td>
</tr>
<tr>
<td>Female</td>
<td>3</td>
<td>21</td>
<td>119</td>
<td>792</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Turnover/Retention</th>
<th>Band 1</th>
<th>Band 2</th>
<th>Band 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1 (voluntary)/86%</td>
<td>1 (involuntary)/96%</td>
<td>12 (2 voluntary)/88%</td>
</tr>
<tr>
<td>Female</td>
<td>0/100%</td>
<td>1 (involuntary)/67%</td>
<td>2 (2 voluntary)/93%</td>
</tr>
</tbody>
</table>

### Understanding why women leave:

**ABC Engagement Data reflects similar trends**

#### Top Reasons Women Leave

- Contributions were not recognized or valued: 29%
- Lack of challenge and interesting work: 22%
- Need more opportunities, flexibility and freedom: 51%
- Isolated as one of the few women or minorities: 28%
- Excluded from informal networks: 28%
- Not taken seriously - decision making: 29%

#### TFP/TSS Engagement Data by Gender

<table>
<thead>
<tr>
<th>Rate your immediate supervisor/manager on dealing fairly with everyone-playing no favorites</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How much do you feel your present job provides a chance to do challenging and interesting work</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How much do you feel present job provides a chance to learn new skills and develop your talents</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall, how would you rate your organization as a place to work compared with other companies you know about</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees are treated the same regardless of race, gender, age, nationality, religion, disability, and/or sexual orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rate your immediate supervisor/manager on valuing diverse perspectives within your work group</th>
</tr>
</thead>
<tbody>
<tr>
<td>TFP</td>
</tr>
<tr>
<td><em><strong>Female</strong></em></td>
</tr>
</tbody>
</table>

% Favorable Variance from Total Population Score
Organizations should slice their data in as many ways as they can in order to hone in on the opportunities for growth at all levels of the organization and throughout the talent lifecycle.

Sample D&I Metrics Template

Talent acquisition and retention are significantly more favorable for White males

Hires

Exits

Promos

Pipeline assessment

Favorable performance rating

Critical Employees

On the Radar

Summary Observations

- Overall female to male ratio is within benchmark standards (30-35%) but is not trending favorably
- Diverse candidate slates are being presented as part of talent acquisition process
- ELT diversity demographics remain strong.
- Potential opportunities in capturing share of Asian Pacific Islander and Hispanic talent

Sample D&I Metrics Template

By Gender - Executive Population

FY13 FY14

POC/Women

Male

Female

Caucasian Male

By Gender - Total Population

FY13 FY14

POC/Women

Male

Female

Caucasian Male

Total Population By Race/Ethnicity

Other

Caucasian

Hispanic/Latino

Asian-Pacific Islander

African American

SAMPLE-- DATA IS NOT REAL
Walmart Stores, Inc. is very focused on metrics—and that certainly holds true when it comes to diversity and inclusion, says Donald Fan, Senior Director in the Global Office of Diversity. “Measurement holds people accountable. It’s about asking the right question and pivoting efforts on the right challenge. That’s the key component to drive success. It is part of our belief that metrics and transparency help us frame the conversation and inspire people to own and lead diversity and inclusion efforts. We share our findings internally and externally,” he says.

That transparency goes far beyond compliance. For example, although Walmart is not a government contractor and, therefore, not required to publish its EEO-1 data, the company has been publishing it annually in its D&I report for 10 years. That includes breaking down different job categories by gender/race/ethnicity.

This transparency helps the company attract more talent, Fan says. “Especially with Millennials, they look for employers of choice on several criteria, including looking for leaders in the D&I space. They ask if companies are good socially responsible citizens and if they truly offer equal opportunities, especially for women and people of color.”

For D&I, the metrics used in their Scorecard (see illustration), are those most relevant to the core parts of the business. All of the metrics are related to each other and are frequently assessed to ensure their continued relevancy. More detailed metrics are uncovered in a D&I Dashboard, offering an in-depth view.

### Walmart’s Index questions:

**CULTURE**

1. Our value “Strive for Excellence” is consistently practiced by associates in my facility or department

2. Our value “Service to our Customers” is consistently practiced by associates in my facility or department

3. Our value “Act with Integrity” is consistently practiced by associates in my facility or department

4. Our value “Respect for the Individual” is consistently practiced by associates in my facility or department

**INCLUSION**

1. Walmart is committed to providing equal opportunities for all associates

2. Walmart provides an environment for free and open expression of ideas, opinions, and beliefs

3. I feel that I am a part of a team

4. I feel free to be myself at Walmart
of talent mobility statistics, including new hires, promotions, demotions, lateral moves, voluntary terminations, involuntary terminations and retention rate, broken down by levels and historic periods. These are all factored by gender, race and ethnicity.

On the inclusion side, the metrics assess the value and usage of best practice. The D&I program requires more than 77,000 managers to mentor at least two mentees who are not their direct report and attend inclusion education, which this year focuses on unconscious bias. The third aspect of the Scorecard metrics is the company’s Inclusion Index, four questions which go to the full associate base of 1.5 million employees in the United States and 2.5 million globally. The questions look at such factors as equal opportunity for all, open expression of ideas, being part of a team and being free to be oneself. The company also looks at these factors, as well as its fourth factor, its Culture Index, in its annual engagement survey, which has a participation rate of above 90%.

Walmart holds its business leaders accountable for its D&I results, which are evaluated at quarterly meetings attended by direct reports to the CEO and HR leads supporting each business unit. “We share with them what the landscape looks like and what’s the insights – what does the data tell us. We talk about the action plan and how they are going to address what the data shows us. If you don’t engage the leadership teams on board, you can’t make a huge cultural difference,” Fan says.

What’s most critical to success, he adds, is CEO and board commitment. “We’ve tied our D&I goals and program results to management compensation bonuses. It’s also tied to annual performance evaluations. We report the D&I progress to boardroom regularly throughout the year. Whenever a decision is made, D&I becomes top of mind, not an afterthought,” he says.
CASE STUDY

Comcast NBCUniversal Delivers Transparent Metrics In Every Area, Including Programming

Many companies rely extensively on metrics to assess their business goals and determine new strategies. In the Diversity and Inclusion (D&I) area, Comcast NBCUniversal has taken metrics to a new level of transparency, both in terms of its workforce and supplier diversity assessments, and in looking at the marketplace. "The commitment to detailed metrics began when the D&I initiative ramped up with the acquisition of NBCUniversal, which closed in 2011," Senior Executive Vice President David L. Cohen became the enterprise-wide Chief Diversity Officer, and "the company made a very public commitment to D&I."

Initial metrics were modeled after those used by HACR (Hispanic Association on Corporate Responsibility), and covered traditional areas, such as representation in the workforce, supplier diversity, and community investment. "But to truly demonstrate our commitment, we wanted to measure our progress in the heart of our business: programming. We wanted to create a culture of inclusion, and become the model for D&I in corporate America," Arias says.

Starting in 2012, Comcast NBCUniversal created an annual online D&I Report that included substantial content, including information on multicultural programming and on-air talent.

Today, the company focuses its D&I efforts on Workforce, Procurement, Programming, Accessibility, Community Investment and Governance. The 2017 D&I Report is a model of transparency, including:

- The company has made progress on its aspirational goal of 33% people of color and 50% women across its workforce. In 2016, people of color were 53% of new hires, and women were 39% of new hires.
- Diversity is shown at every level – vice president and above, director, manager. Over the past six years, the company has seen a 43% growth in the number of diverse leaders at the vice-president level, 63% at the director level and 58% at the manager level.
- Employee Resource Group participation is highlighted—more than 20,000 members in 118 chapters, with 24 new chapters launched in 2016.

**STEPS TO SUCCESS**

1. Showcase your results in a regularly scheduled and easy to use document
2. Don’t be afraid to look at new areas of D&I-related metrics that are relevant to your business, such as online programming for Comcast NBCUniversal
3. Include aspirational goals and be open about progress toward them and reasons behind that progress
• Supplier diversity metrics are equally transparent—the company shares how much has been spent with Tier I diverse suppliers since 2011 (more than $11 billion) and how much was spent in 2016 ($3.2 billion). They also showcase spend with Tier II (subcontractors) who are diverse (more than $1.3 billion since 2012, and $455 million in 2016).

• The company discloses information about its $20 million Comcast Ventures Catalyst Fund, which provides capital investments to minority- and women-owned startups.

• For programming, Comcast reports the total hours of diverse content available through its On Demand and online platforms (more than 16,000), as well as the number of networks it carries that target underrepresented groups (more than 100). NBCUniversal programming is reported separately and includes a breakdown by gender and race/ethnicity of on-air and behind-the-camera talent. Comcast NBCUniversal also reports the success of its films starring diverse talent, and targeting diverse audiences.

• The company is also transparent about its philanthropy to organizations led by, and serving, diverse communities, including efforts to bolster internet usage in low-income communities. In August 2017, the company announced a milestone of providing 4 million low-income Americans with internet access through its Internet Essentials program.

“Our commitment to diversity is not just the right thing to do, it’s also the right thing for our company. The world is different than it was 25 years ago. We will soon be a minority-majority population in the U.S., and the multiculturalism of Millennials has changed everything. We benefit greatly from the innovative and unique perspectives of our diverse employees, suppliers, and programs,” Arias says.

She highlights the increased emphasis on online demographics and in looking at programming and casting on television and in films. “When you look at areas like films for NBCUniversal, the release of ‘Girls Trip,’ which was the first film produced, written and starring African-Americans to break the $100 million box office mark, and other films like ‘The Best Man Holiday,’ which had great success in the African-American and general markets, these are smart business decisions. After African-American anchor Lester Holt took over ‘NBC Nightly News,’ it became the most-watched evening news program among 25-54 year olds. That’s just smart business.”

She also cites increased focus on accessibility initiatives for the disability community with devices such as the X1 Voice Remote and X1 Talking Guide. Comcast NBCUniversal’s diversity efforts extend to the LGBTQ and military communities as well.

“The success of our program is that we built the foundation. Then, we took a step back and we’ve partnered with the business to see what works. We share best practices and seek advice from our internal and external councils, and from partner organizations. And most importantly, we share the lessons learned,” she adds.

The success of our program is that we built the foundation. Then, we took a step back and we’ve partnered with the business to see what works. We share best practices and seek advice from our internal and external councils, and from partner organizations. And most importantly, we share the lessons learned.
Accenture: Setting Public Goals and Driving Programs to Increase Workforce Diversity

Accenture, a leading global professional services company with more than 425,000 people worldwide, has made a very public decision to set inclusion and diversity goals – and be transparent about reaching them. In an interview with Forbes Magazine, the company’s North America CEO, Julie Sweet, explains why:

“For me as a leader, transparency around diversity and inclusion is critical. A year ago, I made the decision to be transparent about our workforce demographics. We released them publicly and said we are not where we need to be. Owning where we are is critical to our credibility among our people and those we want to recruit. It says we are serious.

This transparency is not just about numbers—it is talking directly about where we are. When I announced a new leadership team last December, it was made up of equal numbers of men and women—which was to be celebrated—but only two people of color. I hit head-on that we have more work to do to achieve the diversity in leadership we believe is critical to our business. I personally picked my leadership team, and when I say it is not as diverse as we need it to be, it is a statement about my own personal commitment to change. When I talk about transparency, I mean sharing the numbers but also owning personal decisions. And we cannot ask people to personally take ownership if we are not transparent.”

How will Accenture reach its commitment to achieve a global workforce goal of 50 percent women and 50 percent men by 2025? Transparency around numbers, visible communication on progress and accountability from leaders like Sweet is essential. Additionally, the company has launched innovative programs to help accelerate impact. Accenture’s diversity referral program, which launched in October 2016, offers employees and Accenture alumni significantly larger awards for successful referrals of women, African Americans, Asian Americans, Hispanic Americans, veterans and persons with disabilities. The amount varies depending on the new hire’s career level.

Accenture has always had an employee-referral program, but this multiplies the reward amounts employees receive – and it’s backed by commitment from the company’s top leadership to make it a reality. The program was launched by Sweet through an all employee memo, amplified across the company’s internal social network and distributed via the company’s numerous employee resource groups.

With a boost from strong word-of-mouth, the program has been very successful. In the first four months, the company increased its number of both employee referrals and diverse hires by 20 percent.

Steps to Success

1. Ensure your top leadership is accountable and communicates the value of transparency
2. Set ambitious but realistic goals—and be very clear about how well and why you are or are not reaching them
3. Launch and sustain structured programs that report tangible results. For example, diversity referral programs, pay equality processes, tracked sponsorship and promotion initiatives for diverse employees, etc.